



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR MEETING
AUGUST 7, 2018 – 5:30 p.m.**

AGENDA

- I. CALL TO ORDER** Mary Thompson, President
- II. INVOCATION** Chaplain Farrell Ard
- III. PLEDGE OF ALLEGIANCE** Mary Thompson
- IV. MISSION/VISION/VALUES OF MEDICAL CENTER HEALTH SYSTEM** Mary Thompson, p.3
- V. PATIENT EXPERIENCE VIDEO**..... Rick Napper
- VI. AUGUST 2018 EMPLOYEES OF THE MONTH**..... Rick Napper
 - Clinical: Audrey Blair, LVN, ProCare Pain Management
 - Non-Clinical: Janice Dane, Human Resources Business Partner, Human Resources
 - Nurse: Karla (Erika) Quezada, Clinical RN, 4 Central
- VII. CONSENT AGENDA**..... Mary Thompson, p.4-10
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
 - A. Minutes for Regular Meeting – July 10, 2018**
- VIII. COMMITTEE REPORTS**
 - A. Finance Committee** David Dunn, p.11-95
 - 1. Financial Report for Nine Months Ended June 30, 2018
 - B. Joint Conference Committee**.....Fernando Boccalandro, MD, p.96-105
 - 1. Medical Staff or AHP Initial Appointment/Reappointment
 - 2. Change in Clinical Privileges/or Scope of Practice/or Supervisor
 - 3. Change in Medical Staff or AHP Staff Status
 - 4. Change in Medical Staff or AHP Staff Category
 - 5. Change in Medical Staff Bylaws/Policy/Privilege Criteria
- IX. TTUHSC AT THE PERMIAN BASIN REPORT**..... Gary Ventolini, MD

- X. PRESIDENT/CHIEF EXECUTIVE OFFICER’S UPDATE Rick Napper**
 - A. Physician Advisory Meeting**
 - B. Quarterly MCH Marketing Report**
 - C. Emergency Department Registration Alignment Room Report**

XI. EXECUTIVE SESSION

Meeting held in closed session as to (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code, including update on settlement documents in *Meisell et al., v. ECHD et al.*; (2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (3) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code.

- XII. APPROVALS FROM EXECUTIVE SESSION Mary Thompson, p.106-115**
 - A. Huron Consulting Services LLC Agreement**
 - B. MCH ProCare Provider Agreements**

XIII. ADJOURNMENT Mary Thompson

If during the course of the meeting covered by this notice, the Board of Directors needs to meet in executive session, then such closed or executive meeting or session, pursuant to Chapter 551, Texas Government Code, will be held by the Board of Directors on the date, hour and place given in this notice or as soon after the commencement of the meeting covered by this notice as the Board of Directors may conveniently meet 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
JULY 10, 2018 – 5:30 p.m.**

MINUTES OF THE MEETING

MEMBERS PRESENT:

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

OTHERS PRESENT:

Rick Napper, President/Chief Executive Officer
Robert Abernethy, Chief Financial Officer
Chad Dunavan, Chief Nursing Officer
Heather Bulman, Chief Experience Officer
Dr. Fernando Boccalandro, Chief of Staff
Dr. Donald Davenport, Vice Chief of Staff
Ron Griffin, Chief Legal Counsel
Jan Ramos, ECHD Board Secretary
Dr. Gary Ventolini, TTUHSC Permian Basin
Various other interested members of the
Medical Staff, Employees, and Citizens

I. CALL TO ORDER

Mary Thompson, 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. PLEDGE OF ALLEGIANCE

Mary Thompson led the Pledge of Allegiance to the United States and Texas flags.

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

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

V. JULY 2018 EMPLOYEES OF THE MONTH

Rick Napper introduced the July 2018 Employees of the Month as follows:

- Clinical: Lori McWilliams-Gersbach, Occupational Therapist, Occupational Therapy
- Non-Clinical: Gregory Spence, Project Manager, Performance Improvement
- Nurse: Chris Gage, Holding Area RN, Cath Lab

VI. CONSENT AGENDA

A. Minutes for Regular Meeting – June 5, 2018

B. Minutes for Special Meeting – June 19, 2011

C. Annual ECHD Board Committee Appointments Made by President

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

VII. COMMITTEE REPORTS

A. Finance Committee

1. Financial Report for Eight Months Ended May 31, 2018

David Dunn moved and Ben Quiroz seconded the motion to approve the Financials for eight months ended May 31, 2018. The motion carried unanimously.

2. Capital Expenditure Request: Continuous Cardiac Output Monitor

Chad Dunavan, Chief Nursing Officer, presented the Capital Expenditure Request for HemoSphere Advanced Platform Continuous Cardiac Output Monitors. The objective is to replace two existing and obsolete monitors currently in use. Two of the Continuous Cardiac Output (CCO) monitors are 12 years old and end of life and 2 that are 5 years old. Currently the two monitors at end of life will no longer be serviced or repairable by the manufacturer. Monitors are a needed piece of equipment for hemodynamic monitoring of CABG patients which will allow nursing and physicians the ability to assess cardiovascular function and guide treatment decisions by the visual data displayed by the HemoSphere CCO monitor. This is a budgeted cost of \$81,790.00.

David Dunn moved and Richard Herrera seconded the motion to approve the Capital Expenditure Request for HemoSphere Advanced Platform Continuous Cardiac Output Monitors. The motion carried unanimously.

B. Joint Conference Committee

Dr. Fernando Boccalandro, 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
Aminsharifi, Jamie MD	Radiology	Radiology / Telemedicine	VRAD	07/10/2018 – 07/09/2020
Tortorelli, Cynthia MD	Radiology	Radiology / Telemedicine	VRAD	“ “
Thokala, Ramakrishna MD	Medicine	Medicine / Nephrology	Permian Nephrology Associates	07/10/2018-07/09/2019
Brown, Matthew MD	Surgery	Plastic Surgery / Hand Surgery	Midland Plastic Surgery Center	“ “

Allied Health Professional (AHP) Staff Applicants

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Hernandez, Philip CRNA	Anesthesia	Nurse Anesthetist	ProCare	Meghana Gillala, MD Abishek Bhari Jayadevappa, MD Marlys Munnell, MD Michael Price, MD Punaepalli Reddy, MD	07/10/2018 - 07/09/2020

**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	Changes to Privileges	Dates
Banh, David MD	OB / GYN	Affiliate	Obstetrics / Gynecology	TTUHSC		09/01/2018 – 08/31/2020
Bastidas Palacios, Alexander MD	Medicine	Active	Medicine / Critical Care	ProCare		“ “
Bhairavarasu, Kalpana MD	Medicine	Active	Medicine / Rheumatology	TTUHSC	DELETE: Arthroscopy	“ “
Borra, Ravi MD	Medicine	Active	Medicine / Endocrinology	West Texas Diabetes		“ “
Caparas, Domingo MD	Family Medicine	Active	Family Medicine/Hospitalist	ProCare		“ “
Francisco, Anna Marie MD	Family Medicine	Active	Family Medicine / Geriatrics	TTUHSC		“ “
Herrera, Johany MD	Family Medicine	Active	Family Medicine/Hospitalist	ProCare		“ “
Hosakoppal, Niriksha MD	Medicine	Active	Medicine/Internal Medicine	ProCare		“ “
Kola, Bhargavi MD	Pediatrics	Active	Pediatrics	TTUHSC		“ “
Nwojo, Raphael MD	Surgery	Associate to Active	Surgery / Otolaryngology	ProCare		“ “
Othee, Mandeep	Medicine	Active	Medicine / Physical	ProCare		“ “

MD			Medicine			
Price, Michael MD	Anesthesia	Associate to Active	Anesthesiology	ProCare		“ “
Smith, Debbie DO	Family Medicine	Active	Family Medicine / Geriatrics	TTUHSC		“ “
Van Riper, James DO	OB/GYN	Courtesy to Associate	Obstetrics / Gynecology	First Physicians		09/01/2018 – 08/31/2019
Reddy, Punaepalli MD	Anesthesia	Associate	Anesthesiology	ProCare		08/01/2018 – 07/31/2019
Carrizales, Enrique DO	Medicine	Associate	Medicine/Internal Medicine	ProCare		“ “
Gomez, Adriana MD	Medicine	Associate	Medicine/Internal Medicine	ProCare		“ “
McDonnell, Kevin MD	Radiology	Telemedicine	Diagnostic Radiology	VRAD		08/01/2018 – 07/31/2020
Blanchard, Lawrence MD	Anesthesia	Active	Anesthesiology	ProCare		“ “
Park, Susan MD	Radiology	Telemedicine	Diagnostic Radiology	VRAD		“ “
Paul, Marc MD	Radiology	Telemedicine	Diagnostic Radiology	VRAD		“ “
Reiner, Bruce MD	Radiology	Telemedicine	Diagnostic Radiology	VRAD		“ “
Wike, Laura MD	Radiology	Telemedicine	Diagnostic Radiology	VRAD		“ “

Blank **Staff Category** column signifies no change

Allied Health Professionals

Applicant	Department	Specialty/ Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Katada, Jose CRNA	Anesthesia	Nurse Anesthetist	ProCare	Meghana Gillala, MD Abishek Bhari Jayadevappa, MD Marlys Munnell, MD Michael Price, MD Punaepalli Reddy, MD		09/01/2018 – 08/31/2020
Lovitt, Hanh PA	Emergency Medicine	Physician Assistant	BEPO	Gregory Shipkey, MD		“ “
Romero, Araceli FNP	Family Medicine	Nurse Practitioner	First Physicians	Francisco Salcido, MD		“ “

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

Clinical/ Additional Privileges

Staff Member	Department	Privilege
Bashir, Mamoun MD	Medicine	ADD: Moderate Sedation ADD: [Interventional Nephrology] – HD PermaCath placement and exchange for dialysis ADD: [Interventional Nephrology] – AV access (AVE/AVG) angiogram and/or angioplasty and/or endovascular stent placement for dialysis ADD: [Interventional Nephrology] – AV access thrombectomies for dialysis
Glass, Darren MD	Surgery	ADD: Temporary privileges for proctoring with da Vinci

3. Change in Medical Staff or AHP Staff Status

Resignation / Expiration of Privileges

Staff Member	Staff Category	Department	Effective Date	Action
Sepulveda, Augusto MD	Active	Medicine / Hospitalist	05/16/2018	Resigned
Ahmed, Yasir, MD	Active	Medicine / Infectious Disease	06/21/2018	Resigned
Boe, Justin MD	Telemedicine	Radiology	05/16/2018	Resigned
Henry, Thomas MD	Telemedicine	Radiology	05/14/2018	Resigned
Talmi, Danit MD	Telemedicine	Radiology	05/18/2018	Resigned
Adams, Mathis MD	Active	Surgery	10/31/2018	Resigned
Buitrago, William MD	Associate	Surgery / Trauma	10/31/2018	Resigned
Corneille, Michael MD	Active	Surgery / Trauma	10/31/2018	Resigned
Kim, Elizabeth MD	Active	Surgery	10/31/2018	Resigned

4. Change in Medical Staff or AHP Staff Category

Staff Category Changes

Staff Member	Department	Category
Nwojo, Raphael MD	Surgery	Associate to Active
Price, Michael MD	Anesthesia	Associate to Active
Van Ripper, James DO	OB / GYN	Courtesy to Associate

Change in Credentialing Date

None were presented.

5. Medical Staff Bylaws/Policy/Privilege Criteria

a. Medical Staff OPPE/FPPE Practice Evaluation Form

David Dunn moved and Mary Lou Anderson seconded the motion to approve the Medical Staff recommendation (Items VII. B. 1-5) as presented. The motion carried unanimously.

VIII. TEXAS TECH UNIVERSITY HEALTH SCIENCE CENTER AT THE PERMIAN BASIN REPORT

Dr. Gary Ventolini provided the TTUHSC at the Permian Basin Report for informational purposes only. Rick Napper presented to the Board of Directors a commendation of appreciation from TTUHSC that he had previously received. No action was taken.

IX. PRESIDENT/CHIEF EXECUTIVE OFFICER'S UPDATE

Rick Napper introduced Edgar Morgan, Administrative Fellow. He then presented Quarterly Reports on MCH ProCare and MCH Foundation.

These reports were for informational purposes only. No action was taken.

X. SERVICE AGREEMENT BETWEEN ECTOR COUNTY HOSPITAL DISTRICT AND MCH PROCARE

Ron Griffin, Chief Legal Counsel, presented an Administrative and Support Services Personnel Agreement between Ector County Hospital District and MCH ProCare.

David Dunn moved and Richard Herrera seconded the motion to approve the service agreement between Ector County Hospital District and MCH ProCare for approval as presented. The motion carried unanimously.

XI. EXECUTIVE SESSION

Mary Thompson stated that the Board would go into Executive Session for the meeting held in closed session as to (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code, including update on settlement documents in *Meisell et al., v. ECHD et al.*; (2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (3) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code.

The individuals present during Executive Session were Mary Thompson, David Dunn, Mary Lou Anderson, Bryn Dodd, Don Hallmark, Ben Quiroz, Rick Napper, Ron Griffin, Robert Abernethy, Adiel Alvarado, Robbi Banks, Jan Ramos, Ryan Gibson, Huron Consulting Group, and Miles Nelson, Shafer, Davis, O'Leary and Stoker.

**Executive Session began at 6:18 pm.
Executive Session ended at 8:05 p.m.**

No action was taken during Executive Session.

XII. APPROVALS FROM EXECUTIVE SESSION

A. MCH ProCare Provider Agreements

Ron Griffin, Chief Legal Counsel, presented one MCH ProCare provider agreements as follows:

Monika Budhathoki, FNP. This is a three year, full-time employment agreement for Gastroenterology, starting as soon as privileging and credentialing is complete.

Michael Cuizon, NP. This is a two year, full-time renewal agreement for Cardiology, effective August 1, 2018.

Bryn Dodd moved and Don Hallmark seconded the motion to approve the MCH ProCare provider agreements with Monika Budhathoki and Michael Cuizon, as presented. The motion carried unanimously.

B. Meisell et al., v. ECHD et al. Settlement Agreement

Ron Griffin, Chief Legal Counsel, presented the formalized Settlement Agreement for submission to the plaintiffs in Meisell et al., v. ECHD et al.

Bryn Dodd mad the following motion: "I move for approval of the Settlement Agreement as written and presented to be submitted to the Plaintiff participants for execution; and, subject to such adequate execution as contemplated in the Settlement Agreement, that the same participation in the HRA be offered to all other qualified and eligible retirees in exchange for an approved release." Don Hallmark seconded the motion to approve the Settlement Agreement as presented. The motion carried unanimously.

XIII. ADJOURNMENT

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 8:10 p.m.

Respectfully submitted,



Jan Ramos, Secretary
Ector County Hospital District Board of Directors



**ECTOR COUNTY HOSPITAL DISTRICT
Investment Portfolio
Charles Brown, Hilltop Securities Independent Network Inc.
June 30, 2018**

All prices and values reflected in this report are captured from the Hilltop Securities statements dated 06/29/2018.

"This report is given as a courtesy to our clients. Hilltop Securities makes no warranties as to the completeness or accuracy of this information and specifically disclaims any liability arising from your use or reliance on this information. Hilltop Securities does not offer tax advice. You are solely responsible for the accuracy of cost basis and gain/loss information reported to tax authorities."

ECTOR COUNTY HOSPITAL DISTRICT

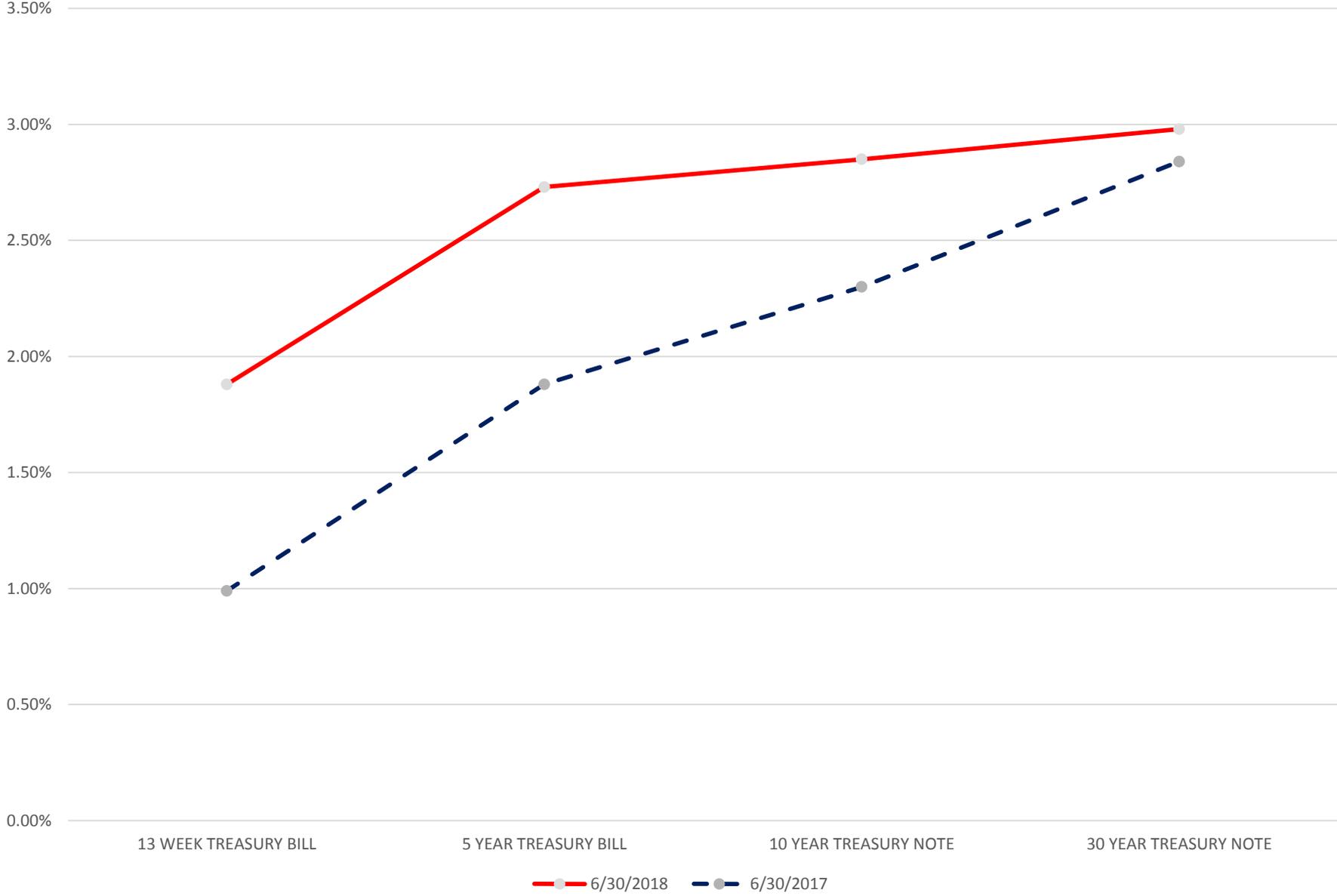
June 30, 2018

Yield Summary

SECTOR	PAR VALUE	Weighted Avg Yield	Market Value	Gain/Loss
US AGENCY	\$ 10,000,000.00	1.73%	\$ 9,699,500.00	\$ (300,500.00)
SHORT-TERM INVESTMENTS	\$ 23,672,195.04	1.10%	\$ 23,664,195.04	\$ (8,000.00)
TOTAL	\$ 33,672,195.04	1.288%	\$ 33,363,695.04	\$ (308,500.00)

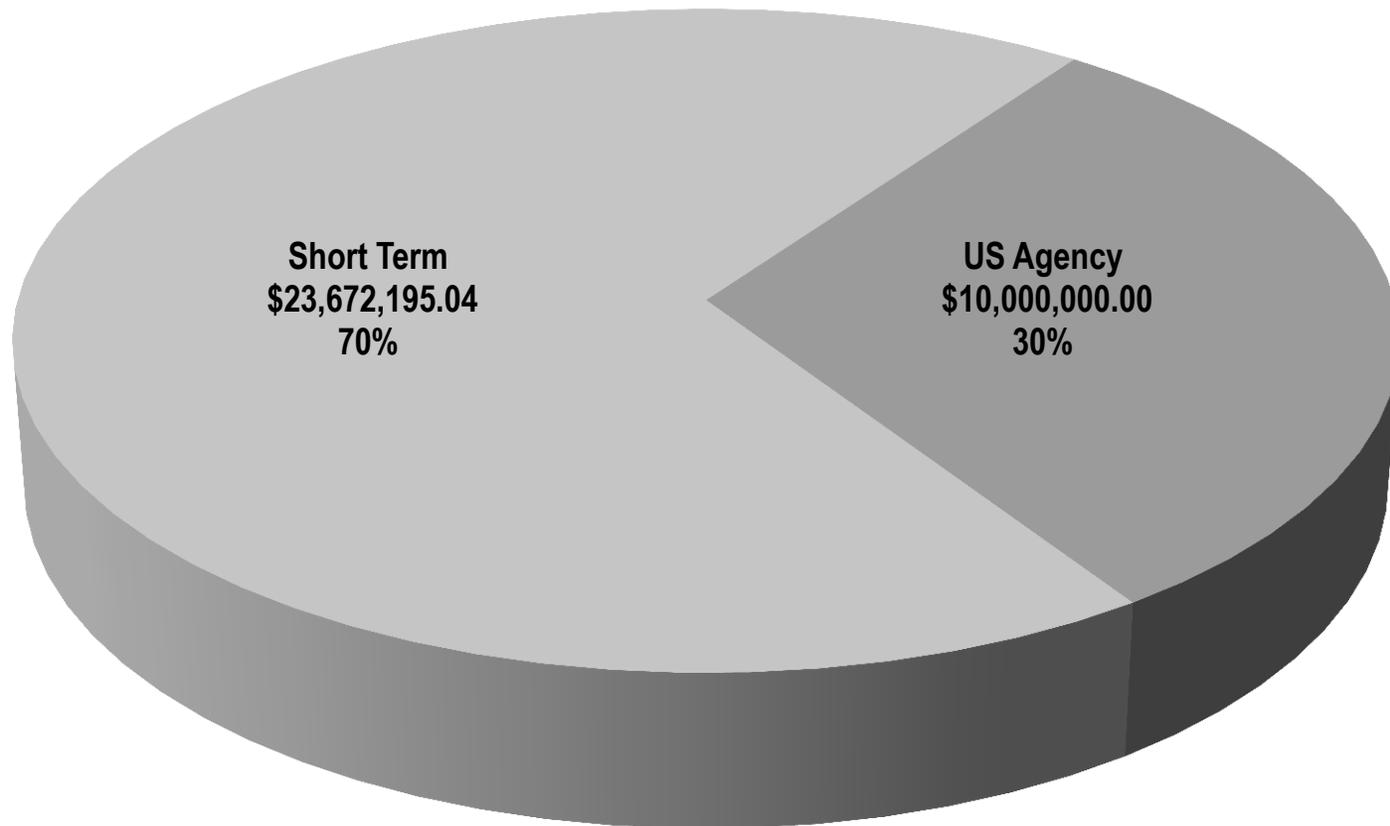
	6/30/2018	6/30/2017
13 WEEK TREASURY BILL	1.88%	0.99%
5 YEAR TREASURY BILL	2.73%	1.88%
10 YEAR TREASURY NOTE	2.85%	2.30%
30 YEAR TREASURY NOTE	2.98%	2.84%

Yield Summary



Distribution by Asset Type

Shown at Book Value



ECTOR COUNTY HOSPITAL DISTRICT

June 30, 2018

Maturity Distribution 1-5 Years

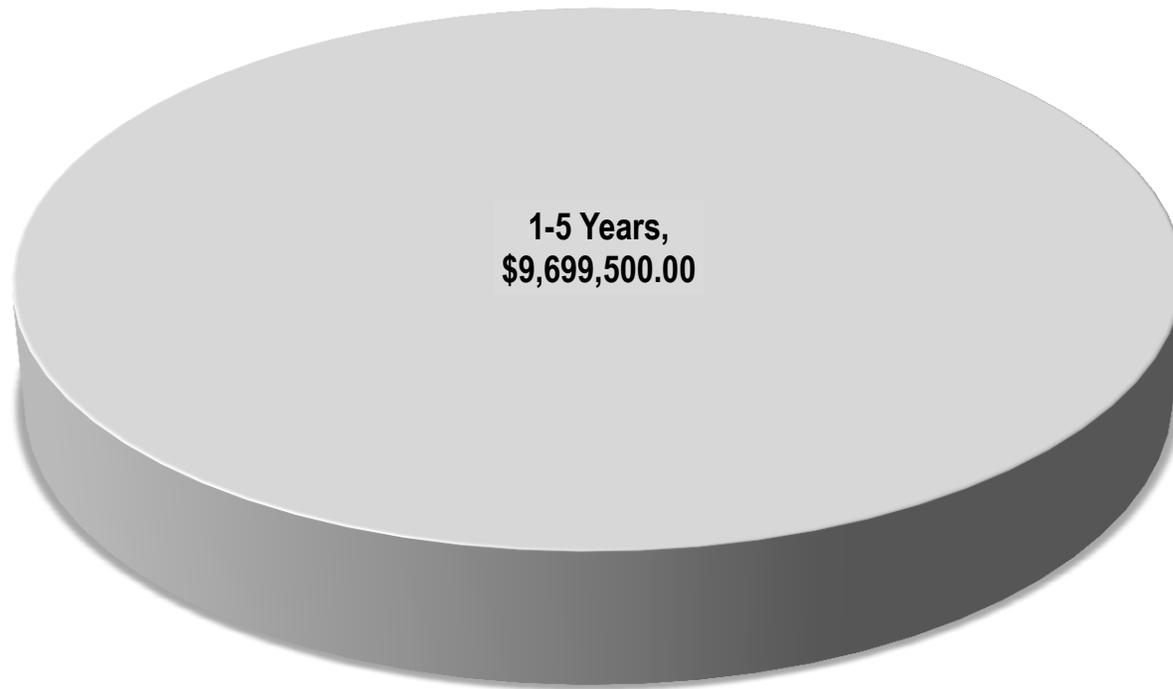
CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
3136G35L0	DP4-FNMA	6/30/2021	1.730%	1.730%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,939,900.00	\$ 34,600.00	\$ (60,100.00)
3136G3SLO	FND-FNMA	6/30/2021	1.730%	1.730%	\$ 8,000,000.00	\$ 8,000,000.00	\$ 7,759,600.00	\$ 138,400.00	\$ (240,400.00)
					\$10,000,000.00	\$ 10,000,000.00	\$ 9,699,500.00	\$ 173,000.00	\$ (300,500.00)

Weighted Avg Life	3.00
Weighted Avg Yield	1.73%

\$10,000,000.00	\$ 10,000,000.00	\$ 9,699,500.00	\$ 173,000.00	\$ (300,500.00)
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Distribution by Maturity

US Agency Shown at Market Value



ECTOR COUNTY HOSPITAL DISTRICT

June 30, 2018

Safekeeping

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Dispro 4 (339788818)					
3136G35L0	DP4-FNMA	6/30/2021	1.730%	\$ 2,000,000.00	\$ 1,939,900.00
CR02326T8	DP4-CDARS	8/16/2018	1.730%	\$ 2,000,000.00	\$ 1,998,000.00
Money Market			0.320%	\$ 1,182,753.93	\$ 1,182,753.93
TOTAL				\$ 5,182,753.93	\$ 5,120,653.93

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Funded Depreciation (339814498)					
3136G35L0	FND Dep-FNMA	6/30/2021	1.730%	\$ 8,000,000.00	\$ 7,759,600.00
CR02326T2	FND-Dep CDARS	11/8/2018	2.040%	\$ 5,000,000.00	\$ 4,999,000.00
Money Market	FND-Dep Dreyfus		0.320%	\$ 4,275,008.52	\$ 4,275,008.52
TOTAL				\$ 17,275,008.52	\$ 17,033,608.52

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Funded Workers Comp (339818296)					
CR08152T2	FWC - CDARS	8/16/2018	0.320%	\$ 1,000,000.00	\$ 999,000.00
Money Market	FWC-Dreyfus		0.320%	\$ 1,204,269.38	\$ 1,204,269.38
TOTAL				\$ 2,204,269.38	\$ 2,203,269.38

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Professional Liability (339767185)					
CR02326T8	Prof Liab-CDARS	8/16/2018	1.730%	\$ 1,000,000.00	\$ 999,000.00
Money Market	Prof Liab-Dreyfus		0.320%	\$ 1,982,215.86	\$ 1,982,215.86
TOTAL				\$ 2,982,215.86	\$ 2,981,215.86

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Designated Funds (339801057)					
CR02326T8	DES-CDARS	8/16/2018	1.730%	\$ 2,000,000.00	\$ 1,998,000.00
Money Market	DES-Dreyfus		0.320%	\$ 1,123,570.37	\$ 1,123,570.37
TOTAL				\$ 3,123,570.37	\$ 3,121,570.37

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location General Liability (339809022)					
CR02326T8	GEN Liab-CDARS	8/16/2018	1.730%	\$ 1,000,000.00	\$ 999,000.00
Money Market	GEN Liab-Dreyfus		0.320%	\$ 1,904,376.98	\$ 1,904,376.98
TOTAL				\$ 2,904,376.98	\$ 2,903,376.98

GRAND TOTAL	\$	33,672,195.04	\$	33,363,695.04
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ECTOR COUNTY HOSPITAL DISTRICT

June 30, 2018

Short Term Investments

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
CR02326T8	DP4-CDARS	8/16/2018	1.730%	1.730%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,998,000.00	\$ 34,600.00	(\$2,000.00)
CR02326T8	FWC-CDARS	8/16/2018	1.730%	1.730%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 999,000.00	\$ 17,300.00	(\$1,000.00)
CR02326T8	ProfLiab-CDARS	8/16/2018	1.730%	1.730%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 999,000.00	\$ 17,300.00	(\$1,000.00)
CR02326T8	DES-CDARS	8/16/2018	1.730%	1.730%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,998,000.00	\$ 34,600.00	(\$2,000.00)
CR02326T8	GenLiab-CDARS	8/16/2018	1.730%	1.730%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 999,000.00	\$ 17,300.00	(\$1,000.00)
CR0526T2	FND Dep-CDARS	11/8/2018	2.040%	2.040%	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 4,999,000.00	\$ 102,000.00	(\$1,000.00)
Weighted Avg Life		0.297			\$ 12,000,000.00	\$ 12,000,000.00	\$ 12,000,000.00	\$ 11,992,000.00	\$ 223,100.00	(\$8,000.00)
Weighted Avg Yield		1.86%								

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME
Money Market	DP4-Dreyfus		0.320%	0.320%	\$ 1,182,753.93	\$ 1,182,753.93	\$ 1,182,753.93	\$ 1,182,753.93	\$ 3,784.81
Money Market	FND-Dep Dreyfus		0.320%	0.320%	\$ 4,275,008.52	\$ 4,275,008.52	\$ 4,275,008.52	\$ 4,275,008.52	\$ 13,680.03
Money Market	FWC-Dreyfus		0.320%	0.320%	\$ 1,204,269.38	\$ 1,204,269.38	\$ 1,204,269.38	\$ 1,204,269.38	\$ 3,853.66
Money Market	Prof Liab-Dreyfus		0.320%	0.320%	\$ 1,982,215.86	\$ 1,982,215.86	\$ 1,982,215.86	\$ 1,982,215.86	\$ 6,343.09
Money Market	DES-Dreyfus		0.320%	0.320%	\$ 1,123,570.37	\$ 1,123,570.37	\$ 1,123,570.37	\$ 1,123,570.37	\$ 3,595.43
Money Market	GEN-Liab Dreyfus		0.320%	0.320%	\$ 1,904,376.98	\$ 1,904,376.98	\$ 1,904,376.98	\$ 1,904,376.98	\$ 6,094.01
Weighted Avg Life		0.00			\$ 11,672,195.04	\$ 11,672,195.04	11,672,195.04	11,672,195.04	\$37,351.02
Weighted Avg Yield		0.320%							

ECTOR COUNTY HOSPITAL DISTRICT

June 30, 2018

Outstanding Bonded Debt

2010-B Build America Bonds

Amount	MAT/Call		
\$1,690,000	9/15/2018		
\$1,753,000	9/15/2019		
\$1,820,000	9/15/2020		
\$10,333,000	9/15/2025	CALL	9/15/2020
\$29,058,000	9/15/2035	CALL	9/15/2020



MEMORANDUM

TO: Ricky D. Napper, President and Chief Financial Officer

FROM: Robert Abernethy, Chief Financial Officer

RE: **Quarterly Investment Report – Third Quarter 2018**

DATE: August 2, 2018

The Investment Report of Ector County Hospital District for the third quarter ended June 30, 2018 will be presented at the Finance Committee meeting August 7, 2018. This report was prepared in order to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the third quarter of fiscal 2018 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of June 30, 2018 the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.

A handwritten signature in blue ink, appearing to read "Robert Abernethy", is written over a horizontal line.

Robert Abernethy
Investment Officer



DATE: August 3, 2018

TO: Board of Directors
Ector County Hospital District

FROM: Robert Abernethy
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the month ended June 30, 2018

Attached are the Financial Statements for the month ended June 30, 2018 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended June, the change in net position was a loss of \$338,758 comparing favorably to the budget loss of \$600,269 by 43.6%. Inpatient (I/P) revenue was below budget by \$2,391,756 or 4.7% driven primarily by decreased patient days and surgeries. Outpatient (O/P) revenue was below budget by \$2,903,427 due to decreased observation days, ED visits, and all other outpatient occasions of service. Net Patient Revenue was \$4,188,858 or 20.6% below the budget of \$20,287,547 due to decreased volumes, cash collections, and accounts receivable clean up in the Cerner system. Net operating revenue was \$3,176,724 or 12.5%, below budget due to decreased net patient revenue that was partially offset by increased sales tax receipts.

Operating expenses for the month were under budget by \$2,356,085 due to favorable salaries, wages, benefits, temporary labor, and repairs and maintenance. Favorable salaries and wages expense was due to decreased inpatient and outpatient volumes in June. Benefits expenses were favorable due to true up of \$1,000,000 in GASB 68 expenses reported by TCDRS in June, as well as discontinuance of monthly GASB 68 expense accrual of \$1,217,696 due to performance of TCDRS held investments in calendar year 2017. Repairs and maintenance were favorable by \$250,310 due to fewer repairs made in June. Major unfavorable variances include purchased services caused by \$304,088 in unbudgeted contract coding, \$348,557 in additional collection fees and consulting in the Business Office, and \$279,383 in Information Technology due to consulting costs that are all related to correcting workflows in Cerner. Other purchased service variances include \$144,900 in behavioral health fees for indigent patients that was budgeted in physician fees, and \$51,820 in Community Relations fees due to timing

of purchases. ECHDA expenses were higher than budgeted due to increased indigent fees in June.

Operating Results - ProCare (501a) Operations:

For the month of June the net loss from operations before capital contributions was \$445,345 compared to a budgeted loss of \$1,086,068. Net operating revenue was above budget by \$532,673 due to unfavorable gross billing by \$161,567 offset by decreased deductions from revenue by \$668,704. Total operating costs were below budget by \$108,049. The favorable variance was caused by a salaries, wages, benefits, and temporary labor by \$366,982. Purchased services were unfavorable to budget by \$261,801 due to decreased staffing provided to FHC and FHC West, increased expenses for billing services due to move to Xtend from Conifer, and increased consulting fees to J Taylor for provider RVU and contract reviews. After MCH capital contributions of \$556,504 for the month and \$8,732,829 YTD, ProCare showed a positive contribution of \$111,159 for the month and contribution of \$740,476 YTD.

Operating Results - Family Health Center Operations:

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

- Clements: \$117,294 loss compared to a budgeted loss of \$199,090. Net revenue was unfavorable by \$134,020 due to closure of dental services in October and decreased medical visits for the month. Operating costs were \$224,619 favorable to budget due decreased staffing caused by closure of dental services and decreased visits.
- West University: \$118,526 loss compared to a budgeted loss of \$183,012. Net revenue was unfavorable by \$55,565 due to decreased volumes and cash collections. Favorable operating costs of \$120,051 driven by favorable salaries, wages and benefits.

Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of June was a deficit of \$227,599 comparing favorably to a budgeted deficit of \$600,269. On a year to date basis, our Change in Net Position is a deficit of \$14,179,524 comparing unfavorably to a budgeted deficit of \$11,175,841.

Volume:

Total admissions for the month 1,098 or 0.6% below budget and 8.7% above last year. YTD admissions were 10,140 or below budget by 2.8% and 1.9% above last year. Patient days for the month were 5,307 or 3.1% below budget and 0.6% below last year. YTD patient days were 49,924 or 0.2% above budget and 2.6% below last year. Due to the preceding, total average length of stay (ALOS) was 4.83 for the month and 4.92 YTD. Observation days were below budget by 30.4% and below prior year by 29.7%. YTD observation days were below budget by 9.3% and below prior year by 7.7%

Emergency room visits for the month 4,249 resulting in a decrease compared to budget of 7.8% and an increase compared to last year of 12.1%. YTD emergency room visits were 39,624 resulting in an increase compared to budget of 7.2% and an increase to prior year of 7.0%. Total O/P occasions of service for the month were 23.7% below budget for the month and 3.7% below last year.

Revenues:

Inpatient (I/P) revenue was below budget by \$2,391,756 or 4.7% driven primarily by decreased patient days and surgeries. Outpatient (O/P) revenue was below budget by \$2,903,427 due to decreased observation days, ED visits, and all other outpatient occasions of service. Net Patient Revenue was \$4,188,858 or 20.6% below the budget of \$20,287,547 due to decreased volumes, cash collections, and accounts receivable clean up in the Cerner system. Net operating revenue was \$3,176,724 or 12.5%, below budget due to decreased net patient revenue that was partially offset by increased sales tax receipts.

Operating Expenses:

Operating expenses for the month were under budget by \$2,356,085 due to favorable salaries, wages, benefits, temporary labor, and repairs and maintenance. Favorable salaries and wages expense was due to decreased inpatient and outpatient volumes in June. Benefits expenses were favorable due to true up of \$1,000,000 in GASB 68 expenses reported by TCDRS in June, as well as discontinuance of monthly GASB 68 expense accrual of \$1,217,696 due to performance of TCDRS held investments in calendar year 2017. Repairs and maintenance were favorable by \$250,310 due to fewer repairs made in June. Major unfavorable variances include purchased services caused by \$304,088 in unbudgeted contract coding, \$348,557 in additional collection fees and consulting in the Business Office, and \$279,383 in Information Technology due to consulting costs that are all related to correcting workflows in Cerner. Other purchased service variances include \$144,900 in behavioral health fees for indigent patients that was budgeted in physician fees, and \$51,820 in Community Relations fees due to timing of purchases. ECHDA expenses were higher than budgeted due to increased indigent fees in June.

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
JUNE 2018**

	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	1,073	1,076	-0.3%	986	8.8%	9,897	10,170	-2.7%	9,686	2.2%
Neonatal ICU (NICU)	25	29	-13.8%	24	4.2%	243	258	-5.8%	264	-8.0%
Total Admissions	1,098	1,105	-0.6%	1,010	8.7%	10,140	10,428	-2.8%	9,950	1.9%
Patient Days										
Adult & Pediatric	4,068	4,126	-1.4%	4,156	-2.1%	38,380	37,929	1.2%	40,367	-4.9%
ICU	372	444	-16.2%	421	-11.6%	3,663	3,996	-8.3%	3,865	-5.2%
CCU	348	402	-13.4%	365	-4.7%	3,505	3,618	-3.1%	3,517	-0.3%
NICU	519	506	2.6%	398	30.4%	4,376	4,278	2.3%	3,521	24.3%
Total Patient Days	5,307	5,479	-3.1%	5,340	-0.6%	49,924	49,821	0.2%	51,270	-2.6%
Observation (Obs) Days	494	710	-30.4%	703	-29.7%	5,797	6,393	-9.3%	6,283	-7.7%
Nursery Days	235	225	4.4%	205	14.6%	2,134	2,025	5.4%	2,026	5.3%
Total Occupied Beds / Bassinets	6,036	6,414	-5.9%	6,248	-3.4%	57,855	58,239	-0.7%	59,579	-2.9%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	4.46	4.62	-3.4%	5.01	-11.0%	4.60	4.48	2.8%	4.93	-6.6%
NICU	20.76	17.45	19.0%	16.58	25.2%	18.01	16.58	8.6%	13.34	35.0%
Total ALOS	4.83	4.96	-2.5%	5.29	-8.6%	4.92	4.78	3.1%	5.15	-4.4%
Acute / Adult & Pediatric w/o OB	5.36			5.72	-6.3%	5.47			5.62	-2.7%
Average Daily Census	176.9	182.6	-3.1%	178.0	-0.6%	182.9	182.5	0.2%	187.8	-2.6%
Hospital Case Mix Index (CMI)	1.5269	1.4657	4.2%	1.5471	-1.3%	1.5312	1.4657	4.5%	1.4091	8.7%
Medicare										
Admissions	421	424	-0.7%	411	2.4%	4,035	4,145	-2.7%	4,011	0.6%
Patient Days	2,031	2,098	-3.2%	2,393	-15.1%	20,639	29,772	-30.7%	22,341	-7.6%
Average Length of Stay	4.82	4.95	-2.5%	5.82	-17.1%	5.11	7.18	-28.8%	5.57	-8.2%
Case Mix Index	1.6662			1.6404	1.6%	1.6716			1.7111	-2.3%
Medicaid										
Admissions	122	123	-0.8%	87	40.2%	1,215	1,253	-3.0%	1,224	-0.7%
Patient Days	757	781	-3.1%	405	86.9%	6,524	6,522	0.0%	5,682	14.8%
Average Length of Stay	6.20	6.35	-2.3%	4.66	33.3%	5.37	5.21	3.2%	4.64	15.7%
Case Mix Index	1.1841			1.2273	-3.5%	1.1610			0.8939	29.9%
Commercial										
Admissions	324	326	-0.6%	291	11.3%	2,664	2,743	-2.9%	2,453	8.6%
Patient Days	1,465	1,512	-3.1%	1,459	0.4%	12,252	12,284	-0.3%	12,117	1.1%
Average Length of Stay	4.52	4.64	-2.5%	5.01	-9.8%	4.60	4.48	2.7%	4.94	-6.9%
Case Mix Index	1.5415			1.5586	-1.1%	1.5378			1.4522	5.9%
Self Pay										
Admissions	205	206	-0.5%	184	11.4%	2,002	2,057	-2.7%	1,867	7.2%
Patient Days	885	914	-3.2%	848	4.4%	9,297	9,245	0.6%	10,066	-7.6%
Average Length of Stay	4.32	4.44	-2.7%	4.61	-6.3%	4.64	4.49	3.3%	5.39	-13.9%
Case Mix Index	1.3182			1.4312	-7.9%	1.3924			1.2295	13.3%
All Other										
Admissions	26	26	0.0%	37	-29.7%	224	230	-2.6%	395	-43.3%
Patient Days	169	174	-2.9%	160	5.6%	1,212	1,218	-0.5%	2,004	-39.5%
Average Length of Stay	6.50	6.69	-2.9%	4.32	50.3%	5.41	5.30	2.2%	5.07	6.6%
Case Mix Index	2.2022			2.3549	-6.5%	1.8649			1.6795	11.0%
Radiology										
InPatient	4,216	3,505	20.3%	4,339	-2.8%	34,258	31,545	8.6%	35,535	-3.6%
OutPatient	7,531	7,091	6.2%	7,593	-0.8%	61,998	63,822	-2.9%	64,793	-4.3%
Cath Lab										
InPatient	533	418	27.5%	417	27.8%	5,041	3,762	34.0%	3,361	50.0%
OutPatient	497	439	13.2%	571	-13.0%	5,084	3,951	28.7%	3,765	35.0%
Laboratory										
InPatient	65,605	57,287	14.5%	58,019	13.1%	625,286	515,583	21.3%	547,107	14.3%
OutPatient	45,974	42,026	9.4%	39,972	15.0%	423,781	378,231	12.0%	345,051	22.8%
NonPatient	6,899	2,278	202.9%	4,471	54.3%	71,148	20,505	247.0%	50,339	41.3%
Other										
Deliveries	143	139	2.6%	136	5.1%	1,399	1,255	11.5%	1,224	14.3%
Surgical Cases										
InPatient	265	313	-15.3%	306	-13.4%	2,485	2,817	-11.8%	2,674	-7.1%
OutPatient	610	613	-0.5%	604	1.0%	5,329	5,517	-3.4%	5,274	1.0%
Total Surgical Cases	875	926	-5.5%	910	-3.8%	7,814	8,334	-6.2%	7,948	-1.7%
GI Procedures (Endo)										
InPatient	109	106	2.8%	92	18.5%	911	954	-4.5%	908	0.3%
OutPatient	266	255	4.3%	197	35.0%	2,428	2,295	5.8%	1,961	23.8%
Total GI Procedures	375	361	3.9%	289	29.8%	3,339	3,249	2.8%	2,869	16.4%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
JUNE 2018**

	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	4,249	4,607	-7.8%	3,789	12.1%	39,624	36,972	7.2%	37,038	7.0%
Observation Days	494	710	-30.4%	703	-29.7%	5,797	6,393	-9.3%	6,283	-7.7%
Other O/P Occasions of Service	16,804	22,937	-26.7%	17,888	-6.1%	160,885	206,433	-22.1%	203,071	-20.8%
Total O/P Occasions of Svc.	21,547	28,254	-23.7%	22,380	-3.7%	206,306	249,798	-17.4%	246,392	-16.3%
Hospital Operations										
Manhours Paid	263,648	270,941	-2.7%	275,984	-4.5%	2,464,829	2,379,508	3.6%	2,478,737	-0.6%
FTE's	1,537.9	1,580.5	-2.7%	1,609.9	-4.5%	1,580.0	1,525.3	3.6%	1,588.9	-0.6%
Adjusted Patient Days	9,819	10,230	-4.0%	9,447	3.9%	91,647	93,390	-1.9%	93,585	-2.1%
Hours / Adjusted Patient Day	26.85	26.48	1.4%	29.21	-8.1%	26.89	25.48	5.6%	26.49	1.5%
Occupancy - Actual Beds	50.7%	52.3%	-3.1%	51.0%	-0.6%	52.4%	52.3%	0.2%	53.8%	-2.6%
FTE's / Adjusted Occupied Bed	4.7	4.6	1.4%	5.1	-8.1%	4.7	4.5	5.6%	4.6	1.5%
InPatient Rehab Unit										
Admissions	37	34	8.8%	27	37.0%	293	298	-1.7%	326	-10.1%
Patient Days	432	418	3.3%	322	34.2%	3,810	3,658	4.2%	3,845	-0.9%
Average Length of Stay	11.7	12.3	-5.0%	11.9	-2.1%	13.0	12.3	5.9%	11.8	10.3%
Manhours Paid	6,546	6,135	6.7%	6,342	3.2%	57,395	52,279	9.8%	60,029	-4.4%
FTE's	38.2	35.8	6.7%	37.0	3.2%	36.8	33.5	9.8%	38.5	-4.4%
Center for Primary Care - Clements										
Total Medical Visits	877	1,201	-27.0%	1,023	-14.3%	8,446	10,533	-19.8%	10,626	-20.5%
Total Dental Visits	-	809	-100.0%	760	-100.0%	350	6,671	-94.8%	6,046	-94.2%
Manhours Paid	3,117	744	319.0%	756	312.2%	17,093	6,769	152.5%	7,636	123.8%
FTE's	18.2	4.3	319.0%	4.4	312.2%	11.0	4.3	152.5%	4.9	123.8%
Center for Primary Care - West University										
Total Medical Visits	489	610	-19.8%	455	7.5%	5,712	6,557	-12.9%	5,284	8.1%
Total Optometry	240	290	-17.2%	280	-14.3%	2,295	2,557	-10.2%	2,439	-5.9%
Manhours Paid	1,957	163	1099.7%	168	1062.3%	10,097	1,484	580.4%	1,557	548.6%
FTE's	11.4	1.0	1099.7%	1.0	1062.3%	6.5	1.0	580.4%	1.0	548.6%
Total ECHD Operations										
Total Admissions	1,135	1,139	-0.4%	1,037	9.5%	10,433	10,726	-2.7%	10,276	1.5%
Total Patient Days	5,739	5,897	-2.7%	5,662	1.4%	53,734	53,479	0.5%	55,115	-2.5%
Total Patient and Obs Days	6,233	6,607	-5.7%	6,365	-2.1%	59,531	59,872	-0.6%	61,398	-3.0%
Total FTE's	1,605.7	1,621.6	-1.0%	1,652.3	-2.8%	1,634.2	1,564.1	4.5%	1,633.3	0.1%
FTE's / Adjusted Occupied Bed	4.5	4.4	2.7%	4.9	-8.3%	4.5	4.2	7.7%	4.4	2.0%
Total Adjusted Patient Days	10,619	11,011	-3.6%	10,016	6.0%	98,662	100,248	-1.6%	100,576	-1.9%
Hours / Adjusted Patient Day	25.92	25.25	2.7%	28.28	-8.3%	25.84	24.34	6.2%	25.33	2.0%
Outpatient Factor	1.8503	1.8673	-0.9%	1.7691	4.6%	1.8364	1.8746	-2.0%	1.8248	0.6%
Blended O/P Factor	2.0973	2.1060	-0.4%	1.9768	6.1%	2.0923	2.1201	-1.3%	2.0638	1.4%
Total Adjusted Admissions	2,100	2,107	-0.3%	1,835	14.5%	19,152	20,015	-4.3%	18,752	2.1%
Hours / Adjusted Admisssion	131.08	131.95	-0.7%	154.40	-15.1%	133.11	121.91	9.2%	135.88	-2.0%
FTE's - Hospital Contract	49.4	59.0	-16.3%	74.1	-33.4%	59.2	58.6	1.1%	68.2	-13.2%
FTE's - Mgmt Services	13.3	15.2	-12.2%	51.2	-74.0%	29.0	34.4	-15.6%	49.1	-40.9%
Total FTE's (including Contract)	1,668.4	1,695.7	-1.6%	1,777.6	-6.1%	1,722.5	1,657.1	3.9%	1,750.7	-1.6%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.7	4.6	2.0%	5.3	-11.5%	4.8	4.5	7.1%	4.8	0.3%
ProCare FTEs	218.8	267.7	-18.3%	251.0	-12.8%	241.0	267.7	-10.0%	246.8	-2.4%
Total System FTEs	1,887.2	1,963.4	-3.9%	2,028.6	-7.0%	1,963.5	1,924.8	2.0%	1,997.5	-1.7%
Urgent Care Visits										
Health & Wellness	-	-	0.0%	-	0.0%	-	-	0.0%	396	-100.0%
Golder	-	-	0.0%	330	-100.0%	-	-	0.0%	4,291	-100.0%
JBS Clinic	716	667	7.3%	718	-0.3%	9,558	8,419	13.5%	8,031	19.0%
West University	425	522	-18.6%	356	19.4%	6,407	5,602	14.4%	4,631	38.4%
42nd Street	425	508	-16.3%	266	59.8%	6,400	5,038	27.0%	3,350	91.0%
Total Urgent Care Visits	1,566	1,697	-7.7%	1,670	-6.2%	22,365	19,059	17.3%	20,699	8.0%
Wal-Mart Clinic Visits										
East Clinic	276	284	-2.8%	258	7.0%	4,006	3,666	9.3%	3,430	16.8%
West Clinic	208	130	60.0%	164	26.8%	3,099	2,309	34.2%	2,202	40.7%
Total Wal-Mart Visits	484	414	16.9%	422	14.7%	7,105	5,975	18.9%	5,632	26.2%

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
JUNE 2018**

	HOSPITAL	PRO CARE	ECTOR COUNTY HOSPITAL DISTRICT
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 23,875,859	\$ 8,080,032	\$ 31,955,890
Investments	21,704,568	-	21,704,568
Patient Accounts Receivable - Gross	276,078,605	54,250,208	330,328,813
Less: 3rd Party Allowances	(113,311,273)	(21,474,205)	(134,785,478)
Bad Debt Allowance	(118,782,368)	(28,423,474)	(147,205,842)
Net Patient Accounts Receivable	43,984,964	4,352,529	48,337,493
Taxes Receivable	7,732,051	-	7,732,051
Accounts Receivable - Other	29,882,945	3,171,218	33,054,163
Inventories	6,877,262	237,018	7,114,280
Prepaid Expenses	4,267,626	95,292	4,362,918
Total Current Assets	138,325,275	15,936,090	154,261,364
CAPITAL ASSETS:			
Property and Equipment	462,475,187	520,697	462,995,884
Construction in Progress	496,630	-	496,630
	462,971,817	520,697	463,492,514
Less: Accumulated Depreciation and Amortization	(269,307,481)	(316,747)	(269,624,229)
Total Capital Assets	193,664,336	203,950	193,868,285
INTANGIBLE ASSETS / GOODWILL - NET	50,191	221,989	272,180
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	6,497,462	-	6,497,462
Restricted Assets Held in Endowment	6,095,260	-	6,095,260
Restricted Corner Escrow	-	-	-
Restricted TPC, LLC	382,641	-	382,641
Restricted MCH West Texas Services	2,096,570	-	2,096,570
Pension, Deferred Outflows of Resources	15,224,345	-	15,224,345
Assets whose use is Limited	-	34,274	34,274
TOTAL ASSETS	\$ 362,336,080	\$ 16,396,303	\$ 378,732,382
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ -	\$ 4,637,900
Self-Insurance Liability - Current Portion	3,833,600	-	3,833,600
Accounts Payable	44,561,746	8,407,226	52,968,972
Accrued Interest	803,305	-	803,305
Accrued Salaries and Wages	4,169,210	6,213,751	10,382,961
Accrued Compensated Absences	4,248,275	206,386	4,454,661
Due to Third Party Payors	721,639	-	721,639
Deferred Revenue	4,129,653	861,295	4,990,947
Total Current Liabilities	67,105,328	15,688,657	82,793,985
ACCRUED POST RETIREMENT BENEFITS	60,427,288	-	60,427,288
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	-	2,161,470
LONG-TERM DEBT - Less Current Maturities	47,546,523	-	47,546,523
Total Liabilities	177,240,609	15,688,657	192,929,267
FUND BALANCE	185,095,471	707,645	185,803,116
TOTAL LIABILITIES AND FUND BALANCE	\$ 362,336,080	\$ 16,396,303	\$ 378,732,382

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
JUNE 2018**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 31,955,890	\$ 28,613,702	\$ 3,182,405	\$ 159,783
Investments	21,704,568	9,944,475	-	11,760,093
Patient Accounts Receivable - Gross	330,328,813	261,880,248	31,937,883	36,510,682
Less: 3rd Party Allowances	(134,785,478)	(111,292,583)	(19,277,473)	(4,215,423)
Bad Debt Allowance	<u>(147,205,842)</u>	<u>(120,430,575)</u>	<u>(7,312,604)</u>	<u>(19,462,663)</u>
Net Patient Accounts Receivable	48,337,493	30,157,090	5,347,806	12,832,597
Taxes Receivable	7,732,051	7,863,699	-	(131,648)
Accounts Receivable - Other	33,054,163	24,080,983	3,400,671	5,572,509
Inventories	7,114,280	6,963,047	239,016	(87,783)
Prepaid Expenses	<u>4,362,918</u>	<u>3,944,229</u>	<u>345,688</u>	<u>73,001</u>
Total Current Assets	<u>154,261,364</u>	<u>111,567,227</u>	<u>12,515,586</u>	<u>30,178,551</u>
CAPITAL ASSETS:				
Property and Equipment	462,995,884	455,174,078	517,888	7,303,918
Construction in Progress	<u>496,630</u>	<u>1,173,137</u>	<u>-</u>	<u>(676,507)</u>
	463,492,514	456,347,215	517,888	6,627,411
Less: Accumulated Depreciation and Amortization	<u>(269,624,229)</u>	<u>(254,567,501)</u>	<u>(285,754)</u>	<u>(14,770,973)</u>
Total Capital Assets	<u>193,868,285</u>	<u>201,779,714</u>	<u>232,134</u>	<u>(8,143,562)</u>
INTANGIBLE ASSETS / GOODWILL - NET	272,180	115,702	315,368	(158,889)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	6,497,462	4,673,001	-	1,824,461
Restricted Assets Held in Endowment	6,095,260	6,224,654	-	(129,393)
Restricted MCH West Texas Services	2,096,570	1,985,952	-	110,618
Pension, Deferred Outflows of Resources	15,224,345	31,204,964	-	(15,980,619)
Assets whose use is Limited	<u>34,274</u>	<u>-</u>	<u>15,603</u>	<u>18,671</u>
TOTAL ASSETS	<u>\$ 378,732,382</u>	<u>\$ 358,051,889</u>	<u>\$ 13,078,691</u>	<u>\$ 7,601,802</u>
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ 4,637,900	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,833,600	3,833,600	-	-
Accounts Payable	52,968,972	17,884,766	5,605,329	29,478,877
Accrued Interest	803,305	49,802	-	753,503
Accrued Salaries and Wages	10,382,961	5,909,425	6,391,578	(1,918,042)
Accrued Compensated Absences	4,454,661	4,316,028	255,178	(116,545)
Due to Third Party Payors	721,639	1,158,950	-	(437,310)
Deferred Revenue	<u>4,990,947</u>	<u>535,857</u>	<u>859,437</u>	<u>3,595,653</u>
Total Current Liabilities	<u>82,793,985</u>	<u>38,326,327</u>	<u>13,111,522</u>	<u>31,356,136</u>
ACCRUED POST RETIREMENT BENEFITS	60,427,288	67,655,988	-	(7,228,700)
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	2,161,470	-	-
LONG-TERM DEBT - Less Current Maturities	47,546,523	49,892,633	-	(2,346,110)
Total Liabilities	<u>192,929,267</u>	<u>158,036,419</u>	<u>13,111,522</u>	<u>21,781,326</u>
FUND BALANCE	<u>185,803,116</u>	<u>200,015,470</u>	<u>(32,831)</u>	<u>(14,179,524)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 378,732,382</u>	<u>\$ 358,051,889</u>	<u>\$ 13,078,691</u>	<u>\$ 7,601,802</u>

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
JUNE 2018**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Inpatient Revenue	\$ 48,558,514	\$ 50,950,270	-4.7%	\$ 46,070,786	5.4%	\$ 452,212,809	\$ 449,508,693	0.6%	\$ 413,677,494	9.3%
Outpatient Revenue	53,283,634	56,348,625	-5.4%	45,887,512	16.1%	493,968,246	503,480,654	-1.9%	447,117,193	10.5%
TOTAL PATIENT REVENUE	\$ 101,842,148	\$ 107,298,896	-5.1%	\$ 91,958,298	10.7%	\$ 946,181,055	\$ 952,989,347	-0.7%	\$ 860,794,687	9.9%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 64,571,194	\$ 62,607,459	3.1%	\$ 58,891,863	9.6%	\$ 610,373,274	\$ 560,283,017	8.9%	\$ 496,678,041	22.9%
Policy Adjustments	(590,879)	6,909,635	-108.6%	(2,925,771)	-79.8%	13,633,121	61,727,317	-77.9%	56,390,329	-75.8%
Uninsured Discount	6,081,129	3,392,692	79.2%	8,395,695	-27.6%	68,940,922	30,358,384	127.1%	37,355,673	84.6%
Indigent	(181,869)	2,310,353	-107.9%	179,037	-201.6%	3,287,939	20,619,918	-84.1%	13,250,094	-75.2%
Provision for Bad Debts	13,456,450	9,890,915	36.0%	9,421,252	42.8%	69,811,644	88,537,554	-21.2%	78,458,110	-11.0%
TOTAL REVENUE DEDUCTIONS	\$ 83,336,025	\$ 85,111,055	-2.1%	\$ 73,962,076	12.7%	\$ 766,046,901	\$ 761,526,190	0.6%	\$ 682,132,246	12.3%
	81.83%	79.32%		80.43%		80.96%	79.91%		79.24%	
<u>OTHER PATIENT REVENUE</u>										
Medicaid Supplemental Payments	\$ 1,156,242	\$ 1,156,242	0.0%	\$ 297,632	288.5%	\$ 10,406,182	10,406,182	0.0%	\$ 2,077,884	400.8%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	8,773,262	9,000,000	-2.5%	9,000,000	-2.5%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	132,051	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 2,156,242	\$ 2,156,242	0.0%	\$ 1,297,632	66.2%	\$ 19,311,495	\$ 19,406,182	-0.5%	\$ 11,077,884	74.3%
NET PATIENT REVENUE	\$ 20,662,366	\$ 24,344,084	-15.1%	\$ 19,293,854	7.1%	\$ 199,445,648	\$ 210,869,339	-5.4%	\$ 189,740,325	5.1%
<u>OTHER REVENUE</u>										
Tax Revenue	\$ 5,479,812	\$ 4,302,790	27.4%	\$ 3,763,888	45.6%	\$ 48,876,807	\$ 41,573,176	17.6%	\$ 33,735,146	44.9%
Other Revenue	772,422	911,777	-15.3%	648,996	19.0%	7,301,607	8,218,662	-11.2%	8,510,766	-14.2%
TOTAL OTHER REVENUE	\$ 6,252,234	\$ 5,214,567	19.9%	\$ 4,412,884	41.7%	\$ 56,178,414	\$ 49,791,839	12.8%	\$ 42,245,912	33.0%
NET OPERATING REVENUE	\$ 26,914,600	\$ 29,558,651	-8.9%	\$ 23,706,738	13.5%	\$ 255,624,063	\$ 260,661,178	-1.9%	\$ 231,986,236	10.2%
<u>OPERATING EXPENSES</u>										
Salaries and Wages	\$ 12,515,352	\$ 13,140,369	-4.8%	\$ 12,489,526	0.2%	\$ 115,389,321	\$ 114,752,732	0.6%	\$ 113,945,097	1.3%
Benefits	1,078,861	3,753,733	-71.3%	2,547,771	-57.7%	29,835,329	34,358,143	-13.2%	23,876,411	25.0%
Temporary Labor	859,375	835,002	2.9%	1,264,220	-32.0%	8,391,763	8,126,417	3.3%	9,881,596	-15.1%
Physician Fees	836,885	1,240,348	-32.5%	310,525	169.5%	10,461,700	11,201,513	-6.6%	3,205,792	226.3%
Texas Tech Support	966,638	1,000,000	-3.3%	-	-	7,960,694	9,000,000	-11.5%	-	-
Purchased Services	3,357,587	1,900,894	76.6%	1,943,649	72.7%	22,595,339	18,649,059	21.2%	20,593,887	9.7%
Supplies	4,445,302	4,510,700	-1.4%	4,894,375	-9.2%	42,401,781	40,772,860	4.0%	41,410,969	2.4%
Utilities	289,693	310,196	-6.6%	299,388	-3.2%	3,024,499	2,925,470	3.4%	3,053,261	-0.9%
Repairs and Maintenance	990,571	1,242,133	-20.3%	800,186	23.8%	8,321,773	10,614,351	-21.6%	8,581,563	-3.0%
Leases and Rent	121,302	138,503	-12.4%	128,629	-5.7%	1,113,855	1,196,647	-6.9%	1,114,378	0.0%
Insurance	163,544	116,157	40.8%	115,639	41.4%	1,250,113	1,036,782	20.6%	1,283,235	-2.6%
Interest Expense	272,222	272,222	0.0%	324,996	-16.2%	2,468,021	2,468,021	0.0%	2,434,015	1.4%
ECHDA	212,814	44,092	382.7%	8,488	2407.3%	2,202,026	400,526	449.8%	238,525	823.2%
Other Expense	115,389	180,136	-35.9%	165,409	-30.2%	1,523,516	1,878,358	-18.9%	1,598,676	-4.7%
TOTAL OPERATING EXPENSES	\$ 26,225,535	\$ 28,684,485	-8.6%	\$ 25,292,802	3.7%	\$ 256,939,730	\$ 257,380,879	-0.2%	\$ 231,217,405	11.1%
Depreciation/Amortization	\$ 1,638,963	\$ 1,850,465	-11.4%	\$ 1,987,778	-17.5%	\$ 15,359,521	\$ 16,919,365	-9.2%	\$ 15,634,531	-1.8%
(Gain) Loss on Sale of Assets	-	-	0.0%	-	0.0%	(1,952)	-	0.0%	(54,522)	-96.4%
TOTAL OPERATING COSTS	\$ 27,864,498	\$ 30,534,950	-8.7%	\$ 27,280,580	2.1%	\$ 272,297,299	\$ 274,300,244	-0.7%	\$ 246,797,414	10.3%
NET GAIN (LOSS) FROM OPERATIONS	\$ (949,898)	\$ (976,299)	-2.7%	\$ (3,573,841)	-73.4%	\$ (16,673,237)	\$ (13,639,066)	22.2%	\$ (14,811,177)	12.6%
Operating Margin	-3.53%	-3.30%	6.9%	-15.08%	-76.6%	-6.52%	-5.23%	24.7%	-6.38%	2.2%
<u>NONOPERATING REVENUE/EXPENSE</u>										
Interest Income	\$ 55,169	\$ 27,550	100.3%	\$ 133,980	-58.8%	\$ 245,105	\$ 235,375	4.1%	\$ 405,266	-39.5%
Tobacco Settlement	-	-	0.0%	-	0.0%	935,087	859,458	8.8%	859,458	8.8%
Donations	-	225,138	-100.0%	46,477	-100.0%	923	258,312	-99.6%	331,132	-99.7%
Build America Bonds Subsidy	84,413	84,323	0.1%	84,142	0.3%	759,991	758,907	0.1%	757,189	0.4%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (810,315)	\$ (639,288)	26.8%	\$ (3,309,242)	-75.5%	\$ (14,732,131)	\$ (11,527,015)	27.8%	\$ (12,458,131)	18.3%
Unrealized Gain/(Loss) on Investments	\$ (19,187)	\$ -	0.0%	\$ (8,038)	138.7%	\$ (119,060)	\$ -	0.0%	\$ (414,595)	-71.3%
Investment in Subsidiaries	601,902	39,019	1442.6%	1,092,044	-44.9%	671,668	351,174	91.3%	1,262,518	-46.8%
CHANGE IN NET POSITION	\$ (227,599)	\$ (600,269)	-62.1%	\$ (2,225,236)	-89.8%	\$ (14,179,524)	\$ (11,175,841)	26.9%	\$ (11,610,208)	22.1%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
JUNE 2018**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 48,558,514	\$ 50,950,270	-4.7%	\$ 46,070,786	5.4%	\$ 452,212,809	\$ 449,508,693	0.6%	\$ 413,677,494	9.3%
Outpatient Revenue	41,288,037	44,191,465	-6.6%	35,674,677	15.7%	378,210,760	393,130,718	-3.8%	341,659,392	10.7%
TOTAL PATIENT REVENUE	\$ 89,846,552	\$ 95,141,735	-5.6%	\$ 81,745,463	9.9%	\$ 830,423,569	\$ 842,639,411	-1.4%	\$ 755,336,886	9.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 58,763,645	\$ 55,089,805	6.7%	\$ 53,521,438	9.8%	\$ 550,067,736	\$ 492,141,418	11.8%	\$ 432,831,813	27.1%
Policy Adjustments	(852,133)	6,623,160	-112.9%	(3,324,521)	-74.4%	11,532,789	59,167,594	-80.5%	54,872,813	-79.0%
Uninsured Discount	6,058,785	3,088,217	96.2%	8,187,566	-26.0%	68,160,618	27,588,400	147.1%	34,389,218	98.2%
Indigent Care	(200,861)	2,099,357	-109.6%	41,846	-580.0%	2,773,328	18,754,474	-85.2%	11,451,630	-75.8%
Provision for Bad Debts	11,259,668	9,234,892	21.9%	7,794,419	44.5%	47,050,760	82,499,342	-43.0%	68,784,677	-31.6%
TOTAL REVENUE DEDUCTIONS	\$ 75,029,104	\$ 76,135,430	-1.5%	\$ 66,220,747	13.3%	\$ 679,585,232	\$ 680,151,228	-0.1%	\$ 602,330,150	12.8%
	83.51%	80.02%		81.01%		81.84%	80.72%		79.74%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 281,242	\$ 281,242	0.0%	\$ (577,368)	-148.7%	\$ 2,531,182	\$ 2,531,182	0.0%	\$ (5,797,116)	-143.7%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	8,773,262	9,000,000	-2.5%	9,000,000	-2.5%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	132,051	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 1,281,242	\$ 1,281,242	0.0%	\$ 422,632	203.2%	\$ 11,436,495	\$ 11,531,182	-0.8%	\$ 3,202,884	257.1%
NET PATIENT REVENUE	\$ 16,098,690	\$ 20,287,547	-20.6%	\$ 15,947,348	0.9%	\$ 162,274,832	\$ 174,019,364	-6.7%	\$ 156,209,620	3.9%
OTHER REVENUE										
Tax Revenue	\$ 5,479,812	\$ 4,302,790	27.4%	\$ 3,763,888	45.6%	\$ 48,876,807	\$ 41,573,176	17.6%	\$ 33,735,146	44.9%
Other Revenue	604,019	768,907	-21.4%	492,155	22.7%	6,029,944	6,948,362	-13.2%	7,259,195	-16.9%
TOTAL OTHER REVENUE	\$ 6,083,831	\$ 5,071,697	20.0%	\$ 4,256,043	42.9%	\$ 54,906,751	\$ 48,521,539	13.2%	\$ 40,994,341	33.9%
NET OPERATING REVENUE	\$ 22,182,521	\$ 25,359,245	-12.5%	\$ 20,203,391	9.8%	\$ 217,181,583	\$ 222,540,903	-2.4%	\$ 197,203,960	10.1%
OPERATING EXPENSE										
Salaries and Wages	\$ 8,804,494	\$ 8,979,483	-1.9%	\$ 8,614,821	2.2%	\$ 80,851,690	\$ 77,403,016	4.5%	\$ 79,090,078	2.2%
Benefits	738,053	3,328,540	-77.8%	2,154,601	-65.7%	26,078,274	30,105,848	-13.4%	19,534,812	33.5%
Temporary Labor	561,998	705,055	-20.3%	893,694	-37.1%	6,177,460	6,378,537	-3.2%	7,370,096	-16.2%
Physician Fees	702,327	1,078,183	-34.9%	60,782	1055.5%	9,092,020	9,707,418	-6.3%	644,947	1309.7%
Texas Tech Support	966,638	1,000,000	-3.3%	-	0.0%	7,960,694	9,000,000	-11.5%	-	0.0%
Purchased Services	3,152,266	1,957,374	61.0%	2,196,732	43.5%	22,376,222	19,231,111	16.4%	21,727,230	3.0%
Supplies	4,289,259	4,377,811	-2.0%	4,776,216	-10.2%	41,085,436	39,602,116	3.7%	40,222,023	2.1%
Utilities	284,797	305,541	-6.8%	295,622	-3.7%	2,989,856	2,888,510	3.5%	3,017,422	-0.9%
Repairs and Maintenance	990,571	1,240,881	-20.2%	800,186	23.8%	8,313,976	10,602,903	-21.6%	8,573,769	-3.0%
Leases and Rentals	(66,833)	(49,303)	35.6%	(55,409)	20.6%	(600,057)	(492,258)	21.9%	(504,640)	18.9%
Insurance	93,629	64,092	46.1%	66,267	41.3%	792,496	576,832	37.4%	861,088	-8.0%
Interest Expense	272,222	272,222	0.0%	324,996	-16.2%	2,468,021	2,468,021	0.0%	2,434,015	1.4%
ECHDA	212,814	44,092	382.7%	8,488	2407.3%	2,202,026	400,526	449.8%	238,525	823.2%
Other Expense	66,308	120,657	-45.0%	101,850	-34.9%	917,687	1,155,423	-20.6%	1,030,082	-10.9%
TOTAL OPERATING EXPENSES	\$ 21,068,542	\$ 23,424,627	-10.1%	\$ 20,238,847	4.1%	\$ 210,705,802	\$ 209,028,003	0.8%	\$ 184,239,447	14.4%
Depreciation/Amortization	\$ 1,618,531	\$ 1,824,850	-11.3%	\$ 1,960,853	-17.5%	\$ 15,158,617	\$ 16,701,231	-9.2%	\$ 15,383,657	-1.5%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	(1,952)	-	100.0%	(55,325)	-96.5%
TOTAL OPERATING COSTS	\$ 22,687,073	\$ 25,249,477	-10.1%	\$ 22,199,700	2.2%	\$ 225,862,467	\$ 225,729,234	0.1%	\$ 199,567,778	13.2%
NET GAIN (LOSS) FROM OPERATIONS	\$ (504,552)	\$ 109,768	-559.7%	\$ (1,996,309)	-74.7%	\$ (8,680,883)	\$ (3,188,331)	172.3%	\$ (2,363,817)	267.2%
Operating Margin	-2.27%	0.43%	-625.5%	-9.88%	-77.0%	-4.00%	-1.43%	179.0%	-1.20%	233.5%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 55,169	\$ 27,550	100.3%	\$ 133,980	-58.8%	\$ 245,105	\$ 235,375	4.1%	\$ 405,266	-39.5%
Tobacco Settlement	-	-	0.0%	-	0.0%	935,087	859,458	8.8%	859,458	8.8%
Donations	-	225,138	-100.0%	46,477	-100.0%	923	258,312	-99.6%	331,132	-99.7%
Build America Bonds Subsidy	84,413	84,323	0.1%	84,142	0.3%	759,991	758,907	0.1%	757,189	0.4%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ (364,969)	\$ 446,779	-181.7%	\$ (1,731,709)	-78.9%	\$ (6,739,778)	\$ (1,076,280)	526.2%	\$ (10,771)	62471.2%
Procure Capital Contribution	(556,504)	(1,086,067)	-48.8%	(1,590,254)	-65.0%	(8,732,829)	(10,450,734)	-16.4%	(12,516,297)	-30.2%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (921,474)	\$ (639,288)	44.1%	\$ (3,321,964)	-72.3%	\$ (15,472,606)	\$ (11,527,015)	34.2%	\$ (12,527,069)	23.5%
Unrealized Gain/(Loss) on Investments	\$ (19,187)	\$ -	0.0%	\$ (8,038)	138.7%	\$ (119,060)	\$ -	0.0%	\$ (414,595)	-71.3%
Investment in Subsidiaries	601,902	39,019	1442.6%	1,092,044	-44.9%	671,668	351,174	91.3%	1,262,518	-46.8%
CHANGE IN NET POSITION	\$ (338,758)	\$ (600,269)	-43.6%	\$ (2,237,958)	-84.9%	\$ (14,919,999)	\$ (11,175,840)	33.5%	\$ (11,679,145)	27.7%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
JUNE 2018**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 11,995,597	\$ 12,157,161	-1.3%	\$ 10,212,835	17.5%	\$ 115,757,486	\$ 110,349,936	4.9%	\$ 105,457,802	9.8%
TOTAL PATIENT REVENUE	\$ 11,995,597	\$ 12,157,161	-1.3%	\$ 10,212,835	17.5%	\$ 115,757,486	\$ 110,349,936	4.9%	\$ 105,457,802	9.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 5,807,549	\$ 7,517,654	-22.7%	\$ 5,370,425	8.1%	\$ 60,305,538	\$ 68,141,598	-11.5%	\$ 63,846,228	-5.5%
Policy Adjustments	261,254	286,475	-8.8%	398,749	-34.5%	2,100,332	2,559,724	-17.9%	1,517,515	38.4%
Uninsured Discount	22,343	304,475	-92.7%	208,130	-89.3%	780,304	2,769,984	-71.8%	2,966,455	-73.7%
Indigent	18,992	210,997	-91.0%	137,192	-86.2%	514,611	1,865,444	-72.4%	1,798,464	-71.4%
Provision for Bad Debts	2,196,782	656,024	234.9%	1,626,834	35.0%	22,760,884	6,038,211	276.9%	9,673,433	135.3%
TOTAL REVENUE DEDUCTIONS	\$ 8,306,921	\$ 8,975,625	-7.5%	\$ 7,741,329	7.3%	\$ 86,461,669	\$ 81,374,961	6.3%	\$ 79,802,096	8.3%
	69.25%	73.83%		75.80%		74.69%	73.74%		75.67%	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	7,875,000	7,875,000	0.0%	\$ 7,875,000	0.0%
NET PATIENT REVENUE	\$ 4,563,676	\$ 4,056,536	12.5%	\$ 3,346,506	36.4%	\$ 37,170,816	\$ 36,849,975	0.9%	\$ 33,530,705	10.9%
OTHER REVENUE										
Other Income	\$ 168,403	\$ 142,870	17.9%	\$ 156,841	7.4%	\$ 1,271,663	\$ 1,270,300	0.1%	\$ 1,251,570	1.6%
TOTAL OTHER REVENUE	\$ 168,403	\$ 142,870	17.9%	\$ 156,841	7.4%	\$ 1,271,663	\$ 1,270,300	0.1%	\$ 1,251,570	1.6%
NET OPERATING REVENUE	\$ 4,732,079	\$ 4,199,406	12.7%	\$ 3,503,347	35.1%	\$ 38,442,479	\$ 38,120,275	0.8%	\$ 34,782,276	10.5%
OPERATING EXPENSE										
Salaries and Wages	\$ 3,710,859	\$ 4,160,886	-10.8%	\$ 3,874,706	-4.2%	\$ 34,537,631	\$ 37,349,716	-7.5%	\$ 34,855,019	-0.9%
Benefits	340,807	425,192	-19.8%	393,170	-13.3%	3,757,055	4,252,295	-11.6%	4,341,598	-13.5%
Temporary Labor	297,378	129,947	128.8%	370,525	-19.7%	2,214,303	1,747,880	26.7%	2,511,500	-11.8%
Physician Fees	134,558	162,165	-17.0%	249,744	-46.1%	1,369,680	1,494,094	-8.3%	2,560,845	-46.5%
Purchased Services	205,321	(56,479)	-463.5%	(253,084)	-181.1%	219,117	(582,053)	-137.6%	(1,133,343)	-119.3%
Supplies	156,043	132,890	17.4%	118,159	32.1%	1,316,345	1,170,744	12.4%	1,188,946	10.7%
Utilities	4,897	4,655	5.2%	3,766	30.0%	34,642	36,960	-6.3%	35,839	-3.3%
Repairs and Maintenance	-	1,252	-100.0%	-	0.0%	7,797	11,448	-31.9%	7,795	0.0%
Leases and Rentals	188,135	187,807	0.2%	184,038	2.2%	1,713,912	1,688,905	1.5%	1,619,018	5.9%
Insurance	69,915	52,065	34.3%	49,372	41.6%	457,616	459,951	-0.5%	422,147	8.4%
Other Expense	49,080	59,478	-17.5%	63,559	-22.8%	605,828	722,935	-16.2%	568,595	6.5%
TOTAL OPERATING EXPENSES	\$ 5,156,993	\$ 5,259,858	-2.0%	\$ 5,053,955	2.0%	\$ 46,233,928	\$ 48,352,875	-4.4%	\$ 46,977,958	-1.6%
Depreciation/Amortization	\$ 20,432	\$ 25,616	-20.2%	\$ 26,925	-24.1%	\$ 200,905	\$ 218,134	-7.9%	\$ 250,874	-19.9%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	803	0.0%
TOTAL OPERATING COSTS	\$ 5,177,425	\$ 5,285,474	-2.0%	\$ 5,080,880	1.9%	\$ 46,434,833	\$ 48,571,010	-4.4%	\$ 47,229,636	-1.7%
NET GAIN (LOSS) FROM OPERATIONS	\$ (445,345)	\$ (1,086,068)	-59.0%	\$ (1,577,533)	-71.8%	\$ (7,992,353)	\$ (10,450,735)	-23.5%	\$ (12,447,360)	-35.8%
Operating Margin	-9.41%	-25.86%	-63.6%	-45.03%	-79.1%	-20.79%	-27.42%	-24.2%	-35.79%	-41.9%
MCH Contribution	\$ 556,504	\$ 1,086,067	-48.8%	\$ 1,590,254	-65.0%	\$ 8,732,829	\$ 10,450,734	-16.4%	\$ 12,516,298	-30.2%
CAPITAL CONTRIBUTION	\$ 111,159	\$ -	-100.0%	\$ 12,722	773.8%	\$ 740,476	\$ -	-100.0%	\$ 68,937	974.1%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH				YEAR TO DATE					
Total Office Visits	8,975	9,398	-4.50%	9,158	-2.00%	89,654	85,875	4.40%	85,012	5.46%
Total Hospital Visits	4,529	4,706	-3.76%	4,564	-0.77%	44,369	42,555	4.26%	39,798	11.49%
Total Procedures	11,102	9,088	22.16%	8,184	35.65%	106,240	83,322	27.51%	81,567	30.25%
Total Surgeries	861	791	8.85%	896	-3.91%	7,693	7,078	8.69%	7,007	9.79%
Total Provider FTE's	83.9	94.5	-11.24%	85.9	-2.33%	96.3	94.5	1.88%	85.4	12.76%
Total Staff FTE's	123.8	135.2	-8.43%	126.5	-2.13%	127.0	135.2	-6.06%	126.9	0.08%
Total Administrative FTE's	11.1	38.0	-70.79%	38.6	-71.24%	17.7	38.0	-53.42%	34.5	-48.70%
Total FTE's	218.8	267.7	-18.27%	251.0	-12.83%	241.0	267.7	-9.98%	246.8	-2.35%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY
JUNE 2018**

	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	\$ 372,202	\$ 461,390	-19.3%	\$ 308,614	20.6%	\$ 3,260,038	\$ 3,949,127	-17.4%	\$ 3,534,827	-7.8%
TOTAL PATIENT REVENUE	\$ 372,202	\$ 461,390	-19.3%	\$ 308,614	20.6%	\$ 3,260,038	\$ 3,949,127	-17.4%	\$ 3,534,827	-7.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 78,968	\$ 155,815	-49.3%	\$ (58,979)	-233.9%	\$ 649,241	\$ 1,391,959	-53.4%	\$ 861,964	-24.7%
Self Pay Adjustments	18,241	1,014	1699.6%	(27,166)	-167.1%	149,858	9,055	1554.9%	(115,726)	-229.5%
Bad Debts	196,458	92,007	113.5%	266,088	-26.2%	1,807,549	821,940	119.9%	1,364,642	32.5%
TOTAL REVENUE DEDUCTIONS	\$ 293,667	\$ 248,835	18.0%	\$ 179,943	63.2%	\$ 2,606,649	\$ 2,222,955	17.3%	\$ 2,110,880	23.5%
	78.9%	53.9%		58.3%		80.0%	56.3%		59.7%	
NET PATIENT REVENUE	\$ 78,535	\$ 212,554	-63.1%	\$ 128,671	-39.0%	\$ 653,389	\$ 1,726,172	-62.1%	\$ 1,423,947	-54.1%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ 8,802	0.0%	\$ 392	-100.0%	\$ 10,595	\$ 79,222	0.0%	\$ 6,108	73.5%
TOTAL OTHER REVENUE	\$ -	\$ 8,802	-100.0%	\$ 392	-100.0%	\$ 10,595	\$ 79,222	-86.6%	\$ 6,108	73.5%
NET OPERATING REVENUE	\$ 78,535	\$ 221,357	-64.5%	\$ 129,063	-39.2%	\$ 663,984	\$ 1,805,393	-63.2%	\$ 1,430,055	-53.6%
OPERATING EXPENSE										
Salaries and Wages	\$ 72,153	\$ 280,326	-74.3%	\$ 27,419	163.1%	\$ 458,091	\$ 1,274,662	-64.1%	\$ 283,588	61.5%
Benefits	6,048	103,912	-94.2%	6,858	-11.8%	147,755	495,779	-70.2%	70,045	110.9%
Physician Services	96,689	7,344	1216.5%	216,156	-55.3%	1,210,320	1,351,374	-10.4%	2,112,860	-42.7%
Cost of Drugs Sold	6,667	5,150	29.5%	9,270	-28.1%	42,861	44,129	-2.9%	46,290	-7.4%
Supplies	3,140	9,120	-65.6%	6,093	-48.5%	30,741	118,870	-74.1%	76,955	-60.1%
Utilities	4,090	5,016	-18.5%	2,956	38.4%	36,010	44,971	-19.9%	40,526	-11.1%
Repairs and Maintenance	535	2,667	-79.9%	4,099	-86.9%	32,320	24,004	34.6%	31,246	3.4%
Leases and Rentals	355	500	-29.0%	451	-21.2%	3,393	4,500	-24.6%	4,207	-19.3%
Other Expense	1,000	1,019	-1.9%	1,000	0.0%	10,089	9,670	4.3%	10,595	-4.8%
TOTAL OPERATING EXPENSES	\$ 190,678	\$ 415,055	-54.1%	\$ 274,303	-30.5%	\$ 1,971,578	\$ 3,367,961	-41.5%	\$ 2,676,312	-26.3%
Depreciation/Amortization	\$ 5,150	\$ 5,392	-4.5%	\$ 5,420	-5.0%	\$ 46,522	\$ 48,696	-4.5%	\$ 49,244	-5.5%
TOTAL OPERATING COSTS	\$ 195,828	\$ 420,447	-53.4%	\$ 279,723	-30.0%	\$ 2,018,100	\$ 3,416,657	-40.9%	\$ 2,725,556	-26.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ (117,294)	\$ (199,090)	-41.1%	\$ (150,661)	-22.1%	\$ (1,354,117)	\$ (1,611,264)	-16.0%	\$ (1,295,501)	4.5%
Operating Margin	-149.35%	-89.94%	66.1%	-116.73%	27.9%	-203.94%	-89.25%	128.5%	-90.59%	125.1%

	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	877	1,201	-27.0%	1,023	-14.3%	8,446	10,533	-19.8%	10,626	-20.5%
Dental Visits	-	809	-100.0%	760	-100.0%	350	6,671	-94.8%	6,046	-94.2%
Total Visits	877	2,010	-56.4%	1,783	-50.8%	8,796	17,204	-48.9%	16,672	-47.2%
Average Revenue per Office Visit	424.40	229.55	84.9%	173.09	145.2%	370.63	229.55	61.5%	212.02	74.8%
Hospital FTE's (Salaries and Wages)	18.2	26.2	-30.6%	4.4	312.2%	11.0	14.1	-22.4%	4.9	123.8%
Clinic FTE's - (Physician Services)	-	-	0.0%	21.6	-100.0%	9.5	12.1	-21.3%	21.7	-56.2%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY
JUNE 2018**

	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	\$ 250,824	\$ 237,148	5.8%	\$ 228,955	9.6%	\$ 2,866,714	\$ 2,401,987	19.3%	\$ 2,019,168	42.0%
TOTAL PATIENT REVENUE	\$ 250,824	\$ 237,148	5.8%	\$ 228,955	9.6%	\$ 2,866,714	\$ 2,401,987	19.3%	\$ 2,019,168	42.0%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ (76,463)	\$ 98,325	-177.8%	\$ 379,817	-120.1%	\$ 365,161	\$ 878,378	-58.4%	\$ 915,210	-60.1%
Self Pay Adjustments	(9,299)	16,387	-156.7%	13,114	-170.9%	63,934	146,396	-56.3%	6,687	856.1%
Bad Debts	303,980	34,265	787.2%	(223,976)	-235.7%	2,068,083	306,101	575.6%	580,362	256.3%
TOTAL REVENUE DEDUCTIONS	\$ 218,218	\$ 148,977	46.5%	\$ 168,955	29.2%	\$ 2,497,178	\$ 1,330,876	87.6%	\$ 1,502,259	66.2%
	87.00%	62.82%		73.79%		87.11%	55.41%		74.40%	
NET PATIENT REVENUE	\$ 32,607	\$ 88,171	-63.0%	\$ 60,000	-45.7%	\$ 369,537	\$ 1,071,112	-65.5%	\$ 516,909	-28.5%
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	\$ 32,607	\$ 88,171	-63.0%	\$ 60,000	-45.7%	\$ 369,537	\$ 1,071,112	-65.5%	\$ 516,909	-28.5%
OPERATING EXPENSE										
Salaries and Wages	\$ 36,655	\$ 159,120	-77.0%	\$ 3,321	1003.7%	\$ 185,703	\$ 659,424	-71.8%	\$ 30,824	502.5%
Benefits	3,073	58,983	-94.8%	831	269.8%	59,897	256,483	-76.6%	7,613	686.8%
Physician Services	66,254	3,048	2073.7%	148,873	-55.5%	796,921	807,316	-1.3%	1,278,462	-37.7%
Cost of Drugs Sold	485	1,830	-73.5%	2,242	-78.4%	25,176	18,538	35.8%	17,356	45.1%
Supplies	1,127	5,178	-78.2%	7,726	-85.4%	41,098	52,067	-21.1%	54,999	-25.3%
Utilities	3,384	2,206	53.4%	2,043	65.7%	25,511	19,587	30.2%	20,025	27.4%
Repairs and Maintenance	-	833	-100.0%	473	-100.0%	3,814	7,500	-49.1%	12,166	-68.7%
Other Expense	-	-	0.0%	-	0.0%	81	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 110,979	\$ 231,198	-52.0%	\$ 165,510	-32.9%	\$ 1,138,200	\$ 1,820,916	-37.5%	\$ 1,421,445	-19.9%
Depreciation/Amortization	\$ 40,154	\$ 39,985	0.4%	\$ 41,241	-2.6%	\$ 361,045	\$ 359,861	0.3%	\$ 371,168	-2.7%
TOTAL OPERATING COSTS	\$ 151,132	\$ 271,183	-44.3%	\$ 206,751	-26.9%	\$ 1,499,245	\$ 2,180,777	-31.3%	\$ 1,792,614	-16.4%
NET GAIN (LOSS) FROM OPERATIONS	\$ (118,526)	\$ (183,012)	-35.2%	\$ (146,751)	-19.2%	\$ (1,129,709)	\$ (1,109,666)	1.8%	\$ (1,275,704)	-11.4%
Operating Margin	-363.50%	-207.56%	75.1%	-244.58%	48.6%	-305.71%	-103.60%	195.1%	-246.79%	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	489	610	-19.8%	455	7.5%	5,712	6,557	-12.9%	5,284	8.1%
Optometry Visits	240	290	-17.2%	280	-14.3%	2,295	2,557	-10.2%	2,439	-5.9%
Total Visits	729	900	-19.0%	735	-0.8%	8,007	9,114	-12.1%	7,723	3.7%
Average Revenue per Office Visit	344.07	263.50	30.6%	311.50	10.5%	358.03	263.56	35.8%	261.45	36.9%
Hospital FTE's (Salaries and Wages)	11.4	13.8	-17.4%	1.0	1062.3%	6.5	6.7	-3.4%	1.0	548.6%
Clinic FTE's - (Physician Services)	-	-	0.0%	14.1	-100.0%	6.5	7.1	-8.9%	14.1	-54.0%

**ECTOR COUNTY HOSPITAL DISTRICT
JUNE 2018**

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	\$ 32,900,603	36.6%	\$ 30,904,502	37.7%	\$ 313,398,307	37.8%	\$ 305,739,267	40.6%
Medicaid	8,689,204	9.7%	9,145,382	11.2%	79,200,183	9.5%	84,824,102	11.2%
Commercial	27,564,756	30.7%	25,309,044	31.0%	243,507,167	29.3%	218,385,959	28.9%
Self Pay	15,826,521	17.6%	11,165,640	13.7%	155,891,092	18.8%	99,242,896	13.1%
Other	4,865,468	5.4%	5,220,895	6.4%	38,426,820	4.6%	47,144,662	6.2%
TOTAL	\$ 89,846,552	100.0%	\$ 81,745,463	100.0%	\$ 830,423,569	100.0%	\$ 755,336,886	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,893,077	36.0%	\$ 4,007,525	28.0%	\$ 60,988,679	37.6%	\$ 43,129,915	30.7%
Medicaid	2,012,502	10.5%	1,121,337	7.8%	14,678,504	9.0%	13,042,144	9.3%
Commercial	8,260,024	43.3%	5,374,769	37.6%	63,222,925	38.9%	59,360,527	42.1%
Self Pay	1,289,576	6.7%	817,425	5.7%	11,781,831	7.2%	10,745,636	7.6%
Other	674,326	3.5%	2,998,322	20.9%	11,880,869	7.3%	14,437,136	10.3%
TOTAL	\$ 19,129,506	100.0%	\$ 14,319,377	100.0%	\$ 162,552,809	100.0%	\$ 140,715,358	100.0%
TOTAL NET REVENUE	14,817,447		15,524,716		150,838,337		153,006,736	
% OF GROSS REVENUE	16.5%		19.0%		18.2%		20.3%	
VARIANCE	4,312,059		(1,205,339)		11,714,472		(12,291,378)	
% VARIANCE TO CASH COLLECTIONS	29.1%		-7.8%		7.8%		-8.0%	

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
JUNE 2018**

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	\$ 119,002	32.0%	\$ 33,284	10.8%	\$ 438,587	13.5%	\$ 429,253	12.1%
Medicaid	107,110	28.8%	120,219	39.0%	1,207,312	36.9%	965,370	27.3%
PHC	-	0.0%	58,398	18.9%	26,579	0.8%	950,947	26.9%
Commercial	54,127	14.5%	102,318	33.2%	618,938	19.0%	565,746	16.0%
Self Pay	91,858	24.7%	(7,589)	-2.5%	963,476	29.6%	535,616	15.2%
Other	104	0.0%	1,984	0.6%	5,147	0.2%	87,894	2.5%
TOTAL	\$ 372,202	100.0%	\$ 308,614	100.0%	\$ 3,260,038	100.0%	\$ 3,534,827	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 2,749	4.6%	\$ 481	4.0%	\$ 23,636	4.3%	\$ 107,520	10.1%
Medicaid	22,100	37.2%	1,035	8.6%	172,488	31.2%	469,982	44.0%
PHC	-	0.0%	2,112	17.5%	5,630	1.0%	140,200	13.2%
Commercial	19,024	32.1%	1,092	9.1%	187,521	34.0%	131,847	12.4%
Self Pay	15,311	25.8%	7,342	60.8%	162,218	29.4%	216,054	20.3%
Other	175	0.3%	5	0.0%	734	0.1%	117	0.0%
TOTAL	\$ 59,358	100.0%	\$ 12,068	100.0%	\$ 552,226	100.0%	\$ 1,065,720	100.0%
TOTAL NET REVENUE	78,535		128,671		653,389		1,423,947	
% OF GROSS REVENUE	21.1%		41.7%		20.0%		40.3%	
VARIANCE	(19,176)		(116,603)		(101,163)		(358,227)	
% VARIANCE TO CASH COLLECTIONS	-24.4%		-90.6%		-15.5%		-25.2%	

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
JUNE 2018**

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	\$ 76,119	30.3%	\$ 24,477	10.7%	\$ 391,593	13.7%	\$ 335,798	16.6%
Medicaid	82,476	32.9%	\$ 80,088	35.0%	1,298,176	45.3%	775,340	38.4%
PHC	-	0.0%	\$ 11,985	5.2%	61,237	2.1%	264,579	13.1%
Commercial	34,567	13.8%	\$ 51,552	22.5%	529,952	18.5%	344,252	17.0%
Self Pay	57,213	22.8%	\$ 59,435	26.0%	579,743	20.2%	248,032	12.3%
Other	449	0.2%	\$ 1,418	0.6%	6,012	0.2%	51,168	2.5%
TOTAL	\$ 250,824	100.0%	\$ 228,955	100.0%	\$ 2,866,714	100.0%	\$ 2,019,168	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 1,176	2.0%	\$ 2,417	8.4%	\$ 12,441	3.9%	\$ 92,470	21.6%
Medicaid	36,718	60.9%	7,382	25.7%	116,232	36.6%	131,113	30.6%
PHC	-	0.0%	913	3.2%	3,478	1.1%	28,638	6.7%
Commercial	13,919	23.1%	3,990	13.9%	88,982	28.0%	74,543	17.4%
Self Pay	8,467	14.0%	13,965	48.6%	96,045	30.2%	101,317	23.6%
Other	-	0.0%	70	0.2%	575	0.2%	423	0.1%
TOTAL	\$ 60,280	100.0%	\$ 28,737	100.0%	\$ 317,754	100.0%	\$ 428,503	100.0%
TOTAL NET REVENUE	32,607		60,000		369,537		516,909	
% OF GROSS REVENUE	13.0%		26.2%		12.9%		25.6%	
VARIANCE	27,673		(31,263)		(51,783)		(88,406)	
% VARIANCE TO CASH COLLECTIONS	84.9%		-52.1%		-14.0%		-17.1%	

**ECTOR COUNTY HOSPITAL DISTRICT
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY
JUNE 2018**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 9,558,174	\$ -	\$ 9,558,174
Payroll	1,946	-	1,946
Worker's Comp Claims	12,072	-	12,072
Group Medical	110,821	-	110,821
Flex Benefits	46,682	-	46,682
Mission Fitness	312,942	-	312,942
Petty Cash	9,420	-	9,420
Dispro	2,079,716	1,182,754	3,262,470
Debt Service	71,895	-	71,895
Tobacco Settlement	-	-	-
General Liability	-	1,904,377	1,904,377
Professional Liability	-	1,982,216	1,982,216
Funded Worker's Compensation	-	1,204,269	1,204,269
Funded Depreciation	-	4,275,004	4,275,004
Designated Funds	-	1,123,570	1,123,570
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 12,203,669	\$ 11,672,190	\$ 23,875,859

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 4,000,000	\$ 4,000,000
Funded Depreciation	-	13,000,000	13,000,000
Funded Worker's Compensation	-	1,000,000	1,000,000
General Liability	-	1,000,000	1,000,000
Professional Liability	-	1,000,000	1,000,000
Designated Funds	2,012,068	-	2,012,068
Allowance for Change in Market Values	-	(307,500)	(307,500)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 2,012,068	\$ 19,692,500	\$ 21,704,568
Total Unrestricted Cash and Investments			\$ 45,580,426

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,692,846	\$ -	\$ 4,692,846
Assets Held By Trustee - Debt Payment Reserves	1,804,616	-	1,804,616
Assets Held In Endowment	-	6,095,260	6,095,260
Restricted TPC, LLC	382,641	-	382,641
Restricted MCH West Texas Services	2,096,570	-	2,096,570
	<hr/>	<hr/>	<hr/>
Total Restricted Assets	\$ 8,976,673	\$ 6,095,260	\$ 15,071,933

Total Cash & Investments			\$ 60,652,360
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**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
JUNE 2018**

	Hospital	Procure	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (14,919,999)	\$ 740,476	\$ (14,179,523)
Noncash Expenses:			
Depreciation and Amortization	14,805,490	124,372	14,929,862
Unrealized Gain/Loss on Investments	(119,060)	-	(119,060)
Accretion (Bonds)	(0)	-	(0)
Changes in Assets and Liabilities			
Patient Receivables, Net	(13,827,874)	995,277	(12,832,597)
Taxes Receivable/Deferred	3,725,443	1,858	3,727,301
Inventories, Prepaids and Other	(6,039,573)	481,846	(5,557,727)
Accounts Payable	26,676,980	2,801,897	29,478,877
Accrued Expenses	(1,054,464)	(245,290)	(1,299,755)
Due to Third Party Payors	(437,310)	-	(437,310)
Accrued Post Retirement Benefit Costs	8,751,919	-	8,751,919
Net Cash Provided by Operating Activities	\$ 17,561,551	\$ 4,900,436	\$ 22,461,986
Cash Flows from Investing Activities:			
Investments	\$ (11,641,032)	\$ -	\$ (11,641,032)
Acquisition of Property and Equipment	(6,617,112)	(2,809)	(6,619,921)
Cerner Project Costs	(7,490)	-	(7,490)
Net Cash used by Investing Activities	\$ (18,265,634)	\$ (2,809)	\$ (18,268,443)
Cash Flows from Financing Activities:			
Net Repayment of Long-term Debt/Bond Issuance	\$ (2,346,110)	\$ -	\$ (2,346,110)
Net Cash used by Financing Activities	\$ (2,346,110)	\$ -	\$ (2,346,110)
Net Increase (Decrease) in Cash	\$ (3,050,193)	\$ 4,897,627	\$ 1,847,434
Beginning Cash & Cash Equivalents @ 9/30/2017	\$ 41,997,985	\$ 3,182,405	\$ 45,180,390
Ending Cash & Cash Equivalents @ 6/30/2018	\$ 38,947,792	\$ 8,080,032	\$ 47,027,824
Balance Sheet			
Cash and Cash Equivalents	\$ 23,875,859	\$ 8,080,032	\$ 31,955,890
Restricted Assets	15,071,933	-	15,071,933
Ending Cash & Cash Equivalents @ 6/30/2018	\$ 38,947,792	\$ 8,080,032	\$ 47,027,824

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2018

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<u>AD VALOREM</u>					
OCTOBER	\$ 276,462	\$ 1,300,000	\$ (1,023,538)	\$ 249,105	\$ 27,357
NOVEMBER	584,006	1,300,000	(715,994)	924,056	(340,049)
DECEMBER	1,135,578	1,300,000	(164,422)	2,885,709	(1,750,131)
JANUARY	5,479,301	1,300,000	4,179,301	3,390,679	2,088,622
FEBRUARY	3,286,610	1,300,000	1,986,610	2,266,373	1,020,237
MARCH	3,496,754	1,300,000	2,196,754	327,882	3,168,872
APRIL	791,566	1,300,000	(508,434)	152,119	639,448
MAY	336,130	1,300,000	(963,870)	102,583	233,547
JUNE	209,881	1,300,000	(1,090,119)	96,229	113,652
TOTAL	<u>\$ 15,596,288</u>	<u>\$ 11,700,000</u>	<u>\$ 3,896,288</u>	<u>\$ 10,394,735</u>	<u>\$ 5,201,554</u>
<u>SALES</u>					
OCTOBER	\$ 3,753,619	\$ 3,217,497	\$ 536,122	\$ 2,339,047	\$ 1,414,571
NOVEMBER	3,777,148	3,477,235	299,912	2,839,057	938,091
DECEMBER	3,829,080	3,174,525	654,555	2,324,023	1,505,057
JANUARY	3,865,539	3,434,343	431,196	2,583,565	1,281,974
FEBRUARY	4,197,093	3,734,649	462,444	3,162,907	1,034,186
MARCH	4,263,080	2,952,986	1,310,094	2,759,040	1,504,039
APRIL	4,415,242	3,048,580	1,366,662	3,121,450	1,293,792
MAY	4,896,195	3,830,570	1,065,625	3,168,533	1,727,662
JUNE	4,179,812	3,002,790	1,177,022	3,036,516	1,143,296
TOTAL	<u>\$ 37,176,807</u>	<u>\$ 29,873,176</u>	<u>\$ 7,303,630</u>	<u>\$ 25,334,138</u>	<u>\$ 11,842,668</u>
TAX REVENUE	<u>\$ 52,773,095</u>	<u>\$ 41,573,176</u>	<u>\$ 11,199,919</u>	<u>\$ 35,728,873</u>	<u>\$ 17,044,222</u>

**ECTOR COUNTY HOSPITAL DISTRICT
MEDICAID SUPPLEMENTAL PAYMENTS
FISCAL YEAR 2018**

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (2,484,655)	\$ 7,030,444		\$ 4,545,789
2nd Qtr	(1,055,492)	2,447,801		1,392,309
3rd Qtr	(3,951,523)	9,165,014		5,213,491
4th Qtr	-	-		-
DSH TOTAL	\$ (7,491,670)	\$ 18,643,259		\$ 11,151,590
UC				
1st Qtr	\$ (555,750)	\$ -		(555,750)
2nd Qtr	(2,925,445)	6,784,427		3,858,982
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ (3,481,195)	\$ 6,784,427		\$ 3,303,232
Regional UPL (Community Benefit)				
1st Qtr	\$ (3,062,308)	\$ -		\$ (3,062,308)
2nd Qtr	(2,017,498)	-		(2,017,498)
3rd Qtr	(4,198,337)	-		(4,198,337)
4th Qtr	-	-		-
REGIONAL UPL TOTAL	\$ (9,278,143)	\$ -		\$ (9,278,143)
DSRIP				
1st Qtr	\$ (7,327,897)	\$ -		\$ (7,327,897)
2nd Qtr	(8,826,302)	20,469,161		11,642,859
3rd Qtr	-	2,018,821		2,018,821
4th Qtr	-	-		-
DSRIP UPL TOTAL	\$ (16,154,199)	\$ 22,487,982		\$ 6,333,783
MCH Cash Activity	\$ (40,259,125)	\$ 47,915,669		\$ 7,656,543
ProCare Cash Activity			\$ 7,875,000	\$ 7,875,000
Blended Cash Activity	\$ (40,259,125)	\$ 47,915,669	\$ 7,875,000	\$ 15,531,543

INCOME STATEMENT ACTIVITY:

FY 2018 Accrued / (Deferred) Adjustments:

	MCH	PROCARE	BLENDED
DSH Accrual	\$ 2,943,889	\$ -	\$ 2,943,889
Uncompensated Care Accrual	6,699,986	-	6,699,986
Regional UPL Accrual	(7,112,693)	-	(7,112,693)
Regional UPL Benefit	-	7,875,000	7,875,000
Medicaid Supplemental Payments	2,531,182	7,875,000	10,406,182
DSRIP Accrual	8,773,262	-	8,773,262
Total Adjustments	\$ 11,304,444	\$ 7,875,000	\$ 19,179,444

**ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY
AS OF JUNE 30, 2018**

RE NUMBER/ITEM	CIP BALANCE AS OF 6/1/2018	JUNE "+" ADDITIONS	JUNE "-." ADDITIONS	JUNE TRANSFERS	CIP BALANCE AS OF 6/30/2018	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) BOARD APRVD/BUDGET
<u>RENOVATIONS</u>									
RE17-1313 ED WAITING RENOVATION	\$ 7,447	\$ 58	\$ -	\$ (7,505)	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
RE18-1315 HOSPITALIST OFFICE (2 WEST)	30,836	1,440	-	(32,276)	-	-	-	50,000	50,000
RE18-1320 BUSINESS OFFICE RENOVATION	8,997	-	-	-	8,997	-	8,997	10,000	1,003
RE18-1323 TRAUMA/OR UPGRADES	-	14,620	-	-	14,620	-	14,620	30,000	15,380
RE18-1325 ISOLATION ROOM RENOVATIONS	-	-	-	-	-	-	-	25,000	25,000
SUB-TOTAL	\$ 47,281	\$ 16,118	\$ -	\$ (39,782)	\$ 23,617	\$ -	\$ 23,617	\$ 135,000	\$ 111,383
<u>MINOR BUILDING IMPROVEMENT</u>									
RE17-1303 ONE DOCTORS PLACE	11,892	-	-	-	11,892	-	11,892	45,000	33,108
RE17-1314 GOLDER SITE SIGNAGE	8,107	-	-	-	8,107	-	8,107	20,000	11,893
RE18-1317 MAMMOGRAPHY RENOVATION	91,992	-	-	-	91,992	-	91,992	75,000	(16,992)
RE18-1318 SURFACE LOT UPGRADES	20,940	-	-	-	20,940	-	20,940	40,000	19,060
RE18-1321 PRO BUILDING IT INFRASTRUCTURE	-	6,687	-	-	6,687	-	6,687	25,000	18,313
RE18-1322 FIRE SYSTEM UPGRADE	-	86,500	-	-	86,500	-	86,500	125,000	38,500
RE18-1324 ICU LOGISTICS MANAGEMENT SPACE	3,887	-	-	-	3,887	-	3,887	45,000	41,114
RE18-1326 FURNITURE UPDATE: PHASE 1	-	-	-	-	-	-	-	50,000	50,000
RE18-1327 FURNITURE UPDATE: PHASE 2	-	-	-	-	-	-	-	50,000	50,000
SUB-TOTAL	\$ 136,818	\$ 93,187	\$ -	\$ -	\$ 230,005	\$ -	\$ 230,005	\$ 475,000	\$ 244,995
<u>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 243,007	\$ -	\$ -	\$ -	\$ 243,007	\$ -	\$ 243,007	\$ 903,575	\$ 660,568
SUB-TOTAL	\$ 243,007	\$ -	\$ -	\$ -	\$ 243,007	\$ -	\$ 243,007	\$ 903,575	\$ 660,568
TOTAL CONSTRUCTION IN PROGRESS	\$ 427,106	\$ 109,305	\$ -	\$ (39,782)	\$ 496,630	\$ -	\$ 496,630	\$ 1,513,575	\$ 1,016,945

**ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
JUNE 2018**

<u>DEPT</u>	<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS			
	ED Waiting Renovations	Building and Equipment	\$ 7,505
	Hospitalist Office Renovations	Building and Equipment	32,276
TOTAL PROJECT TRANSFERS			\$ 39,782
EQUIPMENT PURCHASES			
	None		\$ -
TOTAL EQUIPMENT PURCHASES			\$ -
TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES			\$ 39,782

**ECTOR COUNTY HOSPITAL DISTRICT
FISCAL 2018 CAPITAL EQUIPMENT
CONTINGENCY FUND
JUNE 2018**

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	Available funds from budget		\$ 600,000	\$ -	\$ -	\$ 600,000
Oct-17	Clear-Lead Mobile X-Ray Barriers	7290	-	-	4,095	(4,095)
Oct-17	AVL Equipment	9080	-	-	4,187	(4,187)
Nov-17	Dell Workstation	9070	-	-	2,799	(2,799)
Nov-17	Powermics	9070	-	-	11,500	(11,500)
Nov-17	Software	9070	-	-	3,375	(3,375)
Dec-17	Patient Services Refrigeration 2-door	8020	-	-	6,249	(6,249)
Dec-17	Patient Services Refrigerator-single do	8020	-	-	4,650	(4,650)
Dec-17	PowerMic Microphones	9070	-	-	11,500	(11,500)
Dec-17	Downtime PCs	9070	-	-	3,375	(3,375)
Dec-17	Downtime PCs	9070	-	-	2,799	(2,799)
Dec-17	Interface - THA Smart Ribbon	9070	-	-	34,008	(34,008)
Jan-18	Gearview License	9070	-	-	6,320	(6,320)
Jan-18	Premier Pass Training Courses	9070	-	-	43,390	(43,390)
Jan-18	Maestro 4000 Cardiac Ablation System	7220	-	-	43,500	(43,500)
Feb-18	CCW SW Upgrade	6620	-	-	27,095	(27,095)
Mar-18	Gynnie Stretcher	6850	-	-	10,623	(10,623)
Mar-18	MediaWriter - CD/DVD Burner	9070	-	-	10,733	(10,733)
Mar-18	Cables	9080	-	-	2,735	(2,735)
Mar-18	Network Switches - Cisco Catalyst	9080	-	-	3,306	(3,306)
Mar-18	APC Smart-UPS	9080	-	-	2,492	(2,492)
Mar-18	Cabling	9080	-	-	6,687	(6,687)
Apr-18	Tango M2 Generic ATO Model	7300	-	-	6,848	(6,848)
			\$ 600,000	\$ -	\$ 252,267	\$ 347,733

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER
JUNE 2018**

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
AR DISPRO/UPL	\$ (8,206,701)	\$ -	\$ -	\$ (8,206,701)
AR UNCOMPENSATED CARE	3,700,182	303,428	-	3,396,754
AR DSRIP	14,219,076	11,642,859	-	2,576,217
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	3,853,918	-	-	3,853,918
AR BAB REVENUE	337,653	84,142	-	253,511
AR PHYSICIAN GUARANTEES	840,192	652,652	-	187,540
AR ACCRUED INTEREST	88,633	129,868	-	(41,236)
AR OTHER:	9,475,447	4,641,338	3,400,671	1,433,438
Procure On-Call Fees	114,550	-	155,300	(40,750)
Procure A/R - FHC	156,524	-	339,398	(182,873)
Other Misc A/R	9,204,373	4,641,338	2,905,974	1,657,061
AR DUE FROM THIRD PARTY PAYOR	1,533,878	2,295,679	-	(761,801)
PROCARE-INTERCOMPANY RECEIVABLE	7,211,885	4,331,016	-	2,880,868
TOTAL ACCOUNTS RECEIVABLE - OTHER	\$ 33,054,163	\$ 24,080,983	\$ 3,400,671	\$ 5,572,509
PROCARE-INTERCOMPANY LIABILITY	\$ (7,211,885)	\$ -	\$ (4,331,016)	\$ (2,880,868)

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S
JUNE 2018**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR
IT OPERATIONS	1.7	-	0.0%	-	0.0%	1.6	-	0.0%	-	0.0%
INPATIENT REHAB	2.0	0.7	184.3%	0.2	867.0%	1.5	0.7	110.3%	1.1	29.1%
9 CENTRAL	4.7	1.0	380.8%	-	0.0%	1.4	1.0	42.7%	0.7	94.7%
CARDIOPULMONARY	1.0	-	0.0%	-	0.0%	1.4	-	0.0%	-	0.0%
LABOR AND DELIVERY	-	2.0	-100.0%	2.2	-100.0%	1.2	2.0	-39.6%	2.0	-38.5%
NEO-NATAL INTENSIVE CARE	0.8	2.5	-69.9%	1.5	-50.4%	1.0	2.3	-55.8%	1.9	-46.4%
4 EAST	1.1	1.5	-26.5%	-	0.0%	1.0	1.5	-31.7%	1.0	1.0%
TRAUMA SERVICE	0.8	-	0.0%	0.9	-12.1%	0.9	-	0.0%	0.5	92.0%
OPERATING ROOM	-	3.7	-100.0%	4.2	-100.0%	0.8	3.6	-76.6%	4.5	-81.2%
INTENSIVE CARE UNIT 2	-	1.1	-100.0%	-	0.0%	0.7	1.1	-34.6%	0.8	-7.4%
PM&R - OCCUPATIONAL	0.5	0.4	34.0%	0.8	-41.7%	0.6	0.4	74.8%	0.5	24.4%
INTENSIVE CARE UNIT 4 (CCU)	0.2	1.5	-86.2%	-	0.0%	0.6	1.5	-60.2%	1.1	-44.0%
STERILE PROCESSING	-	-	0.0%	1.0	-100.0%	0.6	-	0.0%	0.3	63.0%
PATIENT ACCOUNTING	-	-	0.0%	3.3	-100.0%	0.3	-	0.0%	0.4	-19.4%
EMERGENCY DEPARTMENT	-	0.7	-100.0%	1.1	-100.0%	0.3	0.7	-60.8%	0.8	-64.0%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	-	0.0%	0.3	-	0.0%	-	0.0%
PM&R - PHYSICAL	-	0.4	-100.0%	-	0.0%	0.2	0.4	-50.4%	0.3	-37.4%
FINANCIAL ACCOUNTING	1.8	-	0.0%	0.4	376.0%	0.2	-	0.0%	0.0	376.0%
5 WEST	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
CARDIOPULMONARY - NICU	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
4 CENTRAL	0.1	0.5	-84.4%	-	0.0%	0.0	0.5	-94.4%	0.3	-92.1%
8 CENTRAL	0.1	0.8	-91.4%	-	0.0%	0.0	0.8	-97.1%	0.6	-96.0%
6 Central	-	1.1	-100.0%	-	0.0%	0.0	1.1	-99.2%	0.7	-98.8%
7 CENTRAL	-	1.9	-100.0%	-	0.0%	-	1.9	-100.0%	1.3	-100.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	0.5	-100.0%	-	-	0.0%	0.7	-100.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	0.5	-100.0%
6 West	-	0.6	-100.0%	-	0.0%	-	0.6	-100.0%	0.4	-100.0%
HUMAN RESOURCES	-	-	0.0%	3.5	-100.0%	-	-	0.0%	0.4	-100.0%
5 CENTRAL	-	0.3	-100.0%	-	0.0%	-	0.3	-100.0%	0.2	-100.0%
OP SURGERY	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	0.1	-100.0%
IMAGING - ULTRASOUND	-	0.1	-100.0%	-	0.0%	-	0.1	-100.0%	0.0	-100.0%
CERNER	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	0.0	-100.0%
IMAGING - DIAGNOSTICS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
RECOVERY ROOM	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - CHEMISTRY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - MICROBIOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - TRANFUSION SERVICES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
MEDICAL STAFF	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL	14.7	20.9	-29.7%	19.7	-25.5%	15.0	20.7	-27.5%	21.4	-30.0%
TRANSITION LABOR										
INTENSIVE CARE UNIT 4 (CCU)	4.5	5.5	-18.7%	8.3	-46.2%	8.6	5.4	58.6%	6.3	36.6%
7 CENTRAL	5.2	4.3	20.7%	5.6	-7.4%	5.4	4.3	24.8%	5.1	6.4%
NEO-NATAL INTENSIVE CARE	4.3	2.4	80.6%	3.9	10.5%	3.8	2.2	72.8%	2.6	47.0%
INTENSIVE CARE UNIT 2	3.1	3.2	-4.7%	0.6	420.8%	3.3	3.2	5.1%	2.8	18.8%
8 CENTRAL	1.9	2.7	-31.1%	4.6	-59.4%	3.3	2.7	20.1%	3.4	-4.3%
INPATIENT REHAB	3.2	2.1	50.4%	3.8	-14.6%	3.0	2.1	41.6%	3.2	-5.1%
6 Central	1.8	2.9	-38.4%	3.2	-44.7%	2.6	2.9	-8.9%	3.1	-13.9%
4 EAST	1.2	2.4	-49.0%	4.1	-69.7%	2.5	2.4	1.9%	3.0	-17.1%
LABORATORY - CHEMISTRY	2.6	1.1	126.1%	2.1	23.5%	2.3	1.1	101.6%	1.5	50.0%
OPERATING ROOM	2.2	0.7	229.2%	3.0	-26.5%	2.1	0.7	219.0%	2.1	0.8%
EMERGENCY DEPARTMENT	0.9	2.1	-55.2%	3.3	-71.0%	1.6	2.2	-27.3%	2.7	-40.7%
5 CENTRAL	1.1	1.9	-41.4%	2.4	-53.3%	1.5	1.9	-19.6%	2.0	-23.6%
LABORATORY - HEMATOLOGY	1.3	0.3	280.0%	1.1	16.6%	1.3	0.3	279.0%	0.6	113.2%
OP SURGERY	-	0.8	-100.0%	1.0	-100.0%	0.9	0.8	7.7%	0.9	0.9%
PM&R - OCCUPATIONAL	1.0	0.4	148.7%	0.3	218.8%	0.6	0.4	37.9%	0.5	7.5%
CHW - SPORTS MEDICINE	-	0.7	-100.0%	2.0	-100.0%	0.4	0.7	-37.3%	1.7	-76.0%
4 CENTRAL	0.1	1.0	-92.5%	0.1	-3.9%	0.4	1.0	-62.2%	1.0	-61.9%
PM&R - PHYSICAL	-	-	0.0%	1.0	-100.0%	0.3	-	0.0%	0.2	39.1%
9 CENTRAL	0.1	2.2	-93.5%	4.2	-96.6%	0.3	2.2	-86.2%	3.0	-89.5%
LABOR AND DELIVERY	0.3	0.5	-39.1%	-	0.0%	0.1	0.5	-81.4%	0.3	-72.4%
6 West	-	0.7	-100.0%	-	0.0%	0.1	0.7	-92.4%	0.7	-91.6%
5 WEST	-	0.1	-100.0%	-	0.0%	0.0	0.2	-95.7%	0.1	-94.5%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
SUBTOTAL	34.7	38.1	-8.9%	54.4	-36.2%	44.2	37.9	16.7%	46.8	-5.5%
GRAND TOTAL	49.4	59.0	-16.3%	74.1	-33.4%	59.2	58.6	1.1%	68.2	-13.2%

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY
JUNE 2018**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 10,732	\$ -	\$ 10,732	100.0%	\$ -	100.0%	\$ 220,065	\$ -	\$ 220,065	100.0%	\$ -	100.0%
TELECOM TEMPORARY LABOR	13,286	-	13,286	100.0%	-	100.0%	139,276	-	139,276	100.0%	-	100.0%
TRAUMA TEMPORARY LABOR	9,250	-	9,250	100.0%	20,941	-55.8%	97,727	-	97,727	100.0%	105,215	-7.1%
IMCU9 TEMPORARY LABOR	55,524	4,631	50,892	1098.9%	-	100.0%	140,029	42,457	97,573	229.8%	31,113	350.1%
PI TEMPORARY LABOR	-	-	-	100.0%	16,876	-100.0%	72,584	-	72,584	100.0%	180,930	-59.9%
ICU2 TEMPORARY LABOR	-	797	(797)	-100.0%	-	100.0%	78,820	-7,172	71,648	999.0%	5,067	1455.7%
REHAB TEMPORARY LABOR	30,706	6,615	24,091	364.2%	2,057	1393.1%	129,838	59,370	70,467	118.7%	33,103	292.2%
4E TEMPORARY LABOR	13,987	7,740	6,246	80.7%	-	100.0%	126,711	70,577	56,135	79.5%	53,323	137.6%
L & D TEMPORARY LABOR	(588)	12,252	(12,840)	-104.8%	23,964	-102.5%	135,346	111,492	23,854	21.4%	133,574	1.3%
OT TEMPORARY LABOR	8,515	4,210	4,305	102.3%	8,221	3.6%	58,928	37,861	21,066	55.6%	51,251	15.0%
NICU TEMPORARY LABOR	8,038	12,396	(4,358)	-35.2%	17,155	-53.1%	87,912	104,790	(16,879)	-16.1%	102,410	-14.2%
ICU4 TEMPORARY LABOR	8,891	11,022	(2,130)	-19.3%	-	100.0%	76,629	99,194	(22,565)	-22.7%	(47,364)	-261.8%
OR TEMPORARY LABOR	2,217	48,396	(46,179)	-95.4%	55,519	-96.0%	78,157	435,560	(357,403)	-82.1%	560,736	-86.1%
ALL OTHER	14,641	46,529	(31,888)	-68.5%	64,338	-77.2%	172,744	428,423	(255,678)	-59.7%	475,770	-63.7%
TOTAL TEMPORARY LABOR	\$ 175,198	\$ 154,587	\$ 20,611	13.3%	\$ 209,072	-16.2%	\$ 1,614,766	\$ 1,396,897	\$ 217,869	15.6%	\$ 1,685,129	-4.2%
OR TRANSITION LABOR	\$ 25,743	\$ 9,694	\$ 16,049	165.6%	\$ 40,205	-36.0%	\$ 239,824	\$ 87,247	\$ 152,577	174.9%	\$ 247,461	-3.1%
ICU4 TRANSITION LABOR	50,445	88,194	(37,748)	-42.8%	107,203	-52.9%	946,300	793,743	152,557	19.2%	835,849	13.2%
CHEM TRANSITION LABOR	21,814	7,802	14,013	179.6%	12,507	74.4%	170,594	70,219	100,375	142.9%	96,294	77.2%
REHAB TRANSITION LABOR	37,218	31,235	5,983	19.2%	44,367	-16.1%	354,782	280,360	74,422	26.5%	412,014	-13.9%
HEMA TRANSITION LABOR	10,704	2,889	7,815	270.6%	12,374	-13.5%	93,918	25,996	67,922	261.3%	44,908	109.1%
OT TRANSITION LABOR	9,482	3,773	5,709	151.3%	3,793	150.0%	53,416	33,929	19,487	57.4%	41,051	30.1%
ED TRANSITION LABOR	21,848	25,647	(3,798)	-14.8%	40,400	-45.9%	183,684	239,371	(55,687)	-23.3%	291,075	-36.9%
5C TRANSITION LABOR	11,484	27,643	(16,159)	-58.5%	38,090	-69.9%	159,933	253,643	(93,710)	-36.9%	273,139	-41.4%
ICU2 TRANSITION LABOR	40,909	49,904	(8,995)	-18.0%	22,385	82.8%	355,382	449,138	(93,756)	-20.9%	394,745	-10.0%
6C TRANSITION LABOR	20,828	44,351	(23,524)	-53.0%	49,804	-58.2%	271,178	406,615	(135,437)	-33.3%	409,198	-33.7%
4E TRANSITION LABOR	13,279	45,465	(32,186)	-70.8%	46,983	-71.7%	238,518	414,551	(176,032)	-42.5%	412,574	-42.2%
ALL OTHER	123,045	213,872	(90,827)	-42.5%	266,513	-53.8%	1,495,164	1,926,828	(431,664)	-22.4%	2,226,558	-32.8%
TOTAL TRANSITION LABOR	\$ 386,800	\$ 550,468	\$ (163,669)	-29.7%	\$ 684,623	-43.5%	\$ 4,562,694	\$ 4,981,640	\$ (418,946)	-8.4%	\$ 5,684,966	-19.7%
GRAND TOTAL TEMPORARY LABOR	\$ 561,998	\$ 705,055	\$ (143,058)	-20.3%	\$ 893,694	-37.1%	\$ 6,177,460	\$ 6,378,537	\$ (201,077)	-3.2%	\$ 7,370,096	-16.2%
PA E-SCAN DATA SYSTEM	\$ 477,595	\$ 36,079	\$ 441,516	1223.7%	\$ 58,074	722.4%	\$ 1,891,438	\$ 324,713	\$ 1,566,726	482.5%	\$ 428,781	341.1%
CERNER OTHER PURCH SVCS	333,528	54,145	279,383	516.0%	(159,355)	-309.3%	1,567,807	487,305	1,080,502	221.7%	845,669	85.4%
PT ACCTS COLLECTION FEES	7,552	79,010	(71,457)	-90.4%	490,091	-98.5%	1,261,234	724,750	536,485	74.0%	1,106,366	14.0%
ECHDA OTHER PURCH SVCS	-	3,905	(3,905)	-100.0%	1,772	-100.0%	444,541	35,141	409,401	1165.0%	30,165	1373.7%
HIM CODING SERVICES	441,779	107,340	334,439	311.6%	36,354	1115.2%	1,203,565	889,559	314,006	35.3%	681,679	76.6%
UC-CPC 42ND STREET PURCH SVCS-OTHER	57,290	34,295	22,995	67.1%	34,873	64.3%	540,657	340,111	200,546	59.0%	299,644	80.4%
PI FEES (TRANSITION NURSE PROGRAM)	29,637	22,904	6,733	29.4%	41,359	-28.3%	351,440	206,135	145,306	70.5%	322,757	8.9%
ADM CONSULTANT FEES	112,419	32,583	79,836	245.0%	96,953	16.0%	433,370	293,250	140,120	47.8%	788,080	-45.0%
ADM BOND AMENDMENT FEES	-	-	-	100.0%	-	100.0%	130,967	-	130,967	100.0%	-	100.0%
AMBULANCE FEES	32,809	4,835	27,974	578.6%	17,525	87.2%	165,072	41,064	124,008	302.0%	173,393	-4.8%
MED ASSETS CONTRACT	7,159	22,239	(15,080)	-67.8%	14,519	-50.7%	249,348	127,990	121,358	94.8%	129,955	91.9%
OR FEES (PERFUSION SERVICES)	34,323	17,113	17,210	100.6%	37,302	-8.0%	251,010	142,398	108,612	76.3%	182,621	37.4%
PRO OTHER PURCH SVCS	42,372	4,139	38,233	923.7%	3,703	1044.2%	182,706	97,172	85,534	88.0%	96,438	89.5%
DC AM HEALTHWAYS MGMT FEE	8,193	-	8,193	100.0%	15,607	-47.5%	77,830	-	77,830	100.0%	81,552	-4.6%
HISTOLOGY SERVICES	40,448	43,226	(2,778)	-6.4%	35,143	15.1%	357,720	290,888	66,832	23.0%	280,486	27.5%
ADM APPRAISAL DIST FEE	50,717	12,035	38,682	321.4%	18,470	174.6%	160,150	108,317	51,833	47.9%	78,647	103.6%
COMM REL ADVERTISMENT PURCH SVCS	69,420	17,600	51,820	294.4%	44,341	56.6%	245,820	194,480	51,340	26.4%	165,659	48.4%
NSG OTHER PURCH SVCS	2,005	1,913	92	4.8%	12,975	-84.5%	65,528	17,213	48,315	280.7%	73,383	-10.7%
FA AUDIT FEES - INTERNAL	50,520	-	50,520	0.0%	61,040	-17.2%	145,040	98,190	46,850	47.7%	85,088	70.5%
OBLD OTHER PURCH SVCS	17,882	476	17,406	3659.6%	93	19227.7%	53,023	6,869	46,154	672.0%	2,245	2261.6%
4E OTHER PURCH SVCS	16,472	-	16,472	100.0%	30	54806.7%	91,363	54,138	37,225	68.8%	53,924	69.4%
ADM CONTRACT STRYKER	18,500	20,823	(2,323)	-11.2%	1,458	1168.5%	228,183	191,006	37,177	19.5%	179,161	27.4%
CREDIT CARD FEES	14,829	9,360	5,469	58.4%	17,938	-17.3%	136,614	103,337	33,277	32.2%	122,059	11.9%
ADMIN OTHER FEES	10,844	10,934	(90)	-0.8%	1,034	949.2%	123,147	98,405	24,742	25.1%	112,580	9.4%
COMPLIANCE CONSULTING FEES	6,748	10,582	(3,834)	-36.2%	13,961	-51.7%	94,154	110,943	(16,789)	-15.1%	135,010	-30.3%
CARDIOVASCULAR SERVICES	680	12,500	(11,820)	-94.5%	45,500	-98.5%	81,524	112,500	(30,976)	-27.5%	230,590	-64.6%
MISSION FITNESS OTHER PURCH SVCS	19,021	14,616	4,405	30.1%	12,460	52.7%	104,668	137,113	(32,446)	-23.7%	124,695	-16.1%
CREDIT CARD FEES	13,794	21,904	(8,110)	-37.0%	15,600	-11.6%	155,478	196,101	(40,623)	-20.7%	185,013	-16.0%
ADM LEGAL SETTLEMENT FEES	1,500	13,099	(11,599)	-88.5%	-	100.0%	75,447	117,888	(42,441)	-36.0%	78,592	-4.0%
PHARMACY SERVICES	27,514	31,913	(4,400)	-13.8%	4,377	528.6%	219,853	286,448	(66,595)	-23.2%	206,704	6.4%
COMM REL MEDIA PLACEMENT	5,964	7,500	(1,536)	-20.5%	9,141	-34.7%	62,964	135,000	(72,036)	-53.4%	119,535	-47.3%
UOM (EHR FEES)	10,570	29,453	(18,883)	-64.1%	(80,072)	-113.2%	133,645	243,130	(109,485)	-45.0%	222,079	-39.8%
COMM REL MEDIA PLACEMENT	42,173	49,500	(7,327)	-14.8%	35,279	19.5%	321,461	499,500	(178,039)	-35.6%	486,820	-34.0%
PA ELIGIBILITY FEES	41,573	47,994	(6,421)	-13.4%	40,523	2.6%	235,953	489,455	(253,502)	-51.8%	495,704	-52.4%
IT INFORMATION SOLUTIONS SVCS	15,576	51,647	(36,071)	-69.8%	37,988	-59.0%	250,246	519,930	(269,685)	-51.9%	508,020	-50.7%
ALL OTHERS	1,090,861	1,131,714	(40,853)	-3.6%	1,180,677	-7.6%	10,283,256	11,510,671	(1,227,415)	-10.7%	12,614,140	-18.5%
TOTAL PURCHASED SERVICES	\$ 3,152,266	\$ 1,957,374	\$ 1,194,892	61.0%	\$ 2,196,732	43.5%	\$ 22,376,222	\$ 19,231,111	\$ 3,145,111	16.4%	\$ 21,727,230	3.0%

**Ector County Hospital District
Debt Service Coverage Calculation
JUNE 2018**

Average Annual Debt Service Requirements of 110%:

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Decrease in net position	740,476	(14,919,999)	(14,179,524)	(18,906,033)
Deficiency of revenues over expenses	740,476	(14,919,999)	(14,179,524)	(18,906,033)
Depreciation/amortization	200,905	15,158,617	15,359,521	20,479,361
GASB 68	-	8,735,464	8,735,464	8,735,464
Interest expense	-	2,468,021	2,468,021	3,290,695
(Gain) or loss on fixed assets	-	-	-	-
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	119,060	119,060	158,747
Consolidated net revenues	941,380	11,561,163	12,502,542	13,758,235

Note: Average annual debt service requirements is defined to mean the greater of the following 2 calculations:

1.) Average annual debt service of future maturities

	Bonds	BAB Subsidy	Total	110%
2018	3,704,144.87	1,084,539.55	4,788,684.42	5,267,552.87
2019	3,704,003.09	1,050,540.12	4,754,543.21	5,229,997.53
2020	3,703,513.46	1,014,199.56	4,717,713.02	5,189,484.33
2021	3,703,965.62	975,673.80	4,679,639.42	5,147,603.37
2022	3,703,363.82	930,657.44	4,634,021.26	5,097,423.38
2023	3,704,094.49	883,666.27	4,587,760.76	5,046,536.84
2024	3,703,936.71	834,581.31	4,538,518.02	4,992,369.83
2025	3,703,757.92	783,331.19	4,487,089.11	4,935,798.02
2026	3,703,381.35	729,820.73	4,433,202.08	4,876,522.29
2027	3,702,861.24	670,848.36	4,373,709.60	4,811,080.56
2028	3,703,256.93	609,138.35	4,312,395.28	4,743,634.81
2029	3,702,288.56	544,540.00	4,246,828.56	4,671,511.42
2030	3,701,769.56	476,952.84	4,178,722.40	4,596,594.64
2031	3,701,420.06	406,226.18	4,107,646.24	4,518,410.86
2032	3,701,960.19	332,209.33	4,034,169.52	4,437,586.47
2033	3,701,063.45	254,726.47	3,955,789.92	4,351,368.91
2034	3,700,496.62	173,652.02	3,874,148.64	4,261,563.50
2035	3,700,933.18	88,810.18	3,789,743.36	4,168,717.70
	3,702,789.51	658,006.32	4,360,795.82	

OR

2.) Next Year Debt Service - sum of principal and interest due in the next fiscal year:

	Bonds	
Debt Service	4,788,684	← higher of the two

Covenant Computation	261.1%	(needs to be 110% or higher)	287.3%
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**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED RATIO ANALYSIS
JUNE 30, 2018**

		YTD JUNE 2018	2016 S&P Comparison**	YTD September 2017	YTD September 2016	YTD September 2015
<u>Statement of Operations:</u>						
Salaries & Benefits/Net Pt Rev (%)	↓	72.9	55.7	74.8	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↑	40.2	N/A	30.7	34.6	33.4
Maximum Debt Service Coverage (x)	↑	2.5	2.7	2.0	7.1	7.9
Maximum Debt Service/Total Operating Revenue (%)	↓	1.4	N/A	1.4	1.7	1.8
Interest Coverage (x) ¹						
EBITDA Margin (%) ¹	↑	2.8	8.8	2.4	7.2	12.6
Operating Margin (%)	↑	-5.1	1.2	-6.3	-0.7	0.7
Profit Margin (%)	↑	-4.1	2.3	-5.0	-1.2	3.6
<u>Balance Sheet:</u>						
Average Age Net Fixed Assets (years)	↑	13.2	12.8	12.7	11.7	9.9
Cushion Ratio (x)	↑	14.2	13.4	11.3	22.4	25.5
Days' Cash on Hand	↑	57.6	167.3	49.9	120.2	143.9
Days in Accounts Receivable	↑	66.4	44.1	57.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↑	3.3	11.3	2.6	9.4	22.6
Unrestricted Cash/Long-Term Debt (%)	↑	112.9	140.3	89.0	177.7	193.1
Long-Term Debt/Capitalization (%)	↑	21.8	38.3	21.1	18.0	18.6
Payment Period (days)	↑	83.2	N/A	65.5	57.9	51.0
<u>Other Ratios:</u>						
Inventory Turnover ²	↓	9.8	17.0	10.5	12.0	12.2

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

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

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



Financial Presentation

For the Month Ended

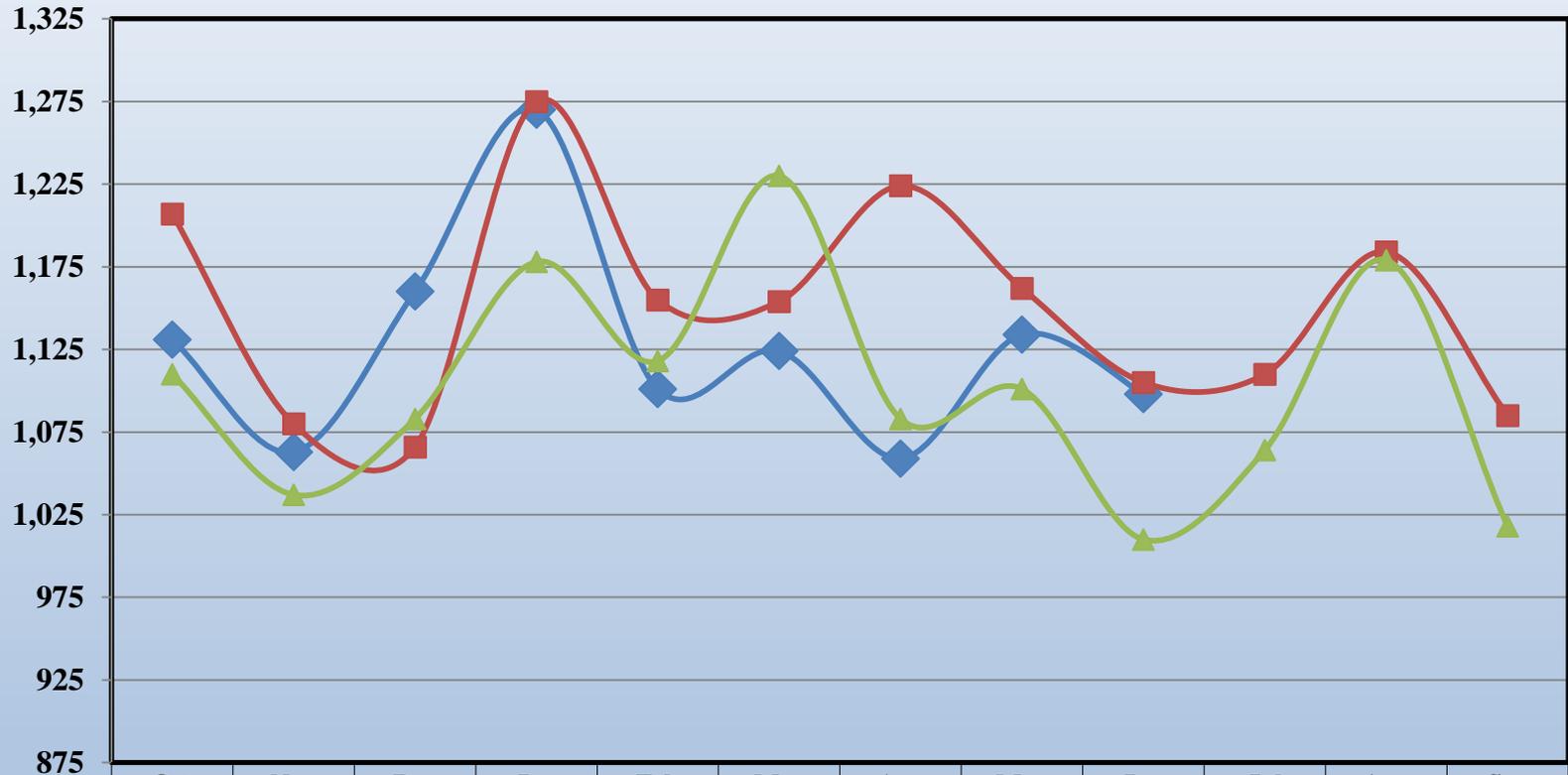
June 30, 2018

Volume



Admissions

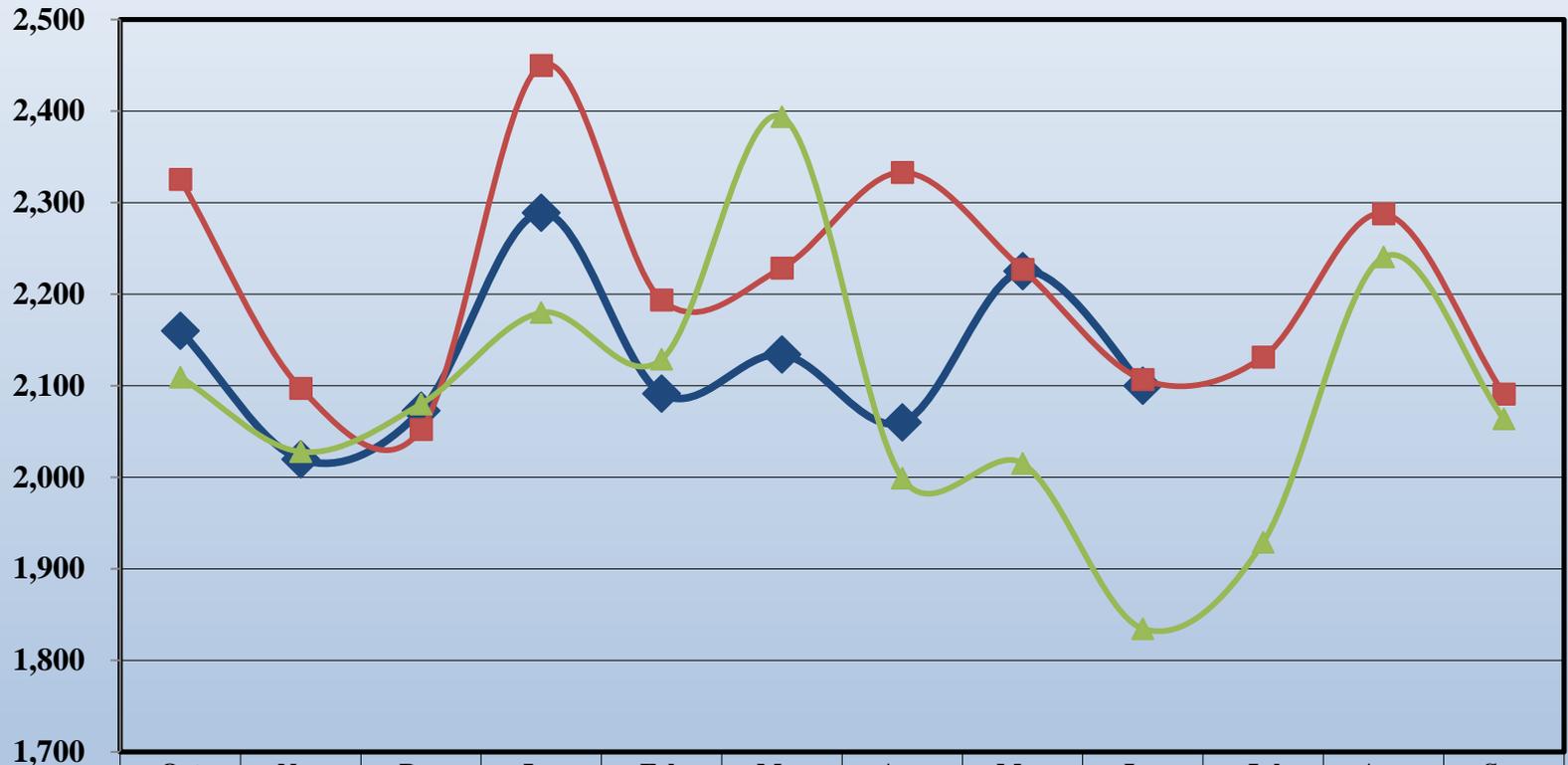
Total – Adults and NICU



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	1,131	1,063	1,160	1,270	1,101	1,124	1,059	1,134	1,098			
■ FY 2018 Budget	1,207	1,080	1,066	1,275	1,155	1,154	1,224	1,162	1,105	1,110	1,184	1,085
▲ FY 2017	1,110	1,037	1,083	1,178	1,118	1,230	1,083	1,101	1,010	1,064	1,179	1,018

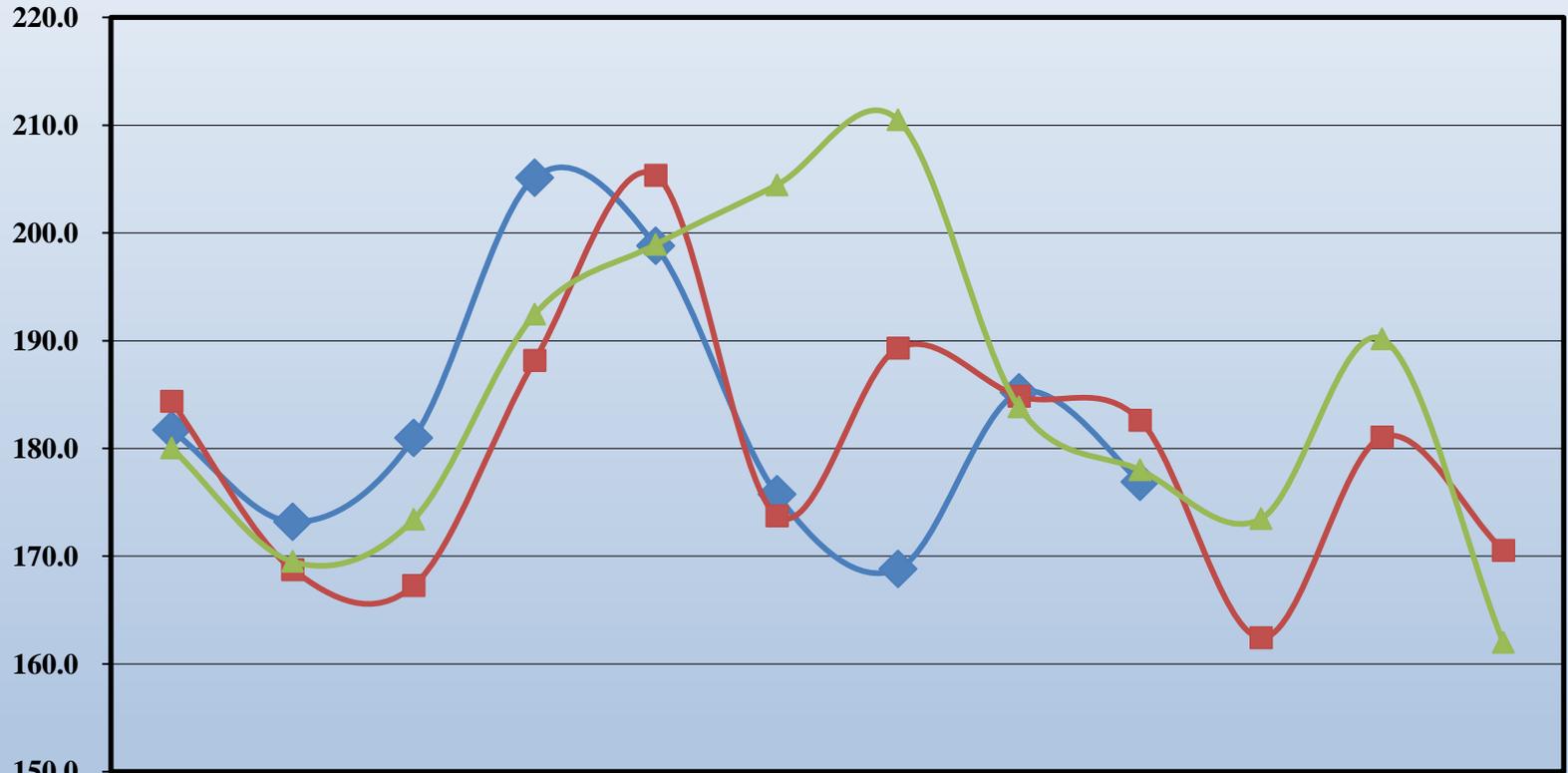
Adjusted Admissions

Including Acute & Rehab Unit



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,160	2,020	2,073	2,289	2,092	2,134	2,060	2,225	2,100			
FY 2018 Budget	2,326	2,097	2,052	2,450	2,194	2,229	2,333	2,227	2,107	2,131	2,288	2,091
FY 2017	2,109	2,028	2,080	2,180	2,129	2,394	1,999	2,015	1,835	1,929	2,241	2,064

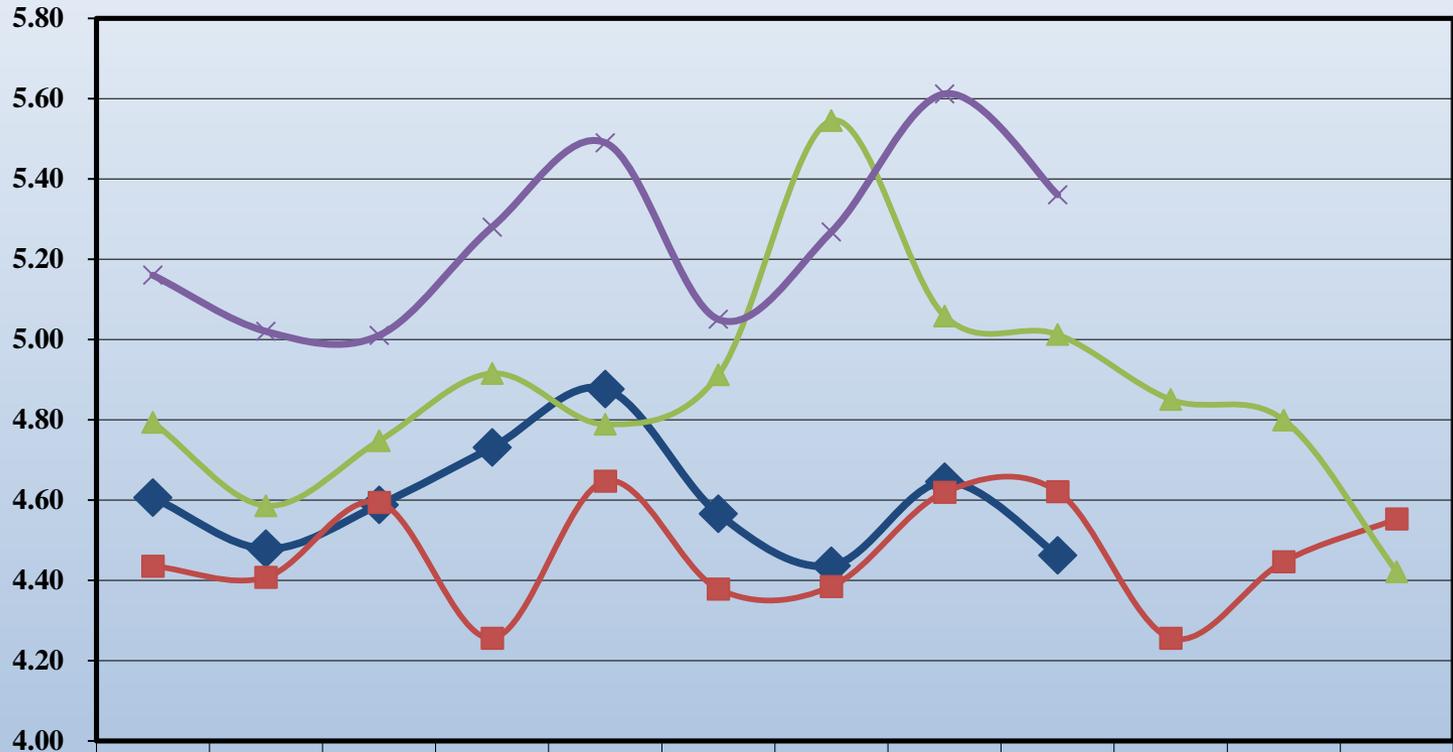
Average Daily Census



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	181.7	173.2	181.0	205.1	198.8	175.7	168.8	185.2	176.9			
■ FY 2018 Budget	184.4	168.8	167.3	188.2	205.4	173.8	189.3	184.8	182.6	162.4	181.1	170.5
▲ FY 2017	180.0	169.5	173.4	192.5	198.9	204.5	210.5	183.8	178.0	173.5	190.2	162.0

Average Length of Stay

Total – Adults and PEDI

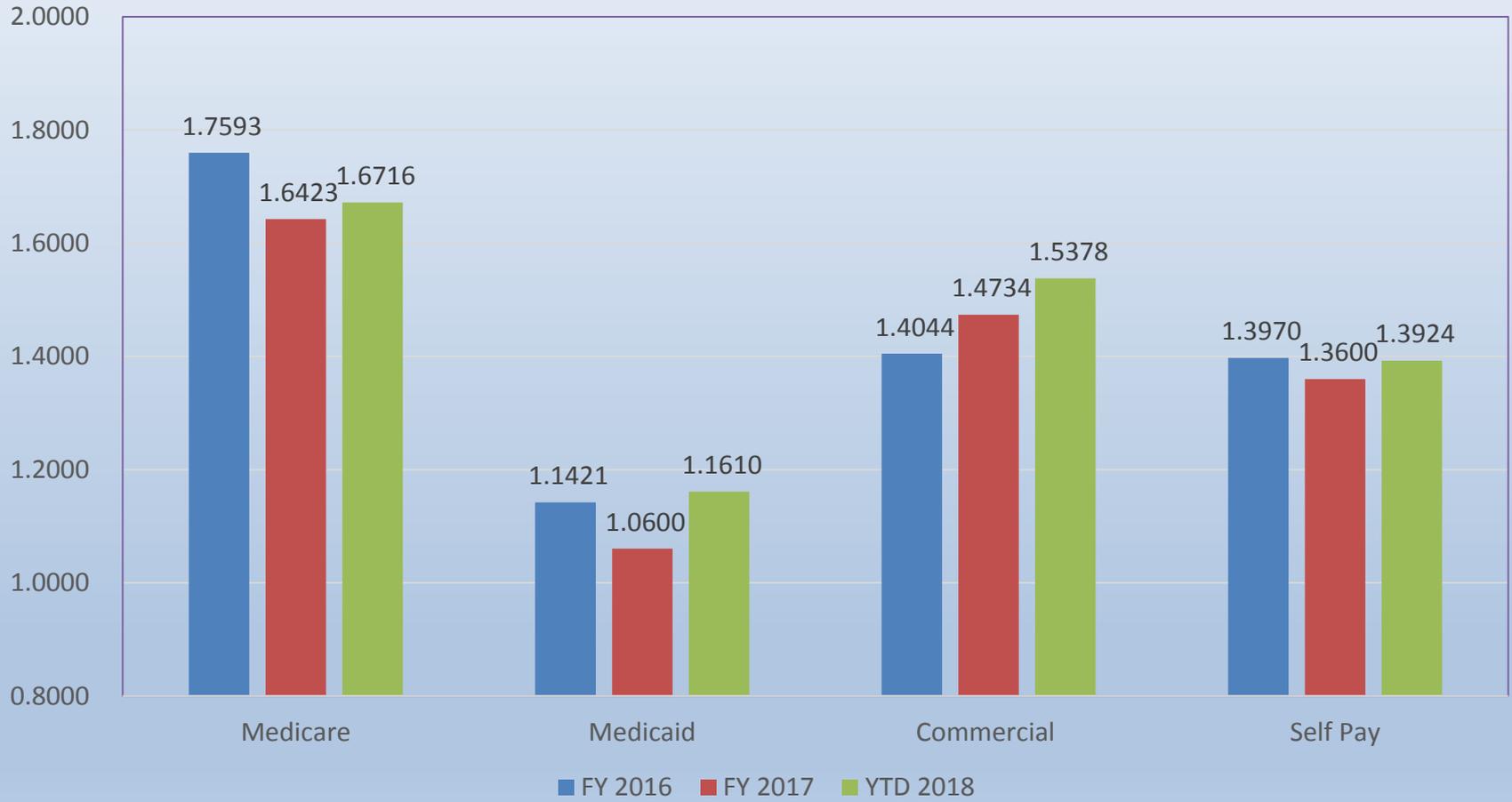


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	4.61	4.48	4.59	4.73	4.88	4.57	4.44	4.65	4.46			
FY 2018 Budget	4.44	4.41	4.59	4.26	4.65	4.38	4.38	4.62	4.62	4.26	4.45	4.55
FY 2017	4.79	4.59	4.75	4.92	4.79	4.91	5.55	5.06	5.01	4.85	4.80	4.42
FY 2018 Excluding OB	5.16	5.02	5.01	5.28	5.49	5.05	5.27	5.61	5.36			

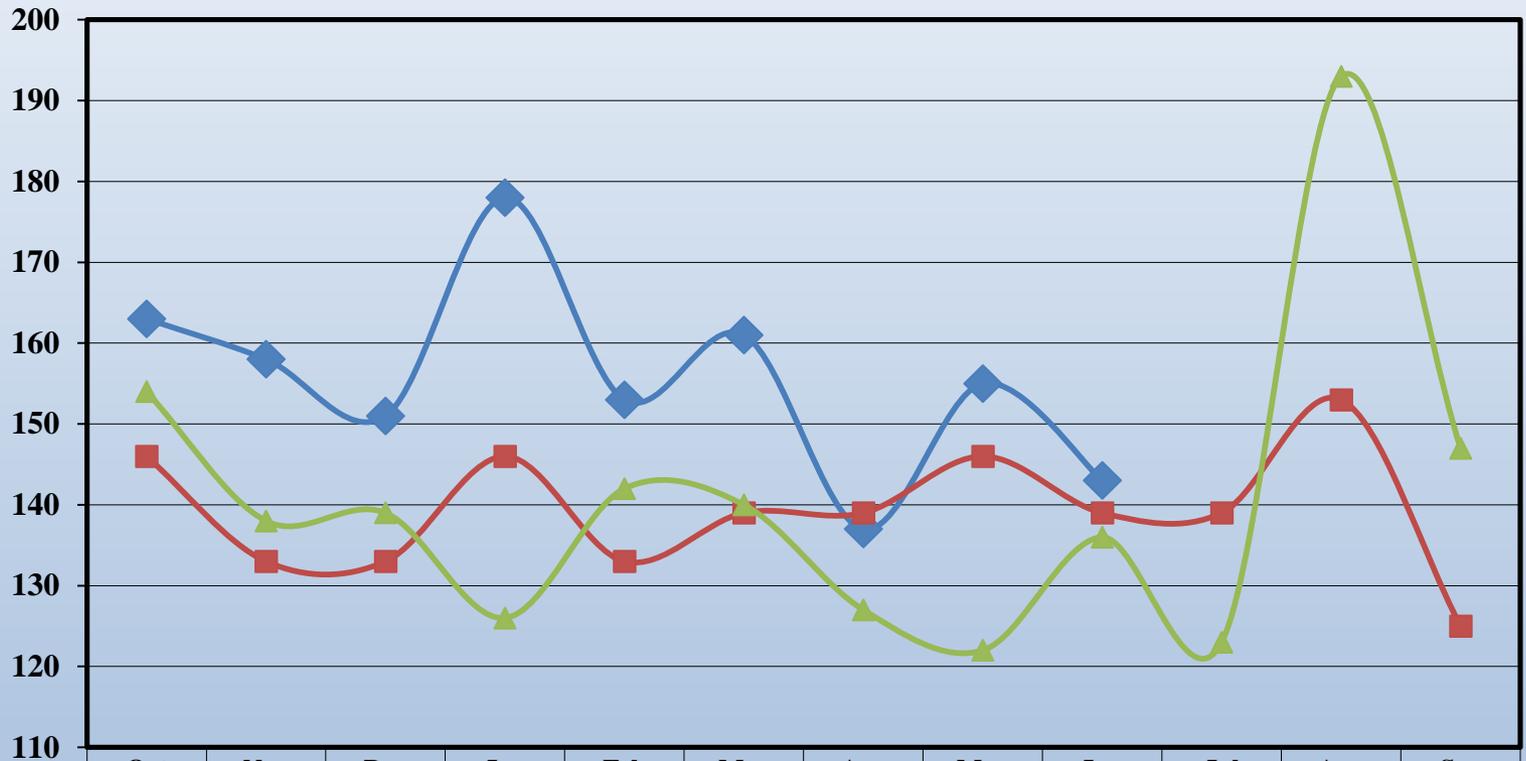
Average Length of Stay by Financial Class



Case Mix Index by Financial Class

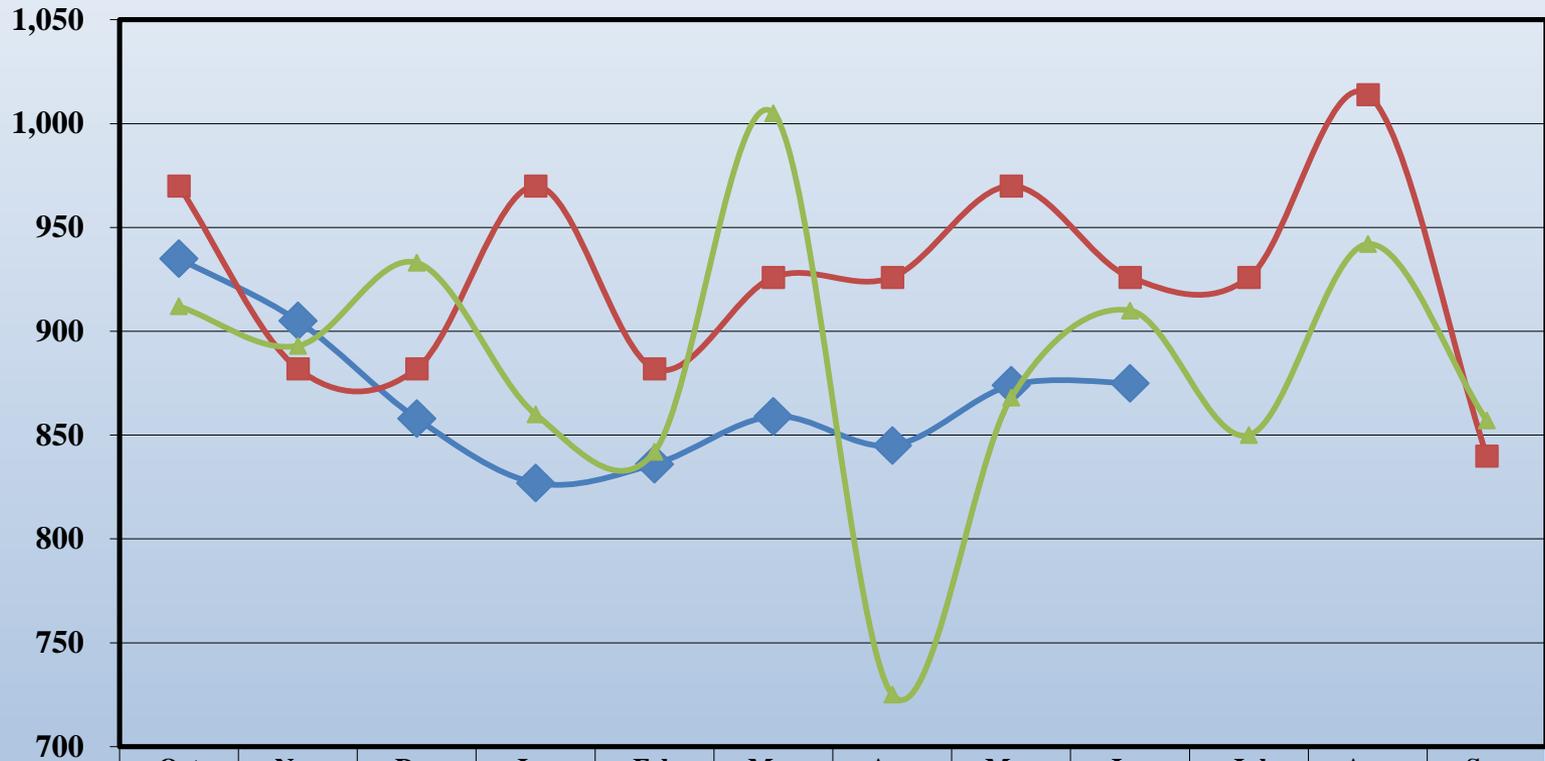


Deliveries



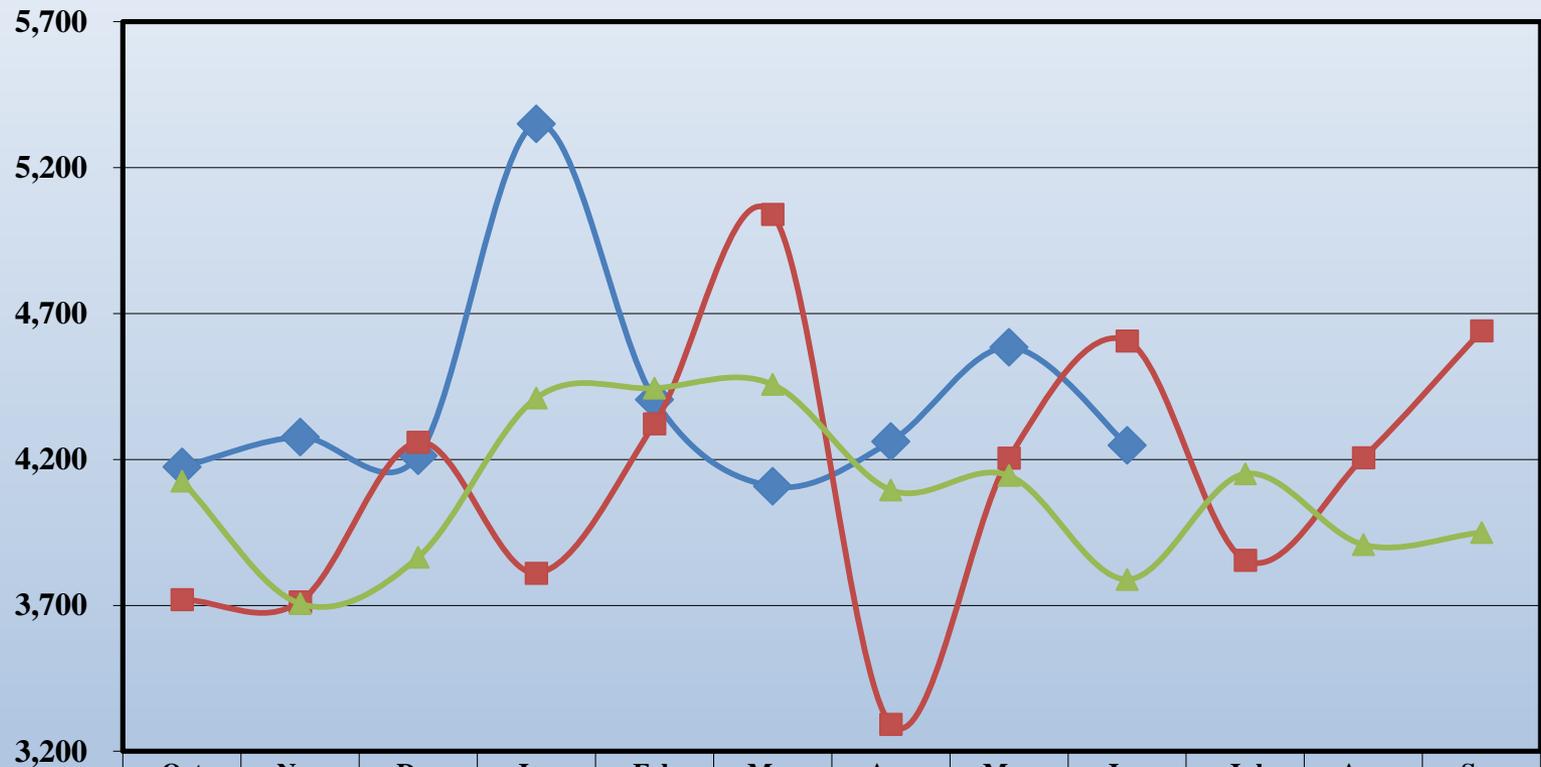
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	163	158	151	178	153	161	137	155	143			
■ FY 2018 Budget	146	133	133	146	133	139	139	146	139	139	153	125
▲ FY 2017	154	138	139	126	142	140	127	122	136	123	193	147

Total Surgical Cases



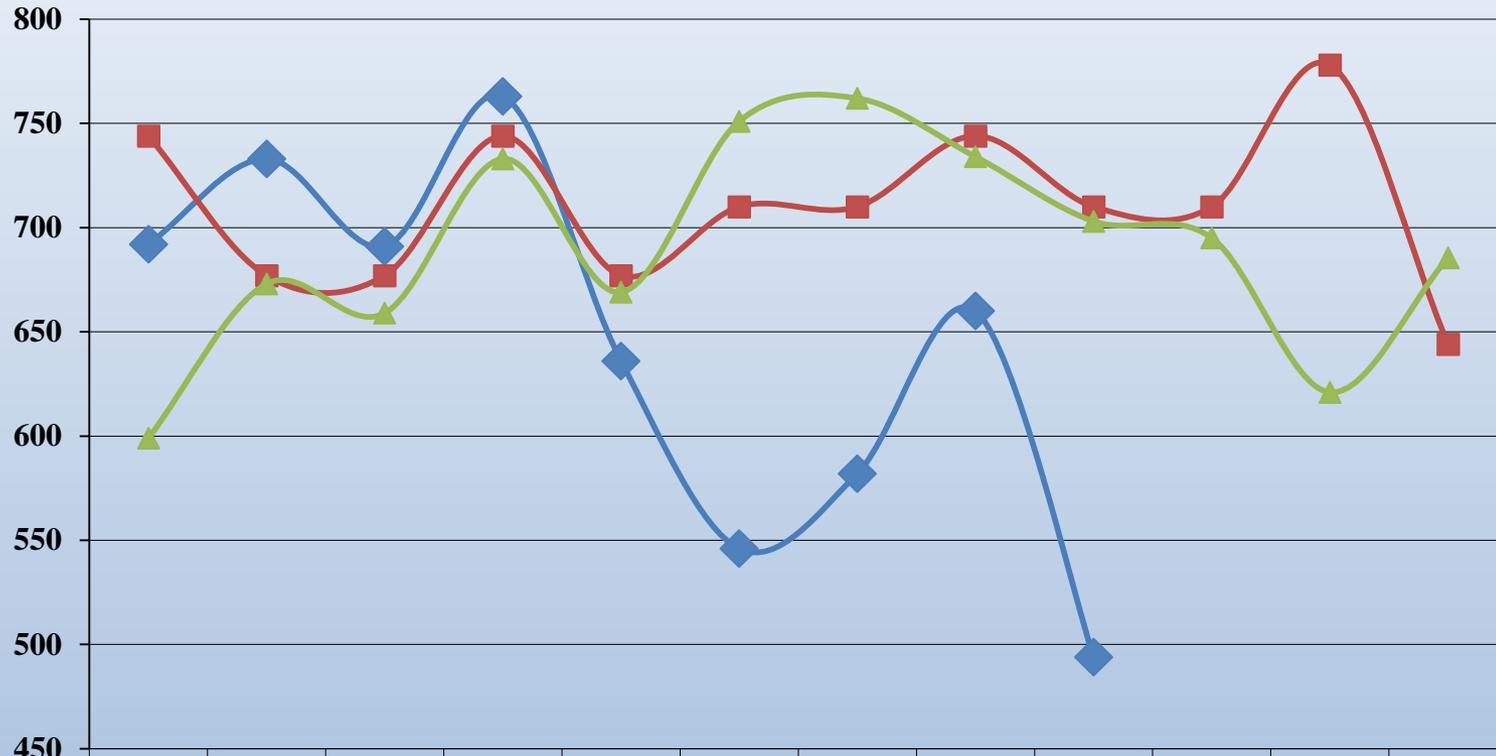
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	935	905	858	827	836	859	845	874	875			
■ FY 2018 Budget	970	882	882	970	882	926	926	970	926	926	1,014	840
▲ FY 2017	912	893	933	860	842	1,005	725	868	910	850	942	857

Emergency Room Visits



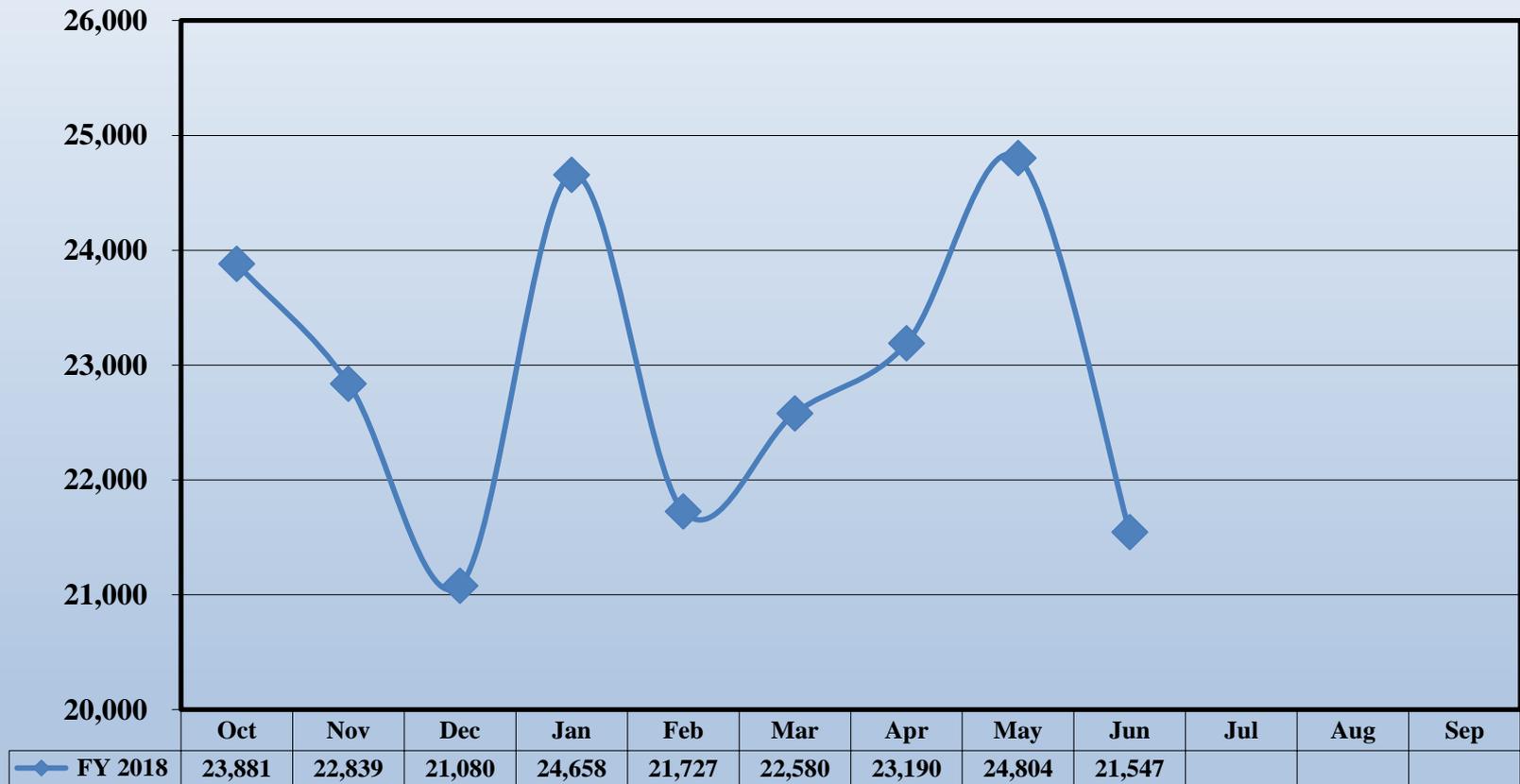
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	4,175	4,277	4,213	5,350	4,405	4,108	4,262	4,585	4,249			
■ FY 2018 Budget	3,720	3,713	4,260	3,811	4,323	5,040	3,293	4,205	4,607	3,855	4,206	4,641
▲ FY 2017	4,126	3,706	3,865	4,411	4,444	4,457	4,095	4,145	3,789	4,151	3,908	3,950

Observation Days



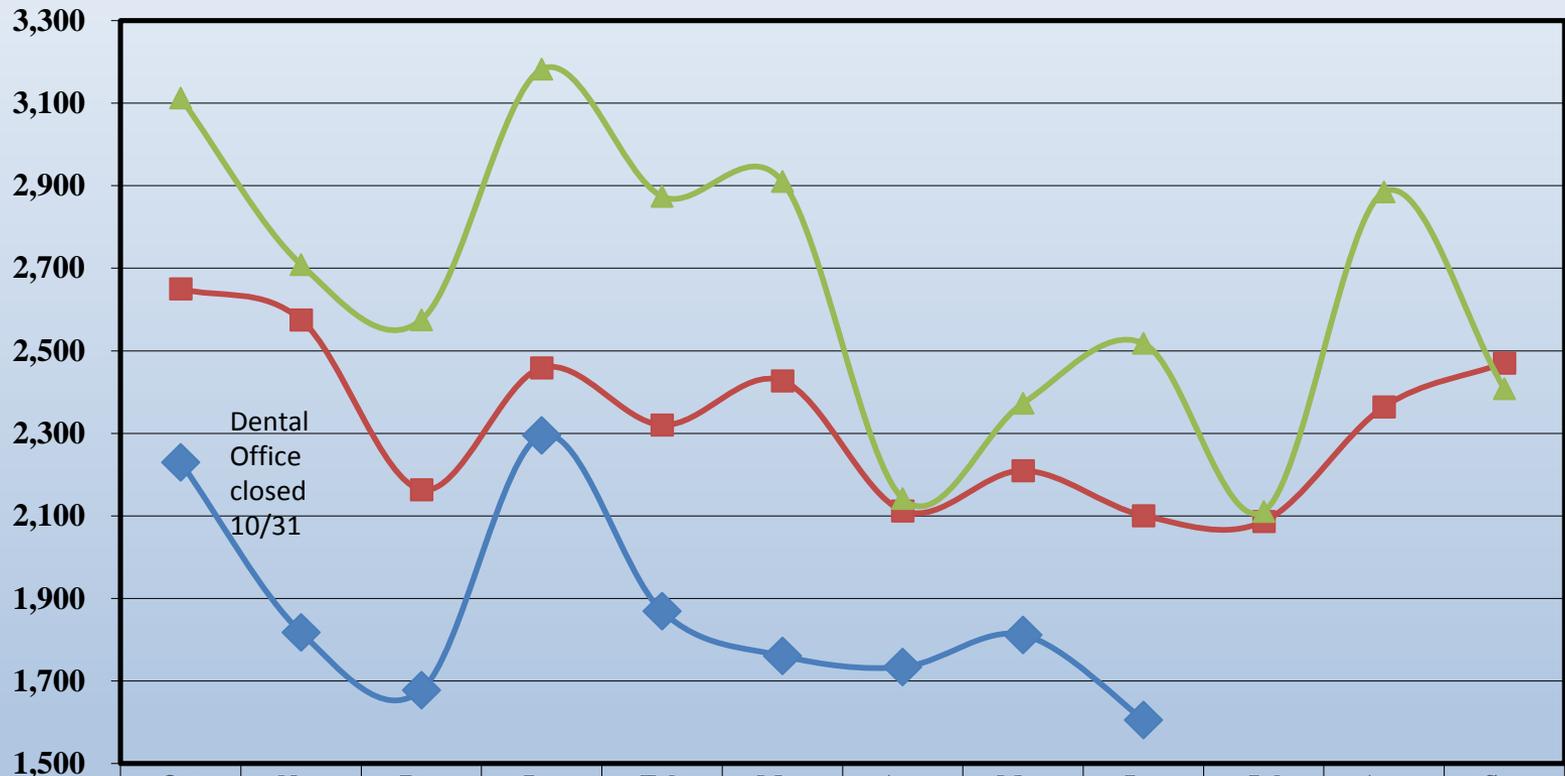
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	692	733	691	763	636	546	582	660	494			
FY 2018 Budget	744	677	677	744	677	710	710	744	710	710	778	644
FY 2017	599	673	659	733	669	751	762	734	703	695	621	686

Total Outpatient Occasions of Service



Center for Primary Care Total Visits

(FQHC - Clements & West University)



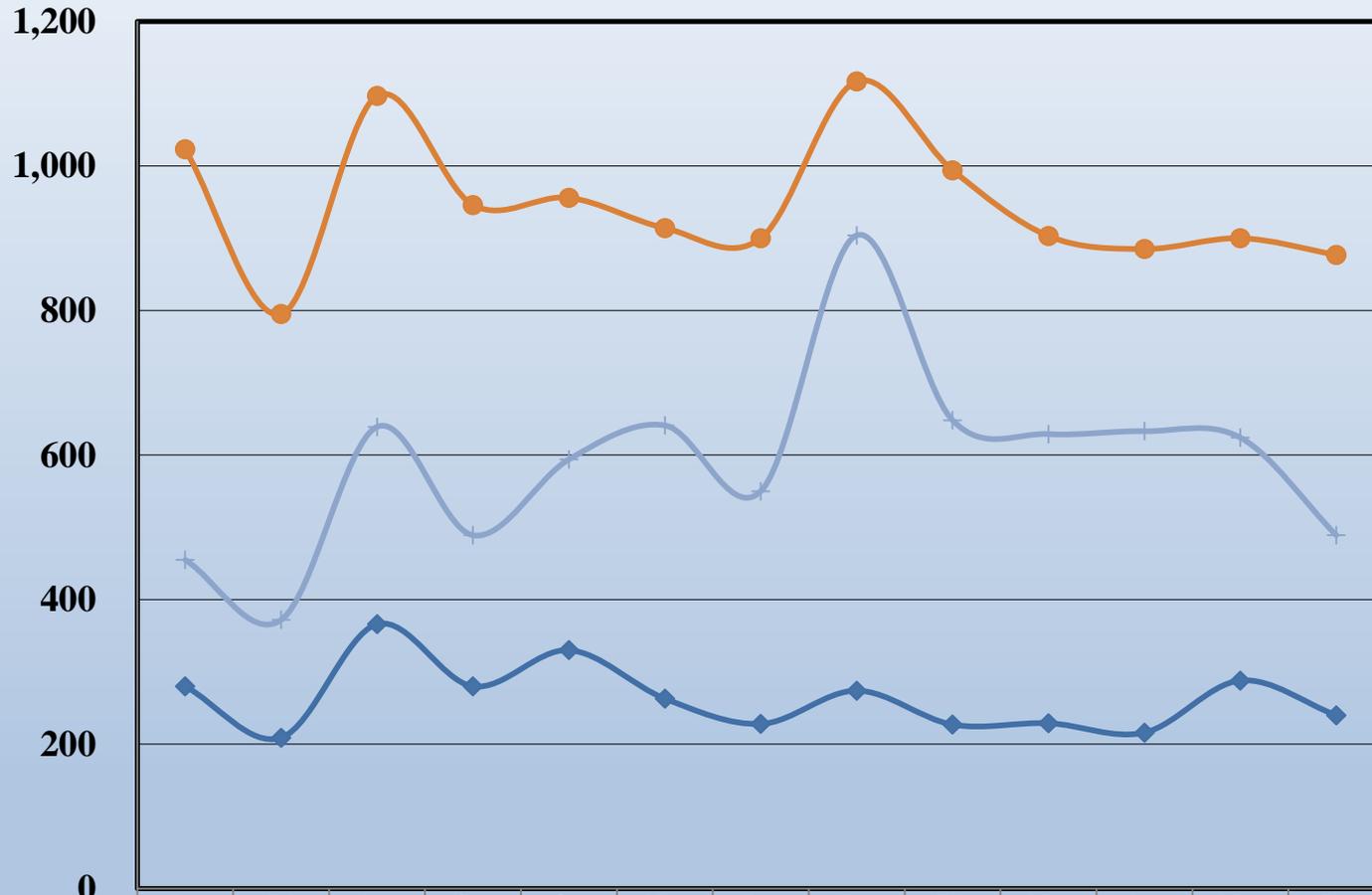
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
—◆— FY 2018	2,230	1,818	1,678	2,295	1,869	1,761	1,734	1,812	1,606			
—■— FY 2018 Budget	2,650	2,575	2,164	2,459	2,320	2,427	2,113	2,210	2,101	2,087	2,364	2,471
—▲— FY 2017	3,112	2,709	2,575	3,182	2,874	2,910	2,142	2,373	2,518	2,111	2,885	2,408

Budget excludes Dental Clinic after 10/31/2017

Center for Primary Care Visits

(FQHC - Clements and West University)

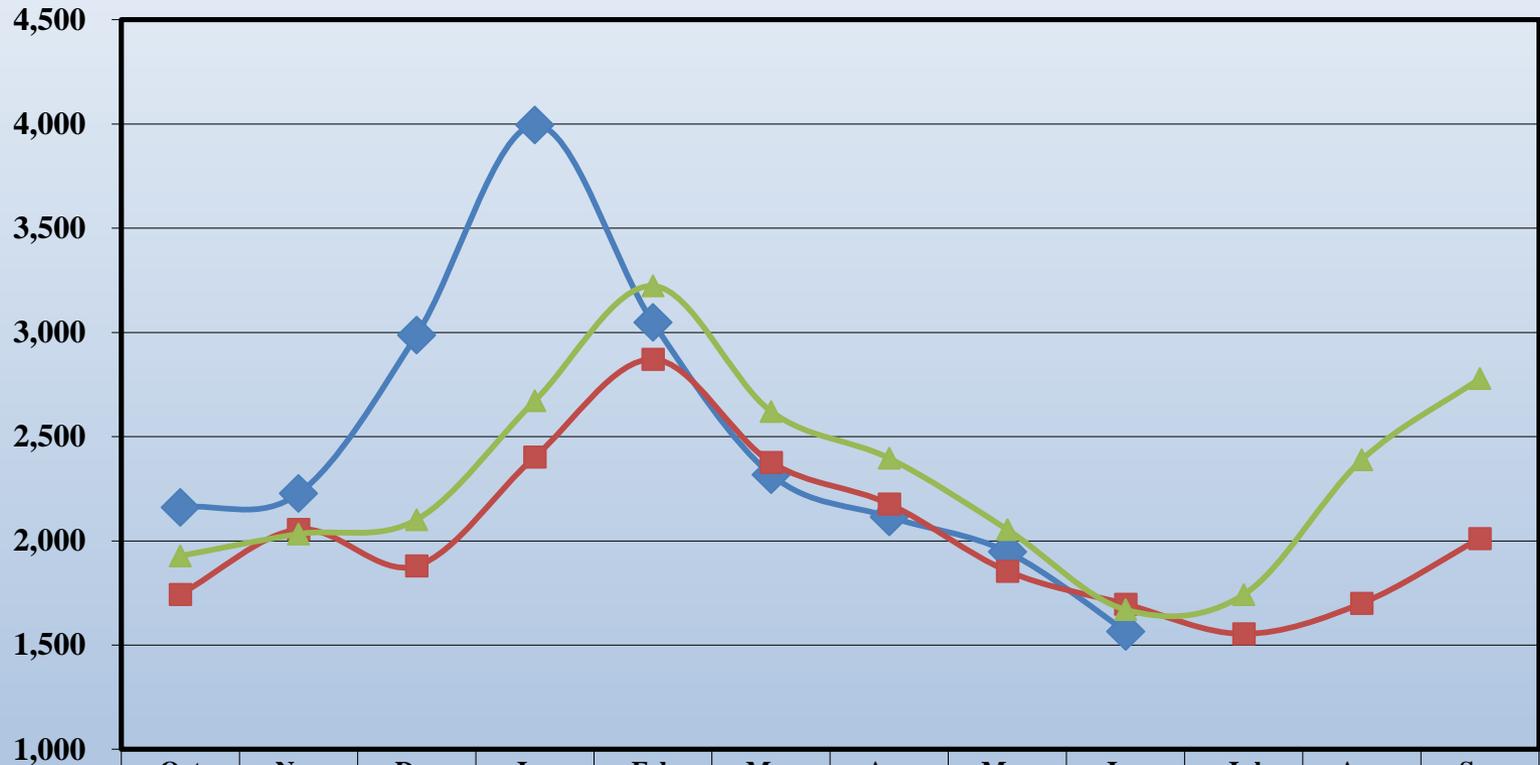
Thirteen Month Trending – Excluding Dental Clinic



	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
—●— Clements Medical	1,023	795	1,097	946	956	914	900	1,117	994	903	885	900	877
—+— W. University Medical	455	372	639	489	594	641	550	904	648	629	633	624	489
—◆— W. University Optometry	280	209	366	280	330	263	228	274	227	229	216	288	240

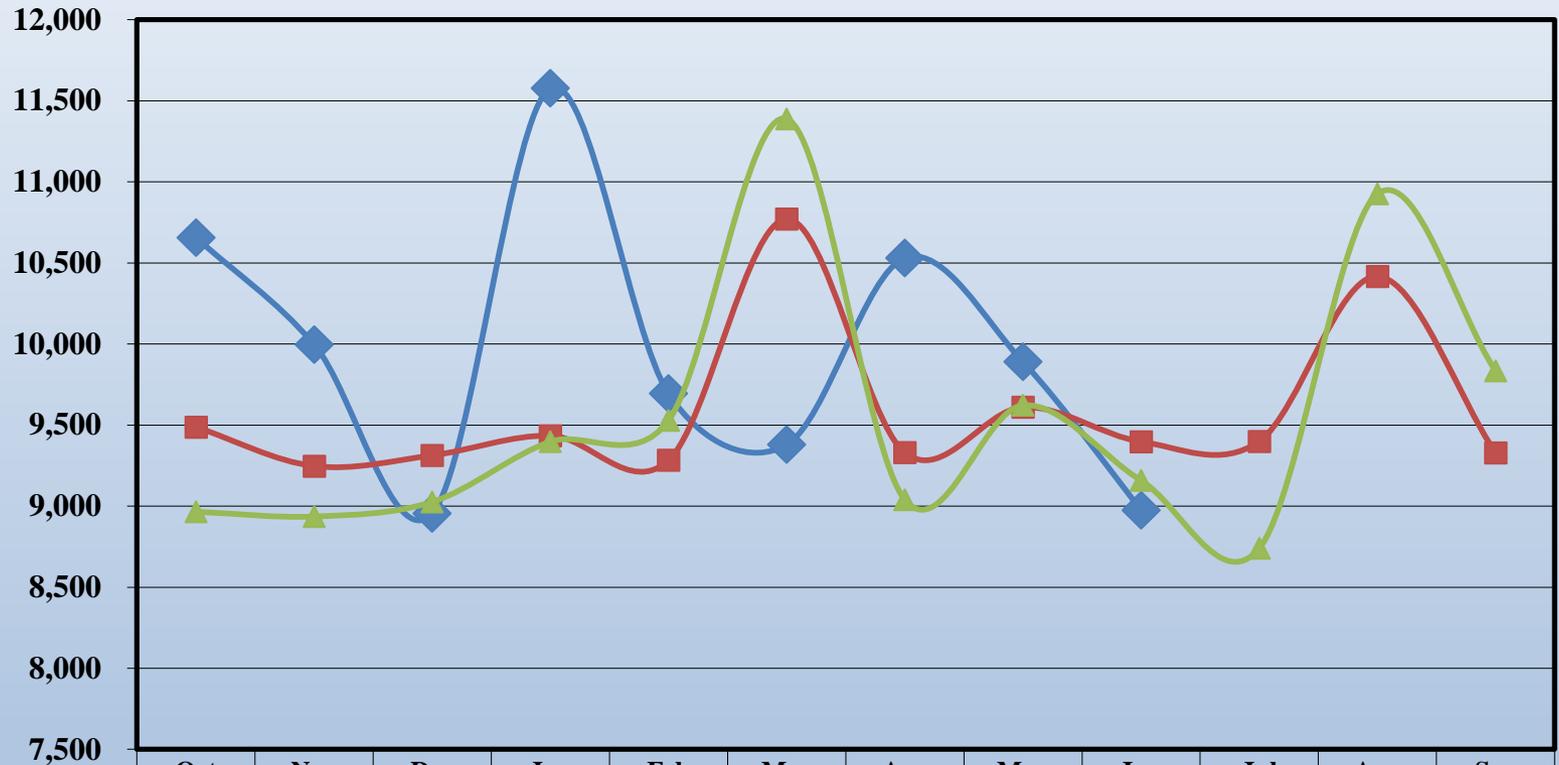
Urgent Care Visits

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



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,161	2,227	2,988	3,995	3,048	2,318	2,115	1,947	1,566			
FY 2018 Budget	1,744	2,055	1,880	2,403	2,871	2,377	2,177	1,855	1,697	1,554	1,701	2,012
FY 2017	1,928	2,033	2,102	2,672	3,223	2,621	2,396	2,054	1,670	1,742	2,389	2,779

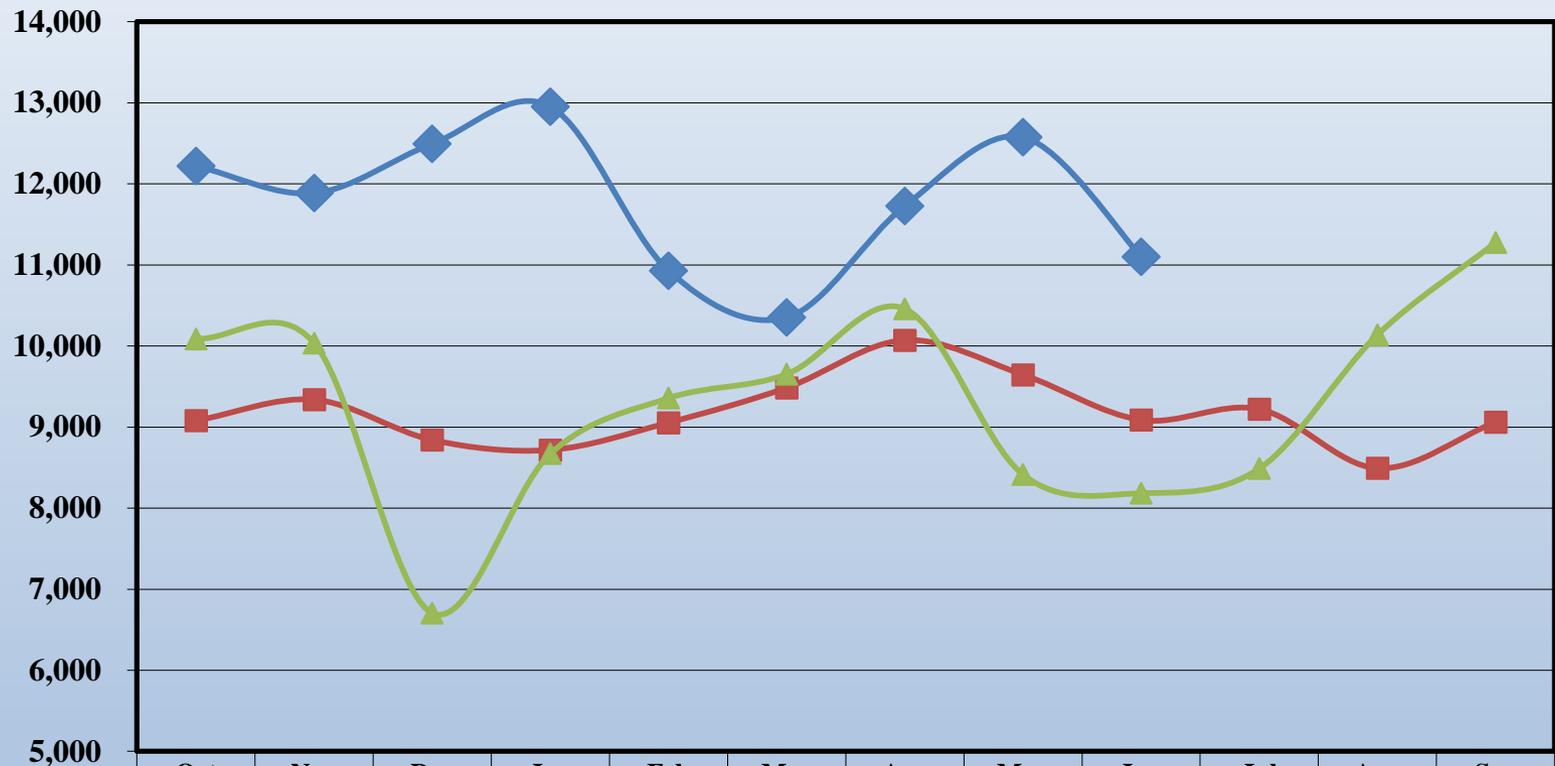
Total ProCare Office Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	10,657	9,997	8,955	11,577	9,694	9,379	10,530	9,890	8,975			
■ FY 2018 Budget	9,488	9,247	9,313	9,435	9,283	10,771	9,330	9,610	9,398	9,400	10,417	9,328
▲ FY 2017	8,965	8,936	9,026	9,398	9,529	11,389	9,039	9,622	9,158	8,740	10,926	9,834

Total ProCare Procedures

Excluding Pathology and Radiology Procedures



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	12,220	11,886	12,494	12,953	10,929	10,352	11,727	12,577	11,102			
■ FY 2018 Budget	9,079	9,338	8,841	8,718	9,055	9,485	10,072	9,646	9,088	9,221	8,492	9,061
▲ FY 2017	10,088	10,036	6,705	8,672	9,357	9,653	10,458	8,414	8,184	8,488	10,137	11,276

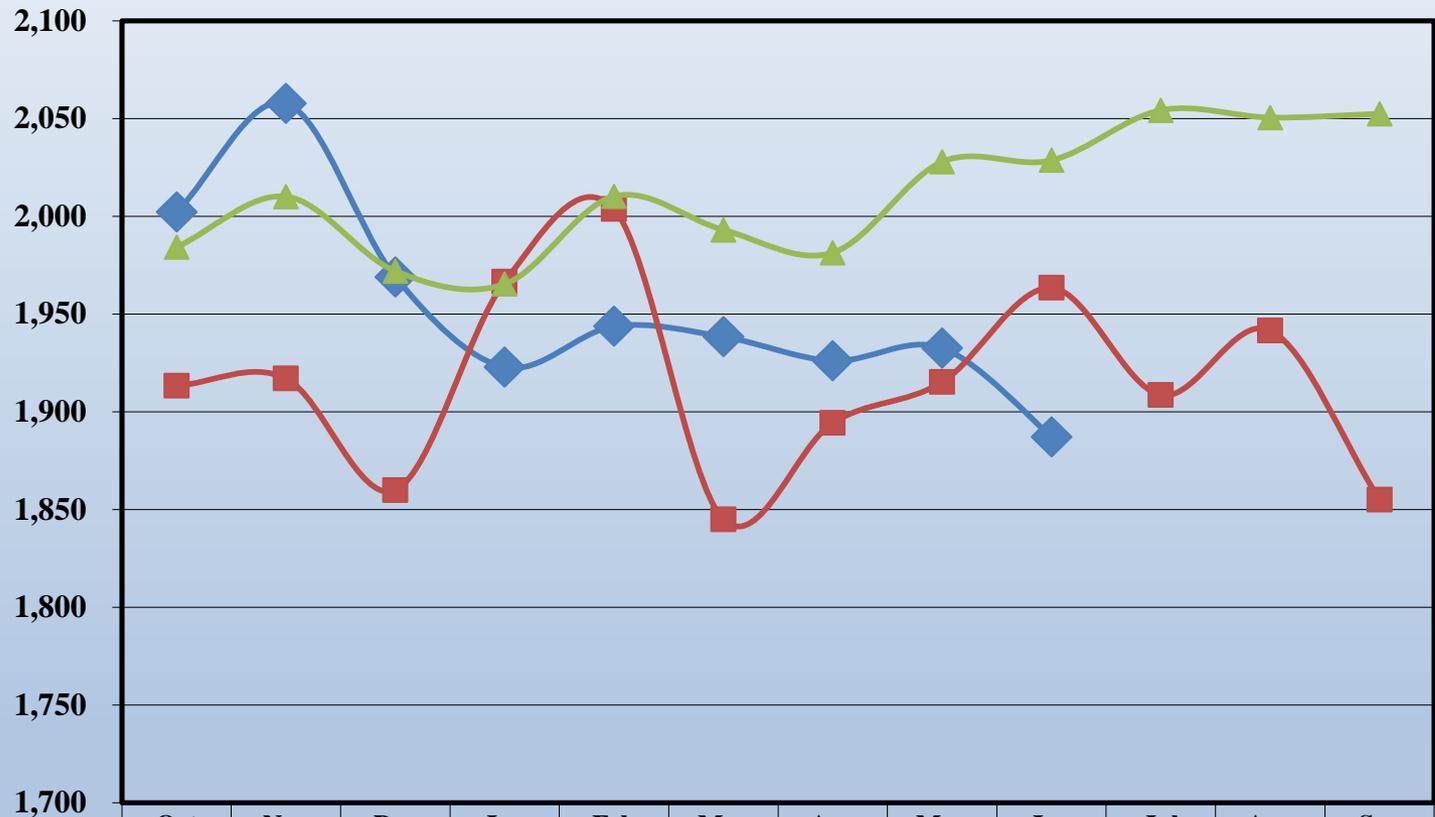


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Staffing

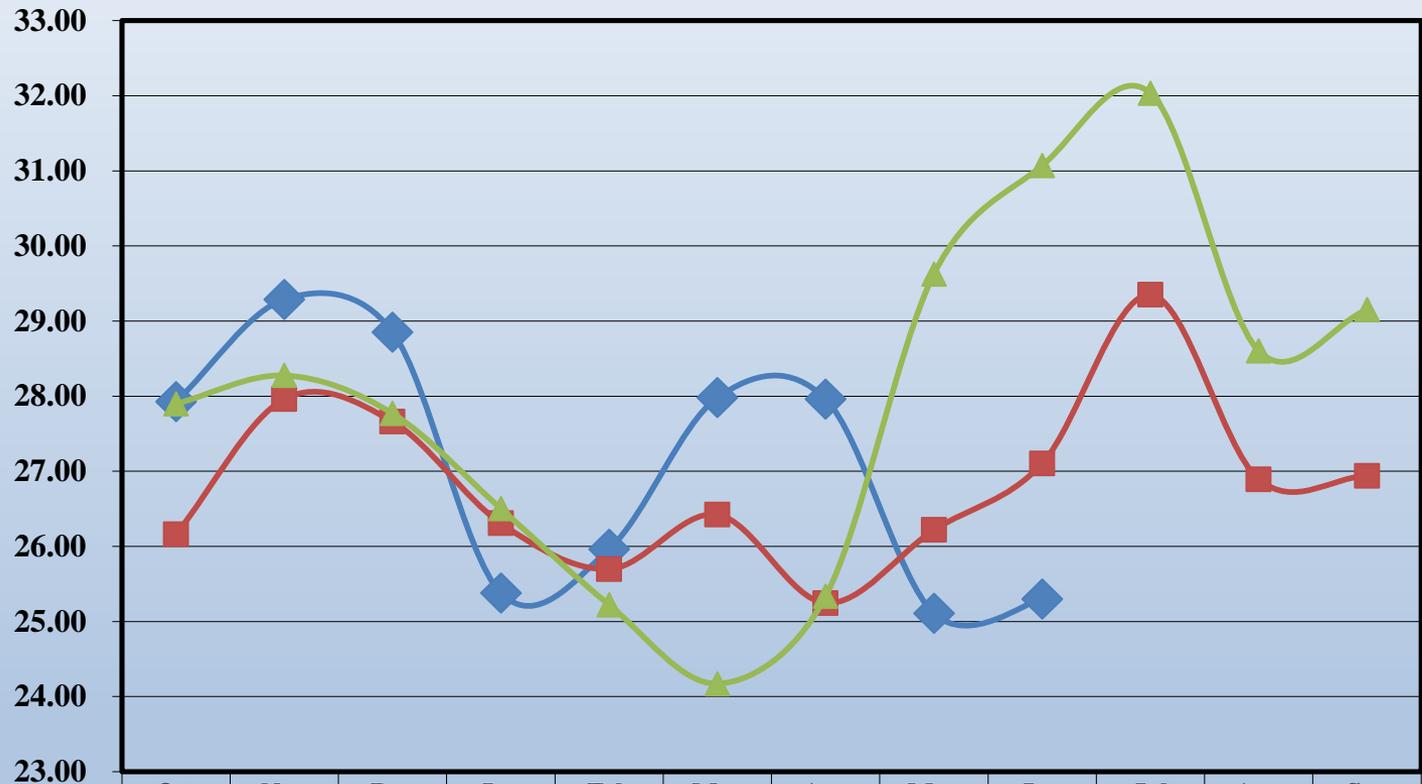
Blended FTE's

Including Contract Labor and Management Services



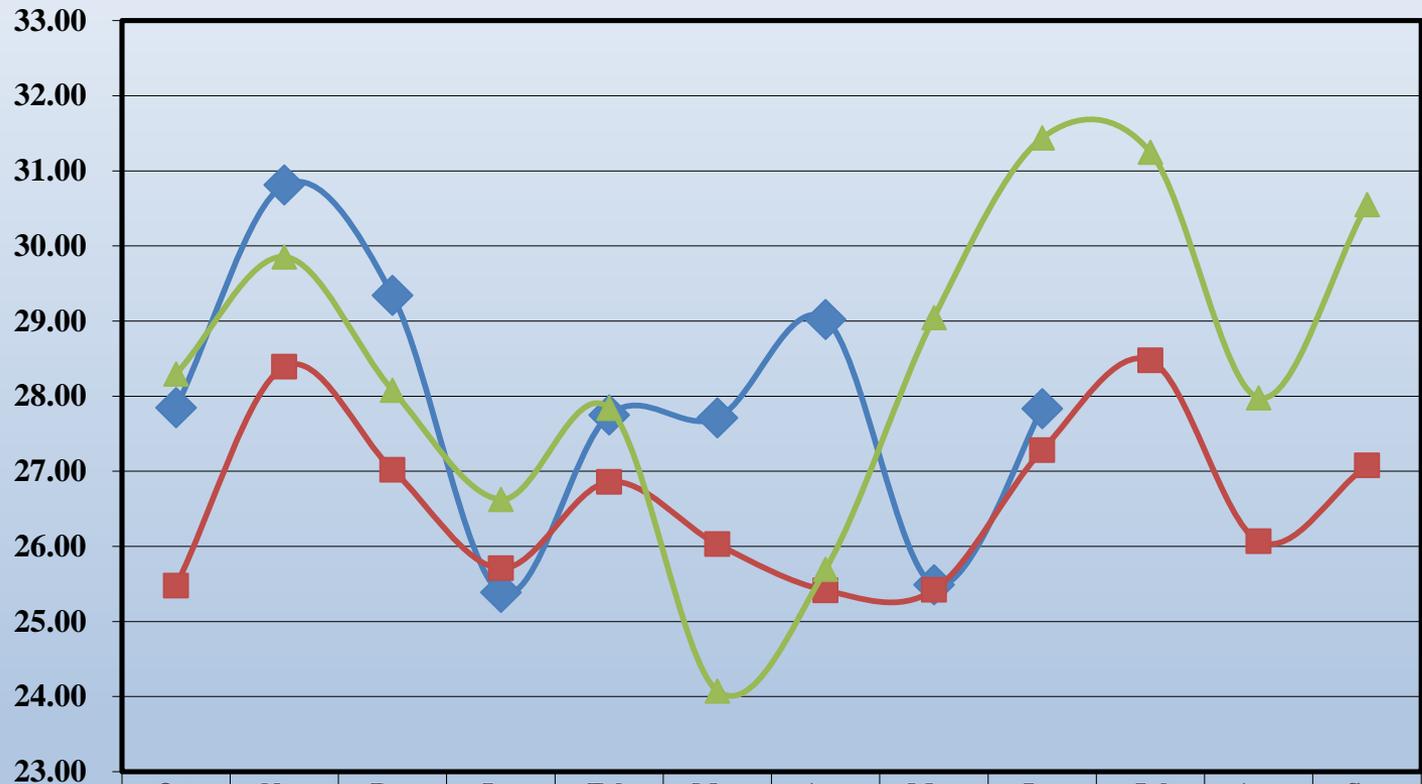
—◆— FY 2018	2,002	2,058	1,969	1,923	1,944	1,938	1,926	1,933	1,887			
—■— FY 2018 Budget	1,913	1,917	1,860	1,966	2,004	1,845	1,894	1,915	1,963	1,909	1,942	1,855
—▲— FY 2017	1,984	2,010	1,972	1,965	2,010	1,993	1,981	2,028	2,029	2,054	2,051	2,052

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



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	27.93	29.29	28.85	25.38	25.96	27.98	27.96	25.11	25.30			
■ FY 2018 Budget	26.16	27.96	27.66	26.31	25.70	26.42	25.25	26.22	27.10	29.35	26.89	26.94
▲ FY 2017	27.90	28.28	27.77	26.50	25.22	24.17	25.34	29.63	31.07	32.03	28.60	29.15

Paid Hours per Adjusted Patient Day (Medical Center Hospital)



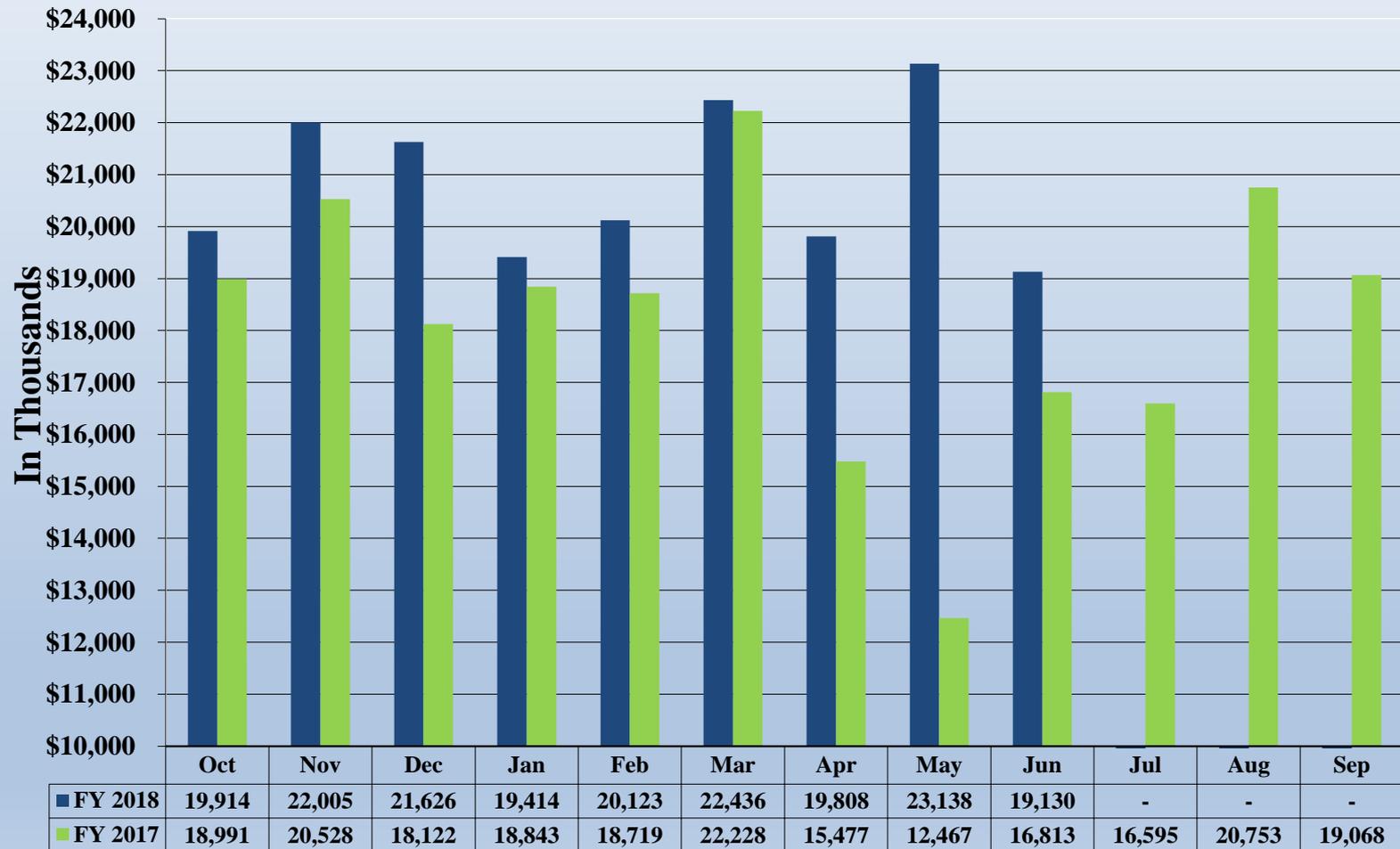
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	27.85	30.81	29.34	25.39	27.75	27.71	29.02	25.49	27.83			
■ FY 2018 Budget	25.48	28.39	27.02	25.71	26.86	26.03	25.41	25.42	27.28	28.48	26.07	27.08
▲ FY 2017	28.30	29.86	28.08	26.63	27.84	24.08	25.70	29.05	31.44	31.25	27.98	30.55

Accounts Receivable



AR Cash Receipts

Compared to Prior Year (Ector County Hospital District)



Accounts Receivable – Gross

(Ector County Hospital District)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	289,467	294,253	298,898	334,491	360,625	353,532	331,535	331,701	330,329			
FY 2017	174,381	177,619	178,296	189,969	193,828	200,336	218,307	268,915	276,281	284,593	287,469	293,818

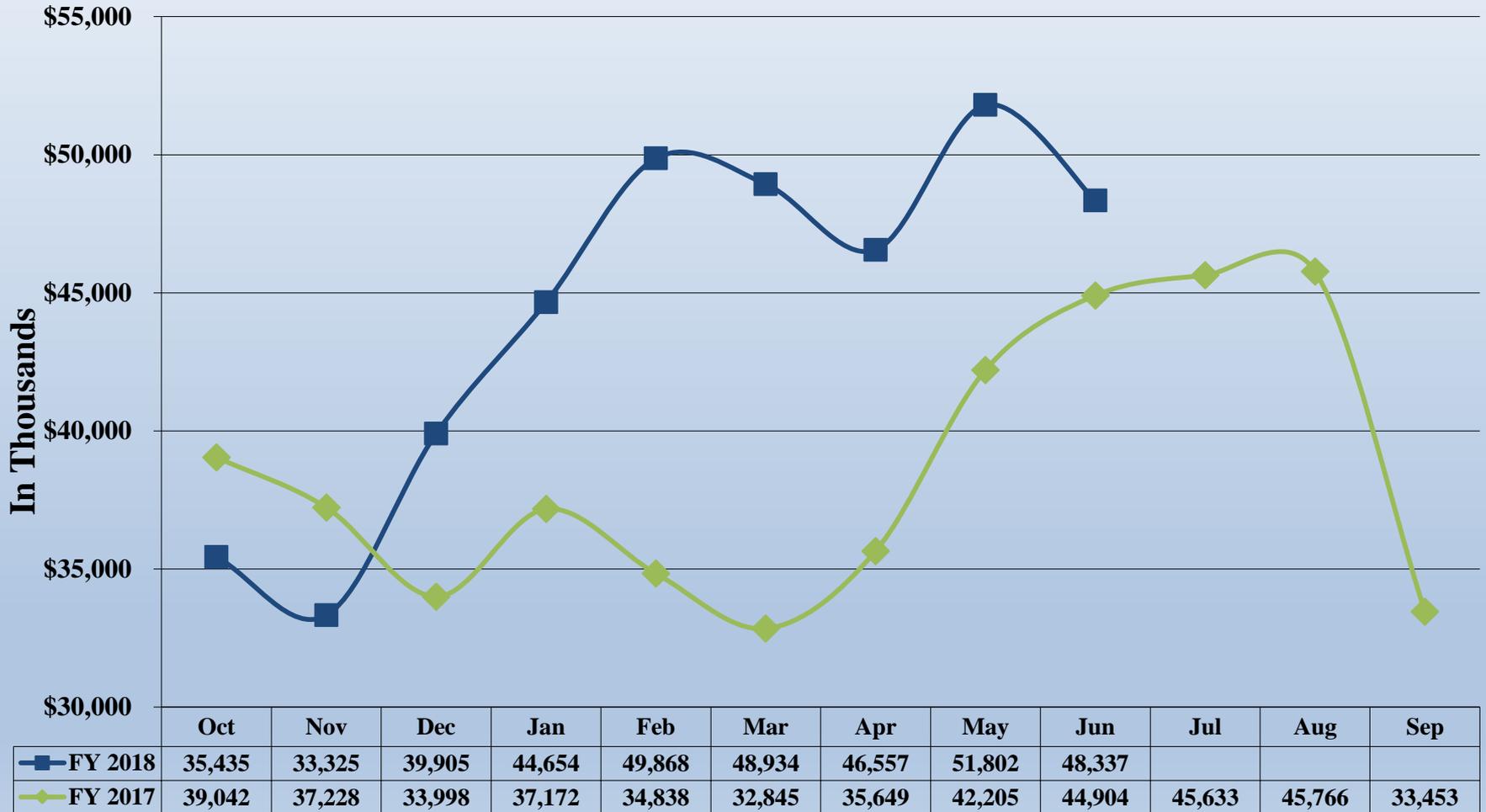
Accounts Receivable – Gross

(Medical Center Hospital)



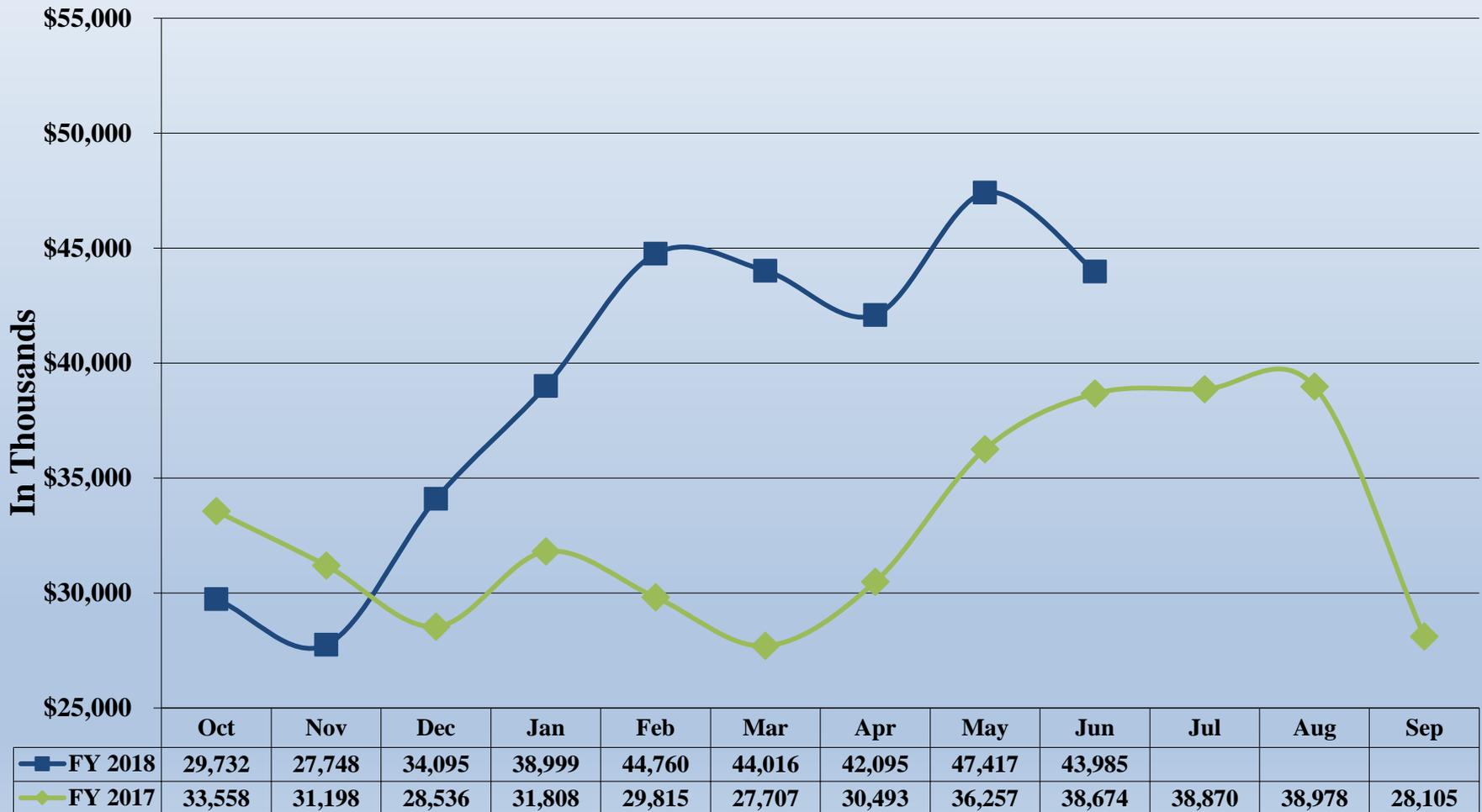
Accounts Receivable – Net

(Ector County Hospital District)



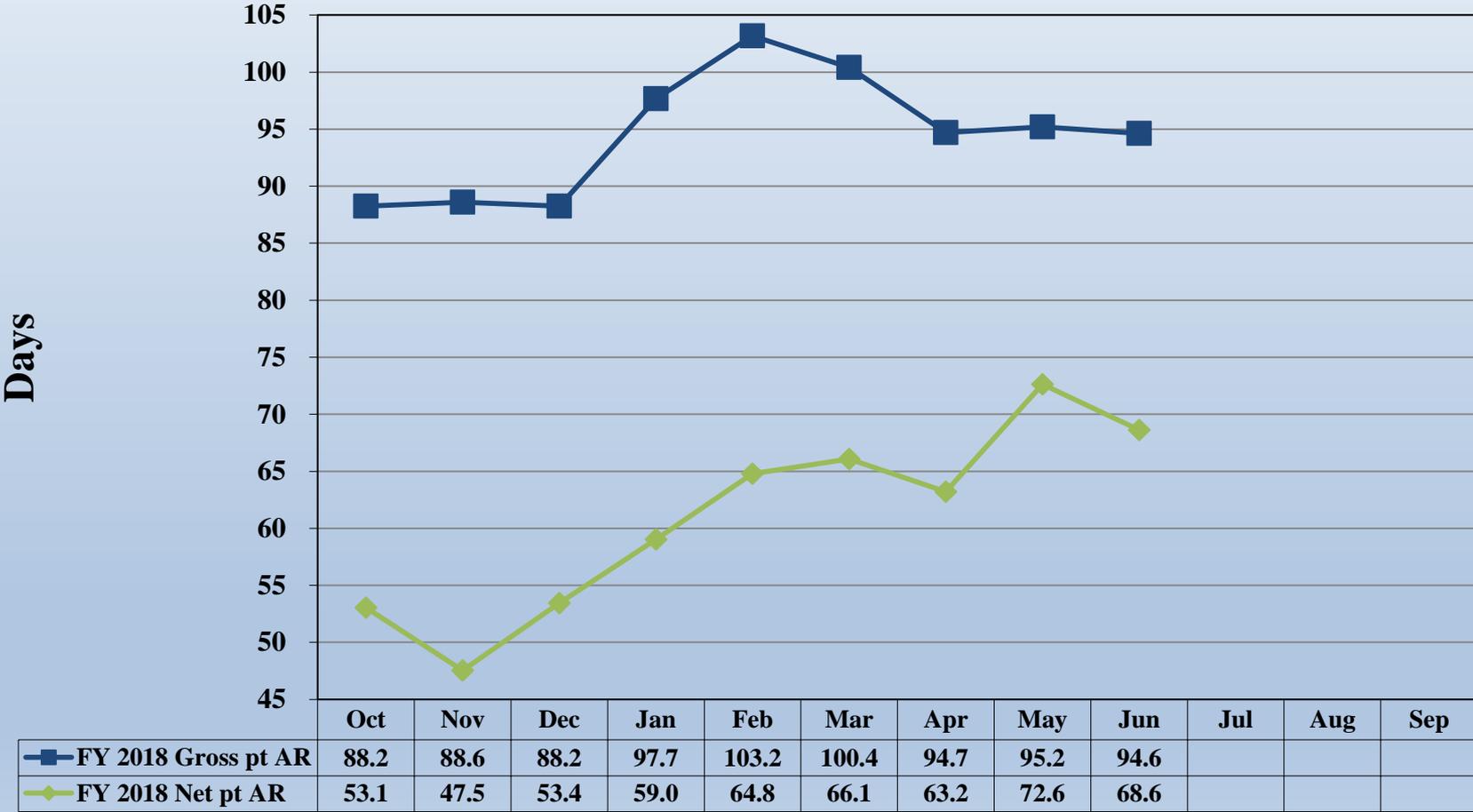
Accounts Receivable – Net

(Medical Center Hospital)



Days in Accounts Receivable

Ector County Hospital District

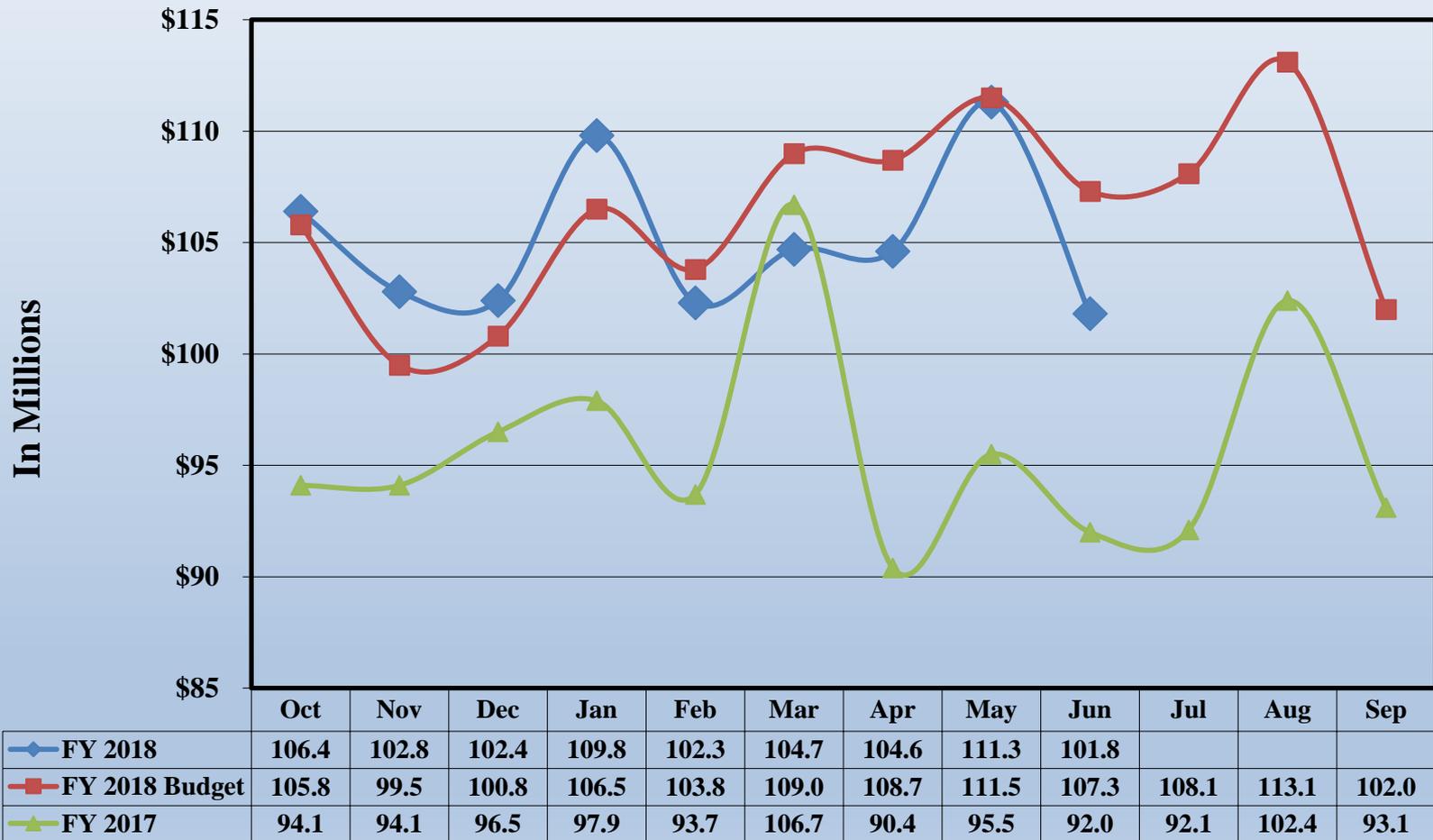


Revenues & Revenue Deductions



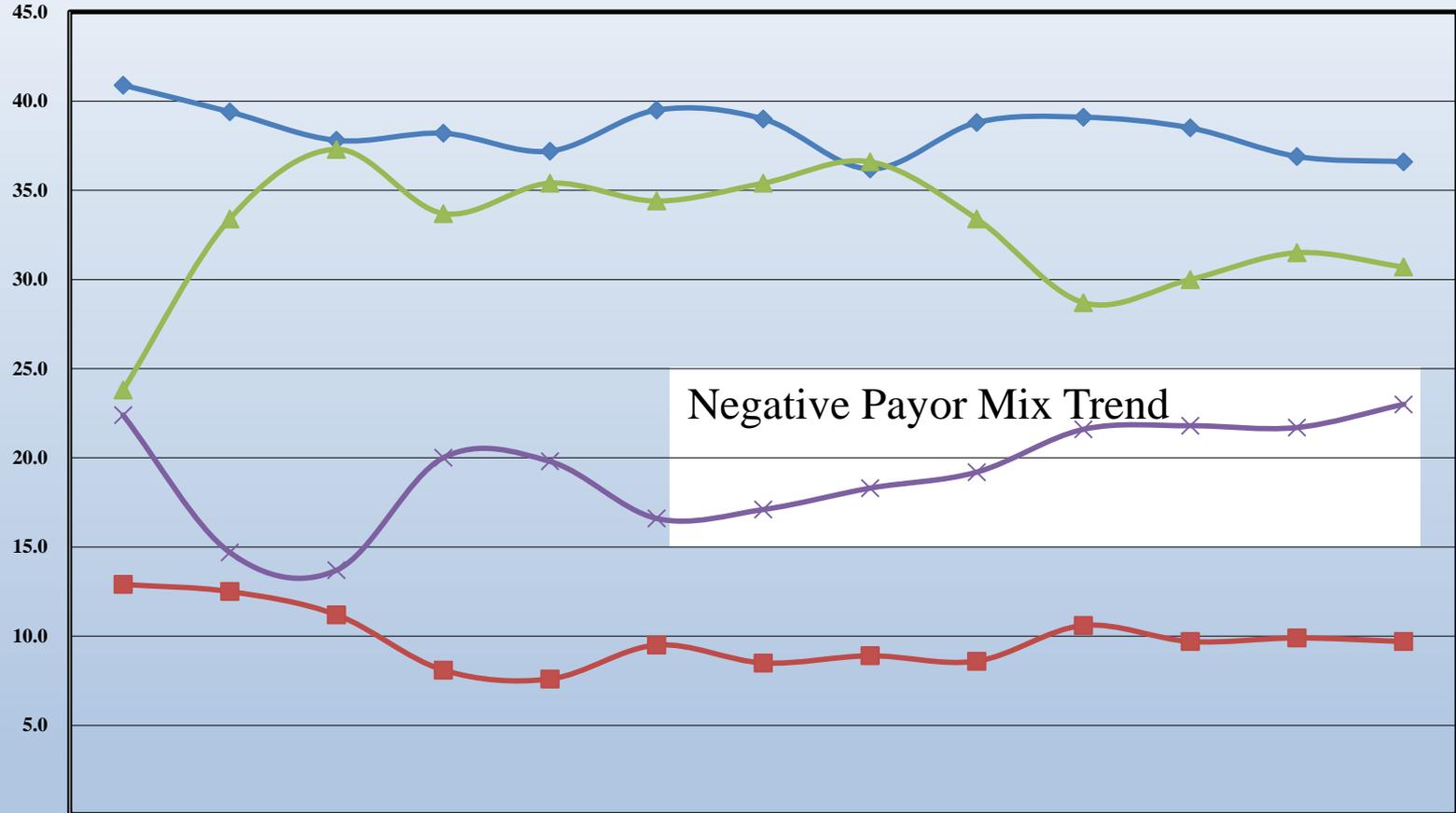
Total Patient Revenues

(Ector County Hospital District)



Hospital Revenue Payor Mix

13 Month Trend

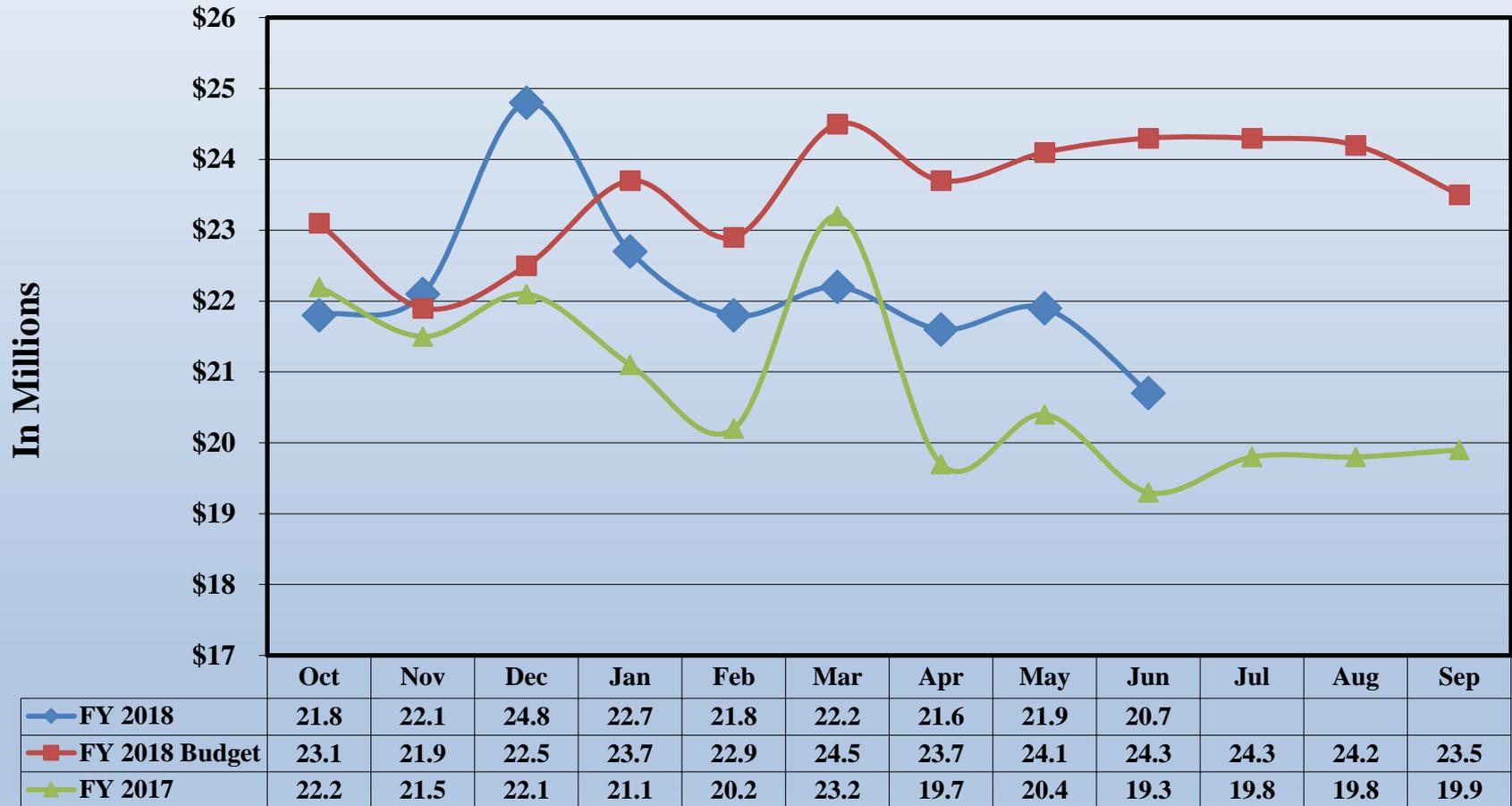


Negative Payor Mix Trend

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Medicare	40.9	39.4	37.8	38.2	37.2	39.5	39.0	36.2	38.8	39.1	38.5	36.9	36.6
Medicaid	12.9	12.5	11.2	8.1	7.6	9.5	8.5	8.9	8.6	10.6	9.7	9.9	9.7
Third Party	23.8	33.4	37.3	33.7	35.4	34.4	35.4	36.6	33.4	28.7	30.0	31.5	30.7
Private	22.4	14.7	13.7	20.0	19.8	16.6	17.1	18.3	19.2	21.6	21.8	21.7	23.0

Net Patient Revenues

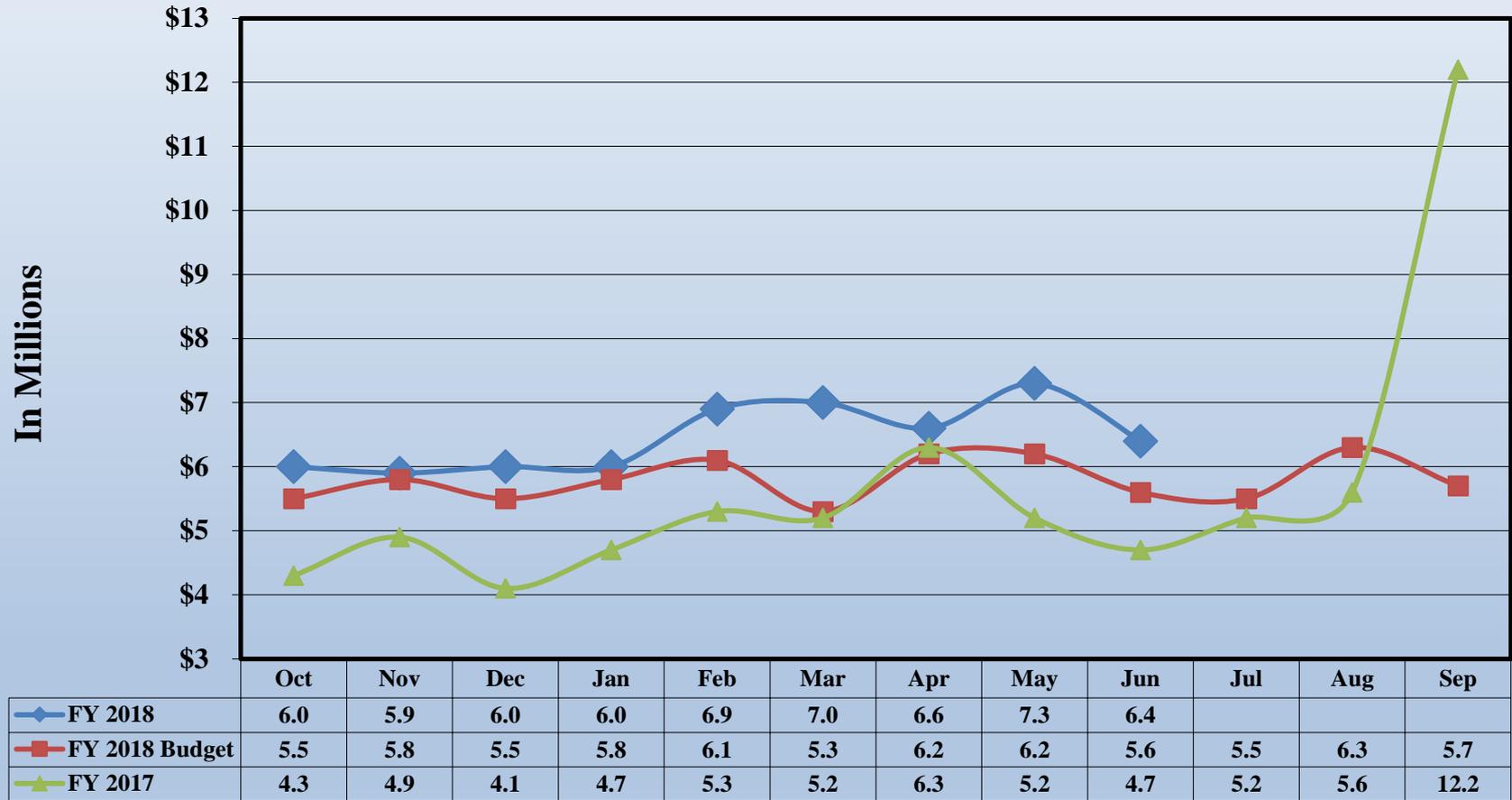
(Ector County Hospital District)



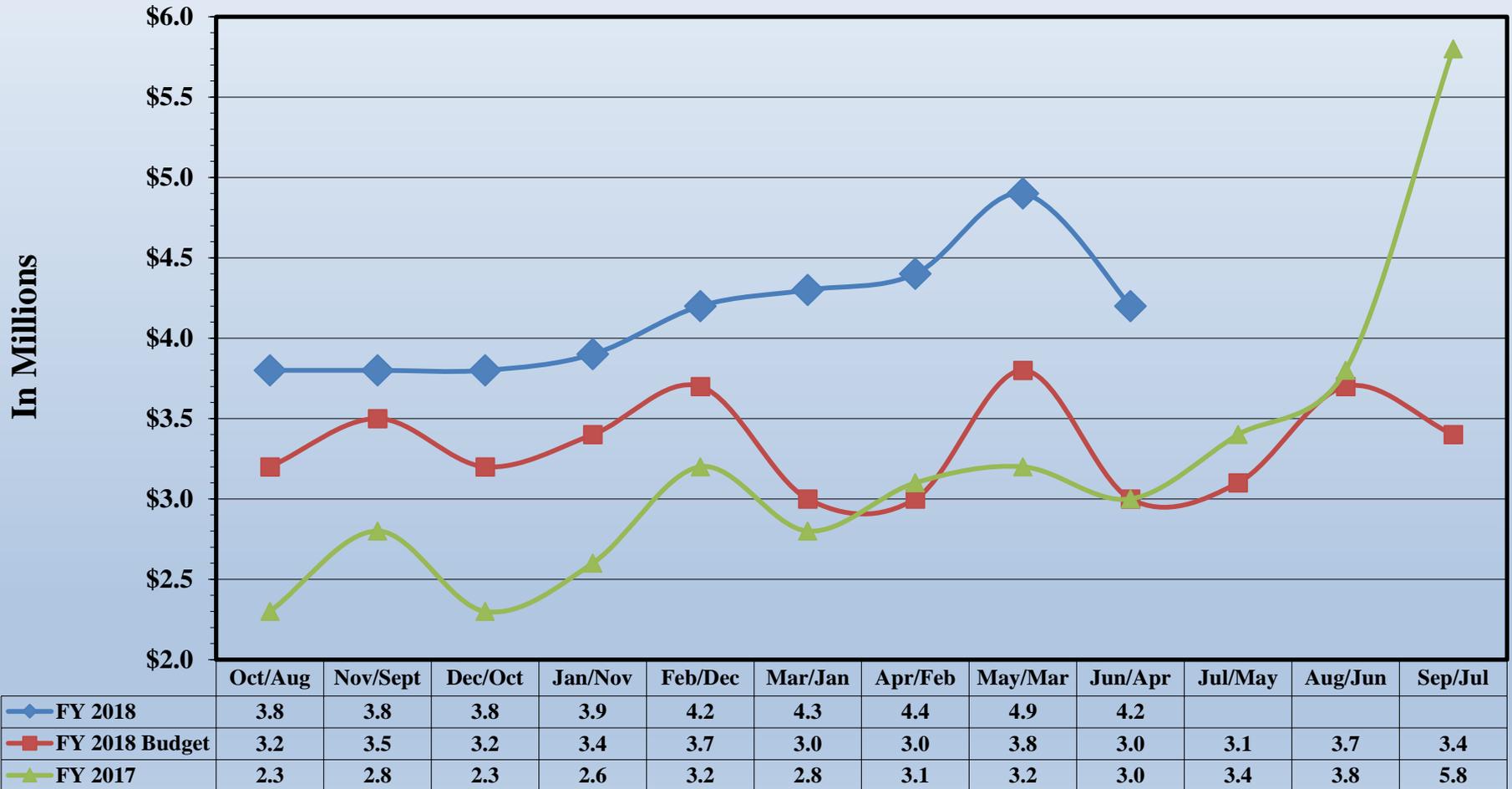
Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



Sales Tax Receipts

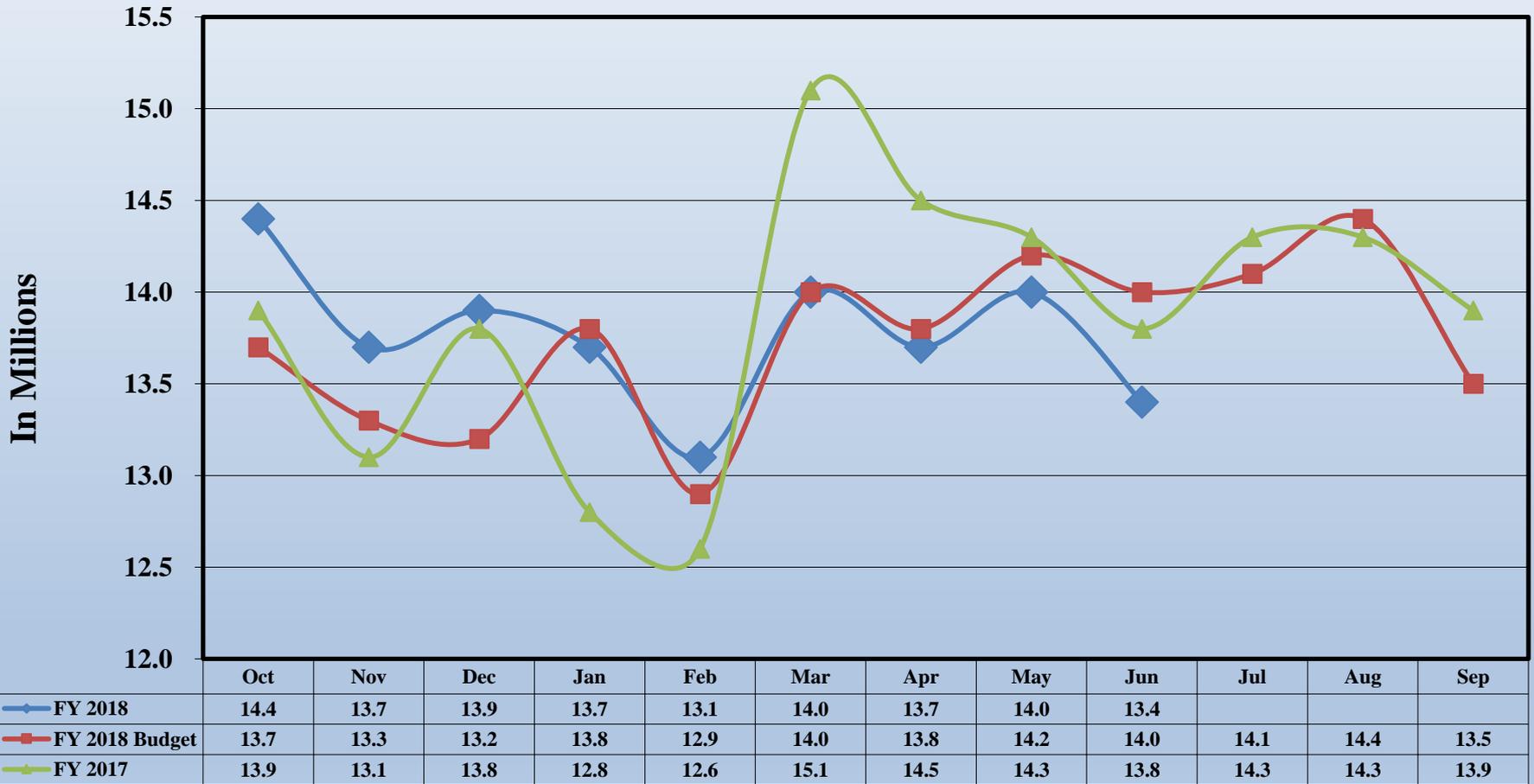


Operating Expenses



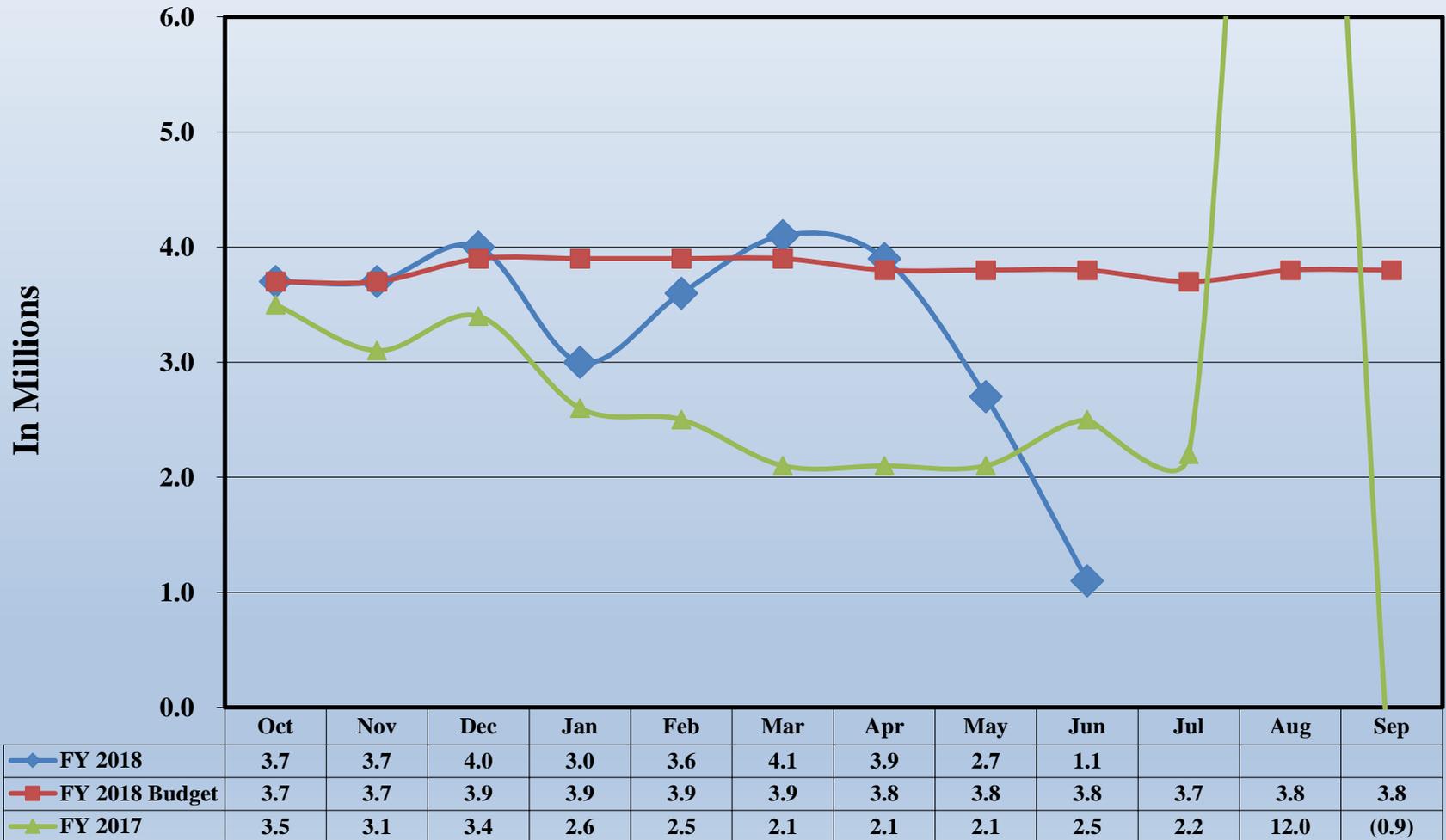
Salaries, Wages & Contract Labor

(Ector County Hospital District)

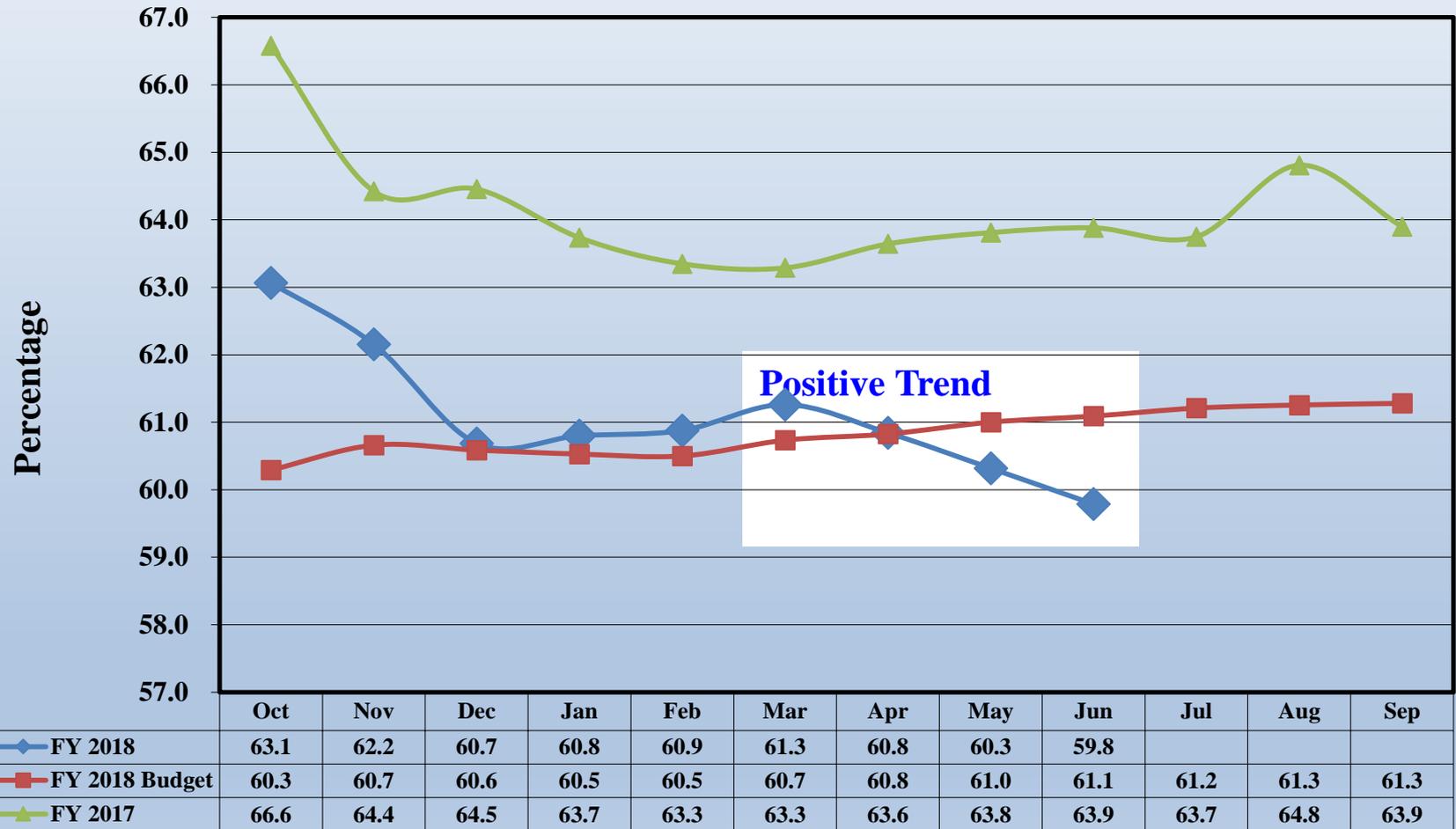


Employee Benefit Expense

(Ector County Hospital District)

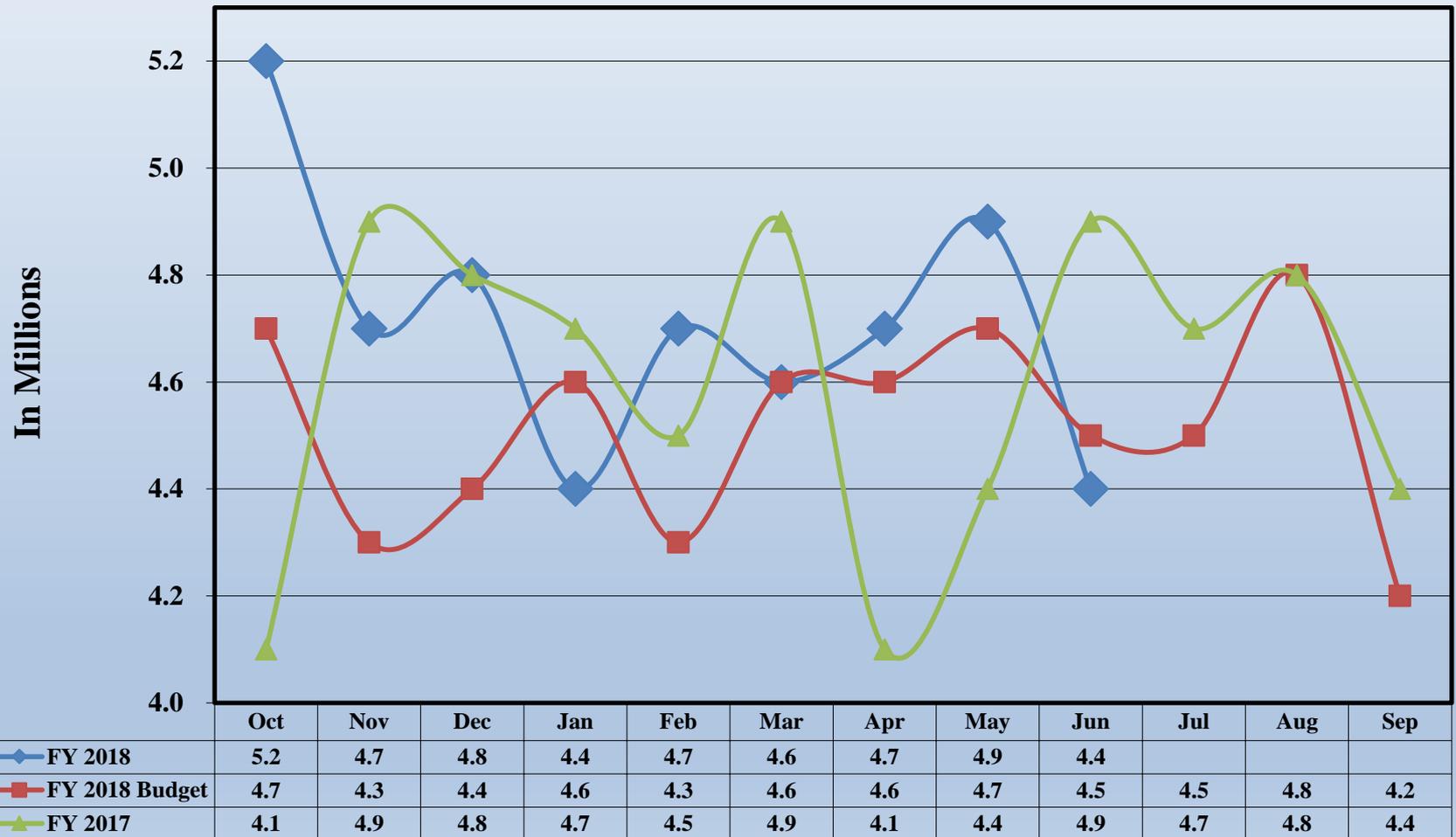


Salaries, Wages, Benefits, and Temp Labor as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)



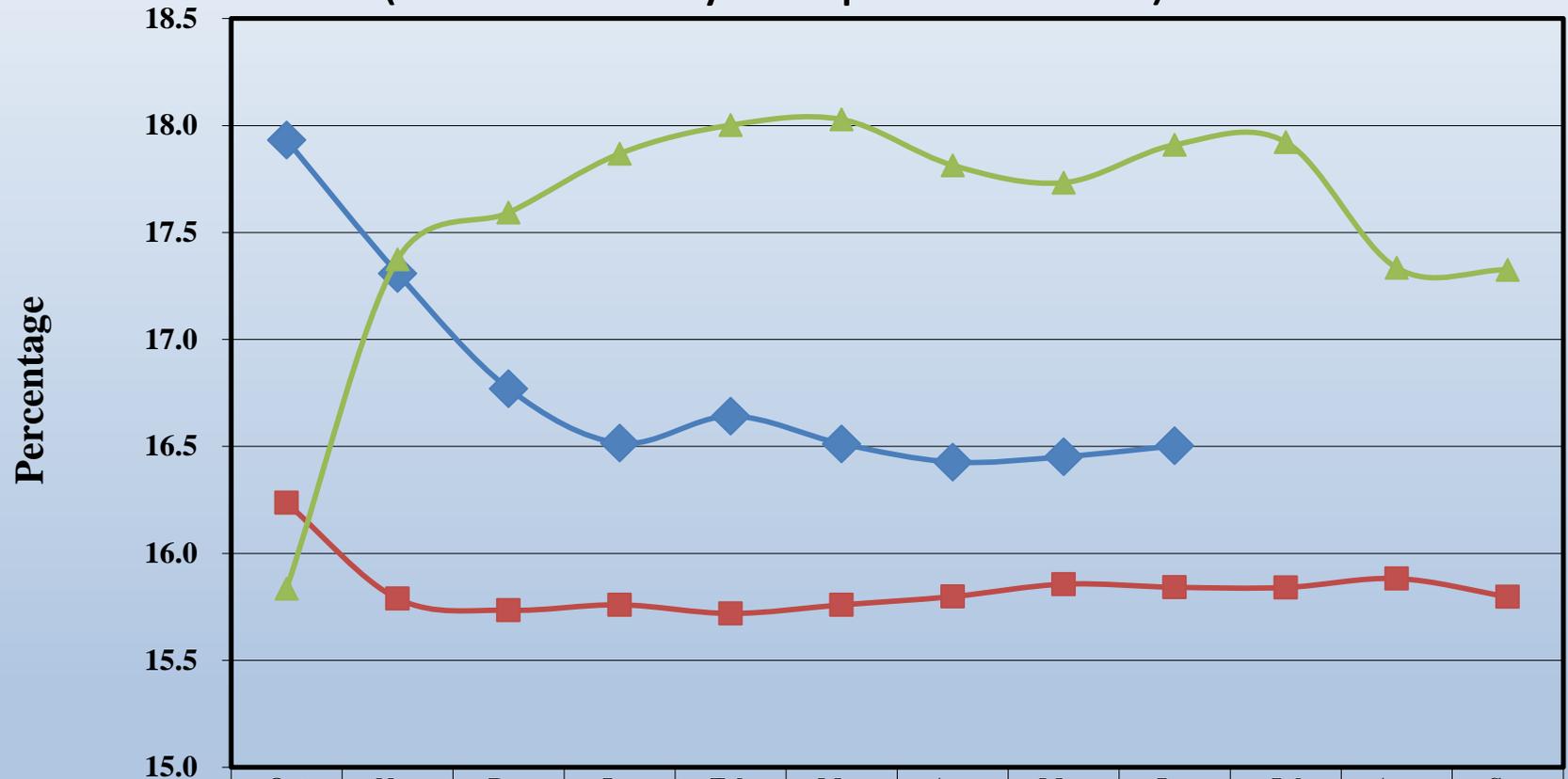
Supply Expense

(Ector County Hospital District)



Supply Expense as a % of Total Operating Expense Year-to-Date

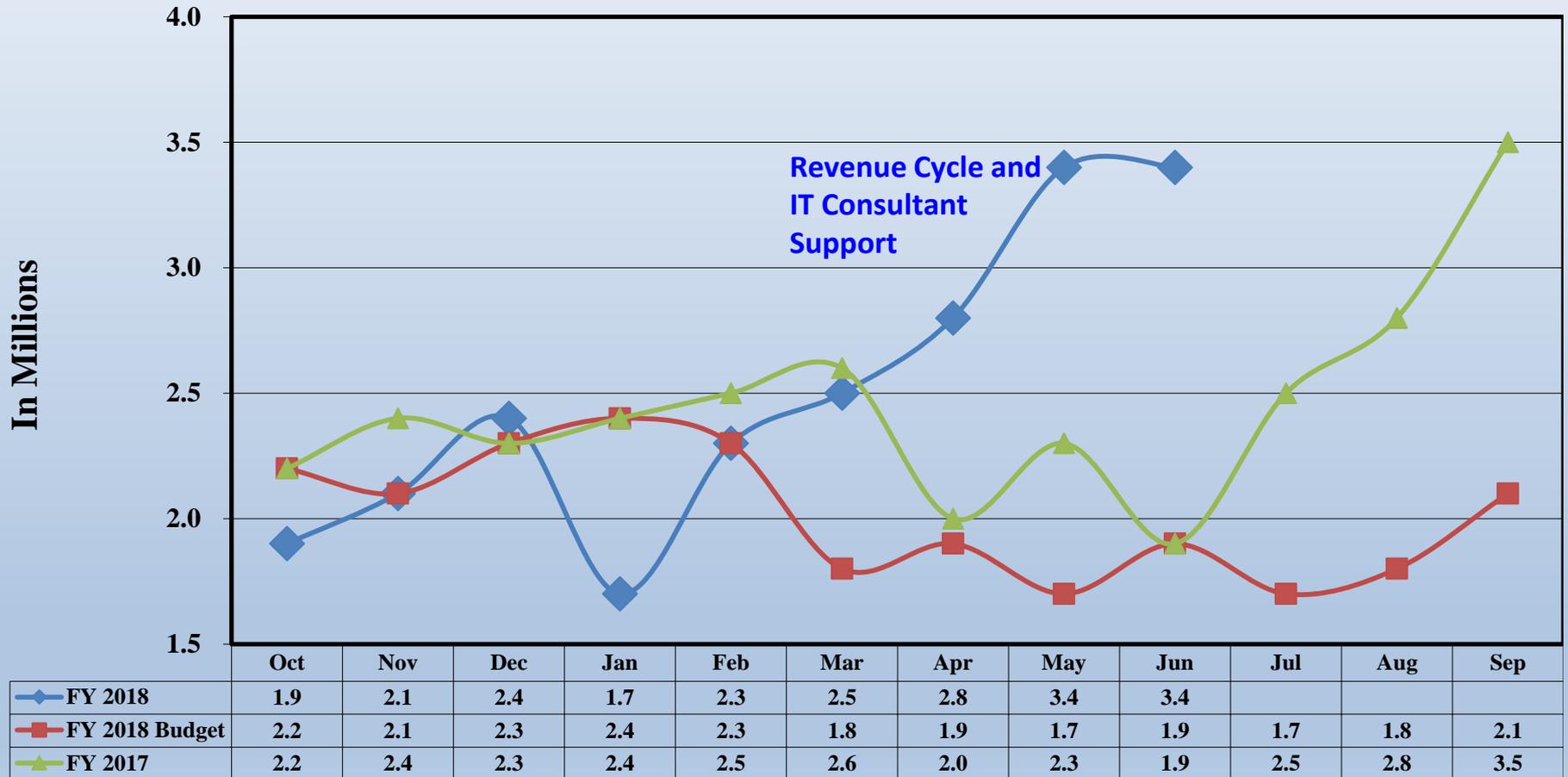
(Ector County Hospital District)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	17.9	17.3	16.8	16.5	16.6	16.5	16.4	16.5	16.5			
■ FY 2018 Budget	16.2	15.8	15.7	15.8	15.7	15.8	15.8	15.9	15.8	15.8	15.9	15.8
▲ FY 2017	15.8	17.4	17.6	17.9	18.0	18.0	17.8	17.7	17.9	17.9	17.3	17.3

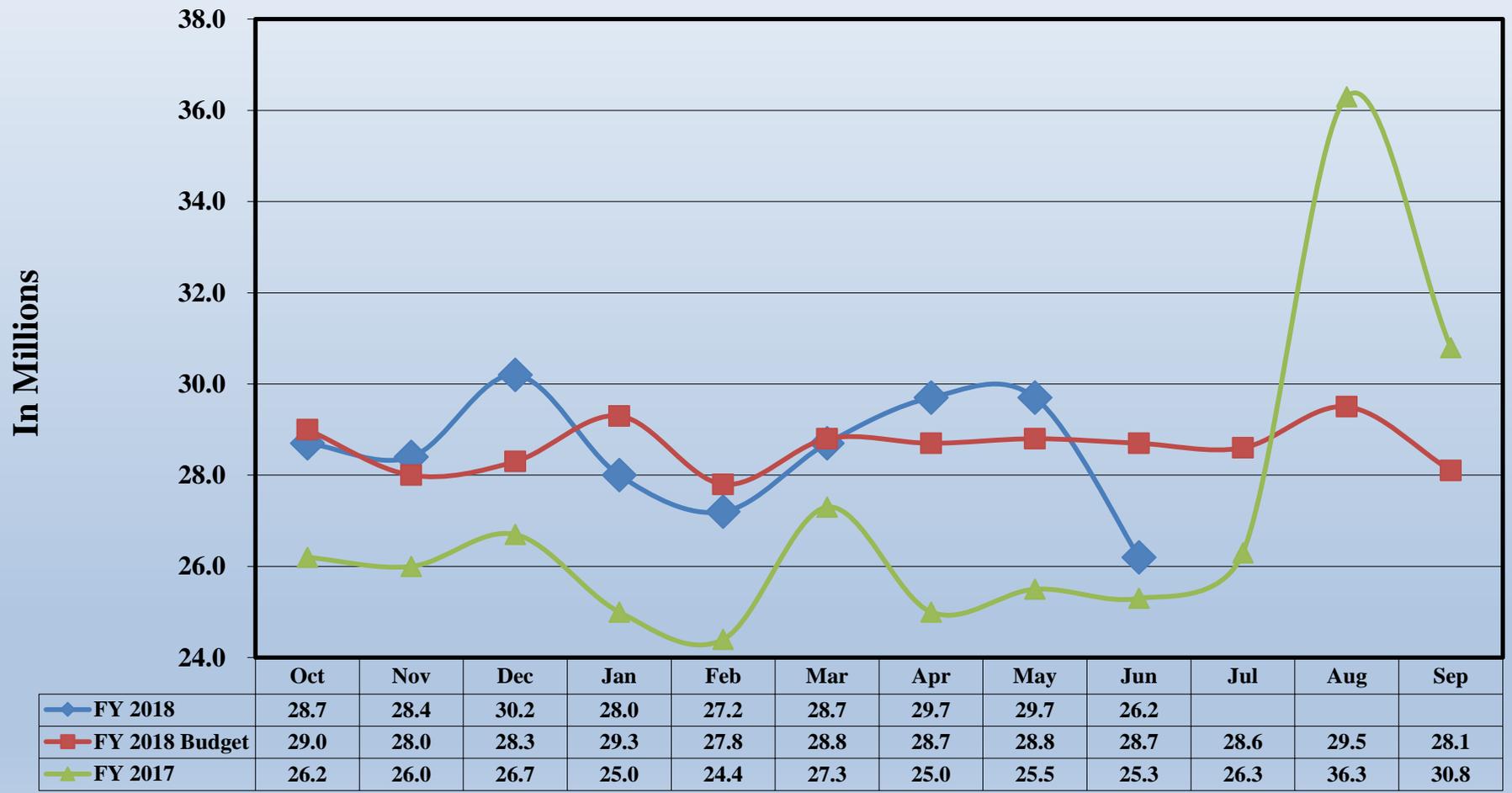
Purchased Services

(Ector County Hospital District)



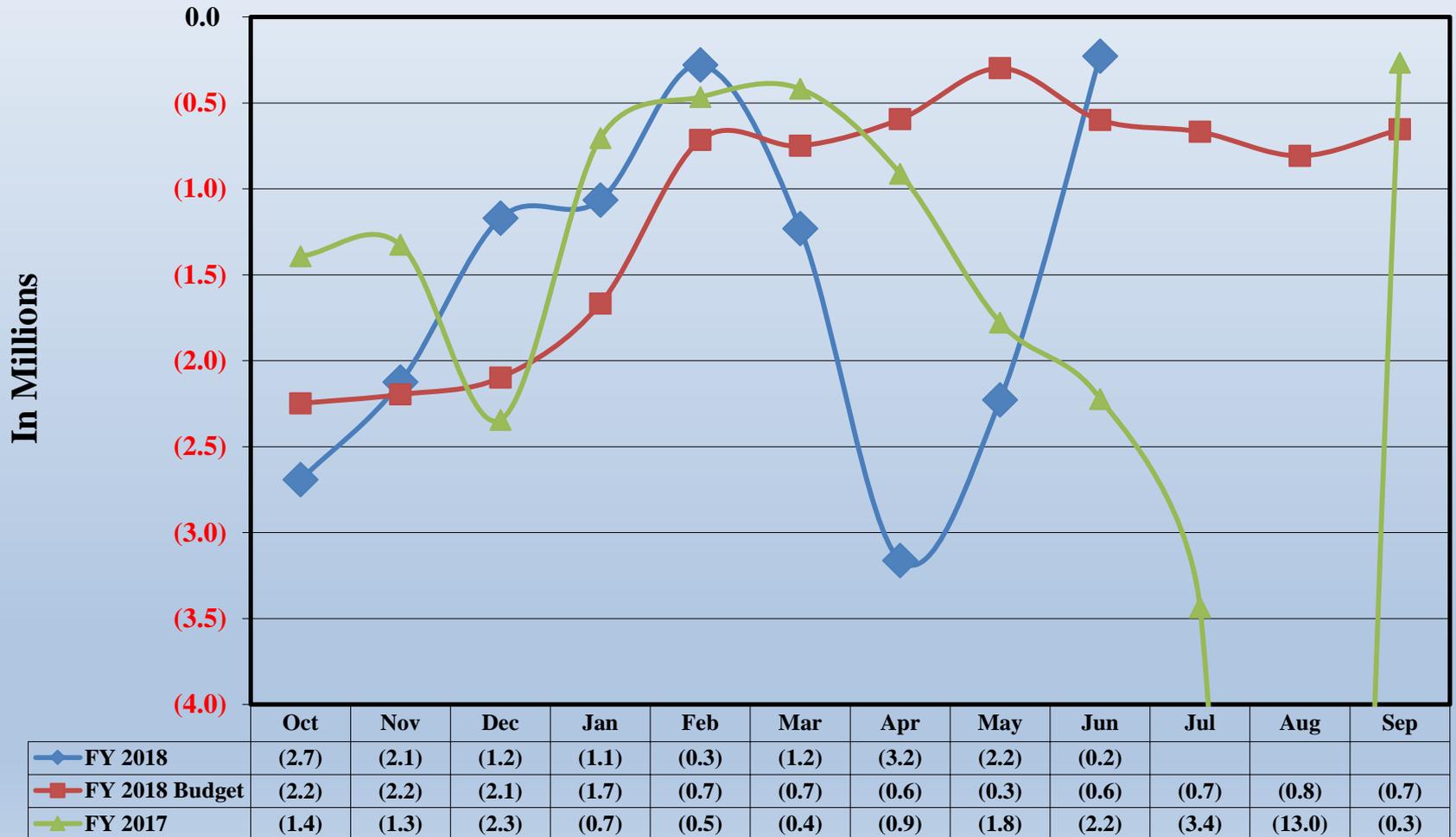
Total Operating Expense

(Ector County Hospital District)



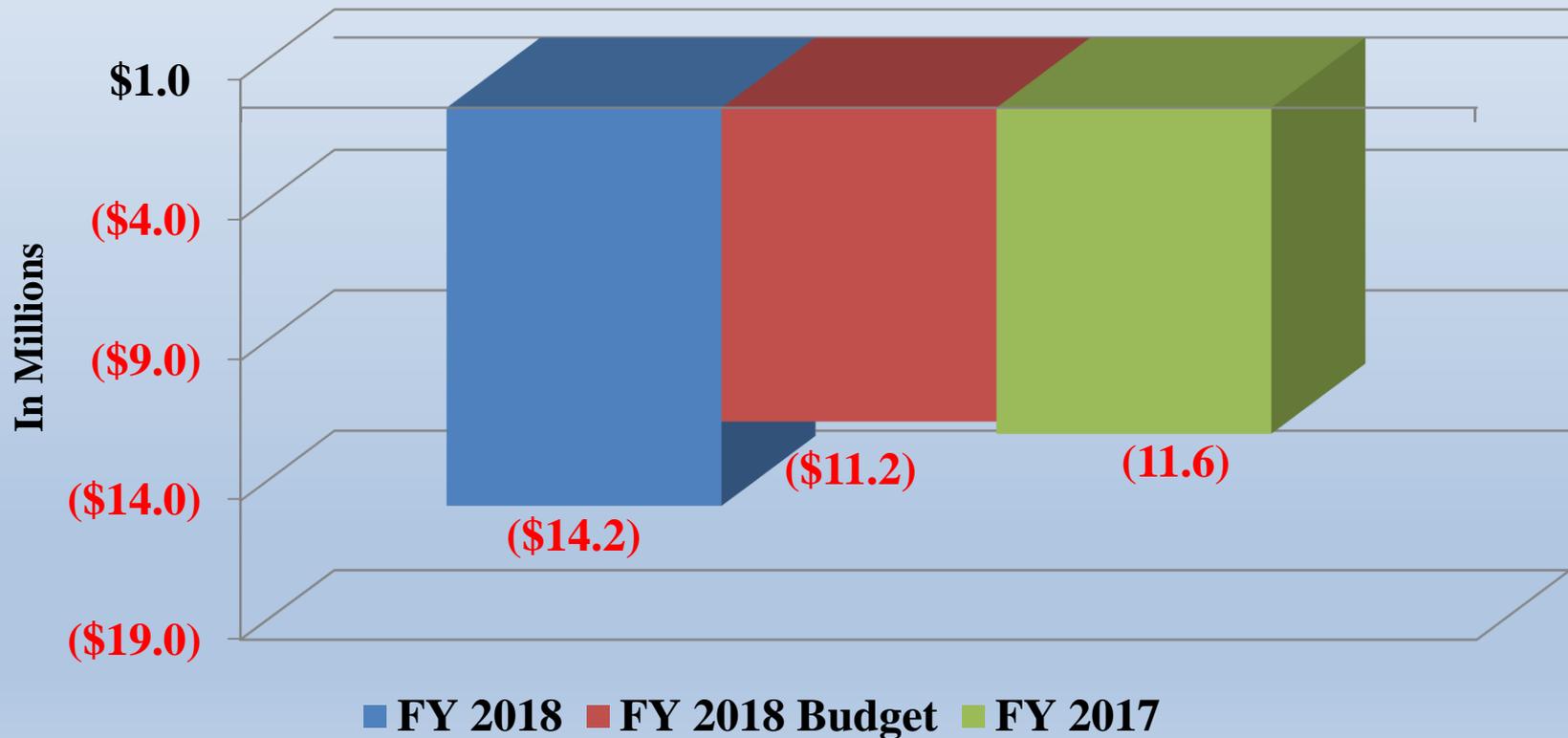
Change in Net Position

Ector County Hospital District Operations



Change in Net Position

Ector County Hospital District Operations – Year to Date



Days Cash on Hand



Year-to-Date Debt Service Ratio

Must be Greater Than 110%



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August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Medical Staff and Allied Health Professionals Staff Applicants

Statement of Pertinent Facts:

Pursuant to Sections 4.1-4 and 6.2-6 of the Medical Staff Bylaws, the application process for the following Medical Staff and Allied Health Professional applicants is complete. The Joint Conference Committee and the Medical Executive Committee recommend approval of privileges or scope of practice and membership to the Medical Staff or Allied Health Professionals Staff for the following applicants, effective upon Board Approval:

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Dates
Hulsey, Meredith, DO	Pathology	Anatomic & Clinical Pathology	MCH Procure	08/07/2018 – 08/06/2019
*Farber, Adam, MD	Cardiology	Cardiovascular/Interventional	MCH Procure	“
Slayden, Cristopher, MD	Surgery	Urology	West Texas Urology	“
*Urteaga, Joshua MD	Family Medicine	Family Medicine	MCH Procure	“
*Wiesner, Elliana, MD	Medicine	Internal Medicine	MCH Procure	“
*Womack, Jordan DPM	Surgery	Podiatry	Permian Basin Foot & Ankle	“

Allied Health:

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
*Diaz, Elena CRNA	Anesthesia	CRNA	Midwest Anesthesia Alliance	Meghana Gillala, MD Abishek Bhari Jayadevappa, MD Marlys Munnell, MD Michael Price, MD Punaepalli Reddy, MD	08/07/2018 – 08/06/2020
Wildy, Jonathan CRNA	Anesthesia	CRNA	Midwest Anesthesia Alliance	Meghana Gillala, MD Abishek Bhari Jayadevappa, MD Marlys Munnell, MD Michael Price, MD, Punaepalli Reddy, MD	“

*Please grant temporary Privileges



Advice, Opinions, Recommendations and Motions:

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

Fernando Boccalandro, MD, Chief of Staff
Executive Committee Chair
/TL

August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
 BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following reappointments of the Medical Staff and Allied Health Professional Staff as submitted. These reappointment recommendations are made pursuant to and in accordance with Medical Staff Bylaws sections 4.4-4 and 6.6-3.

Medical Staff:

Applicant	Department	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Brigmon, Matthew, MD	Medicine	Associate	Internal Medicine/ Hospitalist	MCH Procure		09/01/2018 – 08/31/2019
Delgado, Jose, MD	Family Medicine	Courtesy	Family Medicine	MCH Procure		“
Flaherty, Stephen, MD	Surgery	Associate	General /Trauma	Envision		“
Green, Leila, MD	Surgery	Associate	General /Trauma	Envision		“
Nelson, Jonathan, MD	Surgery	Associate	Surgery / Urology	West Tx Urology		“
Siegler, Steve, MD	Family Medicine	Courtesy	Family Medicine	First Physicians		“
Borra, Vijay, MD	Surgery	Active	Surgery / Orthopedic	MCH Procure		09/01/2018 – 08/31/2020
Chae, Phillip MD	Medicine	Associate to Active	Medicine / Hematology	West Tx Cancer Center		“
Grove, Kathy, MD	Surgery	Associate to Active	General / Trauma	Envision		“
Stike, Aaron, MD	Surgery	Active	Surgery / Urology	West Tx Urology	ADD: Cryoablation of the prostate; Laparoscopic Renal Cryosurgery; Microsurgical Epididymal Sperm Aspiration(MESA) Robotic Laparoscopic Radical Prostatectomy; Transvaginal Taping (TVT); Uphold Vaginal	“

					Support System; Visual laser ablation of prostate (VLAP)	
Strong, Benjamin, MD	Radiology	Telemedicine	Telemedicine	VRAD		“
Mocherla, Bhavana, MD	Family Medicine	Associate to Active	Family Medicine	TTUHSC		11/01/2018 – 10/31/2020

Allied Health Professionals:

Applicant	Department	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
DeMuro, Robert PA	Surgery	Physician Assistant	Envision/ Acute Surgical	Dr. Benjamin Cunningham		09/01/2018 – 08/31/2020

Advice, Opinions, Recommendations and Motions:

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

Fernando Boccalandro, MD, Chief of Staff
 Executive Committee Chair
 /TL



August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Clinical Privileges

Statement of Pertinent Facts:

The Medical Executive Committee and the Joint Conference Committee recommends the request below on change in clinical privileges. These clinical changes in privileges are recommendations made pursuant to and in accordance with Medical Staff Bylaws sections 4.2-11.

Change in Clinical Privileges:

Staff Member	Department	Privilege
Stike, Aaron	Surgery	ADD: Cryoablation of the prostate; Laparoscopic Renal Cryosurgery; Microsurgical Epididymal Sperm Aspiration (MESA) Robotic Laparoscopic Radical Prostatectomy; Transvaginal Taping (TVT); Uphold Vaginal Support System; Visual laser ablation of prostate (VLAP)
*Glass, Darren MD	Surgery	ADD: Full privileges for da Vinci

Advice, Opinions, Recommendations and Motions:

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

Fernando Boccalandro, MD, Chief of Staff
Executive Committee Chair
/TL



August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following changes in staff status. These resignations/lapse of privileges are recommendations made pursuant to and in accordance with the Medical Staff Bylaws section 4.4-4.

Resignation/ Lapse of Privileges:

Staff Member	Staff Category	Department	Effective Date	Action
Anne Acreman, MD	Courtesy	Family Medicine	08/31/2018	Lapse in Privileges
Benavides, Luis, MD	Active	Family Medicine	08/31/2018	Lapse in Privileges
Shelley Blancett, Ph. D	AHP	Medicine	06/29/2018	Resigned
Christina Gaspar, FNP	AHP	Surgery	07/31/2018	Resigned
James Ingram, DO	Active	Surgery	06/22/2018	Resigned
Ramalinga Kedika, MD	Active	Medicine	07/31/2018	Resigned
Christina Wan, MD	Affiliate	Family Medicine	08/03/2018	Resigned

Advice, Opinions, Recommendations and Motion:

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

Fernando Boccalandro, MD, Chief of Staff
Executive Committee Chair
/TL



August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Category

Statement of Pertinent Facts:

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

Staff Category Change/ Change to Credentialing Date:

Staff Member	Department	Category
Chae, Phillip, MD	Medicine	Associate to Active
Grove, Kathy MD	Surgery	Associate to Active
Mocherla, Bhavana, MD	Family Medicine	Associate to Active
Baker, Erick CRNA	Anesthesia	Removal of Provisional Status
Efremov, Maksim CRNA	Anesthesia	Removal of Provisional Status
Wyatt, Alicia CRNA	Anesthesia	Removal of Provisional Status
Roder, Hannah PA	Family Medicine	Removal of Provisional Status
Brigmon, Mathew MD	Medicine	Removal of Provisional Status
Chae, Philip MD	Medicine	Removal of Provisional Status
Bloss, Michael MD	Radiology	Removal of Provisional Status
Blunck, Joshua DO	Radiology	Removal of Provisional Status
Chang, John MD	Radiology	Removal of Provisional Status
Henry, Robert MD	Radiology	Removal of Provisional Status
Kakarala, Bharat MD	Radiology	Removal of Provisional Status
Zamora, Kathryn MD	Radiology	Removal of Provisional Status
Allbright, Andrew NP	Surgery	Removal of Provisional Status
Green, Lelia MD	Surgery	Removal of Provisional Status
Griffin, Brian NP	Surgery	Removal of Provisional Status
Nelson, Jonathan MD	Surgery	Removal of Provisional Status



Flaherty, Stephen MD	Surgery	1 year of Extension of Provisional Status
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Changes to Credentialing Dates:

Staff Member	Staff Category	Department	Dates
Robert Henry, MD	Telemedicine	Radiology	02/13/2018 – 02/12/2020

Advice, Opinions, Recommendations and Motion:

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

Fernando Boccalandro, MD, Chief of Staff
 Executive Committee Chair
 /TL



August 7, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Medical Staff OPPE/ FPPE Practice Evaluation Form

Statement of Pertinent Facts:

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following Medical Staff OPPE/ FPPE Practice Evaluation Form.

- Medical Staff OPPE/ FPPE Practice Evaluation Form

Advice, Opinions, Recommendations and Motion:

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the Medical Staff OPPE/ FPPE Practice Evaluation Form.

Fernando Boccalandro, MD, Chief of Staff
Executive Committee Chair
/TL

**MEDICAL CENTER HOSPITAL
MEDICAL STAFF OPPE/FPPE PRACTICE EVALUATION
CONFIDENTIAL PEER RECOMMENDATION FORM**

Practitioner Name: _____ Evaluation Period: _____

Facility Providing Information: _____

Continued professional evaluation is required by Joint Commission.

Instructions: Since you have had limited patient contacts at MCH for the past two years, or we have no/limited access to your patient volume, please have the 1) department chair, 2) division chief, 3) credentialing/quality professional, or 4) sponsoring physician (AHP's) from your primary hospital affiliation, surgery center, or practice affiliation complete this form and return to Medical Staff Services in the envelope provided. **Deadline for completion is 30 days from receipt.** Thank you for your assistance.

Has the practitioner been subject to any disciplinary action, restrictions, modifications, or loss of privileges or medical staff appointment either voluntary or involuntary at your facility? Yes No

Are you aware of any restrictions, modifications, or loss of privileges or medical staff appointment, either voluntary or involuntary, at any another facility? Yes No

Are you aware of any physical or mental condition that could affect this practitioner's ability to exercise clinical privileges as requested, or would require accommodation to perform privileges safely and competently? Yes No

If the answer to any of the above questions is "YES", please explain:

Evaluation: Please rate the practitioner in the following areas.

- **Patient Care** is compassionate, appropriate, and effective for the treatment of health problems and promotion of health. Procedural skills are adequate and reflect those of a graduate of an accredited training program.
- **Medical Knowledge** about established and evolving biomedical, clinical, and cognate (e.g. epidemiological and social-behavioral) sciences and the application of this knowledge to patient care
- **Practice-Based Learning and Improvement** that involves investigation and evaluation of their own patient care, appraisal and assimilation of scientific evidence, and improvements in patient care
- **Interpersonal and Communication Skills** that result in effective information exchange and teaming with patients, their families, and other health professionals
- **Professionalism**, as manifested through a commitment to carrying out professional responsibilities, adherence to ethical principles, and sensitivity to a diverse patient population
- **Systems-Based Practice**, as manifested by actions that demonstrate an awareness of and responsiveness to the larger context and system of health care and the ability to effectively call on system resources to provide care that is of optimal value.

	Excellent	Good	Fair	Poor	Unable to evaluate
Patient care/Procedural skills					
Medical knowledge					
Practice-based learning and improvement					
Interpersonal and communication skills					
Professionalism					
Systems-based practice					

According to MCH Bylaws - Article Four: 4.1-6:

The Department at its discretion may review and consider in making recommendation information to the member's professional competence and clinical judgment in the treatment of patients and his performance and patient care obtained from any other hospital at which the member has staff privileges. At the discretion of the department the Staff member shall appear before it for an interview.

Signature _____ Name, Position/Title(Please Print) _____ Date _____

Department Chair/Designee _____ Date _____



June 21, 2018

Rick Napper
Chief Executive Officer
Medical Center Health System
500 W 4th St
Odessa, Texas 79761

Dear Mr. Napper:

Huron Consulting Services LLC (“Huron”) appreciates the opportunity to provide services to Ector County Hospital District/Medical Center Health System (“MCHS” or “you” or “your”) in connection with your initiative to improve your operational and financial performance. This Engagement Letter documents the mutual agreement of the parties to the terms and conditions associated with this effort.

Project Scope and Approach

Huron will conduct an assessment for MCHS with the objective of determining opportunities for performance improvement in certain MCHS operations (the “Project”). The areas in scope for the assessment include:

- **Revenue Cycle:** Assess opportunities to improve hospital revenue cycle processes, improve net revenue recovery, and reduce accounts receivable days through a review of up-front financial clearance activities, point of service collections, utilization review, clinical documentation tools and processes, billing and collections, denials and appeals, bad debt, and avoidable write-offs. Review MCHS’s key performance metrics and compare them to relevant revenue cycle industry performance metrics and experience-based comparative data compiled throughout our extensive history of assessments and implementations.
- **Workforce:** Assess staffing levels and productivity trends compared to internal and industry performance percentiles. Review short interval management planning, staffing tools and practices, premium pay, absence, compensation, key policies and procedures, overtime utilization, and span of control for nursing/patient care, emergency department, perioperative, clinical ancillary departments, and general/administrative services.
- **Clinical Operations:** Identify opportunities to reduce length of stay and cost related to a patient’s visit, including case management, interdisciplinary collaboration, patient status management, care variation management, clinical denials management, patient flow, and transition planning.
- **Supply Chain:** Assess pricing, standardization and utilization of medical/surgical supplies and medical devices. Review group purchasing organization use and distribution strategy and evaluate purchased services opportunities.
- **Pharmacy:** Review pharmacy services, including clinical, operational, retail, specialty, infusion, and 340B. Develop recommendations focused on the pharmacy services and strategies that have the potential to reduce cost, increase revenue, and improve patient care.
- **Payor Strategy:** Review top three managed care contracts and identify opportunities to further enhance net revenue through improved hospital managed care contracting. This will include reviewing commercial and managed care yields compared to government reimbursement levels to determine areas of opportunity as well as a market based benchmark review.

The work will be directed toward providing a view of the financial, operational, patient service, employee and physician satisfaction improvement opportunities that may be achieved by undertaking a comprehensive performance improvement implementation project.

The facilities and scope of operations included in this assessment are focused on hospital based services only.

MCHS will designate one member of its senior management team to be the executive sponsor for this Project. This individual, typically the CEO, COO, or CFO, will be responsible for the Project and should have the organizational authority to assemble and guide the necessary resources within the organization to ensure satisfactory support of the Project.

The assessment of opportunities will begin with a request for information (“RFI”). The RFI will request key financial and operational reporting, information about MCHS environment and organization, and detailed data extracts as required to perform Huron’s analyses. Huron will review the data requests with the executive sponsor and designee(s) to determine who, within MCHS, will be collecting the various data components. In advance of the data collection effort, Huron will review the specific data requests with these individuals to ensure what is being requested is clearly understood and to determine how best to obtain the required information.

Huron’s analysis and review work will focus on the activities below:

- Key interviews with MCHS executive, operational, and departmental leadership
- Data analysis and testing
- Analysis of systems, tools, vendor utilization, and reporting
- Review of financial trends

Through the interviews, observations, and analyses, Huron will complete the following:

- Assess the current performance of in-scope operations
- Conduct comparative analysis of findings against both industry and Huron benchmarks
- Analyze process gaps, redundancies, and opportunities for efficiencies
- Apply experience-based judgment to quantify potential financial benefit available to MCHS
- Identify opportunities for operational, patient service, employee, and physician satisfaction improvement across the organization

The deliverables of the Project will include the following:

- Articulation of potential performance improvement opportunities available to MCHS, including quantified financial benefits as well as the achievement of operational leading practices
 - Huron’s findings will have been vetted with key executive leadership within the organization to confirm appropriate interpretation and understanding of MCHS operations has been applied to Huron’s assessment of improvement areas
- If warranted based on the findings, Huron will develop and present a proposed high level approach for Huron to assist MCHS with implementing Huron solutions as appropriate to the culture of MCHS and the performance improvement opportunity identified through the assessment

Huron will not be auditing any financial statements or performing attest procedures with respect to information in conjunction with this Project. Huron’s services are not designed, nor should they be relied upon, to disclose weaknesses in internal controls, financial statement errors, irregularities, illegal acts, or disclosure deficiencies.

To help maximize the value of the Project to you and to keep the Project moving on schedule, Huron will look to you to assist with requests related to conducting the Project and to provide timely access to information, individuals, and locations reasonably necessary to the performance of the Project. Huron's ability to complete this Project is dependent upon the receipt of data and reports from your appropriate health and hospital information systems, as well as system access for the purposes of account and medical record reviews.

In connection with the Project, Huron may perform certain data analysis activities, including data benchmarking. Huron may use certain MCHS data collected from the Project, which will be aggregated and de-identified, and used and securely maintained. MCHS hereby grants Huron a perpetual, irrevocable license to use the data for such purpose. Additionally, MCHS grants to Huron all right, title and interest in and to the aggregated and de-identified data. The aggregated and de-identified data will not include protected health information or personally identifiable information. In connection with the services, Huron will use certain labor benchmarks from Action OI. MCHS hereby provides permission to Huron to report to Action OI that Action OI's benchmarks are being used with respect to this assessment for MCHS.

Project Timing and Fees

Upon execution of this Engagement Letter, Huron will work with MCHS to confirm the timeline of this Project. The duration of the Project is dependent upon the ability to obtain information from MCHS, schedule interviews, coordinate project logistics, etc. on a timely basis. Typically, the time frame to complete a Project of this nature spans approximately six to eight (6-8) weeks. A large portion of the work can be completed offsite, such as the analysis of data provided by MCHS in response to the RFI, the benchmarking and the development of the final report.

The professional fees for this Project are \$275,000, which are payable in 2 equal installments. The first payment will be due at the mid-point of the Project, 4 weeks after Project commencement. The final payment will be due at the conclusion of the Project. Huron will also bill for reasonable out-of-pocket expenses ("Expenses"), incurred for the Project. Expenses include items such as airfare, ground transportation, lodging, and usual and customary per diems. The fees and Expenses are payable 30 days after receipt of an invoice by MCHS. Huron will deliver the invoice at the conclusion of the Project. All fees and Expenses paid by MCHS are non-refundable.

General Business Terms

The General Business Terms included as Attachment A are incorporated into and made a part of this Engagement Letter.

Huron appreciates the opportunity to continue our work with MCHS and looks forward to assisting your organization with this important Project.

Execution and delivery of this Engagement Letter by the parties shall be considered legally valid and effective if executed or adopted by a party through use of an electronic process (i.e., "electronic signature" through a process such as DocuSign®).

This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior representations, agreements, and understandings, written or oral.

[Signatures on following page]

The undersigned parties agree to the above terms and conditions.

ECTOR COUNTY HOSPITAL DISTRICT/
MEDICAL CENTER HEALTH SYSTEM

HURON CONSULTING SERVICES LLC

By: _____
Ricky D. Napper, President/CEO

By: _____
J. Ronald Dail, Managing Director

Date signed: _____

Date signed: _____

Attachment: Attachment A – General Business Terms

Attachment A to Engagement Letter dated June 21, 2018 between Huron Consulting Services LLC (“Huron”) and Medical Center Health System (“you” or “your”)

GENERAL BUSINESS TERMS

These General Business Terms, together with the Engagement Letter (including any and all attachments, exhibits and schedules) constitute the entire understanding and agreement (the “Agreement”) between the parties with respect to the Services and deliverables described in the Engagement Letter. If there is a conflict between these General Business Terms and the terms of the Engagement Letter, these General Business Terms will govern, except to the extent the Engagement Letter explicitly refers to the conflicting term herein.

1. Huron’s Services and Deliverables

(a) Huron will provide the services and furnish the deliverables (the “Services”) as described in the Engagement Letter and any attachments thereto, as may be modified from time to time by mutual consent. Huron will not be auditing any financial statements or performing attest procedures with respect to information in conjunction with this engagement. Huron’s Services are not designed, nor should they be relied upon, to disclose weaknesses in internal controls, financial statement errors, irregularities, illegal acts, or disclosure deficiencies. Any financial analysis Huron helps to prepare will be solely for use by management for internal decision making purposes.

(b) Huron’s Services shall not include, and you shall not request, any service which may be considered the practice of medicine or the practice of nursing under any applicable laws or regulations. To the extent applicable for the performance of Services, you shall provide to Huron medically appropriate standards which may be referenced in any clinical process recommendations Huron makes or develops.

2. Independent Contractor Huron is an independent contractor and not your employee, agent, joint venturer or partner, and will determine the method, details and means of performing the Services. Unless otherwise provided in an Engagement Letter, Huron shall not have the authority to bind or obligate you in any manner. Huron assumes full and sole responsibility for the payment of all compensation and expenses of Huron’s employees and for all of their state and federal income tax, unemployment insurance, Social Security, payroll and other applicable employee withholdings.

3. Fees and Expenses

(a) Huron’s professional fees, expenses and payment terms are set out in the Engagement Letter. Those professional fees do not include taxes and other governmental charges (which will be separately identified in Huron’s invoices).

(b) You acknowledge that where out-of-town personnel are assigned to any project location on a long-term basis (as defined from time to time in the applicable provisions of the Internal Revenue Code and related IRS regulations, and currently defined, under IRC Section 162, as a period of time reasonably expected to be one year or more), the associated costs of out-of-town travel and living expenses are compensatory to such personnel. In such cases, the expenses for which you shall reimburse Huron hereunder shall include the income gross-ups required to ensure tax neutrality of Huron personnel. Huron shall use reasonable efforts to limit such expenses.

(c) In addition to the professional fees and expenses set out in the Engagement Letter, and upon mutual agreement, you will reimburse Huron for any and all additional third party fees and expenses incurred by Huron if you require Huron to use a third party vendor for any services related to this Agreement (e.g., payment processing, vendor certification, additional background checks, health screening, etc.).

(d) Huron reserves the right to suspend Services if undisputed invoices are not timely paid and charge interest at the rate of one percent per month from the due date until paid. In the event of suspension, Huron will not be liable for any resulting loss, damage or expense connected with such suspension.

4. Taxes

(a) You will be responsible for and pay all applicable sales, use, excise, value added, services, consumption and other taxes and duties associated with the performance of Services or your receipt of the Services or products, excluding taxes on Huron's income generally.

(b) If you are required by the laws of any foreign tax jurisdiction to withhold income or profits taxes from your payment to Huron, then the amount payable by you upon which the withholding is based shall be paid to Huron net of such withholding. You shall pay any such withholding to the applicable tax authority. However, if after 120 days of the withholding, you do not provide Huron with official tax certificates documenting remittance of the taxes, you shall pay to Huron an amount equal to such withholding. The tax certificates shall be in a form sufficient to document qualification of the taxes for the foreign tax credit allowable against Huron's corporation income tax.

5. Confidentiality and Privacy

(a) With respect to any information supplied in connection with this engagement and designated by either party as confidential, or which the other should reasonably believe is confidential based on its subject matter or the circumstances of its disclosure ("Confidential Information"), the other agrees to protect the Confidential Information in a reasonable and appropriate manner, and use Confidential Information only to perform its obligations under this engagement and for no other purpose. This will not apply to information which is: (i) publicly known, (ii) already known to the recipient, (iii) lawfully disclosed by a third party, (iv) independently developed, (v) disclosed pursuant to legal requirement or order, or (vi) disclosed to taxing authorities or to representatives and advisors in connection with tax filings, reports, claims, audits and litigation. Huron Confidential Information shall include, without limitation, the Assessment Report, any Huron proposal, and other written materials, and pricing for Huron's Services.

(b) In particular, you shall not share the Assessment Report, any Huron proposal, or any other Huron Confidential Information with any third parties, including, without limitation, other consultants, accountants, and any other competitors or potential competitors of Huron.

(c) You hereby designate Huron as your representative and agent for the limited purpose of reviewing and analyzing confidential information, including such information received from third-parties, related to your contracts with suppliers, manufacturers and other vendors that is necessary to perform the Services. Huron will maintain the confidentiality of all third party confidential information and protect the third party confidential information in a reasonable and appropriate manner, and use the third party confidential information only to perform the obligations under this engagement and for no other purpose.

(d) If applicable, each party shall comply with the requirement of Section 1861(v)(1)(I) of the Social Security Act, as amended, and any written regulations pursuant thereto, governing the maintenance of documentation to verify the cost of Services rendered as follows: Until the expiration of four (4) years after the furnishing of the Services, Huron agrees to make available, upon written request of the Secretary of the U.S. Department of Health and Human Services, the U.S. Comptroller General, or to any of their duly authorized representatives, this Agreement, and Huron's books, documents and records that are necessary to support the nature and extent of the costs incurred by you in purchasing Services under this Agreement. Further, if Huron subcontracts any duties arising from this Agreement with a value or cost of \$10,000 or more over a twelve-month period, with a related party, such subcontract shall contain a clause to the effect of the foregoing sentence. As used herein, "related party" includes any party employed or controlled by Huron, any party by whom Huron is employed or controlled, and any party with whom Huron develops a close association or affiliation. Huron shall notify you immediately of any requests

received for access to information described in this Section 5(d) and shall consult with you regarding the response to be made thereto.

(e) Confidential Information made available hereunder, including copies thereof, shall be returned or destroyed upon request by the disclosing party; provided that the receiving party may retain other archival copies for recordkeeping or quality assurance purposes and receiving party shall make no unauthorized use of such copies. Notwithstanding the foregoing, Confidential Information provided to you by Huron pursuant to a license agreement shall only be subject to return in the event of termination of the license.

(f) Huron agrees to use any personally identifiable information and data you provide only for the purposes of this engagement and as you direct, and Huron will not be liable to you for any third-party claims related to such use. You agree to take necessary actions to ensure that you comply with applicable laws relating to privacy and/or data protection, and Huron is not providing legal advice on compliance with the privacy and/or data protection laws of any country or jurisdiction.

(g) Huron may also mention your name and provide a general description of the engagement in Huron's client lists.

(h) If Huron uses a subcontractor to assist in the performance of the Services, Huron may disclose Confidential Information received from you to the subcontractor, provided that the subcontractor agrees in writing with Huron to protect such Confidential Information. Huron agrees to hold any subcontractor to the same standard as Huron and be compliant with the terms of this Agreement.

(i) Should the parties enter into a consulting agreement in the future, the parties agree that Huron may use the information generated in connection with the Services for the purposes of that consulting engagement.

6. Huron's Deliverables and Your License Upon full and final payment of all amounts due Huron in connection with this engagement, all right, title and interest in the deliverables set out in the Engagement Letter will become your sole and exclusive property, except as set forth below. Huron will retain sole and exclusive ownership of all right, title and interest in Huron's work papers, proprietary information, processes, methodologies, know-how and software ("Huron Property"), including such information as existed prior to the delivery of the Services and, to the extent such information is of general application, anything which Huron may discover, create or develop during the performance of Services for you. To the extent Huron's deliverables to you contain Huron Property, upon full and final payment of all amounts due to Huron in connection with the Services, Huron grants you a non-exclusive, non-assignable, royalty-free, perpetual license to use it in connection with the deliverables and the subject of the engagement and for no other or further use without Huron's express, prior written consent. If Huron's deliverables are subject to any third party rights in software or intellectual property, Huron will notify you of such rights. Huron's deliverables are to be used solely for the purposes intended by this engagement and may not be disclosed, published or used in whole or in part for any other purpose. Notwithstanding the foregoing, Huron may license certain proprietary deliverables under a separate license agreement.

7. Your Responsibilities

(a) If applicable, you shall provide in writing to Huron a summary of any limitations included in contracts between you and vendors on access by Huron to information from such contracts which may be needed by Huron to fulfill Huron's obligations under this Agreement. Included in such written notice shall be the specific steps that must be initiated by you to obtain approval for such access. You shall initiate such steps to seek approval for access on a timely basis consistent with the timeframe for expected completion of the Services under the terms of this Agreement.

(b) To the extent applicable, you will cooperate in providing Huron with office space, equipment, data and access to your personnel as necessary to perform the Services. You shall provide reliable, accurate and complete information necessary for Huron to adequately perform the Services and will promptly

notify Huron of any material changes in any information previously provided. You acknowledge that Huron is not responsible for independently verifying the truth or accuracy of any information supplied to Huron by or on behalf of you.

(c) In all of Huron's work performing the Services, the activities, conclusions, strategies and recommendations that Huron develops and implements represent Huron's experienced judgment, based on the information supplied to Huron. You will provide accurate and complete information to Huron, and Huron will rely upon the information received from you. You are responsible for reviewing and approving all work suggested, provided, or undertaken by Huron. You acknowledge that Huron's Services are consultative in nature and are offered as suggestions subject to your approval. All Services provided by Huron shall be used by you in a manner consistent with all applicable payer requirements, rules, regulations and laws.

8. Huron's Warranty Huron warrants that the Services will be performed with reasonable care in a diligent and competent manner. Huron's sole obligation will be to correct any non-conformance with this warranty, provided that you give Huron written notice within ten (10) days after the Services are performed or delivered. The notice will specify and detail the non-conformance and Huron will have a reasonable amount of time, based on its severity and complexity, to correct the non-conformance.

Huron does not warrant and is not responsible for any third party products or services. Your sole and exclusive rights and remedies with respect to any third party products or services are against the third party vendor and not against Huron.

THIS WARRANTY IS HURON'S ONLY WARRANTY CONCERNING THE SERVICES AND ANY DELIVERABLE (EXCEPT THOSE PROVIDED UNDER A SEPARATE LICENSE AGREEMENT), AND IS MADE EXPRESSLY IN LIEU OF ALL OTHER WARRANTIES AND REPRESENTATIONS, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY, OR FITNESS FOR A PARTICULAR PURPOSE, OR OTHERWISE, ALL OF WHICH ARE HEREBY DISCLAIMED.

9. Liability and Indemnification

(a) Huron will, to the extent permitted by law, indemnify you, your owners, employees, contractors and agents against all costs, fees, expenses, damages and liabilities (including actual attorneys' fees reasonably incurred and costs) relating to intellectual property infringement, bodily injury or death of any person, or damage to real or tangible personal property incurred during the performance of the Services, and to the extent caused by the willful misconduct or grossly negligent acts or omissions of Huron's employees, contractors or agents in performing the Services as finally adjudicated by a finder of fact.

(b) You will, to the extent permitted by law, indemnify Huron, Huron's owners, employees, contractors and agents against all costs, fees, expenses, damages and liabilities (including actual attorneys' fees reasonably incurred and costs) associated with any third party claim relating to or arising as a result of the Services or your use of the deliverables except to the extent Huron is obligated to indemnify you pursuant to Section 9(a) as finally adjudicated by a finder of fact.

(c) Huron will not be liable for any special, consequential, incidental, indirect or exemplary damages or loss (nor any lost profits, savings or business opportunity). Further, Huron's liability relating to this engagement will in no event exceed an amount equal to the fixed fees (excluding taxes and expenses) Huron receives from you for the portion of the Services giving rise to such liability.

(d) Neither party will be liable for any delays or failures in performance due to circumstances beyond either party's reasonable control. If a party reasonably judges that such a delay will have an adverse effect on the results of an engagement, the parties agree to renegotiate the terms of the Engagement Letter as necessary.

10. Non-Solicitation During the term of this engagement, and for a period of one year following its expiration or termination, you will not directly or indirectly solicit, employ or otherwise engage any employee of Huron (including former employees) or contractors who were involved in the engagement. Notwithstanding the foregoing, you will not be in breach of this Section 10 due to hirings that are made solely as a result of general employment solicitation, such as employment ads placed in newspapers of general circulation or internet job sites.

11. Termination

(a) Termination for Convenience. Either party may terminate this Agreement for convenience at any time on 30 days' prior written notice to the other.

(b) Termination for Breach. Either party may terminate this Agreement for breach if, within 15 days' notice, the breaching party fails to cure a material breach of this Agreement.

(c) To the extent you terminate this Agreement for convenience, you will pay Huron for all Services rendered, effort expended, expenses incurred, contingent fees (if any), or commitments made by Huron to the effective date of termination. To the extent you terminate this Agreement for breach, you will pay Huron for all conforming Services rendered and reasonable expenses incurred by Huron to the effective date of the termination.

(d) Further, Huron reserves the right to terminate this Agreement at any time, upon providing written notice to you, if conflicts of interest arise or become known to Huron that, in Huron's sole judgment, would impair Huron's ability to perform the Services objectively.

(e) The terms of this Agreement which relate to confidentiality, ownership and use, limitations of liability and indemnification, non-solicitation and payment obligations shall survive its expiration or termination.

12. General

(a) This Agreement supersedes all prior oral and written communications between the parties with respect to the subject matter of this Agreement, and may be amended, modified or changed only in a writing when signed by both parties.

(b) No term of this Agreement will be deemed waived, and no breach of this agreement excused, unless the waiver or consent is in writing signed by the party granting such waiver or consent.

(c) Each party acknowledges that the parties may correspond or convey documentation via Internet e-mail and that neither party has control over the performance, reliability, availability, or security of Internet e-mail. Therefore, neither party will be liable for any loss, damage, expense, harm or inconvenience resulting from the loss, delay, interception, corruption, or alteration of any Internet e-mail due to any reason beyond either party's reasonable control.

(d) This Agreement shall be governed by and construed in accordance with the laws of the State of Texas without giving effect to conflict of law rules. The parties consent to jurisdiction and venue in Ector County, Texas for any disputes related to this Agreement. The parties shall in good faith and for thirty (30) days attempt to resolve any dispute or disagreement arising out of or relating to this Agreement by face-to-face negotiations between a senior executive of Huron or any other designated Managing Director and your President or other appropriate senior executive for the affected facility. Neither party is required to pursue this informal dispute resolution process in the event of a dispute regarding an alleged payment owing to that party, a breach of contract provision protecting Confidential Information belonging to that party, or if the party has reason to believe that the delay involved in this informal dispute resolution would materially harm it.

(e) You and Huron agree that the approach to conducting a Project and the measurement of benefit achieved by a Project are private and confidential matters between You and Huron. Accordingly, neither

You nor Huron will bring a third party into the management or conduct of a Project or into a Project benefit or milestone measurement process as an observer, consultant, participant, auditor, or in any other way, without the express written permission of the other party, which permission may be withheld for any reason. Notwithstanding the foregoing, Huron may use subcontractors in the performance of its Services related to the construction and maintenance of the benefit or milestone measurement model for a Project.

(f) Huron may use subcontractors in the performance of its Services upon your approval.

(g) While Huron will attempt to comply with your requests for specific individuals, Huron retains the right to assign and reassign Huron personnel, as appropriate, to perform the Services.

(h) If Huron personnel are required to comply with your compliance policies, and Huron's compliance policies conflict with your compliance policies, the parties will work to determine an appropriate solution to ensure that Huron's personnel will not be subject to conflicting compliance requirements.

(i) If in any judicial proceeding or arbitration a court or arbitrator shall refuse to fully enforce all of the provisions of this Agreement, any unenforceable provisions shall be deemed modified or limited in scope for the purpose of such proceeding to the minimum extent necessary to permit such provisions and the remainder of the Agreement be enforced.

(j) This Agreement shall not provide third parties with any remedy, cause, liability, reimbursement, claim of action or other right in law or in equity for any matter governed by or subject to the provisions of this Agreement.

(k) The terms and conditions of a Business Associate Agreement between the parties dated June 21, 2018, govern Huron's use and disclosure of your protected health information.

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