



**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 4, 2020 – 5:30 p.m.  
MEDICAL CENTER HOSPITAL BOARD ROOM (2<sup>ND</sup> FLOOR)  
500 W 4<sup>TH</sup> STREET, ODESSA, TEXAS**

**AGENDA**

- I. CALL TO ORDER** ..... Don Hallmark, President
- II. INVOCATION** ..... Chaplain Farrell Ard
- III. PLEDGE OF ALLEGIANCE** ..... Don Hallmark
- IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM** .... Don Hallmark, p.3
- V. AWARDS AND RECOGNITION**
  - A. February 2020 Associates of the Month** ..... Russell Tippin
    - Clinical: Munjal Attawala, Clinical Pharmacy Specialist, Pharmacy
    - Non-Clinical: Nora Zapata, ProCare Patient Registration Specialist, Occupational Medicine
    - Nurse: Tonya Collins, Charge RN, 7 Central Dedicated Education Unit
  - C. January 2020 Patient Satisfaction Winners**..... Russell Tippin
    - Medical Practice: MCHS ProCare Cardio Golder 100%
    - Inpatient: 6 West 97%
    - Outpatient: Nuclear Medicine 100%  
Physical Therapy / Occupational Therapy / Speech Therapy 100%  
Center for Health and Wellness Sports Medicine 100%
- VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VII. PUBLIC COMMENTS ON AGENDA ITEMS**
- VIII. CONSENT AGENDA** ..... Don Hallmark, p.4-57  
(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 7, 2020**
  - B. Consider Approval of Joint Conference Committee, November 26, 2019**
  - C. Consider Approval of Federally Qualified Health Center Monthly Report, December 2019**
  - D. Consider Approval of TTUHSC-PB Graduate Medical Education (GME) Annual Report**
  - E. Consider Approval of Institutional Review Board (IRB) Annual Report**
  - F. Consider Approval of Continuing Medical Education (CME) Annual Report**

**IX. COMMITTEE REPORTS**

- A. Finance Committee** ..... Bryn Dodd, p.58-134
1. Quarterly Investment Report – Quarter 1, FY 2020
  2. Quarterly Investment Officer’s Certification
  3. Financial Report for Month Ended December 31, 2019
  4. Consider Approval of Bid for Build-Out of Center for Health and Wellness Suite 250
  5. Capital Expenditure Requests
    - a. Consider Approval of Mediquant DataArk Legacy Data Management System
    - b. Consider Approval of CT Replacement and CT Upgrade

- X. TTUHSC AT THE PERMIAN BASIN REPORT**.....Timothy Benton, MD, p.135-138

**XI. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**

.....Russell Tippin, p.139-152

- A. Marketing Quarterly Report**
- B. Legal Quarterly Report**
- C. State of Texas GME with Federal Government Proposal Update**
- D. Regional Update on Supplemental Payments**
- E. Consider Approval of Vizient Emergency Department Throughput and Optimization Proposal**

**XII. EXECUTIVE SESSION**

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

**XIII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**....., p.153

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

**XIV. ADJOURNMENT** ..... Don Hallmark

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

## **MISSION**

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

## **VISION**

***MCHS will be the premier source for health and wellness.***

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
JANUARY 7, 2020 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

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

**OTHERS PRESENT:**

Russell Tippin, President/Chief Executive Officer  
Christin Timmons, Chief Nursing Officer  
Matt Collins, Chief Operating Officer  
Toni Land, Chief Patient Experience Officer  
Dr. Sari Nabulsi, Chief Medical Officer  
Dr. Donald Davenport, Vice Chief of Staff  
Dr. Timothy Benton, Vice Chief of Staff  
Steve Steen, Chief Legal Counsel  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Jan Ramos, ECHD Board Secretary  
Various other interested members of the  
Medical Staff, employees, and citizens

**I. CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 5:30 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 Doug Herget offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

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

**IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM**

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



## **V. AWARDS AND RECOGNITIONS**

### **A. 2019 Associates of the Year**

Russell Tippin introduced the 2019 Associates of the Year as follows:

- Dr. H.E. Hestand Humanitarian Award: Marlin Reaves, CT Technologist, Radiology
- Florence Nightingale Award: Areli Bustamante, RN, Intensive Care Unit 4
- Chaplain Jimmy Wilson Service Excellence Award: Adina Crain, Medical Staff Coordinator, Medical Staff

### **B. January 2020 Associates of the Month**

Russell Tippin introduced the November 2019 Directors of the Month as follows:

- Clinical: Rebecca Gilliam, MRI Tech, Radiology-MRI
- Non-Clinical: Roselle Laguesma, Employment Immigration Coordinator, Human Resources
- Nurse: Tojia Morris, RN, Transfer Center

### **C. December 2019 Patient Satisfaction Winners**

The following units were recognized for their December 2019 patient satisfaction scores:

- Medical Practice: Skin Care Clinic 100%
- Inpatient: 6 West 95%
- Outpatient: Diagnostic Radiology 100%

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

No conflicts were disclosed.

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

No comments from the public were received.

## **VIII. CONSENT AGENDA**

### **A. Consider Approval of Regular Meeting Minutes, December 3, 2019**

### **B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2019**

### **C. Investment Policy Annual Review and Approval**

Bryn Dodd moved and Richard Herrera seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried unanimously.

## **IX. COMMITTEE REPORTS**

### **A. Finance Committee**

1. Financial Report for Month Ended November 30, 2019
2. Capital Expenditure Requests
  - a. Consider Approval of Alaris IV Pumps

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

## **X. TTUHSC AT THE PERMIAN BASIN REPORT**

Dr. Michael Galloway, Regional Chairman for Department of Obstetrics and Gynecology, presented a clinical profile of his department. This included contract funding support, value added services at Medical Center Hospital, the number of deliveries for 2019, and the graduates that stayed in the Permian Basin.

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

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

### **A. Human Resource Quarterly Report**

Kathy Dagnon, Vice President Human Resources, presented a quarterly HR update. This report included statistics for new hires and turnover, recruiting and retention.

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

### **B. Information Technology Quarterly Report**

Linda Carpenter, Vice President Information Technology, provided an update on IT including the task force addressing feedback from medical staff, replacement of aging equipment, and archival of older application data. She also reported on the new partnership in the revenue cycle and the new hospital information technology structure that will soon be put into place.

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

### **C. Amendment to 3M Software License and Services Agreement**

Dr. Sari Nabulsi, Chief Medical Officer, presented an amendment to a software license and services agreement with 3M. This will provide implementation of software, consulting and training to upgrade the existing encoder software to incorporate clinical documentation improvement capabilities into the coding process.

Mary Lou Anderson moved and Wallace Dunn seconded the motion to approve the 3M amendment as presented. The motion carried unanimously.

#### **D. Transfer Services Discussion**

Russell Tippin led the board of directors in a discussion of non-emergency transfer services. There are frequently challenges with the rotating non-emergency ambulance services having the correct staff, equipment, and/or medications. There is serious consideration to submit a request for proposal to select one company to provide this service.

This discussion was informational only. No action was taken.

#### **XII. CONSIDER CHANGING ECHD BOARD OF DIRECTORS FINANCE COMMITTEE AND REGULAR MEETING DATE FROM JUNE 2, 2020 TO JUNE 1, 2020**

Russell Tippin requested to move the June board meeting to accommodate a training session he will be attending.

David Dunn moved and Mary Lou Anderson seconded the motion to move the Board of Directors Finance Committee and regular board meetings from June 2, 2020 to June 1, 2020 as requested. The motion carried unanimously.

#### **XIII. EXECUTIVE SESSION**

Don Hallmark stated that the Board would go into Executive Session for the meeting held in closed session involving the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberations regarding Real Property pursuant to Section 551.072 of the Texas Government Code; and (3) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

The individuals present during the majority of Executive Session were Don Hallmark, Bryn Dodd, Mary Lou Anderson, David Dunn, Wallace Dunn, Russell Tippin, Steve Steen, Virginia Sredanovich and Jan Ramos.

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

Matt Collins, Chief Operating Officer, reported to the Board of Directors during Executive Session then was excused.

Virginia Sredanovich, Chief Compliance and Privacy Officer, reported to the Board of Directors during Executive Session then was excused.

Russell Tippin and Jan Ramos were excused during a consultation between legal counsel and board members.

**Executive Session began at 6:17 pm.**  
**Executive Session ended at 7:00 p.m.**

No action was taken during Executive Session.

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

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

Don Hallmark presented the following new amendment:

- Mason Gage Hicks, M.D. This amendment added one year to his agreement and changed his compensation.

Don Hallmark presented the following renewals:

- Sam Kim, M.D. This is a three year renewal for Internal Medicine.
- Felix Savellano, CRNA. This is a three year renewal for Anesthesia.

Don Hallmark presented the following new contracts:

- Edak Akan, N.P. This is a three year contract for Family Health Clinic.

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

##### **B. Consider Approval to Execute Plat Designating Ownership of JK Wood Avenue to the City of Odessa**

Don Hallmark presented to proposal to designate ownership of JK Wood Avenue to the City of Odessa.

David Dunn moved and Richard Herrera seconded the motion to approve executing the plat designating ownership of JK Wood Avenue to the City of Odessa as presented. The motion carried unanimously.

#### **XV. ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:01 p.m.

Respectfully submitted,



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Jan Ramos, Secretary  
Ector County Hospital District Board of Directors



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff and Allied Health Professionals Staff Applicants

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Specialty/Privileges	Group	Dates
*Daniel Copeland, MD	Surgery	Vascular/General Surgery	Midland Surgical Associates	02/04/2020- 02/03/2021
*Marshall Early, DO	Surgery	Vascular/General Surgery	Midland Surgical Associates	02/04/2020- 02/03/2021
*Russell Van Husen	Surgery	Vascular/General Surgery	Midland Surgical Associates	02/04/2020- 02/03/2021
*Kevan Akrami, MD	Medicine	Infectious Disease	Eagle Telemedicine	02/04/2020- 02/03/2021
*David Fitzgerald, MD	Medicine	Infectious Disease	Eagle Telemedicine	02/04/2020- 02/03/2021
Tariq Khan, MD	Medicine	Nephrology/Transplant	Texas Health	02/04/2020- 02/03/2021
*Charles Kutler, MD	Medicine	Infectious Disease	Eagle Telemedicine	02/04/2020- 02/03/2021
Carla Ramas, MD	Radiology	Telemedicine	VRAD	02/04/2020- 02/03/2022
Michael Rethy, MD	Radiology	Telemedicine	VRAD	02/04/2020- 02/03/2022
Paul Yates, MD	Radiology	Telemedicine	VRAD	02/04/2020- 02/03/2022

**Allied Health:**

Applicant	Department	AHP Category	Specialty /Privileges	Group	Sponsoring Physician(s)	Dates
Thomas Hanselman, PA	Medicine	APC	Internal Medicine	ProCare	Dr. Herrera	02/04/2020- 02/03/2022
*Lorina Lujan, PA	Emergency Medicine	APC	Emergency Medicine	BEPO	Dr. Diaz	02/04/2020- 02/03/2022
Ailena Mulkey, RN	Medicine	APC	Research Only	TTUHSC	Dr. Gary Ventolini	02/04/2020- 02/03/2022
Kasey Cavone, CRNA	Anesthesia	APC	CRNA	Procure	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	02/04/2020- 02/03/2022
Joseph Games, PA	Emergency Medicine	Physician Assistant	Physician Assistant	BEPO	Dr. Diaz	02/04/2020- 02/03/2022
*Emily Jones, FNP	Surgery	APC	Nurse Practitioner	Procure	Dr. Vijay Borra	02/04/2020- 02/03/2022
Christine Leonhardt, FNP	Family Medicine	APC	Nurse Practitioner	Procure	Dr. Aberra	02/04/2020- 02/03/2022
Agnes Sansone, CRNA	Anesthesia	APC	CRNA	Procure	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	02/04/2020- 02/03/2022

\*Please grant temporary Privileges



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

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

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



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Sridhar Enuganti, MD	Medicine	Yes	Associate	Hospitalist	ProCare	No	02/01/2020 – 01/31/2021
Wesley Hamilton, MD	Emergency Medicine	Yes	Associate	Emergency Medicine	BEPO	No	02/01/2020 – 01/31/2021
Garry Kennebrew, MD	Emergency Medicine	Yes	Associate	Emergency Medicine	BEPO	No	02/01/2020 – 01/31/2021
Stefan Meyering, DO	Emergency Medicine	Yes	Associate	Emergency Medicine	BEPO	No	02/01/2020 – 01/31/2021
Sari Nabulsi, MD	Pediatrics	Yes	Associate	Pediatrics		No	02/01/2020 – 01/31/2021
Scott Peterson, DO	Surgery	Yes	Associate	Trauma	Envision	No	02/01/2020 – 01/31/2021
Stephen Stewart, MD	Emergency Medicine	Yes	Associate	Emergency Medicine	BEPO	No	02/01/2020 – 01/31/2021
Joseph Hahn, MD	Surgery	No	Active to Courtesy	Surgery	Acute Surgical Care	No	03/01/2020 – 02/28/2022
James Maher, MD	OB/GYN	Yes	Active	Maternal-Fetal Medicine	TTUHSC	No	03/01/2020 – 02/28/2022
Andrew Robinson, MD	Pediatrics	Yes	Active	Pediatric Cardiology	Covenant	No	03/01/2020 – 02/28/2022
Hao Wu, MD	Surgery	Yes	Active	Vascular Surgery	ProCare	No	03/01/2020 – 02/28/2022
Sudip Sheth, MD	Pediatrics	Yes	Associate	Neonatal/Perinatal	TTUHSC	No	04/01/2020 – 03/31/2021
Brian Burgoyne, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	No	04/01/2020 – 03/31/2022
Lawrence Kaler, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	No	04/01/2020 – 03/31/2022
Ramcharitha Kandikatla, MD	Medicine	Yes	Associate to Active	Hospitalist	ProCare	No	04/01/2020 – 03/31/2022
Pragnyadipta Mishra, MD	Anesthesia	Yes	Associate to Active	Anesthesia	ProCare	No	04/01/2020 – 03/31/2022

**\*Requesting Temporary Privileges**



**Allied Health Professionals:**

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Glenn Colassi, CRNA	Anesthesia	APC	CRNA	ProCare	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	None	02/01/2020 – 01/31/2022
Christy Guiley, PA	Surgery	APC	Physician Assistant	Permian Basin Neurosurgical	Dr. Srikanth Deme	None	02/01/2020 – 01/31/2022
Karina Rubio, PA	Medicine	APC	Physician Assistant	ProCare	Dr. Godey	None	02/01/2020 – 01/31/2022
Graciela Flores, FNP	OB/GYN	APC	Nurse Practitioner	TTUHSC	Dr. Elisa Brown	None	03/01/2020 – 02/28/2022
Michael Hester, ANP	Surgery	APC	Advanced Nurse Practitioner	Basin Cardiothoracic and Vascular Surgical Associates	Dr. Kirit Patel	None	03/01/2020 – 02/28/2022

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

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

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





February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Clinical Privileges

**Statement of Pertinent Facts:**

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

**Change in Clinical Privileges:**

<b>Staff Member</b>	<b>Department</b>	<b>Privilege</b>
Pankaj Khandelwal, MD	Oncology	<b>ADDING: Neurological disorders(common), diagnose and manage or refer to specialist</b>
George Rodenko, MD	Radiology	<b>DELETE: Remove Admit and Discharge</b>
Ramachandra Kolluru, MD	Medicine	<b>DELETE: Abdominal Paracentesis, Thoracentesis and Transurethral Catheterization.</b>
Rajesh Patel, MD	Medicine	<b>DELETE: Exercise ECG Testing</b>
Dorothy Walker, NP	Neonatal	<b>DELETE: Wound care</b>

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

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

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



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Alyssa Gans, MD	Associate	Surgery	03/11/2020	Lapse in Privileges
Peter Wells, MD	Active	Cardiology	12/05/2019	Resignation
Zhibo Yang, MD	Active	Pediatrics	11/27/2019	Resignation
Jennifer Porubsky, DO	Associate	Emergency Medicine	04/01/2020	Lapse of 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.

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



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Category

**Statement of Pertinent Facts:**

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

**Staff Category Change:**

Staff Member	Department	Category
Joseph Hanh, MD	Surgery	Active to Courtesy
Ramcharitha Kandikatla, MD	Medicine	Associate to Active
Pragnyadipta Mishra, MD	Anesthesia	Associate to Active
Prem Nair, MD	Medicine	Associate to Active
Dunaway, Kyle CRNA	Anesthesia	Removal of I-FPPE Status
Sheth, Sudip, MD	Pediatrics	Removal of I-FPPE Status
Gibson, Guy, MD	Radiology	Removal of I-FPPE Status
Montaser, Anoosh, MD	Radiology	Removal of I-FPPE Status
Roberts, Catherine, MD	Radiology	Removal of I-FPPE Status
Salvatore, Jaime, MD	Radiology	Removal of I-FPPE Status
Spirer, David, MD	Radiology	Removal of I-FPPE Status
Ungar, Joseph, MD	Radiology	Removal of I-FPPE Status

**Changes to Credentialing Dates:**

Staff Member	Staff Category	Department	Dates
Sulekha Parshad, MD	Telemedicine	Radiology	11//01/2019- 10/31/2021
Surinder Rai, DO	Telemedicine	Radiology	11/05/2019- 11/04/2021



**Leave of Absence:**

<b>Staff Member</b>	<b>Staff Category</b>	<b>Department</b>	<b>Effective Date</b>	<b>Action</b>
Garry Kennebrew, MD	Associate	Emergency Medicine	12/20/2019	Deployment- Requesting Leave of Absence
Hao Wu, MD	Active	Surgery	11/11/2019	Family/Medical Leave
Robert Bennett, MD	Active	Neonatal	10/28/2019	Leave of Absence

**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 and changes to the credentialing dates.

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



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff Bylaws /Policies / Privilege Criteria

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following Medical Staff Bylaws/ Policies / Privilege Criteria. The respective departments determined that the practitioners have complied with all Bylaws requirements and are eligible for the change as noted below.

**Medical Staff Bylaws/ Policies / Privilege Criteria**

- Thoracic Aorta Aneurysm Repair (TEVAR) Criteria Form

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

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

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



February 4, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

CER: Alaris Pump

CER: Sensation 16 CT Replacement & AS20 CT Upgrade

**Statement of Pertinent Facts:**

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

- CER: Alaris Pump
- CER - Sensation 16 CT Replacement & AS20 CT Upgrade

**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).

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



February 4, 2020

**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 Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the above reports to the Ector County Hospital District Board of Directors.

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

Family Health Clinic  
February 2020  
ECHD Board Packet



**ECTOR COUNTY HOSPITAL DISTRICT  
CENTERS FOR PRIMARY CARE COMBINED - OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 432,909	\$ 618,659	-30.0%	\$ 604,599	-28.4%	\$ 1,600,212	\$ 1,787,619	-10.5%	\$ 2,035,727	-21.4%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 432,909</b>	<b>\$ 618,659</b>	<b>-30.0%</b>	<b>\$ 604,599</b>	<b>-28.4%</b>	<b>\$ 1,600,212</b>	<b>\$ 1,787,619</b>	<b>-10.5%</b>	<b>\$ 2,035,727</b>	<b>-21.4%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ (109,626)	\$ (16,292)	572.9%	\$ (93,679)	17.0%	\$ (77,529)	\$ (46,072)	68.3%	\$ 47,779	-262.3%
Self Pay Adjustments	(101,695)	(886)	11378.0%	(17,888)	468.5%	(70,930)	(2,505)	2731.5%	10,963	-747.0%
Bad Debts	464,124	455,396	1.9%	415,753	11.6%	823,888	1,287,824	-36.0%	960,656	-14.2%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 252,803</b>	<b>\$ 438,218</b>	<b>-42.3%</b>	<b>\$ 304,186</b>	<b>-16.9%</b>	<b>\$ 675,428</b>	<b>\$ 1,239,247</b>	<b>-45.5%</b>	<b>\$ 1,019,398</b>	<b>-33.7%</b>
	<b>58.40%</b>	<b>70.83%</b>		<b>50.31%</b>		<b>42.21%</b>	<b>69.32%</b>		<b>50.08%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 180,106</b>	<b>\$ 180,441</b>	<b>-0.2%</b>	<b>\$ 300,413</b>	<b>-40.0%</b>	<b>\$ 924,784</b>	<b>\$ 548,372</b>	<b>68.6%</b>	<b>\$ 1,016,329</b>	<b>-9.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 27,275	\$ 7,846	247.6%	\$ 14,145	92.8%	\$ 51,394	\$ 23,538	118.3%	\$ 26,255	95.7%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 27,275</b>	<b>\$ 7,846</b>	<b>247.6%</b>	<b>\$ 14,145</b>	<b>92.8%</b>	<b>\$ 51,394</b>	<b>\$ 23,538</b>	<b>118.3%</b>	<b>\$ 26,255</b>	<b>95.7%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 207,381</b>	<b>\$ 188,287</b>	<b>10.1%</b>	<b>\$ 314,558</b>	<b>-34.1%</b>	<b>\$ 976,178</b>	<b>\$ 571,910</b>	<b>70.7%</b>	<b>\$ 1,042,584</b>	<b>-6.4%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 108,197	\$ 128,915	-16.1%	\$ 119,860	-9.7%	\$ 331,436	\$ 372,502	-11.0%	\$ 355,372	-6.7%
Benefits	35,547	33,346	6.6%	45,651	-22.1%	89,780	99,938	-10.2%	116,180	-22.7%
Physician Services	131,431	179,007	-26.6%	150,204	-12.5%	369,893	517,273	-28.5%	460,236	-19.6%
Cost of Drugs Sold	1,872	10,828	-82.7%	7,710	-75.7%	32,123	31,285	2.7%	15,165	111.8%
Supplies	2,550	9,695	-73.7%	6,613	-61.4%	15,828	28,342	-44.2%	26,431	-40.1%
Utilities	5,231	4,832	8.2%	5,097	2.6%	17,332	17,211	0.7%	16,262	6.6%
Repairs and Maintenance	550	1,892	-70.9%	481	14.2%	1,800	5,676	-68.3%	1,806	-0.4%
Leases and Rentals	492	391	25.8%	351	40.2%	1,430	1,173	21.9%	1,053	35.8%
Other Expense	1,751	1,855	-5.6%	1,752	-0.1%	6,092	5,565	9.5%	4,705	29.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 287,621</b>	<b>\$ 370,761</b>	<b>-22.4%</b>	<b>\$ 337,720</b>	<b>-14.8%</b>	<b>\$ 865,715</b>	<b>\$ 1,078,965</b>	<b>-19.8%</b>	<b>\$ 997,211</b>	<b>-13.2%</b>
Depreciation/Amortization	\$ 34,068	\$ 45,842	-25.7%	\$ 45,238	-24.7%	\$ 104,998	\$ 136,045	-22.8%	\$ 135,714	-22.6%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 321,689</b>	<b>\$ 416,603</b>	<b>-22.8%</b>	<b>\$ 382,958</b>	<b>-16.0%</b>	<b>\$ 970,713</b>	<b>\$ 1,215,010</b>	<b>-20.1%</b>	<b>\$ 1,132,926</b>	<b>-14.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (114,308)</b>	<b>\$ (228,316)</b>	<b>-49.9%</b>	<b>\$ (68,400)</b>	<b>67.1%</b>	<b>\$ 5,465</b>	<b>\$ (643,100)</b>	<b>-100.8%</b>	<b>\$ (90,341)</b>	<b>-106.0%</b>
Operating Margin	-55.12%	-121.26%	-54.5%	-21.74%	153.5%	0.56%	-112.45%	-100.5%	-8.67%	-106.5%

	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	1,207	1,676	-28.0%	1,534	-21.3%	4,386	4,844	-9.5%	5,009	-12.4%
Optometry Visits	-	-	0.0%	215	-100.0%	-	-	0.0%	703	-100.0%
<b>Total Visits</b>	<b>1,207</b>	<b>1,676</b>	<b>-28.0%</b>	<b>1,749</b>	<b>-31.0%</b>	<b>4,386</b>	<b>4,844</b>	<b>-9.5%</b>	<b>5,712</b>	<b>-23.2%</b>
Average Revenue per Office Visit	358.67	369.13	-2.8%	345.68	3.8%	364.85	369.04	-1.1%	356.39	2.4%
Hospital FTE's (Salaries and Wages)	25.9	33.7	-23.2%	32.0	-19.2%	27.6	32.8	-15.9%	32.0	-13.9%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTIS - OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 332,543	\$ 461,620	-28.0%	\$ 353,471	-5.9%	\$ 1,040,662	\$ 1,333,653	-22.0%	\$ 1,158,603	-10.2%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 332,543</b>	<b>\$ 461,620</b>	<b>-28.0%</b>	<b>\$ 353,471</b>	<b>-5.9%</b>	<b>\$ 1,040,662</b>	<b>\$ 1,333,653</b>	<b>-22.0%</b>	<b>\$ 1,158,603</b>	<b>-10.2%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 45,947	\$ 33,990	35.2%	\$ (46,410)	-199.0%	\$ 45,497	\$ 96,121	-52.7%	\$ (6,059)	-851.0%
Self Pay Adjustments	22,868	7,093	222.4%	(7,507)	-404.6%	22,733	20,059	13.3%	1,494	1422.1%
Bad Debts	101,688	215,624	-52.8%	207,677	-51.0%	405,468	609,768	-33.5%	497,294	-18.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 170,503</b>	<b>\$ 256,707</b>	<b>-33.6%</b>	<b>\$ 153,760</b>	<b>10.9%</b>	<b>\$ 473,698</b>	<b>\$ 725,948</b>	<b>-34.7%</b>	<b>\$ 492,729</b>	<b>-3.9%</b>
	<b>51.3%</b>	<b>55.6%</b>		<b>43.5%</b>		<b>45.5%</b>	<b>54.4%</b>		<b>42.5%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 162,040</b>	<b>\$ 204,913</b>	<b>-20.9%</b>	<b>\$ 199,711</b>	<b>-18.9%</b>	<b>\$ 566,964</b>	<b>\$ 607,705</b>	<b>-6.7%</b>	<b>\$ 665,874</b>	<b>-14.9%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 27,275	\$ 7,846	0.0%	\$ 14,145	92.8%	\$ 51,394	\$ 23,538	0.0%	\$ 26,255	95.7%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 27,275</b>	<b>\$ 7,846</b>	<b>247.6%</b>	<b>\$ 14,145</b>	<b>92.8%</b>	<b>\$ 51,394</b>	<b>\$ 23,538</b>	<b>118.3%</b>	<b>\$ 26,255</b>	<b>95.7%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 189,315</b>	<b>\$ 212,759</b>	<b>-11.0%</b>	<b>\$ 213,856</b>	<b>-11.5%</b>	<b>\$ 618,358</b>	<b>\$ 631,243</b>	<b>-2.0%</b>	<b>\$ 692,129</b>	<b>-10.7%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 76,602	\$ 95,355	-19.7%	\$ 90,504	-15.4%	\$ 228,718	\$ 275,486	-17.0%	\$ 258,727	-11.6%
Benefits	25,167	24,665	2.0%	34,470	-27.0%	61,955	73,910	-16.2%	84,584	-26.8%
Physician Services	78,605	116,100	-32.3%	88,747	-11.4%	216,886	335,422	-35.3%	277,269	-21.8%
Cost of Drugs Sold	1,371	9,135	-85.0%	7,710	-82.2%	21,791	26,391	-17.4%	12,196	78.7%
Supplies	5,852	6,016	-2.7%	759	671.0%	16,358	17,617	-7.1%	9,406	73.9%
Utilities	2,242	2,379	-5.8%	2,683	-16.4%	8,174	8,949	-8.7%	8,943	-8.6%
Repairs and Maintenance	550	1,892	-70.9%	481	14.2%	1,800	5,676	-68.3%	1,806	-0.4%
Leases and Rentals	492	391	25.8%	351	40.2%	1,430	1,173	21.9%	1,053	35.8%
Other Expense	1,751	1,848	-5.2%	1,752	-0.1%	6,092	5,544	9.9%	4,705	29.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 192,633</b>	<b>\$ 257,781</b>	<b>-25.3%</b>	<b>\$ 227,458</b>	<b>-15.3%</b>	<b>\$ 563,203</b>	<b>\$ 750,168</b>	<b>-24.9%</b>	<b>\$ 658,689</b>	<b>-14.5%</b>
Depreciation/Amortization	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%	\$ 14,231	\$ 15,440	-7.8%	\$ 15,363	-7.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 197,376</b>	<b>\$ 262,984</b>	<b>-24.9%</b>	<b>\$ 232,578</b>	<b>-15.1%</b>	<b>\$ 577,434</b>	<b>\$ 765,608</b>	<b>-24.6%</b>	<b>\$ 674,051</b>	<b>-14.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (8,061)</b>	<b>\$ (50,225)</b>	<b>-84.0%</b>	<b>\$ (18,723)</b>	<b>-56.9%</b>	<b>\$ 40,924</b>	<b>\$ (134,365)</b>	<b>-130.5%</b>	<b>\$ 18,077</b>	<b>126.4%</b>
Operating Margin	-4.26%	-23.61%	-82.0%	-8.75%	-51.4%	6.62%	-21.29%	-131.1%	2.61%	153.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	920	1,209	-23.9%	993	-7.4%	2,930	3,494	-16.1%		0.0%
Average Revenue per Office Visit	361.46	381.82	-5.3%	355.96	1.5%	355.17	381.70	-6.9%	368.63	-3.6%
Hospital FTE's (Salaries and Wages)	17.5	24.5	-28.6%	23.4	-25.4%	18.2	23.8	-23.5%	22.5	-19.0%



**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC COMBINED  
DECEMBER 2019**

	MONTHLY REVENUE				YTD REVENUE			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 59,856	\$ 25,132	\$ 84,988	19.6%	\$ 172,648	\$ 135,397	\$ 308,045	19.3%
Medicaid	122,573	21,253	143,826	33.2%	419,635	143,247	562,881	35.2%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	60,165	17,300	77,466	17.9%	188,707	109,454	298,161	18.6%
Self Pay	88,841	36,438	125,279	28.9%	258,015	170,568	428,583	26.8%
Other	1,109	243	1,351	0.3%	1,657	885	2,542	0.2%
<b>Total</b>	<b>\$ 332,543</b>	<b>\$ 100,366</b>	<b>\$ 432,909</b>	<b>100.0%</b>	<b>\$ 1,040,662</b>	<b>\$ 559,550</b>	<b>\$ 1,600,212</b>	<b>100.0%</b>

	MONTHLY PAYMENTS				YEAR TO DATE PAYMENTS			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 181,485	\$ 16,023	\$ 197,508	62.8%	\$ 296,074	\$ 43,999	\$ 340,073	48.7%
Medicaid	54,566	15,696	70,262	22.3%	137,929	38,013	175,942	25.2%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	18,158	8,101	26,259	8.3%	55,117	33,928	89,045	12.7%
Self Pay	12,347	7,986	20,332	6.5%	60,926	31,376	92,301	13.2%
Other	66	253	319	0.1%	682	741	1,424	0.2%
<b>Total</b>	<b>\$ 266,622</b>	<b>\$ 48,059</b>	<b>\$ 314,680</b>	<b>100.0%</b>	<b>\$ 550,728</b>	<b>\$ 148,057</b>	<b>\$ 698,785</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
DECEMBER 2019**

**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	\$ 59,856	18.0%	\$ 61,310	17.3%	\$ 172,648	16.6%	\$ 196,560	17.0%
Medicaid	122,573	36.9%	144,342	40.9%	419,635	40.3%	452,791	39.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	60,165	18.1%	65,852	18.6%	188,707	18.1%	218,503	18.9%
Self Pay	88,841	26.7%	81,393	23.0%	258,015	24.8%	288,017	24.9%
Other	1,109	0.3%	573	0.2%	1,657	0.2%	2,731	0.2%
<b>TOTAL</b>	<b>\$ 332,543</b>	<b>100.0%</b>	<b>\$ 353,471</b>	<b>100.0%</b>	<b>\$ 1,040,662</b>	<b>100.0%</b>	<b>\$ 1,158,603</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 181,485	68.1%	\$ 5,949	6.2%	\$ 296,074	53.8%	\$ 16,625	6.5%
Medicaid	54,566	20.5%	48,476	50.9%	137,929	25.0%	110,947	43.1%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	18,158	6.8%	24,682	25.9%	55,117	10.0%	76,733	29.9%
Self Pay	12,347	4.6%	16,103	16.9%	60,926	11.1%	52,406	20.4%
Other	66	0.0%	122	0.1%	682	0.1%	259	0.1%
<b>TOTAL</b>	<b>266,622</b>	<b>100.0%</b>	<b>\$ 95,332</b>	<b>100.0%</b>	<b>\$ 550,728</b>	<b>100.0%</b>	<b>\$ 256,970</b>	<b>100.0%</b>
TOTAL NET REVENUE	162,040		199,711		566,964		665,874	
% OF GROSS REVENUE	48.7%		56.5%		54.5%		57.5%	
VARIANCE	104,581		(104,380)		(16,236)		(408,904)	
% VARIANCE TO CASH COLLECTIONS	64.5%		-52.3%		-2.9%		-61.4%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 2019**

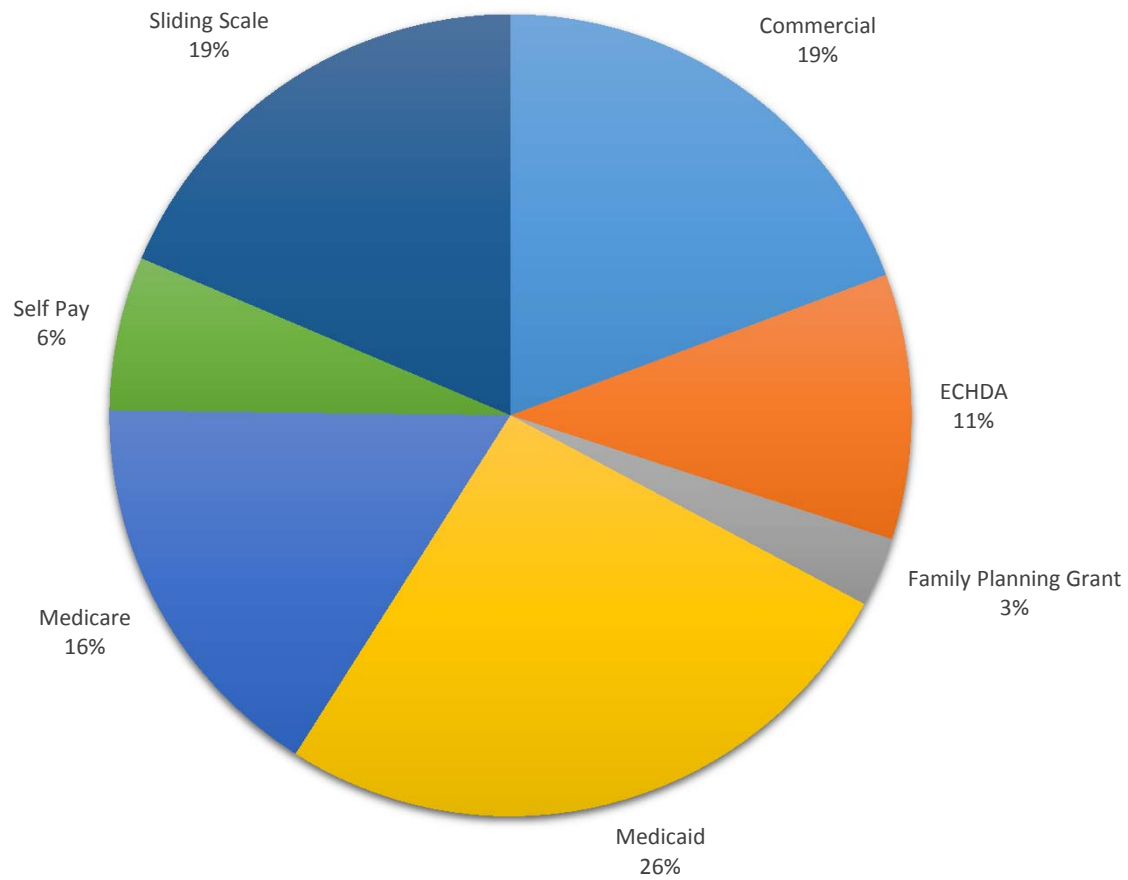
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 25,132	25.0%	\$ 31,492	12.5%	\$ 135,397	24.2%	\$ 120,735	13.8%
Medicaid	21,253	21.2%	\$ 117,047	46.6%	143,247	25.6%	418,549	47.7%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	17,300	17.2%	\$ 47,352	18.9%	109,454	19.6%	163,644	18.7%
Self Pay	36,438	36.4%	\$ 55,238	22.0%	170,568	30.4%	174,196	19.9%
Other	243	0.2%	\$ -	0.0%	885	0.2%	-	0.0%
<b>TOTAL</b>	<b>\$ 100,366</b>	<b>100.0%</b>	<b>\$ 251,128</b>	<b>100.0%</b>	<b>\$ 559,550</b>	<b>100.0%</b>	<b>\$ 877,124</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

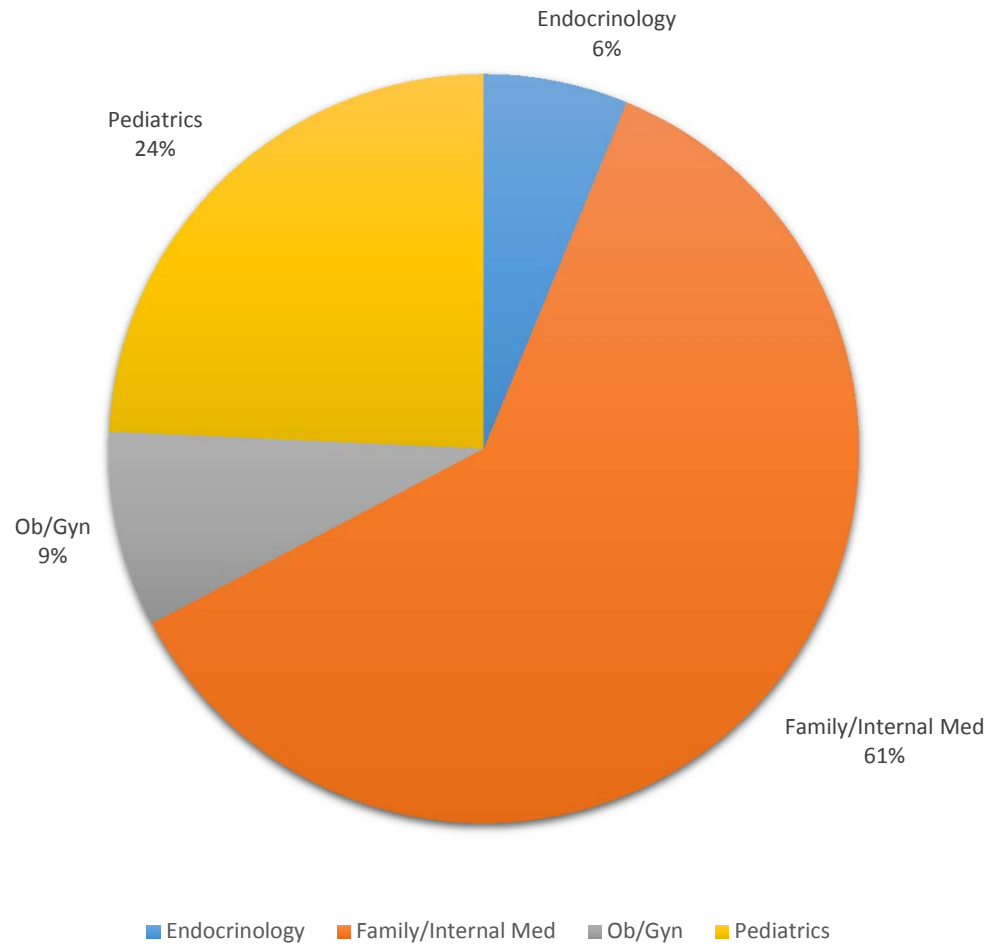
	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 16,023	33.3%	\$ 8,802	10.4%	\$ 43,999	29.7%	\$ 30,361	18.2%
Medicaid	15,696	32.7%	43,977	52.1%	38,013	25.7%	56,379	33.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,101	16.9%	22,839	27.0%	33,928	22.9%	54,891	33.0%
Self Pay	7,986	16.6%	8,830	10.5%	31,376	21.2%	24,876	14.9%
Other	253	0.5%	-	0.0%	741	0.5%	-	0.0%
<b>TOTAL</b>	<b>48,059</b>	<b>100.0%</b>	<b>\$ 84,447</b>	<b>100.0%</b>	<b>\$ 148,058</b>	<b>100.0%</b>	<b>\$ 166,507</b>	<b>100.0%</b>
TOTAL NET REVENUE	18,066		100,702		357,820		350,455	
% OF GROSS REVENUE	18.0%		40.1%		63.9%		40.0%	
VARIANCE	29,993		(16,255)		(209,762)		(183,949)	
% VARIANCE TO CASH COLLECTIONS	166.0%		-16.1%		-58.6%		-52.5%	

### FHC December Visits by Financial Class



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

### FHC December Visits By Service





## FHC Executive Director's Report-February 2020

- **Provider Update:** The Family Health Clinic is currently searching for a Pediatrician. Merritt Hawkins is the search firm that is assisting us with the search for Pediatrician. Akan Adan, Nurse Practitioner, has accepted the mid-level position for West University. She will be working alongside Dr. Mavis in Family Medicine.
- **Staffing Update:** The Family Health Clinic has the following open staff positions: 3 LVNs, 1 Front Desk, and 1 Eligibility Coordinator.
- **2019 UDS Report:** The Family Health Clinic is in the process of putting together its annual UDS report as required by the U.S. Health Resources and Services Administration (HRSA). Completion of the annual UDS report is a requirement for Federally Qualified Health Centers. The UDS is due by February 15, 2020.
- **Community Outreach:** The Family Health Clinic participated in the City of Odessa Code Enforcement Block Party on Saturday January 25, 2020 at the Woodson Boys and Girls Club. The Family Health Clinic provided complimentary blood pressure checks and information about the Clinic's services.

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# Graduate Medical Education

# Annual Report

ACADEMIC YEARS 2018-2019

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## 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 last year's CLER Visit, prepared for program self-study assessments and site visits, and assisted programs in answering and resolving various deficiencies. We are happy to say that all of our programs have been granted Full-Continued accreditation by the end of the 2018-2019 academic year. We hope to continue to maintain high level educational training programs in the following years.

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



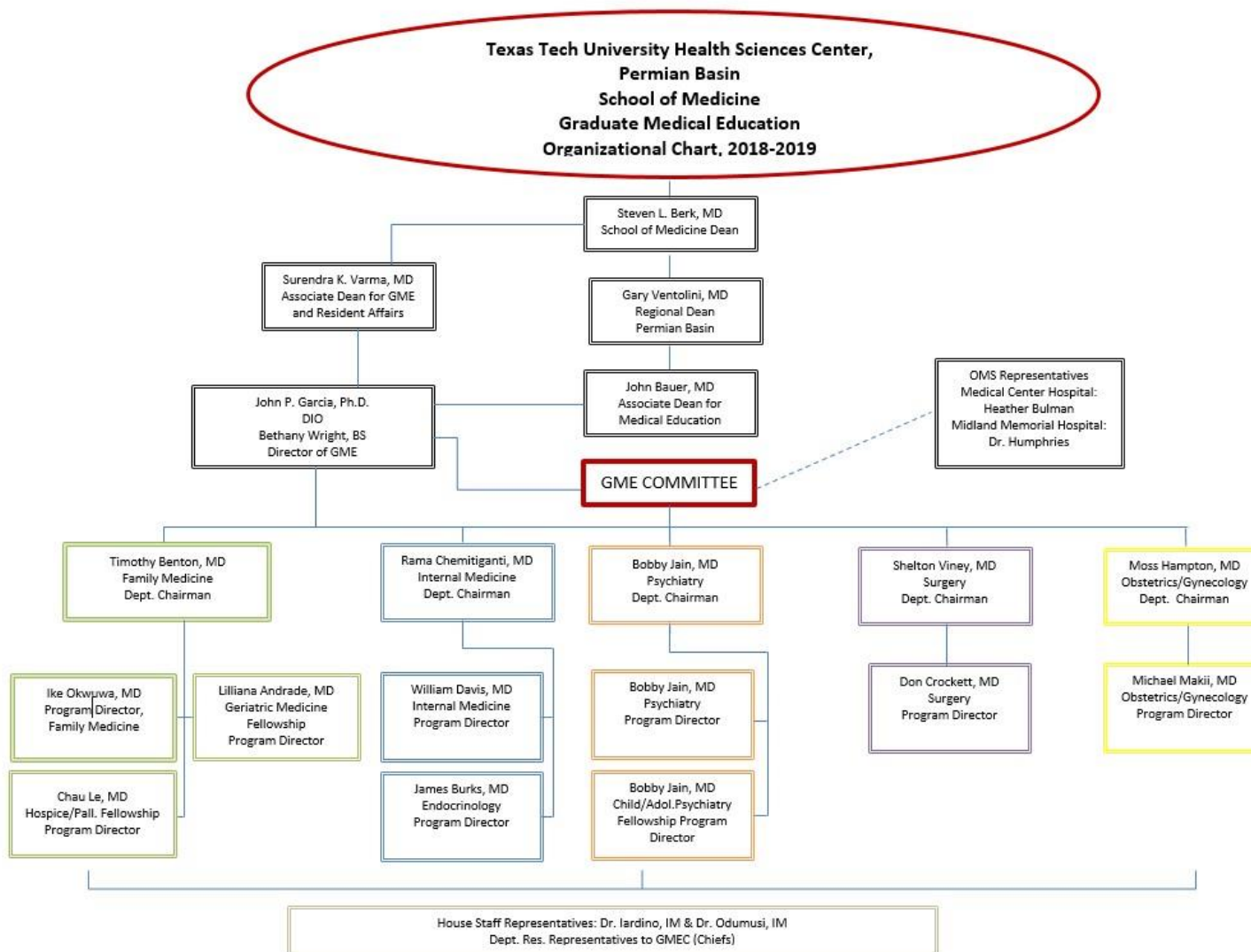
Martin Ortega, M.D.  
Regional Assistant Dean for Medical Education  
Assistant Professor, Department of Family and Community Medicine



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



## II. Graduate Medical Education Organizational Chart



### III. AY 2018-2019 TTUHSC GME Staff

John P. Garcia, Ph.D.  
Regional Assistant Dean of Graduate Medical Education  
Designated Institutional Official

Bethany Wright, B.S.  
Director for GME

Lisset Escontrias, B.A.  
Assistant Director 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: <sup>1</sup>Utilization of New Innovations residency software for duty hour reporting, schedule maintenance and House Staff competency evaluation, <sup>2</sup>Standardized Annual Program Reviews and Action Plans, and <sup>3</sup>GMEC 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 MedHub duty hour logs and other residency management processes
- Review and report to GMEC on Annual ACGME resident/faculty surveys
- GMEC updates on program citation and resolution
- CLER preparation reviews (communications with the institution and hospitals)

**New GME Initiatives**

- Comprehensive Resident Well-Being Program (Health, Wellness, Burnout Prevention, etc.)
- 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/growth of specialized fellowship programs (Emergency Medicine, 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 and DIO, Associate Dean of Medical Education, 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.
- ✓ Faculties 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 Chair and Program Director for Obstetrics & Gynecology – Michael Galloway, MD (to begin in 2019/2020 year)



## **GME Membership: 2018-2019**

### **Voting Members:**

J.P Garcia, PhD – DIO & Assistant Dean

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

One 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

Lisset Escontrias, Assistant Director of GME & CME



## V. Accreditation Status of Institution

<b>Texas Tech University Health Sciences Center (Permian Basin)</b>	
<b>Accreditation Status:</b>	Continued Accreditation
<b>Accreditation Effective Date:</b>	January 14, 2019
<b>Last Site Visit:</b>	December 13, 2011
<b>Date of Next Site Visit (Approximate):</b>	N/A
<b>Date of Self Study (Approximate) :</b>	April 01, 2026
<b>Date of Last CLER Site Visit:</b>	October 2/3, 2018
<b>10 Total Residency and Fellowship Programs</b>	118 Total Residents and Fellows
<b>5ACGME Accredited Residency Programs</b>	110 Total Residents
<b>4 ACGME fellowship programs</b>	4 Fellows
<b>2 TMB Approved Fellowship Program</b>	4 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	48	
Obstetrics & Gynecology	Michael Makii, MD	Full – Continued (Effective April 17, 2019)	12	Improvement from Accreditation with Warning
Psychiatry Residency	Bobby Jain, MD	Full-Continued	16	
Child and Adolescent Psychiatry Fellowship	Bobby Jain, MD	Full-Continued	4	
Surgery Residency	Don Crockett, MD	Initial (Withdrawn effective 6.30.19)	24	Program closed as of June 30, 2019
Emergency Medicine Fellowship	Rolando Diaz, MD	Full - Continued	2	TMB approved fellowship
Hospice and Palliative Medicine Fellowship	Chau Le, MD	Initial Accreditation	2	Accreditation: April 26, 2018



## V. Inventory of Individual GME Programs

### Family Medicine (Including Rural Track), January 1984

	2018-2019
Currently in Training	43
Graduated on June 30, 2019	13
Total Graduates	158
Total Practicing in West Texas	43
Total Practicing in TTUHSC Faculty	6
Total Practicing in Texas (not West Texas)	65
Board Exam Pass Rate	100%

### Geriatric Medicine, July 2007

	2018-2019
Currently in Training	0
Graduated on June 30, 2019	0
Total Graduates	6
Total Practicing in West Texas	3
Total Practicing in TTUHSC Faculty	3
Total Practicing in Texas (not West Texas)	1
Board Exam Pass Rate	-



**Internal Medicine, July 1997**

	<b>2018-2019</b>
Currently in Training	42
Graduated on June 30, 2019	14
Total Graduates	233
Total Practicing in West Texas	35
Total Practicing in TTUHSC Faculty	6
Total Practicing in Texas (not West Texas)	62
Board Exam Pass Rate	100%

**Endocrine Fellowship, July 2013**

	<b>2018-2019</b>
Currently in Training	4
Graduated on June 30, 2019	2
Total Graduates	10
Total Practicing in West Texas	4
Total Practicing in TTUHSC Faculty	1
Total Practicing in Texas (not West Texas)	3
Board Exam Pass Rate	100%



**Obstetrics and Gynecology, July 1998**

	<b>2018-2019</b>
Currently in Training	12
Graduated on June 30, 2019	3
Total Graduates	61
Total Practicing in West Texas	11
Total Practicing in TTUHSC Faculty	1
Total Practicing in Texas (not West Texas)	24
Board Exam Pass Rate	100%

**Hospitalist Fellowship Program, July 2011**

	<b>2018-2019</b>
Currently in Training	2
Graduated on June 30, 2019	2
Total Graduates	9
Total Practicing in West Texas	3
Total Practicing in TTUHSC Faculty	1
Total Practicing in Texas (not West Texas)	3
Board Exam Pass Rate	Not Applicable





**Psychiatry, July 2015**

	<b>2018-2019</b>
Currently in Training	12
Graduated on June 30, 2019 (Transfer to Fellowship)	- 2
Total Graduates	-
Total Practicing in West Texas	-
Total Practicing in TTUHSC Faculty	-
Total Practicing in Texas (not West Texas)	-
Board Exam Pass Rate	-

**Surgery, July 2015**

	<b>2018-2019</b>
Currently in Training	4
Graduated on June 30, 2019	-
Total Graduates	<b>No Graduates</b>
Total Practicing in West Texas	<b>Program Closed</b>
Total Practicing in TTUHSC Faculty	<b>Effective 6.30.2019</b>
Total Practicing in Texas (not West Texas)	-
Board Exam Pass Rate	-



**Emergency Medicine Fellowship, July 2016**

	<b>2018-2019</b>
Currently in Training	2
Graduated on June 30, 2019	2
Total Graduates	6
Total Practicing in West Texas	1
Total Practicing in TTUHSC Faculty	0
Total Practicing in Texas (not West Texas)	2
Board Exam Pass Rate	100%

**Child & Adolescent Psychiatry Fellowship, April 2017**

	<b>2018-2019</b>
Currently in Training	0
Graduated on June 30, 2019	-
Total Graduates	-
Total Practicing in West Texas	-
Total Practicing in TTUHSC Faculty	-
Total Practicing in Texas (not West 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:** [2018-2019] 9/9/2019



## VII. ACGME Clinical Learning Environment Review (CLER)

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 Healthcare Disparities)** – 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.
- **Well-Being (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: <sup>1</sup>A site visit of the sponsoring institution at one of its affiliated participating sites, scheduled to occur on an ongoing basis every 18 months; <sup>2</sup>The 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 <sup>3</sup>Support 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: October 2/3, 2018**

CLER FOCUS AREA	CLER Report	Response & Goals for 2019-2021
<p><b>1. Patient Safety</b></p> <p>Residents Must:</p> <ul style="list-style-type: none"> <li>➤ Report errors, unsafe conditions, and near misses</li> <li>➤ Participate in Inter-professional teams to promote and enhance safe care</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and fellows did not appear to have an understanding of the range of reportable patient safety events, including near misses, unsafe conditions, events without harm, unexpected deteriorations, and known complications of procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• MCH and TTUHSC have committed to developing educational programming which will be provided during on-boarding, orientation, and didactic sessions.</li> <li>• Incorporating these additional initiatives into the existing curriculum will reinforce and further enhance the residents’ understanding of their responsibility to report patient safety events into the hospital’s central patient safety event reporting system.</li> </ul>
<p><b>2. Healthcare Quality</b></p> <p>Residents Must:</p> <ul style="list-style-type: none"> <li>➤ Improve systems of care</li> <li>➤ Reduce health care disparities</li> <li>➤ Improve patient outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• MCH patient safety and quality departments do not have a mechanism for centrally monitoring the QI activities throughout the hospital, including resident and fellow-led projects.</li> </ul>	<ul style="list-style-type: none"> <li>• MCH and TTUHSC have committed to the development of a database in which residents, fellows, attendings, and other healthcare providers can list projects which will include contact information for investigators, and a location in which to share results and/or lessons learned.</li> <li>• Residents will continue to be invited to the Quality Monitoring Council for review of any resident driven QI projects in the organization.</li> </ul>
<p><b>3. Healthcare Disparities</b></p>	<ul style="list-style-type: none"> <li>• MCH does not appear to have a systematic approach to identifying variability in the care provided to or the clinical outcomes of their known vulnerable patient populations that includes the steps of periodic review of</li> </ul>	<ul style="list-style-type: none"> <li>• A multidisciplinary team composed of members from both MCH and TTUHSC have preliminarily discussed the need for additional research on opportunities for improvement regarding processes and systems that can be developed</li> </ul>



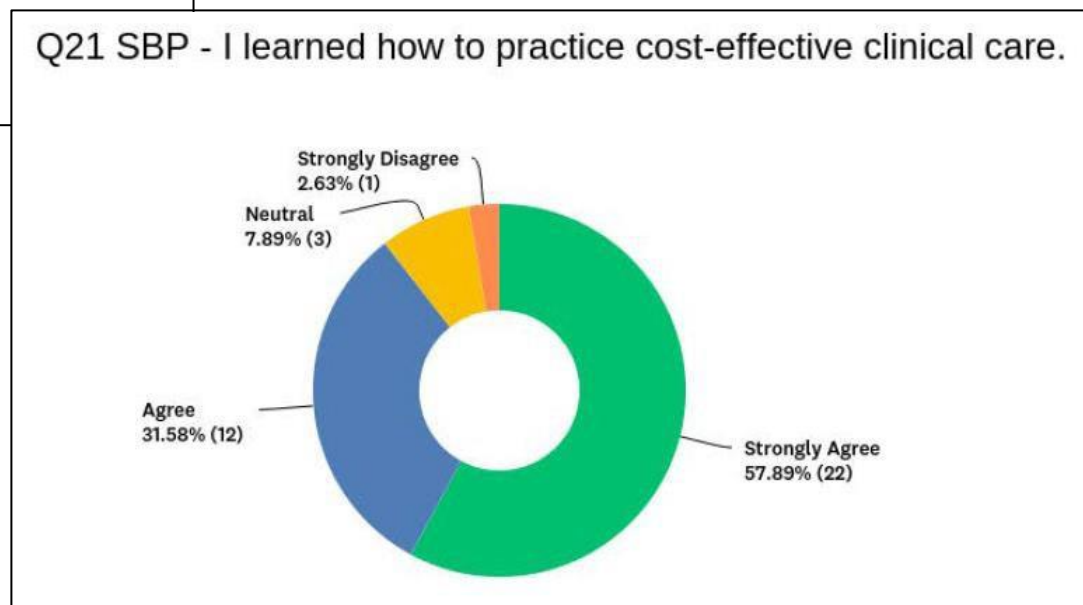
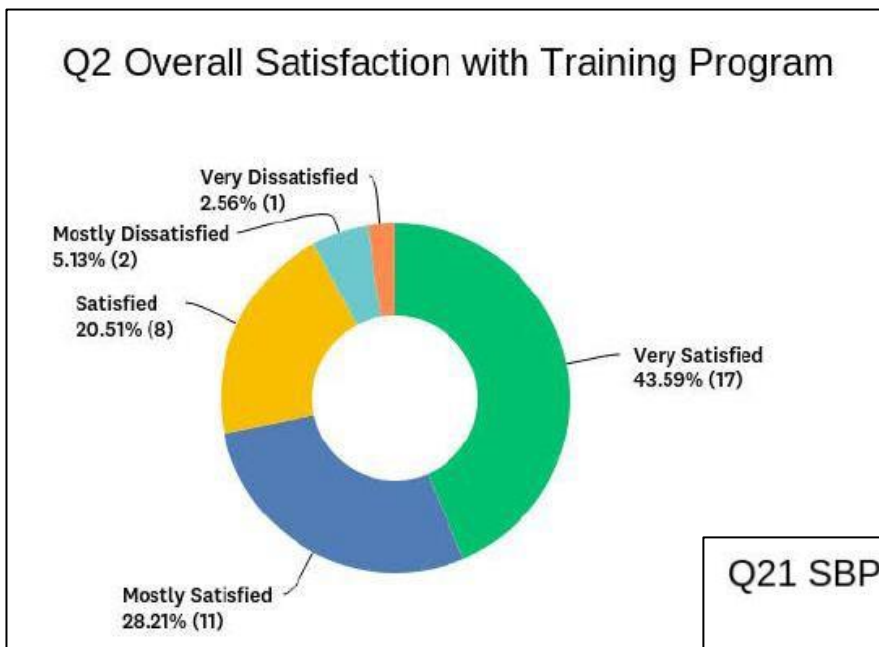
	<p>performance measures to identify disparities in patient care or outcomes, targeted QI efforts to address these disparities, and ongoing analyses to assess these efforts.</p>	<p>and implemented in response to the lack of the care of widely disparate sub-groups of patients.</p>
<p><b>4. Transitions in Care</b></p>	<ul style="list-style-type: none"> <li>• MCH and TTUHSC were commended for their transitions in care procedures.</li> <li>• Potential vulnerabilities regarding incomplete or inaccurate communication during transitions was noted.</li> </ul>	<ul style="list-style-type: none"> <li>• MCH and TTUHSC will continue to maintain a high level of emphasis on transitions of care.</li> <li>• We are committed to investigating and resolving any issues to the noted perceived vulnerabilities regarding incomplete or inaccurate communication. We believe MCH's implementation of care coordination teams and their monitoring of resident and fellow care transitions will continue to assist in resolving these perceived vulnerabilities.</li> </ul>
<p><b>5. Supervision</b></p>	<ul style="list-style-type: none"> <li>• A small portion of residents and fellows reported feeling as though they, or a peer, received inadequate supervision while at MCH.</li> <li>• Vulnerabilities related to supervision, specifically a lack of in-house attendings during overnight shifts on some services.</li> </ul>	<ul style="list-style-type: none"> <li>• We believe this has been addressed by increasing the number of hospitalists who participate in resident education, creating cross coverage by other in-house attending physicians from various programs, developing teleconferencing capabilities, and instituting a backup call coverage policy.</li> </ul>
<p><b>6. Well-Being</b></p>	<ul style="list-style-type: none"> <li>• A comprehensive well-being program should be in place for residents, fellows, attendings, and other individuals who are part of the patient care team.</li> <li>• Residents and fellows should have 24/7 access to mental health providers in addition to on-campus or near campus in-person providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Great strides in assessing the well-being of the clinical care team at their respective institutions have been made. Each location will continue to expand on the services and initiatives currently in place that promote a healthy work/life balance, assess and mitigate the effects of fatigue and burnout, and support of those at risk of or demonstrating self-harm.</li> </ul>



		<ul style="list-style-type: none"> <li>The GME office at TTUHSC will continue to provide access to the “Well-Being Index” for all house staff and an initial roll-out has provided the service to attendings, as well. This service provides information for 24/7 access to mental health provider services.</li> </ul>
<p><b>7. Professionalism</b></p>	<ul style="list-style-type: none"> <li>Residents identified professionalism issues related to documentation practices involving the EHR. 23% of the residents and 20% of the faculty indicated they documented a history or physical finding in the EHR that they did not personally elicit.</li> <li>Additionally, individuals across several areas of the hospital described the behavior of some attending physicians, nurses, and other health care professionals as chronically disrespectful or disruptive. With that said, 83% of program directors interviewed expressed the belief that MCH is usually or always effective in managing reports of unprofessional behavior.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>MCH and TTUHSC have committed to investigating and resolving any disrespectful and/or disruptive behavior from health care providers. Both entities remain unwavering in continuing to encourage residents and fellows in reporting any potential mistreatment of themselves or colleagues without fear of retaliation.</li> </ul>

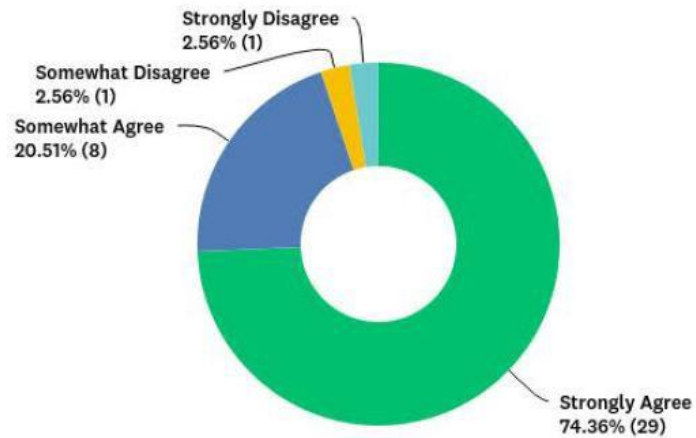


**VIII. use Staff Exit Survey**

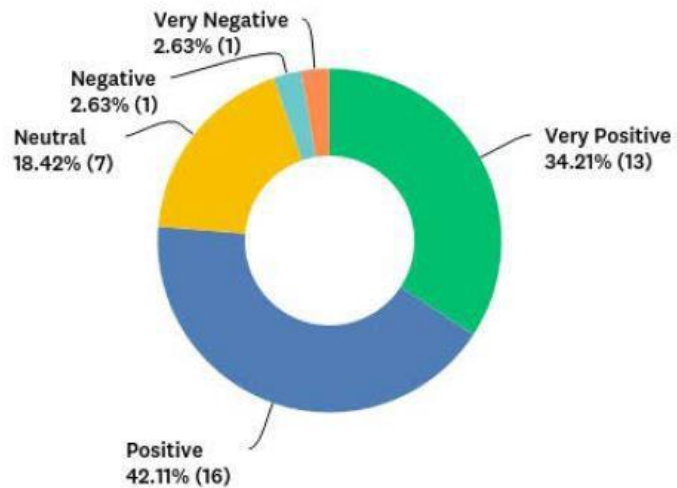




Q7 Attending physicians in your program/department treated House Staff in a professional manner



Q32 How would you rate the Permian Basin as a place for medical training?



**Thank You**



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



Institutional Review Board  
 500 W. 4<sup>th</sup> 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. 2019 Study Activity**

- a. New Approved studies ..... 7
- b. Closed ..... 7
- c. Other IRB oversight..... 0
- d. Suspended ..... 0
- e. Active studies..... 13
- f. TTUHSC IRB active studies involving MCHS patients / data ..... 17

**III. 2019 Changes**

**Membership changes:**  
 Resignations – Dr. Lavi Oud, Charlene Dawson R.Ph, Dr. Satish Mocherla, Ellie Bane.  
 New Members – Dr. Varuna Nargunan, Rev. Bobby Bell, Rebecca Babcock, PhD., Steve Steen, J.D.

**IV. 2019 Goals**

Expand membership to have alternate members for all required specialties.

**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 2019 Committee Members:**

Boccalandro, Fernando	MD
Burks, Kelli	Community Member
Dawson, Charlene	Pharmacy Dir./ RPh
Steve Steen	JD
Leftwich, Kim	Nursing / DNP, RN
Nabulsi, Sari	MD,CMO / CIMO Administrator
Rebecca Babcock	Community Member (alternate)
Open	Clergy
Bobby Bell	Clergy
Palmer, James	Pharmacy / Pharm D
Sanchez, Crystal	MLS (ASCP)
Schlabritz-Lutsevich, Natalia	MD, PhD IRB Chair
Spellman, Craig	DO, PhD
Sredanovich, Gingie	Compliance Officer / Ex Officio
Vani Selvan	MD

## CONTINUING MEDICAL EDUCATION (CME) Annual Report for 2019

January 20, 2020

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.

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### CME Activities for 2018:

<b>Trauma Conferences: RSS – 10 sessions</b>	59.00 Credits Issued
Pending Renewal Series Approval for 2020	
Pending Annual Program Evaluation for 2019	
<b>Tumor Board Conference: RSS – 11 Bi-weekly sessions</b>	366.00 Credits Issued
Pending Renewal Series Approval for 2020	
Pending Annual Program Evaluation for 2019	
08/01/2019- “2019 Rejuvenate Caring for Those Who Care for Others” Ethics CME	118.0 credits Issued
<b>Total for the Year =</b>	<b>543.00 Credits Issued</b>

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### 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  
Michelle Mendoza, Medical Staff Office Manager



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

**December 31, 2019**

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

*"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, 2019**

**Yield Summary**

<b>SECTOR</b>	<b>PAR VALUE</b>	<b>Weighted Avg Yield</b>	<b>Market Value</b>	<b>Gain/Loss</b>
US AGENCY	\$ 10,000,000.00	1.730%	\$ 10,001,800.00	\$ 1,800.00
SHORT-TERM INVESTMENTS	\$ 41,404,861.94	1.498%	\$ 41,321,181.69	\$ (83,680.25)
<b>TOTAL</b>	<b>\$ 51,404,861.94</b>	<b>1.543%</b>	<b>\$ 51,322,981.69</b>	<b>\$ (81,880.25)</b>

	<b>12/31/2019</b>	<b>12/31/2018</b>
<b>13 WEEK TREASURY BILL</b>	1.51%	2.30%
<b>5 YEAR TREASURY BILL</b>	1.68%	2.51%
<b>10 YEAR TREASURY NOTE</b>	1.898%	2.69%
<b>30 YEAR TREASURY NOTE</b>	2.352%	3.02%

# ECTOR COUNTY HOSPITAL DISTRICT

December 31, 2019

## Maturity Distribution 1-5 Years

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
3136G3SL0	DP4-FNMA	6/30/2021	\$ 0.02	1.730%	\$2,000,000.00	\$2,000,000.00	\$2,000,360.00	\$34,600.00	\$360.00
3136G3SL0	FND - FNMA	6/30/2021	\$ 0.02	1.730%	\$8,000,000.00	\$8,000,000.00	\$8,001,440.00	\$138,400.00	\$1,440.00
					\$ 10,000,000.00	\$ 10,000,000.00	\$ 10,001,800.00	\$ 173,000.00	\$ 1,800.00

Weighted Avg Life	1.50
Weighted Avg Yield	1.73%

\$10,000,000.00	\$ 10,000,000.00	\$10,001,800.00	\$ 173,000.00	\$1,800.00
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# ECTOR COUNTY HOSPITAL DISTRICT

December 31, 2019

## Safekeeping

(page 1 of 2)

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Dispro 4 (339788818)</b>					
3136G3SL0	DP4-FNMA	6/30/2021	\$ 0.02	\$ 2,000,000.00	\$ 2,000,360.00
912828VV9	DP4-US Treasury	8/31/2020	\$ 0.02	\$ 900,000.00	\$ 902,745.00
9128283Y4	DP4-US Treasury	2/29/2020	\$ 0.02	\$ 900,000.00	\$ 900,828.00
3135G0D75	DP4-FNMA	6/22/2020	\$ 0.02	\$ 750,000.00	\$ 749,475.00
912796TP4	DP4-T-Bill	11/5/2020	\$ -	\$ 750,000.00	\$ 740,332.50
Money Market	DP4-Dreyfus		\$ 0.01	\$ 57,725.34	\$ 57,725.34
<b>TOTAL</b>				<b>\$ 5,357,725.34</b>	<b>\$ 5,351,465.84</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Funded Depreciation (339814498)</b>					
3136G3SL0	FND - FNMA	6/30/2021	\$ 0.02	\$ 8,000,000.00	\$ 8,001,440.00
C108452T1	FND CDARS	8/20/2020	\$ 0.02	\$ 5,000,000.00	\$ 4,999,000.00
C108426T1	FND-CDARS	2/20/2020	\$ 0.02	\$ 5,000,000.00	\$ 4,999,540.00
3135G0T60	FND-FNMA	7/30/2020	\$ 0.02	\$ 5,000,000.00	\$ 4,995,350.00
912796TP4	FND-T-Bill	11/5/2020	\$ -	\$ 5,000,000.00	\$ 4,935,550.00
Money Market	FND-Dep Dreyfus		\$ 0.01	\$ 6,523,976.88	\$ 6,523,976.88
<b>TOTAL</b>				<b>\$ 34,523,976.88</b>	<b>\$ 34,454,856.88</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Funded Workers Comp (339818296)</b>					
912828VV9	FWC-US Treasury	8/31/2020	\$ 0.02	\$ 500,000.00	\$ 501,525.00
9128283Y4	FWC-US Treasury	2/29/2020	\$ 0.02	\$ 500,000.00	\$ 500,460.00
C108426T1	FWC CDARS	2/20/2020	\$ 0.02	\$ 600,000.00	\$ 599,944.80
C108452T1	FWC CDARS	8/20/2020	\$ 0.02	\$ 600,000.00	\$ 599,880.00
Money Market	FWC-Dreyfus		\$ 0.01	\$ 57,790.29	\$ 57,790.29
<b>TOTAL</b>				<b>\$ 2,257,790.29</b>	<b>\$ 2,259,600.09</b>

**ECTOR COUNTY HOSPITAL DISTRICT**

**December 31, 2019**

**Safekeeping**

(page 2 of 2)

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Professional Liability (339767185)</b>					
C108426T1	Prof Liab-CDARS	2/20/2020	\$ 0.02	\$ 500,000.00	\$ 499,954.00
C108452T1	Prof Liab-CDARS	8/20/2020	\$ 0.02	\$ 500,000.00	\$ 499,900.00
3135G0D75	ProfLiab-FNMA	6/22/2020	\$ 0.02	\$ 475,000.00	\$ 474,667.50
3135G0T60	ProfLiab-FNMA	7/30/2020	\$ 0.02	\$ 525,000.00	\$ 524,511.75
912796TP4	ProfLiab-T-Bill	11/5/2020	\$ -	\$ 1,000,000.00	\$ 987,110.00
Money Market	Prof Liab-Dreyfus		\$ 0.01	\$ 87,551.65	\$ 87,551.65
<b>TOTAL</b>				<b>\$ 3,087,551.65</b>	<b>\$ 3,073,694.90</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Designated Funds (339801057)</b>					
9128283Y4	DES-US Treasury	2/29/2020	\$ 0.02	\$ 1,000,000.00	\$ 1,000,920.00
912828VV9	DES-US Treasury	8/31/2020	\$ 0.02	\$ 1,000,000.00	\$ 1,003,050.00
C108426T1	DES-CDARS	2/20/2020	\$ 0.02	\$ 500,000.00	\$ 499,954.00
C108452T1	DES-CDARS	8/20/2020	\$ 0.02	\$ 500,000.00	\$ 499,900.00
Money Market	DES-Dreyfus		\$ 0.01	\$ 205,819.86	\$ 205,819.86
<b>TOTAL</b>				<b>\$ 3,205,819.86</b>	<b>\$ 3,209,643.86</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location General Operating (339809022)</b>					
9128283Y4	GenOp-US Treasury	2/29/2020	\$ 0.02	\$ 500,000.00	\$ 500,460.00
912828VV9	GenOp-US Treasury	8/31/2020	\$ 0.02	\$ 500,000.00	\$ 501,525.00
C108426T1	GenOp-CDARS	2/20/2020	\$ 0.02	\$ 900,000.00	\$ 899,917.20
C108452T1	GenOp-CDARS	8/20/2020	\$ 0.02	\$ 900,000.00	\$ 899,820.00
Money Market	GEN Op-Dreyfus		\$ 0.01	\$ 171,997.92	\$ 171,997.92
<b>TOTAL</b>				<b>\$ 2,971,997.92</b>	<b>\$ 2,973,720.12</b>

<b>GRAND TOTAL</b>	<b>\$ 51,404,861.94</b>	<b>\$ 51,322,981.69</b>
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**ECTOR COUNTY HOSPITAL DISTRICT**  
**December 31, 2019**

**Short Term Investments**

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
912828VV9	DP4-US Treasury	8/31/2020	\$ 0.02	2.125%	\$900,000.00	\$900,000.00	\$900,000.00	\$902,745.00	\$19,125.00	2,745.00
9128283Y4	DP4-US Treasury	2/29/2020	\$ 0.02	2.250%	\$900,000.00	\$900,000.00	\$900,000.00	\$900,828.00	\$20,250.00	828.00
3135GOD75	DP4-FNMA	6/22/2020	\$ 0.02	1.500%	\$750,000.00	\$750,000.00	\$750,000.00	\$749,475.00	\$11,250.00	(525.00)
912796TP4	DP4-T-Bill	11/5/2020	\$ -	0.000%	\$750,000.00	\$750,000.00	\$750,000.00	\$740,332.50	\$0.00	(9,667.50)
C108452T1	FND CDARS	8/20/2020	\$ 0.02	1.800%	\$5,000,000.00	\$5,000,000.00	\$5,000,000.00	\$4,999,000.00	\$90,000.00	(1,000.00)
C108426T1	FND-CDARS	2/20/2020	\$ 0.02	1.846%	\$5,000,000.00	\$5,000,000.00	\$5,000,000.00	\$4,999,540.00	\$92,300.00	(460.00)
3135G0T60	FND-FNMA	7/30/2020	\$ 0.02	1.500%	\$5,000,000.00	\$5,000,000.00	\$5,000,000.00	\$4,995,350.00	\$75,000.00	(4,650.00)
912796TP4	FND-T-Bill	11/5/2020	\$ -	0.000%	\$5,000,000.00	\$5,000,000.00	\$5,000,000.00	\$4,935,550.00	\$0.00	(64,450.00)
912828VV9	FWC-US Treasury	8/31/2020	\$ 0.02	2.125%	\$500,000.00	\$500,000.00	\$500,000.00	\$501,525.00	\$10,625.00	1,525.00
9128283Y4	FWC-US Treasury	2/29/2020	\$ 0.02	2.250%	\$500,000.00	\$500,000.00	\$500,000.00	\$500,460.00	\$11,250.00	460.00
C108426T1	FWC CDARS	2/20/2020	\$ 0.02	1.846%	\$600,000.00	\$600,000.00	\$600,000.00	\$599,944.80	\$11,076.00	(55.20)
C108452T1	FWC CDARS	8/20/2020	\$ 0.02	1.806%	\$600,000.00	\$600,000.00	\$600,000.00	\$599,880.00	\$10,836.00	(120.00)
C108426T1	Prof Liab-CDARS	2/20/2020	\$ 0.02	1.846%	\$500,000.00	\$500,000.00	\$500,000.00	\$499,954.00	\$9,230.00	(46.00)
C108452T1	Prof Liab-CDARS	8/20/2020	\$ 0.02	1.846%	\$500,000.00	\$500,000.00	\$500,000.00	\$499,900.00	\$9,230.00	(100.00)
3135G0D75	ProfLiab-FNMA	6/22/2020	\$ 0.02	1.600%	\$475,000.00	\$475,000.00	\$475,000.00	\$474,667.50	\$7,600.00	(332.50)
3135G0T60	ProfLiab-FNMA	7/30/2020	\$ 0.02	4.600%	\$525,000.00	\$525,000.00	\$525,000.00	\$524,511.75	\$24,150.00	(488.25)
912796TP4	ProfLiab-T-Bill	11/5/2020	\$ -	1.469%	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$987,110.00	\$14,690.00	(12,890.00)
9128283Y4	DES -US Treasury	2/29/2020	\$ 0.02	2.250%	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,920.00	\$22,500.00	920.00
912828VV9	DES-US Treasury	8/31/2020	\$ 0.02	2.125%	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,003,050.00	\$21,250.00	3,050.00
C108426T1	DES-CDARS	2/20/2020	\$ 0.02	1.846%	\$500,000.00	\$500,000.00	\$500,000.00	\$499,954.00	\$9,230.00	(46.00)
C108452T1	DES-CDARS	8/20/2020	\$ 0.02	1.806%	\$500,000.00	\$500,000.00	\$500,000.00	\$499,900.00	\$9,030.00	(100.00)
9128283Y4	GenOp-US Treasury	2/29/2020	\$ 0.02	2.250%	\$500,000.00	\$500,000.00	\$500,000.00	\$500,460.00	\$11,250.00	460.00
912828VV9	GenOp-US Treasury	8/31/2020	\$ 0.02	2.125%	\$500,000.00	\$500,000.00	\$500,000.00	\$501,525.00	\$10,625.00	1,525.00
C108426T1	GenOp-CDARS	2/20/2020	\$ 0.02	1.846%	\$900,000.00	\$900,000.00	\$900,000.00	\$899,917.20	\$16,614.00	(82.80)
C108452T1	GenOp-CDARS	8/20/2020	\$ 0.02	1.806%	\$900,000.00	\$900,000.00	\$900,000.00	\$899,820.00	\$16,254.00	(180.00)

<b>Weighted Avg Life</b>	0.475
<b>Weighted Avg Yield</b>	1.713%

<b>\$34,300,000.00</b>	<b>\$34,300,000.00</b>	<b>\$34,300,000.00</b>	<b>\$34,216,319.75</b>	<b>\$533,365.00</b>	<b>(83,680.25)</b>
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CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME
Money Market	DP4-Dreyfus		\$ 0.01	0.61%	\$ 57,725.34	\$ 57,725.34	\$ 57,725.34	\$ 57,725.34	\$ 352.12
Money Market	FND-Dep Dreyfus		\$ 0.01	0.61%	\$ 6,523,976.88	\$ 6,523,976.88	\$ 6,523,976.88	\$ 6,523,976.88	\$ 39,796.26
Money Market	FWC-Dreyfus		\$ 0.01	0.61%	\$ 57,790.29	\$ 57,790.29	\$ 57,790.29	\$ 57,790.29	\$ 352.52
Money Market	Prof Liab-Dreyfus		\$ 0.01	0.61%	\$ 87,551.65	\$ 87,551.65	\$ 87,551.65	\$ 87,551.65	\$ 534.07
Money Market	DES-Dreyfus		\$ 0.01	0.61%	\$ 205,819.86	\$ 205,819.86	\$ 205,819.86	\$ 205,819.86	\$ 1,255.50
Money Market	GEN Op-Dreyfus		\$ 0.01	0.61%	\$ 171,997.92	\$ 171,997.92	\$ 171,997.92	\$ 171,997.92	\$ 1,049.19

<b>Weighted Avg Life</b>	0.00
<b>Weighted Avg Yield</b>	0.61%

<b>\$ 7,104,861.94</b>	<b>\$ 7,104,861.94</b>	<b>7,104,861.94</b>	<b>7,104,861.94</b>	<b>\$43,339.66</b>
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**ECTOR COUNTY HOSPITAL DISTRICT**  
**December 31, 2019**

**Outstanding Bonded Debt**

***2010-B Build America Bonds***

Amount	MAT/Call		
\$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: Russell Tippin, President and Chief Executive Officer  
FROM: Steve Ewing, Chief Financial Officer  
RE: **Quarterly Investment Report – First Quarter 2020**  
DATE: February 4, 2020

The Investment Report of Ector County Hospital District for the first quarter ended December 31, 2019 will be presented at the Finance Committee meeting February 4, 2020. This report was prepared in order to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the first quarter of fiscal 2020 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of December 31, 2019 the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.

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Steve Ewing  
Investment Officer



DATE: January 31, 2020

TO: Board of Directors  
Ector County Hospital District

FROM: Steve Ewing  
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the month ended December 31, 2019

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Attached are the Financial Statements for the month ended December 31, 2019 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended December, the change in net position was a gain of \$1,028,017 comparing favorably to the budgeted gain of \$611,535 by 68.1% and favorably to the prior year gain of \$507,543 by 102.5%. Inpatient (I/P) revenue was below budget by \$3,201,331 or 5.4% driven primarily by decreased length of stay and patient acuity. Outpatient (O/P) revenue was below budget by \$2,147,635 or 4.4% due to decreased surgical, and cath lab procedures. Net patient revenue was \$570,848 or 2.3% above the budget of \$25,039,756. Net operating revenue was \$1,011,512 or 3.2% above budget due to increased sales tax receipts estimates by \$458,987.

Operating expenses for the month were over budget by \$649,982 due primarily to unfavorable benefits, physician fees, and purchased services. Unfavorable benefits were due to increased medical claims in December that were \$519,760 higher than the annual run rate. Unfavorable physician fees are due to increased trauma coverage fees by \$222,904. The unfavorable variance in purchased services was caused by \$424,681 in additional contract coding and \$241,308 in additional collection fees. Major favorable variances for the month were salaries and wages combined with contract labor that totaled \$114,033 for the month and \$273,769 in supplies. The staffing variance was caused by variances in skill mix as hospital FTEs per adjusted occupied bed were 4.7 compared to the budgeted 4.7. The favorable supplies variance was caused by lower than budgeted OP surgical and cath lab procedures. The favorable OR supply variance was \$104,799, and the favorable cath lab supply variance was \$170,510.

#### Operating Results - ProCare (501a) Operations:

For the month of December the net loss from operations before capital contributions was \$2,014,969 compared to a budgeted loss of \$2,061,918. Net operating revenue was under budget by \$452,219 due to higher than expected contractual adjustments. Total operating expenses were under budget by \$498,873. The favorable expense variance was due to decreased staffing expenses caused by 33.5 fewer than budgeted FTEs.

#### Operating Results - Family Health Center Operations:

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

- Clements: \$8,061 loss compared to a budgeted loss of \$50,225. Net revenue was unfavorable by \$23,444 due to lower than budgeted visits. Operating expenses were \$65,148 favorable to budget due primarily to a decreased physician salary allocation from ProCare.
- West University: \$106,247 loss compared to a budgeted loss of \$178,091. Net revenue was favorable by \$42,538. Operating costs were favorable by \$17,991.

#### Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of December was a surplus of \$1,028,017 comparing favorably to a budgeted surplus of \$611,535 and favorably to the prior year surplus of \$507,543. On a year-to-date basis the Change in Net Position is a surplus of \$55,693 comparing favorably to a budgeted deficit of \$1,245,285 and unfavorably to the prior year surplus of \$1,652,501.

#### Volume:

Total admissions for the month were 1,287 or 0.1% below budget and 8.2% above last year. Year-to-date admissions were 3,633 comparing favorably to budget by 1.2% and favorable to prior year by 5.9%. Patient days for the month were 5,904 or 7.3% below budget and 3.2% above last year. Year-to-date patient days were 16,331 or 5.5% below budget and 0.7% above last year. Due to the preceding, total average length of stay (ALOS) was 4.59 for the month and 4.50 year-to-date. Observation days were above budget by 20.8% and above prior year by 6.4%.

Emergency room visits for the month were 5,167 resulting in an increase compared to budget of 6.3% and an increase compared to last year of 6.7%. On a year-to-date basis, emergency room visits were 14,492 or 4.3% above budget and 4.5% above prior year. Total O/P occasions of service for the month were 4.4% above budget for the month and 9.2% above last year. Year-to-date O/P occasions of service were 77,024 or 6.0% above budget and 5.3% above last year.

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
<b>Hospital InPatient Admissions</b>										
Acute / Adult	1,251	1,259	-0.6%	1,157	8.1%	3,542	3,503	1.1%	3,329	6.4%
Neonatal ICU (NICU)	36	29	24.1%	33	9.1%	91	87	4.6%	100	-9.0%
<b>Total Admissions</b>	<b>1,287</b>	<b>1,288</b>	<b>-0.1%</b>	<b>1,190</b>	<b>8.2%</b>	<b>3,633</b>	<b>3,590</b>	<b>1.2%</b>	<b>3,429</b>	<b>5.9%</b>
<b>Patient Days</b>										
Adult & Pediatric	4,511	4,889	-7.7%	4,249	6.2%	12,433	13,108	-5.1%	12,148	2.3%
ICU	396	473	-16.3%	458	-13.5%	1,086	1,283	-15.4%	1,221	-11.1%
CCU	423	473	-10.6%	443	-4.5%	1,158	1,283	-9.7%	1,224	-5.4%
NICU	574	534	7.5%	570	0.7%	1,654	1,602	3.2%	1,631	1.4%
<b>Total Patient Days</b>	<b>5,904</b>	<b>6,369</b>	<b>-7.3%</b>	<b>5,720</b>	<b>3.2%</b>	<b>16,331</b>	<b>17,276</b>	<b>-5.5%</b>	<b>16,224</b>	<b>0.7%</b>
Observation (Obs) Days	939	777	20.8%	882	6.4%	2,561	2,318	10.5%	2,427	5.5%
Nursery Days	315	266	18.4%	212	48.6%	925	797	16.1%	696	32.9%
<b>Total Occupied Beds / Bassinets</b>	<b>7,158</b>	<b>7,412</b>	<b>-3.4%</b>	<b>6,814</b>	<b>5.0%</b>	<b>19,817</b>	<b>20,391</b>	<b>-2.8%</b>	<b>19,347</b>	<b>2.4%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	4.26	4.63	-8.1%	4.45	-4.3%	4.14	4.47	-7.4%	4.38	-5.5%
NICU	15.94	18.41	-13.4%	17.27	-7.7%	18.18	18.41	-1.3%	16.31	11.4%
<b>Total ALOS</b>	<b>4.59</b>	<b>4.94</b>	<b>-7.2%</b>	<b>4.81</b>	<b>-4.6%</b>	<b>4.50</b>	<b>4.81</b>	<b>-6.6%</b>	<b>4.73</b>	<b>-5.0%</b>
Acute / Adult & Pediatric w/o OB	5.11			5.25	-2.6%	4.99			5.17	-3.5%
<b>Average Daily Census</b>	<b>190.5</b>	<b>205.5</b>	<b>-7.3%</b>	<b>184.5</b>	<b>3.2%</b>	<b>177.5</b>	<b>187.8</b>	<b>-5.5%</b>	<b>176.3</b>	<b>0.7%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.5538</b>	<b>1.6243</b>	<b>-4.3%</b>	<b>1.5569</b>	<b>-0.2%</b>	<b>1.5543</b>	<b>1.5712</b>	<b>-1.1%</b>	<b>1.5604</b>	<b>-0.4%</b>
<b>Medicare</b>										
Admissions	458	501	-8.6%	457	0.2%	1,291	1,385	-6.8%	1,296	-0.4%
Patient Days	2,133	2,619	-18.6%	2,365	-9.8%	6,012	7,020	-14.4%	6,341	-5.2%
Average Length of Stay	4.66	5.23	-10.9%	5.18	-10.0%	4.66	5.07	-8.1%	4.89	-4.8%
Case Mix Index	1.8125			1.7073	6.2%	1.8290			1.7235	6.1%
<b>Medicaid</b>										
Admissions	175	162	8.0%	126	38.9%	462	453	2.0%	427	8.2%
Patient Days	863	883	-2.3%	765	12.8%	2,316	2,470	-6.2%	2,337	-0.9%
Average Length of Stay	4.93	5.45	-9.5%	6.07	-18.8%	5.01	5.45	-8.1%	5.47	-8.4%
Case Mix Index	1.0925			1.2541	-12.9%	1.0467			1.1963	-12.5%
<b>Commercial</b>										
Admissions	346	356	-2.8%	355	-2.5%	999	998	0.1%	954	4.7%
Patient Days	1,549	1,545	0.3%	1,340	15.6%	4,244	4,198	1.1%	3,997	6.2%
Average Length of Stay	4.48	4.34	3.2%	3.77	18.6%	4.25	4.21	1.0%	4.19	1.4%
Case Mix Index	1.4567			1.4342	1.6%	1.4596			1.5165	-3.7%
<b>Self Pay</b>										
Admissions	276	245	12.7%	230	20.0%	797	688	15.8%	684	16.5%
Patient Days	1,184	1,177	0.6%	1,150	3.0%	3,294	3,203	2.8%	3,224	2.2%
Average Length of Stay	4.29	4.80	-10.7%	5.00	-14.2%	4.13	4.66	-11.2%	4.71	-12.3%
Case Mix Index	1.4503			1.5624	-7.2%	1.4294			1.4639	-2.4%
<b>All Other</b>										
Admissions	32	24	33.3%	22	45.5%	84	66	27.3%	68	23.5%
Patient Days	175	123	42.3%	100	75.0%	465	327	42.2%	325	43.1%
Average Length of Stay	5.47	5.13	6.7%	4.55	20.3%	5.54	4.95	11.7%	4.78	15.8%
Case Mix Index	1.7238			2.0719	-16.8%	1.8995			2.0165	-5.8%
<b>Radiology</b>										
InPatient	4,762	5,044	-5.6%	4,694	1.4%	13,212	13,684	-3.4%	13,576	-2.7%
OutPatient	8,153	7,916	3.0%	7,430	9.7%	25,287		0.0%	23,112	9.4%
<b>Cath Lab</b>										
InPatient	438	599	-26.9%	535	-18.1%	1,482	1,625	-8.8%	1,608	-7.8%
OutPatient	421	627	-32.9%	608	-30.8%	1,704	1,812	-6.0%	1,843	-7.5%
<b>Laboratory</b>										
InPatient	74,598	81,153	-8.1%	73,966	0.9%	209,433	220,128	-4.9%	210,858	-0.7%
OutPatient	62,079	60,648	2.4%	55,587	11.7%	186,423	175,234	6.4%	169,231	10.2%
<b>Other</b>										
Deliveries	197	164	20.1%	141	39.7%	551	491	12.2%	448	23.0%
<b>Surgical Cases</b>										
InPatient	296	316	-6.3%	317	-6.6%	879	880	-0.1%	896	-1.9%
OutPatient	518	554	-6.5%	491	5.5%	1,638	1,601	2.3%	1,658	-1.2%
<b>Total Surgical Cases</b>	<b>814</b>	<b>870</b>	<b>-6.4%</b>	<b>808</b>	<b>0.7%</b>	<b>2,517</b>	<b>2,481</b>	<b>1.5%</b>	<b>2,554</b>	<b>-1.4%</b>
<b>GI Procedures (Endo)</b>										
InPatient	172	169	1.8%	143	20.3%	503	459	9.6%	436	15.4%
OutPatient	292	233	25.3%	236	23.7%	835	673	24.1%	683	22.3%
<b>Total GI Procedures</b>	<b>464</b>	<b>402</b>	<b>15.4%</b>	<b>379</b>	<b>22.4%</b>	<b>1,338</b>	<b>1,132</b>	<b>18.2%</b>	<b>1,119</b>	<b>19.6%</b>



**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	5,167	4,861	6.3%	4,844	6.7%	14,492	13,891	4.3%	13,868	4.5%
Observation Days	939	777	20.8%	882	6.4%	2,561	2,318	10.5%	2,427	5.5%
Other O/P Occasions of Service	20,173	19,537	3.3%	18,346	10.0%	59,971	56,453	6.2%	56,826	5.5%
<b>Total O/P Occasions of Svc.</b>	<b>26,279</b>	<b>25,175</b>	<b>4.4%</b>	<b>24,072</b>	<b>9.2%</b>	<b>77,024</b>	<b>72,662</b>	<b>6.0%</b>	<b>73,121</b>	<b>5.3%</b>
<b>Hospital Operations</b>										
Manhours Paid	284,395	310,092	-8.3%	282,244	0.8%	847,080	891,995	-5.0%	816,679	3.7%
FTE's	1,605.5	1,750.5	-8.3%	1,593.3	0.8%	1,611.3	1,696.7	-5.0%	1,553.5	3.7%
Adjusted Patient Days	10,796	11,437	-5.6%	10,578	2.1%	31,063	31,711	-2.0%	30,209	2.8%
Hours / Adjusted Patient Day	26.34	27.11	-2.8%	26.68	-1.3%	27.27	28.13	-3.1%	27.03	0.9%
Occupancy - Actual Beds	54.6%	58.9%	-7.3%	52.9%	3.2%	50.9%	53.8%	-5.5%	50.5%	0.7%
FTE's / Adjusted Occupied Bed	4.6	4.7	-2.8%	4.7	-1.3%	4.8	4.9	-3.1%	4.7	0.9%
<b>InPatient Rehab Unit</b>										
Admissions	37	45	-17.8%	39	-5.1%	109	134	-18.7%	133	-18.0%
Patient Days	516	549	-6.0%	547	-5.7%	1,430	1,634	-12.5%	1,640	-12.8%
Average Length of Stay	13.9	12.2	14.3%	14.0	-0.6%	13.1	12.2	7.6%	12.3	6.4%
Manhours Paid	8,400	8,734	-3.8%	4,597	82.7%	24,309	25,374	-4.2%	14,139	71.9%
FTE's	47.4	49.3	-3.8%	25.9	82.7%	46.2	48.3	-4.2%	26.9	71.9%
<b>Center for Primary Care - Clemons</b>										
Total Medical Visits	920	1,209	-23.9%	993	-7.4%	2,930	3,494	-16.1%	3,143	-6.8%
Total Dental Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Manhours Paid	3,098	4,337	-28.6%	4,153	-25.4%	9,591	12,530	-23.5%	11,834	-19.0%
FTE's	17.5	24.5	-28.6%	23.4	-25.4%	18.2	23.8	-23.5%	22.5	-19.0%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	287	467	-38.5%	541	-47.0%	1,456	1,350	7.9%	1,866	-22.0%
Total Optometry	-	-	0.0%	215	-100.0%	-	-	0.0%	703	-100.0%
Manhours Paid	1,485	1,626	-8.7%	1,520	-2.3%	4,907	4,700	4.4%	5,006	-2.0%
FTE's	8.4	9.2	-8.7%	8.6	-2.3%	9.3	8.9	4.4%	9.5	-2.0%
<b>Total ECHD Operations</b>										
Total Admissions	1,324	1,333	-0.7%	1,229	7.7%	3,742	3,724	0.5%	3,562	5.1%
Total Patient Days	6,420	6,918	-7.2%	6,267	2.4%	17,761	18,910	-6.1%	17,864	-0.6%
Total Patient and Obs Days	7,359	7,695	-4.4%	7,149	2.9%	20,322	21,228	-4.3%	20,291	0.2%
Total FTE's	1,678.8	1,833.5	-8.4%	1,651.3	1.7%	1,685.0	1,777.8	-5.2%	1,612.4	4.5%
FTE's / Adjusted Occupied Bed	4.4	4.6	-3.1%	4.4	0.4%	4.6	4.8	-5.3%	4.5	2.9%
<b>Total Adjusted Patient Days</b>	<b>11,740</b>	<b>12,423</b>	<b>-5.5%</b>	<b>11,589</b>	<b>1.3%</b>	<b>33,781</b>	<b>33,740</b>	<b>0.1%</b>	<b>33,259</b>	<b>1.6%</b>
<b>Hours / Adjusted Patient Day</b>	<b>25.33</b>	<b>26.14</b>	<b>-3.1%</b>	<b>25.24</b>	<b>0.4%</b>	<b>26.22</b>	<b>27.70</b>	<b>-5.3%</b>	<b>25.49</b>	<b>2.9%</b>
<b>Outpatient Factor</b>	<b>1.8286</b>	<b>1.7958</b>	<b>1.8%</b>	<b>1.8492</b>	<b>-1.1%</b>	<b>1.9031</b>	<b>1.8248</b>	<b>4.3%</b>	<b>1.8618</b>	<b>2.2%</b>
<b>Blended O/P Factor</b>	<b>2.0594</b>	<b>2.1017</b>	<b>-2.0%</b>	<b>2.0338</b>	<b>1.3%</b>	<b>2.1103</b>	<b>2.0316</b>	<b>3.9%</b>	<b>2.0732</b>	<b>1.8%</b>
<b>Total Adjusted Admissions</b>	<b>2,421</b>	<b>2,394</b>	<b>1.1%</b>	<b>2,273</b>	<b>6.5%</b>	<b>7,123</b>	<b>6,838</b>	<b>4.2%</b>	<b>6,632</b>	<b>7.4%</b>
<b>Hours / Adjusted Admission</b>	<b>122.83</b>	<b>135.68</b>	<b>-9.5%</b>	<b>128.71</b>	<b>-4.6%</b>	<b>124.36</b>	<b>136.68</b>	<b>-9.0%</b>	<b>127.82</b>	<b>-2.7%</b>
<b>FTE's - Hospital Contract</b>	<b>39.8</b>	<b>17.5</b>	<b>127.1%</b>	<b>44.7</b>	<b>-11.1%</b>	<b>42.8</b>	<b>16.5</b>	<b>158.7%</b>	<b>48.8</b>	<b>-12.4%</b>
<b>FTE's - Mgmt Services</b>	<b>63.6</b>	<b>50.1</b>	<b>26.9%</b>	<b>62.9</b>	<b>1.2%</b>	<b>70.7</b>	<b>50.1</b>	<b>41.0%</b>	<b>69.1</b>	<b>2.2%</b>
<b>Total FTE's (including Contract)</b>	<b>1,782.2</b>	<b>1,901.1</b>	<b>-6.3%</b>	<b>1,758.9</b>	<b>1.3%</b>	<b>1,798.5</b>	<b>1,844.4</b>	<b>-2.5%</b>	<b>1,730.4</b>	<b>3.9%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.7</b>	<b>4.7</b>	<b>-0.8%</b>	<b>4.7</b>	<b>0.0%</b>	<b>4.9</b>	<b>5.0</b>	<b>-2.6%</b>	<b>4.8</b>	<b>2.3%</b>
<b>ProCare FTEs</b>	<b>207.2</b>	<b>240.7</b>	<b>-13.9%</b>	<b>220.7</b>	<b>-6.1%</b>	<b>209.7</b>	<b>227.9</b>	<b>-8.0%</b>	<b>219.1</b>	<b>-4.3%</b>
<b>Total System FTEs</b>	<b>1,989.4</b>	<b>2,141.8</b>	<b>-7.1%</b>	<b>1,979.6</b>	<b>0.5%</b>	<b>2,008.2</b>	<b>2,072.3</b>	<b>-3.1%</b>	<b>1,949.5</b>	<b>3.0%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	1,251	1,145	9.3%	1,092	14.6%	3,193	3,106	2.8%	2,919	9.4%
West University	825	720	14.6%	743	11.0%	1,859	1,953	-4.8%	1,868	-0.5%
42nd Street	955	786	21.5%	829	15.2%	2,337	2,132	9.6%	2,083	12.2%
<b>Total Urgent Care Visits</b>	<b>3,031</b>	<b>2,651</b>	<b>14.3%</b>	<b>2,664</b>	<b>13.8%</b>	<b>7,389</b>	<b>7,191</b>	<b>2.8%</b>	<b>6,870</b>	<b>7.6%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	510	568	-10.2%	563	-9.4%	1,327	1,553	-14.6%	1,415	-6.2%
West Clinic	468	325	44.0%	325	44.0%	1,231	984	25.1%	928	32.7%
<b>Total Wal-Mart Visits</b>	<b>978</b>	<b>893</b>	<b>9.5%</b>	<b>888</b>	<b>10.1%</b>	<b>2,558</b>	<b>2,537</b>	<b>0.8%</b>	<b>2,343</b>	<b>9.2%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
DECEMBER 2019**

	<b>HOSPITAL</b>	<b>PRO CARE</b>	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 9,095,112	\$ 4,750	\$ 9,099,862
Investments	44,248,922	-	44,248,922
Patient Accounts Receivable - Gross	221,893,400	26,405,704	248,299,103
Less: 3rd Party Allowances	(100,788,539)	(6,484,670)	(107,273,210)
Bad Debt Allowance	(72,129,232)	(13,789,607)	(85,918,839)
Net Patient Accounts Receivable	48,975,628	6,131,426	55,107,054
Taxes Receivable	9,180,903	-	9,180,903
Accounts Receivable - Other	16,917,529	40,491	16,958,020
Inventories	6,836,550	356,733	7,193,283
Prepaid Expenses	3,393,074	110,242	3,503,316
<b>Total Current Assets</b>	<b>138,647,719</b>	<b>6,643,641</b>	<b>145,291,360</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	472,992,370	467,364	473,459,734
Construction in Progress	1,316,363	-	1,316,363
	474,308,733	467,364	474,776,097
Less: Accumulated Depreciation and Amortization	(295,749,948)	(311,326)	(296,061,273)
<b>Total Capital Assets</b>	<b>178,558,786</b>	<b>156,038</b>	<b>178,714,824</b>
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>	<b>2,587</b>	<b>35,231</b>	<b>37,818</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	3,864,509	-	3,864,509
Restricted Assets Held in Endowment	6,309,163	-	6,309,163
Restricted TPC, LLC	522,753	-	522,753
Restricted MCH West Texas Services	2,275,037	-	2,275,037
Pension, Deferred Outflows of Resources	46,454,787	-	46,454,787
Assets whose use is Limited	-	25,997	25,997
<b>TOTAL ASSETS</b>	<b>\$ 376,635,339</b>	<b>\$ 6,860,908</b>	<b>\$ 383,496,247</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 4,655,041	\$ -	\$ 4,655,041
Self-Insurance Liability - Current Portion	3,179,304	-	3,179,304
Accounts Payable	22,188,017	2,629,992	24,818,009
A/R Credit Balances	6,776,914	-	6,776,914
Accrued Interest	797,207	-	797,207
Accrued Salaries and Wages	5,884,705	4,393,590	10,278,296
Accrued Compensated Absences	3,875,924	-	3,875,924
Due to Third Party Payors	1,045,140	-	1,045,140
Deferred Revenue	(1,098,596)	431,515	(667,082)
<b>Total Current Liabilities</b>	<b>47,303,657</b>	<b>7,455,097</b>	<b>54,758,754</b>
ACCRUED POST RETIREMENT BENEFITS	93,444,183	-	93,444,183
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	-	2,037,980
LONG-TERM DEBT - Less Current Maturities	39,270,839	-	39,270,839
<b>Total Liabilities</b>	<b>182,056,659</b>	<b>7,455,097</b>	<b>189,511,756</b>
	55,692		
	143,159,874		
=R[-15]C+R[-2]C	47,397,484		
	-		
	936,502		
	2,467,770		
<b>FUND BALANCE</b>	<b>194,578,681</b>	<b>(594,189)</b>	<b>193,984,492</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 376,635,339</b>	<b>\$ 6,860,908</b>	<b>\$ 383,496,247</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
DECEMBER 2019**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 9,099,862	\$ 21,526,316	\$ 4,700	\$ (12,431,154)
Investments	44,248,922	44,279,715	-	(30,793)
Patient Accounts Receivable - Gross	248,299,103	212,208,742	24,260,863	11,829,499
Less: 3rd Party Allowances	(107,273,210)	(94,255,751)	(4,149,301)	(8,868,158)
Bad Debt Allowance	<u>(85,918,839)</u>	<u>(76,410,418)</u>	<u>(14,155,859)</u>	<u>4,647,438</u>
Net Patient Accounts Receivable	55,107,054	41,542,573	5,955,702	7,608,779
Taxes Receivable	9,180,903	9,097,760	-	83,142
Accounts Receivable - Other	16,958,020	13,615,568	45,727	3,296,725
Inventories	7,193,283	6,802,054	356,733	34,497
Prepaid Expenses	<u>3,503,316</u>	<u>3,379,618</u>	<u>211,520</u>	<u>(87,822)</u>
Total Current Assets	<u>145,291,360</u>	<u>140,243,605</u>	<u>6,574,382</u>	<u>(1,526,626)</u>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	473,459,734	470,583,577	467,364	2,408,793
Construction in Progress	<u>1,316,363</u>	<u>710,236</u>	<u>-</u>	<u>606,128</u>
	474,776,097	471,293,812	467,364	3,014,921
Less: Accumulated Depreciation and Amortization	<u>(296,061,273)</u>	<u>(291,179,842)</u>	<u>(304,223)</u>	<u>(4,577,208)</u>
Total Capital Assets	<u>178,714,824</u>	<u>180,113,970</u>	<u>163,141</u>	<u>(1,562,287)</u>
INTANGIBLE ASSETS / GOODWILL - NET	37,818	5,174	66,358	(33,713)
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	3,864,509	3,849,297	-	15,212
Restricted Assets Held in Endowment	6,309,163	6,285,946	-	23,217
Restricted MCH West Texas Services	2,275,037	2,232,525	-	42,512
Pension, Deferred Outflows of Resources	46,454,787	46,454,787	-	-
Assets whose use is Limited	<u>25,997</u>	<u>-</u>	<u>29,000</u>	<u>(3,003)</u>
TOTAL ASSETS	<u>\$ 383,496,247</u>	<u>\$ 379,708,056</u>	<u>\$ 6,832,881</u>	<u>\$ (3,044,690)</u>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 4,655,041	\$ 4,655,041	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,179,304	3,493,156	-	(313,852)
Accounts Payable	24,818,009	22,452,038	3,051,090	(685,119)
A/R Credit Balances	6,776,914	6,428,358	-	348,556
Accrued Interest	797,207	41,791	-	755,417
Accrued Salaries and Wages	10,278,296	7,345,640	5,882,159	(2,949,503)
Accrued Compensated Absences	3,875,924	3,848,446	-	27,478
Due to Third Party Payors	1,045,140	1,006,645	-	38,495
Deferred Revenue	<u>(667,082)</u>	<u>348,543</u>	<u>533,674</u>	<u>(1,549,299)</u>
Total Current Liabilities	<u>54,758,754.30</u>	<u>49,619,657.33</u>	<u>9,466,923</u>	<u>(4,327,826)</u>
ACCRUED POST RETIREMENT BENEFITS	93,444,183	90,528,280	-	2,915,903
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	2,409,871	-	(371,891)
LONG-TERM DEBT - Less Current Maturities	39,270,839	40,085,043	-	(814,205)
Total Liabilities	<u>189,511,756</u>	<u>182,642,852</u>	<u>9,466,923</u>	<u>(2,598,019)</u>
FUND BALANCE	<u>193,984,492</u>	<u>197,065,205</u>	<u>(2,634,042)</u>	<u>(446,671)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 383,496,247</u>	<u>\$ 379,708,056</u>	<u>\$ 6,832,881</u>	<u>\$ (3,044,690)</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Revenue	\$ 56,257,900	\$ 59,458,797	-5.4%	\$ 56,190,555	0.1%	\$ 158,590,784	\$ 167,713,573	-5.4%	\$ 159,338,615	-0.5%
Outpatient Revenue	59,602,332	60,051,837	-0.7%	58,090,516	2.6%	176,085,838	173,010,413	1.8%	171,000,507	3.0%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 115,860,232</b>	<b>\$ 119,510,634</b>	<b>-3.1%</b>	<b>\$ 114,281,071</b>	<b>1.4%</b>	<b>\$ 334,676,622</b>	<b>\$ 340,723,986</b>	<b>-1.8%</b>	<b>\$ 330,339,122</b>	<b>1.3%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 70,218,612	\$ 70,537,412	-0.5%	\$ 77,059,412	-8.9%	\$ 203,047,424	\$ 200,840,691	1.1%	\$ 208,570,972	-2.6%
Policy Adjustments	1,626,918	1,523,359	6.8%	718,425	126.5%	3,454,629	4,598,843	-24.9%	10,436,189	-66.9%
Uninsured Discount	11,238,005	8,160,687	37.7%	4,486,719	150.5%	32,427,776	23,918,683	35.6%	15,097,349	114.8%
Indigent	2,253,791	1,625,556	38.6%	1,902,818	18.4%	5,650,168	4,599,776	22.8%	5,568,625	1.5%
Provision for Bad Debts	3,500,279	10,305,143	-66.0%	4,134,564	-15.3%	13,827,656	29,224,899	-52.7%	18,113,590	-23.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 88,837,605</b>	<b>\$ 92,152,157</b>	<b>-3.6%</b>	<b>\$ 88,301,936</b>	<b>0.6%</b>	<b>\$ 258,407,653</b>	<b>\$ 263,182,892</b>	<b>-1.8%</b>	<b>\$ 257,786,726</b>	<b>0.2%</b>
	<b>76.68%</b>	<b>77.11%</b>		<b>77.27%</b>		<b>77.21%</b>	<b>77.24%</b>		<b>78.04%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,379,574	\$ 960,141	43.7%	\$ 865,393	59.4%	\$ 3,574,171	2,880,423	24.1%	\$ 2,596,178	37.7%
DSRIP	479,459	479,459	0.0%	971,658	-50.7%	1,438,377	1,438,377	0.0%	2,914,974	-50.7%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,859,033</b>	<b>\$ 1,439,600</b>	<b>29.1%</b>	<b>\$ 1,837,051</b>	<b>1.2%</b>	<b>\$ 5,012,548</b>	<b>\$ 4,318,800</b>	<b>16.1%</b>	<b>\$ 5,511,152</b>	<b>-9.0%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 28,881,661</b>	<b>\$ 28,798,077</b>	<b>0.3%</b>	<b>\$ 27,816,185</b>	<b>3.8%</b>	<b>\$ 81,281,517</b>	<b>\$ 81,859,894</b>	<b>-0.7%</b>	<b>\$ 78,063,547</b>	<b>4.1%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 6,135,428	\$ 5,676,441	8.1%	\$ 6,139,723	-0.1%	\$ 17,393,641	\$ 16,890,717	3.0%	\$ 17,854,023	-2.6%
Other Revenue	679,414	862,692	1.9%	764,896	15.0%	2,597,285	2,736,548	-5.1%	2,428,736	6.9%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 7,014,842</b>	<b>\$ 6,539,133</b>	<b>7.3%</b>	<b>\$ 6,904,619</b>	<b>1.6%</b>	<b>\$ 19,990,926</b>	<b>\$ 19,627,265</b>	<b>1.9%</b>	<b>\$ 20,282,759</b>	<b>-1.4%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 35,896,503</b>	<b>\$ 35,337,210</b>	<b>1.6%</b>	<b>\$ 34,720,804</b>	<b>3.4%</b>	<b>\$ 101,272,443</b>	<b>\$ 101,487,159</b>	<b>-0.2%</b>	<b>\$ 98,346,307</b>	<b>3.0%</b>
<b>OPERATING EXPENSES</b>										
Salaries and Wages	\$ 13,420,773	\$ 14,112,615	-4.9%	\$ 13,102,013	2.4%	\$ 40,709,738	\$ 41,308,890	-1.5%	\$ 38,648,378	5.3%
Benefits	3,684,099	3,098,293	18.9%	4,143,760	-11.1%	9,115,183	9,070,721	0.5%	10,138,627	-10.1%
Temporary Labor	1,091,057	970,617	12.4%	1,024,449	6.5%	3,611,314	2,873,346	25.7%	3,189,072	13.2%
Physician Fees	1,422,948	1,196,602	18.9%	1,360,919	4.6%	4,254,000	3,576,836	18.9%	3,322,491	28.0%
Texas Tech Support	1,000,583	1,083,333	-7.6%	989,171	1.2%	2,998,897	3,249,999	-7.7%	2,971,989	0.9%
Purchased Services	5,568,238	5,134,509	8.4%	4,932,269	12.9%	15,273,434	15,700,854	-2.7%	13,472,212	13.4%
Supplies	5,172,648	5,457,747	-5.2%	4,937,994	4.8%	14,964,412	15,768,835	-5.1%	14,643,946	2.2%
Utilities	349,673	371,245	-5.8%	349,092	0.2%	983,064	1,108,694	-11.3%	935,063	5.1%
Repairs and Maintenance	684,786	752,589	-9.0%	1,126,190	-39.2%	2,170,557	2,257,688	-3.9%	2,565,528	-15.4%
Leases and Rent	151,164	117,609	28.5%	145,371	4.0%	365,992	352,832	3.7%	349,130	4.8%
Insurance	143,689	183,560	-21.7%	128,522	11.8%	417,695	550,678	-24.1%	391,794	6.6%
Interest Expense	246,232	249,281	-1.2%	261,085	-5.7%	731,610	749,669	-2.4%	781,366	-6.4%
ECHDA	279,917	279,009	0.3%	216,676	29.2%	965,799	837,027	15.4%	778,734	24.0%
Other Expense	292,332	350,021	-16.5%	95,258	206.9%	581,326	1,270,530	-54.2%	480,752	20.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 33,508,139</b>	<b>\$ 33,357,030</b>	<b>0.5%</b>	<b>\$ 32,812,768</b>	<b>2.1%</b>	<b>\$ 97,143,021</b>	<b>\$ 98,676,599</b>	<b>-1.6%</b>	<b>\$ 92,669,081</b>	<b>4.8%</b>
Depreciation/Amortization	\$ 1,541,143	\$ 1,606,711	-4.1%	\$ 1,627,137	-5.3%	\$ 4,623,332	\$ 4,770,043	-3.1%	\$ 4,927,869	-6.2%
(Gain) Loss on Sale of Assets	605	-	0.0%	-	0.0%	877	-	0.0%	124	608.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 35,049,887</b>	<b>\$ 34,963,741</b>	<b>0.2%</b>	<b>\$ 34,439,905</b>	<b>1.8%</b>	<b>\$ 101,767,229</b>	<b>\$ 103,446,642</b>	<b>-1.6%</b>	<b>\$ 97,597,073</b>	<b>4.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 846,616</b>	<b>\$ 373,469</b>	<b>-126.7%</b>	<b>\$ 280,899</b>	<b>-201.4%</b>	<b>\$ (494,786)</b>	<b>\$ (1,959,483)</b>	<b>-74.7%</b>	<b>\$ 749,234</b>	<b>-166.0%</b>
Operating Margin	2.36%	1.06%	123.2%	0.81%	191.5%	-0.49%	-1.93%	-74.7%	0.76%	-164.1%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 169,356	\$ 84,831	99.6%	\$ 100,236	69.0%	\$ 270,907	\$ 254,493	6.4%	\$ 268,017	1.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	-
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	20,833	-100.0%	-	-	-	62,499	-100.0%	300,260	-100.0%
Build America Bonds Subsidy	78,770	79,277	-0.6%	84,413	-6.7%	232,961	237,831	-2.0%	253,240	-8.0%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,094,741</b>	<b>\$ 558,410</b>	<b>96.0%</b>	<b>\$ 465,549</b>	<b>135.2%</b>	<b>\$ 9,082</b>	<b>\$ (1,404,660)</b>	<b>-100.6%</b>	<b>\$ 1,570,750</b>	<b>-99.4%</b>
Unrealized Gain/(Loss) on Investments	\$ (75,458)	\$ (6,622)	0.0%	\$ 30,157	-350.2%	\$ 4,094	\$ (19,866)	0.0%	\$ 30,157	-86.4%
Investment in Subsidiaries	8,734	59,747	-85.4%	11,837	-26.2%	42,517	179,241	-76.3%	51,594	-17.6%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,028,017</b>	<b>\$ 611,535</b>	<b>68.1%</b>	<b>\$ 507,543</b>	<b>102.5%</b>	<b>\$ 55,693</b>	<b>\$ (1,245,285)</b>	<b>104.5%</b>	<b>\$ 1,652,501</b>	<b>-96.6%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Routine Revenue	56,257,900	\$ 59,459,231	-5.4%	\$ 56,190,555	0.1%	\$ 158,590,784	\$ 167,714,763	-5.4%	\$ 159,338,615	-0.5%
Outpatient Revenue	46,616,296	48,763,931	-4.4%	47,718,150	-2.3%	143,223,144	138,331,911	3.5%	137,315,875	4.3%
<b>TOTAL PATIENT REVENUE</b>	<b>102,874,196</b>	<b>\$ 108,222,728</b>	<b>-4.9%</b>	<b>\$ 103,908,705</b>	<b>-1.0%</b>	<b>\$ 301,813,928</b>	<b>\$ 306,045,484</b>	<b>-1.4%</b>	<b>\$ 296,654,490</b>	<b>1.7%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	64,244,446	\$ 64,923,163	-1.0%	\$ 71,504,175	-10.2%	\$ 187,866,000	\$ 183,628,476	2.3%	\$ 193,941,140	-3.1%
Policy Adjustments	69,840	225,660	-69.1%	133,265	-47.6%	365,866	639,044	-42.7%	989,172	-63.0%
Uninsured Discount	9,844,461	7,839,522	25.6%	4,146,170	137.4%	29,950,625	22,917,669	30.7%	14,158,173	111.5%
Indigent Care	2,244,911	1,614,749	39.0%	1,899,768	18.2%	5,526,862	4,566,386	21.0%	5,449,322	1.4%
Provision for Bad Debts	2,718,967	10,019,478	-72.9%	3,512,972	-22.6%	11,524,164	28,334,307	-59.3%	19,902,846	-42.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>79,122,626</b>	<b>\$ 84,622,572</b>	<b>-6.5%</b>	<b>\$ 81,196,350</b>	<b>-2.6%</b>	<b>\$ 235,233,518</b>	<b>\$ 240,085,882</b>	<b>-2.0%</b>	<b>\$ 234,440,653</b>	<b>0.3%</b>
	<b>76.91%</b>	<b>78.19%</b>		<b>78.14%</b>		<b>77.94%</b>	<b>78.45%</b>		<b>79.03%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	1,379,574	\$ 960,141	43.7%	\$ (9,608)	-14459.3%	\$ 3,574,171	\$ 2,880,423	24.1%	\$ (28,823)	-12500.6%
DSRIP	479,459	479,459	0.0%	971,658	-50.7%	1,438,377	1,438,377	0.0%	2,914,974	-50.7%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>1,859,033</b>	<b>\$ 1,439,600</b>	<b>29.1%</b>	<b>\$ 962,051</b>	<b>93.2%</b>	<b>\$ 5,012,548</b>	<b>\$ 4,318,800</b>	<b>16.1%</b>	<b>\$ 2,886,152</b>	<b>73.7%</b>
<b>NET PATIENT REVENUE</b>	<b>25,610,604</b>	<b>\$ 25,039,756</b>	<b>2.3%</b>	<b>\$ 23,674,405</b>	<b>8.2%</b>	<b>\$ 71,592,958</b>	<b>\$ 70,278,402</b>	<b>1.9%</b>	<b>\$ 65,099,989</b>	<b>10.0%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	6,135,428	\$ 5,676,441	8.1%	\$ 6,139,723	-0.1%	\$ 17,393,641	\$ 16,890,717	3.0%	\$ 17,854,023	-2.6%
Other Revenue	656,946	675,269	-2.7%	598,978	9.7%	1,981,835	2,162,212	-8.3%	1,919,562	3.2%
<b>TOTAL OTHER REVENUE</b>	<b>6,792,374</b>	<b>\$ 6,351,710</b>	<b>6.9%</b>	<b>\$ 6,738,701</b>	<b>0.8%</b>	<b>\$ 19,375,476</b>	<b>\$ 19,052,929</b>	<b>1.7%</b>	<b>\$ 19,773,585</b>	<b>-2.0%</b>
<b>NET OPERATING REVENUE</b>	<b>32,402,978</b>	<b>\$ 31,391,466</b>	<b>3.2%</b>	<b>\$ 30,413,106</b>	<b>6.5%</b>	<b>\$ 90,968,435</b>	<b>\$ 89,331,331</b>	<b>1.8%</b>	<b>\$ 84,873,574</b>	<b>7.2%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	9,722,691	\$ 10,186,718	-4.6%	\$ 9,425,714	3.2%	\$ 29,440,533	\$ 29,423,520	0.1%	\$ 27,382,827	7.5%
Benefits	3,194,330	2,634,919	21.2%	3,589,965	-11.0%	7,974,876	7,893,988	1.0%	8,952,114	-10.9%
Temporary Labor	555,400	205,406	170.4%	481,894	15.3%	1,801,271	577,713	211.8%	1,625,037	10.8%
Physician Fees	1,215,121	1,023,021	18.8%	1,195,293	1.7%	3,630,677	3,050,993	19.0%	2,874,977	26.3%
Texas Tech Support	1,000,583	1,083,333	-7.6%	989,171	1.2%	2,998,897	3,249,999	-7.7%	2,971,989	0.9%
Purchased Services	5,419,194	4,839,048	12.0%	4,750,110	14.1%	14,704,787	14,706,446	0.0%	12,738,710	15.4%
Supplies	5,047,422	5,321,191	-5.1%	4,809,722	4.9%	14,561,741	15,327,033	-5.0%	14,207,475	2.5%
Utilities	346,547	368,435	-5.9%	345,261	0.4%	972,904	1,099,539	-11.5%	923,683	5.3%
Repairs and Maintenance	684,786	751,683	-8.9%	1,126,128	-39.2%	2,169,626	2,254,970	-3.8%	2,565,340	-15.4%
Leases and Rentals	(17,178)	(51,246)	-66.5%	(28,926)	-40.6%	(137,166)	(153,738)	-10.8%	(173,511)	-20.9%
Insurance	95,885	134,783	-28.9%	79,935	20.0%	274,704	404,349	-32.1%	245,962	11.7%
Interest Expense	246,232	249,281	-1.2%	261,085	-5.7%	731,610	749,669	-2.4%	781,366	-6.4%
ECHDA	279,917	279,009	0.3%	216,676	29.2%	965,799	837,027	15.4%	778,734	24.0%
Other Expense	228,583	341,952	-33.7%	51,615	339.0%	397,908	1,029,356	-61.3%	305,671	30.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>28,017,515</b>	<b>\$ 27,367,533</b>	<b>2.4%</b>	<b>\$ 27,293,642</b>	<b>2.7%</b>	<b>\$ 80,488,166</b>	<b>\$ 80,450,864</b>	<b>0.0%</b>	<b>\$ 76,180,376</b>	<b>5.7%</b>
Depreciation/Amortization	1,523,273	\$ 1,588,546	-4.1%	\$ 1,606,821	-5.2%	\$ 4,569,252	\$ 4,714,422	-3.1%	\$ 4,866,921	-6.1%
(Gain)/Loss on Disposal of Assets	605	-	0.0%	-	0.0%	877	-	100.0%	124	608.3%
<b>TOTAL OPERATING COSTS</b>	<b>29,541,393</b>	<b>\$ 28,956,079</b>	<b>2.0%</b>	<b>\$ 28,900,464</b>	<b>2.2%</b>	<b>\$ 85,058,295</b>	<b>\$ 85,165,286</b>	<b>-0.1%</b>	<b>\$ 81,047,420</b>	<b>4.9%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>2,861,585</b>	<b>\$ 2,435,387</b>	<b>17.5%</b>	<b>\$ 1,512,642</b>	<b>-89.2%</b>	<b>\$ 5,910,140</b>	<b>\$ 4,166,045</b>	<b>41.9%</b>	<b>\$ 3,826,154</b>	<b>54.5%</b>
Operating Margin	8.83%	7.76%	13.8%	4.97%	77.6%	6.50%	4.66%	39.3%	4.51%	44.1%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	169,356	\$ 84,831	99.6%	\$ 100,236	69.0%	\$ 270,907	\$ 254,493	6.4%	\$ 268,017	1.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	20,833	-100.0%	-	0.0%	-	62,499	-100.0%	300,260	-100.0%
Build America Bonds Subsidy	78,770	79,277	-0.6%	84,413	-6.7%	232,961	237,831	-2.0%	253,240	-8.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>3,109,710</b>	<b>\$ 2,620,328</b>	<b>18.7%</b>	<b>\$ 1,697,291</b>	<b>83.2%</b>	<b>\$ 6,414,008</b>	<b>\$ 4,720,868</b>	<b>35.9%</b>	<b>\$ 4,647,670</b>	<b>38.0%</b>
Procure Capital Contribution	(2,014,969)	(2,061,918)	-2.3%	(1,231,743)	63.6%	(6,404,925)	(6,125,528)	4.6%	(3,076,920)	108.2%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>1,094,741</b>	<b>\$ 558,410</b>	<b>96.0%</b>	<b>\$ 465,549</b>	<b>135.2%</b>	<b>\$ 9,082</b>	<b>(1,404,660)</b>	<b>-100.6%</b>	<b>\$ 1,570,750</b>	<b>-99.4%</b>
Unrealized Gain/(Loss) on Investments	(75,458)	(6,622)	1039.5%	30,157	-350.2%	4,094	(19,866)	-120.6%	30,157	-86.4%
Investment in Subsidiaries	8,734	59,747	-85.4%	11,837	-26.2%	42,517	179,241	-76.3%	51,594	-17.6%
<b>CHANGE IN NET POSITION</b>	<b>1,028,017</b>	<b>\$ 611,535</b>	<b>68.1%</b>	<b>\$ 507,543</b>	<b>102.5%</b>	<b>\$ 55,693</b>	<b>(1,245,285)</b>	<b>104.5%</b>	<b>\$ 1,652,501</b>	<b>-96.6%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 12,986,036	\$ 11,287,906	15.0%	\$ 10,372,367	25.2%	\$ 32,862,694	\$ 34,678,502	-5.2%	\$ 33,684,631	-2.4%
<b>TOTAL PATIENT REVENUE</b>	\$ 12,986,036	\$ 11,287,906	15.0%	\$ 10,372,367	25.2%	\$ 32,862,694	\$ 34,678,502	-5.2%	\$ 33,684,631	-2.4%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 5,974,166	\$ 5,614,249	6.4%	\$ 5,555,236	7.5%	\$ 15,181,424	\$ 17,212,215	-11.8%	\$ 14,629,832	3.8%
Policy Adjustments	1,557,078	1,297,699	20.0%	585,159	166.1%	3,088,763	3,959,799	-22.0%	9,447,018	-67.3%
Uninsured Discount	1,393,543	321,165	333.9%	340,549	309.2%	2,477,151	1,001,014	147.5%	939,176	163.8%
Indigent	8,880	10,807	-17.8%	3,050	191.2%	123,306	33,390	269.3%	119,303	3.4%
Provision for Bad Debts	781,311	285,665	173.5%	621,592	25.7%	2,303,492	890,592	158.6%	(1,789,255)	-228.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 9,714,979	\$ 7,529,585	29.0%	\$ 7,105,586	36.7%	\$ 23,174,135	\$ 23,097,010	0.3%	\$ 23,346,073	-0.7%
	74.81%	66.70%		68.50%		70.52%	66.60%		69.31%	
Medicaid Supplemental Payments	\$ -	\$ -		\$ 875,000	-100.0%	-	-		\$ 2,625,000	-100.0%
<b>NET PATIENT REVENUE</b>	\$ 3,271,057	\$ 3,758,321	-13.0%	\$ 4,141,780	-21.0%	\$ 9,688,559	\$ 11,581,492	-16.3%	\$ 12,963,558	-25.3%
						29.5%				
<b>OTHER REVENUE</b>										
Other Income	\$ 222,468	\$ 187,423	18.7%	\$ 165,918	34.1%	\$ 615,450	\$ 574,336	7.2%	\$ 509,174	20.9%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	\$ 3,493,525	\$ 3,945,744	-11.5%	\$ 4,307,698	-18.9%	\$ 10,304,008	\$ 12,155,828	-15.2%	\$ 13,472,733	-23.5%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,698,081	\$ 3,925,897	-5.8%	\$ 3,676,299	0.6%	\$ 11,269,205	\$ 11,885,370	-5.2%	\$ 11,265,551	0.0%
Benefits	489,769	463,374	5.7%	553,795	-11.6%	1,140,307	1,176,733	-3.1%	1,186,513	-3.9%
Temporary Labor	535,657	765,211	-30.0%	542,555	-1.3%	1,810,043	2,295,633	-21.2%	1,564,035	15.7%
Physician Fees	207,827	173,581	19.7%	165,626	25.5%	623,323	525,843	18.5%	447,513	39.3%
Purchased Services	149,044	295,461	-49.6%	182,159	-18.2%	568,647	994,408	-42.8%	733,502	-22.5%
Supplies	125,226	136,556	-8.3%	128,271	-2.4%	402,672	441,802	-8.9%	436,471	-7.7%
Utilities	3,126	2,810	11.2%	3,831	-18.4%	10,160	9,155	11.0%	11,380	-10.7%
Repairs and Maintenance	-	906	-100.0%	62	-100.0%	931	2,718	-65.8%	187	396.7%
Leases and Rentals	168,342	168,855	-0.3%	174,297	-3.4%	503,158	506,570	-0.7%	522,641	-3.7%
Insurance	47,804	48,777	-2.0%	48,586	-1.6%	142,992	146,329	-2.3%	145,832	-1.9%
Other Expense	65,748	8,069	714.8%	43,643	50.6%	183,418	241,174	-23.9%	175,081	4.8%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,490,624	\$ 5,989,497	-8.3%	\$ 5,519,125	-0.5%	\$ 16,654,855	\$ 18,225,735	-8.6%	\$ 16,488,705	1.0%
Depreciation/Amortization	\$ 17,870	\$ 18,165	-1.6%	\$ 20,316	-12.0%	\$ 54,080	\$ 55,621	-2.8%	\$ 60,947	-11.3%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,508,494	\$ 6,007,662	-8.3%	\$ 5,539,441	-0.6%	\$ 16,708,934	\$ 18,281,356	-8.6%	\$ 16,549,652	1.0%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (2,014,969)	\$ (2,061,918)	2.3%	\$ (1,231,743)	63.6%	\$ (6,404,926)	\$ (6,125,528)	-4.6%	\$ (3,076,920)	-108.2%
Operating Margin	-57.68%	-52.26%	10.4%	-28.59%	101.7%	-62.16%	-50.39%	23.4%	-22.84%	172.2%
MCH Contribution	\$ 2,014,969	\$ 2,061,918	-2.3%	\$ 1,231,743	63.6%	\$ 6,404,926	\$ 6,125,528	4.6%	\$ 3,076,920	108.2%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	9,529	9,107	4.63%	8,846	7.72%	29,027	28,621	1.42%	28,854	0.60%
Total Hospital Visits	5,582	4,876	14.48%	5,361	4.12%	15,780	14,484	8.95%	15,264	3.38%
Total Procedures	11,693	10,874	7.53%	10,763	8.64%	36,613	33,736	8.53%	36,851	-0.65%
Total Surgeries	827	836	-1.08%	820	0.85%	2,697	2,355	14.52%	2,530	6.60%
Total Provider FTE's	80.3	91.4	-12.14%	84.6	-5.08%	80.1	84.9	-5.69%	84.6	-5.36%
Total Staff FTE's	114.7	136.3	-15.85%	124.0	-7.50%	117.7	130.0	-9.44%	121.2	-2.83%
Total Administrative FTE's	12.2	13.0	-6.15%	12.1	0.83%	11.9	13.0	-8.72%	13.3	-11.00%
Total FTE's	207.2	240.7	-13.92%	220.7	-6.12%	209.7	227.9	-8.00%	219.1	-4.31%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTIS - OPERATIONS SUMMARY  
DECEMBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 332,543	\$ 461,620	-28.0%	\$ 353,471	-5.9%	\$ 1,040,662	\$ 1,333,653	-22.0%	\$ 1,158,603	-10.2%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 332,543</b>	<b>\$ 461,620</b>	<b>-28.0%</b>	<b>\$ 353,471</b>	<b>-5.9%</b>	<b>\$ 1,040,662</b>	<b>\$ 1,333,653</b>	<b>-22.0%</b>	<b>\$ 1,158,603</b>	<b>-10.2%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 45,947	\$ 33,990	35.2%	\$ (46,410)	-199.0%	\$ 45,497	\$ 96,121	-52.7%	\$ (6,059)	-851.0%
Self Pay Adjustments	22,868	7,093	222.4%	(7,507)	-404.6%	22,733	20,059	13.3%	1,494	1422.1%
Bad Debts	101,688	215,624	-52.8%	207,677	-51.0%	405,468	609,768	-33.5%	497,294	-18.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 170,503</b>	<b>\$ 256,707</b>	<b>-33.6%</b>	<b>\$ 153,760</b>	<b>10.9%</b>	<b>\$ 473,698</b>	<b>\$ 725,948</b>	<b>-34.7%</b>	<b>\$ 492,729</b>	<b>-3.9%</b>
	<b>51.3%</b>	<b>55.6%</b>		<b>43.5%</b>		<b>45.5%</b>	<b>54.4%</b>		<b>42.5%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 162,040</b>	<b>\$ 204,913</b>	<b>-20.9%</b>	<b>\$ 199,711</b>	<b>-18.9%</b>	<b>\$ 566,964</b>	<b>\$ 607,705</b>	<b>-6.7%</b>	<b>\$ 665,874</b>	<b>-14.9%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 27,275	\$ 7,846	0.0%	\$ 14,145	92.8%	\$ 51,394	\$ 23,538	0.0%	\$ 26,255	95.7%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 27,275</b>	<b>\$ 7,846</b>	<b>247.6%</b>	<b>\$ 14,145</b>	<b>92.8%</b>	<b>\$ 51,394</b>	<b>\$ 23,538</b>	<b>118.3%</b>	<b>\$ 26,255</b>	<b>95.7%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 189,315</b>	<b>\$ 212,759</b>	<b>-11.0%</b>	<b>\$ 213,856</b>	<b>-11.5%</b>	<b>\$ 618,358</b>	<b>\$ 631,243</b>	<b>-2.0%</b>	<b>\$ 692,129</b>	<b>-10.7%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 76,602	\$ 95,355	-19.7%	\$ 90,504	-15.4%	\$ 228,718	\$ 275,486	-17.0%	\$ 258,727	-11.6%
Benefits	25,167	24,665	2.0%	34,470	-27.0%	61,955	73,910	-16.2%	84,584	-26.8%
Physician Services	78,605	116,100	-32.3%	88,747	-11.4%	216,886	335,422	-35.3%	277,269	-21.8%
Cost of Drugs Sold	1,371	9,135	-85.0%	7,710	-82.2%	21,791	26,391	-17.4%	12,196	78.7%
Supplies	5,852	6,016	-2.7%	759	671.0%	16,358	17,617	-7.1%	9,406	73.9%
Utilities	2,242	2,379	-5.8%	2,683	-16.4%	8,174	8,949	-8.7%	8,943	-8.6%
Repairs and Maintenance	550	1,892	-70.9%	481	14.2%	1,800	5,676	-68.3%	1,806	-0.4%
Leases and Rentals	492	391	25.8%	351	40.2%	1,430	1,173	21.9%	1,053	35.8%
Other Expense	1,751	1,848	-5.2%	1,752	-0.1%	6,092	5,544	9.9%	4,705	29.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 192,633</b>	<b>\$ 257,781</b>	<b>-25.3%</b>	<b>\$ 227,458</b>	<b>-15.3%</b>	<b>\$ 563,203</b>	<b>\$ 750,168</b>	<b>-24.9%</b>	<b>\$ 658,689</b>	<b>-14.5%</b>
Depreciation/Amortization	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%	\$ 14,231	\$ 15,440	-7.8%	\$ 15,363	-7.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 197,376</b>	<b>\$ 262,984</b>	<b>-24.9%</b>	<b>\$ 232,578</b>	<b>-15.1%</b>	<b>\$ 577,434</b>	<b>\$ 765,608</b>	<b>-24.6%</b>	<b>\$ 674,051</b>	<b>-14.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (8,061)</b>	<b>\$ (50,225)</b>	<b>-84.0%</b>	<b>\$ (18,723)</b>	<b>-56.9%</b>	<b>\$ 40,924</b>	<b>\$ (134,365)</b>	<b>-130.5%</b>	<b>\$ 18,077</b>	<b>126.4%</b>
Operating Margin	-4.26%	-23.61%	-82.0%	-8.75%	-51.4%	6.62%	-21.29%	-131.1%	2.61%	153.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	920	1,209	-23.9%	993	-7.4%	2,930	3,494	-16.1%		0.0%
Average Revenue per Office Visit	361.46	381.82	-5.3%	355.96	1.5%	355.17	381.70	-6.9%	368.63	-3.6%
Hospital FTE's (Salaries and Wages)	17.5	24.5	-28.6%	23.4	-25.4%	18.2	23.8	-23.5%	22.5	-19.0%





**ECTOR COUNTY HOSPITAL DISTRICT  
DECEMBER 2019**

**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	\$ 38,606,526	37.5%	\$ 37,993,721	36.5%	\$ 113,788,254	37.7%	\$ 117,937,524	39.7%
Medicaid	13,481,716	13.1%	10,555,132	10.2%	35,530,025	11.8%	28,430,607	9.6%
Commercial	31,193,581	30.3%	30,612,557	29.5%	89,281,280	29.6%	85,978,427	29.0%
Self Pay	15,512,220	15.1%	20,482,836	19.7%	51,611,421	17.1%	54,302,020	18.3%
Other	4,080,153	4.0%	4,264,458	4.1%	11,602,948	3.8%	10,005,913	3.4%
<b>TOTAL</b>	<b>\$ 102,874,196</b>	<b>100.0%</b>	<b>\$ 103,908,705</b>	<b>100.0%</b>	<b>\$ 301,813,928</b>	<b>100.0%</b>	<b>\$ 296,654,490</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,176,633	34.5%	\$ 7,292,814	36.2%	\$ 21,600,764	36.9%	\$ 21,929,176	38.1%
Medicaid	2,267,979	10.9%	2,365,709	11.8%	7,259,337	12.4%	5,896,618	10.2%
Commercial	9,223,661	44.3%	8,667,562	43.1%	23,293,335	39.8%	24,156,769	42.0%
Self Pay	949,799	4.6%	1,125,887	5.6%	3,478,561	5.9%	3,643,293	6.3%
Other	1,176,107	5.7%	670,130	3.3%	2,952,477	5.0%	1,937,383	3.4%
<b>TOTAL</b>	<b>\$ 20,794,178</b>	<b>100.0%</b>	<b>\$ 20,122,103</b>	<b>100.0%</b>	<b>\$ 58,584,474</b>	<b>100.0%</b>	<b>\$ 57,563,238</b>	<b>100.0%</b>
TOTAL NET REVENUE	23,751,571		22,712,354		66,580,410		62,213,838	
% OF GROSS REVENUE	23.1%		21.9%		22.1%		21.0%	
VARIANCE	(2,957,393)		(2,590,251)		(7,995,936)		(4,650,600)	
% VARIANCE TO CASH COLLECTIONS	-12.5%		-11.4%		-12.0%		-7.5%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
DECEMBER 2019**

**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	\$ 59,856	18.0%	\$ 61,310	17.3%	\$ 172,648	16.6%	\$ 196,560	17.0%
Medicaid	122,573	36.9%	144,342	40.9%	419,635	40.3%	452,791	39.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	60,165	18.1%	65,852	18.6%	188,707	18.1%	218,503	18.9%
Self Pay	88,841	26.7%	81,393	23.0%	258,015	24.8%	288,017	24.9%
Other	1,109	0.3%	573	0.2%	1,657	0.2%	2,731	0.2%
<b>TOTAL</b>	<b>\$ 332,543</b>	<b>100.0%</b>	<b>\$ 353,471</b>	<b>100.0%</b>	<b>\$ 1,040,662</b>	<b>100.0%</b>	<b>\$ 1,158,603</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 181,485	68.1%	\$ 5,949	6.2%	\$ 296,074	53.8%	\$ 16,625	6.5%
Medicaid	54,566	20.5%	48,476	50.9%	137,929	25.0%	110,947	43.1%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	18,158	6.8%	24,682	25.9%	55,117	10.0%	76,733	29.9%
Self Pay	12,347	4.6%	16,103	16.9%	60,926	11.1%	52,406	20.4%
Other	66	0.0%	122	0.1%	682	0.1%	259	0.1%
<b>TOTAL</b>	<b>266,622</b>	<b>100.0%</b>	<b>\$ 95,332</b>	<b>100.0%</b>	<b>\$ 550,728</b>	<b>100.0%</b>	<b>\$ 256,970</b>	<b>100.0%</b>
TOTAL NET REVENUE	162,040		199,711		566,964		665,874	
% OF GROSS REVENUE	48.7%		56.5%		54.5%		57.5%	
VARIANCE	104,581		(104,380)		(16,236)		(408,904)	
% VARIANCE TO CASH COLLECTIONS	64.5%		-52.3%		-2.9%		-61.4%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 2019**

**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	\$ 25,132	25.0%	\$ 31,492	12.5%	\$ 135,397	24.2%	\$ 120,735	13.8%
Medicaid	21,253	21.2%	\$ 117,047	46.6%	143,247	25.6%	418,549	47.7%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	17,300	17.2%	\$ 47,352	18.9%	109,454	19.6%	163,644	18.7%
Self Pay	36,438	36.4%	\$ 55,238	22.0%	170,568	30.4%	174,196	19.9%
Other	243	0.2%	\$ -	0.0%	885	0.2%	-	0.0%
<b>TOTAL</b>	<b>\$ 100,366</b>	<b>100.0%</b>	<b>\$ 251,128</b>	<b>100.0%</b>	<b>\$ 559,550</b>	<b>100.0%</b>	<b>\$ 877,124</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 16,023	33.3%	\$ 8,802	10.4%	\$ 43,999	29.7%	\$ 30,361	18.2%
Medicaid	15,696	32.7%	43,977	52.1%	38,013	25.7%	56,379	33.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,101	16.9%	22,839	27.0%	33,928	22.9%	54,891	33.0%
Self Pay	7,986	16.6%	8,830	10.5%	31,376	21.2%	24,876	14.9%
Other	253	0.5%	-	0.0%	741	0.5%	-	0.0%
<b>TOTAL</b>	<b>48,059</b>	<b>100.0%</b>	<b>\$ 84,447</b>	<b>100.0%</b>	<b>\$ 148,058</b>	<b>100.0%</b>	<b>\$ 166,507</b>	<b>100.0%</b>
TOTAL NET REVENUE	18,066		100,702		357,820		350,455	
% OF GROSS REVENUE	18.0%		40.1%		63.9%		40.0%	
VARIANCE	29,993		(16,255)		(209,762)		(183,949)	
% VARIANCE TO CASH COLLECTIONS	166.0%		-16.1%		-58.6%		-52.5%	

**ECTOR COUNTY HOSPITAL DISTRICT  
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY  
DECEMBER 2019**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 1,570,812	\$ -	\$ 1,570,812
Payroll	-	-	-
Worker's Comp Claims	-	-	-
Group Medical	-	-	-
Flex Benefits	-	-	-
Mission Fitness	410,488	-	410,488
Petty Cash	8,950	-	8,950
Dispro	0.20	57,725	57,726
Debt Service	-	-	-
Tobacco Settlement	-	-	-
General Liability	-	171,998	171,998
Professional Liability	-	87,552	87,552
Funded Worker's Compensation	-	57,791	57,791
Funded Depreciation	-	6,523,977	6,523,977
Designated Funds	-	205,820	205,820
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 1,990,250	\$ 7,104,862	<b>\$ 9,095,112</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,300,000	\$ 5,300,000
Funded Depreciation	-	28,000,000	28,000,000
Funded Worker's Compensation	-	2,200,000	2,200,000
General Liability	-	2,800,000	2,800,000
Professional Liability	-	3,000,000	3,000,000
Designated Funds	30,802	3,000,000	3,030,802
Allowance for Change in Market Values	-	(81,880)	(81,880)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 30,802	\$ 44,218,120	<b>\$ 44,248,922</b>
Total Unrestricted Cash and Investments			<b>\$ 53,344,034</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 3,830,716	\$ -	\$ 3,830,716
Assets Held By Trustee - Debt Payment Reserves	33,793	-	33,793
Assets Held In Endowment-Board Designated	-	6,309,163	6,309,163
Restricted TPC, LLC-Equity Stake	522,753	-	522,753
Restricted MCH West Texas Services-Equity Stake	2,275,037	-	2,275,037
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 6,662,298	\$ 6,309,163	<b>\$ 12,971,461</b>

Total Cash & Investments			<b>\$ 66,315,495</b>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
DECEMBER 2019**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ 55,693	\$ -	\$ 55,693
Noncash Expenses:			
Depreciation and Amortization	\$ 4,572,692	\$ 38,229	4,610,922
Unrealized Gain/Loss on Investments	\$ 4,094	\$ -	4,094
Accretion (Bonds)	\$ -	\$ -	-
Changes in Assets and Liabilities			
Patient Receivables, Net	\$ (7,433,055)	\$ (189,869)	(7,622,924)
Taxes Receivable/Deferred	\$ (1,558,236)	\$ (102,160)	(1,660,396)
Inventories, Prepays and Other	\$ (3,258,783)	\$ 106,514	(3,152,269)
Accounts Payable	\$ 54,682	\$ (421,098)	(366,416)
Accrued Expenses	\$ (973,713)	\$ (1,485,565)	(2,459,278)
Due to Third Party Payors	\$ 38,495	\$ -	38,495
Accrued Post Retirement Benefit Costs	\$ 1,800,000	\$ -	1,800,000
Net Cash Provided by Operating Activities	<u>\$ (6,698,130)</u>	<u>\$ (2,053,948)</u>	<u>\$ (8,752,078)</u>
Cash Flows from Investing Activities:			
Investments	\$ 26,699	\$ -	\$ 26,699
Acquisition of Property and Equipment	\$ (3,014,921)	\$ -	(3,014,921)
Net Cash used by Investing Activities	<u>\$ (2,988,222)</u>	<u>\$ -</u>	<u>\$ (2,988,222)</u>
Cash Flows from Financing Activities:			
Intercompany Activities	\$ (2,053,998)	\$ 2,053,998	-
Net Repayment of Long-term Debt/Bond Issuance	\$ (814,205)	\$ -	(814,205)
Net Cash used by Financing Activities	<u>\$ (2,868,203)</u>	<u>\$ 2,053,998</u>	<u>\$ (814,205)</u>
Net Increase (Decrease) in Cash	\$ (12,554,554)	\$ 50	\$ (12,554,504)
Beginning Cash & Cash Equivalents @ 9/30/2019	<u>\$ 34,621,127</u>	<u>\$ 4,700</u>	<u>\$ 34,625,827</u>
Ending Cash & Cash Equivalents @ 12/31/2019	<u><u>\$ 22,066,573</u></u>	<u><u>\$ 4,750</u></u>	<u><u>\$ 22,071,323</u></u>
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 9,095,112	\$ 4,750	\$ 9,099,862
Restricted Assets	\$ 12,971,461	\$ -	12,971,461
Ending Cash & Cash Equivalents @ 12/31/2019	<u><u>\$ 22,066,573</u></u>	<u><u>\$ 4,750</u></u>	<u><u>\$ 22,071,323</u></u>

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

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 357,473	\$ 1,510,369	\$ (1,152,896)	\$ 347,199	\$ 10,274
NOVEMBER	1,151,010	1,510,369	(359,359)	863,534	287,476
DECEMBER	3,300,400	1,510,369	1,790,031	3,052,335	248,065
TOTAL	<u>\$ 4,808,882</u>	<u>\$ 4,531,107</u>	<u>\$ 277,775</u>	<u>\$ 4,263,067</u>	<u>\$ 545,816</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 4,204,814	\$ 4,083,969	\$ 120,845	\$ 4,584,041	\$ (379,228)
NOVEMBER	4,143,047	4,109,569	33,478	4,601,483	(458,436)
DECEMBER	4,251,049	4,166,072	84,977	4,814,865	(563,815)
SUB TOTAL	12,598,910	12,359,610	239,300	14,000,389	(1,401,479)
ACCRUAL	263,624	-	263,624		263,624
TOTAL	<u>\$ 12,862,534</u>	<u>\$ 12,359,610</u>	<u>\$ 502,924</u>	<u>\$ 14,000,389</u>	<u>\$ (1,137,855)</u>
TAX REVENUE	<u><u>\$ 17,671,416</u></u>	<u><u>\$ 16,890,717</u></u>	<u><u>\$ 780,699</u></u>	<u><u>\$ 18,263,456</u></u>	<u><u>\$ (592,040)</u></u>

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

<b>CASH ACTIVITY</b>	<b>TAX (IGT) ASSESSED</b>	<b>GOVERNMENT PAYOUT</b>	<b>BURDEN ALLEVIATION</b>	<b>NET INFLOW</b>
<b>DSH</b>				
1st Qtr	\$ (1,200,156)	\$ 3,056,849		\$ 1,856,693
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (1,200,156)</b>	<b>\$ 3,056,849</b>		<b>\$ 1,856,693</b>
<b>UC</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>Regional UPL (Community Benefit)</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>REGIONAL UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>UHRIP</b>				
1st Qtr	\$ (1,880,035)	\$ 1,978,942		\$ 98,907
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ (1,880,035)</b>	<b>\$ 1,978,942</b>		<b>\$ 98,907</b>
<b>GME</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
<b>GME TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>MCH Cash Activity</b>	<b>\$ (3,080,191)</b>	<b>\$ 5,035,791</b>		<b>\$ 1,955,600</b>
<b>ProCare Cash Activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Blended Cash Activity</b>	<b>\$ (3,080,191)</b>	<b>\$ 5,035,791</b>	<b>\$ -</b>	<b>\$ 1,955,600</b>

<b>INCOME STATEMENT ACTIVITY:</b>	<b>MCH</b>	<b>PROCARE</b>	<b>BLENDED</b>
<b>FY 2020 Accrued / (Deferred) Adjustments:</b>			
DSH Accrual	\$ 2,423,142	\$ -	\$ 2,423,142
Uncompensated Care Accrual	2,197,032	-	2,197,032
Regional UPL Accrual	-	-	-
URIP	(1,328,279)	-	(1,328,279)
GME	282,276	-	282,276
Regional UPL Benefit	-	-	-
<b>Medicaid Supplemental Payments</b>	<b>3,574,171</b>	<b>-</b>	<b>3,574,171</b>
DSRIP Accrual	1,438,377	-	1,438,377
<b>Total Adjustments</b>	<b>\$ 5,012,548</b>	<b>\$ -</b>	<b>\$ 5,012,548</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY  
AS OF DECEMBER 31, 2019**

<u>ITEM</u>	CIP BALANCE AS OF 11/30/2019	DECEMBER "+" ADDITIONS	DECEMBER "-." ADDITIONS	DECEMBER TRANSFERS	CIP BALANCE AS OF 12/31/2019	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) APRVD/BUDGET
<u>RENOVATIONS</u>									
ICU/CCU UPGRADES	293,772	55,255	-	-	349,027	-	349,027	500,000	150,973
DIABETES CENTER	-	971	-	-	971	-	971	150,000	149,029
ODP MOB UPGRADES	-	-	-	-	-	-	-	150,000	150,000
REGIONAL LAB	585	-	-	-	585	-	585	150,000	149,415
<b>SUB-TOTAL</b>	<b>\$ 294,357</b>	<b>\$ 56,226</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,583</b>	<b>\$ -</b>	<b>\$ 350,583</b>	<b>\$ 950,000</b>	<b>\$ 599,417</b>
<u>MINOR BUILDING IMPROVEMENT</u>									
DRAINAGE REPAIRS	17,915	-	(2,600)	(15,315)	-	-	-	45,000	45,000
SECURITY FENCING	-	-	-	-	-	-	-	45,000	45,000
ER RESTROOMS	19,374	9,021	-	(28,394)	-	-	-	45,000	45,000
9 CENTRAL 4 CENTRAL RESTROOMS	21,323	5,135	-	-	26,458	-	26,458	30,000	3,542
PATHOLOGY RENOVATION	12,828	-	-	-	12,828	-	12,828	20,000	7,172
L&D SLEEP ROOM	8,565	1,792	-	-	10,357	-	10,357	45,000	34,643
REFRACTORY BOILER UPGRADE	-	-	-	-	-	-	-	30,000	30,000
REHAB EXPANSION	-	3,762	-	-	3,762	-	3,762	25,000	21,238
<b>SUB-TOTAL</b>	<b>\$ 80,004</b>	<b>\$ 19,710</b>	<b>\$ (2,600)</b>	<b>\$ (43,709)</b>	<b>\$ 53,405</b>	<b>\$ -</b>	<b>\$ 53,405</b>	<b>\$ 285,000</b>	<b>\$ 231,595</b>
<u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 1,088,967	\$ 47,746	\$ (224,337)	\$ -	\$ 912,376	\$ -	\$ 912,376	\$ 2,000,000	\$ 1,087,624
<b>SUB-TOTAL</b>	<b>\$ 1,088,967</b>	<b>\$ 47,746</b>	<b>\$ (224,337)</b>	<b>\$ -</b>	<b>\$ 912,376</b>	<b>\$ -</b>	<b>\$ 912,376</b>	<b>\$ 2,000,000</b>	<b>\$ 1,087,624</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 1,463,327</b>	<b>\$ 123,683</b>	<b>\$ (226,937)</b>	<b>\$ (43,709)</b>	<b>\$ 1,316,364</b>	<b>\$ -</b>	<b>\$ 1,316,364</b>	<b>\$ 3,235,000</b>	<b>\$ 1,918,636</b>



**ECTOR COUNTY HOSPITAL DISTRICT**  
**CAPITAL PROJECT & EQUIPMENT EXPENDITURES**  
**DECEMBER 2019**

<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
Drainage Repairs	BUILDING	\$ 15,315
ER Restrooms Renovation	BUILDING	28,394
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 43,709</b>
<b>EQUIPMENT PURCHASES</b>		
None		\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 43,709</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FISCAL 2020 CAPITAL EQUIPMENT  
CONTINGENCY FUND  
DECEMBER 2019**

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-19	IER RENOVATION	6850	125,000	-	100,448	24,552
Oct-19	9C TELEMETRY UPGRADE	6190	45,000	-	29,991	15,009
Oct-19	Imaging (X-Ray)	7260	-	-	186,900	(186,900)
Oct-19	Anesthesia CareAware	7370	-	-	57,166	(57,166)
Oct-19	Cart	6620	-	-	4,876	(4,876)
Oct-19	Savi Scout Surgical Guidance System	7240	-	-	65,000	(65,000)
Oct-19	Walter Lorenz Surgical Assist Arm	6620	-	-	45,320	(45,320)
Oct-19	Portable Monitors	6850	-	-	20,744	(20,744)
Oct-19	Bio-Console 560 Speed Controller System	6620	-	-	15,000	(15,000)
Nov-19	Isolation Room Renovations	8200	151,650	-	168,924	(17,274)
Nov-19	Procure Administration Renovation	9300	298,800	-	300,245	(1,445)
Nov-19	Windows 2012 Server	9100	-	-	14,476	(14,476)
Nov-19	Ice Maker	8020	-	-	3,500	(3,500)
Nov-19	Monitor (Cardiac)	6090	-	-	176,453	(176,453)
Nov-19	Air Curtain Refrigerator	8020	-	-	10,075	(10,075)
Nov-19	Vital Signs Monitor	6630	-	-	7,399	(7,399)
Dec-19	Drainage Repairs	8200	45,000	-	15,315	29,685
Dec-19	IER Restrooms Renovation	8200	45,000	-	28,394	16,606
Dec-19	PeriFlux 6000 Stand Alone TCPO2 System	7460	-	-	10,174	(10,174)
Dec-19	Honda Odyssey	9300	-	-	29,500	(29,500)
			<b>\$ 1,310,450</b>	<b>\$ -</b>	<b>\$ 1,289,900</b>	<b>\$ 20,550</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER  
DECEMBER 2019**

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL AUDITED</b>	<b>PRO CARE AUDITED</b>	
AR DISPRO/UPL	\$ 566,449	\$ (1,451,404)	\$ -	\$ 2,017,852
AR UNCOMPENSATED CARE	2,197,032	4,432,866	-	(2,235,834)
AR DSRIP	4,217,456	2,292,166	-	1,925,290
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	2,765,554	2,213,798	-	551,756
AR GME	282,276	(147,966)	-	430,242
AR BAB REVENUE	315,078	82,117	-	232,961
AR PHYSICIAN GUARANTEES	189,630	210,927	-	(21,297)
AR ACCRUED INTEREST	160,374	220,763	-	(60,389)
AR OTHER:	2,062,134	1,966,337	45,727	50,069
Procure On-Call Fees	-	-	-	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	2,062,134	1,966,337	45,727	50,069
AR DUE FROM THIRD PARTY PAYOR	3,392,418	2,986,344	-	406,075
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 16,958,020</b>	<b>\$ 13,615,568</b>	<b>\$ 45,727</b>	<b>\$ 3,296,725</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
DECEMBER 2019**

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
9 CENTRAL	4.0	2.4	64.6%	1.7	127.3%	4.6	2.3	100.3%	1.8	155.6%
OPERATING ROOM	2.0	-	0.0%	-	0.0%	2.6	-	0.0%	-	0.0%
PM&R - PHYSICAL	2.1	2.1	-0.2%	-	0.0%	2.6	2.0	30.6%	-	0.0%
7 CENTRAL	1.7	0.0	15350.0%	-	0.0%	2.5	0.0	21524.7%	-	0.0%
6 Central	2.0	0.4	405.6%	-	0.0%	2.2	0.4	527.0%	0.0	9269.6%
CARDIOPULMONARY	2.6	-	0.0%	0.4	529.3%	2.2	-	0.0%	0.7	197.4%
STERILE PROCESSING	2.1	-	0.0%	4.0	-48.6%	2.2	-	0.0%	4.4	-51.0%
5 CENTRAL	2.6	0.3	822.0%	-	0.0%	2.1	0.2	736.1%	-	0.0%
IMAGING - DIAGNOSTICS	2.0	-	0.0%	-	0.0%	2.0	-	0.0%	-	0.0%
LABOR AND DELIVERY	2.3	0.0	5098.3%	-	0.0%	1.6	0.0	3367.5%	-	0.0%
INTENSIVE CARE UNIT 4 (CCU)	1.2	0.4	219.4%	0.3	234.9%	1.4	0.3	315.0%	0.8	75.7%
8 CENTRAL	1.8	0.1	1244.2%	-	0.0%	1.2	0.1	825.6%	-	0.0%
4 CENTRAL	0.4	0.1	653.1%	-	0.0%	1.0	0.1	1764.7%	0.0	4077.0%
4 EAST	0.8	0.4	140.3%	-	0.0%	0.9	0.3	177.4%	-	0.0%
MEDICAL STAFF	0.8	0.5	56.3%	-	0.0%	0.9	0.5	72.0%	-	0.0%
IMAGING - ULTRASOUND	1.0	0.3	296.4%	0.7	39.6%	0.7	0.2	176.2%	0.7	-3.0%
6 West	0.5	0.2	146.9%	-	0.0%	0.3	0.2	64.4%	-	0.0%
NURSING ORIENTATION	-	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
EMERGENCY DEPARTMENT	-	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
PM&R - SPEECH	-	0.2	-100.0%	-	0.0%	0.1	0.2	-60.9%	-	0.0%
INTENSIVE CARE UNIT 2	-	0.3	-100.0%	-	0.0%	0.0	0.2	-80.4%	0.6	-92.6%
INPATIENT REHAB	-	-	0.0%	0.7	-100.0%	0.0	-	0.0%	0.7	-93.5%
5 WEST	0.1	-	0.0%	-	0.0%	0.0	-	0.0%	-	0.0%
FINANCIAL ACCOUNTING	-	-	0.0%	0.7	-100.0%	-	-	0.0%	0.8	-100.0%
IT OPERATIONS	-	-	0.0%	1.1	-100.0%	-	-	0.0%	1.1	-100.0%
TRAUMA SERVICE	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.2	-100.0%
IMAGING - NUCLEAR MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - OCCUPATIONAL	-	1.1	-100.0%	0.9	-100.0%	-	1.0	-100.0%	1.0	-100.0%
INPATIENT REHAB - THERAPY	-	-	0.0%	0.8	-100.0%	-	-	0.0%	0.6	-100.0%
FOOD SERVICE	-	-	0.0%	1.5	-100.0%	-	-	0.0%	1.1	-100.0%
ADMINISTRATION	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PATIENT ACCOUNTING	-	-	0.0%	0.3	-100.0%	-	-	0.0%	0.6	-100.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
NEO-NATAL INTENSIVE CARE	-	0.1	-100.0%	-	0.0%	-	0.1	-100.0%	0.0	-100.0%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CARDIOPULMONARY - NICU	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CERNER	-	-	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%
<b>SUBTOTAL</b>	<b>30.0</b>	<b>8.8</b>	<b>239.7%</b>	<b>13.4</b>	<b>123.2%</b>	<b>31.5</b>	<b>8.3</b>	<b>277.8%</b>	<b>15.2</b>	<b>107.2%</b>
<b>TRANSITION LABOR</b>										
LABORATORY - CHEMISTRY	3.3	3.2	3.3%	4.0	-17.7%	3.3	3.0	8.9%	3.4	-3.2%
INTENSIVE CARE UNIT 4 (CCU)	2.0	-	0.0%	3.6	-44.9%	2.2	-	0.0%	4.3	-48.6%
7 CENTRAL	0.7	0.1	701.6%	3.9	-81.2%	1.7	0.1	1874.2%	3.9	-55.5%
NEO-NATAL INTENSIVE CARE	1.3	0.1	1770.8%	5.3	-76.1%	1.2	0.1	1660.4%	5.7	-78.9%
INPATIENT REHAB - THERAPY	1.0	1.1	-15.1%	1.1	-12.7%	1.0	1.0	-4.6%	0.7	36.4%
PM&R - OCCUPATIONAL	0.7	1.1	-28.6%	1.0	-21.6%	0.9	1.0	-9.8%	1.0	-11.4%
INTENSIVE CARE UNIT 2	0.8	0.1	1026.8%	1.6	-52.6%	0.8	0.1	1221.6%	1.8	-54.6%
4 EAST	-	-	0.0%	1.9	-100.0%	0.2	-	0.0%	1.9	-91.6%
9 CENTRAL	-	-	0.0%	-	0.0%	0.0	-	0.0%	0.1	-80.7%
8 CENTRAL	-	-	0.0%	2.5	-100.0%	-	-	0.0%	2.7	-100.0%
INPATIENT REHAB	-	1.0	-100.0%	1.1	-100.0%	-	1.0	-100.0%	1.9	-100.0%
OPERATING ROOM	-	2.1	-100.0%	2.3	-100.0%	-	2.0	-100.0%	2.2	-100.0%
6 Central	-	-	0.0%	0.4	-100.0%	-	-	0.0%	0.9	-100.0%
LABORATORY - HEMATOLOGY	-	-	0.0%	1.0	-100.0%	-	-	0.0%	1.1	-100.0%
EMERGENCY DEPARTMENT	-	-	0.0%	0.9	-100.0%	-	-	0.0%	1.0	-100.0%
5 CENTRAL	-	-	0.0%	0.8	-100.0%	-	-	0.0%	0.9	-100.0%
4 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
LABOR AND DELIVERY	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
6 West	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
5 WEST	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - PHYSICAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>9.8</b>	<b>8.7</b>	<b>12.6%</b>	<b>31.3</b>	<b>-68.8%</b>	<b>11.3</b>	<b>8.2</b>	<b>37.8%</b>	<b>33.7</b>	<b>-66.4%</b>
<b>GRAND TOTAL</b>	<b>39.8</b>	<b>17.5</b>	<b>127.1%</b>	<b>44.7</b>	<b>-11.1%</b>	<b>42.8</b>	<b>16.5</b>	<b>158.7%</b>	<b>48.8</b>	<b>-12.4%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY  
DECEMBER 2019**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 40,892	\$ -	\$ 40,892	100.0%	\$ 638	6304.5%	\$ 140,374	\$ -	\$ 140,374	100.0%	\$ 42,549	229.9%
OR TEMPORARY LABOR	34,495	-	34,495	100.0%	-	100.0%	125,192	-	125,192	100.0%	-	100.0%
IMCU9 TEMPORARY LABOR	56,947	30,099	26,848	89.2%	20,123	183.0%	193,014	84,060	108,954	129.6%	59,648	223.6%
7C TEMPORARY LABOR	24,638	134	24,504	18286.5%	-	100.0%	102,789	379	102,410	27021.2%	-	100.0%
DIAG TEMPORARY LABOR	27,168	-	27,168	100.0%	-	100.0%	81,169	-	81,169	100.0%	-	100.0%
6C TEMPORARY LABOR	28,145	5,233	22,912	437.8%	-	100.0%	90,484	13,865	76,619	552.6%	616	14578.9%
SP TEMPORARY LABOR	26,618	-	26,618	100.0%	39,654	-32.9%	75,672	-	75,672	100.0%	148,983	-49.2%
L & D TEMPORARY LABOR	36,094	573	35,521	6199.1%	-	100.0%	76,268	1,792	74,476	4156.1%	-	100.0%
5C TEMPORARY LABOR	34,159	3,382	30,777	910.0%	-	100.0%	80,478	9,035	71,443	790.7%	-	100.0%
PT TEMPORARY LABOR	38,485	31,466	7,019	22.3%	-	100.0%	132,730	87,602	45,128	51.5%	-	100.0%
ICU4 TEMPORARY LABOR	16,334	5,744	10,590	184.4%	4,579	256.7%	56,152	15,687	40,465	258.0%	34,580	62.4%
MED STAFF TEMPORARY LABOR	23,120	15,012	8,108	54.0%	-	100.0%	76,330	45,036	31,294	69.5%	-	100.0%
ALL OTHER	67,649	39,351	28,298	71.9%	69,277	-2.4%	218,328	111,097	107,231	96.5%	234,394	-6.9%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 454,744</b>	<b>\$ 130,994</b>	<b>\$ 323,750</b>	<b>247.1%</b>	<b>\$ 134,272</b>	<b>238.7%</b>	<b>\$ 1,448,981</b>	<b>\$ 368,553</b>	<b>\$ 1,080,428</b>	<b>293.2%</b>	<b>\$ 520,772</b>	<b>178.2%</b>
ICU4 TRANSITION LABOR	\$ 21,140	\$ -	\$ 21,140	100.0%	\$ 32,843	-35.6%	\$ 69,399	\$ -	\$ 69,399	100.0%	\$ 127,460	-45.6%
7C TRANSITION LABOR	9,246	1,081	8,165	755.3%	42,167	-78.1%	57,798	3,056	54,742	1791.3%	124,133	-53.4%
CHEM TRANSITION LABOR	28,015	20,830	7,185	34.5%	33,059	-15.3%	79,059	57,932	21,127	36.5%	76,155	3.8%
ALL OTHER	42,256	52,501	(10,245)	-19.5%	239,553	-82.4%	146,034	148,172	(2,138)	-1.4%	776,518	-81.2%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 100,656</b>	<b>\$ 74,412</b>	<b>\$ 26,244</b>	<b>35.3%</b>	<b>\$ 347,622</b>	<b>-71.0%</b>	<b>\$ 352,290</b>	<b>\$ 209,160</b>	<b>\$ 143,130</b>	<b>68.4%</b>	<b>\$ 1,104,266</b>	<b>-68.1%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 555,400</b>	<b>\$ 205,406</b>	<b>\$ 349,994</b>	<b>170.4%</b>	<b>\$ 481,894</b>	<b>15.3%</b>	<b>\$ 1,801,271</b>	<b>\$ 577,713</b>	<b>\$ 1,223,558</b>	<b>211.8%</b>	<b>\$ 1,625,037</b>	<b>10.8%</b>
HIM CODING SERVICES	\$ 447,931	\$ 23,250	\$ 424,681	1826.6%	\$ 354,728	26.3%	\$ 1,421,604	\$ 361,104	\$ 1,060,500	293.7%	\$ 1,399,393	1.6%
PA E-SCAN DATA SYSTEM	865,380	151,904	713,476	469.7%	57,189	1413.2%	1,287,002	450,812	836,190	185.5%	162,699	691.0%
ADMIN LEGAL FEES	87,482	39,583	47,899	121.0%	109,951	-20.4%	318,440	118,749	199,691	168.2%	342,167	-6.9%
NSG OTHER PURCH SVCS	62,194	5,736	56,458	984.3%	2,289	2616.6%	94,370	17,208	77,162	448.4%	9,254	919.8%
PA ELIGIBILITY FEES	53,415	34,846	18,569	53.3%	106,689	-49.9%	170,858	103,414	67,444	65.2%	71,305	139.6%
AMBULANCE FEES	39,118	11,173	27,945	250.1%	20,346	92.3%	114,821	33,159	81,662	246.3%	31,294	266.9%
COMPLIANCE CONSULTING FEES	20,997	10,112	10,885	107.6%	16,279	29.0%	96,345	30,336	66,009	217.6%	39,911	141.4%
ADMIN OTHER FEES	20,768	19,120	1,648	8.6%	8,875	134.0%	109,981	57,360	52,621	91.7%	92,112	19.4%
SP OTHER PURCH SVCS	44,178	35,000	9,178	26.2%	-	100.0%	139,562	105,000	34,562	32.9%	-	100.0%
PH CONTRACT PURCH SVC	18,849	7,278	11,571	159.0%	3,953	376.8%	53,251	21,834	31,417	143.9%	12,462	327.3%
DIET OTHER PURCH SVCS	25,071	9,746	15,325	157.2%	8,609	191.2%	54,081	29,238	24,843	85.0%	27,605	95.9%
OR FEES ( PERFUSION SERVICES )	34,670	28,135	6,535	23.2%	15,417	124.9%	108,260	84,405	23,855	28.3%	70,266	54.1%
FIN ACCT COST REPORT/CONSULTANT FEES	48,686	14,643	34,043	232.5%	40,625	19.8%	63,382	43,929	19,453	44.3%	45,506	39.3%
HISTOLOGY SERVICES	38,816	35,737	3,079	8.6%	17,363	123.6%	125,930	107,211	18,719	17.5%	83,255	51.3%
CREDIT CARD FEES	21,353	19,354	1,999	10.3%	32,755	-34.8%	73,882	57,438	16,444	28.6%	27,941	164.4%
UOM ( EHR FEES )	20,791	16,905	3,886	23.0%	15,550	33.7%	59,351	50,715	8,636	17.0%	54,764	8.4%
MED ASSETS CONTRACT	35,223	25,148	10,075	40.1%	7,502	369.5%	57,736	75,444	(17,708)	-23.5%	37,327	54.7%
SERV EXC SURVEY SERVICES	74,453	85,407	(10,954)	-12.8%	75,067	-0.8%	216,096	256,221	(40,125)	-15.7%	223,706	-3.4%
COMM REL ADVERTISEMENT PURCH SVCS	26,474	50,000	(23,526)	-47.1%	91,718	-71.1%	89,718	150,000	(60,282)	-40.2%	129,737	-30.8%
DIALYSIS SERVICES	117,518	147,511	(29,993)	-20.3%	185,330	-36.6%	329,595	401,433	(71,838)	-17.9%	399,113	-17.4%
PRIMARY CARE WEST OTHER PURCH SVCS	52,826	62,907	(10,081)	-16.0%	61,457	-14.0%	153,007	181,851	(28,844)	-15.9%	182,968	-16.4%
ADM CONSULTANT FEES	19,262	85,417	(66,155)	-77.4%	181,169	-89.4%	109,361	256,251	(146,890)	-57.3%	540,824	-79.8%
FHC OTHER PURCH SVCS	77,730	116,100	(38,370)	-33.0%	87,997	-11.7%	213,649	335,422	(121,773)	-36.3%	275,294	-22.4%
PT ACCTS COLLECTION FEES	514,073	1,014,884	(500,811)	-49.3%	464,785	10.6%	1,527,454	3,011,914	(1,484,460)	-49.3%	1,025,091	49.0%
ALL OTHERS	2,651,937	2,789,152	(137,215)	-4.9%	2,784,467	-4.8%	7,717,049	8,365,998	(648,949)	-7.8%	7,454,716	3.5%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 5,419,194</b>	<b>\$ 4,839,048</b>	<b>\$ 580,146</b>	<b>12.0%</b>	<b>\$ 4,750,110</b>	<b>14.1%</b>	<b>\$ 14,704,787</b>	<b>\$ 14,706,446</b>	<b>\$ (1,659)</b>	<b>0.0%</b>	<b>\$ 12,738,710</b>	<b>15.4%</b>

Ector County Hospital District  
Debt Service Coverage Calculation  
DECEMBER 2019

Average Annual Debt Service Requirements of 110%:

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Change in net position	-	55,693	55,693	222,772
Deficiency of revenues over expenses	-	55,693	55,693	222,772
Depreciation/amortization	54,080	4,569,252	4,623,332	18,493,328
GASB 68	-	1,800,000	1,800,000	7,200,000
Interest expense	-	731,610	731,610	2,926,441
(Gain) or loss on fixed assets	-	-	-	-
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	(4,094)	(4,094)	(16,376)
Consolidated net revenues	54,080	7,152,461	7,206,541	28,826,164

**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%
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
	3,702,628.95	606,814.63	4,309,443.57	

OR

2.)

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

	Bonds	
Debt Service	4,717,713	← higher of the two

**Covenant Computation**

Current FYTD

152.8%

(needs to be 110% or higher)

611.0%

**Liquidity Requirement**

Cash on Hand Requirement

2020	80
2021+	100

DECEMBER 2019

Consolidated operating costs	101,767,229
Less depreciation and amortization	(4,623,332)
Less other non cash expenses:	
GASB 68 - from above	(1,800,000)
GASB 75 - from above	-

Adjusted expenses 95,343,898

**Expenses per day 1,036,347**

Unrestricted cash and cash equivalents 9,099,862

Internally designated noncurrent cash and investments 44,248,922

Assets held in endowment, board designated 6,309,163

**Total cash for calculation 59,657,946**

**Days cash on hand 57.57**

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED RATIO ANALYSIS  
DECEMBER 31, 2019**

		YTD DECEMBER 2020	2018 S&P Comparison**	YTD September 2019	YTD September 2018	YTD September 2017
<b><u>Statement of Operations:</u></b>						
Salaries & Benefits/Net Pt Rev (%)	↓	61.3	57.5	67.4	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↓	35.5	N/A	41.1	34.6	19.2
Maximum Debt Service Coverage (x)	↑	5.7	2.6	5.3	7.1	7.9
Maximum Debt Service/Total Operating Revenue	↓	1.1	N/A	1.3	1.7	1.8
Interest Coverage (x) <sup>1</sup>						
EBITDA Margin (%) <sup>1</sup>	↓	5.3	8.7	5.6	74.3	51.7
Operating Margin (%)	↑	-0.1	0.7	-2.0	-0.7	0.7
Profit Margin (%)	↑	0.1	2.3	-1.1	-8.4	47.4
<b><u>Balance Sheet:</u></b>						
Average Age Net Fixed Assets (years)	↑	16.0	12.4	13.2	13.8	12.7
Cushion Ratio (x)	↓	14.1	13.3	15.5	15.0	11.3
Days' Cash on Hand	↓	57.6	159.1	65.5	71.4	58.9
Days in Accounts Receivable	↑	61.7	46.8	44.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↓	9.9	9.9	9.9	-0.3	190.2
Unrestricted Cash/Long-Term Debt (%)	↑	135.8	131.3	130.6	177.7	193.1
Long-Term Debt/Capitalization (%)	↓	17.8	34.3	19.7	18.0	18.6
Payment Period (days)	↓	49.2	N/A	63.1	57.9	51.0
<b><u>Other Ratios:</u></b>						
Inventory Turnover <sup>2</sup>	↓	8.1	17.0	9.4	12.0	5.5

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

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

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



# Financial Presentation

For the Month Ended

December 31, 2019

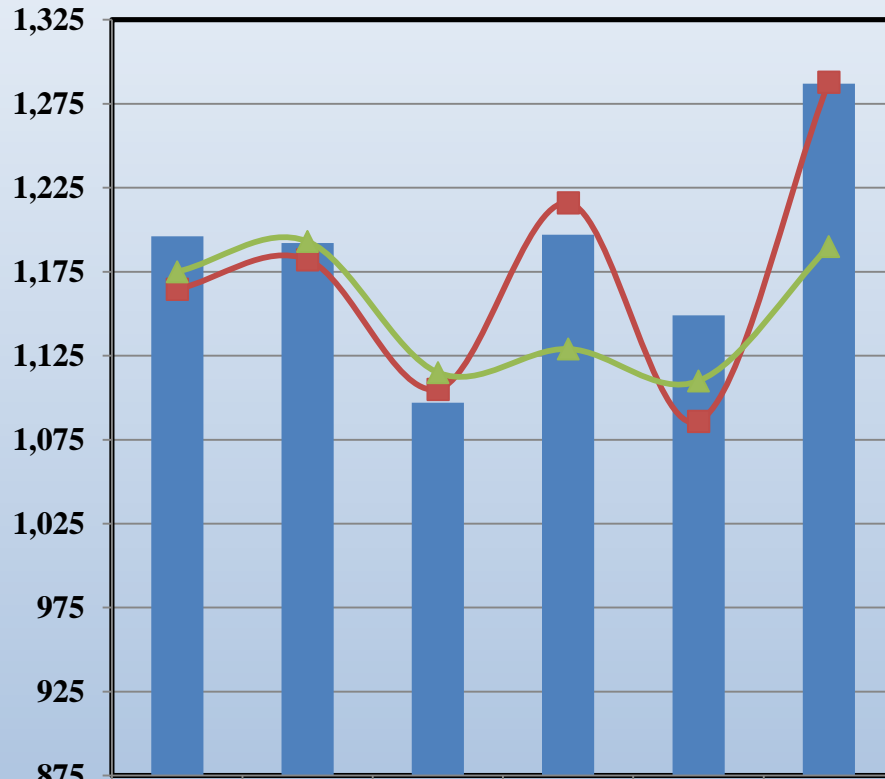


# Volume



# Admissions

## *Total – Adults and NICU*

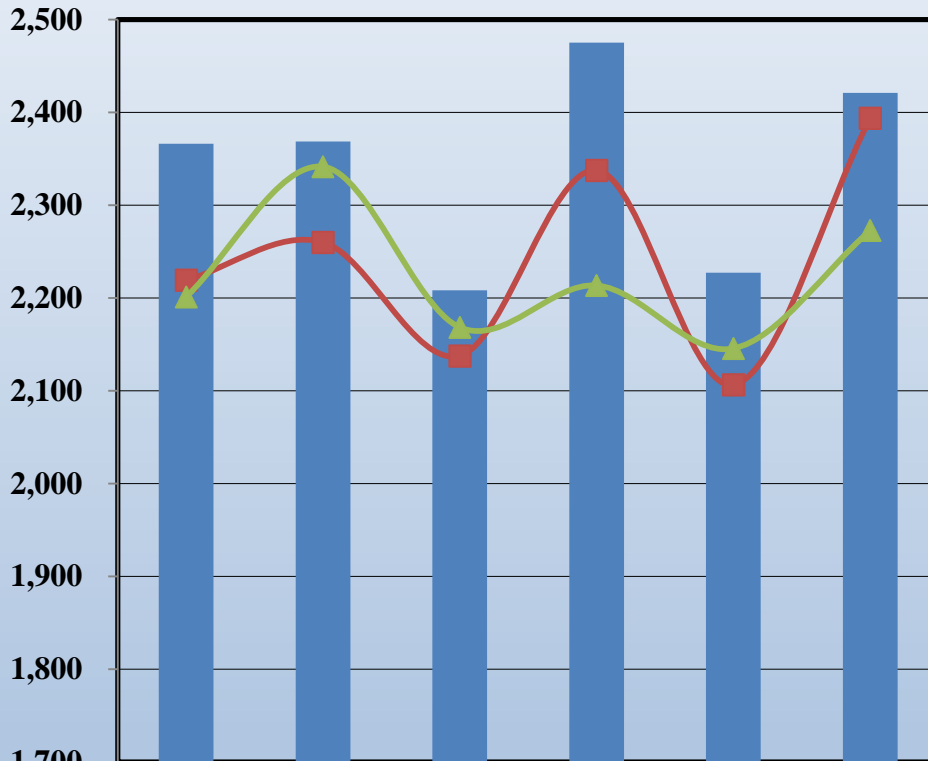


	Jul	Aug	Sep	Oct	Nov	Dec
Act	1,196	1,192	1,097	1,197	1,149	1,287
Bud	1,165	1,182	1,105	1,216	1,086	1,288
Prior	1,175	1,193	1,115	1,129	1,110	1,190

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,287	1,288	1,190
Var %		-0.1%	8.2%
Year-To-Date	3,633	3,590	3,429
Var %		1.2%	5.9%
Annualized	14,306	13,766	13,698
Var %		3.9%	4.4%

# Adjusted Admissions

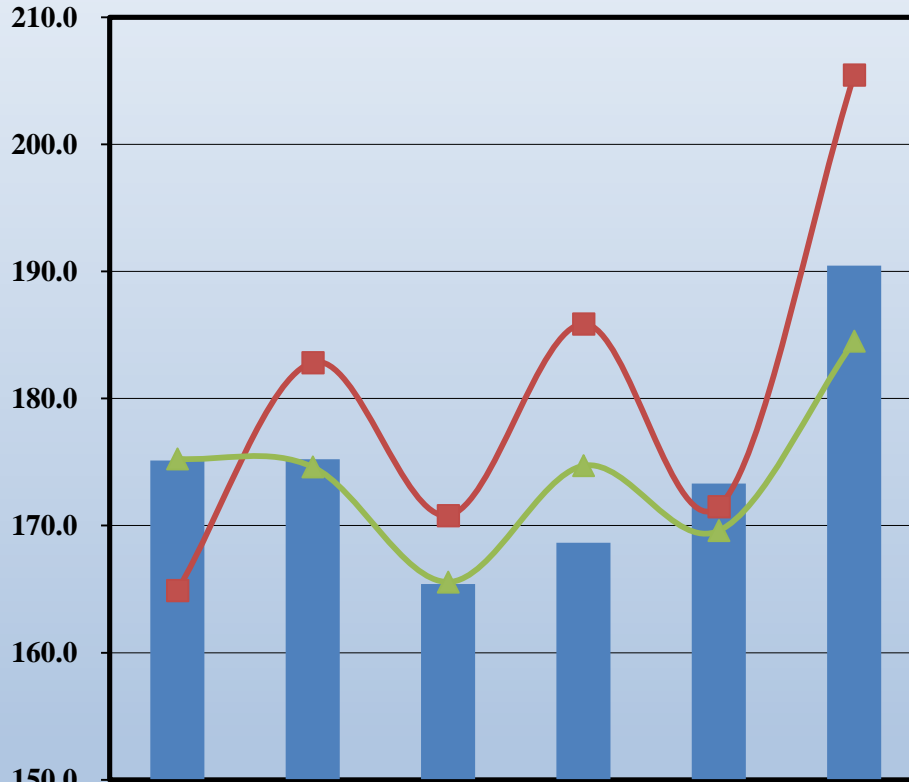
*Including Acute & Rehab Unit*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2,421	2,394	2,273
Var %		1.1%	6.5%
Year-To-Date	7,123	6,838	6,632
Var %		4.2%	7.4%
Annualized	27,745	26,221	26,243
Var %		5.8%	5.7%

	Jul	Aug	Sep	Oct	Nov	Dec
Act	2,366	2,369	2,208	2,475	2,227	2,421
Bud	2,219	2,260	2,138	2,338	2,106	2,394
Prior	2,201	2,342	2,168	2,214	2,146	2,273

# Average Daily Census

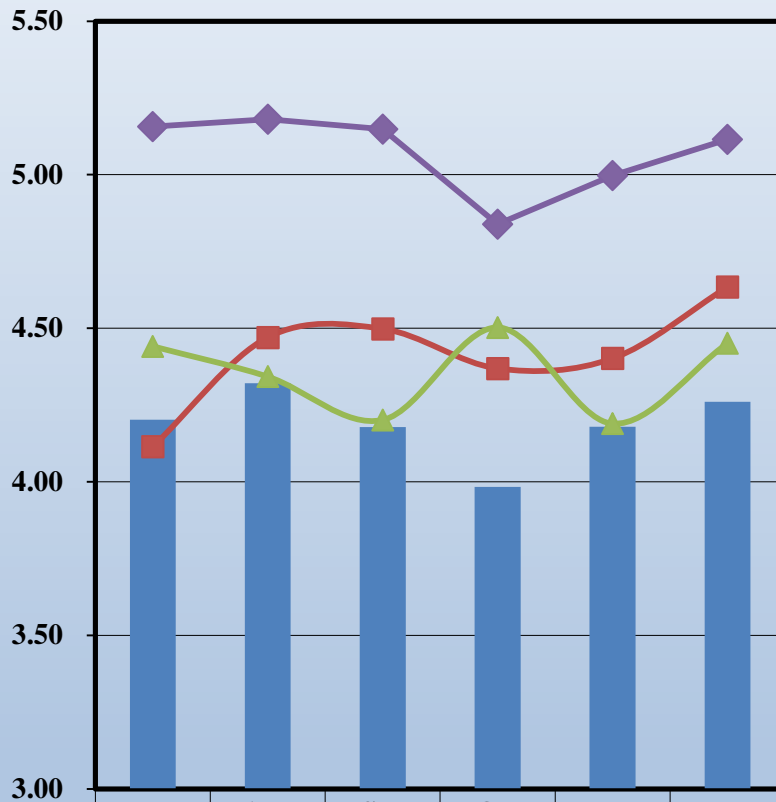


	Jul	Aug	Sep	Oct	Nov	Dec
Act	175.1	175.2	165.4	168.6	173.3	190.5
Bud	164.9	182.8	170.8	185.9	171.5	205.5
Prior	175.3	174.6	165.6	174.7	169.6	184.5

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	190.5	205.5	184.5
Var %		-7.3%	3.2%
Year-To-Date	177.5	187.8	176.3
Var %		-5.5%	0.7%
Annualized	181.9	184.3	179.6
Var %		-1.3%	1.3%

# Average Length of Stay

## Total – Adults and Pedi

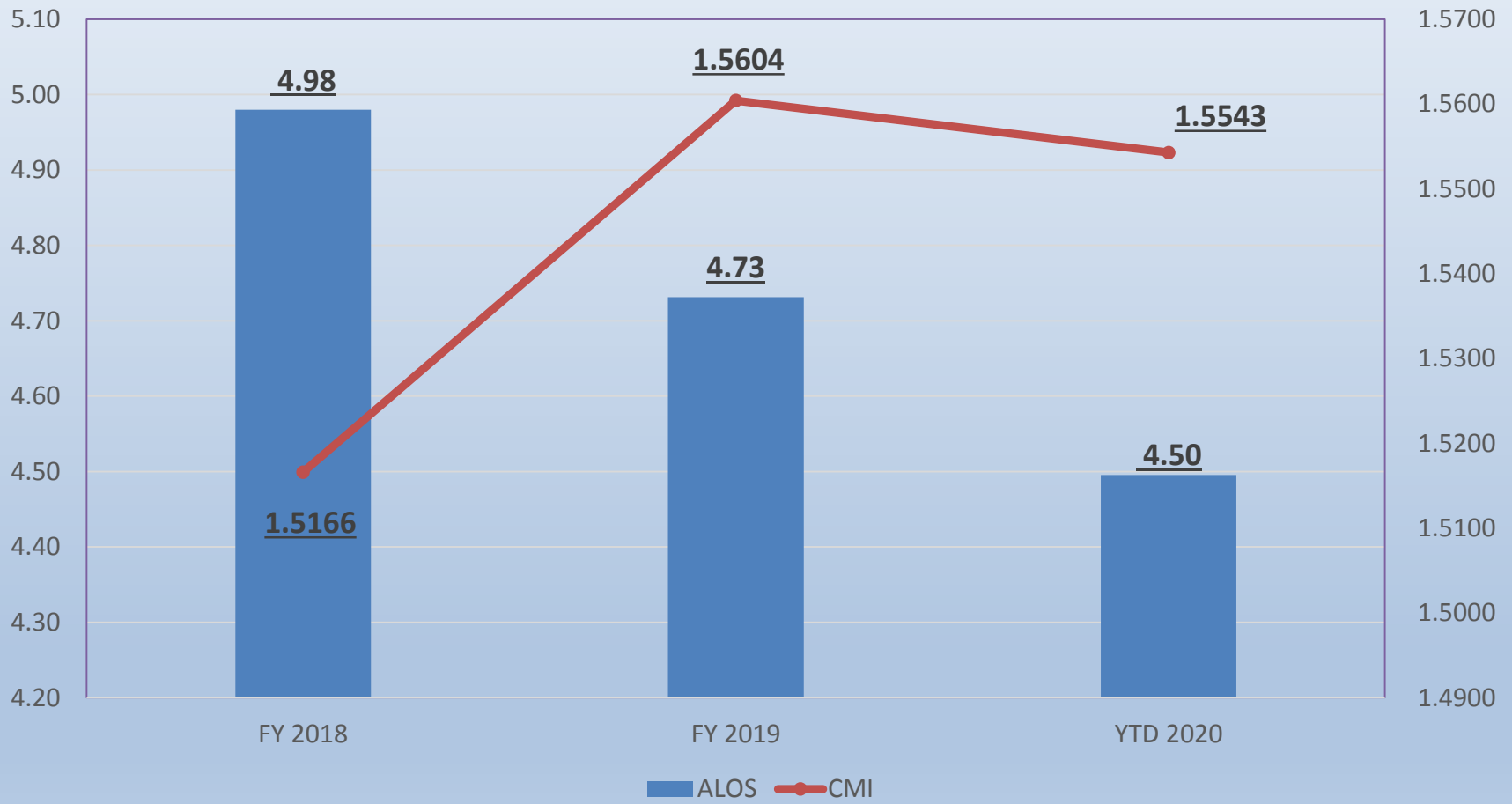


Act	4.20	4.32	4.18	3.98	4.18	4.26
Bud	4.11	4.47	4.50	4.37	4.40	4.63
PY ex OB	4.44	4.34	4.20	4.50	4.19	4.45
CY ex OB	5.16	5.18	5.15	4.84	5.00	5.11

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4.26	4.63	4.45
Var %		-8.1%	-4.3%
Year-To-Date	4.14	4.47	4.38
Var %		-7.3%	-5.5%
Annualized	4.32	4.57	4.49
Var %		-5.4%	-3.7%



# Total Inpatient Cases ALOS with CMI

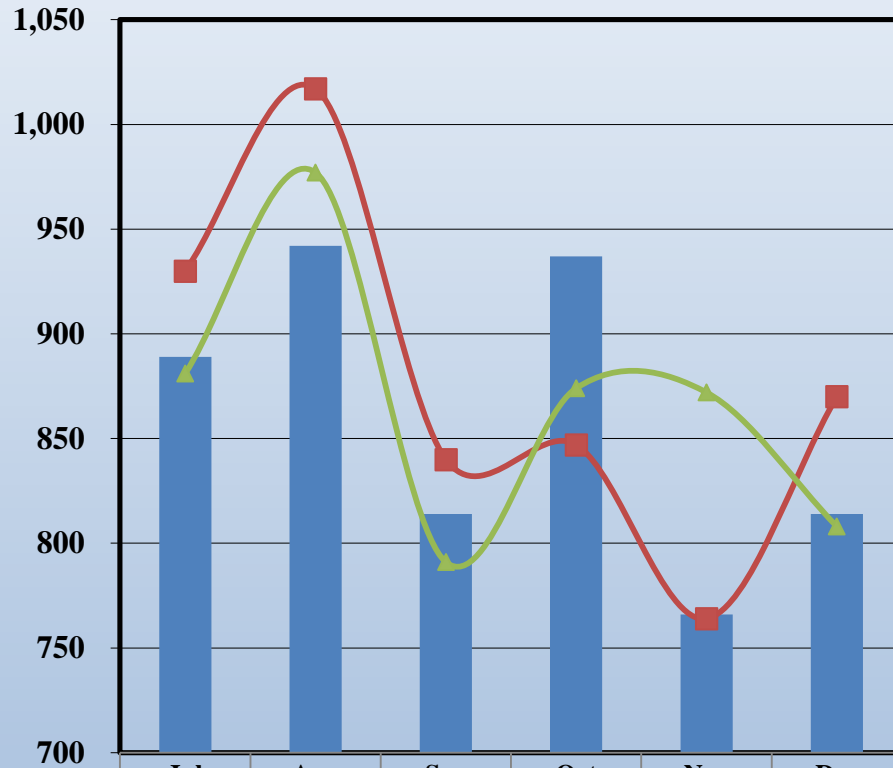


# Deliveries



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	197	164	141
Var %		20.1%	39.7%
Year-To-Date	551	491	448
Var %		12.2%	23.0%
Annualized	2,150	1,961	1,862
Var %		9.6%	15.5%

# Total Surgical Cases

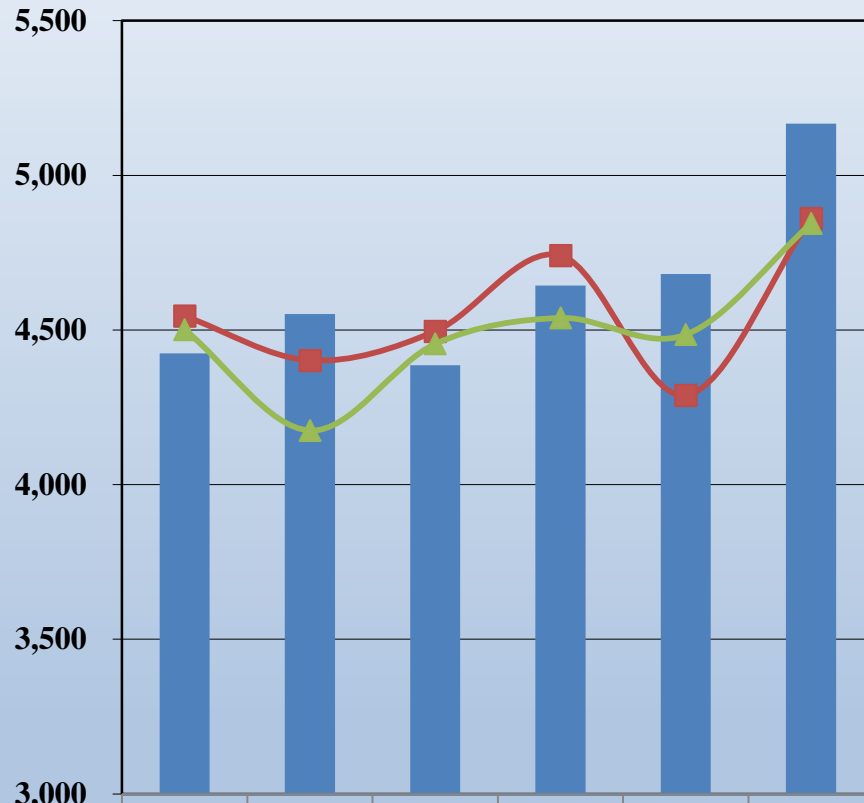


	Jul	Aug	Sep	Oct	Nov	Dec
Act	889	942	814	937	766	814
Bud	930	1,017	840	847	764	870
Prior	881	977	791	874	872	808

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	814	870	808
Var %		-6.4%	0.7%
Year-To-Date	2,517	2,481	2,554
Var %		1.5%	-1.4%
Annualized	10,092	10,894	10,319
Var %		-7.4%	-2.2%



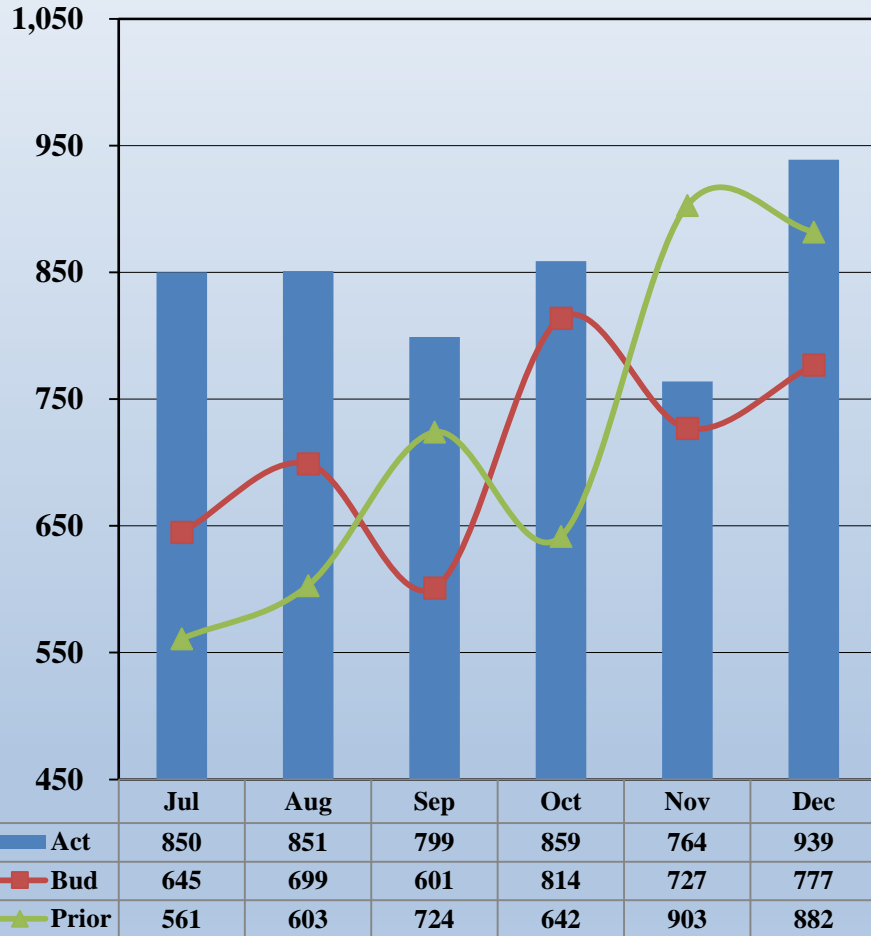
# Emergency Room Visits



Act	4,424	4,552	4,386	4,644	4,681	5,167
Bud	4,545	4,402	4,496	4,741	4,289	4,861
Prior	4,501	4,175	4,455	4,539	4,485	4,844

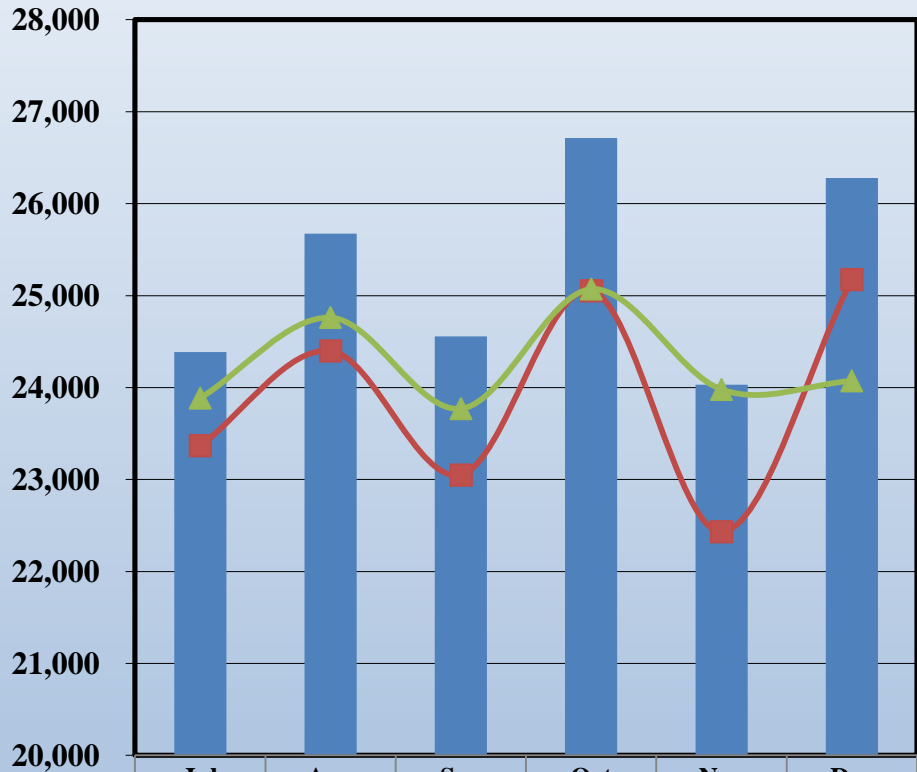
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	5,167	4,861	4,844
Var %		6.3%	6.7%
Year-To-Date	14,492	13,891	13,868
Var %		4.3%	4.5%
Annualized	55,126	53,557	53,958
Var %		2.9%	2.2%

# Observation Days



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	939	777	882
Var %		20.8%	6.5%
Year-To-Date	2,561	2,318	2,427
Var %		10.5%	5.5%
Annualized	9,528	8,161	7,996
Var %		16.7%	19.2%

# Total Outpatient Occasions of Service

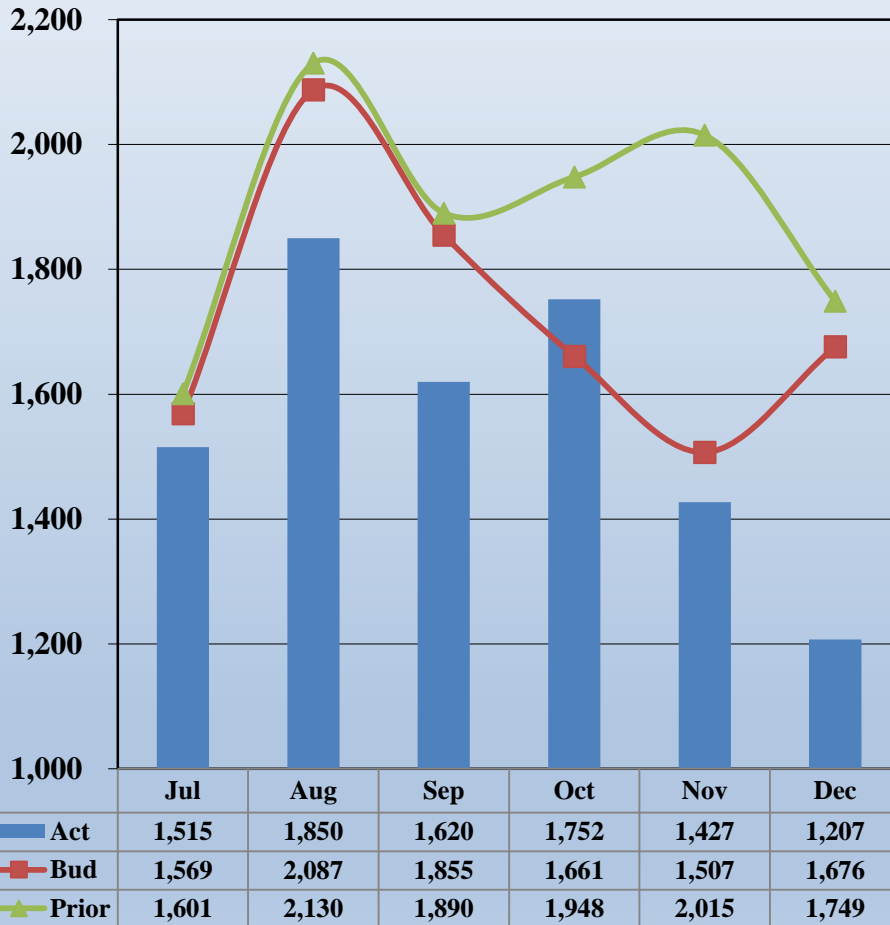


	Jul	Aug	Sep	Oct	Nov	Dec
Act	24,386	25,674	24,556	26,714	24,032	26,279
Bud	23,368	24,398	23,051	25,055	22,432	25,175
Prior	23,885	24,760	23,770	25,070	23,979	24,072

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	26,279	25,175	24,072
Var %		4.4%	9.2%
Year-To-Date	77,024	72,662	73,121
Var %		6.0%	5.3%
Annualized	298,886	277,771	284,042
Var %		7.6%	5.2%

# Center for Primary Care Total Visits

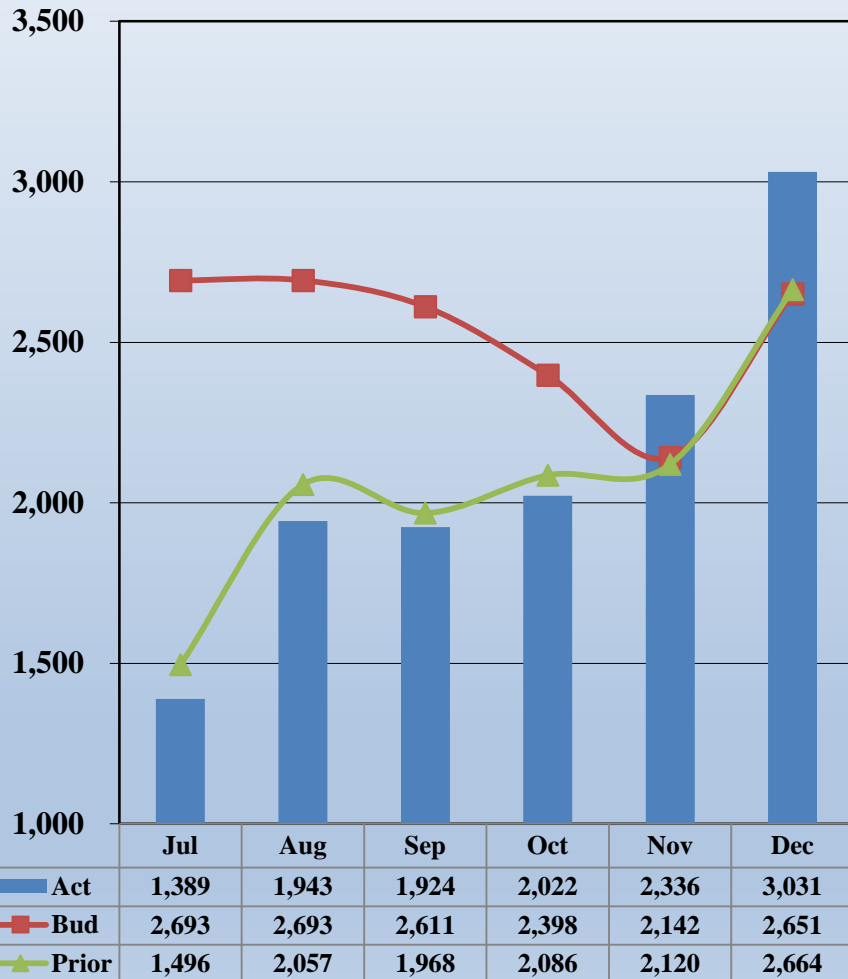
*(FQHC - Clements & West University)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,207	1,676	1,749
Var %		-28.0%	-31.0%
Year-To-Date	4,386	4,844	5,712
Var %		-9.5%	-23.2%
Annualized	19,610	21,252	22,410
Var %		-7.7%	-12.5%

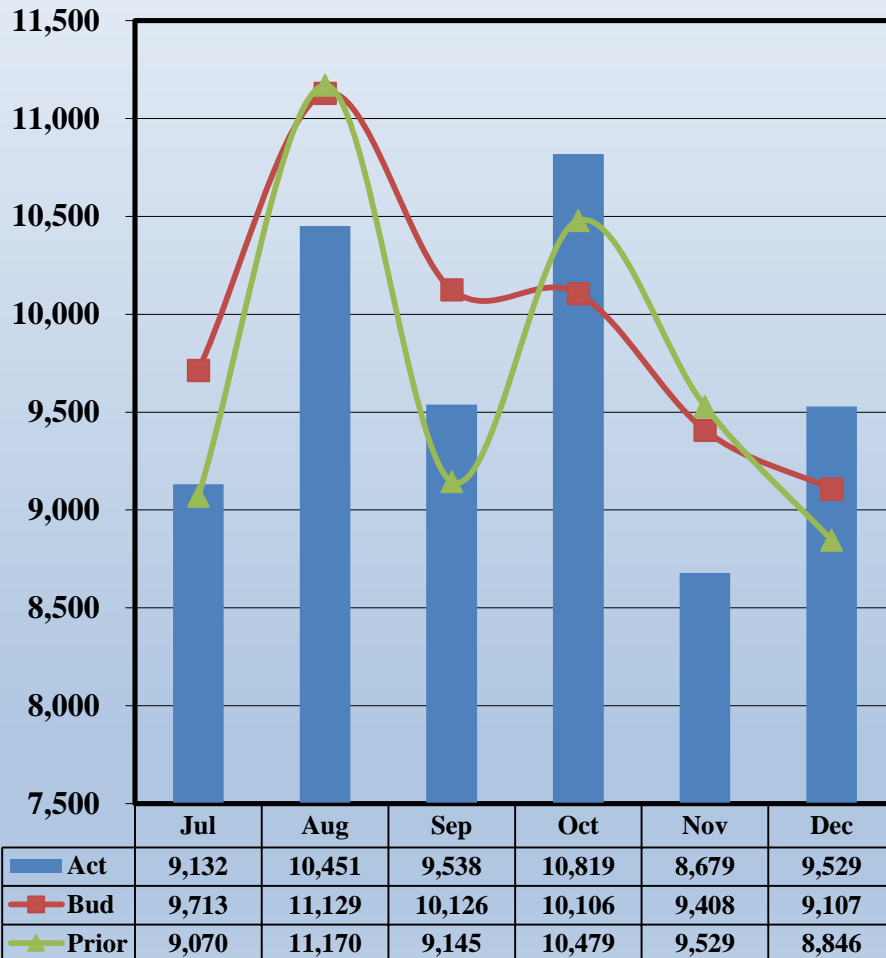
# Urgent Care Visits

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



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,031	2,651	2,664
Var %		14.3%	13.8%
Year-To-Date	7,389	7,191	6,870
Var %		2.8%	7.6%
Annualized	26,040	30,912	27,380
Var %		-15.8%	-4.9%

# Total ProCare Office Visits



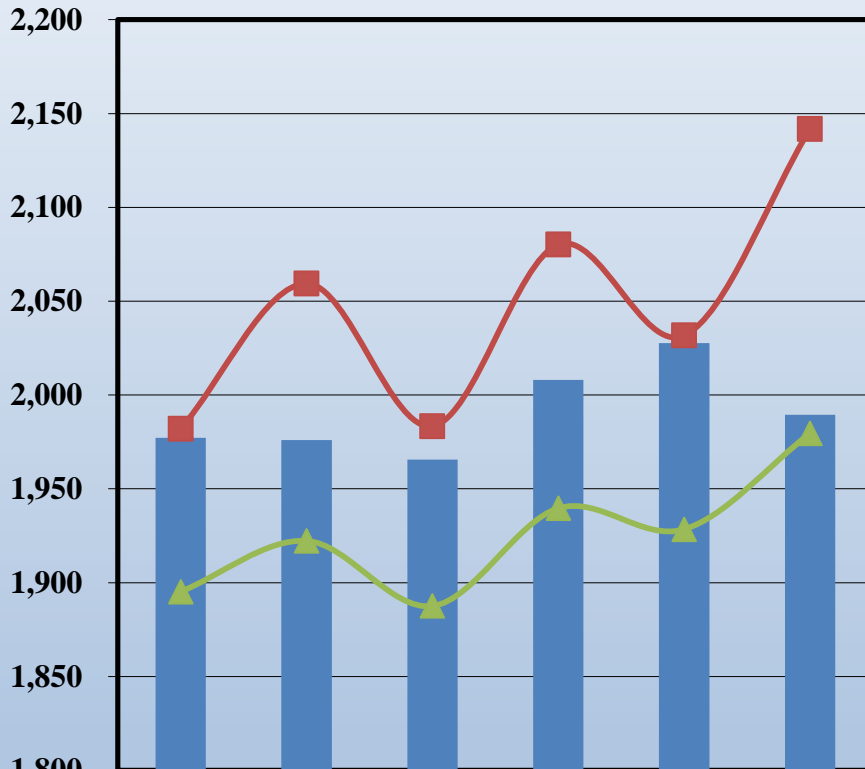
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	9,529	9,107	8,846
Var %		4.6%	7.7%
Year-To-Date	29,027	28,621	28,854
Var %		1.4%	0.6%
Annualized	119,403	120,223	118,325
Var %		-0.7%	0.9%

# Staffing



# Blended FTE's

*Including Contract Labor and Management Services*

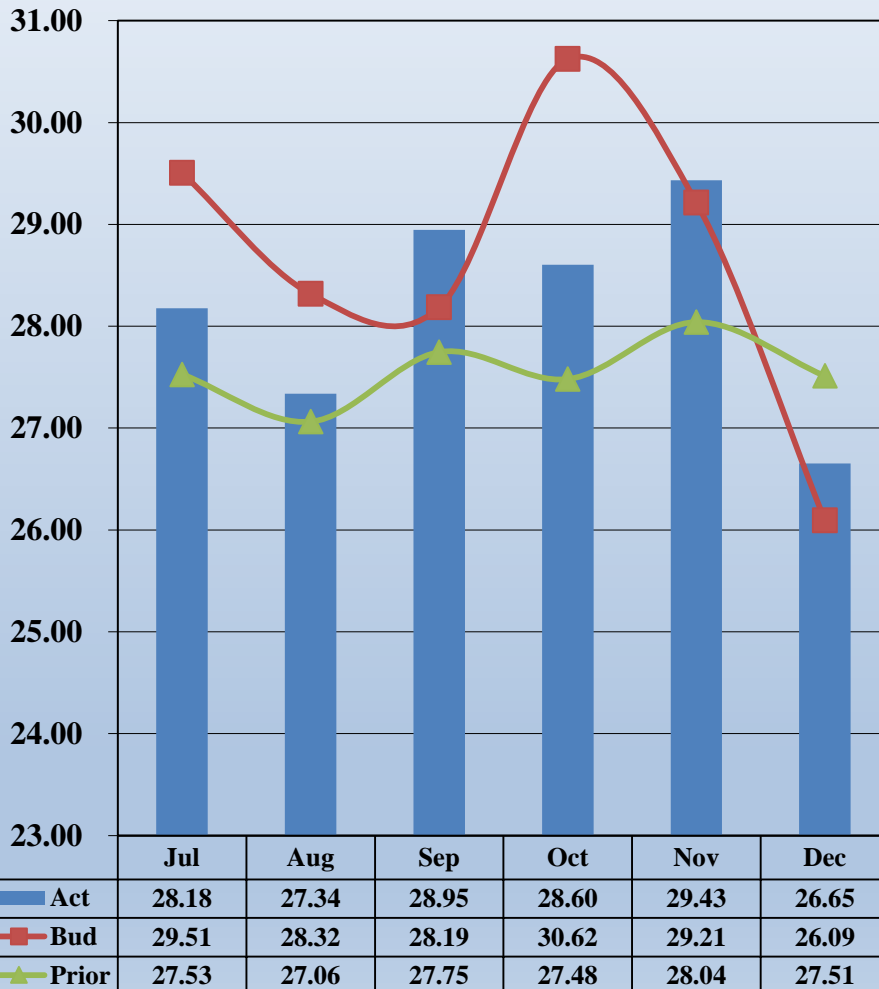


	Jul	Aug	Sep	Oct	Nov	Dec
Act	1,977	1,976	1,966	2,008	2,028	1,989
Bud	1,982	2,059	1,983	2,080	2,032	2,142
Prior	1,895	1,922	1,888	1,940	1,928	1,980

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,989	2,142	1,980
Var %		-7.1%	0.5%
Year-To-Date	2,008	2,085	1,949
Var %		-3.7%	3.0%
Annualized	1,977	2,054	1,925
Var %		-3.7%	2.7%



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



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	26.7	26.1	27.5
Var %		2.1%	-3.1%
Year-To-Date	28.2	28.6	27.7
Var %		-1.4%	2.0%
Annualized	27.5	28.1	27.1
Var %		-2.4%	1.5%



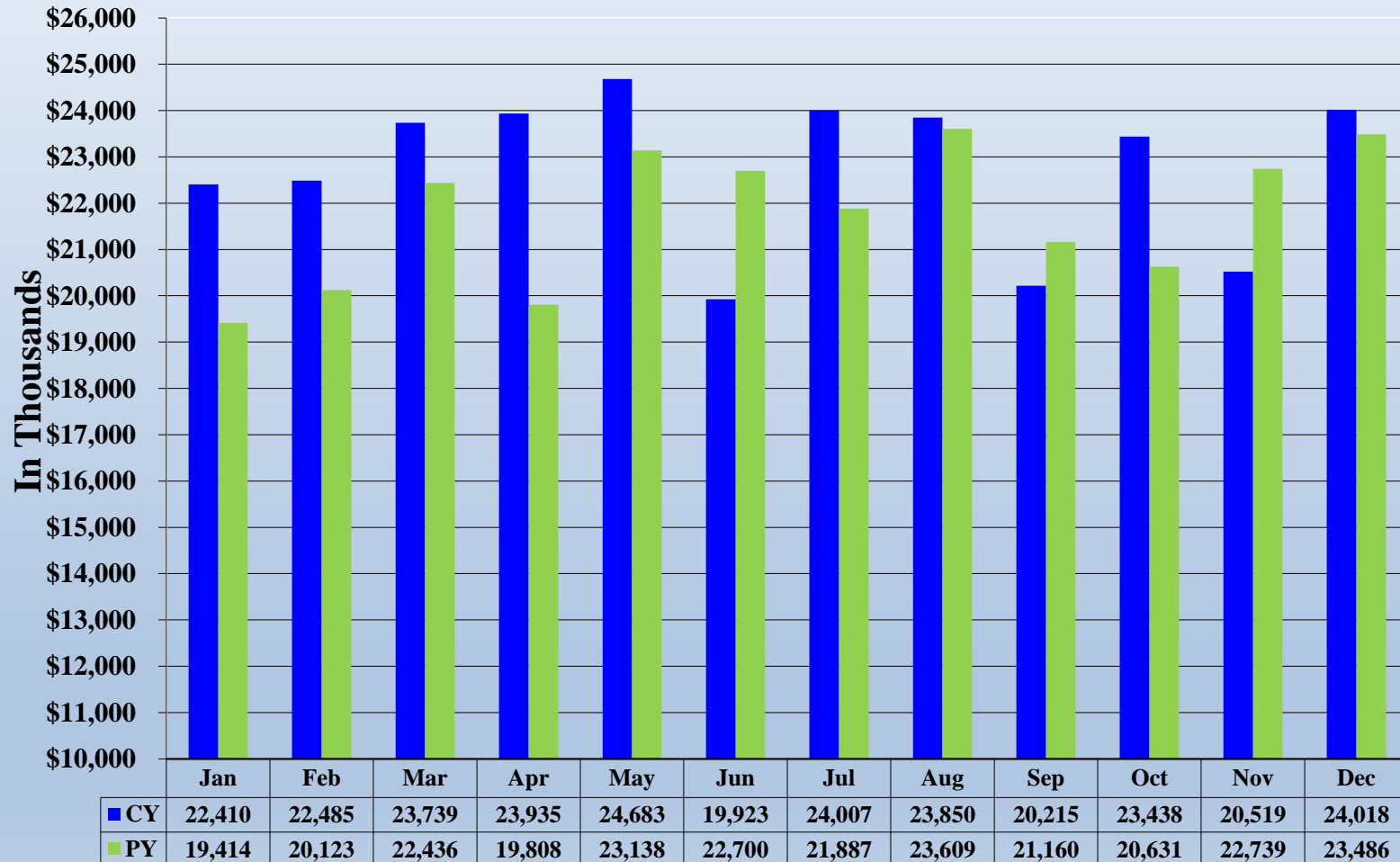
# Accounts Receivable





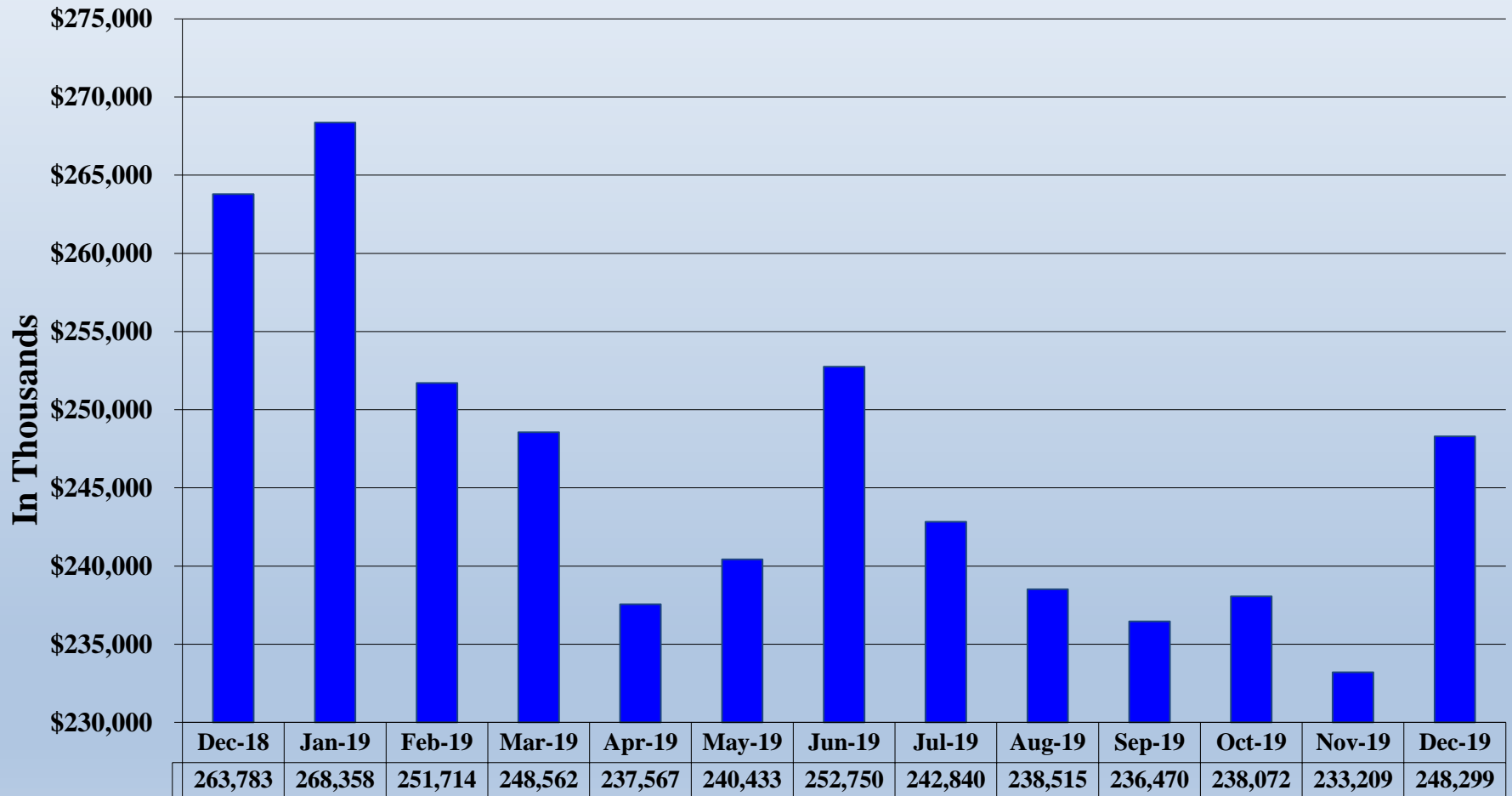
# Total AR Cash Receipts

*Compared to Prior Twelve Months*



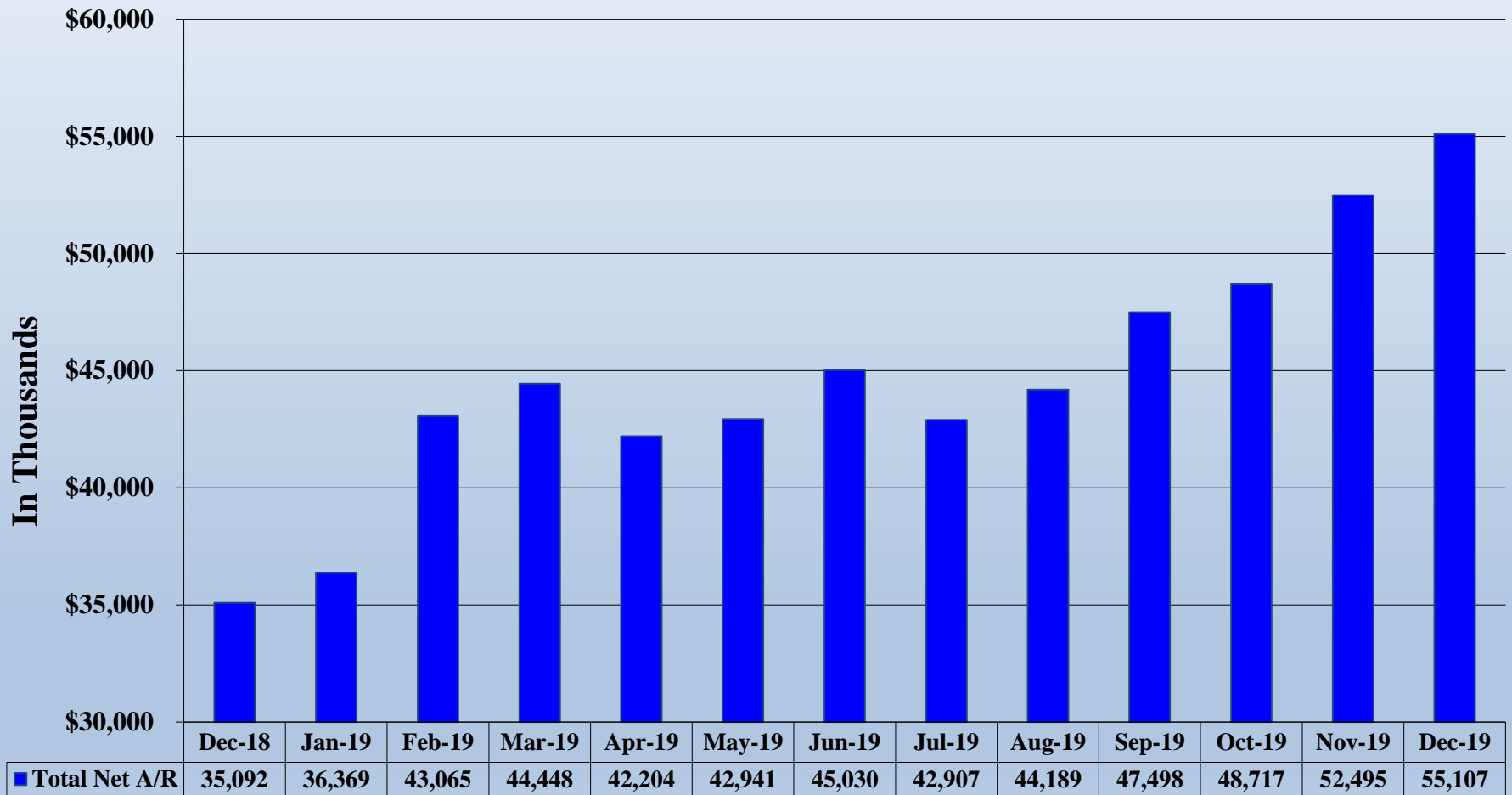
# Total Accounts Receivable – Gross

## Thirteen Month Trending



# Total Net Accounts Receivable

## Thirteen Month Trending

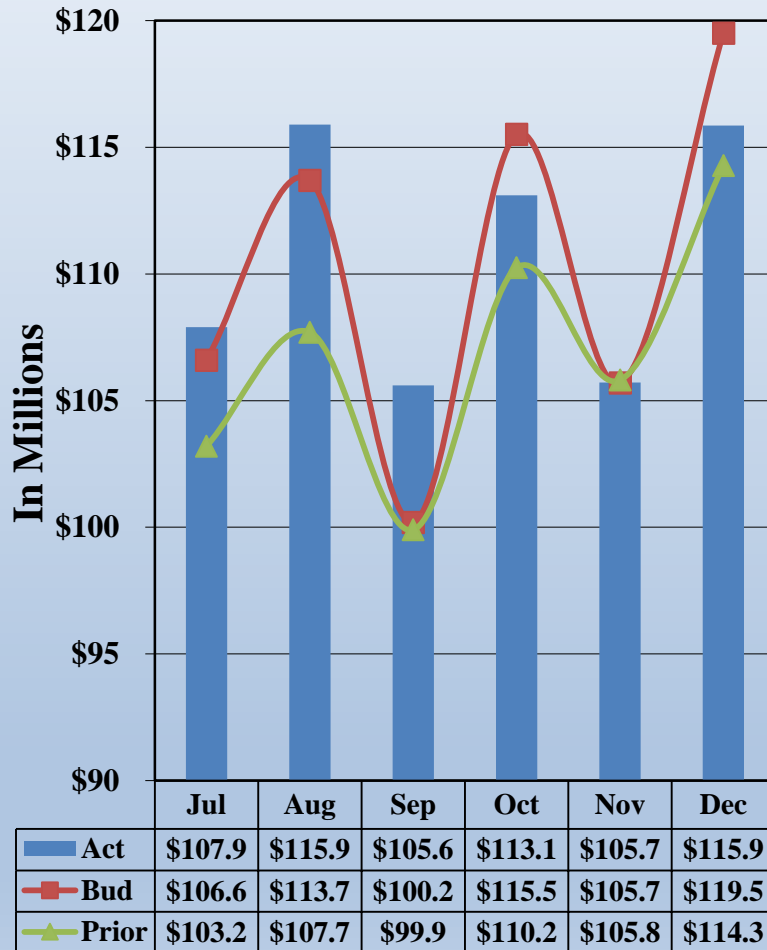


# Revenues & Revenue Deductions



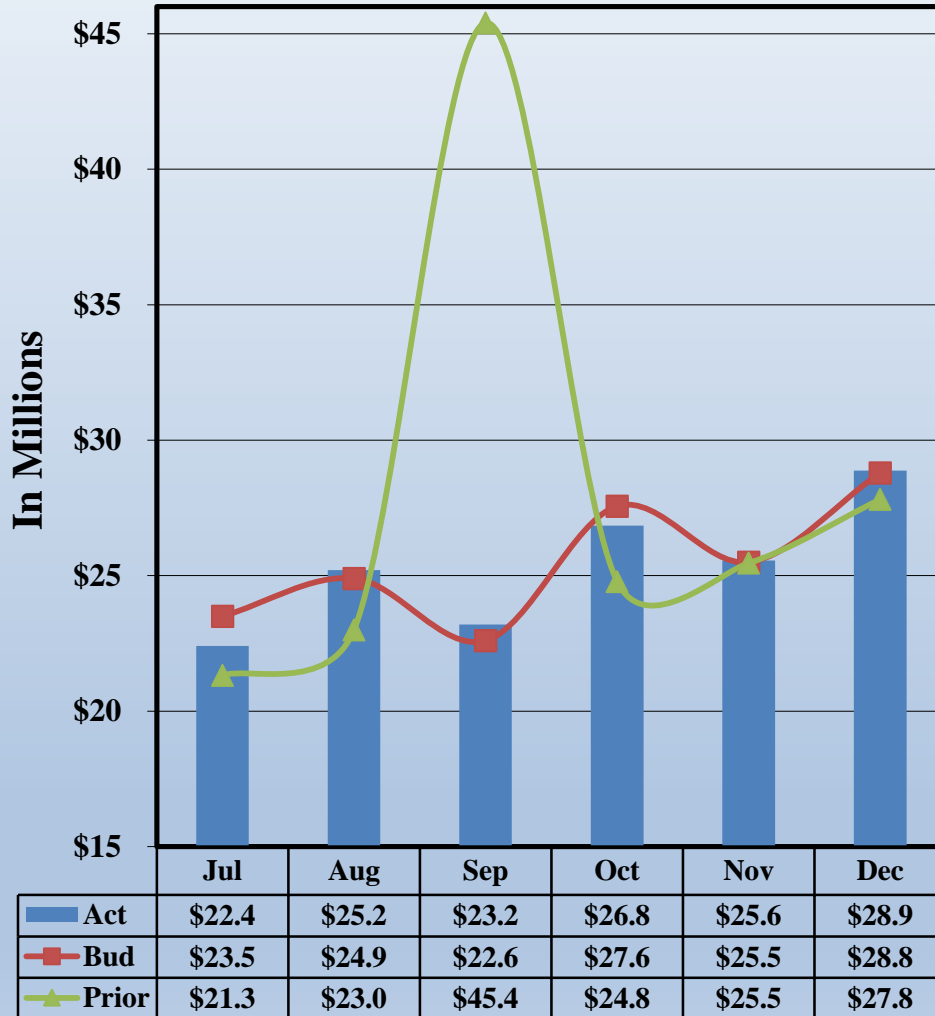
# Total Patient Revenues

## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 115.9	\$ 119.5	\$ 114.3
Var %		-3.1%	1.4%
Year-To-Date	\$ 334.7	\$ 340.7	\$ 330.3
Var %		-1.8%	1.3%
Annualized	\$ 1,340.4	\$ 1,308.9	\$ 1,275.6
Var %		2.4%	5.1%

# Total Net Patient Revenues



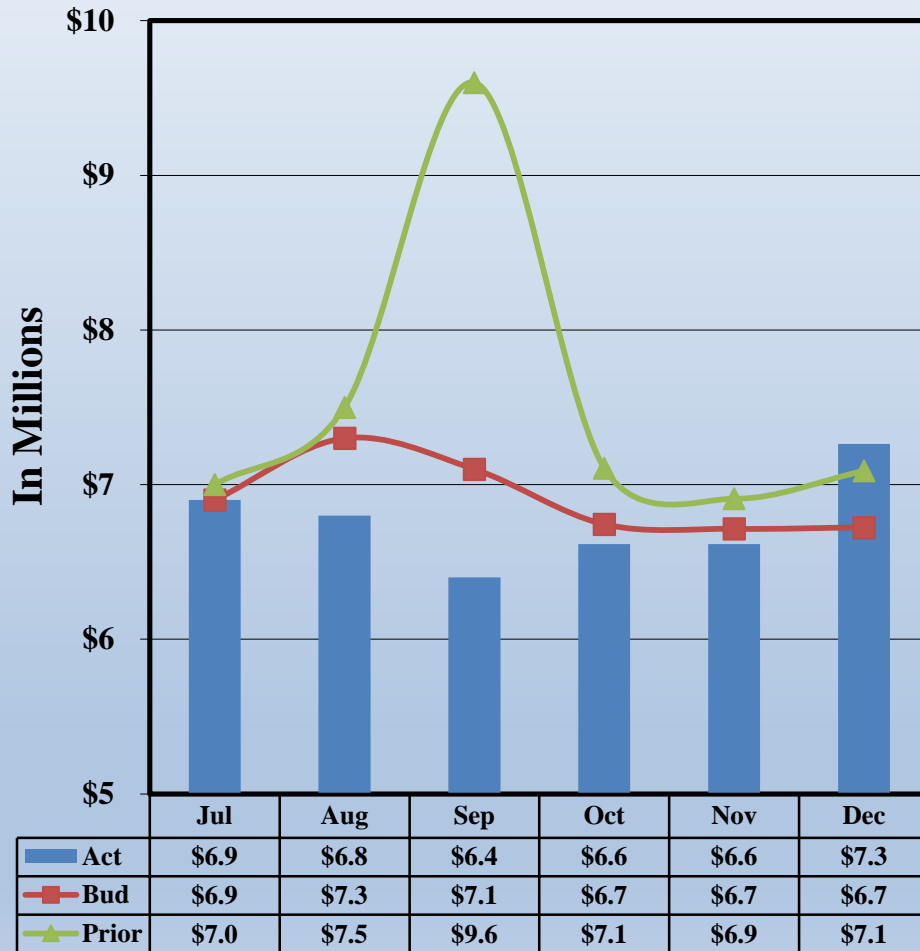
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 28.9	\$ 28.8	\$ 27.8
Var %		0.3%	3.8%
Year-To-Date	\$ 81.3	\$ 81.9	\$ 78.1
Var %		-0.7%	4.1%
Annualized	\$ 303.0	\$ 284.7	\$ 271.1
Var %		6.4%	11.8%



# Other Revenue

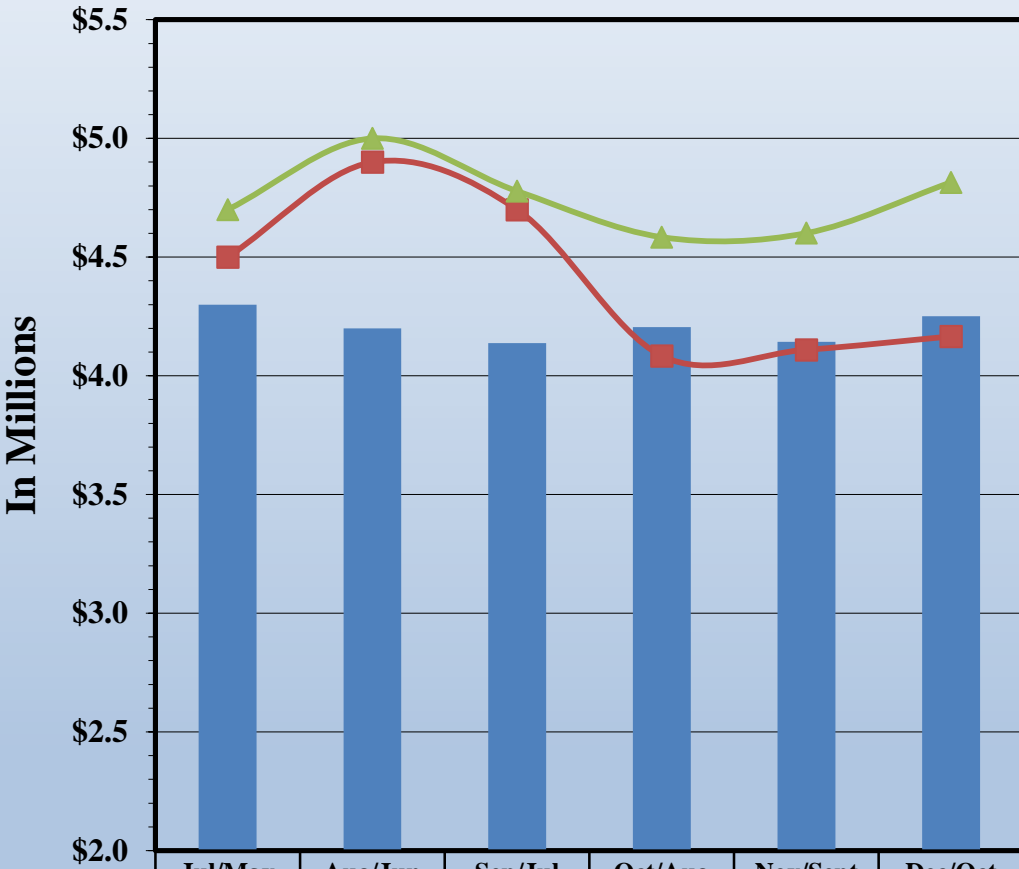
(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 7.3	\$ 6.7	\$ 7.1
Var %		8.0%	2.5%
Year-To-Date	\$ 20.5	\$ 20.2	\$ 21.1
Var %		1.5%	-2.9%
Annualized	\$ 85.3	\$ 83.4	\$ 85.1
Var %		2.2%	0.2%

# Sales Tax Receipts



	Jul/May	Aug/Jun	Sep/Jul	Oct/Aug	Nov/Sept	Dec/Oct
Act	\$4.3	\$4.2	\$4.1	\$4.2	\$4.1	\$4.3
Bud	\$4.5	\$4.9	\$4.7	\$4.1	\$4.1	\$4.2
Prior	\$4.7	\$5.0	\$4.8	\$4.6	\$4.6	\$4.8

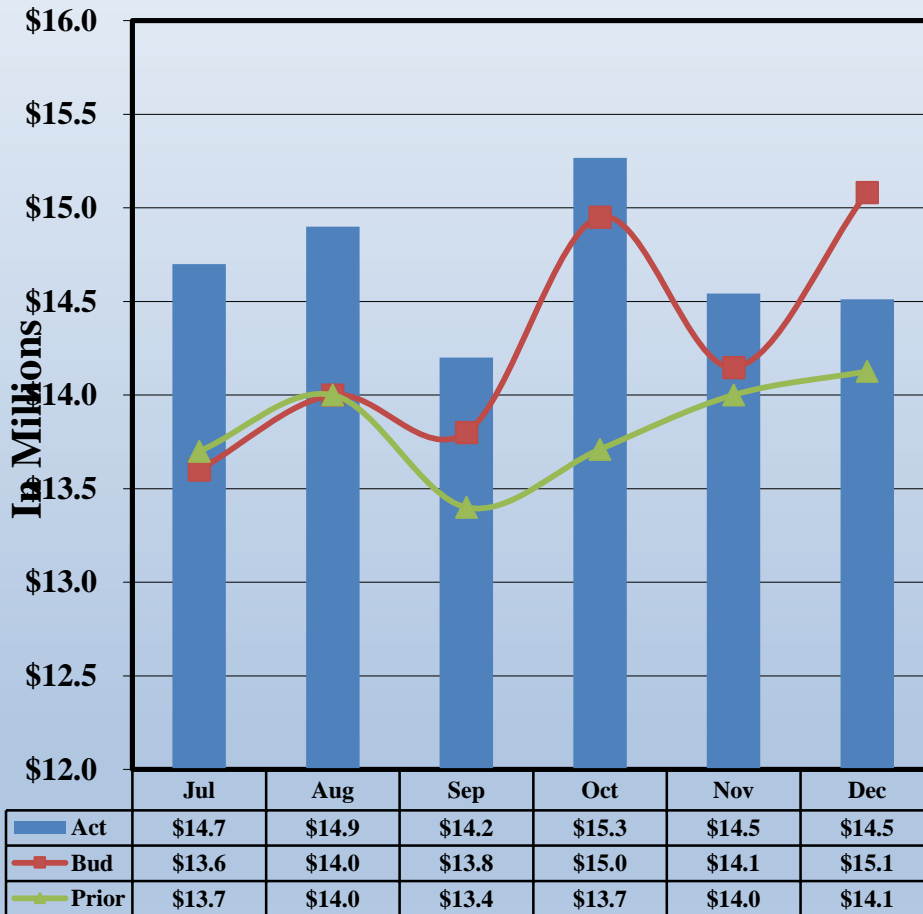
	Actual	Budget	Prior Year
Month	\$ 4.3	\$ 4.2	\$ 4.8
Var %		2.0%	-11.7%
Year-To-Date	\$ 12.6	\$ 12.4	\$ 14.0
Var %		1.9%	-10.0%
Annualized	\$ 52.2	\$ 41.0	\$ 42.0
Var %		27.4%	24.3%

# Operating Expenses



# Salaries, Wages & Contract Labor

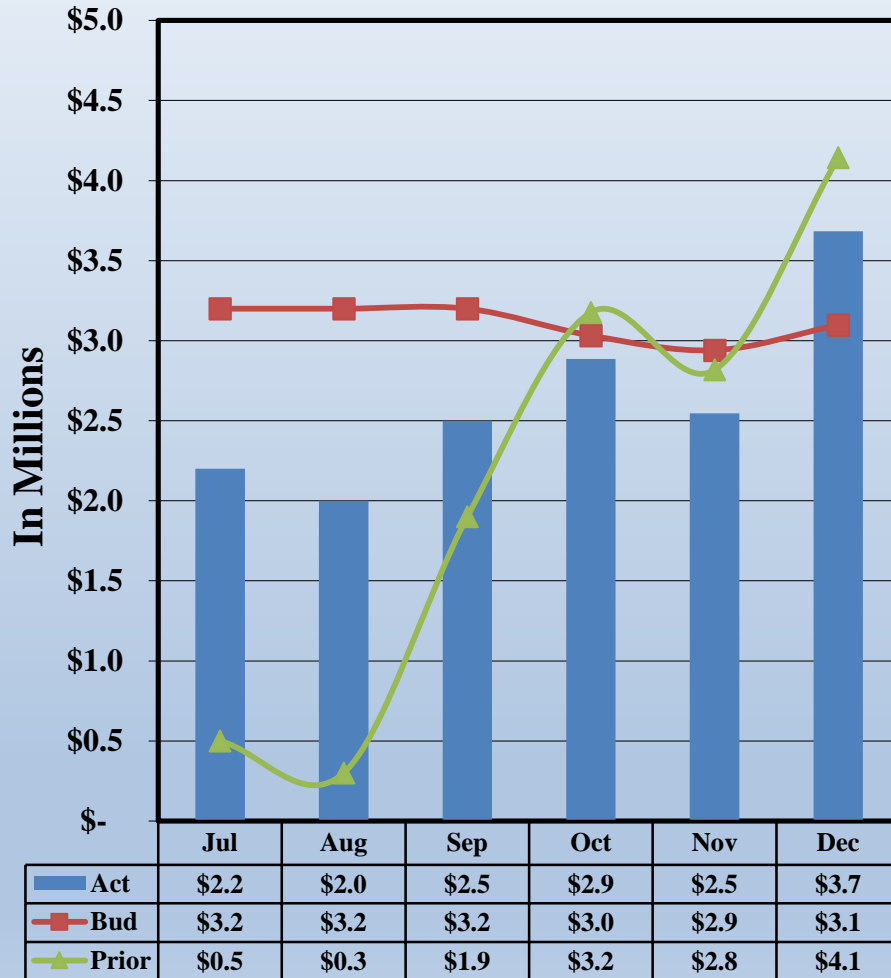
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 14.5	\$ 15.1	\$ 14.1
Var %		-3.8%	2.7%
Year-To-Date	\$ 44.3	\$ 44.2	\$ 41.8
Var %		0.4%	5.9%
Annualized	\$ 175.0	\$ 167.7	\$ 164.8
Var %		4.4%	6.2%

# *Employee Benefit Expense*

## *(Ector County Hospital District)*

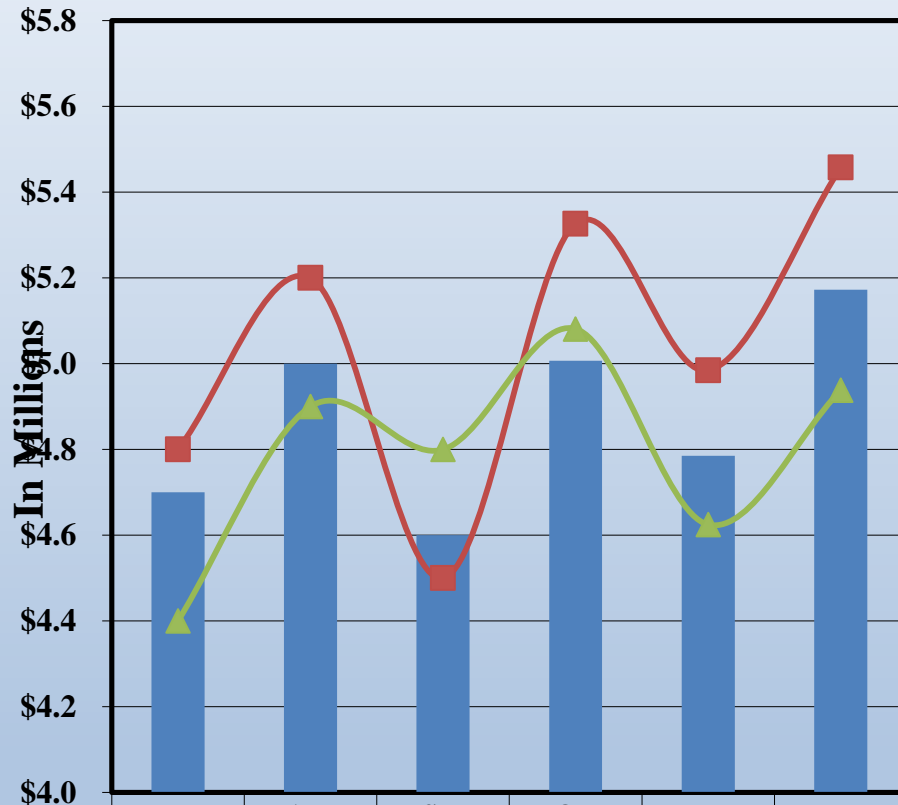


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 3.7	\$ 3.1	\$ 4.1
Var %		18.9%	-11.1%
Year-To-Date	\$ 9.1	\$ 9.1	\$ 10.1
Var %		0.5%	-10.1%
Annualized	\$ 32.4	\$ 38.2	\$ 29.8
Var %		-15.2%	8.5%



# Supply Expense

## *(Ector County Hospital District)*

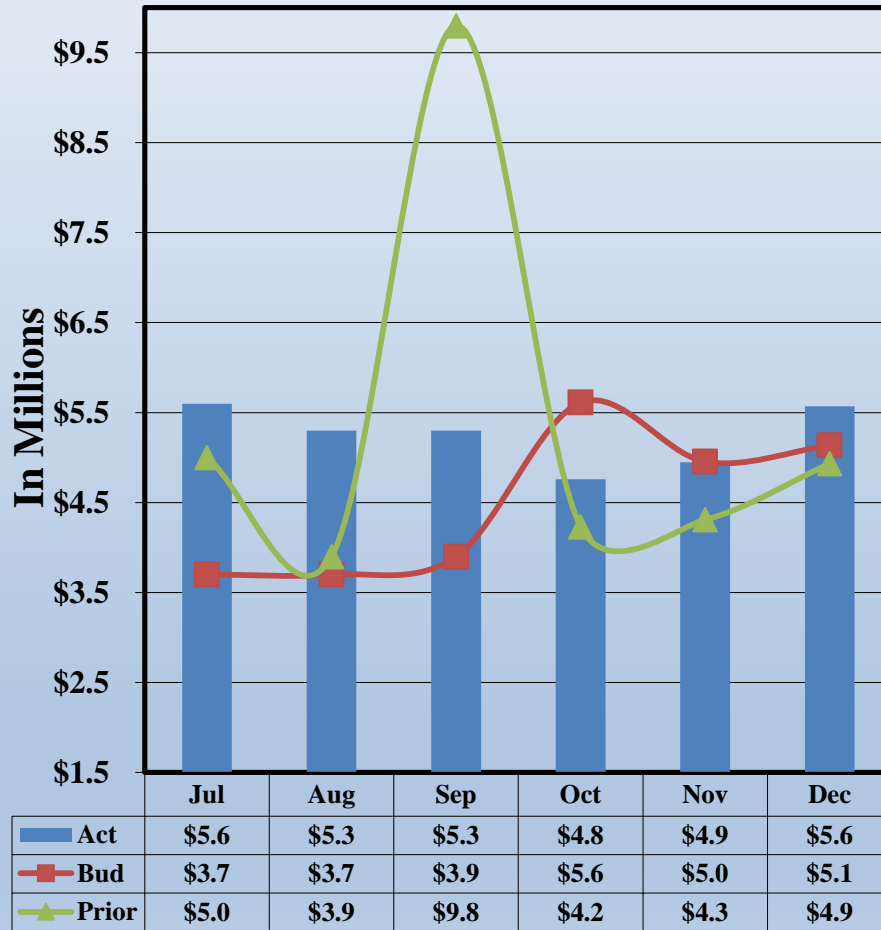


Act	Jul	Aug	Sep	Oct	Nov	Dec
Bud	\$4.7	\$5.0	\$4.6	\$5.0	\$4.8	\$5.2
Prior	\$4.8	\$5.2	\$4.5	\$5.3	\$5.0	\$5.5
	\$4.4	\$4.9	\$4.8	\$5.1	\$4.6	\$4.9

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.2	\$ 5.5	\$ 4.9
Var %		-5.2%	4.8%
Year-To-Date	\$ 15.0	\$ 15.8	\$ 14.6
Var %		-5.1%	2.2%
Annualized	\$ 59.8	\$ 59.8	\$ 56.2
Var %		0.0%	6.3%

# Purchased Services

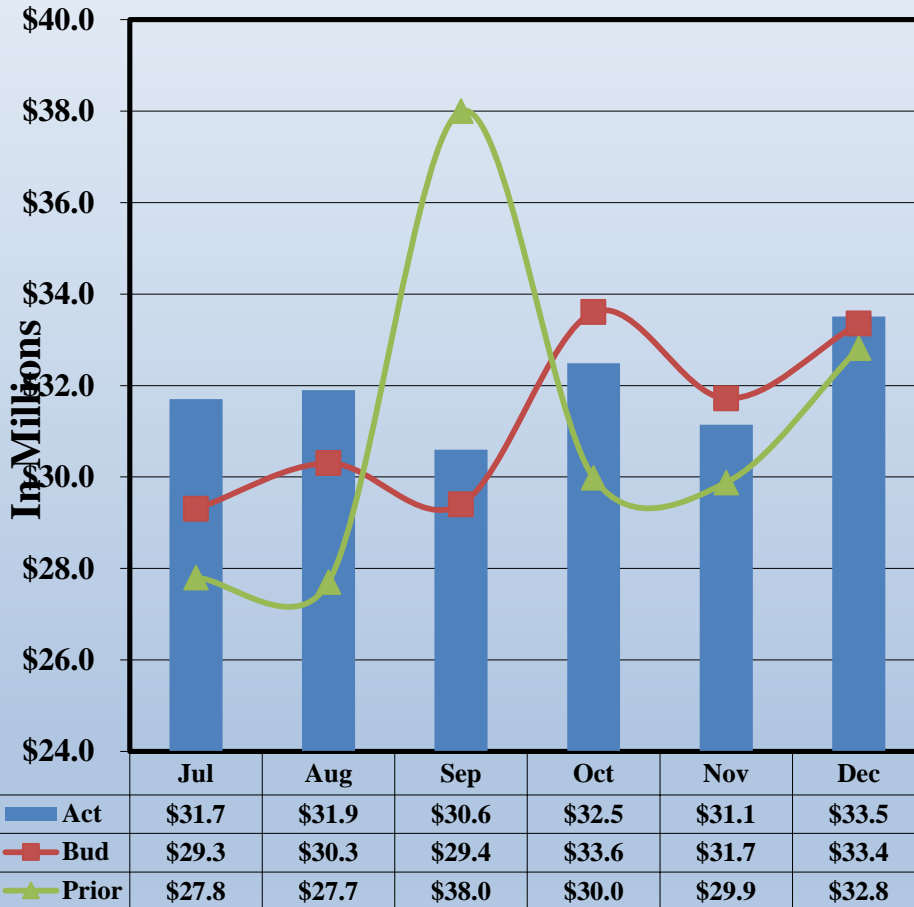
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.6	\$ 5.1	\$ 4.9
Var %		8.4%	12.9%
Year-To-Date	\$ 15.3	\$ 15.7	\$ 13.5
Var %		-2.7%	13.4%
Annualized	\$ 58.5	\$ 49.4	\$ 42.8
Var %		18.4%	36.8%

# Total Operating Expense

## *(Ector County Hospital District)*

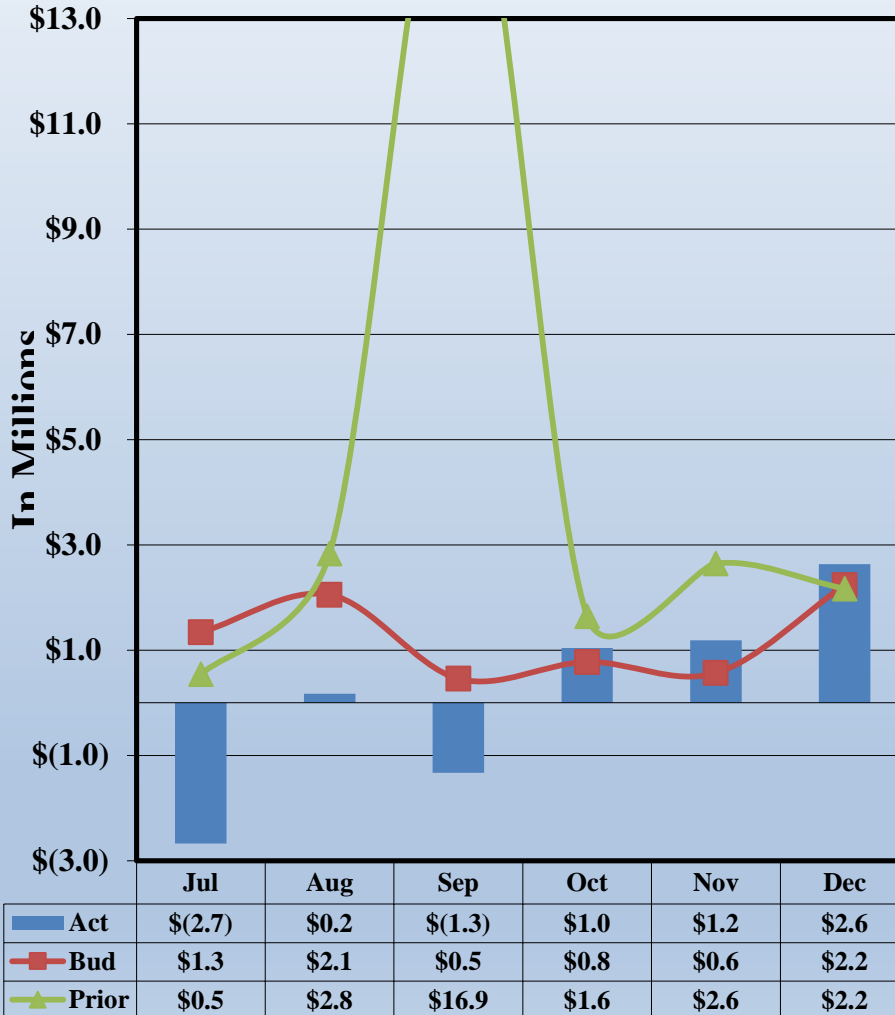


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 33.5	\$ 33.4	\$ 32.8
Var %		0.5%	2.1%
Year-To-Date	\$ 97.1	\$ 98.7	\$ 92.7
Var %		-1.5%	4.8%
Annualized	\$ 382.5	\$ 365.4	\$ 345.4
Var %		4.7%	10.8%



# Operating EBIDA

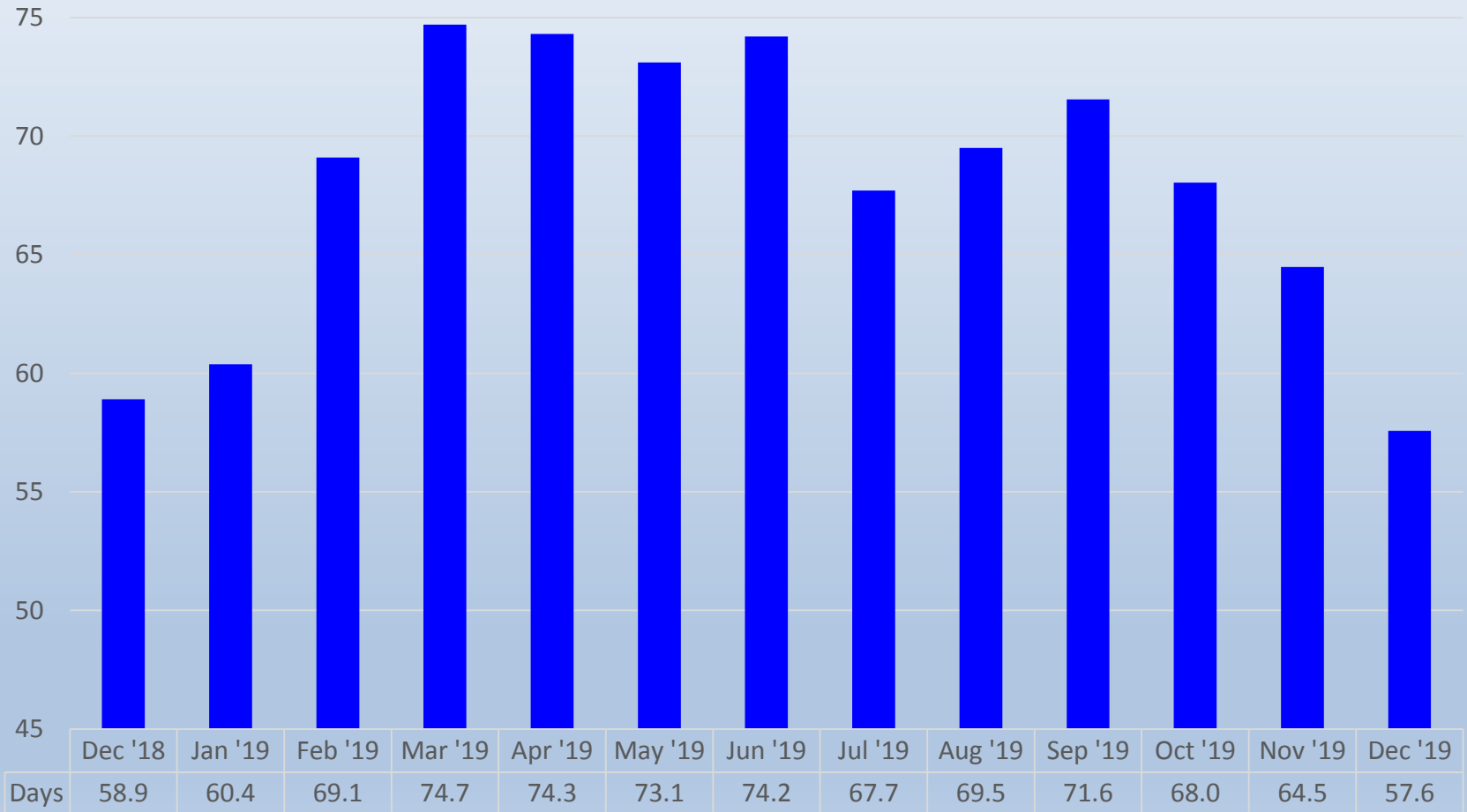
## *Ector County Hospital District Operations*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.6	\$ 2.2	\$ 2.2
Var %		18.2%	18.2%
Year-To-Date	\$ 4.9	\$ 3.6	\$ 6.5
Var %		36.1%	-24.6%
Annualized	\$ 6.0	\$ 14.9	\$ 28.2
Var %		-59.7%	-78.7%

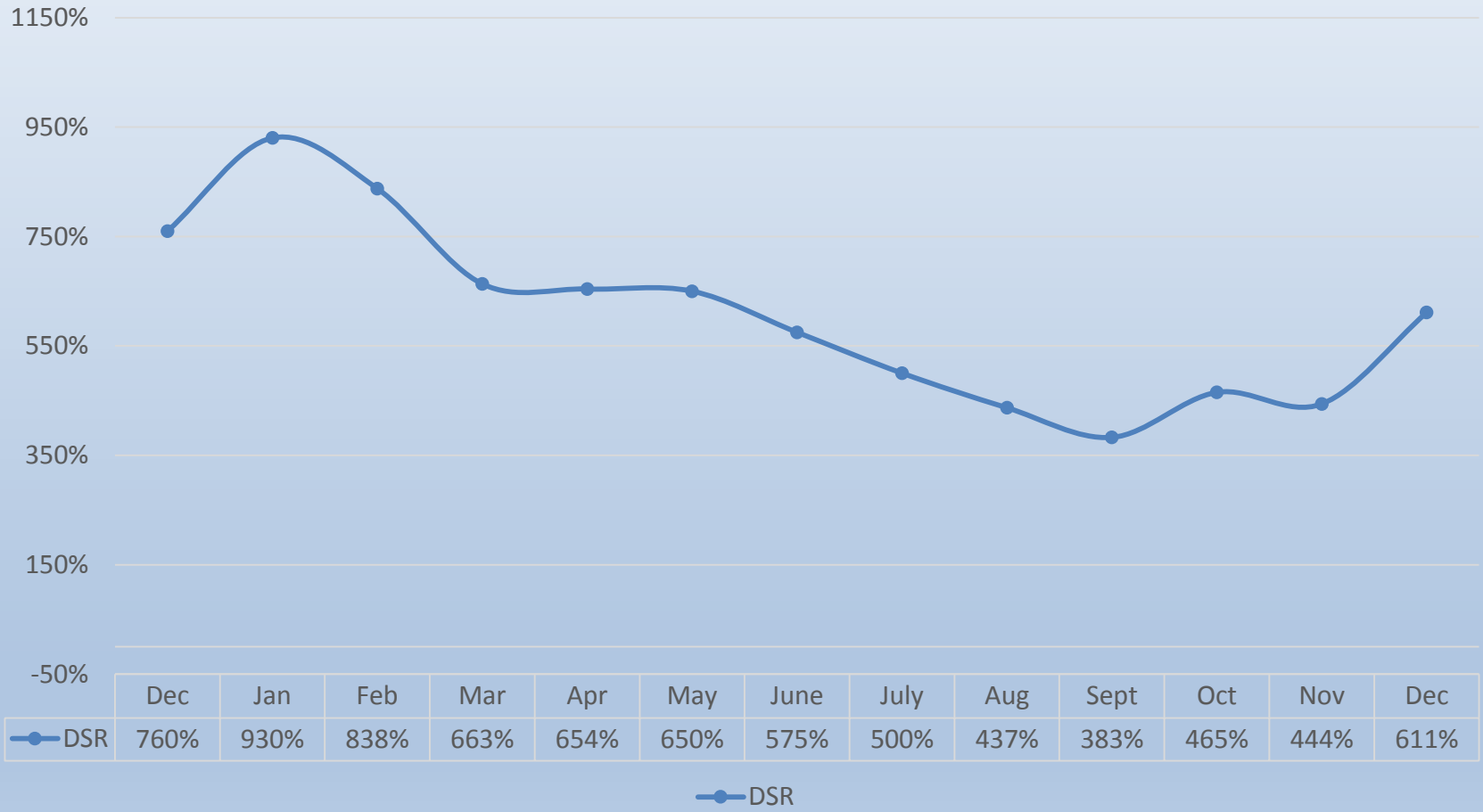
# Days Cash on Hand

## *Thirteen Month Trending*



# 13 Month Debt Service Ratio

Must be Greater Than 110%



mch





To: ECHD Board of Directors  
 Through: Russell Tippin, President/Chief Executive Officer  
 From: Matt Collins, Chief Operating Officer  
 Date: February 4, 2020  
 Subject: Bid Approval – Build-Out of CHW Suite 250

**Objective**

Build-Out of Center for Health and Wellness shell space (Suite 250).

**Scope of Work**

Expansion of shell space of approximately 2,300 square feet on the 2<sup>nd</sup> floor of the MCH Center for Health and Wellness. Work includes structural re-build, mechanical and electrical build outs. Interior finishes will be consistent with existing facility standards in the building and other MCH ProCare clinic spaces. Expansion of shell space will mirror that of an eventual working clinic space.

**Bid Considerations:**

Bid openings were conducted on Tuesday, January 21, 2020. There were 5 general contractors that responded to the bid:

<u>Name</u>	<u>Days</u>	<u>Price</u>
RRC	90	\$395,000
Cooper Construction	140	\$433,330
Onyx G.C.	150	\$470,000
Mid Tex	180	\$477,000
JC Roberts	180	\$497,677

**Recommendation:**

Award project to RRC for construction in the amount of \$395,000 and approve total project cost of \$442,500.

Construction	\$395,000
Fire Protection	10,500
Architectural and Engineering	<u>37,000</u>
<b>Total Project</b>	<b>\$442,500</b>

**Funding:**

Accessing FY20 contingency in the amount of \$442,000 for this project.

Project has a Net Present Value of \$129,603, ROI = 81.03, Pay Back Period 7.73 years. (15 Year Cash Flow Assumption).



**MEMORANDUM**

TO: ECHD Board of Directors  
THROUGH: Russell Tippin, President/Chief Executive Officer  
FROM: Linda Carpenter, Vice President/Chief Information Officer  
SUBJECT: Mediquant DataArk Legacy Data Management System  
DATE: February 4, 2020

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**Cost:**  
Legacy Data Management System (Data Migration) \$517,256.00  
*Annual Software Subscription Services \$221,592.00 (Operational Budget)*

**Budget Reference:**  
9100-IT20-01 Data Migration \$498,710.00  
Contingency \$ 18,546.00  
**Total Capital Request: \$517,256.00**

**Background/Objective:**  
Since Medical Center Health System (MCHS) moved to the Cerner Electronic Medical Record (EMR) in 2017, we have continued to maintain, back up, support, and manage access to MCHS’s legacy patient data systems. MCHS is requesting to migrate all of the legacy data into one archive repository, DataArk archival system from Mediquant. Moving to the DataArk archival system will allow MCHS to remove older servers on outdated operating systems identified as a security risk, eliminate the associated support contracts, as well as consolidate the records into one location. This will enable seamless, secure access to the correct legacy data within MCHS’s current EMR system rather than continuing to use several separate applications, logins, training, and search criteria.

The following systems are part of the data archive scope:

- Legacy Ambulatory Patient Accounting – Practice Plus
- Legacy Ambulatory Patient Records – Practice Partner
- Legacy Acute Patient Accounting Records - Series
- Legacy Acute Patient Records – Horizon Patient/Business Folder (OneContent)
- Legacy Ambulatory ENT records - Allmeds
- Legacy Ambulatory ENT records - Allscripts
- Legacy Lab and Pathology System – Sunquest/Copath
- Legacy acute OB/Perinatal System - CPN



**Staffing:**

No additional FTE's required.

**Disposition of Existing Equipment:**

Existing equipment will be properly disposed of in accordance to MCH Hardware Disposal Policy.

**Implementation Time Frame:**

6 to 9 Months – the migration of images will happen over time.

**Funding:**

- This project is expected to cost \$517,256.00 from Cerner (Mediquant third-party vendor through Cerner), with annual operational fees of \$221,592.00. Amount totaling \$498,710.00, plus the annual fees, will come from budgeted funds for this project and the remaining cost of \$18,546.00 will come from Contingency funds.



To: ECHD Board of Directors  
 Through: Russell Tippin, President & Chief Executive Officer  
 Through: Matt Collins, Chief Operating Officer  
 From: Carol Evans, Divisional Director of Radiology  
 Date: January 13, 2020  
 RE: Sensation 16 CT Replacement and AS20 CT Upgrade  
 Open Markets #832

CER 7270-20-02 - CT:	\$1,880,545
Cost of CT Unit and Upgrade:	\$1,966,898
Renovations	<u>20,000</u>
Total Project Cost	\$1,986,898

From Contingency: (\$106,353)

**REQUEST**

The Department of Radiology is requesting approval to purchase a Siemens Drive CT for a cost of \$1,599,808 to replace the current scanner at Wheatley Stewart Medical Pavilion (WSMP) and upgrade the Center for Health & Wellness (CHW) Siemens AS CT at a cost of \$367,090. Renovations are estimated at \$20,000 for a total project cost of \$1,986,898.

**OBJECTIVE**

There are two main objectives with this acquisition:

1. Replacement of Siemens Sensation 16 CT Scanner  
 This scanner is located in the WSMP OP Imaging Center and was purchased March 2004. This 16 year old scanner is end of life and end of service. Part availability is not guaranteed by the manufacturer and most recently needed parts can only be obtained refurbished from third party vendors. The unit has become increasingly unreliable with frequent downtime. As an example from 11/26/19 – 1/8/20 the unit has been hard down (unable to perform exams) on 6 different occurrences. These occurrences average a time span of anywhere from 1 to 3 or more days. This results in rescheduling of patient procedures and the accompanying inconvenience to patients and physicians and resulting delays in patient care.

The 3D reconstruction/processing station for the Sensation 16 has been unrepairable since 11/19/19. All 3D reconstruction must currently be sent to the main facility for processing. This interrupts patient flow in the main facility and is an added burden to an already busy department resulting in delays to image processing and exam performance. This would be replaced with the new scanner.



2. Upgrade to Siemens AS 20 CT Scanner  
This scanner is located in the CHW Op Imaging Center. Currently this scanner cannot perform CT heart studies. In order to perform CT heart exams a scanner must be a minimum of a 64 slice scanner. The current scanner is a 20 slice CT scanner. This will be a “forklift” upgrade which requires the current scanner to be removed and a new one installed.
  
3. Having WSMP and CHW scanners with the ability to perform any CT study including hearts, will allow 99% of our outpatient CT studies to be scheduled at these facilities. This will free time on our two in-house scanners facilitating more efficient patient flow for ED and in-patients.

**IT REQUIREMENTS**

Standard IT requirements for imaging equipment are ADT and order information to be sent from Cerner to the unit. Also, digital images will be sent to DR PACS and then to MCH Portal. This is currently in place with existing equipment, but will need modification.

**VENDOR CONSIDERATION**

<b>Vendor</b>	<b>Cost</b>	<b>Comments</b>
Philips	\$2,386,030	Only addresses the replacement of Sensation 16, does not upgrade AS20
GE	\$1,586,669	Only addresses the replacement of Sensation 16, does not upgrade AS20
Siemens	\$1,966,898	Replaces Sensation 16 and forklift upgrade of AS20 to 64 slice scanner

Siemens is the vendor of choice as they are providing the greatest value. The Siemens proposal replaces the Sensation 16 at WSMP and provides for an upgrade of the AS 20 at CHW. Both outpatient scanners will be able to perform all CT studies, including cardiac studies. Pursuing this acquisition for two scanners allow Siemens to offer bundled pricing

**FTE IMPACT**

No additional FTEs are needed.

**WARRANTY & SERVICE COVERAGE**

Siemens warrants new hardware will be free from defects in material and manufacturing workmanship for a period of twelve months upon availability for first patient use. After first year expires, first call for service will be Trimedx.



**MD BUYLINE**

MCH received recommended MDB discount.

**DISPOSITION OF EXISTING EQUIPMENT**

Equipment will be removed and disposed of by Siemens.

**COMMITTEE APPROVALS**

Radiology Section Meeting	January 2020
MEC	January 2020
Joint Conference	January 2020
ECHD Board	February 2020

# TTUHSC PB, School of Medicine Clinical Department Profile

## Family Medicine

Timothy Benton, MD

Regional Chairman for Department of  
Family and Community Medicine

February 4, 2020

# FAMILY MEDICINE PROFILE



## VALUE ADDING SERVICES AT MCH

- 24/7 in-house medicine coverage and ER Call (including ICU and Hospitalist teams)
- Geriatric Consultations (also with Trauma Service)
- Inpatient palliative and hospice services
- Ector County Health Authority (including Health Department grants)
- Permian Care (primary care clinic at mental health facility)
- ECISD Medical Director (Texas Vaccine for Children Program; VIP Passes)
- 21,741 FY19 Outpatient Visits

## CONTRACT YEAR 2019-2020 FUNDING SUPPORT

- \$1,799,747.00 for faculty support
- Supports 17 faculty lines
- \$2,614,536.00 for resident Support
- Supports 38 resident and 7 fellow lines

# FAMILY MEDICINE GRADUATES IN THE PERMIAN BASIN

<u>NAME</u>	<u>YEAR GRADUATED</u>	<u>CURRENT LOCATION</u>
Casey Mraz	2019	Midland, Texas
Imran Khan	2019	Odessa, Texas
Vicky Bakhos	2018	Midland, Texas
Javier Peacher	2018	Odessa, Texas
Joshua Urteaga	2018	Odessa, Texas
Guillermo Cazares	2018	Odessa, Texas
Derrick Randdolf	2018	Midland, Texas
Jorge Alamo	2016	Odessa, Texas
Olga Dowell	2016	Odessa, Texas
Pamela Gougler	2016	Fort Stockton, TX
Alfredo Medina	2016	Crane, TX
Bhavana Mocherla	2016	Odessa, Texas



# FAMILY MEDICINE GRADUATES IN THE PERMIAN BASIN

<u>NAME</u>	<u>YEAR GRADUATED</u>	<u>CURRENT LOCATION</u>
Karyn Adimoolan	2014	Midland, Texas
Domingo Caparas	2014	Odessa, Texas
Martin Ortega	2014	Odessa, Texas
Ricky Hamby	2014	Odessa, Texas
Dr. Francisco	2013	Odessa, Texas
Dr. Okin	2013	Monahans, Texas
Dr. Smith	2013	Odessa, Texas
Dr. Hamby	2013	Odessa, Texas
Dr. Okwuwa	2012	Odessa, Texas
Dr. Alam	2012	Odessa, Texas



# MCHS Development

QUARTER 1 UPDATE

# PUBLIC RELATIONS & MARKETING

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# 2.7 MILLION IMPRESSIONS

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PRINT CAMPAIGN

37,200

RADIO PLACEMENTS

278,000

TELEVISION

1,521,591

SOCIAL MEDIA

205,634

BILLBOARDS

609,000

NEWSPAPER

39,392

# BREAKDOWN

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Foundation Giving Campaign / MCHS Image Campaign

Urgent Care vs. Emergency Department

Urgent Care / Retail

Surgical Services – da Vinci XI

Recruitment

ProCare Family Medicine

Permian Basin Health Fair

TAVR

Rehab Center

Permian Basin Strong / Flu Shots

Good News Stories

# MAN UP

## FOR YOUR HEALTH

**YOU WORK HARD FOR YOUR FAMILY. MAKE TIME FOR A HEALTHY FUTURE WITH THEM.**

It may come as no surprise that men are 24 percent less likely than women to have visited a doctor in the past year. Some men feel that they are not "real men" if they complain or cannot deal with pain and will wait until the ache, lump, or rash gets too bad to ignore before consulting a healthcare professional. However, even the most proactive, informed men fall victim to "toughing it out" versus visiting their family doctor on a regular or annual basis. Medical Center Health Systems is here to help you navigate how to start a conversation with your doctor about the right screening tests for you.

- Annual physical exam
- Monthly self-exam for testicular cancer and/or abnormalities
- Blood pressure
- Blood tests
- Blood fats (LDL and HDL cholesterol and triglycerides)
- Prostate screenings
- Colorectal screenings
- Annual flu vaccine
- Ovarian skin exam
- Hearing tests

Call to schedule a physical with one of our family medicine doctors today!

**Dr. Getzert Alberia**  
Dr. Boswell Carter  
3001 JBS Parkway  
Odessa, Texas  
(432) 640-6765

**Dr. Jorge Alamo**  
8050 E. HWY 191,  
Suite 101A  
Odessa, Texas  
(432) 640-6646



**mch**  
ProCare  
Family Medicine  
A Division of Medical Center Health System  
www.mchodessa.com

## FAMILY MEDICINE

### Man Up for Your Health

This campaign included print, radio, television and billboards.

*When your tinsel is in a tangle... We have you covered.*



**URGENT CARE CLINIC**



**VS**

**EMERGENCY ROOM**



**Our three convenient locations are open seven days a week.**

**Urgent Care - JBS Parkway**  
3001 JBS Parkway, Odessa  
(432) 640-6700

**Urgent Care - 42nd Street**  
1940 East 42nd Street, Odessa  
(432) 640-2749

**Urgent Care - West University**  
6030 West University, Odessa  
(432) 640-6600

**Hours:**  
Monday - Friday: 9:00am - 8:30pm  
Saturday & Sunday: 10:00am - 5:30pm

**mch**  
Urgent Care  
A Division of Medical Center Health System  
(432) 640-6000  
www.procareodessa.com

**DECEMBER CLINIC HOURS:**  
Urgent Care:  
December 24th - Hours will extend to 11pm (JBS ONLY)  
December 25th - All Urgent Care Clinics closed on Christmas Day

## URGENT CARE

### Urgent Care vs. ED

This campaign included print, radio, television and billboards.



**Technology Making a Healthier You Possible**

# Bariatric Surgery Changes Lives

**Is it time to consider weight loss surgery?**

Medical Center Hospital offers Robotic Bariatric Surgery using the **da Vinci Xi® System**. Surgery is performed through just a few small incisions, much like laparoscopic surgery. The features of the **da Vinci Xi® System** allow your surgeon to operate with enhanced vision, agility and control.

The pathway to surgery at Medical Center Bariatric Center is easy. Call our office at (432) 640-3555 to request a new patient packet or to learn more today!

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**mch**  
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## DA VINCI XI

### Surgical Services

This campaign included print only.

# FOUNDATION & CHILDREN'S MIRACLE NETWORK

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# QUARTER 1 WINS

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Established Victim Assistance Fund

Established Employee Giving Campaign

Established Annual Giving Campaign

The Human Bean partnership

# UPCOMING EVENTS

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## IHOP National Pancake Day

- February 25, 2020

## Dairy Queen Cone Day

- March 19, 2020

## Children's Hospitals Week

- April 6, 2020 – April 10, 2020

# Hospital district board members to vote on May election

Leadership looking for sales tax addition to help deal with expected reduction in federal funding

By [Stewart Doreen](#), MRT.com/Midland Reporter-Telegram

Published 8:58 pm CST, Wednesday, January 29, 2020

Midland County Hospital District officials anticipate a \$38.4 million drop in the district's annual Medicaid supplement reimbursement by fiscal year 2024.

Midland County Hospital District officials anticipate a \$38.4 million drop in the district's annual Medicaid supplement reimbursement by fiscal year 2024.

Russell Meyers, president and CEO of Midland Health, repeatedly has warned the community of the impending reduction and the cuts it would mean to health care in Midland County if nothing is done.

So, today, Meyers is placing a proposal to call for an election in May that, if approved, will raise the sales tax rate inside the city and county a quarter of a cent. The hope is the anticipated \$30 million in revenue will help the district -- which includes Midland Memorial Hospital -- prevent cuts, avoid a property tax increase of about 120 percent over the next four years and improve the district's ability to retain and recruit health care professionals.

The hospital district board will meet at 11:45 a.m. today inside the administration board room at Midland Memorial Hospital. If members vote to approve the plan, an election will be held May 2.

Currently, the sales tax inside the city of Midland is 8 percent. If voters approve, items will be taxed at 8.25 percent, which is the cap for sales tax in Texas. The quarter-cent amounts to an extra 25 cents for every \$100 spent. Just inside the city of Midland last year, a quarter-cent would have raised more than \$15 million.

Meyers told the Reporter-Telegram on Wednesday that the loss in Medicaid supplement reimbursement reductions will specifically impact Community Healthcare Services funding. That includes 501a's (nonprofits), Midland Community Healthcare Services (such as the Coleman Clinic), contracted physicians, the district's partnership with

Texas Tech University Health Sciences Center, mental health partnerships with Oceans Behavioral Hospital and the Springboard drug and alcohol treatment facility and ER calls. Meyers said combined funding reached \$40.147 million in fiscal year 2019. That figure, he said, included at least some compensation for 200 doctors, or about 75 percent of the medical staff.

If nothing is done now, the hospital's unrestricted cash would be impacted. Hospital officials expect it to fall from \$29.6 million at the end of FY 2020 to a deficit of \$8.115 million at the end of FY 2024.

"The board has an important decision to make," wrote Jeff Beard, one of seven elected board members. "If approved by the board then the citizens of Midland County will decide what the future of health care in our community can look like."

Meyers said that 501a support is a primary vehicle for physician recruitment. In FY 2019, 501a funding accounted for \$15.613 million of the total \$40.1 million in Community Healthcare Services funding. The next largest line items were the \$7.534 million for contracted physicians and \$6.485 million for ER calls.

Cuts to ER calls and contracted physicians likely would mean a reduction in the number of doctors and the ability to provide certain health care operation in Midland, according to hospital district officials. Mental health cuts likely would mean Oceans and Springboard would struggle, and the Midland County Hospital District would be forced to develop its own programs. Meyers stated a funding reduction for TTUHSC would likely result in programs reduced, and the TTUHSC likely "retrenched" in Odessa. Lastly, the reduction in funds for MCHD is expected to increase "inappropriate emergency department usage."

To provide a little more context to the amount of money needed to make up for anticipated Medicaid reductions, Meyers said the hospital district would be required to raise the amount of property tax revenue by 72 percent next year, 13 percent in FY 2022, 12 percent in 2023 and 1 percent in 2024. That equals to a 119 percent increase compared to the baseline in 2020. Meyers said the hospital district board has consistently set the property tax rate to just below the rate that would call for an automatic election to approve.

There was hope that the hospital district could have waited and partnered with the city of Midland and Midland County on a larger revenue-generating solution that would help



all entities. City leaders have stated that the \$15 million that could have been raised inside the city with the quarter-cent could have helped with future infrastructure.

"I wish we could have partnered in a little different way moving forward," Mayor Patrick Payton said this week. "I'm going to be supportive of what the hospital thinks that they must do, even though quite frankly, and I've told all involved at the hospital, that I wish we could have maybe come up with a partnership on that quarter-cent, but they need to do what they feel like they have to do and we'll see where that goes in May."

Hospital officials said they were ready to place the item on the Nov. 5 ballot but allowed Midland ISD to go forward with its \$569 million bond without another tax item on that ballot. Meyers said that should voters approve an item in May, the hospital district wouldn't begin to receive funding until November, so waiting wasn't an option.

The MCHD has come before the voters twice before, according to Roz Grover. She led the 2009 bond campaign, the first \$100 million bond election approved by voters in Midland's history.

#### MIDLAND MEMORIAL HOSPITAL

400 Rosalind Redfern Grover Parkway, Midland, Texas, 79701

Phone: 221-1111

Website: [www.midland-memorial.com](http://www.midland-memorial.com)

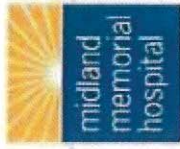
Facebook: [www.facebook.com/MidlandMemorialHospital](https://www.facebook.com/MidlandMemorialHospital)

Twitter: [twitter.com/MidlandMemorial](https://twitter.com/MidlandMemorial)

President Russell Meyers 221-1584

Directors -- District 1: Tracie Greene, District 2: Dwain Tomlin, District 3: Larry Mercer, District 4: Link Grimes, District 5: Cari Chaplin, District 6: Joe Kiowski, District 7: Jeffrey Beard

### Medicaid Supplemental Funding



**\*\*Annual Medicaid (Federal) funding to Midland County Hospital District is projected to decline from nearly \$70 million in 2017 to \$12 million by 2024**

→ All Medicaid Supplemental Funding

FY17      FY19      FY20      FY21      FY22      FY23      FY24

\$0



## **FY 2020 Emergency Department Throughput Optimization Request**

To: Ector County Hospital District Board of Directors

Through: Russell, Tippin, President/Chief Executive Officer

From: Steve Ewing, Chief Financial Officer  
Christin Abbott-Timmons Chief Nursing Officer

Date: February 4, 2020

Re: Statement of Work Agreement for Consulting Services – Emergency Dept

**Total Cost... (Unbudgeted) \$225,000**

### **OBJECTIVE**

One of the most complex areas of the hospital, the Emergency Department (ED) impacts admissions and revenues, and ultimately influences the patient experience. It is often the front door of the hospital, casting an impression on other care areas. A cost-effective, high performing and patient-centered ED is critical to moving the patient quickly, efficiently and safely through our system. Vizient estimates completing the engagement over a period of four months, however the timeline may be adjusted based on our emergent needs, availability of complete and accurate data, and access to key stakeholders and staff.

The objectives of this engagement are:

- Better match capacity to demand
- Improve patient throughput and flow
- Enhance care coordination
- Increase patient and staff satisfaction

Benefits anticipated:

- Reduced arrival to room time
- Reduced arrival to provider time
- Reduced number of patients left without being seen
- Improved patient satisfaction

In addition to the improved patient safety, quality and satisfaction metrics listed above, there are several financial benefits to cost-justify the unbudgeted consulting fees. One benefit is the increase of patient review by treating a portion of the estimated 1,960



patients that left with being seen (LWBS) in the Emergency Department. Bringing MCH's LWBS rate at or below the national norm generates incremental patient revenue of \$1,656,000 per annum. Other financial benefits would include staffing labor / benefit savings and reduced physician payments due to higher volumes, both not calculated but would improve the financial benefit analysis.

To: Ector County Hospital District Board of Directors  
Through: Russell Tippin, President/Chief Executive Officer  
From: Kathy Dagnon Vice President of Human Resources  
Date: January 31, 2020  
Subject: Interim Services Agreement

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With the departure of our ACNO/Surgical Services, Don Owens, 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 ACNO/Surgical Services 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 three hundred seventy-five dollars (\$5,375) 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 Surgical Services department on an interim basis.

## February Board Report

### Follow up items from last report:

- Total of 15 nurses from the region attended the TNCC class, more to come in the next few months
- Nurses from Alpine Rural Health Clinic have connected with MCHS diabetes to learn about how we educated our community on diabetes risk and prevention. Their nurses plan to attend one of our diabetes educational courses.
- There was concerns voiced about demographic information shared prior to transfers, formal SBAR sheet sent to regional partners to help smooth initial information required for transfer, provided all with MCHS House Supervisor number as well to call for additional information per Natalie's request. Will gather feedback to see if this was helpful and present at next board meeting.
- MCHS compliance officer final meeting is 1/29 to finalize logistics on how we will better share information with regional partners

### Site Visits:

**Alpine-** They have not had any issues with transfers since last visit. Sophie stated just being aware of what we need from them beforehand helps them better prepare and helps streamline transfer process. Spoke with Med surge director Rainey, she expressed the need to get patients back to swing bed I have connected her with Case Manager Director. She stated they will be making a visit in the next few weeks to MCH.

**Seminole-** Met with new ED director Tonya, she stated they have no issues with transfers to MCHS. Although they are in BRAC, they still do send patients to MCHS when unable to send to Lubbock for whatever reason or perhaps patient preference. She stated they see approximately 400 patients monthly in the ED. She voiced no concerns with transfers, but did ask why we do not have transfer agreements, I have let her know our legal team is working on this. She stated once she gets more settled in her role she will be reaching out for educational needs for staff.

**Winkler-** No reported transfer issues at this time. CNO is excited they have partnered with Delmare for transport, they are hoping this will help with transfer times. This has been a barrier for some time for them.

**Monahans-** No reported transfer issues. Leticia is working with our IT department to connect their physicians to our portal per their request. This is still underway at this time. Final meeting will occur 1/29 on our end.

**Pecos-** Stroke Coordinator and I spent a great amount of time with ED Staff and Dr Jones providing TPA/ stroke education, several resources provided to help care for and transfer stroke patients, staff stated the visit was much appreciated.

**Lovington-** Spoke with ED staff, they stated no issues with transfers, but did state they have had several declined by us due to no hand coverage so in that case they send to Midland. Will reach out to CNO Brandy Savell and ED director in the next month, both were in meeting during site visit.

**Iraan-** Met with CNO, Dr Garcia, and Teresa Callahan NP, they expressed some barriers with transport and radiology needs for their patients. They are working on some things are their end for more radiology coverage. No issues with transfers at this time.

**Rankin-** No reported transfer issues other than the demographics concern. Tiana has been sent the SBAR sheet and told to let me know if this does not help. Tiana and Sirena still working to set up mock trauma in their ED, Sirena waiting to hear specifics on what they would like.

**McCamey-** No reported transfer issues, spoke with CNO she stated they have been speaking with case managers for patient updates and this has helped them better follow/ track their patients.

**Andrews-** Introduced self and role to new CNO Danny. I also met with Mike ED Director and ED staff, he stated they have been asked to provide CTA before transferring stroke patients, they are working on their end to make sure this can happen more smoothly and yield a quicker turnaround time. He also stated they are working to have contract with transport group, which he believes will help tremendously with all transfers. During our visit he stated one of their goals this year is to work with physicians as he feels their physicians could be keeping some of the patients they are transferring. For the month of December they hit a record of visits in their ED at 1,169. I have let him know we will be here to help in any way possible.

**Stanton-** met with Linda CNO, no reported transfer issues. She stated they are currently working with Sirena for trauma education. She also requested EKG education at their next clinical carnival for nurses. I have connected her with Martha and nursing education contact information.

**Colorado City-** Introduced self and role to Mark CNO, he stated majority of their patients go to Abilene but he will get patients who request to go to MCH, and he stated there has never been reported issues with transfers. I have updated him about new trauma acceptance age and left him with contact information to call with any needs.

**Big Springs-** Met with Jonetta and introduced self to trauma educator Samantha, both voiced no concerns with transfer issues. They are working to get group together to attend TNCC class at this time. Jonetta has also stated some of her nurses will be doing online EKG course.

During all site visits this month there was much time spent on stroke education and touching base on the possible need for CTAs in the near future for stroke patients. We want to make sure our regional partners are informed about what is coming in the future rather than finding out at the time of transfer. At this time the stroke committee is still finalizing criteria and protocols and we will update the region as soon as this happens.

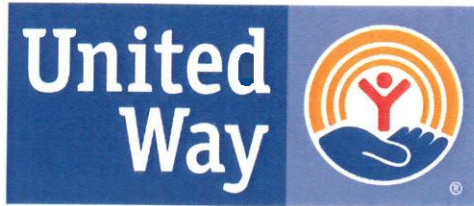
### **Moving forward:**

Some action items that are being worked on/discussed moving forward

- Connecting regional physicians with Cerner access to provide a better continuum of care- still in the works, final compliance meeting 1/29

- Invitation to LDI to regional leadership
- Invitation to Board Retreat
- Evaluation of radiology needs for the region
- MCHS now a member of TORCH
- MCHS roundtable regional discussion to talk about 2020 regional plans scheduled 2/3
- Regional Newsletter/ Facebook campaign to highlight regional partnerships





# UNITED WAY OF ODESSA



We fight for the Health, Education and Self-sufficiency of every resident by funding local programs.

## TO BUILD A STRONGER COMMUNITY, WE NEED EVERYONE'S HELP.

### UNITED WAY OF ODESSA FUNDED AGENCIES

Boys and Girls Club of Odessa	\$114,084
Camp Fire, West TX	\$20,000
CASA of the Permian Basin	\$53,550
Catholic Charities	\$46,000
Centers for Children and Families	\$92,500
Crisis Center West Texas	\$85,000
Odessa Christmas in Action	\$72,866
Communities in Schools of the Permian Basin	\$50,000
Family Crisis Center of Big Bend	\$20,000
Family Promise of Odessa	\$15,000
Girl Scouts of the Desert Southwest	\$33,000
Harmony Home Children's Advocacy Center	\$91,000
Meals on Wheels of Odessa	\$80,000
Mission Center Adult Day Service	\$16,000
Odessa Links	\$30,000
Odessa Day Nursery	\$45,000
Odessa Family YMCA	\$85,500
Permian Basin Mission Center	\$36,500
Safe Place of the Permian Basin	\$9,000
The Salvation Army	\$59,000
S.H.A.R.E.	\$40,000

### WAYS TO GIVE

Each year, thousands of individuals help create change in Ector county by participating in the annual United Way of Odessa campaign, allowing us to impact lives.

#### WORKPLACE CAMPAIGN

Invite United Way of Odessa to give a fundraising presentation at your business.

#### CAMPAIGN SPONSORSHIP

Help United Way of Odessa fulfill campaign efforts by sponsoring \$500 to \$6,000 to cover administrative fees.

#### CORPORATE DONATIONS

Send a one-time donation directly to the United Way of Odessa via direct mail or [unitedwayodessa.org](http://unitedwayodessa.org)

#### EVENT SPONSORSHIP

Sponsor or participate in fun events like our annual golf tournament

New donors count. Loyal donors count. Everyone counts—whether you give, advocate or volunteer. Can we count on you to LIVE UNITED?

**For more information please contact us:**

**Josh:** [jcarmona@unitedwayodessa.org](mailto:jcarmona@unitedwayodessa.org)

**Valerie:** [vcastellon@unitedwayodessa.org](mailto:vcastellon@unitedwayodessa.org)

**(432)-332-0941**

<b>2019 Top 5 Contributors</b>	
Saulsbury	\$ 300,000.00
MCH	\$ 197,217.90
HEB	\$ 119,293.00
City of Odessa	\$ 74,936.54
ECISD	\$ 74,772.07
	\$ 766,219.51



# Org AR Report

As of 2020-01-13 07:28:00 Pacific Standard Time/PST • Generated by Valerie Castellon

Filtered By  
 Show: All accounts  
 Account ID equals 0014P00002DaOh

Account Name ↑	Primary Campaign Source: Campaign Name ↓	Opportunity Type ↑	Sum of Pledge Amount	Sum of Payment Amount	Sum of Write Off Amount	Balance	% Paid	Record Count
Medical Center Hospital	2019 Medical Center Hospital (SP)	Corporate	\$1,000.00	\$1,000.00	\$0.00	\$0.00	1	1
	Subtotal		\$196,217.90	\$1,000.00	\$0.00	\$0.00	1	1
2018 Medical Center Hospital (UW)		Payroll	\$161,426.63	\$121,618.99	\$0.00	\$39,807.64	0.75	254
		Individual Direct	\$6,854.40	\$3,824.09	\$0.00	\$3,030.31	0.56	24
		Special Events	\$680.00	\$680.00	\$0.00	\$0.00	1	1
2018 Medical Center Hospital (SP)		Corporate	\$2,000.00	\$2,000.00	\$0.00	\$0.00	1	1
2018 Medical Center Hospital (IN)		Individual Direct	\$1,802.00	\$1,802.00	\$0.00	\$0.00	1	1
	Subtotal		\$172,763.03	\$1,802.00	\$0.00	\$0.00	1	1
2017 Medical Center Hospital (UW)		Corporate	\$20.00	\$20.00	\$0.00	\$0.00	1	1
		Payroll	\$116,366.70	\$105,122.64	\$0.00	\$11,244.06	0.9	342
		Individual Direct	\$4,974.00	\$1,089.00	\$0.00	\$3,885.00	0.22	24
		Special Events	\$500.00	\$500.00	\$0.00	\$0.00	1	1
2017 Medical Center Hospital (SP)		Corporate	\$1,000.00	\$1,000.00	\$0.00	\$0.00	1	1
2017 Medical Center Hospital (IN)		Individual Direct	\$2,500.00	\$2,500.00	\$0.00	\$0.00	1	1
	Subtotal		\$125,360.70	\$2,500.00	\$0.00	\$0.00	1	1
2016 Medical Center Hospital (UW)		Corporate	\$500.00	\$500.00	\$0.00	\$0.00	1	1
		Payroll	\$207,832.10	\$201,025.17	\$0.00	\$6,806.93	0.97	676
		Individual Direct	\$10,257.52	\$2,281.00	\$0.00	\$7,976.52	0.22	45
2016 Medical Center Hospital (SP)		Corporate	\$2,500.00	\$2,500.00	\$0.00	\$0.00	1	1
2016 Medical Center Hospital (IN)		Individual Direct	\$2,500.00	\$2,500.00	\$0.00	\$0.00	1	1
	Subtotal		\$223,589.62	\$2,500.00	\$0.00	\$0.00	1	1
2015 Medical Center Hospital (UW)		Payroll	\$185,938.46	\$177,484.54	\$0.00	\$8,453.92	0.95	581
		Individual Direct	\$8,467.46	\$3,769.05	\$0.00	\$4,698.41	0.45	49
		Special Events	\$500.00	\$500.00	\$0.00	\$0.00	1	1
2015 Medical Center Hospital (SP)		Corporate	\$2,500.00	\$2,500.00	\$0.00	\$0.00	1	1
	Subtotal		\$197,405.92	\$2,500.00	\$0.00	\$0.00	1	1
2014 Medical Center Hospital (UW)		Payroll	\$212,996.32	\$196,289.22	\$0.00	\$16,707.10	0.92	657
		Individual Direct	\$6,201.28	\$2,323.00	\$0.00	\$3,878.28	0.37	51
		Special Events	\$65.00	\$65.00	\$0.00	\$0.00	1	1
2014 Medical Center Hospital (SP)		Corporate	\$5,000.00	\$5,000.00	\$0.00	\$0.00	1	1
		Special Events	\$2,500.00	\$2,500.00	\$0.00	\$0.00	1	1
	Subtotal		\$226,762.60	\$7,500.00	\$0.00	\$0.00	1	2