



Financial Statements

As of November 30, 2020



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Financial Highlights Review

As of November 30, 2020

Operating Income for November was \$33.4 million compared to budgeted loss of \$1.7 million.

Overall November net revenue of \$177.5 million was \$42.2 million or 31.2% greater than budget. Net patient revenue and HRSA Relief Fund revenue contributed \$41.9 million to the positive variance. Income increase from Medicaid Supplemental programs was offset by a decrease in the CARES Act Provider Relief proceeds that were deferred pending final guidance for revenue recognition from US Health and Human Services.

Total operating expenses of \$144.1 million were \$7.1 million or 5.2% greater than budget. The \$3.0 million variance in provider cost was due to the updated physician agreements, including the annual inflationary increases effective July 1, 2020. Purchased services were \$2.9 million or 32.6% greater than budget due to increases in outside medical services and marketplace insurance subsidies.

Adjusted patient days, the overall measure of patient volume, matched the volume in June, the second highest month in fiscal 2021. Consistent with the previous trend, in-person clinic visits were 57.1% lower, however, overall clinic visits including telehealth were only 10.3% lower compared to budget. Patient days were down 12.0% in November. Emergency room visits and births were down 15.2% and 15.6%, respectively. The volume adjusted expense per adjusted patient day was \$4,364 compared to the budget of \$3,381 per day and the prior year expense of \$3,675 per adjusted patient day.

Total cash receipts for November were \$74.0 million. The System has \$625.9 million in unrestricted cash, cash equivalents and investments, representing 137.5 days cash on hand. Harris Health System has \$91.2 million in net accounts receivable, representing 60.1 days of outstanding patient accounts receivable at November 30, 2020. The November balance sheet reflects a combined net receivable position of \$48.2 million under the various Medicaid Supplemental programs.

November expenses incurred by Harris Health for Foundation personnel and other costs were \$40,000.

Income Statement

As of November 30, 2020 (In \$ Millions)

	MONTH-TO-MONTH			YEAR-TO-DATE				
	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	PRIOR YEAR	PERCENT VARIANCE
REVENUE								
Net Patient Revenue	72.5	50.9	42.5%	417.2	456.9	-8.7%	434.0	-3.9%
Medicaid Supplemental Programs	32.5	16.2	100.8%	415.6	179.8	131.2%	164.0	153.4%
Other Operating Revenue	22.1	2.5	800.7%	98.3	22.7	332.5%	24.8	296.3%
Total Operating Revenue	\$ 127.1	\$ 69.5	82.9%	\$ 931.0	\$ 659.3	41.2%	\$ 622.9	49.5%
Net Ad Valorem Taxes	65.2	65.2	0.0%	586.7	586.6	0.0%	568.9	3.1%
Net Tobacco Settlement Revenue	-	-	0.0%	12.9	13.8	-6.3%	13.8	-6.3%
Interest Income & Other	(14.8)	0.6	-2634.3%	2.9	8.7	-66.8%	10.6	-72.8%
Total Nonoperating Revenue	\$ 50.3	\$ 65.8	-23.4%	\$ 602.5	\$ 609.1	-1.1%	\$ 593.3	1.5%
Total Net Revenue	\$ 177.5	\$ 135.3	31.2%	\$ 1,533.6	\$ 1,268.4	20.9%	\$ 1,216.2	26.1%
EXPENSE								
Salaries and Wages	49.5	52.5	5.8%	481.8	476.5	-1.1%	444.3	-8.5%
Employee Benefits	21.3	18.2	-17.1%	170.2	163.5	-4.0%	156.6	-8.7%
Total Labor Cost	\$ 70.8	\$ 70.7	-0.1%	\$ 652.0	\$ 640.1	-1.9%	\$ 600.9	-8.5%
Supply Expenses	18.9	18.2	-3.8%	166.7	173.0	3.6%	162.1	-2.9%
Physician Services	29.0	26.0	-11.7%	250.2	233.6	-7.1%	205.8	-21.6%
Purchased Services	19.6	15.4	-27.5%	176.1	146.2	-20.5%	149.1	-18.1%
Depreciation & Interest	5.8	6.7	13.5%	51.1	60.1	14.9%	47.6	-7.3%
Total Operating Expense	\$ 144.1	\$ 136.9	-5.2%	\$ 1,296.2	\$ 1,253.0	-3.4%	\$ 1,165.6	-11.2%
Operating Income (Loss)	\$ 33.4	\$ (1.7)		\$ 237.4	\$ 15.4		\$ 50.6	
Total Margin %	18.8%	-1.2%		15.5%	1.2%		4.2%	

Balance Sheet

As of November 30, 2020 and 2019 (In \$ Millions)

	CURRENT YEAR	PRIOR YEAR
<u>CURRENT ASSETS</u>		
Cash, Cash Equivalents and Short Term Investments	625.9	284.8
Net Patient Accounts Receivable	91.2	80.2
Net Ad Valorem Taxes, Current Portion	593.5	559.5
Other Current Assets	165.2	116.8
Total Current Assets	\$ 1,475.9	\$ 1,041.2
<u>CAPITAL ASSETS</u>		
Plant, Property, & Equipment, Net of Accumulated Depreciation	440.8	456.5
Construction in Progress	68.5	27.1
Total Capital Assets	\$ 509.3	\$ 483.6
<u>ASSETS LIMITED AS TO USE & RESTRICTED ASSETS</u>		
Debt Service & Capital Asset Funds	58.5	42.1
LPPF Restricted Cash	30.0	42.4
Other - Restricted	0.9	25.2
Total Assets Limited As to Use & Restricted Assets	\$ 89.4	\$ 109.6
Other Assets	25.4	12.0
Deferred Outflows of Resources	97.8	68.0
Total Assets & Deferred Outflows of Resources	\$ 2,197.8	\$ 1,714.5
<u>CURRENT LIABILITIES</u>		
Accounts Payable and Accrued Liabilities	237.0	134.5
Employee Compensation & Related Liabilities	106.9	78.8
Estimated Third-Party Payor Settlements	7.4	9.6
Current Portion Long-Term Debt and Capital Leases	11.0	8.5
Total Current Liabilities	\$ 362.3	\$ 231.5
Long-Term Debt	320.7	296.8
Net Pension & Post Employment Benefits Liability	702.4	716.5
Other Long-Term Liabilities	28.2	17.7
Deferred Inflows of Resources	55.3	-
Total Liabilities	\$ 1,468.9	\$ 1,262.5
Total Net Assets	\$ 728.9	\$ 452.0
Total Liabilities & Net Assets	\$ 2,197.8	\$ 1,714.5

Cash Flow Summary

As of November 30, 2020 (In \$ Millions)

	MONTH-TO-MONTH		YEAR-TO-DATE	
	CURRENT YEAR	PRIOR YEAR	CURRENT YEAR	PRIOR YEAR
<u>CASH RECEIPTS</u>				
Collections on Patient Accounts	60.5	45.1	480.3	450.8
Medicaid Supplemental Programs	6.5	1.9	393.0	154.6
Net Ad Valorem Taxes	1.5	11.7	27.2	42.1
Tobacco Settlement	0.0	0.0	12.9	13.8
Other Revenue	5.5	3.2	111.1	34.2
Total Cash Receipts	\$ 74.0	\$ 61.9	\$ 1,024.5	\$ 695.4
<u>CASH DISBURSEMENTS</u>				
Salaries, Wages and Benefits	74.1	92.7	707.9	654.4
Supplies	19.2	22.0	183.0	175.0
Physician Services	29.3	24.8	250.0	118.6
Purchased Services	14.9	22.3	155.9	175.0
Capital Expenditures	8.2	8.2	69.1	49.0
Debt and Interest Payments	0.3	0.5	7.6	7.4
Other Uses	3.8	(15.5)	(69.4)	(27.8)
Total Cash Disbursements	\$ 149.9	\$ 154.9	\$ 1,304.2	\$ 1,151.6
Net Change	\$ (75.8)	\$ (93.0)	\$ (279.7)	\$ (456.2)
Unrestricted Cash, Cash Equivalents and Investments - February 29, 2020			\$ 905.6	
Net Change			\$ (279.7)	
Unrestricted Cash, Cash Equivalents and Investments - November 30, 2020			\$ 625.9	

Performance Ratios

As of November 30, 2020

	MONTH-TO-MONTH		YEAR-TO-DATE		
	CURRENT YEAR	CURRENT BUDGET	CURRENT YEAR	CURRENT BUDGET	PRIOR YEAR
<u>OPERATING HEALTH INDICATORS</u>					
Operating Margin %	18.8%	-1.2%	15.5%	1.2%	4.2%
Run Rate per Day (In \$ Millions)	\$ 4.6	\$ 4.4	\$ 4.6	\$ 4.4	\$ 4.1
Salary, Wages & Benefit per APD	\$ 2,144	\$ 1,746	\$ 2,334	\$ 1,680	\$ 1,656
Supply Cost per APD	\$ 572	\$ 449	\$ 597	\$ 454	\$ 447
Physician Services Cost per APD	\$ 878	\$ 641	\$ 896	\$ 613	\$ 567
Total Expense per APD	\$ 4,364	\$ 3,381	\$ 4,639	\$ 3,288	\$ 3,212
Overtime as a % of Total Salaries	2.6%	1.3%	2.7%	1.4%	3.1%
Contract as a % of Total Salaries	2.2%	0.4%	1.7%	0.4%	0.9%
Full-time Equivalent Employees	8,128	8,707	8,589	8,727	8,238
<u>FINANCIAL HEALTH INDICATORS</u>					
Quick Ratio			4.0	--	4.4
Unrestricted Cash (In \$ Millions)			\$ 625.9	\$ 323.1	\$ 284.8
Days Cash on Hand			137.5	73.9	69.6
Days Revenue in Accounts Receivable			60.1	44.2	50.8
Days in Accounts Payable			8.9	--	7.4
Capital Expenditures/Depreciation & Amortization			161.1%	--	124.0%
Average Age of Plant (years)			12.8	--	13.5

Harris Health System

Key Indicators



Statistical Highlights

As of November 30, 2020

	MONTH-TO-MONTH			YEAR-TO-DATE				
	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	PRIOR YEAR	PERCENT CHANGE
Adjusted Patient Days	33,014	40,499	-18.5%	279,412	381,035	-26.7%	362,890	-23.0%
Outpatient % of Adjusted Volume	63.3%	66.0%	-4.1%	61.2%	66.2%	-7.6%	66.5%	-8.0%
Primary Care Clinic Visits	20,147	59,924	-66.4%	164,463	586,766	-72.0%	556,268	-70.4%
Specialty Clinic Visits	16,087	24,536	-34.4%	118,988	246,516	-51.7%	238,495	-50.1%
Telehealth Clinic Visits	39,519	0	100.0%	365,645	0	100.0%	0	100.0%
Total Clinic Visits	75,753	84,460	-10.3%	649,096	833,282	-22.1%	794,763	-18.3%
Emergency Room Visits - Outpatient	9,444	11,368	-16.9%	86,961	116,049	-25.1%	112,471	-22.7%
Emergency Room Visits - Admitted	1,362	1,370	-0.6%	12,328	13,838	-10.9%	13,465	-8.4%
Total Emergency Room Visits	10,806	12,738	-15.2%	99,289	129,887	-23.6%	125,936	-21.2%
Surgery Cases - Outpatient	952	1,117	-14.8%	6,404	11,043	-42.0%	10,198	-37.2%
Surgery Cases - Inpatient	697	836	-16.6%	5,870	8,166	-28.1%	7,245	-19.0%
Total Surgery Cases	1,649	1,953	-15.6%	12,274	19,209	-36.1%	17,443	-29.6%
Total Outpatient Visits	127,859	134,777	-5.1%	1,030,624	1,340,270	-23.1%	1,288,359	-20.0%
Inpatient Cases (Discharges)	2,019	2,454	-17.7%	18,482	23,152	-20.2%	21,803	-15.2%
Outpatient Observation Cases	989	1,347	-26.6%	8,937	11,402	-21.6%	11,615	-23.1%
Total Cases Occupying Patient Beds	3,008	3,801	-20.9%	27,419	34,554	-20.6%	33,418	-18.0%
Births	351	416	-15.6%	3,270	4,102	-20.3%	4,027	-18.8%
Inpatient Days	12,100	13,756	-12.0%	108,499	128,865	-15.8%	121,689	-10.8%
Outpatient Observation Days	2,727	3,085	-11.6%	23,572	26,229	-10.1%	28,525	-17.4%
Total Patient Days	14,827	16,841	-12.0%	132,071	155,094	-14.8%	150,214	-12.1%
Average Daily Census	494.2	561.4	-12.0%	480.3	564.0	-14.8%	546.2	-12.1%
Average Operating Beds	598	671	-10.9%	655	671	-2.4%	674	-2.8%
Bed Occupancy %	82.6%	83.7%	-1.2%	73.3%	84.1%	-12.8%	81.0%	-9.5%
Inpatient Average Length of Stay	6.0	5.6	6.9%	5.9	5.6	5.5%	5.6	5.2%
Inpatient Case Mix Index (CMI)	1.737	1.626	6.8%	1.734	1.626	6.6%	1.611	7.6%
<u>Payor Mix (% of Charges)</u>								
Charity & Self Pay	51.7%	53.4%	-3.2%	51.6%	53.4%	-3.4%	54.3%	-5.0%
Medicaid & Medicaid Managed	22.7%	21.8%	4.1%	22.5%	21.8%	3.2%	21.9%	2.7%
Medicare & Medicare Managed	11.8%	11.7%	0.9%	11.8%	11.7%	0.9%	11.6%	1.7%
Commercial & Other	13.8%	13.1%	5.3%	14.1%	13.1%	7.6%	12.3%	14.6%
Total Unduplicated Patients - Rolling 12				248,199			290,507	-14.6%
Total New Patient - Rolling 12				69,983			90,994	-23.1%

Harris Health System

Statistical Highlights

November FY 2021

Cases Occupying Beds - CM

Actual	Budget	Prior Year
3,008	3,801	3,691

Cases Occupying Beds - YTD

Actual	Budget	Prior Year
27,419	34,554	33,418

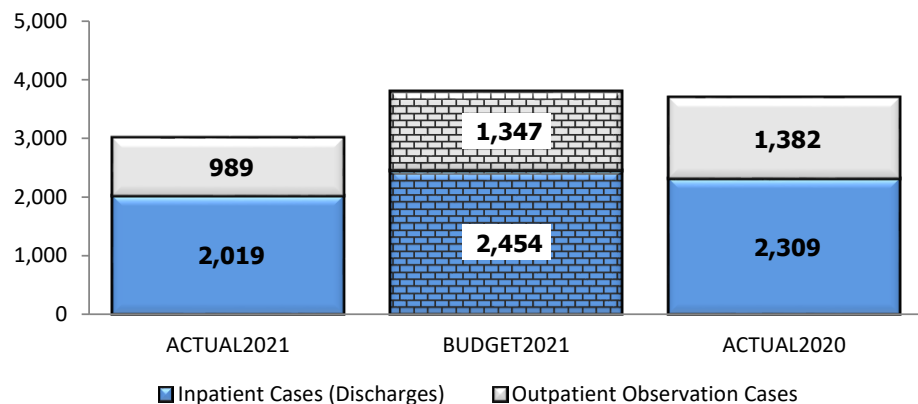
Emergency Visits - CM

Actual	Budget	Prior Year
10,806	12,738	11,821

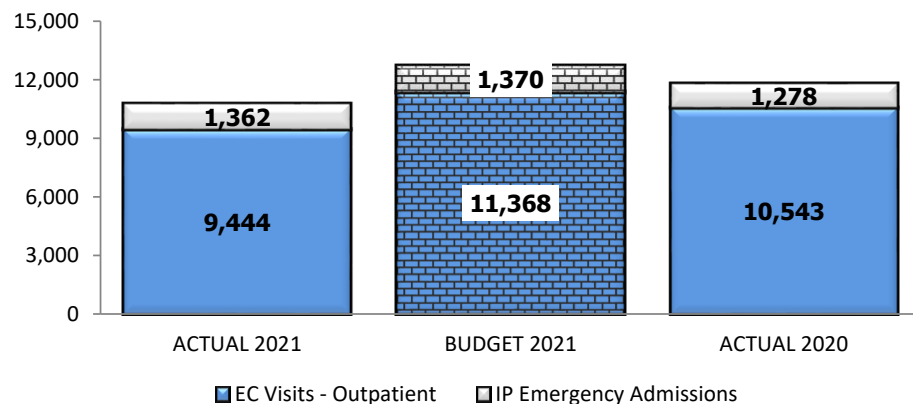
Emergency Visits - YTD

Actual	Budget	Prior Year
99,289	129,887	125,936

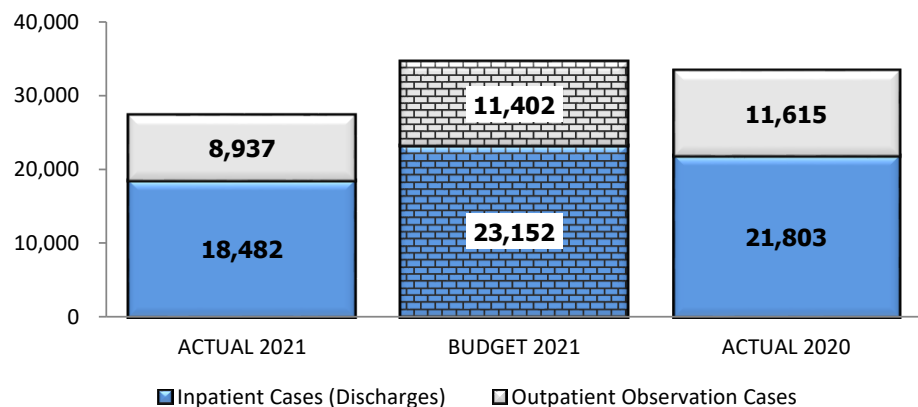
Cases Occupying Beds - Current Month



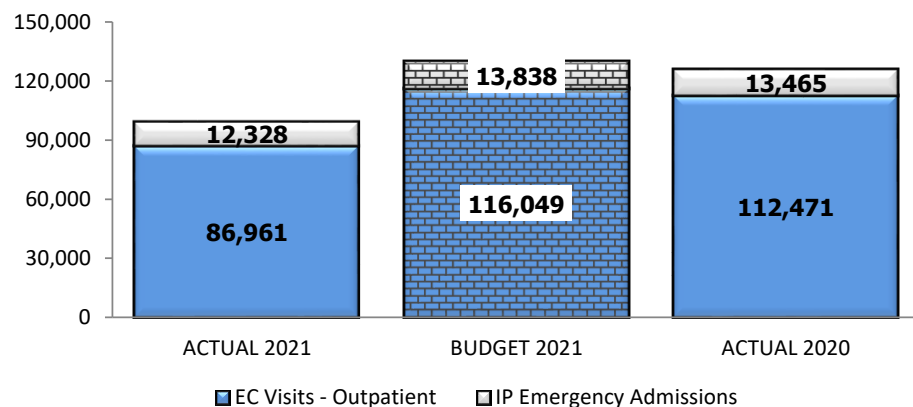
Emergency Visits - Current Month



Cases Occupying Beds - YTD



Emergency Visits - YTD



Harris Health System

Statistical Highlights

November FY 2021

Surgery Cases - CM

Actual	Budget	Prior Year
1,649	1,953	1,784

Surgery Cases - YTD

Actual	Budget	Prior Year
12,274	19,209	17,443

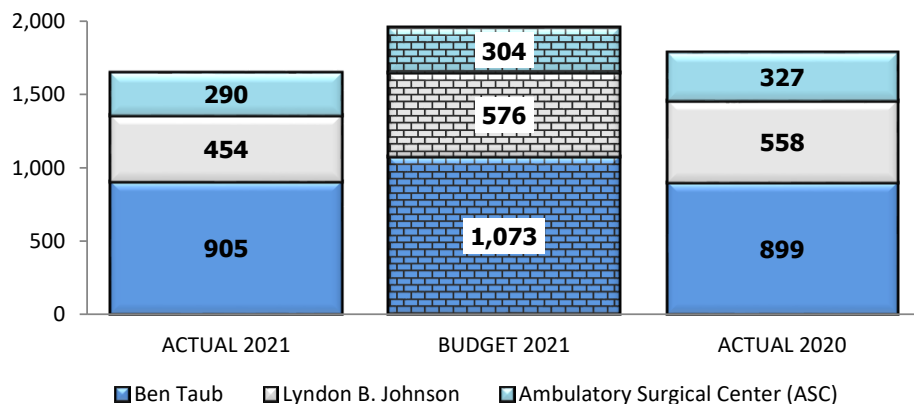
Clinic Visits - CM

Actual	Budget	Prior Year
75,753	84,460	81,656

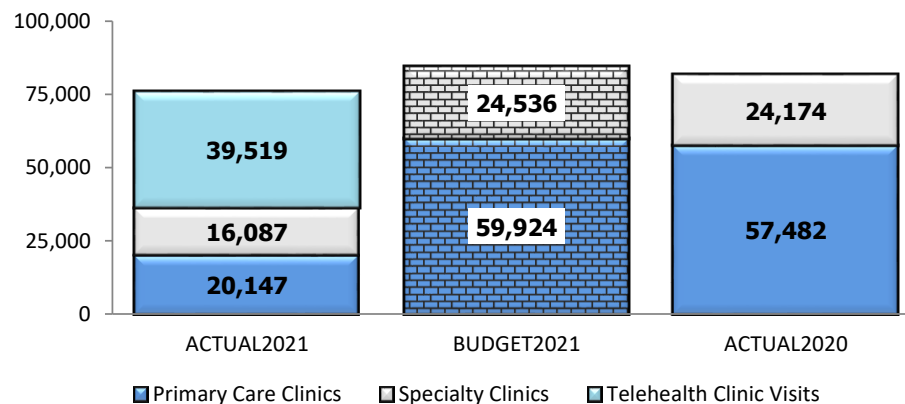
Clinic Visits - YTD

Actual	Budget	Prior Year
649,096	833,282	794,763

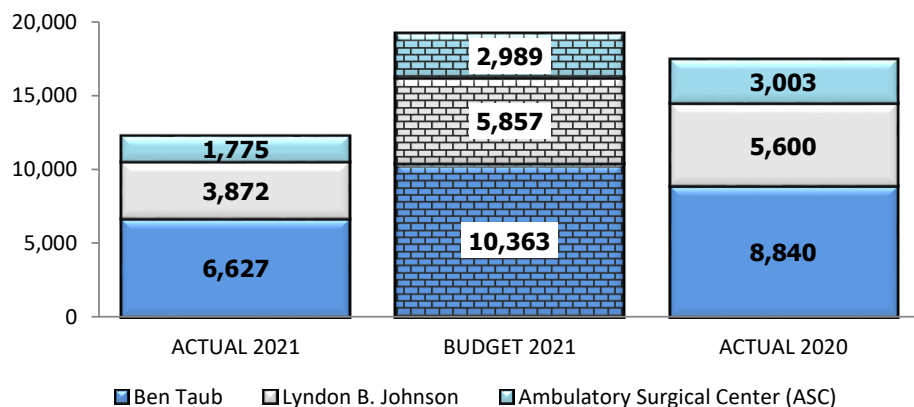
Surgery Cases - Current Month



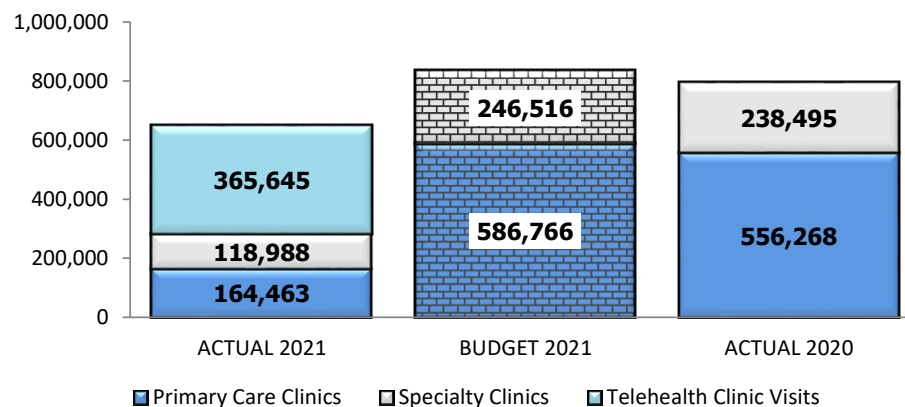
Clinic Visits - Current Month



Surgery Cases - YTD



Clinic Visits - YTD



Harris Health System

Statistical Highlights

November FY 2021

Adjusted Patient Days - CM

33,015

Adjusted Patient Days - YTD

279,413

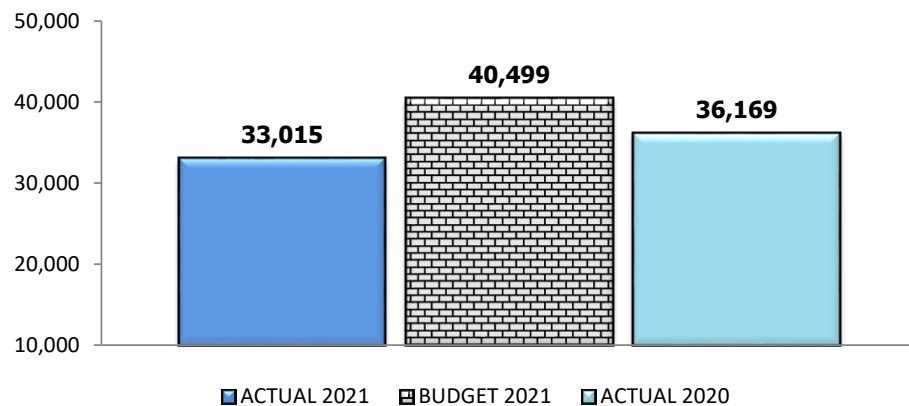
Average Daily Census - CM

494.2

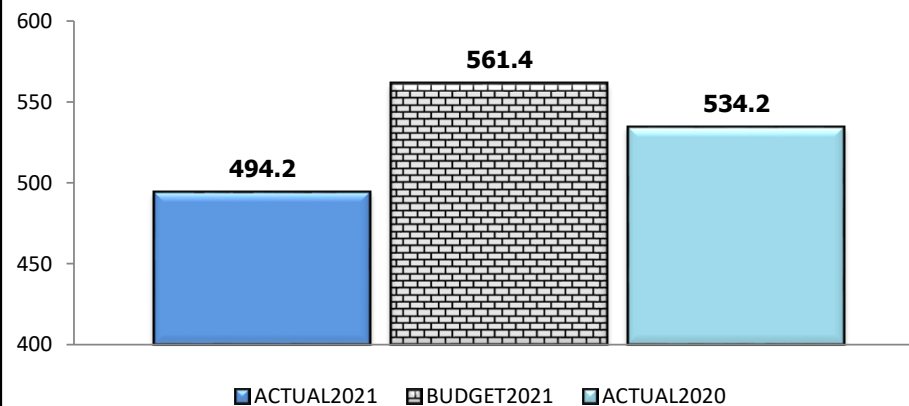
Average Daily Census - YTD

480.3

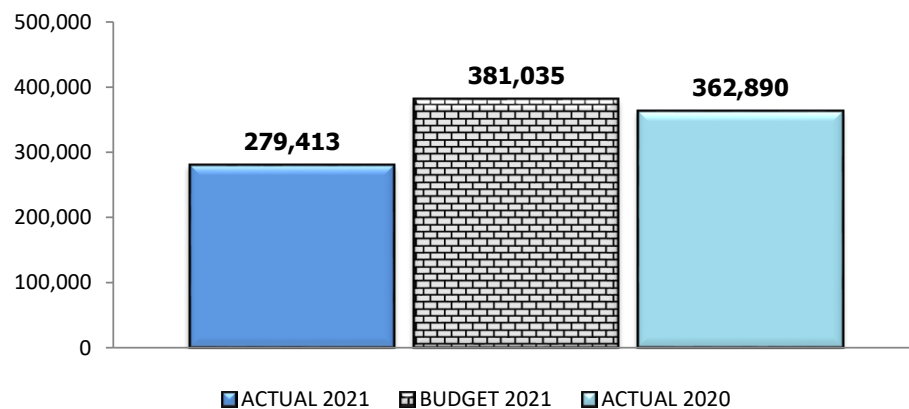
Adjusted Patient Days - Current Month



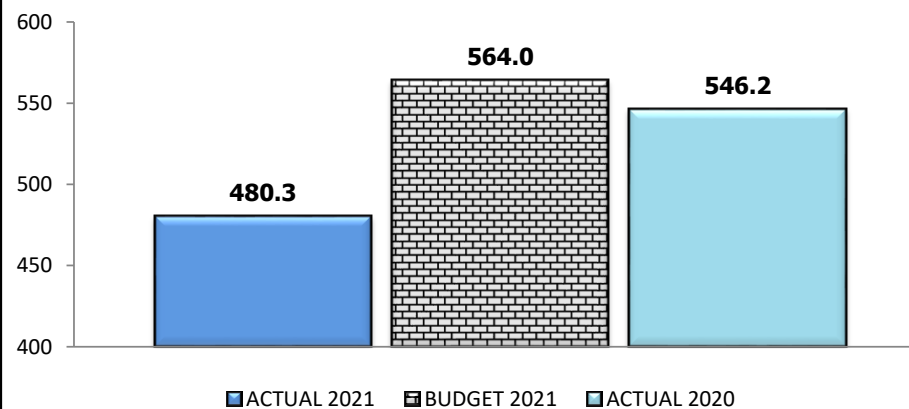
Average Daily Census - Current Month



Adjusted Patient Days - YTD



Average Daily Census - YTD



Harris Health System

Statistical Highlights

November FY 2021

Inpatient ALOS - CM

5.99

Inpatient ALOS - YTD

5.87

Case Mix Index (CMI) - CM

Overall

Excl. Obstetrics

1.737

1.968

Case Mix Index (CMI) - YTD

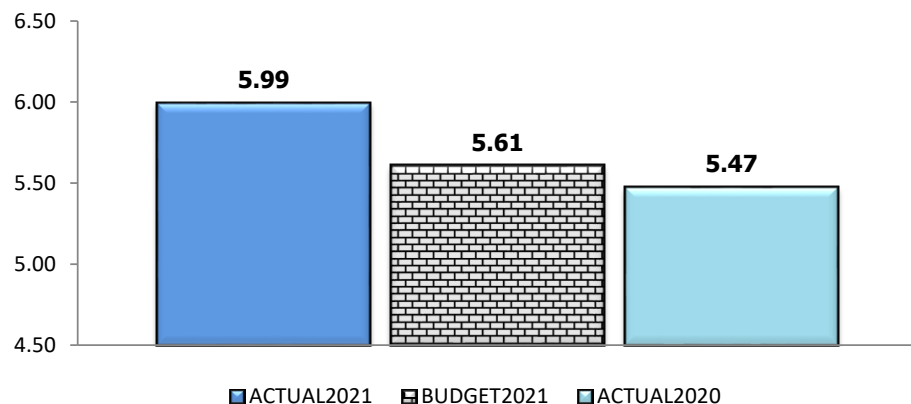
Overall

Excl. Obstetrics

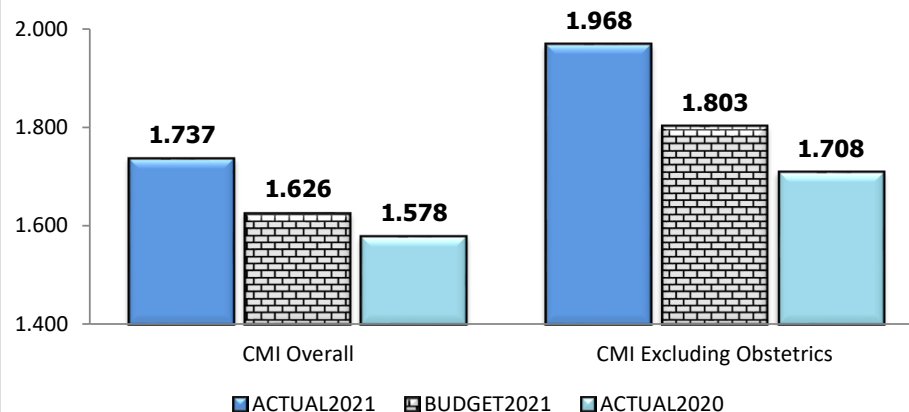
1.734

1.920

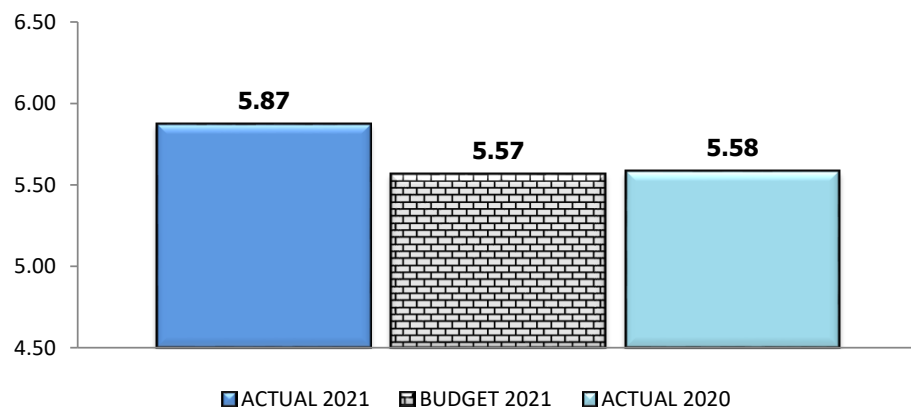
Inpatient ALOS - Current Month



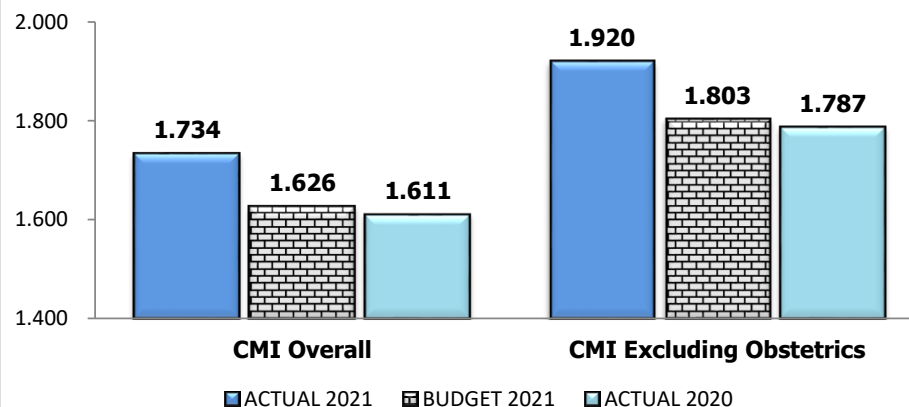
Case Mix Index - Current Month



Inpatient ALOS - YTD



Case Mix Index - YTD



Harris Health System

Statistical Highlights - Cases Occupying Beds

November FY 2021

BT Cases Occupying Beds - CM

Actual	Budget	Prior Year
1,937	2,268	2,209

BT Cases Occupying Beds - YTD

Actual	Budget	Prior Year
17,336	20,801	20,058

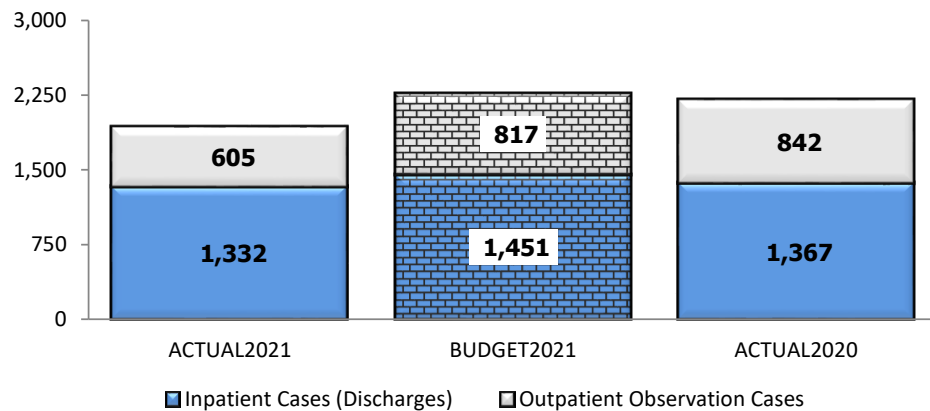
LBJ Cases Occupying Beds - CM

Actual	Budget	Prior Year
1,071	1,533	1,482

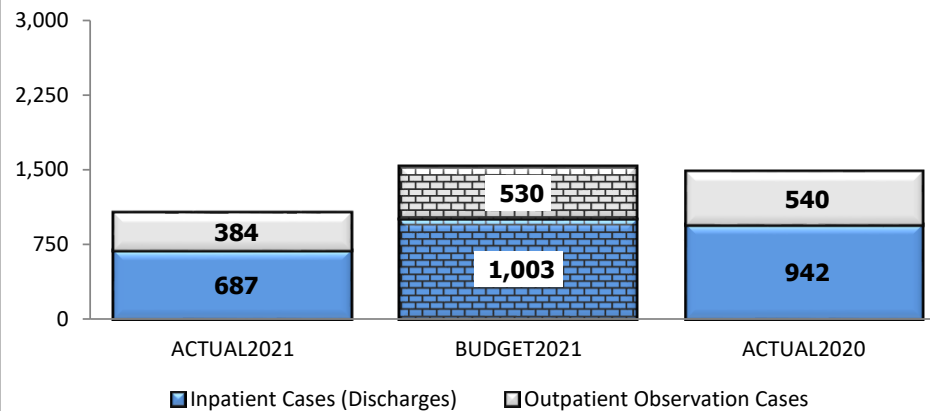
LBJ Cases Occupying Beds - YTD

Actual	Budget	Prior Year
10,083	13,753	13,360

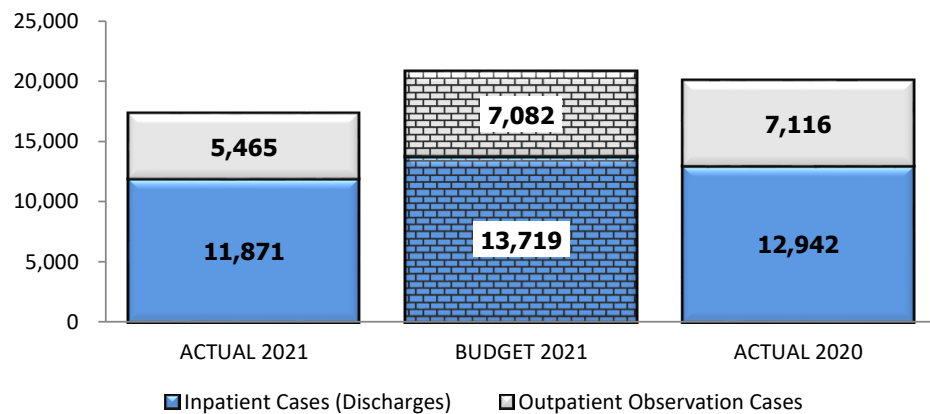
Ben Taub Cases - Current Month



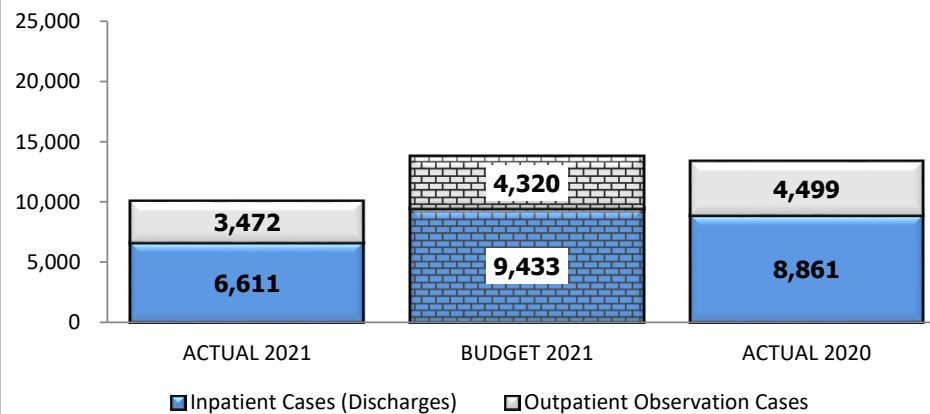
Lyndon B. Johnson Cases - Current Month



Ben Taub Cases - YTD



Lyndon B. Johnson Cases - YTD



Harris Health System

Statistical Highlights - Surgery Cases

November FY 2021

BT Surgery Cases - CM

Actual	Budget	Prior Year
905	1,073	899

BT Surgery Cases - YTD

Actual	Budget	Prior Year
6,627	10,363	8,840

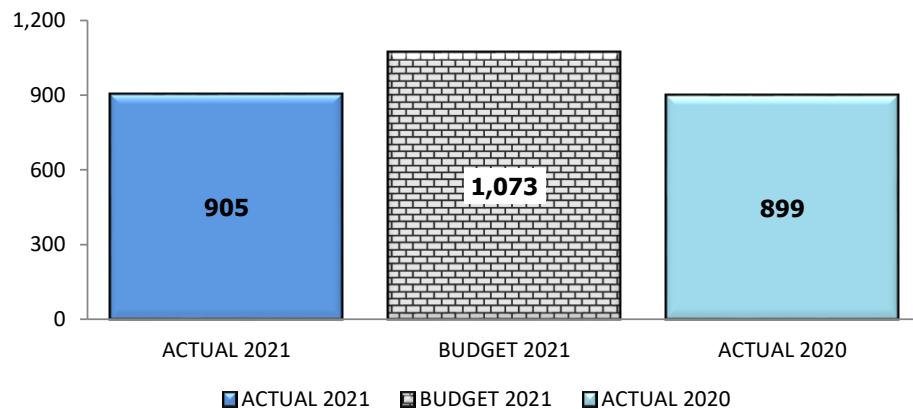
LBJ Surgery Cases - CM

Actual	Budget	Prior Year
744	880	885

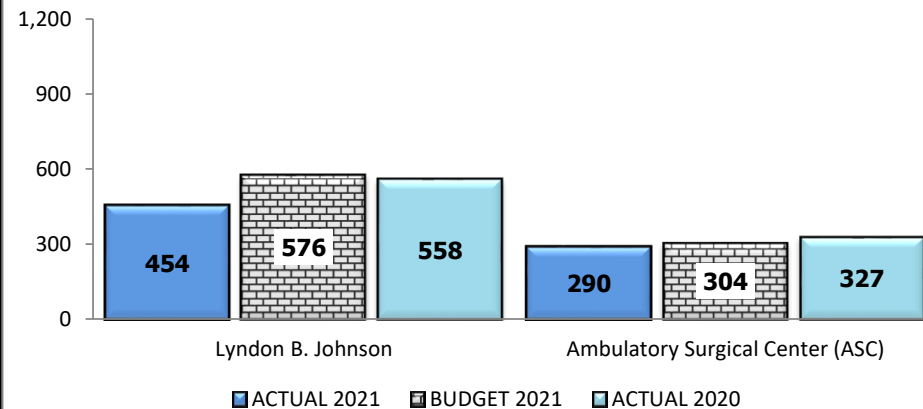
LBJ Surgery Cases - YTD

Actual	Budget	Prior Year
5,647	8,846	8,603

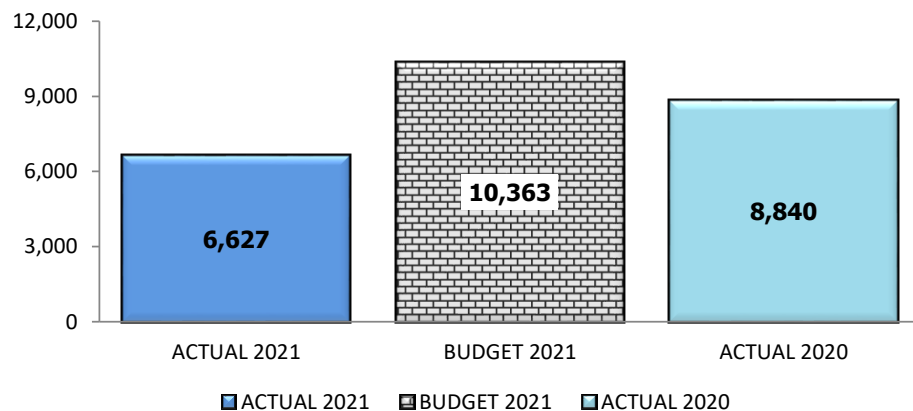
Ben Taub OR Cases - Current Month



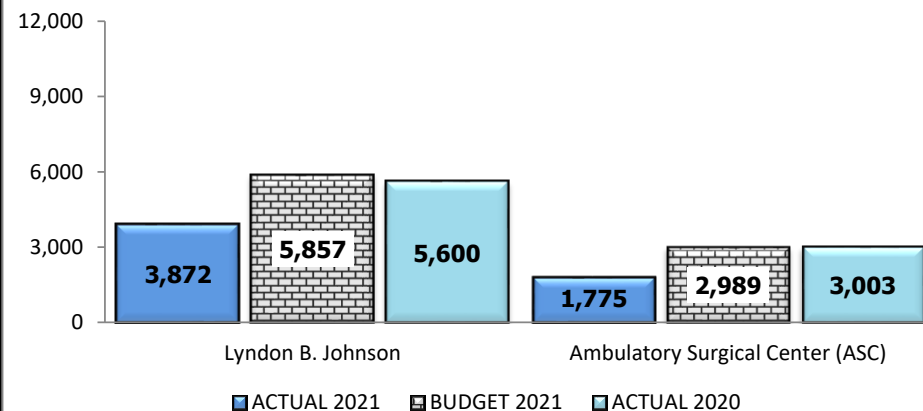
Lyndon B. Johnson OR Cases - Current Month



Ben Taub OR Cases - YTD



Lyndon B. Johnson OR Cases - YTD



Harris Health System

Statistical Highlights - Emergency Room Visits

November FY 2021

BT Emergency Visits - CM

Actual	Budget	Prior Year
5,443	6,155	5,811

BT Emergency Visits - YTD

Actual	Budget	Prior Year
49,452	62,568	60,528

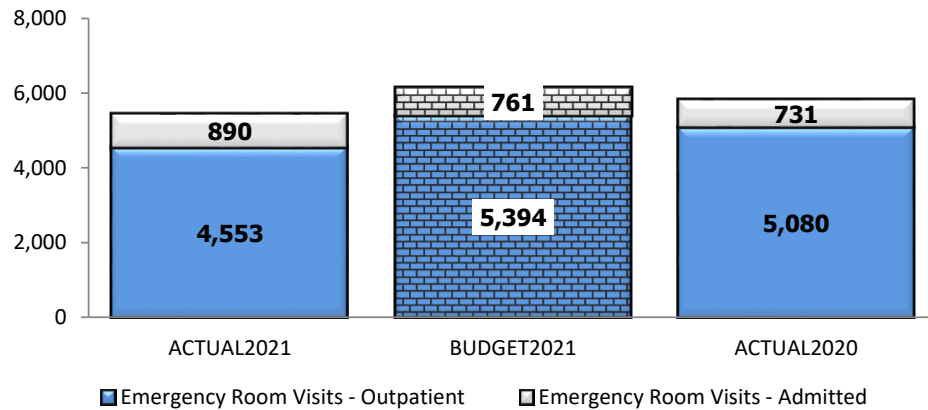
LBJ Emergency Visits - CM

Actual	Budget	Prior Year
5,363	6,583	6,010

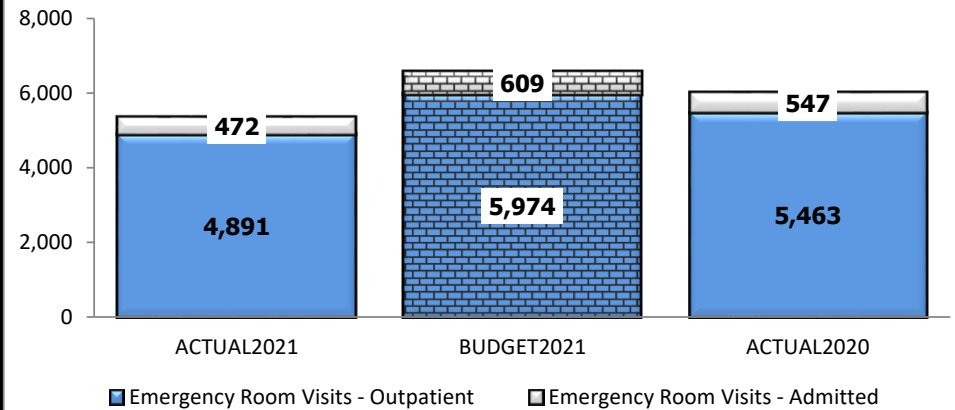
LBJ Emergency Visits - YTD

Actual	Budget	Prior Year
49,837	67,319	65,408

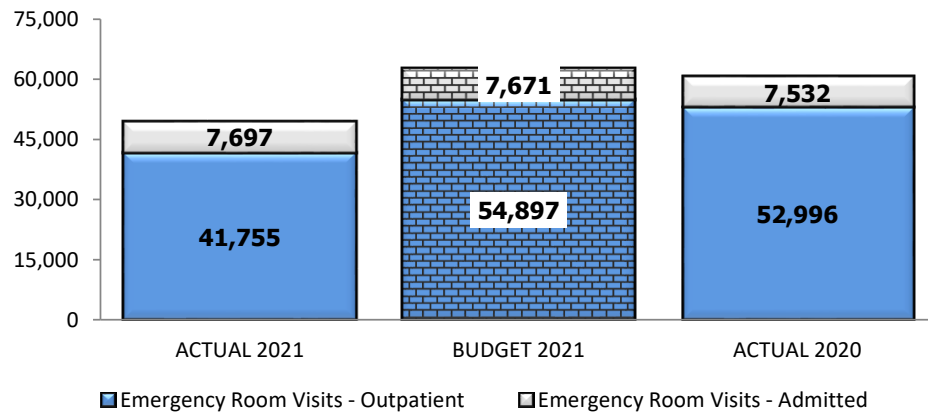
Ben Taub EC Visits - Current Month



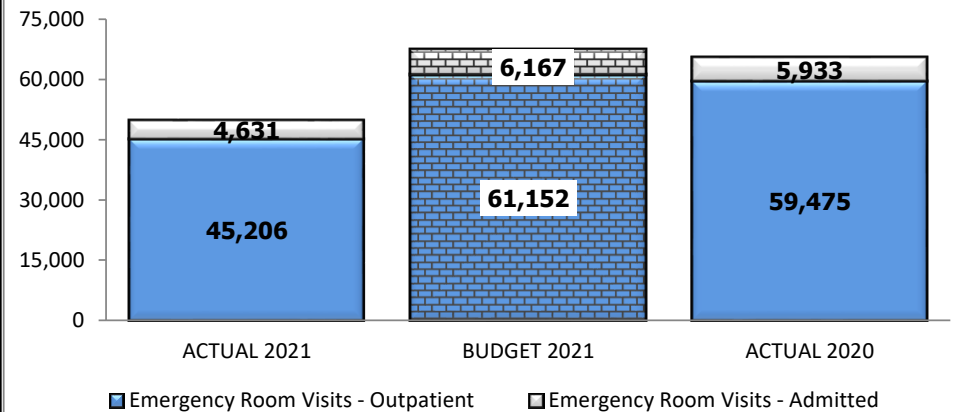
Lyndon B. Johnson EC Visits - Current Month



Ben Taub EC Visits - YTD



Lyndon B. Johnson EC Visits - YTD



Harris Health System

Statistical Highlights - Births

November FY 2021

BT Births - CM

Actual	Budget	Prior Year
207	232	231

BT Births - YTD

Actual	Budget	Prior Year
1,896	2,338	2,265

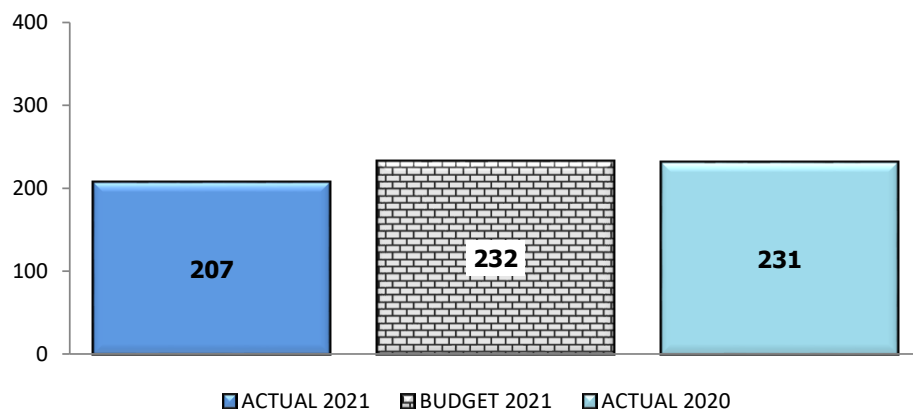
LBJ Births - CM

Actual	Budget	Prior Year
144	184	183

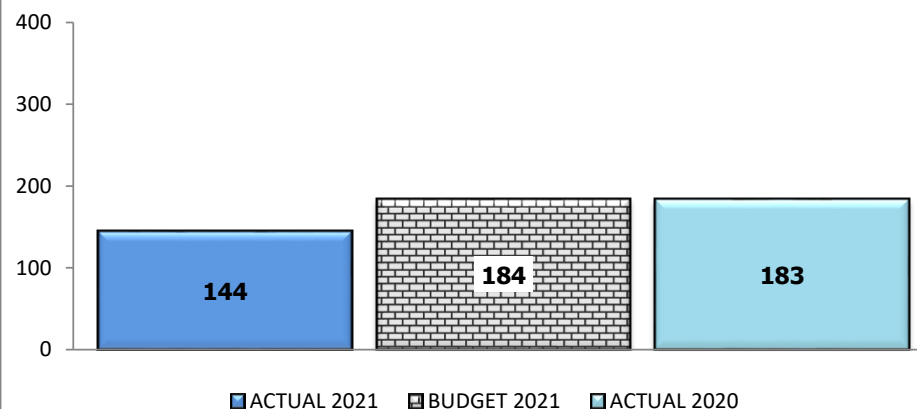
LBJ Births - YTD

Actual	Budget	Prior Year
1,374	1,764	1,762

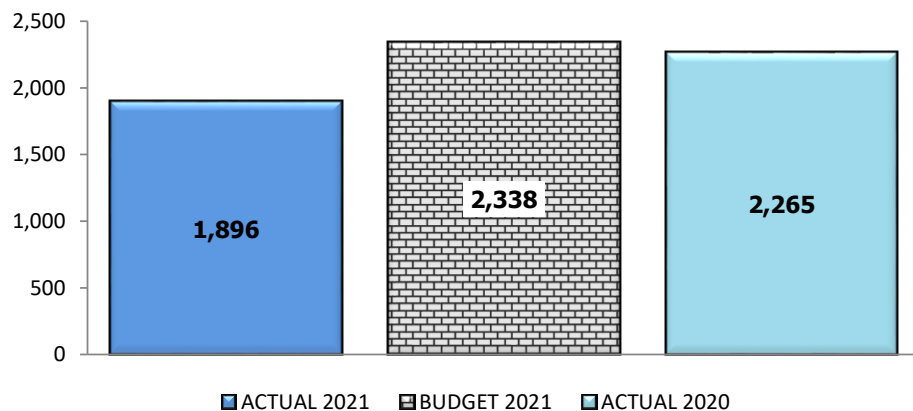
Ben Taub Births - Current Month



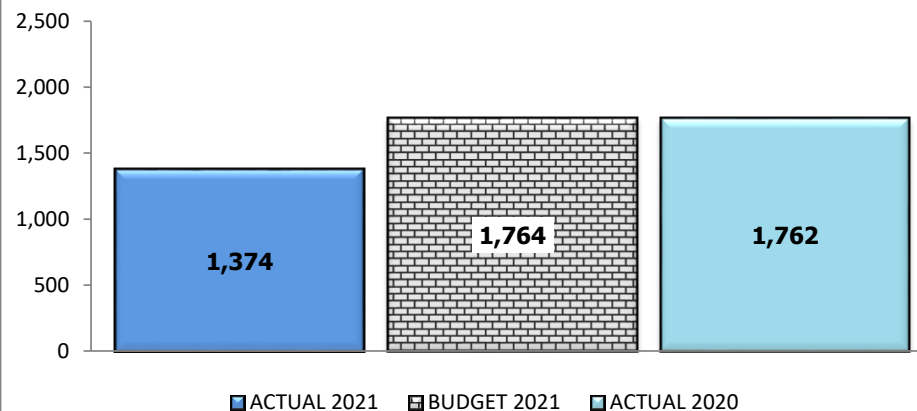
Lyndon B. Johnson Births - Current Month



Ben Taub Births - YTD



Lyndon B. Johnson Births - YTD



Harris Health System

Statistical Highlights - Adjusted Patient Days

November FY 2021

BT Adjusted Patient Days - CM

17,513

BT Adjusted Patient Days - YTD

140,432

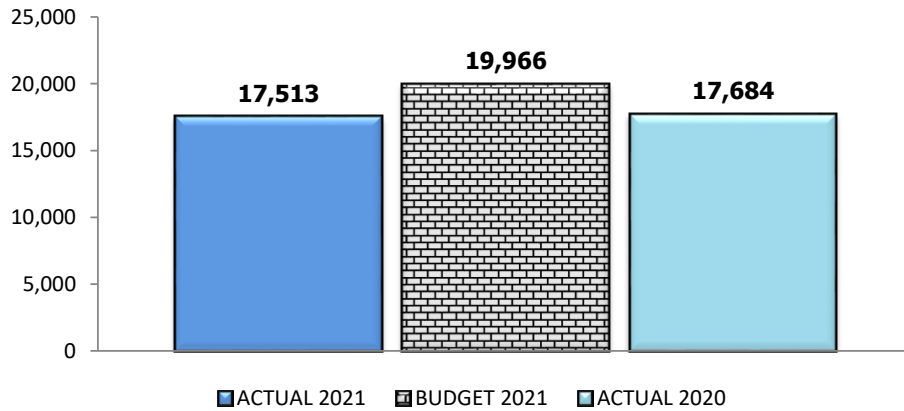
LBJ Adjusted Patient Days - CM

9,745

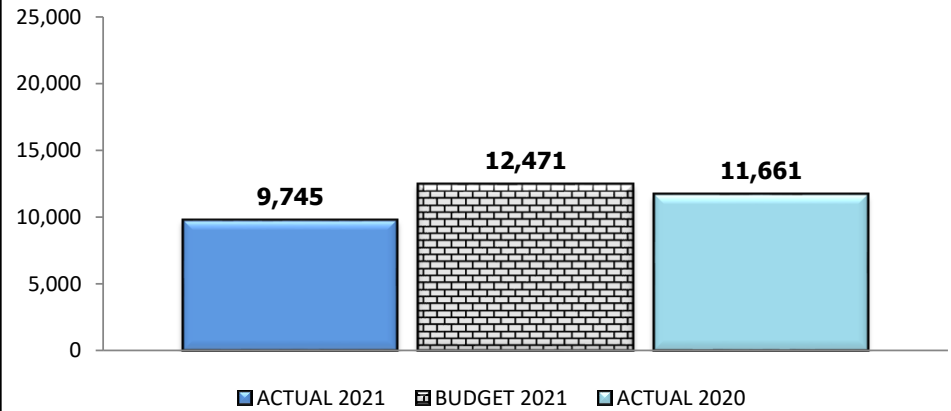
LBJ Adjusted Patient Days - YTD

90,971

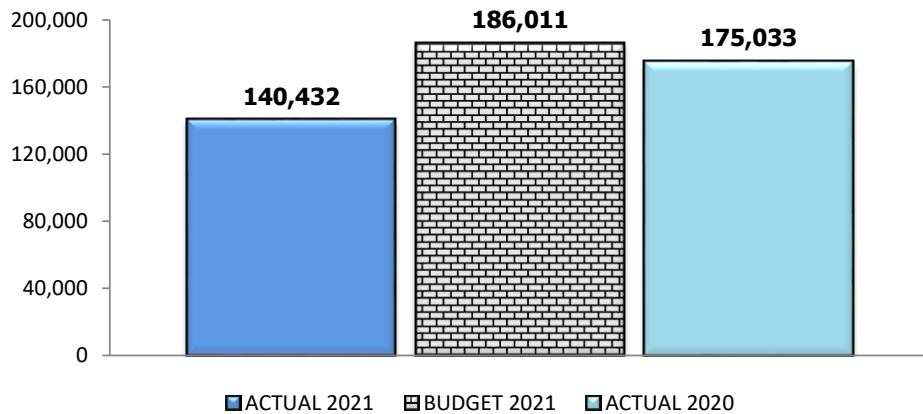
Ben Taub APD - Current Month



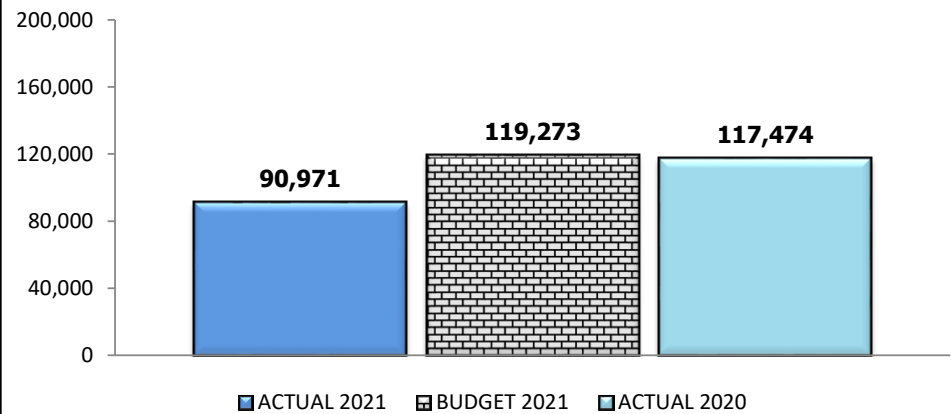
Lyndon B. Johnson APD - Current Month



Ben Taub APD - YTD



Lyndon B. Johnson APD - YTD



Harris Health System

Statistical Highlights - Average Daily Census (ADC)

November FY 2021

BT Average Daily Census - CM

340.8

BT Average Daily Census - YTD

316.2

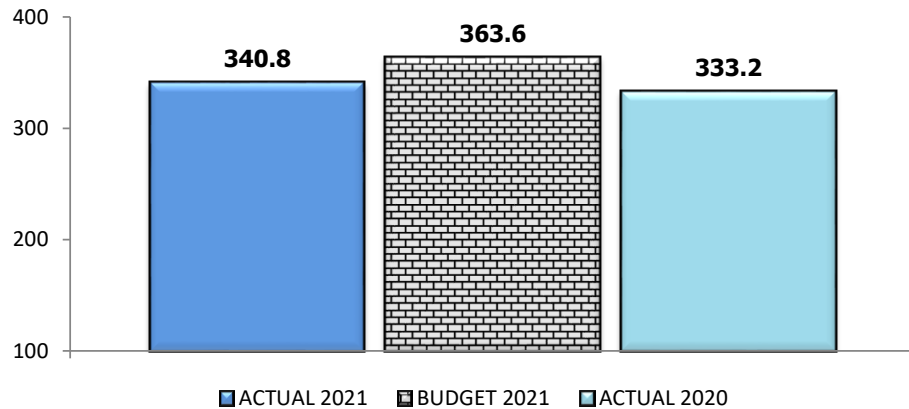
LBJ Average Daily Census - CM

153.5

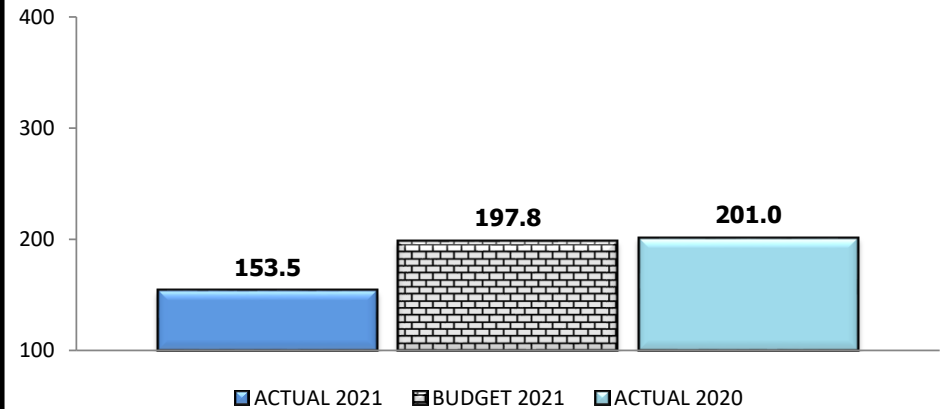
LBJ Average Daily Census - YTD

164.1

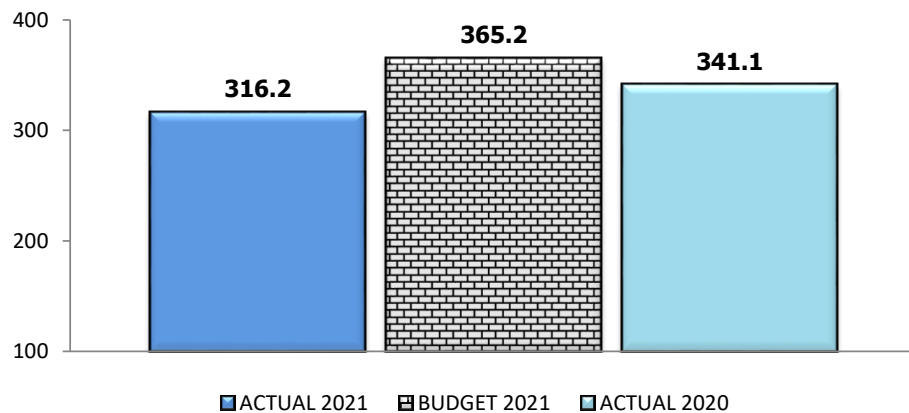
Ben Taub ADC - Current Month



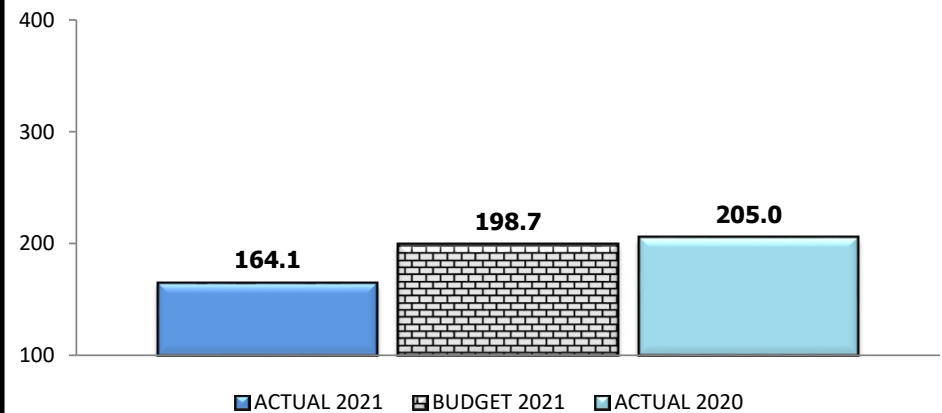
Lyndon B. Johnson ADC - Current Month



Ben Taub ADC - YTD



Lyndon B. Johnson ADC - YTD



Harris Health System

Statistical Highlights - Inpatient Average Length of Stay (ALOS)

November FY 2021

BT Inpatient ALOS - CM

6.30

BT Inpatient ALOS - YTD

6.06

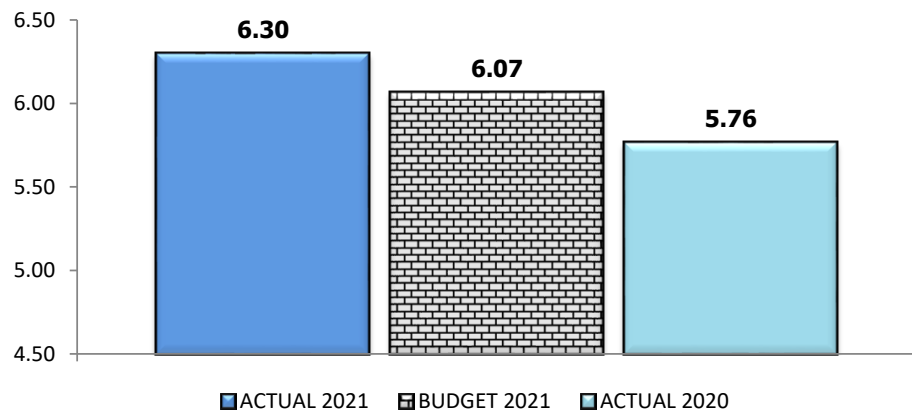
LBJ Inpatient ALOS - CM

5.40

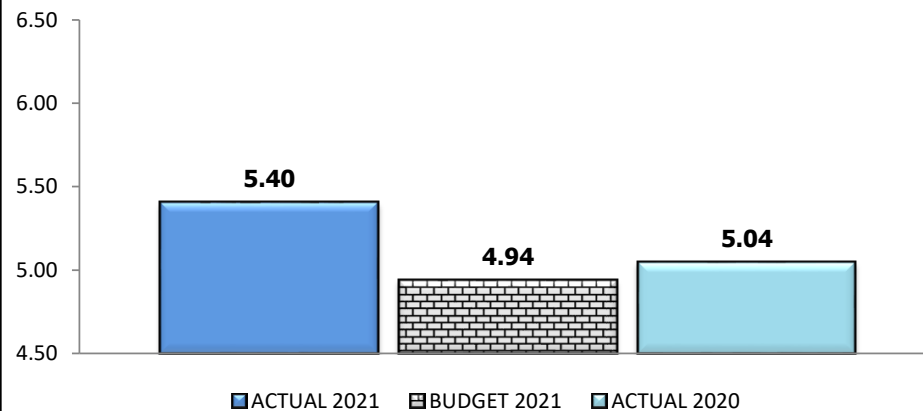
LBJ Inpatient ALOS - YTD

5.52

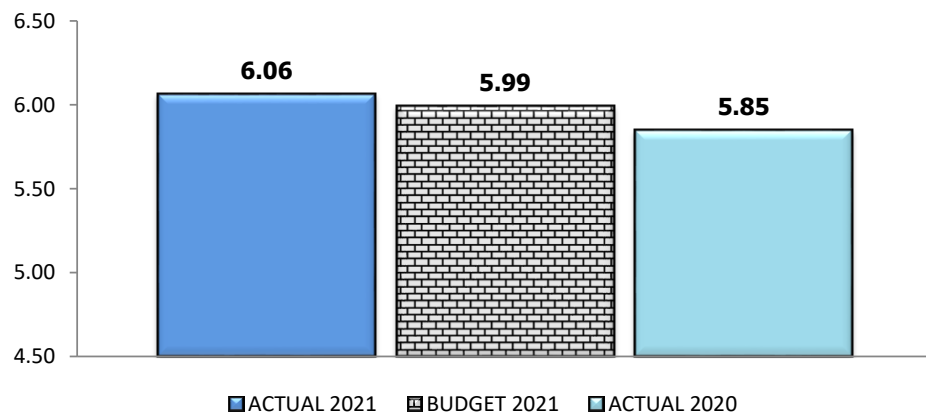
Ben Taub ALOS - Current Month



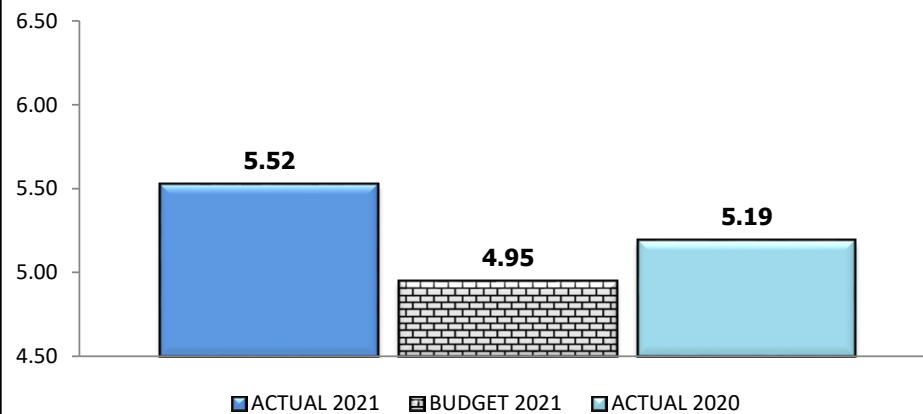
Lyndon B. Johnson ALOS - Current Month



Ben Taub ALOS - YTD



Lyndon B. Johnson ALOS - YTD



Harris Health System

Statistical Highlights - Case Mix Index (CMI)

November FY 2021

BT Case Mix Index (CMI) - CM

Overall	Excl. Obstetrics
1.777	1.976

BT Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.787	1.954

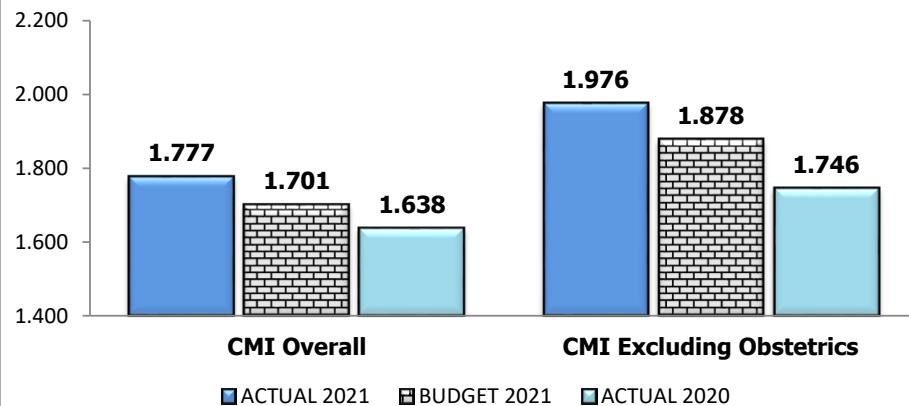
LBJ Case Mix Index (CMI) - CM

Overall	Excl. Obstetrics
1.660	1.950

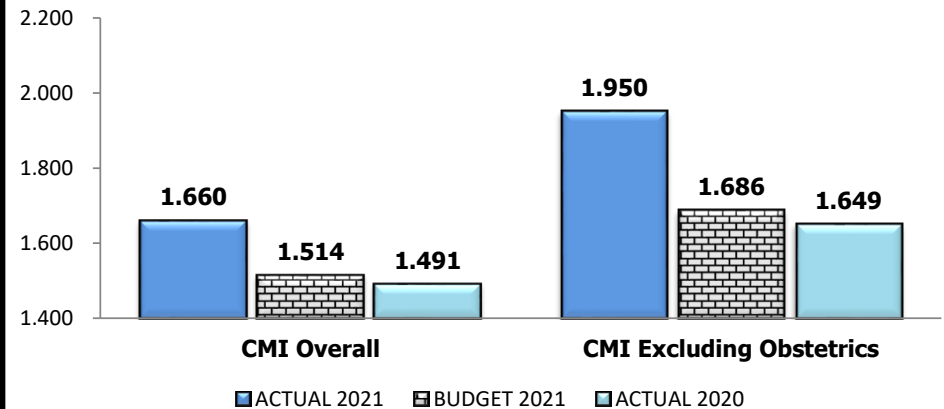
LBJ Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.639	1.854

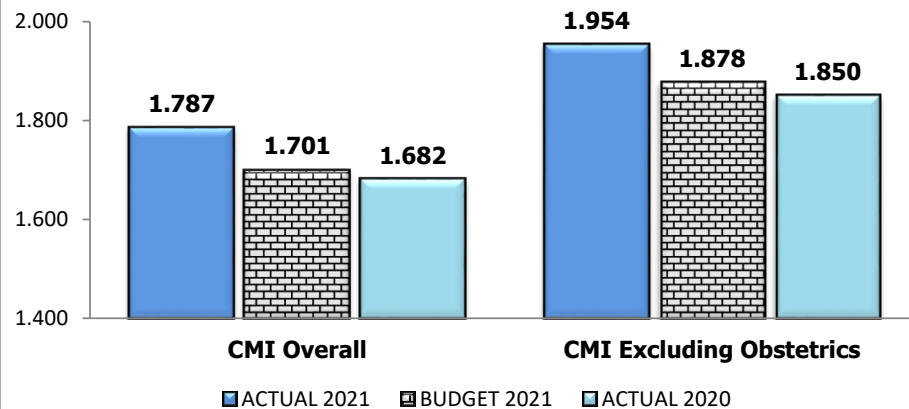
Ben Taub CMI - Current Month



Lyndon B. Johnson CMI - Current Month



Ben Taub CMI - YTD



Lyndon B. Johnson CMI - YTD

