



**ECTOR COUNTY HOSPITAL DISTRICT
 BOARD OF DIRECTORS REGULAR MEETING
 SEPTEMBER 4, 2018 – 5:30 p.m.
 MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
 500 W 4TH STREET, ODESSA, TEXAS**

AGENDA

- I. CALL TO ORDER** Mary Thompson, President
- II. INVOCATION** Chaplain Farrell Ard
- III. PLEDGE OF ALLEGIANCE** Mary Thompson
- IV. MISSION/VISION/VALUES OF MEDICAL CENTER HEALTH SYSTEM** Mary Thompson, p.3
- V. SEPTEMBER 2018 EMPLOYEES OF THE MONTH** Rick Napper
 - Clinical: Jorge Martinez, Lead Diagnostic Technologist, Radiology
 - Non-Clinical: Doug Herget, Staff Chaplain, Pastoral Care Department
 - Nurse: Jhun Florencio, Registered Nurse, 7 Central
- VI. PINK THE BASIN PRESENTATION** Bridgette Meyers
- VII. TAX ABATEMENT AGREEMENT – OBERON SOLAR, LLC** Wesley Burnett, p.4-23
- VIII. CONSENT AGENDA** Mary Thompson, p.24-32
 (These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
 - A. Minutes for Regular Meeting – August 7, 2018**
 - B. Special Meeting – August 16, 2018**
- IX. COMMITTEE REPORTS**
 - A. Finance Committee** David Dunn, p.33-115
 1. Financial Report for Ten Months Ended July 31, 2018
 2. Capital Expenditure Request: NICU Transporter
 3. Capital Expenditure Request: Storage Disc Expansion
 - B. Joint Conference Committee** Fernando Boccalandro, MD, p.116-123
 1. Medical Staff or AHP Initial Appointment/Reappointment
 2. Change in Clinical Privileges/or Scope of Practice/or Supervisor
 3. Change in Medical Staff or AHP Staff Status
 4. Change in Medical Staff or AHP Staff Category
 5. Change in Medical Staff Bylaws/Policy/Privilege Criteria

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

XI. PRESIDENT/CHIEF EXECUTIVE OFFICER’S UPDATE Rick Napper

A. Quarterly Quality Report

B. Quarterly Human Resources Report

C. Annual Organization Wide Performance Improvement Plan

D. Annual Organization Risk Management Plan

E. Productivity Team 100 Day Workout Report

XII. EXECUTIVE SESSION

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

XIII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. MCH ProCare Provider Agreement(s)

B. NRC Health Agreement..... p.124

XIV. ADJOURNMENT Mary Thompson

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

MISSION

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

VISION

MCHS will be the premier source for health and wellness.

VALUES

I-ntegrity

C-ustomer centered

A-ccountability

R-espect

E-xcellence

STATE OF TEXAS §

COUNTY OF ECTOR §

REINVESTMENT ZONE
TAX ABATEMENT AGREEMENT

This Reinvestment Zone Tax Abatement Agreement (“Agreement”) is made this the 4th day of September, 2018, by the Ector County Hospital District, hereinafter referred to as “District”, and Oberon Solar LLC, hereinafter collectively referred to as “Company”, for tax abatement for certain Eligible Property (as defined herein) to be located on the site described by metes and bounds in that certain Warranty Deed dated December 31, 1991, recorded in Volume 1102, Page 568, Deed Records, Ector County, Texas, and further described in its entirety in Exhibit A-1 hereto (the “Site”), pursuant to the following terms and conditions:

I. Purpose

The District is authorized by the Property Redevelopment and Tax Abatement Act (Chapter 312, Tax Code, the “Act”) to provide tax abatement incentives which will be reasonably likely as a result of the designation to contribute to the retention or expansion of primary employment or to attract major investment in the zone that would be a benefit to the property and that would contribute to the economic development of the County. The District has previously elected to be eligible to participate in property tax abatement under the Act, and on July 11, 2017, the District adopted the Guidelines and Governing Criteria Tax Abatement in Reinvestment Zones and Enterprise Zones (the “Guidelines”) pursuant to the Act. The County has also previously made the required findings and created Reinvestment Zone for Oberon Solar LLC in the County (the “Reinvestment Zone”); a copy of the resolution creating the Reinvestment Zone is attached as Exhibit A hereto. The District and Company wish to enter into an agreement by which District will provide tax abatement for Company’s Eligible Property in accordance with the Act. In consideration for these benefits, Company agrees to a specified level of capital investment and certain job creation obligations (as more fully set forth herein) in the

Reinvestment Zone and further to comply with the District’s governing ordinances and the other terms and conditions set forth in this Agreement.

Company proposes to construct improvements on the Site in the Reinvestment Zone consisting of a solar power facility (the “Project”). It is anticipated that Company will make a minimum capital investment in the Project of \$50,000,000.00 (the “Minimum Capital Investment”). The certified appraised value of the Project will depend upon annual appraisals by the Ector County Appraisal District and may be more than or less than the Minimum Capital Investment. Construction of the Project is scheduled to commence in December 2018 and be completed before December 31, 2019. Company shall keep County apprised of the Project’s construction progress and status.

II. Special Conditions

- 2.1 **Benefits:** District will provide a tax abatement on the Company’s Eligible Property located in Reinvestment Zone as according to the terms of this Agreement.
- 2.2 **Base Year:** The base year assessed value for the Eligible Property for which tax abatement is sought is the certified appraised value on January 1, 2018 (“Base Year Value”), as shown on the tax rolls of the Ector County Appraisal District. County and Company agree that the Base Year Value of Company’s personal property included in the Eligible Property is zero.
- 2.3 **Base Year Assessment:** Taxes paid on the Base Year Value shall not be abated as a result of this Agreement.
- 2.4 **Ineligible Property:** Taxes shall not be abated for the following specific types of property:
 - (a) vehicles;
 - (b) aircraft;

- (c) residential (except as allowed for a Residential Facility as defined in the Guidelines);
- (d) boats;
- (e) property owned by the State of Texas or any state agency;
- (f) property owned or leased by a member of the governing body of an affected taxing unit;
- (g) property purchased or leased by companies that are moving to the Reinvestment Zone from other locations in the County;
- (h) personal property and equipment moved from other locations in the County;
and
- (i) property not owned by Company.

2.5 **Value:** During the Abatement Period (as defined herein), the percentage of the certified appraised value of the Company’s Eligible Property over and above the Base Year Value that will be abated during each year of the Abatement Period shall be as follows:

- (a) **Real Property:**
 - Years 1-5: 100%
 - Years 6-10: 50%
- (b) **Personal Property:**
 - Years 1-5: 100%
 - Years 6-10: 50%.

2.6 **Eligible Property:** “Eligible Property” means property eligible for abatement under the Guidelines and the Act, including: new, expanded or modernized buildings and structures; fixed machinery and equipment; Site improvements; related fixed

improvements; other tangible items necessary to the operation and administration of the Project or facility; and all other real and tangible personal property permitted by the Act and the Guidelines. Taxes on real property may be abated only to the extent the property's value for a given year exceeds its Base Year Value. Tangible personal property located in the County at any time before the execution of this Agreement is not eligible for tax abatement. Tangible personal property eligible for tax abatement shall not include any of the ineligible property listed in Section 2.4 above.

2.7 **Procedures for the Taxation of Company's Property:** The District and Company specifically agree and acknowledge that the property on the Site within the Reinvestment Zone shall be taxable in the following ways before and during the Term of this Agreement:

- (a) Property not eligible for abatement, if any, shall be fully taxable at all times;
- (b) The certified appraised value of property existing on the Site prior to execution of this Agreement shall be fully taxable at all times;
- (c) Prior to commencement of the Abatement Period, 100% of property taxes levied on the certified appraised value of real and personal property located on the Site will be owed and payable by Company;
- (d) All District property taxes and all taxes levied by PTEs (as defined herein) on the certified appraised value of Eligible Property shall be abated in the percentages provided for in Section 2.5 above for each year of the Abatement Period; and
- (e) 100% of the certified appraised value of Eligible Property existing on the Site shall be fully taxable after expiration of the Abatement period.

- 2.8 **New and Retained Jobs and Investment:** As a condition to receiving the tax abatement provided for in this Agreement, Company shall make the Minimum Capital Investment in the Reinvestment Zone prior to the commencement of the Abatement Period. Further, Company covenants to create and maintain on the Site at least two (2) retained jobs during each of the years of the Abatement Period (the “Committed Jobs”). The Committed Jobs will not be created until after the Project reaches Commercial Operations (as defined herein), and the Committed Jobs may be created and maintained by either the Company or a third party contracted by the Company to operate the Project.
- 2.9 **Abatement Term:** The Agreement shall be effective when executed by all of the parties. The “Abatement Period” under this Agreement shall (i) commence on January 1 of the calendar year after the calendar year in which both the Minimum Capital Investment has been made and the Project has reached Commercial Operations and (ii) end on the conclusion of ten (10) full calendar years thereafter. As used in this Agreement, “Commercial Operations” means that the Project has become commercially operational and placed into service for the purpose of generating electricity for sale on one or more commercial markets. Notwithstanding any statement or implication in this Agreement to the contrary, the parties agree that the Abatement Period (and the tax abatement granted herein) shall not extend beyond ten (10) calendar years. In the event that the Abatement Period has not commenced on or before January 1, 2021 (subject to any delays caused by Force Majeure), such non-commencement shall not be a default, but this Agreement shall automatically terminate, and neither party shall have any further obligation or liability to the other hereunder.

- 2.10 **Commercial Operations Certificate:** After the Project reaches Commercial Operations, Company shall provide a letter to the District certifying that the Project has achieved Commercial Operations, certifying that the Minimum Capital Investment has been made, describing the improvements and Eligible Property included in the Project, and stating the commencement date of the Abatement Period (the “Certificate”). Upon receipt of the Certificate, the District may inspect the Site in accordance with this Agreement to determine that the Project is in place as certified. If the Certificate indicates that certain ancillary facilities not required for Commercial Operations are still under construction on the date that the Certificate is delivered, Company will deliver an amended Certificate to the District within thirty (30) days after all Project construction is complete. The ongoing construction of such ancillary facilities shall not delay the commencement of the Abatement Period. Such ancillary facilities, once completed, shall become part of the Eligible Property under this Agreement.
- 2.11 **Access:** Company shall provide access to and authorize inspection of the Eligible Property by employees of the District with Company to insure that the Project improvements are made according to the specifications and conditions of the Agreement.
- 2.12 **Use:** Company shall use the Eligible Property for the purpose of generating electricity.
- 2.13 **Administration:** District is appointed as the administrative agency to administer and enforce this Agreement on behalf of all participating tax entities for which the County has the statutory authority to establish the local tax rate (“PTEs”).
- 2.14 **Reports and Monitoring:** Company agrees to the following reporting and monitoring provisions during the Abatement Period:

- (a) Company shall provide a report to District confirming the creation and retention of the Committed Jobs at the Project. Documentation for the Committed Jobs may be in the form of quarterly IRS 941 returns, TWC Employer Quarterly Reports, or employee rosters that show the hours worked and positions filled and such other reports as may reasonably be required.
- (b) Company shall allow District personnel access to the Property, in order to do confirm the Committed Jobs when accompanied by a representative of Company during normal business hours.
- (c) Company shall certify annually to the District, in a form mutually agreed upon by District and Company, that the Company is in compliance with each applicable term of this Agreement. Company shall also provide any other reports that are reasonably necessary for District to make such certification.
- (d) Company shall provide any forms required by the Texas Comptroller.

2.15 **Assessment:** The Chief Appraiser of the Ector County Appraisal District shall annually review all of the real and personal property of Company comprising the Project and assess taxes for the property that are not subject to tax abatement. Each year Company shall furnish to the Chief Appraiser such information as may be required or authorized by law for the Chief Appraiser to perform the Chief Appraiser's duties. Once value has been established, the Chief Appraiser shall notify Company of the amount to be abated and the amount of assessment. Company reserves the right to contest the appraised value of all of its property in accordance with applicable law. A portion or all of the Company's Project property may be eligible for complete or partial exemption from ad valorem taxes

as a result of existing law or future legislation. This Agreement is not to be construed as evidence that no such exemptions shall apply to the Company's Project property.

2.16 **Company Obligations:** Company agrees to the following:

- (a) After the commencement of the Abatement Period, Company and its assigns shall continue their agreed use of the Eligible Property at the Site at all times during the Abatement Period.
- (b) Except for taxes abated pursuant to this Agreement, Company shall pay all taxes due and owing by it which are not in good faith being contested by Company to District and all other PTEs.
- (c) Company shall obtain and maintain all necessary rights, licenses, permits, and authorities to carry on its business.
- (d) Company is aware of all applicable statutory limitations on the tax abatement under the Act and acknowledges that Company shall comply with such law as well as all other related laws and regulations.
- (e) Company shall comply with all of the terms of this Agreement.

2.17 **District's Representations and Warranties:** The District represents that (i) the District has formally elected to be eligible to grant property tax abatements under the Act; (ii) the Guidelines were adopted in accordance with the Act and are in effect as of the date of this Agreement; (iii) the Reinvestment Zone and this Agreement have been created in accordance with the Act and the Guidelines as both exist on the date of this Agreement; (iv) as applicable, (a) no interest in the Project or the Site is held or subleased by a member of the District Board, or (b) any member of the District's Board that has a potential economic or financial interest in the Project or the Site has abstained from any

vote or decision regarding this Agreement; (v) the property within the Reinvestment Zone is located within the legal boundaries of the District and outside the boundaries of all municipalities located in the District; and (vi) the District has made and will continue to make all required filings with the Office of the Comptroller of Public Accounts and other governmental entities concerning the Reinvestment Zone and this Agreement.

III. Default and Remedies

- 3.1 **Termination on Default:** If Company should fail to comply with any of the provisions listed in this Agreement, the breach of any one of which shall constitute an event of default, and fail to cure such violation within sixty (60) days of written notice or demonstrate to the satisfaction of the District that it has taken appropriate affirmative action to cure such violation, District may declare a default of this Agreement in which event this Agreement shall terminate and the District shall be entitled to recapture all property taxes abated as a result of this Agreement.
- 3.2 **Notices of Default:** Any notice of default under this Agreement shall prominently state the following at the top of the notice:

NOTICE OF DEFAULT UNDER TAX ABATEMENT AGREEMENT

YOU ARE HEREBY NOTIFIED OF THE FOLLOWING DEFAULT UNDER YOUR TAX ABATEMENT AGREEMENT WITH THE DISTRICT. FAILURE TO CURE THIS DEFAULT WITHIN SIXTY DAYS OF NOTICE OR OTHERWISE CURE THE DEFAULT AS PROVIDED BY THIS AGREEMENT SHALL RESULT IN TERMINATION OF THE TAX ABATEMENT AGREEMENT AND MAY INCLUDE RECAPTURE OF TAXES ABATED PURSUANT TO THAT AGREEMENT.

- 3.3 **Process for Termination:** After delivery of a notice of default and the expiration of the sixty (60) day cure period provided in Section 3.1 above, if the Company's default remains uncured, the termination of this Agreement and the recapture of property taxes

may be initiated by District furnishing written notice of termination to the Company. The District's Board is authorized to make a good faith determination regarding the efforts of the Company to cure any alleged default after the delivery of a notice of default. Any such decision shall be made in good faith and shall be final unless Company files a petition in a District Court in Ector County, Texas, seeking a declaratory judgment and/or other appropriate relief, including injunctive relief, within 30 days of the receipt of the written notice of termination from the District. In the event of an appeal to the District Court, the parties waive all rights to attorneys' fees.

3.4 **Partial Suspension:** If Company shall fail to comply with the requirement to retain the Committed Jobs during any one year of the Abatement Period, in lieu of declaring a default and initiating the process to terminate the Agreement, District may with notice suspend the abatement of taxes for only the year that the violation occurred for the District and all PTE's and require payment, currently or retroactively.

3.5 **Force Majeure:** A violation that would otherwise subject the Company to recapture, payment of taxes retroactively, shall not be a violation and shall not cause recapture if the violation was caused by an event of Force Majeure. As used herein, "Force Majeure" includes events not reasonably within the control of the party whose performance is sought to be excused thereby, including the following causes and events (to the extent such causes and events are not reasonably within the control of the party claiming suspension): acts of God and the public enemy; strikes; lockouts or other industrial disturbances; inability to obtain material or equipment or labor due to an event that meets the definition of Force Majeure; wars; blockades; insurrections; riots; epidemics; landslides; lightning; earthquakes; fires; storms; floods; high water

washouts; inclement weather; arrests and restraint of rulers and people; interruptions by government or court orders; present or future orders of any regulatory body; civil disturbances; explosions; or any other event that is beyond the reasonable control of the party claiming Force Majeure. The party prevented or hindered from performing shall give prompt (but in no event later than twenty (20) business days after the occurrence of such event) notice and reasonably full particulars of such event to the other party and shall take all reasonable actions within its power to remove the basis for nonperformance (including securing alternative supply sources) and after doing so shall resume performance as soon as possible. The settlement of strikes or lockouts or resolution of differences with workers shall be entirely within the discretion of the affected party, and that the above requirement that any Force Majeure shall be remedied with all reasonable dispatch shall not require the settlement of strikes, lockouts or differences by acceding to the demands of the opposing party in such strike, lockout or difference when such course is inadvisable in the reasonably exercised discretion of the affected party.

3.6 LIMITATION OF LIABILITY: TERMINATION OF THIS AGREEMENT (RESULTING IN A FORFEITURE OF ANY RIGHT TO ABATEMENT HEREUNDER BEYOND THE TERMINATION DATE), RECAPTURE OF PROPERTY TAXES ABATED ONLY AS PROVIDED FOR AND ONLY UNDER THE CIRCUMSTANCES DEFINED IN THIS AGREEMENT, ALONG WITH ANY REASONABLY INCURRED COSTS AND FEES, SHALL BE THE DISTRICT'S SOLE REMEDY, AND COMPANY'S SOLE LIABILITY, IN THE EVENT COMPANY FAILS TO TAKE ANY ACTION REQUIRED BY THIS AGREEMENT, INCLUDING ANY FAILURE TO PAY AMOUNTS OWED UNDER THIS

AGREEMENT. COMPANY AND THE DISTRICT AGREE THAT THE LIMITATIONS CONTAINED IN THIS PARAGRAPH ARE REASONABLE AND REFLECT THE BARGAINED FOR RISK ALLOCATION AGREED TO BY THE PARTIES. IN THE EVENT OF A BREACH OF THIS AGREEMENT, ANY TAXES DUE BY COMPANY SHALL BE SUBJECT TO ANY AND ALL STATUTORY RIGHTS FOR THE PAYMENT AND COLLECTION OF TAXES IN ACCORDANCE WITH THE TEXAS TAX CODE.

IV. Lenders

- 4.1 “Lender” means any entity or person providing, directly or indirectly, with respect to the Project any of (a) senior or subordinated construction, interim or long-term debt financing or refinancing, whether that financing or refinancing takes the form of private debt, public debt, or any other form of debt (including debt financing or refinancing), (b) a leasing transaction, including a sale leaseback, inverted lease, or leveraged leasing structure, (c) tax equity financing, (d) any interest rate protection agreements to hedge any of the foregoing obligations, and/or (e) any energy hedge provider. Company and the Project may have more than one Lender. Company, at its election, may send written notice to District with the name and notice information for any Lender. Any Lender of which the District has notice shall maintain the right to cure any default, including any default caused by an assignee or contractor of Company during the same cure period identified in the foregoing sentence.

- 4.2 The District shall copy all Lenders of which the District has been provided written notice on any notices of default or notices of termination that are delivered by District to Company.
- 4.3 Company may, without obtaining the District's consent, mortgage, pledge, or otherwise encumber its interest in this Agreement or the Project to a Lender for the purpose of financing the operations of the Project or constructing the Project or acquiring additional equipment following any initial phase of construction. Company's encumbering its interest in this Agreement may include an assignment of Company's rights and obligations under this Agreement for purposes of granting a security interest in this Agreement. In the event Company takes any of the actions permitted by this subparagraph, it may provide written notice of such action to the District with such notice to include the name and notice information of the Lender. If Company does not provide the name and notice information of a Lender to the District, then such Lender shall not have the notice rights or other rights of a Lender under this Agreement.

V. Notices and Assignment

- 5.1 **Notices:** Any notice required to be given by these criteria or guidelines shall be given in the following manner:

(a) To the Company:

Oberon Solar LLC

Attn.: Jason Garewal and Legal Department

300 Spectrum Center Drive, Suite 1020

Irvine, CA 92618

Tel: 949 748 5970 x699

Email: jason.garewal@174powerglobal.com and legal@174powerglobal.com

(b) To District:

Ector County Hospital District

Attn.: Board of Directors

P.O. Box 7239

Odessa, TX 79760 Tel: (432) 640-2413

Fax: (432) 640-2494

5.2 **Assignment:** The parties agree that the rights and obligations under this Agreement may be assigned, in whole or in part, by Company, only with the consent of the District. Company shall give forty-five (45) days' written notice of any such intended assignment to the District, and the District shall respond with its consent or refusal within thirty-five (35) days of receipt of Company's notice of assignment. If the District responds to Company's notice of assignment with a refusal, the parties agree to work together in good faith to resolve the District's objections to the assignment. Company's assignment of the Agreement shall be final only after the execution of a formal assignment document between Company and the assignee and the delivery of notice of the execution of such assignment agreement to the District. Neither Company's notice of an intended assignment nor the District's formal consent to an intended assignment shall constitute an assignment of the Agreement; and Company's request for a consent to assignment shall not obligate Company to assign the Agreement. The parties agree that a transfer of all or a portion of the ownership interests in Company to a third party shall not be considered

an assignment under the terms of this Agreement and shall not require any consent of the District.

- 5.3 The Agreement may not be assigned to an entity that is exempt from ad valorem property taxes under Texas law. In the event that the assignment by Company is to an entity that is exempt from ad valorem property taxes and not approved by District, such an assignment shall be a default, and the District shall be entitled to its remedies under Article III.

VI. General Terms

- 6.1 **Entire Agreement:** This Agreement embodies the complete agreement of the parties hereto, superseding all oral or written previous and contemporary agreements between the parties relating to matters in this Agreement, and except as otherwise provided herein cannot be modified without written agreement of the parties to be attached to and made a part of this Agreement.
- 6.2 **Relationship:** No term or provision of this Agreement or act of Company in the performance of this Agreement shall be construed as making Company the contractor, agent, servant, joint venture, or employee of the undersigned District. District is acting solely in a governmental capacity.
- 6.3 **Indemnity:** Company shall indemnify and hold harmless the District, its respective officers, employees and agents from any and all claims, liabilities, losses, damages and expenses arising out of or in any manner connected with this Agreement, and resulting from or caused by the negligence, gross negligence, willful or intentional act or omission of the Company, its officers, employees and agents and including all expenses, attorneys'

fees and court costs which may be reasonably incurred by the District in litigation or in resisting any such claims or such causes of action.

6.4 **Guidelines:** This Agreement is entered into by the parties consistent with the Guidelines. To the extent this Agreement modifies any requirement or procedure set forth in the Guidelines, the Guidelines are deemed amended for purposes of this Agreement only.

6.5 **Amendment:** Except as otherwise provided, this Agreement may be modified by the parties hereto upon mutual written consent to include other provisions which could have originally been included in this Agreement or to delete provisions that were not originally necessary to this Agreement pursuant to the procedures set forth in the Act.

6.6 **Counterparts:** This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and constitute one and the same instrument.

6.7 **Changes in Tax Laws:** The tax abatements provided in this Agreement are conditioned upon and subject to any changes in the state tax laws during the term of this Agreement. However, it is agreed that the rights of the Parties under this Agreement shall be grandfathered if permitted by such law.

6.8 **Venue:** Should any action, whether real or asserted, at law or in equity, arise out of the execution, performance, attempted performance or non-performance of this Agreement, venue for said action shall be in Ector County, Texas.

[SIGNATURE PAGE TO FOLLOW]

IN TESTIMONY OF WHICH, THIS AGREEMENT has been executed by the District as authorized by the Board of Directors and executed by Company on the respective dates shown below.

ECTOR COUNTY HOSPITAL DISTRICT OF TEXAS

Date: September 5, 2018

By: Ricky D. Napper, CEO

ATTEST:

Jan Ramos, Board Secretary

COMPANY:

OBERON SOLAR LLC,
a Delaware limited liability company

Date: _____

By: 174 Power Global Corporation,
a Delaware corporation
Its: Manager

By: _____

Name: Henry Yun

Title: President

Exhibit A

Attached is the Reinvestment Zone created by resolution dated June 25, 2018, duly passed by the County Commissioners Court and referred to as the Reinvestment Zone No. _____.

Exhibit A-1

Attached is a description of the Site.

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

MINUTES OF THE MEETING

MEMBERS PRESENT:

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

OTHERS PRESENT:

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

I. CALL TO ORDER

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

II. INVOCATION

Chaplain Farrell Ard offered the invocation.

III. PLEDGE OF ALLEGIANCE

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

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

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

V. PATIENT EXPERIENCE VIDEO

Rick Napper presented the patient experience video that was shown at each of the fourteen Town Hall meetings July 31, August 1 and 2, 2018. This video was designed to emphasize that every employee is instrumental in the patient experience and reinforced the four MCHS promises: Safety, Presence, Positive Attitude, and Efficiency.

VI. JULY 2018 EMPLOYEES OF THE MONTH

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

- Clinical: Audrey Blair, LVN, ProCare Pain Management
- Non-Clinical: Janice Dane, Human Resources Business Partner, Human Resources
- Nurse: Karla (Erika) Quezada, Clinical RN, 4 Central

VII. CONSENT AGENDA

A. Minutes for Regular Meeting – July 10, 2018

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

VIII. COMMITTEE REPORTS

A. Finance Committee

1. Quarterly Investment Report - Quarter 3, FY 2018
2. Quarterly Investment Officer's Certification - Quarter 3, FY 2018
3. Financial Report for Nine Months Ended June 30

David Dunn moved and Bryn Dodd seconded the motion to approve the Quarterly Investment Officer's Certification - Quarter 3, FY 2018, and the Financial Report for Nine Months Ended June 30. The motion carried unanimously.

B. Joint Conference Committee

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

1. Medical Staff or AHP Initial Appointment/Reappointment

Medical Staff

Applicant	Department	Specialty/ Privileges	Group	Dates
Hulsey, Meredith, DO	Pathology	Anatomic & Clinical Pathology	MCH Procure	08/07/2018 – 08/06/2019
*Farber, Adam, MD	Cardiology	Cardiovascular/Inter ventional	MCH Procure	“
Slayden, Cristopher, MD	Surgery	Urology	West Texas Urology	“

*Urteaga, Joshua MD	Family Medicine	Family Medicine	MCH Procure	“
*Wiesner, Elliana, MD	Medicine	Internal Medicine	MCH Procure	“
*Womack, Jordan DPM	Surgery	Podiatry	Permian Basin Foot & Ankle	“

Allied Health Professional (AHP) Staff Applicants

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

**Please grant temporary privileges*

Reappointment of the Medical Staff and Allied Health Professional Staff

Medical Staff/or Allied Health Professional Staff

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

					Microsurgical Epididymal Sperm Aspiration(MESA) Robotic Laparoscopic Radical Prostatectomy; Transvaginal Taping (TVT); Uphold Vaginal Support System; Visual laser ablation of prostate (VLAP)	
Strong, Benjamin, MD	Radiology	Telemedicine	Telemedicine	VRAD		“
Mocherla, Bhavana, MD	Family Medicine	Associate to Active	Family Medicine	TTUHSC		11/01/2018 – 10/31/2020

Blank **Staff Category** column signifies no change

Allied Health Professionals

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

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

Clinical/ Additional Privileges

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

3. Change in Medical Staff or AHP Staff Status

Resignation / Expiration of Privileges

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

4. Change in Medical Staff or AHP Staff Category

Staff Category Changes

Staff Member	Department	Category
Chae, Phillip, MD	Medicine	Associate to Active
Grove, Kathy MD	Surgery	Associate to Active
Mocherla, Bhavana, MD	Family Medicine	Associate to Active
Baker, Erick CRNA	Anesthesia	Removal of Provisional Status
Efremov, Maksim CRNA	Anesthesia	Removal of Provisional Status
Wyatt, Alicia CRNA	Anesthesia	Removal of Provisional Status
Roder, Hannah PA	Family Medicine	Removal of Provisional Status
Brigmon, Mathew MD	Medicine	Removal of Provisional Status
Chae, Philip MD	Medicine	Removal of Provisional Status
Bloss, Michael MD	Radiology	Removal of Provisional Status
Blunck, Joshua DO	Radiology	Removal of Provisional Status
Chang, John MD	Radiology	Removal of Provisional Status
Henry, Robert MD	Radiology	Removal of Provisional Status
Kakarala, Bharat MD	Radiology	Removal of Provisional Status
Zamora, Kathryn MD	Radiology	Removal of Provisional Status
Allbright, Andrew NP	Surgery	Removal of Provisional Status
Green, Lelia MD	Surgery	Removal of Provisional Status
Griffin, Brian NP	Surgery	Removal of Provisional Status
Nelson, Jonathan MD	Surgery	Removal of Provisional Status
Flaherty, Stephen MD	Surgery	1 year of Extension of Provisional Status

Change in Credentialing Date

None were presented.

5. Medical Staff Bylaws/Policy/Privilege Criteria

a. Medical Staff OPPE/FPPE Practice Evaluation Form

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

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

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

X. PRESIDENT/CHIEF EXECUTIVE OFFICER'S UPDATE

A. Physician Advisory Meeting

Rick Napper reported on the physician advisory strategy meeting that took place on August 3, 2018. This was attended by twenty-eight physicians who used new polling technology to answer questions and provide their top six issues. Good feedback was received and action plans and priorities are being developed.

B. Quarterly MCH Marketing Report

Rick Napper present the quarterly Marketing/Communications report.

C. Emergency Department Registration Alignment Room Report

Rick Napper introduced David Graham, Emergency Department Director, and Sherri Pickens, Director of Revenue Cycle, and other team members involved in the Emergency Department Registration Project.

This team is working on improving the registration workflow, increasing patient satisfaction and reducing the number of patients who leave without being seen or without being fully registered.

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

XI. EXECUTIVE SESSION

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

The individuals present during Executive Session were Mary Thompson, David Dunn, Mary Lou Anderson, Bryn Dodd, Don Hallmark, Richard Herrera, Ben Quiroz, Rick

Napper, Robert Abernethy, Jan Ramos, and Miles Nelson, Shafer, Davis, O'Leary and Stoker.

Executive Session began at 6:38 pm.
Executive Session ended at 8:16 p.m.

No action was taken during Executive Session.

XII. APPROVALS FROM EXECUTIVE SESSION

A. Huron Consulting Services LLC Agreement

Rick Napper presented the Huron Consulting Services LLC Agreement.

David Dunn moved and Richard Herrera seconded the motion to approve the Huron Consulting Services LLC Agreement as presented. The motion carried unanimously.

B. MCH ProCare Provider Agreements

Rick Napper presented two MCH ProCare provider agreements as follows:

Suzanne Cearley, RN, PNP-C. This is a three year, full-time employment agreement for Pediatric Division Nurse Practitioner at the Family Health Clinic, starting as soon as privileging and credentialing is complete.

Don Hallmark moved and Ben Quiroz seconded the motion to approve the MCH ProCare provider agreement with Suzanne Cearley, as presented. The motion carried unanimously.

Timothy Townsend, MD. This is a three year, full-time employment renewal for hospital based Radiology Division, effective August 1, 2018.

David Dunn moved and Richard Herrera seconded the motion to approve the MCH ProCare provider agreement with Timothy Townsend as presented. The motion carried unanimously.

XIII. ADJOURNMENT

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 8:18 p.m.

Respectfully submitted,



Jan Ramos, Secretary
Ector County Hospital District Board of Directors

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
SPECIAL MEETING
AUGUST 16, 2018 – 5:30 p.m.**

MINUTES OF THE MEETING

- MEMBERS PRESENT:** Mary Thompson, President
David Dunn, Vice President
Mary Lou Anderson
Don Hallmark
Ben Quiroz
- MEMBERS ABSENT:** Bryn Dodd
Richard Herrera
- OTHERS PRESENT:** Rick Napper, President/Chief Executive Officer
Robert Abernethy, Chief Financial Officer
Chad Dunavan, Chief Nursing Officer
Heather Bulman, Chief Patient Experience Officer
Miles Nelson, Shafer Law Firm
Jan Ramos, ECHD Board Secretary

I. CALL TO ORDER

Mary Thompson, President, called the meeting to order at 4:01 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. EXECUTIVE SESSION

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

The individuals present during Executive Session were Mary Thompson, David Dunn, Mary Lou Anderson, Don Hallmark, Ben Quiroz, Rick Napper, Robert Abernethy, Jan Ramos, and Miles Nelson.

**Executive Session began at 4:02 pm.
Executive Session ended at 4:23 p.m.**

No action was taken during Executive Session.

III. ITEMS FOR DISCUSSION/CONSIDERATION

- A. Modification to the Cerner Master Sales Order and Business Agreement for enhanced Information Technology services

Robert Abernethy presented the Modification to the Cerner Master Sales Order and Business Agreement for enhanced Information Technology services.

David Dunn moved and Don Hallmark seconded the motion to approve the Modification to the Cerner Master Sales Order and Business Agreement for enhanced Information Technology services as presented. The motion carried unanimously.

- B. Review of the Proposed FY 2019 Operating and Capital Budget

Robert Abernethy presented the proposed Fiscal Year 2019 Operating and Capital Budgets for discussion and review.

The presentation was for information purposes only, no action was taken.

IV. ADJOURNMENT Mary Thompson

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 4:58 p.m.

Respectfully submitted,



Jan Ramos, Secretary
Ector County Hospital District Board of Directors



DATE: August 31, 2018
TO: Board of Directors
Ector County Hospital District
FROM: Robert Abernethy
Chief Financial Officer
Subject: Financial Report for the month ended July 31, 2018

Attached are the Financial Statements for the month ended July 31, 2018 and a high level summary of the month's activity.

Operating Results - Hospital Operations:

For the month ended July, the change in net position was a loss of \$1,200,500 comparing unfavorably to the budget loss of \$669,060 by 79.4%. Inpatient (I/P) revenue was below budget by \$1,062,089 or 2.1% driven primarily by decreased patient acuity reflected by decreased critical care patient days and a case mix of 1.4242 vs. budgeted 1.4657. Outpatient (O/P) revenue was below budget by \$3,191,978 or 7.2% due to decreased observation days, Cath lab procedures, surgeries, and GI procedures. Net Patient Revenue was \$3,278,942 or 16.2% below the budget of \$20,206,318 due to decreased volumes, cash collections, and continued accounts receivable clean up in the Cerner system. Net operating revenue was \$1,879,734 or 7.4%, below budget due to decreased net patient revenue that was partially offset by increased sales tax receipts.

Operating expenses for the month were under budget by \$839,243 due to favorable benefits, physician fees, supplies, and repairs and maintenance. Benefits expenses were favorable due to true up of \$2,000,000 in GASB 68 expenses reported by TCDRS, as well as discontinuance of monthly GASB 68 expense accrual of \$1,217,696 due to performance of TCDRS held investments in calendar year 2017. Favorable physician fees were a result of favorable call pay expenses by \$199,565. Supplies favorable variance caused by Cath lab variance of \$101,718 and OR variance of \$59,955 due to decreased procedures and surgeries. Repairs and maintenance were favorable by lower than budgeted IT expenses of \$218,463. Major unfavorable variances include purchased services caused by \$1,225,532 in unbudgeted contract coding, \$580,707 in additional collection fees and consulting in the Business Office, and \$153,194 in Information Technology due to consulting costs that are all related to correcting workflows in Cerner. Other purchased service variances include \$158,654 to ProCare for provider staffing at

the FHCs and urgent cares and \$415,778 in jail inmate health care costs that are paid quarterly.

Operating Results - ProCare (501a) Operations:

For the month of July the net loss from operations before capital contributions was \$806,293 compared to a budgeted loss of \$1,103,103. Net operating revenue was above budget by \$329,316 due to favorable deductions from revenue during the month. Total operating costs were over budget by \$32,506. The unfavorable variance was caused by purchased services unfavorable to budget by \$628,099 due to increased contract coder use, and decreased provider fees from MCH. After MCH capital contributions of \$727,885 for the month and \$9,460,714 YTD, ProCare showed a negative contribution of \$78,409 for the month and contribution of \$662,067 YTD.

Operating Results - Family Health Center Operations:

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

- Clements: \$64,733 loss compared to a budgeted loss of \$237,231. Net revenue was unfavorable by \$117,002 due to closure of dental services in October and decreased medical visits for the month. Operating costs were \$289,258 favorable to budget due decreased staffing caused by closure of dental services and decreased visits.
- West University: \$141,316 loss compared to a budgeted loss of \$155,518. Net revenue was unfavorable by \$87,350 due to decreased volumes and cash collections. Favorable operating costs of \$101,722 driven by favorable salaries, wages and benefits.

Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of July was a deficit of \$1,278,909 comparing unfavorably to a budgeted deficit of \$669,060. On a year to date basis, our Change in Net Position is a deficit of \$15,458,433 comparing unfavorably to a budgeted deficit of \$11,844,901.

Volume:

Total admissions for the month 1,175 or 5.9% above budget and 10.4% above last year. YTD admissions were 11,315 or below budget by 1.9% and 2.7% above last year. Patient days for the month were 5,433 or 7.9% above budget and 1.0% above last year. YTD patient days were 55,357 or 0.9% above budget and 2.3% below last year. Due to the preceding, total average length of stay (ALOS) was 4.62 for the month and 4.89 YTD. Observation days were below budget by 21.0% and below prior year by 19.3%. YTD observation days were below budget by 10.5% and below prior year by 8.9%

Emergency room visits for the month 4,501 resulting in an increase compared to budget of 16.8% and an increase compared to last year of 8.4%. YTD emergency room visits were 44,125 resulting in an increase compared to budget of 8.1% and an increase to prior year of 7.1%. Total O/P occasions of service for the month were 13.2% below budget for the month and 10.9% above last year.

Revenues:

Inpatient (I/P) revenue was below budget by \$1,062,089 or 2.1% driven primarily by decreased patient acuity reflected by decreased critical care patient days and a case mix

of 1.4242 vs. budgeted 1.4657. Outpatient (O/P) revenue was below budget by \$3,191,978 or 7.2% due to decreased observation days, Cath lab procedures, surgeries, and GI procedures. Net Patient Revenue was \$3,278,942 or 16.2% below the budget of \$20,206,318 due to decreased volumes, cash collections, and continued accounts receivable clean up in the Cerner system. Net operating revenue was \$1,879,734 or 7.4%, below budget due to decreased net patient revenue that was partially offset by increased sales tax receipts.

Operating Expenses:

Operating expenses for the month were under budget by \$839,243 due to favorable benefits, physician fees, supplies, and repairs and maintenance. Benefits expenses were favorable due to true up of \$2,000,000 in GASB 68 expenses reported by TCDRS, as well as discontinuance of monthly GASB 68 expense accrual of \$1,217,696 due to performance of TCDRS held investments in calendar year 2017. Favorable physician fees was caused by favorable call pay expenses by \$199,565. Supplies favorable variance caused by Cath lab variance of \$101,718 and OR variance of \$59,955 due to decreased procedures and surgeries. Repairs and maintenance were favorable by lower than budgeted IT expenses of \$218,463. Major unfavorable variances include purchased services caused by \$1,225,532 in unbudgeted contract coding, \$580,707 in additional collection fees and consulting in the Business Office, and \$153,194 in Information Technology due to consulting costs that are all related to correcting workflows in Cerner. Other purchased service variances include \$158,654 to ProCare for provider staffing at the FHCs and urgent cares and \$415,778 in jail inmate health care costs that are paid quarterly.

ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
JULY 2018

	CURRENT MONTH					YEAR-TO-DATE				
	BUDGET			PRIOR YEAR		BUDGET			PRIOR YEAR	
	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %
Hospital InPatient Admissions										
Acute / Adult	1,140	1,081	5.5%	1,028	10.9%	11,037	11,251	-1.9%	10,714	3.0%
Neonatal ICU (NICU)	35	29	20.7%	36	-2.8%	278	287	-3.1%	300	-7.3%
Total Admissions	1,175	1,110	5.9%	1,064	10.4%	11,315	11,538	-1.9%	11,014	2.7%
Patient Days										
Adult & Pediatric	4,297	3,755	14.4%	4,267	0.7%	42,677	41,684	2.4%	44,634	-4.4%
ICU	406	444	-8.6%	377	7.7%	4,069	4,440	-8.4%	4,242	-4.1%
CCU	360	402	-10.4%	342	5.3%	3,865	4,020	-3.9%	3,859	0.2%
NICU	370	434	-14.8%	392	-5.6%	4,746	4,712	0.7%	3,913	21.3%
Total Patient Days	5,433	5,035	7.9%	5,378	1.0%	55,357	54,856	0.9%	56,648	-2.3%
Observation (Obs) Days	561	710	-21.0%	695	-19.3%	6,358	7,103	-10.5%	6,978	-8.9%
Nursery Days	235	225	4.4%	181	29.8%	2,369	2,250	5.3%	2,207	7.3%
Total Occupied Beds / Bassinets	6,229	5,970	4.3%	6,254	-0.4%	64,084	64,209	-0.2%	65,833	-2.7%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	4.44	4.26	4.3%	4.85	-8.4%	4.59	4.46	2.9%	4.92	-6.8%
NICU	10.57	14.97	-29.4%	10.89	-2.9%	17.07	16.42	4.0%	13.04	30.9%
Total ALOS	4.62	4.54	1.9%	5.05	-8.5%	4.89	4.75	2.9%	5.14	-4.9%
Acute / Adult & Pediatric w/o OB	5.10			5.47	-6.8%	5.43			5.60	-3.1%
Average Daily Census	175.3	162.4	7.9%	173.5	1.0%	182.1	180.4	0.9%	186.3	-2.3%
Hospital Case Mix Index (CMI)	1.4242	1.4657	-2.8%	1.4971	-4.9%	1.5209	1.4657	3.8%	1.4091	7.9%
Medicare										
Admissions	427	403	6.0%	419	1.9%	4,462	4,548	-1.9%	4,430	0.7%
Patient Days	2,015	1,866	8.0%	2,340	-13.9%	22,654	31,638	-28.4%	24,681	-8.2%
Average Length of Stay	4.72	4.63	1.9%	5.58	-15.5%	5.08	6.96	-27.0%	5.57	-8.9%
Case Mix Index	1.6529			1.5549	6.3%	1.6537			1.7111	-3.4%
Medicaid										
Admissions	143	135	5.9%	104	37.5%	1,358	1,388	-2.2%	1,328	2.3%
Patient Days	647	600	7.8%	507	27.6%	7,171	7,122	0.7%	6,189	15.9%
Average Length of Stay	4.52	4.44	1.8%	4.88	-7.2%	5.28	5.13	2.9%	4.66	13.3%
Case Mix Index	1.1949			0.9980	19.7%	1.1662			0.8939	30.5%
Commercial										
Admissions	323	305	5.9%	287	12.5%	2,987	3,048	-2.0%	2,740	9.0%
Patient Days	1,491	1,382	7.9%	1,347	10.7%	13,743	13,666	0.6%	13,464	2.1%
Average Length of Stay	4.62	4.53	1.9%	4.69	-1.6%	4.60	4.48	2.6%	4.91	-6.4%
Case Mix Index	1.4639			1.6177	-9.5%	1.5295			1.4522	5.3%
Self Pay										
Admissions	260	246	5.7%	236	10.2%	2,262	2,303	-1.8%	2,103	7.6%
Patient Days	1,139	1,056	7.9%	1,060	7.5%	10,436	10,301	1.3%	11,126	-6.2%
Average Length of Stay	4.38	4.29	2.1%	4.49	-2.5%	4.61	4.47	3.1%	5.29	-12.8%
Case Mix Index	1.3933			1.3501	3.2%	1.3916			1.2295	13.2%
All Other										
Admissions	22	21	4.8%	18	22.2%	246	251	-2.0%	413	-40.4%
Patient Days	141	131	7.6%	124	13.7%	1,353	1,349	0.3%	2,128	-36.4%
Average Length of Stay	6.41	6.24	2.7%	6.89	-7.0%	5.50	5.37	2.3%	5.15	6.7%
Case Mix Index	1.8459			1.8685	-1.2%	1.8360			1.6795	9.3%
Radiology										
InPatient	4,348	3,505	24.1%	4,101	6.0%	44,289	35,050	26.4%	39,636	11.7%
OutPatient	7,773	7,091	9.6%	7,747	0.3%	74,220	70,913	4.7%	72,540	2.3%
Cath Lab										
InPatient	468	418	12.0%	582	-19.6%	5,509	4,180	31.8%	3,943	39.7%
OutPatient	342	439	-22.1%	483	-29.2%	5,426	4,390	23.6%	4,248	27.7%
Laboratory										
InPatient	68,444	57,287	19.5%	56,810	20.5%	693,730	572,870	21.1%	603,917	14.9%
OutPatient	47,445	42,026	12.9%	42,275	12.2%	471,226	420,257	12.1%	387,326	21.7%
NonPatient	6,933	2,278	204.3%	2,110	228.6%	78,081	22,783	242.7%	52,449	48.9%
Other										
Deliveries	157	139	12.6%	123	27.6%	1,556	1,394	11.6%	1,347	15.5%
Surgical Cases										
InPatient	331	313	5.8%	279	18.6%	2,816	3,130	-10.0%	2,953	-4.6%
OutPatient	550	613	-10.3%	571	-3.7%	5,879	6,130	-4.1%	5,845	0.6%
Total Surgical Cases	881	926	-4.9%	850	3.6%	8,695	9,260	-6.1%	8,798	-1.2%
GI Procedures (Endo)										
InPatient	89	106	-16.0%	113	-21.2%	1,000	1,060	-5.7%	1,021	-2.1%
OutPatient	213	255	-16.5%	171	24.6%	2,641	2,550	3.6%	2,132	23.9%
Total GI Procedures	302	361	-16.3%	284	6.3%	3,641	3,610	0.9%	3,153	15.5%

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

	CURRENT MONTH					YEAR-TO-DATE				
	BUDGET			PRIOR YEAR		BUDGET			PRIOR YEAR	
	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%
OutPatient (O/P)										
Emergency Room Visits	4,501	3,855	16.8%	4,151	8.4%	44,125	40,827	8.1%	41,189	7.1%
Observation Days	561	710	-21.0%	695	-19.3%	6,358	7,103	-10.5%	6,978	-8.9%
Other O/P Occasions of Service	18,823	22,937	-17.9%	16,682	12.8%	179,708	229,370	-21.7%	219,753	-18.2%
Total O/P Occasions of Svc.	23,885	27,502	-13.2%	21,528	10.9%	230,191	277,300	-17.0%	267,920	-14.1%
Hospital Operations										
Manhours Paid	274,362	271,218	1.2%	291,122	-5.8%	2,739,190	2,650,727	3.3%	2,769,860	-1.1%
FTE's	1,548.8	1,531.1	1.2%	1,643.4	-5.8%	1,576.8	1,525.9	3.3%	1,594.5	-1.1%
Adjusted Patient Days	9,924	9,425	5.3%	9,414	5.4%	101,571	102,815	-1.2%	102,999	-1.4%
Hours / Adjusted Patient Day	27.65	28.78	-3.9%	30.92	-10.6%	26.97	25.78	4.6%	26.89	0.3%
Occupancy - Actual Beds	50.2%	46.5%	7.9%	49.7%	1.0%	52.2%	51.7%	0.9%	53.4%	-2.3%
FTE's / Adjusted Occupied Bed	4.8	5.0	-3.9%	5.4	-10.6%	4.7	4.5	4.6%	4.7	0.3%
InPatient Rehab Unit										
Admissions	30	34	-11.8%	38	-21.1%	323	332	-2.7%	364	-11.3%
Patient Days	487	418	16.5%	455	7.0%	4,297	4,076	5.4%	4,300	-0.1%
Average Length of Stay	16.2	12.3	32.0%	12.0	35.6%	13.3	12.3	8.4%	11.8	12.6%
Manhours Paid	7,392	6,093	21.3%	6,850	7.9%	64,787	58,373	11.0%	66,879	-3.1%
FTE's	41.7	34.4	21.3%	38.7	7.9%	37.3	33.6	11.0%	38.5	-3.1%
Center for Primary Care - Clements										
Total Medical Visits	890	1,063	-16.3%	795	11.9%	9,336	11,596	-19.5%	11,421	-18.3%
Total Dental Visits	-	810	-100.0%	735	-100.0%	350	7,481	-95.3%	6,781	-94.8%
Manhours Paid	2,886	769	275.4%	824	250.3%	19,979	7,538	165.0%	8,460	136.2%
FTE's	16.3	4.3	275.4%	4.7	250.3%	11.5	4.3	165.0%	4.9	136.2%
Center for Primary Care - West University										
Total Medical Visits	496	738	-32.8%	372	33.3%	6,208	7,295	-14.9%	5,656	9.8%
Total Optometry	215	286	-24.8%	209	2.9%	2,510	2,842	-11.7%	2,648	-5.2%
Manhours Paid	1,906	169	1031.1%	177	977.1%	12,003	1,653	626.3%	1,734	592.3%
FTE's	10.8	1.0	1031.1%	1.0	977.1%	6.9	1.0	626.3%	1.0	592.3%
Total ECHD Operations										
Total Admissions	1,205	1,144	5.3%	1,102	9.3%	11,638	11,870	-2.0%	11,378	2.3%
Total Patient Days	5,920	5,453	8.6%	5,833	1.5%	59,654	58,932	1.2%	60,948	-2.1%
Total Patient and Obs Days	6,481	6,163	5.2%	6,528	-0.7%	66,012	66,035	0.0%	67,926	-2.8%
Total FTE's	1,617.6	1,570.8	3.0%	1,687.8	-4.2%	1,632.5	1,564.8	4.3%	1,638.9	-0.4%
FTE's / Adjusted Occupied Bed	4.6	4.8	-2.8%	5.1	-9.5%	4.5	4.2	6.8%	4.5	0.8%
Total Adjusted Patient Days	10,814	10,208	5.9%	10,211	5.9%	109,475	110,455	-0.9%	110,758	-1.2%
Hours / Adjusted Patient Day	26.50	27.26	-2.8%	29.28	-9.5%	25.90	24.61	5.3%	25.70	0.8%
Outpatient Factor	1.8266	1.8719	-2.4%	1.7505	4.4%	1.8354	1.8743	-2.1%	1.8173	1.0%
Blended O/P Factor	2.0601	2.1123	-2.5%	1.9474	5.8%	2.0891	2.1193	-1.4%	2.0519	1.8%
Total Adjusted Admissions	2,201	2,131	3.3%	1,929	14.1%	21,353	22,146	-3.6%	20,677	3.3%
Hours / Adjusted Admission	130.18	130.54	-0.3%	154.98	-16.0%	132.81	122.74	8.2%	137.69	-3.5%
FTE's - Hospital Contract	49.1	54.9	-10.6%	64.3	-23.6%	58.2	58.2	0.0%	67.8	-14.2%
FTE's - Mgmt Services	13.8	15.2	-9.0%	49.1	-71.9%	27.5	32.4	-15.2%	49.1	-44.1%
Total FTE's (including Contract)	1,680.5	1,640.9	2.4%	1,801.1	-6.7%	1,718.2	1,655.4	3.8%	1,755.8	-2.1%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.8	5.0	-3.3%	5.5	-11.9%	4.8	4.5	6.2%	4.8	-1.0%
ProCare FTEs	214.7	267.7	-19.8%	253.1	-15.2%	228.9	267.7	-14.5%	247.5	-7.5%
Total System FTEs	1,895.2	1,908.5	-0.7%	2,054.2	-7.7%	1,947.1	1,923.1	1.2%	2,003.3	-2.8%
Urgent Care Visits										
Health & Wellness	-	-	0.0%	-	0.0%	-	-	0.0%	396	-100.0%
Golder	-	-	0.0%	383	-100.0%	-	-	0.0%	4,674	-100.0%
JBS Clinic	734	606	21.1%	755	-2.8%	10,292	9,025	14.0%	8,786	17.1%
West University	394	421	-6.4%	321	22.7%	6,801	6,023	12.9%	4,952	37.3%
42nd Street	368	527	-30.2%	283	30.0%	6,768	5,565	21.6%	3,633	86.3%
Total Urgent Care Visits	1,496	1,554	-3.7%	1,742	-14.1%	23,861	20,613	15.8%	22,441	6.3%
Wal-Mart Clinic Visits										
East Clinic	252	193	30.6%	269	-6.3%	4,258	3,859	10.3%	3,699	15.1%
West Clinic	208	129	61.2%	209	-0.5%	3,307	2,438	35.6%	2,411	37.2%
Total Wal-Mart Visits	460	322	42.9%	478	-3.8%	7,565	6,297	20.1%	6,110	23.8%

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

	<u>HOSPITAL</u>	<u>PRO CARE</u>	<u>ECTOR COUNTY HOSPITAL DISTRICT</u>
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 18,758,451	\$ 9,415,533	\$ 28,173,983
Investments	21,676,468	-	21,676,468
Patient Accounts Receivable - Gross	279,822,536	53,275,468	333,098,004
Less: 3rd Party Allowances	(110,512,480)	(19,613,882)	(130,126,363)
Bad Debt Allowance	(126,970,053)	(29,175,659)	(156,145,712)
Net Patient Accounts Receivable	42,340,002	4,485,927	46,825,929
Taxes Receivable	7,732,051	-	7,732,051
Accounts Receivable - Other	36,943,107	3,321,017	40,264,124
Inventories	6,861,824	237,018	7,098,842
Prepaid Expenses	4,597,628	243,579	4,841,207
Total Current Assets	<u>138,909,531</u>	<u>17,703,074</u>	<u>156,612,605</u>
CAPITAL ASSETS:			
Property and Equipment	462,517,037	520,697	463,037,734
Construction in Progress	470,649	-	470,649
	<u>462,987,685</u>	<u>520,697</u>	<u>463,508,382</u>
Less: Accumulated Depreciation and Amortization	(270,150,984)	(319,623)	(270,470,607)
Total Capital Assets	<u>192,836,701</u>	<u>201,074</u>	<u>193,037,775</u>
INTANGIBLE ASSETS / GOODWILL - NET	42,912	211,614	254,526
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	6,504,434	-	6,504,434
Restricted Assets Held in Endowment	6,095,260	-	6,095,260
Restricted TPC, LLC	382,641	-	382,641
Restricted MCH West Texas Services	2,103,243	-	2,103,243
Pension, Deferred Outflows of Resources	17,224,345	-	17,224,345
Assets whose use is Limited	-	45,782	45,782
TOTAL ASSETS	<u>\$ 364,099,068</u>	<u>\$ 18,161,544</u>	<u>\$ 382,260,612</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ -	\$ 4,637,900
Self-Insurance Liability - Current Portion	3,833,600	-	3,833,600
Accounts Payable	48,388,438	10,589,925	58,978,363
Accrued Interest	1,061,529	-	1,061,529
Accrued Salaries and Wages	4,756,083	6,080,998	10,837,080
Accrued Compensated Absences	4,230,231	-	4,230,231
Due to Third Party Payors	573,176	-	573,176
Deferred Revenue	2,885,487	861,385	3,746,872
Total Current Liabilities	<u>70,366,443</u>	<u>17,532,307</u>	<u>87,898,751</u>
ACCRUED POST RETIREMENT BENEFITS	60,410,446	-	60,410,446
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	-	2,161,470
LONG-TERM DEBT - Less Current Maturities	47,283,337	-	47,283,337
Total Liabilities	<u>180,221,697</u>	<u>17,532,307</u>	<u>197,754,004</u>
FUND BALANCE	<u>183,877,371</u>	<u>629,237</u>	<u>184,506,608</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 364,099,068</u>	<u>\$ 18,161,544</u>	<u>\$ 382,260,612</u>

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

	<u>CURRENT YEAR</u>	<u>PRIOR FISCAL YEAR END</u>		<u>CURRENT YEAR CHANGE</u>
		<u>HOSPITAL AUDITED</u>	<u>PRO CARE AUDITED</u>	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 28,173,983	\$ 28,613,702	\$ 3,182,405	\$ (3,622,124)
Investments	21,676,468	9,944,475	-	11,731,993
Patient Accounts Receivable - Gross	333,098,004	261,880,248	31,937,883	39,279,873
Less: 3rd Party Allowances	(130,126,363)	(111,292,583)	(19,277,473)	443,693
Bad Debt Allowance	(156,145,712)	(120,430,575)	(7,312,604)	(28,402,534)
Net Patient Accounts Receivable	46,825,929	30,157,090	5,347,806	11,321,032
Taxes Receivable	7,732,051	7,863,699	-	(131,648)
Accounts Receivable - Other	40,264,124	24,080,983	3,400,671	12,782,470
Inventories	7,098,842	6,963,047	239,016	(103,221)
Prepaid Expenses	4,841,207	3,944,229	345,688	551,290
Total Current Assets	<u>156,612,605</u>	<u>111,567,227</u>	<u>12,515,586</u>	<u>32,529,792</u>
CAPITAL ASSETS:				
Property and Equipment	463,037,734	455,174,078	517,888	7,345,768
Construction in Progress	470,649	1,173,137	-	(702,488)
	<u>463,508,382</u>	<u>456,347,215</u>	<u>517,888</u>	<u>6,643,279</u>
Less: Accumulated Depreciation and Amortization	<u>(270,470,607)</u>	<u>(254,567,501)</u>	<u>(285,754)</u>	<u>(15,617,351)</u>
Total Capital Assets	<u>193,037,775</u>	<u>201,779,714</u>	<u>232,134</u>	<u>(8,974,072)</u>
INTANGIBLE ASSETS / GOODWILL - NET	254,526	115,702	315,368	(176,544)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	6,504,434	4,673,001	-	1,831,433
Restricted Assets Held in Endowment	6,095,260	6,224,654	-	(129,393)
Restricted TPC, LLC	382,641	500,676	-	(118,035)
Restricted MCH West Texas Services	2,103,243	1,985,952	-	117,290
Pension, Deferred Outflows of Resources	17,224,345	31,204,964	-	(13,980,619)
Assets whose use is Limited	45,782	-	15,603	30,179
TOTAL ASSETS	<u>\$ 382,260,612</u>	<u>\$ 358,051,889</u>	<u>\$ 13,078,691</u>	<u>\$ 11,130,032</u>
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ 4,637,900	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,833,600	3,833,600	-	-
Accounts Payable	58,978,363	17,884,766	5,605,329	35,488,268
Accrued Interest	1,061,529	49,802	-	1,011,727
Accrued Salaries and Wages	10,837,080	5,909,425	6,391,578	(1,463,922)
Accrued Compensated Absences	4,230,231	4,316,028	255,178	(340,975)
Due to Third Party Payors	573,176	1,158,950	-	(585,774)
Deferred Revenue	3,746,872	535,857	859,437	2,351,578
Total Current Liabilities	<u>87,898,751</u>	<u>38,326,327</u>	<u>13,111,522</u>	<u>36,460,901</u>
ACCRUED POST RETIREMENT BENEFITS	60,410,446	67,655,988	-	(7,245,542)
SELF-INSURANCE LIABILITIES - Less Current Portion	2,161,470	2,161,470	-	-
LONG-TERM DEBT - Less Current Maturities	47,283,337	49,892,633	-	(2,609,296)
Total Liabilities	<u>197,754,004</u>	<u>158,036,419</u>	<u>13,111,522</u>	<u>26,606,063</u>
FUND BALANCE	<u>184,506,608</u>	<u>200,015,470</u>	<u>(32,831)</u>	<u>(15,476,032)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 382,260,612</u>	<u>\$ 358,051,889</u>	<u>\$ 13,078,691</u>	<u>\$ 11,130,032</u>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Inpatient Revenue	\$ 50,112,803	\$ 51,174,892	-2.1%	\$ 47,301,679	5.9%	\$ 502,325,611	\$ 500,683,585	0.3%	\$ 460,979,173	9.0%
Outpatient Revenue	53,125,250	56,923,961	-6.7%	44,801,692	18.6%	547,093,496	560,404,616	-2.4%	491,918,885	11.2%
TOTAL PATIENT REVENUE	\$ 103,238,052	\$ 108,098,853	-4.5%	\$ 92,103,371	12.1%	\$ 1,049,419,107	\$ 1,061,088,200	-1.1%	\$ 952,898,059	10.1%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 65,329,022	\$ 63,240,184	3.3%	\$ 60,417,675	8.1%	\$ 675,702,297	\$ 623,523,201	8.4%	\$ 557,095,716	21.3%
Policy Adjustments	835,547	6,973,884	-88.0%	(3,423,841)	-124.4%	14,468,668	68,701,201	-78.9%	52,966,487	-72.7%
Uninsured Discount	9,774,860	3,426,254	185.3%	9,241,440	5.8%	78,715,782	33,784,639	133.0%	46,597,113	68.9%
Indigent	349,073	2,328,676	-85.0%	224,312	55.6%	3,637,012	22,948,594	-84.2%	13,474,406	-73.0%
Provision for Bad Debts	7,786,225	10,000,491	-22.1%	7,152,606	8.9%	77,597,869	98,538,045	-21.3%	85,610,716	-9.4%
TOTAL REVENUE DEDUCTIONS	\$ 84,074,728	\$ 85,969,490	-2.2%	\$ 73,612,192	14.2%	\$ 850,121,629	\$ 847,495,679	0.3%	\$ 755,744,438	12.5%
	81.44%	79.53%		79.92%		81.01%	79.87%		79.31%	
<u>OTHER PATIENT REVENUE</u>										
Medicaid Supplemental Payments	\$ 1,156,242	\$ 1,156,242	0.0%	\$ 297,632	288.5%	\$ 11,562,424	11,562,424	0.0%	\$ 2,375,516	386.7%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	9,773,262	10,000,000	-2.3%	10,000,000	-2.3%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	132,051	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 2,156,242	\$ 2,156,242	0.0%	\$ 1,297,632	66.2%	\$ 21,467,737	\$ 21,562,424	-0.4%	\$ 12,375,516	73.5%
NET PATIENT REVENUE	\$ 21,319,567	\$ 24,285,606	-12.2%	\$ 19,788,812	7.7%	\$ 220,765,216	\$ 235,154,945	-6.1%	\$ 209,529,137	5.4%
<u>OTHER REVENUE</u>										
Tax Revenue	\$ 6,029,048	\$ 4,397,499	37.1%	\$ 4,105,937	46.8%	\$ 54,905,854	\$ 45,970,675	19.4%	\$ 37,841,083	45.1%
Other Revenue	757,234	973,162	-22.2%	811,511	-6.7%	8,058,842	9,191,825	-12.3%	9,322,276	-13.6%
TOTAL OTHER REVENUE	\$ 6,786,282	\$ 5,370,661	26.4%	\$ 4,917,448	38.0%	\$ 62,964,696	\$ 55,162,499	14.1%	\$ 47,163,360	33.5%
NET OPERATING REVENUE	\$ 28,105,849	\$ 29,656,267	-5.2%	\$ 24,706,260	13.8%	\$ 283,729,912	\$ 290,317,445	-2.3%	\$ 256,692,496	10.5%
<u>OPERATING EXPENSES</u>										
Salaries and Wages	\$ 12,689,876	\$ 13,272,172	-4.4%	\$ 12,998,531	-2.4%	\$ 128,079,197	\$ 128,024,904	0.0%	\$ 126,943,628	0.9%
Benefits	453,564	3,748,243	-87.9%	2,194,872	-79.3%	30,288,893	38,106,386	-20.5%	26,071,283	16.2%
Temporary Labor	985,655	815,247	20.9%	1,254,564	-21.4%	9,377,418	8,941,664	4.9%	11,136,159	-15.8%
Physician Fees	1,035,887	1,259,898	-17.8%	307,769	236.6%	11,497,587	12,461,410	-7.7%	3,513,561	227.2%
Texas Tech Support	975,000	1,000,000	-2.5%	-	-	8,935,694	10,000,000	-10.6%	-	-
Purchased Services	4,994,305	1,702,365	193.4%	2,484,078	101.1%	27,594,030	20,351,424	35.6%	23,077,964	19.6%
Supplies	4,378,503	4,534,251	-3.4%	4,739,437	-7.6%	46,781,832	45,307,111	3.3%	46,150,406	1.4%
Utilities	292,045	294,547	-0.8%	346,122	-15.6%	3,316,544	3,220,017	3.0%	3,399,383	-2.4%
Repairs and Maintenance	1,014,666	1,253,152	-19.0%	1,128,927	-10.1%	9,336,439	11,867,503	-21.3%	9,710,490	-3.9%
Leases and Rent	141,447	125,200	13.0%	157,148	-10.0%	1,255,302	1,321,847	-5.0%	1,271,527	-1.3%
Insurance	137,327	116,260	18.1%	173,335	-20.8%	1,387,416	1,153,042	20.3%	1,456,570	-4.7%
Interest Expense	271,718	271,718	0.0%	283,102	-4.0%	2,739,739	2,739,739	0.0%	2,717,117	0.8%
ECHDA	311,052	45,325	586.3%	61,455	406.1%	2,513,078	445,851	463.7%	299,981	737.7%
Other Expense	156,384	200,604	-22.0%	151,780	3.0%	1,691,589	2,078,963	-18.6%	1,750,456	-3.4%
TOTAL OPERATING EXPENSES	\$ 27,837,428	\$ 28,638,981	-2.8%	\$ 26,281,119	5.9%	\$ 284,794,757	\$ 286,019,860	-0.4%	\$ 257,498,524	10.6%
Depreciation/Amortization	\$ 1,733,485	\$ 1,837,433	-5.7%	\$ 2,126,062	-18.5%	\$ 17,093,006	\$ 18,756,798	-8.9%	\$ 17,760,592	-3.8%
(Gain) Loss on Sale of Assets	-	-	0.0%	-	0.0%	(1,952)	-	0.0%	(54,522)	-96.4%
TOTAL OPERATING COSTS	\$ 29,570,914	\$ 30,476,415	-3.0%	\$ 28,407,181	4.1%	\$ 301,885,812	\$ 304,776,658	-0.9%	\$ 275,204,594	9.7%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,465,065)	\$ (820,148)	78.6%	\$ (3,700,920)	-60.4%	\$ (18,155,900)	\$ (14,459,214)	25.6%	\$ (18,512,097)	-1.9%
Operating Margin	-5.21%	-2.77%	88.5%	-14.98%	-65.2%	-6.40%	-4.98%	28.5%	-7.21%	-11.3%
<u>NONOPERATING REVENUE/EXPENSE</u>										
Interest Income	\$ 28,564	\$ 27,746	2.9%	\$ 37,844	-24.5%	\$ 273,668	\$ 263,120	4.0%	\$ 443,110	-38.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	935,087	859,458	8.8%	859,458	8.8%
Donations	66,506	-	-	133,224	-50.1%	67,429	258,312	-73.9%	464,357	-85.5%
Build America Bonds Subsidy	84,413	84,323	0.1%	84,142	0.3%	844,404	843,230	0.1%	841,332	0.4%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,285,582)	\$ (708,079)	81.6%	\$ (3,445,709)	-62.7%	\$ (16,035,312)	\$ (12,235,094)	31.1%	\$ (15,903,841)	0.8%
Unrealized Gain/(Loss) on Investments	\$ -	\$ -	0.0%	\$ -	-	\$ (119,060)	\$ -	0.0%	\$ (414,595)	-71.3%
Investment in Subsidiaries	6,673	39,019	-82.9%	1,598	317.7%	678,340	390,194	73.8%	1,264,116	-46.3%
CHANGE IN NET POSITION	\$ (1,278,909)	\$ (669,060)	91.2%	\$ (3,444,111)	-62.9%	\$ (15,476,032)	\$ (11,844,901)	30.7%	\$ (15,054,320)	2.8%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 50,112,803	\$51,174,892	-2.1%	\$ 47,301,679	5.9%	\$ 502,325,611	\$500,683,585	0.3%	\$ 460,979,173	9.0%
Outpatient Revenue	41,425,534	44,617,513	-7.2%	35,487,297	16.7%	419,636,295	437,748,231	-4.1%	377,146,689	11.3%
TOTAL PATIENT REVENUE	\$ 91,538,337	\$95,792,405	-4.4%	\$ 82,788,976	10.6%	\$ 921,961,906	\$938,431,816	-1.8%	\$ 838,125,862	10.0%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 59,735,342	\$55,619,390	7.4%	\$ 52,476,111	13.8%	\$ 609,803,078	\$547,760,808	11.3%	\$ 485,307,923	25.7%
Policy Adjustments	(435,821)	6,686,829	-106.5%	(4,053,541)	-89.2%	11,096,968	65,854,423	-83.1%	50,819,273	-78.2%
Uninsured Discount	9,252,381	3,117,905	196.7%	9,082,931	1.9%	77,412,999	30,706,305	152.1%	43,472,149	78.1%
Indigent Care	339,130	2,119,538	-84.0%	209,094	62.2%	3,112,459	20,874,012	-85.1%	11,660,724	-73.3%
Provision for Bad Debts	7,001,171	9,323,668	-24.9%	9,456,327	-26.0%	54,051,931	91,823,010	-41.1%	78,241,003	-30.9%
TOTAL REVENUE DEDUCTIONS	\$ 75,892,202	\$76,867,329	-1.3%	\$ 67,170,922	13.0%	\$ 755,477,434	\$757,018,557	-0.2%	\$ 669,501,072	12.8%
	82.91%	80.24%		81.14%		81.94%	80.67%		79.88%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 281,242	\$ 281,242	0.0%	\$ (577,368)	-148.7%	\$ 2,812,424	\$ 2,812,424	0.0%	\$ (6,374,484)	-144.1%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	9,773,262	10,000,000	-2.3%	10,000,000	-2.3%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	132,051	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 1,281,242	\$ 1,281,242	0.0%	\$ 422,632	203.2%	\$ 12,717,737	\$ 12,812,424	-0.7%	\$ 3,625,516	250.8%
NET PATIENT REVENUE	\$ 16,927,377	\$20,206,318	-16.2%	\$ 16,040,687	5.5%	\$ 179,202,209	\$194,225,683	-7.7%	\$ 172,250,307	4.0%
OTHER REVENUE										
Tax Revenue	\$ 6,029,048	\$ 4,397,499	37.1%	\$ 4,105,937	46.8%	\$ 54,905,854	\$ 45,970,675	19.4%	\$ 37,841,083	45.1%
Other Revenue	603,201	835,542	-27.8%	682,147	-11.6%	6,633,145	7,783,905	-14.8%	7,941,342	-16.5%
TOTAL OTHER REVENUE	\$ 6,632,249	\$ 5,233,041	26.7%	\$ 4,788,084	38.5%	\$ 61,539,000	\$ 53,754,579	14.5%	\$ 45,782,425	34.4%
NET OPERATING REVENUE	\$ 23,559,625	\$25,439,359	-7.4%	\$ 20,828,771	13.1%	\$ 240,741,209	\$247,980,262	-2.9%	\$ 218,032,732	10.4%
OPERATING EXPENSE										
Salaries and Wages	\$ 9,292,133	\$ 9,101,687	2.1%	\$ 8,932,241	4.0%	\$ 90,143,822	\$ 86,504,703	4.2%	\$ 88,022,318	2.4%
Benefits	140,609	3,333,890	-95.8%	1,802,364	-92.2%	26,218,883	33,439,737	-21.6%	21,337,176	22.9%
Temporary Labor	513,120	681,811	-24.7%	735,671	-30.3%	6,690,580	7,060,347	-5.2%	8,105,767	-17.5%
Physician Fees	868,250	1,072,882	-19.1%	69,180	1155.1%	9,960,270	10,780,300	-7.6%	714,127	1294.7%
Texas Tech Support	975,000	1,000,000	-2.5%	-	0.0%	8,935,694	10,000,000	-10.6%	-	0.0%
Purchased Services	4,426,724	1,762,884	151.1%	2,606,072	69.9%	26,807,333	20,993,995	27.7%	24,333,302	10.2%
Supplies	4,281,340	4,404,948	-2.8%	4,607,220	-7.1%	45,368,324	44,007,064	3.1%	44,829,244	1.2%
Utilities	286,026	290,082	-1.4%	341,560	-16.3%	3,275,883	3,178,592	3.1%	3,358,982	-2.5%
Repairs and Maintenance	1,014,311	1,251,900	-19.0%	1,126,700	-10.0%	9,328,287	11,854,803	-21.3%	9,700,468	-3.8%
Leases and Rentals	(50,839)	(62,606)	-18.8%	(28,521)	78.3%	(650,896)	(554,864)	17.3%	(533,161)	22.1%
Insurance	88,827	64,092	38.6%	128,201	-30.7%	881,299	640,924	37.5%	989,288	-10.9%
Interest Expense	271,718	271,718	0.0%	283,102	-4.0%	2,739,739	2,739,739	0.0%	2,717,117	0.8%
ECHDA	311,052	45,325	586.3%	61,455	406.1%	2,513,078	445,851	463.7%	299,981	737.7%
Other Expense	87,072	125,976	-30.9%	63,194	37.8%	1,016,448	1,281,399	-20.7%	1,093,275	-7.0%
TOTAL OPERATING EXPENSES	\$ 22,505,344	\$23,344,586	-3.6%	\$ 20,728,438	8.6%	\$ 233,228,744	\$232,372,590	0.4%	\$ 204,967,884	13.8%
Depreciation/Amortization	\$ 1,713,053	\$ 1,811,818	-5.5%	\$ 2,099,631	-18.4%	\$ 16,871,670	\$ 18,513,048	-8.9%	\$ 17,483,288	-3.5%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	(1,952)	-	100.0%	(55,325)	-96.5%
TOTAL OPERATING COSTS	\$ 24,218,397	\$25,156,404	-3.7%	\$ 22,828,068	6.1%	\$ 250,098,462	\$250,885,638	-0.3%	\$ 222,395,846	12.5%
NET GAIN (LOSS) FROM OPERATIONS	\$ (658,772)	\$ 282,955	-332.8%	\$ (1,999,298)	-67.0%	\$ (9,357,254)	\$ (2,905,376)	222.1%	\$ (4,363,115)	114.5%
Operating Margin	-2.80%	1.11%	-351.4%	-9.60%	-70.9%	-3.89%	-1.17%	231.8%	-2.00%	94.2%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 28,564	\$ 27,746	2.9%	\$ 37,844	-24.5%	\$ 273,668	\$ 263,120	4.0%	\$ 443,110	-38.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	935,087	859,458	8.8%	859,458	8.8%
Donations	66,506	-	0.0%	133,224	-50.1%	67,429	258,312	-73.9%	464,357	-85.5%
Build America Bonds Subsidy	84,413	84,323	0.1%	84,142	0.3%	844,404	843,230	0.1%	841,332	0.4%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ (479,289)	\$ 395,024	-221.3%	\$ (1,744,087)	-72.5%	\$ (7,236,665)	\$ (681,256)	962.3%	\$ (1,754,858)	312.4%
Procure Capital Contribution	(727,885)	(1,103,103)	-34.0%	(1,758,373)	-58.6%	(9,460,713)	(11,553,837)	-18.1%	(14,274,671)	-33.7%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,207,173)	\$ (708,079)	70.5%	\$ (3,502,460)	-65.5%	\$ (16,697,378)	\$ (12,235,094)	36.5%	\$ (16,029,529)	4.2%
Unrealized Gain/(Loss) on Investments	\$ -	\$ -	0.0%	\$ -	0.0%	\$ (119,060)	\$ -	0.0%	\$ (414,595)	-71.3%
Investment in Subsidiaries	6,673	39,019	-82.9%	1,598	317.7%	678,340	390,194	73.8%	1,264,116	-46.3%
CHANGE IN NET POSITION	\$ (1,200,500)	\$ (669,060)	79.4%	\$ (3,500,862)	-65.7%	\$ (16,138,099)	\$ (11,844,900)	36.2%	\$ (15,180,008)	6.3%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 11,699,716	\$ 12,306,449	-4.9%	\$ 9,314,395	25.6%	\$ 127,457,201	\$ 122,656,385	3.9%	\$ 114,772,197	11.1%
TOTAL PATIENT REVENUE	\$ 11,699,716	\$ 12,306,449	-4.9%	\$ 9,314,395	25.6%	\$ 127,457,201	\$ 122,656,385	3.9%	\$ 114,772,197	11.1%
<u>DEDUCTIONS FROM REVENUE</u>										
TOTAL REVENUE DEDUCTIONS	\$ 8,182,525	\$ 9,102,161	-10.1%	\$ 6,441,270	27.0%	\$ 94,644,195	\$ 90,477,122	4.6%	\$ 86,243,366	9.7%
	69.94%	73.96%		69.15%		74.26%	73.76%		75.14%	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	8,750,000	8,750,000	0.0%	\$ 8,750,000	0.0%
NET PATIENT REVENUE	\$ 4,392,190	\$ 4,079,288	7.7%	\$ 3,748,125	17.2%	\$ 41,563,007	\$ 40,929,262	1.5%	\$ 37,278,830	11.5%
<u>OTHER REVENUE</u>										
Other Income	\$ 154,033	\$ 137,620	11.9%	\$ 129,364	19.1%	\$ 1,425,697	\$ 1,407,920	1.3%	\$ 1,380,934	3.2%
TOTAL OTHER REVENUE										
NET OPERATING REVENUE	\$ 4,546,224	\$ 4,216,908	7.8%	\$ 3,877,489	17.2%	\$ 42,988,703	\$ 42,337,182	1.5%	\$ 38,659,765	11.2%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 3,397,743	\$ 4,170,485	-18.5%	\$ 4,066,290	-16.4%	\$ 37,935,374	\$ 41,520,201	-8.6%	\$ 38,921,309	-2.5%
Benefits	312,955	414,353	-24.5%	392,508	-20.3%	4,070,010	4,666,649	-12.8%	4,734,107	-14.0%
Temporary Labor	472,534	133,436	254.1%	518,893	-8.9%	2,686,838	1,881,316	42.8%	3,030,393	-11.3%
Physician Fees	167,636	187,016	-10.4%	238,589	-29.7%	1,537,316	1,681,110	-8.6%	2,799,434	-45.1%
Purchased Services	567,581	(60,518)	-1037.9%	(121,994)	-565.3%	786,698	(642,571)	-222.4%	(1,255,338)	-162.7%
Supplies	97,163	129,303	-24.9%	132,217	-26.5%	1,413,508	1,300,047	8.7%	1,321,162	7.0%
Utilities	6,019	4,465	34.8%	4,562	31.9%	40,661	41,425	-1.8%	40,401	0.6%
Repairs and Maintenance	354	1,252	-71.7%	2,227	-84.1%	8,152	12,700	-35.8%	10,022	-18.7%
Leases and Rentals	192,286	187,807	2.4%	185,669	3.6%	1,906,198	1,876,711	1.6%	1,804,688	5.6%
Insurance	48,500	52,167	-7.0%	45,134	7.5%	506,117	512,118	-1.2%	467,281	8.3%
Other Expense	69,313	74,628	-7.1%	88,586	-21.8%	675,141	797,564	-15.3%	657,181	2.7%
TOTAL OPERATING EXPENSES	\$ 5,332,085	\$ 5,294,395	0.7%	\$ 5,552,682	-4.0%	\$ 51,566,013	\$ 53,647,270	-3.9%	\$ 52,530,640	-1.8%
Depreciation/Amortization	\$ 20,432	\$ 25,616	-20.2%	\$ 26,430	-22.7%	\$ 221,336	\$ 243,750	-9.2%	\$ 277,305	-20.2%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	803	0.0%
TOTAL OPERATING COSTS	\$ 5,352,517	\$ 5,320,010	0.6%	\$ 5,579,112	-4.1%	\$ 51,787,350	\$ 53,891,020	-3.9%	\$ 52,808,748	-1.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ (806,293)	\$ (1,103,103)	-26.9%	\$ (1,701,623)	-52.6%	\$ (8,798,647)	\$ (11,553,838)	-23.8%	\$ (14,148,983)	-37.8%
Operating Margin	-17.74%	-26.16%	-32.2%	-43.88%	-59.6%	-20.47%	-27.29%	-25.0%	-36.60%	-44.1%
MCH Contribution	\$ 727,885	\$ 1,103,103	-34.0%	\$ 1,758,373	-58.6%	\$ 9,460,714	\$ 11,553,837	-18.1%	\$ 14,274,671	-33.7%
CAPITAL CONTRIBUTION	\$ (78,409)	\$ -	-100.0%	\$ 56,750	-238.2%	\$ 662,067	\$ -	-100.0%	\$ 125,688	426.8%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	9,070	9,400	-3.51%	8,740	3.78%	98,724	95,275	3.62%	93,802	5.25%
Total Hospital Visits	4,709	4,611	2.13%	4,262	10.49%	49,078	47,166	4.05%	44,060	11.39%
Total Procedures	10,687	9,221	15.90%	8,488	25.91%	116,927	92,543	26.35%	90,055	29.84%
Total Surgeries	880	765	15.03%	794	10.83%	8,573	7,843	9.31%	7,801	9.90%
Total Provider FTE's	83.6	94.5	-11.52%	83.0	0.72%	85.7	94.5	-9.30%	85.2	0.59%
Total Staff FTE's	120.0	135.2	-11.24%	133.6	-10.18%	126.2	135.2	-6.65%	127.6	-1.10%
Total Administrative FTE's	11.1	38.0	-70.79%	36.5	-69.59%	17.0	38.0	-55.26%	34.7	-51.01%
Total FTE's	214.7	267.7	-19.79%	253.1	-15.17%	228.9	267.7	-14.49%	247.5	-7.52%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 335,788	\$ 429,942	-21.9%	\$ 319,597	5.1%	\$ 3,595,826	\$ 4,379,068	-17.9%	\$ 3,854,424	-6.7%
TOTAL PATIENT REVENUE	\$ 335,788	\$ 429,942	-21.9%	\$ 319,597	5.1%	\$ 3,595,826	\$ 4,379,068	-17.9%	\$ 3,854,424	-6.7%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 19,109	\$ 157,312	-87.9%	\$ 198,562	-90.4%	\$ 668,350	\$ 1,549,272	-56.9%	\$ 1,060,526	-37.0%
Self Pay Adjustments	5,422	1,023	429.9%	(14,894)	-136.4%	155,281	10,079	1440.7%	(130,621)	-218.9%
Bad Debts	240,742	92,892	159.2%	4,894	4819.1%	2,048,291	914,832	123.9%	1,369,536	49.6%
TOTAL REVENUE DEDUCTIONS	\$ 265,273	\$ 251,227	5.6%	\$ 188,562	40.7%	\$ 2,871,921	\$ 2,474,183	16.1%	\$ 2,299,442	24.9%
	79.0%	58.4%		59.0%		79.9%	56.5%		59.7%	
NET PATIENT REVENUE	\$ 70,515	\$ 178,714	-60.5%	\$ 131,035	-46.2%	\$ 723,904	\$ 1,904,886	-62.0%	\$ 1,554,982	-53.4%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ 8,802	0.0%	\$ -	0.0%	\$ 10,595	\$ 88,024	0.0%	\$ 6,108	73.5%
TOTAL OTHER REVENUE	\$ -	\$ 8,802	-100.0%	\$ -	0.0%	\$ 10,595	\$ 88,024	-88.0%	\$ 6,108	73.5%
NET OPERATING REVENUE	\$ 70,515	\$ 187,517	-62.4%	\$ 131,035	-46.2%	\$ 734,499	\$ 1,992,910	-63.1%	\$ 1,561,090	-52.9%
OPERATING EXPENSE										
Salaries and Wages	\$ 67,883	\$ 284,007	-76.1%	\$ 29,559	129.7%	\$ 525,973	\$ 1,558,670	-66.3%	\$ 313,147	68.0%
Benefits	1,027	104,030	-99.0%	5,964	-82.8%	152,983	602,528	-74.6%	75,909	101.5%
Physician Services	49,087	7,395	563.8%	251,173	-80.5%	1,259,407	1,358,769	-7.3%	2,364,034	-46.7%
Cost of Drugs Sold	2,618	4,806	-45.5%	2,925	-10.5%	45,479	48,935	-7.1%	49,215	-7.6%
Supplies	130	8,622	-98.5%	9,757	-98.7%	30,871	127,493	-75.8%	86,711	-64.4%
Utilities	3,070	4,969	-38.2%	4,169	-26.4%	39,080	49,941	-21.7%	44,695	-12.6%
Repairs and Maintenance	4,570	2,667	71.4%	6,067	-24.7%	36,891	26,671	38.3%	37,314	-1.1%
Leases and Rentals	374	500	-25.1%	453	-17.4%	3,767	5,000	-24.7%	4,660	-19.2%
Other Expense	1,367	2,389	-42.8%	1,000	36.7%	11,456	12,059	-5.0%	11,595	-1.2%
TOTAL OPERATING EXPENSES	\$ 130,127	\$ 419,385	-69.0%	\$ 311,068	-58.2%	\$ 2,105,906	\$ 3,790,065	-44.4%	\$ 2,987,280	-29.5%
Depreciation/Amortization	\$ 5,121	\$ 5,363	-4.5%	\$ 5,421	-5.5%	\$ 51,643	\$ 54,059	-4.5%	\$ 54,664	-5.5%
TOTAL OPERATING COSTS	\$ 135,248	\$ 424,748	-68.2%	\$ 316,488	-57.3%	\$ 2,157,549	\$ 3,844,124	-43.9%	\$ 3,041,944	-29.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ (64,733)	\$ (237,231)	-72.7%	\$ (185,453)	-65.1%	\$ (1,423,050)	\$ (1,851,214)	-23.1%	\$ (1,480,855)	-3.9%
Operating Margin	-91.80%	-126.51%	-27.4%	-141.53%	-35.1%	-193.74%	-92.89%	108.6%	-94.86%	104.2%

	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	890	1,063	-16.3%	795	11.9%	9,336	11,596	-19.5%	11,421	-18.3%
Dental Visits	-	810	-100.0%	735	-100.0%	350	7,481	-95.3%	6,781	-94.8%
Total Visits	890	1,873	-52.5%	1,530	-41.8%	9,686	19,077	-49.2%	18,202	-46.8%
Average Revenue per Office Visit	377.29	229.55	64.4%	208.89	80.6%	371.24	229.55	61.7%	211.76	75.3%
Hospital FTE's (Salaries and Wages)	16.3	26.2	-37.8%	4.7	250.3%	11.5	15.3	-25.1%	4.9	136.2%
Clinic FTE's - (Physician Services)	-	-	0.0%	22.7	-100.0%	8.6	10.9	-21.3%	21.8	-60.8%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 246,284	\$ 269,776	-8.7%	\$ 181,739	35.5%	\$ 3,112,998	\$ 2,671,764	16.5%	\$ 2,200,907	41.4%
TOTAL PATIENT REVENUE	\$ 246,284	\$ 269,776	-8.7%	\$ 181,739	35.5%	\$ 3,112,998	\$ 2,671,764	16.5%	\$ 2,200,907	41.4%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 2,200	\$ 99,270	-97.8%	\$ (70,430)	-103.1%	\$ 367,361	\$ 977,648	-62.4%	\$ 844,780	-56.5%
Self Pay Adjustments	302	16,545	-98.2%	(40,261)	-100.8%	64,237	162,941	-60.6%	(33,574)	-291.3%
Bad Debts	211,763	34,594	512.1%	238,090	-11.1%	2,279,846	340,695	569.2%	818,451	178.6%
TOTAL REVENUE DEDUCTIONS	\$ 214,266	\$ 150,409	42.5%	\$ 127,399	68.2%	\$ 2,711,444	\$ 1,481,285	83.0%	\$ 1,629,658	66.4%
	87.00%	55.75%		70.10%		87.10%	55.44%		74.04%	
NET PATIENT REVENUE	\$ 32,017	\$ 119,367	-73.2%	\$ 54,340	-41.1%	\$ 401,554	\$ 1,190,479	-66.3%	\$ 571,249	-29.7%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 32,017	\$ 119,367	-73.2%	\$ 54,340	-41.1%	\$ 401,554	\$ 1,190,479	-66.3%	\$ 571,249	-29.7%
OPERATING EXPENSE										
Salaries and Wages	\$ 35,576	\$ 161,591	-78.0%	\$ 3,524	909.5%	\$ 221,279	\$ 821,016	-73.0%	\$ 34,348	544.2%
Benefits	538	59,190	-99.1%	711	-24.3%	64,360	317,376	-79.7%	8,326	673.0%
Physician Services	86,846	3,077	2722.2%	145,607	-40.4%	883,767	810,393	9.1%	1,424,069	-37.9%
Cost of Drugs Sold	1,179	2,082	-43.4%	1,972	-40.2%	26,355	20,620	27.8%	19,328	36.4%
Supplies	5,816	5,844	-0.5%	(1,977)	-394.1%	46,914	57,912	-19.0%	53,022	-11.5%
Utilities	3,225	2,283	41.2%	2,998	7.6%	28,735	21,870	31.4%	23,023	24.8%
Repairs and Maintenance	-	833	-100.0%	-	100.0%	3,814	8,333	-54.2%	12,166	-68.7%
Other Expense	-	-	0.0%	-	0.0%	81	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 133,179	\$ 234,901	-43.3%	\$ 152,835	-12.9%	\$ 1,275,305	\$ 2,057,521	-38.0%	\$ 1,574,282	-19.0%
Depreciation/Amortization	\$ 40,154	\$ 39,985	0.4%	\$ 41,241	-2.6%	\$ 401,199	\$ 399,845	0.3%	\$ 412,409	-2.7%
TOTAL OPERATING COSTS	\$ 173,333	\$ 274,886	-36.9%	\$ 194,075	-10.7%	\$ 1,676,504	\$ 2,457,366	-31.8%	\$ 1,986,691	-15.6%
NET GAIN (LOSS) FROM OPERATIONS	\$ (141,316)	\$ (155,518)	-9.1%	\$ (139,736)	1.1%	\$ (1,274,950)	\$ (1,266,887)	0.6%	\$ (1,415,442)	-9.9%
Operating Margin	-441.37%	-130.29%	238.8%	-257.15%	71.6%	-317.50%	-106.42%	198.4%	-247.78%	28.1%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	496	738	-32.8%	372	33.3%	6,208	7,295	-14.9%	5,656	9.8%
Optometry Visits	215	286	-24.8%	209	2.9%	2,510	2,842	-11.7%	2,648	-5.2%
Total Visits	711	1,024	-30.6%	581	22.4%	8,718	10,137	-14.0%	8,304	5.0%
Average Revenue per Office Visit	346.39	263.45	31.5%	312.80	10.7%	357.08	263.56	35.5%	265.04	34.7%
Hospital FTE's (Salaries and Wages)	10.8	13.8	-22.1%	1.0	977.1%	6.9	7.4	-7.0%	1.0	592.3%
Clinic FTE's - (Physician Services)	-	-	0.0%	13.4	-100.0%	5.8	6.4	-8.9%	13.9	-58.2%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTERS FOR PRIMARY CARE COMBINED - OPERATIONS SUMMARY
JULY 2018**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 582,071	\$ 699,718	-16.8%	\$ 501,335	16.1%	\$ 6,708,824	\$ 7,050,832	-4.9%	\$ 6,055,331	10.8%
TOTAL PATIENT REVENUE	\$ 582,071	\$ 699,718	-16.8%	\$ 501,335	16.1%	\$ 6,708,824	\$ 7,050,832	-4.9%	\$ 6,055,331	10.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 21,309	\$ 256,582	-91.7%	\$ 128,132	-83.4%	\$ 1,035,711	\$ 2,526,920	-59.0%	\$ 1,905,307	-45.6%
Self Pay Adjustments	5,725	17,568	-67.4%	(55,155)	-110.4%	219,517	173,020	26.9%	(164,195)	-233.7%
Bad Debts	452,505	127,486	254.9%	242,984	86.2%	4,328,137	1,255,528	244.7%	2,187,988	97.8%
TOTAL REVENUE DEDUCTIONS	\$ 479,539	\$ 401,636	19.4%	\$ 315,961	51.8%	\$ 5,583,365	\$ 3,955,467	41.2%	\$ 3,929,100	42.1%
	82.38%	57.40%		63.02%		83.22%	56.10%		64.89%	
NET PATIENT REVENUE	\$ 102,533	\$ 298,081	-65.6%	\$ 185,375	-44.7%	\$ 1,125,458	\$ 3,095,365	-63.6%	\$ 2,126,231	-47.1%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ 8,802	-100.0%	\$ -	100.0%	\$ 10,595	\$ 88,024	-88.0%	\$ 6,108	73.5%
TOTAL OTHER REVENUE	\$ -	\$ 8,802	-100.0%	\$ -	0.0%	\$ 10,595	\$ 88,024	-88.0%	\$ 6,108	73.5%
NET OPERATING REVENUE	\$ 102,533	\$ 306,884	-66.6%	\$ 185,375	-44.7%	\$ 1,136,053	\$ 3,183,389	-64.3%	\$ 2,132,339	-46.7%
OPERATING EXPENSE										
Salaries and Wages	\$ 103,459	\$ 445,599	-76.8%	\$ 33,083	212.7%	\$ 747,252	\$ 2,379,686	-68.6%	\$ 347,495	115.0%
Benefits	1,565	163,220	-99.0%	6,675	-76.6%	217,343	919,904	-76.4%	84,235	158.0%
Physician Services	135,933	10,472	1198.1%	396,781	-65.7%	2,143,174	2,169,162	-1.2%	3,788,103	-43.4%
Cost of Drugs Sold	3,796	6,888	-44.9%	4,897	-22.5%	71,833	69,555	3.3%	68,544	4.8%
Supplies	5,946	14,466	-58.9%	7,779	-23.6%	77,785	185,404	-58.0%	139,733	-44.3%
Utilities	6,294	7,252	-13.2%	7,166	-12.2%	67,815	71,811	-5.6%	67,718	0.1%
Repairs and Maintenance	4,570	3,500	30.6%	6,067	-24.7%	40,705	35,005	16.3%	49,480	-17.7%
Leases and Rentals	374	500	-25.1%	453	-17.4%	3,767	5,000	-24.7%	4,660	-19.2%
Other Expense	1,367	2,389	-42.8%	1,000	36.7%	11,537	12,059	-4.3%	11,595	-0.5%
TOTAL OPERATING EXPENSES	\$ 263,306	\$ 654,286	-59.8%	\$ 463,902	-43.2%	\$ 3,381,211	\$ 5,847,586	-42.2%	\$ 4,561,562	-25.9%
Depreciation/Amortization	\$ 45,275	\$ 45,347	-0.2%	\$ 46,662	-3.0%	\$ 452,842	\$ 453,904	-0.2%	\$ 467,074	-3.0%
TOTAL OPERATING COSTS	\$ 308,581	\$ 699,633	-55.9%	\$ 510,564	-39.6%	\$ 3,834,053	\$ 6,301,490	-39.2%	\$ 5,028,635	-23.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (206,048)	\$ (392,750)	-47.5%	\$ (325,189)	-36.6%	\$(2,698,000)	\$(3,118,101)	-13.5%	\$(2,896,297)	-6.8%
Operating Margin	-200.96%	-127.98%	57.0%	-175.42%	14.6%	-237.49%	-97.95%	142.5%	-135.83%	74.8%
EBIDA	\$ (160,774)	\$ (347,402)	-53.7%	\$ (278,527)	-42.3%	\$(2,245,158)	\$(2,664,197)	-15.7%	\$(2,429,223)	-7.6%

**ECTOR COUNTY HOSPITAL DISTRICT
JULY 2018**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 32,394,827	35.3%	\$31,620,050	38.2%	\$ 345,799,697	37.4%	\$ 337,699,385	40.4%
Medicaid	8,301,795	9.1%	6,703,915	8.1%	87,503,286	9.5%	93,089,077	11.1%
Commercial	25,278,839	27.6%	23,846,324	28.8%	268,790,774	29.2%	242,522,231	28.9%
Self Pay	19,923,997	21.8%	16,570,800	20.0%	175,806,730	19.1%	114,207,141	13.6%
Other	5,638,878	6.2%	4,047,888	4.9%	44,061,419	4.8%	50,608,028	6.0%
TOTAL	\$ 91,538,337	100.0%	\$82,788,976	100.0%	\$ 921,961,906	100.0%	\$ 838,125,862	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,111,083	33.5%	\$ 4,304,102	30.0%	\$ 67,099,832	37.1%	\$ 47,434,017	30.6%
Medicaid	2,540,853	13.9%	1,134,289	7.9%	17,219,274	9.5%	14,176,433	9.1%
Commercial	7,657,320	41.9%	5,804,393	40.4%	70,880,193	39.2%	65,164,921	42.0%
Self Pay	1,260,680	6.9%	696,356	4.9%	13,042,517	7.2%	11,441,992	7.4%
Other	698,068	3.8%	2,416,752	16.8%	12,578,997	7.0%	16,853,888	10.9%
TOTAL	\$ 18,268,004	100.0%	\$14,355,892	100.0%	\$ 180,820,813	100.0%	\$ 155,071,250	100.0%
TOTAL NET REVENUE	15,646,134		15,618,055		166,484,471		168,624,791	
% OF GROSS REVENUE	17.1%		18.9%		18.1%		20.1%	
VARIANCE	2,621,870		(1,262,163)		14,336,342		(13,553,541)	
% VARIANCE TO CASH COLLECTIONS	16.8%		-8.1%		8.6%		-8.0%	

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

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 49,096	14.6%	\$ 21,779	6.8%	\$ 487,689	13.6%	\$ 450,599	11.7%
Medicaid	127,715	38.1%	72,456	22.7%	1,335,031	37.1%	1,037,450	26.9%
PHC	-	0.0%	64,693	20.2%	26,575	0.7%	1,015,099	26.3%
Commercial	65,696	19.6%	62,628	19.6%	684,637	19.0%	628,666	16.3%
Self Pay	92,803	27.6%	98,606	30.9%	1,056,270	29.4%	635,497	16.5%
Other	479	0.1%	(565)	-0.2%	5,625	0.2%	87,113	2.3%
TOTAL	\$ 335,788	100.0%	\$ 319,597	100.0%	\$ 3,595,826	100.0%	\$ 3,854,424	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 4,324	7.5%	\$ 862	2.7%	\$ 27,966	4.6%	\$ 107,311	9.8%
Medicaid	23,574	40.8%	4,242	13.2%	196,082	32.2%	469,754	42.8%
PHC	-	0.0%	7,258	22.6%	5,628	0.9%	148,824	13.6%
Commercial	12,493	21.6%	8,957	27.9%	199,989	32.8%	143,048	13.0%
Self Pay	17,360	30.1%	10,808	33.6%	179,579	29.4%	228,795	20.8%
Other	-	0.0%	-	0.0%	734	0.1%	115	0.0%
TOTAL	\$ 57,752	100.0%	\$ 32,127	100.0%	\$ 609,978	100.0%	\$ 1,097,847	100.0%
TOTAL NET REVENUE	70,515		131,035		723,904		1,554,982	
% OF GROSS REVENUE	21.0%		41.0%		20.1%		40.3%	
VARIANCE	(12,763)		(98,908)		(113,926)		(457,135)	
% VARIANCE TO CASH COLLECTIONS	-18.1%		-75.5%		-15.7%		-29.4%	

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

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 39,137	15.9%	\$ 25,472	14.0%	\$ 430,289	13.8%	\$ 361,899	16.4%
Medicaid	108,325	44.0%	\$ 72,756	40.0%	1,406,758	45.2%	847,703	38.5%
PHC	-	0.0%	\$ 9,869	5.4%	61,659	2.0%	276,292	12.6%
Commercial	47,536	19.3%	\$ 32,357	17.8%	577,327	18.5%	376,427	17.1%
Self Pay	51,286	20.8%	\$ 40,540	22.3%	630,911	20.3%	286,164	13.0%
Other	-	0.0%	\$ 745	0.4%	6,054	0.2%	52,423	2.4%
TOTAL	\$ 246,284	100.0%	\$ 181,739	100.0%	\$ 3,112,998	100.0%	\$ 2,200,907	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 5,136	18.4%	\$ 3,791	22.0%	\$ 17,860	5.2%	\$ 96,261	21.6%
Medicaid	4,903	17.6%	5,710	33.2%	120,763	34.9%	136,820	30.7%
PHC	-	0.0%	577	3.4%	3,457	1.0%	29,217	6.6%
Commercial	10,396	37.3%	2,169	12.6%	99,559	28.8%	76,715	17.2%
Self Pay	7,458	26.7%	4,961	28.8%	103,435	29.9%	106,274	23.8%
Other	-	0.0%	10	0.1%	571	0.2%	433	0.1%
TOTAL	\$ 27,893	100.0%	\$ 17,218	100.0%	\$ 345,647	100.0%	\$ 445,721	100.0%
TOTAL NET REVENUE	32,017		54,340		401,554		571,249	
% OF GROSS REVENUE	13.0%		29.9%		12.9%		26.0%	
VARIANCE	(4,125)		(37,122)		(55,907)		(125,528)	
% VARIANCE TO CASH COLLECTIONS	-12.9%		-68.3%		-13.9%		-22.0%	

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 1,389,007	\$ -	\$ 1,389,007
Payroll	4,011	-	4,011
Worker's Comp Claims	7,504	-	7,504
Group Medical	110,821	-	110,821
Flex Benefits	46,682	-	46,682
Mission Fitness	378,984	-	378,984
Petty Cash	9,420	-	9,420
Dispro	195	1,200,975	1,201,169
Debt Service	47,273	-	47,273
Tobacco Settlement	-	-	-
General Liability	-	1,904,377	1,904,377
Professional Liability	-	1,982,216	1,982,216
Funded Worker's Compensation	-	1,204,269	1,204,269
Funded Depreciation	-	9,349,148	9,349,148
Designated Funds	-	1,123,570	1,123,570
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 1,993,896	\$ 16,764,555	\$ 18,758,451

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 4,000,000	\$ 4,000,000
Funded Depreciation	-	13,000,000	13,000,000
Funded Worker's Compensation	-	1,000,000	1,000,000
General Liability	-	1,000,000	1,000,000
Professional Liability	-	1,000,000	1,000,000
Designated Funds	2,012,068	-	2,012,068
Allowance for Change in Market Values	-	(335,600)	(335,600)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 2,012,068	\$ 19,664,400	\$ 21,676,468
Total Unrestricted Cash and Investments			\$ 40,434,919

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,698,052	\$ -	\$ 4,698,052
Assets Held By Trustee - Debt Payment Reserves	1,806,381	-	1,806,381
Assets Held In Endowment-Board Designated	-	6,095,260	6,095,260
Restricted TPC, LLC-Equity Stake	382,641	-	382,641
Restricted MCH West Texas Services-Equity Stake	2,103,243	-	2,103,243
Total Restricted Assets	<hr/> \$ 8,990,317	<hr/> \$ 6,095,260	<hr/> \$ 15,085,578

Total Cash & Investments			<hr/> \$ 55,520,497 <hr/>
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**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
JULY 2018**

	Hospital	Procare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (16,138,099)	\$ 662,067	\$ (15,476,031)
Noncash Expenses:			
Depreciation and Amortization	15,656,272	137,623	15,793,895
Unrealized Gain/Loss on Investments	(119,060)	-	(119,060)
Accretion (Bonds)	(0)	-	(0)
Changes in Assets and Liabilities			
Patient Receivables, Net	(12,182,912)	861,879	(11,321,032)
Taxes Receivable/Deferred	2,481,278	1,948	2,483,225
Inventories, Prepays and Other	(13,414,300)	183,761	(13,230,539)
Accounts Payable	30,503,672	4,984,596	35,488,268
Accrued Expenses	(227,412)	(595,937)	(823,349)
Due to Third Party Payors	(585,774)	-	(585,774)
Accrued Post Retirement Benefit Costs	6,735,077	-	6,735,077
Net Cash Provided by Operating Activities	\$ 12,708,742	\$ 6,235,937	\$ 18,944,679
Cash Flows from Investing Activities:			
Investments	\$ (11,612,932)	\$ -	\$ (11,612,932)
Acquisition of Property and Equipment	(6,631,161)	(2,809)	(6,633,970)
Cerner Project Costs	(9,309)	-	(9,309)
Net Cash used by Investing Activities	\$ (18,253,402)	\$ (2,809)	\$ (18,256,211)
Cash Flows from Financing Activities:			
Net Repayment of Long-term Debt/Bond Issuance	\$ (2,609,296)	\$ -	\$ (2,609,296)
Net Cash used by Financing Activities	\$ (2,609,296)	\$ -	\$ (2,609,296)
Net Increase (Decrease) in Cash	\$ (8,153,956)	\$ 6,233,128	\$ (1,920,828)
Beginning Cash & Cash Equivalents @ 9/30/2017	\$ 41,997,985	\$ 3,182,405	\$ 45,180,390
Ending Cash & Cash Equivalents @ 7/31/2018	\$ 33,844,029	\$ 9,415,533	\$ 43,259,562
Balance Sheet			
Cash and Cash Equivalents	\$ 18,758,451	\$ 9,415,533	\$ 28,173,983
Restricted Assets	15,085,578	-	15,085,578
Ending Cash & Cash Equivalents @ 7/31/2018	\$ 33,844,029	\$ 9,415,533	\$ 43,259,562

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2018

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<u>AD VALOREM</u>					
OCTOBER	\$ 276,462	\$ 1,300,000	\$ (1,023,538)	\$ 249,105	\$ 27,357
NOVEMBER	584,006	1,300,000	(715,994)	924,056	(340,049)
DECEMBER	1,135,578	1,300,000	(164,422)	2,885,709	(1,750,131)
JANUARY	5,479,301	1,300,000	4,179,301	3,390,679	2,088,622
FEBRUARY	3,286,610	1,300,000	1,986,610	2,266,373	1,020,237
MARCH	3,496,754	1,300,000	2,196,754	327,882	3,168,872
APRIL	791,566	1,300,000	(508,434)	152,119	639,448
MAY	336,130	1,300,000	(963,870)	102,583	233,547
JUNE	209,881	1,300,000	(1,090,119)	96,229	113,652
JULY	81,348	1,300,000	(1,218,652)	66,209	15,139
TOTAL	<u>\$ 15,677,636</u>	<u>\$ 13,000,000</u>	<u>\$ 2,677,636</u>	<u>\$ 10,460,944</u>	<u>\$ 5,216,693</u>
<u>SALES</u>					
OCTOBER	\$ 3,753,619	\$ 3,217,497	\$ 536,122	\$ 2,339,047	\$ 1,414,571
NOVEMBER	3,777,148	3,477,235	299,912	2,839,057	938,091
DECEMBER	3,829,080	3,174,525	654,555	2,324,023	1,505,057
JANUARY	3,865,539	3,434,343	431,196	2,583,565	1,281,974
FEBRUARY	4,197,093	3,734,649	462,444	3,162,907	1,034,186
MARCH	4,263,080	2,952,986	1,310,094	2,759,040	1,504,039
APRIL	4,415,242	3,048,580	1,366,662	3,121,450	1,293,792
MAY	4,896,195	3,830,570	1,065,625	3,168,533	1,727,662
JUNE	4,179,812	3,002,790	1,177,022	3,036,516	1,143,296
JULY	4,729,048	3,097,499	1,631,549	3,398,566	1,330,482
TOTAL	<u>\$ 41,905,854</u>	<u>\$ 32,970,675</u>	<u>\$ 8,935,179</u>	<u>\$ 28,732,704</u>	<u>\$ 13,173,150</u>
TAX REVENUE	<u>\$ 57,583,491</u>	<u>\$ 45,970,675</u>	<u>\$ 11,612,816</u>	<u>\$ 39,193,648</u>	<u>\$ 18,389,843</u>

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

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (2,484,655)	\$ 7,030,444		\$ 4,545,789
2nd Qtr	(1,055,492)	2,447,801		1,392,309
3rd Qtr	(3,951,523)	9,164,014		5,212,491
4th Qtr	-	-		-
DSH TOTAL	\$ (7,491,670)	\$ 18,642,259		\$ 11,150,590
UC				
1st Qtr	\$ (555,750)	\$ -		(555,750)
2nd Qtr	(2,925,445)	6,784,427		3,858,982
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ (3,481,195)	\$ 6,784,427		\$ 3,303,232
Regional UPL (Community Benefit)				
1st Qtr	\$ (3,062,308)	\$ -		\$ (3,062,308)
2nd Qtr	(2,017,498)	-		(2,017,498)
3rd Qtr	(4,198,337)	-		(4,198,337)
4th Qtr	-	-		-
REGIONAL UPL TOTAL	\$ (9,278,143)	\$ -		\$ (9,278,143)
DSRIP				
1st Qtr	\$ (7,327,897)	\$ -		\$ (7,327,897)
2nd Qtr	(8,826,302)	20,469,161		11,642,859
3rd Qtr	-	2,018,821		2,018,821
4th Qtr	2,078,565	-		2,078,565
DSRIP UPL TOTAL	\$ (14,075,634)	\$ 22,487,982		\$ 8,412,348
UHRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	(3,853,918)	-		(3,853,918)
4th Qtr	-	-		-
UHRIP TOTAL	\$ (3,853,918)	\$ -		\$ (3,853,918)
MCH Cash Activity	\$ (38,180,560)	\$ 47,914,669		\$ 9,734,109
ProCare Cash Activity			\$ 8,750,000	\$ 8,750,000
Blended Cash Activity	\$ (38,180,560)	\$ 47,914,669	\$ 8,750,000	\$ 18,484,109

INCOME STATEMENT ACTIVITY:

FY 2018 Accrued / (Deferred) Adjustments:

	MCH	PROCARE	BLENDED
DSH Accrual	\$ 3,270,988	\$ -	\$ 3,270,988
Uncompensated Care Accrual	7,444,429	-	7,444,429
Regional UPL Accrual	(7,902,993)	-	(7,902,993)
Regional UPL Benefit	-	8,750,000	8,750,000
Medicaid Supplemental Payments	2,812,424	8,750,000	11,562,424
DSRIP Accrual	9,773,262	-	9,773,262
Total Adjustments	\$ 12,585,686	\$ 8,750,000	\$ 21,335,686

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

RE NUMBER ITEM	CIP BALANCE AS OF 7/1/2018	JULY "+" ADDITIONS	JULY "- " ADDITIONS	JULY TRANSFERS	CIP BALANCE AS OF 7/31/2018	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) BOARD APRVD/BUDGET
<u>RENOVATIONS</u>									
RE18-1320 BUSINESS OFFICE RENOVATION	8,997	-	-	-	8,997	-	8,997	10,000	1,003
RE18-1323 TRAUMA/OR UPGRADES	14,620	-	-	-	14,620	-	14,620	30,000	15,380
RE18-1325 ISOLATION ROOM RENOVATIONS	-	-	-	-	-	-	-	25,000	25,000
RE18-1328 CAFETERIA RENOVATION	-	-	-	-	-	-	-	150,000	150,000
SUB-TOTAL	\$ 23,617	\$ -	\$ -	\$ -	\$ 23,617	\$ -	\$ 23,617	\$ 215,000	\$ 191,383
<u>MINOR BUILDING IMPROVEMENT</u>									
RE17-1303 ONE DOCTORS PLACE	11,892	-	-	-	11,892	-	11,892	45,000	33,108
RE17-1314 GOLDER SITE SIGNAGE	8,107	-	-	-	8,107	-	8,107	20,000	11,893
RE18-1317 MAMMOGRAPHY RENOVATION	91,992	698	-	-	92,690	-	92,690	75,000	(17,690)
RE18-1318 SURFACE LOT UPGRADES	20,940	-	-	(20,940)	-	-	-	40,000	40,000
RE18-1321 PRO BUILDING IT INFRASTRUCTURE	6,687	-	-	(6,687)	-	-	-	25,000	25,000
RE18-1322 FIRE SYSTEM UPGRADE	86,500	-	-	-	86,500	-	86,500	125,000	38,500
RE18-1324 ICU LOGISTICS MANAGEMENT SPACE	3,887	4,525	-	-	8,412	-	8,412	45,000	36,588
RE18-1326 FURNITURE UPDATE: PHASE 1	-	-	-	-	-	-	-	50,000	50,000
RE18-1327 FURNITURE UPDATE: PHASE 2	-	-	-	-	-	-	-	50,000	50,000
SUB-TOTAL	\$ 230,005	\$ 5,223	\$ -	\$ (27,627)	\$ 207,602	\$ -	\$ 207,602	\$ 475,000	\$ 267,398
<u>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 239,430	\$ -	\$ -	\$ -	\$ 239,430	\$ -	\$ 239,430	\$ 903,575	\$ 664,145
SUB-TOTAL	\$ 239,430	\$ -	\$ -	\$ -	\$ 239,430	\$ -	\$ 239,430	\$ 903,575	\$ 664,145
TOTAL CONSTRUCTION IN PROGRESS	\$ 493,052	\$ 5,223	\$ -	\$ (27,627)	\$ 470,649	\$ -	\$ 470,649	\$ 1,593,575	\$ 1,122,926

ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
JULY 2018

<u>DEPT</u>	<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS			
	Surface Lot Upgrades	Building and Equipment	\$ 20,940
	Pro Building IT Infrastructure	Building and Equipment	6,687
TOTAL PROJECT TRANSFERS			\$ 27,627
EQUIPMENT PURCHASES			
	None		\$ -
TOTAL EQUIPMENT PURCHASES			\$ -
TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES			\$ 27,627

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

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

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

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
AR DISPRO/UPL	\$ (7,879,602)	\$ -	\$ -	\$ (7,879,602)
AR UNCOMPENSATED CARE	4,444,625	303,428	-	4,141,197
AR DSRIP	17,297,642	11,642,859	-	5,654,783
AR UHRIP	3,853,918	-	-	3,853,918
AR BAB REVENUE	422,067	84,142	-	337,924
AR PHYSICIAN GUARANTEES	840,192	652,652	-	187,540
AR ACCRUED INTEREST	18,011	129,868	-	(111,858)
AR OTHER:	10,681,821	4,641,338	3,400,671	2,639,811
Procure On-Call Fees	164,300	-	155,300	9,000
Procure A/R - FHC	181,602	-	339,398	(157,795)
Other Misc A/R	10,335,918	4,641,338	2,905,974	2,788,606
AR DUE FROM THIRD PARTY PAYOR	1,880,848	2,295,679	-	(414,831)
PROCARE-INTERCOMPANY RECEIVABLE	8,704,603	4,331,016	-	4,373,587
TOTAL ACCOUNTS RECEIVABLE - OTHER	\$ 40,264,124	\$ 24,080,983	\$ 3,400,671	\$ 12,782,470
PROCARE-INTERCOMPANY LIABILITY	\$ (8,704,603)	\$ -	\$ (4,331,016)	\$ (4,373,587)

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

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
IT OPERATIONS	0.5	-	0.0%	-	0.0%	1.5	-	0.0%	-	0.0%
INPATIENT REHAB	2.9	0.7	320.9%	0.2	1418.6%	1.6	0.7	131.4%	1.1	54.9%
9 CENTRAL	4.4	0.9	406.6%	-	0.0%	1.7	1.0	76.1%	0.6	164.5%
CARDIOPULMONARY	1.3	-	0.0%	-	0.0%	1.4	-	0.0%	-	0.0%
LABOR AND DELIVERY	-	2.0	-100.0%	1.6	-100.0%	1.1	2.0	-45.8%	1.9	-43.7%
NEO-NATAL INTENSIVE CARE	0.3	2.1	-83.7%	1.3	-73.8%	1.0	2.3	-58.4%	1.9	-48.4%
4 EAST	0.7	1.4	-49.1%	-	0.0%	1.0	1.5	-33.3%	0.9	8.8%
TRAUMA SERVICE	0.4	-	0.0%	0.3	59.3%	0.9	-	0.0%	0.5	90.0%
OPERATING ROOM	0.4	3.6	-88.3%	3.6	-88.6%	0.8	3.6	-77.8%	4.4	-81.8%
INTENSIVE CARE UNIT 2	-	1.1	-100.0%	-	0.0%	0.6	1.1	-41.1%	0.7	-7.4%
PM&R - OCCUPATIONAL	1.0	0.3	193.5%	0.3	281.0%	0.7	0.4	86.7%	0.5	39.1%
INTENSIVE CARE UNIT 4 (CCU)	-	1.5	-100.0%	-	0.0%	0.5	1.5	-64.2%	1.0	-44.0%
STERILE PROCESSING	-	-	0.0%	0.9	-100.0%	0.5	-	0.0%	0.4	26.5%
PATIENT ACCOUNTING	1.7	-	0.0%	-	0.0%	0.4	-	0.0%	0.3	34.3%
EMERGENCY DEPARTMENT	-	0.7	-100.0%	1.0	-100.0%	0.2	0.7	-64.9%	0.8	-68.7%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
PM&R - PHYSICAL	-	0.4	-100.0%	-	0.0%	0.2	0.4	-55.4%	0.3	-37.4%
FINANCIAL ACCOUNTING	0.9	-	0.0%	0.9	-5.0%	0.3	-	0.0%	0.1	104.7%
5 WEST	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
CARDIOPULMONARY - NICU	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
4 CENTRAL	-	0.4	-100.0%	-	0.0%	0.0	0.5	-94.9%	0.3	-92.1%
8 CENTRAL	-	0.8	-100.0%	-	0.0%	0.0	0.8	-97.4%	0.5	-96.0%
6 Central	-	0.9	-100.0%	-	0.0%	0.0	1.1	-99.3%	0.7	-98.8%
7 CENTRAL	-	1.7	-100.0%	-	0.0%	-	1.9	-100.0%	1.2	-100.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	0.7	-100.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	0.5	-100.0%
6 West	-	0.6	-100.0%	-	0.0%	-	0.6	-100.0%	0.4	-100.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
5 CENTRAL	-	0.3	-100.0%	-	0.0%	-	0.3	-100.0%	0.2	-100.0%
OP SURGERY	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	0.1	-100.0%
IMAGING - ULTRASOUND	-	0.1	-100.0%	-	0.0%	-	0.1	-100.0%	0.0	-100.0%
CERNER	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	0.0	-100.0%
IMAGING - DIAGNOSTICS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
RECOVERY ROOM	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - CHEMISTRY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - MICROBIOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - TRANFUSION SERVICES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
MEDICAL STAFF	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL	14.5	19.5	-25.3%	10.0	45.1%	14.9	20.5	-27.3%	20.2	-26.2%
TRANSITION LABOR										
INTENSIVE CARE UNIT 4 (CCU)	4.4	5.3	-17.7%	8.9	-50.8%	8.2	5.4	51.0%	6.6	24.5%
7 CENTRAL	3.8	3.8	0.0%	5.4	-29.0%	5.2	4.3	22.6%	5.1	2.6%
NEO-NATAL INTENSIVE CARE	4.1	2.0	108.4%	3.9	5.4%	3.8	2.2	76.1%	2.7	41.0%
INTENSIVE CARE UNIT 2	3.2	3.1	3.0%	1.4	125.3%	3.3	3.2	4.9%	2.7	24.6%
8 CENTRAL	2.4	2.4	-2.2%	4.2	-43.6%	3.2	2.7	18.1%	3.5	-9.1%
INPATIENT REHAB	3.3	2.1	57.9%	3.7	-10.7%	3.0	2.1	43.2%	3.2	-5.7%
6 Central	1.3	2.6	-48.1%	3.4	-60.9%	2.5	2.9	-12.5%	3.1	-19.2%
4 EAST	2.1	2.2	-4.4%	3.8	-44.3%	2.5	2.4	1.3%	3.1	-20.6%
LABORATORY - CHEMISTRY	2.5	1.1	126.4%	2.2	13.5%	2.3	1.1	104.0%	1.6	44.8%
OPERATING ROOM	2.3	0.6	255.1%	0.9	148.1%	2.1	0.7	222.6%	2.0	7.9%
EMERGENCY DEPARTMENT	1.1	2.3	-53.7%	2.7	-61.2%	1.5	2.2	-30.1%	2.7	-42.8%
5 CENTRAL	0.9	1.7	-47.9%	3.1	-71.9%	1.5	1.9	-22.2%	2.1	-30.8%
LABORATORY - HEMATOLOGY	1.5	0.3	357.7%	0.9	56.9%	1.3	0.3	286.8%	0.6	104.5%
OP SURGERY	-	0.8	-100.0%	2.4	-100.0%	0.8	0.8	-3.1%	1.0	-23.1%
PM&R - OCCUPATIONAL	1.1	0.4	163.8%	0.2	458.8%	0.6	0.4	50.5%	0.5	25.2%
CHW - SPORTS MEDICINE	-	0.6	-100.0%	2.2	-100.0%	0.4	0.7	-43.6%	1.8	-79.0%
4 CENTRAL	0.1	0.9	-92.1%	0.4	-84.2%	0.3	0.9	-64.9%	0.9	-63.0%
PM&R - PHYSICAL	-	-	0.0%	1.0	-100.0%	0.3	-	0.0%	0.3	-5.8%
9 CENTRAL	0.2	2.0	-89.7%	3.4	-93.9%	0.3	2.2	-86.5%	3.0	-90.0%
LABOR AND DELIVERY	0.4	0.5	-20.6%	-	0.0%	0.1	0.5	-75.2%	0.3	-59.1%
6 West	0.1	0.6	-87.5%	0.2	-60.4%	0.1	0.7	-92.0%	0.6	-90.5%
5 WEST	-	0.1	-100.0%	-	0.0%	0.0	0.1	-96.1%	0.1	-94.5%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
SUBTOTAL	34.6	35.5	-2.5%	54.3	-36.3%	43.3	37.7	14.8%	47.6	-9.1%
GRAND TOTAL	49.1	54.9	-10.6%	64.3	-23.6%	58.2	58.2	0.0%	67.8	-14.2%

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 4,338	\$ -	\$ 4,338	100.0%	\$ -	100.0%	\$ 224,403	\$ -	\$ 224,403	100.0%	\$ -	100.0%
TELECOM TEMPORARY LABOR	5,041	-	5,041	100.0%	-	100.0%	144,317	-	144,317	100.0%	-	100.0%
TRAUMA TEMPORARY LABOR	5,840	-	5,840	100.0%	(882)	-762.2%	103,567	-	103,567	100.0%	104,333	-0.7%
IMCUS9 TEMPORARY LABOR	54,266	4,286	49,980	1166.1%	-	100.0%	194,295	46,743	147,552	315.7%	31,113	524.5%
PI TEMPORARY LABOR	-	-	-	100.0%	-	100.0%	72,584	-	72,584	100.0%	180,930	-59.9%
ICU2 TEMPORARY LABOR	-	797	(797)	-100.0%	-	100.0%	78,820	7,969	70,851	889.1%	5,067	1455.7%
REHAB TEMPORARY LABOR	23,054	6,615	16,439	248.5%	2,202	946.8%	152,892	65,985	86,907	131.7%	35,305	333.1%
4E TEMPORARY LABOR	10,330	7,329	3,002	41.0%	(5,550)	-286.1%	137,042	77,905	59,136	75.9%	47,773	186.9%
SP TEMPORARY LABOR	3,404	-	3,404	100.0%	6,919	-50.8%	50,038	-	50,038	100.0%	35,231	42.0%
OT TEMPORARY LABOR	9,608	4,210	5,398	128.2%	2,874	234.4%	68,536	42,071	26,465	62.9%	54,125	26.6%
NICU TEMPORARY LABOR	3,756	10,634	(6,879)	-64.7%	12,636	-70.3%	91,667	115,425	(23,757)	-20.6%	115,046	-20.3%
ICU4 TEMPORARY LABOR	-	11,022	(11,022)	-100.0%	-	100.0%	76,629	110,216	(33,586)	-30.5%	(47,364)	-261.8%
OR TEMPORARY LABOR	-	48,396	(48,396)	-100.0%	56,549	-100.0%	78,157	483,956	(405,799)	-83.9%	617,285	-87.3%
ALL OTHER	16,586	60,262	(43,676)	-72.5%	46,478	-64.3%	278,042	600,177	(322,134)	-53.7%	627,511	-55.7%
TOTAL TEMPORARY LABOR	\$ 136,223	\$ 153,549	\$ (17,327)	-11.3%	\$ 121,225	12.4%	\$ 1,750,988	\$ 1,550,446	\$ 200,543	12.9%	\$ 1,806,355	-3.1%
OR TRANSITION LABOR	\$ 17,034	\$ 9,694	\$ 7,340	75.7%	\$ 12,333	38.1%	\$ 256,859	\$ 96,941	\$ 159,917	165.0%	\$ 259,794	-1.1%
CHEM TRANSITION LABOR	22,946	7,802	15,144	194.1%	19,027	20.6%	153,541	78,021	75,520	115.5%	115,321	67.8%
REHAB TRANSITION LABOR	36,838	31,235	5,603	17.9%	49,496	-25.6%	391,621	311,595	80,025	25.7%	461,511	-15.1%
HEMA TRANSITION LABOR	13,755	2,889	10,867	376.2%	8,026	71.4%	107,673	28,885	78,789	272.8%	52,934	103.4%
OT TRANSITION LABOR	12,849	3,773	9,077	240.6%	2,114	507.9%	66,265	37,702	28,563	75.8%	43,164	53.5%
OP PM&R TRANSITION LABOR	-	7,727	(7,727)	-100.0%	22,048	-100.0%	63,180	77,270	(14,090)	-18.2%	194,388	-67.5%
ED TRANSITION LABOR	11,056	28,497	(17,440)	-61.2%	22,974	-51.9%	194,740	267,867	(73,127)	-27.3%	314,049	-38.0%
5C TRANSITION LABOR	14,174	25,428	(11,254)	-44.3%	37,539	-62.2%	174,107	279,071	(104,964)	-37.6%	130,679	-44.0%
ICU2 TRANSITION LABOR	38,378	49,904	(11,526)	-23.1%	42,799	-10.3%	393,760	499,042	(105,282)	-21.1%	437,544	-10.0%
6C TRANSITION LABOR	14,221	40,851	(26,630)	-65.2%	44,867	-68.3%	285,399	447,466	(162,066)	-36.2%	454,065	-37.1%
4E TRANSITION LABOR	24,593	43,046	(18,453)	-42.9%	37,356	-34.2%	263,111	457,597	(194,486)	-42.5%	450,030	-41.5%
ALL OTHER	171,052	277,416	(106,364)	-38.3%	315,867	-45.8%	2,549,337	2,928,444	(379,108)	-12.9%	3,205,934	-20.5%
TOTAL TRANSITION LABOR	\$ 376,898	\$ 528,261	\$ (151,364)	-28.7%	\$ 614,446	-38.7%	\$ 4,939,591	\$ 5,509,901	\$ (570,310)	-10.4%	\$ 6,299,412	-21.6%
GRAND TOTAL TEMPORARY LABOR	\$ 513,120	\$ 681,811	\$ (168,690)	-24.7%	\$ 735,671	-30.3%	\$ 6,690,580	\$ 7,060,347	\$ (369,767)	-5.2%	\$ 8,105,767	-17.5%
HIM CODING SERVICES	\$ 1,358,579	\$ 133,046	\$ 1,225,532	921.1%	\$ 67,204	1921.6%	\$ 2,562,144	\$ 1,022,606	\$ 1,539,538	150.6%	\$ 748,882	242.1%
PA E-SCAN DATA SYSTEM	(123,907)	36,079	(159,986)	-443.4%	44,464	-378.7%	1,767,531	360,792	1,406,739	389.9%	473,245	273.5%
CERNER OTHER PURCH SVCS	213,077	54,145	158,932	293.5%	98,933	115.4%	1,780,885	541,450	1,239,435	228.9%	944,602	88.5%
PT ACCTS COLLECTION FEES	756,489	73,146	683,344	934.2%	199,967	278.3%	2,017,723	797,895	1,219,828	152.9%	1,306,332	54.5%
ECHDA OTHER PURCH SVCS	415,778	3,905	411,874	10548.7%	1,389	29837.9%	860,319	39,045	821,274	2103.4%	31,553	2626.6%
PI FEES (TRANSITION NURSE PROGRAM)	77,595	22,904	54,691	238.8%	87,079	-10.9%	429,035	229,039	199,997	87.3%	409,837	4.7%
SERV EXC SURVEY SERVICES	193,481	46,667	146,814	314.6%	73,735	162.4%	662,349	466,667	195,682	41.9%	631,241	4.9%
ADM CONSULTANT FEES	80,825	32,583	48,241	148.1%	91,154	-11.3%	514,195	325,833	188,361	57.8%	879,234	-41.5%
MED ASSETS CONTRACT	63,978	4,327	59,651	1378.7%	14,044	355.6%	313,326	132,317	181,009	136.8%	143,999	117.6%
UC-CPC 42ND STREET PURCH SVCS-OTHER	52,826	35,577	17,248	48.5%	27,507	92.0%	593,483	375,689	217,795	58.0%	327,151	81.4%
ADM BOND AMENDMENT FEES	-	-	-	100.0%	-	100.0%	130,967	-	130,967	100.0%	-	100.0%
AMBULANCE FEES	7,859	7,290	570	7.8%	25,492	-69.2%	172,931	48,354	124,577	257.6%	198,885	-13.0%
OR FEES (PERFUSION SERVICES)	23,869	15,021	8,849	58.9%	35,439	-32.6%	274,879	157,419	117,460	74.6%	218,060	26.1%
PRO OTHER PURCH SVCS	19,722	11,617	8,105	69.8%	11,510	71.3%	202,428	108,789	93,639	86.1%	107,949	87.5%
DC AM HEALTHWAYS MGMT FEE	8,192	-	8,192	100.0%	8,820	-7.1%	86,021	-	86,021	100.0%	90,372	-4.8%
HISTOLOGY SERVICES	33,019	36,871	(3,852)	-10.4%	31,395	5.2%	390,740	327,759	62,980	19.2%	311,880	25.3%
NSG OTHER PURCH SVCS	6,870	1,913	4,958	259.2%	5,369	28.0%	72,399	19,126	53,273	278.5%	78,572	-8.1%
OBLD OTHER PURCH SVCS	6,130	476	5,654	1188.9%	208	2850.6%	59,153	7,344	51,809	705.4%	2,453	2311.5%
COMM REL ADVERTISEMENT PURCH SVCS	9,143	12,760	(3,617)	-28.3%	21,250	-57.0%	255,359	207,240	48,119	23.2%	186,909	36.6%
FA AUDIT FEES - INTERNAL	-	-	-	0.0%	-	100.0%	145,040	98,190	46,850	47.7%	85,088	70.5%
CREDIT CARD FEES	20,244	11,847	8,398	70.9%	11,654	73.7%	156,858	115,183	41,674	36.2%	133,713	17.3%
ADM APPRAISAL DIST FEE	-	12,035	(12,035)	-100.0%	-	100.0%	160,150	120,353	39,798	33.1%	78,647	103.6%
4E OTHER PURCH SVCS	(4,842)	2,651	(7,492)	-282.6%	22,338	-121.7%	86,522	56,789	29,732	52.4%	76,262	13.5%
ADMIN OTHER FEES	11,413	10,934	480	4.4%	12,213	-6.5%	134,636	109,339	25,297	23.1%	124,793	7.9%
DIET OTHER PURCH SVCS	9,052	3,516	5,537	157.5%	749	1109.2%	52,779	35,156	17,623	50.1%	24,559	114.9%
COMPLIANCE CONSULTING FEES	3,255	15,817	(12,562)	-79.4%	6,098	-46.6%	97,409	126,760	(29,351)	-23.2%	141,108	-31.0%
MISSION FITNESS OTHER PURCH SVCS	13,927	15,385	(1,458)	-9.5%	11,448	21.7%	118,595	152,498	(33,904)	-22.2%	136,143	-12.9%
FIN ACCT COST REPORT/CONSULTANT FEES	796	35,445	(34,649)	-97.8%	50,068	-98.4%	125,827	168,586	(42,759)	-25.4%	250,539	-49.8%
CARDIOVASCULAR SERVICES	-	12,500	(12,500)	-100.0%	11,500	-100.0%	81,524	125,000	(43,476)	-34.8%	242,090	-66.3%
CREDIT CARD FEES	12,453	21,962	(9,509)	-43.3%	15,694	-20.7%	167,931	218,062	(50,132)	-23.0%	200,707	-16.3%
ADM LEGAL SETTLEMENT FEES	-	13,099	(13,099)	-100.0%	-	100.0%	75,447	130,987	(55,540)	-42.4%	78,592	-4.0%
COMM REL MEDIA PLACEMENT	3,965	7,500	(3,535)	-47.1%	6,909	-42.6%	66,928	142,500	(75,572)	-53.0%	126,444	-47.1%
PHARMACY SERVICES	16,784	33,432	(16,648)	-49.8%	5,318	215.6%	236,638	319,880	(83,243)	-26.0%	212,023	11.6%
UOM (EHR FEES)	11,084	305	10,779	3534.8%	9,760	13.6%	144,728	243,435	(98,706)	-40.5%	231,839	-37.6%
COMM REL MEDIA PLACEMENT	41,538	45,000	(3,462)	-7.7%	49,049	-15.3%	362,999	544,500	(181,501)	-33.3%	535,869	-32.3%
PA ELIGIBILITY FEES	49,252	51,553	(2,301)	-4.5%	38,102	29.3%	285,205	541,008	(255,803)	-47.3%	533,805	-46.6%
IT INFORMATION SOLUTIONS SVCS	30,785	17,417	13,368	76.7%	143,320	-78.5%	281,065	537,348	(256,283)	-47.7%	651,339	-56.8%
ALL OTHERS	1,003,494	924,162	79,331	8.6%	1,366,893	-26.6%	10,881,187	12,041,058	(1,159,871)	-9.6%	13,378,407	-18.7%
TOTAL PURCHASED SERVICES	\$ 4,426,724	\$ 1,762,884	\$ 2,663,840	151.1%	\$ 2,606,072	69.9%	\$ 26,807,333	\$ 20,993,995	\$ 5,813,338	27.7%	\$ 24,333,302	10.2%



Financial Presentation

For the Month Ended

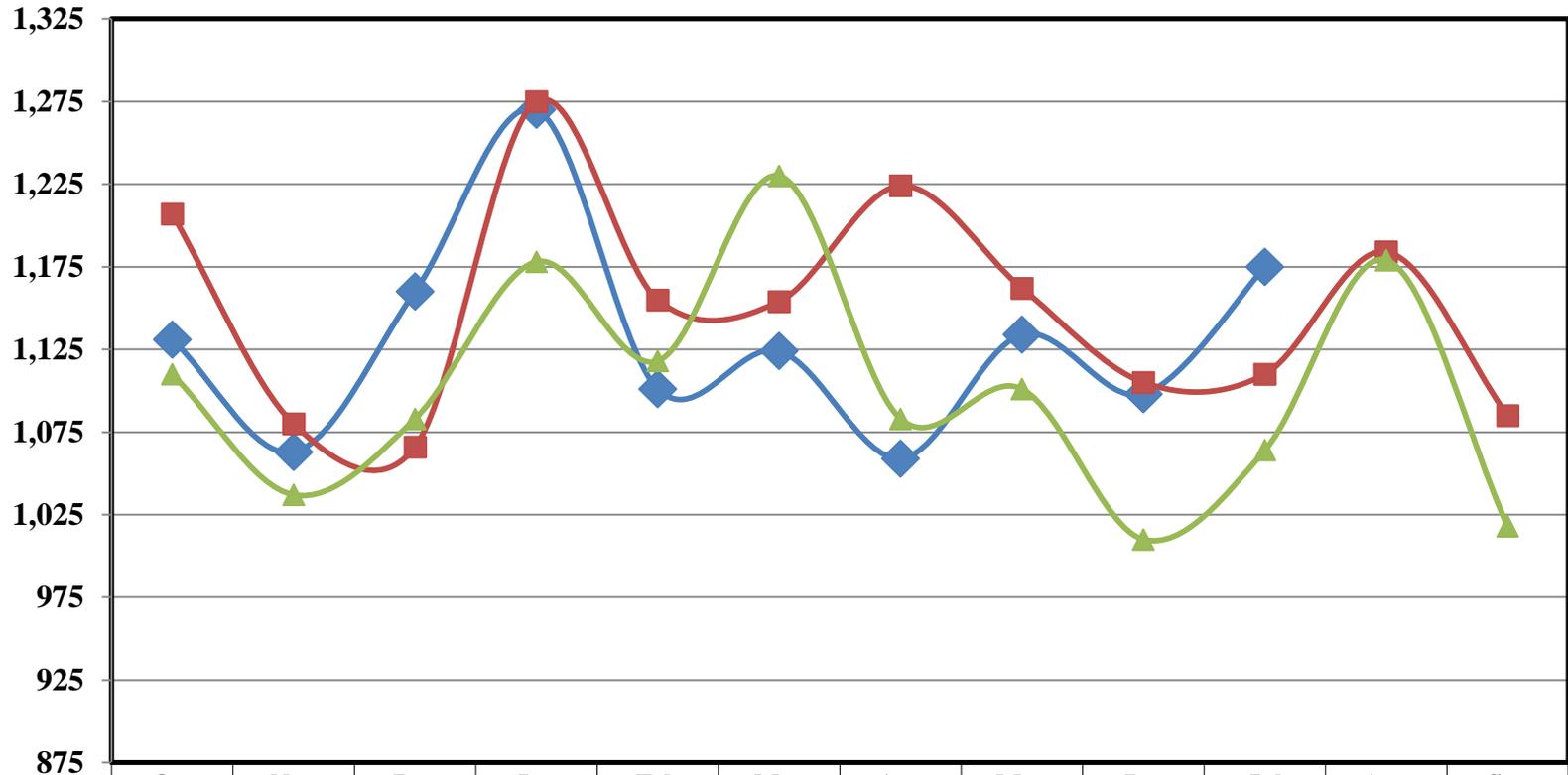
July 31, 2018

Volume



Admissions

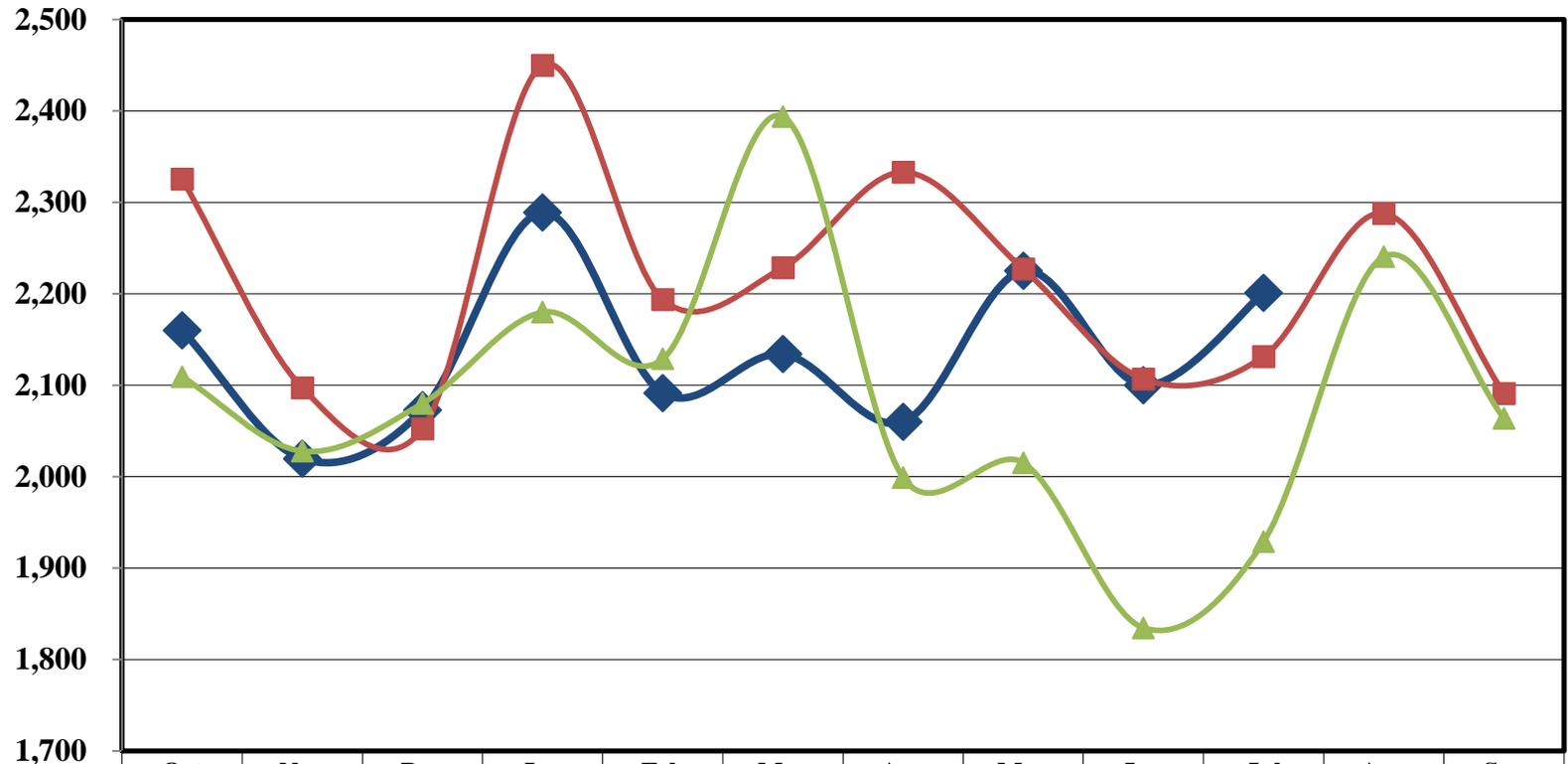
Total – Adults and NICU



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	1,131	1,063	1,160	1,270	1,101	1,124	1,059	1,134	1,098	1,175		
■ FY 2018 Budget	1,207	1,080	1,066	1,275	1,155	1,154	1,224	1,162	1,105	1,110	1,184	1,085
▲ FY 2017	1,110	1,037	1,083	1,178	1,118	1,230	1,083	1,101	1,010	1,064	1,179	1,018

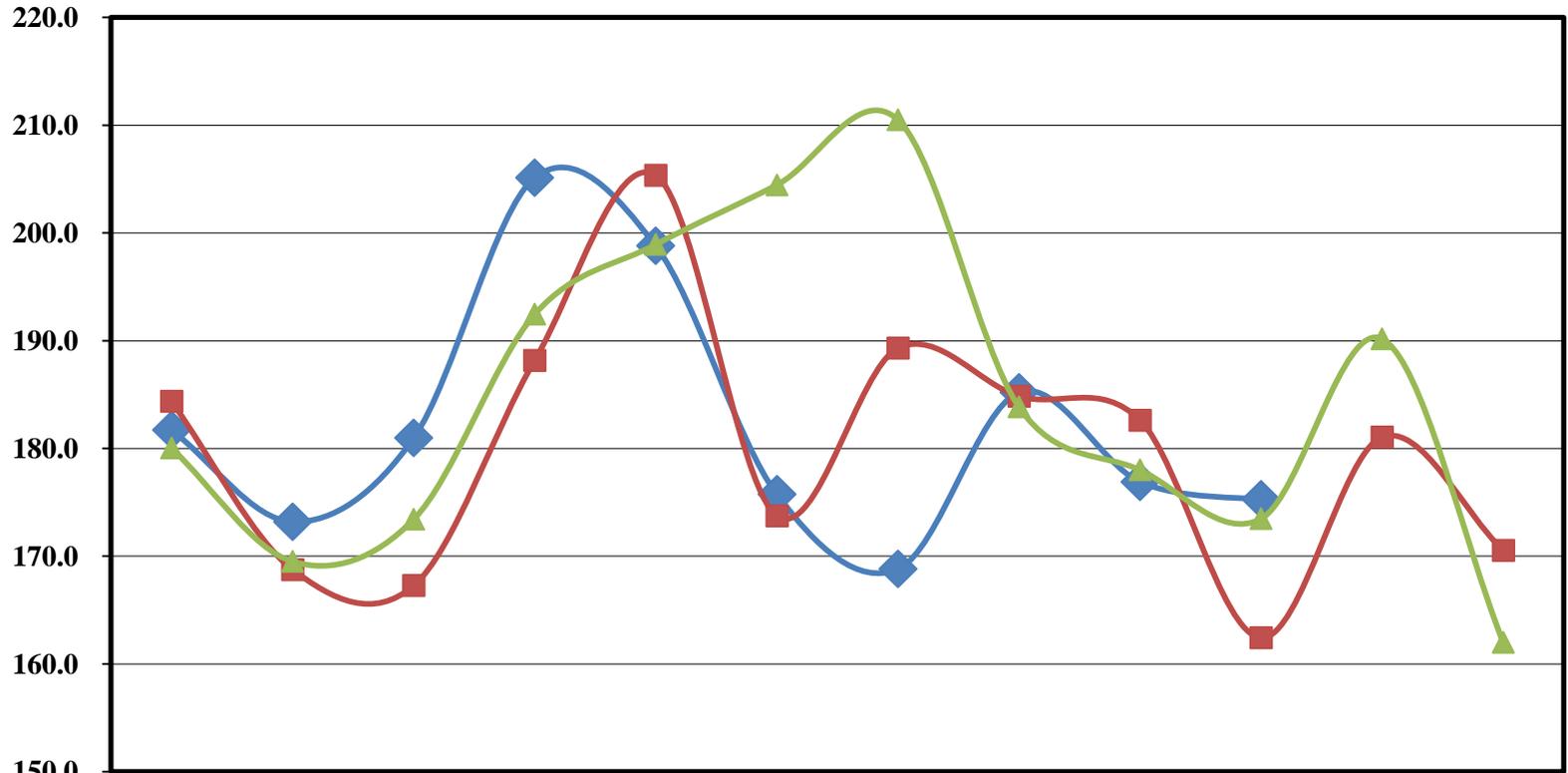
Adjusted Admissions

Including Acute & Rehab Unit



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,160	2,020	2,073	2,289	2,092	2,134	2,060	2,225	2,100	2,201		
FY 2018 Budget	2,326	2,097	2,052	2,450	2,194	2,229	2,333	2,227	2,107	2,131	2,288	2,091
FY 2017	2,109	2,028	2,080	2,180	2,129	2,394	1,999	2,015	1,835	1,929	2,241	2,064

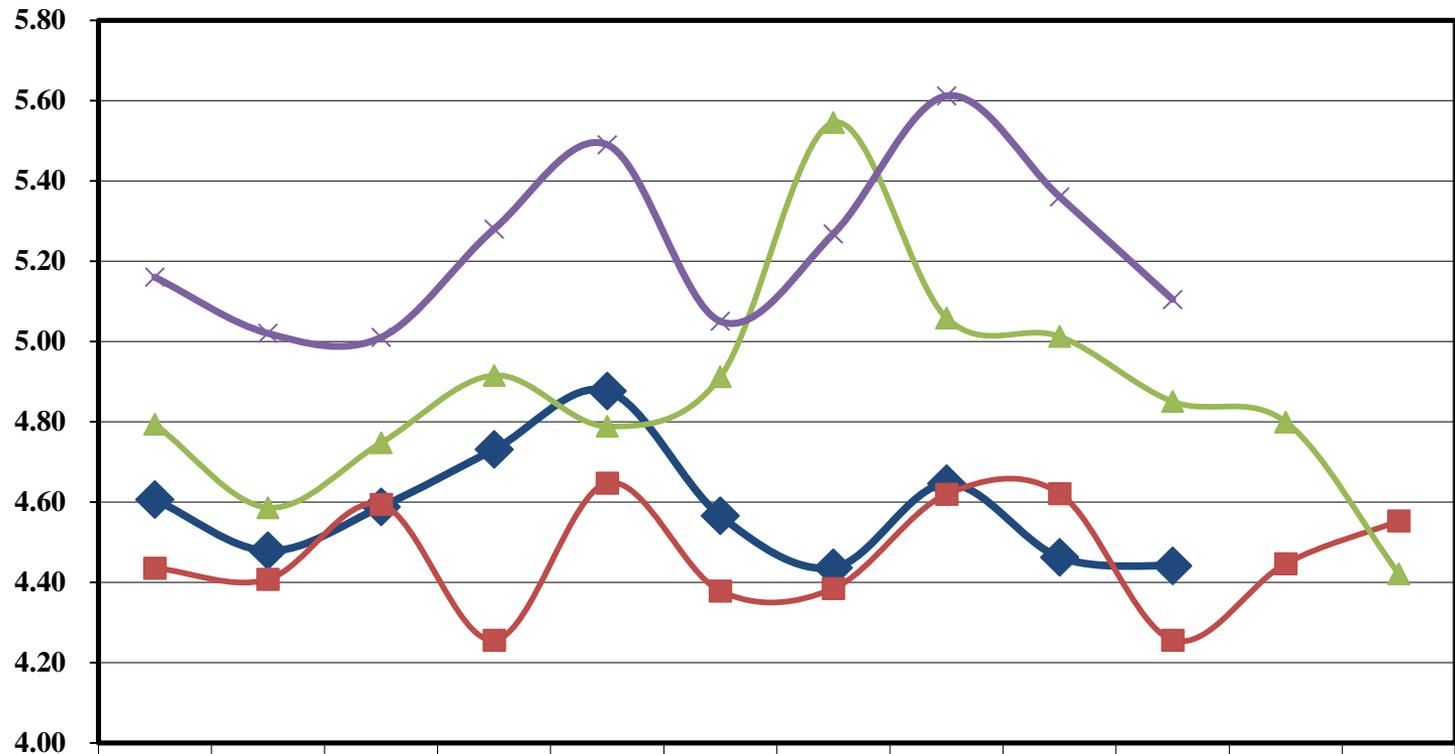
Average Daily Census



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	181.7	173.2	181.0	205.1	198.8	175.7	168.8	185.2	176.9	175.3		
■ FY 2018 Budget	184.4	168.8	167.3	188.2	205.4	173.8	189.3	184.8	182.6	162.4	181.1	170.5
▲ FY 2017	180.0	169.5	173.4	192.5	198.9	204.5	210.5	183.8	178.0	173.5	190.2	162.0

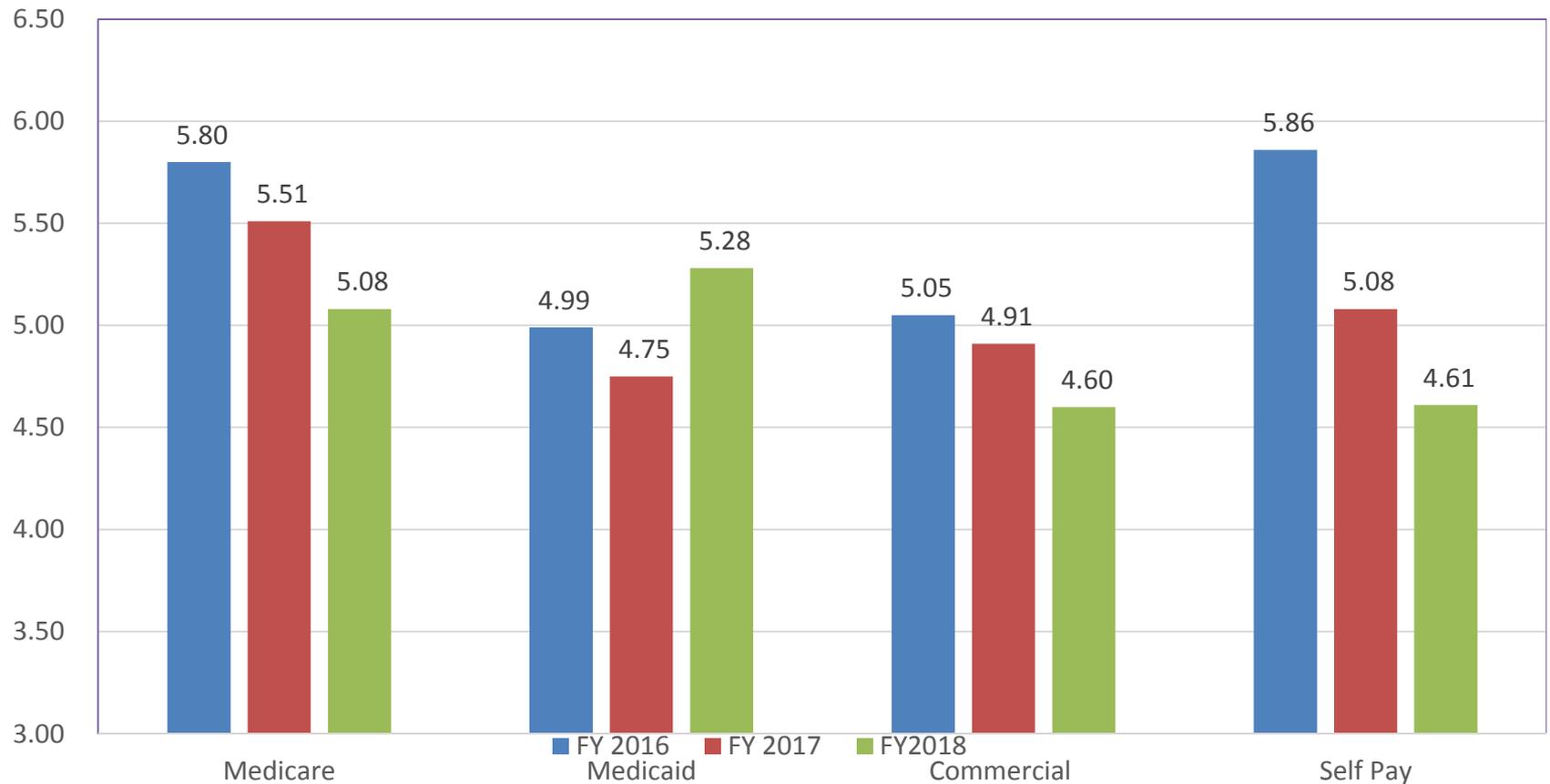
Average Length of Stay

Total – Adults and PEDI

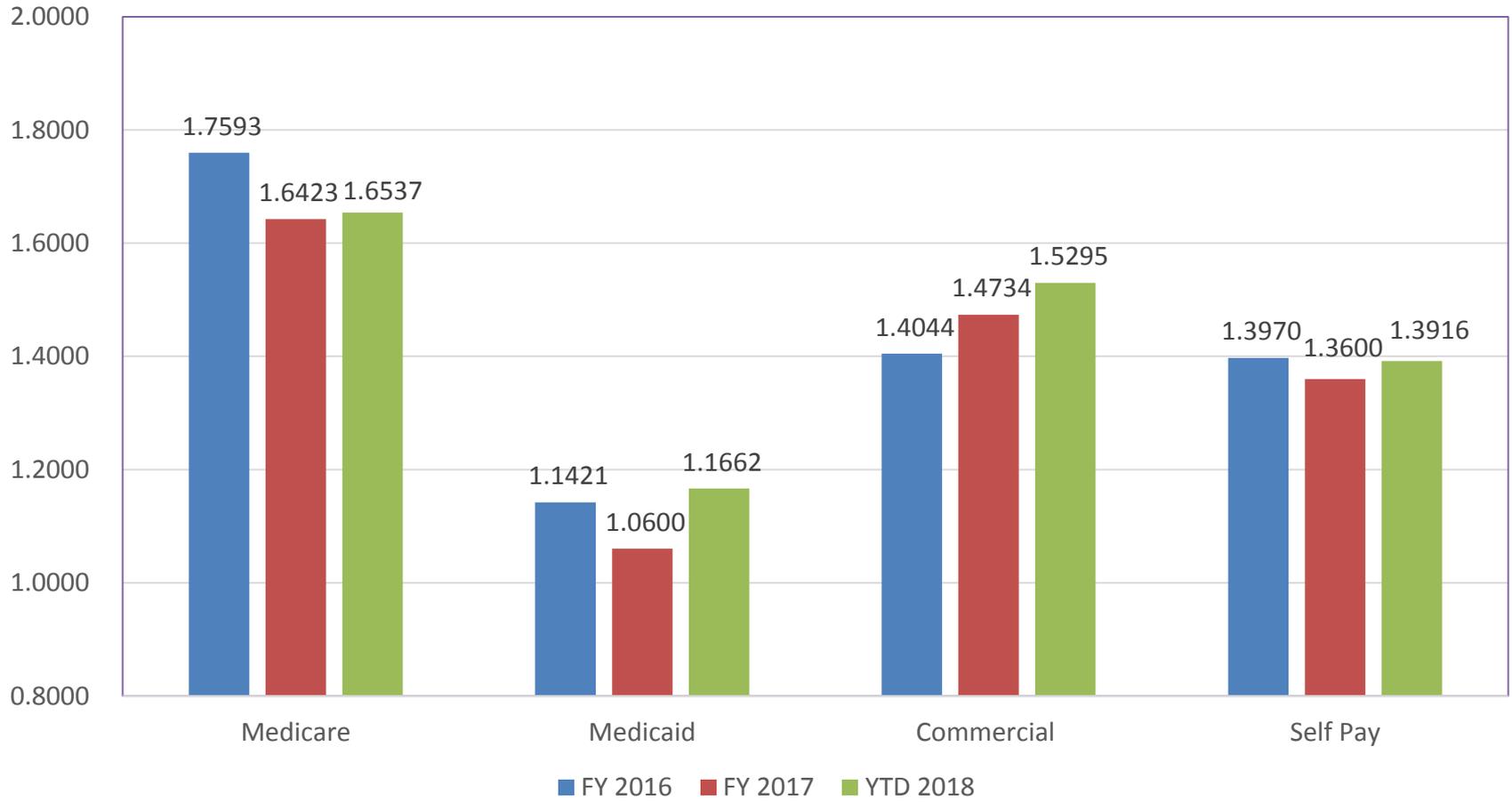


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	4.61	4.48	4.59	4.73	4.88	4.57	4.44	4.65	4.46	4.44		
FY 2018 Budget	4.44	4.41	4.59	4.26	4.65	4.38	4.38	4.62	4.62	4.26	4.45	4.55
FY 2017	4.79	4.59	4.75	4.92	4.79	4.91	5.55	5.06	5.01	4.85	4.80	4.42
FY 2018 Excluding OB	5.16	5.02	5.01	5.28	5.49	5.05	5.27	5.61	5.36	5.10		

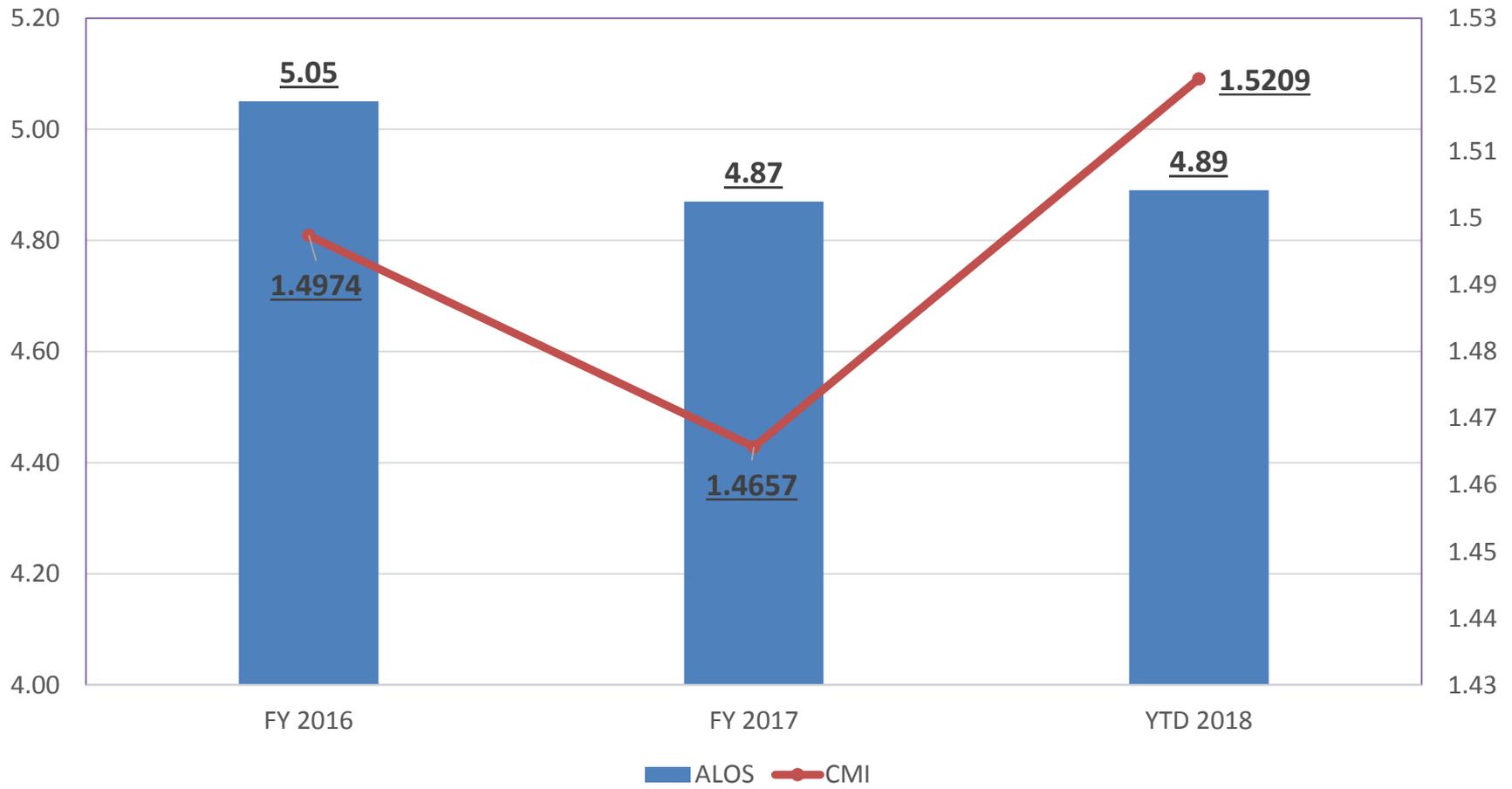
Average Length of Stay by Financial Class



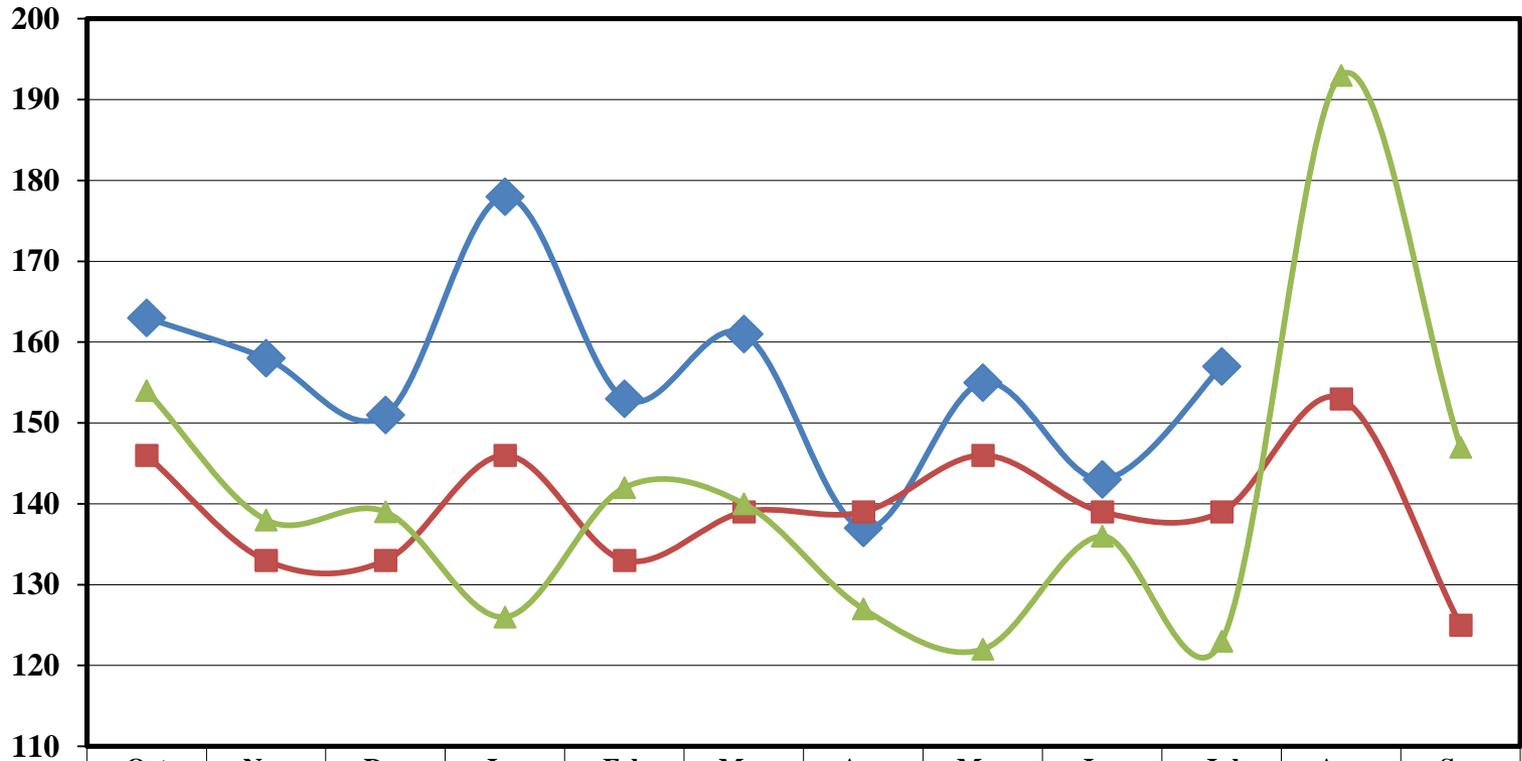
Case Mix Index by Financial Class



Total Inpatient Cases ALOS with CMI

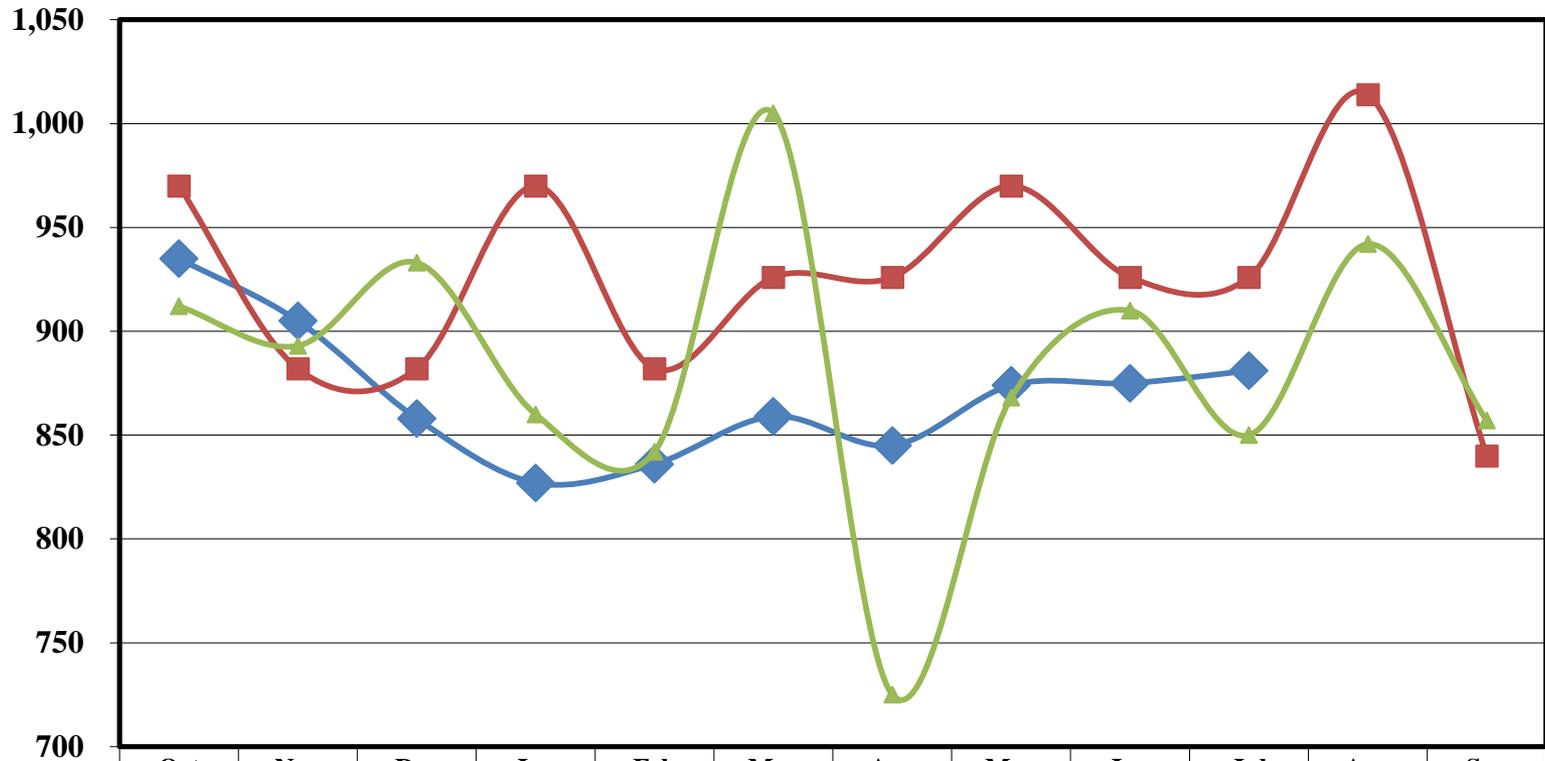


Deliveries



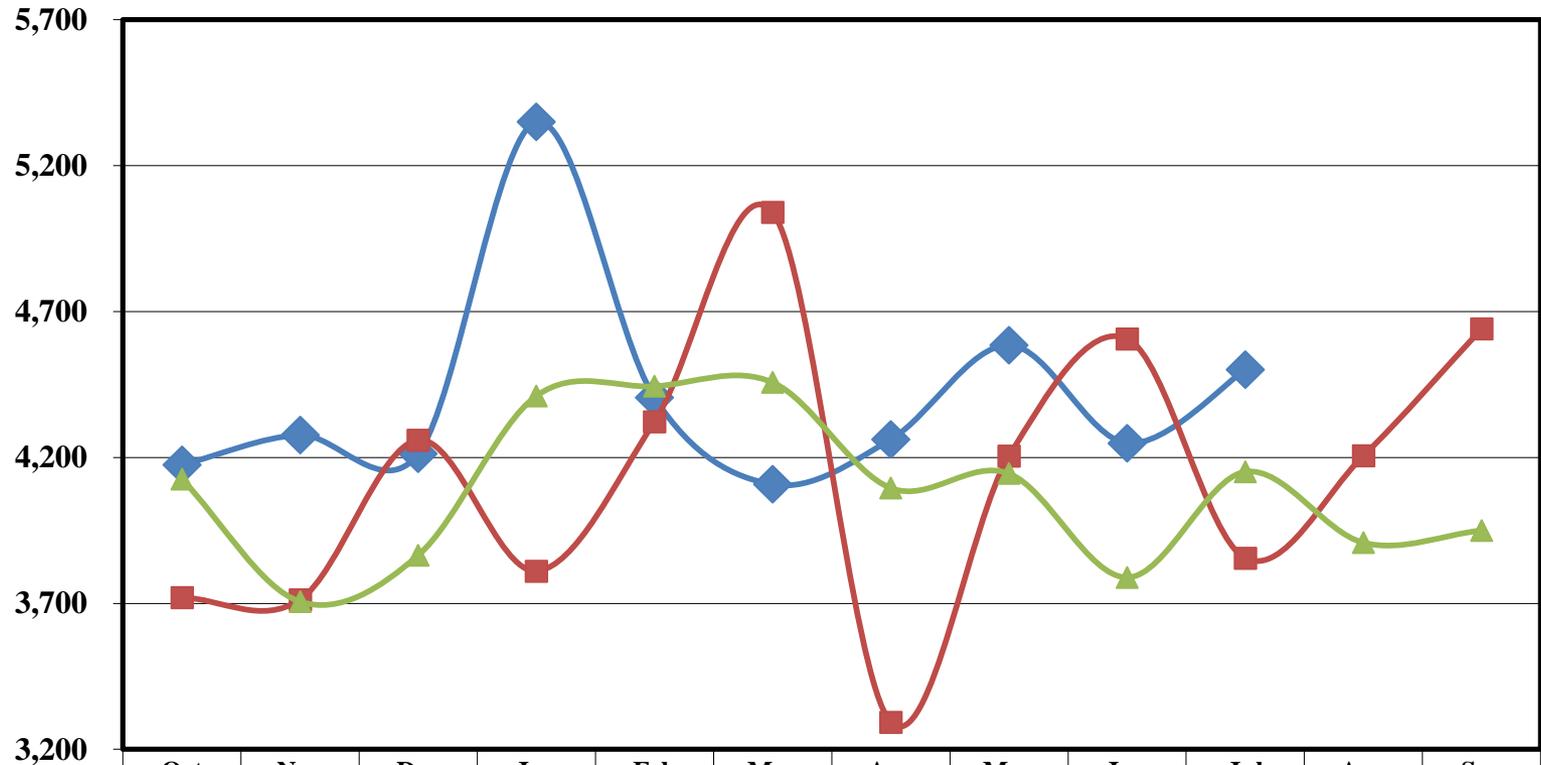
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	163	158	151	178	153	161	137	155	143	157		
■ FY 2018 Budget	146	133	133	146	133	139	139	146	139	139	153	125
▲ FY 2017	154	138	139	126	142	140	127	122	136	123	193	147

Total Surgical Cases



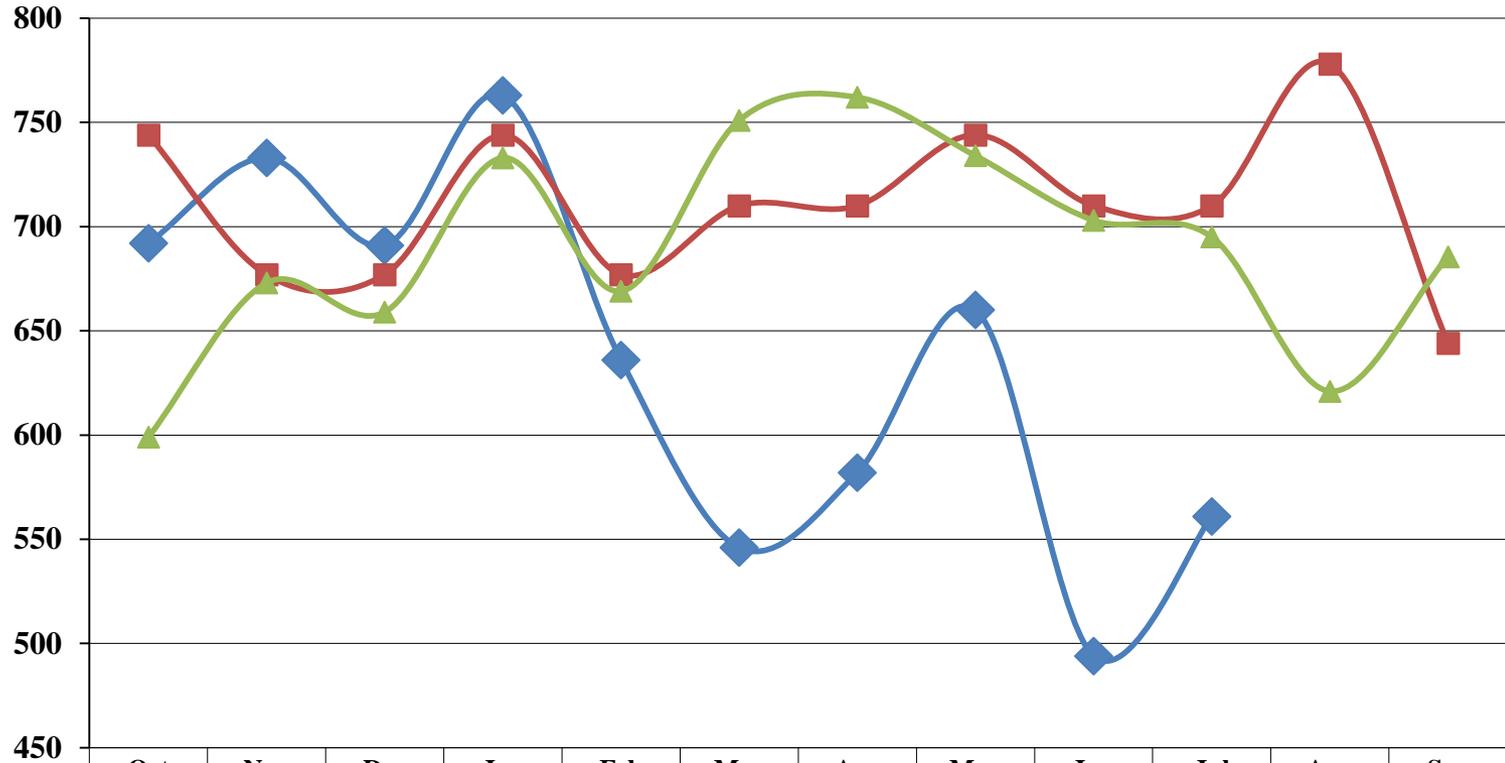
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	935	905	858	827	836	859	845	874	875	881		
■ FY 2018 Budget	970	882	882	970	882	926	926	970	926	926	1,014	840
▲ FY 2017	912	893	933	860	842	1,005	725	868	910	850	942	857

Emergency Room Visits



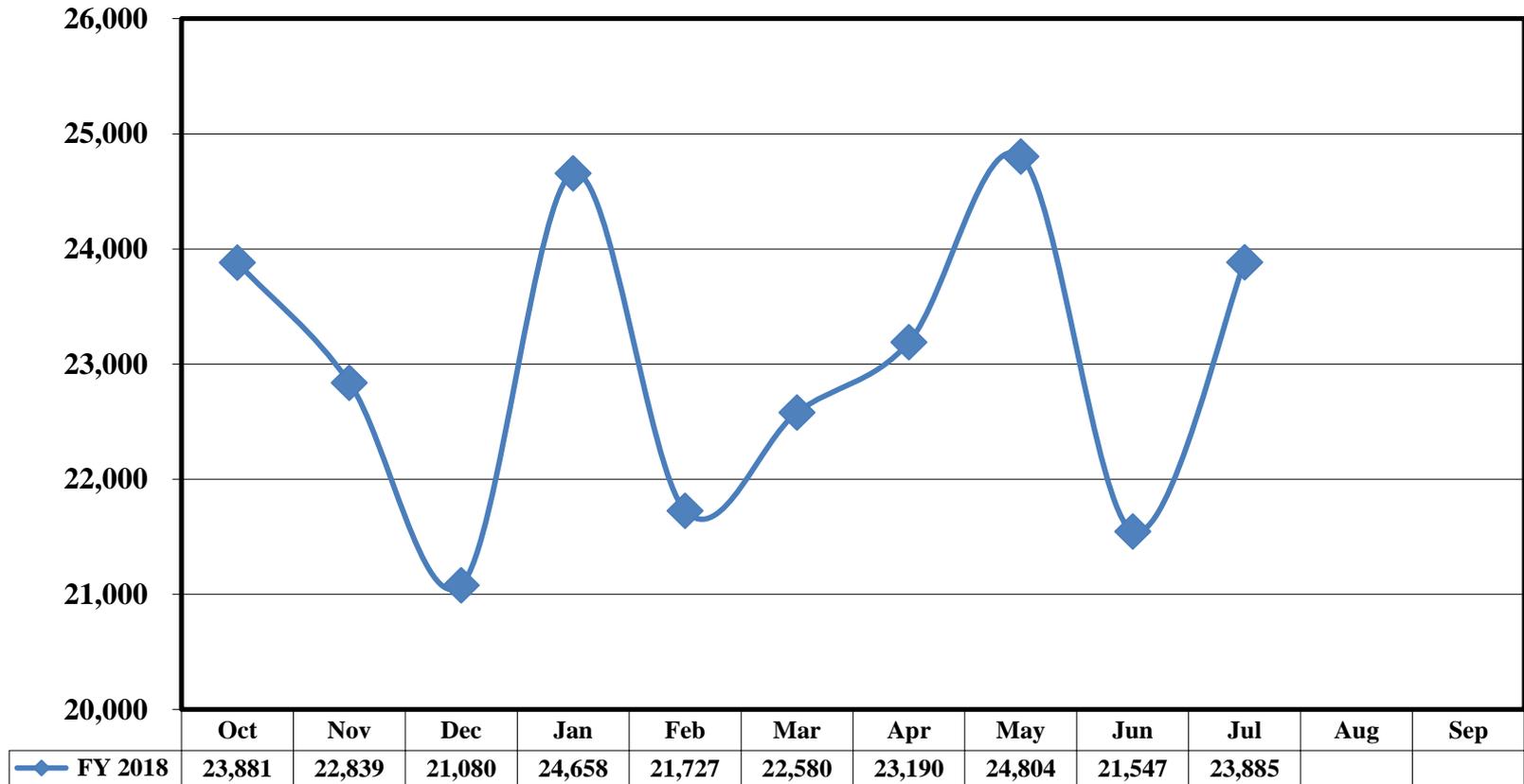
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	4,175	4,277	4,213	5,350	4,405	4,108	4,262	4,585	4,249	4,501		
■ FY 2018 Budget	3,720	3,713	4,260	3,811	4,323	5,040	3,293	4,205	4,607	3,855	4,206	4,641
▲ FY 2017	4,126	3,706	3,865	4,411	4,444	4,457	4,095	4,145	3,789	4,151	3,908	3,950

Observation Days



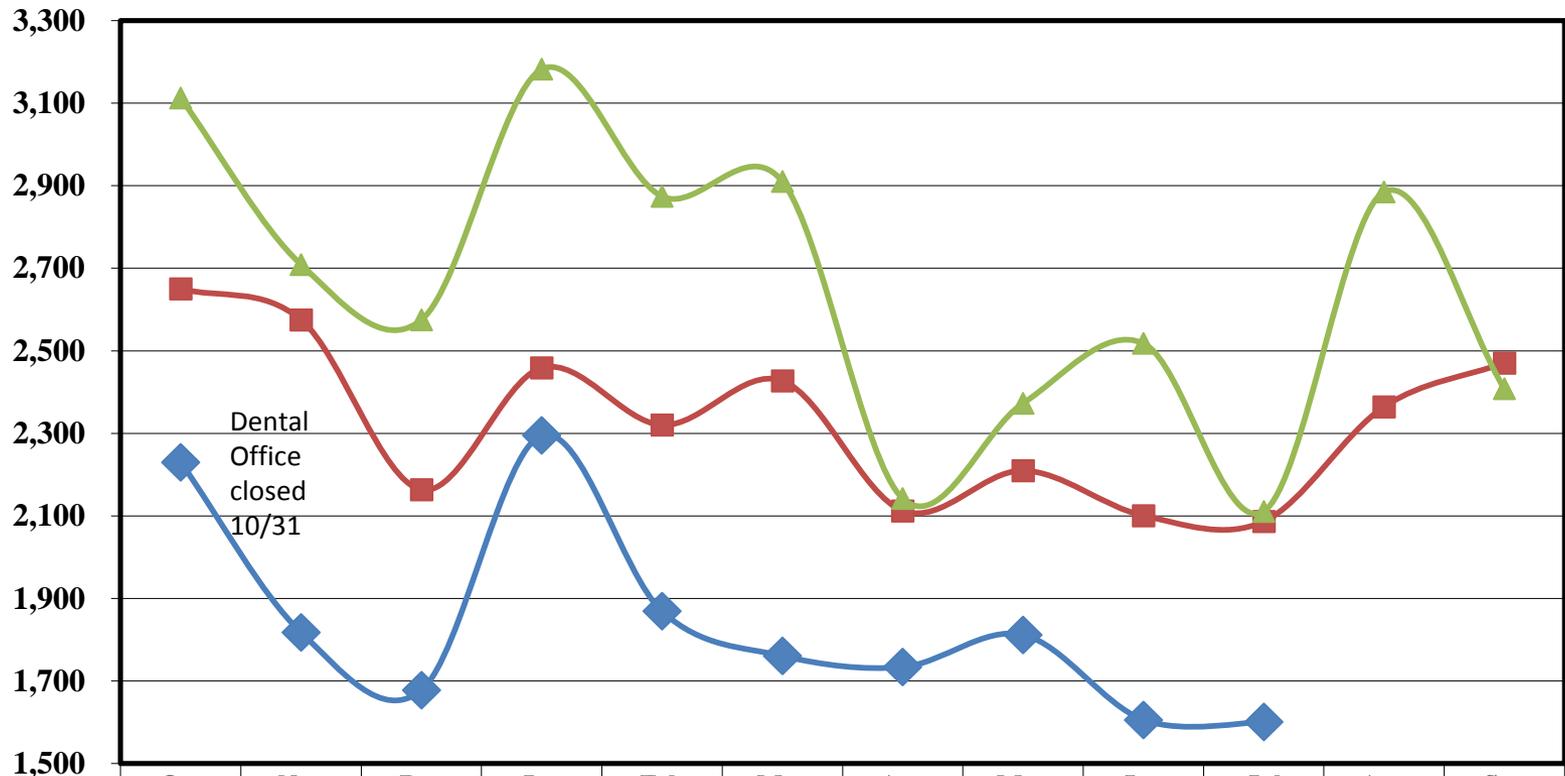
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	692	733	691	763	636	546	582	660	494	561		
FY 2018 Budget	744	677	677	744	677	710	710	744	710	710	778	644
FY 2017	599	673	659	733	669	751	762	734	703	695	621	686

Total Outpatient Occasions of Service



Center for Primary Care Total Visits

(FQHC - Clements & West University)



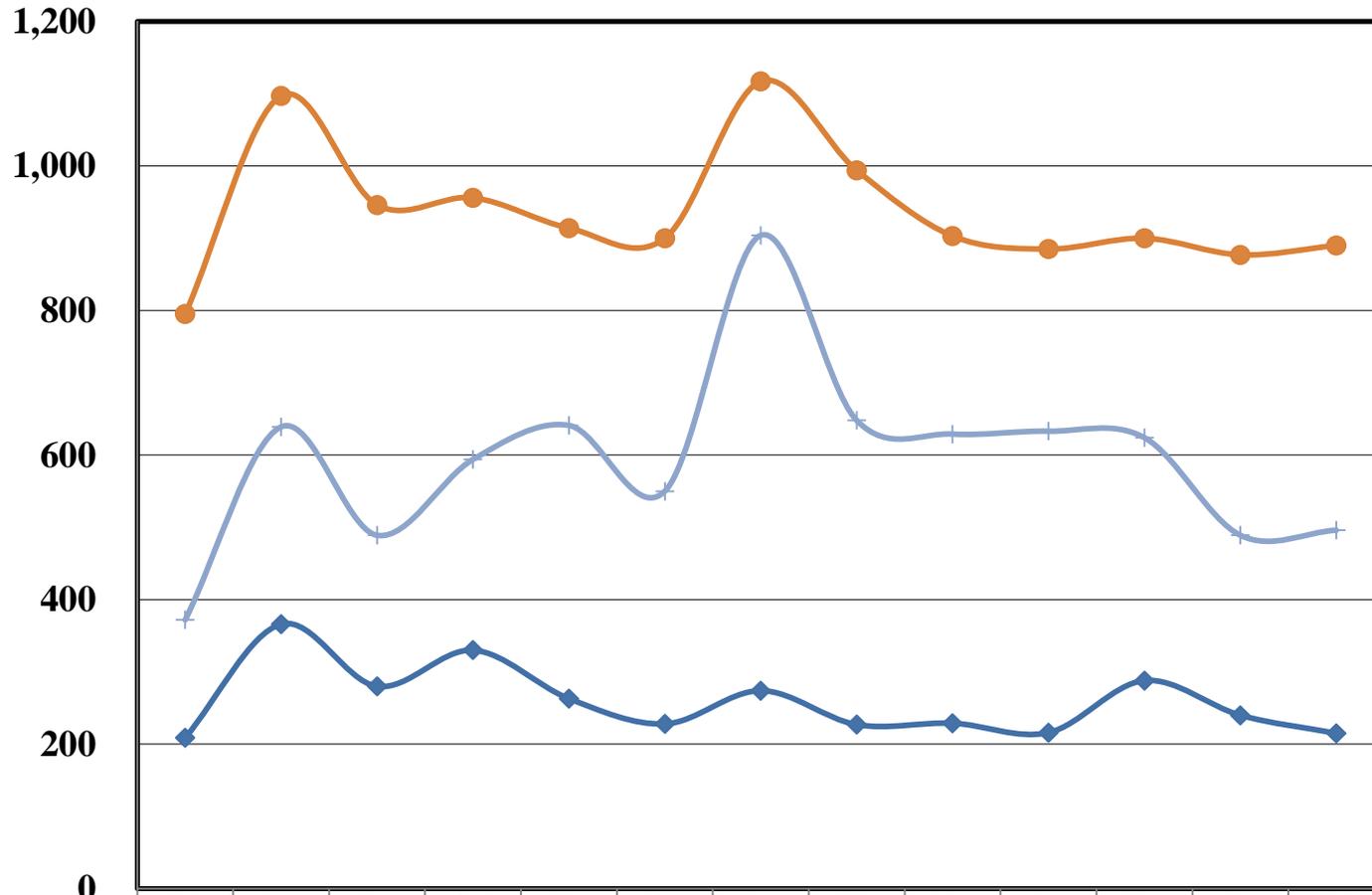
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,230	1,818	1,678	2,295	1,869	1,761	1,734	1,812	1,606	1,601		
FY 2018 Budget	2,650	2,575	2,164	2,459	2,320	2,427	2,113	2,210	2,101	2,087	2,364	2,471
FY 2017	3,112	2,709	2,575	3,182	2,874	2,910	2,142	2,373	2,518	2,111	2,885	2,408

Budget excludes Dental Clinic after 10/31/2017

Center for Primary Care Visits

(FQHC - Clements and West University)

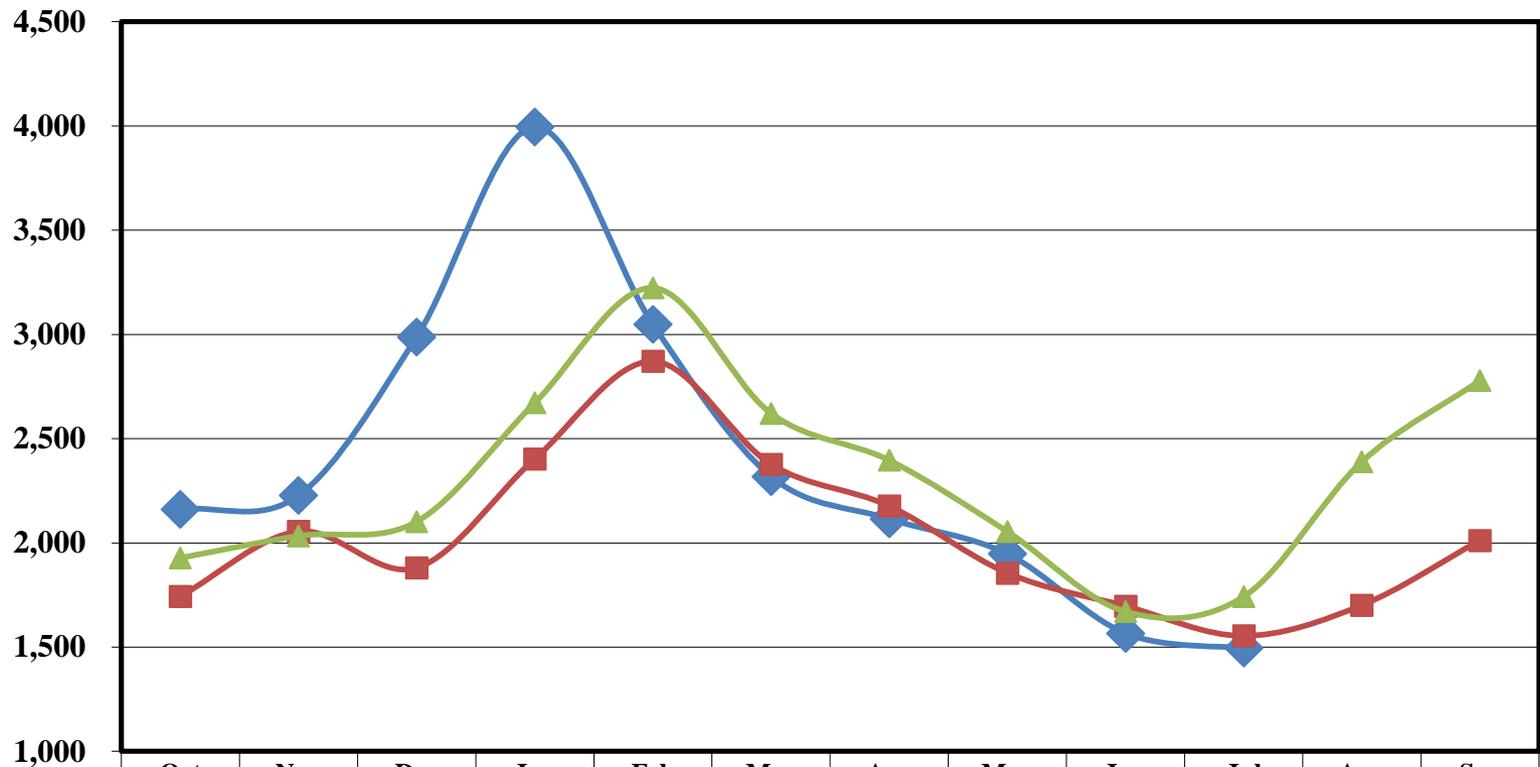
Thirteen Month Trending – Excluding Dental Clinic



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
—●— Clements Medical	795	1,097	946	956	914	900	1,117	994	903	885	900	877	890
—+— W. University Medical	372	639	489	594	641	550	904	648	629	633	624	489	496
—◆— W. University Optometry	209	366	280	330	263	228	274	227	229	216	288	240	215

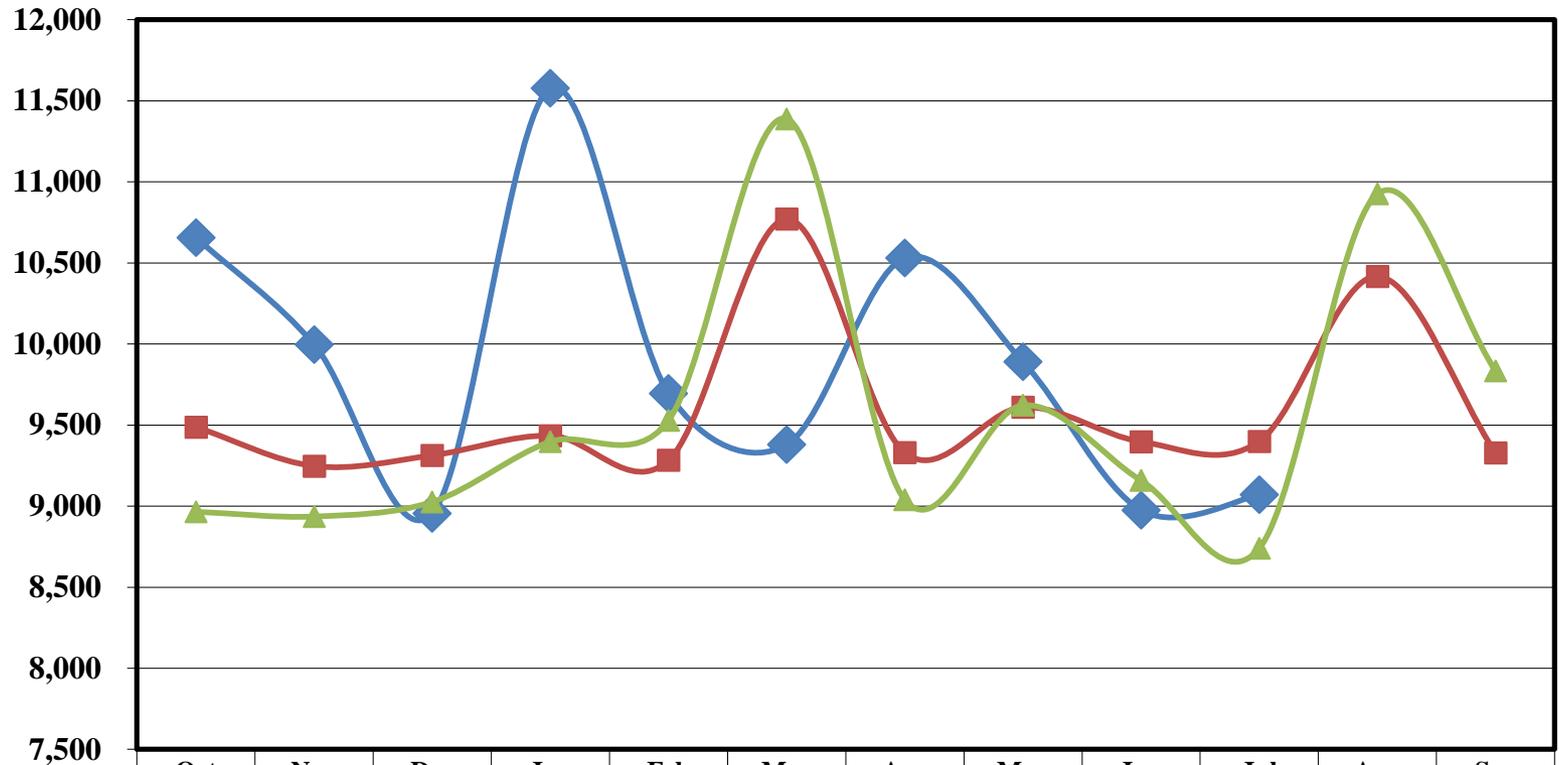
Urgent Care Visits

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



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,161	2,227	2,988	3,995	3,048	2,318	2,115	1,947	1,566	1,496		
FY 2018 Budget	1,744	2,055	1,880	2,403	2,871	2,377	2,177	1,855	1,697	1,554	1,701	2,012
FY 2017	1,928	2,033	2,102	2,672	3,223	2,621	2,396	2,054	1,670	1,742	2,389	2,779

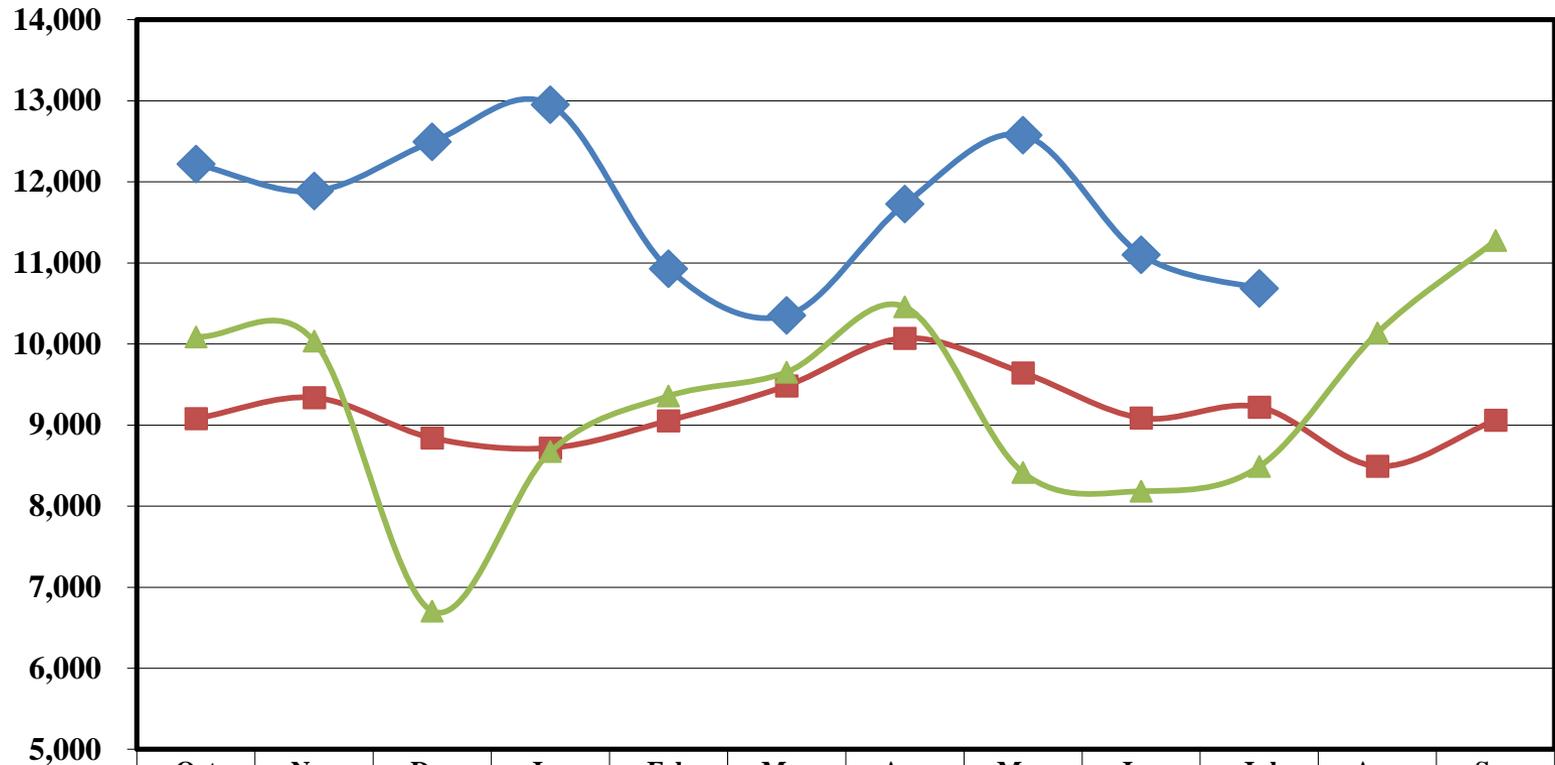
Total ProCare Office Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	10,657	9,997	8,955	11,577	9,694	9,379	10,530	9,890	8,975	9,070		
■ FY 2018 Budget	9,488	9,247	9,313	9,435	9,283	10,771	9,330	9,610	9,398	9,400	10,417	9,328
▲ FY 2017	8,965	8,936	9,026	9,398	9,529	11,389	9,039	9,622	9,158	8,740	10,926	9,834

Total ProCare Procedures

Excluding Pathology and Radiology Procedures



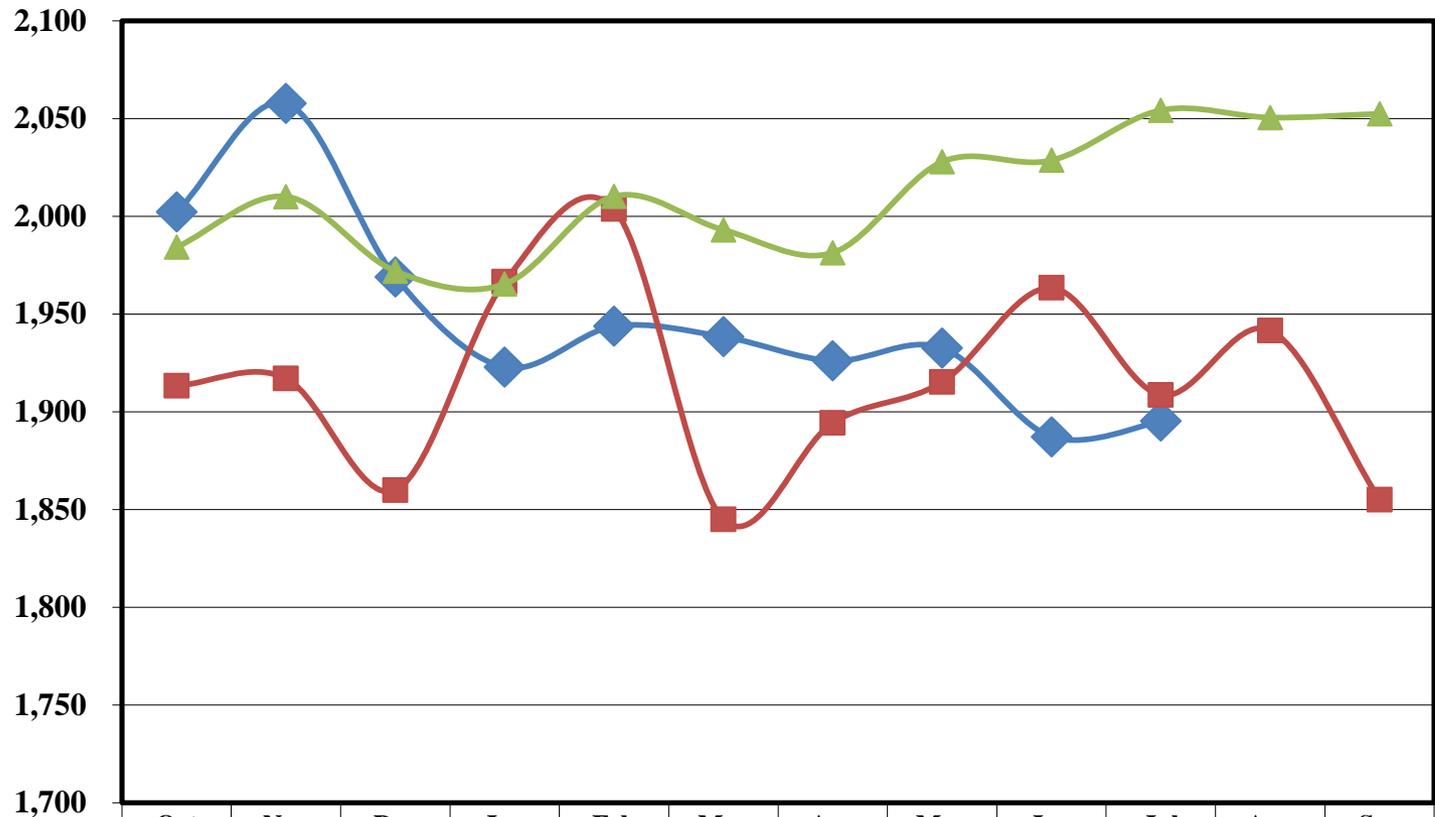
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	12,220	11,886	12,494	12,953	10,929	10,352	11,727	12,577	11,102	10,687		
■ FY 2018 Budget	9,079	9,338	8,841	8,718	9,055	9,485	10,072	9,646	9,088	9,221	8,492	9,061
▲ FY 2017	10,088	10,036	6,705	8,672	9,357	9,653	10,458	8,414	8,184	8,488	10,137	11,276

Staffing



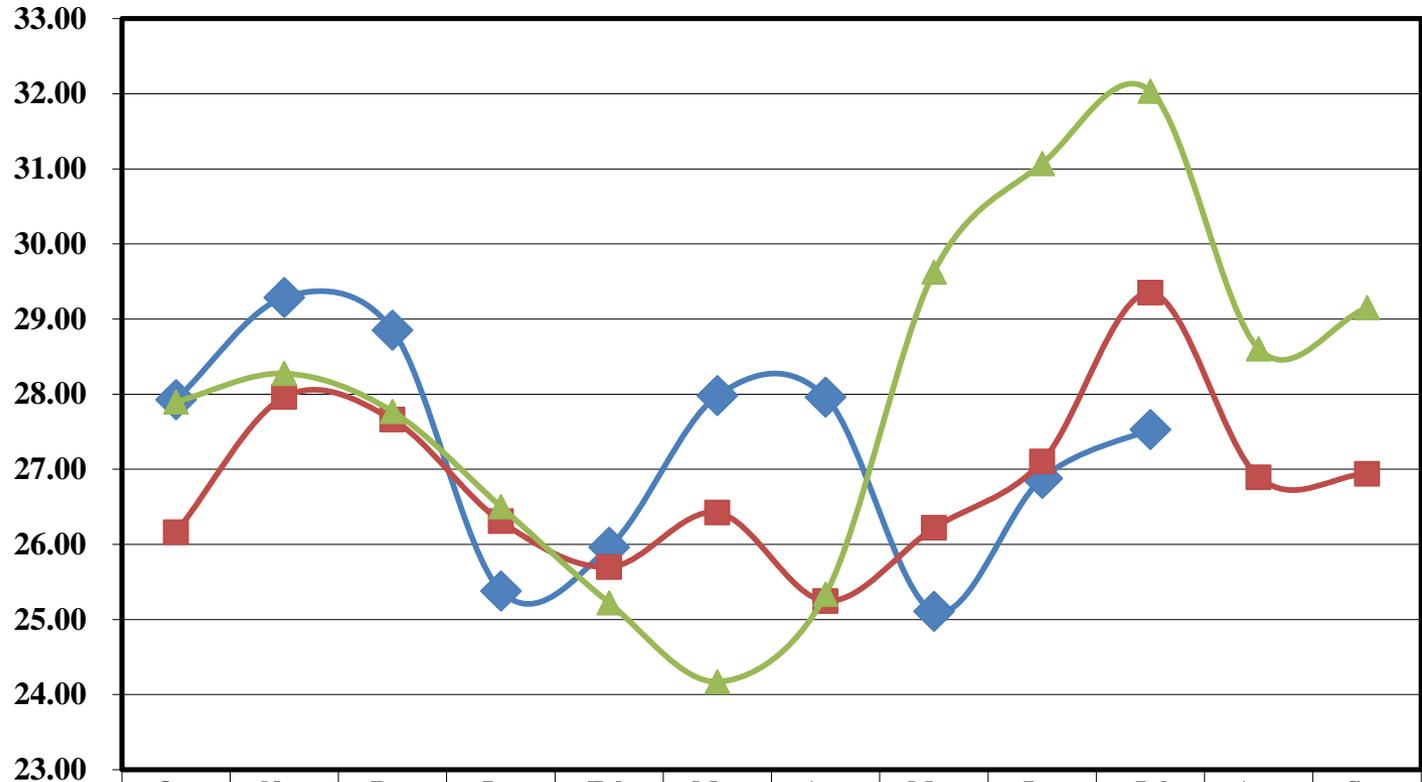
Blended FTE's

Including Contract Labor and Management Services



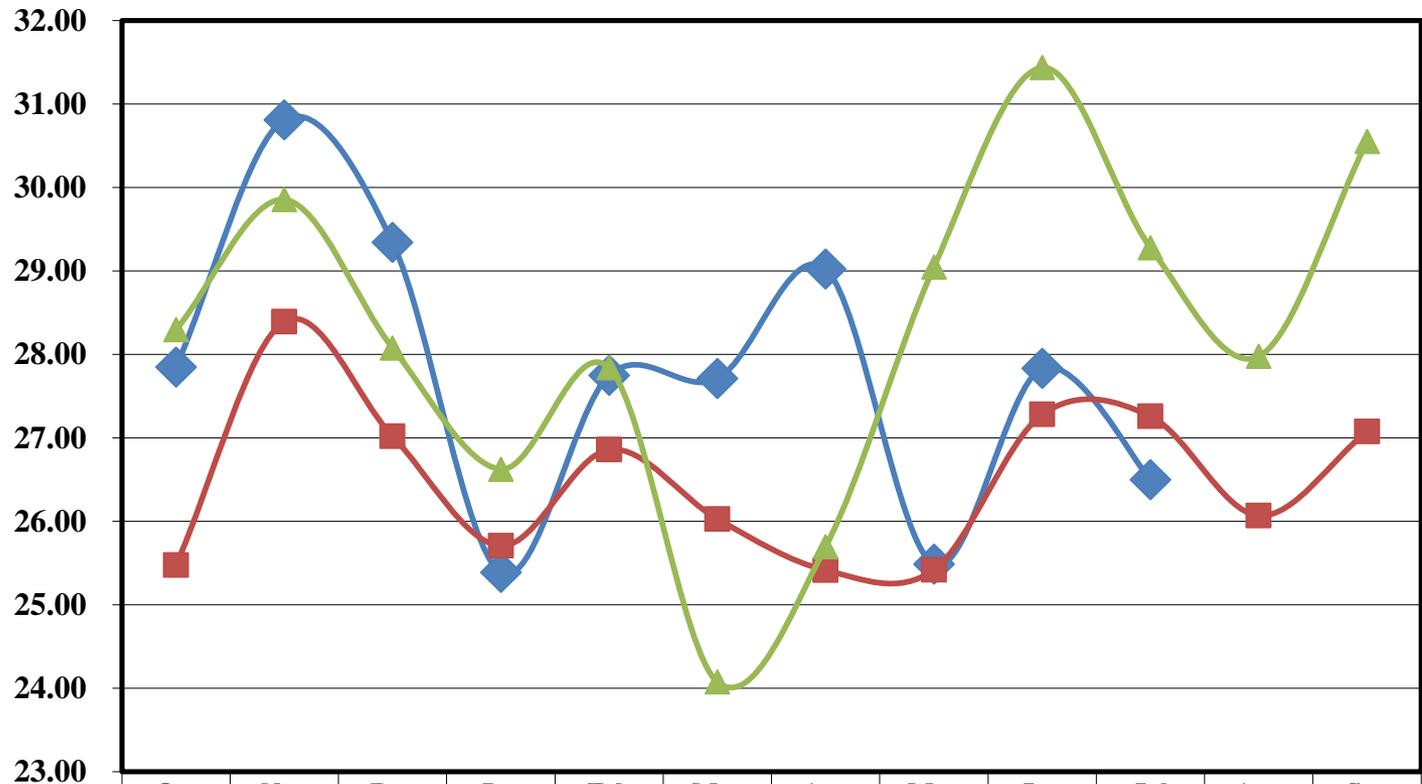
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
—◆— FY 2018	2,002	2,058	1,969	1,923	1,944	1,938	1,926	1,933	1,887	1,895		
—■— FY 2018 Budget	1,913	1,917	1,860	1,966	2,004	1,845	1,894	1,915	1,963	1,909	1,942	1,855
—▲— FY 2017	1,984	2,010	1,972	1,965	2,010	1,993	1,981	2,028	2,029	2,054	2,051	2,052

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



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	27.93	29.29	28.85	25.38	25.96	27.98	27.96	25.11	26.88	27.53		
■ FY 2018 Budget	26.16	27.96	27.66	26.31	25.70	26.42	25.25	26.22	27.10	29.35	26.89	26.94
▲ FY 2017	27.90	28.28	27.77	26.50	25.22	24.17	25.34	29.63	31.07	32.03	28.60	29.15

Paid Hours per Adjusted Patient Day (Medical Center Hospital)



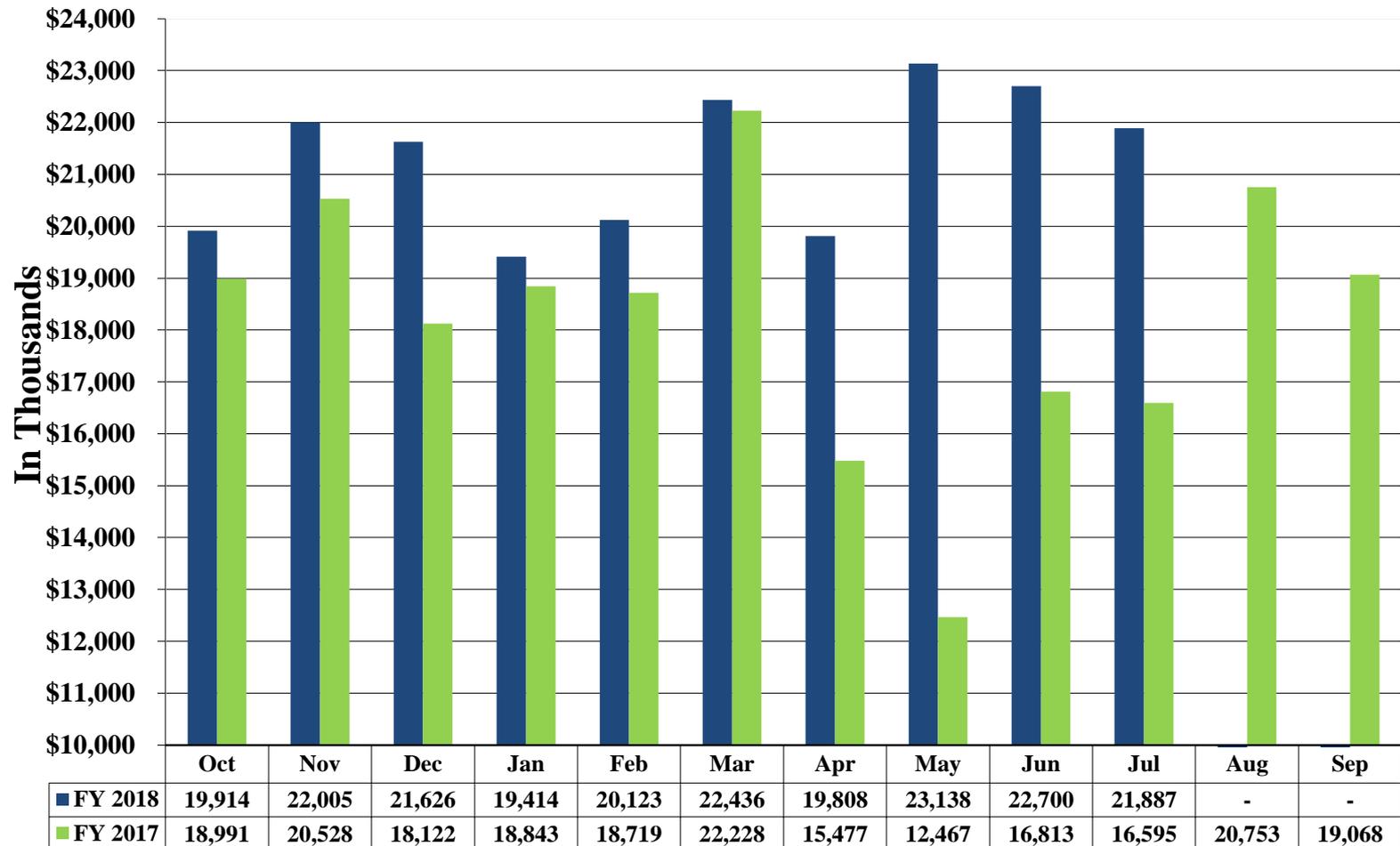
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	27.85	30.81	29.34	25.39	27.75	27.71	29.02	25.49	27.83	26.50		
FY 2018 Budget	25.48	28.39	27.02	25.71	26.86	26.03	25.41	25.42	27.28	27.26	26.07	27.08
FY 2017	28.30	29.86	28.08	26.63	27.84	24.08	25.70	29.05	31.44	29.28	27.98	30.55

Accounts Receivable



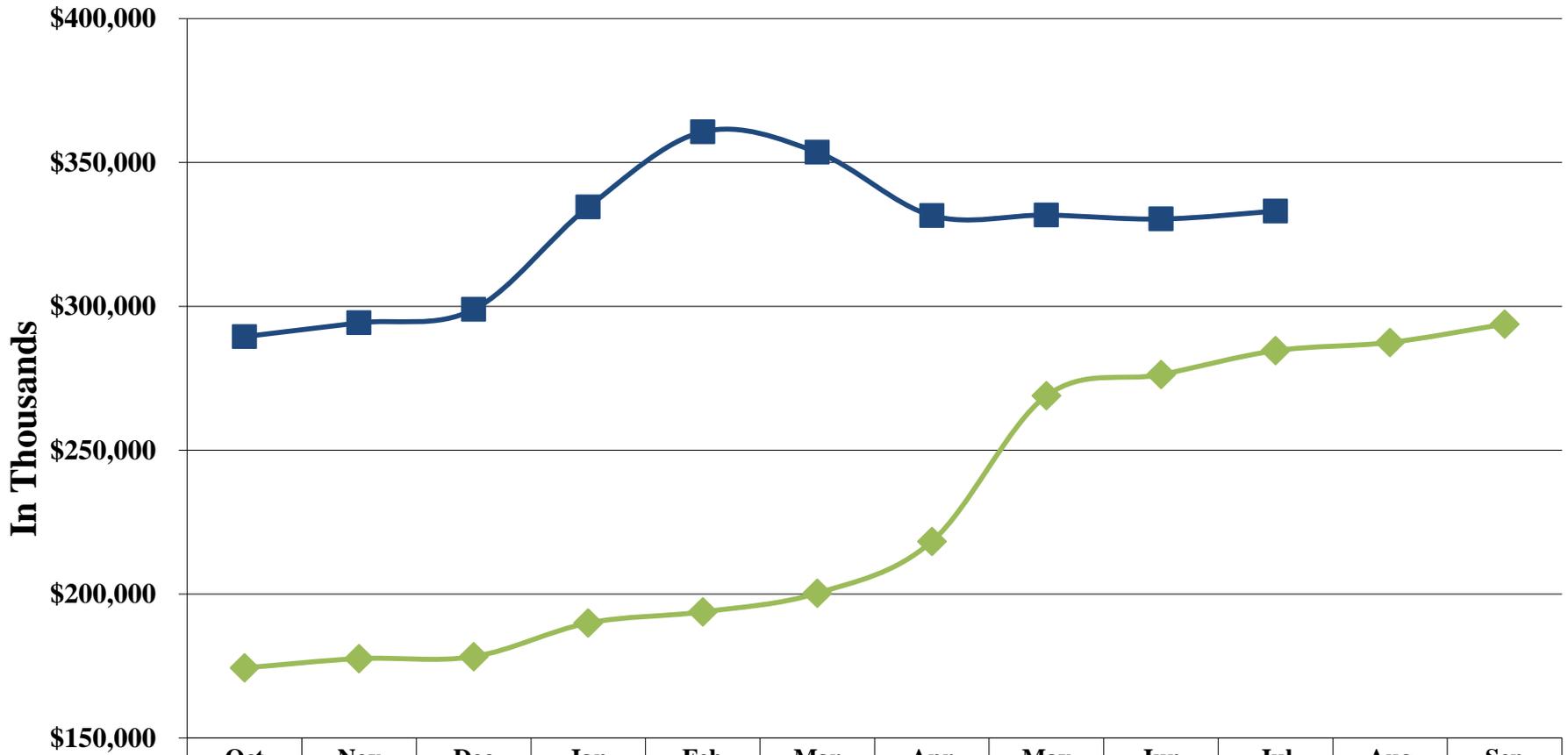
AR Cash Receipts

Compared to Prior Year (Ector County Hospital District)



Accounts Receivable – Gross

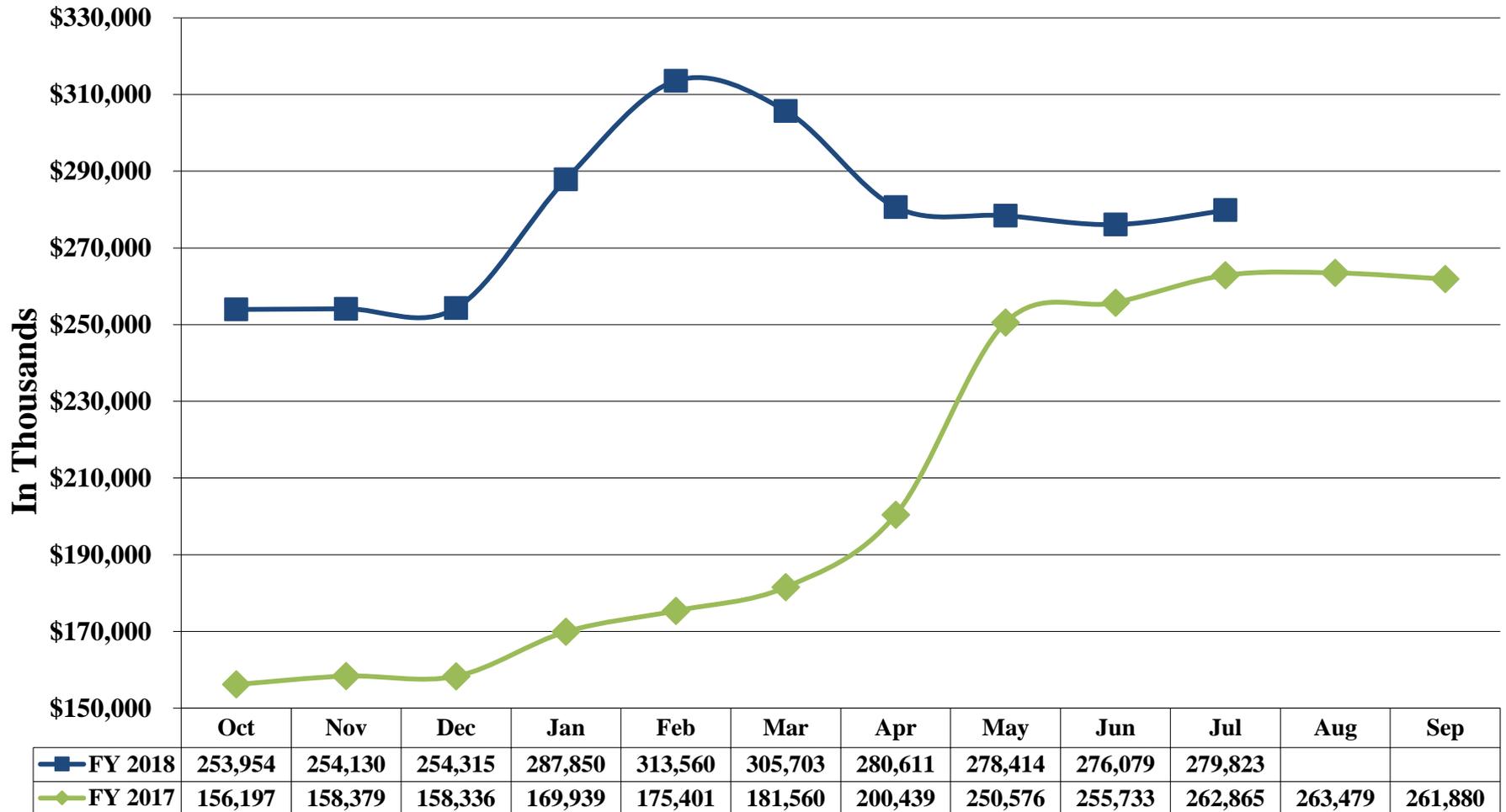
(Ector County Hospital District)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ FY 2018	289,467	294,253	298,898	334,491	360,625	353,532	331,535	331,701	330,329	333,098		
◆ FY 2017	174,381	177,619	178,296	189,969	193,828	200,336	218,307	268,915	276,281	284,593	287,469	293,818

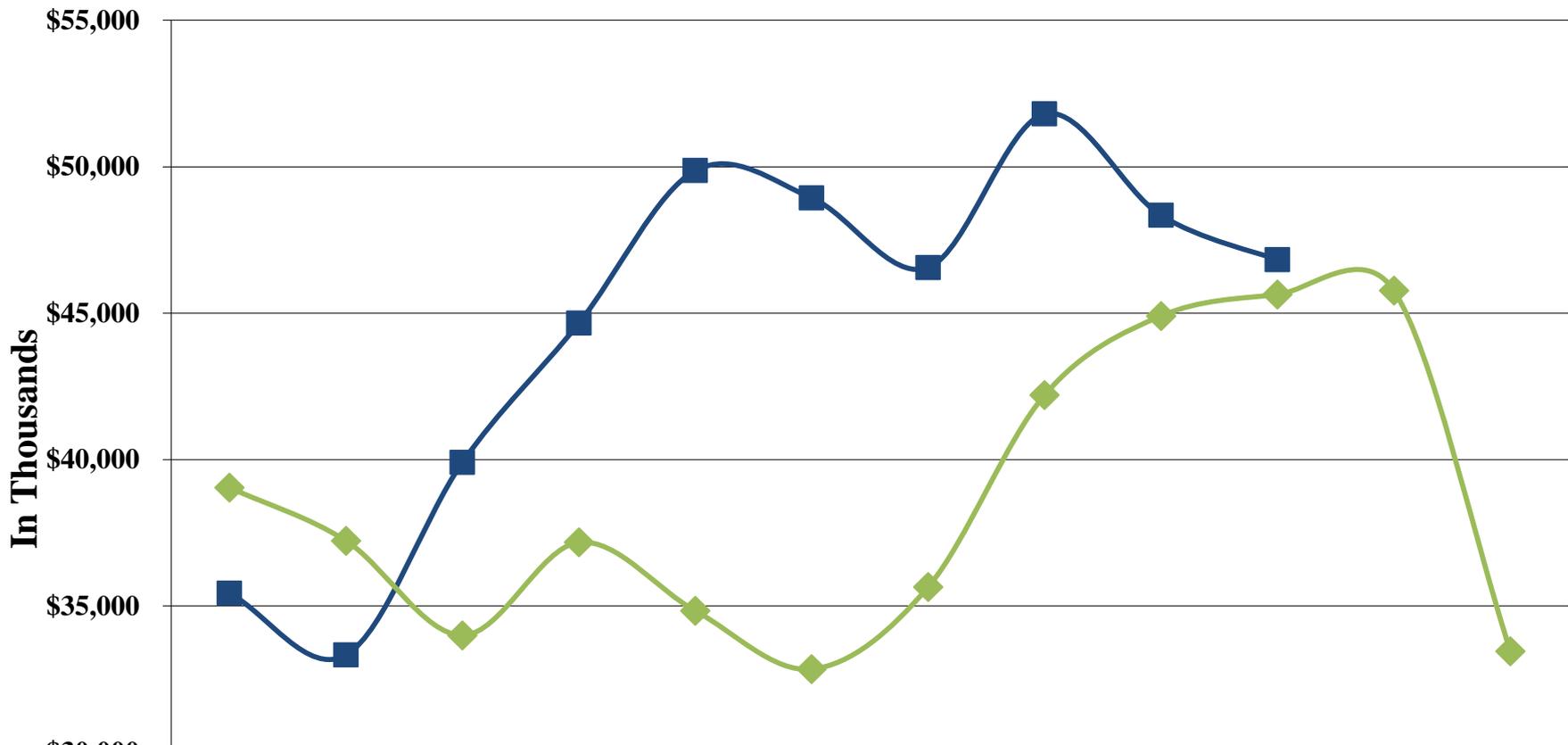
Accounts Receivable – Gross

(Medical Center Hospital)



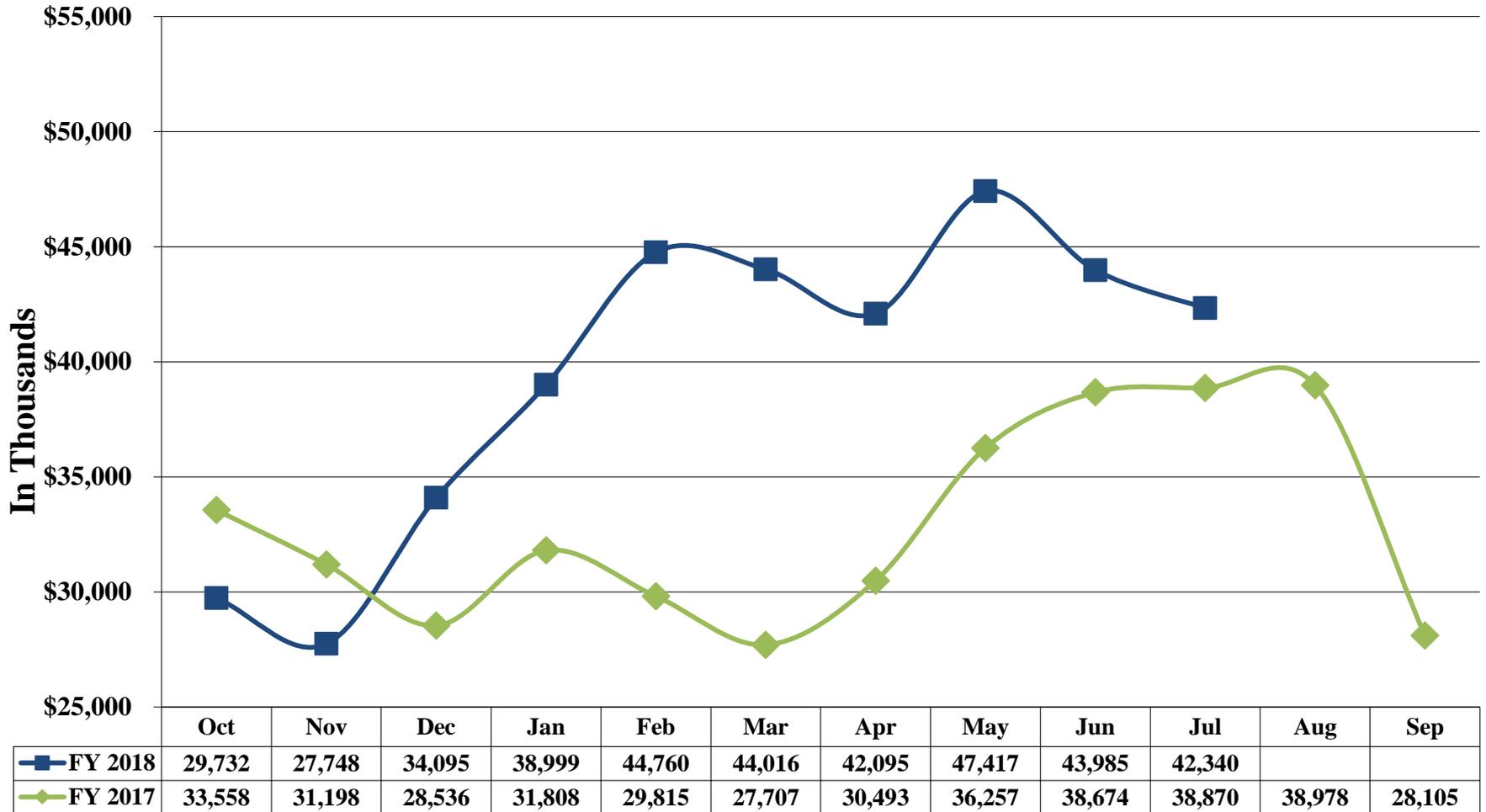
Accounts Receivable – Net

(Ector County Hospital District)



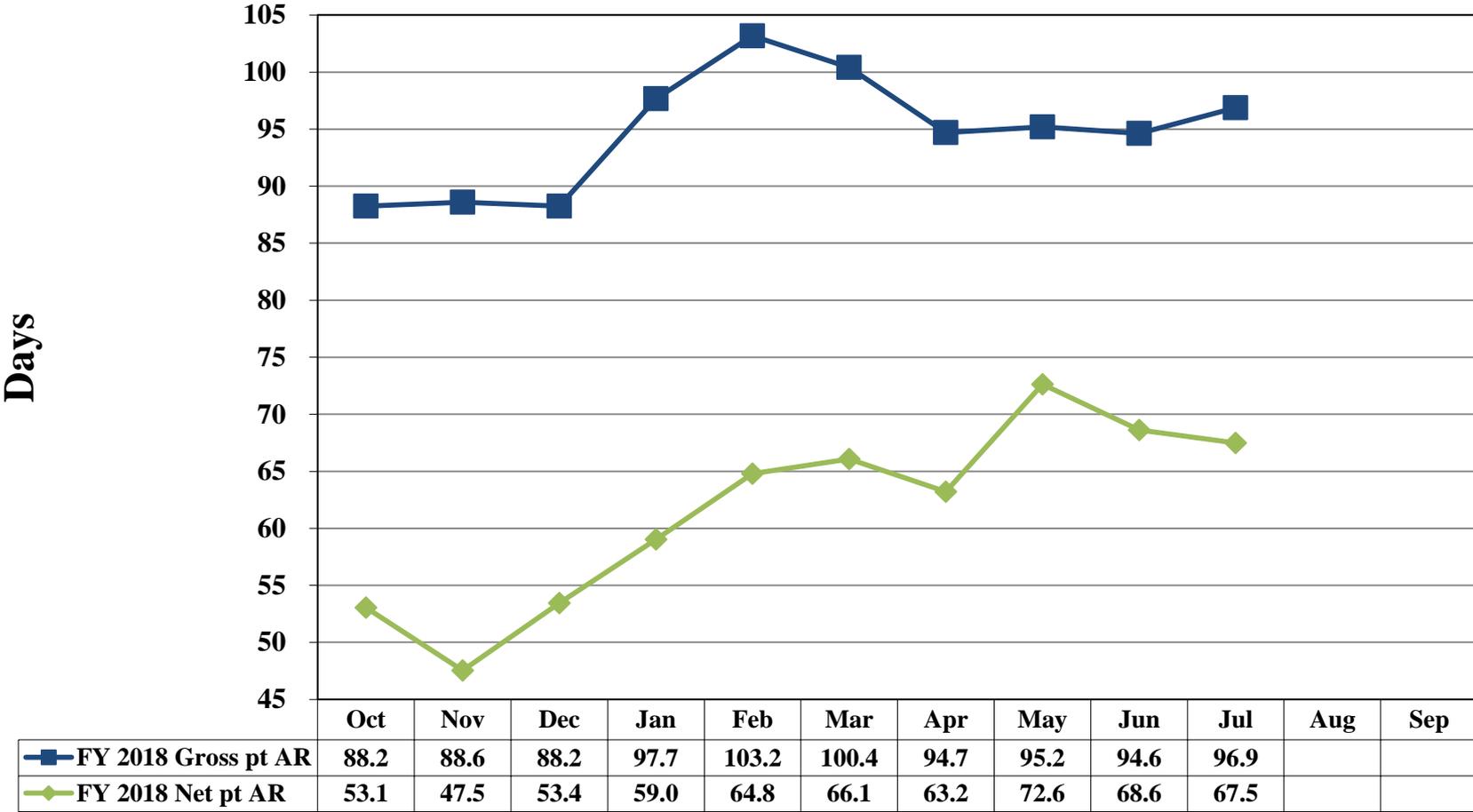
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	35,435	33,325	39,905	44,654	49,868	48,934	46,557	51,802	48,337	46,826		
FY 2017	39,042	37,228	33,998	37,172	34,838	32,845	35,649	42,205	44,904	45,633	45,766	33,453

Accounts Receivable – Net (Medical Center Hospital)



Days in Accounts Receivable

Ector County Hospital District

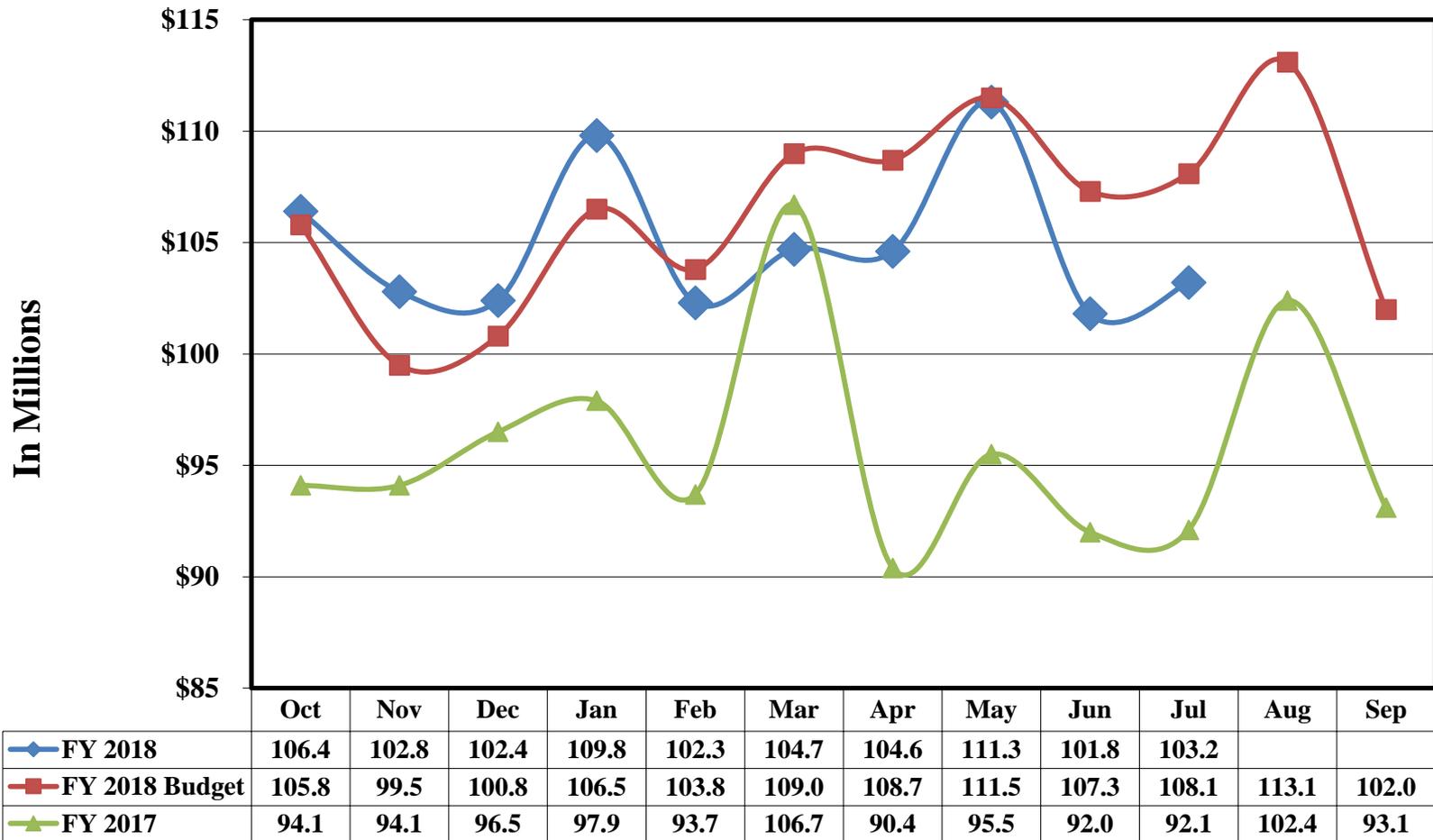


Revenues & Revenue Deductions



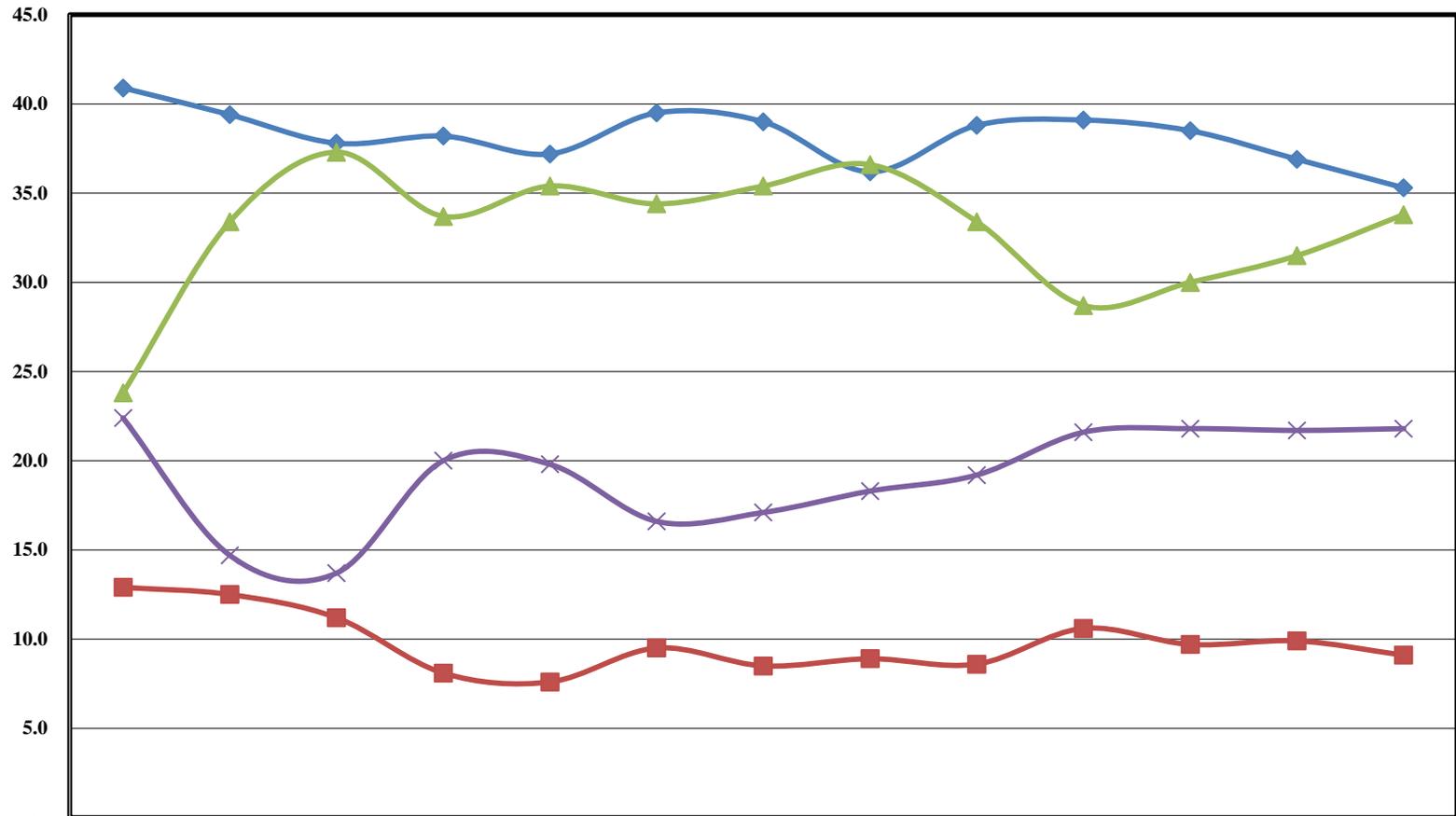
Total Patient Revenues

(Ector County Hospital District)



Hospital Revenue Payor Mix

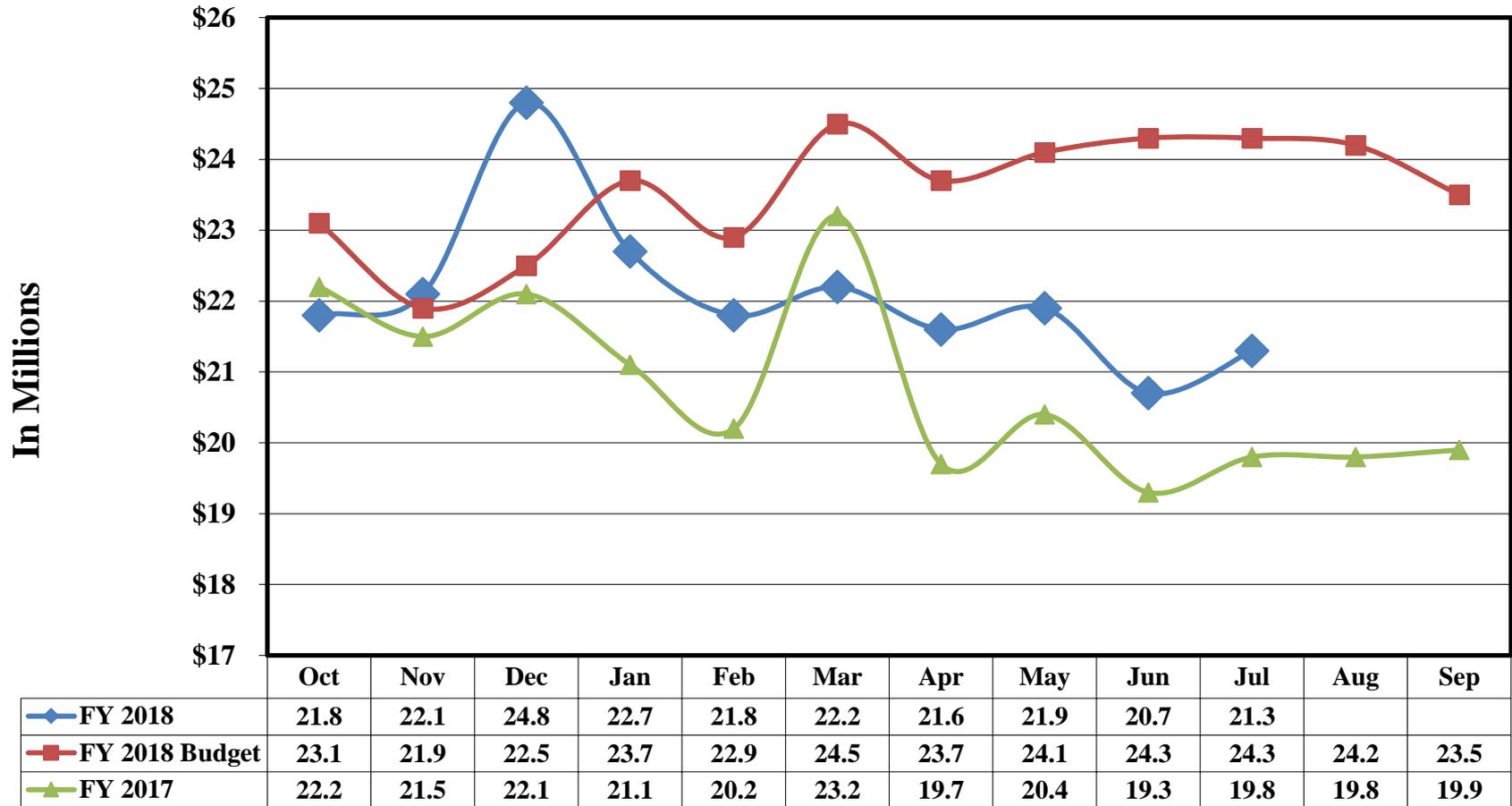
13 Month Trend



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Medicare	40.9	39.4	37.8	38.2	37.2	39.5	39.0	36.2	38.8	39.1	38.5	36.9	35.3
Medicaid	12.9	12.5	11.2	8.1	7.6	9.5	8.5	8.9	8.6	10.6	9.7	9.9	9.1
Third Party	23.8	33.4	37.3	33.7	35.4	34.4	35.4	36.6	33.4	28.7	30.0	31.5	33.8
Private	22.4	14.7	13.7	20.0	19.8	16.6	17.1	18.3	19.2	21.6	21.8	21.7	21.8

Net Patient Revenues

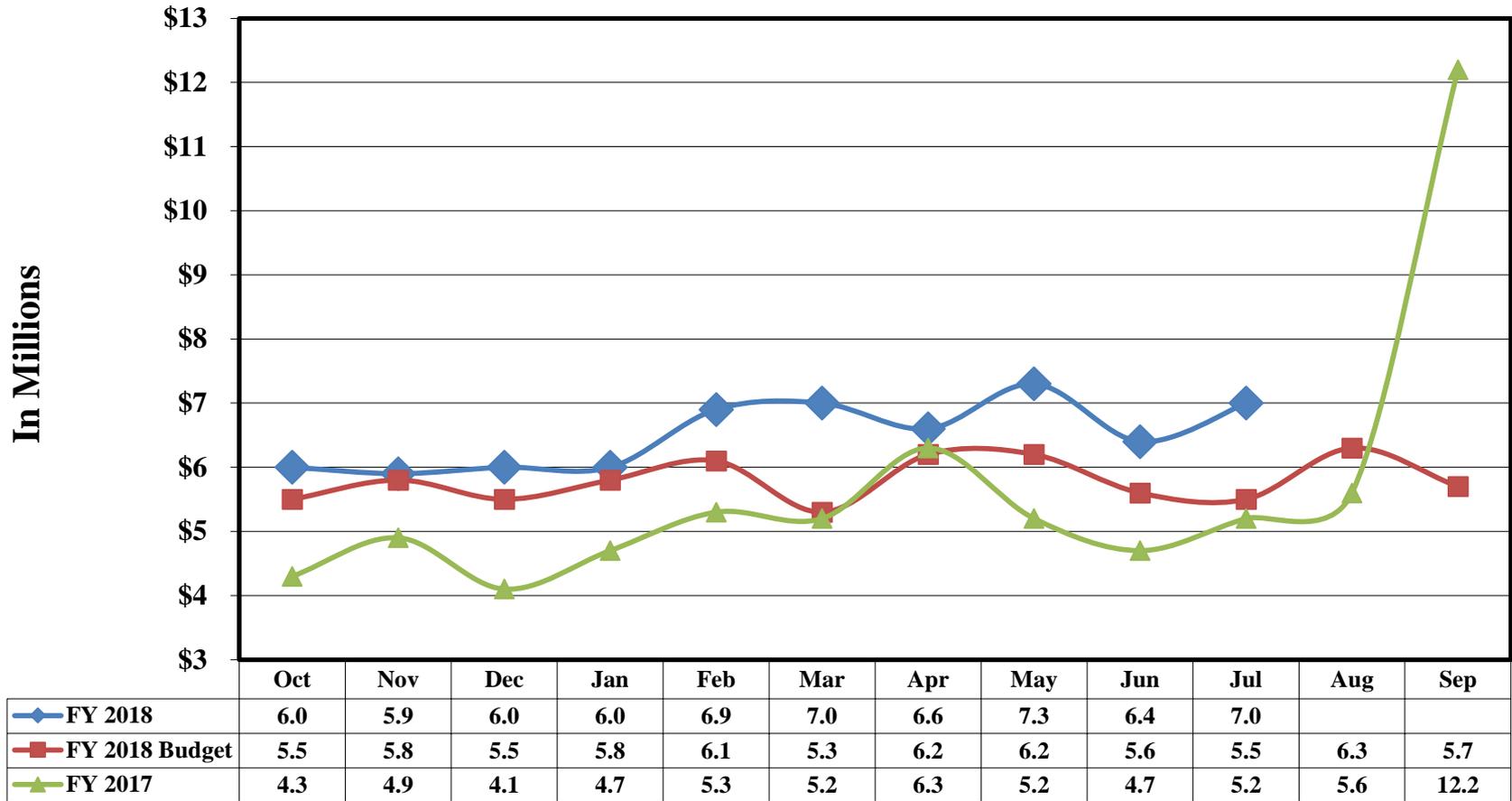
(Ector County Hospital District)



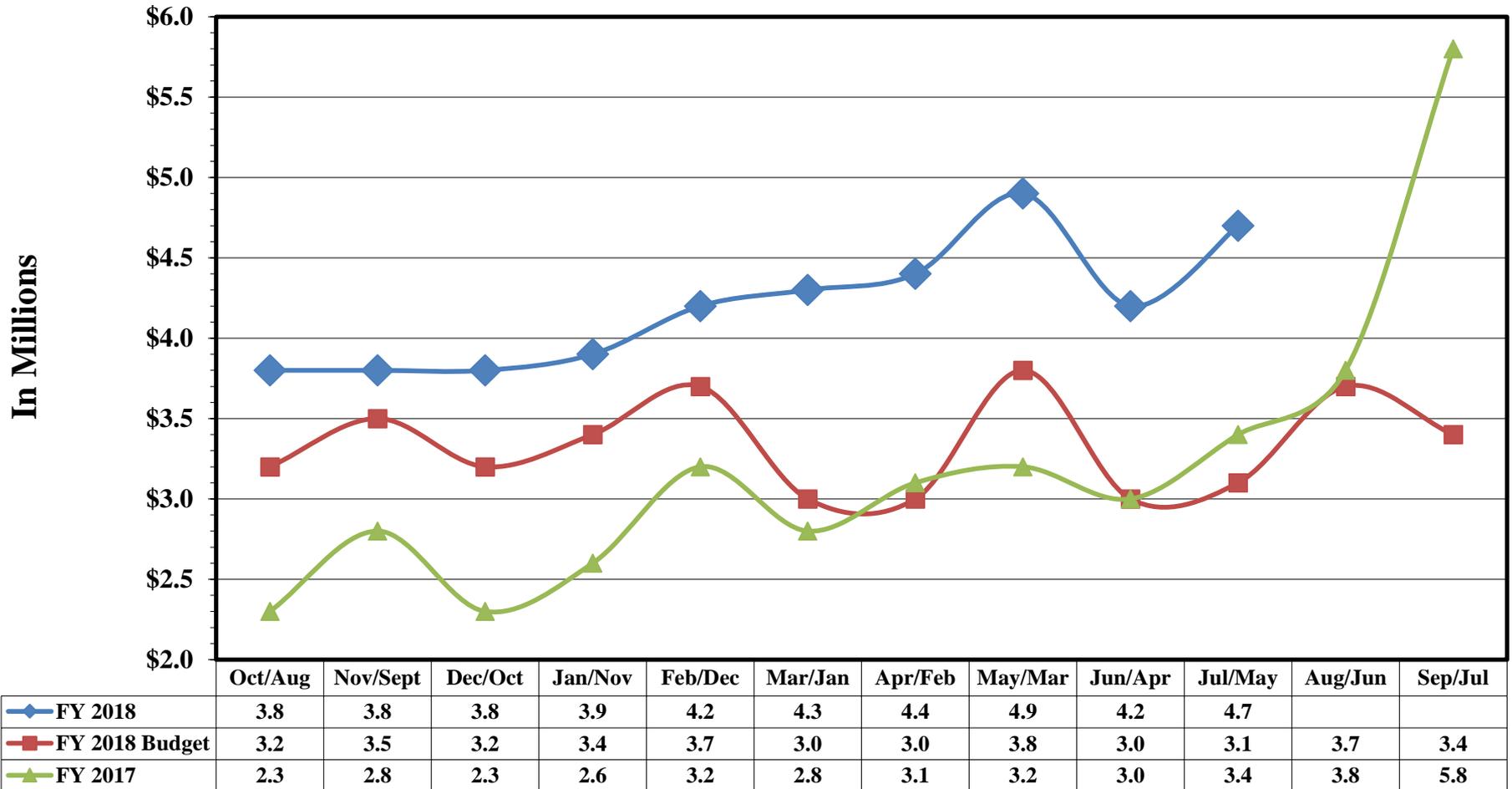
Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



Sales Tax Receipts

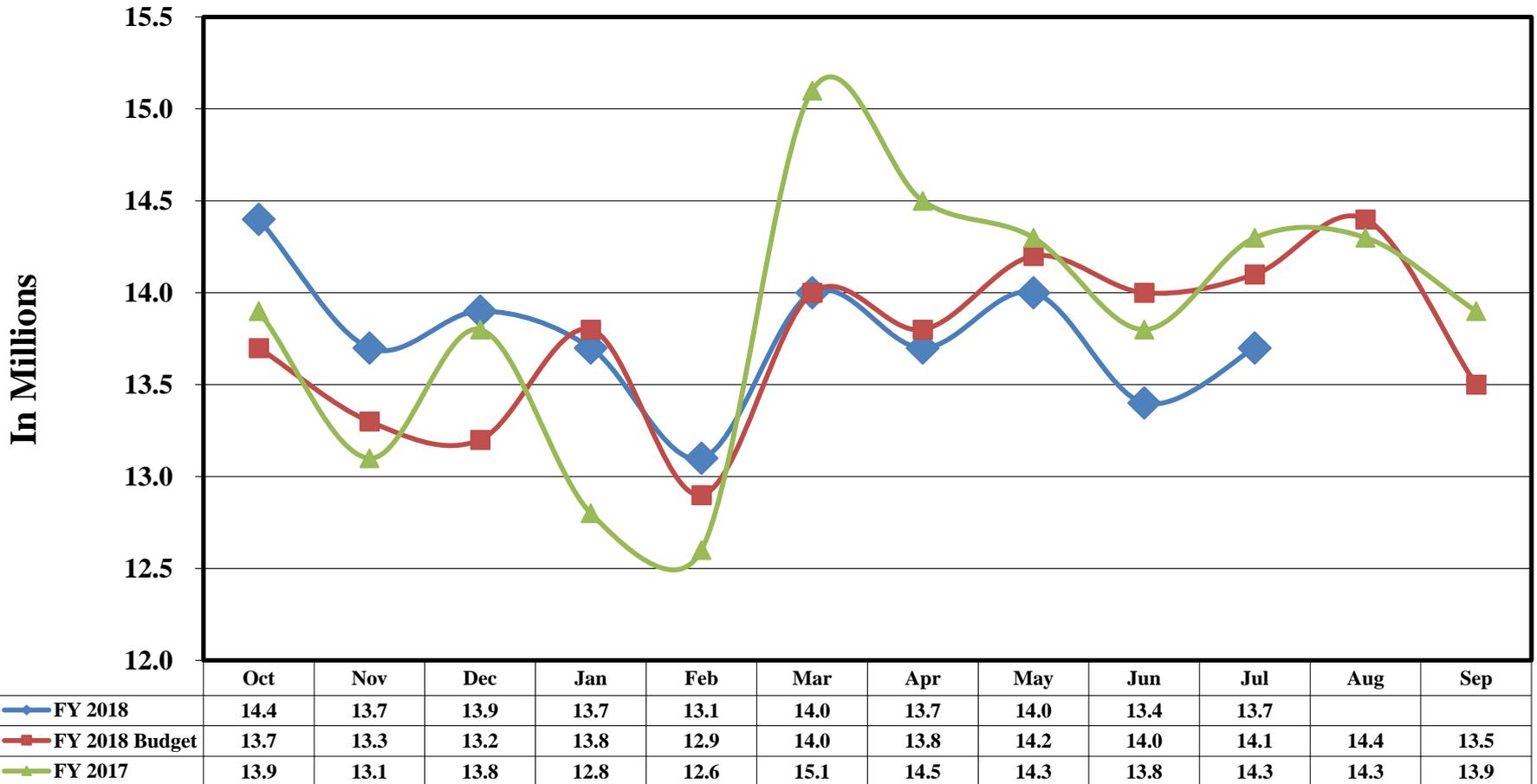


Operating Expenses



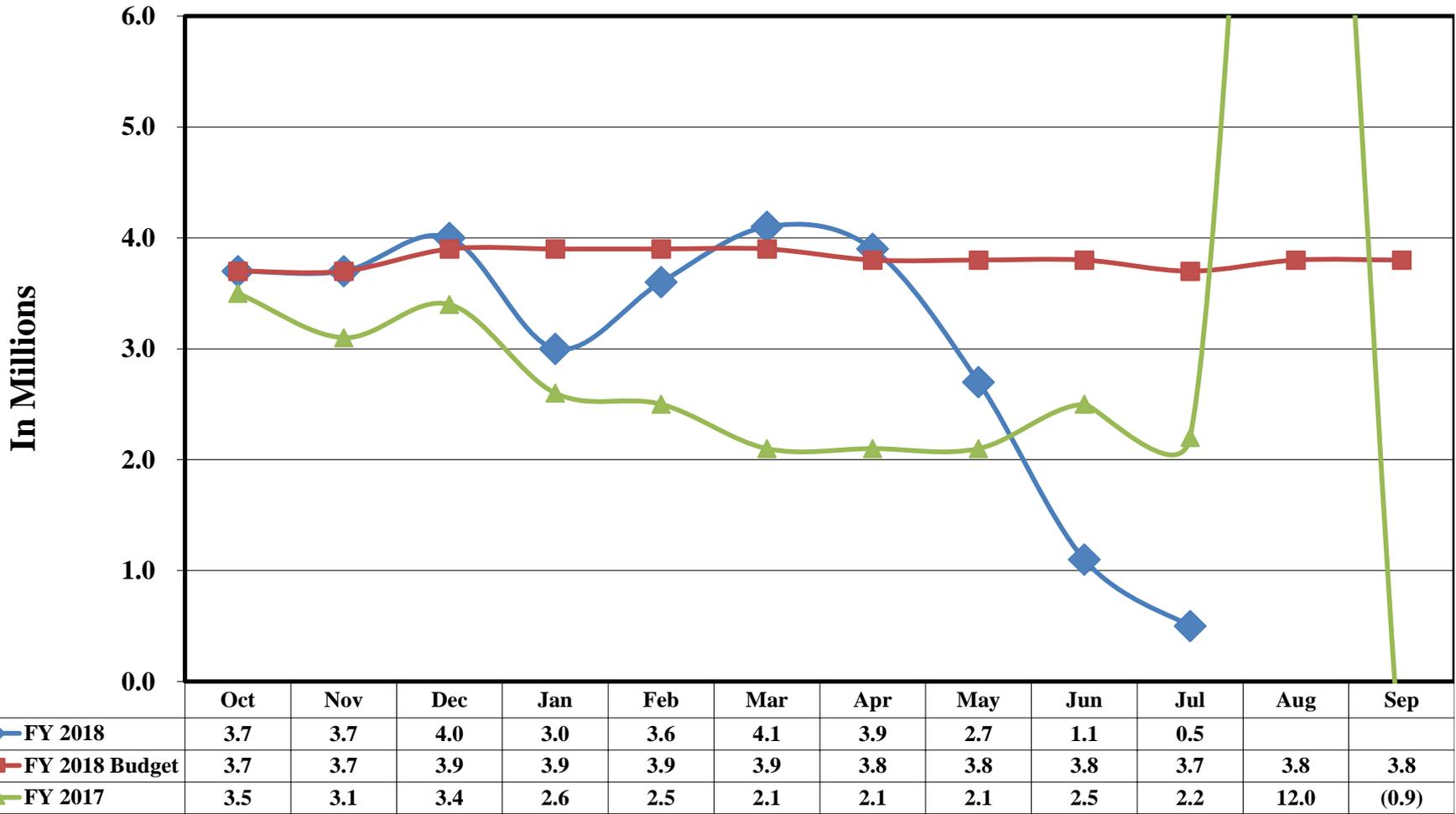
Salaries, Wages & Contract Labor

(Ector County Hospital District)

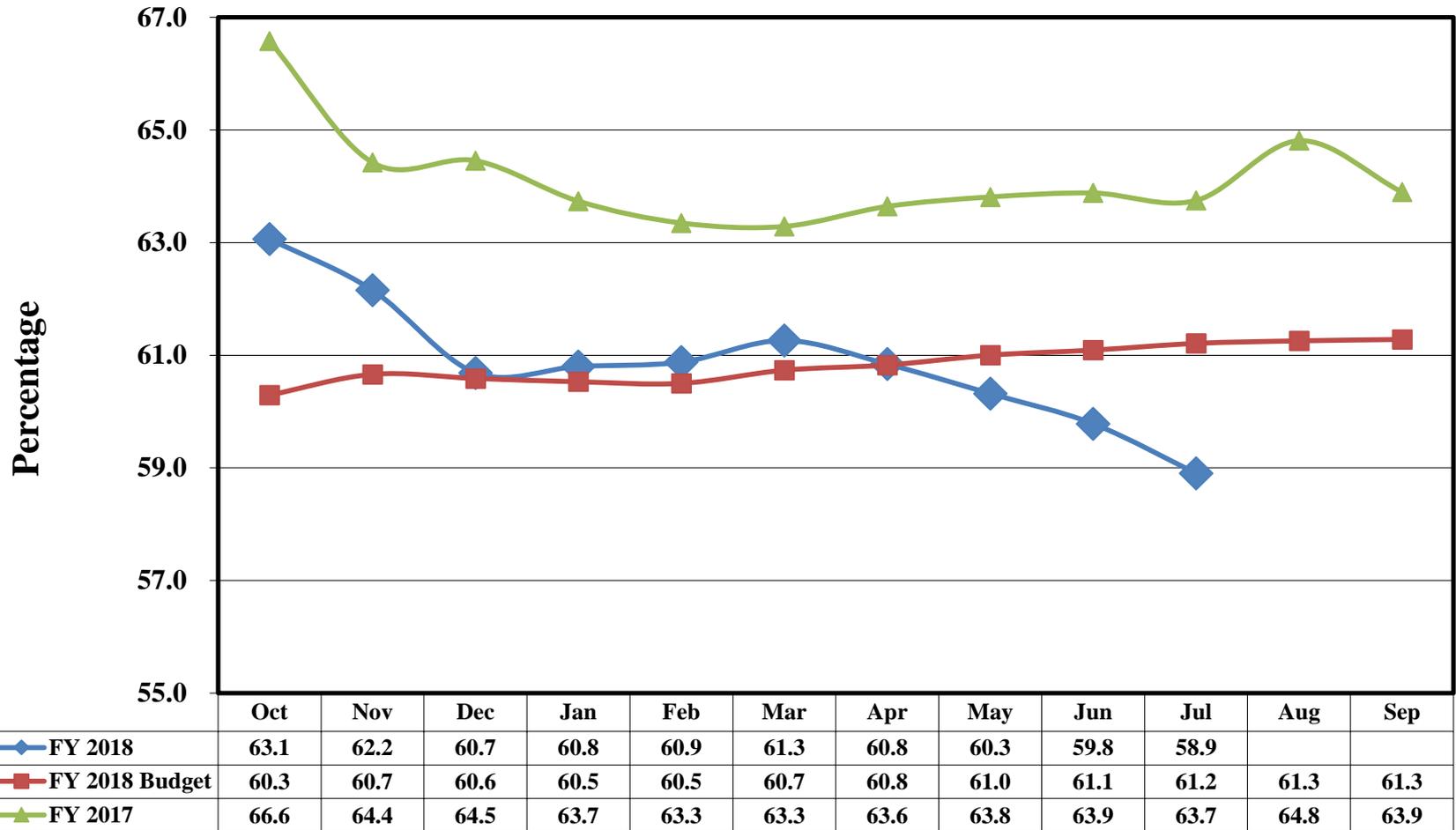


Employee Benefit Expense

(Ector County Hospital District)

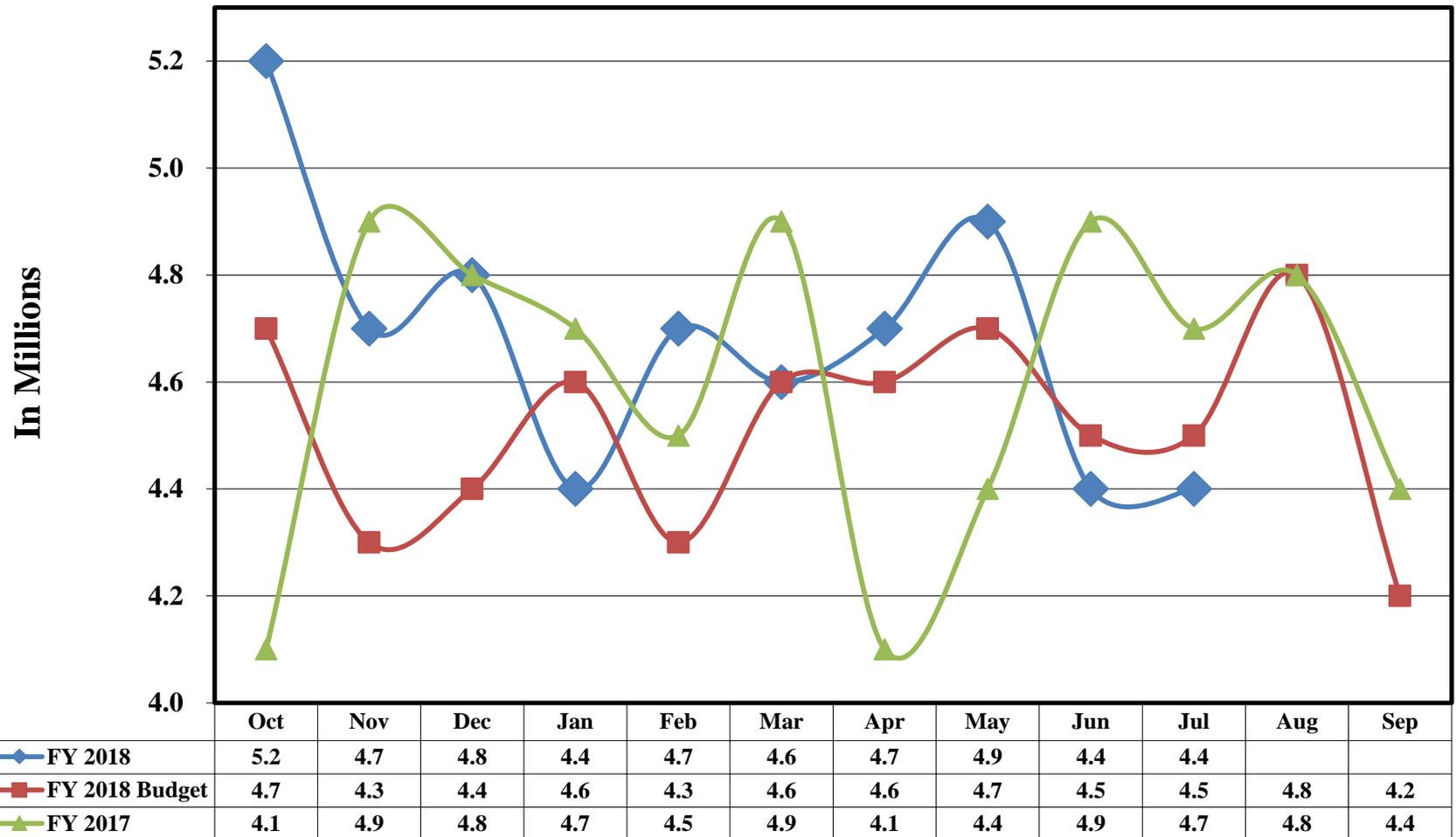


Salaries, Wages, Benefits, and Temp Labor as a % of Total Operating Expense Year-to-Date (Ector County Hospital District)



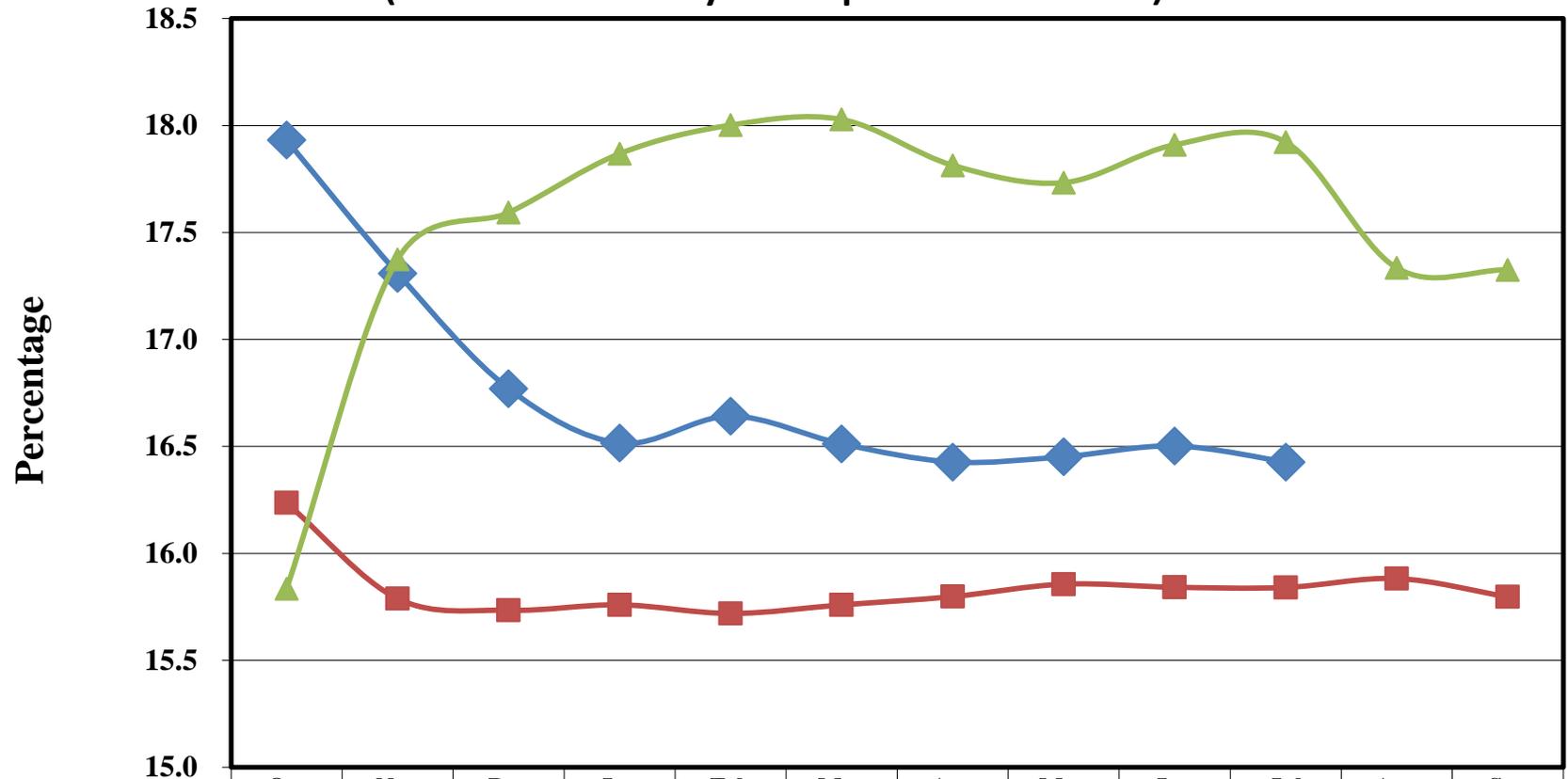
Supply Expense

(Ector County Hospital District)



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

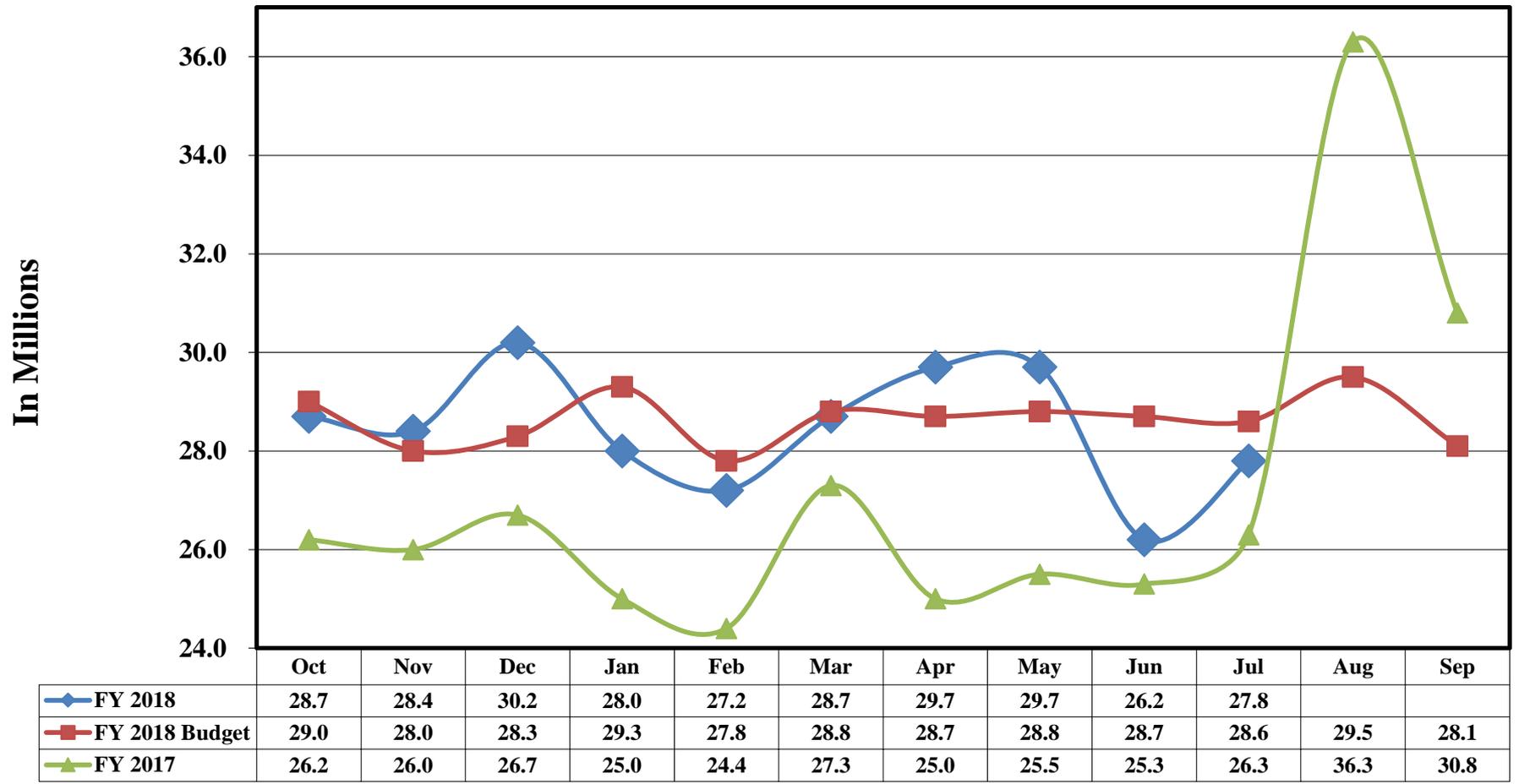
(Ector County Hospital District)



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

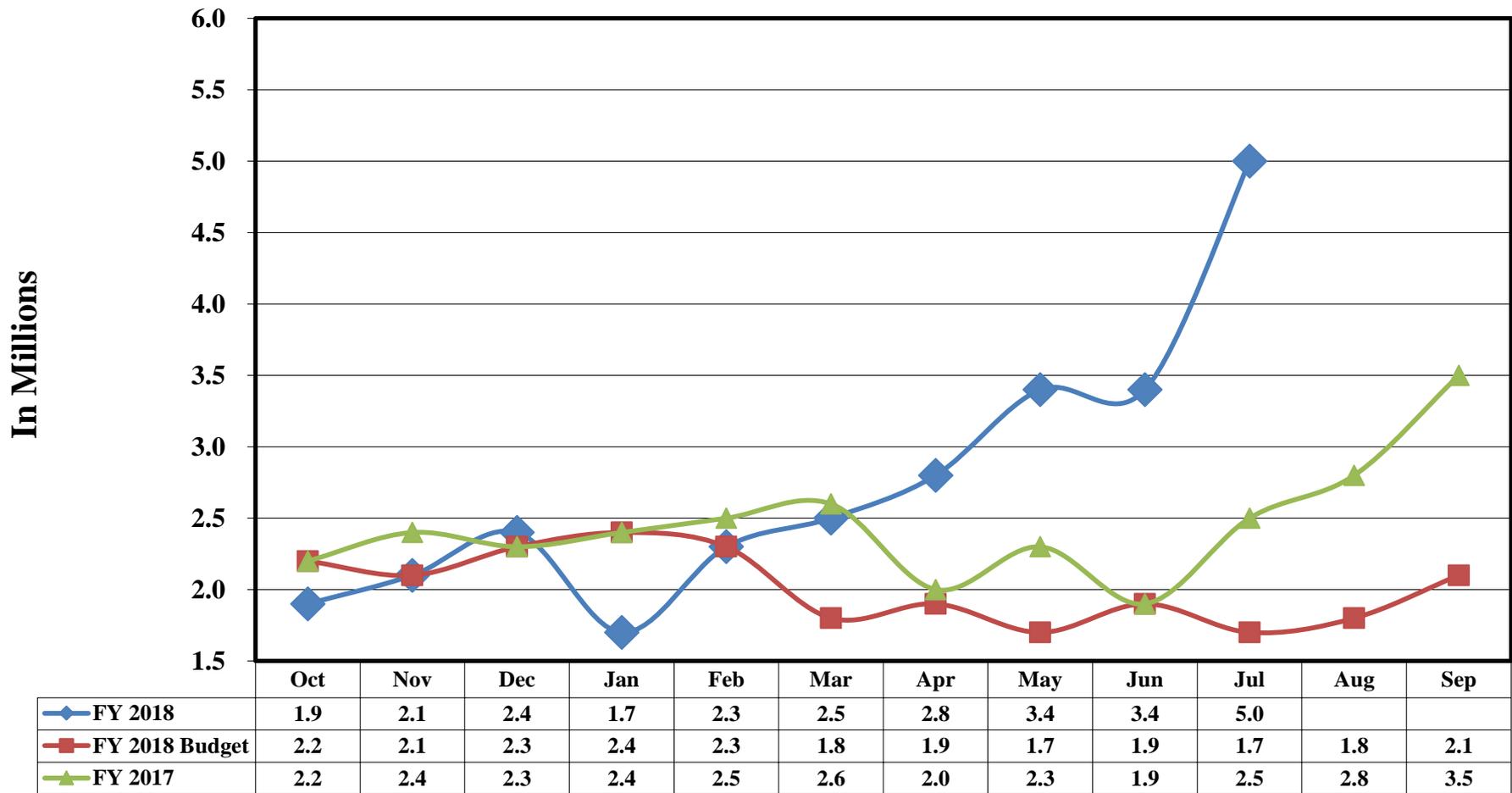
Total Operating Expense

(Ector County Hospital District)



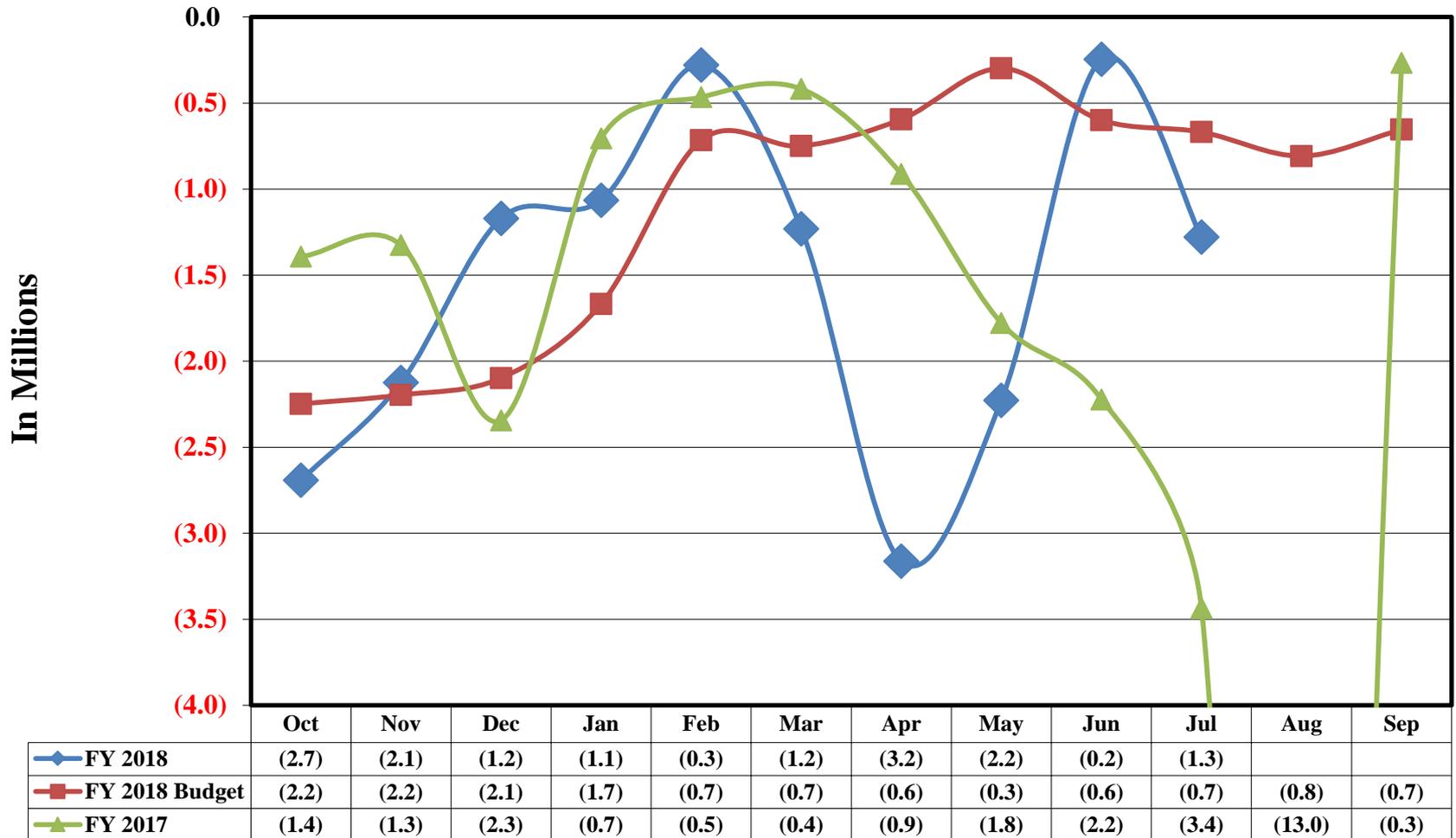
Purchased Services

(Ector County Hospital District)



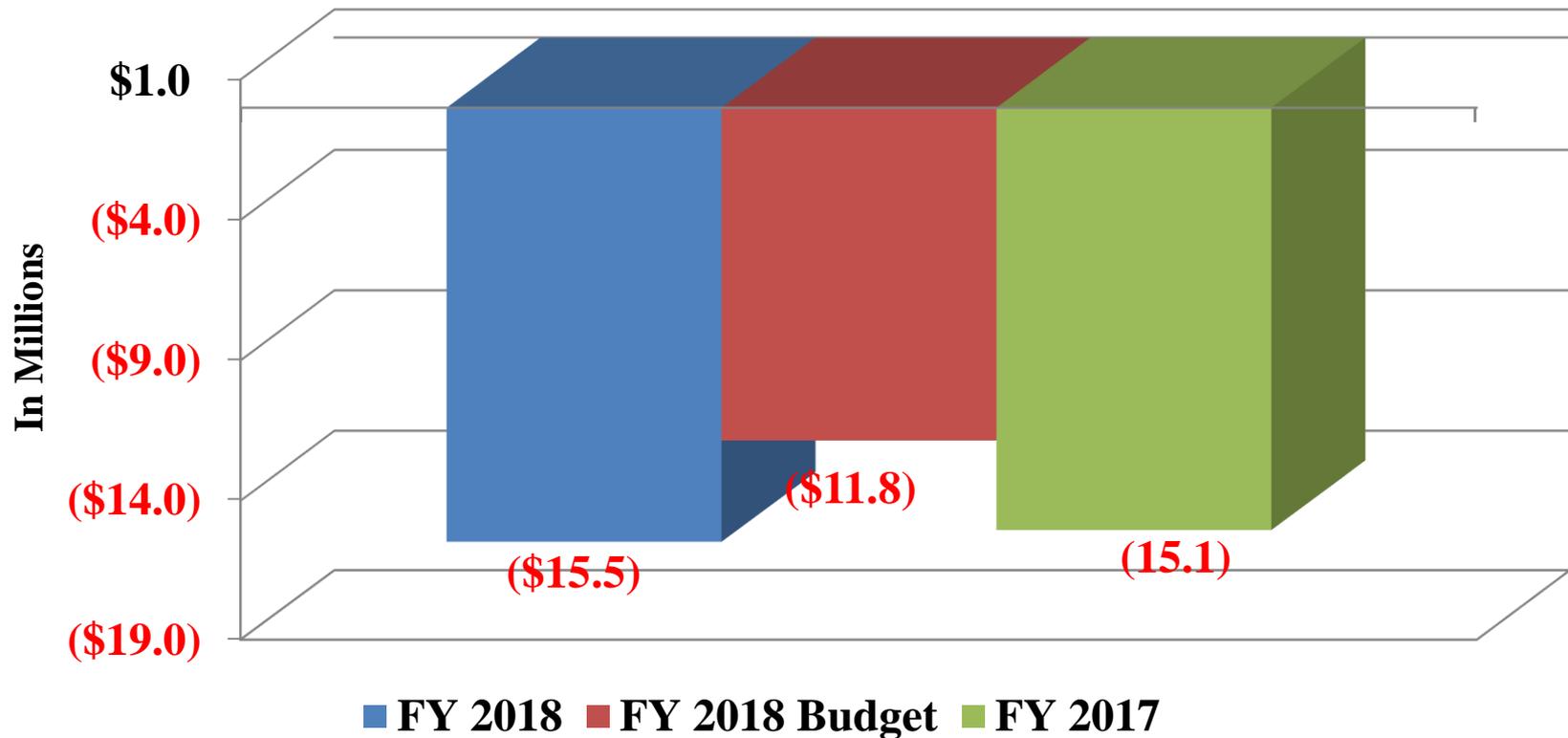
Change in Net Position

Ector County Hospital District Operations



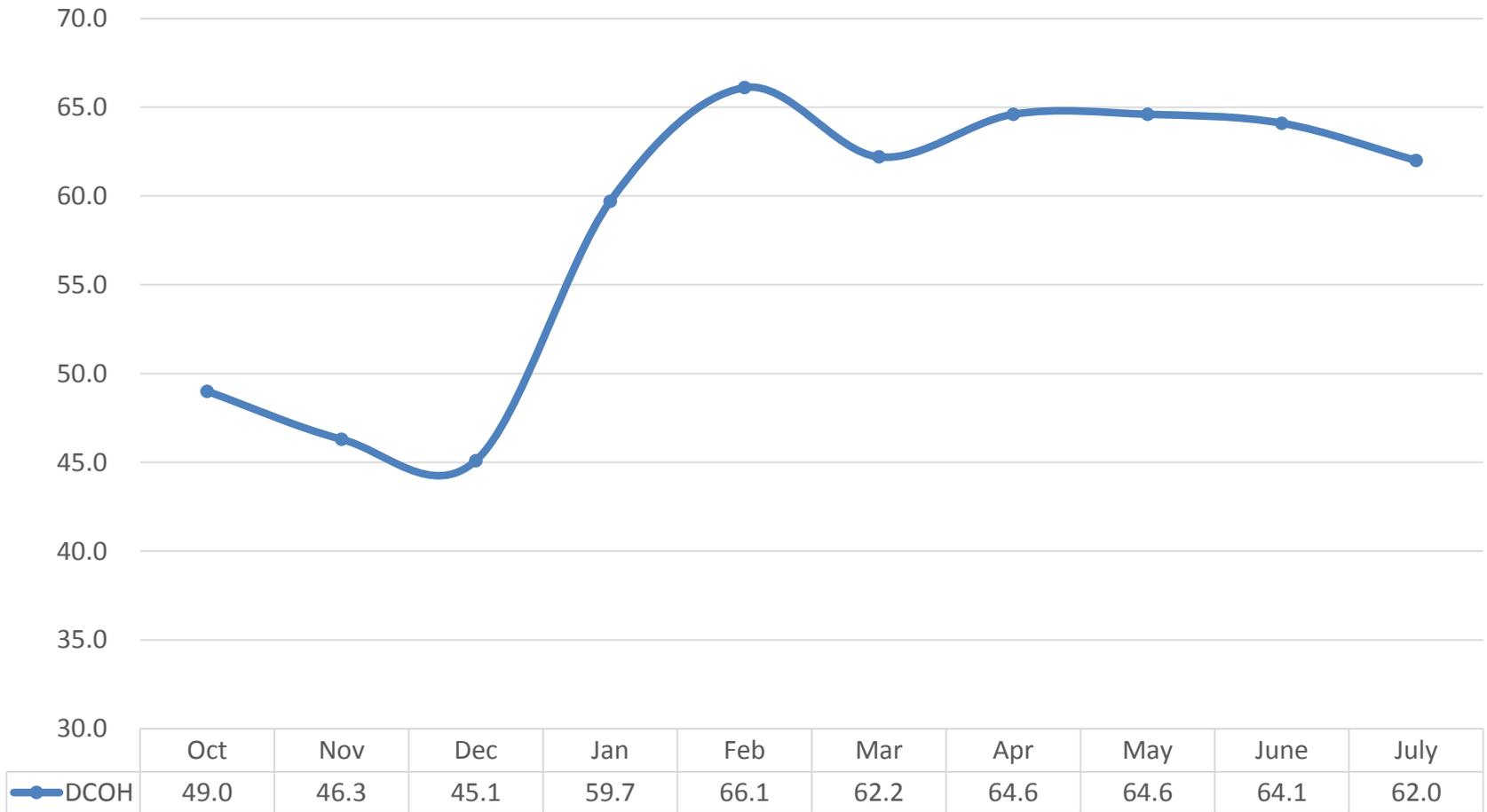
Change in Net Position

Ector County Hospital District Operations – Year to Date



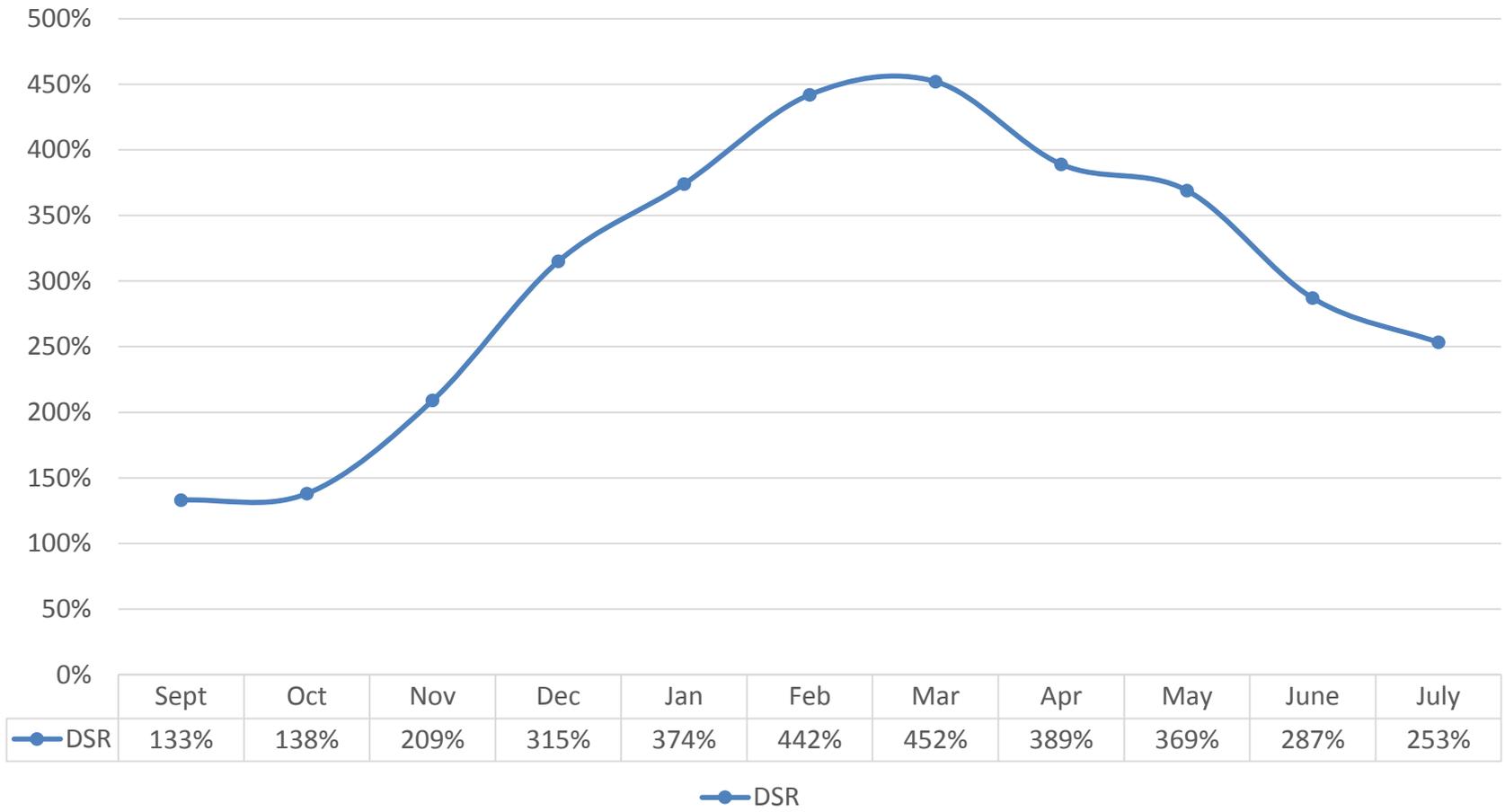
Days Cash on Hand

Must be Greater than 50 Days



Year-to-Date Debt Service Ratio

Must be Greater Than 110%





September 13, 2017 (for purchase in October, FY 2018)

MEMORANDUM

TO: MCDC Board of Directors
Rick Napper, CEO

THROUGH: Chad Dunavan, CNO
Christin Timmons RN MSN, Associate CNO

FROM: Tammy Watson

RE: Request for CMN Funds

I would like to respectfully request CMN funding for 1 new NICU transporter.

We currently have 2 transporters that have monitors and ventilators that are no longer supported. We cannot purchase the circuits anymore for 1 of the ventilators and parts are not available to repair these pieces of equipment if they break down. This leaves us very vulnerable if these transporters break down. We would no longer be able to go to outlying hospitals to pick up sick newborns and transport to Medical Center.

Purchasing the new NICU transporter will give us an up to date piece of equipment with the latest technology to care for our patients during transports.

The total cost for the new NICU transporter is \$120,357.

Thank you for your consideration.



Tammy Watson, RN
Pediatrics/NICU Director



REQUEST FOR CHILDREN'S MIRACLE NETWORK FUNDING For MCH internal use

Our mission is to impact the lives of children and their families through raising funds and awareness to benefit the children at Medical Center Hospital.

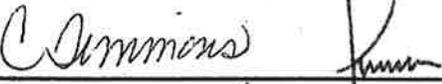
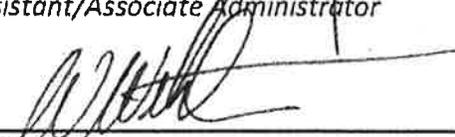
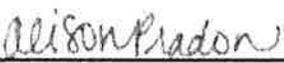
Date of Request: September 13, 2017 (to purchase in October, FY 2018)
Department: NICU

Staff Member Name: Tammy Watson

Contact information: 1770

1. How is this equipment/training justified? We currently have 2 transporters that have monitors and ventilators that are no longer supported and one of the vents we can no longer get the vent tubing. To be able to go to outlying hospitals to pick up sick newborns, we must have a new transporter.
2. Function of equipment/training: The transporter will be used to pick up sick newborns and transport them back to the NICU from outlying hospitals that are unable to care for these patients.
3. How will equipment/training directly affect patient care? The new transporter will provide safe transport to our facility as well as have the most up to date equipment for these patients.
4. How does this request fulfill the mission of Children's Miracle Network? The transporter will provide a safe environment to care for newborns as we transport them from outlying hospitals to our NICU.
5. Has this item been funded by CMN in the past? No
 - a. If so, when?
6. Total Cost: ~~\$115,521.00~~^{TY} \$120,351.00
7. Is this a Capital Expenditure Request? Yes
8. ATTACH ALL PAPERWORK RELEVANT TO COSTS AND MISSION

9. Approved by:

	9/13/17
Director	Date
	9/13/17
Assistant/Associate Administrator	Date
	9/20/17
CEO	Date
	5/10/18
CMN Council President	Date

Submit to:

Alison Porter or
Children's Miracle Network
PO Box 7335, Odessa, TX 79760

- CMN funding benefits all patients 18 by providing equipment, training and community outreach; thus does not support individual children or families with funding.
- CMN Council meetings are the 3rd Wednesday of January, April, July and October.
- Request must be submitted 2 weeks prior to CMN Council meetings.



REQUEST FOR CHILDREN'S MIRACLE NETWORK FUNDING For MCH internal use

Our mission is to impact the lives of children and their families through raising funds and awareness to benefit the children at Medical Center Hospital.

Date of Request: September 13, 2017 (to purchase in October, FY 2018)
Department: NICU

Staff Member Name: Tammy Watson Contact information: 1770

1. How is this equipment/training justified? We currently have 2 transporters that have monitors and ventilators that are no longer supported and one of the vents we can no longer get the vent tubing. To be able to go to outlying hospitals to pick up sick newborns, we must have a new transporter.
2. Function of equipment/training: The transporter will be used to pick up sick newborns and transport them back to the NICU from outlying hospitals that are unable to care for these patients.
3. How will equipment/training directly affect patient care? The new transporter will provide safe transport to our facility as well as have the most up to date equipment for these patients.
4. How does this request fulfill the mission of Children's Miracle Network? The transporter will provide a safe environment to care for newborns as we transport them from outlying hospitals to our NICU.
5. Has this item been funded by CMN in the past? No
 - a. If so, when?
6. Total Cost: \$120,357.00
7. Is this a Capital Expenditure Request? Yes
8. ATTACH ALL PAPERWORK RELEVANT TO COSTS AND MISSION

9. Approved by:

Director *Date*

Assistant/Associate Administrator *Date*

CEO *Date*

CMN Council President *Date*

Submit to:

Alison Porter or
Children's Miracle Network
PO Box 7335, Odessa, TX 79760

- CMN funding benefits all patients 18 by providing equipment, training and community outreach; thus does not support individual children or families with funding.
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- Request must be submitted 2 weeks prior to CMN Council meetings.

MEMORANDUM

TO: ECHD Board of Directors
 FROM: Linda Carpenter, Vice President of Information Technology
 SUBJECT: Storage Disc Expansion
 DATE: August 27, 2018

Cost:

Storage Disc Expansion	\$79,031.61
3-Yr Hardware Support (Operational Budget)	\$18,468.39

**Hardware Support will increase year 4 to \$9,234.20 per year.*

Budget Reference:

Storage Disc Expansion, IT18-5049	\$73,888.00
Contingency Funds	<u>\$ 5,143.61</u>
Total	\$79,031.61

Background:

The Radiology Storage Array will be at end of life early next year, as well as, Medical Center Health System's (MCHS) remote vendor tool (Enexity). Both systems are critical in handling the computing operational demands of the Health system. This disc expansion will allow Information Technology (IT) to migrate Radiology's 20TB and Enexity's 4TB to a newer Array. Information Technology is currently able to fix some of the hardware failures experienced on Enexity due to it reaching the end of its lifespan. However, spare parts for repairing this server are becoming limited, while its failure rate continues to increase.

Objective:

The Storage Array MCHS is proposing to purchase is All-Flash, a solid-state storage disk system designed to increase performance almost immediately after the migration.

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:

3 Months

Funding:

This project is expected to cost \$79,031.61 from Dell, with annual fees of \$6,156.13 (operational cost) the first three years. The amount of \$73,888.00 will come from budgeted funds for this project with the remaining \$5,143.61 to come from contingency funds.



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Medical Staff and Allied Health Professionals Staff Applicants

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Dates
*Crockett, Donald MD	Surgery	Surgery	TTUHSC	09/04/2018 – 09/03/2019
Erickson, Helaman MD	Surgery	Dentistry	Permian Basin Oral Surgery	"
Gandra, Ragma MD	Medicine	Internal Medicine	Premier Physicians	"
*Houser, Joshua MD	Emergency	Emergency Medicine	BEPO	"
Kiani, Sarah MD	Medicine	Internal Medicine	TTUHSC	"
Kolli, Swapna MD	Medicine	Internal Medicine	TTUHSC	"
*Petr, Christopher MD	OB/GYN	OB/GYN	MCH ProCare	"
Rosenthal, Jon MD	Emergency	Emergency Medicine	BEPO	"

Allied Health:

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
*Budhathoki, Monika FNP	Medicine	Nurse Practitioner	ProCare	Kalyan Chakrara, MD Ashutosh Gupta, MD Sindhu Kaitha, MD	09/04/2018 – 09/03/2020
Johnson, Melissa CNM	OB/GYN	Midwife		Fanous Ghassan, MD	"
Stout, Scott FNP	Emergency Medicine	Nurse Practitioner	BEPO	Rolando Diaz, MD	"

*Please grant temporary Privileges



Advice, Opinions, Recommendations and Motions:

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

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



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Ansari, Asif MD	Internal Medicine	Active	Nephrology			10/1/2018 – 9/31/2020
Castillo, Manuel MD	Pediatrics	Associate	Pediatrics			"
Kaitha, Sindhu MD	Internal Medicine	Associate	Gastroenterology	ProCare		"
Korsvik-Wysocki, Holly MD	Radiology	Telemedicine	Radiology	VRAD		"
Moore, Lee MD	OB/GYN	Active	OB/GYN	TTUHSC		"
Nicell, Donald MD	Radiology	Telemedicine	Radiology	VRAD		"
Okwuwa, Ikemefuna MD	Family Medicine	Active	Family Medicine	TTUHSC		"
Ortega, Martin MD	Family Medicine	Active	Family Medicine	TTUHSC		"
Patel, Tejas MD	Cardiology	Active	Cardiology	ProCare		"
Kakarala, Bharat MD	Radiology	Associate	Radiology			10/3/2018 – 10/2/2019
Brunner, Hillary MD	Surgery	Active	Podiatry	Basin Podiatry		11/1/2018 – 10/31/2020
Edwards, Joel DDS	Surgery	Active	Pediatric Dentistry			"
Julian, Scott MD	OB/GYN	Active	OB/GYN	TTUHSC		"
Makii, Michael MD	OB/GYN	Active	OB/GYN	TTUHSC		"
Ventolini, Gary MD	OB/GYN	Professor	OB/GYN	TTUHSC		"



Allied Health Professionals:

Applicant	Department	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Obafial, Rhoena, CRNA	Anesthesia	Nurse Anesthetist	ProCare			10/1/2018 – 9/31/2020
Torres, Pedro PA	Emergency Medicine	Physician Assistant	BEPO	Gregory Shipkey, MD Neill Slater, MD		"

Advice, Opinions, Recommendations and Motions:

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

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



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Clinical Privileges

Statement of Pertinent Facts:

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

Change in Clinical Privileges:

Staff Member	Department	Privilege
Huston, James MD	Internal Medicine	ADD: Full privileges for Hospice and Palliative Medicine
Guillen, Phillip MD	Surgery	ADD: Full privileges for Surgery of the Hand

Advice, Opinions, Recommendations and Motions:

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

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



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Resignation/ Lapse of Privileges:

Staff Member	Staff Category	Department	Effective Date	Action
Ackerman, Chris NP	AHP	Emergency Medicine	7/10/2018	Resigned
Bgoya, Kaneza MD	Associate	Internal Medicine	9/30/2018	Lapse in Privileges
Heidlebaugh, Michael MD	Active	Emergency Medicine	3/20/2018	Resigned

Advice, Opinions, Recommendations and Motion:

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

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



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Category

Statement of Pertinent Facts:

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

Staff Category Change/ Change to Credentialing Date:

Staff Member	Department	Category
Castillo, Manuel MD	Pediatrics	Associate to Active
Kaitha, Sindhu, MD	Internal Medicine	Associate to Active

Changes to Credentialing Dates:

NONE

Advice, Opinions, Recommendations and Motion:

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

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



September 4, 2018

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

CER: CMN -18-03: NICU Transporter

Statement of Pertinent Facts:

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following CER.

- CER : CMN 18-03 : NICU Transporter

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: CMN 18-03: NICU Transporter

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

To: MCHS Board of Directors
Through: Rick Napper, President and CEO
From: Heather Bulman, Chief Patient Experience Officer
Date: September 4, 2018
Subject: NRC Health

Engagement Objective

NRC Health offers an innovative real-time alternative to traditional Patient Satisfaction surveys that will significantly increase the number of survey returns that MCHS receives. NRC Health will also be able to get survey returns delivered to MCHS faster than Press Ganey. NRC Health offers a robust data analytics platform for patient satisfaction, employee engagement, physician engagement, and patient safety culture survey results. The cost of investment with NRC Health is significantly lower than the cost of the same services from Press Ganey. Surveys that will be sent by NRC Health include:

- Inpatient/HCAHPS
- Emergency Department
- Ambulatory Surgery
- Outpatient Services
- Urgent Care
- Medical Group/CG CAHPS
- Employee & Physician Engagement (w/ unlimited Pulse surveys available)
- Provider Well-Being Assessment
- AHRQ Patient Safety Culture
- Exit Surveys

After review of the NRC Letter of Agreement and analysis of MCHS' current state of employee, physician, and patient engagement, it is recommend that the Board approve the Letter of Agreement to engage NRC Health for our patient, employee, physician, and patient safety surveys.