



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS REGULAR MEETING
FEBRUARY 12, 2019 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS**

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. AWARDS AND RECOGNITIONS**
 - A. February 2019 Associates of the Month Rick Napper**
 - Clinical:
 - Non-Clinical:
 - Nurse:
 - C. Inpatient Rehabilitation Unit Presentation Eva Garcia**
- VI. CONSENT AGENDA Mary Thompson, p.4-47**

(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)

 - A. Consider Approval of Regular Meeting Minutes, January 8, 2019**
 - B. Consider Approval of Executive Committee Minutes, January 23, 2019**
 - C. TTUHSC-PB Graduate Medical Education (GME) Annual Report**
 - D. Institutional Review Board (IRB) Annual Report**
 - E. Continuing Medical Education (CME) Annual Report**
 - F. Joint Conference Committee January 29, 2019**
 - 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

VII. COMMITTEE REPORTS

- A. Finance Committee** David Dunn, p.48-128
 - 1. Quarterly Investment Report – Quarter 1, FY 2019
 - 2. Quarterly Investment Officer’s Certification
 - 3. Financial Report for Month Ended December 31, 2018
 - 4. Consent Agenda
 - a. Capital Expenditure Request: Automated Urinalysis Analyzer
 - b. Cardiovascular Imaging Gamma Camera
 - 5. Capital Expenditure Requests
 - a. Nihon Kohden Telemetry Upgrade and Expansion

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

IX. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS
..... Rick Napper, p.129-151

- A. Consider Renaming the Center for Health and Wellness Medical Office Building to “Wilson and Young Medal of Honor Building”**..... Rick Napper
- B. Chief Executive Officer Report Quarter 1 FY2019**..... Rick Napper
- C. Quarterly Legal Report/Conflict of Interest**Ellie Bane

X. ORDER OF ELECTION OF DIRECTORS OF THE ECTOR COUNTY HOSPITAL DISTRICT (ADDITIONAL INFORMATION) Ellie Bane, p.152-155

XI. EXECUTIVE SESSION

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code. (3) Deliberation and evaluation of officers and employees of Ector County Hospital District pursuant to Section 551.074 of the Texas Government Code; (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (5) Information that, if released or disclosed, would give advantage to a competitor as per Section 552.104 of the Texas Government Code; and (6) Advice, recommendations, opinions, or other material reflecting the policymaking processes of the Ector County Hospital District as per Section 552.111 of the Texas Government Code.

XII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

- A. Consider Approval of B.E. Smith Interim Services Agreement**
- B. Consider Approval of MCH ProCare Provider Agreement(s)**

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 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
JANUARY 8, 2019 – 5:30 p.m.**

MINUTES OF THE MEETING

MEMBERS PRESENT:

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

MEMBERS ABSENT:

Richard Herrera

OTHERS PRESENT:

Rick Napper, President/Chief Executive Officer
Robert Abernethy, Chief Financial Officer
Chad Dunavan, Chief Nursing Officer
Heather Bulman, Chief Experience Officer
Dr. Sari Nabulsi, Chief Medical Officer
Dr. Fernando Boccalandro, Chief of Staff
Dr. Donald Davenport, Vice Chief of Staff
Ellie Bank, 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

Don Hallmark presented the Mission, Vision and Values of Medical Center Health System.

V. AWARDS AND RECOGNITIONS

Before beginning the awards and recognitions, Rick Napper recognized the ECHD Board of Directors for successes in the last twelve months.

A. 2018 Employees of the Year

Rick Napper recognized the 2018 Employees of the year as follows:

- Dr. H.E. Hestand Humanitarian Award: Linno Guerrero, Registered CA Scan Technologist, Radiology Department
- Florence Nightingale Award: Niki McQuitty, Informatics Nurse Educator, Nursing Education Department
- Chaplain Jimmy Wilson Service Excellence Award: Rosie Vasquez, Special Function Coordinator, Nutrition Services Department

B. January 2019 Employees of the Month

Rick Napper introduced the January 2019 Employees of the Month as follows:

- Clinical: Erica Wilson, Clinical Pharmacy Specialist, Pharmacy
- Non-Clinical: Cindy Lambright, Unit Clerk, 6 Central
- Nurse: Olen McQuitty, Administrative Coordinator/House Supervisor, Nursing Administration

C. Vonda Lucero, 2018 Chair of the Texas Purchasing Coalition Medical/Wound Care Clinical Value Analysis Team

Rick Napper presented a plaque to Vonda Lucero, Unit Director Wound Care, on behalf of the Texas Purchasing Coalition in recognition of her contribution as the 2018 Chair of the TPC Medical/Wound Care Clinical Value Analysis Team.

D. Heather Bulman, Certified Patient Experience Professional (CPXP)

Rick Napper recognized Heather Bulman, Chief Patient Experience Officer, for her achievement in achieving the designation of Certified Patient Experience Professional (CPXP). This is a significant and historic achievement in being one of the first CPXPs in healthcare.

E. New Administrative Staff Members: Ellie Bane, Leah Robertson, Michaela Johnson

Rick Napper introduced Ellie Bane, Chief Legal Counsel, Leah Robertson, Staff Legal Counsel, who was unable to attend, and Michaela Johnson, Executive Assistant.

VI. CONSENT AGENDA

- A. Consider Approval of Regular Meeting Minutes, December 4, 2018**
- B. Consider Approval of Executive Committee Minutes, December 20, 2018**
- C. Investment Policy Annual Review and Approval**

Ben Quiroz 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 Month Ended November 30, 2018

David Dunn moved and Bryn Dodd seconded the motion to approve the Financial Report for Month Ended November 30, 2018 as presented. The motion carried unanimously.

2. Compliance with CMS section 2718(e) of the Public Health Service Act

This report was informational only. No action was taken.

3. Capital Expenditure Process Clarification

This report was informational only. No action was taken.

4. Consent Agenda

- a. Capital Expenditure Request: Firetrol Fire Safety Alarm Panel

David Dunn moved and Mary Lou Anderson seconded the motion to approve the Consent Agenda 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. No action was taken.

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

A. Consider Participation in the Downtown Odessa Tax Increment Reinvestment Zone

David Dunn moved and Ben Quiroz seconded the motion to participate in the Downtown Odessa Tax Increment Reinvestment Zone at the rate of 75%. The motion carried with the following vote:

For: Mary Thompson, David Dunn, Richard Herrera, Mary Lou Anderson,
Ben Quiroz
Against: Bryn Dodd, Don Hallmark.

B. Consider Interlocal Agreement with the City of Odessa Regarding Radio Communications

Ben Quiroz moved and Richard Herrera seconded the motion to approve the Interlocal Agreement with the City of Odessa regarding radio communications as presented. The motion carried unanimously.

**C. Consider Request to Sell Property For Less Than Market Value:
301 Fitch Avenue**

Don Hallmark moved and David Dunn seconded the motion to approve the sale of 301 Fitch Avenue for less than market value as presented. The motion carried unanimously.

**D. Consider Request to Sell Property For Less Than Market Value:
9510 West Westridge Drive**

Don Hallmark moved and David Dunn seconded the motion to approve the sale of 9510 West Westridge Drive for less than market value as presented. The motion carried unanimously.

E. MCH ProCare Semi-Annual Report

Adiel Alvarado, Vice President MCH ProCare, presented a MCH ProCare semi-annual report.

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

X. ORDER OF ELECTION OF DIRECTORS OF THE ECTOR COUNTY HOSPITAL DISTRICT

Ellie Bane, Chief Legal Officer, presented the Order of Election of the Directors of the Ector County Hospital District. The Order is as follows:

ORDER OF ELECTION FOR ECTOR COUNTY HOSPITAL DISTRICT

An election is hereby ordered to be held on May 4, 2019 for the purpose of electing directors from Districts 2, 4, and 6 to the Ector County Hospital District Board of Directors.

Applications for a place on the ballot shall be filed by: 5:00 p.m. on February 15, 2019.

Early voting by personal appearance will be conducted each weekday at 1010 E. 8th Street, Odessa, Texas 79760 between the hours of 8:00 a.m. and 5:00 p.m. beginning on April 22, 2019 and ending on April 26, 2019.

Applications for ballot by mail shall be mailed to:

Lisa Sertuche
(Name of Early Voting Clerk)
1010 E. 8th Street, Room 200
(Address)
Odessa, Texas 79760
(City) (Zip Code)

Applications for ballots by mail must be received no later than the close of business on May 4, 2019.

Additional early voting will be held as follows:

Location	Date	Hours
<u>1010 E. 8th Street, Odessa, Texas 79760</u>	<u>April 29, 2019 – April 30, 2019</u>	<u>7:00 a.m.-7:00 p.m.</u>

Issued this the 8th day of January, 2019.

Mary Thompson
Mary Thompson

Mary Lou Anderson
Mary Lou Anderson

Don Hallmark
Don Hallmark

Ben Quiroz
Ben Quiroz

David Dunn
David Dunn

Bryn Dodd
Bryn Dodd

Richard Herrera
Richard Herrera

Bryn Dodd moved and David Dunn seconded the motion to approve the Order of Election as presented. The motion carried unanimously.

XI. CONSIDER CHANGING ECHD BOARD OF DIRECTORS FINANCE COMMITTEE AND REGULAR MEETING DATE FROM FEBRUARY 5, 2019 TO FEBRUARY 12, 2019

XII. CONSIDER CHANGING ECHD BOARD OF DIRECTORS FINANCE COMMITTEE AND REGULAR MEETING DATE FROM MARCH 5, 2019 TO MARCH 12, 2019

XIII. CONSIDER CHANGING ECHD BOARD OF DIRECTORS FINANCE COMMITTEE AND REGULAR MEETING DATE FROM JULY 2, 2019 TO JULY 9, 2019

Richard Herrera moved and Mary Lou Anderson seconded the motion to approve changing the ECHD Board of Directors Finance Committee and Regular Meeting Dates as follows:

- From February 5, 2019 to February 12, 2019
- From March 5, 2019 to March 12, 2019
- From July 2, 2019 to July 9, 2019

The motion carried unanimously.

XIV. EXECUTIVE SESSION

Mary Thompson stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code. (3) Deliberation and evaluation of officers and employees of Ector County Hospital District pursuant to Section 551.074 of the Texas Government Code; (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (5) Information that, if released or disclosed, would give advantage to a competitor as per Section 552.104 of the Texas Government Code; and (6) Advice, recommendations, opinions, or other material reflecting the policymaking processes of the Ector County Hospital District as per Section 552.111 of the Texas Government Code.

The individuals present during the entire Executive Session were Mary Thompson, David Dunn, Mary Lou Anderson, Bryn Dodd, Don Hallmark, Ben Quiroz, Rick Napper, Robert Abernethy, Ellie Bane, and Jan Ramos.

Matt Collins, Vice President Operations, Sondra Eoff, Eofficial Enterprises, and Jill Miller, Odessa Housing Finance Corporation, reported to the Board of Directors during Executive Session and then were excused.

Adiel Alvarado reported to the Board of Directors during Executive Session and then was excused.

**Executive Session began at 6:32 pm.
Executive Session ended at 7:33 p.m.**

No action was taken during Executive Session.

XV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. MCH ProCare Provider Agreements

Rick Napper presented the following MCH ProCare Provider Agreements:

- Emily Sullivan, MPAS, PA-C, 2 year renewal for Urgent Care
- Juanita Lopez, P.A., 3 year renewal for Cardiology
- Michael Price, M.D., 1 year renewal for Anesthesia
- Jose Katanda, CRNA, 1 year agreement for Anesthesia
- Martha Nunez, N.P., amendment for Hospitalist group

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

XVI. ADJOURNMENT

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 7:35 p.m.

Respectfully submitted,

Jan Ramos, Secretary
Ector County Hospital District Board of Directors

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

Don Hallmark presented the Mission, Vision and Values of Medical Center Health System.

V. AWARDS AND RECOGNITIONS

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Mary Lou Anderson

Don Hallmark
Don Hallmark

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Richard Herrera
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- Martha Nunez, N.P., amendment for Hospitalist group

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XVI. ADJOURNMENT

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 7:35 p.m.

Respectfully submitted,



Jan Ramos, Secretary
Ector County Hospital District Board of Directors



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
SPECIAL CALLED EXECUTIVE COMMITTEE MEETING
JANUARY 23, 2019 – 1:30 p.m.**

MINUTES OF THE MEETING

MEMBERS PRESENT: Mary Thompson
David Dunn
Don Hallmark

OTHERS PRESENT: Rick Napper, President/Chief Executive Officer
Robert Abernethy, Chief Financial Officer
Ellie Bane, Chief Legal Counsel
Adiel Alvarado, Vice President MCH ProCare
Michaela Johnson, Executive Assistant
Jan Ramos, ECHD Board Secretary

I. CALL TO ORDER

Mary Thompson called the meeting to order at 1:30 a.m. in Administration Conference Room A of Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

a. Ms. Thompson then read the following notice:

A meeting of the Executive Committee of the Ector County Hospital District Board of Directors is scheduled for Wednesday, January 23, 2019 at 1:30 p.m. in Administration Conference Room A at Medical Center Hospital to discuss Executive Committee matters at the call of the Chief Executive Office.

II. EXECUTIVE/CLOSED SESSION

Mary Thompson stated that the Executive Committee would go into Executive Session in accordance with the Texas Open Meeting Act, Section §551.001 et. seq. of the Texas Government Code.

The individuals present during Executive Session were Mary Thompson, David Dunn, Don Hallmark, Rick Napper, Robert Abernethy, Ellie Bane, Adiel Alvarado, Michaela Johnson and Jan Ramos.

**Executive Session began at 1:31 p.m.
Executive Session ended at 1:38 p.m.**

No action was taken during Executive Session.

III. ITEM FOR DISCUSSION/CONSIDERATION

Rick Napper presented the MCH ProCare Provider Agreements for Olivia E. Morris, D.O., a new three year contract for orthopedic and sports medicine.

Don Hallmark made a motion to approve the agreement with Olivia E. Morris, D.O. as presented. David Dunn seconded the motion. The motion carried unanimously.

IV. ADJOURNMENT

There being no further business to come before the Executive Committee, the meeting was adjourned at 1:39 p.m.

Respectfully submitted,



Jan Ramos, Secretary
Ector County Hospital District Board of Directors

Graduate Medical Education

Annual Report

ACADEMIC YEARS 2017-2018



Table of Contents

This annual report is intended to provide:

- I. A Message from the Graduate Medical Education Leadership
- II. GME Staff
- III. Graduate Medical Education Committee
- IV. Accreditation Status of Institution
- V. Inventory of Individual Programs
- VI. Annual Program Evaluations
- VII. Clinical Learning Environment Review
- VIII. House Staff Exit Survey Sample Data

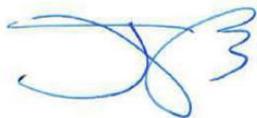


I. Message from Graduate Medical Education Leadership

On behalf of the program directors, teaching staff, and residents, it is my distinct pleasure to present you with the Texas Tech Health Sciences Center of the Permian Basin Annual Report to the Board and Medical Staff. The year can be summarized as another year of growth and creativity. We continued our work in response to the AY 2014-2015 CLER Visit, prepared for program self-study assessments and site visits, began recruitment for our Child and Adolescent Psychiatry Fellowship, and gained approval from the ACGME for an accredited Hospice & Palliative Fellowship.

The best contribution we can make as educators is to provide the system with the highest quality graduates; competent and compassionate practicing physicians who are active in our community. We strive to do this by, first, having a successful recruiting season each interview and match season.

We look forward to another excellent year of recruiting, providing quality patient care, and promoting the excellence in scholarly activity we are proud of at our unique institution



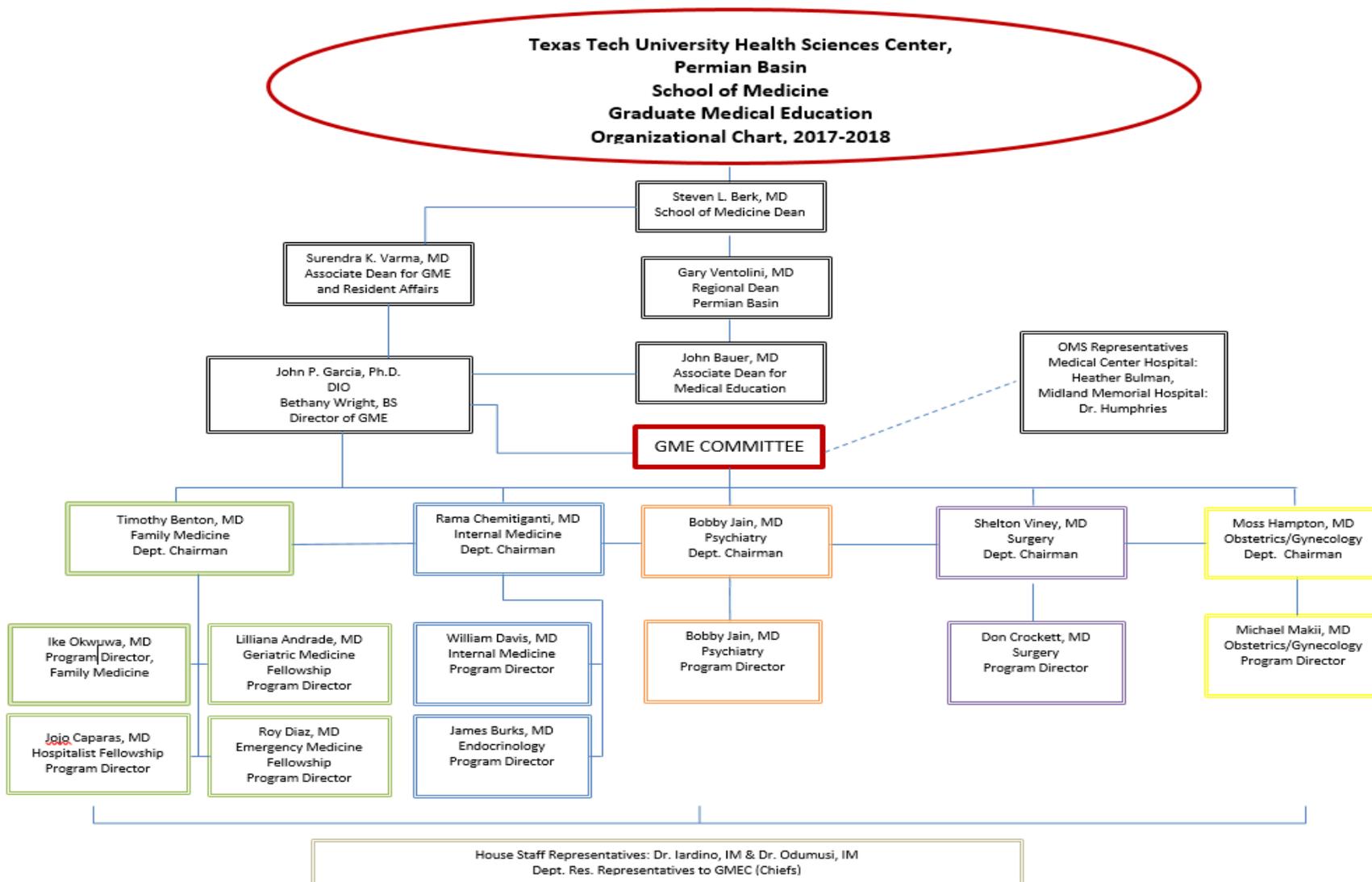
John Bauer, M.D.
Regional Associate Dean for Medical Education
Professor, Department of Surgery



John P. Garcia, Ph.D.
Designated Institutional Official
Chair of the Graduate Medical Education Committee



II. Graduate Medical Education Organizational Chart



III. AY 2017-2018 TTUHSC GME Staff

John P. Garcia, Ph.D.
Designated Institutional Official

Bethany Wright, B.S.
Director for GME

Stacy Martinez, M.Sc.
Assistant Director for GME

Lisset Escontrias, B.A.
Unit Coordinator for GME & CME

Graciela Garcia
Administrative Business Assistant

The website is: <https://www.ttuhsu.edu/medicine/odessa/graduate-medical-education/default.aspx>

Office of GME Overview

The Office of GME continued to provide oversight and direction to the GME operation at TTUHSC. With the transition into the ACGME NAS, the oversight of each program's compliance on accreditation standards remains the primary responsibility of the Institutional GME Office. A renewed focus was placed on standardized and centralized reporting of annual GME data, including: ¹Utilization of New Innovations residency software for duty hour reporting, schedule maintenance and House Staff competency evaluation, ²Standardized Annual Program Reviews and Action Plans, and ³GMEC follow-up on program citation Plan of Action (POA) through resolution.



Continued GME Initiatives

- Processing and Orientation of new House Staff
- Monitor compliance of new and current House Staff with TMB, ECFMG, and Institutional/Affiliated Hospital required trainings
- Coordination of GMEC
- Review and monitoring of New Innovations duty hour logs
- Review and report to GMEC on Annual ACGME resident/faculty surveys
- Quarterly GMEC update on program citation POA and resolution
- CLER preparation reviews (communications with the institution and hospitals)

New GME Initiatives

- Resident Health, Wellness, Burnout Prevention
- Inclusion of Patient Safety initiatives in orientation programming
- Focus on Quality Improvement and Patient Safety in Collaboration with MCH
- Recruitment of Qualified Residency Program Faculty (including Program Directors)
- Addition of specialized fellowship programs (Child & Adolescent Psychiatry, Hospice/Palliative Medicine)



IV. Graduate Medical Education Committee

The GMEC is tasked with the responsibilities for implementing policies and procedures regarding the quality of education and the work environment for the residents in all the programs. The role of the committee is to monitor and advise on all aspects of residency education and to serve as the interface between ACGME and the School of Medicine at TTUHSC.

Membership of the committee includes the Regional Dean, Associate Dean of Medical Education, DIO, Director of GME, Program Directors, Program Chairs, Resident Representatives, Director of Quality/Risk Management and Hospital Representatives.

The GMEC is chaired by John P. Garcia, Ph.D. and meets monthly to review the following:

- ✓ Resident Supervision
- ✓ Resident Responsibilities
- ✓ Resident Evaluations
- ✓ Hospital and Program Compliance with Duty Hour Standards
- ✓ Resident Participation in Patient Safety and Quality of Care Education
- ✓ Reviewing Concerns of the Organized Medical Staff
- ✓ Residency Program Internal (special or focused) Reviews
- ✓ Evaluate reports from the House Staff Association
- ✓ Review all correspondence to and from the ACGME
- ✓ Annual Review Report of the Programs

Resident Supervision

- ✓ All patients care must be supervised by qualified faculty. The Program Director shall direct, manage and document supervision of residents. Residents must be provided with prompt, reliable systems for communicating with supervising faculty. The Program Directors must evaluate each resident abilities based on specific criteria.
- ✓ Faculty schedules must be structured to provide residents with continue supervision and consultation.
- ✓ The degree of supervision required to provide patient care varies based on level of skills and post graduate year (PGY) level.
- ✓ Faculty and residents must be educated to recognize the signs of fatigue. The GME office in concert with the departments hosts a lecture on Sleep and Fatigue twice a year.
- ✓ The GMEC monitors resident's supervision and is involved in matters dealing with resident supervision and discipline.



Residents Responsibility

- ✓ Residents shall abide by the rules and regulations of TTUHSC and the applicable Medical Staff Bylaws, policies, and procedures of the affiliated hospital(s) to which he/she is assigned.
- ✓ Residents shall participate in all activities and shall perform all services required as a resident in the residency program.
- ✓ Residents shall conduct himself/herself as a member of the professional team, and personal appearance and hygiene should always be appropriate to the circumstances.
- ✓ Residents shall adhere to the American Medical Association Principles of Medical Ethics.
- ✓ Residents shall participate fully in the educational activities of his/her program and institution and, as required, assume responsibility for teaching and supervising other residents and medical students. The GME office, with the programs, host a workshop “Teaching Residents to Teach” this workshop is given twice a year.

Residents Evaluations

- ✓ RESIDENTS – The Program Director, in participation with members of the teaching staff shall at a minimum, semi-annually evaluate the knowledge, skills and professional progress of the resident. The written evaluation should describe the strengths and weaknesses of the resident’s performance. Residents shall be notified of any deficiencies at the earliest possible date, and plans for improvement must be timely provided to the resident in writing. Annual and final written evaluations are retained in the GME Office.
- ✓ FACULTY – Residents participate at least annually in regular evaluation of teaching faculty.
- ✓ PROGRAM – Residents participate at least annually in regular evaluation of their residency program.
- ✓ At the Culmination of training the program director must provide a final evaluation that states the resident has demonstrated sufficient ability to practice medicine independently.
- ✓ The GMEC takes the evaluations requirements very seriously. During the internal review process evaluative tools are reviewed to determine whether they meet ACGME requirements



Duty – Hour Standards

- ✓ The ACGME update their strict guidelines effective July 1, 2015, to ensure patient and resident safety.
- ✓ Duty hours are defined as the time spent in all clinical and academic activities related to the residency program, i.e., patient care (both inpatient and outpatient), administrative duties related to patient care, the provision for transfer of patient care, time spent in-house during call activities, and scheduled academic activities such as conferences. Duty hours do not include reading and preparation time spent away from the duty site.
- ✓ Duty hours must be limited to 80 hours per week, averaged over a four-week period, inclusive of all in-house call activities and all moonlighting.
- ✓ Mandatory Time Free of Duty: Residents must be scheduled for a min. of one day free of duty every week. (When averaged over four weeks). At home-call cannot be assigned on these free days.
- ✓ Min. Time off between scheduled Duty Periods: PGY I residents should have 10 hours, and must have eight hours, free of duty between scheduled duty periods. Intermediate –level residents should have 10 hours free of duty, and must have eight hours between scheduled duty periods. They must have at least 14 hours free of duty after 24 hours of in-house duty

Review and Approved of Major GME Program Changes:

- New Program Director for Family Medicine – Ike Okwuwa, MD
- Approval of Emergency Medicine Fellowship complement increase
- Approval of new Program Director for Surgery – Don Crockett, MD
- Submission and Approval of Hospice/Palliative Medicine Fellowship



GME Membership: 2017-2018**Voting Members:**

J.P Garcia, PhD – DIO

Gary Ventolini, MD – Dean of SOM

John Bauer, MD – Associate Dean of Medical Education

Moss Hampton, MD – Chair OB/GYN

Liliana Andrade, MD – Program Director, Geriatric Fellowship

Arinola Odumusi, MD – House Staff Vice President

William Davis, MD – Program Director, Internal Medicine

Alfredo Iardino, MD – House Staff President

Bobby Jain, MD – Program Director, Psychiatry

Veronica Contreras – Director, Risk Management

Rama Chemitiganti, MD – Chair, Internal Medicine

Domingo Caparas, MD – Program Director, Hospitalist Fellowship

Michael Makii, MD – Program Director, OB/GYN

Don Crockett, MD – Program Director, Surgery

Timothy Benton, MD – Chair, Program Director, Family Medicine

Ike Okwuwa, MD – Program Director, Family Medicine

James Burks, MD – Program Director, Endocrinology Fellowship

1 Resident Representative from each Residency Program

Non-Voting Members:

Heather Bulman – Medical Center Hospital Representative

James Humphreys, MD – Midland Memorial Hospital Representative

Bethany Wright, Director of Graduate Medical Education

Stacy Martinez, Assistant Director of GME

Lisset Escontrias, Coordinator of GME & CME



V. Accreditation Status of Institution

Texas Tech University Health Sciences Center (Permian Basin)	
Accreditation Status:	Continued Accreditation
Accreditation Effective Date:	January 14, 2019
Last Site Visit:	December 13, 2011
Date of Next Site Visit (Approximate):	N/A
Date of Self Study (Approximate) :	April 01, 2026
Date of Last CLER Site Visit:	December 15, 2015
10 Total Residency and Fellowship Programs	131 Total Residents and Fellows
5ACGME Accredited Residency Programs	117 Total Residents
3 ACGME fellowship programs	5 Fellows
2 TMB Approved Fellowship Program	2 Fellows



Inventory of TTUHSC GME Programs

Program	Program Director	Accreditation Status	Approved Resident/Fellow Complement	COMMENTS
Endocrinology Fellowship	James Burks, MD	Full-Continued	4	
Geriatric Fellowship	Liliana Andrade, MD	Full-Continued	2	
Family Medicine	Ike Okwuwa, MD	Full-Continued	42	
Hospitalist Fellowship	Domingo Caparas, MD	Full-Continued	2	TMB approved fellowship
Internal Medicine	William Davis, MD	Full-Continued	44	
Obstetrics & Gynecology	Michael Makii, MD	Continued Accreditation with Warning	12	
Psychiatry Residency	Bobby Jain, MD	Full-Continued	16	Accreditation: July 1, 2015
Child and Adolescent Psychiatry Fellowship	Bobby Jain, MD	Initial	4	Accreditation: April 28, 2017
Surgery Residency	Don Crockett, MD	Initial	24	Accreditation: July 1, 2015
Emergency Medicine Fellowship	Rolando Diaz, MD	Continued	2	TMB approved fellowship



V. Inventory of Individual GME Programs

Categorical Residency Programs

Family Medicine (Including Rural Track), January 1984

	2017-2018
Currently in Training	36
Graduated as of June 30, 2017	9
Total Graduates	145
Practicing in West Texas	40
Practicing in TTUHSC Faculty	4
Practicing in Texas	60
Board Exam Pass Rate	97%

Geriatric Medicine, July 2007

	2017-2018
Currently in Training	1
Graduated as of June 30, 2017	1
Total Graduates	6
Practicing in West Texas	3
Practicing in TTUHSC Faculty	1
Practicing in Texas	1
Board Exam Pass Rate	-



Internal Medicine, July 1997

	2017-2018
Currently in Training	44
Graduated as of June 30, 2017	12
Total Graduates	219
Practicing in West Texas	32
Practicing in TTUHSC Faculty	6
Practicing in Texas	60
Board Exam Pass Rate	84%

Endocrine Fellowship, July 2013

	2017-2018
Currently in Training	4
Graduated as of June 30, 2017	2
Total Graduates	8
Practicing in West Texas	4
Practicing in TTUHSC Faculty	1
Practicing in Texas	2
Board Exam Pass Rate	100%



Obstetrics and Gynecology, July 1998

	2017-2018
Currently in Training	11
Graduated as of June 30, 2017	2
Total Graduates	58
Practicing in West Texas	10
Practicing in TTUHSC Faculty	1
Practicing in Texas	23
Board Exam Pass Rate	62%

Hospitalist Fellowship Program, July 2011

	2017-2018
Currently in Training	0
Graduated as of June 30, 2017	0
Total Graduates	7
Practicing in West Texas	2
Practicing in TTUHSC Faculty	0
Practicing in Texas	3
Board Exam Pass Rate	Not Applicable



Psychiatry, July 2015

	2017-2018
Currently in Training	8
Graduated as of June 30, 2017	-
Total Graduates	-
Practicing in West Texas	-
Practicing in TTUHSC Faculty	-
Practicing in Texas	-
Board Exam Pass Rate	-

Surgery, July 2015

	2017-2018
Currently in Training	17
Graduated as of June 30, 2017	-
Total Graduates	-
Practicing in West Texas	-
Practicing in TTUHSC Faculty	-
Practicing in Texas	-
Board Exam Pass Rate	-



Emergency Medicine Fellowship, July 2016

	2016-2017
Currently in Training	2
Graduated as of June 30, 2017	2
Total Graduates	4
Practicing in West Texas	3
Practicing in TTUHSC Faculty	0
Practicing in Texas	1
Board Exam Pass Rate	100%

Child & Adolescent Psychiatry Fellowship, April 2017

	2016-2017
Currently in Training	0
Graduated as of June 30, 2017	-
Total Graduates	-
Practicing in West Texas	-
Practicing in TTUHSC Faculty	-
Practicing in Texas	-
Board Exam Pass Rate	-



VI. Annual Program Reviews

At least annually and in the form of a written confidential evaluation, all programs evaluate their faculty performance as it relates to the educational program. Each program is required to conduct a thorough “Program Annual Review” as defined in the Common Program Requirements. The program must document formal, systematic evaluation of the curriculum at least annually. The program must monitor and track each of the following areas:

- ✓ Resident Performance;
- ✓ Faculty Development;
- ✓ Graduate performance, including performance of program graduates on the certification examination;
- ✓ Program quality;
- ✓ Residents and faculty must have the opportunity to evaluate the program confidentially and in writing
- ✓ at least annually; and
- ✓ The program must use the results of residents’ assessments of the program together with other program evaluation results to improve the program.

Program Annual Reports are reviewed by the GMEC on an annual basis. The GMEC evaluated program annual reviews on the following dates:

All Annual Program Evaluations completed on: [2017-2018] **11/1/2018**



VII. ACGME NAS Clinical Learning Environment Review

The Clinical Learning Environment Review (CLER) program's ultimate goal is to move from an initial focus on duty hours to a broader focus on the GME learning environment and how it can deliver high quality, safe patient care and physicians prepared to contribute to health system improvement over a lifetime of practice. The CLER program will assess sponsoring institutions and its affiliated participating sites on six focus areas:

- **Patient Safety** – including opportunities for residents to report errors, unsafe conditions, and near misses, and to participate in inter-professional teams to promote and enhance safe care.
- **Quality Improvement** – including how sponsoring institutions engage residents in the use of data to improve systems of care, reduce health care disparities and improve patient outcomes.
- **Transitions in Care** – including how sponsoring institutions demonstrate effective standardization and oversight of transitions of care.
- **Supervision** – including how sponsoring institutions maintain and oversee policies of supervision concordant with ACGME requirements in an environment at both the institutional and program level that assures the absence of retribution.
- **Duty Hours Oversight, Fatigue Management, and Mitigation** – including how sponsoring institutions: (1) demonstrate effective and meaningful oversight of duty hours across all residency programs institution-wide; (2) design systems and provide settings that facilitate fatigue management and mitigation; and (3) provide effective education of faculty members and residents in sleep, fatigue recognition, and fatigue mitigation.
- **Professionalism**—with regard to how sponsoring institutions educate and monitor professionalism of their residents and faculty.

The CLER program consists of three related activities: ¹A site visit of the sponsoring institution at one of its affiliated participating sites, scheduled to occur on an ongoing basis every 18 months; ²The CLER Evaluation Committee, designed to be distinct from the ACGME Review Committees, is charged to set expectations for the six focus areas and provide institutions with formative feedback from the CLER site visits; and ³Support for faculty and leadership development in the focus areas emphasized through collaboration with academic and professional societies.

The public seeks assurance that GME is effectively preparing the next generation of US physicians to deliver high quality health care in an increasingly complex environment. The CLER program is an essential element of the NAS, designed to provide components of that assurance to the public, and it is anticipated that the information from the CLER program, over time, will promote performance improvement in the training of the US physician workforce.



GMEC CLER Visit Action Plan – Last Visit: December 2015 (October 2018 data on next report)

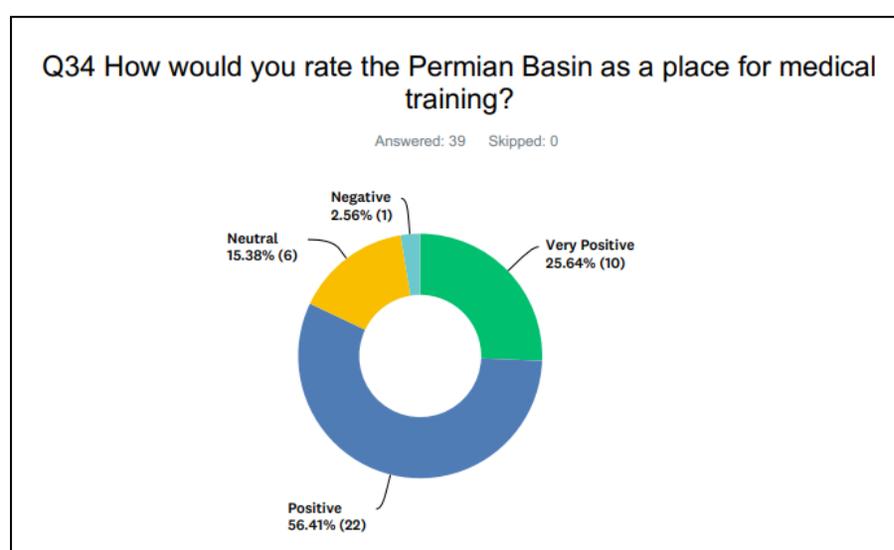
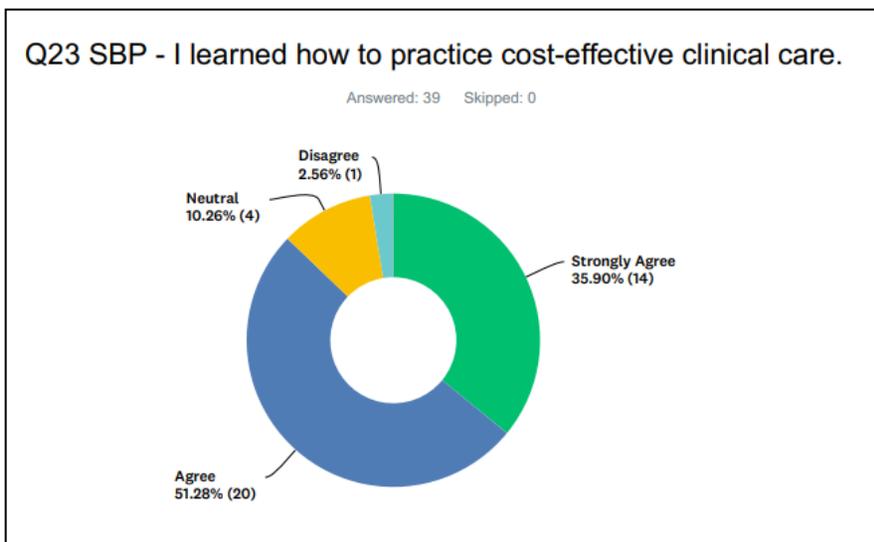
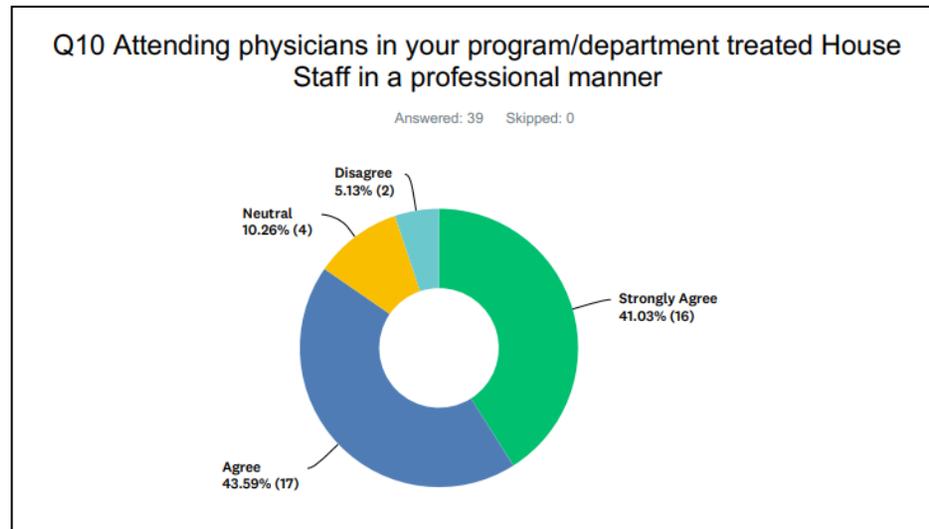
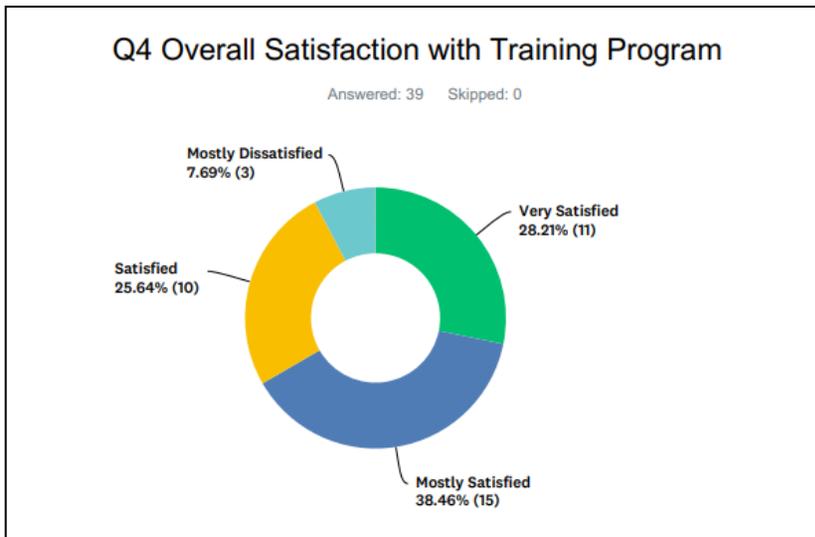
CLER FOCUS AREA	CLER Report	Response & Goals for 2016-2018
<p>1. Patient Safety</p> <p>Residents Must:</p> <ul style="list-style-type: none"> ➤ Report errors, unsafe conditions, and near misses ➤ Participate in Inter-professional teams to promote and enhance safe care 	<ul style="list-style-type: none"> • Residents varied in their understanding of patient safety issues including reportable events, terminology, the hospital reporting system, and Root Cause Analysis processes 	<ul style="list-style-type: none"> • Development of bi-annual case conference presentation(s) incorporating components of patient safety related issues. • The patient safety leadership will provide training during orientation on the patient safety reporting system and will include “resident” as option during submission.
<p>2. Quality Improvement</p> <p>Residents Must:</p> <ul style="list-style-type: none"> ➤ Improve systems of care ➤ Reduce health care disparities ➤ Improve patient outcomes 	<ul style="list-style-type: none"> • MCH patient safety and quality departments do not have a mechanism for centrally monitoring the QI activities throughout the hospital 	<ul style="list-style-type: none"> • Residents will be invited to the Quality Monitoring Council for review of any resident driven QI projects in the organization.
<p>3. Transitions in Care</p>	<ul style="list-style-type: none"> • MCH and TTUHSC were commended for their transitions in care procedures. 	<ul style="list-style-type: none"> • MCH and TTUHSC will continue to maintain a high level of emphasis on transitions of care.
<p>4. Supervision</p>	<ul style="list-style-type: none"> • A small portion of residents and fellows reported feeling as though they, or a peer, received inadequate supervision while at MCH. • A similar portion of the residents reported they have experienced an uncomfortable encounter with an attending when asking for assistance. 	<ul style="list-style-type: none"> • Departments are working on a strategy to implement a hospitalist teaching program that will help educate residents on supervision practices. • MCH will continue to enforce the professionalism policy to all employees and will encourage peer reviews for professionalism.



<p>5. Duty Hours, Oversight, Fatigue Management and Mitigation</p>	<ul style="list-style-type: none"> A small portion of residents reported they “would push through until the end of the shift” 	<ul style="list-style-type: none"> Provide education on appropriate duty hour reporting for House Staff Education will be increased by including it in the above mentioned bi-annual case conference presentation(s). The case presentation will include and emphasize fatigue management.
<p>6. Professionalism</p>	<ul style="list-style-type: none"> Residents identified professionalism issues related to documentation practices involving the HER, specifically a history or physical finding in the EHR that they did not personally elicit. 	<ul style="list-style-type: none"> MCH currently monitors the accuracy of clinical documentation and will continue to improve on this monitoring to try and reduce/eliminate the occurrence of this type of behavior.



VIII. House Staff Exit Survey



Thank You



**TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™**
at the Permian Basin





Institutional Review Board
 500 W. 4th Street
 Odessa, TX 79761
 Office: (432) 640-1116
 Fax: (432) 640-1057

“Investigators should not have the sole responsibility for determining whether research involving human subjects fulfills ethical standards. Others who are independent of the research must share in the responsibility”

**National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research
 – 1974**

**2018 Institutional Review Board
 ANNUAL REPORT
 To the
 Ector County Hospital District Board**

2018 IRB ANNUAL REPORT

I. Policy Statement

The Institutional Review Board (IRB) shall (1) approve or disapprove biomedical research, investigational studies and clinical trials involving human subjects; (2) conduct periodic reviews of such research, studies and trials; and (3) provide this policy for the protection of the rights and welfare of such human subjects. Concern for the interests of the subjects must prevail over the interests of science and society.

II. 2018 Study Activity

- a. New Approved studies 6
- b. Closed 1
- c. Other IRB oversight..... 0
- d. Suspended 0
- e. Active studies..... 6
- f. TTUHSC IRB active studies involving MCHS patients / data 15

III. 2018 Changes

Membership changes:
 Resignations – Dr. Arpita Vyas

IV. 2019 Goals

Define the scope of IRB to provide oversight of outlying clinics.

V. IRB Members

The IRB membership is limited to not less than (5) members and not more than (13) voting members. Members are appointed by the Administrator/CEO of the Ector County Hospital District and shall serve a term of four (4) years. The members shall have varying backgrounds to promote complete and adequate review of research activities. Members shall be sufficiently qualified through experience, expertise and diversity, including considerations of race, gender, cultural backgrounds, and sensitivity to such issues as community attitudes, so as to promote respect for the Board’s advice and counsel in safeguarding the rights

and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of Hospital commitments and policies, applicable law, and standards of professional conduct and practice. At least two (2) members shall be unaffiliated with the Ector County Hospital District and Medical Center Hospital and shall not be part of the immediate family of a person who is affiliated with the District or the Hospital.

Membership shall include the following:

- a. Community Representative(s)
- b. Pharmacist
- c. Hospital Administrator
- d. Physician(s)
- e. Member of Clergy
- f. Associate/Assistant Hospital Administrator
- g. Registered Nurse
- h. A person who is not a physician but whose primary concerns are in the scientific area.
- i. Attorney (advisory & non-voting member)

IRB 2018 Committee Members:

Boccalandro, Fernando	MD
Burks, Kelli	Community Member
Dawson, Charlene	Pharmacy Dir./ RPh
Ellie Bane	JD
Leftwich, Kim	Nursing / DNP, RN
Nabulsi, Sari	MD,CMO / CIMO Administrator
Mocherla, Satish	MD,
Open	Clergy
Oud, Lavi	MD, IRB Chair
Palmer, James	Pharmacy / Pharm D
Sanchez, Crystal	MLS (ASCP)
Schlabritz-Lutsevich, Natalia	MD, PhD
Spellman, Craig	DO, PhD
Sredanovich, Gingie	Compliance Officer / Ex Officio

CONTINUING MEDICAL EDUCATION (CME) Annual Report for 2018

January 18, 2019

The following report was prepared for the CME Chair, Dr. Sari Nabulsi, as an annual review of the summary of CME activities / events for the year of 2018.

CME Mission Statement: reviewed and approved without changes on 02/18/2018.

CME Activities for 2018:

Trauma Conferences: RSS – 8 sessions	1035.00 Credits Issued
Pending Renewal Series Approval for 2019	
Pending Annual Program Evaluation for 2018	

Tumor Board Conference: RSS – 24 Bi-weekly sessions	1982.00 Credits Issued
Pending Renewal Series Approval for 2019	
Pending Annual Program Evaluation for 2018	

12/06/18 - “Understanding and Managing Physician Burnout” Annual Medical Staff Meeting / Annual Ethics CME	370 Credits Issued
Total for the Year =	3387.00 Credits Issued

Goals for 2019:

To continue in process of proactive initiation of cme activities for accreditation standards in the various departments throughout the hospital.

CC: Sari Nabulsi, MD, CMO
 Tina A Leal, MSS Director



February 12, 2019

**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
*Sridhar Rao Enuganti, MD	Medicine	Hospitalist	Pro_Care	02/12/2019 – 02/11/2020
Wesley Hamilton, MD	Emergency Medicine	Emergency Medicine	BEPO	02/12/2019 – 02/11/2020
*Garry Kennebrew Jr, MD	Emergency Medicine	Emergency Medicine	BEPO	02/12/2019 – 02/11/2020
Stefan Meyering, DO	Emergency Medicine	Emergency Medicine	BEPO	02/12/2019 – 02/11/2020
Sari Nabulsi, MD	Pediatrics	Pediatrics		02/12/2019 – 02/11/2020
Scott Peterson, DO	Surgery	Trauma	Envision	02/12/2019 – 02/11/2020
Stephen Stewart, MD	Emergency Medicine	Emergency Medicine	BEPO	02/12/2019 – 02/11/2020

Allied Health:

Applicant	Department	Specialty/ Privileges	Group	Sponsoring Physician(s)	Dates
Hugh Cochran, CRNA	Surgery	Certified Registered Nurse Anesthetis t	Midwest Anesthesia	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	02/12/2019 – 02/11/2021
*Bryan Fleming, CRNA	Anesthesia	Certified Registered Nurse Anesthetis t	Midwest Anesthetist	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	02/12/2019 – 02/11/2021
*Shawn Fleming, CRNA	Anesthesia	Certified Registered Nurse Anesthetis t	Midwest Anesthetist	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	02/12/2019 – 02/11/2021

*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



February 12, 2019

**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
Mamoun Bashir, MD	Medicine	Associate	Nephrology		None	02/01/2019 – 01/31/2020
Srinivas Donthi Reddy, MD	Internal Medicine	Associate	Psychiatry	TTUHS C	None	02/01/2019 – 01/31/2020
Richard Ellison, MD	Surgery	Associate	Trauma Surgery	Envision	None	02/01/2019 – 01/31/2020
Sai Siva Mungara, MD	Internal Medicine	Associate	Internal Medicine	TTUHS C	None	02/01/2019 – 01/31/2020
Prem Nair, MD	Internal Medicine	Associate	Internal Medicine	TTUHS C	None	02/01/2019 – 01/31/2020
Jody Smith, MD	Surgery	Associate	Trauma Surgery	Envision	None	02/01/2019 – 01/31/2020
Kathy Toler, MD	Internal Medicine	Associate	Neuromonitoring		None	02/01/2019 – 01/31/2020
Sanchita Yadalla, MD	OB/GYN	Associate	OB/GYN	ProCare	None	02/01/2019 – 01/31/2020
Baraa Alrazzak, MD	Pediatrics	Active	Pediatric Hospitalist	Covenant	None	03/01/2019 – 02/28/2021
Thomas Cook, MD	Surgery	Associate to Active	Plastic Surgery	Midland Plastic Surgery	None	03/01/2019 – 02/28/2021
Wylan Peterson, MD	Surgery	Active to Affiliate	Trauma Surgery	Envision	None	03/01/2019 – 02/28/2021

Allied Health Professionals:

Applicant	Department	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Courtney Barner, FNP	Surgery	Nurse Practitioner	EmCare	Dr. Cathy Grove	None	03/01/2019 – 02/28/2021
Daniella King, PA	Cardiology	Nurse Practitioner	ProCare	Dr. Boccalandro, Dr. Amaram, Dr. Angirekula, Tejas Patel, and Dr. Farber	None	03/01/2019 – 02/28/2021
Elias Marquez, FNP	Family Medicine	Nurse Practitioner	ProCare	Dr. Aberra	None	03/01/2019 – 02/28/2021
Steven Prudencio, FNP	Family Medicine	Nurse Practitioner	ProCare	Dr. Jorge Alamo	None	03/01/2019 – 02/28/2021
Felix Savellano, CRNA	Surgery	Certified Registered Nurse Anesthesia	ProCare	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	None	03/01/2019 – 02/28/2021

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



February 12, 2019

**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
Baraa Alrazzak, MD	Pediatrics	ADD: Inhalation Medications

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



February 12, 2019

**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
Billy Aguilar, FNP	AHP	Emergency Medicine	11-14-2018	Resigned
Dimitrios Angelis, MD	Active	Pediatrics	01-02-2019	Resigned
Rachel Cozart, RN, MSN, FNP	AHP	Cardiology	02-28-2019	Lapse in Privileges
Mark Eilers, MD	Surgical	Orthopedic	11-30-2018	Lapse in Privileges
Moss Hampton, MD	Active	OB/GYN	01-25-2019	Resigned
Robert McCormick, MD	Associate	Surgery	01-08-2019	Resigned
Mark McGehee, MD	Telemedicine	Radiology	12-30-2018	Lapse in Privileges

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



February 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Category

Statement of Pertinent Facts:

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

Staff Category Change:

Staff Member	Department	Category
Thomas Cook, MD	Surgery	Associate to Active
Wylan Petersen, MD	Surgery	Active to Affiliate
Garikipathy, Venkataraman MD	Pediatrics	Removal of Provisional Status
Payne, Jordan MD	Pediatrics	Removal of Provisional Status
Bajaj, Kelash MD	Medicine	Removal of Provisional Status
Kandikatla, Ramcharitha MD	Medicine	Removal of Provisional Status
Le, Choung MD	Medicine	Removal of Provisional Status
Thokala, Ramakrishna MD	Medicine	Removal of Provisional Status
Pragnyadipta, Mirsha MD	Anesthesia	Removal of Provisional Status
Hester, Michael NP	Surgery	Removal of Provisional Status
Akrami, Jason MD	Radiology	Removal of Provisional Status

Change in Credentialing Date:

Staff Member	Staff Category	Department	Dates
Mark Tucker, MD	Associate	Surgery Trauma	12/04/2018 – 12/03/2019 *Requesting Temporary privileges from 1-9-19 through 02-12-19.

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



February 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

CER: 7260-18-02 – Acquisition of Cardiovascular Imaging Gamma Camera
CER: 759 – Acquisition of Automated Urinalysis Analyzer
CER: Telemetry Strip Integration

Statement of Pertinent Facts:

The Medical Executive Committee recommends approval of the following:

- CER: 7260-18-02 – Acquisition of Cardiovascular Imaging Gamma Camera
- CER: 759 – Acquisition of Automated Urinalysis Analyzer
- CER: Telemetry Strip Integration

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 CER(s).

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



February 12, 2019

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Continuing Medical Education (CME) Annual Report
Institutional Review Board (IRB) Annual Report
Graduate Medical Education (GME) TTUHSC Annual Report

Statement of Pertinent Facts:

The Medical Executive Committee recommends approval of the following:

- Continuing Medical Education (CME) Annual Report
- Institutional Review Board (IRB) Annual Report
- Graduate Medical Education (GME) TTUHSC Annual Report

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 reports.

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



**ECTOR COUNTY HOSPITAL DISTRICT
Investment Portfolio
Charles Brown, Hilltop Securities Independent Network Inc.
December 31, 2018**

All prices and values reflected in this report are captured from the Hilltop Securities statements dated 12/31/2018.

"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

December 31, 2018

Yield Summary

SECTOR	PAR VALUE	Weighted Avg Yield	Market Value	Gain/Loss
US AGENCY	\$ 10,000,000.00	1.73%	\$ 9,778,100.00	\$ (221,900.00)
SHORT-TERM INVESTMENTS	\$ 30,034,373.30	1.82%	\$ 29,990,373.30	\$ (44,000.00)
TOTAL	\$ 40,034,373.30	1.790%	\$ 39,768,473.30	\$ (265,900.00)

	12/31/2018	12/29/2017
13 WEEK TREASURY BILL	2.30%	1.36%
5 YEAR TREASURY BILL	2.51%	2.21%
10 YEAR TREASURY NOTE	2.69%	2.40%
30 YEAR TREASURY NOTE	3.02%	2.74%

ECTOR COUNTY HOSPITAL DISTRICT

December 31, 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	\$ 1,955,620.00	\$ 34,600.00	\$ (44,380.00)
3136G3SLO	FND-FNMA	6/30/2021	1.730%	1.730%	\$ 8,000,000.00	\$ 8,000,000.00	\$ 7,822,480.00	\$ 138,400.00	\$ (177,520.00)
					\$10,000,000.00	\$ 10,000,000.00	\$ 9,778,100.00	\$ 173,000.00	\$ (221,900.00)

Weighted Avg Life	2.41
Weighted Avg Yield	1.73%

\$10,000,000.00	\$ 10,000,000.00	\$ 9,778,100.00	\$ 173,000.00	\$ (221,900.00)
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ECTOR COUNTY HOSPITAL DISTRICT

December 31, 2018

Safekeeping

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Dispro 4 (339788818)					
3136G3SL0	DP4-FNMA	6/30/2021	1.730%	\$ 2,000,000.00	\$ 1,955,620.00
CR10226T3	DP4-CDARS	4/11/2019	2.380%	\$ 1,000,000.00	\$ 996,000.00
CR08326T7	DP4-CDARS	2/14/2019	2.300%	\$ 2,000,000.00	\$ 2,000,000.00
Money Market			1.40%	\$ 238,638.70	\$ 238,638.70
TOTAL				\$ 5,238,638.70	\$ 5,190,258.70

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Funded Depreciation (339814498)					
3136G3SL0	FND Dep-FNMA	6/30/2021	1.730%	\$ 8,000,000.00	\$ 7,822,480.00
CR10226T3	FND-Dep CDARS	4/11/2019	2.380%	\$ 8,000,000.00	\$ 7,968,000.00
Money Market	FND-Dep Dreyfus		1.40%	\$ 7,503,949.93	\$ 7,503,949.93
TOTAL				\$ 23,503,949.93	\$ 23,294,429.93

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Funded Workers Comp (339818296)					
CR08326T7	FWC - CDARS	2/14/2019	2.300%	\$ 1,000,000.00	\$ 1,000,000.00
Money Market	FWC-Dreyfus		1.40%	\$ 1,219,765.98	\$ 1,219,765.98
TOTAL				\$ 2,219,765.98	\$ 2,219,765.98

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Professional Liability (339767185)					
CR10226T3	Prof Liab-CDARS	4/11/2019	2.380%	\$ 2,000,000.00	\$ 1,992,000.00
Money Market	Prof Liab-Dreyfus		1.40%	\$ 1,000,867.77	\$ 1,000,867.77
TOTAL				\$ 3,000,867.77	\$ 2,992,867.77

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location Designated Funds (339801057)					
CR08326T7	DES-CDARS	2/14/2019	2.300%	\$ 2,000,000.00	\$ 2,000,000.00
Money Market	DES-Dreyfus		1.400%	\$ 1,147,308.08	\$ 1,147,308.08
TOTAL				\$ 3,147,308.08	\$ 3,147,308.08

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
Safekeeping Location General Operating (339809022)					
CR08326T7	GEN Liab-CDARS	2/14/2019	2.300%	\$ 1,000,000.00	\$ 1,000,000.00
Money Market	GEN Liab-Dreyfus		1.400%	\$ 1,923,842.84	\$ 1,923,842.84
TOTAL				\$ 2,923,842.84	\$ 2,923,842.84

GRAND TOTAL				\$ 40,034,373.30	\$ 39,768,473.30
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ECTOR COUNTY HOSPITAL DISTRICT

December 31, 2018

Short Term Investments

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
CR08326T7	DP4-CDARS	2/14/2019	2.300%	2.300%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 46,000.00	\$0.00
CR08326T7	FWC-CDARS	2/14/2019	2.300%	2.300%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 23,000.00	\$0.00
CR08326T7	DES-CDARS	2/14/2019	2.300%	2.300%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 46,000.00	\$0.00
CR08326T7	GenOp-CDARS	2/14/2019	2.300%	2.300%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 23,000.00	\$0.00
CR10226T3	DP4-CDARS	4/11/2019	2.380%	2.380%	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 996,000.00	\$ 23,800.00	(\$4,000.00)
CR10226T3	Prof Liab - CDARS	4/11/2019	2.380%	2.380%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,992,000.00	\$ 47,600.00	(\$8,000.00)
CR10226T3	FND Dep-CDARS	4/11/2019	2.380%	2.380%	\$ 8,000,000.00	\$ 8,000,000.00	\$ 8,000,000.00	\$ 7,968,000.00	\$ 190,400.00	(\$32,000.00)
Weighted Avg Life		0.214			\$ 17,000,000.00	\$ 17,000,000.00	\$ 17,000,000.00	\$ 16,956,000.00	\$ 399,800.00	(\$44,000.00)
Weighted Avg Yield		2.346%								

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME
Money Market	DP4-Dreyfus		1.40%	1.40%	\$ 238,638.70	\$ 238,638.70	\$ 238,638.70	\$ 238,638.70	\$ 3,340.94
Money Market	FND-Dep Dreyfus		1.40%	1.40%	\$ 7,503,949.93	\$ 7,503,949.93	\$ 7,503,949.93	\$ 7,503,949.93	\$ 105,055.30
Money Market	FWC-Dreyfus		1.40%	1.40%	\$ 1,219,765.98	\$ 1,219,765.98	\$ 1,219,765.98	\$ 1,219,765.98	\$ 17,076.71
Money Market	Prof Liab-Dreyfus		1.40%	1.40%	\$ 1,000,867.77	\$ 1,000,867.77	\$ 1,000,867.77	\$ 1,000,867.77	\$ 14,012.14
Money Market	DES-Dreyfus		1.40%	1.40%	\$ 1,147,308.08	\$ 1,147,308.08	\$ 1,147,308.08	\$ 1,147,308.08	\$ 16,062.31
Money Market	GEN-Op Dreyfus		1.40%	1.40%	\$ 1,923,842.84	\$ 1,923,842.84	\$ 1,923,842.84	\$ 1,923,842.84	\$ 26,933.80
Weighted Avg Life		0.00			\$ 13,034,373.30	\$ 13,034,373.30	13,034,373.30	13,034,373.30	\$182,481.20
Weighted Avg Yield		1.40%							

ECTOR COUNTY HOSPITAL DISTRICT

December 31, 2018

Outstanding Bonded Debt

2010-B Build America Bonds

Amount	MAT/Call		
\$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 Executive Officer

FROM: Robert Abernethy, Chief Financial Officer

RE: **Quarterly Investment Report – First Quarter 2019**

DATE: February 12, 2019

The Investment Report of Ector County Hospital District for the first quarter ended December 31, 2018 will be presented at the Finance Committee meeting February 12, 2019. 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 first quarter of fiscal 2019 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of December 31, 2018 the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.



Robert Abernethy
Investment Officer



DATE: February 8, 2019

TO: Board of Directors
Ector County Hospital District

FROM: Robert Abernethy
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the three months ended December 31, 2018

Attached are the Financial Statements for the three months ended December 31,

Operating Results - Hospital Operations:

For the month ended December, the change in net position before capital contribution was \$1,697,291, comparing favorably to the budget loss of \$230,360. For the quarter ended December 31st, the change in net position before capital contribution was \$4,647,670, comparing favorably to the budgeted loss of \$303,120 and comparing favorably to the prior year loss of \$2,323,811.

Inpatient (I/P) revenue was above budget by \$6,867,753 or 13.9% driven primarily by increased admissions resulting in increased patient days and associated ancillary procedures. Outpatient (O/P) revenue was above budget by \$5,964,287 or 14.2% due to increased observation, Cath lab, and emergency department volumes. Net Patient Revenue was \$4,657,717 or 24.5% above the budget of \$19,016,688. Net operating revenue was \$5,056,373 or 19.9%, above budget.

Operating expenses for the month were over budget by \$3,291,735 due primarily to unfavorable salaries, benefits, purchased services, and repairs and maintenance. Unfavorable salaries and wages expenses were caused by increased volumes. Actual FTEs per EEOB were 4.7 vs. budgeted 5.0. Unfavorable benefits expense was caused by increased medical claims at the end of the benefits year resulting in a variance of \$ 569,968 and payment of employee medical insurance by the hospital resulting in a \$324,478 variance. Purchased services unfavorable variances include \$219,909 for contract coding, \$316,062 for collection agency fees, \$92,706 in increased eligibility fees, and \$69,073 in increased legal fees. Supplies unfavorable expenses were the result of increased hospital volumes. Unfavorable repairs and maintenance expenses were the result of increased biomedical engineering expenses during the month of December.

Operating Results - ProCare (501a) Operations:

For the month of December the net loss from operations before capital contributions was \$1,231,743 compared to a budgeted loss of \$1,256,344. On a year to date basis, the net loss before capital contributions was \$3,076,920, comparing favorably to the budget of \$3,220,827 and the prior year deficit of \$3,656,257. Net operating revenue was above budget by \$349,518 due to favorable contractual discounts during the month. Total operating costs were over budget by \$324,271 due to increased contract CRNA usage of \$147,423 and unbudgeted radiology use of \$127,101.

Operating Results - Family Health Center Operations:

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

- Clements: \$32,867 loss compared to a budgeted loss of \$91,515. Net revenue was favorable by \$33,321 due to increased cash collections. Operating costs were \$25,325 favorable to budget due to decreased physician allocation from ProCare.
- West University: \$49,677 loss compared to a budgeted loss of \$67,858. Net revenue was unfavorable by \$24,880 due to decreased volumes. Operating costs were favorable by \$43,060 driven by decreased physician allocation from ProCare.

Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of December was a surplus of \$507,543 comparing favorably to a budgeted deficit of \$1,493,259 and the prior year loss of \$1,170,741. On a year to date basis, there was a positive change in net assets of \$1,652,501, comparing favorably to the budgeted loss of \$3,543,612 and the prior year loss of \$5,987,458.

Volume:

Total admissions for the month were 1,190 or 3.6% above budget and 2.6% above last year. Year to date admissions were 3,429 or 3.2% above budget and 2.2% above last year. Patient days for the month were 5,720 or 9.2% above budget and 2.0% above last year. Year to date patient days were 16,224 or 0.7% above budget and 1.3% below last year. Due to the preceding, total average length of stay (ALOS) was 4.81 for the month and 4.73 year to date. Observation days were above budget by 42.5% and above prior year by 27.6%.

Emergency room visits for the month were 5,929 resulting in an increase compared to budget of 28.4% and an increase compared to last year of 40.7%. Year to date emergency room visits were 14,953 or 10.7% above budget and 18.1% above year to date. Total O/P occasions of service for the month were 20.6% above budget for the month and 19.3% above last year. Year to date OP occasions of service were 11.4% above budget and 9.4% above last year.

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
DECEMBER 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	1,157	1,127	2.6%	1,139	1.6%	3,329	3,243	2.6%	3,277	1.6%
Neonatal ICU (NICU)	33	22	51.4%	21	57.1%	100	80	25.1%	77	29.9%
Total Admissions	1,190	1,149	3.6%	1,160	2.6%	3,429	3,323	3.2%	3,354	2.2%
Patient Days										
Adult & Pediatric	4,249	4,039	5.2%	4,400	-3.4%	12,148	12,349	-1.6%	12,519	-3.0%
ICU	458	366	25.1%	432	6.0%	1,221	1,134	7.7%	1,259	-3.0%
CCU	443	384	15.4%	394	12.4%	1,224	1,191	2.8%	1,164	5.2%
NICU	570	447	27.5%	384	48.4%	1,631	1,441	13.2%	1,497	9.0%
Total Patient Days	5,720	5,236	9.2%	5,610	2.0%	16,224	16,115	0.7%	16,439	-1.3%
Observation (Obs) Days	882	619	42.5%	691	27.6%	2,427	1,910	27.0%	2,116	14.7%
Nursery Days	212	238	-10.9%	234	-9.4%	696	714	-2.5%	727	-4.3%
Total Occupied Beds / Bassinets	6,814	6,093	11.8%	6,535	4.3%	19,347	18,739	3.2%	19,282	0.3%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	4.45	4.25	4.8%	4.59	-3.0%	4.38	4.52	-3.1%	4.56	-3.9%
NICU	17.27	20.51	-15.8%	18.29	-5.5%	16.31	18.03	-9.5%	19.44	-16.1%
Total ALOS	4.81	4.56	5.5%	4.84	-0.6%	4.73	4.85	-2.4%	4.90	-3.5%
Acute / Adult & Pediatric w/o OB	5.25			5.29	-0.7%	5.17			5.45	-5.2%
Average Daily Census	184.5	168.9	9.2%	181.0	2.0%	176.3	175.2	0.7%	178.7	-1.3%
Hospital Case Mix Index (CMI)	1.5569	1.5166	2.7%	1.5011	3.7%	1.5545	1.5166	2.5%	1.5166	2.5%
Medicare										
Admissions	457	441	3.6%	498	-8.2%	1,296	1,255	3.3%	1,356	-4.4%
Patient Days	2,365	2,164	9.3%	2,495	-5.2%	6,341	6,281	1.0%	6,966	-9.0%
Average Length of Stay	5.18	4.91	5.5%	5.01	3.3%	4.89	5.00	-2.2%	5.14	-4.8%
Case Mix Index	1.7073			1.6656	2.5%	1.6892			1.6438	2.8%
Medicaid										
Admissions	126	122	3.3%	121	4.1%	427	415	2.9%	382	11.8%
Patient Days	765	700	9.3%	633	20.9%	2,337	2,324	0.6%	2,049	14.1%
Average Length of Stay	6.07	5.74	5.8%	5.23	16.1%	5.47	5.60	-2.3%	5.36	2.0%
Case Mix Index	1.2541			1.0700	17.2%	1.2016			1.1827	1.6%
Commercial										
Admissions	355	343	3.5%	285	24.6%	954	924	3.2%	873	9.3%
Patient Days	1,340	1,227	9.2%	1,234	8.6%	3,997	3,980	0.4%	4,009	-0.3%
Average Length of Stay	3.77	3.58	5.5%	4.33	-12.8%	4.19	4.31	-2.7%	4.59	-8.8%
Case Mix Index	1.4342			1.4732	-2.6%	1.5523			1.5257	1.7%
Self Pay										
Admissions	230	222	3.6%	238	-3.4%	684	663	3.2%	664	3.0%
Patient Days	1,150	1,053	9.2%	1,160	-0.9%	3,224	3,204	0.6%	3,072	4.9%
Average Length of Stay	5.00	4.74	5.4%	4.87	2.6%	4.71	4.83	-2.5%	4.63	1.9%
Case Mix Index	1.5624			1.3663	14.3%	1.4377			1.3948	3.1%
All Other										
Admissions	22	21	4.8%	18	22.2%	68	66	3.0%	79	-13.9%
Patient Days	100	92	8.7%	88	13.6%	325	326	-0.3%	343	-5.2%
Average Length of Stay	4.55	4.38	3.8%	4.89	-7.0%	4.78	4.94	-3.2%	4.34	10.1%
Case Mix Index	2.0719			1.8484	12.1%	2.0448			1.8170	12.5%
Radiology										
InPatient	4,672	4,347	7.5%	4,363	7.1%	13,555	13,474	0.6%	12,990	4.3%
OutPatient	7,392	7,191	2.8%	6,781	9.0%	23,074	22,290	3.5%	21,106	9.3%
Cath Lab										
InPatient	528	541	-2.4%	454	16.3%	1,601	1,678	-4.6%	1,738	-7.9%
OutPatient	581	554	4.9%	278	109.0%	1,816	1,718	5.7%	1,548	17.3%
Laboratory										
InPatient	73,966	66,684	10.9%	68,128	8.6%	210,858	206,606	2.1%	199,916	5.5%
OutPatient	55,587	52,741	5.4%	51,462	8.0%	169,231	163,255	3.7%	158,877	6.5%
Other										
Deliveries	145	154	-5.8%	151	-4.0%	452	467	-3.2%	472	-4.2%
Surgical Cases										
InPatient	317	289	9.7%	295	7.5%	896	894	0.2%	942	-4.9%
OutPatient	491	599	-18.0%	563	-12.8%	1,658	1,856	-10.7%	1,756	-5.6%
Total Surgical Cases	808	888	-9.0%	858	-5.8%	2,554	2,750	-7.1%	2,698	-5.3%
GI Procedures (Endo)										
InPatient	143	101	41.6%	111	28.8%	436	313	39.3%	298	46.3%
OutPatient	236	269	-12.3%	320	-26.3%	683	834	-18.1%	887	-23.0%
Total GI Procedures	379	370	2.4%	431	-12.1%	1,119	1,147	-2.4%	1,185	-5.6%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
DECEMBER 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	5,929	4,617	28.4%	4,213	40.7%	14,953	13,512	10.7%	12,665	18.1%
Observation Days	882	619	42.5%	691	27.6%	2,427	1,910	27.0%	2,116	14.7%
Other O/P Occasions of Service	18,346	15,622	17.4%	16,176	13.4%	56,826	51,203	11.0%	53,019	7.2%
Total O/P Occasions of Svc.	25,157	20,858	20.6%	21,080	19.3%	74,206	66,625	11.4%	67,800	9.4%
Hospital Operations										
Manhours Paid	278,598	273,356	1.9%	280,428	-0.7%	806,664	830,803	-2.9%	848,267	-4.9%
FTE's	1,572.7	1,543.1	1.9%	1,583.1	-0.7%	1,534.4	1,580.3	-2.9%	1,613.6	-4.9%
Adjusted Patient Days	10,578	9,672	9.4%	9,755	8.4%	30,209	29,670	1.8%	29,872	1.1%
Hours / Adjusted Patient Day	26.34	28.26	-6.8%	28.75	-8.4%	26.70	28.00	-4.6%	28.40	-6.0%
Occupancy - Actual Beds	52.9%	48.4%	9.2%	51.9%	2.0%	50.5%	50.2%	0.7%	51.2%	-1.3%
FTE's / Adjusted Occupied Bed	4.6	4.9	-6.8%	5.0	-8.4%	4.7	4.9	-4.6%	5.0	-6.0%
InPatient Rehab Unit										
Admissions	39	39	0.4%	32	21.9%	133	107	24.5%	88	51.1%
Patient Days	547	542	0.9%	384	42.4%	1,640	1,626	0.9%	1,170	40.2%
Average Length of Stay	14.0	13.9	0.6%	12.0	16.9%	12.3	15.2	-19.0%	13.3	-7.3%
Manhours Paid	8,243	8,415	-2.0%	6,109	34.9%	24,155	25,176	-4.1%	17,609	37.2%
FTE's	46.5	47.5	-2.0%	34.5	34.9%	45.9	47.9	-4.1%	33.5	37.2%
Center for Primary Care - Clements										
Total Medical Visits	993	850	16.8%	900	10.3%	3,143	2,616	20.2%	2,770	13.5%
Manhours Paid	4,153	3,887	6.8%	510	713.9%	11,834	11,535	2.6%	1,831	546.2%
FTE's	23.4	21.9	6.8%	2.9	713.9%	22.5	21.9	2.6%	3.5	546.2%
Center for Primary Care - West University										
Total Medical Visits	541	567	-4.6%	550	-1.6%	1,836	1,842	-0.3%	1,785	2.9%
Total Optometry	215	230	-6.5%	228	-5.7%	703	827	-15.0%	821	-14.4%
Manhours Paid	1,520	2,474	-38.6%	169	796.8%	5,006	7,341	-31.8%	512	878.6%
FTE's	8.6	14.0	-38.6%	1.0	796.8%	9.5	14.0	-31.8%	1.0	878.6%
Total ECHD Operations										
Total Admissions	1,229	1,188	3.5%	1,192	3.1%	3,562	3,430	3.8%	3,442	3.5%
Total Patient Days	6,267	5,778	8.5%	5,994	4.6%	17,864	17,741	0.7%	17,609	1.4%
Total Patient and Obs Days	7,149	6,397	11.8%	6,685	6.9%	20,291	19,651	3.3%	19,725	2.9%
Total FTE's	1,651.3	1,626.6	1.5%	1,621.4	1.8%	1,612.4	1,664.1	-3.1%	1,651.5	-2.4%
FTE's / Adjusted Occupied Bed	4.4	4.7	-6.5%	4.8	-8.4%	4.5	4.8	-7.5%	4.7	-6.1%
Total Adjusted Patient Days	11,589	10,673	8.6%	10,423	11.2%	33,261	31,744	4.8%	31,998	3.9%
Hours / Adjusted Patient Day	25.24	27.00	-6.5%	27.56	-8.4%	25.48	27.56	-7.5%	27.13	-6.1%
Outpatient Factor	1.8492	1.8471	0.1%	1.7389	6.3%	1.8618	1.8412	1.1%	1.8172	2.5%
Blended O/P Factor	2.0338	2.1017	-3.2%	2.0168	0.8%	2.0732	2.0929	-0.9%	2.0919	-0.9%
Total Adjusted Admissions	2,273	2,194	3.6%	2,073	9.6%	6,632	6,316	5.0%	6,255	6.0%
Hours / Adjusted Admisssion	128.71	131.31	-2.0%	138.57	-7.1%	127.82	138.51	-7.7%	138.81	-7.9%
FTE's - Hospital Contract	44.7	47.2	-5.2%	61.2	-27.0%	48.8	49.0	-0.3%	65.3	-25.2%
FTE's - Mgmt Services	62.9	50.1	25.4%	43.8	43.5%	69.1	50.1	37.9%	46.7	48.1%
Total FTE's (including Contract)	1,758.9	1,723.9	2.0%	1,726.4	1.9%	1,730.4	1,763.2	-1.9%	1,763.5	-1.9%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.7	5.0	-6.0%	5.1	-8.4%	4.8	5.1	-6.3%	5.1	-5.6%
ProCare FTEs	220.7	226.9	-2.7%	244.1	-9.6%	219.1	226.9	-3.4%	246.3	-11.0%
Total System FTEs	1,979.6	1,950.8	1.5%	1,970.5	0.5%	1,949.5	1,990.1	-2.0%	2,009.8	-3.0%
Urgent Care Visits										
JBS Clinic	1,092	1,122	-2.7%	1,229	-11.1%	2,919	3,330	-12.3%	3,209	-9.0%
West University	743	733	1.4%	912	-18.5%	1,868	2,175	-14.1%	2,238	-16.5%
42nd Street	829	838	-1.1%	847	-2.1%	2,083	2,487	-16.2%	1,929	8.0%
Total Urgent Care Visits	2,664	2,693	-1.1%	2,988	-10.8%	6,870	7,992	-14.0%	7,376	-6.9%
Wal-Mart Clinic Visits										
East Clinic	563	487	15.6%	580	-2.9%	1,415	1,292	9.5%	1,431	-1.1%
West Clinic	325	379	-14.2%	484	-32.9%	928	914	1.5%	1,136	-18.3%
Total Wal-Mart Visits	888	866	2.5%	1,064	-16.5%	2,343	2,206	6.2%	2,567	-8.7%

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

	ECTOR COUNTY HOSPITAL DISTRICT		
	HOSPITAL	PRO CARE	DISTRICT
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 25,916,357	\$ 5,000	\$ 25,921,357
Investments	26,746,168	-	26,746,168
Patient Accounts Receivable - Gross	216,634,192	43,759,278	260,393,470
Less: 3rd Party Allowances	(98,060,070)	(10,087,006)	(108,147,076)
Bad Debt Allowance	(83,450,477)	(28,196,711)	(111,647,188)
Net Patient Accounts Receivable	35,123,644	5,475,562	40,599,207
Taxes Receivable	9,750,259	-	9,750,259
Accounts Receivable - Other	26,930,203	4,531,724	31,461,928
Inventories	6,687,415	217,911	6,905,326
Prepaid Expenses	4,025,825	220,560	4,246,385
Total Current Assets	135,179,873	10,450,757	145,630,630
CAPITAL ASSETS:			
Property and Equipment	465,633,166	467,364	466,100,530
Construction in Progress	493,082	-	493,082
	466,126,248	467,364	466,593,612
Less: Accumulated Depreciation and Amortization	(278,413,994)	(280,204)	(278,694,198)
Total Capital Assets	187,712,254	187,160	187,899,414
INTANGIBLE ASSETS / GOODWILL - NET	6,518	159,737	166,254
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	5,695,431	-	5,695,431
Restricted Assets Held in Endowment	6,184,815	-	6,184,815
Restricted Corner Escrow	-	-	-
Restricted TPC, LLC	382,641	-	382,641
Restricted MCH West Texas Services	2,173,222	-	2,173,222
Pension, Deferred Outflows of Resources	20,838,572	-	20,838,572
Assets whose use is Limited	-	6,338	6,338
TOTAL ASSETS	\$ 358,173,325	\$ 10,803,991	\$ 368,977,317
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 4,773,979	\$ -	\$ 4,773,979
Self-Insurance Liability - Current Portion	3,833,600	-	3,833,600
Accounts Payable	20,840,523	1,455,557	22,296,080
A/R Credit Balances	9,865,353	-	9,865,353
Accrued Interest	836,976	-	836,976
Accrued Salaries and Wages	8,311,336	4,743,902	13,055,238
Accrued Compensated Absences	3,542,179	-	3,542,179
Due to Third Party Payors	697,854	-	697,854
Deferred Revenue	(825,491)	420,336	(405,155)
Total Current Liabilities	51,876,310	6,619,795	58,496,104
ACCRUED POST RETIREMENT BENEFITS	62,773,468	-	62,773,468
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	-	2,161,470
LONG-TERM DEBT - Less Current Maturities	44,133,728	-	44,133,728
Total Liabilities	160,944,975	6,619,795	167,564,770
FUND BALANCE	197,228,350	4,184,197	201,412,547
TOTAL LIABILITIES AND FUND BALANCE	\$ 358,173,325	\$ 10,803,991	\$ 368,977,317

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 25,921,357	\$ 31,895,862	\$ 5,200	\$ (5,979,704)
Investments	26,746,168	20,681,168	-	6,065,000
Patient Accounts Receivable - Gross	260,393,470	230,686,164	50,563,027	(20,855,720)
Less: 3rd Party Allowances	(108,147,076)	(94,459,620)	(14,361,289)	673,833
Bad Debt Allowance	(111,647,188)	(105,167,022)	(30,938,698)	24,458,532
Net Patient Accounts Receivable	40,599,207	31,059,521	5,263,040	4,276,646
Taxes Receivable	9,750,259	9,684,905	-	65,354
Accounts Receivable - Other	31,461,928	26,708,957	2,794,795	1,958,175
Inventories	6,905,326	6,668,788	207,786	28,752
Prepaid Expenses	4,246,385	4,086,736	361,509	(201,860)
Total Current Assets	145,630,630	130,785,937	8,632,329	6,212,363
CAPITAL ASSETS:				
Property and Equipment	466,100,530	465,327,885	520,697	251,948
Construction in Progress	493,082	194,727	-	298,355
	466,593,612	465,522,611	520,697	550,304
Less: Accumulated Depreciation and Amortization	(278,694,198)	(273,603,842)	(325,258)	(4,765,098)
Total Capital Assets	187,899,414	191,918,770	195,439	(4,214,794)
INTANGIBLE ASSETS / GOODWILL - NET	166,254	28,354	190,863	(52,963)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	5,695,431	4,731,764	-	963,667
Restricted Assets Held in Endowment	6,184,815	6,105,800	-	79,015
Restricted MCH West Texas Services	2,173,222	2,121,628	-	51,594
Pension, Deferred Outflows of Resources	20,838,572	20,838,572	-	-
Assets whose use is Limited	6,338	-	61,843	(55,505)
TOTAL ASSETS	\$ 368,977,317	\$ 356,913,466	\$ 9,080,474	\$ 2,983,377
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 4,773,979	\$ 4,773,979	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,833,600	3,833,600	-	-
Accounts Payable	22,296,080	23,821,711	1,420,100	(2,945,730)
A/R Credit Balances	9,865,353	14,690,059	-	(4,824,706)
Accrued Interest	836,976	42,618	-	794,358
Accrued Salaries and Wages	13,055,238	3,268,854	6,008,586	3,777,798
Accrued Compensated Absences	3,542,179	3,936,690	-	(394,511)
Due to Third Party Payors	697,854	335,256	-	362,598
Deferred Revenue	(405,155)	310,825	-	(715,981)
Total Current Liabilities	58,496,104.18	55,013,591.98	7,428,685	(3,946,173)
ACCRUED POST RETIREMENT BENEFITS	62,773,468	60,410,417	-	2,363,051
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	2,161,470	-	-
LONG-TERM DEBT - Less Current Maturities	44,133,728	44,929,369	-	(795,642)
Total Liabilities	167,564,770	162,514,848	7,428,685	(2,378,764)
FUND BALANCE	201,412,547	194,398,618	1,651,788	5,362,141
TOTAL LIABILITIES AND FUND BALANCE	\$ 368,977,317	\$ 356,913,466	\$ 9,080,474	\$ 2,983,377

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
DECEMBER 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	\$ 56,190,555	\$ 49,323,026	13.9%	\$ 50,794,911	10.6%	\$ 159,338,615	\$ 151,858,738	4.9%	\$ 148,967,591	7.0%
Outpatient Revenue	58,090,516	54,339,574	6.9%	51,647,390	12.5%	171,000,507	165,966,178	3.0%	162,651,764	5.1%
TOTAL PATIENT REVENUE	\$ 114,281,071	\$ 103,662,600	10.2%	\$ 102,442,301	11.6%	\$ 330,339,122	\$ 317,824,916	3.9%	\$ 311,619,355	6.0%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 80,274,999	\$ 65,253,345	23.0%	\$ 70,315,631	14.2%	\$ 212,198,970	\$ 201,309,507	5.4%	\$ 206,382,113	2.8%
Policy Adjustments	(899,109)	1,702,919	-152.8%	155,149	-679.5%	12,022,660	5,182,628	132.0%	11,782,989	2.0%
Uninsured Discount	4,486,719	8,245,314	-45.6%	4,990,247	-10.1%	15,097,349	24,216,334	-37.7%	16,241,026	-7.0%
Indigent	304,764	1,624,604	-81.2%	278,138	9.6%	354,156	4,956,918	-92.9%	964,956	-63.3%
Provision for Bad Debts	4,134,564	6,130,334	-32.6%	4,047,507	2.2%	18,113,590	18,575,658	-2.5%	13,782,443	31.4%
TOTAL REVENUE DEDUCTIONS	\$ 88,301,936	\$ 82,956,516	6.4%	\$ 79,786,673	10.7%	\$ 257,786,726	\$ 254,241,045	1.4%	\$ 249,153,528	3.5%
	77.27%	80.03%		77.88%		78.04%	79.99%		79.95%	
<u>OTHER PATIENT REVENUE</u>										
Medicaid Supplemental Payments	\$ 865,393	\$ 1,156,242	-25.2%	\$ 1,156,242	-25.2%	\$ 2,596,178	3,468,726	-25.2%	\$ 3,468,727	-25.2%
DSRIP	971,658	971,658	0.0%	1,000,000	-2.8%	2,914,974	2,914,974	0.0%	2,773,262	5.1%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 1,837,051	\$ 2,127,900	-13.7%	\$ 2,156,242	-14.8%	\$ 5,511,152	\$ 6,383,700	-13.7%	\$ 6,241,989	-11.7%
NET PATIENT REVENUE	\$ 27,816,185	\$ 22,833,984	21.8%	\$ 24,811,870	12.1%	\$ 78,063,547	\$ 69,967,571	11.6%	\$ 68,707,817	13.6%
<u>OTHER REVENUE</u>										
Tax Revenue	\$ 6,139,723	\$ 5,661,230	8.5%	\$ 5,129,080	19.7%	\$ 17,854,023	\$ 17,122,662	4.3%	\$ 15,259,846	17.0%
Other Revenue	764,896	819,699	-6.7%	727,512	5.1%	2,428,736	2,387,720	1.7%	2,311,273	5.1%
TOTAL OTHER REVENUE	\$ 6,904,619	\$ 6,480,929	6.5%	\$ 5,856,592	17.9%	\$ 20,282,759	\$ 19,510,382	4.0%	\$ 17,571,119	15.4%
NET OPERATING REVENUE	\$ 34,720,804	\$ 29,314,913	18.4%	\$ 30,668,462	13.2%	\$ 98,346,307	\$ 89,477,953	9.9%	\$ 86,278,936	14.0%
<u>OPERATING EXPENSES</u>										
Salaries and Wages	\$ 13,102,013	\$ 12,511,833	4.7%	\$ 12,450,345	5.2%	\$ 38,648,378	\$ 37,912,100	1.9%	\$ 38,542,762	0.3%
Benefits	4,143,760	3,323,148	24.7%	3,998,151	3.6%	10,138,627	9,662,001	4.9%	11,411,026	-11.2%
Temporary Labor	1,024,449	848,278	20.8%	1,031,097	-0.6%	3,189,072	2,555,409	24.8%	3,069,882	3.9%
Physician Fees	1,360,919	1,314,091	3.6%	1,947,724	-30.1%	3,322,491	3,627,924	-8.4%	3,711,450	-10.5%
Texas Tech Support	989,171	1,001,417	-1.2%	1,000,000	-1.1%	2,971,989	3,004,251	-1.1%	3,000,000	-0.9%
Purchased Services	4,932,269	3,726,232	32.4%	2,394,812	106.0%	13,472,212	11,645,355	15.7%	6,445,840	109.0%
Supplies	4,938,255	4,666,262	5.8%	4,754,142	3.9%	14,644,208	14,262,889	2.7%	14,652,442	-0.1%
Utilities	349,092	324,695	7.5%	384,322	-9.2%	935,063	921,350	1.5%	1,001,831	-6.7%
Repairs and Maintenance	1,126,190	556,714	102.3%	1,099,301	2.4%	2,565,528	1,794,595	43.0%	2,921,407	-12.2%
Leases and Rent	145,371	96,228	51.1%	125,359	16.0%	349,130	302,109	15.6%	361,673	-3.5%
Insurance	128,522	135,001	-4.8%	137,912	-6.8%	391,794	405,003	-3.3%	385,630	1.6%
Interest Expense	261,085	265,137	-1.5%	279,470	-6.6%	781,366	788,081	-0.9%	831,409	-6.0%
ECHDA	216,676	253,230	-14.4%	430,682	-49.7%	778,734	751,750	3.6%	538,489	44.6%
Other Expense	94,997	174,495	-45.6%	151,864	-37.4%	480,490	543,358	-11.6%	497,587	-3.4%
TOTAL OPERATING EXPENSES	\$ 32,812,768	\$ 29,196,761	12.4%	\$ 30,185,182	8.7%	\$ 92,669,081	\$ 88,176,175	5.1%	\$ 87,370,626	6.1%
Depreciation/Amortization	\$ 1,627,138	\$ 1,708,892	-4.8%	\$ 1,721,273	-5.5%	\$ 4,927,869	\$ 5,135,472	-4.0%	\$ 5,221,482	-5.6%
(Gain) Loss on Sale of Assets	-	-	0.0%	-	0.0%	124	-	0.0%	(452)	-127.4%
TOTAL OPERATING COSTS	\$ 34,439,905	\$ 30,905,653	11.4%	\$ 31,906,455	7.9%	\$ 97,597,073	\$ 93,311,647	4.6%	\$ 92,591,656	5.4%
NET GAIN (LOSS) FROM OPERATIONS	\$ 280,899	\$ (1,590,740)	-117.7%	\$ (1,237,993)	-122.7%	\$ 749,234	\$ (3,833,694)	-119.5%	\$ (6,312,720)	-111.9%
Operating Margin	0.81%	-5.43%	-114.9%	-4.04%	-120.0%	0.76%	-4.28%	-117.8%	-7.32%	-110.4%
<u>NONOPERATING REVENUE/EXPENSE</u>										
Interest Income	\$ 100,236	\$ 21,919	357.3%	\$ 28,658	249.8%	\$ 268,017	\$ 63,396	322.8%	\$ 78,761	240.3%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	-
Donations	-	-	-	-	-	300,260	-	-	92	32447.8%
Build America Bonds Subsidy	84,413	82,117	2.8%	84,410	0.0%	253,240	246,351	2.8%	252,969	0.1%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ 465,548	\$ (1,486,704)	-131.3%	\$ (1,124,925)	-141.4%	\$ 1,570,750	\$ (3,523,947)	-144.6%	\$ (5,980,068)	-126.3%
Unrealized Gain/(Loss) on Investments	\$ 30,157	\$ (12,484)	0.0%	\$ (52,622)	-157.3%	\$ 30,157	\$ (37,452)	0.0%	\$ (52,622)	-157.3%
Investment in Subsidiaries	11,837	5,929	99.7%	6,807	73.9%	51,594	17,787	190.1%	45,233	14.1%
CHANGE IN NET POSITION	\$ 507,543	\$ (1,493,259)	-134.0%	\$ (1,170,741)	-143.4%	\$ 1,652,501	\$ (3,543,612)	-146.6%	\$ (5,987,458)	-127.6%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
DECEMBER 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 Routine Revenue	\$ 56,190,555	\$ 49,322,802	13.9%	\$ 50,794,911	10.6%	\$ 159,338,615	\$ 151,858,083	4.9%	\$ 148,964,958	7.0%
Outpatient Revenue	47,718,150	41,783,863	14.2%	37,532,013	27.1%	137,315,875	127,742,498	7.5%	121,730,275	12.8%
TOTAL PATIENT REVENUE	\$ 103,908,705	\$ 91,106,889	14.1%	\$ 88,326,924	17.6%	\$ 296,654,490	\$ 279,601,236	6.1%	\$ 270,697,866	9.6%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 74,719,763	\$ 58,696,262	27.3%	\$ 60,825,310	22.8%	\$ 197,569,138	\$ 181,388,314	8.9%	\$ 180,970,100	9.2%
Policy Adjustments	(1,484,268)	1,490,638	-199.6%	(4,229)	34999.1%	2,575,643	4,541,149	-43.3%	10,929,999	-76.4%
Uninsured Discount	4,146,170	8,131,961	-49.0%	4,933,628	-16.0%	14,158,173	23,874,966	-40.7%	15,975,964	-11.4%
Indigent Care	301,714	1,547,112	-80.5%	222,116	35.8%	234,853	4,720,348	-95.0%	766,913	-69.4%
Provision for Bad Debts	3,512,972	3,477,128	1.0%	3,134,278	12.1%	19,902,846	10,560,641	88.5%	8,863,229	124.6%
TOTAL REVENUE DEDUCTIONS	\$ 81,196,350	\$ 73,343,101	10.7%	\$ 69,111,103	17.5%	\$ 234,440,653	\$ 225,085,418	4.2%	\$ 217,506,206	7.8%
	78.14%	80.50%		78.24%		79.03%	80.50%		80.35%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ (9,608)	\$ 281,242	-103.4%	\$ 281,242	-103.4%	\$ (28,823)	\$ 843,726	-103.4%	\$ 843,727	-103.4%
DSRIP	971,658	971,658	0.0%	1,000,000	-2.8%	2,914,974	2,914,974	0.0%	2,773,262	5.1%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 962,051	\$ 1,252,900	-23.2%	\$ 1,281,242	-24.9%	\$ 2,886,152	\$ 3,758,700	-23.2%	\$ 3,616,989	-20.2%
NET PATIENT REVENUE	\$ 23,674,405	\$ 19,016,688	24.5%	\$ 20,497,064	15.5%	\$ 65,099,989	\$ 58,274,518	11.7%	\$ 56,808,649	14.6%
OTHER REVENUE										
Tax Revenue	\$ 6,139,723	\$ 5,661,230	8.5%	\$ 5,129,080	19.7%	\$ 17,854,023	\$ 17,122,662	4.3%	\$ 15,259,846	17.0%
Other Revenue	598,978	678,815	-11.8%	588,907	1.7%	1,919,562	1,981,338	-3.1%	1,889,934	1.6%
TOTAL OTHER REVENUE	\$ 6,738,701	\$ 6,340,045	6.3%	\$ 5,717,987	17.9%	\$ 19,773,585	\$ 19,104,000	3.5%	\$ 17,149,780	15.3%
NET OPERATING REVENUE	\$ 30,413,106	\$ 25,356,733	19.9%	\$ 26,215,050	16.0%	\$ 84,873,574	\$ 77,378,518	9.7%	\$ 73,958,430	14.8%
OPERATING EXPENSE										
Salaries and Wages	\$ 9,425,714	\$ 8,881,818	6.1%	\$ 8,542,669	10.3%	\$ 27,382,827	\$ 26,960,669	1.6%	\$ 26,479,678	3.4%
Benefits	3,589,965	2,835,569	26.6%	3,467,318	3.5%	8,952,114	8,540,722	4.8%	10,119,810	-11.5%
Temporary Labor	481,894	546,709	-11.9%	748,342	-35.6%	1,625,037	1,683,328	-3.5%	2,230,944	-27.2%
Physician Fees	1,195,293	1,194,291	0.1%	1,776,223	-32.7%	2,874,977	3,280,085	-12.4%	3,209,094	-10.4%
Texas Tech Support	989,171	1,001,417	-1.2%	1,000,000	-1.1%	2,971,989	3,004,251	-1.1%	3,000,000	-0.9%
Purchased Services	4,750,110	3,510,957	35.3%	2,377,862	99.8%	12,738,710	11,003,869	15.8%	6,684,895	90.6%
Supplies	4,809,984	4,519,764	6.4%	4,561,455	5.4%	14,207,737	13,812,216	2.9%	14,123,710	0.6%
Utilities	345,261	320,476	7.7%	380,606	-9.3%	923,683	909,553	1.6%	991,004	-6.8%
Repairs and Maintenance	1,126,128	555,674	102.7%	1,099,071	2.5%	2,565,340	1,791,475	43.2%	2,918,255	-12.1%
Leases and Rentals	(28,926)	(76,203)	-62.0%	(62,401)	-53.6%	(173,511)	(215,168)	-19.4%	(206,924)	-16.1%
Insurance	79,935	87,358	-8.5%	89,761	-10.9%	245,962	262,074	-6.1%	247,814	-0.7%
Interest Expense	261,085	265,137	-1.5%	279,470	-6.6%	781,366	788,081	-0.9%	831,409	-6.0%
ECHDA	216,676	253,230	-14.4%	430,682	-49.7%	778,734	751,750	3.6%	538,489	44.6%
Other Expense	51,353	105,710	-51.4%	89,713	-42.8%	305,410	342,020	-10.7%	299,054	2.1%
TOTAL OPERATING EXPENSES	\$ 27,293,642	\$ 24,001,907	13.7%	\$ 24,780,770	10.1%	\$ 76,180,376	\$ 72,914,925	4.5%	\$ 71,467,231	6.6%
Depreciation/Amortization	\$ 1,606,822	\$ 1,689,222	-4.9%	\$ 1,698,392	-5.4%	\$ 4,866,921	\$ 5,076,460	-4.1%	\$ 5,148,114	-5.5%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	124	-	100.0%	(452)	-127.4%
TOTAL OPERATING COSTS	\$ 28,900,464	\$ 25,691,129	12.5%	\$ 26,479,162	9.1%	\$ 81,047,420	\$ 77,991,385	3.9%	\$ 76,614,893	5.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ 1,512,642	\$ (334,396)	-552.4%	\$ (264,112)	-672.7%	\$ 3,826,154	\$ (612,867)	-724.3%	\$ (2,656,463)	-244.0%
Operating Margin	4.97%	-1.32%	-477.1%	-1.01%	-593.7%	4.51%	-0.79%	-669.2%	-3.59%	-225.5%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 100,236	\$ 21,919	357.3%	\$ 28,658	249.8%	\$ 268,017	\$ 63,396	322.8%	\$ 78,761	240.3%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Donations	-	-	0.0%	-	0.0%	300,260	-	-	923	32447.8%
Build America Bonds Subsidy	84,413	82,117	2.8%	84,410	0.0%	253,240	246,351	2.8%	252,969	0.1%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ 1,697,291	\$ (230,360)	-836.8%	\$ (151,044)	-1223.7%	\$ 4,647,670	\$ (303,120)	-1633.3%	\$ (2,323,811)	-300.0%
Procure Capital Contribution	(1,231,743)	(1,256,344)	-2.0%	(1,192,685)	3.3%	(3,076,919)	(3,220,827)	-4.5%	(4,461,415)	-31.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ 465,549	\$ (1,486,704)	-131.3%	\$ (1,343,728)	-134.6%	\$ 1,570,751	\$ (3,523,947)	-144.6%	\$ (6,785,227)	-123.1%
Unrealized Gain/(Loss) on Investments	\$ 30,157	\$ (12,484)	-341.6%	\$ (52,622)	-157.3%	\$ 30,157	\$ (37,452)	-180.5%	\$ (52,622)	-157.3%
Investment in Subsidiaries	11,837	5,929	99.7%	6,807	73.9%	51,594	17,787	190.1%	45,233	14.1%
CHANGE IN NET POSITION	\$ 507,543	\$ (1,493,259)	-134.0%	\$ (1,389,544)	-136.5%	\$ 1,652,501	\$ (3,543,612)	-146.6%	\$ (6,792,616)	-124.3%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
DECEMBER 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	\$ 10,372,367	\$ 12,555,711	-17.4%	\$ 14,115,377	-26.5%	\$ 33,684,631	\$ 38,223,680	-11.9%	\$ 40,921,489	-17.7%
TOTAL PATIENT REVENUE	\$ 10,372,367	\$ 12,555,711	-17.4%	\$ 14,115,377	-26.5%	\$ 33,684,631	\$ 38,223,680	-11.9%	\$ 40,921,489	-17.7%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 5,555,236	\$ 6,557,083	-15.3%	\$ 9,490,321	-41.5%	\$ 14,629,832	\$ 19,921,193	-26.6%	\$ 25,412,013	-42.4%
Policy Adjustments	585,159	212,281	175.7%	159,378	267.2%	9,447,018	641,479	1372.7%	852,990	1007.5%
Uninsured Discount	340,549	113,353	200.4%	56,620	501.5%	939,176	341,368	175.1%	265,063	254.3%
Indigent	3,050	77,492	-96.1%	56,023	-94.6%	119,303	236,570	-49.6%	198,043	-39.8%
Provision for Bad Debts	621,592	2,653,206	-76.6%	913,229	-31.9%	(1,789,255)	8,015,017	-122.3%	4,919,214	-136.4%
TOTAL REVENUE DEDUCTIONS	\$ 7,105,586	\$ 9,613,415	-26.1%	\$ 10,675,570	-33.4%	\$ 23,346,073	\$ 29,155,627	-19.9%	\$ 31,647,322	-26.2%
	68.50%	76.57%		75.63%		69.31%	76.28%		77.34%	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	2,625,000	2,625,000	0.0%	\$ 2,625,000	0.0%
NET PATIENT REVENUE	\$ 4,141,780	\$ 3,817,296	8.5%	\$ 4,314,806	-4.0%	\$ 12,963,558	\$ 11,693,053	10.9%	\$ 11,899,167	8.9%
OTHER REVENUE										
Other Income	\$ 165,918	\$ 140,884	17.8%	\$ 138,605	19.7%	\$ 509,174	\$ 406,382	25.3%	\$ 421,339	20.8%
TOTAL OTHER REVENUE	\$ 165,918	\$ 140,884	17.8%	\$ 138,605	19.7%	\$ 509,174	\$ 406,382	25.3%	\$ 421,339	20.8%
NET OPERATING REVENUE	\$ 4,307,698	\$ 3,958,180	8.8%	\$ 4,453,412	-3.3%	\$ 13,472,733	\$ 12,099,435	11.4%	\$ 12,320,506	9.4%
OPERATING EXPENSE										
Salaries and Wages	\$ 3,676,299	\$ 3,630,015	1.3%	\$ 3,907,677	-5.9%	\$ 11,265,551	\$ 10,951,431	2.9%	\$ 12,063,084	-6.6%
Benefits	553,795	487,579	13.6%	530,833	4.3%	1,186,513	1,121,279	5.8%	1,291,216	-8.1%
Temporary Labor	542,555	301,569	79.9%	282,756	91.9%	1,564,035	872,081	79.3%	838,138	86.6%
Physician Fees	165,626	119,800	38.3%	171,501	-3.4%	447,513	347,839	28.7%	502,356	-10.9%
Purchased Services	182,159	215,275	-15.4%	16,951	974.6%	733,502	641,486	14.3%	(239,056)	-406.8%
Supplies	128,271	146,498	-12.4%	192,687	-33.4%	436,471	450,673	-3.2%	528,732	-17.4%
Utilities	3,831	4,219	-9.2%	3,715	3.1%	11,380	11,797	-3.5%	10,826	5.1%
Repairs and Maintenance	62	1,040	-94.0%	230	-73.1%	187	3,120	-94.0%	3,153	-94.1%
Leases and Rentals	174,297	172,431	1.1%	187,760	-7.2%	522,641	517,277	1.0%	568,597	-8.1%
Insurance	48,586	47,643	2.0%	48,151	0.9%	145,832	142,929	2.0%	137,816	5.8%
Other Expense	43,643	68,785	-36.6%	62,151	-29.8%	175,081	201,338	-13.0%	198,534	-11.8%
TOTAL OPERATING EXPENSES	\$ 5,519,125	\$ 5,194,854	6.2%	\$ 5,404,412	2.1%	\$ 16,488,705	\$ 15,261,250	8.0%	\$ 15,903,395	3.7%
Depreciation/Amortization	\$ 20,316	\$ 19,670	3.3%	\$ 22,881	-11.2%	\$ 60,947	\$ 59,012	3.3%	\$ 73,368	-16.9%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	\$ 5,539,441	\$ 5,214,524	6.2%	\$ 5,427,293	2.1%	\$ 16,549,652	\$ 15,320,262	8.0%	\$ 15,976,763	3.6%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,231,743)	\$ (1,256,344)	-2.0%	\$ (973,881)	26.5%	\$ (3,076,920)	\$ (3,220,827)	-4.5%	\$ (3,656,257)	-15.8%
Operating Margin	-28.59%	-31.74%	-9.9%	-21.87%	30.8%	-22.84%	-26.62%	-14.2%	-29.68%	-23.0%
MCH Contribution	\$ 1,231,743	\$ 1,256,344	-2.0%	\$ 1,192,685	3.3%	\$ 3,076,920	\$ 3,220,827	-4.5%	\$ 4,461,415	-31.0%
CAPITAL CONTRIBUTION	\$ -	\$ -	-100.0%	\$ 218,803	-100.0%	\$ -	\$ -	-100.0%	\$ 805,158	-100.0%

94255

MONTHLY STATISTICAL REPORT

	CURRENT MONTH				YEAR TO DATE					
Total Office Visits	8,846	9,584	-7.70%	8,955	-1.22%	28,854	29,123	-0.92%	29,609	-2.55%
Total Hospital Visits	5,361	5,091	5.30%	4,954	8.22%	15,264	15,255	0.06%	14,238	7.21%
Total Procedures	10,763	11,493	-6.35%	12,469	-13.68%	36,851	35,586	3.55%	36,647	0.56%
Total Surgeries	820	824	-0.49%	942	-12.95%	2,530	2,270	11.45%	2,596	-2.54%
Total Provider FTE's	84.6	84.8	-0.24%	87.3	-3.09%	84.6	84.9	-0.35%	86.8	-2.53%
Total Staff FTE's	124.0	130.1	-4.69%	129.2	-4.02%	121.2	130.0	-6.77%	129.8	-6.63%
Total Administrative FTE's	12.1	12.0	0.83%	27.6	-56.16%	13.3	12.0	10.83%	29.7	-55.22%
Total FTE's	220.7	226.9	-2.73%	244.1	-9.59%	219.1	226.9	-3.44%	246.3	-11.04%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY
DECEMBER 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	\$ 353,471	\$ 367,974	-3.9%	\$ 187,668	88.3%	\$ 1,158,603	\$ 1,091,988	6.1%	\$ 765,133	51.4%
TOTAL PATIENT REVENUE	\$ 353,471	\$ 367,974	-3.9%	\$ 187,668	88.3%	\$ 1,158,603	\$ 1,091,988	6.1%	\$ 765,133	51.4%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ (46,410)	\$ 68,405	-167.8%	\$ 4,893	-1048.5%	\$ (6,059)	\$ 208,710	-102.9%	\$ 64,730	-109.4%
Self Pay Adjustments	(7,507)	15,787	-147.6%	(2,657)	182.5%	1,494	48,169	-96.9%	(9,907)	-115.1%
Bad Debts	207,677	118,716	74.9%	148,009	40.3%	497,294	362,212	37.3%	560,390	-11.3%
TOTAL REVENUE DEDUCTIONS	\$ 153,760	\$ 202,908	-24.2%	\$ 150,244	2.3%	\$ 492,729	\$ 619,091	-20.4%	\$ 615,213	-19.9%
	43.5%	55.1%		80.1%		42.5%	56.7%		80.4%	
NET PATIENT REVENUE	\$ 199,711	\$ 165,066	21.0%	\$ 37,424	433.6%	\$ 665,874	\$ 472,897	40.8%	\$ 149,920	344.2%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ 1,324	0.0%	\$ -	0.0%	\$ -	\$ 3,972	0.0%	\$ 10,595	-100.0%
TOTAL OTHER REVENUE	\$ -	\$ 1,324	-100.0%	\$ -	0.0%	\$ -	\$ 3,972	-100.0%	\$ 10,595	-100.0%
NET OPERATING REVENUE	\$ 199,711	\$ 166,390	20.0%	\$ 37,424	433.6%	\$ 665,874	\$ 476,869	39.6%	\$ 160,515	314.8%
OPERATING EXPENSE										
Salaries and Wages	\$ 90,504	\$ 83,983	7.8%	\$ 21,771	315.7%	\$ 258,727	\$ 249,226	3.8%	\$ 92,951	178.3%
Benefits	34,470	26,812	28.6%	8,837	290.1%	84,584	78,951	7.1%	35,523	138.1%
Physician Services	88,747	122,968	-27.8%	215,322	-58.8%	277,269	598,898	-53.7%	569,142	-51.3%
Cost of Drugs Sold	7,710	6,031	27.8%	2,756	179.8%	12,196	17,898	-31.9%	12,297	-0.8%
Supplies	759	3,172	-76.1%	3,886	-80.5%	9,406	9,449	-0.5%	15,199	-38.1%
Utilities	2,683	3,761	-28.7%	3,898	-31.2%	8,943	10,715	-16.5%	12,281	-27.2%
Repairs and Maintenance	481	3,974	-87.9%	7,977	-94.0%	1,806	11,922	-84.8%	15,671	-88.5%
Leases and Rentals	351	380	-7.7%	446	-21.3%	1,053	1,140	-7.7%	1,377	-23.5%
Other Expense	1,752	1,702	3.0%	1,000	75.2%	4,705	4,534	3.8%	3,000	56.8%
TOTAL OPERATING EXPENSES	\$ 227,458	\$ 252,783	-10.0%	\$ 265,893	-14.5%	\$ 658,689	\$ 982,733	-33.0%	\$ 757,440	-13.0%
Depreciation/Amortization	\$ 5,121	\$ 5,122	0.0%	\$ 4,977	2.9%	\$ 15,363	\$ 15,366	0.0%	\$ 15,615	-1.6%
TOTAL OPERATING COSTS	\$ 232,578	\$ 257,905	-9.8%	\$ 270,870	-14.1%	\$ 674,051	\$ 998,099	-32.5%	\$ 773,054	-12.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (32,867)	\$ (91,515)	-64.1%	\$ (233,445)	-85.9%	\$ (8,178)	\$ (521,230)	-98.4%	\$ (612,540)	-98.7%
Operating Margin	-16.46%	-55.00%	-70.1%	-623.78%	-97.4%	-1.23%	-109.30%	-98.9%	-381.61%	-99.7%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	993	850	16.8%	900	10.3%	3,143	2,616	20.2%	2,770	13.5%
Dental Visits	-	-	0.0%	-	0.0%	-	-	0.0%	350	-100.0%
Total Visits	993	850	16.8%	900	10.3%	3,143	2,616	20.2%	3,120	0.7%
Average Revenue per Office Visit	355.96	432.91	-17.8%	208.52	70.7%	368.63	417.46	-11.7%	245.23	50.3%
Hospital FTE's (Salaries and Wages)	23.4	21.9	6.8%	2.9	713.9%	22.5	21.9	2.6%	3.5	546.2%
Clinic FTE's - (Physician Services)	-	-	0.0%	17.5	-100.0%	-	-	0.0%	19.5	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY
DECEMBER 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	\$ 251,128	\$ 333,402	-24.7%	\$ 187,838	33.7%	\$ 877,124	\$ 989,311	-11.3%	\$ 668,211	31.3%
TOTAL PATIENT REVENUE	\$ 251,128	\$ 333,402	-24.7%	\$ 187,838	33.7%	\$ 877,124	\$ 989,311	-11.3%	\$ 668,211	31.3%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ (47,269)	\$ 52,974	-189.2%	\$ (5,271)	796.7%	\$ 53,837	\$ 161,627	-66.7%	\$ 28,574	88.4%
Self Pay Adjustments	(10,381)	8,785	-218.2%	(1,223)	749.0%	9,469	26,804	-64.7%	1,523	521.9%
Bad Debts	208,076	146,061	42.5%	167,866	24.0%	463,362	445,646	4.0%	552,972	-16.2%
TOTAL REVENUE DEDUCTIONS	\$ 150,426	\$ 207,820	-27.6%	\$ 161,372	-6.8%	\$ 526,669	\$ 634,077	-16.9%	\$ 583,069	-9.7%
	59.90%	62.33%		85.91%		60.04%	64.09%		87.26%	
NET PATIENT REVENUE	\$ 100,702	\$ 125,582	-19.8%	\$ 26,466	280.5%	\$ 350,455	\$ 355,234	-1.3%	\$ 85,142	311.6%
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	\$ 100,702	\$ 125,582	-19.8%	\$ 26,466	280.5%	\$ 350,455	\$ 355,234	-1.3%	\$ 85,142	311.6%
OPERATING EXPENSE										
Salaries and Wages	\$ 29,356	\$ 44,841	-34.5%	\$ 3,476	744.6%	\$ 96,645	\$ 133,058	-27.4%	\$ 10,210	846.6%
Benefits	11,181	14,316	-21.9%	1,411	692.4%	31,596	42,151	-25.0%	3,902	709.7%
Physician Services	61,457	81,922	-25.0%	108,101	-43.1%	182,968	374,559	-51.2%	324,938	-43.7%
Cost of Drugs Sold	-	3,147	-100.0%	2,390	-100.0%	2,969	9,338	-68.2%	5,297	-44.0%
Supplies	5,854	5,970	-1.9%	10,584	-44.7%	17,026	17,735	-4.0%	20,464	-16.8%
Utilities	2,414	2,639	-8.5%	3,141	-23.1%	7,320	7,690	-4.8%	7,285	0.5%
Repairs and Maintenance	-	477	-100.0%	-	100.0%	-	1,431	-100.0%	-	100.0%
Other Expense	-	10	-100.0%	-	0.0%	-	30	-100.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 110,262	\$ 153,322	-28.1%	\$ 129,103	-14.6%	\$ 338,523	\$ 585,992	-42.2%	\$ 372,096	-9.0%
Depreciation/Amortization	\$ 40,117	\$ 40,118	0.0%	\$ 40,154	-0.1%	\$ 120,352	\$ 120,354	0.0%	\$ 120,123	0.2%
TOTAL OPERATING COSTS	\$ 150,379	\$ 193,440	-22.3%	\$ 169,257	-11.2%	\$ 458,874	\$ 706,346	-35.0%	\$ 492,219	-6.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (49,677)	\$ (67,858)	-26.8%	\$ (142,791)	-65.2%	\$ (108,419)	\$ (351,112)	-69.1%	\$ (407,076)	-73.4%
Operating Margin	-49.33%	-54.03%	-8.7%	-539.53%	-90.9%	-30.94%	-98.84%	-68.7%	-478.11%	-93.5%

	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	541	567	-4.6%	550	-1.6%	1,836	1,842	-0.3%	1,785	2.9%
Optometry Visits	215	230	-6.5%	228	-5.7%	703	827	-15.0%	821	-14.4%
Total Visits	756	797	-5.1%	778	-2.8%	2,539	2,669	-4.9%	2,606	-2.6%
Average Revenue per Office Visit	332.18	418.32	-20.6%	241.44	37.6%	345.46	370.67	-6.8%	256.41	34.7%
Hospital FTE's (Salaries and Wages)	8.6	14.0	-38.6%	1.0	796.8%	9.5	14.0	-31.8%	1.0	878.6%
Clinic FTE's - (Physician Services)	-	-	0.0%	14.2	-100.0%	-	-	0.0%	17.0	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
DECEMBER 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	\$ 37,993,721	36.6%	\$ 34,269,502	38.8%	\$ 117,937,524	39.7%	\$ 102,955,912	37.9%
Medicaid	10,555,132	10.2%	7,590,063	8.6%	28,430,607	9.6%	23,439,546	8.7%
Commercial	30,612,557	29.5%	26,452,614	29.9%	85,978,427	29.0%	81,115,582	30.0%
Self Pay	20,482,836	19.7%	16,938,987	19.2%	54,302,020	18.3%	49,181,846	18.2%
Other	4,264,458	4.1%	3,075,759	3.5%	10,005,913	3.4%	14,004,980	5.2%
TOTAL	\$ 103,908,705	100.0%	\$ 88,326,924	100.0%	\$ 296,654,490	100.0%	\$ 270,697,866	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,292,814	36.2%	\$ 6,705,666	35.9%	\$ 21,929,176	38.1%	\$ 20,950,599	37.9%
Medicaid	2,365,709	11.8%	1,477,684	7.9%	5,896,618	10.2%	4,573,487	8.3%
Commercial	8,667,562	43.0%	8,562,661	46.0%	24,156,769	42.0%	18,416,061	33.4%
Self Pay	1,125,887	5.6%	1,026,360	5.5%	3,643,293	6.3%	3,545,541	6.4%
Other	670,130	3.3%	881,492	4.7%	1,937,383	3.4%	7,750,589	14.0%
TOTAL	\$ 20,122,103	100.0%	\$ 18,653,862	100.0%	\$ 57,563,238	100.0%	\$ 55,236,276	100.0%
TOTAL NET REVENUE	22,712,354		19,215,822		62,213,837		53,191,661	
% OF GROSS REVENUE	21.9%		21.8%		21.0%		19.6%	
VARIANCE	(2,590,251)		(561,959)		(4,650,599)		2,044,616	
% VARIANCE TO CASH COLLECTIONS	-11.4%		-2.9%		-7.5%		3.8%	

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
DECEMBER 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	\$ 61,310	17.3%	\$ 20,629	11.0%	\$ 196,560	17.0%	\$ 86,271	11.3%
Medicaid	144,342	40.9%	82,577	44.1%	452,791	39.0%	282,854	36.9%
PHC	-	0.0%	-	0.0%	-	0.0%	21,554	2.8%
Commercial	65,852	18.6%	40,030	21.3%	218,503	18.9%	149,696	19.6%
Self Pay	81,393	23.0%	43,998	23.4%	288,017	24.9%	222,785	29.1%
Other	573	0.2%	435	0.2%	2,731	0.2%	1,972	0.3%
TOTAL	\$ 353,471	100.0%	\$ 187,668	100.0%	\$ 1,158,603	100.0%	\$ 765,133	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 5,949	6.2%	\$ 1,493	5.8%	\$ 16,625	6.5%	\$ 10,586	7.0%
Medicaid	48,476	50.9%	842	3.4%	110,947	43.1%	44,701	29.6%
PHC	-	0.0%	-	0.0%	-	0.0%	5,541	3.7%
Commercial	24,682	25.9%	9,970	38.9%	76,733	29.9%	38,039	25.3%
Self Pay	16,103	16.9%	13,300	51.9%	52,406	20.4%	51,582	34.3%
Other	122	0.1%	-	0.0%	259	0.1%	78	0.1%
TOTAL	\$ 95,332	100.0%	\$ 25,604	100.0%	\$ 256,970	100.0%	\$ 150,527	100.0%
TOTAL NET REVENUE	199,711		37,424		665,874		149,920	
% OF GROSS REVENUE	56.5%		19.9%		57.5%		19.6%	
VARIANCE	(104,380)		(11,820)		(408,904)		607	
% VARIANCE TO CASH COLLECTIONS	-52.3%		-31.6%		-61.4%		0.4%	

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

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%						
Medicare	\$ 31,492	12.5%	\$ 30,311	16.1%	\$ 120,735	13.8%	\$ 104,822	15.7%
Medicaid	117,047	46.6%	\$ 82,763	44.1%	418,549	47.6%	288,712	43.2%
PHC	-	0.0%	\$ 5,253	2.8%	-	0.0%	25,787	3.9%
Commercial	47,352	18.9%	\$ 36,686	19.5%	163,644	18.7%	114,132	17.1%
Self Pay	55,238	22.0%	\$ 32,180	17.1%	174,196	19.9%	132,328	19.8%
Other	-	0.0%	\$ 645	0.3%	-	0.0%	2,430	0.4%
TOTAL	\$ 251,128	100.0%	\$ 187,838	100.0%	\$ 877,124	100.0%	\$ 668,211	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 8,802	10.4%	\$ 1,884	11.4%	\$ 30,361	18.2%	\$ 5,971	7.2%
Medicaid	43,977	52.1%	1,896	11.5%	56,378	33.9%	29,937	36.3%
PHC	-	0.0%	688	4.2%	-	0.0%	3,103	3.8%
Commercial	22,839	27.0%	4,441	27.0%	54,891	33.0%	17,079	20.7%
Self Pay	8,830	10.5%	7,549	45.8%	24,876	14.9%	26,290	31.9%
Other	-	0.0%	20	0.1%	-	0.0%	72	0.1%
TOTAL	\$ 84,447	100.0%	\$ 16,478	100.0%	\$ 166,507	100.0%	\$ 82,451	100.0%
TOTAL NET REVENUE	100,702		26,466		350,455		85,142	
% OF GROSS REVENUE	40.1%		14.1%		40.0%		12.7%	
VARIANCE	(16,255)		(9,988)		(183,948)		(2,691)	
% VARIANCE TO CASH COLLECTIONS	-16.1%		-37.7%		-52.5%		-3.2%	

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 12,507,899	\$ -	\$ 12,507,899
Payroll	-	-	-
Worker's Comp Claims	-	-	-
Group Medical	-	-	-
Flex Benefits	(29,098)	-	(29,098)
Mission Fitness	397,775	-	397,775
Petty Cash	9,300	-	9,300
Dispro	-	238,639	238,639
Debt Service	-	-	-
Tobacco Settlement	-	-	-
General Liability	-	1,923,843	1,923,843
Professional Liability	-	1,000,868	1,000,868
Funded Worker's Compensation	-	1,215,874	1,215,874
Funded Depreciation	-	7,503,950	7,503,950
Designated Funds	-	1,147,308	1,147,308
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 12,885,876	\$ 13,030,482	\$ 25,916,357

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,000,000	\$ 5,000,000
Funded Depreciation	-	16,000,000	16,000,000
Funded Worker's Compensation	-	1,000,000	1,000,000
General Liability	-	1,000,000	1,000,000
Professional Liability	-	2,000,000	2,000,000
Designated Funds	2,012,068	-	2,012,068
Allowance for Change in Market Values	-	(265,900)	(265,900)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 2,012,068	\$ 24,734,100	\$ 26,746,168
Total Unrestricted Cash and Investments			\$ 52,662,525

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,729,167	\$ -	\$ 4,729,167
Assets Held By Trustee - Debt Payment Reserves	966,264	-	966,264
Assets Held In Endowment-Board Designated	-	6,184,815	6,184,815
Restricted TPC, LLC-Equity Stake	382,641	-	382,641
Restricted MCH West Texas Services-Equity Stake	2,173,222	-	2,173,222
	<hr/>	<hr/>	<hr/>
Total Restricted Assets	\$ 8,251,294	\$ 6,184,815	\$ 14,436,109

Total Cash & Investments			\$ 67,098,634
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**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
DECEMBER 2018**

	Hospital	Procure	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ 1,652,501	\$ -	\$ 1,652,501
Noncash Expenses:			
Depreciation and Amortization	4,831,989	(13,928)	4,818,061
Unrealized Gain/Loss on Investments	30,157	-	30,157
Accretion (Bonds)	-	-	-
Changes in Assets and Liabilities			
Patient Receivables, Net	1,664,217	(212,523)	1,451,694
Taxes Receivable/Deferred	(1,011,824)	420,336	(591,489)
Inventories, Prepays and Other	(119,661)	(1,606,105)	(1,725,766)
Accounts Payable	(9,409,835)	(15,465)	(9,425,301)
Accrued Expenses	2,333,111	(1,209,179)	1,123,932
Due to Third Party Payors	362,598	-	362,598
Accrued Post Retirement Benefit Costs	1,700,000	-	1,700,000
Net Cash Provided by Operating Activities	\$ 2,033,252	\$ (2,636,864)	\$ (603,612)
Cash Flows from Investing Activities:			
Investments	\$ (6,095,157)	\$ -	\$ (6,095,157)
Acquisition of Property and Equipment	(603,637)	53,333	(550,304)
Cerner Project Costs	-	-	-
Net Cash used by Investing Activities	\$ (6,698,794)	\$ 53,333	\$ (6,645,461)
Cash Flows from Financing Activities:			
Intercompany Activities	(2,583,331)	2,583,331	-
Net Repayment of Long-term Debt/Bond Issuance	\$ (745,573)	\$ -	\$ (745,573)
Net Cash used by Financing Activities	\$ (3,328,905)	\$ 2,583,331	\$ (745,573)
Net Increase (Decrease) in Cash	\$ (7,994,446)	\$ (200)	\$ (7,994,646)
Beginning Cash & Cash Equivalents @ 9/30/2018	\$ 48,346,913	\$ 5,200	\$ 48,352,113
Ending Cash & Cash Equivalents @ 12/31/2018	\$ 40,352,467	\$ 5,000	\$ 40,357,467
Balance Sheet			
Cash and Cash Equivalents	\$ 25,916,357	\$ 5,000	\$ 25,921,357
Restricted Assets	14,436,109	-	14,436,109
Ending Cash & Cash Equivalents @ 12/31/2018	\$ 40,352,467	\$ 5,000	\$ 40,357,467

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2019

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<u>AD VALOREM</u>					
OCTOBER	\$ 347,199	\$ 1,324,858	\$ (977,659)	\$ 276,462	\$ 70,737
NOVEMBER	863,534	1,324,858	(461,324)	584,006	279,527
DECEMBER	3,052,335	1,324,858	1,727,477	1,135,578	1,916,757
TOTAL	<u>\$ 4,263,067</u>	<u>\$ 3,974,574</u>	<u>\$ 288,493</u>	<u>\$ 1,996,046</u>	<u>\$ 2,267,021</u>
<u>SALES</u>					
OCTOBER	\$ 4,584,041	\$ 4,248,207	\$ 335,834	\$ 3,753,619	\$ 830,423
NOVEMBER	4,601,483	4,563,509	37,974	3,777,148	824,335
DECEMBER	4,814,865	4,336,372	478,493	3,829,080	985,785
TOTAL	<u>\$ 14,000,389</u>	<u>\$ 13,148,088</u>	<u>\$ 852,301</u>	<u>\$ 11,359,846</u>	<u>\$ 2,640,543</u>
TAX REVENUE	<u>\$ 18,263,456</u>	<u>\$ 17,122,662</u>	<u>\$ 1,140,794</u>	<u>\$ 13,355,892</u>	<u>\$ 4,907,564</u>

**ECTOR COUNTY HOSPITAL DISTRICT
MEDICAID SUPPLEMENTAL PAYMENTS
FISCAL YEAR 2019**

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (2,108,131)	\$ 5,042,169		\$ 2,934,038
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSH TOTAL	\$ (2,108,131)	\$ 5,042,169		\$ 2,934,038
UC				
1st Qtr	\$ (894,033)	\$ 2,073,361		1,179,328
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ (894,033)	\$ 2,073,361		\$ 1,179,328
Regional UPL (Community Benefit)				
1st Qtr	\$ (4,805,375)	\$ -		\$ (4,805,375)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
REGIONAL UPL TOTAL	\$ (4,805,375)	\$ -		\$ (4,805,375)
DSRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSRIP UPL TOTAL	\$ -	\$ -		\$ -
MCH Cash Activity	\$ (9,609,484)	\$ 7,115,531		\$ (2,493,953)
ProCare Cash Activity			\$ 2,625,000	\$ 2,625,000
Blended Cash Activity	\$ (9,609,484)	\$ 7,115,531	\$ 2,625,000	\$ 131,047

INCOME STATEMENT ACTIVITY:

FY 2019 Accrued / (Deferred) Adjustments:

	MCH	PROCARE	BLENDED
DSH Accrual	\$ 981,297	\$ -	\$ 981,297
Uncompensated Care Accrual	2,233,329	-	2,233,329
Regional UPL Accrual	(2,370,900)	-	(2,370,900)
Regional UPL Benefit	-	2,625,000	2,625,000
Medicaid Supplemental Payments	(28,823)	2,625,000	2,596,178
DSRIP Accrual	2,914,974	-	2,914,974
Total Adjustments	\$ 2,886,152	\$ 2,625,000	\$ 5,511,152

**ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY
AS OF DECEMBER 31, 2018**

ITEM	CIP BALANCE AS OF 12/1/2018	DECEMBER "+" ADDITIONS	DECEMBER "-." ADDITIONS	DECEMBER TRANSFERS	CIP BALANCE AS OF 12/31/2018	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) BOARD APRVD/BUDGET
<u>RENOVATIONS</u>									
TRAUMA/OR UPGRADES	17,596	-	-	(17,596)	-	-	-	30,000	30,000
ISOLATION ROOM RENOVATIONS	2,801	-	-	-	2,801	-	2,801	25,000	22,200
CAFETERIA RENOVATION	-	58,342	-	-	58,342	-	58,342	150,000	91,658
RADIOLOGY SCHEDULING OFFICE RENOVATION	-	-	-	-	-	-	-	25,000	25,000
PROCARE ADMIN RENOVATION	-	-	-	-	-	-	-	45,000	45,000
SUB-TOTAL	\$ 20,396	\$ 58,342	\$ -	\$ (17,596)	\$ 61,143	\$ -	\$ 61,143	\$ 275,000	\$ 213,857
<u>MINOR BUILDING IMPROVEMENT</u>									
GOLDER SITE SIGNAGE	8,107	-	-	(8,107)	-	-	-	20,000	20,000
FIRE SYSTEM UPGRADE	121,500	-	-	-	121,500	-	121,500	125,000	3,500
ICU LOGISTICS MANAGEMENT SPACE	30,286	-	-	-	30,286	-	30,286	45,000	14,714
FURNITURE UPDATE: PHASE 2	9,763	-	-	-	9,763	-	9,763	50,000	40,237
DIALYSIS	38,984	26,332	-	-	65,317	-	65,317	45,000	(20,317)
SUB-TOTAL	\$ 208,641	\$ 26,332	\$ -	\$ (8,107)	\$ 226,866	\$ -	\$ 226,866	\$ 285,000	\$ 58,134
<u>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 51,571	\$ 153,502	\$ -	\$ -	\$ 205,074	\$ -	\$ 205,074	\$ 325,000	\$ 119,926
SUB-TOTAL	\$ 51,571	\$ 153,502	\$ -	\$ -	\$ 205,074	\$ -	\$ 205,074	\$ 325,000	\$ 119,926
TOTAL CONSTRUCTION IN PROGRESS	\$ 280,609	\$ 238,176	\$ -	\$ (25,703)	\$ 493,082	\$ -	\$ 493,082	\$ 885,000	\$ 391,918

ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
DECEMBER 2018

<u>DEPT</u>	<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS			
None	TRAUMA / OR UPGRADES	BUILDING	17,596
	GOLDER SITE SIGNAGE	BUILDING	8,107
TOTAL PROJECT TRANSFERS			\$ 25,703
EQUIPMENT PURCHASES			
None			\$ -
TOTAL EQUIPMENT PURCHASES			\$ -
TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES			\$ 25,703

ECTOR COUNTY HOSPITAL DISTRICT
FISCAL 2019 CAPITAL EQUIPMENT
CONTINGENCY FUND
DECEMBER 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-18	Birthing Bed	6700	-	-	33,000	(33,000)
Nov-18	SmartPump	6620	-	-	8,207	(8,207)
			-	-	-	-
			\$ 600,000	\$ -	\$ 41,207	\$ 558,793

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

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
AR DISPRO/UPL	\$ (1,952,741)	\$ -	\$ -	\$ (1,952,741)
AR UNCOMPENSATED CARE	4,234,850	3,180,849	-	1,054,001
AR DSRIP	14,557,833	11,642,859	-	2,914,974
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	2,383,643	1,454,248	-	929,396
AR BAB REVENUE	337,653	84,413	-	253,240
AR PHYSICIAN GUARANTEES	840,192	840,192	-	-
AR ACCRUED INTEREST	115,401	46,923	-	68,477
AR OTHER:	8,727,632	8,220,978	2,794,795	(2,288,141)
Procure On-Call Fees	29,750	-	51,000	(21,250)
Procure A/R - FHC	-	-	-	-
Other Misc A/R	8,697,882	8,220,978	2,743,795	(2,266,891)
AR DUE FROM THIRD PARTY PAYOR	2,217,465	1,238,495	-	978,970
TOTAL ACCOUNTS RECEIVABLE - OTHER	\$ 31,461,928	\$ 26,708,957	\$ 2,794,795	\$ 1,958,175

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S
DECEMBER 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	1.1	-	0.0%	-	0.0%	1.1	-	0.0%	-	0.0%
INPATIENT REHAB	0.7	1.8	-58.5%	1.8	-60.2%	0.7	1.8	-59.1%	1.3	-44.8%
9 CENTRAL	1.7	0.8	119.7%	-	0.0%	1.8	0.8	117.0%	-	0.0%
CARDIOPULMONARY	0.4	0.7	-41.9%	-	0.0%	0.7	0.7	0.9%	1.2	-39.1%
LABOR AND DELIVERY	-	0.8	-100.0%	2.7	-100.0%	-	0.8	-100.0%	2.1	-100.0%
NEO-NATAL INTENSIVE CARE	-	0.5	-100.0%	1.3	-100.0%	0.0	0.6	-92.1%	1.3	-96.6%
4 EAST	-	0.8	-100.0%	1.1	-100.0%	-	0.8	-100.0%	1.0	-100.0%
TRAUMA SERVICE	0.2	-	0.0%	1.0	-77.7%	0.2	-	0.0%	0.9	-77.9%
OPERATING ROOM	-	0.8	-100.0%	1.1	-100.0%	-	0.8	-100.0%	1.9	-100.0%
INTENSIVE CARE UNIT 2	-	0.3	-100.0%	1.2	-100.0%	0.6	0.3	93.9%	1.7	-62.9%
PM&R - OCCUPATIONAL	0.9	0.6	59.6%	0.8	21.4%	1.0	0.6	54.7%	0.7	41.8%
INTENSIVE CARE UNIT 4 (CCU)	4.3	0.3	35.6%	0.6	-37.6%	0.8	0.3	195.7%	0.3	139.7%
STERILE PROCESSING	0.0	0.5	712.6%	0.6	582.4%	4.4	0.5	757.5%	0.2	2134.5%
PATIENT ACCOUNTING	0.3	0.3	6.9%	-	0.0%	0.6	0.3	87.8%	-	0.0%
EMERGENCY DEPARTMENT	-	0.3	-100.0%	0.3	-100.0%	-	0.3	-100.0%	0.8	-100.0%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	0.5	-100.0%	-	-	0.0%	0.8	-100.0%
PM&R - PHYSICAL	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	0.6	-100.0%
FINANCIAL ACCOUNTING	0.7	-	0.0%	-	0.0%	0.8	-	0.0%	-	0.0%
5 WEST	-	0.1	-100.0%	0.1	-100.0%	-	0.1	-100.0%	0.1	-100.0%
CARDIOPULMONARY - NICU	-	0.1	-100.0%	-	0.0%	-	0.1	-100.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
4 CENTRAL	-	0.0	-100.0%	-	0.0%	0.0	0.0	4.2%	-	0.0%
8 CENTRAL	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
6 Central	-	0.0	-100.0%	-	0.0%	0.0	0.0	319.3%	0.0	-5.1%
7 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
6 West	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
IMAGING - ULTRASOUND	0.7	-	0.0%	-	0.0%	0.7	-	0.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
FOOD SERVICE	1.5	-	0.0%	-	0.0%	1.1	-	0.0%	-	0.0%
INPATIENT REHAB - THERAPY	0.8	-	0.0%	-	0.0%	0.6	-	0.0%	-	0.0%
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 - TRANSFUSION 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	13.4	9.0	49.9%	13.1	2.8%	15.2	9.3	64.1%	15.3	-0.4%
TRANSITION LABOR										
INTENSIVE CARE UNIT 4 (CCU)	3.6	5.8	-37.4%	11.3	-67.8%	4.3	6.1	-28.6%	10.6	-59.3%
7 CENTRAL	3.9	5.1	-24.4%	6.0	-35.4%	3.9	5.3	-26.3%	6.0	-35.6%
NEO-NATAL INTENSIVE CARE	5.3	3.3	60.6%	2.8	87.7%	5.7	3.6	59.5%	3.2	78.2%
INTENSIVE CARE UNIT 2	1.6	2.2	-27.4%	2.8	-42.6%	1.8	2.3	-21.2%	3.3	-45.3%
8 CENTRAL	2.5	3.2	-22.7%	3.5	-27.5%	2.7	3.3	-17.8%	3.7	-25.3%
INPATIENT REHAB	1.1	3.7	-69.1%	3.6	-68.6%	1.9	3.7	-49.8%	3.4	-44.6%
6 Central	0.4	2.6	-86.4%	3.1	-88.6%	0.9	2.7	-67.5%	3.4	-74.4%
4 EAST	1.9	2.5	-25.7%	2.6	-27.9%	1.9	2.6	-24.8%	2.6	-24.0%
LABORATORY - CHEMISTRY	4.0	2.1	91.4%	1.8	126.2%	3.4	2.2	54.2%	1.9	78.6%
OPERATING ROOM	2.3	2.0	14.7%	2.2	2.7%	2.2	2.1	5.0%	2.1	4.1%
EMERGENCY DEPARTMENT	0.9	0.6	45.3%	2.2	-58.6%	1.0	0.6	61.8%	2.2	-55.2%
5 CENTRAL	0.8	1.1	-25.7%	2.1	-62.3%	0.9	1.1	-18.0%	1.9	-52.8%
LABORATORY - HEMATOLOGY	1.0	1.2	-16.7%	1.1	-9.6%	1.1	1.2	-10.1%	1.2	-9.0%
OP SURGERY	-	1.0	-100.0%	1.1	-100.0%	-	1.0	-100.0%	1.0	-100.0%
PM&R - OCCUPATIONAL	1.0	0.5	101.5%	0.3	275.1%	1.0	0.5	104.3%	0.3	277.6%
CHW - SPORTS MEDICINE	-	0.3	-100.0%	0.3	-100.0%	-	0.3	-100.0%	0.7	-100.0%
4 CENTRAL	-	0.4	-100.0%	0.4	-100.0%	0.0	0.4	-93.9%	0.8	-97.1%
PM&R - PHYSICAL	-	0.3	-100.0%	0.8	-100.0%	-	0.3	-100.0%	0.9	-100.0%
INPATIENT REHAB - THERAPY	1.1	-	0.0%	-	0.0%	0.7	-	0.0%	-	0.0%
9 CENTRAL	-	0.3	-100.0%	0.2	-100.0%	0.1	0.3	-62.6%	0.6	-80.1%
LABOR AND DELIVERY	-	0.1	-100.0%	0.1	-100.0%	0.0	0.1	-62.9%	0.1	-67.1%
6 West	-	0.1	-100.0%	0.1	-100.0%	0.0	0.1	-64.4%	0.1	-76.3%
5 WEST	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL	31.3	38.2	-18.2%	48.2	-35.1%	33.7	39.7	-15.3%	50.0	-32.7%
GRAND TOTAL	44.7	47.2	-5.2%	61.2	-27.0%	48.8	49.0	-0.3%	65.3	-25.2%

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
SP TEMPORARY LABOR	\$ 39,654	\$ 4,718	\$ 34,936	740.5%	\$ 4,655	751.9%	\$ 148,983	\$ 14,626	\$ 134,357	918.6%	\$ 4,655	3100.6%
IMCU9 TEMPORARY LABOR	20,123	8,640	11,483	132.9%	-	100.0%	59,648	26,486	33,162	125.2%	-	100.0%
ALL OTHER	74,494	87,206	(12,712)	-14.6%	167,448	-55.5%	312,140	267,373	44,767	16.7%	522,879	-40.3%
TOTAL TEMPORARY LABOR	\$ 134,272	\$ 100,564	\$ 33,708	33.5%	\$ 172,103	-22.0%	\$ 520,772	\$ 308,485	\$ 212,287	68.8%	\$ 527,534	-1.3%
NICU TRANSITION LABOR	\$ 62,243	\$ 36,556	\$ 25,687	70.3%	\$ 34,271	81.6%	\$ 197,676	\$ 117,901	\$ 79,775	67.7%	\$ 110,933	78.2%
CHEM TRANSITION LABOR	33,059	17,712	15,347	86.6%	14,272	131.6%	76,155	54,908	21,247	38.7%	46,536	63.6%
ICU2 TRANSITION LABOR	18,325	26,399	(8,074)	-30.6%	41,709	-56.1%	69,294	81,857	(12,564)	-15.3%	118,245	-41.4%
4E TRANSITION LABOR	20,726	27,096	(6,370)	-23.5%	28,110	-26.3%	64,814	83,342	(18,528)	-22.2%	83,981	-22.8%
8C TRANSITION LABOR	38,207	40,127	(1,920)	-4.8%	45,400	-15.8%	99,245	122,843	(23,598)	-19.2%	128,193	-22.6%
7C TRANSITION LABOR	42,167	54,209	(12,042)	-22.2%	67,895	-37.9%	124,133	166,129	(41,996)	-25.3%	195,516	-36.5%
REHAB TRANSITION LABOR	17,087	50,241	(33,154)	-66.0%	47,829	-64.3%	59,570	150,723	(91,154)	-60.5%	126,304	-52.8%
ICU4 TRANSITION LABOR	32,843	72,556	(39,713)	-54.7%	150,552	-78.2%	127,460	224,727	(97,267)	-43.3%	386,850	-67.1%
ALL OTHER	82,965	121,249	(38,284)	-31.6%	146,200	-43.3%	285,920	372,413	(86,493)	-23.2%	506,852	-43.6%
TOTAL TRANSITION LABOR	\$ 347,622	\$ 446,145	\$ (98,523)	-22.1%	\$ 576,239	-39.7%	\$ 1,104,266	\$ 1,374,843	\$ (270,577)	-19.7%	\$ 1,703,411	-35.2%
GRAND TOTAL TEMPORARY LABOR	\$ 481,894	\$ 546,709	\$ (64,815)	-11.9%	\$ 748,342	-35.6%	\$ 1,625,037	\$ 1,683,328	\$ (58,291)	-3.5%	\$ 2,230,944	-27.2%
HIM CODING SERVICES	\$ 354,728	\$ 134,819	\$ 219,909	163.1%	\$ 79,054	348.7%	\$ 1,399,393	\$ 331,299	\$ 1,068,094	322.4%	\$ 185,352	655.0%
PT ACCTS COLLECTION FEES	464,785	148,723	316,062	212.5%	83,846	454.3%	1,025,091	459,888	565,203	122.9%	296,682	245.5%
ADM CONSULTANT FEES	181,169	40,119	141,050	351.6%	50,811	256.6%	540,824	120,357	420,467	349.3%	154,743	249.5%
ADMIN LEGAL FEES	109,951	40,878	69,073	169.0%	17,033	545.5%	342,167	122,634	219,533	179.0%	92,082	271.6%
ADM LEGAL SETTLEMENT FEES	-	9,243	(9,243)	-100.0%	-	100.0%	200,000	27,729	172,271	621.3%	10,000	1900.0%
ECHDA OTHER PURCH SVCS	460,000	142,208	317,792	223.5%	824	55725.2%	538,764	426,624	112,140	26.3%	2,821	18998.3%
ADMIN OTHER FEES	8,875	14,038	(5,163)	-36.8%	11,322	-21.6%	92,112	42,114	49,998	118.7%	41,068	124.3%
COMM REL ADVERTISEMENT PURCH SVCS	91,718	22,460	69,258	308.4%	23,951	282.9%	129,737	80,856	48,881	60.5%	68,682	88.9%
PA ELIGIBILITY FEES	106,689	13,983	92,706	663.0%	76,809	38.9%	71,305	33,242	38,063	114.5%	87,950	-18.9%
COMM REL WELLNESS WORKS	24,113	21,954	2,159	9.8%	22,374	7.8%	89,563	65,862	23,701	36.0%	65,433	36.9%
ADM CONTRACT STRYKER	20,000	24,874	(4,874)	-19.6%	37,597	-46.8%	99,853	76,917	22,936	29.8%	108,456	-7.9%
HR RECRUITING FEES	4,800	10,303	(5,503)	-53.4%	10,948	-56.2%	72,476	60,992	11,484	18.8%	45,142	60.6%
ADM APPRAISAL DIST FEE	50,731	13,679	37,052	270.9%	-	100.0%	50,731	41,037	9,694	23.6%	-	100.0%
UOM (EHR FEES)	15,550	14,538	1,012	7.0%	5,101	204.8%	54,764	45,143	9,621	21.3%	42,731	28.2%
PHARMACY SERVICES	6	35,615	(35,609)	-100.0%	14,670	-100.0%	70,131	105,149	(35,018)	-33.3%	53,944	30.0%
HISTOLOGY SERVICES	17,363	45,065	(27,702)	-61.5%	44,002	-60.5%	83,255	124,828	(41,573)	-33.3%	138,753	-40.0%
UC-CPC 42ND STREET PURCH SVCS-OTHER	41,167	48,143	(6,976)	-14.5%	67,510	-39.0%	108,850	158,215	(49,365)	-31.2%	171,861	-36.7%
PRIMARY CARE WEST OTHER PURCH SVCS	61,457	81,922	(20,465)	-25.0%	108,101	-43.1%	182,968	374,559	(191,591)	-51.2%	324,938	-43.7%
PA E-SCAN DATA SYSTEM	57,189	121,506	(64,317)	-52.9%	114,692	-50.1%	162,699	364,518	(201,819)	-55.4%	197,356	-17.6%
FHC OTHER PURCH SVCS	87,997	120,968	(32,971)	-27.3%	213,747	-58.8%	275,294	592,898	(317,604)	-53.6%	563,917	-51.2%
ALL OTHERS	2,591,823	2,405,919	185,904	7.7%	1,395,470	85.7%	7,148,734	7,349,008	(200,274)	-2.7%	4,032,984	77.3%
TOTAL PURCHASED SERVICES	\$ 4,750,110	\$ 3,510,957	\$ 1,239,153	35.3%	\$ 2,377,862	99.8%	\$ 12,738,710	\$ 11,003,869	\$ 1,734,841	15.8%	\$ 6,684,895	90.6%

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

Average Annual Debt Service Requirements of 110%:

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Decrease in net position	-	1,652,501	1,652,501	6,610,005
Deficiency of revenues over expenses	-	1,652,501	1,652,501	6,610,005
Depreciation/amortization	60,947	4,866,921	4,927,869	19,711,474
GASB 68	-	1,700,000	1,700,000	6,800,000
Interest expense	-	781,366	781,366	3,125,462
(Gain) or loss on fixed assets	-	-	-	-
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	(30,157)	(30,157)	(120,628)
Consolidated net revenues	60,947	8,970,631	9,031,578	36,126,314

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%
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
	3,702,709.78	632,916.13	4,335,625.91	

OR

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

	Bonds	
Debt Service	4,754,543	← higher of the two

Current FYTD
190.0%

Covenant Computation

(needs to be 110% or higher)

759.8%



Financial Presentation

For the Three Months Ended

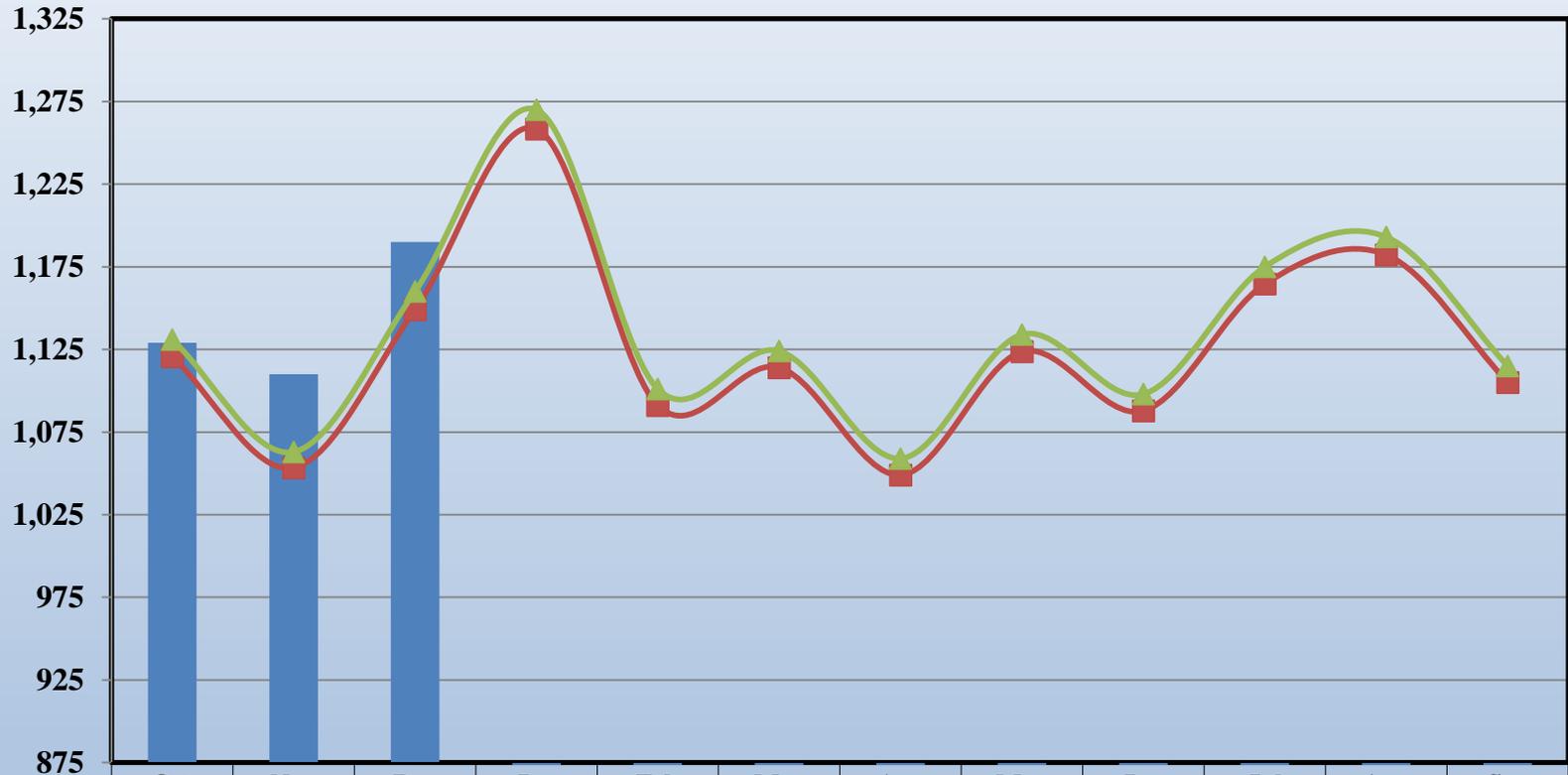
December 31, 2018

Volume



Admissions

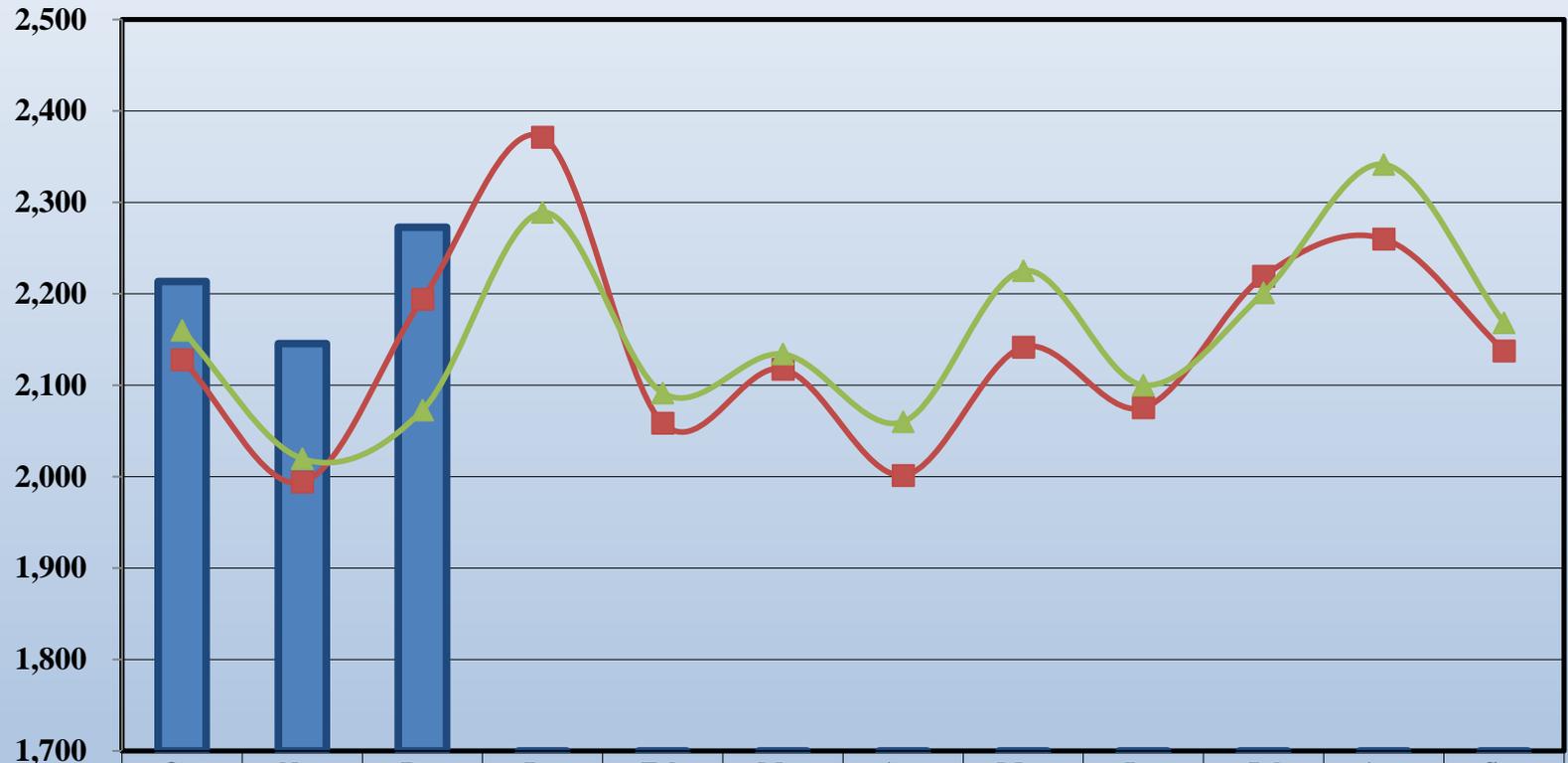
Total – Adults and NICU



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ FY 2019	1,129	1,110	1,190	-	-	-	-	-	-	-	-	-
■ FY 2019 Budget	1,121	1,053	1,149	1,258	1,091	1,114	1,049	1,124	1,088	1,165	1,182	1,105
▲ FY 2018	1,131	1,063	1,160	1,270	1,101	1,124	1,059	1,134	1,098	1,175	1,193	1,115

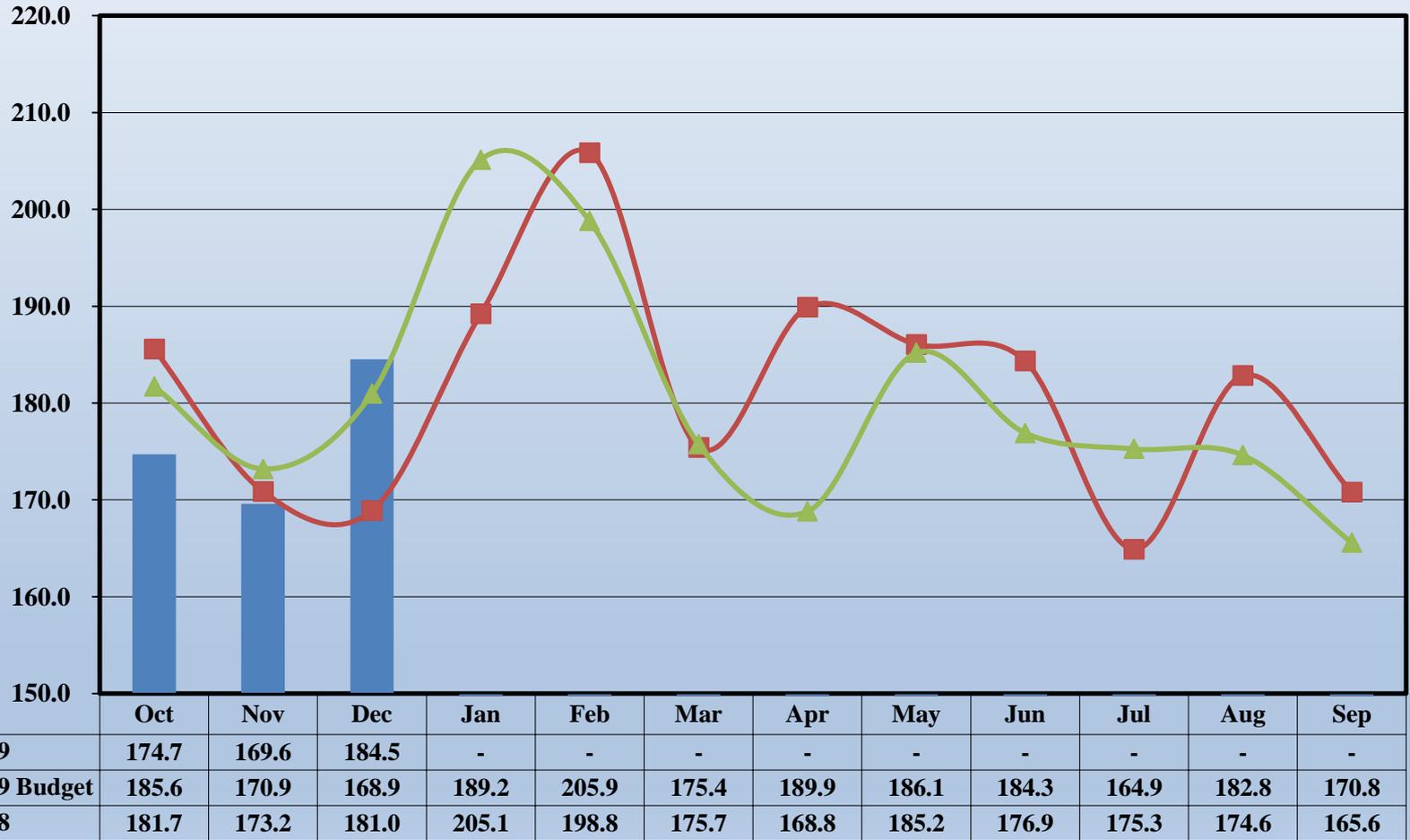
Adjusted Admissions

Including Acute & Rehab Unit



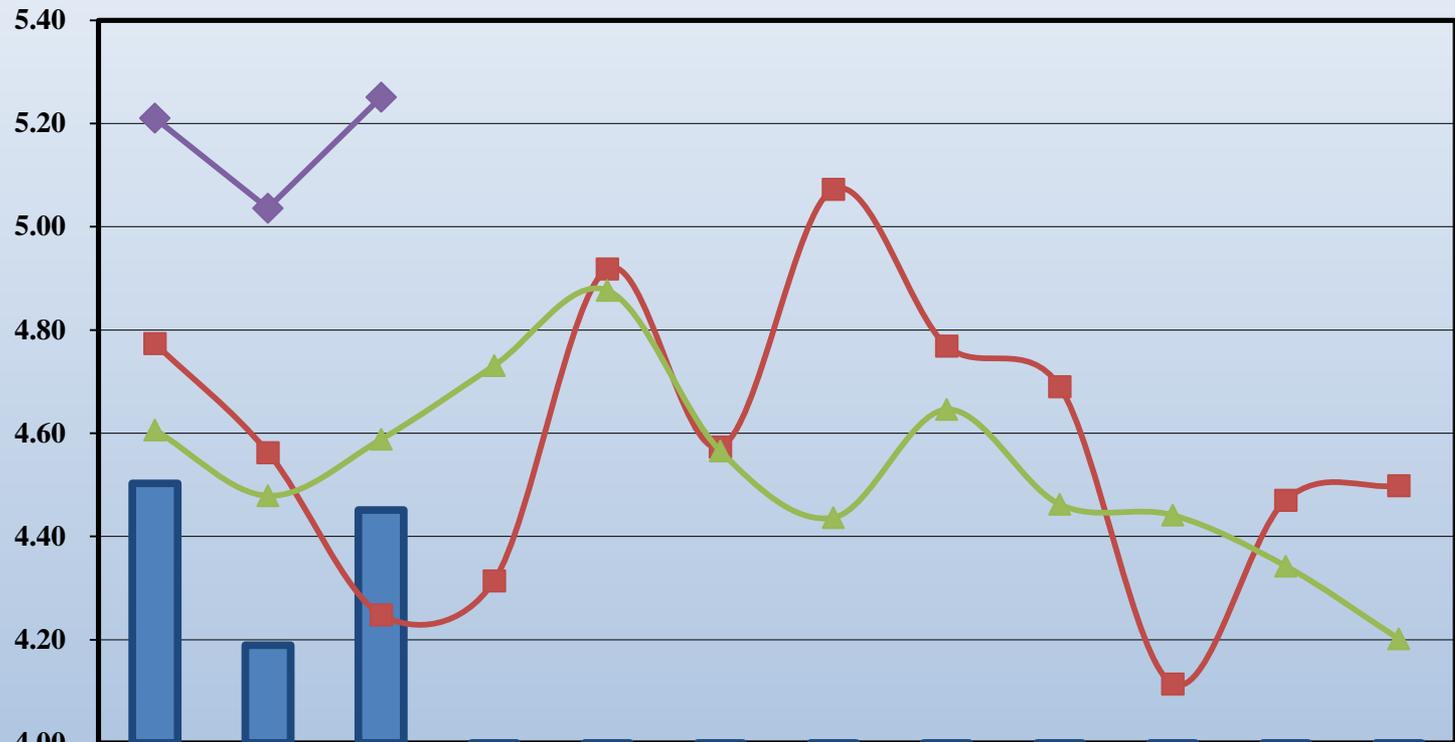
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	2,214	2,146	2,273	-	-	-	-	-	-	-	-	-
FY 2019 Budget	2,128	1,994	2,194	2,372	2,058	2,118	2,001	2,142	2,075	2,219	2,260	2,138
FY 2018	2,160	2,020	2,073	2,289	2,092	2,134	2,060	2,225	2,100	2,201	2,342	2,168

Average Daily Census



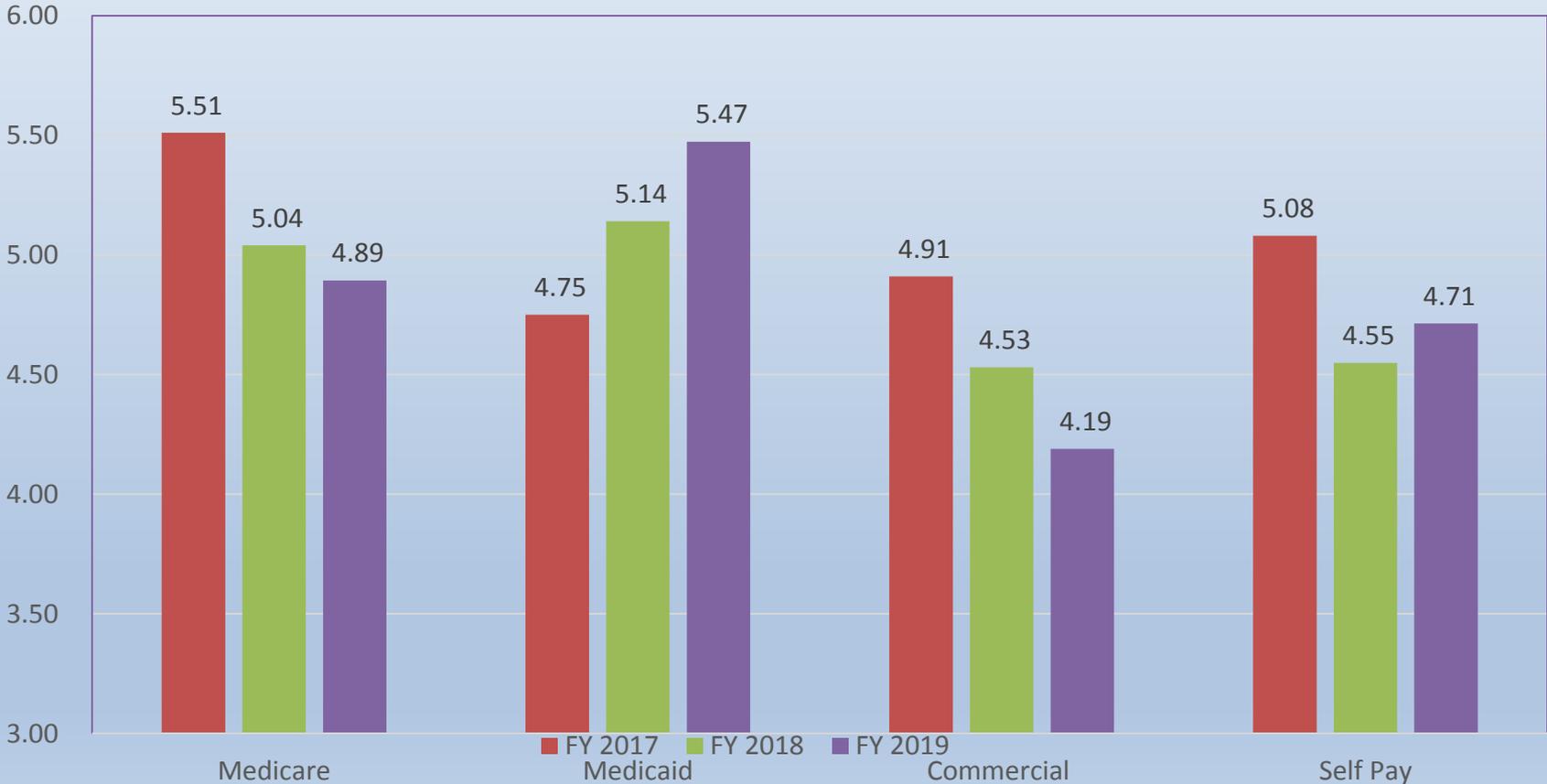
Average Length of Stay

Total – Adults and Pedi

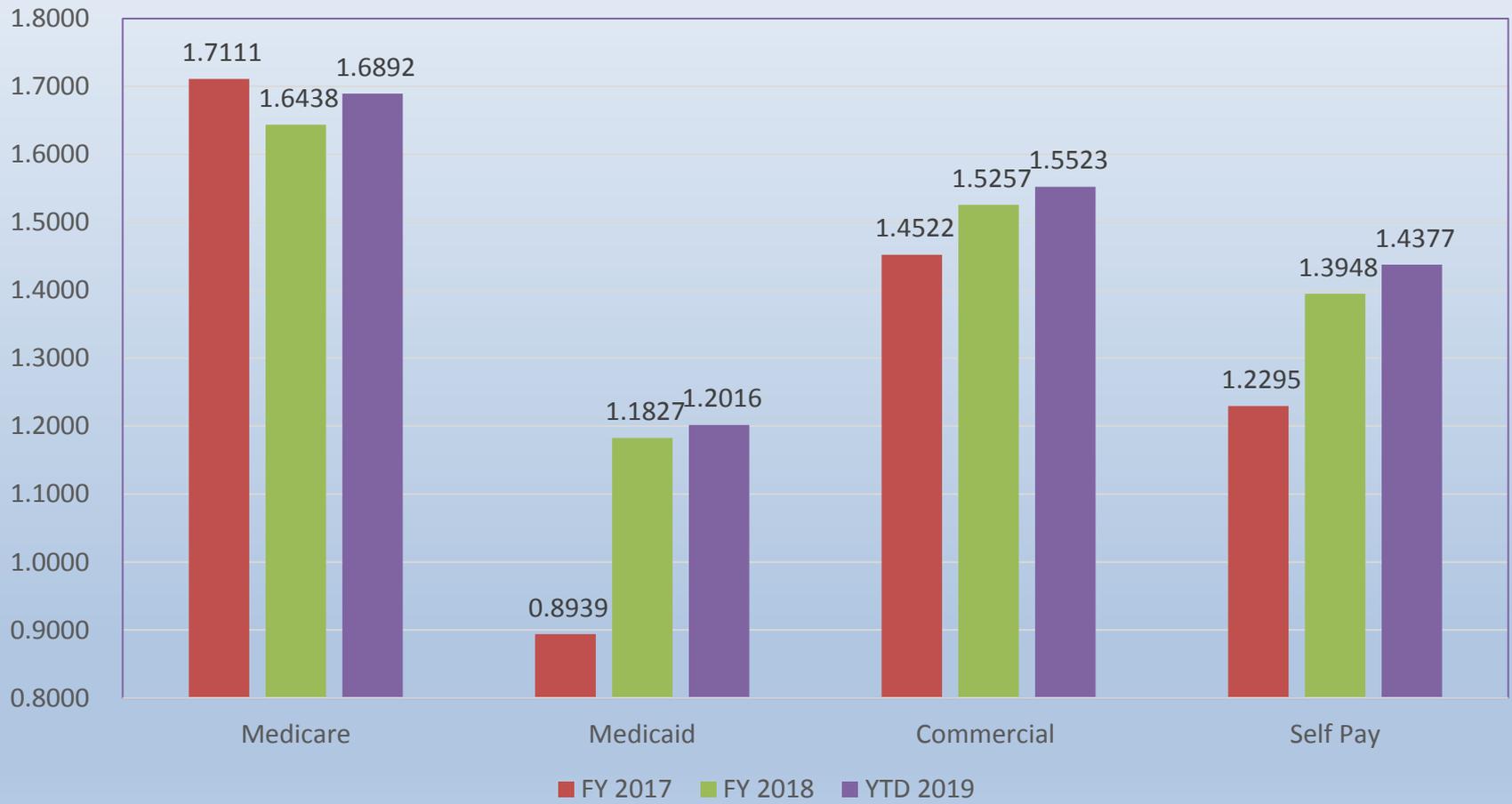


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	4.50	4.19	4.45	-	-	-	-	-	-	-	-	-
FY 2019 Budget	4.77	4.56	4.25	4.31	4.92	4.57	5.07	4.77	4.69	4.11	4.47	4.50
FY 2018	4.61	4.48	4.59	4.73	4.88	4.57	4.44	4.65	4.46	4.44	4.34	4.20
FY 2019 Excluding OB	5.21	5.04	5.25									

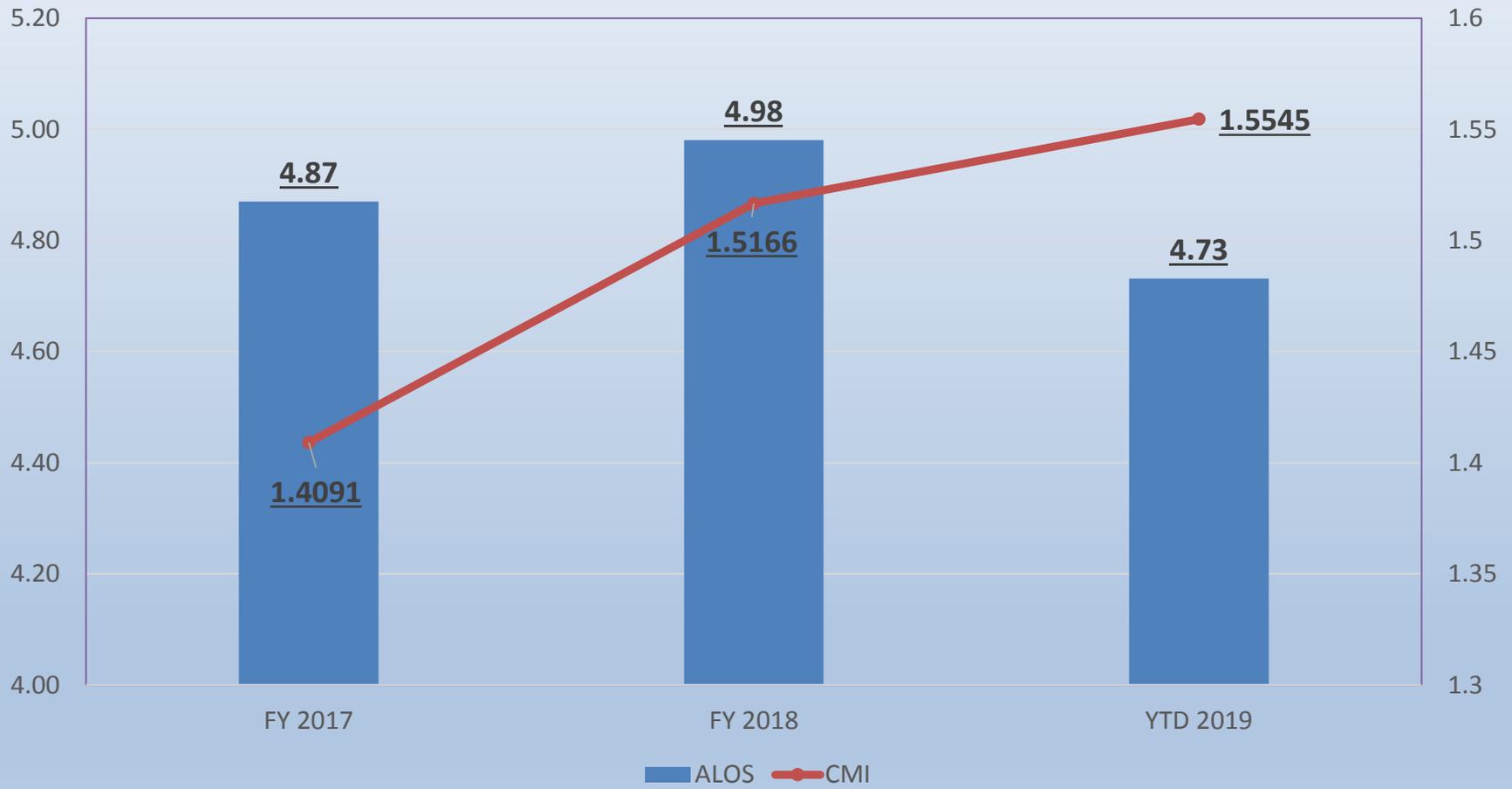
Average Length of Stay by Financial Class



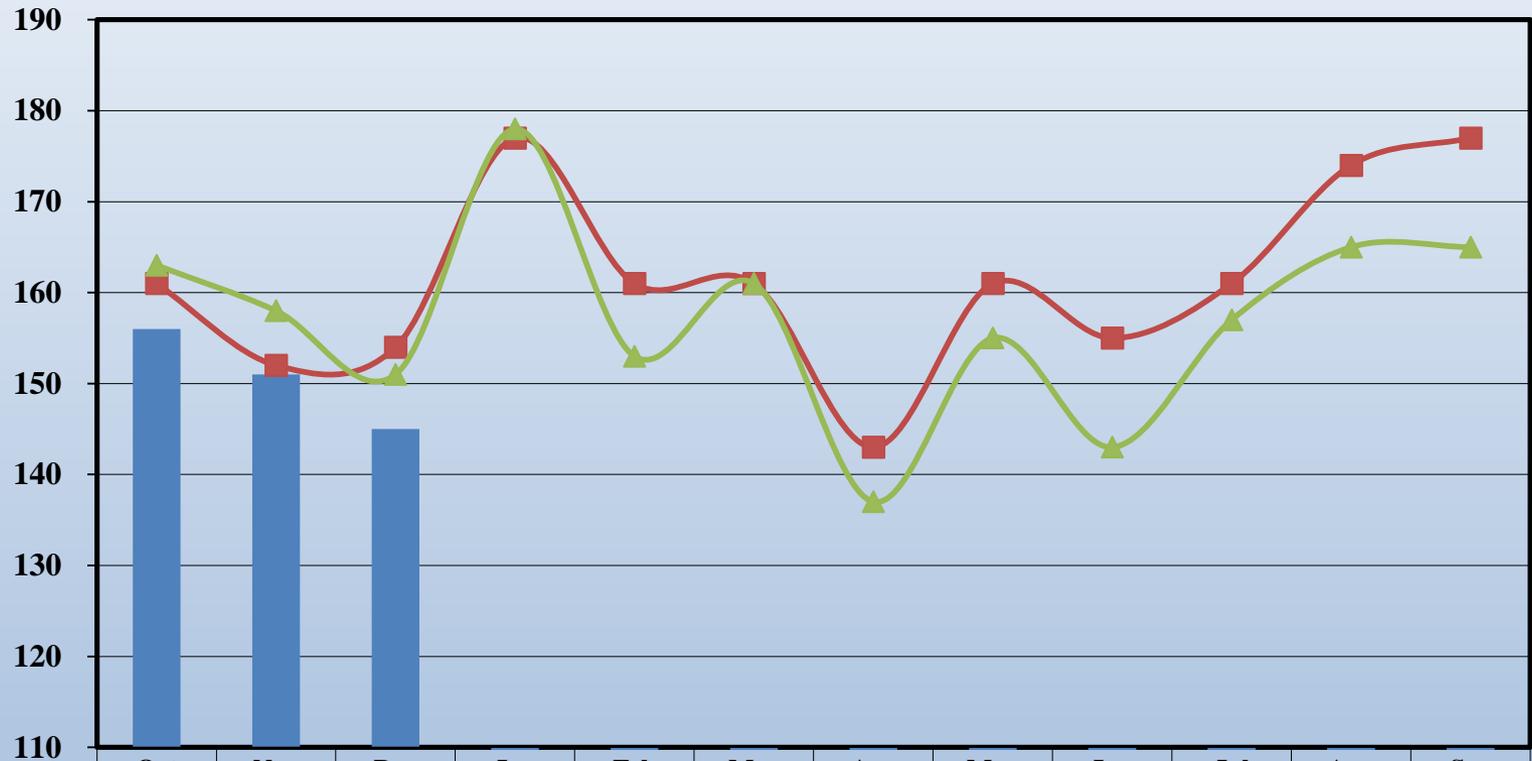
Case Mix Index by Financial Class



Total Inpatient Cases ALOS with CMI

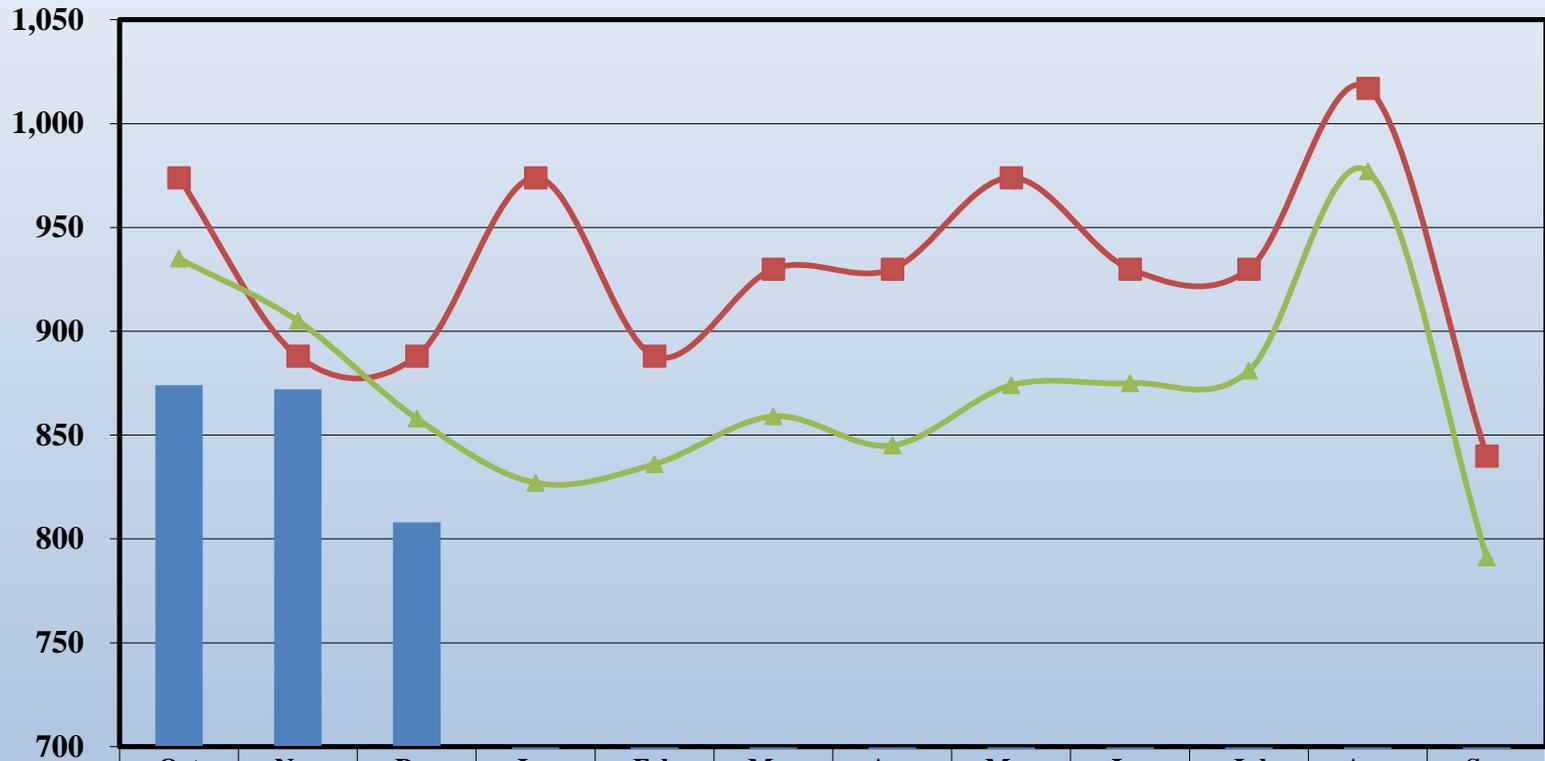


Deliveries



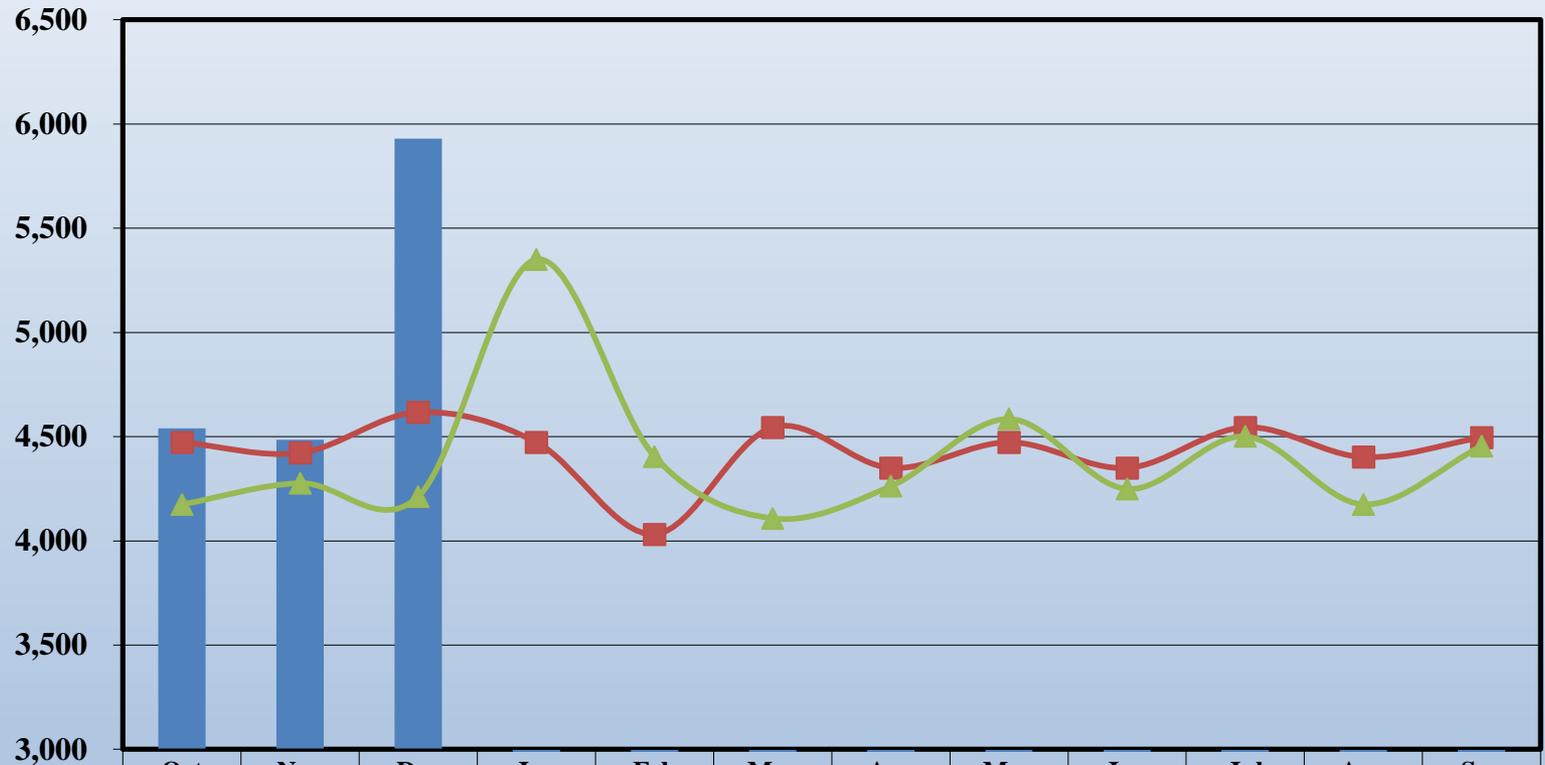
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	156	151	145	-	-	-	-	-	-	-	-	-
FY 2019 Budget	161	152	154	177	161	161	143	161	155	161	174	177
FY 2018	163	158	151	178	153	161	137	155	143	157	165	165

Total Surgical Cases



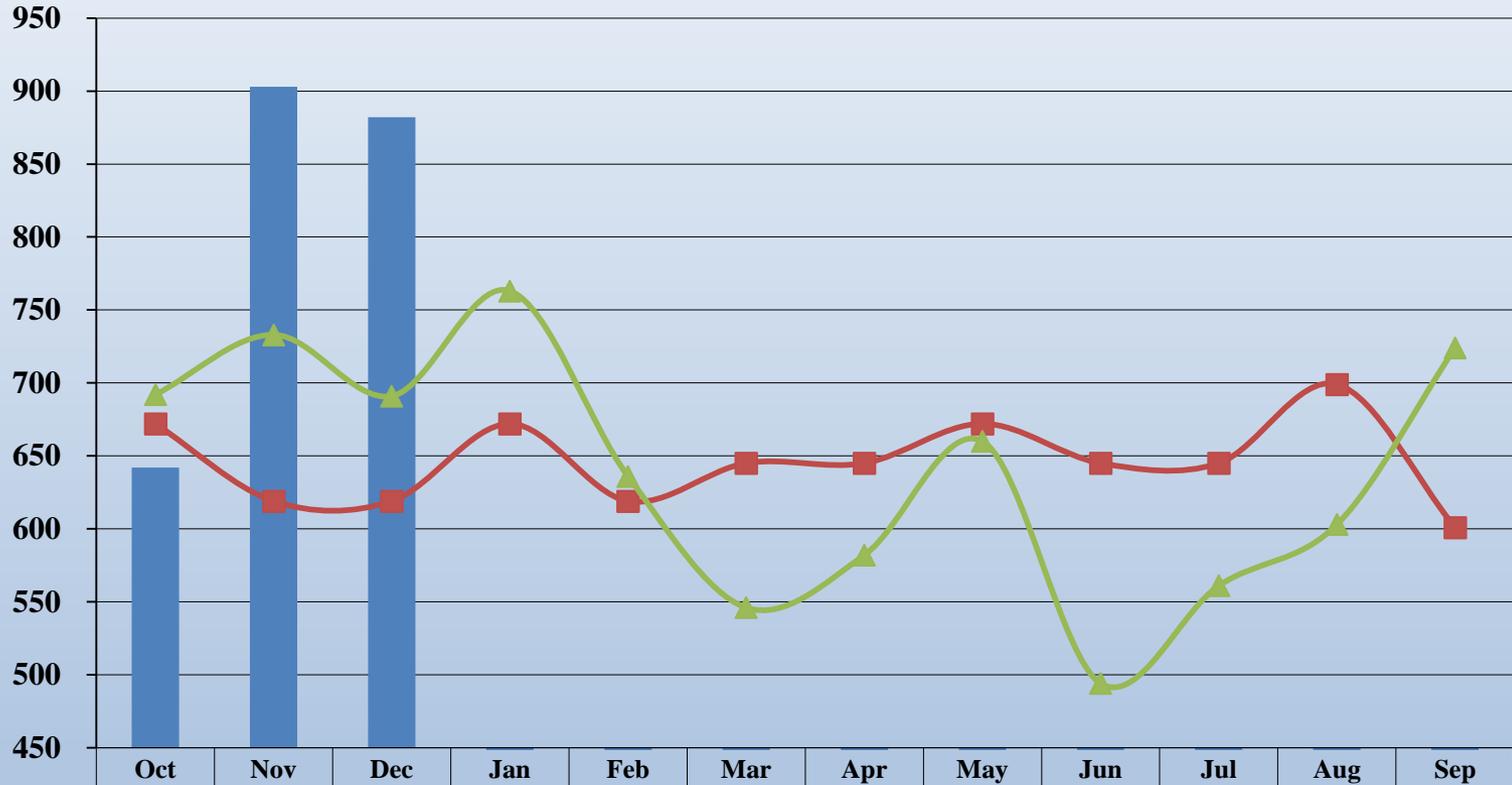
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	874	872	808	-	-	-	-	-	-	-	-	-
FY 2019 Budget	974	888	888	974	888	930	930	974	930	930	1,017	840
FY 2018	935	905	858	827	836	859	845	874	875	881	977	791

Emergency Room Visits



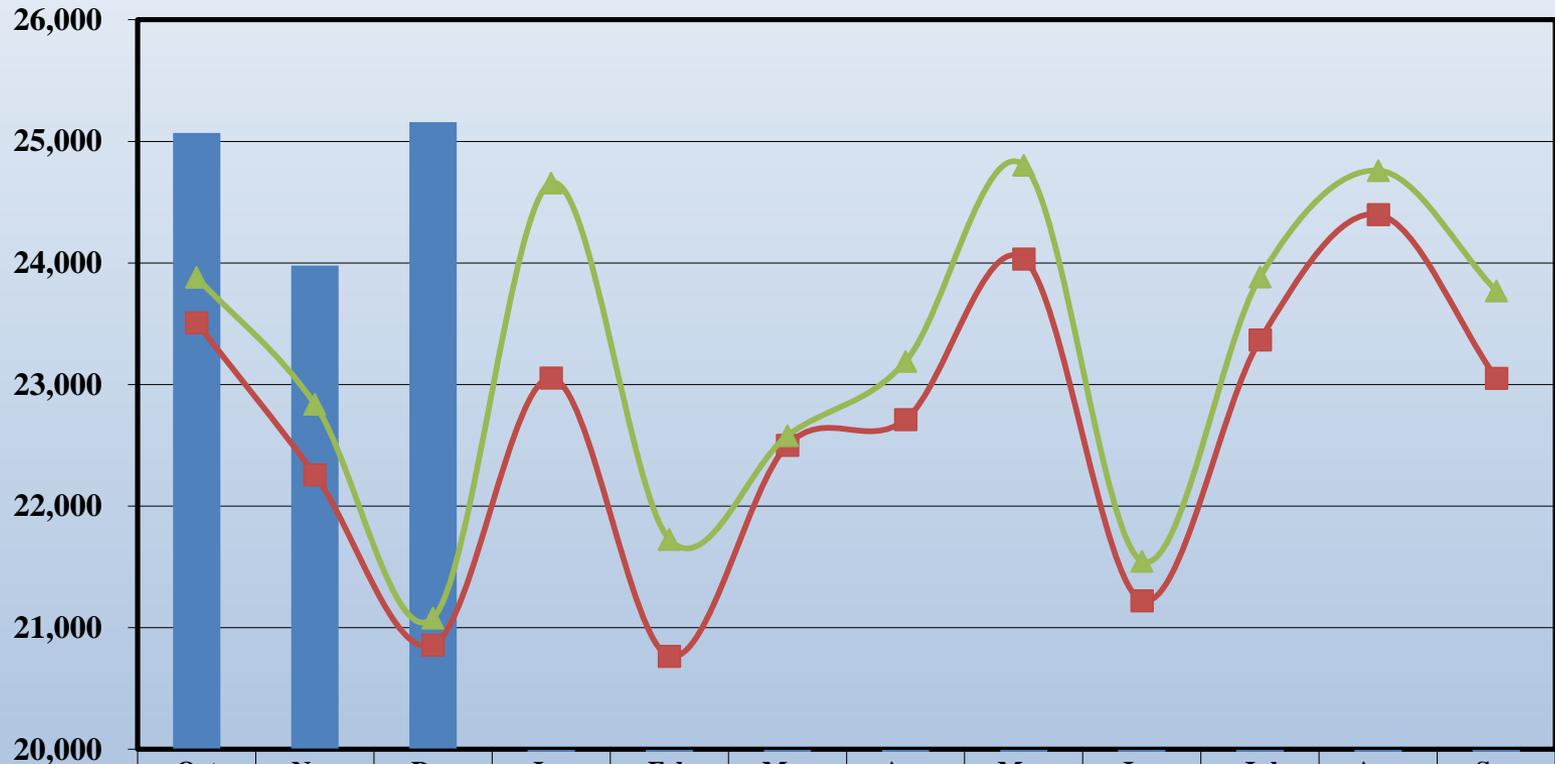
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	4,539	4,485	5,929	-	-	-	-	-	-	-	-	-
FY 2019 Budget	4,473	4,422	4,617	4,473	4,032	4,545	4,350	4,473	4,350	4,545	4,402	4,496
FY 2018	4,175	4,277	4,213	5,350	4,405	4,108	4,262	4,585	4,249	4,501	4,175	4,455

Observation Days



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	642	903	882	-	-	-	-	-	-	-	-	-
FY 2019 Budget	672	619	619	672	619	645	645	672	645	645	699	601
FY 2018	692	733	691	763	636	546	582	660	494	561	603	724

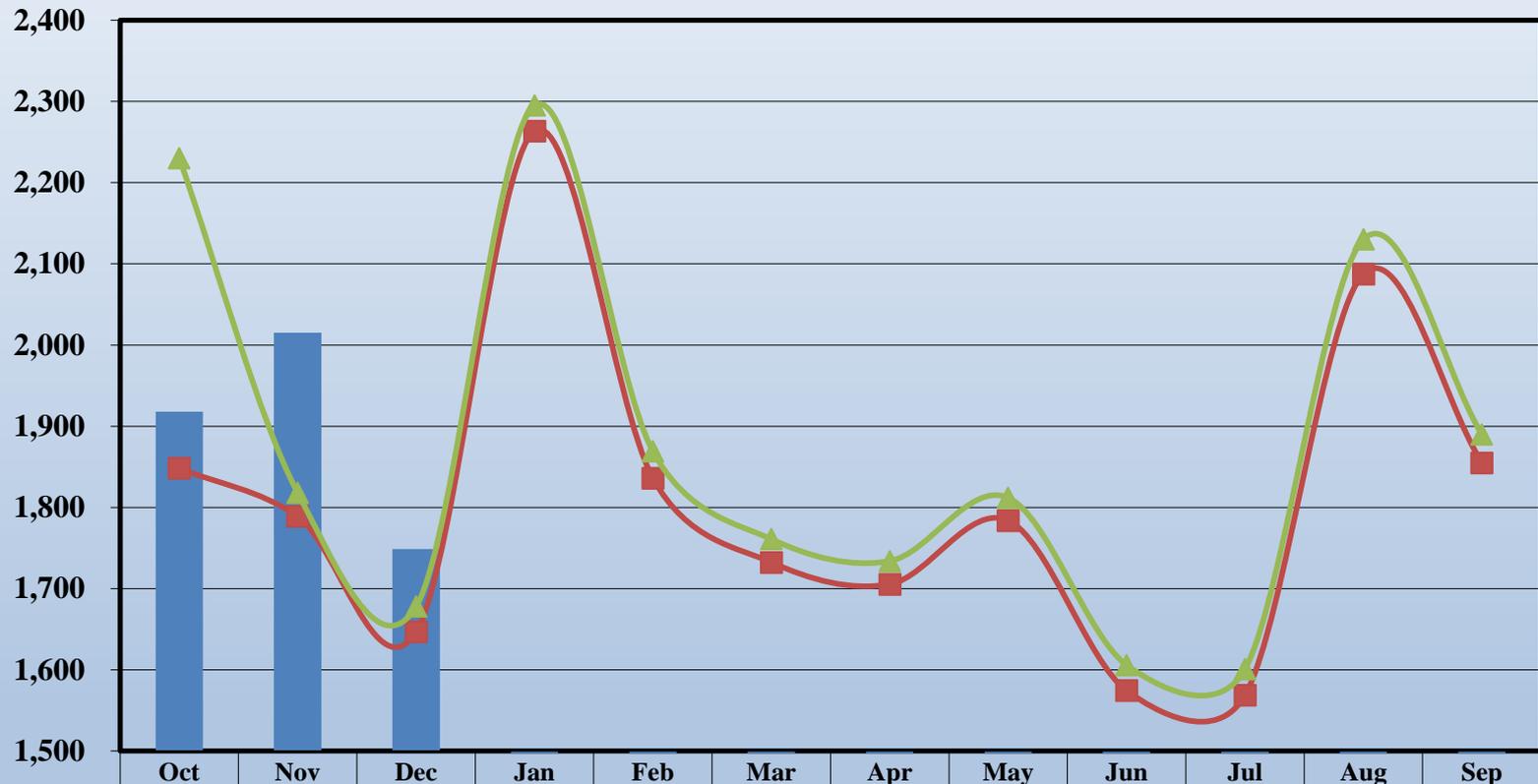
Total Outpatient Occasions of Service



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ FY 2019	25,070	23,979	25,157	-	-	-	-	-	-	-	-	-
■ FY 2019 Budget	23,508	22,259	20,858	23,055	20,765	22,502	22,712	24,034	21,223	23,368	24,398	23,051
▲ FY 2018	23,881	22,839	21,080	24,658	21,727	22,580	23,190	24,804	21,547	23,885	24,760	23,770

Center for Primary Care Total Visits

(FQHC - Clements & West University)



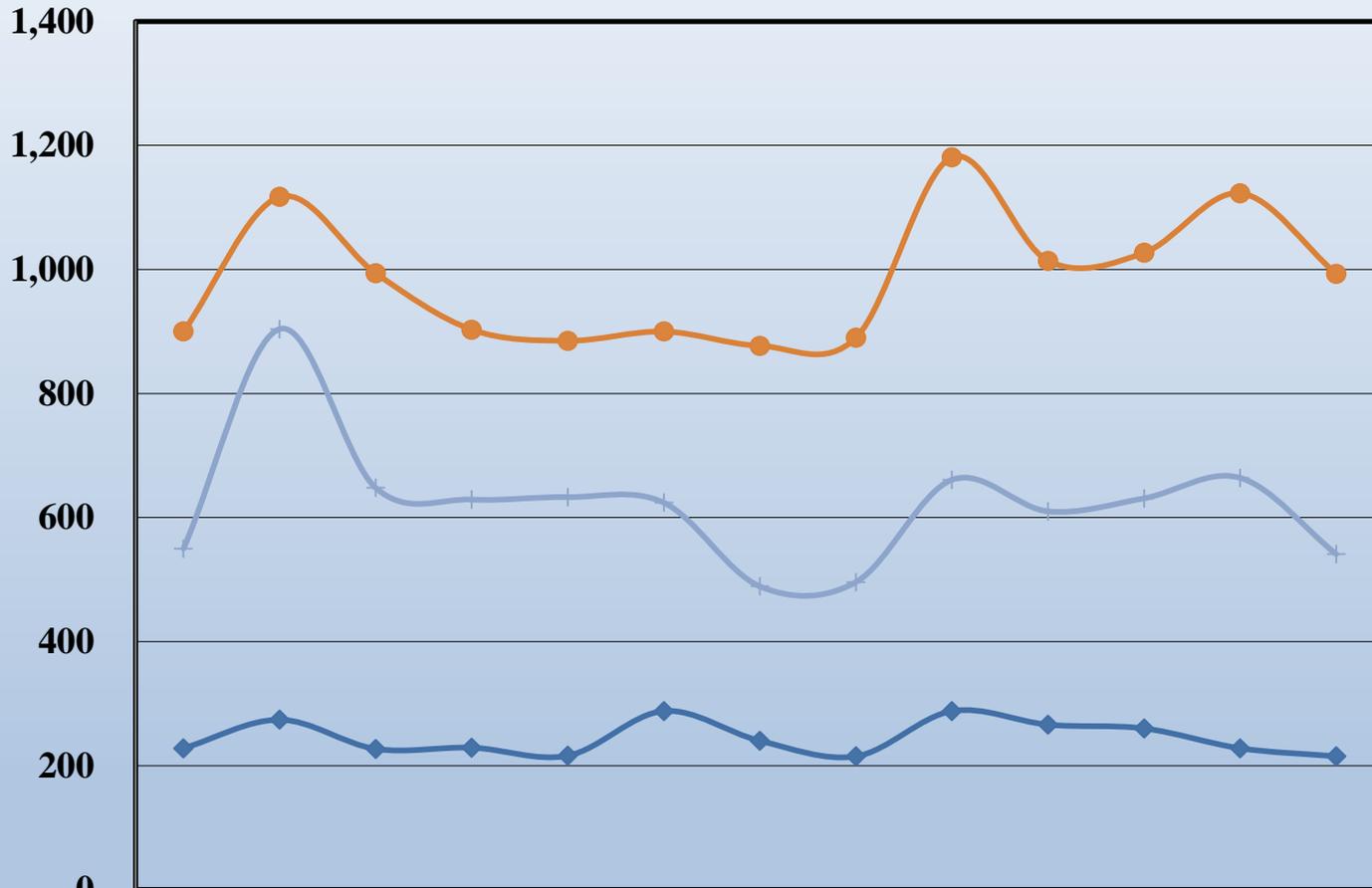
FY 2019	1,918	2,015	1,749	-	-	-	-	-	-	-	-	-
FY 2019 Budget	1,848	1,789	1,647	2,264	1,836	1,732	1,705	1,784	1,575	1,569	2,087	1,855
FY 2018	2,230	1,818	1,678	2,295	1,869	1,761	1,734	1,812	1,606	1,601	2,130	1,890

FY 2018 excludes Dental Clinic after 10/31/2017

Center for Primary Care Visits

(FQHC - Clements and West University)

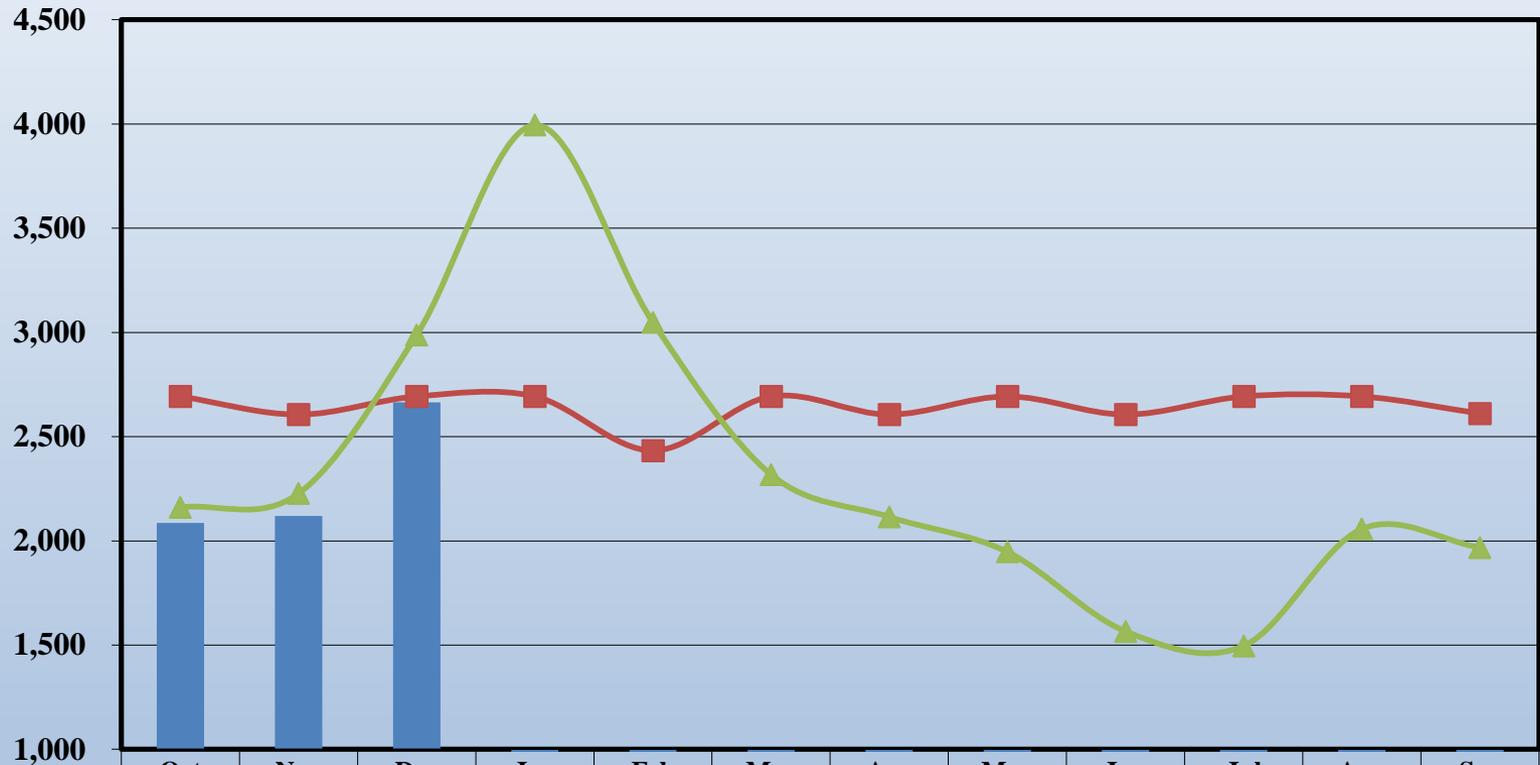
Thirteen Month Trending – Excluding Dental Clinic



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
—●— Clements Medical	900	1,117	994	903	885	900	877	890	1,181	1,014	1,027	1,123	993
—+— W. University Medical	550	904	648	629	633	624	489	496	661	610	631	664	541
—◆— W. University Optometry	228	274	227	229	216	288	240	215	288	266	260	228	215

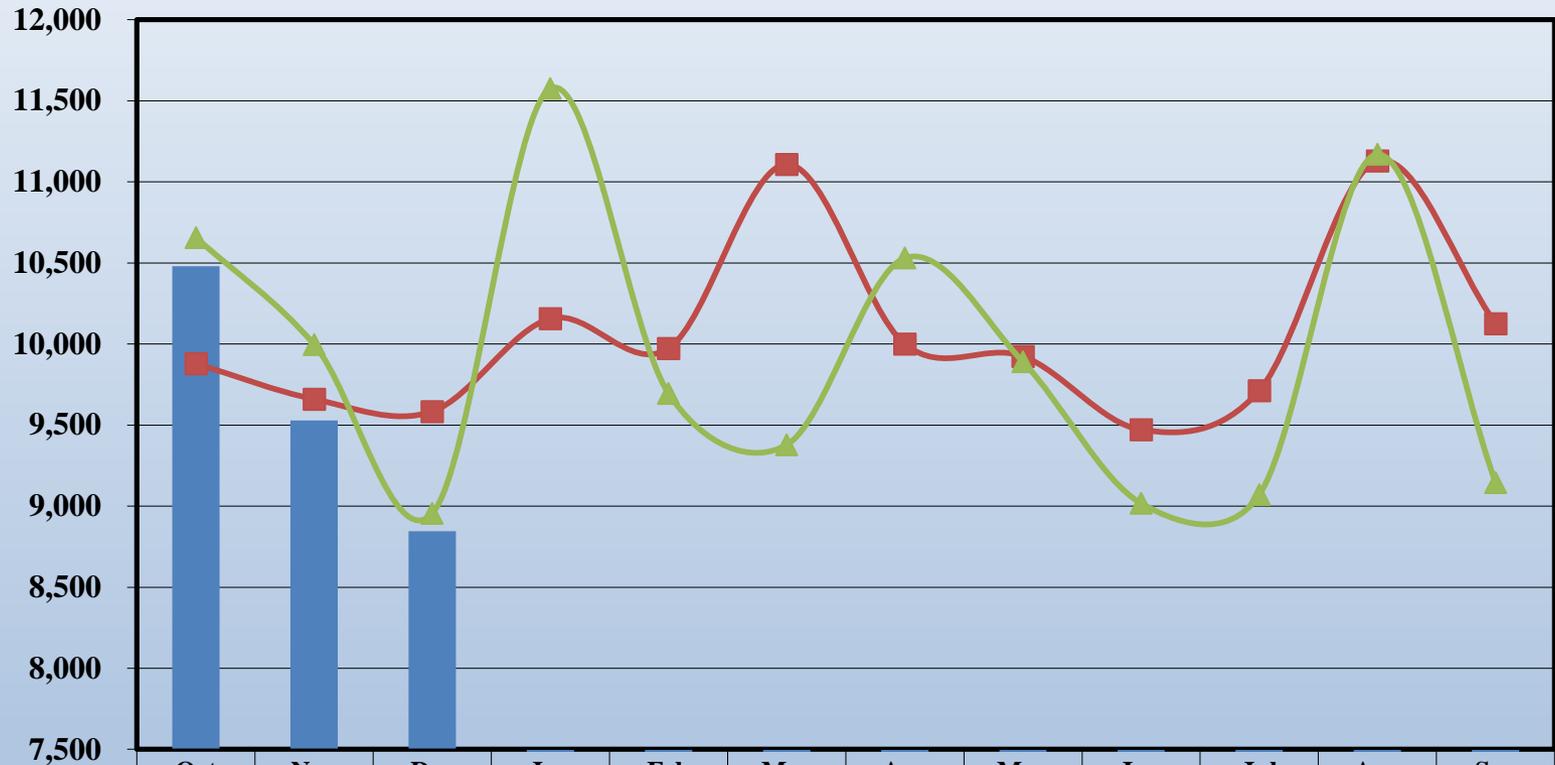
Urgent Care Visits

(JBS Clinic, West University & 42nd Street)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2019	2,086	2,120	2,664	-	-	-	-	-	-	-	-	-
FY 2019 Budget	2,693	2,606	2,693	2,693	2,433	2,693	2,606	2,693	2,606	2,693	2,693	2,611
FY 2018	2,161	2,227	2,988	3,995	3,048	2,318	2,115	1,947	1,566	1,496	2,057	1,968

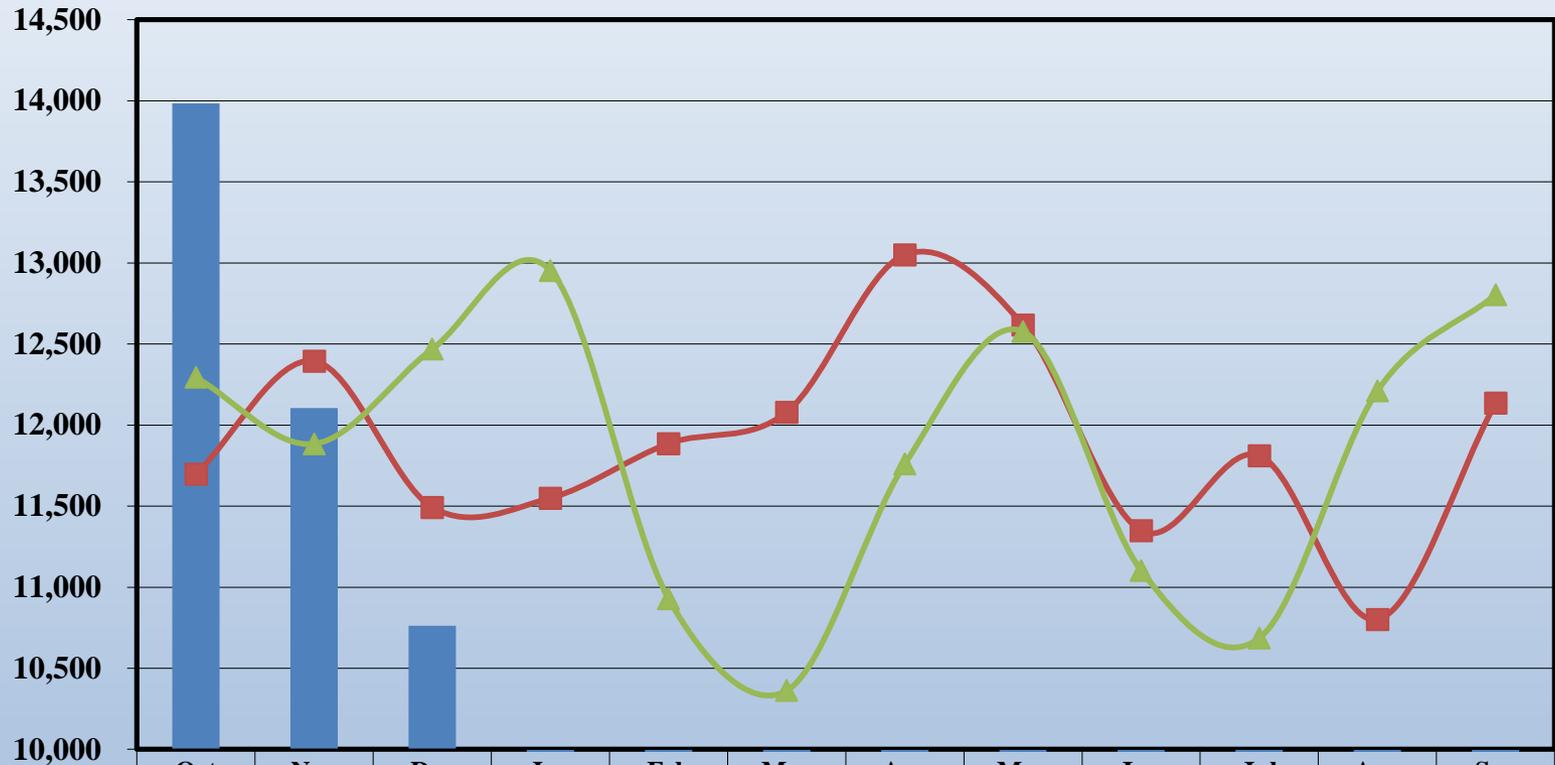
Total ProCare Office Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ FY 2019	10,479	9,529	8,846	-	-	-	-	-	-	-	-	-
■ FY 2019 Budget	9,879	9,660	9,584	10,157	9,973	11,109	10,000	9,924	9,471	9,713	11,129	10,126
▲ FY 2018	10,657	9,997	8,955	11,576	9,695	9,378	10,530	9,890	9,017	9,070	11,170	9,145

Total ProCare Procedures

Excluding Pathology and Radiology Procedures



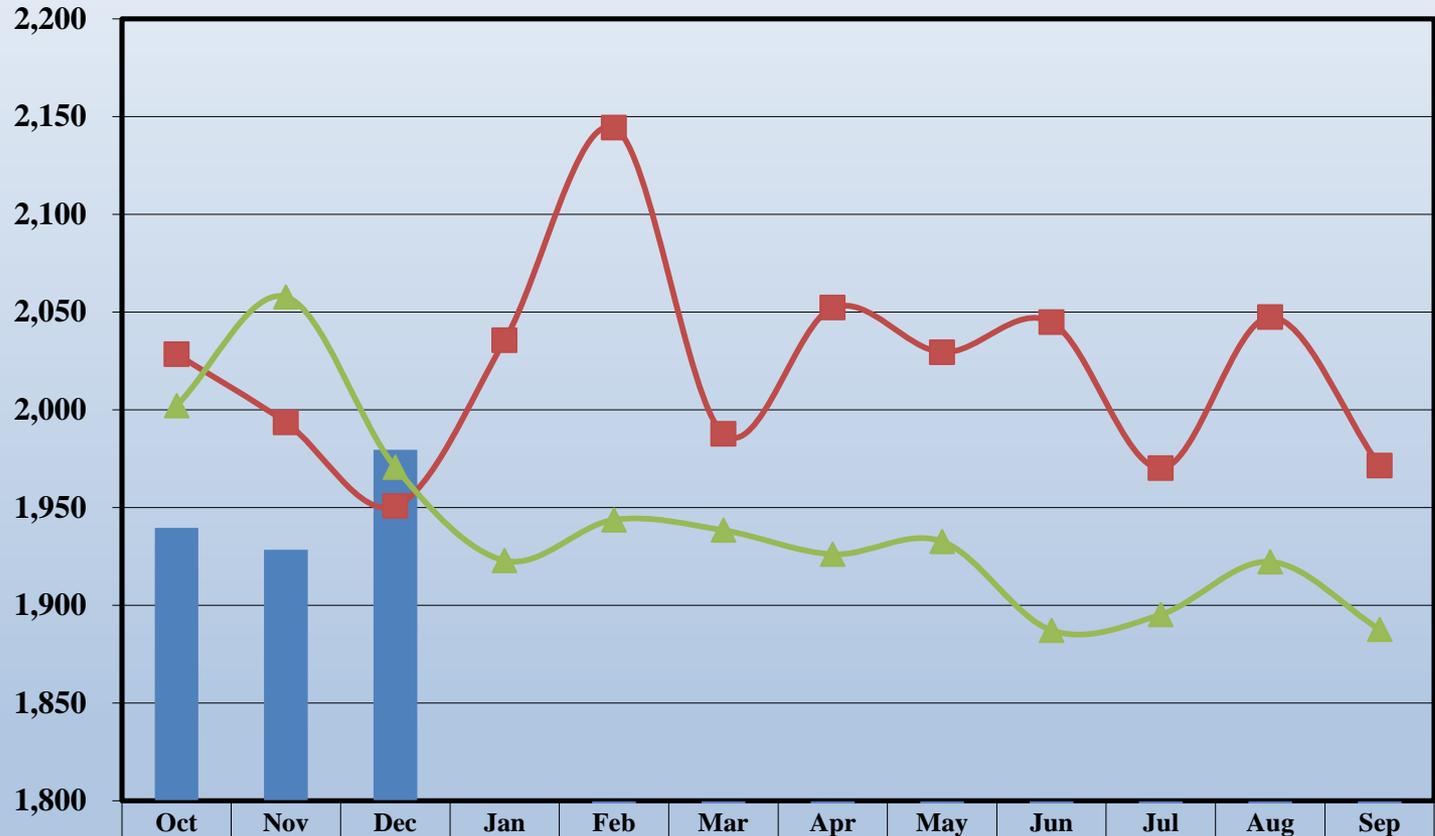
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ FY 2019	13,984	12,104	10,763	-	-	-	-	-	-	-	-	-
■ FY 2019 Budget	11,698	12,395	11,493	11,550	11,886	12,080	13,051	12,617	11,349	11,812	10,801	12,136
▲ FY 2018	12,294	11,884	12,469	12,953	10,929	10,362	11,760	12,577	11,103	10,686	12,211	12,803

Staffing



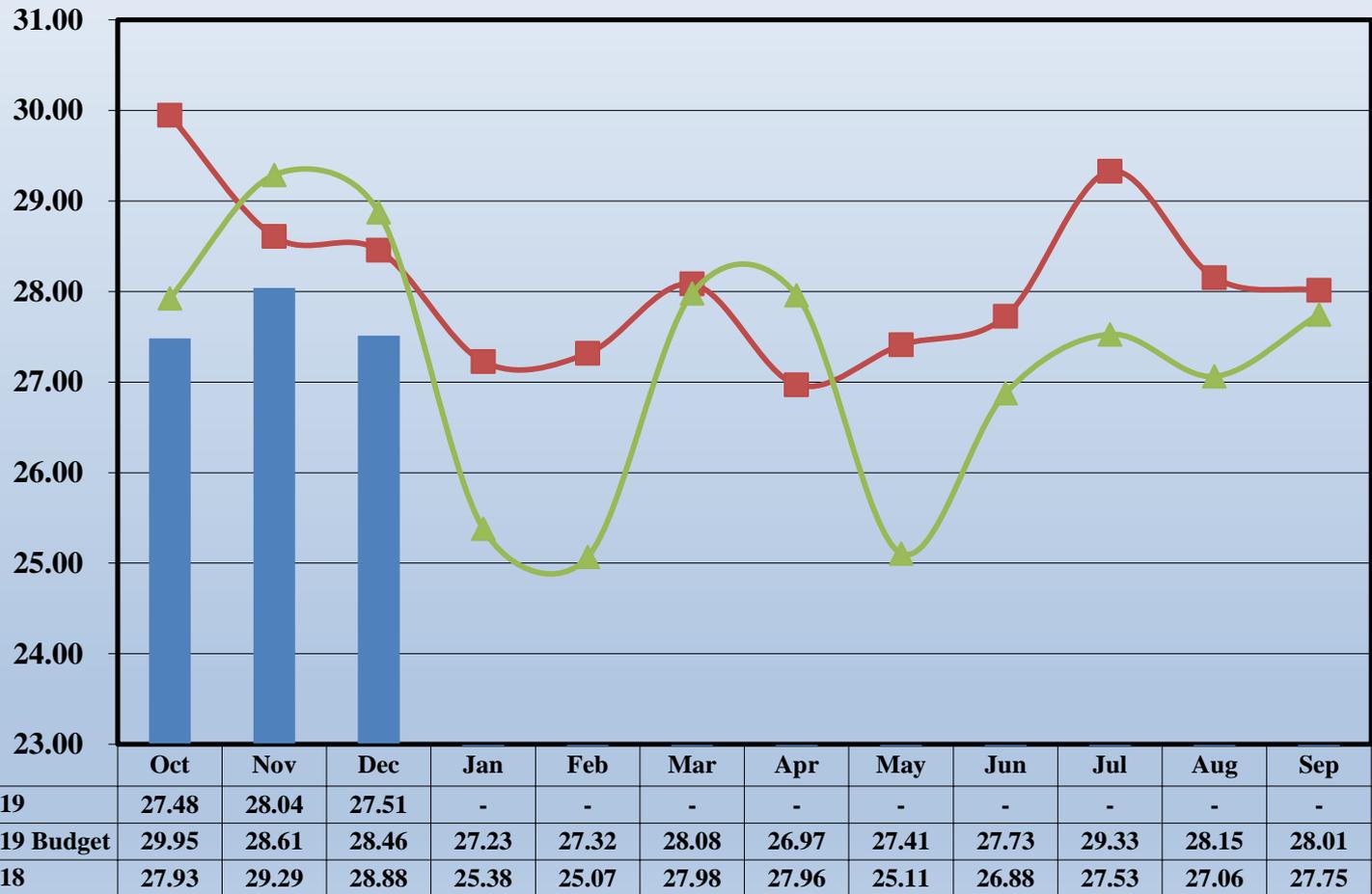
Blended FTE's

Including Contract Labor and Management Services

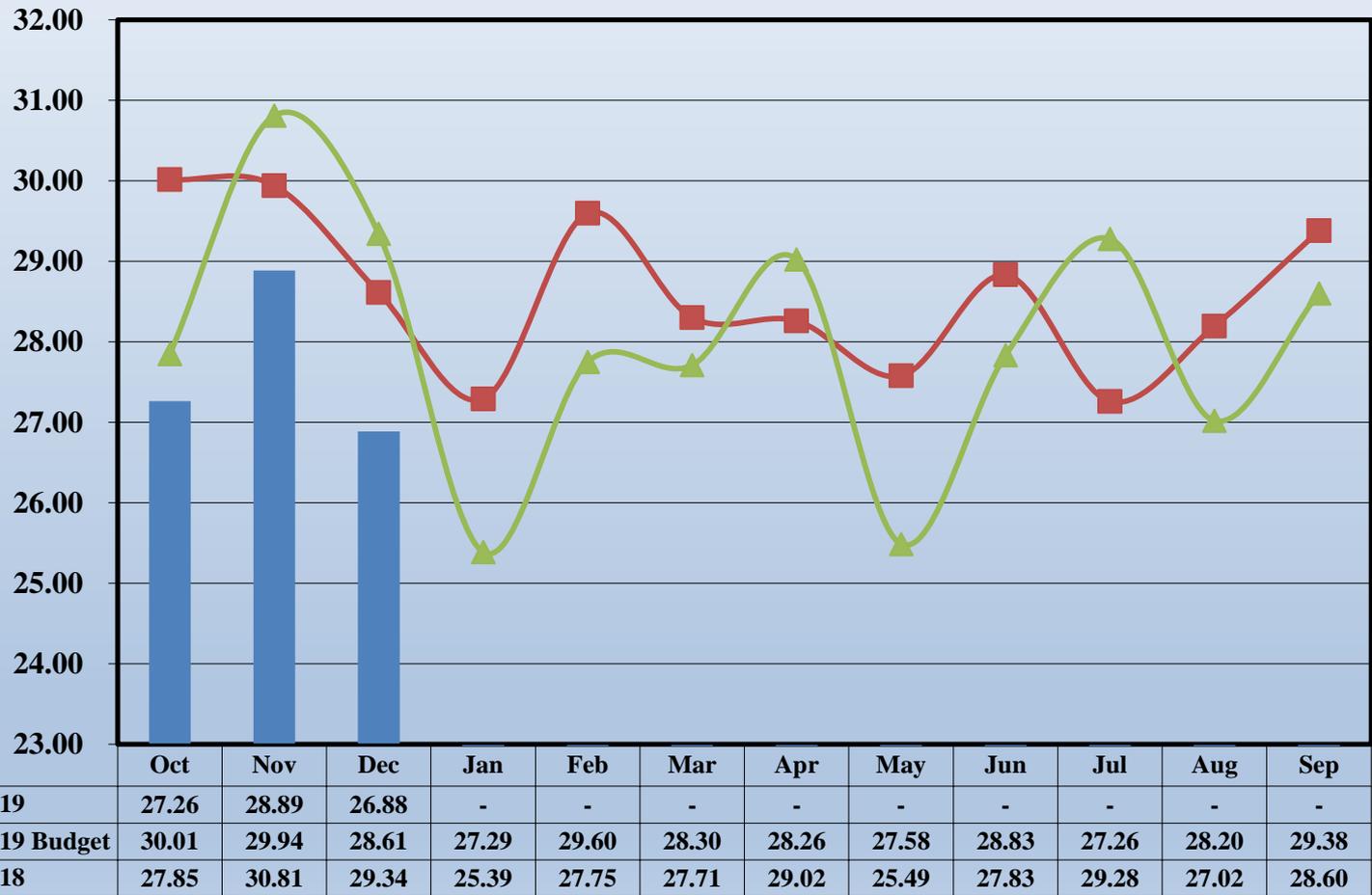


FY 2019	1,940	1,928	1,980	-	-	-	-	-	-	-	-	-
FY 2019 Budget	2,028	1,993	1,951	2,035	2,144	1,988	2,052	2,029	2,045	1,970	2,047	1,971
FY 2018	2,002	2,058	1,971	1,923	1,944	1,938	1,926	1,933	1,887	1,895	1,922	1,888

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



Paid Hours per Adjusted Patient Day (*Medical Center Hospital*)

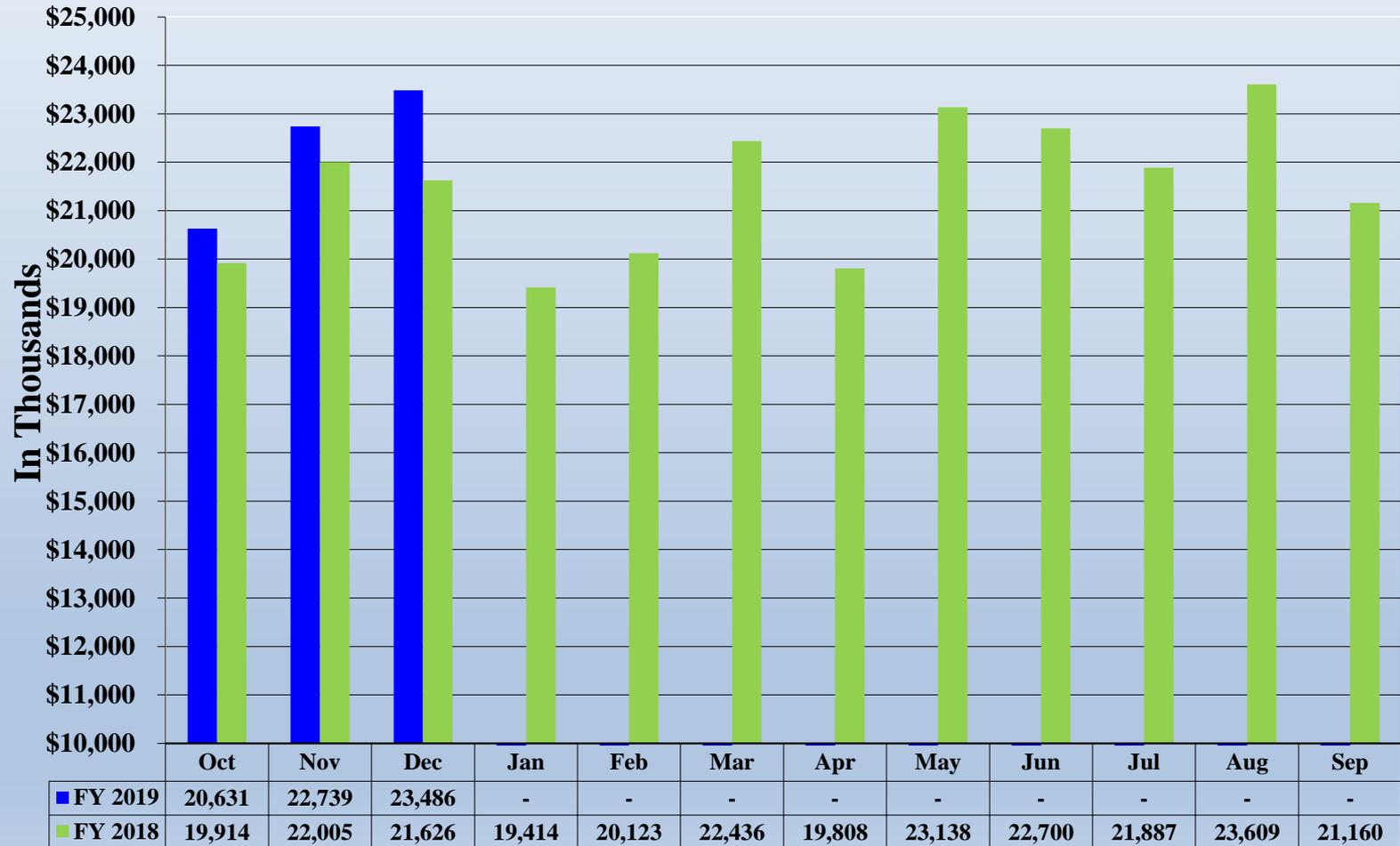


Accounts Receivable



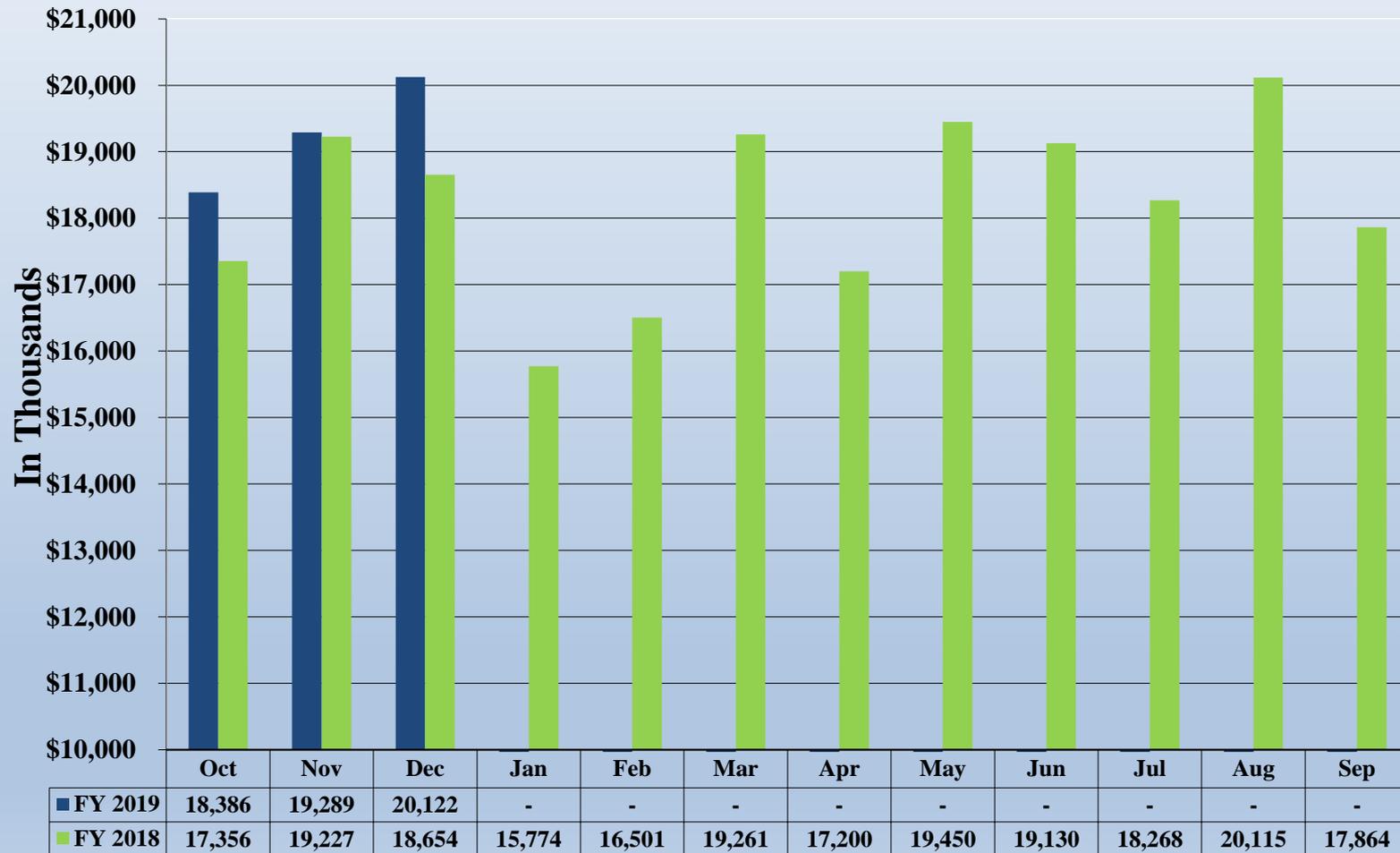
Total AR Cash Receipts

Compared to Prior Year



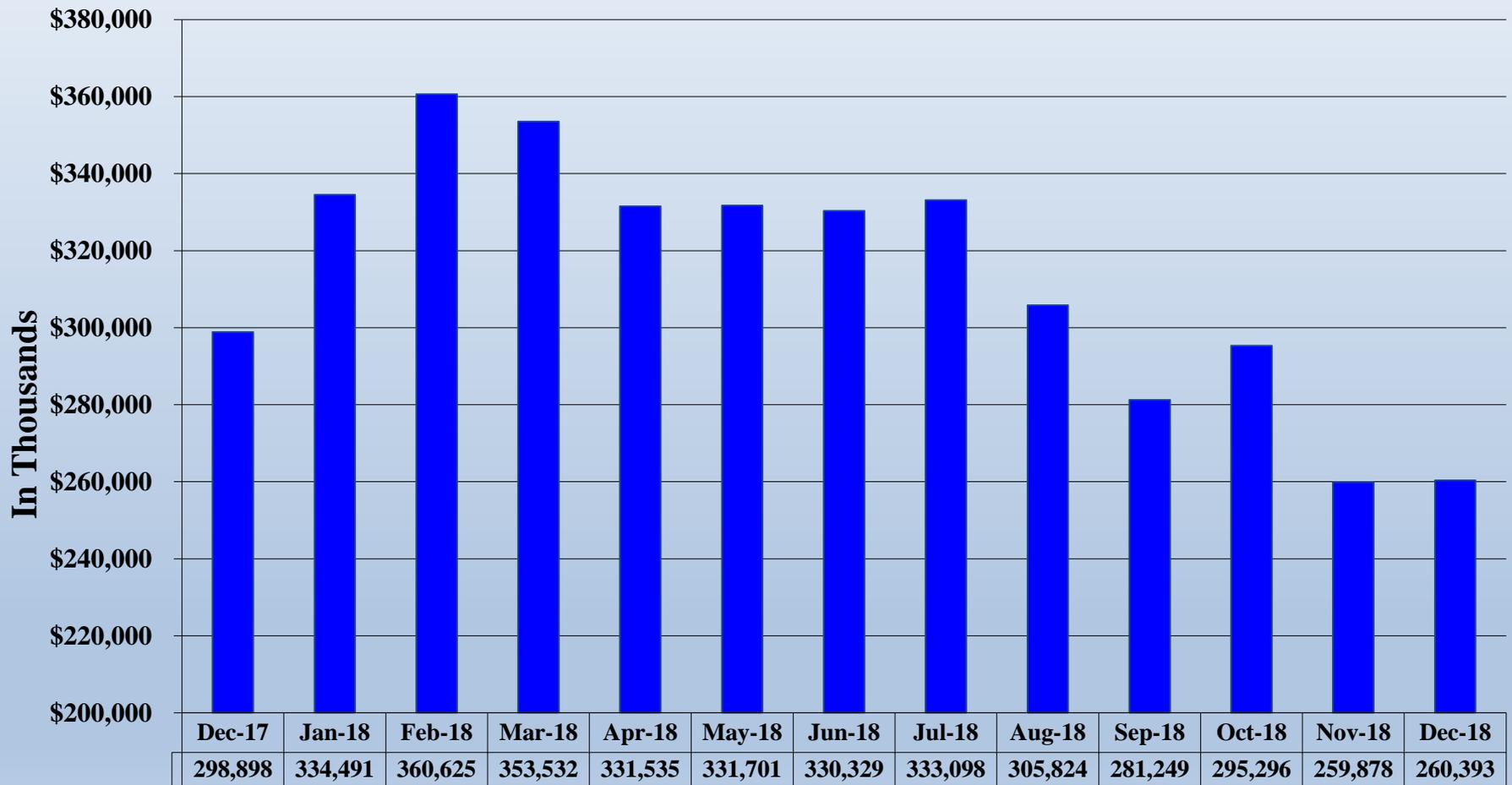
Hospital AR Cash Receipts

Compared to Prior Year



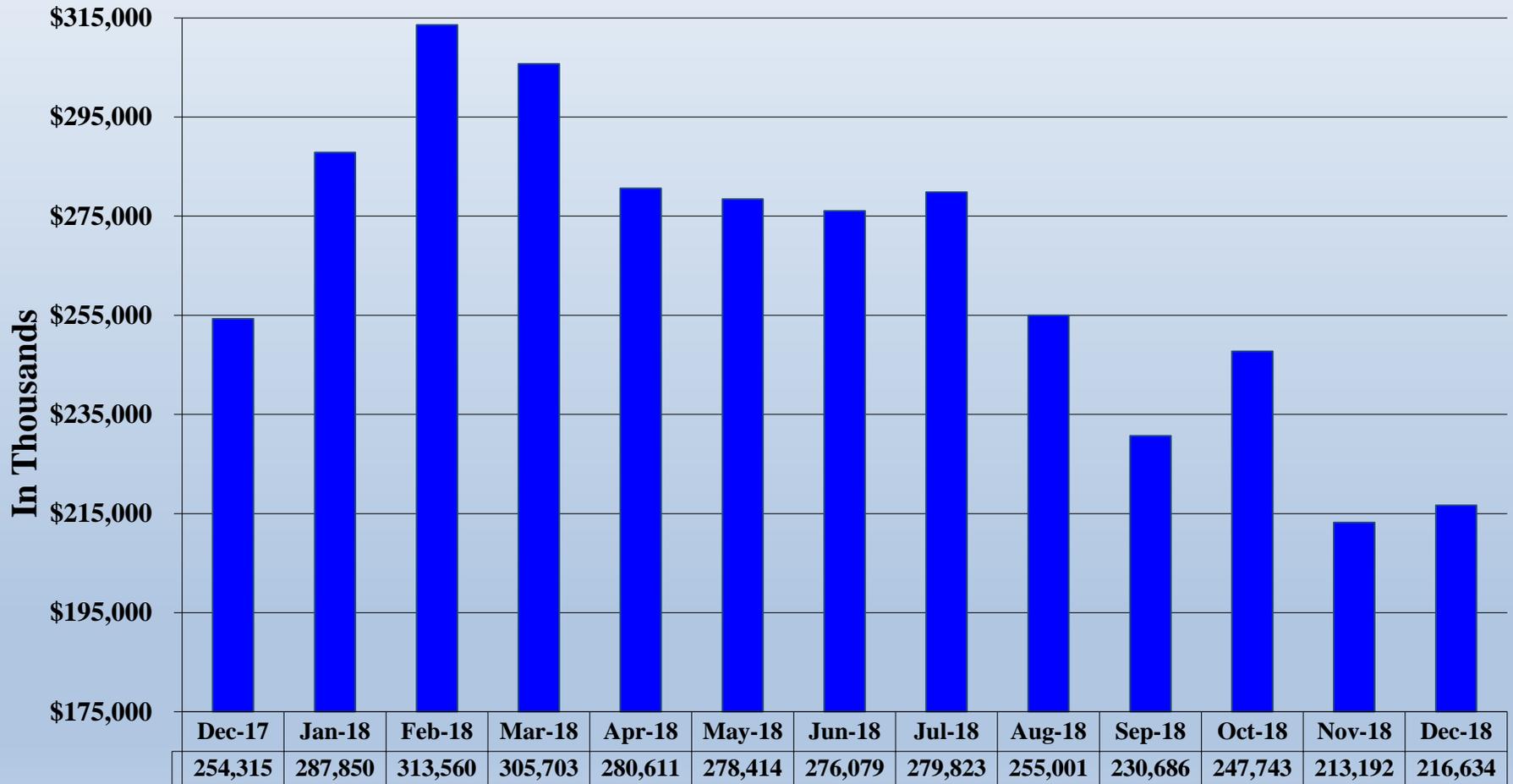
Total Accounts Receivable – Gross

Thirteen Month Trending



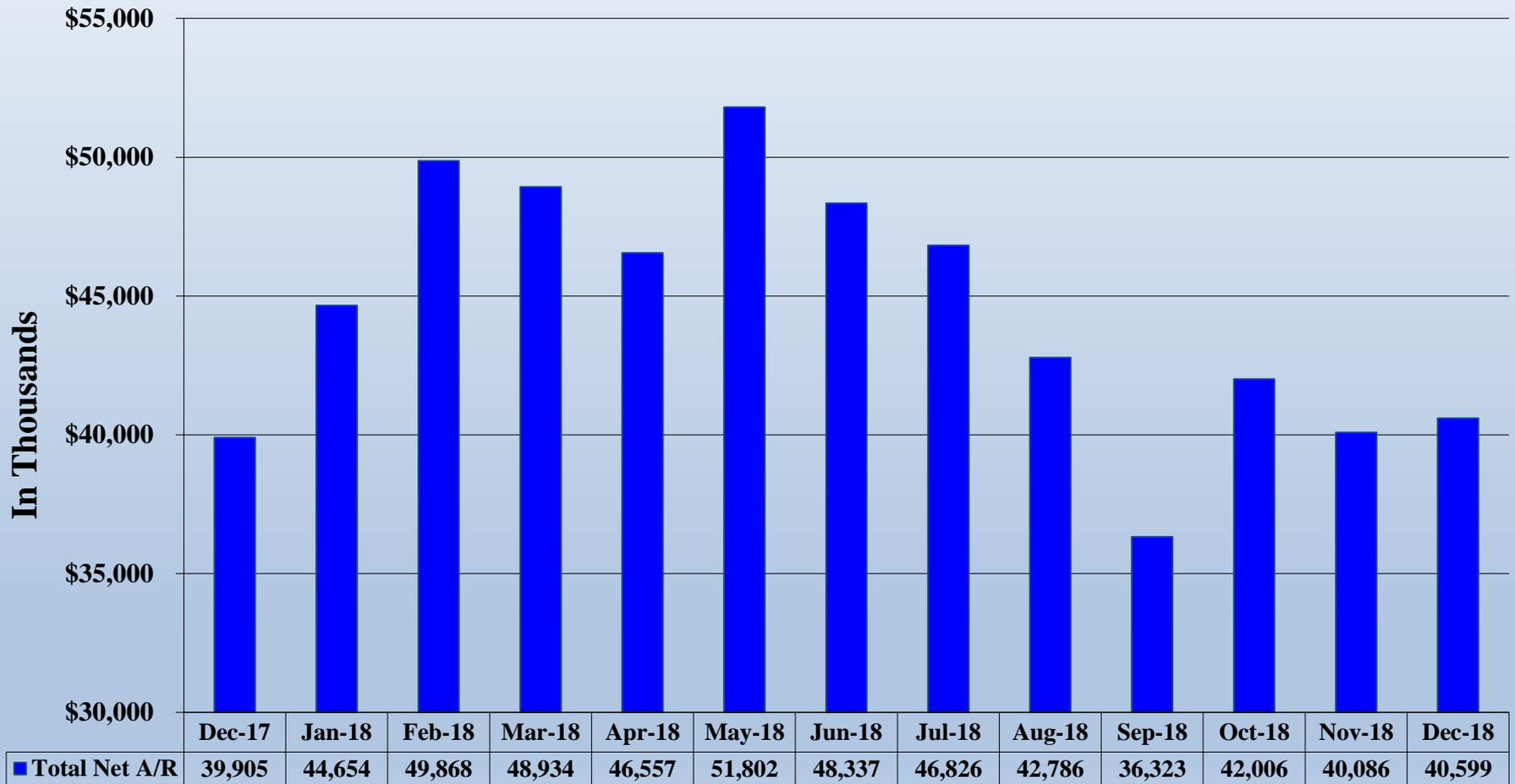
Hospital Accounts Receivable – Gross

Thirteen Month Trending



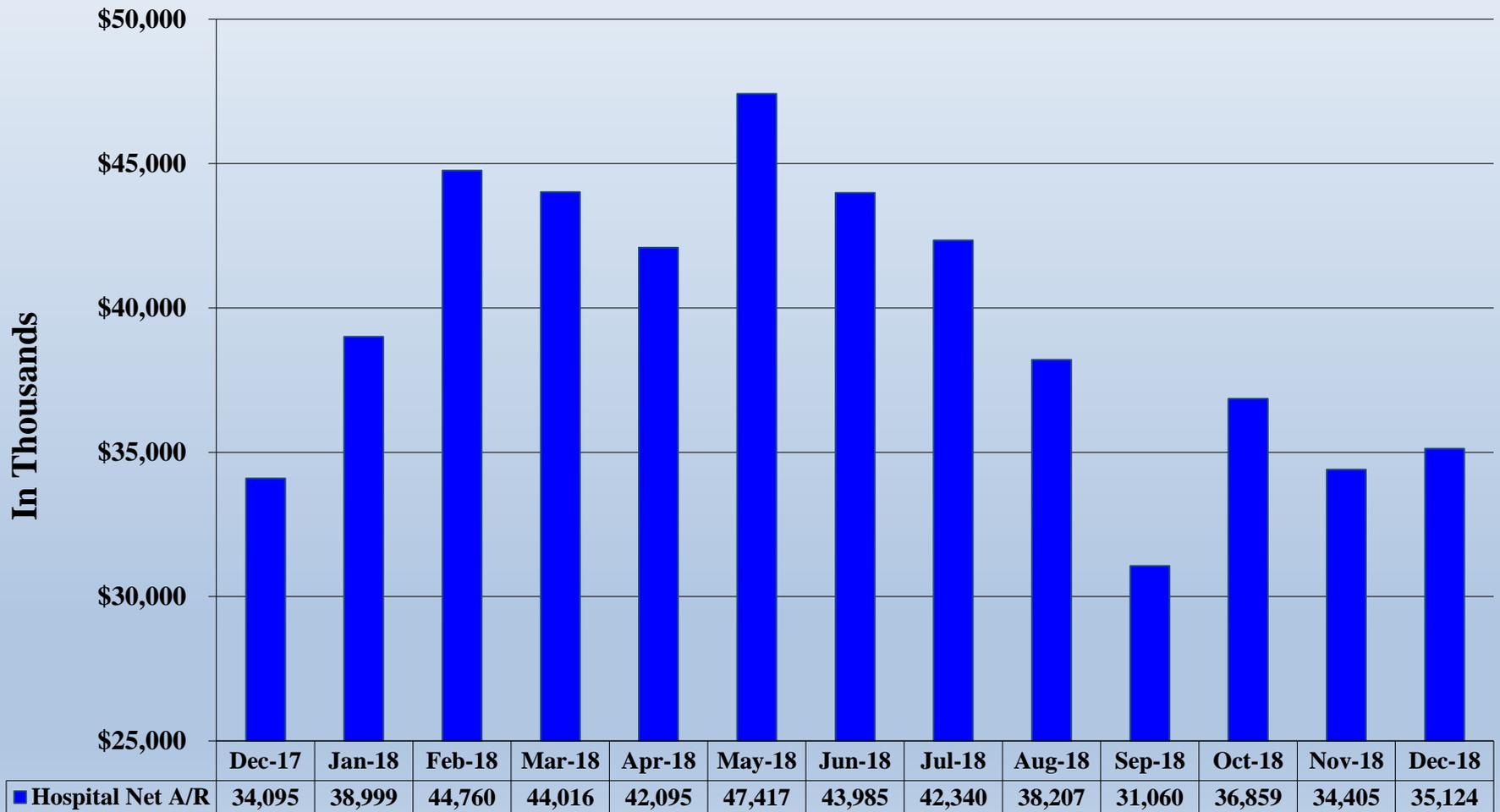
Total Net Accounts Receivable

Thirteen Month Trending



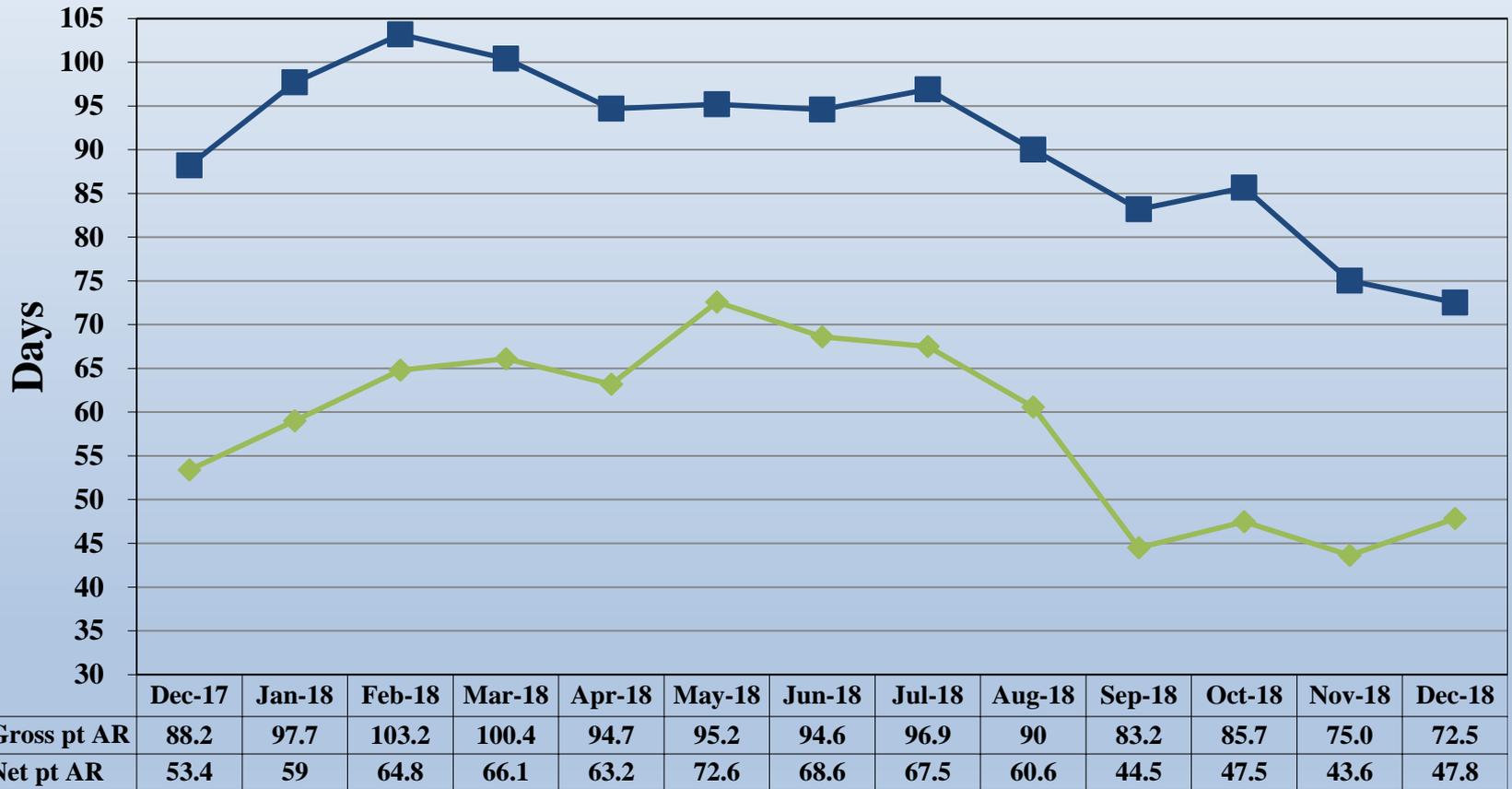
Hospital Net Accounts Receivable

Thirteen Month Trending



Days in Accounts Receivable

Ector County Hospital District

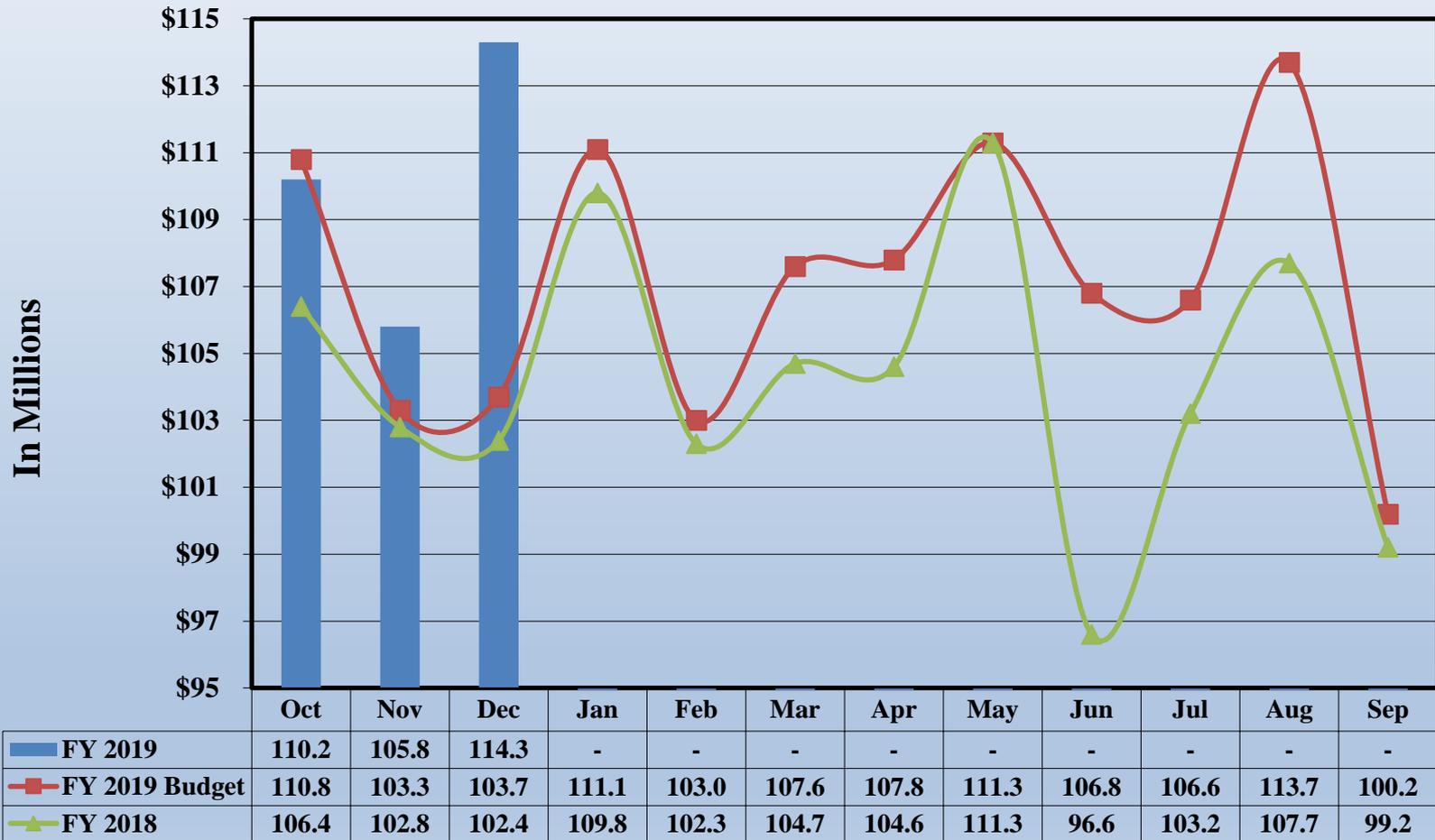


Revenues & Revenue Deductions



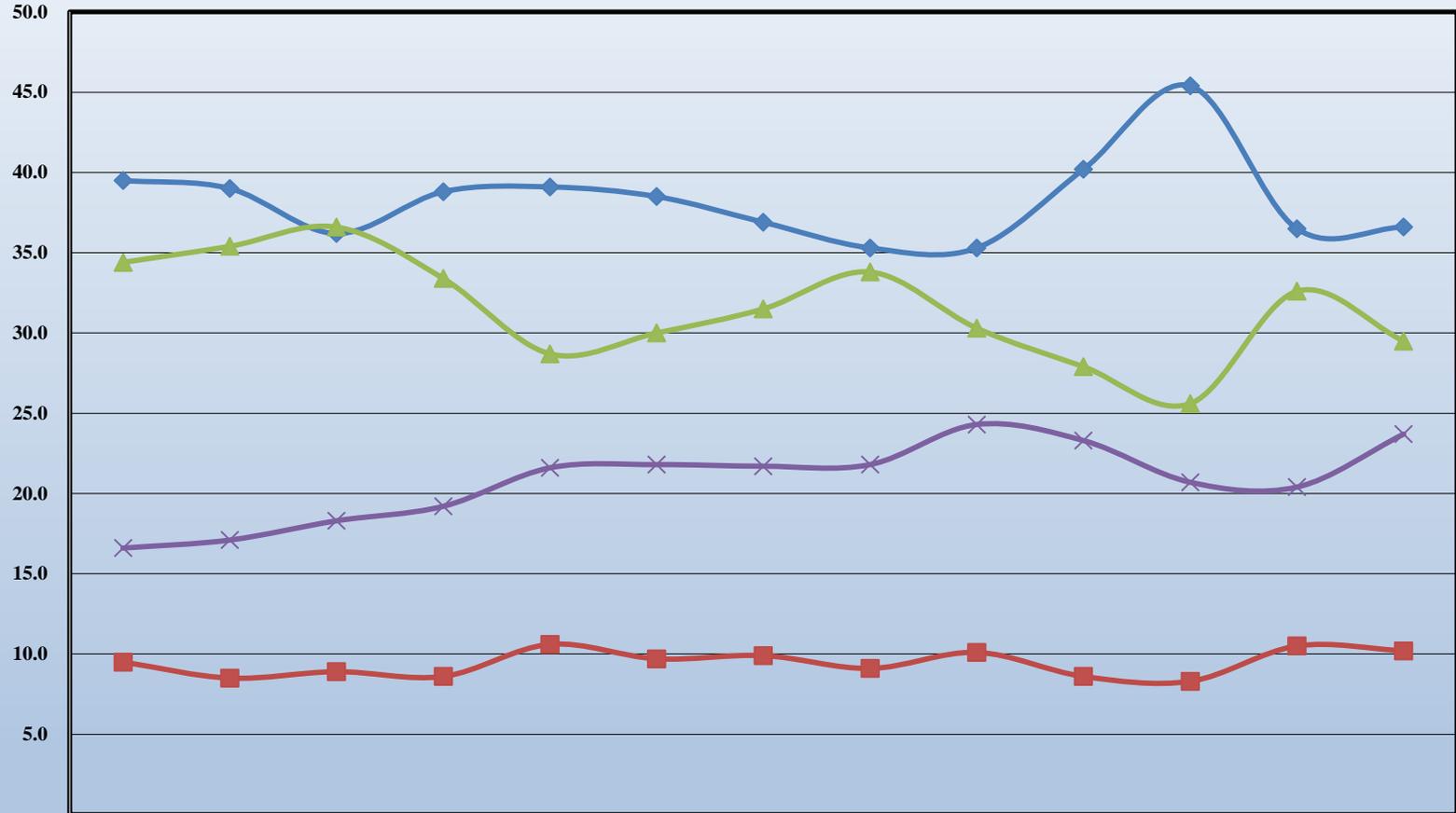
Total Patient Revenues

(Ector County Hospital District)



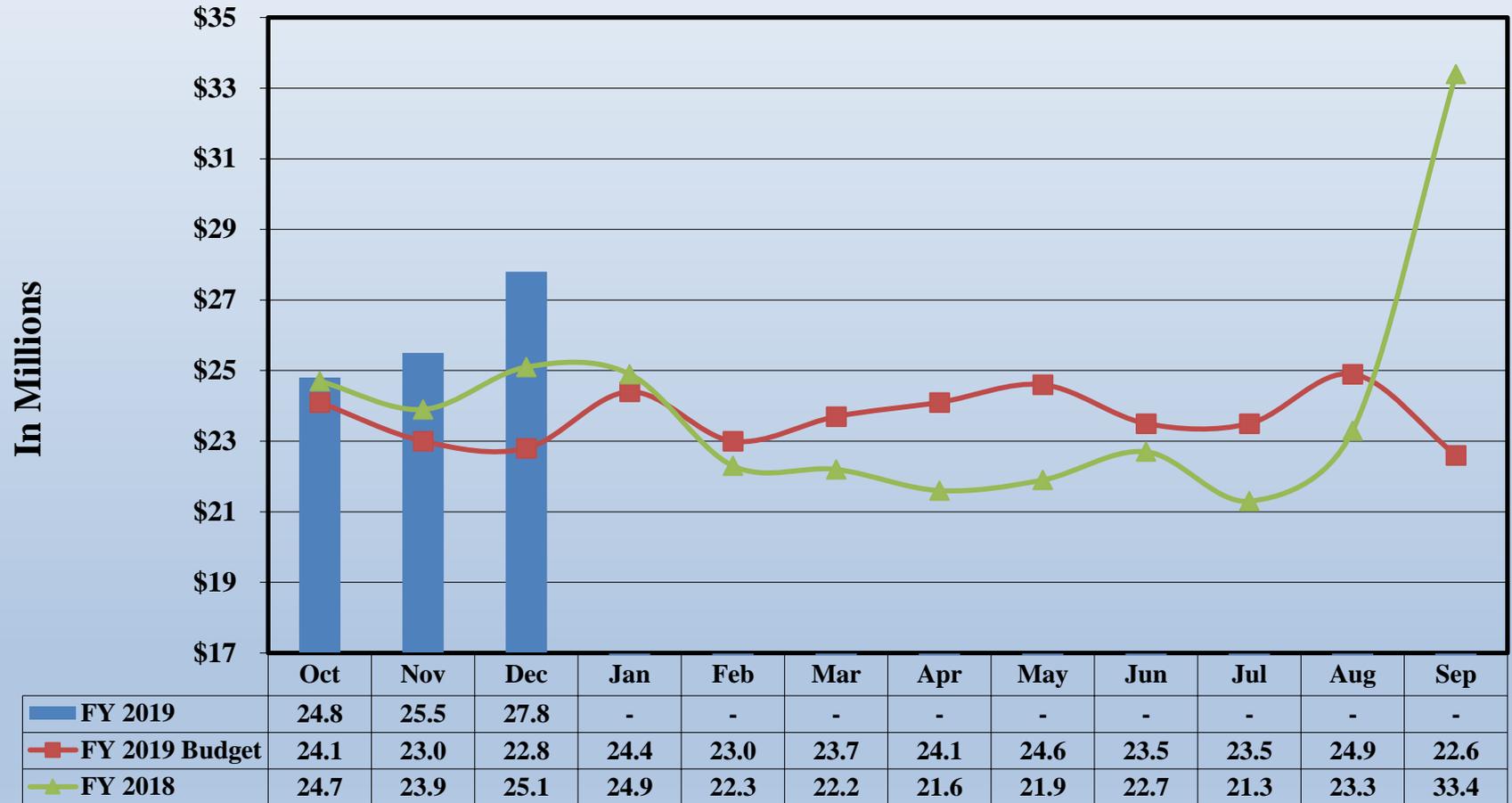
Hospital Revenue Payor Mix

13 Month Trend



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Medicare	39.5	39.0	36.2	38.8	39.1	38.5	36.9	35.3	35.3	40.2	45.4	36.5	36.6
Medicaid	9.5	8.5	8.9	8.6	10.6	9.7	9.9	9.1	10.1	8.6	8.3	10.5	10.2
Third Party	34.4	35.4	36.6	33.4	28.7	30.0	31.5	33.8	30.3	27.9	25.6	32.6	29.5
Private	16.6	17.1	18.3	19.2	21.6	21.8	21.7	21.8	24.3	23.3	20.7	20.4	23.7

Total Net Patient Revenues



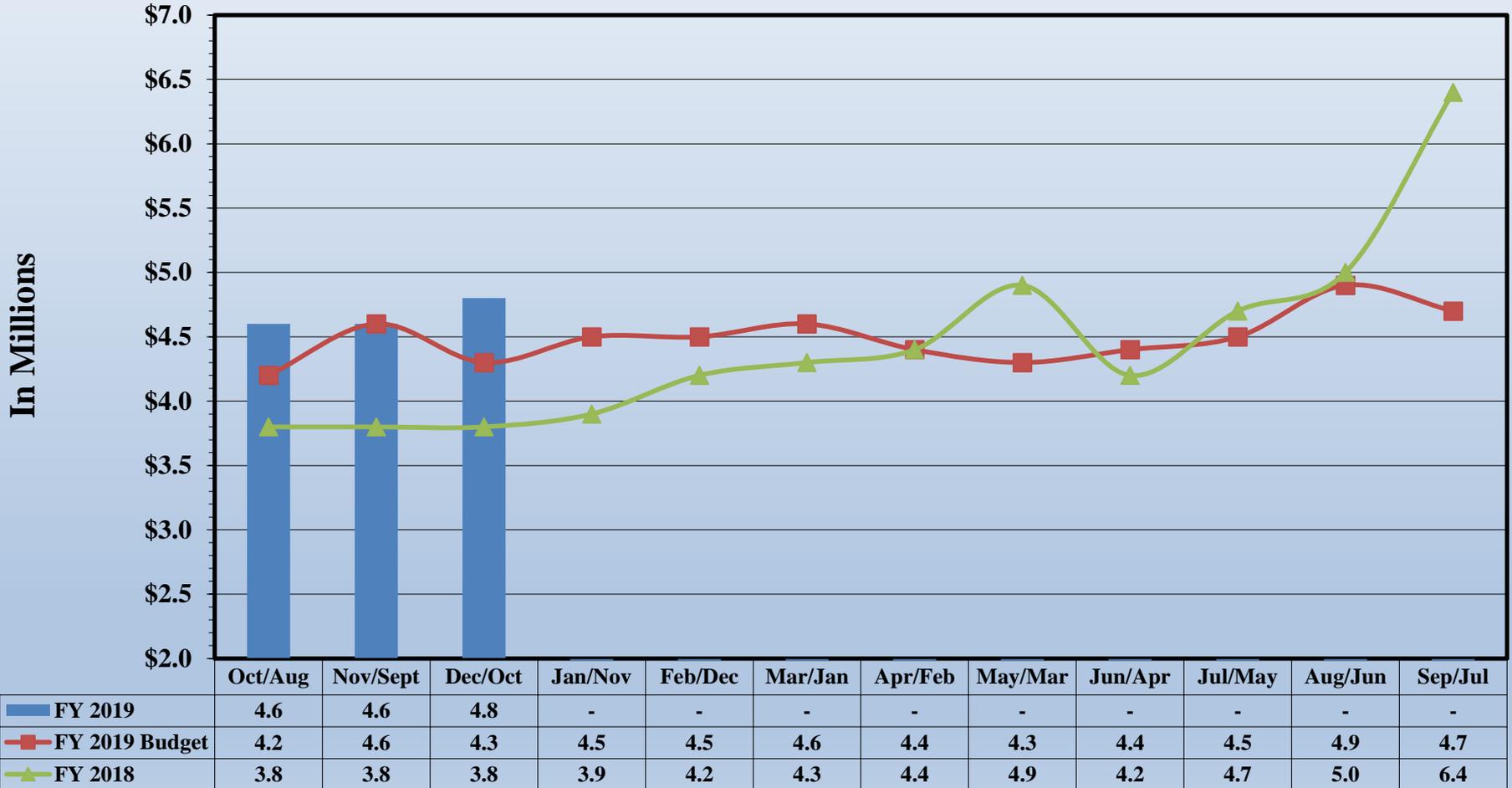
Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



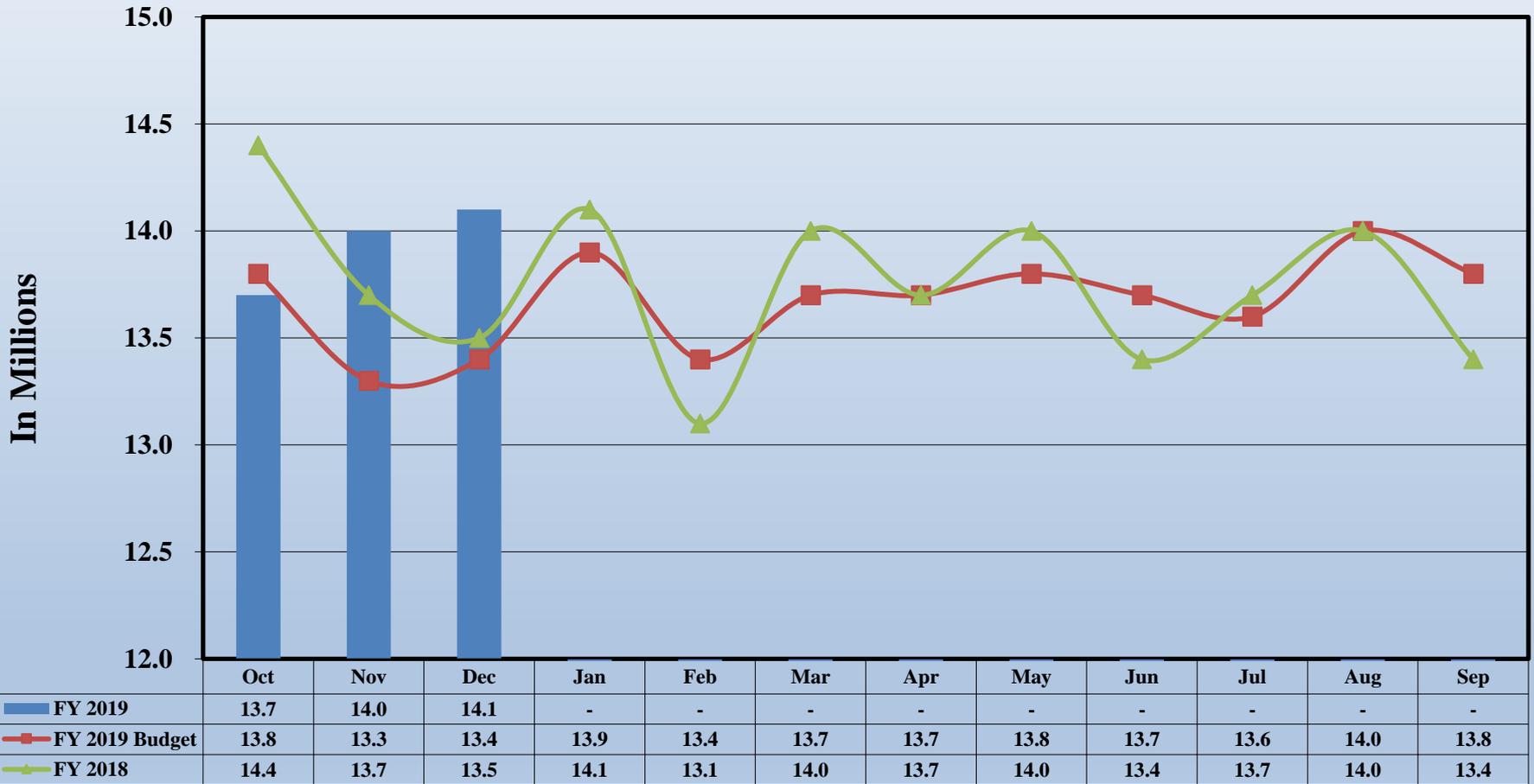
Sales Tax Receipts



Operating Expenses

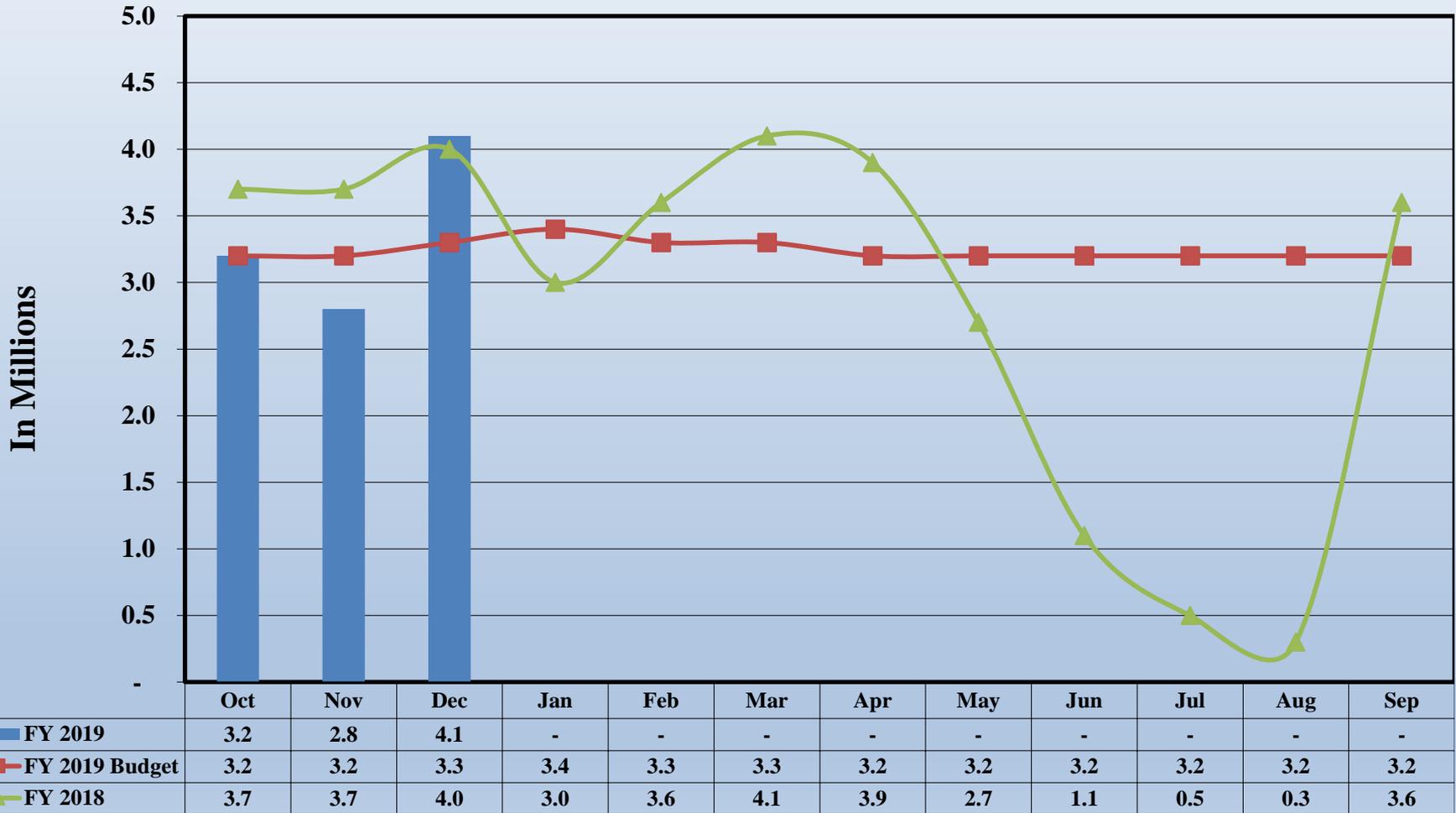


Salaries, Wages & Contract Labor (Ector County Hospital District)

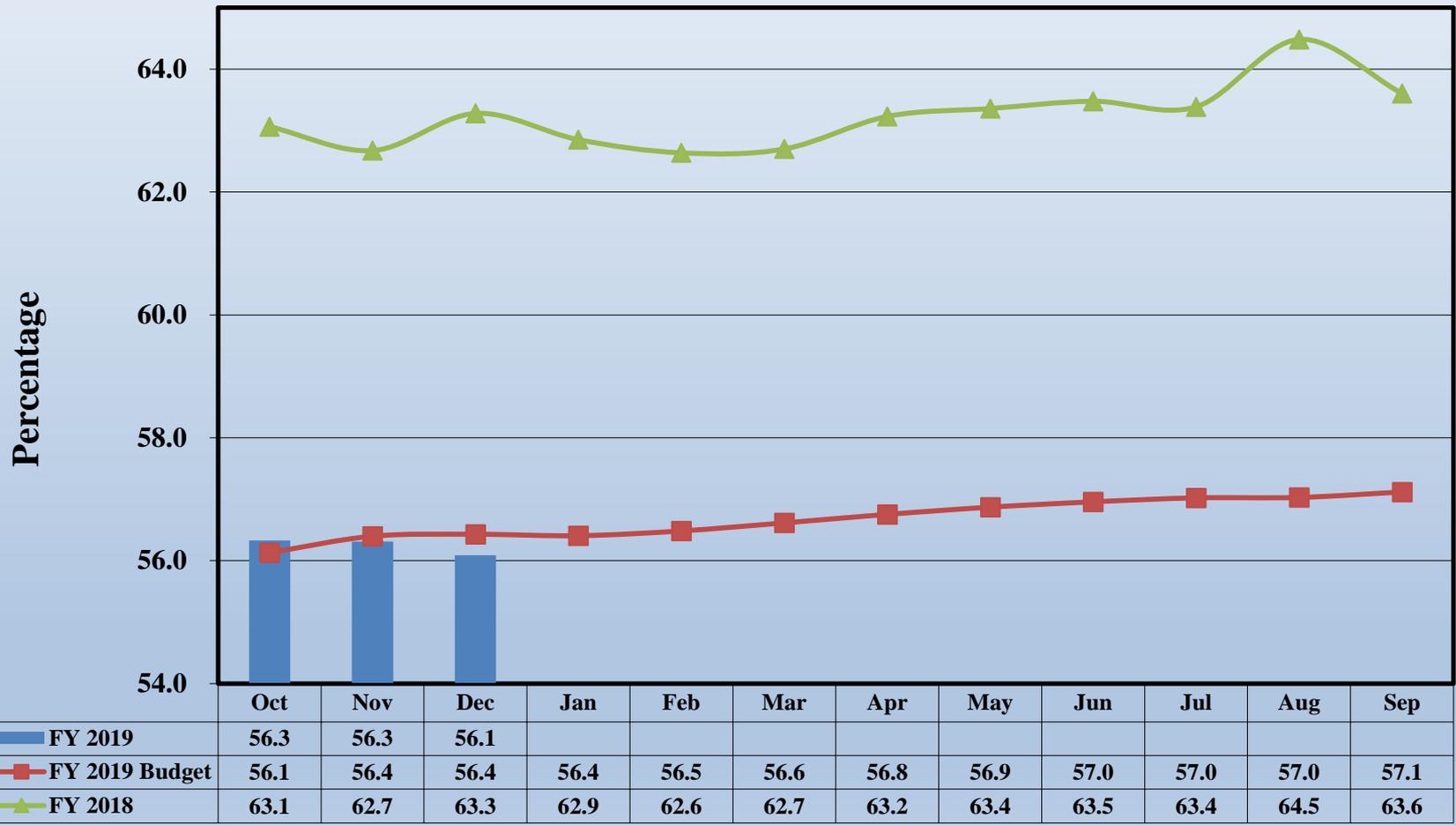


Employee Benefit Expense

(Ector County Hospital District)

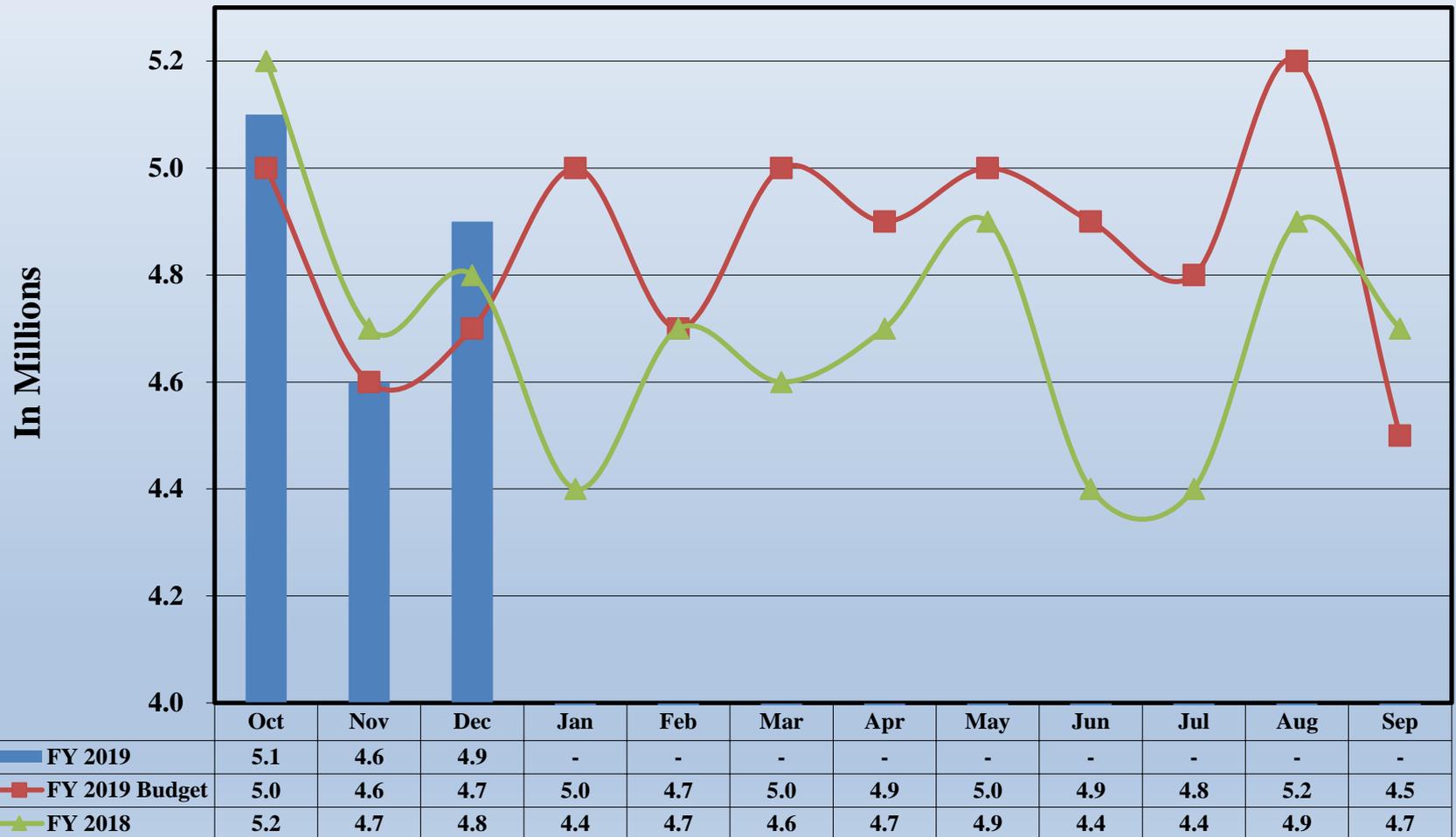


Salaries, Wages, Benefits, and Temp Labor as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)

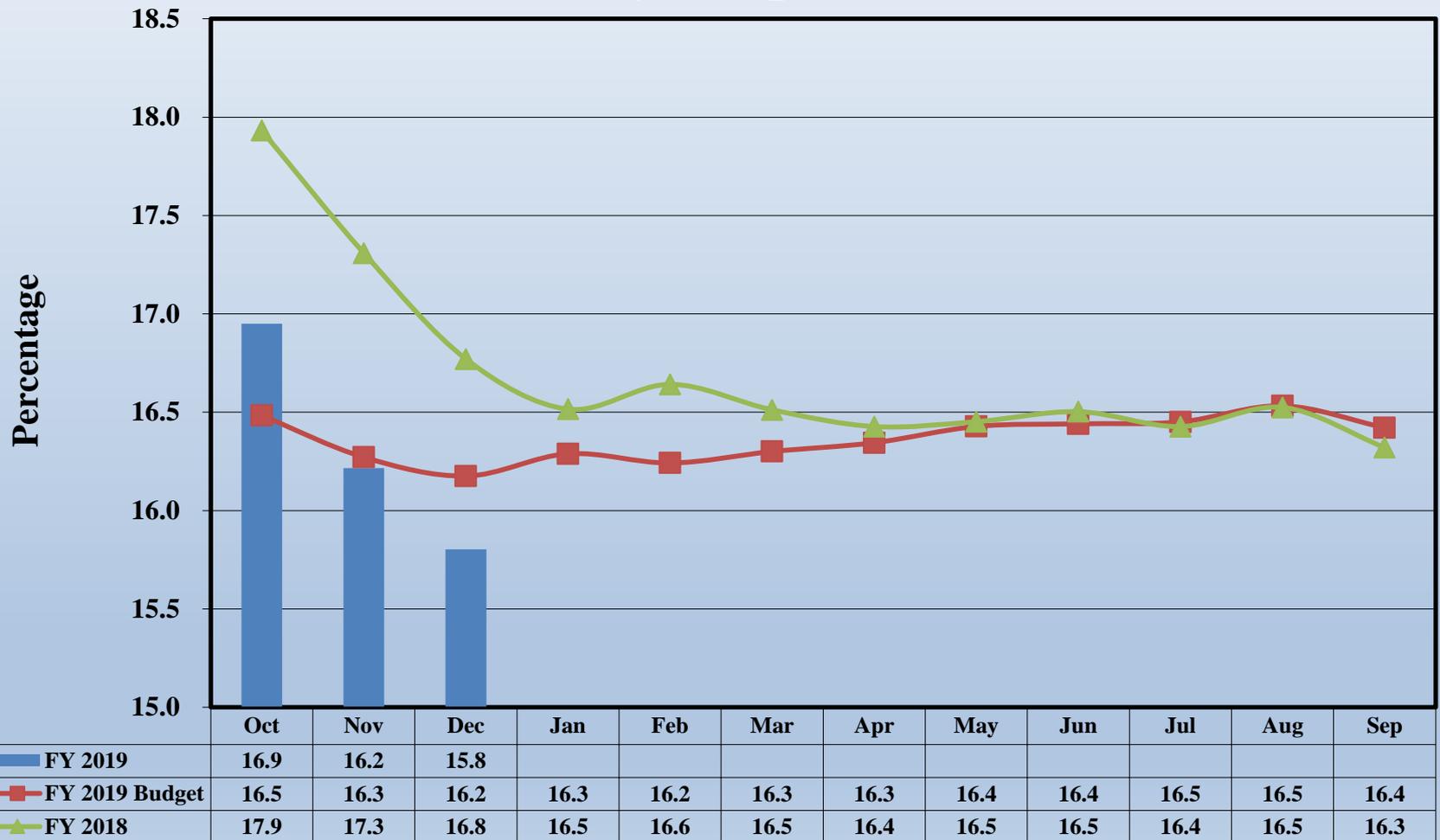


Supply Expense

(Ector County Hospital District)

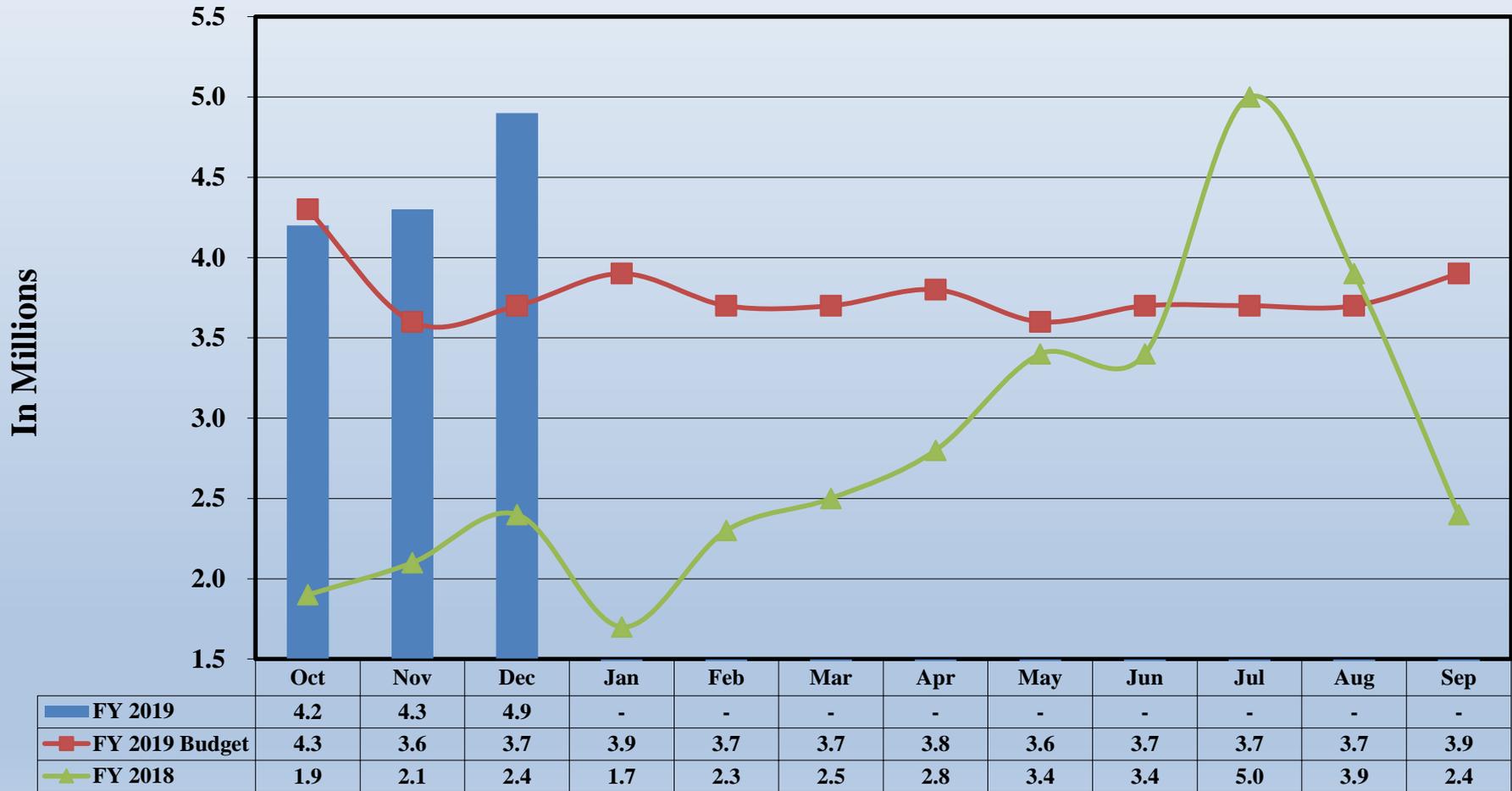


Supply Expense as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)



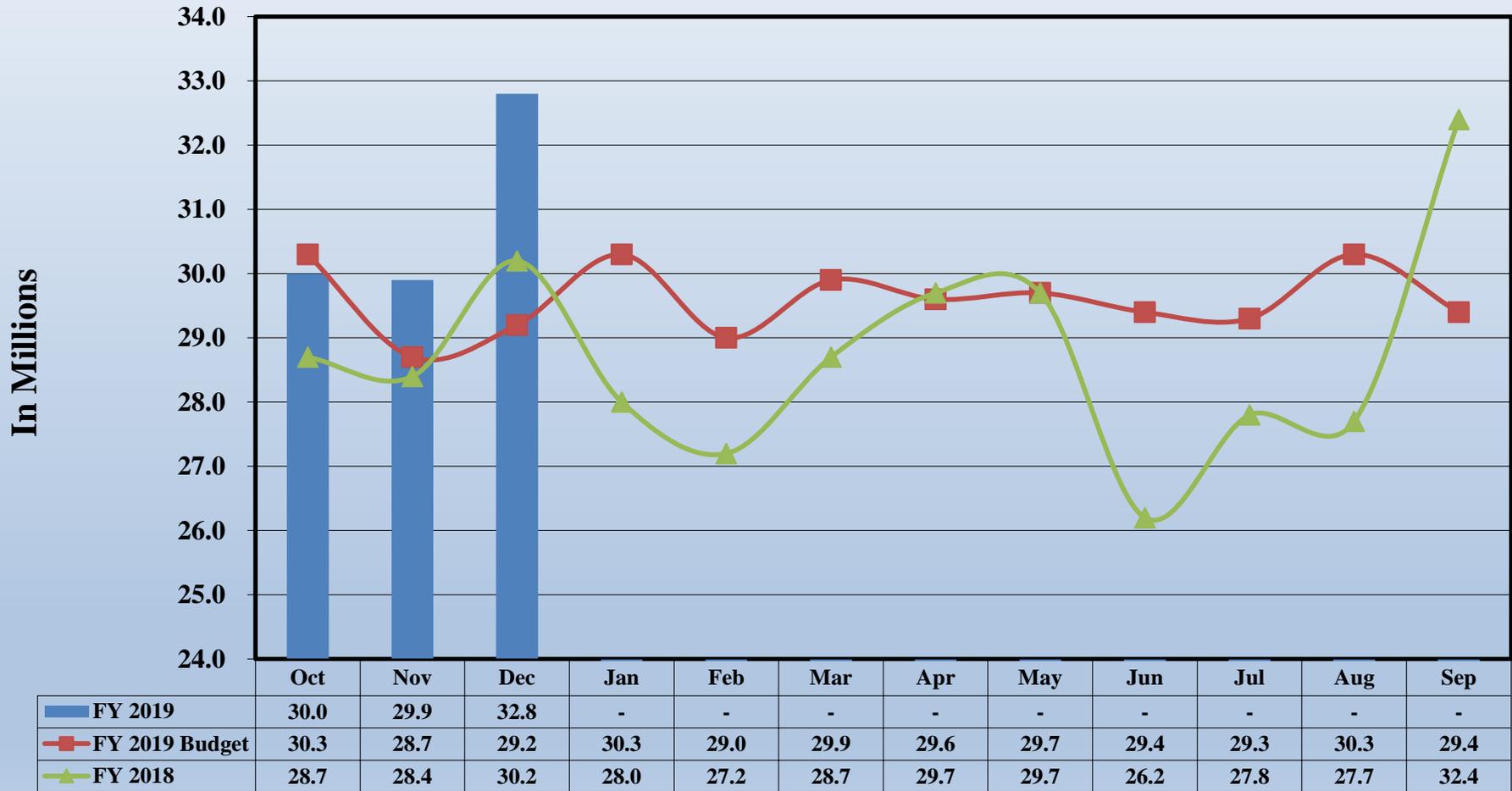
Purchased Services

(Ector County Hospital District)



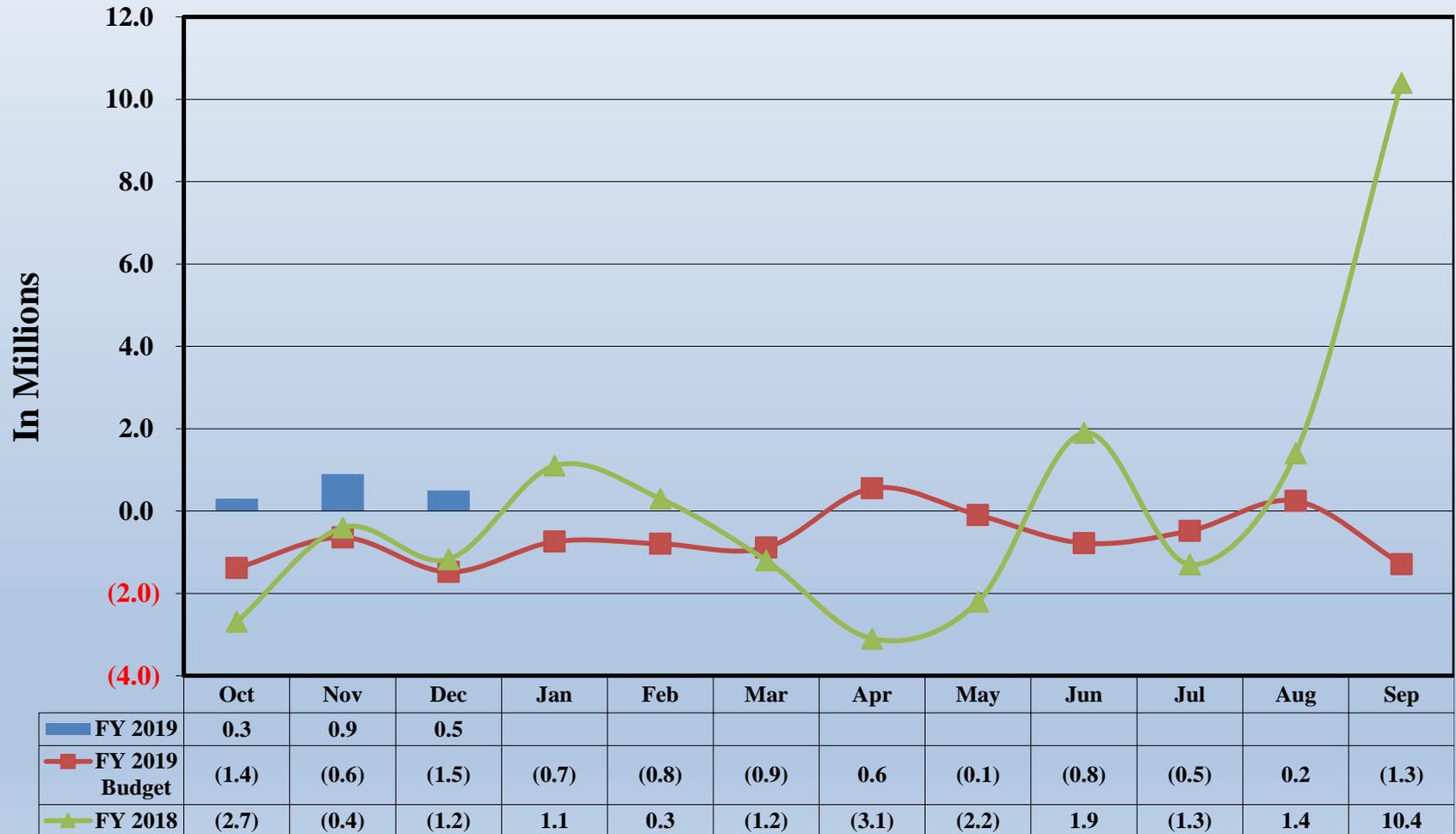
Total Operating Expense

(Ector County Hospital District)



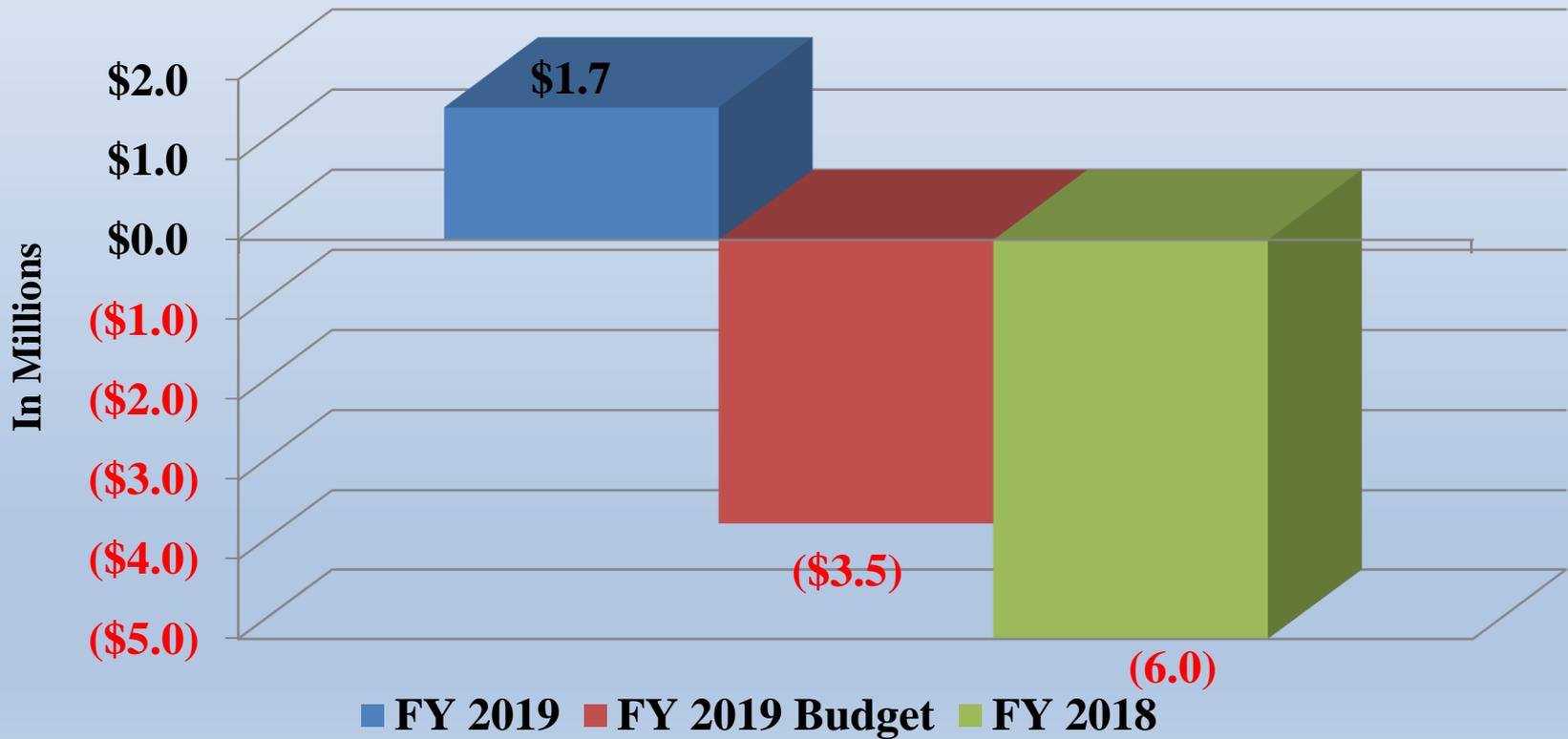
Change in Net Position

Ector County Hospital District Operations



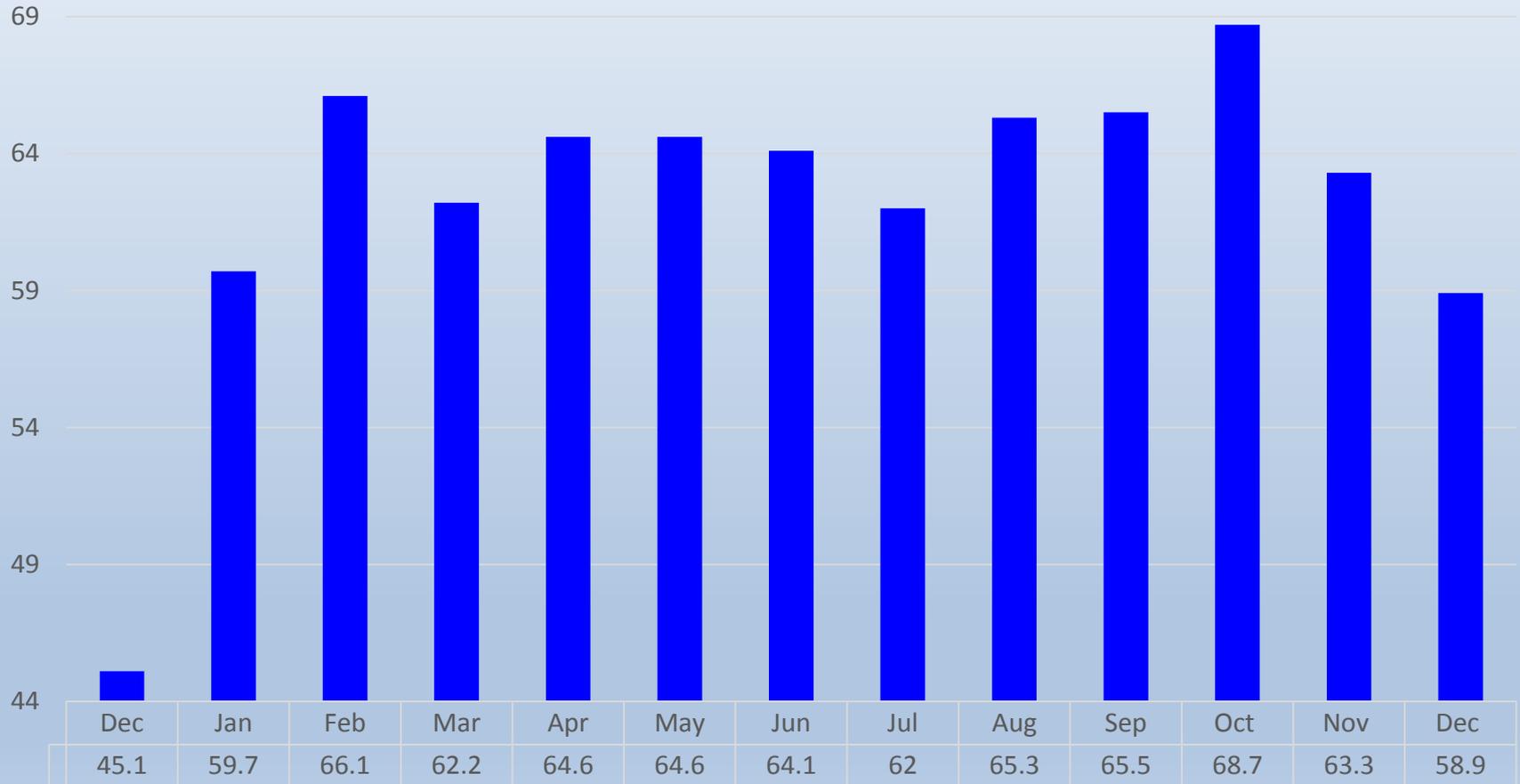
Change in Net Position

Ector County Hospital District Operations – Year to Date



Days Cash on Hand

Thirteen Month Trending



mch



Wilson and Young

Medal of Honor

Medical Office Building

Background: Several weeks ago MCHS was approached by the Purple Heart Society and the Medal of Honor Society asking for permission and support to name the VA Clinic at CHW after two local Medal of Honor winners Alfred M. Wilson, USMC and Marvin R. Young, US Army. At that time they requested that we allow them to approach Congressman Conway for his support to request the Veterans Administration for permission to name the VA clinic after these heroes which would result in a need for MCHS to allow altering the exterior of the building.

In a meeting with Congressman Conway it was discussed and believed that given the nature of the request and current status of Congress it could take a considerable amount time to get the required congressional approval for the naming opportunity. It was at this time that the question was brought to the table if MCHS would consider naming the entire Medical Office Building after these two war heroes. I informed the group that I would raise the issue at a Board meeting and discuss.

Options:

1. To Wait and see if Congress can move quickly to approve the naming of the VA Clinic as indicated above.
2. To not move forward at all
3. To approve the Naming of the CHW building in honor of Wilson and Young.

Cost: The intention is that any funds expended would be raised by the groups desiring to recognize these individuals that gave their lives in defense of our country.

CEO Recommendation: I recommend that we follow Option 3 pending the availability of funds raised to cover the expense of the signage. I believe that with the Chris Kyle Memorial in an adjacent location that this would add additional honor to those that serve our country. I have attached the citations for the two local soldiers for which the naming would be done.

SIGN TYPE A **QUANTITY: 1**

FABRICATE & INSTALL A SET OF FLAT CUT OUT LETTERS FOR EXISTING WALL

SPECIFICATIONS:
 • LETTERS: 3/8" THICK ACRYLIC PAINTED P1 - STUD MOUNTED FLUSH TO WALL

WALL TYPE: EFS

FINISH SCHEDULE

PAINT COLORS - SATIN FINISH
 ■ P1: BLACK

APPROVED BY: _____

20'-6"

1'-2" **Wilson & Young**
 1'-2" **Medal of Honor Building**

SIGN DETAILS
 SCALE: 3/8" = 1'-0"



SIGN ELEVATION
 SCALE: 3/32" = 1'-0"

Page 1 of 5

CLIENT APPROVAL SIGNED: DATE: LANDLORD APPROVAL SIGNED: DATE: SALES APPROVAL



National Signs

2611 EL CAMINO
 HOUSTON, TEXAS 77054
 TEL 713 863 0600 • FAX 713 863 7585
 www.NationalSigns.com

PROJECT: WILSON & YOUNG
LOCATION: 8050 HIGHWAY 191
CITY/STATE: ODESSA, TX 79765
SALES REP: MARY LOPEZ/KATHERINE B.
DATE : 2.6.2019
DRAWN BY: STEVE H. QUANTITY REVIEW
DRAWING#: NS18 30443 FABRICATION READY



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120 VOLT ELECTRICAL SERVICE

	SIGN	LED DISPLAY
ELECTRICAL LOAD:		
20 AMP CIRCUIT(S):		

CLIENT TO PROVIDE ALL PRIMARY ELECTRICAL SERVICES TO THE SIGN UNLESS OTHERWISE SPECIFIED

REVISIONS

UL INSTALLATION REQUIREMENTS

THIS SIGN IS INTENDED TO BE INSTALLED IN ACCORDANCE WITH THE REQUIREMENTS OF ARTICLE 600 OF THE NATIONAL ELECTRICAL CODE AND/OR OTHER APPLICABLE LOCAL CODES. THIS INCLUDES PROPER GROUNDING AND BONDING OF THE SIGN.

ECHD Board of Directors

CEO REPORT: 1ST QTR FY 19



One Team, First Team

Celebrate
Being
Present



Time to Celebrate



Last Year



Today



Presence

Attitude

Efficient

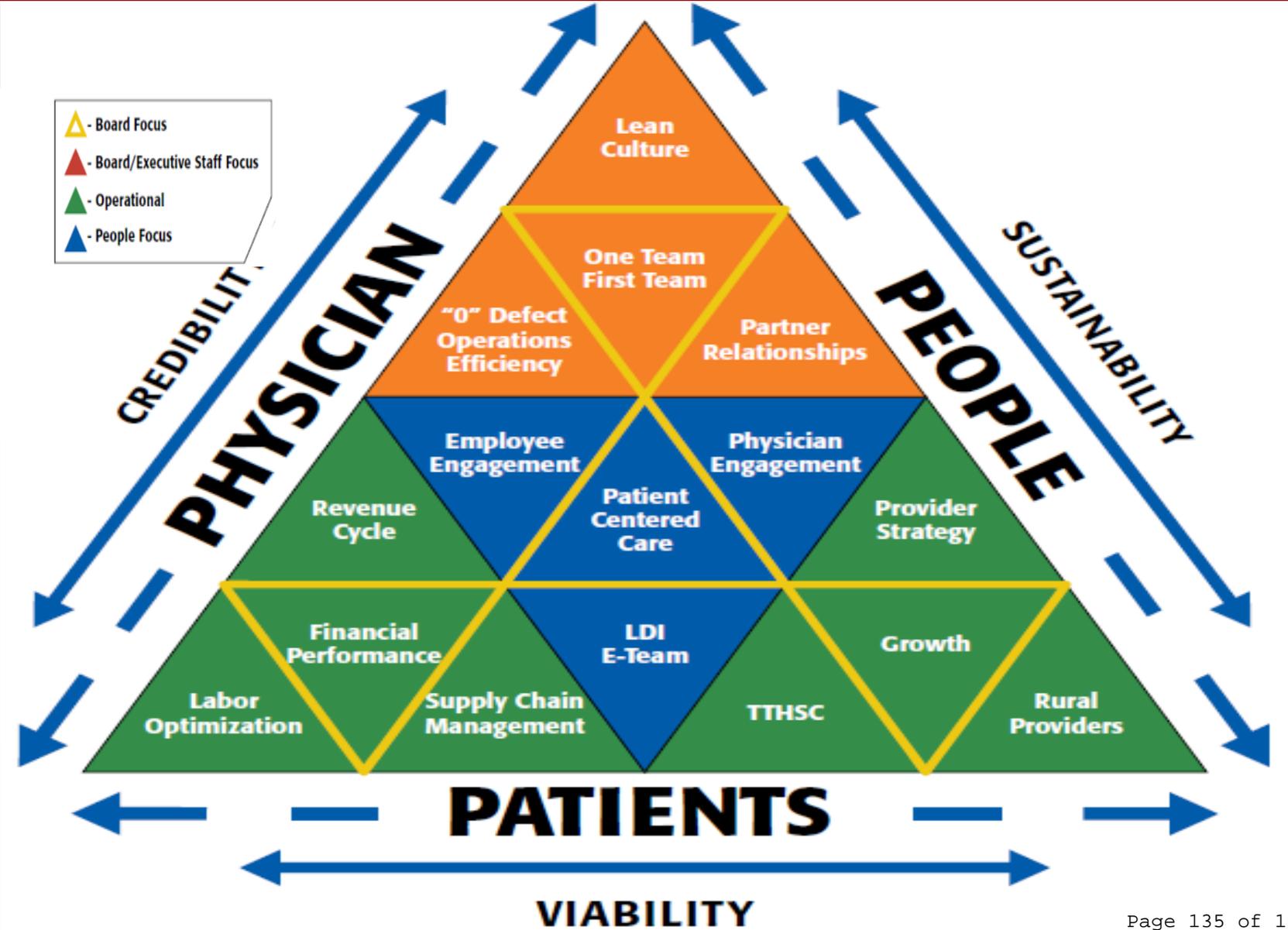
Safety



New Year



Management Action Plan



CELEBRATE— 1ST Quarter FY 19



Finance

- Exceeded Overall Budget through DECEMBER
- December Cash \$23.5 million
- Beat our Budgeted Statistics
- Length Of Stay continued to come down
- Case Mix Index Increased Through Coding Improvements
- Decreased Our DNFB



Employee Engagement

- Employee Survey Response >70%
- Fully On-Boarded Critical Administrative Positions
- Provider Recruitment
- Physician Engagement has been positive
- IT transformation has been positive
- Increase in Morale
- New Chief Medical Officer
- Leadership Transparency
- Mission Fitness membership from \$37 to \$15





“The Ship is Turning”

- Change of Culture is on the Horizon
- A Lot of Ocean to Cover
- We Have Our True North



GROWTH

- Job Fair (33 New Hires)
- Rehab Volumes
- SOAR (Strategic Operational Assessment Review) Effectiveness
- Clinical Documentation Improvement Staff Hired
- Hired Next Year's MBA Fellow
- Decision Support Department



Patient Experience

- HCAHPS success on 6W
- HCAHPS success for Physician Engagement
- Cath Lab Scores
- Patient Safety Focus
- Sustained Days without Safety Event
- Dyad Rounding

Other Achievements

Alignment

- Organizational Alignment
- Huddle Board Project
- Alignment Room
- E-Team Leadership by Data
- Board of Directors Focus

Operations

- TriMedx
- Urgent Care Fully Staffed
- Cerner Transition
- Cerner Helpdesk Transition

People

- Christmas Ball
- Retiree Town Hall
- LEAD Created
- 1,170 Chromebooks to Students
- Management of Crisis on 7th Floor
- Pay Raises and Increased MCHS Minimum Wage



ECHD Balanced Scorecard

FY 2019				
	FY 18	Goal	FY Q1	YTD
One Team/First Team				
Interdepartmental Survey Net Promoter Score	N/A		56.9%	56.9%
Clinical Documentation Accuracy (As measured by Medicare CMI)	1.6438		1.6892	1.6892
Patient-Centered Care				
	FY 18	Goal	FY Q1	YTD
Inpatient Likely to Recommend/Net Promoter Score	N/A	<i>not yet available</i>	<i>not yet available</i>	<i>not yet available</i>
Outpatient Likely to Recommend/Net Promoter Score	N/A	75th	48th	48th
Medical Practice Likely to Recommend/Net Promoter Score	N/A	75th	37th	37th
Patient Safety and Adverse Events Composite (lower is better)	1.14	0.71	<i>not yet available</i>	<i>not yet available</i>
Employee Engagement	52nd	75th	<i>not yet available</i>	<i>not yet available</i>
Physician Engagement	N/A	75th	<i>not yet available</i>	<i>not yet available</i>
Financial Performance				
	FY 18	Goal	FY Q1	YTD
Change in Net Position	(\$6.0)	<i>break even</i>	\$1.7	\$1.7
Operating Margin	-7.32%		0.76%	0.76%
Growth				
	FY 18	Goal	FY Q1	YTD
Medicare Length of Stay	5.14	5.00	4.89	4.89

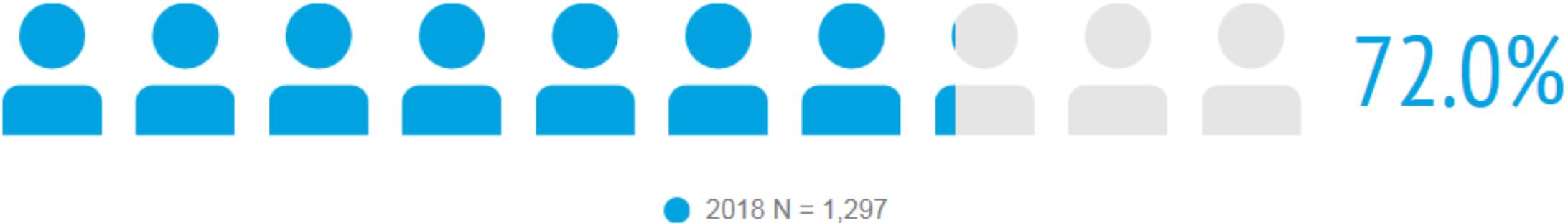
Questions, Comments or Feedback



Employee Engagement Survey

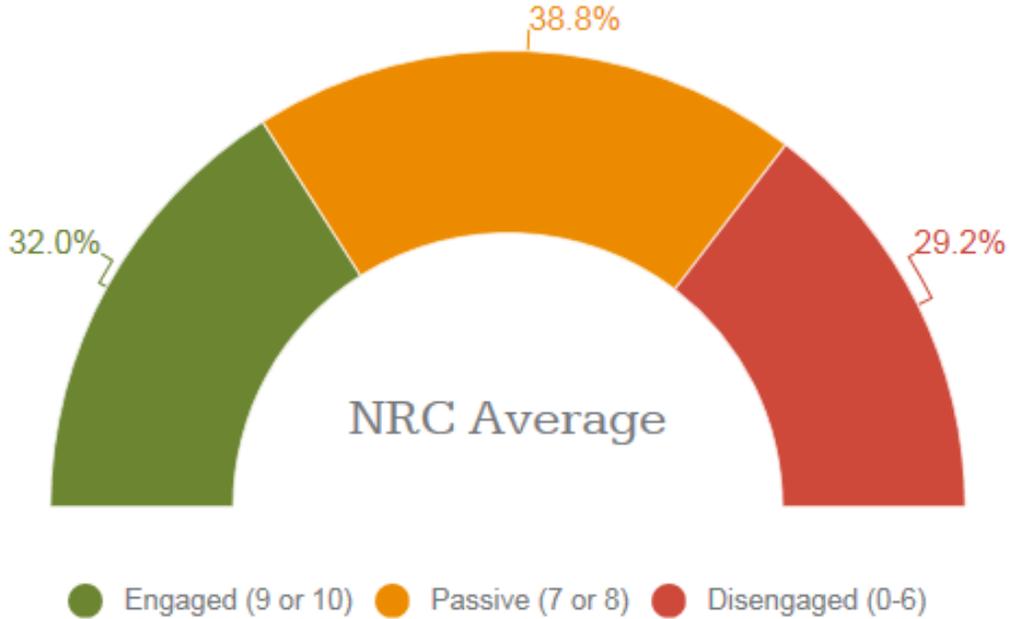
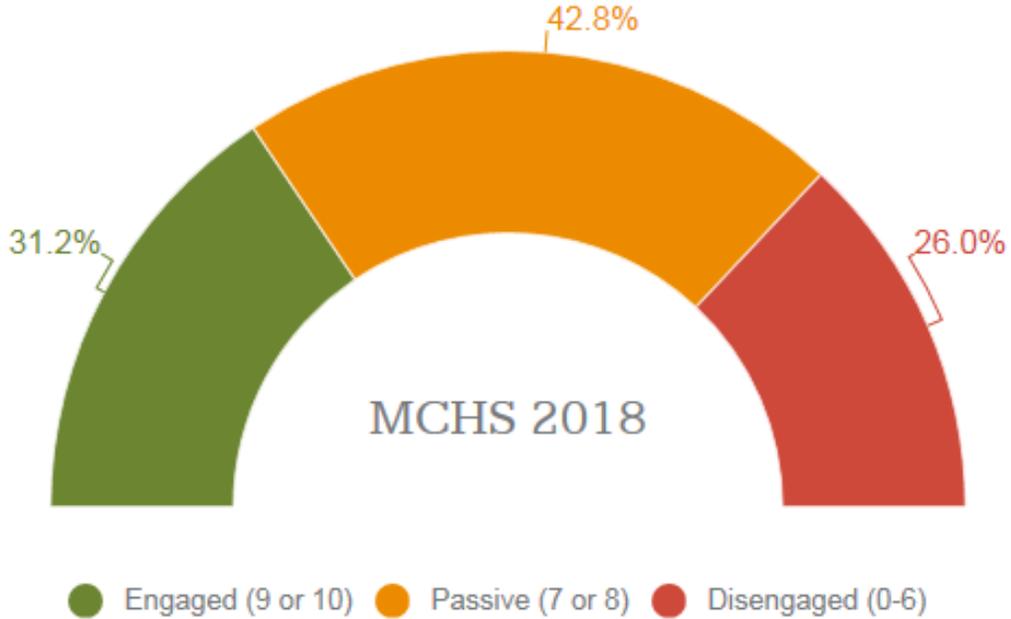
Taken in October 2018

Capturing the Voice of the Employees



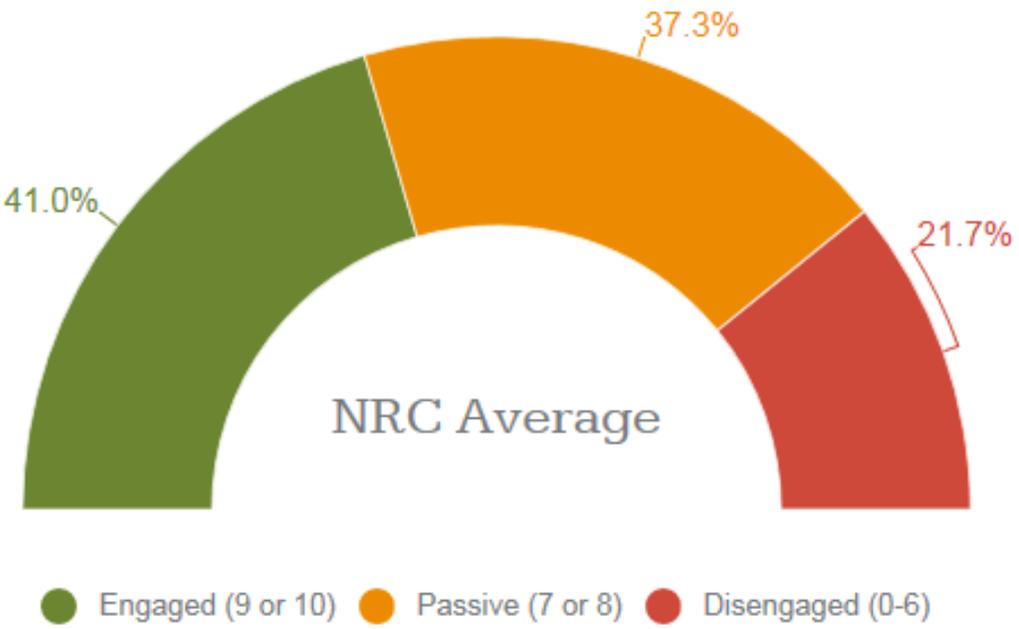
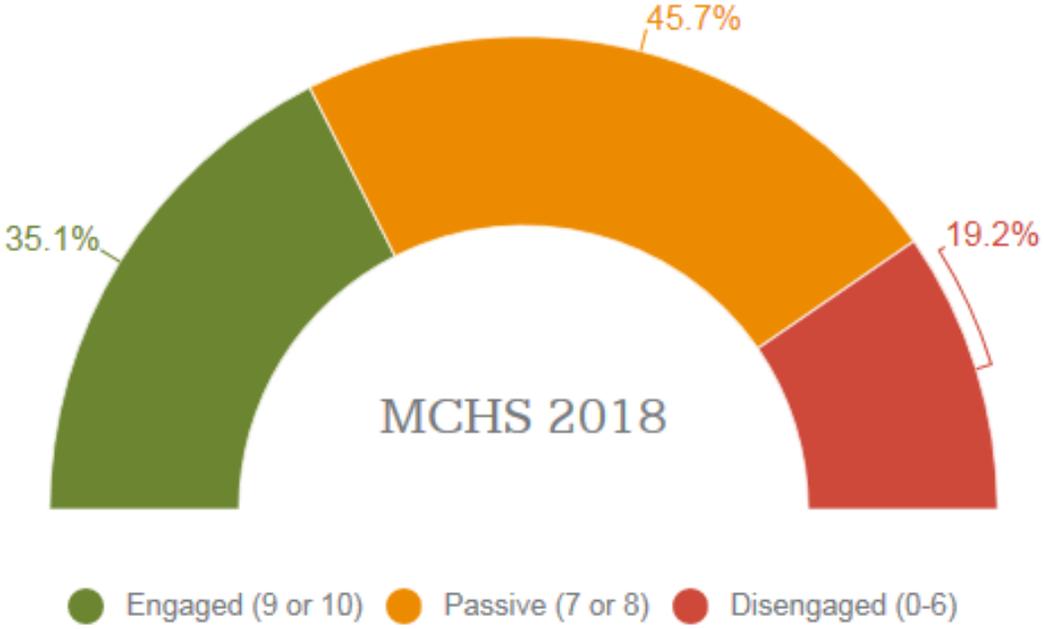
NRC Health Employee Engagement Survey response rate benchmark = 60.3%

Where 0 is the worst organization possible and 10 is the best organization possible, how would you rate Medical Center Health System as a place to work?



Engaged (9 or 10): NRC Avg = 32.0% / NRC 75th = 41.9%

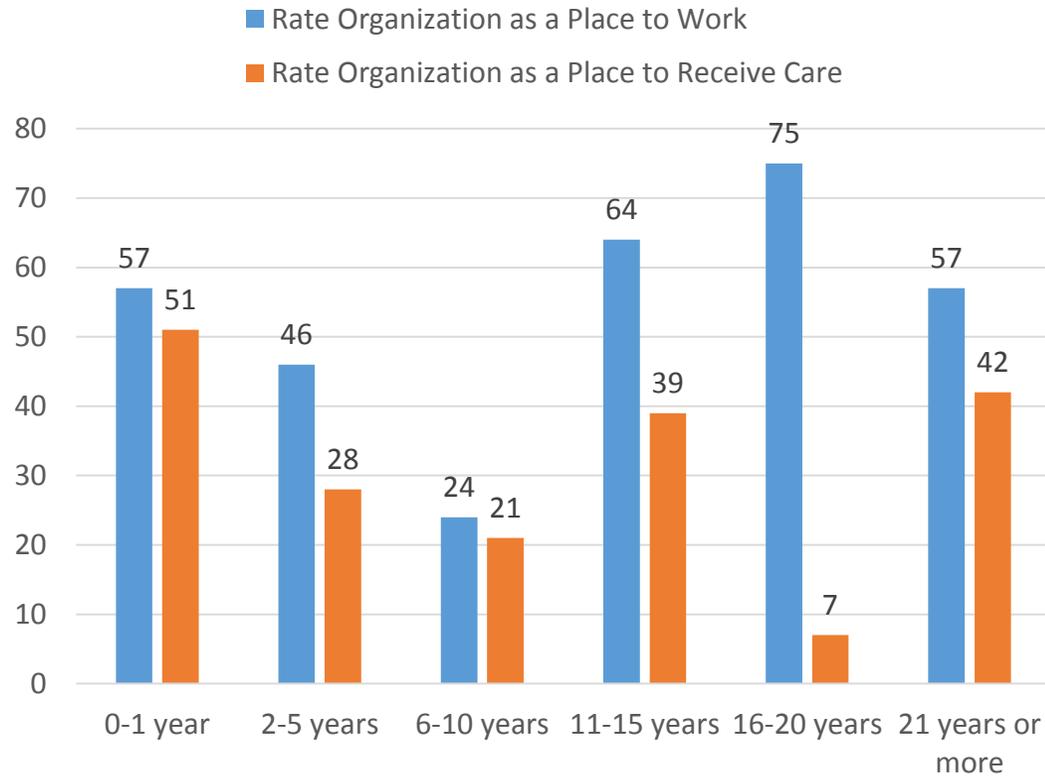
Where 0 is the worst possible care and 10 is the best possible care, how would you rate Medical Center Health System in terms of patient care?



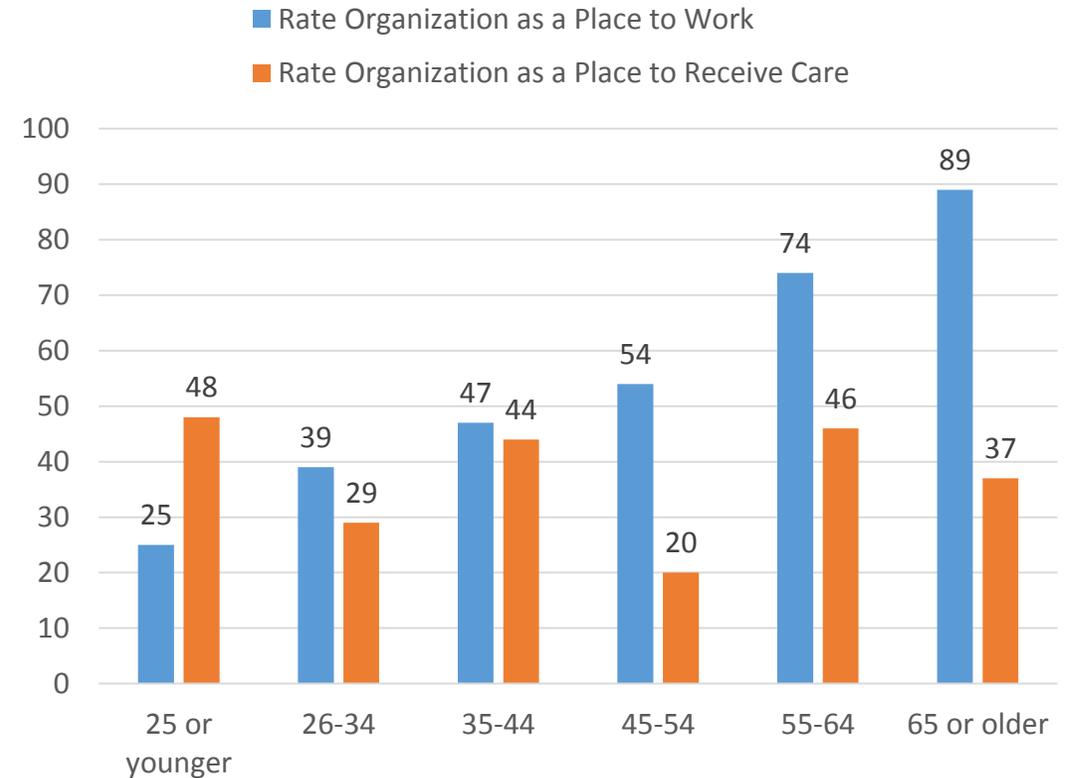
Engaged (9 or 10): NRC Avg = 41.0% / NRC 75th = 53.1%

Employee Engagement

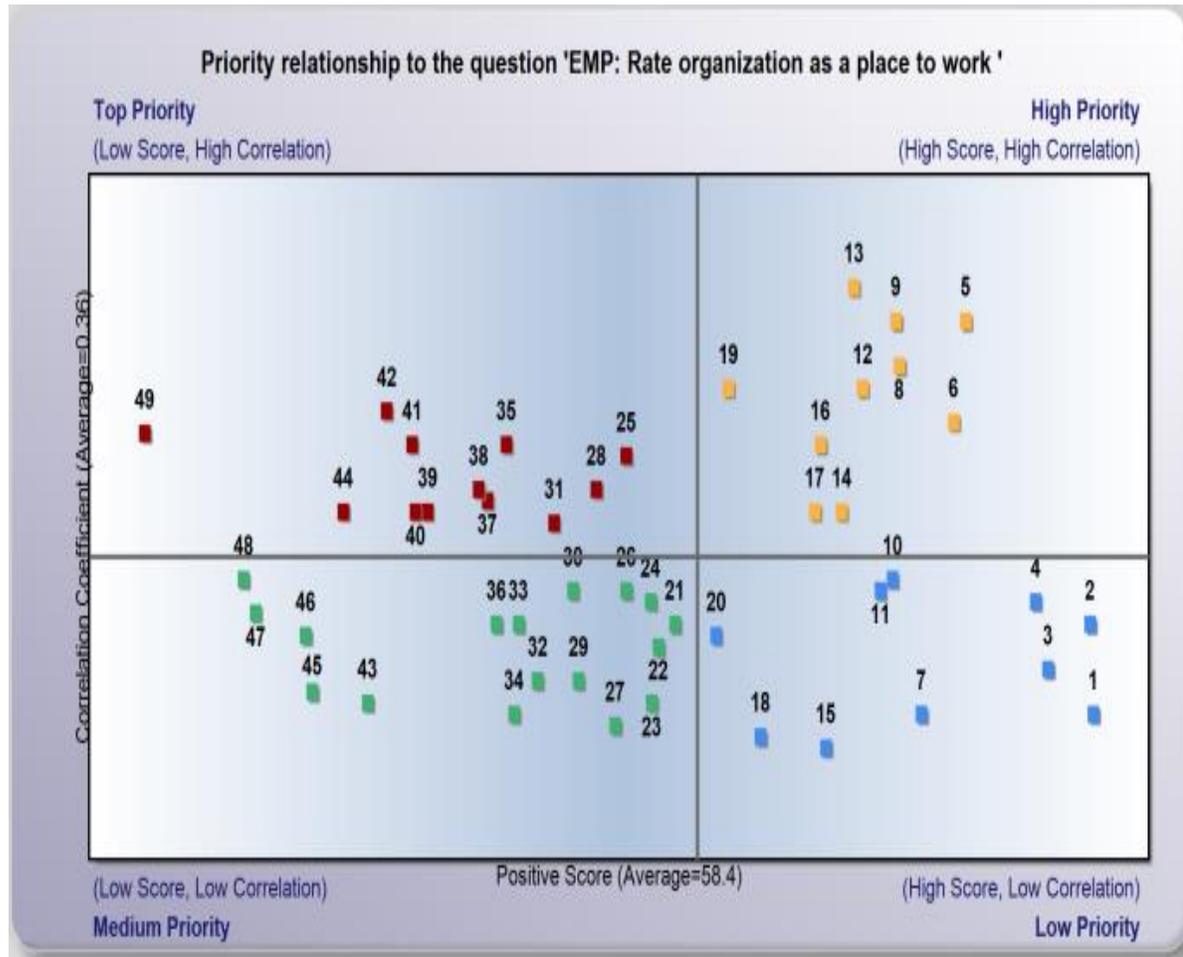
Engagement By Tenure



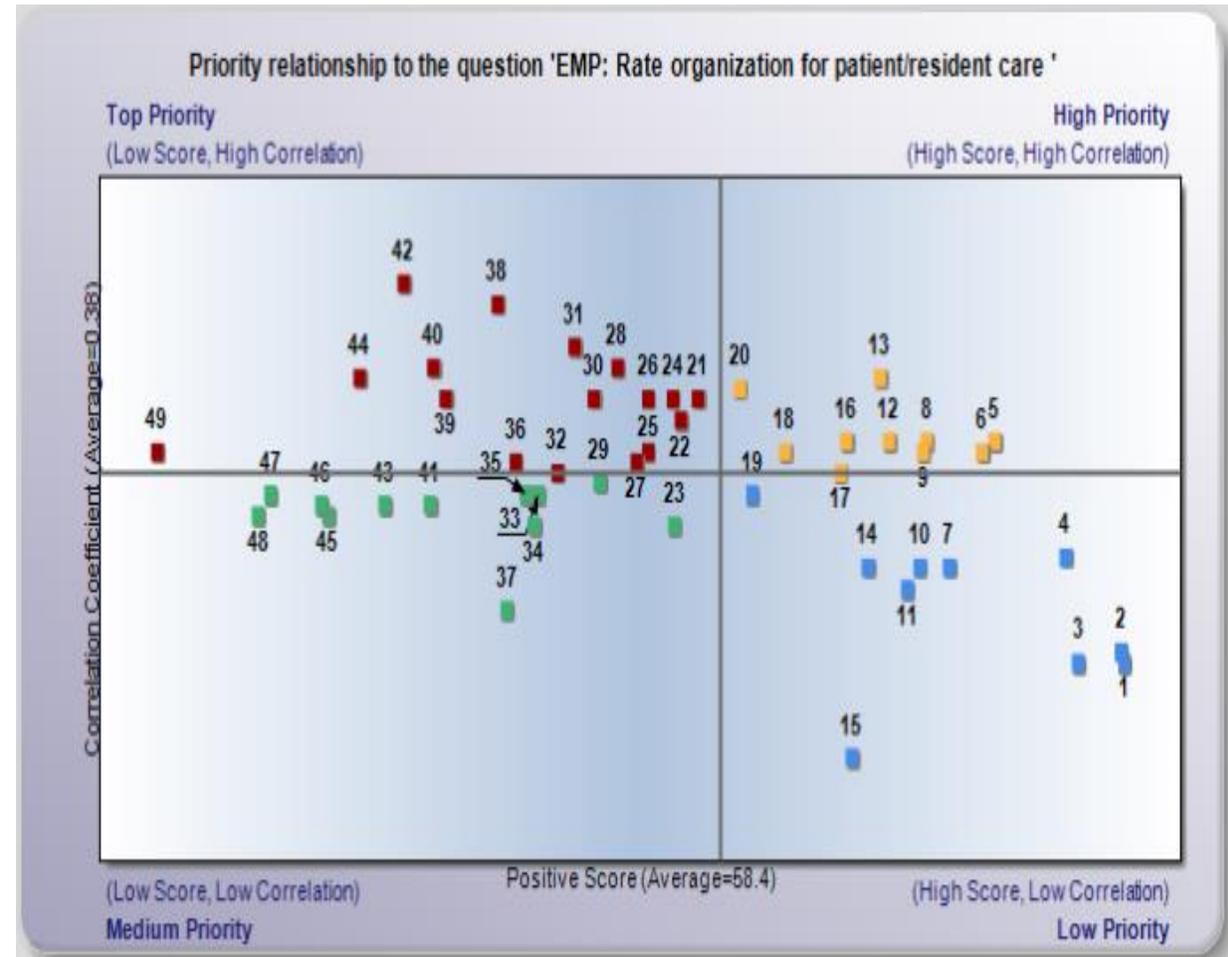
Engagement by Age



Rate MCHS as a Place to Work



Rate MCHS as a Place to Receive Care



Improving the Culture: Key Takeaways



Conduct an Equipment Audit



Conduct and/or refresh salary and benefits competitive analysis to educate employees



Look at establishing and implementing a Care Partner Program



Accountability and Regularity of Executive Leadership Rounding

ECTOR COUNTY HOSPITAL DISTRICT
ORDER AND NOTICE OF REGULAR DIRECTOR ELECTION
(ORDEN Y NOTIFICACIÓN DE ELECCIONES REGULARES PARA DIRECTOR)

A regular election is hereby ordered to be held on May 4, 2019 for the purpose of:
(Por la presente se ordena que se lleve a cabo una elección regular el día 4 de mayo de 2019 con el propósito de:)

Electing hospital directors to Single-member Districts 2, 4, and 6 to full terms.
(Elegir directores de hospital para ocupar puestos de término completo de miembro único para los Distritos 2, 4, y 6.)

Early voting by personal appearance will be conducted at the locations and times listed on Exhibit A. *(La votación anticipada en persona se llevará a cabo en los lugares y tiempos puestos en Exhibición A.)*

Applications for ballot by mail shall be mailed to:
(Las solicitudes de balotas por correo deberán enviarse a:)

Ector County Elections Office
Attn: Elizabeth Sertuche
1010 East 8th Street
Odessa, Texas 79761

Applications for ballots by mail must be received no later than the close of business on April 23, 2019. *(Las solicitudes de balotas por correo deberán recibirse a más tardar antes del horario de cierre de oficina el 23 de abril de 2019).*

The polling places designated on Exhibit B will be open from 7:00 a.m. to 7:00 p.m. on the day of the election. *(Los sitios de votación indicados en la Exhibición B se abrirán de 7:00 a.m. a 7:00 p.m. en el día de la elección).*

Issued this the _____ day of _____, 2019.
(Emitido esto en el día _____ de _____ de 2019)

President of Board of Directors
Presidente del Consejo Directivo

Vice President of Board of Directors
Vicepresidente del Consejo Directivo

ECTOR COUNTY EARLY VOTING SCHEDULE FOR MAY 4, 2019 JOINT ELECTION

*(HORARIO PARA LA VOTACIÓN ADELANTADA DE LA ELECCIÓN CONJUNTA DEL CONDADO DE
ECTOR DEL DÍA 4 DE MAYO DE 2019)*

*The following location will be open during Early Voting only.
(El siguiente local estará abierto durante las Votaciones Adelantadas solamente.)*

<i>LOCATION/ADDRESS</i>	<i>APRIL 22nd - APRIL 26th MONDAY- FRIDAY</i>	<i>APRIL 29th & 30th MONDAY & TUESDAY</i>
<i>(UBICACIÓN /DIRECCIÓN y</i>	<i>(22 DE ABRIL AL 26 DE ABRIL) LUNES A VIERNES</i>	<i>(29 y 30 de abril) lunes y martes</i>
ECTOR COUNTY COURTHOUSE ANNEX 1010 E. 8 TH ST. <i>(ANEXO DEL JUZGADO DEL CONDADO DE ECTOR (1010 E. 8TH ST.)</i>	8:00 AM – 5:00 PM	7:00 AM – 7:00 PM

**JOINT GENERAL ELECTION FOR THE
ECTOR COUNTY INDEPENDENT SCHOOL DISTRICT,
ECTOR COUNTY HOSPITAL DISTRICT AND ODESSA COLLEGE**

***LA ELECCIÓN GENERAL CONJUNTA PARA
EL DISTRITO ESCOLAR INDEPENDIENTE DEL CONDADO DE ECTOR,
DISTRITO DEL HOSPITAL DEL CONDADO DE ECTOR Y LA
UNIVERSIDAD DE ODESSA***

**SATURDAY, MAY 4, 2019
ELECTION DAY VOTE CENTERS
7:00 A.M.-7:00 P.M.**

***SÁBADO, 4 DE MAYO DE 2019
CENTROS DE VOTACIÓN PARA EL DÍA DE LA ELECCIÓN
7:00 A.M. – 7:00 P.M.***

Chapel Hill Baptist Church <i>Iglesia Bautista Chapel Hill</i>	1820 E 52 nd St., Odessa, TX 79762
Crossroads Fellowship <i>Iglesia Crossroads Fellowship</i>	6901 Texas 191 Frontage Rd. Odessa, TX 79762
Family Health Center <i>Centro de Salud Familiar</i>	840 W. Clements, Odessa, TX 79761
First Baptist Church <i>Primera Iglesia Bautista</i>	709 N. Lee St., Odessa, TX 79761
Gardendale Community Bldg. <i>Edificio Comunitario de Gardendale</i>	4226 E. Larkspur, Gardendale, TX 79758
Goldsmith Community Center <i>Centro Comunitario de Goldsmith</i>	301 Ave. H Goldsmith, TX 79741
Lincoln Tower <i>Casa de Retiro Lincoln Tower</i>	311 W. 4th St., Odessa, TX 79761
MCH Primary Care- West <i>Centro Medico MCH - Oeste</i>	6030 W. University, Odessa, TX 79764
Murry Fly Elementary <i>Escuela Primaria Murry Fly</i>	11688 W. Westview Dr. Odessa, TX 79764
Northside Senior Center <i>Centro de Ancianos Northside</i>	1225 N. Adams Ave., Odessa, TX 79761

Odessa Christian Faith Center 180 Youth Building <i>Iglesia Odessa Christian Faith Center(Edificio 180 Youth)</i>	8828 Andrews Hwy., Odessa, TX 79762
Odessa College Sports Center <i>Centro de Deportes de la Universidad de Odessa</i>	201 W. University Blvd. Odessa, TX 79764
St. Elizabeth Catholic Church <i>Iglesia Católica St. Elizabeth</i>	7601 N. Grandview Ave., Odessa, TX 79765
Westlake Hardware <i>Ferretería Westlake</i>	4652 E. University Blvd. Odessa, TX 79761
Wilson's Corner <i>Tienda Wilson's Corner</i>	16514 S. U.S. Hwy. 385 Odessa, TX 79763
Woodson Community Bldg. <i>Edificio Comunitario Woodson</i>	1010 E. Murphy St., Odessa, TX 79761

****Vote Centers are subject to change if no opposition in those districts and the current officeholders are declared elected.**

***Los centros de votación están sujetos a cambio si no hay oposición en esos distritos y los actuales titulares del cargo son declarados elegidos.*

To: Ector County Hospital District Board of Directors
Through: Rick Napper, President/Chief Executive Officer
From: Robert Abernethy, Chief Financial Officer
Date: February 8, 2019
Subject: Interim Services Agreement

With the departure on February 22, 2019 of our Interim Executive Director of Human Resources, Harvey Hudspeth, we are proposing entering into an agreement with B.E. Smith for a temporary replacement until such time that the position is filled on a permanent basis. B. E. Smith is a nationally recognized healthcare placement service providing interim director and administrative level services.

The agreement will provide an Interim Executive Director of Human Resources under the following provisions:

- Minimum term of the agreement will be twelve weeks
- The agreement will can be terminated with four weeks' notice
- Within first thirty days, if MCHS is not satisfied with the placement, Smith will either replace the professional or rebate the first month's fee.
- MCHS will pay Smith an initial five thousand dollar fee and a weekly fee of five thousand five hundred seventy five dollars (\$5,575) for up to one year. Should the agreement extend past one year, the weekly fee will increase by 6%.
- MCHS will reimburse travel expenses and provide adequate housing for the professional.
- Should the professional continue on a permanent basis, there will be a placement fee payable to B. E. Smith.

Administration requests approval to proceed with securing the services of B. E. Smith to provide leadership in our Human Resources department on an interim basis.