Budget & Finance Committee

Agenda

Committee Members

Ramon Miguez, PE - Chair
Eric G. Bing, MD, PhD
John Proctor
Lisa Sutter

Agenda for the ***Budget and Finance Committee*** meeting of the Dallas County Hospital District is scheduled for ***Tuesday, April 25, 2023, at 11:30 AM*** at 5200 Harry Hines Blvd (WISH Building) Dallas, TX 75235, Executive Conference Room 02-175. (If assistance is needed in locating the room, please see the Administration receptionist on the 4th floor, 04-131.) A quorum will be physically present at the location of the meeting. Videoconferencing access is also possible via Webex. That application is available at https://www.webex.com/downloads.html. Teleconferencing access is possible by calling +1-415-655-0001. Both virtual access forms require inputting (meeting number: 2624 981 2992; meeting password: 1234) to join the meeting. The ***Budget and Finance Committee*** reserves the right to exercise discretion and may convene in Executive Session as permitted by Texas Government Code §§551.071 (consultation with attorney), 551.072 (deliberations regarding real estate), 551.074 (personnel matters), 551.076 (deliberations regarding security devices or security audits), 551.078 and/or 551.0785 (deliberations by medical committee or by governmental body that administers a public insurance, health or retirement plan regarding individuals' medical or psychiatric records), 551.085 (deliberation by governing board of certain providers of health care services), 551.087 (deliberation regarding economic development negotiations), 551.088 (deliberation regarding test item); Texas Government Code §418.183 (deliberation of information under §§418.175 – 418.182 for purposes of disaster management or disaster planning); Texas Health & Safety Code §161.032 (medical committee or medical peer review committee records, information or reports; and/or medical committee or medical peer review committee proceedings under Tex. Health & Safety Code Chapter 161 and/or Tex. Occ. Code Chapters 151 and 160); and/or as otherwise authorized by law on any item listed below. The ***Budget and Finance Committee*** may consider any of the agenda items in open or executive session and may continue the meeting as necessary to accomplish the business at the time and place designated by the Chair to reconvene.

		PAGE	TIME (MIN)	PRESENTER(S)
I.	**Declare a Quorum Present/Call to Order/Mission Statement** ***Advance Wellness | Relieve Suffering | Develop and Educate*** **I CARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity			Chair
II.	**Public Comments Regarding Agenda Items** *See public comment registration information and rules at* *https://www.parklandhospital.com/board-of-managers*			
III.	**Reports Requiring Deliberation(s) or Approval(s)**			
A.	Approve Contracts over $200,000	*2*	25	Pamela Bryant
B.	Approve Capital Substitutions	*29*	5	Rick Humphrey
C.	Parkland Financial Performance Presentation	*32*	25	Rick Humphrey
I.	**Reference Documents**			
A.	Project Summary	*90*		
B.	Investment Committee Update	*93*		
II.	**Action Item**			
A.	The Board may take action on any agenda item(s) above			Chair
III.	**Closing Remarks**			Chair
IV.	**Adjourn**			Chair

Parkland

Approve Contracts over $200,000

Full Board - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
													April 26, 2023
NON-SOLE SOURCE CONTRACTS - Sorted by Size													
N1	5	Capital	HOMES Construction	Taurus Commercial, Inc.	4/27/2023 - 4/26/2024	$2,172,348	$2,172,348	Invitation for Bids	Yes	Mark Stewart, Planning, Design and Construction	52%	Hispanic	Male
N2	7	Capital	EKG Machines	GE Healthcare	Last Signature - 4/30/2024	$1,070,331	$1,070,331	GPO Purchase	Yes	Marcus Cooper, Clinical Engineering	0%	N/A	N/A
N3	9	Expense	External Patient Referral Services	Eceptionist Inc.	5/1/2023 - 4/30/2028	$900,000	$900,000	Request for Proposals (Best Value)	Yes	Cynthia Hamilton, IT-Administration	0%	N/A	N/A
N4	12	Capital: New Parkland	Upgrade the Endoscopy system at the Ambulatory Surgical Center (ASC)	Karl Storz Endoscopy-America, Inc.	Last Signature - 4/30/2026	$277,608	$277,608	GPO Purchase	Yes	Shika Shakelli, Clinical Engineering	0%	N/A	N/A
N5	14	Expense: Court Approval	Temporary Demolition, Staging & Construction Easement (Aston & Danciger)	Board of Regents of the University of Texas System	3/31/2023 - 3/30/2026	$0	$0	Real Estate – Exemption	N/A-Zero Dollar	Beall Carothers, Planning Design & Construction	0%	N/A	N/A
N6	16	Expense: Court Approval	Temporary Demolition, Staging & Construction Easement (Zale)	Board of Regents of the University of Texas System	3/31/2023 - 3/30/2026	$0	$0	Real Estate – Exemption	0	Beall Carothers, Planning Design & Construction	0%	N/A	N/A

Full Board - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
SOLE SOURCE CONTRACTS - Sorted by Size													
S1	18	Expense	Sofia Test Kits	Quidel Corporation	5/1/2023 - 4/30/2026	$3,100,000	$3,100,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Jennifer Delong/ Tim Lenz, Pathology	0%	N/A	N/A
S2	20	Expense	Mod #1 Ventana Tissue Products/Stain reagents	Roche Diagnostics Corporation	4/1/2013 - 12/22/2026	$1,800,000	$3,577,689	Sole Source	Yes	Tim Lenz, Pathology	0%	N/A	N/A
S3	22	Expense	Photodynamic Bone Stabilization System	IlluminOss	Last Signature - 4 Years	$264,000	$264,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Perioperative/ Surgical Services Administration	0%	N/A	N/A
S4	24	Expense	Mod #2 Patient Financial Assistance Program	CompSpec, Inc.	5/13/2019 - 5/12/2024	$50,000	$248,000	Sole Source Modification	Yes	Kyle Cross, Patient Financial Services	0%	N/A	NA
CONTRACTS AWARDED WITHOUT COMPETITION (OTHER) - Sorted by Size													
O1	26	Expense	Mod #4 Respiratory Services	INO Therapeutics LLC d/b/a Mallinckrodt	7/1/2010 - 9/30/2024	$2,965,518	$8,648,738	Contract Extension without Competition	Yes	Glen Metoyer , Respiratory Care	0%	N/A	N/A

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** HOMES Construction	
Business Owner: Mark Stewart	**Business Owner Dept:** Planning, Design and Construction	**Contract Number:** POCRE-22693
Vendor/Supplier/Contractor: Taurus Commercial, Inc.	**Source Selection Methodology:** Invitation for Bids	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Capital

	Contract Dates	Contract Price
Base Term:	4/27/2023 – 4/26/2024	$2,172,348
Out Years:	0 Year(s)	+$0
Total:	4/27/2023 – 4/26/2024	$2,172,348

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
FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor will have M/WBE participation. The plan/program has been submitted and accepted.
Were M/WBE's Directly Solicited? Yes
Number Responding M/WBE's: 2
What % of this contract is M/WBE? 52%
M/WBE Race/Ethnicity? Hispanic
M/WBE Gender? Male

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

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

Parkland

SUBJECT: HOMES Construction

VENDOR: Taurus Commercial, Inc.

COST:		
	Base Term:	$2,172,348
	Out Years:	+ $0
	Total:	$2,172,348

Recommendation
Approve this contract for HOMES Construction.

Background
Providing essential medical, behavioral health and dental services to homeless children and adults throughout Dallas County has been the mission of the Homeless Outreach Medical Services (HOMES) program at Parkland Health & Hospital System for more than 20 years. The program serves thousands of homeless people each year.

Up until October of 2022, the HOMES program was based at 4811 Harry Hines, on property that Parkland sold to UT Southwestern Medical Center to build a behavioral health hospital. The busses, vans and support spaces were moved to a temporary location at 2323 Butler. To accommodate the busses, temporary water and power hook-ups were added and to accommodate the support space, Parkland leased a modular office building.

This contract is to build a permanent base for the HOMES vehicles behind the Parkland owned warehouse at 5280 Tex Oak and to renovate the office space there to accommodate required administrative, supply staging, and storage.

Fair and Reasonable Price Determination
A fair and reasonable price was determined through adequate competition. A solicitation was sent to contractors and Parkland received 6 bids. 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.

Vendor	Price Differential
Taurus Commercial, Inc.	$0
Vendor B	$ 154,329
Vendor C	$ 585,739
Vendor D	$ 650,733
Vendor E	$ 671,552
Vendor F	$ 2,408,463

Financial Forecast

Base Term	FY2023
Expenses	$2,172,348

Document Contact/Author:	Kimberly Bell

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** EKG Machines	
Business Owner: Marcus Cooper	**Business Owner Dept:** Clinical Engineering	**Contract Number:** POCP-22711
Vendor/Supplier/Contractor: GE Healthcare	**Source Selection Methodology:** GPO Purchase	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Capital

	Contract Dates	Contract Price
Base Term:	Last Signature – 4/30/2024	$1,070,331
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 4/30/2024	$1,070,331

Lowest Bidder

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

Approvals

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

Financial

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

Diversity

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

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

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

Parkland

SUBJECT: EKG Machines

VENDOR: GE Healthcare

COST:		
	Base Term:	$1,070,331
	Out Years:	+ $0
	Total:	$1,070,331

Recommendation
Approve this contract for EKG Machines.

Background
This comprises the remaining 66 Electrocardiograph machines of the fleet at Parkland, including clinics and outpatient facilities and ensures every department will be on the same platform.

Fair and Reasonable Price Determination
The GPO contract and pricing was obtained in a solicitation process performed by Vizient. Market research conducted through ECRI shows that Parkland price is 0.6% lower than the average for other facilities. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	FY2023
Equipment / Licenses	$1,070,331

Document Contact/Author:	Andrew Barter

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** External Patient Referral Services	
Business Owner: Cynthia Hamilton	**Business Owner Dept:** IT-Administration	**Contract Number:** PONCS-22713
Vendor/Supplier/Contractor: Eceptionist Inc.	**Source Selection Methodology:** Request for Proposals (Best Value)	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	5/1/2023 – 4/30/2026	$540,000
Out Years:	2 Year(s)	+$360,000
Total:	5/1/2023 – 4/30/2028	$900,000

Lowest Bidder

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

Approvals

Has the final contract been approved by Legal for legal sufficiency? Yes
Does this contract have an IT Component? 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: Vendor self performs; there are no opportunities through subcontractors, and vendor does not have a corporate plan.
Were M/WBE's Directly Solicited? 0
Number Responding M/WBE's: 0
What % of this contract is M/WBE? 0%
M/WBE Race/Ethnicity? N/A
M/WBE Gender? N/A

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

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

Parkland

SUBJECT: External Patient Referral Services

VENDOR: Eceptionist Inc.

COST:		
	Base Term:	$540,000
	Out Years:	+ $360,000
	Total:	$900,000

Recommendation
Approve this contract for External Patient Referral Services.

Background
The District issued a Request for Proposal (RFP) to identify the best qualified Offeror that could design a streamline operational real-time platform for External Patient Referral Software Services. External Patient Referral services allows the routing of any external referrals from other outpatient clinics and hospitals to specific Parkland providers, pre-screeners, and schedulers with required patient information.

The District received 5 proposals in response to the RFP in which three moved into the competitive range for their experience and pricing.

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

Competitive Range				
Vendor	**Key Strengths**	**Key Weaknesses**	**Non-Cost Score**	**Price Differential**
Eceptionist Inc.	-Ability to leverage fax functionality into Parkland's existing platform -System workflow is configurable with Eceptionist to align with Parkland's process -EPIC experience and customization with a streamlined process that meets all EHR (Electronic Health Record) requirements -Demonstrates value of added solution and understanding healthcare needs/challenges -Permits alignment of multiple users and meets all requirements		428	$0

Vendor B	Demonstration of value to large health systems. Good analytics	-Platform requires referring providers to sign a BA and obtain access to use in-application functionality. -Not in EPIC orchard	382	($300,000)
Vendor C	Minimal training.	-Lacking end user support Analytics were mediocre -Requires significant number of resources to customize. -Limited EPIC connection.	395	($484,000)

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

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Totals
Expenses	$75,000	$180,000	$180,000	$105,000			$540,000
Out Years	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**Totals**
Expenses				$75,000	$75,000	$105,000	$360,000
Totals	**$75,000**	**$180,000**	**$180,000**	**$180,000**	**$180,000**	**$105,000**	**$900,000**

Document Contact/Author:	Michelle Duffey

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** Upgrade the Endoscopy system at the Ambulatory Surgical Center (ASC)	
Business Owner: Shika Shakelli	**Business Owner Dept:** Clinical Engineering	**Contract Number:** POCP-22650
Vendor/Supplier/Contractor: Karl Storz Endoscopy-America, Inc.	**Source Selection Methodology:** GPO Purchase	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Capital: New Parkland

	Contract Dates	Contract Price
Base Term:	Last Signature – 4/30/2026	277,608
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 4/30/2026	277,608

Lowest Bidder

Is this contractor the lowest bidder/supplier? GPO Purchase

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

Approvals

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

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? Yes

FTE Impact: None

Diversity

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

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

Number Responding M/WBE's: 0

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

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

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

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

Parkland

SUBJECT: Upgrade the Endoscopy system at the Ambulatory Surgical Center (ASC)

VENDOR: Karl Storz Endoscopy-America, Inc.

COST:		
	Base Term:	277,608
	Out Years:	+ $0
	Total:	277,608

Recommendation
Approve this contract for Upgrade the Endoscopy system at the Ambulatory Surgical Center (ASC).

Background
We are purchasing equipment as a scheduled replacement for the end of support Camera Box (Quantity 1), Insufflator (Quantity 4), and Light Source (Quantity 4 in four Operating Rooms). Repair and service is not possible and any one component not working would render the endoscopy system not fully utilizable. Additionally, this purchase will provide a net new endoscopy tower (Camera, Insufflator, CCU, Light Source, Image Capture, Printer, 2 Monitors, and Mobile Cart), to address the need for an extra tower that can be maneuvered between the remaining two Operating Rooms as needed for patient care in the form of viewing body cavities and organs.

Fair and Reasonable Price Determination
The GPO contract and pricing was obtained in a solicitation process performed by Vizient. Market research conducted through ECRI shows that Parkland price is 1% to 5.4% lower than the average for other facilities. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

A fair and reasonable price was determined through adequate competition.

Financial Forecast

Base Term	FY2023
Equipment	$277,608

Document Contact/Author:	Farrah Smith

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** Temporary Demolition, Staging & Construction Easement (Aston & Danciger)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-22762
Vendor/Supplier/Contractor: Board of Regents of the University of Texas System	**Source Selection Methodology:** Real Estate – Exemption	**Fair and Reasonable Price Determination:** Historical Pricing

Revenue, Expense or Capital:

Expense: Court Approval

	Contract Dates	Contract Price
Base Term:	3/31/2023 – 3/30/2026	$0
Out Years:	0 Year(s)	+$0
Total:	3/31/2023 – 3/30/2026	$0

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Real Estate
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? N/A-Zero Dollar
FTE Impact: None

Diversity

Potential for M/WBE engagement: N/A-Real Estate
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): John Raish, Senior Vice President, Support Services

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

Parkland

SUBJECT: Temporary Demolition, Staging & Construction Easement (Aston & Danciger)

VENDOR: Board of Regents of the University of Texas System

COST:		
	Base Term:	$0
	Out Years:	+ $0
	Total:	$0

Recommendation
Approve this contract for Temporary Demolition, Staging & Construction Easement (Aston & Danciger).

Background
The old Parkland Hospital site shares numerous common boundaries and shared building facades with UTSW's Medical District facilities and as such it is necessary to enter into this temporary agreement allowing Parkland's authorized vendors to perform various construction/demolition activities related to the demolition of the old Parkland Hospital.

Fair and Reasonable Price Determination
Not applicable – zero-dollar agreement.

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	Totals
Expenses / Consumables	$0	$0	$0	$0	$0

Sole Source Justification
Not applicable – Real Estate Exemption

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

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** Temporary Demolition, Staging & Construction Easement (Zale)	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-22760
Vendor/Supplier/Contractor: Board of Regents of the University of Texas System	**Source Selection Methodology:** Real Estate – Exemption	**Fair and Reasonable Price Determination:** Historical Pricing

Revenue, Expense or Capital:

Expense: Court Approval

	Contract Dates	Contract Price
Base Term:	3/31/2023 – 3/30/2026	$0
Out Years:	0 Year(s)	+$0
Total:	3/31/2023 – 3/30/2026	$0

Lowest Bidder

Is this contractor the lowest bidder/supplier? N/A-Real Estate
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? N/A-Zero Dollar
FTE Impact: None

Diversity

Potential for M/WBE engagement: N/A-Real Estate
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): John Raish, Senior Vice President, Support Services

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

Parkland

SUBJECT: Temporary Demolition, Staging & Construction Easement (Zale)

VENDOR: Board of Regents of the University of Texas System

COST:		
	Base Term:	$0
	Out Years:	+ $0
	Total:	$0

Recommendation
Approve this contract for Temporary Demolition, Staging & Construction Easement (Zale).

Background
The old Parkland Hospital site shares numerous common boundaries and shared building facades with UTSW's Medical District facilities and as such it is necessary to enter into this temporary agreement allowing Parkland's authorized vendors to perform various construction/demolition activities related to the demolition of the old Parkland Hospital.

Fair and Reasonable Price Determination
Not applicable – zero-dollar agreement.

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	Totals
Expenses / Consumables	$0	$0	$0	$0	$0

Sole Source Justification
Not applicable – Real Estate Exemption

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

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** Sofia Test Kits	
Business Owner: Jennifer Delong/ Tim Lenz	**Business Owner Dept:** Pathology	**Contract Number:** POCP-22595
Vendor/Supplier/Contractor: Quidel Corporation	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	5/1/2023 – 4/30/2026	$3,100,000
Out Years:	0 Year(s)	+$0
Total:	5/1/2023 – 4/30/2026	$3,100,000

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): Vivian Johnson, Senior Vice President, Clinical Services

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

Parkland

SUBJECT: Sofia Test Kits

VENDOR: Quidel Corporation

COST:		
	Base Term:	$3,100,000
	Out Years:	+ $0
	Total:	$3,100,000

Recommendation
Approve this contract for Sofia Test Kits.

Background
These test kits are used to detect Covid and Flu viruses. Parkland does not own the Sofia 2 analyzer instruments. Equipment is owned by Quidel and provided for Parkland's use at no additional charge based on an ongoing annual purchase obligation. These test kits are proprietary to the system. During the term of this agreement (including any extension period), Quidel will provide service at no charge and/or replacement for any equipment that does not perform to specs or otherwise fails.

Fair and Reasonable Price Determination
A fair and reasonable price was determined by market research conducted through ECRI. ECRI shows that Parkland's price is average in comparison to other facilities. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	Totals
Expenses / Consumables	$516,667	$1,033,333	$1,033,333	$516,667	$3,100,000

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. Limitations are imposed on the products/services by proprietary restrictions. The test kits are proprietary to the Parkland owned equipment.

Document Contact/Author:	Tamisha Smallwood

Board Approval Request For Modification to Contract or Funding

BOM Date: April 26, 2023	**Modification:** Mod # 1 Ventana Tissue Products/Stain reagents	
Business Owner: Tim Lenz	**Business Owner Dept:** Pathology	**Contract Number:** POCP-22720
Vendor/Supplier: Roche Diagnostics Corporation **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (03/27/2018):	$1,777,689
Revenue, Expense or Capital: Expense	Modification # 1 Amount:	$1,800,000
Original Start Date: 4/1/2013 **Current Expiration:** 12/22/2026 **Mod Start Date:** 4/26/2023 **Expiration after this Mod:** 12/22/2026	New Contract Amount:	$3,577,689

Approvals

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

Financial

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

Diversity

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

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

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

Parkland

SUBJECT: Mod # 1 Ventana Tissue Products/Stain reagents

VENDOR: Roche Diagnostics Corporation

COST:

BOM Approved Contract Total (03/27/2018):	$1,777,689
Modification # 1:	+ $1,800,000
Total:	$3,577,689

Recommendation
Approve this contract modification for Ventana Tissue Products/Stain reagents.

Background
This agreement is to extend Anatomic Pathology's Roche-Ventana Contract. Parkland obtained the Ventana instrument through a Request for Proposal for an Immunofluorescent Slide Stainer System that was issued in 2013.

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 on average 7.75% higher than the average for other member hospitals. This is due to the low usage compared to other member healthcare institutions. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products. A multi-year agreement term was negotiated in order to secure fixed pricing for one (1) year, with no more than a 5% increase once annually.

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	FY2026	FY2027	Total
$1,777,689	$225,000	$450,000	$450,000	$450,000	$225,000	$3,577,689

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The Ventana Instrument is owned by Parkland. The compatibility of equipment, accessories or replacement parts is the paramount consideration and there is no assurance that other supplies will perform the same function including additions or modifications to existing systems, software, licenses, maintenance, etc.

Document Contact/Author:	Tamisha Smallwood

Parkland

Board Approval Request For Contracts Over $200,000

BOM Date: April 26, 2023	**Product or Service:** Photodynamic Bone Stabilization System	
Business Owner: Cheston Chan	**Business Owner Dept:** Perioperative/ Surgical Services Administration	**Contract Number:** POCP-22258
Vendor/Supplier/Contractor: IlluminOss	**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-Years	$132,000
Out Years:	2 Year(s)	+$132,000
Total:	Last Signature – 4-Years	$264,000

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, SVP, Nursing

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

Parkland

SUBJECT: Photodynamic Bone Stabilization System

VENDOR: IlluminOss

COST:		
	Base Term:	$132,000
	Out Years:	+ $132,000
	Total:	$264,000

Recommendation
Approve this contract for Photodynamic Bone Stabilization System.

Background
Photodynamic Bone Stabilization System is a fracture orthopedic stabilizing device. The material is introduced into bone and then exposed to light which hardens filling the void.

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 3% 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	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**Totals**
Expenses / Consumables	$33,000	$66,000	$33,000				$132,000
Out Years	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**Totals**
Expenses / Consumables			$33,000	$66,000	$33,000		$132,000
Grand Totals	**$33,000**	**$66,000**	**$66,000**	**$66,000**	**$66,000**		**$264,000**

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

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: April 26, 2023	**Modification:** Mod # 2 Patient Financial Assistance Program	
Business Owner: Kyle Cross	**Business Owner Dept:** Patient Financial Services	**Contract Number:** PONCS-18592 A2
Vendor/Supplier: CompSpec, Inc. **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	Current Contract Amount:	$198,000
Revenue, Expense or Capital: Expense	Modification # 2 Amount:	$50,000
Original Start Date: 5/13/2019 **Current Expiration:** 5/12/2023 **Mod Start Date:** 5/13/2023 **Expiration after this Mod:** 5/12/2024	New Contract Amount:	$248,000

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): Gerry Baker, Senior Vice President, Revenue Cycle

Parkland

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

SUBJECT: Mod # 2 Patient Financial Assistance Program

VENDOR: CompSpec, Inc.

COST:		
	Current Contract Amount:	$198,000
	Modification # 2:	+ $50,000
	Total:	$248,000

Recommendation
Approve this contract modification for Patient Financial Assistance Program.

Background
Contractor developed and conducted a Patient Financial Assistance Program to assist uninsured patients with obtaining financial coverage for healthcare services. This modification is to extend the contract term for an additional 1-year period. The services are scheduled to go out for solicitation in summer 2023.

Fair and Reasonable Price Determination
No change in established fee structure for this term extension.

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
$198,000	$20,833	$29,167	$248,000

Document Contact/Author:	Baruh Bosch

Board Approval Request For Modification to Contract or Funding

BOM Date: April 26, 2023	**Modification:** Mod # 4 Respiratory Services	
Business Owner: Glen Metoyer	**Business Owner Dept:** Respiratory Care	**Contract Number:** POCP-18418 A4
Vendor/Supplier: INO Therapeutics LLC d/b/a Mallinckrodt **Basis of Original Contract Award** Request for Proposals (Best Value) **Basis of this Modification** Contract Extension without Competition	BOM Approved Contract Total (July 2019)	$5,683,220
	Modifications Totaling < $100,000 Modification # 1 Amount: Modification # 2 Amount: Modification # 3 Amount:	 $783,338 $650,004 $650,004
Revenue, Expense or Capital: Expense	Modification that increases contract value to $100,000 more than BOM Approved Contract Total Modification # 4 Amount:	 $882,172
Original Start Date: 7/1/2010 **Current Expiration:** 5/30/2023 **Mod Start Date:** Last Signature **Expiration after this Mod:** 9/30/2024	New Contract Amount:	$8,648,738

Approvals

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

Financial

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

Diversity

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

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

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

Parkland

SUBJECT: Mod # 4 Respiratory Services

VENDOR: INO Therapeutics LLC d/b/a Mallinckrodt

COST:

BOM Approved Contract Total (July 2019)	$5,683,220
Modification # 1	$783,338
Modification # 2	$650,004
Modification # 3	$650,004
Modification # 4:	+ $882,172
Total:	$8,648,738

Recommendation
Approve this contract modification for Respiratory Services.

Background

The original contract was awarded in 2010 as a sole source due to patents existing at that time. The contract is for the delivery devices that dose nitric oxide, which is a vasodilator used to improve oxygenation. Inhaled nitric oxide is used to manage and treat hypoxic respiratory failure and persistent pulmonary hypertension. Nitric oxide is also used to treat and manage COVID patients with hypoxemia and acute respiratory distress syndrome.

Upon expiration of the patent at the beginning of 2020 and knowing of the impending COVID risk to the US, the District conducted an emergency bid to obtain an unlimited usage of nitric oxide and its delivery devices at a fixed price. Mallinckrodt (the incumbent) was the awarded vendor. Their price was locked for 3 years, but required an annual amendment to confirm the pricing in the Mallinckrodt system. This fourth modification is being performed to allow a new technology to be brought to market which will further increase available competition while maintaining the District's prices that were obtained in the competitive solicitation without any escalations, The District plans to compete this category in FY 24, after the introduction of the new technology to the open market. There is no option to buy the delivery devices at this time.

Fair and Reasonable Price Determination

Market research conducted through ECRI shows that Parkland price is significantly lower than the average for other facilities, with our prices being $18,083.00 and $54,167.00 per month and the average being $117,727.20 per month. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Current Contract Amount	FY2020	FY2021	FY2022	FY2023	FY2024	Total
$5,683,220	$783,338	$650,004	$650,004	$220,797	$661,375	$8,648,738

Document Contact/Author:	Adrian Baltimore

CONTRACT RESOLUTION
Board of Managers
April 26, 2023

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
			Capital	HOMES Construction	Taurus Commercial, Inc.	4/27/2023 - 4/26/2024	$2,172,348	Yes
			Capital	EKG Machines	GE Healthcare	Last Signature - 4/30/2024	$1,070,331	Yes
			Expense	External Patient Referral Services	Eceptionist Inc.	5/1/2023 - 4/30/2028	$900,000	Yes
			Capital: New Parkland	Upgrade the Endoscopy system at the Ambulatory Surgical Center (ASC)	Karl Storz Endoscopy-America, Inc.	Last Signature - 4/30/2026	$277,608	Yes
			Expense	Sofia Test Kits	Quidel Corporation	5/1/2023 - 4/30/2026	$3,100,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #1 Ventana Tissue Products/Stain reagents	Roche Diagnostics Corporation	4/1/2013 - 12/22/2026	$3,577,689	Yes
			Expense	Photodynamic Bone Stabilization System	IlluminOss	Last Signature - 4 Years	$264,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #2 Patient Financial Assistance Program	CompSpec, Inc.	5/13/2019 - 5/12/2024	$248,000	Yes
			Expense	Mod #4 Respiratory Services	INO Therapeutics LLC d/b/a Mallinckrodt	7/1/2010 - 9/30/2024	$8,648,738	Yes
			Expense: Court Approval	Temporary Demolition, Staging & Construction Easement (Aston & Danciger)	Board of Regents of the University of Texas System	3/31/2023 - 3/30/2026	0	N/A-Zero Dollar
			Expense: Court Approval	Temporary Demolition, Staging & Construction Easement (Zale)	Board of Regents of the University of Texas System	3/31/2023 - 3/30/2026	0	0

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

Dated this 26th of April, 2023.

_____
Marjorie D. Petty, JD
Chair

_____
Steve Roth, JD, MPH
Assistant Secretary

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

Parkland

Approve Capital Substitutions

Parkland Health
2023 Capital Substitution
For April 2023 Board Meeting

Ref #	Division	Amount	Description	Explanation
1	Corporate Staff	$781,227	Weapon Detection System	Weapons Detection systems for clinical entry points on NPH Campus and COPC (9 units) for Phase 1. Units to be placed at the following locations: ASC (1), Main Hospital Atrium (2), Anderson Clinic (1), Moody Clinic (2 - West and East entrance only), Hatcher Station (1), UCEC (1), 1 add'n unit if any should go down. This technology helps detects weapons that could cause harm/death to patients, visitors and staff.
		$781,227		

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 $781,227 for FY23 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 _____2023.

_____
Marjorie Petty, JD
Chair

_____
Steven Roth, JD, MPH
Assistant Secretary

Marjorie Petty, JD	Yes_____	No _____	Abstain _____	Absent _____
Ramon Miguez, PE	Yes_____	No _____	Abstain _____	Absent _____
Lisa Sutter	Yes_____	No _____	Abstain _____	Absent _____
Eric G. Bing, MD, PhD	Yes_____	No _____	Abstain _____	Absent _____
Byron Cryer, MD	Yes_____	No _____	Abstain _____	Absent _____
Todd Furniss, JD	Yes_____	No _____	Abstain _____	Absent _____
Reina Gonzalez, JD	Yes_____	No _____	Abstain _____	Absent _____
Farida Minner, RN	Yes_____	No _____	Abstain _____	Absent _____
Don O'Bannon, Esq.	Yes_____	No _____	Abstain _____	Absent _____
Elizabeth Palacios, MD	Yes_____	No _____	Abstain _____	Absent _____

Parkland

Parkland Financial Performance Presentation

Executive Summary for the Month of March 2023 (Hospital Only)

For the month of March, Parkland Health recognized a net income of $11.8M which is $10.0M favorable to the budgeted net income of $1.8M and $17.4M favorable compared to the prior year net loss of ($5.6M).

Parkland Health's operating margin and operating cash flow margin for the month of March are (0.5%) and 3.1%, respectively. The operating margin was unfavorable compared to budget of (0.2%) and the operating cash flow margin is also unfavorable compared to budget of 3.4%. Parkland Health's operating margin is favorable compared to the prior year operating margin of (1.6%) and favorable to the operating cash flow margin of 1.6% from the prior year.

Parkland Health's patient cash collections in March were $90.3M which is above budget by $9.1M and $9.0M higher than the prior year. Parkland Health's days cash on hand of 257 days for the month is an increase of 37 days compared to prior month of 220 days and compared to the prior year March of 238 days, an increase of 19 days.

Volume variances to budget:

Patient Volume	March Actual	March Budget	Variance Actual to Budget	% Variance Actual to Budget
Adjusted Patient Days (Total patient charges/inpatient charges)	53,201	51,681	1,520	2.9%
Equivalent Patient Days (inpatient only)	25,726	26,237	(511)	(1.9%)
Ambulatory Visits	105,735	112,629	(6,894)	(6.1%)
Emergency Room Visits	22,100	19,860	2,240	11.3%
Deliveries	1,044	1,081	(37)	(3.4%)
Surgeries-Total	1,877	1,887	(10)	(0.5%)
Total Adult Average Daily Census (ADC) including observation	777	780	(3)	(0.4%)
Neonatal ICU ADC	54	66	(12)	(18.2%)
Total Average Daily Census	831	846	(15)	(1.8%)

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 ($1.7M) or (0.2%) lower than budget for the month. This unfavorable variance is due to inpatient revenue less than budget by ($20.6M) or (7.1%), outpatient revenue greater than budget by $12.3M or 3.1% and emergency room revenue greater than budget by $6.6M or 7.6%. Compared to prior year's gross patient revenues for the month, total patient revenue is

higher by $28.5M or 3.8% with an inpatient revenue increase of $13.6M or 5.3%, outpatient revenues increase of $5.7M or 1.4%, and emergency room revenues higher by $9.3M or 10.9%.

- Parkland Health's gross patient revenue for the month of March is comprised of 35.1% IP revenue, 52.7% OP revenue, and 12.2% ED revenue. This is compared to a budget for the month of 37.7% IP, 51.0% OP, and 11.3% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, is (1.9%) lower than budget and (1.4%) below the prior year. The Average Length of Stay (ALOS) for Adult decreased by (0.38) days or (6.3%) less or favorable to budget and the Neonatal ICU ALOS decreased by (5.52) days or (23.6%) favorable to budget. Compared to the previous year, the ALOS for Adult was lower by (8.2%) which is favorable to budget and the ALOS for Neonatal ICU was (26.1%) lower or favorable to the prior year.

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

  - Total Inpatient Discharges were higher than budget by 4.2% and 7.3% above the prior year,
  - Observation/Short Stay Discharges are (12.2%) below budget and (12.8%) lower than the prior year,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) are 2.9% higher than budget and (3.9%) lower than the prior year,
  - Inpatient surgery cases are 1.2% favorable to budget and (2.1%) unfavorable to the prior year.
  - Surgeries of all types are (0.5%) below budget and 1.0% above the prior year.
  - Deliveries are (3.4%) less than budget and (0.8%) 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 105,735 for March are (6.1%) below budget of 112,629 and (5.9%) lower than the prior year of 112,375. Outpatient visits include the following types:

    - COPC Visits; 42.1% of total outpatient visits
    - Ambulatory Specialty Clinics; 31.9% of total outpatient visits
    - Women's Health Centers Visits; 19.0% of total outpatient visits
    - Employee Health Integration; 1.8% of total outpatient visits
    - All Other Divisions; 5.2% of total outpatient visits

- Approximately 61.1% 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 11.3% higher than budget for March and 9.3% above the prior year. The "left without being seen" statistic of 2.9% is unfavorable to budget of 1.5% and unfavorable to the prior year statistic of 1.8%.

- Outpatient Surgery cases performed at the hospital are greater than budget by 2.6% and 10.4% higher than the prior year. Day Surgery cases performed at the ASC are (7.2%) lower than budget and (6.8%) less than the prior year.

- The March Case Mix Index (CMI) for Adult Acute of 2.02 is 2.0% higher than the prior year, the Rehabilitation CMI of 1.32 is 5.6% above the prior year and the NICU CMI of 3.44 is (10.2%) less than the prior year. The WISH CMI 0.89 is 2.3% greater than the prior year and the Psychiatry CMI of 1.20 is 0.8% above the prior year.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 11.7% for the month compared to a goal of 10.5%. Days in AR were 54 days compared to last month of 55 days.

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

Payor	MTD Actual March FY23	MTD Budget March FY23	Variance/ Actual to Budget	MTD Actual March FY22
Charity – Self Pay	46.0%	46.1%	(0.1%)	42.6%
Medicaid	28.2%	29.3%	(1.1%)	33.0%
Medicare	15.3%	16.4%	(1.1%)	16.0%
Commercial	10.5%	8.2%	2.3%	8.4%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

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

Other Operating Revenues

Other operating revenues are $2.3M higher than budget for the month of March primarily due to an increase in Replacement Drugs and Cafeteria sales.

Operating Expenses

March's operating expenses (excluding depreciation) are $211.5M. This is $4.9M or 2.4% higher than the budgeted operating expenses and more than the prior year by $17.8M or 9.2%. Variances for the month include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue are 56.0% compared to a budget of 56.3%, and prior year of 57.6%.
- Salaries and benefits are $122.2M which is $1.9M or 1.6% higher than budget for the month.
- Salaries (including contract labor) are $2.8M or 2.9% more than budget for the month.
- Actual FTE count (excluding both nursing homes and jail FTEs) for March was 12,459 compared to a budget of 11,955 and actual FTEs of 11,678 in the prior year. Total FTEs are 504 or 4.2% higher than budget and 781 or 6.7% above the prior year.
- Productivity - The 7.0 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs, is higher than budget of 6.9 FTEs per AOB for the month and greater than the prior year actual FTEs of 6.3 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $1.4M higher than budget for the month due to an increase in Relative Value Units due UTSW.

Supplies, Fees, Pharmaceuticals and Other Expenses

Supplies, Fees, Pharmaceuticals and Other Expenses are $1.6M higher compared to budget for the month primarily due to increases in Pharmaceuticals and Medical Surgical Supplies.

Non-operating Revenues (Expenses)

Non-operating revenues of $13.0M are favorable to budget by $10.7M or 480.4% for the month primarily due to an increase in Interest Revenue attributable to higher interest rates.

Executive Summary for the YTD 2022 (Hospital Only)

For the YTD, Parkland Health recognized $21.5M net income which is $11.3M favorable to the budgeted income of $10.2M and equivalent compared to the prior YTD net income of $21.5M.

Parkland Health's operating margin and operating cash flow margin for the YTD are (1.5%) and 1.9%, respectively, and is unfavorable compared to the budgeted operating margin of (0.1%) and unfavorable compared to the budgeted operating cash flow margin of 3.6%. Parkland Health's operating margin is unfavorable when compared to the prior YTD operating margin of 1.8% and unfavorable when compared to the prior YTD operating cash flow margin of 5.2%.

Parkland Health's patient cash collections for the YTD are $487.9M which is $36.8M higher than the YTD budget and $27.4M 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)	309,326	290,642	18,684	6.4%
Equivalent Patient Days (inpatient only)	156,910	153,375	3,535	2.3%
Ambulatory Visits	583,141	635,986	(52,845)	(8.3%)
Emergency Room Visits	120,992	112,979	8,013	7.1%
Deliveries	6,439	6,241	198	3.2%
Surgeries-Total	10,622	9,892	730	7.4%
Total Adult Average Daily Census (ADC) including observation	796	776	20	2.6%
Neonatal ICU ADC	65	67	(2)	(3.0%)
Total Average Daily Census	861	843	18	2.1%

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 ($10.0M) or (0.2%) below budget for the YTD. This unfavorable variance is due to the combination of inpatient revenue being lower than budget by ($59.7M) or (3.6%), outpatient revenues greater than budget by $13.0M or 0.6% and emergency room revenue higher than budget by $36.7M or 7.6%. Compared to prior years, gross patient revenue increased $192.3M or 4.7% with inpatient revenues higher by $109.7M or 7.3%, outpatient revenues higher by $35.9M or 1.7%, and emergency room revenues higher by $46.7M or 9.8%.

- Parkland Health's gross patient revenue for the YTD is comprised of 37.5% inpatient revenue, 50.4% OP revenue, and 12.1% ED revenue. This is compared to a budget for YTD of 38.8% IP, 50.0% OP, and 11.2% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, are 2.3% higher than budget for the YTD and 3.7% above the prior YTD.

- The Average Length of Stay (ALOS) for Adult was (5.4%) lower or favorable to budget for the YTD and the Neonatal ICU ALOS was (8.6%) less or favorable to budget for the YTD. Compared to the previous year, the ALOS for Adult and was (6.3%) lower or favorable to the prior year and the Neonatal ICU was (11.5%) below or favorable to the prior year.

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

  - Total Inpatient Discharges are 8.8% higher than budget and 12.0% above the prior YTD,
  - Observation/Short Stay Discharges are (8.9%) lower than budget and (9.5%) below the prior YTD,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) for the current YTD are 6.4% above budget and 2.1% greater than the prior YTD,
  - Inpatient surgery cases are 10.1% higher than budget and 7.2% above the prior YTD, Surgeries of all types are 7.4% more than budget and 9.0% greater than the prior YTD,
  - Deliveries are higher than budget by 3.2% and 6.1% greater 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 583,141 for the YTD are (8.3%) lower than budget of 635,986 and (8.0%) below the prior YTD of 634,165. Outpatient visits include the following types:

    - COPC Visits; 43.1% of total outpatient visits
    - Ambulatory Specialty Clinics; 30.6% of total outpatient visits
    - Women's Health Centers Visits; 19.3% of total outpatient visits
    - Employee Health Integration; 1.9% of total outpatient visits
    - All Other Divisions; 5.1% of total outpatient visits

  - Approximately 62.4% 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 7.1% higher than budget for the YTD and 5.1% better than the prior YTD. The "left without being seen" statistic of 2.9% is unfavorable to budget of 1.6% and unfavorable to the prior year statistic of 1.9%.

- Outpatient Surgery cases performed at the hospital are 9.0% greater than budget YTD and 17.3% greater than the prior YTD. Day Surgery cases performed at the ASC are 1.1% higher than budget for the YTD and 1.7% above the prior YTD.

- The YTD Case Mix Index (CMI) for Adult Acute of 1.97 is (3.8%) lower than the prior YTD, the WISH CMI of 0.89 is (1.7%) below the prior YTD, the Psychiatry CMI of 1.17 is (4.2%) less than the prior YTD, and the NICU CMI of 3.43 is (1.2%) lower than the prior YTD. The Rehabilitation CMI of 1.31 is 1.2% above the prior YTD.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 11.3% for the YTD compared to the budget of 10.4%.

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

Payor	YTD Actual FY23	YTD Budget FY23	Variance/ Actual to Budget	YTD Actual FY22
Charity – Self Pay	47.4%	45.6%	1.8%	46.3%
Medicaid	27.3%	29.8%	(2.5%)	28.7%
Medicare	16.3%	16.4%	(0.1%)	16.7%
Commercial	9.0%	8.2%	0.8%	8.3%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

YTD Parkland Health recognized $25.0M of Stimulus Funds from the Federal Emergency Management Agency (FEMA).

Other Operating Revenues

Other operating revenues are $13.4M higher than budget for the YTD primarily due to an increase in the Replacement Drug Program.

Operating Expenses

YTD operating expenses (excluding depreciation) of $1,236.2M are higher than budget by $34.2M or 2.8% and more than the prior YTD by $135.9M or 12.4%. Variances for the YTD include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue for the YTD are 57.5% compared to a budget of 56.0%, and prior year of 55.7%.
- Salaries and benefits are $25.6M or 3.7% higher than budget for the YTD.
- Salaries (including contract labor) are $28.7M or 5.1% higher than budget for the YTD.
- Actual FTE count (excluding both nursing homes and jail FTEs) for YTD was 12,234 compared to a budget of 11,796 and actual FTEs of 11,566 for the prior YTD. Total FTEs are 438 or 3.7% higher than budget for the YTD and 668 or 5.8% above the prior YTD.
- Productivity - The 7.0 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs, is lower than budget of 7.1 FTEs per AOB for the YTD and higher than the prior YTD of 6.7 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $0.6M or 0.4% higher than budget for the YTD due to increases in Relative Value Units and Nursing Home Care.

Supplies, Fees, Pharmaceuticals and Other

Supplies, Fees, Pharmaceuticals and Other Expenses are $8.0M or 2.2% above budget YTD primarily due to an increase in the Replacement Drug Program.

Non-operating Revenues (Expenses)

Non-operating revenues of $40.9M are $29.6M or 262.7% higher than budget for the YTD primarily due to increases in Interest Income and Grant Revenues.

GENERAL INFORMATION

Key Operating Statistics/Charts

Volume-related (slides)

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

Labor and Operating Cost Efficiency

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

YTD Staffing Information

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

FTE per Adjusted Occupied Bed (AOB)

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

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

Total Operating Cost per Adjusted Patient Days for the current month are lower than budget due to lower salary relative to the increased volumes. The Supply Cost per Adjusted Patient Day are higher than budget due to increased drug and supply costs.

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 March 2023

April 25, 2023

Parkland

Parkland

Income Statement
MTD March 2023

Hospital (exc NH) Income Statement MTD March 2023

PHHS Without Nursing Homes MTD

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$88,531	$86,449	$ 2,082	2.4%	$79,582	$8,949	11.2%
Net Ad Valorem Taxes	66,899	66,899	-	0.0%	63,801	3,098	4.9%
Government Programs	39,731	39,731	-	0.0%	37,155	2,576	6.9%
Stimulus Funds	4,167	4,167	-	0.0%	1,364	2,803	205.5%
Other	18,954	16,634	2,320	13.9%	14,882	4,072	27.4%
OPERATING REVENUES	218,282	213,880	4,402	2.1%	196,784	21,498	10.9%
EXPENSES							
Salaries and Benefits	122,238	120,324	(1,914)	-1.6%	113,408	(8,830)	-7.8%
Purchased Medical Services	25,367	24,008	(1,359)	-5.7%	23,940	(1,427)	-6.0%
Supplies	44,189	40,670	(3,519)	-8.7%	36,999	(7,190)	-19.4%
Other	19,681	21,584	1,903	8.8%	19,288	(393)	-2.0%
Depreciation	8,005	7,722	(283)	-3.7%	6,314	(1,691)	-26.8%
OPERATING EXPENSES	219,480	214,308	(5,172)	-2.4%	199,949	(19,531)	-9.8%
OPERATING INCOME (LOSS)	**$ (1,198)**	**$ (428)**	**$ (770)**	**179.9%**	**$ (3,165)**	**$ 1,967**	**-62.1%**
Grants and Contributions	3,415	3,025	390	12.9%	2,628	787	29.9%
Other nonoperating revenues (expenses)	9,569	(788)	10,357	1314.3%	(5,111)	14,680	287.2%
Nonoperating Income	12,984	2,237	10,747	480.4%	(2,483)	15,467	-622.9%
Total Net Income (Loss)	$ 11,786	$ 1,809	$ 9,977	551.5%	$ (5,648)	$ 17,434	-308.7%
Cash Flow Margin	$ 6,807	$ 7,294	$ (487)	-6.7%	$ 3,149	$ 3,658	116.2%
Operating Cash Flow Margin %	3.1%	3.4%	-11.1%		1.6%		
Operating Margin %	-0.5%	-0.2%	-17.5%		-1.6%		

Total All Entities Income Statement MTD March 2023

All Entities Month to Date Income Statement

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$ 111,555	$ 111,490	$ 65	0.1%	$ 101,934	$ 9,621	9.4%
Net Ad Valorem Taxes	66,899	66,899	-	0.0%	63,801	3,098	4.9%
Government Programs	41,766	41,766	-	0.0%	39,530	2,236	5.7%
Stimulus Funds	4,167	4,167	-	0.0%	1,364	2,803	205.5%
Premium Revenues	103,570	101,224	2,346	2.3%	59,966	43,604	72.7%
Other	21,684	20,455	1,229	6.0%	17,323	4,361	25.2%
OPERATING REVENUES	349,641	346,001	3,640	1.1%	283,918	65,723	23.1%
EXPENSES							
Salaries & Benefits	139,316	139,087	(229)	-0.2%	129,361	(9,955)	-7.7%
Purchased Medical Service	25,367	24,008	(1,359)	-5.7%	23,940	(1,427)	-6.0%
Supplies	51,468	47,694	(3,774)	-7.9%	43,160	(8,308)	-19.2%
Other	32,240	34,020	1,780	5.2%	32,000	(240)	-0.8%
Claims	92,449	90,333	(2,117)	-2.3%	48,990	(43,459)	-88.7%
Depreciation	8,192	7,995	(197)	-2.5%	6,435	(1,757)	-27.3%
OPERATING EXPENSES	349,032	343,137	(5,895)	-1.7%	283,886	(65,146)	-22.9%
OPERATING INCOME (LOSS)	**$ 609**	**$ 2,864**	**$ (2,255)**	**-78.7%**	**$ 32**	**$ 577**	**1803.1%**
Nonoperating Income	14,140	1,719	12,421	722.6%	(3,326)	17,466	-525.1%
Total Net Income (Loss)	$ 14,749	$ 4,583	$ 10,166	221.8%	$ (3,294)	$ 18,043	-547.8%
Cash Flow Margin	$ 8,801	$ 10,859	$ (2,058)	-19.0%	$ 6,467	$ 2,334	36.1%
Operating Cash Flow Margin %	2.5%	3.1%	-56.5%		2.3%		
Operating Margin %	0.2%	0.8%	-62.0%		0.0%		

Parkland

Income Statement
FYTD March 2023

Hospital (exc NH) 48
Income Statement
FYTD March 2023

PHHS Without Nursing Homes YTD *(Dollars in Thousands)*	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$487,396	$487,633	$ (237)	0.0%	$ 454,605	$ 32,791	7.2%
Net Ad Valorem Taxes	401,392	401,392	-	0.0%	382,807	18,585	4.9%
Government Programs	238,387	238,387	-	0.0%	222,932	15,455	6.9%
Stimulus Funds	25,000	25,000	-	0.0%	8,755	16,245	185.6%
Other	108,077	94,665	13,412	14.2%	90,936	17,141	18.8%
OPERATING REVENUES	1,260,252	1,247,077	13,175	1.1%	1,160,035	100,217	8.6%
EXPENSES							
Salaries and Benefits	724,343	$ 698,750	(25,593)	-3.7%	646,223	(78,120)	-12.1%
Purchased Medical Services	144,656	144,050	(606)	-0.4%	133,107	(11,549)	-8.7%
Supplies	242,790	226,953	(15,837)	-7.0%	209,621	(33,169)	-15.8%
Other	124,401	132,187	7,786	5.9%	111,286	(13,115)	-11.8%
Depreciation	43,483	46,177	2,694	5.8%	38,774	(4,709)	-12.1%
OPERATING EXPENSES	1,279,673	1,248,117	(31,556)	-2.5%	1,139,011	(140,662)	-12.3%
OPERATING INCOME (LOSS)	**$ (19,421)**	**$ (1,040)**	**$ (18,381)**	**1767.4%**	**$ 21,024**	(40,445)	-192.4%
Grants and Contributions	19,522	18,347	1,175	6.4%	14,724	4,798	32.6%
Other nonoperating revenue (expense)	21,403	(7,063)	28,466	-403.0%	(14,265)	35,668	-250.0%
Nonoperating Income	40,925	11,284	29,641	262.7%	459	40,466	8816.1%
Total Net Income (Loss)	$ 21,504	$ 10,244	$ 11,260	109.9%	$ 21,483	$ 21	0.1%
Cash Flow Margin	$ 24,062	$ 45,137	$ (21,075)	-46.7%	$ 59,798	$ (35,736)	-59.8%
Operating Cash Flow Margin %	1.9%	3.6%	-160%		5.2%		
Operating Margin %	-1.5%	-0.1%	-140%		1.8%		

Total All Entities Income Statement FYTD March 2023

All Entities Year to Date Income Statement

(Dollars in Thousands)	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
REVENUES							
Net Patient Revenues	$ 631,043	$634,647	$ (3,604)	-0.6%	$ 605,442	$ 25,601	4.2%
Net Ad Valorem Taxes	401,392	401,392	-	0.0%	382,807	18,585	4.9%
Government Programs	250,597	250,597	-	0.0%	237,181	13,416	5.7%
Stimulus Funds	25,000	25,000	-	0.0%	8,755	16,245	185.6%
Premium Revenues	611,840	501,573	110,267	22.0%	329,317	282,523	85.8%
Other	128,169	117,539	10,630	9.0%	115,956	12,213	10.5%
OPERATING REVENUES	2,048,041	1,930,748	117,293	6.1%	1,679,458	368,583	21.9%
EXPENSES							
Salaries & Benefits	832,575	809,499	(23,076)	-2.9%	747,376	(85,199)	-11.4%
Purchased Medical Service	144,656	144,050	(606)	-0.4%	133,107	(11,549)	-8.7%
Supplies	283,010	270,400	(12,610)	-4.7%	250,662	(32,348)	-12.9%
Other	199,246	202,924	3,678	1.8%	191,232	(8,014)	-4.2%
Claims	599,914	448,164	(151,750)	-33.9%	273,704	(326,210)	-119.2%
Depreciation	44,886	47,724	2,838	5.9%	40,179	(4,707)	-11.7%
OPERATING EXPENSES	2,104,287	1,922,761	(181,526)	-9.4%	1,636,260	(468,027)	-28.6%
OPERATING INCOME (LOSS)	**$ (56,246)**	**$ 7,987**	**$ (64,233)**	**-804.2%**	**$ 43,198**	**$ (99,444)**	**-230.2%**
Nonoperating Income	44,756	9,009	35,747	396.8%	(2,589)	47,345	-1828.7%
Total Net Income (Loss)	$ (11,490)	$ 16,996	$ (28,486)	-167.6%	$ 40,609	$ (52,099)	-128.3%
Cash Flow Margin	$ (11,360)	$ 55,711	$ (67,071)	-120.4%	$ 83,377	$ (94,737)	-113.6%
Operating Cash Flow Margin %	-0.6%	2.9%	-57.2%		5.0%		
Operating Margin %	-2.7%	0.4%	-54.8%		2.6%		

Key Statistics

Parkland

Hospital Key Statistics
MTD March 2023

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	5,049	5,166	(117)	-2.3%	5,092	-0.8%
Average Daily Census (Adult, NICU and Obs)	831	846	(15)	-1.8%	842	-1.3%
Average Length of Stay (Adult)	5.70	6.08	0.38	6.3%	6.21	8.2%
Case Mix Index (Acute Service Line)	2.02	2.05	(0.03)	-1.5%	2.01	0.5%
Emergency Visits	22,100	19,860	2,240	11.3%	20,214	9.3%
Ambulatory Visits *	105,735	112,629	(6,894)	-6.1%	112,375	-5.9%
Surgeries	1,877	1,887	(10)	-0.5%	1,858	1.0%
Deliveries	1,044	1,081	(37)	-3.4%	1,052	-0.8%

* Totals now include Employee Health Integration clinic visits

Hospital Key Statistics
FYTD March 2023

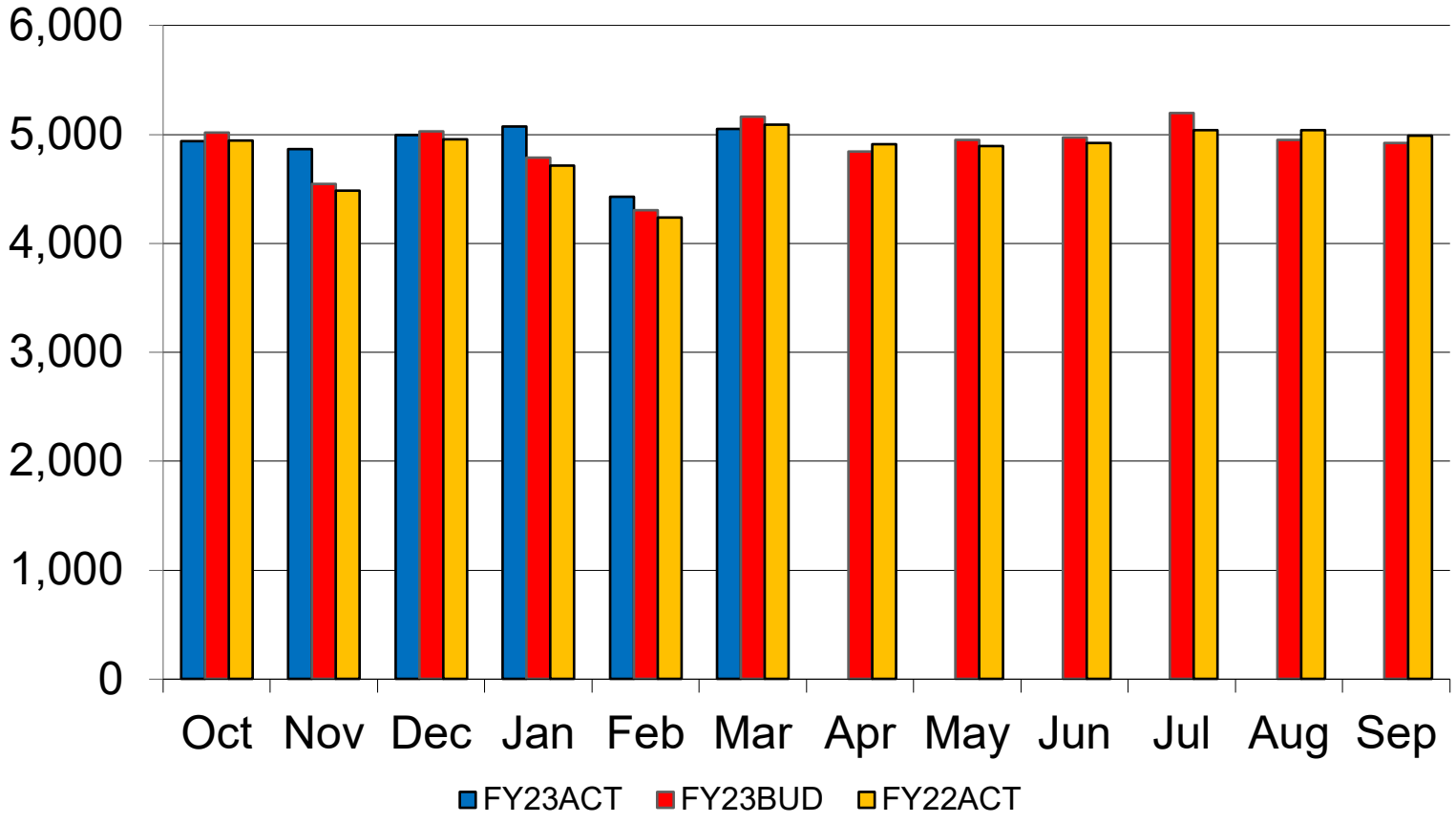
	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	29,351	28,846	505	1.8%	28,431	3.2%
Average Daily Census (Adult, NICU and Obs)	861	843	18	2.1%	830	3.7%
Average Length of Stay (Adult)	5.99	6.33	0.34	5.4%	6.39	6.3%
Case Mix Index (Acute Service Line)	1.97	2.05	(0.08)	-3.9%	2.18	-9.6%
Emergency Visits	120,992	112,977	8,015	7.1%	115,085	5.1%
Ambulatory Visits *	583,141	635,986	(52,845)	-8.3%	634,165	-8.0%
Surgeries	10,622	9,892	730	7.4%	9,741	9.0%
Deliveries	6,439	6,241	198	3.2%	6,066	6.1%

* Totals now include Employee Health Integration clinic visits

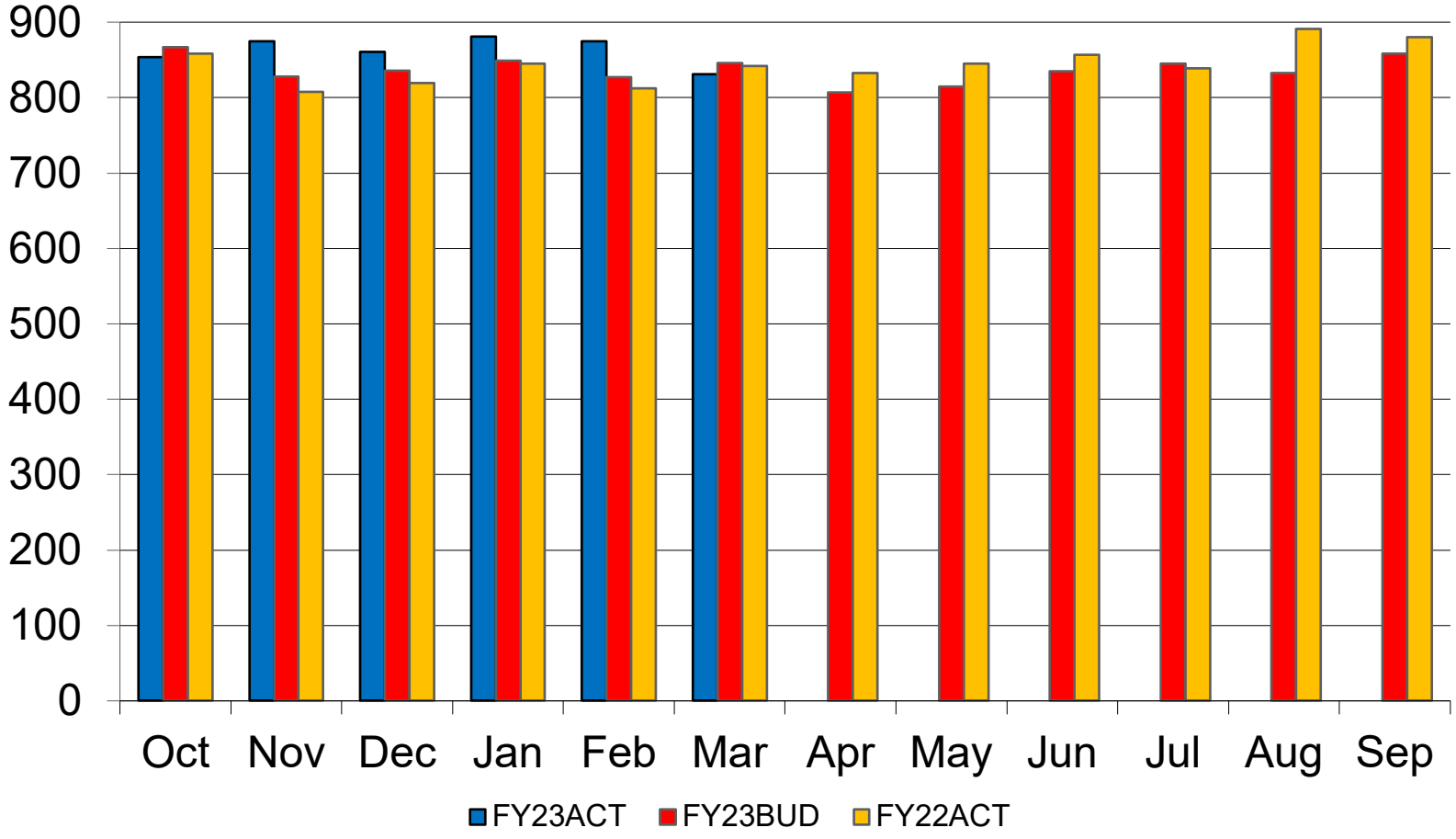
Parkland

Volumes
Discharges

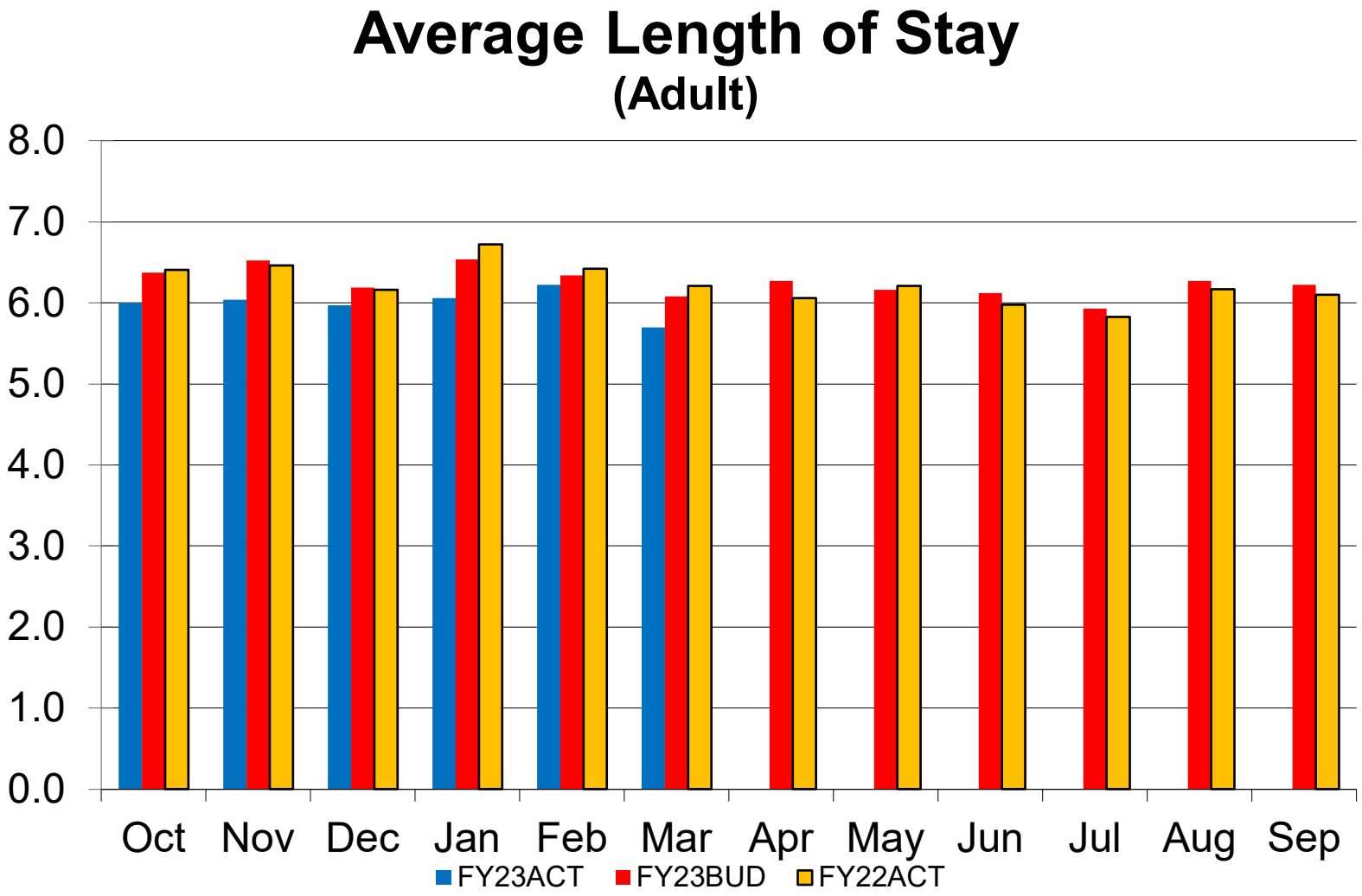
Hospital Discharges
(Adult, NICU and Obs)

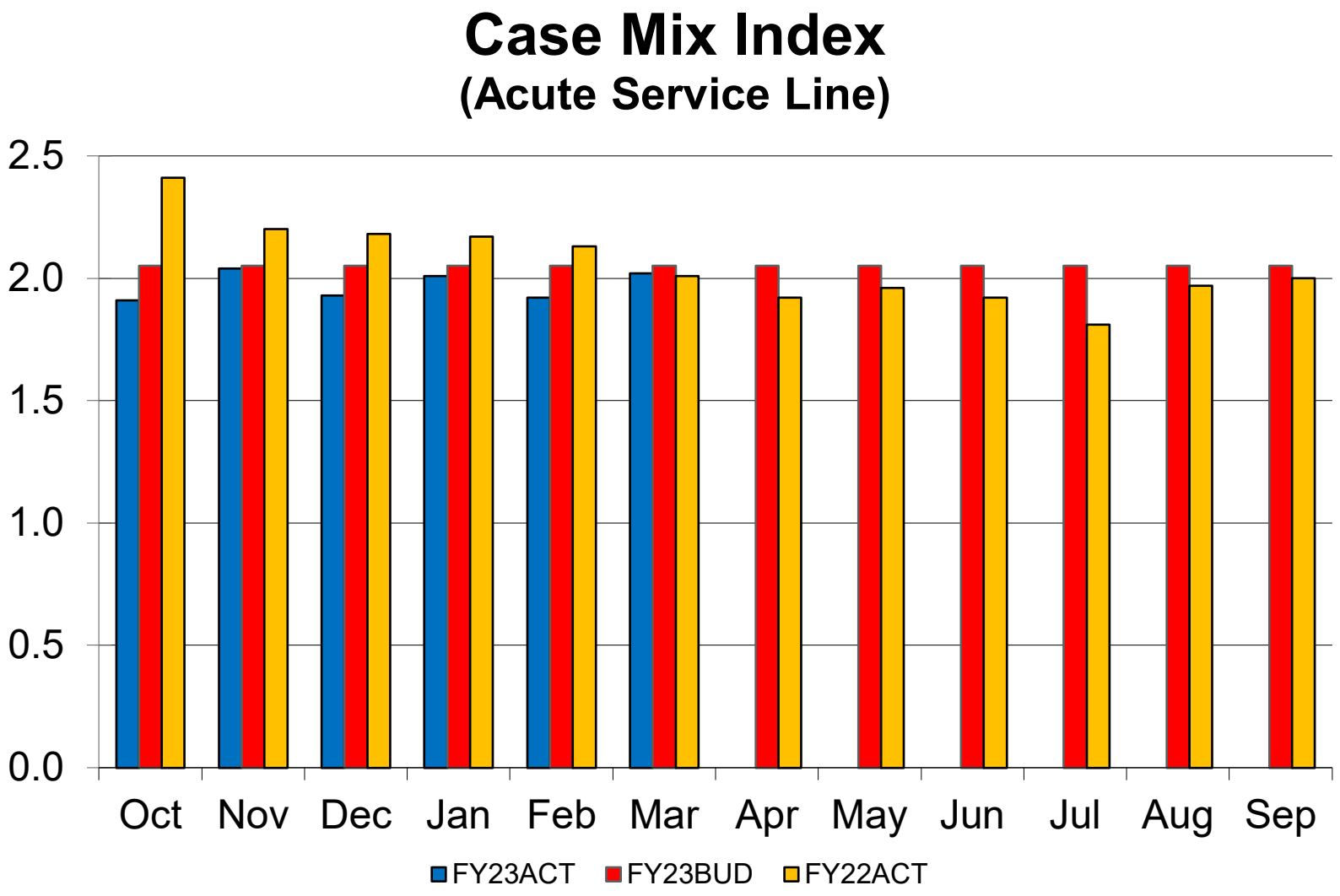


Average Daily Census
(Adult, NICU and Obs)

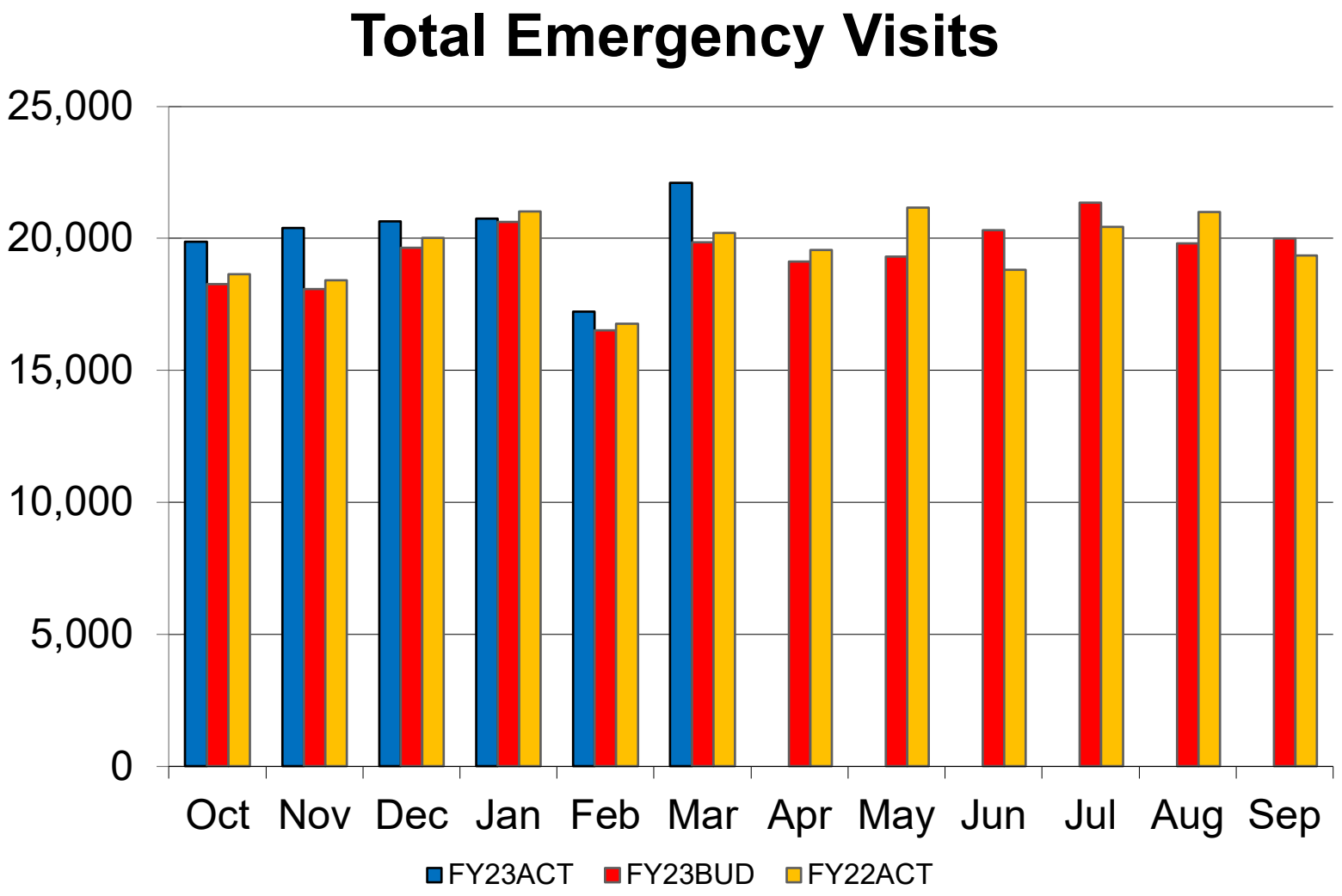


Volumes
Average Length of Stay



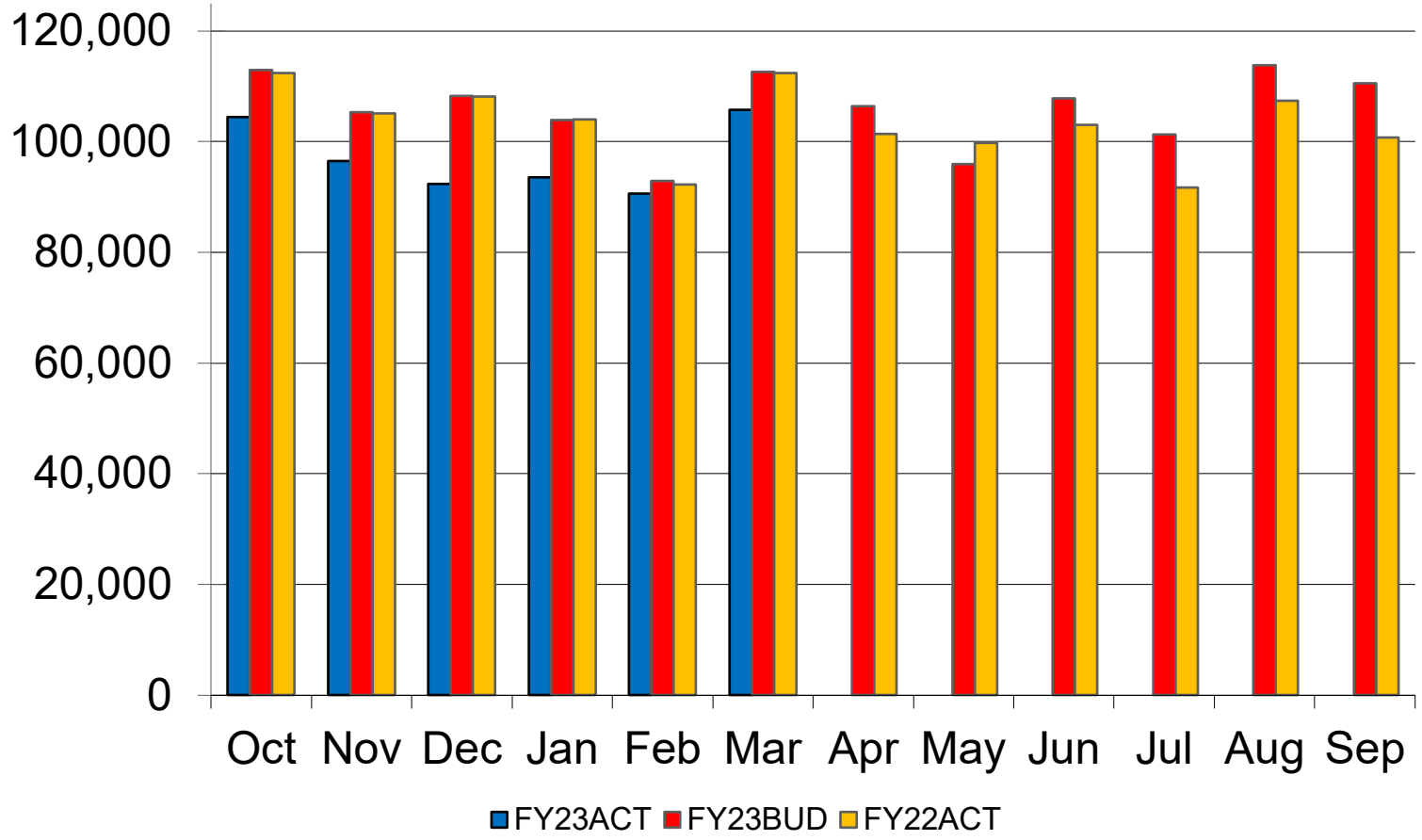

Case Mix Index
(Acute Service Line)
2.5
2.0
1.5
1.0
0.5
0.0
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
FY23ACT
FY23BUD
FY22ACT

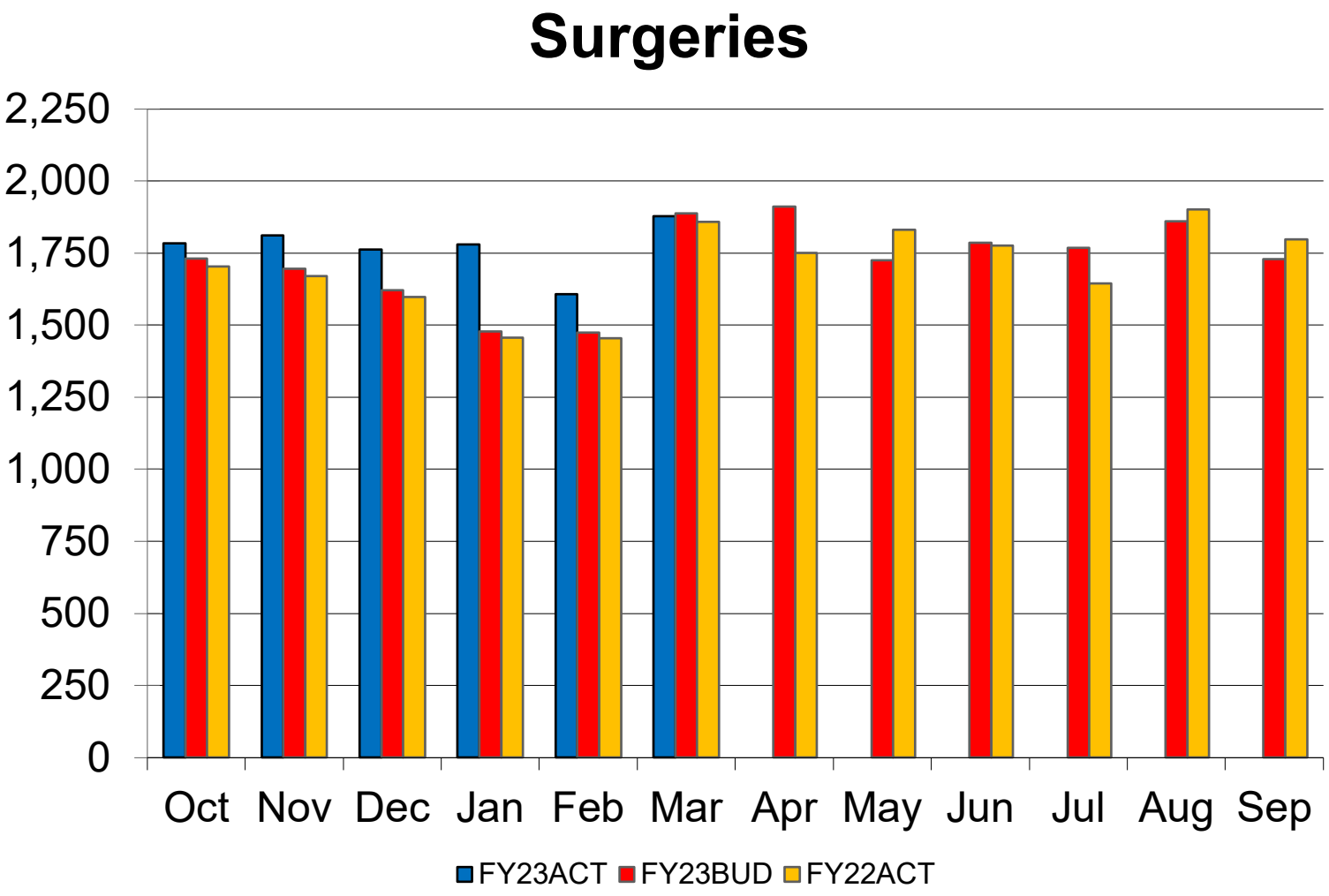
Volumes
Emergency Visits

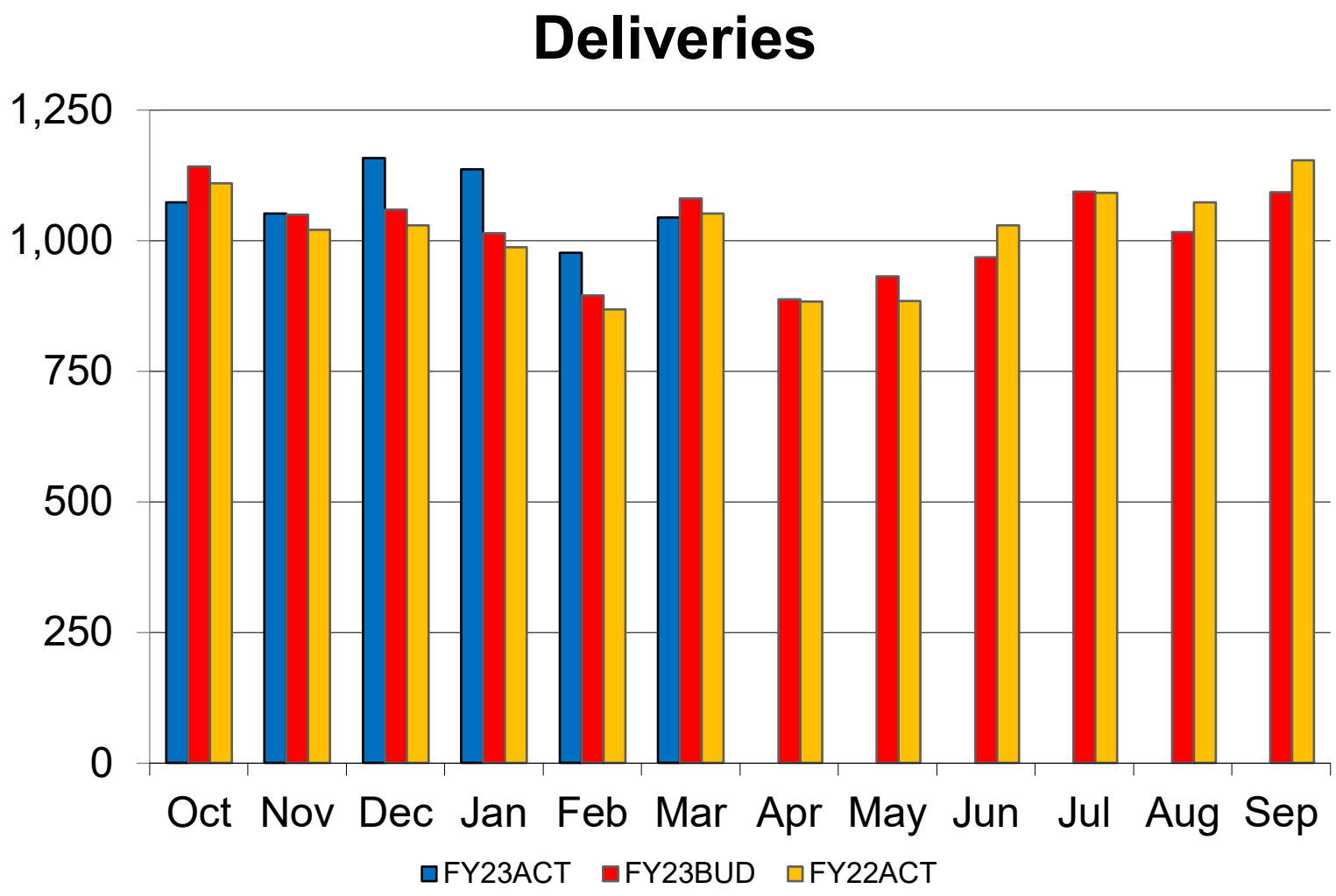


Volumes
Ambulatory Visits

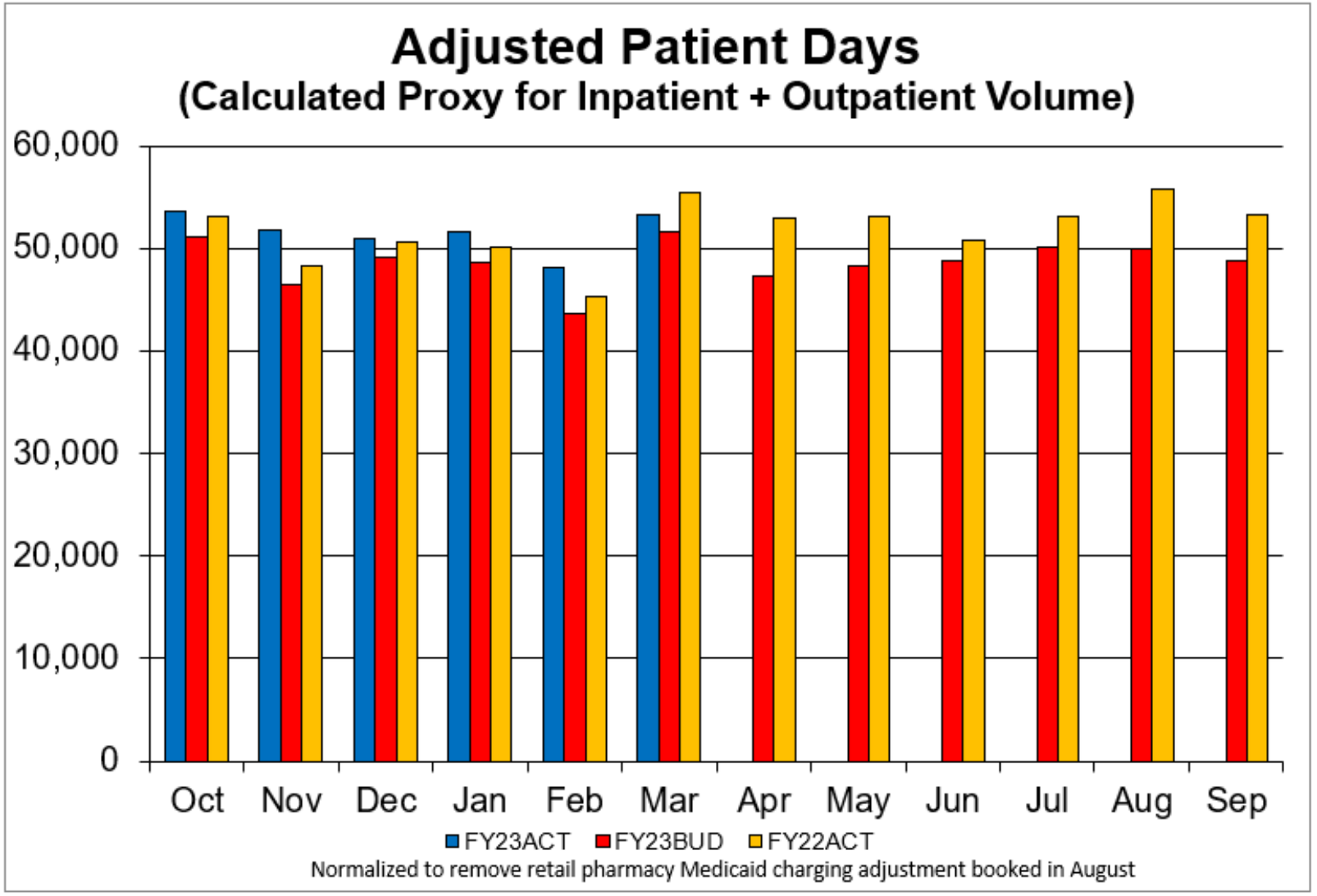
Total Ambulatory Visits




Surgeries
2,250
2,000
1,750
1,500
1,250
1,000
750
500
250
0
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
FY23ACT
FY23BUD
FY22ACT

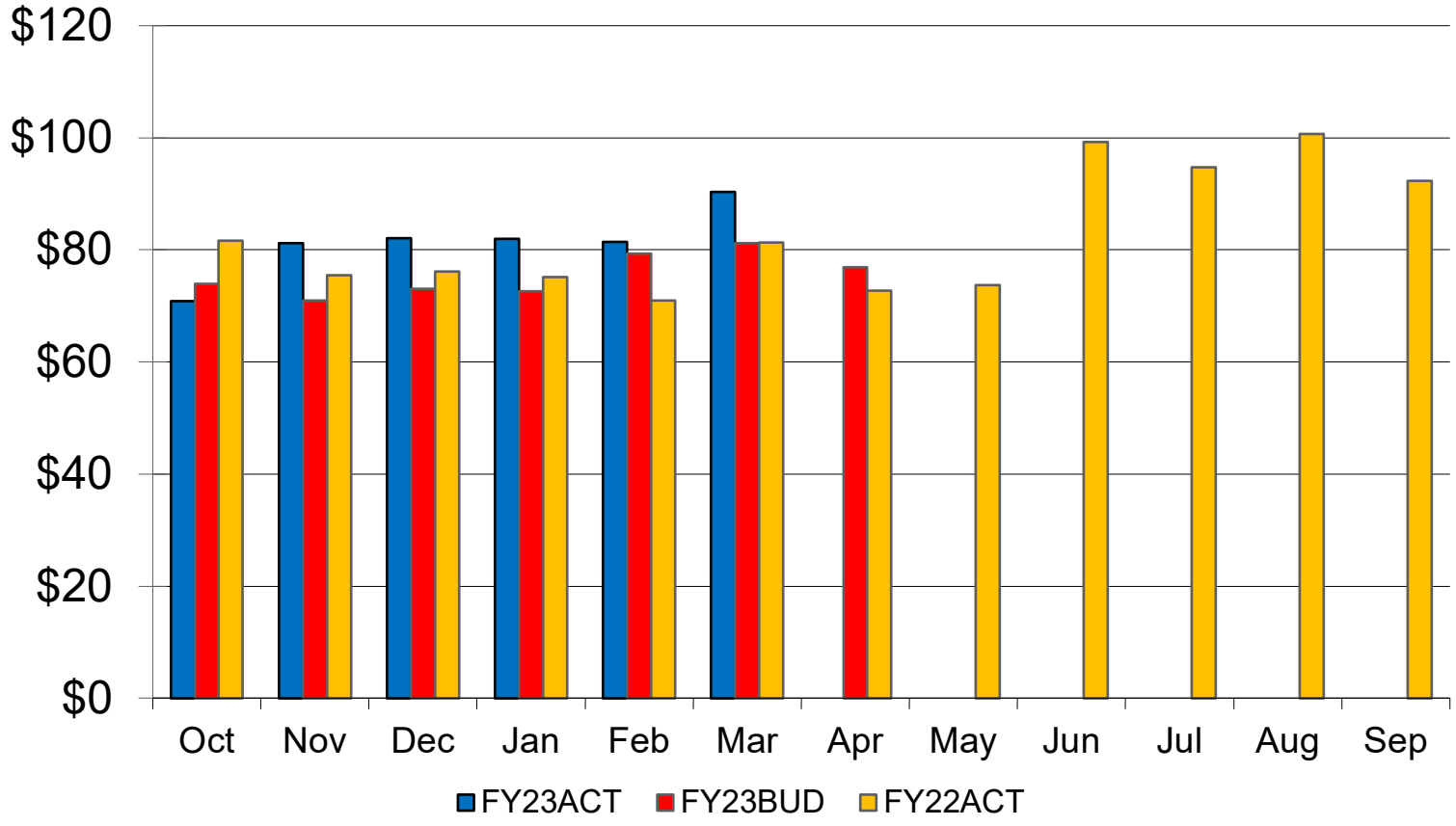

Deliveries
1,250
1,000
750
500
250
0
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
FY23ACT
FY23BUD
FY22ACT

Volumes
Adjusted Patient Days



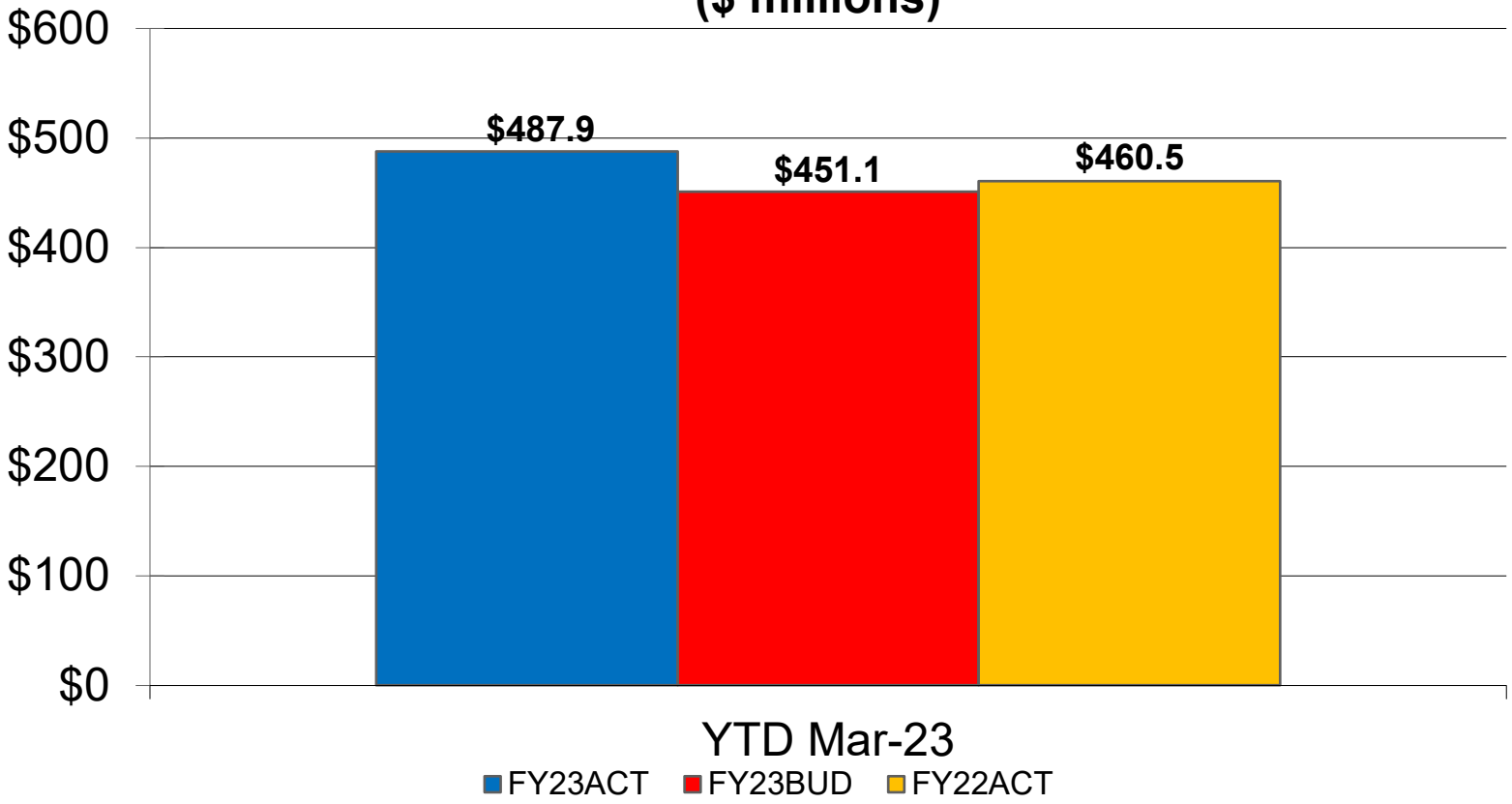
Key Operating Performance Metrics

Patient Cash Collections
($ millions)

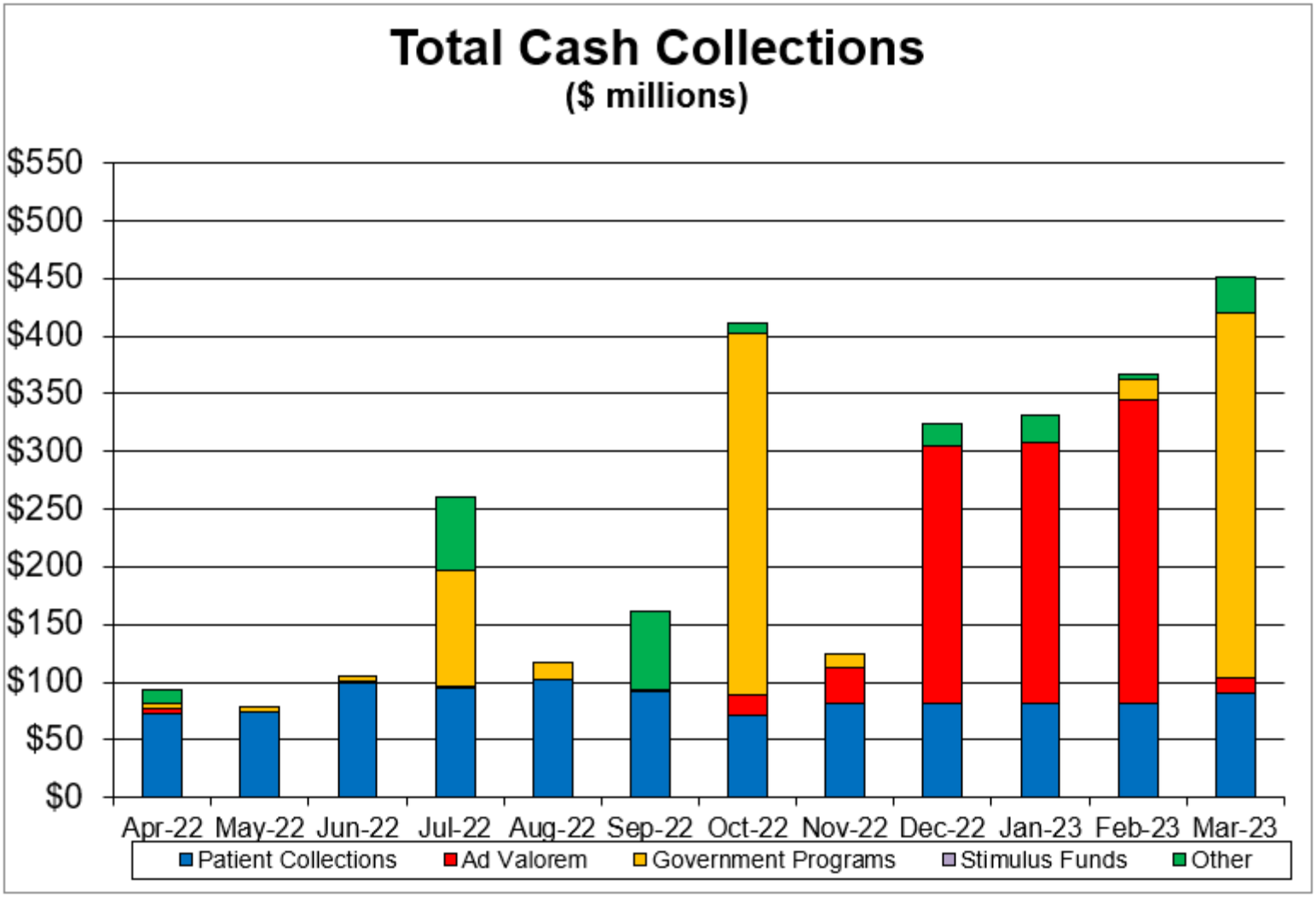


Patient Cash Collections Cumulative Year to Date

($ millions)



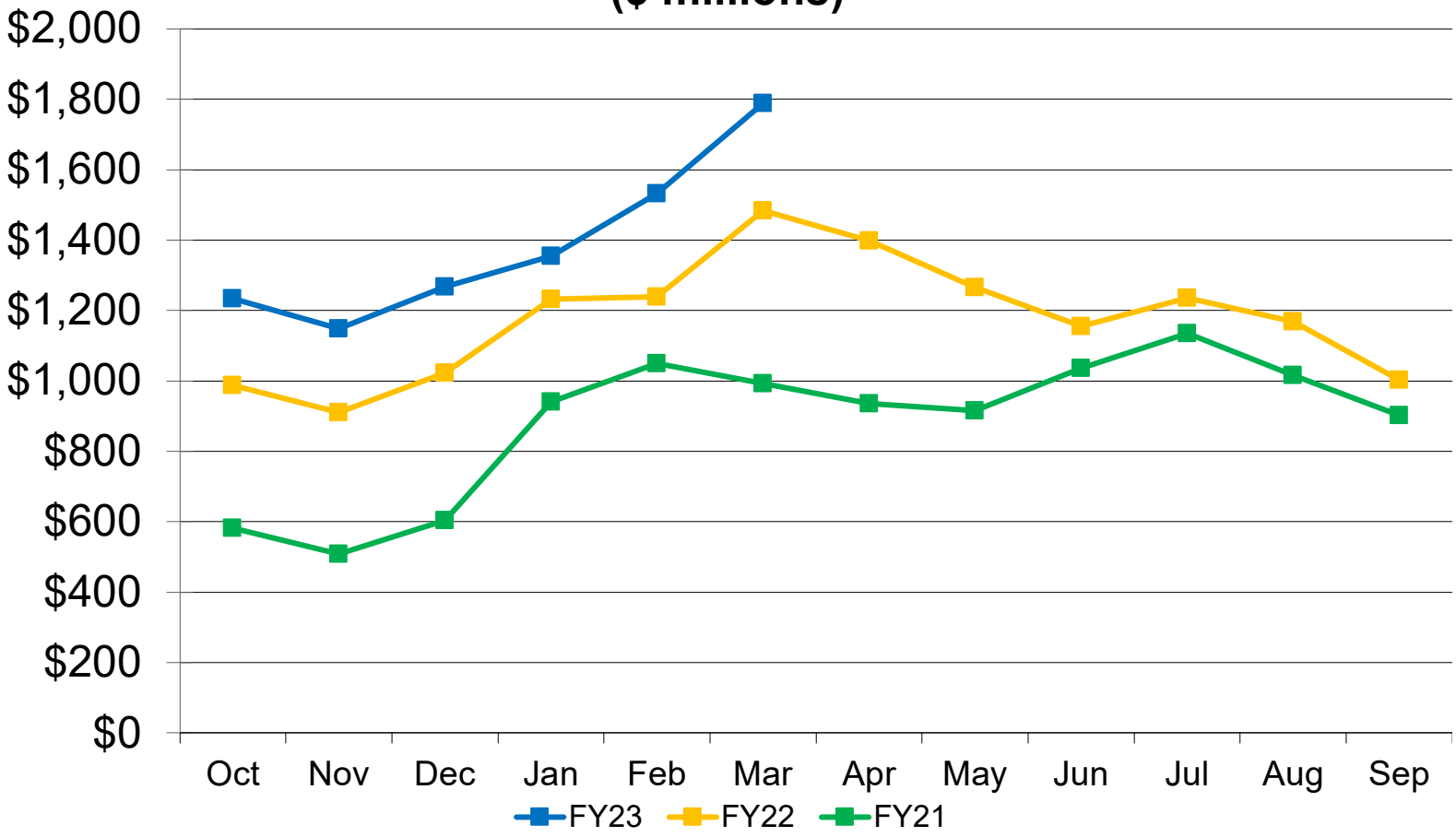
Key Operating Performance Metrics



Key Operating Performance Metrics

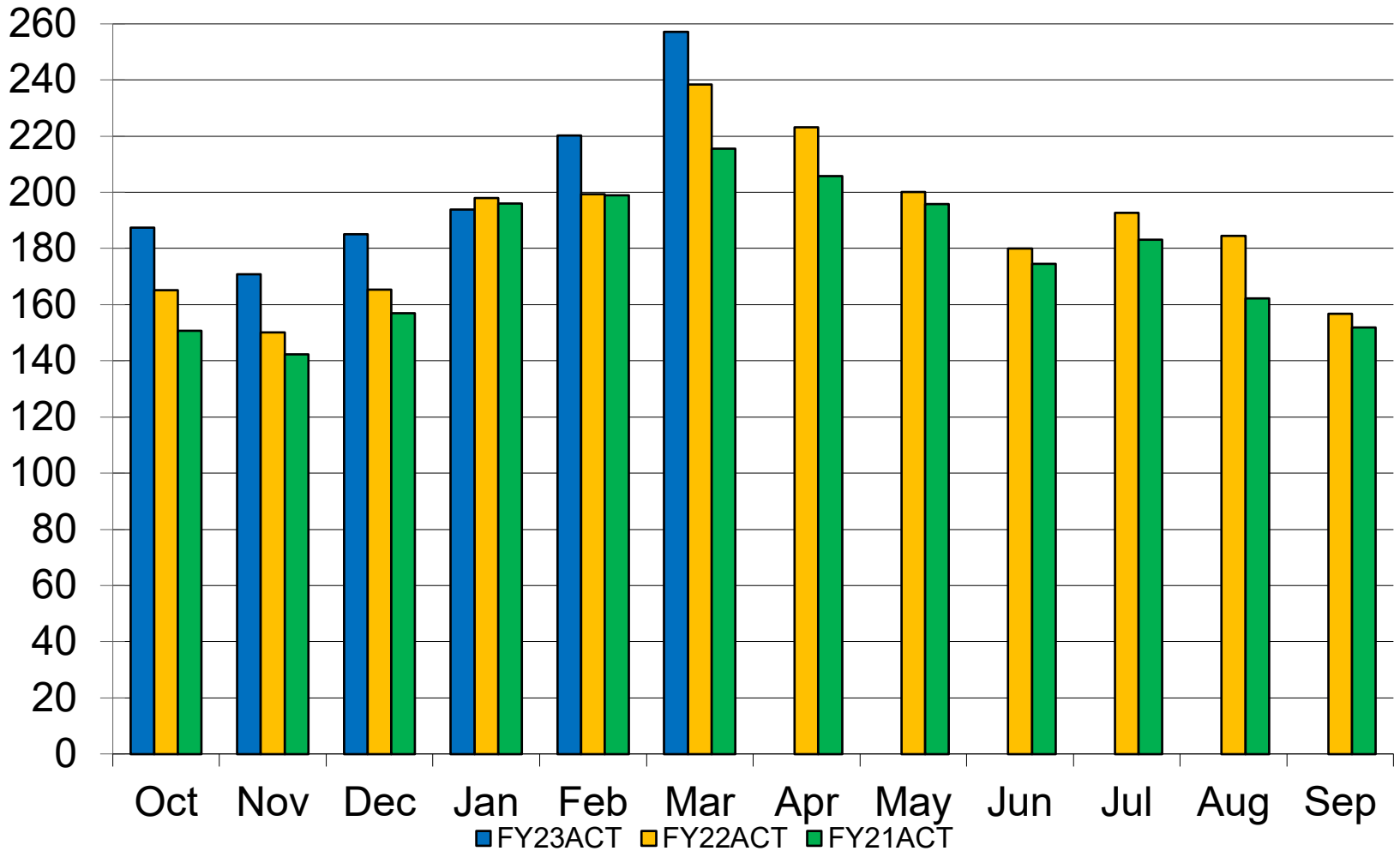
Cash Balance Trending

($ millions)



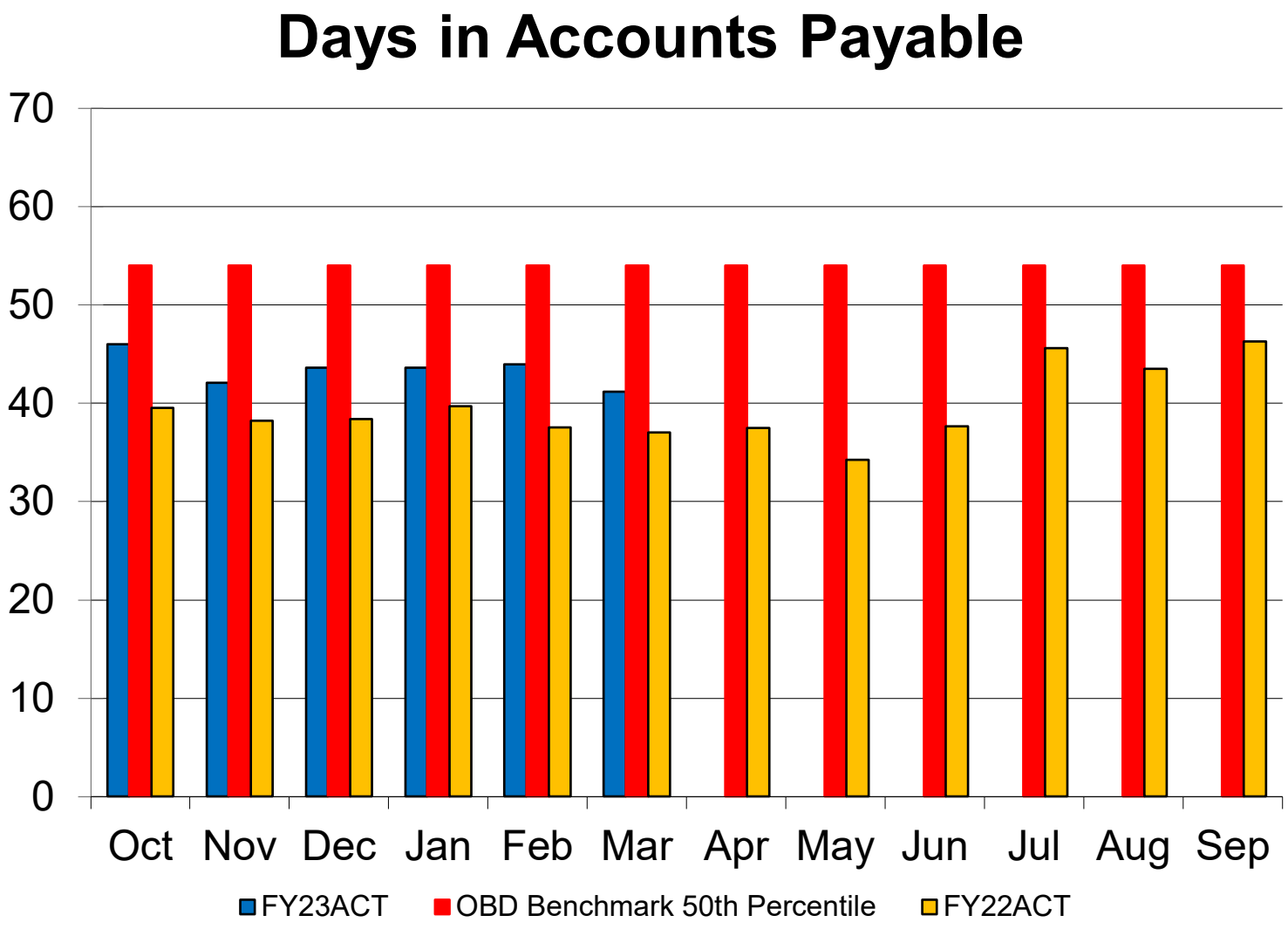
Key Operating Performance Metrics

Days Cash on Hand

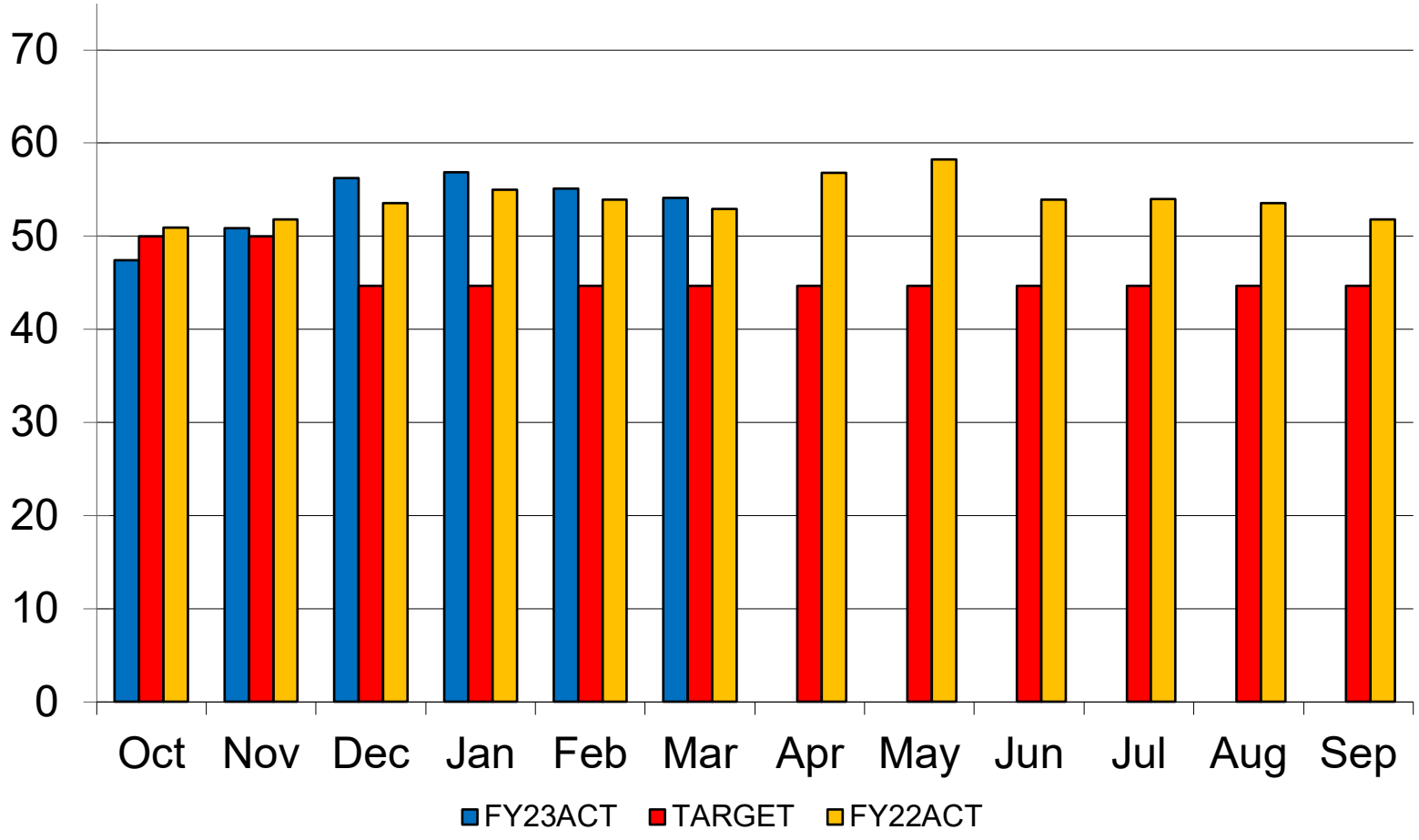


Excludes LPPF and insurance and debt reserves, which are included in total cash

Key Operating Performance Metrics

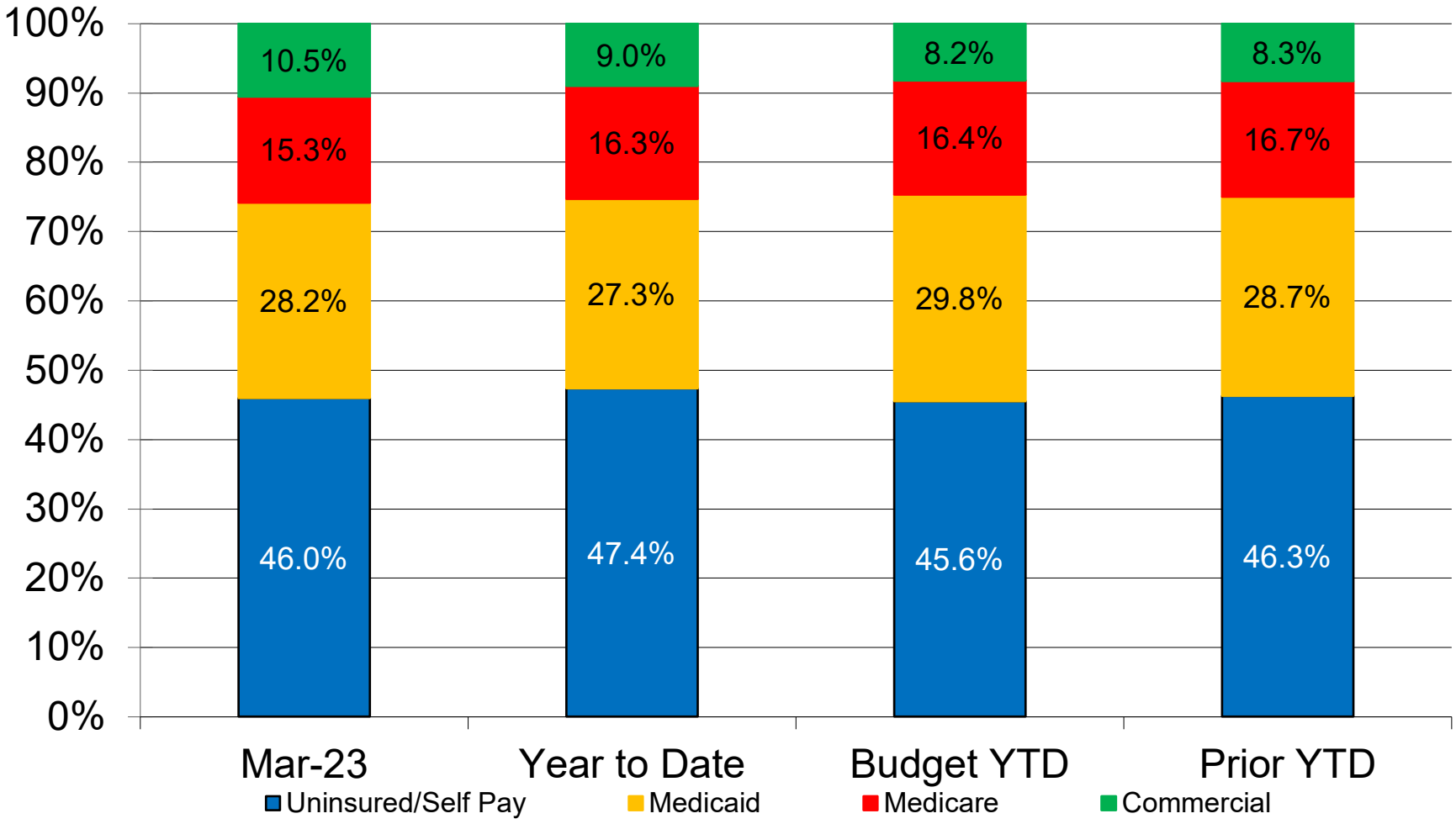


Days in Accounts Receivable

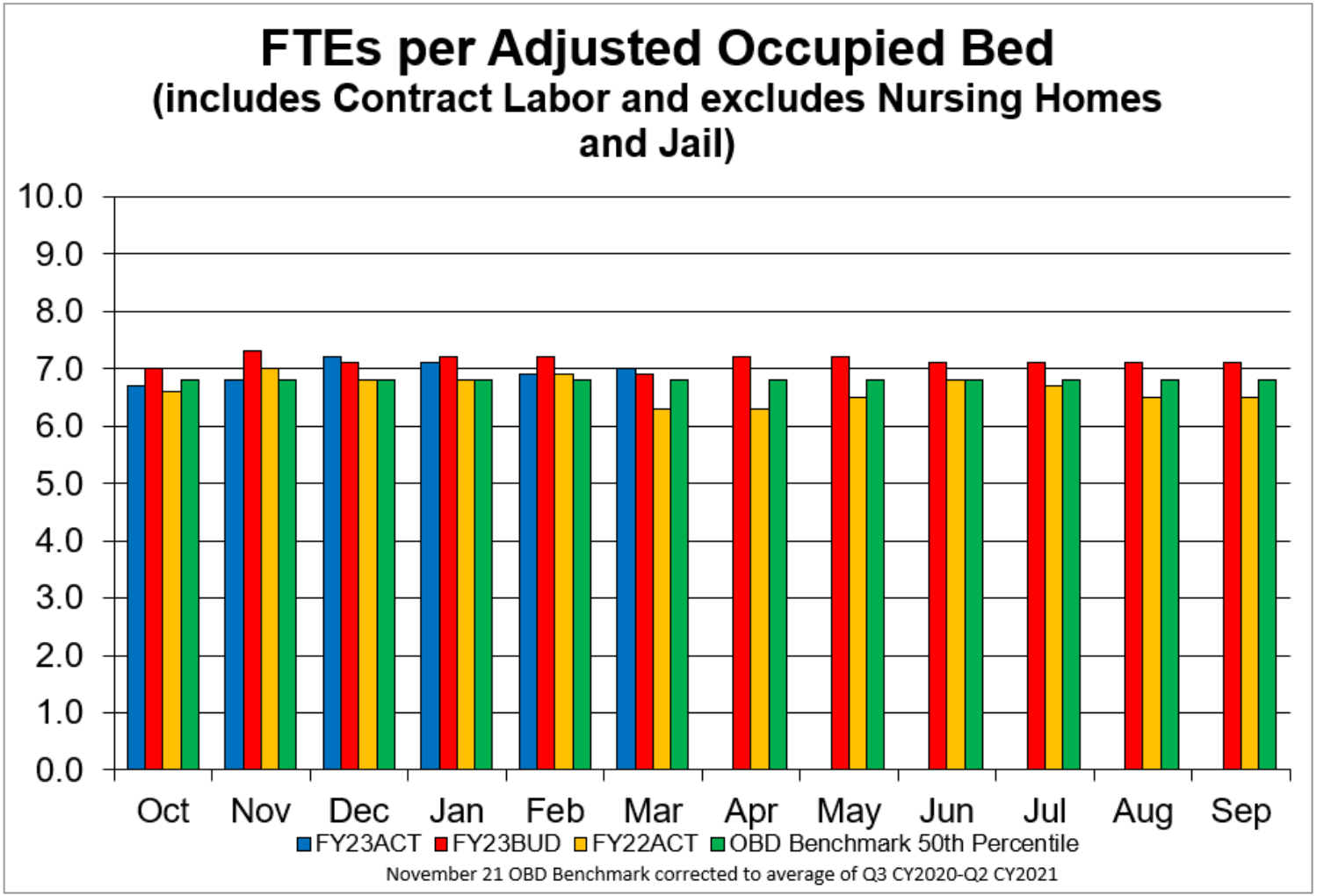


Key Operating Performance Metrics

Gross Patient Revenue By Payor Type



Key Operating Performance Metrics



Parkland

Appendix

PCHP Financial Performance Current Month – March 2023

PCHP Month to Date Income Statement

(Dollars in Thousands)

	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
MEMBERSHIP	250,783	252,140	(1,357)	-0.5%	228,280	22,503	9.9%
REVENUE							
Premium Revenue	$ 67,419	$ 64,524	$ 2,896	4.5%	$ 56,522	$ 10,897	19.3%
Other	36,151	36,700	(549)	-1.5%	3,444	32,707	949.8%
OPERATING REVENUE	103,570	101,224	2,346	2.3%	59,966	43,604	72.7%
EXPENSE							
Administration	10,192	9,784	(408)	-4.2%	8,942	(1,250)	-14.0%
Claims	92,449	90,333	(2,116)	-2.3%	48,990	(43,459)	-88.7%
OPERATING EXPENSE	102,641	100,117	(2,524)	-2.5%	57,932	(44,709)	-77.2%
OPERATING INCOME (LOSS)	**$ 929**	**$ 1,107**	**$ (178)**	**-16.1%**	**$ 2,034**	**$ (1,105)**	**-54.3%**
Interest and Investment Income	836	77	759	983.0%	64	772	1212.6%
Unrealized Gain (Loss) on Investments	1,093	23	1,071	4695.6%	(664)	1,758	264.6%
Total Net Income (Loss)	$ 2,859	$ 1,207	$ 1,652	136.8%	$ 1,433	$ 1,426	99.5%

Operating Cash Flow Margin %	0.9%	1.1%	-0.2%	-18.0%	3.4%
Medical Loss Ratio (excluding UHRIP/NAIP)	86.6%	85.4%			81.3%

PCHP Fiscal Year ends 12/31/2023

PCHP Financial Performance Calendar YTD – March 2023

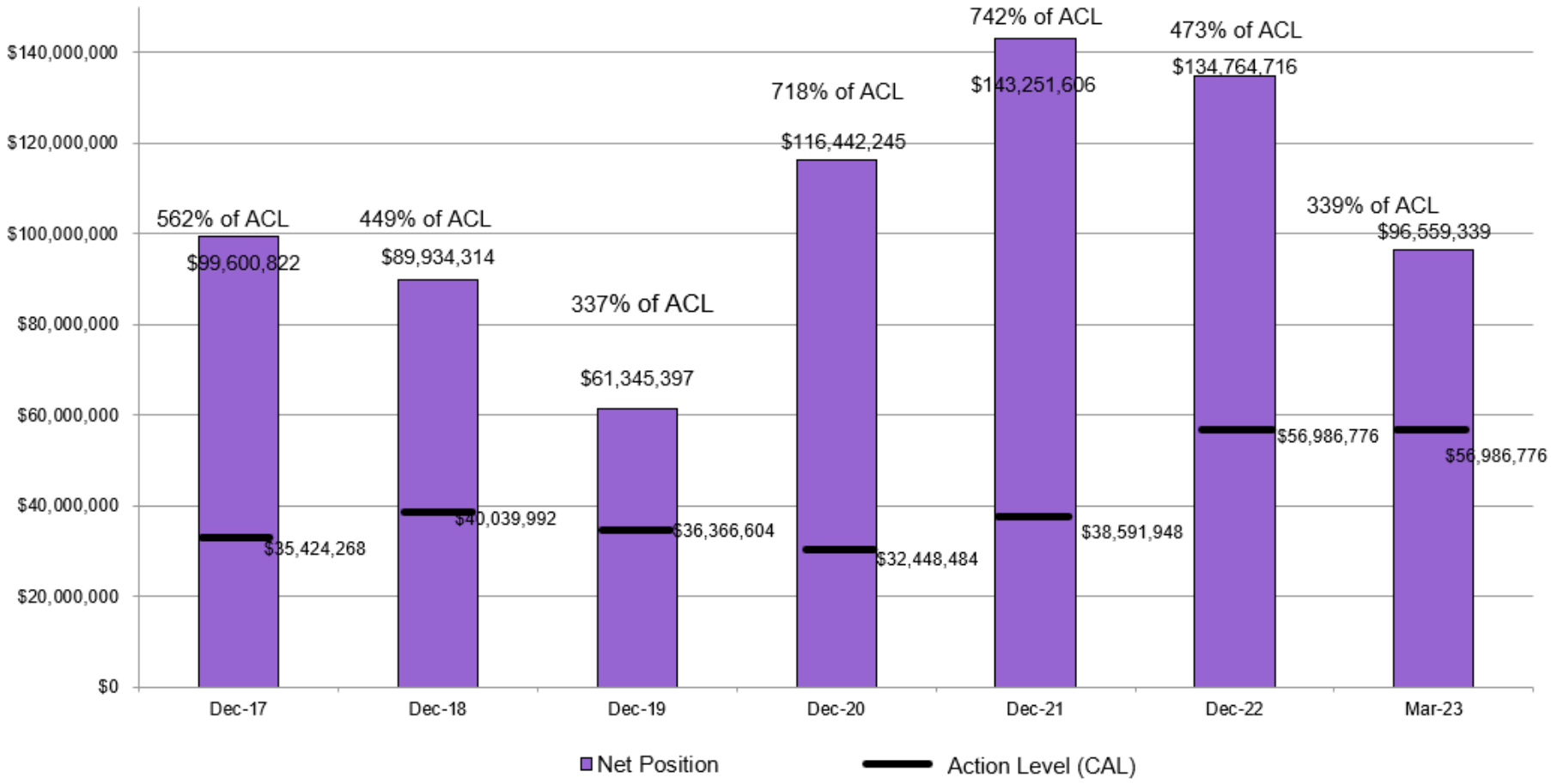
PCHP Year to Date Income Statement

(Dollars in Thousands)

	FY 23 Actual	FY 23 Budget	Var From Budget	%Var From Budget	FY 22 Actual	Var FY23-22	%Var FY23-22
MEMBERSHIP	748,608	749,965	(1,357)	-0.2%	679,394	69,214	10.2%
REVENUE							
Premium Revenue	$ 195,198	$ 190,953	$ 4,246	2.2%	$ 165,241	$ 29,957	18.1%
Other	108,548	109,640	(1,092)	-1.0%	11,546	97,002	840.1%
OPERATING REVENUE	303,746	300,593	3,153	1.0%	176,787	126,959	71.8%
EXPENSE							
Administration	29,987	30,679	692	2.3%	26,070	(3,917)	-15.0%
Claims	269,373	267,822	(1,551)	-0.6%	147,305	(122,068)	-82.9%
OPERATING EXPENSE	299,360	298,501	(859)	-0.3%	173,375	(125,985)	-72.7%
OPERATING INCOME (LOSS)	**$ 4,386**	**$ 2,092**	**$ 2,294**	**109.7%**	**$ 3,412**	**$ 974**	**28.5%**
Interest and Investment Income	2,295	1,150	1,145	99.6%	133	2,162	1627.1%
Unrealized Gain (Loss) on Investments	1,269	340	929	273.7%	(1,252)	2,521	201.3%
Total Net Income (Loss)	$ 7,950	$ 3,581	$ 4,369	122.0%	$ 2,293	$ 5,657	246.7%
Operating Cash Flow Margin %	1.4%	0.7%	0.7%	107.5%	1.9%		
Medical Loss Ratio (excluding UHRIP/NAIP)	85.5%	85.4%			81.7%		

PCHP Fiscal Year ends 12/31/2023

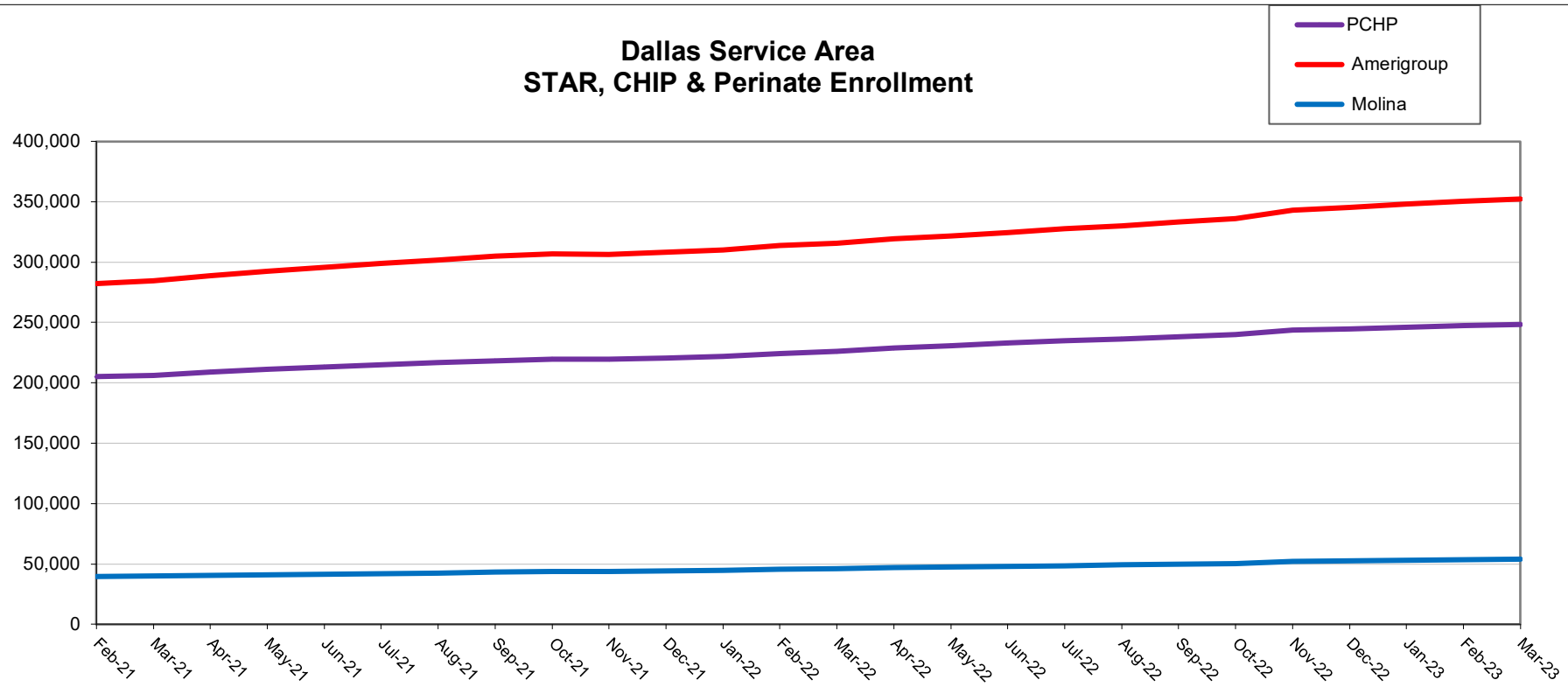
PCHP Net Position vs Risk-Based Capital Requirements as of March 2023



- Black bar represents Company Action Level (CAL aka Action Level) which = 200% of Authorized Control Level (ACL)
- As of Dec 2022, Action Level was $56,986,776 and ACL was $28,493,388

PCHP Enrollment

Dallas Service Area
STAR, CHIP & Perinate Enrollment



Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
225,897	228,778	230,769	233,037	234,878	236,651	238,307	239,923	243,678	244,715	245,984	247,402	248,322

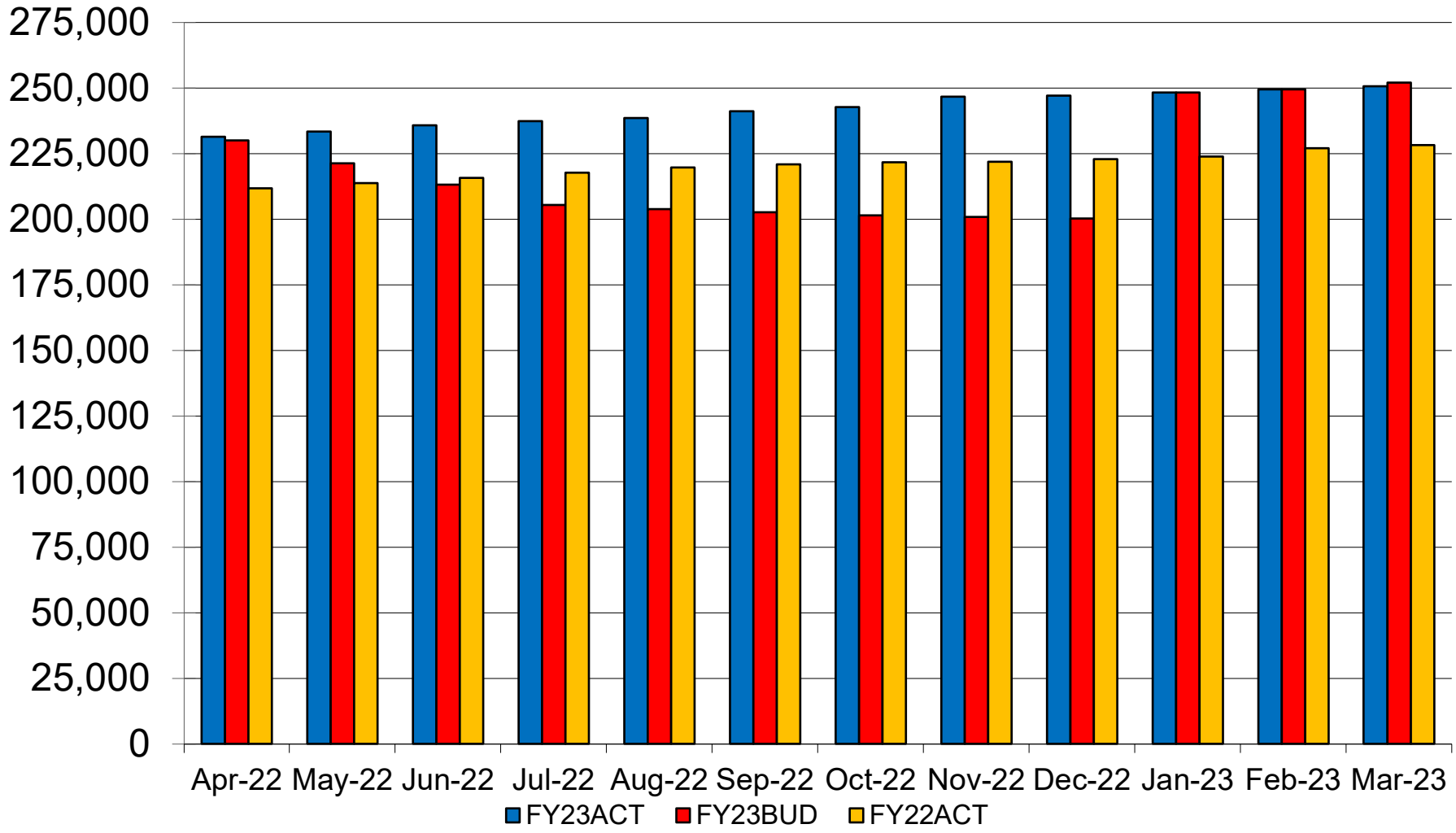
Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
315,736	319,254	321,681	324,538	327,506	329,819	333,256	336,071	342,810	345,253	347,982	350,593	352,489

Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
46,058	46,909	47,527	48,119	48,623	49,173	49,879	50,484	52,121	52,606	53,049	53,531	53,852

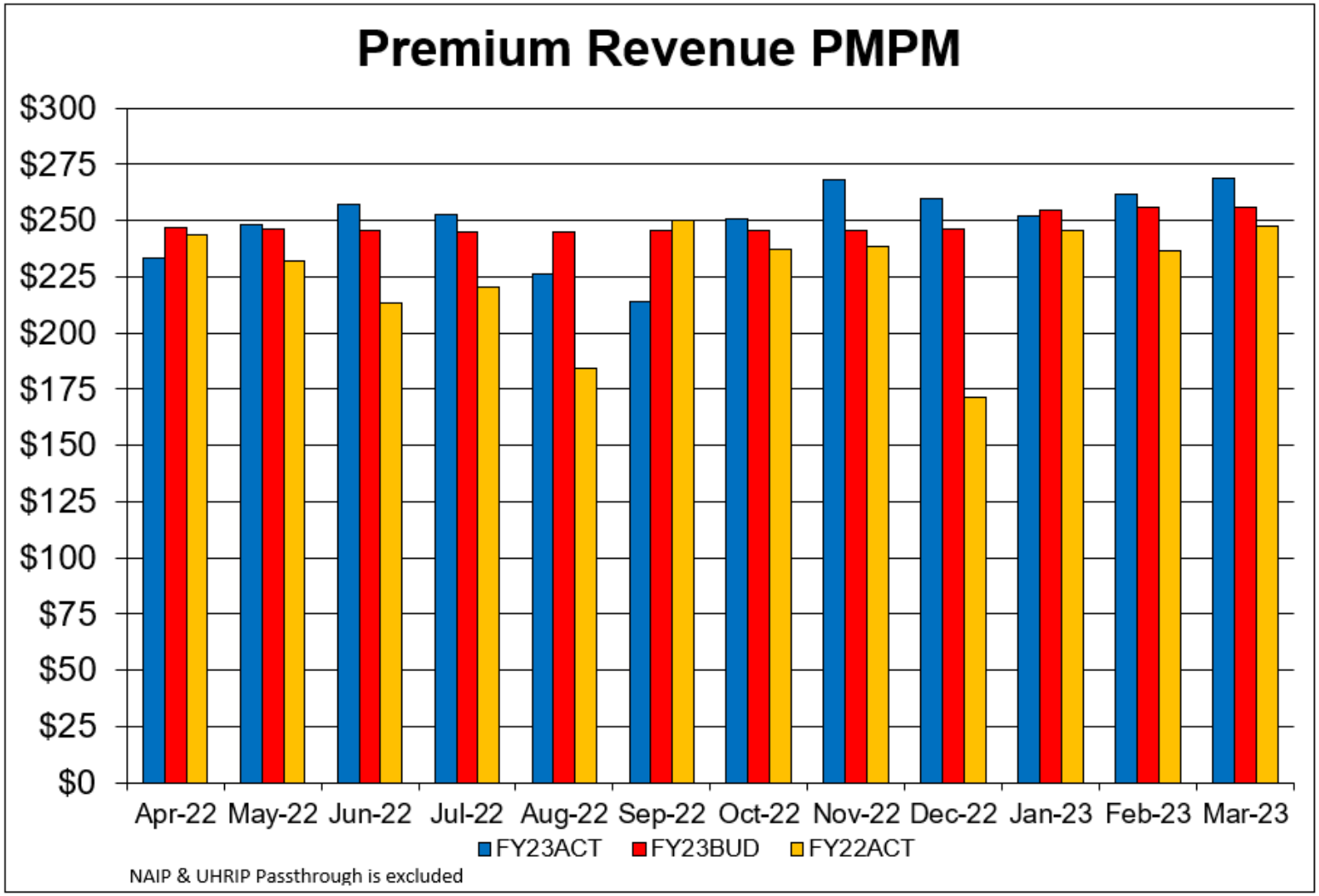
- Enrollment data does not include retroactive adjustments (typically included in PCHP financial statements)

Key Operating Performance Metrics

Membership



Key Operating Performance Metrics



Parkland

Balance Sheet

Balance Sheet Combined as of March 31, 2023 & 2022

(Dollars in Thousands)	FY 2023 PHHS	FY 2023 PCHP	FY 2023 PCCI	FY 2023 FDN/AUX	FY 2023 Total	FY 2022 Total
Assets						
Current Assets						
Cash, Cash Equivalents & Investments	$ 1,495,957	$ 259,709	$ -	$ 37,989	$ 1,793,655	$ 1,381,474
Net Ad Valorem Taxes Receivable	6,621	-	-	-	6,621	21,971
Net Patient Accounts Receivable	184,435	-	-	-	184,435	168,600
Other Receivables	(26,972)	38,757	809	(10)	12,584	47,656
Inventories & Other Assets	118,116	4,572	253	136	123,077	57,742
Total Current Assets	1,778,157	303,038	1,062	38,115	2,120,372	1,677,443
Capital Assets, Net						
Construction in Progress	52,075	-	-	-	52,075	257,852
Property, Plant, and Equipment	1,559,235	-	6,544	34	1,565,813	1,396,985
Total Net Capital Assets	1,611,310	-	6,544	34	1,617,888	1,654,837
Long Term Assets						
Other Noncurrent Assets	-	-	-	3,192	3,192	6,378
Total Other Long Term Assets	-	-	-	3,192	3,192	6,378
Assets Limited to Use:						
New Parkland Relocation	-	-	-	-	-	28,013
Community Service Capital Expansion	-	-	-	-	-	22,488
Breast Center	-	-	-	-	-	0
Irving Clinic - Foundation Repair	3,777	-	-	-	3,777	5,280
Routine Capital	250,705	-	-	-	250,705	282,862
Debt Service	24,404	-	-	-	24,404	27,876
LPPF	44,642	-	-	-	44,642	4,503
Insurance Reserves	13,518	-	-	-	13,518	12,524
Total Assets Limited to Use	337,046	-	-	-	337,046	383,546
Deferred Outflows of Resources	140,167	-	-	-	140,167	167,090
Total Assets	$ 3,866,680	$ 303,038	$ 7,606	$ 41,341	$ 4,218,665	$ 3,889,294

Balance Sheet Combined as of March 31, 2023 & 2022

(Dollars in Thousands)	FYE 2023				FY 2023	FY 2022
	PHHS	PCHP	PCCI	FDN/AUX	Total	Total
Liabilities and Net Position						
Current Liabilities						
Accounts Payable	$ 277,615	$ 101,630	$ 33,859	$ 1,645	$ 414,749	$ 232,777
Accrued Payroll & Benefits	122,982	-	668	-	123,650	98,102
Claims Payable	-	104,652	-	-	104,652	120,996
Deferred Ad Valorem Taxes	395,297	-	-	-	395,297	382,112
Interest Payable	3,742	-	-	-	3,742	3,729
Due to Third Party	(43,207)	-	-	-	(43,207)	(35,886)
Other Current Liabilities	19,707	198	618	1,475	21,998	44,212
Total Current Liabilities	776,136	206,480	35,145	3,120	1,020,881	846,042
Long Term Debt	598,706	-	-	-	598,706	585,875
Net Pension Liability	389,697	-	-	-	389,697	465,106
Other Non-Current Liabilities	16,634	-	-	-	16,634	14,560
Total Liabilities	$ 1,781,173	$ 206,480	$ 35,145	$ 3,120	$ 2,025,918	$ 1,911,583
Deferred Inflows of Resources	156,515	-	-	-	156,515	119,498
Net Position	1,928,992	96,559	(27,539)	38,221	2,036,233	1,858,213
Total Liabilities and Net Position	$ 3,866,680	$ 303,038	$ 7,606	$ 41,341	$ 4,218,665	$ 3,889,294

Parkland

Statement of Cash Flow and Routine Capital

Cash Flow Combined MTD & FYTD March 2023

(Dollars in Thousands)	FYE 2023 PHHS	FYE 2023 PCHP	FYE 2023 PCCI	FYE 2023 FDN/AUX	FY 23 Total	FY 22 Total
Cash Flows from Operating Activities:						
Receipts from Customers	$ 481,036	$ 608,855		$ 754	$ 1,090,645	$ 824,707
Ad Valorem Tax Receipts	759,450			-	759,450	747,609
Government Programs	620,407			-	620,407	473,416
Stimulus Funds	-			-	-	-
Other Receipts	88,488	-	5,117	-	93,605	21,912
Donations Received	-			7,603	7,603	10,638
Contributions Paid to/from Foundation				(3,697)	(3,697)	26,959
Payments for Medical Claims Costs	-	(490,892)		-	(490,892)	(296,159)
Payments to Suppliers	(352,971)	(65,262)	(441)	(528)	(419,202)	(400,159)
Payments to Employees	(803,751)	(12,607)	(4,178)	(2,097)	(822,633)	(756,502)
Net Cash Flow from Operations	792,659	40,094	498	2,035	835,286	652,421
Cash Flows from Capital and Financing Activities:						
Purchases of Capital assets	(22,735)		(498)	6	(23,227)	(65,743)
Sale of Capital Assets	342			-	342	9,398
Interest Received	29,643	5,198		1,349	36,190	(1,243)
Interest Paid	(14,967)			-	(14,967)	(15,417)
Bond Principal Paid	-	-	-	-	-	-
Net Cash Flows from Capital and Financing Activitie	(7,717)	5,198	(498)	1,355	(1,662)	(73,005)
Net Change in Cash	$ 784,942	$ 45,292	$ -	$ 3,390	$ 833,624	$ 579,416
Beginning Cash Balance	1,003,418	214,417	-	34,597	1,252,432	1,232,101
Ending Cash Balance	$ 1,788,360	$ 259,709	$ -	$ 37,987	$ 2,086,056	$ 1,811,517

Routine Capital Summary (FY22 Only)
March 31, 2023

CAPITAL SPENDING SUMMARY
Year to Date thru March 31, 2023

2023 Budget Only

(Dollars in Thousands)

Description	Amount
Capital Budget Spent (YTD)	$ 773
Committed	897
Total	1,671
FY23 Capital Budget	$ 250,705
% Total Capital Funding Spent or Committed	0.7%

Parkland

Statistics
MTD & FYTD March 2023

	Month					Fiscal Year to Date					FY 2023
	Mar-23 Actual	Mar-23 Budget	Mar-22 Actual	% Var Budget	% Var FY22-21	Mar-23 Actual	Mar-23 Budget	Mar-22 Actual	% Var Budget	% Var FY22-21	Annual Budget
Hospital Discharges (Adult/Infant Inpatient, Observation)											
Adult Inpatient	3,103	2,968	2,881	4.5%	7.7%	18,039	16,536	16,054	9.1%	12.4%	33,369
Neonatal ICU	93	88	85	5.7%	9.4%	659	620	600	6.3%	9.8%	1,239
Newborn Nursery / Room-in	963	934	910	3.1%	5.8%	5,964	5,509	5,365	8.3%	11.2%	10,951
Total Inpatient Discharges	4,159	3,990	3,876	4.2%	7.3%	24,662	22,665	22,019	8.8%	12.0%	45,559
Observation Discharges	1,853	2,110	2,126	-12.2%	-12.8%	10,653	11,690	11,777	-8.9%	-9.5%	24,070
Total Hospital Discharges	6,012	6,100	6,002	-1.4%	0.2%	35,315	34,355	33,796	2.8%	4.5%	69,629
Total Hospital Discharges (excluding Newborn Nursery)	5,049	5,166	5,092	-2.3%	-0.8%	29,351	28,846	28,431	1.8%	3.2%	58,678
Inpatient Posted Census Days											
Adult Inpatient	17,680	18,046	17,884	-2.0%	-1.1%	108,107	104,716	102,614	3.2%	5.4%	208,374
Neonatal ICU	1,663	2,059	2,058	-19.2%	-19.2%	11,854	12,200	12,197	-2.8%	-2.8%	24,275
Newborn Nursery / Room-in	2,185	2,095	2,069	4.3%	5.6%	13,525	12,668	12,505	6.8%	8.2%	25,280
Total Inpatient Posted Census Days	21,528	22,200	22,011	-3.0%	-2.2%	133,486	129,584	127,316	3.0%	4.8%	257,929
Average Length of Stay											
Adult	5.70	6.08	6.21	6.3%	8.2%	5.99	6.33	6.39	5.4%	6.3%	6.24
Neonatal ICU	17.88	23.40	24.21	23.6%	26.1%	17.99	19.68	20.33	8.6%	11.5%	19.6
Case Mix Index											
Acute	2.02	2.05	2.01	-1.5%	0.5%	1.97	2.05	2.18	-3.9%	-9.6%	2.05
Adult Average Inpatient Available Beds (less L&D)	745	744	744	0.1%	0.1%	746	744	745	0.3%	0.1%	744
Observation Unit Beds	58	58	58	0.0%	0.0%	58	58	58	0.0%	0.0%	0
Adult Inpatient Occupancy Rate	70%	71%	71%	-1.4%	-1.4%	72%	71%	70%	1.4%	2.9%	71%
Adjusted Patient Days											
Inpatient Days x (Total Charges/Inpatient Charges)	53,201	51,681	55,365	2.9%	-3.9%	309,326	290,642	302,858	6.4%	2.1%	583,976
Equivalent Patient Days											
Adult Census, NNICU, and Observation Days	25,726	26,237	26,099	-1.9%	-1.4%	156,910	153,375	151,271	2.3%	3.7%	305,711
Adjusted Occupancy Rate (includes Observation)											
Medicine/ Surgery	92%	93%	92%	-1.1%	0.0%	93%	92%	91%	1.1%	2.2%	92%
Psych	100%	99%	99%	1.0%	1.0%	100%	99%	101%	1.0%	-1.0%	99%
Rehab	82%	97%	94%	-15.5%	-12.8%	92%	97%	94%	-5.2%	-2.1%	97%
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	82%	79%	79%	3.8%	3.8%	82%	80%	76%	2.5%	7.9%	77%

Parkland

Statistics
MTD & FYTD March 2023

	Month					Fiscal Year to Date					FY 2023
	Mar-23 Actual	Mar-23 Budget	Mar-22 Actual	% Var Budget	% Var FY22-21	Mar-23 Actual	Mar-23 Budget	Mar-22 Actual	% Var Budget	% Var FY22-21	Annual Budget
Average Daily Inpatient Census											
Medicine/ Surgery	389	400	395	-2.8%	-1.5%	402	393	389	2.3%	3.3%	392
Psych	28	28	28	0.0%	0.0%	28	28	27	0.0%	3.7%	28
Rehab	20	15	13	33.3%	53.8%	19	15	13	26.7%	46.2%	15
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	108	113	116	-4.4%	-6.9%	116	115	110	0.9%	5.5%	111
L&D	26	26	25	0.0%	4.0%	28	25	24	12.0%	16.7%	25
Total Adult Inpatient	571	582	577	-1.9%	-1.0%	593	576	563	3.0%	5.3%	571
Observation	206	198	199	4.0%	3.5%	203	200	200	1.5%	1.5%	200
Total Adult Average Daily Census	777	780	776	-0.4%	0.1%	796	776	763	2.6%	4.3%	771
Neonatal ICU	54	66	66	-18.2%	-18.2%	65	67	67	-3.0%	-3.0%	67
Total Average Daily Census	831	846	842	-1.8%	-1.3%	861	843	830	2.1%	3.7%	838
Deliveries	1,044	1,081	1,052	-3.4%	-0.8%	6,439	6,241	6,066	3.2%	6.1%	12,229
Surgeries											
Day Surgery Cases (Hospital)	722	704	654	2.6%	10.4%	3,736	3,428	3,186	9.0%	17.3%	7,017
Day Surgery Cases (ASC)	463	499	497	-7.2%	-6.8%	2,597	2,568	2,553	1.1%	1.7%	5,415
Total Day Surgery Cases	1,185	1,203	1,151	-1.5%	3.0%	6,333	5,996	5,739	5.6%	10.4%	12,432
Inpatient Cases	692	684	707	1.2%	-2.1%	4,289	3,896	4,002	10.1%	7.2%	8,236
Total Surgical Cases	1,877	1,887	1,858	-0.5%	1.0%	10,622	9,892	9,741	7.4%	9.0%	20,668
Emergency Services (unduplicated patients)											
Arrivals Count	20,362	19,082	19,303	6.7%	5.5%	114,979	106,473	107,704	8.0%	6.8%	218,547
Treated Patients Count	19,765	18,790	18,947	5.2%	4.3%	111,676	104,804	105,675	6.6%	5.7%	214,442
Percent Left w/o Being Seen	2.9%	1.5%	1.8%	-93.3%	-61.1%	2.9%	1.6%	1.9%	-81.3%	-52.6%	1.9%
Emergency Visit Counts (includes multiple visits)											
Main ED	14,509	13,163	13,197	10.2%	9.9%	79,870	74,886	75,138	6.7%	6.3%	152,126
Psych / EOU ED	1,004	928	919	8.2%	9.2%	5,537	5,200	5,148	6.5%	7.6%	10,399
Urgent Care - ED	4,511	3,931	4,246	14.8%	6.2%	25,222	22,851	24,682	10.4%	2.2%	49,845
ICC ED (OB/Gyn Intermediate Care)	2,076	1,838	1,852	12.9%	12.1%	10,363	10,040	10,117	3.2%	2.4%	20,511
Total Emergency Visit Counts	22,100	19,860	20,214	11.3%	9.3%	120,992	112,977	115,085	7.1%	5.1%	232,881
Ambulatory Visits by Division *											
COPC	44,505	48,024	49,374	-7.3%	-9.9%	251,349	283,886	291,147	-11.5%	-13.7%	574,432
WISH	20,051	22,660	22,516	-11.5%	-10.9%	112,716	119,076	118,078	-5.3%	-4.5%	245,852
Ambulatory Specialty Clinics	33,697	34,182	33,537	-1.4%	0.5%	178,643	183,783	180,147	-2.8%	-0.8%	363,175
Employee Health Integration	1,919	1,673	1,672	14.7%	14.8%	11,109	16,649	16,365	-33.3%	-32.1%	27,771
All Other Divisions	5,563	6,090	5,276	-8.7%	5.4%	29,324	32,592	28,428	-10.0%	3.2%	60,571
Total Ambulatory Visits	105,735	112,629	112,375	-6.1%	-5.9%	583,141	635,986	634,165	-8.3%	-8.0%	1,271,801

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

Key Operating Performance Metrics

Staffing Information:	Actual	YTD 2023 Budget	Variance	YTD 2022 Actual	FY23 to FY22 Variance
Contract Labor and excludes Nursing Homes and Jail	12,234	11,796	(438)	11,566	(668)
Productivity:					
Paid Hours/Adjusted Patient Day	41	42	1	40	(1)
Labor Rates:					
Average Hourly Rate	$ 41.36	$ 41.83	$ 0.47	$ 39.52	$ (1.84)

Parkland

Truven Comparative Peer Group

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

Parkland

Glossary of Terms

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

Parkland

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Project Summary

Parkland

Project Summary
As of March 31, 2023

	Description	Begin Date	End Date	Period to Date Amount	Year to Date Amount	Life to Date Amount	*Budgeted Amount*	Remaining Budget
18081	Construct New Breast Center	**9/12/2017**	**2/22/2021**	7,552	7,552	9,731,936	18,162,759	8,430,823
18086	New Expansion Clinic	**10/1/2017**	**12/31/2021**	(2,556)	131,381	205,691,404	211,326,720	5,635,316
18087	Clinical Renovations	**10/1/2017**	**12/31/2021**		-	2,504,916	2,752,433	247,517
18088	Owners Consultants-Management	**10/1/2017**	**12/31/2021**		-	800,213	1,094,824	294,611
18089	Tower Garage PFS Build Out	**10/1/2017**	**12/31/2021**		-	4,051,153	4,257,570	206,417
18090	OPH Administration Renovations	**10/1/2017**	**12/31/2021**		-	476,633	1,247,769	771,136
18091	Butler Parking Garage	**10/1/2017**	**2/22/2021**		5,500	29,277,131	29,700,000	422,869
18108	2422 Butler HVAC	**7/1/2018**	**8/30/2021**		-	847,871	1,111,500	263,629
18120	Pharmacy Warehouse Build-Out	**11/1/2018**	**10/31/2021**		26,656	268,652	290,500	21,848
18128	Infusion Pump Replacement	**3/21/2019**	**12/31/2021**		-	3,685,003	4,465,128	780,125
18129	JFK Memorial Park	**2/1/2019**	**5/30/2022**	88,800	371,945	2,698,147	2,700,000	1,853
18135	Redbird Clinic	**6/26/2019**	**7/15/2021**	(195,511)	28,962	14,981,185	18,851,200	3,870,015
18136	Peritoneal Dialysis	**6/26/2019**	**2/23/2021**		-	2,341,724	2,383,400	41,676
18141	Logistic 2nd Floor Build Out	**11/12/2018**	**3/30/2021**	(686)	(686)	1,719,718	3,660,200	1,940,482
18145	Employee OB/Gyn Clinic	**8/1/2019**	**7/30/2021**	(20,000)	-	164,633	182,800	18,167
18146	Large IV Pump Replacement	**4/1/2019**	**12/31/2022**	(9,598)	183,722	1,622,806	2,500,000	877,194
18147	1341 Mockingbird	**1/24/2019**	**8/31/2021**		-	2,100,941	2,740,590	639,649
18148	Family Place	**1/24/2019**	**8/31/2021**		-	2,894,804	3,289,253	394,449
18153	COPC Upgrade Faithful Gould	**10/1/2019**	**9/1/2022**	48,298	118,215	1,555,528	2,105,124	549,596
18159	Privacy Wall/Window Construction	**10/1/2019**	**2/16/2022**		-	47,086	48,000	914
18163	Modify Space in RJA for Apheresis	**3/1/2020**	**9/30/2022**		45,249	94,252	570,000	475,748
18164	Logistic 3rd Floor Lab HVAC	**3/1/2020**	**12/31/2021**		(1,757)	64,455	180,000	115,545
18165	Domestic Water Heater Tank OPH	**3/1/2020**	**4/30/2021**		-	35,455	150,000	114,545
18172	Vickery Clinic	**8/1/2020**	**4/4/2022**		56,530	127,882	6,856,260	6,728,378
18175	CT Scanner for 2nd Floor Shelled Out Area	**9/30/2020**	**1/20/2022**	(19,492)	(33,048)	2,315,086	2,860,241	545,155
18176	Hatcher Clinic Exit Gate	**12/3/2020**	**7/1/2022**		(21,944)	33,469	33,500	31
18178	Renovation to Psych Quiet Activity Room	**12/3/2020**	**12/23/2022**		-	-	28,000	28,000
18180	Waiting Room Replacement ASC Flr 1	**12/3/2020**	**12/31/2021**		-	42,655	43,200	545
18182	Renovation of Garland COPC	**12/3/2020**	**10/1/2022**	18,362	269,869	980,366	1,658,339	677,973
18183	ECMO Program Development	**12/31/2020**	**9/30/2022**		-	1,250,616	1,260,775	10,159
18185	QC Track Software	**12/31/2020**	**10/31/2021**		-	-	41,000	41,000
18186	Pain Procedure Expansion	**12/31/2020**	**2/28/2023**		-	26,248	741,909	715,661
18189	Psych Door and Magnetic Lock	**12/31/2020**	**12/31/2022**		-	144,867	218,102	73,235
18192	CUP Steam Line Modifications	**12/31/2020**	**1/31/2022**		-	-	330,000	330,000
18193	Ambulatory Staff Assist in Restroom	**12/31/2020**	**1/31/2023**		-	-	45,000	45,000
18194	ED Entry Flow Redesign	**1/4/2021**	**2/28/2022**		-	16,102	24,500	8,398
18195	Cube Renovation	**1/7/2021**	**9/7/2021**		-	19,841	31,000	11,159
18196	Remodel on 17th Floor Ofice Space	**1/21/2021**	**2/28/2023**		-	-	84,000	84,000
18197	OncoSuite Software for Tumor Visualization	**2/4/2021**	**3/31/2022**		-	130,035	167,055	37,020
18198	Goodnight Warehouse	**2/4/2021**	**8/1/2022**	(59)	687	3,649,671	4,974,735	1,325,064
18199	Registration Desk and Operations Deharo COPC	**2/4/2021**	**3/1/2022**		-	33,525	320,400	286,875
18200	Backup Domestic Water Boiler	**2/26/2021**	**3/31/2022**		-	96,566	100,000	3,434
18201	CUP-Boiler Safety Solenoid	**2/26/2021**	**12/31/2022**		-	27,965	165,000	137,035
18202	CUP Cooling Tower Screen Wall	**2/26/2021**	**4/30/2022**		-	136,077	175,941	39,864
18203	Relocation of Family Medicine Clinic	**2/26/2021**	**5/31/2022**	(2,720)	(920)	3,621,568	3,746,500	124,932
18204	Telemetry Level 14 NPH	**2/26/2021**	**2/28/2023**	754	1,528	14,024	194,700	180,676
18207	Renovation of an Existing Nurses Office	**4/2/2021**	**2/28/2022**		-	-	19,400	19,400
18212	Workspace Optimization	**4/7/2021**	**8/31/2022**		-	-	16,050	16,050
18213	MRD Breakroom	**5/11/2021**	**4/1/2022**		3,731	30,126	378,800	348,674
18214	Replacement of 37 Wall Mounts and PC Monitors	**5/11/2021**	**3/1/2023**	16,654	17,441	17,441	111,550	94,109
18215	Dallas Deflects	**5/25/2021**	**5/31/2022**	(4,479)	(1,640)	141,680	209,200	67,520
18216	Supply Chain Store Room Expansion	**6/23/2021**	**4/1/2022**		-	22,130	464,900	442,770
18217	Upgrade Parking Technology at Tower, ASC & ED	**7/30/2021**	**5/1/2022**		-	544,886	450,000	(94,886)
18219	Construction for Bluitt Flowers COPC X-ray	**7/30/2021**	**5/31/2022**	58,100	109,240	109,240	235,400	126,160
18220	Healthy Start Renovation	**7/30/2021**	**10/31/2022**	1,738	22,051	37,687	127,900	90,213
18222	POD S Renovation	**10/27/2021**	**11/30/2022**		11,478	11,478	189,200	177,722
18223	Jubilee Clinic	**10/27/2021**	**5/1/2022**	96,384	335,311	612,279	741,500	129,221
18224	Replacement of Fire Alarm System	**11/19/2021**	**10/1/2022**		-	-	278,400	278,400
18225	Interior Improvement Chase 8435 Stemmons	**12/6/2021**	**4/30/2022**	488,366	857,655	889,155	8,245,000	7,355,845
18227	Dedicated Discharge Space at UCEC	**12/9/2021**	**11/30/2022**		-	-	90,000	90,000
18228	Phase 2 Noise Reduction Hardware	**12/9/2021**	**3/31/2022**		-	-	238,985	238,985
18229	Metro Medical Credit Union	**12/9/2021**	**11/30/2022**	78,581	392,846	565,222	2,308,700	1,743,478
18230	Old Campus Demolition (Phase II)	**12/9/2021**	**9/30/2023**	81,244	763,028	2,987,417	39,505,800	36,518,383
18232	Nutrition Area, card Reader, Shelves	**12/9/2021**	**11/30/2022**		-	21,158	22,200	1,042
18233	Dedicated Shower Space Within the ED	**12/9/2021**	**11/30/2022**		-	-	35,000	35,000
18234	ASC Air Handler Replacement	**1/20/2022**	**06/30.2022**		-	-	543,295	543,295
18235	Radiology, Additional5th US Room	**1/20/2022**	**12/31/2022**		2,105	142,017	393,400	251,383
18236	Provide Sanitation Manager's Office	**1/20/2022**	**12/31/2022**		-	5,197	25,584	20,387
18237	New Administration Tower	**2/3/2022**	**9/30/2023**		40,840	90,756	123,751,500	123,660,744
18239	Moody 6th Floor Buildout	**2/3/2022**	**5/1/2022**	418,714	3,910,995	4,468,983	16,403,000	11,934,017
18240	Enhanced Crosswalk and Intersection	**2/3/2022**	**5/31/2022**		-	65,600	50,000	(15,600)
18241	CUP Demand Flow Monitoring Equipment Replacement	**3/16/2022**	**1/2/2023**		-	-	95,560	95,560
18242	Renovation, Demolition	**5/5/2022**	**4/30/2022**		-	-	3,517,600	3,517,600
18244	Annie's Place Renovation-Childcare Buildout	**6/10/2022**	**2/1/2023**	66,759	66,759	66,759	1,760,800	1,694,041
18245	New Dental Clinic	**6/13/2022**	**11/1/2022**	110,618	186,631	190,281	472,432	282,151
18246	Virtual Outreach Clinic	**7/6/2022**	**11/30/2022**		502	502	1,202,900	1,202,398
18247	Level 15 Med/Surge ICU	**7/7/2022**	**5/31/2023**	32,664	66,671	66,671	707,800	641,129
18249	Swisslog RDAC Controller Replacement	**5/1/2022**	**5/1/2023**	135,650	135,650	135,650	149,222	13,572
18254	Thermoplast Pavement Striping	**9/2/2022**	**9/30/2022**		40,327	40,327	41,000	673
18257	2210 Butler Street Purchase	**9/7/2022**	**10/27/2022**		3,154,342	3,154,342	3,200,000	45,658
18260	Clinitek Status Analyzer	**9/1/2022**	**10/30/2023**	72,251	72,251	72,251	72,251	-
18262	PureProcessing Reprocessing Sinks	**10/1/2022**	**3/30/2023**	2,172	108,232	108,232	199,533	91,301
19278	Wireless Network Upgrade	**9/19/2016**	**9/30/2021**		-	3,529,701	2,367,491	(1,162,210)
19284	Patient Queing System	**1/3/2017**	**10/4/2019**	(8,625)	(99,115)	3,752	-	(3,752)
19286	EPIC Care Plan and Education	**12/22/2016**	**6/14/2021**		-	9,027	52,000	42,973
19297	Clinical Trial Mgmt. (CTMS)	**3/1/2017**	**9/30/2020**		(7,200)	466,696	692,280	225,584
19302	EPIC ELA Implementation	**6/5/2017**	**10/4/2019**		-	1,248,322	953,826	(294,496)
19310	End of Life Hardware Refresh	**11/21/2017**	**7/31/2022**		-	6,974,648	8,900,000	1,925,352
19323	Network Segmentation	**4/12/2018**	**2/24/2020**		-	435,788	-	(435,788)
19337	Synergy Upgrade	**9/13/2018**	**8/31/2021**		-	55,634	558,978	503,344

19338	Provation Upgrade	**9/13/2018**	**8/31/2021**		-	15,510	182,217	166,707
19340	Virtualize McKesson PACS Svr	**9/13/2018**	**4/30/2022**		-	-	161,775	161,775
19341	MARS Upgrade	**9/13/2018**	**8/31/2021**		-	-	8,215	8,215
19344	Decommission Old Parkland DSX	**11/1/2018**	**9/20/2020**		-	713,707	1,090,000	376,293
19347	Care Planning Content-Elsevier	**11/28/2018**	**10/31/2022**		-	1,009,500	1,074,000	64,500
19348	Change MICROS Computrition POS	**11/28/2018**	**9/30/2019**		5,101	187,121	236,960	49,839
19358	Endoscopy Pillcam Interface	**7/8/2019**	**9/30/2020**		-	13,000	23,000	10,000
19360	MagView EQUIP Upgrade	**8/1/2019**	**6/30/2022**		-	-	36,880	36,880
19361	DynaCAD Breast & Prostate Soft	**4/1/2019**	**3/30/2022**		-	-	54,264	54,264
19366	Epic Core Infrastructure	**12/1/2019**	**12/31/2020**		(120,969)	357,740	263,229	(94,512)
19367	Hospital Core and Distribution Expansion	**12/1/2019**	**9/30/2021**		(31,384)	2,967,134	1,167,475	(1,799,659)
19371	Integrate the Critline Monitor with Epic	**12/1/2019**	**5/31/2022**		-	16,661	18,500	1,839
19374	CAD Replacement	**3/1/2020**	**1/1/2023**	3,868	14,938	593,060	594,720	1,660
19377	OR Black Box	**3/1/2020**	**4/1/2022**		89,645	418,568	627,418	208,850
19378	Cardio Day Holter System	**3/1/2020**	**8/31/2021**		-	-	50,000	50,000
19379	Cisco Wired NK (Hospital NK Refresh Yr. 2 of 5)	**3/1/2020**	**9/30/2022**	10,830	527,532	4,234,526	10,407,562	6,173,036
19380	Qmatic Upgrade	**4/1/2020**	**10/30/2020**		-	-	10,000	10,000
19382	Point of Use Supply Distribution Sys	**3/1/2020**	**9/30/2022**		-	-	1,483,318	1,483,318
19387	MC 40 Fleet Replacement	**10/1/2020**	**9/30/2022**		-	7,681,431	7,996,194	314,763
19388	Change Healthcare/McKesson PACS Licenses	**10/1/2020**	**8/31/2021**		-	442,750	461,475	18,725
19389	Data Management Sys SAP Hana	**10/1/2020**	**7/31/2022**		-	300,913	1,800,000	1,499,087
19392	Digital Imaging System	**2/4/2021**	**2/10/2022**		55,483	160,687	133,679	(27,008)
19394	PET Infusion System	**3/11/2021**	**9/30/2021**		-	21,533	15,316	(6,217)
19396	Spok Upgrade Paging System	**5/5/2021**	**12/31/2022**		-	21,072	31,064	9,992
19398	Automated Tablet Splitter x2	**5/11/2021**	**10/31/2021**		-	25,617	25,000	(617)
19399	Vancomycin Dosing Software	**5/11/2021**	**12/31/2021**		-	-	75,000	75,000
19400	CHUB Camera Control Units & CMAC System	**5/11/2021**	**9/30/2021**		-	146,860	151,065	4,205
19401	Higher Ground Call Center Replacement	**9/1/2021**	**3/31/2022**		-	698,247	698,248	1
19402	Expand Telemetry Workroom	**10/27/2021**	**10/7/2022**	3,698	3,698	3,698	314,346	310,648
19403	Siemens Software Upgrade to Desigo	**1/20/2022**	**3/31/2022**		138,230	229,508	476,389	246,881
19404	Topaz ePad Replacement	**12/1/2021**	**3/1/2022**		-	1,079	372,000	370,921
19405	Expansion due Growth-VDI/Server Infrastructure	**12/1/2021**	**9/30/2022**		-	865,619	1,382,040	516,421
19406	GE Pristina Mammography Software upgrade-Moody	**1/20/2022**	**9/23/2022**		-	42,250	39,100	(3,150)
19407	Digital Imaging System, Barco Replalcement	**2/22/2022**	**5/31/2022**	19,106	245,735	245,735	235,334	(10,401)
19408	NM Software for Radioactive Dose Development	**5/5/2022**	**1/31/2023**		-	-	196,000	196,000
19409	Epic Willow	**5/18/2022**	**9/30/2022**		-		274,035	274,035
19410	Cisco Wireless Net (based on age and locaion)	**10/1/2021**	**9/30/2022**		-	-	503,677	503,677
	Total Capital Projects			**1,597,435**	**12,307,582**	**349,056,771**	**590,317,858**	**241,261,087**

Investment Committee Update

Parkland

Parkland Investment Committee Report

Dallas County Hospital District

April 2023

Parkland

Defined Benefit Plan

- Asset Balance – As of December 31, 2022, the market value of Pension Plan assets was $1.4 billion, a $90 million increase for the quarter.
- Asset Allocation - All asset classes were within their strategic target ranges at the end of the quarter.
- Asset Reallocation – During the quarter, $18 million of available cash was allocated to U.S. equity ($4 million), Non-U.S. equity ($9 million) and fixed income ($5 million).
- Performance - The Plan generated a 5.92% net return during the quarter, underperforming the Policy Index by 0.14%. For the trailing 12 months, the Plan generated returns of -13.90% as compared to the Policy Index of -13.98%.
- Performance details of all managers are provided in the Appendix.

Parkland

Defined Contribution Plan

- Plan assets increased by $74 million to $1.168 billion as of December 31, 2022.
- Target date funds make up 42% of the Plan's assets, the stable value fund represents 15% of assets and investments in the five core funds form the balance.
- Performance for the Plan's investment funds is summarized in the Appendix.

Parkland

Other Business

- The Investment Committee welcomed newly appointed member Gabe Rodriguez and Board of Managers Chair Marge Petty.
- The group discussed Callan's 2023 Capital Markets Expectations and Asset Allocation Review. Callan's forecasts of 10-year geometric returns for cash holdings increased by 1.55%, U.S. equity increased by 0.75%, non-U.S. equity increased by 0.65%, and fixed income increased by 2.5% while projected inflation increased by 0.25%.
- With factoring these increases in returns in Callan's asset allocation modeling, the DB plan's current 10-year projected returns are 6.85% with a standard deviation of 11.8%. This compares favorably to the prior year study with 5.6% returns and the same risk. The Investment Committee agreed to recommend maintaining the current allocation mix of 36% U.S. equity, 24% non-U.S. equity, 30% fixed income and 10% real estate.

Parkland

Other Business (continued)

- The group also reviewed the Investment Policy Statement for the Defined Contribution Plan and agreed to not recommend any changes.
- The consultants presented provisions of the new Secure 2.0 act which offers enhancements and new requirements for defined contribution plans. The act mostly improves savings and access, provides more distribution options and simplifies many rules. Secure 2.0 failed to include some measures as intended so corrective legislation is expected soon. Parkland staff will work with the recordkeepers at Milliman to brief the Board further and visit with the Investment Committee and consultants to utilize new investment opportunities as they become available.

Parkland

Appendix

Parkland Investment Committee Update

Parkland

Defined Benefit Plan[100]
Q4 Performance 2022

Strategy	Manager	Return	Benchmark	Index
Large Cap Equity	Mellon Capital S&P 500 Index	7.55%	7.56%	S&P 500
Small/Mid Cap Value	LSV Asset Mgmt	13.51%	9.21%	Russell 2500 Value
Small/Mid Cap Growth	Wells Capital Mgmt	1.99%	4.72%	Russell 2500 Growth
International Equity	MFS International Equity	16.12%	17.34%	MSCI EAFE
International Equity	Dodge & Cox	16.01%	14.37%	MSCI ACWI ex U.S.
International Equity	Mondrian International Small Cap	17.67%	15.21%	MSCI ACWI ex U.S. Small Cap
Emerging Mkt Equity	Genesis	12.51%	9.70%	MSCI Emerging Mkts Net
Core Fixed Income	Income Research and Management	1.88%	1.87%	Bloomberg Aggregate
Core + Fixed Income	Western Asset Management	2.51%	1.87%	Bloomberg Aggregate
Real Estate	Heitman - American Real Estate Trust	-4.98%	-5.17%	NFI-ODCE Value
Real Estate	JPMorgan - Strategic Property Fund	-5.20%	-5.17%	NFI-ODCE Value
Cash	Mellon EB TIF	0.89%	0.84%	90 Day T-Bill

Defined Contribution Plan[101]
Q4 Performance 2022

No.	Strategy	Manager	Return	Benchmark	Index
1	Target Date	BlackRock LifePath Index Retire	4.75%	4.89%	BR LifePath Index Retired CB
3	Target Date	BlackRock LifePath Index 2025	5.27%	5.45%	BR LifePath Index 2025 CB
4	Target Date	BlackRock LifePath Index 2030	6.47%	6.55%	BR LifePath Index 2030 CB
5	Target Date	BlackRock LifePath Index 2035	7.48%	7.48%	BR LifePath Index 2035 CB
6	Target Date	BlackRock LifePath Index 2040	8.41%	8.39%	BR LifePath Index 2040 CB
7	Target Date	BlackRock LifePath Index 2045	9.24%	9.19%	BR LifePath Index 2045 CB
8	Target Date	BlackRock LifePath Index 2050	9.66%	9.59%	BR LifePath Index 2050 CB
9	Target Date	BlackRock LifePath Index 2055	9.80%	9.69%	BR LifePath Index 2055 CB
10	Target Date	BlackRock LifePath Index 2060	9.82%	9.70%	BR LifePath Index 2060 CB
11	Domestic Equity	Schwab S&P 500	7.54%	7.56%	S&P 500
12	Domestic Equity	AB Discovery Value Fund	8.84%	9.21%	Russell 2500 Value
13	Domestic Equity	RBC SMID Cap Growth Fund	7.57%	4.72%	Russell 2500 Growth
14	International	American Funds EuroPacific	13.78%	14.37%	MSCI ACWI ex U.S. Gross
15	Fixed Income	Met West Total Return Bonds	1.81%	1.87%	Bloomberg Aggregate
16	Capital Preservation	MetLife Stable Value/GIC	0.42%	1.40%	Bloomberg Stable Value