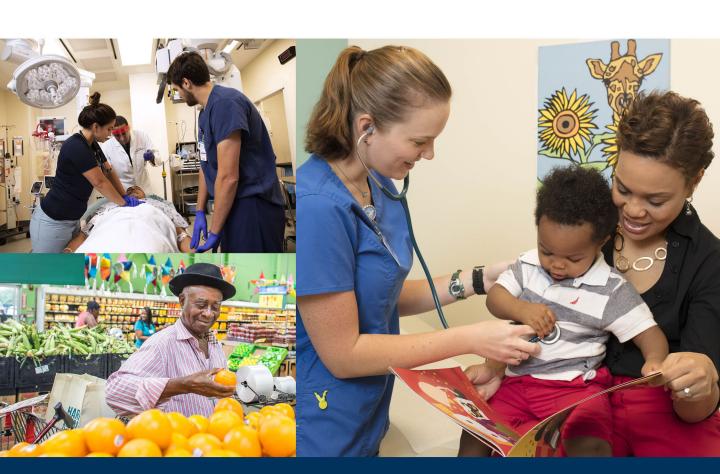
### **HARRISHEALTH** SYSTEM



## **Financial Statements**

As of March 31, 2021



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### **Financial Highlights Review**



As of March 31, 2021

Operating Income for March was \$19.3 million compared to a budgeted loss of \$2.7 million.

Overall March net revenue of \$180.7 million was \$29.7 million or 19.7% greater than budget. Net patient revenue, including HRSA Relief Fund revenue, contributed \$25.5 million to the positive variance. Income from Medicaid Supplemental programs was \$5.2 million higher than expected primarily due to a UHRIP program quality payment received.

Total operating expenses of \$161.4 million were \$7.7 million or 5.0% greater than budget. Staff costs were \$4.5 million greater than budget primarily due to increases in premium labor and nursing incentives effective for the ongoing response to the COVID-19 pandemic. Medical supplies and pharmaceuticals reported an unfavorable variance of \$3.7 million driven by the increased supplies kept on hand for COVID patients.

Overall inpatient volumes remained high in March, with the average daily census at the hospitals higher than at any month in FY2021. Likewise, inpatient case mix index, a measure of patient acuity, was 6.6% higher for the month and the highest recorded since July 2020. Consistent with the previous trend, in-person clinic visits in March were 37.7% lower, however, overall clinic visits including telehealth were only 20.4% lower compared to budget. Emergency room visits and births were down 3.5% and 15.0%, respectively.

Total cash receipts for March were \$309.6 million. The System has \$1,250.0 million in unrestricted cash, cash equivalents and investments, representing 247.4 days cash on hand. Harris Health System has \$135.2 million in net accounts receivable, representing 56.4 days of outstanding patient accounts receivable at March 31, 2021. The March balance sheet reflects a combined net receivable position of \$19.0 million under the various Medicaid Supplemental programs.

March expenses incurred by Harris Health for Foundation personnel and other costs were \$48,000.

### **Income Statement**

HARRISHEALTH SYSTEM

As of March 31, 2021 (In \$ Millions)

		МС	NTH	-TO-MON	тн	YEAR-TO-DATE						
	CU	RRENT	CU	RRENT	PERCENT		CURRENT	(	CURRENT	PERCENT	PRIOR	PERCENT
		/EAR	Bl	JDGET	VARIANCE	_	YEAR		BUDGET	VARIANCE	YEAR	VARIANCE
REVENUE												
Net Patient Revenue		74.3		48.9	52.1%		74.3		48.9	52.1%	44.6	66.8%
Medicaid Supplemental Programs		37.6		32.4	16.0%		37.6		32.4	16.0%	27.1	39.0%
Other Operating Revenue		2.0		3.1	-37.4%	_	2.0		3.1	-37.4%	2.0	0.2%
Total Operating Revenue	\$	113.9	\$	84.5	34.9%		\$ 113.9	\$	84.5	34.9%	\$ 73.6	54.8%
Net Ad Valorem Taxes		66.6		65.5	1.7%		66.6		65.5	1.7%	65.2	2.2%
Net Tobacco Settlement Revenue		-		-			-		-		-	
Interest Income & Other		0.2		1.0	-84.5%	_	0.2		1.0	-84.5%	2.0	-92.1%
Total Nonoperating Revenue	\$	66.8	\$	66.5	0.3%		\$ 66.8	\$	66.5	0.3%	\$ 67.2	-0.7%
Total Net Revenue	\$	180.7	\$	151.0	19.7%		\$ 180.7	\$	151.0	19.7%	\$ 140.8	28.3%
<u>EXPENSE</u>												
Salaries and Wages		61.1		56.2	-8.6%		61.1		56.2	-8.6%	52.2	-17.0%
Employee Benefits		19.5		19.9	1.8%		19.5		19.9	1.8%	18.9	-3.5%
Total Labor Cost	\$	80.6	\$	76.1	-5.9%		\$ 80.6	\$	76.1	-5.9%	\$ 71.0	-13.4%
Supply Expenses		25.4		19.9	-27.6%		25.4		19.9	-27.6%	17.9	-42.2%
Physician Services		27.9		29.5	5.3%		27.9		29.5	5.3%	26.4	-5.7%
Purchased Services		21.6		22.2	2.6%		21.6		22.2	2.6%	16.2	-33.4%
Depreciation & Interest		5.9		6.0	2.5%	_	5.9		6.0	2.5%	5.7	-3.4%
Total Operating Expense	\$	161.4	\$	153.7	-5.0%		\$ 161.4	\$	153.7	-5.0%	\$ 137.2	-17.6%
Operating Income (Loss)	\$	19.3	\$	(2.7)		_	\$ 19.3	\$	(2.7)		\$ 3.6	
Total Margin %		10.7%		-1.8%		=	10.7%	)	-1.8%		2.5%	

<sup>\*</sup> Unless otherwise stated all financial figures have been rounded off to the nearest one thousand (million) dollars. Exact amounts may not foot due to rounding.

### **Balance Sheet**

HARRISHEALTH SYSTEM

As of March 31, 2021 and 2020 (In \$ Millions)

	CURRENT YEAR	PRIOR YEAR
CURRENT ASSETS		-
Cash, Cash Equivalents and Short Term Investments	1,250.0	837.2
Net Patient Accounts Receivable	135.2	73.4
Net Ad Valorem Taxes, Current Portion	70.6	86.5
Other Current Assets	113.0	132.9
Total Current Assets	\$ 1,568.8	\$ 1,129.9
CAPITAL ASSETS		
Plant, Property, & Equipment, Net of Accumulated Depreciation	445.7	451.3
Construction in Progress	77.6	39.2
Total Capital Assets	\$ 523.3	\$ 490.5
ASSETS LIMITED AS TO USE & RESTRICTED ASSETS		
Debt Service & Capital Asset Funds	53.2	40.5
LPPF Restricted Cash	46.6	43.0
Other - Restricted	0.9	22.7
Total Assets Limited As to Use & Restricted Assets	\$ 100.7	\$ 106.2
Other Assets	19.2	19.0
Deferred Outflows of Resources	175.2	97.8
Total Assets & Deferred Outflows of Resources	\$ 2,387.2	\$ 1,843.3
CURRENT LIABILITIES		
Accounts Payable and Accrued Liabilities	248.6	145.3
Employee Compensation & Related Liabilities	119.4	120.5
Estimated Third-Party Payor Settlements	8.6	6.4
Current Portion Long-Term Debt and Capital Leases	12.0	8.9
Total Current Liabilities	\$ 388.5	\$ 281.1
Long-Term Debt	308.2	287.6
Net Pension & Post Employment Benefits Liability	737.1	695.6
Other Long-Term Liabilities	24.7	28.7
Deferred Inflows of Resources	109.9	55.3
Total Liabilities	\$ 1,568.4	\$ 1,348.2
Total Net Assets	\$ 818.9	\$ 495.1
Total Liabilities & Net Assets	\$ 2,387.2	\$ 1,843.3

<sup>\*</sup> Unless otherwise stated all financial figures have been rounded off to the nearest one thousand (million) dollars. Exact amounts may not foot due to rounding.

### **Cash Flow Summary**

HARRISHEALTH SYSTEM

As of March 31, 2021 (In \$ Millions)

	MONTH-TO-MONTH			YEAR-TO-			-DATE	
	Cl	JRRENT	Р	RIOR	CU	IRRENT	F	PRIOR
	<u> </u>	YEAR	Υ	'EAR		YEAR	,	YEAR
CASH RECEIPTS								
Collections on Patient Accounts		64.9		47.1		64.9		47.1
Medicaid Supplemental Programs		205.2		10.1		205.2		10.1
Net Ad Valorem Taxes		31.6		12.3		31.6		12.3
Tobacco Settlement		-		-		-		-
Other Revenue		7.9		3.1		7.9		3.1
Total Cash Receipts	\$	309.6	\$	72.5	\$	309.6	\$	72.5
CASH DISBURSEMENTS								
Salaries, Wages and Benefits		78.2		68.5		78.2		68.5
Supplies		21.7		24.6		21.7		24.6
Physician Services		31.2		27.5		31.2		27.5
Purchased Services		15.0		15.8		15.0		15.8
Capital Expenditures		6.2		9.4		6.2		9.4
Debt and Interest Payments		0.3		0.3		0.3		0.3
Other Uses		(2.5)		(5.1)		(2.5)		(5.1)
Total Cash Disbursements		150.2	\$	140.9	\$	150.2	\$	140.9
Net Change		159.5	\$	(68.4)	\$	159.5	\$	(68.4)
Unrestricted Cash, Cash Equivalents and Investments - February 28, 2021					\$	1,090.5		
Net Change					\$	159.5	_	
Unrestricted Cash, Cash Equivalents and Investments - March 31, 2021								

<sup>\*</sup> Unless otherwise stated all financial figures have been rounded off to the nearest one thousand (million) dollars. Exact amounts may not foot due to rounding.

### **Performance Ratios**



As of March 31, 2021

	MONTH-TO-MONTH			YEAR-TO-DATE				E		
	CU	IRRENT	CL	JRRENT	CURREN		CURRENT		PRIOR	
		YEAR	BUDGET			YEAR	BUDGET		YEAR	
OPERATING HEALTH INDICATORS										
Operating Margin %		10.7%		-1.8%		10.7%		-1.8%		2.5%
Run Rate per Day (In \$ Millions)	\$	5.0	\$	4.8	\$	5.0	\$	4.8	\$	4.3
Salary, Wages & Benefit per APD	\$	2,257	\$	1,788	\$	2,257	\$	1,788	\$	2,177
Supply Cost per APD	\$	713	\$	469	\$	713	\$	469	\$	548
Physician Services Cost per APD	\$	783	\$	693	\$	783	\$	693	\$	810
Total Expense per APD	\$	4,522	\$	3,613	\$	4,522	\$	3,613	\$	4,205
Overtime as a % of Total Salaries		3.4%		2.6%		3.4%		2.6%		3.1%
Contract as a % of Total Salaries		1.9%		0.5%		1.9%		0.5%		1.6%
Full-time Equivalent Employees		9,006		9,158		9,006		9,158		8,575
FINANCIAL HEALTH INDICATORS										
Quick Ratio						4.0				3.9
Unrestricted Cash (In \$ Millions)					\$	1,250.0	\$	1,013.0	\$	837.2
Days Cash on Hand						247.4		211.4		195.8
Days Revenue in Accounts Receivable						56.4		66.0		51.1
Days in Accounts Payable						41.3				36.3
Capital Expenditures/Depreciation & Amortization						125.2%				195.6%
Average Age of Plant (years)						12.5				12.4

# Harris Health System Key Indicators



### **Statistical Highlights**

HARRISHEALTH SYSTEM

As of March 31, 2021

	МО	NTH-TO-MON	ТН		YE	AR-TO-DATE		
	CURRENT	CURRENT	PERCENT	CURRENT	CURRENT	PERCENT	PRIOR	PERCENT
	YEAR	BUDGET	CHANGE	YEAR	BUDGET	CHANGE	YEAR	CHANGE
Adjusted Patient Days	35,694	42,535	-16.1%	35,694	42,535	-16.1%	32,635	9.4%
Outpatient % of Adjusted Volume	61.1%	64.7%	-5.6%	61.1%	64.7%	-5.6%	65.4%	-6.5%
Primary Care Clinic Visits	27,741	51,540	-46.2%	27,741	51,540	-46.2%	42,156	-34.2%
Specialty Clinic Visits	18,094	21,970	-17.6%	18,094	21,970	-17.6%	18,139	-0.2%
Telehealth Clinic Visits	31,973	24,215	32.0%	31,973	24,215	32.0%	1,233	-100.0%
<b>Total Clinic Visits</b>	77,808	97,725	-20.4%	77,808	97,725	-20.4%	61,528	26.5%
Emergency Room Visits - Outpatient	10,754	11,281	-4.7%	10,754	11,281	-4.7%	11,012	-2.3%
Emergency Room Visits - Admitted	1,638	1,561	4.9%	1,638	1,561	4.9%	1,376	19.0%
<b>Total Emergency Room Visits</b>	12,392	12,842	-3.5%	12,392	12,842	-3.5%	12,388	0.0%
Surgery Cases - Outpatient	588	1,183	-50.3%	588	1,183	-50.3%	821	-28.4%
Surgery Cases - Inpatient	755	854	-11.6%	755	854	-11.6%	616	22.6%
Total Surgery Cases	1,343	2,037	-34.1%	1,343	2,037	-34.1%	1,437	-6.5%
Total Outpatient Visits	170,042	153,133	11.0%	170,042	153,133	11.0%	99,295	71.2%
Inpatient Cases (Discharges)	2,299	2,639	-12.9%	2,299	2,639	-12.9%	2,113	8.8%
Outpatient Observation Cases	1,232	1,165	5.8%	1,232	1,165	5.8%	1,244	-1.0%
<b>Total Cases Occupying Patient Beds</b>	3,531	3,804	-7.2%	3,531	3,804	-7.2%	3,357	5.2%
Births	341	401	-15.0%	341	401	-15.0%	350	-2.6%
Inpatient Days	13,891	15,002	-7.4%	13,891	15,002	-7.4%	11,308	22.8%
Outpatient Observation Days	3,447	2,818	22.3%	3,447	2,818	22.3%	2,917	18.2%
Total Patient Days	17,338	17,820	-2.7%	17,338	17,820	-2.7%	14,225	21.9%
Average Daily Census	559.3	574.8	-2.7%	559.3	574.8	-2.7%	39.0	1335.1%
Average Operating Beds	661	618	7.0%	661	618	7.0%	668	-1.0%
Bed Occupancy %	84.6%	93.0%	-9.0%	84.6%	93.0%	-9.0%	5.8%	1350.3%
Inpatient Average Length of Stay	6.0	5.7	6.3%	6.0	5.7	6.3%	5.4	12.9%
Inpatient Case Mix Index (CMI)	1.853	1.738	6.6%	1.853	1.738	6.6%	1.596	16.1%
Payor Mix (% of Charges)								
Charity & Self Pay	47.2%	51.2%	-7.8%	47.2%	51.2%	-7.8%	53.0%	-10.8%
Medicaid & Medicaid Managed	22.0%	22.7%	-3.1%	22.0%	22.7%	-3.2%	20.6%	6.9%
Medicare & Medicare Managed	13.3%	11.8%	12.7%	13.3%	11.8%	12.6%	12.1%	10.2%
Commercial & Other	17.5%	14.3%	22.4%	17.5%	14.3%	22.4%	14.4%	21.4%
Total Unduplicated Patients - Rolling 12				238,341			284,424	-16.2%
Total New Patient - Rolling 12				66,034			89,588	-26.3%

**Note:** Prior year Clinic Visits have been restated; E&M & Telehealth Visits were aligned with Clinic and Ancillary Visits as appropriate. This shift represents a decrease of ~ 7% to Total Clinic Visits but no change to Total Outpatient Visits reported in FY21.

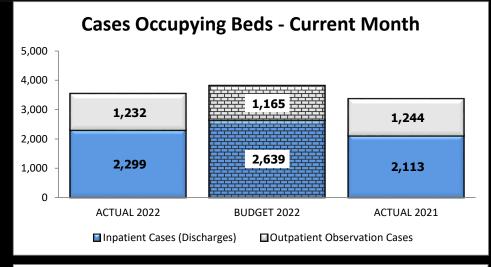
Statistical Highlights
March FY 2022

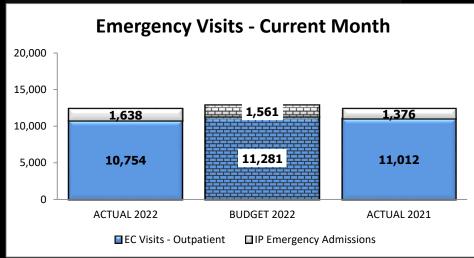
Cases O	Cases Occupying Beds - CM								
Actual	Budget	Prior Year							
3,531	3,804	3,357							

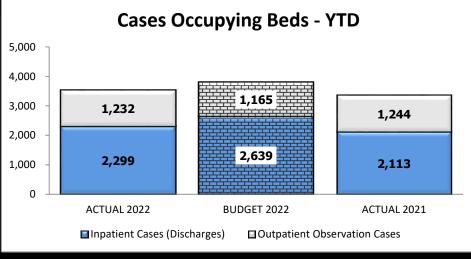
Cases Oc	<b>Cases Occupying Beds - YTD</b>									
Actual	Budget	Prior Year								
3,531	3,804	3,357								

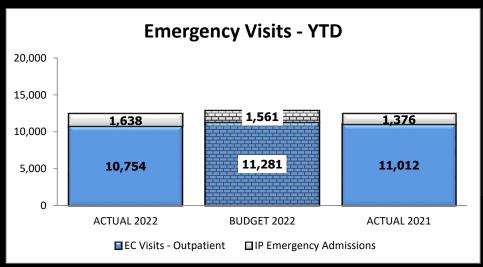
<u>Emerg</u>	<b>Emergency Visits - CM</b>							
Actual	Budget	Prior Year						
12,392	12,842	12,388						

<u>Emerg</u>	Emergency Visits - YTD								
Actual	Budget	Prior Year							
12,392	12,842	12,388							









## Harris Health System Statistical Highlights

March FY 2022

					ria	101111 2022					
Su	urgery Cases	- <u>CM</u>	Surgery Cases - YTD			<u>Cli</u>	nic Visits -	<u>CM</u>	<u>Cl</u> i	inic Visits -	- YTD
Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year
1,343	2,037	1,437	1,343	2,037	1,437	77,808	97,725	61,528	77,808	97,725	61,528
	Surge	ery Cases	- Current N	Month			Cli	nic Visits -	Current N	Month	
2,400 ]						100,000				===	
1,800 -			337			75,000 -	31,973		24,215 21,970		1,233
1,200 -	305		557		92	50,000 -	32,373				18,139
600 -	370			4	85	25,000 -	18,094		51,540		
	668		1,143	70	60	23,000	27,741		31,370		12,156
o 📙	ACTUAL 2022	BI	JDGET 2022	ACTUA	AL 2021	0 🔟	ACTUAL 202	72	BUDGET 2022	AC	
		yndon B. Johnson					■ Primary Care			Telehealth Clinic	
				B	. (1.00)						
		Surgery C	Cases - YTD	)				Clinic V	isits - YTD	)	
2,400						100,000				<b>#</b>	
1,800 -			337			75,000 -			24,215		1,233
1,200 -	305		557		92	50,000 -	31,973		21,970		18,139
600 -	370 668		1,143		60	25,000 -	18,094		51,540		12,156
o 📙	008					о 📙	27,741				

ACTUAL 2022

■ Primary Care Clinics

BUDGET 2022

■ Specialty Clinics

■ Lyndon B. Johnson

BUDGET 2022

ACTUAL 2021

■ Ambulatory Surgical Center (ASC)

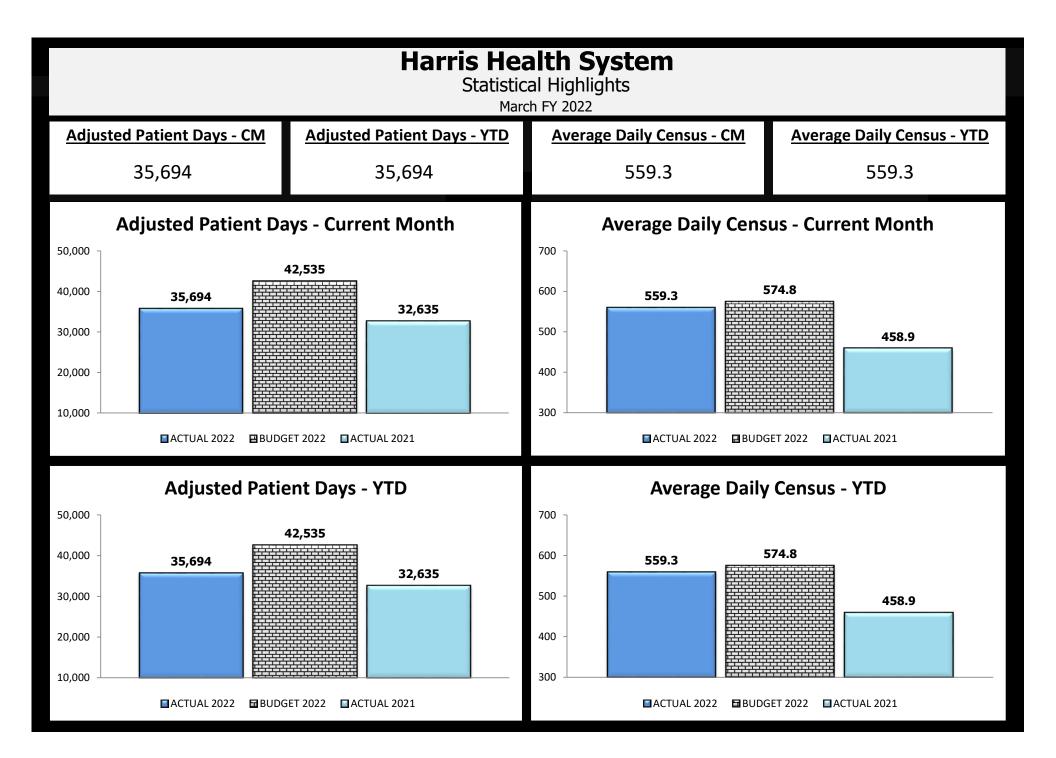
ACTUAL 2022

Ben Taub

ACTUAL 2021

■ Telehealth Clinic Visits

<sup>\*</sup> See note on pg. 9 regarding update made to prior year Clinic Visits.



#### **Harris Health System** Statistical Highlights March FY 2022 **Inpatient ALOS - CM Inpatient ALOS - YTD** Case Mix Index (CMI) - CM Case Mix Index (CMI) - YTD Excl. Obstetrics Excl. Obstetrics Overall Overall 6.04 6.04 1.853 2.018 1.853 2.018 **Case Mix Index - Current Month Inpatient ALOS - Current Month** 7.00 2.500 6.04 2.018 6.00 5.68 1.913 2.000 1.853 5.35 1.738 1.739 1.596 5.00 1.500 4.00 1.000 3.00 CMI Overall **CMI Excluding Obstetrics** ■ ACTUAL 2022 ■BUDGET 2022 ■ ACTUAL 2021 ■ BUDGET 2022 ■ ACTUAL 2021 Case Mix Index - YTD **Inpatient ALOS - YTD** 2.500 7.00 6.04 2.018 6.00 5.68 1.913 2.000 1.853 5.35 1.738 1.739 1.596 5.00 1.500 4.00 1.000

**CMI Overall** 

■ ACTUAL 2022

3.00

ACTUAL 2022

■BUDGET 2022 ■ACTUAL 2021

**CMI Excluding Obstetrics** 

■BUDGET 2022 ■ACTUAL 2021

Statistical Highlights - Cases Occupying Beds

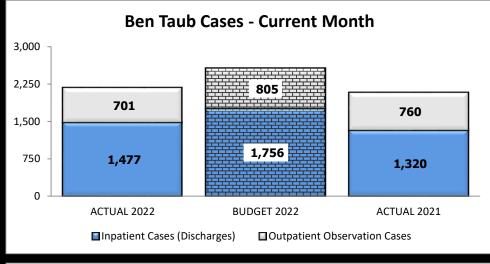
March FY 2022

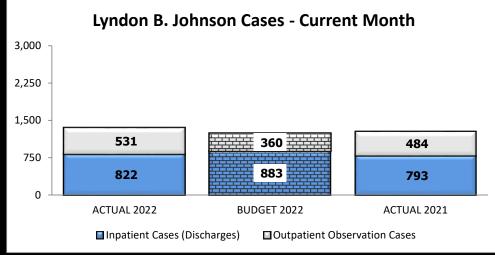
BT Cases Occupying Beds - CM								
Actual	Budget	Prior Year						
2,178	2,561	2,080						

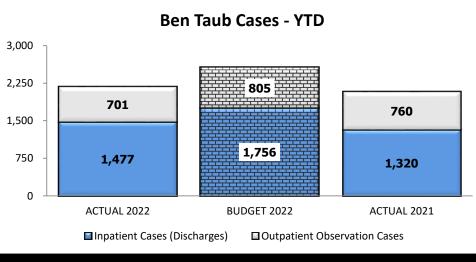
BT Cases Occupying Beds - YTD			
Actual	Budget	Prior Year	
2,178	2,561	2,080	

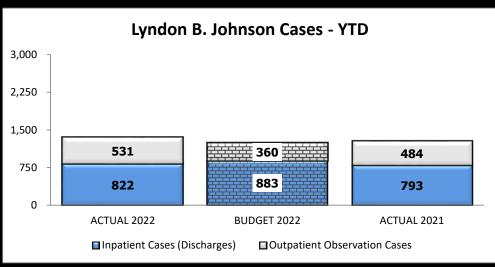
LBJ Cases Occupying Beds - CM			
Actual	Budget	Prior Year	
1,353	1,243	1,277	

<b>LBJ Cases Occupying Beds - YTD</b>			
Actual	Budget	Prior Year	
1,353	1,243	1,277	









Statistical Highlights - Surgery Cases March FY 2022

**Prior Year** 

**BT Surgery Cases - YTD** 

Budget

668	1,143	760	668	1,143	3 760	
Ben Taub OR Cases - Current Month						
1,200				1		
900 -						_
600 -			1,143			
300 -	668				760	
<sub>0</sub> ∐						
	ACTUAL 2022	BU	OGET 2022	A	CTUAL 2021	
■ACTUAL 2022 ■BUDGET 2022 ■ACTUAL 2021						

Actual

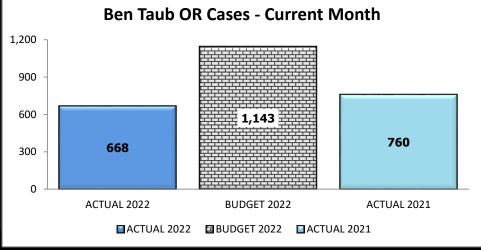
Prior Year

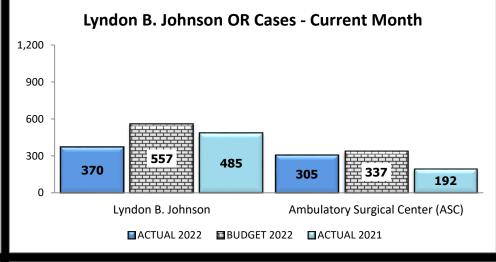
**BT Surgery Cases - CM** 

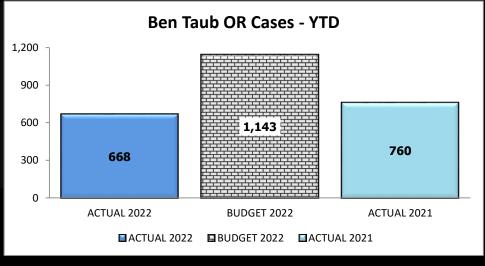
Budget

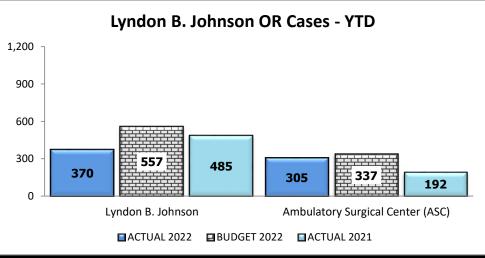
Actual

#### **LBJ Surgery Cases - CM LBJ Surgery Cases - YTD** Budget Budget Actual **Prior Year** Actual **Prior Year** 675 894 677 675 894 677









Statistical Highlights - Emergency Room Visits

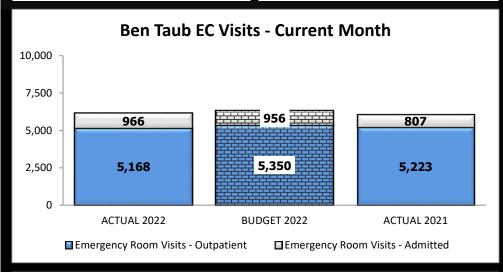
March FY 2022

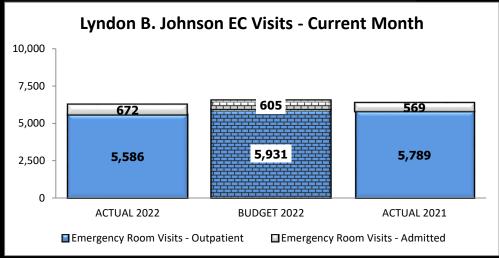
BT Emergency Visits - CM			
Actual	Budget	Prior Year	
6,134	6,306	6,030	

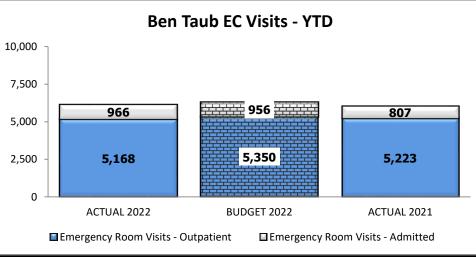
BT Emergency Visits - YTD			
Actual	Budget	Prior Year	
6,134	6,306	6,030	

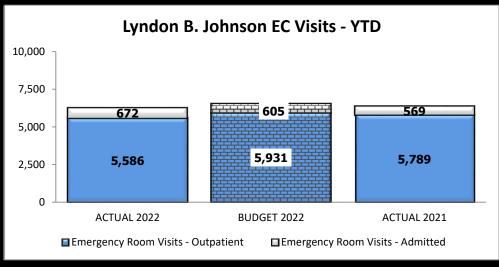
LBJ Emergency Visits - CM			
Actual	Budget	Prior Year	
6,258	6,536	6,358	

<b>LBJ Emergency Visits - YTD</b>			
Actual	Budget	Prior Year	
6,258	6,536	6,358	

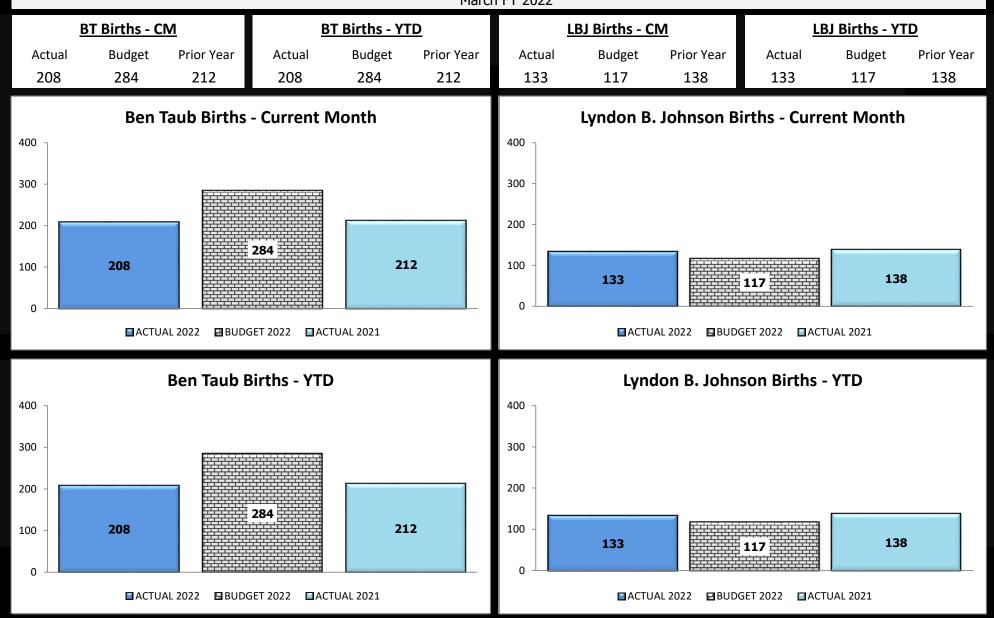


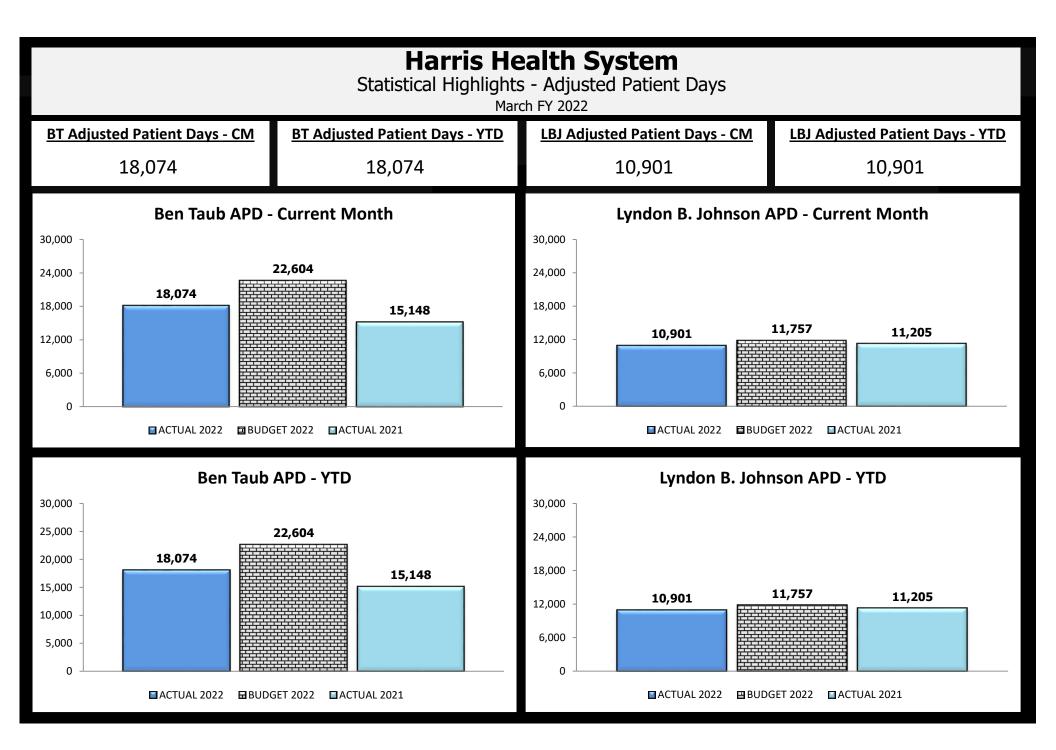


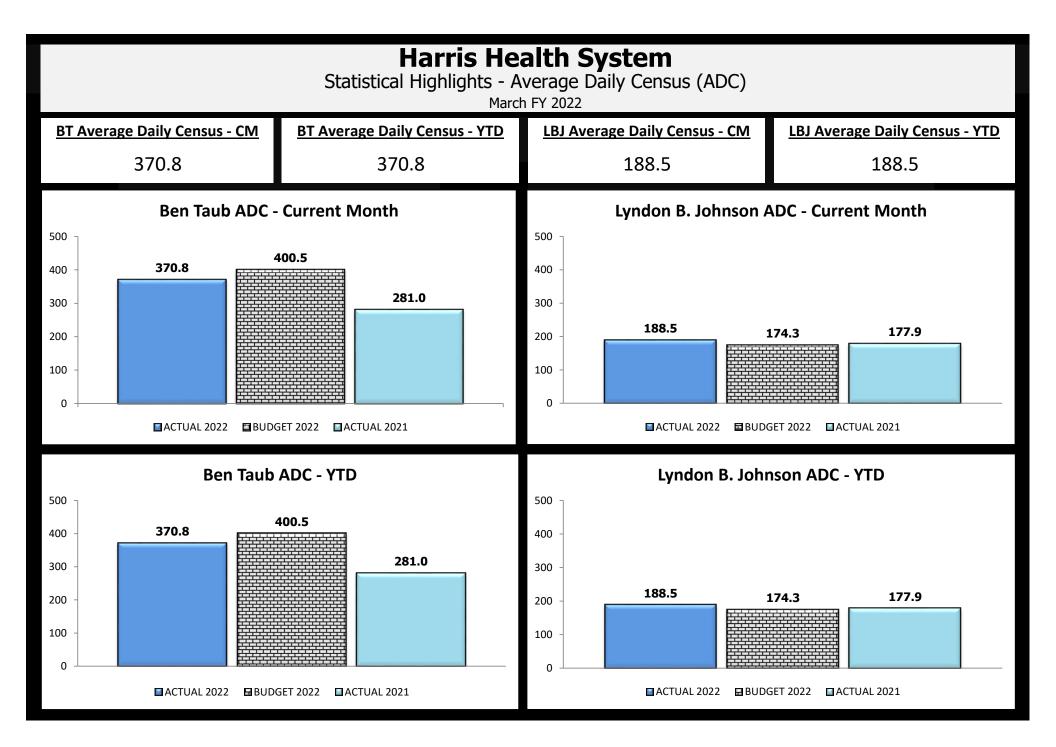


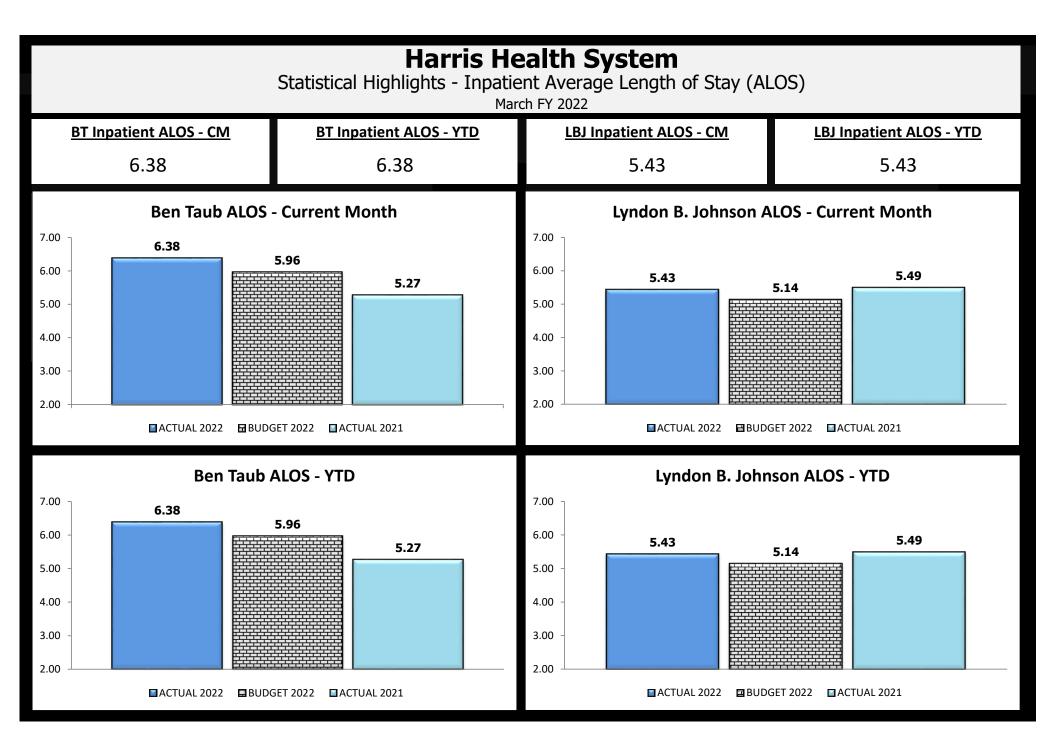


Statistical Highlights - Births
March FY 2022









Statistical Highlights - Case Mix Index (CMI)

March FY 2022









