



**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 3, 2026 – 5:30 p.m.  
MEDICAL CENTER HOSPITAL BOARD ROOM (2<sup>ND</sup> FLOOR)  
500 W 4<sup>TH</sup> 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**.....  
.....Sylvia Rodriguez-Sanchez (p.3)
- VI. AWARDS AND RECOGNITION**
- A. February 2026 Associates of the Month** ..... Russell Tippin
- Nurse - Yeethir Adam Cherid
  - Clinical – Araceli Guzman
  - Non-Clinical - Veronica Molinar
- B. Net Promoter Score Recognition**..... Russell Tippin
- Dr. Santiago Giraldo
  - Dr. Mavis Twum-Barimah
- VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VIII. PUBLIC COMMENTS ON AGENDA ITEMS**
- IX. CONSENT AGENDA** .....David Dunn (p.4-44)  
(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, January 6, 2026**  
**B. Consider Approval of Joint Conference Committee, January 27, 2026**  
**C. Consider Approval of Federally Qualified Health Center Monthly Report, December 2025**
- X. COMMITTEE REPORTS**
- A. Finance Committee** ..... Bryn Dodd (45-79)
- 1. Quarterly Investment Report – Quarter 1, FY 2026

2. Quarterly Investment Officer's Certification
3. Financial Report for Month Ended December 31, 2025
4. Consent Agenda
  - a. Consider Approval of Stryker Master Service Agreement Amendment/Renewal
  - b. Consider Approval of Abbott iSTAT Pricing Amendment
  - c. Consider Approval of Fresenius Inpatient Dialysis Contract Renewal

**B. Executive Policy Committee** ..... Don Hallmark

**C. Bylaws Committee** ..... Don Hallmark (p.80-81)

1. Consider revised language to Section 5.01 and 5.02

**XI. TTUHSC AT THE PERMIAN BASIN REPORT**

**XII. CONSIDER APPROVAL OF SANE RESOLUTION** ..... Alison Pradon (p.82)

**XIII. CONSIDER APPROVAL OF SIGNING AUTHORITY RESOLUTION** ..... Steve Steen

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

..... Russell Tippin (p.83-95)

**A. PBBHC Update**

**B. Ad hoc Report(s)**

**XV. 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) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (3) Deliberation regarding Real Property pursuant to Section 551.072 of the Texas Government Code;*

**XVI. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

**A. Consider Approval of MCH ProCare Provider Agreements**

**B. Consider Approval to Sell 1940 E. 42nd Street Clinic**

**XVII. 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***

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

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

David Dunn, President  
Will Kappauf  
Sylvia Rodriguez-Sanchez  
Don Hallmark  
Wallace Dunn  
Kathy Rhodes

**MEMBERS ABSENT:**

Bryn Dodd, Vice President

**OTHERS PRESENT:**

Russell Tippin, Chief Executive Officer  
Kim Leftwich, Chief Nursing Officer  
Dr. Timothy Benton, Chief Medical Officer  
Steve Steen, Chief Legal Counsel  
Matt Collins, Chief Operating Officer  
Sharon Clark, Chief Financial Officer  
Grant Trollope, Assistant 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. Bryn Dodd was absent. Wallace Dunn moved, and Don Hallmark seconded the motion to approve Bryn Dodd's absence as excused. The motion carried.

**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**

Will Kappauf presented the Mission, Vision and Values of Medical Center Health System.

**VI. AWARDS AND RECOGNITION**

**A. January 2026 Associates of the Month**

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

- Clinical – Daniel Fuentes
- Non-Clinical – Valerie Campos Martinez
- Nurse – Alicia F. Suarez

**B. Net Promoter Score Recognition**

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

- Dr. Fernando Boccalandro
- Dr. Eduardo Salcedo

**VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**

No conflicts were disclosed.

**VIII. PUBLIC COMMENTS ON AGENDA ITEMS**

No comments from the public were received.

**IX. CONSENT AGENDA**

**A. Consider Approval of Regular Meeting Minutes, December 2, 2025**

**B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2025**

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

**X. COMMITTEE REPORTS**

**A. Finance Committee**

1. Financial Report for Month Ended November 30, 2025.
2. Consent Agenda
  - a. Consider Approval of IsoRX Nuclear Medicine Contract Renewal.
  - b. Consider Approval of Interlocal Agreement with McCamey Hospital District Renewal.

- c. Consider Approval of Interlocal Agreement with Pecos County Memorial Hospital District Renewal.
- d. Consider Approval of Firetrol Protection Systems Contract Renewal.
- 3. Consider Ratification of Velys Digital Surgery Agreement.
- 4. Consider Approval of Shadow IT – Wireless Management Services Agreement.
- 5. Consider Approval of ECG Management Consultants Addendum.

Don Hallmark 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 met on Thursday, December 18, 2025 at Noon to review and approve four (4) MCH policies meeting the committee guidelines. The committee recommends approval of four (4) policies as presented.

Don Hallmark moved, and Wallace Dunn seconded the motion to approve the Executive Policy Committee report as presented. The motion carried.

## **XI. TTUHSC AT THE PERMIAN BASIN REPORT**

Dr. Brian Schroeder, Regional Dean, Odessa Campus, Texas Tech University provided an update on Texas Tech University Health Science Center. This report was informational only. No action was taken.

## **XII. PATIENT SAFETY AND WORKFORCE SAFETY UPDATE**

Courtney Look-Davis, Chief Patient Experience Officer, presented the Infection Prevention Risk Assessment, Infection Prevention FY2026 Plan, Patient Safety Plan and the Quality Management System Plan for approval.

Kathy Rhodes moved, and Sylvia Rodriguez-Sanchez seconded the motion to approve all of the items as presented. The motion carried.

## **XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS**

### **A. Consider Approval of Board Meeting Schedule**

There was some discussion about moving the start time of the meetings. Wallace Dunn moved to start the meetings at 3:00pm for Finance and 3:45pm for Regular Board, then amended his motion to 3:30pm for Finance and 4:00pm for Regular Board, Kathy Rhodes seconded the amended motion. David Dunn moved to table the time change, Don Hallmark seconded the motion to table. The motion carried.

Will Kappauf moved, and Wallace Dunn seconded the motion to approve the board meeting schedule as presented. The meetings will remain on the first Tuesday of the month starting at 4:30pm. The motion carried.

### **B. Risk Management – Patient Safety, CMS, and PSSM Report**

The quarterly Risk Management Report was provided to the Board. This was informational only, and no action was taken.

### **C. Ad hoc Reports**

Russell Tippin, President/CEO reported that the Department of Health was at MCH to investigate an inquiry.

Kim Leftwich, Chief Nursing Officer, reported that MCH delivered 2228 babies in year 2025.

Included in the packet was the Regional Newsletter from IT, and the December 2025 Provider Recruitment Report.

These reports were informational only. No action was taken.

### **XIV. 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 of the Texas Government Code; and (4) Economic Development Negotiations pursuant to Section 551.087 of the Texas Government Code.

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

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

Steve Steen, Chief Legal Counsel, presented the MCH Medical Directorship agreements to the ECHD Board of Directors during Executive Session.

Steve Steen, Chief Legal Counsel, presented the Chief of Staff and Vice Chief of Staff agreements to the ECHD Board of Directors during Executive Session.

Gingie Sredanovich, Chief Compliance Officer, presented the Compliance Update to the ECHD Board of Directors during Executive Session, and then was excused from the remainder of Executive Session.

Russell Tippin, President/CEO, led the board in discussion about the Diabetes Clinic.

Matt Collins, Chief Operating Officer, and Adiel Alvarado, President of MCH ProCare, report to the Board about a patient/clinic issue.

Russell Tippin, President/CEO, provided an update on the State visit.

**Executive Session began at 5:53 p.m.**

**Executive Session ended at 7:49 p.m.**

No action was taken during Executive Session.

## **XV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

### **A. Consider Approval of MCH ProCare Provider Agreements.**

David Dunn presented the following renewal contract:

- Marivic Salarda, CRNA . – This is a three (3) year renewal of a Anesthesia Contract.
- Beverly Gifford, N.P. – This is a three (3) year renewal of a Family Health Clinic Contract.

Daivd Dunn presented the following amendment:

- Stephanie Kubacak, M.D. – This is an amendment to an Internal Medicine Contract.

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

### **B. Consider Approval of MCH Medical Directorship Agreements.**

David Dunn presented the following medical directorship agreements:

- Dr. Alejandra Garcia Fernadez – This is a one (1) year Medical Directorship Agreement for Critical Care.
- Dr. Ghasson Fanous – This is a one (1) year Medical Directorship Agreement for OB/GYN – Maternal Child Unit.

Kathy Rhodes moved, and Wallce Dunn seconded the motion to approve the MCH Medical Directorship Agreements as presented. The motion carried.

### **C. Consider Approval of Chief of Staff and Vice Chief of Staff Agreements**

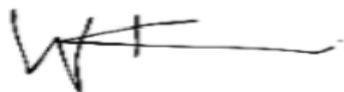
David Dunn presented the Chief of Staff Agreement for Dr. Nimat Alam (TTUHSC) and the Vice Chief of Staff Agreement for Dr. Vijay Borra.

Will Kappauf moved, and Wallace Dunn seconded the motion to approve the Chief of Staff and Vice Chief of Staff Agreements as presented. The motion carried.

## **XVI. ADJOURNMENT**

There being no further business to come before the Board, David Dunn adjourned the meeting at 7:51 p.m.

Respectfully submitted,



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



**February 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 Bylaws, 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 or Allied Health Professionals Staff for the following applicants, effective upon Board Approval.

**Medical Staff:**

Applicant	Department	Specialty/Privileges	Group	Dates
Carina Butler, MD	Radiology	Telemedicine	VRAD	02/03/2026-02/02/2028
David Hernandez, MD	OB/GYN	OB/GYN		02/03/2026-02/02/2027
Michael Littman, MD	Radiology	Telemedicine	VRAD	02/03/2026-02/02/2028
*Geronimo Mendoza Urias, MD	Pediatrics	Pediatrics	TTUHSC	02/03/2026-02/02/2027
Michael Schekall, MD	Radiology	Telemedicine	VRAD	02/03/2026-02/02/2028

**Allied Health:**

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
**Staci Martiez, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Putta Shankar Bangalore, Dr. Abhishek Jayadevappa, Dr. Marllys Munnell, Dr. Hwang, Dr. Skip Batch, Dr. Joe Bryan, Dr. Jannie Tang, Meghana Gillala, Dr. P. Reddy	02/03/2026-02/02/2028
Sarah Weaver, PA	Cardiology	AHP	Physician Assistant		Dr. Raja Naidu	02/03/2026-02/02/2028

\*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, MD Chief of Staff  
Executive Committee Chair  
/MM



**February 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:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following reappointments of the Medical Staff and Allied Health Professional Staff'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	Changes to Privileges	Dates
Cynthia Bac	Pediatrics	Yes	Active	Pediatrics		Updated Privilege Form	03/01/2026-02/28/2028
Mary Bridge	OB/GYN	Yes	Active	OB/GYN		Updated Privilege Form	03/01/2026-02/28/2028
Jaya Chadalavada, MD	Hospitalist	Yes	Active	Hospitalist	ProCare	Updated Privilege Form	03/01/2026-02/28/2028
Ragha Gandr	Medicine	Yes	Affiliate	Internal Medicine		None	02/03/2026-02/02/2028
Rickey Hamby, DO	Family	Yes	Associate to Active	Family Medicine		Updated Privilege Form	02/01/2026-01/31/2028
Charles Henr	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	03/01/2026-02/28/2028
Sonya Kella, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	03/01/2026-02/28/2028
Hao Wu, MD	Surgery	Yes	Active	Vascular Surgery		Updated Privilege Form	03/01/2026-02/28/2028



**February 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
Graciela Flores, NP	OB/GYN	AHP	Nurse Practitioner	TTUHSC	Dr. Bennion	Updated Privilege Form	03/01/2026-02/28/2028
Michael Hester, NP	Surgery	AHP	Nurse Practitioner		Dr. Patel, Dr. Awtrey	Updated Privilege Form	03/01/2026-02/28/2028

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



**February 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
Mandeep Othee, MD	Medicine	Updated Privilege Form

**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 Allied Health Professional Staff.

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



**February 3, 2026**

**ECTORCOUNTY 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	Action
Matthew Austin, MD	Telemedicine	Radiology	12/28/2025	Resignation
David Coston, CRNA	AHP	Anesthesia	11/06/2025	Lapse in Privileges
Kristian Delgado, MD	Affiliate	Anesthesia	11/30/2025	Lapse in Privileges
Pablo Feuillet, MD	Telemedicine	Medicine	12/31/2025	Resignation
Rathnavali Katragadda, MD	Associate	Medicine	09/04/2025	Lapse in Privileges
Kavitha Kumbum, MD	Active Full Staff Locum	Medicine	02/28/2026	Lapse in Privileges
David Meis, MD	Telemedicine	Radiology	10/29/2025	Resignation
Brian Monks, MD	Associate Locum Full Staff	OB/GYN	02/28/2026	Lapse in Privileges
Ekangaki Nzonguti, CRNA	AHP	Anesthesia	11/06/2025	Lapse in Privileges
Obosa Osawe, MD	Associate Locum Full Staff	OB/GYN	02/10/2026	Lapse in Privileges
John Parker, MD	Telemedicine	Radiology	08/31/2025	Resignation
Duane Wilson, MD	Telemedicine	Radiology	01/01/2026	Resignation
Jesus Zamora, MD	Telemedicine	Radiology	12/29/2025	Resignation

**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



**February 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
Rickey Hamby, DO	Family Medicine	Associate to Active
Nathaniel Wolkenfeld, MD	Surgery	Courtesy 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	Action
None				



**February 3, 2026**  
**ECTOR COUNTY HOSPITAL DISTRICT**  
**BOARD OF DIRECTORS**

**Removal of I-FPPE**

Staff Member	Department	Removal/Extension
Hina Budhwani, MD	Hospitalist	I-FPPE Removal
Thao Dang, MD	Medicine	I-FPPE Removal
Mabel Jimenez, MD	Medicine	I-FPPE Removal
Priya Velumani, MD	Medicine	I-FPPE Removal
Vicky Bakhos Webb, MD	Family Medicine	6- Month Extension
Leonardo Zelaya, MD	Hospitalist	I-FPPE Removal

**Change in Privileges**

Staff Member	Department	Privilege
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



**February 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:

- Cardiology Department Chairman Criteria
- Medicine Additional Chairman Criteria

**Advice, Opinions, Recommendations and Motion:**

- Cardiology Department Chairman Criteria
- Medicine Additional Chairman Criteria

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 Cardiology Department Chairman Criteria and Medicine Additional Chairman Criteria. Forward this recommendation to the Ector County Hospital District Board of Directors.

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

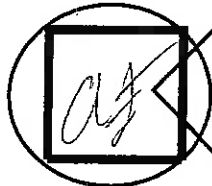
## Eligibility Criteria – Department Chair

Pursuant to the Medical Staff Bylaws Article 3.B. Eligibility Criteria

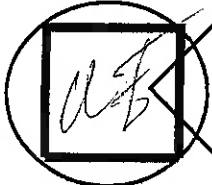
Physician Name: Adam Farber

Department: Cardiology

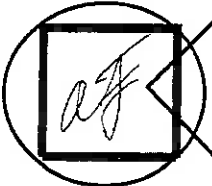
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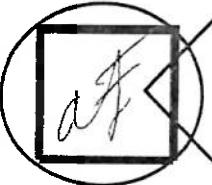
be certified by an appropriate specialty board and main certification as defined in the Credentials Policy;



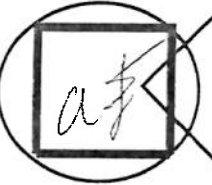
have served on the Active Staff for at least three years;



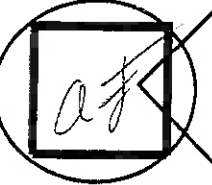
have no pending adverse recommendations concerning appointment or clinical privileges;



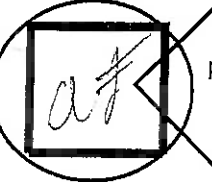
not presently serving as a Medical Staff officer, board member, or department chairperson at any other hospital and will not serve during their terms of office;



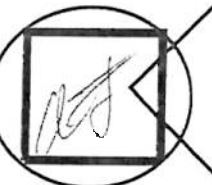
be willing to faithfully discharge the duties and responsibilities of the position;



have some experience in a leadership position or other involvement in performance improvement function for at least two years;



participate in Medical Staff leadership training as determined by the Medical Executive Committee; and;



Disclose any financial conflict of interest (ie an ownership or investment interest in or compensation arrangement) with a hospital or hospital-affiliated entity within Ector County or within 100 miles of the hospital campus to the nominating committee for evaluation. This does not apply to services provided within a practitioner's office and billed under the same provider number used by the practitioner.

Signature: Adam Farber

Date: 12/15/25

## Eligibility Criteria – Department Chair

Pursuant to the Medical Staff Bylaws Article 3.8. Eligibility Criteria

Physician Name: Alejandra Garcia

Department: IM

INITIAL each BOX



be certified by an appropriate speciality board and main certification as defined in the Credentials Policy;



have served on the Active Staff for at least three years.



have no pending adverse recommendations concerning appointment or clinical privileges;



not presently be serving as a Medical Staff officer, board member, or department chairperson at any other hospital and will not serve during their terms of office



be willing to faithfully discharge the duties and responsibilities of the position;



have some experience in a leadership position or other involvement in performance improvement function for at least two years;



participate in Medical Staff Leadership training as determined by the Medical Executive Committee; and



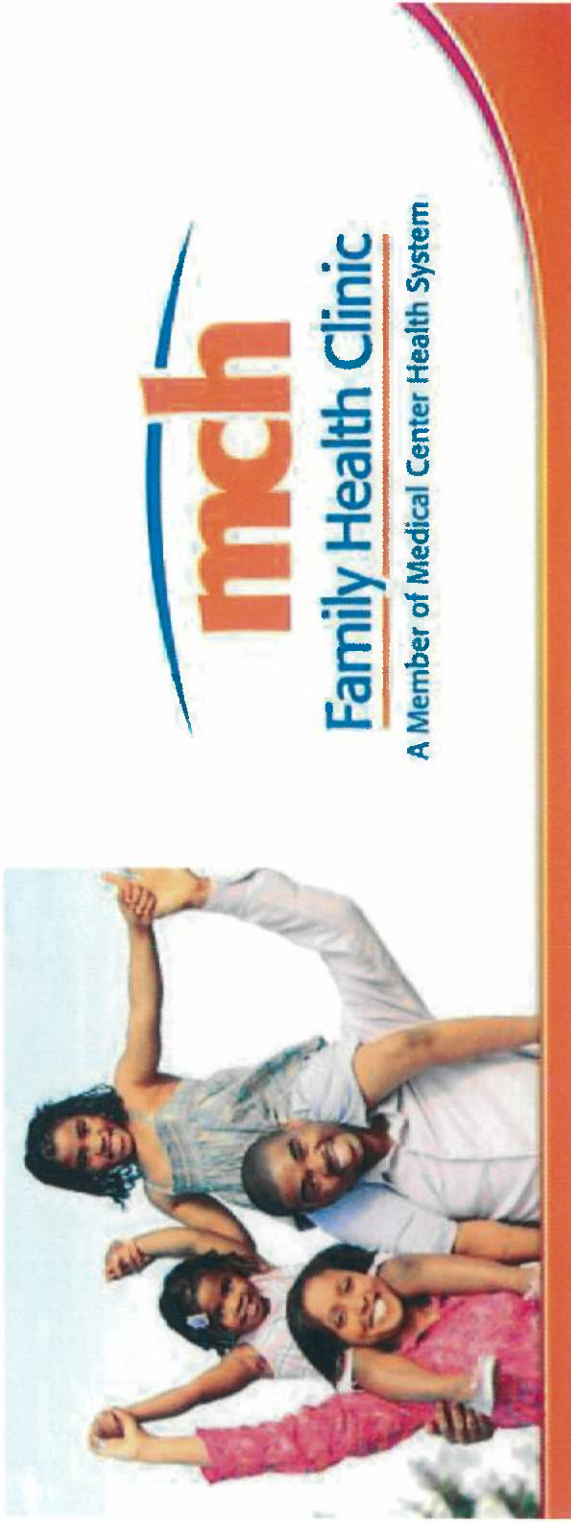
Disclose any financial conflict of interest (ie. an ownership or investment interest in or compensation arrangement) with a hospital or hospital-affiliated entity within Ector County or within 100 miles of the hospital campus to the nominating committee for evaluation. This does not apply to services provided within a practitioner's office and billed under the same provider number used by the practitioner.

Signature X

Date:

1/12/26

Family Health Clinic  
February 2026  
ECHD Board Update

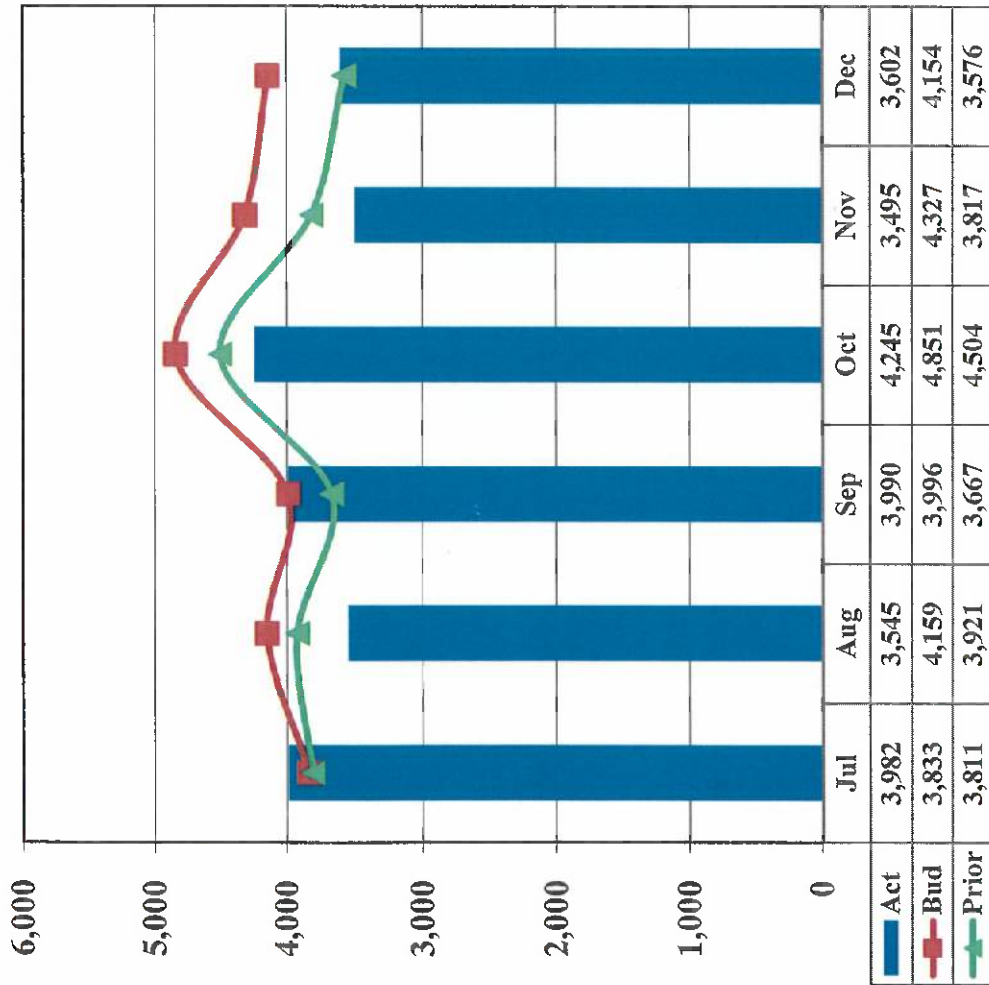


# Financial Presentation

## For the Month Ended

## December 31, 2025

# Family Health Clinic Total Visits

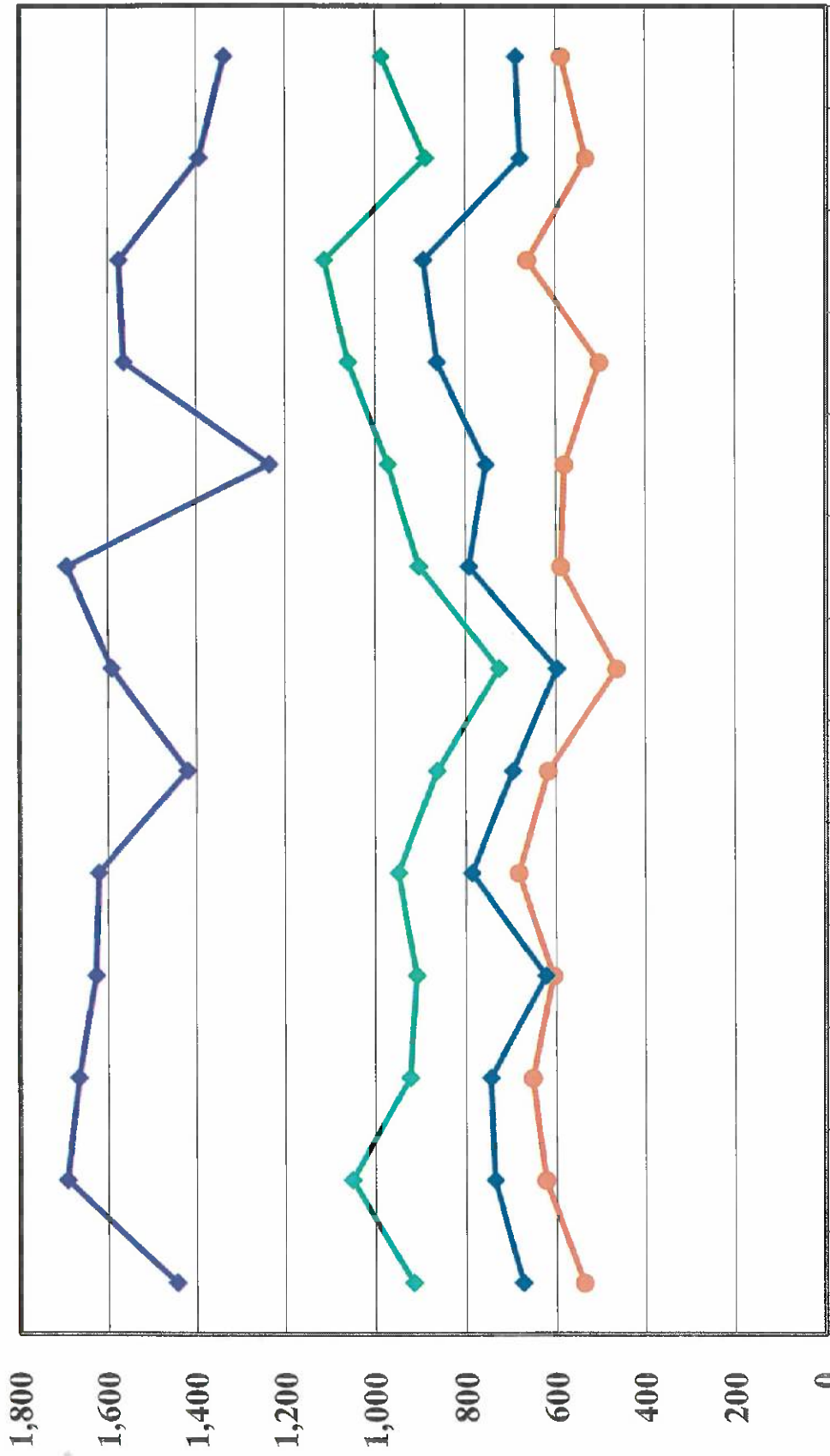


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,602	4,154	3,576
Var %		-13.3%	0.7%
Year-To-Date	11,342	13,332	11,897
Var %		-14.9%	-4.7%
Rolling 12 Mo.	45,753	49,251	46,104
Var %		-7.1%	-0.8%



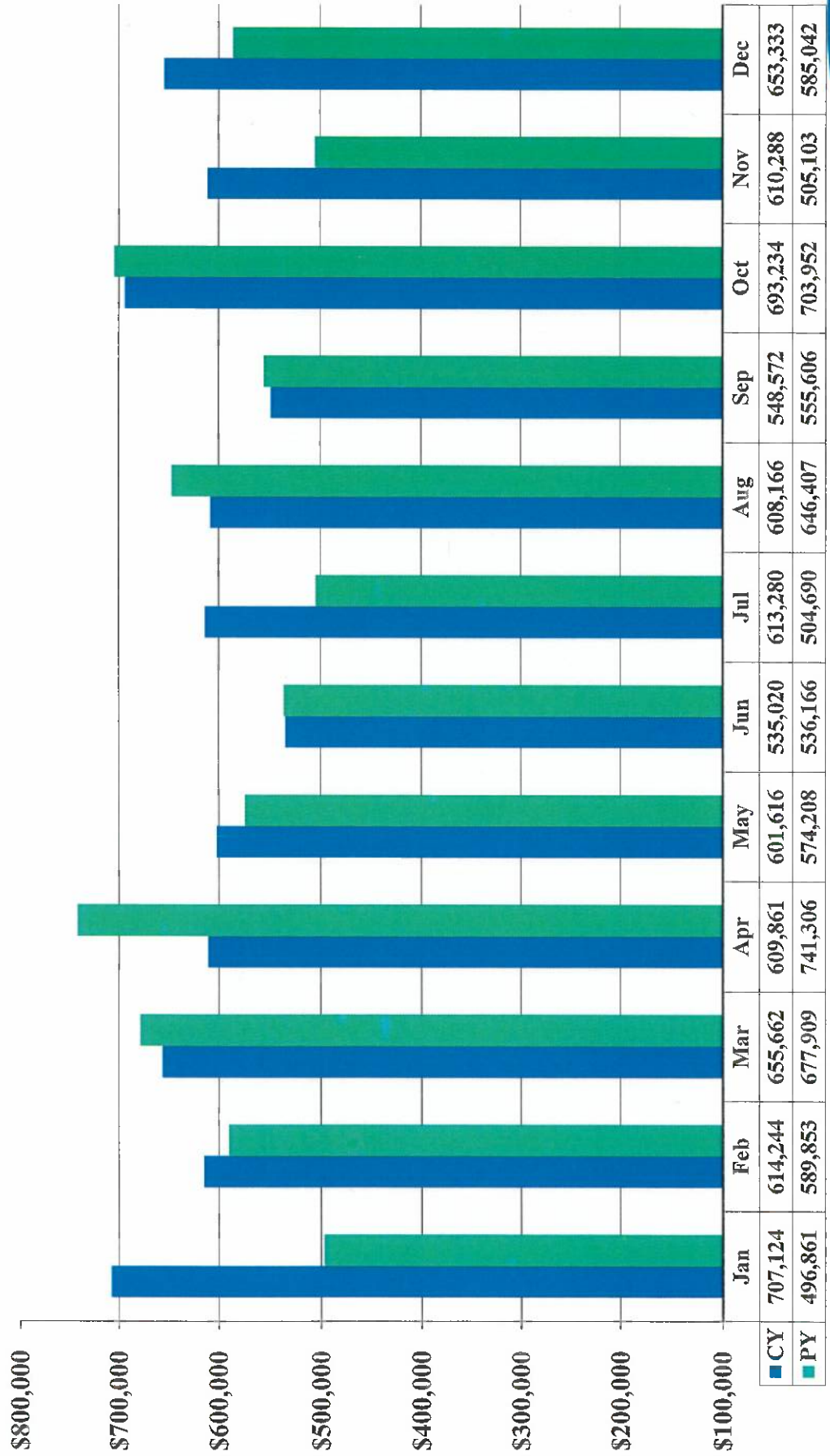
# Family Health Center Visits

Thirteen Month Trending

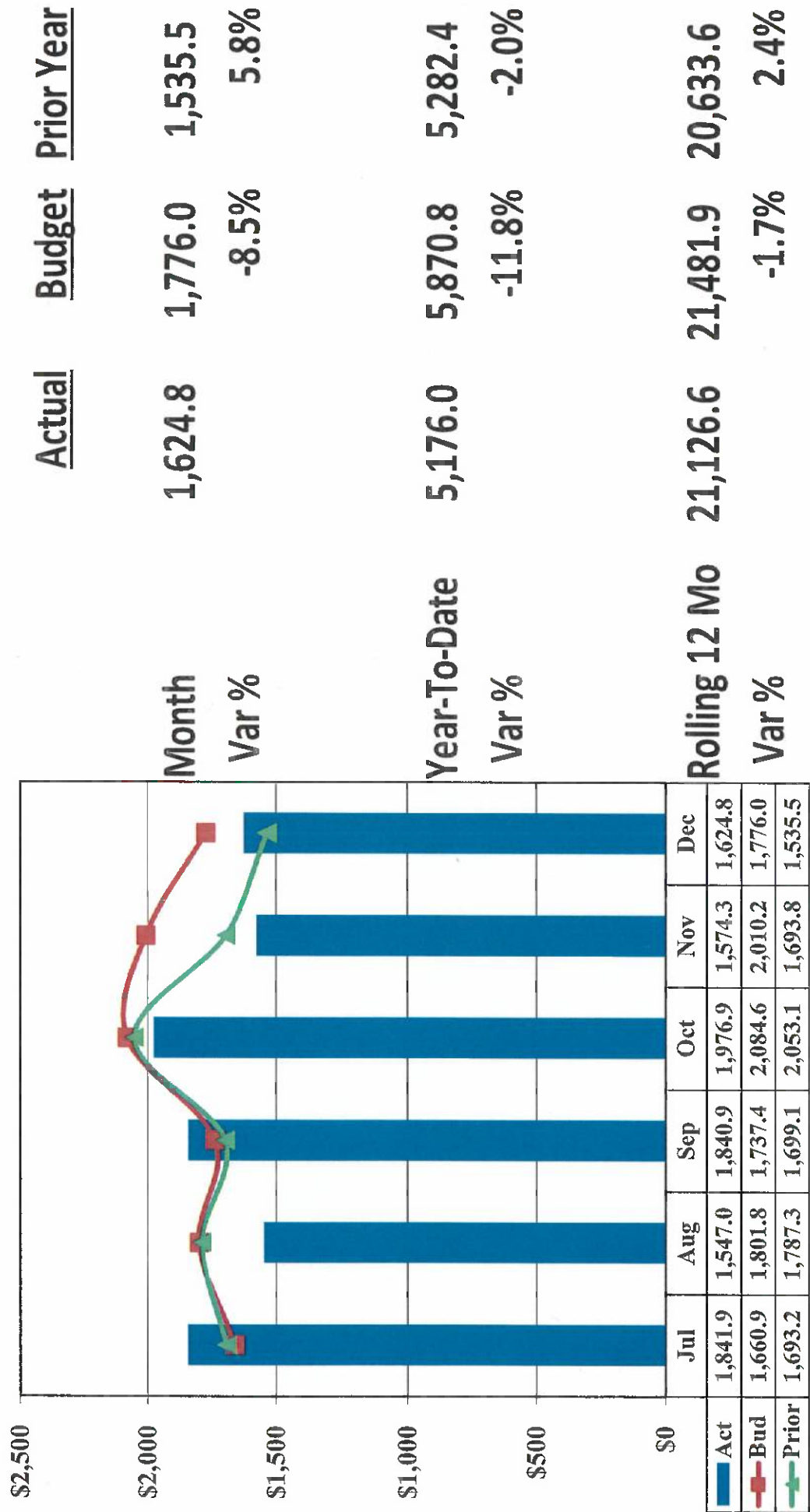


# Total AR Cash Receipts

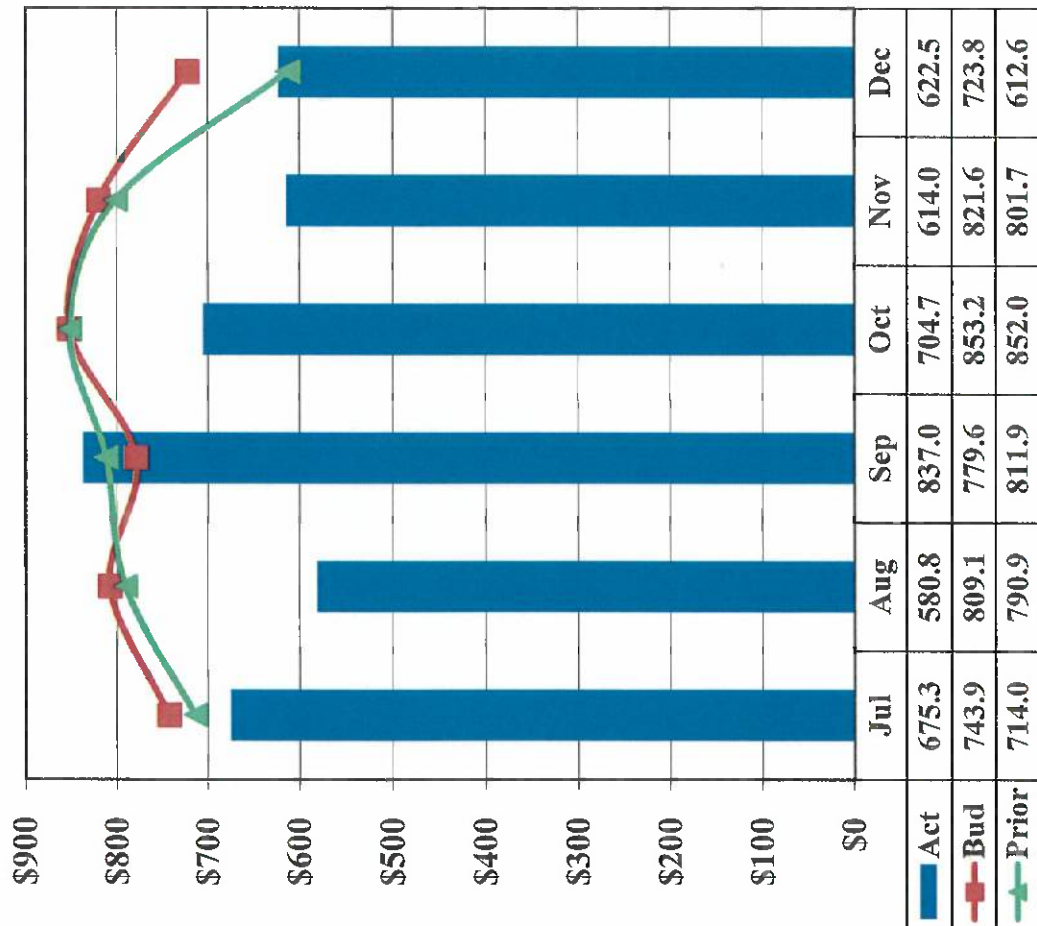
Compared to Prior Twelve Months



# Total Patient Revenues



# Net Patient Revenues



Actual      Budget      Prior Year

Month

Var %

622.5      723.8      612.6

-14.0%      1.6%

Year-To-Date

Var %

1,941.3      2,398.6      2,266.3

-19.1%      -14.3%

Rolling 12 Mo

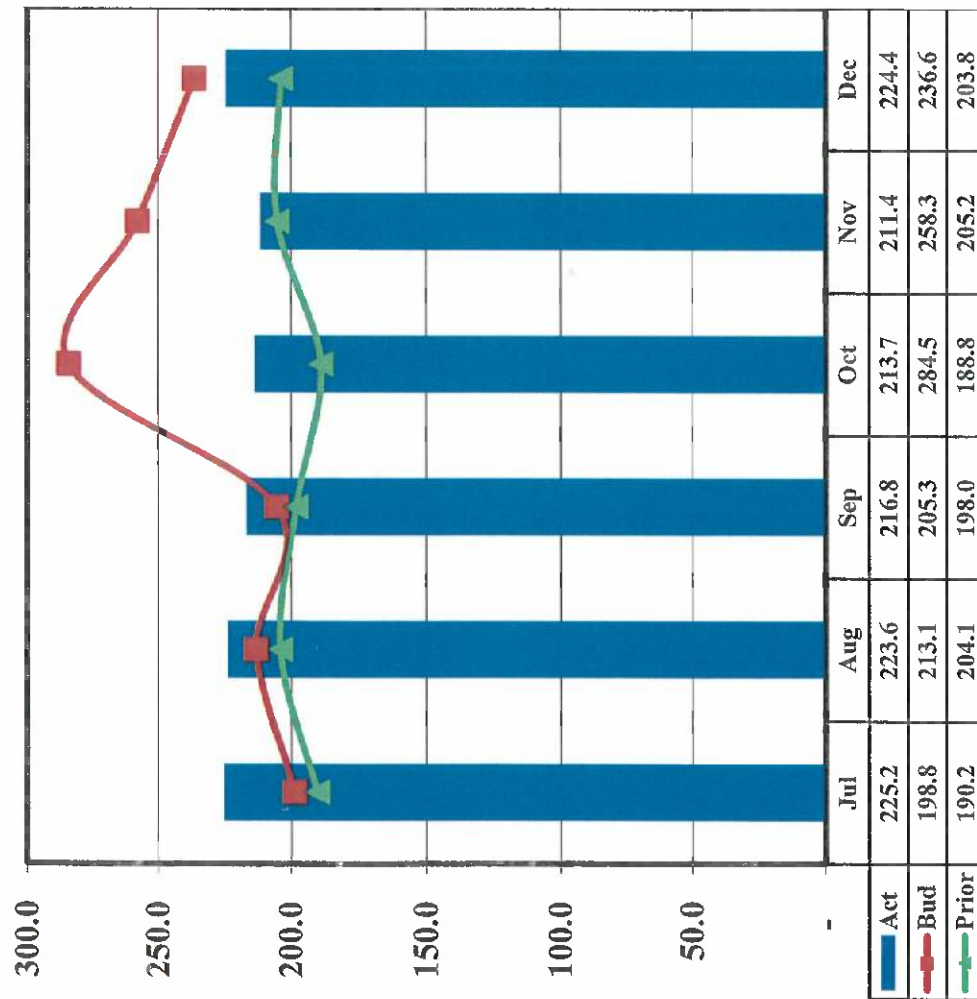
Var %

8,372.4      9,411.0      9,341.8

-11.0%      -10.4%

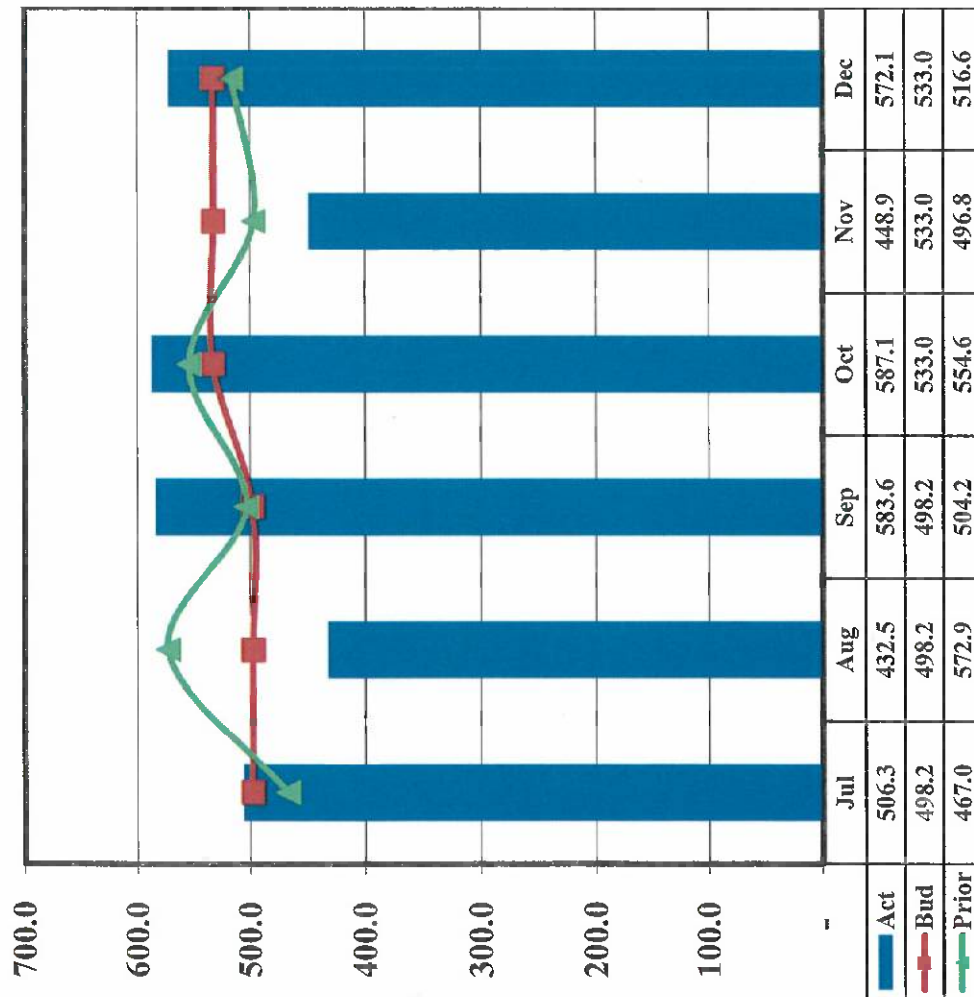


# Salaries, Wages & Contract Labor



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	224.4	236.6	203.8
Var %		-5.2%	10.1%
Year-To-Date	649.4	779.5	597.9
Var %		-16.7%	8.6%
Rolling 12 Mo	2,581.1	2,592.4	2,314.1
Var %		-0.4%	11.5%

# Physician Services



Month

Var %

Year-To-Date

Var %

Rolling 12 Mo

Var %

Actual

Budget

Prior Year

572.1

533.0

516.6

7.3%

10.7%

1,608.1

1,599.0

1,568.0

0.6%

2.6%

6,101.8

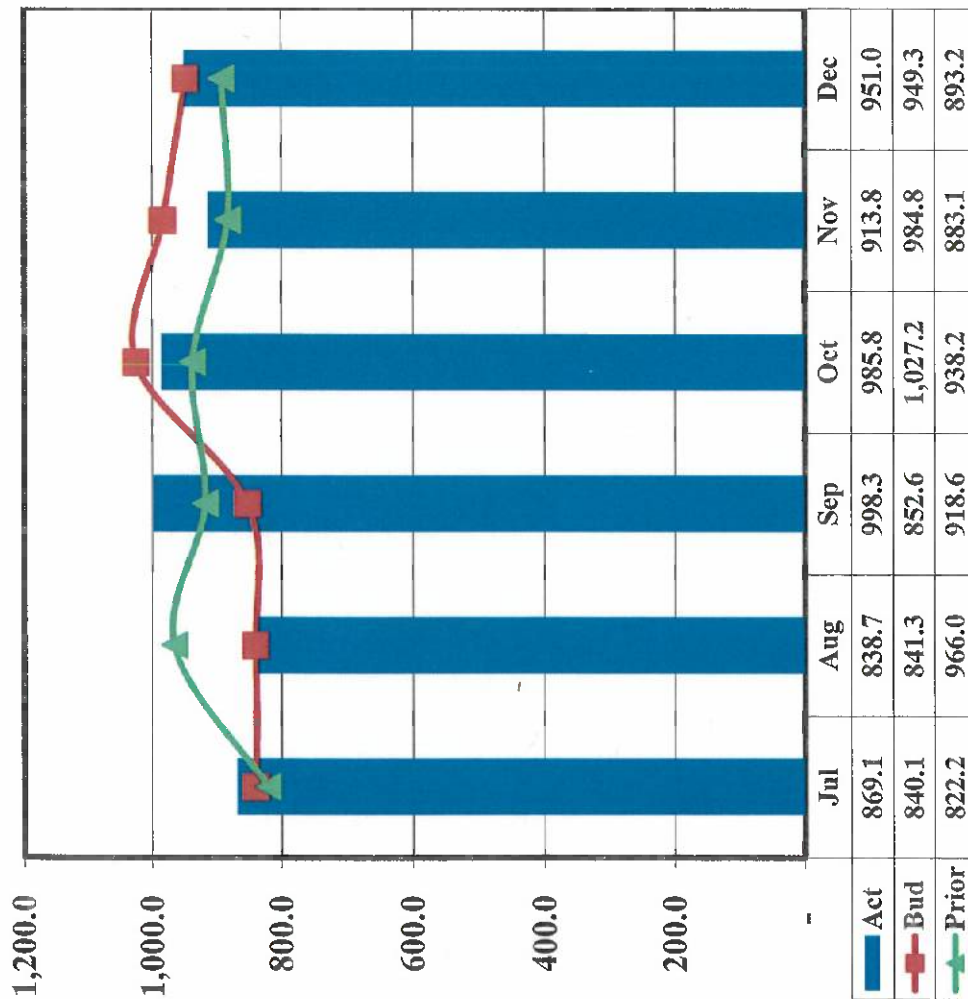
6,082.8

5,945.7

0.3%

2.6%

# Total Operating Cost



Month  
Var %

<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
951.0	949.3	893.2
	0.2%	6.5%

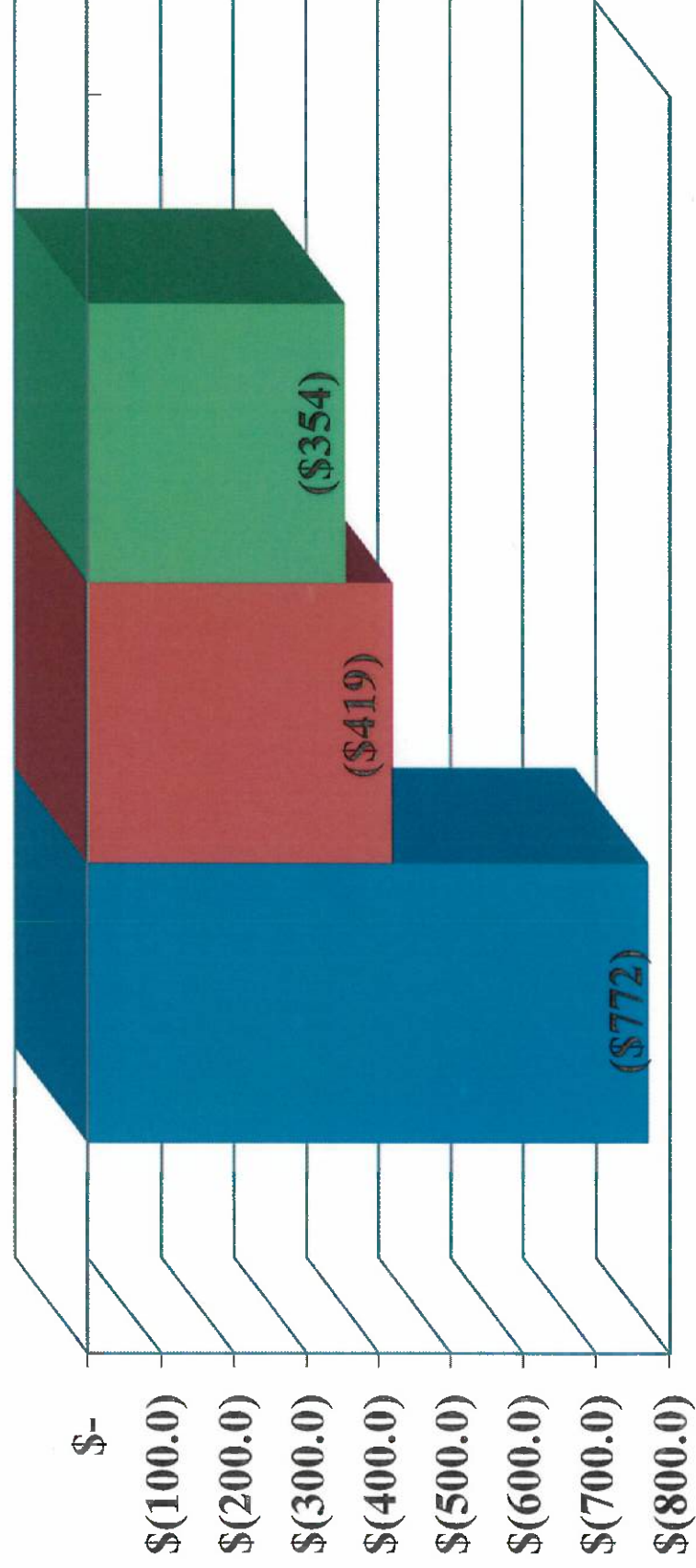
Year-To-Date  
Var %

2,850.2	2,961.4	2,714.6
	-3.8%	5.0%

Rolling 12 Mo  
Var %

10,682.0	10,555.3	10,085.3
	1.2%	5.9%

# Net Gain (Loss) From Operations - YTD



■ FY 2026 ■ FY 2026 Budget ■ FY 2025

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 1,624,786	\$ 1,775,980	-8.5%	\$ 1,535,450	5.8%	\$ 5,175,976	\$ 5,870,825	-11.8%	\$ 5,282,404	-2.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 1,624,786	\$ 1,775,980	-8.5%	\$ 1,535,450	5.8%	\$ 5,175,976	\$ 5,870,825	-11.8%	\$ 5,282,404	-2.0%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 740,603	\$ 860,875	-14.0%	\$ 769,630	-3.8%	\$ 2,550,215	\$ 2,849,557	-10.5%	\$ 2,605,812	-2.1%
Self Pay Adjustments	268,751	189,297	34.8%	164,913	63.0%	759,928	649,147	17.1%	391,723	94.0%
Bad Debts	(7,087)	(7,986)	-11.3%	(11,680)	-39.3%	(75,431)	(26,468)	185.0%	18,566	-606.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 1,002,267	\$ 1,052,166	-4.7%	\$ 922,863	8.6%	\$ 3,234,712	\$ 3,472,236	-6.8%	\$ 3,016,101	7.2%
	61.69%	59.25%		60.10%		62.49%	59.14%		57.10%	
<b>NET PATIENT REVENUE</b>	\$ 622,519	\$ 723,794	-14.0%	\$ 612,587	1.6%	\$ 1,941,264	\$ 2,398,589	-19.1%	\$ 2,266,304	-14.3%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 31,704	\$ 47,777	-33.6%	\$ 41,038	-22.7%	\$ 137,140	\$ 143,331	-4.3%	\$ 93,993	45.9%
<b>TOTAL OTHER REVENUE</b>	\$ 31,704	\$ 47,777	-33.6%	\$ 41,038	-22.7%	\$ 137,140	\$ 143,331	-4.3%	\$ 93,993	45.9%
<b>NET OPERATING REVENUE</b>	\$ 654,223	\$ 771,571	-15.2%	\$ 653,625	0.1%	\$ 2,078,403	\$ 2,541,920	-18.2%	\$ 2,360,296	-11.9%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 224,390	\$ 236,642	-5.2%	\$ 203,820	10.1%	\$ 649,449	\$ 779,456	-16.7%	\$ 597,867	8.6%
Benefits	42,900	39,507	8.6%	42,389	1.2%	106,666	129,700	-17.8%	104,357	2.2%
Physician Services	572,109	533,005	7.3%	516,614	10.7%	1,608,128	1,599,015	0.6%	1,568,006	2.6%
Cost of Drugs Sold	71,748	89,046	-19.4%	82,915	-13.5%	340,274	295,975	15.0%	295,341	15.2%
Supplies	12,501	19,819	-36.9%	17,285	-27.7%	56,130	65,130	-13.8%	56,625	-0.9%
Utilities	3,966	5,391	-26.4%	4,332	-8.5%	15,075	14,836	1.6%	15,442	-2.4%
Repairs and Maintenance	-	1,875	-100.0%	1,382	-100.0%	3,941	5,625	-29.9%	4,236	-7.0%
Leases and Rentals	1,034	1,058	-2.3%	1,922	-46.2%	3,200	3,174	0.8%	3,602	-11.1%
Other Expense	1,000	1,135	-11.9%	1,000	0.0%	3,000	3,405	-11.9%	4,219	-28.9%
<b>TOTAL OPERATING EXPENSES</b>	\$ 929,649	\$ 927,478	0.2%	\$ 871,659	6.7%	\$ 2,785,861	\$ 2,896,316	-3.8%	\$ 2,649,695	5.1%
Depreciation/Amortization	\$ 21,358	\$ 21,871	-2.3%	\$ 21,510	-0.7%	\$ 64,296	\$ 65,067	-1.2%	\$ 64,890	-0.9%
<b>TOTAL OPERATING COSTS</b>	\$ 951,007	\$ 949,349	0.2%	\$ 893,170	6.5%	\$ 2,850,157	\$ 2,961,383	-3.8%	\$ 2,714,585	5.0%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (296,784)	\$ (177,778)	66.9%	\$ (239,545)	23.9%	\$ (771,754)	\$ (419,463)	84.0%	\$ (354,289)	117.8%
Operating Margin	-45.36%	-23.04%	96.9%	-36.65%	23.8%	-37.13%	-16.50%	125.0%	-15.01%	147.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	3,602	4,154	-13.3%	3,576	0.7%	11,342	13,332	-14.9%	11,897	-4.7%
Average Revenue per Office Visit	451.08	427.53	5.5%	429.38	5.1%	456.35	440.36	3.6%	444.01	2.8%
Hospital FTE's (Salaries and Wages)	49.9	53.8	-7.1%	46.2	8.2%	49.6	59.5	-16.7%	46.2	7.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 198,306	\$ 160,606	23.5%	\$ 148,517	33.5%	\$ 568,369	\$ 538,672	5.5%	\$ 516,985	9.9%
<b>TOTAL PATIENT REVENUE</b>	\$ 198,306	\$ 160,606	23.5%	\$ 148,517	33.5%	\$ 568,369	\$ 538,672	5.5%	\$ 516,985	9.9%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 71,232	\$ 57,792	23.3%	\$ 52,991	34.4%	\$ 201,391	\$ 193,834	3.9%	\$ 172,963	16.4%
Self Pay Adjustments	66,141	51,656	28.0%	50,241	31.6%	172,193	173,254	-0.6%	172,965	-0.4%
Bad Debts	(2,770)	(3,669)	-24.5%	3,470	-179.8%	(4,925)	(12,305)	-60.0%	4,597	-207.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 134,603	\$ 105,779	27.2%	\$ 106,702	26.1%	\$ 368,659	\$ 354,783	3.9%	\$ 350,525	5.2%
	67.9%	65.9%		71.8%		64.9%	65.9%		67.8%	
<b>NET PATIENT REVENUE</b>	\$ 63,703	\$ 54,827	16.2%	\$ 41,814	52.3%	\$ 199,710	\$ 183,889	8.6%	\$ 166,460	20.0%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 31,704	\$ 47,777	0.0%	\$ 41,038	-22.7%	\$ 137,140	\$ 143,331	0.0%	\$ 93,993	45.9%
<b>TOTAL OTHER REVENUE</b>	\$ 31,704	\$ 47,777	-33.6%	\$ 41,038	-22.7%	\$ 137,140	\$ 143,331	-4.3%	\$ 93,993	45.9%
<b>NET OPERATING REVENUE</b>	\$ 95,407	\$ 102,604	-7.0%	\$ 82,852	15.2%	\$ 336,850	\$ 327,220	2.9%	\$ 260,453	29.3%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 71,403	\$ 59,275	20.5%	\$ 58,715	21.6%	\$ 191,670	\$ 198,806	-3.6%	\$ 175,672	9.1%
Benefits	13,651	9,896	37.9%	12,211	11.8%	31,480	33,081	-4.8%	30,663	2.7%
Physician Services	89,313	73,535	21.5%	74,340	20.1%	219,229	220,605	-0.6%	238,760	-8.2%
Cost of Drugs Sold	22,074	27,587	-20.0%	31,431	-29.8%	72,072	92,528	-22.1%	109,376	-34.1%
Supplies	2,844	3,078	-14.1%	3,217	-17.8%	12,146	9,903	22.6%	8,437	44.0%
Utilities	1,800	2,286	-21.2%	1,883	-4.4%	7,306	6,306	15.9%	6,682	9.3%
Repairs and Maintenance	-	983	-100.0%	531	-100.0%	1,593	2,949	-46.0%	1,653	-3.6%
Leases and Rentals	557	647	-13.9%	775	-28.1%	1,658	1,941	-14.6%	2,371	-30.1%
Other Expense	1,000	1,135	-11.9%	1,000	0.0%	3,000	3,405	-11.9%	4,219	-28.9%
<b>TOTAL OPERATING EXPENSES</b>	\$ 202,442	\$ 178,422	13.5%	\$ 184,103	10.0%	\$ 540,154	\$ 569,524	-5.2%	\$ 577,831	-6.5%
Depreciation/Amortization	\$ 3,896	\$ 4,078	-4.5%	\$ 4,048	-3.8%	\$ 11,910	\$ 12,185	-2.3%	\$ 12,145	-1.9%
<b>TOTAL OPERATING COSTS</b>	\$ 206,338	\$ 182,500	13.1%	\$ 188,151	9.7%	\$ 552,064	\$ 581,709	-5.1%	\$ 589,976	-6.4%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (110,931)	\$ (79,896)	-38.8%	\$ (105,299)	-5.3%	\$ (215,215)	\$ (254,489)	15.4%	\$ (329,523)	34.7%
Operating Margin	-116.27%	-77.87%	49.3%	-127.09%	-8.5%	-63.89%	-77.77%	-17.9%	-126.52%	-49.5%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	590	563	4.8%	540	9.3%	1,789	1,901	-5.9%	1,915	-6.6%
Average Revenue per Office Visit	336.11	285.27	17.8%	275.03	22.2%	317.70	283.36	12.1%	269.97	17.7%
Hospital FTE's (Salaries and Wages)	11.5	11.3	2.0%	9.9	16.0%	11.7	12.8	-8.3%	10.2	14.9%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 225,804	\$ 299,296	-24.6%	\$ 201,135	12.3%	\$ 772,627	\$ 912,662	-15.3%	\$ 648,495	19.1%
<b>TOTAL PATIENT REVENUE</b>	\$ 225,804	\$ 299,296	-24.6%	\$ 201,135	12.3%	\$ 772,627	\$ 912,662	-15.3%	\$ 648,495	19.1%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 93,380	\$ 128,033	-27.1%	\$ 81,874	14.1%	\$ 316,989	\$ 390,420	-18.8%	\$ 262,404	20.8%
Self Pay Adjustments	55,723	63,897	-12.8%	46,373	20.2%	159,835	194,844	-18.0%	138,799	15.2%
Bad Debts	(127)	(1,094)	-88.4%	3,257	-103.9%	(1,438)	(3,336)	-56.9%	9,443	-115.2%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 148,976	\$ 190,836	-21.9%	\$ 131,504	13.3%	\$ 475,386	\$ 581,928	-18.3%	\$ 410,646	15.8%
	65.98%	63.76%		65.38%		61.53%	63.76%		63.32%	
<b>NET PATIENT REVENUE</b>	\$ 76,828	\$ 108,460	-29.2%	\$ 69,631	10.3%	\$ 297,241	\$ 330,734	-10.1%	\$ 237,848	25.0%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 76,828	\$ 108,460	-29.2%	\$ 69,631	10.3%	\$ 297,241	\$ 330,734	-10.1%	\$ 237,848	25.0%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 26,159	\$ 42,727	-38.8%	\$ 26,884	-2.7%	\$ 91,385	\$ 130,290	-29.9%	\$ 74,790	22.2%
Benefits	5,001	7,133	-29.9%	5,591	-10.6%	15,009	21,680	-30.8%	13,054	15.0%
Physician Services	74,055	91,867	-19.4%	52,901	40.0%	249,696	275,601	-9.4%	169,033	47.7%
Cost of Drugs Sold	4,085	10,235	-60.1%	407	902.9%	22,304	31,211	-28.5%	14,554	53.2%
Supplies	3,861	2,946	31.1%	2,669	44.6%	7,352	8,951	-17.9%	4,198	75.1%
Utilities	2,166	3,105	-30.3%	2,450	-11.6%	7,770	8,530	-8.9%	8,761	-11.3%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Leases and Rentals	163	71	129.3%	71	129.6%	508	213	138.3%	154	228.6%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 115,489	\$ 158,084	-26.9%	\$ 90,974	26.9%	\$ 394,023	\$ 476,476	-17.3%	\$ 284,544	38.5%
Depreciation/Amortization	\$ 17,387	\$ 17,718	-1.9%	\$ 17,387	0.0%	\$ 52,162	\$ 52,657	-0.9%	\$ 52,521	-0.7%
<b>TOTAL OPERATING COSTS</b>	\$ 132,876	\$ 175,802	-24.4%	\$ 108,361	22.6%	\$ 446,185	\$ 529,133	-15.7%	\$ 337,065	32.4%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (56,048)	\$ (67,342)	-16.8%	\$ (38,730)	44.7%	\$ (148,944)	\$ (198,399)	-24.9%	\$ (99,216)	50.1%
Operating Margin	-72.95%	-62.09%	17.5%	-55.62%	31.2%	-50.11%	-59.99%	-16.5%	-41.71%	20.1%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	688	1,000	-31.2%	675	1.9%	2,259	3,046	-25.8%	2,221	1.7%
Average Revenue per Office Visit	328.20	299.30	9.7%	297.98	10.1%	342.02	299.63	14.1%	291.98	17.1%
Hospital FTE's (Salaries and Wages)	10.1	11.5	-12.4%	9.0	11.9%	10.0	11.8	-15.1%	8.7	15.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 398,170	\$ 379,383	5.0%	\$ 377,444	5.5%	\$ 1,220,423	\$ 1,304,669	-6.5%	\$ 1,220,310	0.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 398,170	\$ 379,383	5.0%	\$ 377,444	5.5%	\$ 1,220,423	\$ 1,304,669	-6.5%	\$ 1,220,310	0.0%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 171,163	\$ 180,804	-5.3%	\$ 193,850	-11.7%	\$ 533,788	\$ 621,771	-14.2%	\$ 597,995	-10.7%
Self Pay Adjustments	26,027	22,643	14.9%	18,168	43.3%	76,141	77,868	-2.2%	40,074	90.0%
Bad Debts	6,298	(960)	-756.1%	(8,970)	-170.2%	(2,955)	(3,302)	-10.5%	7,456	-139.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 203,488	\$ 202,487	0.5%	\$ 203,048	0.2%	\$ 606,974	\$ 696,337	-12.8%	\$ 645,526	-6.0%
	51.11%	53.37%		53.80%		49.73%	53.37%		52.90%	
<b>NET PATIENT REVENUE</b>	\$ 194,682	\$ 176,896	10.1%	\$ 174,396	11.6%	\$ 613,449	\$ 608,332	0.8%	\$ 574,784	6.7%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 194,682	\$ 176,896	10.1%	\$ 174,396	11.6%	\$ 613,449	\$ 608,332	0.8%	\$ 574,784	6.7%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 40,335	\$ 37,043	8.9%	\$ 26,565	51.8%	\$ 117,199	\$ 127,389	-8.0%	\$ 79,622	47.2%
Benefits	7,712	6,184	24.7%	5,525	39.6%	19,249	21,197	-9.2%	13,898	38.5%
Physician Services	64,004	63,327	1.1%	58,989	8.5%	191,656	189,981	0.9%	194,295	-1.4%
Cost of Drugs Sold	21,893	21,002	4.2%	23,492	-6.8%	70,981	72,224	-1.7%	76,519	-7.2%
Supplies	892	6,738	-86.8%	5,969	-85.1%	13,544	23,040	-41.2%	20,148	-32.8%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 134,836	\$ 134,329	0.4%	\$ 120,539	11.9%	\$ 412,594	\$ 433,936	-4.9%	\$ 384,482	7.3%
Depreciation/Amortization	\$ 75	\$ 75	-0.2%	\$ 75	0.0%	\$ 225	\$ 225	-0.2%	\$ 225	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 134,911	\$ 134,404	0.4%	\$ 120,614	11.9%	\$ 412,819	\$ 434,161	-4.9%	\$ 384,706	7.3%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ 59,772	\$ 42,492	40.7%	\$ 53,782	11.1%	\$ 200,630	\$ 174,171	15.2%	\$ 190,078	5.6%
Operating Margin	30.70%	24.02%	27.8%	30.84%	-0.4%	32.71%	28.63%	14.2%	33.07%	-1.1%

	CURRENT MONTH					YEAR TO DATE				
Total Visits	986	943	4.6%	916	7.6%	2,986	3,109	-4.0%		0.0%
Average Revenue per Office Visit	403.82	402.31	0.4%	412.06	-2.0%	408.71	419.64	-2.6%	404.21	1.1%
Hospital FTE's (Salaries and Wages)	9.9	9.8	0.6%	7.8	26.4%	9.6	11.4	-15.4%	7.8	24.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WOMENS CLINIC- OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 802,506	\$ 936,695	-14.3%	\$ 808,354	-0.7%	\$ 2,614,557	\$ 3,114,822	-16.1%	\$ 2,896,615	-9.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 802,506</b>	<b>\$ 936,695</b>	<b>-14.3%</b>	<b>\$ 808,354</b>	<b>-0.7%</b>	<b>\$ 2,614,557</b>	<b>\$ 3,114,822</b>	<b>-16.1%</b>	<b>\$ 2,896,615</b>	<b>-9.7%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 404,829	\$ 494,246	-18.1%	\$ 440,916	-8.2%	\$ 1,498,047	\$ 1,643,532	-8.9%	\$ 1,572,450	-4.7%
Self Pay Adjustments	120,860	61,101	97.8%	50,130	141.1%	351,760	203,181	73.1%	39,885	781.9%
Bad Debts	(10,488)	(2,263)	363.5%	(9,437)	11.1%	(66,113)	(7,525)	778.6%	(2,931)	2155.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 515,201</b>	<b>\$ 553,084</b>	<b>-6.8%</b>	<b>\$ 481,608</b>	<b>7.0%</b>	<b>\$ 1,783,694</b>	<b>\$ 1,839,188</b>	<b>-3.0%</b>	<b>\$ 1,609,403</b>	<b>10.8%</b>
	<b>64.20%</b>	<b>59.05%</b>		<b>59.58%</b>		<b>68.22%</b>	<b>59.05%</b>		<b>55.56%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 287,305</b>	<b>\$ 383,611</b>	<b>-25.1%</b>	<b>\$ 326,746</b>	<b>-12.1%</b>	<b>\$ 830,863</b>	<b>\$ 1,275,634</b>	<b>-34.9%</b>	<b>\$ 1,287,211</b>	<b>-35.5%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 287,305</b>	<b>\$ 383,611</b>	<b>-25.1%</b>	<b>\$ 326,746</b>	<b>-12.1%</b>	<b>\$ 830,863</b>	<b>\$ 1,275,634</b>	<b>-34.9%</b>	<b>\$ 1,287,211</b>	<b>-35.5%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 86,493	\$ 97,597	-11.4%	\$ 91,657	-5.6%	\$ 249,195	\$ 322,971	-22.8%	\$ 267,784	-6.9%
Benefits	16,536	16,294	1.5%	19,062	-13.3%	40,928	53,742	-23.8%	46,742	-12.4%
Physician Services	344,737	304,276	13.3%	330,384	4.3%	947,545	912,828	3.8%	965,919	-1.9%
Cost of Drugs Sold	23,696	30,222	-21.6%	27,584	-14.1%	174,916	100,012	74.9%	94,692	84.3%
Supplies	5,104	7,057	-27.7%	5,430	-6.0%	23,088	23,236	-0.6%	23,843	-3.2%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	892	-100.0%	851	-100.0%	2,348	2,676	-12.3%	2,583	-9.1%
Leases and Rentals	314	305	3.1%	1,076	-70.8%	1,070	915	16.9%	1,076	-0.6%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 476,882</b>	<b>\$ 456,643</b>	<b>4.4%</b>	<b>\$ 476,043</b>	<b>0.2%</b>	<b>\$ 1,439,089</b>	<b>\$ 1,416,380</b>	<b>1.6%</b>	<b>\$ 1,402,839</b>	<b>2.6%</b>
Depreciation/Amortization	\$ -	\$ -	0.0%	\$ -	100.0%	\$ -	\$ -	0.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 476,882</b>	<b>\$ 456,643</b>	<b>4.4%</b>	<b>\$ 476,043</b>	<b>0.2%</b>	<b>\$ 1,439,089</b>	<b>\$ 1,416,380</b>	<b>1.6%</b>	<b>\$ 1,402,839</b>	<b>2.6%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (189,577)</b>	<b>\$ (73,032)</b>	<b>159.6%</b>	<b>\$ (149,298)</b>	<b>27.0%</b>	<b>\$ (608,226)</b>	<b>\$ (140,746)</b>	<b>332.1%</b>	<b>\$ (115,628)</b>	<b>426.0%</b>
Operating Margin	-65.98%	-19.04%	246.6%	-45.69%	44.4%	-73.20%	-11.03%	563.5%	-8.98%	714.9%

	CURRENT MONTH					YEAR TO DATE				
	1,338	1,648	-18.8%	1,445	-7.4%	4,308	5,276	-18.3%	4,742	-9.2%
Total Visits										
Average Revenue per Office Visit	599.78	568.38	5.5%	559.41	7.2%	606.91	590.38	2.8%	610.84	-0.6%
Hospital FTE's (Salaries and Wages)	18.4	21.1	-12.7%	19.4	-5.0%	18.2	23.5	-22.8%	19.5	-7.0%

ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC COMBINED  
DECEMBER 2025

	MONTHLY REVENUE						YTD REVENUE					
	Clements	West	JBS	Womens	Total	%	Clements	West	JBS	Womens	Total	%
Medicare	\$ 79,350	\$ 64,243	\$ -	\$ 34,013	\$ 177,606	10.9%	\$ 220,410	\$ 204,170	\$ -	\$ 143,000	\$ 567,580	11.0%
Medicaid	31,806	29,523	272,269	224,764	558,363	34.4%	81,892	127,661	832,560	819,948	1,862,061	36.0%
FAP	-	-	-	-	-	0.0%	-	-	-	-	-	0.0%
Commercial	29,348	68,718	107,074	527,755	732,895	45.1%	85,987	243,765	337,739	1,559,856	2,227,347	43.0%
Self Pay	49,294	50,111	17,008	7,230	123,643	7.6%	151,464	145,908	44,287	60,977	402,636	7.8%
Other	8,508	13,209	1,819	8,743	32,280	2.0%	28,616	51,123	5,837	30,775	116,351	2.2%
Total	\$ 198,306	\$ 225,804	\$ 398,170	\$ 802,506	\$ 1,624,786	100.0%	\$ 568,369	\$ 772,627	\$ 1,220,423	\$ 2,614,557	\$ 5,175,976	100.0%

	MONTHLY PAYMENTS						YEAR TO DATE PAYMENTS					
	Clements	West	JBS	Womens	Total	%	Clements	West	JBS	Womens	Total	%
Medicare	\$ 32,772	\$ 29,594	\$ -	\$ 13,103	\$ 75,470	11.6%	\$ 79,401	\$ 94,473	\$ -	\$ 43,517	\$ 217,390	11.1%
Medicaid	17,120	17,386	149,385	\$ 86,742	270,633	41.4%	43,289	68,634	430,405	259,947	802,276	41.0%
FAP	-	-	-	\$ -	-	0.0%	-	-	-	-	-	0.0%
Commercial	14,764	32,601	57,990	\$ 132,020	237,376	36.3%	30,367	103,155	177,195	413,367	724,084	37.0%
Self Pay	6,240	11,129	8,506	\$ 31,963	57,839	8.9%	24,402	37,124	26,344	88,983	176,852	9.0%
Other	1,881	5,250	718	\$ 4,167	12,016	1.8%	4,594	16,651	2,110	12,898	36,252	1.9%
Total	\$ 72,778	\$ 95,960	\$ 216,600	\$ 267,996	\$ 653,333	100.0%	\$ 182,053	\$ 320,036	\$ 636,054	\$ 818,711	\$ 1,956,854	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
DECEMBER 2025**

**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	\$ 79,350	40.0%	\$ 46,631	31.4%	\$ 220,410	38.9%	171,063	33.1%
Medicaid	31,806	16.0%	24,794	16.7%	81,892	14.4%	78,923	15.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	29,348	14.8%	23,727	16.0%	85,987	15.1%	79,551	15.4%
Self Pay	49,294	24.9%	51,931	34.9%	151,464	26.6%	183,692	35.5%
Other	8,508	4.3%	1,435	1.0%	28,616	5.0%	3,756	0.7%
<b>TOTAL</b>	<b>\$ 198,306</b>	<b>100.0%</b>	<b>\$ 148,517</b>	<b>100.0%</b>	<b>\$ 568,369</b>	<b>100.0%</b>	<b>516,985</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	32,772	45.0%	\$ 23,556	45.6%	\$ 79,401	43.6%	75,966	50.2%
Medicaid	17,120	23.5%	11,436	22.2%	43,289	23.8%	21,041	13.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	14,764	20.3%	7,982	15.5%	30,367	16.7%	25,155	16.7%
Self Pay	6,240	8.6%	8,427	16.3%	24,402	13.4%	28,046	18.6%
Other	1,881	2.6%	225	0.4%	4,594	2.5%	860	0.6%
<b>TOTAL</b>	<b>\$ 72,778</b>	<b>100.0%</b>	<b>\$ 51,626</b>	<b>100.0%</b>	<b>\$ 182,053</b>	<b>100.0%</b>	<b>151,067</b>	<b>100.0%</b>

ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 2025

**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	\$ 64,243	28.5%	\$ 41,419	20.6%	\$ 204,170	26.4%	\$ 141,373	21.8%
Medicaid	29,523	13.1%	\$ 33,668	16.7%	127,661	16.5%	97,805	15.1%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	68,718	30.4%	\$ 60,365	30.0%	243,765	31.6%	208,755	32.2%
Self Pay	50,111	22.2%	\$ 51,259	25.5%	145,908	18.9%	167,386	25.8%
Other	13,209	5.8%	\$ 14,424	7.2%	51,123	6.6%	33,176	5.1%
TOTAL	<u>\$ 225,804</u>	<u>100.0%</u>	<u>\$ 201,135</u>	<u>100.0%</u>	<u>\$ 772,627</u>	<u>100.0%</u>	<u>\$ 648,495</u>	<u>100.0%</u>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 29,594	30.8%	\$ 18,970	22.8%	\$ 94,473	29.5%	\$ 56,459	24.3%
Medicaid	17,386	18.1%	19,031	22.8%	\$ 68,634	21.4%	46,795	20.2%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	32,601	34.0%	30,442	36.5%	103,155	32.3%	85,914	37.0%
Self Pay	11,129	11.6%	11,226	13.5%	37,124	11.6%	35,930	15.5%
Other	5,250	5.5%	3,688	4.4%	16,651	5.2%	7,088	3.1%
TOTAL	<u>\$ 95,960</u>	<u>100.0%</u>	<u>\$ 83,357</u>	<u>100.0%</u>	<u>\$ 320,036</u>	<u>100.0%</u>	<u>\$ 232,186</u>	<u>100.0%</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC JBS  
DECEMBER 2025**

**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	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	272,269	68.3%	\$ 279,282	74.0%	832,560	68.2%	828,210	67.9%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	107,074	26.9%	\$ 82,245	21.8%	337,739	27.7%	332,834	27.3%
Self Pay	17,008	4.3%	\$ 15,710	4.2%	44,287	3.6%	54,792	4.5%
Other	1,819	0.5%	\$ 207	0.1%	5,837	0.5%	4,474	0.4%
<b>TOTAL</b>	<b>\$ 398,170</b>	<b>100.0%</b>	<b>\$ 377,444</b>	<b>100.0%</b>	<b>\$ 1,220,423</b>	<b>100.0%</b>	<b>\$ 1,220,310</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	149,385	69.0%	133,226	68.9%	430,405	67.7%	398,135	68.1%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	57,990	26.8%	48,513	25.1%	177,195	27.9%	152,045	26.0%
Self Pay	8,506	3.9%	10,212	5.3%	26,344	4.1%	30,699	5.3%
Other	718	0.3%	1,382	0.7%	2,110	0.3%	3,553	0.6%
<b>TOTAL</b>	<b>\$ 216,600</b>	<b>100.0%</b>	<b>\$ 193,332</b>	<b>100.0%</b>	<b>\$ 636,054</b>	<b>100.0%</b>	<b>\$ 584,432</b>	<b>100.0%</b>

ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WOMENS CLINIC  
DECEMBER 2025

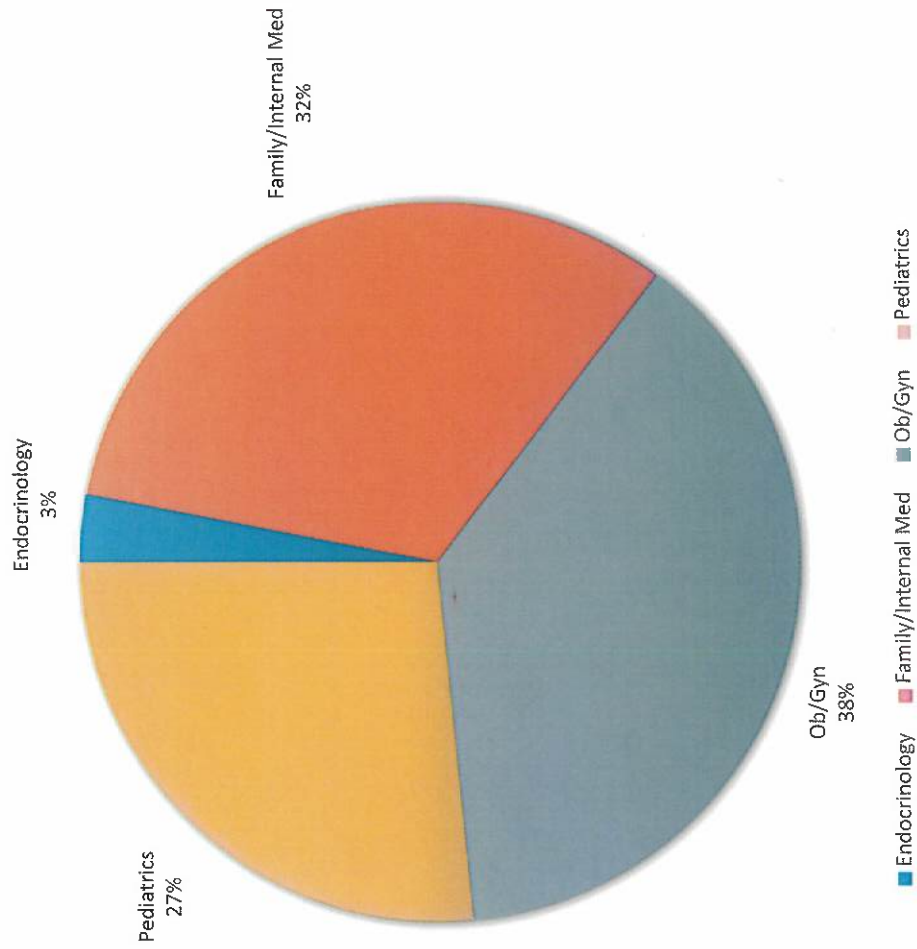
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 34,013	4.2%	\$ 32,219	4.0%	\$ 143,000	5.5%	\$ 125,088	4.3%
Medicaid	224,764	28.0%	\$ 277,653	34.3%	819,948	31.4%	944,821	32.6%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	527,755	65.8%	\$ 504,929	62.5%	1,559,856	59.6%	1,741,316	60.1%
Self Pay	7,230	0.9%	\$ (14,833)	-1.8%	60,977	2.3%	43,981	1.5%
Other	8,743	1.1%	\$ 8,385	1.0%	30,775	1.2%	41,409	1.4%
TOTAL	<u>\$ 802,506</u>	<u>100.0%</u>	<u>\$ 808,354</u>	<u>100.0%</u>	<u>\$ 2,614,557</u>	<u>100.0%</u>	<u>\$ 2,896,615</u>	<u>100.0%</u>

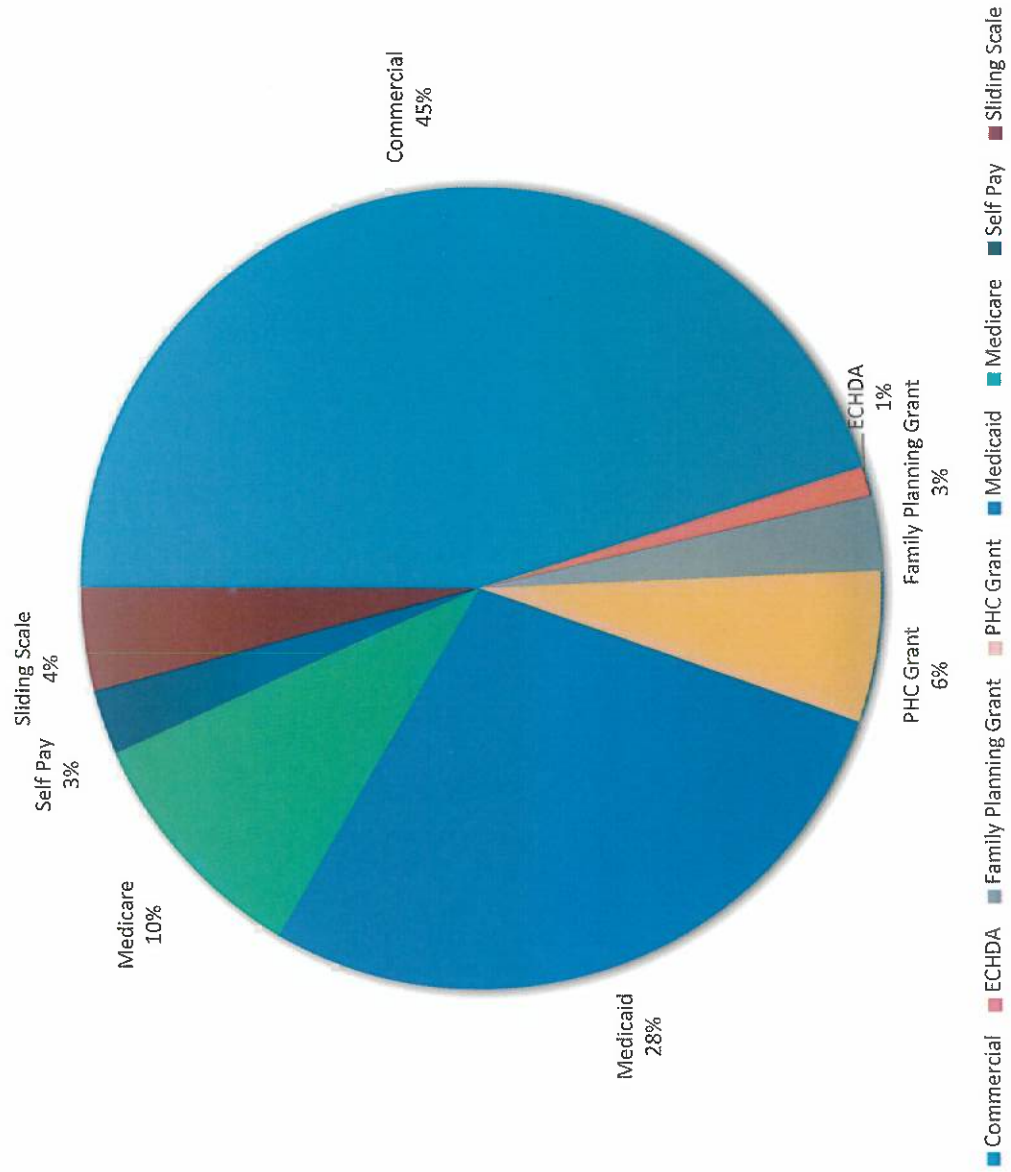
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 13,103	4.9%	\$ 12,835	5.0%	\$ 43,517	5.3%	\$ 46,572	5.6%
Medicaid	86,742	32.4%	88,340	34.4%	259,947	31.8%	266,223	32.2%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	132,020	49.2%	130,882	51.0%	413,367	50.4%	395,246	47.8%
Self Pay	31,963	11.9%	21,828	8.5%	88,983	10.9%	108,118	13.1%
Other	4,167	1.6%	2,843	1.1%	12,898	1.6%	10,253	1.2%
TOTAL	<u>\$ 267,996</u>	<u>100.0%</u>	<u>\$ 256,728</u>	<u>100.0%</u>	<u>\$ 818,711</u>	<u>100.0%</u>	<u>\$ 826,411</u>	<u>100.0%</u>

### FHC December Visits By Service



## Total FHC December Visits by Financial Class



## Executive Director's Report-February 2026

- **Staffing Update:**
  - **Women's Clinic:** The Women's Clinic is currently searching for a full-time Medical Assistant.
  - **Healthy Kids Clinic:** The Healthy Kids Clinic currently has vacancies for a full-time LVN, and a full-time Medical Assistant.
  - **Family Health Clinic:** West University is currently in search of a part-time Medical Assistant.
- **Provider Update:**
  - **West University:** We are currently searching for a pediatrician and nurse practitioner/physician assistant for our West University location. There is currently no site visits scheduled at this time.
  - **Women's Clinic:** The Women's Clinic is currently searching for an additional OB/Gyn. Dr. Lyons has a new anticipated start of June 1, 2026.
- **2025 HRSA Operational Site Visit Badge:** In recognition of demonstrating full compliance with all HRSA Health Center Program requirements, we received the **2025 Operational Site Visit Badge**. This distinction honors our steadfast commitment to compliance, quality, and the mission of the Health Center Program.





## Investor Statement

September 30, 2025- December 31, 2025

Prepared for

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### **ECTOR COUNTY HOSPITAL DISTRICT**

ECTOR COUNTY HOSPITAL DISTRICT  
PO BOX 7239  
Odessa, TX 79761

Advisor

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### **Charles Brown & Jarrod Patterson**

Momentum Independent Network Inc.

**ECTOR COUNTY HOSPITAL DISTRICT**  
**December 31, 2025**

**Yield Summary**

Sector	Cost Basis	Weighted Avg Yield	Market Value	Unrealized Gain/Loss
Treasuries/Agencies/CDs	\$ 39,352,545	3.70%	\$ 39,851,962	\$ 499,415
Money Market/Cash	\$ 18,688,360	3.35%	\$ 18,688,360	\$ 0
<b>Total</b>	<b>\$ 58,040,905</b>	<b>3.58%</b>	<b>\$ 58,540,319</b>	<b>\$ 499,415</b>

	12/31/2025	12/31/2024
<b>3 MONTH TREASURY BILL</b>	3.67%	4.37%
<b>5 YEAR TREASURY BILL</b>	3.73%	4.38%
<b>10 YEAR TREASURY NOTE</b>	4.18%	4.58%
<b>30 YEAR TREASURY NOTE</b>	4.84%	4.78%

The information is based on data received. Information supporting the recommendation is enclosed.

Mutual funds, ETFs and variable products are sold by prospectus. Please consider the investment objectives, risks, charges, and expenses of the investment company carefully before investing. The prospectus contains this and other information about the investment company. Prospectuses may be obtained from the investment company or from your registered representative. Please read the prospectus carefully before investing. Investors should consider their individual investment time horizon and income tax brackets, both current and anticipated, when making an investment decision. ETFs trade like a stock and may trade for less than their net asset value. Asset allocation and Diversification does not ensure a profit and may not protect against loss in declining markets. None of the named entities, herein, are affiliated.

ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts



Holdings Detail As of Dec 31, 2025

Holdings	Units	Cost <sup>1</sup>	Portfolio Value	Gain/Loss <sup>2</sup>	Gain/Loss %	% of Portfolio	Dur	Mat. Date	Price	YTM
26761549		\$ 1,599,261	\$ 1,599,260	\$ 0	0.00 %	2.73 %				
Dreyfus Government Cash Mgmt Inv   DGVXX	1,598,974.72	1,598,975	1,598,975	0	0.00	2.73			\$ 1.00	—
Cash		286	286			0.00				—
38285456		8,933,487	9,077,607	144,120	1.61	15.51				
United States Treasury Notes 0.5 02/28/26   91282CBQ3	5,391,000	5,218,793	5,362,913	144,120	2.76	9.16	0.11	Feb 28, 2026	99.48	3.71 %
Dreyfus Government Cash Mgmt Inv   DGVXX	3,714,470.8	3,714,471	3,714,471	0	0.00	6.35			1.00	—
Cash		223	223			0.00				—
26761610		748,529	748,529	0	0.00	1.28				
Dreyfus Government Cash Mgmt Inv   DGVXX	748,304.37	748,304	748,304	0	0.00	1.28			1.00	—
Cash		225	225			0.00				—
26761530		5,683,667	5,692,501	8,834	0.16	9.72				
United States Treasury Notes 1.25 12/31/26   91282CDQ1	4,716,000	4,602,801	4,611,635	8,834	0.19	7.88	0.93	Dec 31, 2026	97.79	3.59
Dreyfus Government Cash Mgmt Inv   DGVXX	1,046,851.22	1,046,851	1,046,851	0	0.00	1.79			1.00	—
Cash		34,015	34,015			0.06				—
26761506		40,097,605	40,444,066	346,461	0.86	69.09				
United States Treasury Notes 1.5 08/15/26   9128282A7	7,307,000	7,130,605	7,214,713	84,107	1.18	12.32	0.56	Aug 15, 2026	98.74	3.89
United States Treasury Notes 0.75 03/31/26   91282CBT7	12,313,000	11,972,804	12,231,980	259,177	2.16	20.89	0.19	Mar 31, 2026	99.34	3.54
United States Treasury Notes 1.25 12/31/26   91282CDQ1	3,078,000	3,004,119	3,009,884	5,765	0.19	5.14	0.93	Dec 31, 2026	97.79	3.59
TEXAS TRANSN COMMN ST HWY FD REV 5.178 04/01/30   88283LHU3	2,865,000	2,937,338	2,931,411	-5,927	-0.20	5.01	2.60	Apr 1, 2030	102.32	4.52
United States Treasury Notes 3.75 04/15/26   91282CGV7	3,745,000	3,744,893	3,746,798	1,905	0.05	6.40	0.23	Apr 15, 2026	100.05	3.75
Dreyfus Government Cash Mgmt Inv   DGVXX	10,544,380.09	10,544,380	10,544,380	0	0.00	18.01			1.00	—
Morgan Stanley Bk N A Cd 1.10000% 11/19/202   61765Q6N4	250,000	241,192	244,640	3,448	1.43	0.42		Nov 19, 2026	97.86	1.89
Goldman Sachs Bank USA 1.8 03/09/26   38149M2P7	250,000	250,000	249,050	-950	-0.38	0.43	0.13	Mar 9, 2026	99.62	1.80
Midwest Independent Bank 1.8 03/16/26   59833LAY8	250,000	250,000	248,938	-1,063	-0.43	0.43	0.15	Mar 16, 2026	99.58	1.80
Cash		22,273	22,273			0.04				—
38285461		978,357	978,356	0	0.00	1.67				
Dreyfus Government Cash Mgmt Inv   DGVXX	978,115.57	978,116	978,116	0	0.00	1.67			1.00	—
Cash		241	241			0.00				—
Total		58,040,905	58,540,319	499,415	0.86					

1 Cost basis values are not provided by the custodian in all cases, and should be independently verified from your original purchase records.

2 Capital gain/loss data presented here is a general guide and should not be relied upon in the preparation of your tax returns.

3 Sector information is provided by Morningstar.

Holdings Detail As of Dec 31, 2025

4	An indication of the current dividends and interest vs. the current market value of the holdings. The yield represents the current amount of income that is being generated from the portfolio without liquidating the principal or capital gains on the portfolio. However, the yield will fluctuate daily and current or past performance is not a guarantee of future results.
5	Net and Gross expense ratio data is obtained from a third party data provider and is believed to be accurate, but has not been verified by Envestnet.  For Canadian mutual funds and ETFs, management expense ratio (MER) will be used as a net expense ratio equivalent. MER differs from Net Expense Ratio in that MER takes into consideration investment management fees, operating expenses and taxes while Net Expense Ratio reflects the amount paid for investment management fees after accounting for discounts and temporary fee waivers, distribution fees, 12(b)-1 fees and other operating expenses.  These reports are not to be construed as an offer or the solicitation of an offer to buy or sell securities mentioned herein. Information contained in these reports is based on sources and data believed reliable. The information used to construct these reports was received via a variety of sources. These reports are for informational purposes only. These reports do not take the place of any brokerage statements, any fund company statements, or any tax forms. You are urged to compare this report with the statement you receive from your custodian covering the same period. Differences in positions may occur due to reporting dates used and whether certain assets are not maintained by your custodian. There may also be differences in the investment values shown due to the use of differing valuation sources and methods.  Note regarding loan balance: Your group annuity contract loan balance (if applicable) is not itemized in this report although it is reflected in your Contract Value. For more details regarding your loan balance please review your most recent group annuity statement or contact your Advisor who can assist you in obtaining this information.  The inclusion of ratings data in the CSV download is subject to the S&P 500 contractual terms.

Bond Analysis As of Dec 31, 2025

Overview <sup>1 2</sup>

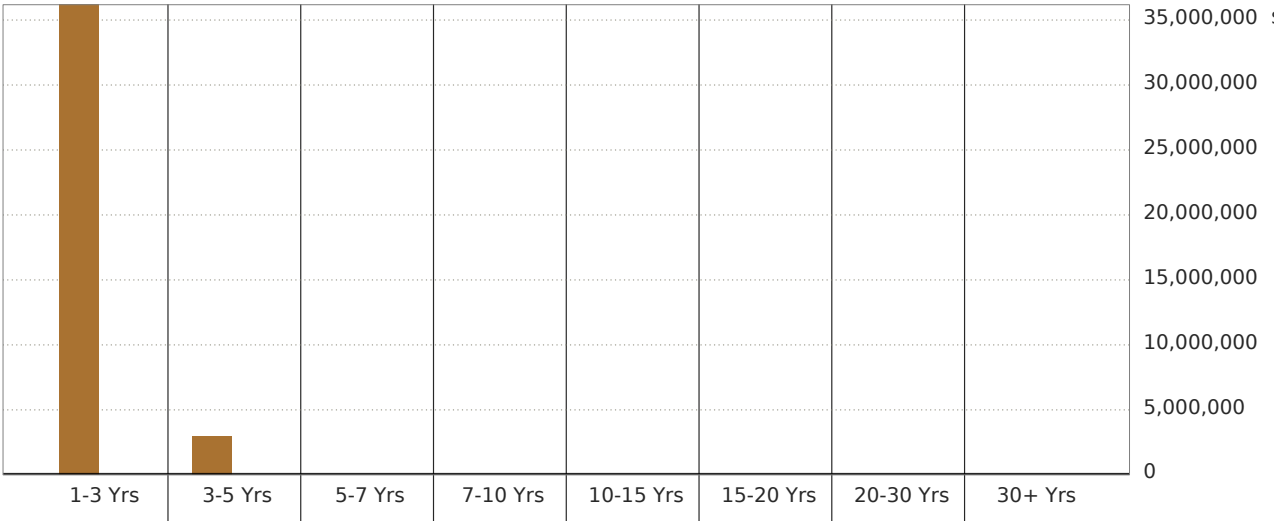
Total Number of Issues	7
Face Value	39,415,000
Market Value	\$ 39,109,333
Long/Intermediate Term Average S&P Rating <sup>3</sup>	—
Long/Intermediate Term Average Fitch Rating <sup>3</sup>	AA+

Statistics <sup>1 2</sup>

Average Bond Yield <sup>4</sup>	1.57 %
Average Yield to Maturity <sup>5</sup>	3.70 %
Average Yield to Worst <sup>6</sup>	3.70 %
Average Coupon	1.57 %
Average Modified Duration (Years) <sup>7</sup>	0.57
Average Effective Duration (Years) <sup>8</sup>	0.57
Average Duration to Worst <sup>9</sup>	0.57
Average Convexity (par) <sup>10</sup>	0.01

Bond Maturity vs. Call Date Distribution

Maturity | Call Date



Period	Bond Maturity	Total %	Callable	Total %
1 to 3 Years	\$ 36,177,922	92.50 %	—	—
3 to 5 Years	2,931,411	7.50	—	—

Bond Coupon Concentration <sup>11</sup>



Bond Distribution by Type <sup>1 12</sup>



Bond Distribution by S&P Rating <sup>1 13 14</sup>



Bond Distribution by Fitch Rating <sup>1 15 14</sup>



These reports are not to be construed as an offer or the solicitation of an offer to buy or sell securities mentioned herein. Information contained in these reports is based on sources and data believed reliable. The information used to construct these reports was received via a variety of sources. These reports are for informational purposes only. These reports do not take the place of any brokerage statements, any fund company statements, or any tax forms. You are urged to compare this report with the statement you receive from your custodian covering the same period. Differences in positions may occur due to reporting dates used and whether certain assets are not maintained by your custodian. There may also be differences in the investment values shown due to the use of differing valuation sources and methods.

1 Bond type, statistics and rating information is provided by Intercontinental Exchange.

2 Data is weighted and calculated, if information is available on at least 50% of holdings in total bond market value. If information is available on less than 50%, the data is shown as 'n/a'.

3 Average credit quality gives a snapshot of the portfolio's overall credit quality. It is an average of each bond's credit rating, adjusted for its relative weighting in the portfolio. Bonds with one year to maturity at the time of issuance are considered cash and are not include in the Average Credit ratings.

4 Average Bond Yield is an indication of the interest earned vs. the current market value of the holdings. The yield represents the current amount of income that is being generated from the portfolio without liquidating the principal or capital gains on the portfolio. The Average Bond Yield will fluctuate daily and current or past performance is not a guarantee of future results.

5 Average Yield to Maturity is the yield of the bonds taking into account the price discount or premium over face value. It is calculated with the cash-flow assumption that the instruments trade to maturity and is averaged with the corresponding weights of the constituent bonds.

6 Average Yield To Worst is an arithmetic average of the Daily Yield To Worst which is the lowest amount an investor could earn if the bond is purchased at the current price and held until the bond matures or is called.

7 Average Modified Duration is a measurement of change in the value of a bond to a change in interest rates; it determines the effect a 100 basis point (1%) change in interest rates will have on the price of the bond. It is calculated with the cash-flow assumption that the instrument trades to maturity and is averaged with the corresponding weights of the constituent bonds.

8 Average Effective Duration is a simulated measure of duration which measures change in price for given change in rates.It is calculated using an option based model that accounts for embedded options and is averaged with the corresponding weights of the constituent bonds.

9 Average Duration to Worst represents the percentage change in value per unit shift in the yield curve. It is calculated using certain cash flow assumptions and is averaged with the corresponding weights of the constituent bonds.

- 
- 10 Convexity is the measure of the sensitivity of a bond's price to a change in yield. A high convexity bond is more sensitive to changes in interest rates and should consequently witness larger fluctuations in price when interest rates move. The opposite is true of low convexity bonds, whose prices don't fluctuate as much when interest rates change. Average convexity is calculated using certain cash flow assumptions and is averaged with the corresponding weights of the constituent bonds.
- 
- 11 The Group By Bond Coupon Concentration Holdings Report includes only Bonds Holdings.
- 
- 12 The Group By Bond Distribution by Type Holdings Report includes only Bonds Holdings.
- 
- 13 The Group By Bond Distribution by S&P Rating Holdings Report includes only Bonds Holdings.
- 
- 14 Parent style classifications are provided by Morningstar, Inc. and mapped into one of the style classifications supported on this platform. Sector information is provided by Morningstar. Bond type and rating information is provided by Intercontinental Exchange.
- 
- 15 The Group By Bond Distribution by Fitch Rating Holdings Report includes only Bonds Holdings.
-



# ECTOR COUNTY HOSPITAL DISTRICT

Investment Portfolio

December 31, 2025

Charles Brown, Jarrod Patterson  
Momentum Independent Network

*All prices and values reflected in this report are captured from the current Hilltop Securities statements.*

*"This report is given as a courtesy to our clients. Hilltop Securities makes no warranties as to the completeness or accuracy of this information and specifically disclaims any liability arising from your use or reliance on this information. Hilltop Securities does not offer tax advice. You are solely responsible for the accuracy of cost basis and gain/loss information reported to tax authorities."*

**ECTOR COUNTY HOSPITAL DISTRICT**  
**December 31, 2025**

**Yield Summary**

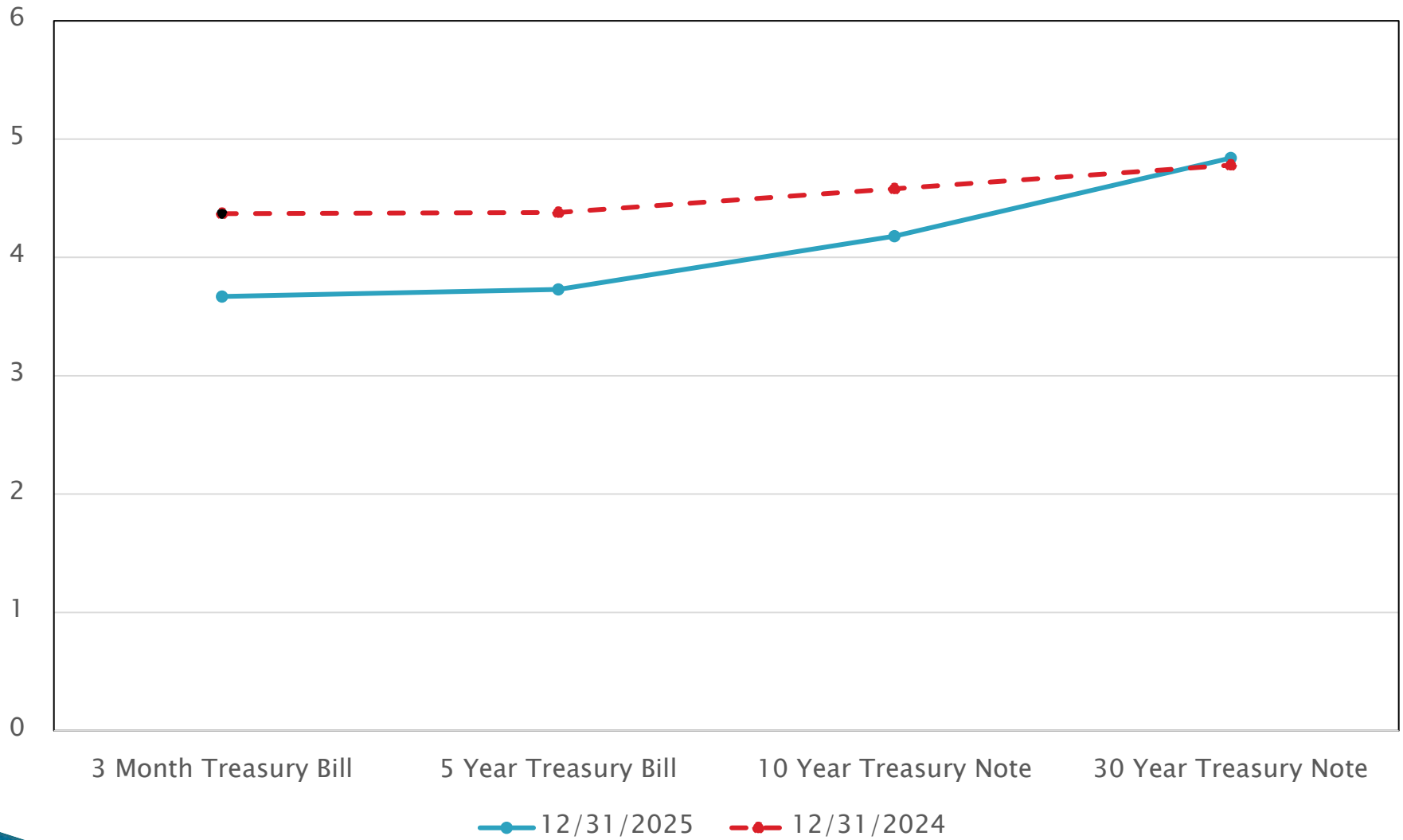
Sector	Cost Basis	Weighted Avg Yield	Market Value	Unrealized Gain/Loss
Treasuries/Agencies/CDs	\$ 39,352,545	3.70%	\$ 39,851,962	\$ 499,415
Money Market/Cash	\$ 18,688,360	3.35%	\$ 18,688,360	\$ 0
<b>Total</b>	<b>\$ 58,040,905</b>	<b>3.58%</b>	<b>\$ 58,540,319</b>	<b>\$ 499,415</b>

	12/31/2025	12/31/2024
<b>3 MONTH TREASURY BILL</b>	3.67%	4.37%
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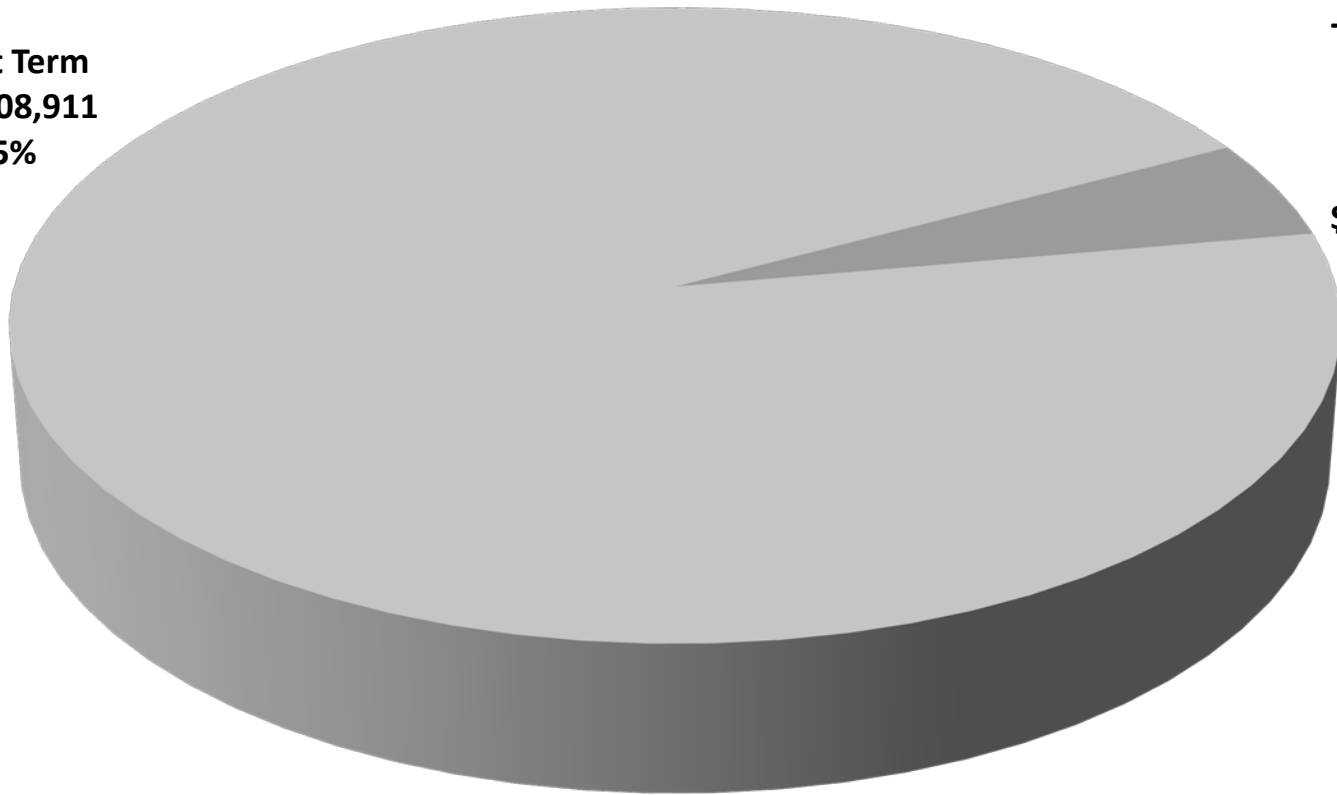
## Yield Curve



## Asset Distribution by Market Value

**Short Term**  
**\$55,608,911**  
**95%**

**Treasuries,  
Agencies,  
& CDs**  
**1-5 Yrs**  
**\$2,931,411**  
**5%**



**Charles Brown and Jarrod Patterson,  
Financial Consultants  
600 Strada Circle Suite 210  
Mansfield, TX 76063  
979-249-2545**

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**MEMORANDUM**

TO: Russell Tippin, President and Chief Executive Officer

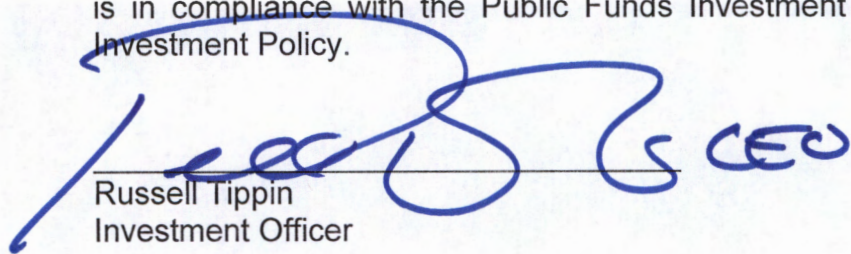
FROM: Sharon Clark, Chief Financial Officer

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

DATE: February 03, 2026

The Investment Report of Ector County Hospital District for the first quarter ended December 31, 2025, will be presented at the Finance Committee meeting February 03, 2026. This report was prepared to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the first 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 December 31, 2025, the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.



Russell Tippin  
Investment Officer

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2025**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b><u>Hospital InPatient Admissions</u></b>										
Acute / Adult	1,279	1,116	14.6%	1,238	3.3%	3,529	3,333	5.9%	3,440	2.6%
Neonatal ICU (NICU)	26	21	23.8%	22	18.2%	85	62	37.1%	61	39.3%
<b>Total Admissions</b>	<b>1,305</b>	<b>1,137</b>	<b>14.8%</b>	<b>1,260</b>	<b>3.6%</b>	<b>3,614</b>	<b>3,395</b>	<b>6.5%</b>	<b>3,501</b>	<b>3.2%</b>
<b><u>Patient Days</u></b>										
Adult & Pediatric	4,855	4,229	14.8%	4,380	10.8%	14,171	12,630	12.2%	12,807	10.7%
ICU	462	431	7.2%	431	7.2%	1,386	1,287	7.7%	1,312	5.6%
CCU	465	430	8.1%	440	5.7%	1,325	1,284	3.2%	1,289	2.8%
NICU	384	381	0.8%	399	-3.8%	1,416	1,131	25.2%	1,351	4.8%
<b>Total Patient Days</b>	<b>6,166</b>	<b>5,471</b>	<b>12.7%</b>	<b>5,650</b>	<b>9.1%</b>	<b>18,298</b>	<b>16,332</b>	<b>12.0%</b>	<b>16,759</b>	<b>9.2%</b>
Observation (Obs) Days	734	736	-0.3%	858	-14.5%	2,334	2,198	6.2%	2,352	-0.8%
Nursery Days	315	271	16.2%	286	10.1%	896	810	10.6%	833	7.6%
<b>Total Occupied Beds / Bassinets</b>	<b>7,215</b>	<b>6,478</b>	<b>11.4%</b>	<b>6,794</b>	<b>6.2%</b>	<b>21,528</b>	<b>19,340</b>	<b>11.3%</b>	<b>19,944</b>	<b>7.9%</b>
<b><u>Average Length of Stay (ALOS)</u></b>										
Acute / Adult & Pediatric	4.52	4.56	-0.9%	4.24	6.6%	4.78	4.56	4.9%	4.48	6.8%
NICU	14.77	18.14	-18.6%	18.14	-18.6%	16.66	18.24	-8.7%	22.15	-24.8%
<b>Total ALOS</b>	<b>4.72</b>	<b>4.81</b>	<b>-1.8%</b>	<b>4.48</b>	<b>5.4%</b>	<b>5.06</b>	<b>4.81</b>	<b>5.2%</b>	<b>4.79</b>	<b>5.8%</b>
Acute / Adult & Pediatric w/o OB	5.34			5.04	6.0%	5.72			5.42	5.5%
<b>Average Daily Census</b>	<b>198.9</b>	<b>176.5</b>	<b>12.7%</b>	<b>182.3</b>	<b>9.1%</b>	<b>198.9</b>	<b>177.5</b>	<b>12.0%</b>	<b>182.2</b>	<b>9.2%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.7275</b>	<b>1.7598</b>	<b>-1.8%</b>	<b>1.7764</b>	<b>-2.8%</b>	<b>1.7277</b>	<b>1.7598</b>	<b>-1.8%</b>	<b>1.8029</b>	<b>-4.2%</b>
<b>CMI Adjusted LOS</b>	<b>2.74</b>	<b>2.73</b>	<b>0.0%</b>	<b>2.52</b>	<b>8.4%</b>	<b>2.93</b>	<b>2.73</b>	<b>7.2%</b>	<b>2.66</b>	<b>10.4%</b>
<b><u>Medicare</u></b>										
Admissions	504	445	13.3%	502	0.4%	1,401	1,331	5.3%	1,369	2.3%
Patient Days	2,719	2,478	9.7%	2,431	11.8%	8,026	7,406	8.4%	7,288	10.1%
Average Length of Stay	5.39	5.57	-3.1%	4.84	11.4%	5.73	5.56	3.0%	5.32	7.6%
Case Mix Index	1.8533	2.0302	-8.7%	2.0435	-9.3%	1.9242	2.0302	-5.2%	2.0575	-6.5%
<b><u>Medicaid</u></b>										
Admissions	122	114	7.0%	150	-18.7%	381	341	11.7%	340	12.1%
Patient Days	792	462	71.4%	583	35.8%	2,307	1,381	67.1%	1,637	40.9%
Average Length of Stay	6.49	4.05	60.2%	3.89	67.0%	6.06	4.05	49.5%	4.81	25.8%
Case Mix Index	1.2184	1.2386	-1.6%	1.1652	4.6%	1.2244	1.2386	-1.1%	1.2533	-2.3%
<b><u>Commercial</u></b>										
Admissions	457	368	24.2%	377	21.2%	1,228	1,098	11.8%	1,167	5.2%
Patient Days	1,887	1,564	20.7%	1,667	13.2%	5,649	4,665	21.1%	5,151	9.7%
Average Length of Stay	4.13	4.25	-2.8%	4.42	-6.6%	4.60	4.25	8.3%	4.41	4.2%
Case Mix Index	1.7774	1.6709	6.4%	1.7170	3.5%	1.6798	1.6709	0.5%	1.6983	-1.1%
<b><u>Self Pay</u></b>										
Admissions	188	181	3.9%	197	-4.6%	512	539	-5.0%	521	-1.7%
Patient Days	581	789	-26.4%	785	-26.0%	1,804	2,350	-23.2%	2,135	-15.5%
Average Length of Stay	3.09	4.36	-29.1%	3.98	-22.4%	3.52	4.36	-19.2%	4.10	-14.0%
Case Mix Index	1.4802	1.7383	-14.8%	1.6275	-9.1%	1.6047	1.7383	-7.7%	1.7578	-8.7%
<b><u>All Other</u></b>										
Admissions	34	29	17.2%	34	0.0%	92	86	7.0%	104	-11.5%
Patient Days	187	178	5.1%	184	1.6%	512	530	-3.4%	548	-6.6%
Average Length of Stay	5.50	6.14	-10.4%	5.41	1.6%	5.57	6.16	-9.7%	5.27	5.6%
Case Mix Index	2.2149	2.0600	7.5%	2.0870	6.1%	2.1218	2.0600	3.0%	1.9907	6.6%
<b><u>Radiology</u></b>										
InPatient	4,986	4,480	11.3%	4,622	7.9%	14,680	13,374	9.8%	13,622	7.8%
OutPatient	8,548	8,394	1.8%	8,402	1.7%	25,496	25,078	1.7%	26,219	-2.8%
<b><u>Cath Lab</u></b>										
InPatient	680	625	8.8%	623	9.1%	1,777	1,866	-4.8%	1,717	3.5%
OutPatient	317	363	-12.7%	340	-6.8%	1,036	1,084	-4.4%	1,131	-8.4%
<b><u>Laboratory</u></b>										
InPatient	89,939	78,549	14.5%	82,583	8.9%	259,732	234,486	10.8%	239,198	8.6%
OutPatient	69,863	71,245	-1.9%	70,812	-1.3%	208,698	212,844	-1.9%	214,957	-2.9%
<b><u>Other</u></b>										
Deliveries	207	177	16.9%	188	10.1%	574	529	8.5%	546	5.1%
<b><u>Surgical Cases</u></b>										
InPatient	235	230	2.2%	249	-5.6%	718	688	4.4%	733	-2.0%
OutPatient	527	524	0.6%	476	10.7%	1,625	1,565	3.8%	1,667	-2.5%
<b>Total Surgical Cases</b>	<b>762</b>	<b>754</b>	<b>1.1%</b>	<b>725</b>	<b>5.1%</b>	<b>2,343</b>	<b>2,253</b>	<b>4.0%</b>	<b>2,400</b>	<b>-2.4%</b>
<b><u>GI Procedures (Endo)</u></b>										
InPatient	102	121	-15.7%	150	-32.0%	322	361	-10.8%	419	-23.2%
OutPatient	157	162	-3.1%	136	15.4%	465	484	-3.9%	547	-15.0%
<b>Total GI Procedures</b>	<b>259</b>	<b>283</b>	<b>-8.5%</b>	<b>286</b>	<b>-9.4%</b>	<b>787</b>	<b>845</b>	<b>-6.9%</b>	<b>966</b>	<b>-18.5%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2025**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
<b><u>Emergency Room</u></b>										
I/P Emergency Room Visits	867	704	23.2%	737	17.6%	2,442	2,103	16.1%	2,177	12.2%
O/P Emergency Room Visits	4,345	4,320	0.6%	4,474	-2.9%	12,834	12,906	-0.6%	13,426	-4.4%
<b>Total Emergency Room Visits</b>	<b>5,212</b>	<b>5,024</b>	<b>3.7%</b>	<b>5,211</b>	<b>0.0%</b>	<b>15,276</b>	<b>15,009</b>	<b>1.8%</b>	<b>15,603</b>	<b>-2.1%</b>
<b><u>Outpatient</u></b>										
O/P Occasions of Service	20,572	19,426	5.9%	19,182	7.2%	60,666	58,035	4.5%	59,214	2.5%
<b><u>Hospital Operations</u></b>										
Manhours Paid	300,832	285,156	5.5%	297,485	1.1%	900,401	853,471	5.5%	890,275	1.1%
FTE's	1,698.2	1,609.8	5.5%	1,679.4	1.1%	1,712.7	1,623.5	5.5%	1,693.5	1.1%
Adjusted Patient Days	11,199	10,360	8.1%	10,583	5.8%	33,898	30,962	9.5%	32,386	4.7%
Hours / Adjusted Patient Day	26.86	27.53	-2.4%	28.11	-4.4%	26.56	27.57	-3.6%	27.49	-3.4%
Occupancy - Actual Beds	54.0%	50.6%	6.9%	49.5%	9.1%	54.0%	50.9%	6.3%	49.5%	9.2%
FTE's / Adjusted Occupied Bed	4.7	4.8	-2.4%	4.9	-4.4%	4.6	4.8	-3.7%	4.8	-3.4%
<b><u>Family Health Clinic - Clements</u></b>										
Total Medical Visits	590	563	4.8%	540	9.3%	1,789	1,901	-5.9%	1,915	-6.6%
Manhours Paid	2,044	2,005	2.0%	1,762	16.0%	6,165	6,723	-8.3%	5,367	14.9%
FTE's	11.5	11.3	2.0%	9.9	16.0%	11.7	12.8	-8.3%	10.2	14.9%
<b><u>Family Health Clinic - West University</u></b>										
Total Medical Visits	688	1,000	-31.2%	675	1.9%	2,259	3,046	-25.8%	2,221	1.7%
Manhours Paid	1,787	2,041	-12.4%	1,598	11.9%	5,281	6,223	-15.1%	4,579	15.3%
FTE's	10.1	11.5	-12.4%	9.0	11.9%	10.0	11.8	-15.1%	8.7	15.3%
<b><u>Family Health Clinic - JBS</u></b>										
Total Medical Visits	986	943	4.6%	916	7.6%	2,986	3,109	-4.0%	3,019	-1.1%
Manhours Paid	1,753	1,742	0.6%	1,387	26.4%	5,067	5,989	-15.4%	4,078	24.3%
FTE's	9.9	9.8	0.6%	7.8	26.4%	9.6	11.4	-15.4%	7.8	24.3%
<b><u>Family Health Clinic - Womens</u></b>										
Total Medical Visits	1,338	1,648	-18.8%	1,445	-7.4%	4,308	5,276	-18.3%	4,742	-9.2%
Manhours Paid	3,259	3,735	-12.7%	3,429	-5.0%	9,544	12,361	-22.8%	10,258	-7.0%
FTE's	18.4	21.1	-12.7%	19.4	-5.0%	18.2	23.5	-22.8%	19.5	-7.0%
<b><u>Total ECHD Operations</u></b>										
Total Admissions	1,305	1,137	14.8%	1,260	3.6%	3,614	3,395	6.5%	3,501	3.2%
Total Patient Days	6,166	5,471	12.7%	5,650	9.1%	18,298	16,332	12.0%	16,759	9.2%
Total Patient and Obs Days	6,166	5,471	12.7%	5,650	9.1%	18,298	16,332	12.0%	16,759	9.2%
Total FTE's	1,748.2	1,663.5	5.1%	1,725.5	1.3%	1,762.3	1,683.0	4.7%	1,739.6	1.3%
FTE's / Adjusted Occupied Bed	4.8	5.0	-2.8%	5.1	-4.3%	4.8	5.0	-4.4%	4.9	-3.2%
<b>Total Adjusted Patient Days</b>	<b>11,199</b>	<b>10,360</b>	<b>8.1%</b>	<b>10,583</b>	<b>5.8%</b>	<b>33,898</b>	<b>30,962</b>	<b>9.5%</b>	<b>32,386</b>	<b>4.7%</b>
<b>Hours / Adjusted Patient Day</b>	<b>27.65</b>	<b>28.44</b>	<b>-2.8%</b>	<b>28.88</b>	<b>-4.3%</b>	<b>27.33</b>	<b>28.58</b>	<b>-4.4%</b>	<b>28.24</b>	<b>-3.2%</b>
<b>Outpatient Factor</b>	<b>1.8163</b>	<b>1.8936</b>	<b>-4.1%</b>	<b>1.8731</b>	<b>-3.0%</b>	<b>1.8525</b>	<b>1.8958</b>	<b>-2.3%</b>	<b>1.9325</b>	<b>-4.1%</b>
<b>Blended O/P Factor</b>	<b>1.9988</b>	<b>2.0678</b>	<b>-3.3%</b>	<b>2.0407</b>	<b>-2.1%</b>	<b>2.0389</b>	<b>2.0938</b>	<b>-2.6%</b>	<b>2.1238</b>	<b>-4.0%</b>
<b>Total Adjusted Admissions</b>	<b>2,370</b>	<b>2,153</b>	<b>10.1%</b>	<b>2,360</b>	<b>0.4%</b>	<b>6,695</b>	<b>6,436</b>	<b>4.0%</b>	<b>6,766</b>	<b>-1.0%</b>
<b>Hours / Adjusted Admission</b>	<b>130.65</b>	<b>136.87</b>	<b>-4.5%</b>	<b>129.51</b>	<b>0.9%</b>	<b>138.38</b>	<b>137.47</b>	<b>0.7%</b>	<b>135.18</b>	<b>2.4%</b>
<b>FTE's - Hospital Contract</b>	<b>41.4</b>	<b>36.3</b>	<b>14.2%</b>	<b>42.3</b>	<b>-2.0%</b>	<b>44.4</b>	<b>36.5</b>	<b>21.6%</b>	<b>44.9</b>	<b>-1.0%</b>
<b>FTE's - Mgmt Services</b>	<b>50.9</b>	<b>55.1</b>	<b>-7.7%</b>	<b>54.4</b>	<b>-6.5%</b>	<b>51.8</b>	<b>55.1</b>	<b>-6.0%</b>	<b>56.0</b>	<b>-7.5%</b>
<b>Total FTE's (including Contract)</b>	<b>1,840.5</b>	<b>1,754.9</b>	<b>4.9%</b>	<b>1,822.2</b>	<b>1.0%</b>	<b>1,858.5</b>	<b>1,774.6</b>	<b>4.7%</b>	<b>1,840.5</b>	<b>1.0%</b>
<b><u>Total FTE'S per Adjusted Occupied Bed (including Contract)</u></b>										
	<b>5.09</b>	<b>5.25</b>	<b>-3.0%</b>	<b>5.34</b>	<b>-4.6%</b>	<b>5.04</b>	<b>5.27</b>	<b>-4.4%</b>	<b>5.23</b>	<b>-3.5%</b>
<b>ProCare FTEs</b>	<b>211.8</b>	<b>239.6</b>	<b>-11.6%</b>	<b>203.6</b>	<b>4.0%</b>	<b>214.3</b>	<b>241.0</b>	<b>-11.1%</b>	<b>206.4</b>	<b>3.8%</b>
<b>TraumaCare FTEs</b>	<b>8.3</b>	<b>8.2</b>	<b>1.3%</b>	<b>8.3</b>	<b>-0.1%</b>	<b>8.4</b>	<b>8.4</b>	<b>0.0%</b>	<b>8.4</b>	<b>0.0%</b>
<b>Total System FTEs</b>	<b>2,060.6</b>	<b>2,002.7</b>	<b>2.9%</b>	<b>2,034.2</b>	<b>1.3%</b>	<b>2,081.1</b>	<b>2,024.0</b>	<b>2.8%</b>	<b>2,055.3</b>	<b>1.3%</b>
<b><u>Urgent Care Visits</u></b>										
JBS Clinic	1,504	1,368	9.9%	1,554	-3.2%	4,133	4,087	1.1%	4,365	-5.3%
West University	903	884	2.1%	1,110	-18.6%	2,398	2,641	-9.2%	2,896	-17.2%
<b>Total Urgent Care Visits</b>	<b>2,407</b>	<b>2,252</b>	<b>6.9%</b>	<b>2,664</b>	<b>-9.6%</b>	<b>6,531</b>	<b>6,728</b>	<b>-2.9%</b>	<b>7,261</b>	<b>-10.1%</b>
<b><u>Retail Clinic Visits</u></b>										
Retail Clinic	233	148	57.4%	148	57.4%	564	336	67.9%	336	67.9%

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
DECEMBER 2025**

	CURRENT YEAR	HOSPITAL UNAUDITED	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
			PRO CARE UNAUDITED	TRAUMA CARE UNAUDITED	
ASSETS					
CURRENT ASSETS:					
Cash and Cash Equivalents	\$ 13,279,162	\$ 16,898,248	\$ 4,700	\$ -	\$ (3,623,786)
Investments	58,592,158	57,956,175	-	-	635,983
Patient Accounts Receivable - Gross	231,949,000	214,978,630	19,968,494	1,685,000	(4,683,124)
Less: 3rd Party Allowances	(149,006,275)	(139,548,613)	(11,202,864)	(1,298,612)	3,043,813
Bad Debt Allowance	(46,002,567)	(39,762,357)	(5,310,080)	(300,000)	(630,130)
Net Patient Accounts Receivable	36,940,158	35,667,660	3,455,550	86,388	(2,269,440)
Taxes Receivable	11,628,053	11,616,563	-	-	11,490
Accounts Receivable - Other	13,674,391	8,609,285	100,560	-	4,964,546
Inventories	10,534,222	10,073,960	496,748	-	(36,486)
Prepaid Expenses	6,738,217	5,545,302	128,278	18,231	1,046,406
Total Current Assets	151,386,362	146,367,192	4,185,837	104,619	728,713
CAPITAL ASSETS:					
Property and Equipment	540,720,383	535,446,720	403,173	-	4,870,490
Construction in Progress	32,794,214	20,318,667	-	-	12,475,547
	573,514,597	555,765,387	403,173	-	17,346,037
Less: Accumulated Depreciation and Amortization	(401,468,311)	(395,954,800)	(352,925)	-	(5,160,586)
Total Capital Assets	172,046,287	159,810,587	50,248	-	12,185,452
LEASE ASSETS					
Leased Assets	53,343	2,337,842	-	-	(2,284,500)
Less Accumulated Amortization Lease Assets	(14,152)	(2,223,870)	-	-	2,209,718
Total Lease Assets	39,190	113,973	-	-	(74,782)
SUBSCRIPTION ASSETS					
Subscription Assets	13,368,639	15,952,212	-	-	(2,583,573)
Less Accumulated Amortization Subscription Assets	(4,519,792)	(4,917,465)	-	-	397,672
Total Subscription Assets	8,848,846	11,034,747	-	-	(2,185,901)
LT Lease Recieivable	5,148,631	5,611,487	-	-	(462,856)
RESTRICTED ASSETS:					
Restricted Assets Held by Trustee	4,896	4,896	-	-	-
Restricted Assets Held in Endowment	6,587,957	6,527,822	-	-	60,136
Restricted TPC, LLC	1,826,505	1,826,505	-	-	-
Restricted ENFRA EasS and Hospital Projects	93,383,911	-	-	-	93,383,911
Investment in PBBHC	44,756,193	44,756,193	-	-	-
Restricted MCH West Texas Services	2,489,685	2,444,722	-	-	44,963
Pension, Deferred Outflows of Resources	10,254,779	10,254,779	-	-	-
Assets whose use is Limited	363,903	-	356,764	6,743	395
TOTAL ASSETS	\$ 497,137,144	\$ 388,752,902	\$ 4,592,850	\$ 111,362	\$ 103,680,030
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES:					
Current Maturities of Long-Term Debt	\$ 1,970,000	\$ 1,970,000	\$ -	\$ -	\$ -
Self-Insurance Liability - Current Portion	2,941,169	2,941,169	-	-	-
Current Portion of Lease Liabilities	3,863	278,336	-	-	(274,473)
Current Portion of Subscription Liabilities	2,335,025	2,592,529	-	-	(257,505)
Accounts Payable	21,819,733	27,610,232	(2,116,984)	(875,767)	(2,797,748)
A/R Credit Balances	2,898,661	2,429,902	-	-	468,760
Accrued Interest	567,009	251,049	-	-	315,959
Accrued Salaries and Wages	16,408,958	6,581,641	6,849,020	238,922	2,739,375
Accrued Compensated Absences	5,380,748	5,729,425	-	-	(348,677)
Due to Third Party Payors	5,124,596	7,251,974	-	-	(2,127,377)
Deferred Revenue	104,319,291	174,540	(106,356)	-	104,251,107
Total Current Liabilities	163,769,054	57,810,796	4,625,680	(636,845)	101,332,577
ACCRUED POST RETIREMENT BENEFITS					
	18,446,363	19,152,541	-	-	(706,177)
LESSOR DEFERRED INFLOWS OF RESOURCES	6,631,828	7,114,414	-	-	(482,586)
SELF-INSURANCE LIABILITIES - Less Current Portion	1,799,851	1,799,851	-	-	-
LEASE LIABILITIES	38,029	39,011	-	-	(982)
SUBSCRIPTION LIABILITIES	5,271,297	6,413,018	-	-	(1,141,721)
LONG-TERM DEBT - Less Current Maturities	25,685,691	25,818,179	-	-	(132,488)
					-
Total Liabilities	221,642,114	118,147,811	4,625,680	(636,845)	99,505,468
FUND BALANCE	275,495,030	270,605,092	(32,831)	748,207	275,527,861
TOTAL LIABILITIES AND FUND BALANCE	\$ 497,137,144	\$ 388,752,902	\$ 4,592,850	\$ 111,362	\$ 103,680,030

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 63,664,722	\$ 57,028,299	11.6%	\$ 58,127,157	9.5%	\$ 184,266,467	\$ 170,512,872	8.1%	\$ 170,680,493	8.0%
Outpatient Revenue	63,588,317	60,892,457	4.4%	60,491,751	5.1%	191,437,608	186,501,676	2.6%	191,809,739	-0.2%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 127,253,040</b>	<b>\$ 117,920,756</b>	<b>7.9%</b>	<b>\$ 118,618,909</b>	<b>7.3%</b>	<b>\$ 375,704,075</b>	<b>\$ 357,014,548</b>	<b>5.2%</b>	<b>\$ 362,490,232</b>	<b>3.6%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 79,900,655	\$ 74,600,463	7.1%	\$ 77,524,315	3.1%	\$ 234,923,388	\$ 225,678,816	4.1%	\$ 232,836,949	0.9%
Policy Adjustments	927,902	991,166	-6.4%	1,246,222	-25.5%	2,674,154	3,348,326	-20.1%	3,440,791	-22.3%
Uninsured Discount	8,058,665	9,044,043	-10.9%	10,414,832	-22.6%	23,489,477	27,123,115	-13.4%	27,509,929	-14.6%
Indigent	1,997,122	1,139,777	75.2%	1,310,494	52.4%	4,972,143	3,465,455	43.5%	4,219,160	17.8%
Provision for Bad Debts	7,476,586	6,158,441	21.4%	1,606,254	365.5%	26,299,244	18,730,986	40.4%	14,308,372	83.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 98,360,930</b>	<b>\$ 91,933,890</b>	<b>7.0%</b>	<b>\$ 92,102,118</b>	<b>6.8%</b>	<b>\$ 292,358,407</b>	<b>\$ 278,346,698</b>	<b>5.0%</b>	<b>\$ 282,315,201</b>	<b>3.6%</b>
	<b>77.30%</b>	<b>77.96%</b>		<b>77.65%</b>		<b>77.82%</b>	<b>77.97%</b>		<b>77.88%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 2,052,707	\$ 1,457,917	40.8%	1,832,067	12.0%	\$ 4,992,043	\$ 4,373,751	14.1%	\$ 5,452,733	-8.4%
DSRIP/CHIRP	1,252,500	1,252,500	0.0%	361,353	246.6%	3,787,136	3,757,500	0.8%	(783,965)	-583.1%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,305,207</b>	<b>\$ 2,710,417</b>	<b>21.9%</b>	<b>\$ 2,193,421</b>	<b>50.7%</b>	<b>\$ 8,779,179</b>	<b>\$ 8,131,251</b>	<b>8.0%</b>	<b>\$ 4,668,768</b>	<b>88.0%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 32,197,317</b>	<b>\$ 28,697,283</b>	<b>12.2%</b>	<b>\$ 28,710,212</b>	<b>12.1%</b>	<b>\$ 92,124,847</b>	<b>\$ 86,799,101</b>	<b>6.1%</b>	<b>\$ 84,843,799</b>	<b>8.6%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 7,313,592	\$ 7,522,785	-2.8%	\$ 7,162,834	2.1%	\$ 22,714,886	\$ 22,802,345	-0.4%	\$ 20,442,192	11.1%
Other Revenue	2,138,812	2,041,436	4.8%	1,529,400	39.8%	5,576,852	5,822,721	-4.2%	4,635,762	20.3%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 9,452,404</b>	<b>\$ 9,564,221</b>	<b>-1.2%</b>	<b>\$ 8,692,234</b>	<b>8.7%</b>	<b>\$ 28,291,738</b>	<b>\$ 28,625,066</b>	<b>-1.2%</b>	<b>\$ 25,077,954</b>	<b>12.8%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 41,649,720</b>	<b>\$ 38,261,504</b>	<b>8.9%</b>	<b>\$ 37,402,445</b>	<b>11.4%</b>	<b>\$ 120,416,585</b>	<b>\$ 115,424,167</b>	<b>4.3%</b>	<b>\$ 109,921,753</b>	<b>9.5%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 16,424,449	\$ 16,189,484	1.5%	\$ 16,019,424	2.5%	\$ 49,471,922	\$ 48,818,863	1.3%	\$ 47,840,275	3.4%
Benefits	2,895,609	2,501,748	15.7%	2,887,507	0.3%	7,086,792	7,082,363	0.1%	7,086,945	0.0%
Temporary Labor	1,355,782	1,266,607	7.0%	1,301,635	4.2%	4,126,468	3,789,699	8.9%	4,076,753	1.2%
Physician Fees	1,364,855	1,310,103	4.2%	1,215,551	12.3%	4,075,623	3,930,148	3.7%	3,884,426	4.9%
Texas Tech Support	1,033,950	1,042,618	-0.8%	1,002,268	3.2%	3,120,781	3,127,854	-0.2%	3,012,493	3.6%
Purchased Services	5,861,863	5,183,153	13.1%	5,054,274	16.0%	16,308,669	15,186,869	7.4%	14,374,862	13.5%
Supplies	7,337,678	6,895,563	6.4%	7,073,939	3.7%	20,673,279	20,678,571	0.0%	21,546,948	-4.1%
Utilities	335,211	331,149	1.2%	323,807	3.5%	1,001,365	924,319	8.3%	1,014,377	-1.3%
Repairs and Maintenance	953,313	881,826	8.1%	874,688	9.0%	2,801,473	2,715,102	3.2%	2,627,500	6.6%
Leases and Rent	176,750	203,772	-13.3%	141,643	24.8%	544,733	611,243	-10.9%	402,735	35.3%
Insurance	196,789	205,576	-4.3%	243,691	-19.2%	593,797	616,728	-3.7%	708,801	-16.2%
Interest Expense	81,511	79,147	3.0%	87,275	-6.6%	251,849	237,966	5.8%	267,094	-5.7%
ECHDA	101,983	113,629	-10.2%	208,248	-51.0%	363,395	340,887	6.6%	385,421	-5.7%
Other Expense	218,878	232,045	-5.7%	179,983	21.6%	646,845	692,557	-6.6%	602,685	7.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 38,338,620</b>	<b>\$ 36,436,421</b>	<b>5.2%</b>	<b>\$ 36,613,932</b>	<b>4.7%</b>	<b>\$ 111,066,992</b>	<b>\$ 108,753,168</b>	<b>2.1%</b>	<b>\$ 107,831,314</b>	<b>3.0%</b>
Depreciation/Amortization	\$ 2,145,209	\$ 2,177,540	-1.5%	\$ 2,067,037	3.8%	\$ 6,607,868	\$ 6,584,091	0.4%	\$ 6,151,881	7.4%
(Gain) Loss on Sale of Assets	91,216	-	0.0%	-	0.0%	52,720	-	0.0%	(300)	-17673.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 40,575,045</b>	<b>\$ 38,613,961</b>	<b>5.1%</b>	<b>\$ 38,680,970</b>	<b>4.9%</b>	<b>\$ 117,727,580</b>	<b>\$ 115,337,259</b>	<b>2.1%</b>	<b>\$ 113,982,895</b>	<b>3.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 1,074,676</b>	<b>\$ (352,457)</b>	<b>404.9%</b>	<b>\$ (1,278,524)</b>	<b>184.1%</b>	<b>\$ 2,689,005</b>	<b>\$ 86,908</b>	<b>2994.1%</b>	<b>\$ (4,061,142)</b>	<b>-166.2%</b>
Operating Margin	2.58%	-0.92%	-380.1%	-3.42%	-175.5%	2.23%	0.08%	2865.8%	-3.69%	-160.4%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 789,738	\$ 486,246	62.4%	\$ 241,976	226.4%	\$ 1,473,396	\$ 1,157,729	27.3%	\$ 452,277	225.8%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Opioid Abatement Fund	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	8,135	-100.0%	-	0.0%	-	24,405	-100.0%	64,243	-100.0%
COVID-19 Stimulus	-	-	0.0%	78,390	-100.0%	-	-	0.0%	78,390	-100.0%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,864,413</b>	<b>\$ 141,924</b>	<b>-1213.7%</b>	<b>\$ (958,159)</b>	<b>294.6%</b>	<b>\$ 4,162,401</b>	<b>\$ 1,269,042</b>	<b>-228.0%</b>	<b>\$ (3,466,232)</b>	<b>220.1%</b>
Unrealized Gain/(Loss) on Investments	\$ 135,673	\$ 100,093	0.0%	\$ 127,590	6.3%	\$ 329,748	\$ 300,279	0.0%	\$ 255,102	29.3%
Investment in Subsidiaries	2,168	85,799	-97.5%	122,331	-98.2%	355,634	257,397	38.2%	134,946	163.5%
<b>CHANGE IN NET POSITION</b>	<b>\$ 2,002,255</b>	<b>\$ 327,816</b>	<b>-510.8%</b>	<b>\$ (708,238)</b>	<b>382.7%</b>	<b>\$ 4,847,784</b>	<b>\$ 1,826,718</b>	<b>-165.4%</b>	<b>\$ (3,076,184)</b>	<b>257.6%</b>
<b>ADJUSTED OPERATING EBIDA</b>	<b>\$ 2,671,639</b>	<b>\$ 1,178,745</b>	<b>126.7%</b>	<b>\$ 228,505</b>	<b>1069.2%</b>	<b>\$ 7,418,682</b>	<b>\$ 4,658,920</b>	<b>59.2%</b>	<b>\$ 390,645</b>	<b>1799.1%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 63,664,722	\$ 57,028,299	11.6%	\$ 58,127,157	9.5%	\$ 184,266,467	\$ 170,512,872	8.1%	\$ 170,680,493	8.0%
Outpatient Revenue	51,969,918	50,958,521	2.0%	50,749,384	2.4%	157,093,007	152,739,448	2.9%	159,155,753	-1.3%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 115,634,640</b>	<b>\$ 107,986,820</b>	<b>7.1%</b>	<b>\$ 108,876,541</b>	<b>6.2%</b>	<b>\$ 341,359,473</b>	<b>\$ 323,252,320</b>	<b>5.6%</b>	<b>\$ 329,836,246</b>	<b>3.5%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 73,637,356	\$ 69,404,660	6.1%	\$ 72,999,147	0.9%	\$ 216,979,460	\$ 207,954,733	4.3%	\$ 216,360,969	0.3%
Policy Adjustments	84,174	158,062	-46.7%	45,108	86.6%	342,549	472,778	-27.5%	111,925	206.1%
Uninsured Discount	7,801,786	8,831,347	-11.7%	10,254,298	-23.9%	22,718,827	26,394,774	-13.9%	26,973,968	-15.8%
Indigent Care	1,957,399	1,131,962	72.9%	1,297,903	50.8%	4,914,947	3,437,405	43.0%	4,184,137	17.5%
Provision for Bad Debts	6,559,825	5,256,421	24.8%	783,840	736.9%	22,717,894	15,694,676	44.7%	11,303,460	101.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 90,040,541</b>	<b>\$ 84,782,452</b>	<b>6.2%</b>	<b>\$ 85,380,297</b>	<b>5.5%</b>	<b>\$ 267,673,677</b>	<b>\$ 253,954,366</b>	<b>5.4%</b>	<b>\$ 258,934,460</b>	<b>3.4%</b>
	<b>77.87%</b>	<b>78.51%</b>		<b>78.42%</b>		<b>78.41%</b>	<b>78.56%</b>		<b>78.50%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 2,052,707	\$ 1,457,917	40.8%	\$ 1,832,067	12.0%	\$ 4,992,043	\$ 4,373,751	14.1%	\$ 5,452,733	-8.4%
DSRIP/CHIRP	1,252,500	1,252,500	0.0%	361,353	246.6%	3,787,136	3,757,500	0.8%	(783,965)	-583.1%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,305,207</b>	<b>\$ 2,710,417</b>	<b>21.9%</b>	<b>\$ 2,193,421</b>	<b>50.7%</b>	<b>\$ 8,779,179</b>	<b>\$ 8,131,251</b>	<b>8.0%</b>	<b>\$ 4,668,768</b>	<b>88.0%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 28,899,307</b>	<b>\$ 25,914,785</b>	<b>11.5%</b>	<b>\$ 25,689,665</b>	<b>12.5%</b>	<b>\$ 82,464,976</b>	<b>\$ 77,429,205</b>	<b>6.5%</b>	<b>\$ 75,570,554</b>	<b>9.1%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 7,313,592	\$ 7,522,785	-2.8%	\$ 7,162,834	2.1%	\$ 22,714,886	\$ 22,802,345	-0.4%	\$ 20,442,192	11.1%
Other Revenue	1,943,041	1,770,308	9.8%	1,346,116	44.3%	4,879,109	5,007,700	-2.6%	3,919,177	24.5%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 9,256,633</b>	<b>\$ 9,293,093</b>	<b>-0.4%</b>	<b>\$ 8,508,950</b>	<b>8.8%</b>	<b>\$ 27,593,995</b>	<b>\$ 27,810,045</b>	<b>-0.8%</b>	<b>\$ 24,361,369</b>	<b>13.3%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 38,155,939</b>	<b>\$ 35,207,878</b>	<b>8.4%</b>	<b>\$ 34,198,615</b>	<b>11.6%</b>	<b>\$ 110,058,971</b>	<b>\$ 105,239,250</b>	<b>4.6%</b>	<b>\$ 99,931,923</b>	<b>10.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 11,798,641	\$ 11,377,859	3.7%	\$ 11,252,892	4.8%	\$ 35,386,621	\$ 34,117,714	3.7%	\$ 33,617,484	5.3%
Benefits	2,255,750	1,899,549	18.8%	2,340,270	-3.6%	5,811,931	5,677,178	2.4%	5,867,912	-1.0%
Temporary Labor	601,953	488,904	23.1%	598,528	0.6%	1,912,550	1,461,590	30.9%	2,071,425	-7.7%
Physician Fees	1,430,032	1,357,082	5.4%	1,297,048	10.3%	4,250,145	4,071,085	4.4%	4,131,793	2.9%
Texas Tech Support	1,033,950	1,042,618	-0.8%	1,002,268	3.2%	3,120,781	3,127,854	-0.2%	3,012,493	3.6%
Purchased Services	6,174,512	5,563,159	11.0%	5,330,567	15.8%	17,226,057	16,361,317	5.3%	15,190,459	13.4%
Supplies	7,267,661	6,821,186	6.5%	7,022,747	3.5%	20,484,978	20,457,757	0.1%	21,343,513	-4.0%
Utilities	334,455	330,313	1.3%	322,945	3.6%	999,339	922,709	8.3%	1,011,655	-1.2%
Repairs and Maintenance	953,313	881,350	8.2%	874,688	9.0%	2,797,866	2,713,674	3.1%	2,627,500	6.5%
Leases and Rentals	15,187	41,354	-63.3%	(5,040)	-401.4%	56,087	124,063	-54.8%	(38,384)	-246.1%
Insurance	130,648	136,272	-4.1%	173,661	-24.8%	395,374	408,816	-3.3%	508,084	-22.2%
Interest Expense	81,511	79,147	3.0%	87,275	-6.6%	251,849	237,966	5.8%	267,094	-5.7%
ECHDA	101,983	113,629	-10.2%	208,248	-51.0%	363,395	340,887	6.6%	385,421	-5.7%
Other Expense	133,324	161,534	-17.5%	121,919	9.4%	416,181	493,952	-15.7%	409,825	1.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 32,312,922</b>	<b>\$ 30,293,957</b>	<b>6.7%</b>	<b>\$ 30,628,016</b>	<b>5.5%</b>	<b>\$ 93,473,154</b>	<b>\$ 90,516,561</b>	<b>3.3%</b>	<b>\$ 90,406,273</b>	<b>3.4%</b>
Depreciation/Amortization	\$ 2,133,749	\$ 2,164,955	-1.4%	\$ 2,055,073	3.8%	\$ 6,573,573	\$ 6,546,336	0.4%	\$ 6,116,056	7.5%
(Gain)/Loss on Disposal of Assets	91,216	-	0.0%	-	0.0%	52,720	-	0.0%	(300)	-17673.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 34,537,886</b>	<b>\$ 32,458,912</b>	<b>6.4%</b>	<b>\$ 32,683,089</b>	<b>5.7%</b>	<b>\$ 100,099,447</b>	<b>\$ 97,062,897</b>	<b>3.1%</b>	<b>\$ 96,522,029</b>	<b>3.7%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 3,618,053</b>	<b>\$ 2,748,966</b>	<b>31.6%</b>	<b>\$ 1,515,525</b>	<b>-138.7%</b>	<b>\$ 9,959,523</b>	<b>\$ 8,176,353</b>	<b>21.8%</b>	<b>\$ 3,409,894</b>	<b>-192.1%</b>
Operating Margin	9.48%	7.81%	21.4%	4.43%	114.0%	9.05%	7.77%	16.5%	3.41%	165.2%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 789,738	\$ 486,246	62.4%	\$ 241,976	226.4%	\$ 1,473,396	\$ 1,157,729	27.3%	\$ 452,277	225.8%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Opioid Abatement Fund	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	8,135	-100.0%	-	0.0%	-	24,405	-100.0%	64,243	-100.0%
COVID-19 Stimulus	-	-	0.0%	78,390	-100.0%	-	-	-	78,390	-100.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 4,407,791</b>	<b>\$ 3,243,348</b>	<b>35.9%</b>	<b>\$ 1,835,891</b>	<b>140.1%</b>	<b>\$ 11,432,920</b>	<b>\$ 9,358,487</b>	<b>22.2%</b>	<b>\$ 4,004,804</b>	<b>185.5%</b>
Procure Capital Contribution	(2,571,316)	(3,117,655)	-17.5%	(2,816,366)	-8.7%	(7,342,281)	(8,138,208)	-9.8%	(7,573,418)	-3.1%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,836,475</b>	<b>\$ 125,693</b>	<b>-1361.1%</b>	<b>\$ (980,475)</b>	<b>287.3%</b>	<b>\$ 4,090,639</b>	<b>\$ 1,220,279</b>	<b>-235.2%</b>	<b>\$ (3,568,614)</b>	<b>214.6%</b>
Unrealized Gain/(Loss) on Investments	\$ 135,673	\$ 100,093	35.5%	\$ 127,590	6.3%	\$ 329,748	\$ 300,279	9.8%	\$ 255,102	29.3%
Investment in Subsidiaries	2,168	85,799	-97.5%	122,331	-98.2%	355,634	257,397	38.2%	134,946	163.5%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,974,316</b>	<b>\$ 311,585</b>	<b>-533.6%</b>	<b>\$ (730,554)</b>	<b>370.2%</b>	<b>\$ 4,776,022</b>	<b>\$ 1,777,955</b>	<b>-168.6%</b>	<b>\$ (3,178,566)</b>	<b>250.3%</b>
<b>ADJUSTED OPERATING EBIDA</b>	<b>\$ 5,203,556</b>	<b>\$ 4,267,583</b>	<b>21.9%</b>	<b>\$ 3,010,591</b>	<b>72.8%</b>	<b>\$ 14,654,906</b>	<b>\$ 12,710,610</b>	<b>15.3%</b>	<b>\$ 7,825,856</b>	<b>87.3%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 11,403,083	\$ 9,756,444	16.9%	\$ 9,680,048	17.8%	\$ 33,735,560	\$ 33,212,248	1.6%	\$ 32,286,749	4.5%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,403,083	\$ 9,756,444	16.9%	\$ 9,680,048	17.8%	\$ 33,735,560	\$ 33,212,248	1.6%	\$ 32,286,749	4.5%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 6,138,232	\$ 5,114,436	20.0%	\$ 4,505,769	36.2%	\$ 17,600,258	\$ 17,471,958	0.7%	\$ 16,295,986	8.0%
Policy Adjustments	818,650	801,037	2.2%	1,192,992	-31.4%	2,247,699	2,776,184	-19.0%	3,286,528	-31.6%
Uninsured Discount	256,879	212,696	20.8%	160,534	60.0%	770,650	728,341	5.8%	535,961	43.8%
Indigent	39,724	7,815	408.3%	12,592	215.5%	57,197	28,050	103.9%	35,023	63.3%
Provision for Bad Debts	883,711	872,682	1.3%	815,605	8.4%	3,497,342	2,945,402	18.7%	2,964,493	18.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 8,137,196	\$ 7,008,666	16.1%	\$ 6,687,492	21.7%	\$ 24,173,146	\$ 23,949,935	0.9%	\$ 23,117,990	4.6%
	71.36%	71.84%		69.09%		71.65%	72.11%		71.60%	
<b>NET PATIENT REVENUE</b>	\$ 3,265,888	\$ 2,747,778	18.9%	\$ 2,992,556	9.1%	\$ 9,562,415	\$ 9,262,313	3.2%	\$ 9,168,758	4.3%
<b>OTHER REVENUE</b>										
Other Income	\$ 193,201	\$ 270,027	-28.5%	\$ 182,484	5.9%	\$ 693,385	\$ 811,718	-14.6%	\$ 711,989	-2.6%
<b>TOTAL OTHER REVENUE</b>	\$ 193,201	\$ 270,027	-28.5%	\$ 182,484	5.9%	\$ 693,385	\$ 811,718	-14.6%	\$ 711,989	-2.6%
<b>NET OPERATING REVENUE</b>	\$ 3,459,088	\$ 3,017,805	14.6%	\$ 3,175,040	8.9%	\$ 10,255,799	\$ 10,074,031	1.8%	\$ 9,880,748	3.8%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 4,382,198	\$ 4,560,694	-3.9%	\$ 4,523,527	-3.1%	\$ 13,341,502	\$ 13,948,031	-4.3%	\$ 13,503,176	-1.2%
Benefits	627,470	587,931	6.7%	537,931	16.6%	1,241,115	1,359,379	-8.7%	1,193,517	4.0%
Temporary Labor	753,829	777,703	-3.1%	703,107	7.2%	2,213,919	2,328,109	-4.9%	2,005,328	10.4%
Physician Fees	194,071	212,269	-8.6%	177,751	9.2%	603,222	636,807	-5.3%	530,378	13.7%
Purchased Services	(313,238)	(382,496)	-18.1%	(277,984)	12.7%	(918,818)	(1,181,918)	-22.3%	(820,176)	12.0%
Supplies	70,017	74,044	-5.4%	50,006	40.0%	187,624	219,786	-14.6%	202,041	-7.1%
Utilities	755	836	-9.7%	862	-12.4%	2,026	1,610	25.8%	2,722	-25.6%
Repairs and Maintenance	-	476	-100.0%	-	0.0%	3,607	1,428	152.6%	-	0.0%
Leases and Rentals	160,909	161,616	-0.4%	146,029	10.2%	486,685	484,774	0.4%	437,819	11.2%
Insurance	57,677	59,854	-3.6%	60,309	-4.4%	173,031	179,562	-3.6%	171,552	0.9%
Other Expense	85,255	69,946	21.9%	57,904	47.2%	229,874	196,910	16.7%	191,985	19.7%
<b>TOTAL OPERATING EXPENSES</b>	\$ 6,018,944	\$ 6,122,873	-1.7%	\$ 5,979,442	0.7%	\$ 17,563,785	\$ 18,174,478	-3.4%	\$ 17,418,341	0.8%
Depreciation/Amortization	\$ 11,460	\$ 12,585	-8.9%	\$ 11,964	-4.2%	\$ 34,295	\$ 37,755	-9.2%	\$ 35,825	-4.3%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 6,030,404	\$ 6,135,458	-1.7%	\$ 5,991,406	0.7%	\$ 17,598,080	\$ 18,212,233	-3.4%	\$ 17,454,166	0.8%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (2,571,316)</b>	<b>\$ (3,117,653)</b>	<b>-17.5%</b>	<b>\$ (2,816,366)</b>	<b>-8.7%</b>	<b>\$ (7,342,281)</b>	<b>\$ (8,138,202)</b>	<b>-9.8%</b>	<b>\$ (7,573,418)</b>	<b>-3.1%</b>
Operating Margin	-74.34%	-103.31%	-28.0%	-88.70%	-16.2%	-71.59%	-80.78%	-11.4%	-76.65%	-6.6%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 2,571,316	\$ 3,117,653	-17.5%	\$ 2,816,366	-8.7%	\$ 7,342,281	\$ 8,138,202	-9.8%	\$ 7,573,418	-3.1%
<b>CAPITAL CONTRIBUTION</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ADJUSTED OPERATING EBIDA</b>	<b>\$ (2,559,856)</b>	<b>\$ (3,105,068)</b>	<b>17.6%</b>	<b>\$ (2,804,402)</b>	<b>8.7%</b>	<b>\$ (7,307,986)</b>	<b>\$ (8,100,447)</b>	<b>9.8%</b>	<b>\$ (7,537,594)</b>	<b>3.0%</b>
<b>MONTHLY STATISTICAL REPORT</b>										
	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	7,390	6,199	19.2%	6,452	14.54%	22,901	21,193	8.1%	22,102	3.62%
Total Hospital Visits	7,177	6,487	10.6%	6,327	13.43%	20,565	19,975	3.0%	19,391	6.05%
Total Procedures	12,750	11,315	12.7%	11,339	12.44%	39,219	38,847	1.0%	38,948	0.70%
Total Surgeries	709	840	-15.6%	797	-11.04%	2,256	2,489	-9.4%	2,366	-4.65%
Total Provider FTE's	87.6	87.4	0.3%	86.8	1.01%	87.4	88.7	-1.5%	87.2	0.21%
Total Staff FTE's	116.1	142.7	-18.7%	108.6	6.91%	118.6	142.7	-16.9%	111.0	6.84%
Total Administrative FTE's	8.1	9.5	-14.5%	8.3	-2.29%	8.2	9.5	-13.6%	8.2	0.48%
Total FTE's	211.8	239.6	-11.6%	203.6	4.02%	214.3	241.0	-11.1%	206.4	3.79%

**ECTOR COUNTY HOSPITAL DISTRICT  
TRAUMACARE OPERATIONS SUMMARY  
DECEMBER 2025**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 215,316	\$ 177,492	21.3%	\$ 62,320	245.5%	\$ 609,041	\$ 549,980	10.7%	\$ 367,237	65.8%
<b>TOTAL PATIENT REVENUE</b>	\$ 215,316	\$ 177,492	21.3%	\$ 62,320	245.5%	\$ 609,041	\$ 549,980	10.7%	\$ 367,237	65.8%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 125,067	\$ 81,367	53.7%	\$ 19,398	544.7%	\$ 343,670	\$ 252,125	36.3%	\$ 179,994	90.9%
Policy Adjustments	25,078	32,067	-21.8%	8,121	208.8%	83,906	99,364	-15.6%	42,337	98.2%
Uninsured Discount	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Indigent	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Provision for Bad Debts	33,049	29,338	12.6%	6,809	385.4%	84,008	90,908	-7.6%	40,419	107.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 183,194	\$ 142,772	28.3%	\$ 34,329	433.6%	\$ 511,584	\$ 442,397	15.6%	\$ 262,751	94.7%
	85.08%	80.44%		55.08%		84.00%	80.44%		71.55%	
<b>NET PATIENT REVENUE</b>	\$ 32,122	\$ 34,720	-7.5%	\$ 27,991	14.8%	\$ 97,457	\$ 107,583	-9.4%	\$ 104,486	-6.7%
						16.0%				
<b>OTHER REVENUE</b>										
Other Income	\$ 2,570	\$ 1,101	133.5%	\$ 800	221.3%	\$ 4,358	\$ 3,303	31.9%	\$ 4,595	-5.2%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	\$ 34,693	\$ 35,821	-3.1%	\$ 28,791	20.5%	\$ 101,815	\$ 110,886	-8.2%	\$ 109,082	-6.7%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 243,610	\$ 250,931	-2.9%	\$ 243,005	0.2%	\$ 743,799	\$ 753,118	-1.2%	\$ 719,615	3.4%
Benefits	12,388	14,268	-13.2%	9,305	33.1%	33,747	45,806	-26.3%	25,515	32.3%
Temporary Labor	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Physician Fees	(259,248)	(259,248)	0.0%	(259,248)	0.0%	(777,744)	(777,744)	0.0%	(777,744)	0.0%
Purchased Services	588	2,490	-76.4%	1,691	-65.2%	1,430	7,470	-80.9%	4,579	-68.8%
Supplies	-	333	-100.0%	1,186	-100.0%	677	1,028	-34.1%	1,394	-51.4%
Utilities	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Repairs and Maintenance	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Leases and Rentals	653	802	-18.5%	653	0.0%	1,960	2,406	-18.5%	3,300	-40.6%
Insurance	8,464	9,450	-10.4%	9,722	-12.9%	25,392	28,350	-10.4%	29,165	-12.9%
Other Expense	299	565	-47.1%	160	86.2%	790	1,695	-53.4%	875	-9.7%
<b>TOTAL OPERATING EXPENSES</b>	\$ 6,754	\$ 19,591	-65.5%	\$ 6,475	4.3%	\$ 30,053	\$ 62,129	-51.6%	\$ 6,700	348.6%
Depreciation/Amortization	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 6,754	\$ 19,591	-65.5%	\$ 6,475	4.3%	\$ 30,053	\$ 62,129	-51.6%	\$ 6,700	348.6%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ 27,939	\$ 16,230	72.1%	\$ 22,316	25.2%	\$ 71,762	\$ 48,757	47.2%	\$ 102,382	-29.9%
Operating Margin	80.53%	45.31%	77.7%	77.51%	3.9%	70.48%	43.97%	60.3%	93.86%	-24.9%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>CAPITAL CONTRIBUTION</b>	\$ 27,939	\$ 16,230	72.1%	\$ 22,316	25.2%	\$ 71,762	\$ 48,757	47.2%	\$ 102,382	-29.9%
<b>ADJUSTED OPERATING EBIDA</b>	\$ 27,939	\$ 16,230	72.1%	\$ 22,316	25.2%	\$ 71,762	\$ 48,757	47.2%	\$ 102,382	-29.9%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Procedures	642	507	26.63%	190	237.89%	2,012	1,571	28.07%	1,088	84.93%
Total Provider FTE's	7.3	7.3	0.00%	7.3	-0.40%	7.3	7.4	-0.93%	7.4	-0.38%
Total Staff FTE's	1.0	0.9	11.46%	1.0	1.94%	1.0	1.0	7.57%	1.0	2.72%
Total FTE's	8.3	8.2	1.27%	8.3	-0.12%	8.4	8.4	0.05%	8.4	-0.01%

**ECTOR COUNTY HOSPITAL DISTRICT  
DECEMBER 2025**

**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	\$ 43,879,721	37.9%	\$ 41,897,433	38.5%	\$ 129,827,988	38.0%	128,016,081	38.8%
Medicaid	11,330,461	9.8%	12,448,982	11.4%	33,284,855	9.8%	35,777,102	10.8%
Commercial	43,961,273	38.1%	40,090,485	36.8%	128,185,732	37.6%	122,673,933	37.3%
Self Pay	12,513,506	10.8%	10,549,087	9.7%	38,647,507	11.3%	31,495,041	9.5%
Other	3,949,679	3.4%	3,890,554	3.6%	11,413,392	3.3%	11,874,089	3.6%
<b>TOTAL</b>	<b>\$ 115,634,640</b>	<b>100.0%</b>	<b>\$ 108,876,541</b>	<b>100.0%</b>	<b>\$ 341,359,473</b>	<b>100.0%</b>	<b>329,836,246</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 9,893,589	36.1%	\$ 9,191,903	37.9%	\$ 27,056,545	35.4%	27,427,788	39.1%
Medicaid	3,549,655	13.0%	2,656,712	11.0%	9,344,905	12.2%	6,114,659	8.7%
Commercial	11,477,545	41.9%	10,219,678	42.2%	33,356,302	43.6%	29,820,765	42.6%
Self Pay	1,207,561	4.4%	1,000,387	4.1%	3,605,850	4.7%	3,657,894	5.2%
Other	1,253,880	4.6%	1,160,537	4.8%	3,152,451	4.1%	3,090,225	4.4%
<b>TOTAL</b>	<b>\$ 27,382,230</b>	<b>100.0%</b>	<b>\$ 24,229,217</b>	<b>100.0%</b>	<b>\$ 76,516,055</b>	<b>100.0%</b>	<b>70,111,331</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
DECEMBER 2025**

	Hospital	ProCare	TraumaCare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:				
Excess of Revenue over Expenses	\$ 4,776,022	-	71,762	\$ 4,847,784
Noncash Expenses:				
Depreciation and Amortization	2,663,292	1,670	-	2,664,962
Unrealized Gain/Loss on Investments	243,994	-	-	243,994
Accretion (Bonds) & COVID Funding	(132,488)	-	-	(132,488)
Changes in Assets and Liabilities				
Patient Receivables, Net	2,503,950	(230,165)	(4,345)	2,269,440
Taxes Receivable/Deferred Revenue	(3,937,174)	(6,789)	-	(3,943,963)
Inventories, Prepaids and Other	(5,251,355)	(12,590)	164	(5,263,782)
LT Lease Rec	462,856	-	-	462,856
Deferred Inflow of Resources	-	-	-	-
Accounts Payable	(2,005,391)	299,447	(98,062)	(1,804,006)
Accrued Expenses	2,017,871	(51,573)	30,481	1,996,778
Due to Third Party Payors	(2,127,377)	-	-	(2,127,377)
Deferred Inflows of Resources-GASB 87 Lessor	(482,586)	-	-	(482,586)
Accrued Post Retirement Benefit Costs	(1,491,958)	-	-	(1,491,958)
Net Cash Provided by Operating Activities	\$ (2,760,345)	(0)	-	\$ (2,760,345)
Cash Flows from Investing Activities:				
Investments	\$ (965,731)	-	-	\$ (965,731)
Acquisition of Property and Equipment	1,928,460	-	-	1,928,460
Net Cash used by Investing Activities	\$ 962,728	-	-	\$ 962,728
Cash Flows from Financing Activities:				
Current Portion Debt	\$ (1,200)	-	-	\$ (1,200)
Principal Paid on Subscription Liabilities	(273,421)	-	-	(273,421)
Principal Paid on Lease Liabilities	(274,473)	-	-	(274,473)
LT Liab Subscriptions	(1,170,995)	-	-	(1,170,995)
LT Liab Leases	(982)	-	-	(982)
Net Repayment of Long-term Debt/Bond Issuance	-	-	-	-
Net Cash used by Financing Activities	(1,721,070)	-	-	(1,721,070)
Net Increase (Decrease) in Cash	(3,518,687)	(0)	-	(3,518,687)
Beginning Cash & Cash Equivalents @ 9/30/2025	27,702,192	4,700	-	27,706,892
Ending Cash & Cash Equivalents @ 12/31/2025	\$ 24,183,505	\$ 4,700	\$ -	\$ 24,188,205



# Financial Presentation

## For the Month Ended December 31, 2025

# *Results From Operations*

## *December 31, 2025*

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	
Inpatient Revenue	\$63,664,722	\$57,028,299	\$6,636,423	11.6%
Outpatient Revenue	63,588,317	60,892,457	2,695,860	4.4%
Total Patient Revenue	127,253,039	117,920,756	9,332,283	7.9%
Less: Deductions	98,360,930	91,933,890	6,427,040	7.0%
Net Patient Revenue	28,892,109	25,986,866	2,905,243	11.2%
Supplemental Funding	3,305,207	2,710,417	594,790	21.9%
Tax Revenue	7,313,592	7,522,785	(209,193)	-2.8%
Other Revenue	2,138,812	2,041,436	97,376	4.8%
Total Operating Revenue	41,649,720	38,261,504	3,388,216	8.9%
Salaries, Benefits & Contract Labor	20,675,840	19,957,839	718,001	3.6%
Physician Fees incl TTU	2,398,805	2,352,721	46,084	2.0%
Purchased Services	5,861,863	5,183,153	678,710	13.1%
Supplies	7,337,678	6,895,563	442,115	6.4%
Repairs and Maintenance	953,313	881,826	71,487	8.1%
Other Expense	927,628	972,542	(44,914)	-4.6%
ECHD Assistance	101,983	113,629	(11,646)	-10.2%
Interest Expense	81,511	79,147	2,364	3.0%
Depreciation	2,236,425	2,177,540	58,885	2.7%
Total Operating Expenses	40,575,046	38,613,960	1,961,086	5.1%
Gain (Loss) from Operations	1,074,676	(352,457)	1,427,133	-404.9%
Non-operating Income	927,579	680,273	247,306	36.4%
Excess Income over Expenses	\$2,002,255	\$327,816	\$1,674,439	510.8%

# *Results From Operations - YTD*

## *December 31, 2025*

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	
Inpatient Revenue	\$184,266,467	\$170,512,872	\$13,753,595	8.1%
Outpatient Revenue	191,437,608	186,501,676	4,935,932	2.6%
Total Patient Revenue	375,704,075	357,014,548	18,689,527	5.2%
Less: Deductions	292,358,407	278,346,698	14,011,709	5.0%
Net Patient Revenue	83,345,668	78,667,850	4,677,818	5.9%
Supplemental Funding	8,779,179	8,131,251	647,928	8.0%
Tax Revenue	22,714,886	22,802,345	(87,459)	-0.4%
Other Revenue	5,576,852	5,822,721	(245,869)	-4.2%
Total Operating Revenue	120,416,585	115,424,167	4,992,418	4.3%
Salaries, Benefits & Contract Labor	60,685,183	59,690,925	994,258	1.7%
Physician Fees incl TTU	7,196,404	7,058,002	138,402	2.0%
Purchased Services	16,308,669	15,186,869	1,121,800	7.4%
Supplies	20,673,279	20,678,571	(5,292)	0.0%
Repairs and Maintenance	2,801,473	2,715,102	86,371	3.2%
Other Expense	2,786,740	2,844,847	(58,107)	-2.0%
ECHD Assistance	363,395	340,887	22,508	6.6%
Interest Expense	251,849	237,966	13,883	5.8%
Depreciation	6,660,588	6,584,091	76,497	1.2%
Total Operating Expenses	117,727,580	115,337,260	2,390,320	2.1%
Gain (Loss) from Operations	2,689,005	86,908	2,602,097	2994.1%
Non-operating Income	2,158,779	1,739,810	418,969	24.1%
Excess Income over Expenses	\$4,847,784	\$1,826,718	\$3,021,066	165.4%

# *Results From Operations*

## *December 31, 2025*

<u>Gain(Loss) From Operations</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Current Month	\$1,074,676	(\$352,457)	\$1,427,133
Year-To-Date	\$2,689,005	\$86,908	\$2,602,097

### **Major Monthly Variances**

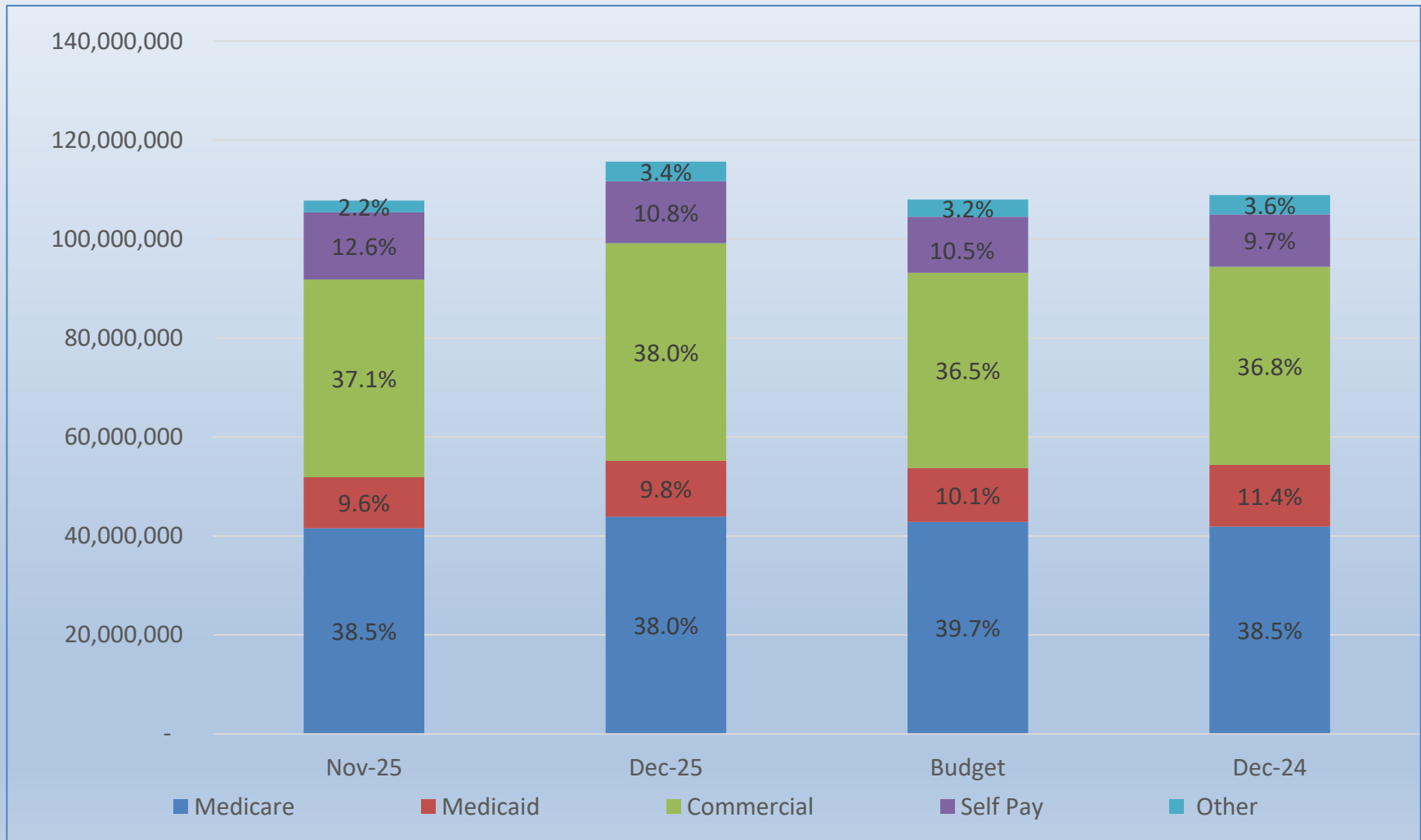
- Net Patient Revenue is favorable by \$2.9m for the month with strong volumes.
- Medicaid Supplemental Funding is favorable with a receipt of \$633k from FY25.
- Salaries & Benefits are unfavorable \$394k but supported by the increased patient volumes and employee health benefits are unfavorable by \$394k due to timing.
- Purchased services are unfavorable \$679k due to increased fees for collections (\$197k), increased IT fees (\$147k), timing of audit payments (\$85k) and higher expenses around energy as a service.
- Supplies are unfavorable \$442k due to increased lab testing supplies (\$141k), surgical supply expense (\$86k), and drug costs for Retail Pharmacy due to increased volume(\$34k) which is offset in Other Revenue.

# *Key Statistics*

## *December 31, 2025*

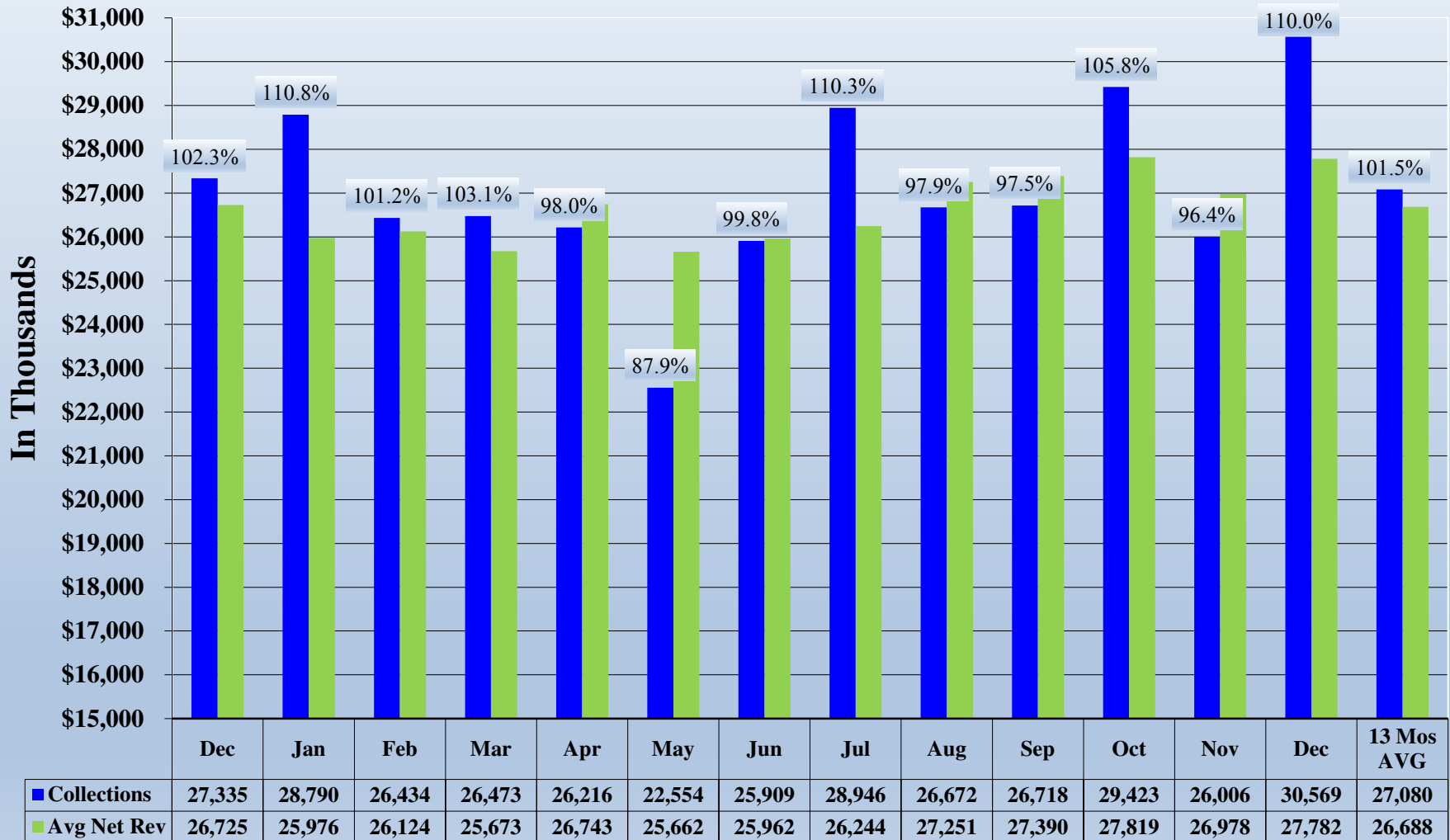
	CURRENT MONTH				YEAR-TO-DATE			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Var %</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Var %</u>
Inpatient Days	6,166	5,471	695	12.7%	18,298	16,332	1,966	12.0%
Length of Stay	4.72	4.81	(0.09)	-1.8%	5.06	4.81	0.25	5.2%
GMLOS	4.72	3.94	0.78	19.8%	5.06	3.90	1.16	29.7%
Surgeries	762	754	8	1.1%	2,343	2,253	90	4.0%
Emergency Visits	5,212	5,024	188	3.7%	15,276	15,009	267	1.8%
Urgent Care Visits	2,407	2,252	155	6.9%	6,531	6,728	(197)	-2.9%
FHC Visits	3,602	4,154	(552)	-13.3%	11,342	13,332	(1,990)	-14.9%
Primary & Specialty Clinic	7,390	6,199	1,191	19.2%	22,901	21,193	1708	8.1%

# *Hospital Payor Mix*



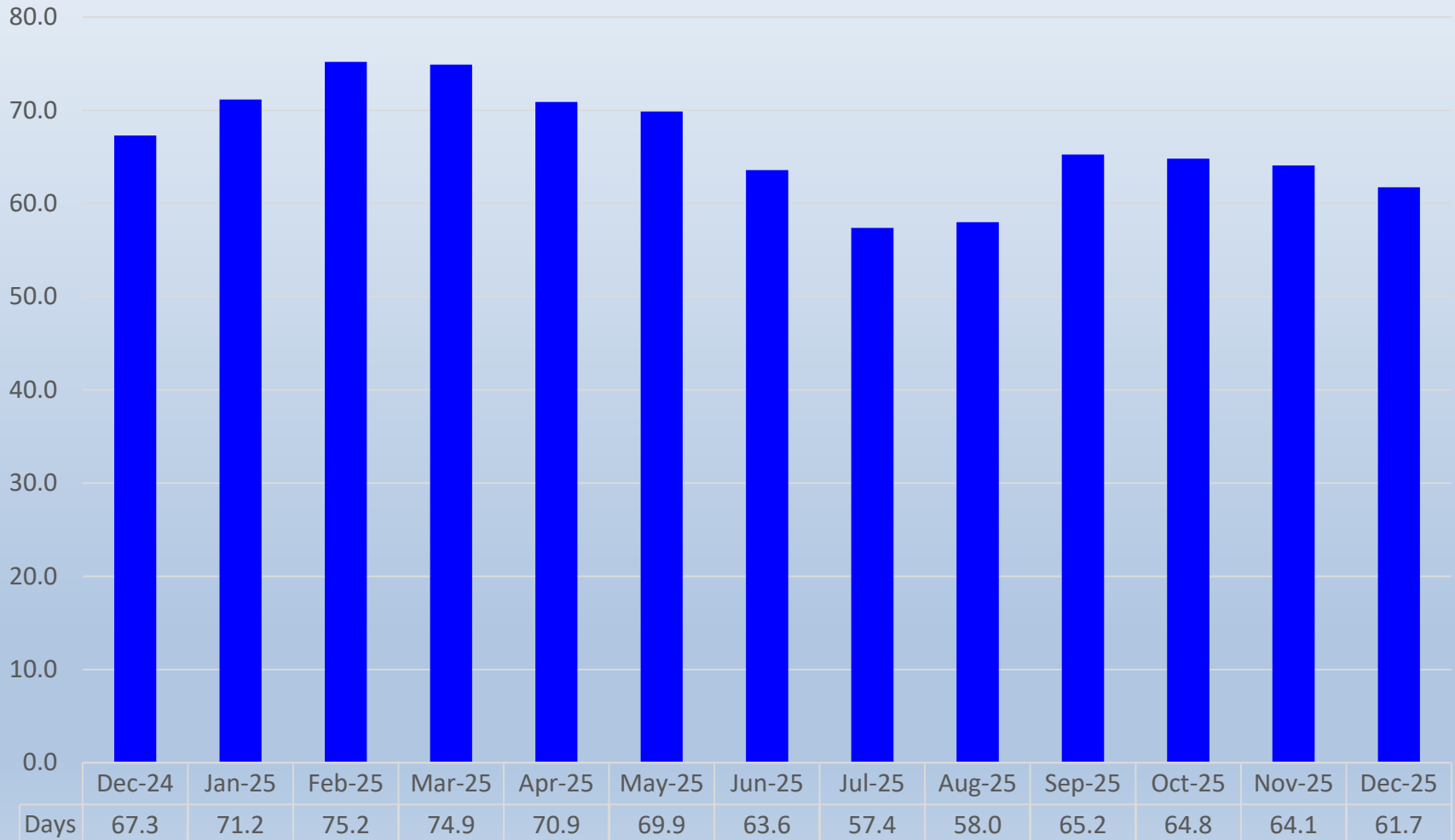
# *Total AR Cash Receipts*

## *13 Month Trending*



# *Days Cash on Hand*

## *Thirteen Month Trending*





## **Memorandum**

Date: January 23,2026

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO  
Kim Leftwich, Vice-President / CNO

From: Michelle Sullivan MSN, BSN, RN, ACNO Surgical Services  
Jade Barroquillo BSN, RN, Director of Surgical Operations

Re: Stryker Master Service Agreement Amendment

<b>Current Cost</b>	<b>\$415,048.56 yearly x 3years</b>	
<b>New Amendment Cost</b>	<b>1/1/2026 to 6/1/2026</b>	<b>\$231,811.32 (6 months)</b>
	<b>7/1/2026 to12/1/2026</b>	<b>\$226,141.68 (6 months)</b>
	<b>1/1/2027 to 12/1/2027</b>	<b>\$525,652.50 (1 year)</b>
	<b>1/1/2028 to 12/1/2028</b>	<b>\$525,652.50 (1 year)</b>

### **OBJECTIVE**

Update the Stryker Master Service Agreement that covers our Ortho and Spine power drills, saws, general surgery and ortho laparoscopic instruments, laparoscopic cameras, ear/nose/throat navigation system, endoscopic video hubs and routers and software and many other pieces of equipment and instruments.

This agreement keeps all of these covered items working at their optimal potential and provides quick turnaround for replacements to prevent the postponement or cancelling of surgeries due to lack of resources.

### **History**

Our current agreement changes when we remove or add equipment to the agreement that may need quick service without affecting surgical flow. We need to add 37 endoscopes to the agreement. The agreement allows for replacement of damaged or failed instruments/equipment with a brand-new one overnight. This will increase our monthly payment approximately \$4800.00. The repair of one scope is \$2000.00.(I attached a repair quote for reference)

## **PURCHASE CONSIDERATIONS**

This agreement covers over 200 items that have expensive repair and replacement costs, ranging from 5K to 30k. Our return on our investment from 1/16/2023-1/16/2026 was approx. \$282K. I have attached an explanation of return of investment on our current agreement.

This amendment will increase our monthly payment approx. \$4800.00 because we need to add i 37 laparoscopes that cost \$2000.00 each to repair. These are used constantly on a daily basis and get a lot of handling by staff, surgeons and Sterile Processing staff. BY adding to the agreement we wont pay 2K for each repair for Stryker scopes.

## **FTE IMPACT**

No additional FTE(s) required.

## **INSTALLATION & TRAINING**

none

## **WARRANTY AND SERVICE CONTRACT**

This is a 3- year service contract. Price will increase 1/2027 to 1/2028 as the manufacturer warranty for our new power drills we purchased with capital 2026 will expire then need to be covered. same process We report a problem they send us one the next day.

## **LIFE EXPECTANCY OF EQUIPMENT**

5 years

## **MD BUYLINE INFORMATION**

Meets EMTS

## **COMMITTEE APPROVAL**

Surgery Dept.

FCC

MEC

Joint Conference

ECHD Board

## MEMORANDUM

**TO:** ECHD Board of Directors

**FROM:** Tara Ward, Divisional Director of Laboratory Services  
Through Matt Collins, Chief Operating Officer

**SUBJECT:** Abbott Point of Care iSTAT Pricing Agreement Amendment  
Contract 001-7030-ALI-2018-POCT

**DATE:** January 28, 2026

**Cost:**

iSTAT cartridges Purchase Commitment	
EG7+	\$105,944.00
CG4+ (new version replaces old CG4+)	\$47,502.00
CG8+	\$23,865.00
CHEM8+	\$385,654.00
ACTc	\$21,328.50
Glucose	\$2,772.00
Hs-Tnl (replaces cTnl cartridge)	\$259,187.50
G3+ (new cartridge)	\$78,210.00
 Project Total (amended commitment)	 <b>\$924,463.00</b>
Project Total (previous commitment)	<b>\$826,791.75</b>

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<b>Project Variance</b>	<b>\$97,671.25</b>
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**Background:**

Abbott iSTATs are used in critical care areas of the facility to provide bedside laboratory testing and blood gas studies to ensure rapid turnaround time of results for these patients. The cartridges required for these devices are purchased from Abbott Point of Care. This pricing agreement sets forth the prices for the cartridges and other consumables required for operation of these devices. This amendment is being presented due to product discontinuations at Abbott which require removing 3 products from the master agreement signed in 2023 and adding 2 new cartridges to replace those which are removed. The new cartridges are priced differently and thus our purchase commitment has changed for the remainder of the term. The term of the master agreement is not changing and will continue through November 30, 2028.

**Staffing:**

No additional FTE's required.

**Funding:**

Operational Budget



## **FY 2026 DIALYSIS CONTRACT RENEWAL REQUEST**

Date: December 22, 2025

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO  
Kim Leftwich, CNO

From: Sherice Matthews, MSN, RN Associate Chief Nursing Officer  
Nicole Hays, BSN, RN Dialysis Director

Re: Inpatient Dialysis Contract Renewal

**Total Cost... (Budgeted)                      Based on number of treatments/services required**

### **OBJECTIVE**

Ability to provide dialysis treatments to MCH inpatients.

### **HISTORY**

Currently Fresenius provides dialysis treatments on a contractual basis. Contract has been negotiated for 10% reduction in some inpatient/critical treatment rates.

### **PURCHASE CONSIDERATIONS**

No other purchase considerations

### **FTE IMPACT**

Will not require any additional FTE

### **INSTALLATION & TRAINING**

Will not require any additional training or equipment.

### **WARRANTY AND SERVICE CONTRACT**

No warranty required.

### **DISPOSITION OF EXISTING EQUIPMENT**

N/A

**LIFE EXPECTANCY OF EQUIPMENT**

N/A

**COMMITTEE APPROVAL**

None Required.

**ARTICLE V.**  
**OFFICERS OF THE BOARD OF DIRECTORS**

5.01 The officers of the Board of Directors shall be a President, a Vice-President and a Secretary. The President and Vice-President shall be elected by the Board of Directors from among its members at the first regular meeting of the Board held in June of each odd year. The Board shall also appoint a Secretary. The Secretary need not, but may be a Director. Nominations for officers of the Board will be made from the floor at the meeting at which officers are to be elected.

5.02 Each officer shall hold office for a period of two (2) years or until his/her successor shall have been duly elected and qualified. The Board shall fill a vacancy in a Board office for the unexpired term.

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5.03 The duties of the officers shall be as follows:

- (a) The President shall be the principal executive officer of the Board of Directors and shall, in general, supervise and control all of the business and affairs of the Board of Directors. The President shall preside at all meetings of the Board of Directors. The President may sign, with the Secretary or any other proper officer authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these By-Laws or by statute, to some other officer or agent of the District or Hospital; and, in general, the President shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

The President shall appoint all members of Board committees, save and except for the Executive Committee, subject to confirmation by the Board.

The President shall present (at least annually) a report to the Medical Staff concerning the Hospital's and other District facilities' performance, plans, needs, areas for improvement, and such other matters as the President deems appropriate.

The President shall represent the District and the Hospital at local, state and national meetings.

The President may delegate any part of the President's duties, except for those duties related to presiding over meetings of the Board of Directors, to the Chief Executive Officer as the President deems appropriate, and to the extent permissible under the Act and other laws.

- (b) In the absence of the President, or in the event of the President's inability or refusal to act, the Vice-President shall perform the duties of the President and, when so acting, shall have all the powers and be subject to all the restrictions of the President. The Vice-President shall perform such other duties as from time to time may be assigned to him/her by the President or the Board of Directors.
- (c) The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these By-Laws or as required by law; be custodian of the District records; keep a register of the post office address of each Director; and in general, perform all duties as from time to time may be assigned to the Secretary by the President or by the Board of Directors.

- 5.04 Directors and officers are to serve without compensation but may be reimbursed for actual expenses incurred in the performance of official duties.

**WHEREAS,** The Ector County Hospital District Board of Directors finds it in the best interest of the citizens of Ector County that the Maintaining Status of a SAFE Ready Facility be operated for the year 2026; and

**WHEREAS,** The Ector County Hospital District Board of Directors agrees to provide support for the said project as required by the SE-SAFE Ready Facilities Program grant application; and

**WHEREAS,** The Ector County Hospital District Board of Directors agrees that in the event of loss or misuse of the Office of the Governor funds, The Ector County Hospital District Board of Directors assures that the funds will be returned to the Office of the Governor in full.

**WHEREAS,** The Ector County Hospital District Board of Directors designates the President and Chief Executive Officer of Medical Center Health System as the grantee’s authorized official. The authorized official is given the power to apply for, accept, reject, alter, or terminate the grant on behalf of the applicant agency.

**WHEREAS,** The Ector County Hospital District Board of Directors designates the Chief Financial Officer as the grantee’s financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

**NOW THEREFORE, BE IT RESOLVED** that The Ector County Hospital District Board of Directors approves submission of the grant application for the Maintaining Status of a SAFE Ready Facility to the Office of the Governor.

Passed and Approved by the Ector County Hospital District Board of Directors this 3rd of February, 2026.

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David Dunn, President

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Bryn Dodd, Vice President

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Will Kappauf, Member

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Sylvia Rodriguez-Sanchez, Member

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Don Hallmark, Member

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Wallace Dunn, Member

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Kathryn “Kathy” Rhodes, Member

Grant Number: 5722101



JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

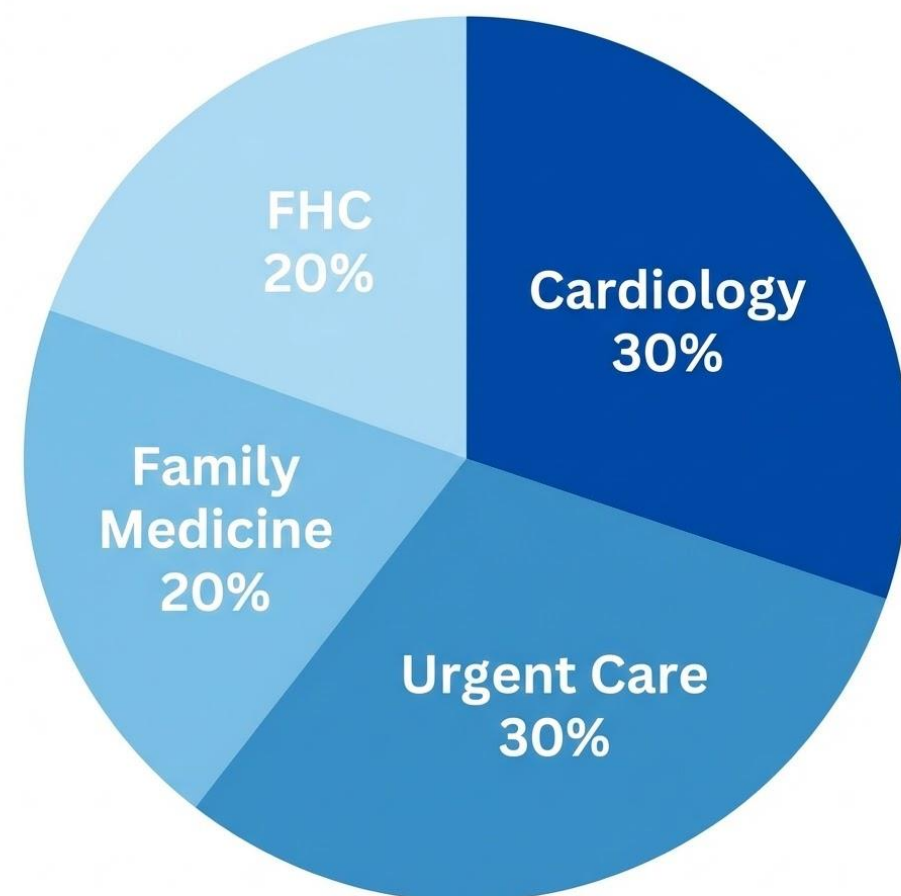
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# FOCUS AREAS

Cardiology  
Urgent Care  
Family Medicine  
PCPs  
FHC

# DIGITAL TACTICS

DIGITAL ADS ROTATING - 100% TOTAL	URGENT CARE	CARDIOLOGY	FAMILY MED	FHC	DIABETES
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- 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% - FOUR Convenient Locations  
Click through to this site: <https://www.mchodessa.com/services/mch-family-health-clinics/>

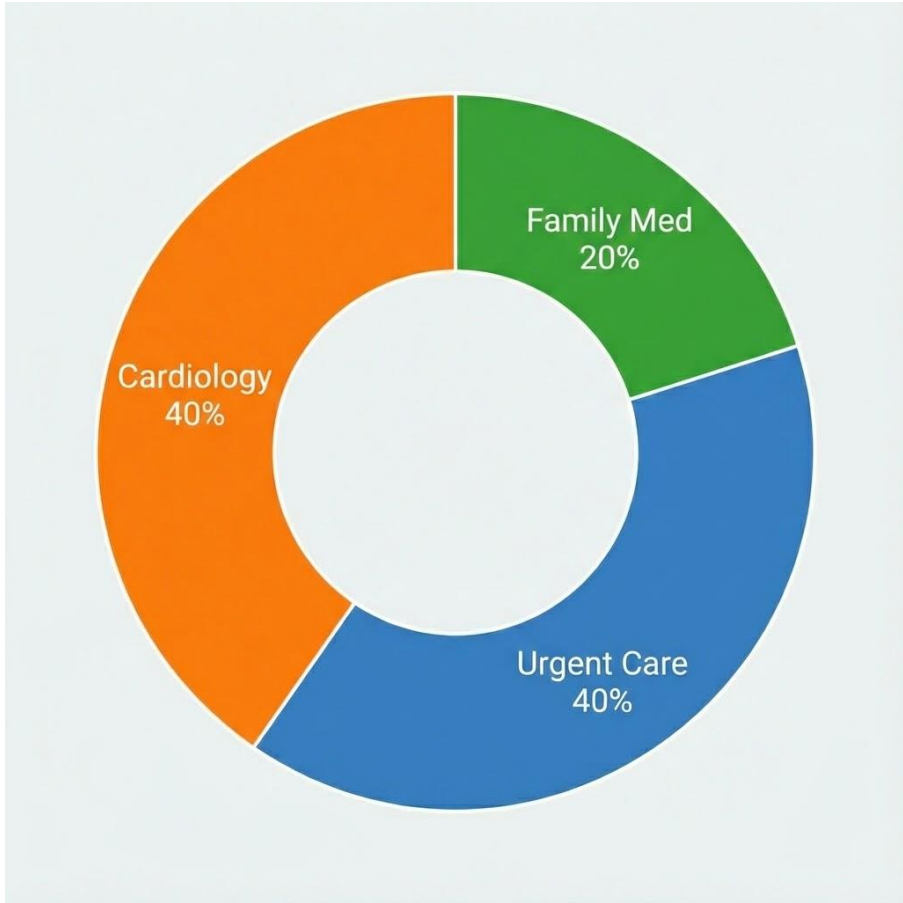
**NOTE: Urgent Care is running a separate digital campaign thru Apr.**

**SEPARATE CAMPAIGN**

Diabetes (Separate Campaign)  
Click through to this site:  
<https://www.mchodessa.com/locations/mch-community-diabetes-clinic/>

# DIGITAL TACTICS

DIGITAL VIDEO ADS (ROTATING)	Urgent Care - 40%	Family Medicine - 20%	Cardiology - 40%
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- 1) Campaign 1: Cardiology  
Click through to this site: <https://www.mchodessa.com/services/cardiovascular-care/>
- 2) Campaign 2: Family Medicine – [MCHS Family Medicine](https://www.mchodessa.com/services/primary-care/)  
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
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JANUARY	MCHS FY26 CAMPAIGN BUILD OUT	2026
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# DIGITAL CREATIVE

**mch**  
YOUR ONE  
SOURCE FOR  
**FAMILY  
HEALTH**



**3 Convenient  
Locations**  
LEARN MORE

**mch**  
Family Health Clinic  
A Member of Medical Center Health System

**mchodessa.com • (432) 640-6000**

**mch**  
Urgent Care  
A Member of Medical Center Health System

WHEN IT'S NOT AN EMERGENCY  
**IT'S URGENT.**

*Fast, reliable care for sprains, colds,  
fever, and minor emergencies.*

**OPEN 7 DAYS A WEEK**

<b>Urgent Care – JBS Parkway</b> 3001 JBS Parkway (432) 640-6700	<b>Urgent Care – W. University</b> 6030 W. University (432) 640-6644
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[www.mchodessa.com/MCHUrgentCare](http://www.mchodessa.com/MCHUrgentCare)

**Too Much Sugar  
Can Crumble  
Your Health**



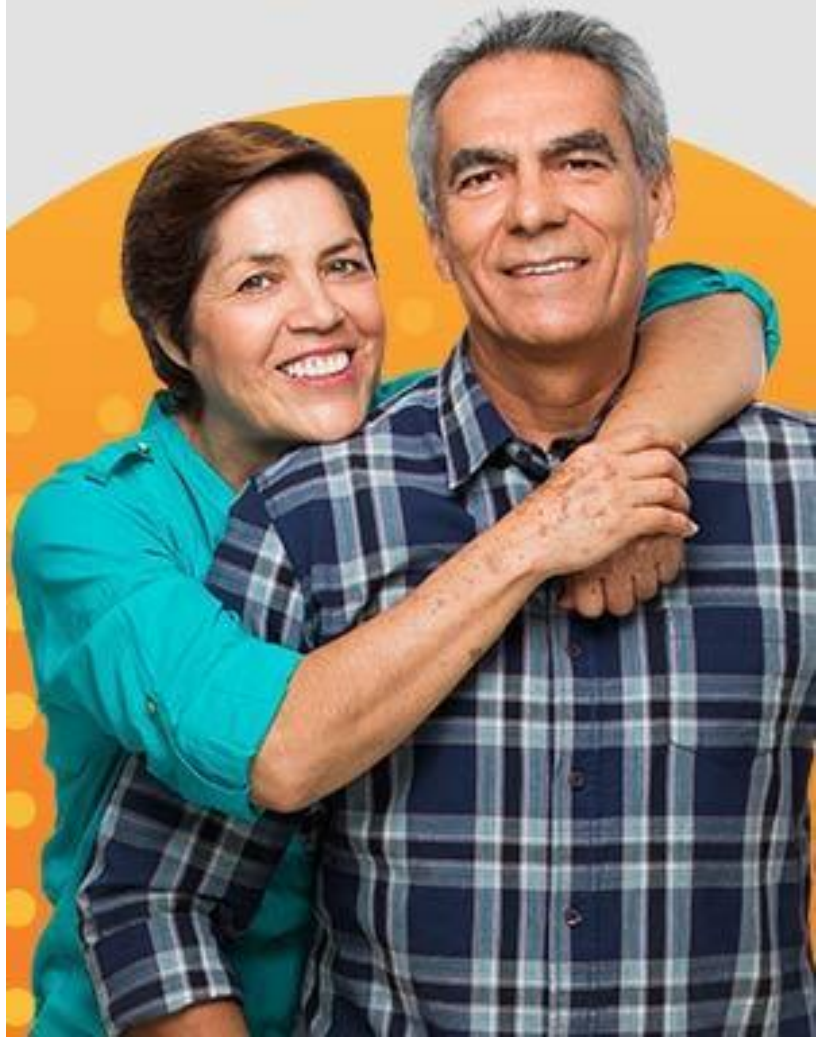
**Don't Sugarcoat Your Health  
Get Screened at the  
MCH Community Diabetes Clinic!**

**LOCATION**  
1940 E 42nd St Odessa, TX

**HOURS OF OPERATION**  
Wednesdays 4:00 pm - 8:00 pm

**mch**  
(432) 640-2749 • [mchodessa.com/diabetesclinic](http://mchodessa.com/diabetesclinic)

**mch**  
YOUR ONE  
SOURCE FOR  
**HEART  
HEALTH**



JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# TRADITIONAL MEDIA TACTICS

## TELEVISION (:30 SCHEDULE)

- Urgent Care  
Dax- English 100%/Julie -Spanish- 50%
- FHC (Raul) - Spanish Spanish- 50%

## TELEVISION (:04 ID SCHEDULE)

- Urgent Care - New Creative - English  
50%/Spanish 50%
- ACC Heart Award - English 50%
- DIABETES - :04 ID - separate campaign

## RADIO

- :30 Radio spot schedule - Urgent Care - Spanish

## DIGITAL OUTDOOR - 8TH & DIXIE

- Walk-In Clinic
- Urgent Care (3)
- ACC Heart

## DIGITAL OUTDOOR - ANDREWS


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

## STATIC OUTDOOR - ANDREWS HWY

- Urgent Care

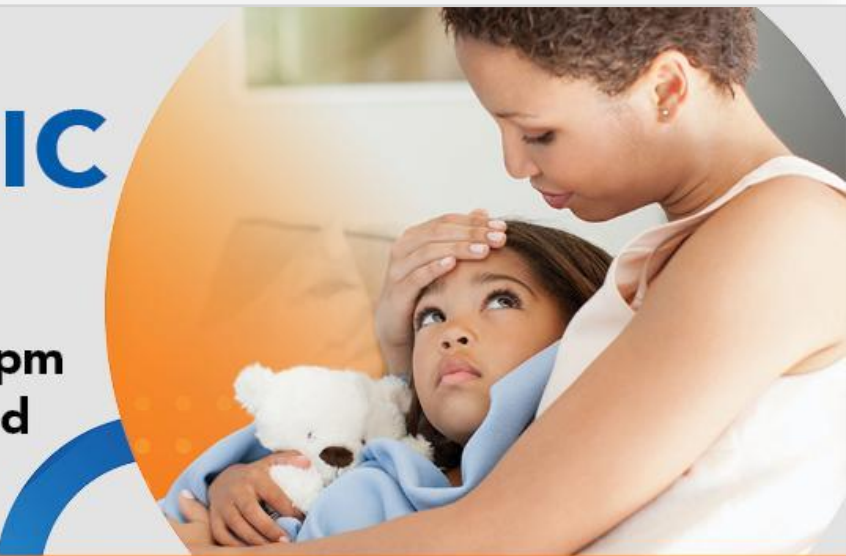
# BILLBOARD CREATIVE - JANUARY

**PROCARE WALK-IN CLINIC**



A Member of Medical Center Health System

Monday - Saturday: 8:00am - 7:00pm  
(Closed 1pm - 2pm) Sunday: Closed



8050 E HIGHWAY 191, SUITE 104 • (432) 362-2685

**YOUR MEMAW RECOMMENDS US.**

WHEN IT'S NOT AN EMERGENCY  
**IT'S URGENT.**



A Member of Medical Center Health System

[www.mchodessa.com/MCHUrgentCare](http://www.mchodessa.com/MCHUrgentCare)

**BUILT ON GENERATIONS OF TRUST,  
NOT JUST SPEED.**

WHEN IT'S NOT AN EMERGENCY  
**IT'S URGENT.**



A Member of Medical Center Health System

[www.mchodessa.com/MCHUrgentCare](http://www.mchodessa.com/MCHUrgentCare)

**WE'RE NOT THE NEW KIDS ON THE BLOCK.  
WE BUILT THE BLOCK.**

WHEN IT'S NOT AN EMERGENCY  
**IT'S URGENT.**



A Member of Medical Center Health System

[www.mchodessa.com/MCHUrgentCare](http://www.mchodessa.com/MCHUrgentCare)

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# MAGAZINE PLACEMENT

PUBLICATION	JANUARY AD	JANUARY ARTICLE
MIDLAND LIFESTYLES	Women's Services	Women's Services
OCC PIPELINE	Velys	Velys
ODESSAN	NA	NA
FACES MAGAZINE	VELYS/DR. BORRA	NA
MIDLAND LIVING/ODESSA LIVING	PUBLISHED QUARTERLY	NA

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# MAGAZINE CREATIVE - JANUARY

THE FACE OF

# Robotic Joint Replacement

Vijay Borra MD  
MCH PROCARE ORTHOPEDICS

519 North Lincoln, Odessa  
432.640.6446  
MCHOdessa.com/TotalJointHealth

What makes you and your business unique from competitors?  
We provide personalized and compassionate care to all our patients. At the MCH Joint Care Center, we use cutting edge robotic technology for our joint replacements. We pride ourselves on doing complex and revision cases for patients so they don't have to travel to Dallas or Houston.

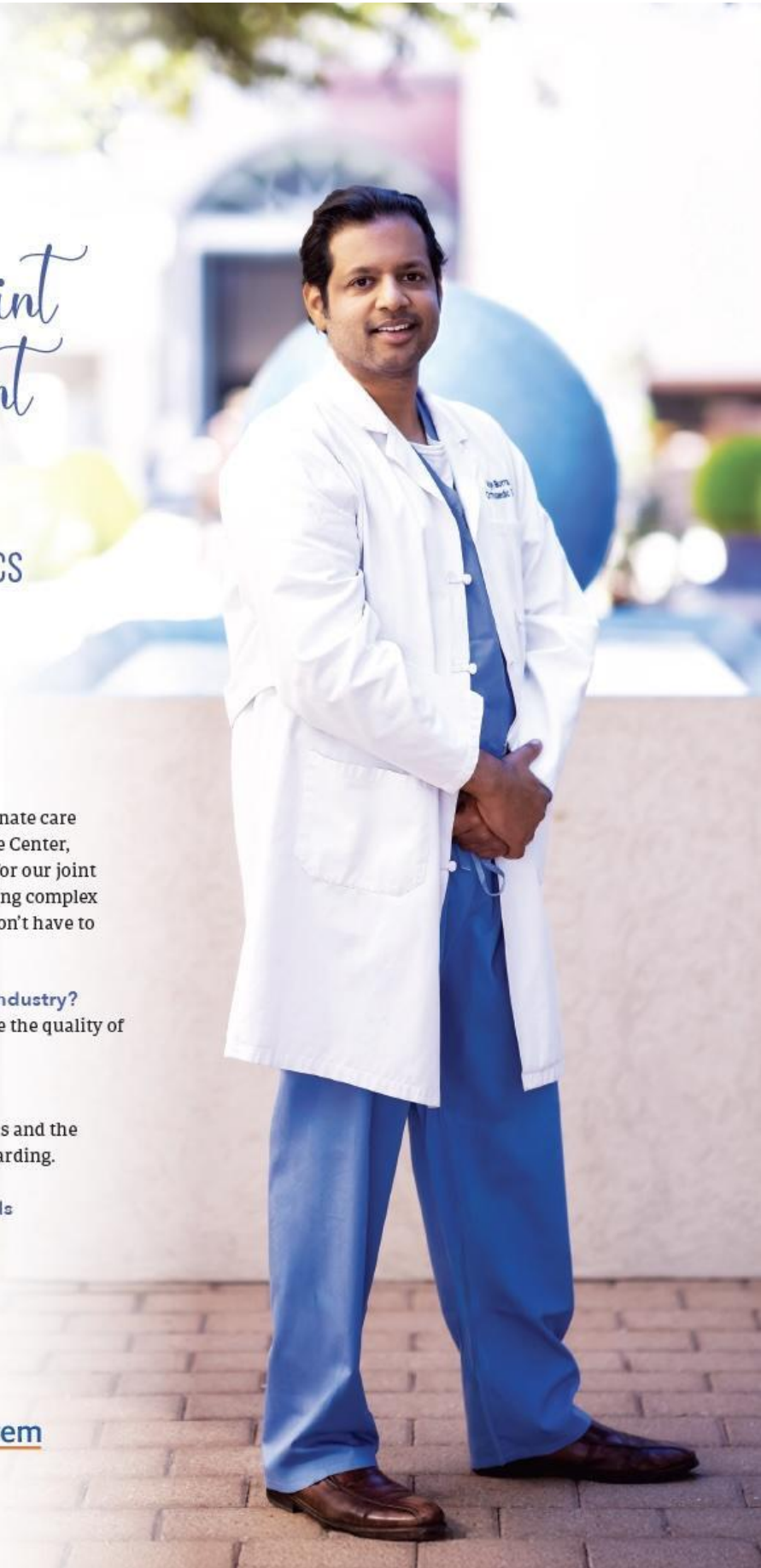
Why are you passionate about the industry?  
I love being able to preserve and enhance the quality of life for our patients.

How do you measure success?  
The results. Seeing the positive outcomes and the impact on our patients' lives is very rewarding.

What three words would your friends use to describe you?  
Hardworking, empathetic, efficient.



**Medical Center Health System**  
Your One Source for Health





**Medical Center Hospital**  
A Member of Medical Center Health System



**VELYS™**  
Digital Surgery

## VELYS™ Robotics Designed for digital precision in knee replacement

Start moving again with the VELYS™ Robotic-Assisted Solution

To learn more, talk to your doctor or call  
**(432) 640-6000**

The knee featured is a visual representation of the ATTUNE™ Knee System implant position. Please refer to the instructions for use for a complete list of indications, contraindications, warnings, and precautions. Every patient is different, and individual results vary. Not all patients are candidates for joint replacement. All surgeries carry risks. ©DePuy Synthes 2021-2023. All rights reserved. US\_DPS\_DGSR\_301640



**mch HEALTH FACT:**  
Mammograms are important because they can detect tumors as small as a sesame seed.

*Your One*  
**SOURCE for WOMEN'S HEALTH**

## COMPASSIONATE CARE FOR WOMEN AT EVERY STAGE OF LIFE.

The **MCH Women's Clinic** offers a complete spectrum of **obstetric and gynecological services**, including routine exams, counseling, management of high-risk pregnancies, and minimally invasive surgeries. It's essential to get your well woman checkup, clinical breast exam, and mammogram. Encourage your loved ones to take their preventative care seriously.

**Call (432) 640-2491 to make your appointment at the MCH Women's Clinic today!**



Avelino Garcia, M.D. | Sanchita Yadalla, M.D.  
Caitlin Estes, WHNP | Jackie Lehr, WHNP

A Member of Medical Center Health System 375 N Sam Houston • Odessa, Texas 79761 • (432) 640-2491 • [www.mchodessa.com/forwomen](http://www.mchodessa.com/forwomen)

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# CHAMBER PLACEMENT

E-BLAST DISTRIBUTION DATE	JANUARY	LINKS TO:
JANUARY 7TH	CARDIOLOGY	<a href="https://www.mchodessa.com/about-us/mchs-foundation/">https://www.mchodessa.com/about-us/mchs-foundation/</a>
JANUARY 14TH	WOMEN’S HEALTH	<a href="https://www.mchodessa.com/services/mch-urgent-care/">https://www.mchodessa.com/services/mch-urgent-care/</a>
JANUARY 21ST	URGENT CARE	TBD
CHAMBER CONNECTIONS NEWSLETTER	URGENT CARE	TBD

# CHAMBER CREATIVE - JANUARY



**mch**  
**HEALTH**  
**FACT:**

Mammograms are important because they can detect tumors as small as a sesame seed.

*Your One*  
**SOURCE for**  
**WOMEN'S**  
**HEALTH**

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**mch**  
**Medical Center Health System**  
Your One Source for Health

**Our Facility Has Achieved**  
**ACC's HeartCARE Center**  
**National Distinction of Excellence**



**ACC**  
**ACCREDITATION**  
**SERVICES™**  
AMERICAN COLLEGE of CARDIOLOGY®



WHEN A FEVER IS NOT AN EMERGENCY  
**IT'S URGENT.**

When you're feeling unwell, it can be hard to know where to go. Urgent care provides quick, accessible treatment for non-life-threatening issues like sprains, minor burns, or tummy aches. By choosing urgent care over the ER, you save time and receive the care you need without the wait. Remember, if it's not a true emergency, IT'S URGENT!

**Monday – Friday | 9 a.m. – 8:30 p.m.**  
**Saturday – Sunday | 10 a.m. – 5:30 p.m.**

Our two MCH Urgent Care Clinics are located at:

Urgent Care – JBS Parkway  
3001 JBS Parkway  
(432) 640-6700

Urgent Care – W. University  
6030 W. University  
(432) 640-6644



[mchodessa.com/MCHUrgentCare](http://mchodessa.com/MCHUrgentCare)

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# J&J PODCAST

PODCAST	DECEMBER	NOTES:
WEEK 1	WOMEN'S HEALTH	Also running on J&J social
WEEK 2	CARDIOLOGY	Also running on J&J social
WEEK 3	FAMILY MEDICINE	Also running on J&J social
WEEK 4	URGENT CARE	Also running on J&J social

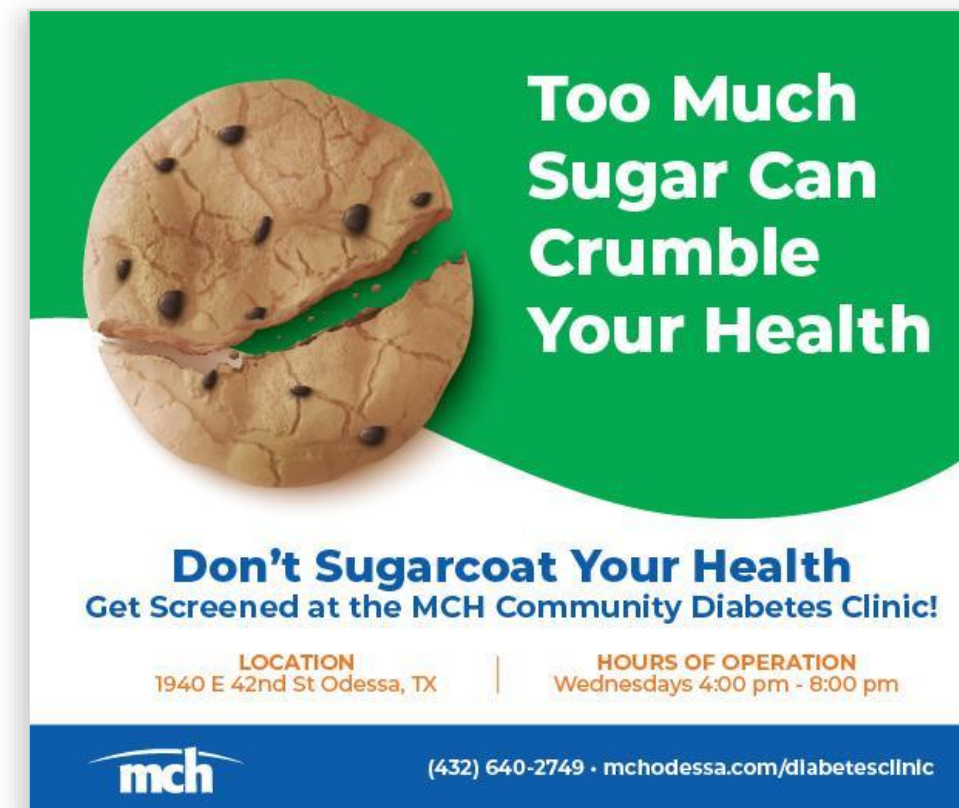
JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

# DIABETES - SPECIAL CAMPAIGN

DIGITAL ADS CONTINUE



JANUARY

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2026