Parkland

Budget & Finance Committee

Agenda

Committee Members

Ramon Miguez, PE - Chair
Don O'Bannon, Esq
Eric G. Bing, MD, PhD
John Proctor
Lisa Sutter

Agenda for the ***Budget and Finance Committee*** meeting of the Dallas County Hospital District is scheduled for ***Tuesday, July 26, 2022 at 11:30 AM*** at 5200 Harry Hines Blvd (WISH Building) Dallas, TX 75235, Executive Conference Room 02-175. (If assistance is needed in locating the room, please see the Administration receptionist on the 4th floor, 04-131.) A quorum will be physically present at the location of the meeting. Videoconferencing access is also possible via Webex. That application is available at https://www.webex.com/downloads.html. Teleconferencing access is possible by calling +1-415-655-0001. Both virtual access forms require inputting (meeting number: 2623 905 5395; meeting password: 1234) to join the meeting. The ***Budget and Finance Committee*** reserves the right to exercise discretion and may convene in Executive Session as permitted by Texas Government Code §§551.071 (consultation with attorney), 551.072 (deliberations regarding real estate), 551.074 (personnel matters), 551.076 (deliberations regarding security devices or security audits), 551.078 and/or 551.0785 (deliberations by medical committee or by governmental body that administers a public insurance, health or retirement plan regarding individuals' medical or psychiatric records), 551.085 (deliberation by governing board of certain providers of health care services), 551.087 (deliberation regarding economic development negotiations), 551.088 (deliberation regarding test item); Texas Government Code §418.183 (deliberation of information under §§418.175 – 418.182 for purposes of disaster management or disaster planning); Texas Health & Safety Code §161.032 (medical committee or medical peer review committee records, information or reports; and/or medical committee or medical peer review committee proceedings under Tex. Health & Safety Code Chapter 161 and/or Tex. Occ. Code Chapters 151 and 160); and/or as otherwise authorized by law on any item listed below. The ***Budget and Finance Committee*** may consider any of the agenda items in open or executive session and may continue the meeting as necessary to accomplish the business at the time and place designated by the Chair to reconvene.

		PAGE	TIME (MIN)	PRESENTER(S)
I.	**Declare a Quorum Present/Call to Order/Mission Statement** ***Advance Wellness | Relieve Suffering | Develop and Educate*** **I CARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity			Chair
II.	**Public Comments Regarding Agenda Items** *See public comment registration information and rules at* *https://www.parklandhospital.com/board-of-managers*			
III.	**Reports Requiring Deliberation(s) or Approval(s)**			
A.	Approve Contracts over $200,000	*3*	25	Pamela Bryant
B.	Approve Capital Substitutions	*43*	5	Rick Humphrey
C.	Approve Investment Committee Members	*46*	15	Joe Mayer
D.	Parkland Financial Performance Presentation	*61*	25	Rick Humphrey
E.	FY23 Budget Presentation v2	*100*	25	Rick Humphrey
IV.	**Executive Session** *Tex. Gov't Code §§551.085*			
A.	Discussion of Master Service Agreement for Physician Services FY 22 Contract Update	*131*	10	April Audain
V.	**Action Item**			
A.	The Board may take action on any agenda item(s) above			Chair
VI.	**Reference Documents**			
A.	GPO Actual Spend FY22 Q1	*132*		
B.	GPO Actual Spend FY22 Q2	*135*		
VII.	**Closing Remarks**			Chair

	PAGE	TIME (MIN)	PRESENTER(S)
VIII. Adjourn			Chair

Parkland

Approve Contracts over $200,000

Budget Finance Committee - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
July 26, 2022													
NON-SOLE SOURCE CONTRACTS - Sorted by Size													
N1	7	Capital	Resuscitaire (neonatal care station) and Options	Draeger, Inc.	Last Signature - 1 Year	$1,394,717	$1,394,717	GPO Purchase	Yes	Marcus Cooper, Clinical Engineering	0%	N/A	N/A
N2	9	Expense	Executive Recruiting Services	B.E. Smith, DHG Search, Rudish Health, Strand TwoG LLC, & Curative Talent	8/1/2022 - 7/31/2027	$1,250,000	$1,250,000	Request for Proposals (Low Price/Tech Accept)	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Stacy Dorsey, Office of Talent Management	See M/WBE Table	See M/WBE Table	See M/WBE Table
N3	11	Expense	Executive Coaching Consulting	Brenda Routt Consulting, Health Management Associates, Jill Vershum, & United Training	8/1/2022 - 7/31/2027	$800,000	$800,000	Request for Proposals (Best Value)	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Delancey Johnson, Office of Talent Management	0%	N/A	N/A
N4	15	Expense	COPC Building Assessments	Burns & McDonnell Engineering Co., Inc.	7/27/2022 - 7/26/2023	$568,875	$568,875	Request for Qualifications	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Shabretta Manning, Engineering Services	30.20%	N/A	N/A
N5	18	Expense	Mod #1 Main Campus Grounds Maintenance	Bare Roots Landscape Design, Inc.	3/15/2021 - 3/14/2026	$198,375	$4,021,437	Non-Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Thomas Wilkins, Engineering Services	15.55%	Black or African American	Male
N6	20	Revenue	Nurse Family Partnership	Parkland Community Health Plan, Inc.	10/1/2022 - 9/30/2025	($3,600,000)	($3,600,000)	N/A-Revenue	N/A-Revenue	Niccole McKinley, WISH	N/A	N/A	N/A

Budget Finance Committee - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
SOLE SOURCE CONTRACTS - Sorted by Size													
S1	22	Expense	Mammotome Breast Biopsy Products	Devicor Medical Products, Inc.	Last Signature - 3 Years	$333,000	$333,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Julie Hughes Moreno, Rad Mammography	0%	N/A	N/A
S2	24	Expense	Mod #2 Kahook Dual Blade	New World Medical	8/11/2017 - 8/10/2024	$70,000	$220,000	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Operating Room	0%	N/A	N/A
S3	26	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Garland)	Bravo Dental, LLC	2/1/2017 - 1/31/2025	($29,780)	($95,235)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
S4	28	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Southeast Dallas)	Bravo Dental, LLC	1/1/2017 - 12/31/2024	($52,167)	($166,827)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
S5	30	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Grand Prairie)	Bravo Dental, LLC	2/1/2017 - 1/31/2025	($58,141)	($185,931)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
S6	32	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / deHaro Saldivar)	Bravo Dental, LLC	10/1/2016 - 9/30/2024	($72,709)	($232,519)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
S7	34	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Irving)	Bravo Dental, LLC	1/1/2017 - 12/31/2024	($84,875)	($271,425)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
S8	36	Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Bluitt Flowers)	Bravo Dental, LLC	10/1/2016 - 9/30/2024	($110,250)	($352,575)	Sole Source Modification	N/A-Revenue	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
RATIFICATION													

Budget Finance Committee - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
R1	39	Expense-Ratification	Mod #2 Extend term for Interim Director of Data Management and Analytics	Tru Team Staffing Advisors, LLC	9/29/2021 - 9/30/2022	$155,000	$316,200	Sole Source	Yes	Deborah Johnson , Information Technology	0%	N/A	N/A

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** Resuscitaire (neonatal care station) and Options	
Business Owner: Marcus Cooper	**Business Owner Dept:** Clinical Engineering	**Contract Number:** POCP-21533
Vendor/Supplier/Contractor: Draeger, Inc.	**Source Selection Methodology:** GPO Purchase	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Capital

	Contract Dates	Contract Price
Base Term:	Last Signature – 1 Year	$1,394,717
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 1 Year	$1,394,717

Lowest Bidder

Is this contractor the lowest bidder/supplier? GPO Purchase

If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes

FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor self performs; there are no opportunities through subcontractors, and vendor does not have a corporate plan.

Were M/WBE's Directly Solicited? N/A-no solicitation performed

Number Responding M/WBE's: N/A-no solicitation performed

What % of this contract is M/WBE? 0%

M/WBE Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Resuscitaire (neonatal care station) and Options

VENDOR: Draeger, Inc.

COST:		
	Base Term:	$1,394,717
	Out Years:	+ $0
	Total:	$1,394,717

Recommendation
Approve this contract for Resuscitaire (neonatal care station) and Options.

Background
This is for the purchase of Neonatal Care Stations and associated equipment. Many of these devices are End of Support with some being obsolete. These are used in multiple cost centers including Labor & Delivery and Mother/Baby; but there are others in use throughout Parkland.

The departments that use these devices evaluated the warmers that are currently being sold from two Vizient providers for several months; and based upon technology, ease of use, superior patient care, and price, the Draeger units were selected. The decision was unanimous.

This was originally intended as a 3-year replacement plan; but due to the lower cost of the preferred product, we were able to replace all of them in a 2-year process, saving more than $500,000.

Fair and Reasonable Price Determination
The GPO contract and pricing was obtained in a solicitation process performed by Vizient. Market research conducted through ECRI shows that Parkland price is 1.2% lower than the average for other facilities. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	FY2022
Equipment / Licenses	$1,394,717

Document Contact/Author:	Andrew Barter

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** Executive Recruiting Services	
Business Owner: Stacy Dorsey	**Business Owner Dept:** Office of Talent Management	**Contract Number:** HR-21495, HR-21496, HR-21497, HR-21498, HR-21499
Vendor/Supplier/Contractor: B.E. Smith, DHG Search, Rudish Health, Strand TwoG LLC, & Curative Talent	**Source Selection Methodology:** Request for Proposals (Low Price/Tech Accept)	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	8/1/2022 – 7/31/2025	$750,000
Out Years:	2 Year(s)	+$500,000
Total:	8/1/2022 – 7/31/2027	$1,250,000

Lowest Bidder

Is this contractor the lowest bidder/supplier? No
If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes
Does this contract have an IT Component? No
Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact: None

Diversity

Potential for M/WBE engagement: See M/WBE Table
Were M/WBE's Directly Solicited? Yes
Number Responding M/WBE's: 6
What % of this contract is M/WBE? See M/WBE Table
M/WBE Ethnicity? See M/WBE Table
M/WBE Gender? See M/WBE Table

Submitted By (Division VP): Felicia Miller, Executive Vice President & Chief Talent Officer

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Executive Recruiting Services

VENDOR: B.E. Smith, DHG Search, Rudish Health, Strand TwoG LLC, & Curative Talent

COST:		
	Base Term:	$750,000
	Out Years:	+ $500,000
	Total:	$1,250,000

Recommendation
Approve this contract for Executive Recruiting Services.

Background
Contractors shall provide executive recruiting services to District in accordance with common commercial practices, to produce "best in business" candidates for open permanent and interim executive positions. Services to be provided is part of a multi-award to various contractors not to exceed $1.25 million in the aggregate, inclusive of all fees and expenses over the Term of this Contract.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition.

MWBE Bidder Breakdown

Vendors	Ethnicity	Gender	M/WBE %
Rudish Health	White	Female	100%
Strand TwoG dba Spot On Talent	White	Female	100%

Financial Forecast

Base Term	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Totals
Expenses / Consumables	$41,667	$250,000	$250,000	$208,333			$750,000
Out Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**Totals**
Expenses / Consumables				$41,667	$250,000	$208,333	$500,000
Totals	**$41,667**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$208,333**	**$1,250,000**

Document Contact/Author:	Terence Durham

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** Executive Coaching Consulting	
Business Owner: Delancey Johnson	**Business Owner Dept:** Office of Talent Management	**Contract Number:** HR-21568, HR-21569, HR-21570, HR-21571
Vendor/Supplier/Contractor: Brenda Routt Consulting, Health Management Associates, Jill Vershum, & United Training	**Source Selection Methodology:** Request for Proposals (Best Value)	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	8/1/2022 – 7/31/2025	$480,000
Out Years:	2 Year(s)	+$320,000
Total:	8/1/2022 – 7/31/2027	$800,000

Lowest Bidder

Is this contractor the lowest bidder/supplier? No
If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes
Does this contract have an IT Component? No
Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor self performs; there are no opportunities through subcontractors, but supplier diversity received their corporate plan.
Were M/WBE's Directly Solicited? Yes
Number Responding M/WBE's: 1
What % of this contract is M/WBE? 0%
M/WBE Ethnicity? N/A
M/WBE Gender? N/A

Submitted By (Division VP): Felicia Miller, Executive Vice President & Chief Talent Officer

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Executive Coaching Consulting

VENDOR: Brenda Routt Consulting, Health Management Associates, Jill Vershum, & United Training

COST:

Base Term:	$480,000
Out Years:	+ $320,000
Total:	$800,000

Recommendation
Approve this contract for Executive Coaching Consulting.

Background
Executive Coaching Consulting will be used to support Leadership Development and On-boarding, Succession, and Talent Development Cohorts that are in line with Parkland Academy initiatives. Various coaching techniques shall include but not limited to: Executive & Leadership Coaching, Development Coaching, Feedback (Performance) Coaching, Content Coaching, Facilitation & Training Coaching, and Service Excellence Coaching, all designed and catered to help Parkland leaders improve their performance and increase their impact on employees. Parkland has chosen to multi-award Executive Coaching Consulting to four (4) vendors.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition.

Competitive Range				
Vendor	**Key Strengths**	**Key Weaknesses**	**Non-Cost Score**	**Price Per Executive Coaching**
Jill Vershum Consulting	Talent management practice leader for the region, a certified executive coach, and partnered with our business development team for proposing, closing and deliverer of talent management solutions and executive coaching to companies headquartered in Dallas, TX. Great leadership healthcare experience. Would be very valuable for Chief coaching engagement. Previously provided six executive coaching assignments for Parkland in 2020, 2021 and currently have one.		269	$22,000

Brenda Routt Consulting	Team coach six leaders charged to oversee achievement of system goals regarding Health Equity, Inclusion/ Diversity/ Equity, Quality and Systems Planning; this included three physician leaders and three system EVPs. There are many good electronic 360 tools available and those that have options for customizing questions to competencies relevant to the senior leadership role are most likely to reveal information about strengths and opportunities for development from the respondents' experiences with the leader.		268	$22,000
Health Management Associates	focused on improving publicly funded health care and social services programs serving low-income and underserved populations. Several coaches with direct experience across multiple functions. Several leaders can benefit from the same coaching principles.		228	$18,500
United Training	Great healthcare examples. Thirty training locations across the United States, including the training assets of the former New Horizons Computer Learning Center franchises in Texas. Vital Smarts Crucial Conversations Suites.		215	$16,500
Vendor - E	Extended hour access to DRIC Consultants to discuss questions or request technical support.	Not a strong foundation in healthcare experience. In-person meetings with Coach every 1-2 weeks may add additional expenses due to out of state presence. Corporation outside of Texas.	208	$9,328.50
Vendor - F		Good leadership examples, but they	126	$20,000

		happen to be government and outside of healthcare.		

A Best Value determination was made based on a cost/technical trade-off of price and non-price factors. Superior technical score justifies the higher price.

Financial Forecast

Base Term	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Totals
Expenses / Consumables	$26,667	$160,000	$160,000	$133,333			$480,000
Out Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**Totals**
Expenses / Consumables				$26,667	$160,000	$133,333	$320,000
Totals	**$26,667**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$133,333**	**$800,000**

Document Contact/Author:	Terence Durham

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** COPC Building Assessments	
Business Owner: Shabretta Manning	**Business Owner Dept:** Engineering Services	**Contract Number:** PONCS-21197
Vendor/Supplier/Contractor: Burns & McDonnell Engineering Co., Inc.	**Source Selection Methodology:** Request for Qualifications	**Fair and Reasonable Price Determination:** District Internal Estimates

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	7/27/2022 – 7/26/2023	$568,875
Out Years:	0 Year(s)	+$0
Total:	7/27/2022 – 7/26/2023	$568,875

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Request for Qualifications
If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes
Does this contract have an IT Component? No
Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor will have M/WBE participation. The plan/program has been submitted and accepted.
Were M/WBE's Directly Solicited? Yes
Number Responding M/WBE's: 0
What % of this contract is M/WBE? 30.2%
M/WBE Ethnicity? N/A
M/WBE Gender? N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

Parkland

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

SUBJECT: COPC Building Assessments

VENDOR: Burns & McDonnell Engineering Co., Inc.

COST:		
	Base Term:	$568,875
	Out Years:	+ $0
	Total:	$568,875

Recommendation
Approve this contract for COPC Building Assessments.

Background
This contract is for COPC Building Assessments to inform Parkland of future expenditures relative to each of the eight facilities, Garland Health Center, Irving Health Center, Grand Prairie Health Center, Southeast Dallas Health Center, Bluitt Flowers Health Center, DeHaro-Saldivar Health Center, Hatcher Station Health Center and Oak West Health Center.

The assessment will include interior, exterior and site components of each facility, such as Energy Analysis, Site Systems, Structural Systems, Roof System, Fire & Life Safety, Mechanical/HVAC, Electrical, Plumbing and Elevators.

Fair and Reasonable Price Determination
Price was not a selection criterion for these Architecture and Engineering Services. Per Texas Government Code 2254.004, "…a governmental entity shall: (1) first select the most highly qualified provider of those services on the basis of demonstrated competence and qualifications; and (2) then attempt to negotiate with the provider a contract at a fair and reasonable price." .

Competitive Range			
Vendor	**Key Strengths**	**Key Weaknesses**	**Non-Cost Score (Possible 600 Max.)**
Burns & McDonnell	Parkland experience, strong team, quick response		572
Vendor B	Parkland experience		542
Vendor C	Healthcare experience		540
Vendor D	Healthcare experience		528
Vendor E	Parkland experience, solid team identified	Leans toward new construction	513
Vendor F	Parkland experience		512
Vendor G	Experience in assessments		502
Vendor H	Healthcare experience	Smaller team, not local	498

Vendor I		Lacks engineering, or MEP services, no healthcare experience	147

Financial Forecast

Base Term	FY2022	FY2023	Totals
Expenses / Consumables	$94,812	$474,063	$568,875

Document Contact/Author:	Steve Adrian

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 1 Main Campus Grounds Maintenance	
Business Owner: Thomas Wilkins	**Business Owner Dept:** Engineering Services	**Contract Number:** PONCS-19029 A1
Vendor/Supplier: Bare Roots Landscape Design, Inc. **Basis of Original Contract Award** Request for Proposals (Best Value) **Basis of this Modification** Non-Sole Source Modification	BOM Approved Contract Total (1/26/2021): (Includes Option Yr 1 $764,612 Option Yr 2 $764,613	$3,823,062
Revenue, Expense or Capital: Expense	Modification # 1 Amount:	$198,375
Original Start Date: 3/15/2021 **Current Expiration:** 3/14/2026 **Mod Start Date:** 7/27/2022 **Expiration after this Mod:** 3/14/2026	New Contract Amount:	$4,021,437

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact:	None

Diversity

Current M/WBE Participation?	15.55%
M/WBE Ethnicity?	Black or African American
M/WBE Gender?	Male

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 1 Main Campus Grounds Maintenance

VENDOR: Bare Roots Landscape Design, Inc.

COST:

BOM Approved Contract Total (1/26/2021):	$3,823,062
Modification # 1:	+ $198,375
Total:	$4,021,437

Recommendation
Approve this contract modification for Main Campus Grounds Maintenance.

Background
This contract provides landscaping and grounds maintenance service for the Main Campus. In addition to scheduled mowing, edging, application of fertilizer and pesticides, Contractor will maintain irrigation systems, trimming of trees, and inclement weather services.

The additional funds are needed to ensure regular scheduled service until the end of the contract. The funding shortage is a result of unanticipated expenditures for items damaged by the severe winter freezes of 2020 and 2021. The additional funds are needed to cover expenses related to plants and trees that were destroyed due to the inclement weather, that are not included in the original contract. The expenditure is for removal and replacement of the plants and trees.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition. Bare Roots Landscape Design was the highest technically rated and lowest cost of the seven proposals originally received.

Financial Forecast

Current Contract Amount	FY2022	FY2023	FY2024	Total
$3,823,062	$24,797	$99,187	$74,391	$4,021,437

Document Contact/Author:	Steve Adrian

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** Nurse Family Partnership	
Business Owner: Niccole McKinley	**Business Owner Dept:** WISH	**Contract Number:** POCS-21384
Vendor/Supplier/Contractor: Parkland Community Health Plan, Inc.	**Source Selection Methodology:** N/A-Revenue	**Fair and Reasonable Price Determination:** N/A-Revenue

Revenue, Expense or Capital:

Revenue

	Contract Dates	Contract Price
Base Term:	10/1/2022 – 9/30/2025	($3,600,000)
Out Years:	0 Year(s)	+$0
Total:	10/1/2022 – 9/30/2025	($3,600,000)

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Revenue
If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? In Process
Does this contract have an IT Component? No
Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? N/A-Revenue
FTE Impact: Increase FTE's by 10

Diversity

Potential for M/WBE engagement: N/A-Revenue
Were M/WBE's Directly Solicited? N/A-no solicitation performed
Number Responding M/WBE's: N/A-no solicitation performed
What % of this contract is M/WBE? 0%
M/WBE Ethnicity? N/A
M/WBE Gender? N/A

Submitted By (Division VP): Marjorie Quint-Bouzid, Senior Vice President, Nursing

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Nurse Family Partnership

VENDOR: Parkland Community Health Plan, Inc.

COST:		
	Base Term:	($3,600,000)
	Out Years:	+ $0
	Total:	($3,600,000)

Recommendation
Approve this contract for Nurse Family Partnership.

Background
Parkland Community Health Plan has a population of members who are first time moms living in Dallas and surrounding counties who would be eligible for and benefit from the Nurse Family Partnership Program. This program focuses on improving pregnancy outcomes, improving child health and development, and improving economic sufficiency of the family. Because of Parkland's experience operating a Nurse Family Partnership Program, PCHP proposes to collaborate with WISH by funding a 2nd Nurse Family Partnership team to serve their eligible population.

Fair and Reasonable Price Determination
N/A - Revenue

Financial Forecast

Base Term	FY2022	FY2023	FY2024	FY2025	Totals
Revenue	($100,800)	($1,166,400)	($1,166,400)	($1,166,400)	($3,600,000)

Document Contact/Author:	Kathy Larry / Nicole McKinley

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: July 26, 2022	**Product or Service:** Mammotome Breast Biopsy Products	
Business Owner: Julie Hughes Moreno	**Business Owner Dept:** Rad Mammography	**Contract Number:** POCP-21550
Vendor/Supplier/Contractor: Devicor Medical Products, Inc.	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	Last Signature – 3 Years	$333,000
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 3 Years	$333,000

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Sole Source

If not, what premium will be paid for this contract over the lowest bidder? N/A

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.

FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor self performs; there are no opportunities through subcontractors, and vendor does not have a corporate plan.

Were M/WBE's Directly Solicited? N/A-no solicitation performed

Number Responding M/WBE's: N/A-no solicitation performed

What % of this contract is M/WBE? 0%

M/WBE Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): Vivian Johnson, Senior Vice President, Clinical Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mammotome Breast Biopsy Products

VENDOR: Devicor Medical Products, Inc.

COST:		
	Base Term:	$333,000
	Out Years:	+ $0
	Total:	$333,000

Recommendation
Approve this contract for Mammotome Breast Biopsy Products.

Background
Devicor Medical Mammotome markers and accessories are used in breast biopsy procedures. Devicor provides a wide variety of breast biopsy markers available for stereotactic, ultrasound, and MRI-guided procedures, compatible with Mammotome biopsy devices. Percutaneous breast biopsy followed by marker placement are integral parts of a breast imager's practice benefiting both patients and clinicians. Marker placement is the standard to facilitate future care.

Fair and Reasonable Price Determination
Although the item being purchased is a sole source for the reasons discussed below, this item is sold in substantial quantities in the commercial marketplace. Market research conducted through ECRI shows that the Parkland price is 14% lower than the average for other member hospitals. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	FY2022	FY2023	FY2024	FY2025	Totals
Expenses / Consumables	$27,750	$111,000	$111,000	$83,250	$333,000

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The products are additions or modifications to existing systems or equipment where there are no substitute or interchangeable components, software, or maintenance sources and compatibility is paramount. The disposables are proprietary therefore they are not interchangeable with other systems or equipment.

Document Contact/Author:	William Jones

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 2 Kahook Dual Blade	
Business Owner: Cheston Chan	**Business Owner Dept:** Operating Room	**Contract Number:** POCP-21504 A1
Vendor/Supplier: New World Medical **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	Current Contract Amount:	$150,000
Revenue, Expense or Capital: Expense	Modification # 2 Amount:	$70,000
Original Start Date: 8/11/2017 **Current Expiration:** 8/10/2022 **Mod Start Date:** 8/11/2022 **Expiration after this Mod:** 8/10/2024	New Contract Amount:	$220,000

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): Donna Hale, Vice President, Nursing Periop

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 2 Kahook Dual Blade

VENDOR: New World Medical

COST:		
	Current Contract Amount:	$150,000
	Modification # 2:	+ $70,000
	Total:	$220,000

Recommendation
Approve this contract modification for Kahook Dual Blade.

Background
The KDB Dual Hook is used for eye implants. Its unique design and dimensions enable precise excision of diseased trabecular meshwork (TM), allowing access to collector channels.

Fair and Reasonable Price Determination
Although the item being purchased is a sole source for the reasons discussed below, this item is sold in substantial quantities in the commercial marketplace. Market research conducted through ECRI shows that the Parkland price is 14% lower than the average for other member hospitals. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Current Contract Amount	FY2022	FY2023	FY2024	Total
$150,000	$5,833	$35,000	$29,167	$220,000

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The product or service has no competition. New World Medical is the only company that makes this product and Parkland already owns the equipment.

Document Contact/Author:	Cheryl Robertson

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Garland)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19326 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($65,455)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($29,780)
Original Start Date: 2/1/2017 **Current Expiration:** 1/31/2023 **Mod Start Date:** 2/1/2023 **Expiration after this Mod:** 1/31/2025	New Contract Amount:	($95,235)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Garland)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($65,455)
Modification # 2 - 4:	$0
Modification # 5:	+ ($29,780)
Total:	($95,235)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / Garland).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though January 2025.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
($65,455)	($9,828)	($14,939)	($5,013)	($95,235)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Southeast Dallas)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19325 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($114,660)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($52,167)
Original Start Date: 1/1/2017 **Current Expiration:** 12/31/2023 **Mod Start Date:** 1/1/2023 **Expiration after this Mod:** 12/31/2024	New Contract Amount:	($166,827)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Southeast Dallas)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($114,660)
Modification # 2 - 4:	$0
Modification # 5:	+ ($52,167)
Total:	($166,827)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / Southeast Dallas).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though December 2024.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
($114,660)	($6,456)	($25,954)	($19,757)	($166,827)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Grand Prairie)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19327 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($127,790)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($58,141)
Original Start Date: 2/1/2017 **Current Expiration:** 1/31/2023 **Mod Start Date:** 2/1/2023 **Expiration after this Mod:** 1/31/2025	New Contract Amount:	($185,931)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Grand Prairie)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($127,790)
Modification # 2 - 4:	$0
Modification # 5:	+ ($58,141)
Total:	($185,931)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / Grand Prairie).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though January 2025.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
($127,790)	($19,188)	($29,166)	($9,787)	($185,931)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / deHaro Saldivar)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19323 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($159,810)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($72,709)
Original Start Date: 10/1/2016 **Current Expiration:** 9/30/2022 **Mod Start Date:** 10/1/2022 **Expiration after this Mod:** 9/30/2024	New Contract Amount:	($232,519)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / deHaro Saldivar)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($159,810)
Modification # 2 - 4:	$0
Modification # 5:	+ ($72,709)
Total:	($232,519)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / deHaro Saldivar).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though September 2024.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
($159,810)	($35,994)	($36,715)	($232,519)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Irving)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19324 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($186,550)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($84,875)
Original Start Date: 1/1/2017 **Current Expiration:** 12/31/2023 **Mod Start Date:** 1/1/2023 **Expiration after this Mod:** 12/31/2024	New Contract Amount:	($271,425)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Irving)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($186,550)
Modification # 2 - 4:	$0
Modification # 5:	+ ($84,875)
Total:	($271,425)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / Irving).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though December 2024.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
($186,550)	($31,513)	($42,647)	($10,715)	($271,425)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: July 26, 2022	**Modification:** Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Bluitt Flowers)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-19321 A4
Vendor/Supplier: Bravo Dental, LLC **Basis of Original Contract Award** Real Estate – Exemption **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/28/2020):	($242,325)
	Modifications Totaling < $100,000 Modification # 2 - 4 Amount:	$0
Revenue, Expense or Capital: Revenue: Court Approval	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 5 Amount:	($110,250)
Original Start Date: 10/1/2016 **Current Expiration:** 9/30/2022 **Mod Start Date:** 10/1/2022 **Expiration after this Mod:** 9/30/2024	New Contract Amount:	($352,575)

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	N/A-Revenue
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): John Raish, Senior Vice President, Support Services

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 5 Third Amendment to Office Lease Agreement (Bravo Dental / Bluitt Flowers)

VENDOR: Bravo Dental, LLC

COST:

BOM Approved Contract Total (4/28/2020):	($242,325)
Modification # 2 - 4:	$0
Modification # 5:	+ ($110,250)
Total:	($352,575)

Recommendation
Approve this contract modification for Third Amendment to Office Lease Agreement (Bravo Dental / Bluitt Flowers).

Background
Bravo Dental operates dental clinics in various Parkland COPC's since 2016. This amendment extends the lease term though September 2024.

Fair and Reasonable Price Determination
N/A – Real Estate Exemption

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
($242,325)	($54,579)	($55,671)	($352,575)

Sole Source Justification
N/A – Real Estate Exemption

Document Contact/Author:	Beall Carothers, Director, Real Estate Development

Monthly Ratification Report

Require Board Approval

Contract Date	Contract Number	Vendor Name	Description	Amount	Cost Center Number	Department
4/1/2022	POIT-20195 A2	Tru Team Staffing Advisors, LLC	Extend term for Interim Director of Data Management and Analytics	$155,000	85000	IT-IT Administration

CEO Approval

Fred Cerise

Fred Cerise (Jul 13, 2022 16:26 CDT)

Dr. Fred Cerise

Jul 13, 2022

Date

Parkland

Ratification Request Contract Modification

BOM Date: July 26, 2022	**Modification:** Mod # 2 Extend term for Interim Director of Data Management and Analytics	
Business Owner: Deborah Johnson	**Business Owner Dept:** Information Technology	**Contract Number:** POIT-20195 A2
Vendor/Supplier: Tru Team Staffing Advisors, LLC **Basis of Original Contract Award** Sole Source **Basis of this Modification** Contract Extension without Competition	Current Contract Amount:	$161,200
Revenue, Expense or Capital: Expense-Ratification	Amount to be Ratified: Amount to be Approved (going forward):	$103,332 $51,668
Original Start Date: 9/29/2021 **Current Expiration:** 3/31/2022 **Mod Start Date:** 4/1/2022 **Expiration after this Mod:** 9/30/2022	New Contract Amount:	$316,200

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	No
Does this modification have a Construction Component?	No

Financial

Is Funding included in the applicable FY Budget?	Yes
FTE Impact:	None

Diversity

Current M/WBE Participation?	0%
M/WBE Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): Joe Longo, Senior Vice President & Chief Information Officer

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH & HOSPITAL SYSTEM
BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 2 Extend term for Interim Director of Data Management and Analytics

VENDOR: Tru Team Staffing Advisors, LLC

COST:		
	Current Contract Amount:	$161,200
	Amount to be Ratified	$103,332
	Amount to be Approved (going forward):	+$51,668
	Total:	$316,200

Recommendation
Approve this contract modification to Extend term for Interim Director of Data Management and Analytics.

Ratification Reason
This is a ratification because our Interim Director was paid after contract funding was exhausted. The contract is through the end of the fiscal year, 9/30/2022, but full funding for that time period was not requested because it was anticipated they would not be needed, and the full-time role would be filled. Unfortunately, given the current market, this did not happen as quickly as anticipated. The contractor's services are now needed longer than expected due to delays in replacing the full time Director. We failed to request additional funding through contract termination in a timely manner and prior to exhausting original minimal anticipated funding. We are in need of this contract due to employee retention in this department. The Director position is actively being recruited but has been challenging to fill.

Background
The purpose of the contracting role is to backfill a critical role since the loss of the Director of Enterprise Data Services. The Interim Director will help train and guide Parkland's new managers while keeping the team functioning at a high level as we search for a permanent replacement.

Fair and Reasonable Price Determination
The pricing is consistent with products and services previously provide by this Supplier. Parkland has an extensive history with this Supplier.

Financial Forecast

Current Contract Amount	FY2022	Total
$161,200	$155,000	$316,200

Contract Extension without Competition Justification
This is to extend the current Interim Director. Given the timing, it is improbable we will find someone with the skillset to take over the responsibilities of this role with very little to no ramp-up period.

Document Contact/Author:	Kimberly Bell

CONTRACT RESOLUTION
Board of Managers Budget and Finance Committee
July 26, 2022

PARKLAND HEALTH & HOSPITAL SYSTEM

RESOLUTION NO. _____

Be it resolved, the Parkland Health & Hospital System Board of Managers Budget and Finance Committee, by a vote of _____ Yes and _____ Nay, does by this resolution (adopt/reject) _____ the following:

WHEREAS, PHHS management requested approval for certain contracts and approval/rejection is as checked below:

Approved	Rejected	Withdrawn	Type	Service or Product	Vendor	Contract Term	Aggregate Contract Amount Approved	Budgeted
			Capital	Resuscitaire (neonatal care station) and Options	Draeger, Inc.	Last Signature - 1 Year	$1,394,717	Yes
			Expense	Executive Recruiting Services	B.E. Smith, DHG Search, Rudish Health, Strand TwoG LLC, & Curative Talent	8/1/2022 - 7/31/2027	$1,250,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Executive Coaching Consulting	Brenda Routt Consulting, Health Management Associates, Jill Vershum, & United Training	8/1/2022 - 7/31/2027	$800,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	COPC Building Assessments	Burns & McDonnell Engineering Co., Inc.	7/27/2022 - 7/26/2023	$568,875	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #1 Main Campus Grounds Maintenance	Bare Roots Landscape Design, Inc.	3/15/2021 - 3/14/2026	$4,021,437	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Revenue	Nurse Family Partnership	Parkland Community Health Plan, Inc.	10/1/2022 - 9/30/2025	($3,600,000)	N/A-Revenue
			Expense	Mammotome Breast Biopsy Products	Devicor Medical Products, Inc.	Last Signature - 3 Years	$333,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #2 Kahook Dual Blade	New World Medical	8/11/2017 - 8/10/2024	$220,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Garland)	Bravo Dental, LLC	2/1/2017 - 1/31/2025	($95,235)	N/A-Revenue
			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Southeast Dallas)	Bravo Dental, LLC	1/1/2017 - 12/31/2024	($166,827)	N/A-Revenue
			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Grand Prairie)	Bravo Dental, LLC	2/1/2017 - 1/31/2025	($185,931)	N/A-Revenue
			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / deHaro Saldivar)	Bravo Dental, LLC	10/1/2016 - 9/30/2024	($232,519)	N/A-Revenue

			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Irving)	Bravo Dental, LLC	1/1/2017 - 12/31/2024	($271,425)	N/A-Revenue
			Revenue: Court Approval	Mod #5 Third Amendment to Office Lease Agreement (Bravo Dental / Bluitt Flowers)	Bravo Dental, LLC	10/1/2016 - 9/30/2024	($352,575)	N/A-Revenue
			Expense-Ratification	Mod #2 Extend term for Interim Director of Data Management and Analytics	Tru Team Staffing Advisors, LLC	9/29/2021 - 9/30/2022	$316,200	Yes

THEREFORE, BE IT RESOLVED, that the Parkland Health & Hospital System Board of Managers Budget and Finance Committee approves these contracts as noted.

Dated this 26th of July, 2022.

_____
Ramon Miguez, PE, Chair

_____
Steve Roth, Assistant Secretary

Ramon Miguez, PE, Chair	Yes _____	No _____	Abstain _____	Absent _____
Don O' Bannon, Esq.	Yes _____	No _____	Abstain _____	Absent _____
Eric G. Bing, MD, PhD	Yes _____	No _____	Abstain _____	Absent _____
John Proctor	Yes _____	No _____	Abstain _____	Absent _____
Lisa Sutter	Yes _____	No _____	Abstain _____	Absent _____

Parkland

Approve Capital Substitutions

Parkland Health & Hospital System
2022 Capital Substitution
For July 2022 Board Meeting

Ref #	Division	Amount	Description	Explanation
1	Facilities	$299,862	Refurbish (Renew) Laundry Chiller **#32248**	The Laundry room chillers are 13 years and need extensive repair. The current equipment could not only cause a delay in laundry services but pose a health risk to staff working in a hot environment. Because the department will remain in the current location for five years, refurbishing the unit would be less costly.
2	Facilities	$2,626,000	CHASE Maple and PPCC Clinics to Moody **#32239**	The decision to move CHASE Maple and PPCC clinics to Moody was a post-budget cycle decision. The previous estimate was based on moving to an off campus lease space. Supplemental funds are now needed due to decision to move to Moody. The new estimate included increased cost per square foot to account for added circulation and elevator core improvements and historic pricing of previous clinics. This request will supplement project **#18239**.
		$2,925,862		

PARKLAND HEALTH & HOSPITAL SYSTEM

RESOLUTION NO. _____

Be it resolved, the Parkland Health & Hospital System Budget & Finance Committee, by a vote of _____ Yes and _____ Nay, does by this resolution (adopt/reject) _____ the following:

WHEREAS, PHHS management requests approval for the use of contingency funds for capital items in the amount of $2,925,862 for FY22 as itemized in the listing presented to the Board of Managers, and

THEREFORE, BE IT RESOLVED, that the Parkland Health & Hospital System Board of Managers approves the use of funds as submitted.

Dated this 26th Day of July, 2022.

_____ Ramon Miguez, PE - Chair

_____ Steve Roth, JD - Assistant Secretary

Ramon Miguez, PE Chair	Yes_____	No _____	Abstain _____	Absent _____
Don O'Bannon, Esq	Yes_____	No _____	Abstain _____	Absent _____
Eric G. Bing, MD, PhD	Yes_____	No _____	Abstain _____	Absent _____
John Proctor	Yes_____	No _____	Abstain _____	Absent _____
Lisa Sutter	Yes_____	No _____	Abstain _____	Absent _____

Parkland

Approve Investment Committee Members

Parkland

Parkland Investment Committee Report

Dallas County Hospital District

July 2022

Parkland

Defined Benefit Plan

- Asset Balance – As of March 31, 2022, the market value of Pension Plan assets was $1.5 billion, a $64.5 million decrease for the quarter.
- Asset Allocation - All asset classes were within their strategic target ranges at the end of the quarter.
- Asset Reallocation – Reallocations from available cash to U.S. equity ($15 million) were completed during the quarter.
- Performance - The Plan generated a -4.87% net return during the quarter, under performing the Policy Index by 0.56%. For the trailing 12 months, the Plan generated returns of 4.33% as compared to the Policy Index of 5.24%.
- Performance details of all managers are provided in the Appendix.

Parkland

Defined Contribution Plan

- Plan assets decreased by $63.5 million to $1.287 billion as of March 31, 2022.
- Target date fund manager Blackrock has adjusted the glide path of its funds by disaggregating the fixed income fund into more distinct groups (high yield, non-U.S., government only and corporate debt are included) in order to fine tune its management of duration and risk in the portfolios.
- Performance for the Plan's investment funds is summarized in the Appendix.

Parkland

Other Business

- The group discussed the status of private equity investments for the Defined Benefit Plan. The Committee supports adding this investment class to the Plan's investment policy to take advantage of an opportunity set not presently available to the Plan.
- The Committee reviewed the Investment Policy Statement for the Defined Benefit Plan. The IPS had been thoroughly reviewed and revised in the prior year following recommendations from the 2020 audit of the Policy as compared to actual practices. The group had no recommendations for changes with the present review.
- The Committee reviewed the qualifications of six candidates to fill two vacant seats on the panel and voted to recommend Christina Wu and Joe Martinez for board approval. The bios for each of the candidates are attached.

Parkland

Christina Wu

EXECUTIVE SUMMARY

- Seasoned investment professional with fourteen years of experience in all aspects of institutional investment management including investment research and analysis, asset allocation and portfolio construction, risk management, and performance reporting.

- Extensive experience managing large, complex portfolios; well versed in all asset classes with a focus on sourcing, conducting due diligence, structuring and negotiating terms of alternative investments including private equity, private real estate, and hedge funds.

- Strong track record communicating and building relationships with senior executives, committee/board members, as well as leading and working with cross functional teams.

EXPERIENCE

- Fort Worth Employees' Retirement Fund, Fort Worth, Texas — September 2018 - Present
- *Investment Officer (Head of Private Markets)*

- Assist the CIO in establishing a framework that encompasses monitoring, sourcing, and conducting due diligence for the $2.9 billion portfolio; re-wrote and revised investment implementation procedures and due diligence check lists for private markets, liquid alternatives, and traditional asset classes.
- Primarily responsible for managing the Fund's private markets portfolio including portfolio construction, sourcing, conducting due diligence, performance monitoring, and managing relationships with external managers. Sourced, conducted due diligence, and closed on private market investments over several hundred million dollars.
- Assist the CIO in all aspects of the Fund's investment activities including strategic asset allocation, manager research and recommendation, performance monitoring, compliance, legal, and investment operations.
- Prepare investment memorandums and due diligence reports; present investment recommendations and portfolio updates to the Investment Committee/Board of Trustees.
- Provide market outlooks and investment updates to the Fund's membership periodically.
- Represent the Fund at investment conferences/industrial gatherings.
- Mentor and support the investment analyst.

Parkland

Christina Wu (continued)

- **Toyota North America, Plano, Texas** **August 2017 – September 2018**
- ***Senior Investment Strategist, Treasury and Investments***

- **Managed North America regional treasury center including investing and trading of the short- term and long-term corporate cash pools totaling $10 billion.**
- **Oversaw Toyota Foundation (AUM $150 million) by advising the Executive Committee on investment policies and strategic asset allocations.**
- **Served as the internal expert and provided economic outlook, capital markets and foreign exchange views and updates to senior executives and corporate finance groups, including monthly in person meetings and regular or ad hoc written analysis/updates.**
- **Mentored and supervised junior analysts.**

- **Dallas Police and Fire Pension System, Dallas, Texas** **August 2008 – August 2017**
- ***Investment Manager* (August 2013 – August 2017)**
- **In the absence of a CIO, co-managed the pension fund's $3 B+ investment portfolio as the head of private markets. Managed the re-structuring of the System's legacy real estate portfolio; conducted strategic reviews/evaluations of assets, performed new manager searches, and oversaw asset transfers as well as dispositions of assets. Supervised and mentored junior analysts.**
- **Oversaw the System's direct and JV real estate investments; managed all aspects of ground-up development projects totaling several hundred million dollars from construction to sell out; conducted due diligence; structured and negotiated partnership agreements and other documentations in collaboration with counsel; negotiated with financial institutions and closed on loan agreements/credit facilities; developed financial models and analysis; oversaw construction processes and managed construction budgets; oversaw the sales and marketing of projects; led teams of internal and external resources including legal counsels, brokers and advisors.**
- **Responsible for building out the Private Credit and Structured Credit allocations. Surveyed the investment landscape, developed investment thesis, built, and cultivated a network of managers, peers and consultants/advisors. Made investment manager/strategy recommendations to the board and led the due diligence, contract negotiation and closing of investments.**
- **Led a secondary sale process of private markets interests. Interviewed secondary sale brokers/advisors and negotiated engagement terms. Monitored and managed the marketing and bidding process to maximize sales proceeds.**

Parkland

Christina Wu (continued)

- **Led/participated in the underwriting, closing, monitoring and the ultimate exit of direct equity investments in two multi-billion-dollar public private partnership infrastructure projects. Upon sale, the projects generated strong double-digit return and more than 2x MOIC to the System**

- **Oversaw the Ag and Timber investment portfolios including directly managing the successful development and sale of a 140-acre commercial vineyard in Napa County, CA.**

- **Developed and implemented private markets investments due diligence processes, mentored and supervised junior investment analysts.**

- ***Investment Analyst* (August 2008 – July 2013)**

- **Started as a generalist covering all asset classes. Assisted with investment operations and performance reporting, as well as working with custodians, auditors, and fund administrators**

- **Texas Instruments, Dallas, Texas** **August 2003 – August 2008**
- ***Business Systems Analyst/Project Lead, IT Services***

- **Started as an IT Business analyst and quickly became a project lead for a high performing information technology team. Responsible for system implementation, enhancement, and support of enterprise applications in the financial reporting and supply chain areas including leading the company wide roll out of the IQNavigator system for over 30,000 users across the globe.**

EDUCATION

- **MBA, Finance, Southern Methodist University, Dallas, TX**
  - Beta Gamma Sigma Business Honor Society
- **MS, Management Information System, Texas A & M University, College Station, TX**
- **MS, Biochemistry, Kansas State University, Manhattan, KS**
- **BE, Biochemical Engineering, East China University of Science and Technology, Shanghai, China**

- **Chartered Alternative Investment Analyst (CAIA)**

Parkland

Joe Martinez

Phlox Capital Management, LLC 6/15 – present
Founder and Managing Partner Dallas, TX

Phlox is an independent investment and financial planning firm helping individuals, families, and small businesses build wealth. We help clients succeed by working on their entire financial situation, not just the investment accounts we manage. As an independent Registered Investment Advisor (RIA), we apply a fiduciary standard of care to everything we do. We believe in low-cost investing because all cost savings realized benefit our clients.

Portfolio Manager, Phlox Blue Chip Dividend Portfolio
Execute security analysis, portfolio management, and risk management for the separately managed account strategy. The strategy targets companies that consistently grow their cash dividends while growing the business and prudently managing the corporate balance sheet. Phlox currently has $7 million invested in the strategy.

Texas Capital Bank 4/13 – 6/15
Senior Vice President, Private Wealth Advisors Dallas, TX

- *Establish and develop relationships with high net worth and ultra-high net worth clients. Manage teams selling investment management, banking, trust, and estate planning services. Coordinate the delivery of all services and serve as the primary point of contact with the client.*
- Closed $2MM in new AUM on the heels of a major transformation of the department's investment platform
- Closed a $20MM aircraft acquisition loan on behalf of an ultra-high net worth sponsor
- Develop relationships with family offices, foundations and endowments, and RIAs via community networking and leadership position with the CFA Society of DFW
- Leverage prior fund lending experience to source new relationships with private equity principals

BVA Compass 6/10 – 4/13

- *Senior Vice President, Wealth Management* Dallas, TX
- *Establish and develop firm relationships with high-net-worth clients. Manage teams selling investment management, estate planning, trust, and insurance services. Manage $150MM debt and deposit portfolio and supervise Relationship Support Specialists.*
- Increased AUM from existing clients ($8MM), and successfully converted new clients ($2MM)
- Achieved top 5 annual ranking among all peers for generating swap income over a six-month period
- Generated $10MM in new loan origination in first 6 months of work
- Received extensive training on MoneyGuidePro financial planning software

Parkland

Joe Martinez (continued)

- Completed "Growing your Business" training with Cannon Financial
- Completed Cannon Financial's Certified Wealth Strategist self-study program
-

Redwood Capital Finance Company, LLC / U.S. Bank **4/07 – 5/10**
Director, Real Estate Structured Finance **Dallas, TX**

- ***Private equity / fund experience. Source, underwrite, advocate, and close highly structured commercial real estate senior and mezzanine debt transactions from $10-50MM. Manage client relationships, monitor deals and restructure, as necessary. All deals booked on the balance sheet of Redwood Capital Finance Company, LLC, a joint venture with PCCP, formerly known as Pacific Coast Capital Partners. Efforts were supervised by PCCP principals (former Wells Fargo executives) who manage $12 billion in equity real estate capital on behalf of institutional clients. Market focus: national.***
- Originated $75MM in new commitments; manage $200MM loan portfolio generating $3.0MM annual income
- Managed 10 loan workout transactions, each with a complex capital stack involving competing creditors
- Negotiated and documented equity kicker feature into $4.0MM mezzanine loan workout
- Recruited 3 key professionals to join U.S. Bank from prior institution
- Originated interest rate swap transactions with a notional value of $75MM and monitored credit risk
- Co-manage U.S. Bank's $1BN warehouse line to Redwood Capital
-

Societe Generale Corporate and Investment Banking / SG Americas Securities **2/98 – 4/07** ***U.S. Real Estate Finance Group*** **Dallas, TX**

- ***SG is a Paris-based €1 trillion assets global financial institution with a 2,500-person investment banking presence in the United States. National institutional real estate underwriting efforts were based in Dallas.***
- ***Director – Client Relationship Management*** **1/06-4/07**
- ***Drive profitable client relationships and serve as the primary client contact with the firm. Quarterback deal teams involved in the sales of derivative, debt finance, public bond, and other financial products.***
- Earned the firm $5-$10MM annually on profitable foreign exchange hedging trades with a prominent real estate fund operator. Negotiated ISDA documents.
- Negotiated co-manager economics on bond and preferred stock REIT transactions
-

Parkland

Joe Martinez (continued)

- *Military Housing Initiative – Credit Arbitrage Trades* 1/01-12/05
- *Co-managed a new business effort to purchase $1.5BN of bonds related to the Department of Defense's Military Housing Privatization Initiative (MHPI).*
- Championed the transactions in New York; obtained firm credit approval to close a $435 million transaction
- Trades generated approximately $1.5MM of fee income to the real estate group and $50MM of trade profitability to the Greenwich, CT based bond desk
- Managed all real estate aspects of the negotiations. Mitigated various project risks (including construction cost overrun) via design of cash flow waterfall. Directed the legal team and negotiated around the clock on deadline in a complex multi-party environment.

Vice President, Real Estate / Project Finance Debt Underwriting 1/00-12/05

- *Independently manage all phases of the new transaction underwriting process: call on prospects and clients, evaluate transactions, structure, and negotiate credit terms, oversee analyst preparation of credit analysis, champion credit applications verbally and in writing with bank management, manage legal team and due diligence process, negotiate, and execute final transaction documents. All real estate product types.*
- Successfully structured highly customized fund level / REIT-level secured and unsecured financing. Also underwrote construction, value-add, bridge, land, and land development transactions.
- Obtained an approval for the firm's full underwriting of a $175 million hotel and condominium project
- Executed "club" deals in the $40-60 million range and successfully raised capital from other banks at a high profit to the firm
- Developed expertise and national contacts in syndicated finance / capital markets
- Managed a $300 million portfolio of balance sheet commitments including swap and CDS exposure with annual portfolio income exceeding $5 million
- Established and maintained credibility with senior management and credit approval personnel in New York and Paris

Associate 2/98-12/99

- Assumed an independent role and was rapidly promoted to take on client management responsibilities
- Chosen to represent the U.S. Real Estate Finance Group at firm-wide international conferences

Joe Martinez (continued)

J.P. Morgan Chase (successor to Texas Commerce Bank) **5/95– 2/98**
Associate, Commercial Real Estate **Dallas, TX and Houston, TX**

- **Quickly assumed the role of a junior relationship manager managing loans and relationships independently**
- **Managed legal counsel's documentation of loan amendments and negotiated agreements with Borrowers**
-
- ***Credit Department Supervisor:*** **Supervised and trained 10 analysts in advanced cash flow modeling, corporate finance, and credit risk management**
-

Fidelity Investments **11/93-9/94**
Mutual Fund Representative – Series 6 and 63 Licensed **Dallas, TX**

- **Selected by the firm to advance to brokerage service and earn Series 7 license, but instead departed to attend graduate school**
- **Quickly established rapport with high-net-worth clients, counseling 50-60 investors per day**

- **Education and Certifications**
- **Chartered Financial Analyst (CFA) – Charter earned in 2013**

Parkland

Appendix

Parkland Investment Committee Update

Parkland

Defined Benefit Plan
Q1 Performance 2022

Strategy	Manager	Return	Benchmark	Index
Large Cap Equity	Mellon Capital S&P 500 Index	-4.60%	-4.60%	S&P 500
Small/Mid Cap Value	LSV Asset Mgmt	-1.56%	-1.50%	Russell 2500 Value
Small/Mid Cap Growth	Wells Capital Mgmt	-18.77%	-12.30%	Russell 2500 Growth
International Equity	MFS International Equity	-7.68%	-5.97%	MSCI EAFE
International Equity	Dodge & Cox	-0.59%	-5.33%	MSCI ACWI ex U.S.
International Equity	Mondrian International Small Cap	-10.64%	-7.23%	MSCI ACWI ex U.S. Small Cap
Emerging Mkt Equity	Genesis	-12.64%	-6.97%	MSCI Emerging Mkts Net
Core Fixed Income	Income Research and Management	-5.77%	-5.93%	Bloomberg Aggregate
Core + Fixed Income	Western Asset Management	-8.39%	-5.93%	Bloomberg Aggregate
Real Estate	Heitman - American Real Estate Trust 1)	9.09%	7.14%	NFI-ODCE Value-1 Quarter Lag
Real Estate	JPMorgan - Strategic Property Fund	6.27%	7.14%	NFI-ODCE Value
Cash	Mellon EB TIF	0.01%	0.04%	90 Day T-Bill

1) Data lags by one period

Parkland

Defined Contribution Plan
Q1 Performance 2022

No.	Strategy	Manager	Return	Benchmark	Index
1	Target Date	BlackRock LifePath Index Retirement	-5.48%	-5.45%	BR LifePath Index Retired CB
3	Target Date	BlackRock LifePath Index 2025	-5.47%	-5.40%	BR LifePath Index 2025 CB
4	Target Date	BlackRock LifePath Index 2030	-5.39%	-5.33%	BR LifePath Index 2030 CB
5	Target Date	BlackRock LifePath Index 2035	-5.46%	-5.28%	BR LifePath Index 2035 CB
6	Target Date	BlackRock LifePath Index 2040	-5.44%	-5.25%	BR LifePath Index 2040 CB
7	Target Date	BlackRock LifePath Index 2045	-5.42%	-5.25%	BR LifePath Index 2045 CB
8	Target Date	BlackRock LifePath Index 2050	-5.46%	-5.26%	BR LifePath Index 2050 CB
9	Target Date	BlackRock LifePath Index 2055	-5.50%	-5.27%	BR LifePath Index 2055 CB
10	Target Date	BlackRock LifePath Index 2060	-5.49%	-5.27%	BR LifePath Index 2060 CB
11	Domestic Equity	Schwab S&P 500	-4.59%	-4.60%	S&P 500
12	Domestic Equity	AB Discovery Value Fund	-5.21%	-1.50%	Russell 2500 Value
13	Domestic Equity	RBC SMID Cap Growth Fund	-8.26%	-12.30%	Russell 2500 Growth
14	International	American Funds EuroPacific	-2.24%	-5.33%	MSCI ACWI ex U.S. Gross
15	Fixed Income	Metropolitan West Total Return Bonds	-6.24%	-5.93%	Bloomberg Aggregate
16	Capital Preservation	MetLife Stable Value/GIC	0.42%	-3.65%	Bloomberg Stable Value

Parkland

Parkland Financial Performance Presentation

Budget and Finance Committee

Parkland Health & Hospital System
Financial Updated as of June 2022

July 26, 2022

Parkland

Parkland

Income Statement
MTD June 2022

Hospital (exc NH) Income Statement MTD June 2022

PHHS Without Nursing Homes MTD

(Dollars in Thousands)	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUES							
Net Patient Revenues	$92,126	$73,087	$ 19,039	26.0%	$80,499	$ 11,627	14.4%
Net Ad Valorem Taxes	63,801	63,801	-	0.0%	61,477	2,324	3.8%
Government Programs	37,155	37,156	(1)	0.0%	29,364	7,791	26.5%
Stimulus Funds	1,201	1,374	(173)	-12.6%	2,447	(1,246)	-50.9%
Other	18,168	15,788	2,380	15.1%	18,440	(272)	-1.5%
OPERATING REVENUES	212,451	191,206	21,245	11.1%	192,227	20,224	10.5%
EXPENSES							
Salaries and Benefits	117,591	100,143	(17,448)	-17.4%	105,556	(12,035)	-11.4%
Purchased Medical Services	23,613	22,056	(1,557)	-7.1%	22,724	(889)	-3.9%
Supplies	40,920	31,575	(9,345)	-29.6%	34,119	(6,801)	-19.9%
Other	20,506	20,108	(398)	-2.0%	17,885	(2,621)	-14.7%
Depreciation	8,806	7,561	(1,245)	-16.5%	7,155	(1,651)	-23.1%
OPERATING EXPENSES	211,436	181,443	(29,993)	-16.5%	187,439	(23,997)	-12.8%
OPERATING INCOME (LOSS)	**$ 1,015**	**$ 9,763**	**$ (8,748)**	**-89.6%**	**$ 4,788**	**$ (3,773)**	**-78.8%**
Grants and Contributions	3,128	2,635	493	18.7%	5,502	(2,374)	-43.1%
Other nonoperating revenues (expenses)	(3,011)	(976)	(2,035)	-208.5%	(2,238)	(773)	-34.5%
Nonoperating Income	117	1,659	(1,542)	-92.9%	3,264	(3,147)	-96.4%
Total Net Income (Loss)	$ 1,132	$ 11,422	$ (10,290)	-90.1%	$ 8,052	$ (6,920)	-85.9%
Cash Flow Margin	$ 9,821	$ 17,324	$ (7,503)	-43.3%	$ 11,943	$ (2,122)	-17.8%
Operating Cash Flow Margin %	4.6%	9.1%			6.2%		
Operating Margin %	0.5%	5.1%			2.5%		

Total All Entities Income Statement MTD June 2022

All Entities Month to Date Income Statement

(Dollars in Thousands)	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUES							
Net Patient Revenues	$ 115,817	$ 97,016	$ 18,801	19.4%	$ 102,916	$ 12,901	12.5%
Net Ad Valorem Taxes	63,801	63,801	-	0.0%	61,477	2,324	3.8%
Government Programs	39,530	39,531	(1)	0.0%	31,850	7,680	24.1%
Stimulus Funds	1,201	1,374	(173)	-12.6%	2,447	(1,246)	-50.9%
Premium Revenues	134,750	71,249	63,501	89.1%	63,553	71,197	112.0%
Other	21,067	18,732	2,335	12.5%	22,987	(1,920)	-8.4%
OPERATING REVENUES	376,166	291,703	84,463	29.0%	285,230	90,936	31.9%
EXPENSES							
Salaries & Benefits	134,952	117,448	(17,504)	-14.9%	122,211	(12,741)	-10.4%
Purchased Medical Service	23,613	22,056	(1,557)	-7.1%	22,724	(889)	-3.9%
Supplies	47,434	37,343	(10,091)	-27.0%	39,414	(8,020)	-20.3%
Other	106,886	47,721	(59,165)	-124.0%	28,257	(78,629)	-278.3%
Claims	54,357	46,058	(8,300)	-18.0%	55,036	679	1.2%
Depreciation	9,024	7,778	(1,246)	-16.0%	7,364	(1,660)	-22.5%
OPERATING EXPENSES	376,266	278,404	(97,862)	-35.2%	275,006	(101,260)	-36.8%
OPERATING INCOME (LOSS)	**$ (100)**	**$ 13,299**	**$ (13,399)**	**-100.8%**	**$ 10,224**	**$ (10,324)**	**-101.0%**
Nonoperating Income	(435)	1,582	(2,017)	-127.5%	3,125	(3,560)	-113.9%
Total Net Income (Loss)	$ (535)	$ 14,881	$ (15,416)	-103.6%	$ 13,349	$ (13,884)	-104.0%
Cash Flow Margin	$ 8,924	$ 21,077	$ (12,153)	-57.7%	$ 17,588	$ (8,664)	-49.3%
Operating Cash Flow Margin %	2.4%	7.2%			6.2%		
Operating Margin %	0.0%	4.6%			3.6%		

Parkland

Income Statement
YTD June 2022

Hospital (exc NH)[67] Income Statement FYTD June 2022

PHHS Without Nursing Homes YTD *(Dollars in Thousands)*	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUES							
Net Patient Revenues	$705,832	$661,985	$ 43,847	6.6%	$ 653,372	$ 52,460	8.0%
Net Ad Valorem Taxes	574,211	574,211	-	0.0%	551,996	22,215	4.0%
Government Programs	334,455	334,398	57	0.0%	264,285	70,170	26.6%
Stimulus Funds	12,370	12,369	1	0.0%	30,334	(17,964)	-59.2%
Other	142,470	143,154	(684)	-0.5%	161,827	(19,357)	-12.0%
OPERATING REVENUES	1,769,338	1,726,117	43,221	2.5%	1,661,814	107,524	6.5%
EXPENSES							
Salaries and Benefits	985,033	$ 938,127	(46,906)	-5.0%	907,440	(77,593)	-8.6%
Purchased Medical Services	202,618	198,504	(4,114)	-2.1%	190,493	(12,125)	-6.4%
Supplies	329,523	291,227	(38,296)	-13.1%	306,051	(23,472)	-7.7%
Other	168,016	178,861	10,845	6.1%	158,550	(9,466)	-6.0%
Depreciation	64,542	68,045	3,503	5.1%	63,777	(765)	-1.2%
OPERATING EXPENSES	1,749,732	1,674,764	(74,968)	-4.5%	1,626,311	(123,421)	-7.6%
OPERATING INCOME (LOSS)	**$ 19,606**	**$ 51,353**	**$ (31,747)**	**-61.8%**	**$ 35,503**	(15,897)	-44.8%
Grants and Contributions	22,360	23,715	(1,355)	-5.7%	37,328	(14,968)	-40.1%
Other nonoperating revenue (expense)	(19,936)	(8,784)	(11,152)	127.0%	(16,374)	(3,562)	21.8%
Nonoperating Income	2,424	14,931	(12,507)	-83.8%	20,954	(18,530)	-88.4%
Total Net Income (Loss)	$ 22,030	$ 66,284	$ (44,254)	-66.8%	$ 56,457	$ (34,427)	-61.0%
Cash Flow Margin	$ 84,148	$ 119,398	$ (35,250)	-29.5%	$ 99,280	$ (15,132)	-15.2%
Operating Cash Flow Margin %	4.8%	6.9%			6.0%		
Operating Margin %	1.1%	3.0%			2.1%		

Total All Entities Income Statement FYTD June 2022

All Entities Year to Date Income Statement

(Dollars in Thousands)	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUES							
Net Patient Revenues	$ 929,069	$ 879,739	$ 49,330	5.6%	$ 865,702	$ 63,367	7.3%
Net Ad Valorem Taxes	574,211	574,211	-	0.0%	551,996	22,215	4.0%
Government Programs	355,829	355,772	57	0.0%	286,656	69,173	24.1%
Stimulus Funds	12,370	12,369	1	0.0%	30,334	(17,964)	-59.2%
Premium Revenues	695,432	660,378	35,054	5.3%	595,168	100,264	16.8%
Other	178,267	169,142	9,125	5.4%	183,483	(5,216)	-2.8%
OPERATING REVENUES	2,745,178	2,651,611	93,567	3.5%	2,513,339	231,839	9.2%
EXPENSES							
Salaries & Benefits	1,137,523	1,095,493	(42,030)	-3.8%	1,051,023	(86,500)	-8.2%
Purchased Medical Service	202,618	198,504	(4,114)	-2.1%	190,493	(12,125)	-6.4%
Supplies	390,873	345,486	(45,387)	-13.1%	356,611	(34,262)	-9.6%
Other	473,820	391,278	(82,542)	-21.1%	283,839	(189,981)	-66.9%
Claims	447,499	480,204	32,705	6.8%	474,316	26,817	5.7%
Depreciation	66,599	70,047	3,448	4.9%	65,939	(660)	-1.0%
OPERATING EXPENSES	2,718,932	2,581,012	(137,920)	-5.3%	2,422,221	(296,711)	-12.2%
OPERATING INCOME (LOSS)	**$ 26,246**	**$ 70,599**	**$ (44,353)**	**-62.8%**	**$ 91,118**	**$ (64,872)**	**-71.2%**
Nonoperating Income	(1,683)	14,023	(15,706)	-112.0%	21,393	(23,076)	-107.9%
Total Net Income (Loss)	$ 24,563	$ 84,622	$ (60,059)	-71.0%	$ 112,511	$ (87,948)	-78.2%
Cash Flow Margin	$ 92,845	$ 140,646	$ (47,801)	-34.0%	$ 157,057	$ (64,212)	-40.9%
Operating Cash Flow Margin %	3.4%	5.3%			6.2%		
Operating Margin %	1.0%	2.7%			3.6%		

Parkland

Key Statistics

Parkland

Hospital Key Statistics
MTD June 2022

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	4,923	4,425	498	11.3%	4,905	0.4%
Average Daily Census (Adult, NICU and Obs)	857	824	33	4.0%	815	5.2%
Average Length of Stay (Adult)	5.98	6.58	0.60	9.1%	5.98	0.0%
Case Mix Index (Acute Service Line)	1.92	2.16	(0.24)	-11.1%	2.05	-6.3%
Emergency Visits	18,815	19,595	(780)	-4.0%	20,742	-9.3%
Ambulatory Visits	101,362	86,836	14,526	16.7%	104,949	-3.4%
Surgeries	1,775	1,471	304	20.7%	1,758	1.0%
Deliveries	1,029	941	88	9.4%	941	9.4%

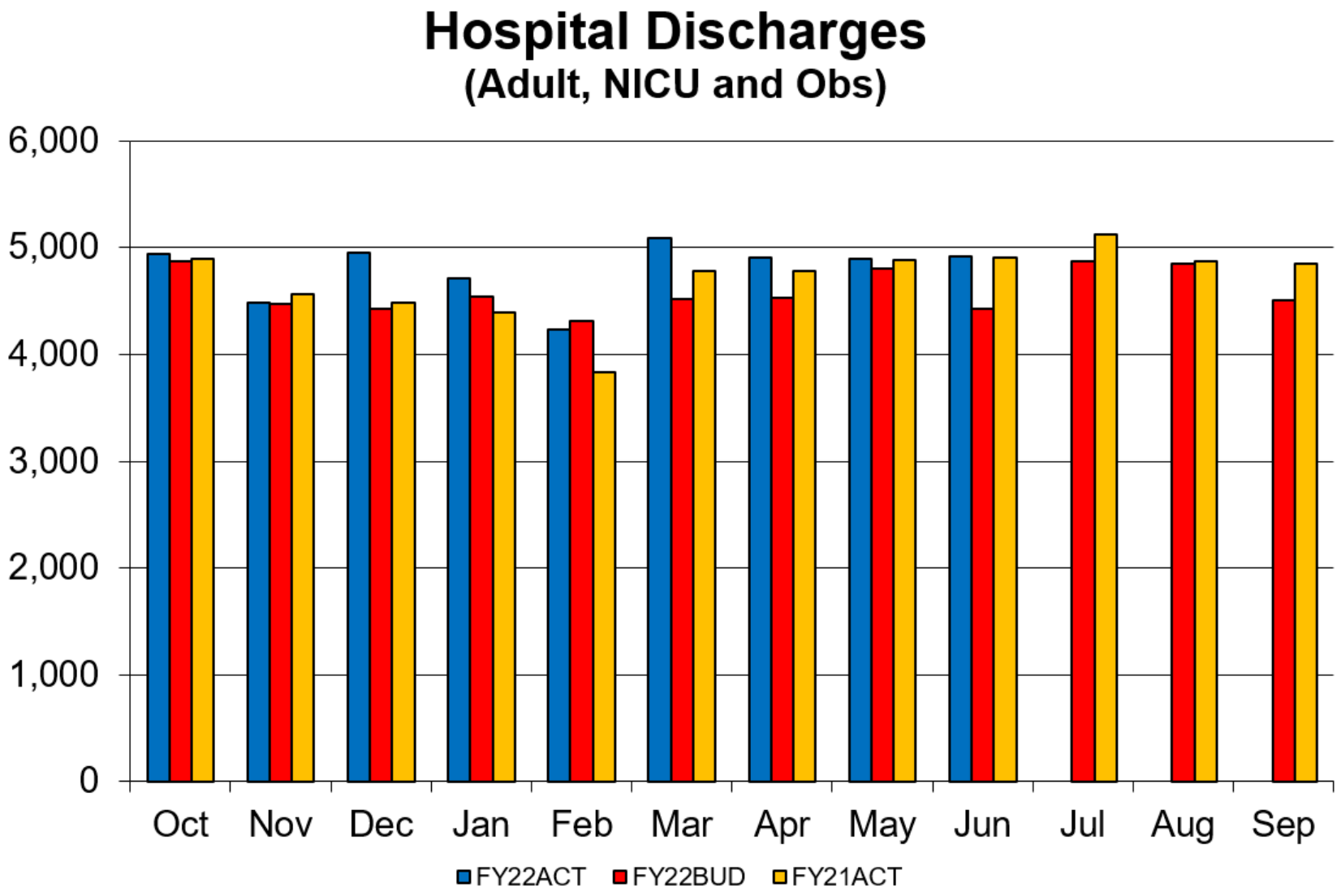
Parkland

Hospital Key Statistics
YTD June 2022

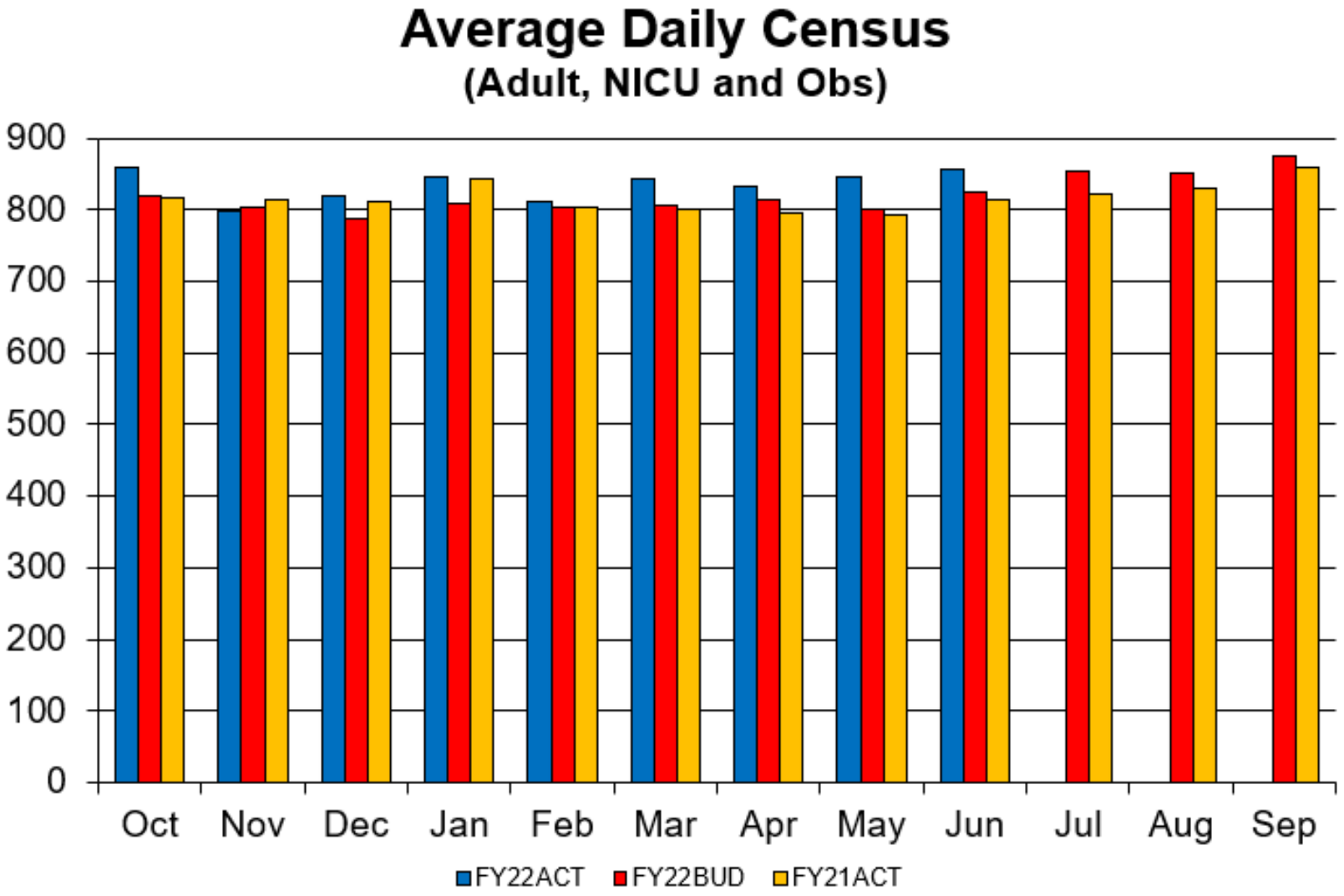
	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	43,156	40,906	2,250	5.5%	41,522	3.9%
Average Daily Census (Adult, NICU and Obs)	835	807	28	3.5%	811	3.0%
Average Length of Stay (Adult)	6.28	6.47	0.19	2.9%	6.43	2.3%
Case Mix Index (Acute Service Line)	2.09	2.16	(0.07)	-3.2%	2.17	-3.7%
Emergency Visits	174,636	164,444	10,192	6.2%	165,246	5.7%
Ambulatory Visits	918,456	839,242	79,214	9.4%	855,112	7.4%
Surgeries	15,098	14,441	657	4.5%	14,715	2.6%
Deliveries	8,862	8,172	690	8.4%	8,172	8.4%

Parkland

Volumes
Discharges

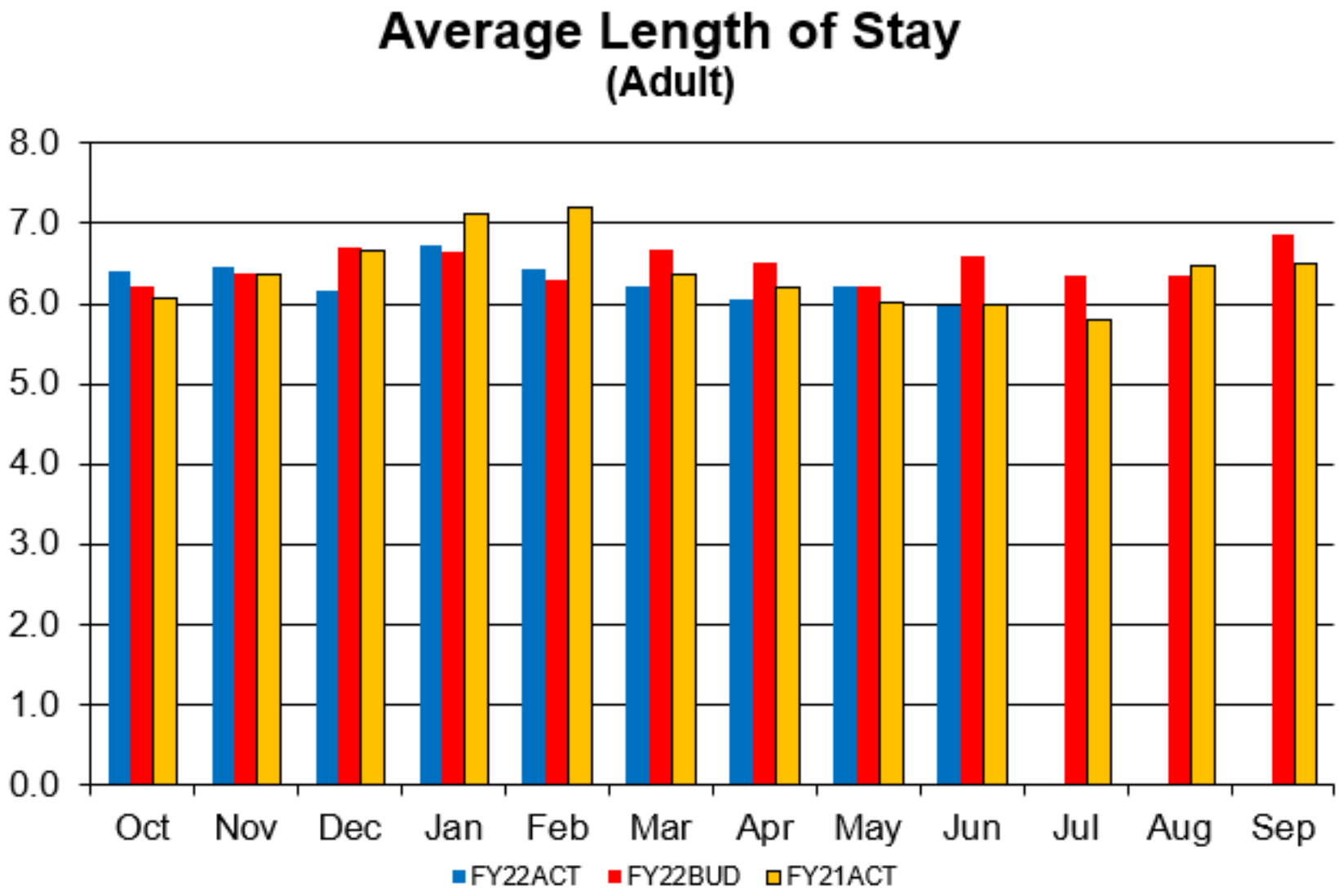


Volumes
Average Daily Census

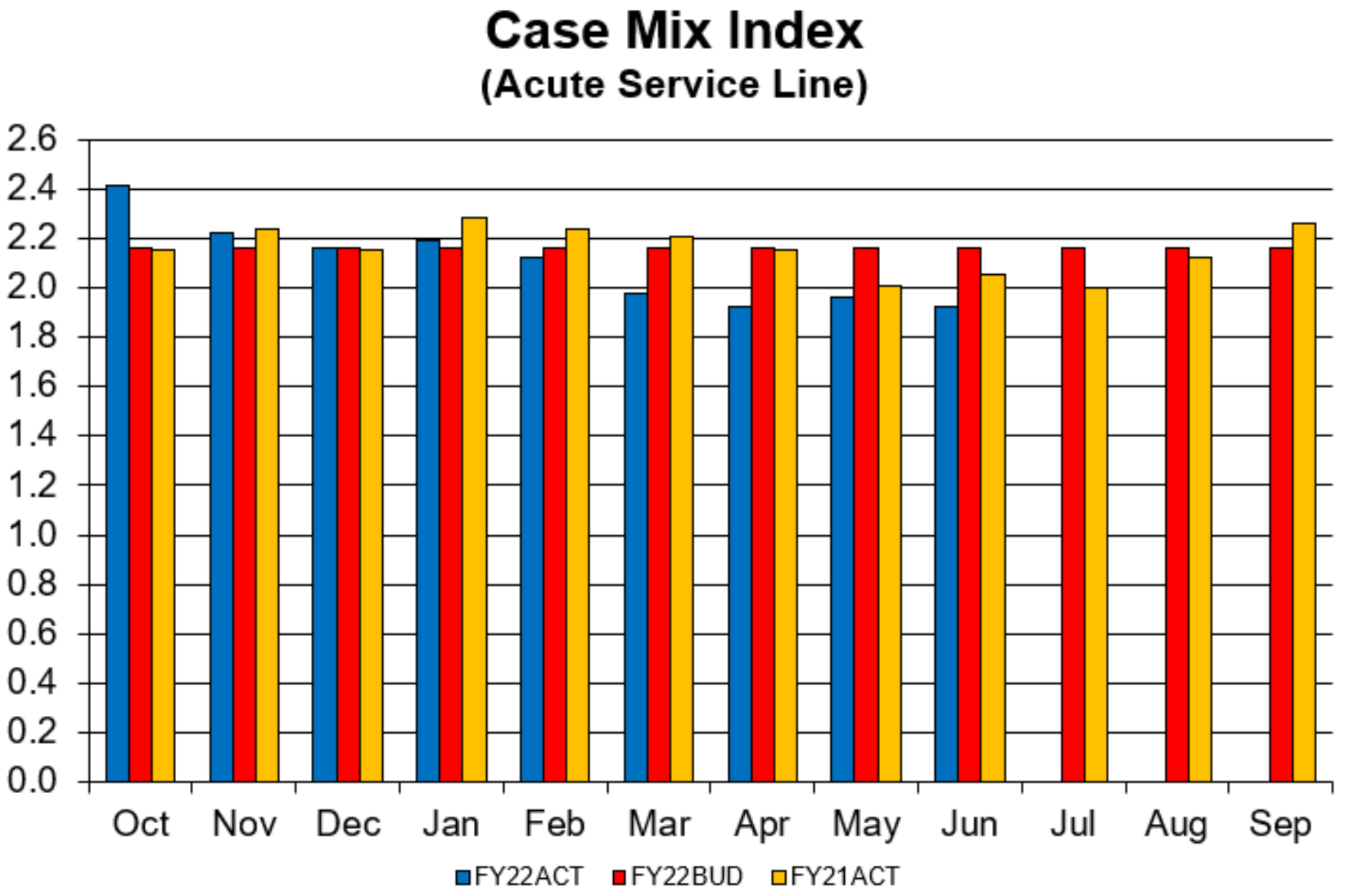


Parkland

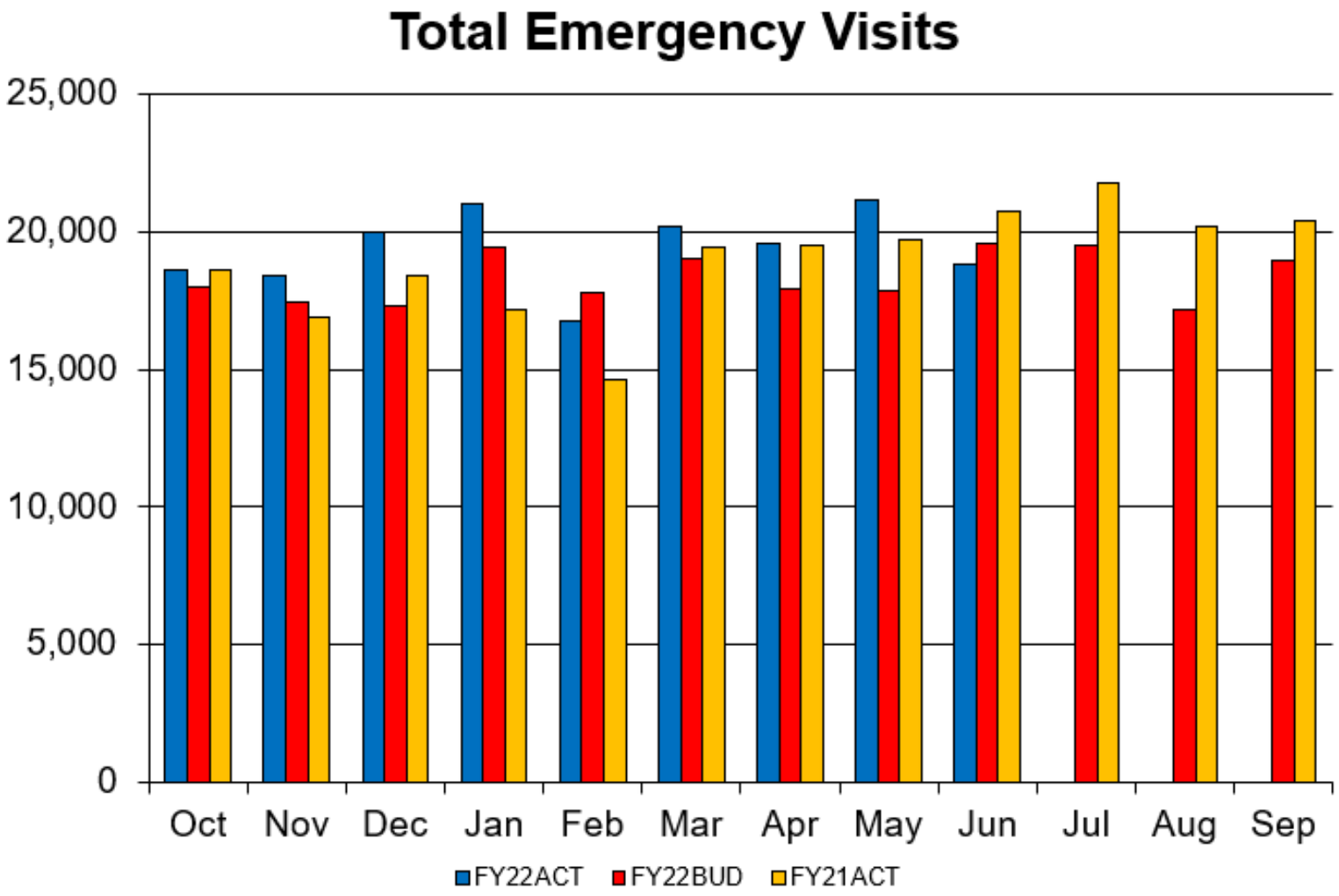
Volumes
Average Length of Stay



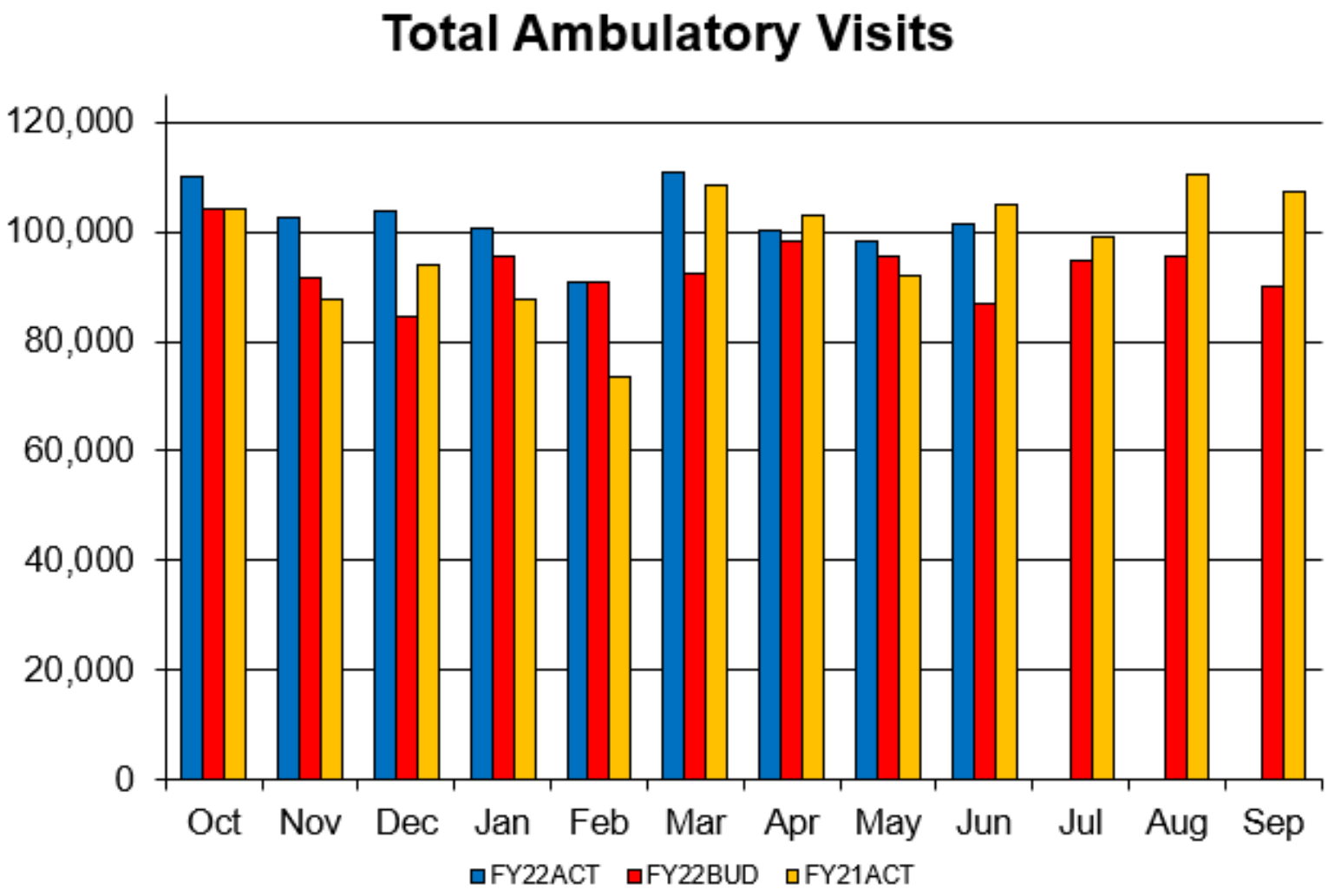
Volumes
Case Mix Index



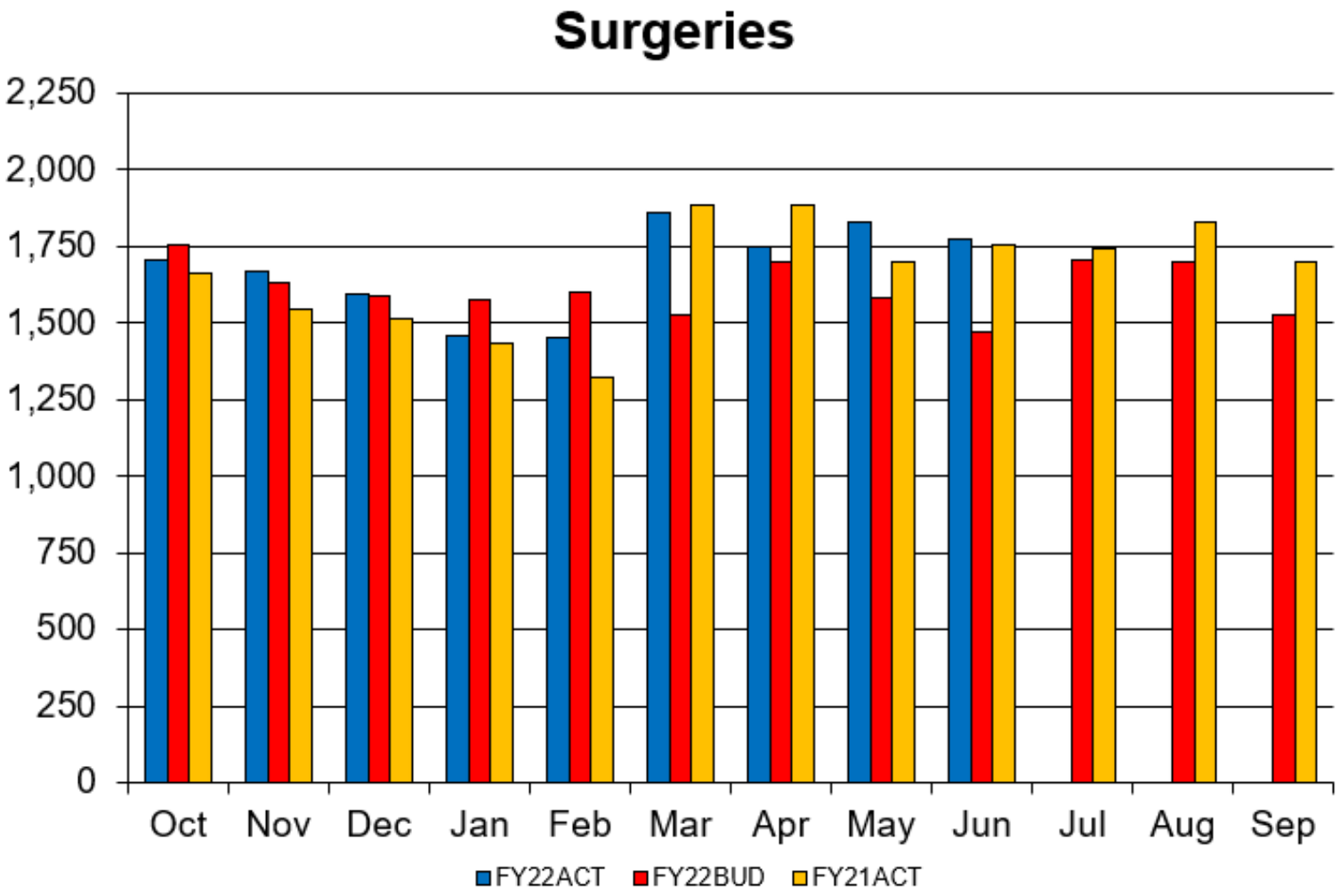
Volumes
Emergency Visits



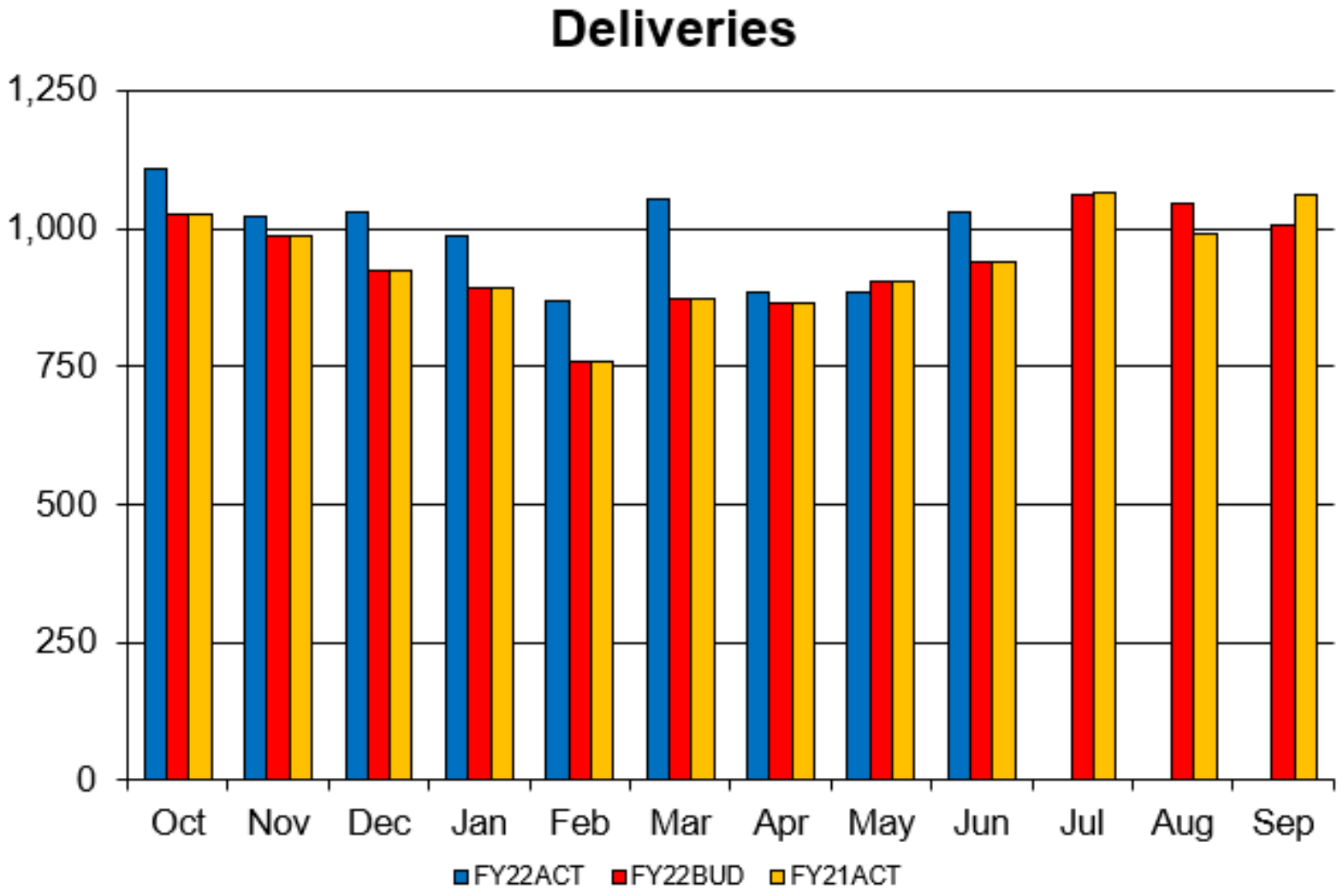
Volumes
Ambulatory Visits



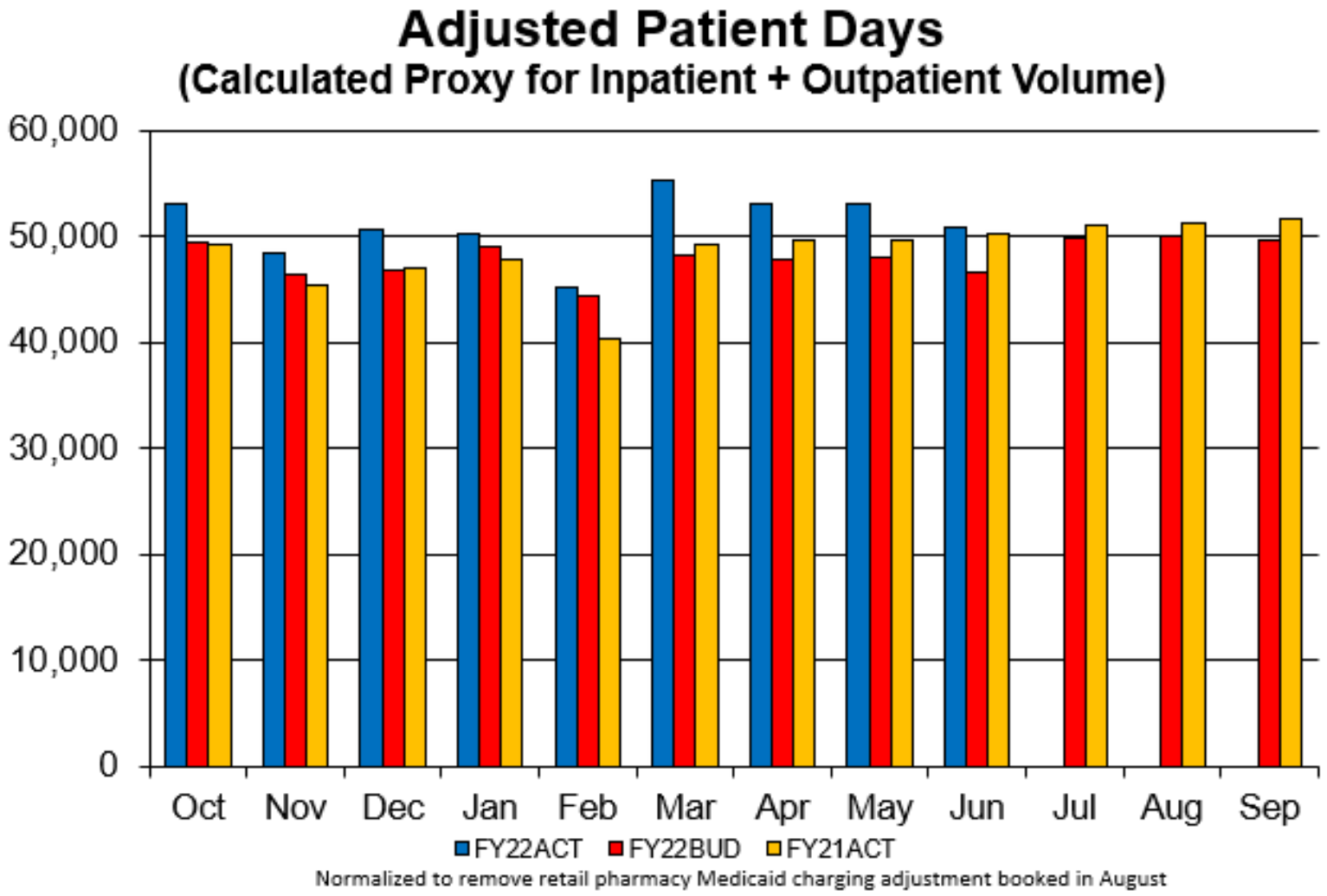
Volumes
Surgeries



Volumes
Deliveries



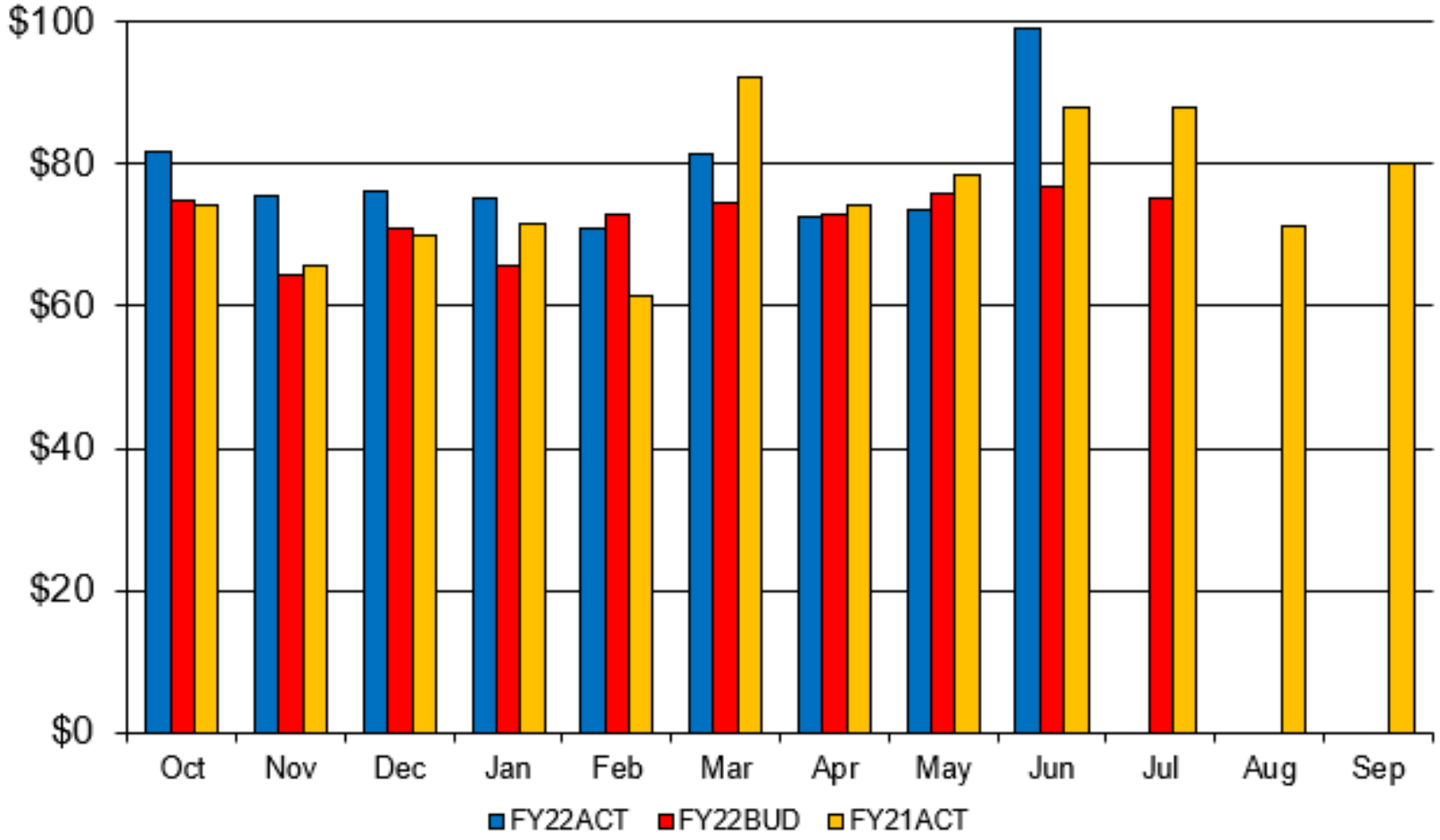
Volumes
Adjusted Patient Days

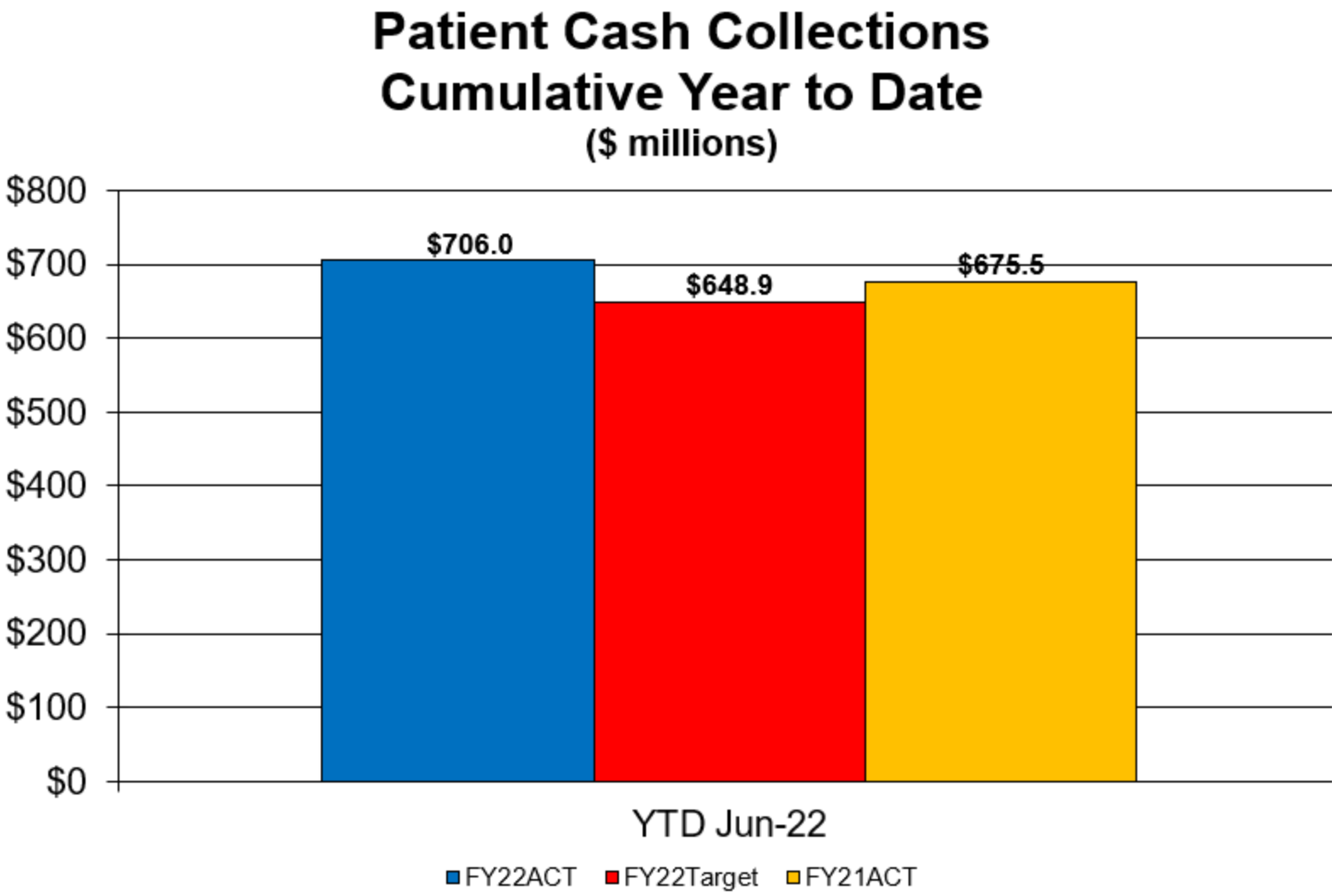


Key Operating Performance Metrics

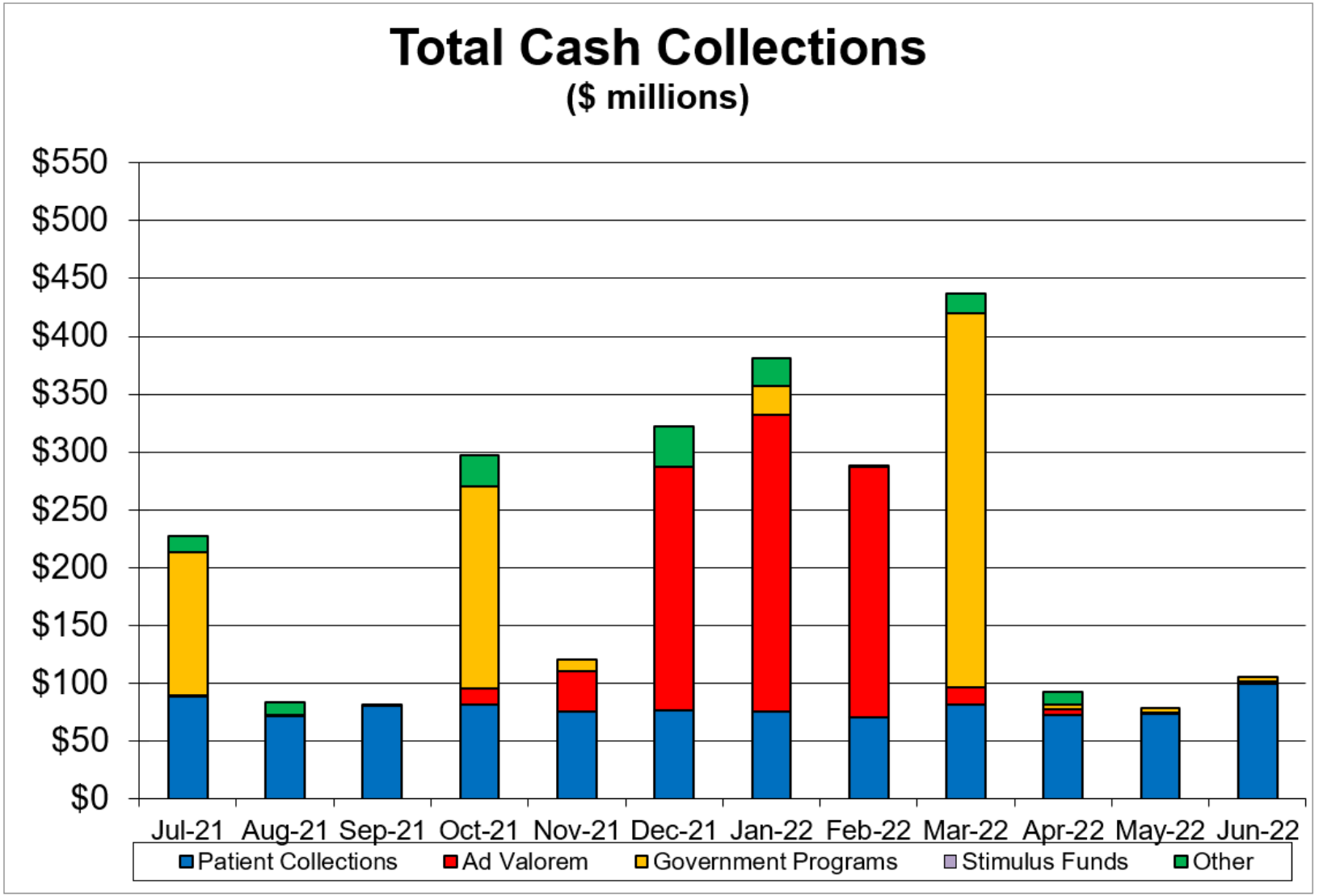
Patient Cash Collections

($ millions)




Patient Cash Collections
Cumulative Year to Date
($ millions)
$800
$700
$600
$500
$400
$300
$200
$100
$0
$706.0
$648.9
$675.5
YTD Jun-22
FY22ACT
FY22Target
FY21ACT

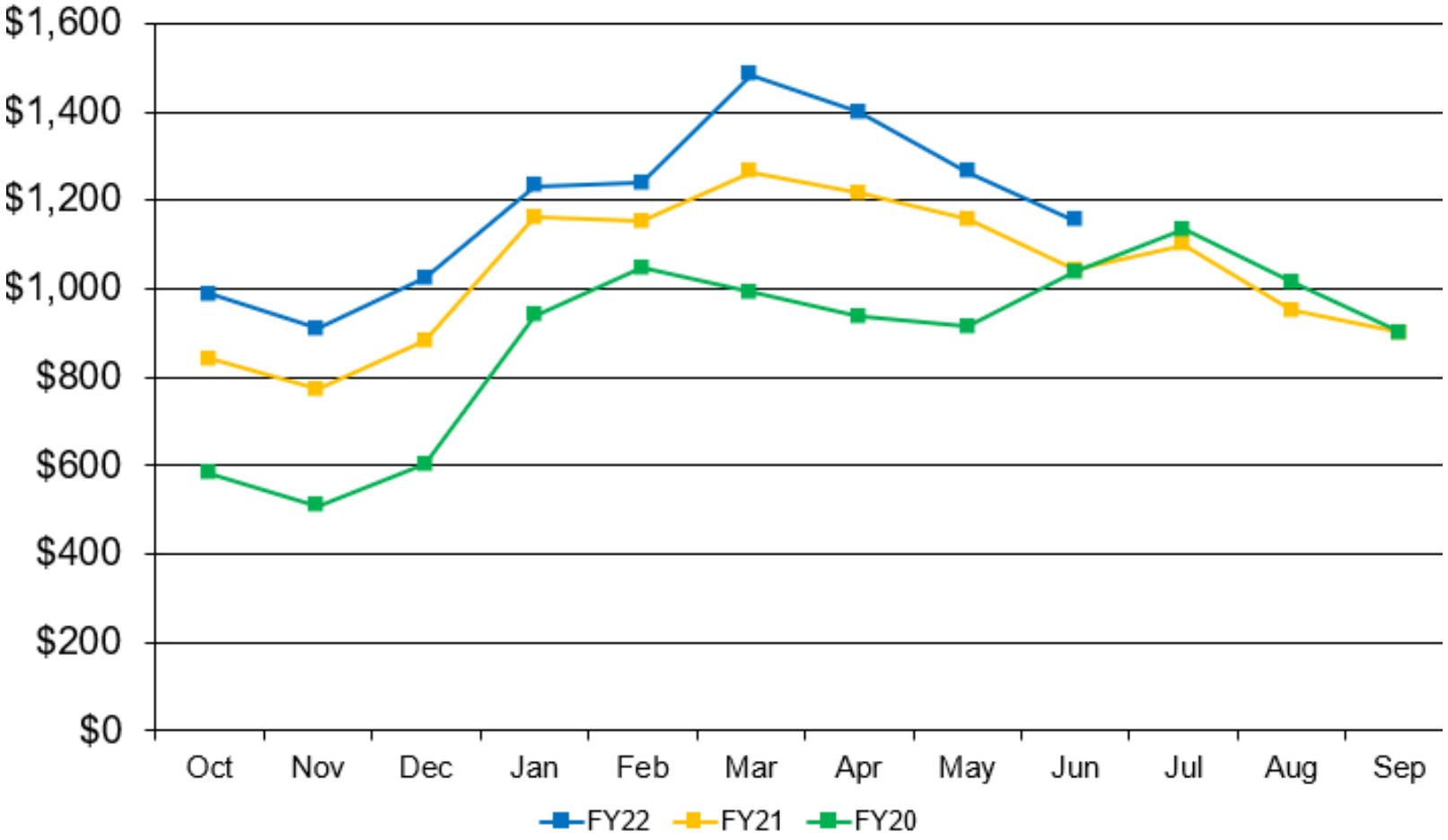
Key Operating Performance Metrics



Key Operating Performance Metrics

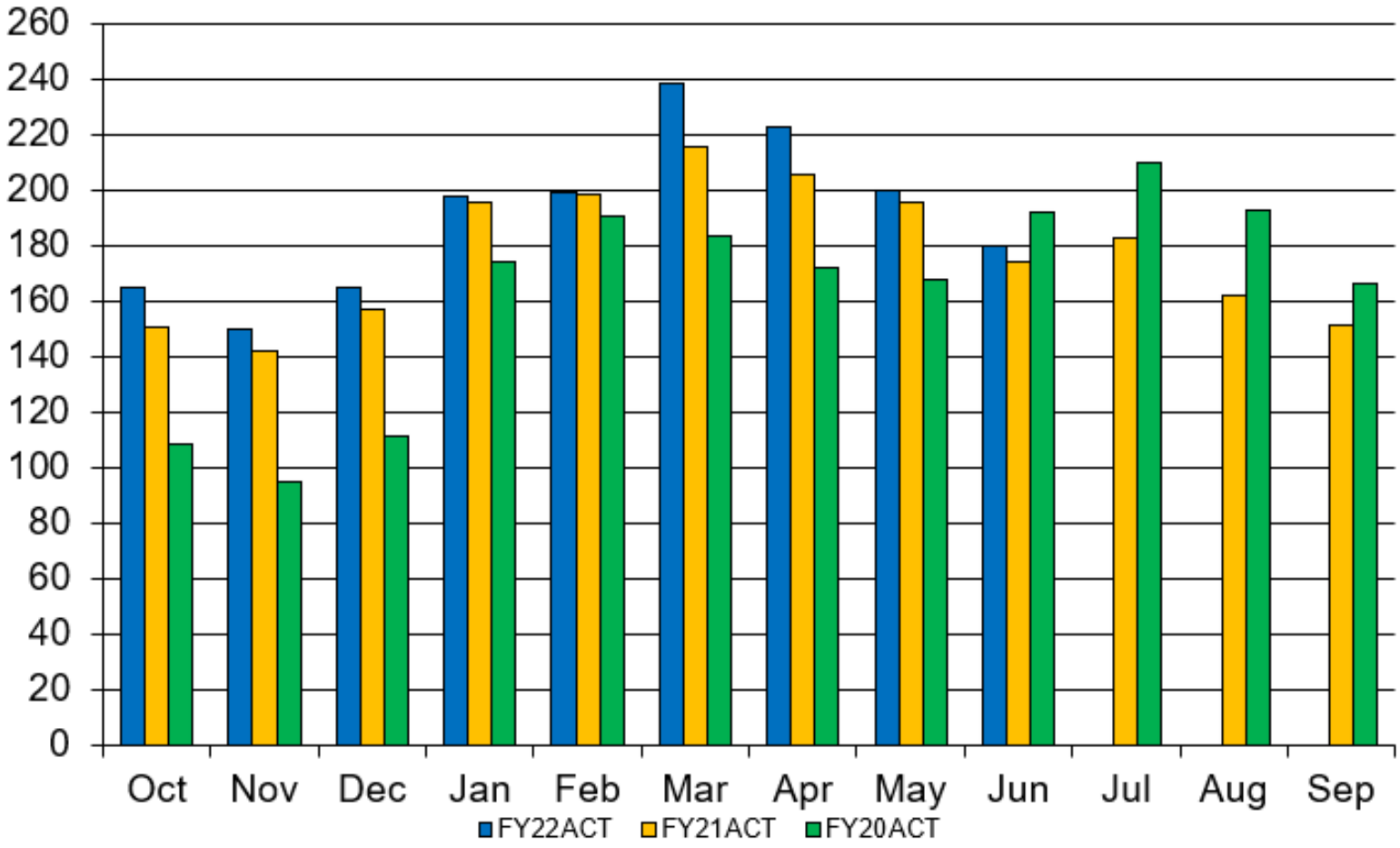
Cash Balance Trending

($ millions)



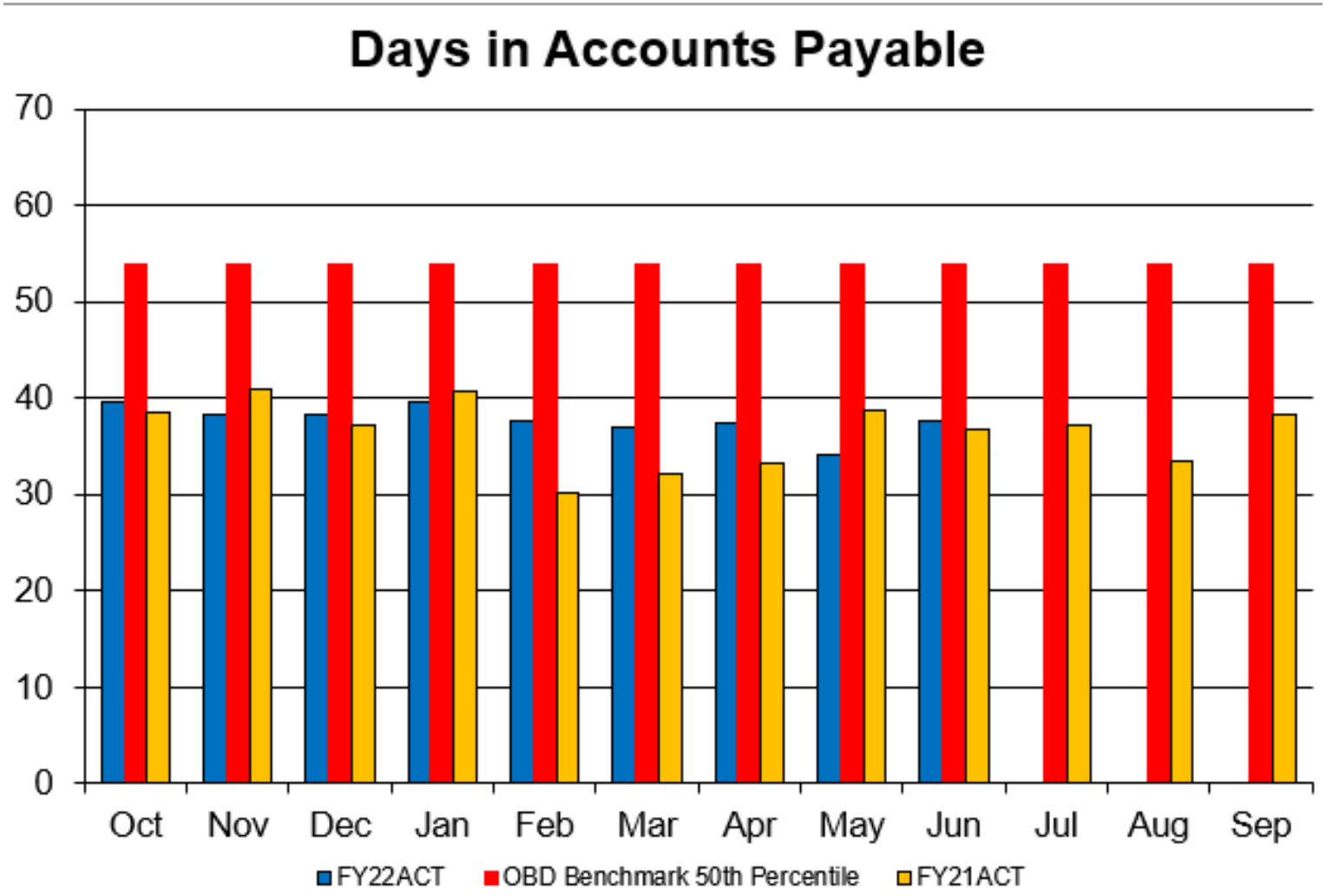
Key Operating Performance Metrics

Days Cash on Hand



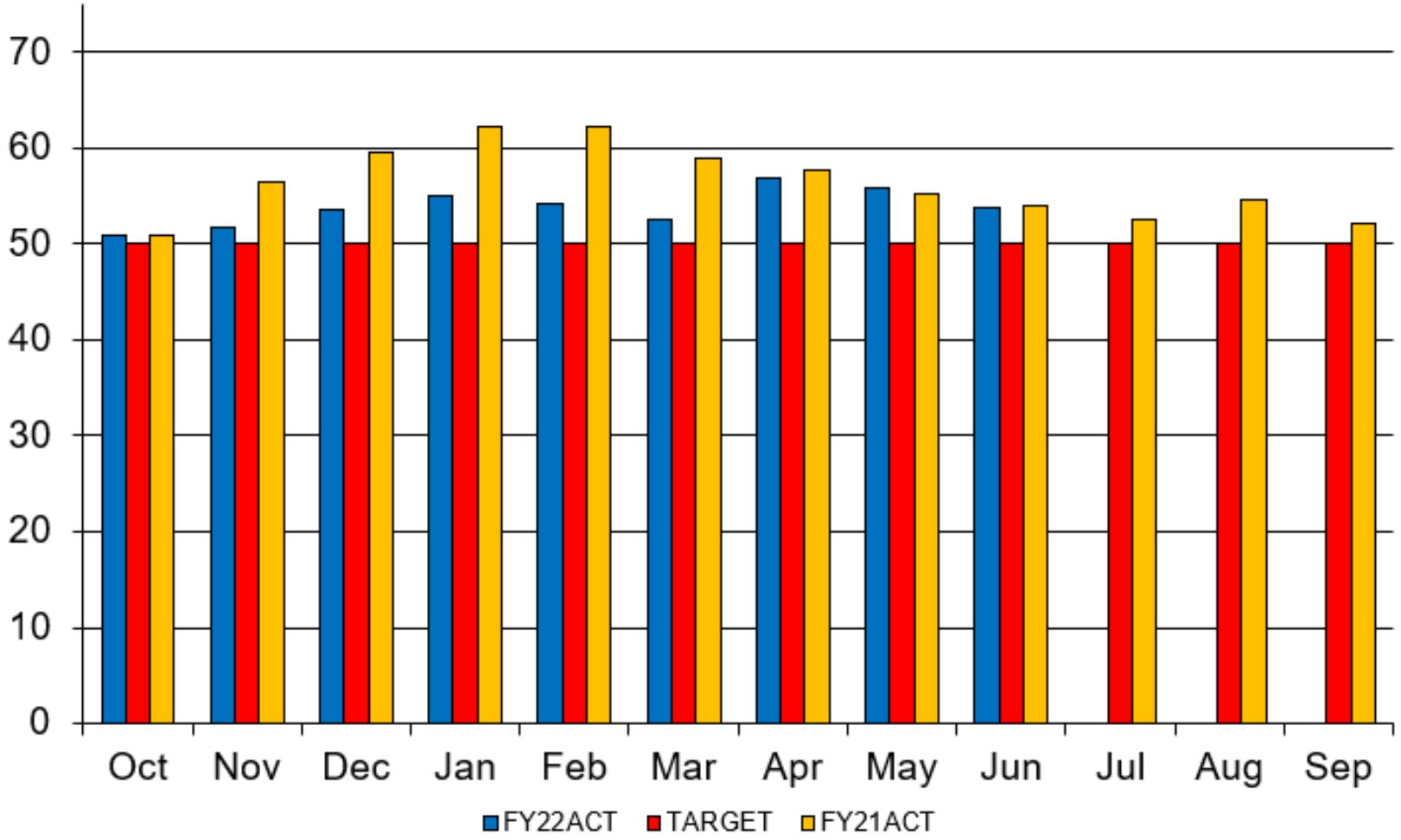
Excludes LPPF and insurance and debt reserves, which are included in total cash

Key Operating Performance Metrics



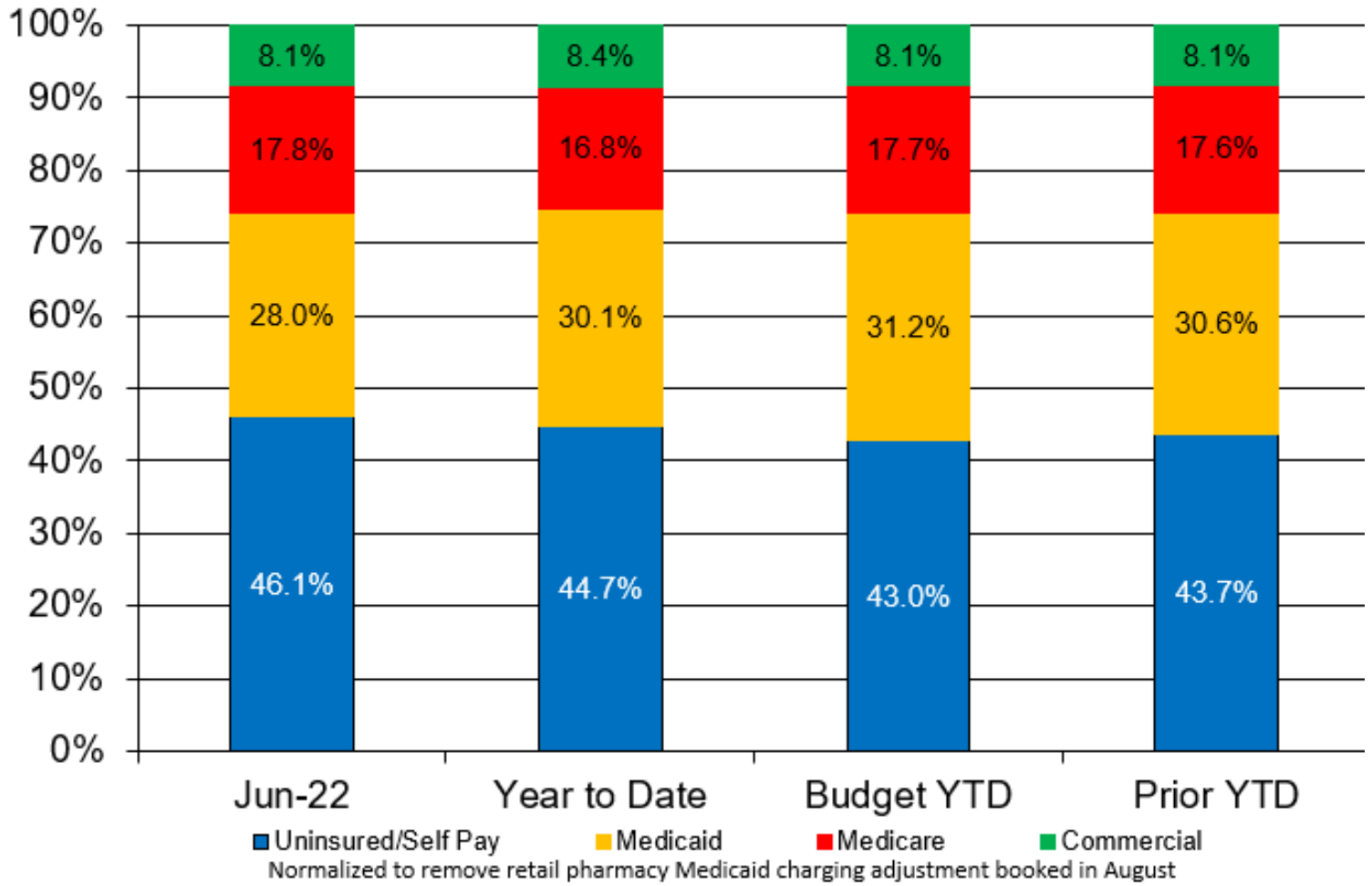
Key Operating Performance Metrics

Days in Accounts Receivable



Key Operating Performance Metrics

Gross Patient Revenue By Payor Type

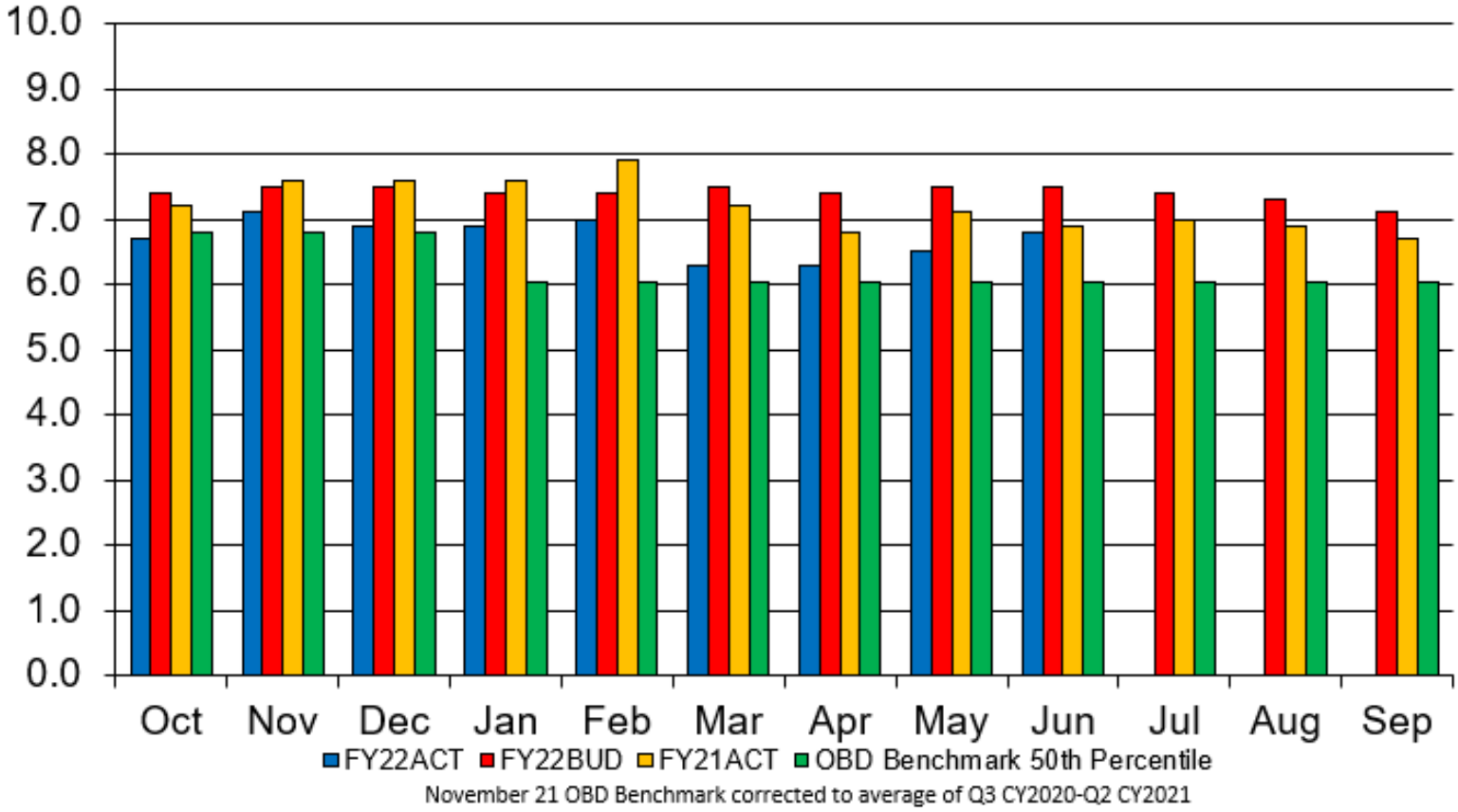


Normalized to remove retail pharmacy Medicaid charging adjustment booked in August

Key Operating Performance Metrics

FTEs per Adjusted Occupied Bed

(includes Contract Labor and excludes Nursing Homes and Jail)



November 21 OBD Benchmark corrected to average of Q3 CY2020-Q2 CY2021

Parkland

Appendix

PCHP Financial Performance Current Month – June 2022

PCHP Month to Date Income Statement

(Dollars in Thousands)

	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUE							
Premium Revenue	$ 60,571	$ 52,309	$ 8,263	15.8%	$ 45,996	$ 14,576	31.7%
Other	74,178	18,941	55,238	291.6%	17,558	56,620	322.5%
OPERATING REVENUE	134,750	71,249	63,500	89.1%	63,553	71,196	112.0%
EXPENSE							
Administration	11,692	8,275	(3,417)	-41.3%	7,048	(4,645)	-65.9%
Claims	124,871	61,435	(63,436)	-103.3%	55,036	(69,834)	-126.9%
OPERATING EXPENSE	136,563	69,710	(66,853)	-95.9%	62,084	(74,479)	-120.0%
OPERATING INCOME (LOSS)	**$ (1,813)**	**$ 1,539**	**$ (3,352)**	**-217.8%**	**$ 1,469**	**$ (3,283)**	**-223.4%**
Interest and Investment Income	368	55	313	566.0%	76	291	381.8%
Unrealized Gain (Loss) on Investments	(524)	16	(540)	-3311.3%	(107)	(416)	-387.9%
Total Net Income (Loss)	$ (1,969)	$ 1,611	$ (3,580)	-222.3%	$ 1,438	$ (3,408)	-236.9%

Operating Cash Flow Margin %	-1.3%	2.2%	2.3%
Medical Loss Ratio (excluding UHRIP/NAIP)	87.9%	82.7%	67.9%

PCHP Fiscal Year ends 12/31/2022

PCHP Financial Performance
Calendar YTD – June 2022

PCHP Year to Date Income Statement

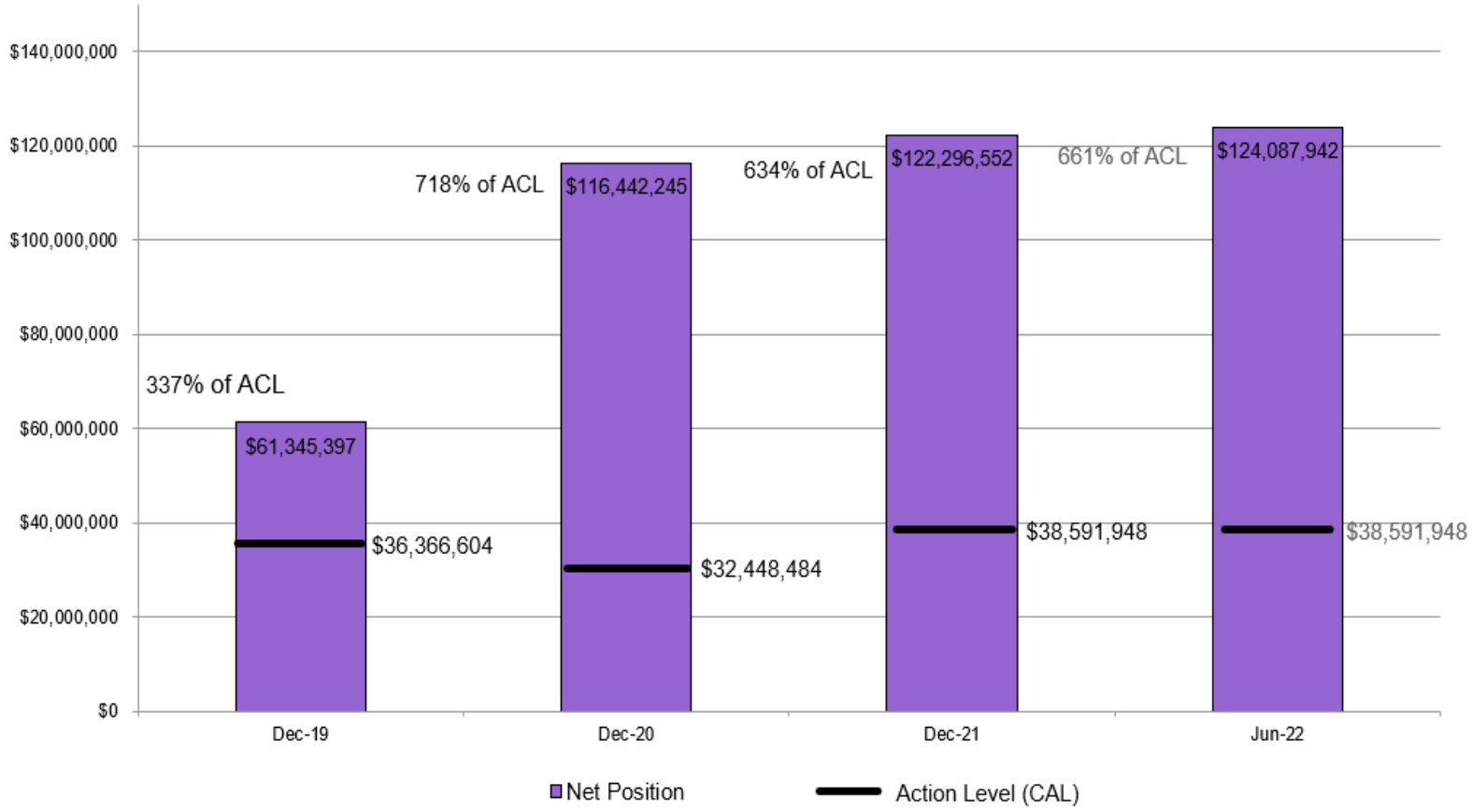
(Dollars in Thousands)

	FY 22 Actual	FY 22 Budget	Var From Budget	%Var From Budget	FY 21 Actual	Var FY22-21	%Var FY22-21
REVENUE							
Premium Revenue	$ 337,866	$ 331,017	$ 6,849	2.1%	$ 301,465	$ 36,401	12.1%
Other	197,179	123,890	73,288	59.2%	101,268	95,911	94.7%
OPERATING REVENUE	535,045	454,908	80,137	17.6%	402,734	132,311	32.9%
EXPENSE							
Administration	56,128	51,442	(4,686)	-9.1%	54,764	(1,364)	-2.5%
Claims	474,427	395,779	(78,648)	-19.9%	318,029	(156,398)	-49.2%
OPERATING EXPENSE	530,554	447,220	(83,334)	-18.6%	372,793	(157,762)	-42.3%
OPERATING INCOME (LOSS)	**$ 4,490**	**$ 7,688**	**$ (3,197)**	**-41.6%**	**$ 29,941**	**$ (25,451)**	**-85.0%**
Interest and Investment Income	783	331	452	136.5%	486	297	61.1%
Unrealized Gain (Loss) on Investments	(1,827)	98	(1,925)	-1967.6%	(446)	(1,382)	-310.2%
Total Net Income (Loss)	$ 3,446	$ 8,117	$ (4,670)	-57.5%	$ 29,982	$ (26,535)	-88.5%

Operating Cash Flow Margin %	0.8%	1.7%	7.4%
Medical Loss Ratio (excluding UHRIP/NAIP)	83.1%	83.6%	68.6%

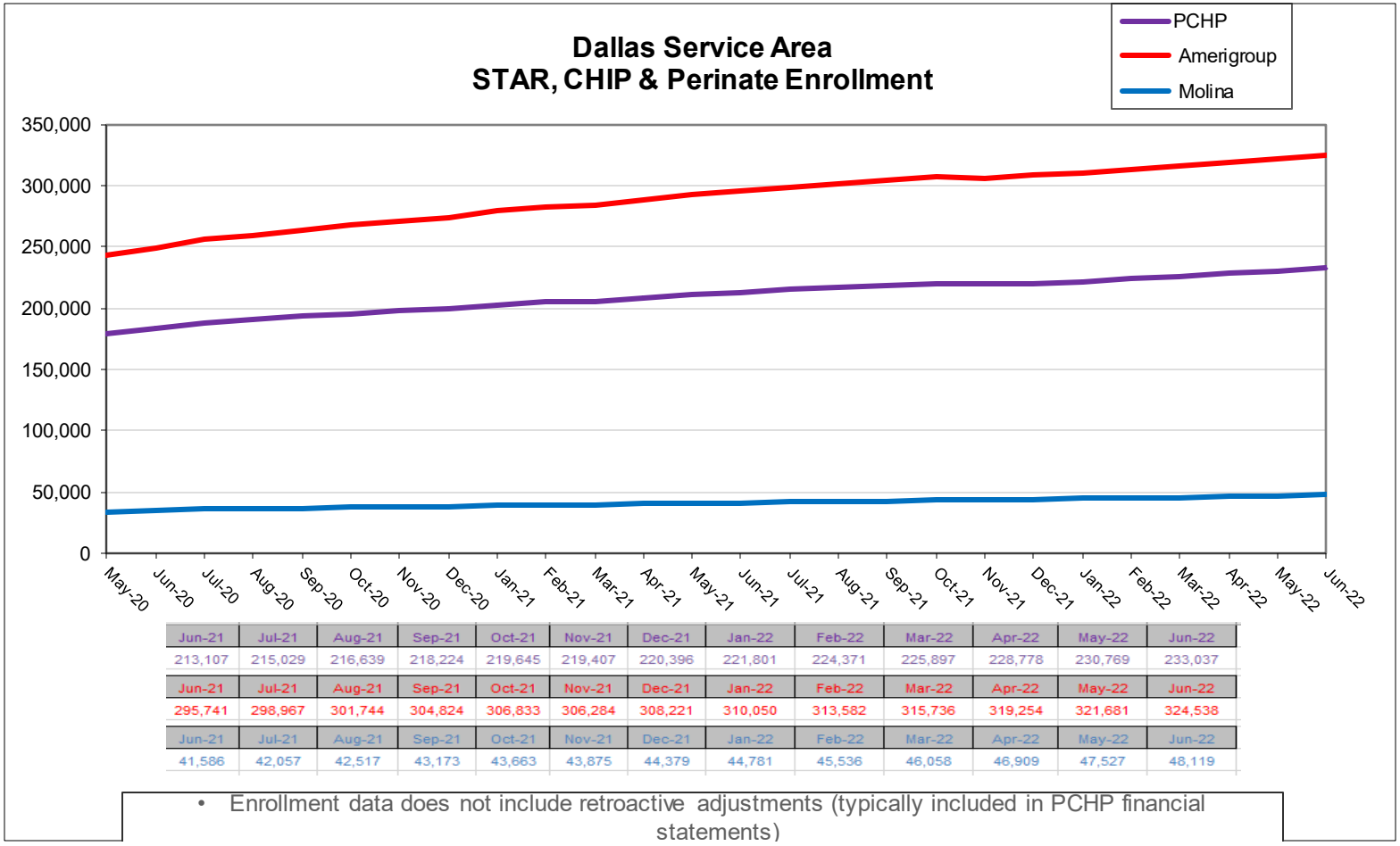
PCHP Fiscal Year ends 12/31/2022

PCHP Net Position vs Risk-Based Capital Requirements as of June 2022



- Black bar represents Company Action Level (CAL aka Action Level) which = 200% of Authorized Control Level (ACL)
- As of Dec 2021, Action Level was $38,591,948 and ACL was $19,295,974

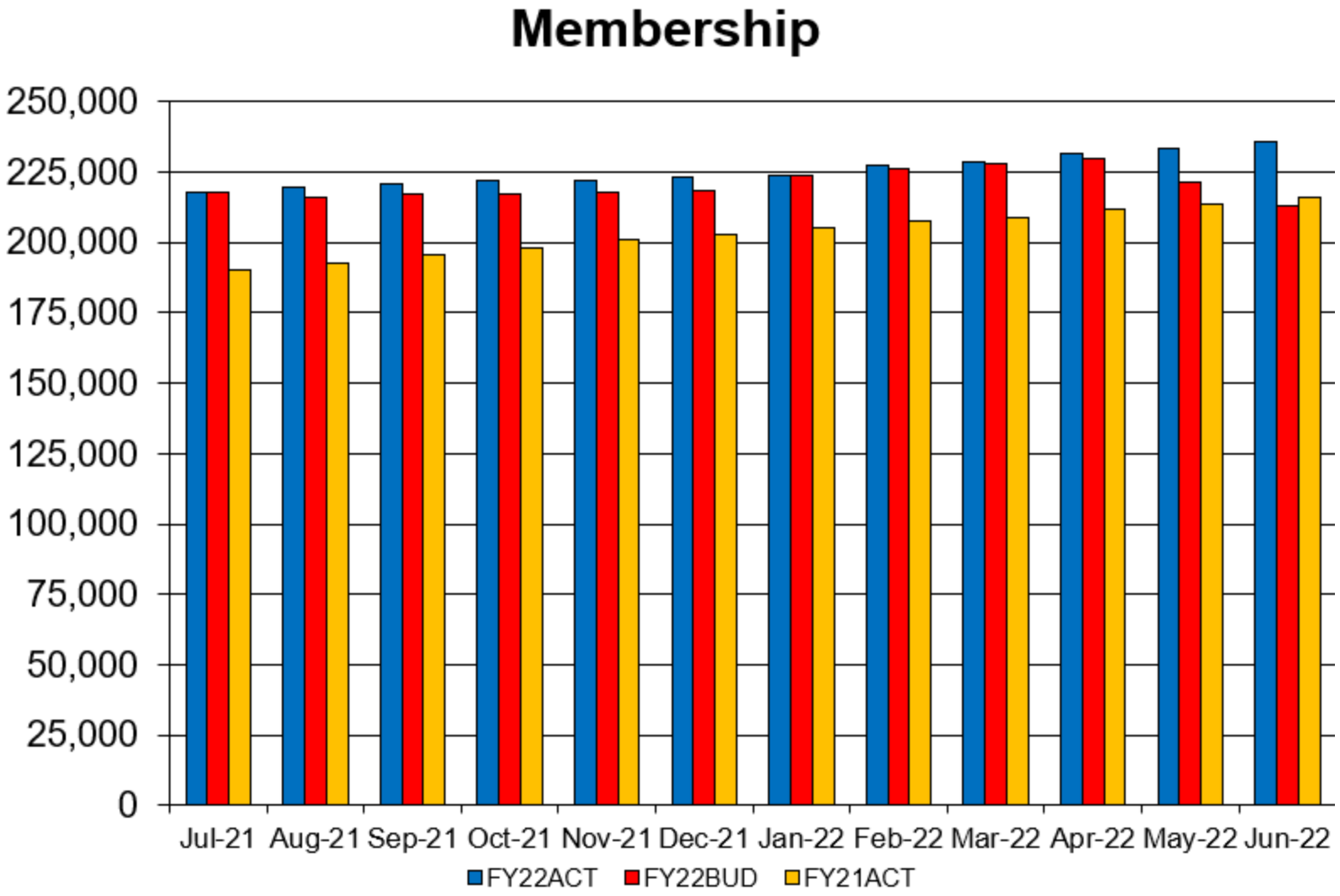
PCHP Enrollment



Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
213,107	215,029	216,639	218,224	219,645	219,407	220,396	221,801	224,371	225,897	228,778	230,769	233,037
Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
295,741	298,967	301,744	304,824	306,833	306,284	308,221	310,050	313,582	315,736	319,254	321,681	324,538
Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
41,586	42,057	42,517	43,173	43,663	43,875	44,379	44,781	45,536	46,058	46,909	47,527	48,119

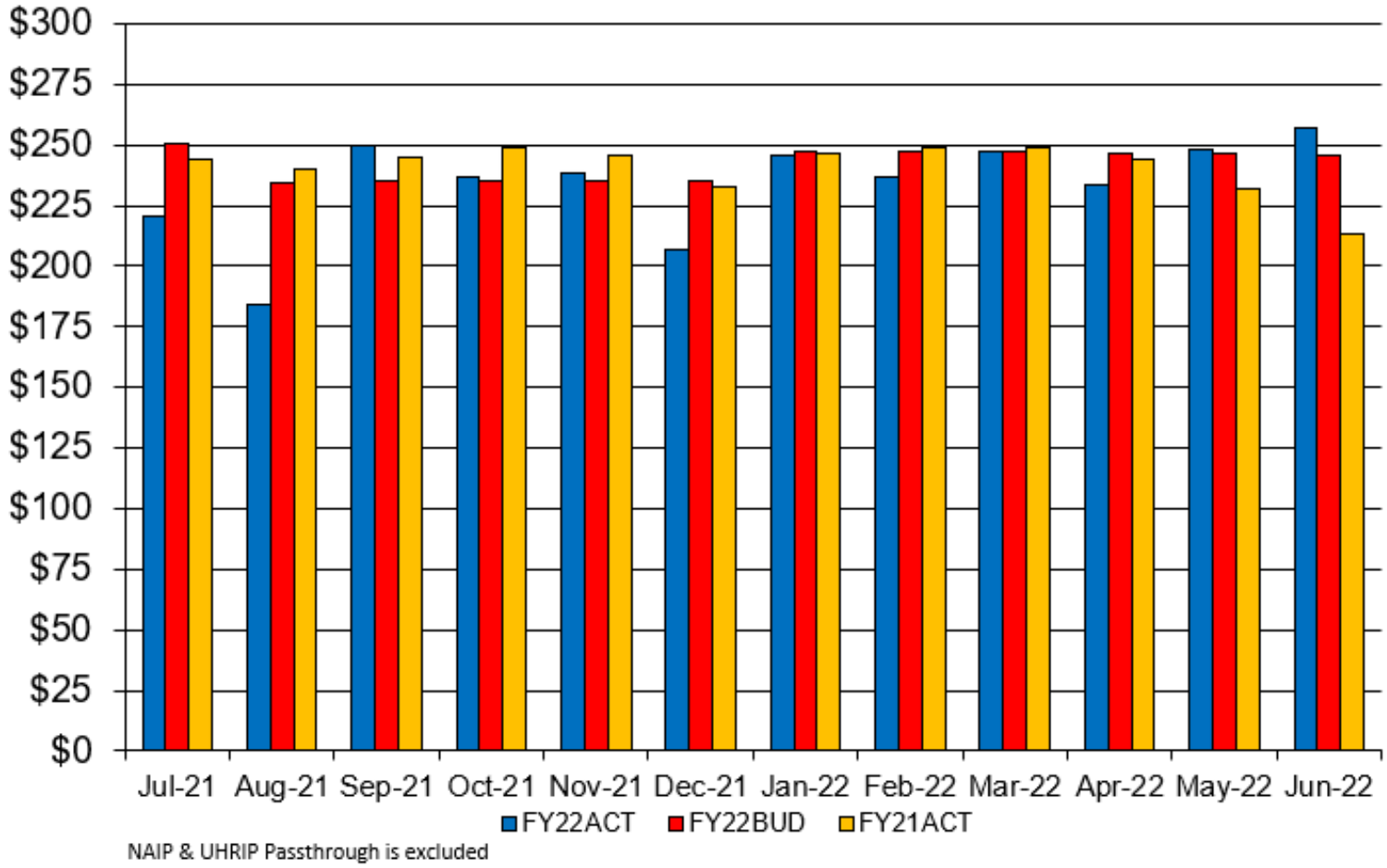
- Enrollment data does not include retroactive adjustments (typically included in PCHP financial statements)

Key Operating Performance Metrics



Key Operating Performance Metrics

Premium Revenue PMPM



NAIP & UHRIP Passthrough is excluded

Parkland

Balance Sheet

Balance Sheet Combined as of June 30, 2022 & 2021

PARKLAND HEALTH & HOSPITAL SYSTEM
BALANCE SHEET
June 30, 2022 and 2021

(Dollars in Thousands)	FYE 2022 PHHS	FYE 2022 PCHP	FYE 2022 PCCI	FYE 2022 FDN/AUX	FY 2022 Total	FY 2021 Total
Assets						
Current Assets						
Cash, Cash Equivalents & Investments	$ 773,408	$ 404,525	$ -	$ 38,808	$1,216,741	$1,109,399
Net Ad Valorem Taxes Receivable	14,185	-	-	-	14,185	(7,172)
Net Patient Accounts Receivable	162,364	-	-	-	162,364	165,711
Other Receivables	184,448	(9,664)	894	(39)	175,639	189,220
Inventories & Other Assets	47,150	(2,332)	288	109	45,215	33,261
Total Current Assets	1,181,555	392,529	1,182	38,878	1,614,144	1,490,419
Capital Assets, Net						
Construction in Progress	41,221	-	-	-	41,221	245,379
Property, Plant, and Equipment	1,592,348	-	7,999	43	1,600,390	1,412,116
Total Net Capital Assets	1,633,569	-	7,999	43	1,641,611	1,657,495
Long Term Assets						
Other Noncurrent Assets	-	-	1,179	3,934	5,113	6,017
Total Other Long Term Assets	-	-	1,179	3,934	5,113	6,017
Assets Limited to Use:						
New Parkland Relocation	28,013	-	-	-	28,013	28,013
Community Service Capital Expansion	22,488	-	-	-	22,488	22,488
Breast Center	-	-	-	-	-	16,000
Irving Clinic - Foundation Repair	5,280	-	-	-	5,280	5,280
Routine Capital	284,257	-	-	-	284,257	166,110
Debt Service	28,272	-	-	-	28,272	29,262
LPPF	33,112	-	-	-	33,112	14,393
Insurance Reserves	13,050	-	-	-	13,050	11,443
Total Assets Limited to Use	414,472	-	-	-	414,472	292,989
Deferred Outflows of Resources	167,090	-	-	-	167,090	200,934
Total Assets	$3,396,686	$ 392,529	$10,360	$ 42,855	$3,842,430	$3,647,854

Balance Sheet Combined as of June 30, 2022 & 2021

(Dollars in Thousands)	FYE 2022				FY 2022	FY 2021
	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Liabilities and Net Position						
Current Liabilities						
Accounts Payable	$ 214,107	$ 147,360	$ 32,160	$ 364	$ 393,991	$ 201,910
Accrued Payroll & Benefits	88,143	-	931	-	89,074	83,681
Claims Payable	-	120,883	-	-	120,883	126,417
Deferred Ad Valorem Taxes	190,709	-	-	-	190,709	183,876
Interest Payable	11,530	-	-	-	11,530	11,813
Due to Third Party	(39,552)	-	-	-	(39,552)	8,643
Other Current Liabilities	50,752	199	348	1,500	52,799	78,357
Total Current Liabilities	515,689	268,442	33,439	1,864	819,434	694,697
Long Term Debt	584,949	-	-	-	584,949	648,561
Net Pension Liability	463,015	-	-	-	463,015	596,814
Other Non-Current Liabilities	15,084	-	-	-	15,084	21,068
Total Liabilities	$1,578,737	$ 268,442	$ 33,439	$ 1,864	$1,882,482	$1,961,140
Deferred Inflows of Resources	119,498	-	-	-	119,498	56,655
Net Position	1,698,451	124,088	(23,079)	40,991	1,840,451	1,630,061
Total Liabilities and Net Position	$3,396,686	$ 392,529	$ 10,360	$ 42,855	$3,842,430	$3,647,854

Parkland

Statement of Cash Flow and Routine Capital

Cash Flow Combined
MTD & FYTD June 2022

(Dollars in Thousands)	FYE 2022				FY 22	FY 21
	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Cash Flows from Operating Activities:						
Receipts from Customers	$ 674,033	$ 695,177		$ 927	$ 1,370,137	$ 1,283,020
Ad Valorem Tax Receipts	755,396	-	-	-	755,396	748,523
Government Programs	485,821	-	-	-	485,821	176,541
Stimulus Funds	-	-	-	-	-	-
Other Receipts	25,597	-	7,492	-	33,089	132,570
Donations Received	-	-	-	11,651	11,651	9,755
Contributions Paid to/from Foundation	28,537	-	-	(3,102)	25,435	-
Payments for Medical Claims Costs	-	(323,665)	-	-	(323,665)	(412,719)
Payments to Suppliers	(498,037)	(297,382)	(1,592)	(3,557)	(800,568)	(550,028)
Payments to Employees	(1,133,507)	(16,224)	(5,284)	(3,107)	(1,158,122)	(1,029,057)
Net Cash Flow from Operations	337,840	57,906	616	2,812	399,174	358,605
Cash Flows from Capital and Financing Activities:						
Purchases of Capital assets	(75,898)		(616)	10	(76,504)	(90,769)
Sale of Capital Assets	7,077			-	7,077	-
Interest Received	(73)	(1,458)		(985)	(2,516)	7,900
Interest Paid	(15,420)	-	-	(86)	(15,506)	(17,387)
Bond Principal Paid	-	-	-	-	-	-
Net Cash Flows from Capital and Financing Activities	(84,314)	(1,458)	(616)	(1,061)	(87,449)	(100,256)
Net Change in Cash	$ 253,526	$ 56,448	$ -	$ 1,751	$ 311,725	$ 258,349
Beginning Cash Balance	901,242	348,077	-	37,055	1,286,374	1,129,648
Ending Cash Balance	$ 1,154,768	$ 404,525	$ -	$ 38,806	$ 1,598,099	$ 1,387,997

Routine Capital Summary (FY22 Only)
June 30, 2022

CAPITAL SPENDING SUMMARY
Year to Date thru June 30, 2022

2022 Budget Only

(Dollars in Thousands)

Description	Amount
Capital Budget Spent (YTD)	$ 1,591
Committed	191,675
Total	193,266
FY22 Capital Budget	$ 284,257
% Total Capital Funding Spent or Committed	68.0%

Parkland

Statistics
MTD & YTD June 2022

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2022
	Jun-22 Actual	Jun-22 Budget	Jun-21 Actual	% Var Budget	% Var FY22-21	Jun-22 Actual	Jun-22 Budget	Jun-21 Actual	% Var Budget	% Var FY22-21	Annual Budget
Hospital Discharges (Adult/Infant Inpatient, Observation)											
Adult Inpatient	2,997	2,598	2,638	15.4%	13.6%	24,685	23,986	23,751	2.9%	3.9%	32,313
Neonatal ICU	113	95	103	18.9%	9.7%	956	927	892	3.1%	7.2%	1,275
Newborn Nursery / Room-in	902	804	838	12.2%	7.6%	7,862	7,427	7,371	5.9%	6.7%	10,006
Total Inpatient Discharges	4,012	3,497	3,579	14.7%	12.1%	33,503	32,340	32,014	3.6%	4.7%	43,594
Observation Discharges	1,813	1,732	2,164	4.7%	-16.2%	17,515	15,993	16,879	9.5%	3.8%	21,546
Total Hospital Discharges	5,825	5,229	5,743	11.4%	1.4%	51,018	48,333	48,893	5.6%	4.3%	65,140
Total Hospital Discharges (excluding Newborn Nursery)	4,923	4,425	4,905	11.3%	0.4%	43,156	40,906	41,522	5.5%	3.9%	55,134
Inpatient Posted Census Days											
Adult Inpatient	17,913	17,107	15,784	4.7%	13.5%	155,086	155,123	152,745	0.0%	1.5%	209,345
Neonatal ICU	2,068	1,635	2,234	26.5%	-7.4%	18,852	15,917	16,424	18.4%	14.8%	21,903
Newborn Nursery / Room-in	2,178	1,879	2,016	15.9%	8.0%	18,386	17,308	17,445	6.2%	5.4%	23,984
Total Inpatient Posted Census Days	22,159	20,621	20,034	7.5%	10.6%	192,324	188,348	186,614	2.1%	3.1%	255,232
Average Length of Stay											
Adult	5.98	6.58	5.98	9.1%	0.0%	6.28	6.47	6.43	2.9%	2.3%	6.48
Neonatal ICU	18.30	17.21	21.69	-6.3%	15.6%	19.72	17.17	18.41	-14.9%	-7.1%	17.2
Case Mix Index											
Acute	1.92	2.16	2.05	-11.1%	-6.3%	2.09	2.16	2.17	-3.2%	-3.7%	2.16
Adult Average Inpatient Available Beds (less L&D)	744	748	741	-0.5%	0.4%	745	747	758	-0.3%	-1.7%	747
Observation Unit Beds	58	63	58	-7.9%	0.0%	58	63	60	-7.9%	-3.3%	63
Adult Inpatient Occupancy Rate	74%	70%	66%	5.7%	12.1%	70%	71%	69%	-1.4%	1.4%	71%
Adjusted Patient Days											
Inpatient Days x (Total Charges/Inpatient Charges)	50,859	46,634	50,215	9.1%	1.3%	459,776	426,517	428,243	7.8%	7.4%	575,754
Equivalent Patient Days											
Adult Census, NNICU, and Observation Days	25,704	24,724	24,454	4.0%	5.1%	228,132	220,382	221,281	3.5%	3.1%	299,441
Adjusted Occupancy Rate (includes Observation)											
Medicine/ Surgery	93%	95%	90%	-2.1%	3.3%	92%	93%	90%	-1.1%	2.2%	94%
Psych	100%	93%	100%	7.5%	0.0%	98%	85%	99%	15.3%	-1.0%	88%
Rehab	100%	95%	87%	5.3%	14.9%	94%	93%	94%	1.1%	0.0%	93%
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	84%	68%	70%	23.5%	20.0%	77%	67%	67%	14.9%	14.9%	68%

Statistics
MTD & YTD June 2022

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2022
	Jun-22 Actual	Jun-22 Budget	Jun-21 Actual	% Var Budget	% Var FY22-21	Jun-22 Actual	Jun-22 Budget	Jun-21 Actual	% Var Budget	% Var FY22-21	Annual Budget
Average Daily Inpatient Census											
Medicine/ Surgery	405	407	356	-0.5%	13.8%	390	408	404	-4.4%	-3.5%	409
Psych	28	26	25	7.7%	12.0%	27	24	25	12.5%	8.0%	24
Rehab	17	23	21	-26.1%	-19.0%	14	22	17	-36.4%	-17.6%	22
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	122	93	100	31.2%	22.0%	112	92	92	21.7%	21.7%	95
L&D	25	21	24	19.0%	4.2%	24	22	22	9.1%	9.1%	22
Total Adult Inpatient	597	570	526	4.7%	13.5%	567	568	560	-0.2%	1.3%	572
Observation	191	199	215	-4.0%	-11.2%	199	181	191	9.9%	4.2%	187
Total Adult Average Daily Census	788	769	741	2.5%	6.3%	766	749	751	2.3%	2.0%	759
Neonatal ICU	69	55	74	25.5%	-6.8%	69	58	60	19.0%	15.0%	60
Total Average Daily Census	857	824	815	4.0%	5.2%	835	807	811	3.5%	3.0%	819
Deliveries	1,029	941	941	9.4%	9.4%	8,862	8,172	8,172	8.4%	8.4%	11,281
Surgeries											
Day Surgery Cases (Hospital)	608	438	558	38.8%	9.0%	4,959	4,321	4,422	14.8%	12.1%	5,726
Day Surgery Cases (ASC)	479	384	456	24.7%	5.0%	3,983	3,822	3,901	4.2%	2.1%	5,026
Total Day Surgery Cases	1,087	822	1,014	32.2%	7.2%	8,942	8,143	8,323	9.8%	7.4%	10,752
Inpatient Cases	688	649	744	6.0%	-7.5%	6,156	6,298	6,392	-2.3%	-3.7%	8,624
Total Surgical Cases	1,775	1,471	1,758	20.7%	1.0%	15,098	14,441	14,715	4.5%	2.6%	19,376
Emergency Services (unduplicated patients)											
Arrivals Count	19,856	17,974	19,240	10.5%	3.2%	166,549	149,694	152,513	11.3%	9.2%	200,308
Treated Patients Count	19,245	17,668	18,707	8.9%	2.9%	162,945	147,140	149,487	10.7%	9.0%	196,892
Percent Left w/o Being Seen	3.1%	1.7%	2.8%	-82.4%	-10.7%	2.2%	1.7%	2.0%	-29.4%	-10.0%	1.7%
Emergency Visit Counts (includes multiple visits)											
Main ED	12,258	12,401	13,064	-1.2%	-6.2%	113,681	103,329	104,369	10.0%	8.9%	138,453
Psych / EOU ED	917	1,044	853	-12.2%	7.5%	7,857	8,978	7,993	-12.5%	-1.7%	12,071
Urgent Care - ED	3,786	4,649	5,049	-18.6%	-25.0%	37,435	38,635	38,631	-3.1%	-3.1%	51,381
ICC ED (OB/Gyn Intermediate Care)	1,854	1,501	1,776	23.5%	4.4%	15,663	13,502	14,253	16.0%	9.9%	18,122
Total Emergency Visit Counts	18,815	19,595	20,742	-4.0%	-9.3%	174,636	164,444	165,246	6.2%	5.7%	220,027
Ambulatory Visits											
COPC Visits	42,440	36,110	47,241	17.5%	-10.2%	409,324	367,496	384,482	11.4%	6.5%	486,579
Women's Health Centers Visits	21,118	18,740	21,183	12.7%	-0.3%	177,495	175,302	173,737	1.3%	2.2%	235,649
OPC Visits	37,804	31,986	36,525	18.2%	3.5%	331,637	296,444	296,893	11.9%	11.7%	397,292
Total Ambulatory Visits	101,362	86,836	104,949	16.7%	-3.4%	918,456	839,242	855,112	9.4%	7.4%	1,119,520

Key Operating Performance Metrics

Staffing Information:	YTD 2022 Actual	YTD 2022 Budget	YTD 2022 Variance	YTD 2021 Actual	FY22 to FY21 Variance
Contract Labor and excludes Nursing Homes and Jail	11,645	11,970	325	11,774	129
Productivity:					
Paid Hours/Adjusted Patient Day	40	44	4	43	3
Labor Rates:					
Average Hourly Rate	$ 39.76	$ 39.03	$ (0.73)	$ 37.08	$ (2.68)

Parkland

Truven Comparative Peer Group

FACILITY NAME	City	ST
Denver Health	Denver	CO
Erlanger Medical Center	Chattanooga	TN
Georgia Regents Health System	Augusta	GA
Harborview Medical Center	Seattle	WA
Harris Health - Ben Taub	Houston	TX
Harris Health - Lyndon B. Johnson General Hospital	Houston	TX
Harris Health - Quentin Mease	Houston	TX
JPS Health Network	Fort Worth	TX
OSU Medical Center - Academic Medical Center	Columbus	OH
OSU Medical Center - University Hospital East	Columbus	OH
Parkland Health & Hospital System	Dallas	TX
San Francisco General Hospital	San Francisco	CA
Shands at University of Florida	Gainesville	FL
Shands Jacksonville	Jacksonville	FL
Stony Brook University Medical Center	Stony Brook	NY
Temple University Hospital	Philadelphia	PA
The U of A Medical Center - University Campus	Tucson	AZ
UAMS Medical Center	Little Rock	AR
UCSD - Health System, San Diego	San Diego	CA
University Health System	San Antonio	TX
University Medical Center of El Paso	El Paso	TX
University of Alabama Hospital	Birmingham	AL
University of California Davis Medical Center	Davis	CA
University of California Irvine Medical Center	Irvine	CA
University of Chicago Hospitals	Chicago	IL
University of Colorado Hospital	Aurora	CO
University of Illinois Medical Center at Chicago	Chicago	IL
University of Kansas Hospital	Kansas City	KS
University of Kentucky Hospital	Lexington	KY
University of New Mexico Hospitals	Albuquerque	NM
University of Texas Medical Branch, Galveston	Galveston	TX
University of Utah Hospitals & Clinics	Salt Lake City	UT

Parkland

Glossary of Terms

Total Hospital Discharges	The number of inpatients who left the hospital to return home or were transferred to another facility
Total Average Daily Census	Equivalent Patient Days / Number of Days in the Month
Average Length of Stay	Total Inpatient Census Days / Total Discharged Cases
Case Mix Index	The weighted average diagnosis-related group (DRG) value for Parkland (Total CMS MS DRG Assigned Weights / Total Discharged Cases)
Total Emergency Service Visits	Emergency Room Visits includes Main ED, Psych ED, Urgent Care ED, and ICC ED (OB/Gyn Intermediate Care)
Total Ambulatory Visits	Hospital Clinic Visits + Hospital Community Visits + Wish Clinical Visits + COPC Clinical Visits
Surgeries	Main Operating Room Cases + Main Day Surgery Cases
Deliveries	Inpatient + Outpatient Deliveries
Adjusted Patient Days	Inpatient Days x (Total Charges/Inpatient Charges)
Operating Margin	(Total Operating Revenue + Gov't Subsidies - Total Operating Expenses) / (Total Operating Revenue + Government Subsidies)
Operating Cash Flow Margin	(Total Operating Revenue + Gov't Subsidies - Total Operating Expenses + Interest & Depreciation) / (Total Operating Revenue + Gov't Subsidies)
Days Cash on Hand	The number of Days that Parkland could continue to pay its obligations with no new cash resources becoming available
Days in Accounts Payable	The average number of days it takes to pay outstanding bills, defined as (Total Current Liabilities - Deferred Revenue) / ((Total Opererating Expenses - Depreciation) / Days in Period)
Days In Accounts Receivable	The average time that it takes Parkland to collect a patient account

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FY23 Budget Presentation v2

Preliminary Draft - Subject to Change & Board Approval

Parkland

Budget & Finance Committee

FY2023 Budget Review

July 26, 2022

Parkland

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Budget Assumptions

Risk Elements

- DSRIP program discontinued
- HARP program not yet approved
- Revenues growing more slowly than expenses
- Labor market volatility in critical areas including nursing and clinical support areas.
- Benefits expense rising sharply in FY22 in medical benefits (Health Self Funded) with an expected 6.1% increase in FY23
- Rapidly increasing drug expense in HIV and Oncology medications and continued backlog of court cases in Correctional Health.

Revenue

- 2% increase in Medicare
- Reduction in MCare UC-DSH
- 3% increase in commercial payments
- 16% reduction in MCaid DSH
- 4% reduction in NAIP
- Loss of DSRIP not completely covered by increased CHIRP and two new programs, TIPPS and HARP
- 5% increase in tax revenues

Volumes

- Patient Days increasing 1.1%
- Discharges increasing 1.7%
- Deliveries steady with a 0.1% increase
- ED/UC visits increasing 0.6%
- Outpatient Clinic Visits increasing 2.5%
  - COPC – +3.0%
  - OPC – +3.0%
  - WISH – +1.5%

Expense

- FTE/Staffing correlated to new benchmarked standards
- Market adjustments of $30M plus Merit of 3% and COLA of 2% of salaries expense
- Benefits expense increasing 21% driven by pension plan
- Supplies increasing by 4% offset by COVID reductions netting to 1%
- Drug expense increasing 7%, with COVID reductions netting to 4%
- Insurance (liability) increasing 13% in various lines of coverage
- Purchased Medical Services increasing 9%

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Revenue Comparison of Significant Changes

Amounts in thousands

	FY22 Forecast	FY23 Budget	Variance
Cost Report Allowances	$ 51,969	$ 37,432	$ (14,537)
Government Subsidies	501,240	466,367	(34,872)
Tax Revenue	765,614	802,784	37,170
Stimulus/FEMA Funds	15,608	50,000	34,392
Other Operating Revenue	190,500	178,582	(11,918)
Variance			$ 10,235

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Governmental Revenue
Comparison of Significant Changes

Cost report allowances

- Reduced DSH-UC payments due to lower federal allocation
- Parkland should receive a consistent share of reduced allocation

Tax revenues

- Planned 5% increase, due to inflationary pressures

Stimulus funds

- No further funds are expected for hospital organizations
- Audits underway and no refunds anticipated from Parkland

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Significant Supplemental Variances

DSH/DSRIP

- DSH program changes and expected loss of enhanced FMAP result in loss of $3 million
- DSRIP program decreased funding of $80 million annually

Medicaid UC

- CMS approved UC of $4.5 billion (above expectations $0.6B)
- Parkland expects about $22 million in additional payments

FEMA

- Anticipated partial reimbursement of clinical contract labor from FY21 and FY22 of approximately $50 million

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Significant Supplemental Variances

Hospital Augmented Reimb Program (HARP)

- Awaiting CMS approval for program
- Included half value ($49 million) in FY22 forecast
- Included full value ($88 million) in FY23 budget

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FY2023 Expense Assumptions

Expense Assumptions

- FTE/Staffing correlated to new benchmarked standards
- Salaries & Benefits
  - Market and living wage increases of $30M
  - Merit increase and COLA adjustments of $39M
  - Benefits expense increase of 21%
  - Expected reduction of $40M related to COVID
- Medical/Surgical Supplies
  - 4% increase for inflation
- Drugs
  - 7% increase

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FY2023 Expense Assumptions

Expense Assumptions - Continued

- Fees
  - 20% increase overall
  - $6M attributed to SaaS
  - $800K related to employee recruitment
- Insurance Premiums
  - 13% increase attributed to inflation and COVID
- Purchased Medical Services
  - 9% increase

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FY2023 FTE Assumptions

Establishing Department Productivity Targets

- Target setting using historical performance, benchmarking data and future assumptions to identify a fair and realistic target.

- Productivity target determines the budgeted productive FTEs based on budgeted volume for "variable" departments and historical FTE utilization for "fixed" departments.

Current FTE counts

- FY22 Budget: 10,780 Productive / 12,376 Paid
- FY22 Actual (as of June 2022): 10,628 Productive / 12,047 Paid
- FY23 Target: 10,530 Productive* / 12,039 Paid*

* Does not include the FTE increases based on new initiatives, etc.

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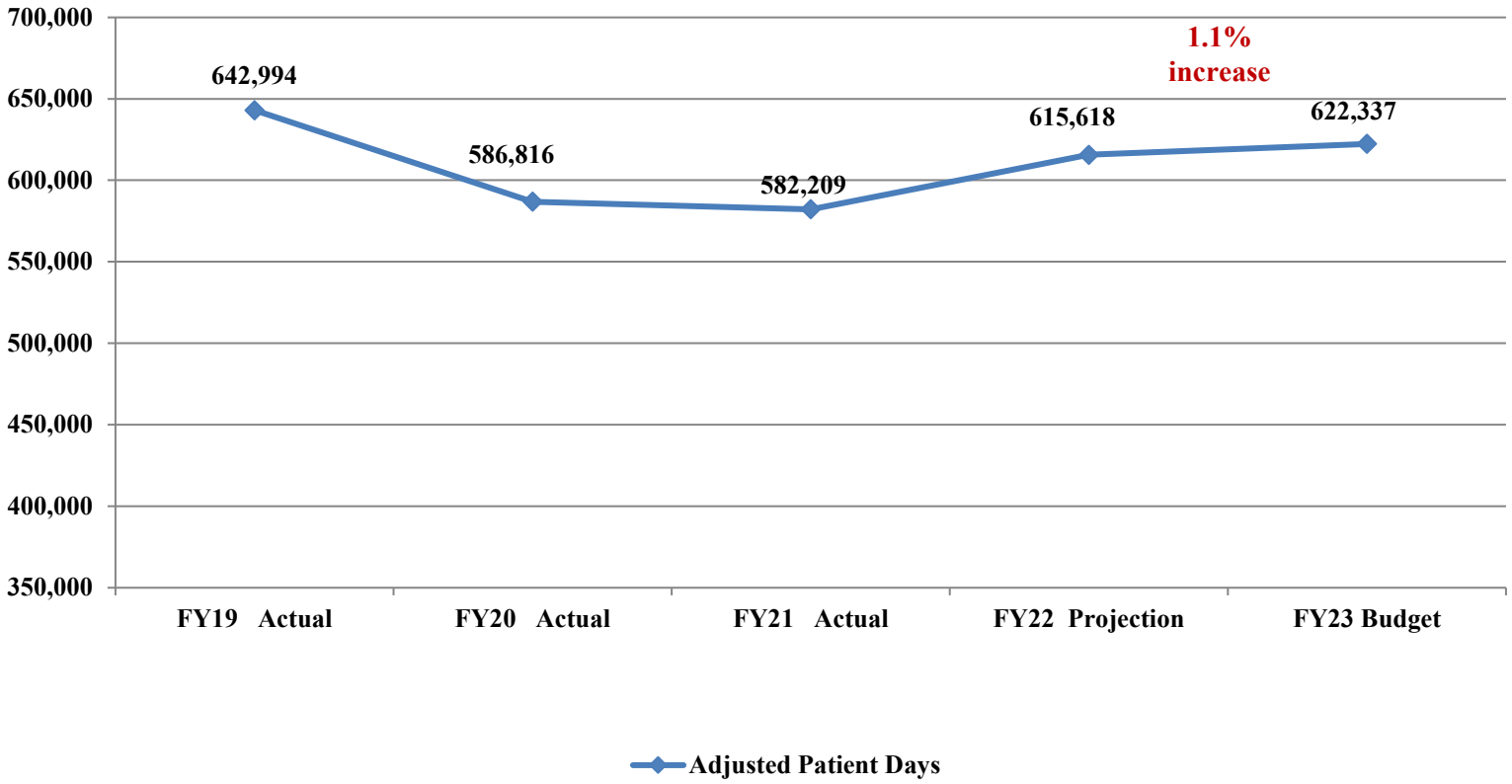
FY 2023 Volume Trends

Adjusted Patient Days



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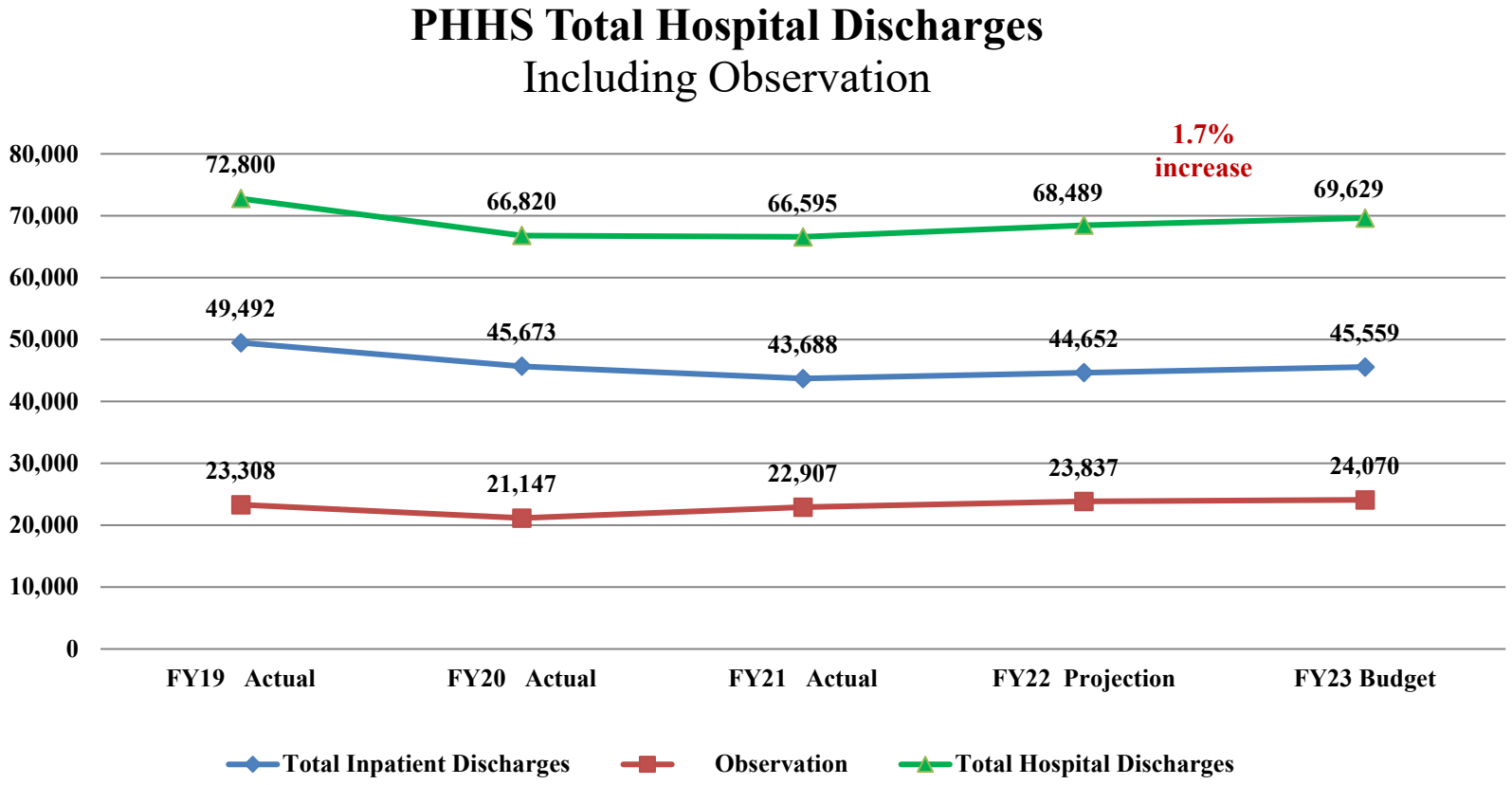
FY 2023 Volume Trends



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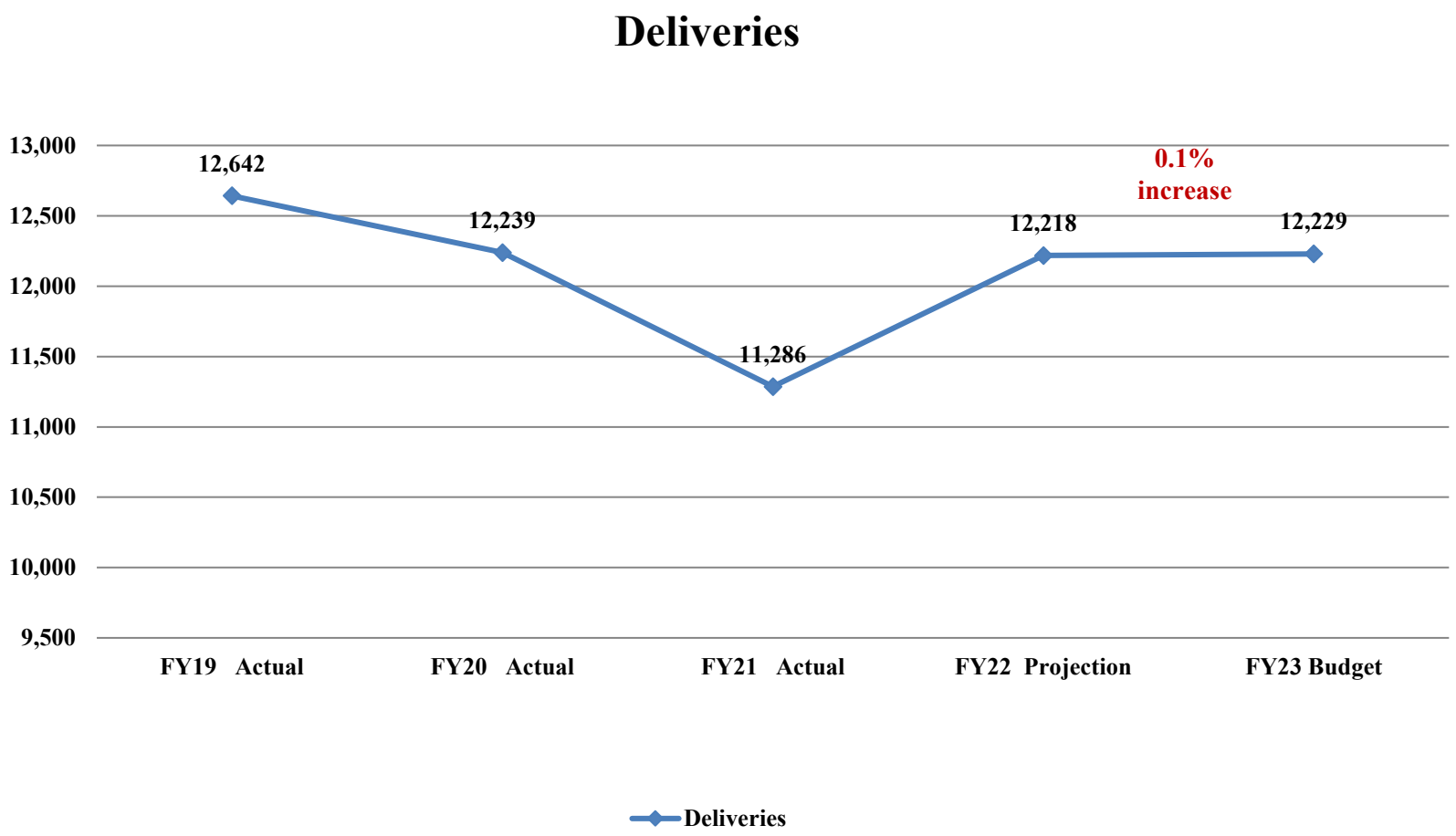
FY 2023 Volume Trends



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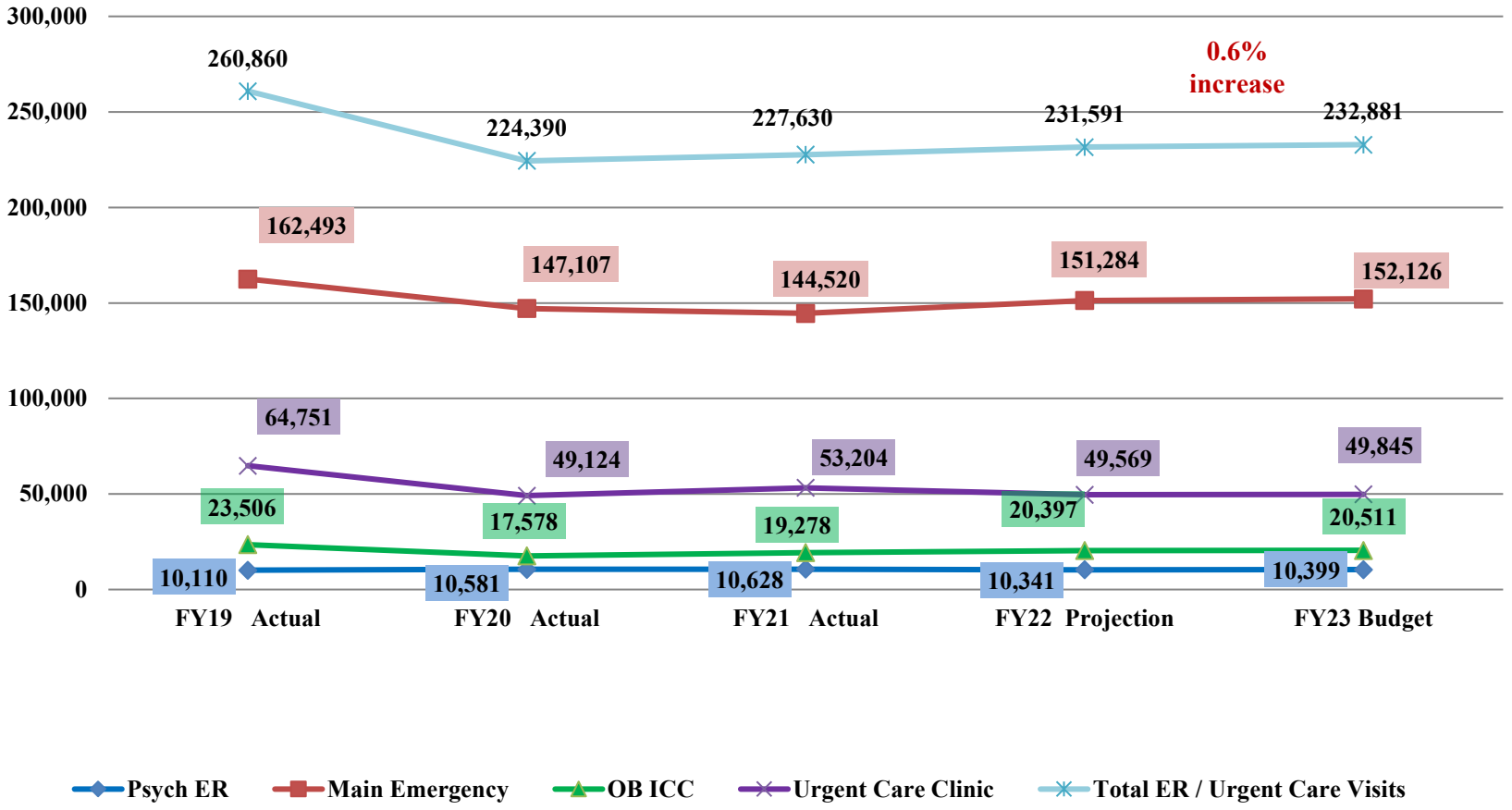
FY 2023 Volume Trends

ER / Urgent Care Visits



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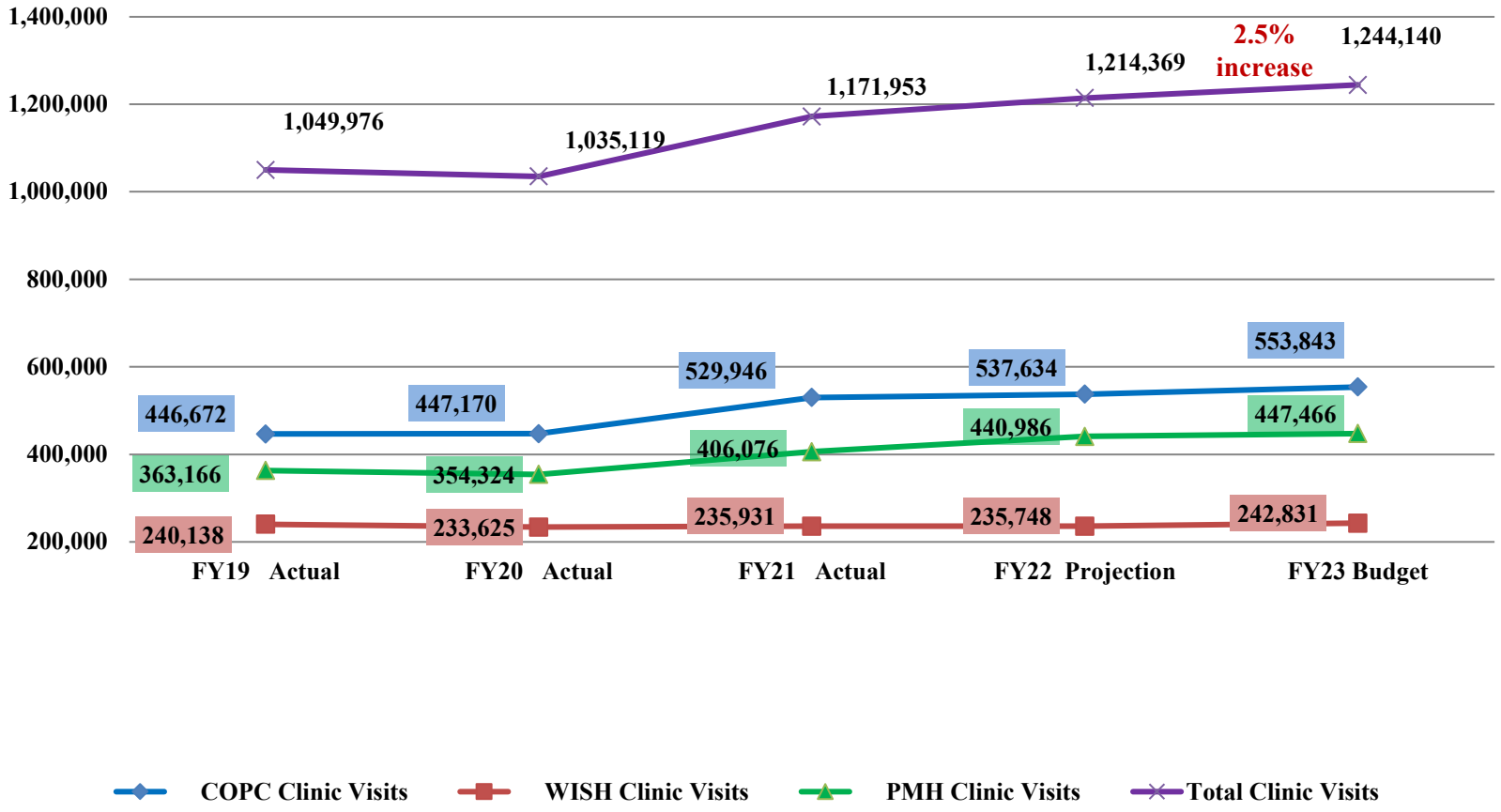
FY 2023 Volume Trends

Outpatient Clinic Visits



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Income Statement Projections

	PHHS Projected 2022	Nursing Homes Projected 2022	PHHS Projected Combined 2022	PHHS Budget 2023	Nursing Homes Budget 2023	PHHS Budget Combined 2023
OPERATING REVENUES						
Net Patient Revenue	983,085	299,320	1,282,405	973,129	294,836	1,267,965
Net Ad Valorem Taxes	765,614	-	765,614	802,784	-	802,784
Government Programs	501,184	-	501,184	466,367	-	466,367
Other	209,527	45,080	254,606	231,775	40,567	272,342
Total Operating Revenues	2,459,410	344,400	2,803,810	2,474,056	335,403	2,809,459
OPERATING EXPENSES						
Salaries and Benefits	1,306,432	169,887	1,476,319	1,378,209	180,705	1,558,913
Purchased Medical Services	270,670	-	270,670	295,192	-	295,192
Supplies/Drugs/Other	662,889	160,957	823,847	714,288	142,590	856,878
Subtotal Operating Expenses	2,239,992	330,844	2,570,836	2,387,689	323,295	2,710,983
OPERATING CASH FLOW MARGIN	**219,418**	**13,555**	**232,974**	**86,367**	**12,108**	**98,475**
Depreciation	83,655	163	83,818	78,160	218	78,378
OPERATING INCOME (LOSS)	135,764	13,392	149,156	8,207	11,890	20,097
NON-OPERATING REVENUES/EXPENSES						
Non-operating Revenue	36,926	883	37,810	46,718	1	46,719
Non-operating Expense	27,173	26	27,199	27,169	28	27,198
Subtotal Non-Operating Rev/Exp	9,753	857	10,611	19,549	(28)	19,521
Net Income (Loss) before Capital Contributions	**145,517**	**14,249**	**159,766**	**27,756**	**11,862**	**39,618**
Capital Contributions	-	-	-	-	-	-
Total Net Income (Loss)	145,517	14,249	159,766	27,756	11,862	39,618

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FY23-FY27 Long Range Financial Plan

	Total 2022	Total 2023	Total 2024	Total 2025	Total 2026	Total 2027
Operations Inflow						
Net Patient Revenue (Excl. MCR/MGD DSH & UHRIP)	$ 755,938,580	$ 739,605,557	$ 753,113,549	$ 767,680,163	$ 784,500,024	$ 801,931,700
Net Government Subsidies	779,229,418	742,020,161	710,859,920	704,692,794	701,156,216	682,224,672
Tax Collections	765,614,319	802,783,950	834,895,308	868,291,120	903,022,765	939,143,676
Other Revenue (Excl Replace Drugs, Tobacco, NAIP)	48,414,918	79,433,320	29,422,750	29,422,750	29,412,709	29,412,709
Investment Income/Sale of Asset	9,172,814	14,415,820	15,859,781	14,693,677	13,663,114	12,654,989
Foundation	4,311,240	8,860,156	6,183,159	5,048,956	4,885,247	3,941,490
Grants	23,442,227	23,442,227	24,614,339	25,845,056	27,137,308	28,494,174
Total Inflow Operations	**$ 2,386,123,517**	**$ 2,410,561,191**	**$ 2,374,948,806**	**$ 2,415,674,516**	**$ 2,463,777,384**	**$ 2,497,803,410**
Operations Outflow						
Expenses (Excl Repl Drugs, Deprec, Pension & Initiatives)	$ 2,068,378,885	$ 2,188,675,924	$ 2,266,025,440	$ 2,342,747,832	$ 2,423,945,267	$ 2,511,601,766
Pension Funding	74,800,000	76,200,000	80,500,000	85,000,000	90,600,000	97,400,000
Debt Service Payments (incl Interest Expense)	46,340,813	46,344,563	44,947,423	44,673,200	46,947,733	44,184,752
Total Outflow Operations	**$ 2,189,519,698**	**$ 2,311,220,487**	**$ 2,391,472,863**	**$ 2,472,421,031**	**$ 2,561,493,001**	**$ 2,653,186,518**
Operations Net Inflow (Outflow)	**$ 196,603,819**	**$ 99,340,704**	**$ (16,524,058)**	**$ (56,746,515)**	**$ (97,715,617)**	**$ (155,383,108)**
Routine Capital/Strategic Projects						
2021 Capital Budget	36,729,644					
2022 Capital Budget	71,352,921	47,568,614				
2023-2027 Routine Capital Budget		57,727,934	88,574,860	87,538,914	84,481,757	85,524,354
2023 Strategic Capital		3,057,798	1,000,000			
2023 Strategic Project Operations Expense		10,834,305	9,657,686	8,317,288	8,176,830	8,546,485
Vickery Capital		16,124,898	7,282,202			
Capital/Projects Outflow	**$ 108,082,565**	**$ 135,313,549**	**$ 106,514,748**	**$ 95,856,202**	**$ 92,658,587**	**$ 94,070,839**
Total Net Cash InFlow (OutFlow)	**$ 88,521,255**	**$ (35,972,845)**	**$ (123,038,806)**	**$ (152,602,717)**	**$ (190,374,203)**	**$ (249,453,948)**
Ending Cash Balance	$ 997,218,255	$ 961,245,410	$ 838,206,604	$ 685,603,888	$ 495,229,684	$ 245,775,737
Days Cash	176.0	160.3	135.0	106.8	74.6	35.7

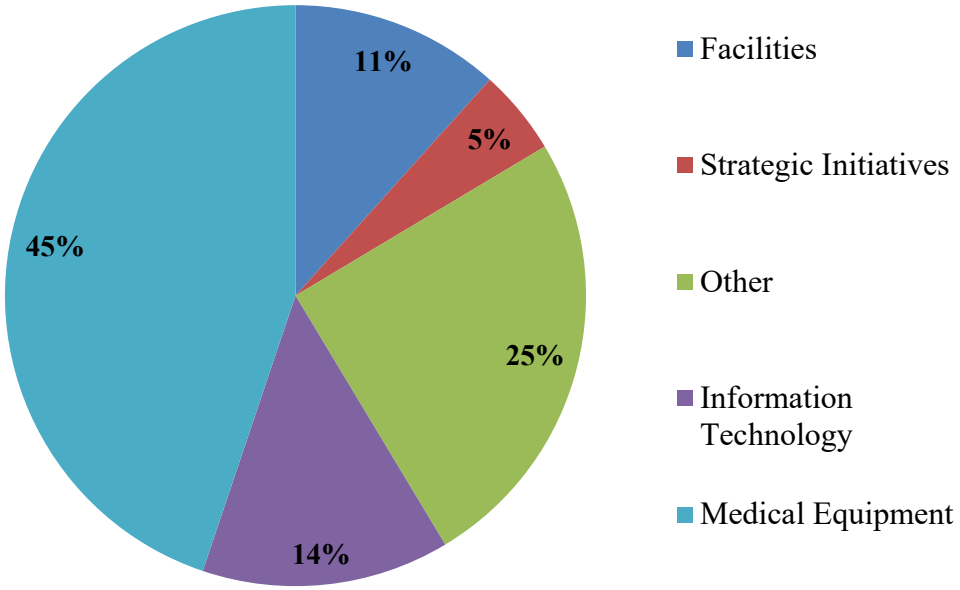
FY 2023 Capital

Parkland

Capital Budget **Preliminary**

(in millions)	FY21	FY22	FY23
Facilities	58.0	19.7	7.1
Strategic Initiatives	34.3	54.5	3.1
Information Technology	18.0	9.3	8.4
Medical Equipment	37.8	32.4	27.1
Other	0.0	3.0	15.2
Total Ongoing Capital	**150.3**	**118.9**	**60.9**

Dollars (in millions)



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FY2023 Preliminary Tax Revenue

- Preliminary information regarding taxable valuations indicates an estimated increase of about 6%
- Parkland assumes the current tax rate of $0.2550 will decrease to $0.2527* for FY2023 of which $0.0118 is for debt service
- Parkland seeks to cap its tax revenue increase at 5%
- Current year tax collection percentages remain constant at approximately 99%

*Final rate to be determined upon receipt of the certified tax rolls

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Tax Rate Trends

Tax rates are trending downward as property values increase:

Fiscal Year	Tax Rate
2016	$ 0.2860
2017	$ 0.2794
2018	$ 0.2794
2019	$ 0.2794
2020	$ 0.2695
2021	$ 0.2661
2022	$ 0.2550
2023	* $ 0.2527

* Preliminary, subject to certification of values

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FY 2023 Debt Financing Levy

We expect a modest decrease in the debt service tax rate for FY 2023 from the FY 2022 budget assuming a 6% increase in taxable values

Required Debt Service Rate using estimated December 31, 2021 Taxable Values

(Dollars in Millions)

	FY2022	FY2023
2009 Series Debt Service - Interest	$ 22.8	$ 22.8
2009 Series Debt Service - Principal	-	3.4
Normal Federal Subsidy – Build America Bonds	(8.0)	(8.0)
Subsidy Sequestration	0.5	0.5
2019 Series Debt Service – Interest	7.8	7.1
2019 Series Debt Service – Principal	14.3	11.7
Tax Requirement - Debt Service	$ 37.4	$ 37.5
Estimated Tax Base	$300,369	$318,391
Tax Rate per $100 (Dollars)	$0.0126	$0.0118
Voter Approved Debt Service Rates	$0.0250	$0.0250

The tax rate excludes $1.4 million of debt service on the 2013 bonds which are financed by parking revenues up to $3 million annually.

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Calendar

- July 26th : First Presentation to Finance Committee
- July 27th : First Presentation to Board of Managers
- August 16th: First Presentation to Commissioners Court
- August 23rd : Final Presentation to Finance Committee
- August 24th : Final Presentation to Board of Managers and Vote on Budget & Resolution
- September 6th : Final Presentation to Commissioners Court and Public Hearing and Vote

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Executive Session

Discussion of Master Service Agreement for Physician Services FY 22 Contract Update

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GPO Actual Spend FY22 Q1

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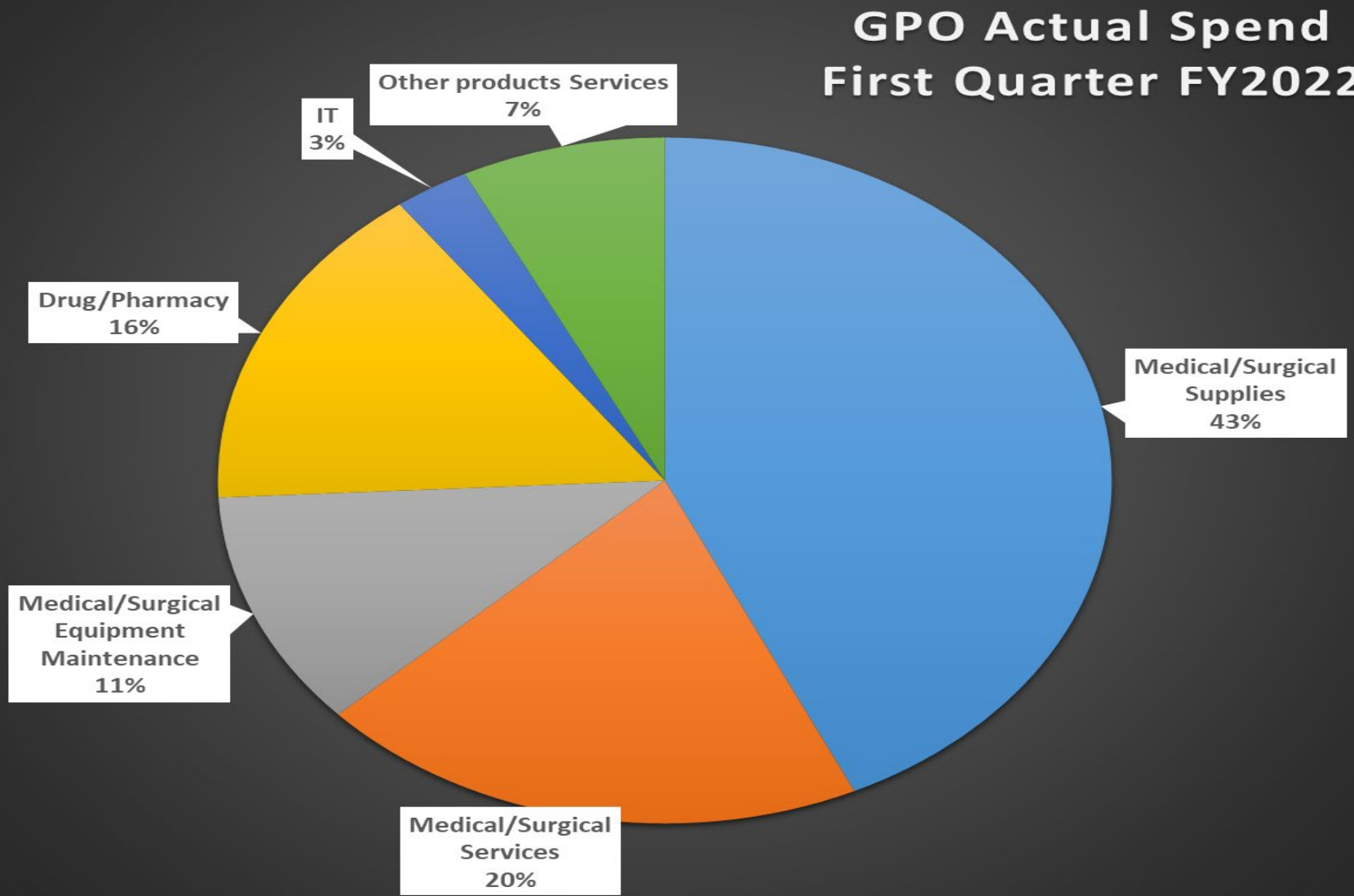
First Quarter FY2022 GPO Actual Spend



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First Quarter FY 2022 GPO Actual Spend

GPO Forecast 2022	First Quarter Actual	Annual Forecast	Percent spent to date
Medical/Surgical Supplies	$ 21,828,292	$ 82,102,882	26.59%
Medical/Surgical Services	$ 10,155,096	$ 49,623,337	20.46%
Medical/Surgical Equipment Maintenance	$ 5,659,922	$ 22,441,598	25.22%
Drug/Pharmacy	$ 7,955,133	$ 29,561,335	26.91%
IT	$ 1,381,130	$ 13,354,974	10.34%
Other products Services	$ 3,748,043	$ 16,994,258	22.05%
Total	$ 50,727,616	$ 214,078,383	23.70%

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GPO Actual Spend FY22 Q2

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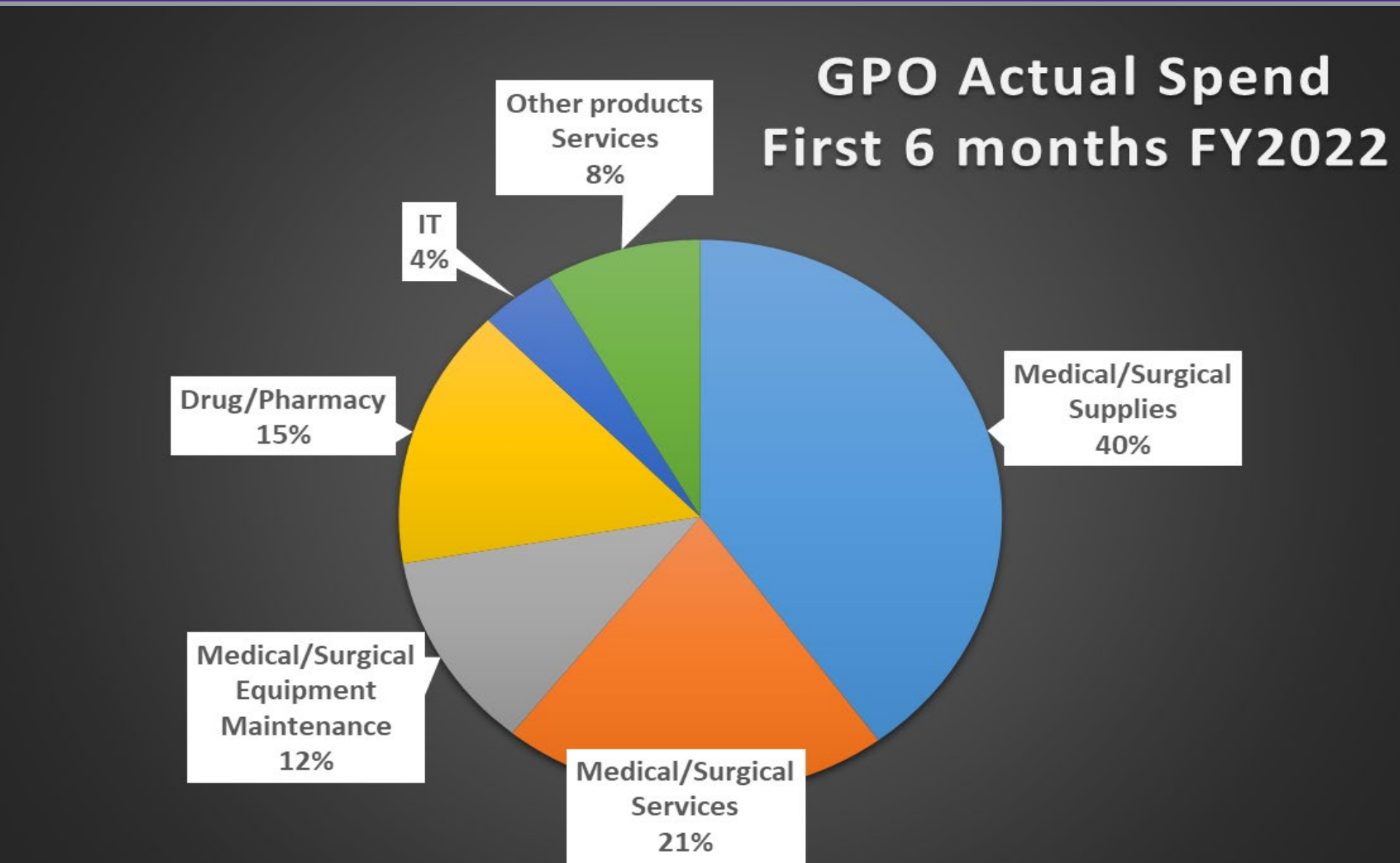
Second Quarter FY2022
GPO Actual Spend



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Second Quarter FY 2022 GPO Actual Spend

GPO Forecast 2022	First Quarter Actual	Second Quarter Actual	Total Spend first 6 months	Annual Forecast	Percent spent to date
Medical/Surgical Supplies	$ 21,828,292	$ 16,398,367	$ 38,226,659	$ 82,102,882	46.56%
Medical/Surgical Services	$ 10,155,096	$ 9,707,337	$ 19,862,433	$ 49,623,337	40.03%
Medical/Surgical Equipment Maintenance	$ 5,659,922	$ 5,423,602	$ 11,083,524	$ 22,441,598	49.39%
Drug/Pharmacy	$ 7,955,133	$ 6,651,560	$ 14,606,693	$ 29,561,335	49.41%
IT	$ 1,381,130	$ 2,503,837	$ 3,884,967	$ 13,354,974	29.09%
Other products Services	$ 3,748,043	$ 4,262,977	$ 8,011,020	$ 16,994,258	47.14%
Total	$ 50,727,616	$ 44,947,680	$ 95,675,296	$214,078,383	44.69%