Parkland

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, May 23, 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: 2622 408 7820; 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	*33*	5	April Audain
C.	Approve Fiscal Policy 8311-1-02, Accounting Policy	*36*	5	Joe Mayer
D.	Approve Fiscal Policy 8311-1-11, Tax Incentive Policy	*40*	5	Joe Mayer
E.	Approve Fiscal Policy 8311-1-15, Supplemental Retirement Plan Investment Policy	*44*	5	Joe Mayer
F.	Parkland Financial Performance Presentation	*56*	25	Rick Humphrey
IV.	**Reference Documents**			
A.	Project Summary	*114*		
B.	FY23 First Quarter GPO Actual Spend	*117*		
V.	**Action Item**			
A.	The Board may take action on any agenda item(s) above			Chair
VI.	**Closing Remarks**			Chair
VII.	**Adjourn**			Chair

Parkland

Approve Contracts over $200,000

Full Board - Contracts for Approval

Item	Page No.	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
													May 24, 2023
NON-SOLE SOURCE CONTRACTS - Sorted by Size													
N1	5	Expense	Steady State On-Site Engineer	Netsync Network Solutions	Last Signature - 4/30/2026	$2,995,200	$2,995,200	Request for Proposals (Best Value)	Yes	Jeff DeFord/Darren Jones, Information Technology	0%	Female	Hispanic
N2	7	Expense	Air Handler Cleaning	Restoration Specialists, LLC	6/1/2023 - 5/31/2026	$573,911	$573,911	Invitation for Bids	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Frederick Datcher, Engineering Services	80%	Female	Caucasian
N3	9	Expense	Mod #1 Mobile Cardiology Outpatient Telemetry	Rhythmedix	12/20/2021 - 12/19/2024	$403,000	$1,258,000	Non-Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Alissa Tran, Acute Care Home Program – Hospital at Home	0%	N/A	N/A
N4	11	Capital: New Parkland	Upgrade Endoscopy system at the Main Operating Room	KARL STORZ Endoscopy-America, Inc.	Last Signature - 7/31/2026	$259,359	$259,359	GPO Purchase	Yes	Shika Shakelli, Clinical Engineering	0%	N/A	N/A
N5	13	Expense: Court Approval	Ground Lease Agreement	Dallas College	Upon issuance of Certificate of Occupancy - plus thirty-five (35) years	$50,000	$50,000	Real Estate – Exemption	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
N6	15	Expense: Court Approval	Access & Encroachment Easement	Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	4/30/2023 - No Expiration	$0	$0	Real Estate – Exemption	N/A-Zero Dollar	Beall Carothers, Planning Design & Construction	N/A	N/A	N/A
N7	17	Expense: Court Approval	Temporary Demolition & Construction Easement	Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	4/30/2023 - No Expiration	$0	$0	Real Estate – Exemption	N/A-Zero Dollar	Beall Carothers, Planning Design & Construction	N/A	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	19	Expense	Mod #5 Radial align, stems, and screws for orthopedic implants	Skeletal Dynamics	12/15/2018 - 1/31/2025	$1,120,000	$1,840,000	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Perioperative Services	0%	N/A	N/A
S2	21	Expense	Mod #2 Versajet Accessories	Smith and Nephew, Inc.	7/1/2020 - 6/30/2026	$375,000	$736,039	Sole Source Modification	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Cheston Chan, Operating Room	0%	N/A	N/A
S3	23	Expense	Mental Health Svc	Dallas County Mental Health and Mental Retardation Center d/b/a Metrocare Services	6/1/2023 - 4/30/2028	$279,988	$279,988	Sole Source	No, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Minnie Mathew, Global Behavioral Health	0%	N/A	N/A
S4	25	Expense	Mod #4 American Red Cross-PAL, ALS, BLS	American Red Cross	6/1/2023 - 6/30/2024	$196,824	$226,824	Sole Source Modification	Yes	Theresa Kaplan, Clinical Education	0%	N/A	N/A
S5	27	Expense	Mod #5 Youth Student Intern Work Study Program	Cristo Rey Dallas	8/1/2019 - 7/31/2025	$77,000	$227,600	Sole Source	Yes	Che'Nita White, C-Suite	0%	N/A	N/A
DEVIATION/RATIFICATION													
R1	30	Expense-Ratification	Mental Health Services	Southern Area Behavioral Health	5/1/2023 - 4/30/2028	$605,000	$605,000	Sole Source	No. Foundation is covering the cost of this contract	Minnie Mathew, Global Behavioral Health	0%	N/A	N/A

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Steady State On-Site Engineer	
Business Owner: Jeff DeFord/Darren Jones	**Business Owner Dept:** Information Technology	**Contract Number:** POIT-22297
Vendor/Supplier/Contractor: Netsync Network Solutions	**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:	Last Signature – 4/30/2026	$2,995,200
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 4/30/2026	$2,995,200

Lowest Bidder

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

Approvals

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

Financial

Is Funding included in the applicable FY Budget? Yes
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? Yes
Number Responding M/WBE's: 0
What % of this contract is M/WBE? 100%
M/WBE Race/Ethnicity? Hispanic
M/WBE Gender? Female

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

Parkland

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

SUBJECT: Steady State On-Site Engineer

VENDOR: Netsync Network Solutions

COST:		
	Base Term:	$2,995,200
	Out Years:	+ $0
	Total:	$2,995,200

Recommendation
Approve this contract for Steady State On-Site Engineer.

Background
The Steady State On-Site Engineer will support Major Incident Management by leading complex and large projects from beginning to completion, including design, implementation, troubleshooting and support. Between the two vendors that submitted responses, one vendor was unresponsive, and the other vendor met all requirements.

Fair and Reasonable Price Determination
A review by ECRI found that the pricing submitted by the responsive bidder was inconclusive, as they noted they do not have any previous purchase history. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products. The pricing provided by the vendor is lower the historical average per internal resources.

Financial Forecast

Base Term	FY2023	FY 2024	FY 2025	Totals
Professional Services	$998,400	$998,400	$998,400	$2,995,200

Document Contact/Author:	Victoria Vo

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Air Handler Cleaning	
Business Owner: Frederick Datcher	**Business Owner Dept:** Engineering Services	**Contract Number:** PONCS-22039
Vendor/Supplier/Contractor: Restoration Specialists, LLC	**Source Selection Methodology:** Invitation for Bids	**Fair and Reasonable Price Determination:** Adequate Competition

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	6/1/2023 – 5/31/2026	$573,911
Out Years:	0 Year(s)	+$0.00
Total:	6/1/2023 – 5/31/2026	$573,911

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? No

Financial

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

FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor will have M/WBE participation. The plan/program has been submitted and accepted.

Were M/WBE's Directly Solicited? Yes

Number Responding M/WBE's: 2

What % of this contract is M/WBE? 80%

M/WBE Race/Ethnicity? Caucasian

M/WBE Gender? Female

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

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

Parkland

SUBJECT: Air Handler Cleaning

VENDOR: Restoration Specialists, LLC

COST:		
	Base Term:	$573,911
	Out Years:	+ $0.00
	Total:	$573,911

Recommendation
Approve this contract for Air Handler Cleaning.

Background
This contract will allow for the cleaning of air handler units located at Parkland Hospital, WISH, Logistics Building, RJA, Moody Clinic, ASC, and Tower Garage. Air handlers will be hygienically cleaned per NADCA Standard of Assessment, Cleaning, Restoration of HVAC Systems.

Supply Chain notified numerous contractors and MWBE contractors prior to the pre-bid conference – 101 MWBE contractors were notified. Two bids were received in response to the invitation for bid. One bid was unrealistically low priced. This bidder was unable to successfully perform per the specifications and the bid was rejected. The remaining bidder, Restoration Specialists, LLC had the lowest priced, responsive, responsible bid and is recommend for award.

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

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	Totals
Expenses / Consumables	$63,768	$191,304	$191,304	$127,535	$573,911

Document Contact/Author:	Steve Adrian

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: May 24, 2023	**Modification:** Mod # 1 Mobile Cardiology Outpatient Telemetry	
Business Owner: Alissa Tran	**Business Owner Dept:** Acute Care Home Program – Hospital at Home	**Contract Number:** POCS-20472 A1
Vendor/Supplier: Rhythmedix **Basis of Original Contract Award** Request for Proposals (Best Value) **Basis of this Modification** Non-Sole Source Modification	BOM Approved Contract Total (12/14/2021): (Includes Out Years Amount $255,000)	$855,000
Revenue, Expense or Capital: Expense	Modification # 1 Amount:	$403,000
Original Start Date: 12/20/2021 **Current Expiration:** 12/19/2024 **Mod Start Date:** Last Signature **Expiration after this Mod:** 12/19/2024	New Contract Amount:	$1,258,000

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, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
FTE Impact:	None

Diversity

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

Submitted By (Division VP): Roberto de la Cruz, Executive Vice President, Chief Clinical Officer

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

Parkland

SUBJECT: Mod # 1 Mobile Cardiology Outpatient Telemetry

VENDOR: Rhythmedix

COST:

BOM Approved Contract Total (12/14/2021):	$855,000
Modification # 1:	+ $403,000
Total:	$1,258,000

Recommendation
Approve this contract modification for Mobile Cardiology Outpatient Telemetry.

Background
Rhythmedix is the contracted vendor for mobile cardiology outpatient telemetry services. These services provide continuous heart monitoring of patients with a real-time verification of an irregular heartbeat. The contract was awarded via competition and additional funding is needed for the remainder of the contract term due to higher than forecasted usage.

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

Financial Forecast

Current Contract Amount	FY2024	FY2025	FY2026	Total
$855,000	$49,392	$187,673	$165,935	$1,258,000

Document Contact/Author:	William Jones

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Upgrade Endoscopy system at the Main Operating Room	
Business Owner: Shika Shakelli	**Business Owner Dept:** Clinical Engineering	**Contract Number:** POCP-22750
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 – 7/31/2026	259,359
Out Years:	0 Year(s)	+$0
Total:	Last Signature – 7/31/2026	259,359

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 Endoscopy system at the Main Operating Room

VENDOR: KARL STORZ Endoscopy-America, Inc.

COST:		
	Base Term:	259,359
	Out Years:	+ $0
	Total:	259,359

Recommendation
Approve this contract for Upgrade Endoscopy system at the Main Operating Room.

Background
We are purchasing this equipment as a scheduled phase one replacement of Endoscopy Equipment in the main Operating Room as needed for patient care in the form of viewing body cavities and organs. The seven insufflators are end of support as of December 31, 2022. The eight light sources are end of support as of May 19, 2010, and the five camera control units are end of service as of November 30, 2021.

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 average for other facilities and no higher discounts have been offered. 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	$259,359

Document Contact/Author:	Farrah Smith

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Ground Lease Agreement	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-22016
Vendor/Supplier/Contractor: Dallas College	**Source Selection Methodology:** Real Estate – Exemption	**Fair and Reasonable Price Determination:** Market Price

Revenue, Expense or Capital:

Expense: Court Approval

	Contract Dates	Contract Price
Base Term:	Upon issuance of Certificate of Occupancy – plus thirty-five (35) years	$35,000
Out Years:	15 Year(s)	+$15,000
Total:	Upon issuance of Certificate of Occupancy – plus up to fifty (50) years from issuance of Certificate of Occupancy	$50,000

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?	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:	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?	N/A
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: Ground Lease Agreement

VENDOR: Dallas College

COST:		
	Base Term:	$35,000
	Out Years:	+ $15,000
	Total:	$50,000

Recommendation
Approve this contract for Ground Lease Agreement.

Background
Parkland has operated the Vickery COPC located at 8224 Park Lane at Greenville Avenue since the mid-1990's in a 7,132 square foot suite. As programs and volumes have dramatically changed since the inception of clinic operations and as such the leasing of +4.1 acres at Dallas College's Richland campus will allow for the development of up to 30,000 square feet of new space to accommodate expanded clinical needs in the northeast section of Dallas County.

Fair and Reasonable Price Determination
N/A – Real estate exemption

Financial Forecast

Base Term	**FY2025 to FY2059**	**FY2060 to FY2074**	**Totals**
Lease Payments	$1,000		$35,000
Out Years	**FY2025 to FY2059**	**FY2060 to FY2074**	**Totals**
Lease Payments		$1,000	$15,000
Grand Totals	**$35,000**	**$15,000**	**$50,000**

Note that commencement date will be established by a "Lease Commencement Certificate" signed by the parties upon the issuance of a Certificate of Occupancy upon completion of the construction of the proposed new facility.

Additionally, this contract contemplates lease payments only and does not include any costs for construction, IT or medical equipment.

Sole Source Justification
N/A – Real estate exemption

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

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Access & Encroachment Easement	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-22765
Vendor/Supplier/Contractor: Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	**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:	4/30/2023 – No Expiration	$0
Out Years:	0 Year(s)	+$0
Total:	4/30/2023 – No Expiration	$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? N/A
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: Access & Encroachment Easement

VENDOR: Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas

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

Recommendation
Approve this contract for Access & Encroachment Easement.

Background
The old Parkland Hospital site shares numerous common boundaries and shared building facades with Children's Medical Center's 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	$0	$0	$0	$0	$0

Sole Source Justification
Not applicable – Real Estate Exemption

Document Contact/Author:	Beall Carothers

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Temporary Demolition & Construction Easement	
Business Owner: Beall Carothers	**Business Owner Dept:** Planning Design & Construction	**Contract Number:** POCRE-22763
Vendor/Supplier/Contractor: Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	**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:	4/30/2023 – No Expiration	$0
Out Years:	0 Year(s)	+$0
Total:	4/30/2023 – No Expiration	$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? N/A
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 & Construction Easement

VENDOR: Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas

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

Recommendation
Approve this contract for Temporary Demolition & Construction Easement.

Background
The old Parkland Hospital site shares numerous common boundaries and shared building facades with Children's Medical Center's 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	$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 Modification to Contract or Funding

BOM Date: May 24, 2023	**Modification:** Mod # 5 Radial align, stems, and screws for orthopedic implants	
Business Owner: Cheston Chan	**Business Owner Dept:** Perioperative Services	**Contract Number:** POCP-18532 A5
Vendor/Supplier: Skeletal Dynamics **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (12/14/2022):	$720,000
Revenue, Expense or Capital: Expense	Modification # 5 Amount:	$1,120,000
Original Start Date: 12/15/2018 **Current Expiration:** 1/31/2025 **Mod Start Date:** 5/25/2023 **Expiration after this Mod:** 1/31/2025	New Contract Amount:	$1,840,000

Approvals

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

Financial

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

Diversity

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

Submitted By (Division VP): David Alexander, SVP, Nursing

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

Parkland

SUBJECT: Mod # 5 Radial align, stems, and screws for orthopedic implants

VENDOR: Skeletal Dynamics

COST:

BOM Approved Contract Total (12/14/2022):	$720,000
Modification # 5:	+ $1,120,000
Total:	$1,840,000

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

Background
Adding $1,120,000 in funding due to increased usage. Screws included in this contract are being used more frequently on pelvic acetabular fractures in Orthopedic Trauma. This contract also includes specialty products for upper extremity implants.

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 5% lower than the average for other member hospitals. ECRI is a reputable, private benchmarking firm that collects pricing data covering numerous medical services and products.

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	Total
$720,000	$233,333	$560,000	$326,667	$1,840,000

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

Document Contact/Author:	Bryson Hendrix

Board Approval Request For Modification to Contract or Funding

BOM Date: May 24, 2023	**Modification:** Mod # 2 Versajet Accessories	
Business Owner: Cheston Chan	**Business Owner Dept:** Operating Room	**Contract Number:** POCP-18022 A2
Vendor/Supplier: Smith and Nephew, Inc. **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total (4/26/2022):	$361,039
Revenue, Expense or Capital: Expense	Modification # 2 Amount:	$375,000
Original Start Date: 7/1/2020 **Current Expiration:** 6/30/2023 **Mod Start Date:** 7/1/2023 **Expiration after this Mod:** 6/30/2026	New Contract Amount:	$736,039

Approvals

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

Financial

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

Diversity

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

Submitted By (Division VP): David Alexander, SVP, Nursing

Parkland

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

SUBJECT: Mod # 2 Versajet Accessories

VENDOR: Smith and Nephew, Inc.

COST:

BOM Approved Contract Total (4/26/2022):	$361,039
Modification # 2:	+ $375,000
Total:	$736,039

Recommendation
Approve this contract modification to Versajet Accessories.

Background
Versajet system enables a surgeon to precisely select, excise and evacuate nonviable tissue, bacteria, and contaminants from wounds, burns and soft tissue injuries. This is to purchase additional accessories for a system Parkland currently owns and is primarily used in the operating room.

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

Smith and Nephew has gone to a tiered structure that is the same for all customers based on volumes. If spend increases, Parkland's pricing decreases while the opposite will occur if spend decreases. Pricing has not increased on these products in 6 years and Parkland also was able to negotiate a discount on these disposables for the past year using an increased amount of capital equipment that uses these disposables as our leverage.

Financial Forecast

Current Contract Amount	FY2023	FY2024	FY2025	FY2026	Total
$361,039	$52,083	$125,000	$125,000	$72,917	$736,039

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The products/services are additions or modifications to existing systems or equipment where there are no substitute or interchangeable components, software, or maintenance sources and compatibility is paramount. There is only one source for products that work with the Versajet console.

Document Contact/Author:	Bryson Hendrix

Board Approval Request For Contracts Over $200,000

BOM Date: May 24, 2023	**Product or Service:** Mental Health Svc	
Business Owner: Minnie Mathew	**Business Owner Dept:** Global Behavioral Health	**Contract Number:** POCS-22494
Vendor/Supplier/Contractor: Dallas County Mental Health and Mental Retardation Center d/b/a Metrocare Services	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price Determination:** District Internal Estimates

Revenue, Expense or Capital:

Expense

	Contract Dates	Contract Price
Base Term:	6/1/2023 – 4/30/2028	$279,988
Out Years:	0 Year(s)	+$0
Total:	6/1/2023 – 4/30/2028	$279,988

Lowest Bidder

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

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

Approvals

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

Does this contract have an IT Component? No

Does this contract have a Construction Component? No

Financial

Is Funding included in the applicable FY Budget? No, 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: Interlocal Agreement- Exempt

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

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

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

M/WBE Race/Ethnicity? N/A

M/WBE Gender? N/A

Submitted By (Division VP): Christina Mintner, Senior Vice President, Ops-Pop Health/HOMES

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

Parkland

SUBJECT: Mental Health Svc

VENDOR: Dallas County Mental Health and Mental Retardation Center d/b/a Metrocare Services

COST:		
	Base Term:	$279,988
	Out Years:	+ $0
	Total:	$279,988

Recommendation
Approve this contract for Mental Health Svc.

Background
The current need for outpatient psychiatric services by qualified residents of Dallas County exceeds Parkland's current capacity for such services.

Increasing access to intensive outpatient psychiatric services for Eligible Patients will facilitate earlier, effective intervention for those Eligible Patients currently receiving care through Parkland and will decrease the likelihood that those Eligible Patients will later require emergency and/or inpatient psychiatric care through Parkland.

This Agreement with Metrocare Services has been identified as an efficient and effective way to expand local capacity for outpatient psychiatric services.

Fair and Reasonable Price Determination
The price was confirmed based on internal estimates.

Financial Forecast

Base Term	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Totals
Expenses	$18,666	$55,997	$55,997	$55,997	$55,997	$37,334	$279,988

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The product or service has no competition. Parkland providers' familiarity with available local services demonstrates no other source is available for this service.

Document Contact/Author:	Kathy Spears/ Minnie Mathew

Parkland

Board Approval Request For Modification to Contract or Funding

BOM Date: May 24, 2023	**Modification:** Mod # 4 American Red Cross-PAL, ALS, BLS	
Business Owner: Theresa Kaplan	**Business Owner Dept:** Clinical Education	**Contract Number:** PONCS-18371 A4
Vendor/Supplier: American Red Cross **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	Current Contract Amount: Mod 1-3	$30,000
Revenue, Expense or Capital: Expense	Modification # 4 Amount:	$196,824
Original Start Date: 6/1/2023 **Current Expiration:** 6/30/2024 **Mod Start Date:** 6/1/2023 **Expiration after this Mod:** 6/30/2024	New Contract Amount:	$226,824

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): Donna Richardson, Chief Nursing Officer

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

Parkland

SUBJECT: Mod # 4 American Red Cross-PAL, ALS, BLS

VENDOR: American Red Cross

COST:		
	Current Contract Amount:	$30,000
	Modification # 4:	+ $196,824
	Total:	$226,824

Recommendation
Approve this contract modification to American Red Cross-PAL, ALS, BLS.

Background
The agreement is currently with a 3rd party vendor. American Red Cross is the creator, owner, and sole distributor of its content. This will simplify course administration, certification and provide a single point of contact for operational questions. The price includes the Basic Life Support (BLS), Advanced Life Support (ALS), and Pediatric Advanced Life Support (PALS) programs that provide the education and tools that hospitals need to meet and exceed Joint Commission standards.

Fair and Reasonable Price Determination
American Red Cross (ARC) is the creator, owner, and sole distributor of this content. We have previously gone with an alternate vendor to access for PALS, ALS, BLS. The alternate vendor and ARC are the only 2 vendors that provide this content, due to ARC leasing the content to the alternate vendor. ARC offers the content at $60,464.00 savings over the alternate vendor.

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
$30,000	$98,412	$98,412	$226,824

Sole Source Justification
Specific and unique training purchased directly from content creator that is required under Joint Commissions Standards. Parkland Health is choosing American Red Cross due to American Red Cross being the sole proprietary creator and owner of this content.

Document Contact/Author:	Brian Davis

Board Approval Request For Modification to Contract or Funding

BOM Date: May 24, 2023	**Modification:** Mod # 5 Youth Student Intern Work Study Program	
Business Owner: Che'Nita White	**Business Owner Dept:** C-Suite	**Contract Number:** PONCS-18326_4
Vendor/Supplier: Cristo Rey Dallas **Basis of Original Contract Award** Sole Source **Basis of this Modification** Sole Source Modification	BOM Approved Contract Total less than $200K, Current Contract Amount:	$150,600
Revenue, Expense or Capital: Expense	Modification # 5 Amount:	$77,000
Original Start Date: 8/1/2019 **Current Expiration:** 7/31/2023 **Mod Start Date:** 9/1/2023 **Expiration after this Mod:** 7/31/2025	New Contract Amount:	$227,600

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): Fred Cerise, MD, President and Chief Executive Officer

Parkland

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

SUBJECT: Mod # 5 Youth Student Intern Work Study Program

VENDOR: Cristo Rey Dallas

COST:

BOM Approved Contract Total less than $200K, Current Contract Amount:	$150,600
Modification # 5:	+ $77,000
Total:	$227,600

Recommendation
Approve this contract modification to Youth Student Intern Work Study Program. A portion of the increase in the contract will be covered by a grant from the Parkland Foundation.

Background
Parkland Health's Corporate Work Study program partners with Cristo Rey Dallas to provide real world job experiences and allows students to earn a portion of the cost of their private, college preparatory education.

Fair and Reasonable Price Determination
The price offered is fair in the marketplace based on internal estimates per base agreement. Youth Intern Program is unique to the Dallas Market.

Financial Forecast

Current Contract Amount	FY2023	FY2024	Total
$150,600	$6,417	$70,583	$227,600

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

Document Contact/Author:	Michelle Duffey

Monthly Ratification Report

Require Board Approval

Contract Date	Contract Number	Vendor Name	Description	Amount	Cost Center Number	Department
5/1/2023	POCS-22493	Southern Area Behavioral Health	Mental Health Services	$605,000	89400	Psychiatry Clinic

CEO Approval

Fred Cerise

Fred Cerise (May 16, 2023 11:41 CDT)

Dr. Fred Cerise

May 16, 2023

Date

Parkland

Ratification Request
New Contract

BOM Date: May 24, 2023	**Product or Service:** Mental Health Services	
Business Owner: Minnie Mathew	**Business Owner Dept:** Global Behavioral Health	**Contract Number:** POCS-22493
Vendor/Supplier/Contractor: Southern Area Behavioral Health	**Source Selection Methodology:** Sole Source	**Fair and Reasonable Price:** District Internal Estimates

Revenue, Expense or Capital:
Expense-Ratification

	Contract Dates	Contract Price
Base Term:	5/1/2023 – 4/30/2024:	$302,500
Out Years:	4 Year(s)	+$302,500
Total:	5/1/2023 – 4/30/2028	$605,000

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? No. Foundation is covering the cost of this contract
FTE Impact: None

Diversity

Potential for M/WBE engagement: Vendor is a non-profit and 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): Christina Mintner, Senior Vice President, Ops-Pop Health/HOMES

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

Parkland

SUBJECT: Mental Health Services

VENDOR: Southern Area Behavioral Health

COST:		
	Base Term:	$302,500
	Out Years:	+ $302,500
	Total:	$605,000

Recommendation
Approve this contract for Mental Health Services.

Ratification Reason
The agreement was executed to immediately initiate services however Board of Managers approval had not been obtained. No costs have been incurred to date.

Background
The current need for psychiatric services by qualified residents of Dallas County exceeds Parkland's current capacity for such services. In addition, the demand for emergency and inpatient psychiatric services through Parkland consistently exceeds Parkland's capacity to provide the same.

Increasing access to intensive outpatient psychiatric services for pediatric Eligible Patients will facilitate earlier, effective intervention for those Eligible Patients currently receiving care through Parkland and will decrease the likelihood that those Eligible Patients will later require emergency and/or inpatient psychiatric care through Parkland.

This Agreement has been identified as an efficient and effective way to expand local capacity for outpatient psychiatric services.

Fair and Reasonable Price Determination
The price was confirmed based on internal estimates.

Financial Forecast

Base Term	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**Totals**
Expenses / Consumables	$126,042	$176,458					$302,500
Out Years	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**Totals**
Expenses / Consumables		$31,510	$75,625	$75,625	$75,625	$44,115	$302,500
Grand Totals	**$126,042**	**$207,969**	**$75,625**	**$75,625**	**$75,625**	**$44,115**	**$605,000**

Sole Source Justification
This contract is for a good or service for which there is only one acceptable source. The product or service has no competition. Parkland providers' familiarity with available local services demonstrates no other source is available for this service.

Document Contact/Author:	Kathy Spears/ Minnie Matthew

CONTRACT RESOLUTION
Board of Managers
May 24, 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
			Expense	Steady State On-Site Engineer	Netsync Network Solutions	Last Signature - 4/30/2026	$2,995,200	Yes
			Expense	Air Handler Cleaning	Restoration Specialists, LLC	6/1/2023 - 5/31/2026	$573,911	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #1 Mobile Cardiology Outpatient Telemetry	Rhythmedix	12/20/2021 - 12/19/2024	$1,258,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Capital: New Parkland	Upgrade Endoscopy system at the Main Operating Room	KARL STORZ Endoscopy-America, Inc.	Last Signature - 7/31/2026	$259,359	Yes
			Expense: Court Approval	Ground Lease Agreement	Dallas College	Upon issuance of Certificate of Occupancy - plus thirty-five (35) years	$50,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense: Court Approval	Access & Encroachment Easement	Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	4/30/2023 - No Expiration	$0	N/A-Zero Dollar
			Expense: Court Approval	Temporary Demolition & Construction Easement	Children's Health Systems of Texas d/b/a Children's Medical Center of Dallas	4/30/2023 - No Expiration	$0	N/A-Zero Dollar
			Expense	Mod #5 Radial align, stems, and screws for orthopedic implants	Skeletal Dynamics	12/15/2018 - 1/31/2025	$1,840,000	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #2 Versajet Accessories	Smith and Nephew, Inc.	7/1/2020 - 6/30/2026	$736,039	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mental Health Svc	Dallas County Mental Health and Mental Retardation Center d/b/a Metrocare Services	6/1/2023 - 4/30/2028	$279,988	No, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.
			Expense	Mod #4 American Red Cross-PAL, ALS, BLS	American Red Cross	6/1/2023 - 6/30/2024	$226,824	Yes
			Expense	Mod #5 Youth Student Intern Work Study Program	Cristo Rey Dallas	8/1/2019 - 7/31/2025	$227,600	Yes
			Expense-Ratification	Mental Health Services	Southern Area Behavioral Health	5/1/2023 - 4/30/2028	$605,000	No. Foundation is covering the cost of this contract

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

Dated this 24th of May, 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 _____
Vincent Hall	Yes	No	Abstain	Absent
Farida Minner, RN	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 May 2023 Board Meeting

Ref #	Division	Amount	Description	Explanation
1	Surgical Services	$1,946,364	OR Integration and Equipment Boom Update (ASC)-**CAPREQ 32296**	ASC lacks fully integrated space with abilities to upload/ display diagnostic imaging (xrays, mammography films). Additionally, current state does not allow for integration with the electronic medical record. Moreover, increased surgical volume from new services and surgeons makes this initiative particularly high priority now. If this is not approved patient care and flow will be negatively affected. **$1,542,454 is included in the original budget. Substitution funds totaling $403,910 are being transferred from CAPREQ 32287 SR of Surgical Microscope x 1.**
2	WISH	$444,673	Mobile Medical Unit-**CAPREQ 32454**	Transportation is a barrier to family planning services for adolescents and young adults. Adding a mobile unit as an extension of the Women's Health Centers will remove the barriers to access and provide improved care to our patient population. Prime community locations will be Dallas College campuses spanning across Dallas County. **Foundation donations will fully fund the purchase.**
		$2,391,037		

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 $2,391,037 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 _____
Vincent Hall	Yes_____	No _____	Abstain _____	Absent _____
Farida Minner, RN	Yes_____	No _____	Abstain _____	Absent _____
Elizabeth Palacios, MD	Yes_____	No _____	Abstain _____	Absent _____

Parkland

Approve Fiscal Policy 8311-1-02, Accounting Policy

Fiscal 8311-1-02 Accounting Policies

Requirements regarding this document are found in:

- The Texas Health & Safety Code 281.049

Background:

- Last published 6/4/20 (3-year approval period).

Revisions:

- Update the Scope to indicate who the document applies to, rather than where the document applies.

Approvals:

- Joe Mayer, Treasury Director
- Tabitha Lee, Controller
- Board Budget and Finance Committee (scheduled 5/23/23)
- Board of Managers (scheduled 6/28/23)

Accounting Policies	8311-1-02	Published: MM/DD/YY
Fiscal		Page **1** of **2**

PURPOSE:

To set forth Parkland's major accounting policies to provide guidance for financial reporting and accounting.

SCOPE:

All Parkland Health ("Parkland") ~~facilities, including but not limited to hospitals, ambulatory surgery centers, clinics, and all corporate departments/divisions.~~employees and agency personnel.

Commented [CM1]: Replace with appropriate updated scope, indicating who this document applies to, instead of "where".

POLICY:

1. Parkland's accounting structure follows the guidelines described in **The Audit and Accounting Guide for Healthcare Entities** published by the American Institute of Certified Public Accountants.
2. Parkland's fiscal year starts on October 1 and ends on the following September 30. Parkland is a political subdivision of the State of Texas and is exempt from federal income taxes under Section 501(c) (3) of the Internal Revenue Code.
3. Parkland compiles financial statements (Statement of Revenues and Expenses, Balance Sheet and other reports as requested by management or the Board of Managers) on a monthly basis. Each year, Parkland's financial statements reporting the results of operations for the entire fiscal year are audited by an independent Certified Public Accountant.
4. Parkland reports the results of operations by the accrual basis of accounting. In summary, the accrual basis requires the recording of revenues when earned (not when the cash is received) and the recording of expenses when incurred (not when the cash is paid). The resources of Parkland are classified as either general or restricted funds. General funds include resources that the Board of Managers may use for any designated purpose. Restricted funds include the Parkland Foundation and special purpose funds whose resources are restricted by donors for specific purposes.

DRAFT

5. Parkland provides tax supported care at a reduced charge to Dallas County residents whose income is within Parkland guidelines and who are unable to obtain benefits from commercial insurance, or State or Federal programs.

6. Capital assets are recorded at cost, or if donated, fair market value at the date of receipt. Costs of major renewals and betterments which extend useful lives are capitalized while maintenance and repairs are charged to current operations. Disposals are removed at carrying cost less accumulated depreciation with any resulting gain or loss included in other revenue.

   A. Capital assets are depreciated over the estimated useful life of the asset (using the straight-line method) as published in the American Hospital Association's Guide to Estimated Depreciable Lives. A capital asset has a minimum value of $5,000 and an estimated useful life of at least 3 years.

7. Parkland capitalizes interest cost of restrictive tax-exempt borrowings net of any interest earned on temporary investments of the proceeds for construction projects funded by tax-exempt borrowings. Interest expense is also capitalized for projects financed with operating funds.

8. Upon receipt, contributions, grants and other revenue restricted by donors for specific purposes are recorded to the appropriate restricted fund. Each restricted fund has an administrator responsible for monitoring the income and expenses, and for determining that the fund's assets are being used for the stated purpose. The Parkland Foundation (Foundation), a nonprofit corporation established in 1986, is combined as part of the restricted funds because Parkland is deemed to have control of the Foundation as the majority of the Foundation's Board of Directors is appointed by the Parkland's Board of Managers.

DEFINITIONS:

N/A

REFERENCES:

N/A

DRAFT

Parkland

Approve Fiscal Policy 8311-1-11, Tax Incentive Policy

Fiscal 8311-1-11 Tax Incentives

Requirements regarding this document are found in:

- The Texas Health & Safety Code 281.049

Background:

- Last published 6/5/20 (3-year approval period).

Revisions:

- Update Scope to apply to all Workforce members
- Add definition of Workforce member to Definition section
- Remove phrase in Item 2 that could be interpreted as restricting services to only citizens of Dallas County.

Approvals:

- Joe Mayer, Treasury Director
- Tabitha Lee, Controller
- Board Budget and Finance Committee (scheduled 5/23/23)
- Board of Managers (scheduled 5/24/23)

Tax Incentives	8311-1-11	Published: 06/05/20
Fiscal		Page **1** of **2**

PURPOSE:

To set forth a policy statement governing participation in tax increment financing districts and tax abatements.

SCOPE:

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

POLICY:

1. Under State law, Parkland is not required to participate in any tax increment financing districts unless Parkland enters into an agreement with the municipality creating the tax increment financing district.
2. In order to assure that all revenues are best utilized to provide health care services ~~to the citizens of Dallas County~~, it is Parkland's policy not to participate in tax increment financing districts, except in unusual circumstances.
3. Under State law, determination for tax abatements is authorized by Dallas County, and Parkland is obligated to participate if the County approves the abatement on Parkland's behalf.

Commented [CM1]: Recommend we delete this, primarily because under EMTALA we provide emergency services to anyone.

DEFINITIONS:

Workforce member: An Officer, board member, employee, volunteer, contractor, vendor, trainee, or other person whose conduct, in the performance of work for Parkland, is under the direct control of Parkland, whether or not he or she is paid by Parkland. "Workforce member" also includes all physicians, other members of the medical staff, and non-physician clinical providers, whether or not employed by Parkland.

DRAFT

REFERENCES:

N/A

DRAFT

Parkland

Approve Fiscal Policy 8311-1-15, Supplemental Retirement Plan Investment Policy

Fiscal 8311-1-15 Supplemental Retirement Plan Investment Policy

Requirements regarding this document are found in:

- The Texas Health & Safety Code 281.049

Background:

- Last published 6/5/20 (3-year approval period).

Revisions:

- Management has made only minor formatting, grammar, and punctuation revisions.

Approvals:

- Joe Mayer, Treasury Director
- Rick Humphrey, CFO
- Investment Committee (3/6/23)
- Board Budget and Finance Committee (scheduled 5/23/23)
- Board of Managers (scheduled 6/28/23)

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Background and Purpose

The Dallas County Hospital District, dba: Parkland Health ~~& Hospital System~~ ("Parkland") sponsors 457(b), 403(b) and 401(a) plans known as the Parkland Supplemental Retirement Plan ("Plans") for employees who are eligible to participate.

The purpose of this Investment Policy Statement ("IPS") is to assist Parkland's Board of Managers ("Board") in effectively establishing, monitoring, evaluating, and revising the investment program established for the Plans. The Board has the authority to oversee the investment of the Plans' assets and will discharge its responsibilities under the Plans solely in the interests of the Plans' participants and their beneficiaries.

This IPS may be modified from time to time by action of the Board. The policy identifies a set of investment objectives, guidelines, and performance standards for the investment of the Plans' assets. The purpose is to facilitate decision making with respect to investments.

This IPS does not create or imply any contract between Parkland and/or the Board and any participant. If there is any conflict between this IPS and the Plan Document, the terms and conditions of the Plan Document will control.

Roles and Responsibilities

Board of Managers

The responsibility for the Plans rests with the Board. The Board is broadly responsible to oversee the administration of the Plans and the investment of the Plans' assets. Its duties include establishing investment policy, hiring service providers, and evaluating the success of service providers in carrying out the policy.

The responsibilities of the Board, as named fiduciary for the Plans, include:

- Establishing the number and types of investment options available to plan participants, including the default investment alternative for participants who fail to make investment elections;
- Identifying investment options within each asset class that it deems appropriate and prudent to make available to plan participants;
- Monitoring investment results by means of regular reviews and analyses to determine whether the asset classes and investment options offered are meeting the guidelines and criteria identified in this IPS;

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Monitoring and evaluating the Plans' expenses;

Ensuring there is a comprehensive employee communication program in place for the participants of the Plans. The communication program provides information to assist participants in making informed decisions regarding the investment of contributions and existing balances among the investment choices offered in the Plans; and

Retaining and monitoring service providers as necessary including, but not limited to, recordkeeper, trustee, investment consultants, and investment managers.

Investment Committee

The Investment Committee ("Committee") shall:

Serve as an investment advisor to the Board;

- Be composed of members who are selected based upon their overall investment experience, including managing or supervising similar-sized investment portfolios, and their willingness to serve as community volunteers without compensation, but with reimbursement for reasonable out-of-pocket expenses incurred in accomplishing their Investment Committee-related duties;
- Be eligible for indemnification related to actions taken within the scope of their duties as members of the Investment Committee, to the fullest extent allowed by applicable law;
- Recommend to the Board appropriate Investment Consultants, Investment Managers, Trustees and Custodians, mutual funds or other vendors to implement the Policy; and
- Suggest investment goals and objectives for the Plans and recommend an appropriate investment structure to be incorporated into this Policy.

Staff

Staff is responsible for the day-to-day management of the Plans; for bringing relevant issues to the attention of the Board; and for working with various service providers to implement the decisions made by the Board. Specifically, the Staff is responsible for the following:

Managing and monitoring plan activity;

Coordinating the Committee meetings, investment manager presentations and discussions, and investment consultant activities, presentations and discussions with the Committee;

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Identifying issues to be brought before the Committee and Board and preparing recommendations on those matters;

Handling other matters periodically as directed by the Committee and Board;

Providing information to the Plans' recordkeeper as appropriate;

Facilitating the audit process by preparing financial statements and acting as an interface between the auditors and various service providers; and

Verifying compliance with guidelines and regulations.

Investment Consultant

The primary role of the investment consultant is to assist the Committee and Staff in fulfilling their responsibilities by providing information, analysis, and recommendations that support a prudent process. The responsibilities of the investment consultants are as follows:

Provide perspectives on capital markets;

Periodically review investment policies and objectives;

Research and recommend structure and investments that are appropriate in furthering the Plans' investment policies and objectives;

Recommend appropriate performance measures and benchmarks and report on the effectiveness of those adopted;

Maintain contact with and report on changes within the investment manager organizations (including the gain or loss of key individuals and accounts);

Measure, evaluate, and report investment managers' performance results;

Monitor recordkeeper and investment option expenses in the context of services provided;

Monitor governance and plan structure and report to the Committee and staff as needed; and

Report quarterly to the Committee.

Recordkeeper

The Recordkeeper provides, among other things:

Suitable and accurate participant recordkeeping and administrative services;

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Accurate and timely plan data, information, and reports including required information regarding the Plans' fees;

Notifications regarding concerns or issues with respect to recordkeeping or administrative services;

Information on participant activity;

Required participant notices, tax withholding and deposit, direct rollover, and other requirements relating to the Plans' distributions;

Informational items, such as prospectuses, and;

Enrollment materials, education, and communication, as necessary.

Custodian

The Custodial Trustee will provide (among other things) the following services:

Asset safekeeping;

Pricing;

Reconciliation with investment managers to ensure trades are correct and affirmed;

Settlement of securities transactions;

Collection of income;

Investment accounting services;

Determination of the Net Asset Value for each fund;

Distribution of proxies to appropriate parties;

Communication to Parkland of any concerns or issues with respect to Custodial Trustee Services; and

Periodic holding, transaction, valuation, and performance data at the Plan and Fund levels.

Investment Managers

The specific duties and responsibilities of each of the Plans' investment managers are to manage the assets under their supervision in accordance with the guidelines and objectives outlined in their respective prospectuses, participation agreements or other governing documents (e.g., Investment Management Agreements).

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Managers should be responsive to the Board, Committee, Staff, or consultant and provide information as necessary.

Investment Structure Philosophy

Objective

The Plans should offer participants an array of investment options that provide them with the ability to construct a diversified portfolio appropriate to the individual's time horizon and risk tolerance.

Menu design facilitates diversified investment by plan participants. As such, menu design will take into account the belief that choices offered affect participants' allocation decisions.

Investment Structure

The Board has chosen to adopt a two-tiered investment structure that provides (1) asset allocation options for "do-it-for-me" participants and (2) core asset class building blocks that allow "do-it-yourselfer" participants to create their own asset allocations based on their unique investment profiles.

Asset Allocation Options offer diversification and professional management. The assets of participants who do not make an active selection among the available investment options will be placed in the asset allocation options.

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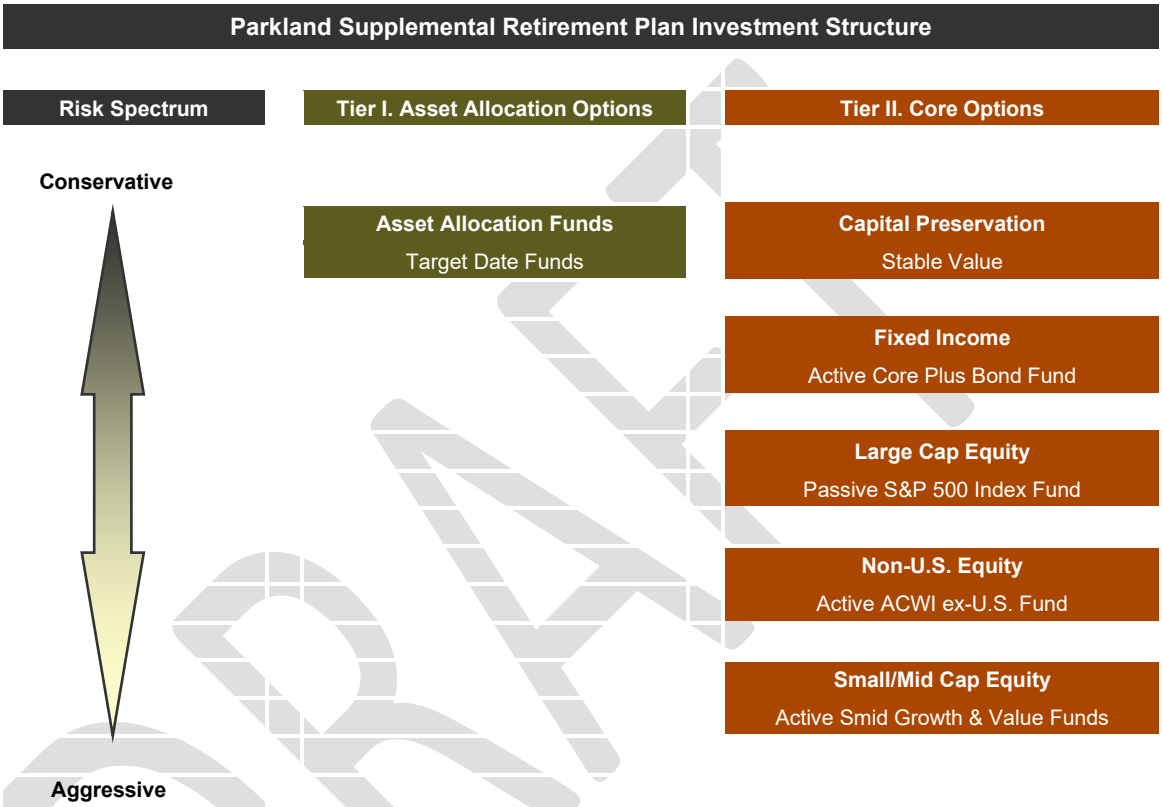
Core Investment Options include the basic building blocks participants need to create a diversified portfolio.



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Manager Selection Criteria

When selecting investment managers, the Board will employ a search process. This process might include the following steps and/or others that the Board determines appropriate:

Formulation of specific investment manager search criteria that reflect the requirements for the mandate under consideration.

Identification of qualified candidates from the manager search database maintained by the Investment Consultant and other sources.

Analysis of qualified candidates in terms of:

Quantitative characteristics (e.g., return, risk, other relevant portfolio characteristics) and fees relative to similar products or mandates.

Qualitative characteristics such as key personnel, investment philosophy, and decision-making process.

Evaluation of finalist candidates by the Committee based on a thorough due diligence process with an ultimate recommendation to the Board.

Selection and hiring of a finalist by the Board.

Performance Monitoring

On a quarterly basis, the Committee will review the performance of the Plans' investment options to ensure that they are meeting expectations. In evaluating all investment managers, the Committee will consider qualitative and quantitative factors likely to impact the future performance of the investment option.

If an investment manager fails to meet standards such as the following qualitative or quantitative issues, a formal review may be warranted.

1. **Qualitative issues** to evaluate in an investment manager include:

   Ownership changes (e.g., key people "cash out")

   Departure of key investment professionals

   Changes in the decision-making process

   Changes in investment philosophy

   Involvement in material litigation or fraud

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Quantitative Issues to evaluate include underperformance over a full market cycle, changes in risk profile, portfolio characteristics that are inconsistent with expectations and costs that are high relative to stated benchmarks and peers.

The performance of the strategy managed by each Investment Manager will be expected to achieve minimum performance standards. Active managers should:

Rank in the top 50% of an appropriate peer group of actively managed portfolios;

Meet or exceed an appropriate benchmark net of management fees;

Maintain a risk level, as measured by the standard deviation of quarterly returns, which is comparable to that of the appropriate benchmark. To the extent that the Investment Manager takes more/less risk than the market and/or the appropriate peer group, returns are expected to increase/decrease commensurately.

These performance measurement standards should be achieved over rolling three- and five-year periods. Although failure to achieve these performance measurement standards will not result in the automatic termination of an Investment Manager, the Committee and the Board shall review any Investment Manager that fails to achieve the standards and shall document its reasons for retaining the Investment Manager and such manager will be placed on a watch list.

A number of factors may contribute to an investment manager's over- or underperformance at any given time, including market dynamics, investment skill, and/or pure chance. It may be imprudent to terminate an investment manager solely for failing to meet performance expectations. Performance could be attributable to factors that do not reflect deficiencies in skills or strategy.

Other Investment Provider Selection

Participant Advice Provider and Managed Account Selection

In selecting an advice or managed account provider, the Board will seek suitable services, organizational stability, a reasonable and transparent investment approach, and appropriate operational capabilities. The provider will also be required to supply necessary support of the advice provided, such as reporting and customer service. On an ongoing basis, the Committee and Board will monitor the provider's process and fees; however, it will not monitor the actual advice provided to individual participants.

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Self-directed brokerage account provider selection

Should the Board select a self-directed brokerage account provider, they would evaluate and monitor fees, including annual maintenance charges and trading costs. In addition, the self-directed brokerage provider would be required to provide appropriate services, such as trading, transactional oversight, and customer service. Because the self-directed brokerage account would not be a designated investment account within the Plans, the Board would not monitor the individual investments or their expenses within the self-directed brokerage account.~~Fee Payment Policy~~

The Board will seek to provide participants with access to high-quality investment options with reasonable investment management and administrative expenses relative to services provided.

Investment management expenses will be reviewed periodically to determine whether a lower-cost share class or investment vehicle is available and feasible.

Regarding fees for plan administration:

- Participants will pay for the administration of the Plans, and for their own individual plan transactions.
- Participants pay fixed dollar administrative fee. Periodically, the Committee will review fee policy and any suggested changes will be recommended to the Board.

The Committee will work with the investment consultant to evaluate investment costs and administrative fees on a periodic basis. This information will be benchmarked appropriately.

Investment Policy Review Procedures

As a general rule, the Committee should review this IPS annually. However, it is not expected that the investment policy will change frequently; in particular, short-term changes in the financial markets generally should not merit an adjustment in the investment policy.

The Appendix will be updated and changed as needed to reflect Board decisions.

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Appendix

Plan information and list of current providers as of ~~August 2019~~March 2023.

Plan Information

Names of Plan(s):	Dallas County Hospital District ~~Parkland Health & Hospital System~~ Supplemental Retirement Plan consisting of 457(b), 403(b) and 401(a) plans
Plan Sponsor:	Dallas County Hospital District, dba: Parkland Health ~~& Hospital System~~
Plan Contact:	Joe Mayer Treasury Director Parkland Health ~~& Hospital System~~ Direct Dial: 214-590-4123 Email: joe.mayer@phhs.org 8435 N. Stemmons Frwy, Suite 900 Dallas, TX 75247
Employer ID Number:	75-600-4221
Recordkeeper:	Milliman U.S.A.
Custodian:	Charles Schwab Bank
Investment Consultant:	Callan LLC

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Parkland Financial Performance Presentation

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

For the month of April, Parkland Health recognized a net income of $8.4M which is $6.0M favorable to the budgeted net income of $2.4M and $4.6M favorable compared to the prior year net income of $3.8M.

Parkland Health's operating margin and operating cash flow margin for the month of April are (0.6%) and 2.7%, respectively. The operating margin was unfavorable compared to budget of 0.1% and the operating cash flow margin is also unfavorable compared to budget of 3.7%. Parkland Health's operating margin is unfavorable compared to the prior year operating margin of 2.2% and unfavorable to the operating cash flow margin of 6.8% from the prior year.

Parkland Health's patient cash collections in April were $83.9M which is above budget by $7.0M and $11.2M higher than the prior year. Parkland Health's days cash on hand of 251.6 days for the month is a decrease of (5.5) days compared to prior month of 257.2 days and compared to the prior year April of 223.2 days, an increase of 28.5 days.

Volume variances to budget:

Patient Volume	April Actual	April Budget	Variance Actual to Budget	% Variance Actual to Budget
Adjusted Patient Days (Total patient charges/inpatient charges)	50,876	47,357	3,519	7.4%
Equivalent Patient Days (inpatient only)	24,958	24,217	741	3.1%
Ambulatory Visits	93,771	106,392	(12,621)	(11.9%)
Emergency Room Visits	20,164	19,115	1,049	5.5%
Deliveries	967	888	79	8.9%
Surgeries-Total	1,793	1,911	(118)	(6.2%)
Total Adult Average Daily Census (ADC) including observation	782	755	27	3.6%
Neonatal ICU ADC	49	52	(3)	(5.8%)
Total Average Daily Census	831	807	24	3.0%

Volume and Patient Revenues

- Gross patient revenue is an indicator of Parkland Health's overall volume of activity and patient mix. From the perspective of gross patient revenue, Parkland Health's total dollar volume of gross patient revenue is $2.5M or 0.3% higher than budget for the month. This favorable variance is due to inpatient revenue less than budget by ($10.4M) or (3.9%), outpatient revenue greater than budget by $5.5M or 1.5% and emergency room revenue greater than budget by $7.4M or 8.9%. Compared to prior year's gross patient revenues for the month, total patient revenue is higher by $2.3M or 0.3% with an inpatient revenue increase of $9.7M or 3.9%, outpatient revenues decreased of ($15.2M) or (3.9%), and emergency room revenues higher by $7.8M or 9.5%.

- Parkland Health's gross patient revenue for the month of April is comprised of 35.6% IP revenue, 51.9% OP revenue, and 12.5% ED revenue. This is compared to a budget for the month of 37.1% IP, 51.4% OP, and 11.5% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, is 3.1% higher than budget and (0.1%) below the prior year. The Average Length of Stay (ALOS) for Adult decreased by (0.02) days or (0.3%) less or favorable to budget and the Neonatal ICU ALOS increased by 0.52 days or 2.7% unfavorable to budget. Compared to the previous year, the ALOS for Adult was higher by 3.1% which is unfavorable to budget and the ALOS for Neonatal ICU was 7.6% higher or unfavorable to the prior year.

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

  - Total Inpatient Discharges were higher than budget by 5.1% and 0.1% above the prior year,
  - Observation/Short Stay Discharges are (10.2%) below budget and (5.8%) lower than the prior year,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) are 7.4% higher than budget and (3.9%) lower than the prior year,
  - Inpatient surgery cases are (9.4%) unfavorable to budget and (0.3%) unfavorable to the prior year.
  - Surgeries of all types are (6.2%) below budget and 2.4% above the prior year.
  - Deliveries are 8.9% higher than budget and 9.5% greater 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 93,771 for April are (11.9%) below budget of 106,392 and (7.5%) lower than the prior year of 101,388. Outpatient visits include the following types:

    - COPC Visits; 42.6% of total outpatient visits
    - Ambulatory Specialty Clinics; 32.2% of total outpatient visits
    - Women's Health Centers Visits; 18.5% of total outpatient visits
    - Employee Health Integration; 1.6% of total outpatient visits
    - All Other Divisions; 5.1% of total outpatient visits

  - Approximately 61.0% 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 5.5% higher than budget for April and 3.1% above the prior year. The "left without being seen" statistic of 2.6% is unfavorable to budget of 2.0% and unfavorable to the prior year statistic of 2.4%.

- Outpatient Surgery cases performed at the hospital are greater than budget by 9.0% and 10.7% higher than the prior year. Day Surgery cases performed at the ASC are (18.7%) lower than budget and (4.3%) less than the prior year.

- The April Case Mix Index (CMI) for Adult Acute of 1.89 is (3.1%) lower than the prior year, the Rehabilitation CMI of 1.33 is (2.2%) below the prior year and the NICU CMI of 3.46 is 1.8% higher than the prior year. The WISH CMI 0.89 is equivalent to the prior year and the Psychiatry CMI of 1.24 is 1.6% above the prior year.

- Parkland Health's actual patient cash collection rate from payors as a percentage of gross revenue is 11.6% for the month compared to a goal of 10.7%. Days in AR were 53 days compared to last month of 54 days.

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

Payor	MTD Actual April FY23	MTD Budget April FY23	Variance/ Actual to Budget	MTD Actual April FY22
Charity – Self Pay	48.9%	46.3%	2.6%	44.6%
Medicaid	25.0%	28.9%	(3.9%)	29.9%
Medicare	16.1%	16.6%	(0.5%)	16.3%
Commercial	10.0%	8.2%	1.8%	9.2%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

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

Other Operating Revenues

Other operating revenues are $3.3M higher than budget for the month of April primarily due to an increase in Replacement Drugs and Cafeteria sales. Additional income of $2.4M was received from UTSW for Termination Payment of the Chase/Exchange Building lease.

Operating Expenses

April's operating expenses (excluding depreciation) are $208.4M. This is $9.0M or 4.5% higher than the budgeted operating expenses and more than the prior year by $20.5M or 10.9%. Variances for the month include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue are 57.3% compared to a budget of 55.7%, and prior year of 52.9%.
- Salaries and benefits are $122.8M which is $7.6M or 6.6% higher than budget for the month.
- Salaries (including contract labor) are $8.5M or 9.2% more than budget for the month.
- Actual FTE count (excluding both nursing homes and jail FTEs) for April was 12,465 compared to a budget of 11,768 and actual FTEs of 11,658 in the prior year. Total FTEs are 697 or 5.9% higher than budget and 807 or 6.9% above the prior year.
- Productivity - The 7.1 FTEs per Adjusted Occupied Bed (AOB), which excludes both nursing homes and jail FTEs, is lower than budget of 7.2 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 $2.1M 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 ($0.7M) lower compared to budget for the month primarily due to decreases in Medical Surgical Supplies, Computer Equipment and Computer Software expenses.

Non-operating Revenues (Expenses)

Non-operating revenues of $9.7M are favorable to budget by $7.4M or 321.3% 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 $29.9M net income which is $17.2M favorable to the budgeted income of $12.7M and favorable by $4.6M compared to the prior YTD net income of $25.3M.

Parkland Health's operating margin and operating cash flow margin for the YTD are (1.4%) and 2.0%, 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 1.9% and unfavorable when compared to the prior YTD operating cash flow margin of 5.4%.

Parkland Health's patient cash collections for the YTD are $571.8M which is $43.8M higher than the YTD budget and $38.7M 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)	360,202	337,999	22,203	6.6%
Equivalent Patient Days (inpatient only)	181,867	177,593	4,274	2.4%
Ambulatory Visits	676,912	742,379	(65,467)	(8.8%)
Emergency Room Visits	141,156	132,092	9,064	6.9%
Deliveries	7,406	7,129	277	3.9%
Surgeries-Total	12,415	11,804	611	5.2%
Total Adult Average Daily Census (ADC) including observation	797	771	26	3.4%
Neonatal ICU ADC	63	65	(2)	(3.1%)
Total Average Daily Census	860	836	24	2.9%

Volume and Patient Revenues

- Gross patient revenue is an indicator of Parkland Health's overall volume of activity and patient mix. From the perspective of gross patient revenue, Parkland Health's total dollar volume of gross patient revenue is ($7.5M) or (0.1%) below budget for the YTD. This unfavorable variance is due to the combination of inpatient revenue being lower than budget by ($70.1M) or (3.6%), outpatient revenues greater than budget by $18.5M or 0.7% and emergency room revenue higher than budget by $44.1M or 7.8%. Compared to prior years, gross patient revenue increased $194.6M or 4.0% with inpatient revenues higher by $119.3M or 6.8%, outpatient revenues higher by $20.8M or 0.8%, and emergency room revenues higher by $54.5M or 9.8%.

- Parkland Health's gross patient revenue for the YTD is comprised of 37.2% inpatient revenue, 50.7% OP revenue, and 12.1% ED revenue. This is compared to a budget for YTD of 38.5% IP, 50.3% OP, and 11.2% ED.

- Equivalent Patient Days, which is the sum of traditional inpatient + observation + short stay census days, are 2.4% higher than budget for the YTD and 3.2% above the prior YTD.

- The Average Length of Stay (ALOS) for Adult was (4.6%) lower or favorable to budget for the YTD and the Neonatal ICU ALOS was (7.5%) less or favorable to budget for the YTD. Compared to the previous year, the ALOS for Adult and was (4.9%) lower or favorable to the prior year and the Neonatal ICU was (9.2%) 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 8.3% higher than budget and 10.3% above the prior YTD,
  - Observation/Short Stay Discharges are (9.1%) lower than budget and (9.0%) below the prior YTD,
  - Total Adjusted Patient Days (a proxy for overall inpatient and outpatient volume) for the current YTD are 6.6% above budget and 1.2% greater than the prior YTD,
  - Inpatient surgery cases are 6.8% higher than budget and 6.0% above the prior YTD,
  - Surgeries of all types are 5.2% more than budget and 8.0% greater than the prior YTD,
  - Deliveries are higher than budget by 3.9% and 6.6% 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 676,912 for the YTD are (8.8%) lower than budget of 742,379 and (8.0%) below the prior YTD of 735,553. Outpatient visits include the following types:

    - COPC Visits; 43.0% of total outpatient visits
    - Ambulatory Specialty Clinics; 30.9% of total outpatient visits
    - Women's Health Centers Visits; 19.2% of total outpatient visits
    - Employee Health Integration; 1.9% of total outpatient visits
    - All Other Divisions; 5.0% of total outpatient visits

  - Approximately 62.2% 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 6.9% higher than budget for the YTD and 4.8% better than the prior YTD. The "left without being seen" statistic of 2.8% is unfavorable to budget of 1.6% and unfavorable to the prior year statistic of 2.0%.

- Outpatient Surgery cases performed at the hospital are 9.0% greater than budget YTD and 16.2% greater than the prior YTD. Day Surgery cases performed at the ASC are (2.2%) lower than budget for the YTD and 0.8% above the prior YTD.

- The YTD Case Mix Index (CMI) for Adult Acute of 1.96 is (4.4%) lower than the prior YTD, the WISH CMI of 0.89 is (1.6%) below the prior YTD, the Psychiatry CMI of 1.18 is (3.5%) less than the prior YTD, and the NICU CMI of 3.42 is (1.4%) lower than the prior YTD. The Rehabilitation CMI of 1.31 is 1.4% 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	47.7%	45.7%	2.0%	45.5%
Medicaid	26.9%	29.7%	(2.8%)	29.5%
Medicare	16.2%	16.4%	(0.2%)	16.5%
Commercial	9.2%	8.2%	1.0%	8.5%
Total	**100.0%**	**100.0%**	0.0%	**100.0%**

Federal Emergency Management Agency Stimulus Funds

YTD Parkland Health recognized $29.2M of Stimulus Funds from the Federal Emergency Management Agency (FEMA).

Other Operating Revenues

Other operating revenues are $16.7M higher than budget for the YTD primarily due to an increase in the Replacement Drug Program.

Operating Expenses

YTD operating expenses (excluding depreciation) of $1,444.6M are higher than budget by $43.3M or 3.1% and more than the prior YTD by $156.5M or 12.1%. Variances for the YTD include the following:

Salaries, Benefits and FTEs

- Salaries and Benefits as a percentage of operating revenue for the YTD are 57.5% compared to a budget of 56.0%, and prior year of 55.3%.
- Salaries and benefits are $33.2M or 4.1 higher than budget for the YTD.
- Salaries (including contract labor) are $37.3M or 5.6% higher than budget for the YTD.
- Actual FTE count (excluding both nursing homes and jail FTEs) for YTD was 12,266 compared to a budget of 11,792 and actual FTEs of 11,579 for the prior YTD. Total FTEs are 474 or 4.0% higher than budget for the YTD and 687 or 5.9% 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 6.6 FTEs per AOB.

Purchased Medical Services

Purchased medical services are $2.7M or 1.6% 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 $7.4M or 1.8% above budget YTD primarily due to increases in the Replacement Drug Program and Medical/Surgical Supplies.

Non-operating Revenues (Expenses)

Non-operating revenues of $50.7M are $37.1M or 272.6% higher than budget for the YTD primarily due to increases in Interest Income and Grant Revenues. Additionally, Parkland incurred a Gain on Impairment of Lease Asset from GASB 87 of $2.6M from the termination of the UTSW lease at the Chase/Exchange building.

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 lower than budget due to decreased 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 April 2023

May 23, 2023

Parkland

Parkland

Income Statement
MTD April 2023

Hospital (exc NH) Income Statement MTD April 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	$84,450	$80,520	$ 3,930	4.9%	$83,121	$1,329	1.6%
Net Ad Valorem Taxes	66,899	66,899	-	0.0%	63,801	3,098	4.9%
Government Programs	39,731	39,731	-	0.0%	37,155	2,576	6.9%
Stimulus Funds	4,167	4,167	-	0.0%	1,214	2,953	243.2%
Other	19,018	15,690	3,328	21.2%	16,256	2,762	17.0%
OPERATING REVENUES	214,265	207,007	7,258	3.5%	201,547	12,718	6.3%
EXPENSES							
Salaries and Benefits	122,794	115,230	(7,564)	-6.6%	106,610	(16,184)	-15.2%
Purchased Medical Services	26,139	24,008	(2,131)	-8.9%	23,521	(2,618)	-11.1%
Supplies	39,593	37,638	(1,955)	-5.2%	39,257	(336)	-0.9%
Other	19,853	22,484	2,631	11.7%	18,450	(1,403)	-7.6%
Depreciation	7,226	7,527	301	4.0%	9,340	2,114	22.6%
OPERATING EXPENSES	215,605	206,887	(8,718)	-4.2%	197,178	(18,427)	-9.3%
OPERATING INCOME (LOSS)	**$ (1,340)**	**$ 120**	**$ (1,460)**	**-1216.7%**	**$ 4,369**	**$ (5,709)**	**-130.7%**
Grants and Contributions	2,776	3,025	(249)	-8.2%	2,620	156	6.0%
Other nonoperating revenues (expens	6,968	(712)	7,680	1078.7%	(3,176)	10,144	319.4%
Nonoperating Income	9,744	2,313	7,431	321.3%	(556)	10,300	-1852.5%
Total Net Income (Loss)	$ 8,404	$ 2,433	$ 5,971	245.4%	$ 3,813	$ 4,591	120.4%
Cash Flow Margin	$ 5,886	$ 7,647	$ (1,761)	-23.0%	$ 13,709	$ (7,823)	-57.1%
Operating Cash Flow Margin %	2.7%	3.7%	-24.3%		6.8%		
Operating Margin %	-0.6%	0.1%	-20.1%		2.2%		

Total All Entities Income Statement MTD April 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	$ 109,320	$ 104,753	$ 4,567	4.4%	$ 108,545	$ 775	0.7%
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%	1,214	2,953	243.2%
Premium Revenues	104,765	102,342	2,423	2.4%	57,541	47,224	82.1%
Other	22,486	19,505	2,981	15.3%	18,971	3,515	18.5%
OPERATING REVENUES	349,403	339,432	9,971	2.9%	289,602	59,801	20.6%
EXPENSES							
Salaries & Benefits	140,816	133,642	(7,174)	-5.4%	124,031	(16,785)	-13.5%
Purchased Medical Service	26,139	24,008	(2,131)	-8.9%	23,521	(2,618)	-11.1%
Supplies	52,402	49,648	(2,754)	-5.5%	52,700	298	0.6%
Other	28,870	30,484	1,614	5.3%	25,114	(3,756)	-15.0%
Claims	97,930	90,788	(7,143)	-7.9%	50,031	(47,899)	-95.7%
Depreciation	7,435	7,801	366	4.7%	9,557	2,122	22.2%
OPERATING EXPENSES	353,592	336,371	(17,221)	-5.1%	284,954	(68,638)	-24.1%
OPERATING INCOME (LOSS)	**$ (4,189)**	**$ 3,061**	**$ (7,250)**	**-236.9%**	**$ 4,648**	**$ (8,837)**	**-190.1%**
Nonoperating Income	9,908	1,797	8,111	451.4%	(1,751)	11,659	-665.8%
Total Net Income (Loss)	$ 5,719	$ 4,858	$ 861	17.7%	$ 2,897	$ 2,822	97.4%
Cash Flow Margin	$ 3,246	$ 10,862	$ (7,616)	-70.1%	$ 14,205	$ (10,959)	-77.1%
Operating Cash Flow Margin %	0.9%	3.2%	-76.4%		4.9%		
Operating Margin %	-1.2%	0.9%	-72.7%		1.6%		

Parkland

Income Statement
FYTD April 2023

Hospital (exc NH) Income Statement FYTD April 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	$571,846	$568,153	$ 3,693	0.7%	$ 537,725	$ 34,121	6.3%
Net Ad Valorem Taxes	468,291	468,291	-	0.0%	446,608	21,683	4.9%
Government Programs	278,118	278,118	-	0.0%	260,088	18,030	6.9%
Stimulus Funds	29,167	29,167	-	0.0%	9,968	19,199	192.6%
Other	127,095	110,356	16,739	15.2%	107,192	19,903	18.6%
OPERATING REVENUES	1,474,517	1,454,085	20,432	1.4%	1,361,581	112,936	8.3%
EXPENSES							
Salaries and Benefits	847,137	$ 813,981	(33,156)	-4.1%	752,833	(94,304)	-12.5%
Purchased Medical Services	170,795	168,058	(2,737)	-1.6%	156,628	(14,167)	-9.0%
Supplies	282,382	264,591	(17,791)	-6.7%	248,878	(33,504)	-13.5%
Other	144,254	154,671	10,417	6.7%	129,736	(14,518)	-11.2%
Depreciation	50,709	53,704	2,995	5.6%	48,114	(2,595)	-5.4%
OPERATING EXPENSES	1,495,277	1,455,005	(40,272)	-2.8%	1,336,189	(159,088)	-11.9%
OPERATING INCOME (LOSS)	**$ (20,760)**	**$ (920)**	**$ (19,840)**	**2156.5%**	**$ 25,392**	(46,152)	-181.8%
Grants and Contributions	22,298	21,372	926	4.3%	17,344	4,954	28.6%
Other nonoperating revenue (expense)	28,371	(7,775)	36,146	-464.9%	(17,441)	45,812	-262.7%
Nonoperating Income	50,669	13,597	37,072	272.6%	(97)	50,766	-52336.1%
Total Net Income (Loss)	$ 29,909	$ 12,677	$ 17,232	135.9%	$ 25,295	$ 4,614	18.2%
Cash Flow Margin	$ 29,949	$ 52,784	$ (22,835)	-43.3%	$ 73,506	$ (43,557)	-59.3%
Operating Cash Flow Margin %	2.0%	3.6%	-112%		5.4%		
Operating Margin %	-1.4%	-0.1%	-97%		1.9%		

Total All Entities Income Statement FYTD April 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	$ 740,363	$739,400	$ 963	0.1%	$ 713,986	$ 26,377	3.7%
Net Ad Valorem Taxes	468,291	468,291	-	0.0%	446,608	21,683	4.9%
Government Programs	292,363	292,363	-	0.0%	276,712	15,651	5.7%
Stimulus Funds	29,167	29,167	-	0.0%	9,968	19,199	192.6%
Premium Revenues	716,605	603,915	112,690	18.7%	386,858	329,747	85.2%
Other	150,654	137,043	13,611	9.9%	134,926	15,728	11.7%
OPERATING REVENUES	2,397,443	2,270,179	127,264	5.6%	1,969,058	428,385	21.8%
EXPENSES							
Salaries & Benefits	973,393	943,144	(30,249)	-3.2%	871,408	(101,985)	-11.7%
Purchased Medical Service	170,795	168,058	(2,737)	-1.6%	156,628	(14,167)	-9.0%
Supplies	366,199	349,646	(16,553)	-4.7%	344,285	(21,914)	-6.4%
Other	197,327	203,691	6,364	3.1%	175,420	(21,907)	-12.5%
Claims	697,845	539,065	(158,780)	-29.5%	323,734	(374,111)	-115.6%
Depreciation	52,320	55,525	3,205	5.8%	49,736	(2,584)	-5.2%
OPERATING EXPENSES	2,457,879	2,259,129	(198,750)	-8.8%	1,921,211	(536,668)	-27.9%
OPERATING INCOME (LOSS)	**$ (60,436)**	**$ 11,050**	**$ (71,486)**	**-646.9%**	**$ 47,847**	**$(108,283)**	**-226.3%**
Nonoperating Income	54,663	10,806	43,857	405.9%	(4,341)	59,004	-1359.2%
Total Net Income (Loss)	$ (5,773)	$ 21,856	$ (27,629)	-126.4%	$ 43,506	$ (49,279)	-113.3%
Cash Flow Margin	$ (8,116)	$ 66,575	$ (74,691)	-112.2%	$ 97,583	$(105,699)	-108.3%
Operating Cash Flow Margin %	-0.3%	2.9%	-58.7%		5.0%		
Operating Margin %	-2.5%	0.5%	-56.2%		2.4%		

Parkland

Key Statistics

Parkland

Hospital Key Statistics
MTD April 2023

	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	4,729	4,843	(114)	-2.4%	4,910	-3.7%
Average Daily Census (Adult, NICU and Obs)	831	807	24	3.0%	833	-0.2%
Average Length of Stay (Adult)	6.25	6.27	0.02	0.3%	6.06	-3.1%
Case Mix Index (Acute Service Line)	1.89	2.05	(0.16)	-7.8%	1.95	-3.1%
Emergency Visits	20,164	19,115	1,049	5.5%	19,564	3.1%
Ambulatory Visits *	93,771	106,392	(12,621)	-11.9%	101,388	-7.5%
Surgeries	1,793	1,911	(118)	-6.2%	1,751	2.4%
Deliveries	967	888	79	8.9%	883	9.5%

* Totals now include Employee Health Integration clinic visits

Hospital Key Statistics
FYTD April 2023

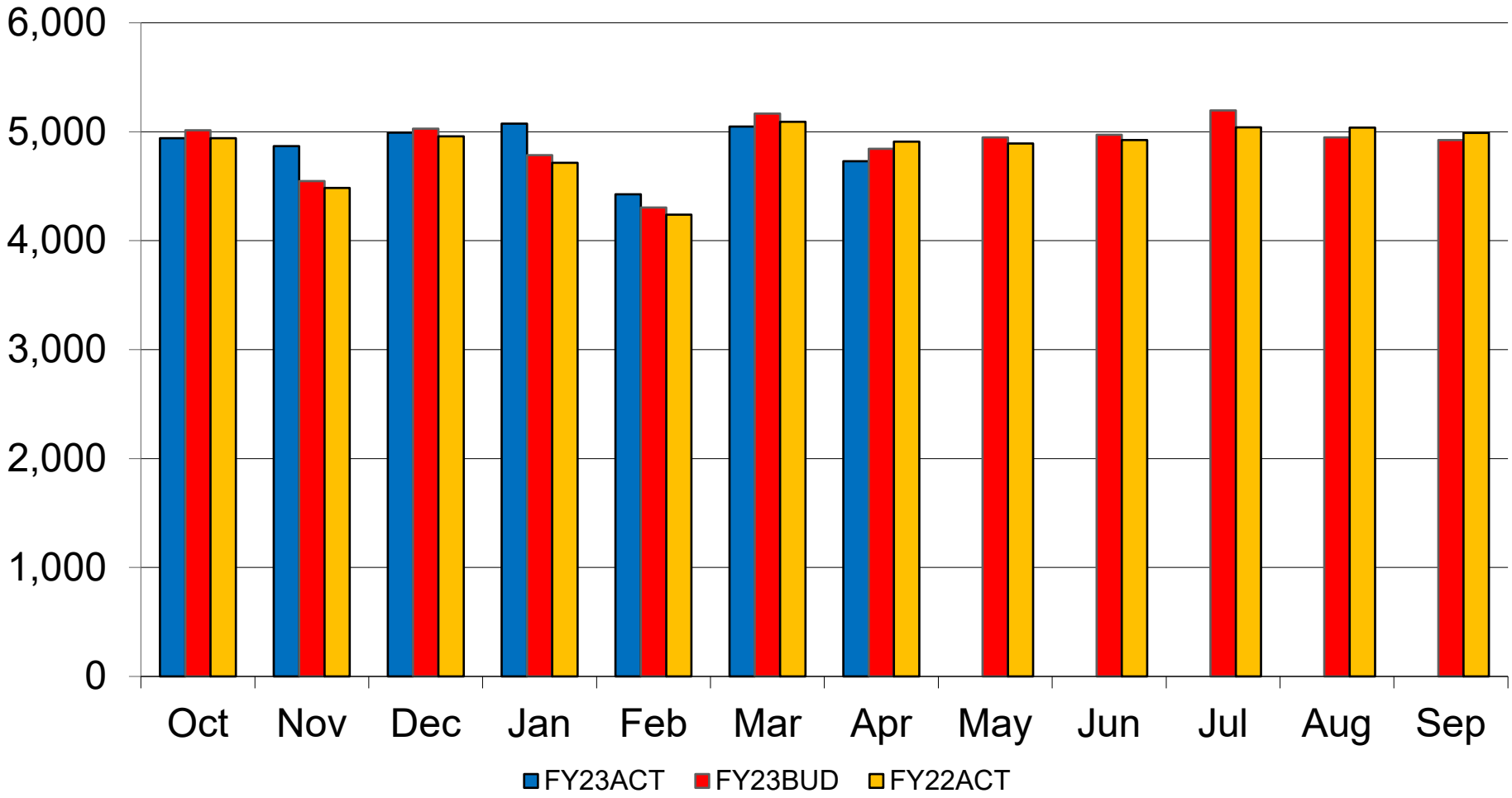
	Actual	Budget	Budget Variance	Budget % Variance	PY Actual	PY Actual % Variance
Hospital Discharges (Adult, NICU and Obs)	34,080	33,690	390	1.2%	33,341	2.2%
Average Daily Census (Adult, NICU and Obs)	860	836	24	2.9%	831	3.5%
Average Length of Stay (Adult)	6.03	6.32	0.29	4.6%	6.34	4.9%
Case Mix Index (Acute Service Line)	1.96	2.05	(0.09)	-4.4%	2.14	-8.4%
Emergency Visits	141,156	132,092	9,064	6.9%	134,649	4.8%
Ambulatory Visits *	676,912	742,379	(65,467)	-8.8%	735,553	-8.0%
Surgeries	12,415	11,804	611	5.2%	11,492	8.0%
Deliveries	7,406	7,129	277	3.9%	6,949	6.6%

* Totals now include Employee Health Integration clinic visits

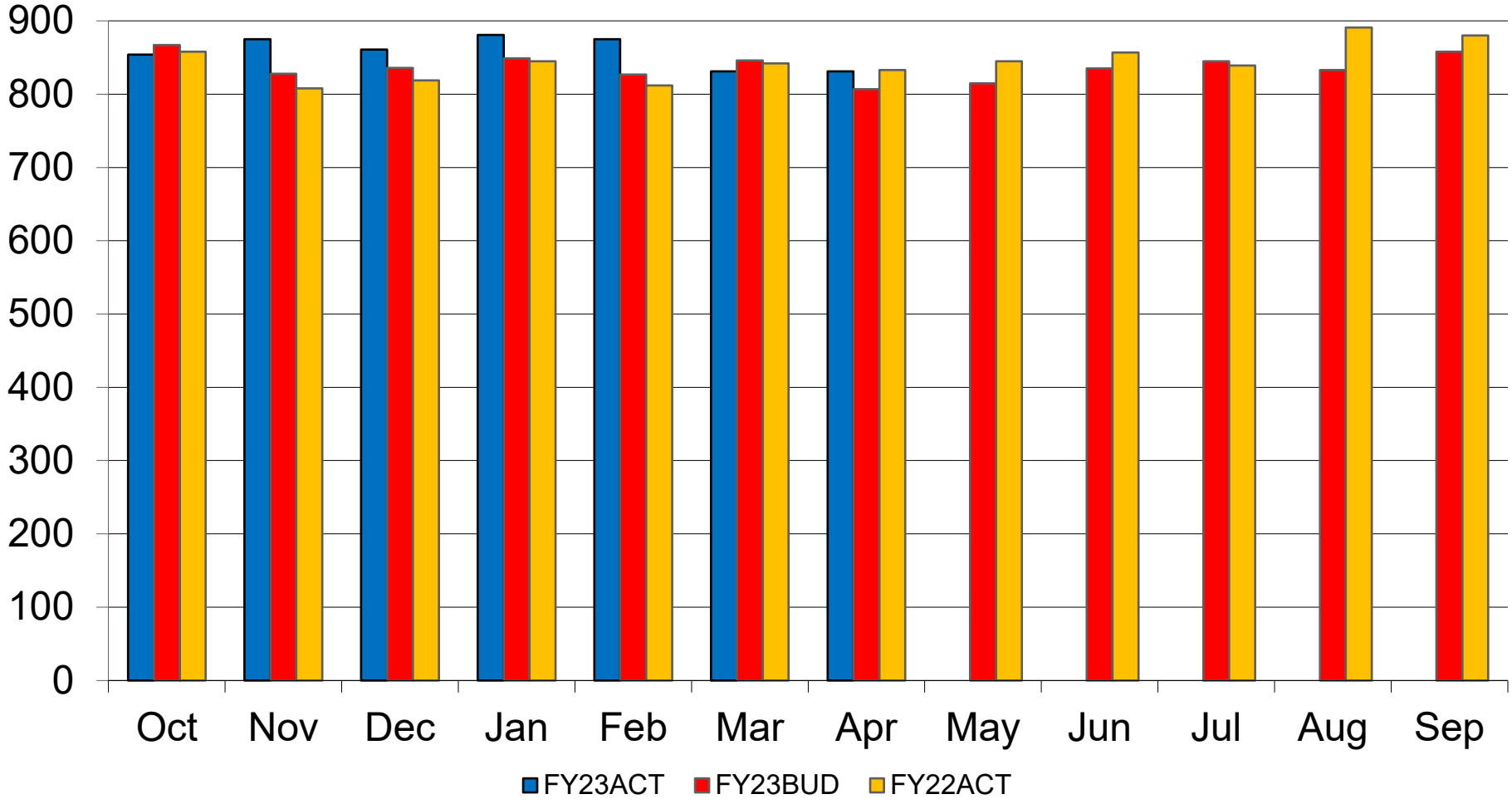
Parkland

Volumes
Discharges

Hospital Discharges
(Adult, NICU and Obs)

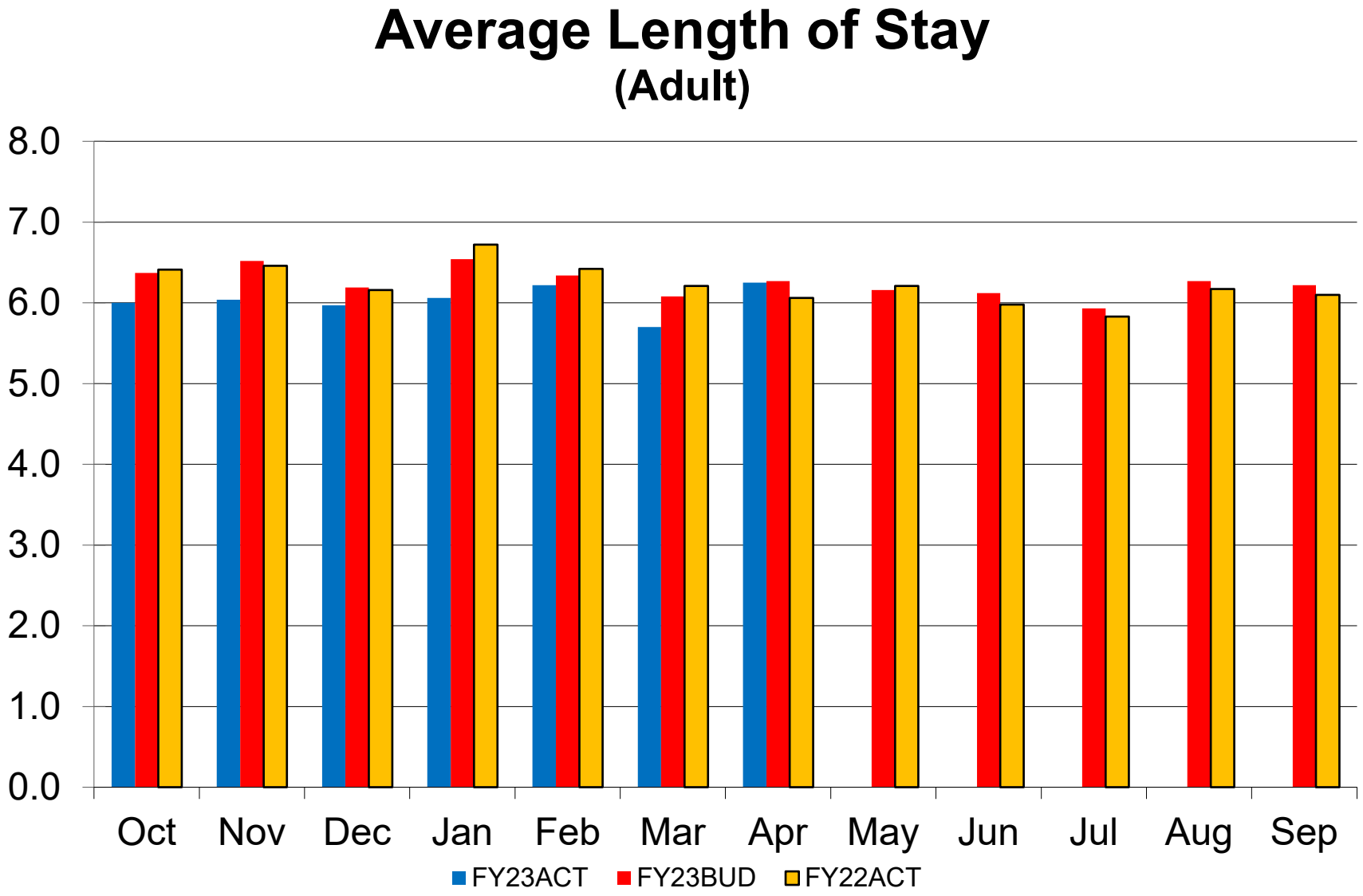


Average Daily Census
(Adult, NICU and Obs)

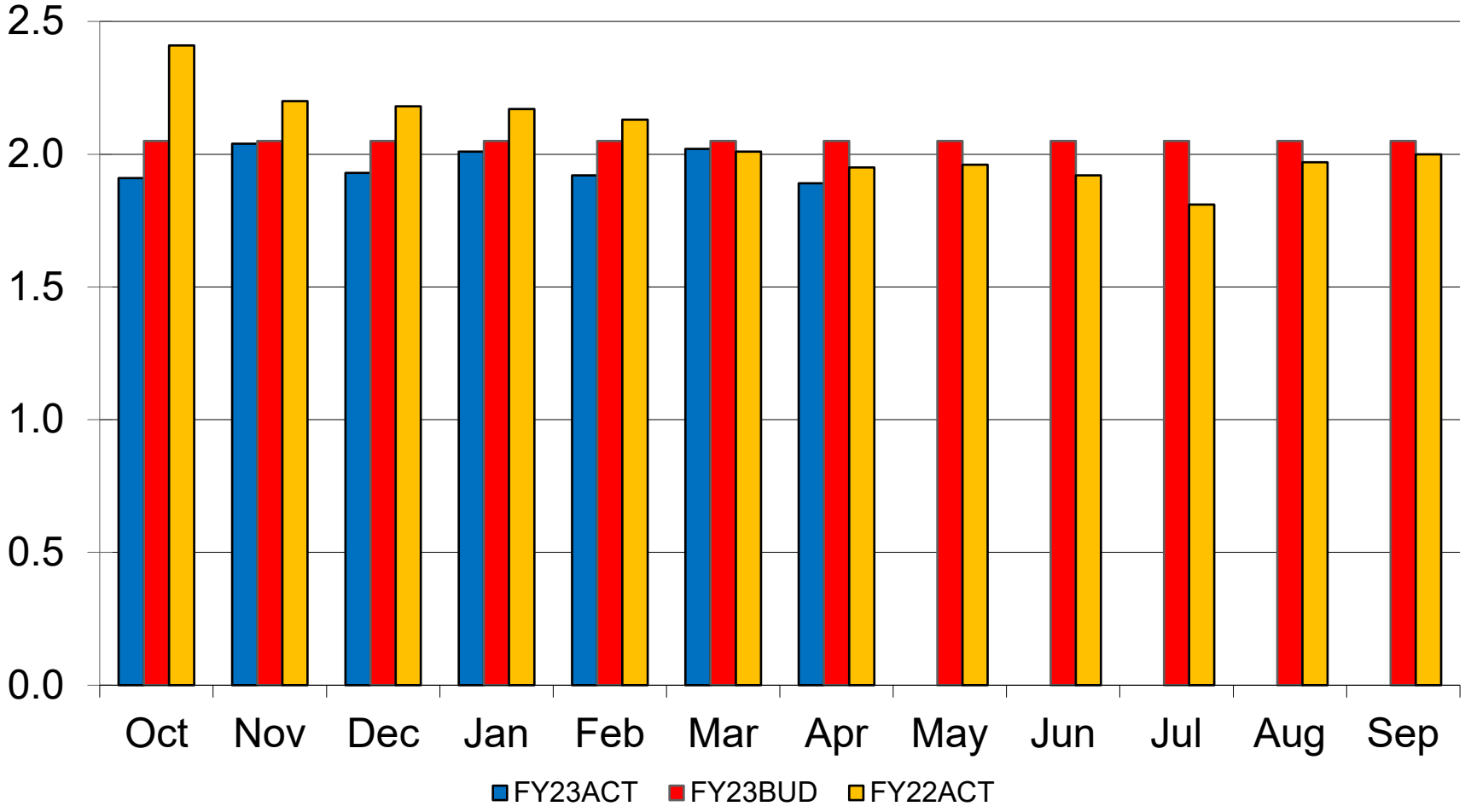


Parkland

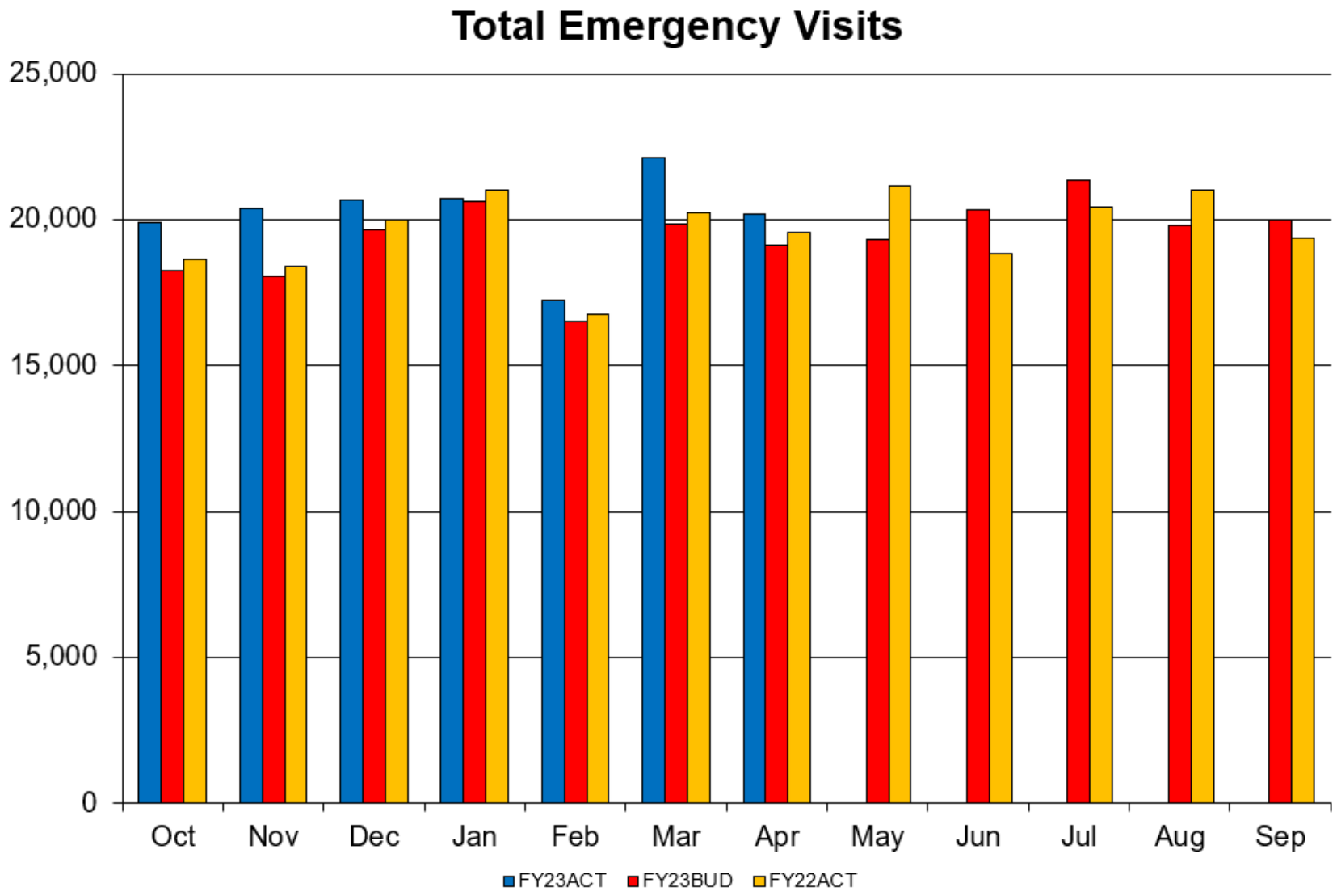
Volumes
Average Length of Stay



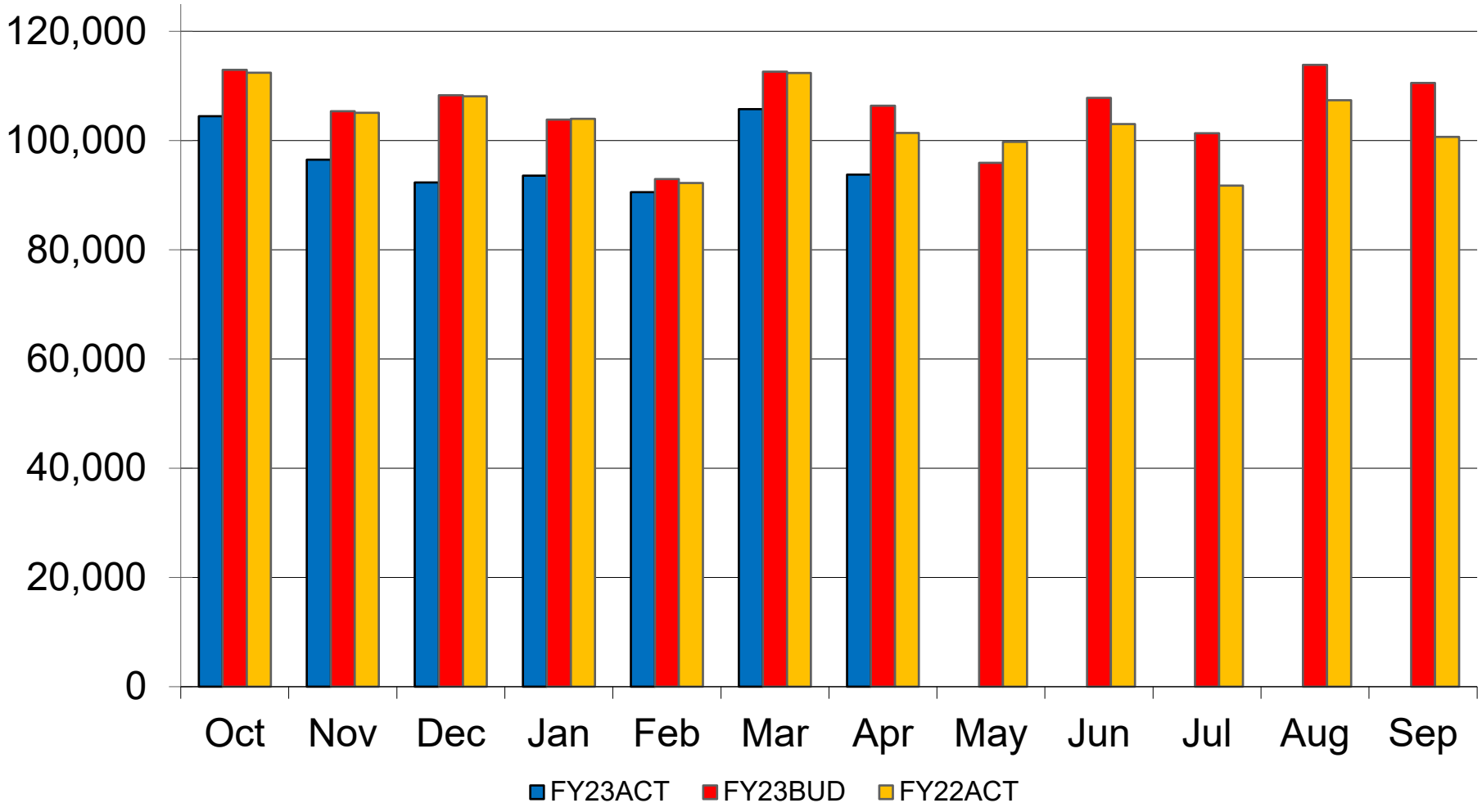
Case Mix Index
(Acute Service Line)



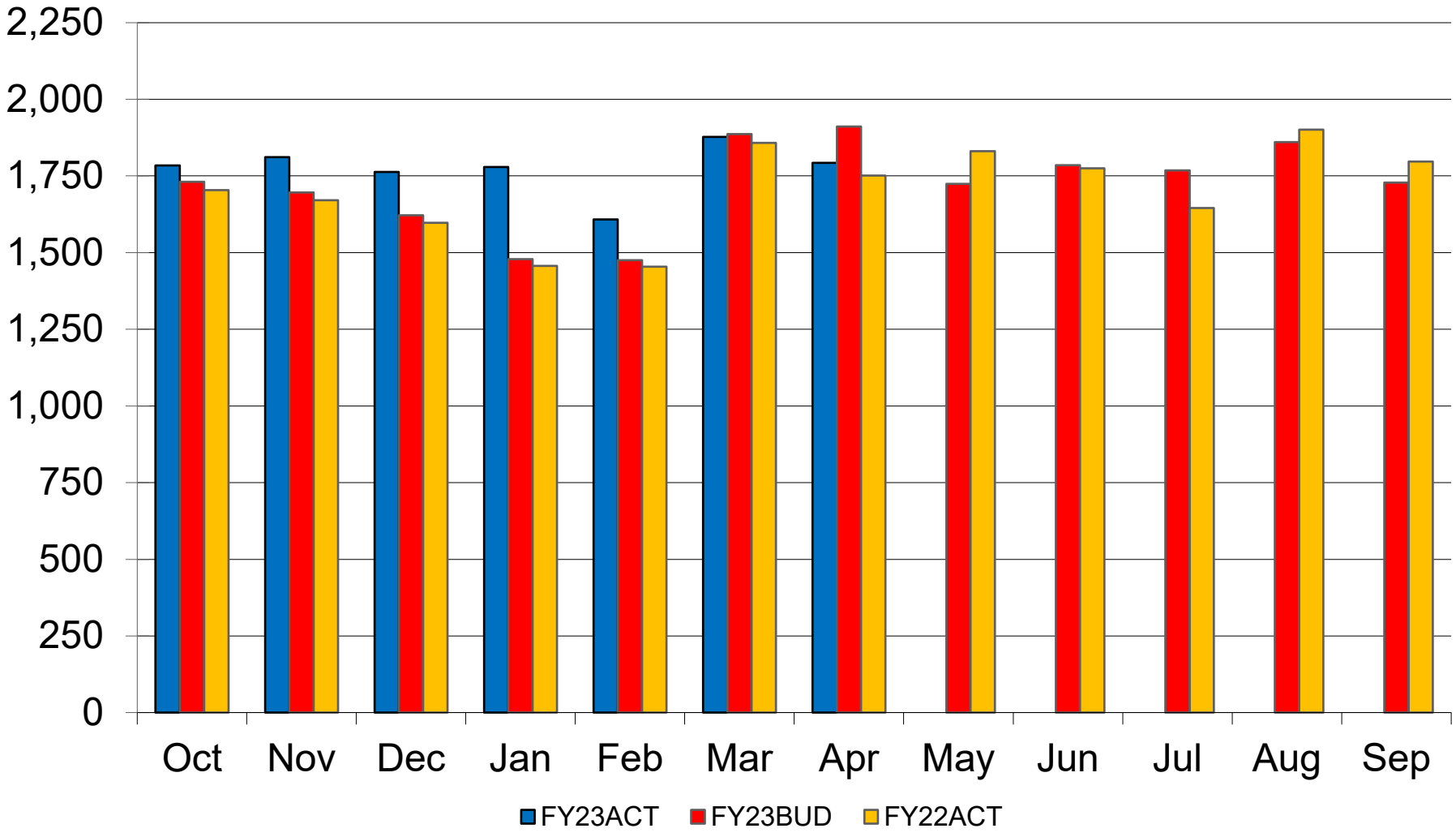
Volumes
Emergency Visits



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
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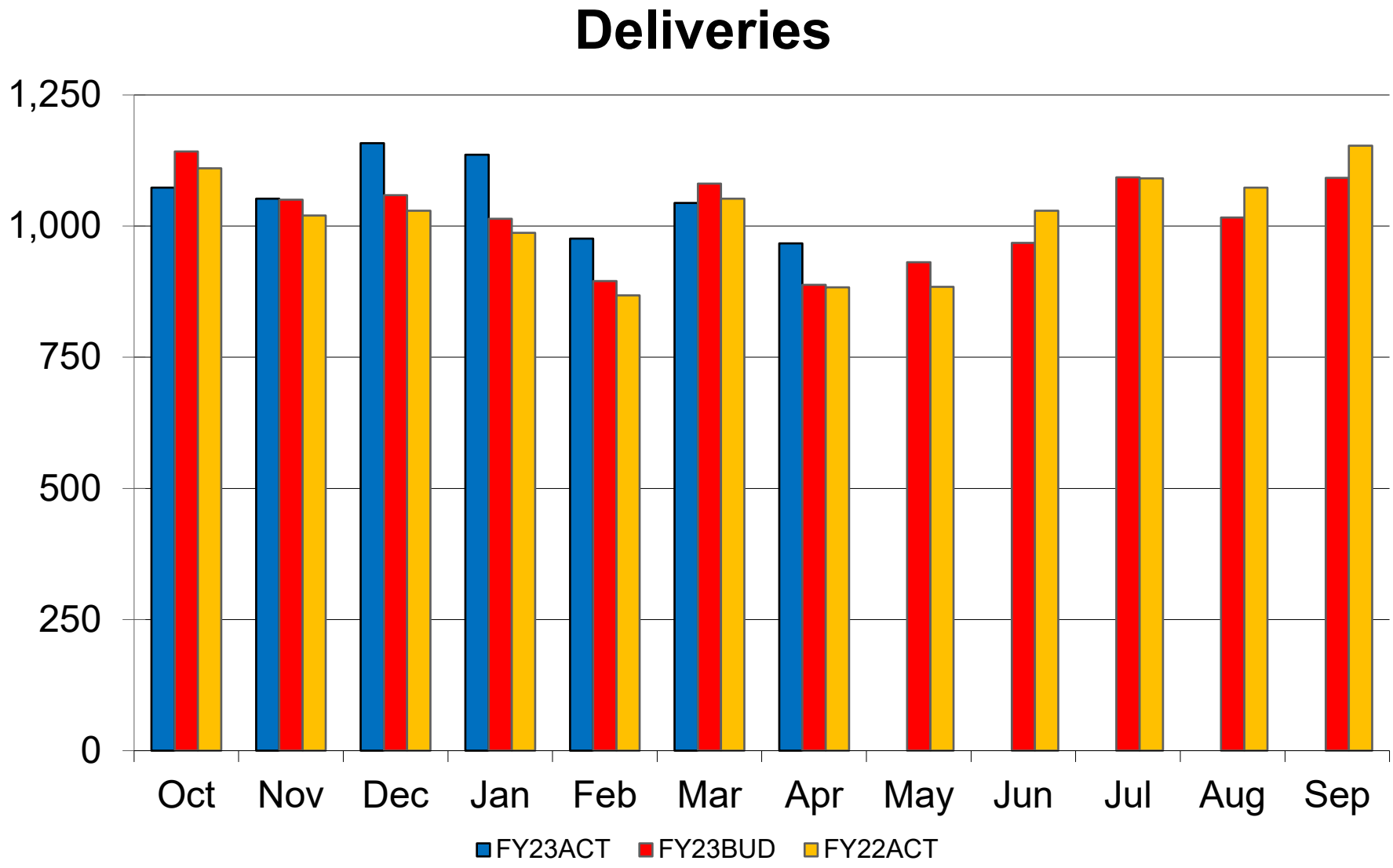
May
Jun
Jul
Aug
Sep
FY23ACT
FY23BUD
FY22ACT


Deliveries
1,250
1,000
750
500
250
0
Oct
Nov
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Feb
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Apr
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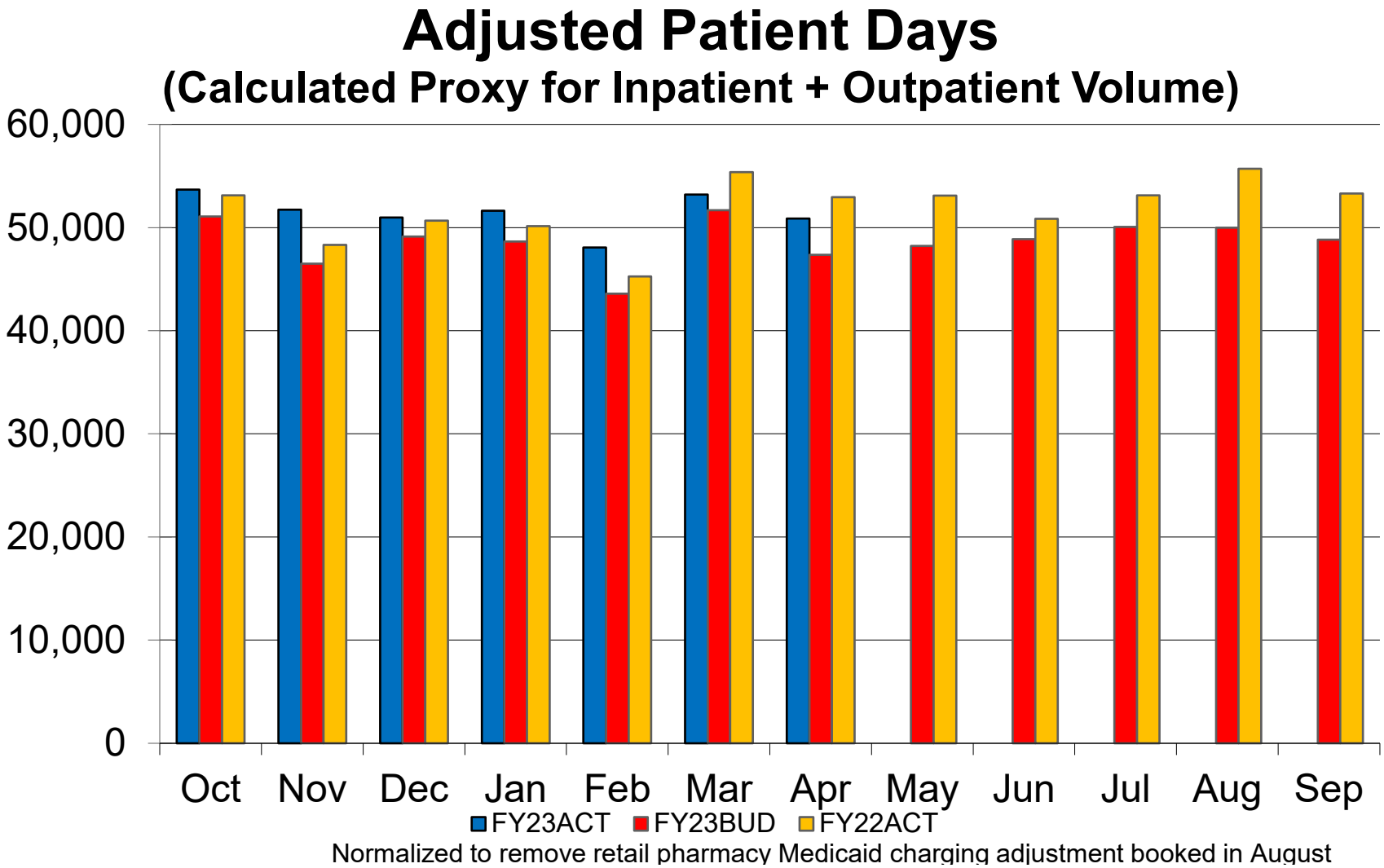
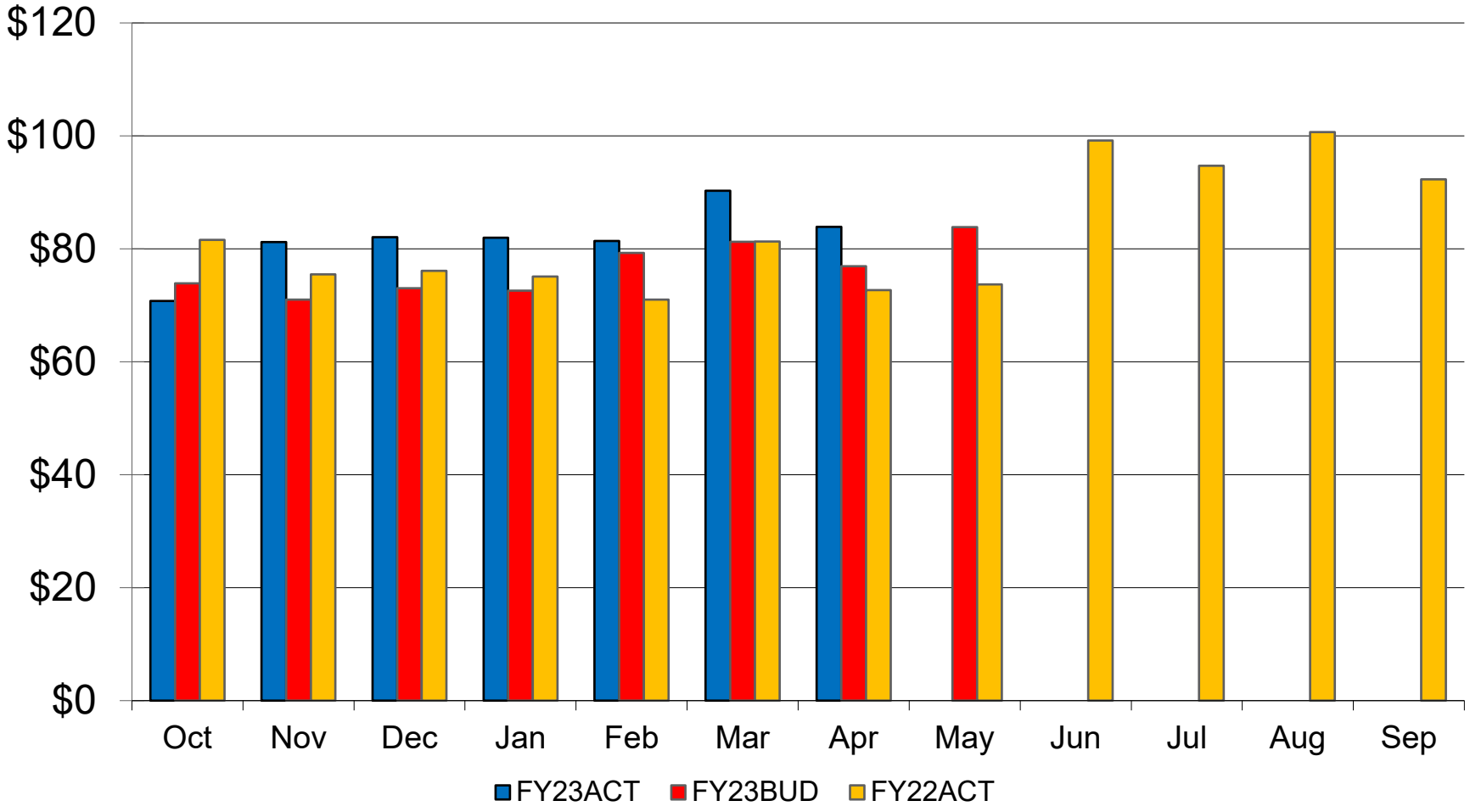
Sep
FY23ACT
FY23BUD
FY22ACT

Volumes
Adjusted Patient Days



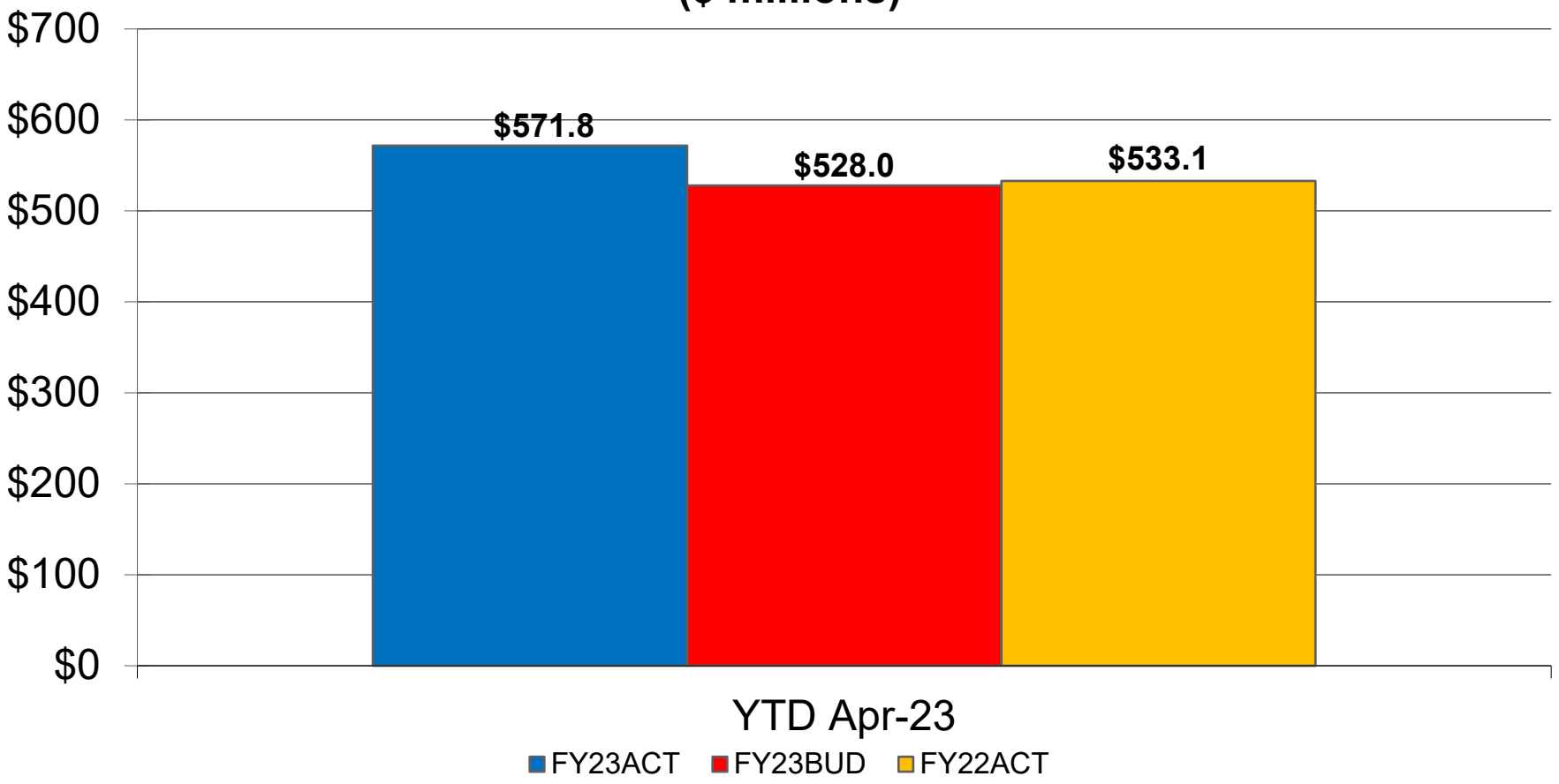
Patient Cash Collections

($ millions)



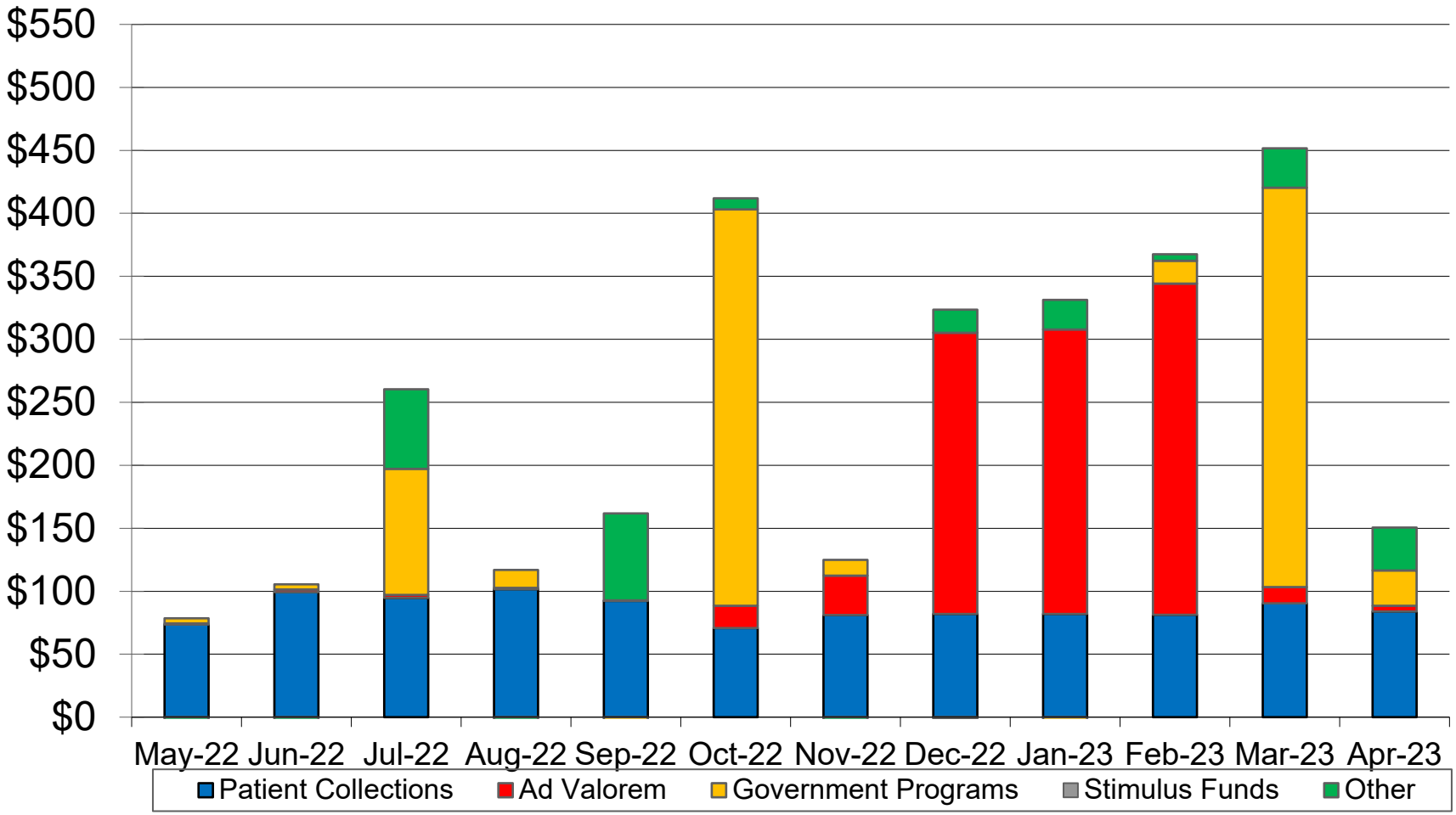
Patient Cash Collections Cumulative Year to Date

($ millions)



Total Cash Collections

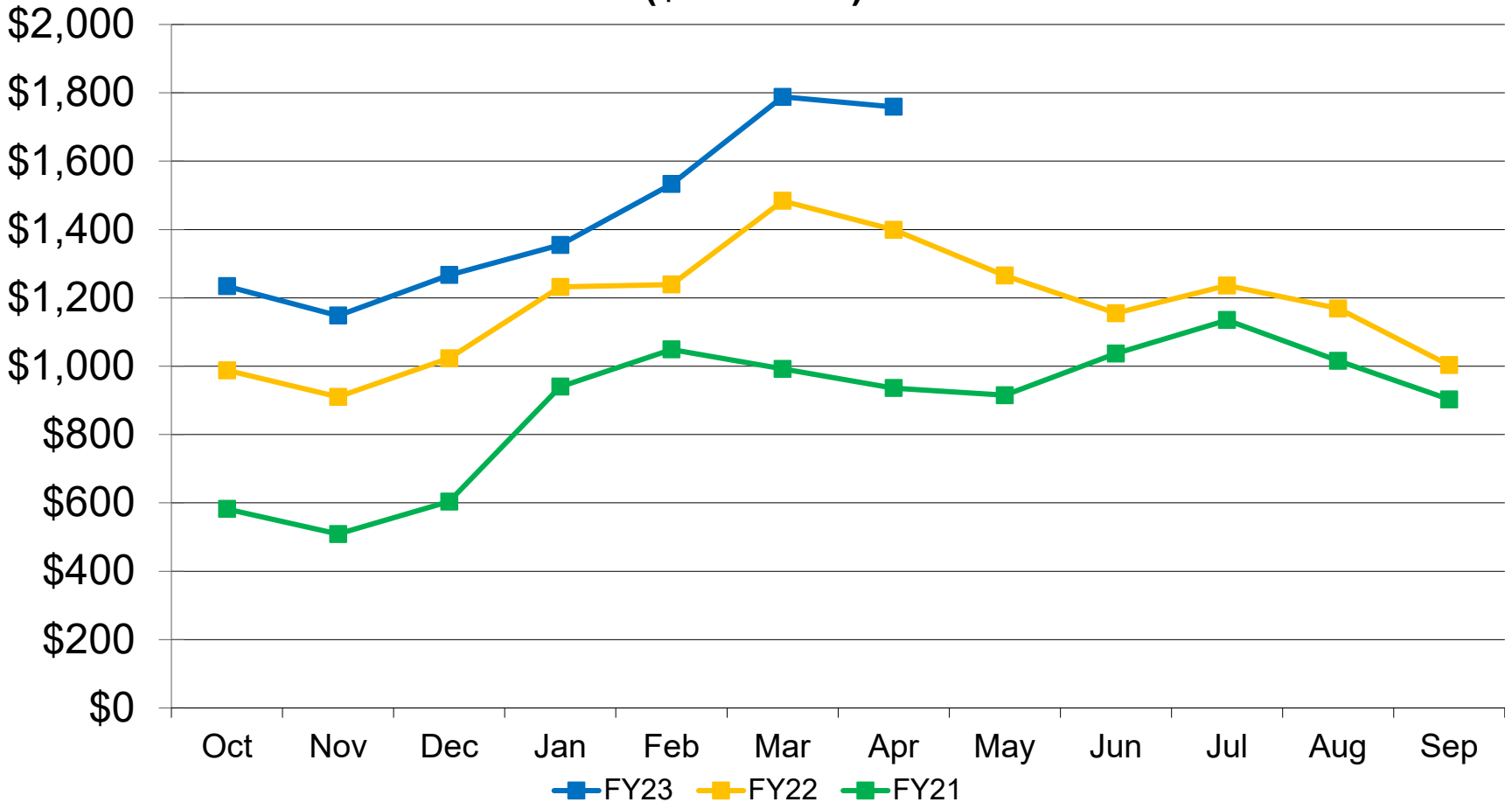
($ millions)



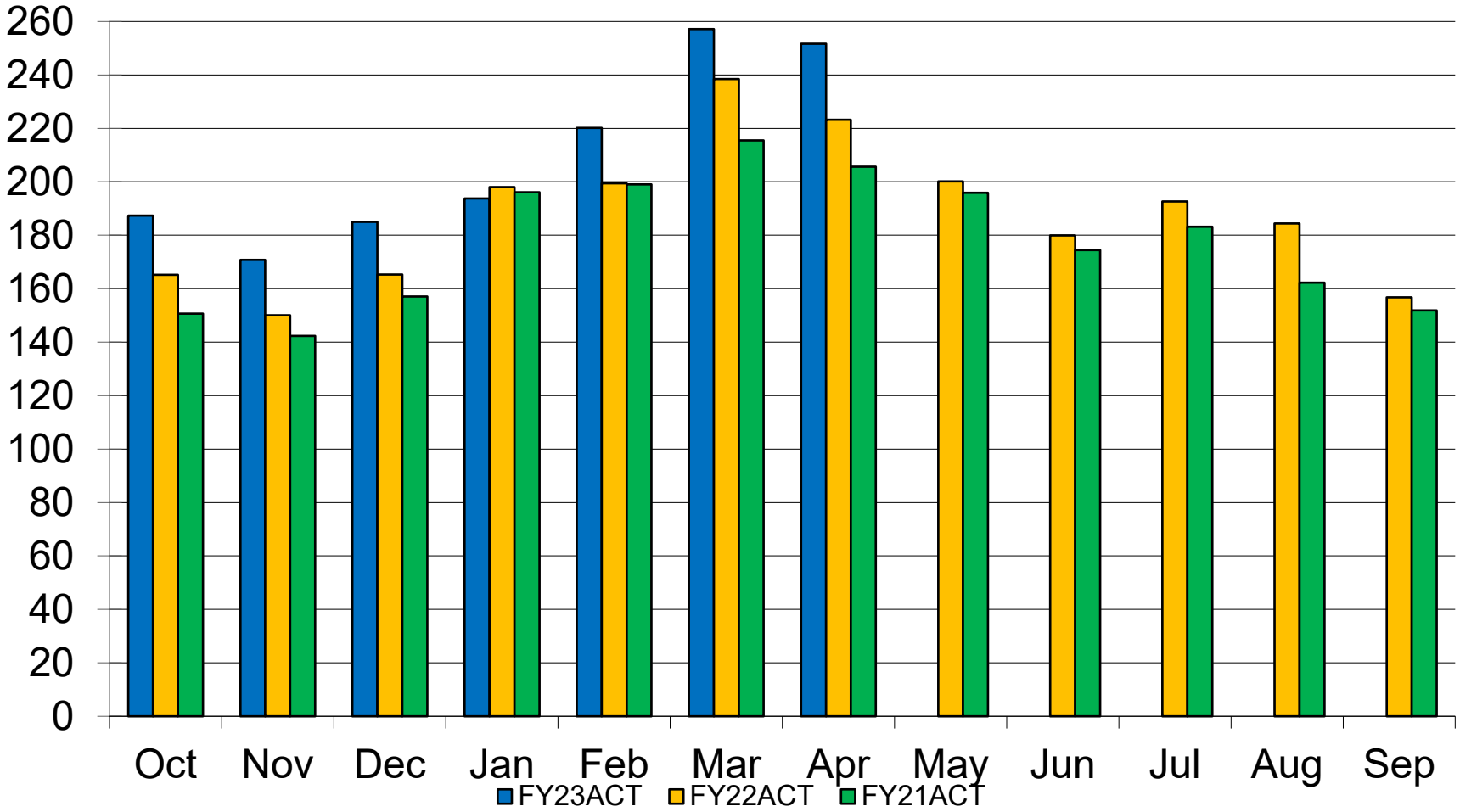
Key Operating Performance Metrics

Cash Balance Trending

($ millions)



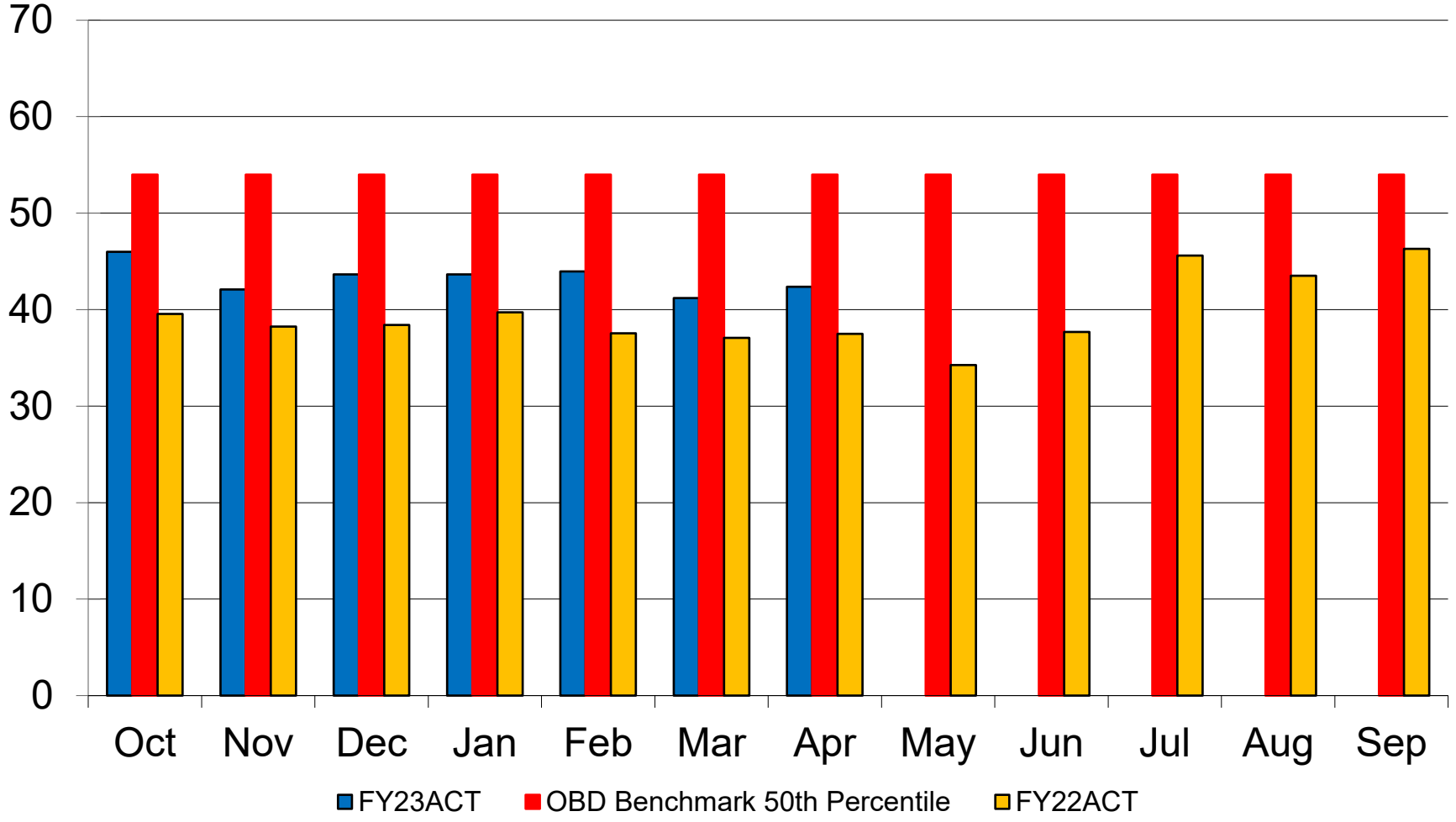
Days Cash on Hand



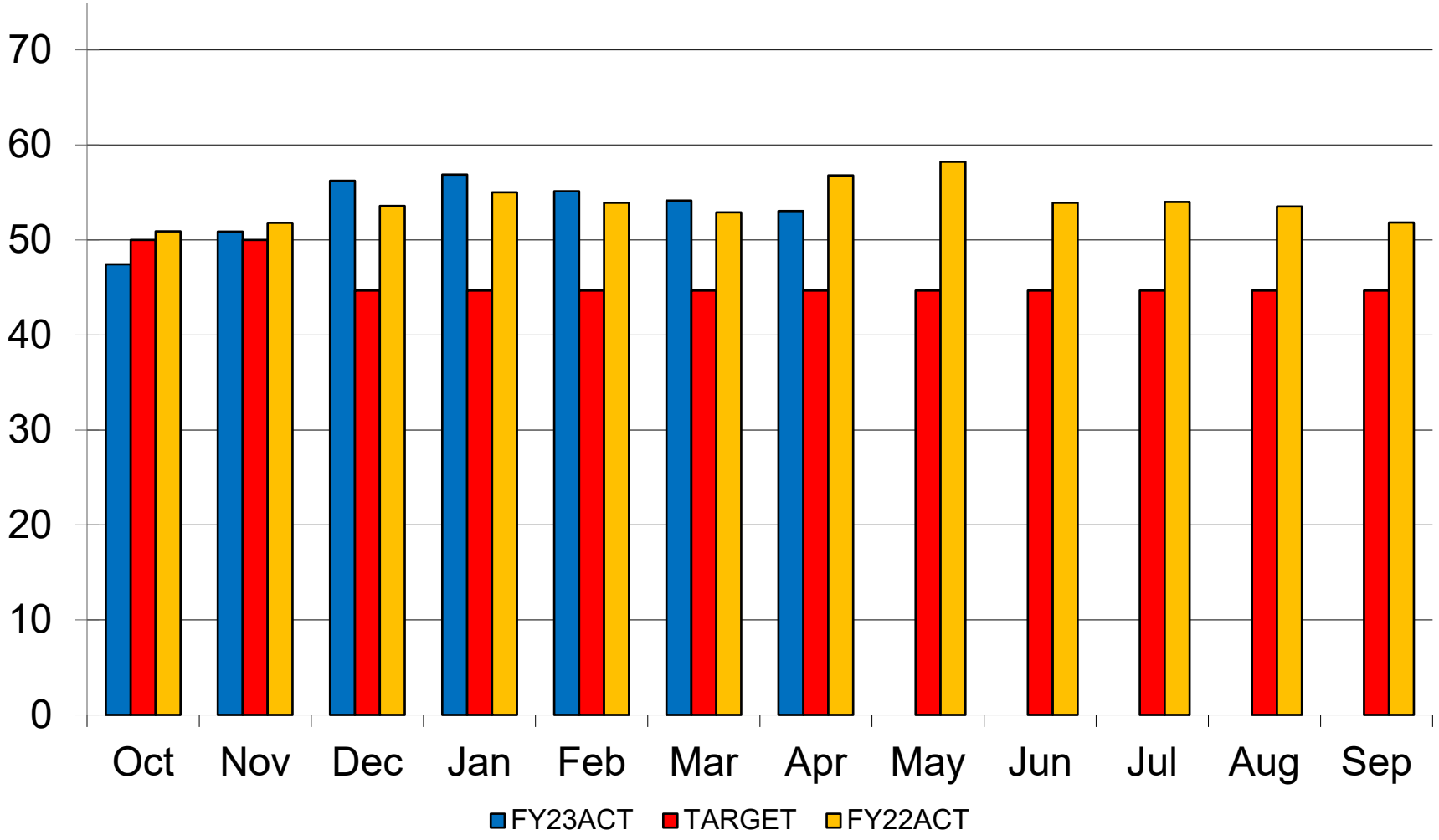
Excludes LPPF and insurance and debt reserves, which are included in total cash

Key Operating Performance Metrics

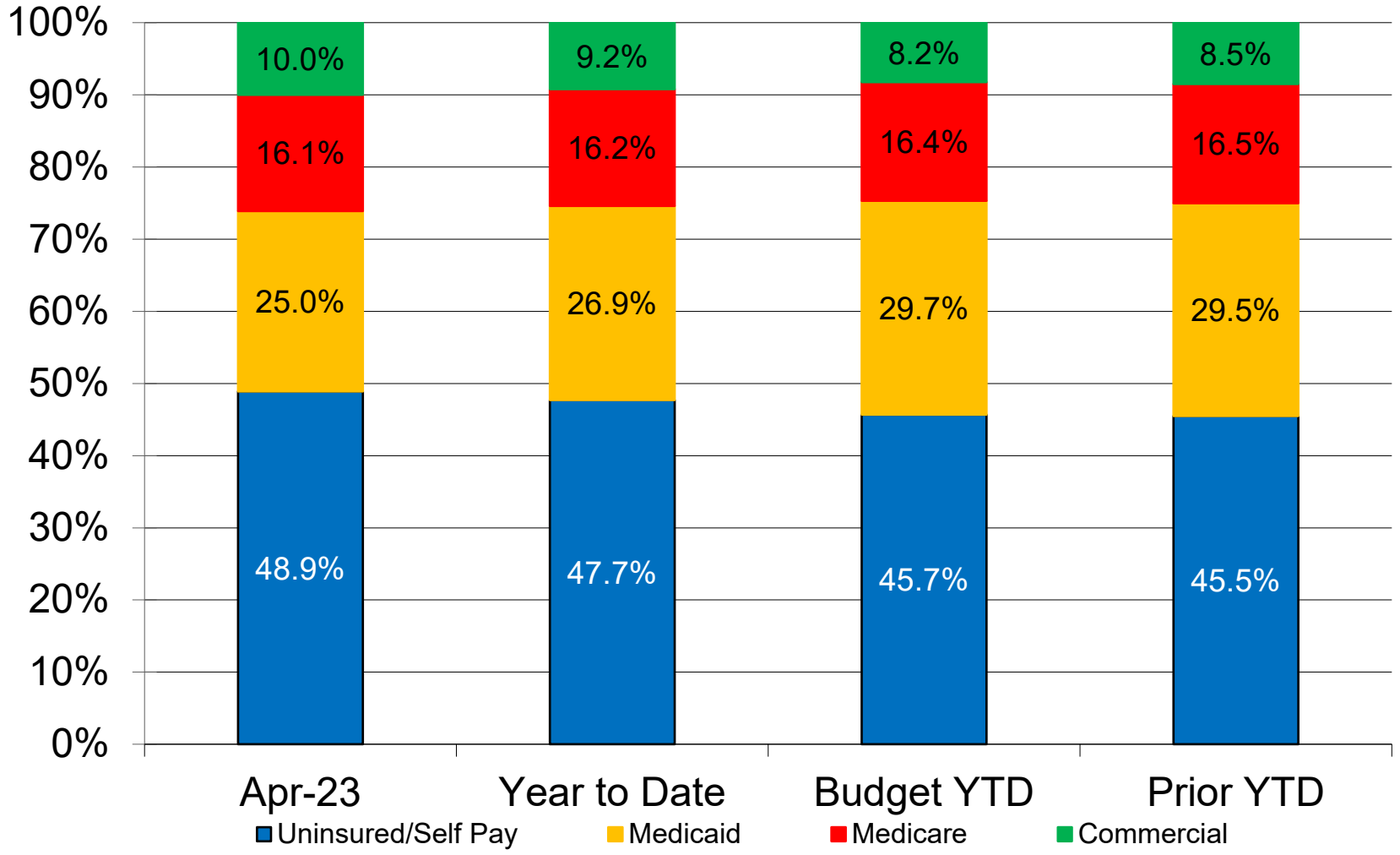
Days in Accounts Payable



Days in Accounts Receivable

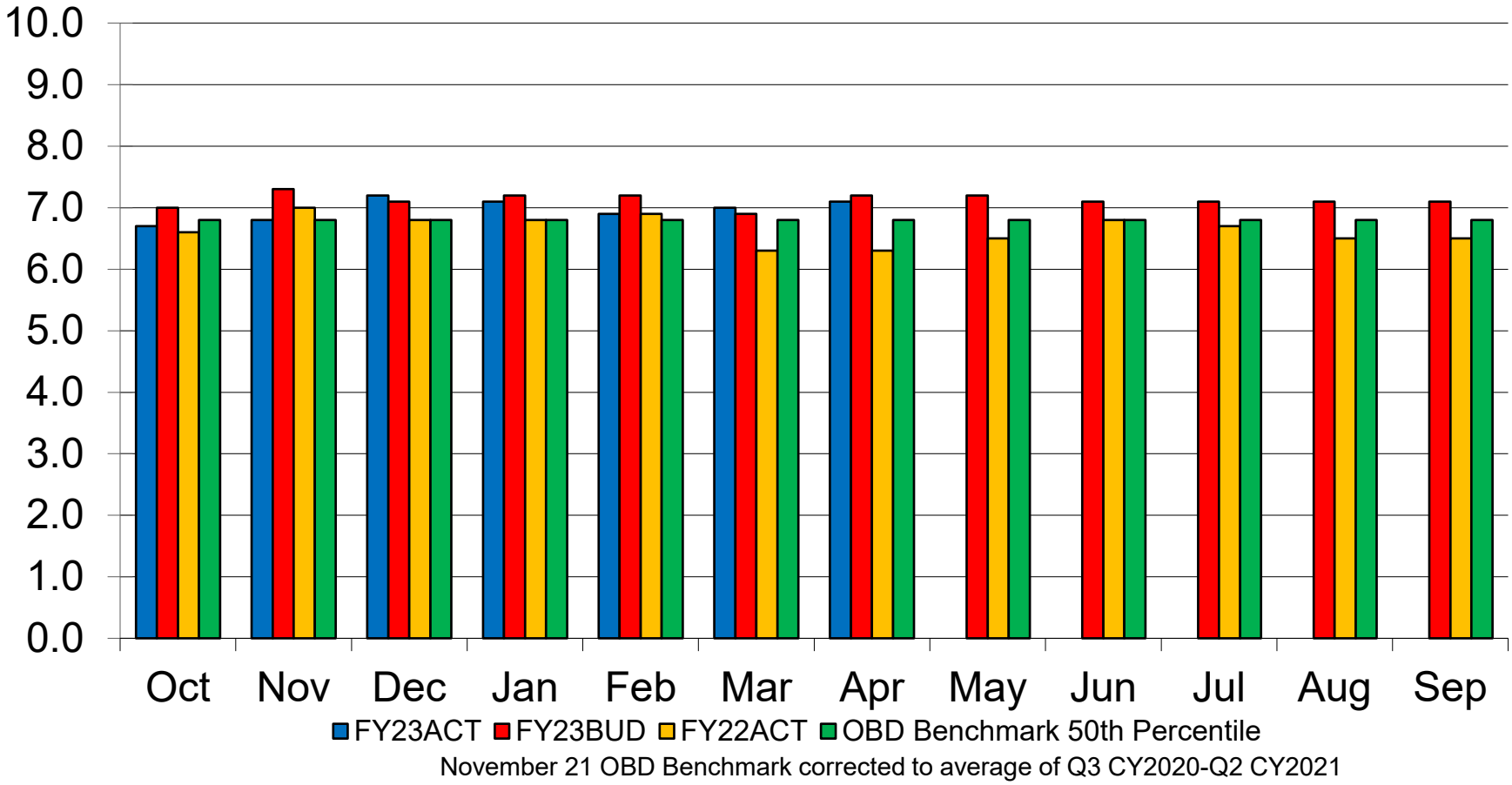


Gross Patient Revenue By Payor Type



FTEs per Adjusted Occupied Bed

(includes Contract Labor and excludes Nursing Homes and Jail)



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

Parkland

Appendix

PCHP Financial Performance Current Month – April 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	252,939	254,853	(1,914)	-0.8%	231,499	21,440	9.3%
REVENUE							
Premium Revenue	$ 67,923	$ 65,206	$ 2,717	4.2%	$ 54,049	$ 13,874	25.7%
Other	36,842	37,136	(293)	-0.8%	3,491	33,351	955.2%
OPERATING REVENUE	104,765	102,342	2,423	2.4%	57,541	47,224	82.1%
EXPENSE							
Administration	10,212	10,337	126	1.2%	8,468	(1,743)	-20.6%
Claims	97,930	90,901	(7,029)	-7.7%	50,031	(47,899)	-95.7%
OPERATING EXPENSE	108,142	101,239	(6,903)	-6.8%	58,499	(49,643)	-84.9%
OPERATING INCOME (LOSS)	**$ (3,377)**	**$ 1,103**	**$ (4,480)**	**-406.2%**	**$ (959)**	**$ (2,418)**	**-252.3%**
Interest and Investment Income	746	77	669	866.4%	90	656	729.6%
Unrealized Gain (Loss) on Investments	78	23	55	240.0%	(308)	385	125.2%
Total Net Income (Loss)	$ (2,553)	$ 1,203	$ (3,756)	-312.3%	$ (1,176)	$ (1,377)	-117.0%
Operating Cash Flow Margin %	-3.2%	1.1%	-4.3%	-399.1%	-1.7%		
Medical Loss Ratio (excluding UHRIP/NAIP)	92.3%	84.8%			81.6%		

PCHP Fiscal Year ends 12/31/2023

PCHP Financial Performance
Calendar YTD – April 2023

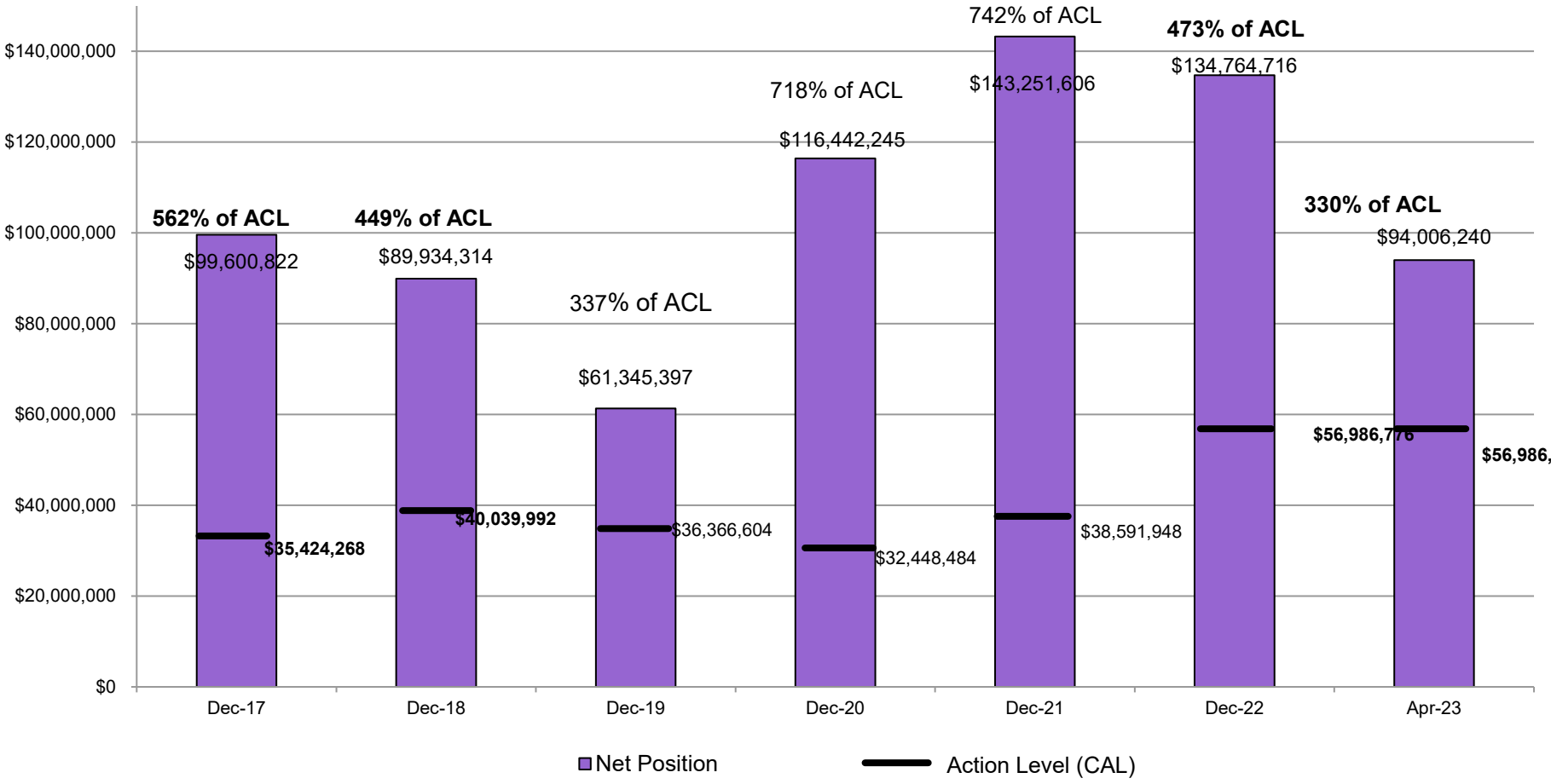
PCHP Year to Date Income Statement

(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	1,001,547	1,004,818	(3,271)	-0.3%	910,893	90,654	10.0%
REVENUE							
Premium Revenue	$ 263,121	$ 256,159	$ 6,962	2.7%	$ 219,290	$ 43,831	20.0%
Other	145,390	146,776	(1,386)	-0.9%	15,038	130,353	866.8%
OPERATING REVENUE	408,511	402,934	5,577	1.4%	234,328	174,183	74.3%
EXPENSE							
Administration	40,198	41,017	818	2.0%	34,538	(5,660)	-16.4%
Claims	367,303	358,723	(8,580)	-2.4%	197,336	(169,967)	-86.1%
OPERATING EXPENSE	407,502	399,740	(7,762)	-1.9%	231,874	(175,628)	-75.7%
OPERATING INCOME (LOSS)	**$ 1,010**	**$ 3,195**	**$ (2,185)**	**-68.4%**	**$ 2,454**	**$ (1,444)**	**-58.9%**
Interest and Investment Income	3,041	1,227	1,814	147.8%	223	2,818	1264.8%
Unrealized Gain (Loss) on Investments	1,347	362	984	271.6%	(1,560)	2,907	186.3%
Total Net Income (Loss)	$ 5,397	$ 4,784	$ 613	12.8%	$ 1,117	$ 4,280	383.3%
Operating Cash Flow Margin %	0.2%	0.8%	-0.5%	-68.8%	1.0%		
Medical Loss Ratio (excluding UHRIP/NAIP)	87.2%	85.3%			81.7%		

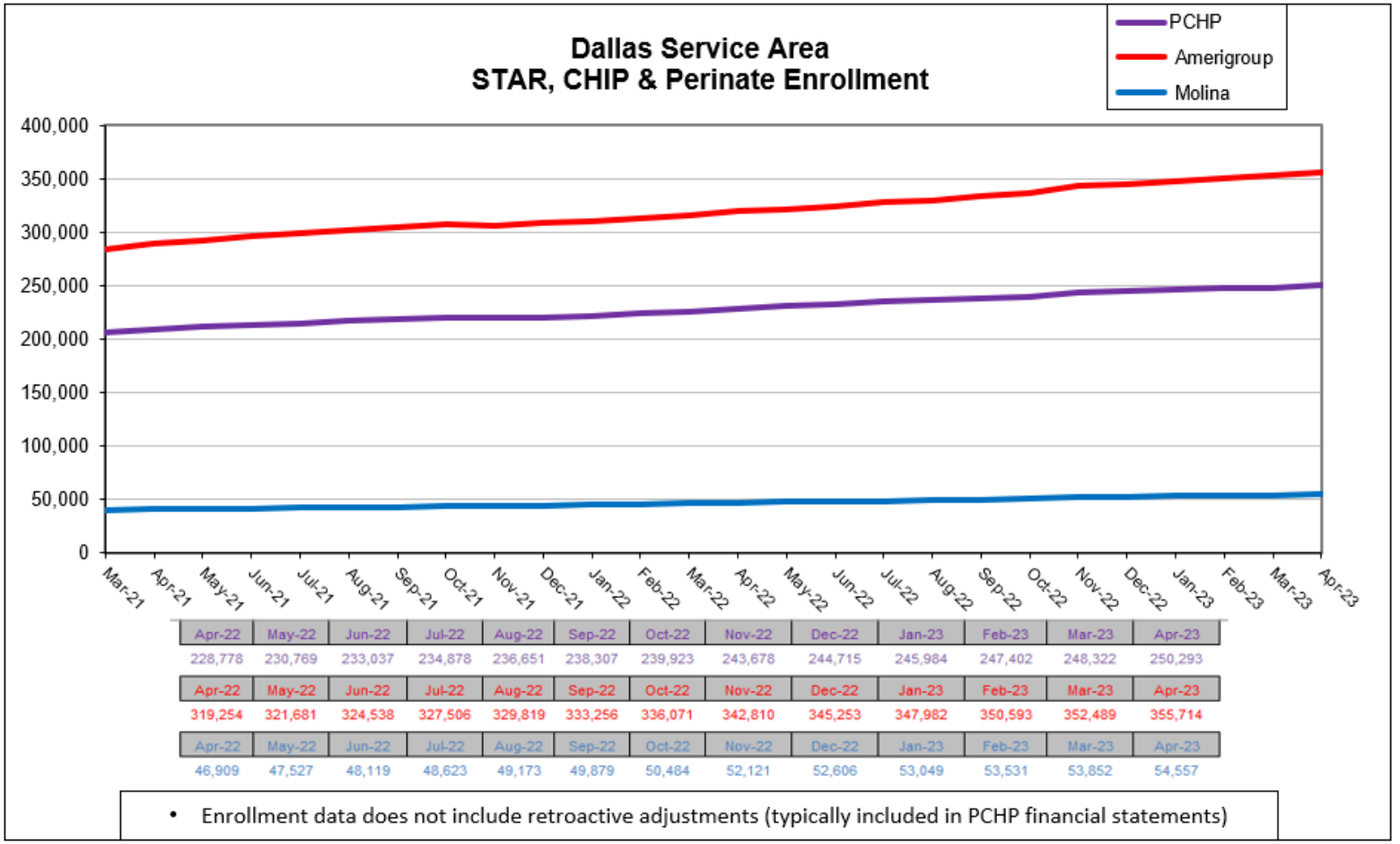
PCHP Fiscal Year ends 12/31/2023

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



Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
228,778	230,769	233,037	234,878	236,651	238,307	239,923	243,678	244,715	245,984	247,402	248,322	250,293

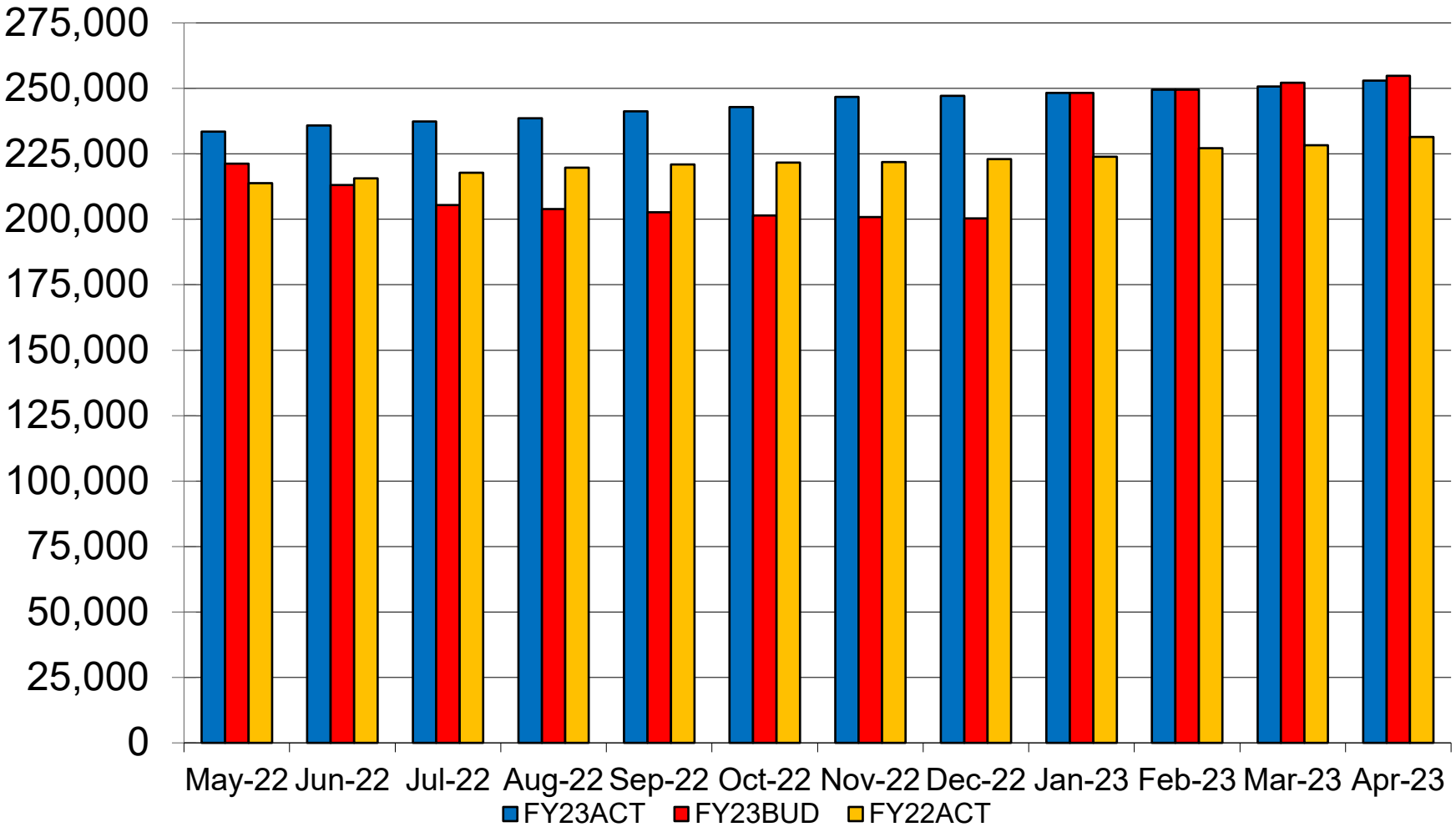
Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
319,254	321,681	324,538	327,506	329,819	333,256	336,071	342,810	345,253	347,982	350,593	352,489	355,714

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
46,909	47,527	48,119	48,623	49,173	49,879	50,484	52,121	52,606	53,049	53,531	53,852	54,557

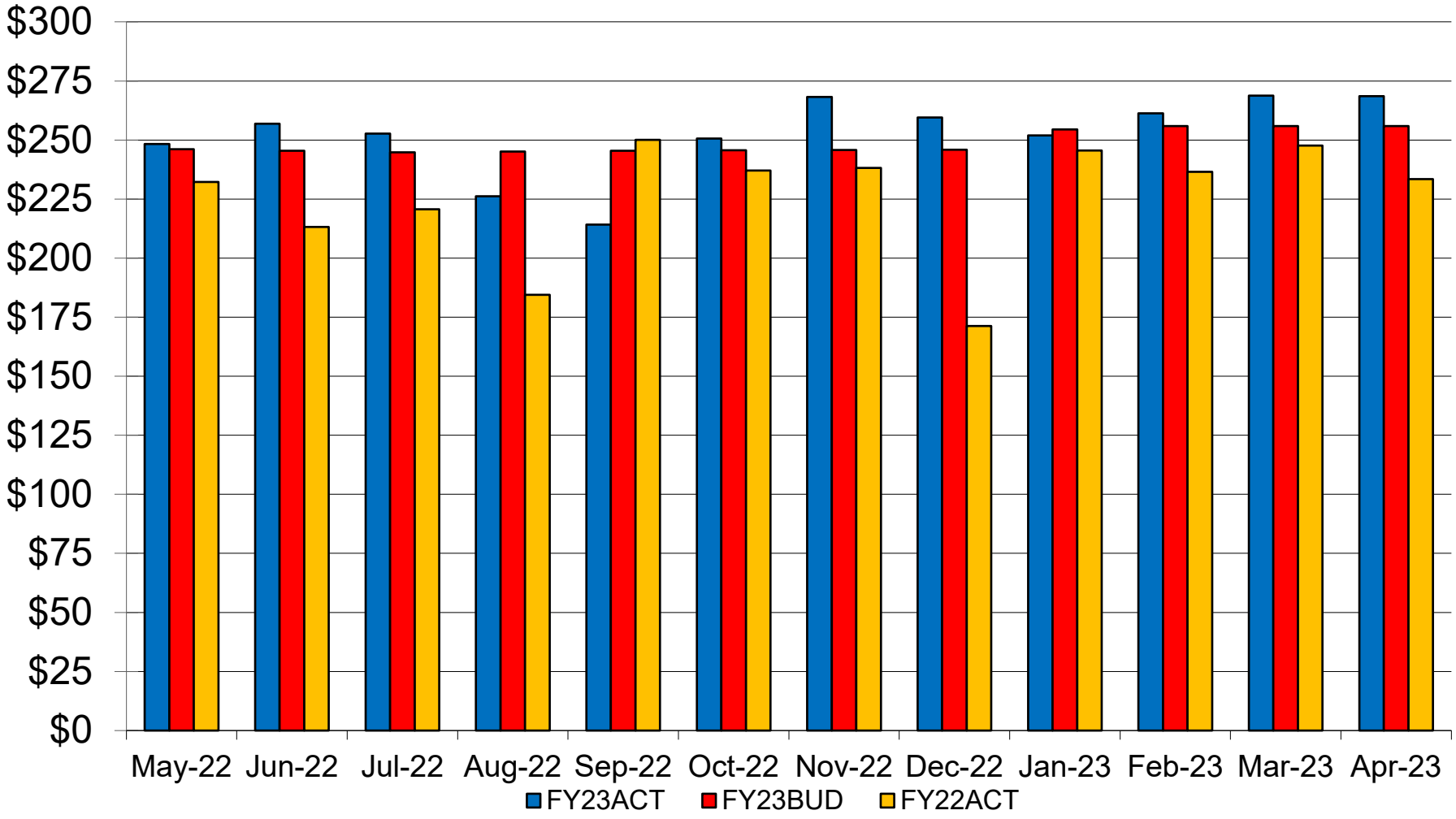
- Enrollment data does not include retroactive adjustments (typically included in PCHP financial statements)

Key Operating Performance Metrics

Membership



Premium Revenue PMPM



NAIP & UHRIP Passthrough is excluded

Parkland

Balance Sheet

Balance Sheet Combined as of April 30, 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	$ 1,472,160	$ 285,279	$ -	$ 37,863	$ 1,795,302	$ 1,284,589
Net Ad Valorem Taxes Receivable	1,971	-	-	-	1,971	17,338
Net Patient Accounts Receivable	164,112	-	-	-	164,112	180,209
Other Receivables	(8,860)	25,112	1,021	(27)	17,246	89,264
Inventories & Other Assets	120,201	2,739	280	133	123,353	52,105
Total Current Assets	1,749,584	313,130	1,301	37,969	2,101,984	1,623,505
Capital Assets, Net						
Construction in Progress	57,415	-	-	-	57,415	58,471
Property, Plant, and Equipment	1,550,975	-	6,533	33	1,557,541	1,591,456
Total Net Capital Assets	1,608,390	-	6,533	33	1,614,956	1,649,927
Long Term Assets						
Other Noncurrent Assets	-	-	-	3,224	3,224	5,569
Total Other Long Term Assets	-	-	-	3,224	3,224	5,569
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	241,345	-	-	-	241,345	285,555
Debt Service	28,520	-	-	-	28,520	28,104
LPPF	115,968	-	-	-	115,968	78,612
Insurance Reserves	13,502	-	-	-	13,502	12,711
Total Assets Limited to Use	403,112	-	-	-	403,112	460,763
Deferred Outflows of Resources	140,167	-	-	-	140,167	167,090
Total Assets	$ 3,901,253	$ 313,130	$ 7,834	$ 41,226	$ 4,263,443	$ 3,906,854

Balance Sheet Combined as of April 30, 2023 & 2022

(Dollars in Thousands)	FYE 2023 PHHS	FYE 2023 PCHP	FYE 2023 PCCI	FYE 2023 FDN/AUX	FY 2023 Total	FY 2022 Total
Liabilities and Net Position						
Current Liabilities						
Accounts Payable	$ 351,090	$ 114,895	$ 34,382	$ 1,449	$ 501,816	$ 296,891
Accrued Payroll & Benefits	128,551	-	626	-	129,177	101,875
Claims Payable	-	104,032	-	-	104,032	117,547
Deferred Ad Valorem Taxes	328,398	-	-	-	328,398	318,311
Interest Payable	6,236	-	-	-	6,236	6,330
Due to Third Party	(42,961)	-	-	-	(42,961)	(37,610)
Other Current Liabilities	20,007	198	595	2,476	23,276	57,799
Total Current Liabilities	791,321	219,125	35,603	3,925	1,049,974	861,143
Long Term Debt	604,547	-	-	-	604,547	585,566
Net Pension Liability	390,456	-	-	-	390,456	464,931
Other Non-Current Liabilities	20,000	-	-	-	20,000	14,747
Total Liabilities	$ 1,806,324	$ 219,125	$ 35,603	$ 3,925	$ 2,064,977	$ 1,926,387
Deferred Inflows of Resources	156,515	-	-	-	156,515	119,498
Net Position	1,938,414	94,006	(27,769)	37,301	2,041,952	1,860,969
Total Liabilities and Net Position	$ 3,901,253	$ 313,130	$ 7,834	$ 41,226	$ 4,263,443	$ 3,906,854

Parkland

Statement of Cash Flow and Routine Capital

Cash Flow Combined
MTD & FYTD April 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	$ 609,182	$ 714,096		$ 891	$ 1,324,169	$ 941,056
Ad Valorem Tax Receipts	798,914			-	798,914	752,242
Government Programs	625,203			-	625,203	477,533
Stimulus Funds	-			-	-	-
Other Receipts	101,421	-	6,777	-	108,198	34,115
Donations Received	-			8,865	8,865	12,790
Contributions Paid to/from Foundation				(4,626)	(4,626)	26,135
Payments for Medical Claims Costs	-	(586,864)		-	(586,864)	(293,366)
Payments to Suppliers	(415,390)	(47,387)	(1,232)	(874)	(464,883)	(558,859)
Payments to Employees	(961,923)	(14,836)	(4,872)	(2,471)	(984,102)	(876,992)
Net Cash Flow from Operations	757,407	65,009	673	1,785	824,874	514,654
Cash Flows from Capital and Financing Activities:						
Purchases of Capital assets	(26,010)		(673)	7	(26,676)	(70,391)
Sale of Capital Assets	352			-	352	9,617
Interest Received	39,104	5,853		1,474	46,431	(3,739)
Interest Paid	(14,967)			-	(14,967)	(15,503)
Bond Principal Paid	-	-	-	-	-	-
Net Cash Flows from Capital and Financing Activitie	(1,521)	5,853	(673)	1,481	5,140	(80,016)
Net Change in Cash	$ 755,886	$ 70,862	$ -	$ 3,266	$ 830,014	$ 434,638
Beginning Cash Balance	1,003,418	214,417	-	34,597	1,252,432	1,232,101
Ending Cash Balance	$ 1,759,304	$ 285,279	$ -	$ 37,863	$ 2,082,446	$ 1,666,739

Routine Capital Summary (FY22 Only)
April 30, 2023

CAPITAL SPENDING SUMMARY
Year to Date thru April 30, 2023

2023 Budget Only

(Dollars in Thousands)

Description	Amount
Capital Budget Spent (YTD)	$ 892
Committed	2,424
Total	3,316
FY23 Capital Budget	$ 241,345
% Total Capital Funding Spent or Committed	1.4%

Statistics
MTD & FYTD April 2023

	Month					Fiscal Year to Date					FY 2023
	Apr-23 Actual	Apr-23 Budget	Apr-22 Actual	% Var Budget	% Var FY22-21	Apr-23 Actual	Apr-23 Budget	Apr-22 Actual	% Var Budget	% Var FY22-21	Annual Budget
Hospital Discharges (Adult/Infant Inpatient, Observation)											
Adult Inpatient	2,760	2,653	2,778	4.0%	-0.6%	20,799	19,190	18,832	8.4%	10.4%	33,369
Neonatal ICU	74	80	121	-7.5%	-38.8%	733	700	721	4.7%	1.7%	1,239
Newborn Nursery / Room-in	882	802	812	10.0%	8.6%	6,846	6,311	6,177	8.5%	10.8%	10,951
Total Inpatient Discharges	3,716	3,535	3,711	5.1%	0.1%	28,378	26,201	25,730	8.3%	10.3%	45,559
Observation Discharges	1,895	2,110	2,011	-10.2%	-5.8%	12,548	13,800	13,788	-9.1%	-9.0%	24,070
Total Hospital Discharges	5,611	5,645	5,722	-0.6%	-1.9%	40,926	40,001	39,518	2.3%	3.6%	69,629
Total Hospital Discharges (excluding Newborn Nursery)	4,729	4,843	4,910	-2.4%	-3.7%	34,080	33,690	33,341	1.2%	2.2%	58,678
Inpatient Posted Census Days											
Adult Inpatient	17,242	16,635	16,827	3.6%	2.5%	125,349	121,351	119,441	3.3%	4.9%	208,374
Neonatal ICU	1,482	1,561	2,252	-5.1%	-34.2%	13,336	13,761	14,449	-3.1%	-7.7%	24,275
Newborn Nursery / Room-in	2,025	1,865	1,864	8.6%	8.6%	15,550	14,533	14,369	7.0%	8.2%	25,280
Total Inpatient Posted Census Days	20,749	20,061	20,943	3.4%	-0.9%	154,235	149,645	148,259	3.1%	4.0%	257,929
Average Length of Stay											
Adult	6.25	6.27	6.06	0.3%	-3.1%	6.03	6.32	6.34	4.6%	4.9%	6.24
Neonatal ICU	20.03	19.51	18.61	-2.7%	-7.6%	18.19	19.66	20.04	7.5%	9.2%	19.6
Case Mix Index											
Acute	1.89	2.05	1.95	-7.8%	-3.1%	1.96	2.05	2.14	-4.4%	-8.4%	2.05
Adult Average Inpatient Available Beds (less L&D)	745	744	744	0.1%	0.1%	745	744	744	0.1%	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	71%	70%	69%	1.4%	2.9%	72%	71%	70%	1.4%	2.9%	71%
Adjusted Patient Days											
Inpatient Days x (Total Charges/Inpatient Charges)	50,876	47,357	52,960	7.4%	-3.9%	360,202	337,999	355,818	6.6%	1.2%	583,976
Equivalent Patient Days											
Adult Census, NNICU, and Observation Days	24,958	24,217	24,979	3.1%	-0.1%	181,867	177,593	176,251	2.4%	3.2%	305,711
Adjusted Occupancy Rate (includes Observation)											
Medicine/ Surgery	92%	92%	91%	0.0%	1.1%	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	93%	97%	87%	-4.1%	6.9%	94%	97%	94%	-3.1%	0.0%	97%
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	82%	68%	76%	20.6%	7.9%	82%	78%	76%	5.1%	7.9%	77%

Parkland

Statistics
MTD & FYTD April 2023

	Month					Fiscal Year to Date					FY 2023
	Apr-23 Actual	Apr-23 Budget	Apr-22 Actual	% Var Budget	% Var FY22-21	Apr-23 Actual	Apr-23 Budget	Apr-22 Actual	% Var Budget	% Var FY22-21	Annual Budget
Average Daily Inpatient Census											
Medicine/ Surgery	389	392	386	-0.8%	0.8%	401	392	388	2.3%	3.4%	392
Psych	28	28	28	0.0%	0.0%	28	28	27	0.0%	3.7%	28
Rehab	22	15	13	46.7%	69.2%	20	15	13	33.3%	53.8%	15
WISH *(Less: Newborn Nursery, NNICU, and L&D)*	110	98	112	12.2%	-1.8%	116	112	111	3.6%	4.5%	111
L&D	25	21	22	19.0%	13.6%	28	24	24	16.7%	16.7%	25
Total Adult Inpatient	574	554	561	3.6%	2.3%	593	571	563	3.9%	5.3%	571
Observation	208	201	197	3.5%	5.6%	204	200	200	2.0%	2.0%	200
Total Adult Average Daily Census	782	755	758	3.6%	3.2%	797	771	763	3.4%	4.5%	771
Neonatal ICU	49	52	75	-5.8%	-34.7%	63	65	68	-3.1%	-7.4%	67
Total Average Daily Census	831	807	833	3.0%	-0.2%	860	836	831	2.9%	3.5%	838
Deliveries	967	888	883	8.9%	9.5%	7,406	7,129	6,949	3.9%	6.6%	12,229
Surgeries											
Day Surgery Cases (Hospital)	654	600	591	9.0%	10.7%	4,390	4,029	3,777	9.0%	16.2%	7,017
Day Surgery Cases (ASC)	427	525	446	-18.7%	-4.3%	3,024	3,093	2,999	-2.2%	0.8%	5,415
Total Day Surgery Cases	1,081	1,125	1,037	-3.9%	4.2%	7,414	7,122	6,776	4.1%	9.4%	12,432
Inpatient Cases	712	786	714	-9.4%	-0.3%	5,001	4,682	4,716	6.8%	6.0%	8,236
Total Surgical Cases	1,793	1,911	1,751	-6.2%	2.4%	12,415	11,804	11,492	5.2%	8.0%	20,668
Emergency Services (unduplicated patients)											
Arrivals Count	18,984	17,567	18,975	8.1%	0.0%	133,963	124,040	126,679	8.0%	5.7%	218,547
Treated Patients Count	18,483	17,208	18,522	7.4%	-0.2%	130,159	122,012	124,197	6.7%	4.8%	214,442
Percent Left w/o Being Seen	2.6%	2.0%	2.4%	-30.0%	-8.3%	2.8%	1.6%	2.0%	-75.0%	-40.0%	1.9%
Emergency Visit Counts (includes multiple visits)											
Main ED	13,144	12,121	12,612	8.4%	4.2%	93,014	87,007	87,750	6.9%	6.0%	152,126
Psych / EOU ED	940	836	823	12.4%	14.2%	6,477	6,036	5,971	7.3%	8.5%	10,399
Urgent Care - ED	4,197	4,382	4,310	-4.2%	-2.6%	29,419	27,233	28,992	8.0%	1.5%	49,845
ICC ED (OB/Gyn Intermediate Care)	1,883	1,776	1,819	6.0%	3.5%	12,246	11,816	11,936	3.6%	2.6%	20,511
Total Emergency Visit Counts	20,164	19,115	19,564	5.5%	3.1%	141,156	132,092	134,649	6.9%	4.8%	232,881
Ambulatory Visits by Division *											
COPC	39,907	48,412	45,122	-17.6%	-11.6%	291,256	332,298	336,269	-12.4%	-13.4%	574,432
WISH	17,311	21,172	19,337	-18.2%	-10.5%	130,027	140,249	137,415	-7.3%	-5.4%	245,852
Ambulatory Specialty Clinics	30,206	30,187	30,495	0.1%	-0.9%	208,849	213,970	210,642	-2.4%	-0.9%	363,175
Employee Health Integration	1,499	1,995	1,568	-24.9%	-4.4%	12,608	18,644	17,933	-32.4%	-29.7%	27,771
All Other Divisions	4,848	4,626	4,866	4.8%	-0.4%	34,172	37,218	33,294	-8.2%	2.6%	60,571
Total Ambulatory Visits	93,771	106,392	101,388	-11.9%	-7.5%	676,912	742,379	735,553	-8.8%	-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:	YTD 2023 Actual	YTD 2023 Budget	YTD 2023 Variance	YTD 2022 Actual	FY23 to FY22 Variance
Contract Labor and excludes Nursing Homes and Jail	12,266	11,792	(474)	11,579	(687)
Productivity:					
Paid Hours/Adjusted Patient Day	41	42	1	39	(2)
Labor Rates:					
Average Hourly Rate	$ 41.46	$ 41.80	$ 0.34	$ 39.65	$ (1.81)

Parkland

Truven Comparative Peer Group

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

Glossary of Terms

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

Parkland

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Project Summary

Parkland

Project Summary
As of April 30, 2023

	Description	Begin Date	End Date	Month to Date Amount	Year to Date Amount	Life to Date Amount	*Budgeted Amount*	Remaining Budget
18081	Construct New Breast Center	**9/12/2017**	**2/22/2021**	-		7,854,554	15,224,149	7,369,594
18086	New Expansion Clinic	**10/1/2017**	**12/31/2021**	(2,556)	131,381.17	50,938,101	207,027,958	156,089,857
18087	Clinical Renovations	**10/1/2017**	**12/31/2021**	-	-	2,504,916	2,727,043	222,127
18088	Owners Consultants-Management	**10/1/2017**	**12/31/2021**	-	-	1,137,410	1,094,824	(42,586)
18089	Tower Garage PFS Build Out	**10/1/2017**	**12/31/2021**	-	-	4,582,516	4,257,570	(324,946)
18090	OPH Administration Renovations	**10/1/2017**	**12/31/2021**	-	-	839,899	1,247,769	407,870
18091	Butler Parking Garage	**10/1/2017**	**2/22/2021**	-	-	29,300,356	29,700,000	399,644
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**	-	(0)	3,685,003	4,465,128	780,125
18129	JFK Memorial Park	**2/1/2019**	**5/30/2022**	-	371,945	2,698,147	2,700,000	1,853
18135	Redbird Clinic	**6/26/2019**	**7/15/2021**	(27,047)	1,096,028	14,979,920	18,293,173	3,313,253
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)	209,767	1,661,566	2,500,000	838,434
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	3,140,740	245,936
18153	COPC Upgrade Faithful Gould	**10/1/2019**	**9/1/2022**	23,777	210,500.37	1,647,813	2,105,124	457,311
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**	115,383	165,659	214,663	570,000	355,337
18164	Logistic 3rd Floor Lab HVAC	**3/1/2020**	**12/31/2021**	-	-	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**	12,200	68,730	140,082	6,856,260	6,716,178
18175	CT Scanner for 2nd Floor Shelled Out Area	**9/30/2020**	**1/20/2022**	(2,900)	16,592	2,315,086	2,860,241	545,155
18176	Hatcher Clinic Exit Gate	**12/3/2020**	**7/1/2022**	-	10,456	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**	42,011	313,377	1,023,874	1,658,339	634,465
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**	44,944	44,944	44,944	45,000	56
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**	-	45,325	3,651,225	4,974,735	1,323,511
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**	(2,160)	13,579	3,620,406	3,746,500	126,094
18204	Telemetry Level 14 NPH	**2/26/2021**	**2/28/2023**	-	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**	(1,834)	12,363	12,363	111,550	99,187
18215	Dallas Deflects	**5/25/2021**	**5/31/2022**	(102)	6,940	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**	-	109,240	109,240	235,400	126,160
18220	Healthy Start Renovation	**7/30/2021**	**10/31/2022**	-	22,596	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**	(1,227)	221,258	496,804	741,500	244,696
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**	1,566,385	2,706,143	2,455,540	8,245,000	5,789,460
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**	620	393,466	565,842	3,873,700	3,307,859
18230	Old Campus Demolition (Phase II)	**12/9/2021**	**9/30/2023**	49,533	812,561	3,036,950	39,505,800	36,468,850
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**	-	1,024	142,017	393,400	251,383
18236	Provide Sanitation Manager's Office	**1/20/2022**	**12/31/2022**	1,409	1,409	6,606	25,585	18,978
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**	2,179,485	6,090,288	6,648,276	16,403,000	9,754,724
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**	170,349	170,349	170,349	3,517,600	3,347,251
18244	Annie's Place Renovation-Childcare Buildout	**6/10/2022**	**2/1/2023**	29,311	96,070	96,070	1,760,800	1,664,730
18245	New Dental Clinic	**6/13/2022**	**11/1/2022**	-	136,894	140,545	472,432	331,887
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**	-	66,671	66,671	707,800	641,129
18249	Swisslog RDAC Controller Replacement	**5/1/2022**	**5/1/2023**	-	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	-
18262	PureProcessing Reprocessing Sinks	**10/1/2022**	**3/30/2023**	-	108,232	108,232	199,533	91,301
19278	Wireless Network Upgrade	**9/19/2016**	**9/30/2021**	-	-	6,605,394	2,367,491	(4,237,902)
19284	Patient Queing System	**1/3/2017**	**10/4/2019**	(616)	-	6,273		(6,273)
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**	-		573,152	692,280	119,128
19302	EPIC ELA Implementation	**6/5/2017**	**10/4/2019**	-	-	1,730,395	953,826	(776,569)
19310	End of Life Hardware Refresh	**11/21/2017**	**7/31/2022**	-	-	8,718,778	8,900,000	181,222
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

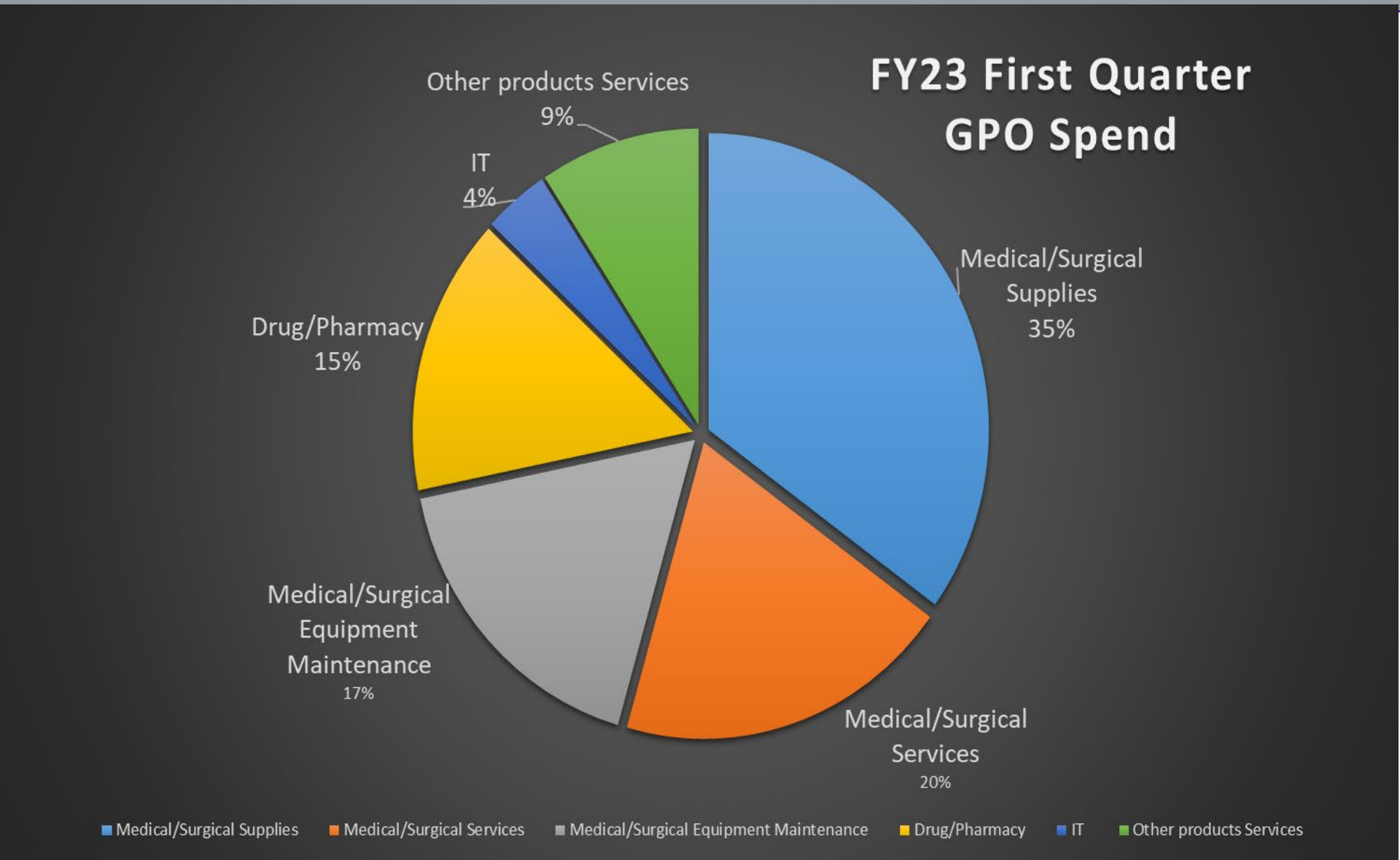
19338	Provation Upgrade	**9/13/2018**	**8/31/2021**	-	-	15,510	182,217	166,707
19340	Virtualize McKesson PACS Svr	**9/13/2018**	**4/30/2022**	-	-	-	161,775	161,775
19341	MARS Upgrade	**9/13/2018**	**8/31/2021**	-	-	-	8,215	8,215
19344	Decommission Old Parkland DSX	**11/1/2018**	**9/20/2020**	-	-	713,707	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**	-	-	357,740	263,229	(94,512)
19367	Hospital Core and Distribution Expansion	**12/1/2019**	**9/30/2021**	-	-	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**	-	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**	-	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**	(2,966)	(2,966)	143,895	151,065	7,171
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	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	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**	-	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
19413	Fingerprint Machine	**11/1/2022**	**11/30/2023**	16,880	16,880	16,880	16,888	8
	Total Capital Projects			**4,200,595**	**18,255,763**	**203,283,769**	**583,930,444**	**380,646,675**

Parkland

FY23 First Quarter GPO Actual Spend

Parkland

First Quarter FY2023 GPO Actual Spend



Parkland

First Quarter FY 2023 GPO Actual Spend

GPO Forecast 2023	First Quarter Actual	Annual Forecast	Percent spent to date
Medical/Surgical Supplies	$ 18,658,831	$ 82,404,149	22.64%
Medical/Surgical Services	$ 10,332,809	$ 43,206,161	23.92%
Medical/Surgical Equipment Maintenance	$ 9,258,552	$ 22,299,314	41.52%
Drug/Pharmacy	$ 8,081,379	$ 31,138,952	25.95%
IT	$ 2,002,830	$ 6,973,644	28.72%
Other products Services	$ 4,928,835	$ 16,863,134	29.23%
Total	$ 53,263,235	$ 202,885,354	26.25%