



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
APRIL 7, 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 ORDERDavid 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 SYSTEMWallce Dunn (p.3)
VI. AWARDS AND RECOGNITION
A. Associates of the Month.....Russell Tippin
B. Net Promoter Score Recognition.....Russell Tippin
VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER
VIII. PUBLIC COMMENTS ON AGENDA ITEMS
IX. CONSENT AGENDADavid Dunn (p.4-32)
A. Consider Approval of Regular Meeting Minutes, March 3, 2026
B. Consider Approval of Joint Conference, March 24, 2026
C. Consider Approval of Federally Qualified Health Center Monthly Report, February 2026

X. COMMITTEE REPORTS

- A. Finance Committee**Bryn Dodd (p. 33-68)
 - 1. Financial Report for Month Ended February 28, 2026
 - 2. Consent Agenda
 - a. Consider Approval of Star Care Health Services – SharePoint Software Development & Support Renewal
 - b. Consider Approval of Purchase for Replacement Patient Monitoring System in Level III NICU – CMN Funded
 - c. Consider Approval of Critical Care Support Surfaces and Hillrom Baxter Bed Frames with Accessories

- B. Executive Policy Committee**Don Hallmark (p.69-72)

XI. TTUHSC AT THE PERMIAN BASIN REPORT

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

XIII. CONSIDER APPROVAL OF ENDOWMENT FUNDS DISTRIBUTIONSharon Clark (p.73)

XIV. BUDGET PROCESS UPDATESharon Clark

XV. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS

- A. Board Retreat Update**
- B. Ad hoc Report(s) (p.74-87)**

XVI. 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) to receive the Compliance Report from the Chief Compliance Officer pursuant to Section 161.032 of the Texas Health and Safety Code.

XVII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval of MCH TraumaCare Provider Agreement**

XVIII.ADJOURNMENTDavid Dunn

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

MISSION

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

VISION

MCHS will be the premier source for health and wellness.

VALUES

I-ntegrity

C-ustomer centered

A-ccountability

R-espect

E-xcellence

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
MARCH 3, 2026 – 5:30 p.m.**

MINUTES OF THE MEETING

- MEMBERS PRESENT:** David Dunn, President
Bryn Dodd, Vice President
Will Kappauf
Sylvia Rodriguez-Sanchez
Don Hallmark
Wallace Dunn
- MEMBERS ABSENT:** Kathy Rhodes
- 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. Kathy Rhodes was absent.

Wallace Dunn moved, and Don Hallmark seconded the motion to approved Kathy Rhodes' 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

Don Hallmark presented the Mission, Vision and Values of Medical Center Health System.

VI. AWARDS AND RECOGNITION

A. March 2026 Associates of the Month

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

- Clinical – Rosa Weishaar
- Non-Clinical – Martha McKown
- Nurse – Francis Dapanas

B. Net Promoter Score Recognition

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

- Dr. Saima Mahmood
- Dr. Gia Marotta

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, February 3, 2026**
- B. Consider Approval of Joint Conference Committee, February 24, 2026**
- C. Consider Approval of Federally Qualified Health Center Monthly Report, January 2026**
- D. Consider Approval of Compliance Program Manual – 2026 Review**

Will Kappauf moved, and Sylvia Rodriguez-Sanchez seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried.

X. COMMITTEE REPORTS

A. Finance Committee

1. Financial Report for Month Ended January 31, 2026.
2. Consent Agenda
 - a. Consider Approval of Oracle Remote Hosting Scope-of-Use True Up.

Bryn Dodd moved, and Wallace Dunn 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, February 26, 2026 at Noon to review and approve five (5) MCH policies meeting the committee guidelines. Three (3) policies were retired. The committee recommends approval of all the policies as presented.

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

C. Audit Committee

1. Presentation of FY25 Audited Financial Statements
2. Report to Management

Bryn Dodd moved and Don Hallmark seconded the motion to approve the Audit Committee report as presented. The motion carried.

XI. TTUHSC AT THE PERMIAN BASIN REPORT

Dr. Brian Schroeder, Interim 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

Don Hallmark moved, and Wallace Dunn seconded the motion to table this item. The motion carried.

XIII. CONSIDER APPROVAL OF 2026 EOC MANAGEMENT PLANS

Amanda Everett, Director of Emergency Management and Safety, presented the 2026 EOC Management plans for approval.

Will Kappauf moved, and Don Hallmark seconded the motion to approve the 2026 Management Plans as presented. The motion carried.

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

A. Consider Moving the April Board Meeting to Monday, April 6, 2026

After discussion, it was decided to keep the April meeting as originally scheduled on Tuesday, April 7, 2026.

B. Ad hoc Reports

No additional reports were provided.

XV. EXECUTIVE SESSION

David Dunn stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and

legal issues pursuant to Section 551.071 of the Texas Government Code;(2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (3) Deliberation regarding Real Property pursuant to Section 551.072 of the Texas Government Code.

ATTENDEES for the entire Executive Session: ECHD Board members, Bryn Dodd, Will Kappauf, Sylvia Rodriguez-Sanchez, David Dunn, Don Hallmark, Wallace Dunn, 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 Medical Director Agreement to the ECHD Board of Directors during Executive Session.

Russell Tippin, President/CEO and Sharon Clark, Chief Financial Officer, led the board in discussion about the BlueCross BlueShield contract.

Russell Tippin, President/CEO, and Steve Steen, Chief Legal Counsel, reported to the ECHD Board of Directors about a Cardiology issue.

Steve Steen, Chief Legal Counsel, led the ECHD Board in discussions about the 2 bids received to purchase the property at 1940 E. 42nd Street.

Steve Steen, Chief Legal Counsel, led the ECHD Board in discussions about the Quarterly Risk Report.

Sharon Clark, Chief Financial Officer, led the ECHD Board in discussions about the updated signing authority matrix.

Russell Tippin, President/CEO, led the ECHD Board of Directors in discussions about supporting the partnership with the Permian Basin Behavioral Health Center.

Executive Session began at 5:56 p.m.

Executive Session ended at 7:15 p.m.

No action was taken during Executive Session.

XVI. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCH ProCare Provider Agreements.

David Dunn presented the following renewal contract:

- Mason Crumrine, N.P. – This is a three (3) year renewal of a Orthopedics Contract.
- Merry Beth Hart, M.D. – This is a three (3) year renewal of a Pediatrics Contract.
- Francisco Baeza, N.P. – This is a three (3) year renewal of a Electrophysiology Contract.

David Dunn presented the following new contract:

- Sanjay Patel, M.D. – This is a new three (3) year Neonatology Contract.

David Dunn presented the following amendments:

- Chineme Chima-Nlewem, PA-C. – This is an amendment to a Pain Management Contract.
- MidWest Anesthesia Alliance, LLC– This is an amendment to an Anesthesia Contract.

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

B. Consider Approval of Medical Director Agreement

David Dunn presented the following Medical Director Agreement:

- Dr. Alejandra Garcia Fernandez – This is a one (1) year medical director agreement for Cardiopulmonary.

Wallace Dunn moved, and Don Hallmark seconded the motion to approve the medical director agreement as presented. The motion carried.

C. Consider Bids to Purchase 1940 E. 42nd Street Clinic

Wallace Dunn moved, and Don Hallmark seconded the motion to accept the high bid received from Wheelhouse Development, LLC in the sum of \$1,050,600.00.

Will Kappauf voted to oppose the acceptance of the winning bid to purchase the property located at 1940 E 42nd Street, Odessa, Texas. The motion carried.


D. Consider Short Term Financing to Permian Basin Behavioral Health Center.

Wallace Dunn moved, and Bryn Dodd seconded the motion to approve short term partnership funding up to \$5,000,000.00 to the Permian Basin Behavioral Health Center, if needed. The motion carried.

XVII. ADJOURNMENT

There being no further business to come before the Board, David Dunn adjourned the meeting at 7:18 p.m.

Respectfully submitted,



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



April 7,2026

**ECTOR COUNTY HOSPITAL DISTRICT
 BOARD OF DIRECTORS**

Item to be considered:

Medical Staff and Allied Health Professional Staff Applicants

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Dates
**Raed Abdulkareem, MD	Surgery	Cardiothoracic	Premiere Physicians	04/07/2026-04/06/2027
Jeremy Fullingim, MD	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
Mudassar Kamran, MD	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
Derik Kenworthy, DO	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
Francis Kigozi, MD	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
**Michael Kongnyuy, MD	Surgery	Urology	Curative	04/07/2026-04/06/2027
**Indraneel Mogarala, MD	Medicine	Nephrology		04/07/2026-04/06/2027
Scott Peplinski, MD	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
Benjamin Renshaw, MD	Radiology	Telemedicine	VRAD	04/07/2026-04/06/2028
**Ana Pagan Cabrera	OB/GYN	OB/GYN	Jackson & Cocker	04/07/2026-04/06/2027
**Cristina Wallace Huff, MD	OB/GYN	OB/GYN	TTUHSC	04/07/2026-04/06/2027

Allied Health:

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Jennifer James, NP	Medicine	AHP	Nurse Practitioner		Dr. Anand Reddy	04/07/2026-04/06/2028
Crystal Lewis, NP	Family Medicine	AHP	AHP	ProCare	Dr. Aberra	04/07/2026-04/06/2028
Shawna Schmidt, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	ProCare Anesthesia	04/07/2026-04/06/2028

*Please grant temporary Privileges



Advice, Opinions, Recommendations and Motions:

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

Nimat Alam, Chief of Staff
Executive Committee Chair
/MM



April 7, 2026

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Reappointment of the Medical Staff and/or Allied Health Professional Staff

Statement of Pertinent Facts:

Medical Executive Committee and the Joint Conference Committee recommends approval of the following reappointments of the Medical Staff and Allied Health Professional 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
Sridhar Allam, MD	Medicine	Yes	Active	Nephrology	Permian Basin Kidney Center	Updated Privilege Form	06/01/2026-05/31/2028
Michael Allen, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	05/01/2026-04/30/2028
Kelash Bajaj, MD	Medicine	Yes	Active	Oncology	Texas Oncology	Updated Privilege Form	05/01/2026-04/30/2028
Judith Birungi, MD	Surgery	Yes	Active	General Surgery		Updated Privilege Form	05/01/2026-04/30/2028
Ramchander Chari, MD	Anesthesiology	Yes	Associate to Active	Anesthesiology	ProCare	Updated Privilege Form	05/01/2026-04/30/2028
Michael Fazio, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	05/01/2026-04/30/2028



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Jonathan Foral, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	05/01/2026-04/30/2028
Timothy Gutierrez, MD	Surgery	Yes	Associate	Trauma Surgery	MCH TraumaCare	Updated Privilege Form	05/01/2026-04/30/2028
Christine Lamoureux, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	05/01/2026-04/30/2028
Sara McFadden, MD	Radiology	Yes	Telemedicine	Telemedicine	American Radiology	Updated Privilege Form	05/01/2026-04/30/2028
Scotty Ortega, MD	Family Medicine	Yes	Courtesy	Family Medicine		Updated Privilege Form	05/01/2026-04/30/2028
Mark Reckson, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	Updated Privilege Form	05/01/2026-04/30/2028
Visalakshi Sethuraman, MD	Pediatrics	Yes	Active	Neonatologist	TTUHSC	Updated Privilege Form	05/01/2026-04/30/2028

Allied Health

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Lindsey Wheatley, NP	Pediatrics	AHP	AHP	TTUHS C	Dr. Sethuraman	Updated Privilege Form	05/01/2026-04/30/2028

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



April 7, 2026

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Clinical Privileges

Statement of Pertinent Facts:

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

Additional Privileges:

Staff Member	Department	Privilege
None		

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



April 7, 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
Osnay Isasi, NP	AHP	FM	06/09/2026	Resignation
Raghavendra Sanivarapu, MD	Affiliate	Medicine	06/30/2025	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



April 7, 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
Wendy Wong, MD	Radiology	Associate to Active

Changes to Credentialing Dates:

Staff Member	Staff Category	Department	Dates
None			

Changes of Supervising Physician(s):

Staff Member	Group	Department
None		

Leave of Absence:

Staff Member	Staff Category	Department	Effective Date	Action
None				



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Removal of I-FPPE

Staff Member	Department	Removal/Extension
Mackenzie Allen, PA	Emergency Medicine	I-FPPE Removal
Ogechika Alozie, MD	Medicine	I-FPPE Removal
Muhammed Anwar, MD	Hospitalist	I-FPPE Removal
Bolanle Bolaji, MD	Hospitalist	I-FPPE Removal
Monica Cervantes, DPM	Surgery	I-FPPE Removal
Chandrakala Dadeboyina, MD	Medicine	I-FPPE Removal
Shawn Gasaway, NP	Emergency Medicine	I-FPPE Removal
Jennifer Gutierrez, MD	Radiology	I-FPPE Removal
Ricky Hamby, DO	Family Medicine	I-FPPE Removal
Timothy Hofstra, MD	Radiology	I-FPPE Removal
Alan Horn, MD	Radiology	I-FPPE Removal
Karrar Husain, MD	Medicine	Six Month Extension
Krishna Iyer, MD	Radiology	I-FPPE Removal
John Loizeaux-White, MD	Radiology	I-FPPE Removal
Austin Matthew, MD	Radiology	I-FPPE Removal
David Miller, MD	Radiology	I-FPPE Removal
Matthew Mutter, MD	Surgery	I-FPPE Removal
Jennifer Navarez, NP	Medicine	Six Month Extension
Forest Neese, CRNA	Anesthesia	I-FPPE Removal
Leann Neese, CRNA	Anesthesia	I-FPPE Removal
Anand Neil, MD	Radiology	I-FPPE Removal
Jordan Perry, MD	Family Medicine	I-FPPE Removal
David Reynolds, MD	Emergency Medicine	I-FPPE Removal
Joseph Shayeb, MD	Medicine	Six Month Extension
Charles Shen, MD	Radiology	I-FPPE Removal
Olajide Sowemimo, MD	Pediatrics	I-FPPE Removal
Tammy Trollope, NP	Medicine	I-FPPE Removal



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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



April 7, 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:

- Family Medicine Department Chairman
- Medicine Additional Department Chairman

Advice, Opinions, Recommendations and Motion:

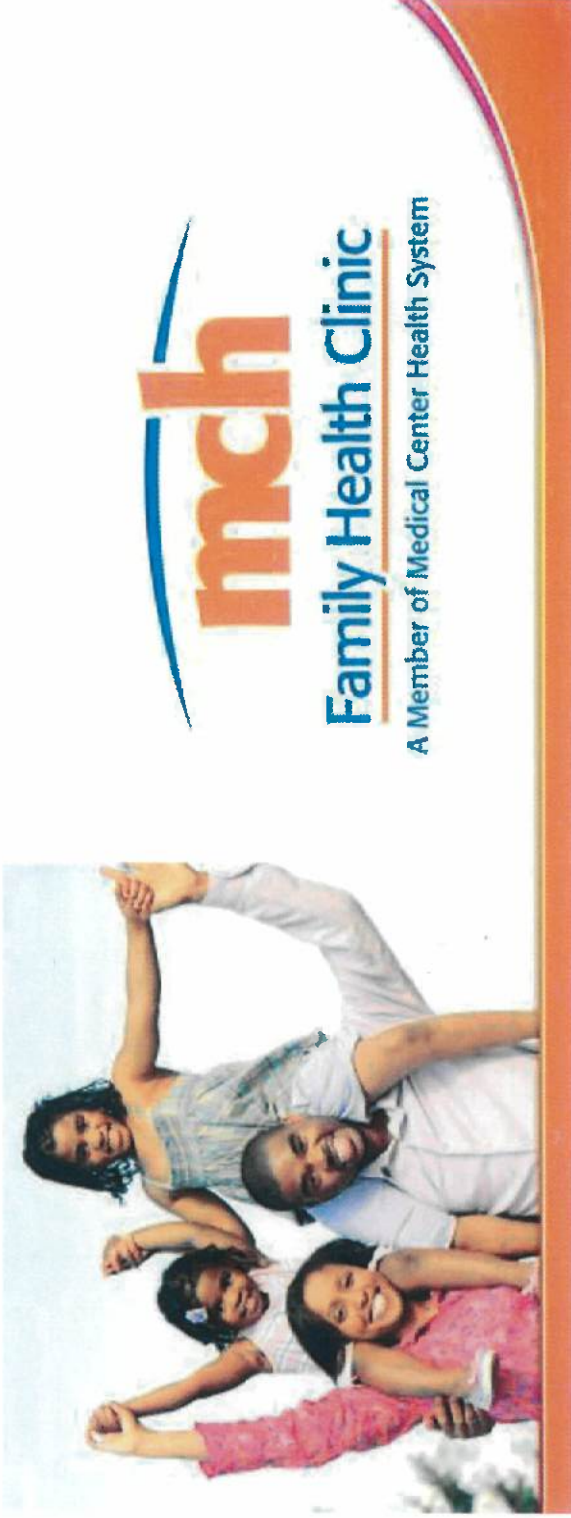
- Family Medicine Department Chairman
- Medicine Additional Department Chairman

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

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

Family Health Clinic
April 2026
ECHD Board Update



Financial Presentation

For the Month Ended

February 28, 2026

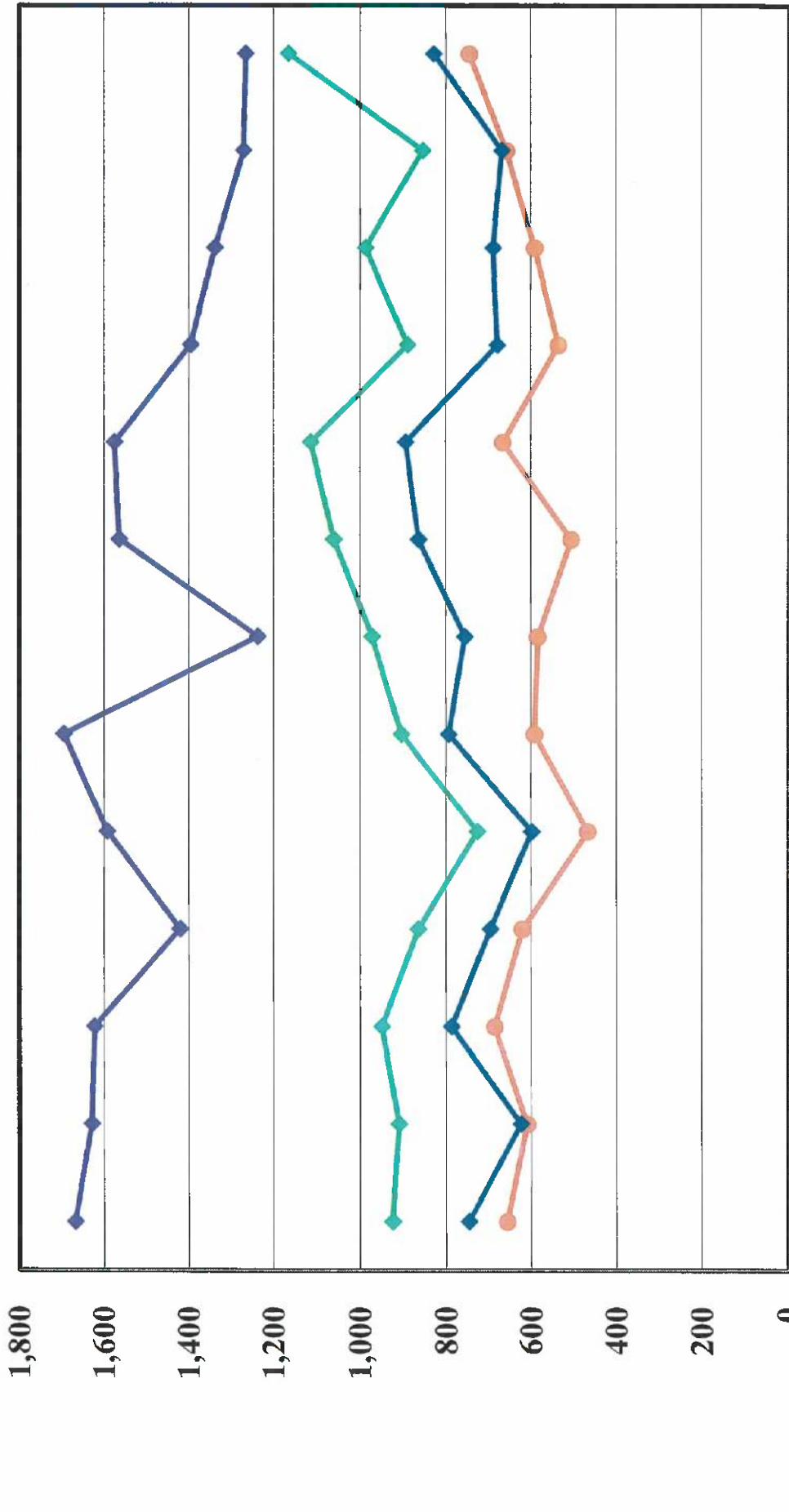
Family Health Clinic Visits

	Current Month			Year-to-Date			
	Actual	Budget	Variance	Actual	Budget	Variance	Var %
South Clinic	744	665	79	3,189	3,224	(35)	-1.1%
West Clinic	827	1,121	(294)	3,753	5,279	(1,526)	-28.9%
JBS Pediatrics	1,164	951	213	5,002	5,143	(141)	-2.7%
Womens Clinic	1,265	1,924	(659)	6,843	9,130	(2,287)	-25.0%
Total - All Clinics	4,000	4,661	(661)	18,787	22,776	(3,989)	-17.5%



Family Health Center Visits

Thirteen Month Trending



	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Clements Medical	655	609	685	620	466	591	583	504	665	534	590	656	744
W. University Medical	746	623	787	696	598	793	755	863	893	678	688	667	827
JBS	923	909	948	864	726	903	971	1,059	1,112	888	986	852	1,164
Womens Clinic	1,668	1,629	1,622	1,420	1,592	1,695	1,236	1,564	1,575	1,395	1,338	1,270	1,265



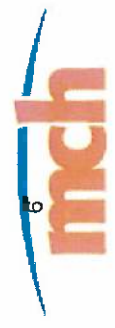
**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH				YEAR TO DATE					
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 1,758,656	\$ 1,934,630	-9.1%	\$ 1,883,321	-6.6%	\$ 8,642,013	\$ 9,899,909	-12.7%	\$ 9,108,944	-5.1%
TOTAL PATIENT REVENUE	\$ 1,758,656	\$ 1,934,630	-9.1%	\$ 1,883,321	-6.6%	\$ 8,642,013	\$ 9,899,909	-12.7%	\$ 9,108,944	-5.1%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 857,591	\$ 935,307	-8.3%	\$ 952,012	-9.9%	\$ 4,205,501	\$ 4,800,944	-12.4%	\$ 4,490,042	-6.3%
Self Pay Adjustments	247,824	223,262	11.0%	208,636	18.8%	1,254,195	1,103,360	13.7%	792,289	58.3%
Bad Debts	(16,704)	(9,044)	84.7%	(16,211)	3.0%	(89,647)	(44,782)	100.2%	10,839	-927.1%
TOTAL REVENUE DEDUCTIONS	\$ 1,088,711	\$ 1,149,525	-5.3%	\$ 1,144,438	-4.9%	\$ 5,370,049	\$ 5,859,522	-8.4%	\$ 5,293,171	1.5%
	61.91%	59.42%		60.77%		62.14%	59.19%		58.11%	
NET PATIENT REVENUE	\$ 669,946	\$ 785,105	-14.7%	\$ 738,883	-9.3%	\$ 3,271,964	\$ 4,040,387	-19.0%	\$ 3,815,774	-14.3%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ 27,489	\$ 47,777	-42.5%	\$ 31,998	-14.1%	\$ 196,399	\$ 238,885	-17.8%	\$ 152,357	28.9%
TOTAL OTHER REVENUE	\$ 27,489	\$ 47,777	-42.5%	\$ 31,998	-14.1%	\$ 196,399	\$ 238,885	-17.8%	\$ 152,357	28.9%
NET OPERATING REVENUE	\$ 697,435	\$ 832,882	-16.3%	\$ 770,881	-9.5%	\$ 3,468,363	\$ 4,279,272	-18.9%	\$ 3,968,130	-12.6%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 215,812	\$ 263,075	-18.0%	\$ 205,610	5.0%	\$ 1,086,785	\$ 1,323,021	-17.9%	\$ 1,014,682	7.1%
Benefits	36,388	40,861	-10.9%	26,669	36.4%	163,663	215,001	-23.9%	165,189	-0.9%
Physician Services	530,868	533,005	-0.4%	484,517	9.6%	2,699,407	2,665,025	1.3%	2,691,086	0.3%
Cost of Drugs Sold	92,583	98,723	-6.2%	60,752	52.4%	410,248	500,791	-18.1%	455,264	-9.9%
Supplies	25,335	21,185	19.6%	29,010	-12.7%	105,232	109,812	-4.2%	102,937	2.2%
Utilities	10,473	5,297	97.7%	6,241	67.8%	31,969	23,831	34.1%	26,003	22.9%
Repairs and Maintenance	622	1,875	-66.9%	1,392	-55.4%	7,123	9,375	-24.0%	8,122	-12.3%
Leases and Rentals	1,193	1,058	12.7%	717	66.4%	5,522	5,290	4.4%	5,045	9.5%
Other Expense	1,000	1,135	-11.9%	1,000	0.0%	5,000	5,675	-11.9%	6,219	-19.6%
TOTAL OPERATING EXPENSES	\$ 914,274	\$ 966,214	-5.4%	\$ 815,908	12.1%	\$ 4,514,948	\$ 4,857,821	-7.1%	\$ 4,474,546	0.9%
Depreciation/Amortization	\$ 21,358	\$ 20,234	5.6%	\$ 21,510	-0.7%	\$ 107,012	\$ 107,172	-0.1%	\$ 107,911	-0.8%
TOTAL OPERATING COSTS	\$ 935,631	\$ 986,448	-5.2%	\$ 837,418	11.7%	\$ 4,621,960	\$ 4,964,993	-6.9%	\$ 4,582,457	0.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ (238,197)	\$ (153,566)	55.1%	\$ (66,537)	258.0%	\$ (1,153,597)	\$ (685,721)	68.2%	\$ (614,327)	87.8%
Operating Margin	-34.15%	-18.44%	85.2%	-8.63%	295.7%	-33.26%	-16.02%	107.6%	-15.48%	114.8%



**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH				YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET	PRIOR	ACTUAL	BUDGET	BUDGET	PRIOR	
		VAR	VAR	YR VAR		VAR	VAR	YR VAR	
<u>PATIENT REVENUE</u>									
Outpatient Revenue	\$ 219,919	\$ 191,260	15.0%	\$ 205,851	\$ 1,010,213	\$ 912,808	10.7%	\$ 895,375	12.8%
TOTAL PATIENT REVENUE	\$ 219,919	\$ 191,260	15.0%	\$ 205,851	\$ 1,010,213	\$ 912,808	10.7%	\$ 895,375	12.8%
<u>DEDUCTIONS FROM REVENUE</u>									
Contractual Adjustments	\$ 77,613	\$ 68,823	12.8%	\$ 83,787	\$ 356,846	\$ 328,463	8.6%	\$ 316,672	12.7%
Self Pay Adjustments	69,609	61,515	13.2%	55,984	312,052	293,588	6.3%	287,410	8.6%
Bad Debts	3,540	(4,368)	-181.0%	(791)	(4,145)	(20,851)	-80.1%	1,796	-330.9%
TOTAL REVENUE DEDUCTIONS	\$ 150,761	\$ 125,969	19.7%	\$ 138,980	\$ 664,753	\$ 601,200	10.6%	\$ 605,878	9.7%
	68.6%	65.9%		67.5%	65.8%	65.9%		67.7%	
NET PATIENT REVENUE	\$ 69,158	\$ 65,291	5.9%	\$ 66,871	\$ 345,460	\$ 311,608	10.9%	\$ 289,498	19.3%
<u>OTHER REVENUE</u>									
FHC Other Revenue	\$ 27,489	\$ 47,777	0.0%	\$ 31,998	\$ 196,399	\$ 238,885	0.0%	\$ 152,357	28.9%
TOTAL OTHER REVENUE	\$ 27,489	\$ 47,777	-42.5%	\$ 31,998	\$ 196,399	\$ 238,885	-17.8%	\$ 152,357	28.9%
NET OPERATING REVENUE	\$ 96,647	\$ 113,068	-14.5%	\$ 98,869	\$ 541,859	\$ 550,493	-1.6%	\$ 441,854	22.6%
<u>OPERATING EXPENSE</u>									
Salaries and Wages	\$ 75,567	\$ 70,588	7.1%	\$ 61,828	\$ 341,841	\$ 336,888	1.5%	\$ 297,227	15.0%
Benefits	12,741	10,964	16.2%	8,019	51,479	54,747	-6.0%	48,388	6.4%
Physician Services	83,482	73,535	13.5%	79,615	399,141	367,675	8.6%	397,091	0.5%
Cost of Drugs Sold	35,851	32,853	9.1%	25,127	121,405	156,794	-22.6%	169,677	-28.4%
Supplies	3,414	3,439	-0.7%	4,351	19,413	16,683	16.4%	17,130	13.3%
Utilities	5,043	1,964	156.8%	2,723	14,902	9,683	53.9%	11,506	29.5%
Repairs and Maintenance	622	983	-36.8%	601	3,277	4,915	-33.3%	3,316	-1.2%
Leases and Rentals	655	647	1.2%	456	2,902	3,235	-10.3%	3,351	-13.4%
Other Expense	1,000	1,135	-11.9%	1,000	5,000	5,675	-11.9%	6,219	-19.6%
TOTAL OPERATING EXPENSES	\$ 218,375	\$ 196,108	11.4%	\$ 183,722	\$ 959,358	\$ 956,295	0.3%	\$ 953,904	0.6%
Depreciation/Amortization	\$ 3,896	\$ 3,932	-0.9%	\$ 4,048	\$ 19,701	\$ 20,195	-2.4%	\$ 20,242	-2.7%
TOTAL OPERATING COSTS	\$ 222,270	\$ 200,040	11.1%	\$ 187,770	\$ 979,060	\$ 976,490	0.3%	\$ 974,145	0.5%
NET GAIN (LOSS) FROM OPERATIONS	\$ (125,623)	\$ (86,972)	-44.4%	\$ (88,901)	\$ (437,200)	\$ (425,997)	-2.6%	\$ (532,291)	17.9%
Operating Margin	-129.98%	-76.92%	69.0%	-89.92%	-80.69%	-77.38%	4.3%	-120.47%	-33.0%



**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH						YEAR TO DATE								
	ACTUAL		BUDGET		PRIOR		ACTUAL		BUDGET		PRIOR				
		VAR		VAR	YR VAR		VAR		VAR	PRIOR YR	YR VAR				
<u>PATIENT REVENUE</u>															
Outpatient Revenue	\$ 264,671	\$ 338,296	-21.8%	\$ 256,326	3.3%	\$ 1,262,633	\$ 1,588,959	-20.5%	\$ 1,138,074	10.9%	\$ 1,262,633	\$ 1,588,959	-20.5%	\$ 1,138,074	10.9%
TOTAL PATIENT REVENUE	\$ 264,671	\$ 338,296	-21.8%	\$ 256,326	3.3%	\$ 1,262,633	\$ 1,588,959	-20.5%	\$ 1,138,074	10.9%	\$ 1,262,633	\$ 1,588,959	-20.5%	\$ 1,138,074	10.9%
<u>DEDUCTIONS FROM REVENUE</u>															
Contractual Adjustments	\$ 108,091	\$ 144,716	-25.3%	\$ 112,811	-4.2%	\$ 517,982	\$ 679,726	-23.8%	\$ 476,348	8.7%	\$ 269,443	\$ 339,227	-20.6%	\$ 240,060	12.2%
Self Pay Adjustments	(507)	(1,236)	-59.0%	(5,238)	-90.3%	(1,822)	(5,807)	-68.6%	3,085	-159.1%	(1,822)	(5,807)	-68.6%	3,085	-159.1%
Bad Debts	\$ 168,014	\$ 215,703	-22.1%	\$ 157,877	6.4%	\$ 785,604	\$ 1,013,146	-22.5%	\$ 719,492	9.2%	\$ 785,604	\$ 1,013,146	-22.5%	\$ 719,492	9.2%
TOTAL REVENUE DEDUCTIONS	\$ 63.48%	\$ 63.76%		\$ 61.59%		\$ 62.22%	\$ 63.76%		\$ 63.22%		\$ 62.22%	\$ 63.76%		\$ 63.22%	
NET PATIENT REVENUE	\$ 96,657	\$ 122,593	-21.2%	\$ 98,449	-1.8%	\$ 477,030	\$ 575,813	-17.2%	\$ 418,582	14.0%	\$ 477,030	\$ 575,813	-17.2%	\$ 418,582	14.0%
<u>OTHER REVENUE</u>															
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 96,657	\$ 122,593	-21.2%	\$ 98,449	-1.8%	\$ 477,030	\$ 575,813	-17.2%	\$ 418,582	14.0%	\$ 477,030	\$ 575,813	-17.2%	\$ 418,582	14.0%
<u>OPERATING EXPENSE</u>															
Salaries and Wages	\$ 21,031	\$ 48,295	-56.5%	\$ 24,409	-13.8%	\$ 130,231	\$ 226,838	-42.6%	\$ 129,123	0.9%	\$ 19,612	\$ 36,863	-46.8%	\$ 21,021	-6.7%
Benefits	3,546	7,501	-52.7%	3,166	12.0%	404,171	459,335	-12.0%	279,957	44.4%	404,171	459,335	-12.0%	279,957	44.4%
Physician Services	82,804	91,867	-9.9%	55,148	50.1%	37,683	54,339	-30.7%	33,746	11.7%	37,683	54,339	-30.7%	33,746	11.7%
Cost of Drugs Sold	7,342	11,569	-36.5%	13,774	-46.7%	11,373	15,447	-26.4%	9,563	18.9%	11,373	15,447	-26.4%	9,563	18.9%
Supplies	4,058	3,249	24.9%	4,021	0.9%	17,067	14,148	20.6%	14,497	17.7%	17,067	14,148	20.6%	14,497	17.7%
Utilities	5,430	3,333	62.9%	3,517	54.4%	276	-	0.0%	-	100.0%	276	-	0.0%	-	100.0%
Repairs and Maintenance	-	-	0.0%	-	100.0%	859	355	142.0%	224	283.5%	859	355	142.0%	224	283.5%
Leases and Rentals	168	71	136.5%	33	401.5%	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 124,379	\$ 165,885	-25.0%	\$ 104,070	19.5%	\$ 621,273	\$ 807,325	-23.0%	\$ 488,131	27.3%	\$ 621,273	\$ 807,325	-23.0%	\$ 488,131	27.3%
Depreciation/Amortization	\$ 17,387	\$ 16,227	7.2%	\$ 17,387	0.0%	\$ 86,936	\$ 86,602	0.4%	\$ 87,295	-0.4%	\$ 86,936	\$ 86,602	0.4%	\$ 87,295	-0.4%
TOTAL OPERATING COSTS	\$ 141,766	\$ 182,112	-22.2%	\$ 121,457	16.7%	\$ 708,209	\$ 893,927	-20.8%	\$ 575,427	23.1%	\$ 708,209	\$ 893,927	-20.8%	\$ 575,427	23.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ (45,109)	\$ (59,519)	-24.2%	\$ (23,008)	96.1%	\$ (231,179)	\$ (318,114)	-27.3%	\$ (156,845)	47.4%	\$ (231,179)	\$ (318,114)	-27.3%	\$ (156,845)	47.4%
Operating Margin	-46.67%	-48.55%	-3.9%	-23.37%	99.7%	-48.46%	-55.25%	-12.3%	-37.47%	29.3%	-48.46%	-55.25%	-12.3%	-37.47%	29.3%



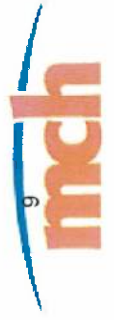
**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH				YEAR TO DATE			
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR VAR
PATIENT REVENUE								
Outpatient Revenue	\$ 490,586	\$ 384,096	27.7%	\$ 417,800	\$ 2,081,843	\$ 2,170,652	-4.1%	\$ 2,140,433
TOTAL PATIENT REVENUE	\$ 490,586	\$ 384,096	27.7%	\$ 417,800	\$ 2,081,843	\$ 2,170,652	-4.1%	\$ 2,140,433
DEDUCTIONS FROM REVENUE								
Contractual Adjustments	\$ 227,665	\$ 183,050	24.4%	\$ 210,025	\$ 927,084	\$ 1,034,476	-10.4%	\$ 1,043,162
Self Pay Adjustments	28,007	22,925	22.2%	31,273	132,849	129,554	2.5%	98,215
Bad Debts	1,256	(972)	-229.3%	(1,268)	(249)	(5,494)	-95.5%	12,740
TOTAL REVENUE DEDUCTIONS	\$ 256,929	\$ 205,003	25.3%	\$ 240,030	\$ 1,059,685	\$ 1,158,536	-8.5%	\$ 1,154,118
NET PATIENT REVENUE	\$ 233,657	\$ 179,093	30.5%	\$ 177,770	\$ 1,022,158	\$ 1,012,116	1.0%	\$ 986,316
OTHER REVENUE								
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%	\$ -
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%	\$ -
NET OPERATING REVENUE	\$ 233,657	\$ 179,093	30.5%	\$ 177,770	\$ 1,022,158	\$ 1,012,116	1.0%	\$ 986,316
OPERATING EXPENSE								
Salaries and Wages	\$ 37,285	\$ 37,504	-0.6%	\$ 38,061	\$ 194,777	\$ 211,946	-8.1%	\$ 145,106
Benefits	6,287	5,825	7.9%	4,937	29,332	34,443	-14.8%	23,623
Physician Services	74,552	63,327	17.7%	59,245	324,167	316,635	2.4%	340,725
Cost of Drugs Sold	30,143	21,263	41.8%	4,552	104,642	120,164	-12.9%	97,775
Supplies	12,728	6,818	86.7%	15,236	36,997	38,335	-3.5%	37,312
Utilities	-	-	0.0%	-	-	-	0.0%	-
Repairs and Maintenance	-	-	0.0%	-	-	-	0.0%	-
Other Expense	-	-	0.0%	-	-	-	0.0%	-
TOTAL OPERATING EXPENSES	\$ 160,995	\$ 134,772	19.5%	\$ 122,030	\$ 689,880	\$ 721,698	-4.4%	\$ 644,542
Depreciation/Amortization	\$ 75	\$ 75	-0.2%	\$ 75	\$ 374	\$ 375	-0.2%	\$ 374
TOTAL OPERATING COSTS	\$ 161,070	\$ 134,847	19.4%	\$ 122,105	\$ 690,254	\$ 722,073	-4.4%	\$ 644,916
NET GAIN (LOSS) FROM OPERATIONS	\$ 72,588	\$ 44,246	64.1%	\$ 55,666	\$ 331,904	\$ 290,043	14.4%	\$ 341,400
Operating Margin	31.07%	24.71%	25.7%	31.31%	32.47%	28.66%	13.3%	34.61%

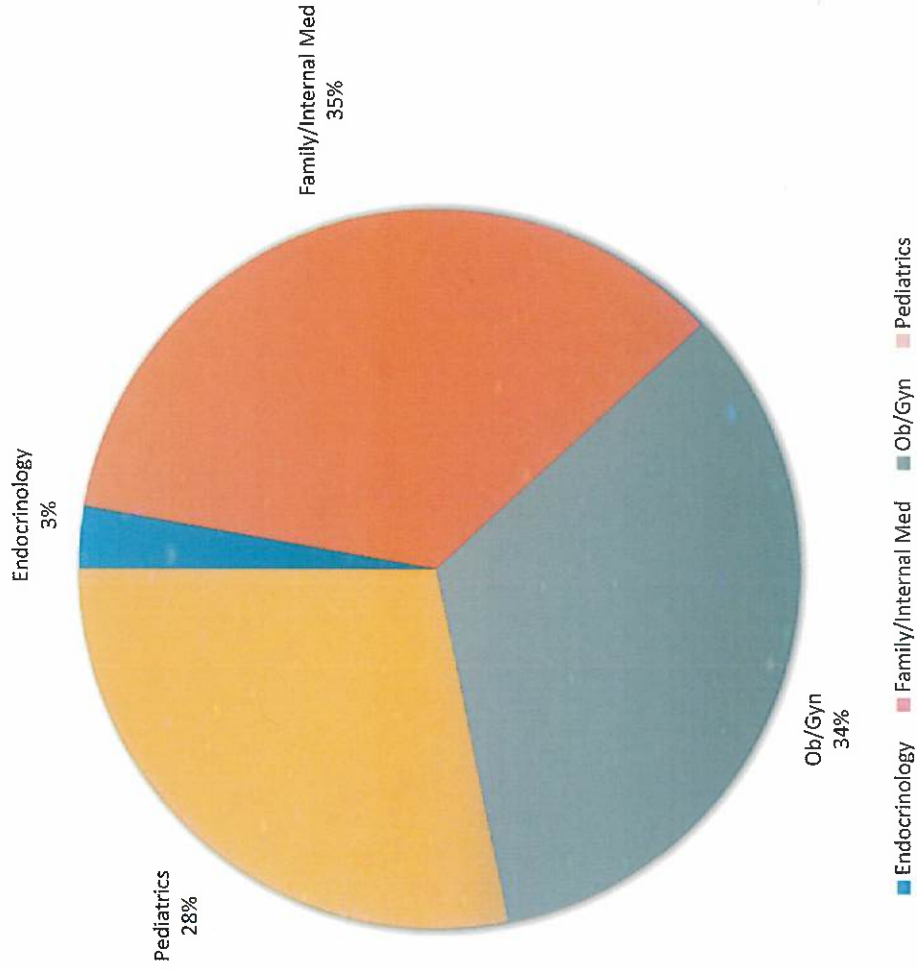


**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - WOMENS CLINIC- OPERATIONS SUMMARY
FEBRUARY 2026**

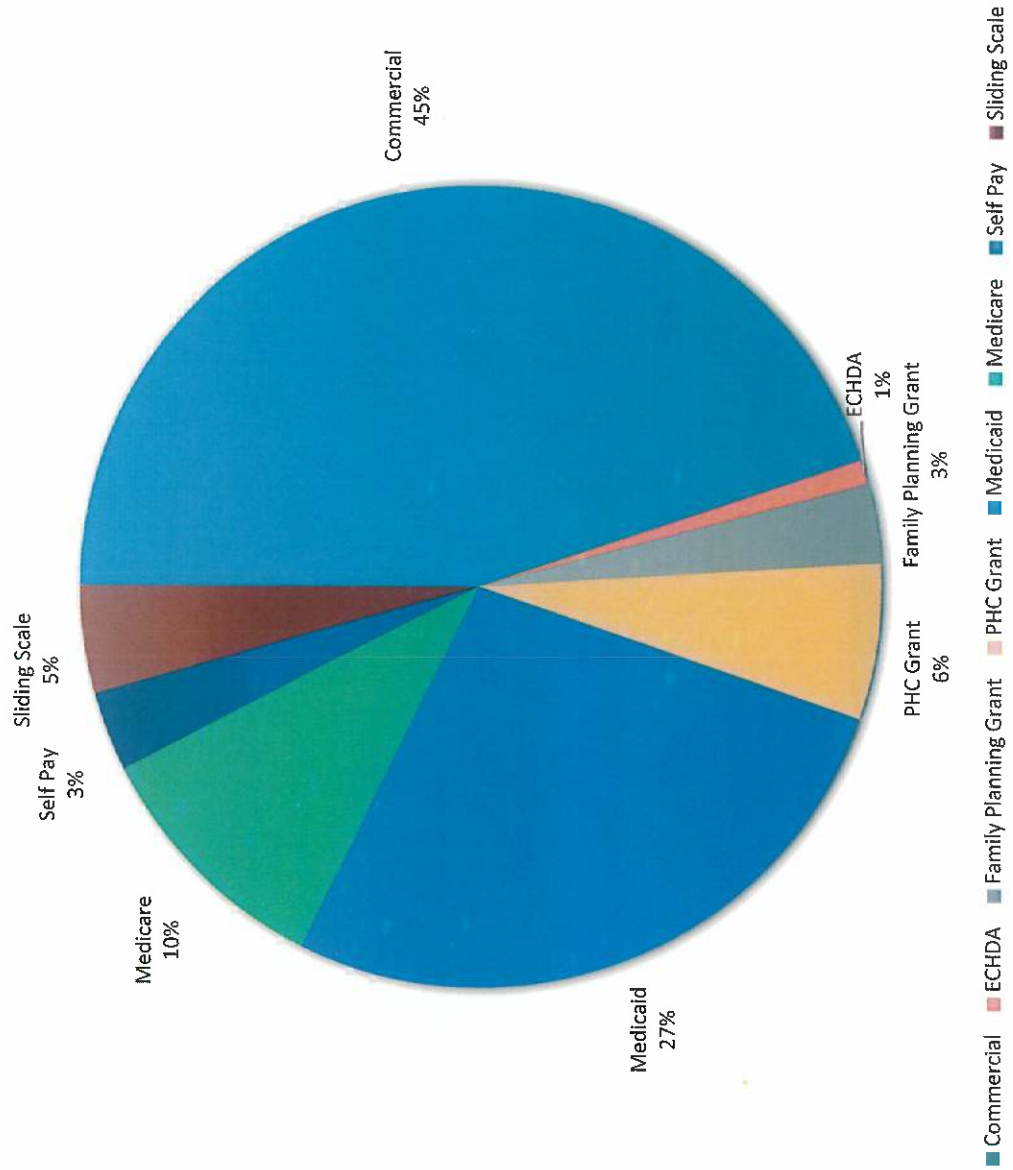
	CURRENT MONTH				YEAR TO DATE					
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 783,480	\$ 1,020,978	-23.3%	\$ 1,003,344	-21.9%	\$ 4,287,323	\$ 5,227,490	-18.0%	\$ 4,935,062	-13.1%
TOTAL PATIENT REVENUE	\$ 783,480	\$ 1,020,978	-23.3%	\$ 1,003,344	-21.9%	\$ 4,287,323	\$ 5,227,490	-18.0%	\$ 4,935,062	-13.1%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 444,222	\$ 538,718	-17.5%	\$ 545,389	-18.5%	\$ 2,403,589	\$ 2,758,279	-12.9%	\$ 2,653,861	-9.4%
Self Pay Adjustments	89,778	66,599	34.8%	71,075	26.3%	539,850	340,991	58.3%	166,604	224.0%
Bad Debts	(20,993)	(2,467)	751.0%	(8,914)	135.5%	(83,431)	(12,630)	560.6%	(6,782)	1130.3%
TOTAL REVENUE DEDUCTIONS	\$ 513,007	\$ 602,850	-14.9%	\$ 607,551	-15.6%	\$ 2,860,008	\$ 3,086,640	-7.3%	\$ 2,813,683	1.6%
	\$ 65.48%	\$ 59.05%		\$ 60.55%		\$ 66.71%	\$ 59.05%		\$ 57.01%	
NET PATIENT REVENUE	\$ 270,473	\$ 418,128	-35.3%	\$ 395,793	-31.7%	\$ 1,427,316	\$ 2,140,850	-33.3%	\$ 2,121,378	-32.7%
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	\$ 270,473	\$ 418,128	-35.3%	\$ 395,793	-31.7%	\$ 1,427,316	\$ 2,140,850	-33.3%	\$ 2,121,378	-32.7%
OPERATING EXPENSE										
Salaries and Wages	\$ 81,928	\$ 106,688	-23.2%	\$ 81,312	0.8%	\$ 419,935	\$ 547,349	-23.3%	\$ 443,226	-5.3%
Benefits	13,814	16,571	-16.6%	10,547	31.0%	63,240	88,948	-28.9%	72,157	-12.4%
Physician Services	290,030	304,276	-4.7%	290,509	-0.2%	1,571,928	1,521,380	3.3%	1,673,312	-6.1%
Cost of Drugs Sold	19,248	33,038	-41.7%	17,299	11.3%	146,519	169,494	-13.6%	154,066	-4.9%
Supplies	5,135	7,679	-33.1%	5,402	-4.9%	37,450	39,347	-4.8%	38,932	-3.8%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	892	-100.0%	791	-100.0%	3,570	4,460	-20.0%	4,806	-25.7%
Leases and Rentals	370	305	21.4%	227	63.1%	1,796	1,525	17.8%	1,470	22.2%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 410,525	\$ 469,449	-12.6%	\$ 406,087	1.1%	\$ 2,244,438	\$ 2,372,503	-5.4%	\$ 2,387,969	-6.0%
Depreciation/Amortization	\$ -	\$ -	0.0%	\$ -	100.0%	\$ -	\$ -	0.0%	\$ -	100.0%
TOTAL OPERATING COSTS	\$ 410,525	\$ 469,449	-12.6%	\$ 406,087	1.1%	\$ 2,244,438	\$ 2,372,503	-5.4%	\$ 2,387,969	-6.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ (140,052)	\$ (51,321)	172.9%	\$ (10,293)	1260.6%	\$ (817,122)	\$ (231,653)	252.7%	\$ (266,591)	206.5%
Operating Margin	-51.78%	-12.27%	321.9%	-2.60%	1891.0%	-57.25%	-10.82%	429.1%	-12.57%	355.6%



FHC February Visits By Service



Total FHC February Visits by Financial Class



FQHC Financial and Operational Overview – February 2026

1. Summary of Financial Position-Combined

For the month of February, the FQHC group combined generated a net loss from operations of (\$238K), which is (\$84K) unfavorable to budget and (\$171K) unfavorable to prior year.

Year-to-date (YTD), the organization reported a net loss from operations of (\$1.1M), which is (\$467K) unfavorable to budget and (\$539K) unfavorable compared to prior year.

Net Revenue Drivers:

- Patient service revenue under (-9.1%) under budget due to lower than budgeted visit volumes at West University and Women’s Clinic (-14.2%).
- 340B contracted pharmacy revenue slightly underperformed due to the timing of 340B replenishment cycle.
- Women’s Clinic net revenue (\$147K) Unfavorable to budget (-35.3%).

Key Expense Variances:

- Operating expenses remained in line with budget; Utilities were unfavorable to budget by (\$5K) or (-97.7%) for February.

Site-Level Financial Performance & Variance Drivers

Clinic Site	Net Gain (Loss)	Variance vs. Budget	Primary Drivers
FHC Clements	(\$125K)	-44.4%	Salary/ provider expense, cost of drugs and utilities over budget (\$22K); Other Revenue unfavorable to budget (\$22K).
FHC West University	(\$45K)	+24.2%	Lower than budgeted volumes and net revenue
Healthy Kids Clinic-JBS	\$72K	+64.1%	Strong volumes and productivity
Women’s Clinic	(\$140K)	-172.9%	Net patient revenue unfavorable (\$147K) or (35.3%).

2. Operational Overview by Clinic Location-February 2026

• MCH Family Health Clinic-Clements

Net Gain/(Loss) From Operations: (\$125K) vs (\$86K) (-44.4%)

Productivity: Total Visits: 744 Actual vs 665 Budget (+11.9%)

Provider Updates: With the opening of the MCH Diabetes Clinic at our Clements' location, Texas Tech will be providing medical coverage for the Diabetes Clinic.

Workforce and Staffing Update: Currently searching for a full-time Medical Assistant
FTEs: 14.1 Actual vs 14.9 Budget (-5.6%), YTD: 12.2 Actual vs 13.2 Budget (-7.4%)

Key Focus Areas: Scheduling optimization, NP volume growth, upfront collections

Other: The first MCH Diabetes Clinic at Clements was held Wednesday March 18, 2026. Overall, it went well, eight patients were seen.

• MCH Family Health Clinic-West University

Net Gain/(Loss) From Operations: (\$45K) vs (\$59K) (-24.2%)

Productivity: Total Visits: 827 Actual vs 1,121 Budget (-26.2%); Budgeted provider vacancy is contributing to the negative variance.

Provider Updates: Currently searching for a pediatrician and nurse practitioner for West University. No site visits scheduled at this time.

Workforce and Staffing Update: Currently searching for a part-time Medical Assistant
FTEs: 8.9 Actual vs 14.4 Budget (-38.0%), YTD: 9.6 Actual vs 12.6 Budget (-23.6%)

Key Focus Areas: Scheduling optimization, volume growth for Dr Rangaswamy, upfront collections, provider recruitment.

MCH Healthy Kids Clinic-JBS

Net Gain/(Loss) From Operations: \$72K vs \$44K (+64.1%)

Productivity: Total Visits: 1,164 Actual vs 951 Budget (+22.4%)

Provider Updates: Currently searching for a pediatrician; no site visits scheduled at this time. Dr Hart renewed her upcoming contract.

Workforce and Staffing Update: The Healthy Kids Clinic currently has vacancies for a full-time LVN, and a full-time Medical Assistant.

FTEs: 10.2 Actual vs 11.0 Budget (-7.8%), YTD: 9.8 Actual vs 11.5 Budget (-15.1%)

Key Focus Areas: Upfront collections, provider recruitment.

MCH Women's Clinic

Net Gain/(Loss) From Operations: (\$140K) vs (\$51K) (-172.9%)

Productivity: Total Visits: 1,265 Actual vs 1,924 Budget (-34.3%); Budgeted provider vacancy is contributing to the negative variance, in addition to, Jackie Lehr was out for three weeks in February.

Provider Updates: Currently searching for two Ob/Gyns; no site visits scheduled at this time. Dr Lyons will not be joining the organization.

Workforce and Staffing Update: The Women's Clinic currently has vacancies for a full-time Medical Assistant and Eligibility Coordinator.

FTEs: 19.3 Actual vs 25.5 Budget (-24.3%), YTD: 18.5 Actual vs 24.3 Budget (-23.9%)

Key Focus Areas: Provider recruitment, enhance revenue cycle performance through continued collaboration with R1.

3. Community Events

- Odessa College Wellness Fair- March 27, 2026
- Headlee's Boys and Girls Club Literacy Event-April 11, 2026
- Harmony Home Party in the Parking Lot-April 18, 2026

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
FEBRUARY 2026**

	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	1,115	1,138	-2.0%	1,095	1.8%	5,870	5,690	3.2%	5,723	2.6%
Neonatal ICU (NICU)	21	21	0.0%	17	23.5%	135	106	27.4%	105	28.6%
Total Admissions	1,136	1,159	-2.0%	1,112	2.2%	6,005	5,796	3.6%	5,828	3.0%
Patient Days										
Adult & Pediatric	4,657	4,306	8.2%	4,362	6.8%	23,878	21,550	10.8%	22,159	7.8%
ICU	465	439	5.9%	417	11.5%	2,336	2,197	6.3%	2,210	5.7%
CCU	472	439	7.5%	448	5.4%	2,300	2,193	4.9%	2,222	3.5%
NICU	412	388	6.2%	303	36.0%	2,202	1,941	13.4%	1,997	10.3%
Total Patient Days	6,006	5,572	7.8%	5,530	8.6%	30,716	27,881	10.2%	28,588	7.4%
Observation (Obs) Days	738	750	-1.6%	781	-5.5%	3,870	3,752	3.1%	3,962	-2.3%
Nursery Days	211	277	-23.8%	256	-17.6%	1,413	1,383	2.2%	1,363	3.7%
Total Occupied Beds / Bassinets	6,955	6,599	5.4%	6,567	5.9%	35,999	33,016	9.0%	33,913	6.2%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	5.02	4.56	10.1%	4.77	5.1%	4.86	4.56	6.6%	4.65	4.5%
NICU	19.62	18.48	6.2%	17.82	10.1%	16.31	18.31	-10.9%	19.02	-14.2%
Total ALOS	5.29	4.81	10.0%	4.97	6.3%	5.12	4.81	6.3%	4.91	4.3%
Acute / Adult & Pediatric w/o OB	5.83			5.59	4.3%	5.75			5.54	3.8%
Average Daily Census	214.5	199.0	7.8%	197.5	8.6%	203.4	184.6	10.2%	189.3	7.4%
Hospital Case Mix Index (CMI)	1.7090	1.7598	-2.9%	1.7765	-3.8%	1.7212	1.7598	-2.2%	1.7779	-3.2%
CMI Adjusted LOS	3.09	2.73	13.2%	2.80	10.5%	2.97	2.73	8.7%	2.76	7.7%
Medicare										
Admissions	474	455	4.2%	455	4.2%	2,364	2,273	4.0%	2,301	2.7%
Patient Days	3,002	2,528	18.8%	2,432	23.4%	13,820	12,647	9.3%	12,472	10.8%
Average Length of Stay	6.33	5.56	14.0%	5.35	18.5%	5.85	5.56	5.1%	5.42	7.9%
Case Mix Index	1.8878	2.0302	-7.0%	2.0408	-7.5%	1.8984	2.0302	-6.5%	2.0075	-5.4%
Medicaid										
Admissions	100	116	-13.8%	110	-9.1%	587	582	0.9%	568	3.3%
Patient Days	791	470	68.3%	443	78.6%	3,780	2,357	60.4%	2,611	44.8%
Average Length of Stay	7.91	4.05	95.2%	4.03	96.4%	6.44	4.05	59.0%	4.60	40.1%
Case Mix Index	1.1597	1.2386	-6.4%	1.1012	5.3%	1.1639	1.2386	-6.0%	1.2201	-4.6%
Commercial										
Admissions	352	375	-6.1%	362	-2.8%	1,989	1,875	6.1%	1,913	4.0%
Patient Days	1,511	1,594	-5.2%	1,634	-7.5%	9,182	7,968	15.2%	8,553	7.4%
Average Length of Stay	4.29	4.25	1.0%	4.51	-4.9%	4.62	4.25	8.6%	4.47	3.3%
Case Mix Index	1.6661	1.6709	-0.3%	1.6216	2.7%	1.6726	1.6709	0.1%	1.6806	-0.5%
Self Pay										
Admissions	185	184	0.5%	156	18.6%	908	920	-1.3%	879	3.3%
Patient Days	554	802	-30.9%	847	-34.6%	3,083	4,011	-23.1%	4,022	-23.3%
Average Length of Stay	2.99	4.36	-31.3%	5.43	-44.8%	3.40	4.36	-22.1%	4.58	-25.8%
Case Mix Index	1.6212	1.7383	-6.7%	1.6951	-4.4%	1.7447	1.7383	0.4%	1.7419	0.2%
All Other										
Admissions	25	29	-13.8%	29	-13.8%	157	146	7.5%	167	-6.0%
Patient Days	148	178	-16.9%	174	-14.9%	851	898	-5.2%	930	-8.5%
Average Length of Stay	5.92	6.14	-3.6%	6.00	-1.3%	5.42	6.15	-11.9%	5.57	-2.7%
Case Mix Index	1.7900	2.0600	-13.1%	2.6697	-33.0%	1.9784	2.0600	-4.0%	2.1670	-8.7%
Radiology										
InPatient	5,020	4,564	10.0%	4,634	8.3%	24,973	22,833	9.4%	23,333	7.0%
OutPatient	8,398	8,559	-1.9%	7,859	6.9%	41,980	42,808	-1.9%	42,270	-0.7%
Cath Lab										
InPatient	545	637	-14.4%	732	-25.5%	3,025	3,185	-5.0%	3,352	-9.8%
OutPatient	361	370	-2.4%	344	4.9%	1,712	1,850	-7.5%	1,895	-9.7%
Laboratory										
InPatient	83,826	80,000	4.8%	81,226	3.2%	436,370	400,301	9.0%	410,939	6.2%
OutPatient	74,721	72,646	2.9%	73,138	2.2%	354,681	363,320	-2.4%	367,147	-3.4%
Other										
Deliveries	143	181	-21.0%	164	-12.8%	912	904	0.9%	890	2.5%
Surgical Cases										
InPatient	216	235	-8.1%	216	0.0%	1,157	1,174	-1.4%	1,189	-2.7%
OutPatient	460	534	-13.9%	492	-6.5%	2,550	2,671	-4.5%	2,663	-4.2%
Total Surgical Cases	676	769	-12.1%	708	-4.5%	3,707	3,845	-3.6%	3,852	-3.8%
GI Procedures (Endo)										
InPatient	88	123	-28.5%	123	-28.5%	473	616	-23.2%	659	-28.2%
OutPatient	133	165	-19.4%	158	-15.8%	734	826	-11.1%	843	-12.9%
Total GI Procedures	221	288	-23.3%	281	-21.4%	1,207	1,442	-16.3%	1,502	-19.6%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
FEBRUARY 2026**

	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	837	718	16.6%	732	14.3%	3,829	3,590	6.7%	3,839	-0.3%
O/P Emergency Room Visits	4,160	4,405	-5.6%	4,151	0.2%	21,238	22,030	-3.6%	23,049	-7.9%
Total Emergency Room Visits	4,997	5,123	-2.5%	4,883	2.3%	25,067	25,620	-2.2%	26,888	-6.8%
Outpatient										
O/P Occasions of Service	21,785	19,808	10.0%	19,593	11.2%	103,115	99,065	4.1%	99,957	3.2%
Hospital Operations										
Manhours Paid	277,777	288,556	-3.7%	275,627	0.8%	1,479,723	1,443,436	2.5%	1,468,097	0.8%
FTE's	1,736.1	1,803.5	-3.7%	1,722.7	0.8%	1,714.9	1,672.9	2.5%	1,701.4	0.8%
Adjusted Patient Days	11,118	10,567	5.2%	10,446	6.4%	56,322	52,894	6.5%	54,259	3.8%
Hours / Adjusted Patient Day	24.98	27.31	-8.5%	26.39	-5.3%	26.27	27.29	-3.7%	27.06	-2.9%
Occupancy - Actual Beds	58.3%	57.0%	2.2%	53.7%	8.6%	55.3%	52.9%	4.5%	51.4%	7.4%
FTE's / Adjusted Occupied Bed	4.4	4.8	-8.5%	4.6	-5.3%	4.6	4.8	-3.7%	4.7	-2.9%
Family Health Clinic - Clements										
Total Medical Visits	744	665	11.9%	655	13.6%	3,189	3,224	-1.1%	3,196	-0.2%
Manhours Paid	2,252	2,387	-5.6%	2,041	10.4%	10,545	11,392	-7.4%	9,229	14.3%
FTE's	14.1	14.9	-5.6%	12.8	10.4%	12.2	13.2	-7.4%	10.7	14.3%
Family Health Clinic - West University										
Total Medical Visits	827	1,121	-26.2%	746	10.9%	3,753	5,279	-28.9%	3,704	1.3%
Manhours Paid	1,430	2,307	-38.0%	1,543	-7.3%	8,281	10,835	-23.6%	7,983	3.7%
FTE's	8.9	14.4	-38.0%	9.6	-7.3%	9.6	12.6	-23.6%	9.3	3.7%
Family Health Clinic - JBS										
Total Medical Visits	1,164	951	22.4%	923	26.1%	5,002	5,143	-2.7%	4,993	0.2%
Manhours Paid	1,626	1,763	-7.8%	1,529	6.3%	8,462	9,963	-15.1%	6,802	24.4%
FTE's	10.2	11.0	-7.8%	9.6	6.3%	9.8	11.5	-15.1%	7.9	24.4%
Family Health Clinic - Womens										
Total Medical Visits	1,265	1,924	-34.3%	1,668	-24.2%	6,843	9,130	-25.0%	8,104	-15.6%
Manhours Paid	3,092	4,084	-24.3%	3,142	-1.6%	15,948	20,949	-23.9%	16,996	-6.2%
FTE's	19.3	25.5	-24.3%	19.6	-1.6%	18.5	24.3	-23.9%	19.7	-6.2%
Total ECHD Operations										
Total Admissions	1,136	1,159	-2.0%	1,112	2.2%	6,005	5,796	3.6%	5,828	3.0%
Total Patient Days	6,006	5,572	7.8%	5,530	8.6%	30,716	27,881	10.2%	28,588	7.4%
Total Patient and Obs Days	6,006	5,572	7.8%	5,530	8.6%	30,716	27,881	10.2%	28,588	7.4%
Total FTE's	1,788.6	1,869.4	-4.3%	1,774.3	0.8%	1,765.0	1,734.4	1.8%	1,749.0	0.9%
FTE's / Adjusted Occupied Bed	4.5	5.0	-9.1%	4.8	-5.3%	4.7	5.0	-4.4%	4.9	-2.8%
Total Adjusted Patient Days	11,118	10,567	5.2%	10,446	6.4%	56,322	52,894	6.5%	54,259	3.8%
Hours / Adjusted Patient Day	25.74	28.31	-9.1%	27.18	-5.3%	27.04	28.29	-4.4%	27.81	-2.8%
Outpatient Factor	1.8511	1.8964	-2.4%	1.8890	-2.0%	1.8336	1.8971	-3.3%	1.8980	-3.4%
Blended O/P Factor	2.0532	2.0994	-2.2%	2.1002	-2.2%	2.0192	2.0997	-3.8%	2.0961	-3.7%
Total Adjusted Admissions	2,103	2,198	-4.3%	2,101	0.1%	11,011	10,996	0.1%	11,061	-0.5%
Hours / Adjusted Admisssion	136.09	136.08	0.0%	135.14	0.7%	138.31	136.10	1.6%	136.43	1.4%
FTE's - Hospital Contract	45.9	40.8	12.4%	47.5	-3.4%	44.4	37.9	17.3%	46.6	-4.7%
FTE's - Mgmt Services	48.7	55.1	-11.6%	69.6	-29.9%	50.6	55.1	-8.3%	58.8	-13.9%
Total FTE's (including Contract)	1,883.2	1,965.3	-4.2%	1,891.4	-0.4%	1,860.0	1,827.4	1.8%	1,854.3	0.3%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.74	5.21	-8.9%	5.07	-6.4%	4.99	5.22	-4.4%	5.16	-3.4%
ProCare FTEs	208.5	240.0	-13.1%	206.7	0.9%	212.1	240.5	-11.8%	206.4	2.8%
TraumaCare FTEs	8.4	9.2	-8.8%	8.4	0.0%	8.4	8.5	-1.4%	8.4	0.1%
Total System FTEs	2,100.2	2,214.4	-5.2%	2,106.5	-0.3%	2,080.5	2,076.4	0.2%	2,069.1	0.6%
Urgent Care Visits										
JBS Clinic	1,757	1,395	25.9%	1,649	6.5%	7,389	6,977	5.9%	7,711	-4.2%
West University	1,177	901	30.6%	1,034	13.8%	4,491	4,508	-0.4%	5,193	-13.5%
Total Urgent Care Visits	2,934	2,296	27.8%	2,683	9.4%	11,880	11,485	3.4%	12,904	-7.9%
Retail Clinic Visits										
Retail Clinic	252	238	5.9%	238	5.9%	1,008	869	16.0%	869	16.0%

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
FEBRUARY 2026**

	CURRENT YEAR	PRIOR FISCAL YEAR END			CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	TRAUMA CARE AUDITED	
ASSETS					
CURRENT ASSETS:					
Cash and Cash Equivalents	\$ 17,662,973	\$ 16,898,248	\$ 4,700	\$ -	\$ 760,025
Investments	58,841,200	57,956,175	-	-	885,025
Patient Accounts Receivable - Gross	243,739,911	214,978,630	19,968,494	1,685,000	7,107,787
Less: 3rd Party Allowances	(155,155,432)	(139,548,613)	(11,202,864)	(1,298,612)	(3,105,344)
Bad Debt Allowance	(47,399,073)	(39,762,357)	(5,310,080)	(300,000)	(2,026,635)
Net Patient Accounts Receivable	41,185,406	35,667,660	3,455,550	86,388	1,975,807
Taxes Receivable	10,886,052	11,616,563	-	-	(730,511)
Accounts Receivable - Other	13,903,709	8,609,285	100,560	-	5,193,863
Inventories	10,539,300	10,073,960	496,748	-	(31,408)
Prepaid Expenses	6,989,434	5,545,302	128,278	18,231	1,297,623
Total Current Assets	160,008,073	146,367,192	4,185,837	104,619	9,350,425
CAPITAL ASSETS:					
Property and Equipment	542,255,602	535,446,720	403,173	-	6,405,709
Construction in Progress	36,988,588	20,318,667	-	-	16,669,921
	579,244,190	555,765,387	403,173	-	23,075,631
Less: Accumulated Depreciation and Amortization	(405,272,606)	(395,954,800)	(352,925)	-	(8,964,881)
Total Capital Assets	173,971,584	159,810,587	50,248	-	14,110,749
LEASE ASSETS					
Leased Assets	53,343	2,337,842	-	-	(2,284,500)
Less Accumulated Amortization Lease Assets	(14,878)	(2,223,870)	-	-	2,208,992
Total Lease Assets	38,465	113,973	-	-	(75,508)
SUBSCRIPTION ASSETS					
Subscription Assets	15,232,657	15,473,212	-	-	(240,556)
Less Accumulated Amortization Subscription Assets	(4,975,988)	(4,805,698)	-	-	(170,290)
Total Subscription Assets	10,256,668	10,667,514	-	-	(410,846)
LT Lease Receivable	4,844,524	5,611,487	-	-	(766,962)
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	92,435,468	-	-	-	92,435,468
Investment in PBBHC	52,991,228	52,991,228	-	-	-
Restricted MCH West Texas Services	2,510,960	2,444,722	-	-	66,238
Pension, Deferred Outflows of Resources	10,254,779	10,254,779	-	-	-
Assets whose use is Limited	153,459	-	356,764	6,743	(210,048)
TOTAL ASSETS	\$ 515,884,566	\$ 396,620,704	\$ 4,592,850	\$ 111,362	\$ 114,559,651
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES:					
Current Maturities of Long-Term Debt	\$ 1,970,000	\$ 1,970,000	\$ -	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,028,792	3,028,792	-	-	-
Current Portion of Lease Liabilities	3,907	278,336	-	-	(274,429)
Current Portion of Subscription Liabilities	2,968,559	2,608,445	-	-	360,114
Accounts Payable	17,262,861	27,085,249	(2,116,984)	(875,767)	(6,829,637)
A/R Credit Balances	3,408,283	2,429,902	-	-	978,381
Accrued Interest	807,943	251,049	-	-	556,893
Accrued Salaries and Wages	12,450,296	6,581,641	6,849,020	238,922	(1,219,287)
Accrued Compensated Absences	5,599,540	5,729,425	-	-	(129,885)
Due to Third Party Payors	4,772,751	7,251,974	-	-	(2,479,222)
Deferred Revenue	121,949,111	174,540	(106,356)	-	121,880,927
Total Current Liabilities	174,222,042	57,389,353	4,625,680	(636,845)	112,207,009
ACCRUED POST RETIREMENT BENEFITS	17,421,503	19,938,321	-	-	(2,516,818)
LESSOR DEFFERED INFLOWS OF RESOUCES	6,311,462	7,114,414	-	-	(802,952)
SELF-INSURANCE LIABILITIES - Less Current Portion	1,780,370	1,780,370	-	-	-
LEASE LIABILITIES	37,036	39,011	-	-	(1,975)
SUBSCRIPTION LIABILITIES	5,864,793	6,442,292	-	-	(577,499)
LONG-TERM DEBT - Less Current Maturities	25,597,366	25,818,179	-	-	(220,813)
Total Liabilities	231,234,572	118,521,941	4,625,680	(636,845)	108,723,796
FUND BALANCE	284,649,993	278,098,763	(32,831)	748,207	284,682,824
TOTAL LIABILITIES AND FUND BALANCE	\$ 515,884,566	\$ 396,620,704	\$ 4,592,850	\$ 111,362	\$ 114,559,651

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Inpatient Revenue	\$ 59,456,478	\$ 58,019,777	2.5%	\$ 56,454,439	5.3%	\$ 307,463,880	\$ 290,168,882	6.0%	\$ 291,539,945	5.5%
Outpatient Revenue	62,621,256	63,787,800	-1.8%	62,110,173	0.8%	313,352,738	319,111,854	-1.8%	319,556,965	-1.9%
TOTAL PATIENT REVENUE	\$ 122,077,734	\$ 121,807,577	0.2%	\$ 118,564,612	3.0%	\$ 620,816,618	\$ 609,280,736	1.9%	\$ 611,096,909	1.6%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 78,248,438	\$ 76,990,738	1.6%	\$ 74,628,564	4.9%	\$ 389,963,611	\$ 385,036,232	1.3%	\$ 391,781,216	-0.5%
Policy Adjustments	1,126,316	1,171,523	-3.9%	804,032	40.1%	4,525,407	5,849,371	-22.6%	5,666,278	-20.1%
Uninsured Discount	11,328,641	9,244,715	22.5%	8,425,051	34.5%	46,489,846	46,228,467	0.6%	47,113,714	-1.3%
Indigent	1,064,525	1,182,799	-10.0%	677,978	57.0%	7,372,224	5,899,857	25.0%	5,976,353	23.4%
Provision for Bad Debts	5,797,260	6,397,392	-9.4%	6,581,759	-11.9%	39,740,524	32,026,886	24.1%	28,528,844	39.3%
TOTAL REVENUE DEDUCTIONS	\$ 97,565,180	\$ 94,987,167	2.7%	\$ 91,117,384	7.1%	\$ 488,091,612	\$ 475,040,813	2.7%	\$ 479,066,405	1.9%
	79.92%	77.98%		76.85%		78.62%	77.97%		78.39%	
<u>OTHER PATIENT REVENUE</u>										
Medicaid Supplemental Payments	\$ 1,512,300	\$ 1,457,917	3.7%	\$ 1,810,333	-16.5%	\$ 8,233,953	\$ 7,289,585	13.0%	\$ 9,129,831	-9.8%
DSRIP/CHIRP	1,177,500	1,252,500	-6.0%	1,309,314	191.0%	6,217,136	6,262,500	-0.7%	(9,028)	-68963.7%
TOTAL OTHER PATIENT REVENUE	\$ 2,689,800	\$ 2,710,417	-0.8%	\$ 2,214,908	21.4%	\$ 14,451,089	\$ 13,552,085	6.6%	\$ 9,120,802	58.4%
NET PATIENT REVENUE	\$ 27,202,354	\$ 29,530,827	-7.9%	\$ 29,662,136	-8.3%	\$ 147,176,095	\$ 147,792,008	-0.4%	\$ 141,151,307	4.3%
<u>OTHER REVENUE</u>										
Tax Revenue	\$ 6,966,586	\$ 8,591,313	-18.9%	\$ 6,915,662	0.7%	\$ 38,634,118	\$ 38,702,250	-0.2%	\$ 34,887,741	10.7%
Other Revenue	2,191,030	1,963,378	11.6%	1,309,314	67.3%	9,516,870	9,843,327	-3.3%	7,408,588	28.5%
TOTAL OTHER REVENUE	\$ 9,157,616	\$ 10,554,691	-13.2%	\$ 8,224,976	11.3%	\$ 48,150,988	\$ 48,545,577	-0.8%	\$ 42,296,329	13.8%
NET OPERATING REVENUE	\$ 36,359,970	\$ 40,085,518	-9.3%	\$ 37,887,112	-4.0%	\$ 195,327,084	\$ 196,337,585	-0.5%	\$ 183,447,637	6.5%
<u>OPERATING EXPENSES</u>										
Salaries and Wages	\$ 15,615,382	\$ 16,389,895	-4.7%	\$ 15,075,917	3.6%	\$ 81,697,796	\$ 82,164,552	-0.6%	\$ 78,935,616	3.5%
Benefits	2,439,613	2,337,642	4.4%	1,921,392	27.0%	11,351,554	11,935,250	-4.9%	11,514,039	-1.4%
Temporary Labor	1,353,404	1,270,383	6.5%	1,311,378	3.2%	6,970,118	6,365,369	9.5%	6,712,416	3.8%
Physician Fees	1,222,131	1,310,212	-6.7%	1,179,210	3.6%	6,641,834	6,550,517	1.4%	6,344,354	4.7%
Texas Tech Support	1,056,602	1,042,618	1.3%	1,039,631	1.6%	5,219,684	5,213,090	0.1%	5,044,377	3.5%
Purchased Services	5,286,753	5,190,652	1.9%	4,710,072	12.2%	26,758,620	25,595,114	4.5%	24,284,417	10.2%
Supplies	6,523,657	6,985,515	-6.6%	6,213,556	5.0%	33,370,743	34,954,123	-4.5%	35,280,184	-5.4%
Utilities	407,374	364,338	11.8%	286,297	42.3%	1,796,839	1,669,212	7.6%	1,612,232	11.5%
Repairs and Maintenance	582,334	881,826	-34.0%	919,883	-36.7%	4,289,896	4,478,754	-4.2%	4,477,727	-4.2%
Leases and Rent	184,247	203,735	-9.6%	128,730	43.1%	902,626	1,018,713	-11.4%	682,513	32.3%
Insurance	252,139	205,576	22.6%	212,925	18.4%	1,026,882	1,027,880	-0.1%	1,136,160	-9.6%
Interest Expense	98,749	79,143	24.8%	81,914	20.6%	433,476	396,256	9.4%	401,750	7.9%
ECHDA	86,242	113,629	-24.1%	126,538	-31.8%	558,635	568,145	-1.7%	444,855	25.6%
Other Expense	247,892	226,275	9.6%	202,132	22.6%	959,466	1,155,699	-17.0%	1,002,551	-4.3%
TOTAL OPERATING EXPENSES	\$ 35,356,519	\$ 36,601,440	-3.4%	\$ 33,409,574	5.8%	\$ 181,978,169	\$ 183,092,674	-0.6%	\$ 177,873,190	2.3%
Depreciation/Amortization	\$ 2,346,149	\$ 2,110,854	11.1%	\$ 2,043,966	14.8%	\$ 11,155,636	\$ 10,872,485	2.6%	\$ 10,117,279	10.3%
(Gain) Loss on Sale of Assets	(5,407)	-	0.0%	-	0.0%	44,265	-	0.0%	(300)	-14855.1%
TOTAL OPERATING COSTS	\$ 37,697,261	\$ 38,712,294	-2.6%	\$ 35,453,539	6.3%	\$ 193,178,070	\$ 193,965,159	-0.4%	\$ 187,990,169	2.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,337,291)	\$ 1,373,224	197.4%	\$ 2,433,573	155.0%	\$ 2,149,014	\$ 2,372,426	-9.4%	\$ (4,542,532)	-147.3%
Operating Margin	-3.68%	3.43%	-207.4%	6.42%	-157.3%	1.10%	1.21%	-8.9%	-2.48%	-144.4%
<u>NONOPERATING REVENUE/EXPENSE</u>										
Interest Income	\$ 162,999	\$ 418,314	-61.0%	\$ 244,095	-33.2%	\$ 2,037,962	\$ 2,061,658	-1.1%	\$ 783,274	160.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	-
Opioid Abatement Fund	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	286,805	8,135	3425.6%	-	0.0%	286,805	40,675	605.1%	64,243	346.4%
COVID-19 Stimulus	134,060	-	0.0%	-	0.0%	134,060	-	0.0%	78,390	71.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (753,428)	\$ 1,799,674	141.9%	\$ 2,677,668	128.1%	\$ 4,607,841	\$ 4,474,759	-3.0%	\$ (3,616,625)	227.4%
Unrealized Gain/(Loss) on Investments	\$ 166,571	\$ 100,093	0.0%	\$ 101,239	64.5%	\$ 567,247	\$ 500,465	0.0%	\$ 466,535	21.6%
Investment in Subsidiaries	290,354	85,799	238.4%	12,755	2176.4%	660,767	428,995	54.0%	152,428	333.5%
CHANGE IN NET POSITION	\$ (296,504)	\$ 1,985,566	114.9%	\$ 2,791,662	110.6%	\$ 5,835,854	\$ 5,404,219	-8.0%	\$ (2,997,663)	294.7%
ADJUSTED OPERATING EBIDA	\$ 228,409	\$ 2,839,627	-92.0%	\$ 3,928,882	-94.2%	\$ 10,046,595	\$ 9,942,043	1.1%	\$ 2,895,641	247.0%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 59,456,478	\$ 58,019,777	2.5%	\$ 56,454,439	5.3%	\$ 307,463,880	\$ 290,168,882	6.0%	\$ 291,539,945	5.5%
Outpatient Revenue	50,604,170	52,009,598	-2.7%	50,188,782	0.8%	256,310,733	260,323,726	-1.5%	261,794,581	-2.1%
TOTAL PATIENT REVENUE	\$ 110,060,648	\$ 110,029,375	0.0%	\$ 106,643,221	3.2%	\$ 563,774,613	\$ 550,492,608	2.4%	\$ 553,334,526	1.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 72,146,898	\$ 70,793,880	1.9%	\$ 67,932,899	6.2%	\$ 360,308,765	\$ 354,051,734	1.8%	\$ 361,215,172	-0.3%
Policy Adjustments	203,793	160,832	26.7%	52,188	290.5%	658,697	804,376	-18.1%	400,447	64.5%
Uninsured Discount	11,027,301	8,988,640	22.7%	8,142,705	35.4%	45,055,601	44,953,625	0.2%	45,996,366	-2.0%
Indigent Care	1,048,304	1,172,454	-10.6%	676,974	54.9%	7,288,826	5,850,475	24.6%	5,925,633	23.0%
Provision for Bad Debts	4,505,068	5,339,099	-15.6%	5,596,610	-19.5%	33,740,783	26,744,860	26.2%	23,238,691	45.2%
TOTAL REVENUE DEDUCTIONS	\$ 88,931,365	\$ 86,454,905	2.9%	\$ 82,401,376	7.9%	\$ 447,052,672	\$ 432,405,070	3.4%	\$ 436,776,309	2.4%
	80.80%	78.57%		77.27%		79.30%	78.55%		78.94%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,512,300	\$ 1,457,917	3.7%	\$ 1,810,333	-16.5%	\$ 8,233,953	\$ 7,289,585	13.0%	\$ 9,129,831	-9.8%
DSRIP/CHIRP	1,177,500	1,252,500	-6.0%	404,575	191.0%	6,217,136	6,262,500	-0.7%	(9,028)	-68963.7%
TOTAL OTHER PATIENT REVENUE	\$ 2,689,800	\$ 2,710,417	-0.8%	\$ 2,214,908	21.4%	\$ 14,451,089	\$ 13,552,085	6.6%	\$ 9,120,802	58.4%
NET PATIENT REVENUE	\$ 23,819,083	\$ 26,284,887	-9.4%	\$ 26,456,753	-10.0%	\$ 131,173,030	\$ 131,639,623	-0.4%	\$ 125,679,018	4.4%
OTHER REVENUE										
Tax Revenue	\$ 6,966,586	\$ 8,591,313	-18.9%	\$ 6,915,662	0.7%	\$ 38,634,118	\$ 38,702,250	-0.2%	\$ 34,887,741	10.7%
Other Revenue	2,010,182	1,698,825	18.3%	1,138,733	76.5%	8,347,868	8,491,150	-1.7%	6,267,455	33.2%
TOTAL OTHER REVENUE	\$ 8,976,769	\$ 10,290,138	-12.8%	\$ 8,054,395	11.5%	\$ 46,981,986	\$ 47,193,400	-0.4%	\$ 41,155,196	14.2%
NET OPERATING REVENUE	\$ 32,795,851	\$ 36,575,025	-10.3%	\$ 34,511,148	-5.0%	\$ 178,155,017	\$ 178,833,023	-0.4%	\$ 166,834,214	6.8%
OPERATING EXPENSE										
Salaries and Wages	\$ 10,963,409	\$ 11,543,114	-5.0%	\$ 10,499,357	4.4%	\$ 58,244,032	\$ 57,742,872	0.9%	\$ 55,523,706	4.9%
Benefits	1,848,545	1,792,931	3.1%	1,361,805	35.7%	8,771,214	9,383,624	-6.5%	9,039,213	-3.0%
Temporary Labor	584,966	496,680	17.8%	600,408	-2.6%	3,103,151	2,484,854	24.9%	3,398,994	-8.7%
Physician Fees	1,280,190	1,357,191	-5.7%	1,222,933	4.7%	6,947,640	6,785,412	2.4%	6,650,179	4.5%
Texas Tech Support	1,056,602	1,042,618	1.3%	1,039,631	1.6%	5,219,684	5,213,090	0.1%	5,044,377	3.5%
Purchased Services	5,678,876	5,579,482	1.8%	4,994,213	13.7%	28,436,463	27,521,482	3.3%	25,761,327	10.4%
Supplies	6,454,493	6,911,074	-6.6%	6,140,421	5.1%	33,055,280	34,582,289	-4.4%	34,932,927	-5.4%
Utilities	406,572	363,673	11.8%	285,760	42.3%	1,793,620	1,666,523	7.6%	1,607,974	11.5%
Repairs and Maintenance	582,334	881,350	-33.9%	919,636	-36.7%	4,280,930	4,476,374	-4.4%	4,476,841	-4.4%
Leases and Rentals	21,128	41,354	-48.9%	(17,345)	-221.8%	88,045	206,771	-57.4%	(52,396)	-268.0%
Insurance	181,881	136,272	33.5%	149,815	21.4%	696,167	681,360	2.2%	809,480	-14.0%
Interest Expense	98,749	79,143	24.8%	81,914	20.6%	433,476	396,256	9.4%	401,750	7.9%
ECHDA	86,242	113,629	-24.1%	126,538	-31.8%	558,635	568,145	-1.7%	444,855	25.6%
Other Expense	179,367	161,834	10.8%	154,278	16.3%	583,743	817,505	-28.6%	682,856	-14.5%
TOTAL OPERATING EXPENSES	\$ 29,423,355	\$ 30,500,346	-3.5%	\$ 27,559,364	6.8%	\$ 152,212,080	\$ 152,526,557	-0.2%	\$ 148,722,081	2.3%
Depreciation/Amortization	\$ 2,334,476	\$ 2,098,269	11.3%	\$ 2,032,008	14.9%	\$ 11,098,209	\$ 10,809,560	2.7%	\$ 10,057,534	10.3%
(Gain)/Loss on Disposal of Assets	(5,407)	-	0.0%	-	0.0%	44,265	-	0.0%	(300)	-14855.1%
TOTAL OPERATING COSTS	\$ 31,752,424	\$ 32,598,615	-2.6%	\$ 29,591,372	7.3%	\$ 163,354,554	\$ 163,336,117	0.0%	\$ 158,779,315	2.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ 1,043,427	\$ 3,976,410	-73.8%	\$ 4,919,775	78.8%	\$ 14,800,463	\$ 15,496,906	-4.5%	\$ 8,054,899	-83.7%
Operating Margin	3.18%	10.87%	-70.7%	14.26%	-77.7%	8.31%	8.67%	-4.1%	4.83%	72.1%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 162,999	\$ 418,314	-61.0%	\$ 244,095	-33.2%	\$ 2,037,962	\$ 2,061,658	-1.1%	\$ 783,274	160.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Opioid Abatement Fund	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	286,805	8,135	3425.6%	-	0.0%	286,805	40,675	605.1%	64,243	346.4%
COVID-19 Stimulus	134,060	-	0.0%	-	0.0%	134,060	-	-	78,390	71.0%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ 1,627,290	\$ 4,402,860	-63.0%	\$ 5,163,871	-68.5%	\$ 17,259,290	\$ 17,599,239	-1.9%	\$ 8,980,807	92.2%
Procure Capital Contribution	(2,395,835)	(2,605,710)	-8.1%	(2,525,157)	-5.1%	(12,746,224)	(13,173,731)	-3.2%	(12,742,910)	0.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (768,545)	\$ 1,797,150	142.8%	\$ 2,638,713	129.1%	\$ 4,513,066	\$ 4,425,508	-2.0%	\$ (3,762,104)	220.0%
Unrealized Gain/(Loss) on Investments	\$ 166,571	\$ 100,093	66.4%	\$ 101,239	64.5%	\$ 567,247	\$ 500,465	13.3%	\$ 466,535	21.6%
Investment in Subsidiaries	290,354	85,799	238.4%	12,755	2176.4%	660,767	428,995	54.0%	152,428	333.5%
CHANGE IN NET POSITION	\$ (311,621)	\$ 1,983,042	115.7%	\$ 2,752,708	111.3%	\$ 5,741,080	\$ 5,354,968	-7.2%	\$ (3,143,141)	282.7%
ADJUSTED OPERATING EBIDA	\$ 2,597,454	\$ 5,430,228	-52.2%	\$ 6,403,128	-59.4%	\$ 22,640,617	\$ 23,003,598	-1.6%	\$ 15,433,327	46.7%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 11,747,765	\$ 11,589,158	1.4%	\$ 11,755,056	-0.1%	\$ 55,958,806	\$ 57,874,063	-3.3%	\$ 56,968,625	-1.8%
TOTAL PATIENT REVENUE	\$ 11,747,765	\$ 11,589,158	1.4%	\$ 11,755,056	-0.1%	\$ 55,958,806	\$ 57,874,063	-3.3%	\$ 56,968,625	-1.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 5,982,849	\$ 6,110,195	-2.1%	\$ 6,613,489	-9.5%	\$ 29,082,761	\$ 30,565,467	-4.9%	\$ 30,170,711	-3.6%
Policy Adjustments	854,261	976,536	-12.5%	730,025	17.0%	3,683,581	4,879,851	-24.5%	5,162,012	-28.6%
Uninsured Discount	301,340	256,075	17.7%	282,346	6.7%	1,434,246	1,274,842	12.5%	1,117,348	28.4%
Indigent	16,221	10,345	56.8%	1,005	1514.8%	83,398	49,382	68.9%	50,720	64.4%
Provision for Bad Debts	1,237,895	1,027,045	20.5%	959,745	29.0%	5,832,064	5,130,937	13.7%	5,163,171	13.0%
TOTAL REVENUE DEDUCTIONS	\$ 8,392,566	\$ 8,380,196	0.1%	\$ 8,586,610	-2.3%	\$ 40,116,048	\$ 41,900,479	-4.3%	\$ 41,663,962	-3.7%
	71.44%	72.31%		73.05%		71.69%	72.40%		73.13%	
NET PATIENT REVENUE	\$ 3,355,200	\$ 3,208,962	4.6%	\$ 3,168,446	5.9%	\$ 15,842,758	\$ 15,973,584	-0.8%	\$ 15,304,662	3.5%
OTHER REVENUE										
Other Income	\$ 180,603	\$ 263,452	-31.4%	\$ 168,565	7.1%	\$ 1,163,762	\$ 1,346,672	-13.6%	\$ 1,134,499	2.6%
TOTAL OTHER REVENUE	\$ 180,603	\$ 263,452	-31.4%	\$ 168,565	7.1%	\$ 1,163,762	\$ 1,346,672	-13.6%	\$ 1,134,499	2.6%
NET OPERATING REVENUE	\$ 3,535,803	\$ 3,472,414	1.8%	\$ 3,337,011	6.0%	\$ 17,006,520	\$ 17,320,256	-1.8%	\$ 16,439,161	3.5%
OPERATING EXPENSE										
Salaries and Wages	\$ 4,416,401	\$ 4,595,636	-3.9%	\$ 4,354,019	1.4%	\$ 22,223,709	\$ 23,166,532	-4.1%	\$ 22,226,286	0.0%
Benefits	565,154	514,710	9.8%	534,814	5.7%	2,495,742	2,443,713	2.1%	2,398,510	4.1%
Temporary Labor	768,438	773,703	-0.7%	710,970	8.1%	3,866,967	3,880,515	-0.3%	3,313,422	16.7%
Physician Fees	201,189	212,269	-5.2%	215,525	-6.7%	990,434	1,061,345	-6.7%	990,415	0.0%
Purchased Services	(392,913)	(391,320)	0.4%	(284,571)	38.1%	(1,681,949)	(1,938,818)	-13.2%	(1,482,612)	13.4%
Supplies	68,689	74,089	-7.3%	72,313	-5.0%	314,311	370,125	-15.1%	344,884	-8.9%
Utilities	803	665	20.7%	536	49.7%	3,219	2,689	19.7%	4,259	-24.4%
Repairs and Maintenance	-	476	-100.0%	247.04	-100.0%	8,966	2,380	276.7%	886	911.7%
Leases and Rentals	162,465	161,579	0.5%	145,422	11.7%	811,314	807,932	0.4%	730,301	11.1%
Insurance	61,793	59,854	3.2%	53,388	15.7%	288,395	299,270	-3.6%	278,072	3.7%
Other Expense	67,945	63,876	6.4%	47,547	42.9%	374,208	335,369	11.6%	317,904	17.7%
TOTAL OPERATING EXPENSES	\$ 5,919,965	\$ 6,065,537	-2.4%	\$ 5,850,211	1.2%	\$ 29,695,316	\$ 30,431,052	-2.4%	\$ 29,122,326	2.0%
Depreciation/Amortization	\$ 11,673	\$ 12,585	-7.2%	\$ 11,957	-2.4%	\$ 57,427	\$ 62,925	-8.7%	\$ 59,746	-3.9%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	\$ 5,931,638	\$ 6,078,122	-2.4%	\$ 5,862,168	1.2%	\$ 29,752,744	\$ 30,493,977	-2.4%	\$ 29,182,071	2.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ (2,395,835)	\$ (2,605,708)	-8.1%	\$ (2,525,157)	-5.1%	\$ (12,746,224)	\$ (13,173,721)	-3.2%	\$ (12,742,910)	0.0%
Operating Margin	-67.76%	-75.04%	-9.7%	-75.67%	-10.5%	-74.95%	-76.06%	-1.5%	-77.52%	-3.3%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 2,395,835	\$ 2,605,708	-8.1%	\$ 2,525,157	-5.1%	\$ 12,746,224	\$ 13,173,721	-3.2%	\$ 12,742,910	0.0%
CAPITAL CONTRIBUTION	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
ADJUSTED OPERATING EBIDA	\$ (2,384,162)	\$ (2,593,123)	8.1%	\$ (2,513,200)	5.1%	\$ (12,688,796)	\$ (13,110,796)	3.2%	\$ (12,683,165)	0.0%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	7,852	7,907	-0.7%	8,122	-3.32%	38,457	37,270	3.2%	38,730	-0.70%
Total Hospital Visits	7,196	6,853	5.0%	6,777	6.18%	35,122	34,257	2.5%	33,406	5.14%
Total Procedures	12,694	12,987	-2.3%	12,855	-1.25%	64,266	65,926	-2.5%	65,890	-2.46%
Total Surgeries	660	876	-24.7%	896	-26.34%	3,585	4,278	-16.2%	4,084	-12.22%
Total Provider FTE's	85.2	87.4	-2.5%	83.8	1.68%	86.6	88.2	-1.8%	86.5	0.08%
Total Staff FTE's	115.4	143.1	-19.3%	114.6	0.76%	117.4	142.8	-17.8%	111.6	5.13%
Total Administrative FTE's	7.9	9.5	-17.1%	8.4	-5.79%	8.2	9.5	-14.1%	8.3	-1.24%
Total FTE's	208.5	240.0	-13.1%	206.7	0.87%	212.1	240.5	-11.8%	206.4	2.76%

**ECTOR COUNTY HOSPITAL DISTRICT
TRAUMACARE OPERATIONS SUMMARY
FEBRUARY 2026**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 269,321	\$ 189,044	42.5%	\$ 166,335	61.9%	\$ 1,083,199	\$ 914,065	18.5%	\$ 793,759	36.5%
TOTAL PATIENT REVENUE	\$ 269,321	\$ 189,044	42.5%	\$ 166,335	61.9%	\$ 1,083,199	\$ 914,065	18.5%	\$ 793,759	36.5%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 118,690	\$ 86,663	37.0%	\$ 82,176	44.4%	\$ 572,086	\$ 419,031	36.5%	\$ 395,332	44.7%
Policy Adjustments	68,262	34,155	99.9%	21,818	212.9%	183,129	165,144	10.9%	103,819	76.4%
Uninsured Discount	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Indigent	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Provision for Bad Debts	54,297	31,248	73.8%	25,404	113.7%	167,677	151,089	11.0%	126,981	32.0%
TOTAL REVENUE DEDUCTIONS	\$ 241,249	\$ 152,066	58.6%	\$ 129,398	86.4%	\$ 922,892	\$ 735,264	25.5%	\$ 626,133	47.4%
	89.58%	80.44%		77.79%		85.20%	80.44%		78.88%	
NET PATIENT REVENUE	\$ 28,072	\$ 36,978	-24.1%	\$ 36,937	-24.0%	\$ 160,307	\$ 178,801	-10.3%	\$ 167,627	-4.4%
						14.8%				
OTHER REVENUE										
Other Income	\$ 245	\$ 1,101	-77.8%	\$ 2,016	-87.9%	\$ 5,240	\$ 5,505	-4.8%	\$ 6,634	-21.0%
TOTAL OTHER REVENUE	\$ 245	\$ 1,101	-77.8%	\$ 2,016	-87.9%	\$ 5,240	\$ 5,505	-4.8%	\$ 6,634	-21.0%
NET OPERATING REVENUE	\$ 28,316	\$ 38,079	-25.6%	\$ 38,953	-27.3%	\$ 165,547	\$ 184,306	-10.2%	\$ 174,261	-5.0%
OPERATING EXPENSE										
Salaries and Wages	\$ 235,572	\$ 251,145	-6.2%	\$ 222,540	5.9%	\$ 1,230,055	\$ 1,255,148	-2.0%	\$ 1,185,625	3.7%
Benefits	25,914	30,001	-13.6%	24,773	4.6%	84,598	107,913	-21.6%	76,316	10.9%
Temporary Labor	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Physician Fees	(259,248)	(259,248)	0.0%	(259,248)	0.0%	(1,296,240)	(1,296,240)	0.0%	(1,296,240)	0.0%
Purchased Services	790	2,490	-68.3%	430	83.8%	4,105	12,450	-67.0%	5,701	-28.0%
Supplies	474	352	34.7%	822	-42.3%	1,152	1,709	-32.6%	2,374	-51.5%
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%	3,267	4,010	-18.5%	4,607	-29.1%
Insurance	8,464	9,450	-10.4%	9,722	-12.9%	42,320	47,250	-10.4%	48,608	-12.9%
Other Expense	580	565	2.6%	307	88.9%	1,515	2,825	-46.4%	1,791	-15.4%
TOTAL OPERATING EXPENSES	\$ 13,199	\$ 35,557	-62.9%	\$ (1) -1000038.6%		\$ 70,773	\$ 135,065	-47.6%	\$ 28,783	145.9%
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	\$ 13,199	\$ 35,557	-62.9%	\$ (1) -1000038.6%		\$ 70,773	\$ 135,065	-47.6%	\$ 28,783	145.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ 15,117	\$ 2,522	499.4%	\$ 38,954	-61.2%	\$ 94,774	\$ 49,241	92.5%	\$ 145,478	-34.9%
Operating Margin	53.39%	6.62%	706.1%	100.00%	-46.6%	57.25%	26.72%	114.3%	83.48%	-31.4%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
CAPITAL CONTRIBUTION	\$ 15,117	\$ 2,522	499.4%	\$ 38,954	-61.2%	\$ 94,774	\$ 49,241	92.5%	\$ 145,478	-34.9%
ADJUSTED OPERATING EBIDA	\$ 15,117	\$ 2,522	499.4%	\$ 38,954	-61.2%	\$ 94,774	\$ 49,241	92.5%	\$ 145,478	-34.9%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Procedures	705	540	30.56%	342	106.14%	3,349	2,611	28.27%	1,951	71.66%
Total Provider FTE's	7.4	8.1	-9.26%	7.4	-0.18%	7.3	7.5	-2.41%	7.4	-0.31%
Total Staff FTE's	1.0	1.1	-5.73%	1.0	1.35%	1.0	1.0	6.35%	1.0	2.79%
Total FTE's	8.4	9.2	-8.85%	8.4	0.00%	8.4	8.5	-1.41%	8.4	0.06%

**ECTOR COUNTY HOSPITAL DISTRICT
FEBRUARY 2026**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 46,506,400	42.3%	\$ 41,202,194	38.6%	\$ 219,543,851	38.9%	214,318,908	38.7%
Medicaid	11,953,615	10.9%	11,877,638	11.1%	56,424,688	10.0%	60,930,440	11.0%
Commercial	35,959,463	32.7%	40,119,345	37.6%	203,925,137	36.2%	203,718,464	36.8%
Self Pay	12,214,981	11.1%	10,082,349	9.5%	65,448,083	11.6%	56,535,509	10.2%
Other	3,426,189	3.1%	3,361,694	3.2%	18,432,853	3.3%	17,831,205	3.2%
TOTAL	\$ 110,060,648	100.0%	\$ 106,643,221	100.0%	\$ 563,774,613	100.0%	553,334,526	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 8,446,661	37.3%	\$ 8,273,825	35.2%	\$ 44,153,640	36.4%	44,945,439	37.6%
Medicaid	2,960,846	13.1%	3,285,596	14.0%	14,836,984	12.2%	12,653,302	10.6%
Commercial	8,622,498	38.1%	9,194,447	39.1%	50,783,307	41.8%	49,106,607	41.1%
Self Pay	1,426,886	6.3%	1,362,016	5.8%	6,499,028	5.4%	6,497,011	5.4%
Other	1,171,915	5.2%	1,376,802	5.9%	5,111,836	4.2%	6,219,534	5.2%
TOTAL	\$ 22,628,807	100.0%	\$ 23,492,687	100.0%	\$ 121,384,795	100.0%	119,421,894	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
FEBRUARY 2026**

	Hospital	ProCare	TraumaCare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:				
Excess of Revenue over Expenses	\$ 5,741,080	-	94,774	\$ 5,835,854
Noncash Expenses:				
Depreciation and Amortization	6,923,403	2,776	-	6,926,179
Unrealized Gain/Loss on Investments	385,656	-	-	385,656
Accretion (Bonds) & COVID Funding	(220,813)	-	-	(220,813)
Changes in Assets and Liabilities				
Patient Receivables, Net	(933,734)	(1,042,018)	(55)	(1,975,807)
Taxes Receivable/Deferred Revenue	14,446,095	(18,238)	-	14,427,857
Inventories, Prepays and Other	(5,641,240)	(41,878)	707	(5,682,410)
LT Lease Rec	766,962	-	-	766,962
Deferred Inflow of Resources	-	-	-	-
Accounts Payable	(6,614,177)	850,332	(87,411)	(5,851,256)
Accrued Expenses	(1,825,965)	249,026	(8,016)	(1,584,954)
Due to Third Party Payors	(2,479,222)	-	-	(2,479,222)
Deffered Inflows of Resources-GASB 87 Lessor	(802,952)	-	-	(802,952)
Accrued Post Retirement Benefit Costs	(2,516,818)	-	-	(2,516,818)
Net Cash Provided by Operating Activities	<u>\$ 7,228,275</u>	<u>0</u>	<u>-</u>	<u>\$ 7,228,275</u>
Cash Flows from Investing Activities:				
Investments	\$ (1,452,272)	-	-	\$ (1,452,272)
Acquisition of Property and Equipment	<u>(4,419,616)</u>	<u>-</u>	<u>-</u>	<u>(4,419,616)</u>
Net Cash used by Investing Activities	<u>\$ (5,871,888)</u>	<u>-</u>	<u>-</u>	<u>\$ (5,871,888)</u>
Cash Flows from Financing Activities:				
Current Portion Debt	\$ 23,800	-	-	\$ 23,800
Principal Paid on Subscription Liabilities	360,114	-	-	360,114
Principal Paid on Lease Liabilities	(274,429)	-	-	(274,429)
LT Liab Subscriptions	(577,499)	-	-	(577,499)
LT Liab Leases	(1,975)	-	-	(1,975)
Net Repayment of Long-term Debt/Bond Issuance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Cash used by Financing Activities	<u>(469,990)</u>	<u>-</u>	<u>-</u>	<u>(469,990)</u>
Net Increase (Decrease) in Cash	886,398	0	-	886,398
Beginning Cash & Cash Equivalents @ 9/30/2025	<u>27,702,192</u>	<u>4,700</u>	<u>-</u>	<u>27,706,892</u>
Ending Cash & Cash Equivalents @ 2/28/2026	<u>\$ 28,588,590</u>	<u>\$ 4,700</u>	<u>\$ -</u>	<u>\$ 28,593,290</u>



Financial Presentation

For the Month Ended

February 28, 2026

Results From Operations

February 28, 2026

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	
Inpatient Revenue	\$59,456,478	\$58,019,777	\$1,436,701	2.5%
Outpatient Revenue	62,621,256	63,787,800	(1,166,544)	-1.8%
Total Patient Revenue	<u>122,077,734</u>	<u>121,807,577</u>	270,157	0.2%
Less: Deductions	<u>97,565,180</u>	<u>94,987,167</u>	2,578,013	2.7%
Net Patient Revenue	24,512,554	26,820,410	(2,307,856)	-8.6%
Supplemental Funding	2,689,800	2,710,417	(20,617)	-0.8%
Tax Revenue	6,966,586	8,591,313	(1,624,727)	-18.9%
Other Revenue	<u>2,191,030</u>	<u>1,963,378</u>	227,652	11.6%
Total Operating Revenue	<u>36,359,970</u>	<u>40,085,518</u>	<u>(3,725,548)</u>	-9.3%
Salaries, Benefits & Contract Labor	19,408,400	19,997,921	(589,521)	-2.9%
Physician Fees incl TTU	2,278,733	2,352,830	(74,097)	-3.1%
Purchased Services	5,286,753	5,190,652	96,101	1.9%
Supplies	6,523,657	6,985,515	(461,858)	-6.6%
Repairs and Maintenance	582,334	881,826	(299,492)	-34.0%
Other Expense	1,091,651	999,924	91,727	9.2%
ECHD Assistance	86,242	113,629	(27,387)	-24.1%
Interest Expense	98,749	79,143	19,606	24.8%
Depreciation	<u>2,340,742</u>	<u>2,110,854</u>	229,888	10.9%
Total Operating Expenses	<u>37,697,261</u>	<u>38,712,294</u>	<u>(1,015,033)</u>	-2.6%
Gain (Loss) from Operations	(1,337,291)	1,373,224	(2,710,515)	-197.4%
Non-operating Income	<u>1,040,787</u>	<u>612,342</u>	428,445	70.0%
Excess Income over Expenses	<u>(\$296,504)</u>	<u>\$1,985,566</u>	<u>(\$2,282,070)</u>	-114.9%

Results From Operations - YTD

February 28, 2026

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	
Inpatient Revenue	\$307,463,880	\$290,168,882	\$17,294,998	6.0%
Outpatient Revenue	313,352,738	319,111,854	(5,759,116)	-1.8%
Total Patient Revenue	620,816,618	609,280,736	11,535,882	1.9%
Less: Deductions	488,091,612	475,040,813	13,050,799	2.7%
Net Patient Revenue	132,725,006	134,239,923	(1,514,917)	-1.1%
Supplemental Funding	14,451,089	13,552,085	899,004	6.6%
Tax Revenue	38,634,118	38,702,250	(68,132)	-0.2%
Other Revenue	9,516,870	9,843,327	(326,457)	-3.3%
Total Operating Revenue	195,327,084	196,337,585	(1,010,502)	-0.5%
Salaries, Benefits & Contract Labor	100,019,467	100,465,171	(445,704)	-0.4%
Physician Fees incl TTU	11,861,518	11,763,607	97,911	0.8%
Purchased Services	26,758,620	25,595,114	1,163,506	4.5%
Supplies	33,370,743	34,954,123	(1,583,380)	-4.5%
Repairs and Maintenance	4,289,896	4,478,754	(188,858)	-4.2%
Other Expense	4,685,814	4,871,504	(185,690)	-3.8%
ECHD Assistance	558,635	568,145	(9,510)	-1.7%
Interest Expense	433,476	396,256	37,220	9.4%
Depreciation	11,199,901	10,872,485	327,416	3.0%
Total Operating Expenses	193,178,070	193,965,159	(787,089)	-0.4%
Gain from Operations	2,149,014	2,372,426	(223,412)	-9.4%
Non-operating Income	3,686,840	3,031,793	655,047	21.6%
Excess Income over Expenses	\$5,835,854	\$5,404,219	\$431,635	8.0%

Results From Operations

February 28, 2026

<u>Loss From Operations</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Current Month	(\$1,337,291)	\$1,373,224	(\$2,710,515)

February Major Variances

- Net revenue is unfavorable \$2.3M caused by unfavorable payor mix (\$535K) coupled with lower acuity.
- Tax revenue is \$1.6M under budget due to timing of sales tax, YTD is on budget
- Other revenue is \$227K favorable driven by retail pharmacy sales
- Salaries, Benefits & Contract Labor is favorable \$590K. Salaries were lower with outpatient volumes and overall department productivity targets were met. Benefits expense was unfavorable \$96K due to timing of employee health and pharmacy claims.
- Purchased services were unfavorable \$96K due to higher than budgeted Oracle Health costs, additional Experian insurance verification software, higher volumes in reference lab, and other various smaller variances.

Results From Operations

February 28, 2026

February Major Variances continued

- Supplies variance was \$462K favorable due to lower patient volumes with decreased drug and supply costs in surgery and cath lab.
- Repairs and maintenance expenses were \$299K favorable due to various service contracts that were not renewed and timing of various maintenance.
- Depreciation was unfavorable by \$229K caused primarily by YTD reclass of IT service agreement amortization previously expensed as service contracts in repairs and maintenance.
- Non-operating income was favorable by \$428K driven primarily by a funding donation from the Foundation (\$278K), and quarterly income from inpatient rehabilitation partnership(\$283K) budgeted monthly instead of quarterly.

Results From Operations

February 28, 2026

<u>Gain From Operations</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Year-To-Date	\$2,149,014	\$2,372,426	(\$223,412)

YTD Major Variances

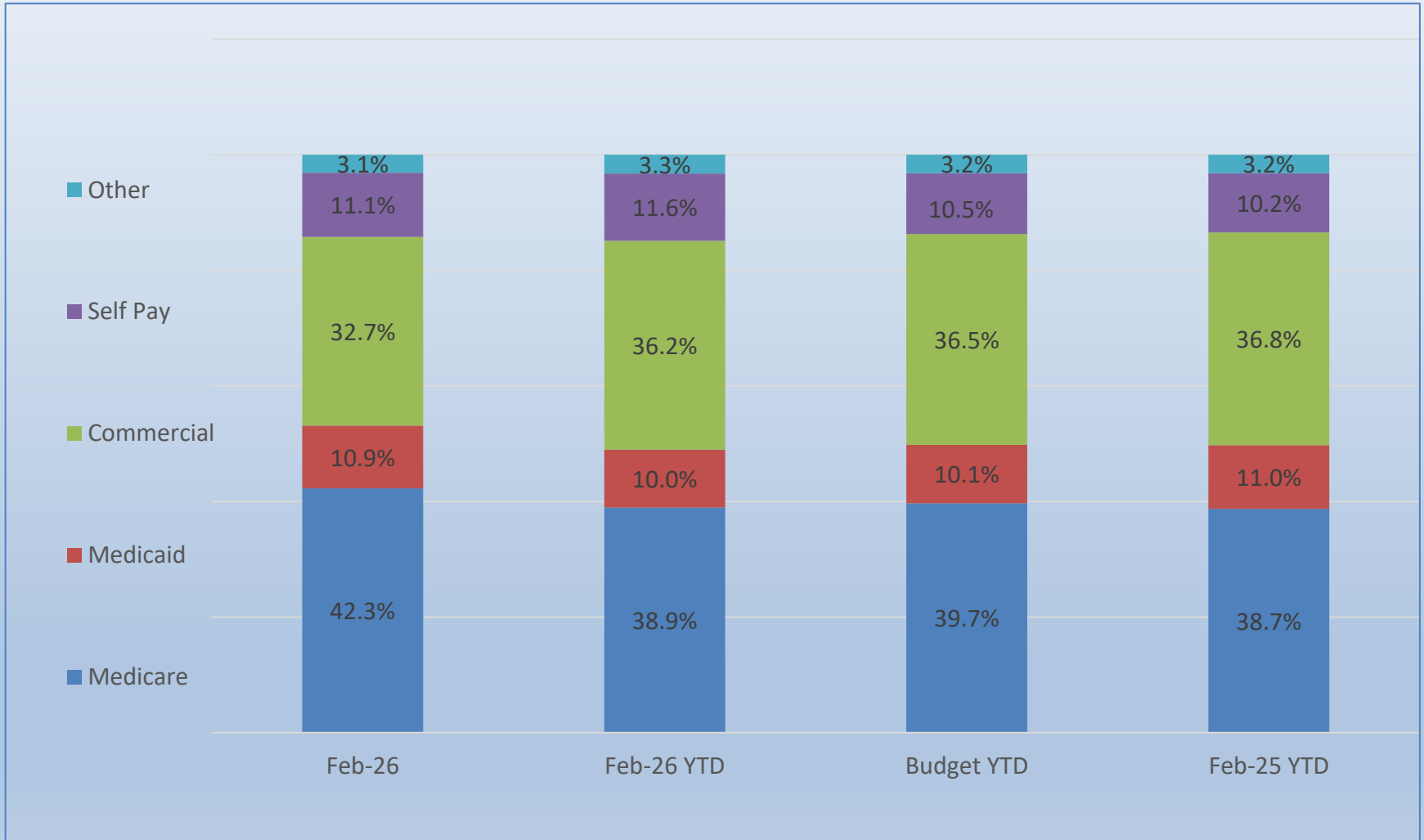
- Net Patient Revenue was \$1.5M lower. Favorable volume variance of \$2.8M was offset by \$1.1M in unfavorable payor mix variance coupled with decreased CMI and a shift to inpatient.
- Supplemental Revenue was favorable \$899k due to \$918K in ATLIS program distributions for FY25.
- Purchased Services was \$1.2M over with higher than budgeted collection fees, reference lab, energy-as-a-service expense, and additional Cerner fees.
- Supplies Expense was under \$1.6M caused by favorable cost of drugs and lower patient volume in the Cath Lab.
- Favorable non-operating income of \$655k resulted from a \$246K recognition in funding from the Foundation; \$134K in FEMA equipment funding from prior year, and \$481K higher than budgeted receipts from the inpatient rehabilitation partnership. This was offset by \$207K unfavorable variance in other partnerships due to timing of the receipt of payment but should be closer to budget by end of year.

Key Statistics

February 28, 2026

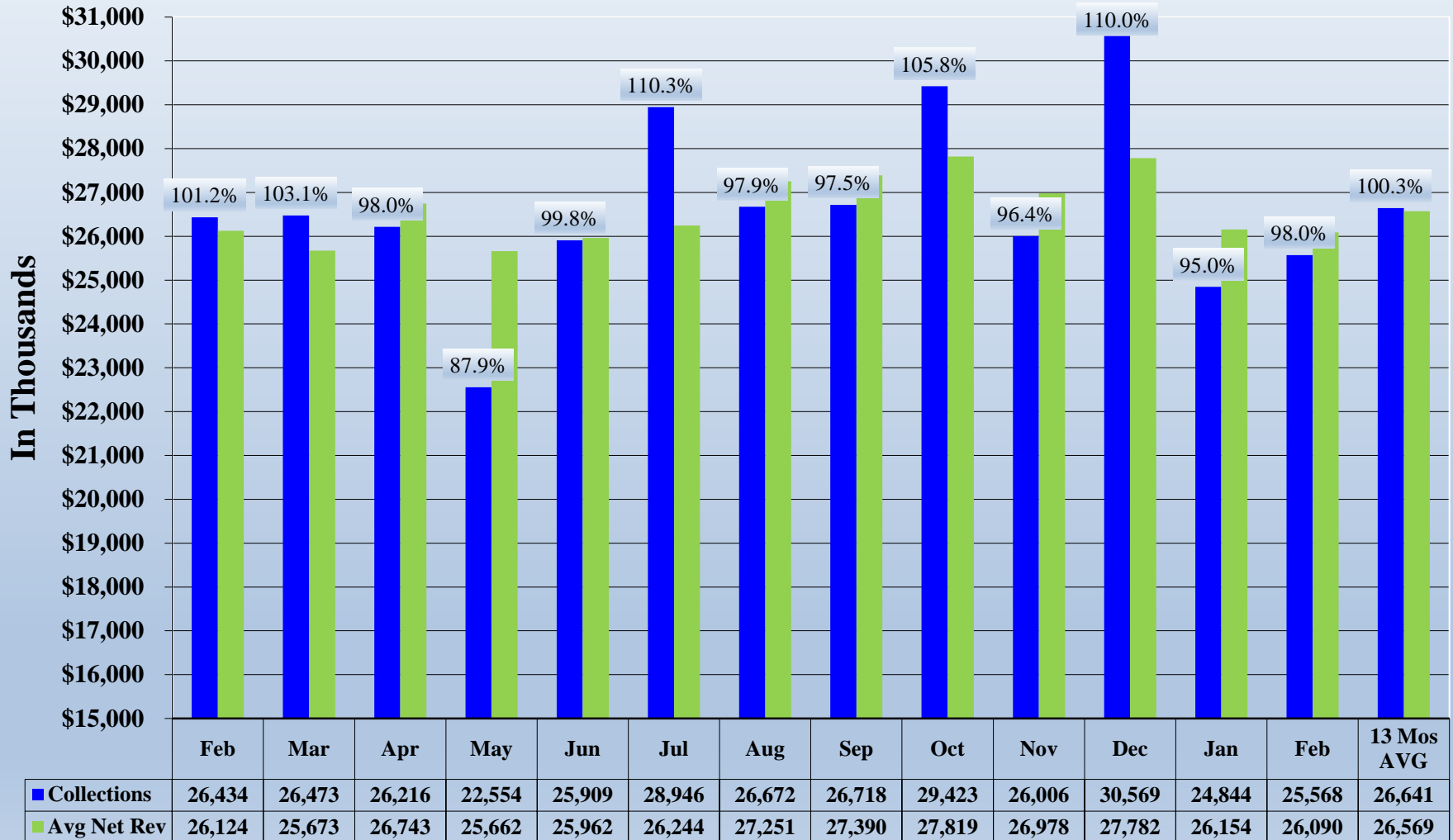
	CURRENT MONTH				YEAR-TO-DATE			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Var %</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Var %</u>
Inpatient Days	6,006	5,572	434	7.8%	30,716	27,881	2,835	10.2%
Admits	1,136	1,159	(23)	-2.0%	6,005	5,796	209	3.6%
CMI	1.7090	1.7598	-0.0508	-2.9%	1.7212	1.7598	-0.0386	-2.2%
Length of Stay	5.29	4.81	0.48	10.0%	5.12	4.81	0.31	6.3%
GMLOS	5.29	3.91	1.38	35.3%	5.12	3.90	1.22	31.3%
Surgeries	676	769	(93)	-12.1%	3,707	3,845	(138)	-3.6%
Emergency Visits	4,997	5,123	(126)	-2.5%	25,067	25,620	(553)	-2.2%
Urgent Care Visits	2,934	2,296	638	27.8%	11,880	11,485	395	3.4%
FHC Visits	4,000	4,661	(661)	-14.2%	18,787	22,776	(3,989)	-17.5%
Primary & Specialty Clinic	7,852	7,907	(55)	-0.7%	38,457	37,270	1,187	3.2%

Hospital Payor Mix



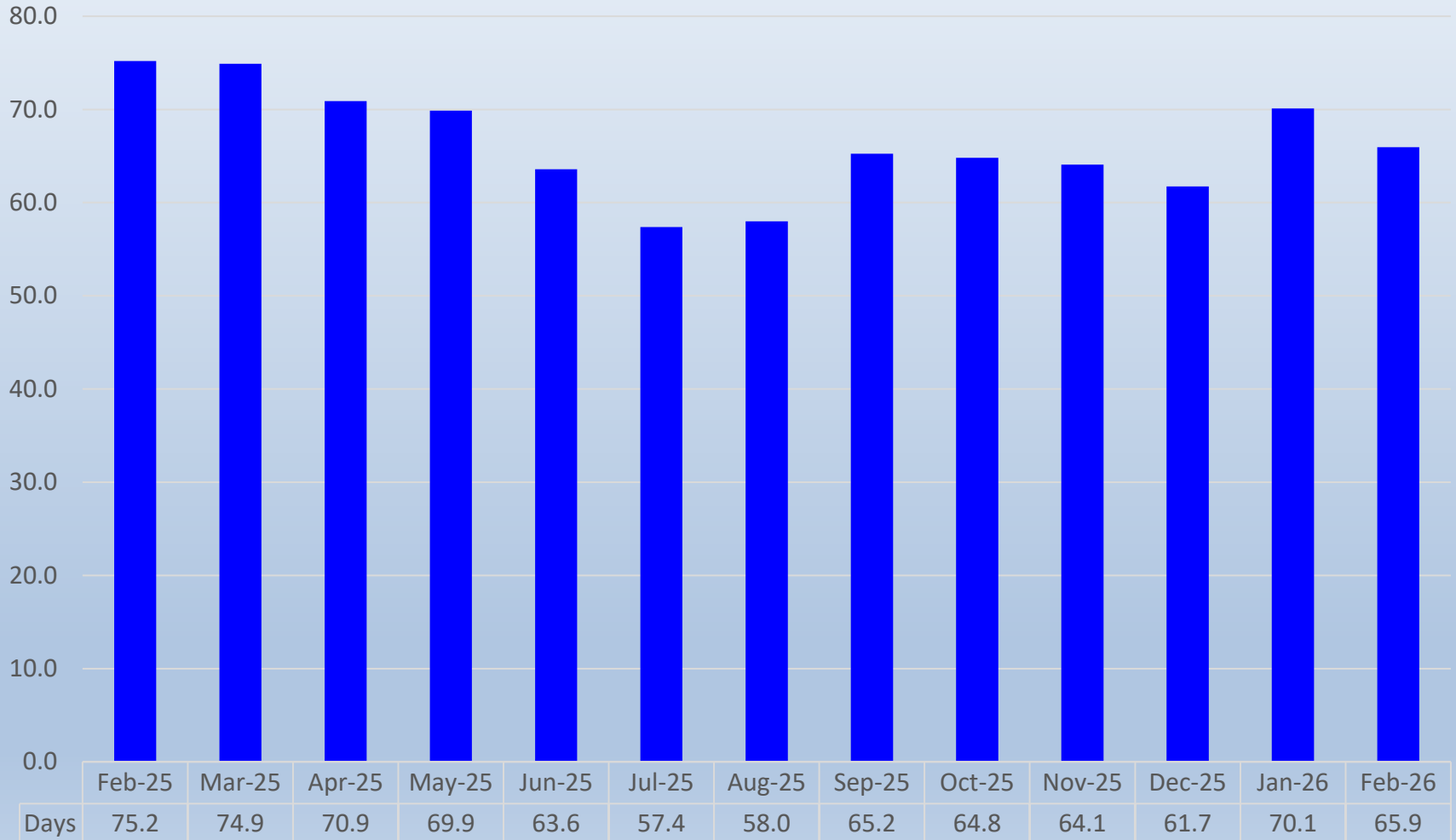
Total AR Cash Receipts

13 Month Trending



Days Cash on Hand

Thirteen Month Trending



MEMORANDUM

TO: ECHD Board of Directors

FROM: Linda Carpenter, Chief Information Officer

SUBJECT: Star Care Health Services – SharePoint Software Development & Support
 3yr Renewal

DATE: April 1, 2026

Cost:
 SharePoint Software Development & Support \$139,500.00
(Annual Cost–3yr Agreement)

Budget Reference:
 Operational Funds \$139,500.00
 (Annually)

Background:

Star Care Health Services provides software development and support services for Medical Center Health System (MCHS) SharePoint technology. SharePoint is used as a secure platform to store, organize, share, and access information, including the MCHS intranet home page and various departmental SharePoint sites.

Star Care fully supports and maintains all aspects of MCHS SharePoint sites. The team implements new intranet sites and workflows at the request of MCHS, troubleshoots SharePoint-related issues, and continually makes enhancements to optimize site functionality. Because workflows can be complex, Star Care tests and implements the latest Microsoft tools to develop advanced and efficient solutions.

Renewing Star Care Health Services will ensure continued support, stability, and ongoing development for all MCHS SharePoint sites.

Funding:

Star Care Health Services 3yr agreement with annual fees of \$139,500.00 will come from operational budgeted funds for this service.



MEMORANDUM

To: ECHD Board of Directors

From: Julia Navarrete, BSN, RN, RNC-NIC

Date: 3/5/2026

Subject: Capital Request for Replacement of Patient Monitoring System in Level III NICU

Cost:

\$533,323.45

Objective/Background:

The existing monitors in the Level III Neonatal Intensive Care Unit have reached the end of their functional lifespan. The NICU requires continuous cardiorespiratory monitoring to safely manage high-risk neonates who require complex care in the NICU. The Level III NICU at Medical Center Hospital currently supports 30 private rooms with monitoring.

Attached are the quotes for \$533,323.45 to replace the current Nihon Kohden Monitors and the MCH Foundation minutes noting approval of funds from the Children's Miracle Network to support the purchase of this equipment. The purchase of this equipment is vital to maintain the quality of care necessary for our infants in the Level III NICU.

Comparison:

We did not look at other monitors as our organization is currently using all Nihon Kohden monitors on all other units that utilize bedside patient monitoring

Staffing:

No additional staffing is required for this upgrade

What if we do not purchase this? :

Monitors must be a part of the care for our infants- if we do not have cardiac monitors, we run the risk of having to transfer babies out to other hospitals

Implementation Time Frame:

July of 2026

Funding:

Foundation/CMN

The existing monitors in the Level III Neonatal Intensive Care Unit have reached the end of their functional lifespan. The NICU requires continuous cardiorespiratory monitoring to safely manage high-risk neonates who require complex care in the NICU. The Level III NICU at Medical Center Hospital currently supports 30 private rooms with monitoring.

Attached are the quotes for \$533,323.45 to replace the current Nihon Kohden Monitors and the MCH Foundation minutes noting approval of funds from the Children's Miracle Network to support the purchase of this equipment. The purchase of this equipment is vital to maintain the quality of care necessary for our infants in the Level III NICU.

Thank you for your time,

Julia Navarrete BSN, RN, RNC-NIC
NICU & Pediatrics Director
Neonatal Program Manager

MEDICAL CENTER HOSPITAL
500 W 4th St
Odessa, TX-79761

Dear Customer,

Since our inception more than 70 years ago, Nihon Kohden has dedicated itself exclusively to advancing patient monitoring, neurology and ventilation, driven by our desire to help patients around the world. Our tireless work, as well as our experiences on the front lines of healthcare, have given us deep insights into the challenges faced by the healthcare industry— challenges we are committed to helping you meet. Each Nihon Kohden advancement is designed with one purpose in mind: To solve a problem healthcare providers face in delivering exemplary care to their patients.

In today's world we also understand that your challenges are more than just products. Our differentiation does not stop with our approach to patient care. Rather, it continues with meaningful financial models to make our technology accessible to all. When you are ready to move forward we can help to lessen the financial burden of a capital equipment purchase or eliminate it completely using one of our many customized financial models. We host an array of equipment acquisition models from subscription and all-inclusive service programs to usage-based options that can meet whatever your financial goals are for this project.

NKA's core purpose, our drive, has always been to design and build medical devices that increase patient care quality, while delivering measurable savings to the hospitals we serve. By providing more cost-efficient, state-of-the-art solutions, we enable hospitals to do more—to achieve a level of operational and financial performance that translates into more patients served, and more lives saved.

We welcome the chance to discuss our offerings in further detail.

Very respectfully,



Gary Counter
SVP of Sales, North America

CUSTOMER MEDICAL CENTER HOSPITAL 500 W 4th St Odessa, TX - 79761	Quote #	725007
	Date	03/02/2026
	Valid Until	05/31/2026
	Payment Terms	80% on Delivery, 20% Net 30 days.
	FOB Terms	FOB Destination, Prepaid and Added
	Contract	Vizient - Academic Facilities (M)
	Contract Number	CE7635
	Prepared By	Scott Kujak
	Email	scott_kujak@nihonkohden.com
	Phone	512-831-2904

Quote Summary

Department	Total Cost	Total Disc (\$)	Net Amount
Neonatal Intensive Care Unit (NICU)	\$640,719.18	\$158,482.31	\$482,236.87
IT Items (Interface Products and Services)	\$7,500.00		\$7,500.00
INSTALL-SOLUTION Standard	\$43,586.58		\$43,586.58
Total	\$691,805.76	\$158,482.31	\$533,323.45

Department: Neonatal Intensive Care Unit (NICU)

Product	Description	Qty	List Price (\$)	Extended Price (\$)	Total Disc (\$)	Disc %	Net Ext. Price (\$)
CSM-1632-T-NKFL/ZA	Life Scope G5 15", BSM-1700, Nellco SpO2	30	17,010.00	510,300.00	127,575.00	25.00	382,725.00
TG-980P	Cap-One Smart Cable EtCO2 Sensor	4	3,250.80	13,003.20	3,250.80	25.00	9,752.40
YG-214T	Cap-One Airway Adapter, Infant, Box 30	2	346.00	692.00	65.74	9.50	626.26
YG-242T	Cap-One EtCO2 Mask, Infant, Box 10	2	236.00	472.00	44.84	9.50	427.16
YN-925P	NIBP Long Air Hose For Neonate BP Cuffs	30	115.00	3,450.00	327.75	9.50	3,122.25
A/VNN1ST-SQ-10	Disp Vinyl BP Cuff, Neo Size 1, 10/Box	2	30.00	60.00	5.70	9.50	54.30
A/VNN2ST-SQ-10	Disp Vinyl BP Cuff, Neo Size 2, 10/Box	2	30.00	60.00	5.70	9.50	54.30
A/VNN3ST-SQ-10	Disp Vinyl BP Cuff, Neo Size 3, 10/Box	2	30.00	60.00	5.70	9.50	54.30
A/VNN4ST-SQ-10	Disp Vinyl BP Cuff, Neo Size 4, 10/Box	2	30.00	60.00	5.70	9.50	54.30
A/VNN5ST-SQ-10	Disp Vinyl BP Cuff, Neo Size 5, 10/Box	2	30.00	60.00	5.70	9.50	54.30
A/ECG-N-ADVT	Cable, ECG Neonate, For Indiv 3 Lead	30	126.00	3,780.00	359.10	9.50	3,420.90
A/WS-0012-02	VHM-PL arm, Slide-Above-Arm, G5 G5 Max	29	1,566.00	45,414.00	11,353.50	25.00	34,060.50
A/WMM-0006-04	Hook, Utility, Pivoting Arms	29	37.80	1,096.20	274.05	25.00	822.15
A/0071-16	Mounting Adaptor, GF-210 RA BSM-5/6000	29	70.20	2,035.80	508.95	25.00	1,526.85
RY-910PA	Remote Controller, BSM-6000	6	413.64	2,481.84	620.46	25.00	1,861.38
NGNK-6803-M-ZA	NGNK Non Touch, Multicast, audio	3	17,936.00	53,808.00	13,452.00	25.00	40,356.00
A/11-CA-402-10	Temp Adapt Cable, Straight	30	52.00	1,560.00	148.20	9.50	1,411.80
SB-950P-DB	Battery Pack, G5 and G5 Max	2	330.00	660.00	62.70	9.50	597.30
WS-151P	Recorder Module, G5	1	918.00	918.00	229.50	25.00	688.50
A/FQW-50-2-100	Paper, BSM3/6000/G Series, 10 Pads/Box	1	37.50	37.50	3.56	9.49	33.94

Product	Description	Qty	List Price (\$)	Extended Price (\$)	Total Disc (\$)	Disc %	Net Ext. Price (\$)
NK-RS-5100	Roll Stand For BSM5/6000	1	710.64	710.64	177.66	25.00	532.98
Department total							482,236.87

Department: IT Items (Interface Products and Services)

Product	Description	Qty	List Price (\$)	Extended Price (\$)	Total Disc (\$)	Disc %	Net Ext. Price (\$)
#HL7-P-II	PERPETUAL LIC, HL7, DUAL FEED AND SUPPOR	30	125.00	3,750.00			3,750.00
#HL7-P	PERPETUAL LICENSE FOR HL7, PER DEVICE	30	125.00	3,750.00			3,750.00
Department total							7,500.00

Install Service

Product	Description	Qty	List Price (\$)	Extended Price (\$)	Total Disc (\$)	Disc %	Net Ext. Price (\$)
Install-Solution-M	Install Solution	1	43,586.58	43,586.58	0.0		43,586.58

Total Gross Price	691,805.76
Contract Discount	158,482.31
Net Amount Payable	533,323.45

Customer Notes








Enterprise Gateway (NK-HiQ-EG/ZA), HL7 Server Extension (A/HL7-PSF), and Send to EMR Server Extension (HL7-PSF-PE) are required to utilize quoted plug-ins, licenses, and/or associated equipment. Quote assumes these are on site.

Life Scope G5, G5 Max, and/or G7 series monitors require Enterprise Gateway with software versions 02-06 and above for a fully compatible network connected to an EMR. This requirement is not applicable if the Life Scope G5, G5 Max, and/or G7 are used as standalone and not intended to communicate with the customer's EMR. G5, G5 Max, and/or G7 monitors are not compatible with Legacy Servers or CNS-6201 using old user interface (<v.03-40). Optional QI-152P side board is required for interactive remote display functionality and must be factory installed at time of purchase. If QI-152P is requested post install, customer will be responsible to send any bedside monitors back to Nihon Kohden to have units properly equipped with the QI-152P side board. Customer will be responsible for any costs associated with shipping/ handling, installation, and configuration.




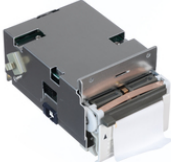


Multicast NGNK-6803-M-ZA and NGNK-6804-M-ZA are only compatible on NK-HiQ Enterprise Gateway software version 04-01b and prior versions, along with CNS Remote Client Server Software (A/NK-HiQ-RNS-RSF) versions 02-10B or older. Current versions of Enterprise Gateway (04-03 and above) can only support Unicast Remote Monitoring and are not compatible with the multicast clients, and these cannot exist within the same environment. All NGNK model numbers are compatible with the CNS-6801 and the CNS-2101. The GUI (graphic user interface) that duplicates the CNS-2101 is only available for Unicast deployments. If the customer is running a Multicast NGNK environment, the CNS-2101 version is unavailable.

Enterprise Gateway (NK-HiQ-EG/ZA) and CNS Remote Client Server Extension (A/NK-HiQ-RNS-RSF) are required to utilize quoted plug-ins, licenses, and/or associated equipment. Quote assumes these are on site.

List of Products

Product	Long Description	Image
CSM-1632-T-NKFL/ZA	Bedside monitor with 15.6" LCD tempered glass touch true flat screen. Includes main unit, BSM-1753A transport monitor with 5.7" color touch screen and 3 Multi-Port connectors, battery and patient cables. Measures ECG, Nellcor SpO2, NIBP and more parameters. Covered by a five year warranty.	
TG-980P	cap-ONE Smart Cable etCO2 Sensor, 2nd generation for intubated and non-intubated applications.	
YG-214T	cap-ONE etCO2 Intubated Airway Adapter, Neonate/Infant. For neonate and infant patients below 7 kg. Does not include inner connector to reduce dead space. Must be used with breathing circuit connectors that have an inner connector. The endotracheal tube size must be 4.0 mm or less. For TG-980P etCO2 sensor. Dead space: 1.8 mL	
YG-242T	Infant Mask for non-intubated CO2 monitoring with the TG-970P or TG-980P CO2 Sensor. Also provides for oxygen delivery. For patients between 7 and 20 kg. Box of 10	
YN-925P	NIBP long snap connector air hose for neonate BP cuffs, 3.5 m	
A/VNN1ST-SQ-10	Disposable Vinyl Blood Pressure Cuff, Neonate Size 1, 3-6 cm, 10/box	
A/VNN2ST-SQ-10	Disposable Vinyl Blood Pressure Cuff, Neonate Size 2, 4-8 cm, 10/box	

Product	Long Description	Image
A/VNN3ST-SQ-10	Disposable Vinyl Blood Pressure Cuff, Neonate Size 3, 6-11 cm, 10/box	
A/VNN4ST-SQ-10	Disposable Vinyl Blood Pressure Cuff, Neonate Size 4, 7-13 cm, 10/box	
A/VNN5ST-SQ-10	Disposable Vinyl Blood Pressure Cuff, Neonate Size 5, 8-15 cm, 10/box	
A/ECG-N-ADVT	Cable, ECG Neonate, for individual 3 lead, 3 m	
A/WS-0012-02	VHM-PL (Locking) Variable Height Arm with Slide-In Mounting Plate - for G5 G5 Max. Slide-Above-Arm Configuration	
A/WMM-0006-04	Utility Hook for Cable Management with all Mounting arms.	
A/0071-16	BSM-5000, BSM-6000 Series Mounting Adaptor Plate. (Required for all wall mounts.) Mounting Adaptor Plate to allow a GF-210RA Anesthesia Multi-Gas Unit to be mounted on a GCX arm. Arm not included.	

Product	Long Description	Image
RY-910PA	Wireless remote control for BSM-6000 and BSM-9000 series monitors. Allows for full operation of multiple bedside monitors.	
NGNK-6803-M-ZA	NGNK Remote Monitoring Station, Non-Touch, Multicast	
A/11-CA-402-10	Temperature Adapter Cable, Straight Connects 400 Series probes to Nihon Kohden bedside monitor. Monitor connector: straight 1/4" mono phono plug, Probe connector: 2 pin Molex Connector.	
SB-950P-DB	Battery Pack, Life Scope G5 and G5 Max. Maximum two per monitor. Up to 3 hours operating time for Life Scope G5 with two batteries and 2 Hours for Life Scope G5 Max.	
WS-151P	Strip Recorder Module for Life Scope G5 series monitor	
A/FQW-50-2-100	Recording Paper for CNS-6200 series central stations (WS-960P-01A) plus BSM-3500 (WS-371P), BSM-6000 (WS-671P), BSM-9000 (WS-960P-01A) and LifeScope G9 (WS-960P-01A) series monitors. Will also work with RNS Recorder (WS-960P-01A only). 10 packs per box.	
NK-RS-5100	Roll Stand with Basket and Handle for BSM-5000 & BSM-6000 beside monitors and BSM-1700 Docking Station. Includes adaptor plate for monitor for bedside monitors. Requires a Docking Station plate.	
#HL7-P-II	Perpetual license for "Send to EMR" function for snippets, per device.	
#HL7-P	Perpetual license for HL7 interface, per device.	

Install Product Description

Intro a. The implementation of Nihon Kohden Patient Monitoring Solutions is a multicategory process lead by a Nihon Kohden America (NKA) cross-functional team of subject matter experts, including but not limited to Installation Specialists, Design Planning, Network Engineers, Project Managers, Clinical Application Specialists, and Client IT Services, as well as third party representatives. Executed in partnership with Hospital IT and Hospital Technology Management Departments, each implementation is carried out keeping in mind the environmental requirements and patient care specifications of each client site. Every client site provides a unique implementation environment and therefore requires solution validation and design document verification. Depending upon physiological monitoring needs, the services below may apply. However, please note that deployment, installation, and support for NK-HiQ Enterprise Gateway (physical or virtual), servers, and server-based applications are quoted separately and not included in any of the following services.

Patient Monitoring Device Installation: a. Patient monitoring devices, including network infrastructure, are configured and installed in patient care areas specific to each site's customer implementation plan. Network connectivity and device functionality is verified prior to first patient use. If network infrastructure installation is completed by NKA, all terminations (in wall jacks, patch panels, etc.) will be completed and verified by NKA resources and testing document will be provided. b. All devices are deployed on mounting solutions that meet device and patient care area requirements. NKA accepts responsibility for assembly and installation of all new mounting solutions (arms, roll stands, etc.) purchased by the customer or NKA. If the customer chooses to use existing network infrastructure or mounting solutions, all existing components must be verified/modified by the customer before first patient use. All modification to the infrastructure of the site, electrical or otherwise, must be completed by the customer. Cable pulls not included unless otherwise specified.

Clinical Partnership Program. Our Standard 4-Part Clinical Partnership Program provides weekday education and support during monitoring system implementation. NKA's education courses focus on adult learning theory and utilize a blended-learning concept to improve efficiencies and facilitate the learning process. The Standard 4-Part Clinical Partnership Program consists of: Online Education Modules – Product training is offered through Nihon Kohden University (NKU), Healthstream, or the hospital's current Learning Management System (LMS). Online education is offered at no additional charge and is available for the life of the equipment. The education modules can be accessed at any time and there is no limit to the number of times the content can be viewed. Online education is the foundation for the training program and should be viewed by 100% of hospital staff. Super User Classes – Consist of hands-on education designed to complement the online education modules. Super User classes will cover 20% of staff receiving new equipment. Go-live Support – In-person day and evening bedside support is provided during the implementation of the new system. 24/7 Phone Support – Ongoing clinical and technical customer phone support is available for the life of the equipment. The Standard 4-Part Clinical Partnership Program includes clinicians onsite Monday afternoon/evening, Tuesday 7 am to 11 pm, Wednesday 7 am to 11 pm, and Thursday 7 am to 11 pm. For additional Clinical Support services, such as weekend coverage (Friday, Saturday, or Sunday), overnight coverage (11 pm to 7 am), or changes to the Standard Clinical Partnership Program, please contact your Account Executive for pricing and details.

This Quotation is expressly subject to the applicable Terms and Conditions located at Standard Terms & Conditions [<https://www.commerce.us.nihonkohden.com/ecommerce/en/allusers/gq/termsandconditions>] (“the Applicable Terms and Conditions”). The Applicable Terms and Conditions are incorporated by reference herein and form an integral part hereof. This Quotation and the Applicable Terms and Conditions constitute the complete Agreement (“the Agreement”) between Nihon Kohden America, LLC (“NKA”), and the Buyer listed on the face of this Quotation with respect to the subject matter hereof, and the Agreement supersedes all prior communications between NKA and Buyer, whether written or oral. Terms that are not defined in this Quotation have the meaning(s) set forth in the Applicable Terms and Conditions.

For Customers purchasing under a valid GPO Agreement, the Terms and Conditions of such an agreement will supersede, and prevail over, any contrary “Standard Terms and Conditions” set forth herein.

Any statement to the contrary notwithstanding, if Buyer is purchasing under a fully executed “Partnership Agreement”, “Master Purchase Agreement”, “Supplier Agreement”, or similar written contract with NKA (each, a “Custom Agreement”), the Custom Agreement alone governs the purchase and sale of products between NKA and Buyer, and the Terms and Conditions set forth herein do not and will not apply.



MCHS FOUNDATION BOARD OF DIRECTORS MEETING
MINUTES
September 18, 2025
11:30 am – 1:00 pm
MCHS Conference Room A

Members Present: Maurice Torano, Secretary
Phil Padilla, Treasurer
Alejandra Garcia Fernandez
Paul Lucas
Holley Moore
Britni Veretto
Joe Weeks

Members Absent: Angie King, President
Kelby Davis, Vice President
Sean Trotter, Member at Large
Mason Beddingfield
James Bolton
Brian Brademan

Others Present: Russell Tippin, CEO MCHS
David Dunn, ECHD Board President
Alison Pradon, Vice President of Development
Susan Thornton, Director of Annual Giving & Donor Relations
Cheyanne Jones, Foundation Coordinator
Eva Garcia, Director of Finance

I. Invocation / Lunch

Phil Padilla called the meeting to order at 11:38 am.

II. Consent Agenda

There was a motion and a second to accept the consent agenda which included minutes from the August 31, 2025 Board Meeting as well as the financials ending July 31, 2025. Motion passed.

III. CEO Report

Russell Tippin provided an update on MCHS. *No action taken.*

IV. New Business

a) Capital Funding Requests

i. CMN (Total: \$889,973.25)

1. NICU Wall Monitors: \$534,979.25
2. L&D Delivery Room Spot Lights: 163,200
3. L&D OR Bed: \$61,544
4. L&D Small Warmers: \$48,129
5. L&D Warming Cabinets: \$46,601
6. L&D Case Carts: \$17,992
7. Bilicocoon Bag System: \$6,654
8. Blanket Warmer for Nursery: \$6,069

There was a motion and a second to approve all CMN requests mentioned.

Motion passed.

b) Logo Review

The logo was reviewed. *No action was taken.*

V. Conclusion

The meeting was adjourned at 1:05 pm.

MEMORANDUM

TO: ECHD Board of Directors
FROM: Vonda Lucero MSN, RN, CWON
SUBJECT: Critical Care Support Surfaces and Hillrom Baxter Bed Frames with accessories
DATE: 04/01/2026

Cost:

40 Hillrom-Baxter Surfaces	
40 Hillrom-Baxter Pumps	
40 Hillrom-Baxter Support Surfaces	
40 Hillrom-Baxter Progressa40+ Bed Frames	\$2,079,863.43

Budget Reference:

ENFRA 2026 budgeted funds

Objective/Background:

Technologies that will provide Medical Center Health System's (MCHS) Critical Care patients the newest innovation in Support Surfaces and care during their critical care stay within our facility. This equipment will provide MCHS the ability to continue to meet and maintain the current VAP protocols that have proven successful while decreasing the risk of skin breakdown and complications.

In addition, these critical care beds will provide enhancements such as:

- * Cardiac Chair egress to a standing position for early mobility in intubated and ECMO (Extracorporeal membrane oxygenation) patients.
- * Provide a wider base at 40 in to accommodate a larger girth with out the price and embarrassment of bariatric bed and chair rentals.
- * A translator able to speak 5 languages to the patient through the speaker system including English, Spanish, French, German, and Chinese. (Filipino based on Tagalog through a software update in the fall of 2026)
- * Audible warnings in chosen language to reduce falls. The built-in bed alarm will advise the patient to stay in bed and wait for assistance in a calm voice while activating the alarm for help.
- * A one button bed extender to allow for bed frame and mattress to extend and accommodate patients up to 6' 5" tall, comfortable.
- * Advanced surfaces manage heat, moisture, pressure, shear, and friction to prevent hospital-acquired pressure injuries.
- * The bed aids in turning patients and includes a "boost" feature for easy repositioning.
- * The IntelliDrive® powered transport enables a single caregiver to move the bed easily.
- * The bed features a touchscreen with pulmonary protocol monitoring and customizable settings.

Comparison:

There is currently not a bed on the market to allow for the bed to chair to standing position with the ability to “walk out of the bed.” There is not a bed with a wider base frame that allows for a wider girth to rest comfortably without moving to a bariatric bed. The 1 button extension is also unique to Hillrom-Baxter.

Staffing:

We had a large bed fair allowing all 5 current manufacturers to come in-house for staff to see and work with. The top 2 beds were invited to come in for a trial by placing a bed in the critical care unit for the staff to work with for a longer period of time. The staff voted for Hillrom- Baxter after the surveys were collected and accounted for.

Disposition of Existing Equipment:

Hillrom-Baxter will dispose of them if we ask them to.

What if we do not purchase this? :

We will continue to repair the current equipment as necessary when parts are available. Parts have recently been on an extended backorder due to the fact that the Stryker Intouch bedframes and Isolibrium mattresses are no longer produced, and quickly becoming an obsolete technology as they are 14 years old. All parts currently come in from outside of the United States which has led to several beds being down at 1 time. Forcing us to use med/surg beds in the critical care unit or be forced to close a room. We have been able to rent support surfaces when available to prevent skin breakdown and will continue with that process when necessary.

Implementation Time Frame:

Complete Implementation by August 2026.

Funding:

ENFRA budgeted monies

Mission:

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

Vision:

MCHS will be the premier source for health and wellness.

ICARE Values:

Integrity | Customer Centered | Accountability | Respect | Excellence

Executive Policy Committee

Team Leader:	Crystal Sanchez	Date:	03/26/2026	Start Time:	1200
Location:	Admin Conference Room A			End Time:	1300

Agenda Item (Topic)	Time Allotted	Presenter	Notes
Meeting Called to Order			1209
Review of meeting minutes from previous meeting	1 min	All	<ul style="list-style-type: none"> • <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> • <i>All members in favor</i>
Old Business			
– N/A			
New Business			
<ul style="list-style-type: none"> – Forms from PM&R: <ul style="list-style-type: none"> ○ 25 forms for OT/PT/ST (Attached excel and 3 additional word docs in packet) 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Paper downtime forms for OT/PT/ST, to be uploaded into PowerDMS</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>
<ul style="list-style-type: none"> – Forms from Compliance <ul style="list-style-type: none"> ○ Form C- Confidentiality Agreement for Health Care Observers ○ Consent to Treat 	5 min	Gingie	<ul style="list-style-type: none"> • <i>Form C revised to include prohibited use of photo/videos and social media</i> • <i>Consent revised to include "Use of AI" language</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>
<ul style="list-style-type: none"> – Revised Policy: <ul style="list-style-type: none"> ○ MCH-2015 Determination and Pronouncement of Death 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Removed pacemaker from artificial means of support on page 6</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>

<ul style="list-style-type: none"> – Revised Policies: <ul style="list-style-type: none"> ○ NMC-1026 Breastmilk Collection, Storage, and Feeding ○ NMC-1034 Breastfeeding Complications ○ NMC-1037 Breastfeeding Policy 	5 min	Crystal	<ul style="list-style-type: none"> • Required changes for the Texas 10-Step Designation <ul style="list-style-type: none"> ○ Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin ○ All members in favor
<ul style="list-style-type: none"> – Revised Policies: <ul style="list-style-type: none"> ○ HPD-1013 Employees Calling in Ill (<i>Retiring and adding to HPD-1067</i>) ○ HPD-1067 Reporting for Duty Attendance Records 	5 min	Crystal	<ul style="list-style-type: none"> • Procedure from HPD-1013 added to HPD-1067 <ul style="list-style-type: none"> ○ Request to retire HPD-1013 ○ Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin ○ All members in favor
<ul style="list-style-type: none"> – Revised Policies: <ul style="list-style-type: none"> ○ MCH-1030 Check/Special Purchase Order/Electronic Non-File/Capital Equipment Requests (with attachment) ○ MCH-1059 Contract Administration and Process (with flowchart) ○ MCH-1075 Vendor Sales Representative Access to Hospital Facilities 	5 min	Crystal	<ul style="list-style-type: none"> • Updated to align with current processes and new approval limits. <ul style="list-style-type: none"> ○ Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin ○ All members in favor
<ul style="list-style-type: none"> – Revised Policies: <ul style="list-style-type: none"> ○ CPUL-SL-16 Home Sleep Study ○ CPUL-RC-PFT-3001 Cardiopulmonary Complete Pulmonary Function Test 	5 min	Crystal	<ul style="list-style-type: none"> • Revised to align with current processes <ul style="list-style-type: none"> ○ Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin ○ All members in favor

<ul style="list-style-type: none"> – Revised Policies: <ul style="list-style-type: none"> ○ BO-9030-15 Uninsured Patient Discounts ○ BO-9180-01 Payment Arrangements ○ BO-9180-23 Self-Pay Collection ○ BO-9180-24 Financial Assistance for the Uninsured, Underinsured, ... ○ BO-9180-25 ECHDA Charity Care 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Revised to align with current processes and changes to billing</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>
<ul style="list-style-type: none"> – Revised/New Policies: <ul style="list-style-type: none"> ○ MCH-1044 Remote Access of Hospital Computer System ○ MCH-1049 Computer Access to the Internet ○ MCH-1123 Software Anti-Virus Policy ○ MCH-1520 Evaluation of ePHI Security Measures ○ MCH-1522 HIPAA Policies & Procedures ○ MCH-XXXX Access Management ○ MCH-XXXX Information Systems Activity Review 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Existing policies were edited to read more concisely and align with current processes</i> • <i>New policies created for outline remote access procedures</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>
<ul style="list-style-type: none"> – Revised Policy: <ul style="list-style-type: none"> ○ HR-012 Interviewing & Referring Applicants 	5 min	Staci	<ul style="list-style-type: none"> • <i>Revised for more concise and consistent verbiage</i> <ul style="list-style-type: none"> ○ <i>Motion to approve as is by Kathy Rhodes, seconded by Russell Tippin</i> ○ <i>All members in favor</i>
<ul style="list-style-type: none"> – Revised Policy: <ul style="list-style-type: none"> ○ NADM-0058 Nursing Peer Review 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Tabled waiting final revisions</i> • <i>Will bring policy back to April EPC meeting</i>

<ul style="list-style-type: none"> - MSS-004 Clinical Documentation Integrity Metrics 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Revised to align with current processes with new tool</i> <ul style="list-style-type: none"> ○ <i>Committee requested to consider if this is needed in policy or only a departmental process</i> ○ <i>Crystal to follow-up with the CDI Manager</i>
<ul style="list-style-type: none"> - Policy review compliance rate to be reported up to QMS: <ul style="list-style-type: none"> ○ Crystal will report compliance to QMS beginning March 2026 ○ Goal set at 95% ○ Action plans for non-compliance will be decided on by the Policy & Forms Committee as a whole 	5 min	Crystal	<ul style="list-style-type: none"> • <i>Compliance for March = 93.2%</i> • <i>Overdue list sent to Mr. Tippin 3/20</i> <ul style="list-style-type: none"> ○ <i>Staff is actively communicating to get these approved</i>
Open Forum	5 min		
Meeting Adjourned			1243



DATE: April 7, 2026
TO: Board of Directors
Ector County Hospital District
FROM: Sharon Clark
Chief Financial Officer
Subject: Endowment Fund Distribution

As required by the Trust Agreements for the endowed chairs at Texas Tech University Health Sciences Center-Permian Basin; Odessa College School of Nursing; and the University of Texas –Permian Basin, the Ector County Hospital District must approve the distribution of earnings to the respective institutions.

Following is a summary of the distribution of funds, net of the 10% reinvestment:

- Texas Tech University Health Sciences Center-Permian Basin
For the benefit of the Internal Medicine; Family Practice,
Obstetrics; and School of Nursing. \$151,577.91
- Odessa Junior College
For the benefit of the School of Nursing \$ 36,912.98
- University of Texas –Permian Basin
For the benefit of the School of Nursing \$ 38,084.06

Once the Board approves the distributions, we will instruct Prosperity Trust to issue checks to the appropriate institutions.

**CEO REPORT
PROVIDER RECRUITMENT
Feb. 2026**

Mid- Level Opportunities

Specialty	Engagements	Site Visits	Accepted / Declined
Cardiology (2)	1	1	2 Accepted Kiana O Staci C.
Trauma (1)	1	1	1 Pending Tomica Julia
Hospitalist (1) Day (1) Night New 03.2026	0	0	0
Orthopedics (1)	5	3	3 Pending Sean Garcia - Pending Jason Hestand Alyssa Kwan
Family Med. (1)	0	0	0

Physician Opportunities:

Specialty	Engagement	Site Visit	Accepted / Declined
Anesthesia (3)	2	1	1 Declined - Motanya
Cardiology (2)	2	1	1 Pending - Ayyubi
Family Med. (1)	1	0	1 Declined - Soo
Gastro (2)	5	2	Kwei-Nsoro /visit Kumar, Vikash -Visit
Ortho (1)	0	0	1 Declined - Miller
Neurology (1) /Kadir	2	1	1 Dr. Zare - Pending
OBGYN (2)	0	0	1 Pending - Garcia 1 Lyons Did not move forward
Pediatrics (1)	4	2	1 Pending - Dr. Masood Simo, MD - Declined Fiallo- Pending
Urology (1)	0	0	1 Heshmat
Vascular (2)	2	0	1 Declined -Turner

**CEO REPORT
PROVIDER RECRUITMENT
Feb. 2026**

- **Orthopedics** – LOI emailed out Sean for APP opportunity / Pending
Miller, MD – Declined
 - **Cardiology** – Agreement Ayuobi, MD – Pending
 - *Cardiology Team paused until Ayuobi make a decision*
 - **Urology** – *Heshmat notified that he is interested but will be awhile before he could consider it again. Daughter going through surgery.*
 - **Urgent Care (PA/NP) - Complete**
 - **OBGYN** – *Dr Lyons will not be joining due to privileges.
Garcia waiting till April for decision*
 - **Pediatrics:** Masood – Pending Agreement

 - **Neurology** – ***Zare income guarantee – Pending Agreement***

 - **Onboarding Review and Retention**
 1. Brainstorming meeting with Amanda to go over findings
 2. Meeting set up with Dr. Benton to go over items and strategy.
 3. **03.16.2026 -- Meeting with Dr. Benton**
-



GROWING TO SERVE YOU BETTER

Celebrating Two Years of Diabetes Care and the Opening of our New Location for Expanded Diabetes Services

Join us as we celebrate two years of serving our community and the grand opening of our new location with expanded diabetes services.

We are excited to mark this milestone with a ribbon cutting ceremony and welcome you to tour our new space, meet our team and learn more about the expanded care we are now able to provide.

DATE
MARCH 18
2026

NEW LOCATION
840 W CLEMENTS ST
ODESSA, TX

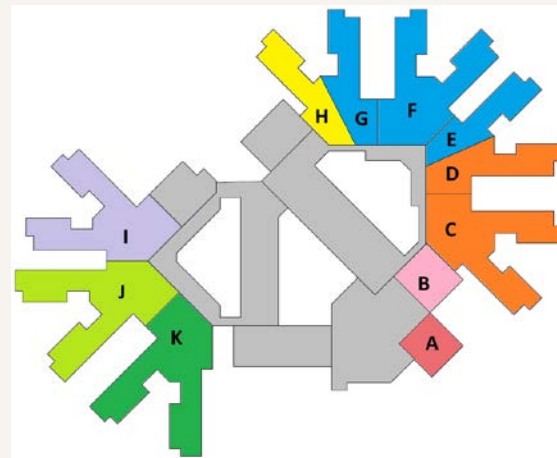
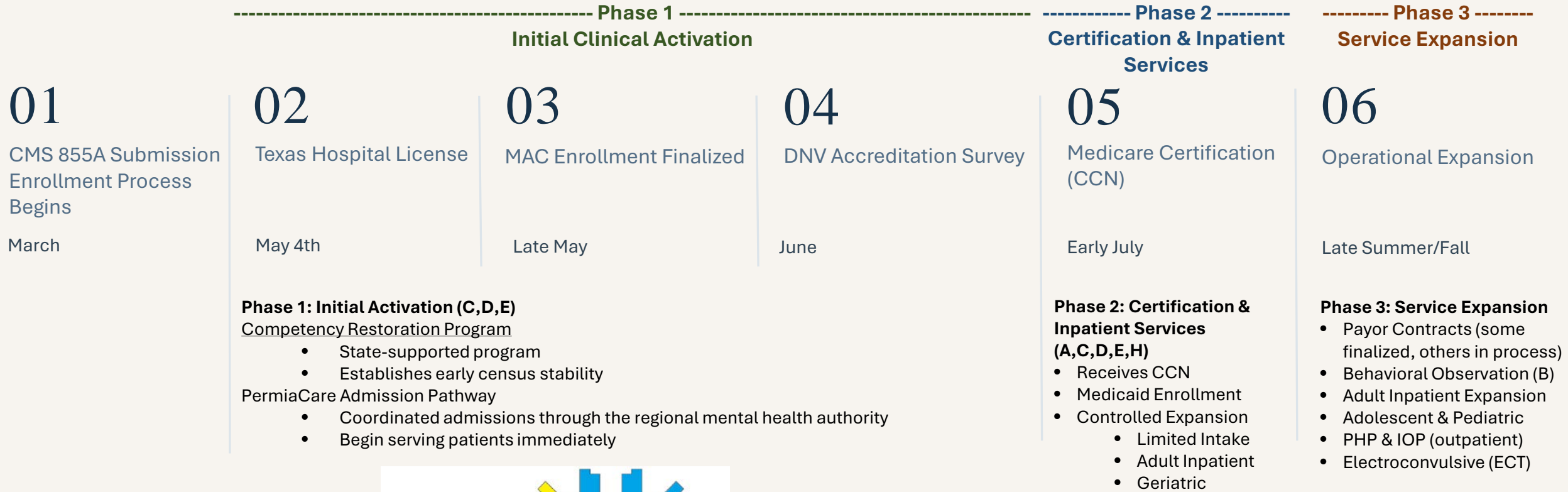
TIME
2 PM
TO 4 PM

Light refreshments will be served.

We look forward to celebrating this exciting new chapter with our patients, partners and community!



Phased Opening Timeline



ACTIVATION SEQUENCE

- Phase 1- C,D, E
- Phase 2 - A, H
- Phase 3 – B

Forensic Core Staffing Guidelines (1-4 Ratio)

DAYS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00	
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7	
EVENINGS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00	
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7	
NIGHTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	6.00	6.00	
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	4.0	4.3	4.7	5.0	5.3	4.3	4.5	4.8	5.0	5.3	4.4	4.6	4.8	4.2	4.3	
Daily Total FTE's	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	8.00	8.00	8.00	11.00	11.00	11.00	11.00	11.00	14.00	14.00	14.00	14.00	14.00	17.00	17.00	17.00	20.00	20.00	
Adjst Weekly FTEs	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	11.2	11.2	11.2	15.4	15.4	15.4	15.4	15.4	19.6	19.6	19.6	19.6	19.6	23.8	23.8	23.8	28	28	
Weekly EPOB	8.40	4.20	2.80	2.10	1.68	1.40	1.20	1.05	1.24	1.12	1.02	1.28	1.18	1.10	1.03	0.96	1.15	1.09	1.03	0.98	0.93	1.08	1.03	0.99	1.12	1.08	

Pediatric Core Staffing Guidelines (1-4 Ratio)

DAYS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
EVENINGS																										
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
NIGHTS																										
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	6.00	6.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	4.0	4.3	4.7	5.0	5.3	4.3	4.5	4.8	5.0	5.3	4.4	4.6	4.8	4.2	4.3
Daily Total FTE's	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	8.00	8.00	8.00	11.00	11.00	11.00	11.00	11.00	14.00	14.00	14.00	14.00	14.00	17.00	17.00	17.00	20.00	20.00
Adjst Weekly FTEs	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	11.2	11.2	11.2	15.4	15.4	15.4	15.4	19.6	19.6	19.6	19.6	19.6	23.8	23.8	23.8	28	28	
Weekly EPOB	8.40	4.20	2.80	2.10	1.68	1.40	1.20	1.05	1.24	1.12	1.02	1.28	1.18	1.10	1.03	0.96	1.15	1.09	1.03	0.98	0.93	1.08	1.03	0.99	1.12	1.08

Adolescent Core Staffing Guidelines (1-4 Ratio)

DAYS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
EVENINGS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
NIGHTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	6.00	6.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	4.0	4.3	4.7	5.0	5.3	4.3	4.5	4.8	5.0	5.3	4.4	4.6	4.8	4.2	4.3
Daily Total FTE's	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	8.00	8.00	8.00	11.00	11.00	11.00	11.00	11.00	14.00	14.00	14.00	14.00	14.00	17.00	17.00	17.00	20.00	20.00
Adjst Weekly FTEs	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	11.2	11.2	11.2	15.4	15.4	15.4	15.4	19.6	19.6	19.6	19.6	19.6	23.8	23.8	23.8	28	28	
Weekly EPOB	8.40	4.20	2.80	2.10	1.68	1.40	1.20	1.05	1.24	1.12	1.02	1.28	1.18	1.10	1.03	0.96	1.15	1.09	1.03	0.98	0.93	1.08	1.03	0.99	1.12	1.08

General Adult Core Staffing Guidelines (1-5 Ratio)

DAYS		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
RN or LPN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	5.00	5.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	3.7	4.0	3.3	3.3	3.3	3.8	4.0	4.3	4.5	4.8	5.0	4.2	4.4	3.8	4.0	3.5	3.7

EVENINGS		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
RN or LPN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	4.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	5.00	5.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	3.7	3.0	3.3	3.3	3.5	3.8	4.0	4.3	4.5	4.8	5.0	4.2	4.4	3.8	4.0	3.5	3.7

NIGHTS		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
RN or LPN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	5.00	5.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	3.7	3.0	3.3	3.3	3.5	3.8	4.0	4.3	4.5	4.8	5.0	5.3	5.5	5.8	4.8	5.0	

Daily Total FTE's	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	9.00	11.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	14.00	14.00	16.00	17.00	19.00
Adist Weekly FTEs	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	12.6	15.4	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	19.6	19.6	22.4	23.8	26.6
Weekly EPOB	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	11.5	1.28	1.28	1.28	1.12	1.05	0.99	0.93	0.88	0.84	0.83	0.89	0.97	0.99	1.06	1.02

Geriatric Core Staffing Guidelines (1-4 Ratio)

DAYS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
EVENINGS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	3.0	3.3	3.7	3.0	3.3	3.5	3.8	4.0	3.4	3.6	3.8	4.0	4.2	3.7	3.8	4.0	3.6	3.7
NIGHTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
RN	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
RN or LPN												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CNA/MHT	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Total Shift FTE's	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	6.00	6.00
Staff to Patient Ratio: 1 to	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	4.0	4.3	4.7	5.0	5.3	4.3	4.5	4.8	5.0	5.3	4.4	4.6	4.8	4.2	4.3
Daily Total FTE's	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	8.00	8.00	8.00	11.00	11.00	11.00	11.00	11.00	14.00	14.00	14.00	14.00	14.00	17.00	17.00	17.00	20.00	20.00
Adjst Weekly FTEs	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	11.2	11.2	11.2	15.4	15.4	15.4	15.4	15.4	19.6	19.6	19.6	19.6	19.6	23.8	23.8	23.8	28	28
Weekly EPOB	8.40	4.20	2.80	2.10	1.68	1.40	1.20	1.05	1.24	1.12	1.02	1.28	1.18	1.10	1.03	0.96	1.15	1.09	1.03	0.98	0.93	1.08	1.03	0.99	1.12	1.08

Kerstin Connolly

From: Russell Tippin
Sent: Friday, March 13, 2026 11:04 AM
To: Kerstin Connolly
Subject: Fwd: Odessa Development News

Board meeting. My report plz.

Begin forwarded message:

From: Tom Manskey <tom-odessaecodev.com@shared1.ccsend.com>
Date: March 13, 2026 at 10:53:35 AM CDT
To: Russell Tippin <rtippin@echd.org>
Subject: Odessa Development News
Reply-To: kathiv@odessaecodev.com

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Odessa Economic Indicators

New Construction

December	Total	Valuation
<u>Single Family Residential</u>	104	\$23,574,650
DR Horton - 14		
Betenbough Homes - 73		
Purple Key Homes - 9		
Other - 8		
<u>Commercial</u>	2	\$6,350,000
Taco Bell - 8005 E 56th		
Tractor Supply - 1910 E 87th		

Sales and Use Tax

December	2025	2024	% Change
City of Odessa	\$ 6,420,824	\$ 6,221,795	3.20%
Total YTD	\$ 77,093,116	\$ 73,027,369	5.57%

Labor Market Statistics

December	2025	2024
Civilian Labor Force	89,024	87,350
Total Employment	85,909	84,513
Total Unemployment	3,115	2,837
Unemployment Rate	3.5%	3.2%
Payroll Employment Estimate	85,300	84,000

MLS Statistics - Single Family Residential

December	2025	2024
Total Sold	131	158
Dollar Volume	\$ 41,047,332	\$ 46,863,747
Total Sold YTD	1,708	1,827
Volume YTD	\$ 485,542,442	\$ 507,509,519

Midland International Airport

December	2025	2024
Enplaned	61,525	66,322
Deplaned	57,281	62,964
Enplaned YTD	696,098	752,220
Deplaned YTD	745,425	738,604

Permian Basin Rig Count

Month	2025	2024
December	151	204
November	155	205
October	158	207
September	167	203

For more information on how the Odessa Development Corporation can help your local business expand, contact our office at (432) 333-7881.

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