ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
NOVEMBER 3, 2026 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS

AGENDA (p.1-2)

I. CALL TO ORDER .....David Dunn, President

II. ROLL CALL AND VOTE ON ECHD BOARD MEMBER EXCUSED/UNEXCUSED ABSENCES (if needed).....David Dunn

III. INVOCATION .....Chaplain Doug Herget

IV. PLEDGE OF ALLEGIANCE.....David Dunn

V. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM .....Bryn Hill (p.3)

VI. AWARDS AND RECOGNITION

A. November 2026 Associates of the Month.....Russell Tippin
- Nurse - Joyce Patterson
- Clinical – Ricardo Santiago
- Non-Clinical – Elena Lopez

B. Net Promoter Score Recognition.....Russell Tippin

- Dr. Avelino Garcia

VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER

VIII. PUBLIC COMMENTS ON AGENDA ITEMS

IX. CONSENT AGENDA.....David Dunn (p.4-42)
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)

A. Consider Approval of Regular Meeting Minutes, October 6, 2026
B. Consider Approval of Joint Conference Committee, October 27, 2026
C. Consider Approval of Federally Qualified Health Center Monthly Report, September 2026

X. COMMITTEE REPORTS

A. Finance Committee .....Bryn Hill (p.43-65)
1. Quarterly Investment Officer's Certification
2. Financial Report for Month Ended September 30, 2026

3. Consent Agenda
   a. Consider Approval of Texas Healthcare Linens Agreement Renewal.
   b. Consider Approval of vRad Virtual Radiologic Professionals of Texas Agreement Renewal

B. Executive Policy Committee .....Don Hallmark (p.66-69)

XI. PUBLIC HEARING - CONSIDER ADOPTION OF RULES AND PROCEDURES FOR LPPF MANDATORY PAYMENTS .....David Dunn

XII. CONSIDER APPROVAL OF RESOLUTION AND RULES/PROCEDURES FOR LPPF MANDATORY PAYMENTS UNDER CHAPTER 300 OF THE TEXAS HEALTH AND SAFETY CODE .....Sharon Clark (p.70-72)

XIII. CONSIDER APPOINTMENT OF THREE ECHD MEMBERS TO THE PERMIAN BASIN BEHAVIORAL HEALTH CENTER BOARD .....Russell Tippin

XIV. CONSIDER APPOINTMENT OF ONE ECHD MEMBER TO THE PERMIAN BASIN MENTAL HEALTH SERVICES DISTRICT BOARD .....Russell Tippin

XV. CONSIDER APPROVAL OF THE FIRST AMENDED MENTAL HEALTH SERVICES CONTRACT .....Steve Steen (p.73-78)

XVI. PATIENT SAFETY AND WORKFORCE SAFETY UPDATE.....Courtney Look-Davis

XVII. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS
.....Russell Tippin (p.79-103)

A. Courtney Look-Davis
B. Magnet Update
C. Ad hoc Report(s)

XVIII. EXECUTIVE SESSION

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code;(2) and Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

XIX. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCH ProCare Provider Agreements

XX. ADJOURNMENT.....David Dunn

If during the course of the meeting covered by this notice, the Board of Directors needs to meet in executive session, then such closed or executive meeting or session, pursuant to Chapter 551, Texas Government Code, will be held by the Board of Directors on the date, hour and place given in this notice or as soon after the commencement of the meeting covered by this notice as the Board of Directors may conveniently meet concerning any and all subjects and for any and all purposes permitted by Chapter 551 of said Government Code.

MISSION

Medical Center Health System is a community-based teaching organization dedicated to providing high quality and affordable healthcare to improve the health and wellness of all residents of the Permian Basin.

VISION

MCHS will be the premier source for health and wellness.

VALUES

I-ntegrity
C-ustomer centered
A-ccountability
R-espect
E-xcellence

Medical Center Health System
Your One Source for Health

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
OCTOBER 6, 2026 – 5:30 p.m.

MINUTES OF THE MEETING

MEMBERS PRESENT:
David Dunn, President
Bryn Hill, Vice President
Will Kappauf
Sylvia Rodriguez-Sanchez
Don Hallmark
Wallace Dunn
Kathy Rhodes

OTHERS PRESENT:
Kim Leftwich, Chief Nursing Officer
Dr. Timothy Benton, Chief Medical Officer
Matt Collins, Chief Operating Officer
Sharon Clark, Chief Financial Officer
Dr. Nimat Alam, Chief of Staff
Dr. Vijay Borra, Vice Chief of Staff
Kerstin Connolly, Paralegal
Lisa Russell, Executive Assistant to the CEO
Various other interested members of the Medical Staff, employees, and citizens

I. CALL TO ORDER

David Dunn, President, called the meeting to order at 5:30 p.m. in the Ector County Hospital District Board Room at Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

II. ROLL CALL AND ECHD BOARD MEMBER ATTENDANCE/ABSENCES

David Dunn called roll of the ECHD Board Members. All members were present.

III. INVOCATION

Chaplain Doug Herget offered the invocation.

IV. PLEDGE OF ALLEGIANCE

David Dunn led the Pledge of Allegiance to the United States and Texas flags.

V. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

Wallace Dunn presented the Mission, Vision and Values of Medical Center Health System.

VI. AWARDS AND RECOGNITION

A. October 2026 Associates of the Month

Russell Tippin, Chief Executive Officer, introduced the October 2026 Associates of the Month as follows:

- Clinical – Edna Lazo
- Non-Clinical – Lydia Maldonado
- Nurse – Mercedes Madrid

B. Net Promoter Score Recognition

Russell Tippin, Chief Executive Officer, introduced the Net Promoter Score High Performer(s).

- MCH ProCare Infectious Disease
- Melissa Freeman, NP

VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER

No conflicts were disclosed.

VIII. PUBLIC COMMENTS ON AGENDA ITEMS

No comments were received.

IX. CONSENT AGENDA

A. Consider Approval of Regular Meeting Minutes, September 1, 2026
B. Consider Approval of Special Meeting Minutes, September 4, 2026
C. Consider Approval of Joint Conference Committee, September 29, 2026
D. Consider Approval of Federally Qualified Health Center Monthly Report, August 2026
E. Consider Approval of ECHD Finance and Regular Board Meeting Dates FY 2027

Kathy Rhodes moved, and Will Kappauf seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried.

X. COMMITTEE REPORTS

A. Finance Committee

1. Financial Report for Month Ended August 31, 2026.
2. Consent Agenda
   a. Consider Approval of Fisher and Paykel Technology Acquisition Agreement Renewal.
   b. Consider Approval of MCH Professional Care Funding Agreement Renewal.
3. Consider Approval of MCH TraumaCare Funding Agreement.

Bryn Hill moved, and Will Kappauf seconded the motion to approve the Finance Committee report as presented. The motion carried.

B. Executive Policy Committee

The Executive Policy Committee was not able to meet in person. They reviewed and approved via email, three (3) MCH policies meeting the committee guidelines. The committee recommends approval of all of the submitted policies as presented.

Don Hallmark moved, and Sylvia Rodriguez-Sanchez seconded the motion to approve the Executive Policy Committee report as presented. The motion carried.

XI. PUBLIC HEARING – CONSIDER FISCAL YEAR 2027 MANDATORY PAYMENT RATE

David Dunn opened the public hearing as required by Chapter 300 of the Texas Health and Safety Code, to accept comments from the public regarding the adoption of a mandatory payment rate for fiscal year 2027.

No members of public requested to address the board.

XII. CONSIDER APPROVAL OF ORDER AUTHORIZING AND IMPLEMENTING FISCAL YEAR 2027 LOCAL PROVIDER PARTICIPATION FUND MANDATORY PAYMENT RATE UNDER CHAPTER 300 OF THE TEXAS HEALTH AND SAFETY CODE

Sharon Clark, Chief Financial Officer, presented the Order Authorizing and Implementing Fiscal Year 2027 Local Provider Participation Fund Mandatory Payment Rate Under Chapter 300 of the Texas Health and Safety Code for approval. The rate for FY 2027 will remain at six percent (6%).

Will Kappauf moved, and Don Hallmark seconded the motion to approve the Order Authoring and Implementing Fiscal Year 2027 Local Provider Participation Fund Mandatory Payment Rate Under Chapter 300 of the Texas Health and Safety Code as presented. The motion carried.

XIII. CONSIDER APPROVAL TO CALL FOR REQUEST FOR QUALIFICATIONS (RFQ) FOR MEDICAL SERVICES

Russell Tippin, Chief Executive Officer, presented the request to call for Request for Qualifications (RFQ) for Medical Services to the Board.

Don Hallmark moved, and Bryn Hill seconded the motion to approve and call for RFQ for Medical Services. The motion carried.

XIV. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS

A. Ad hoc Reports

Included in the packet was the Communications and Marketing report.

This report was informational only. No action was taken.

XV. EXECUTIVE SESSION

David Dunn stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (3) Deliberation regarding Real Property pursuant to Section 551.072; and (4) Discussion of Personnel Matters pursuant to Section 551.074 of the Texas Government Code.

ATTENDEES for the entire Executive Session: ECHD Board members, Bryn Hill, Will Kappauf, Sylvia Rodriguez-Sanchez, David Dunn, Don Hallmark, Wallace Dunn, Kathy Rhodes and Russell Tippin, President/CEO, Steve Steen, Chief Legal Counsel (via phone), Sharon Clark, Chief Financial Officer, Matt Collins, Chief Operating Officer, Dr. Timothy Benton, Chief Medical Officer, Adiel Alvarado, President MCH ProCare, and Kerstin Connolly, Paralegal.

Sharon Clark, CFO, provided an update on a managed care contract to the ECHD Board of Directors during Executive Session.

Russell Tippin, President/CEO, led the ECHD Board of Directors in discussions about TTUHSC.

Adiel Alvarado, President of MCH ProCare, presented the ProCare provider agreements to the ECHD Board of Directors during Executive Session.

Matt Collins, Chief Operating Officer, led the ECHD Board of Directors in discussions about real estate during Executive Session.

Russell Tippin, President/CEO, provided an update on Permian Basin Medical Center to the ECHD Board of Directors during Executive Session.

Executive Session began at 5:46 p.m.
Executive Session ended at 6:45 p.m.

No action was taken during Executive Session.

XVI. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCH ProCare Provider Agreements.

David Dunn presented the following new contracts:

- Muhammad Sheraz Raza, M.D. – This is a new three (3) year Pediatrics contract.
- Shantelle Greenwood, N.P. – This is a new three (3) year Hospitalist contract.
- Lyndsey Montgomery, F.N.P. – This is a new three (3) year Urgent Care contract.
- Anjaiah Kodityal, M.D. – This is a new one (1) year Critical Care contract.

David Dunn presented the following renewal contract:

- Narendra Sajja, M.D. – This is a three (3) year renewal of a Hospitalist Contract.
- Sung Hwang, M.D. – This is a three (3) year renewal of an Anesthesia Contract.

Wallace Dunn moved, and Kathy Rhodes seconded the motion to approve the MCH ProCare Provider Agreements as presented. The motion carried.

XVII. ADJOURNMENT

There being no further business to come before the Board, David Dunn adjourned the meeting at 6:45 p.m.

Respectfully submitted,

Will Kappauf, Board Secretary
Ector County Hospital District Board of Directors

November 3, 2026

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:
Medical Staff and Allied Health Professional Staff Applicants

Statement of Pertinent Facts:
Pursuant to Article 7 of the Medical Staff By laws, the application process for the following Medical Staff and Allied Health Professional applicants is complete. The Joint Conference Committee and the Medical Executive Committee recommend approval of privileges or scope of practice and membership to the Medical Staff Allied Health Professionals Staff for the following applicants, effective upon Board Approval.

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Comments
Christoper Ponce Campuzano, MD	Hospitalist	Pediatrics	Weatherby	11/3/2026-11/2/2027
Arshdeep Dhaliwal, DO	Medicine	Internal Medicine	TTUHSC	11/3/2026-11/2/2027
Andrew Fredericks, MD	Critical Care	Anesthesia Critical Care Medicine and Emergency Medicine		11/3/2026-11/2/2027
Oral James, MD	Medicine	Gastro	Comp Health	11/3/2026-11/2/2027
**Omar Perez Rodriguez, MD	OB/GYN	OB/GYN	Curative	11/3/2026-11/2/2027
Rodrigo Machado Vieira, MD	Medicine	Psychiatry	TTUHSC	11/3/2026-11/2/2027
Mathew Smith, MD	Surgery	Urology	Curative	11/3/2026-11/2/2027

*Please grant temporary Privileges

Medical Center Hospital
A Member of Medical Center Health System

Allied Health:

Applicant	Department	AHP Category	Specialty/ Privileges	Group	Sponsoring Physician(s)	Comments
Constance Gibson, NP	Hospitalist	AHP	Nurse Practitioner	ProCare	HOSPITALIST	11/3/2026-11/2/2028
Samantha Nunez, NP	Emergency Department	AHP	Nurse Practitioner	BEPO	Dr. Pinnow	11/3/2026-11/2/2028
**Rebecca Miller, NP	Emergency Department	AHP	Nurse Practitioner	BEPO	Dr. Pinnow	11/3/2026-11/2/2028
**Nicole Strickland, NP	Medicine	AHP	Nurse Practitioner		Dr. Asif Ansari, Dr. Anand Reddy, Dr. Sridhar Allam	11/3/2026-11/2/2028

***Please grant temporary privileges**

Advice, Opinions, Recommendations and Motions:

If the Hospital District Board of Directors concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee and the Joint Conference Committee and approve privileges and membership to the Medical Staff as well as scope of practice and Allied Health Professional Staff membership for the above listed applicants.

Nimat Alam, Chief of Staff
Executive Committee Chair
/MM

November 3, 2026

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:
Reappointment of the Medical Staff and/or Allied Health Professional Staff

Statement of Pertinent Facts:
Medical Executive Committee and the Joint Conference Committee recommends. approval of the following reappointments of the Medical Staff and Allied Health Professional Staffa's submitted. These reappointment recommendations are made pursuant to and in accordance with Article 5 of the Medical Staff Bylaws.

Medical Staff:

Applicant	Department	Status Criteria Met	Staff Category	Specialty/ Privileges	Group	Change to Privileges	Dates
Maleeha Basham MD	Hospitalist	Yes	Associate to Active	Internal Medicine	ProCare	Updated Privilege Form	12/01/2026 - 11/30/2028
Timothy Braatz, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	02/01/2027 - 01/31/2029
Justine Brown, DPM	Surgery	Yes	Affiliate	Podiatry		None	02/01/2027 - 01/31/2029
Jared Browning, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/01/2026 - 11/30/2028
Marenda Dent, DO	Family Medicine	Yes	Affiliate	Family Medicine	TTUHSC	None	12/01/2026 - 11/30/2028
Ronald Dillee, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	02/01/2027 - 01/31/2029
Alaa Eldin Eldemerdash, MD	Pediatric	Yes	Active	Neonatologist	TTUHSC	Updated Privilege Form	02/01/2027 - 01/31/2028
Sridhar Enuganti, MD	Hospitalist	Yes	Active	Internal Medicine	ProCare	Updated Privilege Form	02/01/2027 - 01/31/2029
Jeffrey Freyder, MD	Surgery	Yes	Active	Orthopedic	ProCare	Updated Privilege Form	02/01/2027 - 01/31/2029

Daniel Garvin, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/01/2026 - 11/30/2028
Yumna Hamid, MD	Medicine	Yes	Associate	Internal Medicine	TTUHSC	Updated Privilege Form	12/01/2026 - 11/31/2027
Sung Hwang, MD	Anesthesia	Yes	Active	Anesthesia	ProCare	Updated Privilege Form	02/01/2027 - 01/31/2029
Jonathon Lee, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	01/01/2027 - 12/31/2028
Dawood Malik, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	01/01/2027 - 12/31/2028
Gia Marotta, MD	Surgery	Yes	Associate to Active	Otolaryngology	ProCare	Updated Privilege Form	12/01/2026 - 11/31/2028
Lisa Moore, MD	OB/GYN	Yes	Active	OB/GYN	TTUHSC	Updated Privilege Form	12/01/2026 - 11/30/2028
Umesh Oza, MD	Radiology	Yes	Active	Telemedicine	American Radiology	Updated Privilege Form	12/01/2026 - 11/30/2028
Sulay Patel, MD	Cardiology	Yes	Associate	Interventional Cardiology		Updated Privilege Form	11/01/2026 - 10/31/2027
Claude Perkins, MD	OB/GYN	Yes	Full Staff Locums	OB/GYN	Jackson & Coker	Updated Privilege Form	02/01/2027 - 01/31/2028
Scott Peterson, MD	Surgery	Yes	Active	Trauma	ProCare	Updated Privilege Form	02/01/2027 - 01/31/2029
Glen Ryan, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/01/2026 - 11/30/2028
Jack Shakarshy, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/01/2026 - 11/30/2028
Tamara Trella, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/01/2026 - 11/30/2028

November 3, 2026

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Allied Health

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician (s	Changes to Privileges	Dates
Ghenima Cherid, NP	Medicine	AHP	Nurse Practitioner	ProCare	Dr. Edwardo Salcedo	Updated Privilege Form	01/01/2027-12/31/2028
Chineme Chima-Nlewem, PA	Medicine	AHP	Physician Assistant	ProCare	Dr. Othee	Updated Privilege Form	12/01/2026-11/31/2028
Hugh Cochran, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	All Anesthesiologist	Updated Privilege Form	02/01/2027-01/31/2029
Jammie Holland, BSN	Medicine	AHP	Research	TTUHSC	Dr. Schroeder	Updated Privilege Form	02/01/2027-01/31/2029
Bianca Lenzy, NP	Pediatrics	AHP	Nurse Practitioner	TTUHSC	Dr. Bennett, Dr. Sethuraman	Updated Privilege Form	02/01/2027-01/31/2029
Katrina Loera, FNP	Medicine	AHP	Nurse Practitioner	ProCare	Dr. Chakrala, Dr. Kaitha	Updated Privilege Form	02/01/2027-01/31/2029
Sabino Lopez, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	All Anesthesiologist	Updated Privilege Form	12/01/2026-11/31/2028
Kelly Mattimoe, NP	Surgery	AHP	Nurse Practitioner		Dr. James Li	Updated Privilege Form	02/01/2027-01/31/2029
Edelmiro Morales, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	All Anesthesiologist	Updated Privilege Form	02/01/2027-01/31/2029

Advice, Opinions, Recommendations and Motions:

If the Hospital District Board of Directors concurs, the following motion is in order Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the reappointment of the Medical Staff and/or Allied Health Professional Staff.

Nimat Alam, MD Chief of Staff
Executive Committee Chair
/MM

November 3, 2026

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:
Change in Clinical Privileges

Statement of Pertinent Facts:
The Medical Executive Committee and the Joint Conference Committee recommends the request below on change in clinical privileges. These clinical changes in privileges are recommendations made pursuant to and in accordance with Article 4 of the Medical Staff Bylaws.

Additional Privileges:

Staff Member	Department	Privilege
Adam Farber, MD	Cardiology	ADDING: Implantable Converter Defibrillator (ICD) Implantation; Permanent Pacemaker Implant; Leadless Pacemaker Implant; Pacemaker or ICD Lead Extraction; Insertion and Management of Subcutaneous Cardiac Rhythm monitor (i.e., Implantable Loo Recorder**).**

Advice, Opinions, Recommendations and Motions:

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the change in clinical privileges of the Medical Staff or Allied Health Professional Staff.

Nimat Alam, MD Chief of Staff
Executive Committee Chair
/MM

Medical Center Hospital
A Member of Medical Center Health System

November 3, 2026

ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:

Change in Medical Staff or AHP Staff Status–Resignations/Lapse of Privileges

Statement of Pertinent Facts:
The Medical Executive Committee and the Joint Conference Committee recommends approval of the following changes in staff status. These resignations/lapses of privileges are recommendations made pursuant to and in accordance with Article 4 of the Medical Staff Bylaws.

Resignation/Lapse of Privileges:

Staff Member	Staff Category	Department	Effective Date	Resignation/Lapse
Ramachandra Chemitiganti, MD	Active	Internal Medicine	01/01/2027	Lapse in Privileges
Patrick Craddock, MD	Associate	Emergency Medicine	01/31/2027	Lapse in Privileges
Shawn Gasaway, NP	AHP	Emergency Department	03/03/2027	Lapse in Privileges
Samy Heshmat, MD	Associate	Urology	01//01/2026	Resignation
Lawrence Kaler, MD	Telemedicine	Radiology	10/01/2026	Resignation
John Jackson, MD	Telemedicine	Radiology	09/27/2026	Resignation
Stefan Meyering, DO	Active	Emergency Medicine	01/31/2027	Lapse in Privileges

Advice, Opinions, Recommendations and Motion:

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the Resignation/Lapse of Privileges.

Nimat Alam, MD, Chief of Staff
Executive Committee Chair
/MM

November 3, 2026
ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:
Change in Medical Staff or AHP Staff Category

Statement of pertinent Facts:
The Medical Executive Committee and the Joint Conference Committee recommend approval of the following changes in staff status category. The respective departments determined that the practitioners have complied with all Bylaws requirements and are eligible for the changes noted below.

Staff Category Change:

Staff Member	Department	Category
Maleeha Basham, MD	Hospitalist	Associate to Active
Gia Marotta, MD	Surgery	Associate to Active

Changes to Credentialing Dates:

Staff Member	Staff Category	Department	Dates
None			

Changes of Supervising Physician(s):

Staff Member	Group	Department
None		

Leave of Absence:

Staff Member	Staff Category	Department	Effective Date
Pill Raja, MD	Active	OBGYN	Extension through November 15, 2026
Avelino Garcia, MD	Active	OBGYN	Extension through January 4, 2026

November 3, 2026
ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Removal of I-FPPE

Staff Member	Department	Removal/Extension
None		

Proctoring Request(s)/Removal(s)

Staff Member	Department	Privilege(s)
None		

Advice, Opinions, Recommendations and Motion:

If the Hospital District Board of Directors concurs, the following motions in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the staff category changes, changes to the credentialing dates, changes of supervising physicians, leave of absence, removal of-FPPE, proctoring requests/removals, and change in privileges.

Nimat Alam, MD Chief of Staff
Executive Committee Chair
/MM

November 3, 2026
ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS

Item to be considered:

Statement of Pertinent Facts:

The Medical Executive Committee recommends approval of the following:

- DNV Citation Memo

Advice, Opinions, Recommendations and Motion:

- DNV Citation Memo

Advice, Opinions, Recommendations and Motion:

- If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the DNV Citation Memo. Forward this recommendation to the Ector County Hospital District Board of Directors.

Nimat Alam, MD, Chief of Staff
Executive Committee Chair
/MM

Medical Center Hospital
A Member of Medical Center Health System

Memorandum

Date: October 22, 2026

To: Medical Executive Committee

From: Dr. Timothy Benton / CMO

Re: DNV Citation

DNV issued a citation related to the privileges form that stated applicants "must have provided clinical services representative of the scope and complexity of the privilege requested during the past 24 months." Specifically, in the review of credentialing materials for a neurosurgeon who requested privileges for "burr holes and placement of external ventricular drainage system," it was found that the Medical Staff had not reviewed cases in which the neurosurgeon had exercised the requested privileges.

DNV took a literal interpretation of the verbiage and cited MCH for granting privileges without evidence that the privilege was actually performed in the prior 24 month. It was not the intent of the Medical Staff when adopting the new form to require evidence that a physician had performed each and every privilege listed on the form in order to be eligible for those privileges. Also, this language is inconsistent with the requirements of the Medical Staff Bylaws and Credentials Policy related to appointment and reappointment and requirements from the granting of clinical privileges. Accordingly, the MEC resolves as follows:

Effective immediately, the language in the privilege forms related to clinical experience shall be revised as follows:
Clinical Experience – Renewal of Privileges: Applicant must demonstrate clinical activity in their primary area of practice during the past 24 months that (i) meets the requisite number of contacts specified in the Medical Staff Bylaws for their requested Medical Staff category, and (ii) is sufficient to allow continuing assessment of current competence.

Privilege Cluster:
Clinical Experience – Initial Privileges: Applicant must demonstrate clinical activity in their primary area of practice during the previous 24 months that (i) meets the requisite number of contacts specified in the Medical Staff Bylaws for their requested Medical Staff category, and (ii) is sufficient to allow continuing assessment of current competence. (This is waived for applicants who completed training during the previous year as long as appropriate documentation is provided.)

OR

Program Director of the Neurosurgical residency program must provide confirmation that the applicant was trained and is competent in the privileges requested if training was completed in the previous 12 months.
Clinical Experience – Renewal of Privileges Applicant must demonstrate clinical activity in their primary area of practice during the past 24 months that (i) meets the requisite number of contacts specified in the Medical Staff Bylaws for their requested Medical Staff category, and (ii) is sufficient to allow continuing assessment of current competence.
All forms that were previously utilized for purposes of appointment or reappointment that contain the language shall be interpreted in a manner consistent with the revised text in paragraph 1 above as required by the Medical Staff Bylaws and Credentials Policy.

MCH Family Health Clinic
November 2026
ECHD Board Update

FQHC Financial Overview- September 2026

Summary of Financial Position-Combined

For the month of September, the combined FQHC group generated a net gain from operations of +$254K, which is +$362K favorable to budget and +$410K favorable to prior year.

Year-to-date (YTD), the organization reported a net loss from operations of (-$1.78M), compared to (-$1.62M) budget and (-$1.29M) prior year.

***Net Operating Revenue Drivers*:**

• Total Net Operating Revenue was favorable to budget by +$150K due to lower than average revenue deductions.

***Key Expense Variances*:**

• Total operating expenses were favorable to budget by +22.1%. Benefits show a favorable variance to budget resulting from an annual TCDRS market adjustment.

Site-Level Financial Performance-September 2026

Clinic Site	Net Gain (Loss)	Variance vs. Budget	Primary Drivers
FHC Clements	+$90K	+232% (+$158K)	Strong volumes; net revenue. Positive benefit adjustment.
FHC West University	($11K)	+80% (+$48K)	Lower than budgeted volumes and net revenue due to provider vacancies. Positive benefit adjustment.
Healthy Kids Clinic-JBS	+$142K	+140% (+$83K)	Enhanced Medicaid reimbursement; positive benefit adjustment.
Women's Clinic	+$33K	+186% (+$72K)	Improved revenue deductions; locum expenses, positive benefit adjustment.
Total	**+$254K**	+336% (+$362K)	Combined site total



mch
Family Health Clinic
A Member of Medical Center Health System

Financial Presentation

For the Month Ended

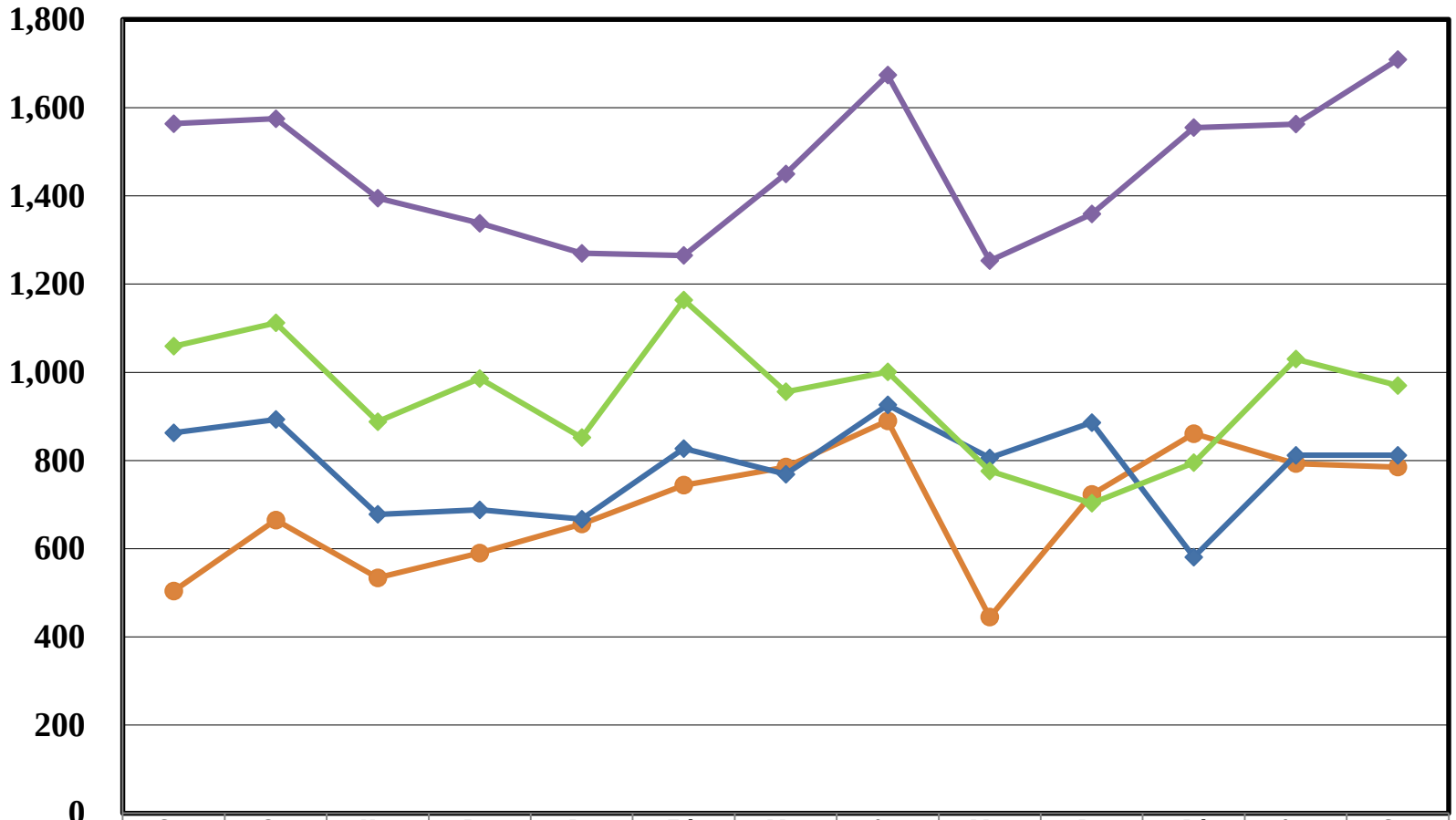
September 30, 2026

Family Health Clinic Visits

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var %	Actual	Budget	Variance	Var %
South Clinic	785	376	409	108.8%	8,471	7,403	1,068	14.4%
West Clinic	812	1,139	(327)	-28.7%	9,345	13,392	(4,047)	-30.2%
JBS Pediatrics	970	1,083	(113)	-10.4%	11,233	11,839	(606)	-5.1%
Womens Clinic	1,709	1,843	(134)	-7.3%	17,406	21,975	(4,569)	-20.8%
Total - All Clinics	4,276	4,441	(165)	-3.7%	46,455	54,609	(8,154)	-14.9%

Family Health Center Visits

Thirteen Month Trending



	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Clements Medical	504	665	534	590	656	744	785	890	445	723	861	793	785
W. University Medical	863	893	678	688	667	827	769	926	806	886	581	812	812
JBS	1,059	1,112	888	986	852	1,164	956	1,001	776	703	795	1,030	970
Womens Clinic	1,564	1,575	1,395	1,338	1,270	1,265	1,450	1,674	1,253	1,359	1,555	1,563	1,709

FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY
SEPTEMBER 2026

	Actual	Budget	Variance	
Total Patient Revenue	$1,961,575	$2,009,087	($47,512)	-2.4%
Less: Deductions	966,181	1,185,040	(218,859)	-18.5%
Net Patient Revenue	995,394	824,047	171,347	20.8%
Other Revenue	26,809	47,769	(20,960)	-43.9%
Total Operating Revenue	1,022,203	871,816	150,387	17.2%
Salaries & Benefits	24,574	301,171	(276,597)	-91.8%
Physician Services	615,753	533,006	82,747	15.5%
Cost of Drugs Sold	72,982	91,707	(18,725)	-20.4%
Supplies	23,548	22,076	1,472	6.7%
Repairs and Maintenance	1,262	1,869	(607)	-32.5%
Other Expense	7,972	8,282	(310)	-3.7%
Depreciation	21,520	21,316	204	1.0%
Total Operating Expenses	767,610	979,427	(211,816)	-21.6%
Gain (Loss) from Operations	$254,593	($107,611)	$362,204	-336.6%

FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY
SEPTEMBER 2026

	YTD Actual	YTD Budget	Variance	
Total Patient Revenue	$21,136,913	$24,036,855	($2,899,942)	-12.1%
Less: Deductions	12,472,930	14,245,548	(1,772,618)	-12.4%
Net Patient Revenue	8,663,982	9,791,307	(1,127,325)	-11.5%
Other Revenue	588,512	573,316	15,196	2.7%
Total Operating Revenue	9,252,494	10,364,623	(1,112,129)	-10.7%
Salaries & Benefits	2,822,634	3,765,068	(942,434)	-25.0%
Physician Services	6,565,013	6,396,061	168,952	2.6%
Cost of Drugs Sold	1,024,529	1,195,279	(170,750)	-14.3%
Supplies	262,309	263,801	(1,492)	-0.6%
Repairs and Maintenance	19,414	22,494	(3,080)	-13.7%
Other Expense	84,049	84,908	(859)	-1.0%
Depreciation	255,800	258,622	(2,822)	-1.1%
Total Operating Expenses	11,033,747	11,986,233	(952,485)	-7.9%
Gain (Loss) from Operations	($1,781,253)	($1,621,610)	($159,643)	9.8%

FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY
SEPTEMBER 2026

	Actual	Budget	Variance	
Total Patient Revenue	$244,569	$108,996	$135,573	124.4%
Less: Deductions	50,104	71,788	(21,684)	-30.2%
Net Patient Revenue	194,465	37,208	157,257	422.6%
Other Revenue	26,809	47,769	(20,960)	-43.9%
Total Operating Revenue	221,274	84,977	136,297	160.4%
Salaries & Benefits	8,683	48,281	(39,598)	-82.0%
Physician Services	87,978	73,531	14,447	19.6%
Cost of Drugs Sold	22,889	18,720	4,169	22.3%
Supplies	2,438	2,476	(38)	-1.5%
Repairs and Maintenance	531	974	(443)	-45.5%
Other Expense	4,489	4,879	(390)	-8.0%
Depreciation	4,058	4,023	35	0.9%
Total Operating Expenses	131,066	152,884	(21,818)	-14.3%
Gain (Loss) from Operations	$90,207	($67,907)	$158,114	-232.8%

FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY
SEPTEMBER 2026

	YTD Actual	YTD Budget	Variance	
Total Patient Revenue	$2,654,157	$2,089,978	$564,179	27.0%
Less: Deductions	1,657,125	1,376,517	280,608	20.4%
Net Patient Revenue	997,032	713,461	283,571	39.7%
Other Revenue	588,512	573,316	15,196	2.7%
Total Operating Revenue	1,585,544	1,286,777	298,767	23.2%
Salaries & Benefits	918,627	907,682	10,945	1.2%
Physician Services	982,970	882,416	100,554	11.4%
Cost of Drugs Sold	324,597	358,995	(34,398)	-9.6%
Supplies	43,661	38,857	4,804	12.4%
Repairs and Maintenance	6,903	11,787	(4,884)	-41.4%
Other Expense	47,715	47,638	77	0.2%
Depreciation	46,255	48,588	(2,333)	-4.8%
Total Operating Expenses	2,370,728	2,295,963	74,765	3.3%
Gain (Loss) from Operations	($785,184)	($1,009,186)	$224,002	-22.2%

FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY
SEPTEMBER 2026

	Actual	Budget	Variance	
Total Patient Revenue	$255,611	$350,704	($95,093)	-27.1%
Less: Deductions	148,569	223,615	(75,046)	-33.6%
Net Patient Revenue	107,042	127,089	(20,047)	-15.8%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	107,042	127,089	(20,047)	-15.8%
Salaries & Benefits	3,159	59,930	(56,771)	-94.7%
Physician Services	85,726	91,868	(6,142)	-6.7%
Cost of Drugs Sold	4,941	11,994	(7,053)	-58.8%
Supplies	4,178	3,340	838	25.1%
Repairs and Maintenance	0	0	0	0.0%
Other Expense	3,145	3,064	81	2.6%
Depreciation	17,387	17,218	169	1.0%
Total Operating Expenses	118,535	187,414	(68,878)	-36.8%
Gain (Loss) from Operations	($11,494)	($60,325)	$48,831	-80.9%

FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY
SEPTEMBER 2026

	YTD Actual	YTD Budget	Variance	
Total Patient Revenue	$3,058,466	$4,113,625	($1,055,159)	-25.7%
Less: Deductions	1,902,445	2,622,915	(720,470)	-27.5%
Net Patient Revenue	1,156,021	1,490,710	(334,689)	-22.5%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	1,156,021	1,490,710	(334,689)	-22.5%
Salaries & Benefits	332,480	691,170	(358,690)	-51.9%
Physician Services	989,104	1,102,405	(113,301)	-10.3%
Cost of Drugs Sold	85,043	140,678	(55,635)	-39.5%
Supplies	42,451	39,406	3,045	7.7%
Repairs and Maintenance	2,823	0	2,823	0.0%
Other Expense	35,747	33,191	2,556	7.7%
Depreciation	208,647	209,134	(487)	-0.2%
Total Operating Expenses	1,696,294	2,215,984	(519,689)	-23.5%
Gain (Loss) from Operations	($540,273)	($725,274)	$185,001	-25.5%

FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY
SEPTEMBER 2026

	Actual	Budget	Variance	
Total Patient Revenue	$424,937	$444,578	($19,641)	-4.4%
Less: Deductions	179,530	237,283	(57,753)	-24.3%
Net Patient Revenue	245,407	207,295	38,112	18.4%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	245,407	207,295	38,112	18.4%
Salaries & Benefits	3,243	52,113	(48,870)	-93.8%
Physician Services	74,647	63,328	11,319	17.9%
Cost of Drugs Sold	15,140	24,612	(9,472)	-38.5%
Supplies	9,868	7,842	2,026	25.8%
Repairs and Maintenance	0	0	0	0.0%
Other Expense	0	39	(39)	-100.0%
Depreciation	75	75	0	0.0%
Total Operating Expenses	102,973	148,009	(45,036)	-30.4%
Gain (Loss) from Operations	$142,434	$59,286	$83,148	140.2%

FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY
SEPTEMBER 2026

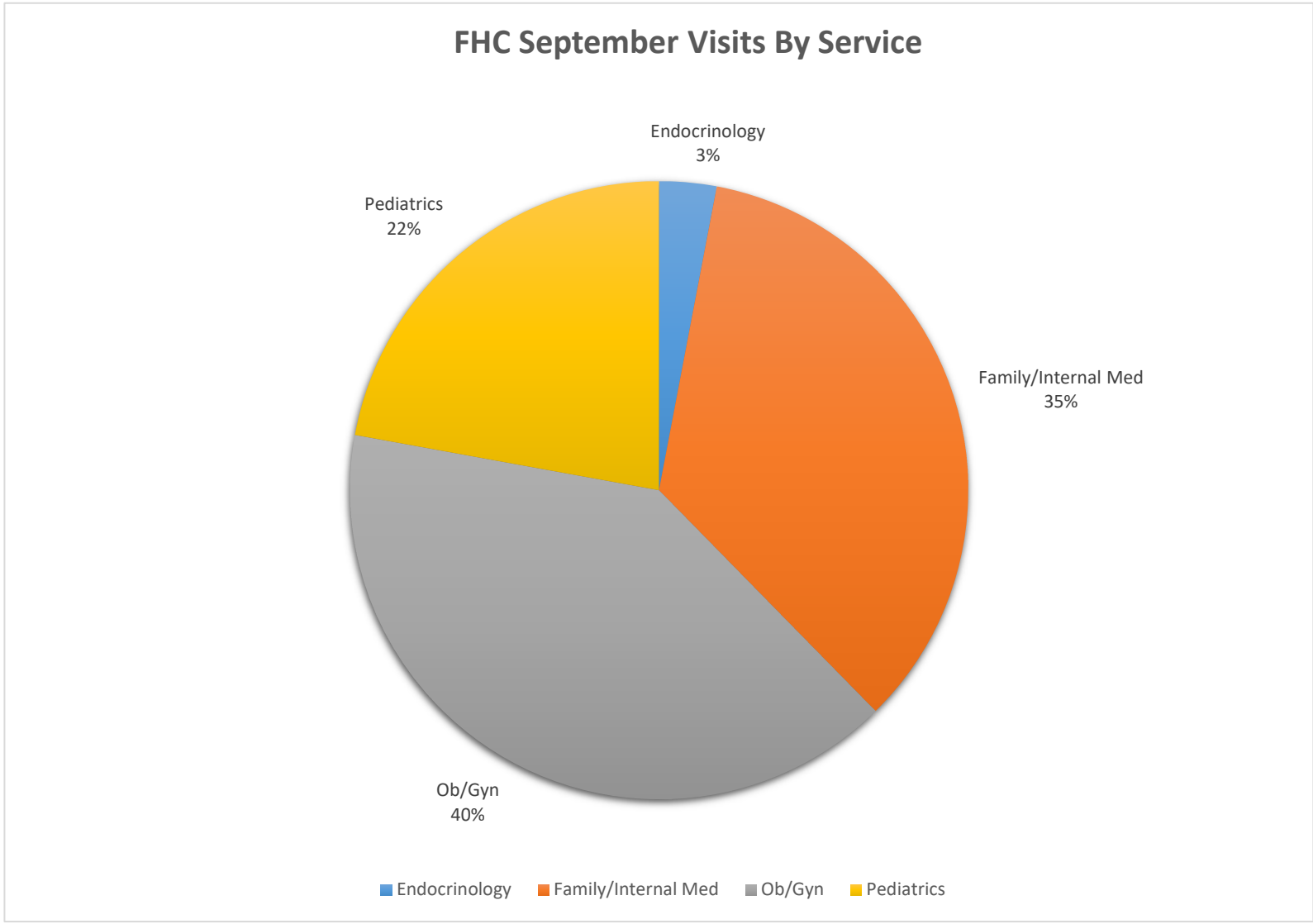
	YTD Actual	YTD Budget	Variance	
Total Patient Revenue	$4,738,540	$5,001,497	($262,957)	-5.3%
Less: Deductions	2,254,304	2,669,433	(415,129)	-15.6%
Net Patient Revenue	2,484,236	2,332,064	152,172	6.5%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	2,484,236	2,332,064	152,172	6.5%
Salaries & Benefits	466,491	574,783	(108,292)	-18.8%
Physician Services	782,011	759,925	22,086	2.9%
Cost of Drugs Sold	231,638	276,877	(45,239)	-16.3%
Supplies	80,023	88,468	(8,445)	-9.5%
Repairs and Maintenance	0	0	0	0.0%
Other Expense	(35)	424	(459)	-108.3%
Depreciation	898	900	(2)	-0.2%
Total Operating Expenses	1,561,026	1,701,377	(140,351)	-8.2%
Gain (Loss) from Operations	$923,210	$630,687	$292,523	46.4%

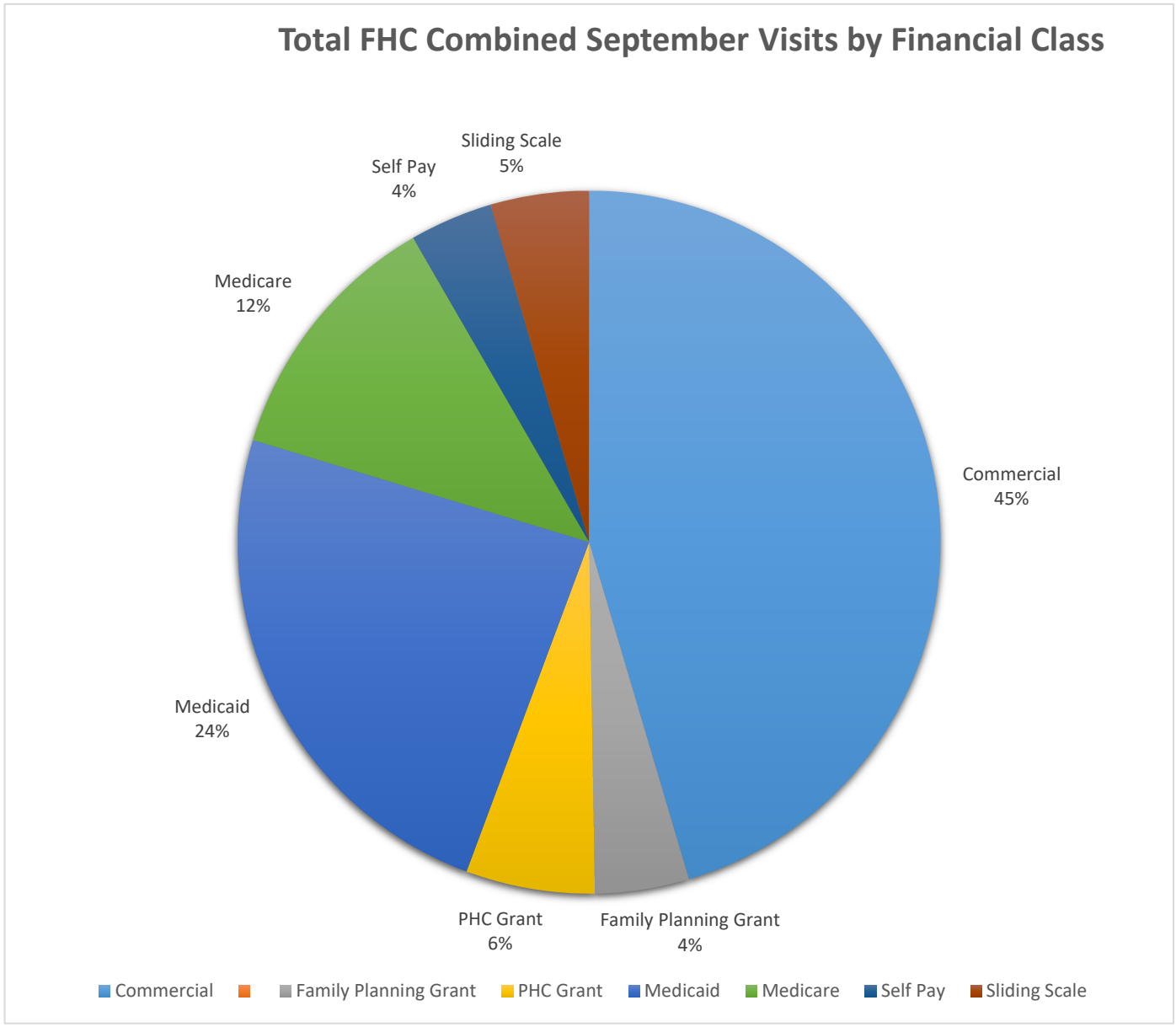
FAMILY HEALTH CLINIC - WOMENS CLINIC - OPERATIONS SUMMARY
SEPTEMBER 2026

	Actual	Budget	Variance	
Total Patient Revenue	$1,036,458	$1,104,809	($68,351)	-6.2%
Less: Deductions	587,977	652,354	(64,377)	-9.9%
Net Patient Revenue	448,481	452,455	(3,974)	-0.9%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	448,481	452,455	(3,974)	-0.9%
Salaries & Benefits	9,490	140,847	(131,357)	-93.3%
Physician Services	367,402	304,279	63,123	20.7%
Cost of Drugs Sold	30,012	36,381	(6,369)	-17.5%
Supplies	7,064	8,418	(1,354)	-16.1%
Repairs and Maintenance	731	895	(164)	-18.3%
Other Expense	338	300	38	12.7%
Depreciation	0	0	0	0.0%
Total Operating Expenses	415,036	491,120	(76,083)	-15.5%
Gain (Loss) from Operations	$33,445	($38,665)	$72,110	-186.5%

FAMILY HEALTH CLINIC - WOMENS CLINIC - OPERATIONS SUMMARY
SEPTEMBER 2026

	YTD Actual	YTD Budget	Variance	
Total Patient Revenue	$10,685,749	$12,831,755	($2,146,006)	-16.7%
Less: Deductions	6,659,056	7,576,683	(917,627)	-12.1%
Net Patient Revenue	4,026,693	5,255,072	(1,228,379)	-23.4%
Other Revenue	0	0	0	0.0%
Total Operating Revenue	4,026,693	5,255,072	(1,228,379)	-23.4%
Salaries & Benefits	1,105,036	1,591,433	(486,397)	-30.6%
Physician Services	3,810,928	3,651,315	159,613	4.4%
Cost of Drugs Sold	383,252	418,729	(35,477)	-8.5%
Supplies	96,174	97,070	(896)	-0.9%
Repairs and Maintenance	9,688	10,707	(1,019)	-9.5%
Other Expense	622	3,655	(3,033)	-83.0%
Depreciation	0	0	0	0.0%
Total Operating Expenses	5,405,700	5,772,909	(367,209)	-6.4%
Gain (Loss) from Operations	($1,379,007)	($517,837)	($861,170)	166.3%


FHC September Visits By Service
Endocrinology
3%
Family/Internal Med
35%
Ob/Gyn
40%
Pediatrics
22%
Endocrinology
Family/Internal Med
Ob/Gyn
Pediatrics


Total FHC Combined September Visits by Financial Class
Sliding Scale 5%
Self Pay 4%
Medicare 12%
Commercial 45%
Medicaid 24%
PHC Grant 6%
Family Planning Grant 4%
Commercial
Family Planning Grant
PHC Grant
Medicaid
Medicare
Self Pay
Sliding Scale

Executive Director's Report- Operational Overview by Clinic- September 2026

MCH Family Health Clinic-Clements

Net Gain/(Loss) From Operations: +$90K vs (-$67K) *(+232%)*

Productivity: Total Visits: 785 Actual vs 376 Budget (+108%)
Provider Updates: No provider updates.

Workforce and Staffing Update: Currently no vacancies.
FTEs: 13.7 Actual vs 7.9 Budget (-73.2%), YTD: 13.0 Actual vs 12.5 Budget (-4%)

Key Focus Areas: Marketing, NP volume growth.

Other: MCH Diabetes Clinic every Wednesday from 4pm-8pm.

Operational Overview by Clinic- September 2026

MCH Family Health Clinic-West University

Net Gain/(Loss) From Operations: ($11K) vs ($60K) *(+80.9%)*

Productivity: Total Visits: 812 Actual vs 1,139 Budget (-28.7%); Provider vacancy contributed to the negative volume variance.

Provider Updates: Currently searching for a pediatric nurse practitioner for West University. No site visits scheduled at this time. Dr Raza (Pediatrician) has signed his contract and is currently working on getting his Texas license.

Workforce and Staffing Update: No vacancies at this time.
FTEs: 7.3 Actual vs 13.9 Budget (-47.9%), YTD: 8.6 Actual vs 13.4 Budget (-36.1%)
Key Focus Areas: New patient marketing, provider recruitment.

Operational Overview by Clinic- September 2026

MCH Healthy Kids Clinic-JBS

Net Gain/(Loss) From Operations: $142K vs $59K *(+140.2%)*

Productivity: Total Visits: 970 Actual vs 1,083 Budget (-10.4%)

Provider Updates: We will be reopening the search for a pediatrician, no site visits scheduled at this time.

Workforce and Staffing Update: The Healthy Kids Clinic currently has a vacancy for a full-time LVN.
FTEs: 6.9 Actual vs 11.9 Budget (-41.8%), YTD: 9.2 Actual vs 11.0 Budget (-16.1%)

Key Focus Areas: Scheduling optimization

Operational Overview by Clinic- September 2026

MCH Women's Clinic

Net Gain/(Loss) From Operations: ($33K) vs ($38K) *(+186.5%)*

Productivity: Total Visits: 1,709 Actual vs 1,843 Budget (-7.3%); Budgeted provider vacancy is contributing to the negative variance.

Provider Updates: Currently searching for two Ob/Gyns. Dr. Canzater and Dr. Bennion have both signed LOIs, currently awaiting signed contracts to be returned.

Workforce and Staffing Update: The Women's Clinic is currently searching for a full-time Medical Assistant and full-time front desk. *FTEs: 17.6 Actual vs 26.2 Budget (-33.0%), YTD: 18.8 Actual vs 24.8 Budget (-24.2%)*

Key Focus Areas: Provider recruitment.

Other Business

1. HRSA Operational Site Visit (OSV) - **February 23-25, 2027**
2. November FHC Board **Meeting-Thursday November 19th**
3. December FHC Board **Meeting-Tuesday December 29th**
4. Quality and Performance Improvement Committee: **Friday December 18th @ 3pm**

Medical Center Health System
Your One Source for Health

MEMORANDUM

TO: ECHD Board of Directors

FROM: Russell Tippin, President/CEO
Sharon Clark, Chief Financial Officer

RE: **Quarterly Investment Report –Fourth Quarter 2026**

DATE: November 3, 2026

The Investment Report of Ector County Hospital District for the fourth quarter ending September 30, 2026, will be presented at the Finance Committee meeting November 3, 2026. This report was prepared to provide the Hospital President and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the fourth quarter of fiscal 2026 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of September 30, 2026, the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.

CEO

Russell Tippin
Investment Officer

Sharon Clark
Investment Officer

ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
SEPTEMBER 2026

	CURRENT MONTH					YEAR-TO-DATE				
		BUDGET		PRIOR YEAR			BUDGET		PRIOR YEAR	
	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%
Hospital InPatient Admissions										
Acute / Adult	1,175	1,091	7.7%	1,210	-2.9%	14,246	13,890	2.6%	14,065	1.3%
Neonatal ICU (NICU)	38	21	81.0%	35	8.6%	333	261	27.6%	288	15.6%
Total Admissions	1,213	1,112	9.1%	1,245	-2.6%	14,579	14,151	3.0%	14,353	1.6%
Patient Days										
Adult & Pediatric	4,934	4,142	19.1%	4,644	6.2%	58,060	52,632	10.3%	55,204	5.2%
ICU	447	420	6.4%	385	16.1%	5,436	5,363	1.4%	5,218	4.2%
CCU	426	420	1.4%	414	2.9%	5,245	5,353	-2.0%	5,267	-0.4%
NICU	434	370	17.3%	553	-21.5%	4,844	4,736	2.3%	4,932	-1.8%
Total Patient Days	6,241	5,352	16.6%	5,996	4.1%	73,585	68,084	8.1%	70,621	4.2%
Observation (Obs) Days	950	719	32.1%	713	33.2%	9,966	9,160	8.8%	8,700	14.6%
Nursery Days	308	265	16.2%	281	9.6%	3,453	3,375	2.3%	3,349	3.1%
Total Occupied Beds / Bassinets	7,499	6,336	18.4%	6,990	7.3%	87,004	80,619	7.9%	82,670	5.2%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	4.94	4.57	8.2%	4.50	9.9%	4.83	4.56	5.8%	4.67	3.3%
NICU	11.42	17.62	-35.2%	15.80	-27.7%	14.55	18.15	-19.8%	17.13	-15.1%
Total ALOS	5.15	4.81	6.9%	4.82	6.8%	5.05	4.81	4.9%	4.92	2.6%
Acute / Adult & Pediatric w/o OB	6.25			5.47	14.2%	5.86			5.56	5.5%
Average Daily Census	218.3	178.4	22.4%	201.6	8.3%	207.2	186.5	11.1%	193.7	7.0%
Hospital Case Mix Index (CMI)	1.6658	1.7598	-5.3%	1.6640	0.1%	1.7404	1.7598	-1.1%	1.7373	0.2%
CMI Adjusted LOS	3.09	2.73	12.9%	2.89	6.7%	2.90	2.73	6.1%	2.83	2.4%
Medicare										
Admissions	451	436	3.4%	471	-4.2%	5,680	5,550	2.3%	5,569	2.0%
Patient Days	2,911	2,428	19.9%	2,623	11.0%	33,190	30,898	7.4%	30,944	7.3%
Average Length of Stay	6.45	5.57	15.9%	5.57	15.9%	5.84	5.57	5.0%	5.56	5.2%
Case Mix Index	1.8509	2.0302	-8.8%	1.9529	-5.2%	1.9095	2.0302	-5.9%	1.9887	-4.0%
Medicaid										
Admissions	140	111	26.1%	127	10.2%	1,457	1,419	2.7%	1,468	-0.7%
Patient Days	868	450	92.9%	528	64.4%	9,983	5,747	73.7%	5,864	70.2%
Average Length of Stay	6.20	4.05	52.9%	4.16	49.1%	6.85	4.05	69.2%	3.99	71.5%
Case Mix Index	1.2854	1.2386	3.8%	0.9568	34.3%	1.4015	1.2386	13.2%	1.2004	16.8%
Commercial										
Admissions	388	360	7.8%	404	-4.0%	4,654	4,578	1.7%	4,710	-1.2%
Patient Days	1,657	1,530	8.3%	1,927	-14.0%	21,186	19,457	8.9%	21,474	-1.3%
Average Length of Stay	4.27	4.25	0.5%	4.77	-10.5%	4.55	4.25	7.1%	4.56	-0.2%
Case Mix Index	1.5368	1.6709	-8.0%	1.5976	-3.8%	1.6798	1.6709	0.5%	1.6276	3.2%
Self Pay										
Admissions	203	177	14.7%	216	-6.0%	2,391	2,248	6.4%	2,232	7.1%
Patient Days	638	772	-17.4%	847	-24.7%	7,140	9,801	-27.2%	10,328	-30.9%
Average Length of Stay	3.14	4.36	-27.9%	3.92	-19.9%	2.99	4.36	-31.5%	4.63	-35.5%
Case Mix Index	1.6723	1.7383	-3.8%	1.5364	8.8%	1.6845	1.7383	-3.1%	1.6986	-0.8%
All Other										
Admissions	31	28	10.7%	27	14.8%	397	356	11.5%	374	6.1%
Patient Days	167	172	-2.9%	122	36.9%	2,086	2,186	-4.6%	2,081	0.2%
Average Length of Stay	5.39	6.14	-12.3%	4.52	19.2%	5.25	6.14	-14.4%	5.56	-5.6%
Case Mix Index	2.0727	2.0600	0.6%	1.7041	21.6%	2.0069	2.0600	-2.6%	2.1200	-5.3%
Radiology										
InPatient	4,887	4,385	11.4%	4,575	6.8%	59,615	55,763	6.9%	57,237	4.2%
OutPatient	9,309	8,205	13.5%	8,803	5.7%	104,928	104,489	0.4%	101,914	3.0%
Cath Lab										
InPatient	639	610	4.8%	756	-15.5%	7,865	7,776	1.1%	8,040	-2.2%
OutPatient	249	355	-29.9%	264	-5.7%	3,888	4,517	-13.9%	4,542	-14.4%
Laboratory										
InPatient	88,670	76,841	15.4%	83,231	6.5%	1,055,512	977,582	8.0%	1,003,387	5.2%
OutPatient	80,681	69,669	15.8%	70,171	15.0%	887,962	886,835	0.1%	850,930	4.4%
Other										
Deliveries	206	174	18.4%	194	6.2%	2,257	2,207	2.3%	2,201	2.5%
Surgical Cases										
InPatient	239	226	5.8%	221	8.1%	2,798	2,867	-2.4%	2,891	-3.2%
OutPatient	528	510	3.5%	509	3.7%	6,207	6,519	-4.8%	6,329	-1.9%
Total Surgical Cases	767	736	4.2%	730	5.1%	9,005	9,386	-4.1%	9,220	-2.3%
GI Procedures (Endo)										
InPatient	105	117	-10.3%	92	14.1%	1,302	1,503	-13.4%	1,388	-6.2%
OutPatient	147	160	-8.1%	179	-17.9%	1,693	2,019	-16.1%	2,004	-15.5%
Total GI Procedures	252	277	-9.0%	271	-7.0%	2,995	3,522	-15.0%	3,392	-11.7%

ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
SEPTEMBER 2026

	CURRENT MONTH					YEAR-TO-DATE				
		BUDGET		PRIOR YEAR			BUDGET		PRIOR YEAR	
	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%	ACTUAL	AMOUNT	VAR.%	AMOUNT	VAR.%
Emergency Room										
I/P Emergency Room Visits	894	689	29.8%	848	5.4%	10,170	8,762	16.1%	9,612	5.8%
O/P Emergency Room Visits	4,511	4,222	6.8%	4,549	-0.8%	50,442	53,771	-6.2%	52,586	-4.1%
Total Emergency Room Visits	5,405	4,911	10.1%	5,397	0.1%	60,612	62,533	-3.1%	62,198	-2.5%
Outpatient										
O/P Occasions of Service	22,852	18,999	20.3%	19,929	14.7%	256,614	241,813	6.1%	234,137	9.6%
Hospital Operations										
Manhours Paid	300,116	281,253	6.7%	294,097	2.0%	3,591,917	3,502,403	2.6%	3,571,120	0.6%
FTE's	1,750.7	1,640.6	6.7%	1,715.6	2.0%	1,722.2	1,679.2	2.6%	1,712.2	0.6%
Adjusted Patient Days	12,166	10,141	20.0%	11,381	6.9%	137,618	129,216	6.5%	131,920	4.3%
Hours / Adjusted Patient Day	24.67	27.73	-11.1%	25.84	-4.5%	26.10	27.10	-3.7%	27.04	-3.5%
Occupancy - Actual Beds	59.3%	51.1%	16.0%	54.8%	8.3%	56.3%	53.5%	5.3%	52.6%	7.0%
FTE's / Adjusted Occupied Bed	4.1	4.9	-15.2%	4.5	-8.3%	4.4	4.7	-6.4%	4.7	-6.1%
Family Health Clinic - Clements										
Total Medical Visits	785	376	108.8%	504	55.8%	8,471	7,403	14.4%	7,254	16.8%
Manhours Paid	2,356	1,360	73.2%	1,818	29.6%	27,127	26,082	4.0%	22,509	20.5%
FTE's	13.7	7.9	73.2%	10.6	29.6%	13.0	12.5	4.0%	10.8	20.5%
Family Health Clinic - West University										
Total Medical Visits	812	1,139	-28.7%	863	-5.9%	9,345	13,392	-30.2%	8,819	6.0%
Manhours Paid	1,245	2,388	-47.9%	1,841	-32.4%	17,917	28,044	-36.1%	18,928	-5.3%
FTE's	7.3	13.9	-47.9%	10.7	-32.4%	8.6	13.4	-36.1%	9.1	-5.3%
Family Health Clinic - JBS										
Total Medical Visits	970	1,083	-10.4%	1,059	-8.4%	11,233	11,839	-5.1%	11,373	-1.2%
Manhours Paid	1,187	2,039	-41.8%	1,631	-27.2%	19,259	22,956	-16.1%	19,174	0.4%
FTE's	6.9	11.9	-41.8%	9.5	-27.2%	9.2	11.0	-16.1%	9.2	0.4%
Family Health Clinic - Womens										
Total Medical Visits	1,709	1,843	-7.3%	1,564	9.3%	17,406	21,975	-20.8%	18,862	-7.7%
Manhours Paid	3,015	4,498	-33.0%	3,179	-5.1%	39,218	51,755	-24.2%	40,213	-2.5%
FTE's	17.6	26.2	-33.0%	18.5	-5.1%	18.8	24.8	-24.2%	19.3	-2.5%
Total ECHD Operations										
Total Admissions	1,213	1,112	9.1%	1,245	-2.6%	14,579	14,151	3.0%	14,353	1.6%
Total Patient Days	6,241	5,352	16.6%	5,996	4.1%	73,585	68,084	8.1%	70,621	4.2%
Total Patient and Obs Days	6,241	5,352	16.6%	5,996	4.1%	73,585	68,084	8.1%	70,621	4.2%
Total FTE's	1,796.2	1,700.6	5.6%	1,765.0	1.8%	1,771.8	1,741.0	1.8%	1,760.5	0.6%
FTE's / Adjusted Occupied Bed	4.2	5.0	-16.1%	4.6	-8.5%	4.6	4.9	-7.1%	4.9	-6.1%
Total Adjusted Patient Days	12,166	10,141	20.0%	11,381	6.9%	137,618	129,216	6.5%	131,920	4.3%
Hours / Adjusted Patient Day	25.31	28.75	-12.0%	26.59	-4.8%	26.85	28.10	-4.4%	27.83	-3.5%
Outpatient Factor	1.9494	1.8948	2.9%	1.8981	2.7%	1.8702	1.8979	-1.5%	1.8680	0.1%
Blended O/P Factor	2.1622	2.1039	2.8%	2.0935	3.3%	2.0625	2.0912	-1.4%	2.0580	0.2%
Total Adjusted Admissions	2,365	2,107	12.2%	2,363	0.1%	27,266	26,857	1.5%	26,811	1.7%
Hours / Adjusted Admisssion	130.22	138.36	-5.9%	128.04	1.7%	135.53	135.21	0.2%	136.95	-1.0%
FTE's - Hospital Contract	52.4	36.8	42.6%	45.8	14.5%	50.5	38.1	32.5%	45.8	10.4%
FTE's - Mgmt Services	4.9	55.1	-91.2%	54.2	-91.0%	43.3	55.1	-21.4%	55.1	-21.4%
Total FTE's (including Contract)	1,853.5	1,792.5	3.4%	1,864.9	-0.6%	1,865.6	1,834.3	1.7%	1,861.4	0.2%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.36	5.30	-17.9%	4.87	-10.7%	4.81	5.18	-7.1%	5.15	-6.5%
ProCare FTEs	204.1	241.7	-15.6%	211.8	-3.6%	209.8	240.7	-12.8%	208.4	0.6%
TraumaCare FTEs	9.5	8.5	11.1%	8.4	13.0%	8.6	8.5	1.3%	8.3	3.9%
Total System FTEs	2,067.0	2,042.8	1.2%	2,085.1	-0.9%	2,084.0	2,083.4	0.0%	2,078.1	0.3%
Urgent Care Visits										
JBS Clinic	1,446	1,339	8.0%	1,275	13.4%	16,367	17,032	-3.9%	16,198	1.0%
West University	819	865	-5.3%	773	6.0%	10,217	11,005	-7.2%	10,421	-2.0%
Total Urgent Care Visits	2,265	2,204	2.8%	2,048	10.6%	26,584	28,037	-5.2%	26,619	-0.1%
Retail Clinic Visits										
Retail Clinic	164	105	56.2%	113	45.1%	2,145	1,965	9.2%	1,889	13.6%

ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
SEPTEMBER 2026

	CURRENT YEAR	PRIOR FISCAL YEAR END HOSPITAL AUDITED	PRO CARE AUDITED	TRAUMA CARE AUDITED	CURRENT YEAR CHANGE
ASSETS					
CURRENT ASSETS:					
Cash and Cash Equivalents	$ 11,788,878	$ 16,898,248	$ 4,700	$ -	$ (5,114,070)
Investments	59,329,679	57,956,175	-	-	1,373,504
Patient Accounts Receivable - Gross	233,570,911	214,978,630	19,968,494	1,685,000	(3,061,213)
Less: 3rd Party Allowances	(145,941,055)	(139,548,613)	(11,202,864)	(1,298,612)	6,109,033
Bad Debt Allowance	(47,689,044)	(39,762,357)	(5,310,080)	(300,000)	(2,316,607)
Net Patient Accounts Receivable	39,940,811	35,667,660	3,455,550	86,388	731,213
Taxes Receivable	12,392,537	11,616,563	-	-	775,975
Accounts Receivable - Other	11,325,307	8,609,285	100,560	-	2,615,461
Inventories	10,161,208	10,073,960	496,748	-	(409,500)
Prepaid Expenses	5,967,619	5,545,302	128,278	18,231	275,808
Total Current Assets	150,906,040	146,367,192	4,185,837	104,619	248,391
CAPITAL ASSETS:					
Property and Equipment	560,426,080	535,446,720	403,173	-	24,576,187
Construction in Progress	48,151,260	20,318,667	-	-	27,832,593
	608,577,340	555,765,387	403,173	-	52,408,780
Less: Accumulated Depreciation and Amortization	(414,798,865)	(395,954,800)	(352,925)	-	(18,491,140)
Total Capital Assets	193,778,474	159,810,587	50,248	-	33,917,640
LEASE ASSETS					
Leased Assets	16,156	2,337,842	-	-	(2,321,687)
Less Accrumulated Amortization Lease Assets	(15,949)	(2,223,870)	-		2,207,921
Total Lease Assets	207	113,973	-	-	(113,766)
SUBSCRIPTION ASSETS					
Subscription Assets	19,005,492	15,473,212	-	-	3,532,280
Less Accrumulated Amortization Subscription Assets	(7,478,410)	(4,805,698)	-	-	(2,672,712)
Total Subscription Assets	11,527,082	10,667,514	-	-	859,568
LT Lease Recieivable	3,967,123	5,611,487	-	-	(1,644,364)
RESTRICTED ASSETS:					
Restricted Assets Held by Trustee	4,896	4,896	-	-	-
Restricted Assets Held in Endowment	6,403,108	6,527,822	-	-	(124,713)
Restricted TPC, LLC	2,067,803	1,826,505	-	-	241,298
Restricted ENFRA EasS and Hospital Projects	76,127,099	-	-	-	76,127,099
Investment in PBBHC	52,991,228	52,991,228	-	-	-
Restricted MCH West Texas Services	2,556,889	2,444,722	-	-	112,167
Pension, Deferred Outflows of Resources	9,189,587	10,254,779	-	-	(1,065,192)
Assets whose use is Limited	6,950	-	356,764	6,743	(356,557)
TOTAL ASSETS	$ 509,526,486	$ 396,620,704	$ 4,592,850	$ 111,362	$ 108,201,571
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES:					
Current Maturities of Long-Term Debt	$ 2,070,000	$ 1,970,000	$ -	$ -	$ 100,000
Self-Insurance Liability - Current Portion	3,312,883	3,028,792	-	-	284,091
Current Portion of Lease Liabilities	1,406	278,336	-	-	(276,930)
Current Portion of Subscription Liabilities	3,545,806	2,608,445	-	-	937,361
Accounts Payable	21,163,574	27,085,249	(2,116,984)	(875,767)	(2,928,925)
A/R Credit Balances	3,023,982	2,429,902	-	-	594,081
Accrued Interest	271,367	251,049	-	-	20,317
Accrued Salaries and Wages	14,793,822	6,581,641	6,849,020	238,922	1,124,240
Accrued Compensated Absences	6,117,724	5,729,425	-	-	388,299
Due to Third Party Payors	6,213,902	7,251,974	-	-	(1,038,072)
Deferred Revenue	104,834,975	174,540	(106,356)	-	104,766,791
Total Current Liabilities	165,349,441	57,389,353	4,625,680	(636,845)	103,334,408
ACCRUED POST RETIREMENT BENEFITS	1,742,513	19,938,321	-	-	(18,195,808)
LESSOR DEFFERED INFLOWS OF RESOUCES	5,190,180	7,114,414			(1,924,234)
SELF-INSURANCE LIABILITIES - Less Current Portion	2,120,823	1,780,370	-	-	340,453
LEASE LIABILITIES	-	39,011			(39,011)
SUBSCRIPTION LIABILITIES	5,658,737	6,442,292			(783,554)
LONG-TERM DEBT - Less Current Maturities	23,218,228	25,818,179	-	-	(2,599,952)
					-
Total Liabilities	203,279,922	118,521,941	4,625,680	(636,845)	80,769,146
FUND BALANCE	306,246,564	278,098,763	(32,831)	748,207	306,279,395
TOTAL LIABILITIES AND FUND BALANCE	$ 509,526,486	$ 396,620,704	$ 4,592,850	$ 111,362	$ 108,201,571

ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
SEPTEMBER 2026

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	$ 60,951,825	$ 55,997,408	8.8%	$ 58,115,075	4.9%	$ 735,869,652	$ 706,991,271	4.1%	$ 715,850,325	2.8%
Outpatient Revenue	70,840,035	61,815,479	14.6%	63,548,387	11.5%	781,876,087	771,437,180	1.4%	757,339,808	3.2%
TOTAL PATIENT REVENUE	$ 131,791,860	$ 117,812,887	11.9%	$ 121,663,461	8.3%	$ 1,517,745,740	$ 1,478,428,451	2.7%	$ 1,473,190,133	3.0%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	$ 80,350,742	$ 74,494,804	7.9%	$ 73,087,400	9.9%	$ 950,640,079	$ 934,392,149	1.7%	$ 930,027,847	2.2%
Policy Adjustments	1,176,590	1,156,187	1.8%	1,101,932	6.8%	12,847,543	13,560,477	-5.3%	14,142,720	-9.2%
Uninsured Discount	14,032,087	8,911,375	57.5%	6,765,241	107.4%	135,907,122	112,519,727	20.8%	108,760,485	25.0%
Indigent	932,319	1,133,682	-17.8%	1,274,618	-26.9%	15,573,502	14,373,188	8.4%	13,695,310	13.7%
Provision for Bad Debts	7,965,607	6,191,017	28.7%	12,953,573	-38.5%	81,658,633	77,551,657	5.3%	89,313,674	-8.6%
TOTAL REVENUE DEDUCTIONS	$ 104,457,346	$ 91,887,065	13.7%	$ 95,182,765	9.7%	$ 1,196,626,879	$ 1,152,397,198	3.8%	$ 1,155,940,036	3.5%
	79.26%	77.99%		78.23%		78.84%	77.95%		78.47%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	$ 1,761,922	$ 1,457,913	20.9%	$ 5,257,241	-66.5%	$ 21,025,833	$ 17,495,000	20.2%	$ 27,473,245	-23.5%
DSRIP/CHIRP	3,154,619	1,252,500	151.9%	4,859,379	-35.1%	19,397,452	15,030,000	29.1%	2,852,791	579.9%
TOTAL OTHER PATIENT REVENUE	$ 4,916,540	$ 2,710,413	81.4%	$ 10,116,620	-51.4%	$ 40,423,285	$ 32,525,000	24.3%	$ 30,326,035	33.3%
NET PATIENT REVENUE	$ 32,251,055	$ 28,636,235	12.6%	$ 36,597,316	-11.9%	$ 361,542,145	$ 358,556,253	0.8%	$ 347,576,132	4.0%
OTHER REVENUE										
Tax Revenue	$ 5,338,321	$ 7,688,954	-30.6%	$ 6,613,842	-19.3%	$ 92,259,074	$ 92,826,306	-0.6%	$ 83,049,941	11.1%
Other Revenue	2,036,475	2,022,352	0.7%	2,332,757	-12.7%	23,725,363	24,143,016	-1.7%	20,005,734	18.6%
TOTAL OTHER REVENUE	$ 7,374,796	$ 9,711,306	-24.1%	$ 8,946,599	-17.6%	$ 115,984,437	$ 116,969,322	-0.8%	$ 103,055,675	12.5%
NET OPERATING REVENUE	$ 39,625,851	$ 38,347,541	3.3%	$ 45,543,915	-13.0%	$ 477,526,582	$ 475,525,575	0.4%	$ 450,631,806	6.0%
OPERATING EXPENSES										
Salaries and Wages	$ 17,258,838	$ 16,403,642	5.2%	$ 16,187,752	6.6%	$ 200,017,641	$ 200,311,788	-0.1%	$ 193,731,829	3.2%
Benefits	(9,911,645)	2,301,669	-530.6%	2,678,698	-470.0%	15,101,678	28,123,763	-46.3%	19,858,641	-24.0%
Temporary Labor	1,509,699	1,197,404	26.1%	1,308,766	15.4%	18,057,183	15,023,648	20.2%	16,588,631	8.9%
Physician Fees	1,459,803	1,309,791	11.5%	1,370,032	6.6%	16,564,948	15,717,732	5.4%	15,754,735	5.1%
Texas Tech Support	1,114,036	1,042,623	6.8%	1,008,865	10.4%	12,795,654	12,511,421	2.3%	12,109,791	5.7%
Purchased Services	6,074,141	5,124,680	18.5%	5,657,110	7.4%	66,151,945	61,465,680	7.6%	58,674,296	12.7%
Supplies	8,034,856	6,822,778	17.8%	6,693,715	20.0%	84,512,887	84,765,152	-0.3%	81,202,544	4.1%
Utilities	347,247	314,469	10.4%	316,544	9.7%	4,105,438	3,987,175	3.0%	4,014,988	2.3%
Repairs and Maintenance	964,524	881,909	9.4%	887,385	8.7%	10,716,399	10,651,619	0.6%	11,011,871	-2.7%
Leases and Rent	170,446	203,670	-16.3%	986,409	-82.7%	2,213,232	2,444,869	-9.5%	2,333,886	-5.2%
Insurance	865,352	205,612	320.9%	265,297	226.2%	3,085,033	2,435,711	26.7%	2,623,706	17.6%
Interest Expense	82,331	79,138	4.0%	113,072	-27.2%	1,066,554	950,233	12.2%	1,085,466	-1.7%
ECHDA	201,757	113,637	77.5%	322,020	-37.3%	2,102,216	1,363,556	54.2%	1,695,819	24.0%
Other Expense	230,499	228,637	0.8%	271,207	-15.0%	2,471,842	2,762,121	-10.5%	2,628,266	-6.0%
TOTAL OPERATING EXPENSES	$ 28,401,882	$ 36,229,659	-21.6%	$ 38,066,871	-25.4%	$ 438,962,650	$ 442,514,468	-0.8%	$ 423,314,470	3.7%
Depreciation/Amortization	$ 2,402,477	$ 2,155,361	11.5%	$ 2,203,747	9.0%	$ 27,497,789	$ 26,048,640	5.6%	$ 25,721,987	6.9%
(Gain) Loss on Sale of Assets	-	-	0.0%	(13,974)	-100.0%	44,265	-	0.0%	(14,274)	-410.1%
TOTAL OPERATING COSTS	$ 30,804,359	$ 38,385,020	-19.7%	$ 40,256,644	-23.5%	$ 466,504,705	$ 468,563,108	-0.4%	$ 449,022,183	3.9%
NET GAIN (LOSS) FROM OPERATIONS	**$ 8,821,492**	**$ (37,479)**	**23636.9%**	**$ 5,287,271**	**-66.8%**	**$ 11,021,877**	**$ 6,962,467**	**58.3%**	**$ 1,609,623**	**584.7%**
Operating Margin	22.26%	-0.10%	-22877.6%	11.61%	91.8%	2.31%	1.46%	57.6%	0.36%	546.2%
NONOPERATING REVENUE/EXPENSE										
Interest Income	$ 436,567	$ 413,834	5.5%	$ 27,006	1516.6%	$ 4,763,872	$ 4,971,945	-4.2%	$ 1,983,028	140.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,877,301	1,700,000	10.4%	1,630,271	15.2%
Opiod Abatement Fund	-	210,135	-100.0%	-	0.0%	163,902	210,135	-22.0%	210,135	-22.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	2,100,000	8,132	25723.9%	9,571,922	-78.1%	7,397,218	97,617	7477.8%	9,645,134	-23.3%
COVID-19 Stimulus	-	-	0.0%	337,587	-100.0%	134,060	-	0.0%	415,977	-67.8%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	$ 11,358,059	$ 594,622	-1810.1%	$ 15,223,785	25.4%	$ 25,358,230	$ 13,942,164	-81.9%	$ 15,494,168	-63.7%
Unrealized Gain/(Loss) on Investments	$ (216,153)	$ 100,089	0.0%	$ 148,782	-245.3%	$ 5,223	$ 1,201,112	0.0%	$ 1,229,921	-99.6%
Investment in Subsidiaries	344,662	85,799	301.7%	11,949	2784.4%	2,068,971	1,029,588	101.0%	803,623	157.5%
CHANGE IN NET POSITION	**$ 11,486,569**	**$ 780,510**	**-1371.7%**	**$ 15,384,516**	**25.3%**	**$ 27,432,425**	**$ 16,172,864**	**-69.6%**	**$ 17,527,712**	**-56.5%**
ADJUSTED OPERATING EBIDA	$ (1,258,018)	$ 1,472,177	-185.5%	$ 6,329,097	-119.9%	$ 18,502,177	$ 25,185,764	-26.5%	$ 13,689,559	35.2%

ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
SEPTEMBER 2026

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	$ 60,951,825	$ 55,997,408	8.8%	$ 58,115,075	4.9%	$ 735,869,652	$ 706,991,271	4.1%	$ 715,850,325	2.8%
Outpatient Revenue	57,870,111	50,107,053	15.5%	52,192,453	10.9%	640,349,706	634,804,601	0.9%	621,356,645	3.1%
TOTAL PATIENT REVENUE	$ 118,821,936	$ 106,104,461	12.0%	$ 110,307,527	7.7%	$ 1,376,219,358	$ 1,341,795,872	2.6%	$ 1,337,206,970	2.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	$ 73,187,303	$ 68,331,794	7.1%	$ 67,616,693	8.2%	$ 875,560,635	$ 862,789,332	1.5%	$ 858,724,186	2.0%
Policy Adjustments	73,082	155,238	-52.9%	101,071	-27.7%	1,733,702	1,959,342	-11.5%	2,396,621	-27.7%
Uninsured Discount	13,667,398	8,655,984	57.9%	6,445,615	112.0%	132,069,624	109,565,589	20.5%	105,735,415	24.9%
Indigent Care	920,370	1,123,302	-18.1%	1,271,175	-27.6%	15,382,950	14,253,793	7.9%	13,583,350	13.2%
Provision for Bad Debts	6,531,268	5,141,690	27.0%	11,616,492	-43.8%	67,988,835	65,229,917	4.2%	76,354,020	-11.0%
TOTAL REVENUE DEDUCTIONS	$ 94,379,421	$ 83,408,008	13.2%	$ 87,051,045	8.4%	$ 1,092,735,745	$ 1,053,797,973	3.7%	$ 1,056,793,592	3.4%
	79.43%	78.61%		78.92%		79.40%	78.54%		79.03%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	$ 1,761,922	$ 1,457,913	20.9%	$ 5,257,241	-66.5%	$ 21,025,833	$ 17,495,000	20.2%	$ 27,473,245	-23.5%
DSRIP/CHIRP	3,154,619	1,252,500	151.9%	4,859,379	-35.1%	19,397,452	15,030,000	29.1%	2,852,791	579.9%
TOTAL OTHER PATIENT REVENUE	$ 4,916,540	$ 2,710,413	81.4%	$ 10,116,620	-51.4%	$ 40,423,285	$ 32,525,000	24.3%	$ 30,326,035	33.3%
NET PATIENT REVENUE	$ 29,359,055	$ 25,406,866	15.6%	$ 33,373,102	-12.0%	$ 323,906,898	$ 320,522,899	1.1%	$ 310,739,413	4.2%
OTHER REVENUE										
Tax Revenue	$ 5,338,321	$ 7,688,954	-30.6%	$ 6,613,842	-19.3%	$ 92,259,074	$ 92,826,306	-0.6%	$ 83,049,941	11.1%
Other Revenue	1,851,183	1,749,260	5.8%	2,138,215	-13.4%	20,953,876	20,888,792	0.3%	16,944,148	23.7%
TOTAL OTHER REVENUE	$ 7,189,504	$ 9,438,214	-23.8%	$ 8,752,056	-17.9%	$ 113,212,950	$ 113,715,098	-0.4%	$ 99,994,089	13.2%
NET OPERATING REVENUE	$ 36,548,560	$ 34,845,080	4.9%	$ 42,125,158	-13.2%	$ 437,119,848	$ 434,237,997	0.7%	$ 410,733,501	6.4%
OPERATING EXPENSE										
Salaries and Wages	$ 12,415,458	$ 11,455,429	8.4%	$ 11,303,446	9.8%	$ 143,179,452	$ 141,609,555	1.1%	$ 137,367,091	4.2%
Benefits	(10,944,602)	1,881,050	-681.8%	2,327,736	-570.2%	8,494,853	22,457,852	-62.2%	14,637,984	-42.0%
Temporary Labor	800,385	479,997	66.7%	619,441	29.2%	8,535,900	6,051,218	41.1%	7,731,786	10.4%
Physician Fees	1,456,244	1,357,580	7.3%	1,405,504	3.6%	16,992,773	16,287,288	4.3%	16,215,774	4.8%
Texas Tech Support	1,114,036	1,042,623	6.8%	1,008,865	10.4%	12,795,654	12,511,421	2.3%	12,109,791	5.7%
Purchased Services	6,425,731	5,439,244	18.1%	5,852,072	9.8%	69,916,210	65,656,346	6.5%	61,840,366	13.1%
Supplies	7,951,377	6,743,598	17.9%	6,564,176	21.1%	83,749,488	83,867,321	-0.1%	80,256,700	4.4%
Utilities	346,263	313,642	10.4%	315,803	9.6%	4,096,357	3,977,905	3.0%	4,005,828	2.3%
Repairs and Maintenance	964,426	881,441	9.4%	886,175	8.8%	10,701,294	10,645,915	0.5%	11,008,014	-2.8%
Leases and Rentals	6,587	41,391	-84.1%	826,993	-99.2%	254,380	496,288	-48.7%	508,445	-50.0%
Insurance	794,363	136,287	482.9%	195,158	307.0%	2,319,571	1,635,279	41.8%	1,848,255	25.5%
Interest Expense	82,331	79,138	4.0%	113,072	-27.2%	1,066,554	950,233	12.2%	1,085,466	-1.7%
ECHDA	201,757	113,637	77.5%	322,020	-37.3%	2,102,216	1,363,556	54.2%	1,695,819	24.0%
Other Expense	146,033	166,409	-12.2%	154,828	-5.7%	1,547,093	1,954,698	-20.9%	1,781,883	-13.2%
TOTAL OPERATING EXPENSES	$ 21,760,388	$ 30,131,466	-27.8%	$ 31,895,289	-31.8%	$ 365,751,795	$ 369,464,875	-1.0%	$ 352,093,202	3.9%
Depreciation/Amortization	$ 2,390,611	$ 2,142,742	11.6%	$ 2,191,688	9.1%	$ 27,355,945	$ 25,897,586	5.6%	$ 25,579,109	6.9%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	(13,974)	-100.0%	44,265	-	0.0%	(14,274)	-410.1%
TOTAL OPERATING COSTS	$ 24,150,999	$ 32,274,208	-25.2%	$ 34,073,003	-29.1%	$ 393,152,006	$ 395,362,461	-0.6%	$ 377,658,037	4.1%
NET GAIN (LOSS) FROM OPERATIONS	**$ 12,397,560**	**$ 2,570,872**	**382.2%**	**$ 8,052,155**	**-54.0%**	**$ 43,967,843**	**$ 38,875,536**	**13.1%**	**$ 33,075,464**	**-32.9%**
Operating Margin	33.92%	7.38%	359.8%	19.11%	77.5%	10.06%	8.95%	12.4%	8.05%	24.9%
NONOPERATING REVENUE/EXPENSE										
Interest Income	$ 436,567	$ 413,834	5.5%	$ 27,006	1516.6%	$ 4,763,872	$ 4,971,945	-4.2%	$ 1,983,028	140.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,877,301	1,700,000	10.4%	1,630,271	15.2%
Opiod Abatement Fund	-	210,135	-100.0%	-	0.0%	163,902	210,135	-22.0%	210,135	-22.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	2,100,000	8,132	25723.9%	9,571,922	-78.1%	7,397,218	97,617	7477.8%	9,645,134	-23.3%
COVID-19 Stimulus	-	-	0.0%	337,587	-100.0%	134,060	-		415,977	-67.8%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	$ 14,934,128	$ 3,202,973	366.3%	$ 17,988,669	-17.0%	$ 58,304,196	$ 45,855,233	27.1%	$ 46,960,010	24.2%
Procare Capital Contribution	(3,563,106)	(2,625,320)	35.7%	(2,799,048)	27.3%	(33,115,894)	(32,073,647)	3.2%	(31,781,189)	4.2%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	$ 11,371,023	$ 577,653	-1868.5%	$ 15,189,621	25.1%	$ 25,188,302	$ 13,781,586	-82.8%	$ 15,178,821	-65.9%
Unrealized Gain/(Loss) on Investments	$ (216,153)	$ 100,089	-316.0%	$ 148,782	-245.3%	$ 5,223	$ 1,201,112	-99.6%	$ 1,229,921	-99.6%
Investment in Subsidiaries	344,662	85,799	301.7%	11,949	2784.4%	2,068,971	1,029,588	101.0%	803,623	157.5%
CHANGE IN NET POSITION	**$ 11,499,532**	**$ 763,541**	**-1406.1%**	**$ 15,350,352**	**25.1%**	**$ 27,262,496**	**$ 16,012,286**	**-70.3%**	**$ 17,212,365**	**-58.4%**
ADJUSTED OPERATING EBIDA	$ 2,306,185	$ 4,067,909	-43.3%	$ 9,081,922	-74.6%	$ 51,306,298	$ 56,947,779	-9.9%	$ 45,012,522	14.0%

ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
SEPTEMBER 2026

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	$ 12,759,113	$ 11,530,585	10.7%	$ 11,159,201	14.3%	$ 138,952,719	$ 134,281,776	3.5%	$ 133,548,968	4.0%
TOTAL PATIENT REVENUE	$ 12,759,113	$ 11,530,585	10.7%	$ 11,159,201	14.3%	$ 138,952,719	$ 134,281,776	3.5%	$ 133,548,968	4.0%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	$ 7,043,703	$ 6,081,484	15.8%	$ 5,351,113	31.6%	$ 73,763,401	$ 70,525,149	4.6%	$ 70,126,562	5.2%
Policy Adjustments	1,080,352	968,817	11.5%	974,738	10.8%	10,670,780	11,176,415	-4.5%	11,291,883	-5.5%
Uninsured Discount	364,689	255,391	42.8%	319,626	14.1%	3,837,498	2,954,138	29.9%	3,025,070	26.9%
Indigent	11,949	10,380	15.1%	3,443	247.1%	190,553	119,395	59.6%	111,959	70.2%
Provision for Bad Debts	1,410,928	1,019,932	38.3%	1,328,706	6.2%	13,309,167	11,933,167	11.5%	12,618,461	5.5%
TOTAL REVENUE DEDUCTIONS	$ 9,911,622	$ 8,336,004	18.9%	$ 7,977,626	24.2%	$ 101,771,399	$ 96,708,264	5.2%	$ 97,173,935	4.7%
	77.68%	72.29%		71.49%		73.24%	72.02%		72.76%	
NET PATIENT REVENUE	$ 2,847,491	$ 3,194,581	-10.9%	$ 3,181,574	-10.5%	$ 37,181,320	$ 37,573,512	-1.0%	$ 36,375,033	2.2%
OTHER REVENUE										
Other Income	$ 185,233	$ 271,989	-31.9%	$ 194,195	-4.6%	$ 2,760,277	$ 3,241,010	-14.8%	$ 3,048,844	-9.5%
TOTAL OTHER REVENUE										
NET OPERATING REVENUE	$ 3,032,724	$ 3,466,570	-12.5%	$ 3,375,769	-10.2%	$ 39,941,597	$ 40,814,522	-2.1%	$ 39,423,877	1.3%
						-				
OPERATING EXPENSE										
Salaries and Wages	$ 4,583,079	$ 4,697,183	-2.4%	$ 4,642,091	-1.3%	$ 53,827,750	$ 55,686,273	-3.3%	$ 53,458,468	0.7%
Benefits	990,390	407,155	143.2%	336,980	193.9%	6,347,573	5,422,477	17.1%	5,013,837	26.6%
Temporary Labor	709,314	717,407	-1.1%	689,325	2.9%	9,521,284	8,972,430	6.1%	8,856,846	7.5%
Physician Fees	262,807	211,459	24.3%	223,776	17.4%	2,683,151	2,541,420	5.6%	2,649,937	1.3%
Purchased Services	(353,146)	(317,050)	11.4%	(196,965)	79.3%	(3,782,865)	(4,220,542)	-10.4%	(3,194,404)	18.4%
Supplies	83,173	78,840	5.5%	129,538	-35.8%	760,820	893,462	-14.8%	942,511	-19.3%
Utilities	984	827	18.9%	741	32.7%	9,080	9,270	-2.0%	9,160	-0.9%
Repairs and Maintenance	99	468	-78.9%	1,210.16	-91.9%	15,105	5,704	164.8%	3,857	291.6%
Leases and Rentals	163,206	161,478	1.1%	158,762	2.8%	1,951,010	1,938,958	0.6%	1,816,259	7.4%
Insurance	60,306	59,868	0.7%	61,676	-2.2%	663,719	687,025	-3.4%	665,007	-0.2%
Other Expense	83,753	61,658	35.8%	115,625	-27.6%	919,020	800,638	14.8%	840,711	9.3%
TOTAL OPERATING EXPENSES	$ 6,583,965	$ 6,079,293	8.3%	$ 6,162,758	6.8%	$ 72,915,647	$ 72,737,115	0.2%	$ 71,062,189	2.6%
Depreciation/Amortization	$ 11,865	$ 12,619	-6.0%	$ 12,059	-1.6%	$ 141,844	$ 151,054	-6.1%	$ 142,878	-0.7%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	$ 6,595,830	$ 6,091,912	8.3%	$ 6,174,818	6.8%	$ 73,057,491	$ 72,888,169	0.2%	$ 71,205,066	2.6%
NET GAIN (LOSS) FROM OPERATIONS	**$ (3,563,106)**	**$ (2,625,342)**	**35.7%**	**$ (2,799,048)**	**27.3%**	**$ (33,115,894)**	**$ (32,073,647)**	**3.2%**	**$ (31,781,189)**	**4.2%**
Operating Margin	-117.49%	-75.73%	55.1%	-82.92%	41.7%	-82.91%	-78.58%	5.5%	-80.61%	2.8%
COVID-19 Stimulus	$ -	$ -	0.0%	$ -	0.0%	$ -	$ -	0.0%	$ -	0.0%
MCH Contribution	$ 3,563,106	$ 2,625,342	35.7%	$ 2,799,048	27.3%	$ 33,115,894	$ 32,073,647	3.2%	$ 31,781,189	4.2%
CAPITAL CONTRIBUTION	**$ -**	**$ -**	**0.0%**	**$ -**	**0.0%**	**$ -**	**$ -**	**0.0%**	**$ -**	**0.0%**
ADJUSTED OPERATING EBIDA	$ (3,551,240)	$ (2,612,723)	-35.9%	$ (2,786,989)	-27.4%	$ (32,974,050)	$ (31,922,593)	-3.3%	$ (31,638,312)	-4.2%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	7,685	7,775	-1.2%	8,030	-4.30%	92,715	92,298	0.5%	94,709	-2.11%
Total Hospital Visits	7,449	6,717	10.9%	6,686	11.41%	85,714	81,016	5.8%	80,761	6.13%
Total Procedures	13,334	12,998	2.6%	13,004	2.54%	156,005	153,311	1.8%	152,200	2.50%
Total Surgeries	828	809	2.3%	888	-6.76%	9,040	9,658	-6.4%	9,688	-6.69%
Total Provider FTE's	89.1	89.4	-0.3%	84.8	5.09%	86.8	88.4	-1.9%	84.6	2.53%
Total Staff FTE's	107.6	142.8	-24.6%	118.5	-9.15%	115.2	142.7	-19.3%	114.5	0.55%
Total Administrative FTE's	7.3	9.5	-23.1%	8.5	-14.08%	7.8	9.5	-17.5%	9.3	-15.59%
Total FTE's	204.1	241.7	-15.6%	211.8	-3.65%	209.8	240.7	-12.8%	208.4	0.63%

ECTOR COUNTY HOSPITAL DISTRICT
TRAUMACARE OPERATIONS SUMMARY
SEPTEMBER 2026

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	$ 210,811	$ 177,841	18.5%	$ 196,733	7.2%	$ 2,573,662	$ 2,350,803	9.5%	$ 2,434,195	5.7%
TOTAL PATIENT REVENUE	$ 210,811	$ 177,841	18.5%	$ 196,733	7.2%	$ 2,573,662	$ 2,350,803	9.5%	$ 2,434,195	5.7%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	$ 119,736	$ 81,526	46.9%	$ 119,594	0.1%	$ 1,316,043	$ 1,077,668	22.1%	$ 1,177,098	11.8%
Policy Adjustments	23,156	32,132	-27.9%	26,123	-11.4%	443,061	424,720	4.3%	454,217	-2.5%
Uninsured Discount	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Indigent	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Provision for Bad Debts	23,411	29,395	-20.4%	8,376	179.5%	360,631	388,573	-7.2%	341,193	5.7%
TOTAL REVENUE DEDUCTIONS	$ 166,303	$ 143,053	16.3%	$ 154,093	7.9%	$ 2,119,736	$ 1,890,961	12.1%	$ 1,972,509	7.5%
	78.89%	80.44%		78.33%		82.36%	80.44%		81.03%	
NET PATIENT REVENUE	$ 44,508	$ 34,788	27.9%	$ 42,640	4.4%	$ 453,926	$ 459,842	-1.3%	$ 461,686	-1.7%
						17.6%				
OTHER REVENUE										
Other Income	$ 59	$ 1,103	-94.7%	$ 348	-83.1%	$ 11,210	$ 13,214	-15.2%	$ 12,742	-12.0%
TOTAL OTHER REVENUE										
NET OPERATING REVENUE	$ 44,567	$ 35,891	24.2%	$ 42,988	3.7%	$ 465,137	$ 473,056	-1.7%	$ 474,428	-2.0%
						-				
OPERATING EXPENSE										
Salaries and Wages	$ 260,301	$ 251,030	3.7%	$ 242,215	7.5%	$ 3,010,439	$ 3,015,960	-0.2%	$ 2,906,271	3.6%
Benefits	42,567	13,464	216.2%	13,982	204.4%	259,252	243,434	6.5%	206,820	25.4%
Temporary Labor	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Physician Fees	(259,248)	(259,248)	0.0%	(259,248)	0.0%	(3,110,976)	(3,110,976)	0.0%	(3,110,976)	0.0%
Purchased Services	1,556	2,486	-37.4%	2,003	-22.3%	18,601	29,876	-37.7%	28,335	-34.4%
Supplies	305	340	-10.3%	-	0.0%	2,579	4,369	-41.0%	3,332	-22.6%
Utilities	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Repairs and Maintenance	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Leases and Rentals	653	801	-18.4%	653	0.0%	7,842	9,623	-18.5%	9,182	-14.6%
Insurance	10,683	9,457	13.0%	8,464	26.2%	101,742	113,407	-10.3%	110,444	-7.9%
Other Expense	712	570	25.0%	754	-5.5%	5,730	6,785	-15.6%	5,673	1.0%
TOTAL OPERATING EXPENSES	$ 57,530	$ 18,900	204.4%	$ 8,824	552.0%	$ 295,208	$ 312,478	-5.5%	$ 159,080	85.6%
Depreciation/Amortization	$ -	$ -	0.0%	$ -	0.0%	$ -	$ -	0.0%	$ -	0.0%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	$ 57,530	$ 18,900	204.4%	$ 8,824	552.0%	$ 295,208	$ 312,478	-5.5%	$ 159,080	85.6%
NET GAIN (LOSS) FROM OPERATIONS	**$ (12,963)**	**$ 16,991**	**-176.3%**	**$ 34,164**	**-137.9%**	**$ 169,928**	**$ 160,578**	**5.8%**	**$ 315,348**	**-46.1%**
Operating Margin	-29.09%	47.34%	-161.4%	79.47%	-136.6%	36.53%	33.94%	7.6%	66.47%	-45.0%
COVID-19 Stimulus	$ -	$ -	0.0%	$ -	0.0%	$ -	$ -	0.0%	$ -	0.0%
MCH Contribution	$ -	$ -	0.0%	$ -	0.0%	$ -	$ -	0.0%	$ -	0.0%
CAPITAL CONTRIBUTION	**$ (12,963)**	**$ 16,991**	**-176.3%**	**$ 34,164**	**-137.9%**	**$ 169,928**	**$ 160,578**	**5.8%**	**$ 315,348**	**-46.1%**
ADJUSTED OPERATING EBIDA	$ (12,963)	$ 16,991	-176.3%	$ 34,164	-137.9%	$ 169,928	$ 160,578	5.8%	$ 315,348	-46.1%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Procedures	768	508	51.18%	634	21.14%	8,272	6,715	23.19%	7,079	16.85%
Total Provider FTE's	8.4	7.6	11.11%	7.4	14.29%	7.6	7.5	1.54%	7.3	4.40%
Total Staff FTE's	1.1	1.0	10.61%	1.0	3.81%	1.0	1.0	-0.67%	1.0	0.44%
Total FTE's	9.5	8.5	11.05%	8.4	13.02%	8.6	8.5	1.27%	8.3	3.91%

ECTOR COUNTY HOSPITAL DISTRICT
SEPTEMBER 2026

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	$ 46,712,888	39.3%	$ 42,230,505	38.3%	$ 540,877,174	39.3%	523,115,214	39.1%
Medicaid	12,600,927	10.6%	11,790,107	10.7%	144,663,763	10.5%	140,149,726	10.5%
Commercial	39,448,214	33.2%	41,094,711	37.3%	480,298,887	34.9%	487,643,724	36.5%
Self Pay	16,032,893	13.5%	11,555,426	10.5%	163,456,126	11.9%	140,431,717	10.5%
Other	4,027,015	3.4%	3,636,779	3.3%	46,923,408	3.4%	45,866,589	3.4%
TOTAL	**$ 118,821,936**	**100.0%**	**$ 110,307,527**	**100.1%**	**$ 1,376,219,358**	**100.0%**	**1,337,206,970**	**100.0%**

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	$ 8,914,897	37.6%	$ 8,464,676	35.8%	$ 112,539,859	38.4%	108,470,303	38.6%
Medicaid	3,107,542	13.1%	2,499,573	10.6%	34,649,592	11.8%	28,683,171	10.2%
Commercial	9,384,155	39.6%	10,111,614	42.8%	117,607,576	40.2%	114,595,247	40.8%
Self Pay	1,346,634	5.7%	1,349,519	5.7%	15,671,348	5.4%	16,110,681	5.7%
Other	963,283	4.1%	1,226,537	5.2%	12,401,040	4.2%	13,055,224	4.7%
TOTAL	**$ 23,716,511**	**100.0%**	**$ 23,651,919**	**100.1%**	**$ 292,869,415**	**100.0%**	**280,914,626**	**100.0%**

ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
SEPTEMBER 2026

	Hospital	ProCare	TraumaCare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:				
Excess of Revenue over Expenses	$ 27,262,496	-	169,928	$ 27,432,424
Noncash Expenses:				
Depreciation and Amortization	18,949,300	6,631	-	18,955,931
Unrealized Gain/Loss on Investments	(140,534)	-	-	(140,534)
Accretion (Bonds)	(529,952)	-	-	(529,952)
Changes in Assets and Liabilities				
Patient Receivables, Net	(678,577)	(33,613)	(19,023)	(731,213)
Taxes Receivable/Deferred Revenue	(4,157,378)	(35,386)	-	(4,192,764)
Inventories, Prepaids and Other	(2,119,724)	60,749	(13,367)	(2,072,342)
LT Lease Rec	1,644,364			1,644,364
Deferred Inflow of Resources	-			-
Accounts Payable	(1,213,708)	(314,348)	(182,244)	(1,710,300)
Accrued Expenses	(814,813)	315,967	44,706	(454,140)
Due to Third Party Payors	(1,038,072)	-	-	(1,038,072)
Draw on Restricted ENFRA	4,672,419	-	-	4,672,419
Deffered Inflows of Resources-GASB 87 Lessor	(1,924,234)			(1,924,234)
Accrued Post Retirement Benefit Costs	(17,130,616)	-	-	(17,130,616)
Net Cash Provided by Operating Activities	$ 22,780,972	-	-	$ 22,780,972
Cash Flows from Investing Activities:				
Investments	$ (1,378,727)	-	-	$ (1,378,727)
Acquisition of Property and Equipment	(24,154,229)	-	-	(24,154,229)
Net Cash used by Investing Activities	$ (25,532,956)	-	-	$ (25,532,956)
Cash Flows from Financing Activities:				
Current Portion Debt	$ 98,800	-	-	$ 98,800
Principal Paid on Subscription Liabitlities	937,361			937,361
Principal Paid on Lease Liabitlities	(276,930)			(276,930)
LT Liab Subscriptions	(783,554)			(783,554)
LT Liab Leases	(39,011)			(39,011)
Net Repayment of Long-term Debt/Bond Issuance	(2,070,000)	-	-	(2,070,000)
Net Cash used by Financing Activities	(2,133,335)	-	-	(2,133,335)
Net Increase (Decrease) in Cash	(4,885,319)	-	-	(4,885,319)
Beginning Cash & Cash Equivalents @ 9/30/2025	27,702,192	4,700	-	27,706,892
Ending Cash & Cash Equivalents @ 9/30/2026	$ 22,816,874	$ 4,700	$ -	$ 22,821,574



Financial Presentation

For the Month Ended

September 30, 2026

Results From Operations
September 30, 2026

	Actual	Budget	Variance	
Inpatient Revenue	$60,951,825	$55,997,408	$4,954,417	8.8%
Outpatient Revenue	70,840,035	61,815,479	9,024,556	14.6%
Total Patient Revenue	131,791,859	117,812,887	13,978,972	11.9%
Less: Deductions	104,457,346	91,887,065	12,570,281	13.7%
Net Patient Revenue	27,334,513	25,925,822	1,408,691	5.4%
Supplemental Funding	4,916,540	2,710,413	2,206,127	81.4%
Tax Revenue	5,338,321	7,688,954	(2,350,633)	-30.6%
Other Revenue	2,036,475	2,022,352	14,123	0.7%
Total Operating Revenue	39,625,851	38,347,541	1,278,308	3.3%
Salaries, Benefits & Contract Labor	8,856,892	19,902,715	(11,045,823)	-55.5%
Physician Fees	2,573,839	2,352,414	221,425	9.4%
Purchased Services	6,074,141	5,124,680	949,461	18.5%
Supplies	8,034,856	6,822,778	1,212,078	17.8%
Repairs and Maintenance	964,524	881,909	82,615	9.4%
Other Expense	1,613,542	952,389	661,153	69.4%
ECHD Assistance	201,757	113,637	88,120	77.5%
Interest Expense	82,331	79,138	3,193	4.0%
Depreciation	2,402,477	2,155,361	247,116	11.5%
Total Operating Expenses	30,804,359	38,385,020	(7,580,662)	-19.7%
Gain (Loss) from Operations	8,821,492	(37,479)	8,858,971	-23637.2%
Non-operating Income	2,665,077	817,989	1,847,088	225.8%
Excess Income over Expenses	$11,486,569	$780,510	$10,706,059	1371.7%

Results From Operations - YTD September 30, 2026

	YTD Actual	YTD Budget	Variance	
Inpatient Revenue	$735,869,652	$706,991,271	$28,878,381	4.1%
Outpatient Revenue	781,876,087	771,437,180	10,438,907	1.4%
Total Patient Revenue	1,517,745,739	1,478,428,451	39,317,288	2.7%
Less: Deductions	1,196,626,879	1,152,397,198	44,229,681	3.8%
Net Patient Revenue	321,118,860	326,031,253	(4,912,393)	-1.5%
Supplemental Funding	40,423,285	32,525,000	7,898,285	24.3%
Tax Revenue	92,259,074	92,826,306	(567,232)	-0.6%
Other Revenue	23,725,363	24,143,016	(417,653)	-1.7%
Total Operating Revenue	477,526,582	475,525,575	2,001,007	0.4%
Salaries, Benefits & Contract Labor	233,176,502	243,459,199	(10,282,697)	-4.2%
Physician Fees	29,360,602	28,229,153	1,131,449	4.0%
Purchased Services	66,151,945	61,465,680	4,686,265	7.6%
Supplies	84,512,887	84,765,152	(252,265)	-0.3%
Repairs and Maintenance	10,716,399	10,651,619	64,780	0.6%
Other Expense	11,875,545	11,629,876	245,669	2.1%
ECHD Assistance	2,102,216	1,363,556	738,660	54.2%
Interest Expense	1,066,554	950,233	116,321	12.2%
Depreciation	27,542,054	26,048,640	1,493,414	5.7%
Total Operating Expenses	466,504,705	468,563,108	(2,058,404)	-0.4%
Gain from Operations	11,021,877	6,962,468	4,059,409	58.3%
Non-operating Income	16,410,547	9,210,397	7,200,150	78.2%
Excess Income over Expenses	$27,432,424	$16,172,865	$11,259,559	69.6%

Results From Operations September 30, 2026

Gain From Operations	Actual	Budget	Variance
Current Month	**$8,821,492**	**($37,479)**	**$8,858,971**

Major Variances

- Net Patient Revenue was $1.4M higher than budget due to increased volume that was offset by a payor mix shift to self pay, lower acuity, and over budgeting of CHIRP payments
- Supplemental Funding was $2.2M higher than budget due primarily to recognition of a CHIRP IGT refund related to 2024
- Tax Revenue was lower than budget $2.4M due primarily to a $2.2M sales tax recoupment for sales generated during 2011-2016. Sales tax collections recorded for July were slightly higher than budget but offset by a year-to-date reconciliation of property taxes
- Salaries, Benefits & Contract Labor was $11M favorable to budget. Although salaries were over due to volumes, benefits were credited with two large year end adjustments. An increased market value of the TCDRS pension investments was recorded and reduced benefit expense by $11.7M, and a $1M pharmacy rebate related to 2025 was recorded

Results From Operations September 30, 2026

Gain From Operations	Actual	Budget	Variance
Current Month	**$8,821,492**	**($37,479)**	**$8,858,971**

Major Variances Continued

- Physician Fees were higher than budget by $221K due to increased use of contracted providers on call for Urology, GI, and ENT
- Purchased Services were $949K over budget due to increased collection fees, unbudgeted verification software, UTPB Sports Medicine Weight Room Sponsorship, productivity work, and higher than budgeted use of contract providers in the Family Health Clinic
- Supplies Expense is $1.2M over budget due to increased patient volumes in cardiovascular & orthopedic, annual physical inventory adjustment, stocking of the new Progressive Care Unit, minor equipment purchases, and increased formula usage in the NICU
- Other Expense was over budget by $661K due to the annual actuarial adjustment of general, professional, and workers comp liabilities
- Depreciation was underbudgeted and over by $247K
- Non-operating Income was favorable to budget by $1.8M due primarily to a donation from the FMH foundation for the Progressive Care Unit construction

Results From Operations YTD September 30, 2026

Gain From Operations	Actual	Budget	Variance
Year-To-Date	**$11,021,877**	**$6,962,467**	**$4,059,410**

Major Variances

- Net Patient Revenue was $4.9M below budget due to a shift in payor mix to self pay, lower patient acuity, and overbudgeted CHIRP payments
- Medicaid Supplemental Payments were $7.9M higher than budget due to prior year receipts of ATLIS ($918K), DSH redistribution ($749K), APHRIQA ($2.9M), and a CHIRP IGT refund ($2.0M). There were also prior year redistributions related to the DSH and UC programs
- Salaries, Benefits & Contract Labor was favorable to budget by $10.3M. Although salaries were over $2.7M due to volumes, benefits were credited with two large year end adjustments. An increased market value of the TCDRS pension investments was recorded and reduced benefit expense by $11.7M, and a $1M pharmacy rebate related to 2025 was recorded
- Physician Fees were $1.1M over budget due to increased call pay for contracted Urology and ENT providers

Results From Operations YTD September 30, 2026

Gain From Operations	Actual	Budget	Variance
Year-To-Date	**$11,021,877**	**$6,962,467**	**$4,059,410**

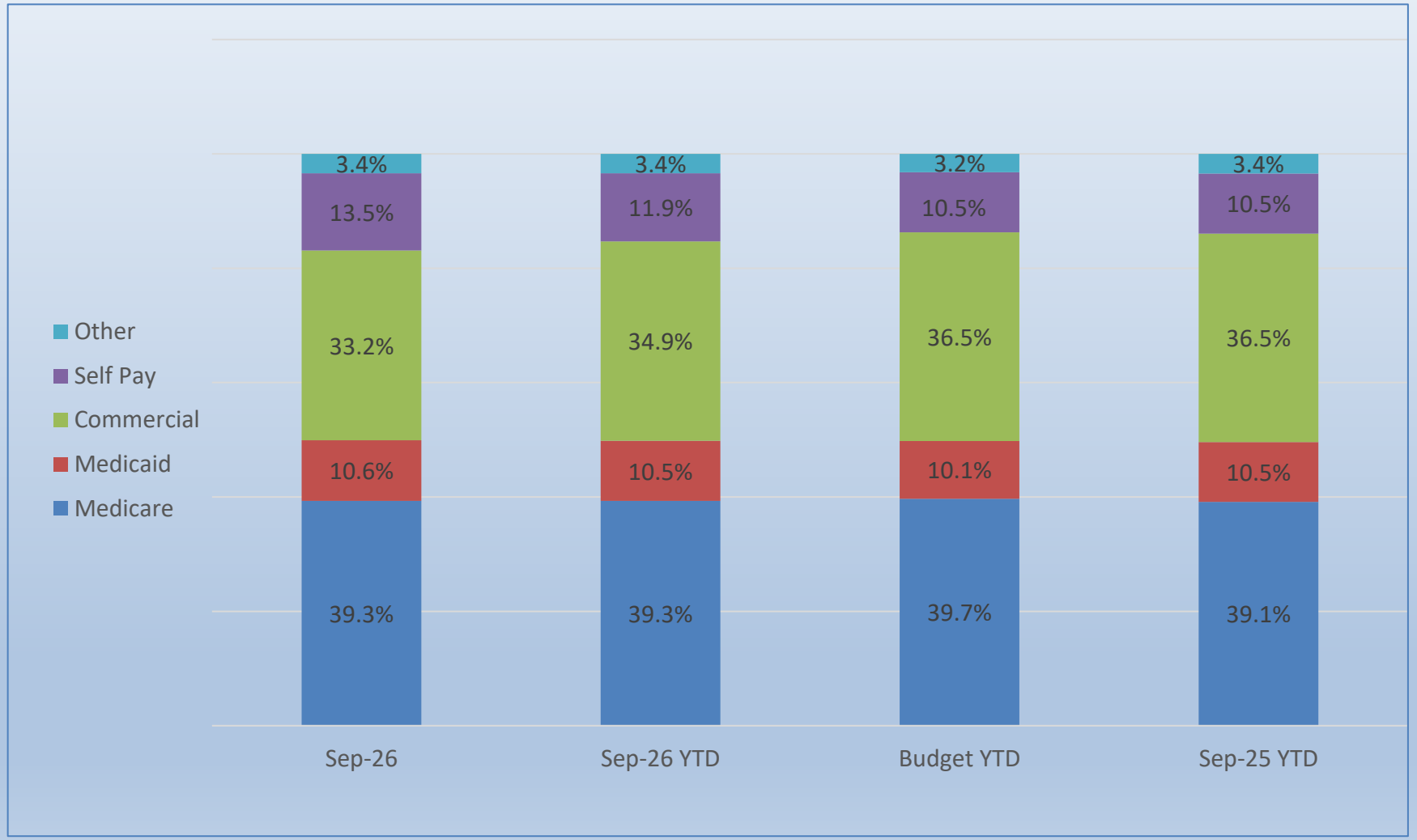
Major Variances continued

- Purchased Services were $4.7M over budget due to increased revenue cycle expenses, software, increased pathology send-outs, ENFRA fees, and contracted providers in the Family Health Clinic
- Depreciation was underbudgeted by $1.5M
- Non-operating Income was $7.2M higher than budget due primarily to $7.1M in donations from the Scharbauer Foundation and FMH Foundation for construction of the Progressive Care Unit

Key Statistics
September 30, 2026

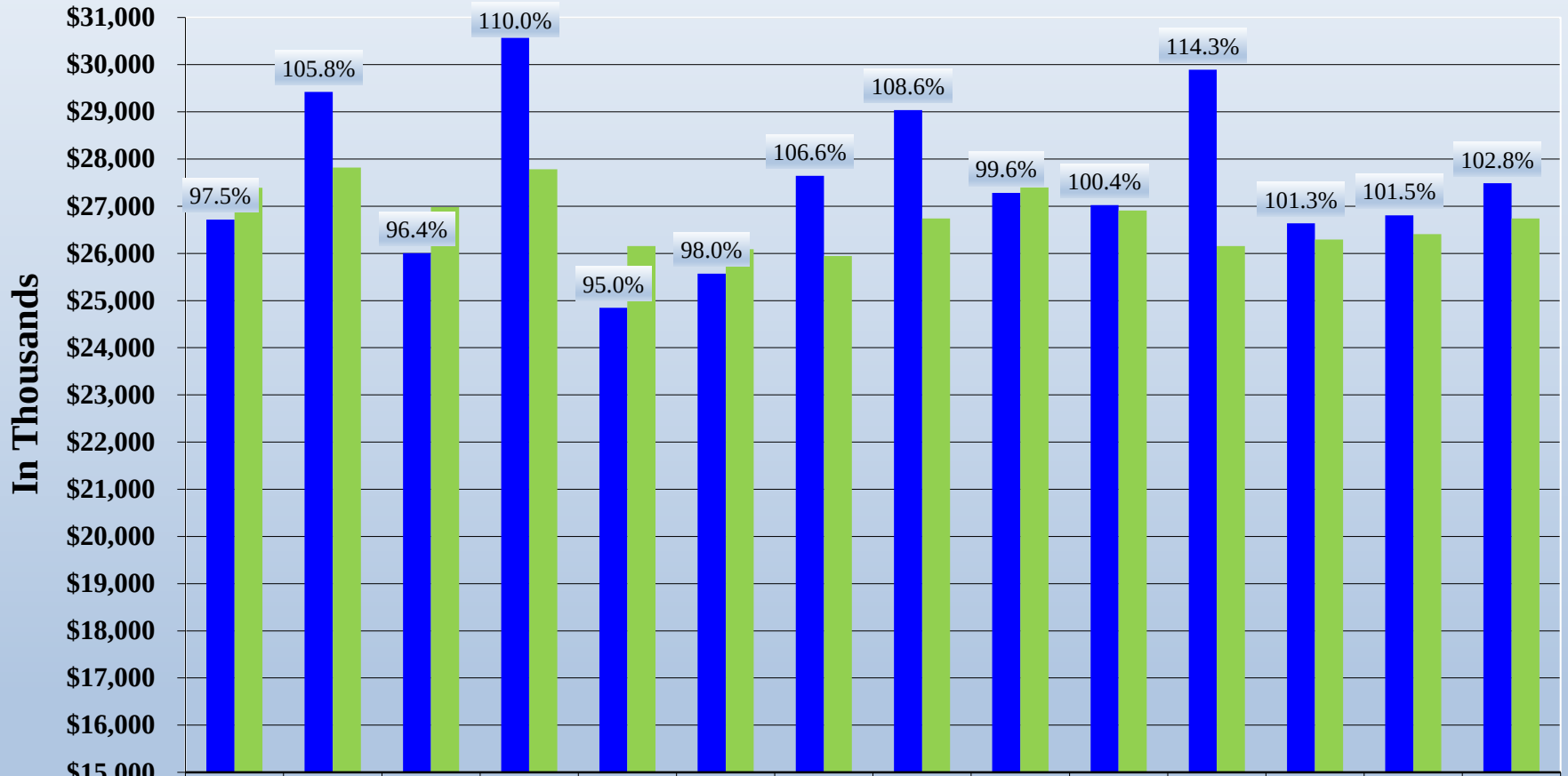
	CURRENT MONTH				YEAR-TO-DATE			
	Actual	Budget	Variance	Var %	Actual	Budget	Variance	Var %
Inpatient Days	6,241	5,352	889	16.6%	73,585	68,084	5,501	8.1%
Admits	1,213	1,112	101	9.1%	14,579	14,151	428	3.0%
CMI	1.6658	1.7598	(0.0940)	-5.3%	1.7404	1.7598	(0.0194)	-1.1%
Length of Stay	5.15	4.81	0.34	6.9%	5.05	4.81	0.24	4.9%
GMLOS	5.15	3.87	1.28	33.1%	5.05	3.96	1.09	27.5%
Surgeries	767	736	31	4.2%	9,005	9,386	(381)	-4.1%
Emergency Visits	5,405	4,911	494	10.1%	60,612	62,533	(1,921)	-3.1%
Urgent Care Visits	2,265	2,204	61	2.8%	26,584	28,037	(1453)	-5.2%
FHC Visits	4,276	4,441	(165)	-3.7%	46,455	54,609	(8,154)	-14.9%
Primary & Specialty Clinic	7,685	7,775	(90)	-1.2%	92,715	92,298	417	0.5%

Hospital Payor Mix



Total AR Cash Receipts

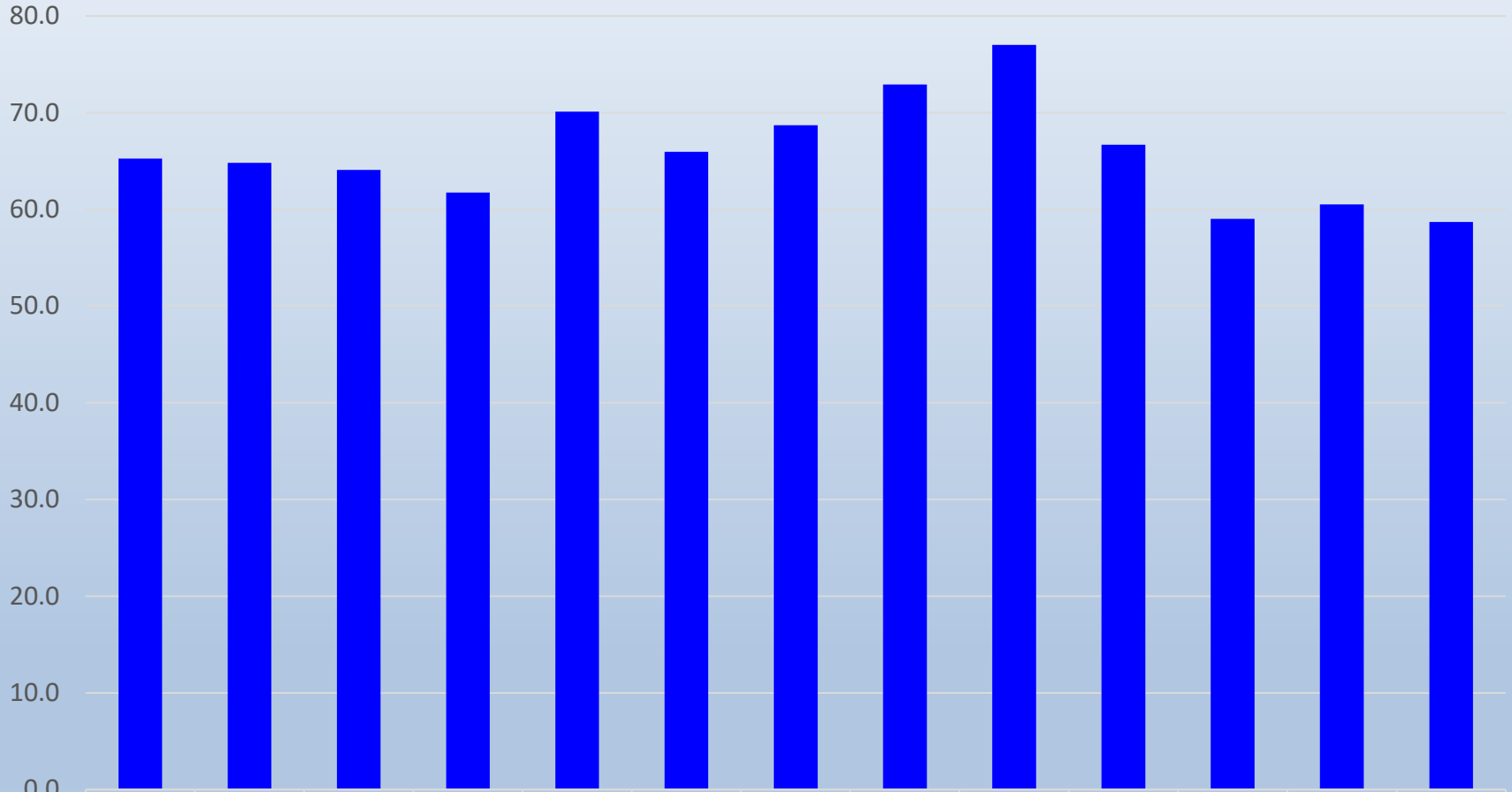
13 Month Trending



	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	13 Mos AVG
Collections	26,718	29,423	26,006	30,569	24,844	25,568	27,645	29,036	27,280	27,021	29,890	26,636	26,809	27,485
Avg Net Rev	27,390	27,819	26,978	27,782	26,154	26,090	25,944	26,742	27,394	26,907	26,152	26,293	26,406	26,738

Days Cash on Hand

Thirteen Month Trending



	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
Days	65.2	64.8	64.1	61.7	70.1	65.9	68.7	72.9	77.0	66.7	59.0	60.5	58.7

Medical Center Hospital
A Member of Medical Center Health System

MEMORANDUM

TO: **ECHD Board of Directors**

FROM: **Carlos Aguilar, Director of Engineering**
Matt Collins, Chief Operating Officer

SUBJECT: **Texas Healthcare Linen Contract**

DATE: **November 3, 2026**

Cost:

Linen Rental for MCH (01/01/2027 – 12/31/2027)	$49,000.00
Linen Service Agreement (01/01/2027-12/31/2027)	$1,183,052.00
Contract Total	$1,232,052.00

Background:

The provision of clean, high-quality linen is critical to maintaining a safe and hygienic environment for our patients, staff, and visitors. Our current linen supply contract with Texas Healthcare Linen is set to expire 12/31/2026. This contract provides essential items such as bed sheets, pillowcases, patient gowns, towels, and surgical linens throughout the hospital, including patient rooms, operating rooms, emergency departments, and various clinical areas.

Staffing:

No additional FTE's required

Disposition of Existing Equipment:

N/A

Funding:

FY2027 Budgeted operational expense

Medical Center Health System
Your One Source for Health

Date: 11/3/2026

To: ECHD Board of Directors

From: Matt Collins, COO
Jerry Hild, Divisional Director of Radiology

RE: Contract Renewal – vRad Virtual Radiologic Professionals of Texas

PURPOSE OF CONTRACT

vRad is a platform that connects imaging facilities to remote radiologists to deliver faster, higher-quality radiology reads across dispersed locations.

REQUEST

Request for approval for continuation of service contract with vRad Virtual Radiologic Professionals of Texas. Cost is $108,500 per month for a two year service agreement. This has been an ongoing budgeted operational expense. In prior years this service has been paid by ProCare, but will be moved to MCH.

OPERATIONAL COST

$108,500/per month
$2,604,000 total 24-month contract term

FY2027 Budgeted ProCare Operating Expense $1,215,000
FY2027 Anticipated MCH/ProCare Contract Cost $1,280,250

TERM

1/1/27- 12/31/28 (2 Year Term)

PURPOSE OF CONTRACT

vRad is a platform that connects imaging facilities to remote radiologists to deliver faster, higher-quality radiology reads across dispersed locations.

RECOMMENDATIONS

Recommend approval to continue agreement.

Medical Center Health System
Your One Source for Health

Mission:
Medical Center Health System is a community-based teaching organization dedicated to providing high-quality and affordable healthcare to improve the health and wellness of all residents of the Permian Basin.

Vision:
MCHS will be the premier source for health and wellness.

ICARE Values:
Integrity | Customer Centered | Accountability | Respect | Excellence

Executive Policy Committee

Team Leader:	Crystal Sanchez	**Date:**	10/29/2026	**Start Time:**	1200
Location:	Admin Conference Room A			**End Time:**	1300

Agenda Item (Topic)	Time Allotted	Presenter	Notes
Meeting Called to Order			**1208**
Review of meeting minutes from previous meeting			***Previous meeting was via email; packet was sent to committee members for review and approval.***
Old Business			
• N/A			
New Business			
• New Policy: o MCH-XXXX PAPRs			• ***Policy will be tabled for now.***
• New Policies (HBO Program): o HBO Therapy Program o Hyperbaric Dept Emergency Procedures			• ***New policies were created for the hyperbaric program:*** o ***Policies cover emergency response, chamber decompression, patient eligibility, physical assessment, smoking cessation, fire and chamber safety, emergency management, treatment documentation, and program reporting.*** o ***Proposed reviewers include HBO Safety Officer, Dr. Salcedo, Vonda, and Kim.***

• New Policies (IT): o IT-XXX Terminated User Account Review o IT-XXX Vulnerability Management o MCH-XXXX Information Security Exception Policy			• ***New IT policies created:*** o ***Terminated User Account Review- IT Security Officer reviewed the process for validating terminated accounts, distinguishing transfers from terminations, disabling access, and retaining disabled accounts before deletion.*** o ***Vulnerability Management- The policy defines identification, monitoring, prioritization, mitigation, and remediation. Critical vulnerabilities are targeted within 30 days and other vulnerabilities within 60 days, measured from discovery.*** o ***Information Security Exception- The policy establishes how vendors request, document, assess, monitor, approve, and review exceptions to security requirements.***
• Revised Policies: o MCH 1113 Emergency Access to Quality Care o MCH-2026 Code Blue o MCH-2076 Rapid Response Team			• ***Policies were updated on the following:*** o ***Revisions made to Emergency Access to Quality Care, Code Blue, and Rapid Response Team. Changes clarified coverage and response areas to align with EMTALA requirements; the drafts have already been reviewed with Legal, Compliance, Risk and clinical stakeholders.*** o ***Staff have been educated to respond wherever an event is called. Dr. Benton was added to the appropriate signature line.***
• Revised Policies: o NADM-0123 Scheduling of Employees o NADM-0135 Temporary Resignment of Nursing Personnel			• ***Policies were updated on the following:*** o ***Revisions made to nursing scheduling and temporary reassignment policies.*** o ***Updates removed floating language, corrected a title, added Respiratory Therapy, aligned full-time status to 72 hours, updated scheduling and vacation language for UKG, removed obsolete forms and references, addressed holiday coverage, agency staff, extended leave, and added no-call/no-show language.***

			○ *An obsolete paper scheduling page will be removed because scheduling is electronic.*
• Revised Policies: ○ NICU-6550-002 Admission to the NICU ○ NICU-6550-081 Protocol Concerning Vital Signs, Tests, & IV Therapy ○ NICU-6550-147 Hyaluronidase Administration ○ NICU-6550-152 Delivery Mgmt, Admission & Continued Care of VLBW Infant			• *Policies were updated on the following:* ○ *Revisions made simplified neonatal admission criteria, retained social and weight criteria, established NICU admission thresholds, and added transition monitoring for infants moving from Labor and Delivery.* ○ *Vital-sign and measurement frequencies were separated by acuity.* ○ *Obsolete IV-therapy dilution and equipment instructions were removed, references were updated, and a criterion was corrected from less than 28 weeks to less than 32 weeks' gestation.* ○ *Changes are requirements for NICU Designation.*
• Revised Policy: ○ MCH-4019 Electrical Safety			• *Policy was updated on the following:* ○ *Substantially expanded to address electrical hazards, approved power strips, staff and patient devices, equipment inspection, lockout/tagout, work orders, injury reporting, preventive maintenance, and equipment return to service.*
• Revised Policy: ○ MCH Non-Monetary Compensation and Medical Staff Incidental Benefits			• *Policy was updated on the following:* ○ *Revisions made to update amounts and references to align the policy with current regulations.* ○ *Confirmation is needed if cash and cash equivalents, including gift cards and gift certificates, do or do not qualify under the non-monetary compensation exception.*

• Revised Policies: o HR-031 Texas County and District Retirement System o MCH-3004 Processing Employee Changes			• ***Policies were updated on the following:*** o ***HR-031: Replace "associate" with "employee," clarify PRN language, specify the age-and-service retirement criteria, remove obsolete distribution and paperwork language, add matching-contribution language, and update disability and death-notification provisions.*** o ***MCH-3004: Add "pay" before "grade change" and clarify the workflow: the receiving director initiates the change, the current supervisor signs, changes begin with a new payroll period, and the receiving department submits documentation to HR.***
• Policy review compliance rate to be reported up to QMS: o Crystal will report compliance to QMS beginning March 2026. • Goal set at 95%.			• ***Compliance for October = 95.0%*** • ***Emails have been sent out for overdue reviews. Staff are actively communicating to get policies reviewed and approved.*** • ***Committee members were provided with a report listing the overdue policies.***
Documents to be Retired			
• N/A			
Open Forum			
• N/A			
Meeting Adjourned			**1232**

ECTOR COUNTY HOSPITAL DISTRICT

ORDER AUTHORIZING AND IMPLEMENTING RULES AND PROCEDURES FOR LOCAL PROVIDER PARTICIPATION FUND MANDATORY PAYMENTS UNDER CHAPTER 300 OF THE TEXAS HEALTH AND SAFETY CODE FOR FISCAL YEAR 2027 AND AFTER

WHEREAS, the Ector County Hospital District (the "District") is a political subdivision of the State of Texas responsible for ensuring access to hospital services for the residents of Ector County, Texas;

WHEREAS, Chapter 300 of the Texas Health and Safety Code (the "Code") authorizes certain hospital districts to establish a Local Provider Participation Fund ("LPPF") as a means of generating local funding to support intergovernmental transfers for the non-federal share of Medicaid supplemental and directed payment programs and the District previously established and implemented such LPPF in fiscal years 2025 and 2026 and recently extended the continuation of the LPPF for fiscal year 2027 that began October 1, 2026, with the adoption of a mandatory payment rate of six percent (6%) of inpatient hospital and outpatient hospital net patient revenue for such year;

WHEREAS, the District has implemented the LPPF in accordance with the provisions of Chapter 300 of the Code, including its rules and procedures detailed therein, but the District recognizes that the continuation of the LPPF for fiscal year 2027 that began October 1, 2026, and fiscal years thereafter requires updates to the rules and procedures by which the District implements the LPPF to continue to be able to transfer funds to the Texas Health and Human Services Commission (“HHSC”); and

WHEREAS, the District Board of Directors has determined that continuing the LPPF and separately imposing a mandatory payment rate equal to six percent (6%) of inpatient and hospital net patient revenue consistent with updated rules and procedures is in the best interests of the community and will provide financial support for local hospitals;

NOW, THEREFORE, BE IT ORDERED BY THE BOARD OF DIRECTORS OF THE ECTOR COUNTY HOSPITAL DISTRICT THAT:

1. For the fiscal year 2027 that began October 1, 2026, and each fiscal year thereafter, the District shall impose a mandatory payment on each institutional health care provider within its jurisdiction in accordance with the following rules and procedures.

a. The District will impose mandatory assessments exclusively and separately on net patient revenue attributable to inpatient hospital services and on net patient revenue attributable to outpatient hospital services.

b. The District will derive such net patient revenue from the most recent Medicare Cost Report, as defined by HHSC (for fiscal year 2027, primarily Medicare Cost Reports with years ending in calendar year 2025).

c. The District will use the Medicare Upper Payment Limit (UPL) methodology, as applied to such net patient revenue from the Medicare Cost Report, to determine the assessable inpatient and outpatient hospital net patient revenues and exclude non-hospital revenue.

d. The District will deposit all revenue from all mandatory assessments imposed on or after October 1, 2026, in a new LPPF bank account and the District will keep the funds separate for mandatory assessments imposed on and after October 1, 2026, and mandatory assessments imposed on or before September 30, 2026. The District will continue to keep such LPPF accounts separate from any non-LPPF bank account used by the District.

e. The District will track the collection of mandatory assessments imposed on the NPR attributable to inpatient hospital net patient revenue separate from the collection of mandatory assessments imposed on the outpatient hospital net patient revenue.

f. The District's invoices will include separate lines detailing the mandatory assessments for each hospital's inpatient and outpatient net patient revenue and will separately reflect the assessed inpatient and outpatient rates, net patient revenue separately attributable to inpatient and outpatient hospital services, and the calculation used to determine the assessments (the applicable rate multiplied by the applicable net patient revenues).

2. The District shall continue to only use the revenues of the LPPF exclusively for the purposes authorized under Chapter 300 of the Code or a successor provision.

PASSED AND APPROVED this 3rd day of November, 2026, by the Board of Directors of the Ector County Hospital District.

_____

Bryn Dodd
Board Member, District 1

_____

Will Kappauf
Board Member, District 2

_____

Sylvia Rodriguez
Board Member, District 3

_____

David Dunn
Board Member, District 4

_____

Don Hallmark
Board Member, District 5

_____

Wallace Dunn
Board Member, District 6

_____

Kathy Rhodes
Board Member, District 7

FIRST AMENDED MENTAL HEALTH SERVICES CONTRACT

This First Amended Mental Health Services Contract ("Contract") is made and entered into as November 3, 2026, by and between the Midland County Hospital District of Midland County, Texas ("MCHD") and the Ector County Hospital District ("ECHD"), collectively referred to as the "Creating Hospital Districts," the Permian Basin Mental Health Services District ("District") created under Chapter 579 of the Texas Health and Safety Code, and the Permian Basin Behavioral Health Center ("PBBHC"), a Texas local government corporation established under Chapter 431 of the Texas Transportation Code.

RECITALS

WHEREAS, the Creating Hospital Districts have established the District to provide mental health services to their residents in accordance with Chapter 579 of the Texas Health and Safety Code;

WHEREAS, prior to the creation of the District, the Creating Hospital Districts formed PBBHC to aid and act on behalf of MCHD and ECHD in accomplishing their governmental purposes, including the development, operation and management of a comprehensive behavioral health center (the "Facility") to serve the Permian Basin region of the State of Texas;

WHEREAS, PBBHC is a nonprofit organization recognized as tax-exempt under Section 501(c)(3) of the Internal Revenue Code;

WHEREAS, prior to the creation of the District, an unaffiliated Texas non-profit corporation made a grant to PBBHC of approximately 54 acres, as more specifically described on Exhibit A hereto (the "Facility Site"), with the intention that the Facility be built on such site;

WHEREAS, the Creating Hospital Districts, PBBHC and the Texas Facilities Commission entered into a Development Agreement dated as of August 1, 2023, (as amended, the "Development Agreement") relating to the design, development, construction, furnishing, equipping, and delivery of the Facility;

WHEREAS, the parties hereto wish to transfer the Facility and Facility Site to the District in accordance with the terms hereof;

WHEREAS, the Creating Hospital Districts desire to contract with the District to ensure the provision of mental health services to their residents, and wish, to the greatest extent possible, to continue to use PBBHC to assist in the provision of such services through PBBHC's development, operation and management of the Facility;

WHEREAS, the parties entered into the original Mental Health Services Contract on July 1, 2025 and now desire to amend that agreement;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

Section 1. Term of the Contract

A. Term. The term of this Contract shall commence as of the date of substantial completion of the Facility and shall continue for a period of twenty (20) years thereafter, unless terminated earlier in accordance with the provisions of this Contract.

Section 2. Purpose, Terms, Rights, and Duties

A. Purpose. The purpose of this Contract is to outline the terms, rights, and duties of the District in providing mental health services to the residents of the Creating Hospital Districts and PBBHC's role in connection therewith.

B. Services Provided. The District shall utilize PBBHC to provide comprehensive mental health services, including but not limited to, outpatient services, inpatient services, crisis intervention, and community-based programs.

C. Rights and Duties. On behalf of the District and the Creating Hospital Districts, PBBHC shall develop, manage and operate the Facility. On behalf of the District, PBBHC shall be responsible for hiring qualified personnel, maintaining facilities, and ensuring compliance with all applicable laws and regulations associated with the Facility; provided, however, the governing board of the District shall appoint a qualified person to act as District administrator who shall interact on a regular basis with PBBHC.

Section 3. Financial Contributions and Budget

A. PBBHC. PBBHC was established in part to receive grants and obtain charitable contributions and other sources of funds to facilitate the development of the Facility, fund its operations and ensure its financial viability. To date, PBBHC has obtained funding commitments in the approximate amount of $242,725,000 and commits to use such funds in connection with the development and operation of the Facility.

B. Budget. Prior to the start of each fiscal year, the District shall prepare an annual budget for approval by its governing board in accordance with Chapter 579 of the Health and Safety Code, detailing the expected revenues and expenditures of the District and the Facility, and determining whether anticipated revenues will be sufficient to pay for expected expenditures. To the extent a shortfall is projected in the budget, such shortfall shall be funded by the Creating Hospital Districts in accordance with Sections 3.C and 3.D hereof. The Creating Hospital Districts shall review and approve the District's budget to the extent any shortfall is projected, and take appropriate action to budget for the payment of their proportional share of any such shortfall from operating funds and/or reserves for operating expenses in accordance with the terms of this Section.

C. MCHD. To the extent funds provided by PBBHC and/or revenues from operation of the Facility are not sufficient to pay for the operational costs of the District, MCHD shall contribute an amount equal to 50% of any annual shortfall to the District for the provision of mental health services, subject to Section 3.F hereof.

D. ECHD. To the extent funds provided by PBBHC and/or revenues from operation of the Facility are not sufficient to pay for the operational costs of the District, ECHD shall contribute an amount equal to 50% of any annual shortfall to the District for the provision of mental health services, subject to Section 3.F hereof.

E. Payment Schedule. Any financial contributions required by this Section shall be paid in advance in equal quarterly installments to the District, due on the first day of each quarter.

F. Subject to Appropriation. The obligations of the Creating Hospital Districts to provide funds under this Contract are subject to the availability of appropriated funds. No legal liability on the part of the Creating Hospital Districts for any payment may arise until funds are made available to the Creating Hospital District for the purposes of this Contract.

G. Reimbursement of Operating Shortfall Contributions. Any contribution made by a Creating Hospital District pursuant to this Section to fund an operational shortfall shall be treated as a reimbursable funding advance. Each annual budget prepared by the District shall identify the cumulative amount of unreimbursed funding advances made by each Creating Hospital District. To the extent unrestricted funds become available in excess of amounts reasonably necessary for current operations, debt service, Board-approved capital expenditures, and reserve requirements, such funds shall first be applied to reimburse the Creating Hospital Districts, on a pro rata basis based upon their respective unreimbursed funding advances, until all such advances have been reimbursed in full.

H. Distribution of Excess Funds. After all funding advances described in Section have been reimbursed in full, if, at the close of any fiscal year, the District's governing board determines that the District has unrestricted funds in excess of those reasonably necessary for current operations, debt service, Board-approved capital expenditures, and reserve requirements, the governing board may declare a distribution of all or a portion of such excess funds to the Creating Hospital Districts in equal shares.

Section 4. Assets and Property Management

A. Ownership and Management of the Facility. Prior to substantial completion of the Facility, PBBHC shall assign and transfer all right, title and interest to the Facility Site and the Facility to the District, including PBBHC's rights, but not its obligations, under the Development Agreement. The District shall enter into a lease or other contract with PBBHC for the lease, management and operation of the Facility whereby PBBHC shall be responsible for the maintenance and upkeep of the Facility.

B. Leases. On behalf of the District, PBBHC may lease property and equipment and may enter into a lease or sublease of all or part of the Facility or the District's other buildings or facilities, with any person, on terms considered to be in the best interest of the District.

C. Equipment. PBBHC may acquire equipment for the benefit of or use by the District and mortgage or pledge such property as security for the payment of the purchase price.

D. Improvement and Disposition of Property. On behalf of the District, PBBHC may, in the normal course of business, hold, construct, purchase, acquire, lease, improve, maintain,

operate, sell or otherwise convey, demolish or otherwise dispose of any type of property of the District, including surplus land or equipment, or a property right therein, on terms PBBHC finds are in the best interest of the District's residents.

Section 5. Reporting and Accountability

A. Annual Reports. PBBHC shall provide an annual report to the District and the Creating Hospital Districts, detailing the services provided, financial status of Facility operations, and any other relevant information reasonably requested by the District.

B. Audits. The District shall undergo an independent audit of its financial condition for each fiscal year. The audit report shall be made available to the Creating Hospital Districts.

Section 6. Termination and Dissolution

A. Termination. This Contract may be terminated by mutual agreement of the Creating Hospital Districts.

B. Dissolution. In the event of dissolution of the District, the Creating Hospital Districts shall adopt concurrent orders to dissolve the District, and the District shall continue to control and administer any property, debts, and assets until all funds have been disposed of and all debts have been paid or settled.

Section 7. Miscellaneous

A. Governing Law. This Contract shall be governed by and construed in accordance with the laws of the State of Texas.

B. Amendments. Any amendments to this Contract must be in writing and signed by all parties.

C. Severability. If any provision of this Contract is held to be invalid or unenforceable, the remaining provisions shall continue in full force and effect.

D. Counterparts. This Contract may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

(Signature Page Follows)

IN WITNESS WHEREOF, the parties hereto have executed this Contract as of the day and year first above written.

Midland County Hospital District of
Midland County, Texas

By: _____
Name: Stephen Bowerman
Title: President & CEO

Ector County Hospital District

By: _____
Name: Russell Tippin
Title: President & CEO

Permian Basin Mental Health Services District

By: _____
Name: Stephen Bowerman
Title: President

Permian Basin Behavioral Health Center

By: _____
Name: Russell Meyers
Title: President

Exhibit A

Legal Description of the Facility Site

That certain 54.008-acre tract of land in Section 42, Block 40, Township 1-South, T. & P. RR. Co. Survey, Abstract No. 802, Midland County, Texas, being more particularly described in Special Warranty Deed recorded on December 19, 2022 in Document No. 35022 of the Official Public Records of Midland County, Texas.

From:	Office of SOM Regional Dean-Permian Basin
To:	Bryn Dodd; David Dunn; Don Hallmark; Kathy Rhodes; Sylvia Rodriguez-Sanchez; Wallace Dunn; Will Kappauf
Cc:	Adiel Alvarado; Alison Pradon; Amanda Tyler; Brad Dummer; Courtney Davis; Dr. Timothy Benton; Garret Davis; Gingie Sredanovich; Kimberly Leftwich; Linda Carpenter; Lisa Russell; Mary Gallegos; Matt Collins; Russell Tippin; Sharon Clark; Staci Ashley; Steve Steen; Tina Leal; Nimat Alam; Dr. Vijay Borra; Doug Herget; All Department Directors; Michelle Sullivan; Kerstin Connolly
Subject:	Update from TTUHSC SOM
Date:	Wednesday, October 14, 2026 4:54:24 PM
Attachments:	Ector County Hospital Board.pdf

[EXTERNAL] This email originated outside of the MCHS organization. DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Ector County Hospital District Board of Directors,

Please find attached a letter regarding TTUHSC School of Medicine and specialty care. We appreciate your continued collaboration as we work together to provide healthcare access to our region.

Respectfully,

Brian D. Schroeder, MD, MBA, FACP
Regional Dean, Odessa Campus
Professor of Internal Medicine | School of Medicine

800 W. 4th St. | Odessa, TX 79763
brian.schroeder@ttuhsc.edu
Office: 432.703.5133

TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

Office of the President
3601 4th Street, Stop 6258
Lubbock, Texas 79430
T 806.743.2900
president@ttuhsc.edu

October 14, 2026

Ector County Hospital District Board of Directors,

Thank you for your partnership and your shared commitment to expanding access to high-quality healthcare for the people of the Permian Basin. We greatly value the collaboration between our organizations and the collective efforts that have been made to address the region's healthcare needs over the last four decades.

During the past five years, Texas Tech University Health Sciences Center has worked closely with community stakeholders throughout the Permian Basin to better understand and address critical shortages in specialty healthcare services. Through community assessments and regional healthcare analyses, we have identified significant access challenges impacting residents across Midland, Odessa, and the surrounding communities. This has led to the development of the surgery and pediatric residency programs along with increased support of the new behavioral health hospital addressing access to care gaps.

Patients in the Permian Basin continue to regularly experience specialty care wait times ranging from three to six months. Many patients must travel outside the region to receive specialty care services that are either unavailable locally or operating at limited capacity. Current estimates indicate nearly 27% of Midland and Odessa residents leave the region for care with 15% outmigration for specialty services. Compounding these challenges, although the region is expected to experience an 8.6% population growth through 2033, more than 50 specialty physicians have left the region during the past six years, creating an even greater need for specialized care access and workforce development.

Our goal is to keep the people of the Permian Basin closer to home for their healthcare needs by expanding access to specialty services, strengthening the physician workforce pipeline, and supporting the long-term healthcare capacity of the region. To help meet these needs, we are advancing plans for a specialty care center designed to improve patient access and reduce outmigration. The center will not include an ambulatory surgery center but will be the home to an ophthalmology center of excellence that will perform critical eye procedures. The entire facility is intended to expand access to specialty care services for patients throughout the Permian Basin.

As we have continued discussions with our hospital partners and community stakeholders, we have carefully considered the feedback shared. Following those conversations, our plans have been tailored to focus on developing key specialty service lines provided below and an ophthalmology center of excellence.

the FUTURE of HEALTH

TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

Office of the President
3601 4th Street, Stop 6258
Lubbock, Texas 79430
T 806.743.2900
president@ttuhsc.edu

Current specialty services provided by TTUHSC in the Permian Basin:

- Endocrinology
- Podiatry
- Nephrology
- Pulmonology
- Lifestyle Medicine
- Child and Adolescent Psychiatry

Phase I specialty services currently in development:

- Ophthalmology
- Burn & Advanced Wound Healing
- Sports Medicine
- Neurology
- Rheumatology
- Oncology
- Urology
- General Cardiology

Future growth opportunities:

- Pain Management
- Gastroenterology

We plan to partner with the local hospitals to support advanced imaging, lab, and surgical services. This model supports a collaborative approach in which the specialty care center can be built around academic programming, such as graduate medical education, and patient care, while the hospital partners support advanced services. It is projected that, once at full capacity, over $40 million will be generated annually as downstream revenue to hospital partners.

We remain committed to working collaboratively with our healthcare partners to ensure that the people of the Permian Basin have access to the specialty care they need, close to home. Thank you again for your partnership, your leadership, and your dedication to improving healthcare throughout our region.

It will take all of us working together for the betterment of healthcare in the Permian Basin.

Sincerely,

Lori Rice-Spearman, Ph.D.
President

Brian Schroeder, M.D.
Regional Dean, School of Medicine – Permian Basin

the FUTURE of HEALTH

October Community Outreach Report

October 1st: Saulsbury Wellness Fair

- Attendees included: Urgent Care, with service education, Janice Turner with Breast Cancer education and Patricia Aguliar with Stroke Services.

October 1st: ECISD Teen Parent Visit

- ECISD Teen Parent School tour of the CWI and the services provided there. Approximately 20 students attended.

October 2nd: OHS v Arizona Compass Football Game

- Marketing attended giving out educational flyers and giveaways

October 3rd: Desert Dash Resource Fair

- Urgent Care, Stroke Services, Pharmacy, Mission Fitness and ProCare Cardio Team attended with educational flyers and giveaways

October 8th: OC 30 for 30 Grand Finale

- Director of Health and Wellness, Abigail Carrasco, MSN, RN, CA-CP SANE introduced the event with a 5-minute conversation about health and wellness. Marketing attended giving out educational flyers and giveaways

October 10th: OC Gage Broomall Memorial 5k

- Urgent Care attended providing giveaways and service information

October 13th: Caregiver Support Group Launch

- Our monthly caregiver support group launched on October 13th. The group is a partnership with the Area Agency on Aging of the Permian Basin and is open to anyone in the community for no charge.

October 15th: Care Kits Launch Event

- Hosted the Junior League of Odessa and community members to celebrate the launch of our Care Kits program. Members of the MCH Team spoke about the benefits of the partnership for our patients.

October 15th: Wave of Light

- Hosted the MCH Infant and Pregnancy Loss Memorial for our community members and patients at the MCH Center for Women and Infants

October 16th: Crane Memorial Hospital Breast Cancer Presentation Expo

- Janice Turner, RN/BHCN and the Oncology Team visited the Crane Memorial Hospital to speak about Breast cancer, mammograms, awareness and other services

October 16th: Permian vs OHS Football Game

- Nurse volunteers attended to provide giveaways and education services.

October 17th: Alzheimer's Association Walk

- MCH attended the Alzheimer's Association "walk to end Alzheimer's" to represent MCH and assist by volunteering. Marketing and Comm. provided information on Caregiver Support Group and Fall prevention Classes.

October 19th: Boys and Girls Club Art Competition

- Marketing and Comm. revealed new art at the Healthy Kids Clinic in partnership with the Boys and Girls Club. Gave awards and celebrated the youth artists from the Boys and Girls Club who participated in the "Healthy Heroes" art competition

October 21st: Odessa Employee Health Fair

- Urgent Care Walk in Clinic representatives attended providing service education.

October 22nd: HIV educational Summit

- Dr. Morfa, MD, spoke on HIV and members of our infectious disease Team provided educational material on HIV and services provided by MCH.

October 24th: Odessa Dia De Los Muertos

- ProCare and Urgent Care unable to find volunteers attend. MCH sponsored a hydration station and provided bottled water to festival attendees.

October 24th: Paint the Park Cancer Awareness Event

- Members of the Care Management and Oncology Team will attend to provide giveaways and education for the event.

October 26th: La Promesa Health Fair

- Cancelled again due to weather will be rescheduled for 2027

October 26th : Perman Red Ribbon Week

- Cancelled by Permian Leadership

- Partnership with OPD and Odessa Lighthouse for drug awareness in schools.
- Will send promo items next month when rescheduled

Medical Center Health System

Your One Source for Health

OCTOBER

MCHS FY27 CAMPAIGN BUILD OUT

2026

Marketing & Community Relations

Centralized strategic and operational support for Medical Center Health System

Marketing & Brand Strategy

Service line and provider promotion
Advertising and media planning
Campaign development and execution
Brand management and oversight

Digital & Communications

Website strategy and management
Digital marketing and social media
Patient, employee and public communications
Digital board content and messaging

Public Relations & Community Engagement

Media relations and earned media
Community outreach and partnerships
Sponsorships and event support
Community education initiatives

Creative & Production Services

Graphic design and creative development
Environmental branding, signage and wayfinding
Marketing collateral and promotional materials
Print production, fulfillment and Print Shop operations

One department supporting growth, communications, community partnerships and operational needs across the health system.

PCU Launch Support

Marketing, wayfinding and production support

Wayfinding & Print Production

Designed and produced coordinated elevator wraps, directional signs and floor decals to guide patients, visitors and staff to the fourth-floor CCU.

Grand Opening

Event coordination, branded materials and commemorative hammers

Digital Boards

Branding and patient access and education content



Installed wayfinding



Print production

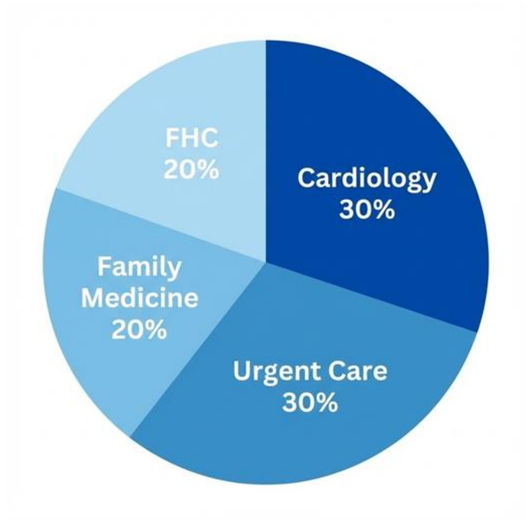
FOCUS AREAS

Q1 OCTOBER, NOVEMBER, DECEMBER

Cardiology
Ortho
Urgent Care
Family Medicine
PCPs
FHC

DIGITAL TACTICS

DIGITAL ADS ROTATING - 100% TOTAL	URGENT CARE	CARDIOLOGY	FAMILY MED	FHC	ORTHO



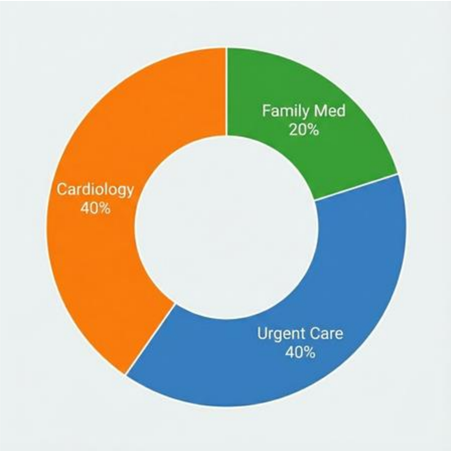
1) Campaign 1: Cardiology 20%/10% Spanish
Click through to this site: https://www.mchodessa.com/services/cardiovascular-care/
2) Campaign 2: Family Medicine 10%/10% Spanish
Click through to this site: https://www.mchodessa.com/services/Primary-care/
3) Campaign 3: Urgent Care - English 20%/10% Spanish
Click through to this site: https://www.mchodessa.com/mchurgentcare
4) Campaign 4: FHC 20% - Affordable Care for the Whole Family
Click through to this site: https://www.mchodessa.com/services/mch-family-health-clinics/

NOTE: Urgent Care and Ortho are running separate digital campaigns

SEPARATE CAMPAIGNS
Ortho
Urgent Care

DIGITAL TACTICS

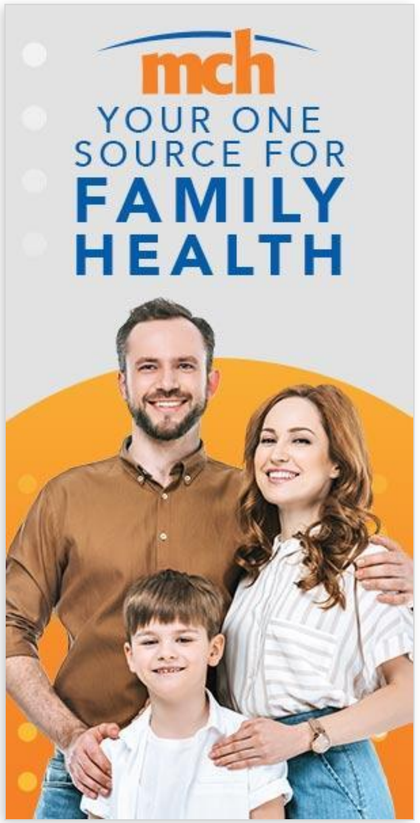
DIGITAL VIDEO ADS (ROTATING)	Urgent Care - 40%	Family Medicine - 20%	Cardiology - 40%

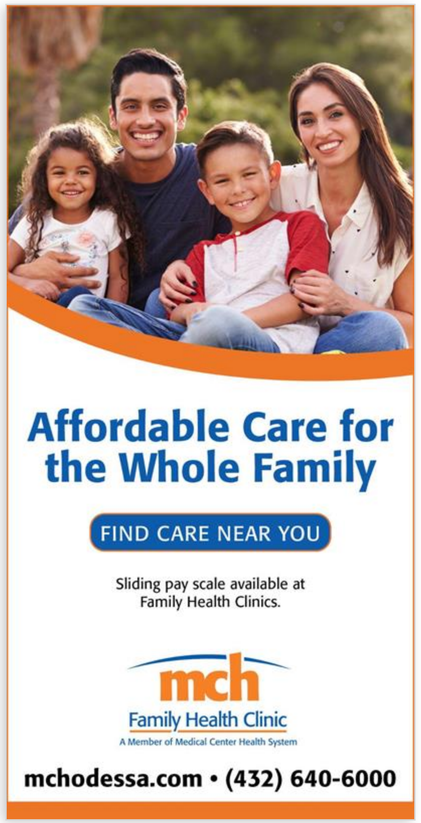


1) Campaign 1: Cardiology
Click through to this site: https://www.mchodessa.com/services/cardiovascular-care/
2) Campaign 2: Family Medicine – MCHS Family Medicine
Click through to this site: https://www.mchodessa.com/services/primary-care/
3) Campaign 3: Urgent Care
Click through to this site: https://www.mchodessa.com/services/mch-urgent-care/

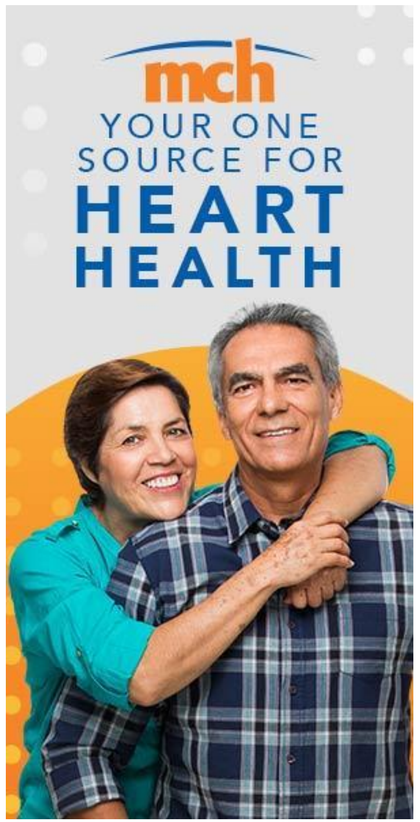
ODESSA AMERICAN DIGITAL ADS (ROTATING)	Urgent Care	Family Medicine	FHC	Cardiology

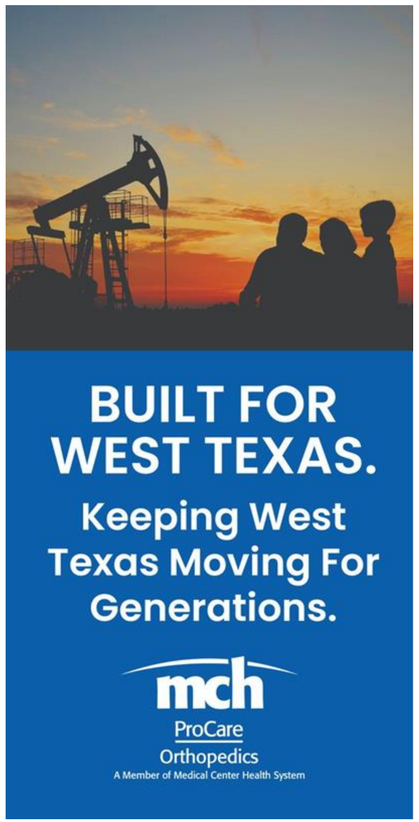
DIGITAL CREATIVE











TRADITIONAL MEDIA TACTICS

TELEVISION (:30 SCHEDULE)

- CARDIO (Evelyn/Isabella)
- ORTHO

TELEVISION (:04 ID SCHEDULE)

- ACC Heart Designation

RADIO

- High School Football

DIGITAL OUTDOOR - 8TH & DIXIE

- Walk-In Clinic
- Urgent Care
- ACC Heart Award
- Ortho

DIGITAL OUTDOOR - ANDREWS

- Urgent Care
- Your One Source - Quality Care Close to Home
- Heart Care

DIGITAL OUTDOOR - HWY 191

- Trauma

STATIC OUTDOOR - ANDREWS HWY

- Urgent Care

BILLBOARD CREATIVE - OCTOBER



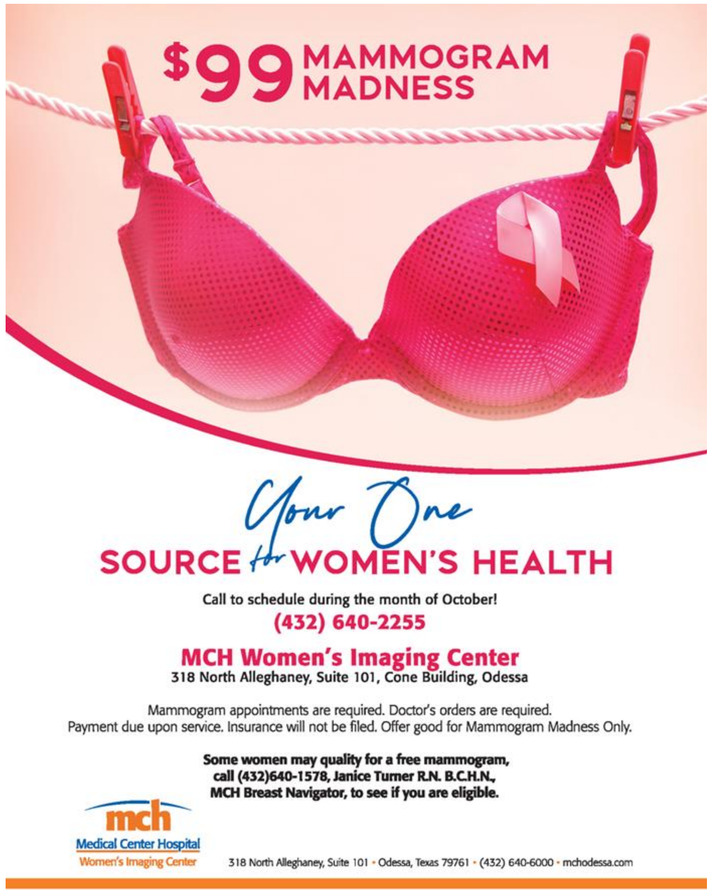




MAGAZINE PLACEMENT

PUBLICATION	OCTOBER AD	OCTOBER ARTICLE
MIDLAND LIFESTYLES	Mammo	Mammo
OCC PIPELINE	Mammo	Mammo
ODESSAN	NA	N/A
MIDLAND LIVING/ODESSA LIVING	Ortho	N/A

MAGAZINE CREATIVE - OCTOBER

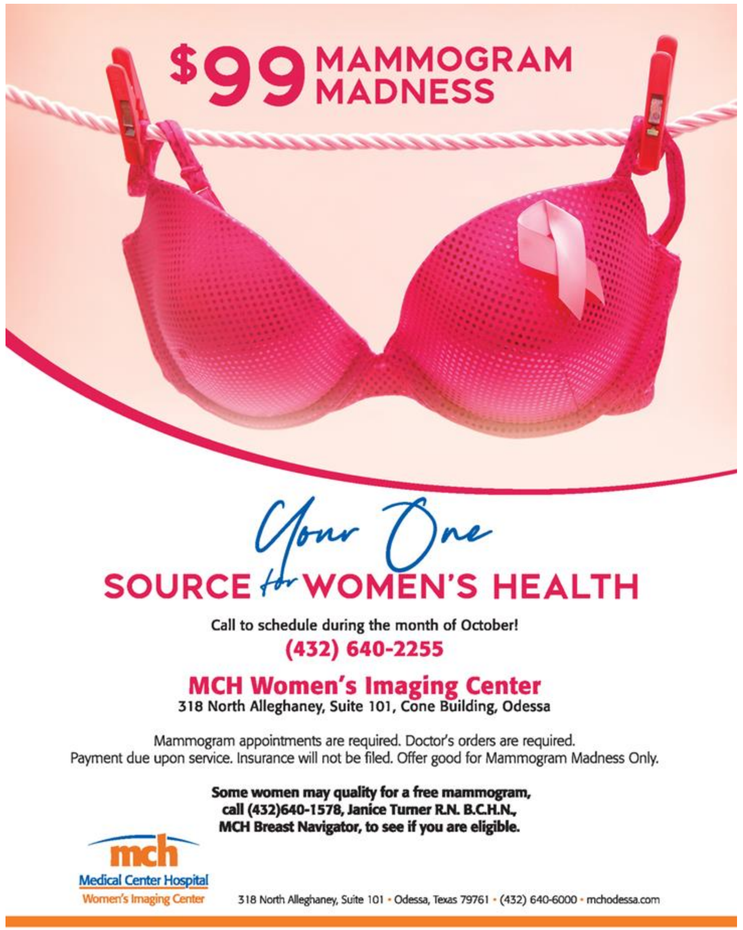


CHAMBER PLACEMENT

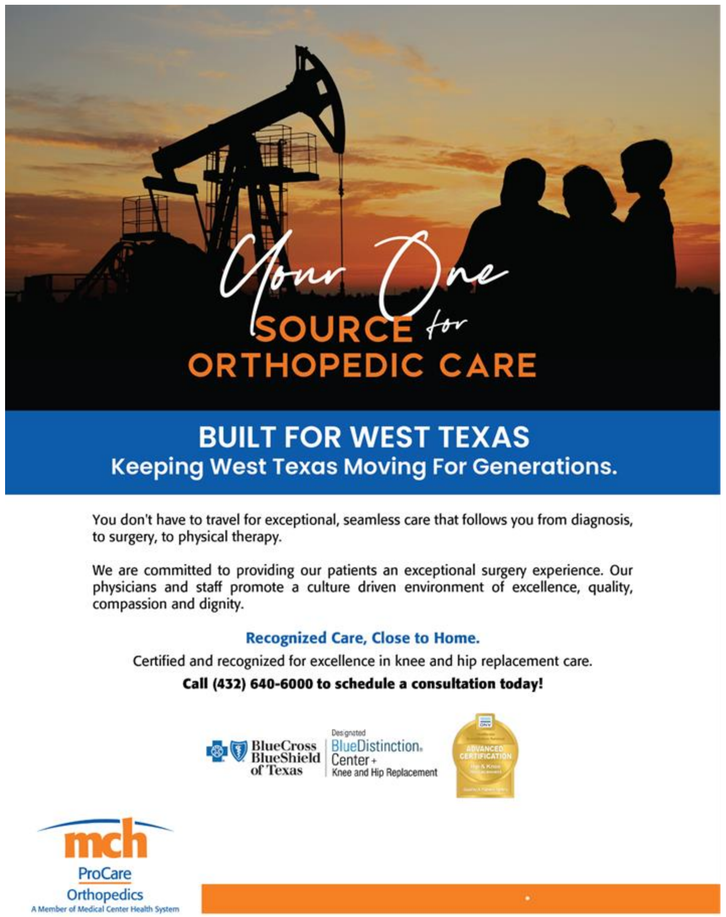
E-BLAST DISTRIBUTION DATE	OCTOBER	LINKS TO:
OCTOBER 7th	MAMMO MADNESS	https://www.mchodessa.com/services/imaging-services/womens-imaging/
OCTOBER 14TH	CARDIOLOGY/ACC HEART	https://www.mchodessa.com/services/cardiovascular-care/
OCTOBER 21ST	ORTHO	https://www.mchodessa.com/services/orthopedics/
CHAMBER CONNECTIONS NEWSLETTER	BEST OF	https://www.mchodessa.com/

CHAMBER CREATIVE - OCTOBER





CHAMBER CREATIVE - OCTOBER





J&J PODCAST

PODCAST	OCTOBER	NOTES:
WEEK 1	MAMMO	Also running on J&J social
WEEK 2	CARDIOLOGY	Also running on J&J social
WEEK 3	ORTHO	Also running on J&J social
WEEK 4	URGENT CARE	Also running on J&J social

ProCare/FHC Interviews – October 2026

Interviewer		Interviewee	Subject	Date of Int.	Date Aired
Chloe Ryan (First Alert 7)		Sirena Watts, Trauma Program Director	Prehospital Whole Blood Pilot Program Comes to West Texas	9/30/2026	9/30/2026
Chloe Ryan (First Alert 7), OA		Sirena Watts, Trauma Program Director	MCH Reverified as Level II Trauma Center by American College of Surgeons	9/30/2026	9/30/2026
		N/A (Press Release)			
Big 2 News, First Alert 7, NewsWest 9, DRB Media		Russell Tippin, CEO/President, Medical Center Health System	Grand Opening of New Progressive Care Unit	10/5/2026	10/5/2026
Odessa American		N/A (Press Release)	MCH and JLO Launch Care Kits For Breast Cancer Patients and Sexual Assault Survivors	10/12/2026	10/12/2026
Sonji Milburn (Big 2 News)		Dr. Jorge Alamo, Family Medicine	Fall Allergies and How to Treat	10/13/2026	10/19/2026
Big 2 News, First Alert 7		Janice Turner, Breast/Oncology Navigator	Junior League of Odessa, MCH Launch Care Kits for Mastetcomy Patients & Sexual Assault Survivors	10/15/2026	10/15/2026
Marcos Montes (NewsWest 9)		Meagan Parker, Director of Labor and Delivery	Wave of Light - MCH Infant and Pregnancy Loss Memorial	10/15/2026	10/15/2026
Big 2 News, First Alert 7, NewsWest 9		Kevin Adams, Communications Specialist	Boys & Girls Club of Odessa 'Healthy Heroes' Art Contest at Healthy Kids Clinic	10/19/2026	10/19/2026

ProCare/FHC Social Media – October 2026

Story/Post Publication	Social Media/Platforms	Date Posted/Aired
Neonatal Therapy Week - Airesh Peregrino, PT & Jalynn McDowell, OT	Facebook, Instagram, Stories	9/22/2026
National Rehabilitation Awareness Week (Recognizing Rehab Techs)	Facebook, Instagram, Stories	9/23/2026
Jacob Cole Wallace, MSN, RN, CEN, CPEN, TCRN - MSN in Nursing Administration AND becoming a Certified Pediatric Emergency Nurse (CPEN)!	Facebook, Instagram, Stories	9/23/2026
NICU Graduation - Ms. Jeilani, 47 Days (Born at 28 Weeks)	Facebook, Instagram, Stories	9/24/2026
National Surgical Technologists Week	Facebook, Instagram, Stories	9/25/2026
Remembering Sgt. Daniel Valenzuela 5 Years Later: 9/26/2021	Facebook (Sharing of Post from ECHD PD)	9/26/2026
Suicide Prevention Awareness Month Blog	Facebook	9/28/2026
NICU Heroes - Donna Calunod, RN & Karleen Samonte, RN	Facebook, Instagram, Stories	9/29/2026
MCH Reverified as Level II Trauma Center by American College of Surgeons	Facebook, Instagram, Stories	9/30/2026
MCH Community Diabetes Clinic Open Today	Facebook, Instagram, Stories	9/30/2026
September DAISY Award - Candice Klein, RN - 9 Central	Facebook, Instagram, Stories	10/1/2026
Bee Award - Gilbert Suarez, Interventional Radiology Supervisor	Facebook, Instagram, Stories	10/2/2026
Wave of Light - MCH Infant & Pregnancy Loss Memorial Event	Facebook, Instagram, Stories	10/5/2026
Progressive Care Unit Grand Opening	Facebook, Instagram, Stories	10/6/2026
Pink the Basin Luncheon (Pink Advocate Sponsor)	Facebook, Instagram, Stories	10/6/2026
Mammography Dept. Receives 'Exceptional Imaging' Award from vRad (Virtual Radiologic)	Facebook, Instagram, Stories	10/7/2026
National Physical Therapy Month	Facebook, Instagram, Stories	10/8/2026
September ICARE Champions and Team Champions - 6 West, Fiscal Services, Nutrition Services & Materials Management	Facebook, Instagram, Stories	10/8/2026
Pediatric Nurses Week	Facebook, Instagram, Stories	10/9/2026
National Case Management Week	Facebook, Instagram, Stories	10/12/2026

Nurse of the Month - Mercedes Madrid, RN Charge - NICU	Facebook, Instagram, Stories	10/13/2026
Clinical Associate of the Month - Edna Lazo, Anesthesia Tech - Anesthesia	Facebook, Instagram, Stories	10/13/2026
Non-Clinical Associate of the Month - Lydia Maldonado, Unit Clerk - Dialysis	Facebook, Instagram, Stories	10/13/2026
Patient Experience Top Performers - ProCare Infectious Disease, Melissa Freeman, FNP	Facebook, Instagram, Stories	10/14/2026
MCH Community Diabetes Clinic Open Reminder	Facebook, Instagram, Stories	10/14/2026
Emergency Nurses Week	Facebook, Instagram, Stories	10/15/2026
Junior League of Odessa and MCH Team Up for Care Kits (Mastectomy Patients and Sexual Assault Survivors)	Facebook, Instagram, Stories	10/15/2026
Perinatal Nurses Week	Facebook, Instagram, Stories	10/16/2026
OHS/PHS MCH Towels	Facebook, Instagram, Stories	10/16/2026
Boys & Girls Club of Odessa 'Healthy Heroes' Art Contest at MCH Healthy Kids Clinic	Facebook, Instagram, Stories	10/19/2026
National Pharmacy Week	Facebook, Instagram, Stories	10/20/2026
Mammo Madness - $99 Mammograms If Scheduled During October	Facebook, Instagram, Stories	10/21/2026
MCH Community Diabetes Clinic Open Reminder	Facebook, Instagram, Stories	10/21/2026
Infection Prevention Week	Facebook, Instagram, Stories	10/22/2026
Healthcare Quality Week	Facebook, Instagram, Stories	10/23/2026
Passing of Jesus "Jessie" Cervantez	Facebook, Instagram, Stories	10/26/2026
Respiratory Care Week	Facebook, Instagram, Stories	10/27/2026
Orthopedic Nurses Week	Facebook, Instagram, Stories	10/28/2026
MCH Community Diabetes Clinic Open Reminder	Facebook, Instagram, Stories	10/28/2026
October DAISY Award - Alyssa Lopez, BSN, RN - Emergency Department	Facebook, Instagram, Stories	10/29/2026

CEO REPORT
PROVIDER RECRUITMENT
October 2026

Mid- Level Opportunities

Specialty	Engagements	Site Visits	Accepted / Declined
Hospitalist Night			**DONE**
Family Med. (1)	**0**	**0**	**No current activity**
Cardiology (1)			**Nordita Bacon, FNP – Accepted** **Czajkowski –FNP – Pending / Visit**
Pediatrics (1) NEW	**0**	**0**	**New Recruitment Firm**
Urgent Care (1)	**3**	**1**	**Montgomery – Accepted** **Chase –Pending** **Petta-Gay –Pending**

Physician Opportunities:

Specialty	Engagement	Site Visit	Accepted / Declined
Anesthesia (4)	**0**	**0**	**No current activity**
Cardiology (2)	**1**	**1**	**Kaur- Pending / Offer** **Guragai, N- Pending / Visit**
Critical Care (1)	**2**	**2**	**Cannabal –Pending / Visit** **Mahmood – Pending / Offer**
Family Med. (1)	**0**	**0**	**Guidibanda – Pending /Offer** **Panda – Pending /Offer**
Gastro (2)	**0**	**0**	**No Activity**
Ortho (1)	**0**	**0**	**Awaiting internal team feedback**
Neurology (1)	**0**	**0**	**Zare –Accepted / Community**
OBGYN (2)	**0**	**0**	**Canzater - Pending /Offer** **Branham- Pending/ Visit** **Bennion – Accepted**
Pediatrics (1)	**2**	**2**	**Raza – Accepted** **Debnam – Pending / Visit**
Urology (1)	**0**	**0**	**Mehta- Pending /Offer**
Urgent Care (1)	**2**	**0**	**Karthik, MD – Pending / Visit**
Vascular (2)	**0**	**0**	**No Activity**
Radiology (1)	**0**	**0**	**Chika- Anyanwu- Pending /Offer**
Neurosurgery	**1**	**1**	**Cortez- Pending /Visit**