### **HARRIS HEALTH SYSTEM**

# FINANCIAL STATEMENTS As of November 30, 2019

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#### HARRIS HEALTH SYSTEM

#### FINANCIAL STATEMENT HIGHLIGHTS

#### As of November 30, 2019

		Month					Year-to-Date					
			Actual		Budget	Variance		Actual		Budget	Variance	
1.	Adjusted Patient Days		36,169		42,169	-14.2%		362,890		387,189	-6.3%	
2.	Total Clinic Visits		81,656		85,805	-4.8%		794,763		847,799	-6.3%	
3.	<b>Total Emergency Room Visits</b>		11,821		13,358	-11.5%		125,936		131,108	-3.9%	
4.	Total Patient Days		16,026		16,710	-4.1%		150,214		153,081	-1.9%	
5.	Unfunded Payor Mix (% of Charges)		56.1%		54.0%	3.9%		54.3%		54.0%	0.6%	
	Revenues (\$ in millions):											
6.	Ad Valorem Taxes	\$	62.8	\$	63.2	-0.7%	\$	568.9	\$	568.6	0.1%	
7.	Net Patient Revenue		51.0		45.7	11.6%		434.0		390.4	11.2%	
8.	Medicaid Supplemental Programs		15.7		15.4	1.8%		164.0		156.6	4.8%	
9.	Other Revenue		2.2		2.7	-19.6%		49.2		43.8	12.2%	
10.	. Total Revenue	<del>,</del>	131.7		127.0	3.6%		1,216.2		1,159.4	4.9%	
	Expenses (\$ in millions):											
11.	. Salaries and Wages		49.6		48.6	-2.1%		444.3		441.1	-0.7%	
12.	Employee Benefit Costs		16.7		17.0	1.4%		155.9		153.4	-1.6%	
13.	. Supply Expenses		16.4		18.3	10.3%		162.1		167.7	3.3%	
14.	. Physician Services		24.2		24.9	2.9%		205.8		189.3	-8.7%	
15.	Other Purchased Services		20.5		14.9	-37.1%		149.8		139.0	-7.8%	
16.	. Depreciation & Interest		5.6		5.7	2.1%		47.6		49.0	2.8%	
17.	. Total Expenses	***************************************	132.9		129.4	-2.8%		1,165.6		1,139.5	-2.3%	
18.	Operating Income (Loss)	\$	(1.3)	\$	(2.3)		\$	50.6	\$	19.9		
19.	Margin %		-1.0%		-1.8%			4.2%		1.7%		
20.	. Total Expense / Adj Patient Day	\$	3,675	\$	3,067	-19.8%	\$	3,212	\$	2,943	-9.1%	
21.	Full-time Equivalent Employees		8,347		8,244	-1.2%		8,238		8,231	-0.1%	
22.	Unrestricted Cash (\$ in millions)						\$	284.8	\$	289.7	-1.7%	
23.	Days Cash on Hand							65.0		72.5	-10.3%	
24.	Days Revenue in Accounts Receivable							50.7		55.0	7.7%	

## HARRIS**HEALTH** SYSTEM

#### November 2019 Financial Statement Summary Variance Discussion

Operating loss for the System for November 2019 was \$1.3 million compared to a budgeted loss of \$2.3 million. This was due to higher than expected expenses mitigated, in large part, by comparably higher revenues.

Overall November net revenue of \$131.7 million was \$4.7 million or 3.6% higher than budget primarily due to the \$5.3 million positive variance in net patient revenue related to the Medicare ACA DSH add-on payments.

November expenses of \$132.9 million were \$3.5 million or 2.8% above budget expectations. The main drivers of expense growth were negative variances in outside medical services, consulting expense and repairs totaling \$5.6 million, and a \$0.7 million variance in labor cost. These increases were slightly alleviated by the positive supply spend for the month.

Adjusted patient days in November were 14.2% lower than budget driven by declines in both inpatient and outpatient volumes. Clinic visits and inpatient days were 4.8% and 4.1% lower than budget, respectively. Emergency room visits were also 11.5% lower than budget. The volume adjusted expense per adjusted patient day for the month was \$3,675 per day compared to the budget of \$3,067 per day and the prior year expense of \$2,824 per adjusted patient day.

Total cash receipts for the month of November were \$38.3 million lower than budget due to the timing differences resolved in the year-to-date positive variance of \$34.3 million. The System has \$284.8 million in unrestricted cash, cash equivalents and investments, representing 65.0 days cash on hand, compared to budgeted cash of \$289.7 million representing 72.5 days cash on hand. Harris Health System has \$80.2 million in net accounts receivable, representing 50.7 days of outstanding patient accounts receivable at November 30, 2019. The November 30, 2019 balance sheet reflects a combined net receivable position of \$48.9 million under the various Medicaid Supplemental programs.

At November 30, Harris Health has \$24.3 million on deposit with the County for Board approved projects managed by the County. November expenses incurred by Harris Health for Foundation personnel and other costs were \$46,000.

#### HARRIS HEALTH SYSTEM STATISTICAL HIGHLIGHTS As of November 30, 2019

		MONTH-TO-MONTH			YEAR-TO-DATE					
		CURRENT	CURRENT	PERCENT	CURRENT	CURRENT	PERCENT	PRIOR	PERCENT	
		YEAR	BUDGET	CHANGE	YEAR	BUDGET	CHANGE	YEAR	CHANGE	
	HEALTH SYSTEM FACILITIES									
1.	Adjusted Patient Days	36,169	42,169	-14.2%	362,890	387,189	-6.3%	396,471	-8.5%	
2.	Outpatient % of Adjusted Volume	65.1%	66.8%	-2.5%	66.5%	66.9%	-0.6%	66.7%	-0.3%	
3.	Primary Care Clinic Visits	57,482	60,443	-4.9%	556,268	601,317	-7.5%	588,919	-5.5%	
4.	Specialty Clinic Visits	24,174	25,362	-4.7%	238,495	246,482	-3.2%	241,096	-1.1%	
5.	Total Clinic Visits	81,656	85,805	-4.8%	794,763	847,799	-6.3%	830,015	-4.2%	
6.	% Primary Care Visits	70.4%	70.4%	-0.1%	70.0%	70.9%	-1.3%	71.0%	-1.4%	
7.	Emergency Room Visits - Outpatient	9,631	11,060	-12.9%	103,783	109,310	-5.1%	107,261	-3.2%	
8.	Emergency Room Visits - Observation	912	920	-0.9%	8,688	8,383	3.6%	8,310	4.5%	
9.	Emergency Room Visits - Admitted	1,278	1,378	-7.3%	13,465	13,415	0.4%	12,798	5.2%	
10.	Total Emergency Room Visits	11,821	13,358	-11.5%	125,936	131,108	-3.9%	128,369	-1.9%	
11.	Surgery Cases - Outpatient	1,074	1,069	0.5%	10,198	9,876	3.3%	9,650	5.7%	
12.	Surgery Cases - Inpatient	710	840	-15.5%	7,245	7,769	-6.7%	7,580	-4.4%	
13.	Total Surgery Cases	1,784	1,909	-6.5%	17,443	17,645	-1.1%	17,230	1.2%	
14.	% Outpatient Cases	60.2%	56.0%	7.5%	58.5%	56.0%	4.5%	56.0%	4.4%	
15.	Total Outpatient Visits	135,914	137,315	-1.0%	1,288,359	1,361,980	-5.4%	1,341,757	-4.0%	
16.	Inpatient Cases (Discharges)	2,309	2,424	-4.7%	21,803	23,375	-6.7%	22,416	-2.7%	
17.	Outpatient Observation Cases	1,382	1,176	17.5%	11,615	10,715	8.4%	10,623	9.3%	
18.	<b>Total Cases Occupying Patient Beds</b>	3,691	3,600	2.5%	33,418	34,090	-2.0%	33,039	1.1%	
19.	% of Total Cases from Emergency Room	59.3%	63.8%	-7.0%	66.3%	63.9%	3.7%	63.9%	3.8%	
20.	% of Outpatient Cases	37.4%	32.7%	14.6%	34.8%	31.4%	10.6%	32.2%	8.1%	
21.	Births	414	421	-1.7%	4,027	4,103	-1.9%	4,080	-1.3%	
22.	Inpatient Days	12,632	14,014	-9.9%	121,689	128,257	-5.1%	132,130	-7.9%	
23.	Outpatient Observation Days	3,394	2,696	25.9%	28,525	24,824	14.9%	25,321	12.7%	
24.	Total Patient Days	16,026	16,710	-4.1%	150,214	153,081	-1.9%	157,451	-4.6%	
25.	% of Outpatient Days	21.2%	16.1%	31.3%	19.0%	16.2%	17.1%	16.1%	18.1%	
26.	Average Daily Census	534.22	557.00	-4.1%	546.23	556.66	-1.9%	572.55	-4.6%	
27.	Average Operating Beds	674	688	-2.0%	674	688	-2.0%	719	-6.3%	
28.	Bed Occupancy %	79.3%	81.0%	-2.1%	81.0%	80.9%	0.2%	79.6%	1.8%	
29.	Inpatient Average Length of Stay	5.47	5.78	-5.4%	5.58	5.49	1.7%	5.89	-5.3%	
30.	Inpatient Case Mix Index (CMI)	1.578	1.596	-1.1%	1.611	1.596	0.9%	1.582	1.8%	
	Payor Mix (% of Charges)									
31.	Charity & Self Pay	56.1%	54.0%	3.9%	54.3%	54.0%	0.6%	54.5%	-0.4%	
32.	Medicaid & Medicaid Managed	22.5%	23.0%	-2.2%	21.9%	23.0%	-4.8%	23.0%	-4.8%	
33.	Medicare & Medicare Managed	10.5%	10.9%	-3.7%	11.6%	10.9%	6.4%	10.8%	7.4%	
34.	Commercial & Other	10.9%	12.1%	-9.9%	12.3%	12.1%	1.7%	11.7%	5.1%	
	NETWORK REFERRAL SERVICES									
35.	GI Procedures	188	106	77.4%	1,399	1,076	30.0%	1,174	19.2%	
36.	Hemodialysis Treatments	2,145	135	1488.9%	7,554	1,188	535.9%	1,181	539.6%	
	HEALTH SYSTEM TOTALS									
37.	Primary Care	57,482	60,443	-4.9%	556,268	601,317	-7.5%	588,919	-5.5%	
38.	Specialty Care Visits	24,174	25,362	-4.7%	238,495	246,482	-3.2%	241,096	-1.1%	
39.	Surgery Cases	1,784	1,909	-6.5%	17,443	17,645	-1.1%	17,230	1.2%	
40.	Total Unduplicated Patients - Rolling 12				290,507			300,993	-3.5%	
41.	Total New Patient - Rolling 12				90,994			93,302	-2.5%	

# HARRIS HEALTH SYSTEM OPERATING STATEMENT As of November 30, 2019 (In Thousands)

	МО	ом-от-нти	NTH	YEAR-TO-DATE						
	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	PRIOR YEAR	PERCENT CHANGE		
PATIENT REVENUES:										
1. Net Patient Service Revenue	51,037	45,745	11.6%	434,035	390,377	11.2%	342,348	26.8%		
OTHER OPERATING REVENUE:										
2. Medicaid Supplemental Programs	15,657	15,379	1.8%	164,032	156,558	4.8%	120,139	36.5%		
3. Other Operating Revenues	2,084	2,020	3.2%	24,801	19,930	24.4%	20,535	20.8%		
4. Total Other Operating Revenue	17,741	17,399	2.0%	188,833	176,488	7.0%	140,674	34.2%		
5. Total Operating Revenue	68,778	63,144	8.9%	622,868	566,865	9.9%	483,022	29.0%		
NONOPERATING REVENUE:										
6. Net Ad Valorem Tax Revenue	62,767	63,183	-0.7%	568,939	568,643	0.1%	542,279	4.9%		
7. Net Tobacco Settlement Revenue	0	0	0.0%	13,797	14,300	-3.5%	15,248	-9.5%		
8. Interest income	105	712	-85.3%	10,904	9,608	13.5%	8,973	21.5%		
9. Other	7	0	0.0%	(298)	0	0.0%	(632)	52.8%		
10. Total Nonoperating Revenue	62,879	63,895	-1.6%	593,342	592,551	0.1%	565,869	4.9%		
11. Capital Contributions	0	0	0.0%	0	0	0.0%	769	-100.0%		
12. Total Capital Contributions	0	0	0.0%	0	0	0.0%	769	-100.0%		
13. Total Net Revenue	131,657	127,039	3.6%	1,216,210	1,159,416	4.9%	1,049,660	15.9%		
SALARIES, WAGES, AND BENEFITS:										
14. Regular Salaries	39,353	40,251	2.2%	370,717	374,782	1.1%	351,875	-5.4%		
15. PTO & Seconday Sick Leave	7,233	6,739	-7.3%	53,039	51,357	-3.3%	50,503	-5.0%		
16. Contract Salaries	1,371	133	-932.5%	5,510	1,293	-326.3%	2,678	-105.8%		
17. Registry Salaries	1,637	1,471	-11.3%	15,027	13,639	-10.2%	14,374	-4.5%		
18. FICA and Benefits	16,730	16,964	1.4%	155,918	153,410	-1.6%	143,927	-8.3%		
19. Total Salaries, Wages, and Benefits	66,324	65,558	-1.2%	600,211	594,481	-1.0%	563,356	-6.5%		
20. Supplies	16,369	18,252	10.3%	162,108	167,677	3.3%	156,803	-3.4%		
SERVICES:										
21. Physician Services	24,209	24,925	2.9%	205,819	189,329	-8.7%	187,005	-10.1%		
22. Other Purchased Services	20,458	14,923	-37.1%	149,782	138,985	-7.8%	114,032	-31.4%		
23. Depreciation and Amortization	4,672	4,791	2.5%	39,497	40,880	3.4%	40,392	2.2%		
24. Interest	902	902	0.0%	8,147	8,149	0.0%	7,377	-10.4%		
25. Total Services	50,241	45,542	-10.3%	403,245	377,344	-6.9%	348,806	-15.6%		
26. Total Operating Expenses	132,934	129,352	-2.8%	1,165,564	1,139,502	-2.3%	1,068,966	-9.0%		
27. Operating Income (Loss)	(1,277)	(2,313)	-	50,646	19,915	154.3%	(19,305)	-		

# HARRIS HEALTH SYSTEM BALANCE SHEET As of November 30, 2019 (In Thousands)

	(In Thousands)		
	-	ACTUAL	PRIOR YEAR
	ASSETS AND DEFERRED OUTFLOWS OF RESOURCES		
4	CURRENT ASSETS:	204.704	101 262
	Cash, Cash Equivalents and Short Term Investments	284,791	191,263
	Net Patient Accounts Receivable	80,169	74,450
	Net Ad Valorem Taxes, Current Portion	559,491	527,915
	Prepaid Expenses, Inventories, and Other Current Assets	116,796	101,463
5.	Total Current Assets	1,041,247	895,091
_	ASSETS LIMITED AS TO USE OR RESTRICTED, CURRENT PORTION:	0.470	0.040
	Debt Service and Bond Covenants - Restricted	8,173	8,010
/.	Total Assets Limited as to Use or Restricted, Current Portion	8,173	8,010
_	PLANT, PROPERTY AND EQUIPMENT:		
	Plant, Property, & Equipment, Net of Accumulated Depreciation	456,543	397,211
	Construction in Progress	27,074	50,634
10.	Total Plant, Property and Equipment	483,617	447,845
	ASSETS LIMITED AS TO USE OR RESTRICTED, NET OF CURRENT PORTION:		
	Debt Service and Bond Covenants - Restricted	24,139	23,634
	Ben Taub Level 1 Trauma	9,763	39,675
13.	Cash on Deposit with County	24,304	49,207
14.	LPPF Restricted Cash	42,387	0
15.	Other - Restricted	856	824
16.	Total Assets Limited as to Use or Restricted, Net of Current Portion	101,449	113,339
	OTHER ASSETS AND DEFERRED OUTFLOWS OF RESOURCES:		
17.	Net Ad Valorem Taxes, Delinquent	2,737	782
18.	Long-Term Investments	0	0
19.	Security Deposit	66	66
20.	Deferred Outflow - Derivative Financial Instrument	7,918	6,437
21.	Deferred Outflow - Resources Related to Pension	60,122	7,641
22.	Total Other Assets and Deferred Outflows of Resources	70,842	14,926
23.	Investment in Subsidiary	0	0
24.	Due from/to CHCI	9,171	8,747
25.	TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	1,714,499	1,487,958
	LABULTIES DEFENDED INTO ONE DESCRIPTION AND AUT DOSITION		
	LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION		
20	CURRENT LIABILITIES:	121 024	75 170
	Accounts Payable and Accrued Liabilities	131,834	75,179
	Interest Payable	2,705	2,828
	Employee Compensation & Related Benefit Liabilities	39,524	27,309 27,107
	Compensated Absences Estimated Third Party Payor Settlements	39,293	37,197
	Estimated Third-Party Payor Settlements	9,644	6,922
	Current Portion Long-Term Debt and Capital Leases	8,530	8,180
32.	Total Current Liabilities	231,530	157,616
22	OTHER LONG-TERM LIABILITIES:	404.040	242.025
	Post Employment Health Benefit Liability	431,843	313,936
	Net Pension Liability	284,625	177,579
	Borrowing Payable	9,798	10,557
	Derivative Liability	7,918	6,437
37.	Arbitrage Rebate Liability	16	39
	LONG-TERM DEBT;		
	Series 2010 Revenue Bonds, Including Deferred Loss	75,912	77,560
	Series 2016 CO Bonds, Including Premium	60,785	63,711
	Series 2016 Refunding Revenue Bonds, Including Premium & Deferred Loss	160,020	164,799
	Other Long-Term Obligation	57	117
42.	Total Liabilities	1,262,503	972,350
43.	Deferred Inflow - Resources Related to Pension	0	26,968
	NET POSITION:		
	Invested in Capital Assets, Net of Related Debt	178,278	162,596
45.	Restricted	33,168	32,467
		240 550	202 577
46.	Unrestricted	240,550	293,577
46.	Unrestricted Total Net Position	451,996 1,714,499	488,640 1,487,958

### HARRIS HEALTH SYSTEM **CASH FLOW SUMMARY** As of November 30, 2019 (In Thousands)

	-	URRENT MONTH	PRIOR YEA MONTH	R 		FISCAL YTD	PRIOR FISCAL YTD
CASH RECEIPTS:							
1. Ad Valorem Taxes	\$	11,693	\$ 15,2	79	\$	42,059	53,280
2. Collections on Patient Accounts	·	45,063	35,7			450,807	318,830
3. DSH & UC - 1115 Waiver		6,168	10,7	67		73,328	53,729
3a. DSRIP - 1115 Waiver		. 0	•	0		44,544	18,984
3b. NAIP Program		2,052	2,0	31		20,877	24,324
UHRIP		(6,292)	•	0		(2,726)	. 0
GME		, o		0		18,569	0
4. Tobacco Settlement		0		0		13,797	15,248
5. Trauma Fund		0		0		103	396
6. Other Sources (Includes Cost Reimbursement)		3,224	13,5	77		34,077	48,566
7. Total Cash Receipts	\$	61,908	\$ 77,4	19	\$	695,433	\$ 533,358
CASH DISBURSEMENTS:		F2 02C	22.4	62		224.052	200 444
8. Salaries and Wages		52,936	33,1			334,053	289,444
Benefits and Employee Deductions     Drugs and Supplies		39,764	35,5			320,385	306,417
11. Physician Services		21,959	19,6			175,025	170,077
12. Purchased Services		24,784 22,321	3,5			118,638 174,965	69,449
13. Capital Expenditures			18,0			,	150,042
14. Debt and Interest Payments		8,178 498	4,0	33 14		48,995 7,271	49,733
15. Other Uses		(15,545)	-			7,371 (27,802)	7,385
16. Total Cash Disbursements	<u> </u>		64,6 \$ 179,1		<u>,                                     </u>		\$4,878 \$1,097,425
17. Net Change	<del>- }</del> -		\$ (101,6	77 -	\$ \$	1,151,630 (456,197)	
17. Net change	<u>. Y</u>	(32,367)	<del>y</del> (101)0	<u> </u>	<u> </u>	(430,137)	<del>2 (304,007)</del>
Unrestricted Cash, Cash Equivalents and Investments - Feb Net Change	oruary 28, 2	2019			\$	740,988 (456,197)	
Unvestigated Cosh, Cosh Favirulants and Investments, No.		3 3010			ċ _	204 701	

Unrestricted Cash, Cash Equivalents and Investments - February 28, 2019 Net Change	\$ 740,988 (456,197)
Unrestricted Cash, Cash Equivalents and Investments - November 30, 2019	\$ 284,791

#### HARRIS HEALTH SYSTEM ANALYSIS OF CASH RECEIPTS November 30, 2019

			MONTH		YEAR TO DATE					
		ACTUAL	BUDGET	PRIOR	ACTUAL	BUDGET	VAR	VAR %	PRIOR	
	PATIENT REVENUE:									
1.	Medicare	\$13,251	\$9,057	\$8,879	\$99,440	\$79,566	\$19,874	25.0	\$65,089	
2.	Managed Care - Medicare	8,451	7,543	4,684	93,457	66,426	27,030	40.7	45,158	
3.	Medicaid	6,258	8,264	5,555	64,323	66,114	(1,791)	(2.7)	61,296	
4.	Managed Care - Medicaid	6,332	5,569	7,929	54,790	55,693	(903)	(1.6)	59,732	
5.	Texas vendor drug/Medicare Part D	1,516	1,170	1,263	12,106	11,697	409	3.5	12,045	
6.	Commercial insurance	5,205	5,836	4,132	58,341	58,357	(16)	(0.0)	43,551	
7.	Liens	291	149	358	1,790	1,489	301	20.2	1,656	
8.	Patient pay	2,045	925	955	10,499	9,247	1,252	13.5	9,540	
9.	Pharmacy Copay	874	951	926	8,340	9,511	(1,171)	(12.3)	8,674	
10.	Agency	305	1,434	1,086	9,797	14,336	(4,539)	(31.7)	12,090	
11.	SUBTOTAL	44,527	40,896	35,766	412,882	372,436	40,446	10.9	318,830	
12.	Cost Reimbursements	536	28,843	9,978	37,924	33,591	4,333	12.9	14,974	
13.	Net Patient Revenue Receipts	45,063	69,739	45,744	450,807	406,027	44,779	11.0	333,804	
	GOVERNMENT PROGRAMS:									
14.	DSH	6,168	8,921	10,767	41,425	45,327	(3,903)	(8.6)	46,882	
15.	UC - 1115 Waiver	0,100	0,521	0	31,903	41,753	(9,850)	(23.6)	6,848	
16.	DSRIP - 1115 Waiver	0	0	0	44,544	28,484	16,060	56.4	18,984	
17.	NAIP Program	2,052	2,242	2,031	20,877	20,175	702	3.5	24,324	
18.	UHRIP Program	(6,292)	0	0	(2,726)	0	(2,726)	0.0	0	
19	GME Program	0	0	0	18,569	16,151	2,418	15.0	0	
20.	Tobacco Settlement	0	0	0	13,797	14,300	(503)	(3.5)	15,248	
21.	Trauma Fund	0	0	0	103	396	(293)	(74.0)	396	
22.	Total Government Programs	1,928	11,163	12,797	168,491	166,586	1,905	1.1	112,682	
	OTHER REVENUE:									
23.	Grants	951	1,440	1,159	11,757	12,956	(1,200)	(9.3)	12,469	
24.	Miscellaneous	1,175	1,390	1,138	12,585	12,509	76	0.6	12,347	
25.	Total Other Receipts	2,127	2,829	2,297	24,342	25,465	(1,124)	(4.4)	24,815	
~0.	. Ottal Ottal Care in					25,105	12/22 1/	<u></u>	21,013	
26.	Interest income	1,097	1,008	1,302	9,735	9,075	660	7.3	8,779	
27.	Ad valorem tax receipts/note	11,626	15,383	15,192	41,814	53,640	(11,826)	(22.0)	52,972	
28.	Current Tax Revenue - CO Debt Svc	67	96	87	245	334	(89)	(26.7)	307	
29.	Total Receipts	\$61,908	\$100,219	\$77,419	\$695,433	\$661,127	\$34,306	5.2	\$533,359	