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, December 13, 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: 2620 920 5270; 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	*2*	25	Pamela Bryant
B.	Approve Contract Approval Policy	*21*	10	Saul Cordero
C.	Investment Committee Report	*27*	5	Rick Humphrey/Joe Mayer
D.	Approve Retirement Plan Funding Policy, 8311-1-20	*35*	10	Rick Humphrey/Joe Mayer
E.	Approve Investment Committee Appointments	*41*	5	Rick Humphrey/Joe Mayer
F.	Approve Investment Officers for Retirement Income Plan	*45*	5	Rick Humphrey/Joe Mayer
G.	Parkland Financial Performance Presentation	*47*	25	Rick Humphrey
IV.	**Reference Documents**			
A.	Project Summary	*105*		
V.	**Action Item**			
A.	The Board may take action on any agenda item(s) above			Chair
VI.	**Closing Remarks**			Chair
VII.	**Adjourn**			Chair

Parkland

Approve Contracts over $200,000

Full Board - 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
December 14, 2022													
NON-SOLE SOURCE CONTRACTS - Sorted by Size													
N1	5	Expense	Bank Depository Services	JP Morgan Chase Bank, NA	1/1/2023 - 12/31/2026	$2,512,326	$2,512,326	Request for Proposals (Best Value)	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Joe Mayer, Finance Administration	0%	N/A	N/A
N2	8	Capital and Expense	Cisco Catalyst Series	Netsync Network Solutions	Last Signature - 1 Year	$499,998	$499,998	TXMAS or DIR Purchase	Yes	Darren Jones and Jeff DeFord, Information Technology	100%	Hispanic	Female
N3	10	Expense	Mod #12 Hospital Wide Courier Services Funding Only	Eagle Express	1/1/2019 - 12/31/2023	$317,430	$1,686,410	Non-Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Tim Lenz, House Wide	0%	N/A	N/A

Full Board - 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	12	Expense	Mod #4 radial align, stems, and screws for orthopedic implants	Skeletal Dynamics	12/15/2018 - 1/31/2025	$375,000	$720,000	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Perioperative Services Administration	0%	N/A	N/A
S2	14	Expense	Mod to Add Funds Total Joints	Smith & Nephew Inc.	6/15/2018 - No Expiration	$45,000	$244,999	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Perioperative Services Admin	0%	N/A	N/A
D1	16	Expense-Approved Deviation	Mod #3 Outpatient Dialysis Center - Term extension plus additional funding	Bio-Medical Applications of Texas, Inc.	12/1/2021 - 11/30/2023	$5,150,000	$7,910,000	Contract Extension without Competition	Yes	Marilyn Callies, Care Management	0%	N/A	N/A
D2	18	Expense-Approved Deviation	Mod #2 1 Yr. term extension for outpatient dialysis clinic services	Dallas Nephrology Associates	12/1/2021 - 11/30/2023	$500,000	$620,000	Contract Extension without Competition	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Marilyn Callies, Care Management	0%	N/A	N/A

Board Approval Request For Contracts Over $200,000

BOM Date: December 14, 2022	**Product or Service:** Bank Depository Services	
Business Owner: Joe Mayer	**Business Owner Dept:** Finance Administration	**Contract Number:** PONCS-21157
Vendor/Supplier/Contractor: JP Morgan Chase Bank, NA	**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:	1/1/2023 – 12/31/2026	$2,512,326
Out Years:	0 Year(s)	+$0
Total:	1/1/2023 – 12/31/2026	$2,512,326

Lowest Bidder

Is this contractor the lowest bidder/supplier? Yes

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? Yes; and IT approved

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? None available, per Supplier Diversity

Number Responding M/WBE's: 0

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

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): Tabitha Lee, Vice President, Finance/Controller

Parkland

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

SUBJECT: Bank Depository Services

VENDOR: JP Morgan Chase Bank, NA

COST:

Base Term:	$2,512,326
Out Years:	+ $0
Total:	$2,512,326

Recommendation
Approve this contract for Bank Depository Services.

Background
The District released a Request for Proposal (RFP) to identify the best value Offeror capable of providing bank depository services. The services provided include the processing of payment in and out of District's bank accounts, wire transfers between District accounts, lockbox deposit processing, account reconciliations, and secure data file transfers between the bank and the District.

The District received 2 proposals in response to the RFP, both were moved into the competitive range.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition. JP Morgan Chase had both the best total score and the lowest price.

Competitive Range				
Vendor	**Key Strengths**	**Key Weaknesses**	**Non-Cost Score**	**Price Differential**
JP Morgan Chase Bank, NA	Cutting edge technology and innovation translated to strong project management teams. Superior customer service with consistent follow through on issues. Avoidance of transition costs to include assistance from Legal, IT, PFS, Accounting, and nursing facility managers	Very large bank with a lot of bureaucratic policies and procedures.	55.00	$0
Vendor B	Long established history with exceptional customer service and a highly diversified financial service company that helps customers build businesses and manage money through creative solutions.	Vendor B took an extended time implementing customers lockbox which could be detrimental to Parkland Health operations. Concern that Vendor B did not understand the true scope of the RFP or had a complete understanding of Parkland's needs, as well as whether they could meet Parkland's business needs.	42.00	$651,299

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	Totals
Expenses	$628,082	$628,082	$628,081	$628,081	$2,512,326

Document Contact/Author:	Deborah Mitchell-Clary/Baruh Bosch

Board Approval Request For Contracts Over $200,000

BOM Date: December 14, 2022	**Product or Service:** Cisco Catalyst Series	
Business Owner: Darren Jones and Jeff DeFord	**Business Owner Dept:** Information Technology	**Contract Number:** POIT-22005
Vendor/Supplier/Contractor: Netsync Network Solutions	**Source Selection Methodology:** TXMAS or DIR Purchase	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Capital and Expense

	Contract Dates	Contract Price
Base Term:	Last Signature – 1 Year	$499,998
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 1 Year	$499,998

Lowest Bidder

Is this contractor the lowest bidder/supplier? TXMAS or DIR 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? Yes; and IT approved

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: This award is to a M/WBE vendor.

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? 100%

M/WBE Race/Ethnicity? Hispanic

M/WBE Gender? Female

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: Cisco Catalyst Series

VENDOR: Netsync Network Solutions

COST:		
	Base Term:	$499,998
	Out Years:	+ $0
	Total:	$499,998

Recommendation
Approve this contract for Cisco Catalyst Series.

Background
Project purpose is to plan and deploy 425 Cisco Catalyst 9130AXI Access Points (APs) at the New Parkland Hospital (NPH) location. Netsync will install APs in Parkland determined locations as part of the NPH access refresh. The installation and implementation will take place in mission-critical locations critical to patient care and support. A phased implementation will be used to minimize exposure and risk of turn-up activities to specific closets or floors.

Fair and Reasonable Price Determination
The DIR contract and pricing was obtained in a solicitation process performed by the State of Texas. Market research conducted through ECRI shows that Parkland price is 58.2% 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	**FY2023**
Expenses	$62,588
Equipment / Licenses	$437,410
Totals	**$499,998**

Document Contact/Author:	Tonya Calhoun

Board Approval Request For Modification to Contract or Funding- Addition of Funds

BOM Date: December 14, 2022	**Modification:** Mod # 12 Hospital Wide Courier Services Funding Only	
Business Owner: Tim Lenz	**Business Owner Dept:** House Wide	**Contract Number:** PONCS-18170 A9
Vendor/Supplier: Eagle Express **Basis of Original Contract Award** Invitation for Bids **Basis of this Modification** Non-Sole Source Modification	BOM Approved Contract Total (10/26/2021): Modifications Totaling < $100,000 Modification # 8 Amount: Modification # 9 Amount: Modification # 10 - 11 Amount:	$1,368,980 $2,000 $500 $16,438
Revenue, Expense or Capital: Expense	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 12 Amount:	 $298,492
Original Start Date: 1/1/2019 **Current Expiration:** 12/31/2023 **Mod Start Date:** Last Signature **Expiration after this Mod:** 12/31/2023	New Contract Amount:	$1,686,410

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 Race/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: Mod # 12 Hospital Wide Courier Services Funding Only

VENDOR: Eagle Express

COST:

BOM Approved Contract Total (10/26/2021):	$1,368,980
Modification # 8:	$2,000
Modification # 9:	$500
Modification # 10 - 11:	$16,438
Modification # 12:	+ $298,492
Total:	$1,686,410

Recommendation
Approve this contract modification for Hospital Wide Courier Services Funding Only.

Background
Courier Services were awarded to this vendor through the Request for Proposal process in 2019 and the base agreement and out years were approved by the Board at that time. We are requesting funding only to get us through the first unilateral out year. The 2nd unilateral out year will not be exercised so that a solicitation can be completed for this category.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition for the base years and the additional sites are consistent with pricing submitted at that time.

Financial Forecast

Current Contract Amount	FY2022	FY2023	FY2024	Total
$1,368,980	$18,938	$248,743	$49,749	$1,686,410

Document Contact/Author:	Petra Townsend/Tamisha Smallwood

Board Approval Request For Modification to Contract or Funding

BOM Date: December 14, 2022	**Modification:** Mod # 4 radial align, stems, and screws for orthopedic implants	
Business Owner: Cheston Chan	**Business Owner Dept:** Perioperative Services Administration	**Contract Number:** POCP-18532 A4
Vendor/Supplier: Skeletal Dynamics **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (1/26/2021): Modifications Totaling < $100,000 Modification # 3 Amount:	$345,000 $95,000
Revenue, Expense or Capital: Expense	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 4 Amount:	$280,000
Original Start Date: 12/15/2018 **Current Expiration:** 1/31/2023 **Mod Start Date:** 12/15/2022 **Expiration after this Mod:** 1/31/2025	New Contract Amount:	$720,000

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 Race/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 # 4 radial align, stems, and screws for orthopedic implants

VENDOR: Skeletal Dynamics

COST:

BOM Approved Contract Total (1/26/2021):	$345,000
Modification # 3:	$95,000
Modification # 4:	+ $280,000
Total:	$720,000

Recommendation
Approve this contract modification for radial align, stems, and screws for orthopedic implants.

Background
The contract renewal requires Board approval because the modification causes the contract to reach the Board threshold. This is not our main ortho vendor however they provide a specialty product for upper extremity implants. Funding is needed to reach the current expiration of 1/31/2023. The contract renewal is effective 2/1/2023.

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 7% 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	FY2021	FY2022	FY2023	FY2024	FY2025	Total
$345,000	$95,000	$0	$116,667	$140,000	$23,333	$720,000

Sole Source Justification
This contract is for a good or service for which it is impractical to obtain competition. Implants, heart valves, bone screws, prosthetics, etc. are patient care devices and are exempt.

Document Contact/Author:	Bryson Hendrix

Board Approval Request For Modification to Contract or Funding

BOM Date: December 14, 2022	**Modification:** Mod to Add Funds Total Joints	
Business Owner: Cheston Chan	**Business Owner Dept:** Perioperative Services Admin	**Contract Number:** POCP-21379 A2
Vendor/Supplier: Smith & Nephew Inc. **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	Current Contract Amount:	$199,999
Revenue, Expense or Capital: Expense	Modification to Add Funds:	$45,000
Original Start Date: 6/15/2018 **Current Expiration:** No Expiration **Mod Start Date:** 12/14/2022 **Expiration after this Mod:** No Expiration	New Contract Amount:	$244,999

Approvals

Has the final modification been approved by Legal for legal sufficiency?	No change to contract document
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 Race/Ethnicity?	N/A
M/WBE Gender?	N/A

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

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

Parkland

SUBJECT: Mod to Add Funds Total Joints

VENDOR: Smith & Nephew Inc.

COST:		
	Current Contract Amount:	$199,999
	Mod to Add Funds:	+ $45,000
	Total:	$244,999

Recommendation
Approve this contract modification for Total Joints.

Background
This contract is for purchase of Total Joint Products and Accessories. The products are used to surgically replace the hip, knee, or shoulder as well as revisions on replacements. This vendor provides a nickel free alternative for patients with a nickel sensitivity.

Fair and Reasonable Price Determination
Market research conducted through Vizient shows that Parkland capitated price on Total Joint components is in line with the capitated pricing seen in this category.

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
$199,999	$18,750	$22,500	$3,750	$249,999

Sole Source Justification
This contract is for a good or service for which it is impractical to obtain competition. No conforming bid or proposal was received. The price is fair and reasonable and there is not adequate time to rebid.

Document Contact/Author:	Bryson Hendrix

Parkland

Approved Deviation Request
Contract Modification-Addition of Funds

Must be approved before: 12/01/2022	**Reason for deviation request:** Additional funds are needed immediately due to unexpected volume increase in patients

BOM Date: December 14, 2022	**Modification:** Mod # 3 Outpatient Dialysis Center - Term extension plus additional funding	
Business Owner: Marilyn Callies	**Business Owner Dept:** Care Management	**Contract Number:** POCS-20292 A3

Vendor/Supplier: Bio-Medical Applications of Texas, Inc.	BOM Approved Contract Total (11/16/2021): $2,760,000
Basis of Original Contract Award Contract Award without Competition **Basis of this Modification** Contract Extension without Competition	Modifications Totaling < $100,000 Modification # 1 Amount: $0 Modification # 2 Amount: $0
Revenue, Expense or Capital: Expense-Approved Deviation	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 3 Amount: $5,150,000
Original Start Date: 12/1/2021 **Current Expiration:** 11/30/2023 **Most Recent Mod Start Date:** 12/1/2022 **Expiration after this Mod:** 11/30/2023	New Contract Amount: $7,910,000

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
FTE Impact:	None

Diversity

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

Submitted By (Division VP): Marilyn Callies, Senior Vice President, Transitional and Post-Acute Services

Request: Authorize the appropriate Contracting Officer to execute this contract with the stipulation that it will be presented to the Parkland Board of Managers for approval at the next regularly scheduled meeting.

Fred Cerise
Fred Cerise (Nov 29, 2022 08:34 CST)
Dr. Fred Cerise, President & CEO **Date:** Nov 29, 2022

RFM
Ramon F Miguez (Nov 30, 2022 09:40 EST)
Chair Finance Committee **Date:** Nov 30, 2022

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

Parkland

SUBJECT: Mod # 3 Outpatient Dialysis Center - Term extension plus additional funding

VENDOR: Bio-Medical Applications of Texas, Inc.

COST:

BOM Approved Contract Total (11/16/2021):	$2,760,000
Modification # 1:	$0
Modification # 2:	$0
Modification # 3:	+$5,150,000
Total:	$7,910,000

Recommendation
Approve this contract modification for Outpatient Dialysis Center - Term extension plus additional funding.

Approved Deviation Reason
Need immediate funding for term extension.

Background
The outpatient dialysis services relative to the emergency agreement entered in December 2021, were previously funded through Dallas County Indigent Care Commission (DCICC) pursuant to a Management Services Agreement between DCICC and Parkland. DCICC gave notice to Parkland it would no longer provide funding for patients at Parkland's Dialysis Center ("Center"). The patient dialysis services at the Center were provided directly through the agreement between Bio-Medical (Fresenius) and DCICC. In conjunction with those services, DCICC also contracted with Dallas Nephrology Group for the physician oversight portion of the services. During the initial term of the contract, an unpredicted increase in patient volumes and delays in clinical program set up have resulted in the use of all prior BOM approved fund, originally earmarked for a two-year period, within the first year of the contract necessitating the additional requested funds for the additional year term extension.

It is imperative for a continuum of care for Parkland patients to renew the current contract for a final one-year term with Bio-Medical to allow time for Parkland to successfully solicit a new Request for Proposal (RFP) in early 2023 for the services.

Fair and Reasonable Price Determination
Rates are set on the current Medicare Rate Schedule

Financial Forecast

Current Contract Amount	FY2023	Total
$2,760,000	$5,150,000	$7,910,000

Contract Extension without Competition Justification
Due to the complexity, increase in patient volume and program set-ups not completed we need to extend this for an additional one-year period to allow time for completion of new RFP for services in early 2023.

Document Contact/Author:	June Gill

Parkland

Approved Deviation Request
Contract Modification-Addition of Funds

Must be approved before: 12/01/2022	**Reason for deviation request:** Request for Proposal not ready to release and need services extended for Outpatient Dialysis Clinic
BOM Date: December 14, 2022	**Modification:** Mod # 2 1 Yr. term extension for outpatient dialysis clinic services
Business Owner: Marilyn Callies	**Business Owner Dept:** Care Management / **Contract Number:** POCS-20293 A2
Vendor/Supplier: Dallas Nephrology Associates **Basis of Original Contract Award** Sole Source **Basis of this Modification** Contract Extension without Competition	Current Contract Amount: $120,000 Modifications Totaling < $100,000 Modification # 1 Amount: $79,999 Modification # 1A Amount: $20,000
Revenue, Expense or Capital: Expense-Approved Deviation	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 2 Amount: $400,001
Original Start Date: 12/1/2021 **Current Expiration:** 11/30/2022 **Most Recent Mod Start Date:** 12/1/2022 **Expiration after this Mod:** 11/30/2023	New Contract Amount: $620,000

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 Race/Ethnicity?	N/A
M/WBE Gender?	N/A

Submitted By (Division VP): Marilyn Callies, Senior Vice President, Transitional and Post-Acute Services

Request: Authorize the appropriate Contracting Officer to execute this contract with the stipulation that it will be presented to the Parkland Board of Managers for approval at the next regularly scheduled meeting.

Fred Cerise
Fred Cerise (Nov 29, 2022 08:39 CST)
Dr. Fred Cerise, President & CEO **Date:** Nov 29, 2022

Ramon F Miguez (Nov 30, 2022 09:38 EST)
Chair Finance Committee **Date:** Nov 30, 2022

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

Parkland

SUBJECT: Mod # 2 1 Yr. term extension for outpatient dialysis clinic services

VENDOR: Dallas Nephrology Associates

COST:

Current Contract Amount:	$120,000
Modification # 1:	$79,999
Modification # 1 A:	$20,000
Modification # 2:	+ $400,001
Total:	$620,000

Recommendation
Approve this contract modification for 1 Yr. term extension for outpatient dialysis clinic services.

Approved Deviation Reason
Terms for definitive new agreement for new award were still in progress and time was needed to prepare and award. The current emergency term expires on 11/30/22 and additional funds are needed now going into the extended term period.

Background
This is the companion agreement for the Outpatient Dialysis Clinic with Bio-Medical Applications (Fresenius) whereby DNA will provide physician oversight to patients at clinic. The original agreement was entered on an emergency basis when Dallas County Indigent Care Commission (DCICC) gave notice to Parkland it would no longer provide funding for Parkland's patients at the Clinic. The emergency contract provided for a one-year term extension in the event the RFP was not completed to allow time for a new replacement award. RFP is scheduled for release in early 2023.

Fair and Reasonable Price Determination
Fees are based on current Medicare Rate Schedule

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
$120,000	$416,667	$83,333	$620,000

Contract Extension without Competition Justification
Due to the complexity, increase in patient volume and program set-ups not completed we need to extend this contract for an additional one-year period to allow time for completion of new RFP for all services relative to the Clinic in early 2023.

Document Contact/Author:	June Gill

CONTRACT RESOLUTION
Board of Managers
December 14, 2022

PARKLAND HEALTH

RESOLUTION NO. _____

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

WHEREAS, Parkland Health 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
			Expense	Bank Depository Services	JP Morgan Chase Bank, NA	1/1/2023 - 12/31/2026	$2,512,326	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Capital and Expense	Cisco Catalyst Series	Netsync Network Solutions	Last Signature - 1 Year	$499,998	Yes
			Expense	Mod #12 Hospital Wide Courier Services Funding Only	Eagle Express	1/1/2019 - 12/31/2023	$1,686,410	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #4 radial align, stems, and screws for orthopedic implants	Skeletal Dynamics	12/15/2018 - 1/31/2025	$720,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod to Add Funds Total Joints	Smith & Nephew Inc.	6/15/2018 - No Expiration	$244,999	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense-Approved Deviation	Mod #3 Outpatient Dialysis Center - Term extension plus additional funding	Bio-Medical Applications of Texas, Inc.	12/1/2021 - 11/30/2023	$7,910,000	Yes
			Expense-Approved Deviation	Mod #2 1 Yr. term extension for outpatient dialysis clinic services	Dallas Nephrology Associates	12/1/2021 - 11/30/2023	$620,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.

THEREFORE, BE IT RESOLVED, that the Parkland Health Board of Managers approves these contracts as noted.

Dated this 14th of December, 2022.

_____
Marjorie D. Petty, JD
Chair

_____
Steve Roth, JD, MPH
Assistant Secretary

Marjorie Petty, JD, Chair	Yes _____	No _____	Abstain _____	Absent _____
Don O'Bannon, Esq.	Yes _____	No _____	Abstain _____	Absent _____
Jeff Tillotson, JD	Yes _____	No _____	Abstain _____	Absent _____
Eric G. Bing, MD, PhD	Yes _____	No _____	Abstain _____	Absent _____
Todd Furniss, JD	Yes _____	No _____	Abstain _____	Absent _____
Reina Gonzalez, JD	Yes _____	No _____	Abstain _____	Absent _____
Ramon Miguez, PE	Yes _____	No _____	Abstain _____	Absent _____
Farida Minner, RN	Yes _____	No _____	Abstain _____	Absent _____
Elizabeth Palacios, MD	Yes _____	No _____	Abstain _____	Absent _____
John Proctor	Yes _____	No _____	Abstain _____	Absent _____
Lisa Sutter	Yes _____	No _____	Abstain _____	Absent _____

Parkland

Approve Contract Approval Policy

Contract Approval by the Board of Managers		Published: MM/DD/YY
Supply Chain		Page 1 of 5

PURPOSE:

To outline the types of contracts that require approval by the Board of Managers and/or the appropriate Board Committee, maximizing the opportunity for Minority and Women Business Enterprise (MWBE) participation.

SCOPE:

All Parkland ~~Health & Hospital System~~ ("Parkland") Workforce members. ~~facilities, including but not limited to hospitals, ambulatory surgery centers, clinics, and all corporate departments/divisions~~.

PROCEDURE:

1. The following contracts require approval by the Board of Managers and/or the appropriate Board Committee prior to execution by Parkland Health:
   A. New contracts (Revenue or Expense) of $200,000 or more over the term of the contract (including potential renewals documented in the contract)~~,~~.
   B. Any subsequent increase in the value of a previously executed contract which brings the increased contract total to $200,000 or more for the first time,
   C. Any increase of $100,000 or more, either in a single amendment or the aggregate of multiple amendments, once a contract has been approved by the Board or designated Board Committee~~,~~.
   D. Executing a mutual renewal to extend a contract that has not previously received Board approval, which would require Board approval under Sections B or C above~~,~~.
   E. Purchase Orders of $200,000 or more which are not tied to a contract~~,~~.
   F. All Real-Estate contracts (contracts relating to real property, involving purchases, sales, exchange, lease, condemnation, maintenance, and operation) as provided in Section 281.050 of the Texas Health and Safety Code, both expense and

DRAFT

revenue, regardless of dollar amount. Note: After Board approval, all real-estate contracts also require Commissioners' Court approval prior to execution by Parkland.

2. Emergency/Deviation Approval

   A. In instances where a contract requires approval and execution prior to the next regularly scheduled Board of Managers or designated Board committee meeting, a Deviation Approval Form will be completed and forwarded to the Chief Executive Officer (CEO) or his/her designee.

   B. The CEO or designee will review and, if approved, forward the Deviation Approval Form to the Chair of the Board Budget & Finance Committee, or (if that individual is not available), to the Chair of the Board of Managers, or (if that individual is also unavailable) to the Vice-Chair of the Board ~~the Board or designated Committee Chair,~~ for ~~temporary~~ approval ~~of~~ to execute the contract.

   C. The Deviation will be submitted for ~~approval~~ ratification at the next Board or designated Board Committee meeting, along with the other contracts listed for approval at that meeting.

3. This approval process excludes:

   A. Individual non-capital purchase agreements made through existing (Board approved) Group Purchasing Organization (GPO) contracts, State contract, or local enhancements of GPO or State contracts. Individual non-capital purchase expenditures through the GPO subject to this exception shall be expenditures forecasted in the annual forecast of activity approved under paragraph four (4) ~~of~~ this policy.

   B. On-going maintenance/service/support for software where only one vendor exists that is authorized to provide the maintenance/service/support~~; and~~.

   C. On-going renewal of software licenses or software subscriptions~~; and~~.

   D. Agreements for drug replacement or pharmacy cost avoidance that further Parkland's charitable purposes~~; and~~.

DRAFT

E. Contracts with healthcare payors (Medicare, Medicaid, managed care companies, etc.)~~; and~~.

F. Increases to the value of a prior BOM approved contract, where the value is based on an estimated commission for an anticipated net revenue, and where performance has exceeded the estimate~~; and~~.

G. Decreases to the value of a contract (for ex. construction contract close-out, reduction of project scope, credits)~~; and~~.

H. Federal, State, and local governmental funded Grants unless Commissioner's Court or Parkland Board of Managers approval is specifically required under the terms of the grant.

I. NOTE: Management reserves the discretion to bring a contract to the Board that would fall under an exclusion, if it seems prudent.

4. Approval reporting:

A. Supply Chain will present an annual forecast of expected spend under the GPO membership and State contracts to the Parkland Board of Managers and/or the appropriate Board Committee for approval with the previous year end fiscal reporting.

B. Supply Chain will present a quarterly report of actual spend under the GPO membership to the Parkland Board of Managers and/or the appropriate Board Committee during the fiscal year. If quarterly reporting indicates that the expected annual spend will exceed the annual forecast by $10mm or more, Supply Chain will inform the Board of Managers Budget and Finance Committee.

5. Informational:

A. The Chief Information Officer (CIO) or his/her designee will create and provide an annual informational update to the Parkland Board of Managers with a prospective list of all maintenance, support, license and subscription costs that are anticipated in the following fiscal year. The report will list, at a minimum, the vendor, service provided, purpose of the service, the annual cost and whether the cost was included in the approved Parkland budget.

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B. The Director of Grants Management will provide an annual informational list to the Board with a prospective list of all federal, state, and local governmental funding grants of $200,000 or more anticipated for the upcoming fiscal year. The report will include the grantor, grant name, award amount, the amounts allocated to direct and indirect costs, and a brief description of what activities are funded by the grant. Amounts contributed by Parkland and other funding sources will be included, if applicable.

EQUIPMENT:

N/A

DEFINITIONS:

DIR: The Texas Department of Information Resources (DIR) Cooperative Contracts program is a streamlined cooperative purchasing program for state and local government, public education, and other public entities in Texas, as well as public entities outside the state.

GPO: Group Purchasing Organization, an entity that is created to leverage the purchasing power of a group of businesses to obtain discounts from vendors based on the collective buying power of the GPO members.

Mutual renewal: requires the agreement of both parties to extend the term of the contract for a period of time already defined in the contract.

TXMAS: As an alternative purchasing method, the Statewide Procurement Division establishes Texas Multiple Award Schedule (TXMAS) contracts that have been developed from contracts awarded by the federal government or other governmental entities.

- The General Services Administration's (GSA) Federal Supply Service awards Federal Supply Schedule contracts by competitive procurement procedures for more than 20 schedules that cover multiple commodities and services. The

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prices reflected on GSA schedule contracts are the most favored customer (MFC) prices and the maximum price allowable.

- TXMAS contracts take advantage of the MFC pricing and under certain circumstances, an agency or local governmental entity may negotiate a lower price for the goods or services offered on a TXMAS contract.

Unilateral option: an extension of a contract where 1 party has the unilateral option to extend the contract for a period of time already defined in the contract.

REFERENCES:

N/A

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Parkland

Investment Committee Report

Parkland

Parkland Investment Committee Report

Dallas County Hospital District

December 2022

Parkland

Defined Benefit Plan

- **Asset Balance – As of September 30, 2022, the market value of Pension Plan assets was $1.3 billion, a $58 million decrease for the quarter.**
- **Asset Allocation - All asset classes were within their strategic target ranges at the end of the quarter with the exception of real estate which, at 14.1% was slightly outside of its 7% to 13% target range. Given the lengthy entrance queue to these funds and continued market volatility in other asset classes, the Committee agreed to maintain the current level of real estate investments.**
- **Asset Reallocation – No reallocations were completed during the quarter.**
- **Performance - The Plan generated a -5.18% net return during the quarter, overperforming the Policy Index by 0.07%. For the trailing 12 months, the Plan generated returns of -15.27% as compared to the Policy Index of -15.24%.**
- **Performance details of all managers are provided in the Appendix.**

Parkland

Defined Contribution Plan

- Plan assets decreased by $48 million to $1.094 billion as of September 30, 2022.
- Target date funds make up 41% of the Plan's assets, the stable value fund represents 16% of assets and investments in the five core funds form the balance.
- Performance for the Plan's investment funds is summarized in the Appendix.

Parkland

Other Business

- The Committee discussed several updates to Parkland's Funding Policy for the Defined Benefit Plan and now recommend Board Approval of the Policy.
- The group also discussed Committee appointments and agreed to renominate Mark Gehlbach for another three-year term. They also recommend approval of Gabriel Rodriguez to replace outgoing Chairman Steve Orr. Ryan Bailey was voted in as the new Chairman of the Committee.
- Bios for Mark Gehlbach and Gabe Rodriguez are in the following slides.

Parkland

Appendix

Parkland Investment Committee Update

Parkland

Defined Benefit Plan
Q3 Performance 2022

Strategy	Manager	Return	Benchmark	Index
Large Cap Equity	Mellon Capital S&P 500 Index	-4.80%	-4.88%	S&P 500
Small/Mid Cap Value	LSV Asset Mgmt	-4.67%	-4.50%	Russell 2500 Value
Small/Mid Cap Growth	Wells Capital Mgmt	0.83%	-0.12%	Russell 2500 Growth
International Equity	MFS International Equity	-8.39%	-9.36%	MSCI EAFE
International Equity	Dodge & Cox	-10.69%	-9.80%	MSCI ACWI ex U.S.
International Equity	Mondrian International Small Cap	-11.93%	-9.46%	MSCI ACWI ex U.S. Small Cap
Emerging Mkt Equity	Genesis	-12.53%	-11.57%	MSCI Emerging Mkts Net
Core Fixed Income	Income Research and Management	-4.74%	-4.75%	Bloomberg Aggregate
Core + Fixed Income	Western Asset Management	-5.42%	-4.75%	Bloomberg Aggregate
Real Estate	Heitman - American Real Estate Trust	1.51%	0.31%	NFI-ODCE Value-1 Quarter Lag
Real Estate	JPMorgan - Strategic Property Fund	-1.50%	0.31%	NFI-ODCE Value
Cash	Mellon EB TIF	0.50%	0.46%	90 Day T-Bill

Defined Contribution Plan

Q3 Performance 2022

No.	Strategy	Manager	Return	Benchmark	Index
1	Target Date	BlackRock LifePath Index Retirement	-5.54%	-5.51%	BR LifePath Index Retired CB
3	Target Date	BlackRock LifePath Index 2025	-5.83%	-5.77%	BR LifePath Index 2025 CB
4	Target Date	BlackRock LifePath Index 2030	-6.26%	-6.11%	BR LifePath Index 2030 CB
5	Target Date	BlackRock LifePath Index 2035	-6.63%	-6.39%	BR LifePath Index 2035 CB
6	Target Date	BlackRock LifePath Index 2040	-6.94%	-6.65%	BR LifePath Index 2040 CB
7	Target Date	BlackRock LifePath Index 2045	-7.10%	-6.81%	BR LifePath Index 2045 CB
8	Target Date	BlackRock LifePath Index 2050	-7.21%	-6.84%	BR LifePath Index 2050 CB
9	Target Date	BlackRock LifePath Index 2055	-7.18%	-6.83%	BR LifePath Index 2055 CB
10	Target Date	BlackRock LifePath Index 2060	-7.23%	-6.83%	BR LifePath Index 2060 CB
11	Domestic Equity	Schwab S&P 500	-4.88%	-4.88%	S&P 500
12	Domestic Equity	AB Discovery Value Fund	-3.95%	-4.50%	Russell 2500 Value
13	Domestic Equity	RBC SMID Cap Growth Fund	-3.48%	-0.12%	Russell 2500 Growth
14	International	American Funds EuroPacific	-9.33%	-9.80%	MSCI ACWI ex U.S. Gross
15	Fixed Income	Metropolitan West Total Return Bonds	-5.22%	-4.75%	Bloomberg Aggregate
16	Capital Preservation	MetLife Stable Value/GIC	0.42%	-2.79%	Bloomberg Stable Value

Parkland

Approve Retirement Plan Funding Policy, 8311-1-20

DALLAS COUNTY HOSPITAL DISTRICT
RETIREMENT INCOME PLAN

FUNDING POLICY
(Adopted ~~November 20, 2019~~)

Recitals:

A. Dallas County Hospital District, also known as Parkland Health provides its eligible employees a defined benefit retirement plan called the "Dallas County Hospital District Retirement Income Plan" (the "Retirement Income Plan").

B. The Retirement Income Plan was originally effective January 1, 1982.

C. The purpose of the Retirement Income Plan is to provide retirement and other related benefits to those Parkland employees who are eligible to participate in the Retirement Income Plan.

D. The Retirement Income Plan was most recently amended and restated in its entirety effective January 1, 2014 (the "2014 Restatement").

E. Pursuant to the requirements of S.B. No. 2224, which amended Section 802.2011 of the Texas Government Code, effective September 1, 2019, Parkland's Board of Managers (the "Board"), as the applicable governing body of the Retirement Income Plan, is required to do the following:

1. adopt a written funding policy that details Parkland's plan for achieving a funded ratio of the Retirement Income Plan that is equal to or greater than 100 percent;

2. maintain for public review at its main office a copy of the policy; and

3. file a copy of the policy and each change to the policy with the Texas Pension Review Board not later than the 31st day after the date the policy or change, as applicable is adopted.

F. The term "public retirement system" is defined in Section 802.001 of the Texas Government Code as a continuing, organized program of service retirement, disability retirement, or death benefits for officers or employees of the state or a political subdivision, or of an agency or instrumentality of the state or a political subdivision, subject to certain other exceptions and exclusions. The Retirement Income Plan is a public retirement system and is subject to the requirements of S.B. No. 2224.

G. The funded ratio of the Retirement Income Plan is as set forth below as reported in the Guide to Public Retirement Systems in Texas published for the 86th Legislature, March 2019, by the Texas Pension Review Board and available at https://www.prb.state.tx.us/txpen/wp-content/uploads/2019/03/2019-Legislative-Guide-Final.pdf:

Valuation Date	Funded Ratio
1/1/2013	80.00%
1/1/2014	82.53%
1/1/2015	76.35%
1/1/2016	74.91%
1/1/2017	73.76%
1/1/2018	73.41%
1/1/2019	71.53%
1/1/2020	64.81%
1/1/2021	68.78%
1/1/2022	73.16%

~~The funded ratio of the Retirement Income Plan as of January 1, 2019, was 71.53%.~~

H. Parkland's Board now desires to adopt the proposal set forth herein to comply with S.B. No. 2224 and to memorialize Parkland's funding goals for the Retirement Income Plan.

NOW, THEREFORE, Parkland's Board hereby adopts the following Funding Policy for the Retirement Income Plan:

I. Purpose and Scope.

This Funding Policy memorializes actuarial assumptions and methodologies and the long-term funding goals for the Retirement Income Plan. This Funding Policy is effective for actuarial valuations performed on and after January 1, 2022~~0~~. Parkland's Board has also used this opportunity to establish guidelines to ensure that the Retirement Income Plan is well-funded into the future.

II. Definitions.

"**Actual Employer Contribution**" means the actual contributions paid by Parkland in accordance with the terms of the Retirement Income Plan document.

"**Actuarial Liability**" means the actuarial accrued liability determined in accordance with the actuarial assumptions and methods set forth in Section IV of this Funding Policy.

"**Actuarial Value of Plan Assets**" means the Retirement Income Plan's assets determined in accordance with the actuarial assumptions and methods set forth in Section IV of this Funding Policy.

"**Actuarially Determined Contribution**" means Parkland's theoretical periodic contribution to the Retirement Income Plan. The Actuarially Determined Contribution includes Parkland's normal cost and a provision for amortizing the Unfunded Liability. The Actuarially Determined Contribution is the amount that Parkland would need to fund each year in order to pre-fund the Actuarial Liability and build the funds necessary to fully finance the benefits over time.

"**Board of Managers**" means the Board of Managers of the Dallas County Hospital District, also known as Parkland Health & Hospital System.

"**Funding Period**" means the length of time required to eliminate the Retirement Income Plan's Actuarial Liability.

"**Funded Ratio**", with respect to the Retirement Income Plan, means the Actuarial Value of Plan Assets expressed as a percentage of the Actuarial Liability.

"**Retirement Income Plan**" means the Dallas County Hospital District Retirement Income Plan as in effect from time to time.

"**Unfunded Liability**" means the Actuarial Liability of the Retirement Income Plan in excess of the Actuarial Value of Plan Assets.

III. STATEMENT OF INTENT.

Parkland intends to fund the Retirement Income Plan sufficiently to preserve the ability of the Retirement Income Plan to reliably pay benefits promised under the terms and conditions of the Retirement Income Plan to current and future retirees and beneficiaries.

IV. ACTUARIAL ASSUMPTIONS AND METHODS.

A. The Board has reviewed and adopted the following actuarial assumptions and methods for the purposes of actuarial valuations and plan funding:

1. Asset Valuation Method – 5-year Smoothing

2. Actuarial Cost Method – Entry Age Normal

3. Amortization Method – Level Percent over a closed period of 2~~5~~ years, as of January 1, 2022~~19~~. It is the intent of the Board that the Funded Ratio of the Retirement Income Plan will be 100% on or before January 1, 2044.

4. Discount Rate – 6~~7~~.00% for the plan year beginning January 1, 2020~~19, declining by .25% per year until it reaches 6.5% on January 1, 2021~~.

5. Inflation Rate – 3.00%

6. Mortality Table – ~~Pub-2010~~MP-2021 Projection Scale projected for the plan year beginning January 1, 2022~~19~~

B. The Retirement Income Plan's actuarial assumptions and methods are to be periodically reviewed by the actuary and by Parkland's Treasury Director and its Chief Financial Officer, and they shall make recommendations to the Board concerning any

changes to the actuarial assumptions and methods. Actuarial assumptions and methods should be compared to actual experience and future expectations.

V. EMPLOYEE CONTRIBUTIONS AND EMPLOYER CONTRIBUTIONS.

A. Employee Contributions. Pursuant to the terms of the Retirement Income Plan, eligible employees are required to contribute 6.2% of their respective annual earnings to the Retirement Income Plan each year.

B. Employer Contributions. Parkland intends to contribute an amount determined each year by the Board.

VI. ACTUARY.

The Board has engaged Milliman USA as the actuary for the Retirement Income Plan. In addition to other responsibilities, Milliman is responsible during the term of its engagement to provide an actuarial valuation of the benefit cost and funded status relating to the retirement benefits provided by the Retirement Income Plan for each plan year. Any termination or engagement of an actuary is subject to the approval of the Board.

VII. DETERMINATION OF EMPLOYER CONTRIBUTION; EXCEPTIONS.

A. The policy of Parkland is to fund contributions by Parkland to the Retirement Income Plan each year in an amount no less than the Actuarially Determined Contribution. The Board may approve exceptions to this policy upon request made by Parkland's Chief Executive Officer, after consultation with Parkland's Chief Financial Officer and Treasury Director, and any such request shall include a detailed description of the circumstances making consideration of an exception necessary.

B. The actuarial assumptions and methods set forth in Section IV above (and all other material assumptions taken into consideration in the determination of the Actuarially Determined Contribution) have been reviewed and adopted by the Board. No change in actuarial assumptions and methods (and any other material assumptions) will be made without the express written approval of the Board.

VIII. AMENDMENTS TO RETIREMENT INCOME PLAN.

This Funding Policy has been adopted by the Board based on the provisions of the Retirement Income Plan as currently in effect. Amendments to the Retirement Income Plan must be reviewed and adopted by Parkland's Board, which shall consider the impact that a proposed amendment may have on this Funding Policy. In the event of any conflict between the provisions of the Retirement Income Plan, as in effect from time to time, and the provisions of this Funding Policy, the provisions of this Funding Policy shall govern and the conflicting provisions of the Retirement

Income Plan shall be considered to have been amended by the provisions of this Funding Policy to the extent necessary to resolve the conflict.

IX. AMENDMENTS TO THIS FUNDING POLICY.

The Board may amend this Funding Policy. Any such amendment must be in writing at the time of the vote by the Board. Amendments to this Funding Policy are subject to the disclosure and filing requirements of S.B. No. 2224 which are summarized above.

X. ACTION BY BOARD.

Any action required in this Funding Policy to be taken by Parkland's Board shall be taken at such time and in such manner as to constitute the lawful act of the Board. Parkland's Board may delegate all or part of its authority to act hereunder in such manner as it considers reasonable and appropriate to carry out the intent of this Funding Policy; provided, however, that no such delegation shall be effective unless the terms and conditions of such delegation are in writing at the time that the Board acts to grant such delegation. The acts of the delegate, to the extent consistent with and in the scope of the written delegation, shall be considered the acts of Parkland's Board.

ADOPTED by the Board of Managers of the Dallas County Hospital District on ~~November 20, 2019~~.

_____

~~Paula Dobbs-Wiggins, MD~~Marjorie Petty, JD
Chair
Board of Managers
Dallas County Hospital District

_____

Steven J. Roth
Executive Vice President & General Counsel
Assistant Secretary
Dallas County Hospital District

Parkland

Approve Investment Committee Appointments

Parkland

Bio – Mark Gehlbach

- As Co-founder and President of True North Advisors, Mark Gehlbach is the architect of the firm's client experience and investment management strategies. He serves as Chief Compliance Officer, sits on the Investment Policy Committee and oversees the financial planning and investment divisions within the company.
- Mark began his career at the Salomon Smith Barney Consulting Group where he was responsible for providing investment and wealth management services to private investors, and consulting and trading services to institutional investors.
- In 1998, Mark followed key leaders from Salomon Smith Barney to form Lockwood Financial, an independent provider of investment consulting services. In 2000, he and Scott Wood launched True North Advisors which provides investment advice to high wealth clients.

Parkland

Bio – Mark Gehlbach

- Mark is a Phi Beta Kappa, cum laude graduate of Baylor University.
- Well-regarded in the investment industry, he was one of the first 13 wealth advisors in the nation to hold the designation of Chartered Private Wealth Advisor®, awarded at University of Chicago Booth School of Business.
- Mark is often quoted and sought after as a source by professional publications such as *Private Asset Management* and *Bloomberg Wealth Manager.*
- Mark is a member of the Salesmanship Club of Dallas and in his spare time, Mark and his family are actively involved in church and various community outreach programs.

Parkland

Bio – Gabe Rodriguez

- Chief Executive Officer, Founding Member, Portfolio Manager at Empiric Institutional, LLC
- Gabe is responsible for the overall leadership and strategic direction of the company. In this capacity, he directs all aspects of new product and business development. Mr. Rodriguez also serves as a voting member of the research and investment committee.
- Gabe received his B.B.A. in Finance & Accounting from St. Edwards University in Austin, Texas.
- He currently holds SEC Series 63, 65 and 7 licenses.
- In his free time, you may find him running around Lady Bird Lake or doing some yoga.
- Gabe also serves as Chairman of the board of the New America Alliance, Inc.
- 15 years of investment industry experience starting in 2007.

Parkland

Approve Investment Officers for Retirement Income Plan

Resolution No. _____

A RESOLUTION OF THE DALLAS COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS APPROVAL OF INVESTMENT OFFICERS RETIREMENT INCOME PLAN

Be it resolved, the Dallas County Hospital District Board of Managers by a vote of _____ Yea and _____ Nay, Does By This Resolution (adopt/reject) _____ the following:

WHEREAS, the Dallas County Hospital District has opted out of the Social Security System and established a defined benefit retirement plan under Section 401(a) of the Internal Revenue Code to provide employees with income after their respective retirements; and

WHEREAS, the District's Board of Managers, serving as trustees for Retirement Income Plan, has formed an Investment Committee composed of volunteer investment professionals who work with an investment consultant to recommend investment managers and strategies for approval by the Board; and

WHEREAS, The Investment Committee has drafted an Investment Policy Statement for approval by the Board of Managers for guidance of investment activity for the Plan's assets to be executed by District staff through the approved investment managers and in accordance with the Investment Policy Statement.

NOW, THEREFORE, BE IT RESOLVED by the Board of Managers of the Dallas County Hospital District that the following individuals are hereby authorized as Investment Officers for directing investments of the Retirement Income Plan's assets, per the Plan's Investment Policy Statement. This authority is extended until rescinded by the Dallas County Hospital District or upon termination of the Investment Officer.

Richard Humphrey	EVP & CFO	Joe Mayer	Treasury Director
Tabitha Lee	VP Finance & Controller	Christi Paul	Treasury Manager

Dated this 14th day of December, 2022.

_____ _____

Marjorie Petty, JD
Chair

Steven Roth, JD, MPH
Assistant Secretary

Marjorie Petty, JD	Yes_____	No_____	Abstain_____	Absent_____
Don O'Bannon, Esq.	Yes_____	No_____	Abstain_____	Absent_____
Jeff Tillotson, JD	Yes_____	No_____	Abstain_____	Absent_____
Eric G. Bing, MD, PhD	Yes_____	No_____	Abstain_____	Absent_____
Todd Furniss, JD	Yes_____	No_____	Abstain_____	Absent_____
Reina Gonzalez, JD	Yes_____	No_____	Abstain_____	Absent_____
Ramon Miguez, PE	Yes_____	No_____	Abstain_____	Absent_____
Farida Minner, RN	Yes_____	No_____	Abstain_____	Absent_____
Elizabeth Palacios, MD	Yes_____	No_____	Abstain_____	Absent_____
John Proctor	Yes_____	No_____	Abstain_____	Absent_____
Lisa Sutter	Yes_____	No_____	Abstain_____	Absent_____

Parkland

Parkland Financial Performance Presentation

Executive Summary for the Month of November 2022 (Hospital Only)

For the month of November, Parkland Health recognized a net income of $6.2 which is $3.4M favorable to the budgeted net income of $2.8M and an unfavorable change of ($3.1M) compared to the prior year net income of $9.3M.

Parkland Health's operating margin and operating cash flow margin for the month of November are (0.1%) and 3.4%, respectively. The operating margin was unfavorable compared to budget of 0.6% and the operating cash flow margin is also unfavorable compared to budget of 4.3%. Parkland Health's operating margin is unfavorable compared to the prior year operating margin of 2.4% and unfavorable to the operating cash flow margin of 5.8% from the prior year.

Parkland Health's patient cash collections in November were $81.2M which is above budget by $10.2 and $5.7 higher than the prior year. Parkland Health's days cash on hand of 171 days for the month is a decrease of 16 days compared to prior month of 187 days and greater compared to the prior year November of 150 days, an increase of 21 days.

Volume variances to budget:

Patient Volume	November Actual	November Budget	Variance Actual to Budget	% Variance Actual to Budget
Adjusted Patient Days (Total patient charges/inpatient charges)	51,736	46,512	5,224	11.2%
Equivalent Patient Days (inpatient only)	26,249	24,848	1,401	5.6%
Ambulatory Visits	94,856	102,836	(7,980)	(7.8%)
Emergency Room Visits	20,401	18,071	2,330	12.9%
Deliveries	1,052	1,050	2	0.2%
Surgeries-Total	1,811	1,696	115	6.8%
Total Adult Average Daily Census (ADC) including observation	805	766	39	5.1%
Neonatal ICU ADC	70	62	8	12.9%
Total Average Daily Census	875	828	47	5.7%

Volume and Patient Revenues

- Gross patient revenue is an indicator of Parkland Health's overall volume of activity and patient mix. From the perspective of gross patient revenue, Parkland Health's total dollar volume of gross patient revenue is $5.1M or 0.7% higher than budget for the month. This favorable variance is due to inpatient revenue greater than budget by $1.1M or 0.4%, outpatient revenue lower than budget by ($2.6M) or (0.7%) and emergency room revenue greater than budget by $6.6M or 8.4%.

- Compared to prior year's gross patient revenues for the month, total patient revenue is higher by $41.3M or 6.2% with an inpatient revenue increase of $31.0M or 12.8%, outpatient revenues increase of $1.9M or 0.5%, and emergency room revenues higher by $8.4M or 11.0%.

- Parkland Health's gross patient revenue for the month of November is comprised of 38.5% IP revenue, 49.6% OP revenue, and 11.9% ED revenue. This is compared to a budget for the month of 38.6% IP, 50.4% OP, and 11.0% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, is 5.6% higher than budget and 8.4% above the prior year. The Average Length of Stay (ALOS) for Adult decreased by 0.48 days or 7.4% favorable to budget and the Neonatal ICU ALOS decreased by 3.01 days or 15.9% favorable to budget. Compared to the previous year, the ALOS for Adult was lower by 6.5% which is favorable and the ALOS for Neonatal ICU was 18.4% favorable to the prior year.

  The actual mix of inpatient services that drive Equivalent Patient Days is different than Parkland Health's budget for November as described below:

  - Total Inpatient Discharges were higher than budget by 16.9% and 20.3% above the prior year,
  - Observation/Short Stay Discharges are (9.9%) below budget and (10.6%) lower than the prior year,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) are 11.2% higher than budget and 7.1% above the prior year,
  - Inpatient surgery cases are 17.2% favorable to budget and 13.8% favorable to the prior year.
  - Surgeries of all types are 6.8% higher than budget and 8.4% above the prior year.
  - Deliveries are 0.2% higher than budget and 3.1% above the prior year.

- The volume of Parkland Health's Outpatient, Ambulatory and ED services to the community that integrate with and impact Parkland Health's inpatient business is also different than budget, especially ambulatory visits.

  - Total outpatient visits of 94,856 for November are (7.8%) below budget of 102,836 and (7.6%) lower than the prior year of 102,606. Outpatient visits include the following types:

    - COPC Visits; 43.4% of total outpatient visits
    - Outpatient Clinic Visits at Parkland Health; 36.4% of total outpatient visits
    - Women's Health Centers Visits; 20.2% of total outpatient visits

  - Approximately 63.6% of all outpatient visits are completed at the COPCs, Women's Health Centers or Community Centers. This statistic indicates that patients have access to care closer to their home and in lower cost settings other than the hospital-based clinics.

- Total ED visits are 12.9% higher than budget for November and 10.8% above the prior year. The "left without being seen" statistic of 2.7% is unfavorable to budget of 1.1% and unfavorable to the prior year statistic of 1.4%.

- Outpatient Surgery cases performed at the hospital are greater than budget by 3.8% and 11.6% higher than the prior year. Day Surgery cases performed at the ASC are (3.9%) lower than budget and (3.2%) below the prior year.

- The November Case Mix Index (CMI) for Adult Acute of 2.04 is (8.1%) lower than the prior year, the Rehabilitation CMI of 1.30 is 15.0% above the prior year and the NICU CMI of 3.45 is 3.0% higher than the prior year. The WISH CMI 0.88 is 2.3% greater than the prior year and the Psychiatry CMI of 1.15 is (4.2%) below the prior year.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 11.4% for the month compared to a goal of 10.1%. Days in AR were 51 days compared to last month of 47 days.

- Parkland Health's November payor mix for gross patient revenue is:

Payor	MTD Actual November FY22	MTD Budget November FY22	Variance/ Actual to Budget	MTD Actual November FY21
Charity – Self Pay	47.6%	44.2%	3.4%	47.2%
Medicaid	29.3%	30.9%	(1.6%)	28.5%
Medicare	14.9%	16.6%	(1.7%)	16.5%
Commercial	8.2%	8.3%	(0.1%)	7.8%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

In November, Parkland Health recognized Stimulus Funds of $4.2M from the Federal Emergency Management Agency (FEMA).

Other Operating Revenues

Other operating revenues are $2.2M higher than budget for the month of November primarily due to an increase in Replacement Drugs.

Operating Expenses

November's operating expenses (excluding depreciation) are $200.6M. This is $3.8M or 2.0% higher than the budgeted operating expenses and more than the prior year by $20.3M or 11.2%. Variances for the month include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue are 58.2% compared to a budget of 55.5%, and prior year of 56.2%.
- Salaries and benefits are $120.7M which is $6.6M or 5.8% higher than budget for the month.
- Salaries (including contract labor) are $98.2M or 6.0% more than budget for the month.
- Actual FTE count (excluding both nursing homes and jail FTEs) for November was 12,164 compared to a budget of 11,758 and actual FTEs of 11,565 in the prior year. Total FTEs are 406 or 3.5% higher than budget and 599 or 5.2% above the prior year.
- Productivity - The 6.8 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs, is lower than budget of 7.3 FTEs per AOB for the month and lower than the prior year actual FTEs of 7.0 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $0.4M higher than budget for the month due to an increase in Relative Value Units and Nursing Home Care.

Supplies, Fees, Pharmaceuticals and Other Expenses

Supplies, Fees, Pharmaceuticals and Other Expenses are ($3.1M) lower compared to budget for the month primarily due to decreases in Pharmaceuticals, Professional Consulting Fees, Outsourced Services and Computer Software purchases.

Non-operating Revenues (Expenses)

Non-operating revenues of $6.5M are favorable to budget by $4.8M or 291.1% for the month primarily due to increases in Interest Revenue and Grant Revenue.

Executive Summary for the YTD 2022 (Hospital Only)

For the YTD, Parkland Health recognized a net income $6.2M which is $3.4M favorable to the budgeted income of $2.8M and ($9.8M) unfavorable compared to the prior YTD net income of $16.0M.

Parkland Health's operating margin and operating cash flow margin for the YTD are (1.0%) and 2.5%, respectively, and is equivalent compared to the budgeted operating margin of (0.1%) and unfavorable compared to the budgeted operating cash flow margin of 3.6%. Parkland Health's operating margin is unfavorable when compared to the prior YTD operating margin of 2.8% and unfavorable when compared to the prior YTD operating cash flow margin of 6.1%.

Parkland Health's patient cash collections for the YTD are $152.0M which is $7.1M higher than the YTD budget and ($5.0M) lower than the prior YTD.

Volume variances to budget:

Patient Volume	YTD Actual	YTD Budget	Variance Actual to Budget	% Variance Actual to Budget
Adjusted Patient Days (Total patient charges/inpatient charges)	105,425	97,585	7,840	8.0%
Equivalent Patient Days (inpatient only)	52,680	51,750	930	1.8%
Ambulatory Visits	197,348	213,379	(16,031)	(7.5%)
Emergency Room Visits	40,275	36,346	3,929	10.8%
Deliveries	2,125	2,192	(67)	(3.1%)
Surgeries-Total	3,595	3,428	167	4.9%
Total Adult Average Daily Census (ADC) including observation	794	780	14	1.8%
Neonatal ICU ADC	70	68	2	2.9%
Total Average Daily Census	864	848	16	1.9%

Volume and Patient Revenues

- Gross patient revenue is an indicator of Parkland Health's overall volume of activity and patient mix. From the perspective of gross patient revenue, Parkland Health's total dollar volume of gross patient revenue is ($18.5M) or (1.3%) below budget for the YTD. This unfavorable variance is due to the combination of inpatient revenue being lower than budget by ($24.9M) or (4.4%), outpatient revenues less than budget by ($10.1M) or (1.4%) and emergency room revenue higher than budget by $16.5M or 10.3%. Compared to prior years, gross patient revenue increased $57.3M or 4.1% with inpatient revenues higher by $33.7M or 6.6%, outpatient revenues greater by $1.7M or 0.2%, and emergency room revenues higher by $21.9M or 14.1%.

- Parkland Health's gross patient revenue for the YTD is comprised of 37.4% inpatient revenue, 50.3% OP revenue, and 12.3% ED revenue. This is compared to a budget for YTD of 38.7% IP, 50.3% OP, and 11.0% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, are 1.8% higher than budget for the YTD and 3.6% above the prior YTD. The Average Length of Stay (ALOS) for Adult was 6.5% lower or favorable to budget for the YTD and the Neonatal ICU ALOS was 7.1% less or favorable to budget for the YTD. Compared to the previous year, the ALOS for Adult and was 6.4% lower or favorable to the prior year and the Neonatal ICU was 10.0% below or favorable to the prior year.

  The actual mix of inpatient services that drive Equivalent Patient Days is different than Parkland Health's budget for the YTD:

  - Total Inpatient Discharges are 10.8% higher than budget and 14.1% above the prior YTD,
  - Observation/Short Stay Discharges are (10.0%) lower than budget and (10.6%) below the prior YTD,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) for the current YTD are 8.0% above budget and 3.9% greater than the prior YTD,
  - Inpatient surgery cases are 13.9% higher than budget and 10.7% above the prior YTD,
  - Surgeries of all types are 4.9% more than budget and 6.5% greater than the prior YTD,
  - Deliveries are lower than budget by (3.1%) and (0.2%) less than the prior YTD.

- The volume of Parkland Health's Outpatient, Ambulatory and ED services to the community that integrates with and impact Parkland Health's inpatient business is also different than budget, especially ambulatory visits.

  - Total outpatient visits of 197,348 for the YTD are (7.5%) lower than budget of 213,379 and (7.2%) below the prior YTD of 212,671. Outpatient visits include the following types:

    - COPC Visits; 44.1% of total outpatient visits
    - Outpatient Clinic Visits at Parkland Health; 36.3% of total outpatient visits
    - Women's Health Centers Visits; 19.6% of total outpatient visits

  - Approximately 63.7% of all outpatient visits are completed at the COPCs, Women's Health Centers or Community Centers. This statistic indicates that patients have access to care closer to their home and in lower cost settings other than the hospital-based clinics.

  - Total ED visits are 10.8% higher than budget for the YTD and 8.7% better than the prior YTD. The "left without being seen" statistic of 2.7% is unfavorable to budget of 1.3% and unfavorable to the prior year statistic of 1.6%.

- Outpatient Surgery cases performed at the hospital are 5.7% greater than budget YTD and 13.7% greater than the prior YTD. Day Surgery cases performed at the ASC are (8.4%) lower than budget for the YTD and (7.9%) below the prior YTD.

- The YTD Case Mix Index (CMI) for Adult Acute of 1.96 is (4.6%) lower than the prior YTD, the WISH CMI of 0.88 is (2.2%) below the prior YTD, the Psychiatry CMI of 1.16 is (5.3%) less than the prior YTD, and the NICU CMI of 3.39 is (2.3%) lower than the prior YTD. The Rehabilitation CMI of 1.26 is (2.3%) below than the prior YTD.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 10.5% for the YTD compared to the budget of 9.9%.

- Parkland Health's year-to-date payor mix for gross patient revenue is:

Payor	YTD Actual FY22	YTD Budget FY22	Variance/ Actual to Budget	YTD Actual FY21
Charity – Self Pay	47.3%	44.0%	3.3%	48.9%
Medicaid	28.2%	31.1%	(2.9%)	26.9%
Medicare	16.6%	16.6%	0.0%	15.7%
Commercial	7.9%	8.3%	(0.4%)	8.5%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

YTD Parkland Health recognized $8.3M of Stimulus Funds from the Federal Emergency Management Agency (FEMA).

Other Operating Revenues

Other operating revenues are $4.3M higher than budget for the YTD primarily due to an increase in the Replacement Drug Program.

Operating Expenses

YTD operating expenses (excluding depreciation) of $401.7M are lower than budget by ($1.4M) or (0.3%) and more than the prior YTD by $39.9M or 11.0%. Variances for the YTD include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue for the YTD are 57.8% compared to a budget of 56.1%, and prior year of 54.6%.
- Salaries and benefits are $3.7M or 1.6% higher than budget for the YTD.
- Salaries (including contract labor) are $194.5M or 1.7% higher than budget for the YTD.
- Actual FTE count (excluding both nursing homes and jail FTEs) for YTD was 12,120 compared to a budget of 11,853 and actual FTEs of 11,583 for the prior YTD. Total FTEs are 267 or 2.3% higher than budget for the YTD and 537 or 4.6% above the prior YTD.
- Productivity - The 6.8 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs, is lower than budget of 7.1 FTEs per AOB for the YTD and equivalent to the prior YTD of 6.8 FTEs per AOB.

Purchased Medical Services

Purchased medical services are ($0.3M) or (0.6%) lower than budget for the YTD due to decreases in Medical Technical Services and Medical Professional Services.

Supplies, Fees, Pharmaceuticals and Other

Supplies, Fees, Pharmaceuticals and Other Expenses are ($4.8M) or (4.0%) below budget YTD primarily due to decreases in Pharmaceuticals, Professional Consulting Fees, Building Maintenance and Computer Software purchases.

Non-operating Revenues (Expenses)

Non-operating revenues of $10.5M are $7.2M or 220.2% higher than budget for the YTD primarily due to increases in Interest Revenues and Grant Revenues.

GENERAL INFORMATION

Key Operating Statistics/Charts

Volume-related (slides)

- **Hospital Discharges**
- **Total Average Daily Census**
- **Average Length of Stay**
- **Case Mix Index**
- **Total Emergency Visits** include Urgent Care Visits, as well as hospital Emergency Room visits.
- **Total Ambulatory Visits**
- **Surgeries** includes both inpatient and day surgery.
- **Deliveries**
- **Adjusted Patient Days** are a summation of inpatient activity (IP Census Days + Observation Days + Short Stay Days).

Labor and Operating Cost Efficiency

Evaluating Parkland Health's overall patient activity level and Parkland Health's cost structure in relation to that activity uses a common and standard industry factor called "Adjusted Patient Days". It is a calculated number based on revenue. The calculation uses Parkland Health's inpatient census days and extrapolates from them an estimate of "Adjusted Patient Days" that essentially incorporates both inpatient days and a "notional" value of estimated outpatient activity. The outpatient segment is calculated with a gross charge-based formula. The actual formula is described in the Glossary of Terms.

YTD Staffing Information

FTEs are Parkland Health's largest cost element. Volume alone is not the only driver, nor even the most important driver, of Parkland Health's staffing patterns – quality and safety come first. The leadership team is keenly focused on understanding how to better balance all these factors to deliver the highest quality care at the lowest feasible resource cost.

FTE per Adjusted Occupied Bed (AOB)

Parkland Health attempts to adjust staffing levels for actual patient activity. Flexing FTEs can be complicated and does not necessarily follow a linear pattern with volume. (Refer to the FTEs per Adjusted Occupied Bed slide).

Total Operating Cost per Adjusted Patient Days and Total Supply Cost per Adjusted Patient Day

Total Operating Cost per Adjusted Patient Days for the current month are lower than budget due to higher adjusted patient days. The Supply Cost per Adjusted Patient Day is also lower than budget due to higher adjusted patient days which tends to skew the supply cost metric downward for the month.

Receivables and Collections Management

- ***Patient Cash Collections and Total Cash Collections:*** *Any increases* in cash collections is a reflection of the concerted efforts by the Revenue Cycle team to resolve delays in billing due to claim edits and the identification of a funding source for uninsured patients.

- ***Days Cash on Hand:*** Days cash on hand is a factor of cash balances compared to the required daily cash outlays needed to operate the organization.

- ***Days in Accounts Payable:*** The Days in Accounts Payable (AP) metric is calculated using the mathematical formula of total current liabilities less deferred revenues divided by total operating expenses less depreciation divided by the total days in the period of calculation. This metric represents the number of days on average it takes to pay outstanding accounts payable.

- ***Days in Patient Accounts Receivable:*** The Days in Accounts Receivable (AR) metric is calculated using the traditional mathematical formula of Net Accounts Receivable divided by Average Daily Net Patient Service Revenue (refer to the Days in Patient AR slide). Parkland Health's large proportion of Medicaid Pending Accounts Receivable – compared to most hospitals -- means that this traditional, industry-standard formula handicaps Parkland Health's comparison to most hospitals. It does not fully reflect the high degree of success Parkland Health's Patient Financial Services team delivers in collecting cash since the "degree of difficulty" of Parkland Health's collection efforts is much higher than most hospitals experience.

Budget and Finance Committee

Parkland Health & Hospital System

Financial Updated as of November 2022

December 13, 2022

Parkland

Parkland

Income Statement
MTD November 2022

Hospital (exc NH) Income Statement MTD November 2022

PHHS Without Nursing Homes MTD

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$79,143	$79,390	$ (247)	-0.3%	$72,703	$ 6,440	8.9%
Net Ad Valorem Taxes	66,899	66,899	-	0.0%	63,743	3,156	5.0%
Government Programs	39,731	39,731	-	0.0%	37,155	2,576	6.9%
Stimulus Funds	4,167	4,167	-	0.0%	1,759	2,408	136.9%
Other	17,623	15,408	2,215	14.4%	16,144	1,479	9.2%
OPERATING REVENUES	207,563	205,595	1,968	1.0%	191,504	16,059	8.4%
EXPENSES							
Salaries and Benefits	120,728	114,160	(6,568)	-5.8%	107,591	(13,137)	-12.2%
Purchased Medical Services	24,427	24,008	(419)	-1.7%	20,882	(3,545)	-17.0%
Supplies	36,448	37,014	566	1.5%	33,952	(2,496)	-7.4%
Other	18,997	21,578	2,581	12.0%	17,891	(1,106)	-6.2%
Depreciation	7,226	7,647	421	5.5%	6,530	(696)	-10.7%
OPERATING EXPENSES	207,826	204,407	(3,419)	-1.7%	186,846	(20,980)	-11.2%
OPERATING INCOME (LOSS)	**$ (263)**	**$ 1,188**	**$ (1,451)**	**-122.1%**	**$ 4,658**	**$ (4,921)**	**-105.6%**
Grants and Contributions	2,685	3,025	(340)	-11.2%	3,601	(916)	-25.4%
Other nonoperating revenues (expense	3,768	(1,375)	5,143	374.0%	1,095	2,673	-244.1%
Nonoperating Income	6,453	1,650	4,803	291.1%	4,696	1,757	37.4%
Total Net Income (Loss)	$ 6,190	$ 2,838	$ 3,352	118.1%	$ 9,354	$ (3,164)	-33.8%
Cash Flow Margin	$ 6,963	$ 8,835	$ (1,872)	-21.2%	$ 11,188	$ (4,225)	-37.8%
Operating Cash Flow Margin %	3.4%	4.3%			5.8%		
Operating Margin %	-0.1%	0.6%			2.4%		

Total All Entities Income Statement MTD November 2022

All Entities Month to Date Income Statement

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$ 103,466	$ 103,623	$ (157)	-0.2%	$ 95,915	$ 7,551	7.9%
Net Ad Valorem Taxes	66,899	66,899	-	0.0%	63,743	3,156	5.0%
Government Programs	41,766	41,766	-	0.0%	39,530	2,236	5.7%
Stimulus Funds	4,167	4,167	-	0.0%	1,759	2,408	136.9%
Premium Revenues	102,686	66,985	35,701	53.3%	55,833	46,853	83.9%
Other	21,100	19,239	1,861	9.7%	18,439	2,661	14.4%
OPERATING REVENUES	340,084	302,679	37,405	12.4%	275,219	64,865	23.6%
EXPENSES							
Salaries & Benefits	138,943	132,532	(6,411)	-4.8%	124,091	(14,852)	-12.0%
Purchased Medical Service	24,427	24,008	(419)	-1.7%	20,882	(3,545)	-17.0%
Supplies	42,882	44,320	1,438	3.2%	40,696	(2,186)	-5.4%
Other	64,481	46,313	(18,168)	-39.2%	28,928	(35,553)	-122.9%
Claims	61,273	45,928	(15,346)	-33.4%	50,976	(10,297)	-20.2%
Depreciation	7,485	7,898	413	5.2%	6,745	(740)	-11.0%
OPERATING EXPENSES	339,491	300,999	(38,492)	-12.8%	272,318	(67,173)	-24.7%
OPERATING INCOME (LOSS)	**$ 593**	**$ 1,680**	**$ (1,087)**	**-64.7%**	**$ 2,901**	**$ (2,308)**	**-79.6%**
Nonoperating Income	7,833	1,037	6,796	655.4%	3,721	4,112	110.5%
Total Net Income (Loss)	$ 8,426	$ 2,717	$ 5,709	210.1%	$ 6,622	$ 1,804	27.2%
Cash Flow Margin	$ 8,078	$ 9,578	$ (1,500)	-15.7%	$ 9,646	$ (1,568)	-16.3%
Operating Cash Flow Margin %	2.4%	3.2%			3.5%		
Operating Margin %	0.2%	0.6%			1.1%		

Parkland

Income Statement
YTD November 2022

Hospital (exc NH) Income Statement FYTD November 2022

PHHS Without Nursing Homes YTD *(Dollars in Thousands)*	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$154,575	$164,893	$ (10,318)	-6.3%	$ 148,847	$ 5,728	3.8%
Net Ad Valorem Taxes	133,797	133,797	-	0.0%	127,487	6,310	4.9%
Government Programs	79,462	79,462	-	0.0%	74,311	5,151	6.9%
Stimulus Funds	8,333	8,333	-	0.0%	2,960	5,373	181.5%
Other	35,702	31,436	4,266	13.6%	31,892	3,810	11.9%
OPERATING REVENUES	411,869	417,921	(6,052)	-1.4%	385,497	26,372	6.8%
EXPENSES							
Salaries and Benefits	238,133	$ 234,432	(3,701)	-1.6%	210,632	(27,501)	-13.1%
Purchased Medical Services	47,745	48,017	272	0.6%	42,067	(5,678)	-13.5%
Supplies	75,933	76,284	351	0.5%	70,303	(5,630)	-8.0%
Other	39,871	44,309	4,438	10.0%	38,787	(1,084)	-2.8%
Depreciation	14,441	15,294	853	5.6%	13,075	(1,366)	-10.4%
OPERATING EXPENSES	416,123	418,336	2,213	0.5%	374,864	(41,259)	-11.0%
OPERATING INCOME (LOSS)	**$ (4,254)**	**$ (415)**	**$ (3,839)**	**925.1%**	**$ 10,633**	(14,887)	-140.0%
Grants and Contributions	6,705	6,049	656	10.8%	6,741	(36)	-0.5%
Other nonoperating revenue (expense)	3,764	(2,779)	6,543	-235.4%	(1,403)	5,167	-368.3%
Nonoperating Income	10,469	3,270	7,199	220.2%	5,338	5,131	96.1%
Total Net Income (Loss)	$ 6,215	$ 2,855	$ 3,360	117.7%	$ 15,971	$ (9,756)	-61.1%
Cash Flow Margin	$ 10,187	$ 14,879	$ (4,692)	-31.5%	$ 23,708	$ (13,521)	-57.0%
Operating Cash Flow Margin %	2.5%	3.6%			6.1%		
Operating Margin %	-1.0%	-0.1%			2.8%		

Total All Entities Income Statement FYTD November 2022

All Entities Year to Date Income Statement

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$ 202,737	$214,167	$ (11,430)	-5.3%	$ 195,961	$ 6,776	3.5%
Net Ad Valorem Taxes	133,797	133,797	-	0.0%	127,487	6,310	4.9%
Government Programs	83,532	83,532	-	0.0%	79,061	4,471	5.7%
Stimulus Funds	8,333	8,333	-	0.0%	2,960	5,373	181.5%
Premium Revenues	198,921	134,153	64,768	48.3%	111,323	87,598	78.7%
Other	41,771	39,137	2,634	6.7%	38,350	3,421	8.9%
OPERATING REVENUES	669,091	613,119	55,972	9.1%	555,142	113,949	20.5%
EXPENSES							
Salaries & Benefits	273,976	271,628	(2,348)	-0.9%	243,799	(30,177)	-12.4%
Purchased Medical Service	47,745	48,017	272	0.6%	42,067	(5,678)	-13.5%
Supplies	88,916	90,879	1,963	2.2%	83,896	(5,020)	-6.0%
Other	130,396	94,486	(35,910)	-38.0%	62,043	(68,353)	-110.2%
Claims	114,704	91,113	(23,591)	-25.9%	101,949	(12,755)	-12.5%
Depreciation	14,952	15,796	844	5.3%	13,507	(1,445)	-10.7%
OPERATING EXPENSES	670,689	611,919	(58,770)	-9.6%	547,261	(123,428)	-22.6%
OPERATING INCOME (LOSS)	**$ (1,598)**	**$ 1,200**	**$ (2,798)**	**-233.2%**	**$ 7,881**	**$ (9,479)**	**-120.3%**
Nonoperating Income	12,363	2,045	10,318	504.5%	4,044	8,319	205.7%
Total Net Income (Loss)	$ 10,765	$ 3,245	$ 7,520	231.7%	$ 11,925	$ (1,160)	-9.7%
Cash Flow Margin	$ 13,354	$ 16,996	$ (3,642)	-21.4%	$ 21,388	$ (8,034)	-37.6%
Operating Cash Flow Margin %	2.0%	2.8%			3.9%		
Operating Margin %	-0.2%	0.2%			1.4%		

Parkland

Key Statistics

Parkland

Hospital Key Statistics
MTD November 2022

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	4,868	4,548	320	7.0%	4,484	8.6%
Average Daily Census (Adult, NICU and Obs)	875	828	47	5.7%	808	8.3%
Average Length of Stay (Adult)	6.04	6.52	0.48	7.4%	6.46	6.5%
Case Mix Index (Acute Service Line)	2.04	2.05	(0.01)	-0.5%	2.20	-7.3%
Emergency Visits	20,401	18,071	2,330	12.9%	18,418	10.8%
Ambulatory Visits	94,856	102,836	(7,980)	-7.8%	102,606	-7.6%
Surgeries	1,811	1,696	115	6.8%	1,671	8.4%
Deliveries	1,052	1,050	2	0.2%	1,020	3.1%

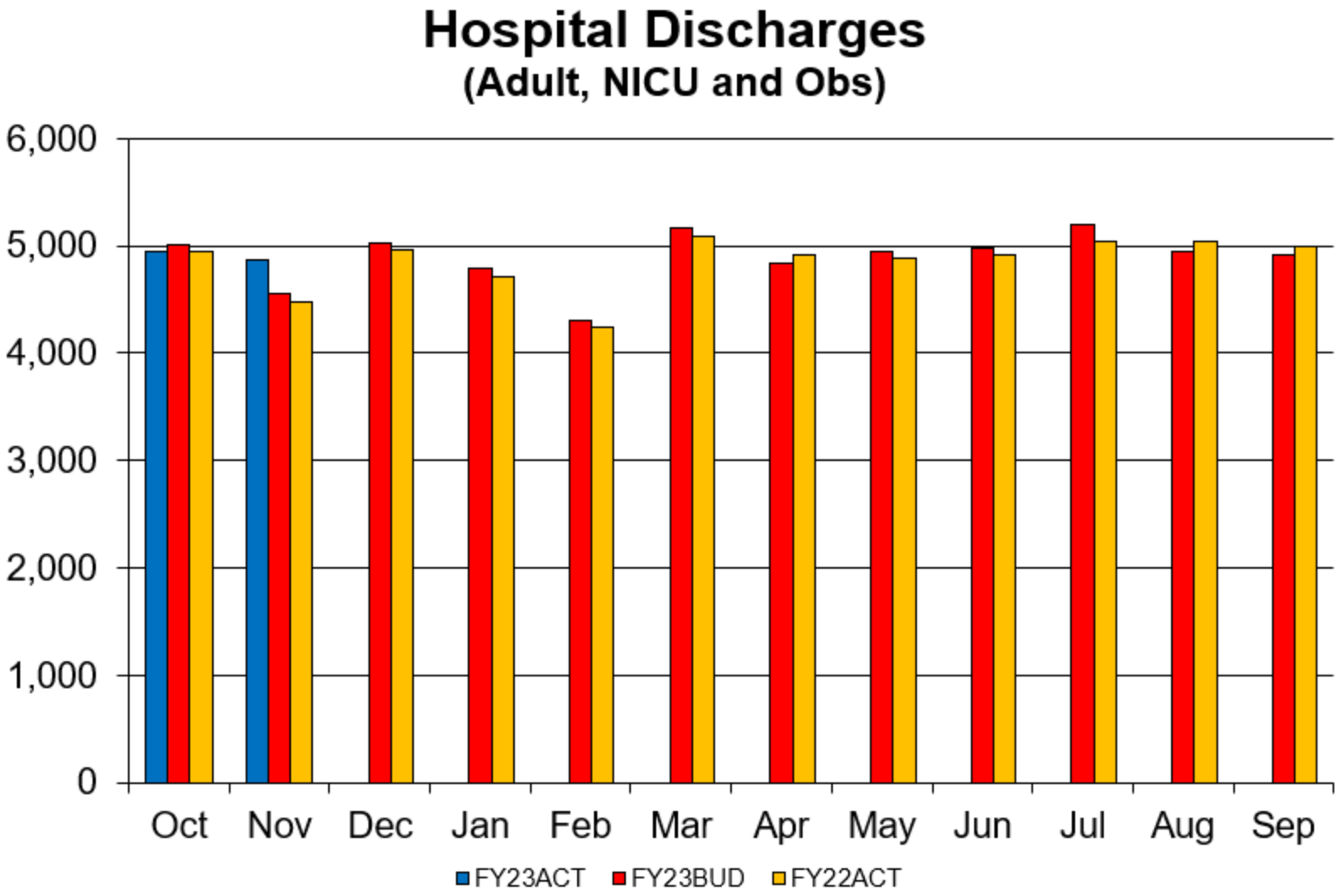
Parkland

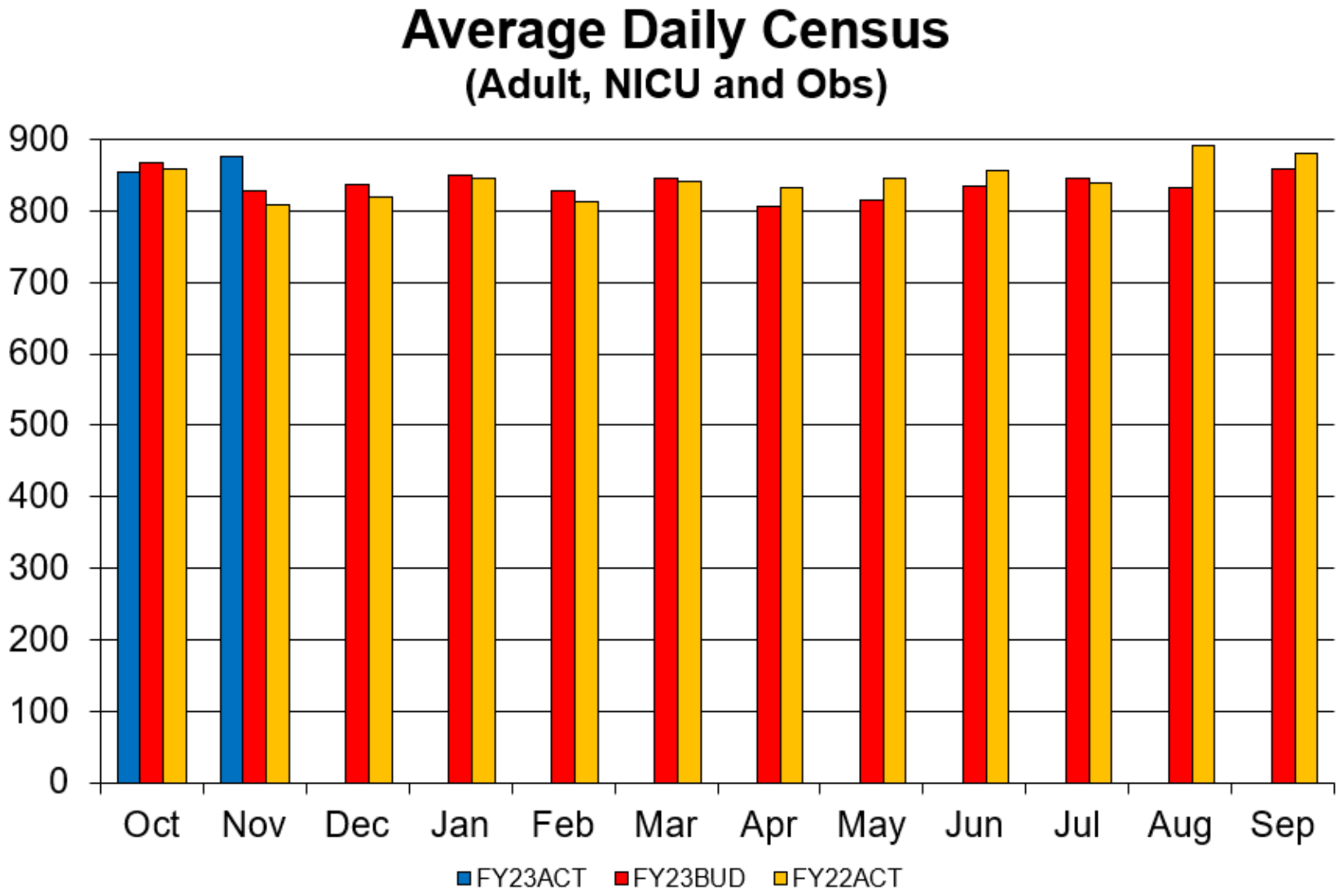
Hospital Key Statistics
FYTD November 2022

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	9,809	9,563	246	2.6%	9,426	4.1%
Average Daily Census (Adult, NICU and Obs)	864	848	16	1.9%	834	3.6%
Average Length of Stay (Adult)	6.02	6.44	0.42	6.5%	6.43	6.4%
Case Mix Index (Acute Service Line)	1.96	2.05	(0.09)	-4.4%	2.31	-15.2%
Emergency Visits	40,275	36,346	3,929	10.8%	37,056	8.7%
Ambulatory Visits	197,348	213,379	(16,031)	-7.5%	212,671	-7.2%
Surgeries	3,595	3,428	167	4.9%	3,375	6.5%
Deliveries	2,125	2,192	(67)	-3.1%	2,130	-0.2%

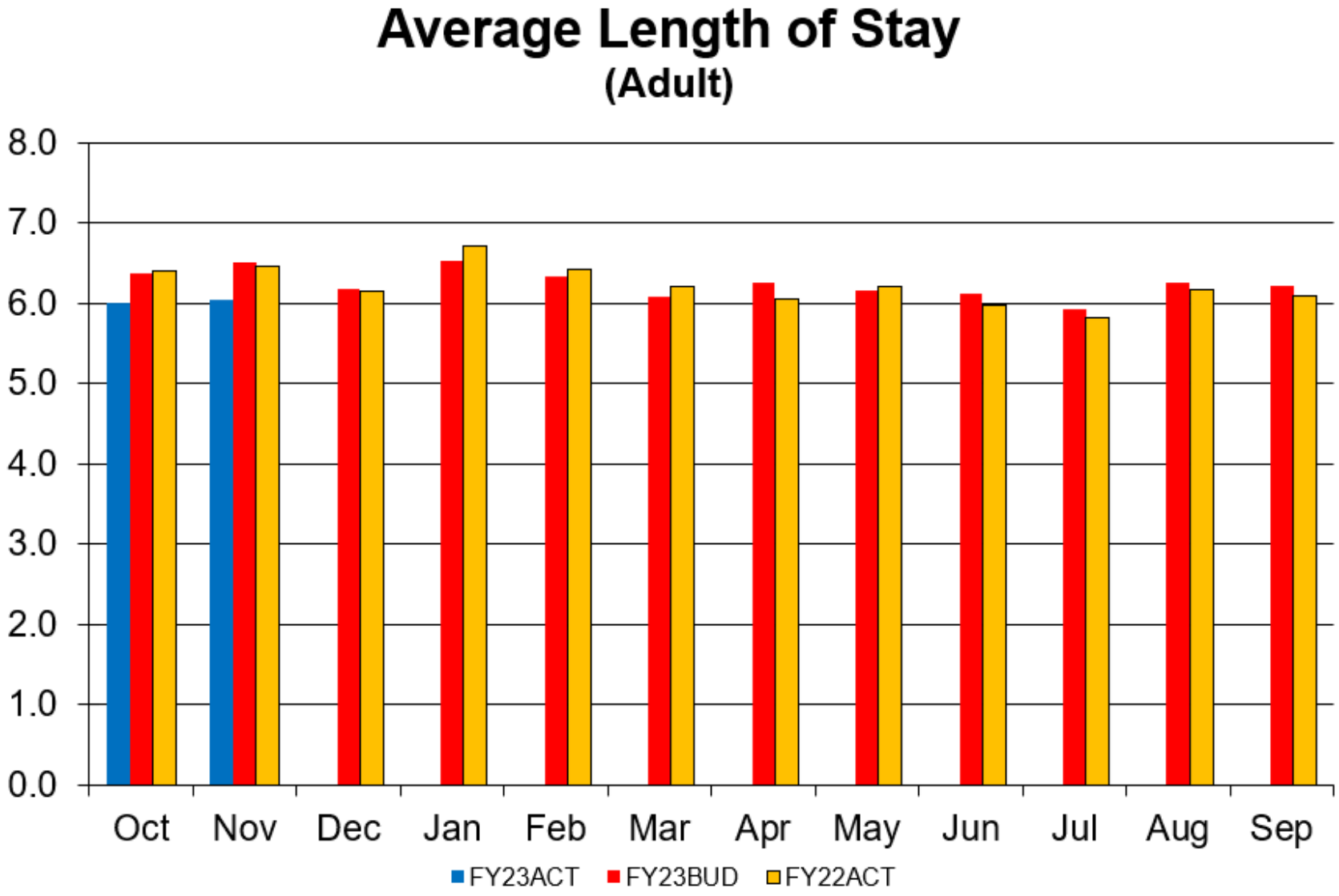
Parkland

Volumes
Discharges

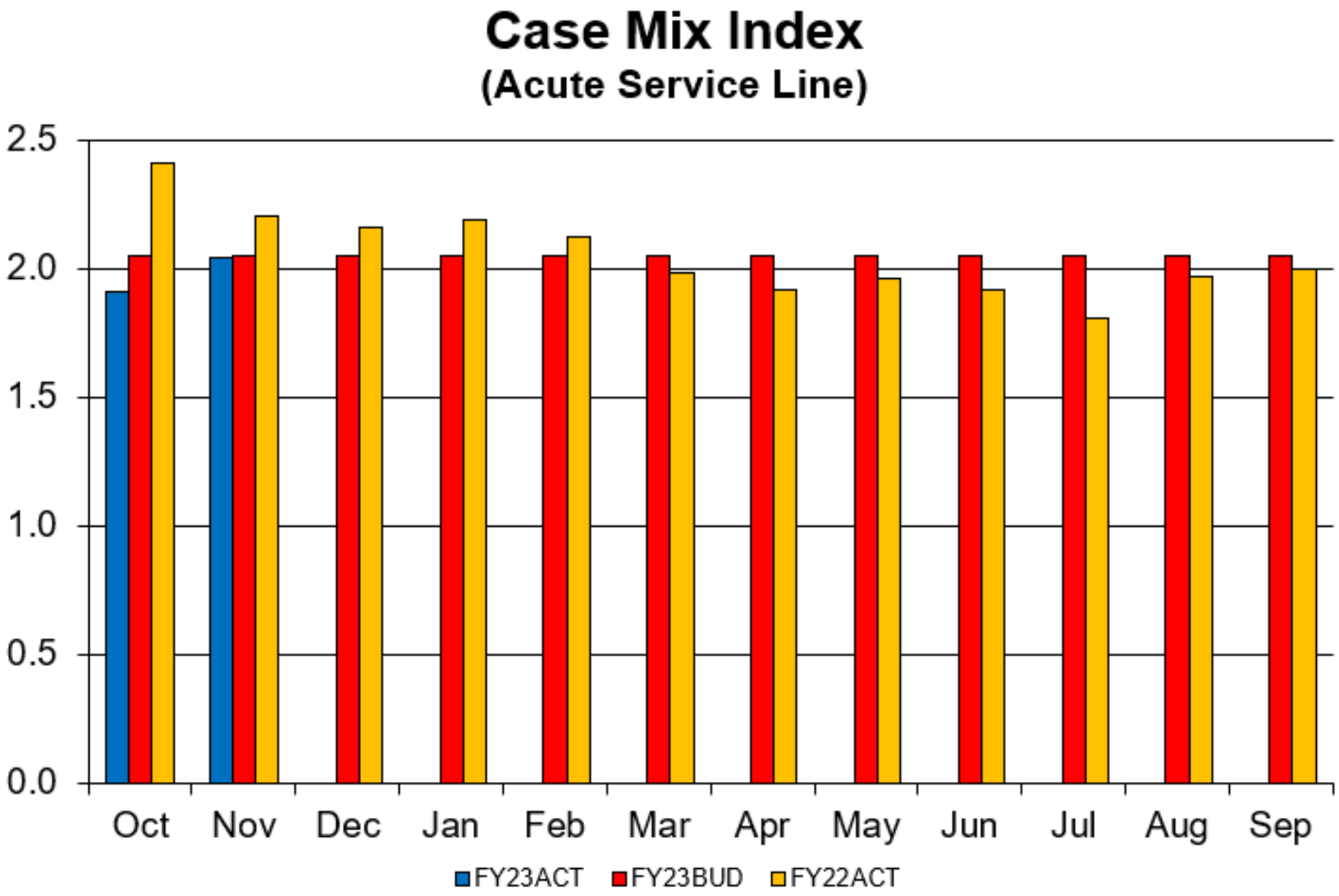



Average Daily Census
(Adult, NICU and Obs)
900
800
700
600
500
400
300
200
100
0
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
FY23ACT
FY23BUD
FY22ACT

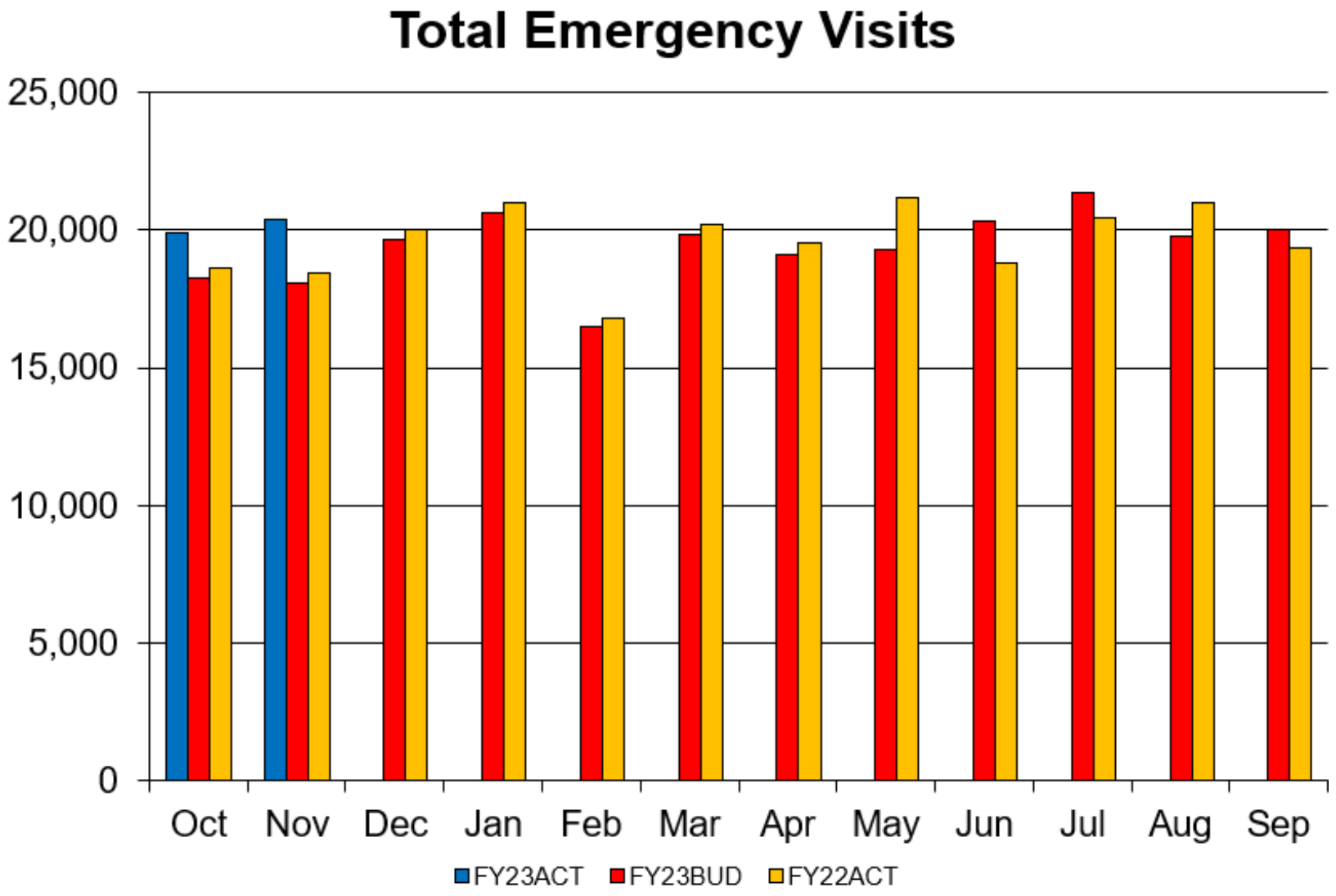
Volumes
Average Length of Stay



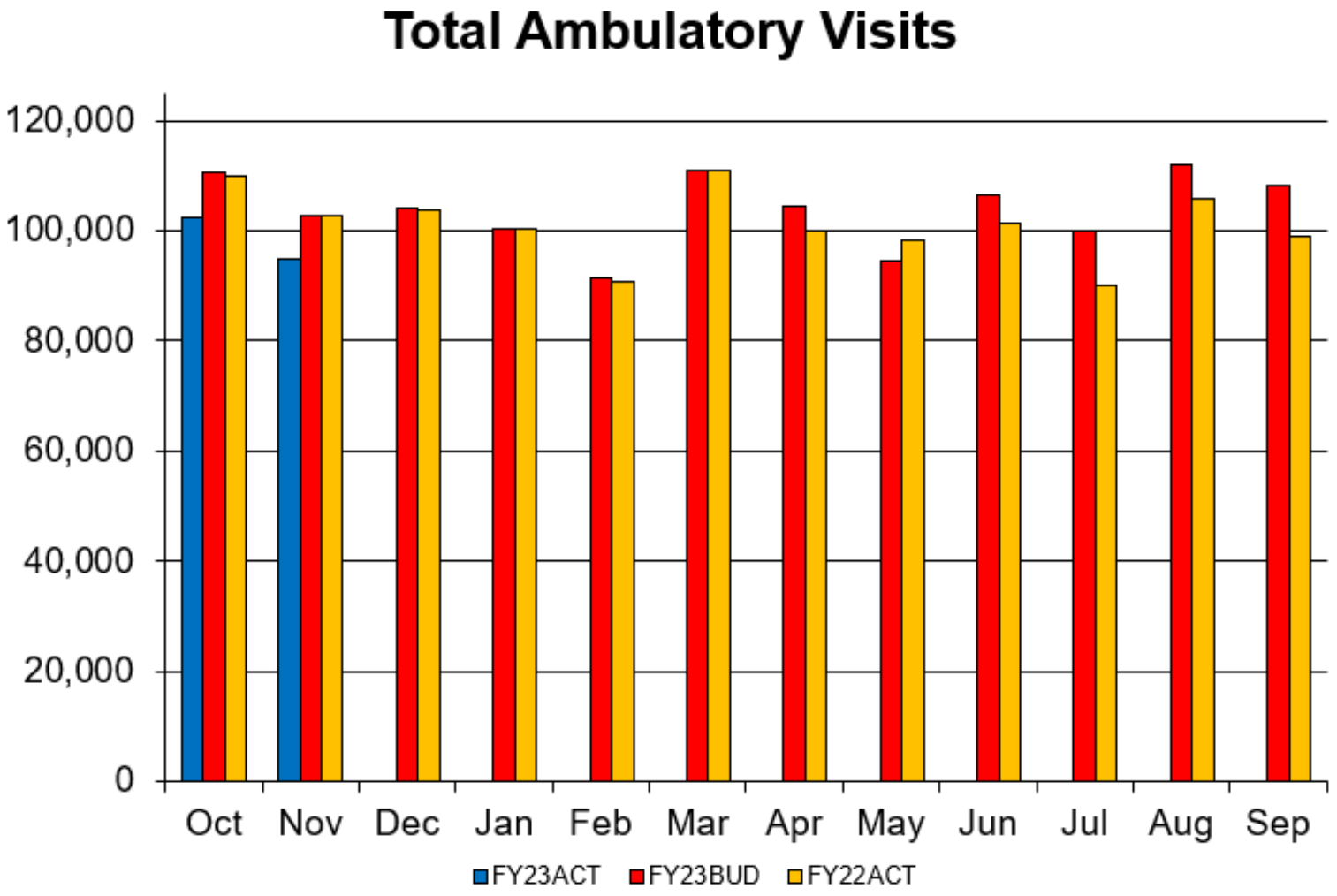
Volumes
Case Mix Index



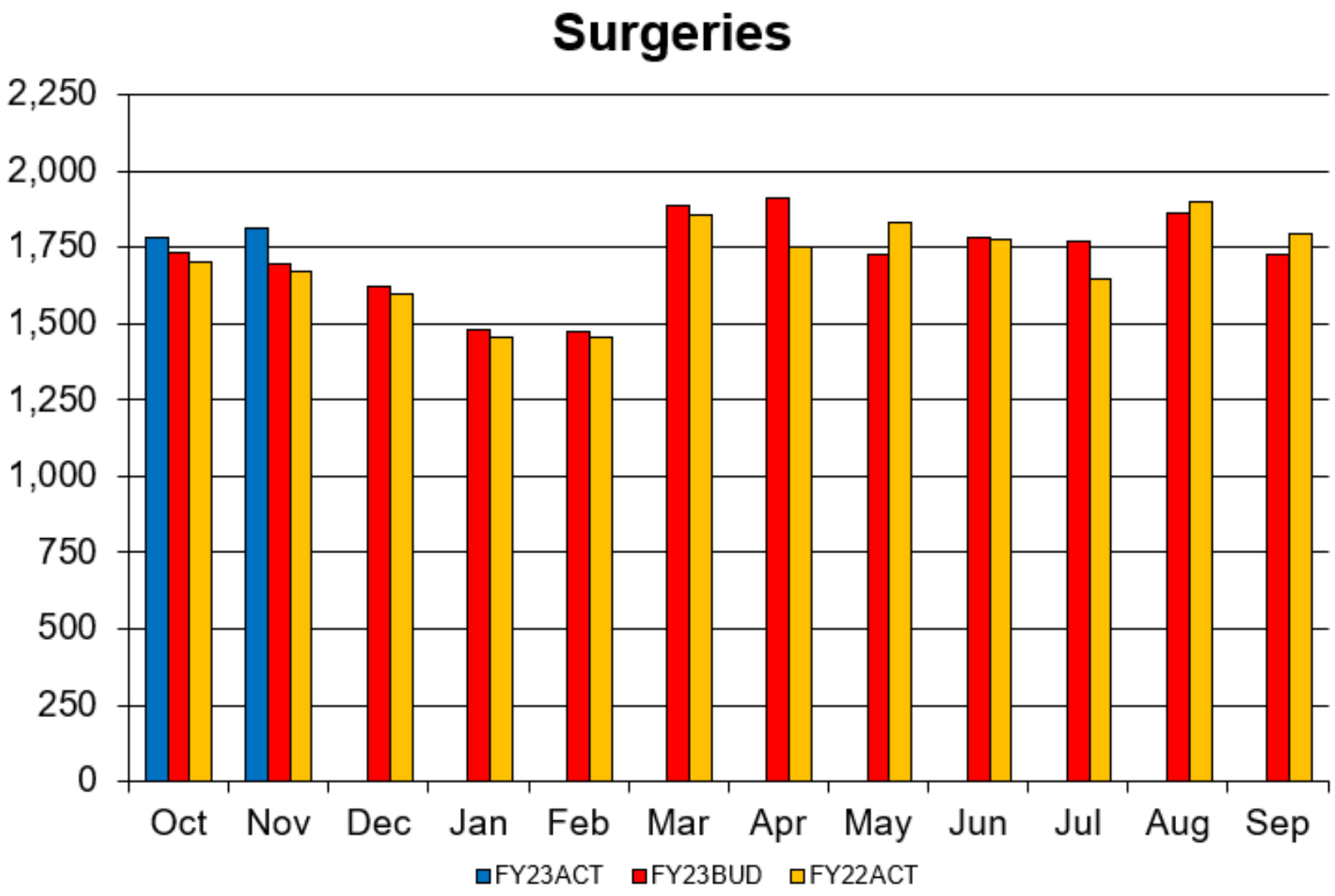
Volumes
Emergency Visits



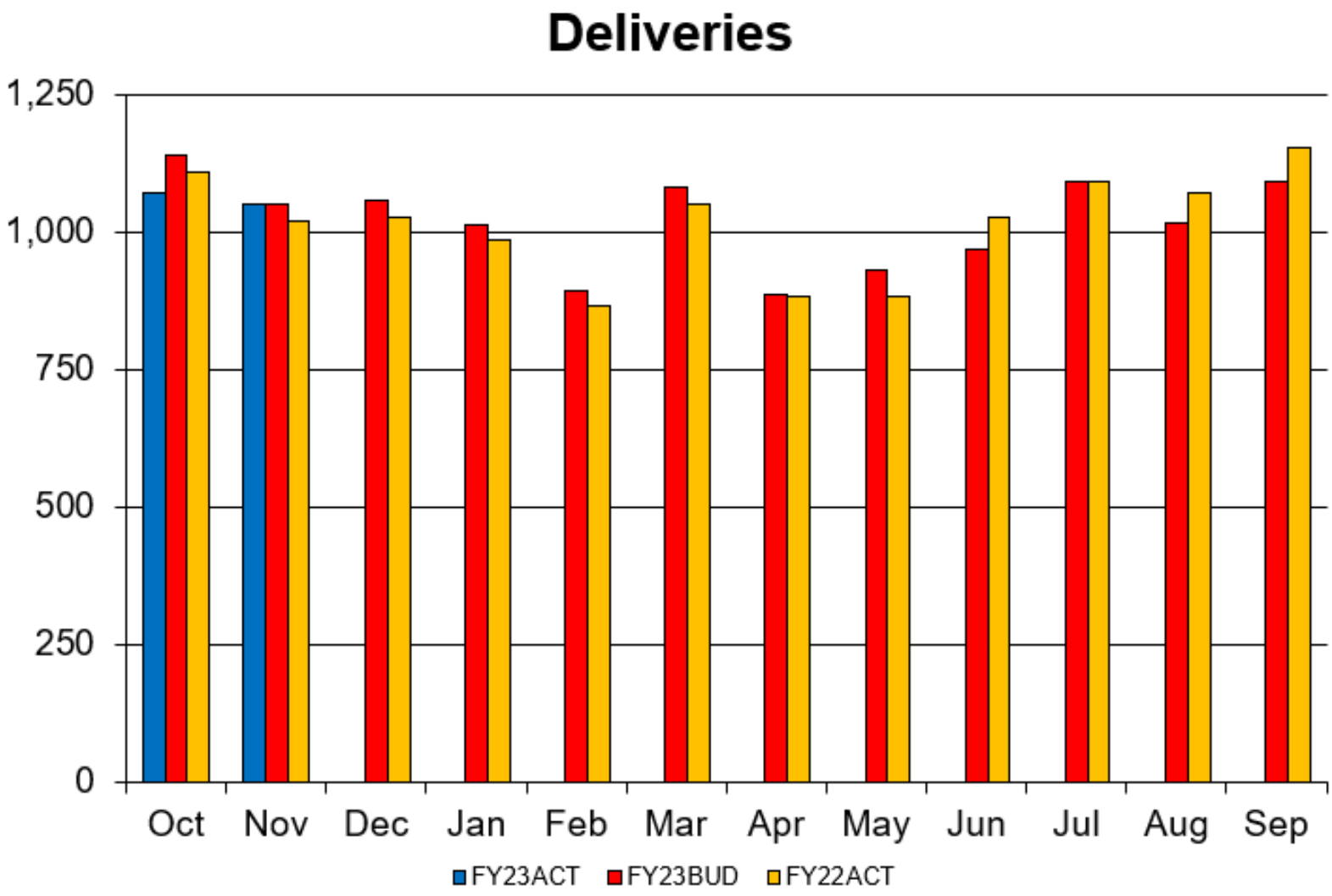
Volumes
Ambulatory Visits



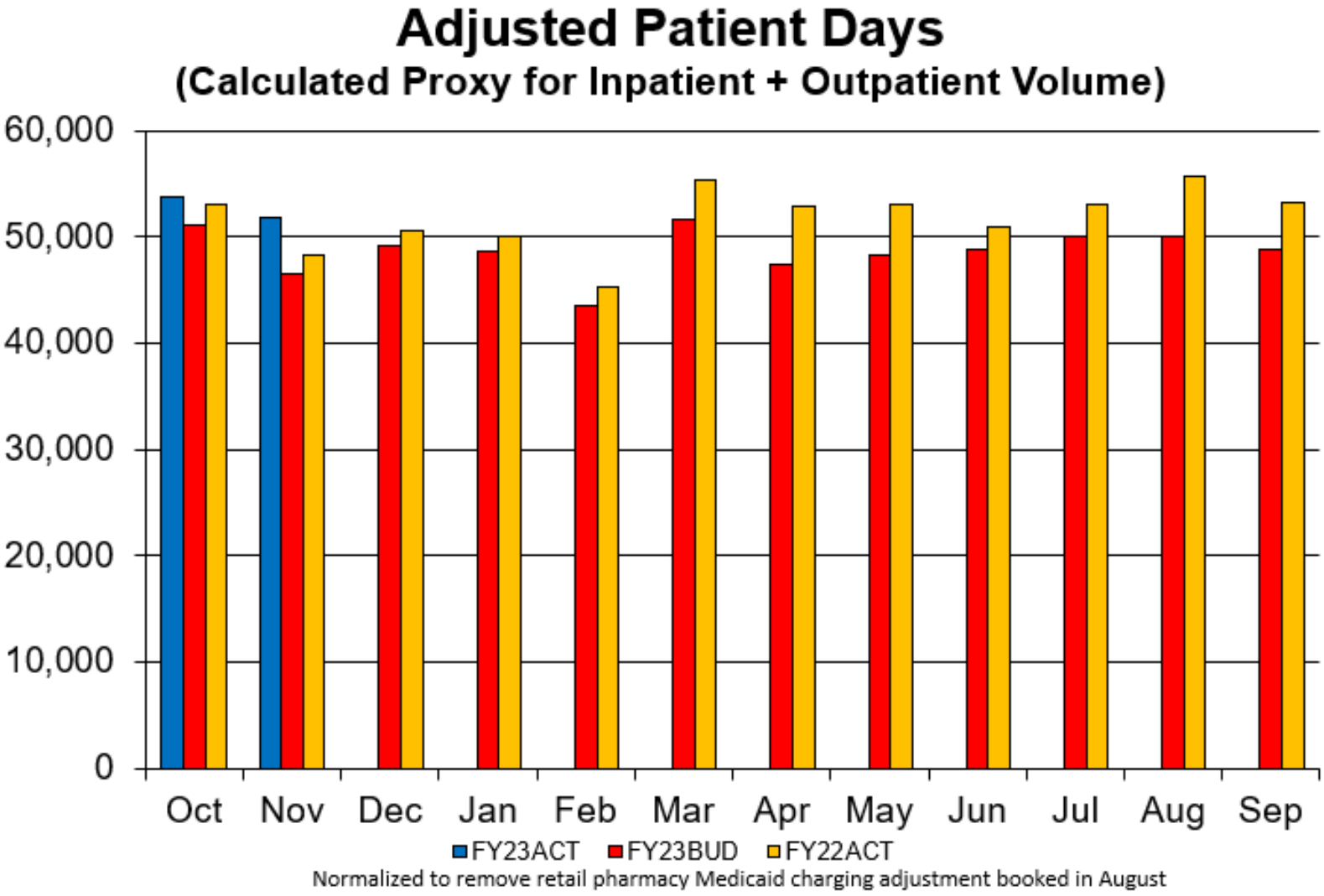
Volumes
Surgeries



Volumes
Deliveries

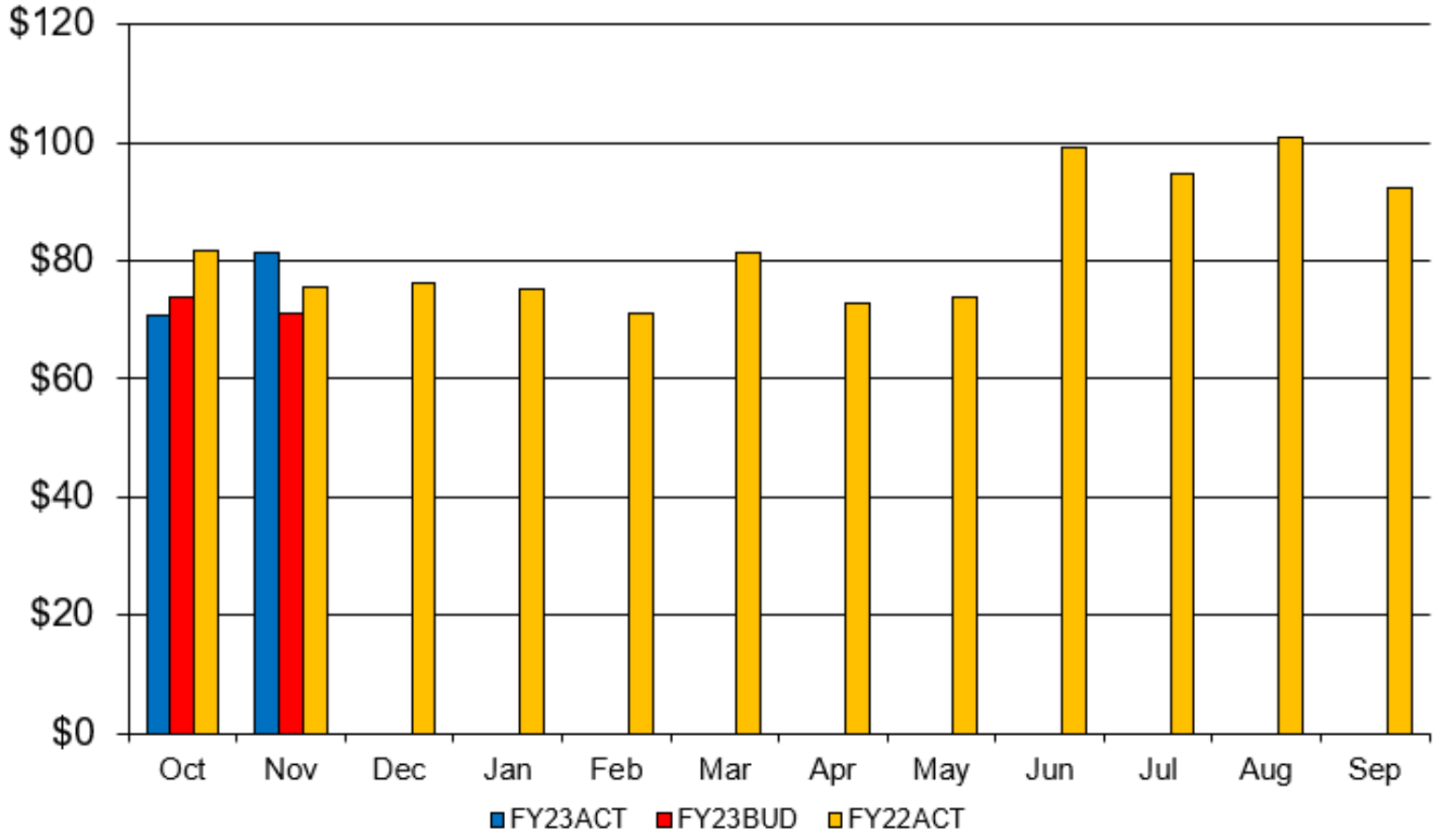


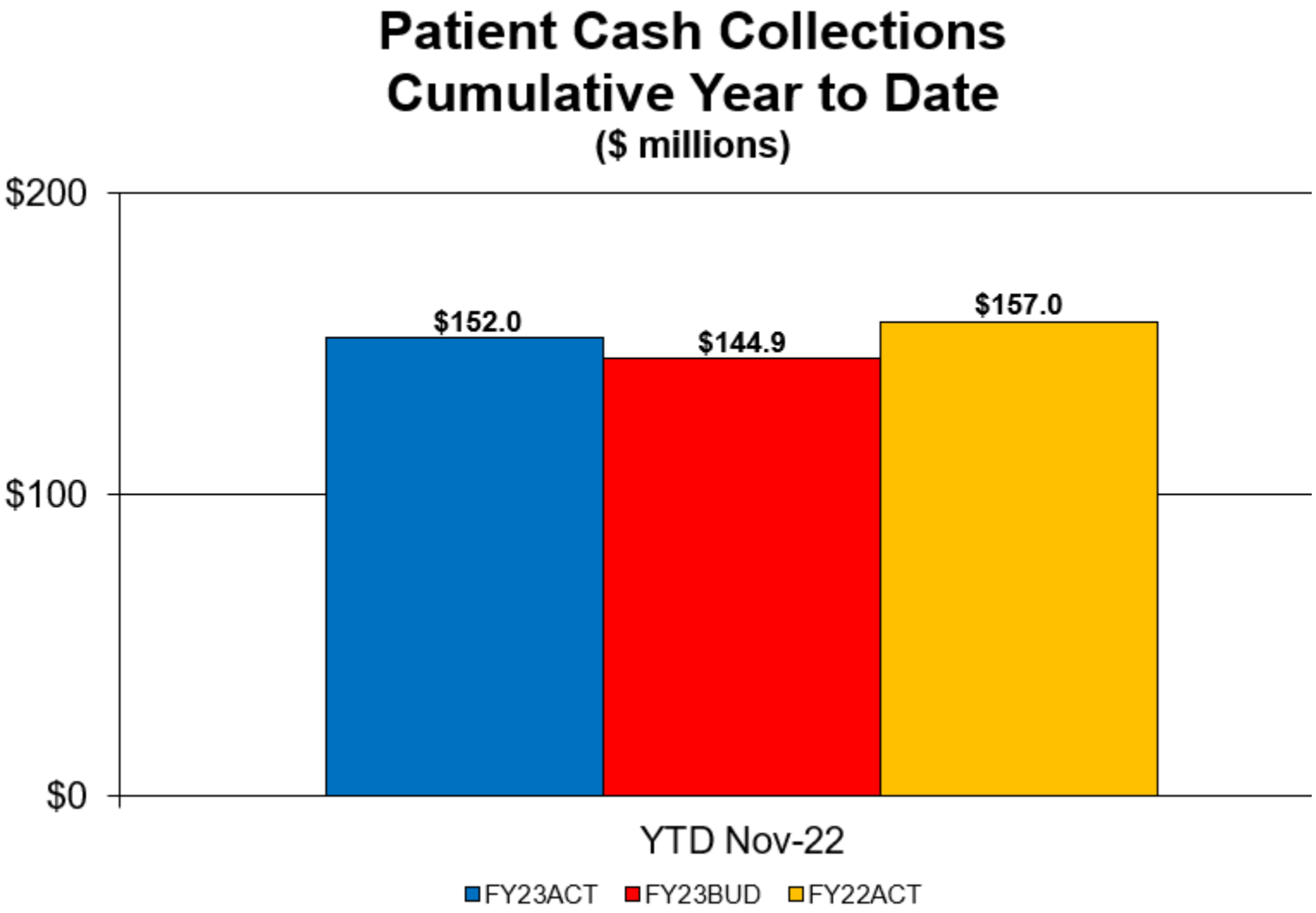
Volumes
Adjusted Patient Days



Key Operating Performance Metrics

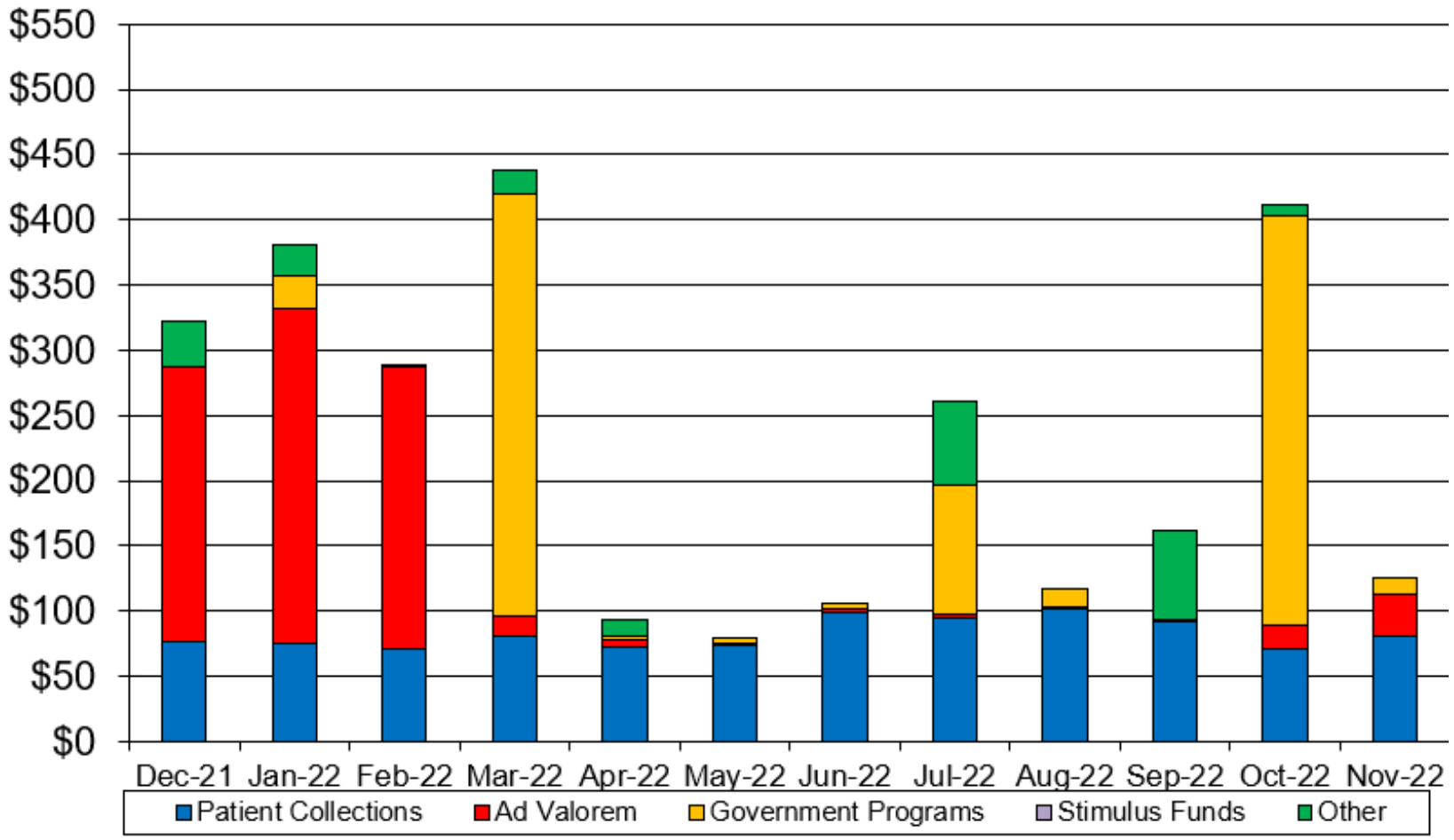
Patient Cash Collections
($ millions)




Patient Cash Collections
Cumulative Year to Date
($ millions)
$200
$100
$0
$152.0
$144.9
$157.0
YTD Nov-22
FY23ACT
FY23BUD
FY22ACT

Key Operating Performance Metrics

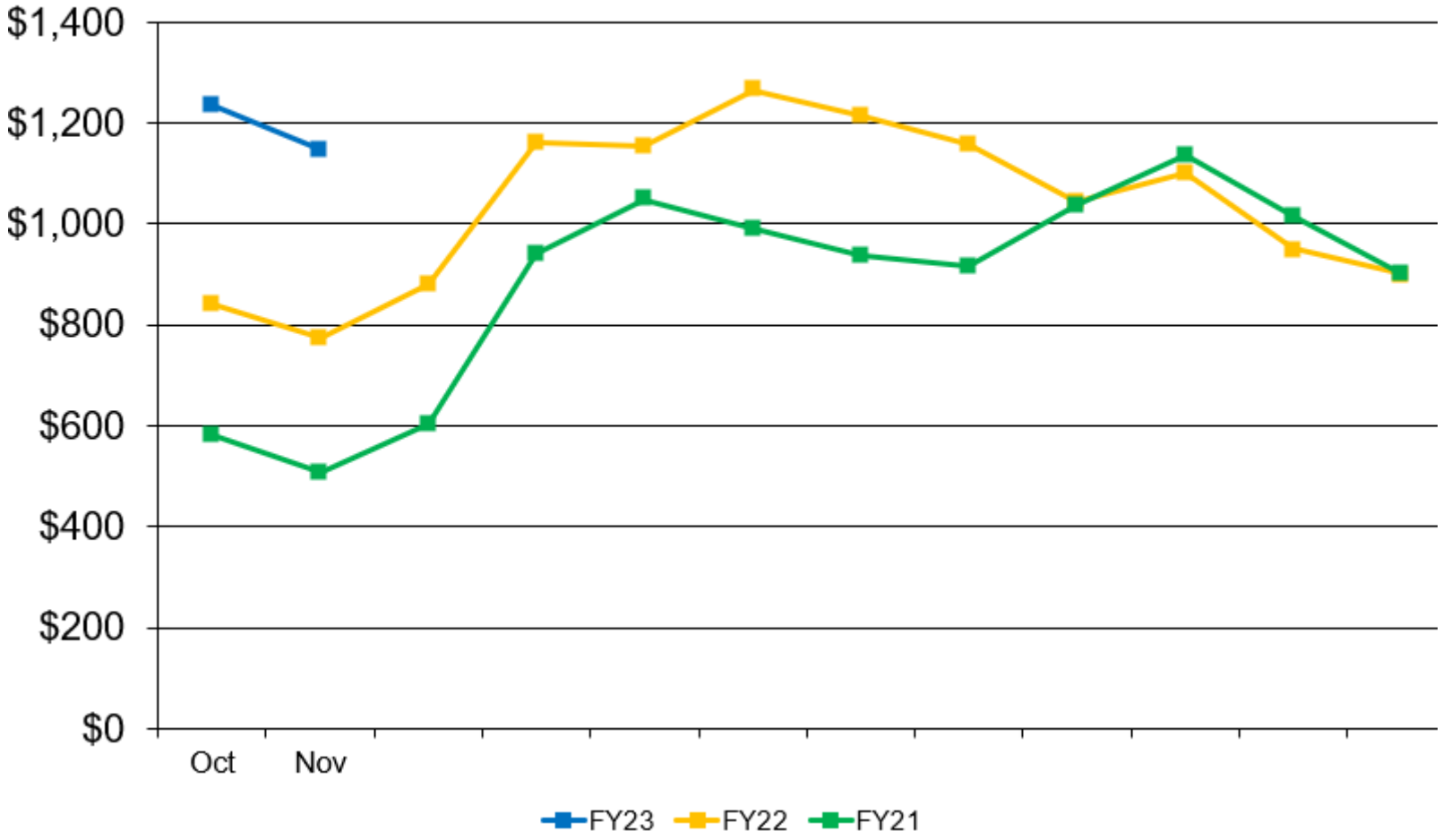
Total Cash Collections
($ millions)



Key Operating Performance Metrics

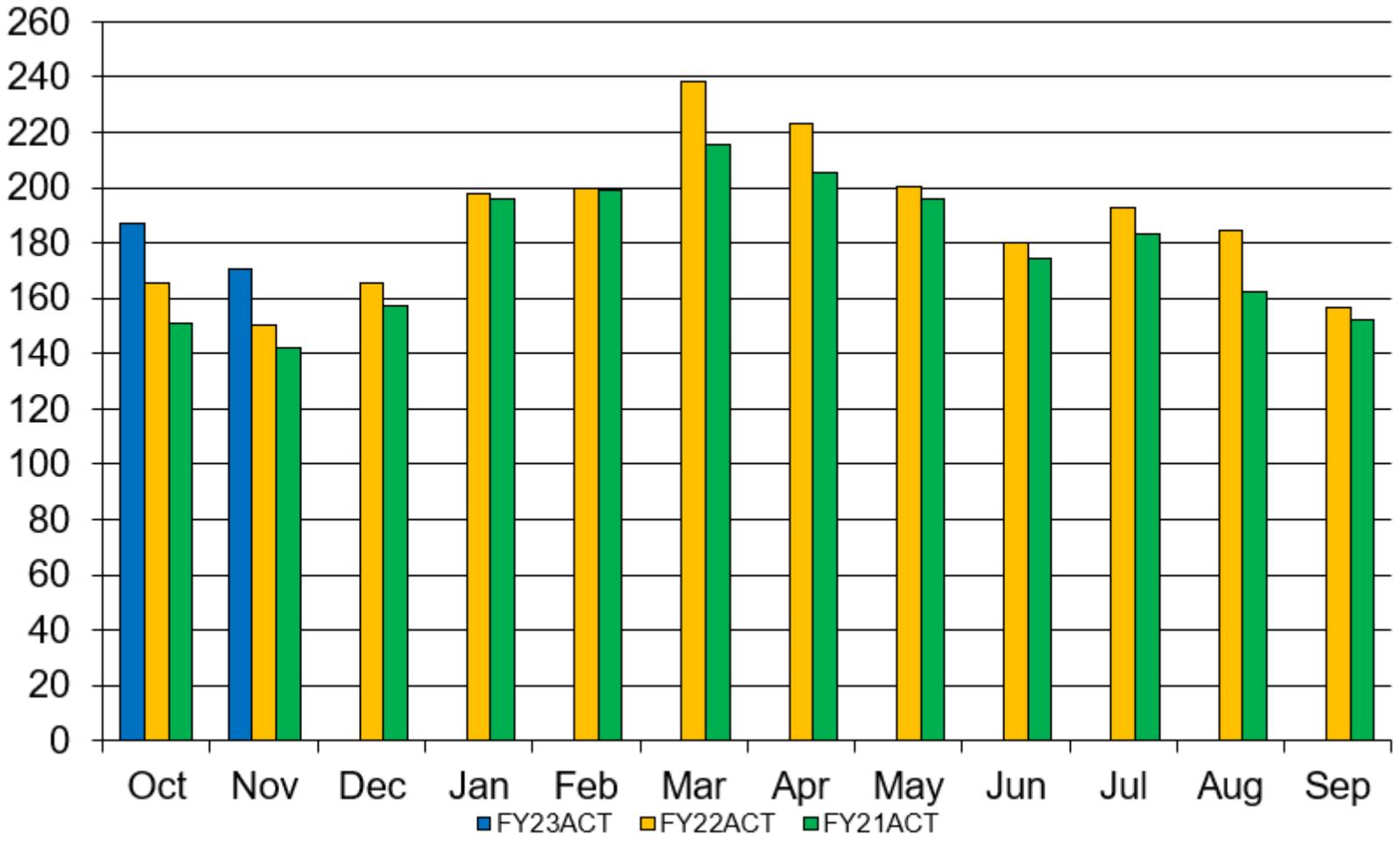
Cash Balance Trending

($ millions)



Key Operating Performance Metrics

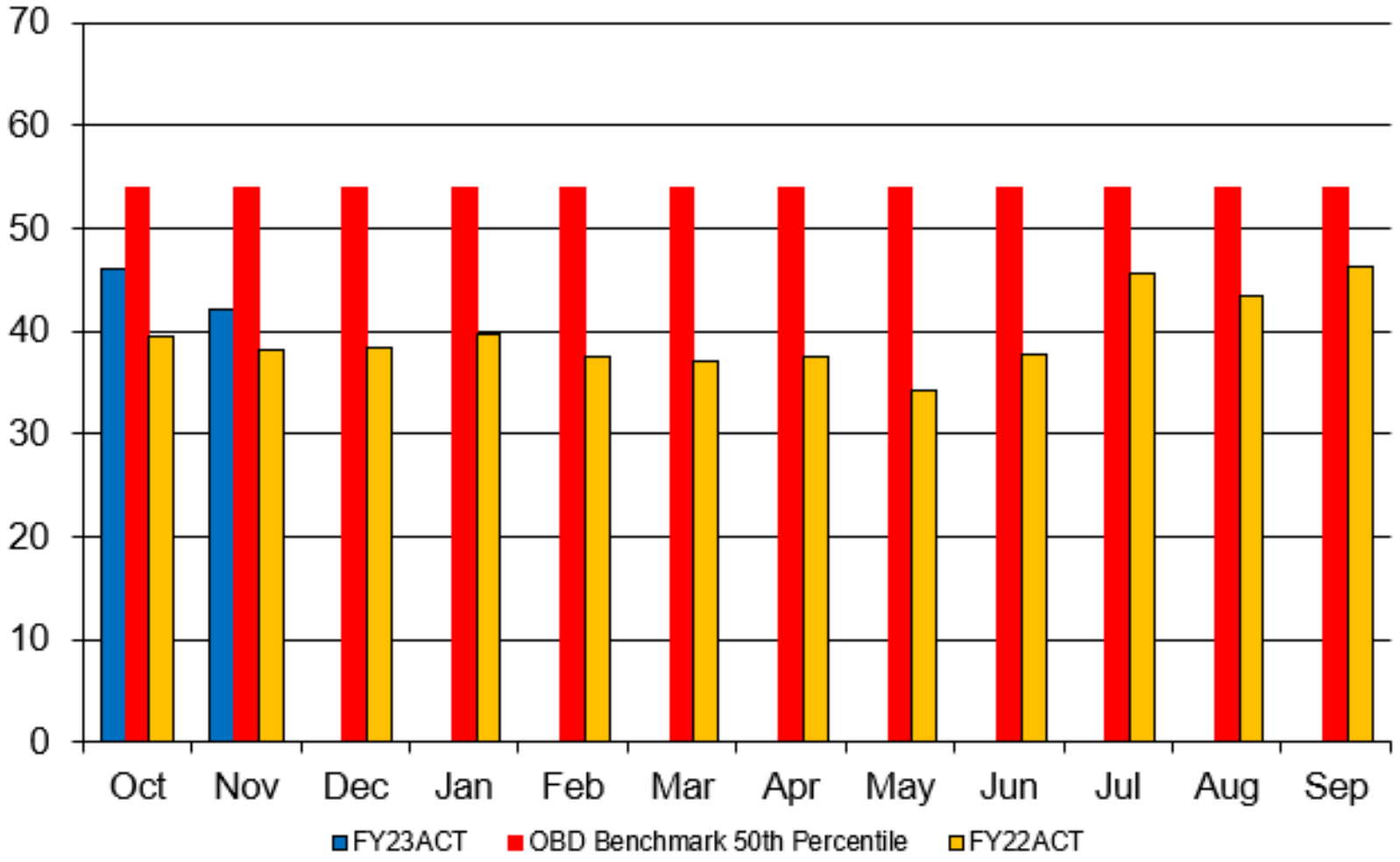
Days Cash on Hand



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

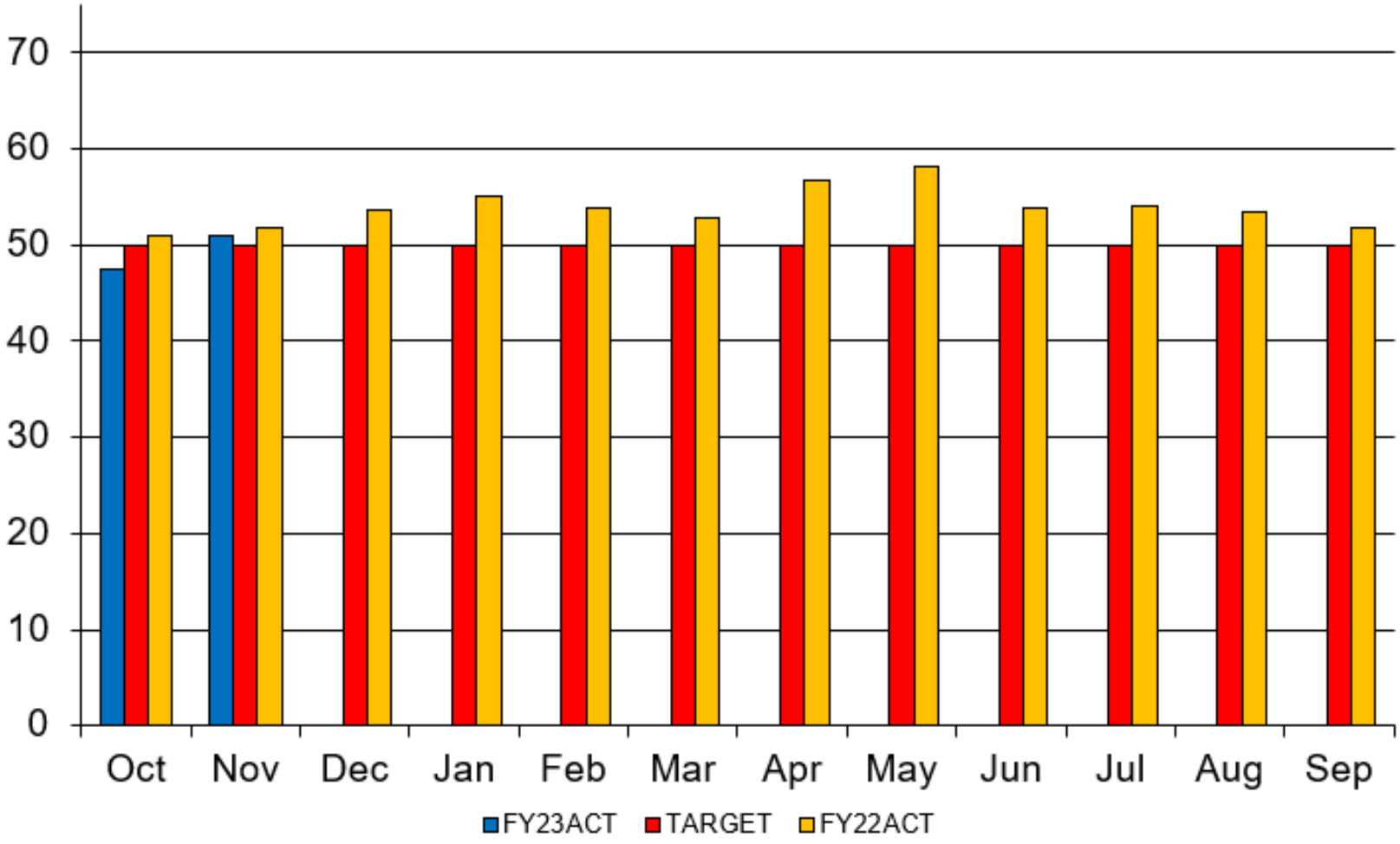
Key Operating Performance Metrics

Days in Accounts Payable



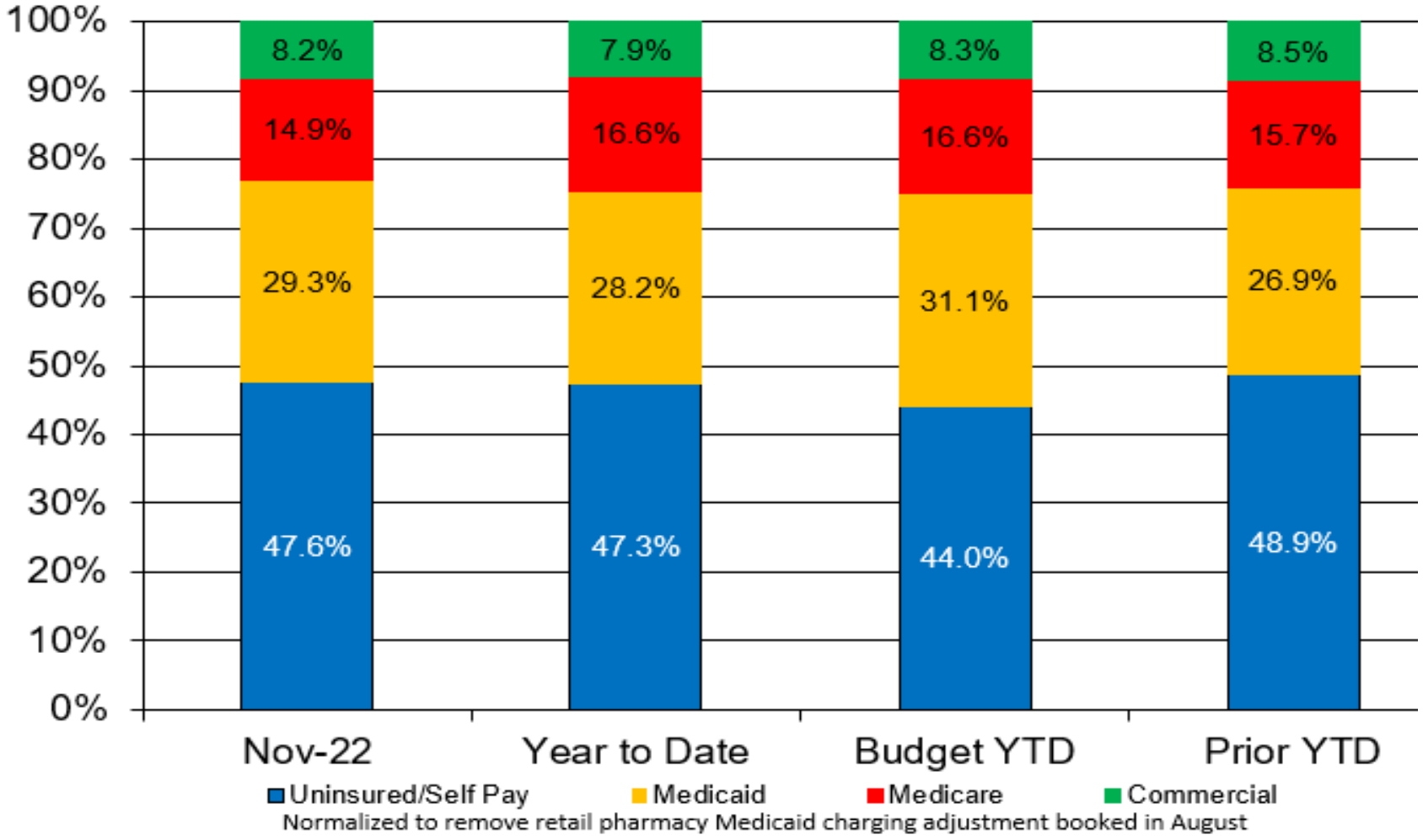
Key Operating Performance Metrics

Days in Accounts Receivable



Key Operating Performance Metrics

Gross Patient Revenue By Payor Type

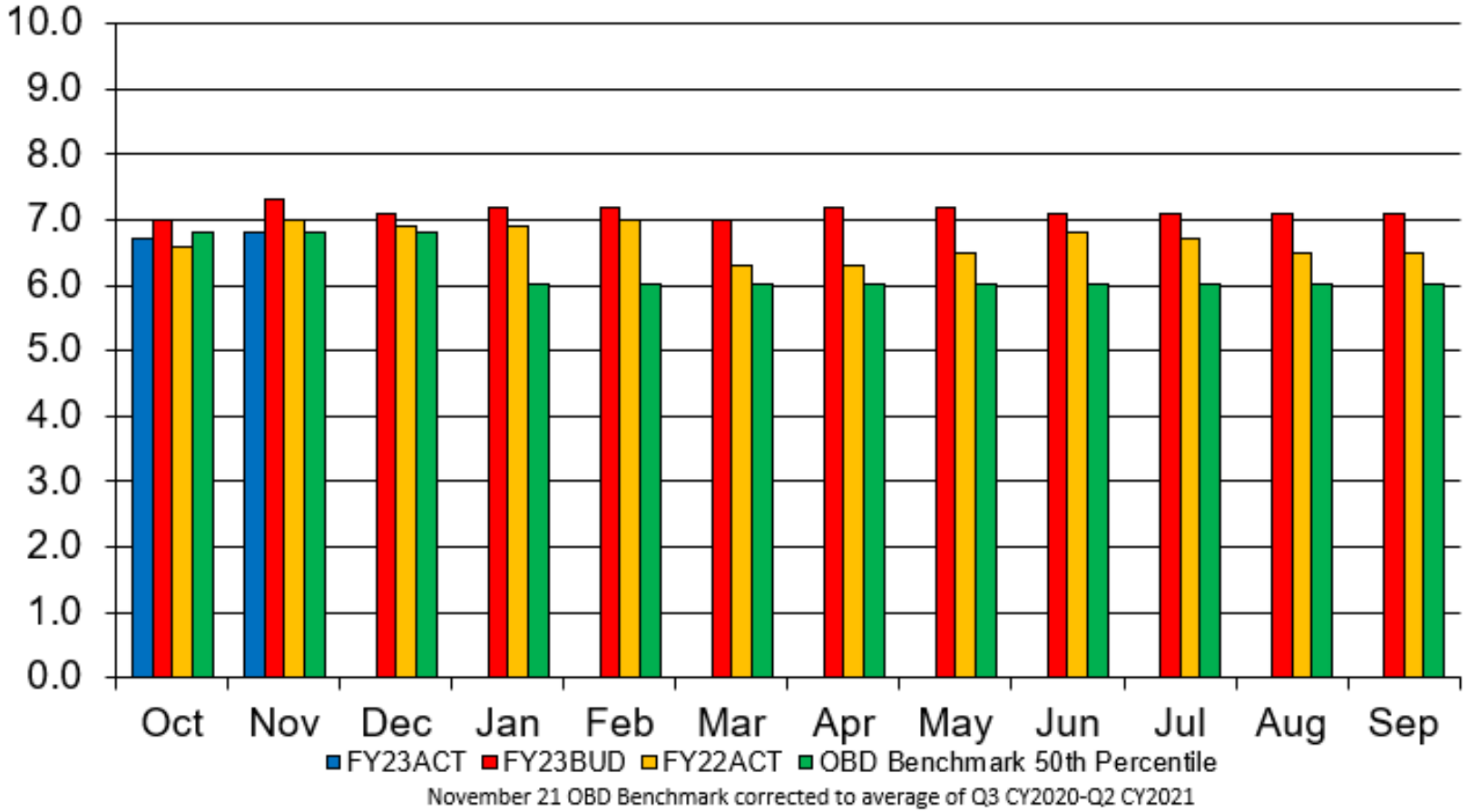


Normalized to remove retail pharmacy Medicaid charging adjustment booked in August

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 – November 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	$ 66,184	$ 49,369	$ 16,815	34.1%	$ 52,856	$ 13,328	25.2%
Other	36,502	17,617	18,885	107.2%	2,977	33,525	1126.1%
OPERATING REVENUE	102,686	66,985	35,701	53.3%	55,833	46,853	83.9%
EXPENSE							
Administration	9,128	7,931	(1,198)	-15.1%	8,056	(1,073)	-13.3%
Claims	94,440	60,198	(34,241)	-56.9%	50,976	(43,464)	-85.3%
OPERATING EXPENSE	103,568	68,129	(35,439)	-52.0%	59,031	(44,537)	-75.4%
OPERATING INCOME (LOSS)	**$ (882)**	**$ (1,143)**	**$ 262**	**22.9%**	**$ (3,198)**	**$ 2,316**	**72.4%**
Interest and Investment Income	522	55	467	845.4%	53	469	880.2%
Unrealized Gain (Loss) on Investments	294	16	277	1701.4%	(227)	521	229.2%
Total Net Income (Loss)	$ (66)	$ (1,072)	$ 1,006	93.8%	$ (3,372)	$ 3,306	98.0%

Operating Cash Flow Margin %	-0.9%	-1.7%	-5.7%
Medical Loss Ratio (excluding UHRIP/NAIP)	91.1%	87.6%	90.9%

PCHP Fiscal Year ends 12/31/2022

PCHP Financial Performance
Calendar YTD – November 2022

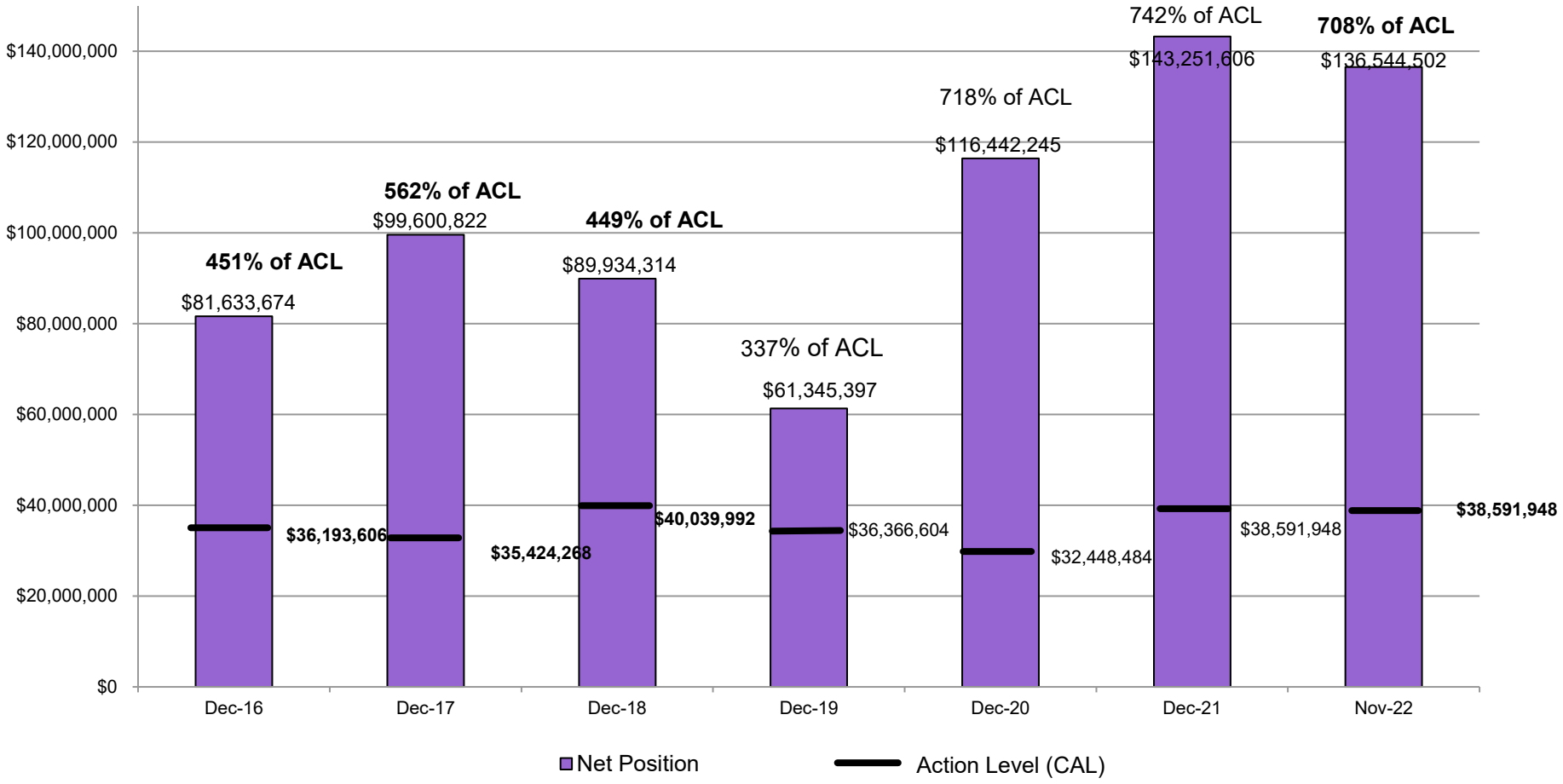
PCHP Year to Date Income Statement

(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	$ 630,538	$ 579,900	$ 50,638	8.7%	$ 550,697	$ 79,840	14.5%
Other	348,041	212,655	135,387	63.7%	146,340	201,701	137.8%
OPERATING REVENUE	978,579	792,554	186,025	23.5%	697,037	281,542	40.4%
EXPENSE							
Administration	102,789	92,338	(10,451)	-11.3%	98,065	(4,724)	-4.8%
Claims	880,897	690,336	(190,561)	-27.6%	582,661	(298,236)	-51.2%
OPERATING EXPENSE	983,686	782,675	(201,011)	-25.7%	680,727	(302,959)	-44.5%
OPERATING INCOME (LOSS)	**$ (5,107)**	**$ 9,880**	**$ (14,987)**	**-151.7%**	**$ 16,311**	**$ (21,418)**	**-131.3%**
Interest and Investment Income	2,908	607	2,300	378.7%	810	2,098	259.0%
Unrealized Gain (Loss) on Investments	(2,933)	179	(3,112)	-1734.8%	(1,074)	(1,859)	-173.1%
Total Net Income (Loss)	$ (5,132)	$ 10,666	$ (15,799)	-148.1%	$ 16,047	$ (21,179)	-132.0%
Operating Cash Flow Margin %	-0.5%	1.2%			2.3%		
Medical Loss Ratio (excluding UHRIP/NAIP)	84.4%	83.8%			75.1%		

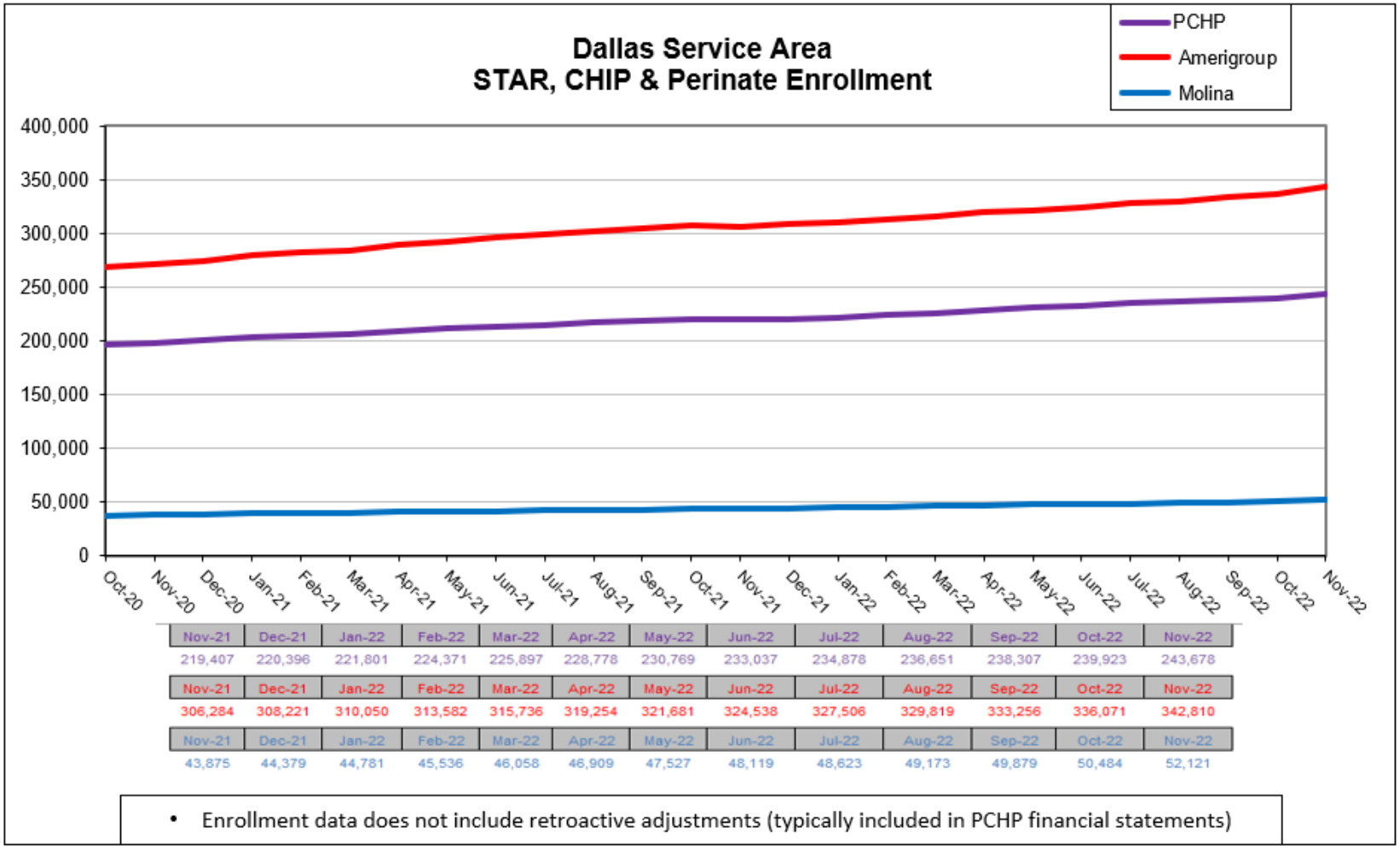
PCHP Fiscal Year ends 12/31/2022

PCHP Net Position vs Risk-Based Capital Requirements as of November 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



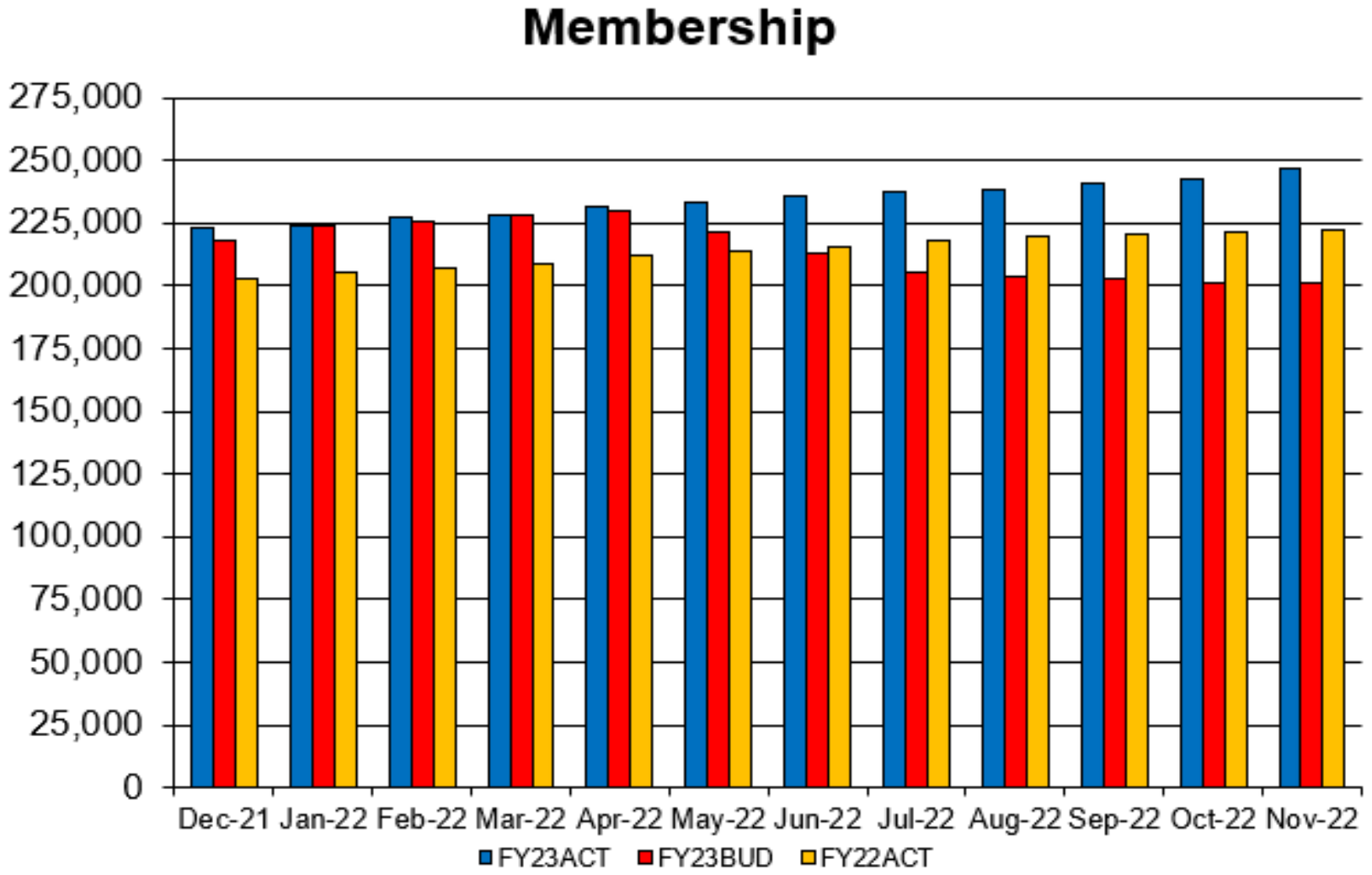
Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
219,407	220,396	221,801	224,371	225,897	228,778	230,769	233,037	234,878	236,651	238,307	239,923	243,678

Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
306,284	308,221	310,050	313,582	315,736	319,254	321,681	324,538	327,506	329,819	333,256	336,071	342,810

Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
43,875	44,379	44,781	45,536	46,058	46,909	47,527	48,119	48,623	49,173	49,879	50,484	52,121

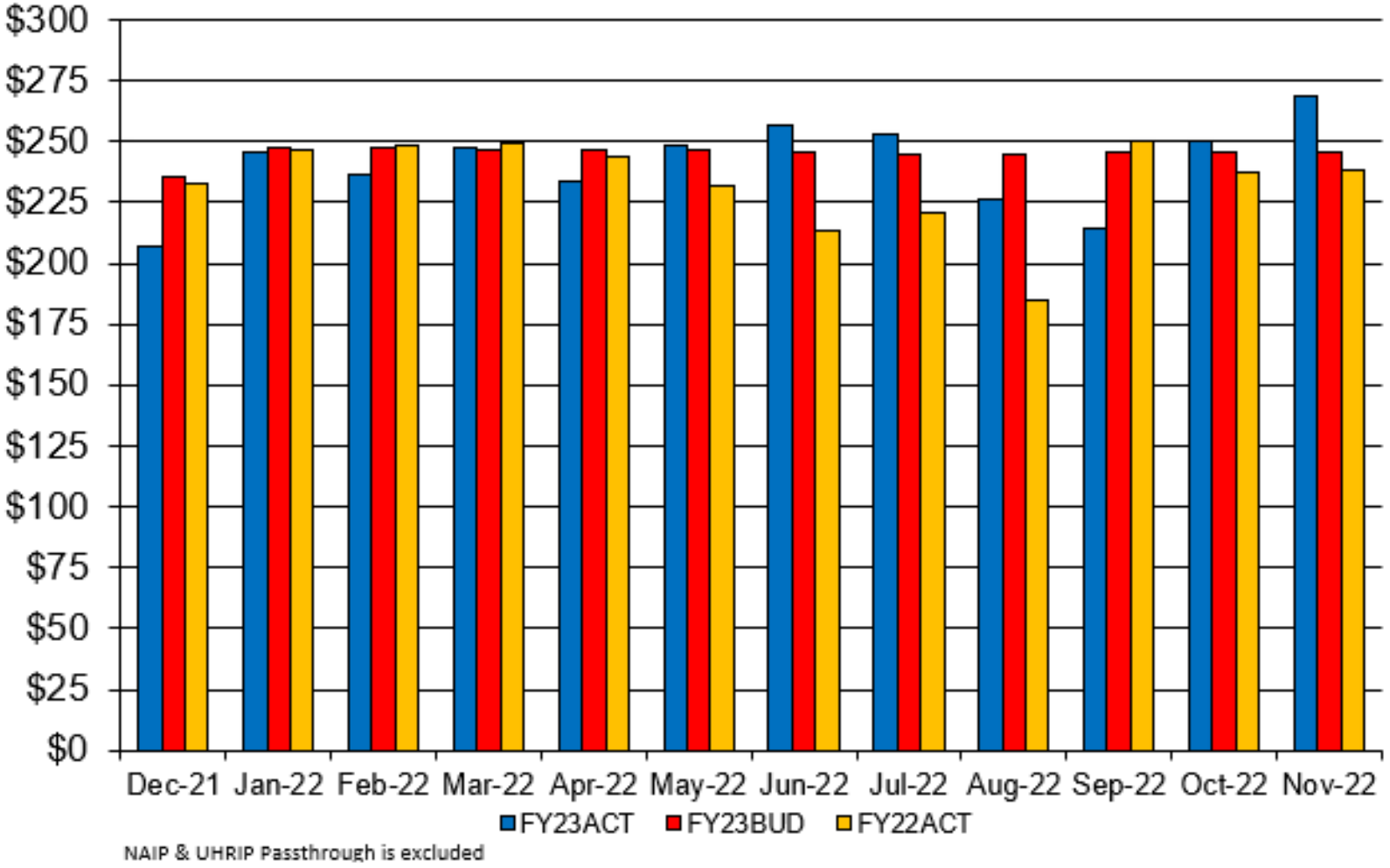
- Enrollment data does not include retroactive adjustments (typically included in PCHP financial statements)

Key Operating Performance Metrics



Key Operating Performance Metrics

Premium Revenue PMPM



NAIP & UHRIP Passthrough is excluded

Parkland

Balance Sheet

Balance Sheet Combined as of November 30, 2022 & 2021

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

(Dollars in Thousands)	FYE 2023 PHHS	FYE 2023 PCHP	FYE 2023 PCCI	FYE 2023 FDN/AUX	FY 2023 Total	PHHS FY 2022	PCHP FY 2022	PCCI FY 2022	FDN FY 2022	AUX FY 2022	FY 2022 Total
Assets											
Current Assets											
Cash, Cash Equivalents & Investments	$ 806,510	$ 237,866	$ -	$ 36,351	$ 1,080,727	$ 722,896	$ 307,251	$ -	$ 30,750	$ 2,062	$ 1,062,959
Net Ad Valorem Taxes Receivable	773,880	-	-	-	773,880	721,049	-	-	-	-	721,049
Net Patient Accounts Receivable	177,719	-	-	-	177,719	192,888	-	-	-	-	192,888
Other Receivables	130,734	32,836	650	(48)	164,172	141,471	(1,801)	641	2	(58)	140,255
Inventories & Other Assets	50,331	-	215	103	50,649	46,994	-	52	2	55	47,103
Total Current Assets	1,939,174	270,702	865	36,406	2,247,147	1,825,298	305,450	693	30,754	2,059	2,164,254
Capital Assets, Net											
Construction in Progress	52,482	-	-	-	52,482	248,375	-	-	-	-	248,375
Property, Plant, and Equipment	1,605,698	-	7,523	38	1,613,259	1,404,939	-	8,977	-	50	1,413,966
Total Net Capital Assets	1,658,180	-	7,523	38	1,665,741	1,653,314	-	8,977	-	50	1,662,341
Long Term Assets											
Other Noncurrent Assets	-	-	1,179	3,962	5,141	-	-	1,179	3,070	-	4,249
Total Other Long Term Assets	-	-	1,179	3,962	5,141	-	-	1,179	3,070	-	4,249
Assets Limited to Use:											
New Parkland Relocation	28,013	-	-	-	28,013	28,013	-	-	-	-	28,013
Community Service Capital Expansion	-	-	-	-	-	22,488	-	-	-	-	22,488
Breast Center	-	-	-	-	-	-	-	-	-		0
Irving Clinic - Foundation Repair	3,777	-	-	-	3,777	5,280	-	-	-		5,280
Routine Capital	289,664	-	-	-	289,664	114,056	-	-	-	-	114,056
Debt Service	4,925	-	-	-	4,925	5,639	-	-	-	-	5,639
LPPF	20,312	-	-	-	20,312	54,327	-	-	-		54,327
Insurance Reserves	12,877	-	-	-	12,877	11,727	-	-	-	-	11,727
Total Assets Limited to Use	359,568	-	-	-	359,568	241,530	-	-	-	-	241,530
Deferred Outflows of Resources	135,324	-	-	-	135,324	167,090	-	-	-	-	167,090
Total Assets	$ 4,092,246	$ 270,702	$ 9,567	$ 40,406	$ 4,412,921	$ 3,887,232	$ 305,450	$ 10,849	$ 33,824	$ 2,109	$ 4,239,464

Balance Sheet Combined as of November 30, 2022 & 2021

(Dollars in Thousands)	FYE 2023 PHHS	FYE 2023 PCHP	FYE 2023 PCCI	FYE 2023 FDN/AUX	FY 2023 Total	PHHS FY 2022	PCHP FY 2022	PCCI FY 2022	FDN FY 2022	AUX FY 2022	FY 2022 Total
Liabilities and Net Position											
Current Liabilities											
Accounts Payable	$ 234,344	$ 33,256	$32,451	$ 1,001	$ 301,052	$ 254,800	$ 47,708	$30,468	$ 1,569	$ 69	$ 334,614
Accrued Payroll & Benefits	104,368	-	1,057	-	105,425	91,222	-	859	-	-	92,081
Claims Payable	-	100,632	-	-	100,632	-	124,161	-	-	-	124,161
Deferred Ad Valorem Taxes	662,891	-	-	-	662,891	637,433	-	-	-	-	637,433
Interest Payable	8,731	-	-	-	8,731	8,686	-	-	-	-	8,686
Due to Third Party	(34,016)	-	-	-	(34,016)	(30,118)	-	-	-	-	(30,118)
Other Current Liabilities	29,311	199	615	1,430	31,555	47,808	106	384	600	1,000	49,898
Total Current Liabilities	1,005,629	134,087	34,123	2,431	1,176,270	1,009,831	171,975	31,711	2,169	1,069	1,216,755
Long Term Debt	598,176	-	-	-	598,176	587,109	-	-	-	-	587,109
Net Pension Liability	403,466	-	-	-	403,466	467,652	-	-	-	-	467,652
Other Non-Current Liabilities	19,601	-	-	-	19,601	19,062	-	-	-	-	19,062
Total Liabilities	$2,026,872	$134,087	$34,123	$ 2,431	$2,197,513	$2,083,654	$171,975	$31,711	$ 2,169	$1,069	$2,290,578
Deferred Inflows of Resources	137,931	-	-	-	137,931	119,498	-	-	-	-	119,498
Net Position	1,927,443	136,616	(24,556)	37,975	2,077,478	1,684,080	133,475	(20,862)	31,655	1,040	1,829,388
Total Liabilities and Net Position	$4,092,246	$270,702	$ 9,567	$ 40,406	$4,412,921	$3,887,232	$305,450	$10,849	$ 33,824	$2,109	$4,239,464

Parkland

Statement of Cash Flow and Routine Capital

Parkland

Cash Flow Combined
MTD & FYTD November 2022

(Dollars in Thousands)	FYE 2023				FY 23	FY 22
	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Cash Flows from Operating Activities:						
Receipts from Customers	$ 148,281	$ 198,658		$ 279	$ 347,218	$ 312,209
Ad Valorem Tax Receipts	48,917			-	48,917	48,531
Government Programs	327,017			-	327,017	184,854
Stimulus Funds	-			-	-	-
Other Receipts	7,310	-	1,611	-	8,921	(105,329)
Donations Received	-			2,119	2,119	3,607
Contributions Paid to/from Foundation				(282)	(282)	27,359
Payments for Medical Claims Costs	-	(87,207)		-	(87,207)	-
Payments to Suppliers	(106,054)	(85,191)	(80)	(576)	(191,901)	(162,002)
Payments to Employees	(277,789)	(4,039)	(1,216)	(731)	(283,775)	(256,697)
Net Cash Flow from Operations	147,682	22,221	315	809	171,027	52,532
Cash Flows from Capital and Financing Activities:						
Purchases of Capital assets	(10,799)		(315)	2	(11,112)	(46,700)
Sale of Capital Assets	-			-	-	9,617
Interest Received	6,968	1,228		940	9,136	2,661
Interest Paid	(1,504)			-	(1,504)	(49)
Bond Principal Paid	-			-	-	-
Net Cash Flows from Capital and Financing Activitie	(5,335)	1,228	(315)	942	(3,480)	(34,471)
Net Change in Cash	$ 142,347	$ 23,449	$ -	$ 1,751	$ 167,547	$ 18,061
Beginning Cash Balance	1,003,418	214,417	-	34,597	1,252,432	1,232,102
Ending Cash Balance	$ 1,145,765	$ 237,866	$ -	$ 36,348	$ 1,419,979	$ 1,250,163

Routine Capital Summary (FY22 Only)
November 30, 2022

CAPITAL SPENDING SUMMARY
Year to Date thru November 30, 2022

2023 Budget Only

(Dollars in Thousands)

Description	Amount
Capital Budget Spent (YTD)	$ 34
Committed	34
Total	68
FY23 Capital Budget	$ 289,664
% Total Capital Funding Spent or Committed	0.0%

Statistics
MTD & YTD November 2022

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2023
	Nov-22 Actual	Nov-22 Budget	Nov-21 Actual	% Var Budget	% Var FY22-21	Nov-22 Actual	Nov-22 Budget	Nov-21 Actual	% Var Budget	% Var FY22-21	Annual Budget
Hospital Discharges (Adult/Infant Inpatient, Observation)											
Adult Inpatient	3,050	2,578	2,503	18.3%	21.9%	6,059	5,451	5,292	11.2%	14.5%	33,369
Neonatal ICU	132	98	95	34.7%	38.9%	249	224	217	11.2%	14.7%	1,239
Newborn Nursery / Room-in	1,000	901	877	11.0%	14.0%	2,043	1,861	1,812	9.8%	12.7%	10,951
Total Inpatient Discharges	4,182	3,577	3,475	16.9%	20.3%	8,351	7,536	7,321	10.8%	14.1%	45,559
Observation Discharges	1,686	1,872	1,886	-9.9%	-10.6%	3,501	3,888	3,917	-10.0%	-10.6%	24,070
Total Hospital Discharges	5,868	5,449	5,361	7.7%	9.5%	11,852	11,424	11,238	3.7%	5.5%	69,629
Total Hospital Discharges (excluding Newborn Nursery)	4,868	4,548	4,484	7.0%	8.6%	9,809	9,563	9,426	2.6%	4.1%	58,678
Inpatient Posted Census Days											
Adult Inpatient	18,429	16,796	16,175	9.7%	13.9%	36,481	35,108	34,054	3.9%	7.1%	208,374
Neonatal ICU	2,110	1,861	1,861	13.4%	13.4%	4,273	4,137	4,136	3.3%	3.3%	24,275
Newborn Nursery / Room-in	2,286	2,027	2,000	12.8%	14.3%	4,635	4,313	4,252	7.5%	9.0%	25,280
Total Inpatient Posted Census Days	22,825	20,684	20,036	10.4%	13.9%	45,389	43,558	42,442	4.2%	6.9%	257,929
Average Length of Stay											
Adult	6.04	6.52	6.46	7.4%	6.5%	6.02	6.44	6.43	6.5%	6.4%	6.24
Neonatal ICU	15.98	18.99	19.59	15.9%	18.4%	17.16	18.47	19.06	7.1%	10.0%	19.6
Case Mix Index											
Acute	2.04	2.05	2.20	-0.5%	-7.3%	1.96	2.05	2.31	-4.4%	-15.2%	2.05
Adult Average Inpatient Available Beds (less L&D)	747	744	744	0.4%	0.4%	745	744	745	0.1%	0.0%	744
Observation Unit Beds	58	58	58	0.0%	0.0%	58	58	58	0.0%	0.0%	0
Adult Inpatient Occupancy Rate	74%	70%	68%	5.7%	8.8%	73%	72%	70%	1.4%	4.3%	71%
Adjusted Patient Days											
Inpatient Days x (Total Charges/Inpatient Charges)	51,736	46,512	48,312	11.2%	7.1%	105,425	97,585	101,438	8.0%	3.9%	583,976
Equivalent Patient Days											
Adult Census, NNICU, and Observation Days	26,249	24,848	24,220	5.6%	8.4%	52,680	51,750	50,836	1.8%	3.6%	305,711
Adjusted Occupancy Rate (includes Observation)											
Medicine/ Surgery	93%	91%	90%	2.2%	3.3%	93%	92%	92%	1.1%	1.1%	92%
Psych	100%	99%	100%	1.0%	0.0%	100%	99%	101%	1.0%	-1.0%	99%
Rehab	98%	97%	89%	1.0%	10.1%	99%	97%	93%	2.1%	6.5%	97%
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	82%	79%	73%	3.8%	12.3%	81%	81%	77%	0.0%	5.2%	77%

Statistics
MTD & YTD November 2022

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2023
	Nov-22 Actual	Nov-22 Budget	Nov-21 Actual	% Var Budget	% Var FY22-21	Nov-22 Actual	Nov-22 Budget	Nov-21 Actual	% Var Budget	% Var FY22-21	Annual Budget
Average Daily Inpatient Census											
Medicine/ Surgery	415	379	371	9.5%	11.9%	403	391	386	3.1%	4.4%	392
Psych	28	28	28	0.0%	0.0%	28	28	26	0.0%	7.7%	28
Rehab	20	15	13	33.3%	53.8%	19	15	13	26.7%	46.2%	15
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	120	113	104	6.2%	15.4%	118	116	109	1.7%	8.3%	111
L&D	32	25	24	28.0%	33.3%	30	25	25	20.0%	20.0%	25
Observation	190	206	206	-7.8%	-7.8%	196	205	207	-4.4%	-5.3%	200
Total Adult Average Daily Census	805	766	746	5.1%	7.9%	794	780	766	1.8%	3.7%	771
Neonatal ICU	70	62	62	12.9%	12.9%	70	68	68	2.9%	2.9%	67
Total Average Daily Census	875	828	808	5.7%	8.3%	864	848	834	1.9%	3.6%	838
Total Adult Inpatient	615	560	540	9.8%	13.9%	598	575	559	4.0%	7.0%	571
Deliveries	1,052	1,050	1,020	0.2%	3.1%	2,125	2,192	2,130	-3.1%	-0.2%	12,229
Surgeries											
Day Surgery Cases (Hospital)	607	585	544	3.8%	11.6%	1,251	1,184	1,100	5.7%	13.7%	7,017
Day Surgery Cases (ASC)	447	465	462	-3.9%	-3.2%	867	947	941	-8.4%	-7.9%	5,415
Total Day Surgery Cases	1,054	1,050	1,006	0.4%	4.8%	2,118	2,131	2,041	-0.6%	3.8%	12,432
Inpatient Cases	757	646	665	17.2%	13.8%	1,477	1,297	1,334	13.9%	10.7%	8,236
Total Surgical Cases	1,811	1,696	1,671	6.8%	8.4%	3,595	3,428	3,375	4.9%	6.5%	20,668
Emergency Services (unduplicated patients)											
Arrivals Count	19,189	17,002	17,198	12.9%	11.6%	38,347	34,921	35,324	9.8%	8.6%	218,547
Treated Patients Count	18,668	16,806	16,961	11.1%	10.1%	37,324	34,460	34,765	8.3%	7.4%	214,442
Percent Left w/o Being Seen	2.7%	1.1%	1.4%	-145.5%	-92.9%	2.7%	1.3%	1.6%	-107.7%	-68.8%	1.9%
Emergency Visit Counts (includes multiple visits)											
Main ED	13,654	11,902	11,945	14.7%	14.3%	26,556	23,656	23,740	12.3%	11.9%	152,126
Psych / EOU ED	835	817	809	2.2%	3.2%	1,858	1,716	1,699	8.3%	9.4%	10,399
Urgent Care - ED	4,271	3,754	4,054	13.8%	5.4%	8,574	7,715	8,333	11.1%	2.9%	49,845
ICC ED (OB/Gyn Intermediate Care)	1,641	1,598	1,610	2.7%	1.9%	3,287	3,259	3,284	0.9%	0.1%	20,511
Total Emergency Visit Counts	20,401	18,071	18,418	12.9%	10.8%	40,275	36,346	37,056	10.8%	8.7%	232,881
Ambulatory Visits											
COPC Visits	41,175	45,963	47,053	-10.4%	-12.5%	87,062	96,977	99,076	-10.2%	-12.1%	555,621
Women's Health Centers Visits	19,115	19,461	19,278	-1.8%	-0.8%	38,711	39,411	38,976	-1.8%	-0.7%	242,831
OPC Visits	34,566	37,412	36,275	-7.6%	-4.7%	71,575	76,991	74,619	-7.0%	-4.1%	447,658
Total Ambulatory Visits	94,856	102,836	102,606	-7.8%	-7.6%	197,348	213,379	212,671	-7.5%	-7.2%	1,246,110

Key Operating Performance Metrics

Staffing Information:	YTD 2023 Actual	YTD 2023 Budget	YTD 2023 Variance	YTD 2022 Actual	FY23 to FY22 Variance
Contract Labor and excludes Nursing Homes and Jail	12,120	11,853	(267)	11,583	(537)
Productivity:					
Paid Hours/Adjusted Patient Day	40	42	2	40	0
Labor Rates:					
Average Hourly Rate	$ 40.46	$ 41.96	$ 1.50	$ 39.21	$ (1.25)

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

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

Parkland

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Project Summary

Parkland

Project Summary
As of November 30, 2022

	Description	Begin Date	End Date	Period to Date Amount	Year to Date Amount	Life to Date Amount	*Budgeted Amount*	Remaining Budget
18081	Construct New Breast Center	**9/12/2017**	**2/22/2021**	-	-	9,371,276	18,162,759	8,791,483
18086	New Expansion Clinic	**10/1/2017**	**12/31/2021**	125	1,928	205,561,951	211,326,720	5,764,769
18087	Clinical Renovations	**10/1/2017**	**12/31/2021**	-	-	2,504,916	2,752,433	247,517
18088	Owners Consultants-Management	**10/1/2017**	**12/31/2021**	-	-	800,213	1,094,824	294,611
18089	Tower Garage PFS Build Out	**10/1/2017**	**12/31/2021**	-	-	4,051,153	4,257,570	206,417
18090	OPH Administration Renovations	**10/1/2017**	**12/31/2021**	-	-	460,422	1,247,769	787,347
18091	Butler Parking Garage	**10/1/2017**	**2/22/2021**	-	-	29,271,631	29,700,000	428,369
18108	2422 Butler HVAC	**7/1/2018**	**8/30/2021**	-	-	847,871	1,111,500	263,629
18120	Pharmacy Warehouse Build-Out	**11/1/2018**	**10/31/2021**	10,234	10,234	252,230	290,500	38,270
18128	Infusion Pump Replacement	**3/21/2019**	**12/31/2021**		-	3,685,003	4,465,128	780,125
18129	JFK Memorial Park	**2/1/2019**	**5/30/2022**	131,400	207,645	2,533,847	2,700,000	166,153
18135	Redbird Clinic	**6/26/2019**	**7/15/2021**	6,630	(19,855)	13,864,038	18,851,200	4,987,162
18136	Peritoneal Dialysis	**6/26/2019**	**2/23/2021**	-	-	2,341,724	2,383,600	41,876
18141	Logistic 2nd Floor Build Out	**11/12/2018**	**3/30/2021**	-	(686)	1,719,718	3,660,200	1,940,482
18145	Employee OB/Gyn Clinic	**8/1/2019**	**7/30/2021**	-	-	144,633	182,800	38,167
18146	Large IV Pump Replacement	**4/1/2019**	**12/31/2022**	156,840	147,242	1,586,326	2,500,000	913,674
18147	1341 Mockingbird	**1/24/2019**	**8/31/2021**	-	-	2,100,941	2,740,590	639,649
18148	Family Place	**1/24/2019**	**8/31/2021**	-	-	2,894,804	3,289,253	394,449
18153	COPC Upgrade Faithful Gould	**10/1/2019**	**9/1/2022**	46,280	46,280	1,483,593	2,105,124	621,531
18159	Privacy Wall/Window Construction	**10/1/2019**	**2/16/2022**	-	-	47,086	48,000	914
18163	Modify Space in RJA for Apheresis	**3/1/2020**	**9/30/2022**	13,901	44,547	93,550	570,000	476,450
18164	Logistic 3rd Floor Lab HVAC	**3/1/2020**	**12/31/2021**	-	(1,757)	64,455	180,000	115,545
18165	Domestic Water Heater Tank OPH	**3/1/2020**	**4/30/2021**	-	-	35,455	150,000	114,545
18172	Vickery Clinic	**8/1/2020**	**4/4/2022**	23,750	23,750	95,102	21,062,060	20,966,958
18175	CT Scanner for 2nd Floor Shelled Out Area	**9/30/2020**	**1/20/2022**	-	(2,900)	2,298,494	2,860,241	561,747
18176	Hatcher Clinic Exit Gate	**12/3/2020**	**7/1/2022**	-	-	32,400	33,500	1,100
18178	Renovation to Psych Quiet Activity Room	**12/3/2020**	**12/23/2022**	-	-	-	28,000	28,000
18180	Waiting Room Replacement ASC Flr 1	**12/3/2020**	**12/31/2021**	-	-	42,655	43,200	545
18182	Renovation of Garland COPC	**12/3/2020**	**10/1/2022**	1,973	74,384	784,881	1,658,339	873,458
18183	ECMO Program Development	**12/31/2020**	**9/30/2022**	-	-	1,250,616	1,260,775	10,159
18186	Pain Procedure Expansion	**12/31/2020**	**2/28/2023**	-	-	26,248	556,909	530,661
18189	Psych Door and Magnetic Lock	**12/31/2020**	**12/31/2022**	-	-	144,867	218,102	73,235
18192	CUP Steam Line Modifications	**12/31/2020**	**1/31/2022**	-	-	-	330,000	330,000
18193	Ambulatory Staff Assist in Restroom	**12/31/2020**	**1/31/2023**	-	-	-	28,000	28,000
18194	ED Entry Flow Redesign	**1/4/2021**	**2/28/2022**	-	-	16,102	24,500	8,398
18195	Cube Renovation	**1/7/2021**	**9/7/2021**	-	-	19,841	31,000	11,159
18196	Remodel on 17th Floor Ofice Space	**1/21/2021**	**2/28/2023**	-	-	-	84,000	84,000
18197	OncoSuite Software for Tumor Visualization	**2/4/2021**	**3/31/2022**	-	-	130,035	167,055	37,020
18198	Goodnight Warehouse	**2/4/2021**	**8/1/2022**	967	4,834	3,653,818	5,000,000	1,346,182
18199	Registration Desk and Operations Deharo COPC	**2/4/2021**	**3/1/2022**	-	-	33,525	320,400	286,875
18200	Backup Domestic Water Boiler	**2/26/2021**	**3/31/2022**	-	-	96,566	100,000	3,434
18201	CUP-Boiler Safety Solenoid	**2/26/2021**	**12/31/2022**	-	-	27,965	165,000	137,035
18202	CUP Cooling Tower Screen Wall	**2/26/2021**	**4/30/2022**	-	-	136,077	175,941	39,864
18203	Relocation of Family Medicine Clinic	**2/26/2021**	**5/31/2022**	-	(6,831)	3,615,657	3,796,500	180,843
18204	Telemetry Level 14 NPH	**2/26/2021**	**2/28/2023**	-	485	12,981	194,700	181,719
18207	Renovation of an Existing Nurses Office	**4/2/2021**	**2/28/2022**	-	-	-	19,400	19,400
18212	Workspace Optimization	**4/7/2021**	**8/31/2022**	-	-	-	16,050	16,050
18213	MRD Breakroom	**5/11/2021**	**4/1/2022**	-	-	26,395	378,800	352,405
18214	Replacement of 37 Wall Mounts and PC Monitors	**5/11/2021**	**3/1/2023**	-	-	-	81,550	81,550
18215	Dallas Defects	**5/25/2021**	**5/31/2022**	-		138,841	239,200	100,359
18216	Supply Chain Store Room Expansion	**6/23/2021**	**4/1/2022**	-	-	22,130	464,900	442,770
18217	Upgrade Parking Technology at Tower, ASC & ED	**7/30/2021**	**5/1/2022**	-	-	544,886	450,000	(94,886)
18219	Construction for Bluitt Flowers COPC X-ray	**7/30/2021**	**5/31/2022**	-	(522)	-	185,400	185,400
18220	Healthy Start Renovation	**7/30/2021**	**10/31/2022**	23	207,643	15,114	312,900	297,786
18223	Jubilee Clinic	**10/27/2021**	**5/1/2022**	40,090	275,546	484,611	700,700	216,089
18224	Replacement of Fire Alarm System	**11/19/2021**	**10/1/2022**	-	-	-	278,400	278,400
18225	Interior Improvement Chase 8435 Stemmons	**12/6/2021**	**4/30/2022**	15,332	190,967	222,467	8,245,000	8,022,533
18227	Dedicated Discharge Space at UCEC	**12/9/2021**	**11/30/2022**	-	-	-	90,000	90,000
18228	Phase 2 Noise Reduction Hardware	**12/9/2021**	**3/31/2022**	-	-	-	238,985	238,985
18229	Metro Medical Credit Union	**12/9/2021**	**11/30/2022**	142,203	217,840	390,216	2,308,700	1,918,484
18230	Old Campus Demolition (Phase II)	**12/9/2021**	**9/30/2023**	187,874	468,347	2,692,736	25,300,000	22,607,264
18232	Nutrition Area, card Reader, Shelves	**12/9/2021**	**11/30/2022**	-	-	21,158	22,000	842
18233	Dedicated Shower Space Within the ED	**12/9/2021**	**11/30/2022**	-	-	-	35,000	35,000
18234	ASC Air Handler Replacement	**1/20/2022**	**06/30.2022**	-	-	-	543,295	543,295
18235	Radiology, Additional5th US Room	**1/20/2022**	**12/31/2022**	1,081	1,081	140,993	393,400	252,407
18236	Provide Sanitation Manager's Office	**1/20/2022**	**12/31/2022**	-	-	5,197	30,000	24,803
18237	New Administration Tower	**2/3/2022**	**9/30/2023**	-	-	49,916	123,751,500	123,701,584
18239	Moody 6th Floor Buildout	**2/3/2022**	**5/1/2022**	167,065	247,973	805,961	16,403,000	15,597,039
18240	Enhanced Crosswalk and Intersection	**2/3/2022**	**5/31/2022**	-	-	65,600	50,000	(15,600)
18241	CUP Demand Flow Monitoring Equipment Replacement	**3/16/2022**	**1/2/2023**	-	-	-	95,560	95,560
18242	Renovation, Demolition	**5/5/2022**	**4/30/2022**	-	-	-	3,517,600	3,517,600
18244	Annie's Place Renovation-Childcare Buildout	**6/10/2022**	**2/1/2023**	-	-	-	1,760,800	1,760,800
18245	New Dental Clinic	**6/13/2022**	**11/1/2022**	1,693	38,001	41,652	472,432	430,780
18247	Level 15 Med/Surge ICU	**7/7/2022**	**5/31/2023**	11,329	11,329	11,329	10,000	(1,329)
19278	Wireless Network Upgrade	**9/19/2016**	**9/30/2021**	-	-	2,164,361	2,367,491	203,131
19284	Patient Queing System	**1/3/2017**	**10/4/2019**	-	-	99,730	-	(99,730)
19286	EPIC Care Plan and Education	**12/22/2016**	**6/14/2021**	-	-	9,027	52,000	42,973
19297	Clinical Trial Mgmt. (CTMS)	**3/1/2017**	**9/30/2020**	-	-	466,696	692,280	225,584
19302	EPIC ELA Implementation	**6/5/2017**	**10/4/2019**	-	-	136,589	953,826	817,237
19310	End of Life Hardware Refresh	**11/21/2017**	**7/31/2022**	-	-	6,974,648	8,900,000	1,925,352
19323	Network Segmentation	**4/12/2018**	**2/24/2020**	-	-	347,161	-	(347,161)
19337	Synergy Upgrade	**9/13/2018**	**8/31/2021**	-	-	55,634	558,978	503,344
19338	Provation Upgrade	**9/13/2018**	**8/31/2021**	-	-	15,510	182,217	166,707
19340	Virtualize McKesson PACS Svr	**9/13/2018**	**4/30/2022**	-	-	-	161,775	161,775
19341	MARS Upgrade	**9/13/2018**	**8/31/2021**	-	-	-	8,215	8,215
19344	Decommission Old Parkland DSX	**11/1/2018**	**9/20/2020**	-	-	713,707	1,090,000	376,293

19347	Care Planning Content-Elsevier	**11/28/2018**	**10/31/2022**	-	-	1,009,500	1,074,000	64,500
19348	Change MICROS Computrition POS	**11/28/2018**	**9/30/2019**	-	5,101	187,121	236,960	49,839
19358	Endoscopy Pillcam Interface	**7/8/2019**	**9/30/2020**	-	-	13,000	23,000	10,000
19360	MagView EQUIP Upgrade	**8/1/2019**	**6/30/2022**	-	-	-	36,880	36,880
19361	DynaCAD Breast & Prostate Soft	**4/1/2019**	**3/30/2022**	-	-	-	54,264	54,264
19366	Epic Core Infrastructure	**12/1/2019**	**12/31/2020**	-	-	357,740	500,000	142,260
19367	Hospital Core and Distribution Expansion	**12/1/2019**	**9/30/2021**	-	-	2,967,134	3,000,000	32,866
19371	Integrate the Critline Monitor with Epic	**12/1/2019**	**5/31/2022**	-	-	16,661	18,500	1,839
19374	CAD Replacement	**3/1/2020**	**1/1/2023**	-	-	578,122	594,720	16,598
19377	OR Black Box	**3/1/2020**	**4/1/2022**	-	6,312	335,235	627,418	292,183
19378	Cardio Day Holter System	**3/1/2020**	**8/31/2021**	-	-	-	50,000	50,000
19379	Cisco Wired NK (Hospital NK Refresh Yr. 2 of 5)	**3/1/2020**	**9/30/2022**	-	(12,852)	3,694,142	10,407,562	6,713,420
19380	Qmatic Upgrade	**4/1/2020**	**10/30/2020**	-	-	-	10,000	10,000
19382	Point of Use Supply Distribution Sys	**3/1/2020**	**9/30/2022**	-	-	-	1,483,318	1,483,318
19387	MC 40 Fleet Replacement	**10/1/2020**	**9/30/2022**	-	-	7,681,431	7,996,194	314,763
19388	Change Healthcare/McKesson PACS Licenses	**10/1/2020**	**8/31/2021**	-	-	442,750	461,475	18,725
19389	Data Management Sys SAP Hana	**10/1/2020**	**7/31/2022**	-	-	300,913	1,800,000	1,499,087
19392	Digital Imaging System	**2/4/2021**	**2/10/2022**	(294)	(294)	104,910	133,679	28,769
19394	PET Infusion System	**3/11/2021**	**9/30/2021**	-	-	21,533	36,848	15,316
19396	Spok Upgrade Paging System	**5/5/2021**	**12/31/2022**	-	-	21,072	31,064	9,992
19398	Automated Tablet Splitter x2	**5/11/2021**	**10/31/2021**	-	-	25,617	25,000	(617)
19399	Vancomycin Dosing Software	**5/11/2021**	**12/31/2021**	-	-	-	75,000	75,000
19400	CHUB Camera Control Units & CMAC System	**5/11/2021**	**9/30/2021**	-	-	146,860	151,065	4,205
19401	Higher Ground Call Center Replacement	**9/1/2021**	**3/31/2022**	-	-	698,247	698,248	1
19402	Expand Telemetry Workroom	**10/27/2021**	**10/7/2022**	-	-	-	314,346	314,346
19403	Siemens Software Upgrade to Desigo	**1/20/2022**	**3/31/2022**	-	-	91,278	476,389	385,111
19404	Topaz ePad Replacement	**12/1/2021**	**3/1/2022**	-	-	1,079	372,000	370,921
19405	Expansion due Growth-VDI/Server Infrastructure	**12/1/2021**	**9/30/2022**	-	-	865,619	1,382,040	516,421
19406	GE Pristina Mammography Software upgrade-Moody	**1/20/2022**	**9/23/2022**	-	-	42,250	39,100	(3,150)
19407	Digital Imaging System, Barco Replalcement	**2/22/2022**	**5/31/2022**	226,630	226,630	226,630	235,334	8,704
19408	NM Software for Radioactive Dose Development	**5/5/2022**	**1/31/2023**	-	-	-	196,000	196,000
19409	Epic Willow	**5/18/2022**	**9/30/2022**	-	-		274,035	274,035
	Total Capital Projects			**1,185,127**	**2,412,402**	**334,625,775**	**586,083,985**	**251,458,210**