Parkland

Budget & Finance Committee

Agenda

Committee Members

Ramon Miguez, PE - Chair
Eric G. Bing, MD, PhD
Byron Cryer, MD
Lisa Sutter

Agenda for the ***Budget and Finance Committee*** meeting of the Dallas County Hospital District is scheduled for ***Tuesday, March 18, 2025, at 11:30 AM*** at 5151 Maple Ave (Moody Outpatient Building), Dallas, TX 75235, Conference Room 01-1116/01-1118. 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: 2319 732 5996; 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.	**Determine a Quorum is Present and Record Attendance/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 The agenda has been developed by the Chief Governance Officer in consultation with the Committee Chair and reviewed and affirmed by Counsel.			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.	Consideration and Appropriate Action Regarding Contracts over $200,000 **(See Attached List of Contracts)**	*4*	25	Pamela Bryant
B.	Consideration and Appropriate Action Regarding Capital Substitutions **(See Attached List of Capital Substitutions)**	*30*	5	Rick Humphrey
C.	Update and Report Regarding Parkland Financial Performance Presentation	*33*	20	Rick Humphrey
IV.	**Possible Deliberation**			
A.	Informational Report on Parkland's Capital Project Summary as of February 2025	*91*		
V.	**Action Item**			
A.	The Board may take action on any agenda item(s) above			Chair
VI.	**Closing Remarks**			Chair

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

#	Contract Type	Service or Product	Supplier	Contract Term	Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
												March 19, 2025
						Medical Products and Services						
M1	Expense	Prosthetic Urology Products	Boston Scientific Corporation	Last Signature – 2/28/2029	$500,000	$1,000,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Periop Services	0%	N/A	N/A
M2	Expense	Ion Robotic Bronchoscopy system and disposables	Intuitive Surgical, Inc	Last Signature – 3/31/2030	$10,461,000	$10,461,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Interventional Pulmonology	0%	N/A	N/A
M3	Expense	Mod # 4 NovoSorb BTM Polyurethane Dermal Substitute Implants	PolyNovo North America, LLC	7/24/2024 - 5/31/2027	$2,250,000	$4,850,000	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Operating Room	0%	N/A	N/A
						Construction and Facilities						
C1	Capital	Flexible Sigmoidoscopy Interior Improvements	CMC Development & Construction	3/20/2025 – 7/19/2025	$248,000	$248,000	Invitation for Bids	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Planning, Design and Construction	59.08%	Male	Black or African American
C2	Capital	Mod # 1 Refill Pharmacy Minor Improvements	Falkenberg Construction Co., Inc.	1/29/2024 -7/31/2025	$130,692	$740,612	Non-Sole Source Modification	Yes	Planning Design and Construction	83%	See Chart	See Chart
C3	Expense	Mod # 1 Additional Design Services for the Lab Consolidation Project.	Page Southerland Page Inc	3/31/2023 - 3/30/2026	$387,936	$1,075,219	Non-Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Planning Design & Construction	61.5%	See Chart	See Chart
						Information Technology						
IT1	Expense	Parkland / Kyndryl Project Engagement Schedule	Gartner Inc	3/19/2025 – No Expiration	$500,000	$500,000	Contract Award without Competition	Yes	Information Technology	0%	N/A	N/A
IT2	Expense	Kyndryl Global Service Agreement	Kyndryl Inc	4/1/2025 – 4/1/2032	$174,706,080	$174,706,080	Contract Award without Competition	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Information Technology	100%	Asian	Female
IT3	Expense	Mod # 6 Prominence Advisors – Cloud Modernization	Prominence Advisors LLC	7/28/2021 - 3/1/2026	$2,855,106	$3,193,971	Sole Source Modification	Yes	Information Technology	0%	N/A	N/A
						Hospital Operations						
O1	Expense	Opioid Response Collaboration Grant from Dallas HHS	UTSW Medical Center	6/1/2024 – 9/30/2028	$1,229,727	$1,229,727	Exempt from Competition	Yes	Biotel Department	N/A	N/A	N/A

Parkland Health
FY2025 Capital Substitution
For March 2025 Board Meeting

Ref #	Division	Project Total	Substitution Amount	Description
1	Surgical Services	$181,722	$106,722	**Philips End Tidal CO2 Monitors**
	Explanation	Waveform capnography is a non-invasive monitoring technique that measures carbon dioxide in exhaled breath. This is the standard of care for intubated patients or patients with respiratory disease/compromise (per professional anesthesia societies). We are not currently meeting this standard. All intubated patients in ICU beds should have continuous waveform capnography with monitor displays that are clearly visible to providers. Currently, the intensive care units have two modules for all ICU beds. This capital purchase will provide one module for each bed in these four ICU units: BICU, SICU, NSICU, and CVICU.		
	Driver(s) of Increased Expense:	The project was initially approved for 20 monitors. An assessment was completed by the clinical leadership team, which showed that 28 additional monitors are needed in order to outfit each ICU bed with a monitor.		
	Description of Item:	Carbon dioxide monitors (48)		
	Grand Total	**$181,722**	**$106,722**	

Consideration and Appropriate Action Regarding Contracts over $200,000

Item	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
												March 19, 2025
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Construction and Facilities												
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Hospital Operations												
O1	Expense	Opioid Response Collaboration Grant from Dallas HHS	UTSW Medical Center	6/1/2024 – 9/30/2028	$1,229,727	$1,229,727	Exempt from Competition	Yes	Biotel Department	N/A	N/A	N/A

Board Approval Request For Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Prosthetic Urology Products	
Business Owner: David Alexander	**Business Owner Dept:** Periop Services	**Contract Number:** POCP-24858
Vendor/Supplier/Contractor: Boston Scientific Corporation	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	Last Signature – 2/28/2027	$500,000
Out Years:	2 Year(s)	+$500,000
Total:	Last Signature – 2/28/2029	$1,000,000

Lowest Bidder

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

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

Approvals

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

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

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

FTE Impact: None

Diversity

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

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

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

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

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): David Alexander, Senior Vice President, Nursing, Executive Nursing Leadership

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Prosthetic Urology Products

VENDOR: Boston Scientific Corporation

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

Recommendation
Approve this contract for Prosthetic Urology Products.

Background
This contract is for Prosthetic Urology Products used in Perioperative Services to treat erectile dysfunction.

Two types of prosthetics -

1. Inflatable for refractory ED - This is almost exclusively for patients who have had cancer surgery, and have enough nerve damage that they do not respond to oral or injectable medications. .
2. Implantable bladder sphincter replacement –cases of a completely failed bladder muscle for urinary incontinence.

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 11% higher than the average for other member hospitals. The contracting team met with the vendor several times to negotiate better pricing and they were able to lower pricing on some products, however the vendor has explained they rolled out there new 2025 pricing across the board and benchmarking has not picked up on the new price model. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**Totals**
Expenses / Consumables	$145,833	$250,000	$104,167			$500,000
Out Years	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**Totals**
Expenses / Consumables			$145,833	$250,000	$104,167	$500,000
Grand Totals	$145,833	$250,000	$250,000	$250,000	$104,167	$1,000,000

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

Document Contact/Author:	Andrea Henley

Board Approval Request For Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Ion Robotic Bronchoscopy system and disposables	
Business Owner: David Alexander	**Business Owner Dept:** Interventional Pulmonology	**Contract Number:** POCP-25116
Vendor/Supplier/Contractor: Intuitive Surgical, Inc	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	Last Signature – 3/31/2030	$10,461,000
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 3/31/2030	$10,461,000

Lowest Bidder

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

Approvals

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

Financial

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

Diversity

Potential for M/WBE engagement: Vendor self performs; there are no opportunities through subcontractors, and vendor does not have a corporate plan.
Were M/WBE's Directly Solicited? N/A-no solicitation performed
Number Responding M/WBE's: N/A-no solicitation performed
What % of this contract is M/WBE? 0%
M/WBE Race/Ethnicity? N/A
M/WBE Gender? N/A

Submitted By (Division VP): David Alexander, Senior Vice President, Nursing, Executive Nursing Leadership

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Ion Robotic Bronchoscopy system and disposables

VENDOR: Intuitive Surgical, Inc

COST:		
	Base Term:	$10,461,000
	Out Years:	+ $0
	Total:	$10,461,000

Recommendation
Approve this contract for Ion Robotic Bronchoscopy system and disposables.

Background
This is a capital purchase for a robotic system including disposables that will be used in Interventional Pulmonology. The system provides the clinicians the ability to perform minimally invasive lung biopsies in all 18 segments of the lungs to detect lung cancer earlier and with more accuracy.

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 lower than the average for other member hospitals. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Totals
Expenses / Consumables	$950,000	$1,900,000	$1,900,000	$1,900,000	$1,900,000	$950,000	$9,500,000
Maintenance		$35,000	$70,000	$70,000	$70,000	$35,000	$280,000
Equipment / Licenses	$681,000						$681,000
Totals	$1,631,000	$1,935,000	$1,970,000	$1,970,000	$1,970,000	$985,000	$10,461,000

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The product or service has no competition.

Document Contact/Author:	Andrea Henley

Board Approval Request For Modification to Contract or Funding

BOM Date: March 19, 2025	**Modification:** Mod # 4 NovoSorb BTM Polyurethane Dermal Substitute Implants	
Business Owner: Cheston Chan	**Business Owner Dept:** Operating Room	**Contract Number:** POCP-21241 A4
Vendor/Supplier: PolyNovo North America, LLC **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (7/24/24):	$2,600,000
Revenue, Expense or Capital: Expense	Modification # 4 Amount:	$2,250,000
Last BOM Approved Date: 7/24/2024 **Current Expiration:** 5/31/2025 **Mod Start Date:** 3/19/2025 **Expiration after this Mod:** 5/31/2027	New Contract Amount:	$4,850,000

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): David Alexander, Senior Vice President, Nursing, Executive Nursing Leadership

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 4 NovoSorb BTM Polyurethane Dermal Substitute Implants

VENDOR: PolyNovo North America, LLC

COST:

BOM Approved Contract Total (7/24/24):	$2,600,000
Modification # 4:	+ $2,250,000
Total:	$4,850,000

Recommendation
Approve this contract modification to NovoSorb BTM Polyurethane Dermal Substitute Implants.

Background
This contract is to purchase NovoSorb BTM (Biodegradable Temporizing Matrix) which is used to temporarily close wounds and aid the body in generating new tissue. This is used in the Main OR the volume was higher than anticipated.

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 10% 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	FY2025	FY2026	FY2027	Total
$2,600,000	$551,993	$1,019,925	$678,082	$4,850,000

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 Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Flexible Sigmoidoscopy Interior Improvements	
Business Owner: Paul Woodard	**Business Owner Dept:** Planning, Design and Construction	**Contract Number:** POCRE-25004
Vendor/Supplier/Contractor: CMC Development & Construction	**Source Selection Methodology:** Invitation for Bids	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Capital

	Contract Dates	Contract Price
Base Term:	3/20/2025 – 9/19/2025	$248,000
Out Years:	0 Year(s)	+$0
Total:	3/20/2025 – 9/19/2025	$248,000

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? No

Does this contract have a Construction Component? Yes; and Construction is approved

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: This award is to a M/WBE vendor.

Were M/WBE's Directly Solicited? Yes

Number Responding M/WBE's: 2

What % of this contract is M/WBE? 59.08%

M/WBE Race/Ethnicity? Black or African American

M/WBE Gender? Male

Submitted By (Division VP): Lance Mendiola, Interim Vice President, Construction, Facilities, Real Estate

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Flexible Sigmoidoscopy Interior Improvements

VENDOR: CMC Development & Construction

COST:		
	Base Term:	$248,000
	Out Years:	+ $0
	Total:	$248,000

Recommendation
Approve this contract for Flexible Sigmoidoscopy Interior Improvements.

Background
This contract is for the hiring of a General Contractor for Flexible Sigmoidoscopy interior improvements. Flexible sigmoidoscopy is a procedure intended to screen colorectal cancer patients in the outpatient setting. The procedure will also be used to ensure that chemotherapy is effective post treatment. This buildout is slated for the Moody Clinic and was a part of a previously approved initiative in May 2022. The buildout will provide greater access and frees up space at the ASC. This is an added service that was not included in the original program of the clinic. This is a Parkland Foundation funded project.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition. An Invitation for Bid was issued, and five bids were received. The recommended vendor is the lowest responsive bidder of five.

Vendor	Price Differential
CMC	$0
Vendor B	$3,253
Vendor C	$15,865
Vendor D	$30,952
Vendor E	$97,579

M/WBE Participation

Subcontractors Services MWBE-Totals			
Ethnicity	**Gender**	**MWBE $**	**MWBE %**
Black	Male	$69,886	28.18
Hispanic	Male	$4,712	1.9
Native American	Male	$13,144	5.3
White	Female	$58,776	23.7
Total		$146,518	59.08%

Financial Forecast

Base Term	FY2025	Totals
Expenses	$248,000	$248,000

Document Contact/Author:	Steve Adrian

Board Approval Request For Modification to Contract or Funding

BOM Date: March 19, 2025	**Modification:** Mod # 1 Refill Pharmacy Minor Improvements	
Business Owner: Paul Woodard	**Business Owner Dept:** Planning Design and Construction	**Contract Number:** POCRE-23725
Vendor/Supplier: Falkenberg Construction Co., Inc. **Basis of Original Contract Award** Invitation for Bids **Basis of this Modification** Non-Sole Source Modification	BOM Approved Contract Total (12/18/24):	$533,937
	Actions Totaling < $100,000 Amount: Amount: Amount:	$75,983 $0 $0
Revenue, Expense or Capital: Capital	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification #1 Amount:	$130,692
Original Start Date: 1/29/2024 **Current Expiration:** 7/31/2025 **Mod Start Date:** 3/20/2025 **Expiration after this Mod:** 7/31/2025	New Contract Amount:	$740,612

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?	Yes; and Construction is approved

Financial

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

Diversity

Current M/WBE Participation?	83%
M/WBE Race/Ethnicity?	See Chart
M/WBE Gender?	See Chart

Submitted By (Division VP): Lance Mendiola, Interim Vice President of Construction, Facilities, Real Estate, Operations Administration

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 1 Refill Pharmacy Minor Improvements

VENDOR: Falkenberg Construction Co., Inc.

COST:

BOM Approved Contract Total (12/18/24):	$533,937
Amount:	$75,983
Amount:	$0
Amount:	$0
Modification # 1:	+ $130,692
Total:	$740,612

Recommendation
Approve this contract modification to Refill Pharmacy Minor Improvements .

Background
This contract is for the replacement of two reciprocal-type air compressors which are themselves new to the project, with two new screw-type air compressors which should have been originally specified.

The Contractor installed the originally specified reciprocal-type air compressor system as-designed. During early fall 2024 it was recognized that the new air compressors were struggling to maintain the required consistent delivery of compressed air in the volumes needed by the refill apparatus. Their overuse to maintain air volumes caused them to 'run hot' and the initially installed HVAC system serving them was improved. Despite this, the compressor pair continued to operate excessively, demanding a greater-than-normal number of maintenance visits, and requiring continuous Pharmacy staff intervention in system operation. The installer and the manufacturer and their professional maintenance staff soon recommended that the reciprocal-type compressors should be replaced by screw-type compressors, which would run more smoothly and quietly with less generation of heat. During this commissioning period, Planning Design and Construction (PD&C) sought to see the specified compressors operate properly with governance by carefully applied set-point adjustments. These adjustments failed to produce efficient, reduced compressor operation, and continued component failures convinced PD&C and the project's Contractor and Design Professionals that replacement was necessary. Design of the screw-type replacement units was commenced and accomplished by the A/E during November and December 2024. Methods for further modification of this room's HVAC system, prepared by the A/E, were then discussed and agreed-to and included in the Invitation for bids scope-of-work. In late December, one of the in-place compressors failed to the extent that it was judged to be unreliable. The decision was made on December 31st to replace both new reciprocal-type compressors with rented temporary screw-type compressors.

The architect's engineers designed the original specification for the compressors based on preliminary equipment assessments. The original compressors performed to specifications, but not to the demands of the pharmacy equipment that the compressors supported. A review is underway of the original project.

M/WBE Participation

Subcontractors Services MWBE-Totals			
Ethnicity	**Gender**	**MWBE $**	**MWBE %**
White	Female	$ 285,319	38.5%

Prime Contractor Self Performed Work			
Ethnicity	**Gender**	**MWBE $**	**MWBE %**
Hispanic	Male	$329,308	44.5%

Fair and Reasonable Price Determination

The original solicitation was sent to contractors and Parkland received 2 bids. Change Order # 004 is to provide provision of supervision and manufacturer-trained service technicians to support emergency service calls replated to ongoing design issue with the installed air compressor. The scope of work covers air audits, installation of temporary compressors. The costs have been reviewed by the Facilities team and a Fair and Reasonable price was determined through historical pricing for similar construction projects and the District's internal estimates. Based on Parkland's internal knowledge and assessment of the costs, the costs are in line with the market.

Financial Forecast

Current Contract Amount	FY2025	Total
$533,937	$206,675	$740,612

Document Contact/Author:	Kimberly Bell

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: March 19, 2025	**Modification:** Mod # 1 Preconstruction Services for the Lab Consolidation Project.	
Business Owner: Cody Lee/Marc Leediker	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCS-22213
Vendor/Supplier: Page Southerland Page Inc **Basis of Original Contract Award** Request for Proposals (Best Value) **Basis of this Modification** Non-Sole Source Modification	BOM Approved Contract Total (3/29/2023): Actions Totaling < $100,000 Amount:	$651,800 $35,483
Revenue, Expense or Capital: Expense	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 1 Amount:	$387,936
Original Start Date: 3/31/2023 **Current Expiration:** 3/30/2026 **Mod Start Date:** 3/19/2025 **Expiration after this Mod:** 3/30/2026	New Contract Amount:	$1,075,219

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Legal approved base document, amendment has no changes
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?	61.5%
M/WBE Race/Ethnicity?	See Chart
M/WBE Gender?	See Chart

Submitted By (Division VP): Lance Mendiola, Interim Vice President of Construction, Facilities, Real Estate, Operations Administration

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 1 Preconstruction Services for the Lab Consolidation Project.

VENDOR: Page Southerland Page Inc

COST:

BOM Approved Contract Total (3/29/2023):	$651,800
Amount: Modification # 1:	+ $387,936
Total:	$1,075,219

Recommendation
Approve this contract modification to Preconstruction Services for the Lab Consolidation Project. .

Background
This contract is for additional requested services with our partnered Lab Consultant Page Southerland Page Inc. for the Parkland lab consolidation. Page Southerland Page, Inc is the design consultant responsible for the specialty engineers to design the N+1 utilities for the electrical, structural, mechanical, and plumbing services for the main lab. The additional services consist of the N+1 design, constructability, and engineering of the redundant utilities for the lab**.**

Parkland Health operates a "Rapid Response Lab" in the Acute Care Hospital as well as Lab operations on the 3rd floor of the logistics building. An RFP was awarded to Page to consolidate these two locations and the operations on the 3rd level Logistics location. Page's original design proposal envisioned a 90-day project (with their Lab Consultant Partner – HERA) to get the space ready for the new Chemistry and Blood analyzers. Page's initial architectural services centered around lab equipment change out primarily which did not account for the significant mechanical, electrical and plumbing scope of work related to the new air handler units, steam lines and expansion of the pneumatic tube system. This request is for design constructability and preconstruction services.

M/WBE Participation

Subcontractors Services MWBE-Totals			
Ethnicity	**Gender**	**MWBE $**	**MWBE %**
Hispanic	Male	$472,560	44.0%
White	Female	$188,200	17.5%

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition. A Request for Proposal was issued and Parkland received 3 proposals. Change Order # 002 is for additional design services for the Lab Consolidation project. The costs have been reviewed by the Facilities team and a Fair and Reasonable price was determined through historical pricing for similar projects and the District's internal estimates. Based on Parkland's internal knowledge and assessment of the costs, the costs are in line with the market.

Financial Forecast

Current Contract Amount	FY2025	FY2026	Total
$651,800	$261,779	$161,640	$1,075,219

Document Contact/Author:	Tamisha Smallwood

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Gartner Negotiation Support Service for Kyndryl Contract	
Business Owner: Jeff DeFord / Joseph Longo	**Business Owner Dept:** Information Technology	**Contract Number:** PONCS-25126
Vendor/Supplier/Contractor: Gartner Inc	**Source Selection Methodology:** Contract Award without Competition	**Fair and Reasonable Price Determination:** Historical Pricing

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	3/19/2025 – No Expiration	$500,000
Out Years:	0 Year(s)	+$0
Total:	3/19/2025 – No Expiration	$500,000

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Interlocal Agreement

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: Interlocal Agreement- Exempt

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

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

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

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

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

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Gartner Negotiation Support Service for Kyndryl Contract

VENDOR: Gartner Inc

COST:		
	Base Term:	$500,000
	Out Years:	+ $0
	Total:	$500,000

Recommendation
Approve this contract for Gartner Negotiation Support Service for Kyndryl Contract.

Background
This contract is for Parkland to engage Gartner, an industry consulting firm, under a Project Engagement Schedule to provide assisted Negotiation Support in finding savings on the Kyndryl / Parkland Amended & Restated Global Service Agreement. Gartner service also provides validation data for the Kyndryl services to provide fair/reasonable costs for the specificied contracted services compared to similar and recent contracts across the globe.

At the end of the negotiation the Client will share in savings in excess of the agreed starting value with Gartner. The fee will be 15% of savings up to a maximum of $500,000. If there are no savings, there will be no fee due Gartner.

Fair and Reasonable Price Determination
The fee is established under the competitive contract awarded by DIR. Price is based on the original project agreement with vendor. The vendor has not changed the agreed-upon fee percentage from the previous engagement.

Financial Forecast

Current Contract Amount	FY2025	Total
$0	$500,000	$500,000

Document Contact/Author:	Tonya Calhoun

Board Approval Request For Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Kyndryl Global Service Agreement	
Business Owner: Jeff Maxfield and Jeff DeFord	**Business Owner Dept:** Information Technology	**Contract Number:** POIT-25055
Vendor/Supplier/Contractor: Kyndryl Inc	**Source Selection Methodology:** Contract Award without Competition	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	4/1/2025 – 3/31/2030	$128,311,582
Out Years:	2 Year(s)	+$46,394,498
Total:	4/1/2025 – 4/1/2032	$174,706,080

Lowest Bidder

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

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes
Does this contract have an IT Component? 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 will have M/WBE participation. The plan/program has been submitted and accepted.
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? Asian
M/WBE Gender? Female

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

Parkland

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

SUBJECT: Kyndryl Global Service Agreement

VENDOR: Kyndryl Inc

COST:

Base Term:	$128,311,582
Out Years:	+ $46,394,498
Total:	$174,706,080

Recommendation
Approve this contract for Kyndryl Global Service Agreement.

Background
This contract is to purchase IT support services that includes providing comprehensive and proactive management of Parkland's enterprise IT infrastructure to ensure high availability, performance, and security of Parkland's systems, servers, cloud, and data. Managed services comprise of; but are not limited to support and optimization of Parkland's enterprise IT infrastructure which cover our data storage systems, enterprise server fleet, security patching and firmware updates, network and firewall monitoring and support, leased off site data center operations, smart "hands and feet" network technician support for all Parkland facilities, disaster recovery services, backup and restore services, database operations, SharePoint application development, and Office 365 support. The agreement will also include the execution of Parkland's ongoing cloud strategy for new functionality, storage savings, and resilience. These services are integral for providing reliable access to Parkland's essential clinical and non-clinical enterprise applications and services needed to provide patient care and sustain operational viability.

Fair and Reasonable Price Determination
Gartner scope of work and Pricing Assessment.

Financial Forecast

Base Term	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Totals
Expenses / Licenses / Support	$24,390,387	$26,536,222	$26,724,131	$25,543,447	$25,117,395			$128,311,582
Out Years	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY2031**	**Totals**
Expenses / Licenses / Support						$23,197,249	$23,197,249	$46,394,498
Grand Totals	**$24,390,387**	**$26,536,222**	**$26,724,131**	**$25,543,447**	**$25,117,395**	**$23,197,249**	**$23,197,249**	**$174,706,080**

Contract Extension without Competition Justification
Kyndryl / Parkland Re-negotiated Global Services Agreement.

Document Contact/Author:	Tonya Calhoun

Board Approval Request For Modification to Contract or Funding

BOM Date: March 19, 2025	**Modification:** Mod # 2 Prominence Advisors – Enterprise Data Analytics Cloud Modernization Services	
Business Owner: Adam Taufique and James Gaston	**Business Owner Dept:** Information Technology	**Contract Number:** POIT-19900 A6
Vendor/Supplier: Prominence Advisors LLC **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	Approved Contract Total (09/28/2022)	$250,305
	Actions Totaling < $100,000 Amount:	$88,560
Revenue, Expense or Capital: Expense	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 2 Amount:	$2,855,106
Original Start Date: 7/28/2021 **Current Expiration:** No Expiration **Mod Start Date:** 3/31/2025 **Expiration after this Mod:** 3/1/2026	New Contract Amount:	$3,193,971

Approvals

Has the final modification been approved by Legal for legal sufficiency?	Yes
Does this modification have an IT Component?	Yes; and IT approved
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): Joe Longo, Senior Vice President & Chief Information Officer

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Mod # 2 Prominence Advisors – Enterprise Data Analytics Cloud Modernization Services

VENDOR: Prominence Advisors LLC

COST:		
	Approved Contract Total (09/28/2022)	$250,305
	Modification #4-5:	$88,560
	Modification # 2:	+ $2,855,106
	Total:	$3,193,971

Recommendation
Approve this contract modification to Prominence Advisors – Enterprise Data Analytics Cloud Modernization Services.

Background
This contract is for Parkland's Enterprise Data Analytics Cloud Modernization services. The Purpose is to shift Parkland from current on premises data analytics platforms to modern and cloud-based data solutions. Parkland Health currently relies on aged Cloudera / NiFi for large data processing and transfer to Parkland owned SQL Server environments for reporting use and SAP based data reporting infrastructure and tool sets. This legacy architecture has become costly, inefficient, and lacks modern or simple access to Parkland's data assets. Moving to a cloud-based architecture will provide Parkland modern data visualization tools that are easier to use and lowers barriers to access valuable information. It also increases efficient movement and processing of large data assets and allows Parkland to sunset the older and costly on-premises data platforms.

Fair and Reasonable Price Determination
Based on analysis we conducted comparing prior contractors performing similar services,
Prominence provides superior service, more flexibility in skills and capabilities, at a reasonable rate.

Financial Forecast

Current Contract Amount	FY2024	FY2025	Total
$250,305	$88,560	$2,855,106	$3,193,971

Sole Source Justification
Enterprise Data Services received quotes from 5 vendors, who have existing contracts with Parkland. EDS chose Prominence due to not only their pricing, but also their experience from other Healthcare organizations in the scope of work that we need for FY25. Prominence has been a partner with Enterprise Data Services since 2021 and has a proven record of delivering upon the scope of work.

Document Contact/Author:	Tonya Calhoun

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: March 19, 2025	**Product or Service:** Opioid Response Collaboration Grant from Dallas HHS	
Business Owner: Melody Gardner	**Business Owner Dept:** Biotel Department	**Contract Number:** POGR-24596
Vendor/Supplier/Contractor: UTSW Medical Center	**Source Selection Methodology:** Exempt from Competition	**Fair and Reasonable Price Determination:** Prices Established by Law or Regulation

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	6/1/2024 – 9/30/2028	$1,229,727
Out Years:	0 Year(s)	+$0
Total:	6/1/2024 – 9/30/2028	$1,229,727

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Interlocal Agreement

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

Approvals

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

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes

FTE Impact: None

Diversity

Potential for M/WBE engagement: Interlocal Agreement- Exempt

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? N/A

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): Dawn Marchetto, SVP Nursing

DALLAS COUNTY HOSPITAL DISTRICT
PARKLAND HEALTH BOARD BRIEFING DOCUMENT

Parkland

SUBJECT: Opioid Response Collaboration Grant from Dallas HHS

VENDOR: UTSW Medical Center

COST:		
	Base Term:	$1,229,727
	Out Years:	+ $0
	Total:	$1,229,727

Recommendation
Approve this contract for Opioid Response Collaboration Grant from Dallas HHS.

Background
This contract is for Dr. Kurt Kleinschmidt's (UTSW) strategic direction and work in connection with a grant we received from Dallas HHS, the grant funding will cover this expense. The grant is being used by our Emergency and Psychiatric Services Departments.

Fair and Reasonable Price Determination
Prices determined by Dallas HHS grant.

Financial Forecast

Base Term	FY2024	FY2025	FY2026	FY2027	FY2028	Totals
Expenses / Consumables	$165,750	$294,068	$256,636	$256,636	$256,637	$1,229,727

Sole Source Justification
This contract is for a good or service for which it is impractical to obtain competition. The contract is an Interlocal Agreement which is between local government entities or political subdivisions of the state of Texas to carry out a governmental purpose. Examples are contracts with UT, the City of Dallas, Dallas County, etc. that serve our governmental purpose of providing care to the indigent. The government entity for this contract is the University of Texas Southwestern Medical Center.

Document Contact/Author:	Stephanie Toth

CONTRACT RESOLUTION
Board of Managers
March 19, 2025

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	Prosthetic Urology Products	Boston Scientific Corporation	Last Signature – 2/28/2029	$500,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Ion Robotic Bronchoscopy system and disposables	Intuitive Surgical, Inc	Last Signature – 3/31/2030	$10,461,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod # 4 NovoSorb BTM Polyurethane Dermal Substitute Implants	PolyNovo North America, LLC	7/24/2024 - 5/31/2027	$2,250,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Capital	Flexible Sigmoidoscopy Interior Improvements	CMC Development & Construction	3/20/2025 – 7/19/2025	$248,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Capital	Mod # 1 Refill Pharmacy Minor Improvements	Falkenberg Construction Co., Inc.	1/29/2024 -7/31/2025	$130,692	Yes
			Expense	Mod # 1 Additional Design Services for the Lab Consolidation Project.	Page Southerland Page Inc	3/31/2023 - 3/30/2026	$387,936	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Parkland / Kyndryl Project Engagement Schedule	Gartner Inc	3/19/2025 – No Expiration	$500,000	Yes
			Expense	Kyndryl Global Service Agreement	Kyndryl Inc	4/1/2025 – 4/1/2032	$174,706,080	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod # 6 Prominence Advisors – Cloud Modernization	Prominence Advisors LLC	7/28/2021 - 3/1/2026	$2,855,106	Yes
			Expense	Opioid Response Collaboration Grant from Dallas HHS	UTSW Medical Center	6/1/2024 – 9/30/2028	$1,229,727	Yes

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

Dated this 19th of March 2025.

_____
Marjorie D. Petty, JD
Chair

_____
Steve Roth, JD, MPH
Assistant Secretary

Marjorie Petty, JD Yes _____ No _____ Abstain _____ Absent _____
Elizabeth Palacios, MD Yes _____ No _____ Abstain _____ Absent _____
Todd Furniss, JD Yes _____ No _____ Abstain _____ Absent _____
Eric G. Bing, MD, PhD Yes _____ No _____ Abstain _____ Absent _____
Byron Cryer, MD Yes _____ No _____ Abstain _____ Absent _____
Reina Gonzalez, JD Yes _____ No _____ Abstain _____ Absent _____
Vincent Hall Yes _____ No _____ Abstain _____ Absent _____
Ramon Miguez, PE Yes _____ No _____ Abstain _____ Absent _____
Farida Minner, RN Yes _____ No _____ Abstain _____ Absent _____
Yasmin Simon, JD Yes _____ No _____ Abstain _____ Absent _____
Lisa Sutter Yes _____ No _____ Abstain _____ Absent _____

Consideration and Appropriate Action Regarding Capital Substitutions

Parkland Health
FY2025 Capital Substitution
For March 2025 Board Meeting

Ref #	Division	Project Total	Substitution Amount	Description
1	Surgical Services	$181,722	$106,722	**Philips End Tidal CO2 Monitors**
	Explanation	Waveform capnography is a non-invasive monitoring technique that measures carbon dioxide in exhaled breath. This is the standard of care for intubated patients or patients with respiratory disease/compromise (per professional anesthesia societies). We are not currently meeting this standard. All intubated patients in ICU beds should have continuous waveform capnography with monitor displays that are clearly visible to providers. Currently, the intensive care units have two modules for all ICU beds. This capital purchase will provide one module for each bed in these four ICU units: BICU, SICU, NSICU, and CVICU.		
	Driver(s) of Increased Expense:	The project was initially approved for 20 monitors. An assessment was completed by the clinical leadership team, which showed that 28 additional monitors are needed in order to outfit each ICU bed with a monitor.		
	Description of Item:	Carbon dioxide monitors (48)		
	Grand Total	**$181,722**	**$106,722**	

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 requests approval for the use of contingency funds for capital items in the amount of $181,722 for FY25 as itemized in the listing presented to the Board of Managers, and

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

Dated this ____th Day of _____2025.

_____
Marjorie Petty, JD
Chair

_____
Steven Roth, JD, MPH
Assistant Secretary

Marjorie Petty, JD	Yes_____	No _____	Abstain _____	Absent _____
Elizabeth Palacios, MD	Yes_____	No _____	Abstain _____	Absent _____
Todd Furniss, JD	Yes_____	No _____	Abstain _____	Absent _____
Eric G. Bing, MD, PhD	Yes_____	No _____	Abstain _____	Absent _____
Byron Cryer, MD	Yes_____	No _____	Abstain _____	Absent _____
Reina Gonzalez, JD	Yes_____	No _____	Abstain _____	Absent _____
Vincent Hall	Yes_____	No _____	Abstain _____	Absent _____
Ramon Miguez, PE	Yes_____	No _____	Abstain _____	Absent _____
Farida Minner, RN	Yes_____	No _____	Abstain _____	Absent _____
Yasmin Simon	Yes_____	No _____	Abstain _____	Absent _____

Update and Report Regarding Parkland Financial Performance Presentation

Executive Summary for the Month of February 2025 (Hospital Only)

For the month of February, Parkland Health recognized a net income of $36.2M which is $26.8M higher than the budgeted net income of $9.4M and $25.0M favorable compared to the prior year net income of $11.2M.

Parkland Health's operating margin and operating cash flow margin for the month of February are 8.5% and 11.6%, respectively. The operating margin was favorable compared to budget of 0.7% and the operating cash flow margin is favorable compared to budget of 4.1%. Parkland Health's operating margin is favorable compared to prior year operating margin of 2.7% and favorable to the operating cash flow margin of 6.1% from the prior year.

Parkland Health's patient cash collections in February were $112.0M which is higher than budget by $10.0M and $32.1M above the prior year. Parkland Health's days cash on hand of 269.5 days for the month is an increase of 35.2 days compared to prior month of 234.3 days and compared to the prior year February of 237.9 days, an increase of 31.6 days.

Patient Volume	February Actual	February Budget	Variance Actual to Budget	% Variance Actual to Budget
Adjusted Patient Days (Total patient charges/inpatient charges)	51,767	52,702	(935)	(1.8%)
Equivalent Patient Days (inpatient only)	25,686	25,294	392	1.5%
Ambulatory Visits	103,291	105,453	(2,162)	(2.1%)
Emergency Room Visits	19,631	21,351	(1,720)	(8.1%)
Deliveries	983	1,021	(38)	(3.7%)
Surgeries-Total	1,798	1,756	42	2.4%
Total Adult Average Daily Census (ADC) including observation	843	820	23	2.8%
Neonatal ICU ADC	74	84	(10)	(11.9%)
Total Average Daily Census	917	904	13	1.4%

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 $29.0M or 3.7% lower than budget for the month. This unfavorable variance is due to a combination of inpatient revenue lower than budget by $17.6M or 6.2%, outpatient revenue being lower than budget by $8.7M or 2.1% and emergency room revenue being lower than budget by $2.7M or 3.1%. Compared to prior year's gross patient revenues for the month, total patient revenue is lower by $6.3M or 0.8% with inpatient revenue lower by $11.9M or 4.3%,

outpatient revenues increase of $11.1M or 2.8% and emergency room revenues being lower by $5.5M or 6.1%.

- Parkland Health's gross patient revenue for the month of February is comprised of 34.7% IP revenue, 54.0% OP revenue, and 11.3% ED revenue. This is compared to a budget for the month of 35.7% IP, 53.1% OP, and 11.2% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, is 1.5% higher than budget and 0.7% lower than the prior year.

- The Average Length of Stay (ALOS) for Adult was 0.11 days or 1.8% higher or unfavorable to budget and the Neonatal ICU ALOS was 0.2 days or 1.1% higher or unfavorable to budget. Compared to the previous year, the ALOS for Adult was unchanged and the ALOS for Neonatal ICU was 1.38 days or 7.9% higher or unfavorable to the prior year.

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

  - Total Inpatient Discharges were lower than budget by 3.9%% and 5.3% lower than the prior year,
  - Observation/Short Stay Discharges are 5.8 % above budget and 6.0% above the prior year,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) are lower than budget by 1.8% and lower than the prior year by 3.9%.
  - Inpatient surgery cases are 3.6% unfavorable to budget and 3.9% unfavorable to the prior year.
  - Surgeries of all types are 2.4% higher than budget and 2.1% greater than the prior year.
  - Deliveries are 3.7% lower than budget and 0.6% lower than 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 103,291 for February are lower than the budget for the month of 105,453 and 3.2% higher the prior year of 100,108. Outpatient visits include the following types:

    - COPC Visits; 40.5% of total outpatient visits
    - Ambulatory Specialty Clinics; 33.5% of total outpatient visits
    - Women's Health Centers Visits; 19.0% of total outpatient visits
    - Employee Health Integration; 2.3% of total outpatient visits
    - All Other Divisions; 4.7% of total outpatient visits

- Approximately 59.5% 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 8.1% lower than budget for February and 8.5% lower than the prior year. The "left without being seen" statistic of 1.7% is lower than the budget of 2.1% and favorable to the prior year statistic of 2.4%.

- Outpatient Surgery cases performed at the hospital are above budget by 7.2% and 8.1% higher than the prior year. Day Surgery cases performed at the ASC are 5.6% higher than budget and 3.7% higher than the prior year.

- The February Case Mix Index (CMI) for Adult Acute of 2.08 is 5.0% higher than the prior year, the Rehabilitation CMI of 1.42 is 4.5% higher than the prior year and the NICU CMI of 3.41 is 7.0% lower than the prior year. The WISH CMI 0.89 is 1.2% lower than the prior year and the Psychiatry CMI of 1.27 is 5.6 % lower than the prior year.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 14.7% for the month compared to a goal of 12.9%. Days in AR were 49 days compared to last month of 52 days.

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

Payor	MTD Actual February FY25	MTD Budget February FY25	Variance/ Actual to Budget	MTD Actual February FY24
Commercial	8.6%	7.6%	1.0%	7.9%
ACA (Affordable Care Act)	7.8%	6.0%	1.8%	5.1%
Medicaid	21.1%	21.6%	(0.5%)	21.9%
Medicare	17.4%	16.6%	0.8%	16.5%
Charity – Self Pay	45.1%	48.2%	(3.1%)	48.5%
Total	**100.0%**	**100.0%**	**0.0%**	**100.0%**

Other Operating Revenues

Other operating revenues are $2.3M lower than budget for the month of February primarily due to lower Replacement Drugs expenses.

Operating Expenses

February's operating expenses (excluding depreciation) are $217.3M. This is $13.2M or 5.7% lower than the budgeted operating expenses and higher than the prior year by $2.7M or 1.3%. Variances for the month include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue are 51.8% compared to a budget of 54.6%, and prior year of 53.6%.
- Salaries and benefits are $127.4M which is $3.9M or 3.0% lower than budget for the month.
- Salaries (including contract labor) are $5.1M or 4.8% lower than budget for the month.
- Actual FTE count (excluding both nursing homes and jail FTEs) for February was 12,644 compared to a budget of 13,168 and actual FTEs of 12,560 in the prior year. Total FTEs are 524.1 or 4.0% lower than budget and 84.0 or 0.7% above the prior year.
- Productivity - The 6.6 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs are 0.2 lower than the budget of 6.8 FTEs per AOB for the month and higher than the prior year actual FTEs of 6.5 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $0.6M or 2.2% higher than budget for the month primarily due to Medical Professional Services.

Supplies, Fees, Pharmaceuticals and Other Expenses

Supplies, Fees, Pharmaceuticals and Other Expenses are $9.9M lower compared to budget for the month mainly due to Drug/Pharmaceutical and Drug-Replacement Program.

Non-operating Revenues (Expenses)

Non-operating revenues of $15.3M are favorable to budget by $7.7M or higher by 99.4% for the month due to Unrealized Market Gain.

Executive Summary for the YTD 2025 (Hospital Only)

For the YTD, Parkland Health recognized a net income of $77.6M which is $35.9M higher than the budgeted net income of $41.7M and $45.0M favorable compared to the prior YTD net income of $32.6M.

Parkland Health's operating margin and operating cash flow margin for the YTD are 3.1% and 6.3%, respectively, and is favorable compared to the budgeted operating margin of 0.3% and favorable compared to the budgeted operating cash flow margin of 3.7%. Parkland Health's operating margin is favorable when compared to the prior YTD operating margin of 0.9% and favorable when compared to the prior YTD operating cash flow margin of 4.3%.

Parkland Health's patient cash collections for the YTD are $553.5M which is $92.8M higher than the YTD budget and $91.0M greater 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)	270,986	273,503	(2,517)	(0.9%)
Equivalent Patient Days (inpatient only)	135,363	133,990	1,373	1.0%
Ambulatory Visits	524,551	520,653	3,898	0.7%
Emergency Room Visits	102,106	102,580	(474)	(0.5%)
Deliveries	5,674	5,594	80	1.4%
Surgeries-Total	8,996	8,815	181	2.1%
Total Adult Average Daily Census (ADC) including observation	816	809	7	0.9%
Neonatal ICU ADC	80	78	2	2.6%
Total Average Daily Census	896	887	9	1.0%

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 $35.6M or 0.9% lower than budget for the YTD. This unfavorable variance is due to the combination of outpatient revenues being higher than budget by $5.3M or 0.3%, emergency room revenue higher than budget by $15.6M or 3.6%, and inpatient revenue lower than budget by $56.5M or 3.9%. Compared to prior years, gross patient revenue increased $96.0M or 2.5% with inpatient revenues lower than budget by $10.0M or 0.7%, outpatient revenues higher by $102.9M or 5.1%, and emergency room revenues higher by $3.1M or 0.7%.

- Parkland Health's gross patient revenue for the YTD is comprised of 35.1% inpatient revenue, 53.5% OP revenue, and 11.4% ED revenue. This is compared to a budget for YTD of 36.2% IP, 52.9% OP, and 10.9% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, are 1.0% higher than budget for the YTD and 2.1% higher than prior YTD.

- The Average Length of Stay (ALOS) for Adult was 2.0% lower than or favorable to budget for the YTD and the Neonatal ICU ALOS was 2.6% higher than or unfavorable to budget for the YTD. Compared to the previous year, the ALOS for Adult and was 3.7% lower or favorable to the prior year and the Neonatal ICU was 9.6% higher or unfavorable 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 1.1% lower than budget and 1.1% higher than the prior YTD,
  - Observation/Short Stay Discharges are 3.5% higher than budget and 3.7% above the prior YTD,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) for the current YTD are 0.9% lower than budget and 0.2% greater than the prior YTD,
  - Inpatient surgery cases are 3.0% higher than budget and 2.6% above the prior YTD,
  - Surgeries of all types are 2.1% higher than budget and 1.8% above the prior YTD,
  - Deliveries are higher than budget by 1.4% and 4.6% higher than the prior YTD.

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

  - Total outpatient visits of 524,551 for the YTD are 0.7% higher than budget of 520,653 and 6.6% above the prior YTD of 491,958. Outpatient visits include the following types:

    - COPC Visits; 40.4% of total outpatient visits
    - Ambulatory Specialty Clinics; 33.0% of total outpatient visits
    - Women's Health Centers Visits; 19.5% of total outpatient visits
    - Employee Health Integration; 2.3% of total outpatient visits
    - All Other Divisions; 4.8% of total outpatient visits

  - Approximately 59.9% 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 0.5% lower than budget for the YTD and 1.0% lower the prior YTD. The "left without being seen" statistic of 1.6% is lower than budget of 2.1% and favorable to the prior year statistic of 2.4%.

- Outpatient Surgery cases performed at the hospital are higher than budget by 1.4% YTD and 2.3% higher than the prior YTD. Day Surgery cases performed at the ASC are 1.3% higher than budget for the YTD and 0.1% less than the prior YTD.

- The YTD Case Mix Index (CMI) for Adult Acute of 2.00 is 2.0% higher than the prior YTD, the WISH CMI of 0.88 is 2.2% lower than the prior YTD, the Psychiatry CMI of 1.35 is 2.3% better than the prior YTD, and the NICU CMI of 3.47 is on par with prior YTD. The Rehabilitation CMI of 1.34 is 2.2% lower than prior YTD.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 14.7% for the YTD compared to the budget of 11.5%.

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

Payor	YTD Actual FY25	YTD Budget FY25	Variance/ Actual to Budget	YTD Actual FY24
Commercial	8.3%	7.6%	0.7%	7.5%
ACA (Affordable Care Act)	6.8%	6.0%	0.8%	4.6%
Medicaid	21.7%	21.9%	(0.2%)	23.2%
Medicare	16.8%	16.6%	0.2%	16.4%
Charity – Self Pay	46.4%	47.9%	(1.5%)	48.3%
Total	**100.0%**	**100.0%**	**0.0%**	**100.0%**

Federal Emergency Management Agency Stimulus Funds

YTD Parkland Health recognized 2.7M in Stimulus Funds from the Federal Emergency Management Agency (FEMA).

Other Operating Revenues

Other operating revenues are $4.8M lower than budget for the YTD primarily due to lower Replacement Drug Program.

Operating Expenses

YTD operating expenses (excluding depreciation) of $1,141.1M are lower than budget by $22.2M or 1.9% and more than the prior YTD by $34.4M or 3.1%. Variances for the YTD include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue for the YTD are 54.7% compared to a budget of 55.0%, and prior year of 55.2%.
- Salaries and benefits are $1.2M or 0.2% higher than budget for the YTD.
- Salaries (including contract labor) are $3.7M or 0.7% lower than budget for the YTD.
- Actual FTE count (excluding both nursing homes and jail FTEs) for YTD was 12,731 compared to a budget of 12,895 and actual FTEs of 12,639 for the prior YTD. Total FTEs are 163.7 or 1.3% lower than budget for the YTD and 92.0 or 0.7% 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 the budget of 6.9 FTEs per AOB for the YTD and on par with the prior YTD of 6.8 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $2.8M or 2.0% higher than budget for the YTD due to higher Medical Professional Services.

Supplies, Fees, Pharmaceuticals and Other

Supplies, Fees, Pharmaceuticals and Other Expenses are $26.2M lower compared to budget for the month mainly due to lower Drugs/Pharmaceutical, lower Replacement Program, and lower Pharmacy Inventory Adjustment.

Non-operating Revenues (Expenses)

Non-operating revenues of $39.5M are favorable to budget by $1.0M or 2.7% for YTD due to higher than budget Foundation Revenue offset by Unrealized Market Loss.

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).

Receivables and Collections Management

- ***Patient Cash Collections and Total Cash Collections:*** *Any increases* in cash collections are 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

Financial Updated as of February 2025

March 18, 2025

Parkland

Parkland

Income Statement
MTD February 2025

Hospital (exc NH)
Income Statement
MTD February 2025

PHHS Without Nursing Homes MTD

(Dollars In Thousands)

	FY25 Actual	FY25 Budget	Var From Budget	% Var From Budget	FY24 Actual	Var FY25-24	%Var FY25-24
REVENUES							
Net Patient Revenues	$ 105,825	$ 97,510	$ 8,315	8.5%	$ 89,145	$16,680	18.7%
Net Ad Valorem Taxes	73,057	73,053	5	0.0%	69,576	3,482	5.0%
Government Programs	47,638	47,638	(0)	-0.0%	47,949	(312)	-0.7%
Stimulus Funds	17	660	(643)	-97.4%	1,651	(1,634)	-99.0%
Other	19,291	21,631	(2,340)	-10.8%	20,241	(950)	-4.7%
OPERATING REVENUES	245,828	240,491	5,337	2.2%	228,562	17,266	7.6%
EXPENSES							
Salaries and Benefits	127,428	131,318	3,891	3.0%	122,572	(4,855)	-4.0%
Supplies	40,955	49,048	8,093	16.5%	45,798	4,844	10.6%
Purchased Medical Services	27,950	27,346	(605)	-2.2%	26,734	(1,216)	-4.5%
Other	20,983	22,842	1,859	8.1%	19,485	(1,497)	-7.7%
Depreciation	7,637	8,248	611	7.4%	7,693	56	0.7%
OPERATING EXPENSES	224,952	238,802	13,849	5.8%	222,284	(2,669)	-1.2%
OPERATING INCOME (LOSS)	**$ 20,876**	**$ 1,690**	**$ 19,186**	**1135.6%**	**$ 6,279**	**$14,597**	**232.5%**
Grants and Contributions	4,362	3,303	1,059	32.1%	3,519	843	23.9%
Other NonOperating Revenues (Expenses)	10,987	4,394	6,593	150.1%	1,431	9,555	667.6%
NonOperating Income	15,349	7,696	7,652	99.4%	4,951	10,398	210.0%
Total Net Income (Loss)	$ 36,225	$ 9,386	$ 26,839	285.9%	$ 11,229	$24,996	222.6%
Cash Flow Margin	$ 28,513	$ 9,938	$ 18,575	186.9%	$ 13,972	$14,541	104.1%
Operating Cash Flow Margin %	11.6%	4.1%	348.0%		6.1%		
Operating Margin %	8.5%	0.7%	359.5%		2.7%		

Total All Entities Income Statement MTD February 2025

All Entities Month to Date Income Statement

(Dollars In Thousands)

	FY 25 Actual	FY 25 Budget	Var From Budget	%Var From Budget	FY 24 Actual	Var FY25-24	%Var FY25-24
REVENUES							
Net Patient Revenues	$ 134,251	$ 122,150	$ 12,101	9.9%	$ 115,496	$ 18,755	16.2%
Net Ad Valorem Taxes	73,057	73,053	5	0.0%	69,576	3,482	5.0%
Government Programs	50,717	50,479	238	0.5%	49,918	799	1.6%
Stimulus Funds	17	660	(643)	-97.4%	1,651	(1,634)	-99.0%
Premium Revenues	86,844	77,757	9,087	11.7%	80,916	5,928	7.3%
Other	22,426	37,482	(15,056)	-40.2%	22,202	224	1.0%
OPERATING REVENUES	367,312	361,581	5,731	1.6%	339,759	27,553	8.1%
EXPENSES							
Salaries and Benefits	147,772	150,395	2,623	1.7%	141,807	(5,965)	-4.2%
Supplies	49,303	55,108	5,806	10.5%	52,677	3,375	6.4%
Purchased Medical Service	27,950	27,346	(605)	-2.2%	26,734	(1,216)	-4.5%
Other	33,640	35,272	1,631	4.6%	31,199	(2,441)	-7.8%
Claims	73,301	82,409	9,108	11.1%	72,955	(345)	-0.5%
Depreciation	7,791	8,438	647	7.7%	7,885	94	1.2%
OPERATING EXPENSES	339,757	358,967	19,211	5.4%	333,258	(6,498)	-1.9%
OPERATING INCOME (LOSS)	**$ 27,556**	**$ 2,614**	**$ 24,942**	**954.2%**	**$ 6,501**	**$ 21,055**	**323.9%**
NonOperating Income	17,336	7,719	9,618	124.6%	5,018	12,318	245.5%
Total Net Income (Loss)	$ 44,892	$ 10,333	$ 34,559	334.5%	$ 11,519	$ 33,373	289.7%
Cash Flow Margin	$ 35,347	$ 11,052	$ 24,295	219.8%	$ 14,386	$ 20,961	145.7%
Operating Cash Flow Margin %	9.6%	3.1%	446.5%		4.2%		
Operating Margin %	7.5%	0.7%	435.2%		1.9%		

Parkland

Income Statement
FYTD February 2025

Hospital (exc NH)
Income Statement
FYTD February 2025

PHHS Without Nursing Homes YTD

(Dollars In Thousands)

	FY25 Actual	FY25 Budget	Var From Budget	% Var From Budget	FY24 Actual	Var FY25-24	%Var FY25-24
REVENUES							
Net Patient Revenues	$ 508,165	$ 492,939	$ 15,226	3.1%	$ 460,415	$ 47,750	10.4%
Net Ad Valorem Taxes	365,287	365,264	23	0.0%	347,879	17,408	5.0%
Government Programs	238,188	238,188	(0)	-0.0%	237,697	491	0.2%
Stimulus Funds	2,697	3,301	(604)	-18.3%	8,253	(5,556)	-67.3%
Other	103,338	108,155	(4,817)	-4.5%	102,188	1,150	1.1%
OPERATING REVENUES	1,217,674	1,207,847	9,828	0.8%	1,156,432	61,243	5.3%
EXPENSES							
Salaries and Benefits	665,642	664,411	(1,232)	-0.2%	638,651	(26,992)	-4.2%
Supplies	230,893	249,316	18,423	7.4%	234,660	3,767	1.6%
Purchased Medical Services	139,433	136,681	(2,752)	-2.0%	132,089	(7,344)	-5.6%
Other	105,188	112,958	7,770	6.9%	101,313	(3,875)	-3.8%
Depreciation	38,351	41,241	2,890	7.0%	38,938	588	1.5%
OPERATING EXPENSES	1,179,508	1,204,607	25,099	2.1%	1,145,651	(33,856)	-3.0%
OPERATING INCOME (LOSS)	**$ 38,167**	**$ 3,240**	**$ 34,927**	**1078.0%**	**$ 10,780**	**$ 27,387**	**254.0%**
Grants and Contributions	21,620	16,515	5,106	30.9%	(6,522)	28,143	431.5%
Other NonOperating Revenues (Expenses)	17,866	21,946	(4,081)	-18.6%	28,388	(10,522)	-37.1%
NonOperating Income	39,486	38,461	1,025	2.7%	21,865	17,621	80.6%
Total Net Income (Loss)	$ 77,653	$ 41,701	$ 35,952	86.2%	$ 32,646	$ 45,007	137.9%
Cash Flow Margin	$ 76,518	$ 44,481	$ 32,037	72.0%	$ 49,719	$ 26,799	53.9%
Operating Cash Flow Margin %	6.3%	3.7%	326.0%		4.3%		
Operating Margin %	3.1%	0.3%	355.4%		0.9%		

Total All Entities Income Statement FYTD February 2025

All Entities Year to Date Income Statement

(Dollars In Thousands)

	FY 25 Actual	FY 25 Budget	Var From Budget	%Var From Budget	FY 24 Actual	Var FY25-24	%Var FY25-24
REVENUES							
Net Patient Revenues	$ 646,895	$ 625,820	$ 21,074	3.4%	$ 590,484	$ 56,411	9.6%
Net Ad Valorem Taxes	365,287	365,264	23	0.0%	347,879	17,408	5.0%
Government Programs	253,585	252,396	1,189	0.5%	247,596	5,989	2.4%
Stimulus Funds	2,697	3,301	(604)	-18.3%	8,253	(5,556)	-67.3%
Premium Revenues	397,589	386,977	10,612	2.7%	396,513	1,076	0.3%
Other	126,337	133,784	(7,447)	-5.6%	124,027	2,310	1.9%
OPERATING REVENUES	1,792,389	1,767,542	24,847	1.4%	1,714,752	77,637	4.5%
EXPENSES							
Salaries and Benefits	764,992	767,266	2,274	0.3%	735,984	(29,008)	-3.9%
Supplies	271,988	281,173	9,185	3.3%	269,947	(2,041)	-0.8%
Purchased Medical Service	139,433	136,681	(2,752)	-2.0%	132,089	(7,344)	-5.6%
Other	187,091	169,591	(17,500)	-10.3%	163,506	(23,586)	-14.4%
Claims	374,164	363,117	(11,047)	-3.0%	339,893	(34,271)	-10.1%
Depreciation	39,191	42,227	3,036	7.2%	39,871	680	1.7%
OPERATING EXPENSES	1,776,859	1,760,056	(16,804)	-1.0%	1,681,289	(95,570)	-5.7%
OPERATING INCOME (LOSS)	**$ 15,530**	**$ 7,487**	**$ 8,044**	**107.4%**	**$ 33,463**	**$ (17,932)**	**-53.6%**
NonOperating Income	46,746	39,261	7,485	19.1%	30,816	15,930	51.7%
Total Net Income (Loss)	$ 62,276	$ 46,748	$ 15,528	33.2%	$ 64,279	$ (2,003)	-3.1%
Cash Flow Margin	$ 54,721	$ 49,714	$ 5,008	10.1%	$ 73,334	$ (18,612)	-25.4%
Operating Cash Flow Margin %	3.1%	2.8%	44.6%		4.3%		
Operating Margin %	0.9%	0.4%	32.4%		2.0%		

Key Statistics

Parkland

Hospital Key Statistics
MTD February 2025

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	4,679	4,751	(72)	-1.5%	4,823	-3.0%
Average Daily Census (Adult, NICU and Obs)	917	904	13	1.4%	892	2.8%
Average Length of Stay (Adult)	6.07	5.96	(0.11)	-1.8%	6.07	0.0%
Case Mix Index (Acute Service Line)	2.08	1.96	0.12	6.1%	1.96	6.1%
Emergency Visits	19,631	21,351	(1,720)	-8.1%	21,462	-8.5%
Ambulatory Visits *	103,291	105,453	(2,162)	-2.1%	100,108	3.2%
Surgeries	1,798	1,756	42	2.4%	1,761	2.1%
Deliveries	983	1,021	(38)	-3.7%	989	-0.6%

Parkland

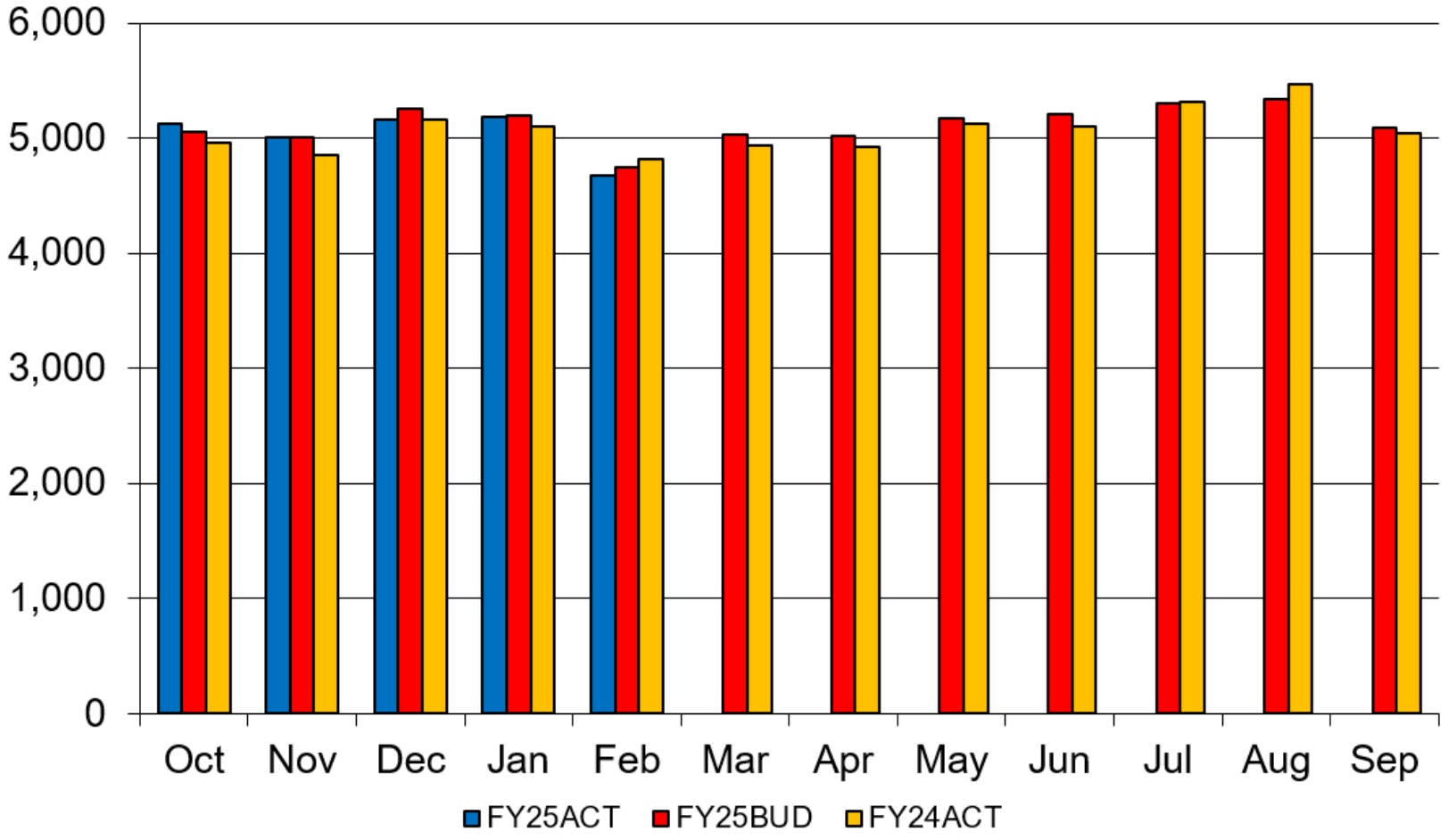
Hospital Key Statistics
FYTD February 2025

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	25,160	25,272	(112)	-0.4%	24,890	1.1%
Average Daily Census (Adult, NICU and Obs)	896	887	9	1.0%	871	2.9%
Average Length of Stay (Adult)	5.76	5.88	0.12	2.0%	5.98	3.7%
Case Mix Index (Acute Service Line)	2.00	1.96	0.04	2.0%	1.98	1.0%
Emergency Visits	102,106	102,580	(474)	-0.5%	103,112	-1.0%
Ambulatory Visits *	524,551	520,653	3,898	0.7%	491,958	6.6%
Surgeries	8,996	8,815	181	2.1%	8,833	1.8%
Deliveries	5,674	5,594	80	1.4%	5,426	4.6%

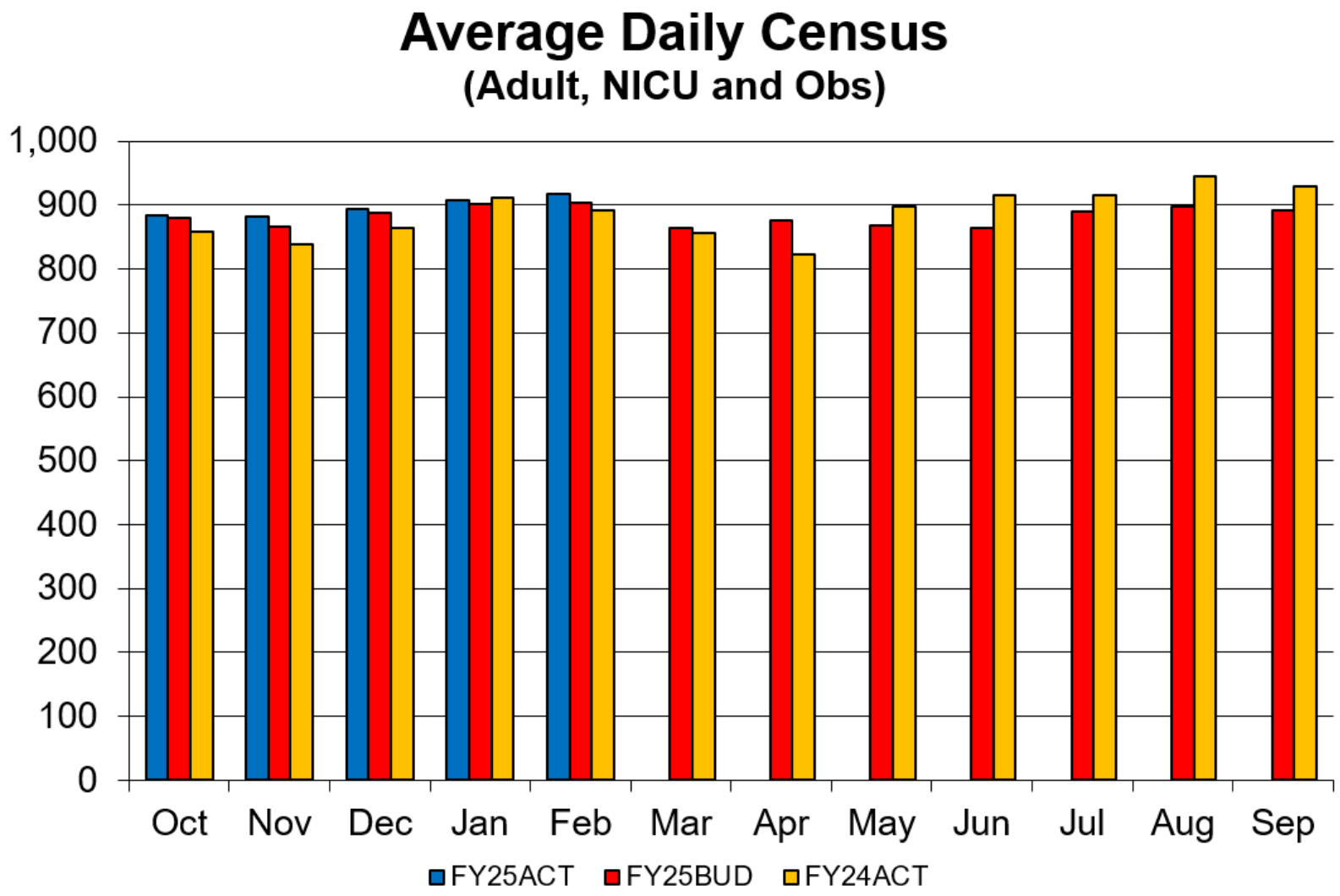
* Totals now include Employee Health Integration clinic visits

Volumes
Discharges

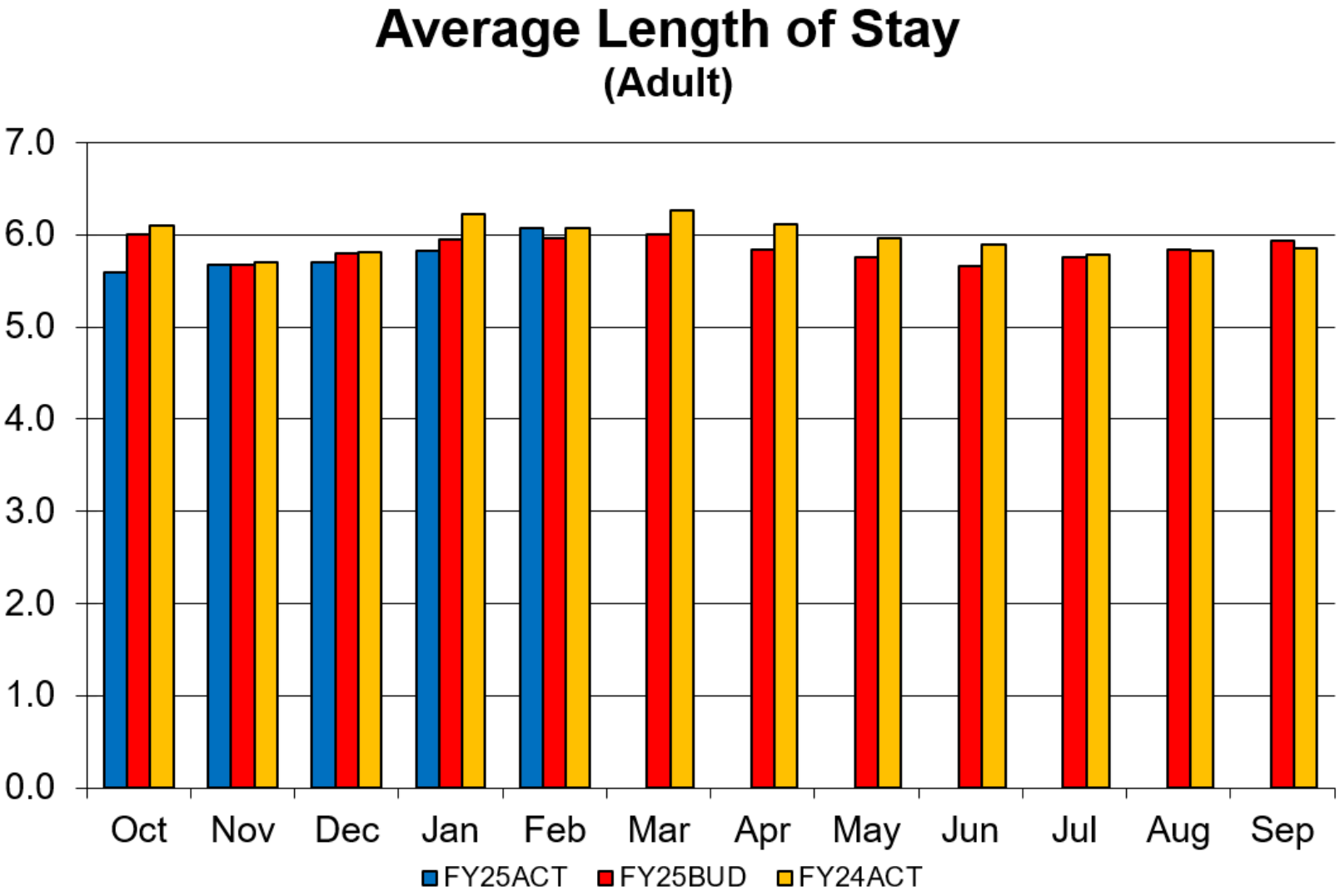
Hospital Discharges
(Adult, NICU and Obs)



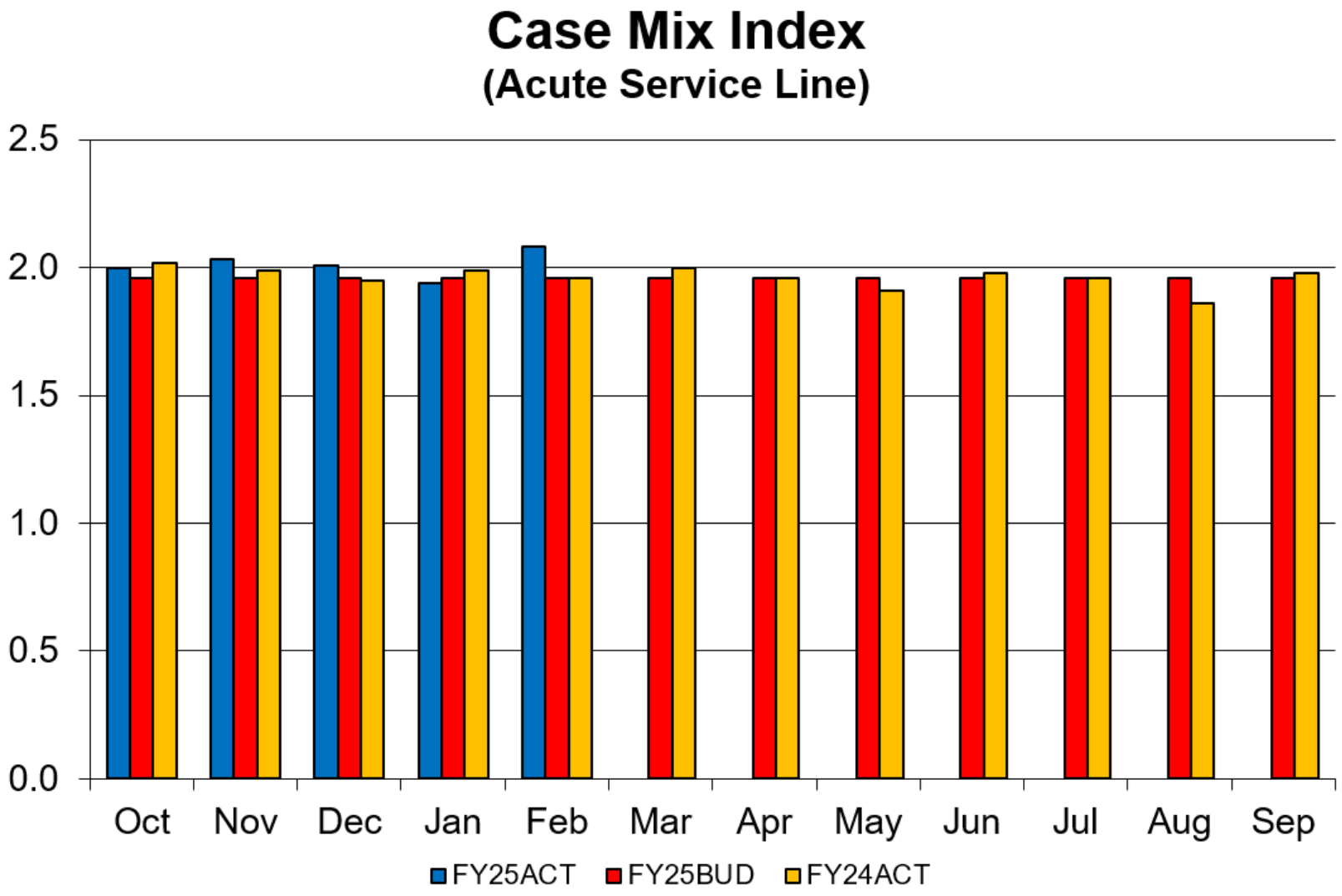
Volumes
Average Daily Census



Volumes
Average Length of Stay

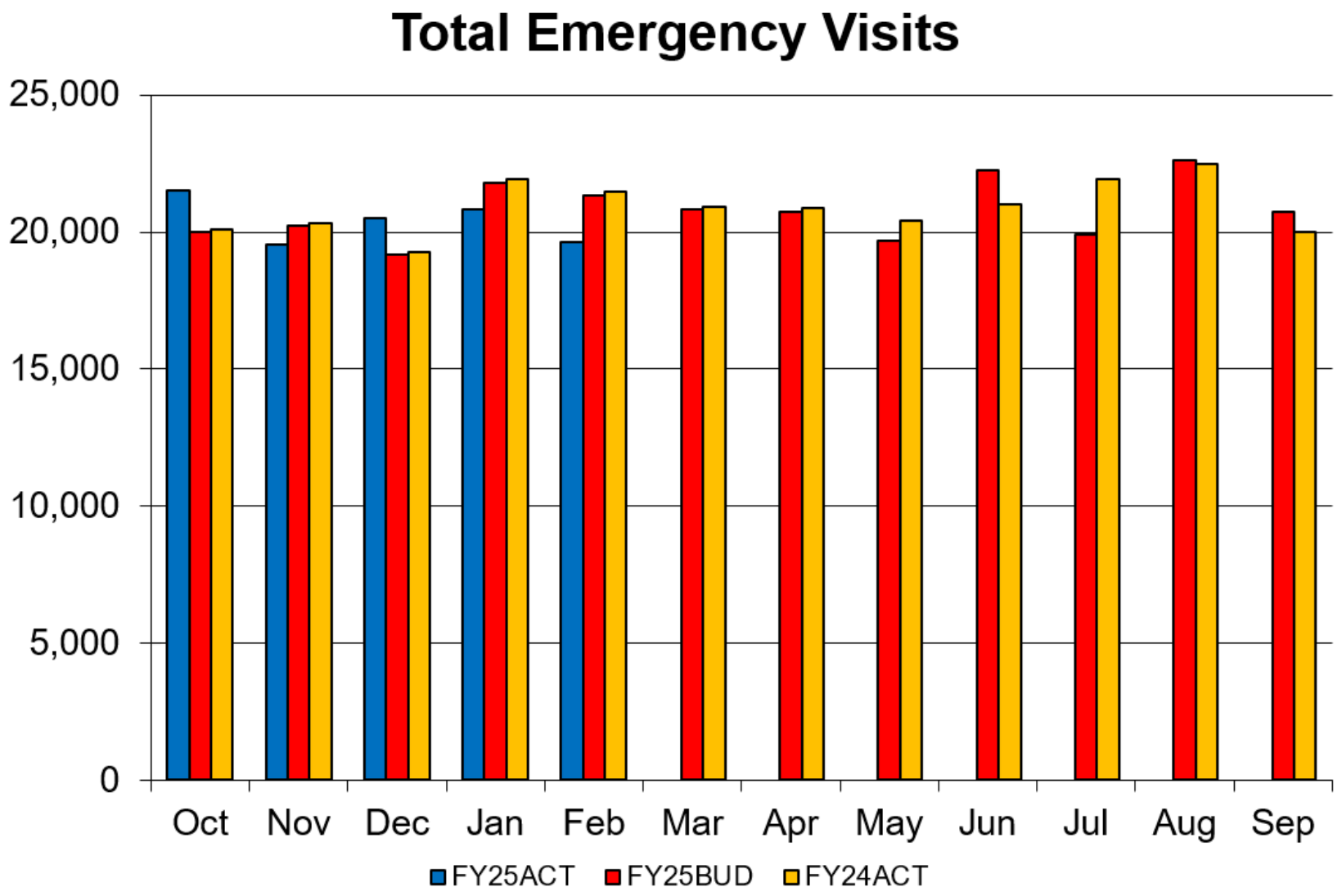


Volumes
Case Mix Index

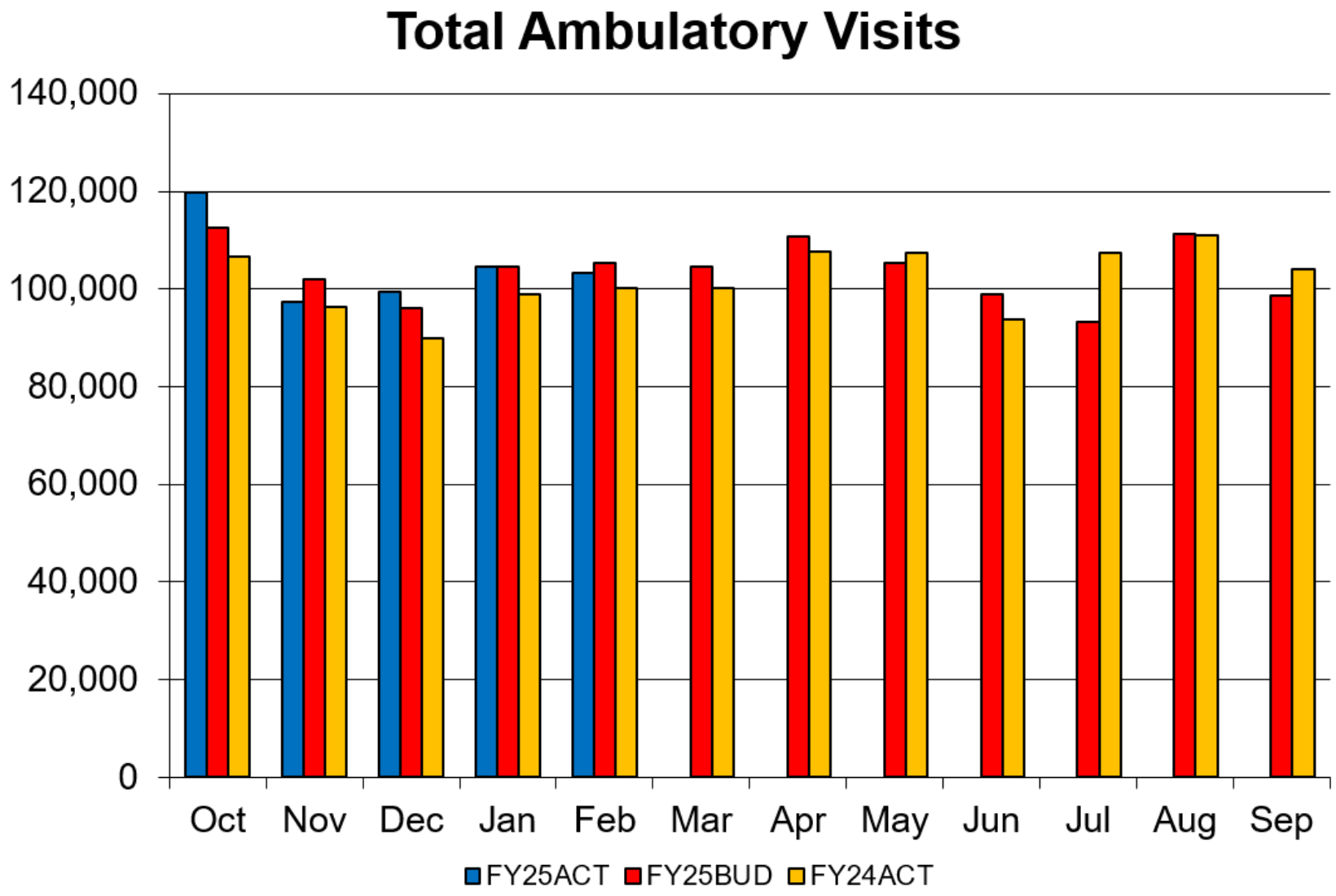


Parkland

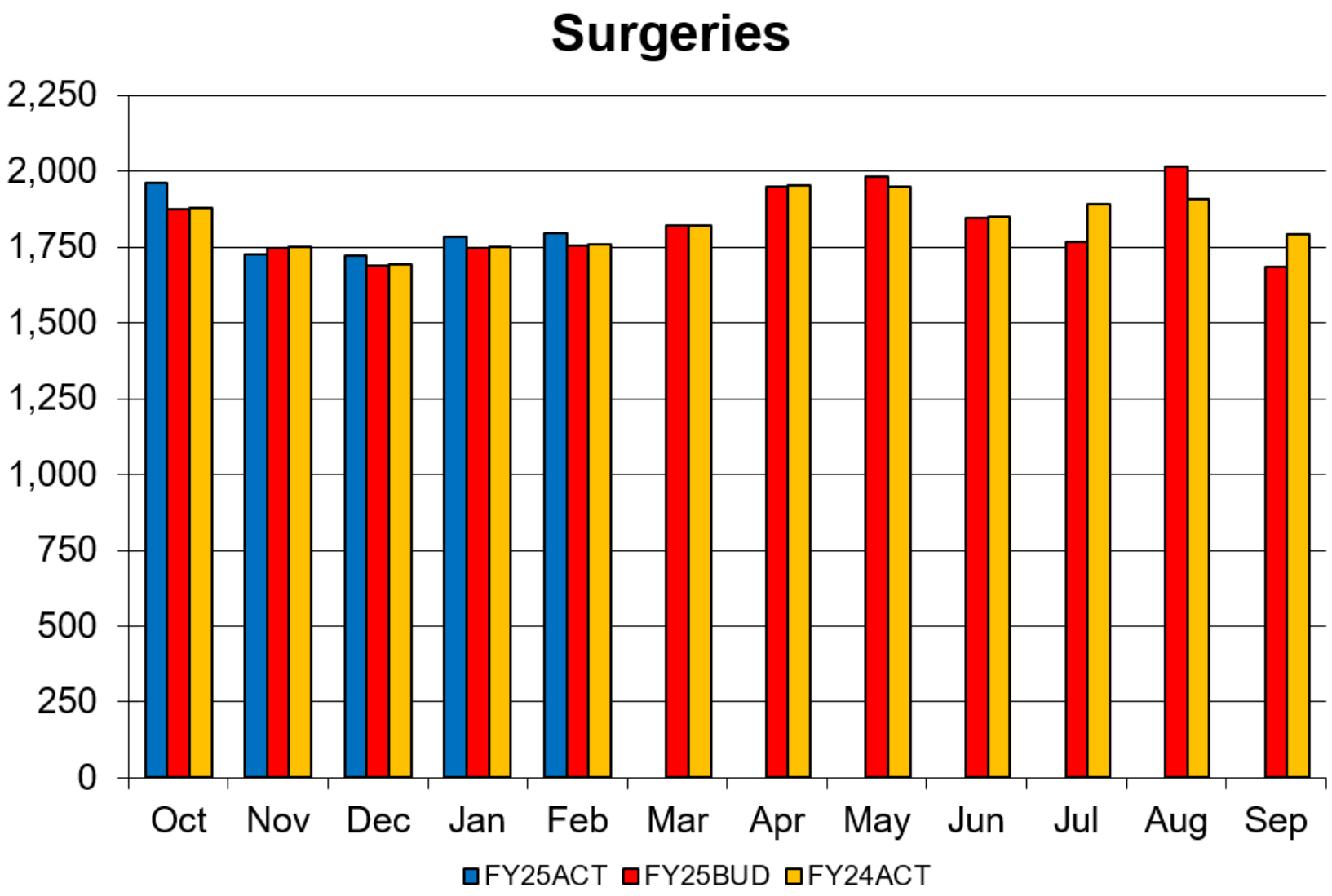
Volumes
Emergency Visits



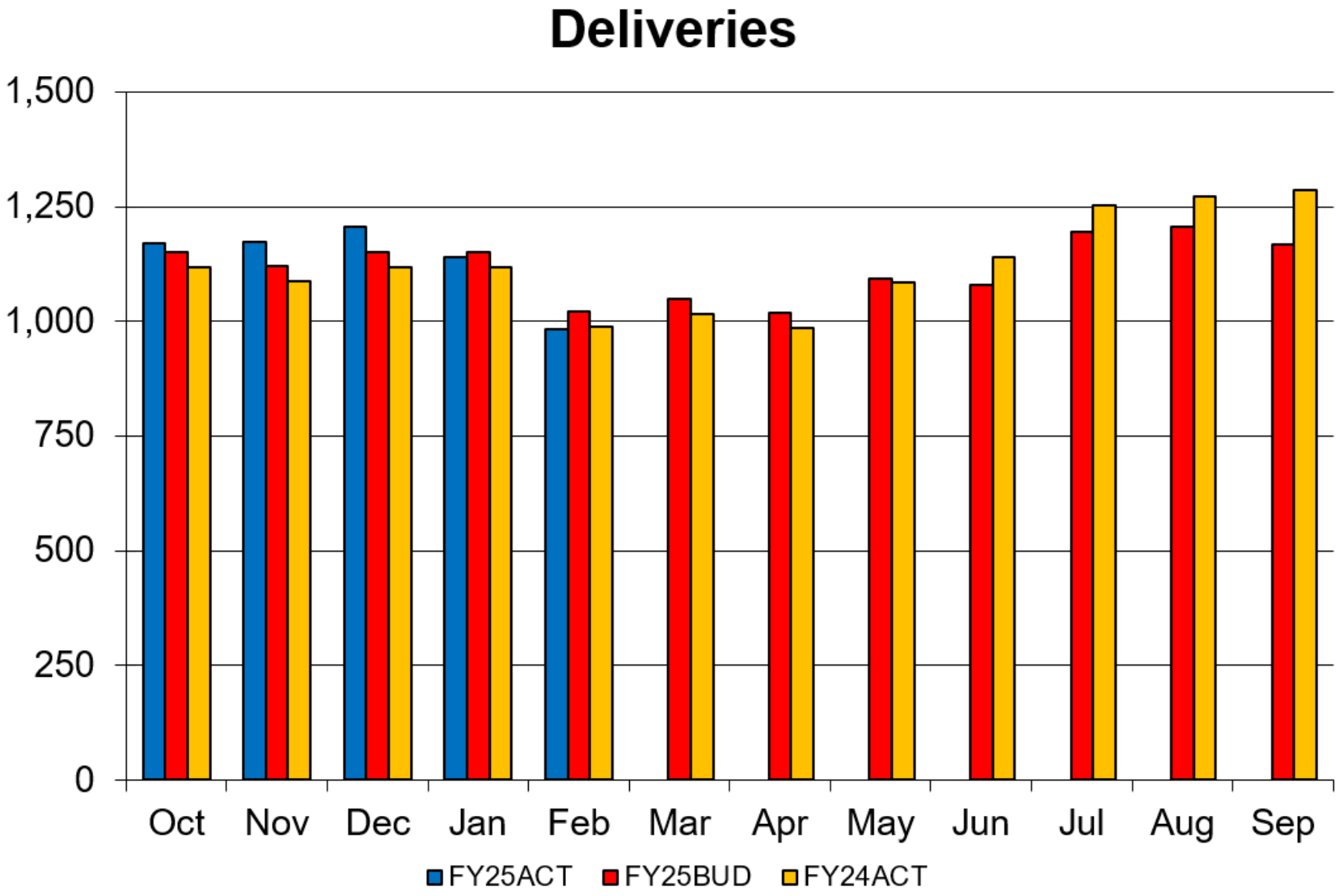
Volumes
Ambulatory Visits



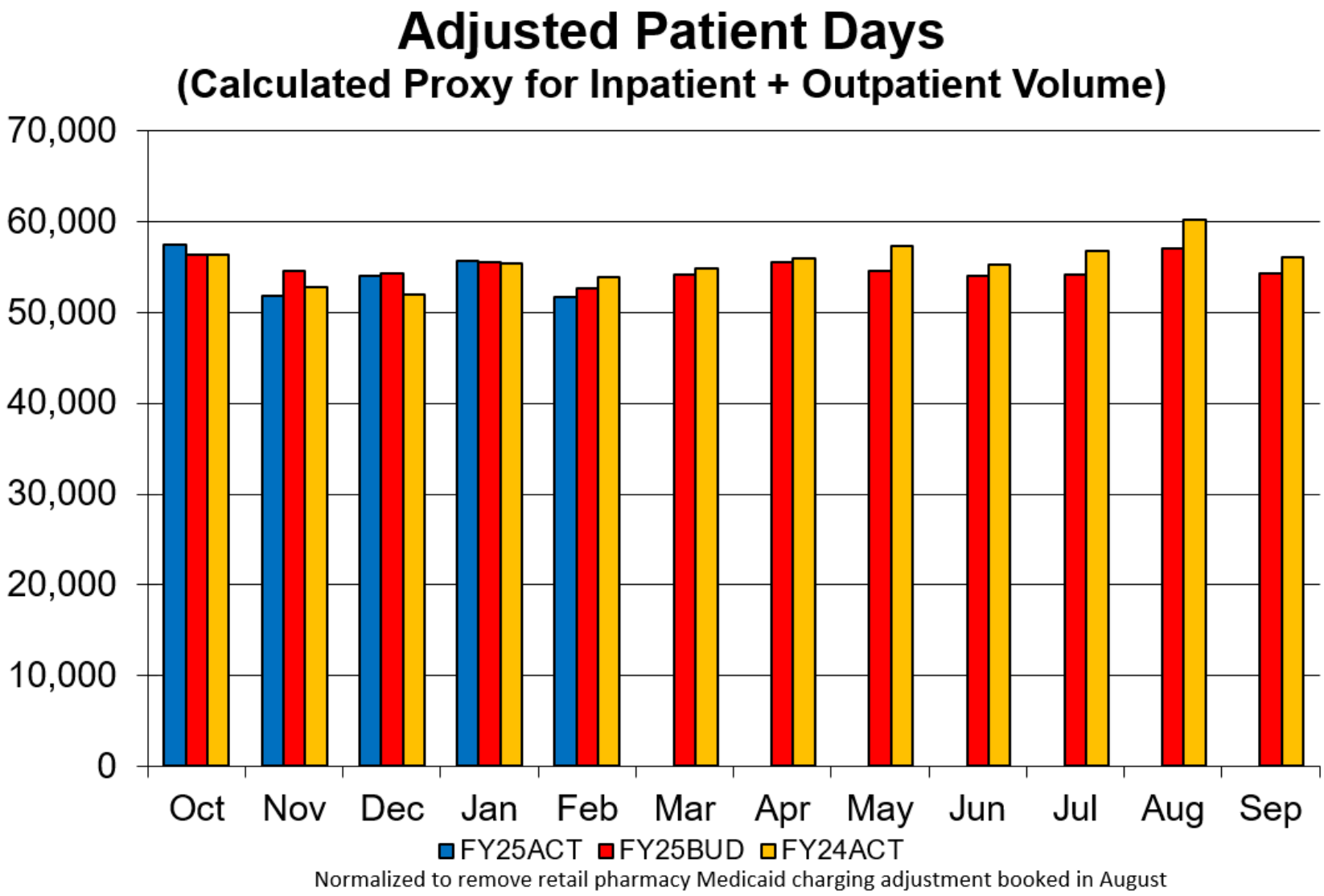
Volumes
Surgeries



Volumes
Deliveries



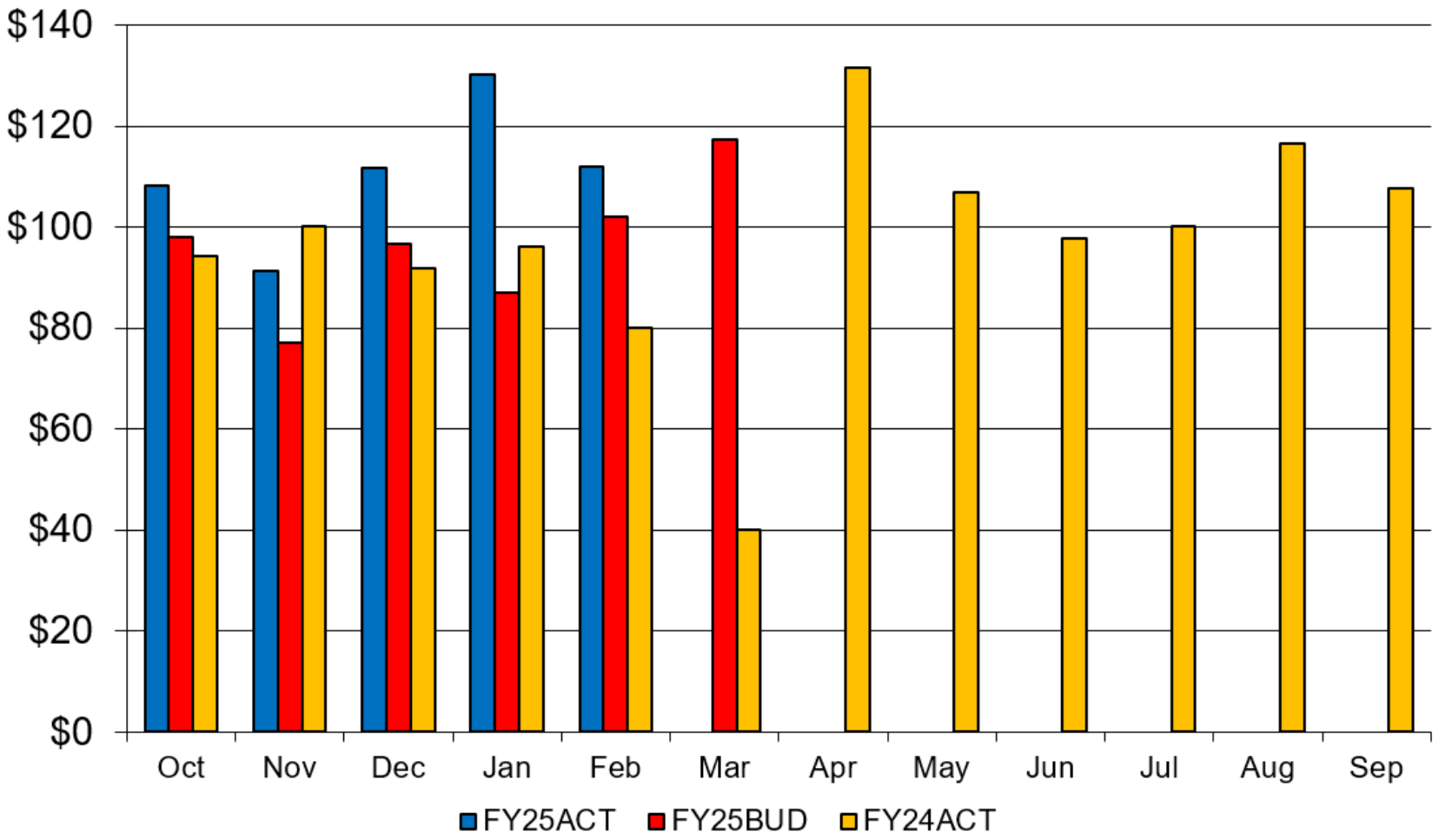
Volumes
Adjusted Patient Days



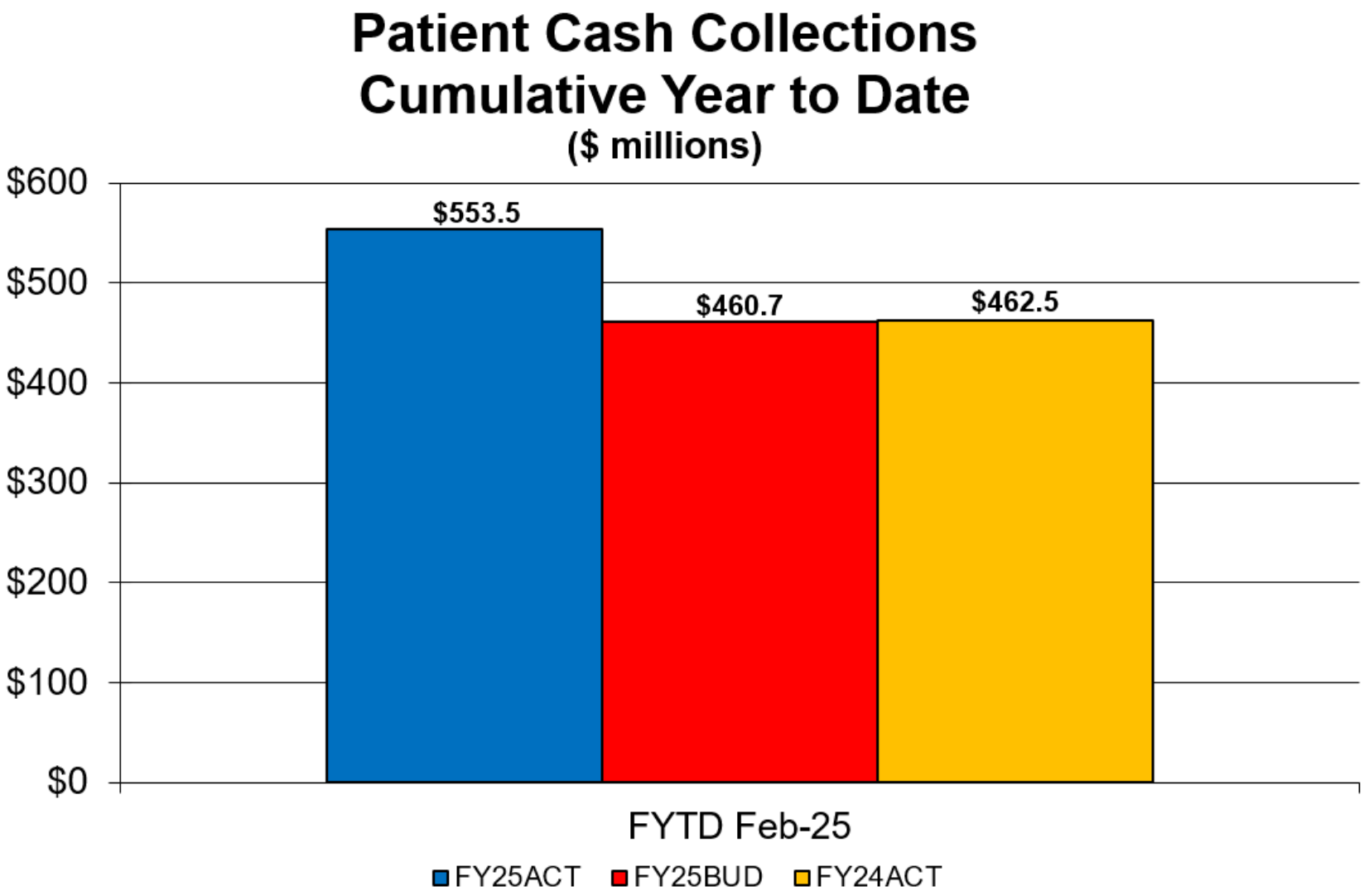
Key Operating Performance Metrics

Patient Cash Collections

($ millions)



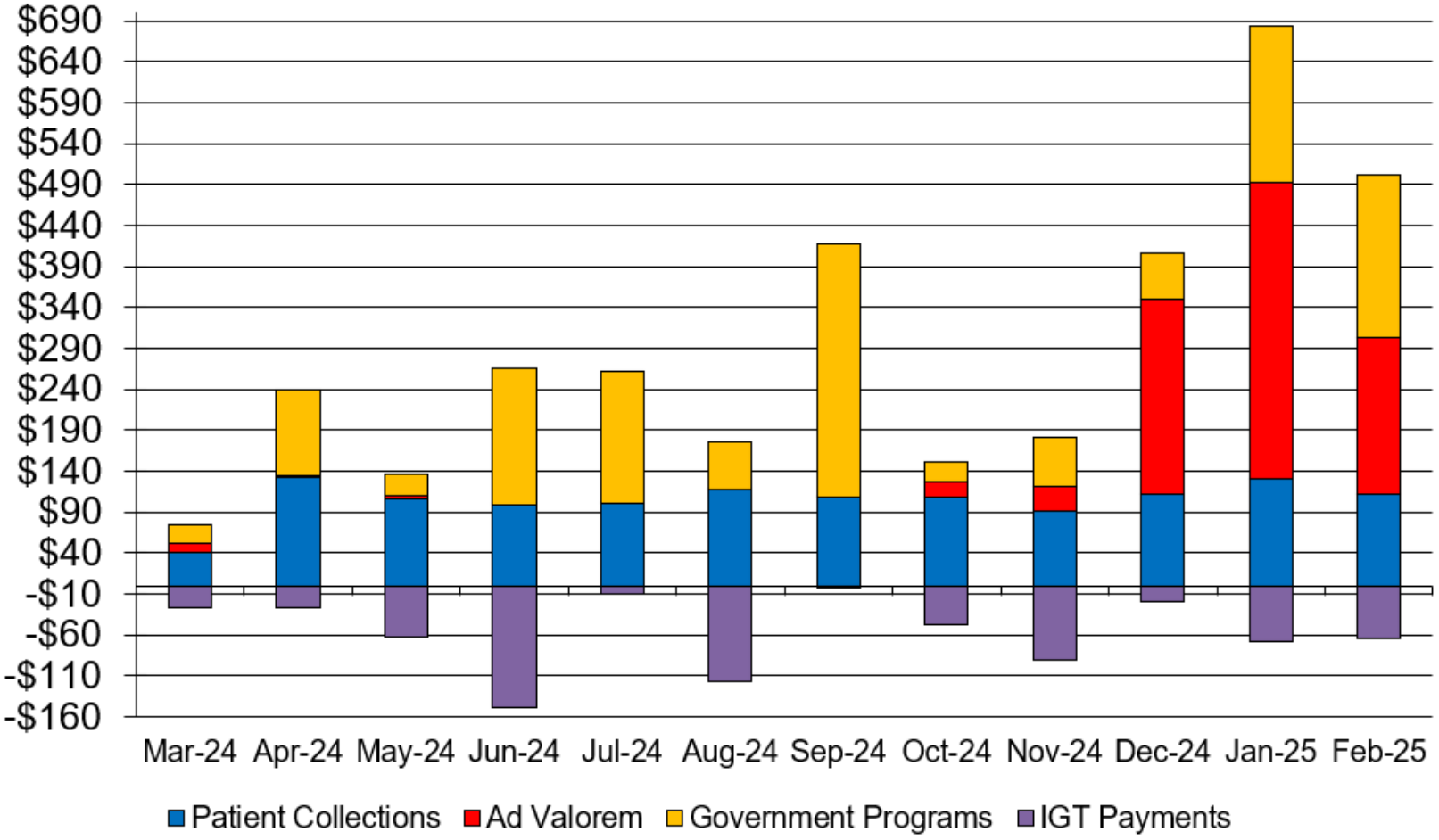
Key Operating Performance Metrics



Key Operating Performance Metrics

Total Cash Collections

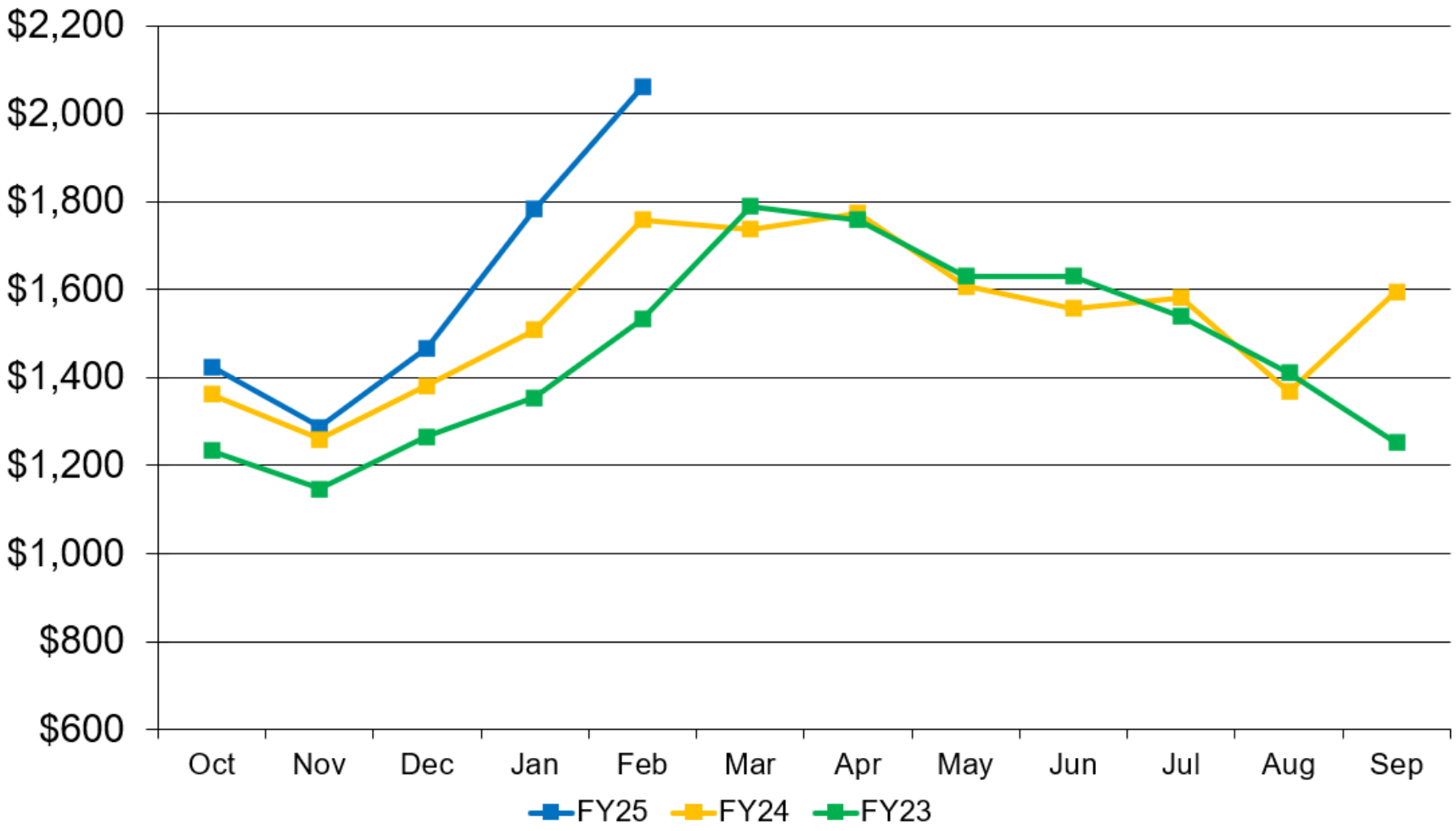
($ millions)



Key Operating Performance Metrics

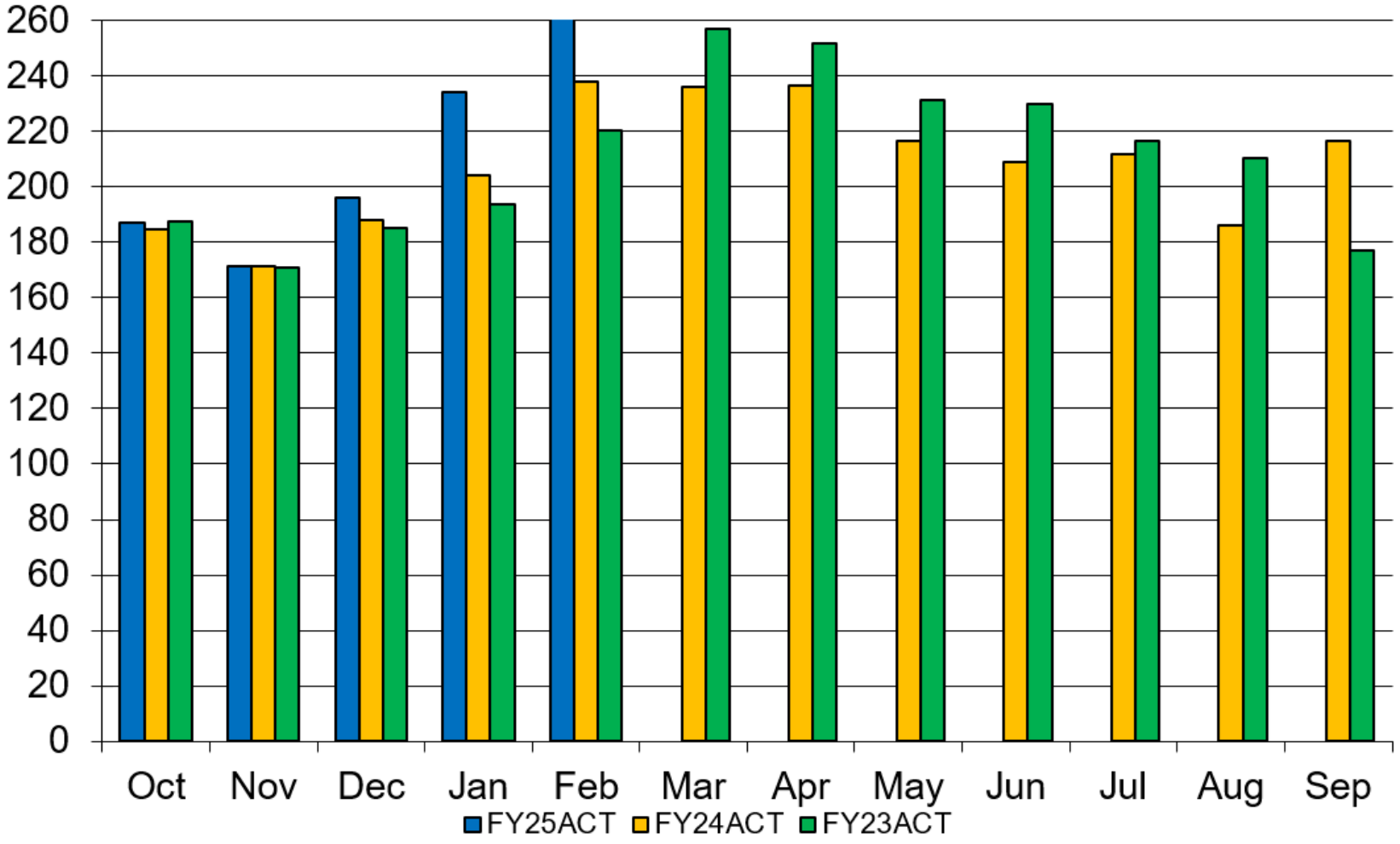
Cash Balance Trending

($ millions)



Key Operating Performance Metrics

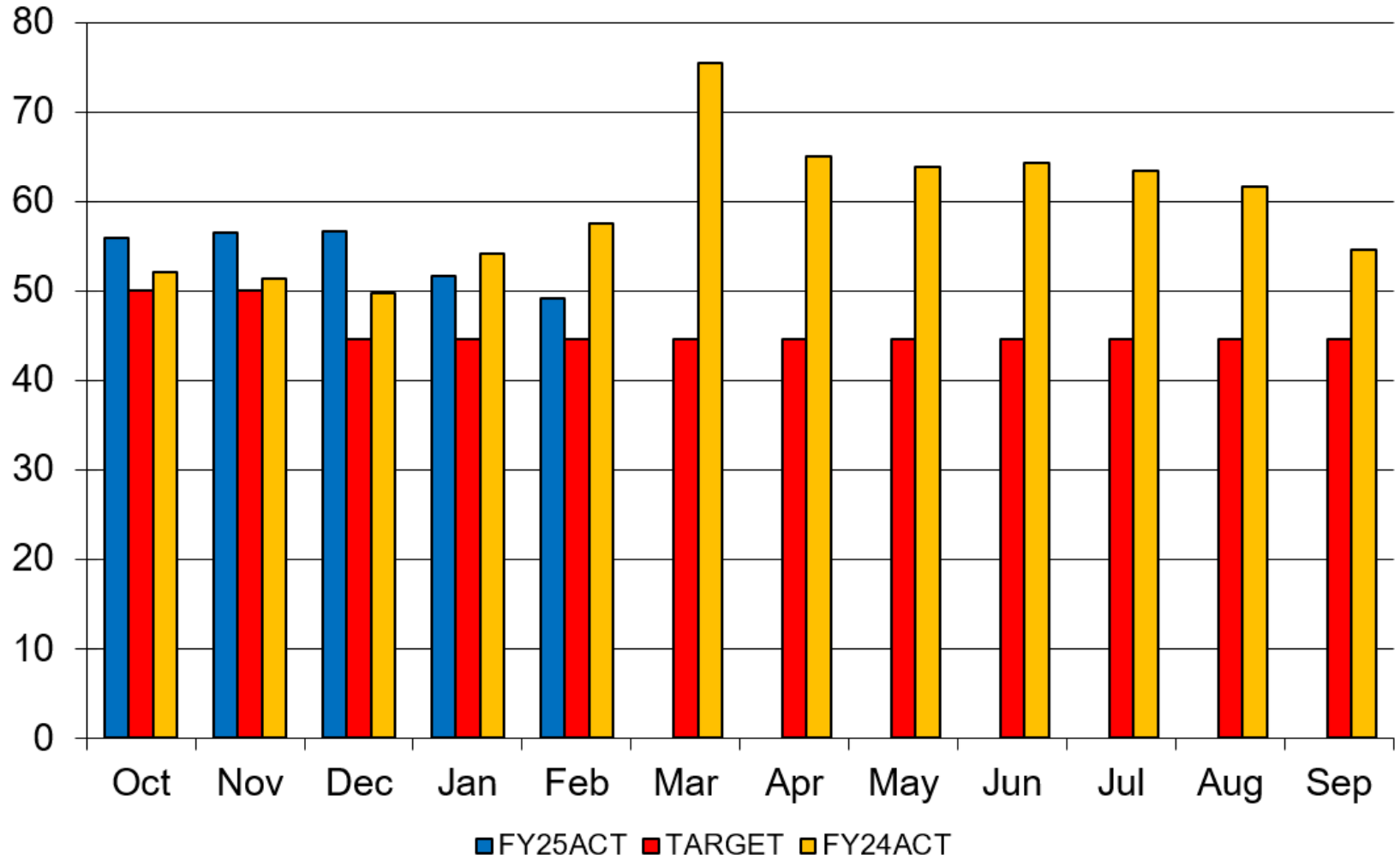
Days Cash on Hand



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

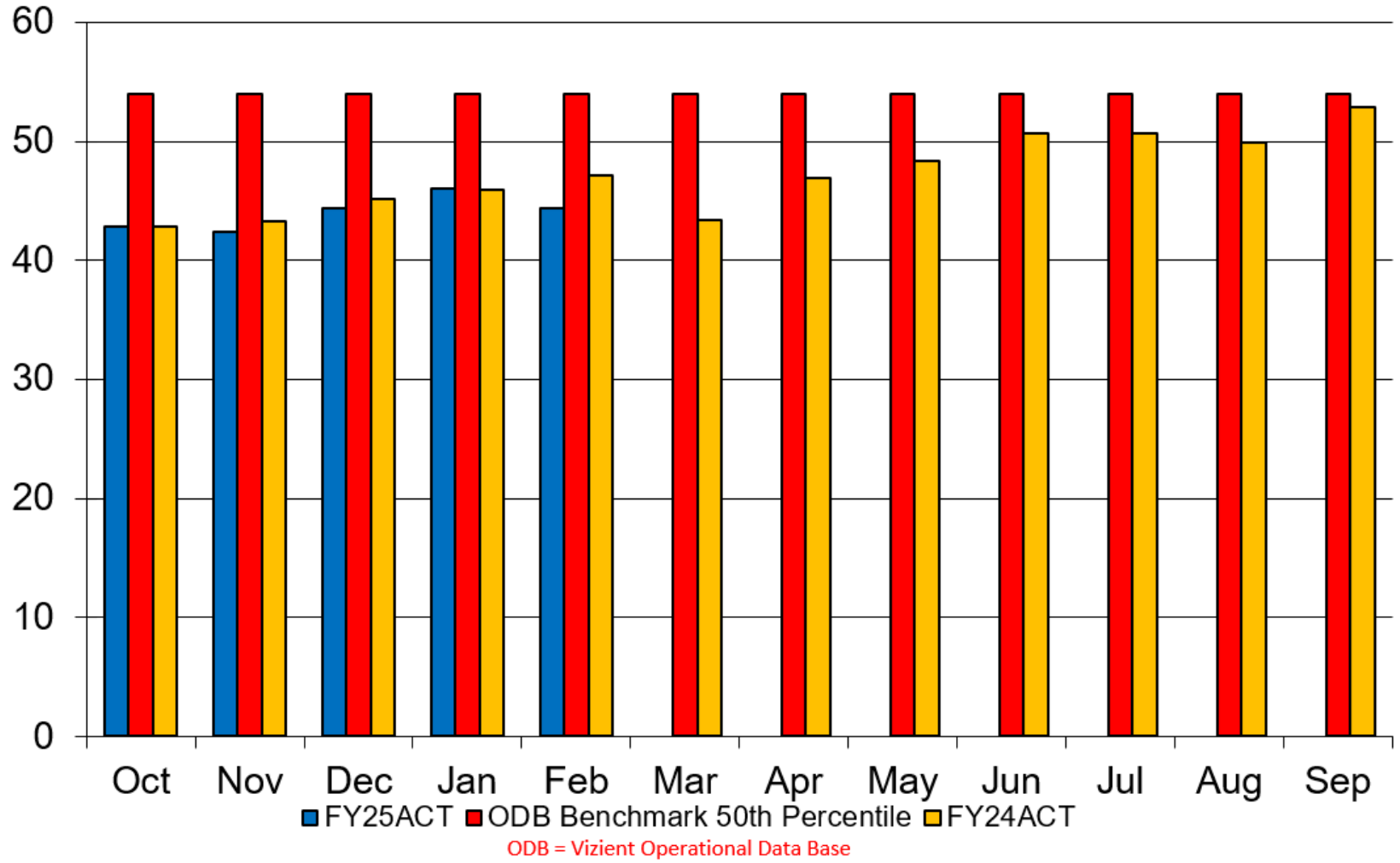
Key Operating Performance Metrics

Days in Accounts Receivable



Key Operating Performance Metrics

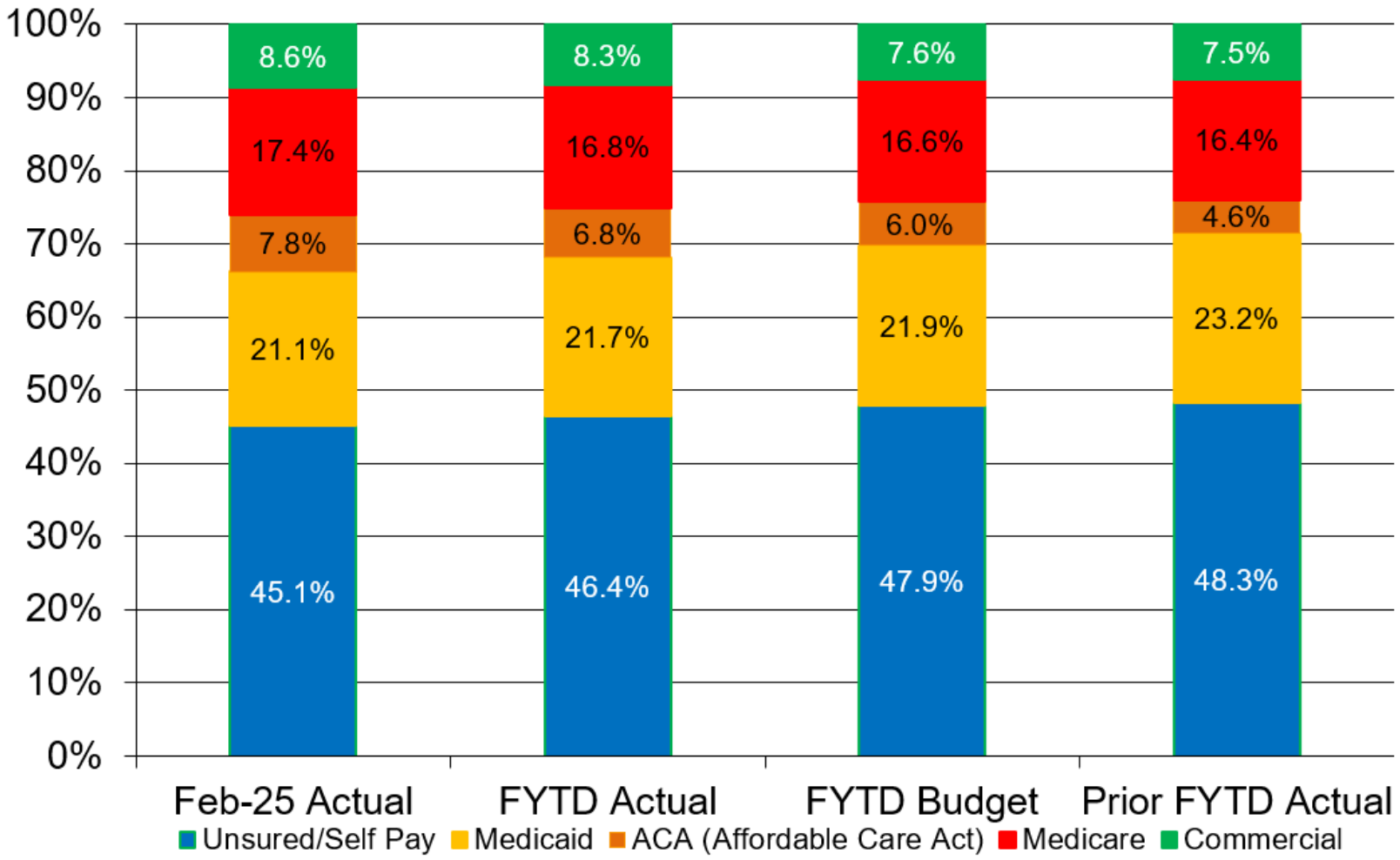
Days in Accounts Payable



ODB = Vizient Operational Data Base

Key Operating Performance Metrics

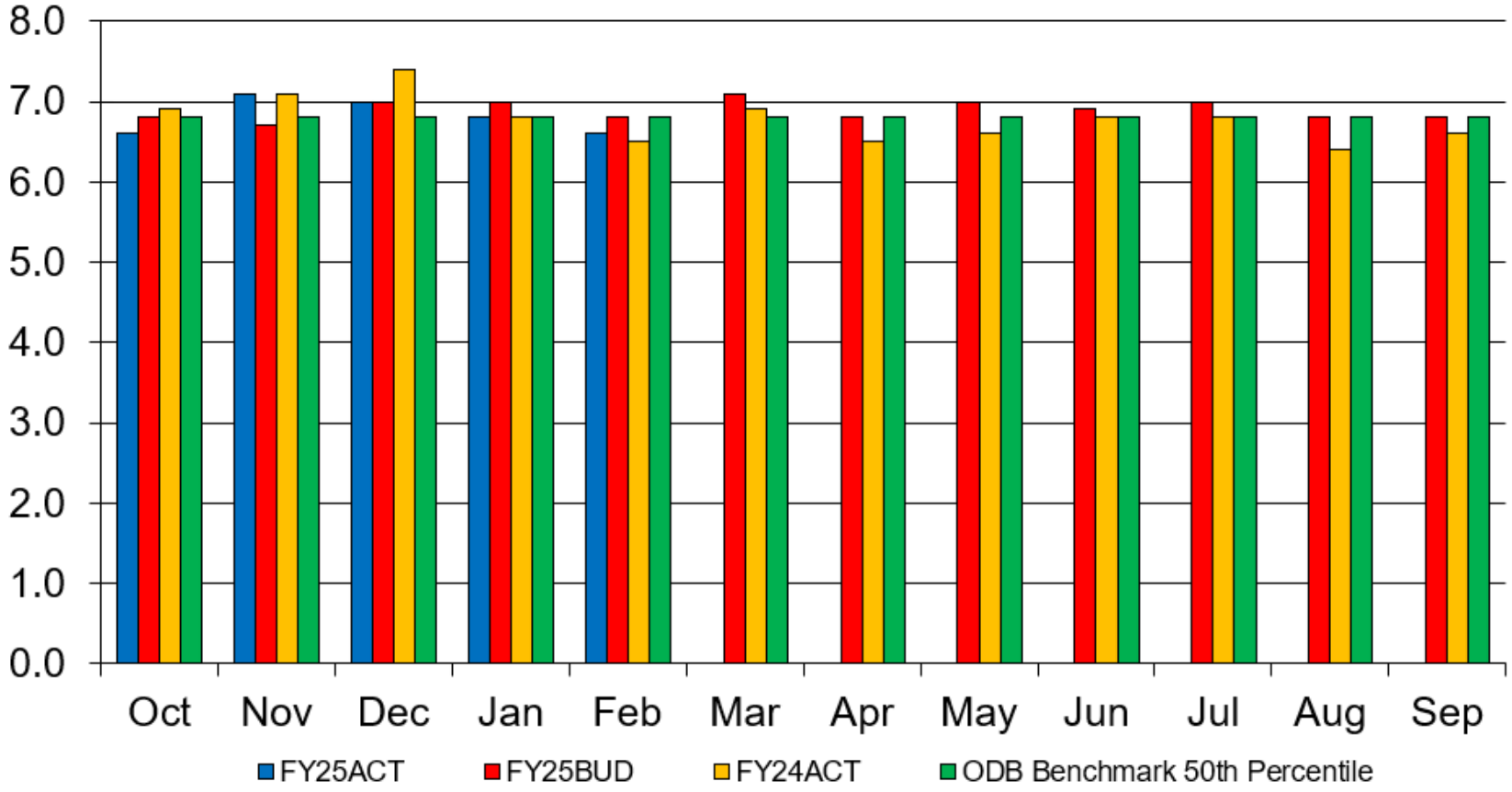
Gross Patient Revenue By Payor Type



Key Operating Performance Metrics

FTEs per Adjusted Occupied Bed

(includes Contract Labor and excludes Nursing Homes and Jail)



ODB = Vizient Operational Data Base

Parkland

Appendix

PCHP Financial Performance
Current Month – February 2025

PCHP Month to Date Income Statement

(Dollars in Thousands)

	FY 25 Actual	FY 25 Budget	Var From Budget	%Var From Budget	FY 24 Actual	Var FY25-24	%Var FY25-24
MEMBERSHIP	169,810	169,688	122	0.1%	166,589	3,221	1.9%
REVENUE							
Premium/DSP	$ 51,301	$ 63,775	$ (12,474)	-19.6%	$ 46,346	$ 4,955	10.7%
NAIP/DPP/ATLIS	35,614	27,377	8,237	30.1%	34,570	1,044	3.0%
OPERATING REVENUE	86,915	91,151	(4,236)	-4.6%	80,916	5,999	7.4%
EXPENSE							
Administration	7,054	9,550	2,496	26.1%	8,423	1,369	16.3%
Claims	73,301	82,409	9,108	11.1%	72,955	(345)	-0.5%
OPERATING EXPENSE	80,354	91,959	11,605	12.6%	81,378	1,024	1.3%
OPERATING INCOME (LOSS)	**$ 6,561**	**$ (808)**	**$ 7,368**	**912.3%**	**$ (462)**	**$ 7,023**	**1520.0%**
Interest and Investment Income	995	594	401	67.6%	1,534	(539)	-35.2%
Unrealized Gain (Loss) on Investments	731	-	731	0.0%	(1,209)	1,941	160.5%
Total Net Income (Loss)	$ 8,287	$ (214)	$ 8,501	3969.3%	$ (137)	$ 8,424	6132.2%
Operating Cash Flow Margin %	7.5%	-0.9%	8.4%	-951.8%	-0.6%		
Medical Loss Ratio (excluding DPP/NAIP/ATLIS)	77.7%	88.0%			85.9%		

PCHP Fiscal Year ends 12/31/2025

PCHP Financial Performance
Calendar YTD – February 2025

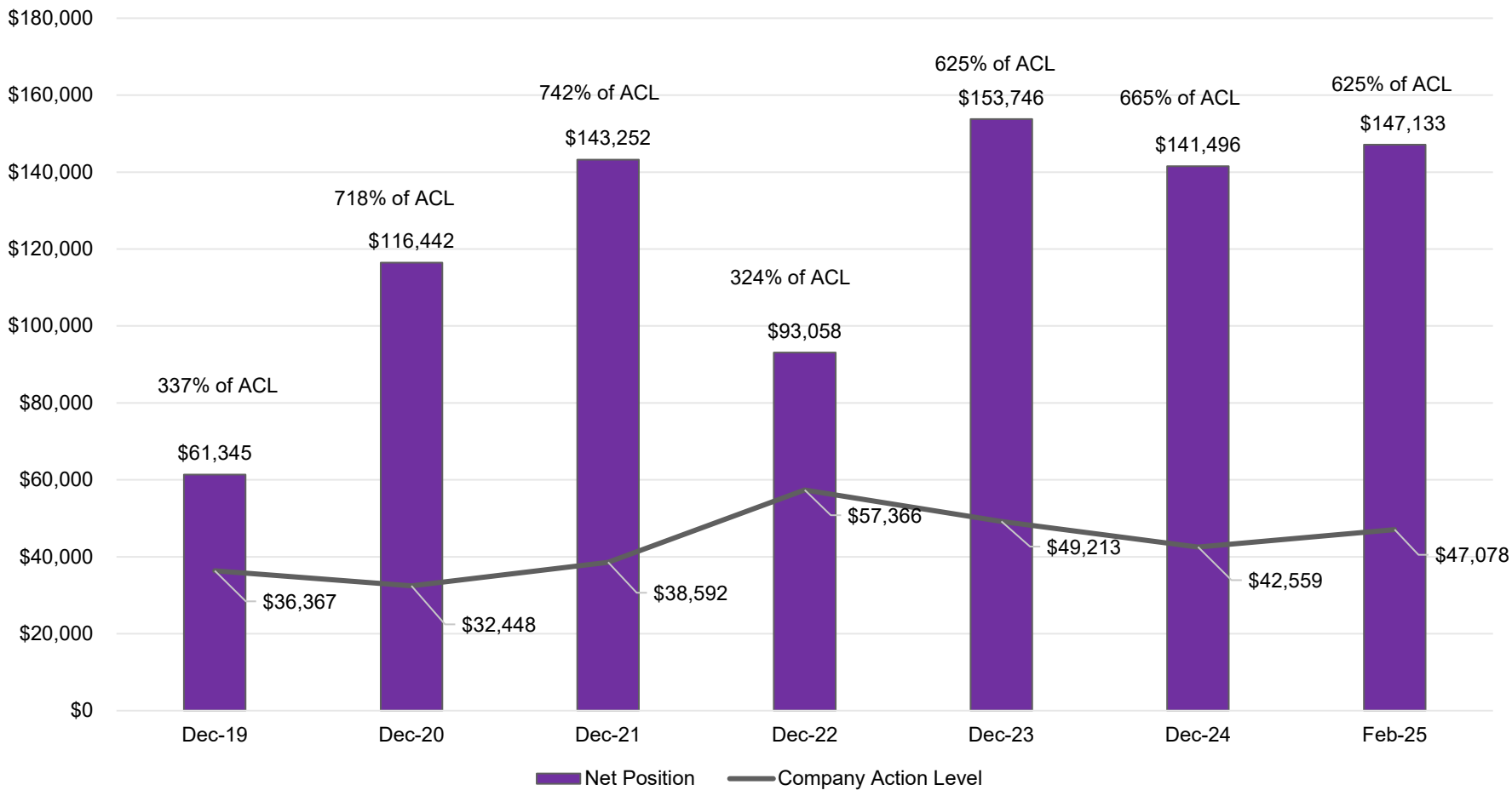
PCHP Year to Date Income Statement

(Dollars in Thousands)

	FY 25 Actual	FY 25 Budget	Var From Budget	%Var From Budget	FY 24 Actual	Var FY25-24	%Var FY25-24
MEMBERSHIP	339,498	339,376	122	0.0%	331,621	7,877	2.4%
REVENUE							
Premium/DSP	$ 108,252	$ 114,155	$ (5,903)	-5.2%	$ 92,548	$ 15,704	17.0%
NAIP/DPP/ATLIS	62,954	54,753	8,201	15.0%	69,157	(6,203)	-9.0%
OPERATING REVENUE	171,205	168,908	2,297	1.4%	161,705	9,500	5.9%
EXPENSE							
Administration	15,481	19,761	4,280	21.7%	16,614	1,133	6.8%
Claims	153,129	155,139	2,011	1.3%	144,511	(8,618)	-6.0%
OPERATING EXPENSE	168,610	174,900	6,290	3.6%	161,125	(7,485)	-4.6%
OPERATING INCOME (LOSS)	**$ 2,595**	**$ (5,992)**	**$ 8,588**	**143.3%**	**$ 580**	**$ 2,015**	**347.2%**
Interest and Investment Income	2,161	1,323	838	63.4%	3,211	(1,051)	-32.7%
Unrealized Gain (Loss) on Investments	880	-	880	0.0%	(1,137)	2,018	177.4%
Total Net Income (Loss)	$ 5,636	$ (4,670)	$ 10,306	220.7%	$ 2,654	$ 2,982	112.4%
Operating Cash Flow Margin %	1.5%	-3.5%	5.1%	-142.7%	0.4%		
Medical Loss Ratio (excluding DPP/NAIP/ATLIS)	85.7%	89.9%			85.9%		

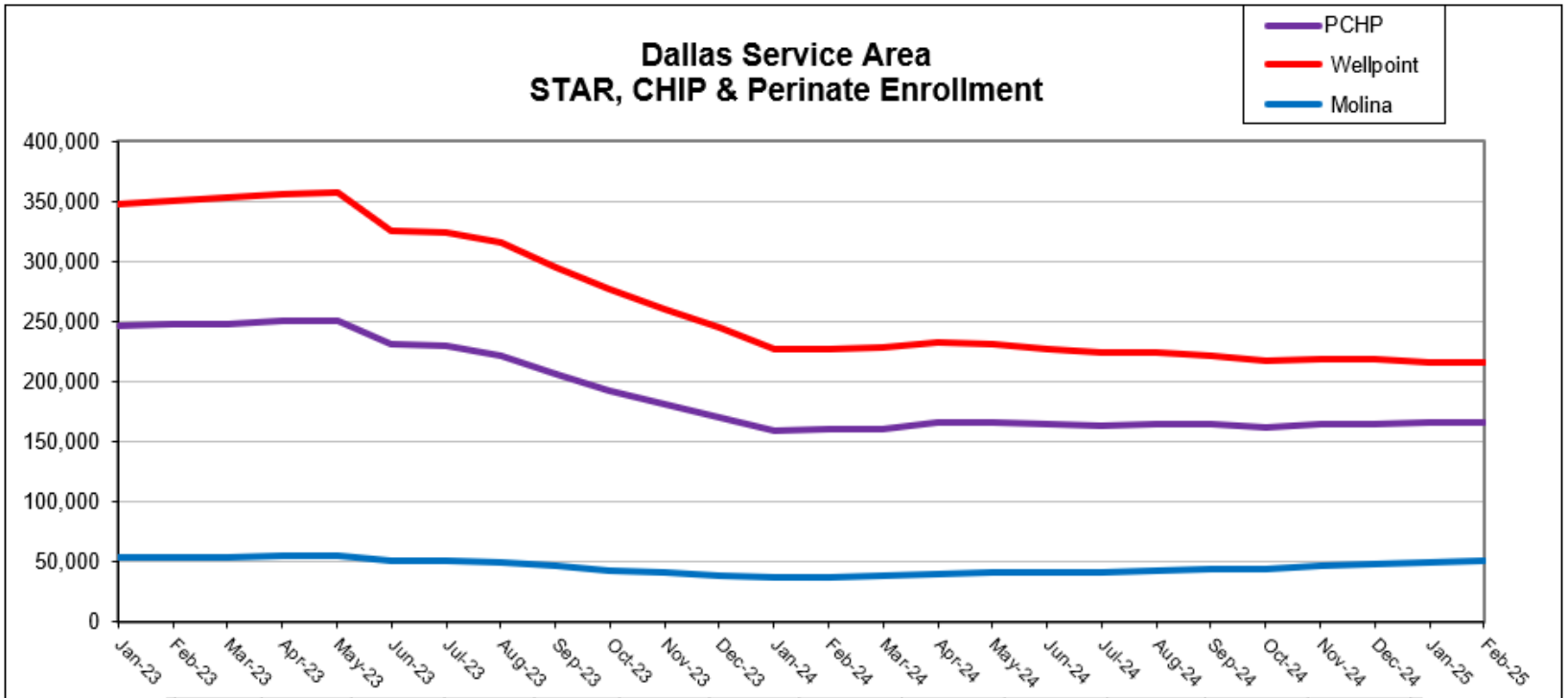
PCHP Fiscal Year ends 12/31/2025

PCHP Net Position vs Risk-Based Capital Requirements as of February 2025



- Dollars in graph represented in Thousands
- Black bar represents Company Action Level (CAL aka Action Level) which = 200% of Authorized Control Level (ACL)
- The Company Action Level and Asset Control Level for the most recent year are forecasted year-end values. All other years are actual year-end values.

PCHP Enrollment

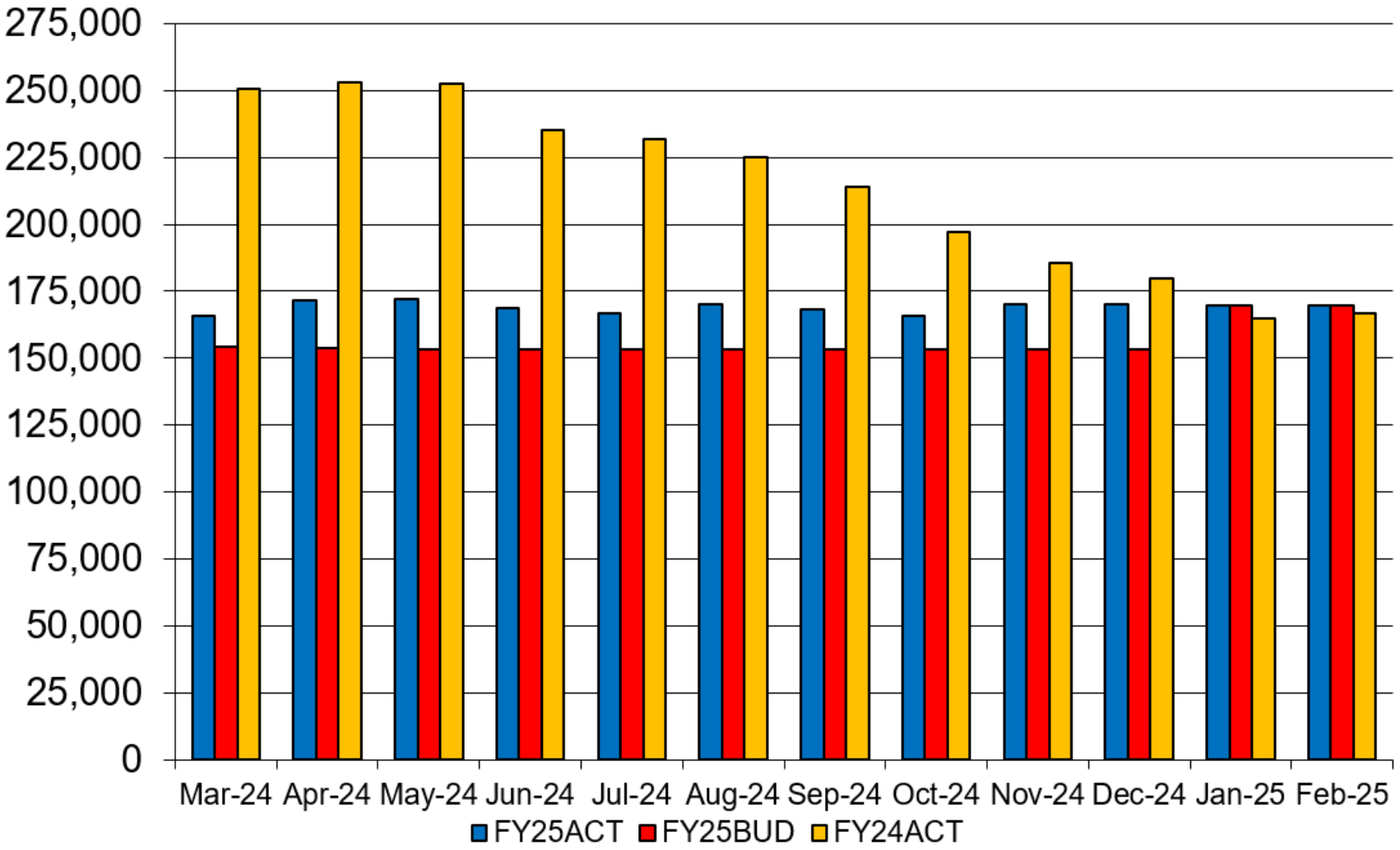


Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25
159,722	160,478	165,724	166,283	164,217	163,255	164,746	164,221	161,892	164,093	165,200	165,311	165,749
Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25
227,126	227,660	231,976	230,761	226,309	223,948	223,751	221,535	217,427	218,016	218,041	216,092	215,370
Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25
37,397	38,189	39,972	40,709	40,999	41,509	43,018	43,770	43,855	46,089	47,742	49,263	50,537

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

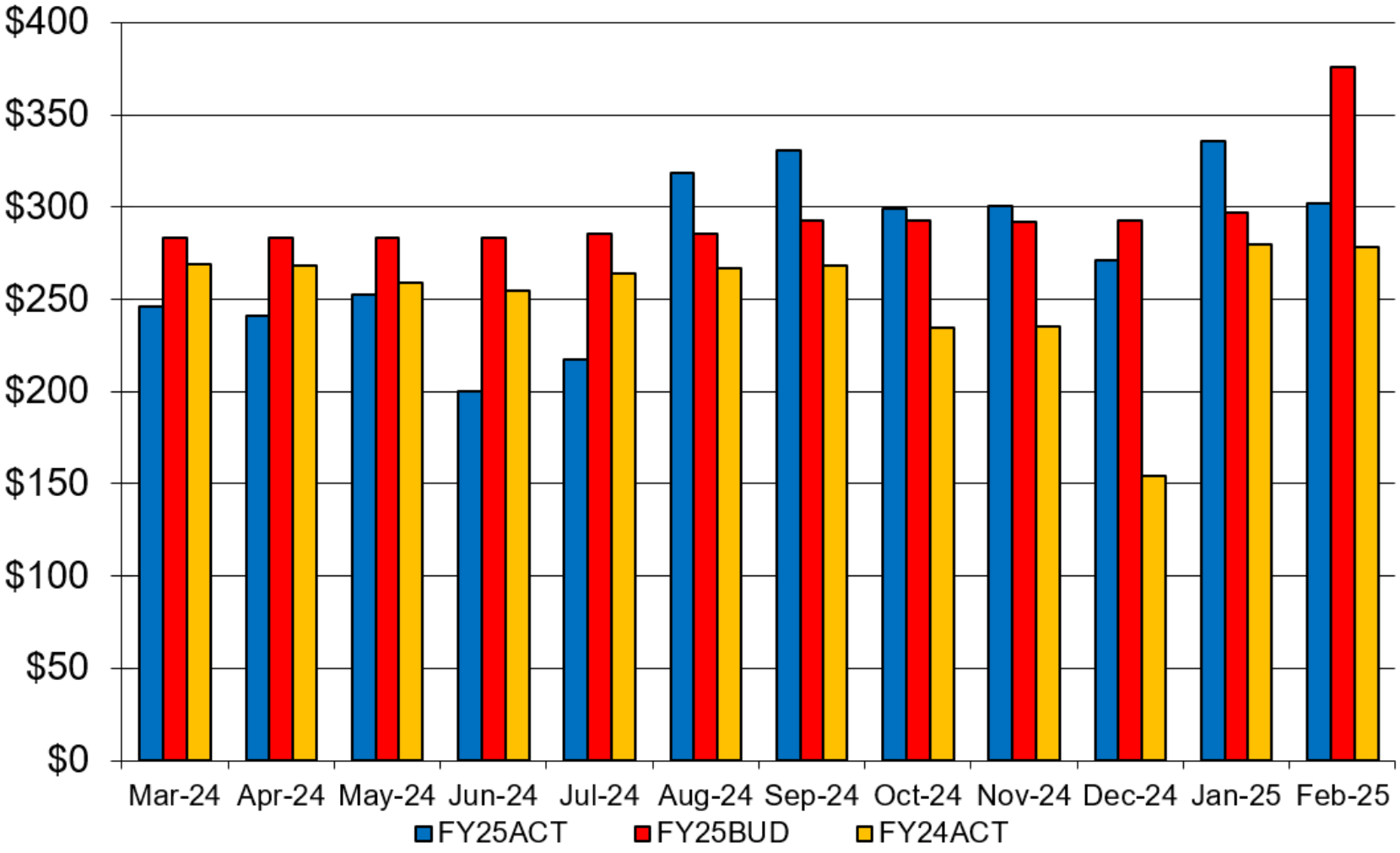
Key Operating Performance Metrics

Membership



Key Operating Performance Metrics

Premium Revenue PMPM



NAIP & UHRIP Passthrough is excluded

Parkland

Balance Sheet

Balance Sheet Combined as of February 28, 2025 and 2024

PARKLAND HEALTH & HOSPITAL SYSTEM

BALANCE SHEET

February 28, 2025 and 2024

(Dollars in Thousands)

	FY 2025				FY 2025	FY 2024
Assets	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Current Assets						
Cash, Cash Equivalents & Investmer	$ 1,676,235	$ 280,732	$ -	$ 35,547	$ 1,992,513	$ 1,881,062
Net Ad Valorem Taxes Receivable	43,040	-	-	-	43,040	39,297
Net Patient Accounts Receivable	205,900	-	-	-	205,900	223,677
Other Receivables	251,493	122,127	573	420	374,612	337,180
Inventories & Other Assets	86,519	10,348	184	315	97,365	89,159
Total Current Assets	2,263,187	413,206	756	36,281	2,713,430	2,570,375
Capital Assets, Net						
Construction In Progress	92,634	-	-	-	92,634	57,492
Property, Plant, and Equipment	1,536,353	2,333	4,303	12	1,543,001	1,601,745
Total Net Capital Assets	1,628,986	2,333	4,303	12	1,635,635	1,659,237
Long Term Assets						
Other Noncurrent Assets	-	-	707	4,321	5,028	3,194
Total Other Long Term Assets	-	-	707	4,321	5,028	3,194
Assets Limited to Use:						
New Parkland Relocation	-	-	-	-	-	-
Community Service Capital Expansi	-	-	-	-	-	-
Breast Center	-	-	-	-	-	-
Irving Clinic - Foundation Repair	3,777	-	-	-	3,777	3,777
Routine Capital	361,758	-	-	11,320	373,078	300,497
Debt Service	10,883	-	-	-	10,883	13,364
LPPF	96,083	-	-	-	96,083	57,400
Insurance Reserves	9,732	-	-	-	9,732	9,252
Total Assets Limited to Use	482,233	-	-	11,320	493,553	384,289
Deferred Outflows of Resources	224,175	-	-	-	224,175	271,502
Total Assets	$ 4,598,581	$ 415,540	$ 5,766	$ 51,934	$ 5,071,821	$ 4,888,597

Balance Sheet Combined as of February 28, 2025 and 2024

(Dollars in Thousands)	FY 2025 PHHS	FY 2025 PCHP	FY 2025 PCCI	FY 2025 FDN/AUX	FY 2025 Total	FY 2024 Total
Liabilities and Net Position						
Current Liabilities						
Accounts Payable	$ 360,242	$ 32,188	$ 135	$ 3,516	$ 396,081	$ 369,441
Accrued Payroll & Benefits	117,222	(17)	1,014	-	118,219	120,201
Claims Payable	-	221,830	-	-	221,830	272,263
Deferred Ad Valorem Taxes	511,402	-	-	-	511,402	483,944
Interest Payable	1,237	-	-	-	1,237	1,273
Due to Third Party	(2,747)	-	-	-	(2,747)	(18,007)
Other Current Liabilities	70,482	12,292	31,377	-	114,151	78,600
Total Current Liabilities	1,057,838	266,294	32,526	3,516	1,360,174	1,307,715
Long Term Debt	554,436	1,801	-	-	556,238	581,373
Net Pension Liability	703,817	-	-	-	703,817	732,170
Other Non-Current Liabilities	26,287	311	10,542	-	37,140	38,143
Total Liabilities	2,342,379	268,407	43,068	3,516	2,657,370	2,659,402
Deferred Inflows of Resources	8,679	-	-	-	8,679	2,456
Net Position	2,247,523	147,133	(37,302)	48,419	2,405,772	2,226,739
Total Liabilities and Net Position	$ 4,598,581	$ 415,540	$ 5,766	$ 51,934	$ 5,071,821	$ 4,888,597

Parkland

Statement of Cash Flow and Routine Capital

Cash Flow Combined
MTD & FYTD February 2025

(Dollars in Thousands)	FYE 2025				FY 25	FY 24
	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Cash Flows from Operating Activities:						
Receipts from Customers	$ 507,331	$ 389,604		$ 284	$ 897,218	$ 833,483
Ad Valorem Tax Receipts	839,756			-	839,756	797,479
Government Programs	229,234			-	229,234	265,983
Stimulus Funds	57			-	57	-
Other Receipts	16,049	(1,725)	3,366	-	17,690	4,134
Donations Received	-			(1,036)	(1,036)	9,291
Contributions Paid to/from Foundation				(6,424)	(6,424)	20,236
Payments for Medical Claims Costs	-	(364,357)		-	(364,357)	(321,557)
Payments to Suppliers	(216,743)	706	1,139	614	(214,283)	(292,121)
Payments to Employees	(576,920)	990	(4,015)	(2,063)	(582,008)	(754,526)
Net Cash Flow from Operations	798,764	25,218	490	(8,625)	815,846	562,402
Cash Flows from Capital and Financing Activities:						
Purchases of Capital assets	(74,960)		(490)	5	(75,444)	(24,464)
Sale of Capital Assets	24			-	24	454
Interest Received	28,674	6,392		11,053	46,119	43,327
Interest Paid	(283,663)			-	(283,663)	248
Bond Principal Paid	-	-	-	-	-	-
Net Cash Flows from Capital and Financing Activities	(329,925)	6,392	(490)	11,058	(312,964)	19,565
Net Change in Cash	$ 468,838	$ 31,611	$ 0	$ 2,433	$ 502,882	$ 581,967
Beginning Cash Balance	1,596,310	249,122	-	44,543	1,889,975	1,628,429
Ending Cash Balance	$ 2,065,148	$ 280,733	$ 0	$ 46,976	$ 2,392,857	$ 2,210,396

Routine Capital Summary (FY25 Only)
February 28, 2015

CAPITAL SPENDING SUMMARY
Year to Date as of 2/28/2025

2025 Budget Only

(Dollars in Thousands)

Description	Amount
FY25 Capital Budget	$ 361,758
YTD Actual Spend	(13,943)
Committed	(816.07)
Remaining Budget	346,998

% Total Capital Funding Spent and Committed 4.3%

Parkland

Statistics
MTD & FYTD February 2025

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2025
	Feb-25 Actual	Feb-25 Budget	Feb-24 Actual	% Var Budget	% Var FY25-24	Feb-25 Actual	Feb-25 Budget	Feb-24 Actual	% Var Budget	% Var FY25-24	Annual Budget
Hospital Discharges (Adult/Infant Inpatient, Observation)											
Adult Inpatient	2,717	2,875	2,948	-5.5%	-7.8%	15,054	15,491	15,116	-2.8%	-0.4%	37,615
Neonatal ICU	110	125	128	-12.0%	-14.1%	568	565	579	0.5%	-1.9%	1,338
Newborn Nursery / Room-in	903	880	864	2.6%	4.5%	5,184	4,972	4,882	4.3%	6.2%	11,886
Total Inpatient Discharges	3,730	3,880	3,940	-3.9%	-5.3%	20,806	21,028	20,577	-1.1%	1.1%	50,839
Observation Discharges	1,852	1,751	1,747	5.8%	6.0%	9,538	9,216	9,195	3.5%	3.7%	22,488
Total Hospital Discharges	5,582	5,631	5,687	-0.9%	-1.8%	30,344	30,244	29,772	0.3%	1.9%	73,327
Total Hospital Discharges (excluding Newborn Nursery)	4,679	4,751	4,823	-1.5%	-3.0%	25,160	25,272	24,890	-0.4%	1.1%	61,441
Inpatient Posted Census Days											
Adult Inpatient	16,481	17,133	17,904	-3.8%	-7.9%	86,761	91,069	90,459	-4.7%	-4.1%	220,047
Neonatal ICU	2,084	2,344	2,249	-11.1%	-7.3%	12,109	11,743	11,266	3.1%	7.5%	26,096
Newborn Nursery / Room-in	2,057	2,027	1,986	1.5%	3.6%	11,462	11,403	11,180	0.5%	2.5%	27,170
Total Inpatient Posted Census Days	20,622	21,504	22,139	-4.1%	-6.9%	110,332	114,215	112,905	-3.4%	-2.3%	273,313
Average Length of Stay											
Adult	6.07	5.96	6.07	-1.8%	0.0%	5.76	5.88	5.98	2.0%	3.7%	5.85
Neonatal ICU	18.95	18.75	17.57	-1.1%	-7.9%	21.32	20.78	19.46	-2.6%	-9.6%	19.5
Case Mix Index											
Acute	2.08	1.96	1.96	6.1%	6.1%	2.00	1.96	1.98	2.0%	1.0%	1.96
Adult Average Inpatient Available Beds (less L&D)	745	744	748	0.1%	-0.4%	744	743	744	0.1%	0.0%	743
Observation Unit Beds	62	59	60	5.1%	3.3%	60	59	59	1.7%	1.7%	59
Adult Inpatient Occupancy Rate	71%	73%	74%	-2.7%	-4.1%	69%	72%	72%	-4.2%	-4.2%	73%
Adjusted Patient Days											
Inpatient Days x (Total Charges/Inpatient Charges)	51,767	52,702	53,867	-1.8%	-3.9%	270,986	273,503	270,485	-0.9%	0.2%	657,463
Equivalent Patient Days											
Adult Census, NNICU, and Observation Days	25,686	25,294	25,873	1.5%	-0.7%	135,363	133,990	132,628	1.0%	2.1%	322,067
Adjusted Occupancy Rate (includes Observation)											
Medicine/ Surgery	95%	95%	96%	0.0%	-1.0%	93%	93%	93%	0.0%	0.0%	93%
Psych	100%	100%	100%	0.0%	0.0%	99%	100%	100%	-1.0%	-1.0%	100%
Rehab	99%	89%	98%	11.2%	1.0%	97%	89%	89%	9.0%	9.0%	89%
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	88%	83%	78%	6.0%	12.8%	86%	84%	82%	2.4%	4.9%	84%

Parkland

Statistics
MTD & FYTD February 2025

Parkland Health & Hospital System

	Month					Fiscal Year to Date					FY 2025
	Feb-25 Actual	Feb-25 Budget	Feb-24 Actual	% Var Budget	% Var FY25-24	Feb-25 Actual	Feb-25 Budget	Feb-24 Actual	% Var Budget	% Var FY25-24	Annual Budget
Average Daily Inpatient Census											
Medicine/ Surgery	399	422	429	-5.5%	-7.0%	384	411	404	-6.6%	-5.0%	411
Psych	28	28	28	0.0%	0.0%	28	28	28	0.0%	0.0%	28
Rehab	22	20	23	10.0%	-4.3%	21	20	21	5.0%	0.0%	20
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	115	115	111	0.0%	3.6%	114	117	114	-2.6%	0.0%	117
L&D	25	27	26	-7.4%	-3.8%	27	27	27	0.0%	0.0%	26
Total Adult Inpatient	589	612	617	-3.8%	-4.5%	574	603	594	-4.8%	-3.4%	602
Observation	254	208	197	22.1%	28.9%	242	206	203	17.5%	19.2%	208
Total Adult Average Daily Census	843	820	814	2.8%	3.6%	816	809	797	0.9%	2.4%	810
Neonatal ICU	74	84	78	-11.9%	-5.1%	80	78	74	2.6%	8.1%	71
Total Average Daily Census	917	904	892	1.4%	2.8%	896	887	871	1.0%	2.9%	881
Deliveries	983	1,021	989	-3.7%	-0.6%	5,674	5,594	5,426	1.4%	4.6%	13,400
Surgeries											
Day Surgery Cases (Hospital)	654	610	605	7.2%	8.1%	3,152	3,107	3,081	1.4%	2.3%	7,658
Day Surgery Cases (ASC)	453	429	437	5.6%	3.7%	2,113	2,085	2,116	1.3%	-0.1%	5,140
Total Day Surgery Cases	1,107	1,039	1,042	6.5%	6.2%	5,265	5,192	5,197	1.4%	1.3%	12,798
Inpatient Cases	691	717	719	-3.6%	-3.9%	3,731	3,623	3,636	3.0%	2.6%	9,085
Total Surgical Cases	1,798	1,756	1,761	2.4%	2.1%	8,996	8,815	8,833	2.1%	1.8%	21,883
Emergency Services (unduplicated patients)											
Arrivals Count	17,478	19,403	19,395	-9.9%	-9.9%	93,893	96,959	96,908	-3.2%	-3.1%	235,054
Treated Patients Count	17,182	18,995	18,926	-9.5%	-9.2%	92,408	94,908	94,560	-2.6%	-2.3%	229,580
Percent Left w/o Being Seen	1.7%	2.1%	2.4%	19.0%	29.2%	1.6%	2.1%	2.4%	23.8%	33.3%	2.3%
Emergency Visit Counts (includes multiple visits)											
Main ED	12,936	14,013	14,065	-7.7%	-8.0%	67,605	67,778	68,033	-0.3%	-0.6%	164,677
Psych / EOU ED	749	684	702	9.5%	6.7%	3,653	3,333	3,409	9.6%	7.2%	8,284
Urgent Care - ED	4,194	4,745	4,755	-11.6%	-11.8%	21,488	22,052	22,097	-2.6%	-2.8%	53,313
ICC ED (OB/Gyn Intermediate Care)	1,752	1,909	1,940	-8.2%	-9.7%	9,360	9,417	9,573	-0.6%	-2.2%	23,104
Total Emergency Visit Counts	19,631	21,351	21,462	-8.1%	-8.5%	102,106	102,580	103,112	-0.5%	-1.0%	249,378
Ambulatory Visits by Division *											
COPC	41,830	41,321	40,469	1.2%	3.4%	212,002	206,222	201,191	2.8%	5.4%	500,354
WISH	19,589	19,687	18,837	-0.5%	4.0%	102,001	98,747	93,061	3.3%	9.6%	241,533
Ambulatory Specialty Clinics	34,612	37,247	34,043	-7.1%	1.7%	173,278	179,236	164,554	-3.3%	5.3%	416,661
Employee Health Integration	2,382	2,580	1,978	-7.7%	20.4%	12,278	13,330	9,926	-7.9%	23.7%	28,667
All Other Divisions	4,878	4,618	4,781	5.6%	2.0%	24,992	23,118	23,226	8.1%	7.6%	56,158
Total Ambulatory Visits	103,291	105,453	100,108	-2.1%	3.2%	524,551	520,653	491,958	0.7%	6.6%	1,243,373

* Clinical Visit summarizations are now aligned with Division reporting, including the addition of Employee Health Integration visits

Key Operating Performance Metrics

Staffing Information:	FYTD 2025 Actual	FYTD 2025 Budget	Variance	FYTD 2024 Actual	FY25 to FY24 Variance
Contract Labor and excludes Nursing Homes and Jail	12,748	12,833	(85)	12,658	90
Productivity:					
Paid Hours/Adjusted Patient Day	41	41	0	41	0
Labor Rates:					
Average Hourly Rate	$ 46.07	$ 45.40	$ 0.67	$ 43.71	$ 2.36

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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Informational Report on Parkland's Capital Project Summary as of February 2025

Project Summary
As of 2/28/2025

Project Number	Description	Start Date	End Date	Month to Date Amount	Year to Date Amount	Life to Date Amount	Budgeted Amount	Remaining Budget
18081	Construct New Breast Center	**9/12/2017**	**9/30/2023**	-	-	9,731,936	15,224,149	5,492,212
18084	Phase I Expansion Seed Funding	**10/1/2017**	**12/31/2021**	-	-	-	5,000	5,000
18086	New Expansion Clinic	**10/1/2017**	**6/30/2023**	-	247,654	199,963,706	207,027,958	7,064,251
18087	Clinical Renovations	**10/1/2017**	**12/31/2021**	-	-	2,687,633	2,727,043	39,410
18088	Owners Consultants-Management	**10/1/2017**	**12/31/2021**	-	-	817,512	1,094,824	277,312
18089	Tower Garage PFS Build Out	**10/1/2017**	**12/31/2021**	-	-	4,070,971	4,257,570	186,599
18090	OPH Administration Renovations	**10/1/2017**	**12/31/2021**	-	-	476,633	1,247,769	771,136
18091	Butler Parking Garage	**10/1/2017**	**5/30/2024**	-	-	30,609,000	29,700,000	(909,000)
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**	**5/31/2022**	-	-	268,652	268,652	-
18128	Infusion Pump Replacement	**3/21/2019**	**12/31/2022**	-	-	4,455,003	4,465,128	10,125
18129	JFK Memorial Park	**2/1/2019**	**5/30/2023**	-	-	2,724,230	2,698,147	(26,083)
18135	CV Roman Health Center	**6/26/2019**	**3/30/2023**	-	-	15,179,192	18,293,173	3,113,981
18136	Peritoneal Dialysis Center	**6/26/2019**	**2/23/2021**	-	-	2,341,724	2,383,400	41,676
18140	2311 Medical Drive Build Out	**11/12/2018**	**2/28/2021**	-	-	-	-	-
18141	Logistic 2nd Floor Build Out	**11/12/2018**	**3/30/2021**	-	-	1,735,000	3,660,200	1,925,200
18145	Employee OB/GYN Clinic	**8/1/2019**	**10/31/2022**	-	-	164,633	164,633	0
18146	RTLS Replacement	**4/1/2019**	**9/30/2023**	-	-	1,112,922	2,500,000	1,387,078
18147	1341 Mockingbird	**1/24/2019**	**8/31/2021**	-	-	2,153,402	2,740,590	587,188
18148	Family Place	**1/24/2019**	**8/31/2021**	-	-	2,894,804	3,140,740	245,936
18153	COPC Upgrade Faithful Gould	**10/1/2019**	**6/1/2024**	-	-	1,930,687	2,105,124	174,437
18159	Privacy Wall/Window Construction	**10/1/2019**	**11/30/2023**	-	-	47,086	47,086	-
18163	Modify Space in RJA for Apheresis	**3/1/2020**	**7/24/2023**	-	-	320,759	570,000	249,241
18164	Logistic 3rd Floor Lab HVAC	**3/1/2020**	**12/31/2021**	-	-	64,455	180,000	115,545
18165	Replace Domestic Water Heater Tank OPH	**3/1/2020**	**11/30/2023**	-	-	160,205	150,000	(10,205)
18172	Vickery Clinic	**8/1/2020**	**12/31/2025**	186,584	336,809	1,334,705	31,337,800	30,003,095
18175	CT Scanner for 2nd Floor Shelled Out Area	**9/30/2020**	**1/20/2022**	-	-	2,538,805	2,860,241	321,436
18176	Hatcher Clinic Emergency Exit Gate	**12/3/2020**	**11/28/2023**	-	-	33,469	33,531	62
18178	Renovation to Psych Quiet Activity Room	**12/3/2020**	**5/31/2024**	-	-	21,991	28,000	6,009
18179	RJ Anderson Clinic Wayfinding	**12/3/2020**	**7/12/2021**	-	-	-	-	-
18180	Waiting Room Replacement ASC Flr 1	**12/3/2020**	**11/30/2023**	-	-	42,655	42,655	(0)
18182	Renovation of Garland COPC	**12/3/2020**	**8/31/2024**	-	41,913	1,666,049	1,698,339	32,290
18183	ECMO Program Development	**12/31/2020**	**9/30/2022**	-	-	1,457,331	1,260,775	(196,556)
18185	QC Track Software	**12/31/2020**	**10/31/2021**	-	-	-	41,000	41,000
18186	Pain Procedure Expansion	**12/31/2020**	**4/30/2024**	-	126,960	755,887	741,909	(13,978)
18189	Psych Door and Mag Lock Replacement	**12/31/2020**	**12/31/2023**	-	-	144,867	218,102	73,235
18192	CUP Steam Line Modifications	**12/31/2020**	**8/30/2024**	-	58,661	197,566	330,000	132,434
18193	Ambulatory Staff Assist in Restroom	**12/31/2020**	**11/30/2023**	-	-	44,944	44,944	0
18194	ED Entry Flow Redesign	**1/4/2021**	**2/28/2022**	-	-	16,102	16,102	0
18195	Cube Renovation	**1/7/2021**	**4/30/2021**	-	-	36,328	31,000	(5,328)
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	130,035	-
18198	Goodnight Warehouse	**2/4/2021**	**11/7/2021**	-	-	3,689,392	4,974,735	1,285,343
18199	Registration Desk and Operations Deharo COPC	**2/4/2021**	**11/30/2022**	-	-	33,525	33,525	-
18200	Backup Domestic Water Boiler	**2/26/2021**	**11/30/2023**	-	-	96,566	100,000	3,434

18201	CUP-Boiler Safety Solenoid	**2/26/2021**	**12/31/2022**	-	-	27,965	27,965	-
18202	CUP-Cooling Tower Screen Wall	**2/26/2021**	**4/30/2022**	-	-	136,077	136,077	-
18203	Relocation of Family Medicine Clinic	**2/26/2021**	**7/19/2022**	-	-	3,628,320	3,746,500	118,180
18204	Renovation to Telemetry Level 14 NPH	**2/26/2021**	**7/18/2023**	-	-	151,513	194,700	43,187
18207	Renovation of an Existing Nurses Office	**4/2/2021**	**9/15/2023**	-	-	16,665	-	(16,665)
18212	Workspace Optimization	**4/7/2021**	**3/31/2023**	-	-	-	16,050	16,050
18213	MRD Breakroom	**5/11/2021**	**5/15/2025**	-	234,319	513,799	378,800	(134,999)
18214	Replacement of 37 Wall Mounts and PC Monitors	**5/11/2021**	**2/28/2024**	-	-	84,286	111,550	27,264
18215	Dallas Deflects	**5/1/2022**	**3/31/2023**	-	-	142,080	209,200	67,120
18216	Supply Chain Store Room Expansion	**6/23/2021**	**5/15/2025**	-	344,317	737,205	464,900	(272,305)
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**	**6/5/2023**	-	-	202,508	202,508	-
18220	Healthy Start Renovation	**7/30/2021**	**5/31/2023**	-	-	64,530	127,900	63,370
18222	POD S Renovation	**10/27/2021**	**11/30/2023**	-	-	22,500	189,200	166,700
18223	Jubilee Clinic New family Clinic in South Dallas	**10/27/2021**	**12/5/2022**	-	-	507,992	741,500	233,508
18224	Replacement of Fire Alarm System	**11/19/2021**	**9/30/2024**	63,188	63,188	179,196	278,400	99,204
18225	Interior Improvement Const. Chase to 8435 Stemmons	**12/6/2021**	**11/14/2023**	-	(24)	2,913,621	8,245,000	5,331,379
18228	Phase 2 Noise Reduction Hardware	**12/9/2021**	**7/30/2024**	-	-	223,140	238,985	15,845
18229	Metro Medical Credit Union	**12/9/2021**	**7/31/2024**	1,342	109,826	3,625,876	3,873,700	247,824
18230	Old Campus Demolition (Phase II)	**12/9/2021**	**3/30/2025**	298,053	6,658,620	36,714,076	39,505,800	2,791,724
18231	Modify Doors near Starbucks to Automatic Opening	**12/9/2021**	**11/19/2023**	-	-	35,635	39,600	3,965
18232	Nutrition Area, Card Reader, Shelves (Trauma	**12/9/2021**	**7/11/2022**	-	-	21,158	21,158	-
18233	Dedicated Shower Space within the ED	**12/9/2021**	**10/26/2023**	-	-	25,732	35,000	9,268
18234	ASC Air Handler Replacement	**1/20/2022**	**3/31/2024**	-	-	484,650	543,295	58,645
18235	Radiology, Additional5th US Room	**7/31/2021**	**7/30/2024**	-	105,956	654,930	543,700	(111,230)
18236	Provide Sanitation Manager Office	**1/20/2022**	**5/19/2023**	-	-	6,606	6,606	-
18237	New Administration Tower	**2/3/2022**	**10/19/2024**	-	82,672	753,042	123,751,500	122,998,458
18239	Moody 6th Floor Buildout	**2/2/2022**	**11/30/2023**	-	-	12,910,863	16,403,000	3,492,137
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**	**1/1/2023**	-	-	-	95,560	95,560
18242	Renovation, Demolition	**5/5/2022**	**10/19/2024**	-	122,958	5,157,342	5,482,004	324,662
18244	Child Care Center Buildout Annie's Place	**6/10/2022**	**10/19/2024**	-	1,176,160	2,182,124	2,244,966	62,842
18245	New Dental Clinic	**6/13/2022**	**11/1/2022**	-	-	143,822	472,432	328,610
18246	Virtual Outreach Clinic	**7/6/2022**	**6/30/2023**	-	-	9,402	1,202,900	1,193,498
18247	Level 15 Med/Surge ICU	**7/7/2022**	**6/30/2024**	34,500	34,500	656,100	707,800	51,700
18249	Swisslog RDAC Controller Replacement	**5/1/2022**	**5/1/2023**	-	-	135,650	135,650	-
18250	FY22- Construction Garland Behavioral Health	**4/14/2022**	**5/30/2023**	-	-	107,660	114,100	6,440
18252	RedBird BH- Interior Upgrade	**8/18/2022**	**9/30/2023**	-	-	72,340	121,744	49,404
18254	Thermoplast Pavement Striping	**9/2/2022**	**11/30/2023**	-	-	40,327	41,673	1,346
18256	FY22- Construction Oakwest Behavioral Health	**7/31/2021**	**10/19/2024**	-	-	34,015	201,100	167,085
18257	2210 Butler Street Purchase	**9/7/2022**	**10/27/2022**	-	-	3,154,342	3,154,342	-
18258	Upgrade/Remodel the ER Resident Lounge	**5/1/2022**	**5/31/2023**	-	-	21,412	40,235	18,823
18259	Cube renovation/standardization for Fin/Acctg	**9/1/2022**	**6/5/2023**	-	5,604	194,378	190,884	(3,494)
18260	Analyzer Clinitek Status	**9/1/2022**	**10/30/2023**	-	-	72,251	72,251	0
18262	PureProcessing Reprocessing Sinks	**10/1/2022**	**2/28/2024**	-	62,018	214,978	224,533	9,555
18263	Construction of an Expanded Psych Intake Area	**11/1/2022**	**10/31/2024**	8,834	515,131	1,309,335	850,000	(459,335)
18264	Hybrid Endo-Vascular Room	**11/1/2022**	**6/30/2024**	1,640,536	2,616,000	6,349,594	4,223,500	(2,126,094)
18265	Installation of Automatic Door Openers	**12/1/2022**	**3/30/2023**	-	-	33,546	46,652	13,106
18266	Tex Oak Warehouse Ventilation Upgrades	**10/1/2022**	**8/31/2023**	-	-	189,820	195,200	5,380
18267	Replace Roofing on 5280 Tex Oak Warehouse	**12/1/2022**	**3/31/2024**	-	-	681,252	851,300	170,048
18269	Motor Street Garage Parking Gates	**11/1/2022**	**7/30/2023**	-	-	108,481	120,231	11,750

18270	Weapons Detection Systems	**6/1/2023**	**10/30/2023**	-	-	651,008	781,227	130,219
18271	ASC Remodel for Physical Therapy Space	**7/20/2021**	**5/1/2024**	5,937	43,872	699,729	899,000	199,271
18272	Relocate IP to Acute Care Hospital	**6/30/2023**	**9/30/2023**	-	-	70,179	90,860	20,681
18276	Relocation of Finance to 11th Floor at Stemmons	**10/17/2023**	**9/30/2024**	-	14,585	109,539	148,800	39,261
18279	Installation of ADA Parking Stalls in Trinity Lot	**10/25/2023**	**9/30/2024**	-	-	84,466	84,498	32
18285	Virtual Care Expansion	**11/27/2023**	**9/30/2024**	-	-	50,607	55,000	4,393
18298	DC Cap Replacement for Flywheel System	**1/26/2024**	**9/30/2024**	-	-	129,342	129,342	0
18294	COPC Building Upgrades	**1/1/2024**	**9/20/2024**	68,780	318,677	760,099	3,129,016	2,368,917
19278	Wireless Network Upgrade	**9/19/2016**	**9/30/2021**	-	-	3,529,701	2,367,491	(1,162,210)
19284	Replace Patient Queuing Sys	**1/3/2017**	**10/4/2019**	-	-	(1,344,166)	-	1,344,166
19286	Epic Care Plans & Education	**12/22/2016**	**6/14/2021**	-	-	9,027	9,027	-
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**	-	-	1,264,683	953,826	(310,857)
19306	Spok Upgrade 1.8	**10/1/2017**	**10/4/2019**	-	-	215,285	248,052	32,768
19310	End of Life Hardware Refresh	**11/21/2017**	**7/31/2022**	-	-	6,974,648	6,974,648	(0)
19337	Synergy Upgrade	**9/13/2018**	**12/31/2022**	-	-	55,634	558,978	503,344
19338	Provation Upgrade	**9/13/2018**	**8/31/2021**	-	-	15,510	15,510	-
19340	Virtualize McKesson PACS Svr	**9/13/2018**	**2/29/2024**	-	-	-	-	-
19341	MARS Upgrade	**9/13/2018**	**2/29/2024**	-	-	-	-	-
19344	Decommission Old Parkland DSX	**11/1/2018**	**9/20/2020**	-	-	713,707	713,707	-
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**	**11/30/2023**	-	-	207,031	236,960	29,929
19358	Endoscopy Pillcam Interface	**7/8/2019**	**9/30/2020**	-	-	13,000	23,000	10,000
19360	MagView EQUIP Upgrade	**8/1/2019**	**11/30/2023**	-	-	36,880	36,880	-
19361	DynaCAD Breast & Prostate Soft	**4/1/2019**	**2/29/2024**	-	-	-	-	-
19365	Cisco Wireless Network	**12/1/2019**	**4/15/2024**	-	-	572,175	600,000	27,825
19366	Epic Core Infrastructure	**12/1/2019**	**12/31/2020**	-	-	594,512	263,229	(331,283)
19367	Hospital Core & Distribution Expansion	**12/1/2019**	**9/30/2021**	-	-	2,996,801	1,167,475	(1,829,326)
19371	Integrate the Critline Monitor with Epic	**12/1/2019**	**11/30/2023**	-	-	16,661	18,500	1,839
19374	CAD Replacement	**3/1/2020**	**10/31/2023**	-	-	599,215	594,720	(4,495)
19377	OR Black Box	**3/1/2020**	**3/3/2023**	-	-	424,880	424,880	-
19379	Cisco Wired NK (Hospital NK Refresh Yr. 2 of 5)	**3/1/2020**	**9/20/2025**	-	5,940	10,128,462	10,407,562	279,100
19382	Point of Use Supply Distribution Sys	**3/1/2020**	**9/30/2024**	-	-	1,483,310	1,483,318	8
19387	MC 40 Fleet Replacement	**10/1/2020**	**9/30/2023**	-	-	7,798,910	7,996,194	197,284
19388	Change Healthcare/McKesson PACS Licenses	**10/1/2020**	**8/31/2021**	-	-	442,750	442,750	-
19389	Data Management Sys SAP Hana	**10/1/2020**	**7/31/2022**	-	-	300,913	300,913	-
19392	Digital Imaging System	**2/4/2021**	**2/28/2023**	-	-	160,687	133,679	(27,008)
19393	NMIS upgrade	**3/11/2021**	**12/31/2023**	-	-	26,084	24,261	(1,823)
19394	PET Infusion System	**3/11/2021**	**9/30/2021**	-	-	21,533	15,316	(6,217)
19396	Spok Upgrade Paging System	**5/5/2021**	**5/31/2023**	-	-	31,064	31,064	-
19398	Automated Tablet Splitter x2	**5/11/2021**	**2/7/2022**	-	-	48,049	25,000	(23,049)
19399	Vancomycin Dosing Software	**5/11/2021**	**9/30/2024**	-	-	-	75,000	75,000
19400	CHUB Camera Control Units + CMAC System	**5/11/2021**	**9/30/2021**	-	-	158,465	151,065	(7,400)
19401	Higher Ground Call Center Replacement	**9/1/2021**	**11/23/2023**	-	-	698,247	698,247	(0)
19402	Expand Telemetry Workroom	**10/27/2021**	**6/1/2023**	-	0	305,174	305,174	(0)
19403	Siemens Software Upgrade to Design	**1/20/2022**	**3/31/2023**	-	91,377	410,750	476,389	65,639
19404	Topaz ePad Replacement	**12/1/2021**	**12/30/2023**	-	-	1,079	1,079	(0)
19405	Expansion due Growth-VDI/Server Infrastructure	**12/1/2021**	**12/31/2023**	-	-	865,619	865,619	0
19406	GE Pristina Mammography Software upgrade-Moody	**1/20/2022**	**9/23/2022**	-	-	42,250	39,100	(3,150)
19407	Digital Imaging System, Barco Replacement	**2/22/2022**	**3/31/2023**	-	-	245,735	235,334	(10,401)
19408	NM Software for Radioactive Dose Development	**5/5/2022**	**11/30/2023**	-	-	195,560	195,560	-

19409	Epic Willow Inpatient Inventory	**5/18/2022**	**12/22/2023**	-	-	23,440	274,035	250,595
19410	Cisco Wireless Net (1of4) based on age & location	**1/22/2022**	**9/30/2024**	-	-	499,998	503,677	3,679
19412	Surveillance System Camera System Replacements	**10/1/2022**	**9/30/2023**	-	-	924,159	924,159	(0)
19413	Fingerprint Machine	**11/1/2022**	**11/30/2023**	-	-	16,880	16,880	-
19414	Replace Prescription Filling Automation	**7/20/2021**	**9/30/2024**	0	141,795	6,624,921	7,200,000	575,079
19415	Cisco Wireless Network (Year 2 of 4)	**10/1/2022**	**9/30/2023**	-	-	120,299	119,891	(408)
19416	VDI Support Increased Utilization	**11/1/2022**	**6/30/2023**	-	-	386,053	1,064,336	678,283
19417	Epic Core Infrastructure	**1/1/2023**	**8/30/2023**	-	-	1,047,676	1,113,112	65,436
18278	Flexible Sigmoidoscopy Room Buildout and Equipment	**10/19/2023**	**11/30/2024**	-	36,219	278,080	750,144	472,064
18281	Badge Reader	**11/27/2023**	**9/30/2024**	-	-	9,823	9,823	0
18288	SECOPC Replacement Clinic	**11/27/2023**	**9/30/2024**	-	29,432	260,168	88,559,300	88,299,132
18292	Boiler Stack Replacement	**12/20/2023**	**9/30/2024**	-	-	97,460	107,206	9,746
18297	Earnest money, diligence, purchase- South Central	**10/1/2023**	**9/20/2024**	-	-	1,400	7,350,000	7,348,600
18299	Double Door Refrigerator	**2/20/2024**	**6/30/2024**	-	-	6,003	7,615	1,612
18301	Hoshizaki Ice and Water Dispenser for PACU	**2/20/2024**	**9/30/2024**	-	-	7,900	10,000	2,100
18303	NICU 4th Floor Security Enhancements	**3/14/2024**	**9/30/2024**	-	-	25,881	85,000	59,119
19418	Install Badge Reader & Camera in Moody Starbucks	**8/15/2023**	**8/15/2024**	-	-	23,976	40,000	16,024
19419	PFS-Surgery Waiting Room Reconfigure	**8/15/2023**	**7/30/2024**	-	-	13,727	32,497	18,770
19423	Wireless access point refresh FY24 (year 3 of 4)	**12/14/2023**	**9/30/2024**	-	48,098	519,534	1,522,146	1,002,612
19420	PACS Monitor Replacement	**12/14/2023**	**9/30/2024**	-	-	111,069	114,958	3,889
18277	Motor Street Garage Elevator Repair	**10/19/2023**	**9/30/2024**	76,533	76,533	229,599	306,132	76,533
19424	Clarity from AIX/Oracle to Windows/SQL	**1/1/2024**	**9/30/2024**	-	-	688,337	1,373,626	685,289
19425	Epic ODB from AIX to Linux	**10/1/2023**	**9/30/2024**	(0)	(0)	409,585	640,764	231,179
18274	HVAC Systems Upgrade (Irving COPC)	**9/1/2023**	**10/1/2024**	-	308,139	616,278	467,820	(148,458)
18283	Systemwide Security Enhancements - Category 3	**11/27/2023**	**1/23/2025**	-	434,759	809,371	983,772	174,401
18290	ASC Storage Addition	**12/14/2023**	**3/31/2025**	-	55,820	1,604,277	1,949,602	345,325
18306	Install New Agile Destination Dispatch Screens	**5/18/2024**	**5/18/2025**	-	284,418	284,418	1,137,672	853,254
19427	Surveillance System Server Refresh	**2/20/2024**	**9/30/2024**	-	484,708	881,272	596,564	(284,708)
19430	EoS Switching Gear/ DRT core network refresh	**3/1/2024**	**10/1/2024**	2,137,377	2,338,677	2,338,677	2,607,817	269,140
19434	Kronos Clock and Biometric Readers	**10/1/2024**	**5/21/2025**	-	85,337	85,337	737,000	651,663
18307	Carpet Removal	**8/23/2024**	**6/30/2025**	-	32,230	64,460	40,000	(24,460)
17558	NPC Acute Care Hospital	**10/1/2008**	**8/20/2015**	-	6,981	6,981	-	(6,981)
19431	Provide/install 55 add'l Nurse call duty stations	**6/11/2024**	**9/30/2024**	-	188,907	387,756	197,139	(190,617)
19429	Access layer refresh FY24 (year 5 of 5)	**2/1/2024**	**12/31/2024**	-	2,641,199	2,641,199	3,122,853	481,654
18284	ACH 9th Floor Shell Buildout	**11/27/2023**	**9/15/2026**	707,966	710,252	3,661,390	54,383,500	50,722,110
18295	Renovation of the Bluitt Health Center Pharmacy	**10/1/2023**	**3/31/2025**	-	1,507	3,014	508,400	505,386
18305	New Clinic- Paths to Recovery	**5/21/2024**	**12/31/2024**	104	1,581	6,515	103,700	97,185
19433	Motorola Connect Plus Radio System Replacement	**9/17/2024**	**9/30/2025**	1,094,430	1,094,430	4,338,620	3,279,960	(1,058,660)
18287	ED Triage Expansion	**11/27/2023**	**12/30/2025**	36,114	36,114	195,114	1,909,300	1,714,186
		Total Capital Projects		**6,360,277**	**22,454,830**	**457,802,498**	**801,434,960**	**343,632,462**