

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

AGENDA (p.1-2)

- I. CALL TO ORDER**.....David Dunn, President
- II. ROLL CALL AND VOTE ON ECHD BOARD MEMBER EXCUSED/UNEXCUSED ABSENCES (if needed)**.....David Dunn
- III. INVOCATION**.....Chaplain Doug Herget
- IV. PLEDGE OF ALLEGIANCE**David Dunn
- V. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM**.....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-negrity
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.

David 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 Fernandez – 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 Wallace 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,



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. Marlys 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

**ECTORCOUNTY 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

**ECTORCOUNTY 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

**ECTOR COUNTY HOSPITAL DISTRICT
 BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Resignation/Lapse of Privileges:

| Staff Member | Staff Category | Department | Effective Date | 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 |
| Rathnavalli 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

INITIAL each BOX

- 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

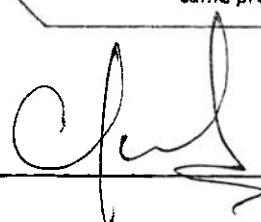
Pursuant to the Medical Staff Bylaws Article 3.B. Eligibility Criteria

Physician Name: Alejandra Garcia Department: IM

INITIAL each BOX

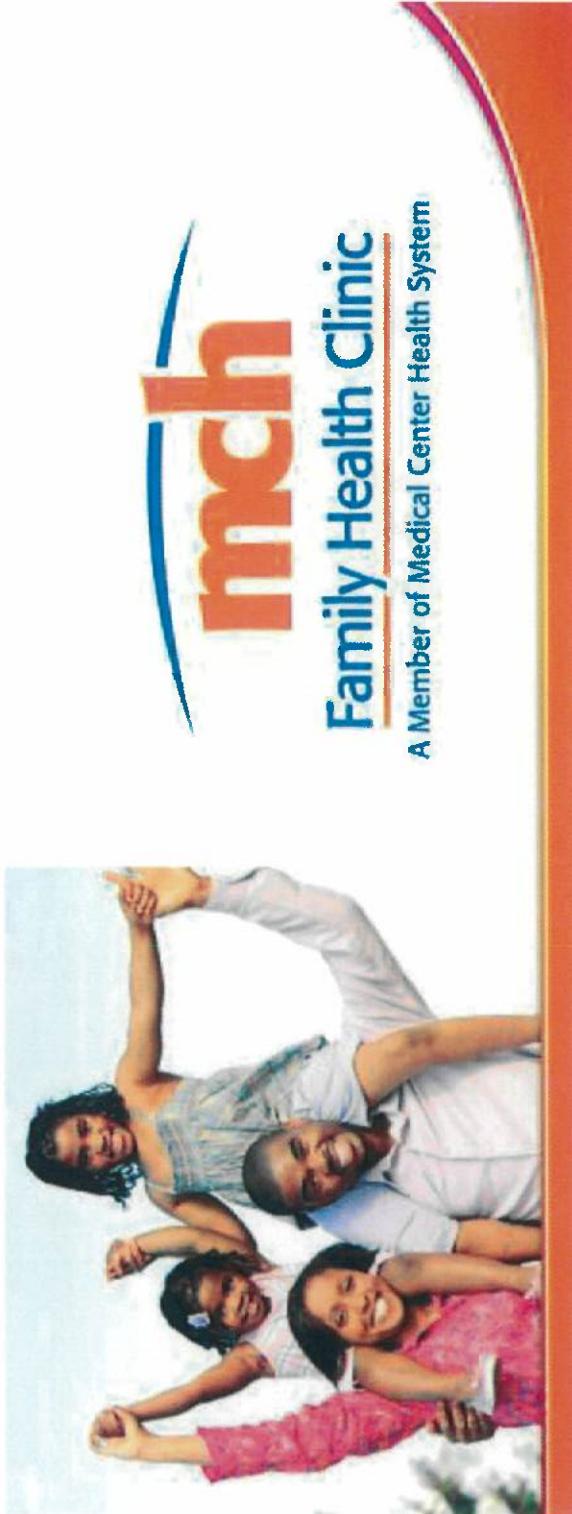
- ~~AGF~~ be certified by an appropriate speciality board and main certification as defined in the Credentials Policy;
- ~~AGF~~ have served on the Active Staff for at least three years.
- ~~AGF~~ have no pending adverse recommendations concerning appointment or clinical privileges;
- ~~AGF~~ not presently 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
- ~~AGF~~ be willing to faithfully discharge the duties and responsibilities of the position;
- ~~AGF~~ have some experience in a leadership position or other involvement in performance improvement function for at least two years;
- ~~AGF~~ participate in Medical Staff Leadership training as determined by the Medical Executive Committee; and
- ~~AGF~~ 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

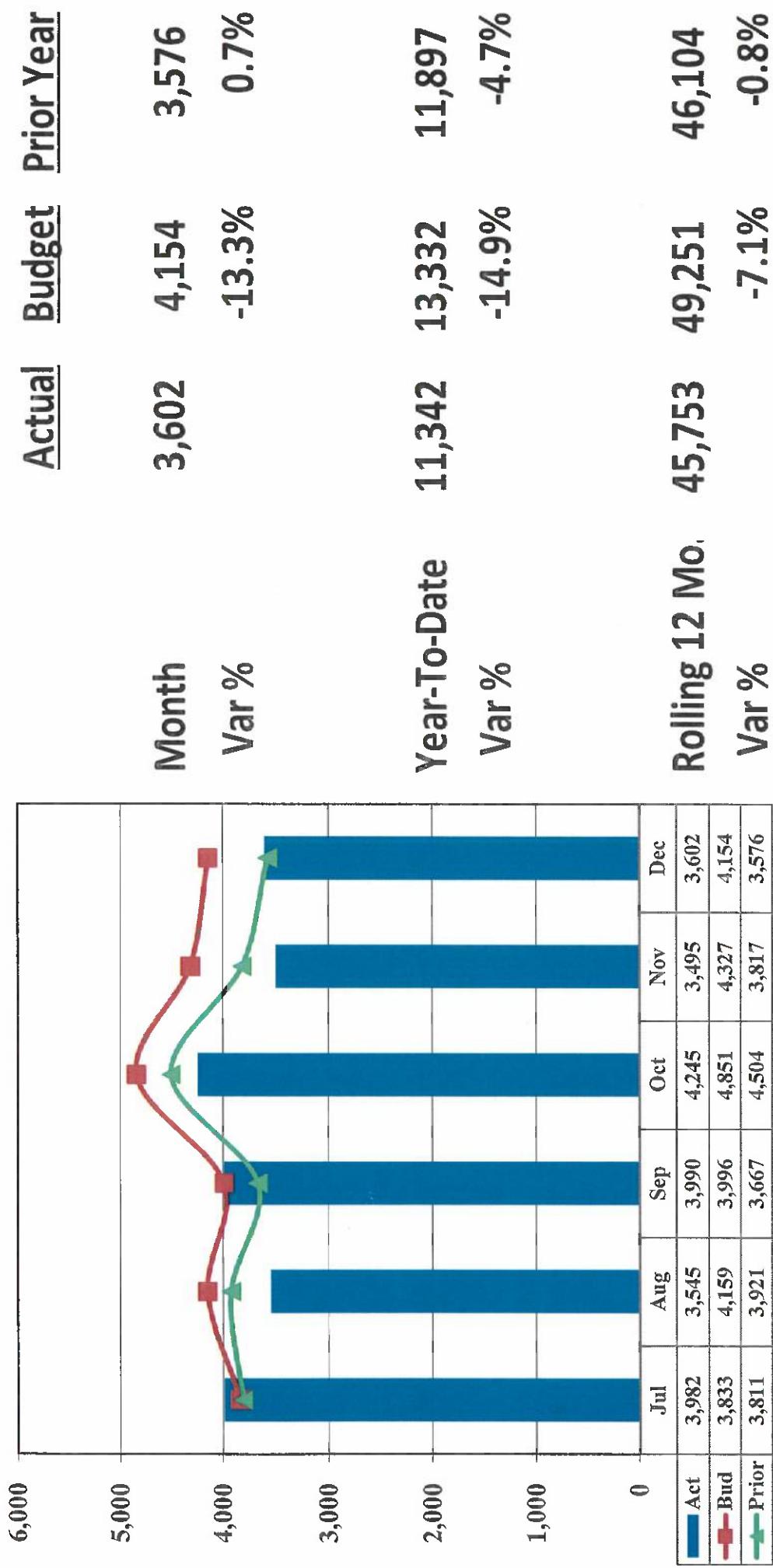
Family Health Clinic
February 2026
ECHD Board Update



Financial Presentation

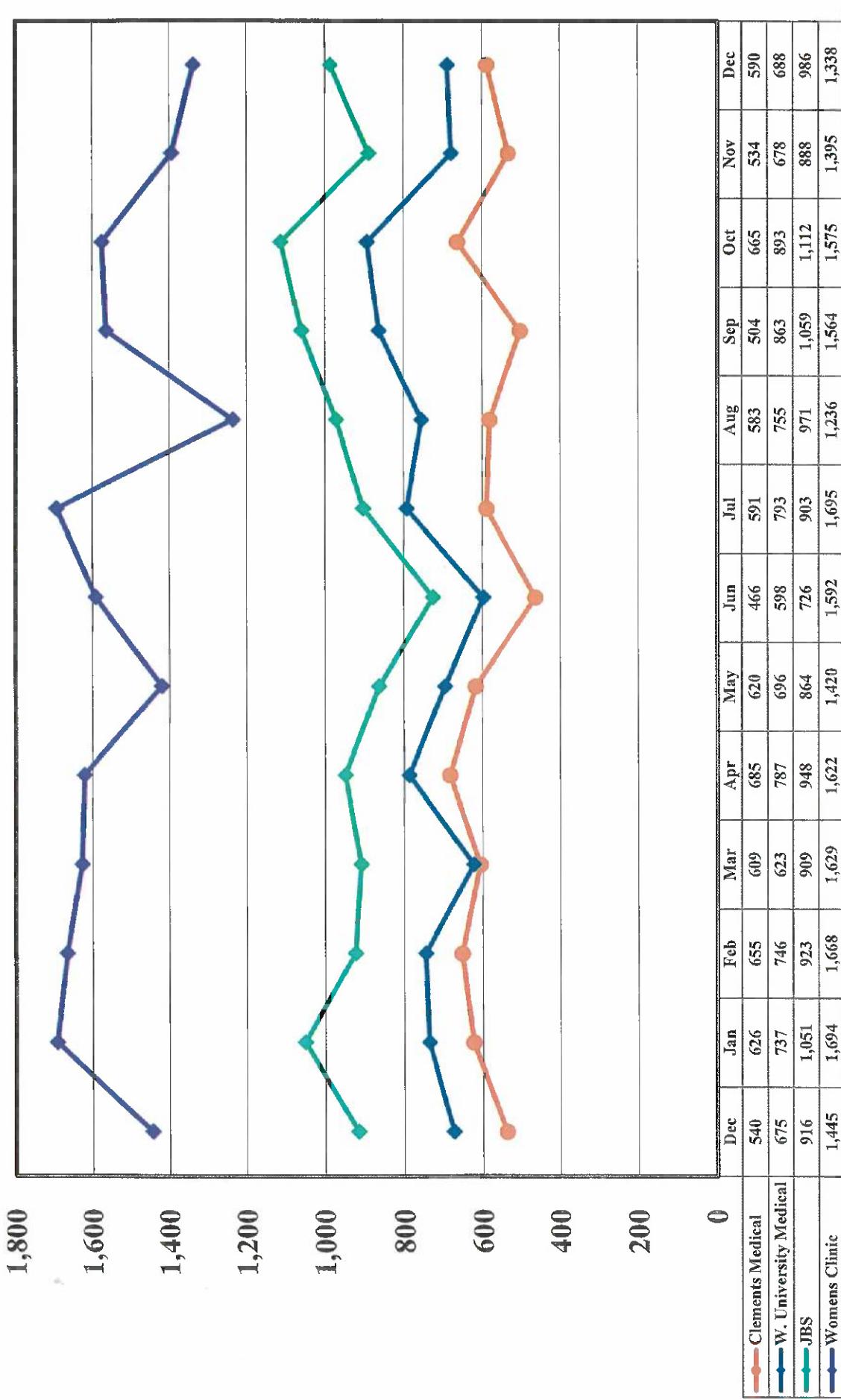
For the Month Ended
December 31, 2025

Family Health Clinic Total Visits



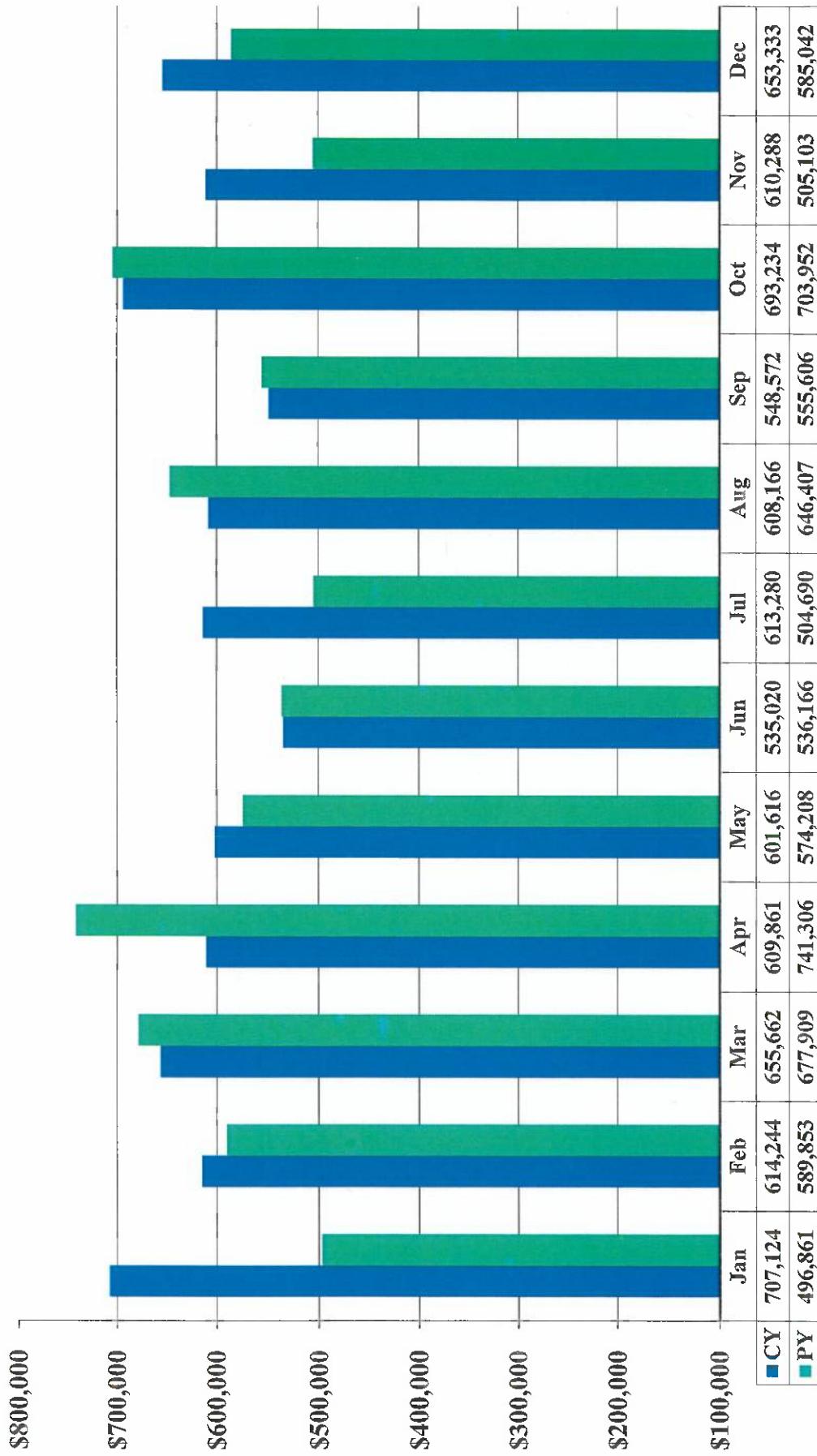
Family Health Center Visits

Thirteen Month Trending

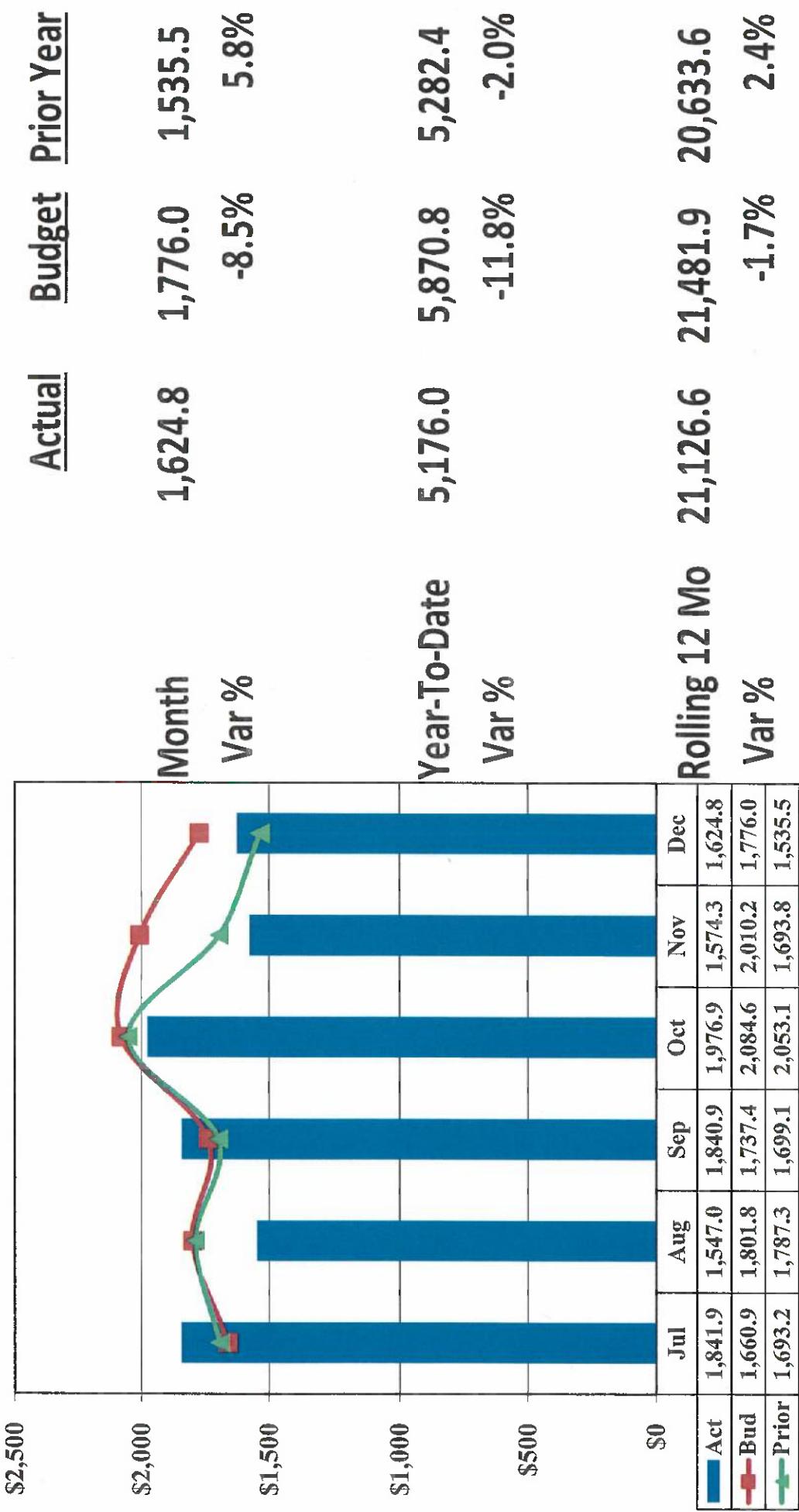


Total AR Cash Receipts

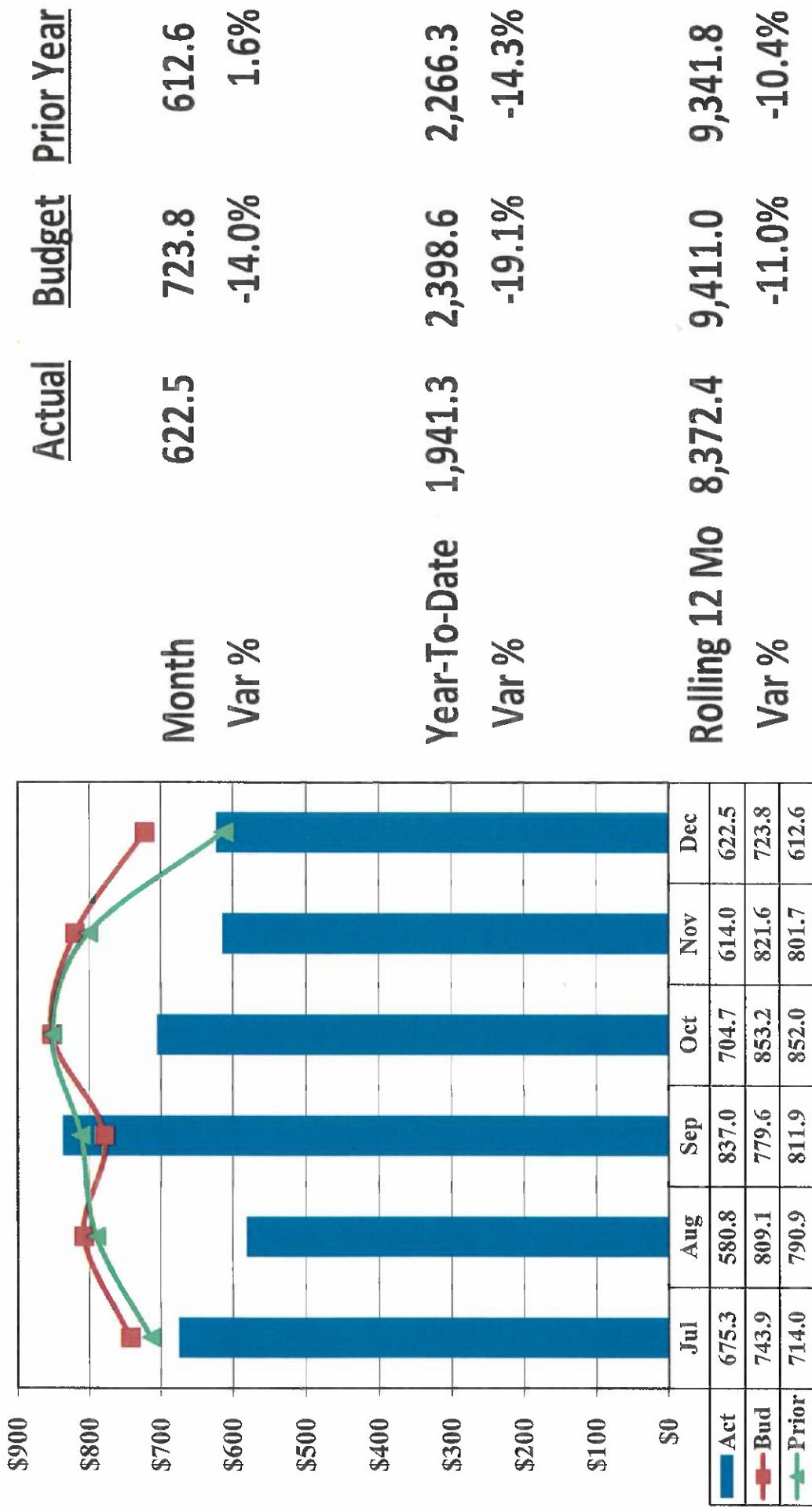
Compared to Prior Twelve Months



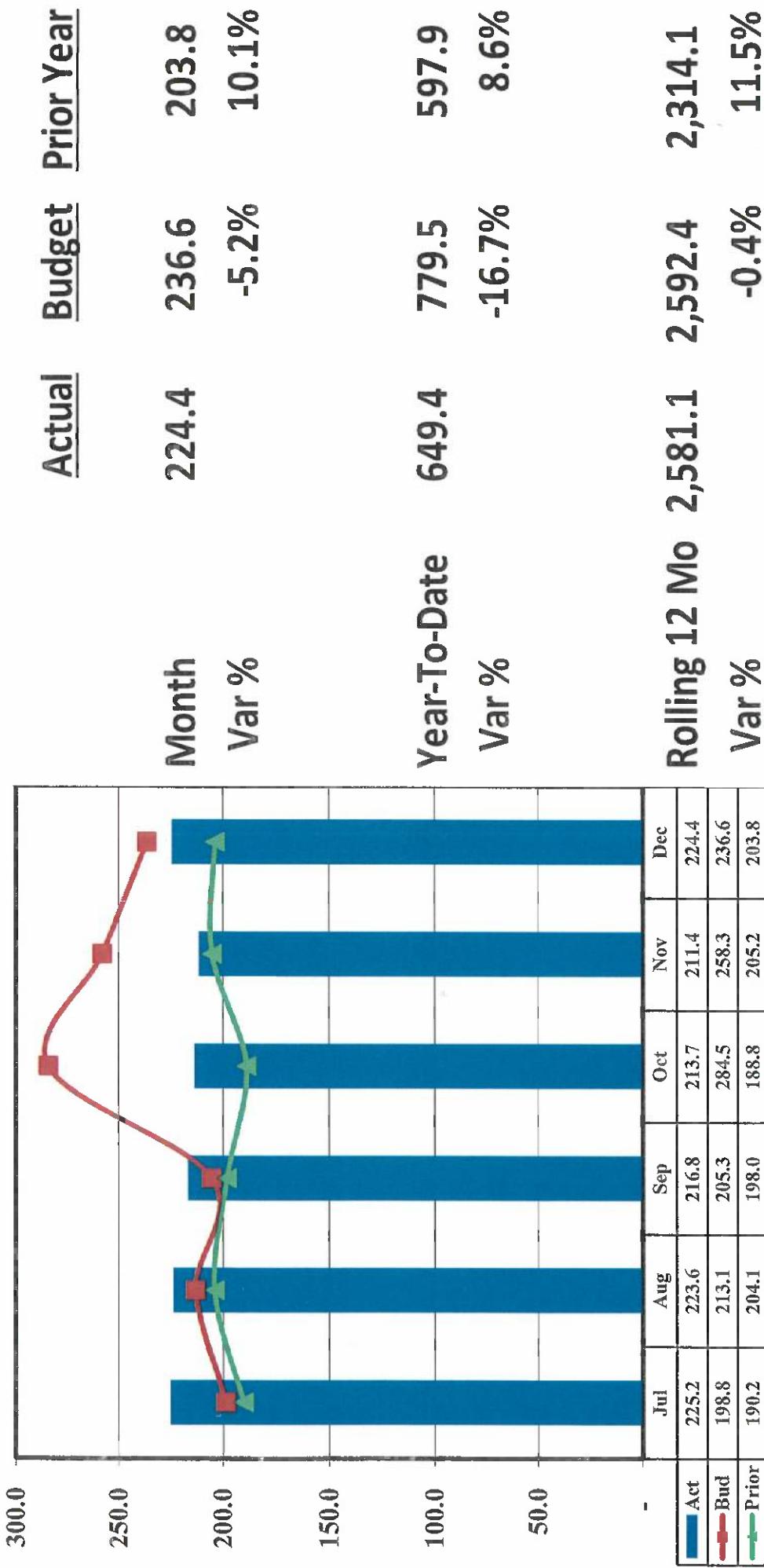
Total Patient Revenues



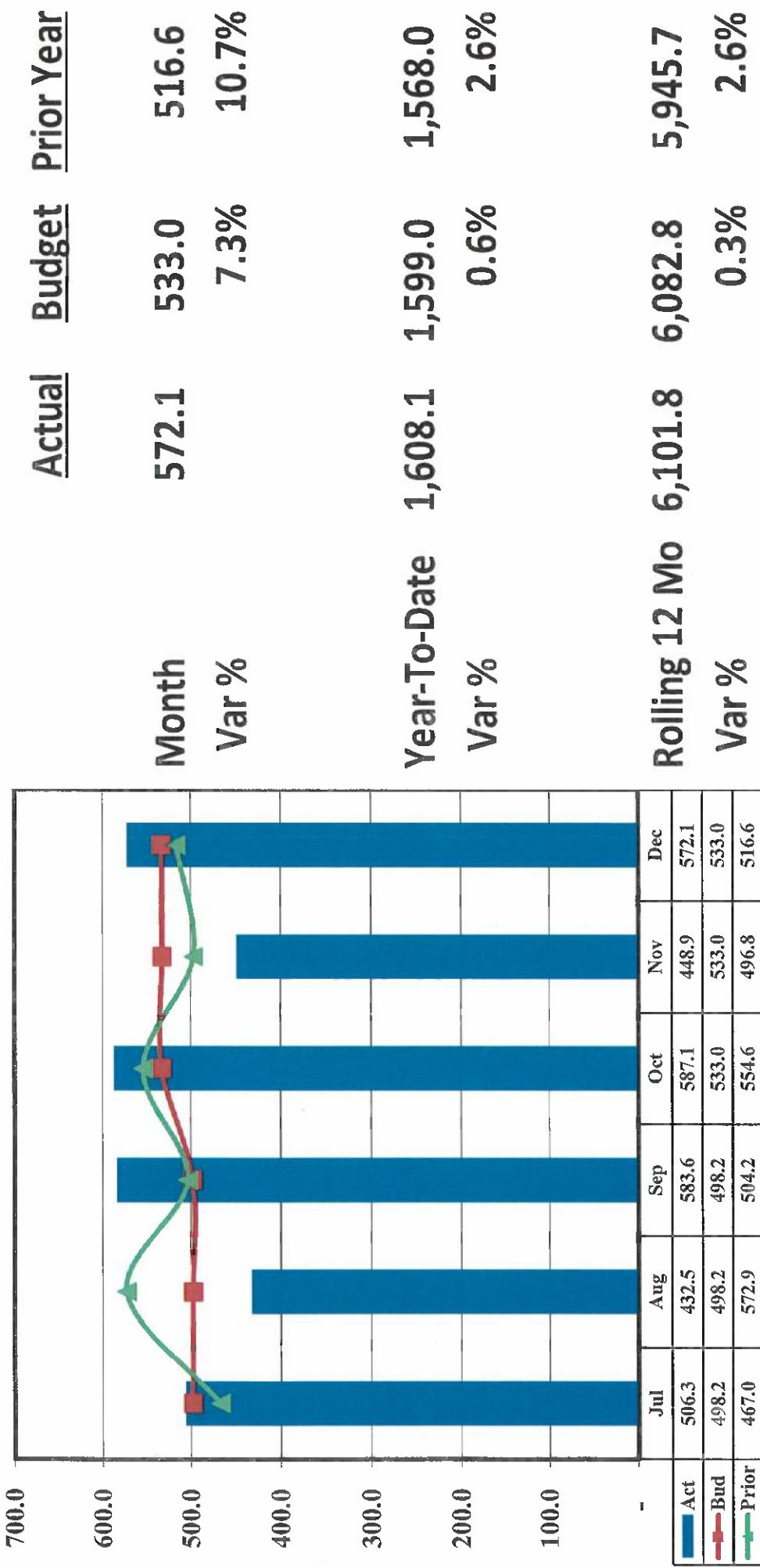
Net Patient Revenues



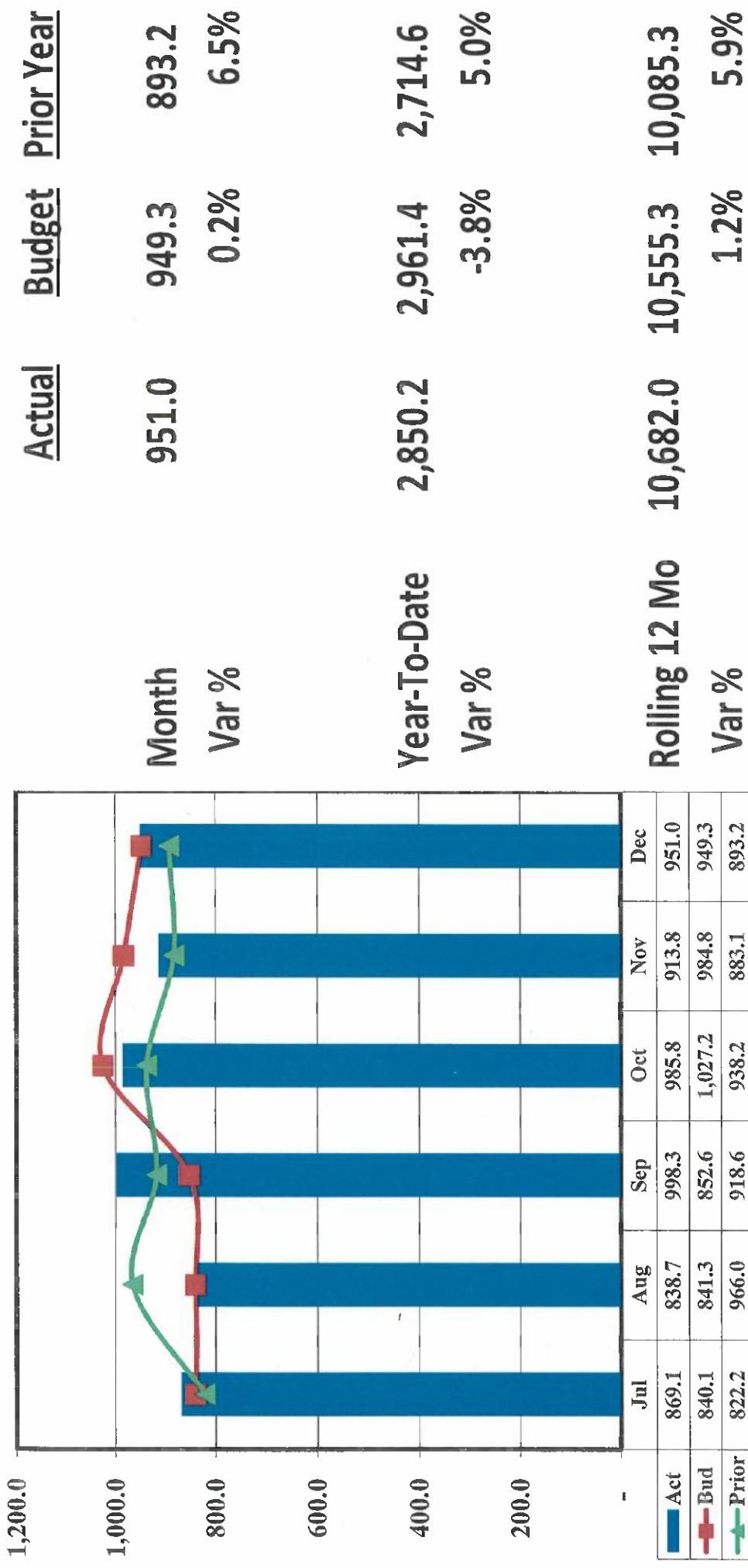
Salaries, Wages & Contract Labor



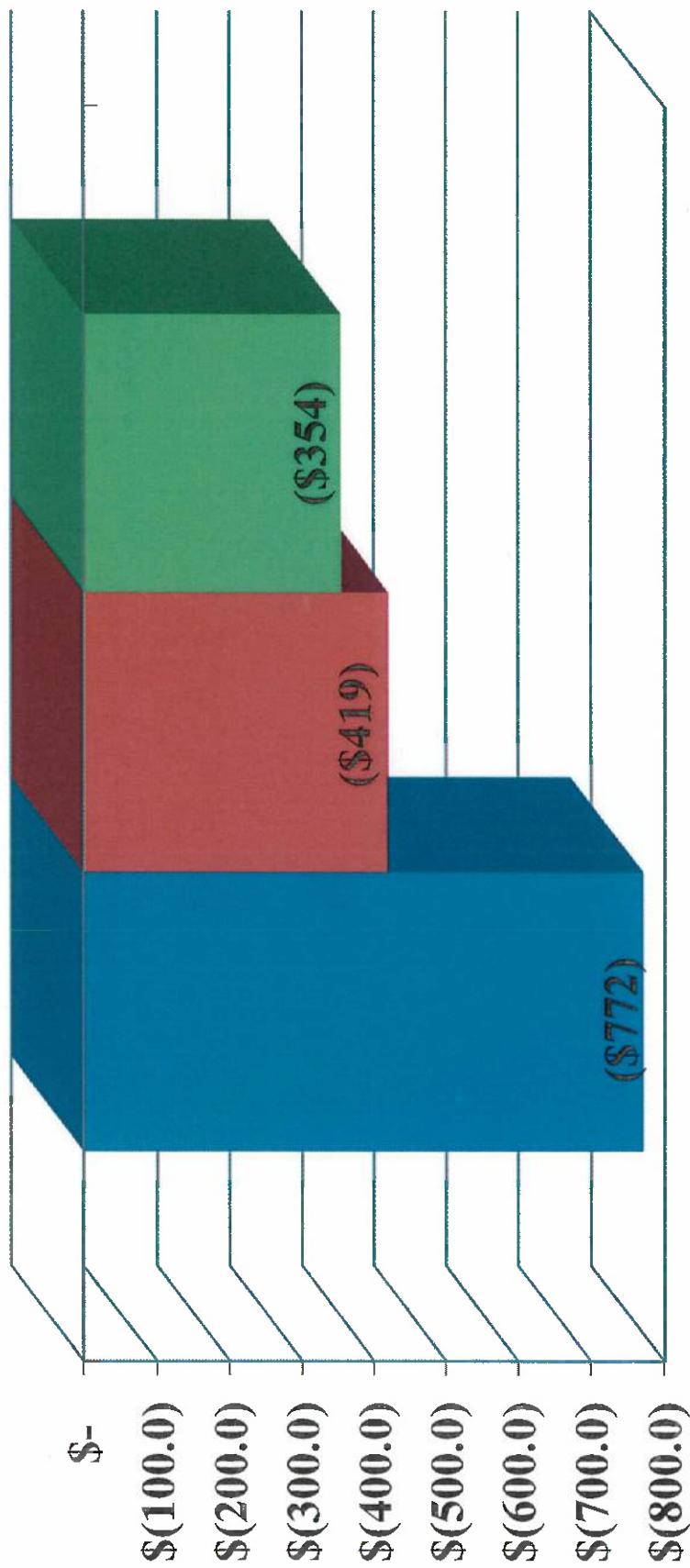
Physician Services



Total Operating Cost



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 | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | PRIOR YR | | | | VAR | PRIOR YR | YR VAR |
| PATIENT REVENUE | | | | | | | | | | |
| 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% |
| TOTAL PATIENT 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% |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | |
| 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 | 199,297 | 34.6% | 164,913 | 63.0% | 759,928 | 649,147 | 17.1% | 381,723 | 94.0% |
| Bad Debts | (7,087) | (7,986) | -11.3% | (11,680) | -39.3% | (75,431) | (26,468) | 185.0% | 18,566 | -506.3% |
| TOTAL REVENUE DEDUCTIONS | \$ 1,002,267 | \$ 1,052,186 | -4.7% | \$ 922,863 | 8.6% | \$ 3,234,712 | \$ 3,472,236 | -6.8% | \$ 3,016,101 | 7.2% |
| 61.68% | 59.25% | | | 60.10% | | 62.49% | 59.14% | | 57.10% | |
| NET PATIENT REVENUE | \$ 622,519 | \$ 723,794 | -14.0% | \$ 612,587 | 1.6% | \$ 1,941,264 | \$ 2,398,589 | -19.1% | \$ 2,266,304 | -14.3% |
| OTHER REVENUE | | | | | | | | | | |
| FHC Other Revenue | \$ 31,704 | \$ 47,777 | -33.6% | \$ 41,038 | -22.7% | \$ 137,140 | \$ 143,331 | -4.3% | \$ 93,993 | 45.9% |
| TOTAL OTHER REVENUE | \$ 31,704 | \$ 47,777 | -33.6% | \$ 41,038 | -22.7% | \$ 137,140 | \$ 143,331 | -4.3% | \$ 93,993 | 45.9% |
| NET OPERATING REVENUE | \$ 654,223 | \$ 771,571 | -15.2% | \$ 653,625 | 0.1% | \$ 2,078,403 | \$ 2,541,920 | -18.2% | \$ 2,360,296 | -11.9% |
| OPERATING EXPENSE | | | | | | | | | | |
| Salaries and Wages | \$ 224,390 | \$ 236,642 | -5.2% | \$ 203,820 | 10.1% | \$ 649,449 | \$ 779,456 | -16.7% | \$ 587,867 | 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% | 1,608,126 | 1,599,015 | 0.6% | 1,568,006 | 2.6% |
| Cost of Drugs Sold | 71,749 | 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% | 4,238 | -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% |
| TOTAL OPERATING EXPENSES | \$ 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% |
| TOTAL OPERATING COSTS | \$ 951,007 | \$ 949,349 | 0.2% | \$ 893,170 | 6.5% | \$ 2,850,157 | \$ 2,961,383 | -3.8% | \$ 2,714,585 | 5.0% |
| NET GAIN (LOSS) FROM OPERATIONS | \$ (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 | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | PRIOR YR | | | | VAR | PRIOR YR | YR VAR |
| Total Visits | | | | | | | | | | |
| 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 | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | PRIOR YR | | | | VAR | PRIOR YR | YR VAR |
| PATIENT REVENUE | | | | | | | | | | |
| Outpatient Revenue | \$ 198,306 | \$ 160,606 | 23.5% | \$ 148,517 | 33.5% | \$ 568,369 | \$ 538,672 | 5.5% | \$ 516,985 | 9.9% |
| TOTAL PATIENT REVENUE | \$ 198,306 | \$ 160,606 | 23.5% | \$ 148,517 | 33.5% | \$ 568,369 | \$ 538,672 | 5.5% | \$ 516,985 | 9.9% |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | |
| 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% |
| TOTAL REVENUE DEDUCTIONS | \$ 134,603 | \$ 105,779 | 27.2% | \$ 106,702 | 26.1% | \$ 368,659 | \$ 354,783 | 3.9% | \$ 350,525 | 5.2% |
| NET PATIENT REVENUE | \$ 63,703 | \$ 54,827 | 16.2% | \$ 41,814 | 52.3% | \$ 199,710 | \$ 183,889 | 8.6% | \$ 166,460 | 20.0% |
| OTHER REVENUE | | | | | | | | | | |
| FHC Other Revenue | \$ 31,704 | \$ 47,777 | 0.0% | \$ 41,038 | -22.7% | \$ 137,140 | \$ 143,331 | 0.0% | \$ 93,993 | 45.9% |
| TOTAL OTHER REVENUE | \$ 31,704 | \$ 47,777 | -33.6% | \$ 41,038 | -22.7% | \$ 137,140 | \$ 143,331 | -4.3% | \$ 93,993 | 45.9% |
| NET OPERATING REVENUE | \$ 95,407 | \$ 102,604 | -7.0% | \$ 82,852 | 15.2% | \$ 336,650 | \$ 327,220 | 2.9% | \$ 260,453 | 29.3% |
| OPERATING EXPENSE | | | | | | | | | | |
| 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 | 2,644 | 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% |
| TOTAL OPERATING EXPENSES | \$ 202,442 | \$ 178,422 | 13.5% | \$ 164,103 | 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% |
| TOTAL OPERATING COSTS | \$ 206,338 | \$ 182,500 | 13.1% | \$ 188,151 | 9.7% | \$ 552,064 | \$ 581,709 | -5.1% | \$ 589,976 | -6.4% |
| NET GAIN (LOSS) FROM OPERATIONS | \$ (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 | | | | |
|-------------------------------------|---------------|--------|-------|--------|-------|--------------|--------|-------|--------|-------|
| | 590 | 563 | 4.8% | 540 | 9.3% | 1,789 | 1,901 | -5.9% | 1,915 | -6.6% |
| Medical Visits | 336.11 | 285.27 | 17.8% | 275.03 | 22.2% | 317.70 | 283.36 | 12.1% | 269.97 | 17.7% |
| Average Revenue per Office Visit | 11.5 | 11.3 | 2.0% | 9.9 | 16.0% | 11.7 | 12.8 | -8.3% | 10.2 | 14.9% |
| Hospital FTE's (Salaries and Wages) | | | | | | | | | | |

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

| | CURRENT MONTH | | | | | YEAR TO DATE | | | | |
|--|--------------------|--------------------|---------------|--------------------|--------------|---------------------|---------------------|---------------|--------------------|--------------|
| | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | | | | | VAR | | |
| PATIENT REVENUE | | | | | | | | | | |
| Outpatient Revenue | \$ 225,804 | \$ 299,296 | -24.6% | \$ 201,135 | 12.3% | \$ 772,627 | \$ 912,662 | -15.3% | \$ 648,495 | 19.1% |
| TOTAL PATIENT REVENUE | \$ 225,804 | \$ 299,296 | -24.6% | \$ 201,135 | 12.3% | \$ 772,627 | \$ 912,662 | -15.3% | \$ 648,495 | 19.1% |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | |
| 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% | 159,635 | 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% |
| TOTAL REVENUE DEDUCTIONS | \$ 148,976 | \$ 190,836 | -21.9% | \$ 131,504 | 13.3% | \$ 475,386 | \$ 581,928 | -18.3% | \$ 410,646 | 15.8% |
| NET PATIENT REVENUE | \$ 76,828 | \$ 108,460 | -29.2% | \$ 69,631 | 10.3% | \$ 297,241 | \$ 330,734 | -10.1% | \$ 237,848 | 25.0% |
| OTHER REVENUE | | | | | | | | | | |
| FHC Other Revenue | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| TOTAL OTHER REVENUE | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| NET OPERATING REVENUE | \$ 76,828 | \$ 108,460 | -29.2% | \$ 69,631 | 10.3% | \$ 297,241 | \$ 330,734 | -10.1% | \$ 237,848 | 25.0% |
| OPERATING EXPENSE | | | | | | | | | | |
| 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 | 275,801 | -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% |
| TOTAL OPERATING EXPENSES | \$ 115,488 | \$ 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% |
| TOTAL OPERATING COSTS | \$ 132,876 | \$ 175,802 | -24.4% | \$ 108,361 | 22.6% | \$ 446,185 | \$ 529,133 | -15.7% | \$ 337,065 | 32.4% |
| NET GAIN (LOSS) FROM OPERATIONS | \$ (56,048) | \$ (67,342) | -16.3% | \$ (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 | | | | |
|-------------------------------------|---------------|--------|--------|--------|-------|--------------|--------|--------|--------|-------|
| | 688 | 1,000 | -31.2% | 675 | 1.9% | 2,259 | 3,046 | -25.8% | 2,221 | 1.7% |
| Total Visits | | | | | | | | | | |
| 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 | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | | | | | VAR | | |
| PATIENT REVENUE | | | | | | | | | | |
| 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% |
| TOTAL PATIENT REVENUE | \$ 398,170 | \$ 379,383 | 5.0% | \$ 377,444 | 5.5% | \$ 1,220,423 | \$ 1,304,669 | -6.5% | \$ 1,220,310 | 0.0% |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | |
| 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% |
| TOTAL REVENUE DEDUCTIONS | \$ 203,488 | \$ 202,487 | 0.5% | \$ 203,048 | 0.2% | \$ 606,974 | \$ 696,337 | -12.8% | \$ 645,526 | -6.0% |
| NET PATIENT REVENUE | \$ 194,682 | \$ 176,896 | 10.1% | \$ 174,396 | 11.6% | \$ 613,449 | \$ 608,332 | 0.8% | \$ 574,784 | 6.7% |
| OTHER REVENUE | | | | | | | | | | |
| FHC Other Revenue | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| TOTAL OTHER REVENUE | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| NET OPERATING REVENUE | \$ 194,682 | \$ 176,896 | 10.1% | \$ 174,396 | 11.6% | \$ 613,449 | \$ 608,332 | 0.8% | \$ 574,784 | 6.7% |
| OPERATING EXPENSE | | | | | | | | | | |
| 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% | 58,988 | 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% |
| TOTAL OPERATING EXPENSES | \$ 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% |
| TOTAL OPERATING COSTS | \$ 134,911 | \$ 134,404 | 0.4% | \$ 120,614 | 11.9% | \$ 412,819 | \$ 434,161 | -4.9% | \$ 384,706 | 7.3% |
| NET GAIN (LOSS) FROM OPERATIONS | \$ 69,772 | \$ 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 | | | | |
|-------------------------------------|---------------|--------|------|--------|-------|--------------|--------|--------|--------|-------|
| | 986 | 943 | 4.6% | 916 | 7.6% | 2,986 | 3,109 | -4.0% | 0.0% | |
| | | | | | | | | | | |
| 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 | PRIOR | PRIOR | ACTUAL | BUDGET | BUDGET | PRIOR | PRIOR |
| | | | VAR | | | | | VAR | | |
| PATIENT REVENUE | | | | | | | | | | |
| 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% |
| TOTAL PATIENT REVENUE | \$ 802,506 | \$ 936,695 | -14.3% | \$ 808,354 | -0.7% | \$ 2,614,557 | \$ 3,114,822 | -16.1% | \$ 2,896,615 | -9.7% |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | |
| 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% |
| TOTAL REVENUE DEDUCTIONS | \$ 515,201 | \$ 553,084 | -6.8% | \$ 481,608 | 7.0% | \$ 1,783,694 | \$ 1,839,188 | -3.0% | \$ 1,609,403 | 10.8% |
| NET PATIENT REVENUE | \$ 287,305 | \$ 383,611 | -25.1% | \$ 326,746 | -12.1% | \$ 830,863 | \$ 1,275,634 | -34.9% | \$ 1,287,211 | -35.5% |
| OTHER REVENUE | | | | | | | | | | |
| FHC Other Revenue | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| TOTAL OTHER REVENUE | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% |
| NET OPERATING REVENUE | \$ 287,305 | \$ 383,611 | -25.1% | \$ 326,746 | -12.1% | \$ 830,863 | \$ 1,275,634 | -34.9% | \$ 1,287,211 | -35.5% |
| OPERATING EXPENSE | | | | | | | | | | |
| 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% | 94,892 | 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 | - | 692 | -100.0% | 861 | -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% |
| TOTAL OPERATING EXPENSES | \$ 476,882 | \$ 456,643 | 4.4% | \$ 476,043 | 0.2% | \$ 1,439,089 | \$ 1,416,380 | 1.6% | \$ 1,402,839 | 2.6% |
| Depreciation/Amortization | \$ - | \$ - | 0.0% | \$ - | 100.0% | \$ - | \$ - | 0.0% | \$ - | 100.0% |
| TOTAL OPERATING COSTS | \$ 476,882 | \$ 456,643 | 4.4% | \$ 476,043 | 0.2% | \$ 1,439,089 | \$ 1,416,380 | 1.6% | \$ 1,402,839 | 2.6% |
| NET GAIN (LOSS) FROM OPERATIONS | \$ (189,577) | \$ (73,032) | 159.6% | \$ (149,298) | 27.0% | \$ (608,226) | \$ (140,746) | 332.1% | \$ (115,628) | 426.0% |
| 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 | BUDGET | 1,445 | -7.4% | 4,308 | 5,276 | BUDGET | 4,742 | -9.2% |
| | | | VAR | | | | | PRIOR | | |
| Total Visits | 1,338 | 1,648 | -18.8% | 1,445 | -7.4% | 4,308 | 5,276 | -18.3% | 4,742 | -9.2% |
| 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 | \$ 72,773 | \$ 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 | % |
| 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% |
| TOTAL | \$ 198,306 | 100.0% | \$ 148,517 | 100.0% | \$ 568,369 | 100.0% | \$ 516,985 | 100.0% |

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% |
| TOTAL | \$ 72,778 | 100.0% | \$ 51,626 | 100.0% | \$ 182,053 | 100.0% | \$ 151,067 | 100.0% |

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 | % |
| 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 | \$ 225,804 | 100.0% | \$ 201,135 | 100.0% | \$ 772,627 | 100.0% | \$ 648,495 | 100.0% |

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 | \$ 95,960 | 100.0% | \$ 83,357 | 100.0% | \$ 320,036 | 100.0% | \$ 232,186 | 100.0% |

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% |
| TOTAL | \$ 398,170 | 100.0% | \$ 377,444 | 100.0% | \$ 1,220,423 | 100.0% | \$ 1,220,310 | 100.0% |

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% |
| TOTAL | \$ 216,600 | 100.0% | \$ 193,332 | 100.0% | \$ 636,054 | 100.0% | \$ 584,432 | 100.0% |

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

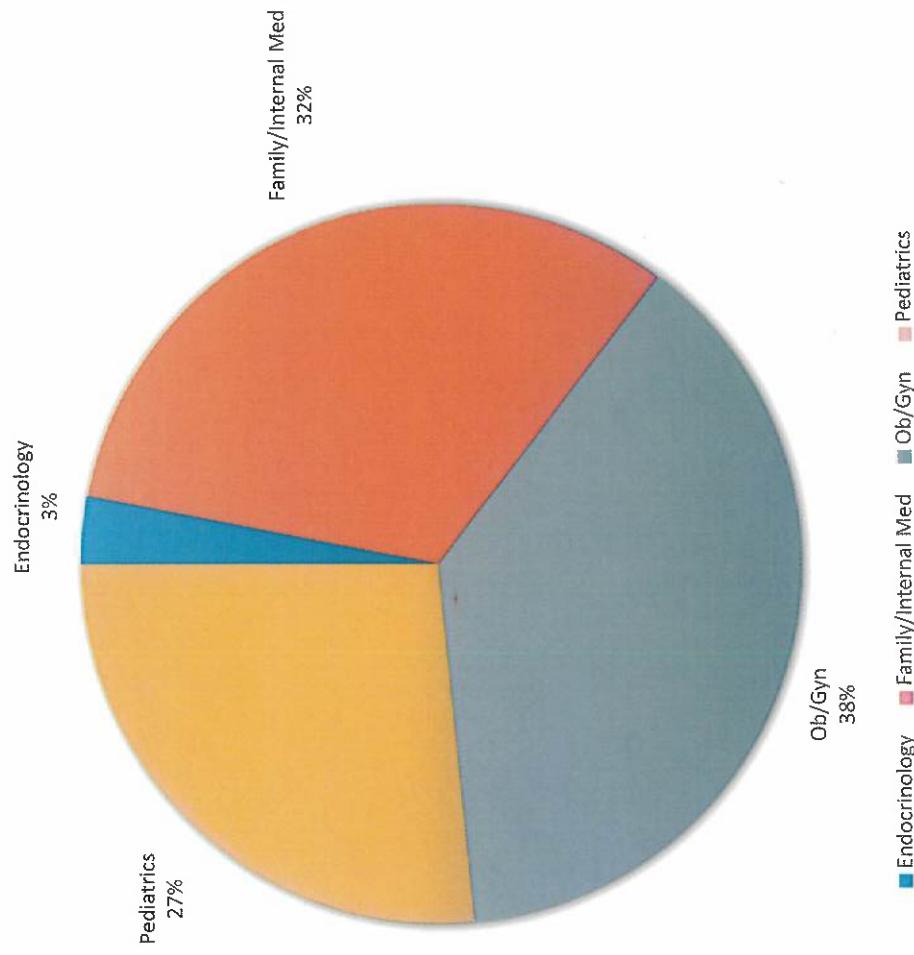
REVENUE BY PAYOR

| | 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 | \$ 802,506 | 100.0% | \$ 808,354 | 100.0% | \$ 2,614,557 | 100.0% | \$ 2,896,615 | 100.0% |

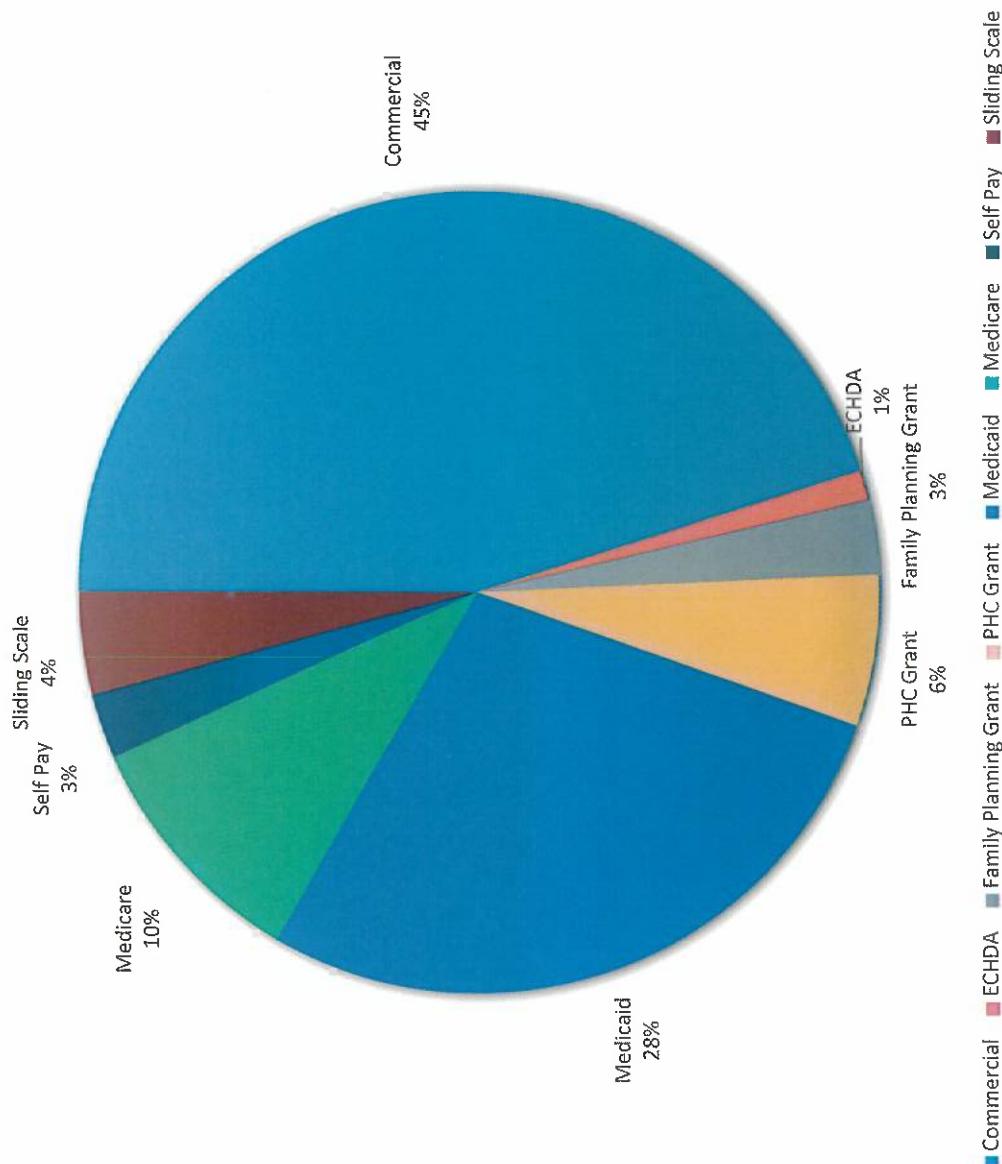
PAYMENTS BY PAYOR

| | 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 | \$ 267,896 | 100.0% | \$ 256,728 | 100.0% | \$ 818,711 | 100.0% | \$ 826,411 | 100.0% |

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

ECTOR COUNTY HOSPITAL DISTRICT

ECTOR COUNTY HOSPITAL DISTRICT
PO BOX 7239
Odessa, TX 79761

Advisor

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 |
| Total | \$ 58,040,905 | 3.58% | \$ 58,540,319 | \$ 499,415 |

| | 12/31/2025 | 12/31/2024 |
|------------------------------|-------------------|-------------------|
| 3 MONTH TREASURY BILL | 3.67% | 4.37% |
| 5 YEAR TREASURY BILL | 3.73% | 4.38% |
| 10 YEAR TREASURY NOTE | 4.18% | 4.58% |
| 30 YEAR TREASURY NOTE | 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 ¹ | Portfolio Value | Gain/Loss ² | 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 912828A7 | 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 TRANSM 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% 11/19/2021 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.

ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts

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 guaranteee 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.

ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts

Bond Analysis As of Dec 31, 2025

Overview ^{1,2}

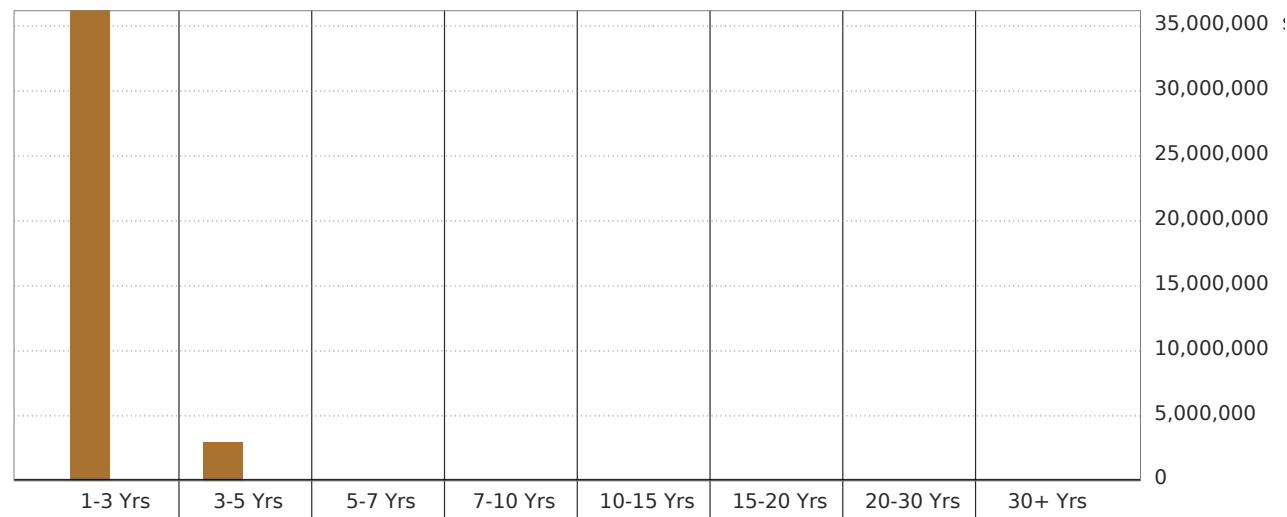
| | |
|--|---------------|
| Total Number of Issues | 7 |
| Face Value | 39,415,000 |
| Market Value | \$ 39,109,333 |
| Long/Intermediate Term Average S&P Rating ³ | — |
| Long/Intermediate Term Average Fitch Rating ³ | AA+ |

Statistics ^{1,2}

| | |
|---|--------|
| Average Bond Yield ⁴ | 1.57 % |
| Average Yield to Maturity ⁵ | 3.70 % |
| Average Yield to Worst ⁶ | 3.70 % |
| Average Coupon | 1.57 % |
| Average Modified Duration (Years) ⁷ | 0.57 |
| Average Effective Duration (Years) ⁸ | 0.57 |
| Average Duration to Worst ⁹ | 0.57 |
| Average Convexity (par) ¹⁰ | 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 Analysis As of Dec 31, 2025

Bond Coupon Concentration ¹¹**Bond Distribution by Type** ¹¹²**Bond Distribution by S&P Rating** ^{113 14}**Bond Distribution by Fitch Rating** ^{115 14}

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 included 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.

Bond Analysis As of Dec 31, 2025

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

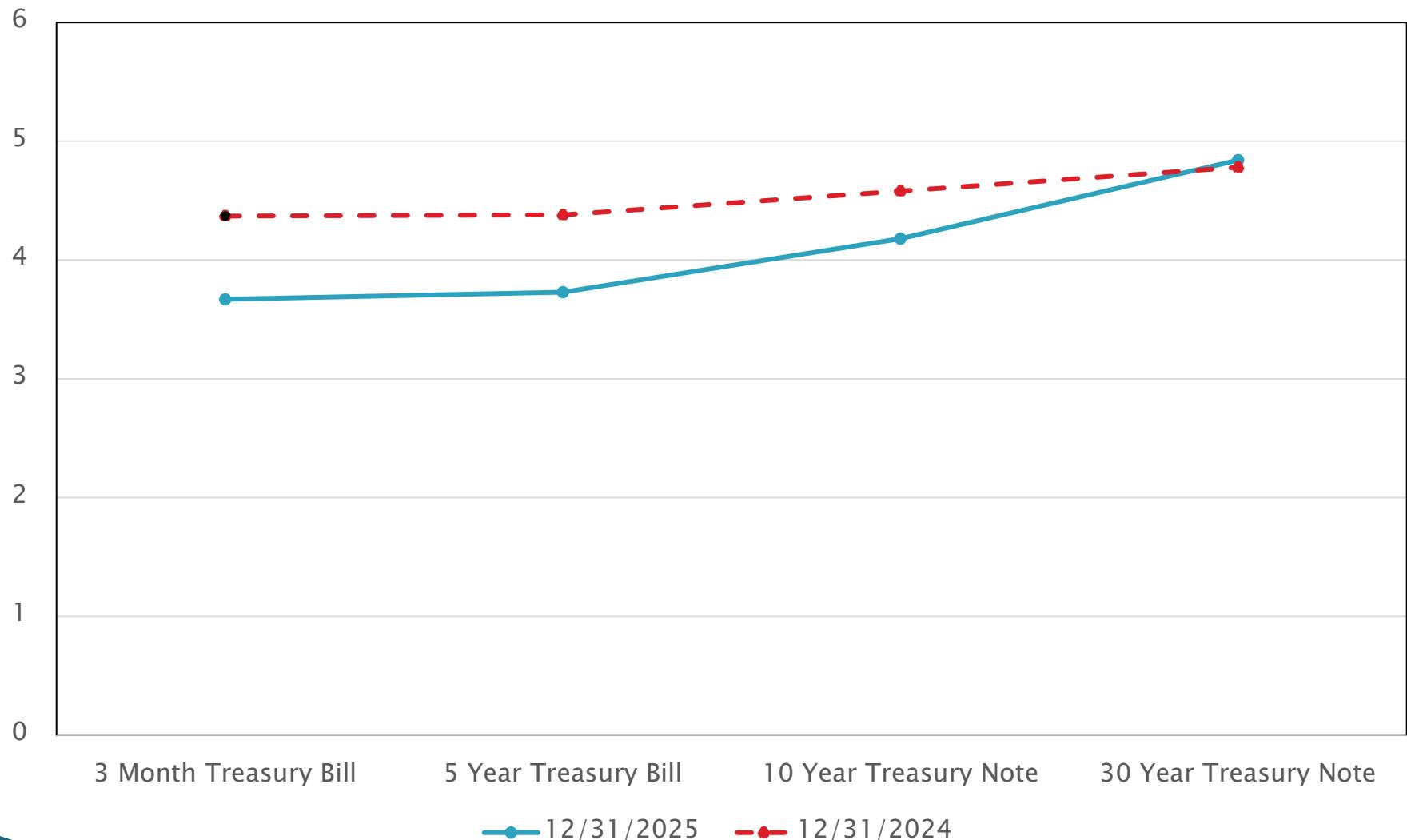
| Sector | Cost Basis | Weighted Avg Yield | Market Value | Unrealized Gain/Loss |
|-------------------------|----------------------|--------------------|----------------------|----------------------|
| Treasuries/Agencies/CDs | \$ 39,352,545 | 3.70% | \$ 39,851,962 | \$ 499,415 |
| Money Market/Cash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

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

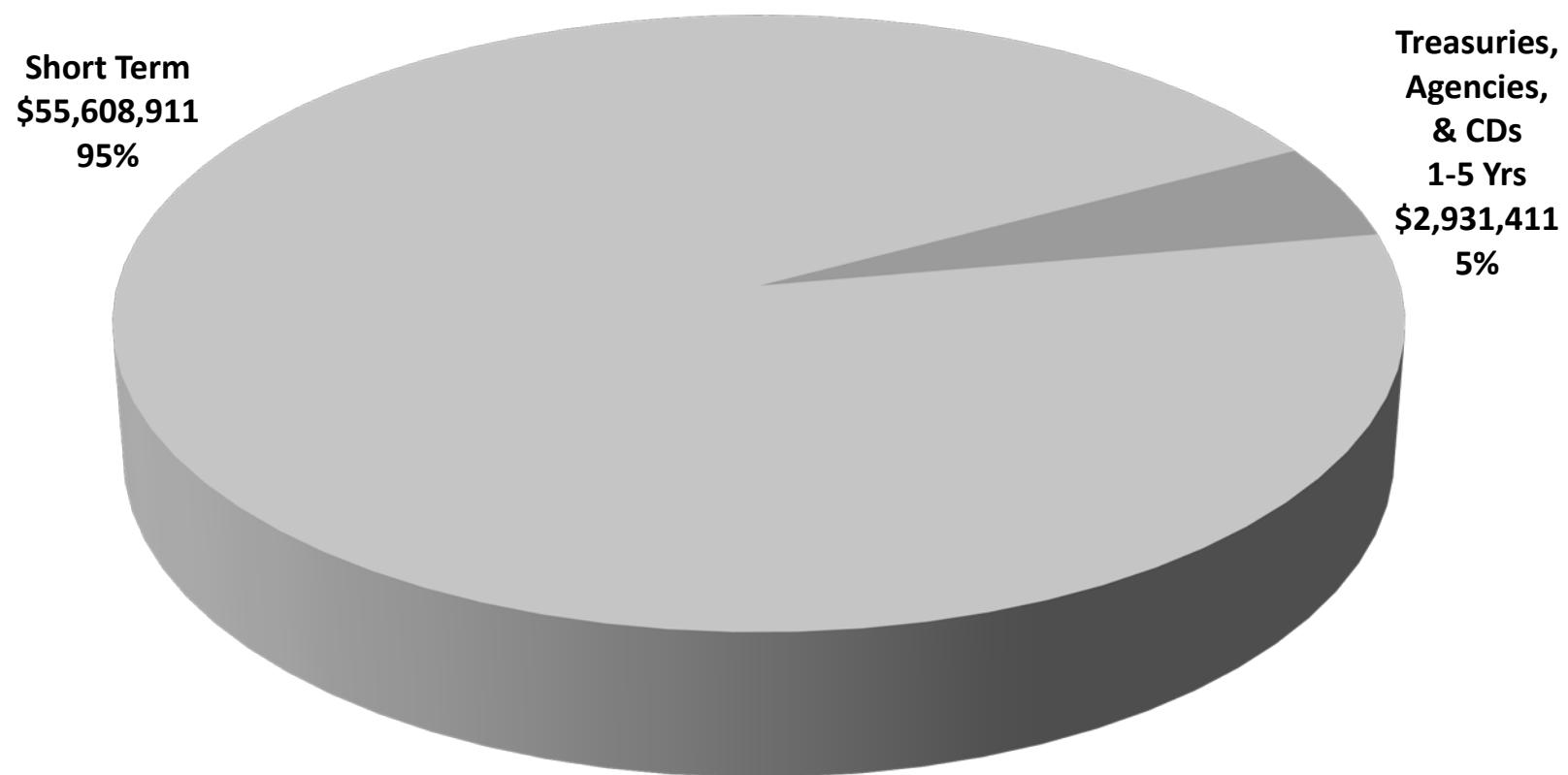
The information is based on data received. Information supporting the recommendation is enclosed.

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.

Yield Curve



Asset Distribution by Market Value



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

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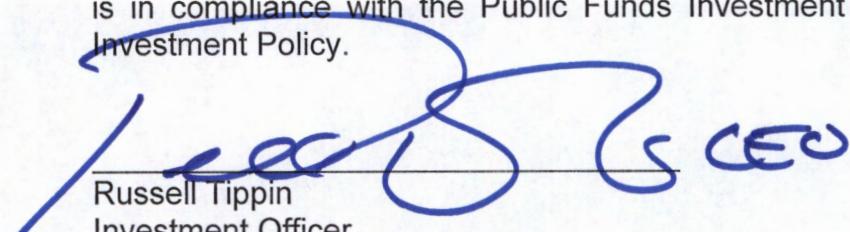


MEMORANDUM

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.% |
| Hospital InPatient Admissions | | | | | | | | | | |
| 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% |
| Total Admissions | 1,305 | 1,137 | 14.8% | 1,260 | 3.6% | 3,614 | 3,395 | 6.5% | 3,501 | 3.2% |
| Patient Days | | | | | | | | | | |
| 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% |
| Total Patient Days | 6,166 | 5,471 | 12.7% | 5,650 | 9.1% | 18,298 | 16,332 | 12.0% | 16,759 | 9.2% |
| 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% |
| Total Occupied Beds / Bassinets | 7,215 | 6,478 | 11.4% | 6,794 | 6.2% | 21,528 | 19,340 | 11.3% | 19,944 | 7.9% |
| Average Length of Stay (ALOS) | | | | | | | | | | |
| 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% |
| Total ALOS | 4.72 | 4.81 | -1.8% | 4.48 | 5.4% | 5.06 | 4.81 | 5.2% | 4.79 | 5.8% |
| Acute / Adult & Pediatric w/o OB | 5.34 | | | 5.04 | 6.0% | 5.72 | | | 5.42 | 5.5% |
| Average Daily Census | 198.9 | 176.5 | 12.7% | 182.3 | 9.1% | 198.9 | 177.5 | 12.0% | 182.2 | 9.2% |
| Hospital Case Mix Index (CMI) | 1.7275 | 1.7598 | -1.8% | 1.7764 | -2.8% | 1.7277 | 1.7598 | -1.8% | 1.8029 | -4.2% |
| CMI Adjusted LOS | 2.74 | 2.73 | 0.0% | 2.52 | 8.4% | 2.93 | 2.73 | 7.2% | 2.66 | 10.4% |
| Medicare | | | | | | | | | | |
| 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% |
| Medicaid | | | | | | | | | | |
| 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% |
| Commercial | | | | | | | | | | |
| 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% |
| Self Pay | | | | | | | | | | |
| 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% |
| All Other | | | | | | | | | | |
| 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% |
| Radiology | | | | | | | | | | |
| 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% |
| Cath Lab | | | | | | | | | | |
| 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% |
| Laboratory | | | | | | | | | | |
| 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% |
| Other | | | | | | | | | | |
| Deliveries | 207 | 177 | 16.9% | 188 | 10.1% | 574 | 529 | 8.5% | 546 | 5.1% |
| Surgical Cases | | | | | | | | | | |
| 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% |
| Total Surgical Cases | 762 | 754 | 1.1% | 725 | 5.1% | 2,343 | 2,253 | 4.0% | 2,400 | -2.4% |
| GI Procedures (Endo) | | | | | | | | | | |
| 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% |
| Total GI Procedures | 259 | 283 | -8.5% | 286 | -9.4% | 787 | 845 | -6.9% | 966 | -18.5% |

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.% |
| Emergency Room | | | | | | | | | | |
| 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% |
| Total Emergency Room Visits | 5,212 | 5,024 | 3.7% | 5,211 | 0.0% | 15,276 | 15,009 | 1.8% | 15,603 | -2.1% |
| Outpatient | | | | | | | | | | |
| 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% |
| Hospital Operations | | | | | | | | | | |
| 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% |
| Family Health Clinic - Clements | | | | | | | | | | |
| 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% |
| Family Health Clinic - West University | | | | | | | | | | |
| 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% |
| Family Health Clinic - JBS | | | | | | | | | | |
| 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% |
| Family Health Clinic - Womens | | | | | | | | | | |
| 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% |
| Total ECHD Operations | | | | | | | | | | |
| 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% |
| Total Adjusted Patient Days | | | | | | | | | | |
| Hours / Adjusted Patient Day | 11,199 | 10,360 | 8.1% | 10,583 | 5.8% | 33,898 | 30,962 | 9.5% | 32,386 | 4.7% |
| | 27.65 | 28.44 | -2.8% | 28.88 | -4.3% | 27.33 | 28.58 | -4.4% | 28.24 | -3.2% |
| Outpatient Factor | | | | | | | | | | |
| Blended O/P Factor | 1.8163 | 1.8936 | -4.1% | 1,8731 | -3.0% | 1.8525 | 1.8958 | -2.3% | 1.9325 | -4.1% |
| | 1.9988 | 2.0678 | -3.3% | 2,0407 | -2.1% | 2.0389 | 2.0938 | -2.6% | 2.1238 | -4.0% |
| Total Adjusted Admissions | | | | | | | | | | |
| Hours / Adjusted Admissision | 2,370 | 2,153 | 10.1% | 2,360 | 0.4% | 6,695 | 6,436 | 4.0% | 6,766 | -1.0% |
| | 130.65 | 136.87 | -4.5% | 129.51 | 0.9% | 138.38 | 137.47 | 0.7% | 135.18 | 2.4% |
| FTE's - Hospital Contract | | | | | | | | | | |
| FTE's - Mgmt Services | 41.4 | 36.3 | 14.2% | 42.3 | -2.0% | 44.4 | 36.5 | 21.6% | 44.9 | -1.0% |
| | 50.9 | 55.1 | -7.7% | 54.4 | -6.5% | 51.8 | 55.1 | -6.0% | 56.0 | -7.5% |
| Total FTE's (including Contract) | 1,840.5 | 1,754.9 | 4.9% | 1,822.2 | 1.0% | 1,858.5 | 1,774.6 | 4.7% | 1,840.5 | 1.0% |
| Total FTE's per Adjusted Occupied Bed (including Contract) | | | | | | | | | | |
| | 5.09 | 5.25 | -3.0% | 5.34 | -4.6% | 5.04 | 5.27 | -4.4% | 5.23 | -3.5% |
| ProCare FTEs | | | | | | | | | | |
| TraumaCare FTEs | 211.8 | 239.6 | -11.6% | 203.6 | 4.0% | 214.3 | 241.0 | -11.1% | 206.4 | 3.8% |
| | 8.3 | 8.2 | 1.3% | 8.3 | -0.1% | 8.4 | 8.4 | 0.0% | 8.4 | 0.0% |
| Total System FTEs | 2,060.6 | 2,002.7 | 2.9% | 2,034.2 | 1.3% | 2,081.1 | 2,024.0 | 2.8% | 2,055.3 | 1.3% |
| Urgent Care Visits | | | | | | | | | | |
| 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% |
| Total Urgent Care Visits | 2,407 | 2,252 | 6.9% | 2,664 | -9.6% | 6,531 | 6,728 | -2.9% | 7,261 | -10.1% |
| Retail Clinic Visits | | | | | | | | | | |
| 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 | PRIOR FISCAL YEAR END | | | CURRENT YEAR CHANGE |
|---|-----------------------|-----------------------|-----------------------|--------------------------|---------------------------|
| | | HOSPITAL UNAUDITED | 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 Receivable | 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 |
| ACCURED 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 | ACTUAL | | BUDGET | | BUDGET VAR | PRIOR YR |
| | | | | | | | | | | | | |
| PATIENT REVENUE | | | | | | | | | | | | |
| 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% | |
| TOTAL PATIENT REVENUE | \$ 127,253,040 | \$ 117,920,756 | 7.9% | \$ 118,618,909 | 7.3% | | \$ 375,704,075 | \$ 357,014,548 | 5.2% | \$ 362,490,232 | 3.6% | |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | | | |
| 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% | |
| TOTAL REVENUE DEDUCTIONS | \$ 98,360,930 | \$ 91,933,890 | 7.0% | \$ 92,102,118 | 6.8% | | \$ 292,358,407 | \$ 278,346,698 | 5.0% | \$ 282,315,201 | 3.6% | |
| | 77.30% | 77.96% | | 77.65% | | | 77.82% | | 77.97% | | 77.88% | |
| OTHER PATIENT REVENUE | | | | | | | | | | | | |
| 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% | |
| TOTAL OTHER PATIENT REVENUE | \$ 3,305,207 | \$ 2,710,417 | 21.9% | \$ 2,193,421 | 50.7% | | \$ 8,779,179 | \$ 8,131,251 | 8.0% | \$ 4,668,768 | 88.0% | |
| NET PATIENT REVENUE | | | | | | | | | | | | |
| | \$ 32,197,317 | \$ 28,697,283 | 12.2% | \$ 28,710,212 | 12.1% | | \$ 92,124,847 | \$ 86,799,101 | 6.1% | \$ 84,843,799 | 8.6% | |
| OTHER REVENUE | | | | | | | | | | | | |
| 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% | |
| TOTAL OTHER REVENUE | \$ 9,452,404 | \$ 9,564,221 | -1.2% | \$ 8,692,234 | 8.7% | | \$ 28,291,738 | \$ 28,625,066 | -1.2% | \$ 25,077,954 | 12.8% | |
| NET OPERATING REVENUE | | | | | | | | | | | | |
| | \$ 41,649,720 | \$ 38,261,504 | 8.9% | \$ 37,402,445 | 11.4% | | \$ 120,416,585 | \$ 115,424,167 | 4.3% | \$ 109,921,753 | 9.5% | |
| OPERATING EXPENSES | | | | | | | | | | | | |
| 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% | |
| TOTAL OPERATING EXPENSES | \$ 38,338,620 | \$ 36,436,421 | 5.2% | \$ 36,613,932 | 4.7% | | \$ 111,066,992 | \$ 108,753,168 | 2.1% | \$ 107,831,314 | 3.0% | |
| 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% | |
| TOTAL OPERATING COSTS | \$ 40,575,045 | \$ 38,613,961 | 5.1% | \$ 38,680,970 | 4.9% | | \$ 117,727,580 | \$ 115,337,259 | 2.1% | \$ 113,982,895 | 3.3% | |
| NET GAIN (LOSS) FROM OPERATIONS | \$ 1,074,676 | \$ (352,457) | 404.9% | \$ (1,278,524) | 184.1% | | \$ 2,689,005 | \$ 86,908 | 2994.1% | \$ (4,061,142) | -166.2% | |
| Operating Margin | 2.58% | -0.92% | -380.1% | -3.42% | -175.5% | | 2.23% | 0.08% | 2865.8% | -3.69% | -160.4% | |
| NONOPERATING REVENUE/EXPENSE | | | | | | | | | | | | |
| 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% | |
| Opiod 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% | |
| CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY | \$ 1,864,413 | \$ 141,924 | -1213.7% | \$ (958,159) | 294.6% | | \$ 4,162,401 | \$ 1,269,042 | -228.0% | \$ (3,466,232) | 220.1% | |
| 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% | |
| CHANGE IN NET POSITION | \$ 2,002,255 | \$ 327,816 | -510.8% | \$ (708,238) | 382.7% | | \$ 4,847,784 | \$ 1,826,718 | -165.4% | \$ (3,076,184) | 257.6% | |
| ADJUSTED OPERATING EBIDA | \$ 2,671,639 | \$ 1,178,745 | 126.7% | \$ 228,505 | 1069.2% | | \$ 7,418,682 | \$ 4,658,920 | 59.2% | \$ 390,645 | 1799.1% | |

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

| | CURRENT MONTH | | | | | | YEAR TO DATE | | | | | |
|---|-----------------------|-----------------------|-----------------|-----------------------|----------------|-----------------------|-----------------------|----------------|-----------------------|----------------|---------|--------|
| | | | BUDGET | | PRIOR | | | | BUDGET | | PRIOR | |
| | ACTUAL | BUDGET | VAR | PRIOR YR | YR VAR | ACTUAL | BUDGET | VAR | PRIOR YR | YR VAR | ACTUAL | BUDGET |
| PATIENT REVENUE | | | | | | | | | | | | |
| 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% | | |
| TOTAL PATIENT REVENUE | \$ 115,634,640 | \$ 107,986,820 | 7.1% | \$ 108,876,541 | 6.2% | \$ 341,359,473 | \$ 323,252,320 | 5.6% | \$ 329,836,246 | 3.5% | | |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | | | |
| 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% | | |
| TOTAL REVENUE DEDUCTIONS | \$ 90,040,541 | \$ 84,782,452 | 6.2% | \$ 85,380,297 | 5.5% | \$ 267,673,677 | \$ 253,954,366 | 5.4% | \$ 258,934,460 | 3.4% | | |
| 77.87% | 78.51% | | | 78.42% | | 78.41% | | 78.56% | | 78.50% | | |
| OTHER PATIENT REVENUE | | | | | | | | | | | | |
| 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% | | |
| TOTAL OTHER PATIENT REVENUE | \$ 3,305,207 | \$ 2,710,417 | 21.9% | \$ 2,193,421 | 50.7% | \$ 8,779,179 | \$ 8,131,251 | 8.0% | \$ 4,668,768 | 88.0% | | |
| NET PATIENT REVENUE | \$ 28,899,307 | \$ 25,914,785 | 11.5% | \$ 25,689,665 | 12.5% | \$ 82,464,976 | \$ 77,429,205 | 6.5% | \$ 75,570,554 | 9.1% | | |
| OTHER REVENUE | | | | | | | | | | | | |
| 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% | | |
| TOTAL OTHER REVENUE | \$ 9,256,633 | \$ 9,293,093 | -0.4% | \$ 8,508,950 | 8.8% | \$ 27,593,995 | \$ 27,810,045 | -0.8% | \$ 24,361,369 | 13.3% | | |
| NET OPERATING REVENUE | \$ 38,155,939 | \$ 35,207,878 | 8.4% | \$ 34,198,615 | 11.6% | \$ 110,058,971 | \$ 105,239,250 | 4.6% | \$ 99,931,923 | 10.1% | | |
| OPERATING EXPENSE | | | | | | | | | | | | |
| 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% | 5,530,567 | 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% | | |
| TOTAL OPERATING EXPENSES | \$ 32,312,922 | \$ 30,293,957 | 6.7% | \$ 30,628,016 | 5.5% | \$ 93,473,154 | \$ 90,516,561 | 3.3% | \$ 90,406,273 | 3.4% | | |
| 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% | | |
| TOTAL OPERATING COSTS | \$ 34,537,886 | \$ 32,458,912 | 6.4% | \$ 32,683,089 | 5.7% | \$ 100,099,447 | \$ 97,062,897 | 3.1% | \$ 96,522,029 | 3.7% | | |
| NET GAIN (LOSS) FROM OPERATIONS | \$ 3,618,053 | \$ 2,748,966 | 31.6% | \$ 1,515,525 | -138.7% | \$ 9,959,523 | \$ 8,176,353 | 21.8% | \$ 3,409,894 | -192.1% | | |
| Operating Margin | 9.48% | 7.81% | 21.4% | 4.43% | 114.0% | 9.05% | 7.77% | 16.5% | 3.41% | 165.2% | | |
| NONOPERATING REVENUE/EXPENSE | | | | | | | | | | | | |
| 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% | | |
| Opiod Abatement Fund | - | - | 0.0% | - | 0.0% | - | - | - | - | 0.0% | | |
| Trauma Funds | - | - | 0.0% | - | 0.0% | - | - | - | - | 0.0% | | |
| Donations | - | 8,135 | -100.0% | - | -0.0% | - | - | - | - | - | | |
| COVID-19 Stimulus | - | - | 0.0% | 78,390 | -100.0% | - | - | - | - | 78,390 | -100.0% | |
| CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION | \$ 4,407,791 | \$ 3,243,348 | 35.9% | \$ 1,835,891 | 140.1% | \$ 11,432,920 | \$ 9,358,487 | 22.2% | \$ 4,004,804 | 185.5% | | |
| 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% | | |
| CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY | \$ 1,836,475 | \$ 125,693 | -1361.1% | \$ (980,475) | 287.3% | \$ 4,090,639 | \$ 1,220,279 | -235.2% | \$ (3,568,614) | 214.6% | | |
| 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% | | |
| CHANGE IN NET POSITION | \$ 1,974,316 | \$ 311,585 | -533.6% | \$ (730,554) | 370.2% | \$ 4,776,022 | \$ 1,777,955 | -168.6% | \$ (3,178,566) | 250.3% | | |
| ADJUSTED OPERATING EBIDA | \$ 5,203,556 | \$ 4,267,583 | 21.9% | \$ 3,010,591 | 72.8% | \$ 14,654,906 | \$ 12,710,610 | 15.3% | \$ 7,825,856 | 87.3% | | |

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

| | CURRENT MONTH | | | | | | YEAR TO DATE | | | | | |
|--|-----------------------|-----------------------|---------------|-----------------------|---------------|-----------------------|-----------------------|---------------|-----------------------|---------------|--------|--------|
| | | | BUDGET | | PRIOR | | | | BUDGET | | PRIOR | |
| | ACTUAL | BUDGET | VAR | PRIOR YR | YR VAR | ACTUAL | BUDGET | VAR | PRIOR YR | YR VAR | ACTUAL | BUDGET |
| PATIENT REVENUE | | | | | | | | | | | | |
| 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% | | |
| TOTAL PATIENT 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% | | |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | | | |
| 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 | 872,662 | 1.3% | 815,605 | 8.4% | 3,497,342 | 2,945,402 | 18.7% | 2,964,493 | 18.0% | | |
| TOTAL REVENUE DEDUCTIONS | \$ 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% | | |
| NET PATIENT REVENUE | \$ 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% | | |
| OTHER REVENUE | | | | | | | | | | | | |
| Other Income | \$ 193,201 | \$ 270,027 | -28.5% | \$ 182,484 | 5.9% | \$ 693,385 | \$ 811,718 | -14.6% | \$ 711,989 | -2.6% | | |
| TOTAL OTHER REVENUE | \$ 193,201 | \$ 270,027 | -28.5% | \$ 182,484 | 5.9% | \$ 693,385 | \$ 811,718 | -14.6% | \$ 711,989 | -2.6% | | |
| NET OPERATING REVENUE | \$ 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% | | |
| OPERATING EXPENSE | | | | | | | | | | | | |
| 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% | | |
| TOTAL OPERATING EXPENSES | \$ 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% | | |
| TOTAL OPERATING COSTS | \$ 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% | | |
| NET GAIN (LOSS) FROM OPERATIONS | \$ (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% | | |
| 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% | | |
| CAPITAL CONTRIBUTION | \$ - | \$ - | 0.0% | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | 0.0% | | |
| ADJUSTED OPERATING EBIDA | \$ (2,559,856) | \$ (3,105,068) | 17.6% | \$ (2,804,402) | 8.7% | \$ (7,307,986) | \$ (8,100,447) | 9.8% | \$ (7,537,594) | 3.0% | | |
| MONTHLY STATISTICAL REPORT | | | | | | | | | | | | |
| | 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 | | ACTUAL | | BUDGET | | BUDGET VAR | | PRIOR YR | |
| | ACTUAL | BUDGET | VAR | PRIOR YR | ACTUAL | BUDGET | VAR | PRIOR YR | ACTUAL | BUDGET | VAR | PRIOR YR | ACTUAL | BUDGET | VAR | PRIOR YR |
| PATIENT REVENUE | | | | | | | | | | | | | | | | |
| Outpatient Revenue | \$ 215,316 | \$ 177,492 | 21.3% | \$ 62,320 | 245.5% | | \$ 609,041 | \$ 549,980 | 10.7% | \$ 367,237 | 65.8% | | | | | |
| TOTAL PATIENT REVENUE | \$ 215,316 | \$ 177,492 | 21.3% | \$ 62,320 | 245.5% | | \$ 609,041 | \$ 549,980 | 10.7% | \$ 367,237 | 65.8% | | | | | |
| DEDUCTIONS FROM REVENUE | | | | | | | | | | | | | | | | |
| 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% | | | | | |
| TOTAL REVENUE DEDUCTIONS | \$ 183,194 | \$ 142,772 | 28.3% | \$ 34,329 | 433.6% | | \$ 511,584 | \$ 442,397 | 15.6% | \$ 262,751 | 94.7% | | | | | |
| NET PATIENT REVENUE | \$ 32,122 | \$ 34,720 | -7.5% | \$ 27,991 | 14.8% | | \$ 97,457 | \$ 107,583 | -9.4% | \$ 104,486 | -6.7% | | | | | |
| OTHER REVENUE | | | | | | | | | 16.0% | | | | | | | |
| Other Income | \$ 2,570 | \$ 1,101 | 133.5% | \$ 800 | 221.3% | | \$ 4,358 | \$ 3,303 | 31.9% | \$ 4,595 | -5.2% | | | | | |
| TOTAL OTHER REVENUE | \$ 2,570 | \$ 1,101 | 133.5% | \$ 800 | 221.3% | | \$ 4,358 | \$ 3,303 | 31.9% | \$ 4,595 | -5.2% | | | | | |
| NET OPERATING REVENUE | \$ 34,693 | \$ 35,821 | -3.1% | \$ 28,791 | 20.5% | | \$ 101,815 | \$ 110,886 | -8.2% | \$ 109,082 | -6.7% | | | | | |
| OPERATING EXPENSE | | | | | | | | | | | | | | | | |
| 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% | | | | | |
| TOTAL OPERATING EXPENSES | \$ 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% | | | | | |
| TOTAL OPERATING COSTS | \$ 6,754 | \$ 19,591 | -65.5% | \$ 6,475 | 4.3% | | \$ 30,053 | \$ 62,129 | -51.6% | \$ 6,700 | 348.6% | | | | | |
| NET GAIN (LOSS) FROM OPERATIONS | \$ 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% | | | | | |
| CAPITAL CONTRIBUTION | \$ 27,939 | \$ 16,230 | 72.1% | \$ 22,316 | 25.2% | | \$ 71,762 | \$ 48,757 | 47.2% | \$ 102,382 | -29.9% | | | | | |
| ADJUSTED OPERATING EBIDA | \$ 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 | % |
| 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% |
| TOTAL | \$ 115,634,640 | 100.0% | \$ 108,876,541 | 100.0% | \$ 341,359,473 | 100.0% | \$ 329,836,246 | 100.0% |

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% |
| TOTAL | \$ 27,382,230 | 100.0% | \$ 24,229,217 | 100.0% | \$ 76,516,055 | 100.0% | \$ 70,111,331 | 100.0% |

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, Prepays 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) |
| Deffered 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 | <u>127,253,039</u> | <u>117,920,756</u> | <u>9,332,283</u> | 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 | <u>2,138,812</u> | <u>2,041,436</u> | <u>97,376</u> | 4.8% |
| Total Operating Revenue | <u>41,649,720</u> | <u>38,261,504</u> | <u>3,388,216</u> | 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 | <u>2,236,425</u> | <u>2,177,540</u> | <u>58,885</u> | 2.7% |
| Total Operating Expenses | <u>40,575,046</u> | <u>38,613,960</u> | <u>1,961,086</u> | 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 | <u>\$2,002,255</u> | <u>\$327,816</u> | <u>\$1,674,439</u> | 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

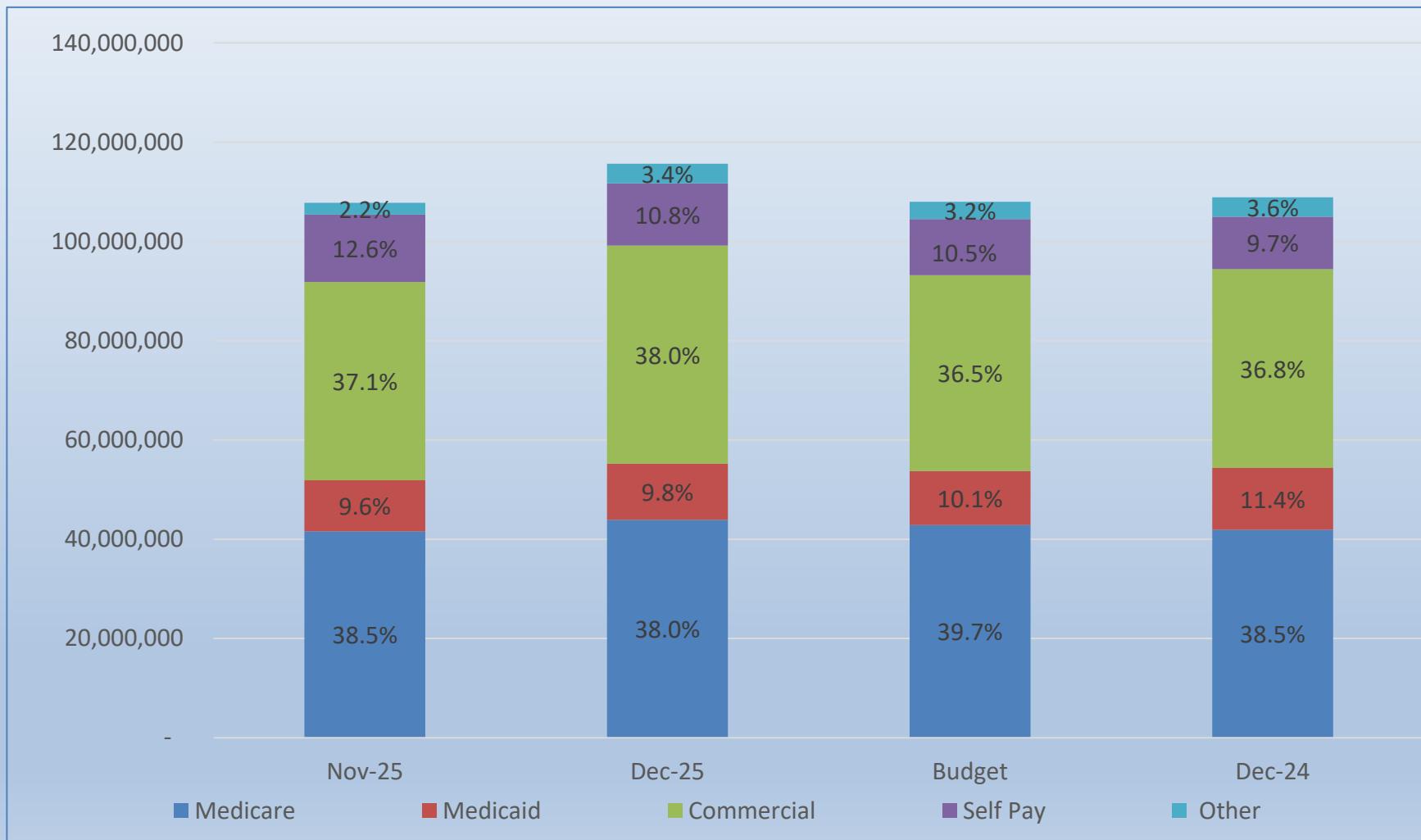
- Net Patient Revenue is favorable by \$2.9m for the month with strong volumes.
- Medicaid Supplemental Funding is favorable with a receipt of \$633k from FY25.
- Salaries & Benefits are unfavorable \$394k but supported by the increased patient volumes and employee health benefits are unfavorable by \$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

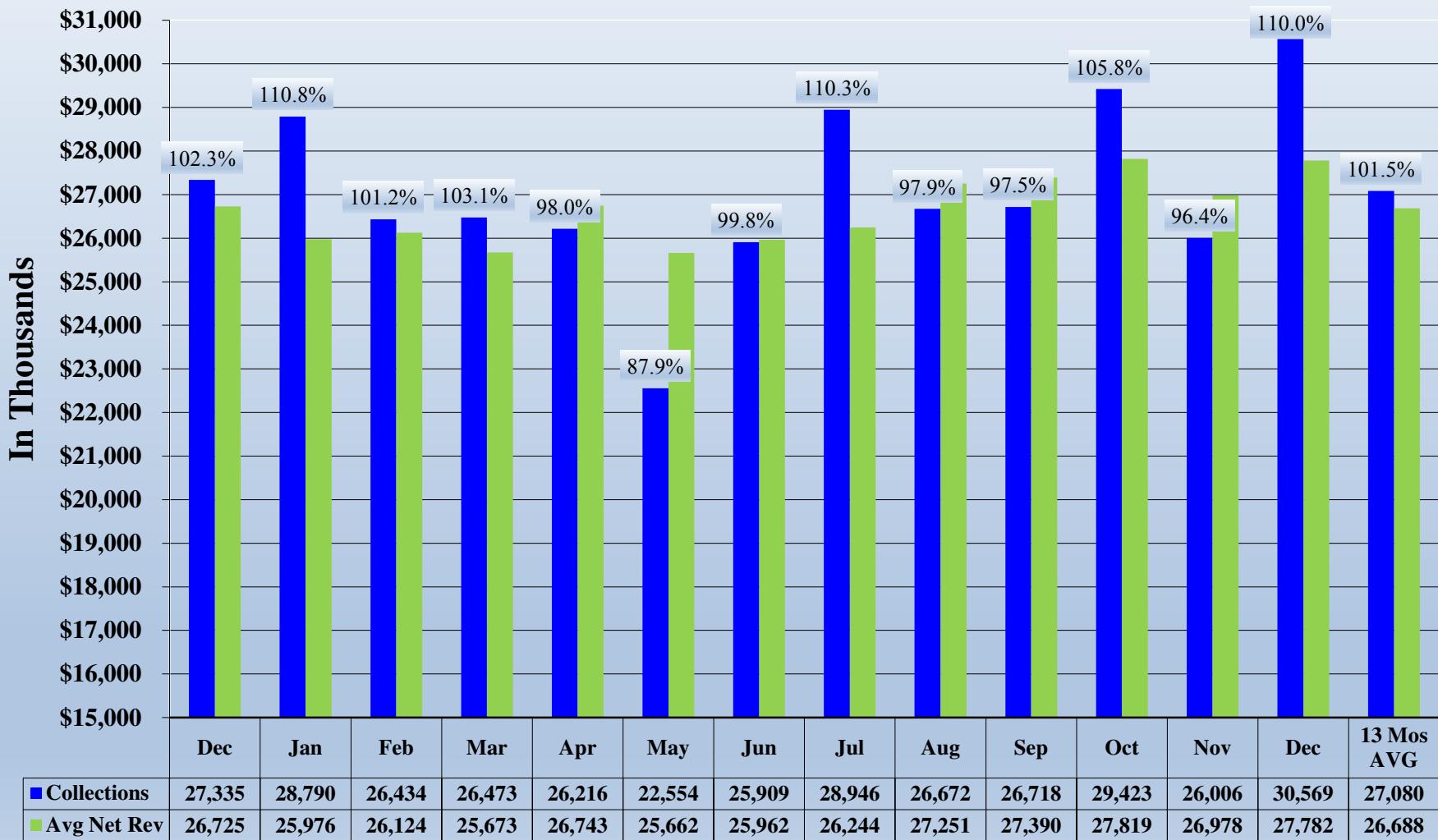
| | CURRENT MONTH | | | | YEAR-TO-DATE | | | |
|----------------------------|---------------|---------------|-----------------|--------------|---------------|---------------|-----------------|--------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Variance</u> | <u>Var %</u> | <u>Actual</u> | <u>Budget</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



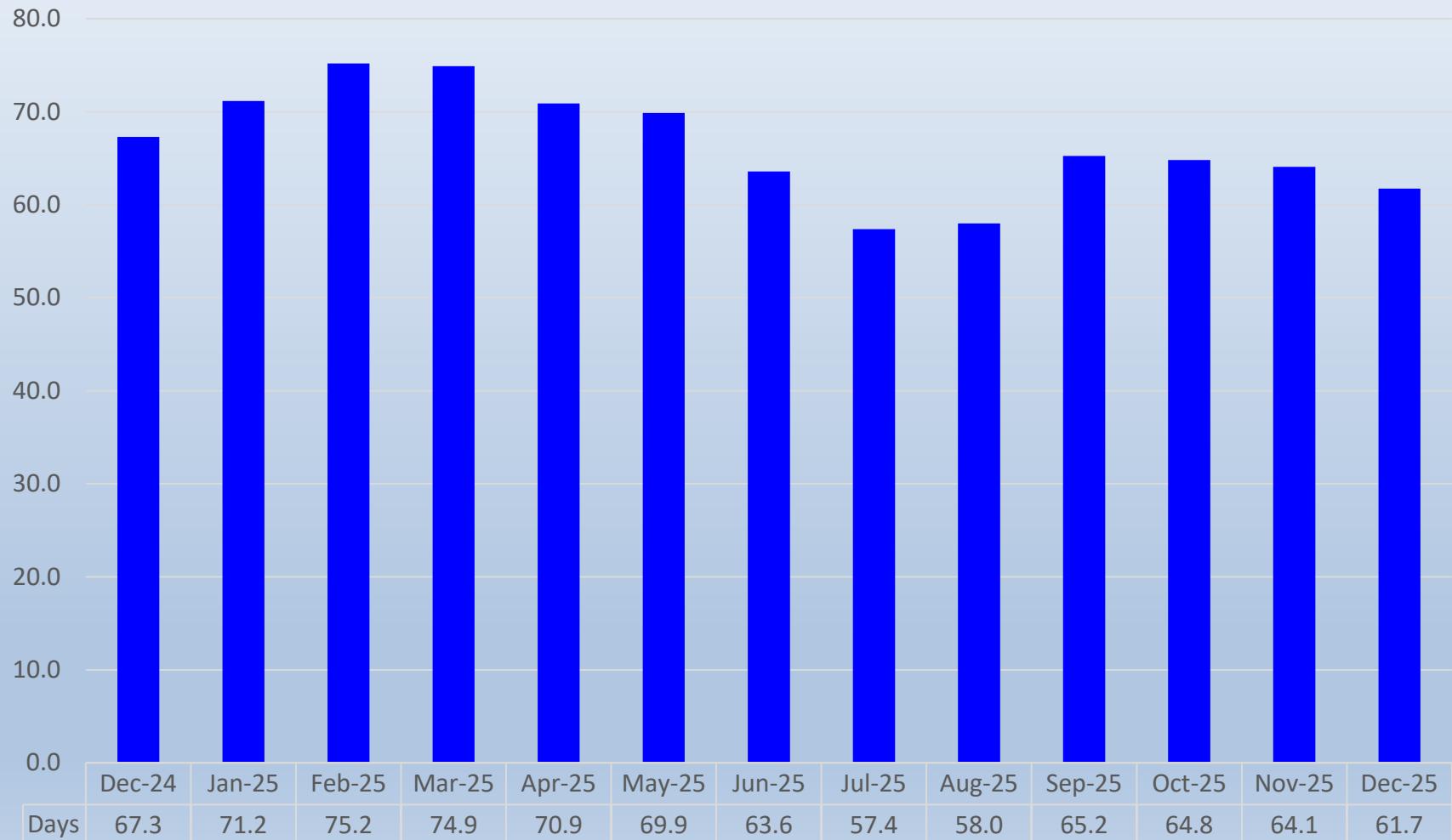
Total AR Cash Receipts

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

Current Cost **\$415,048.56 yearly x 3years**

| | | |
|---------------------------|------------------------------|--------------------------------|
| New Amendment Cost | 1/1/2026 to 6/1/2026 | \$231,811.32 (6 months) |
| | 7/1/2026 to 12/1/2026 | \$226,141.68 (6 months) |
| | 1/1/2027 to 12/1/2027 | \$525,652.50 (1 year) |
| | 1/1/2028 to 12/1/2028 | \$525,652.50 (1 year) |

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-TnI (replaces cTnI cartridge) | \$259,187.50 |
| G3+ (new cartridge) | \$78,210.00 |
| | |
| Project Total (amended commitment) | \$924,463.00 |
| <i>Project Total (previous commitment)</i> | \$826,791.75 |
| | |
| Project Variance | \$97,671.25 |

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.

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.

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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.

David Dunn, President

Bryn Dodd, Vice President

Will Kappauf, Member

Sylvia Rodriguez-Sanchez, Member

Don Hallmark, Member

Wallace Dunn, Member

Kathryn "Kathy" Rhodes, Member

Grant Number: 5722101



JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

FOCUS AREAS

Cardiology

Urgent Care

Family Medicine

PCPs

FHC

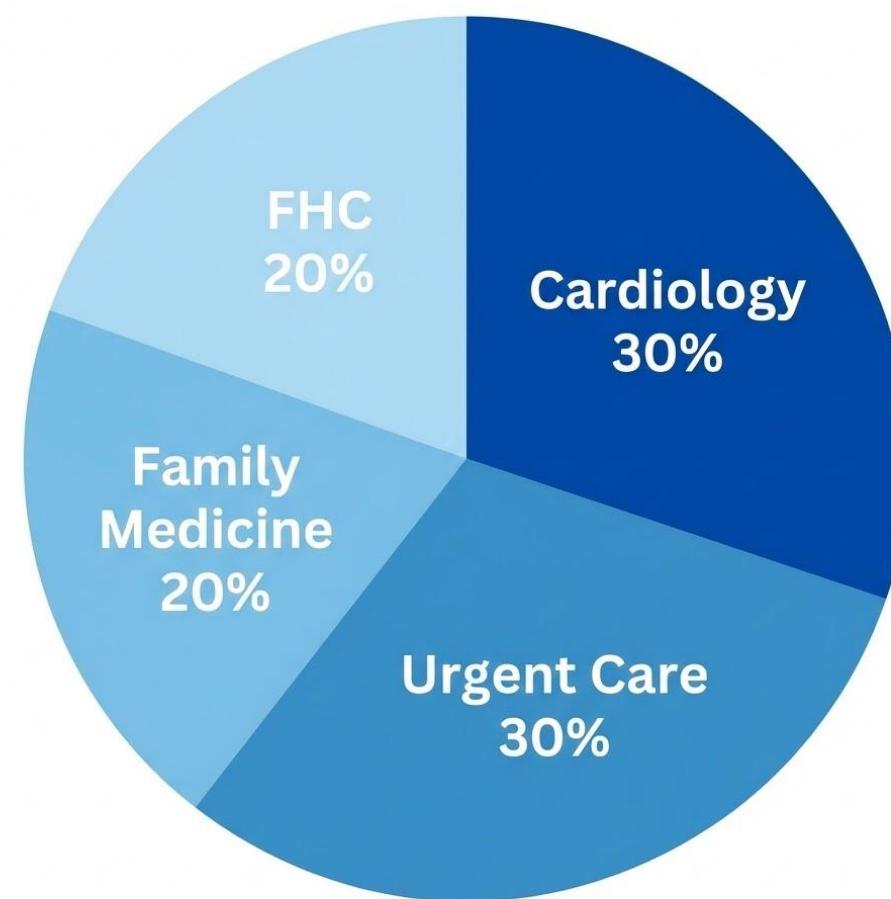
JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

DIGITAL TACTICS

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



- 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/>

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

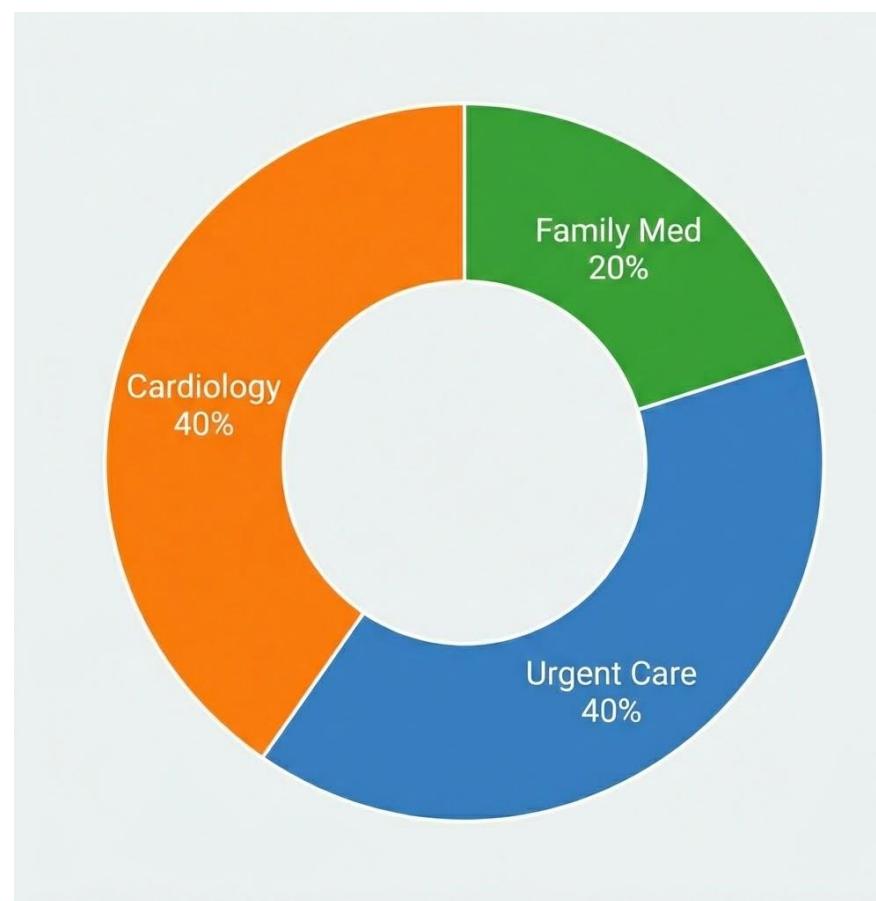
DIGITAL TACTICS

DIGITAL VIDEO ADS (ROTATING)

Urgent Care - 40%

Family Medicine - 20%

Cardiology - 40%



1) Campaign 1: Cardiology

Click through to this site: <https://www.mchodessa.com/services/cardiovascular-care/>

2) Campaign 2: Family Medicine – [MCHS Family Medicine](#)

Click through to this site: <https://www.mchodessa.com/services/primary-care/>

3) Campaign 3: Urgent Care

Click through to this site: <https://www.mchodessa.com/services/mch-urgent-care/>

ODESSA AMERICAN DIGITAL ADS (ROTATING)

Urgent Care

Family Medicine

FHC

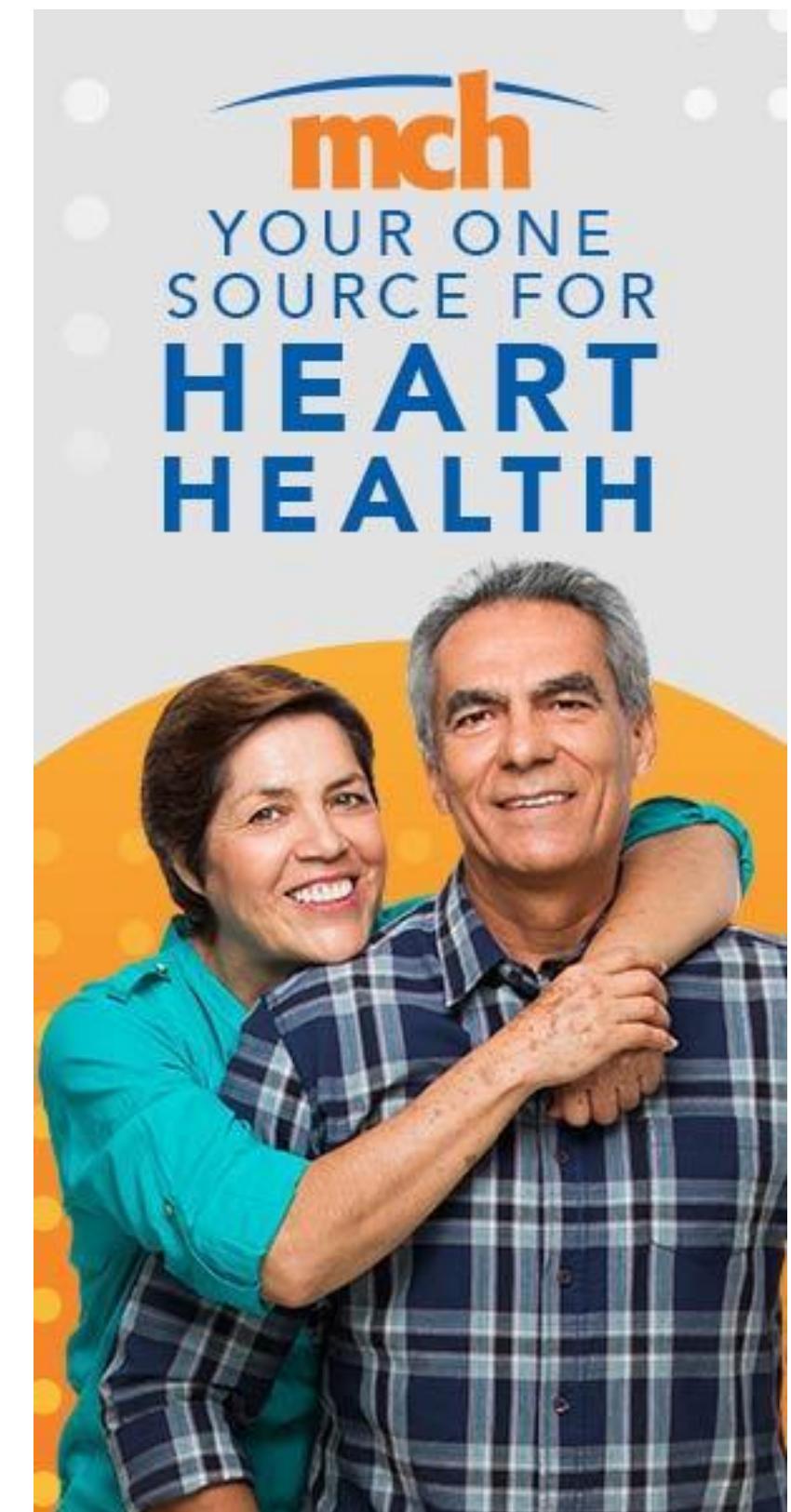
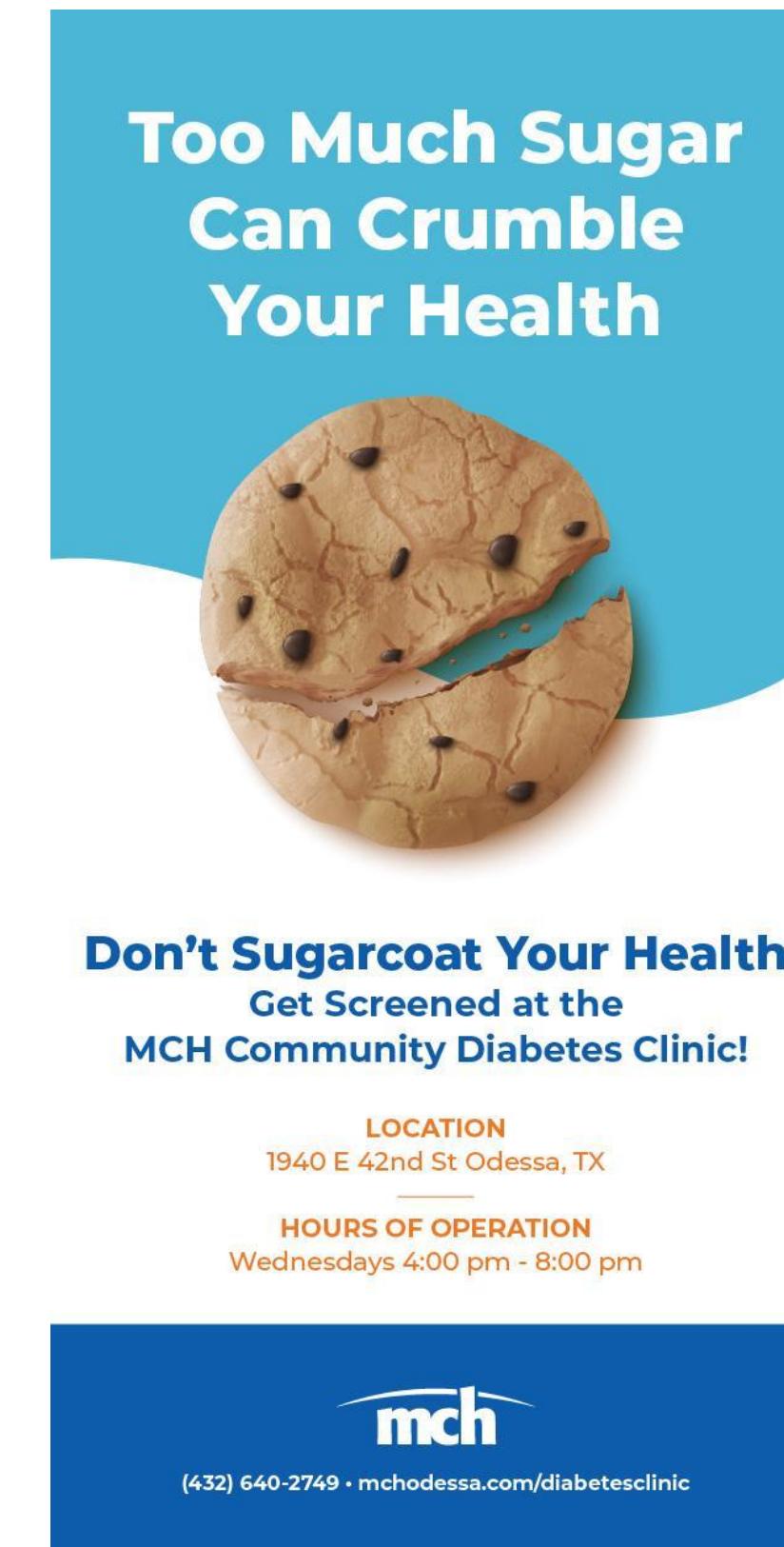
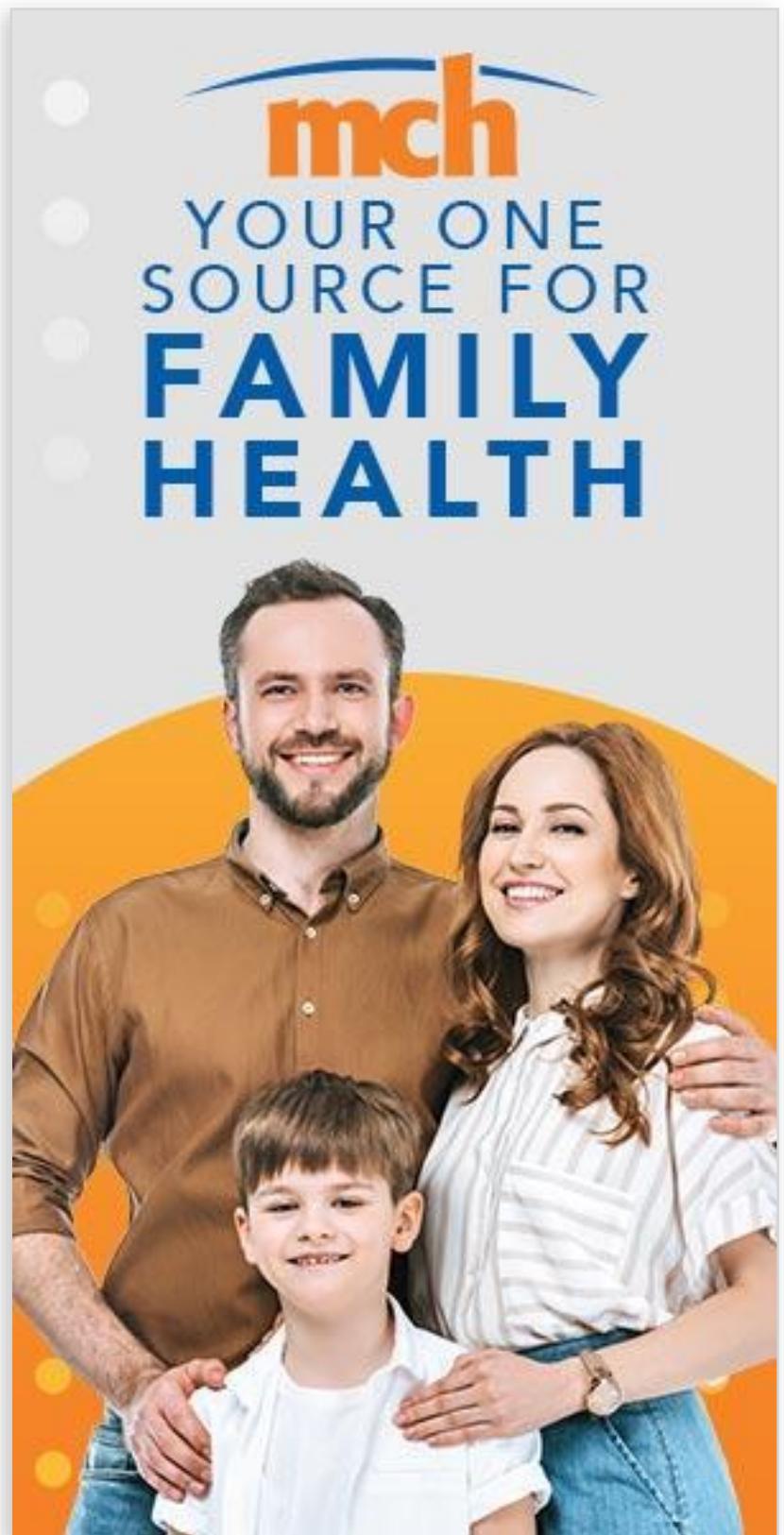
Cardiology

JANUARY

MCHS FY26 CAMPAIGN BUILD OUT

2026

DIGITAL CREATIVE



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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

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BILLBOARD CREATIVE - JANUARY

PROCARE WALK-IN CLINIC

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ProCare

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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.

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www.mchodessa.com/MCHUrgentCare

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

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

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

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

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MAGAZINE PLACEMENT

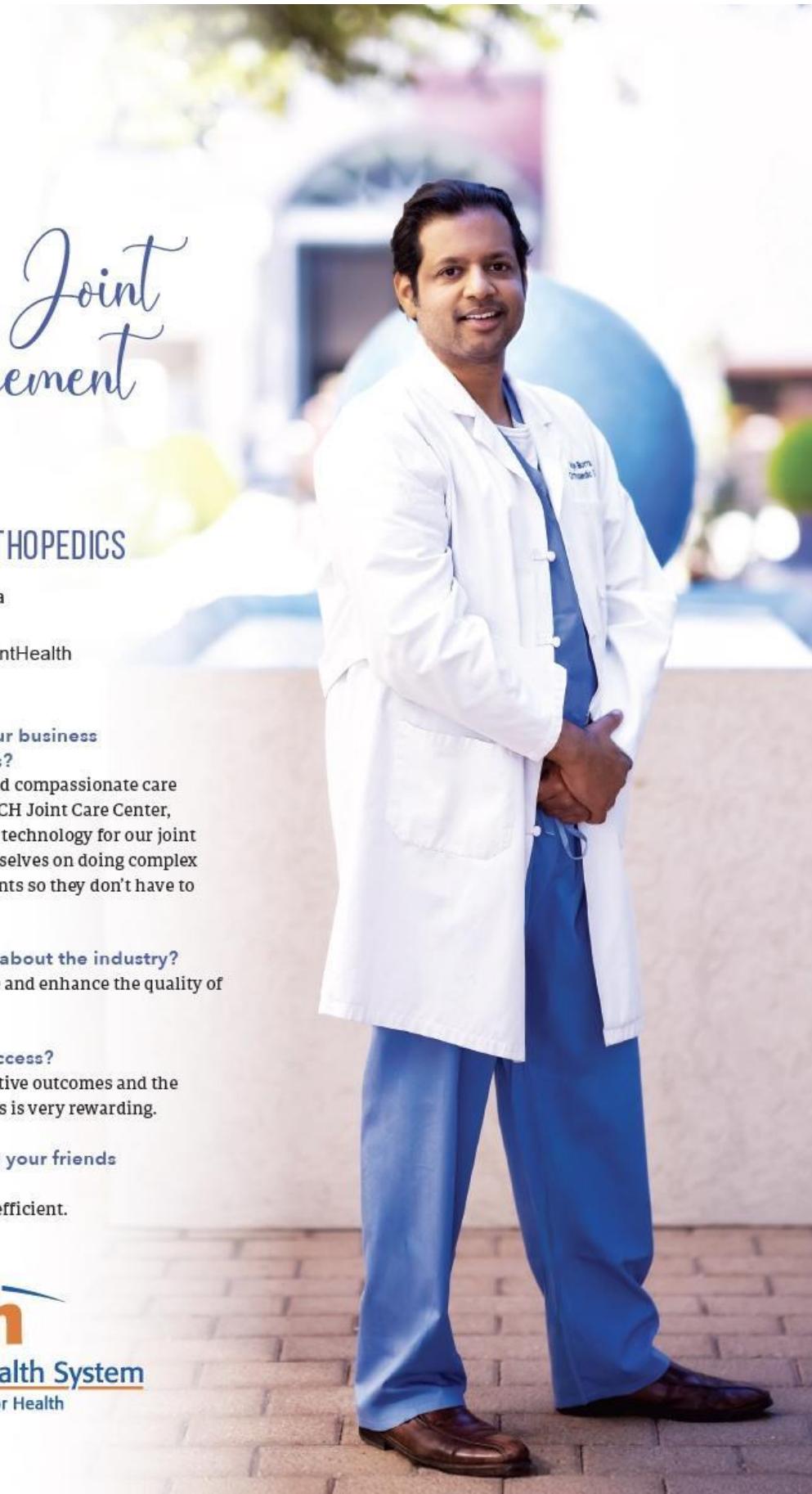
| PUBLICATION | JANUARY AD | JANUARY ARTICLE |
|------------------------------|---------------------|------------------|
| MIDLAND LIFESTYLES | Women's Services | Women's Services |
| OCC PIPELINE | Velys | Velys |
| ODESSAN | NA | NA |
| FACES MAGAZINE | VELYS/DR. BORRA | NA |
| MIDLAND LIVING/ODESSA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

JANUARY

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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.

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Medical Center Hospital
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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.
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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

JANUARY

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CHAMBER PLACEMENT

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

DECEMBER

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CHAMBER CREATIVE - JANUARY

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JANUARY

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

NATIONAL DISTINCTION OF EXCELLENCE

HeartCARE Center™
AMERICAN COLLEGE
of CARDIOLOGY®

2025

ACC ACCREDITATION SERVICES™
AMERICAN COLLEGE of CARDIOLOGY®

MCHS FY26 CAMPAIGN BUILD OUT

**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

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

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DIABETES - SPECIAL CAMPAIGN

DIGITAL ADS CONTINUE



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

(432) 640-2749 • mchodessa.com/diabetesclinic

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