

**NOTICE OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

Notice is hereby given to all interested members of the public that the Board of Directors of Montgomery County Hospital District will hold a regular meeting as follows:

Date: September 25, 2018

Time: 4:00 P.M.

Place: MONTGOMERY COUNTY HOSPITAL DISTRICT
ADMINISTRATIVE BUILDING
1400 SOUTH LOOP 336 WEST
CONROE, MONTGOMERY COUNTY, TEXAS 77304

Open to Public: The meeting will be open to the public at all times during which such subjects are discussed, considered, or formally acted upon as required by Texas Open Meetings Act, Chapter 551 of the Government Code.

This Notice in detail was posted at least 72 hours prior to the beginning of said meeting with the County Clerk's Office and is on the Bulletin Board of the Courthouse and in the District's Administrative Office.

Subject: The agenda for such meeting shall include the consideration of, and if deemed advisable, the taking of action upon:

1. Call to Order
2. Invocation
3. Pledge of Allegiance
4. Roll Call
5. Public Comment
6. Special Recognition

District

7. CEO Report to include update on District operations, strategic plan, capital purchases, employee issues and benefits, transition plans and other healthcare matters, grants and any other related district matters.
8. Presentation of MCHD 5 year plan up to year 2023. (Mr. Fawn, Chairman – MCHD Board)
9. Consider and act on the November and December, 2018 MCHD Regular Board of Directors meeting dates and times. (Mr. Fawn, Chairman – MCHD Board)

Emergency Medical Services

10. EMS Director Report to include updates on EMS staffing, performance measures, staff activities, patient concerns, transport destinations and fleet.
11. Consider and act on the purchase of Zoll monitors for the Woodlands FD and MCHD growth for 2019. (Mr. Spratt, Chair – EMS Committee)
12. Consider and act on the purchase of ten ambulances from Horton as detailed in FY/2019 budget. (Mr. Spratt, Chair – EMS Committee)

Operations and Health Care Services

13. COO Report to include updates on facilities, radio system, supply chain, staff activities, community paramedicine, emergency preparedness and IT.
14. Consider and act on District Policies: (Mr. Cole, Chair – PADCOM Committee)
 - SEM 27-105 Lock Out Tag Out Policy
15. Consider and act on 1 year lease renewal of Station 90. (Mr. Cole, Chair – PADCOM Committee)
16. Consider and act on MPLS Microwave change order to support fiber network. (Mr. Cole, Chair – PADCOM Committee)
17. Consider and act on Medical Supply RFP. (Mr. Cole, Chair – PADCOM)
18. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.
19. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. (Mrs. Wagner, Chair - Indigent Care Committee)

Finance

20. Presentation of preliminary Financial Report for eleven months ended August 31, 2018 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, Supplemental Schedules and Purchasing.
21. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer – MCHD Board)

Other Items

22. Secretary's Report - Consider and act on minutes for the August 28, 2018 Regular BOD meeting, September 11, 2018 Public Budget Hearing and September 11, 2018 Special BOD meeting. (Mrs. Wagner, Secretary - MCHD Board)
23. Convene into executive session pursuant to section 551.074 of the Texas Government Code to:
 - a) deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an employee within the EMS department; or
 - b) to hear a complaint or charge against an officer or employee within the EMS department (Ms. Whatley, Chair – Personnel Committee)
24. Reconvene from executive session and deliberate and take action as necessary regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an employee within the EMS department. (Ms. Whatley, Chair – Personnel Committee)
25. Adjourn

Sandy Wagner, Secretary

The Board will announce it will convene into Executive Session, if necessary, pursuant to Chapter 551 of the Texas Government Code, to receive advice from Legal Counsel, to discuss matters of land acquisition, litigation and personnel matters as specifically listed on this agenda. The Board of Directors may also announce it will go into Executive Session, if necessary, to receive advice from Legal Counsel regarding any item on this agenda.

Agenda Item # 7



We Make a Difference!

To: Board of Directors
From: Randy Johnson, CEO
Date: September 25, 2018
Re: CEO Report

CEO BOARD REPORT

This month's activities:

- Updated the MCHD Five-Year Plan
- Third Quarter Field CE was completed
- Sent out the quarterly newsletter
- Had TCDRS on campus to update any interested MCHD Employees
- Met with the Docunav consultant to plan for the spring Laserfiche upgrade project
- Presented the tax rate for 2019 to The Woodlands and Conroe councils
- Chief Campbell was a speaker at The Woodlands First Responders 911 Memorial Ceremony
- Had an MCPHD Board Meeting and Dr. Curtis Null, CISD Superintendent joined the board for his first meeting
- Ade Moronkeji, HCAP Manager, joined the Homeless Coalition Board and is working on outreach for those who need HCAP services
























Plans for next month:

- Annual Compliance Sessions will be held for all Non-field MCHD Staff October 9th-12th.
- I will present the MCHD Tax Reduction to Shenandoah City Council, Panorama City Council, Magnolia City Council, Montgomery City Council and Oak Ridge North City Council. Additionally, I will present the tax rate to Commissioners Court
- I will be attending Memorial Hermann Medical System State of Healthcare Breakfast October 3rd.
- We will begin coordination discharge transitioning for patients transferred from the area hospitals to home
- Will complete the transfer services agreement with Conroe Regional Hospital
- Will begin marketing transfer services to Rehab and LTAC Hospitals, Free-Standing ER's, Nursing Homes and Assisted Living facilities.
- We plan to provide the District morning breakfasts one week during October
- Chief Cosper and I will meet with our County Fire Chiefs during October
- Will ride out with at least 6 district chiefs during October

Thank you,



















Randy Johnson

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects







DATE: September 25 , 2018		
	Task/Project on Schedule	
	Task/ Project in Danger of Not Meeting	
	Task/Project Not Meeting Schedule	
Project	Progress	Evaluation
Project: <u>Microwave Replacement Project-Phase 3</u> Objective: Redundant microwave connections to our dispatch center Initial Deadline: July 2018 Final Deadline: January 30, 2019 Budget: \$ 1,260,000.00 Project Manager: Justin Evans/Melissa Miller	Aug Sept Oct   	We have entered the final phase of the project. The contract is in place. The surveys are complete and equipment has been ordered. The system is scheduled to be operational in Feb. 2019.
Project: <u>Shenandoah Station 26</u> Objective: Initial Deadline: July 1, 2018 Final Deadline: September 15, 2018 Budget: \$ Final Cost: \$ 1,000 per month Project Manager: Melissa Miller	Aug Sept Oct   	Immediately prior to move-in mold was discovered in the facility. Shenandoah hired a company and remediation complete. MCHD will move-in Sept. 19, 2018. PROJECT COMPLETED SEPTEMBER 2018
Project: <u>Porter Station 34 remodel</u> Objective: Initial Deadline: June 2018 Revised Deadline: October 2018 Budget: \$225,000 Final Cost: \$ Project Manager: Chief Carter Johnson / Melissa Miller	Aug Sept Oct   	The MCHD Support Team did a walk-through on 9/12 and are preparing "make-ready" the new apartment for occupancy once flooring is complete. We anticipate to occupy the new space by Nov. 1, 2018.
Project: <u>Keenan-Cutoff Station 47</u> Objective: Initial Deadline: December 2018 Revised Deadline: Budget: \$200,000 with monthly lease of \$1,000. Final Cost: \$ Project Manager: Chief Brian Edwards / Melissa Miller	Aug Sept Oct   	MCHD Board approved the station lease at the 8/28 meeting. Construction is underway, the MCHD support team is working with ESD 2 to ensure our space is completed to specifications. Barring any unforeseen construction delays, we anticipate occupancy by Dec. 1, 2018.
Project: <u>Radio 911 Consulting Project</u> Objective: External review of our dispatch center and 911 capabilities Initial Deadline: September 30, 2018 Budget: \$ Final Cost: \$19,575 Project Manager: Justin Evans	Aug Sept Oct   	The consultant completed his observation and review of processes and has received the additional requested data from 911, CISD and others. He is now preparing the report of his findings due to MCHD by September 30. The goal is to ensure we are receiving, processing and dispatching calls in an appropriate manner.
Project: <u>Conroe PD 911 Back-Up Center</u> Objective: Fully functioning back-up 911 Dispatch Center in the Conroe PD Dispatch Center Initial Deadline: October 31, 2018 Budget: \$ Final Cost: \$ Project Manager: Justin Evans /Melissa Miller	Aug Sept Oct   	Currently working on the installation of redundant fiber to CPD. ICTX is waiting TX Dot approval to run the fiber. Once installed we will begin the migration of our hardware systems currently at Hilbig. We are also completing an Interlocal agreement to define number of racks and consoles to be placed in each location.

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: September 25 , 2018  **Task/Project on Schedule**  **Task/ Project in Danger of Not Meeting**  **Task/Project Not Meeting Schedule**

Project	Progress	Evaluation
Project: <u>Responder 360 Project</u> Objective: Provide ESD's with requested CAD interface to Responder 360 Initial Deadline: Jan. 2019 Budget: \$ Final Cost: \$ Project Manager: Jared Cosper /Melissa Miller	Aug Sept Oct   	Responder 360 is a complete incident response system for first responders that runs on any device. The "all-in-one" CAD interface enables users to find dispatch locations, view incident data, pre-plans, hydrant locations and other responding apparatus. Seven of our ESD's are in the final contract phase with Responder 360 which requires access to our Tri-Tech CAD. MCHD IT department has prepared the servers and coordinated the Tri-Tech updates needed to launch this system.
Project: <u>Collateral/Letter of Credit Evaluation</u> Objective: To evaluate whether MCHD should utilize a Letter of Credit or continue to use the current collateral agreement Initial Deadline: 8/3/2018 Budget: N/A Project Manager: Brett Allen	Aug Sept Oct   	On 5/14/18 Terry Houser, the Banking Officer with Woodforest Bank, gave a presentation called "An Alternative for Collateralization of Public Funds". This presentation gave information on the option to use a letter of credit (LOC) rather than collateral. Upon review of this collateralization option, it does provide advantages compared to MCHD's current collateralization structure. This option complies with both the Public Funds Investment Act and MCHD's banking an investment policy. We are moving forward with the LOC.
Project: Paycom - Administration Scheduling Implementation Objective: To enhance tracking an ensure transparency for employees within Admin; will also provide EMS an opportunity to evaluate Paycom Scheduling Module. Initial Deadline: 7/18/18 New Deadline: 12/31/2018 Budget: N/A Project Manager: Brett Allen/Brandi Matthews/Jennifer McGee	Aug Sept Oct   	Paycom has just completed an update to improve the functionality of their scheduling software. We were advised by Paycom to stop work on this project until training can be arranged. We are scheduled to meet with Paycom to train on the enhancements the week of September 24. Once that training is complete, we will set a new goal for project completion.
Project: <u>Regular rate of pay with stipends/bonuses</u> Objective: The objective is to determine overtime owed to non-exempt employees who received stipends from January 1, 2016 to present. Initial Deadline: 9/21/2018 New deadline: 9/30/18 Budget: \$8,135 Project Manager: Shannon Woleben/Jennifer McGee	Aug Sept Oct   	We are working with Paycom to correct going forward. We will do a retroactive correction for the past two years. We hired a temporary employee who has completed the calculation for back pay for 2016 and 2017. All calculations should be completed by September 21; active employees should be paid by September 30.
Project: <u>EMS Transfer Service</u> Objective: Provide quality transfer service. Goal: Average 9-18 runs per day during 2019 Initial Deadline: January 1, 2018 Secondary Deadline: December 31, 2019 FY 19 Budget: \$1,160,182 Project Manager: Jared Cosper	Aug Sept Oct   	Currently Conroe Regional and Houston Methodist The Woodlands hospitals are using this service. Call volume has remained flat over the past nine months. Mr. Kevin Crocker, Transfer Service Assistant Chief , Mr Andrew Karrer, Community Paramedicine Coordinator and Mrs Adeolu Mornonkeji, HCAP Manager are collaborating to have the program assist in providing services and resources to meet the patient's needs during the transition from the hospital home..
Project: <u>EMS Command Supervisor Structure: Phase II</u> Objective: Reorganize EMS to improve both form and flow. Initial Deadline: April 1, 2017 Secondary Deadline: April 1,2019 Budget: N/A Project Manager: Jared Cosper	Aug Sept Oct   	Since Chief Campbell has assumed the role of Operations Chief he has been riding out with and interviewing all Deputy Chiefs, District Chiefs and Captains as part of his orientation process. Information from these interactions as well as Chief Campbell's oversight of clinical training and review are being utilized to further develop the EMS Operational Plan as well as the Command structure.

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: September 25 , 2018  Task/Project on Schedule  Task/ Project in Danger of Not Meeting  Task/Project Not Meeting Schedule		
Project	Progress	Evaluation
Project: <u>Horton Ambulance Purchases</u> Objective: To obtain a safer, more durable and more economical 911 fleet for our ambulance services. Initial Deadline: November 15, 2019 Budget: \$330,000 each Project Manager: Jared Cosper	Aug Sept Oct   	The first four ambulances should be arriving at the end of November 2018. 10 additional Hortons are being ordered with the plan for them to arrive in late Spring 2019.



Montgomery County Hospital District
Five-Year Strategic Plan

~~August~~
~~2017~~September
2018

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DRAFT

~~Executive Summary~~**EXECUTIVE SUMMARY**

In creating the Strategic Plan for the Montgomery County Hospital District, the Board of Directors developed some overarching goals for District executives. Following is the Policy Statement, which serves as the guiding principles of the Executive Management and ~~Command staff~~Command staff:

- ~~_____~~ MCHD shall set tangible and definable Goals to:

- ~~_____~~

- ~~_____~~ Set a standard and then measure MCHD’s delivery of services. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.

- a. ~~_____~~

- ~~_____~~ Set a standard and then measure MCHD’s employee job satisfaction. We will continue to measure this metric by focusing on employee turnover rates and patient satisfaction surveys. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.

- b. ~~_____~~

- ~~_____~~ Effectively communicate the successes of the District to the residents of Montgomery County. This will be done by giving quarterly “updates” to Chambers of Commerce, Rotary Clubs, Lions Club, and updates to City Councils. Successes will be promoted in social media and news outlets at least weekly. Finally, success will be communicated to first Responder organizations and local hospitals at least two times a year

- ~~_____~~ MCHD will assure that tax revenue into the District does not grow faster than the

- e. ~~_____~~

~~MCHD will assure that tax revenue into the District does not grow faster than the combined annual rate of inflation and the rate of population growth.~~

- ~~_____~~ MCHD will strive to maintain a cash reserve of at least three month's operating
2. _____ expenses at all time

~~MCHD will strive to maintain a cash reserve of at least six month’s operating expenses at all times.~~

The Montgomery County Hospital District (MCHD) was created by special legislation in 1977 as a political subdivision of the State of Texas. The primary responsibility of the District’s creation, according to enabling legislation, is to provide healthcare to indigent residents of the county. This is a very broad scope, which can include the Healthcare Assistance Program (HCAP), Emergency Medical Services (EMS), some public health services as defined and directed by the

MCHD Board.

Through the years, MCHD services have expanded to include a county-wide emergency medical service (EMS), the 911 communication system, the county's Public Health District, and emergency preparedness (with coordination of agency partners).

This report completes a detailed assessment of the Montgomery County Hospital District's strategic position. As a part of the analysis, the planning group examined the history of the District, the external environment and associated trends, evaluated the stakeholders' needs, assessed the internal operating conditions and current directional strategies to provide the basis for the proposed strategic objectives.

The strategic assessments were performed with specific attention placed on balancing the organization pillars of People, Service, Quality, Finance, and Growth.

The recommendations offered in this report bear a direct relation to the major issues that need to be addressed by the District. Perhaps the largest predictable challenge that faces MCHD in the coming years is the change in healthcare legislation. The state continues to work with the seven year old Affordable Care Act.

As a political subdivision of the state, the District must work within the parameters provided, striving to maximize the available healthcare dollars to positively impact healthcare in Montgomery County.

In addition to healthcare reform, other significant trends include:

- Population growth and the associated growth in volume
 - Legislative and regulatory changes in healthcare
 - A local economy beginning to recover from oil glut
 - Uninsured population growing
 - Increasing expenses related to services provided
- ~~1. Population growth and the associated growth in volume~~
 - ~~2. Legislative and regulatory changes in healthcare~~
 - ~~3. A local economy beginning to recover from oil glut~~
 - ~~4. Uninsured population growing~~
 - ~~5. Increasing expenses related to services provided~~

From these key factors, a series of Five Strategic Goals supported by strategic objectives to fulfill those goals were formulated to enhance the District's ability to balance the needs of competing stakeholders and achieve success in meeting our statutory and elected service goals.

- ~~1.~~● Maintain MCHD as the regional "Employer of Choice"
- ~~2.~~● Provide excellent service in our EMS, HCAP and Emergency Preparedness programs to all our customers: co-workers, clients, patients, taxpayers and the community.
- ~~3.~~● Deliver the highest quality service by establishing and maintaining a structured process to measure and continually improve. This will be evidenced by Key Performance Indicators, Core Measures and implementation of a Process Improvement program.
- Provide for the short and long term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.

~~Proactively meet the growth needs of our community in all areas.~~

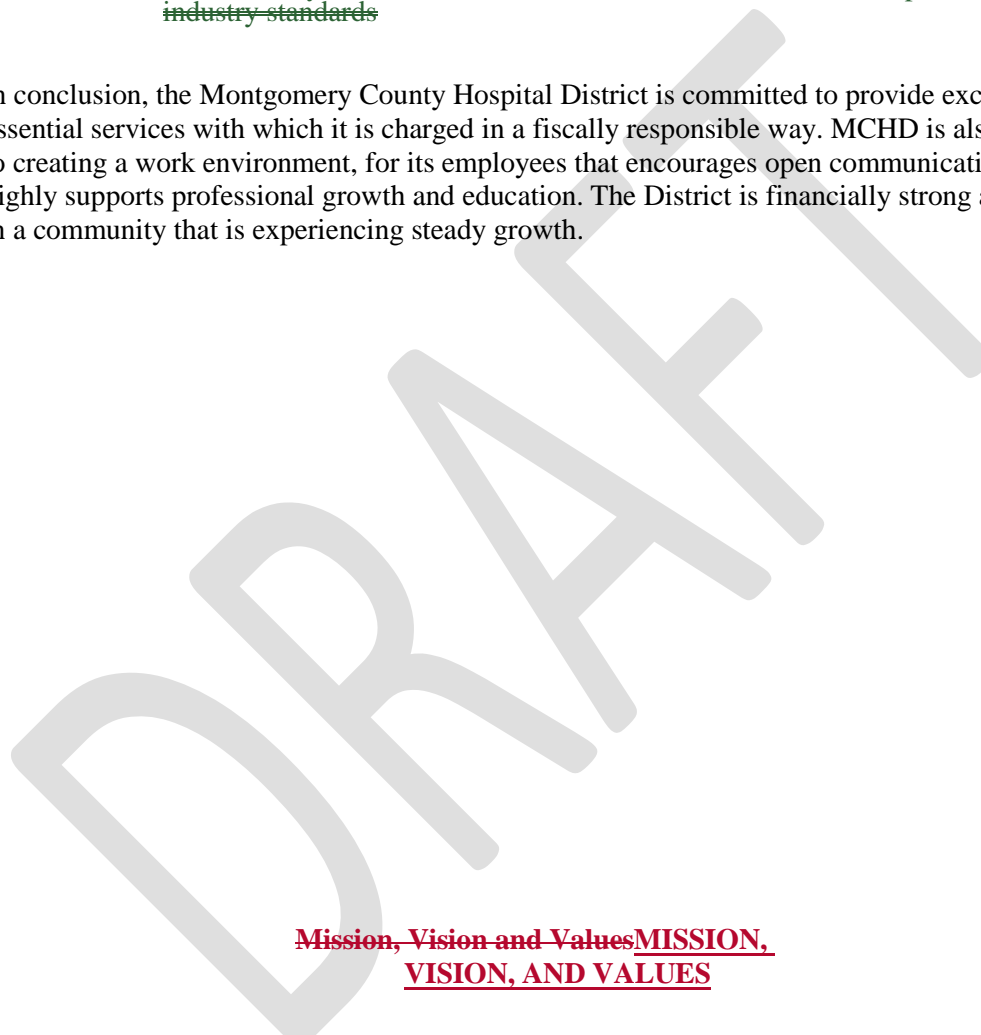
- ~~•~~
 - ~~▪ Communicate mission and outcomes internally and externally~~
 - ~~▪ Continuously educate and train our staff, based on current best practices and industry standards~~

~~4.~~

~~5.1. Proactively meet the growth needs of our community in all areas.~~

- ~~• Communicate mission and outcomes internally and externally~~
- ~~• Continuously educate and train our staff, based on current best practices and industry standards~~

In conclusion, the Montgomery County Hospital District is committed to provide excellent essential services with which it is charged in a fiscally responsible way. MCHD is also dedicated to creating a work environment, for its employees that encourages open communication and highly supports professional growth and education. The District is financially strong and operates in a community that is experiencing steady growth.



~~Mission, Vision and Values~~
**MISSION,
VISION, AND VALUES**

Mission Statement

Our mission is to care for the indigent and provide EMS services while protecting the interest of the taxpayers and insuring long-term stability through fund development.

Vision Statement

Our vision is cost effective indigent care and taxpayer supplemented EMS with total professionalism administered through an elected board of directors.

Values

Our values are quality, innovative, cost effective operations that are open to the public.

Employee Value Statements

Accountability

Being responsible for our thoughts, words, and deeds, and the resources entrusted to us.

Compassion

To be understanding, caring and nurturing.

Excellence

We will strive to exceed all expectations and maintain the highest standards in our industry.

Innovation

Providing superior and professional service to the citizens of Montgomery County utilizing professional development, state of the art technology, and sound practice.

Integrity

Acting with the highest standards of honesty and ethics in every decision and action that we make as individuals or as an organization.

Unity

A group of individuals striving toward shared goals and a vision of improving the quality of life for all.

~~MCHD History~~ **MCHD HISTORY**

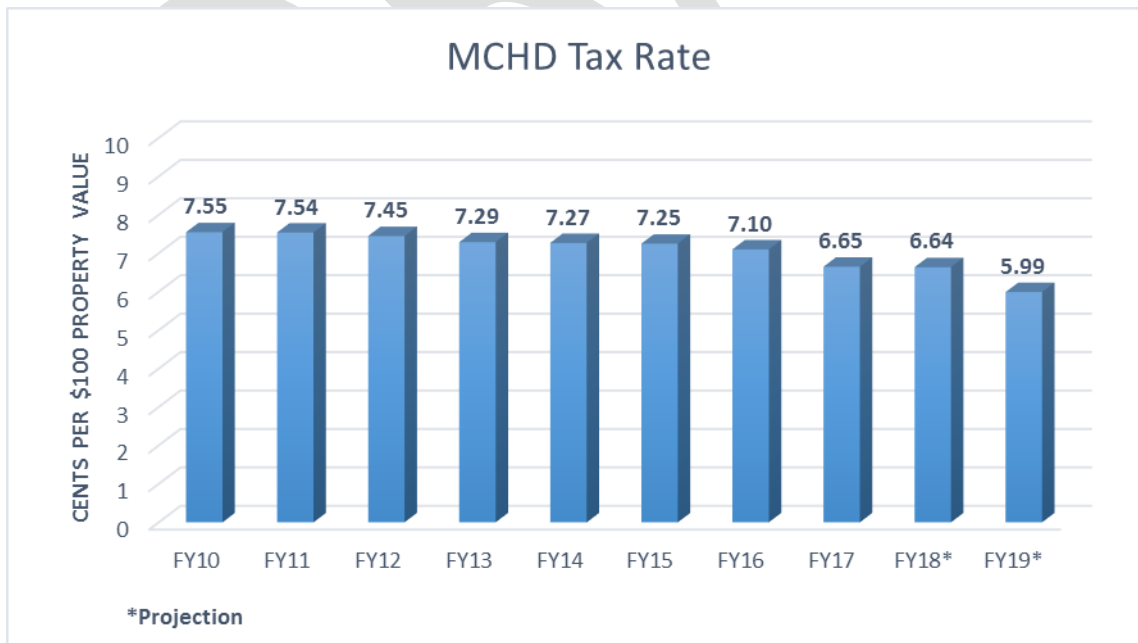
Originally, the District carried out its legislative purpose for the financial health of the Medical Center Hospital in Conroe, Texas. The Medical Center Hospital in Conroe was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement by contracting for services with the new owners of the hospital and other private physicians.

Today, the District’s provider network for its Health Care Assistance Program (HCAP) has grown from a handful of physicians to more than 650 providers across Montgomery and Harris Counties. The District contracts for healthcare services across the continuum of care. Our contracts provide pre and post hospital care providers and contracted inpatient care in more than 15 hospitals, in Montgomery County and surrounding areas.

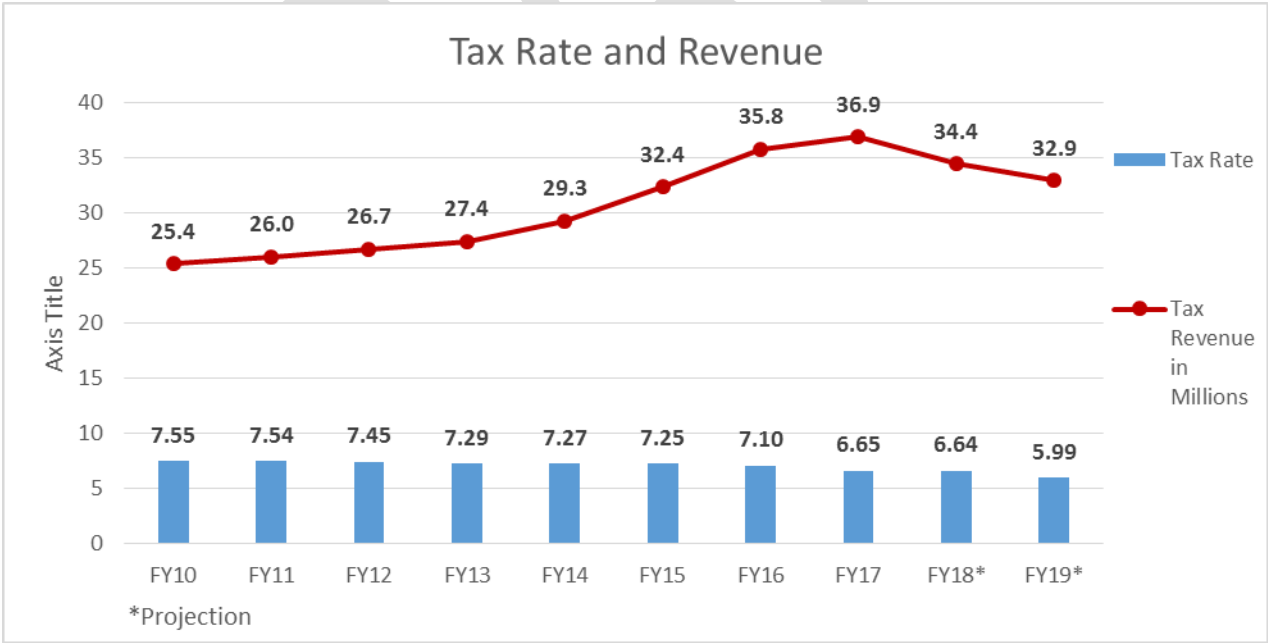
In addition to indigent care, the District provides emergency medical ambulance services for Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. At the time of the sale of the hospital, the District maintained operational control of EMS. In 1995, the District contracted with a private company to provide EMS emergency response and transfer services. In 1997, the MCHD Board of Directors decided that in order to reach the desired level of excellence, the District would resume control of EMS operations in 1998.

Because of the District’s enabling legislation, it is supported through an ad valorem tax-based funding mechanism. In 2003, MCHD began a trend of reducing property taxes. This was accomplished by controlling costs, eliminating inefficient programs, and increasing fee for service revenue. Rapidly rising property valuations also contributed to the Board’s ability to reduce the tax rate. The cost of continued provision of HCAP care has also reduced as better HCAP Case Management has been implemented. As the chart below demonstrates, MCHD has reduced the tax rate every year since 2003.

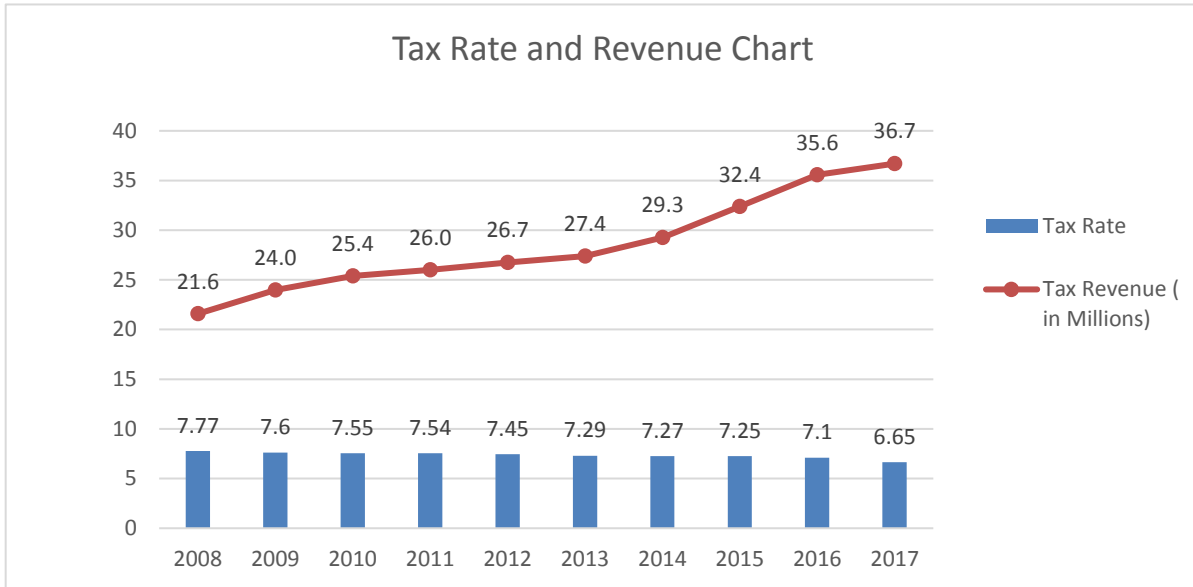
The graph below shows the progression of the District’s tax rate over time.



Likewise, the graph below shows the progress of the tax rate and total tax revenue received by the District over the years.



Tax Rate and Revenue Chart



Because the county’s tax base has grown, the tax rate reductions have not negatively affected the District’s income. MCHD’s conservative Board works diligently to have one of the most efficient tax rates in the county.

The current projection of ~~2018-2019~~ taxes indicate that MCHD tax revenue will reduce from \$~~36.7~~34.4 MM to \$~~35.1~~32.9 MM, due to the ~~20% increased Homestead exemption which was approved in 2017. Growth in the county should allow tax revenue increases to \$ 36.9 MM in 2019.~~ 2019 tax rate reduction from 6.64 to 5.99 cents per \$100 valuation.

Historically, even though tax rates have been reduced annually, tax values in the county over the past 10 years have increased an average of 9% each year. The 2018 Homestead exemption and the 2019 significant tax rate are helping to “right size” the tax rate to the annual expense budget.

~~The District Today~~ THE DISTRICT TODAY

The District operates two separate Strategic Service Units. Each unit has a unique mission, set of stakeholders, operating environment and resource requirements. These units are: HCAP and EMS. In addition to these units, there are Support Units that enable the Strategic Service Units to be successful.

~~Strategic Service Units~~ Strategic Service Units

~~+~~ Health Care Assistance Program (HCAP)

HCAP is the District's indigent health care program, and is mandated by MCHD's enabling legislation. HCAP does not directly provide medical care, but instead provides the funding mechanism for its members to have access to care through contracted providers. This "membership" program provides healthcare for Montgomery County citizens who meet the eligibility requirements. We contract with hospitals and various pre and post hospital care providers to actively decrease medical cost. This allows MCHD to provide the broadest range of services at the least cost.

The MCHD HCAP eligibility requirements for indigent residents of Montgomery County in need of healthcare services substantially exceed the minimum income eligibility mandates of the State of Texas. Although a complete discussion of the eligibility requirements and the services provided is outside the scope of this discussion, it is important to understand the basic requirements for membership.

In order to qualify for HCAP, an applicant:

- • Must be a legal resident of Montgomery County
- • Must have a family income that does not exceed 133% of the Federal • Poverty Level for the region
- • Must have household assets that do not exceed \$2,000 (excluding one household automobile)
- • Must not have access to healthcare services that can be funded by any other public or private program
- • Must meet other eligibility requirements
- • Member must recertify their eligibility every six months.

Certified members of HCAP are entitled to:

- a. • Basic healthcare
- b. • _____ Certain specialty care
- c. • Certain prescription medication (up to three concurrent)
- d. • _____ Hospitalization
- e. • Annual cap on cost of care: \$60,000 which is twice the amount of the legal required – minimum

As previously discussed, the direct provision of healthcare services is handled by contracted providers. The HCAP staff is responsible for:

- a. • Managing the eligibility process and certifying eligibility of member applicants
- b. • Resolving eligibility issues with members and service providers
- c. • Resolving issues and conflicts that may arise with, and between, members and service providers
- d. • Overseeing the payment process and resolving any payment issues

- e. Case Management assists clients in accessing community resources, disease management and overcoming barriers to obtaining optimum health. In addition to providing the above services, HCAP also provides diabetes education and supplies, including home visits to certain clients.

~~HCAP STRATEGIC GOALS AND OBJECTIVES:~~

~~1. Strategic Goal: Maintain MCHD as the regional "Employer of Choice"~~

~~Strategic tactics to meet goal:~~

- ~~a. Provide quarterly continuing education to staff~~
- ~~b.a. Staff will participate in MCHD Committees~~
- ~~e.a. Staff will participate in executive staff "town halls" at least every six months~~
- ~~d.a. Staff will participate in MCHD's salary and benefit review every three years~~

~~2.1. Strategic Goal: Provide Excellent Service to our co-workers, clients, taxpayers and community~~

~~Strategic tactics to meet goal:~~

- ~~a. Customer Service will be a standing agenda item for staff meetings~~
 - ~~i. Manager will track and trend service feedback and report monthly at staff meetings~~
- ~~b.a. Employee defined "Standards" will be reviewed quarterly at staff meetings~~

~~3.1. Strategic Goal: Establish and maintain a structured process to measure and improve quality~~

~~Strategic tactics to meet goal:~~

- ~~a. Revise current KPI's as needed to measure improvement with new and established processes~~
- ~~b.a. Involve staff with KPI data collection and action plans~~
- ~~e.a. Check with hospitals and physician offices to discuss process, cost and outcomes~~

~~4.1. Strategic Goal: Provide for the short and long term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.~~

~~Strategic tactics to meet goal:~~

- ~~a. Maintain 2 level approval process for all HCAP applicants~~
- ~~b.a. Review 100% of claims for accuracy of bills compared with the contract~~
- ~~e.a. Investigate and recommend the return on investment of providing transportation to and from medical visits~~

~~5.1 Strategic Goal: Proactively meet the growth needs of our community~~

~~Objective #1: Communicate mission and outcomes internally and externally~~

~~Strategic tactics to meet goal and objective #1:~~

- ~~a. Monthly staff meetings~~
- ~~b. a. Bi-monthly HCAP newsletter article~~
- ~~c. a. Monthly presentation to external stakeholders~~

~~Objective #2: Continuous education and training of staff~~

~~Strategic tactics to meet goal and objective #2:~~

- ~~a. Monthly staff meetings~~
- ~~b. Bi-monthly HCAP newsletter article~~
- ~~c. Monthly presentation to external stakeholders~~

2. Emergency Medical Services (EMS)

The provision of emergency medical services and the required 911 communication and radio systems to Montgomery County has been a longstanding adopted responsibility of the District. Throughout its history, the MCHD EMS has been recognized for its leadership in level and quality of care. To maintain and in fact improve its quality, MCHD has recently achieved CAAS (Commission on Accreditation of Ambulance Services) certification.

MCHD EMS is well known for its early adoption of cutting edge protocols, techniques and medications. It also has been well regarded for its education programs, quality improvement initiatives and overall operational efficiency.

In addition to 911 transports, MCHD EMS provides non-emergency transfers as requested for patients who are being moved from one facility to another, or to their homes. Currently, MCHD focuses its efforts on critical transfers, a service that relies on the in-depth training and experience of its medics. Unlike emergency response, the cost recovery for this service is very high and predictable.

The following are components of EMS:

• EMS Operations

EMS Operations is responsible for deploying, staffing, housing, supervising and operating all EMS resources. MCHD EMS currently operates ~~23~~ twenty 24-hour ambulances and ~~four~~ six peak units. In addition MCHD operates one squad, four ~~supervisor~~ district chief trucks and one ~~command supervisor~~ deputy chief truck each day.

• Clinical Services Department

The Clinical Services Department oversees protocol development, then implements and oversees the provision of care of MCHD EMS. The Department also manages and tracks quality, best practices, EMS hiring and EMS promotion process as well as field, community, and first responder continuing education through classes and in-services. The Clinical Services Department also teaches EMT Basic classes at two area high

schools and at MCHD headquarters. -

- **Alarm**

MCHD EMS operates a Communications Center to dispatch its emergency and non-emergency calls. The center is accredited by the National Academy of EMS Dispatchers. In addition to dispatching all of MCHD EMS emergency and non-emergency calls, the center is contracted to provide dispatch services for the Conroe Fire Department and for several communications centers throughout underserved areas of Texas. The center also serves as the back-up call center in the event of interrupted operations at the two primary 911 call centers.

- **Community Paramedicine**

MCHD established ~~it's~~ Community Paramedicine program established in 2013. The program targets individuals that are high utilizers of 911 Emergency Services and is funded through the Medicaid 1115 Waiver. The goal of CP is to reduce non-emergency 911 calls, and subsequent non-emergency frequent trips to the hospital Emergency Departments.

- **Emergency Preparedness**

MCHD is actively involved with local, regional and statewide health system planning for emergency preparedness. The District's preparedness activities range from working with the Public Health Department to educate the community, to working with Police Department SWAT units to recover victims of mass casualty. In order to be response-ready, MCHD staff participates in planning activities and training exercises, and works with the following organizations/agencies: Montgomery County, city of Conroe, Montgomery County Sheriff's Office, Southeast Texas Regional Advisory Council (SETRAC), and the Texas Department of State Health Services (DSHS).

- **Business Analysis Unit (BAU)**

MCHD created the BAU in 2017 to address technology needs in EMS and data analysis needs throughout the organization. The BAU serves as the single point of contact for most EMS-related technology needs. It also creates reports and performs analysis as needed for other departments including EMS Operations, EMS Clinical, Fleet, Billing, and Accounting. The BAU also ensures that patient care records are reported to the Texas Department of State Health Services (DSHS) and to the receiving hospitals as required by state law.

- **Transfer Division**

The Transfer Division was established in 2017 at the request of our hospital partners and has continued to grow since its inception. The Transfer Division is staffed 24 hours a day 7 days a week to meet the transfer needs of the community. The Division is currently staffed by one 24 hour ambulance and three peak ambulances to handle higher transfer volume hours. The Transfer Division units are available to do both emergent and non-emergent transfers. These transfers mostly originate from a hospital and the

patient can may be transported to a wide array of destination types; such as: Specialty Hospital, Long Term Acute Care facility, Skilled Nursing facility, Rehabilitation Hospital, or home. Currently most transfers occur within county limits. We frequently transfer to and from the Texas Medical Center, in Houston. On occasion, we transfer patients to destinations further than 150 miles from Montgomery County.

Support Units

EMS STRATEGIC GOALS AND TACTICS

- ~~1. **Strategic Goal:** Maintain MCHD EMS as the regional “Employer of Choice”.
Strategic tactics to meet this goal:
 - a. Provide quarterly CE to all staff
 - b. EMS staff will participate in MCHD Committees
 - c. EMS Staff will participate in EMS hiring and promotional practices
 - d. EMS will participate in Bike Medic, Tactical Medic, Community Medic, and community education programs
 - e. EMS will participate in “round and ride out” with Command and Executive staff in order to exchange information between rank and file, at least every 6 months
 - f. Management staff will track staff satisfaction surveys annually and turnover reports monthly
 - g. Management staff will participate in wage and salary comparisons with other agencies every three years.~~

- ~~2. **Strategic Goal:** Provide excellent service to MCHD co-workers, clients, taxpayers, and community
Strategic tactics to meet this goal:
 - a. Command staff will trend service feedback and report monthly at staff and Board Meetings
 - b. Core Value, “Compassion” will be discussed at each Supervisor Meeting and each Quarterly CE
 - c. Command Staff will track and trend service feedback and report monthly at staff and~~

~~quarterly meetings~~

~~3. **Strategic Goal:** Establish and maintain a structured process to measure and improve quality.~~

~~**Strategic tactics to meet this goal:**~~

- ~~a. Track, trend, evaluate, and publish 17 core measures data~~
- ~~b. Track, trend, evaluate, and review KPI's and Core Measures for CP, Alarm, Emergency Preparedness, Clinical Services Department, and EMS Operations~~
- ~~c. Review all STEMI, stroke, trauma and a sample percentage of random routine calls for best practices and quality review~~

~~4. **Strategic Goal:** provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community~~

~~**Strategic tactics to meet this goal:**~~

- ~~a. Review historical call volume and use projected county growth data to expand coverage while maintaining efficiency~~
- ~~b. Review monthly operational and capital expenses to budget~~
- ~~c. Review Capital project planning and review, on a quarterly basis~~

~~5. **Strategic Goal:** Proactively meet the growth needs of our community~~

~~**Strategic tactics to meet this goal:**~~

- ~~a. Track historical trends and use reporting Metrics to plan for the future~~
- ~~b. Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback~~

Support Units

In addition to the two Strategic Service Units, there are eleven Support Units within the District that provide the underlying foundation that allows MCHD to carry out its mission.

1. Finance and Accounting

The Finance and Accounting Department is responsible for general accounting, grant accounting, financial reporting, cost and budget reporting, accounts payable and receipts management. The department is also responsible for all financial analysis and projections, cash management and treasury functions, as well as the oversight of the District's investments and investment policy. The Board of Directors is charged with approving the actual policies that govern investment decisions, as well as ratifying all invoices paid on a monthly basis.

2. Billing

MCHD EMS charges patients for services provided. This revenue subsidizes that provided by the taxpayer. That revenue comes in the form of reimbursements made either by or on behalf of patients for services rendered. MCHD EMS maintains its own internal Billing Department to expedite the reimbursement process. Typically, reimbursements for services provided comes through various payor sources, including Medicare, Medicaid, private third-parties (e.g. insurance coverage), or the patients themselves.

3. Radio/Communications Technology

The District in partnership with The City of Conroe is the primary owner/operator of an EDACS/P25 800 megahertz trunked radio system. Additionally, the District and the City have strategically partnered to own and sublease a network of six radio tower sites throughout Montgomery County. The radio system serves approximately 900 users on the 800 MHz system, but the District also supports approximately 1,000 users on the Fire/EMS VHF paging and tactical channel system. The combined systems are the primary and backup communications resources for Fire and EMS First Responders in the County.

4. Facilities

The MCHD campus houses the 911 call center, administration, the service center and station 11. Additionally, there are ~~23~~24 MCHD stations throughout the county; four are regional stations and there are eleven stations that MCHD shares with fire departments. The remaining ~~eight~~ten are freestanding stations. The District is responsible for its own facility maintenance including the MCHD campus, the ~~23~~25 stations and 6 radio towers throughout the country. Campus house-keeping, laundry and grounds are contracted services responsible to the Facilities department.

5. Human Resources

The Human Resources Department oversees the personnel for both field and office staff. This includes hiring and termination, payroll tracking, administering employee benefits and formal personnel disciplinary actions.

6. Information Systems

Information Systems (IS) is an internal service provider to all units and departments of the District, and is a mission critical function. Great care is taken to keep the system performing at peak efficiency, and to operating a robust, redundant and safe system. The technological sophistication of the information system has played a

significant role in the successful and cost efficient operations of all elements of the ~~District.~~

~~In District. In~~ 2005, after reviewing options for maintaining the sophisticated system, the District moved to outsource certain information system support services. While District staff is still extremely active in managing the IS operations, MCHD contracts much of the support requiring a high level of specialized skills. All reporting systems are managed in-house.

~~7.~~ **Public Information**

The Public Information Department builds the lines of communication with field and non-field staff, community partners, chambers of commerce, legislators, the media, and the community as a whole. Building and maintaining relationships allow for better partnerships, and enable easier disaster management, communication and coordination.

~~8.~~ **Records and Compliance**

District operations are highly regulated and therefore subject to all of the commensurate record keeping and oversight. The Compliance Officer is responsible for oversight to insure that the District adheres to all state, local and federal regulatory requirements. The Records Department oversees the retention of any and all records created and received by MCHD in the regular course of business to archive essential information for business continuity. The Records department is also responsible for open records requests and contract term review. Additionally, Records department is responsible for MCHD Board correspondence and communication.

~~9.~~ **Materials Management**

Materials Management is the internal service provider to MCHD EMS, HCAP and all MCHD Support Services that is responsible for the purchasing, receiving, distributing and, in some cases, delivering all supplies and equipment utilized by the District. This department maintains a shipping, receiving and distribution process for all clinical and non-clinical supplies. Materials Management staff also provides, or arranges for, the maintenance of all biomedical equipment used by EMS.

~~10.~~ **Quality Improvement**

—Quality Improvement is responsible for oversight of continuous performance improvement in all departments. EMS Core Measures, patient satisfaction surveys and CAAS certification indicate commitment to assuring delivery of high quality patient care. HCAP and Support Services departments have Key Performance Indicators that allow for tracking, trending and benchmarking.

~~11.~~ **Fleet**

The Fleet Department is responsible for maintenance and care for all of the District's vehicles. District vehicles log approximately ~~1.5~~1.8 million miles each year. The “mission critical” nature of most of the District's vehicles necessitates a rigorous preventative maintenance program, which has established a “mission interruption rate” below one ~~1.5~~2.4 incidents per 100,000 vehicle miles.

- **12. Emergency Preparedness & Risk Management**

This department serves as a resource to EMS, Public Health, and other county agencies planning for large disasters, while also leading internal efforts to ensure that MCHD is ready to respond to an emergency on-site. In addition, we serve as a liaison with our insurance broker to ensure that MCHD's insurance policies are appropriate to cover our risks and to communicate any important changes to our business or to ensure that claims are being appropriately handled. Finally, we track and trend safety-related incidents, recommend and provide staff training, draft safety-related policies and track compliance, and manage the post-exposure process when employees are exposed to biological pathogens.

DRAFT

Strategic Goals

HCAP STRATEGIC GOALS ~~HCAP Strategic Goals AND OBJECTIVES:~~

Strategic Goal: Maintain MCHD as the regional “Employer of Choice”
Strategic tactics to meet goal:

- Provide quarterly continuing education to staff
- Staff will participate in MCHD Committees
- Staff will participate in executive staff “town halls” at least ~~every six months~~ annually
- Staff will participate in MCHD’s salary and benefit review every three years

Strategic Goal: Provide Excellent Service to our co-workers, clients, taxpayers and community

Strategic tactics to meet goal:

- Customer Service will be a standing agenda item for staff meetings
- Manager will track and trend service feedback and report monthly at staff meetings
- Employee defined “Standards” will be reviewed quarterly at staff meetings
-

Strategic Goal: Establish and maintain a structured process to measure and improve quality
Strategic tactics to meet goal:

- Revise current KPI's as needed to measure improvement with new and established processes
- Involve staff with KPI data collection and action plans

~~Revise current KPI's as needed to measure improvement with new and established processes~~

~~Involve staff with KPI data collection and action plans~~

- Check with hospitals and physician offices to discuss process, cost and outcomes

Strategic Goal: Provide for the short and long-term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.

Strategic Tactics to meet goal:

- Maintain 2-level approval process for all HCAP applicants
- Review ~~100%~~ of the top 25% of high dollar claims for accuracy of bills compared with the contract

Investigate and recommend the return on investment of providing transportation to and from medical visits

.

6. Strategic Goal: Proactively meet the growth needs of our community

Strategic Objective #1: to meet goal:

- Communicate mission and outcomes internally and externally with

Strategic tactics to meet goal and objective #1:

- Monthly staff meetings
- Monthly presentation to external stakeholders
- Continuous education and training of our staff
- Bimonthly reporting of KPIs at Quarterly Review

Bi monthly HCAP newsletter article

Monthly presentation to external stakeholders

Objective #2: Continuous education and training of staff

Strategic tactics to meet goal and objective #2:

- a. Monthly staff meetings
- b. Bi-monthly HCAP newsletter article
- c. Monthly presentation to external stakeholders

EMS Strategic Goals

Strategic Goal: Maintain MCHD EMS as the regional “Employer of Choice”.

Strategic tactics to meet this goal:

- Provide quarterly CE to all staff
- EMS staff will participate in MCHD Committees
- EMS Staff will participate in EMS hiring and promotional practices
- EMS will participate in Bike Medic, Tactical Medic, Community Medic, and community education programs
- EMS will participate in “round and ride out” with Command and Executive staff in order to exchange information between rank and file , at least every 6 months
- Management staff will track staff satisfaction surveys annually and turnover reports monthly
- Management staff will participate in wage and salary comparisons with other agencies every three years.

Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

Strategic tactics to meet this goal:

- Command staff will trend service feedback and report monthly at staff and Board Meetings
- Core Value, “Compassion” will be discussed at each Supervisor Meeting and each Quarterly CE
- Command Staff will track and trend service feedback and report monthly at staff and quarterly meetings

Strategic Goal: Establish and maintain a structured process to measure and improve quality.

Strategic tactics to meet this goal:

- Track, trend, evaluate, and publish 19 core measures data
- Track, trend, evaluate, and review KPI’s and Core Measures for Community Paramedicine, Alarm, Emergency Preparedness, Clinical Services Department, Transfer Services, Business Analysis Unit and EMS Operations
- Review all STEMI, stroke, trauma and a sample percentage of random routine calls for best practices and quality review.

Strategic Goal: provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

Strategic tactics to meet this goal:

- Review historical call volume and use projected county growth data to expand coverage while maintaining efficiency
- Review monthly operational and capital expenses to budget
- Review Capital project planning and review, on a quarterly basis

Strategic Goal: Proactively meet the growth needs of our community

Strategic tactics to meet this goal:

- Track historical trends and use reporting Metrics to plan for the future
- Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback

SUPPORT UNIT STRATEGIC GOALSSupport Unit Strategic Goals AND TACTICS

4. Strategic Goal: Maintain MCHD as the regional “Employer of Choice”.

— Strategic tactics to meet this goal:

- Provide continuing education to all staff
- Invite staff to participate on MCHD Committees
- Encourage staff to continue to receive advanced education, management, and leadership skills.
- MCHD will continue to offer a competitive wage and excellent benefits, as well as continuing education for all employees. A wage and benefit survey will be conducted every 3 years.
- Executive Staff will “round” at least ~~twice per year~~annually with each

department in order to get “Town Hall” information to and from each department.

- Management staff will track staff satisfaction surveys and turnover reports.
- Staff will from time to time be offered the opportunity to attend a conference specific to their area of expertise.

~~2.~~ Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

—————Strategic tactics to meet this goal:

- Departmental managers will trend service feedback and report monthly at staff and Board Meetings
- Each KPI will be previewed at least once per year at the Monthly Departmental Meeting and bi-monthly in Quality Review
Managers will track and trend service feedback and report monthly at staff ~~and~~ quarterly Quality Review meetings

~~3.~~ Strategic Goal: Establish and maintain a structured process to measure and improve quality.

—————Strategic tactics to meet this goal:

- Plan, execute, review, and reengage on all departmental capital and operational projects. Review project progress by quarter
- Track, trend, evaluate, and review KPI’s for each support department
- Review financials bi-monthly to assure departments are working within budget and budgeted items that are no longer deemed necessary are not purchased, “just because it is in the budget”.

~~4.~~ Strategic Goal: Provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

—————Strategic tactics to meet this goal:

- Review historical demand and use projected county growth data to expand capabilities within the mission, while maintaining efficiency
- Review monthly operational and capital expenses to budget
- Review Capital project planning and execution on a quarterly basis

~~5.~~ Strategic Goal: Proactively meet the growth needs of our community

—————Strategic tactics to meet this goal:

- Track historical trends and use reporting metrics to plan for the future
- Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback
- Attend conferences in the field of focus to do best practices comparisons

COUNTY Trends and Issues – County TRENDS AND ISSUES

Demographics

The Montgomery County Hospital District serves the geo-political boundaries of Montgomery

County. Some business units may have a slightly different community of stakeholders. Some communities served are regional target populations (i.e. radio system customers outside Montgomery County, EMS mutual aid requests, disaster response, etc.).

Physical identifying features:

- Montgomery County, Texas is 1,100 square miles
-
- Large, recreational water supply lake in the county’s northwest corner
-
- Two major interstates from north to south (IH 45 and IH 69)
-
- One major state highway (99) transects Montgomery County from the Hardy Toll road to IH 59 in the southernmost portion of the county.
-
- Two high-volume freight rail lines that carry industrial components to and from Houston, running parallel to the two highways referenced above; other high-volume rail lines travel along Highway 249, FM 2854 and FM 105.
-
- A secondary road system comprised of primarily two-lane farm to market roads that are currently exceeding original design capacity.
-
- A two to four lane loop (336) encircles greater Conroe.

Municipalities within Montgomery County

City of Conroe
Montgomery
Magnolia
Willis
Shenandoah
Oak Ridge North

Splendora
Cut and Shoot
Roman Forest
Stagecoach
Woodloch

Panorama Village
Patton Village
Woodbranch

Unincorporated areas including

The Woodlands
Grangerland
Porter

New Caney
Peel Junction
Dobbin

Pinehurst
Tamina
Decker Prairie

School Districts

Cleveland ISD
Conroe ISD
Magnolia ISD
Montgomery ISD
[VH1] New Caney ISD

Richards ISD
Splendora ISD
Tomball ISD
Willis ISD

Population Growth

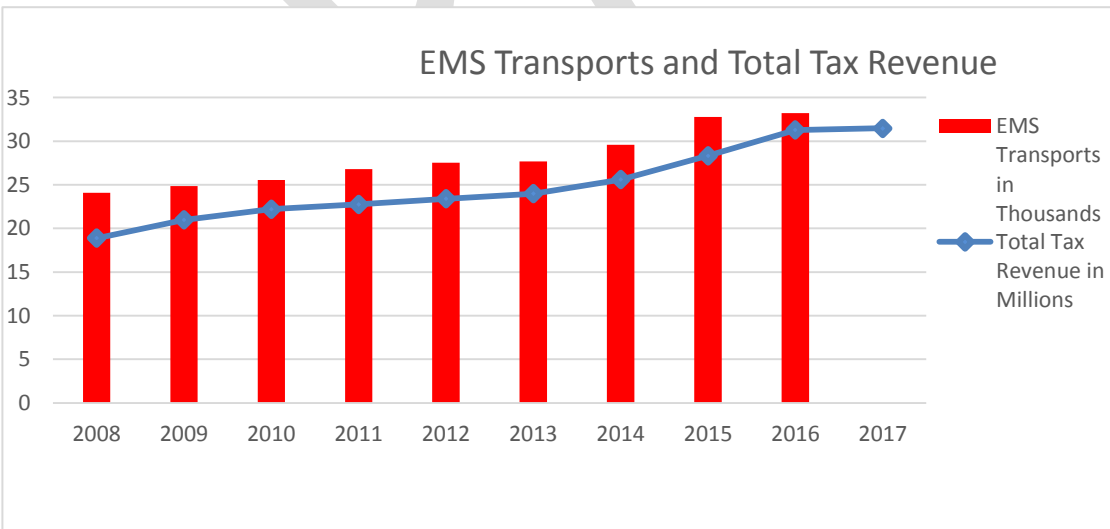
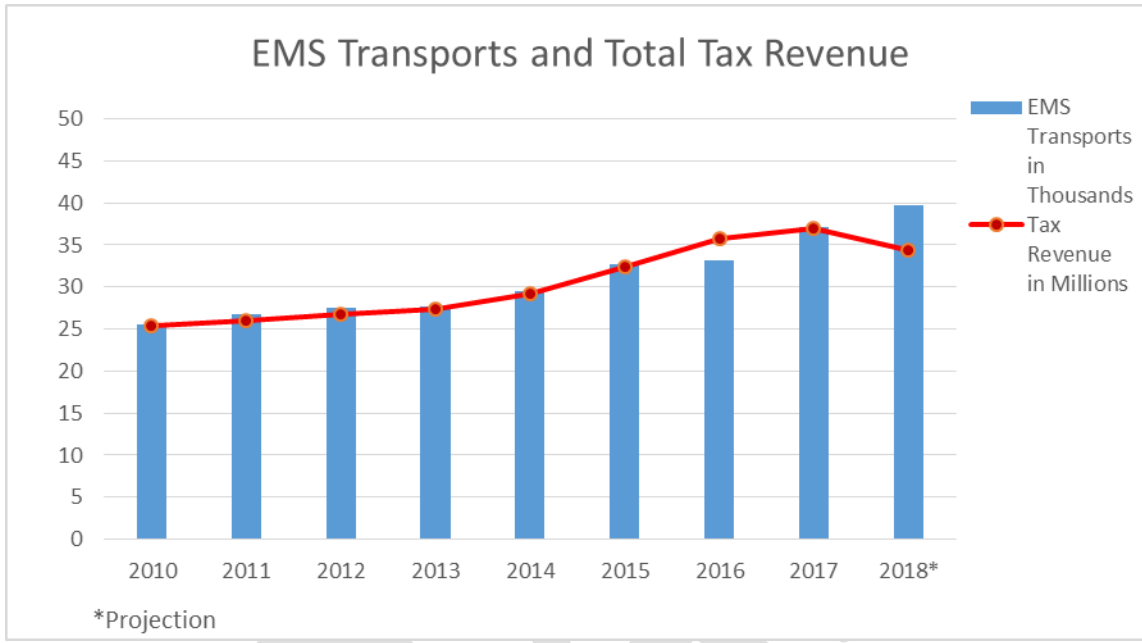
According to the 2016 Woodlands Area Economic Development Partnership, Montgomery County's population was 555,890, making it the 11th largest county in the state. The median household income was \$65,620, and the poverty rate was 10.9%. The median age was 36.1 years. A portion of this growth is due to the number of businesses, including Exxon/Mobil, which have relocated to North Harris County. All factors taken into account, growth throughout the county will continue to occur, which presents certain challenges and opportunities for all service providers.

Property Values

Total appraisals in Montgomery County have grown dramatically in recent years. In the past ten years property values have increased an average of 9% per year. New housing starts, commercial development, new manufacturing and increased appraisals on existing properties have consistently increased over the past several years. Over the last five years, the growth in appraisals has enabled the Board to reduce the tax rate below the historic low rate. Growth brings with it an increase in service demands. The District will continue to function in a responsible manner.

Tax Revenue

MCHD has been responsive to the growth in appraisals by reducing tax rates for the last consecutive 14-15 years. However, during those same years, the District experienced increased demand. We continue to add technology and adjust deployment and work schedules to absorb the volume increase with very few additional resources being added.



As

growth continues, MCHD adds resources to keep up with the growing demand. But, as MCHD increases resources, it will add value, due to economies of scale and system duplication.

For example, in 2008 there were approximately 18,500 annual transports. 2008 tax revenue was approximately \$21,600,000, yielding \$1,166 tax dollars per transport. In 2016-2018 there were MCHD is projecting approximately 33,40,000 annual transports. 2016-2018 tax revenue was approximately \$35,75034,400,000, yielding \$1,083860 tax dollars per transport.

In an effort to cover the growing needs of the county, we have added more resources to meet these needs, without an increase in costs.

MCHD intends to maintain six months' reserve operating funds, and maintain "HCAP" Reserve fund as well as Capital Reserve fund, while most efficiently serving its mission.

Tax Revenue History and Projections

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017*
Tax Rate**	0.0777	0.076	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.0665
Total Tax Revenue	21,588,263	23,972,257	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	35,973,441
Tax Revenue Increase:	-	-	-	-	-	-	-	-	-	-
% Increase	12.98%	11.04%	5.87%	2.45%	2.83%	2.48%	6.76%	10.65%	10.47%	2.65%
\$ Increase	2,479,702	2,383,994	1,407,418	62,1957	735,838	661,823	1,852,388	3,115,444	3,387,279	946,496
*Projections	-	-	-	-	-	-	-	-	-	-
** Per \$100 Valuation	-	-	-	-	-	-	-	-	-	-

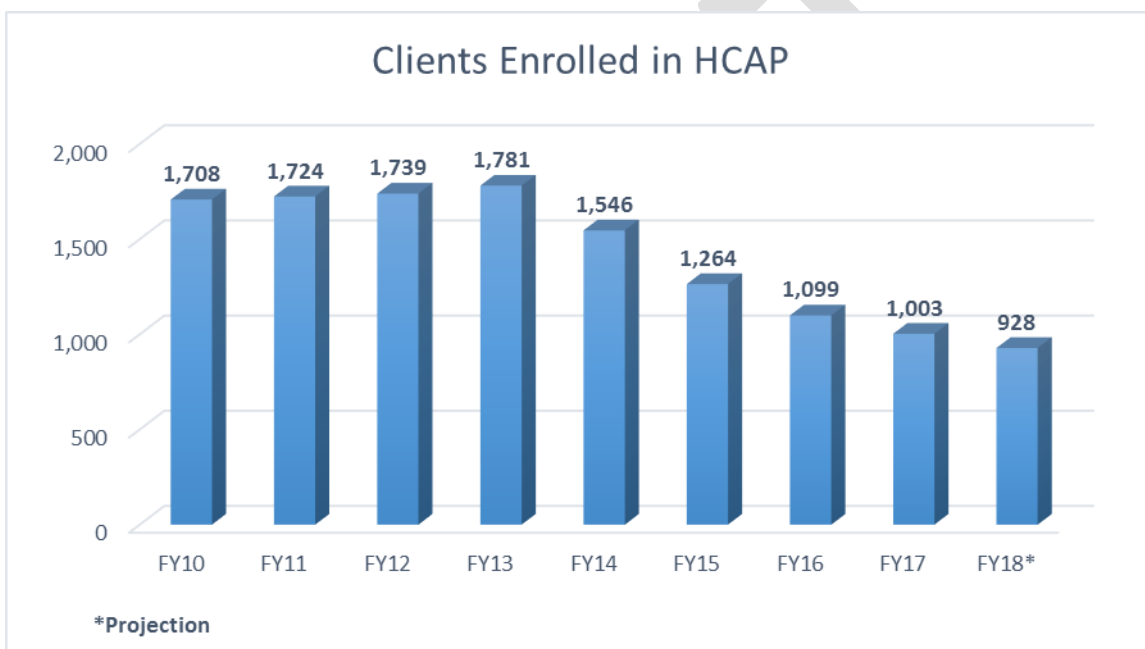
Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18*	FY19*
Tax Rate**	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.0665	0.0664	0.0599
Total Tax Revenue	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	36,901,789	34,420,415	32,935,208
Tax Revenue Change:										
% Change	5.87%	2.45%	2.83%	2.48%	6.76%	10.65%	10.47%	3.21%	-6.72%	-4.31%
\$ Change	1,407,418	621,957	735,839	661,823	1,852,389	3,115,444	3,387,280	1,147,382	-2,481,374	-1,485,207
* Projections										
** Per \$100 Valuation										

Trends and Issues - Service Delivery Units Service Delivery Units Trends and Issues

HCAP

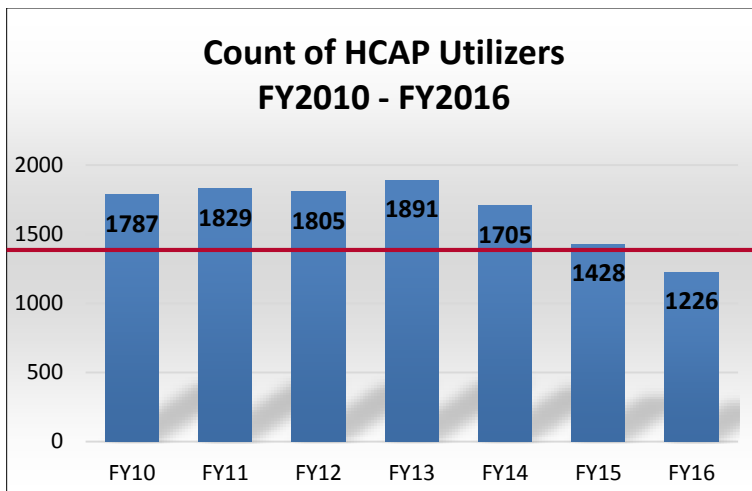
Program Enrollment

The number of Montgomery County residents enrolling in HCAP steadily increased from FY2010- FY2013. Enrollment growth peaked at ~2.4% in FY2013 but has declined since then for the fifth straight year. The main reason for the decline is a direct result of the Affordable Care Act (ACA) and State Health Insurance Exchanges (HIE), which began operations in October of 2013. Without this HIE Exchange, the program would have continued to add approximately 300 clients per fiscal year to the enrollment panel. In fact, due to the HIE implementation the actual enrollment dipped 13.2% with a decrease of 235 clients between FY 2013 – FY 2014 (see chart below).



~~The number of people from Montgomery County enrolling in HCAP was steadily trending upward from FY2010 – FY 2013. However, in the past three years the program has experienced a decrease in enrollment numbers despite the county’s increased population growth.~~

~~HCAP enrollment growth peaked from FY 2012 to FY 2013 by 4.8%. From FY 2013 to FY 2014 it declined by 9.8%. The Affordable Care Act (ACA) and State Health Insurance Exchanges (HIE), began operations in October of 2013. Without this HIE Exchange, management believes that the program would have continued to add approximately 300 clients per fiscal year to the enrollment panel. In fact, due to the HIE implementation the actual enrollment dipped 16.2% with a decrease of 277 clients between FY 2014 – FY 2016 (see table below).~~

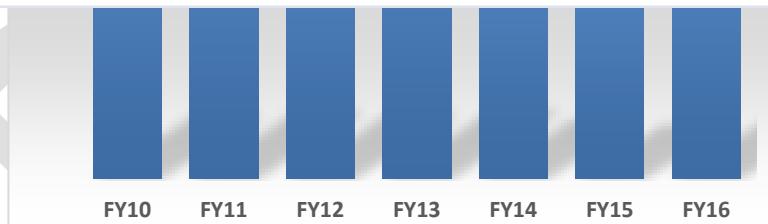
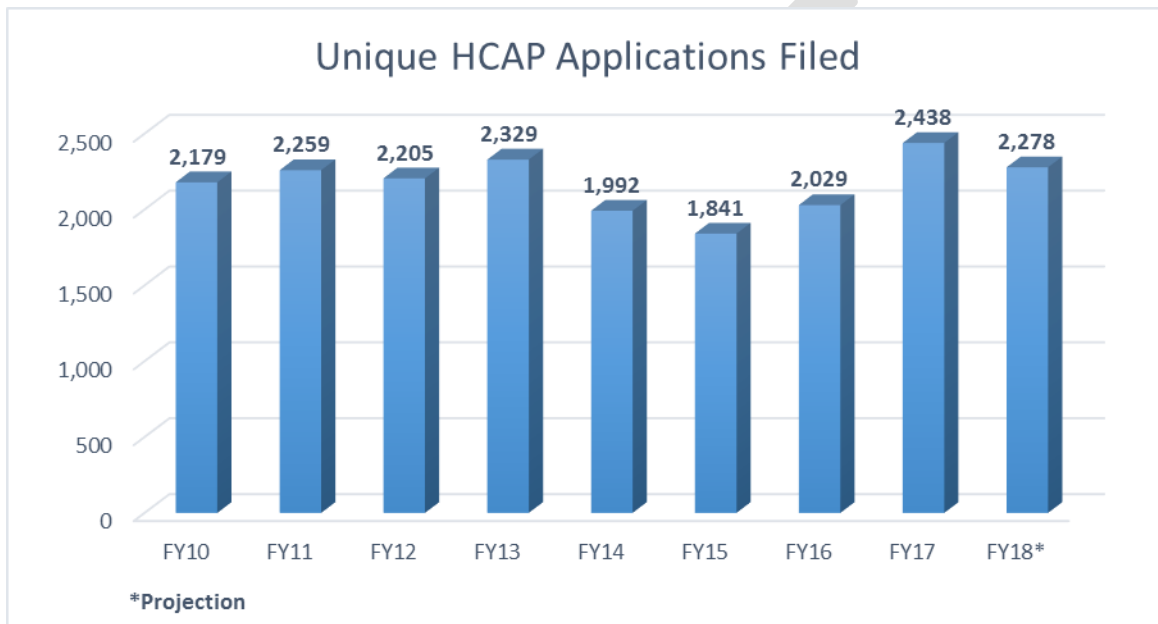


Currently, HCAP projects a decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the program eligibility requirements, economy and ACA policies remains the same. If changes occur to the aforementioned factors, enrollment may stabilize or gradually increase over the next few years.

~~Currently, HCAP projects relatively flat to insignificant decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the eligibility requirements, economy and ACA policies remain constant. If changes occur to the aforementioned factors, this could lead to a potential increase in HCAP enrollment over the next few years.~~

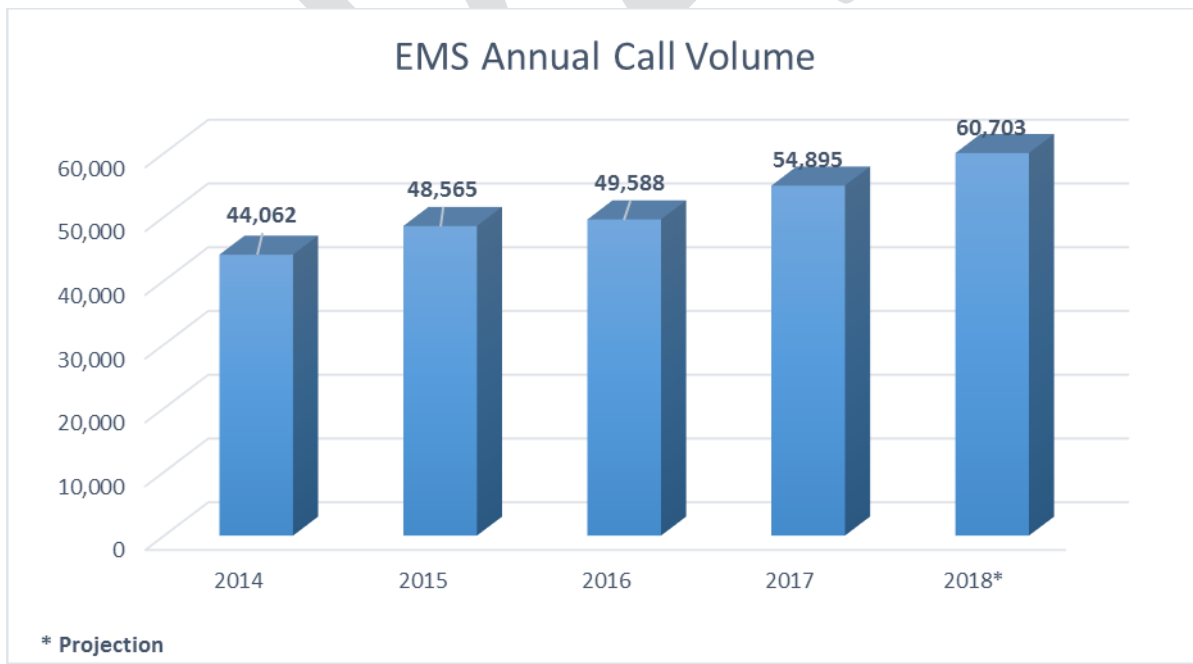
Further analysis of HCAP data also indicates that the program experienced a dramatic drop in the number of applications in FY2015 due to the implementation of the ACA. However, there has been a steady increase in the quantity of applications over the past three years. These numbers will continue to trend upward with increased community collaborations and strategic partnerships.

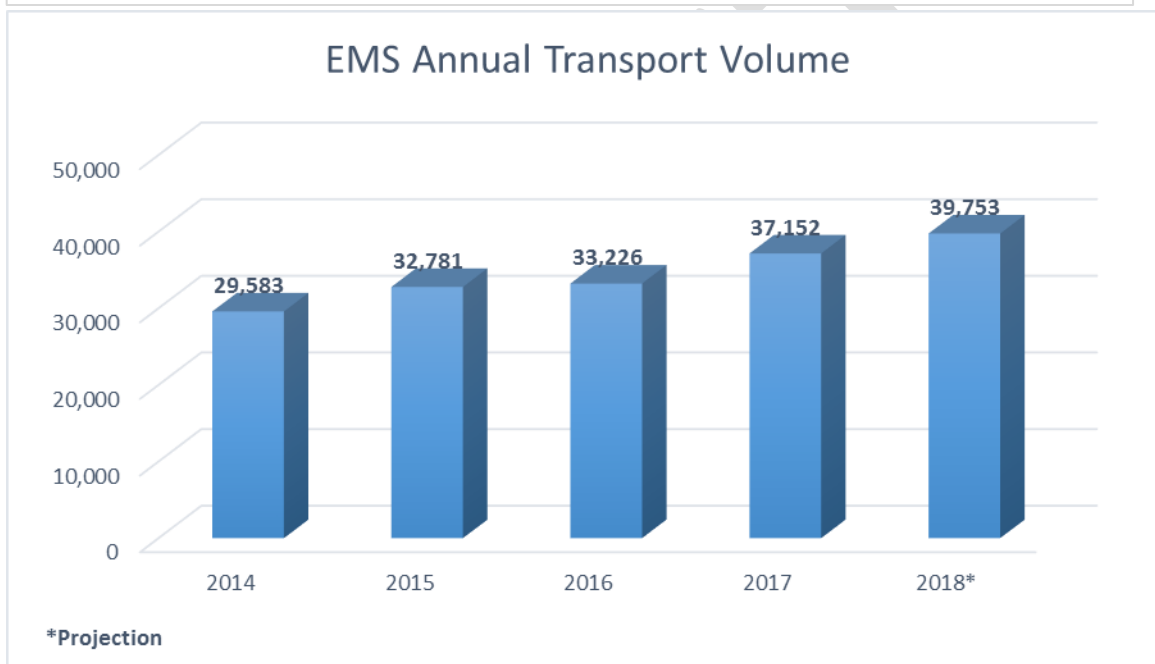
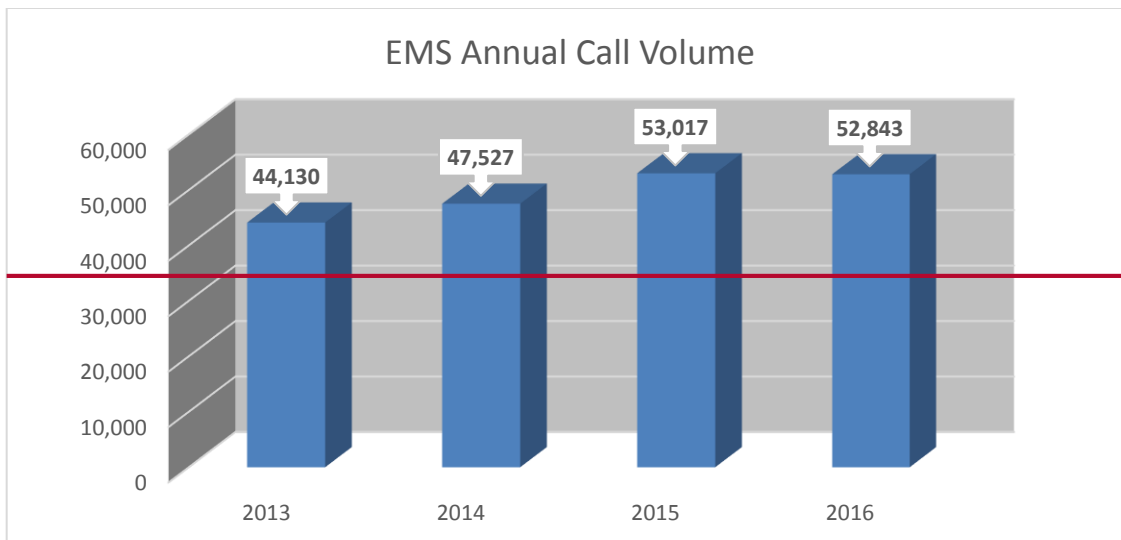
~~Further analysis of HCAP data also indicates a decrease in the number of yearly applications (see table below) which would correlate with the decrease in program enrollment. These predictive numbers are indicative of gaps in our local health care system and healthcare resources. Community collaborations and strategic partnerships could possibly improve access issues which might have a minor increase in the number of applications for HCAP.~~

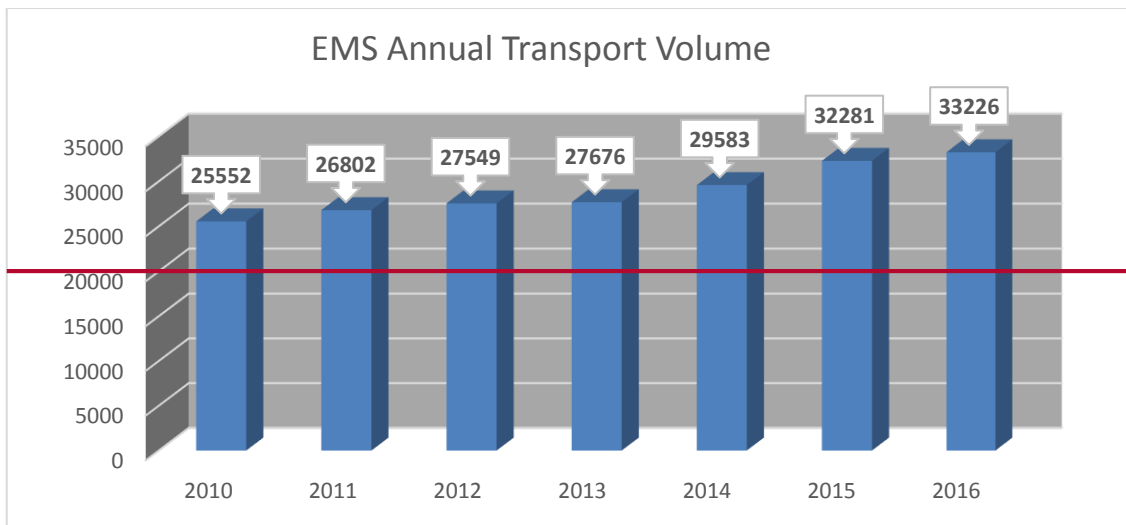


EMS

EMS calls have remained at a fairly stable 5-6% rate of growth over the past several years. EMS calls spiked by 7% and 14% respectively during 2014 and 2015. During 2016 EMS calls were flat due to the economy and perhaps more free standing Emergency Departments (EDS). MCHD Call volume is growing by 12% again in 2017. MCHD projects the call volume will continue to grow by an average of 6% per year for the next 5 years. This year, call growth has averaged 7%.







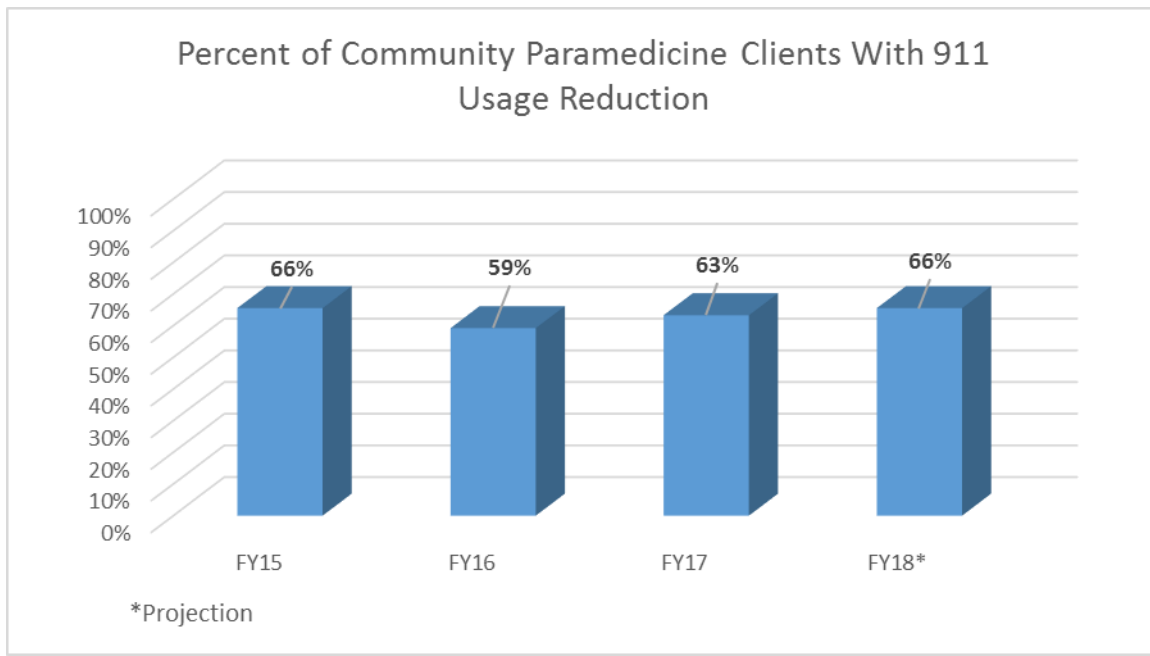
Community Paramedicine

–The program utilizes Paramedics, who are already embedded within our community, to optimize clients’ health, improve their quality of life and reduce overall costs of healthcare. The program has served over 300-500 unduplicated residents. Services provided include:

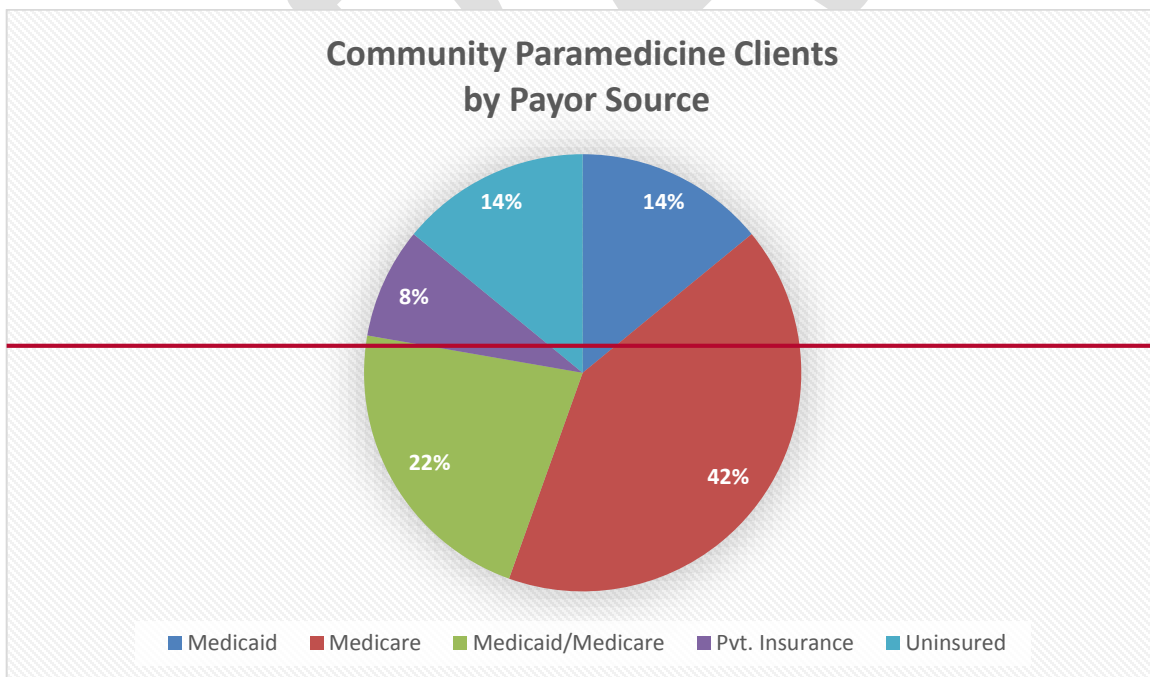
- Physical and psycho-social assessments
- Medication reconciliation and education
- General and disease specific healthcare education
- Care coordination between hospitals, PCPs, Specialist and care facilities
- Navigation assistance with insurance, discharge instructions, transportation
- Connecting with ongoing community resources and support system

In December 2017, the Medicaid 1115 Waiver was renewed for a period of five years. This renewal brought about a change to the focus and outcome measures of this federally funded program. Community Paramedicine fills gaps in healthcare services within Montgomery County and continues to operate in partnership with the Public Health District. However, the metrics and milestones developed for the project are no longer tied to the 1115 Waiver incentive payment structure. MCHD continues to meet with regional healthcare organizations, both hospital and insurance carriers, in order to develop partnerships to reduce healthcare costs through reduction in hospital re-admissions. MCHD has met with four large hospital systems, two Medicaid insurance carriers, hospice services, and other healthcare providers to discuss these reimbursable services. Expectations remain that this program will be funded in the future through private / public partnerships.

Medicaid insurance carriers have been hesitant to enter into contracts for services as Community Paramedicine is not currently a billable Medicaid service in Texas. Other states have made significant progress in this respect and many have current contracts in place with Medicaid providers. MCHD remains involved both locally and statewide in organizations that promote the future sustainability of EMS Mobile Healthcare services.



Without extension, the funding from the Medicaid 1115 Waiver will end in December of 2017. The funding obtained will maintain the program through FY18. Over 75% of our current clients have healthcare coverage through Medicaid, Medicare, private insurance or a combination of the three. Regional healthcare organizations, both hospital and insurance carriers, are interested in partnering with us to reduce healthcare costs through reduction in hospital re-admissions. We have been meeting with four large hospital systems and two Medicaid insurance carriers to provide these reimbursable services. We expect that this program will be funded in the future through private / public partnerships.



Our goal for FY 17 and FY 18 is to obtain contracts with the Medicaid insurance carriers and area hospitals which will provide a sustainable future for the program.—

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~~SWOT Assessment~~ **SWOT ASSESSMENT**

The SWOT assessment is a traditional part of the strategic planning process which develops “situational awareness” for the organization.

The strength and weaknesses that currently impact, or may impact, the District’s operations are listed below. Opportunities that may present themselves which the District can take advantage of are also listed. Threats or risks the District faces are considered last. This assessment lays the foundation for the 5 year assumptions that follow.

Strengths

- Well-trained workforce
- Loyal employees (annual turnover rate between 5%-15%, Industry average is 15%-25%)
- Employee involvement in decision making
- Support for professional development
- Financially stable with a well-rounded budget
- Embrace innovation and technology
- Well managed indigent care system with a broad network of providers
- Experienced leadership team
- Well trained and experienced staff throughout the District.
- General Counsel well versed in District history and local government issues. Additionally MCHD has an HR Attorney to assure HR compliance.
- Accredited Communications Center
- Good relationship with vendors that supplement and enhance staff knowledge,
- Public Health Department enables MCHD to have financial mechanism to provide Community Paramedicine
- Strong financial process in place
- Increase in interdepartmental collaboration on projects and committees
- Staff is well equipped to do their job
- Improving media and community relations
- High level of field staff support (MCHD provides staff who delivers, counts and restocks station supply rooms)
- Well managed organizational structure
- Caring and altruistic employees across the organization that exemplifies the corporate values
- Consistent and experienced Board of Directors
- MCHD has a quality expert (CPHQ) employed to oversee the development and implementation of our Quality Improvement
- CAAS Accredited EMS
- Key Performance Indicators (KPI) implemented in each department.
- Have implemented a Reports Manager to focus on metrics management
- Very motivated, experienced, and capable Medical Director

Weaknesses

- Decentralized workforce
- Stressful work environment with a growing demand for services
- Need for greater reliance on objective data for decision making
- Need to support continuity of operations (power, fuel, etc.)
- Limited ability for non-field staff to advance/promote within the District; relatively flat organization
- Need a more objective way to track employee performance (i.e. Laserfiche)
- Lack of internal understanding of/appreciation for work of other departments
- Better use of Crew Scheduler to monitor staff resources and expenses
- Lack of follow through on long-term projects
- Some community members and providers feel HCAP doesn't cover enough residents
- Some systems in the organization such as LaserFiche, Labor Scheduling, Payroll Processing, CAD Reporting and Inventory Control Systems are underutilized
- Quality benchmarking and process improvement need to be hardwired
- Multiple barriers to data retrieval and analysis
- Formal management / leadership programs are not consistent or hardwired.
- More consistent training is needed
- Communication is inconsistent
- Project Management is inconsistent

Opportunities

- Relationship building with strategic partners and community organizations
 - Providing educational opportunities for our community partners and the public
 - Work with community partners to organize a an annual project that meets a community need
- Experienced personnel available for mentoring of new employees
- Maintain external accreditations
- Expand and enhance interoperability capacity of radio system
- Establish an employee mentoring program
- Establish a checklist culture
- Improve documentation of processes in departments
- Establish standardization of operations across departments
- Oversight and management of interdepartmental projects for efficiency, budget adherence and timeliness to negate “mission creep”
- Improve efficiency and accuracy with CAD system
- Quality benchmarking
- Increase involvement in community education
- Become increasingly financially transparent
- Utilization of social media to stay connected to employees and the community
- Infrastructure and staff in place to easily expand services offered to the community
- Expand services of Community Paramedicine
- Increase usage of website to provide information to both the public and employees
- Keep emergency management plans current and host training exercises
- Proactive employees are further defining their role in the organization, as well as the organization’s role in the community, and bringing fresh ideas to management
- Increase facility to facility patient requested transfer
- Improve Project management Systems
- Improve Communication Portal
- Pursue alternative funding mechanisms for new, or expansions to facilities.

Threats

- Increasing healthcare costs
- Unstable political environment – healthcare legislative changes
- Competitive forces on staffing regarding wages and benefits
- Competitive forces for EMS coverage resulting in increasing number of non- emergency providers in Montgomery County
- A Fire department or ESD may take EMS services in -house
- Budget constraints
- Need to be better prepared for a large public health emergency
- Litigation environment/risk
- Appraisals and/or revenue caps on property taxes

FIVE YEAR FINANCIAL PROJECTIONS/ASSUMPTIONS

The five year financial projections are included immediately following this information. The following assumptions were made while developing the five year financial forecast:

1. The MCHD FY2019 tax rate is 0.059 per \$100 valuation. Each year thereafter the tax rate will drop 0.001per \$100 valuation.
2. Taxable value will continue at an average 7% increase each year over the next five years.
3. EMS collected revenue will increase at an average rate of 6% per year.
4. Transfer services are planned to increase 100% during 2019 and then increase 10% per year during the following 4 years.
5. Labor costs will increase at an average rate of 4% each year, over the next five-year period.
6. Texas County and District Retirement System (TCDRS) will be approximately 6.5% of payroll each year.
7. Employee health insurance expenses will increase at an annual rate of 6% per year.
8. Supply expenses will increase at a rate of 5% per year.
9. EMS Drug expenses will increase at 8% per year.
10. Indigent/specialty healthcare will increase at 6% per year, over the next five years.
11. In FY 2019 capital will peak at \$10,141,681. In 2020 capital will return to a baseline of \$7,143,679 and will continue to reduce in the following years to a 2023 amount of \$5,875,770.
12. Purchase new accounting software in FY2020 for \$250,000.
13. Add administrative uninterrupted power supply in 2019 for \$325,000.
14. Refurbish and replace informational technology aging servers and switches each year (\$153,000-\$220,000).
15. Complete remodel of station 34 in 2019 for \$100,000.
16. Build a station in Porter in 2019/2020, estimated cost \$800,000.
17. Replace-remodel Station 22 in 2019/2020, estimated cost \$720,000.
18. Remodel a station at Keenan Cut Off in 2019 for \$112,500.
19. Build a station at 1488/Northwest Woodlands during 2019/2020 for \$1,700,000.
20. Build a station in North Central Conroe in 2020 at \$ 1,000,000.
21. In Caney Creek, build an apartment to existing station for \$800,000 in 2022.
22. Build a new station in West County in 2023 for \$1,200,000.
23. Purchase land for 2 more towers in 2020 for \$300,000 and construct those towers in 2021 and 2022 for \$1,700,000.
24. Upgrade EDACS radio system to P25 capability in 2019 for \$2,100,000.

- 25. Opticoms installation at \$200,000 in FY2019 and \$160,000 each of the following 3 years.
- 26. Expand Fleet by 4 trucks in 2019, then 1 truck per year, for the next 4 years.
- 27. Add 6 Replacement trucks in 2019; 9 replacement trucks in 2020 and 2021; and 7 replacement trucks in 2022 and 2023.
- 28. Purchase one Tahoe per year beginning 2020, with the even years being expansion vehicles and the odd years being replacement vehicles.
- 29. Purchase new ePCR in 2020 for 350,000.
- 30. Lease new EKG monitors in 2021, with payments of \$529,000 annually for the next 5 years.
- 31. Purchase 3 US Digital Station Alerting systems in 2019 for \$90,000, then 1 each year for the next 4 years for \$30,000.

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Montgomery County Hospital District Financial Projection				
	FY 2019	FY 2020	FY 2021	FY 2022
Revenue				
Tax	32,935,208	35,181,840	37,581,618	
EMS	14,864,213	15,756,066	16,701,430	
Other	6,845,517	7,187,793	7,547,182	
Total Revenue	54,644,938	58,125,699	61,830,230	
Expenses				
Payroll				
Direct Labor	25,483,518	26,502,859	27,562,973	
Taxes	1,949,496	2,027,469	2,108,567	
TCDRS	1,663,889	1,722,686	1,791,593	
Health & Dental	4,756,353	5,041,734	5,344,238	
Total Payroll	33,853,256	35,294,748	36,807,371	
Operating Expenses				
Drugs	172,256	186,036	200,919	
Other	14,404,821	15,125,062	15,881,315	
Total Operating Expenses	14,577,077	15,311,098	16,082,234	
Indigent Care				
Uncompensated Care	1,531,032	1,531,032	1,531,032	
Specialty Healthcare	3,050,316	3,233,335	3,427,335	
Total Indigent Care	4,581,348	4,764,367	4,958,367	
Capital	10,141,681	7,143,679	6,144,551	
Total Expenses	63,153,362	62,513,892	63,992,523	
Revenue O/(U) Expenses	(8,508,424)	(4,388,193)	(2,162,293)	

Five-Year Financial Projections Assumptions

~~The five year financial projections are included immediately following this information. The following assumptions were made while developing the five year financial forecast:~~

- ~~1. Taxable value will continue at an average 5% increase over the next five years.~~
- ~~2. The MCHD tax rate will be 0.0664 per \$100 valuation.~~
- ~~3. EMS collected revenue will increase at an average rate of 6% per year.~~
- ~~4. Labor costs will increase at an average rate of 5% over the next five year period.~~
- ~~5. Texas County and District Retirement System (TCDRS) annual rate of 6.55% of Payroll.~~
- ~~6. Employee health insurance expenses will increase at an annual rate of 8% per year.~~
- ~~7. Supply expenses will increase at a rate of 5% per year.~~

- ~~8. EMS Drug expenses will increase at 8% per year.~~
- ~~9. Indigent/specialty healthcare will increase at 5% per year, over the next five years.~~
- ~~Capital, other than EMS and Radio Tower, will be budgeted at \$494,000 in FY'18 and is projected to grow at a 5% rate the following years. Build a station in Porter in 2019, estimated cost \$600,000~~
- ~~Add 2 more towers to radio system at an estimated cost of 2.5 million dollars a tower (1 tower in 2020 and the second tower in 2021).~~
- ~~Transport services are planned to increase 1,800 per year for the first 3 years and increase 1,000 runs per year in years 4 and 5.~~
- ~~10.~~
- ~~11. Transport services are planned to increase 1,800 per year for the first 3 years and increase 1,000 runs per year in years 4 and 5.~~
- ~~12. Build a station in Porter in 2019, estimated cost \$600,000~~
13. Station 33, build an apartment to existing station for \$600,000 in 2021.
14. Build a station in North Central Conroe in 2021 at \$ 1,100,000.
15. Build a station in West County in 2022 for \$1,200,000.
16. Continue to expand Fleet by 1 truck per year, for the next 5 years
17. Add 6 remounts per year until 2021, then expand to 7 remounts annually.
- ~~18. Add 2 more towers to radio system at an estimated cost of 2.5 million dollars a tower (1 tower in 2020 and the second tower in 2021).~~
19. Purchase one Tahoe per year beginning 2020.
20. The adopted 20% Homestead Exemption will reduce the tax value in FY18 by 6 billion dollars.
21. New Transfer station will cost 40K to lease per year

Montgomery County Hospital District					
Financial Projection					
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Revenue					
Tax	34,341,430	36,058,502	37,861,427	39,754,498	41,742,223
EMS	13,119,760	13,906,946	14,741,363	15,625,845	16,563,396
Grants	25,000	25,000	25,000	25,000	25,000
Other	6,005,136	6,305,393	6,620,662	6,951,696	7,299,280
Total Revenue	53,491,326	56,295,841	59,248,452	62,357,039	65,629,899
Expenses					
Payroll					
Direct Labor	22,542,540	23,669,667	24,853,150	26,095,808	27,400,598
Taxes	1,705,487	1,810,730	1,901,266	1,996,329	2,096,146
TCDRS	1,531,106	1,609,537	1,690,014	1,774,515	1,863,241
Health & Dental	4,958,792	5,355,495	5,783,935	6,246,650	6,746,382
Total Payroll	30,737,925	32,445,429	34,228,365	36,113,302	38,106,367
Operating Expenses					
Drugs	188,929	204,043	220,366	237,995	257,035
Other	14,320,575	15,036,604	15,788,434	16,577,856	17,406,749
Total Operating Expenses	14,509,504	15,240,647	16,008,800	16,815,851	17,663,784
Indigent Care					
Uncompensated Care	3,778,308	3,778,308	3,778,308	3,778,308	3,778,308
Specialty Healthcare	3,076,015	3,229,816	3,391,307	3,560,872	3,738,916
Total Indigent Care	6,854,323	7,008,124	7,169,615	7,339,180	7,517,224
Capital					
Capital	4,382,401	3,346,895	3,770,611	5,586,578	4,288,920
Total Expenses	56,484,153	58,041,095	61,177,391	65,854,911	67,576,295
Revenue O/(U) Expenses	(2,992,827)	(1,745,255)	(1,928,939)	(3,497,872)	(1,946,395)

Capital						
Main Campus						
Accounting Software		250,000				
Admin Uninterrupted Power Supply	325,000					
Information Technology	153,000	150,000	175,000	195,000	220,000	
Total Main Campus	478,000	400,000	175,000	195,000	220,000	
Stations						
Remodel - Porter Station 34	112,500					
New Porter 1314 & 99	400,000	400,000				
Replace - Station 22 Remodel	360,000	360,000				
New - Keenan Cut Off Station 47	100,000					
New - 1488/Northwest Woodlands	850,000	850,000				
New - North / Central Conroe	1,000,000					
Caney Creek Replacement				800,000		
New West County Station						1,200,000
Total Stations	2,822,500	1,610,000	0	800,000	1,200,000	
Towers / Radios						
Land for Towers		300,000				
Tower and Equipment			850,000	850,000		
Upgrade EDACS to P25	2,100,000					
Opticoms	200,000	160,000	160,000	160,000		
Total Towers / Radios	2,300,000	460,000	1,010,000	1,010,000	0	
EMS / Communications/BAU						
Expansion - 911 Ambulance (with equipment	1,808,504	470,392	479,800	489,396	499,184	
Replacement - 911 Ambulance	1,975,978	3,083,718	3,145,389	2,495,344	2,545,253	
Tahoe	0	39,535	40,326	41,133	41,956	
ePCR		350,000				
EKG Monitors (Capital Lease)			529,000	529,000	529,000	
US Digital Station Alerting	90,000	30,000	30,000	30,000	30,000	
Total EMS	3,874,482	3,973,645	4,224,515	3,584,873	3,645,393	
Other Capital	666,699	700,034	735,036	771,788	810,377	
Total Capital	10,141,681	7,143,679	6,144,551	6,361,661	5,875,770	

Total EMS	1,697,500	1,698,299	1,606,085	2,069,826	2,293,580
Other Capital	493,901	518,596	544,526	571,752	600,340
Total Capital	4,382,401	3,346,895	3,770,611	5,586,578	4,288,920
Assumptions:					
Tax Revenue					
Adjusted Taxable Value	51,719,021,817	54,304,972,908	57,020,221,553	59,871,232,631	62,864,794,263
MCHD Effective Tax Rate	0.000723	0.000632	0.000632	0.000632	0.000632
MCHD Rollback Tax Rate	0.000780	0.000683	0.000683	0.000683	0.000683
MCHD Adopted Tax Rate	0.000664	0.000664	0.000664	0.000664	0.000664
Tax Revenue	34,341,430	36,058,502	37,861,427	39,754,498	41,742,223
Tax Revenue Growth Rate	-6.4%	5.0%	5.0%	5.0%	5.0%
Rates and Growth Factors					
Taxable Value Growth Rate	5.0%	5.0%	5.0%	5.0%	5.0%
Population Growth Rate	3.685%	3.685%	3.685%	3.685%	3.685%
Inflation	1.660%	1.660%	1.660%	1.660%	1.660%
	5.3%	5.3%	5.3%	5.3%	5.3%
EMS Revenue	14.90%	6.00%	6.00%	6.00%	6.00%
Labor Cost Increase	5.00%	5.00%	5.00%	5.00%	5.00%
Payroll Taxes	7.65%	7.65%	7.65%	7.65%	7.65%
TCDRS	6.80%	6.80%	6.80%	6.80%	6.80%
Health Insurance	8.00%	8.00%	8.00%	8.00%	8.00%
Expenses	5.00%	5.00%	5.00%	5.00%	5.00%
Drugs	8.00%	8.00%	8.00%	8.00%	8.00%
Indigent - Specialty Healthcare	5.00%	5.00%	5.00%	5.00%	5.00%
Qty 911 Ambulance (New)	1	1	1	1	1

Capital						
Main Campus						
Telephone System	250,000					
Covered Ambulance Parking	0					
EMS Classroom	0					
Accounting Software			250,000			
Admin Grounding Project	87,000					
Admin Uninterrupted Power Supply	250,000					
Information Technology	119,000	160,000	150,000	175,000	195,000	
Total Main Campus	706,000	160,000	400,000	175,000	195,000	
Stations						
Porter Station 34	225,000					
Porter 1314 & 99		600,000				
Caney Creek Replacement				600,000		
Conroe North Central				1,100,000		
West County Station						1,200,000
Total Stations	225,000	600,000	0	1,700,000	1,200,000	
Towers / Radios						
Land for Towers		150,000	150,000			
Replace/Reconfigure Microwave System	1,260,000					
Tower and Equipment			850,000	850,000		
Upgrade EDACS to P25		220,000	220,000	220,000		
Total Towers / Radios	1,260,000	370,000	1,220,000	1,070,000	0	
EMS / Communications						
911 Ambulance New	310,500	319,106	322,614	326,180	329,806	
911 Ambulance (Re-mount)	855,000	869,193	869,193	1,014,059	1,014,059	
Transfer Ambulance	372,000	0	214,354	0	219,454	
Tahoe	0	0	39,924	40,587	41,261	
ePCR		350,000				
EKG Monitors (Capital Lease)				529,000	529,000	
Opticoms	160,000	160,000	160,000	160,000	160,000	

Assumptions:					
Tax Revenue					
Adjusted Taxable Value	54,983,652,896	58,832,508,599	62,950,784,201	67,357,339,095	72,072,352,832
MCHD Adopted Tax Rate	0.000599	0.000598	0.000597	0.000596	0.000595
Tax Revenue	32,935,208	35,181,840	37,581,618	40,144,974	42,883,050
Tax Revenue Growth Rate	-4.1%	6.8%	6.8%	6.8%	6.8%
Rates and Growth Factors					
Taxable Value Growth Rate	6.3%	7.0%	7.0%	7.0%	7.0%
Population Growth Rate	2.960%	3.000%	3.000%	3.000%	3.000%
Inflation	1.770%	2.000%	2.000%	2.000%	2.000%
	4.7%	5.0%	5.0%	5.0%	5.0%
EMS Revenue	6.00%	6.00%	6.00%	6.00%	6.00%
Transfer	100.00%	10.00%	10.0%	10.0%	10.0%
Labor Cost Increase	4.00%	4.00%	4.00%	4.00%	4.00%
Payroll Taxes	7.65%	7.65%	7.65%	7.65%	7.65%
TCDRS	6.44%	6.50%	6.50%	6.50%	6.50%
Health Insurance		6.00%	6.00%	6.00%	6.00%
Supply Expenses		5.00%	5.00%	5.00%	5.00%
Drugs		8.00%	8.00%	8.00%	8.00%
Indigent - Specialty Healthcare		6.00%	6.00%	6.00%	6.00%

Cost 911 Ambulance (New)	204,500	207,895	211,346	214,854	218,421
Cost 911 Ambulance Equipment	106,000	106,000	106,000	106,000	106,000
Inflation 911 Ambulance (New)		1.7%	1.7%	1.7%	1.7%
Total Cost 911 Ambulance (New)	310,500	319,106	322,614	326,180	329,806
Qty 911 Ambulance (Re-mount)	6	6	6	7	7
Cost 911 Ambulance (Re-mount)	142,500	142,500	142,500	142,500	142,500
Inflation 911 Ambulance (Re-mount)		1.7%	1.7%	1.7%	1.7%
Total Cost 911 Ambulance (Re-mount)	855,000	869,193	869,193	1,014,059	1,014,059
Qty Transfer Ambulance	2	0	1	0	1
Cost Transfer Ambulance	145,000	147,407	149,854	152,342	154,871
Cost Transfer Ambulance Equipment	82,000	61,000	61,000	61,000	61,000
Inflation Transfer Ambulance		1.7%	1.7%	1.7%	1.7%
Total Cost Transfer Ambulance	372,000	0	214,354	0	219,454
Qty Tahoe	0	0	1	1	1
Cost Tahoe	38,000	38,631	39,272	39,924	40,587
Inflation Tahoe		1.7%	1.7%	1.7%	1.7%
Total Cost Tahoe	0	0	39,924	40,587	41,261

Qty 911 Ambulance (New)	4	1	1	1	1
Cost 911 Ambulance (New)	329,330	335,917	342,635	349,488	356,478
Cost 911 Ambulance Equipment	122,796	125,252	127,757	130,312	132,918
Inflation 911 Ambulance (New)	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost 911 Ambulance (New)	1,808,504	470,392	479,800	489,396	499,184
Qty 911 Ambulance(Replace)	6	9	9	7	7
Cost 911 Ambulance (Replace)	329,330	335,917	342,635	349,488	356,478
Inflation 911 Ambulance (Replace)	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost 911 Ambulance (Replace)	1,975,980	3,083,718	3,145,389	2,495,344	2,545,253
Qty Transfer Ambulance	0	0	0	0	0
Cost Transfer Ambulance	145,000	147,900	150,858	153,875	156,953
Cost Transfer Ambulance Equipment	61,000	62,220	63,464	64,733	66,028
Inflation Transfer Ambulance	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost Transfer Ambulance	0	0	0	0	0
Qty Tahoe	0	1	1	1	1
Cost Tahoe	38,000	38,760	39,535	40,326	41,133
Inflation Tahoe	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost Tahoe	0	39,535	40,326	41,133	41,956

~~Key Relationships~~ KEY RELATIONSHIPS

Hospitals

Our local hospitals are important partners for EMS, Public Health and HCAP. Strong relationships with the hospital administrations and medical staff are essential to the success of MCHD. We must continue efforts to recruit local hospitals into the HCAP provider network. At such time as the ACA expires, a broad based hospital network will insure the financial security of the District.

From an EMS perspective, partnerships with local hospitals will insure continuity of care in important service line areas such as stroke, trauma, and acute coronary syndromes. As the demand for service rises, our hospitals must be ready to meet the demand. Failure to do so will result in extended wait times and undesirable outcomes for patients.

Physician Community

We must continue to cultivate and support our network of local physicians willing to provide care for our indigent care patients. The physician community has voiced the basic areas for physician engagement. They include industry appropriate authorization practices, clearly understand covered services, reasonable and timely compensation. MCHD should continuously monitor physician satisfaction with our HCAP program in an effort to maintain an optimized network. A diverse and healthy network will insure access to services in the local community for HCAP patients and help promote the long term financial stability of the District. MCHD must assure prompt payment to keep physician panel intact as healthcare payment rates decrease.

Municipalities and other Local Governments

MCHD provides essential healthcare services for the local municipalities and other local governments. Maintaining close working relationships with the leadership of these entities will ensure we are meeting their service needs and those of their citizens. In addition, these entities can provide essential intelligence on expected growth patterns and potential problems in the future.

Business Community and Local Chambers of Commerce

MCHD has a good relationship with the business community, having a reputation of conservative fiscal management, tax reductions, and quality service to the community. Maintaining strong communication ties with the Chambers and local business leaders will help keep MCHD focused on balancing service needs with our responsibility to assist in creating an environment that promotes economic development.

Civic Groups and Faith Based Community

MCHD leadership must maintain a presence in local civic and faith based organizations. These groups serve two important purposes for MCHD. First, they need to have a good understanding of the services we provide so that they can appropriately refer individuals to MCHD. Second, they will likely be able to represent the concerns and priorities of the community so that we might better understand the needs and plan accordingly.

Key Supply Chain Reinforcement

The District should pursue memorandums of understanding with key suppliers to insure the flow of critical supplies in the event of an emergency.

~~Organizational Structure of the Future~~ **ORGANIZATIONAL STRUCTURE OF THE FUTURE**

The next five years will see MCHD maintain its commitment to excellence in health care, quality, research, best practices and staff development. The District will also actively remain educated in the changes of health care policy – both nationally and locally. Just as successful businesses are continually looking for opportunities to serve its customers as the market changes, MCHD will seek out ways to fulfill its mission in light of the changing health care climate.

Currently, some of the initiatives which are being considered are: providing a larger number of services via our medics, expanding Community Paramedicine services, offering non-emergency ambulance transport services, and expanding our educational offerings.

The incorporation of these activities into our daily business will not only better serve the community by filling gaps left by the current health care system, but it will also give our nursing and field staff the opportunity to put their training into practice and utilize all the medical skills they possess.

These will be years of growth and an opportunity to expand the network within which we work. Employees are being encouraged to think creatively and initiate projects that will serve the community as well as enable our staff to grow professionally.



Montgomery County Hospital District
Five-Year Strategic Plan

September 2018

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EXECUTIVE SUMMARY

In creating the Strategic Plan for the Montgomery County Hospital District, the Board of Directors developed some overarching goals for District executives. Following is the Policy Statement, which serves as the guiding principles of the Executive Management and Command staff:

- MCHD shall set tangible and definable Goals to:
 - Set a standard and then measure MCHD's delivery of services. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.
 - Set a standard and then measure MCHD's employee job satisfaction. We will continue to measure this metric by focusing on employee turnover rates and patient satisfaction surveys. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.
 - Effectively communicate the successes of the District to the residents of Montgomery County. This will be done by giving quarterly "updates" to Chambers of Commerce, Rotary Clubs, Lions Club, and updates to City Councils. Successes will be promoted in social media and news outlets at least weekly. Finally, success will be communicated to first Responder organizations and local hospitals at least two times a year

- MCHD will assure that tax revenue into the District does not grow faster than the combined annual rate of inflation and the rate of population growth.

- MCHD will strive to maintain a cash reserve of at least three month's operating expenses at all time

The Montgomery County Hospital District (MCHD) was created by special legislation in 1977 as a political subdivision of the State of Texas. The primary responsibility of the District's creation, according to enabling legislation, is to provide healthcare to indigent residents of the county. This is a very broad scope, which can include the Healthcare Assistance Program (HCAP), Emergency Medical Services (EMS), some public health services as defined and directed by the MCHD Board.

Through the years, MCHD services have expanded to include a county-wide emergency medical service (EMS), the 911 communication system, the county's Public Health District, and emergency preparedness (with coordination of agency partners).

This report completes a detailed assessment of the Montgomery County Hospital District's strategic position. As a part of the analysis, the planning group examined the history of the District, the external environment and associated trends, evaluated the stakeholders' needs, assessed the internal operating conditions and current directional strategies to provide the basis for the proposed strategic objectives.

The strategic assessments were performed with specific attention placed on balancing the organization pillars of People, Service, Quality, Finance, and Growth.

The recommendations offered in this report bear a direct relation to the major issues that need to be addressed by the District. Perhaps the largest predictable challenge that faces MCHD in the coming years is the change in healthcare legislation. The state continues to work with the seven year old Affordable Care Act.

As a political subdivision of the state, the District must work within the parameters provided, striving to maximize the available healthcare dollars to positively impact healthcare in Montgomery County.

In addition to healthcare reform, other significant trends include:

- Population growth and the associated growth in volume
- Legislative and regulatory changes in healthcare
- A local economy beginning to recover from oil glut
- Uninsured population growing
- Increasing expenses related to services provided

From these key factors, a series of Five Strategic Goals supported by strategic objectives to fulfill those goals were formulated to enhance the District's ability to balance the needs of competing stakeholders and achieve success in meeting our statutory and elected service goals.

- Maintain MCHD as the regional "Employer of Choice"
- Provide excellent service in our EMS, HCAP and Emergency Preparedness programs to all our customers: co-workers, clients, patients, taxpayers and the community.
- Deliver the highest quality service by establishing and maintaining a structured process to measure and continually improve. This will be evidenced by Key Performance Indicators, Core Measures and implementation of a Process Improvement program.
- Provide for the short and long term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.
- Proactively meet the growth needs of our community in all areas.
 - Communicate mission and outcomes internally and externally
 - Continuously educate and train our staff, based on current best practices and industry standards

In conclusion, the Montgomery County Hospital District is committed to provide excellent essential services with which it is charged in a fiscally responsible way. MCHD is also dedicated to creating a work environment, for its employees that encourages open communication and highly supports professional growth and education. The District is financially strong and operates in a community that is experiencing steady growth.

MISSION, VISION, AND VALUES

Mission Statement

Our mission is to care for the indigent and provide EMS services while protecting the interest of the taxpayers and insuring long-term stability through fund development.

Vision Statement

Our vision is cost effective indigent care and taxpayer supplemented EMS with total professionalism administered through an elected board of directors.

Values

Our values are quality, innovative, cost effective operations that are open to the public.

Employee Value Statements

Accountability

Being responsible for our thoughts, words, and deeds, and the resources entrusted to us.

Compassion

To be understanding, caring and nurturing.

Excellence

We will strive to exceed all expectations and maintain the highest standards in our industry.

Innovation

Providing superior and professional service to the citizens of Montgomery County utilizing professional development, state of the art technology, and sound practice.

Integrity

Acting with the highest standards of honesty and ethics in every decision and action that we make as individuals or as an organization.

Unity

A group of individuals striving toward shared goals and a vision of improving the quality of life for all.

MCHD HISTORY

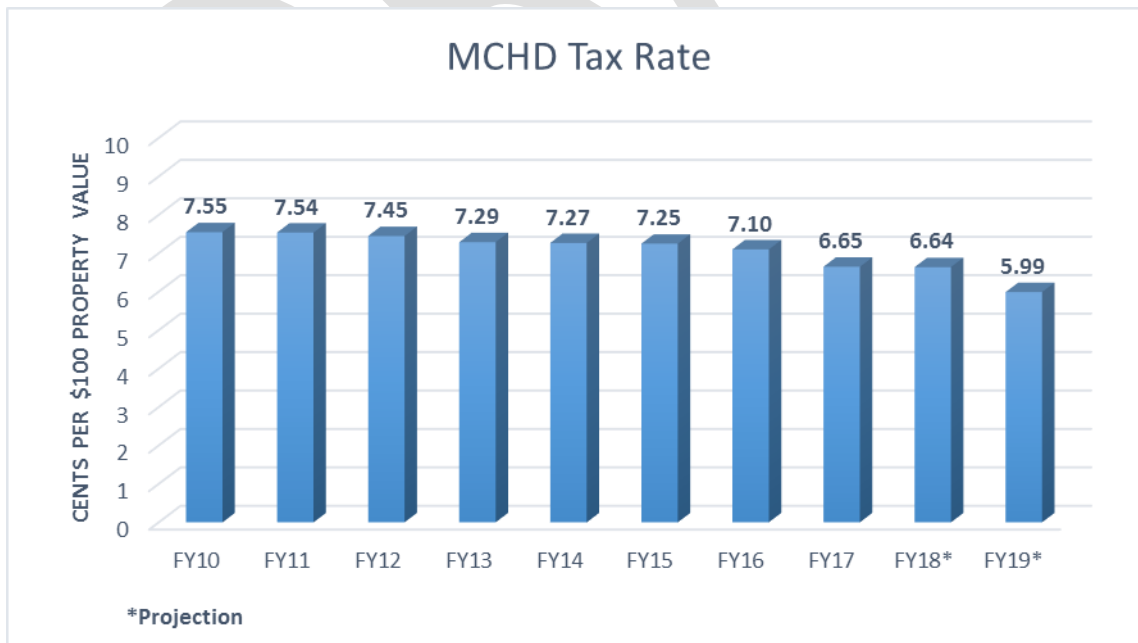
Originally, the District carried out its legislative purpose for the financial health of the Medical Center Hospital in Conroe, Texas. The Medical Center Hospital in Conroe was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement by contracting for services with the new owners of the hospital and other private physicians.

Today, the District’s provider network for its Health Care Assistance Program (HCAP) has grown from a handful of physicians to more than 650 providers across Montgomery and Harris Counties. The District contracts for healthcare services across the continuum of care. Our contracts provide pre and post hospital care providers and contracted inpatient care in more than 15 hospitals, in Montgomery County and surrounding areas.

In addition to indigent care, the District provides emergency medical ambulance services for Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. At the time of the sale of the hospital, the District maintained operational control of EMS. In 1995, the District contracted with a private company to provide EMS emergency response and transfer services. In 1997, the MCHD Board of Directors decided that in order to reach the desired level of excellence, the District would resume control of EMS operations in 1998.

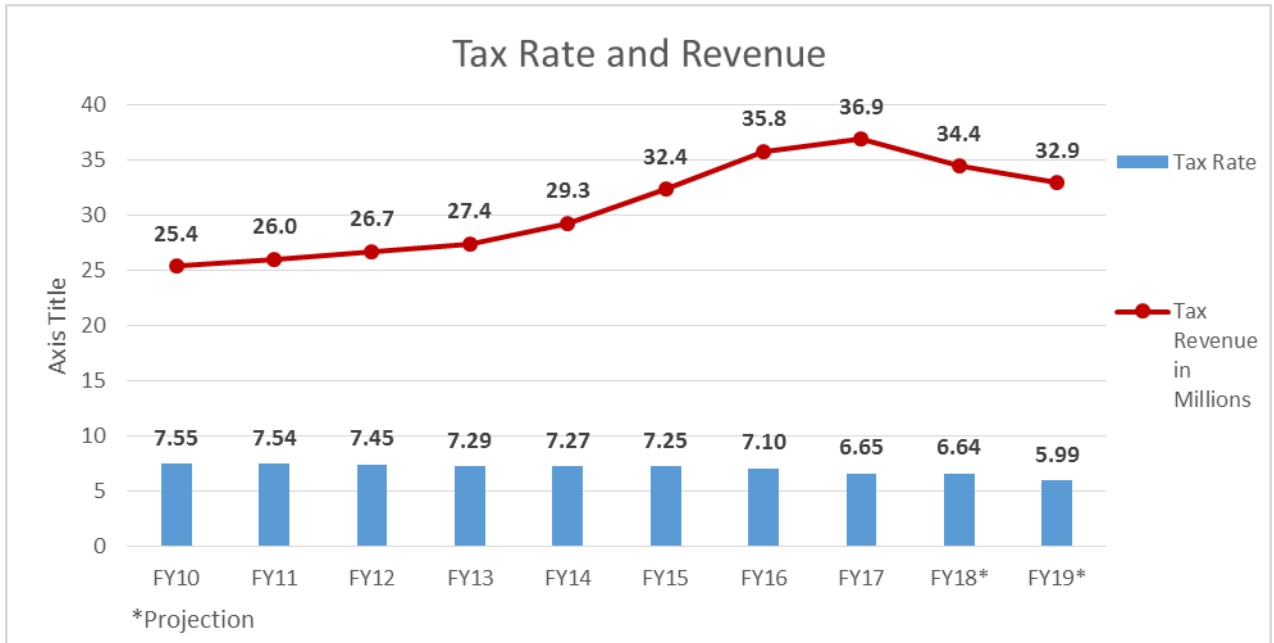
Because of the District’s enabling legislation, it is supported through an ad valorem tax-based funding mechanism. In 2003, MCHD began a trend of reducing property taxes. This was accomplished by controlling costs, eliminating inefficient programs, and increasing fee for service revenue. Rapidly rising property valuations also contributed to the Board’s ability to reduce the tax rate. The cost of continued provision of HCAP care has also reduced as better HCAP Case Management has been implemented. As the chart below demonstrates, MCHD has reduced the tax rate every year since 2003.

The graph below shows the progression of the District’s tax rate over time.



MCHD 5 Year Strategic Plan 2018

Likewise, the graph below shows the progress of the tax rate and total tax revenue received by the District over the years.



Because the county’s tax base has grown, the tax rate reductions have not negatively affected the District’s income. MCHD’s conservative Board works diligently to have one of the most efficient tax rates in the county.

The current projection of 2019 taxes indicate that MCHD tax revenue will reduce from \$34.4 MM to \$32.9 MM, due to the 2019 tax rate reduction from 6.64 to 5.99 cents per \$100 valuation.

Historically, even though tax rates have been reduced annually, tax values in the county over the past 10 years have increased an average of 9% each year. The 2018 Homestead exemption and the 2019 significant tax rate are helping to “right size” the tax rate to the annual expense budget.

THE DISTRICT TODAY

The District operates two separate Strategic Service Units. Each unit has a unique mission, set of stakeholders, operating environment and resource requirements. These units are: HCAP and EMS. In addition to these units, there are Support Units that enable the Strategic Service Units to be successful.

Strategic Service Units

Health Care Assistance Program (HCAP)

HCAP is the District's indigent health care program, and is mandated by MCHD's enabling legislation. HCAP does not directly provide medical care, but instead provides the funding mechanism for its members to have access to care through contracted providers. This "membership" program provides healthcare for Montgomery County citizens who meet the eligibility requirements. We contract with hospitals and various pre and post hospital care providers to actively decrease medical cost. This allows MCHD to provide the broadest range of services at the least cost.

The MCHD HCAP eligibility requirements for indigent residents of Montgomery County in need of healthcare services substantially exceed the minimum income eligibility mandates of the State of Texas. Although a complete discussion of the eligibility requirements and the services provided is outside the scope of this discussion, it is important to understand the basic requirements for membership.

In order to qualify for HCAP, an applicant:

- Must be a legal resident of Montgomery County
- Must have a family income that does not exceed 133% of the Federal Poverty Level for the region
- Must have household assets that do not exceed \$2,000 (excluding one household automobile)
- Must not have access to healthcare services that can be funded by any other public or private program
- Must meet other eligibility requirements
- Member must recertify their eligibility every six months.

Certified members of HCAP are entitled to:

- Basic healthcare
- Certain specialty care
- Certain prescription medication (up to three concurrent)
- Hospitalization
- Annual cap on cost of care: \$60,000 which is twice the amount of the legal required minimum

As previously discussed, the direct provision of healthcare services is handled by contracted providers. The HCAP staff is responsible for:

- Managing the eligibility process and certifying eligibility of member applicants
- Resolving eligibility issues with members and service providers
- Resolving issues and conflicts that may arise with, and between, members and service providers
- Overseeing the payment process and resolving any payment issues

- Case Management assists clients in accessing community resources, disease management and overcoming barriers to obtaining optimum health. In addition to providing the above services, HCAP also provides diabetes education and supplies, including home visits to certain clients.

Emergency Medical Services (EMS)

The provision of emergency medical services and the required 911 communication and radio systems to Montgomery County has been a longstanding adopted responsibility of the District. Throughout its history, the MCHD EMS has been recognized for its leadership in level and quality of care. To maintain and in fact improve its quality, MCHD has recently achieved CAAS (Commission on Accreditation of Ambulance Services) certification.

MCHD EMS is well known for its early adoption of cutting edge protocols, techniques and medications. It also has been well regarded for its education programs, quality improvement initiatives and overall operational efficiency.

In addition to 911 transports, MCHD EMS provides non-emergency transfers as requested for patients who are being moved from one facility to another, or to their homes. Currently, MCHD focuses its efforts on critical transfers, a service that relies on the in-depth training and experience of its medics. Unlike emergency response, the cost recovery for this service is very high and predictable.

The following are components of EMS:

- **EMS Operations**

EMS Operations is responsible for deploying, staffing, housing, supervising and operating all EMS resources. MCHD EMS currently operates twenty 24-hour ambulances and six peak units. In addition MCHD operates one squad, four district chief trucks and one deputy chief truck each day.

- **Clinical Services Department**

The Clinical Services Department oversees protocol development, then implements and oversees the provision of care of MCHD EMS. The Department also manages and tracks quality, best practices, EMS hiring and EMS promotion process as well as field, community, and first responder continuing education through classes and in-services. The Clinical Services Department also teaches EMT Basic classes at two area high schools and at MCHD headquarters.

- **Alarm**

MCHD EMS operates a Communications Center to dispatch its emergency and non-emergency calls. The center is accredited by the National Academy of EMS Dispatchers. In addition to dispatching all of MCHD EMS emergency and non-emergency calls, the center is contracted to provide dispatch services for the Conroe Fire Department and for several communications centers throughout underserved areas of Texas. The center also serves as the back-up call center in the event of interrupted operations at the two primary 911 call centers.

- **Community Paramedicine**

MCHD established its Community Paramedicine program established in 2013. The program targets individuals that are high utilizers of 911 Emergency Services and is funded through the Medicaid 1115 Waiver. The goal of CP is to reduce non-emergency 911 calls, and subsequent non-emergency frequent trips to the hospital Emergency Departments.

- **Emergency Preparedness**

MCHD is actively involved with local, regional and statewide health system planning for emergency preparedness. The District's preparedness activities range from working with the Public Health Department to educate the community, to working with Police Department SWAT units to recover victims of mass casualty. In order to be response-ready, MCHD staff participates in planning activities and training exercises, and works with the following organizations/agencies: Montgomery County, city of Conroe, Montgomery County Sheriff's Office, Southeast Texas Regional Advisory Council (SETRAC), and the Texas Department of State Health Services (DSHS).

- **Business Analysis Unit (BAU)**

MCHD created the BAU in 2017 to address technology needs in EMS and data analysis needs throughout the organization. The BAU serves as the single point of contact for most EMS-related technology needs. It also creates reports and performs analysis as needed for other departments including EMS Operations, EMS Clinical, Fleet, Billing, and Accounting. The BAU also ensures that patient care records are reported to the Texas Department of State Health Services (DSHS) and to the receiving hospitals as required by state law.

- **Transfer Division**

The Transfer Division was established in 2017 at the request of our hospital partners and has continued to grow since its inception. The Transfer Division is staffed 24 hours a day 7 days a week to meet the transfer needs of the community. The Division is currently staffed by one 24 hour ambulance and three peak ambulances to handle higher transfer volume hours. The Transfer Division units are available to do both emergent and non-emergent transfers. These transfers mostly originate from a hospital and the patient can may be transported to a wide array of destination types; such as: Specialty Hospital, Long Term Acute Care facility, Skilled Nursing facility, Rehabilitation Hospital, or home. Currently most transfers occur within county limits. We frequently transfer to and from the Texas Medical Center, in Houston. On occasion, we transfer patients to destinations further than 150 miles from Montgomery County.

Support Units

In addition to the two Strategic Service Units, there are eleven Support Units within the District that provide the underlying foundation that allows MCHD to carry out its mission.

- **Finance and Accounting**

The Finance and Accounting Department is responsible for general accounting, grant accounting, financial reporting, cost and budget reporting, accounts payable and receipts management. The department is also responsible for all financial analysis and projections, cash management and treasury functions, as well as the oversight of the District's investments and investment policy. The Board of Directors is charged with approving the actual policies that govern investment decisions, as well as ratifying all invoices paid on a monthly basis.

- **Billing**

MCHD EMS charges patients for services provided. This revenue subsidizes that provided by the taxpayer. That revenue comes in the form of reimbursements made either by or on behalf of patients for services rendered. MCHD EMS maintains its own internal Billing Department to expedite the reimbursement process. Typically, reimbursements for services provided comes through various payor sources, including Medicare, Medicaid, private third-parties (e.g. insurance coverage), or the patients themselves.

- **Radio/Communications Technology**

The District in partnership with The City of Conroe is the primary owner/operator of an EDACS/P25 800 megahertz trunked radio system. Additionally, the District and the City have strategically partnered to own and sublease a network of six radio tower sites throughout Montgomery County. The radio system serves approximately 900 users on the 800 MHz system, but the District also supports approximately 1,000 users on the Fire/EMS VHF paging and tactical channel system. The combined systems are the primary and backup communications resources for Fire and EMS First Responders in the County.

- **Facilities**

The MCHD campus houses the 911 call center, administration, the service center and station 11. Additionally, there are 24 MCHD stations throughout the county; four are regional stations and there are eleven stations that MCHD shares with fire departments. The remaining ten are freestanding stations. The District is responsible for its own facility maintenance including the MCHD campus, the 25 stations and 6 radio towers throughout the country. Campus house-keeping, laundry and grounds are contracted services responsible to the Facilities department.

- **Human Resources**

The Human Resources Department oversees the personnel for both field and office staff. This includes hiring and termination, payroll tracking, administering employee benefits and formal personnel disciplinary actions.

- **Information Systems**

Information Systems (IS) is an internal service provider to all units and departments of the District, and is a mission critical function. Great care is taken to keep the system performing at peak efficiency, and to operating a robust, redundant and safe system. The technological sophistication of the information system has played a significant role in the successful and cost efficient operations of all elements of the District. In 2005, after reviewing options for maintaining the sophisticated system, the District moved to outsource certain information system support services. While District staff is still extremely active in managing the IS operations, MCHD contracts much of the support requiring a high level of specialized skills. All reporting systems are managed in-house.

- **Public Information**

The Public Information Department builds the lines of communication with field and non-field staff, community partners, chambers of commerce, legislators, the media, and the community as a whole. Building and maintaining relationships allow for better partnerships, and enable easier disaster management, communication and coordination.

- **Records and Compliance**

District operations are highly regulated and therefore subject to all of the commensurate record keeping and oversight. The Compliance Officer is responsible for oversight to insure that the District adheres to all state, local and federal regulatory requirements. The Records Department oversees the retention of any and all records created and received by MCHD in the regular course of business to archive essential information for business continuity. The Records department is also responsible for open records requests and contract term review. Additionally, Records department is responsible for MCHD Board correspondence and communication.

- **Materials Management**

Materials Management is the internal service provider to MCHD EMS, HCAP and all MCHD Support Services that is responsible for the purchasing, receiving, distributing and, in some cases, delivering all supplies and equipment utilized by the District. This department maintains a shipping, receiving and distribution process for all clinical and non-clinical supplies. Materials Management staff also provides, or arranges for, the maintenance of all biomedical equipment used by EMS.

- **Quality Improvement**

Quality Improvement is responsible for oversight of continuous performance improvement in all departments. EMS Core Measures, patient satisfaction surveys and CAAS certification indicate commitment to assuring delivery of high quality patient care. HCAP and Support Services departments have Key Performance Indicators that allow for tracking, trending and benchmarking.

- **Fleet**

The Fleet Department is responsible for maintenance and care for all of the District's vehicles. District vehicles log approximately 1.8 million miles each year. The "mission critical" nature of most of the District's vehicles necessitates a rigorous preventative maintenance program, which has established a "mission interruption rate" below one 2.4 incidents per 100,000 vehicle miles.

- **Emergency Preparedness & Risk Management**

This department serves as a resource to EMS, Public Health, and other county agencies planning for large disasters, while also leading internal efforts to ensure that MCHD is ready to respond to an emergency on-site. In addition, we serve as a liaison with our insurance broker to ensure that MCHD's insurance policies are appropriate to cover our risks and to communicate any important changes to our business or to ensure that claims are being appropriately handled. Finally, we track and trend safety-related incidents, recommend and provide staff training, draft safety-related policies and track compliance, and manage the post-exposure process when employees are exposed to biological pathogens.

DRAFT

Strategic Goals

HCAP Strategic Goals

Strategic Goal: Maintain MCHD as the regional “Employer of Choice”

Strategic tactics to meet goal:

- Provide quarterly continuing education to staff
- Staff will participate in MCHD Committees
- Staff will participate in executive staff “town halls” at least annually
- Staff will participate in MCHD’s salary and benefit review every three years

Strategic Goal: Provide Excellent Service to our co-workers, clients, taxpayers and community

Strategic tactics to meet goal:

- Customer Service will be a standing agenda item for staff meetings
- Manager will track and trend service feedback and report monthly at staff meetings
- Employee defined “Standards” will be reviewed quarterly at staff meetings

Strategic Goal: Establish and maintain a structured process to measure and improve quality

Strategic tactics to meet goal:

- Revise current KPI’s as needed to measure improvement with new and established processes
- Involve staff with KPI data collection and action plans
- Check with hospitals and physician offices to discuss process, cost and outcomes

Strategic Goal: Provide for the short and long-term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.

Strategic Tactics to meet goal:

- Maintain 2-level approval process for all HCAP applicants
- Review the top 25% of high dollar claims for accuracy of bills compared with the contract
- Investigate and recommend the return on investment of providing transportation to and from medical visits

Strategic Goal: Proactively meet the growth needs of our community

Strategic Tactics to meet goal:

- Communicate mission and outcomes internally and externally with
 - Monthly staff meetings
 - Monthly presentation to external stakeholders
 - Continuous education and training of our staff
 - Bimonthly reporting of KPIs at Quarterly Review

EMS Strategic Goals

Strategic Goal: Maintain MCHD EMS as the regional “Employer of Choice”.

Strategic tactics to meet this goal:

- Provide quarterly CE to all staff
- EMS staff will participate in MCHD Committees
- EMS Staff will participate in EMS hiring and promotional practices
- EMS will participate in Bike Medic, Tactical Medic, Community Medic, and community education programs
- EMS will participate in “round and ride out” with Command and Executive staff in order to exchange information between rank and file , at least every 6 months
- Management staff will track staff satisfaction surveys annually and turnover reports monthly
- Management staff will participate in wage and salary comparisons with other agencies every three years.

Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

Strategic tactics to meet this goal:

- Command staff will trend service feedback and report monthly at staff and Board Meetings
- Core Value, “Compassion” will be discussed at each Supervisor Meeting and each Quarterly CE
- Command Staff will track and trend service feedback and report monthly at staff and quarterly meetings

Strategic Goal: Establish and maintain a structured process to measure and improve quality.

Strategic tactics to meet this goal:

- Track, trend, evaluate, and publish 19 core measures data
- Track, trend, evaluate, and review KPI's and Core Measures for Community Paramedicine, Alarm, Emergency Preparedness, Clinical Services Department, Transfer Services, Business Analysis Unit and EMS Operations
- Review all STEMI, stroke, trauma and a sample percentage of random routine calls for best practices and quality review.

Strategic Goal: provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

Strategic tactics to meet this goal:

- Review historical call volume and use projected county growth data to expand coverage while maintaining efficiency
- Review monthly operational and capital expenses to budget
- Review Capital project planning and review, on a quarterly basis

Strategic Goal: Proactively meet the growth needs of our community

Strategic tactics to meet this goal:

- Track historical trends and use reporting Metrics to plan for the future
- Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback

Support Unit Strategic Goals

Strategic Goal: Maintain MCHD as the regional “Employer of Choice”.

Strategic tactics to meet this goal:

- Provide continuing education to all staff
- Invite staff to participate on MCHD Committees
- Encourage staff to continue to receive advanced education, management, and leadership skills.
- MCHD will continue to offer a competitive wage and excellent benefits, as well as continuing education for all employees. A wage and benefit survey will be conducted every 3 years.
- Executive Staff will “round” at least annually with each department in order to get “Town Hall” information to and from each department.
- Management staff will track staff satisfaction surveys and turnover reports.
- Staff will from time to time be offered the opportunity to attend a conference specific to their area of expertise.

Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

Strategic tactics to meet this goal:

- Departmental managers will trend service feedback and report monthly at staff and Board Meetings
- Each KPI will be previewed at least once per year at the Monthly Departmental Meeting and bi-monthly in Quality Review
Managers will track and trend service feedback and report monthly at staff meetings

Strategic Goal: Establish and maintain a structured process to measure and improve quality.

Strategic tactics to meet this goal:

- Plan, execute, review, and reengage on all departmental capital and operational projects. Review project progress by quarter
- Track, trend, evaluate, and review KPI’s for each support department
- Review financials bi-monthly to assure departments are working within budget and budgeted items that are no longer deemed necessary are not purchased, “just because it is in the budget”.

Strategic Goal: Provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

Strategic tactics to meet this goal:

- Review historical demand and use projected county growth data to expand capabilities within the mission, while maintaining efficiency
- Review monthly operational and capital expenses to budget
- Review Capital project planning and execution on a quarterly basis

Strategic Goal: Proactively meet the growth needs of our community

Strategic tactics to meet this goal:

- Track historical trends and use reporting metrics to plan for the future
- Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback
- Attend conferences in the field of focus to do best practices comparisons

COUNTY TRENDS AND ISSUES

Demographics

The Montgomery County Hospital District serves the geo-political boundaries of Montgomery County. Some business units may have a slightly different community of stakeholders. Some communities served are regional target populations (i.e. radio system customers outside Montgomery County, EMS mutual aid requests, disaster response, etc.).

Physical identifying features:

- Montgomery County, Texas is 1,100 square miles
- Large, recreational water supply lake in the county’s northwest corner
- Two major interstates from north to south (IH 45 and IH 69)
- One major state highway (99) transects Montgomery County from the Hardy Toll road to IH 59 in the southernmost portion of the county.
- Two high-volume freight rail lines that carry industrial components to and from Houston, running parallel to the two highways referenced above; other high-volume rail lines travel along Highway 249, FM 2854 and FM 105.
- A secondary road system comprised of primarily two-lane farm to market roads that are currently exceeding original design capacity.
- A two to four lane loop (336) encircles greater Conroe.

Municipalities within Montgomery County

City of Conroe
 Montgomery
 Magnolia
 Willis
 Shenandoah
 Oak Ridge North

Splendor
 Cut and Shoot
 Roman Forest
 Stagecoach
 Woodloch

Panorama Village
 Patton Village
 Woodbranch

Unincorporated areas including

The Woodlands
 Grangerland
 Porter

New Caney
 Peel Junction
 Dobbin

Pinehurst
 Tamina
 Decker Prairie

School Districts

Cleveland ISD
 Conroe ISD
 Magnolia ISD
 Montgomery ISD
 New Caney ISD

Richards ISD
 Splendor ISD
 Tomball ISD
 Willis ISD

Population Growth

According to the 2016 Woodlands Area Economic Development Partnership, Montgomery County's population was 555,890, making it the 11th largest county in the state. The median household income was \$65,620, and the poverty rate was 10.9%. The median age was 36.1 years. A portion of this growth is due to the number of businesses, including Exxon/Mobil, which have relocated to North Harris County. All factors taken into account, growth throughout the county will continue to occur, which presents certain challenges and opportunities for all service providers.

Property Values

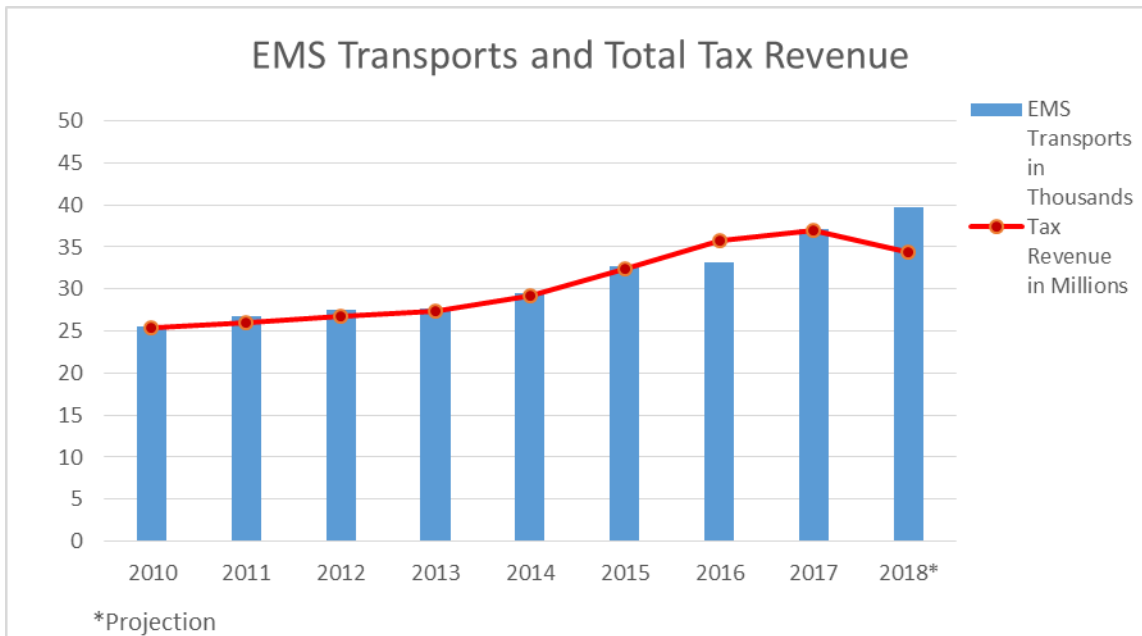
Total appraisals in Montgomery County have grown dramatically in recent years. In the past ten years property values have increased an average of 9% per year. New housing starts, commercial development, new manufacturing and increased appraisals on existing properties have consistently increased over the past several years.

Over the last five years, the growth in appraisals has enabled the Board to reduce the tax rate below the historic low rate. Growth brings with it an increase in service demands. The District will continue to function in a responsible manner.

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Tax Revenue

MCHD has been responsive to the growth in appraisals by reducing tax rates for the last consecutive 15 years. However, during those same years, the District experienced increased demand. We continue to add technology and adjust deployment and work schedules to absorb the volume increase with very few additional resources being added.



As growth continues, MCHD adds resources to keep up with the growing demand. But, as MCHD increases resources, it will add value, due to economies of scale and system duplication.

For example, in 2008 there were approximately 18,500 annual transports. 2008 tax revenue was approximately \$21,600,000, yielding \$1,166 tax dollars per transport. In 2018 MCHD is projecting approximately 40,000 annual transports. 2018 tax revenue was approximately \$34,400,000, yielding \$860 tax dollars per transport.

In an effort to cover the growing needs of the county, we have added more resources to meet these needs, without an increase in costs. MCHD intends to maintain six months’ reserve operating funds, and maintain “HCAP” Reserve fund as well as Capital Reserve fund, while most efficiently serving its mission.

Tax Revenue History and Projections

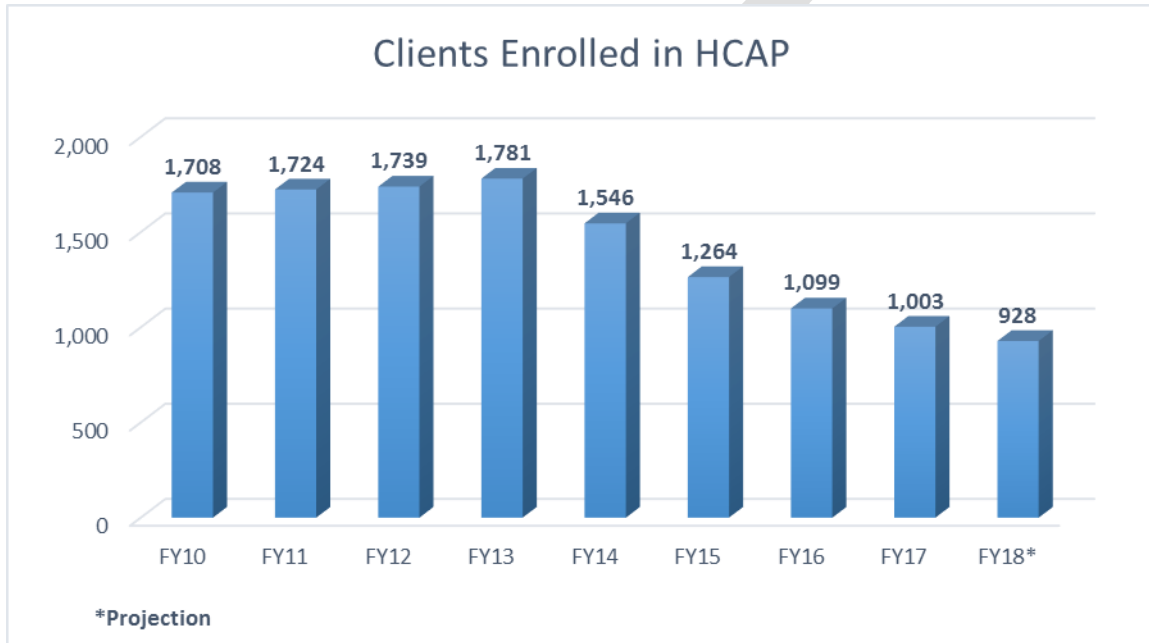
Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18*	FY19*
Tax Rate**	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.0665	0.0664	0.0599
Total Tax Revenue	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	36,901,789	34,420,415	32,935,208
Tax Revenue Change:										
% Change	5.87%	2.45%	2.83%	2.48%	6.76%	10.65%	10.47%	3.21%	-6.72%	-4.31%
\$ Change	1,407,418	621,957	735,839	661,823	1,852,389	3,115,444	3,387,280	1,147,382	-2,481,374	-1,485,207
* Projections										
** Per \$100 Valuation										

Service Delivery Units Trends and Issues

HCAP

Program Enrollment

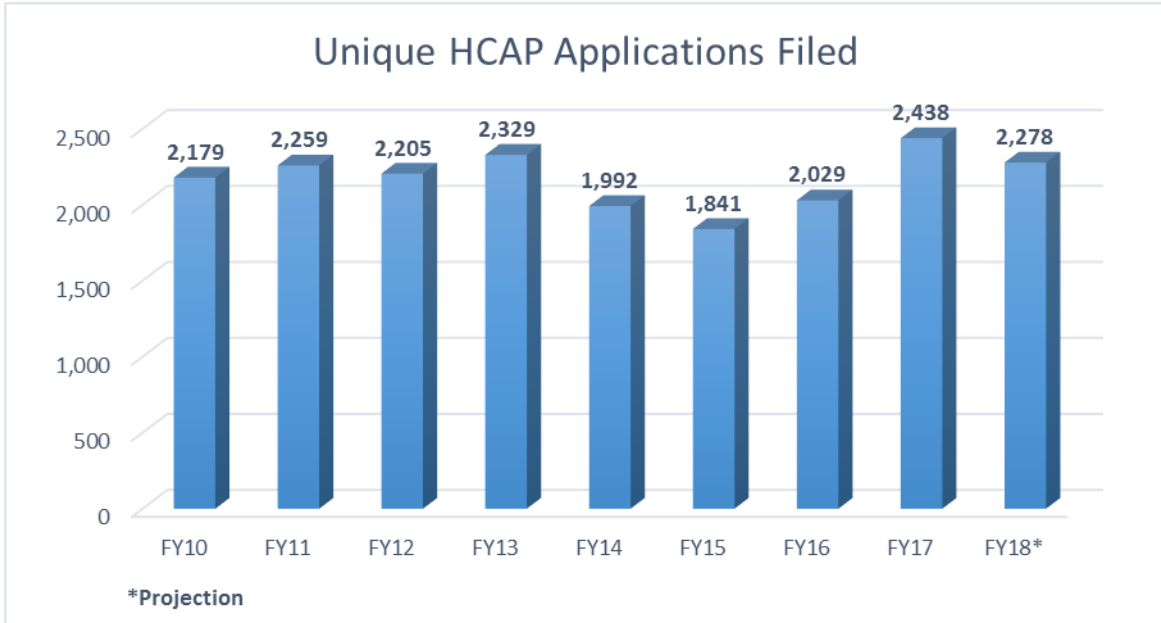
The number of Montgomery County residents enrolling in HCAP steadily increased from FY2010- FY2013. Enrollment growth peaked at ~2.4% in FY2013 but has declined since then for the fifth straight year. The main reason for the decline is a direct result of the Affordable Care Act (ACA) and State Health Insurance Exchanges (HIE), which began operations in October of 2013. Without this HIE Exchange, the program would have continued to add approximately 300 clients per fiscal year to the enrollment panel. In fact, due to the HIE implementation the actual enrollment dipped 13.2% with a decrease of 235 clients between FY 2013 – FY 2014 (see chart below).



Currently, HCAP projects a decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the program eligibility requirements, economy and ACA policies remains the same. If changes occur to the aforementioned factors, enrollment may stabilize or gradually increase over the next few years.

Program Applications

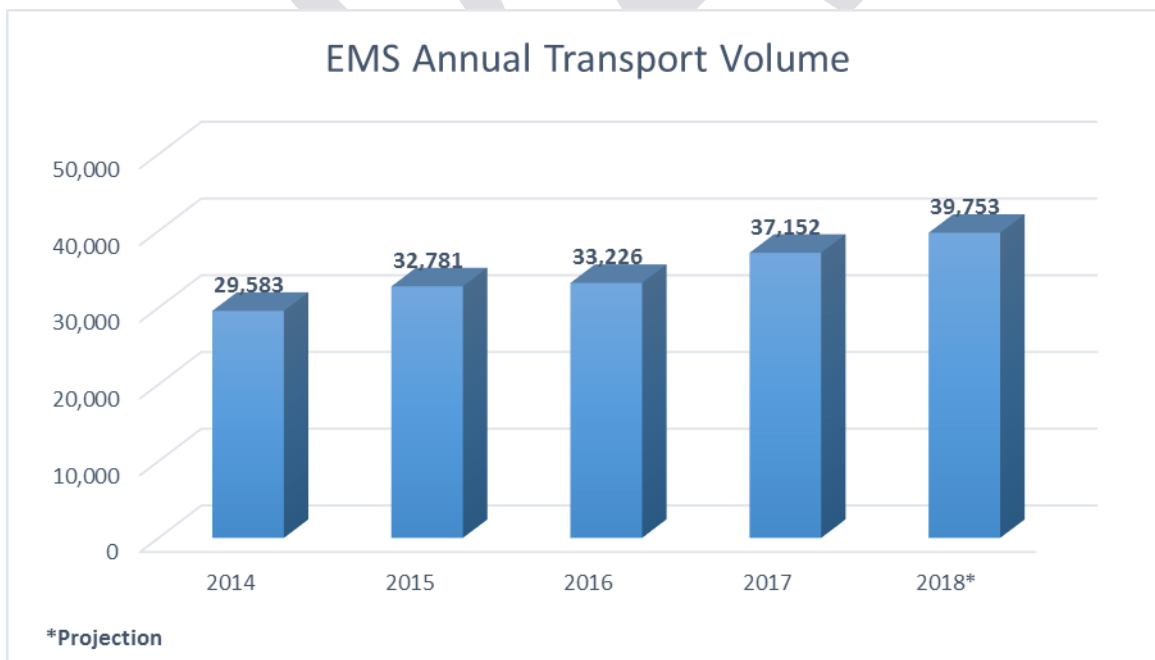
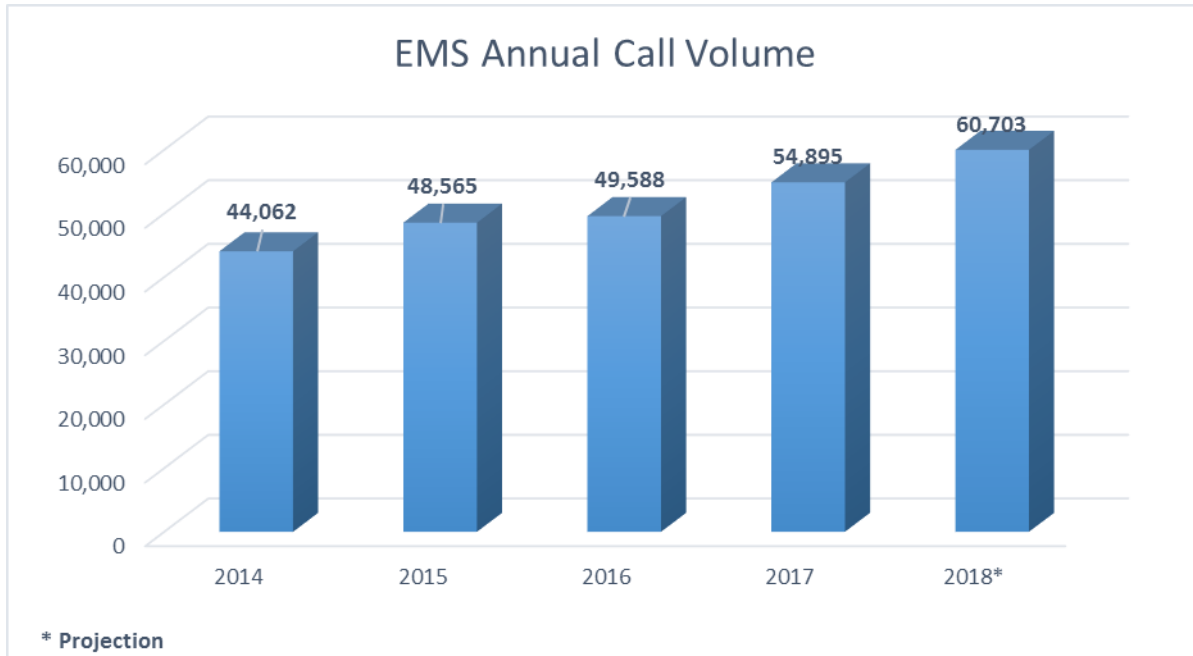
Further analysis of HCAP data also indicates that the program experienced a dramatic drop in the number of applications in FY2015 due to the implementation of the ACA. However, there has been a steady increase in the quantity of applications over the past three years. These numbers will continue to trend upward with increased community collaborations and strategic partnerships.



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EMS

EMS calls have remained at a fairly stable 5-6% rate of growth over the past several years. EMS calls spiked by 7% and 14% respectively during 2014 and 2015. During 2016 EMS calls were flat due to the economy and perhaps more free standing Emergency Departments (EDS). MCHD Call volume grew by 12% in 2017. MCHD projects the call volume will continue to grow by an average of 6% per year for the next 5 years. This year, call growth has averaged 7%.



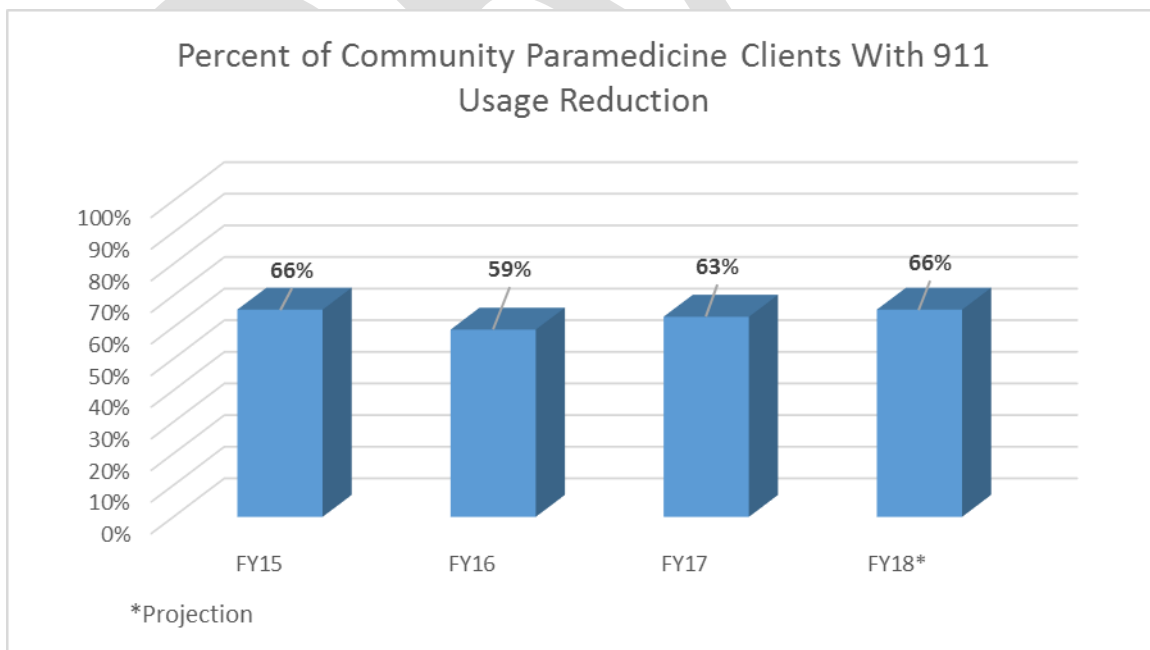
Community Paramedicine

The program utilizes Paramedics, who are already embedded within our community, to optimize clients’ health, improve their quality of life and reduce overall costs of healthcare. The program has served over 500 unduplicated residents. Services provided include:

- Physical and psycho-social assessments
- Medication reconciliation and education
- General and disease specific healthcare education
- Care coordination between hospitals, PCPs, Specialist and care facilities
- Navigation assistance with insurance, discharge instructions, transportation
- Connecting with ongoing community resources and support system

In December 2017, the Medicaid 1115 Waiver was renewed for a period of five years. This renewal brought about a change to the focus and outcome measures of this federally funded program. Community Paramedicine fills gaps in healthcare services within Montgomery County and continues to operate in partnership with the Public Health District. However, the metrics and milestones developed for the project are no longer tied to the 1115 Waiver incentive payment structure. MCHD continues to meet with regional healthcare organizations, both hospital and insurance carriers, in order to develop partnerships to reduce healthcare costs through reduction in hospital re-admissions. MCHD has met with four large hospital systems, two Medicaid insurance carriers, hospice services, and other healthcare providers to discuss these reimbursable services. Expectations remain that this program will be funded in the future through private / public partnerships.

Medicaid insurance carriers have been hesitant to enter into contracts for services as Community Paramedicine is not currently a billable Medicaid service in Texas. Other states have made significant progress in this respect and many have current contracts in place with Medicaid providers. MCHD remains involved both locally and statewide in organizations that promote the future sustainability of EMS Mobile Healthcare services.



SWOT ASSESSMENT

The SWOT assessment is a traditional part of the strategic planning process which develops “situational awareness” for the organization.

The strength and weaknesses that currently impact, or may impact, the District’s operations are listed below. Opportunities that may present themselves which the District can take advantage of are also listed. Threats or risks the District faces are considered last. This assessment lays the foundation for the 5 year assumptions that follow.

Strengths

- Well-trained workforce
- Loyal employees (annual turnover rate between 5%-15%, Industry average is 15%-25%)
- Employee involvement in decision making
- Support for professional development
- Financially stable with a well-rounded budget
- Embrace innovation and technology
- Well managed indigent care system with a broad network of providers
- Experienced leadership team
- Well trained and experienced staff throughout the District.
- General Counsel well versed in District history and local government issues. Additionally MCHD has an HR Attorney to assure HR compliance.
- Accredited Communications Center
- Good relationship with vendors that supplement and enhance staff knowledge,
- Public Health Department enables MCHD to have financial mechanism to provide Community Paramedicine
- Strong financial process in place
- Increase in interdepartmental collaboration on projects and committees
- Staff is well equipped to do their job
- Improving media and community relations
- High level of field staff support (MCHD provides staff who delivers, counts and restocks station supply rooms)
- Well managed organizational structure
- Caring and altruistic employees across the organization that exemplifies the corporate values
- Consistent and experienced Board of Directors
- MCHD has a quality expert (CPHQ) employed to oversee the development and implementation of our Quality Improvement
- CAAS Accredited EMS
- Key Performance Indicators (KPI) implemented in each department.
- Have implemented a Reports Manager to focus on metrics management
- Very motivated, experienced, and capable Medical Director

Weaknesses

- Decentralized workforce
- Stressful work environment with a growing demand for services
- Need for greater reliance on objective data for decision making
- Need to support continuity of operations (power, fuel, etc.)
- Limited ability for non-field staff to advance/promote within the District; relatively flat organization
- Need a more objective way to track employee performance (i.e. Laserfiche)
- Lack of internal understanding of/appreciation for work of other departments
- Better use of Crew Scheduler to monitor staff resources and expenses
- Lack of follow through on long-term projects
- Some community members and providers feel HCAP doesn't cover enough residents
- Some systems in the organization such as LaserFiche, Labor Scheduling, Payroll Processing, CAD Reporting and Inventory Control Systems are underutilized
- Quality benchmarking and process improvement need to be hardwired
- Multiple barriers to data retrieval and analysis
- Formal management / leadership programs are not consistent or hardwired.
- More consistent training is needed
- Communication is inconsistent
- Project Management is inconsistent

Opportunities

- Relationship building with strategic partners and community organizations
 - Providing educational opportunities for our community partners and the public
 - Work with community partners to organize a an annual project that meets a community need
- Experienced personnel available for mentoring of new employees
- Maintain external accreditations
- Expand and enhance interoperability capacity of radio system
- Establish an employee mentoring program
- Establish a checklist culture
- Improve documentation of processes in departments
- Establish standardization of operations across departments
- Oversight and management of interdepartmental projects for efficiency, budget adherence and timeliness to negate “mission creep”
- Improve efficiency and accuracy with CAD system
- Quality benchmarking
- Increase involvement in community education
- Become increasingly financially transparent
- Utilization of social media to stay connected to employees and the community
- Infrastructure and staff in place to easily expand services offered to the community
- Expand services of Community Paramedicine
- Increase usage of website to provide information to both the public and employees
- Keep emergency management plans current and host training exercises
- Proactive employees are further defining their role in the organization, as well as the organization’s role in the community, and bringing fresh ideas to management
- Increase facility to facility patient requested transfer
- Improve Project management Systems
- Improve Communication Portal
- Pursue alternative funding mechanisms for new, or expansions to facilities.

Threats

- Increasing healthcare costs
- Unstable political environment – healthcare legislative changes
- Competitive forces on staffing regarding wages and benefits
- Competitive forces for EMS coverage resulting in increasing number of non- emergency providers in Montgomery County
- A Fire department or ESD may take EMS services in -house
- Budget constraints
- Need to be better prepared for a large public health emergency
- Litigation environment/risk
- Appraisals and/or revenue caps on property taxes

FIVE YEAR FINANCIAL PROJECTIONS/ASSUMPTIONS

The five year financial projections are included immediately following this information. The following assumptions were made while developing the five year financial forecast:

1. The MCHD FY2019 tax rate is 0.059 per \$100 valuation. Each year thereafter the tax rate will drop 0.001per \$100 valuation.
2. Taxable value will continue at an average 7% increase each year over the next five years.
3. EMS collected revenue will increase at an average rate of 6% per year.
4. Transfer services are planned to increase 100% during 2019 and then increase 10% per year during the following 4 years.
5. Labor costs will increase at an average rate of 4% each year, over the next five-year period.
6. Texas County and District Retirement System (TCDRS) will be approximately 6.5% of payroll each year.
7. Employee health insurance expenses will increase at an annual rate of 6% per year.
8. Supply expenses will increase at a rate of 5% per year.
9. EMS Drug expenses will increase at 8% per year.
10. Indigent/specialty healthcare will increase at 6% per year, over the next five years.
11. In FY 2019 capital will peak at \$10,141,681. In 2020 capital will return to a baseline of \$7,143,679 and will continue to reduce in the following years to a 2023 amount of \$5,875,770.
12. Purchase new accounting software in FY2020 for \$250,000.
13. Add administrative uninterrupted power supply in 2019 for \$325,000.
14. Refurbish and replace informational technology aging servers and switches each year (\$153,000-\$220,000).
15. Complete remodel of station 34 in 2019 for \$100,000.
16. Build a station in Porter in 2019/2020, estimated cost \$800,000.
17. Replace-remodel Station 22 in 2019/2020, estimated cost \$720,000.
18. Remodel a station at Keenan Cut Off in 2019 for \$112,500.
19. Build a station at 1488/Northwest Woodlands during 2019/2020 for \$1,700,000.
20. Build a station in North Central Conroe in 2020 at \$ 1,000,000.
21. In Caney Creek, build an apartment to existing station for \$800,000 in 2022.
22. Build a new station in West County in 2023 for \$1,200,000.
23. Purchase land for 2 more towers in 2020 for \$300,000 and construct those towers in 2021 and 2022 for \$1,700,000.
24. Upgrade EDACS radio system to P25 capability in 2019 for \$2,100,000.

25. Opticom installation at \$200,000 in FY2019 and \$160,000 each of the following 3 years.
26. Expand Fleet by 4 trucks in 2019, then 1 truck per year, for the next 4 years.
27. Add 6 Replacement trucks in 2019; 9 replacement trucks in 2020 and 2021; and 7 replacement trucks in 2022 and 2023.
28. Purchase one Tahoe per year beginning 2020, with the even years being expansion vehicles and the odd years being replacement vehicles.
29. Purchase new ePCR in 2020 for 350,000.
30. Lease new EKG monitors in 2021, with payments of \$529,000 annually for the next 5 years.
31. Purchase 3 US Digital Station Alerting systems in 2019 for \$90,000, then 1 each year for the next 4 years for \$30,000.

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Montgomery County Hospital District					
Financial Projection					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenue					
Tax	32,935,208	35,181,840	37,581,618	40,144,974	42,883,050
EMS	14,864,213	15,756,066	16,701,430	17,703,516	18,765,727
Other	6,845,517	7,187,793	7,547,182	7,924,542	8,320,769
Total Revenue	54,644,938	58,125,699	61,830,230	65,773,032	69,969,546
Expenses					
Payroll					
Direct Labor	25,483,518	26,502,859	27,562,973	28,665,492	29,812,112
Taxes	1,949,496	2,027,469	2,108,567	2,192,910	2,280,627
TCDRS	1,663,889	1,722,686	1,791,593	1,863,257	1,937,787
Health & Dental	4,756,353	5,041,734	5,344,238	5,664,893	6,004,786
Total Payroll	33,853,256	35,294,748	36,807,371	38,386,552	40,035,312
Operating Expenses					
Drugs	172,256	186,036	200,919	216,993	234,352
Other	14,404,821	15,125,062	15,881,315	16,675,381	17,509,150
Total Operating Expenses	14,577,077	15,311,098	16,082,234	16,892,374	17,743,502
Indigent Care					
Uncompensated Care	1,531,032	1,531,032	1,531,032	1,531,032	1,531,032
Specialty Healthcare	3,050,316	3,233,335	3,427,335	3,632,975	3,850,954
Total Indigent Care	4,581,348	4,764,367	4,958,367	5,164,007	5,381,986
Capital					
	10,141,681	7,143,679	6,144,551	6,361,661	5,875,770
Total Expenses	63,153,362	62,513,892	63,992,523	66,804,594	69,036,570
Revenue O/(U) Expenses	(8,508,424)	(4,388,193)	(2,162,293)	(1,031,562)	932,976

MCHD 5 Year Strategic Plan 2018

Capital						
Main Campus						
Accounting Software		250,000				
Admin Uninterrupted Power Supply	325,000					
Information Technology	153,000	150,000	175,000	195,000	220,000	
Total Main Campus	478,000	400,000	175,000	195,000	220,000	
Stations						
Remodel - Porter Station 34	112,500					
New Porter 1314 & 99	400,000	400,000				
Replace - Station 22 Remodel	360,000	360,000				
New - Keenan Cut Off Station 47	100,000					
New - 1488/Northwest Woodlands	850,000	850,000				
New - North / Central Conroe	1,000,000					
Caney Creek Replacement				800,000		
New West County Station						1,200,000
Total Stations	2,822,500	1,610,000	0	800,000	1,200,000	
Towers / Radios						
Land for Towers		300,000				
Tower and Equipment			850,000	850,000		
Upgrade EDACS to P25	2,100,000					
Opticoms	200,000	160,000	160,000	160,000		
Total Towers / Radios	2,300,000	460,000	1,010,000	1,010,000	0	
EMS / Communications/BAU						
Expansion - 911 Ambulance (with equipment)	1,808,504	470,392	479,800	489,396	499,184	
Replacement - 911 Ambulance	1,975,978	3,083,718	3,145,389	2,495,344	2,545,253	
Tahoe	0	39,535	40,326	41,133	41,956	
ePCR		350,000				
EKG Monitors (Capital Lease)			529,000	529,000	529,000	
US Digital Station Alerting	90,000	30,000	30,000	30,000	30,000	
Total EMS	3,874,482	3,973,645	4,224,515	3,584,873	3,645,393	
Other Capital	666,699	700,034	735,036	771,788	810,377	
Total Capital	10,141,681	7,143,679	6,144,551	6,361,661	5,875,770	

Assumptions:					
Tax Revenue					
Adjusted Taxable Value	54,983,652,896	58,832,508,599	62,950,784,201	67,357,339,095	72,072,352,832
MCHD Adopted Tax Rate	0.000599	0.000598	0.000597	0.000596	0.000595
Tax Revenue	32,935,208	35,181,840	37,581,618	40,144,974	42,883,050
Tax Revenue Growth Rate	-4.1%	6.8%	6.8%	6.8%	6.8%
Rates and Growth Factors					
Taxable Value Growth Rate	6.3%	7.0%	7.0%	7.0%	7.0%
Population Growth Rate	2.960%	3.000%	3.000%	3.000%	3.000%
Inflation	1.770%	2.000%	2.000%	2.000%	2.000%
	4.7%	5.0%	5.0%	5.0%	5.0%
EMS Revenue	6.00%	6.00%	6.00%	6.00%	6.00%
Transfer	100.00%	10.00%	10.0%	10.0%	10.0%
Labor Cost Increase	4.00%	4.00%	4.00%	4.00%	4.00%
Payroll Taxes	7.65%	7.65%	7.65%	7.65%	7.65%
TCDRS	6.44%	6.50%	6.50%	6.50%	6.50%
Health Insurance		6.00%	6.00%	6.00%	6.00%
Supply Expenses		5.00%	5.00%	5.00%	5.00%
Drugs		8.00%	8.00%	8.00%	8.00%
Indigent - Specialty Healthcare		6.00%	6.00%	6.00%	6.00%

MCHD 5 Year Strategic Plan 2018

Qty 911 Ambulance (New)	4	1	1	1	1
Cost 911 Ambulance (New)	329,330	335,917	342,635	349,488	356,478
Cost 911 Ambulance Equipment	122,796	125,252	127,757	130,312	132,918
Inflation 911 Ambulance (New)	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost 911 Ambulance (New)	1,808,504	470,392	479,800	489,396	499,184
Qty 911 Ambulance(Replace)	6	9	9	7	7
Cost 911 Ambulance (Replace)	329,330	335,917	342,635	349,488	356,478
Inflation 911 Ambulance (Replace)	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost 911 Ambulance (Replace)	1,975,980	3,083,718	3,145,389	2,495,344	2,545,253
Qty Transfer Ambulance	0	0	0	0	0
Cost Transfer Ambulance	145,000	147,900	150,858	153,875	156,953
Cost Transfer Ambulance Equipment	61,000	62,220	63,464	64,733	66,028
Inflation Transfer Ambulance	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost Transfer Ambulance	0	0	0	0	0
Qty Tahoe	0	1	1	1	1
Cost Tahoe	38,000	38,760	39,535	40,326	41,133
Inflation Tahoe	0.0%	2.0%	2.0%	2.0%	2.0%
Total Cost Tahoe	0	39,535	40,326	41,133	41,956

KEY RELATIONSHIPS

Hospitals

Our local hospitals are important partners for EMS, Public Health and HCAP. Strong relationships with the hospital administrations and medical staff are essential to the success of MCHD. We must continue efforts to recruit local hospitals into the HCAP provider network. At such time as the ACA expires, a broad based hospital network will insure the financial security of the District.

From an EMS perspective, partnerships with local hospitals will insure continuity of care in important service line areas such as stroke, trauma, and acute coronary syndromes. As the demand for service rises, our hospitals must be ready to meet the demand. Failure to do so will result in extended wait times and undesirable outcomes for patients.

Physician Community

We must continue to cultivate and support our network of local physicians willing to provide care for our indigent care patients. The physician community has voiced the basic areas for physician engagement. They include industry appropriate authorization practices, clearly understand covered services, reasonable and timely compensation. MCHD should continuously monitor physician satisfaction with our HCAP program in an effort to maintain an optimized network. A diverse and healthy network will insure access to services in the local community for HCAP patients and help promote the long term financial stability of the District. MCHD must assure prompt payment to keep physician panel intact as healthcare payment rates decrease.

Municipalities and other Local Governments

MCHD provides essential healthcare services for the local municipalities and other local governments. Maintaining close working relationships with the leadership of these entities will ensure we are meeting their service needs and those of their citizens. In addition, these entities can provide essential intelligence on expected growth patterns and potential problems in the future.

Business Community and Local Chambers of Commerce

MCHD has a good relationship with the business community, having a reputation of conservative fiscal management, tax reductions, and quality service to the community. Maintaining strong communication ties with the Chambers and local business leaders will help keep MCHD focused on balancing service needs with our responsibility to assist in creating an environment that promotes economic development.

Civic Groups and Faith Based Community

MCHD leadership must maintain a presence in local civic and faith based organizations. These groups serve two important purposes for MCHD. First, they need to have a good understanding of the services we provide so that they can appropriately refer individuals to MCHD. Second, they will likely be able to represent the concerns and priorities of the community so that we might better understand the needs and plan accordingly.

Key Supply Chain Reinforcement

The District should pursue memorandums of understanding with key suppliers to insure the flow of critical supplies in the event of an emergency.

ORGANIZATIONAL STRUCTURE OF THE FUTURE

The next five years will see MCHD maintain its commitment to excellence in health care, quality, research, best practices and staff development. The District will also actively remain educated in the changes of health care policy – both nationally and locally. Just as successful businesses are continually looking for opportunities to serve its customers as the market changes, MCHD will seek out ways to fulfill its mission in light of the changing health care climate.

Currently, some of the initiatives which are being considered are: providing a larger number of services via our medics, expanding Community Paramedicine services, offering non-emergency ambulance transport services, and expanding our educational offerings.

The incorporation of these activities into our daily business will not only better serve the community by filling gaps left by the current health care system, but it will also give our nursing and field staff the opportunity to put their training into practice and utilize all the medical skills they possess.

These will be years of growth and an opportunity to expand the network within which we work. Employees are being encouraged to think creatively and initiate projects that will serve the community as well as enable our staff to grow professionally.

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Agenda Item # 9



We Make a Difference!

To: Board of Directors

From: Randy Johnson, CEO

Date: September 25, 2018

Re: November/December, 2018 Meeting Date

Consider and act on the November and December, 2018 MCHD Regular Board of Directors meeting dates and times. (Mr. Fawn, Chairman – MCHD Board)

“Staff’s recommendation is to combine MCHD board meetings for November and December to one meeting to be held on Tuesday, December 11, 2018”

November 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8 Public Health District BOD meeting	9	10
11 Veterans Day	12 Veteran's Day MCHD Holiday	13	14	15	16	17
18 Texas EMS Conference	19 Texas EMS Conference	20 Texas EMS Conference	21	22 Thanksgiving MCHD Holiday	23 Thanksgiving MCHD Holiday	24
25	26	27 4 th Tuesday MCHD BOD Meeting	28	29	30	

December 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11 Staff's recommendation combine Nov/Dec BOD Meeting	12	13	14	15
16	17	18	19	20	21	22
23	24 Christmas MCHD Holidays	25 Christmas MCHD Holidays	26 Christmas MCHD Holidays	27	28	29
30	31 New Year's MCHD Holidays	New Year's MCHD Holidays				

Agenda Item # 10



To: Board of Directors

From: Jared Cospers

Date: September 25, 2018

RE: EMS Report

Executive Summary

- Customer service scores for May show MCHD EMS to be 1st among large EMS with a mean score of 95.05 compared to an average of 92.62 for all EMS systems. We continue to conduct phone surveys for specific types of patient encounters which are overwhelmingly positive, affirming the incredible job our staff provide to the citizens and residents of Montgomery County.
- The search continues for real estate options to add additional MCHD EMS stations in Central Conroe, the Northwest region of The Woodlands, and the FM 1097 area near Bentwater.
- Deployment has been finalized for 2019 and we will bring specifics of the report back to the board at the October, 2018 meeting.
- We are still projected to receive the first four Horton ambulances in November of this year. The ambulances are in production based upon our final specifications.

ALARM Summary

- Alarm has hosted a new hire process and has extended offers for employment to two telecommunicators. The new employees will begin employment the week of October 8th, and will complete the required training for their new roles by the end of October, 2018.
- Alarm and the Woodlands Fire Department have begun a preparedness exercise known as “take it down Tuesdays” during which various backup systems are exercised as if a real-world outage, to ensure that staff maintain familiarity with backup processes during times of disaster.
- Alarm is formalizing a process for employees to function at one level above their full time roles to add redundancy in staff and develop them for future growth opportunities. The process is voluntary and will be completed by the end of October, 2018.
- Alarm is revising disaster plans for situations in which we must shelter in place as well as times which require us to vacate the primary Alarm center. Both plans would minimize the impact of such service disruptions and allow MCHD to return to normal operations as quickly as possible.

Business Analysis Unit Summary

- The BAU is preparing the annual evaluations for EMS Operations - the first round will include Paramedic II, III, and Captain level employees. The subsequent round will include the Attendant level as well as Alarm staff, and the final round will include District Chiefs, Deputy Chiefs, and Administrative staff.
- The BAU will work with the Chief and Medical Directors to review our existing response priority configurations. This review will ensure that we are appropriately responding to requests for service based on the severity of the complaint identified during the call-taking process.
- The BAU continues to work with several departments as well as our hospital partners to better leverage MCHD data to improve patient care.
- The BAU is working with IT to monitor our systems in an effort to improve system reliability and reduce downtime.

Department of Clinical Services Summary

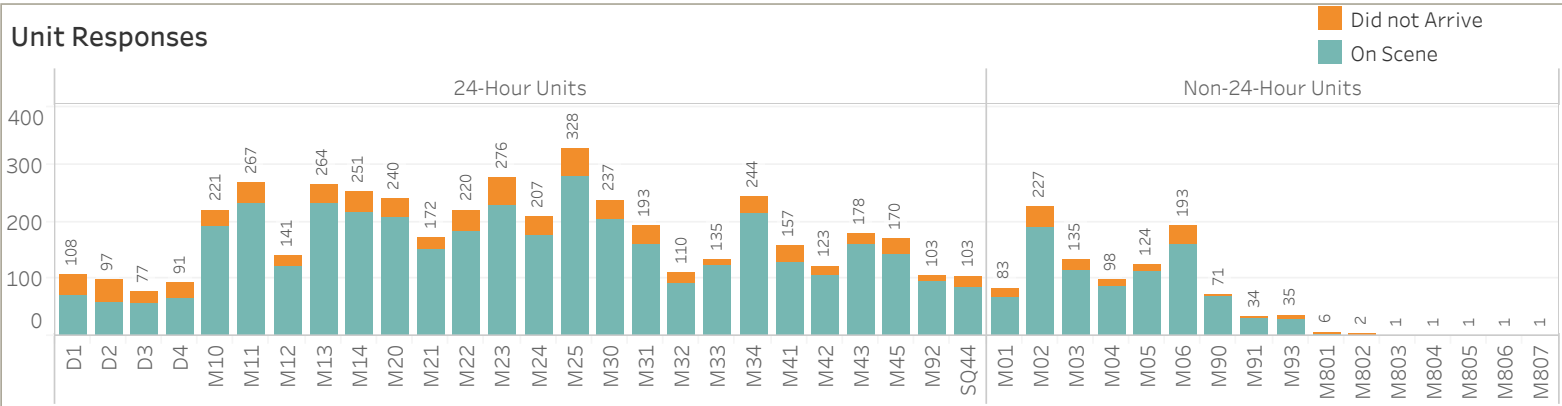
- MCHD is hosting review sessions for employees wishing to promote to Paramedic II this week. The courses will be taught by MCHD Medical Directors and other staff from the Department of Clinical Services. We have eighteen candidates in this promotion process currently.
- Third Quarter Continuing Education was completed during the month, primarily focused on preparing MCHD's role in active shooter situations, and included several hands on scenarios.
- The Department of Clinical Services hosted multiple review sessions for the upcoming recertification exam for advanced providers, including Paramedic III and IV employees, which will be held September 24-28.



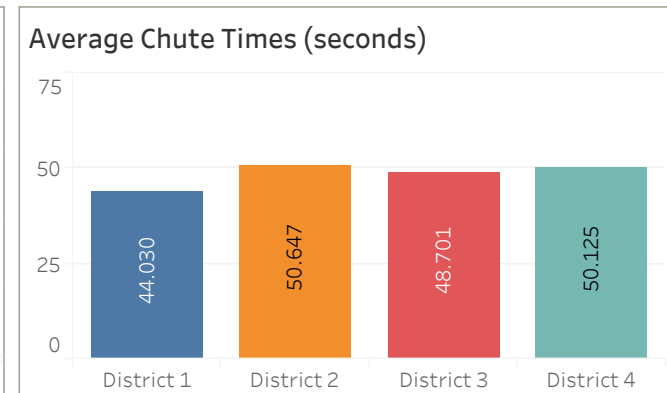
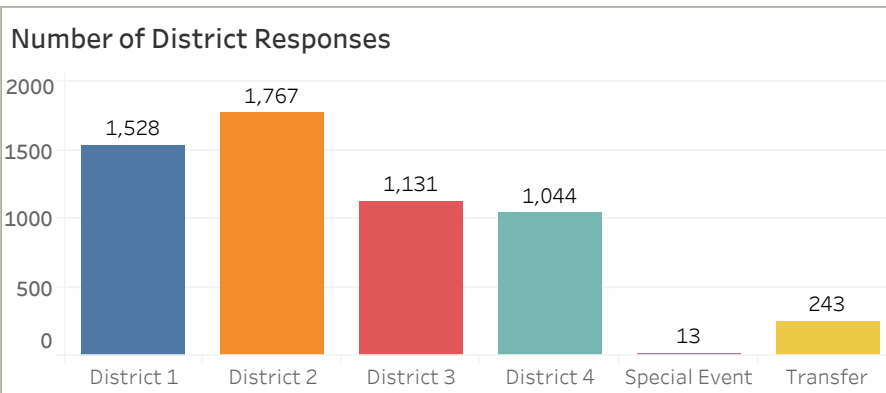
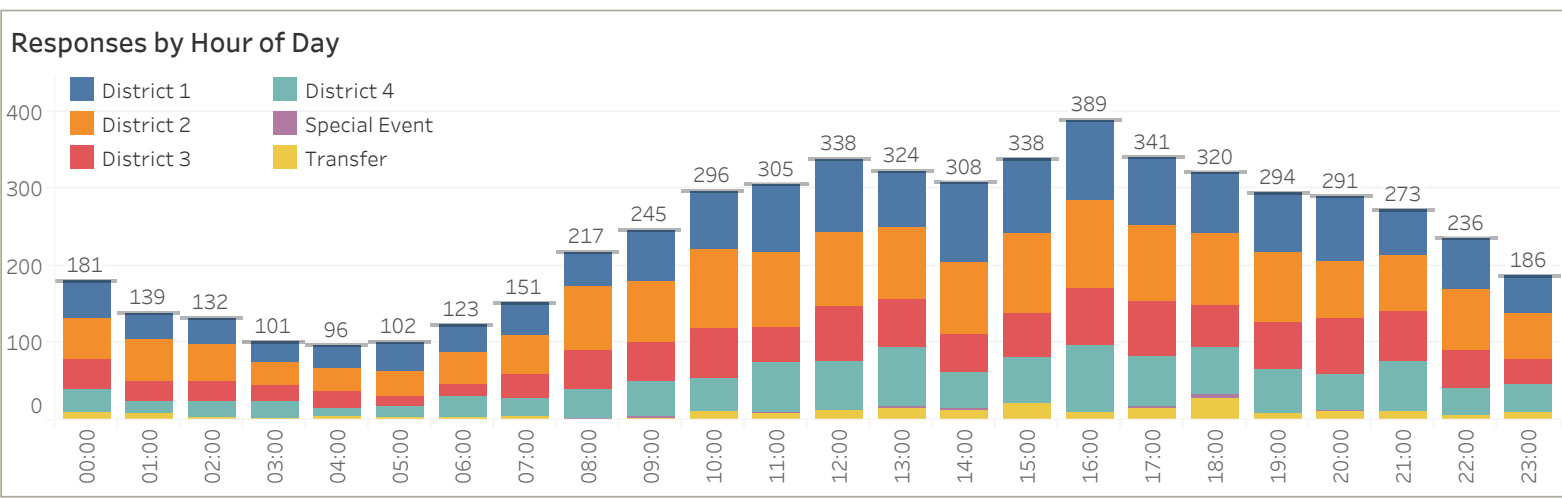
Dispatched Incident Review - Last Month

(8/1/2018 to 8/31/2018)

Dispatched	
Incidents	4,827
Responses	5,773
On Scene	
Incidents	4,426
Responses	4,862
Transported	
Incidents	3,292
Responses	3,348



Incident Types	
MVC	513
Fall	500
Transfer	464
Sick Person	422
Other/Unkn..	376
Unconscious	353
Diff. Breath..	286
Chest Pain	285
Psychiatric	223
Seizures	169
Stroke	137
Assault	135
Abd. Pain	133
Hemorrhage	118
Traumatic I..	118
Overdose	101
Diabetic	86
Allergic Rxn.	69
Cardiac Arr..	60
Heart Probl..	59
Environme..	47
Back Pain	39
Pregnancy	29
Headache	20
Animal Bites	15
Choking	14
Penetratin..	11
Fire Inc.	7
Burns	5
Eye Proble..	5
Hazmat	5
Drowning	4
Electrocuti..	1





Dispatched Incident Review Definitions

General Definitions

Incident: A call for service.

Response: A per unit response to an incident.

An MVA with 3 units will be 1 incident and 3 responses. A chest pain call with just one unit will be 1 incident and 1 response.

Hour of Day: Hours are the beginning of the hour. I.e. 00:00 is 00:00:00 to 00:59:59. This is based on the time the call was received. The colors on this chart match the district colors on the charts below it.

Incident Types: The specific nature of the callers complaint, based on the calltakers questions.

Special Districts

Extra 9-1-1: Medic units set up as overflow/special circumstances (Medic 07-09). These are used for field days, stretcher maintenance, or very busy times.

Special Event: Medic units for dedicated special event coverage (Medic 801-809).

Transfer: Medic units used for the transfer service (Medic 90-99)

The **Interfacility** incident type includes BOTH transfer trucks and 9-1-1 trucks.

24-Hour Units

These units provide coverage for 24-hours a day. This includes peak trucks that are 12-hour shifts but provide 24-hour coverage (M11 and M20).

Non-24-Hour Units

M01: 10.5 hour: Mon, Wed, Thur, Fri 1000-2030

M02: 12 hour: 0900-2100

M03: 12 hour: 1000-2200

M04: 12 hour: 0900-2100

M05: 12 hour: 1100-2300

M06: 10.5 hour / 14 hour: Mon-Thur 1100-2130, Fri -Sun 1100-0100

M07: Extra 9-1-1

M08: Extra 9-1-1

M09: Extra 9-1-1

M90: 14 hour: 0800-2200

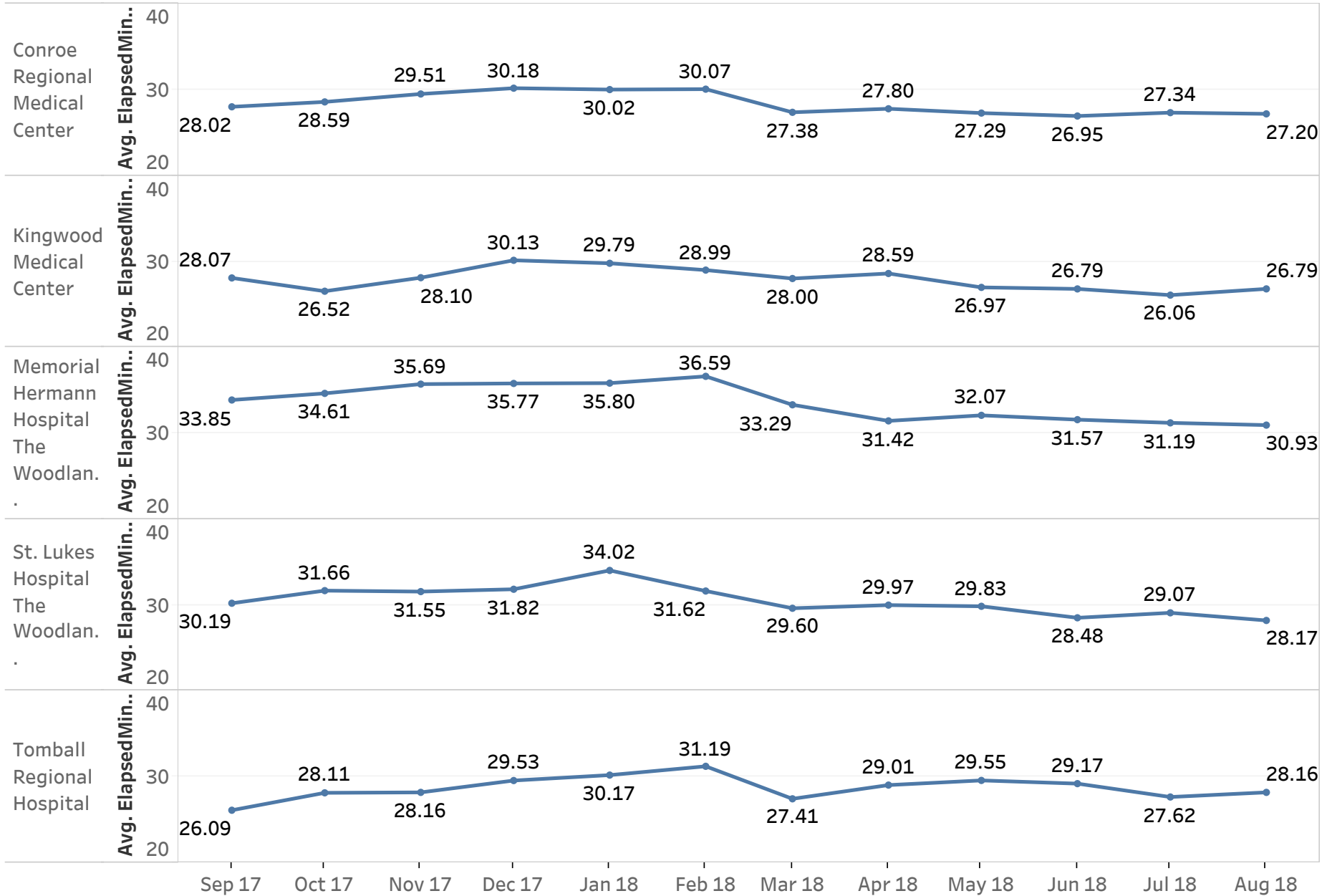
M91: 8 hour: Mon-Fri 1200-2000 (No coverage Sat/Sun)

M93: 14 hour: Sun, Mon, Fri 1100-0100

M99: Special transfer truck put up for short periods of time during transfer high volume times



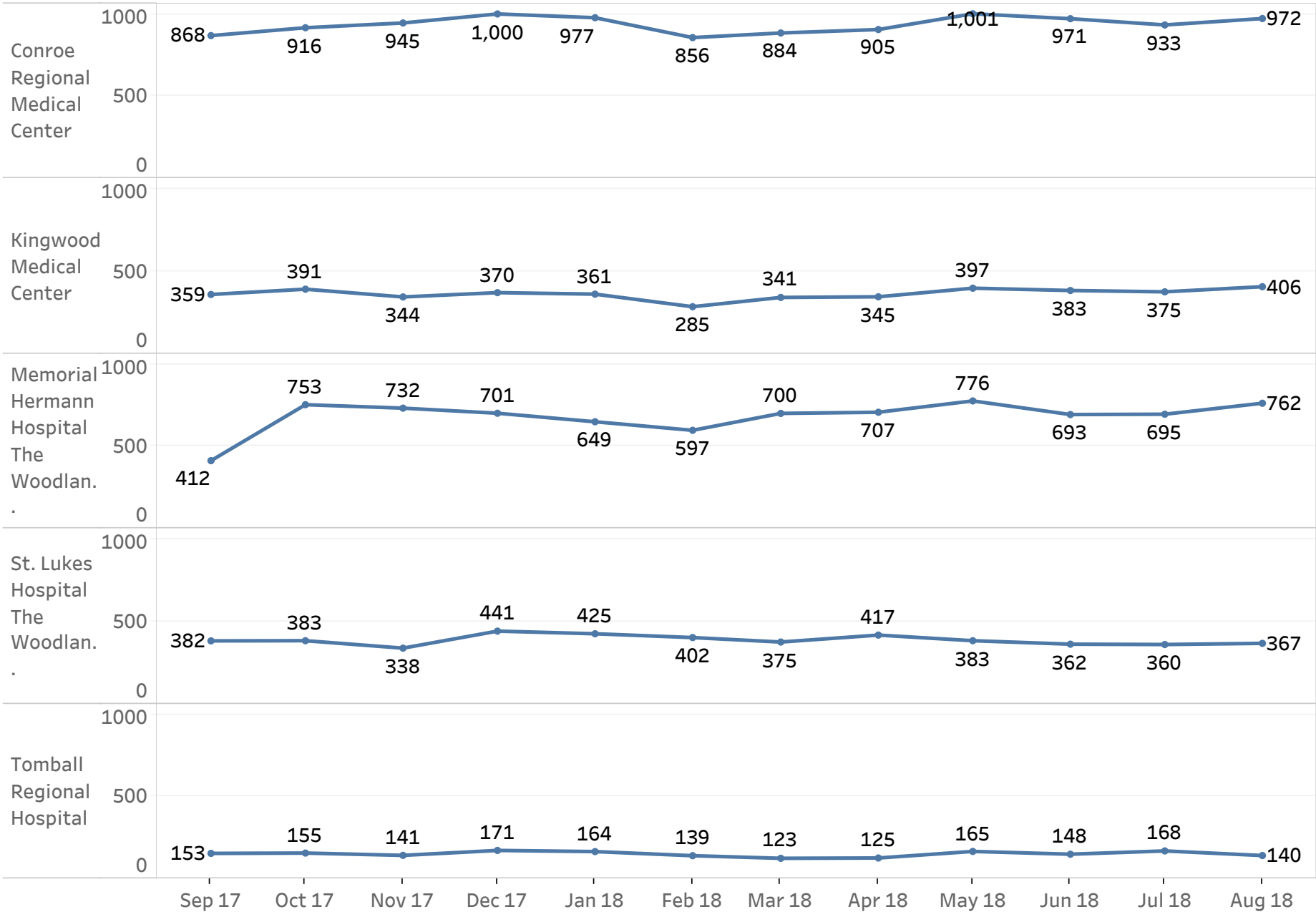
Average Hospital Turn Around Times



Turn Around times are the time from the unit arrives at the hospital until the time that the unit leaves the hospital. Times shown are in minutes.

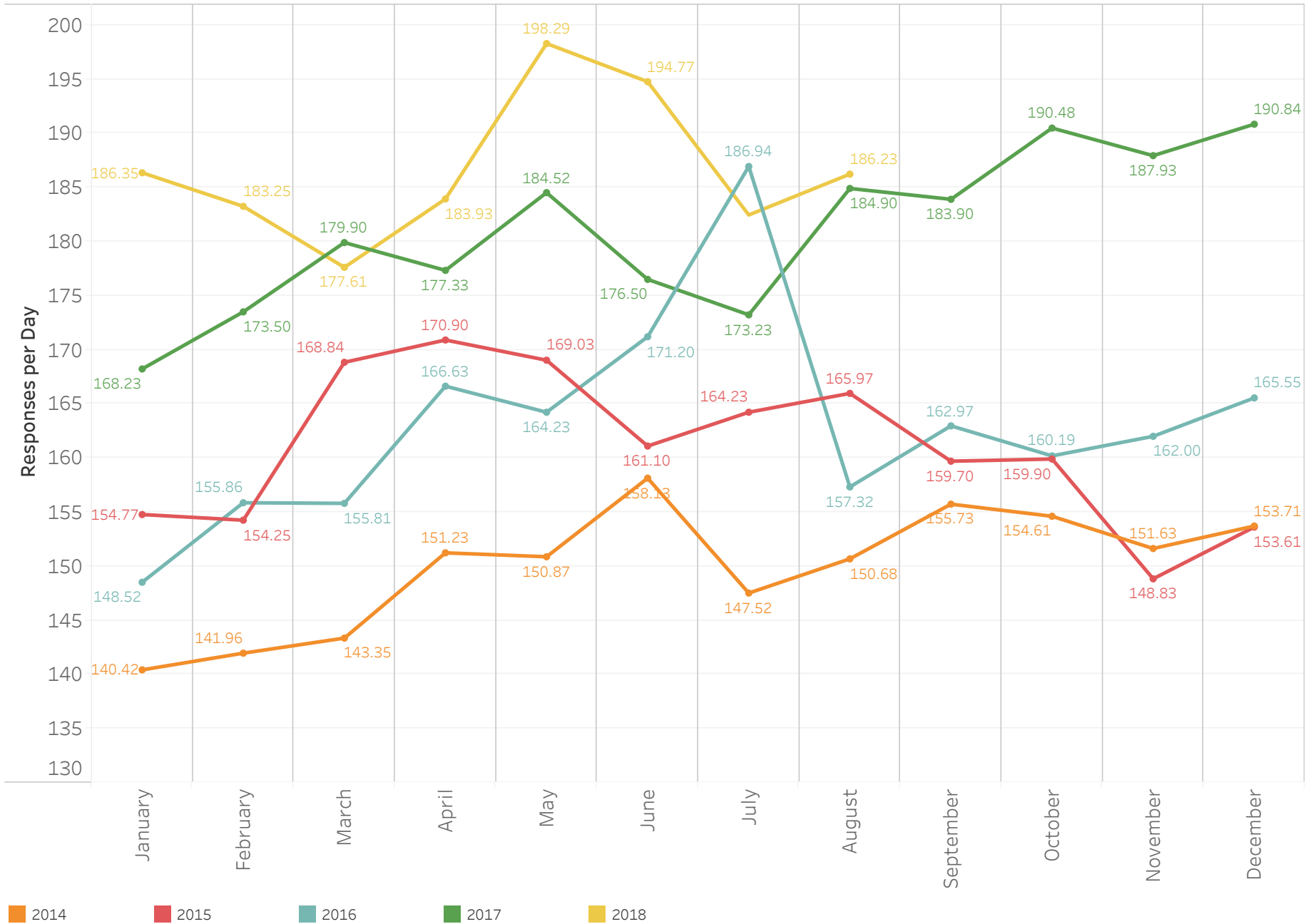


Hospital Transport Counts





Average Daily Response Totals per Month



MCHD

Conroe, TX
Client 6577



1515 Center Street
Lansing, Mi 48096
1 (877) 583-3100
service@EMSSurveyTeam.com
www.EMSSurveyTeam.com

EMS System Report

August 1, 2018 to August 31, 2018

Your Score

95.05

Number of Your Patients in this Report

295

Number of Patients in this Report

7,853

Number of Transport Services in All EMS DB

147





Executive Summary

This report contains data from **295 MCHD** patients who returned a questionnaire between **08/01/2018** and **08/31/2018**.

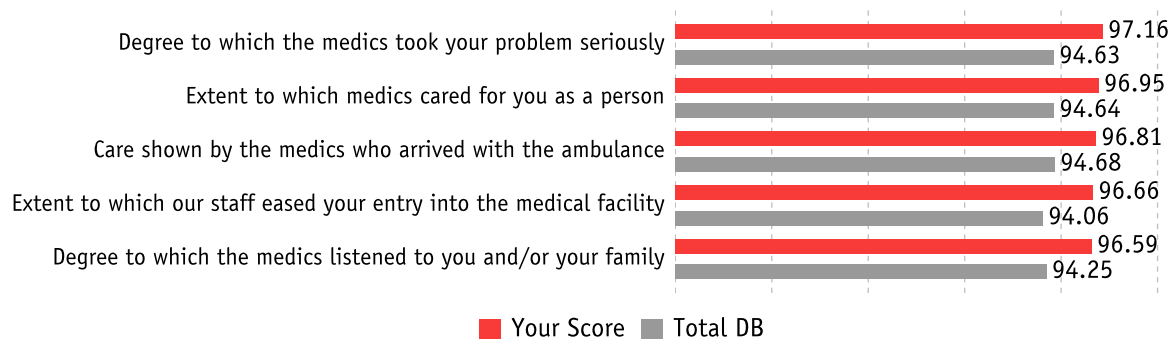
The overall mean score for the standard questions was **95.05**; this is a difference of **2.13** points from the overall EMS database score of **92.92**.

The current score of **95.05** is a change of **0.06** points from last period's score of **94.99**. This was the **27th** highest overall score for all companies in the database.

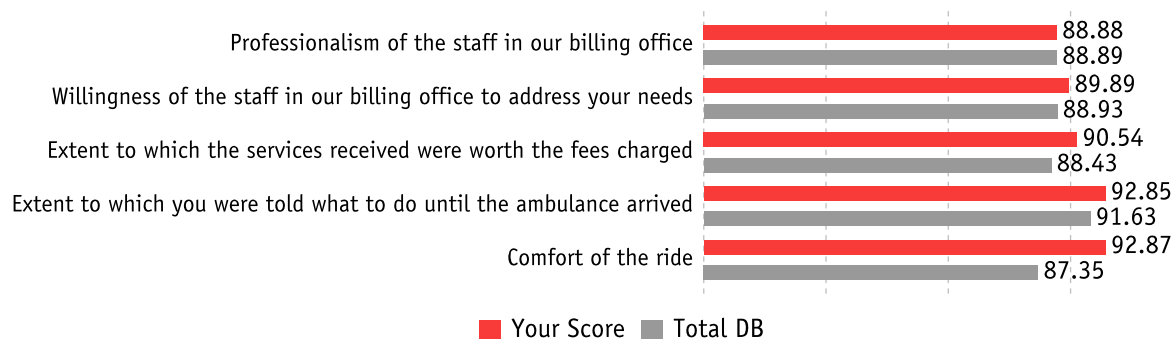
You are ranked **1st** for comparably sized companies in the system.

83.26% of responses to standard questions had a rating of Very Good, the highest rating. **99.37%** of all responses were positive.

5 Highest Scores



5 Lowest Scores





Question Analysis

This section lists a synopsis of the information about your individual questions and overall scores for this monthly reporting period. The first column shows the company score from the previous period, the second column shows the change, the third column shows your score for this period and the fourth column shows the total Database score.

Dispatch Analysis

	Last Period	Change	This Period	Total DB
Helpfulness of the person you called for ambulance service	93.69	0.49	94.18	92.93
Concern shown by the person you called for ambulance service	93.71	-0.40	93.31	92.81
Extent to which you were told what to do until the ambulance arrived	92.85	-0.00	92.85	91.63

Ambulance Analysis

	Last Period	Change	This Period	Total DB
Extent to which the ambulance arrived in a timely manner	95.42	-0.30	95.12	92.33
Cleanliness of the ambulance	96.68	-0.34	96.34	94.80
Comfort of the ride	92.27	0.60	92.87	87.35
Skill of the person driving the ambulance	95.02	0.60	95.62	94.07

Medic Analysis

	Last Period	Change	This Period	Total DB
Care shown by the medics who arrived with the ambulance	96.44	0.37	96.81	94.68
Degree to which the medics took your problem seriously	96.84	0.32	97.16	94.63
Degree to which the medics listened to you and/or your family	96.65	-0.06	96.59	94.25
Skill of the medics	96.72	-0.33	96.39	94.65
Extent to which the medics kept you informed about your treatment	94.99	-0.02	94.97	92.67
Extent to which medics included you in the treatment decisions (if applicable)	96.15	-0.61	95.54	92.54
Degree to which the medics relieved your pain or discomfort	94.57	-0.71	93.86	90.54
Medics' concern for your privacy	96.32	-0.81	95.51	93.77
Extent to which medics cared for you as a person	96.70	0.25	96.95	94.64

Billing Staff Assessment Analysis

	Last Period	Change	This Period	Total DB
Professionalism of the staff in our billing office	91.72	-2.84	88.88	88.89
Willingness of the staff in our billing office to address your needs	90.69	-0.80	89.89	88.93



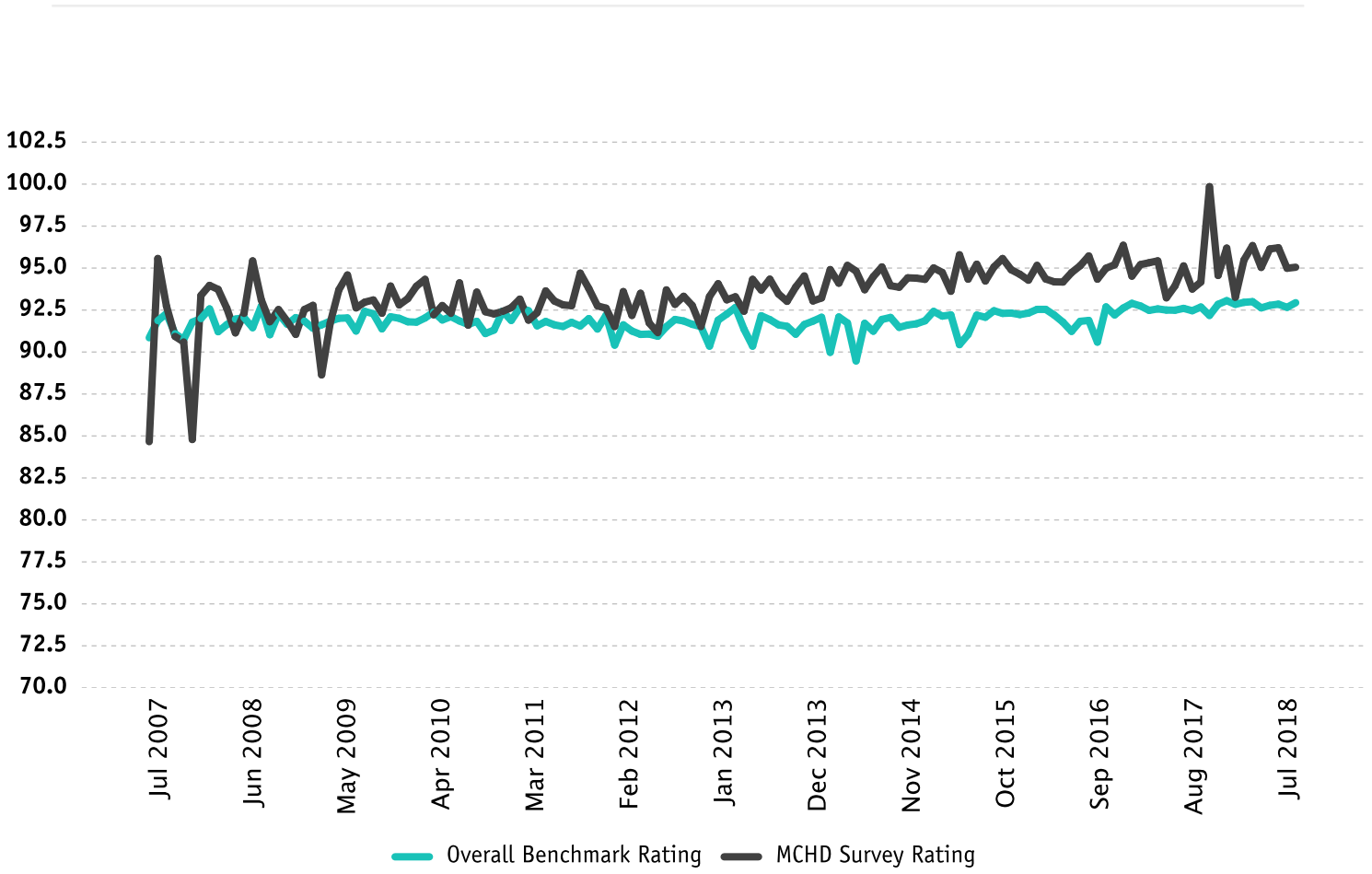
Question Analysis (Continued)

Overall Assessment Analysis

	Last Period	Change	This Period	Total DB
How well did our staff work together to care for you	95.94	0.24	96.18	93.86
Extent to which our staff eased your entry into the medical facility	95.64	1.02	96.66	94.06
Appropriateness of Emergency Medical Transportation treatment	95.77	0.22	95.99	93.67
Extent to which the services received were worth the fees charged	88.26	2.28	90.54	88.43
Overall rating of the care provided by our Emergency Medical Transportation	95.91	0.24	96.15	94.00
Likelihood of recommending this ambulance service to others	95.01	1.11	96.12	93.59



Monthly tracking of Overall Survey Score





Greatest Increase and Decrease in Scores by Question

	Last Period	This Period	Change	Total DB Score
Increases				
Extent to which the services received were worth the fees charged	88.26	90.54	2.27	88.43
Likelihood of recommending this ambulance service to others	95.01	96.12	1.11	93.59
Extent to which our staff eased your entry into the medical facility	95.64	96.66	1.02	94.06
Comfort of the ride	92.27	92.87	0.60	87.35
Skill of the person driving the ambulance	95.02	95.62	0.59	94.07
Helpfulness of the person you called for ambulance service	93.69	94.18	0.48	92.93
Care shown by the medics who arrived with the ambulance	96.44	96.81	0.37	94.68
Degree to which the medics took your problem seriously	96.84	97.16	0.32	94.63
Extent to which medics cared for you as a person	96.70	96.95	0.25	94.64
Overall rating of the care provided by our Emergency Medical Transportation service	95.91	96.15	0.24	94.00
Decreases				
Professionalism of the staff in our billing office	91.72	88.88	-2.84	88.89
Medics' concern for your privacy	96.32	95.51	-0.81	93.77
Willingness of the staff in our billing office to address your needs	90.69	89.89	-0.80	88.93
Degree to which the medics relieved your pain or discomfort	94.57	93.86	-0.71	90.54
Extent to which medics included you in the treatment decisions (if applicable)	96.15	95.54	-0.61	92.54
Concern shown by the person you called for ambulance service	93.71	93.31	-0.40	92.81
Cleanliness of the ambulance	96.68	96.34	-0.34	94.80
Skill of the medics	96.72	96.39	-0.33	94.65
Extent to which the ambulance arrived in a timely manner	95.42	95.12	-0.30	92.33
Degree to which the medics listened to you and/or your family	96.65	96.59	-0.06	94.25



Company Comparisons — The following chart gives a comparison of the mean score for each question as scored by comparable companies. Your company is highlighted. There is also a green-shaded highlight of the highest score for each question. This will show how you compare to similar companies.

	Your Company	Comparison Companies					
		A	B	C	D	E	F
Helpfulness of the person you called for ambulance service	94.18	90.65	94.27	92.63	93.28	93.74	90.57
Concern shown by the person you called for ambulance service	93.31	90.64	93.07	92.47	93.61	93.28	88.57
Extent to which you were told what to do until the ambulance	92.85	88.94	91.10	91.45	92.56	91.38	86.79
Extent to which the ambulance arrived in a timely manner	95.12	88.84	91.14	90.89	89.88	93.54	91.30
Cleanliness of the ambulance	96.34	93.99	95.50	94.07	93.41	95.33	92.07
Comfort of the ride	92.87	86.14	88.69	84.23	84.67	85.30	84.91
Skill of the person driving the ambulance	95.62	93.29	93.72	93.54	92.54	93.90	93.29
Care shown by the medics who arrived with the ambulance	96.81	94.47	93.51	94.48	94.96	95.07	93.29
Degree to which the medics took your problem seriously	97.16	93.56	92.94	93.74	96.06	95.03	92.68
Degree to which the medics listened to you and/or your family	96.59	93.33	92.65	93.61	96.26	94.55	89.66
Skill of the medics	96.39	94.07	93.54	94.39	95.09	95.11	91.49
Extent to which the medics kept you informed about your	94.97	90.30	91.77	92.44	94.01	92.37	87.22
Extent to which medics included you in the treatment decisions (if	95.54	90.13	92.53	91.56	95.06	92.47	86.49
Degree to which the medics relieved your pain or discomfort	93.86	89.32	90.43	89.48	90.80	90.64	86.93
Medics' concern for your privacy	95.51	92.81	93.48	93.21	95.88	94.66	89.66
Extent to which medics cared for you as a person	96.95	94.03	93.36	94.31	95.95	95.21	91.10
Professionalism of the staff in our billing office	88.88	87.44	88.36	86.70	91.84	89.25	86.00
Willingness of the staff in our billing office to address your needs	89.89	87.44	88.01	85.21	90.96	89.21	86.00
How well did our staff work together to care for you	96.18	93.22	93.30	92.25	94.00	95.12	90.88
Extent to which our staff eased your entry into the medical facility	96.66	93.55	93.87	93.04	94.12	94.96	91.05
Appropriateness of Emergency Medical Transportation treatment	95.99	92.03	92.46	93.11	94.14	94.90	91.00
Extent to which the services received were worth the fees charged	90.54	87.03	88.97	85.57	88.49	88.59	82.21
Overall rating of the care provided by our Emergency Medical	96.15	92.56	93.95	92.72	96.08	94.73	90.65
Likelihood of recommending this ambulance service to others	96.12	92.86	92.66	92.76	95.25	94.24	90.18
Overall score	95.05	91.50	92.44	91.90	93.38	93.29	89.65
National Rank	27	71	62	67	46	47	88
Comparable Size (Large) Company Rank	1	19	12	16	8	9	22

Fleet Summary 2017-18

Mileage	Ambulance	Supervisor/Squad	CommandStaff	Support	MonthlyTotal	WeeklyTotal
August 2018	109,340	12,074	3,841	13,334	138,589	34,647
July 2018	137,694	14,284	4,705	17,205	173,888	43,472
June 2018	88,836	8,456	3,519	14,042	114,853	28,713
May 2018	152,278	14,715	4,615	12,699	184,307	46,077
April 2018	145,803	13,708	5,429	15,863	180,803	45,201
March 2018	109,142	11,194	3,315	12,529	136,180	34,045
February 2018	113,714	9,976	2,937	13,459	140,086	35,022
January 2018	143,098	13,303	3,211	14,221	173,833	43,458
December 2017	124,080	11,619	2,937	11,546	150,182	37,546
November 2017	115,633	10,603	3,651	13,765	143,652	35,913
October 2017	139,904	12,568	5,245	19,565	177,282	44,321
September 2017	106,113	9,779	4,210	16,013	136,115	34,029
Total	1,485,635	142,279	47,615	174,241	1,849,770	
Average	123,803	11,857	3,968	14,520	154,148	38,537
Annualized Amounts					1,849,770	

Accidents	MCHD-Fault		MCHD Non-Fault		GRAND TOTAL
	Non-injury	Injury	Non-injury	Injury	
August 2018	2		2		4
July 2018	7				7
June 2018	5				5
May 2018	2				2
April 2018	5				5
March 2018	5			1	6
February 2018	7		2	1	10
January 2018	7		4		11
December 2017	8		1		9
November 2017	4				4
October 2017	2				2
September 2017	2		2		4
Total	56	0	11	2	69
Per 100,000 Miles	3.03	-	0.59	0.11	3.73

Service Interruptions	Count	Per 100K mlles
August 2018	3	2.16
July 2018	3	1.73
June 2018	10	8.71
May 2018	7	3.80
April 2018	3	1.66
March 2018	5	3.67
February 2018	3	2.14
January 2018	5	2.88
December 2017	1	0.67
November 2017	0	-
October 2017	3	1.69
September 2017	5	3.67
Total	43	2.32

Agenda Item # 11



To: Board of Directors

From: Jared L. Cospers

Date: September 25, 2018

Re: Purchase of 18 Refurbished Zoll X-Series Manual Monitor/Defibrillator for Woodlands FD and MCHD growth.

Fiscal Impact: \$395,848.35 (Upon Delivery)

- | Yes | No | N/A | |
|-------------------------------------|-------------------------------------|--------------------------|-------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Renewal contract? |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Special request? |



ZOLL Medical Corporation

Worldwide HeadQuarters
269 Mill Rd
Chelmsford, Massachusetts 01824-4105
(978) 421-9655 Main
(800) 348-9011
(978) 421-0015 Customer Support
FEDERAL ID#: 04-2711626

TO: Montgomery County Hospital District

QUOTATION 284552 V:1

DATE: August 29, 2018

TERMS: Net 90 Days

FOB: Shipping Point

FREIGHT: Prepay and Add

1300 West Loop South
Conroe, TX 77304

Attn: **Jared Cosper**

email: jcosper@mchd-tx.org

Tel: 936-537-0125

ITEM	MODEL NUMBER	DESCRIPTION	QTY.	UNIT PRICE	DISC PRICE	TOTAL PRICE
1	601-2221011-01-66	<p>Refurbished X Series ® Manual Monitor/Defibrillator with 4 trace tri-mode display monitor/ defibrillator/ printer, comes with Real CPR Help®, advisory algorithm, advanced communications package (Wi-Fi, Bluetooth, USB cellular modem capable) USB data transfer capable and large 6.5"(16.5cm) diagonal screen, full 12 ECG lead view with both dynamic and static 12-lead mode display.</p> <p>Accessories Included:</p> <ul style="list-style-type: none"> • MFC cable • MFC CPR connector • A/C power adapter/ battery charger • A/C power cord • One (1) roll printer paper • 6.6 Ah Li-ion battery • Carry case • Declaration of Conformity • Operator's Manual • Quick Reference Guide <p>• Six (6)- Months EMS warranty</p> <p>Advanced Options: Real CPR Help Expansion Pack CPR Dashboard quantitative depth and rate in real time, release indicator, interruption timer, perfusion performance indicator (PPI) • See - Thru CPR artifact filtering</p> <p>ZOLL Noninvasive Pacing Technology:</p>	18	\$29,820.00	\$21,172.20	\$381,099.60

To the extent that ZOLL and Customer, or Customer's Representative have negotiated and executed overriding terms and conditions ("Overriding T's & C's"), those terms and conditions would apply to this quotation. In all other cases, this quote is made subject to ZOLL's Standard Commercial Terms and Conditions ("ZOLL T's & C's") which accompany this quote. Except in the case of overriding T's and C's, any Purchase Order ("PO") issued in response to this quotation will be deemed to incorporate ZOLL T's & C's, and any other terms and conditions shall have no force or effect except to the extent agreed in writing by ZOLL.

1. DELIVERY IS BASED UPON AVAILABILITY AT TIME OF PURCHASE.
2. PRICES QUOTED ARE VALID FOR 60 DAYS.
3. APPLICABLE TAX, SHIPPING & HANDLING WILL BE ADDED AT THE TIME OF INVOICING.
4. ALL PURCHASE ORDERS ARE SUBJECT TO CREDIT APPROVAL BEFORE ACCEPTABLE BY ZOLL.
5. **FAX PURCHASE ORDER AND QUOTATION TO ZOLL CUSTOMER SUPPORT AT 978-421-0015 OR EMAIL TO ESALES@ZOLL.COM.**
6. ALL DISCOUNTS OFF LIST PRICE ARE CONTINGENT UPON PAYMENT WITHIN AGREED UPON TERMS.
7. PLACE YOUR ACCESSORY ORDERS ONLINE BY VISITING www.zollwebstore.com.

Steven Bagwell
EMS Territory Manager
800-242-9150, x9295



ZOLL Medical Corporation

Worldwide HeadQuarters
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Chelmsford, Massachusetts 01824-4105
(978) 421-9655 Main
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1300 West Loop South
Conroe, TX 77304

Attn: **Jared Cosper**

email: jcosper@mchd-tx.org

Tel: 936-537-0125

ITEM	MODEL NUMBER	DESCRIPTION	QTY.	UNIT PRICE	DISC PRICE	TOTAL PRICE
		Masimo Pulse Oximetry SP02 <ul style="list-style-type: none"> • Signal Extraction Technology (SET) • Rainbow SET NIBP Welch Allyn includes: <ul style="list-style-type: none"> • Smartcuff 10 foot Dual Lumen hose • SureBP Reusable Adult Medium Cuff End Tidal Carbon Dioxide monitoring (ETCO2) Oridion Microstream Technology: Order required Microstream tubing sets separately Interpretative 12- Lead ECG: <ul style="list-style-type: none"> • 12-Lead one step ECG cable- includes 4- Lead limb lead cable and removable precordial 6- Lead set 				
2	8000-0580-01	Six hour rechargeable Smart battery	34	\$495.00	\$371.25	\$12,622.50 *
3	8200-000100-01	Single Bay Charger for the SurePower and SurePower II batteries.	3	\$945.00	\$708.75	\$2,126.25 *

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1300 West Loop South
Conroe, TX 77304

Attn: **Jared Cospers**

email: jcospers@mchd-tx.org

Tel: 936-537-0125

ITEM	MODEL NUMBER	DESCRIPTION	QTY.	UNIT PRICE	DISC PRICE	TOTAL PRICE
		<p>Acceptance of an order for Refurbished Equipment is contingent upon product availability at time of order. Orders are filled on a first come, first serve basis.</p> <p>*Reflects Savvik Buying Group AED Contract # 2015-0011.</p> <p>Order will not ship prior to October 1, 2018.</p>				
TOTAL						\$395,848.35

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Steven Bagwell
EMS Territory Manager
800-242-9150, x9295

ZOLL QUOTATION GENERAL TERMS & CONDITIONS

1. ACCEPTANCE. This Quotation constitutes an offer by ZOLL Medical Corporation to sell to the Customer the equipment (including a license to use certain software) listed in this Quotation and described in the specifications either attached to or referred to in this Quotation (hereinafter referred to as Equipment). Any acceptance of such offer is expressly limited to the terms of this Quotation, including these General Terms and Conditions. Acceptance shall be so limited to this Quotation notwithstanding (i) any conflicting written or oral representations made by ZOLL Medical Corporation or any agent or employee of ZOLL Medical Corporation or (ii) receipt or acknowledgement by ZOLL Medical Corporation of any purchase order, specification, or other document issued by the Customer. Any such document shall be wholly inapplicable to any sale made pursuant to this Quotation, and shall not be binding in any way on ZOLL Medical Corporation.

Acceptance of this Quotation by the Customer shall create an agreement between ZOLL Medical Corporation and the Customer (hereinafter referred to as the "Contract") the terms and conditions of which are expressly limited to the provisions of this Quotation including these Terms and Conditions. No waiver change or modification of any of the provisions of this Quotation or the Contract shall be binding on ZOLL Medical Corporation unless such waiver, change or modification (i) is made in writing (ii) expressly states that it is a waiver, change or modification of this Quotation or the Contract and (iii) is signed by an authorized representative of ZOLL Medical Corporation.

2. DELIVERY AND RISK OF LOSS. Unless otherwise stated, all deliveries shall be F.O.B. ZOLL Medical Corporation's facility. Risk of loss or damage to the Equipment shall pass to the Customer upon delivery of the Equipment to the carrier.

3. TERMS OF PAYMENT. Unless otherwise stated in its Quotation payment by Customer is due thirty (30) days after the ship date appearing on ZOLL Medical Corporation invoice. Any amounts payable hereunder which remain unpaid after the date shall be subject to a late charge equal to 1.5% per month from the due date until such amount is paid.

4. CREDIT APPROVAL. All shipments and deliveries shall at all times be subject to the approval of credit by ZOLL Medical Corporation. ZOLL Medical Corporation may at any time decline to make any shipment or delivery except upon receipt of payment or security or upon terms regarding credit or security satisfactory to ZOLL Medical Corporation.

5. TAXES & FEES. The pricing quoted in its Quotation do not include sales use, excise, or other similar taxes or any duties or customs charges, or any order processing fees. The Customer shall pay in addition for the prices quoted the amount of any present or future sales, excise or other similar tax or customs duty or charge applicable to the sale or use of the Equipment sold hereunder (except any tax based on the net income of ZOLL Medical Corporation), and any order processing fees that ZOLL may apply from time to time. In lieu thereof the Customer may provide ZOLL Medical Corporation with a tax exemption certificate acceptable to the taxing authorities.

6. WARRANTY. (a) ZOLL Medical Corporation warrants to the Customer that from the earlier of the date of installation or thirty (30) days after the date of shipment from ZOLL Medical Corporation's facility, the Equipment (other than accessories and electrodes) will be free from defects in material and workmanship under normal use and service for the period noted on the reverse side. Accessories and electrodes shall be warranted for ninety (90) days from the date of shipment. During such period ZOLL Medical Corporation will at no charge to the Customer either repair or replace (at ZOLL Medical Corporation's sole option) any part of the Equipment found by ZOLL Medical Corporation to be defective in material or workmanship. If ZOLL Medical Corporation's inspection detects no defects in material or workmanship, ZOLL Medical Corporation's regular service charges shall apply. (b) ZOLL Medical Corporation shall not be responsible for any Equipment defect failure of the Equipment to perform any specified function, or any other nonconformance of the Equipment caused by or attributable to (i) any modification of the Equipment by the Customer, unless such modification is made with the prior written approval of ZOLL Medical Corporation; (ii) the use of the Equipment with any associated or complementary equipment accessory or software not specified by ZOLL Medical Corporation, or (iii) any misuse or abuse of the Equipment; (iv) exposure of the Equipment to conditions beyond the environmental, power or operating constraints specified by ZOLL Medical Corporation, or (v) installation or wiring of the Equipment other than in accordance with ZOLL Medical Corporation's instructions. (c) Warranty does not cover items subject to normal wear and burnout during use, including but not limited to lamps, fuses, batteries, cables and accessories. (d) The foregoing warranty does not apply to software included as part of the Equipment (including software embodied in read-only memory known as "firmware"). (e) The foregoing warranty constitutes the exclusive remedy of the Customer and the exclusive liability of ZOLL Medical Corporation for any breach of any warranty related to the Equipment supplied hereunder. **THE WARRANTY SET FORTH HEREIN IS EXCLUSIVE AND ZOLL MEDICAL CORPORATION EXPRESSLY DISCLAIMS ALL OTHER WARRANTIES WHETHER WRITTEN, ORAL, IMPLIED, OR STATUTORY, INCLUDING BUT NOT LIMITED TO ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.**

7. SOFTWARE LICENSE. (a) All software (the "Software" which term shall include firmware) included as part of the Equipment is licensed to Customer pursuant to a nonexclusive limited license on the terms hereinafter set forth, (b) Customer may not copy, distribute, modify, translate or adapt the Software, and may not disassemble or reverse compile the Software, or seek in any manner to discover, disclose or use any proprietary algorithms, techniques or other confidential information contained therein, (c) All rights in the Software remain the product of ZOLL Medical Corporation, and Customer shall have no right or interest therein except as expressly provided herein. (d) Customer's right to use the Software may be terminated by ZOLL Medical Corporation in the event of any failure to comply with terms of this quotation, (e) Customer may transfer the license conferred hereby only in connection with a transfer of the Equipment and may not retain any copies of the Software following such transfer. (f) ZOLL Medical Corporation warrants that the read-only memory or other media on which the Software is recorded will be free from defects in materials and workmanship for the period and on terms set forth in section 6. (g) Customer understands that the Software is a complex and sophisticated software product and no assurance can be given that operation of the Software will be uninterrupted or error-free, or that the Software will meet Customer's requirements. Except as set forth in section 7(f), ZOLL MEDICAL CORPORATION MAKES NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE SOFTWARE AND IN PARTICULAR DISCLAIMS ANY IMPLIED WARRANTIES OR MERCHANTABILITY OR FITNESS OF A PARTICULAR PURPOSE WITH RESPECT THERETO. Customer's exclusive remedy for any breach of warranty or defect relating to the Software shall be the repair or replacement of any defective read-only memory or other media so that it correctly reproduces the Software. This License applies only to ZOLL Medical Corporation Software.

8. DELAYS IN DELIVERY. ZOLL Medical Corporation shall not be liable for any delay in the delivery of any part of the Equipment if such delay is due to any cause beyond the control of the ZOLL Medical Corporation including, but not limited to acts of God, fires, epidemics, floods, riots, wars, sabotage, labor disputes, governmental actions, inability to obtain materials, components, manufacturing facilities or transportation or any other cause beyond the control of ZOLL Medical Corporation. In addition ZOLL Medical Corporation shall not be liable for any delay in delivery caused by failure of the Customer to provide any necessary information in a timely manner. In the event of any such delay, the date of shipment or performance hereunder shall be extended to the period equal to the time lost by reason of such delay. In the event of such delay ZOLL Medical Corporation may allocate available Equipment among its Customers on any reasonable and equitable basis. The delivery dates set forth in this Quotation are approximate only and ZOLL Medical Corporation shall not be liable for or shall the Contract be breached by, any delivery by ZOLL Medical Corporation within a reasonable time after such dates.

9. LIMITATIONS OF LIABILITY. IN NO EVENT SHALL ZOLL MEDICAL CORPORATION BE LIABLE FOR INDIRECT SPECIAL OR CONSEQUENTIAL DAMAGES RESULTING FROM ZOLL MEDICAL CORPORATIONS PERFORMANCE OR FAILURE TO PERFORM PURSUANT TO THIS QUOTATION OR THE CONTRACT OR THE FURNISHING, PERFORMANCE, OR USE OF ANY EQUIPMENT OR SOFTWARE SOLD HERETO, WHETHER DUE TO A BREACH OF CONTRACT, BREACH OF WARRANTY, THE NEGLIGENCE OF ZOLL MEDICAL CORPORATION OR OTHERWISE.

10. PATENT INDEMNITY. ZOLL Medical Corporation shall at its own expense defend any suit that may be instituted against the Customer for alleged infringement of any United States patents or copyrights related to the parts of the Equipment or the Software manufactured by ZOLL Medical Corporation, provided that (i) such alleged infringement consists only in the use of such Equipment or the Software by itself and not as a part of or in combination with any other devices or parts, (ii) the Customer gives ZOLL Medical Corporation immediate notice in writing of any such suit and permits ZOLL Medical Corporation through counsel of its choice, to answer the charge of infringement and defend such suit, and (iii) the Customer gives ZOLL Medical Corporation all requested information, assistance and authority at ZOLL Medical Corporation's expense, to enable ZOLL Medical Corporation to defend such suit.

In the case of a final award of damages for infringement in any such suit, ZOLL Medical Corporation will pay such award, but it shall not be responsible for any settlement made without its written consent.

Section 10 states ZOLL Medical Corporation's total responsibility and liability's, and the Customer's sole remedy for any actual or alleged infringement of any patent by the Equipment or the Software or any part thereof provided hereunder. In no event shall ZOLL Medical Corporation be liable for any indirect, special, or consequential damages resulting from any such infringement.

11. CLAIMS FOR SHORTAGE. Each shipment of Equipment shall be promptly examined by the Customer upon receipt thereof. The Customer shall inform ZOLL Medical Corporation of any shortage in any shipment within ten (10) days of receipt of Equipment. If no such shortage is reported within ten (10) day period, the shipment shall be conclusively deemed to have been complete.

12. RETURNS AND CANCELLATION. (a) The Customer shall obtain authorization from ZOLL Medical Corporation prior to returning any of the Equipment. (b) The Customer receives authorization from ZOLL Medical Corporation to return a product for credit, the Customer shall be subject to a restocking charge of twenty percent (20%) of the original list purchase price, but not less than \$50.00 per product. (c) Any such change in delivery caused by the Customer that causes a delivery date greater than six (6) months from the Customer's original order date shall constitute a new order for the affected Equipment in determining the appropriate list price.

13. APPLICABLE LAW. This Quotation and the Contract shall be governed by the substantive laws of the Commonwealth of Massachusetts without regard to any choice of law provisions thereof.

14. COMPLIANCE WITH LAWS. (a) ZOLL Medical Corporation represents that all goods and services delivered pursuant to the Contract will be produced and supplied in compliance with all applicable state and federal laws and regulations, including the requirements of the Fair Labor Standards Act of 1938, as amended. (b) The Customer shall be responsible for compliance with any federal, state and local laws and regulations applicable to the installation or use of the Equipment furnished hereunder, and will obtain any permits required for such installation and use.

15. NON-WAIVER OF DEFAULT. In the event of any default by the Customer, ZOLL Medical Corporation may decline to make further shipments or render any further warranty or other services without in any way affecting its right under such order. If despite any default by Customer, ZOLL Medical Corporation elects to continue to make shipments its action shall not constitute a waiver of any default by the Customer or in any way affect ZOLL Medical Corporation's legal remedies regarding any such default. No claim or right arising out of a breach of the Agreement by the Customer can be discharged in whole or in part by waiver or renunciation of the claim or right unless the waiver or renunciation is supported by consideration and is in writing signed by ZOLL Medical Corporation.

16. ASSIGNMENT. This Quotation, and the Contract, may not be assigned by the Customer without the prior written consent of ZOLL Medical Corporation, and any assignment without such consent shall be null and void.

17. TITLE TO PRODUCTS. Title to right of possession of the products sold hereunder shall remain with ZOLL Medical Corporation until ZOLL Medical Corporation delivers the Equipment to the carrier and agrees to do all acts necessary to perfect and maintain such right and title in ZOLL Medical Corporation. Failure of the Customer to pay the purchase price for any product when due shall give ZOLL Medical Corporation the right, without liability to repossess the Equipment, with or without notice, and to avail itself of any remedy provided by law.

18. EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION.

VETERAN'S EMPLOYMENT - If this order is subject to Executive Order 11710 and the rules, regulations, or orders of the Secretary of Labor issued thereunder the contract clause as set forth at 41 CFR 60-250.4 is hereby included as part of this order.

EMPLOYMENT OF HANDICAPPED - if this order is subject to Section 503 of the Rehabilitation Act of 1973, as amended and the rules, regulations or orders of the Secretary of Labor as issued thereunder, the contract clause at 41 CFR 60-741.7 is hereby included as part of this order.

EQUAL OPPORTUNITY EMPLOYMENT - if this order is subject to the provisions of Executive Order 11246, as amended, and the rules, regulations or orders of the Secretary of Labor issued thereunder, the contract clause set forth at 41 CFR 60-1.4 (a) and 60-1.4 (b) are hereby included as a part of this order and Seller agrees to comply with the reporting requirements set forth at 41 CFR 60-1.7 and the affirmative action compliance program requirements set forth as 41 CFR 60-1.40.

19. VALIDITY OF QUOTATION. This Quotation shall be valid and subject to acceptance by the Customer, in accordance with the terms of Section 1 hereof for the period set forth on the face hereof. After such period, the acceptance of this Quotation shall not be binding upon ZOLL Medical Corporation and shall not create a contract, unless such acceptance is acknowledged and accepted by ZOLL Medical Corporation by a writing signed by an authorized representative of ZOLL Medical Corporation.

20. GENERAL. Any Contract resulting from this Quotation shall be governed by and interpreted in accordance with the laws of the Commonwealth of Massachusetts. This constitutes the entire agreement between Buyer and Supplier with respect to the purchase and sale of the Products described in the face hereof, and only representations or statements contained herein shall be binding upon Supplier as a warranty or otherwise. Acceptance or acquiescence in the course of performance rendered pursuant hereto shall not be relevant to determine the meaning of this writing even though the accepting or acquiescing party has knowledge of the nature of the performance and opportunity for objection. No addition to or modification of any of the terms and conditions specified herein shall be binding upon Supplier unless made in writing and signed by a duly authorized representative of Supplier. The terms and conditions specified shall prevail notwithstanding any variance from the terms and conditions of any order or other form submitted by Buyer for the Products set forth on the face of this Agreement. To the extent that this writing may be treated as an acceptance of Buyer's prior offer, such acceptance is expressly made conditional on assent by Buyer to the terms hereof, and, without limitation, acceptance of the goods by Buyer to the terms hereof, and, without limitation, acceptance of the goods by Buyer shall constitute such assent. All cancellations and reschedules require a minimum of thirty (30) days notice.

Agenda Item # 112



To: Board of Directors

From: Jared L. Cospers, EMS Chief

Date: September 25, 2018

Re: Purchase of 10 Type 1 Horton 623 Ram Ambulances

Consider and act on purchase of ten ambulances from Horton as detailed in FY 2019 budget. (Mr. Spratt, Chair – EMS Committee)

This is seeking approval to place the order in early October 2018. Funds would not be expended until much later in the fiscal year. This is the same process used for previous annual remounts.

Fiscal Impact: \$3,292.970.00 (Upon Delivery)

- | Yes | No | N/A | |
|-------------------------------------|-------------------------------------|--------------------------|-------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Renewal contract? |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Special request? |



Tanner Jacob
Account Manager
tanner.jacob@proambulance.net
979.249.7355

Professional Ambulance Sales and Service
8700 E FM 917
Alvarado, Texas 76009
800.561.6070

Montgomery County Hospital District
1400 S Loop 336 West
Conroe, Texas 77034

September 13, 2018

We would like to take this opportunity to thank you for your interest in our company and the products/services we have to offer. We also appreciate the ability to provide your department with the following proposals for (10) new Horton Type 1 623 Dodge Ram Ambulances. We hope this information is both helpful and informative for your upcoming purchasing decision.

Type 1 Horton 623 Dodge Ram Ambulance. (10) \$3,292,970

**See Additional Page for Spec List and Drawings

**Delivery estimated at 120 days from receipt of chassis.

If you have any questions or need any additional information, please do not hesitate to give me a call at 979-249-7355.

Thank you,

Tanner Jacob

Agenda Item # 13



We Make a Difference!

To: Board of Directors

From: Melissa Miller, COO

Date: September 25, 2018

Re: COO Report

FACILITIES:

- Remodel of Porter Station 34: The revised completion date is October 31, 2018 with move into quarters in November. Our crews have been able to remain at this station during construction. Porter Fire Department is planning an additional station in FY19/20 to include an apartment with bay for MCHD EMS and we've included this project in our proposed FY 19 budget.
- Station 26 in Shenandoah is complete and available for staff occupancy Sept. 19.
- MCESD 2 is building at 19350 Keenan-Cutoff, EMS Station 47 is schedule for completion by November 2018.
- The room 250 HVAC system has been install in preparation for the classroom buildout in FY 19.

RADIO AND TOWERS:

- 911 assessment consultant completed his observation and review of processes and has received the additional requested data from 911, CISD and others. He is now preparing the report of his findings and will present a summary at the Nov./Dec. Board meeting.
- We are working with St. Luke's and Tomball to install BDAs for improved radio communications within their facilities.
- The Microwave contract is complete and equipment has been ordered. The system is scheduled to be operational in Feb. 2019.
- We continue to expand the alerting and paging capabilities of the new phone system.

MATERIALS MANAGEMENT:

- The bids in response to the Medical Supply RFP are being scored and a recommendation will be presented at this Board meeting.

INFORMATION SYSTEMS:

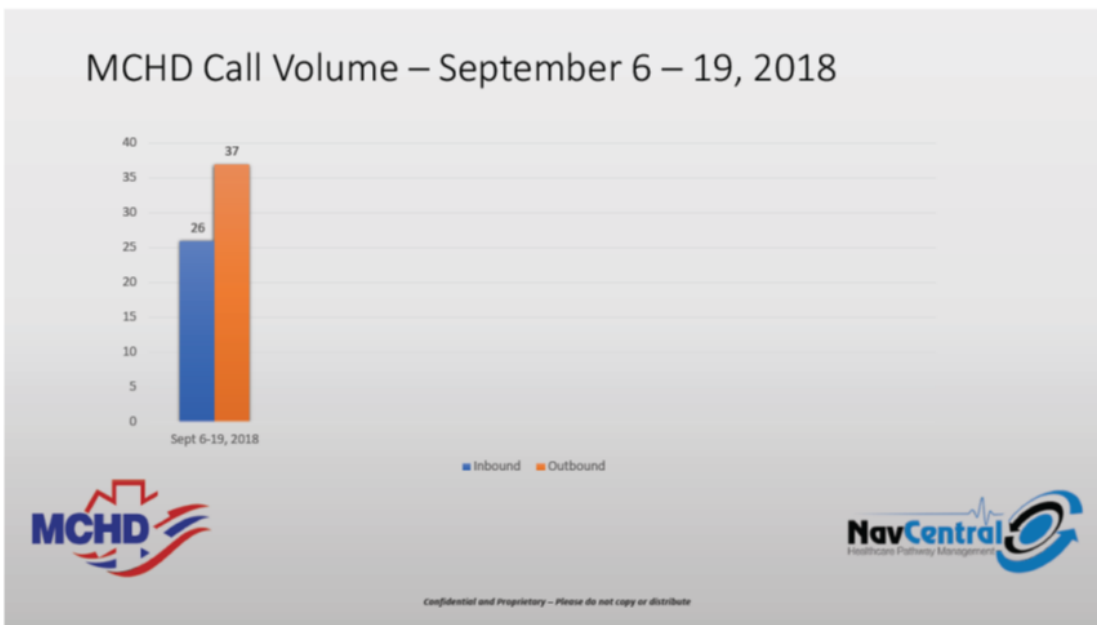
- IT Department is starting the planning phase with BAU on Zoll patient care record system upgrade occurring this fall.
- IT implemented learning management system for Microsoft Office training for all employees for professional development.
- IT is continuing phishing email awareness campaign for the staff by tagging emails from external source and reminding staff to be cautious when opening attachments.

COMMUNITY PARAMEDICINE - August:

- Average daily patient census: 54
- Patient enrollments: 7
- Total patients enrolled: 132
- Clinical billable encounters: 223 x \$300 = \$66,900
- Care Coordination encounters: 152 x \$100 = \$15,200
- Percent of patients with decrease in 911 use (to date): 64.9%

Daily operations with the 24 hour call center Nav-Central began in early September. We are working through work flows and processes to ensure these are functional and effective. Initial figures included below:

- Sept. 6 (Go-Live) – Sept. 19, 2018
 - 21 Patients currently enrolled in Nav-Central
 - 9 Low risk
 - 11 Medium risk
 - 1 High risk
- 13 Patients successfully contacted (62%)
- 100% inbound callers spoke to a clinician
- 100% of inbound calls with resolution during first encounter
- 11 second average wait time on inbound calls
- 63 total calls



Agenda Item # 14



To: Board of Directors


From: Shawn Henners, Emergency Preparedness and Risk Manager

Date: September 25, 2018

Re: SEM 27-105 Lock Out Tag Out Policy

Consider and act on District Policies: (Mr. Cole, Chair – PADCOM Committee)

- SEM 27-105 Lock Out Tag Out Policy

 Montgomery County Hospital District	LOCK OUT TAG OUT	Page 1 of 3
Department	Policy Number	CAAS Reference Number
Emergency Preparedness & Risk Management	SEM 27-105	

I. PURPOSE

The purpose of this policy is to establish the responsibility of every MCHD employee, contractor, and vendor in preventing injury or death due to hazardous energy during equipment service or maintenance. Service or maintenance includes installing, repairing, adjusting, inspecting, setting up, trouble-shooting, testing, cleaning, and dismantling machines, equipment, or processes.

II. SCOPE

This policy applies to all MCHD employees, contractors, and vendors who may be exposed to hazardous energy during service or maintenance work. Uncontrolled energy includes potential, kinetic, flammable, chemical, electrical, and thermal sources.

III. DEFINITIONS

1. Affected employee – An employee whose job requires him/her to operate or use a machine or equipment on which servicing or maintenance is being performed under lockout/tagout, or whose job requires him/her to work in an area in which such servicing or maintenance is being performed.
2. Authorized employee – A person who locks out or tags out machines or equipment in order to perform servicing or maintenance on that machine or equipment. An affected employee becomes an authorized employee when that employee's duties include performing servicing or maintenance covered under this section. All authorized employees shall be trained and qualified to perform lock out and tag out under this policy.
3. Energized – Connected to an energy source or containing residual or stored energy.
4. Energy isolating device - A mechanical device that physically prevents the transmission or release of energy, including but not limited to the following: A manually operated electrical circuit breaker; a disconnect switch; a manually operated switch by which the conductors of a circuit can be disconnected from all ungrounded supply conductors, and, in addition, no pole can be operated independently; a line valve; a block; and any similar device used to block or isolate energy.
5. Energy source – Any source of electrical, mechanical, hydraulic, pneumatic, chemical, thermal, or other energy.

6. Lock out – The placement of a lockout device on an energy isolating device, in accordance with an established procedure, ensuring that the energy isolating device and the equipment being controlled cannot be operated until the lockout device is removed.
7. Lock out device - A device that utilizes a positive means such as a lock, either key or combination type, to hold an energy isolating device in the safe position and prevent the energizing of a machine or equipment.
8. Tag out – The placement of a tag, labeled with an individual’s name and date, on an energy isolating device, in accordance with an established procedure, while that individual is working on the device or energized equipment connected to the device, ensuring that others will know that work is being performed by that individual. Should be used in conjunction with a lock out device.

IV. POLICY

1. Only authorized employees will perform service or maintenance on energized equipment.
2. All energized equipment shall be locked out and tagged out before performing maintenance or servicing to protect against accidental or inadvertent operation when such operation could cause injury.
3. Contractors and vendors may follow their agency’s written lock out tag out (LOTO) procedure as long as it meets or exceeds the requirements of 29 CFR 1910.147. If no such written policy or procedure exists, then they will use MCHD’s procedure.
4. No employee, contractor, vendor, or visitor will attempt to operate any switch, valve, or other energy isolating device bearing a lock out device and/or tag, or attempt to remove or disable the lock out device and/or tag, except as specified in the LOTO procedure.
5. Lock out and tag out devices must meet the following criteria to ensure that they are effective and not removed inadvertently:
 - Any employee who sees a lockout or tagout device must be able to recognize who attached it and its purpose.
 - Each lock must have a unique key or combination.
 - Lock out devices must work under the environmental conditions in which they are used.
 - Lock out devices and tag out devices must be designated by color, shape, or size.

- Lock out devices and tag out devices must be strong enough that they can't be removed inadvertently.
- Tag out devices must be attached with a single-use, self-locking material such as a nylon cable tie, with a minimum unlocking strength of 50 pounds.
- Tag out device warnings must remain legible even when they are used in wet, damp, or corrosive conditions.
- Tag out devices must have a standardized print and warning format.

V. TRAINING

Employees who may be exposed to hazardous energy will receive training before assignment to ensure that they understand this policy and have skills to apply, use, and remove energy controls. The training shall include the requirements of 1910.147 and the following:

- Affected employees will be trained in the purpose and use of energy-control procedures.
- Authorized employees will be trained to recognize hazardous energy sources, the type and magnitude of energy in the workplace, the methods and means necessary for isolating and controlling energy, and the means to verify that the energy is controlled.
- Employees working in areas where energy-control procedures are used will be trained about the procedures and the prohibition against starting machines that are locked or tagged out.
- Employees will be retrained annually to ensure they understand energy-control policy and procedures.
- Authorized and affected employees will be retrained whenever their job assignments change, energy-control procedures change, equipment or work processes present new hazards, or when they don't follow energy-control procedures.

Current training records will be maintained for each authorized and affected employee including the employee's name and the training date.

References

29 CFR 1910.147

Original Date 04/2018
Review/Revision Date MM/YYYY
X Supersedes all Previous
Approved by Board of Directors __/__/__

Agenda Item # 15



To: Board of Directors

From: Melissa Miller

Date: September 25, 2018

Re: Station 90 Lease

Consider and act on 1 year lease renewal of Station 90. (Mr. Cole, Chair – PADCOM Committee)

Station 90, located behind Conroe Regional Medical Center, currently houses 3 transfer units. We are proposing an additional year lease, the lease is a 3% increase over last year.

Fiscal Impact:

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Within budget?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Renewal contract?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Special request?

Agenda Item # 13

To: Board of Directors

From: Melissa Miller, COO

Date: January 24, 2017

Re: **New Ventilator Purchase**

SECOND AMENDMENT TO MEDICAL OFFICE BUILDING LEASE

THIS SECOND AMENDMENT TO MEDICAL OFFICE BUILDING LEASE (this "Amendment") is made as of _____, 2018 (the "Date of this Amendment"), by and between CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center ("Landlord") and Montgomery County Hospital District ("Tenant"), under the following circumstances:

Landlord and Tenant have entered into that certain Medical Office Building Lease, dated as of September 20, 2017 (such lease as it may have been amended is hereinafter referred to as the "Lease"), whereby Landlord has leased to Tenant premises consisting of approximately 3,001 square feet and known as Suite No. A (the "Premises") on the first (1st) floor of the building located at 301 George Strake Blvd., Conroe, Texas 77304; and

Landlord and Tenant desire to enter into this Amendment in order to extend and modify certain terms of the Lease.

NOW THEREFORE, in consideration of the premises and the agreements and covenants contained herein, Landlord and Tenant agree that the Lease is amended and modified as follows:

A. Amendments

- Term.** The Term of the Lease is hereby extended for an additional period (the "Extended Term") commencing on the "Extended Term Commencement Date" (as defined below) and expiring at 11:59 p.m. on the "Extended Term Expiration Date" (as defined below). "Extended Term Commencement Date" shall mean the later of October 1, 2018 or the date of execution of this Amendment by Landlord as set forth in Landlord's signature block. "Extended Term Expiration Date" shall mean the later of September 30, 2019 or the last day of the first Extended Term Lease Year. "Extended Term Lease Year" shall mean the period beginning on the Extended Term Commencement Date and ending on the first anniversary of the last day of the calendar month in which the Extended Term Commencement Date occurs (unless the Extended Term Commencement Date is the first day of a calendar month, in which event such first Extended Term Lease Year shall end on the day prior to the first anniversary of the Extended Term Commencement Date) and each twelve (12) month period thereafter during the Term of this Lease.
- Base Rent.** Beginning on the Extended Term Commencement Date, the amount of Base Rent payable in accordance with Section 2 of the Lease shall be as provided in the following Extended Term Schedule A.

EXTENDED TERM SCHEDULE A			
Extended Term Lease Year	Annual Base Rent Rate	Annual Base Rent	Monthly Rent Installment
<u>1</u>	<u>\$14.42/r.s.f.</u>	<u>\$43,274.40</u>	<u>\$3,606.20</u>

- If the Lease is in a One Year Extension Term at the time of the commencement of the Extended Term, then such One Year Extension Term shall terminate upon the commencement of the Extended Term.
- The Lease is hereby amended by adding the following Section thereto:

SECTION 23. TERMINATION OPTION

So long as Tenant is not in default under the terms of this Lease, then subject to the terms of this Section, Tenant may terminate this Lease at any time by giving Landlord not less than 90 days prior written notice of termination. Within 30 days after Landlord's receipt of such notice of termination, Landlord shall notify Tenant in writing of the amount of the cancellation fee (the "Cancellation Fee") that Tenant shall be required to pay in consideration for the termination of this Lease. The Cancellation Fee shall be the sum of (A) the amount determined by Landlord in its reasonable judgment to be the amount that is commercially reasonable under the circumstances existing at the time Tenant exercises its option to terminate this Lease, plus (B) the unamortized portion of the Tenant Improvements Allowance or any other tenant finish

allowance provided by Landlord in connection with this Lease remaining as of the effective date of termination (said amortization to be calculated on a straight-line basis over the Term). Tenant's payment of the Cancellation Fee, if any, shall be a condition precedent to the termination of this Lease under this Section. If such notice of termination shall be duly given and Tenant has paid the Cancellation Fee, then this Lease shall terminate upon the later of the following (the "**Termination Date**"): (i) the date of termination set forth in such notice, (ii) the 90th day after the date Landlord receives such notice of termination, or (iii) such other date as may be agreed upon in writing by Landlord and Tenant. Tenant shall surrender the Premises to Landlord in accordance with the provisions of Section 16.1(a) of this Lease on or before the Termination Date. Notwithstanding anything to the contrary set forth herein, (x) no exercise of the foregoing termination option shall extend the term of this Lease and (y) if following the Termination Date, Tenant has not vacated and surrendered the Premises in accordance with Section 16.1(a) of this Lease, then this Lease shall not terminate, but instead shall continue as an Unauthorized Holdover subject to Section 16.1(b). The parties agree that in the event this Lease is terminated pursuant to this Section, they shall not enter into a new lease or agreement for the lease or occupancy of the Premises by Tenant at any time prior to one year after the Commencement Date. Upon termination as provided above, both parties shall be released of all obligations and liabilities arising under this Lease following the effective date of termination; provided that the parties shall remain liable under the provisions of the preceding sentence and for all obligations under this Lease that have accrued prior to such termination or are otherwise intended to survive termination of this Lease.

B. Miscellaneous.

1. Except as amended by this Amendment, the Lease is not otherwise amended, and the Lease is hereby ratified and confirmed and remains in full force and effect, as amended hereby. In the event of a conflict between the terms of this Amendment and the terms of the Lease, the terms of this Amendment shall control. This Amendment may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument. Defined terms used in this Amendment not defined herein shall have the meaning set forth in the Lease.

[signatures on following page]

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

WITNESS
As to Tenant:

(Witness Signature)

(Witness Printed Name)

(Witness Signature)

(Witness Printed Name)

WITNESS
As to Landlord:

(Witness Signature)

(Witness Printed Name)

(Witness Signature)

(Witness Printed Name)

TENANT:

Montgomery County Hospital District

By: _____

Name: Randy E. Johnson

Title: Chief Executive Officer

Date: _____

LANDLORD:

CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center

By: Conroe Hospital Corporation

Its: General Partner

By: _____
(Signature)

Name: Christopher Davis

Title: Vice President

Date: _____
[Date must be inserted at time of execution]

Gross Lease

5/01/08

MEDICAL OFFICE BUILDING LEASE

THIS LEASE, dated _____, 2017 for reference purposes (the "**Date of this Lease**"), is made and entered into by and between CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center, or its assigns ("**Landlord**"), and Montgomery County Hospital District ("**Tenant**").

Landlord, in consideration of the rents to be paid and the covenants and agreements to be performed by Tenant as hereinafter set forth, hereby leases to Tenant and Tenant hereby leases from Landlord, Suite No. A, consisting of 3,001 rentable square feet of space (the "**Premises**"), on the first (1st) floor in the building located at 301 George Strake Blvd., Conroe, Texas 77304 ("**Building**"), for the term and upon the conditions and agreements hereinafter set forth ("**Lease**"). The Building is located at or upon the property more particularly described in Exhibit A-1 attached hereto and incorporated herein. The Premises are more particularly shown or described on Exhibit A-2 attached hereto and incorporated herein. This Lease shall constitute a binding agreement between the parties effective as of the date this Lease is executed by Landlord and Tenant.

SECTION 1. TERM

The commencement date of the term of this Lease shall be September 18, 2017 (such date, as it may be adjusted is hereinafter called the "**Commencement Date**"), and shall continue thereafter for one (1) year, zero (0) months and twelve (12) days and shall expire at 11:59 p.m. on September 30, 2018 (the "**Expiration Date**") (such term, any extension or renewal thereof and any "Unauthorized Holdover Term" and any "One Year Extension Term", as such terms are defined in Section 16, are referred to individually and collectively, as the case may be, as the "**Term**"). In the event the date of execution of this Lease by Landlord as set forth in Landlord's signature block is after the Commencement Date as set forth above, then the Commencement Date shall mean the date of execution of this Lease by Landlord as set forth in Landlord's signature block. Furthermore, in the event the Commencement Date is adjusted pursuant to Section 11, then the Commencement Date shall mean the Commencement Date as determined pursuant to Section 11 hereof. No change to the Commencement Date pursuant to this paragraph or pursuant to Section 11 shall change the Expiration Date unless (a) a different Expiration Date is set forth on a "Commencement Date Certificate" (as defined below), in which event the Expiration Date shall mean the day as set forth on the Commencement Date Certificate, or (b) the initial Term of this Lease as a result of such change in the Commencement Date is less than one (1) year, in which event the Expiration Date shall mean the last day of the first "Lease Year" (as defined below) (in the event of a conflict between clause (a) and clause (b) of this sentence, the Expiration Date resulting in the longest initial Term shall control). In the event of any change in the Commencement Date pursuant to the terms of this Section or pursuant to Section 11, Tenant at Landlord's request shall execute and deliver to Landlord a Commencement Date Certificate in the form attached hereto as Exhibit B acknowledging such change in the Commencement Date, and if applicable, the Expiration Date (the "**Commencement Date Certificate**"). Any change to the Commencement Date and/or Expiration Date pursuant to the terms of this Section or pursuant to Section 11 shall be automatic and refusal or failure by Tenant to sign a Commencement Date Certificate shall not affect such change to the Commencement Date and/or Expiration Date. "**Lease Year**" shall mean the period beginning on the Commencement Date and ending on the first anniversary of the last day of the calendar month in which the Commencement Date occurs (unless the Commencement Date is the first day of a calendar month, in which event such first Lease Year shall end on the day prior to the first anniversary of the Commencement Date) and each twelve (12) month period thereafter during the Term of this Lease.

SECTION 2. RENT

2.1. **Base Rent.** During the Term, Tenant shall pay to Landlord "**Annual Base Rent**" as determined pursuant to Schedule A or Schedule B below, whichever is applicable, multiplied by the number of rentable square feet of the Premises (such sum is hereafter referred to as "**Base Rent**"), together with any "Additional Rent" (as hereinafter defined). Base Rent shall be payable in monthly installments in advance without notice, demand, setoff or deduction and all such installments shall be paid to Landlord or its "Property Manager" (as hereinafter designated) in U.S. Dollars, at the following address: HCA, Inc., P.O. Box 403375, Atlanta, GA 30384-3375, or at such other address as Landlord may designate. Landlord's "**Property Manager**" is Lincoln Harris, CSG. Except as otherwise may be provided in Section 11, the first monthly installment for Base Rent shall be due on the Commencement Date and, thereafter, such monthly installments shall be due on the first day of each calendar month. If Tenant's obligation to pay Base Rent relates to only a part of a month at the beginning or the end of the Term, Tenant shall pay Landlord a proportionate part of the applicable monthly installment for each such partial month, which shall be payable at the same time as the first or last (as applicable) monthly installment is due under this Lease.

Schedule A shall apply to this Lease.

SCHEDULE A				SCHEDULE B		
Lease Year	Annual Base Rent Rate	Annual Base Rent	Monthly Rent Installment	Annual Base Rent Rate	Annual Base Rent (1)	Monthly Rent Installment (1) (First Year Only)
1	\$14.00/r.s.f.	\$42,014.04	\$3,501.17	\$____/r.s.f.	\$____	\$____

1) The Base Rent set forth in Schedule B is subject to increases as a result of increases in the cost of living during the Term. On the first day of the second Lease Year and on the first day of each Lease Year thereafter during the term of this Lease (each such date an "**Adjustment Date**"), Base Rent shall be adjusted to reflect the increase, if any, in the cost of living over the preceding Lease Year. Base Rent due as a result of an increase in the cost of living shall be calculated in accordance with the terms set forth below. The basis for computing the cost of living shall be the unadjusted Consumer Price Index for all Urban Consumers, All Items (1982-84 = 100) published by the Bureau of Labor Statistics of the United States Department of Labor (the "**Index**"). The Index for the third calendar month preceding the month in which the Commencement Date occurs shall be the "**Base Index Number**". The Index for the same calendar month preceding the applicable Adjustment Date shall be the "**Current Index Number**". The Base Rent for the Lease Year commencing on each Adjustment Date shall be the product obtained from multiplying the amount of Annual Base Rent set forth in Schedule B (the "**Initial Base Rent**") by the fraction whose numerator is equal to the Current Index Number and whose denominator is equal to the Base Index Number; provided that in no event will Base Rent for such Lease Year be less than the greater of the initial Base Rent or the adjusted Base Rent for the Lease Year immediately preceding the Adjustment Date. If on any Adjustment Date, the Current Index Number has not been published, the parties agree that the adjustment to Base Rent contemplated herein will be made after the Current Index Number is published, and that such adjustment will be retroactive to the Adjustment Date. Pending the making of the adjustment, Tenant will continue to pay the amount of Base Rent in effect for the preceding Lease Year, and at such time as Landlord notifies Tenant of the new adjusted Base Rent amount Tenant shall pay Landlord any short fall between the amount of Base Rent paid pursuant to the Adjustment Date and the new amount of adjusted Base Rent payable hereunder as of the date of such notification.

SECTION 3. ADDITIONAL RENT

3.1. Additional Rent. In addition to the Base Rent as set forth in Section 2 herein, Tenant shall pay Landlord "**Additional Rent**", which term shall be defined to include the following:

(a) any sum owed for separately metered utilities, including, without limitation, electricity, or as a "Surcharge" (as defined in Section 5); and

(b) any other sums owed by Tenant pursuant to the terms of this Lease or otherwise arising in connection with Tenant's occupancy of the Premises.

For purposes of this Lease, Base Rent and Additional Rent shall hereinafter be collectively referred to as "**Rent**".

3.2. Security Deposit. Tenant has deposited with Landlord the sum of \$0.00 (the "**Security Deposit**") as security for the full and faithful performance by Tenant of all of Tenant's obligations hereunder. No interest shall be paid upon the Security Deposit nor shall Landlord be required to maintain the deposit in a segregated account, unless required by applicable law in which event Landlord will comply with such legal requirement. The Security Deposit shall not be construed as prepaid rent. In the event that Tenant shall default in the full and faithful performance of any of the terms hereof, then Landlord may, without notice, either retain the Security Deposit as liquidated damages, or Landlord may retain the same and apply it toward any damages sustained by Landlord, including but not limited to actual damages sustained by the Landlord by reason of the default of Tenant, including any past due Rent. In the event of bankruptcy or other debtor-creditor proceedings, either voluntarily or involuntarily instituted by or against Tenant, the Security Deposit shall be deemed to be applied in the following order: to actual damages, obligations and other charges, including any damages sustained by Landlord, other than unpaid Rent, due to Landlord for all periods prior to the filing of such proceedings; to accrued and unpaid Rent prior to the filing of such proceeding; and thereafter to actual damages, obligations, other charges and damages sustained by Landlord and rent due the Landlord for all periods subsequent to such filing. In the event of a sale of the Premises or all or any portion of the Building, Landlord shall have the right to transfer the Security Deposit to the buyer, and Landlord shall thereupon be relieved of all obligations to return the Security Deposit to Tenant, and Tenant agrees to look solely to the buyer for the return of the Security Deposit. If Tenant fully and faithfully complies with all of the terms hereof, the Security Deposit or any balance thereof shall be returned to Tenant within thirty (30) days after expiration of this Lease, including any renewal thereof.

3.3. The rentable square footage of the Premises may at Landlord's option, be calculated in accordance with the definition of "rentable area" in the BOMA Standard Method for Measuring Floor Area in Office Buildings, ANSI/BOMA Z65.1 - 1996 (the "**BOMA Standard**") or in accordance with any other method adopted by Landlord for the Building so long as such method is used for the calculation of the rentable square footage of all of the rentable area of all space leased or suitable for lease in the Building and so long as the sum of the proportionate share of all such rentable area does not exceed one hundred percent. If requested by Tenant, Landlord shall provide Tenant with a copy of the methodology adopted by Landlord for calculating the rentable square footage of the Building and Premises. The rentable area in the Premises as set forth on Page 1 of this Lease is hereby stipulated to be the rentable area of the Premises for all purposes under this Lease, whether the same should be more or less as a result of minor variations resulting from actual construction and completion of the Premises and for actual occupancy; provided, however, in the event Landlord re-measures the Premises or the Building in accordance with commercially reasonable procedures and if such remeasurement indicates that the rentable area of the Premises is different than above stated, then Landlord may give Tenant written notice of the change and the new number of square feet shall become the rentable area of the Premises for all purposes effective as of the date of such notice. .

SECTION 4. USE OF PREMISES

4.1. Prohibited Uses. (a) The Premises shall continuously and at all times during the Term be used and occupied by Tenant only as medical offices for licensed physicians ("**Physicians**") to engage in the private practice of medicine and other related activities incidental thereto, and for no other purpose. Notwithstanding the foregoing, the provision or operation of any of the following services or facilities shall not be permitted in the Premises:

- (i) a health care facility that has facilities for overnight accommodations of patients;
- (ii) the provision of any medical or related service to or for any person that is in addition to the examination and diagnosis of patients performed directly by a Physician or by other health care professionals either independently licensed or under the direct supervision of a Physician, or a facility operated for the provision of any such service(s);
- (iii) outpatient or inpatient surgery services;
- (iv) outpatient or inpatient birthing services;
- (v) an oncology treatment facility;
- (vi) an emergency center;
- (vii) physical, inhalation or respiratory therapy services;
- (viii) a laboratory (including, without limitation, a pathology laboratory or a clinical laboratory); and
- (ix) diagnostic or therapeutic testing services, including without limitation, all diagnostic imaging services, including without limitation:
 - A. fluoroscopy;
 - B. x-ray;
 - C. plain film radiography;
 - D. computerized tomography (CT);
 - E. ultrasound;
 - F. radiation therapy;
 - G. mammography and breast diagnostics;

not constitute the Physician's primary medical practice or specialty or constitute the predominant services rendered by the Physician to the Physician's patients.

(c) Prior to providing pathological laboratory or x-ray services, Tenant shall have submitted to Landlord a detailed description of the laboratory or x-ray services Tenant desires to provide or perform and Landlord shall have consented in writing to the provision or performance of such services, which consent may be denied in Landlord's sole and absolute discretion (the provision of such services and procedures shall be strictly limited to those services and procedures to which Landlord has expressly consented in writing and the terms of this paragraph shall be strictly construed to prohibit any expansion or addition to such services or procedures without Landlord's written consent). Tenant shall not dispense any drugs or medicines to persons other than Tenant's own patients. Prior to the installation of any diagnostic, laboratory or radiology equipment for services permitted hereunder, Tenant shall provide Landlord with a list of such equipment; a list of any hazardous substances, wastes or materials, as hereinafter defined, which will be used or generated in connection with the use of such diagnostic, laboratory or radiology equipment; and Tenant's proposed procedures for the use, storage and disposal of any hazardous substances, wastes or materials, including but not limited to the procedure for silver recovery for any radiology equipment.

4.2. Approved Services. Notwithstanding anything in this Section 4 to the contrary, Tenant may provide the following ancillary medical care and services in the Premises to patients of Tenant or of any Physician owner or employee of Tenant practicing in the Premises (the "**Approved Services**"): None; provided that the provision of Approved Services shall be subject to the following limitations and restrictions: (a) the patients of Tenant or of any Physician owner or employee of Tenant practicing in the Premises to whom Approved Services are provided shall not be referred to Tenant or such Physician for the purpose of obtaining such services or procedures; and (b) the Approved Services are and at all times shall be incidental to and a necessary part of the examination or diagnosis rendered to Tenant's or such Physician's patients (i.e., no provision of services to third parties), and ancillary and incidental to Tenant's or such Physician's primary medical practice and shall not constitute either Tenant's or such Physician's primary medical practice or specialty, or the predominant services rendered by Tenant to Tenant's patients or by such Physician to such Physician's patients. Without the prior written consent of Landlord, which consent may be withheld in Landlord's sole discretion, Tenant shall not modify or expand any of the Approved Services.

4.3. Physician Qualifications. All Physicians who conduct a medical practice and related activities in the Premises must be and remain appropriately licensed and in good standing with the state licensing board and any applicable federal, state or local certification or licensing agency or office, without restriction, not subject to any sanction, exclusion order, or other disciplinary order with respect to his or her participation in any federal or state healthcare program. Further, each such Physician must be qualified to be a member of the active medical staff of Conroe Regional Medical Center (the "**Hospital**"); provided, however, that nothing in this Section 4.3 shall require any Physician who conducts a medical practice in the Premises actually to be a member of the Hospital's active medical staff.

4.4. Supervision and Management. Each medical practice conducted upon the Premises shall at all times be conducted under the supervision and authority of a Physician and, except with Landlord's prior written consent, which may be withheld in Landlord's sole and absolute discretion, no such Physician shall (1) allow any other person or entity to purchase, manage or operate its medical practice or (2) conduct the medical practice while serving as an agent or employee of any other person or entity.

4.5. Compliance with Legal Requirements. Tenant shall comply with all governmental laws, codes, ordinances and regulations applicable to the use of the Premises, and shall promptly comply with all governmental orders and directives for the correction, prevention and abatement of nuisances and other activities in or upon, or connected with the Premises. Tenant shall not use or occupy the Premises in violation of the certificate of use or occupancy issued for the Premises or the Building (the "**Certificate**"). Tenant shall act in accordance with and not violate any restrictions or covenants of record affecting the Premises or the Building. Tenant shall immediately discontinue any use of the Premises which is declared by either any governmental authority having jurisdiction or the Landlord to be a violation of any such governmental laws, codes, ordinances or regulations, Certificate, restrictions or covenants. Tenant shall comply with any direction of any governmental authority having jurisdiction which shall, by reason of the nature of Tenant's use or occupancy of the Premises, impose any duty upon Tenant or Landlord with respect to the Premises or with respect to the use or occupancy thereof. To the extent any alterations to the Premises are required by the Americans with Disabilities Act, as amended from time to time (the "ADA") or other applicable laws or regulations, Tenant shall bear the expense of the alterations. To the extent any alterations to areas of the Building outside the Premises or common areas are required by the ADA or other applicable laws or regulations (for "path of travel" requirements or otherwise), Landlord shall bear the expense of the alterations.

4.6. Hazardous Acts; Waste; Nuisance. Tenant shall not do nor permit to be done anything which will invalidate or increase the cost of any casualty and extended coverage insurance policy covering the Building, the Premises and/or property located in the Building or the Premises, and shall comply with all rules, orders, regulations and requirements of the appropriate Fire Rating Bureau or any other organization performing a similar function. Tenant shall promptly upon demand reimburse Landlord for any additional premium charged for such policy by reason of Tenant's failure to comply with the provisions of this paragraph. Tenant shall not do nor permit anything to be done in, on or about the Premises which would in any way obstruct or interfere with the rights of other tenants or occupants of the Building, or use or allow the Premises to be used for any immoral, unlawful or objectionable purpose, nor shall Tenant maintain or permit any nuisance or commit or suffer to be committed any waste in, on or about the Premises.

SECTION 5. BUILDING SERVICES AND MAINTENANCE

5.1. Landlord's Services. Landlord shall provide all of the following utilities and services:

(a) Electricity and water for the Premises, as reasonably necessary for the uses permitted under this Lease, except to the extent those utilities are separately metered or submetered to the Premises;

(b) If the Building is equipped with a central heating and air-conditioning system that serves the rentable areas of the Building, heat and air-conditioning as required for Tenant's comfortable use and occupancy of the Premises during normal business hours. The term "normal business hours" shall mean the hours of N/A to N/A Monday through Friday and N/A to N/A on Saturday, excluding federal and/or state holidays as elected by Landlord;

(c) Unless the Premises are equipped with a water heater, hot water at those points of supply provided for the general use of Tenant and other tenants of the Building;

(d) General janitorial and cleaning services for the Premises, five (5) days per week, excluding holidays;

(e) General janitorial services in and about the common areas of the Building;

any of the foregoing or the disposal of foreign materials or substances not intended to be disposed in toilets or sinks, all of which shall be the sole responsibility of Tenant.

All such services shall be provided in a manner that is consistent with those services provided in comparable medical office buildings of similar size and age which are located within the local community.

5.2. Utility Services; Damage to Tenant's Property. If Tenant requires or utilizes more water or electric power than is considered reasonable or normal by Landlord, Landlord may reasonably determine and require Tenant to pay as Additional Rent, the cost incurred as a result of such additional usage ("**Surcharge**"). Unless otherwise directed by Landlord, Tenant shall pay directly to the utility provider all separately metered utilities required and used by Tenant in the Premises. Landlord reserves the privilege of stopping any or all utility services in case of accident or breakdown, or for the purpose of making alterations, repairs or improvements. Landlord shall not be liable for the failure to furnish or delay in furnishing any or all of such services when same is caused by or is the result of (a) strikes, labor disputes, labor, fuel or material scarcity, or governmental or other lawful regulations or requirements; (b) the failure of any corporation, firm or person with whom the Landlord may contract for any such service, or for any service incident thereto, to furnish any such service; (c) the making of any alterations, repairs or improvements as described in the preceding sentence; (d) any other cause other than the gross negligence of the Landlord; and the failure to furnish any of such services in such event shall not be deemed or construed as an eviction, or relieve Tenant from the performance of any of the obligations imposed upon Tenant by this Lease, including its obligation to pay Rent. Landlord shall not be responsible for the failure of any equipment or machinery to function properly on account of any such interruption of such services. Tenant shall be solely responsible for and shall promptly pay all charges for telephone, Internet services and all other communication services.

5.3. Medical and Hazardous Waste; Mold. (a) Tenant, at Tenant's sole cost and expense, shall be responsible for medical, special and infectious waste removal for the Premises and the maintenance and storage thereof pending removal, all in accordance with all applicable laws, regulations and orders. Tenant shall not cause or permit the release or disposal of any hazardous substances, wastes or materials, or any medical, special or infectious wastes, on or about the Premises or the Building. "Hazardous substances" as such term is used in this Agreement means any hazardous or toxic substance, material or waste, regulated or listed pursuant to any federal, state or local environmental law, including without limitation, the Clean Air Act, the Clean Water Act, the Toxic Substances Control Act, the Comprehensive Environmental Response Compensation and Liability Act, the Resource Conservation and Recovery Act, the Federal Insecticide, Fungicide, Rodenticide Act, the Safe Drinking Water Act and the Occupational Safety and Health Act. Tenant shall comply with all rules and policies set by Landlord, and with all federal, state and local laws, regulations and ordinances which govern the use, storage, handling and disposal of hazardous substances, wastes or materials and medical, special or infectious wastes. Tenant shall indemnify, defend and hold Landlord harmless from and against any claims or liability arising out of or connected with Tenant's failure to comply with the terms of this Section 5.3, which terms shall survive the expiration or earlier termination of this Lease. If Landlord decides to provide medical, special and infectious waste removal services for its tenants (which decision may be made in Landlord's sole discretion), Tenant may elect to contract separately with Landlord for such services; provided that Tenant shall pay Landlord a reasonable fee for the provision of such service, the amount of which shall be determined by Landlord.

(b) Tenant shall not permit undue accumulations of garbage, trash, rubbish or other refuse within the Premises and shall keep all refuse in proper containers until disposal of such refuse. Tenant shall not permit the mixing or disposal of any hazardous substances, wastes or materials or any medical, special or infectious waste with the general office refuse and Landlord shall have no duty or obligation to remove any hazardous substances, wastes or materials or any medical, special or infectious waste from the Premises (except as provided by separate contract as set forth above in Section 5.3(a)).

(c) Tenant acknowledges that mold, mildew, fungi and bacteria are naturally occurring organisms. Tenant acknowledges that it has had the opportunity prior to occupying the Premises to test the Premises, at its own expense, for the presence of mold, mildew, fungi and other harmful bacteria (mold, mildew, fungi and harmful bacteria shall be referred to herein as "**Organics**"). Tenant shall provide Landlord with a copy of any such test results. Tenant covenants, warrants and agrees that (i) Tenant shall not take or omit to take any action with respect to its use of the Premises so as to cause or contribute to the growth of Organics in the Premises or the Building, and (ii) Tenant shall (A) keep the Premises adequately ventilated at all times, (B) repair any condition of the Premises which could cause or contribute to the growth of Organics including, without limitation any condition which causes or permits water to collect or condense within the Premises, (C) maintain indoor humidity within the Premises at a reasonable level (no higher than 60%), (D) regularly inspect all window areas or other areas where water may condense in or leak into the Premises, and (E) if and to the extent the maintenance and repair of the HVAC units serving the Premises are Tenant's responsibility, cause such HVAC units to be inspected and cleaned periodically. Tenant shall immediately notify Landlord in writing of any visible signs of the presence or growth of Organics in the Premises or in the common areas of the Building or of any water leak or excessive water condensation in the Premises or in the common areas of the Building. Furthermore, Tenant shall immediately notify Landlord in writing if Tenant has reasonable cause to believe that the growth of Organics has or will occur in the Premises or in any other portion of the Building. Tenant shall use its best efforts to remove immediately from the Premises any water that (i) leaks into the Premises from inside or outside the Building, (ii) runs into the Premises from any break or damage to any pipes, appliances or plumbing works, (iii) overflows into the Premises from any faucet, sink or tub, or (iv) condenses in the Premises. Tenant shall promptly (x) repair any damage to the Premises caused by any such water leak, run overflow or condensation, and (z) return the Premises to the condition in which it existed immediately prior to such water leak, run overflow or condensation. Furthermore, Tenant at its sole cost and expense shall be responsible for remediating and removing all Organics from the Premises. Landlord shall not be responsible for remediating or removing any Organics from the Premises (unless Landlord at its option elects to remediate and remove Organics from the Premises) and Landlord shall specifically not be liable for any damage, injury or loss of any kind, to persons or property, including without limitation consequential damages, arising out of the presence of any form of Organics in the Premises or in the Building. If any water leak, run overflow or condensation in the Premises or in any other portion of the Building is caused by the action or negligence of Tenant, then at Landlord's option, if requested by Landlord in writing, Tenant shall reimburse and pay to Landlord the cost of any assessment or report obtained by Landlord with respect to the presence or growth of Organics in the Premises and/or such other portion of the Building.

5.4. Landlord's Repairs. Except as provided in Section 5.5(b), Landlord shall maintain in good repair the Building, the common areas and facilities of the Building used by Tenant, the mechanical, plumbing and electrical systems of the Premises, the walls, floors, doors, windows and all structural elements of the Premises (excepting painting and repair or replacement of floor or wall coverings). Except as otherwise specifically provided in Section 5, Landlord shall have no duty to maintain, repair, clean or service the Premises.

5.5. Tenant's Repairs. (a) Tenant shall maintain the Premises in good repair and condition and shall make all repairs and replacements and perform all maintenance necessary to keep the Premises in such condition, except to the extent such maintenance, repairs and replacements are to be provided by Landlord pursuant to this Section 5.

(b) In addition, Tenant shall promptly repair, in a good and workmanlike manner, any damage to the Premises or

All changes, alterations, improvements and additions to the Premises shall be done only by Landlord or contractors or mechanics approved by Landlord, and shall be at Tenant's sole expense and at such times and in such manner as Landlord may approve. If Tenant shall make any changes, alterations, improvements or additions to the Premises, Landlord may require Tenant, at the expiration of this Lease, to restore the Premises to substantially the same condition as existed at the commencement of the Term. The interest of Landlord shall not be subject to liens for improvements made by Tenant in and to the Premises. Tenant shall notify every contractor making such improvements of the provisions set forth in the preceding sentence of this paragraph. Any mechanics or materialmen's lien for which Landlord or Tenant has received a notice of intent to file or which has been filed against the Premises or the Building arising out of work done for, or materials furnished to or on behalf of Tenant, its contractors or subcontractors shall be discharged, bonded over or otherwise satisfied by Tenant within ten (10) days following the earlier of the date Tenant receives (a) notice of intent to file a lien or (b) notice that the lien has been filed. If Tenant fails to discharge, bond over, or otherwise satisfy any such lien, Landlord may do so at Tenant's expense, and the amount expended by Landlord, including reasonable attorneys' fees, shall be paid by Tenant within ten (10) days following Tenant's receipt of a bill from Landlord.

SECTION 7. DAMAGE TO PROPERTY - INJURY TO PERSONS; INSURANCE

7.1. Tenant's Indemnity. Subject to Section 21.5 hereof, Tenant shall and hereby does indemnify, defend and hold harmless Landlord and its agents from and against any and all claims, demands, actions, losses, damages, orders, judgments, costs and expenses (including, without limitation, reasonable attorneys' fees and costs of litigation) incurred by Landlord and/or its agents as a result of or arising from: (a) the use or occupancy of the Premises by Tenant or any subtenant of Tenant; (b) any willful or negligent acts or omissions of Tenant, any subtenant of Tenant or Tenant's or such subtenant's agents, employees, contractors or invitees; or (c) any breach or violation by Tenant of the terms of this Lease.

7.2. Landlord's Indemnity. Subject to Section 21.5 hereof, Landlord shall and hereby does indemnify, defend and hold harmless Tenant from and against any and all claims, demands, actions, losses, damages, orders, judgments, costs and expenses (including, without limitation, reasonable attorneys' fees and costs of litigation) incurred by Tenant as a result of or arising from: (a) any accident or occurrence occurring within the Building or the common areas and facilities, arising out of the negligence or intentional misconduct of Landlord, or of Landlord's agents, employees or contractors; or (b) any breach or violation by Landlord of the terms of this Lease.

7.3. Insurance. Tenant shall, throughout the Term, at its sole cost and expense, provide and keep in force, with responsible insurance companies reasonably acceptable to Landlord, insurance with respect to this Lease and the Premises in the following amounts for any one accident or occurrence: (a) commercial general liability insurance written on an occurrence basis with limits for property damage claims of not less than \$100,000 and limits for personal injury or death not less than \$1,000,000 per person and \$1,000,000 per occurrence; and (b) casualty insurance insuring Tenant against loss or damage to its equipment and other personal property in the Premises by fire and all other casualties usually covered under an "all risk" policy of casualty insurance. To the extent Landlord also maintains any insurance in any way connected with the Premises, Landlord's insurance shall be excess coverage and Tenant's insurance shall be primary coverage. The policies described herein shall be endorsed to include Landlord and its Property Manager as additional insureds. The policies required herein shall contain an agreement by the insurer that it will not cancel the policy except after not less than ten (10) days' prior written notice to Landlord and that any loss otherwise payable under the policy shall be payable notwithstanding any act or negligence of Landlord or Tenant that might, absent such agreement, result in a forfeiture of all or a part of the insurance payment. Tenant shall furnish the Landlord with proof of all such insurance at least annually and upon demand of the Landlord.

7.4. Waiver of Liability. Neither Landlord nor its agents shall be liable for any damage to property entrusted to employees of the Building, nor for loss of or damage to any property by theft or otherwise, nor for any injury or damage to persons or property resulting from fire, explosion, falling plaster, steam, gas, electricity, water or rain which may leak from any part of the Building or from the pipes, appliances or plumbing works therein or from the roof, street or subsurface, or from any other place or resulting from dampness or any other cause whatsoever, unless caused by or due to the negligence of Landlord, its agents, servants or employees. Tenant shall give prompt notice to Landlord in case of fire or accidents in the Premises or in the Building or of defects therein or in the fixtures or equipment. Tenant hereby acknowledges that Landlord shall not be liable for any interruption to Tenant's business for any cause whatsoever, and that Tenant shall obtain business interruption insurance coverage should Tenant desire to provide coverage for such risk.

SECTION 8. DAMAGE OR DESTRUCTION

A total destruction of the Building in which the Premises are located shall automatically terminate this Lease as of the date of such destruction. If the Building is damaged or destroyed by fire or other casualty (collectively "**Casualty**") and if as a result thereof Landlord elects to close and/or demolish the Building or the wing(s) or floor(s) thereof in or upon which the Premises are located, then Landlord shall notify Tenant in writing thereof and this Lease shall terminate (a) as of the date of the Casualty if Tenant has been unable to use or access the Premises as a result of such Casualty, or (b) if Tenant has been able to use and access the Premises after such Casualty, then on the ninetieth (90th) day after Landlord delivers such written notice to Tenant. If the Premises are damaged by a Casualty and this Lease is not terminated as provided above, then Landlord shall notify Tenant in writing within sixty (60) days after the date of the Casualty of whether or not Landlord elects to repair the Premises. If Landlord delivers to Tenant written notice that Landlord elects not to repair the Premises (the "**No Repair Notice**"), then either party may terminate this Lease by delivering written notice of termination to the other party not more than fifteen (15) days after Landlord's delivery to Tenant of the No-Repair Notice. If Landlord delivers to Tenant written notice that Landlord elects to repair the Premises (the "**Repair Notice**"), then such Repair Notice shall include Landlord's good faith estimate of the date by which such repairs will be substantially completed (the "**Estimated Completion Date**"). If the Estimated Completion Date is more than one hundred eighty (180) days after the date of the Casualty, then either party may terminate this Lease by delivering written notice of termination to the other party not more than fifteen (15) days after Landlord's delivery to Tenant of the Repair Notice. If a notice of termination is given pursuant to one of the three preceding sentences, then this Lease shall terminate (a) as of the date of the Casualty if Tenant has been unable to use or access the Premises as a result of such Casualty, or (b) if Tenant has been able to use and access the Premises after such Casualty, then on the thirtieth (30th) day after delivery of such termination notice. If the Premises are damaged by a Casualty and this Lease is not terminated, then the damage to the Premises shall be repaired by and at the expense of Landlord, provided Landlord shall not be required to repair or replace any personal property or trade fixtures located in the Premises. Landlord shall use good faith efforts to cause such repairs to be substantially completed by the Estimated Completion Date without the payment of overtime or other premiums; provided, however, Tenant understands Landlord cannot guarantee completion by that date. Tenant acknowledges and agrees that completion of such repairs may be delayed by (i) any combination action of workmen (either those employed on the project or in any industry essential to the conduct of the work) such as strikes, embargoes, or lockouts; (ii) acts of government; (iii) acts of God; (iv) shortage of materials, energy, fuel, equipment, facilities or labor; or (v) by other causes that are beyond Landlord's control and Tenant agrees that completion of such repairs and the Estimated Completion Date will be extended accordingly. Until the earlier of the termination of this Lease or the completion of repairs, as the case may be, Rent shall be abated in proportion to the part of the Premises which is unusable by Tenant in the conduct of Tenant's business; provided, however, Rent shall not abate if the Casualty is due to the negligent acts or omissions of Tenant or Tenant's employees, agents or contractors.

expressly made to Tenant for: (a) the taking of personal property and fixtures belonging to Tenant; (b) the interruption of or damage to Tenant's business or profession; (c) the cost of relocation expenses incurred by Tenant; and (d) Tenant's unamortized cost of leasehold improvements; provided that the making of any such award to Tenant shall not reduce or diminish Landlord's award relating to such condemnation. Landlord may without any obligation or liability to Tenant stipulate with any condemning authority for a judgment of condemnation without the necessity of a formal suit or judgment of condemnation, and the date of taking under this clause shall then be deemed the date agreed to under the terms of said agreement or stipulation.

SECTION 10. ASSIGNMENT AND SUBLETTING

Tenant shall not, either voluntarily or by operation of law, directly or indirectly, sell, assign or transfer this Lease, in whole or in part, or sublet the Premises or any part thereof, or permit the Premises or any part thereof to be occupied by any person, corporation, partnership, or other entity except Tenant or Tenant's employees, without the prior written consent of Landlord in each instance. A transfer of stock control in Tenant, if Tenant is a corporation, or the transfer of a greater than forty-nine percent (49%) beneficial ownership interest in Tenant, if Tenant is a partnership, limited liability company or other entity, shall be deemed an act of assignment hereunder. In addition, any such subletting or assignment transaction shall be in all respects in compliance with the applicable provisions of the Medicare Anti Kick-Back Law, 42 USC 1320a-7(b)(1) and (2) and the Stark Self-Referral Prohibition Act, 42 USC 1395nn et. seq., as the same may be modified, supplemented or replaced from time to time, and all regulations promulgated thereunder from time to time. Any sale, assignment, mortgage, transfer or subletting of this Lease or the Premises which is not in compliance with the provisions of this Section 10 shall be void. The consent by Landlord to any assignment or subletting shall not be construed as relieving Tenant from obtaining the express prior written consent of Landlord to any further assignment or subletting or as releasing Tenant from any liability or obligation hereunder, whether or not then accrued. Should Landlord permit any assignment or subletting by Tenant and should the moneys received as a result of such assignment or subletting (when compared to the moneys still payable by Tenant to Landlord) be greater than would have been received hereunder had not Landlord permitted such assignment or subletting, then the excess shall be payable by Tenant to Landlord, it being the parties' intention that Landlord, and not Tenant, shall be the party to receive any profit from any assignment or subletting. In the event of any assignment or subletting approved by Landlord, the assignee or sublessee shall assume all of Tenant's obligations under this Lease and shall be bound to comply with all the terms and provisions of this Lease and Tenant and such assignee or sublessee shall be jointly and severally liable for the performance of Tenant's covenants under this Lease.

SECTION 11. ACCEPTANCE OF PREMISES

Tenant shall not occupy or use the Premises prior to the Commencement Date as determined pursuant to the first two sentences of Section 1 of this Lease. If Landlord is unable to deliver possession of the Premises to Tenant by the Commencement Date as determined pursuant to the first two sentences of Section 1, then (a) the Commencement Date shall mean the date that the Premises are available for occupancy as set forth in a written notice from Landlord to Tenant, and (b) Tenant shall take possession of the Premises within ten (10) days after receipt of written notice from Landlord that the Premises are available for occupancy. By taking possession of the Premises, Tenant shall be deemed to have accepted the Premises in its "as-is" condition, fit for occupancy, and acknowledged that the Premises are in satisfactory condition and repair.

SECTION 12. DEFAULTS

12.1. Events of Default. The occurrence of any of the following shall constitute a material default and breach of this Lease by Tenant:

(a) The vacating or abandonment of the Premises by Tenant prior to the expiration or earlier termination of this Lease.

(b) A failure by Tenant to pay Rent or to make any other payment required to be made by Tenant hereunder within ten (10) days after same is due and payable.

(c) A failure to maintain the insurance required pursuant to Section 7 of this Lease.

(d) A violation of the terms of Section 10 of this Lease.

(e) A failure to provide any declaration, document or instrument required pursuant to Section 18 of this Lease within the time period set forth in such Section.

(f) The failure by Tenant to vacate and surrender the Premises by the date required pursuant to Section 16.1 (b) or Section 16.2 hereof or by the date required pursuant to any other termination option or agreement set forth herein or in any amendment or other agreement.

(g) A failure by Tenant to observe or perform any other obligation under this Lease to be observed or performed by Tenant, other than payment of any Rent, within thirty (30) days after written notice by Landlord to Tenant specifying wherein Tenant has failed to perform such obligation; provided, however, that if the nature of Tenant's obligation is such that more than thirty (30) days are required for its performance, then Tenant shall not be deemed to be in default if it shall commence such performance within such thirty (30) day period and thereafter diligently prosecute the same to completion by not later than ninety (90) days after Tenant receives Landlord's written notice.

(h) The making by Tenant or any guarantor of this Lease of any general assignment for the benefit of creditors; the filing by or against Tenant or such guarantor of a petition to have Tenant or such guarantor adjudged a bankrupt or the filing of a petition for reorganization or arrangement under any law relating to bankruptcy (unless, in the case of a petition filed against Tenant or such guarantor, the same is dismissed within sixty (60) days); the appointment of a trustee or receiver to take possession of substantially all of Tenant's assets located at the Premises or of Tenant's interest in this Lease, where possession is not restored to Tenant within thirty (30) days; or the attachment, execution or other judicial seizure of substantially all of Tenant's assets located at the Premises or of Tenant's interest in this Lease, where such seizure is not discharged within thirty (30) days.

(i) The failure by Tenant or any affiliate or subsidiary of Tenant to observe or perform any term, covenant or condition under any other lease or agreement between (i) Tenant and such affiliate or subsidiary of Tenant, and (ii) Landlord or any affiliate or subsidiary of Landlord, and such failure shall have continued beyond any cure period for such failure set forth in such other lease or agreement.

SECTION 13. REMEDIES

13.1. **Remedies.** In the event an event of default occurs on the part of Tenant as set forth in Section 12, Landlord may exercise one or more of the following described remedies, in addition to all other rights and remedies available at law or in equity, whether or not stated in this Lease:

(a) Upon the occurrence of an event of default on Tenant's part as set forth in Section 12, Landlord may continue this Lease in full force and effect and shall have the right to collect Rent when due, and Landlord may re-enter the Premises with or without legal process and relet them, or any part of them, to third parties for Tenant's account and Tenant hereby expressly waives any and all claims for damages by reason of such re-entry, as well as any and all claims for damages by reason of any distress warrants or proceedings by way of sequestration which Landlord may employ to recover said rents. Tenant shall be liable immediately to Landlord for all costs Landlord incurs in reletting the Premises, including, without limitation, brokers' commissions, expenses of remodeling the Premises required by the reletting, reasonable attorneys' fees and costs and like costs. Reletting can be for a period shorter or longer than the remaining Term of this Lease, and in no event shall Landlord be under any obligation to relet the Premises except as otherwise expressly required by law. On the dates such rent is due, Tenant shall pay to Landlord a sum equal to the Rent due under this Lease, less the rent Landlord receives from any reletting. No act by Landlord allowed by this paragraph shall terminate this Lease unless Landlord notifies Tenant in writing that Landlord elects to terminate the Lease.

(b) At any time after the occurrence of an event of default by Tenant as described in Section 12, Landlord may terminate this Lease. Upon termination, Landlord shall have the right to collect an amount equal to the sum of the following: all expenses incurred by Landlord in recovering possession of the Premises, including reasonable attorneys' fees and costs; all reasonable costs and charges for the care of the Premises while vacant; all renovation costs incurred in connection with the preparation of the Premises for a new tenant; all past due Rent which is unpaid, plus interest thereon at the Interest Rate (as defined in Section 21.9); the unamortized portion of any and all tenant improvement, finish and/or renovation allowances provided by Landlord in connection with this Lease or any amendment or extension of this Lease (such amortization to be determined on a straight-line basis); and an amount by which the entire Rent for the remainder of the Term exceeds the loss of Rent that Tenant proves could have been reasonably avoided.

(c) No termination of this Lease, or taking or recovering possession of the Premises with or without termination of this Lease, shall deprive Landlord of any remedies or actions against Tenant for Rent or for damages due or to become due for the breach of any covenant or condition in this Lease, nor shall the bringing of any such action for Rent, or breach of any covenant or condition, or the resort to any other remedy be herein construed as a waiver of the right to terminate or to obtain possession of the Premises as otherwise provided herein. No receipt of money by Landlord from Tenant after default or termination of this Lease shall: (i) reinstate, continue, or extend the Term or affect any notice given to Tenant, (ii) operate as a waiver of the right of Landlord to enforce the payment of Rent then due or to become due, or (iii) operate as a waiver of the right of Landlord to terminate the Lease, recover possession of the Premises or exercise any other remedy.

(d) In the event of an "Unauthorized Holdover" (as defined in Section 16.1), then in addition to all other remedies available herein, at law or in equity, at Landlord's election, Tenant shall pay to Landlord any and all damages, losses, claims, demands, judgments, costs and expenses (including, without limitation, reasonable attorneys' fees and costs of litigation) incurred or suffered by Landlord as a direct or indirect result of or arising from Tenant's failure to timely vacate and surrender the Premises, including without limitation, any lost rent or profit resulting from any delay in Landlord's ability to deliver possession of the Premises to another tenant.

13.2. **Additional Remedies.** Should any of these remedies, or any portion thereof, not be permitted by the laws of the state in which the Building is located, then such remedy or portion thereof shall be considered deleted and unenforceable, and the remaining remedies or portions thereof shall be and remain in full force and effect. Landlord may avail itself of these as well as any other remedies or damages allowed by law. All rights, options and remedies of Landlord provided herein or elsewhere by law or in equity shall be deemed cumulative and not exclusive of one another. In the event Landlord employs the services of an attorney to enforce any of its rights under this Lease or to collect any sums due to it under this Lease or to remedy the breach of any covenant in this Lease on the part of Tenant to be kept or performed, Tenant shall pay to Landlord such reasonable fees and costs as shall be charged by Landlord's attorney for such services.

SECTION 14. RULES AND REGULATIONS

Tenant shall observe faithfully and comply strictly with the rules and regulations set forth on Addendum "A" attached to this Lease and made a part hereof, and such other rules and regulations as Landlord may from time to time reasonably adopt for the safety, care and cleanliness of the Building or the preservation of good order therein (the rules and regulations set forth on Addendum "A" attached hereto, together with any such other rules and regulations shall be referred to herein as the "**Rules and Regulations**"). Landlord shall not be liable to Tenant for violation of any such Rules and Regulations by any other tenant in the Building, or for the breach of any covenant or condition in any lease by any other tenant in the Building. By the signing of this Lease, Tenant acknowledges that Tenant has read the Rules and Regulations set forth on Addendum "A" attached hereto and has agreed to comply with the Rules and Regulations.

SECTION 15. RIGHT OF ACCESS

Upon reasonable notice to Tenant, Landlord and its employees, contractors and agents shall have free access to the Premises during all reasonable hours to inspect the Premises, to make reasonable repairs as required hereunder (provided, however, Landlord shall have no obligation as a result of such examination to make any repairs other than as expressly set forth herein), to remediate and remove Organics from the Premises (provided, however, Landlord shall have no obligation to remediate and/or remove Organics), to maintain and repair any pipes, ducts, conduits and the like in and through the Premises (whether the same service the Premises or other portions of the Building) and to exhibit the Premises to prospective purchasers, lenders or tenants. Furthermore, upon reasonable notice to Tenant, Landlord and its employees, contractors and agents shall have free access to the Premises during all reasonable hours to construct and install any and all supports, improvements, pipes, ducts, conduits, wires and mechanical equipment serving other portions of the Building, in, through, under or above the Premises that Landlord deems desirable therefor, without the same constituting an actual or constructive eviction of Tenant; provided, however, Landlord shall use reasonable efforts to minimize the disruption to Tenant's business. Furthermore, Tenant acknowledges that Landlord may from time to time, construct improvements on, in or about other portions of the Building or in the vicinity of the Building and Tenant agrees that any noise resulting from such construction activities shall not constitute an actual or constructive eviction of Tenant or be deemed to violate any covenant of quiet enjoyment set forth in this Lease. If Landlord determines that as a result of any disruption caused by any construction described in this paragraph (excluding construction of renovations or tenant finishes to the Premises for the benefit of Tenant), Tenant is unable

placed in the Premises by Tenant, provided that Tenant promptly repairs any damage to the Premises or the Building caused by such removal. Notwithstanding the foregoing, Tenant shall not have the right to remove any fixtures or equipment constructed or installed in the Premises by Landlord or Landlord's contractor or agents. All of Tenant's personal property not removed by Tenant on or before the termination or expiration of the Term of this Lease shall be considered abandoned by Tenant and may be appropriated, stored, sold, destroyed or otherwise disposed of by Landlord without first giving notice thereof to Tenant, without any payment to Tenant and without any obligation to account to Tenant therefor. If any low-voltage cable and/or wiring has been installed by Tenant or by Landlord at Tenant's request in the Premises or elsewhere in the Building (the "**Low-Voltage Wiring**"), then at Landlord's election, and at Tenant's sole cost and expense, such Low Voltage Wiring shall be removed by Tenant before the expiration or earlier termination of this Lease or removed by Landlord before or after the expiration or earlier termination of this Lease. Tenant shall reimburse Landlord upon demand by Landlord for all costs incurred by Landlord in removing or storing any abandoned personal property or Low-Voltage Wiring.

(b) If Landlord notifies Tenant in writing that Tenant must vacate the Premises by the end of a Lease Term and Tenant holds over and remains in possession of the Premises after such Lease Term expiration date, or if Landlord or Tenant exercises any right or option to terminate this Lease or otherwise agree in writing to terminate this Lease and Tenant holds over and remains in possession of the Premises after the date by which Tenant is required to vacate and surrender the Premises, then such holding over shall operate as an extension of this Lease from month to month (such holdover shall be referred to herein as an "**Unauthorized Holdover**") and the term of such Unauthorized Holdover shall be referred to herein as an "**Unauthorized Holdover Term**"). Such Unauthorized Holdover Term shall be on all of the same terms and conditions as herein provided (other than the duration of the term) and Tenant shall pay Landlord monthly Base Rent for the period of its holdover equal to 120% of the amount of the monthly Base Rent installment due and payable hereunder for the last full month of the Term before such holdover. Such Unauthorized Holdover Term may be terminated by Landlord or Tenant delivering not less than thirty (30) days' prior written notice of termination to the other party. In the event of the delivery of any such notice of termination, this Lease shall terminate upon the later of the following (the "**Unauthorized Holdover Termination Date**"): (i) the date of termination set forth in such notice, (ii) the thirtieth (30th) day after the delivery of such notice to the non-terminating party, or (iii) such other date as may be agreed upon in writing by Landlord and Tenant. In the event of any such termination of this Lease, Tenant shall vacate and surrender the Premises to Landlord in accordance with the provisions of Section 16.1(a) of this Lease on or before the Unauthorized Holdover Termination Date. Notwithstanding anything to the contrary set forth herein, (x) no exercise of the foregoing termination option shall extend the term of this Lease and (y) if following the Unauthorized Holdover Termination Date, Tenant has not vacated and surrendered the Premises in accordance with Section 16.1(a) of this Lease, then this Lease shall not terminate, but instead shall continue as a new Unauthorized Holdover and the monthly Base Rent payable for such new Unauthorized Holdover shall increase to 120% of the amount of the monthly Base Rent due and payable hereunder for the immediately preceding Unauthorized Holdover Term. Notwithstanding anything to the contrary set forth herein, the Base Rent payable for any Unauthorized Holdover Term shall not exceed the amount permitted under the "Stark Law" (as defined in Section 21.13(a) hereof) as determined by Landlord. If any Unauthorized Holdover violates the Stark Law, and as a result of such violation (i) Landlord or any affiliate of Landlord is denied any payment for healthcare or related services under Medicare or any other "Federal Healthcare Program" (as defined in Section 21.13(c) hereof) or (ii) Landlord or any affiliate of Landlord voluntarily or involuntarily refunds any payment for healthcare or related services under Medicare or any other Federal Healthcare Program, then in any such event, at Landlord's election, Tenant shall reimburse and pay to Landlord or such affiliate the amount of such denied or refunded payment.

16.2. Automatic One Year Extension Terms. (a) Landlord and Tenant acknowledge and agree that if the parties mutually desire to renew or extend the Term of this Lease, then the preferred method for accomplishing such renewal or extension shall be by the execution of a new lease of the Premises. Nothing set forth herein, however, shall obligate either Landlord or Tenant to execute a new lease. If the parties do not enter into a new lease of the Premises, Tenant remains in possession of the Premises after the expiration of the Term of this Lease and such continued possession does not constitute an Unauthorized Holdover, then in order to prevent such continued possession from violating the Stark Law, the parties agree that this Lease shall be extended automatically for an additional term of one (1) year (each such one (1) year term, a "**One Year Extension Term**"). Except as otherwise expressly provided in Section 16.1(b) above, Tenant's failure to vacate and surrender the Premises in accordance with Section 16.1(a) above upon the expiration of the Term of this Lease shall constitute Tenant's incontestable and irrevocable consent and agreement to extend the Term of this Lease by such One Year Extension Term upon such terms and conditions as provided in this Section 16.2. Such One Year Extension Term shall be on the same terms and conditions as contained in this Lease, except as provided otherwise in this Section 16.2. Annual Base Rent for each One Year Extension Term (the "**New Base Rent**"), shall be determined as set forth below.

(1) Landlord shall endeavor to notify Tenant in writing of the New Base Rent payable for the Premises during an One Year Extension Term (a "**New Base Rent Notice**") not less than 45 days prior to the commencement of such One Year Extension Term; provided, however, failure to deliver a New Base Rent Notice to Tenant 45 or more days prior to the commencement of such One Year Extension Term shall not constitute a breach or violation of the terms of this Lease by Landlord. Annual Base Rent for an One Year Extension Term as set forth in a New Base Rent Notice shall be the amount equal to the fair market rental value of the Premises, on an annual basis, as determined by Landlord. Landlord and Tenant agree that delivery of a New Base Rent Notice before or after the exercise of any right or option to terminate this Lease shall not be deemed to void, cancel or otherwise affect the exercise of such right or option to terminate unless Landlord and Tenant agree in writing to cancel the exercise of such right or option to terminate.

(2) If Landlord delivers the New Base Rent Notice to Tenant 45 or more days prior to the commencement of such One Year Extension Term, then the annual New Base Rent for such One Year Extension Term shall be the annual Base Rent for the Premises as set forth in such New Base Rent Notice. If Landlord fails to deliver the New Base Rent Notice to Tenant 45 or more days prior to the commencement of such One Year Extension Term or if Landlord does not deliver a New Base Rent Notice, then the annual New Base Rent rate for such One Year Extension Term shall be 115% of the amount of the annual Base Rent rate in effect immediately prior to the commencement of such One Year Extension Term. Beginning on the first day of such One Year Extension Term and thereafter for the remainder of such One Year Extension Term, Tenant shall pay the New Base Rent in equal monthly installments on the first day of each month of such One Year Extension Term. The parties agree that delivery of a New Base Rent Notice to Tenant less than 45 days prior to the commencement of an One Year Extension Term shall not effect the calculation or determination of the New Base Rent payable for such One Year Extension Term. Subject to the rights to terminate this Lease pursuant to this Section 16.2, the determination pursuant to this paragraph of the New Base Rent payable for an One Year Extension Term shall be incontestably binding on Tenant, shall not require the execution of any additional agreements by the parties, and shall be effective regardless of any objection to or rejection of the One Year Extension Term or the New Base Rent amount by Tenant.

(b) Notwithstanding anything to the contrary set forth in this Lease, (1) Landlord may terminate this Lease effective at any time during an One Year Extension Term by delivering written notice of termination to Tenant at any time, and (2) Tenant may terminate this Lease effective at any time during an One Year Extension Term by delivering written notice of termination to Landlord no later than the thirtieth (30th) day after the commencement of such One Year Extension Term. Such notices may be delivered prior to the commencement of any such One Year Extension Term. In the event of the delivery of any such notice of termination, this Lease shall terminate upon the later of the following (the "**One Year Extension Termination Date**"): (i) the date of termination set forth in such notice, (ii) the thirtieth (30th) day after the delivery of such notice to the non-terminating party, or (iii) such other date as may be agreed upon in writing by Landlord and Tenant. In the event of any such termination of this Lease, Tenant shall vacate and surrender

SECTION 17. TRANSFER OF LANDLORD'S INTEREST

In the event of any transfer or transfers of Landlord's interest in the Premises or in the real property of which the Premises are a part, the transferor shall be automatically relieved of any and all obligations and liabilities on the part of Landlord accruing from and after the date of such transfer.

SECTION 18. ESTOPPEL CERTIFICATE, ATTORNMENT, AND NON-DISTURBANCE

18.1. Estoppel Certificate. Within ten (10) days following receipt of Landlord's written request, Tenant shall deliver, executed in recordable form, a declaration to any person designated by Landlord: (a) ratifying this Lease; (b) stating the commencement and termination dates of the Lease; and (c) certifying (i) that this Lease is in full force and effect and has not been assigned, modified, supplemented or amended (except by such writings as shall be stated); (ii) that all conditions under this Lease to be performed by Landlord have been satisfied (stating exceptions, if any); (iii) that no defenses, credits or offsets against the enforcement of this Lease by Landlord exist (or stating those claimed); (iv) the sum of advance Rent, if any, paid by Tenant; (v) the date to which Rent has been paid; (vi) the amount of the Security Deposit, if any, held by Landlord; and (vii) such other information as Landlord reasonably requires. Persons receiving such statements of Tenant shall be entitled to rely upon them.

18.2. Sale of Landlord's Interest. In the event of the assignment of this Lease pursuant to any sale or assignment of Landlord's interest in the Premises or the Building, then upon Tenant's receipt of written notice of such sale or assignment, Tenant shall attorn to and recognize such purchaser or assignee as Tenant's landlord under this Lease, and shall promptly execute and deliver any instrument that may be necessary to evidence such attornment. Upon the effective date of any such sale or assignment, the assigning Landlord shall be released from all covenants and conditions as Landlord hereunder. Except as may be provided otherwise in Section 18.3 or Section 18.4, and without further agreement between the parties, the purchaser or assignee shall be deemed to have assumed all covenants and conditions of Landlord hereunder and this Lease shall continue in full force and effect as a direct lease between such purchaser or assignee, as Landlord, and Tenant, subject to all of the terms, covenants and conditions of this Lease, regardless of whether Tenant executes and delivers the instrument requested by such successor landlord. No consent of Tenant shall be required in the event of any such sale or assignment which is made subject to this Lease, or to any sale or conveyance of the Building or the Premises pursuant to which Landlord leases the Building or Premises back from such purchaser or other transferee, in which case this Lease shall remain in full force and effect as a sublease between Landlord, as sublessor and Tenant, as sublessee.

18.3. Subordination. This Lease shall be subject to and subordinate and inferior at all times to the lien of any mortgage, to any deed of trust or other method of financing or refinancing now or hereafter existing against all or a part of Landlord's interest in the Premises, the Building or the real property upon which the Building is located, and to any existing or future lease by which Landlord as tenant leases the Premises, the Building and/or the ground upon which the Building is located (in which latter instance this Lease is a sublease), and to all renewals, modifications, replacements, consolidations and extensions of any of the foregoing. Tenant shall execute and deliver all documents requested by any mortgagee, deed of trust or security holder or lessor to effect such subordination. If Tenant fails to execute and deliver any such document requested by a mortgagee, deed of trust or security holder or lessor to effect such subordination, Landlord is hereby authorized to execute such documents and take such other reasonable steps as are necessary to effect such subordination on behalf of Tenant as Tenant's duly authorized irrevocable agent and attorney-in-fact, it being agreed that such power is one coupled with an interest. Tenant's failure to execute and deliver such documents or instruments provided for in this Section 18 within fourteen (14) days after the receipt by Tenant of a written request shall constitute a default under this Lease. In the event of any foreclosure, sale in lieu of foreclosure or other sale or transfer of the Premises, the Building or the real property upon which the Building is located pursuant to any such mortgage, deed of trust or other security agreement or in the event of the termination or expiration of the lease, if any, by which Landlord as tenant leases the Premises, the Building and/or the ground upon which the Building is located, the purchaser or the lessor under such lease, as the case may be, at its option, may take over and assume the rights and interests of Landlord under this Lease (but such purchaser or lessor shall have no obligation to do so), and in such event, Tenant shall attorn to such purchaser or lessor pursuant to the provisions of this Lease; provided that, such purchaser or lessor shall not (i) be liable for any previous act or omission of Landlord under this Lease, (ii) be subject to any offset, not expressly provided in this Lease, which theretofore accrued to Tenant against Landlord, or (iii) be bound by any previous prepayment of more than one (1) month's Rent.

18.4. Subordination to Prime Lease.

(a) The Building or the Premises are leased to Landlord pursuant to that certain N/A, dated as of N/A (said lease as amended or renewed and any replacement lease effective upon the expiration of said lease shall hereinafter be referred to as the "**Prime Lease**"), between N/A, as lessor/landlord (said lessor/landlord, its successors and assigns shall be referred to herein as the "**Prime Lessor**"), and Landlord, as lessee/tenant. Unless renewed or extended, the current term of the Prime Lease will expire on N/A. Accordingly, this Lease is a sublease and is subject and subordinate to the Prime Lease and to all of the matters to which the Prime Lease is or shall be subordinate. Notwithstanding anything to contrary provided elsewhere in this Lease, if the Prime Lease expires or otherwise terminates prior to the date of expiration of the term of this Lease (including without limitation, any extension of the term pursuant to Section 16 or pursuant to any amendment to this Lease) and such Prime Lease is not renewed or extended, then the term of this Lease shall expire and terminate on the date of expiration or termination of the Prime Lease unless Prime Lessor assumes this Lease as provided in Section 18.3 above. Tenant shall indemnify and hold Landlord harmless from and against any and all claims, demands, actions, losses, damages, orders, judgments, costs and expenses (including, without limitation, holdover rent and damages payable under the Prime Lease, reasonable attorneys' fees and costs of litigation) incurred by Landlord as a result of or arising from Tenant's failure to vacate and surrender the Premises in accordance with the terms of Section 16.1(a) of this Lease on or before the date of expiration or termination of the Prime Lease. Tenant acknowledges that Landlord shall have no obligation to renew or extend the term of the Prime Lease or enter into a new lease with Prime Lessor; provided, however, Landlord shall notify Tenant of any renewal or extension of the term of the Prime Lease or of the execution of any new lease with Prime Lessor for the Building or Premises.

(b) Insofar as Prime Lessor is or may be obligated to furnish any services to the Premises, to repair or rebuild the Premises or the Building, to perform any other act whatsoever with respect to the Premises or the Building or to perform any obligation or satisfy any condition of the Prime Lessor under the Prime Lease, Tenant expressly acknowledges and agrees that notwithstanding anything to the contrary provided in this Lease, Landlord does not undertake the performance or observance of such obligations. Furthermore, Tenant expressly acknowledges and agrees that notwithstanding anything to the contrary provided in this Lease, if Landlord does not possess the requisite right, power or authority under the Prime Lease to provide or perform any service, duty or obligation required by the terms of this Lease, then Landlord shall have no obligation under this Lease to provide or perform such service, duty or obligation. Landlord, however, agrees to use commercially reasonable efforts to obtain Prime Lessor's performance of Prime Lessor's obligations under the Prime Lease for Tenant's benefit, but without obligating itself to institute legal action or incur any out of pocket expense. If after receipt of written request from Tenant, Landlord fails or refuses to take commercially reasonable

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delivered and received on the third day following the date of mailing; or (iii) overnight delivery and shall be deemed given, delivered and received on the following day.

(b) All notices to Tenant shall be addressed to Tenant at the Building of which the Premises are a part and to Landlord as follows (or to any other address that Landlord shall designate in writing):

CHCA Conroe, L.P. d/b/a Conroe
Regional Medical Center
506 Medical Center Blvd.
Conroe, Texas 77304
Attention: Administration

With a copy to:
HCA Inc.
One Park Plaza
Nashville, TN 37203
Attention: Vice President, Real Estate

And to:
Lincoln Harris, CSG
22999 Hwy. 59 North, Suite 296
Kingwood, Texas 77339
Attention: Property Manager

(c) In the event a party hereto delivers written notice by a method not authorized pursuant to Section 19(a) above (e.g. fax or email) (a "**Nonconforming Notice**"), (i) such Nonconforming Notice shall be deemed to be duly given, delivered and received if and only if the recipient of such Nonconforming Notice acknowledges its receipt and acceptance of such Nonconforming Notice in writing by a method authorized in Section 19(a) or by the same method as such Nonconforming Notice was delivered to such recipient, and (ii) the date such Nonconforming Notice shall be deemed to have been given, delivered and received shall be the date of acceptance of such Nonconforming Notice by the recipient thereof set forth in its written acknowledgment of receipt and acceptance. A Nonconforming Notice shall not be deemed given, delivered, received or accepted unless the recipient thereof shall have acknowledged its receipt and acceptance of such Nonconforming Notice in writing as provided above. Neither Landlord nor Tenant shall have any obligation to accept a Nonconforming Notice.

SECTION 20. TERMINATION AS A RESULT OF DEATH OR DISABILITY

20.1. **Right to Terminate.** Provided that Tenant is a solo practitioner or a professional corporation with one shareholder, and provided that Tenant, at the time of such practitioner's or shareholder's death or "Permanent Disability" (as hereinafter defined), is not in default under any term or condition of this Lease, then subject to the terms of this Section, Tenant or the legal representative of his/her estate shall have the right to terminate this Lease by giving Landlord not less than sixty (60) days prior written notice of termination, accompanied by satisfactory documentation of death or Permanent Disability. Within thirty (30) days after Landlord's receipt of such notice of termination, Landlord shall notify Tenant or the legal representative of his/her estate in writing of the amount of the cancellation fee (the "**Cancellation Fee**") that shall be required as consideration for the termination of this Lease. The Cancellation Fee shall be the sum of (A) the amount determined by Landlord in its reasonable judgment to be the amount that is commercially reasonable under the circumstances existing at the time of exercise of this option to terminate, plus (B) the unamortized portion of any tenant improvements, finish or renovation allowance provided by Landlord in connection with this Lease remaining as of the effective date of termination (said amortization to be calculated on a straight-line basis over the entire Term). Payment of the Cancellation Fee, if any, shall be a condition precedent to the termination of this Lease under this Section. If such notice of termination shall be duly given, then this Lease shall terminate upon the later of (i) the date of termination set forth in such notice, (ii) the sixtieth (60th) day after the date of delivery of such notice of termination, (iii) the date Tenant or the legal representative of his/her estate pays the Cancellation Fee, or (iv) the date Tenant vacates and surrenders the Premises in accordance with Section 16.1(a) of this Lease. Tenant or the legal representative of his/her estate shall vacate and surrender the Premises to Landlord in accordance with the provisions of Section 16.1(a) of this Lease by the later of the date set forth in clause (i) or (ii) above. "**Permanent Disability**" shall mean that such practitioner or shareholder is medically determined to be permanently unable to practice medicine as a result of a permanent physical disability.

20.2. **Corporations, Partnerships and Limited Liability Companies.** If Tenant consists of two or more individual persons or entities and each such entity is wholly owned by an individual person or if Tenant is a partnership, limited liability company or corporation with two or more partners, members or shareholders who are each individual persons, Landlord agrees to release from liability under this Lease any deceased or Permanently Disabled person or partner (or any entity that is wholly owned by a deceased or Permanently Disabled person), and Landlord agrees to release from liability under any guaranty of this Lease any deceased or Permanently Disabled member or shareholder who has guaranteed this Lease; provided that (a) the remaining person(s) who constitute Tenant, the remaining partners and the remaining shareholder(s) or member(s) guarantying this Lease, as the case may be, assume all liabilities and obligations from which such person has been released, (b) Tenant is not in default under the terms of this Lease, and (c) no event has occurred which with the giving of notice and/or the passage of time would constitute a default by Tenant under this Lease. Upon the occurrence of any such death or Permanent Disability, Tenant may give Landlord written notice, which shall include satisfactory evidence of any Permanent Disability, and such release shall be effective upon execution of appropriate release and assumption agreements by the parties.

SECTION 21. MISCELLANEOUS PROVISIONS

21.1. **Attorneys' Fees.** In the event that suit is brought by either party against the other for a breach or default under the terms of this Lease, the prevailing party shall be entitled to reasonable attorneys' fees, which sum shall be fixed by the court.

21.2. **Time of Essence.** Time is of the essence with respect to the performance of every provision of this Lease.

21.3. **Headings; Certain Definitions.** The Section and paragraph captions contained in this Lease are for convenience only and shall not be considered in the construction or interpretation of any provision hereof.

21.4. **Incorporation of Prior Agreements; Amendments.** This Lease, the Addenda and the Exhibits attached hereto and incorporated herein contain all of the agreements of the parties hereto with respect to any matter covered or mentioned in this Lease, and no prior agreement or understanding pertaining to any such matter shall be effective for any purpose. No provision of this Lease may be amended or added to except by an agreement in writing signed by the parties hereto or their respective successors in interest.

21.5. **Waivers of Subrogation and Claims.** Landlord and Tenant hereby mutually waive any and all claims and rights of recovery against one another based upon the negligence of either Landlord or Tenant or their agents or employees for real or personal property loss or damage occurring to the Premises or to the Building or any part thereof or any personal property located therein from perils which are able to be insured against in standard fire and extended coverage, vandalism and malicious mischief and sprinkler leakage insurance contracts (commonly referred to as "All Risk"), whether or not such insurance is actually carried. If either party's insurance policies do not permit this waiver of subrogation, then such party will obtain such a waiver from its insurer at its sole expense. Furthermore, notwithstanding anything to the contrary set forth herein, Tenant, as a material part of the consideration to Landlord, hereby assumes all risk of damage to property or injury to persons in or on the Premises from any cause other than

constitute a waiver by Landlord of its right to collect and to enforce Tenant's obligation to pay the full amount of Rent due and payable under this Lease, as the same may be adjusted or increased from time to time.

21.7. Accord and Satisfaction. No payment by Tenant or receipt by Landlord of an amount less than is due hereunder shall be deemed to be other than payment towards or on account of the earliest portion of the amount then due by Tenant, nor shall any endorsement or statement on any check or payment (or in any letter accompanying any check or payment) be deemed an accord and satisfaction (or payment in full) and Landlord may accept such check or payment without prejudice to Landlord's right to recover the balance of such amount or pursue any other remedy provided herein.

21.8. Quiet Enjoyment. Subject to the terms, covenants, conditions and limitations set forth in this Lease, Tenant shall have quiet enjoyment and possession of the Premises free from eviction or interference by Landlord so long as Tenant pays as and when due the Rent and other charges provided herein and otherwise fully and punctually performs and complies with all the terms, covenants, conditions and limitations set forth in this Lease.

21.9. Late Payments. If any monthly installment of Base Rent or any payment of Additional Rent is not received by Landlord within ten (10) days after such installment or payment is due and payable (the "**Late Payment Date**"), then Tenant shall, upon demand, at Landlord's election, pay Landlord a late charge of five percent (5%) of the amount of such installment or payment. In addition, if any such past due installment of Base Rent or payment of Additional Rent is not received by Landlord within the thirty (30) day period following the Late Payment Date or within any subsequent thirty (30) day period, such past due installment or payment shall, upon demand, at Landlord's election, be subject to an additional late charge in the same amount for each such thirty (30) day period until paid. Such late charge is to defray the administrative costs and inconvenience and other expenses which Landlord will incur on account of such delinquency. If any amount payable to Landlord under this Lease are not paid in full on or before the due date thereof, then Tenant shall, upon demand, at Landlord's election pay interest on the unpaid balance at the lesser of the following rates (the "**Interest Rate**"): (a) the prime rate of interest as published by *The Wall Street Journal* from time to time, plus four percent (4%) per annum, with each change in such prime rate being effective on the date such change is published, or (b) the highest rate permitted by applicable law.

21.10. Binding Effect. This Lease shall be binding upon, and inure to the benefit of the parties hereto, their heirs, successors, assigns, executors and administrators. However, nothing in this Section shall be deemed to amend the provisions of Section 10 on assignment and subletting. If Tenant comprises more than one person or entity, then all such persons and entities shall be jointly and severally liable for the full and prompt performance of all obligations, indemnities and agreements to be performed or observed by Tenant under and pursuant to this Lease, including but not limited to the payment of Rent and any and all other sums required to be paid by Tenant hereunder when due. This Lease may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument.

21.11. Charges and Fees. If Tenant requests from Landlord a "Requested Approval" (as defined below) and Landlord is willing to provide such Requested Approval, then if required by Landlord in its discretion, Tenant shall, at Landlord's option, either (A) pay to Landlord the fee set by Landlord for processing, negotiating and providing such Requested Approval, or (B) reimburse to Landlord the fees and costs paid by Landlord to its attorneys for the review, negotiation and preparation and/or modification of the Requested Approval and any additional documents or agreements Landlord may require in connection with such Requested Approval. If requested by Tenant, Landlord shall notify Tenant of the amount of the fee, if any, set by Landlord for processing, negotiating and providing such Requested Approval. Tenant shall pay such fee set by Landlord or such attorneys' fees and costs, as the case may be, within thirty (30) days after the submission to Tenant of an invoice for the same; provided, however, Landlord may in its discretion, require that any fee set by Landlord be paid prior to the granting of such Requested Approval. As used in this Section a "**Requested Approval**" shall mean (a) any consent, approval or waiver requested by Tenant with respect to (i) any permitted or prohibited use of the Premises, (ii) alterations and improvements to the Premises, (iii) any subletting or assignment, or (iv) any other change in the terms, conditions or provisions of this Lease or any other matter under this Lease, and (b) any estoppel certificate, lien waiver or other certificate or agreement requested by Tenant, with such modifications to such consent, approval, waiver, certificate of other agreement as are required by Landlord. If Tenant is required pursuant to the terms of this Lease to provide any certificate, statement or other information and Tenant fails to provide such certificate, statement or other information within the time period required under this Lease, then in addition to any other rights or remedies that Landlord may have under this Lease with respect to such failure, then if required by Landlord in its discretion, Tenant shall pay to Landlord an administrative processing fee in the amount of \$100 (subject to adjustment from time to time by Landlord in its reasonable discretion and after delivery of written notice of such adjustment to Tenant) for each notice subsequent to the first notice sent to Tenant requesting such certificate, statement or other information, which fee shall be paid to Landlord within ten (10) days after invoiced to Tenant. If a specific time period is not provided, then the time period for delivering a certificate, statement and other information that is to be provided on request or demand shall be ten (10) days after request or demand.

21.12. Governing Law. This Lease shall be governed by the laws of the state where the Building is located.

21.13. Regulatory Matters. (a) Landlord and Tenant enter into this Lease with the intent of conducting their relationship and implementing the agreements contained herein in full compliance with applicable federal, state and local law, including without limitation, the Medicare/Medicaid Anti-Kickback statute and regulations, as amended (the "**Anti-Kickback Law**"), and Section 1877 of the Social Security Act, as amended and the regulations promulgated thereunder (the "**Stark Law**"). Notwithstanding any unanticipated effect of any of the provisions of this Lease, neither party will intentionally conduct itself under the terms of this Lease in a manner that would constitute a violation of the Anti-Kickback Law or the Stark Law. Without limiting the generality of the foregoing, Landlord and Tenant expressly agree that nothing contained in this Lease shall require either party to refer any patients to the other, or to any affiliate or subsidiary of the other.

(b) If any legislation, regulation or government policy is passed or adopted, the effect of which would cause either party to be in violation of such laws due to the existence of any provision of this Lease, then Landlord and Tenant agree to negotiate in good faith for a period of ninety (90) days to modify the terms of this Lease to comply with applicable law. Should the parties hereto fail to agree upon modified terms to this Lease within this time, either Landlord or Tenant may immediately terminate this Agreement by giving written notice to the other party.

(c) Tenant represents and warrants to Landlord that Tenant (i) is not currently excluded, debarred or otherwise ineligible to participate in Medicare or any federal health care program under section 1128 and 1128A of the Social Security Act, as amended or as defined in 42 U.S.C. § 1320a-7b(f), as amended (the "**Federal Health Care Programs**"); (ii) has not been convicted of a criminal offense related to the provision of healthcare items or services but has not yet been excluded, debarred, or otherwise declared ineligible to participate in any Federal Health Care Program; and (iii) is not under investigation or otherwise aware of any circumstances which may result in Tenant being excluded from participation in any Federal Health Care Program. The foregoing representation shall be an ongoing representation and warranty during the Term of this Lease and Tenant shall immediately notify Landlord of any change in the status of the representation and warranty set forth in this Section. Landlord shall have the right to

subcontractors or agents shall need access to, nor shall they use or disclose, any PHI of Tenant. However, in the event PHI is disclosed by Tenant or its agents to Landlord, its contractors, subcontractors or agents, regardless as to whether the disclosure is inadvertent or otherwise, Landlord agrees to take reasonable steps to maintain, and to require its contractors, subcontractors and agents to maintain, the privacy and confidentiality of such PHI. The parties agree that the foregoing does not create, and is not intended to create, a "**Business Associate**" relationship between the parties as that term is defined by the Privacy Standards.

(e) If the Stark Law applies to this Lease and there are any other contracts or agreements between Landlord and Tenant (or any "immediate family member" (as defined by the Stark Law) of Tenant), then Landlord shall include this Lease and such other agreements and contracts on Landlord's centrally maintained and updated master list of contracts. Such list of contracts is and shall be available for review by the Secretary of the U.S. Department of Health and Human Services upon request.

(f) Tenant represents and warrants to Landlord that (a) neither Tenant nor any person or entity that owns a five percent (5%) or greater equity interest in Tenant nor any of Tenant's officers, directors, members, general or limited partners (Tenant and such owners, officers, directors, members and partners shall be referred to collectively as the "**Tenant Owner**") is a "Blocked Party" (as defined below); (b) Tenant is not controlled by, or acting, directly or indirectly, for or on behalf of, any Blocked Party; and (c) Tenant has not instigated, negotiated, facilitated, executed or otherwise engaged in this Lease, directly or indirectly, for or on behalf of any Blocked Party. The foregoing representation shall be an ongoing representation and warranty during the Term of this Lease and Tenant shall immediately notify Landlord of any change in the status of the representation and warranty set forth in this Section. Landlord shall have the right to immediately terminate this Lease in the event the representation and warranty set forth in this Section is or becomes untrue at any time. As used herein "**Blocked Party**" shall mean any party or nation that (a) is listed on the Specially Designated Nationals and Blocked Persons List maintained by the Office of Foreign Asset Control, Department of the U.S. Treasury ("**OFAC**") pursuant to Executive Order No. 13224, 66 Fed. Reg. 49079 (Sept. 25, 2001) or other similar requirements contained in the rules and regulations of OFAC (the "**Order**") or in any enabling legislation or other Executive Orders in respect thereof (the Order and such other rules, regulations, legislation, or orders are collectively called the "**Orders**") or on any other list of terrorists or terrorist organizations maintained pursuant to any of the rules and regulations of OFAC or pursuant to any other applicable Orders (such lists are collectively referred to as the "**Lists**"), all as amended from time to time; or (b) has been determined by competent authority to be subject to the prohibitions contained in the Orders.

21.14 Landlord's Relocation Option. Subject to the terms and conditions set forth in this subsection, upon not less than ninety (90) days prior written notice to Tenant, Landlord shall have the right to relocate Tenant to other space designated by Landlord within the Building (the "**Relocation Space**"), provided that: (i) the floor area of such Relocation Space is not materially less than the floor area of the Premises, (ii) the tenant finishes in such Relocation Space are comparable to the tenant finishes in the Premises, (iii) the Base Rent for the Relocation Space is not more than the Base Rent for the Premises; (iv) such relocation shall be performed on a weekend so as to minimize any interruption to Tenant's business, and (v) Landlord shall reimburse Tenant for the costs of such relocation, including, without limitation, moving costs, installation of telecommunication and computer lines, and printing costs for new stationary. Reimbursement pursuant to clause (v) above shall be made to Tenant in the form of a rent credit which shall be applied towards the first month's rent due for the Relocation Space and will be based upon invoice(s) presented to Landlord itemizing the costs incurred and the services(s) rendered. Landlord and Tenant shall enter into a new lease for the Relocation Space (the "**Relocation Space Lease**"). effective as of the "Relocation Date" (as defined below in this subsection). The Relocation Space Lease shall be on Landlord's then current lease forms, shall set forth the base rental rate for the Relocation Space (the "**Relocation Space Base Rent**") and shall include such additional terms as Landlord and Tenant mutually agree. The Relocation Space Base Rent shall be an amount equal to the fair market rental value of the Relocation Space, on an annual basis. Such fair market rental value shall be determined by Landlord based on a survey of rental rates being charged in the market area which encompasses the Building for space comparable to the Relocation Space (taking into account the quality, age, floor level, quality of tenant improvements provided and other relevant factors) and assuming lease terms which allocate responsibility for taxes, insurance and other costs of operating, maintaining and repairing the building, the common areas and the Relocation Space in the same manner as this Lease. The effective date (the "**Relocation Date**") of any relocation and of any amendment changing the Premises from the Existing Space to the Relocation Space shall be the date Tenant physically relocates from the Existing Space to the Relocation Space.

21.15. Building Closure or Demolition. Tenant acknowledges and agrees that Landlord shall have the right (but not the obligation) to close or demolish the Building at any time during the term of this Lease. If Landlord decides to close or demolish the Building, then Landlord may terminate this Lease by giving Tenant not less than 180 days' prior written notice of termination. If Landlord delivers such notice of termination, then this Lease shall terminate upon the later of the following (the "**Closure Termination Date**"): (i) the date of termination set forth in such notice, (ii) the 180th day after the date Tenant receives such notice of termination from Landlord, or (iii) such other date as may be agreed upon in writing by Landlord and Tenant. In the event of any such termination of this Lease, Tenant shall vacate and surrender the Premises to Landlord on or before the Closure Termination Date. Notwithstanding anything to the contrary set forth herein, (x) no exercise of the foregoing termination option shall extend the term of this Lease and (y) if following the One Year Extension Termination Date, Tenant has not vacated and surrendered the Premises in accordance with Section 16.1(a) of this Lease, then this Lease shall not terminate, but instead shall continue as an Unauthorized Holdover subject to Section 16.1(b). The parties agree that in the event of any such termination, they shall not enter into a new agreement for the lease or occupancy of the Premises by Tenant at any time prior to one year after the Commencement Date. Upon termination as provided above, both parties shall be released of all obligations and liabilities arising under the Lease following the effective date of termination; provided that the parties shall remain liable under the provisions of the preceding sentence and for all obligations under the Lease that have accrued prior to such termination or are otherwise intended to survive termination of this Lease. Upon termination as provided above, both parties shall be released of all obligations and liabilities arising under this Lease following the effective date of termination; provided that the parties shall remain liable for all obligations under this Lease that have accrued prior to such termination or are otherwise intended to survive termination of this Lease.

21.16. Submission of Lease. Submission of this Lease to Tenant does not constitute an offer to lease; this Lease shall become effective only upon execution and delivery thereof by Landlord and Tenant.


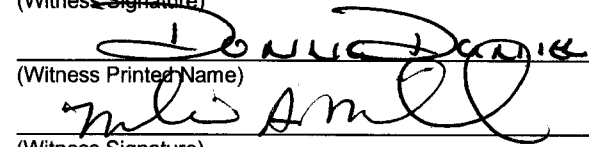
21.17. No Smoking. Tenant and its employees, representatives, contractors or invitees shall not smoke within the Building, in any common areas (inside or outside), or anywhere on the Hospital campus, or throw cigar or cigarette butts or other substances or litter of any kind in or about the Building, the common areas or the Hospital campus, except in receptacles for that purpose.

21.18. Radon Gas. (Applicable in Florida only) Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from the local county public health unit.

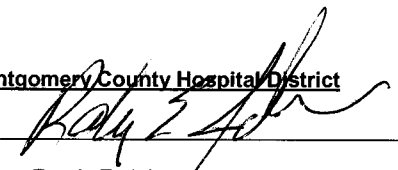
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IN WITNESS WHEREOF, the parties have duly executed this Lease the day and year first above written.


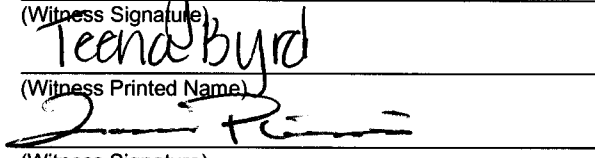
WITNESS
As to Tenant:


(Witness Signature)
Donna D. Miller
(Witness Printed Name)

(Witness Signature)
Melissa A. Miller
(Witness Printed Name)

TENANT:

Montgomery County Hospital District
By: 
Name: Randy E. Johnson
Title: Chief Executive Officer
Date: 9/19/17
[Date must be inserted at time of execution]

WITNESS
As to Landlord:


(Witness Signature)
Teena Byrd
(Witness Printed Name)

(Witness Signature)
JAM. Phillips
(Witness Printed Name)

LANDLORD:

CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center
By: Conroe Hospital Corporation
Its: General Partner
By: 
(Signature)
Name: Matt Davis
Title: Chief Executive Officer
Date: 9/20/17
[Date must be inserted at time of execution]

**ADDENDUM "A" TO MEDICAL OFFICE BUILDING LEASE
RULES AND REGULATIONS**

1. CONDUCT

Tenant shall not conduct its practice or business, or advertise such business, profession or activities of Tenant conducted in the Premises in any manner which violates local, state or federal laws or regulations.

2. HALLWAYS AND STAIRWAYS

Tenant shall not obstruct or use for storage, or for any purpose other than ingress and egress, the sidewalks, entrance, passages, courts, corridors, vestibules, halls, elevators and stairways of the Building.

3. NUISANCES

Tenant shall not make or permit any noise, odor or act that is objectionable to other occupants of the Building to emanate from the Premises and shall not create or maintain a nuisance thereon.

4. MUSICAL INSTRUMENTS, ETC.

Tenant shall not install or operate any phonograph, musical instrument, radio receiver or similar device in the Building in such manner as to disturb or annoy other tenants of the Building or the neighborhood. Tenant shall not install any antennae, aerial wires or other equipment outside the Building without the prior written approval of Landlord.

5. LOCKS

With the exception of Tenant's pharmaceuticals locker or storage facility, no additional locks or bolts of any kind shall be placed upon any of the doors or windows by Tenant, nor shall any changes be made in existing locks or the mechanism thereof. Tenant must upon the termination of its tenancy restore to Landlord all keys to the Premises and toilet rooms either furnished to or otherwise procured by Tenant, and in the event of loss of any keys so furnished, Tenant shall pay to Landlord the cost thereof.

6. OBSTRUCTING LIGHT, DAMAGE

The sash doors, sashes window glass doors, lights and skylights that reflect or admit light into the halls or other places of the Building shall not be covered or obstructed. The toilets and urinals shall not be used for any purpose other than those for which they were intended and constructed, and no rubbish, newspapers or other substance of any kind shall be thrown into them. Waste and excessive or unusual use of water shall not be allowed. Tenant shall not mark, drive nails, screw or drill into, paint, nor in any way deface the walls, ceilings, partitions, floors, wood, stone or iron work. The expense of any breakage, stoppage or damage resulting from a violation of this rule by Tenant shall be borne by Tenant. Tenant shall be permitted to hang pictures on office walls, but it must be done in a workmanlike manner and in such a way as not to damage or deface such walls.

7. WIRING

Electrical wiring of every kind shall be introduced and connected only as directed by Landlord, and no boring nor cutting of wires will be allowed except with the consent of Landlord. The location of the telephone, call boxes, etc., shall be subject to the approval of Landlord.

8. EQUIPMENT, MOVING, FURNITURE, ETC.

Landlord shall approve the weight, size and position of all fixtures, equipment and other property brought into the Building, and the times of moving which must be done under the supervision of Landlord. Landlord will not be responsible for any loss of or damage to any such equipment or property from any cause, and all damage done in the Building by moving or maintaining any such property shall be repaired at the expense of Tenant. All equipment shall be installed as required by law, and in accordance with and subject to written approval received on written application of Tenant.

9. REQUIREMENTS OF TENANT

The requirements of Tenant will be attended to only upon application at the office of Landlord or its Property Manager. Employees of Landlord or its Property Manager shall not perform any work nor do anything outside their regular duties unless under special instructions from Landlord or its Property Manager. No such employees shall admit any person, Tenant or otherwise, to any other office without instruction from the office of Landlord or its Property Manager. All janitorial services personnel, guards or any outside contractors employed by Tenant shall be subject to the regulations and control of Landlord, but shall not act as an agent or servant of Landlord.

10. MEDICAL AND HAZARDOUS WASTES

Tenant shall comply with all policies established from time to time by Landlord regarding the storage and disposal of hazardous substances, wastes and materials, and medical, special or infectious wastes. Tenant shall not dispose or flush down any drains any corrosive chemicals that might cause any damage to the Building or Premises plumbing.

11. ACCESS TO BUILDING

Any person entering or leaving the Building may be questioned by Building security regarding his/her business in the Building and may be required to sign in and out. Anyone who fails to provide a satisfactory reason for being in the Building may be excluded.

12. VEHICLES, ANIMALS, REFUSE

Tenant shall not allow anything to be placed on the outside window ledges of the Premises or to be thrown out of the windows of the Building. No bicycle or other vehicle, and no animal (other than seeing eye dogs) shall be brought into the offices, halls, corridors, elevators or any other parts of the Building by Tenant or the agents, employees or invitees of Tenant, and Tenant shall not place or permit to be placed any obstruction or refuse in any public part of the Building.

13. EQUIPMENT DEFECTS

Tenant shall give Landlord prompt notice of any accidents to or defects in the water pipes, gas pipes, electric lights and fixtures, heating apparatus, or any other service equipment.

14. PARKING

Unless otherwise specified by Landlord, Tenant and its employees may park automobiles only in spaces designated by Landlord for such purpose and shall in no event park in spaces reserved for public parking. Tenant agrees that Landlord assumes no responsibility of any kind whatsoever in reference to such automobile parking area or the use thereof by Tenant or its agents or

ADDENDUM "B" TO MEDICAL OFFICE BUILDING LEASE

GUARANTY

As a material part of the consideration inducing Landlord to execute this Lease with Tenant, the undersigned, being one or more of the shareholders, members, partners or owners, as the case may be, of Tenant (who are collectively hereinafter referred to as the "Guarantors"), join in the execution of this Lease and jointly and severally, do hereby unconditionally guarantee the full performance by Tenant of all obligations, indemnities and agreements to be paid, performed or observed by Tenant under and pursuant to this Lease, including but not limited to the payment of Rent and any and all other sums required to be paid by Tenant hereunder when due. The Guarantors further hereby give and grant to Landlord the rights, power and authority, without notice to or approval of any of them and without in any way prejudicing, impairing or affecting any of the Guarantors' liability hereunder, to alter, extend or otherwise modify this Lease to the extent which may be agreed upon by Landlord and Tenant; to forbear or delay enforcing the payment of Rent or other sums due under the Lease or enforcing any other obligations of Tenant under the Lease; to release any other person liable for Tenant's obligations under the Lease or any other collateral Landlord may hold for the obligations of Tenant under the Lease; to proceed directly against the Guarantors or any of them on this Guaranty whether or not action is brought against Tenant and whether or not Tenant is joined in any such action, without resort to any security which may be held by Landlord, and without first having exhausted the remedies it may have against Tenant.

The Guarantors hereby waive demand and/or notice of any kind including, but not limited to, notice of default or breach on the part of Tenant of any of the provisions of this Lease or notice of the existence, creation or incurring of any new, different, or additional obligation as aforesaid.

This Guaranty is and shall be construed to be an irrevocable, absolute, unlimited and continuing guaranty of payment and performance, and the liability of each Guarantor hereunder and Landlord's right to pursue each Guarantor shall not be affected, delayed, limited, impaired or discharged, in whole or in part, by reason of any extension or discharge that may be granted to the Tenant, whether in proceedings under the Bankruptcy Code or any amendments thereof, or under any other state or other federal statutes, or otherwise. Each Guarantor expressly waives the benefits of any extension or discharge granted to Tenant or to any other Guarantor. This Guaranty shall survive notwithstanding the expiration or termination of the Lease and this Guaranty shall survive with respect to any sums previously received from Tenant or from any Guarantor that Landlord may be required to repay in any proceeding described in this paragraph.

Each Guarantor further agrees to pay Landlord upon demand reasonable attorneys' fees and all costs and other expenses incurred by it in collecting or compromising any obligation hereby guaranteed, or in enforcing this Guaranty against the Guarantors.

The Landlord shall have the right, without affecting any Guarantor's obligations hereunder, and without demand or notice, to collect first from the Tenant, and to exercise its rights of setoff against any asset of the Tenant, and to otherwise pursue and collect from the Tenant any other indebtedness of the Tenant to the Landlord not covered by this Guaranty, and any sums received from the Tenant, whether by voluntary payment, offset, or collection efforts, may be applied by the Landlord as it sees fit, including the application of all such amounts to other debts not guaranteed by the Guarantors. Subrogation rights or any other rights of any kind of any Guarantor against the Tenant, if any, shall not become available until all indebtedness and obligations of the Tenant to the Landlord are paid in full. This Guaranty shall survive the expiration or termination of the Lease to the extent the obligations of the Tenant thereunder likewise survive.

GUARANTOR(S):

None Required

(Signature)

Gross Lease
5/01/08

EXHIBIT A-1

Location of the Building or Description of the Land upon which the Building is Located

Parcel Information

Legal Description: S589900 - Hospital District A & B, BLOCK 1, RES A, ACRES 2.792

Neighborhood: 80000.C(CONROE PROPER)

Acreage: 2.792

Cross Reference: 5899-00-00100

Undivided Interest:

Exemption Codes:

Entity Codes: CCO (City Of Conroe)
GMD (Montgomery Cnty)
HM1 (Mont Co Hospital)
JNH (Lone Star College)
SCO (Conroe ISD)

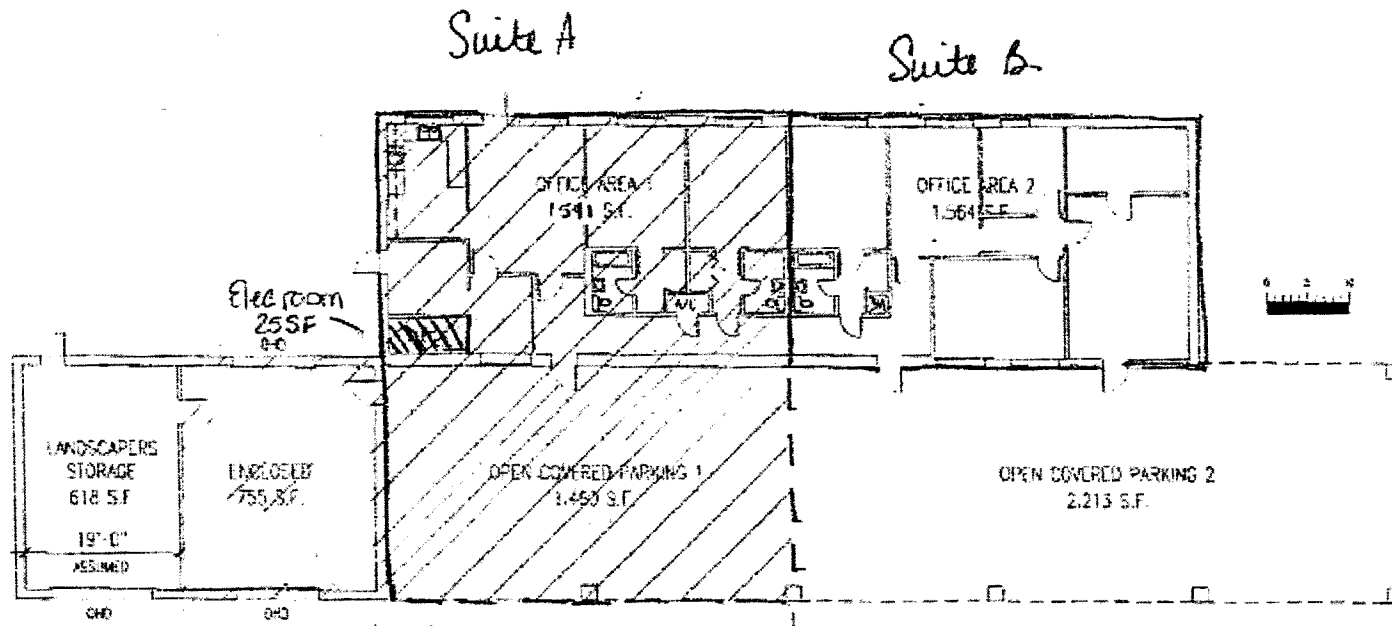
Deed Type: Spcl W/deed

Deed Book:

Deed Page: 2012040296

Map Page: CITY 39

Links:



Floor Plan or Other Specific Description of Premises

EXHIBIT A-2

301 GEORGE STRAKE ROAD
CONROE, TEXAS

SCHEME: AS-BUILT/AREA CALCULATIONS
N.R.A.: TOTAL BUILDING AREA 8,176 S.F. (UNDER ROOF)
06/20/2012

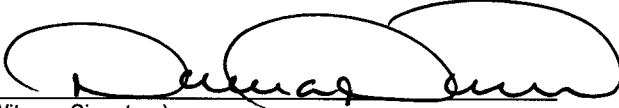
Harry Gendel Architects

EXHIBIT B

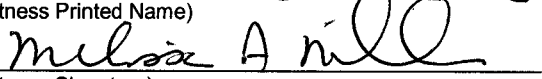
COMMENCEMENT DATE CERTIFICATE

The undersigned Landlord and Tenant acknowledge and agree that pursuant to the terms of that certain Medical Office Building Lease, dated as of _____, 20____ (the "Lease"), whereby Landlord leased to Tenant premises consisting of approximately 3,001 square feet and known as Suite No. A in the building located at 301 George Strake Blvd., Conroe, Texas 77304, the "Commencement Date" of said Lease is and shall be _____, 20____, and the Expiration Date of the initial Term of said Lease is and shall be _____, 20____. In the event of a conflict between the terms of this Certificate and the terms of the Lease, the terms of this Certificate shall control.

WITNESS
As to Tenant:

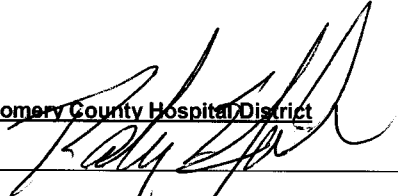

(Witness Signature)

Donna Danier
(Witness Printed Name)


(Witness Signature)

Melissa A. Miller
(Witness Printed Name)

TENANT:


Montgomery County Hospital District

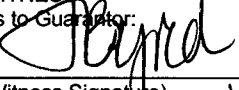
By: _____

Name: Randy E. Johnson

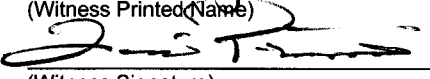
Title: Chief Executive Officer

Date: 9/19/17

WITNESS
As to Guarantor:


(Witness Signature)

Teena Byrd
(Witness Printed Name)


(Witness Signature)

J. Am. Phillips
(Witness Printed Name)

LANDLORD:

CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center

By: Conroe Hospital Corporation

Its: General Partner

By: 
(Signature)

Name: Matt Davis

Title: Chief Executive Officer

Date: 9/20/17

FIRST AMENDMENT TO MEDICAL OFFICE BUILDING LEASE

THIS FIRST AMENDMENT TO MEDICAL OFFICE BUILDING LEASE (this "Amendment") is made as of _____, 2017 (the "Date of this Amendment"), by and between CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center, ("Landlord") and Montgomery County Hospital District ("Tenant"), under the following circumstances:

Landlord and Tenant are about to enter into that certain Medical Office Building Lease, dated as of _____, 2017 (the "Lease"), whereby Landlord will lease to Tenant premises consisting of approximately 3,001 square feet and known as Suite No. A (the "Premises") on the first (1) floor of the building located at 301 George Strake Blvd., Conroe, Texas 77304; and

In order to induce Tenant to execute the Lease, Landlord and Tenant are executing this Amendment in order to modify certain terms of the Lease.

NOW THEREFORE, in consideration of the premises and the agreements and covenants contained herein, Landlord and Tenant agree that the Lease is amended and modified as follows:

A. Amendments

1. The Lease is hereby amended by replacing all references to "rentable square feet" in the paragraph immediately preceding Section 1 and in Section 2 and Section 3 of the Lease with "usable square feet" and by replacing all references to "r.s.f." in Schedule A and Schedule B of the Lease with "u.s.f."
2. Section 4. Section 4 of the Lease is amended as follows:
 - (a) Replace the first sentence of Section 4.1(a) with the following:

Tenant shall use and occupy the Premises as a twenty-four hour ambulance operation with office business, administrative and dispatch office, and temporary quarters for employees of Tenant and for no other purpose whatsoever. In no event shall Tenant allow patients, customers, or any other invitees to enter the Premises.
 - (b) Delete in their entirety Sections 4.1(b) and (c) and Sections 4.2, 4.3 and 4.4.
3. Section 5.1. The first sentence of Section 5.1 is amended by replacing clause (b) thereof with the following:
 - (b) If the Building is equipped with a central heating and air-conditioning system that serves the rentable areas of the Building, heat and air-conditioning as required for Tenant's comfortable use and occupancy of the Premises 24 hours a day, seven days a week;
4. Section 20. The Lease is amended by deleting Section 20 in its entirety.

B. Miscellaneous.

1. Except as amended by this Amendment, the Lease is not otherwise amended, and the Lease is hereby ratified and confirmed and remains in full force and effect, as amended hereby. In the event of a conflict between the terms of this Amendment and the terms of the Lease, the terms of this Amendment shall control. This Amendment may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument. Defined terms used in this Amendment not defined herein shall have the meaning set forth in the Lease.

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

WITNESS
As to Tenant:

[Signature]
(Witness Signature)
Donna Danie
(Witness Printed Name)
Melissa Miller
(Witness Signature)
Melissa A. Miller
(Witness Printed Name)

TENANT:

Montgomery County Hospital District
By: [Signature]
Name: Randy E. Johnson
Title: Chief Executive Officer
Date: 9/19/17

WITNESS
As to Landlord:

[Signature]
(Witness Signature)
Teena Byrd
(Witness Printed Name)
[Signature]
(Witness Signature)
IAM Phillips
(Witness Printed Name)

LANDLORD:

CHCA Conroe, L.P. d/b/a Conroe Regional Medical Center
By: Conroe Hospital Corporation
Its: General Partner
By: [Signature]
(Signature)
Name: Matt Davis
Title: Chief Executive Officer
Date: 9/20/17



September 22, 2017

Randy E. Johnson
Montgomery County Hospital District
1400 South Loop 336 West
Conroe, TX 77304

RE: Lease Agreement –Montgomery County Hospital District, Suite A, 301 George Strake Blvd., Conroe

Dear Mr. Johnson:

Attached, please find a fully executed original of the Medical Office Building Lease between Conroe Regional Medical Center (Landlord) and Montgomery County Hospital District (Tenant) for Suite A.

Should you have any questions or concerns, please give me a call at (281) 358-0386. Thanks for your assistance.

Sincerely,

A handwritten signature in black ink that reads "Angela Valdez". The signature is written in a cursive, flowing style.

Angela Valdez
Property Administrator

Attachments

Agenda Item # 16



We Make a Difference!

To: Board of Directors

From: Melissa Miller, Chief Operating Officer

Date: September 25, 2018

Re: MPLS Microwave change order to support fiber network

Consider and act on change order to RFP #FY2017-04-02. This change is budget neutral and replaces previously budgeted equipment with technology to support Gig fiber connections.

Yes No N/A

- | | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Renewal contract? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Special request? |



PROJECT CHANGE ORDER AUTHORIZATION

TO:
 Montgomery County Hospital District
 1400 South Loop 336 West
 Conroe, TX 77304

Quotation No:
 IF80919-52

Amendment No:

Date:
 9/20/18

Original Purchase Order or Contract Number:
 49291

This amendment is issued to document changes to our quotation: IF80919-52, dated 9/19/18
 Changes in equipment and/or services are as follows: Syteline # 380205A

Item	Description	Equipment Price	Services Price	Total Price
1	MX 104 Equipment with 10 GE Option	\$193,298.00		\$193,298.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00

The amounts of the original proposal and previous amendments, are as follows: (Decrease to be preceded by a [-] sign).	TOTAL PRICE:	\$193,298.00	\$0.00	\$193,298.00
--	---------------------	--------------	--------	--------------

Original Proposal	This amendment results in a total price increase of \$193,298.00
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Amendment No. 1	All other Terms and Conditions specified in the original proposal or contract, remain in effect.
-----------------	--

Amendment No. 2	Schedule is: <input checked="" type="checkbox"/> Not affected <input type="checkbox"/> Affected
Amendment No. 3	

Amendment No. 4	The above changes are submitted for your approval. Approved by: Name: _____ Signature: _____ Date: _____
-----------------	--

Amendment No. 5	The above changes are submitted for your approval. Approved by: Name: _____ Signature: _____ Date: _____
-----------------	--

Amendment No. 6	The above changes are submitted for your approval. Approved by: Name: _____ Signature: _____ Date: _____
-----------------	--

Current Project Total: Price with this amendment:	\$0.00	\$193,298.00
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Prepared By: Itai Farchi

Agenda Item # 17



To: Board of Directors

From: Ashley Presswood

Date: September 25, 2018

Re: Medical Supply Bid 2018-2020

Consider and act on Medical Supply RFP. (Mr. Cole, Chair – PADCOM)

“Presentation will be made to the board at meeting”

Fiscal Impact:

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Within budget?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Renewal contract?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Special request?

Agenda Item # 18



We Make a Difference!

To: Board of Directors
From: Ade Moronkeji, HCAP Manager
Date: September 25, 2018
Re: HCAP Report

HCAP Update

We are continuing efforts to proactively reach out to specific underserved populations within the county who experience barriers in seeking and accessing health care. HCAP is utilizing the power of collaboration to increase our program reach by partnering with the Community Paramedicine program and local organizations with similar objectives. On September 26, Melissa Miller and Adeolu Moronkeji will be meeting with Karen Harwell, CEO of Lone Star Family Health Center and members of CASA and Angel Reach team to better understand the resources available to youths who have aged out of the foster care system. The meeting will focus on mapping out the resources that youths can utilize through Lone Star in order to effectively access the health care system. Members of the HCAP team are still working with Under Over Ministries to provide assistance to individuals experiencing homelessness. This endeavor has resulted in 17 application assistance and 4 approvals.

On September 20th, Nancy Cadena, Indigent Health Care Director and her team from Webb County, Laredo TX, visited HCAP to learn about our processes and procedures. We were able to walk them through the aspects of HCAP, particularly those components that are unique to MCHD, such as case management and pharmacy medication triage.

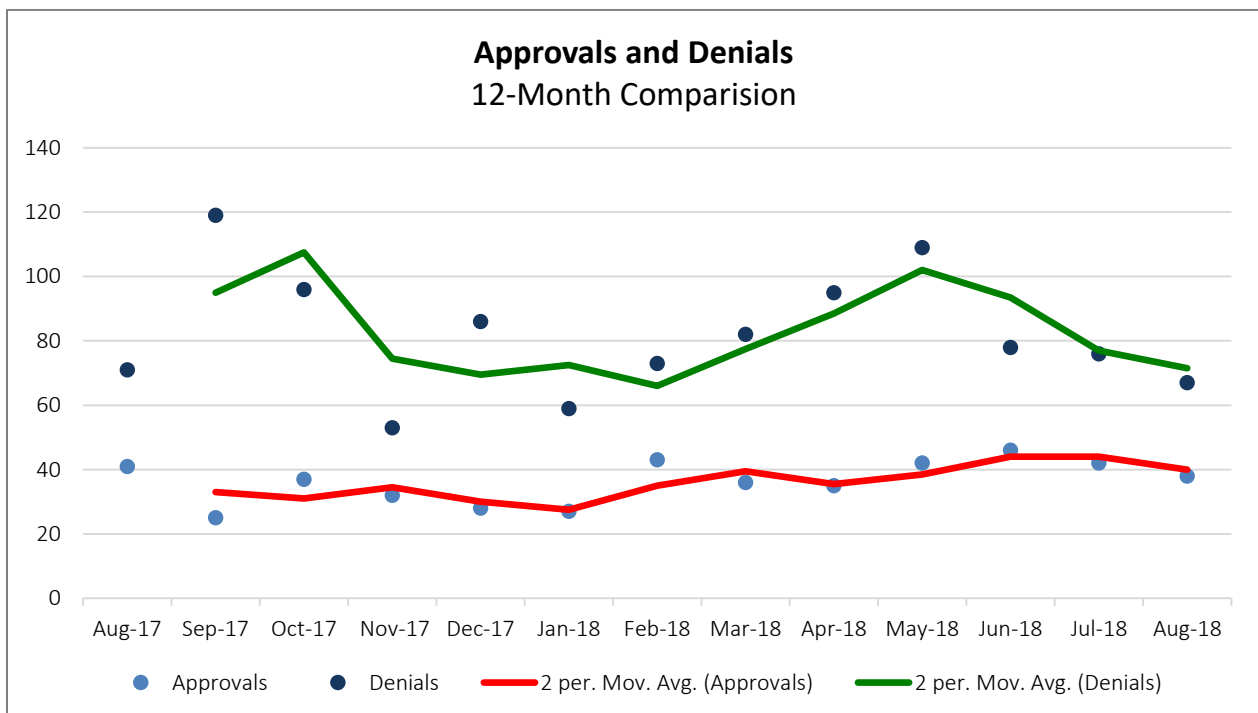
HCAP Applications

We have received and processed a total of 2,683 applications fiscal year to date. For this reporting month, we have a 27% denial rate. Denials are based on a number of factors:

- Eligible for another payer source (Medicare, Medicaid, Market Place, etc.)
- Above 133% of FPIL
- Failure to complete application/provide information

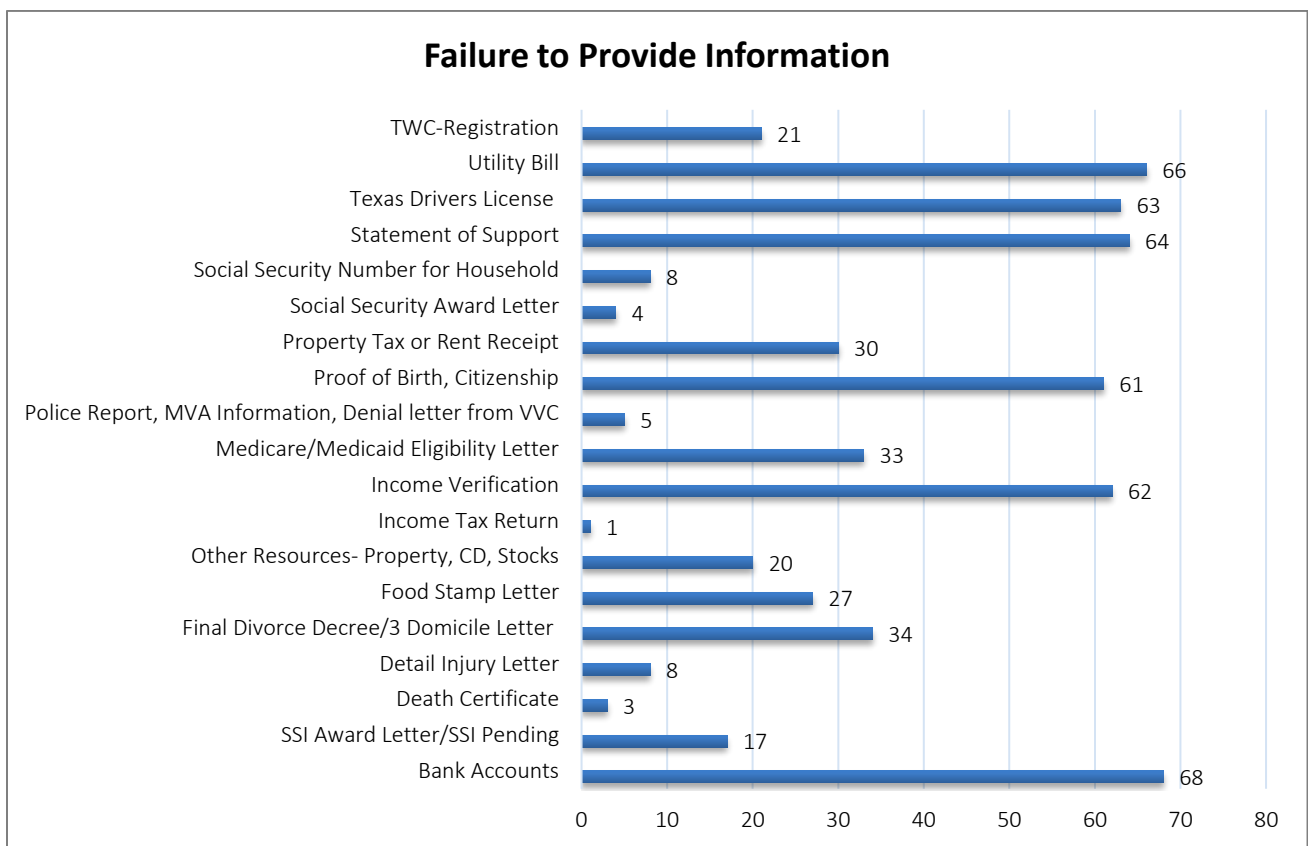
Month	Applications Received	Approvals	Pending Applications	Denials	
Aug - 18	252	54	131	67	27%
Jul - 18	232	38	118	76	33%
Jun - 18	269	42	149	78	29%
May - 18	287	46	132	109	38%
Apr - 18	311	42	174	95	31%
Mar - 18	211	35	94	82	39%
Feb -18	225	36	116	73	32%
Jan - 18	207	43	105	59	29%
Dec -17	205	27	92	86	42%
Nov - 17	236	28	155	53	22%
Oct - 17	248	32	120	96	39%
Sep - 17	269	37	113	119	44%
Aug - 17	222	25	126	71	32%

HCAP Approvals and Denials

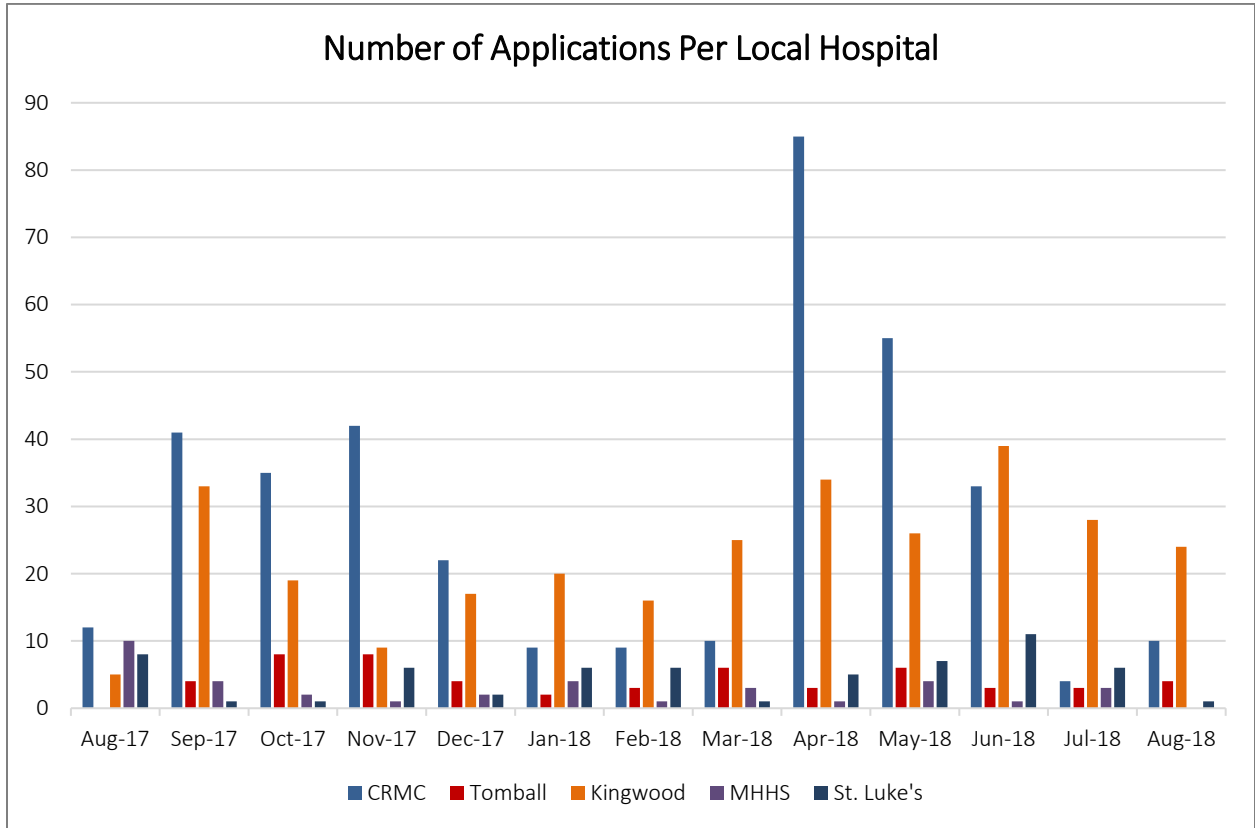


Failure to Provide Information Denial Analysis

For the month of August, we recorded a total of 100 cases that were denied due to failure to provide additional information. Some of these cases carried over from previous months. The table below represents the breakdown of the documents that clients were unable to provide for eligibility determination.



Hospital Applications



Status of Hospital Applications

	Approvals		Denials		Pending Cases		Scheduled Appointments	
Aug-18	0	0%	10	26%	29	74%	0	0%
Jul - 18	0	0%	12	27%	32	73%	0	0%
Jun - 18	4	5%	31	36%	50	57%	2	2%
May - 18	0	0%	40	44%	48	53%	2	2%
Apr - 18	3	2%	45	35%	77	60%	3	2%
Mar - 18	2	4%	22	49%	21	47%	0	0%
Feb - 18	1	3%	15	43%	19	54%	0	0%
Jan - 18	3	7%	10	24%	28	68%	0	0%
Dec - 17	0	0%	29	62%	17	36%	1	2%
Nov -17	1	2%	11	17%	54	82%	0	0%
Oct -17	0	0%	40	62%	25	38%	0	0%
Sep - 17	2	2%	53	64%	28	34%	0	0%
Aug - 17	0	0%	8	23%	26	74%	1	3%

Census

Effective July 1, 2011, new applicants are required to be $\leq 133\%$ of FPIL to qualify for HCAP benefits

HCAP Clients as of August 31, 2018 = 441 versus August 31, 2017 = 444										
FPIL Range	0-21%		21-50%		50-100%		100-133%		Inmates	
FY 2018	256	58%	50	11%	85	19%	31	7%	19	4%
FY 2017	293	66%	49	11%	83	19%	11	2%	8	2%

Clients who have reached the Maximum Annual Benefits of \$60,000 or 30 inpatient days

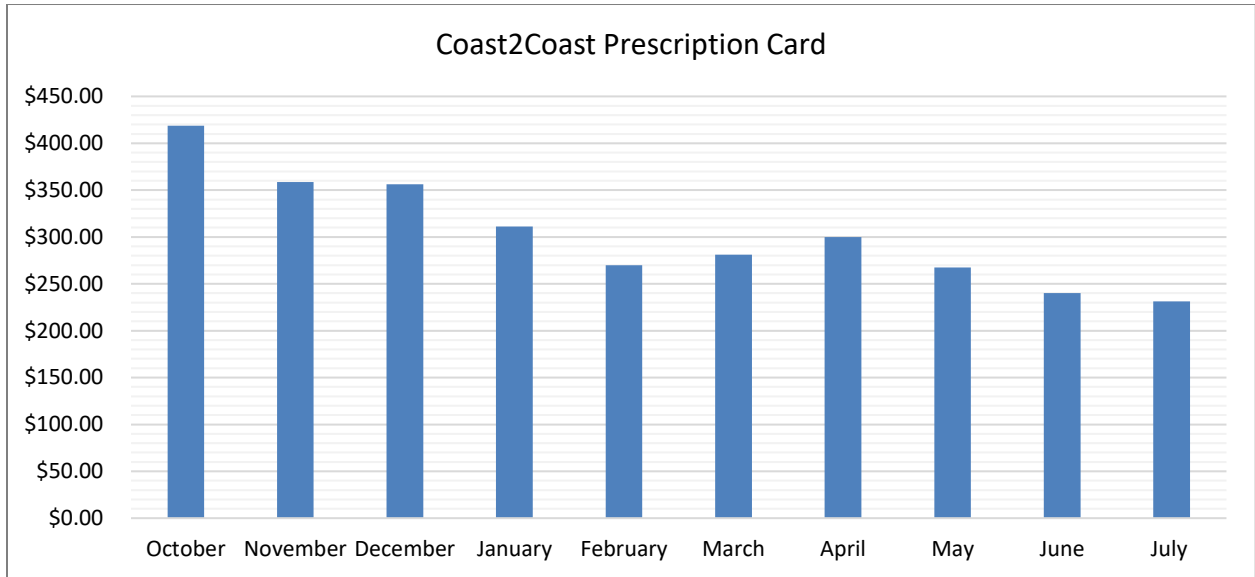
- a. FY 17/18 = 8
- b. FY 16/17 = 9
- c. FY 15/16 = 10

Prescription Benefits Services:

Month	Applying Clients	Total Applications	Monthly Savings (AWP-16% + Dispensing Fee)
Aug - 18	18	25	\$10,595.97
Jul - 18	32	45	\$53,516.34
Jun-18	27	46	\$47,082.38
May-18	28	43	\$18,887.13
Apr-18	30	38	\$21,796.87
Mar-18	28	41	\$27,517.37
Feb-18	32	48	\$45,762.48
Jan-18	32	48	\$22,263.66
Dec-17	21	38	\$59,827.10
Nov-17	31	52	\$17,340.13
Oct-17	35	56	\$20,365.09
Sep - 17	19	26	\$10,847.13
Aug - 17	27	33	\$77,112.83

*Patient assistance programs are run by pharmaceutical companies to provide free medications to people who cannot afford to buy their medicine.

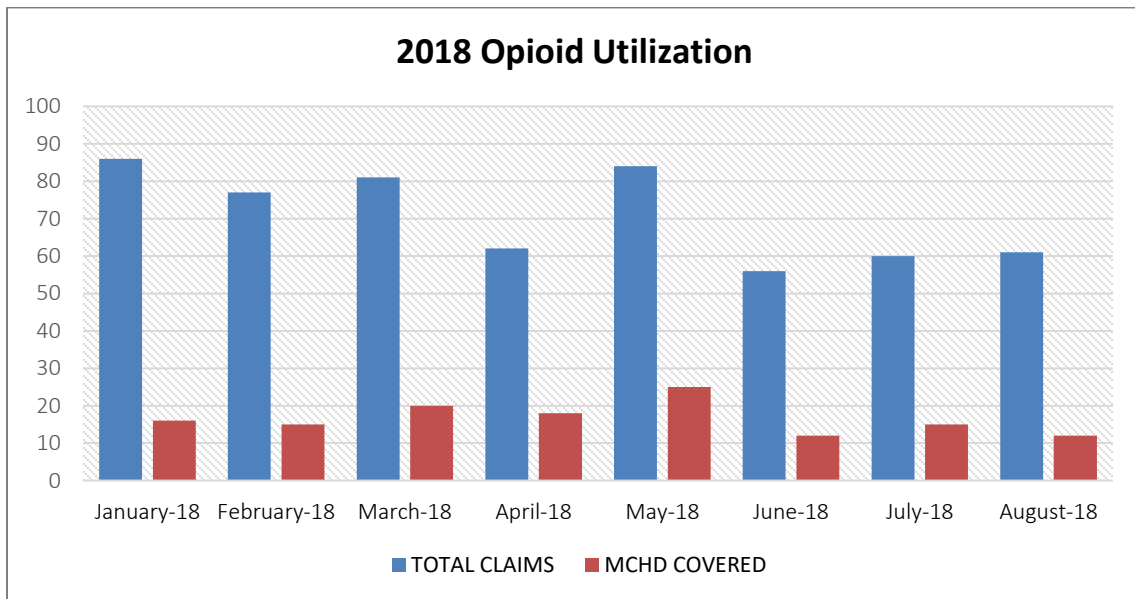
Fiscal Year-to-Date Royalty



*we have not yet received the revenue for August.

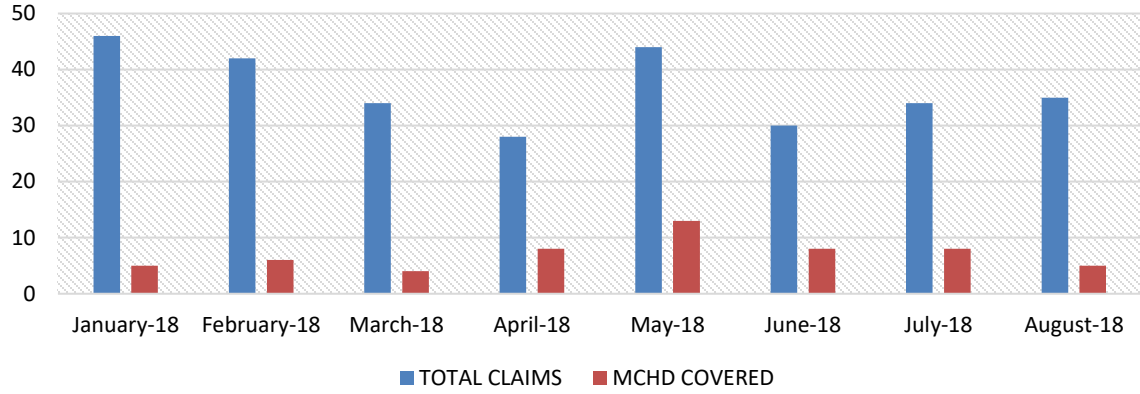
Opioid

In August a total of 61 opioid claims were filled and only 12 of these were covered by MCHD.



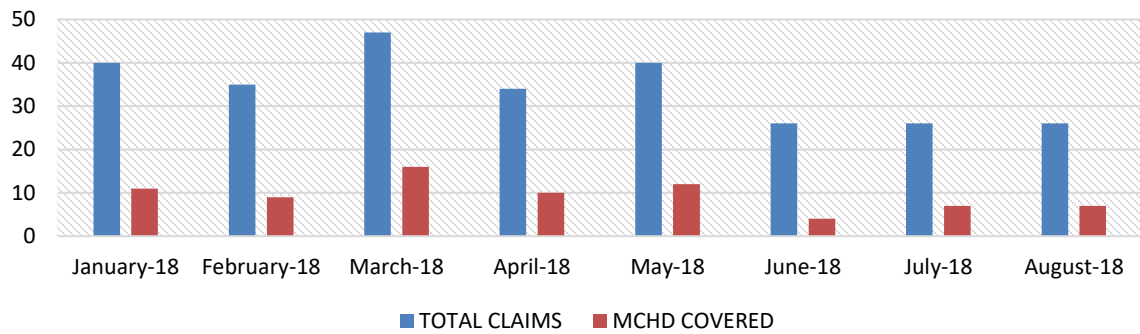
Out of the 61 total opioid claims, 35 were on the MCHD Formulary. Out of these 35 Formulary fills, 5 were covered by MCHD. These were covered either because the client already used the allowed 3 covered medications for the month or the copay was less than \$7.50 so it was only discounted (%100 copay).

Formulary 2018 Opioid Utilization



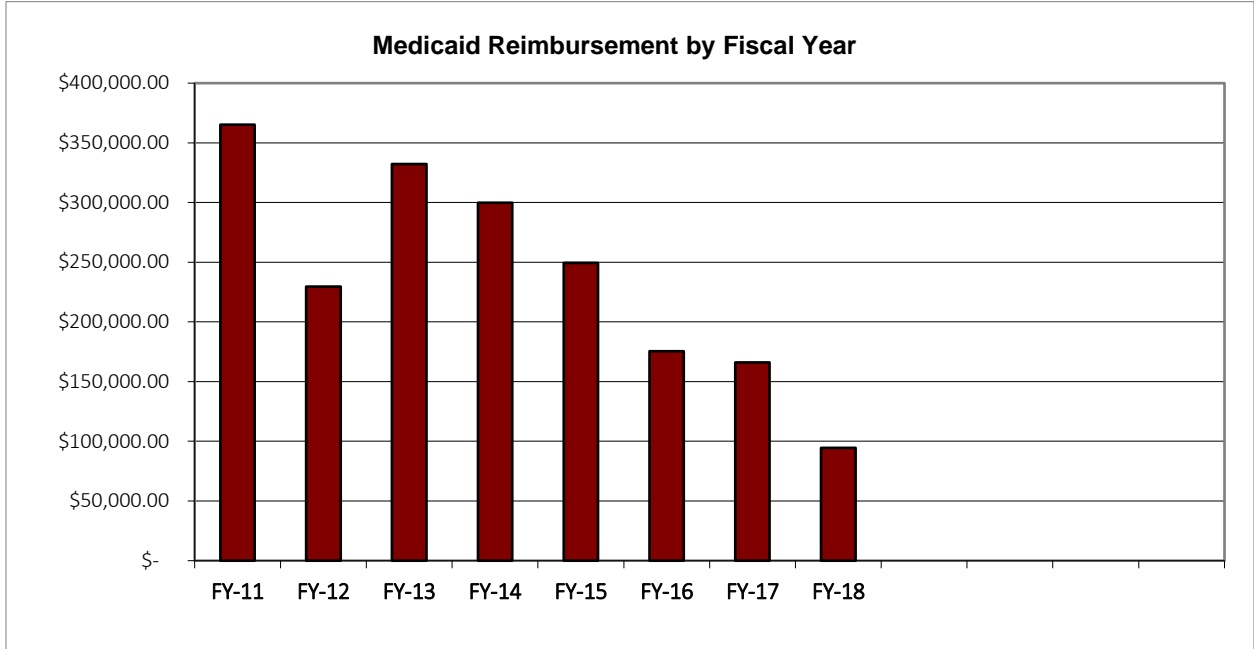
Out of the 61 total opioid claims, 26 were not on MCHD's formulary. Out of these 26 claims, 7 were covered by MCHD. These were covered due to pain management, cancer and/or surgery.

Non-Formulary 2018 Opioid Utilization

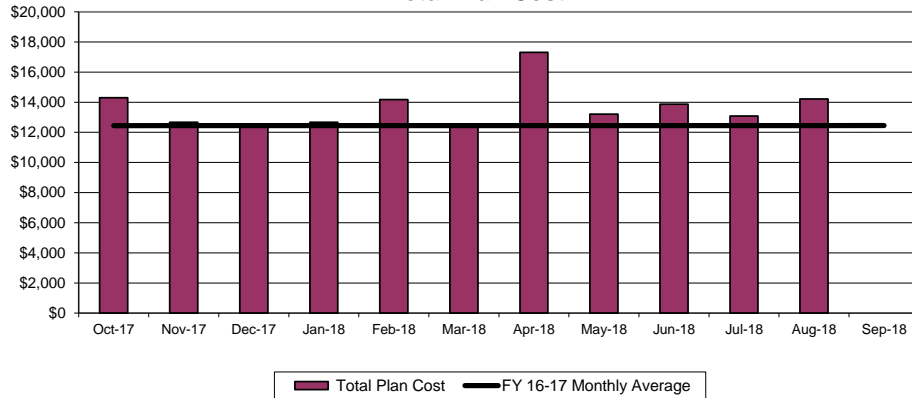


Medicaid Reimbursement

For FY 17-18 we have collected \$94,508.42 in Medicaid reimbursement. In August 4 clients were found to eligible for Medicaid and \$7,768.53 has been requested in reimbursement from the providers.

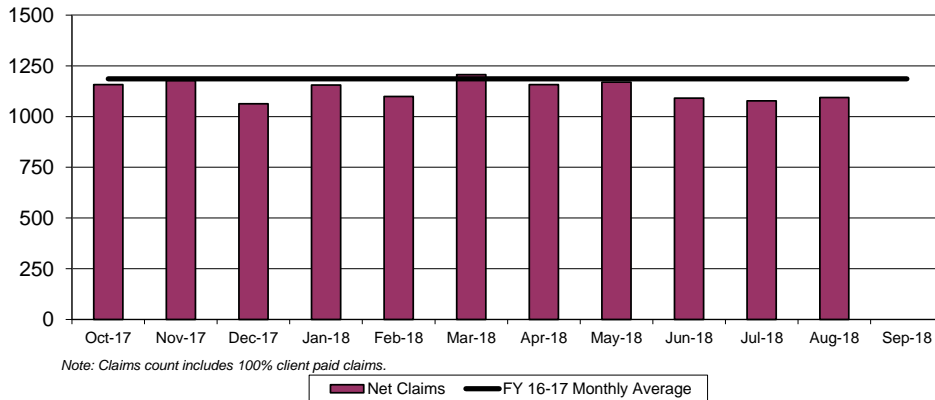


**Montgomery County Hospital District
Healthcare Assistance Program
Total Plan Cost**



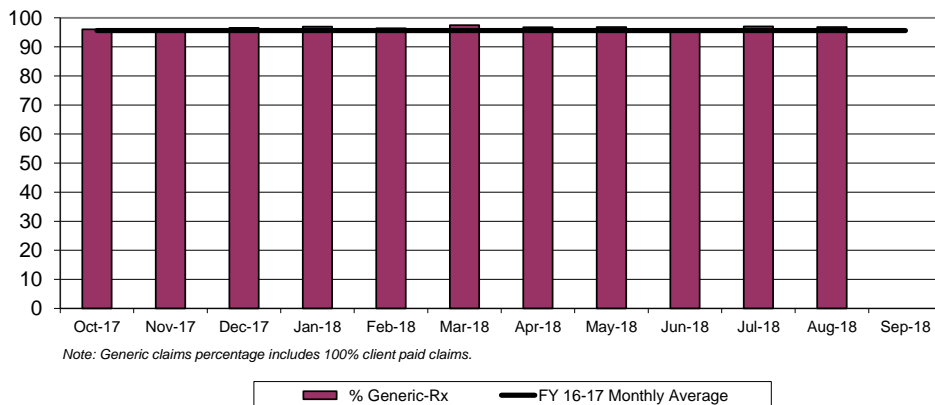
The “Total Plan Cost” is the actual RX cost that MCHD paid. In August it was 14.2% above average. This may be due to a gradual increase of generic prices.

**Montgomery County Hospital District
Healthcare Assistance Program
Net Claims**

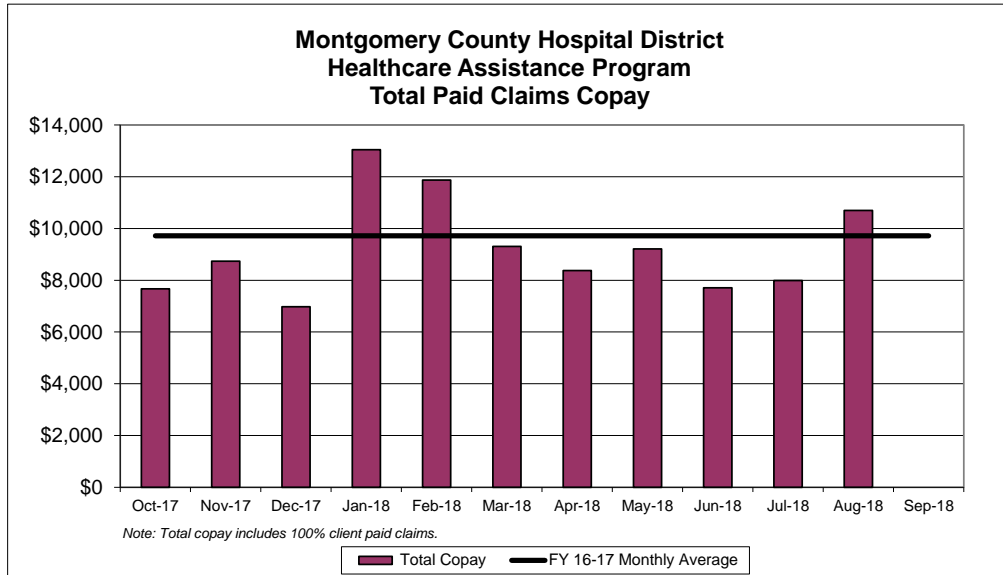


The “Net Claims” graph shows how many claims were filled. In August this graph is 7.76% below average.

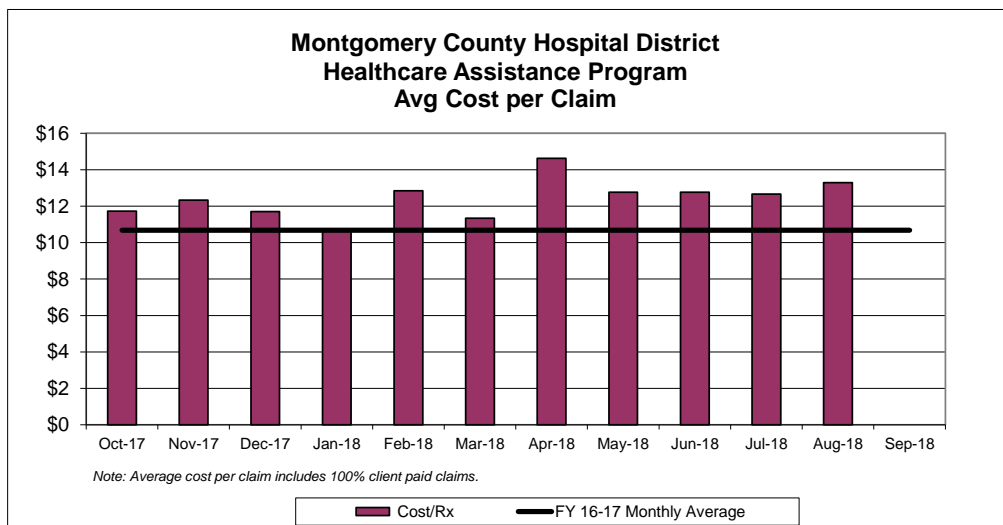
**Montgomery County Hospital District
Healthcare Assistance Program
Generic % of Total Paid Claims**



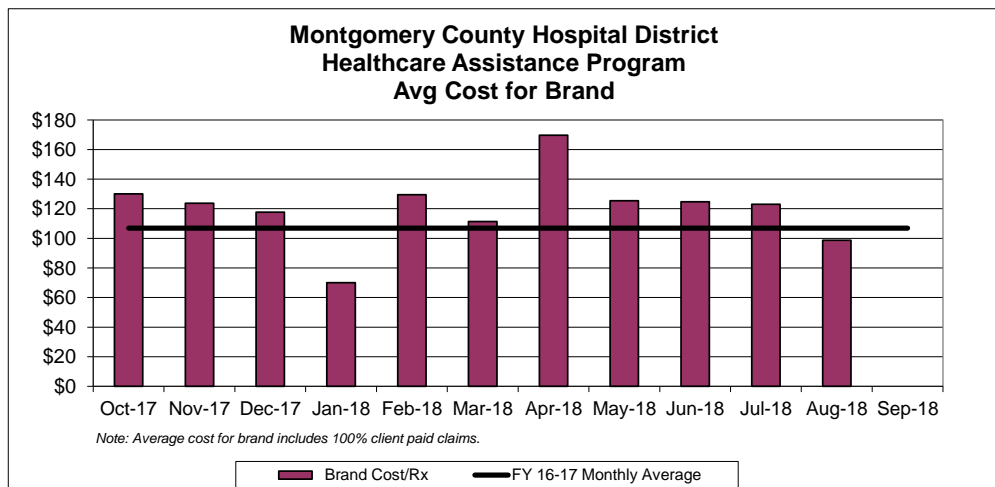
The “Generic % of Total Paid Claims” graph shows the percentage of generics filled. This graph includes 100% copay claims (claims that the client pays 100% for the medication). In August it is at average.



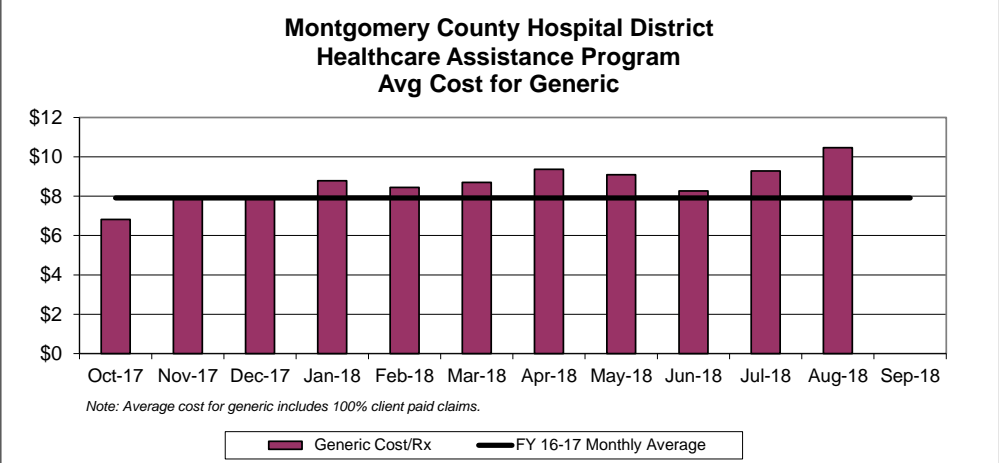
The "Total Paid Claims Copay" shows the average of all utilizing member's copay amount for the month. These also include 100% copay claims. In August this average was 10.08% above the set FY average.



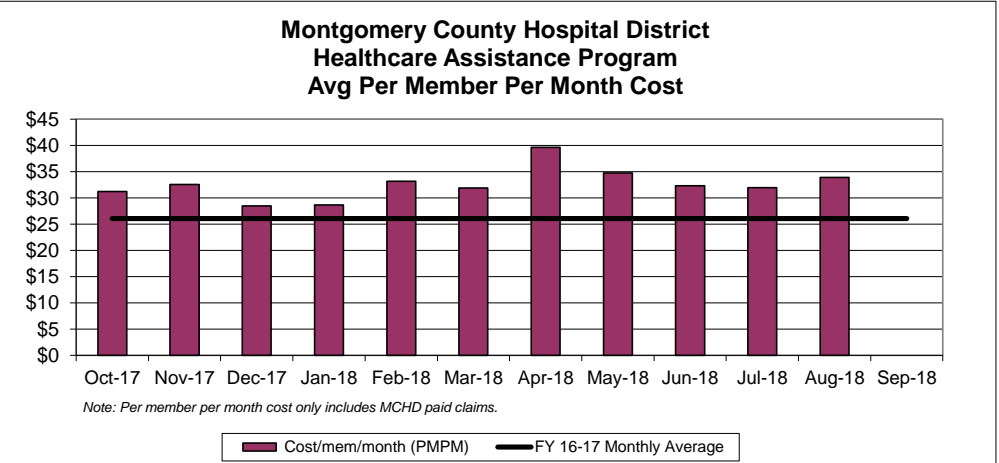
The "Average Cost Per Claim" is 24.44% higher for August than the FY average. This is due to an increase in generic prices and the 100% copay claims.



The "Average Cost for Brand" graph also includes 100% copay claims and is 7.70% lower than average.



The "Average Cost for Generic" graph includes 100% copay claims and is 32.36% higher than average.



The "Average Per Member Per Month" graph only includes MCHD paid claims and is a ratio showing average amount of utilization. In August it is 29.98% higher than average. This average is affected by the average cost of scripts as well as the quantity of scripts.

120501 Montgomery Co IHCP-Retail

Type: ALL

	# of RXs	% of All RXs	Calculated Total Cost	Average Cost/RX	Avg Qty	Avg Days	---- Savings vs Submitted Amounts ----				---- Savings vs Full AWP Price ----			
							Requested	Amt Saved	Amt Saved per RX	Pct Saved	Full AWP	Amt Saved	Per RX	Pct Saved
<i>Totals:</i>	1068	100%	\$22,893	\$21.44	59.2	26.2	\$24,446	\$1,553	\$1.45	6.35%	\$105,584	\$82,691	\$77.43	78.32%
<i>New RXs:</i>	598	55.99%	\$14,365	\$24.02	69.4	23.6	\$15,553	\$1,188	\$1.99	7.64%	\$57,995	\$43,630	\$72.96	75.23%
<i>Refill RXs:</i>	470	44.01%	\$8,528	\$18.14	46.2	29.5	\$8,893	\$365	\$0.78	4.10%	\$47,590	\$39,062	\$83.11	82.08%
<i>Generic RXs:</i>	1035	96.91%	\$15,968	\$15.43	59.7	26.3	\$16,246	\$278	\$0.27	1.71%	\$95,546	\$79,578	\$76.89	83.29%
<i>Brand Equiv RXs:</i>	1	0.09%	\$18	\$17.69	30.0	30.0	\$21	\$3	\$3.43	16.24%	\$22	\$4	\$4.31	19.60%
<i>Brand RXs:</i>	32	3.00%	\$6,907	\$215.86	44.9	23.5	\$8,178	\$1,271	\$39.72	15.50%	\$10,016	\$3,109	\$97.15	31.04%
<i>Maintenance RXs:</i>	801	75%	\$15,633	\$45.18	19.5	29.2	\$16,562	\$929	\$1.16	5.61%	\$80,408	\$64,775	\$80.87	80.56%
<i>Non-Maint RXs:</i>	267	25%	\$7,260	\$27.19	101.3	17.1	\$7,883	\$624	\$2.34	7.91%	\$25,177	\$17,917	\$67.10	71.16%

Savings vs. Submitted Amounts This section compares amounts requested by the pharmacy with amounts actually billed to the plan.
Savings vs. Full AWP Price This section compares the full AWP price of the drug against the amount billed to the plan

Type indicate the network type of the pharmacy. Values are Retail, Mail, or All.
 All dollar amounts are based of Drug cost only.
 Brand Equiv RXs refers to brands drugs filled when a generic equivalent was available

Note

This report is based of invoice close dates.

120501 Montgomery Co IHCP-Retail																
RETAIL Montgomery Co IHCP-Retail																
Rank	Pharmacy Name	NABP	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	DAW C-#	DAW Ovrd
1	LONE STAR FAMILY HEALTH	4534219	9	\$1,477.18	110	970.81	0	0.00	\$2,447.99	119	10.96	16.84	27.6	\$20.57	0	0
2	WALMART PHARMACY 10-	4517148	2	\$46.56	37	1,072.12	0	0.00	\$1,118.68	39	3.59	7.69	25.0	\$28.68	5	0
3	WALMART PHARMACY 10-	4592300	4	\$710.40	87	358.02	0	0.00	\$1,068.42	91	8.38	7.35	26.5	\$11.74	0	0
4	PINECROFT PHARMACY	5900611	0	\$0.00	4	936.77	0	0.00	\$936.77	4	0.37	6.44	23.8	\$234.19	0	0
5	KROGER PHARMACY #138	4569527	1	\$530.53	34	311.84	0	0.00	\$842.37	35	3.22	5.79	27.3	\$24.07	0	0
6	KROGER PHARMACY	4511704	0	\$0.00	38	678.87	0	0.00	\$678.87	38	3.50	4.67	24.7	\$17.87	1	0
7	WALMART PHARMACY 10-	4528052	0	\$0.00	26	649.57	0	0.00	\$649.57	26	2.39	4.47	26.5	\$24.98	0	0
8	WALMART PHARMACY 10-	4567472	1	\$283.97	71	319.01	0	0.00	\$602.98	72	6.63	4.15	26.4	\$8.37	3	1
9	WALMART PHARMACY 10-	5921211	1	\$0.00	58	491.60	0	0.00	\$491.60	59	5.43	3.38	26.7	\$8.33	0	0
10	HEB PHARMACY	5908201	2	\$397.83	5	89.15	0	0.00	\$486.98	7	0.64	3.35	27.4	\$69.57	0	0
11	WALMART PHARMACY 10-	4565113	0	\$0.00	40	482.89	0	0.00	\$482.89	40	3.68	3.32	28.7	\$12.07	0	0
12	KROGER PHARMACY #136	4522997	0	\$0.00	40	471.71	0	0.00	\$471.71	40	3.68	3.24	23.6	\$11.79	2	0
13	KROGER PHARMACY	4523064	2	\$0.00	61	459.04	0	0.00	\$459.04	63	5.80	3.16	22.4	\$7.29	2	0
14	WALMART PHARMACY 10-	4540870	2	\$0.00	20	393.17	0	0.00	\$393.17	22	2.03	2.70	25.1	\$17.87	0	0
15	HEB PHARMACY	4530968	1	\$0.00	15	369.84	0	0.00	\$369.84	16	1.47	2.54	28.8	\$23.12	0	0
16	KROGER PHARMACY	4593112	0	\$0.00	19	355.61	0	0.00	\$355.61	19	1.75	2.45	28.4	\$18.72	0	0
17	PHARMHOUSE DRUG -	5923645	0	\$0.00	32	321.46	0	0.00	\$321.46	32	2.95	2.21	28.1	\$10.05	4	0
18	WALMART PHARMACY 10-	4567042	1	\$0.00	19	262.80	0	0.00	\$262.80	20	1.84	1.81	29.2	\$13.14	0	0
19	CVS PHARMACY #07435	4564440	1	\$0.00	40	261.73	0	0.00	\$261.73	41	3.78	1.80	24.4	\$6.38	2	0

Total Dollars: Total calculated price for all RXs for Pharmacy (including copay)
% Total By RX: Percentage of RXs by Pharmacy vs. total RXs
%Total by Amt: Percentage of dollars by Pharmacy vs. total dollars (including copay)
Avg. Qty: Average quantity dispensed in each RX by Pharmacy
Avg Day Supply: Average Number of days supply dispensed by Pharmacy for each RX
Avg. Cost Per Rx: Average total price for each RX by Pharmacy (including member copay)
C-#: Total # of C-II Controlled RXs dispensed from Pharmacy
DAW Ovrd: Total # of DAW 1 (Physician) and DAW 2 (Member) Overrides
Note
 This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Rank	Pharmacy Name	NABP	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	DAW C-#	DAW Ovrd
20	CVS PHARMACY #06741	4536528	1	\$0.00	39	207.80	0	0.00	\$207.80	40	3.68	1.43	22.5	\$5.20	3	0
21	HEB PHARMACY	5919139	0	\$0.00	6	185.93	0	0.00	\$185.93	6	0.55	1.28	26.0	\$30.99	0	0
22	BROOKSHIRE BROTHERS	4594974	0	\$0.00	22	178.79	0	0.00	\$178.79	22	2.03	1.23	25.5	\$8.13	0	0
23	BROOKSHIRE BROTHERS	4599126	0	\$0.00	27	177.35	0	0.00	\$177.35	27	2.49	1.22	29.0	\$6.57	0	0
24	HEB PHARMACY	4534790	0	\$0.00	32	130.49	0	0.00	\$130.49	32	2.95	0.90	27.4	\$4.08	2	0
25	SAMS PHARMACY	4517960	0	\$0.00	18	118.69	0	0.00	\$118.69	18	1.66	0.82	22.6	\$6.59	0	0
SUBTOTAL FOR TOP25 :									\$13,701.53	928			653.65	\$630.35		
SUBTOTAL FOR ALL OTHER Pharmacies :									\$837.78	158			746.70	\$284.26		
TOTAL FOR PLAN :									\$14,539.31	1086			1,400.35	\$914.61		
TOTAL FOR GROUP :									\$14,539.31	1086			1,400.35	\$914.61		

120501		Montgomery Co IHCP-Retail													
RETAIL		Montgomery Co IHCP-Retail													
Rank	Physician Name	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrdr
1	WILLIS, BRANCH	2	\$873.92	16	113.32	0	0.00	\$987.24	18	1.66	6.79	29.8	\$54.85	0	0
2	WU, KENNETH	0	\$0.00	23	875.31	0	0.00	\$875.31	23	2.12	6.02	25.7	\$38.06	3	0
3	FERNANDES, LAURA	2	\$0.00	34	736.86	0	0.00	\$736.86	36	3.31	5.07	28.8	\$20.47	0	0
4	ANUGWOM, CHINASA	1	\$0.00	95	650.96	0	0.00	\$650.96	96	8.84	4.48	26.4	\$6.78	1	0
5	DESAI, ASHESH	0	\$0.00	6	598.43	0	0.00	\$598.43	6	0.55	4.12	22.3	\$99.74	0	0
6	CASTILLO, GREGG	1	\$530.53	10	61.49	0	0.00	\$592.02	11	1.01	4.07	27.8	\$53.82	0	0
7	STELLA, ANA	2	\$391.47	24	87.72	0	0.00	\$479.19	26	2.39	3.30	29.1	\$18.43	0	0
8	SPRINTZ, MICHAEL	0	\$0.00	5	456.67	0	0.00	\$456.67	5	0.46	3.14	25.2	\$91.33	0	0
9	GERLA, LAURA	2	\$433.26	2	4.50	0	0.00	\$437.76	4	0.37	3.01	18.8	\$109.44	0	0
10	RENTERIA, MIRIAM	2	\$397.83	5	1.09	0	0.00	\$398.92	7	0.64	2.74	30.3	\$56.99	0	0
11	PEREZ, CARMEN	1	\$307.39	7	60.61	0	0.00	\$368.00	8	0.74	2.53	24.3	\$46	0	0
12	NGUYEN, CHANH	0	\$0.00	43	363.14	0	0.00	\$363.14	43	3.96	2.50	28.7	\$8.45	1	0
13	AWASUM, SERGE-ALAIN	0	\$0.00	3	353.25	0	0.00	\$353.25	3	0.28	2.43	18.7	\$117.75	0	0
14	THOMAS, CELESTE	0	\$0.00	7	347.69	0	0.00	\$347.69	7	0.64	2.39	26.6	\$49.67	0	0
15	SINGH, BALBIR	0	\$0.00	6	334.92	0	0.00	\$334.92	6	0.55	2.30	30.0	\$55.82	0	0
16	BOBADILLA, MARIBETH	1	\$0.00	33	292.24	0	0.00	\$292.24	34	3.13	2.01	26.4	\$8.60	0	0
17	YA, AJUNG	1	\$264.82	1	21.00	0	0.00	\$285.82	2	0.18	1.97	26.0	\$142.91	0	0
18	VRABEC, JEFFREY	0	\$0.00	2	252.17	0	0.00	\$252.17	2	0.18	1.73	10.0	\$126.09	0	0
19	KLEIN, ALEXANDER	0	\$0.00	4	220.55	0	0.00	\$220.55	4	0.37	1.52	12.3	\$55.14	0	0

Total Dollars: Total calculated price for all RXs for Physician (including copay) *Avg Day Supply:* Average Number of days supply dispensed by Physician for each RX
% Total By RX: Percentage of RXs by Physician vs. total RXs *Avg. Cost Per Rx:* Average total price for each RX by Physician (including member copay)
%Total by Amt: Percentage of dollars by Physician vs. total dollars (including copay) *C-II:* Total # of C-II Controlled RXs written by Physician
Avg. Qty: Average quantity dispensed in each RX by Physician *DAW Ovrdr:* Total # of DAW 1 (Physician) and DAW2 (Member) Overrides

Note

This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Rank	Physician Name	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrdr
20	DVORAK, ANDREW	0	\$0.00	4	216.10	0	0.00	\$216.10	4	0.37	1.49	22.8	\$54.03	0	0
21	NAIK, OJAS	0	\$0.00	5	200.30	0	0.00	\$200.30	5	0.46	1.38	30.0	\$40.06	0	0
22	THOMPSON, PATRICIA	1	\$0.00	6	191.50	0	0.00	\$191.50	7	0.64	1.32	30.0	\$27.36	0	0
23	SIDDIQI, ATHER	0	\$0.00	2	188.82	0	0.00	\$188.82	2	0.18	1.30	22.5	\$94.41	0	0
24	KIEFFER, HILARY	0	\$0.00	4	185.91	0	0.00	\$185.91	4	0.37	1.28	26.5	\$46.48	0	0
25	CHERLO, SREENIVASULU	0	\$0.00	28	167.24	0	0.00	\$167.24	28	2.58	1.15	26.4	\$5.97	0	0
SUBTOTAL FOR TOP25 :								\$10,181.01	391			625.06	\$1,428.62		
SUBTOTAL FOR ALL OTHER PHYSICIANS :								\$4,358.30	695			4,359.45	\$1,290.46		
TOTAL FOR PLAN :								\$14,539.31	1086			4,984.51	\$2,719.08		
TOTAL FOR GROUP :								\$14,539.31	1086			4,984.51	\$2,719.08		

Top 25 Therapy Classes by- Dollar Amount

From 08/01/2018 to 08/31/2018

120501 Montgomery Co IHCP-Retail
RETAIL Montgomery Co IHCP-Retail

Rank	Code	Drug Class	Retail Rxs	Mail Rxs	Avg Days	Avg Rx Cost	Rx Cnt	Total Billed	Percent of Totals By Rx	Percent of Totals By Amt
1	7260	*Anticonvulsants - Misc.**	48	0	29.79	\$61.20	48	\$2,937.74	4.42	11.81
2	2710	*Insulin**	11	0	28.09	\$248.11	11	\$2,729.26	1.01	10.97
3	6520	*Opioid Partial Agonists**	5	0	20.20	\$259.32	5	\$1,296.58	.46	5.21
4	3320	*Beta Blockers Cardio-Selective**	46	0	29.35	\$22.62	46	\$1,040.73	4.24	4.18
5	6499	*Analgesic Combinations**	4	0	9.25	\$246.52	4	\$986.07	.37	3.96
6	4420	*Sympathomimetics**	7	0	22.86	\$124.54	7	\$871.81	.64	3.51
7	3940	*HMG CoA Reductase Inhibitors**	85	0	29.80	\$9.41	85	\$799.61	7.83	3.21
8	2770	*Sodium-Glucose Co-Transporter 2 (SGLT2) Inhibitors**	2	0	30.00	\$351.41	2	\$702.81	.18	2.83
9	3400	*Calcium Channel Blockers**	43	0	30.00	\$15.71	43	\$675.32	3.96	2.72
10	6599	*Opioid Combinations**	36	0	14.56	\$15.70	36	\$565.06	3.31	2.27
11	4440	*Steroid Inhalants**	2	0	30.00	\$278.10	2	\$556.19	.18	2.24
12	3920	*Fibric Acid Derivatives**	18	0	30.00	\$28.61	18	\$514.90	1.66	2.07
13	6610	*Nonsteroidal Anti-inflammatory Agents (NSAIDs)**	26	0	23.35	\$15.88	26	\$412.82	2.39	1.66
14	6800	*Gout Agents**	4	0	30.00	\$91.52	4	\$366.09	.37	1.47
15	7510	*Central Muscle Relaxants**	27	0	26.89	\$13.29	27	\$358.91	2.49	1.44
16	8910	*Rectal Steroids**	1	0	16.00	\$350.24	1	\$350.24	.09	1.41
17	2810	*Thyroid Hormones**	33	0	30.00	\$10.46	33	\$345.28	3.04	1.39
18	2210	*Glucocorticosteroids**	17	0	13.00	\$19.95	17	\$339.11	1.57	1.36
19	4927	*Proton Pump Inhibitors**	47	0	29.64	\$6.76	47	\$317.67	4.33	1.28
20	3750	*Potassium Sparing Diuretics**	10	0	30.00	\$31.35	10	\$313.45	.92	1.26
21	1300	*Antimalarials**	1	0	30.00	\$297.99	1	\$297.99	.09	1.2
22	6110	*Amphetamines**	1	0	30.00	\$297.71	1	\$297.71	.09	1.2
23	8337	*Direct Factor Xa Inhibitors**	1	0	21.00	\$296.06	1	\$296.06	.09	1.19
24	3610	*ACE Inhibitors**	61	0	30.00	\$4.78	61	\$291.29	5.62	1.17
25	8710	*Otic Anti-infectives**	1	0	15.00	\$259.67	1	\$259.67	.09	1.04
SUBTOTAL FOR TOP 25 :			537	0	628.77	\$3,356.89	537	\$17,922.37		
SUBTOTAL FOR ALL OTHER CLASSES :			549	0	2,304.98	\$2,057.28	549	\$6,950.71		
TOTAL FOR PLAN:			1086	0	2,933.75	\$5,414.17	1086	\$24,873.08		
TOTAL FOR GROUP :			1086	0	2,933.75	\$5,414.17	1086	\$24,873.08		

Note

Code: Therapeutic Classification for the drug class
 Avg Rx Cost: Average amount per script for the drug cost and dispense fee only
 Total Billed: Total amount of the drug cost and dispense fee

This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Montgomery County Indigent

Top 25 Therapy Classes by MCHD Billed Amount
For Period Ending August 31, 2018



Rank	Therapy Class	Billed Amount
1	Insulin	\$2,641.76
2	Anticonvulsants - Misc.	\$1,678.58
3	Opioid Partial Agonists	\$1,025.92
4	Sympathomimetics	\$807.31
5	Beta Blockers Cardio-Selective	\$536.31
6	Steroid Inhalants	\$536.19
7	Calcium Channel Blockers	\$429.64
8	Fibric Acid Derivatives	\$350.48
9	Rectal Steroids	\$342.74
10	Gout Agents	\$337.15
11	Antimalarials	\$297.99
12	HMG CoA Reductase Inhibitors	\$255.98
13	Otic Anti-infectives	\$252.17
14	Glucocorticosteroids	\$231.79
15	Analgesic Combinations	\$218.66
16	Potassium Sparing Diuretics	\$218.22
17	Antihistamines - Phenothiazines	\$212.21
18	Central Muscle Relaxants	\$193.86
19	Serotonin-Norepinephrine Reuptake Inhibitors (SNRIs)	\$188.30
20	Beta Blockers Non-Selective	\$183.76
21	Vaginal Anti-infectives	\$181.38
22	Nonsteroidal Anti-inflammatory Agents (NSAIDs)	\$180.97
23	Antiparkinson Dopaminergics	\$170.38
24	Prolactin Inhibitors	\$153.52
25	Scabicides & Pediculicides	\$149.40
Grand Total		\$11,774.67

AGENDA ITEM # 19

Board Mtg: 9/25/18

Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman (Mrs. Wagner, Chair-Indigent Care Committee)

Montgomery County Hospital District Summary of Claims Processed Through (TPA) Boon-Chapman For the Period 7/6/18 through 8/30/18

Disbursement Date	Board Reviewed	Payments Made to All Other Vendors (Non-UPL)	
July			
July 6, 2018	Yes	\$	36,595.55
July 12, 2018	Yes	\$	36,016.23
July 19, 2018	Yes	\$	43,992.37
July 26, 2018	Yes	\$	102,673.19
Total July Payments - MTD		\$	219,277.34
Monthly Budget - July 2018		\$	256,334.00
August			
August 2, 2018	No	\$	36,850.03
August 9, 2018	No	\$	20,264.23
August 16, 2018	No	\$	34,755.62
August 23, 2018	No	\$	26,154.01
August 30, 2018	No	\$	46,448.66
Total August Payments - MTD		\$	164,472.55
Monthly Budget - August 2018		\$	256,335.00

Note: Payments made may differ from the amounts shown in the financial statements due to accruals and/or other adjustments.

AGENDA ITEM # 20

Board Mtg.: 9/25/18

Montgomery County Hospital District Financial Dashboard for August 2018 (dollars expressed in 000's)

	Aug 2018	Aug 2017	Var	Var %	Legend			
Cash and Investments	49,316	43,776	5,540	12.7%	Green	Favorable Variance		
			Red	Unfavorable Variance				

Income Statement	August 2018				Year to Date			
	Act	Bud	Var	Var %	Act	Bud	Var	Var %
Revenue								
Tax Revenue	98	104	(6)	-6.1%	34,356	34,278	79	0.2%
EMS Net Revenue	1,291	1,114	177	15.9%	12,724	12,041	682	5.7%
Other Revenue	502	381	121	31.7%	6,680	5,668	1,012	17.9%
Total Revenue	1,891	1,599	291	18.2%	53,759	51,987	1,773	3.4%
Expenses								
Payroll	2,816	2,590	226	8.7%	27,291	28,164	(873)	-3.1%
Operating	1,249	936	313	33.4%	12,179	13,487	(1,308)	-9.7%
Indigent Healthcare	164	256	(92)	-35.9%	4,218	6,467	(2,249)	-34.8%
Total Operating Expenses	4,229	3,782	447	11.8%	43,688	48,118	(4,430)	-9.2%
Capital	37	175	(138)	-79.0%	1,940	2,493	(552)	-22.2%
Total Expenditures	4,266	3,957	309	7.8%	45,628	50,611	(4,982)	-9.8%
Revenue Over / (Under) Expenses	(2,375)	(2,358)	(17)	-0.7%	8,131	1,376	6,755	490.9%

Tax Revenue: Year-to-date, Tax Revenue is over budget by \$79k, which represents 100.23% of the budget YTD.

EMS Net Revenue: Year-to-date, EMS Revenue exceeds budget by \$682k. Total billable trips are running 10.3% higher than for the same period last year.

Other Revenue: Year-to-date, Other Revenue is \$1M more than budget. Several accounts are affecting this positive variance; however, Investment Income, Tobacco Settlement Proceeds, Miscellaneous Income, Contract Revenue (Net), and Inter Local 800 Mhz are the primary drivers.

Payroll: Overall, Payroll Expenses are \$873k under budget year-to-date. This variance is expected to decrease throughout the remainder of the year due to the EMS pay increases that were effective April 29. Of that variance, \$717k is related to paying less than expected for healthcare costs.

Operating Expenses: Generally, Operating Expenses are under budget year-to-date across the board. Significant accounts include Disposable Medical Supplies, Durable Medical Equipment, Insurance, Maintenance, Other Services (DSRIP) and Professional Fees.

Indigent Care Expenses: Indigent Healthcare Expenses are under budget by \$2.2M. This is related to the payment for Uncompensated Care. \$3M was originally budgeted due to the expected expiration of the Medicaid 1115 Waiver program. Word was received in late December that the program has been extended; therefore the voluntary contribution was reduced.

Capital Expenditures: Year-to-date, Capital Expenditures for Vehicles are \$306k less than budget primarily due to not purchasing the Sprinter ambulances as planned. Capital Expenditures for Equipment are \$246k less than budget mainly due to timing.

Montgomery County Hospital District
Balance Sheet
As of August 31, 2018

		Fund 10	Fund 14	Total
		8/31/2018	8/31/2018	8/31/2018
ASSETS				
Cash and Equivalents				
10-000-10100	Petty Cash-Adm.-BS	\$1,950.00	\$0.00	\$1,950.00
10-000-11401	Operating Account-WF-BS	\$5,345,770.89	\$0.00	\$5,345,770.89
10-000-13100	Texpool-District-BS	\$17,607,519.80	\$0.00	\$17,607,519.80
10-000-13300	Investments-WF Bank-BS	\$7,039,085.32	\$0.00	\$7,039,085.32
10-000-13400	TexStar Investment Pool-BS	\$17,597,834.53	\$0.00	\$17,597,834.53
10-000-13500	Investments-Raymond James, Inc.-BS	\$1,719,219.10	\$0.00	\$1,719,219.10
10-000-13501	Raymond James, Inc. - Cash-BS	\$4,998.57	\$0.00	\$4,998.57
Total Cash and Equivalents		\$49,316,378.21	\$0.00	\$49,316,378.21
Receivables				
10-000-14100	A/R-EMS Billings-BS	\$7,294,150.65	\$0.00	\$7,294,150.65
10-000-14200	Allowance for Bad Debts-BS	(\$3,393,291.40)	\$0.00	(\$3,393,291.40)
10-000-14300	A/R-Other-BS	\$2,329,009.84	\$0.00	\$2,329,009.84
10-000-14305	A/R Employee-BS	\$23,209.96	\$0.00	\$23,209.96
10-000-14525	Receivable from Component Unit-BS	\$168,473.40	\$0.00	\$168,473.40
10-000-14700	Taxes Receivable-BS	\$1,171,555.44	\$0.00	\$1,171,555.44
10-000-14750	Allowance for bad debt-tax rev-BS	(\$407,064.91)	\$0.00	(\$407,064.91)
Total Receivables		\$7,186,042.98	\$0.00	\$7,186,042.98
Other Assets				
10-000-14900	Prepaid Expenses-BS	\$261,059.80	\$0.00	\$261,059.80
10-000-15000	Inventory-BS	\$699,512.92	\$0.00	\$699,512.92
14-000-18100	Deferred Compensation-BS	\$0.00	\$117,623.39	\$117,623.39
Total Other Assets		\$960,572.72	\$117,623.39	\$1,078,196.11
TOTAL ASSETS		\$57,462,993.91	\$117,623.39	\$57,580,617.30
LIABILITIES				
Current Liabilities				
10-000-20500	Accounts Payable-BS	\$456,605.10	\$0.00	\$456,605.10
10-000-20600	Accounts Payable-Other-BS	\$82,817.46	\$0.00	\$82,817.46
10-000-21000	Accrued Expenditures-BS	\$189,155.73	\$0.00	\$189,155.73
10-000-21400	Accrued Payroll-BS	\$933,065.28	\$0.00	\$933,065.28
10-000-21525	P/R-United Way Deductions-BS	\$2,883.62	\$0.00	\$2,883.62
10-000-21585	P/R-Flexible Spending-BS-BS	\$2,120.13	\$0.00	\$2,120.13
10-000-21590	P/R-Premium Cancer/Accident-BS	(\$5.52)	\$0.00	(\$5.52)
10-000-21650	TCDRS Defined Benefit Plan-BS	\$329,529.09	\$0.00	\$329,529.09
14-000-23100	Due to Participants-BS	\$0.00	\$117,623.39	\$117,623.39
Total Current Liabilities		\$1,996,170.89	\$117,623.39	\$2,113,794.28
Deferred Liabilities				
10-000-23000	Deferred Tax Revenue-BS	\$764,490.53	\$0.00	\$764,490.53
10-000-23200	Deferred Revenue-BS	\$550,439.83	\$0.00	\$550,439.83
Total Deferred Liabilities		\$1,314,930.36	\$0.00	\$1,314,930.36
TOTAL LIABILITIES		\$3,311,101.25	\$117,623.39	\$3,428,724.64

Montgomery County Hospital District Balance Sheet

CAPITAL

10-000-30225	Assigned - Open Purchase Orders-BS	\$1,914,532.15	\$0.00	\$1,914,532.15
10-000-30400	Nonspendable - Inventory-BS	\$699,512.92	\$0.00	\$699,512.92
10-000-30700	Nonspendable - Prepaids-BS	\$261,059.80	\$0.00	\$261,059.80
10-000-30802	Restricted - NACCHO Grant Funds Remaining-BS	\$1,204.81	\$0.00	\$1,204.81
10-000-32001	Committed - Uncompensated Care-BS	\$7,580,000.00	\$0.00	\$7,580,000.00
10-000-32002	Committed - Capital Replacement-BS	\$1,890,760.00	\$0.00	\$1,890,760.00
10-000-32003	Committed - Capital Maintenance-BS	\$101,358.00	\$0.00	\$101,358.00
10-000-32004	Committed - Catastrophic Events-BS	\$5,000,000.00	\$0.00	\$5,000,000.00
10-000-39000	Unassigned Fund Balance-MCHD-BS	\$36,703,464.98	\$0.00	\$36,703,464.98

TOTAL CAPITAL

	\$54,151,892.66	\$0.00	\$54,151,892.66
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TOTAL LIABILITIES AND CAPITAL

	\$57,462,993.91	\$117,623.39	\$57,580,617.30
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Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended August 31, 2018

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
Revenue										
Tax Revenue										
40000	Tax Revenue	63,844.37	61,284.00	2,560.37	33,795,525.22	33,629,455.00	166,070.22	33,660,737.00	100.40%	(134,788.22)
40100	Delinquent Tax Revenue	16,591.84	22,633.00	(6,041.16)	292,251.65	361,992.00	(69,740.35)	378,255.00	77.26%	86,003.35
40200	Penalties and Interest	17,404.95	20,310.00	(2,905.05)	259,468.67	286,192.00	(26,723.33)	302,438.00	85.79%	42,969.33
40300	Misc Tax Revenue VIT and BIT Funds	0.00	0.00	0.00	9,063.55	0.00	9,063.55	0.00	0.00%	(9,063.55)
Total Tax Revenue		97,841.16	104,227.00	(6,385.84)	34,356,309.09	34,277,639.00	78,670.09	34,341,430.00	100.04%	(14,879.09)
EMS Net Revenue										
43100	EMS - Advanced Life Support Revenue	1,841,012.67	1,666,472.00	174,540.67	20,302,825.54	18,008,646.00	2,294,179.54	19,621,360.00	103.47%	(681,465.54)
43200	EMS - Basic Life Support Revenue	400,171.22	413,204.00	(13,032.78)	4,369,817.12	4,465,269.00	(95,451.88)	4,865,144.00	89.82%	495,326.88
43300	Transfer Service Fees	156,822.90	55,285.00	101,537.90	1,988,840.17	597,433.00	1,391,407.17	650,934.00	305.54%	(1,337,906.17)
43400	Non-Transport Fees	24,188.34	38,986.00	(14,797.66)	296,143.03	421,299.00	(125,155.97)	459,027.00	64.52%	162,883.97
43500	Contractual Allowance	(572,242.78)	(652,184.00)	79,941.22	(7,019,083.19)	(7,047,792.00)	28,708.81	(7,678,937.00)	91.41%	(659,853.81)
43520	Provision for Bad Debt	(595,148.25)	(434,789.00)	(160,359.25)	(7,494,802.45)	(4,698,528.00)	(2,796,274.45)	(5,119,292.00)	146.40%	2,375,510.45
43600	Recovery of Bad Debt - EMS	36,586.66	27,306.00	9,280.66	279,801.22	295,095.00	(15,293.78)	321,524.00	87.02%	41,722.78
Total EMS Net Revenue		1,291,390.76	1,114,280.00	177,110.76	12,723,541.44	12,041,422.00	682,119.44	13,119,760.00	96.98%	396,218.56
Other Revenue										
41100	Investment Income - MCHD	76,342.12	10,000.00	66,342.12	658,801.97	110,000.00	548,801.97	120,000.00	549.00%	(538,801.97)
41250	Interest Income	1,072.09	1,175.00	(102.91)	12,927.54	13,487.00	(559.46)	14,652.00	88.23%	1,724.46
41300	Tobacco Settlement Proceeds	0.00	0.00	0.00	740,365.69	550,000.00	190,365.69	550,000.00	134.61%	(190,365.69)
41400	Weyland Bldg. Land Lease	0.00	0.00	0.00	24,796.53	24,798.00	(1.47)	33,064.00	75.00%	8,267.47
41500	Miscellaneous Income	7,044.98	4,750.00	2,294.98	327,572.23	179,760.00	147,812.23	184,510.00	177.54%	(143,062.23)
41510	Rx Discount Card Royalties	225.25	500.00	(274.75)	3,619.50	5,500.00	(1,880.50)	6,000.00	60.33%	2,380.50
41600	Tenant Rent Income	7,481.25	7,751.00	(269.75)	82,293.75	85,261.00	(2,967.25)	93,012.00	88.48%	10,718.25
42200	P.A. Processing Fees	310.00	270.00	40.00	3,040.00	2,970.00	70.00	3,240.00	93.83%	200.00
43700	Contract Revenue (Net)	0.00	0.00	0.00	102,479.97	11,800.00	90,679.97	11,800.00	868.47%	(90,679.97)
43750	1115 Waiver - Paramedicine	82,100.00	100,000.00	(17,900.00)	1,059,400.00	1,100,000.00	(40,600.00)	1,200,000.00	88.28%	140,600.00
43800	Education/Training Revenue	8,005.00	1,300.00	6,705.00	126,865.00	55,800.00	71,065.00	57,100.00	222.18%	(69,765.00)
43910	Stand-By Fees	2,950.00	0.00	2,950.00	56,100.00	26,800.00	29,300.00	39,600.00	141.67%	(16,500.00)
43920	EMS - Trauma Fund Income	0.00	0.00	0.00	29,517.00	12,000.00	17,517.00	12,000.00	245.98%	(17,517.00)
43950	Ambulance Supplemental Payment Program	0.00	0.00	0.00	1,656,338.00	1,600,000.00	56,338.00	1,600,000.00	103.52%	(56,338.00)
44000	Management Fee Revenue	8,333.33	8,333.00	0.33	91,666.63	91,667.00	(0.37)	100,000.00	91.67%	8,333.37
44100	Employee Medical Premiums	77,777.53	114,213.00	(36,435.47)	942,042.96	1,237,419.00	(295,376.04)	1,351,632.00	69.70%	409,589.04
45100	Dispatch Fees	7,890.00	7,000.00	890.00	169,639.00	160,000.00	9,639.00	220,438.00	76.96%	50,799.00
45150	MDC Revenue - First Responder	0.00	0.00	0.00	68,450.00	45,000.00	23,450.00	48,000.00	142.60%	(20,450.00)
46300	Inter Local 800 Mhz	197,309.00	100,000.00	97,309.00	197,309.00	100,000.00	97,309.00	100,000.00	197.31%	(97,309.00)
46500	VHF Project Revenue	9,803.03	9,803.00	0.03	107,274.55	107,275.00	(0.45)	117,088.00	91.62%	9,813.45
46550	Tower Contract Revenue	15,060.00	12,000.00	3,060.00	202,196.40	132,000.00	70,196.40	144,000.00	140.41%	(58,196.40)
49010	Sale of Assets	0.00	4,000.00	(4,000.00)	16,965.00	16,000.00	965.00	24,000.00	70.69%	7,035.00
Total Other Revenue		501,703.58	381,095.00	120,608.58	6,679,660.72	5,667,537.00	1,012,123.72	6,030,136.00	110.77%	(649,524.72)
Total Revenue		1,890,935.50	1,599,602.00	291,333.50	53,759,511.25	51,986,598.00	1,772,913.25	53,491,326.00	100.50%	(268,185.25)
Expenses										
Payroll Expenses										
51100	Regular Pay	1,529,453.12	1,294,358.00	235,095.12	13,460,259.94	13,997,945.00	(537,685.06)	15,250,547.00	88.26%	1,790,287.06
51200	Overtime Pay	393,872.07	466,737.00	(72,864.93)	5,071,337.09	4,999,170.00	72,167.09	5,450,853.00	93.04%	379,515.91
51300	Paid Time Off	169,378.68	126,573.00	42,805.68	1,654,091.97	1,368,292.00	285,799.97	1,490,800.00	110.95%	(163,291.97)
51400	Stipend Pay	23,965.28	25,226.00	(1,260.72)	405,805.29	272,112.00	133,693.29	296,462.00	136.88%	(109,343.29)
51500	Payroll Taxes	148,765.86	144,844.00	3,921.86	1,459,858.61	1,565,290.00	(105,431.39)	1,705,487.00	85.60%	245,628.39
51650	TCDRS Plan	144,829.25	130,037.00	14,792.25	1,400,785.32	1,405,272.00	(4,486.68)	1,531,106.00	91.49%	130,320.68
51700	Health & Dental	59,487.25	53,148.00	6,339.25	635,859.58	702,865.00	(67,005.42)	756,012.00	84.11%	120,152.42
51710	Health Insurance Claims	288,292.66	296,295.00	(8,002.34)	2,533,157.08	3,259,245.00	(726,087.92)	3,555,540.00	71.25%	1,022,382.92
51720	Health Insurance Admin Fees	58,025.13	53,520.00	4,505.13	669,760.07	593,720.00	76,040.07	647,240.00	103.48%	(22,520.07)
Total Payroll Expenses		2,816,069.30	2,590,738.00	225,331.30	27,290,914.95	28,163,911.00	(872,996.05)	30,684,047.00	88.94%	3,393,132.05
Operating Expenses										
52000	Accident Repair	2,246.84	452.00	1,794.84	20,520.95	4,972.00	15,548.95	5,424.00	378.34%	(15,096.95)
52100	Accounting/Auditing Fees	10,000.00	0.00	10,000.00	42,400.00	43,000.00	(600.00)	43,000.00	98.60%	600.00

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended August 31, 2018

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
58100	Supplemental Food	0.00	0.00	0.00	0.00	3,000.00	(3,000.00)	3,000.00	0.00%	3,000.00
58200	Telephones-Cellular	6,093.39	7,688.00	(1,594.61)	81,170.85	85,732.59	(4,561.74)	93,659.59	86.67%	12,488.74
58310	Telephones-Service	13,332.47	15,439.00	(2,106.53)	145,301.95	169,829.00	(24,527.05)	185,268.00	78.43%	39,966.05
58320	Telephones - Long Distance	273.08	834.00	(560.92)	4,767.33	9,174.00	(4,406.67)	10,008.00	47.64%	5,240.67
58500	Training/Related Expenses-CE	26,413.45	6,866.00	19,547.45	132,305.30	155,765.72	(23,460.42)	162,250.13	81.54%	29,944.83
58550	Tuition Reimbursement	4,873.79	5,833.00	(959.21)	62,236.13	64,163.00	(1,926.87)	69,996.00	88.91%	7,759.87
58600	Travel Expenses	440.00	440.00	0.00	10,943.79	12,781.00	(1,837.21)	13,221.00	82.78%	2,277.21
58700	Uniforms	25,315.82	16,916.00	8,399.82	155,704.39	219,453.95	(63,749.56)	236,431.63	65.86%	80,727.24
58800	Utilities	38,175.05	32,950.00	5,225.05	355,259.77	365,450.00	(10,190.23)	398,400.00	89.17%	43,140.23
58900	Vehicle-Batteries	1,248.00	1,000.00	248.00	5,658.97	11,000.00	(5,341.03)	12,900.00	43.87%	7,241.03
59000	Vehicle-Outside Services	69.00	1,800.00	(1,731.00)	7,545.84	19,800.00	(12,254.16)	21,600.00	34.93%	14,054.16
59050	Vehicle-Parts	30,496.72	20,833.00	9,663.72	309,218.15	256,259.08	52,959.07	277,092.08	111.59%	(32,126.07)
59100	Vehicle-Registration	82.25	208.00	(125.75)	1,522.96	2,288.00	(765.04)	2,496.00	61.02%	973.04
59150	Vehicle-Tires	2,785.85	4,500.00	(1,714.15)	46,088.19	49,500.00	(3,411.81)	54,000.00	85.35%	7,911.81
59200	Vehicle-Towing	122.00	376.00	(254.00)	3,882.13	4,139.00	(256.87)	4,515.00	85.98%	632.87
51800	Unemployment Ins.	5,925.00	5,925.00	0.00	46,563.68	64,586.00	(18,022.32)	70,506.00	66.04%	23,942.32
59350	Worker's Compensation Insurance	18,180.71	34,653.00	(16,472.29)	273,154.45	366,957.00	(93,802.55)	400,491.00	68.20%	127,336.55
Total Operating Expenses		1,248,945.25	935,935.34	313,009.91	12,178,887.14	13,486,745.87	(1,307,858.73)	14,844,845.31	82.04%	2,665,958.17
Indigent Care Expenses										
53350	1115 Medicaid Waiver - Uncompensated Care	0.00	0.00	0.00	1,640,289.00	3,647,483.30	(2,007,194.30)	3,647,483.30	44.97%	2,007,194.30
57850	Specialty Healthcare Providers	164,472.55	256,335.00	(91,862.45)	2,578,096.08	2,819,680.00	(241,583.92)	3,076,015.00	83.81%	497,918.92
Total Indigent Care Expenses		164,472.55	256,335.00	(91,862.45)	4,218,385.08	6,467,163.30	(2,248,778.22)	6,723,498.30	62.74%	2,505,113.22
Total Operating, Payroll and Indigent Care Expenses		4,229,487.10	3,783,008.34	446,478.76	43,688,187.17	48,117,820.17	(4,429,633.00)	52,252,390.61	83.61%	8,564,203.44
Capital Expenditures										
52753	Capital Purchases / Building Improvements	(4,491.00)	0.00	(4,491.00)	136,200.00	136,200.00	0.00	248,700.00	54.76%	112,500.00
52754	Capital Purchases / Equipment	41,116.02	175,000.00	(133,883.98)	930,532.95	1,176,348.72	(245,815.77)	3,184,593.72	29.22%	2,254,060.77
52755	Capital Purchases - Vehicles	160.00	0.00	160.00	873,760.03	1,180,321.67	(306,561.64)	1,368,321.67	63.86%	494,561.64
Total Capital Expenditures		36,785.02	175,000.00	(138,214.98)	1,940,492.98	2,492,870.39	(552,377.41)	4,801,615.39	40.41%	2,861,122.41
Total Expenditures		4,266,272.12	3,958,008.34	308,263.78	45,628,680.15	50,610,690.56	(4,982,010.41)	57,054,006.00	79.97%	11,425,325.85
Revenue over Expenses		(2,375,336.62)	(2,358,406.34)	(16,930.28)	8,130,831.10	1,375,907.44	6,754,923.66	(3,562,680.00)	-228.22%	(11,693,511.10)

AGENDA ITEM # 20

Montgomery County Hospital District Accounts Receivable Analysis

Days in Accounts Receivable

	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18
A/R Balance	6,694,754	6,343,169	6,172,400	6,528,001	6,760,312	7,114,883	6,483,071	6,337,103	5,885,817	6,227,460	6,118,077	6,060,813
Total 6-Mo Charges	10,522,740	10,736,164	10,834,578	11,155,969	11,312,278	11,254,177	11,230,835	11,180,469	11,331,318	11,206,336	11,108,516	11,254,500
Avg Charge / Day *	58,460	59,645	60,192	61,978	62,846	62,523	62,394	62,114	62,952	62,257	61,714	62,525
A/R Days	115	106	103	105	108	114	104	102	93	100	99	97

* Beginning in August 2015, A/R Balance excludes liens related to motor vehicle accidents.

** Avg Charge / Day is calculated using the most current six months' charges divided by 180 days.

Accounts Receivable Aging by Dollars

Month	Days							> 90 Days	> 120 Days
	Current	31-60	61-90	91-120	121-180	>180	Total		
Sep-17	1,850,089	1,057,400	841,211	706,800	873,042	2,765,150	8,093,690	4,344,992	3,638,191
Oct-17	1,728,107	1,062,202	847,167	766,497	592,328	2,756,200	7,752,500	4,115,025	3,348,528
Nov-17	1,751,218	983,844	873,706	774,318	463,449	2,745,710	7,592,245	3,983,477	3,209,159
Dec-17	1,871,720	1,006,089	865,842	811,193	600,525	2,815,667	7,971,037	4,227,385	3,416,192
Jan-18	1,948,771	1,059,592	855,403	791,922	740,687	2,768,500	8,164,876	4,301,109	3,509,188
Feb-18	1,900,276	1,640,706	887,115	764,805	558,517	2,766,752	8,518,171	4,090,075	3,325,270
Mar-18	1,599,485	1,274,924	991,857	766,447	532,492	2,725,236	7,890,439	4,024,174	3,257,728
Apr-18	1,690,655	939,774	856,922	829,698	739,372	2,713,232	7,769,653	4,282,302	3,452,604
May-18	1,717,900	1,027,534	769,410	649,361	571,423	2,537,812	7,273,440	3,758,595	3,109,234
Jun-18	1,766,848	1,063,619	890,054	673,563	615,481	2,589,500	7,599,064	3,878,544	3,204,981
Jul-18	1,688,290	1,043,164	899,304	667,681	515,066	2,489,041	7,302,546	3,671,787	3,004,107
Aug-18	1,704,364	977,282	886,272	822,410	581,217	2,324,606	7,296,151	3,728,233	2,905,823

Accounts Receivable Aging by Percentage

Month	Days							> 90 Days	> 120 Days
	Current	31-60	61-90	91-120	121-180	>180	Total		
Sep-17	23%	13%	10%	9%	11%	34%	100%	54%	45%
Oct-17	22%	14%	11%	10%	8%	36%	100%	53%	43%
Nov-17	23%	13%	12%	10%	6%	36%	100%	52%	42%
Dec-17	23%	13%	11%	10%	8%	35%	100%	53%	43%
Jan-18	24%	13%	10%	10%	9%	34%	100%	53%	43%
Feb-18	22%	19%	10%	9%	7%	32%	100%	48%	39%
Mar-18	20%	16%	13%	10%	7%	35%	100%	51%	41%
Apr-18	22%	12%	11%	11%	10%	35%	100%	55%	44%
May-18	24%	14%	11%	9%	8%	35%	100%	52%	43%
Jun-18	23%	14%	12%	9%	8%	34%	100%	51%	42%
Jul-18	23%	14%	12%	9%	7%	34%	100%	50%	41%
Aug-18	23%	13%	12%	11%	8%	32%	100%	51%	40%

AGENDA ITEM # 20

Board Mtg.: 09/25/2018

**Montgomery County Hospital District
Payer Mix and Service Mix**

Payer Mix

Payer	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	12-Month Total
Medicare	1,111,415	1,145,410	1,155,526	1,330,741	1,372,617	1,164,870	1,173,203	1,063,247	1,145,891	1,120,914	1,026,156	1,089,220	13,899,210
Medicaid	252,278	256,845	261,899	263,675	243,472	227,156	247,683	255,761	270,845	245,761	285,493	264,109	3,074,976
Insurance	444,229	427,663	434,506	475,227	445,141	416,086	408,626	449,180	527,490	439,922	453,740	509,859	5,431,670
Facility Contract	32,396	53,095	48,373	42,642	45,064	24,839	31,725	37,305	27,411	15,708	21,925	22,795	403,278
Bill Patient	605,270	623,761	579,102	621,715	555,200	527,233	494,724	551,220	598,809	611,958	595,962	573,386	6,938,338
Total	2,445,588	2,506,775	2,479,406	2,734,001	2,661,494	2,360,184	2,355,961	2,356,713	2,570,445	2,434,261	2,383,276	2,459,369	29,747,472

Payer	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	12-Month %
Medicare	45.4%	45.7%	46.6%	48.7%	51.6%	49.4%	49.8%	45.1%	44.6%	46.0%	43.1%	44.3%	46.7%
Medicaid	10.3%	10.2%	10.6%	9.6%	9.1%	9.6%	10.5%	10.9%	10.5%	10.1%	12.0%	10.7%	10.3%
Insurance	18.2%	17.1%	17.5%	17.4%	16.7%	17.6%	17.3%	19.1%	20.5%	18.1%	19.0%	20.7%	18.3%
Facility Contract	1.3%	2.1%	2.0%	1.6%	1.7%	1.1%	1.3%	1.6%	1.1%	0.6%	0.9%	0.9%	1.4%
Bill Patient	24.7%	24.9%	23.4%	22.7%	20.9%	22.3%	21.0%	23.4%	23.3%	25.1%	25.0%	23.3%	23.3%
Total	99.9%	100.0%	100.1%	100.0%	100.0%	100.0%	99.9%	100.1%	100.0%	99.9%	100.0%	99.9%	100.0%

Service Mix

Payer	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	12-Month Total
ALS	2,254	2,270	2,299	2,592	2,495	2,248	2,382	2,411	2,600	2,490	2,404	2,506	28,951
BLS	663	719	673	629	642	564	589	572	685	604	609	656	7,605
Other	213	237	266	228	266	241	279	199	213	224	216	218	2,800
Transfer	244	273	257	295	338	255	273	290	296	286	288	253	3,348
Total	3,374	3,499	3,495	3,744	3,741	3,308	3,523	3,472	3,794	3,604	3,517	3,633	42,704

Payer	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	12-Month %
ALS	66.8%	64.9%	65.8%	69.2%	66.7%	68.0%	67.6%	69.4%	68.5%	69.1%	68.4%	69.0%	67.8%
BLS	19.7%	20.5%	19.3%	16.8%	17.2%	17.0%	16.7%	16.5%	18.1%	16.8%	17.3%	18.1%	17.8%
Other	6.3%	6.8%	7.6%	6.1%	7.1%	7.3%	7.9%	5.7%	5.6%	6.2%	6.1%	6.0%	6.6%
Transfer	7.2%	7.8%	7.4%	7.9%	9.0%	7.7%	7.7%	8.4%	7.8%	7.9%	8.2%	7.0%	7.8%
Total	100.0%	100.0%	100.1%	100.0%	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%	100.1%	100.0%

AGENDA ITEM # 20

Board Mtg.: 9/25/2018

Montgomery County Hospital District Accounts Payable Analysis

Accounts Payable Aging by Dollars

Month	Current	Days				Credits	Total	\$ Total minus Credits
		31-60	61-90	> 90				
Sep-17	886,564	-	-	2	(2)	886,564	886,566	
Oct-17	638,841	-	-	2	(2)	638,841	638,843	
Nov-17	264,764	-	-	2	(2)	264,764	264,766	
Dec-17	723,080	-	-	2	(2)	723,080	723,082	
Jan-18	195,127	-	-	2	(2)	195,127	195,129	
Feb-18	165,816	-	-	2	(2)	165,816	165,818	
Mar-18	402,994	-	-	2	(2)	402,994	402,996	
Apr-18	445,614	-	-	2	(2)	445,614	445,616	
May-18	383,121	-	-	2	(2)	383,121	383,123	
Jun-18	383,121	-	-	2	(2)	383,121	383,123	
Jul-18	516,709	-	-	2	(2)	516,709	516,711	
Aug-18	456,605	-	-	2	(2)	456,605	456,607	

Accounts Payable Aging by Percentage without Credits

Month	Current	Days			
		31-60	61-90	> 90	
Sep-17	100%	0%	0%	0%	0%
Oct-17	100%	0%	0%	0%	0%
Nov-17	100%	0%	0%	0%	0%
Dec-17	100%	0%	0%	0%	0%
Jan-18	100%	0%	0%	0%	0%
Feb-18	100%	0%	0%	0%	0%
Mar-18	100%	0%	0%	0%	0%
Apr-18	100%	0%	0%	0%	0%
May-18	100%	0%	0%	0%	0%
Jun-18	100%	0%	0%	0%	0%
Jul-18	100%	0%	0%	0%	0%
Aug-18	100%	0%	0%	0%	0%

AGENDA ITEM # 43

Consider and act on payment of District invoices (Mr. Grice, Treasurer-MCHD Board)

**TOTAL FOR
INVOICES**

\$ 2,100,638.35

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 09/25/2018 Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount	
3rd DAY CREATION LAWN & LANDSCAPE	8/2/2018	2697	98595	8/15/2018	STATION 41 TREE REMOVAL	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$750.00	
	8/1/2018	2694	98765	8/29/2018	LAWN MAINTENANCE JUNE 2018	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$4,025.00	
	Totals for 3rd DAY CREATION LAWN & LANDSCAPE:							\$4,775.00	
ABBOTT, CORD	8/15/2018	ABB081518	98596	8/15/2018	MILEAGE REIMBURSEMENTS 08/12/18-08/13/18	10-007-56200	Mileage Reimbursements-EMS	\$13.24	
	Totals for ABBOTT, CORD:							\$13.24	
ACQUONTEMPS a Robert Half Company	8/6/2018	51475786	98597	8/15/2018	ACCOUNTING TEMP/N.MORRIS/WK END 08/03/18	10-005-57100	Professional Fees-Accou	\$965.96	
	8/14/2018	51541170	98684	8/22/2018	ACCOUNTING TEMP/N.MORRIS/WK END 08/10/18	10-005-57100	Professional Fees-Accou	\$792.34	
	8/20/2018	51573116	98684	8/22/2018	ACCOUNTING TEMP/N.MORRIS/WK END 08/17/18	10-005-57100	Professional Fees-Accou	\$1,016.80	
	8/27/2018	51621704	98768	8/29/2018	ACCOUNTING TEMP/N.MORRIS/WK END 08/24/18	10-005-57100	Professional Fees-Accou	\$1,017.18	
	Totals for ACQUONTEMPS a Robert Half Company:							\$3,792.28	
ADVANCED LIGHTNING TECHNOLOGY, LTD	8/15/2018	198389	98837	9/5/2018	TELCO BOX	10-004-57225	Radio Repair - Parts-Radio	\$929.25	
	8/15/2018	198389-1	98837	9/5/2018	FREIGHT CHARGES FOR PO 48597	10-004-57225	Radio Repair - Parts-Radio	\$189.38	
	Totals for ADVANCED LIGHTNING TECHNOLOGY, LTD:							\$1,118.63	
AEI MEDICAL EQUIPMENT SERVICES LLC	8/13/2018	4063	98769	8/29/2018	MEDICAL SUPPLIES	10-009-55650	Maintenance-Contract Equipment-OMD	\$1,659.00	
	Totals for AEI MEDICAL EQUIPMENT SERVICES LLC:							\$1,659.00	
ALLEN, BRETT	8/13/2018	ALL081318	23	8/15/2018	CPA LICENSE	10-001-54100	Dues/Subscriptions-Admin	\$66.00	
	Totals for ALLEN, BRETT:							\$66.00	
ALLEN'S SAFE AND LOCK	8/6/2018	51871	98685	8/22/2018	SERVICE CALL STATION 20	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$137.50	
	Totals for ALLEN'S SAFE AND LOCK:							\$137.50	
ALONTI CAFE & CATERING	8/7/2018	1459522	98687	8/22/2018	MANAGEMENT TRAINING FOR SUPERVISORS	10-007-56100	Meeting Expenses-EMS	\$574.50	
	8/7/2018	1459528	98687	8/22/2018	MANAGEMENT TRAINING FOR SUPERVISORS	10-007-56100	Meeting Expenses-EMS	\$798.00	
	8/21/2018	1466787	61	9/5/2018	NEW HIRE TESTING 08.21.18	10-009-56100	Meeting Expenses-OMD	\$123.73	
	8/21/2018	1466788	61	9/5/2018	NEW HIRE TESTING PHYSICAL AGILITY	10-009-56100	Meeting Expenses-OMD	\$29.33	
	8/22/2018	1466736	61	9/5/2018	NEW HIRE TESTING 08.22.18	10-009-56100	Meeting Expenses-OMD	\$127.57	
	8/22/2018	1466763	61	9/5/2018	NEW HIRE TESTING PHYSICAL AGILITY	10-009-56100	Meeting Expenses-OMD	\$38.28	
	8/23/2018	1466938	61	9/5/2018	NEW HIRE TESTING 08.23.18	10-009-56100	Meeting Expenses-OMD	\$105.00	
	8/23/2018	1466937	61	9/5/2018	NEW HIRE PHYSICAL AGILITY	10-009-56100	Meeting Expenses-OMD	\$37.79	
	8/30/2018	1469600	76	9/12/2018	MANDATORY CE 08.30.18	10-009-56100	Meeting Expenses-OMD	\$576.28	
	8/31/2018	1469610	76	9/12/2018	MANDATORY CE'S 08.31.18	10-009-56100	Meeting Expenses-OMD	\$739.83	
	8/29/2018	1469578	76	9/12/2018	MANDATORY CE'S 08.29.18	10-009-56100	Meeting Expenses-OMD	\$839.40	
	Totals for ALONTI CAFE & CATERING:							\$3,989.71	
	AMAZON.COM LLC	8/10/2018	0398467 08/10/18	98771	8/29/2018	STATION SUPPLIES	10-007-57750	Small Equipment & Furniture-EMS	\$68.97
							10-007-58700	Uniforms-EMS	\$326.88
						10-008-56300	Office Supplies-Matls. Mgmt.	\$556.80	
						10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$248.86	
						10-008-57900	Station Supplies-Mater	\$108.71	
						10-009-56300	Office Supplies-OMD	\$46.04	
						10-015-53100	Computer Supplies/Non-Cap.-Information T	\$684.14	
						10-016-55600	Maintenance & Repairs-Buildings-Facil	\$1,646.66	
						10-025-54450	Employee Recognition-Human	\$63.00	
						10-027-52600	Books/Materials-Emerg	\$31.96	

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 09/25/2018 Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
						10-009-52600	Books/Materials-OMD	\$41.57
						10-008-58700	Uniforms-Matls. Mgmt.	\$59.99
							Totals for AMAZON.COM LLC:	\$3,883.58
AMERICAN TIRE DISTRIBUTORS INC	8/28/2018	S112998487	98838	9/5/2018	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$1,826.64
	8/29/2018	S113059311	98935	9/12/2018	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$959.21
							Totals for AMERICAN TIRE DISTRIBUTORS INC:	\$2,785.85
ARAMARK UNIFORM & CAREER APPAREL GROUP INC.	8/3/2018	001267153053	98599	8/15/2018	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-Fleet	\$44.26
	8/10/2018	001267157395	98688	8/22/2018	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-Fleet	\$44.26
	8/17/2018	001267161766	98773	8/29/2018	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-Fleet	\$44.26
	8/24/2018	001267166142	98773	8/29/2018	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-Fleet	\$44.26
	8/31/2018	001267170563	98936	9/12/2018	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-Fleet	\$44.26
							Totals for ARAMARK UNIFORM & CAREER APPAREL GROUP INC.:	\$221.30
ARROW (VIDACARE)	8/4/2018	9500418005	35	8/22/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$909.50
	8/14/2018	9500447121	48	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$3,942.00
	8/27/2018	9500480514	77	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,986.50
							Totals for ARROW (VIDACARE):	\$6,838.00
ARTIFICAVITCH, DAVID	8/6/2018	ART080618	98505	8/6/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$9,764.49
	8/13/2018	ART081318A	98601	8/15/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$4,968.38
	8/13/2018	ART081318B	98602	8/15/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$4,968.38
	8/13/2018	ART081318C	98603	8/15/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$8,006.41
	8/13/2018	ART081318D	98604	8/15/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$8,006.41
	8/16/2018	ART081618G	98682	8/16/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$8,074.30
	8/16/2018	ART081618H	98683	8/16/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$8,732.73
							Totals for ARTIFICAVITCH, DAVID:	\$52,521.10
AT&T (105414)	8/13/2018	2812599426 08/13/18	98689	8/22/2018	STATION 41 08/13/18-09/12/18	10-016-58800	Utilities-Facil	\$108.27
	8/21/2018	7131652005 08/21/18	98839	9/5/2018	T1-ISSI 08/21/18-09/20/18	10-004-58310	Telephones-Service-Radio	\$238.38
	8/23/2018	2816893247 08/23/18	98840	9/5/2018	STATION 30 08/23/18-09/22/18	10-016-58800	Utilities-Facil	\$106.67
	8/23/2018	2813670626 08/23/18	98841	9/5/2018	STATION 22 08/23/18-09/22/18	10-015-58310	Telephones-Service-Information Technology	\$233.77
							Totals for AT&T (105414):	\$687.09
AT&T (U-VERSE)	8/1/2018	145220893 08/01/	98607	8/15/2018	STATION 42 08/01/18-08/31/18	10-015-58310	Telephones-Service-Information Technology	\$101.17
	8/11/2018	145685137 08/11/18	98690	8/22/2018	STATION 24 08/12/18-09/11/18	10-015-58310	Telephones-Service-Information Technology	\$125.65
	8/22/2018	150883685 08/22/18	98843	9/5/2018	STATION 41 08/23/18-09/22/18	10-015-58310	Telephones-Service-Information Technology	\$120.57
							Totals for AT&T (U-VERSE):	\$347.39
AT&T MOBILITY-ROC (6463)	8/23/2018	836735112X08232018	98844	9/5/2018	ACCT# 836735112 07/16/18-08/15/18	10-015-58200	Telephones-Cellular-Information Technolog	\$81.83
						10-004-58200	Telephones-Cellular-Radio	\$96.63
							Totals for AT&T MOBILITY-ROC (6463):	\$178.46
AUSBIE, JERMAINE	8/1/2018	AUS080118	98424	8/1/2018	PER DIEM/HARRIS TRAINING 08/19/18-08/24/18	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$324.50
	8/1/2018	AUS080118 \$215.02	98424	8/1/2018	RENTAL CAR FOR PER DIEM/HARRIS TRAINING 08/19/18-08/24/18	10-000-14305	A/R Employee-BS	\$215.02
	8/28/2018	AUS082818	98774	8/29/2018	TRAVEL REIMBURSEMENT/HARRIS CONF 08/19/18-08/24/18	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$98.90
							Totals for AUSBIE, JERMAINE:	\$638.42

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 09/25/2018 Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
AVESTA SYSTEMS, INC.	8/13/2018	8-18-13618	98775	8/29/2018	CANDIDATECARE FOR PERIOD 08/12/18 - 09/11/18	10-025-57100	Professional Fees-Human	\$800.00
							Totals for AVESTA SYSTEMS, INC.:	\$800.00
B & H PHOTO & ELECTRONICS CORP	8/21/2018	146380621	98845	9/5/2018	APPLE IPAD 9.7" 32GB	10-007-57750	Small Equipment & Furniture-EMS	\$418.88
							Totals for B & H PHOTO & ELECTRONICS CORP:	\$418.88
BATES, LAUREN	8/6/2018	ABE08062018	25	8/15/2018	WELLNESS PROGRAM/CHIROPRACTIC CARE	10-025-54350	Employee Health\Wellness-Human	\$20.00
	8/20/2018	ABE082018	47	8/23/2018	WELLNESS PROGRAM/CHIROPRACTIC CARE	10-025-54350	Employee Health\Wellness-Human	\$40.00
	8/31/2018	ABE083118	62	9/5/2018	TRAVEL/GFOAT/MILEAE REIMBURSEMENT 08/27/18-08/30/18	10-005-53150	Conferences - Fees, Travel, & Meals-Accou	\$224.54
							Totals for BATES, LAUREN:	\$284.54
BCBS OF TEXAS (POB 731428)	8/1/2018	123611 08/01/18	4210	8/1/2018	DENTAL PREMIUMS DENTAL PREMIUMS 08/01/18--08/31/18	10-001-51700	Health & Dental-Admin	\$359.92
						10-002-51700	Health & Dental-PA	\$988.75
						10-004-51700	Health & Dental-Radio	\$427.65
						10-005-51700	Health & Dental-Accou	\$630.21
						10-006-51700	Health & Dental-Alarm	\$1,879.63
						10-007-51700	Health & Dental-EMS	\$14,645.47
						10-008-51700	Health & Dental-Matls. Mgmt.	\$430.22
						10-009-51700	Health & Dental-OMD	\$741.31
						10-010-51700	Health & Dental-Fleet	\$649.85
						10-011-51700	Health & Dental-Bill	\$878.66
						10-015-51700	Health & Dental-Information Technology	\$72.56
						10-016-51700	Health & Dental-Facil	\$417.37
						10-025-51700	Health & Dental-Human	(\$122.40)
						10-026-51700	Health & Dental-Recor	\$215.11
						10-027-51700	Health & Dental-Emerg	\$142.55
						10-039-51700	Health & Dental-Param	\$508.82
						10-043-51700	Health & Dental-Param	\$517.40
						10-007-51700	Health & Dental-EMS	(\$324.40)
	8/3/2018	TY483010005 08/03/18	4220	8/3/2018	BCBS PPO & HSA CLAIMS 07/27/2018 - 08/03/18	10-025-51710	Health Insurance Claims-Human	\$71,368.97
						10-025-51720	Health Insurance Admin Fees-Human	\$56,485.00
	8/10/2018	TY483010005 08/10/18	4221	8/10/2018	BCBS PPO & HSA CLAIMS 08/04/2018 - 08/10/18	10-025-51710	Health Insurance Claims-Human	\$68,477.93
	8/17/2018	TY483010005 08/17/18	4227	8/17/2018	BCBS PPO & HSA CLAIMS 08/11/2018 - 08/17/18	10-025-51710	Health Insurance Claims-Human	\$63,047.56
	8/24/2018	TY483010005 08/24/18	4234	8/24/2018	BCBS PPO & HSA CLAIMS 08/18/2018 - 08/24/18	10-025-51710	Health Insurance Claims-Human	\$56,621.78
						10-025-51720	Health Insurance Admin Fees-Human	\$100.50
	8/31/2018	TY483010005 08/31/18	4240	8/31/2018	BCBS PPO & HSA CLAIMS 08/25/2018 - 08/31/18	10-025-51710	Health Insurance Claims-Human	\$46,951.51
						10-025-51720	Health Insurance Admin Fees-Human	\$59,566.00
							Totals for BCBS OF TEXAS (POB 731428):	\$445,160.53
BLACK & VEATCH CORPORATION	8/3/2018	1276629	36	8/22/2018	DIRECT ENGINEERING EXPENSES JUNE 2018	10-004-57100	Professional Fees-Radio	\$939.72
	8/15/2018	1277009	49	8/29/2018	DIRECT ENGINEERING EXPENSES JULY 2018	10-004-57100	Professional Fees-Radio	\$4,561.08
							Totals for BLACK & VEATCH CORPORATION:	\$5,500.80
BONDS JANITORIAL SERVICE	8/1/2018	2924	98693	8/22/2018	YEARLY STRIP/WAX OF STATIONS/11/10/20/30/31/32	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$5,709.90
	8/1/2018	2914	98694	8/22/2018	JANITORIAL SERVICES FOR JULY 2018	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$6,136.55
	8/1/2018	2926	98847	9/5/2018	JANITORIAL SERVICES FOR AUGUST 2018	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$6,136.55
							Totals for BONDS JANITORIAL SERVICE:	\$17,983.00
BOON-CHAPMAN (Prime DX)	8/7/2018	BOO080718	98608	8/15/2018	AUGUST 2018 MEDICAL/SURGICAL UTILIZATION REVIEWS	10-002-55700	Management Fees-PA	\$23,712.75

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							Totals for BOON-CHAPMAN (Prime DX):	\$23,712.75	
BOUND TREE MEDICAL, LLC	8/3/2018	82942628	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$8,123.00	
	8/6/2018	82944022	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$350.97	
	8/6/2018	82944021	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$100.00	
	8/2/2018	82941535	98609	8/15/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$100.00	
	8/7/2018	82945189	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$385.97	
							10-008-53900	Disposable Medical Supplies-Mater	\$1,033.63
	8/8/2018	82946467	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$162.24	
	8/10/2018	82949431	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$2,154.34	
							10-008-53900	Disposable Medical Supplies-Mater	\$13,785.19
	8/14/2018	82952211	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$1,578.04	
	8/14/2018	82952210	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$509.99	
	8/13/2018	82950758	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$142.00	
	8/13/2018	82950760	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$142.00	
	8/13/2018	82950759	98779	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$85.20	
	8/8/2018	82946468	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$4,588.80	
	8/3/2018	82942627	98695	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$100.00	
	8/21/2018	82958868	98848	9/5/2018	MEDICAL SUPPLIES	10-007-57750	Small Equipment & Furniture-EMS	\$907.50	
	8/22/2018	82960319	98848	9/5/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$1,921.46	
	8/23/2018	82961625	98848	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$5,142.26	
	8/24/2018	82962893	98938	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$192.00	
	8/28/2018	82965296	98938	9/12/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$1,353.61	
	8/29/2018	82966749	98938	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$545.67	
	8/31/2018	82970698				10-009-54000	Drug Supplies-OMD	\$2,548.00	
						10-008-53900	Disposable Medical Supplies-Mater	\$10,398.92	
								Totals for BOUND TREE MEDICAL, LLC:	\$56,350.79
	BUCKALEW CHEVROLET	8/2/2018	528040	98610	8/15/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$410.40
		8/7/2018	528161	98696	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$51.20
8/14/2018		528377	98780	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$727.12	
8/15/2018		528414	98780	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$300.08	
8/16/2018		528431	98780	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$409.12	
8/15/2018		528430	98780	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$277.90	
							Totals for BUCKALEW CHEVROLET:	\$2,175.82	
BUCKEYE INTERNATIONAL INC.	8/1/2018	CM90002758			CREDIT/WRONG PRICING	10-008-57900	Station Supplies-Mater	(\$775.00)	
	8/1/2018	90002758	50	8/29/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$930.00	
							Totals for BUCKEYE INTERNATIONAL INC.:	\$155.00	
BULLINGER, MEGAN	8/31/2018	BUL083118	98939	9/12/2018	MILEAGE REIMBUREMENT 08/20/18-08/29/18	10-007-56200	Mileage Reimbursements-EMS	\$71.95	
							Totals for BULLINGER, MEGAN:	\$71.95	
CANON FINANCIAL SERVICES, INC.	8/14/2018	19099426	98781	8/29/2018	SCHEDULE# 001-0735472-002 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information Technology	\$40.92	
	8/14/2018	19111885	98781	8/29/2018	SCHEDULE# 001-0735472-001 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information Technology	\$3,371.71	
							Totals for CANON FINANCIAL SERVICES, INC.:	\$3,412.63	
CDW GOVERNMENT, INC.	8/8/2018	NRQ6846	37	8/22/2018	EPSON REPL LAMP F/SELECT PL	10-015-57750	Small Equipment & Furniture-Information T	\$270.02	
	8/6/2018	NQZ7724	37	8/22/2018	SYNOLOGY RACKSTATION 4BAY	10-015-53100	Computer Supplies/Non-Cap.-Information T	\$2,680.00	

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	8/15/2018	NTG8926	51	8/29/2018	LVO 3YR ADP	10-015-53000	Computer Maintenance-Information Technol	\$117.71
	8/15/2018	NTJ7863	51	8/29/2018	WD 8TB RD SATA 3.5IN NAS HD	10-015-53100	Computer Supplies/Non-Cap.-Information T	\$2,240.00
	8/23/2018	NWR3405	63	9/5/2018	BROCADE 1 YR ESS 4HR ONSITE SUPPORT	10-015-53000	Computer Maintenance-Information Technol	\$2,866.60
	8/27/2018	NXQ3264	79	9/12/2018	PAN TOUGHBOOK WARRANTY PRO PLUS 4YR	10-015-53000	Computer Maintenance-Information Technol	\$6,640.00
	8/8/2018	NRS0727	51	8/29/2018	ADO CC ALL APPS RNW 1	10-015-53050	Computer Software-Information Technology	\$2,851.14
	8/17/2018	NVC8362	63	9/5/2018	WMWARE VSPH 6 ESS KIT	10-015-53050	Computer Software-Information Technology	\$5,408.18
	8/23/2018	NWS8504	79	9/12/2018	ACRONIS BACKUP ADV UNIV 11.5	10-015-53050	Computer Software-Information Technology	\$3,246.00
	8/28/2018	NXT2941	79	9/12/2018	CISCO SMARTNET	10-004-53000	Computer Maintenance-Radio	\$7,649.60
							Totals for CDW GOVERNMENT, INC.:	\$33,969.25
CENTERPOINT ENERGY (REL109)	8/1/2018	88796735 08/01/18	98515	8/8/2018	STATION 20 06/26/18-07/27/18	10-016-58800	Utilities-Facil	\$50.42
	8/7/2018	88589239 08/07/18	98614	8/15/2018	ADMIN 07/03/18-07/31/18	10-016-58800	Utilities-Facil	\$501.21
	8/9/2018	88820089 08/09/18	98614	8/15/2018	STATION 10 07/05/18-08/06/18	10-016-58800	Utilities-Facil	\$21.70
	8/16/2018	64013049610 8/16/18	98698	8/22/2018	STATION 45 07/13/18-08/10/18	10-016-58800	Utilities-Facil	\$20.85
	8/16/2018	98116148 08/16/18	98698	8/22/2018	STATION 14 07/12/18-08/13/18	10-016-58800	Utilities-Facil	\$26.22
	8/16/2018	64006986422 8/16/18	98698	8/22/2018	STATION 43 07/16/18-08/10/18	10-016-58800	Utilities-Facil	\$29.64
	8/29/2018	64015806066 8/29/18	98851	9/5/2018	ROBINSON TOWER 07/26/18-08/23/18	10-004-58800	Utilities-Radio	\$24.82
	8/28/2018	92013168 08/28/18	98851	9/5/2018	STATION 30 07/23/18-08/22/18	10-016-58800	Utilities-Facil	\$19.26
							Totals for CENTERPOINT ENERGY (REL109):	\$694.12
CENTRELEARN SOLUTIONS, LLC	8/8/2018	TSINV00000027075	38	8/22/2018	CENTRELEARN LMS WITH CONENT	10-009-58500	Training/Related Expenses-CE-OMD	\$561.41
	8/8/2018	TSINV00000027077	39	8/22/2018	CENTRELEARN LMS WITH CONTENT	10-009-58500	Training/Related Expenses-CE-OMD	\$1,142.70
	8/8/2018	TSINV00000027076	40	8/22/2018	CENTRELEARN LMS WITH CONTENT	10-009-58500	Training/Related Expenses-CE-OMD	\$2,493.33
							Totals for CENTRELEARN SOLUTIONS, LLC:	\$4,197.44
CENTURY LINK (Phoenix)	8/19/2018	313194646 08/19/18	98782	8/29/2018	STATION 34 08/19/18-09/18/18	10-015-58310	Telephones-Service-Information Technology	\$206.99
							Totals for CENTURY LINK (Phoenix):	\$206.99
CERRUTI, CRISTINA	8/30/2018	CER083018	98852	9/5/2018	MILEAGE REIMBURSEMENT 08/03/18-08/23/18	10-007-56200	Mileage Reimbursements-EMS	\$53.25
							Totals for CERRUTI, CRISTINA:	\$53.25
CHARTER COMMUNICATIONS	8/8/2018	0035377 08/08/18	98615	8/15/2018	STATION 22 08/18/18-09/17/18	10-015-58310	Telephones-Service-Information Technology	\$99.98
							Totals for CHARTER COMMUNICATIONS:	\$99.98
CHASE PEST CONTROL, INC.	8/1/2018	2558070618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$235.00
	8/1/2018	2562073118	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	2555073118	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	2553073118	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	2554073118	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	3851070618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	2561070618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$145.00
	8/1/2018	2559070618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$175.00
	8/1/2018	11452071818	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$40.00
	8/1/2018	384907618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$95.00
	8/1/2018	2556070618	98699	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$200.00
	8/1/2018	3844073118	98700	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	3845070618	98700	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$155.00
	8/1/2018	11370070618	98700	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$102.84
	8/1/2018	2557073118	98700	8/22/2018	EXTERIOR COMMERCIAL SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$185.00

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							Totals for CHASE PEST CONTROL, INC.:	\$2,262.84
CITY OF CONROE, WATER (3066)	8/20/2018	00491400000 08/20/18	98853	9/5/2018	ADMIN 07/16/18-08/15/18	10-016-58800	Utilities-Facil	\$1,658.91
	8/30/2018	00720592000 8/30/18	98943	9/12/2018	STATION 10 07/26/18-08/27/18	10-016-58800	Utilities-Facil	\$82.20
							Totals for CITY OF CONROE, WATER (3066):	\$1,741.11
CITY OF SHENANDOAH	8/21/2018	SEPT 2018-004	98764	8/23/2018	SHENANDOAH STATION RENT STATION 26	10-000-14900	Prepaid Expenses-BS	\$1,000.00
							Totals for CITY OF SHENANDOAH:	\$1,000.00
CLIA LABORATORY PROGRAM (POB 530882)	8/10/2018	45D1031029 09/22/18	98617	8/15/2018	CLIA RENEWAL 09/22/18-09/21/20	10-009-54100	Dues/Subscriptions-OMD	\$150.00
							Totals for CLIA LABORATORY PROGRAM (POB 530882):	\$150.00
CLS TECHNOLOGY, INC	8/13/2018	SD1542	98783	8/29/2018	ADMIN FIRE ALARM REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$538.16
							Totals for CLS TECHNOLOGY, INC:	\$538.16
COLONIAL LIFE	8/1/2018	E3387610 07/29/18	4212	8/1/2018	CONTROL NO. E3387610 PREMIUMS 07/01/18-07/30/18	10-000-21590	P/R-Premium Cancer/Accident-BS	\$9,002.22
							Totals for COLONIAL LIFE:	\$9,002.22
COLORTECH DIRECT & IMPACT PRINTING	8/4/2018	19028	98701	8/22/2018	BUSINESS CARDS/JACOB SHAW	10-008-57000	Printing Services-Matls. Mgmt.	\$69.90
	8/1/2018	18542	98855	9/5/2018	BUSINESS CARDS/KAREN WEBB & ENVELOPES	10-008-57000	Printing Services-Matls. Mgmt.	\$257.51
							Totals for COLORTECH DIRECT & IMPACT PRINTING:	\$327.41
COMCAST CORPORATION	8/1/2018	0546356 08/01/18	98618	8/15/2018	STATION 21 08/05/18-09/04/18	10-016-58800	Utilities-Facil	\$59.95
						10-015-58310		\$103.79
							Totals for COMCAST CORPORATION:	\$163.74
CONNECT YOUR CARE	8/3/2018	218723107	4213	8/3/2018	FLEXIBLE SPENDING ACCOUNT 07/27/18 - 08/02/18	10-000-21585	P/R-Flexible Spending-BS-BS	\$343.20
	8/10/2018	219462605	4222	8/10/2018	FLEXIBLE SPENDING ACCOUNT 08/03/18 - 08/09/18	10-000-21585	P/R-Flexible Spending-BS-BS	\$617.88
	8/12/2018	220321669	4228	8/12/2018	FSA PER EMPLOYEE MONTHLY ADMINISTRATION & NEW EMPL SE	10-025-57100	Professional Fees-Human	\$42.18
	8/17/2018	220182626	4229	8/17/2018	FLEXIBLE SPENDING ACCOUNT 08/10/18 - 08/16/18	10-000-21585	P/R-Flexible Spending-BS-BS	\$50.57
	8/24/2018	221105448	4235	8/24/2018	FLEXIBLE SPENDING ACCOUNT 08/17/18 - 08/23/18	10-000-21585	P/R-Flexible Spending-BS-BS	\$50.49
	8/31/2018	221650568	4244	8/31/2018	FLEXIBLE SPENDING ACCOUNT 08/24/18 - 08/30/18	10-000-21585	P/R-Flexible Spending-BS-BS	\$344.57
							Totals for CONNECT YOUR CARE:	\$1,448.89
CONROE COURIER	8/23/2018	570511153-H1860003	98785	8/29/2018	2018 PROPERTY TAX RATES IN MOCO	10-001-52200	Advertising-Admin	\$62.92
							Totals for CONROE COURIER:	\$62.92
CONROE NOON LIONS CLUB	8/1/2018	100824	98619	8/15/2018	MEMBERSHIP DUES/BRETT ALLEN	10-001-54100	Dues/Subscriptions-Admin	\$55.00
							Totals for CONROE NOON LIONS CLUB:	\$55.00
CONROE REGIONAL MEDICAL CENTER	8/21/2018	SEPT 2018-012	98702	8/22/2018	STATION 90 LEASE	10-000-14900	Prepaid Expenses-BS	\$3,501.17
							Totals for CONROE REGIONAL MEDICAL CENTER:	\$3,501.17
CONROE WELDING SUPPLY, INC.	8/1/2018	RI 7181182			CREDIT/R07181182	10-008-56600	Oxygen & Gases-Mater	(\$28.80)
	8/7/2018	CT881047	98620	8/15/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$161.80
	8/7/2018	CT881019	98620	8/15/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$135.40
	8/9/2018	CT881462	98620	8/15/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$142.20
	8/7/2018	CT881010	98620	8/15/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$151.00
	8/7/2018	CT881025	98620	8/15/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$136.40

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	8/13/2018	CT881592	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$100.20
	8/13/2018	CT881903	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$219.60
	8/13/2018	CT881899	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$116.80
	8/13/2018	CT881867	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$132.40
	8/13/2018	PS426836	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$71.80
	8/13/2018	PS426832	98703	8/22/2018	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$54.20
	8/20/2018	CT882867	98786	8/29/2018	CABLE WELDING	10-010-59050	Vehicle-Parts-Fleet	\$46.90
							Totals for CONROE WELDING SUPPLY, INC.:	\$1,439.90
CONSOLIDATED COMMUNICATIONS-LUF	8/1/2018	06060MCD-S-18213	98621	8/15/2018	ADMIN 08/01/18-08/31/18	10-015-58310	Telephones-Service-Information Technology	\$198.28
							Totals for CONSOLIDATED COMMUNICATIONS-LUF:	\$198.28
CONSOLIDATED COMMUNICATIONS-TXU	8/1/2018	9365399272 08/01/18	98523	8/8/2018	ADMIN 08/01/18-08/31/18	10-015-58310	Telephones-Service-Information Technology	\$35.28
	8/11/2018	9360434566 08/11/18	98704	8/22/2018	STATION 43 08/11/18-09/10/18	10-015-58310	Telephones-Service-Information Technology	\$173.26
	8/16/2018	0009600539 08/16/18	98787	8/29/2018	ADMIN 08/16/18-09/15/18	10-015-58310	Telephones-Service-Information Technology	\$287.66
	8/16/2018	0009600146 08/16/18	98788	8/29/2018	ADMIN 08/16/18-09/15/18	10-015-58310	Telephones-Service-Information Technology	\$591.36
	8/21/2018	9365393450 08/21/18	98789	8/29/2018	ADMIN 08/21/18-09/20/18	10-015-58310	Telephones-Service-Information Technology	\$154.61
	8/21/2018	9365391160 08/21/18	98790	8/29/2018	ADMIN 08/21/18-09/20/18	10-015-58310	Telephones-Service-Information Technology	\$6,434.01
						10-015-58320	Telephones - Long Distance-Information Tex	\$273.08
							Totals for CONSOLIDATED COMMUNICATIONS-TXU:	\$7,949.26
CONSOLIDATED ELECTRICAL DISTRIBUTORS, INC.	8/28/2018	1316-613895	98952	9/12/2018	REPLACED EMERGENCY EXIT SIGNS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$436.64
							Totals for CONSOLIDATED ELECTRICAL DISTRIBUTORS, INC.:	\$436.64
COSPER, JARED	8/9/2018	COS080918	98622	8/15/2018	GYM EQUIPMENT REIMBURSEMENT	10-007-57750	Small Equipment & Furniture-EMS	\$650.90
							Totals for COSPER, JARED:	\$650.90
CROCKER, KEVIN JAMES	8/8/2018	CRO080818	98623	8/15/2018	PER DIEM/ASM LEADERSHIP CONF 08/18/18-07/24/18	10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$416.00
							Totals for CROCKER, KEVIN JAMES:	\$416.00
CROWN PAPER AND CHEMICAL	8/16/2018	116372	98791	8/29/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$433.32
	8/22/2018	116529	98856	9/5/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$164.50
							Totals for CROWN PAPER AND CHEMICAL:	\$597.82
CULLIGAN OF HOUSTON	8/17/2018	1192082	98792	8/29/2018	CI SVC CONT - LEVEL 3 FOR SERV FROM 09/01-09/30	10-000-14900	Prepaid Expenses-BS	\$299.00
							Totals for CULLIGAN OF HOUSTON:	\$299.00
CUMMINS SOUTHERN PLAINS, LTD.	8/1/2018	85-3984	98624	8/15/2018	INSPECTION	10-004-55650	Maintenance-Contract Equipment-Radio	\$345.00
	8/1/2018	85-3985	98624	8/15/2018	INSPECTION	10-004-55650	Maintenance-Contract Equipment-Radio	\$345.00
	8/21/2018	85-11216	98705	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$383.60
							Totals for CUMMINS SOUTHERN PLAINS, LTD.:	\$1,073.60
DAILEY WELLS COMMUNICATION	8/1/2018	18MCHD07	41	8/22/2018	ON SITE SUPPORT FOR DWC SENIOR JULY 2018	10-004-57100	Professional Fees-Radio	\$15,210.00
	8/15/2018	00063846	52	8/29/2018	RADIO REPAIR S/N 9612231	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$190.00
	8/15/2018	00063845	52	8/29/2018	RADIO REPAIR S/N 96012181	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$103.75
	8/1/2018	00063710	52	8/29/2018	RADIO REPAIR S/N 96012231	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$103.75
	8/15/2018	00063759	52	8/29/2018	RADIO REPAIR S/N 98037373	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$100.00
	8/15/2018	00063781	52	8/29/2018	RADIO REPAIR S/N 96012226	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$103.75
	8/30/2018	00063895	81	9/12/2018	RADIO REPAIR S/N A4011E016985	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$103.75

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	8/1/2018	00063248	64	9/5/2018	RADIO REPAIR S/N A40201010999	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$1,015.00
	8/1/2018	00063601	64	9/5/2018	RADIO REPAIR S/N A40201010895	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$1,048.75
							Totals for DAILEY WELLS COMMUNICATION:	\$17,978.75
DANIEL, DONNA	8/31/2018	DAN083118	98953	9/12/2018	MILEAGE REIMBURSEMENT 04/02/18-07/10/18	10-026-56200	Mileage Reimbursements-Recor	\$39.48
							Totals for DANIEL, DONNA:	\$39.48
DEARBORN NATIONAL LIFE INS CO	8/1/2018	F021753 08/01/18	4215	8/1/2018	LIFE/DISABILITY/VISION PREMIUMS 08/01/18-08/31/18	10-001-51700	Health & Dental-Admin	\$31,365.67
							Totals for DEARBORN NATIONAL LIFE INS CO:	\$31,365.67
DEMONTTROND	8/2/2018	211326	98625	8/15/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$613.23
	8/6/2018	211319	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$482.90
	8/3/2018	211369	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$26.02
	8/6/2018	211460	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$3,598.20
	8/7/2018	211502	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$26.02
	8/7/2018	211542	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$297.00
	8/7/2018	211499	98706	8/22/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$596.20
	8/14/2018	211823	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$3,077.04
	8/15/2018	211881	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$109.67
	8/14/2018	211821	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$127.39
	8/14/2018	211878	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$130.10
	8/15/2018	211810	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/16/2018	211889	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/16/2018	211919	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$338.10
	8/16/2018	211980	98793	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,324.40
	8/17/2018	211981	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$501.60
	8/20/2018	212077	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,939.77
						10-010-56500	Other Services-Fleet	\$237.26
	8/20/2018	212031	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$356.40
	8/20/2018	212003	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/20/2018	212004	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/20/2018	212005	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/20/2018	212006	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/20/2018	212007	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/20/2018	212008	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/21/2018	212139	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$400.90
	8/24/2018	212295	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$12.87
	8/23/2018	212246	98857	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$415.20
	8/23/2018	212180	98858	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$170.10
	8/22/2018	212190	98858	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,064.50
	8/21/2018	212130	98858	9/5/2018	VEHICLE PARTS	10-010-56500	Other Services-Fleet	\$61.71
	8/21/2018	212129	98858	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$101.20
	8/28/2018	212482	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,404.12
	8/27/2018	212382	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,006.46
	8/27/2018	212335	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$25.03
	8/27/2018	212393	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$71.56
	8/24/2018	212290	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$17.86
	8/29/2018	212538	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,064.50
	8/29/2018	212510	98954	9/12/2018	VEHICLE PARTS	10-010-56500	Other Services-Fleet	\$19.70

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	8/29/2018	212438	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$65.23
	8/25/2018	212353	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$74.44
	8/29/2018	212525	98954	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$81.29
							Totals for DEMONTROND:	\$23,940.93
DEVLIN, JENNIFER	8/27/2018	DEV082718	98794	8/29/2018	MILEAGE REIMBURSEMENT 02/13/18-08/24/18	10-007-56200	Mileage Reimbursements-EMS	\$81.10
	8/27/2018	DEV082718 \$65.84	98794	8/29/2018	MILEAGE REIMBURSEMENT 01/29/18-05/21/18	10-007-56200	Mileage Reimbursements-EMS	\$65.84
							Totals for DEVLIN, JENNIFER:	\$146.94
DIAMOND COMPOSITE STRUCTURES	8/6/2018	DIA080618	98529	8/8/2018	DEPOSITED TO MCHD EMS IN ERROR	10-000-21000	Accrued Expenditures-BS	\$117.90
							Totals for DIAMOND COMPOSITE STRUCTURES:	\$117.90
ELLIOTT, BRANDON	8/30/2018	ELL083018	98859	9/5/2018	MILEAGE REIMBURSEMENT 08/23/18-08/26/18	10-006-56200	Mileage Reimbursements-Alarm	\$40.56
							Totals for ELLIOTT, BRANDON:	\$40.56
EMS SURVEY TEAM	8/9/2018	520	42	8/22/2018	ANNUAL SURVEY MEMBERSHIP DUES - 2018	10-009-53550	Customer Relations-OMD	\$1,950.00
	8/8/2018	508	42	8/22/2018	MCHD MAILED SURVEYS - JUNE 2018	10-009-53550	Customer Relations-OMD	\$4,022.40
	8/29/2018	554	82	9/12/2018	MCHD MAILED SURVEYS - JULY 2018	10-009-53550	Customer Relations-OMD	\$3,789.60
							Totals for EMS SURVEY TEAM:	\$9,762.00
ENERGY TEXAS, LLC	8/2/2018	465003204019 8/2/18	98627	8/15/2018	STATION 32 06/27/18-07/30/18	10-016-58800	Utilities-Facil	\$694.19
	8/2/2018	150004150219 8/2/18	98628	8/15/2018	ADMIN 06/29/18-07/27/18	10-016-58800	Utilities-Facil	\$16,673.87
	8/9/2018	130004193993 8/9/18	98629	8/15/2018	STATION 20 07/07/18-08/04/18	10-016-58800	Utilities-Facil	\$1,085.51
	8/7/2018	45005390163 8/7/18	98707	8/22/2018	STATION 14 07/03/18-07/31/18	10-016-58800	Utilities-Facil	\$373.40
	8/14/2018	139876379 08/14/18	98708	8/22/2018	STATION 30 07/10/18-08/08/18	10-016-58800	Utilities-Facil	\$1,022.24
	8/15/2018	340002710473 8/15/18	98709	8/22/2018	THOMPSON RD TOWER 07/13/18-08/10/18	10-004-58800	Utilities-Radio	\$622.50
	8/16/2018	450002321939 8/16/18	98710	8/22/2018	STATION 31 07/12/18-08/09/18	10-016-58800	Utilities-Facil	\$563.03
	8/16/2018	55005367025 8/16/18	98711	8/22/2018	SPLENDOR TOWER 07/12/18-08/09/18	10-004-58800	Utilities-Radio	\$428.54
	8/21/2018	515002736823 8/21/18	98795	8/29/2018	STATION 43 07/14/18-08/11/18	10-016-58800	Utilities-Facil	\$560.04
	8/21/2018	160004157256 8/21/18	98796	8/29/2018	STATION 10 07/18/18-08/16/18	10-016-58800	Utilities-Facil	\$1,202.32
	8/22/2018	240003944461	98797	8/29/2018	STATION 44 07/18/18-08/16/18	10-016-58800	Utilities-Facil	\$183.30
	8/23/2018	350002705143 8/23/18	98798	8/29/2018	GRANGERLAND TOWER 07/19/18-08/17/18	10-004-58800	Utilities-Radio	\$780.29
	8/30/2018	325003916754 08/30/1	98860	9/5/2018	ROBINSON TOWER 07/26/18-08/24/18	10-004-58800	Utilities-Radio	\$561.69
	8/30/2018	95005157274 08/30/18	98861	9/5/2018	ROBINSON TOWER 07/26/18-08/24/18	10-004-58800	Utilities-Radio	\$69.42
							Totals for ENERGY TEXAS, LLC:	\$24,820.34
FIRE STATION OUTFITTERS, LLC	8/1/2018	18-4385-0	98800	8/29/2018	OUTFITTER DOUBLE RECLINING SOFA	10-016-57750	Small Equipment & Furniture-Facil	\$1,065.00
							Totals for FIRE STATION OUTFITTERS, LLC:	\$1,065.00
FIREFIGHTER SAFETY CENTER	8/9/2018	27107	98712	8/22/2018	BOOTS/UNIFORM	10-007-58700	Uniforms-EMS	\$209.50
							Totals for FIREFIGHTER SAFETY CENTER:	\$209.50
FIRST CHOICE COLLISION, LLC	8/1/2018	7822	98713	8/22/2018	REPAIR TO A.PRESSWOOD PRIVATE VEH INCIDENT	10-010-52000	Accident Repair-Fleet	\$2,246.84
							Totals for FIRST CHOICE COLLISION, LLC:	\$2,246.84
FRAZER, LTD.	8/23/2018	67035	65	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$4.20
							Totals for FRAZER, LTD.:	\$4.20
GALLS, INC.dba LONESTAR UNIFORMS	8/1/2018	010313456	98632	8/15/2018	BLACKINTON SMALL CAPTAIN BAR	10-007-58700	Uniforms-EMS	\$148.00

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Totals for GALLS, INC.dba LONESTAR UNIFORMS:								\$148.00
GEL PARTNERSHIP INC. dba UNLIMITED CARE	8/27/2018	23413	98801	8/29/2018	SUPPORT BEAM REPAIRS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$495.00
Totals for GEL PARTNERSHIP INC. dba UNLIMITED CARE:								\$495.00
GEO-COMM, INC.	8/20/2018	5151			GIS MAINTENANCE SERVICE (WIRELINE LAYERS)	10-015-53050	Computer Software-Information Technology	\$19,551.15
Totals for GEO-COMM, INC.:								\$19,551.15
GERARDO A MIRELLES DBA SIERRA CATERING	8/15/2018	GER081518	98633	8/15/2018	EMPLOYEE APPRECIATION/FALL EVENT SEPT	10-000-14900	Prepaid Expenses-BS	\$1,815.55
Totals for GERARDO A MIRELLES DBA SIERRA CATERING:								\$1,815.55
GLOBAL INDUSTRIAL INC	8/8/2018	113030022	98715	8/22/2018	FOLDABLE CORRUGATED SHELF	10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$162.00
Totals for GLOBAL INDUSTRIAL INC:								\$162.00
GRAINGER	8/8/2018	9870104214	98716	8/22/2018	SOFTPULL PAPER TOWELS	10-010-57725	Shop Supplies-Fleet	\$230.88
	8/17/2018	9879314756	98862	9/5/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$78.96
	8/1/2018	9762318914	98960	9/12/2018	PRESSURE WASHER HOSE SUPPLIES	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$518.17
Totals for GRAINGER:								\$828.01
GRAYBAR	8/22/2018	9305773671	98863	9/5/2018	RADIO REPAIR PARTS	10-004-57225	Radio Repair - Parts-Radio	\$199.66
	8/16/2018	9305656742	98802	8/29/2018	RADIO REPAIR PARTS	10-004-57225	Radio Repair - Parts-Radio	\$18.00
Totals for GRAYBAR:								\$217.66
GREAT SOUTHWEST PAPER CO., INC	8/28/2018	01-5729624-00	98961	9/12/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$198.60
Totals for GREAT SOUTHWEST PAPER CO., INC:								\$198.60
GRIFFIN SERVICES (dba) JASON GRIFFIN	8/24/2018	2018-065	98962	9/12/2018	STATION 40 EMERGENCY SERVICE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$450.00
Totals for GRIFFIN SERVICES (dba) JASON GRIFFIN:								\$450.00
GULLO FORD MERCURY	8/16/2018	419326	98803	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$44.76
	8/22/2018	420802	98864	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$10.30
	8/22/2018	420843	98864	9/5/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$108.15
Totals for GULLO FORD MERCURY:								\$163.21
HENRY SCHEIN, INC.-MATRX MEDICAL	8/3/2018	53976612	98717	8/22/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$1,931.93
	8/3/2018	52920700	98717	8/22/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$24,250.00
	8/6/2018	56026509	98717	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$419.20
	8/8/2018	56138655	98717	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$460.72
						10-008-53900		\$1,454.48
	8/9/2018	56165922	98717	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,573.00
	8/14/2018	56305371	98804	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$322.72
						10-008-53900		\$3,213.69
	8/16/2018	56379888	98804	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$75.00
	8/16/2018	56379882	98804	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$75.00
	8/20/2018	56475386	98879	9/5/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$153.00
	8/28/2018	56738469	98964	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$75.00
	8/28/2018	56738467	98964	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$75.00
	8/28/2018	56738466	98964	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$75.00
	8/27/2018	56447834	98964	9/12/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$1,397.50

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	8/27/2018	55676810	98964	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$615.60
	8/24/2018	56651780	98964	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$714.80
							Totals for HENRY SCHEIN, INC.-MATRX MEDICAL:	\$36,881.64
HERNANDEZ, JESSICA	8/31/2018	HER083118	83	9/12/2018	MILEAGE REIMBURSEMENT 08/08/18-08/28/18	10-008-56200	Mileage Reimbursements-Mats. Mgmt.	\$8.90
							Totals for HERNANDEZ, JESSICA:	\$8.90
HERRING, ASHTON	8/31/2018	HER083118	83	9/12/2018	MILEAGE REIMBURSEMENT 08/01/18-08/28/18	10-009-56200	Mileage Reimbursements-OMD	\$51.72
							Totals for HERRING, ASHTON:	\$51.72
HON, CALVIN	8/16/2018	HON081618	98718	8/22/2018	MILEAGE REIMBURSEMENT 05/16/18-06/13/18	10-015-56200	Mileage Reimbursements-Information Techn	\$18.42
							Totals for HON, CALVIN:	\$18.42
HOOTS, REBECCA	8/22/2018	HOO082218	98806	8/29/2018	MILEAGE REIMBURSEMENT 08/13/2018	10-007-56200	Mileage Reimbursements-EMS	\$38.26
							Totals for HOOTS, REBECCA:	\$38.26
HOUSTON COMMUNITY NEWSPAPERS	8/5/2018	261099001	98807	8/29/2018	2018 MOCO TAX RATES	10-001-52200	Advertising-Admin	\$803.35
							Totals for HOUSTON COMMUNITY NEWSPAPERS:	\$803.35
HR IN ALIGNMENT, LLC	8/8/2018	HRI-SEPT 2018-007	98640	8/15/2018	HR CONSULTING FEE FOR SEPTEMBER 2018	10-000-14900	Prepaid Expenses-BS	\$750.00
							Totals for HR IN ALIGNMENT, LLC:	\$750.00
HUDSON & O'LEARY, LLP	8/1/2018	AUGUST 2018-004	98460	8/1/2018	MONTHLY FLAT FEE FOR LEGAL SERVICES	10-001-55500	Legal Fees-Admin	\$5,000.00
							Totals for HUDSON & O'LEARY, LLP:	\$5,000.00
IBS OF GREATER CONROE & INTERSTATE BATTERY SYSTEM	8/2/2018	1924102004062	98641	8/15/2018	AUTOMOTIVE BATTERY	10-010-58900	Vehicle-Batteries-Fleet	\$856.00
	8/14/2018	1924102004115	98808	8/29/2018	BATTERY	10-010-58900	Vehicle-Batteries-Fleet	\$392.00
							Totals for IBS OF GREATER CONROE & INTERSTATE BATTERY SYSTEM:	\$1,248.00
INDEPENDENCE MEDICAL	8/1/2018	52608131	98720	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,406.49
	8/1/2018	52746286	98720	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$8.84
	8/1/2018	53077518	98720	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,133.67
	8/21/2018	53579848	98883	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,235.67
							Totals for INDEPENDENCE MEDICAL:	\$3,784.67
INDIGENT HEALTHCARE SOLUTIONS	8/2/2018	66493	98549	8/8/2018	POWER SEARCH SERVICES FOR JULY 2018	10-002-57100	Professional Fees-PA	\$203.00
	8/1/2018	66431	98642	8/15/2018	PROFESSIONAL SERVICES FOR SEPTEMBER 2018	10-000-14900	Prepaid Expenses-BS	\$12,626.27
							Totals for INDIGENT HEALTHCARE SOLUTIONS:	\$12,829.27
JAMES, ROBERT	8/21/2018	SEPT 2018-017	98721	8/22/2018	STATION 44	10-000-14900	Prepaid Expenses-BS	\$1,201.00
							Totals for JAMES, ROBERT:	\$1,201.00
JENKINS, ALINA	8/9/2018	JEN080918	98594	8/9/2018	MONIES OWED TO EMPLOYEE	10-000-21400	Accrued Payroll-BS	\$138.64
							Totals for JENKINS, ALINA:	\$138.64
JOHNSON, WADE	8/23/2018	JOHN082318	98809	8/29/2018	MILEAGE REIMBURSEMENT 08/08/18-08/18/18	10-007-56200	Mileage Reimbursements-EMS	\$20.55
	8/30/2018	JOH083018	98885	9/5/2018	MILEAGE REIMBURSEMENT 08/27/18	10-007-56200	Mileage Reimbursements-EMS	\$45.02
							Totals for JOHNSON, WADE:	\$65.57

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JP MORGAN CHASE BANK	8/5/2018	6741 08/05/18	4230	8/20/2018	CC TRANSACTIONS FOR AUGUST 2018	10-000-14900	Prepaid Expenses-BS	\$8,300.00
						10-001-53150	Conferences - Fees, Travel, & Meals-Admin	\$1,379.55
						10-001-54100	Dues/Subscriptions-Admin	\$15.00
						10-001-57100	Professional Fees-Admin	\$50.00
						10-002-57100	Professional Fees-PA	\$32.00
						10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$2,348.17
						10-004-57700	Shop Tools-Radio	\$43.90
						10-004-57725	Shop Supplies-Radio	\$54.32
						10-005-53150	Conferences - Fees, Travel, & Meals-Accou	\$503.70
						10-005-54100	Dues/Subscriptions-Accou	\$515.00
						10-006-58500	Training/Related Expenses-CE-Alarm	\$419.01
						10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$4,318.00
						10-007-54100	Dues/Subscriptions-EMS	\$75.00
						10-007-57750	Small Equipment & Furniture-EMS	\$258.25
						10-007-58700	Uniforms-EMS	\$70.29
						10-008-52500	Bio-Waste Removal-Mater	\$2,464.21
						10-008-56900	Postage-Meter	\$443.09
						10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$179.96
						10-009-52700	Business Licenses-OMD	\$572.00
						10-009-52950	Community Education-Dept	\$118.91
						10-009-54100	Dues/Subscriptions-OMD	\$1,105.00
						10-009-54200	Durable Medical Equipment-OMD	\$189.00
						10-009-56100	Meeting Expenses-OMD	\$60.58
						10-010-54100	Dues/Subscriptions-Fleet	\$1,295.00
						10-010-58500	Training/Related Expenses-CE-Fleet	\$554.00
						10-010-58600	Travel Expenses-Fleet	\$440.00
						10-010-59000	Vehicle-Outside Services-Fleet	\$69.00
						10-010-59100	Vehicle-Registration-Fleet	\$49.75
						10-011-53150	Conferences - Fees, Travel, & Meals-Billi	\$207.00
						10-015-53150	Conferences - Fees, Travel, & Meals-Infor	\$20.31
						10-015-57750	Small Equipment & Furniture-Information T	\$428.99
						10-015-58310	Telephones-Service-Information Technology	\$110.81
						10-016-55600	Maintenance & Repairs-Buildings-Facil	\$805.65
						10-016-55600	Maintenance & Repairs-Buildings-Facil	\$12.40
						10-016-57700	Shop Tools-Facil	\$360.90
						10-016-57725	Shop Supplies-Facil	\$559.17
						10-016-57750	Small Equipment & Furniture-Facil	\$1,017.96
						10-016-58800	Utilities-Facil	\$6,873.96
						10-025-54350	Employee Health(Wellness-Human	\$160.00
						10-025-54450	Employee Recognition-Human	\$56.68
						10-026-53150	Conferences - Fees, Travel, & Meals-Recor	\$235.00
						10-039-54450	Employee Recognition-Param	\$323.80
						10-008-57900	Station Supplies-Mater	\$1,382.33
						10-008-58700	Uniforms-Matls. Mgmt.	\$91.97
							Totals for JP MORGAN CHASE BANK:	\$38,569.62
KARRER, ANDREW	8/20/2018	KAR082018	98722	8/22/2018	TUITION REIMBURSEMENT/SUMMER 2018	10-025-58550	Tuition Reimbursement-Human	\$1,554.48
							Totals for KARRER, ANDREW:	\$1,554.48

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KOLOR KOATED, INC.	8/1/2018	16372 \$2047.29	98644	8/15/2018	BADGES, SLIVER	10-007-58700	Uniforms-EMS	\$2,047.29	
	8/23/2018	16375 \$198.36	98889	9/5/2018	NAMEPLATES-SLIVER	10-007-58700	Uniforms-EMS	\$198.36	
	8/23/2018	16376	98889	9/5/2018	NAMEPLATE-SILVER	10-007-58700	Uniforms-EMS	\$15.05	
Totals for KOLOR KOATED, INC.:								\$2,260.70	
LAERDAL MEDICAL CORP.	8/10/2018	2018/2000073247	98810	8/29/2018	PALS PROVIDER CARDS	10-009-52600	Books/Materials-OMD	\$230.18	
	8/14/2018	2018/2000074203	98810	8/29/2018	TIBIAL IO TUBING	10-009-52600	Books/Materials-OMD	\$113.95	
	8/27/2018	2018/2000078031	98970	9/12/2018	BABY ANNE	10-009-52950	Community Education-Dept	\$170.97	
Totals for LAERDAL MEDICAL CORP.:								\$515.10	
LAKE SOUTH WATER SUPPLY CORPORATION	8/22/2018	1000019000 08/22/18	98890	9/5/2018	STATION 45 07/13/18-08/14/18	10-016-58800	Utilities-Facil	\$355.97	
	Totals for LAKE SOUTH WATER SUPPLY CORPORATION:								\$355.97
LEDWIG, ALBERT	8/27/2018	LED082718	53	8/29/2018	MILEAGE REIMBURSEMENT 07/14/18-08/20/18	10-010-56200	Mileage Reimbursements-Fleet	\$50.03	
	8/31/2018	LED083118	69	9/5/2018	ASE TESTING MILEAGE REIMBURSEMENT 07/09/18	10-010-56200	Mileage Reimbursements-Fleet	\$41.37	
Totals for LEDWIG, ALBERT:								\$91.40	
LEE, KEVIN	8/31/2018	LEE083118	98892	9/5/2018	MILEAGE REIMBURSEMENT 08/11/18-08/12/18	10-010-56200	Mileage Reimbursements-Fleet	\$16.79	
	Totals for LEE, KEVIN:								\$16.79
LEXISNEXIS RISK DATA MGMT, INC	8/1/2018	1171610-20180731	98645	8/15/2018	OFFICIAL RECORDS SEARCH 07/01/18-07/31/18	10-011-52900	Collection Fees-Bill	\$1,730.45	
	10-002-57100								\$562.95
Totals for LEXISNEXIS RISK DATA MGMT, INC:								\$2,293.40	
LIFE-ASSIST, INC.	8/7/2018	870362	98725	8/22/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$479.00	
	8/7/2018	870299	98725	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$152.84	
	8/13/2018	871296	98811	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,197.84	
	10-009-54000								\$269.60
	8/14/2018	871523	98811	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$2,400.80	
	8/14/2018	871616	98811	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$63.60	
	8/17/2018	872193	98893	9/5/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$479.00	
	8/23/2018	873308	98893	9/5/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$479.00	
	8/22/2018	872979	98893	9/5/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$697.60	
	8/27/2018	873813	98971	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$3,194.40	
	10-009-54000								\$628.00
Totals for LIFE-ASSIST, INC.:								\$10,041.68	
LONE STAR SEPTIC PUMPING	8/2/2018	3989	98647	8/15/2018	SEPTIC PUMPING REMOVED 2000 GALLONS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$640.00	
	Totals for LONE STAR SEPTIC PUMPING:								\$640.00
MALOUF ENGINEERING INT'L, INC	8/1/2018	1802212V0	98894	9/5/2018	STRUCTURAL ANALYSIS - RADIO TOWERS	10-004-57100	Professional Fees-Radio	\$14,000.00	
	Totals for MALOUF ENGINEERING INT'L, INC:								\$14,000.00
MARTIN, DISIERE, JEFFERSON & WISDOM, LLP	8/20/2018	158938	98974	9/12/2018	ATTORNEY FEES 07/13/18-07/25/18	10-025-55500	Legal Fees-Human	\$268.00	
	Totals for MARTIN, DISIERE, JEFFERSON & WISDOM, LLP:								\$268.00
MCKELVEY, BRENT	8/23/2018	MCK082318	54	8/29/2018	MILEAGE REIMBURSEMENT 08/12/18	10-007-56200	Mileage Reimbursements-EMS	\$17.44	
	Totals for MCKELVEY, BRENT:								\$17.44

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MCKESSON GENERAL MEDICAL CORP.	8/29/2018	34698139			CREDIT/34547619	10-008-53900	Disposable Medical Supplies-Mater	(\$438.00)	
	8/1/2018	32673638	98648	8/15/2018	DRUG/MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$1,580.73	
						10-008-53900	Disposable Medical Supplies-Mater	\$219.00	
	8/7/2018	33052036	98727	8/22/2018	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$762.20	
	8/21/2018	34093308	98896	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$304.25	
	8/21/2018	34062934	98896	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$73.14	
	8/17/2018	33870169	98896	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$908.38	
	8/20/2018	33896387	98896	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$9.48	
	8/17/2018	33860504	98896	9/5/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$28.80	
	8/29/2018	34683210	98975	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$286.80	
	8/28/2018	34559351	98975	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$289.44	
	8/28/2018	34547619	98975	9/12/2018	MEDICAL/DRUG SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$567.82	
						10-009-54000	Drug Supplies-OMD	\$229.28	
	8/28/2018	34566410	98975	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$136.82	
	Totals for MCKESSON GENERAL MEDICAL CORP.:								\$4,958.14
	MED ONE EQUIPMENT SERVICES LLC	8/10/2018	ES10190	98728	8/22/2018	EQUIPMENT REPAIR	10-009-57650	Repair-Equipment-OMD	\$346.79
							10-009-57650	Repair-Equipment-OMD	\$15.00
8/13/2018		ES10191	98728	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,955.00	
						10-008-53900	Disposable Medical Supplies-Mater	\$90.00	
Totals for MED ONE EQUIPMENT SERVICES LLC:								\$2,406.79	
MEDLINE INDUSTRIES, INC	8/1/2018	1855699042	98649	8/15/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$781.60	
	Totals for MEDLINE INDUSTRIES, INC:								\$781.60
MEDTIME	8/14/2018	00031	55	8/29/2018	TRANSPORTATION SERVICES	10-039-56500	Other Services-Param	\$1,345.00	
	Totals for MEDTIME:								\$1,345.00
MICRO INTEGRATION & PROGRAMMING SOLUTIONS, INC.	8/21/2018	218593	98897	9/5/2018	COMPUTER SOFTWARE	10-004-53050	Computer Software-Radio	\$135,978.15	
	Totals for MICRO INTEGRATION & PROGRAMMING SOLUTIONS, INC.:								\$135,978.15
MID-SOUTH SYNERGY	8/1/2018	313046001 07/24/18	98558	8/8/2018	STATION 45 06/24/18-07/24/18	10-016-58800	Utilities-Facil	\$323.00	
	Totals for MID-SOUTH SYNERGY:								\$323.00
MILLER UNIFORMS & EMBLEMS, INC.	8/1/2018	116995	98650	8/15/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$199.96	
	8/1/2018	116997	98650	8/15/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$180.70	
	8/1/2018	116994	98650	8/15/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$228.50	
	8/1/2018	116998	98650	8/15/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$139.00	
	8/8/2018	117531	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50	
	8/8/2018	117532	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50	
	8/8/2018	117534	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$164.95	
	8/8/2018	117535	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$173.00	
	8/8/2018	117538	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$153.00	
	8/8/2018	117541	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$332.00	
	8/8/2018	117540	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$180.70	
	8/10/2018	117835	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$250.50	
	8/10/2018	117836	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$388.50	
	8/10/2018	117839	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$229.50	
	8/10/2018	117843	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$108.00	

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	8/10/2018	117841	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$156.00
	8/10/2018	117840	98812	8/29/2018	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$84.50
	8/10/2018	117842	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$306.00
	8/10/2018	117852	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$421.50
	8/10/2018	117855	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$106.50
	8/10/2018	117854	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$86.50
	8/10/2018	117851	98812	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$332.00
	8/10/2018	117850	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$222.50
	8/10/2018	117847	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$156.00
	8/10/2018	117849	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$346.00
	8/1/2018	116339	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$950.00
						10-007-58700	Uniforms-EMS	\$14.03
	8/1/2018	116338	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$467.00
	8/8/2018	117537	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$397.35
	8/10/2018	117845	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$608.00
	8/1/2018	99931	98729	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$2,652.90
	8/1/2018	111533	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$250.00
						10-007-58700	Uniforms-EMS	\$10.05
	8/1/2018	102840	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$19.50
	8/15/2018	118229	98813	8/29/2018	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$47.99
	8/15/2018	118226	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$139.00
	8/15/2018	118227	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$299.00
	8/15/2018	118215	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$279.50
	8/15/2018	118216	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/15/2018	118230	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/15/2018	118222	98813	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$86.50
	8/15/2018	118224	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$148.00
	8/15/2018	118228	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$249.50
	8/15/2018	118232	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$139.00
	8/15/2018	118234	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$69.50
	8/15/2018	118235	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$384.50
	8/15/2018	118236	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$208.50
	8/15/2018	118237	98814	8/29/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$139.00
	8/1/2018	115109	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$90.35
	8/1/2018	105697	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$153.00
	8/1/2018	105698	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00
	8/1/2018	110202	98730	8/22/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$950.95
	8/17/2018	118487	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$99.00
	8/17/2018	118483	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/17/2018	118482	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/17/2018	118484	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/17/2018	118485	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/17/2018	118486	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/22/2018	118787	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$156.00
	8/22/2018	118784	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$153.00
	8/22/2018	118779	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$22.00
	8/22/2018	118785	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$163.00
	8/22/2018	118788	98898	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$184.50
	8/22/2018	118780	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$22.00

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	8/22/2018	118783	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$69.50
	8/22/2018	118790	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$505.00
	8/22/2018	118782	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$176.00
	8/22/2018	118781	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$111.50
	8/22/2018	118794	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$406.00
	8/22/2018	118797	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$40.00
	8/22/2018	118795	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$355.00
	8/22/2018	118768	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/22/2018	118765	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/22/2018	118767	98899	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/22/2018	118772	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	8/22/2018	118773	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$115.00
	8/22/2018	118774	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/22/2018	118775	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$243.00
	8/22/2018	118791	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$108.00
	8/15/2018	118225	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$185.95
	8/1/2018	116993	98900	9/5/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$164.35
	8/31/2018	119614			UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00
	8/22/2018	118778	98978	9/12/2018	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$9.00
	8/22/2018	118776	98978	9/12/2018	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$9.00
	8/29/2018	119372	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.00
	8/15/2018	118238	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$374.00
						10-007-58700	Uniforms-EMS	\$38.22
	8/29/2018	119373	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00
	8/31/2018	119611			UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00
	8/29/2018	119375	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/24/2018	118956	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$554.50
	8/24/2018	118957	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$442.00
	8/24/2018	118958	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/29/2018	119382	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$166.50
	8/31/2018	119608			UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$49.99
	8/29/2018	119383	98978	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$312.00
	8/29/2018	119369	98979	9/12/2018	UNIFORMS	10-007-58700	Uniforms-EMS	\$54.00
							Totals for MILLER UNIFORMS & EMBLEMS, INC.:	\$22,384.44
MILSTEAD AUTOMOTIVE	8/23/2018	56030	98980	9/12/2018	VEHICLE TOWING - SHOP 35	10-010-59200	Vehicle-Towing-Fleet	\$122.00
							Totals for MILSTEAD AUTOMOTIVE:	\$122.00
MONTGOMERY COUNTY COURTHOUSE (TURNBULL)	8/30/2018	MON083018	98902	9/5/2018	ESTATE FILING FEE	10-011-55500	Legal Fees-Bill	\$10.00
							Totals for MONTGOMERY COUNTY COURTHOUSE (TURNBULL):	\$10.00
MONTGOMERY COUNTY ESD # 1, (STN 12)	8/21/2018	SEPT 2018-162	98731	8/22/2018	STATION 12 RENT	10-000-14900	Prepaid Expenses-BS	\$950.00
							Totals for MONTGOMERY COUNTY ESD # 1, (STN 12):	\$950.00
MONTGOMERY COUNTY ESD #1 (STN 13)	8/21/2018	SEPT 2018-016	98732	8/22/2018	STATION 13 RENT	10-000-14900	Prepaid Expenses-BS	\$1,025.00
							Totals for MONTGOMERY COUNTY ESD #1 (STN 13):	\$1,025.00
MONTGOMERY COUNTY ESD #10, STN 42	8/21/2018	SEPT 2018-139	98733	8/22/2018	STATION 42 RENT	10-000-14900	Prepaid Expenses-BS	\$950.00
							Totals for MONTGOMERY COUNTY ESD #10, STN 42:	\$950.00

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MONTGOMERY COUNTY ESD #6, STN 34	8/21/2018	SEPT 2018-162	98731	8/22/2018	STATION 34 RENT	10-000-14900	Prepaid Expenses-BS	\$900.00
							Totals for MONTGOMERY COUNTY ESD #6, STN 34:	\$900.00
MONTGOMERY COUNTY ESD #8, STN 21/22	8/21/2018	SEPT 2018-163	98735	8/22/2018	STATION 21 & 22 RENT	10-000-14900	Prepaid Expenses-BS	\$800.00
						10-000-14900		\$800.00
							Totals for MONTGOMERY COUNTY ESD #8, STN 21/22:	\$1,600.00
MONTGOMERY COUNTY ESD #9, STN 33	8/21/2018	SEPT 2018-162	98731	8/22/2018	STATION 33 RENT	10-000-14900	Prepaid Expenses-BS	\$850.00
	8/24/2018	ESD082418	98815	8/29/2018	ATV SERVICES FOR STANDBY EVENT AT 3 PALMS SPORTS PARK	10-007-53330	Contractual Obligations- Other-EMS	\$600.00
							Totals for MONTGOMERY COUNTY ESD #9, STN 33:	\$1,450.00
MONTGOMERY COUNTY ESD#3 (STNT 46)	8/21/2018	SEPT 2018-042	98737	8/22/2018	RENT STATION 46	10-000-14900	Prepaid Expenses-BS	\$600.00
							Totals for MONTGOMERY COUNTY ESD#3 (STNT 46):	\$600.00
MOORE MEDICAL CORP.	8/6/2018	83607496	98738	8/22/2018	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$87.50
	8/9/2018	83610799	98738	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,332.04
							Totals for MOORE MEDICAL CORP.:	\$1,419.54
MOSLEY FIRE AND SAFETY, INC	8/13/2018	9474	56	8/29/2018	ANNUAL MAINTENANCE & RETAG	10-009-55650	Maintenance-Contract Equipment-OMD	\$20.00
							Totals for MOSLEY FIRE AND SAFETY, INC:	\$20.00
MUD #39	8/24/2018	10000901 08/24/18	98904	9/5/2018	STATION 20 07/19/18-08/20/18	10-016-58800	Utilities-Facil	\$92.28
							Totals for MUD #39:	\$92.28
NATIONWIDE INSURANCE DVM INSURANCE AGENCY (PET)	8/1/2018	DVM080918	98651	8/15/2018	VETERINARY PET INSURANCE GROUP 4620/JULY '18	10-000-21590	P/R-Premium Cancer/Accident-BS	\$1,396.32
							Totals for NATIONWIDE INSURANCE DVM INSURANCE AGENCY (PET):	\$1,396.32
NAV CENTRAL LLC	8/1/2018	387	31	8/15/2018	AUGUST 2018 - MANAGED CARE SERVICES 0-300 PATIENTS	10-039-56500	Other Services-Param	\$8,191.16
							Totals for NAV CENTRAL LLC:	\$8,191.16
NEPHRON STERILE COMPOUNDING CENTER, LLP	8/13/2018	2030346-IN	98816	8/29/2018	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$1,350.00
							Totals for NEPHRON STERILE COMPOUNDING CENTER, LLP:	\$1,350.00
NEW CANEY MUD	8/31/2018	1042826200 08/31/18	98905	9/5/2018	STATION 30 07/19/18-08/17/18	10-016-58800	Utilities-Facil	\$32.25
							Totals for NEW CANEY MUD:	\$32.25
NEW LONDON TECHNOLOGY, INC.	8/14/2018	AE-1170	98817	8/29/2018	RADIO REPAIRS	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$2,060.90
	8/14/2018	AE-1171	98817	8/29/2018	RADIO REPAIRS	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$2,060.90
							Totals for NEW LONDON TECHNOLOGY, INC.:	\$4,121.80
NEWBART PRODUCTS, INC.	8/16/2018	285335	98906	9/5/2018	SMALL EQUIPMENT - PRINTER	10-009-57750	Small Equipment & Furniture-OMD	\$4,444.00
						10-009-57750		\$150.00
							Totals for NEWBART PRODUCTS, INC.:	\$4,594.00
OGH SERVICE CO. INC	8/16/2018	44393	98821	8/29/2018	SERVICE CALL - CHILLER #2	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$1,045.00
							Totals for OGH SERVICE CO. INC:	\$1,045.00
OPTIMUM COMPUTER SOLUTIONS, INC.	8/1/2018	INV0000089242	98739	8/22/2018	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$8,625.00

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	8/1/2018	INV0000089499	98739	8/22/2018	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$7,561.25
	8/12/2018	INV0000089622	57	8/29/2018	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$7,705.00
	8/19/2018	INV0000089727	71	9/5/2018	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$9,200.00
	8/16/2018	71159	88	9/12/2018	REGISTRATION/RENEWAL - SSL CERTIFICATE	10-015-57100	Professional Fees-Information Technology	\$320.00
	8/10/2018	71157	88	9/12/2018	REGISTRATIN/RENEWAL - SSL CERTIFICATE	10-015-52700	Business Licenses-Information Technology	\$320.00
	8/10/2018	71156	88	9/12/2018	REGISTRATIN/RENEWAL - SSL CERTIFICATE	10-015-52700	Business Licenses-Information Technology	\$320.00
	8/1/2018	INV0000089362	88	9/12/2018	CISCO AIRONET 2720i WAP	10-015-57750	Small Equipment & Furniture-Information T	\$3,542.00
	8/10/2018	71155	88	9/12/2018	REGISTRATIN/RENEWAL - SSL CERTIFICATE	10-015-52700	Business Licenses-Information Technology	\$320.00
							Totals for OPTIMUM COMPUTER SOLUTIONS, INC.:	\$37,913.25
OPTUM HEALTH BANK	8/13/2018	OPT080918	4223	8/13/2018	EMPLOYEE HSA ET FUNDING AUGUST 2018	10-000-21595	P/R-Health Savings-BS-BS	\$7,923.90
	8/24/2018	OPT082318	4236	8/24/2018	EMPLOYEE HSA ET FUNDING AUGUST 2018	10-000-21595	P/R-Health Savings-BS-BS	\$7,946.98
	8/31/2018	OPT083118-10	4237	8/31/2018	EMPLOYER HSA ET FUNDING AUG 2018-FUND 10	10-001-51700	Health & Dental-Admin	\$11,062.50
							Totals for OPTUM HEALTH BANK:	\$26,933.38
O'REILLY AUTO PARTS	8/14/2018	0408-113075	98820	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$53.57
	8/15/2018	0408-113573	98820	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$251.20
	8/15/2018	0408-113582	98820	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$481.77
	8/27/2018	0408-119509	98989	9/12/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$606.06
							Totals for O'REILLY AUTO PARTS:	\$1,392.60
OVERSTREET, DAVID F	8/15/2018	OVE081518	98740	8/22/2018	TUITITION REIMBURSEMENT/SPRING 2018	10-025-58550	Tuition Reimbursement-Human	\$1,373.22
							Totals for OVERSTREET, DAVID F:	\$1,373.22
OWENS & MINOR	8/1/2018	2039833720	98655	8/15/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$173.37
	8/1/2018	2039834782	98655	8/15/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$57.79
	8/1/2018	2039834674	98655	8/15/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,535.65
	8/8/2018	2040022377	98741	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,865.73
	8/8/2018	2040018253	98741	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$15.54
	8/8/2018	2040018083	98741	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$20.58
	8/8/2018	2040019414	98741	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$34.98
	8/1/2018	2038677686	98741	8/22/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$174.69
	8/15/2018	2040211922	98822	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$346.73
	8/15/2018	2040221457	98822	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,523.41
	8/29/2018	2040626963	98991	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$105.46
	8/1/2018	2038276995	98991	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,902.32
							Totals for OWENS & MINOR:	\$7,756.25
OXFORD IMMUNOTEC, INC.	8/15/2018	T 974995	98908	9/5/2018	T-SPOT TB	10-027-57100	Professional Fees-Emerg	\$45.00
							Totals for OXFORD IMMUNOTEC, INC.:	\$45.00
PAGING & WIRELESS SERVICE CENTER	8/6/2018	60032	98742	8/22/2018	RADIO REPAIR	10-004-57225	Radio Repair - Parts-Radio	\$383.00
							Totals for PAGING & WIRELESS SERVICE CENTER:	\$383.00
PANORAMA, CITY OF	8/22/2018	1020159006 8/22/18	98909	9/5/2018	STATION 14 07/20/18-08/22/18	10-016-58800	Utilities-Facil	\$65.39
							Totals for PANORAMA, CITY OF:	\$65.39
PARENT, CARTER	8/31/2018	PAR083118	98910	9/5/2018	TRAVEL MILEAGE REIMBURSMENT 08/18/18-08/24/18	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$246.89
	8/31/2018	PAR083118 \$416.00	98910	9/5/2018	PER DIEM/COMM CENTER MGR PROGRAM 8/18-8/24 '18	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$416.00

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							Totals for PARENT, CARTER:	\$662.89
PATRICK, CASEY B	8/3/2018	PAT080318	43	8/22/2018	ASSISTANT MEDICAL DIRECTOR/TERM ON CALL 07/01/18-07/31/18	10-009-57100	Professional Fees-OMD	\$7,420.00
							Totals for PATRICK, CASEY B:	\$7,420.00
PHYSIO-CONTROL, INC	8/1/2018	418168404	98743	8/22/2018	LUCAS 2 DEVICE/1 YEAR SERVICE CONTRACT	10-008-55650	Maintenance-Contract Equipment-Mater	\$8,991.48
							Totals for PHYSIO-CONTROL, INC:	\$8,991.48
PITNEY BOWES INC (POB 371896)postage	8/16/2018	04765611 07/24/18	98823	8/29/2018	ACCT #8000-9090-0476-5611 07/24/18	10-008-56900	Postage-Meter	\$307.00
	8/16/2018	04765611 08/01/18	98823	8/29/2018	ACCT #8000-9090-0476-5611 08/01/18	10-008-56900	Postage-Meter	\$300.00
	8/16/2018	04765611 08/07/18	98823	8/29/2018	ACCT #8000-9090-0476-5611 08/07/18	10-008-56900	Postage-Meter	\$300.00
	8/16/2018	04765611 08/14/18	98823	8/29/2018	ACCT #8000-9090-0476-5611 08/14/18	10-008-56900	Postage-Meter	\$300.00
							Totals for PITNEY BOWES INC (POB 371896)postage:	\$1,207.00
POSTMASTER	8/1/2018	2587 08/01/18	98656	8/15/2018	RENEWAL POB 2587/BILLING	10-008-56900	Postage-Meter	\$286.00
							Totals for POSTMASTER:	\$286.00
PRE CHECK, INC.	8/31/2018	9235979			ACCT #1213 BACKGROUND CHECKS	10-025-57300	Recruit/Investigate-Human	\$1,131.00
							Totals for PRE CHECK, INC.:	\$1,131.00
PREMIERE GLOBAL SERVICES	8/12/2018	548905	98993	9/12/2018	ACCT# 8071370 07/13/18-08/12/18	10-015-58310	Telephones-Service-Information Technology	\$21.85
							Totals for PREMIERE GLOBAL SERVICES:	\$21.85
PRESSWOOD, ASHLEY	8/6/2018	PRE080618	98657	8/15/2018	TUITION REIMBURSEMENT/SUMMER 2018	10-025-58550	Tuition Reimbursement-Human	\$1,230.09
							Totals for PRESSWOOD, ASHLEY:	\$1,230.09
RELIANT ENERGY	8/1/2018	171003368628	98659	8/15/2018	MAGNOLIA TOWER 06/28/18-07/30/18	10-004-58800	Utilities-Radio	\$780.03
	8/2/2018	176003208259	98660	8/15/2018	MAGNOLIA TOWER SECURITY LIGHT 06/28/18-07/30/18	10-004-58800	Utilities-Radio	\$89.15
	8/2/2018	117005877574	98744	8/22/2018	STATION 40 06/28/18-07/30/18	10-016-58800	Utilities-Facil	\$1,001.12
	8/6/2018	422000080053	98745	8/22/2018	STATION 41 07/02/18-08/01/18	10-016-58800	Utilities-Facil	\$848.80
							Totals for RELIANT ENERGY:	\$2,719.10
REVSPRING, INC.	8/1/2018	DS11251565	98661	8/15/2018	MAILING FEE/ ACCT PPMCHD01 07/01/18-07/31/18	10-011-52900	Collection Fees-Bill	\$7,430.21
							Totals for REVSPRING, INC.:	\$7,430.21
RICHENBERGER, ERIK	8/20/2018	RIC082018	98746	8/22/2018	TUITION REIMBURSEMENT/SUMMER 2018	10-025-54450	Employee Recognition-Human	\$544.00
							Totals for RICHENBERGER, ERIK:	\$544.00
ROGUE WASTE RECOVERY & ENVIRONMENTAL, INC	8/22/2018	1862686	98912	9/5/2018	WASTE REMOVAL - FLEET	10-010-54800	Hazardous Waste Removal-Fleet	\$35.00
							Totals for ROGUE WASTE RECOVERY & ENVIRONMENTAL, INC:	\$35.00
ROMBERG, BENJAMIN	8/6/2018	ROM080618	98663	8/15/2018	TUITION REIMBURSEMENT/SUMMER 2018	10-025-58550	Tuition Reimbursement-Human	\$716.00
							Totals for ROMBERG, BENJAMIN:	\$716.00
RYSZ STORAGE BATTERY CO.	8/17/2018	129530	98914	9/5/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$66.00
							10-009-54200	\$11.12
							Totals for RYSZ STORAGE BATTERY CO.:	\$77.12
S.A.F.E. DRUG TESTING	8/1/2018	18076	98747	8/22/2018	EMPLOYEE DRUG TESTING 07/01/18-07/31/18	10-025-57300	Recruit/Investigate-Human	\$1,960.00

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							Totals for S.A.F.E. DRUG TESTING:	\$1,960.00
SAFETY VISION, LLC	8/1/2018	0611348-IN	98748	8/22/2018	TOTAL VIEW BIRD EYE SYSTEM	10-010-57750	Small Equipment & Furniture-Fleet	\$2,113.42
							Totals for SAFETY VISION, LLC:	\$2,113.42
SAFETY-KLEEN CORP.	8/14/2018	77478728	98824	8/29/2018	30G PARTS WASHER - SOLVENT	10-010-54500	Equipment Rental-Fleet	\$185.80
							Totals for SAFETY-KLEEN CORP.:	\$185.80
SAM'S CLUB DIRECT	8/1/2018	ST 07/20/18 \$95.00	98665	8/15/2018	MEMBERSHIP/SERVICE FEE	10-008-54100	Dues/Subscriptions-Mater	\$95.00
							Totals for SAM'S CLUB DIRECT:	\$95.00
SCHAEFFER MANUFACTURING COMPANY	8/27/2018	SK4649-INV1	58	8/29/2018	OIL & LUBRICANTS	10-010-56400	Oil & Lubricants-Fleet	\$2,066.92
							Totals for SCHAEFFER MANUFACTURING COMPANY:	\$2,066.92
SERVER SUPPLY, INC.	8/1/2018	3297850	98666	8/15/2018	COMPUTER SUPPLIES	10-015-53100	Computer Supplies/Non-Cap.-Information T	\$542.52
							Totals for SERVER SUPPLY, INC.:	\$542.52
SHRED-IT USA LLC	8/15/2018	8125378398	98825	8/29/2018	ACCT #13034336 SERVICE DATE 08/08/18	10-026-56500	Other Services-Recor	\$249.64
							Totals for SHRED-IT USA LLC:	\$249.64
SPARKLETTS AND SIERRA SPRINGS	8/22/2018	3677798 082218	98996	9/12/2018	ACCT #51767323677798	10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$102.00
						10-008-57900	Station Supplies-Mater	\$64.50
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$21.25
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$39.00
						10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$39.00
						10-008-57900	Station Supplies-Mater	\$33.00
						10-008-57900	Station Supplies-Mater	\$43.50
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$246.45
						10-008-57900	Station Supplies-Mater	\$70.50
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$70.50
						10-008-57900	Station Supplies-Mater	\$105.42
							Totals for SPARKLETTS AND SIERRA SPRINGS:	\$1,097.62
SPLENDORA, CITY OF	8/1/2018	1010135000 07/27/18	98577	8/8/2018	STATION 31 06/27/18-07/27/18 (SEWER & WATER)	10-016-58800	Utilities-Facil	\$41.00
	8/1/2018	2013901000 07/27/18	98577	8/8/2018	STATION 31 06/27/18-07/27/18 (GAS)	10-016-58800	Utilities-Facil	\$9.30
							Totals for SPLENDORA, CITY OF:	\$50.30
STANLEY LAKE M.U.D.	8/31/2018	00009834 08/31/18	98916	9/5/2018	STATION 43 07/30/18-08/28/18	10-016-58800	Utilities-Facil	\$32.22

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	8/31/2018	00009836 08/31/18	98916	9/5/2018	STATION 43 07/30/18-08/28/18	10-016-58800	Utilities-Facil	\$5.12
							Totals for STANLEY LAKE M.U.D.:	\$37.34
STAPLES ADVANTAGE	8/4/2018	3385993333	98750	8/22/2018	STATION/OFFICE SUPPLIES	10-008-57900	Station Supplies-Mater	\$116.13
	8/4/2018	3385993341	98750	8/22/2018	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$497.83
	8/4/2018	3385993345	98750	8/22/2018	STATION/OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$109.18
	8/4/2018	3385993349	98750	8/22/2018	STATION/OFFICE SUPPLIES	10-008-57900	Station Supplies-Mater	\$568.87
	8/4/2018	3385993351	98750	8/22/2018	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$511.34
							Totals for STAPLES ADVANTAGE:	\$1,852.19
STEWART ORGANIZATION	8/31/2018	1454607			ACCT #1110518 COPIER USAGE 08/25/18-09/24/18	10-015-55400	Leases/Contracts-Information Technology	\$1,339.99
							Totals for STEWART ORGANIZATION:	\$1,339.99
STRYKER SALES CORPORATION	8/1/2018	2411947M	98671	8/15/2018	STAIR CHAIR REPAIR	10-009-57650	Repair-Equipment-OMD	\$149.49
	8/9/2018	2469961M	98827	8/29/2018	6 YEAR PROTECT MAINTENANCE AGREEMENT 09/01/18-08/31/24	10-009-55650	Maintenance-Contract Equipment-OMD	\$15,274.00
	8/22/2018	2478860M	98918	9/5/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$790.32
	8/23/2018	2479727M	99001	9/12/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$4.35
	8/29/2018	2483655M	99001	9/12/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$718.36
	8/30/2018	2484614M			MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$4.35
							Totals for STRYKER SALES CORPORATION:	\$19,212.28
SUDDENLINK	8/12/2018	717712401 08/12/18	98751	8/22/2018	STATION 14 ACCT#100001-8605-717712401 8/21-9/20	10-016-58800	Utilities-Facil	\$85.54
	8/12/2018	714445701 08/12/18	98752	8/22/2018	ADMIN ACCT#100001-8605-704445701 8/21-9/20	10-016-58800	Utilities-Facil	\$211.91
	8/24/2018	709532001 08/24/18	98919	9/5/2018	STATION 13 09/01/18-09/30/18	10-016-58800	Utilities-Facil	\$53.12
	8/24/2018	719772101 08/24/18	98920	9/5/2018	STATION 13 09/01/18-09/30/18	10-015-58310	Telephones-Service-Information Technology	\$93.03
							Totals for SUDDENLINK:	\$550.31
TAYLOR HEALTHCARE PRODUCTS, INC.	8/6/2018	60796333	44	8/22/2018	LINENS	10-008-53800	Disposable Linen-Mater	\$1,666.60
	8/14/2018	60796368	59	8/29/2018	LINENS	10-008-53800	Disposable Linen-Mater	\$1,882.60
	8/24/2018	60796425	91	9/12/2018	LINENS	10-008-53800	Disposable Linen-Mater	\$1,976.10
	8/31/2018	60796467			LINENS	10-008-53800	Disposable Linen-Mater	\$820.80
							Totals for TAYLOR HEALTHCARE PRODUCTS, INC.:	\$6,346.10
TCDRS	8/1/2018	TCD081518	4216	8/15/2018	TCDRS TRANSMISSION JULY 2018	10-000-21650	TCDRS Defined Benefit Plan-BS	\$131,086.57
						10-000-21650	TCDRS Defined Benefit Plan-BS	\$127,341.28
							Totals for TCDRS:	\$258,427.85
TESSCO TECHNOLOGIES INC.	8/7/2018	420367	98753	8/22/2018	RADIO REPAIR - PARTS	10-004-57225	Radio Repair - Parts-Radio	\$131.94
	8/8/2018	420368	98753	8/22/2018	RADIO REPAIR - PARTS	10-004-57225	Radio Repair - Parts-Radio	\$87.96
	8/13/2018	434538	98828	8/29/2018	SHOP SUPPLIES	10-004-57725	Shop Supplies-Radio	\$636.50
							Totals for TESSCO TECHNOLOGIES INC.:	\$856.40
TEXAS CONFERENCE OF URBAN COUNTIES	8/2/2018	9590	32	8/15/2018	REGISTRATION FOR EDUCATION & POLICY CONF 10-10-12 '19	10-000-14900	Prepaid Expenses-BS	\$575.00

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							Totals for TEXAS CONFERENCE OF URBAN COUNTIES:	\$575.00
TEXAS EMS ALLIANCE, INC.	8/17/2018	1442	98922	9/5/2018	2018 BASE MEMBERSHIP	10-007-54100	Dues/Subscriptions-EMS	\$2,150.00
							Totals for TEXAS EMS ALLIANCE, INC.:	\$2,150.00
TEXAS MUTUAL INSURANCE COMPANY	8/1/2018	0001217354 08/01/18	4232	8/15/2018	PERIOD 04/17/18-08/01/18	10-025-59350	Worker's Compensation Insurance-Human	\$103,181.00
							Totals for TEXAS MUTUAL INSURANCE COMPANY:	\$103,181.00
TEXAS PRIDE MARKETING	8/30/2018	MC1440			12 V JUMP STARTER	10-010-57700	Shop Tools-Fleet	\$319.98
							Totals for TEXAS PRIDE MARKETING:	\$319.98
TEXAS WORKFORCE COMMISSION	8/1/2018	99-991956-1 JUN'18	98672	8/15/2018	UNEMPLOYMENT QUARTER ENDING 06/30/18	10-025-51800	Unemployment Ins.-Human	\$9,982.86
							Totals for TEXAS WORKFORCE COMMISSION:	\$9,982.86
THE WISE COMPANY	8/6/2018	0507988-IN	98755	8/22/2018	REPLACEMENT CUSHIONS FOR STOCK	10-010-59050	Vehicle-Parts-Fleet	\$258.00
						10-010-59050	Vehicle-Parts-Fleet	\$24.08
							Totals for THE WISE COMPANY:	\$282.08
THE WOODLANDS FIRE DEPARTMENT	8/10/2018	2018-1028	98832	8/29/2018	HEARTSAVER FIRST AID CPR AED E-CARDS	10-009-52950	Community Education-Dept	\$850.00
							Totals for THE WOODLANDS FIRE DEPARTMENT:	\$850.00
THE WOODLANDS TOWNSHIP (23/24/29)	8/21/2018	SEPT 2018-159	98756	8/22/2018	STATION 23, 24, & 29 RENT	10-000-14900	Prepaid Expenses-BS	\$1,000.00
						10-000-14900	Prepaid Expenses-BS	\$1,000.00
						10-000-14900	Prepaid Expenses-BS	\$1,000.00
							Totals for THE WOODLANDS TOWNSHIP (23/24/29):	\$3,000.00
TRITECH SOFTWARE SYSTEMS	8/28/2018	PA0008382			COMPUTER SOFTWARE	10-015-53075	Computer Software - MDC First Responder-i	\$1,830.00
							Totals for TRITECH SOFTWARE SYSTEMS:	\$1,830.00
TRIZETTO (GATEWAY EDI, LLC)	8/1/2018	121Y081800	98674	8/15/2018	INTEGRATED ELIG/QUICK POSTED REMITS/ELECTRONIC CLAIMS	10-011-52900	Collection Fees-Bill	\$1,056.73
							Totals for TRIZETTO (GATEWAY EDI, LLC):	\$1,056.73
TROPHY HOUSE, LLC	8/8/2018	28794	98758	8/22/2018	SAVE PLAQUE	10-009-54450	Employee Recognition-OMD	\$32.50
							Totals for TROPHY HOUSE, LLC:	\$32.50
ULINE	8/1/2018	99476052B	98587	8/8/2018	SHOP SUPPLIES - SHIPPING	10-010-57725	Shop Supplies-Fleet	\$95.87
							Totals for ULINE:	\$95.87
URSUS ENTERPRISES INC.	8/29/2018	00005195	99005	9/12/2018	CHILD TRAINING MASK (25)	10-009-52950	Community Education-Dept	\$62.25
						10-009-52950	Community Education-Dept	\$5.00
	8/29/2018	00005194	99005	9/12/2018	CPR RESCUE MASK (100)	10-009-52950	Community Education-Dept	\$499.00
						10-009-52950	Community Education-Dept	\$10.00
							Totals for URSUS ENTERPRISES INC.:	\$576.25
VALIC COLLECTIONS	8/9/2018	VAL080918	4224	8/9/2018	EMPLOYEE CONTRIBUTIONS FOR 08/09/18	10-000-21600	Employee Deferred Comp.-BS	\$8,347.56
	8/23/2018	VAL082318	4239	8/23/2018	EMPLOYEE CONTRIBUTIONS FOR 08/23/18	10-000-21600	Employee Deferred Comp.-BS	\$8,162.11
							Totals for VALIC COLLECTIONS:	\$16,509.67
VELOCITY BUSINESS PRODUCTS, LLC	8/1/2018	70731	98676	8/15/2018	IGNITION MID-BACK TASK CHAIR (16)	10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$5,606.56

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							Totals for VELOCITY BUSINESS PRODUCTS, LLC:	\$5,606.56
VERIZON WIRELESS (POB 660108)	8/9/2018	9812467052	98677	8/15/2018	ACCT# 920161350-00001 JULY 10 - AUGUST 09	10-005-58200	Telephones-Cellular-Accou	\$35.88
						10-001-58200	Telephones-Cellular-Admin	\$189.94
						10-011-58200	Telephones-Cellular-Bill	\$73.87
						10-006-58200	Telephones-Cellular-Alarm	\$470.42
						10-004-58200	Telephones-Cellular-Radio	\$224.00
						10-007-58200	Telephones-Cellular-EMS	\$1,217.24
						10-016-58200	Telephones-Cellular-Facil	\$192.88
						10-010-58200	Telephones-Cellular-Fleet	\$35.88
						10-002-58200	Telephones-Cellular-PA	\$148.02
						10-015-58200	Telephones-Cellular-Information Technolog	\$113.07
						10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$183.90
						10-009-58200	Telephones-Cellular-OMD	\$271.23
						10-039-58200	Telephones-Cellular-Param	\$348.26
						10-027-58200	Telephones-Cellular-Emerg	\$37.99
						10-025-58200	Telephones-Cellular-Human	\$49.34
							Totals for VERIZON WIRELESS (POB 660108):	\$3,591.92
VFIS OF TEXAS / REGNIER & ASSOCIATES	8/22/2018	44106	98926	9/5/2018	AUTO VFIS-CM-1051153 ADD 4 - 2017 FORDS	10-027-54900	Insurance-Emerg	\$7,457.68
	8/19/2018	43939	98926	9/5/2018	AUTO VFIS-CM-1051153 RENEWAL INSTALLMENT	10-027-54900	Insurance-Emerg	\$41,681.00
							Totals for VFIS OF TEXAS / REGNIER & ASSOCIATES:	\$49,138.68
W & A ELECTRIC SERVICE COMPANY - ARK GENERATORS	8/20/2018	0000024119	98834	8/29/2018	SERVICE CALL STATION 40 FIRE PUMP ATS REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$250.00
							Totals for W & A ELECTRIC SERVICE COMPANY - ARK GENERATORS:	\$250.00
WAGeworks	8/21/2018	0718-TR39485	45	8/22/2018	COBRA ADMINISTRATION FEE 07/01/18-07/31/18	10-025-55700	Management Fees-Human	\$173.35
							Totals for WAGeworks:	\$173.35
WASTE MANAGEMENT OF TEXAS	8/22/2018	5569744-1792-6 8/22	98927	9/5/2018	STATION 41	10-016-58800	Utilities-Facil	\$171.45
	8/22/2018	556974217920 8/22/18	98927	9/5/2018	STATION 43	10-016-58800	Utilities-Facil	\$127.75
							Totals for WASTE MANAGEMENT OF TEXAS:	\$299.20
WAVEMEDIA, INC	8/1/2018	474933	98759	8/22/2018	TRANSPORT CIRCUIT/INTERNET SERVICES/2 STRANDS DARK FIB	10-015-58310	Telephones-Service-Information Technology	\$3,875.00
							Totals for WAVEMEDIA, INC:	\$3,875.00
WEAVER AND TIDWELL, LLP	8/30/2018	10373511	98928	9/5/2018	AUDIT - YEAR ENDING 09/30/18 1ST PROGRESS	10-005-52100	Accounting/Auditing Fees-Accou	\$10,000.00
							Totals for WEAVER AND TIDWELL, LLP:	\$10,000.00
WHITENER ENTERPRISES, INC.	8/20/2018	50945	74	9/5/2018	OIL & LUBRICANTS	10-010-56400	Oil & Lubricants-Fleet	\$1,268.45
						10-010-57725	Shop Supplies-Fleet	\$840.63
							Totals for WHITENER ENTERPRISES, INC.:	\$2,109.08
WOODFOREST NATIONAL BANK (7889)	8/1/2018	AUG 6937554-8	4225	8/20/2018	CAPITAL/LEASE #6937554 P25	10-004-57725	Shop Supplies-Radio	\$31,573.67
						10-004-55025	Interest Expense-Radio	\$303.26
							Totals for WOODFOREST NATIONAL BANK (7889):	\$31,876.93
WRIGHT EXPRESS-FLEET FUEL	8/1/2018	WRI080118	4219	8/1/2018	ACCT #5974 07/21/18-08/01/18	10-010-54700	Fuel-Fleet	\$19,311.61
	8/10/2018	WRI081018	4226	8/10/2018	ACCT #5974 08/02/18-08/10/18	10-010-54700	Fuel-Fleet	\$13,890.75

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	8/20/2018	WRI082018	4233	8/20/2018	ACCT #5974 08/11/18-08/20/18	10-010-54700	Fuel-Fleet	\$12,356.57
							Totals for WRIGHT EXPRESS-FLEET FUEL:	\$45,558.93
YANCY, MELINDA O	8/6/2018	13-40839	98592	8/8/2018	DEPOSITED IN MCHD EMS IN ERROR	10-000-21000	Accrued Expenditures-BS	\$24.52
							Totals for YANCY, MELINDA O:	\$24.52
YOUNG, DAVID	8/6/2018	YOU080618	98680	8/15/2018	WELLNESS PROGRAM/GYM MEMBERSHIP	10-025-54350	Employee Health(Wellness-Human	\$22.74
							Totals for YOUNG, DAVID:	\$22.74
ZEP SALES & SERVICE	8/1/2018	9003579297B	98761	8/22/2018	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$1,234.00
						10-008-57900	Station Supplies-Mater	\$58.99
							Totals for ZEP SALES & SERVICE:	\$1,292.99
ZOLL DATA SYSTEMS	8/1/2018	INV00024040	98762	8/22/2018	HOSTED BILLING PRO - 3 YEAR (09/01/18-09/30/18) A	10-000-14900	Prepaid Expenses-BS	\$7,165.95
	8/15/2018	INV00024583	98835	8/29/2018	HOSTED BILLING PRO - 3 YEAR (09/01/18-09/30/18) B	10-011-52900	Collection Fees-Bill	\$896.55
	8/13/2018	INV00024471	98835	8/29/2018	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,367.00
						10-010-59050	Vehicle-Parts-Fleet	\$59.05
							Totals for ZOLL DATA SYSTEMS:	\$10,488.55
ZOLL MEDICAL CORPORATION	8/1/2018	2725833	34	8/15/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,680.00
	8/3/2018	90025591	46	8/22/2018	PRORATED EXTENDED WARRANTY	10-009-55650	Maintenance-Contract Equipment-OMD	\$200.00
	8/6/2018	2728114	46	8/22/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$1,925.00
	8/3/2018	2726923	46	8/22/2018	MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-OMD	\$742.50
	8/16/2018	2733200	60	8/29/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$1,842.15
	8/15/2018	2732755	60	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$560.25
	8/16/2018	2733594	60	8/29/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$6,720.00
	8/22/2018	2735423	75	9/5/2018	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$1,883.75
	8/30/2018	2739868	92	9/12/2018	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$3,126.75
	8/31/2018	2740386			MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-OMD	\$663.75
							Totals for ZOLL MEDICAL CORPORATION:	\$19,344.15

CAPITAL PURCHASES

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount	
MICRO INTEGRATION & PROGRAMMING SOLUTIONS, INC.	8/1/2018	218002 \$14037.40	98897	9/5/2018	BAL DUE PHONE SYSTEM	10-004-52754	Capital Purchase - Equipment-Radio	\$14,037.40	
	8/1/2018	218001 \$ 5103.08	98897	9/5/2018	INSTALLATION & CONFIGURATION SF	10-004-52754	Capital Purchase - Equipment-Radio	\$5,103.08	
	Totals for MICRO INTEGRATION & PROGRAMMING SOLUTIONS, INC.:								\$19,140.48
PERFORMANCE TINTERS	8/24/2018	14554	89	9/12/2018	CERAMIC TINT-SHOP 14	10-010-52755	Capital Purchase - Vehicles-Fleet	\$80.00	
	8/20/2018	14513B	73	9/5/2018	CERAMIC TINT - SHOP 34	10-010-52755	Capital Purchase - Vehicles-Fleet	\$80.00	
	Totals for PERFORMANCE TINTERS:								\$160.00
WAVEMEDIA, INC	8/1/2018	474678-REV	98759	8/22/2018	ICTX FIBER/METRO ETHERNET LIT TR	10-004-52754	Capital Purchase - Equipment-Radio	\$35,750.00	
	Totals for WAVEMEDIA, INC:								\$35,750.00
ZOLL MEDICAL CORPORATION	8/9/2018	2730250	46	8/22/2018	X-SERIES MONITOR/DEFIBRILLATOR	10-009-52754	Capital Purchase - Equipment-Dept	\$122,888.80	
							10-009-52754	Capital Purchase - Equipment-Dept	\$201.44
	Totals for ZOLL MEDICAL CORPORATION:								\$123,090.24

Account Summary

Account Number	Description	Net Amount
10-000-14100	Patient Refunds-BS	\$13,612.67
10-000-14305	A/R Employee-BS	\$215.02
10-000-14900	Prepaid Expenses-BS	\$47,108.94
10-000-21000	Accrued Expenditures-BS	\$142.42
10-000-21400	Accrued Payroll-BS	\$52,659.74
10-000-21585	P/R-Flexible Spending-BS-BS	\$1,406.71
10-000-21590	P/R-Premium Cancer/Accident-BS	\$10,398.54
10-000-21595	P/R-Health Savings-BS-BS	\$15,870.88
10-000-21600	Employee Deferred Comp.-BS	\$16,509.67
10-000-21650	TCDRS Defined Benefit Plan-BS	\$258,427.85
10-001-51700	Health & Dental-Admin	\$797.27
10-001-52200	Advertising-Admin	\$866.27
10-001-53150	Conferences - Fees, Travel, & Meals-Admin	\$1,379.55
10-001-54100	Dues/Subscriptions-Admin	\$136.00
10-001-55500	Legal Fees-Admin	\$5,000.00
10-001-57100	Professional Fees-Admin	\$50.00
10-001-58200	Telephones-Cellular-Admin	\$189.94
10-002-51700	Health & Dental-PA	\$2,348.70
10-002-55700	Management Fees-PA	\$23,712.75
10-002-57100	Professional Fees-PA	\$797.95
10-002-58200	Telephones-Cellular-PA	\$148.02
10-004-51700	Health & Dental-Radio	\$1,154.22
10-004-52754	Capital Purchase - Equipment-Radio	\$54,890.48
10-004-53000	Computer Maintenance-Radio	\$7,649.60
10-004-53050	Computer Software-Radio	\$135,978.15
10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$2,771.57
10-004-55025	Interest Expense-Radio	\$303.26
10-004-55650	Maintenance-Contract Equipment-Radio	\$690.00
10-004-57100	Professional Fees-Radio	\$34,710.80
10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$6,890.55
10-004-57225	Radio Repair - Parts-Radio	\$1,939.19
10-004-57700	Shop Tools-Radio	\$43.90
10-004-57725	Shop Supplies-Radio	\$32,264.49
10-004-58200	Telephones-Cellular-Radio	\$320.63
10-004-58310	Telephones-Service-Radio	\$238.38
10-004-58800	Utilities-Radio	\$3,356.44
10-005-51700	Health & Dental-Accou	\$1,282.09
10-005-52100	Accounting/Auditing Fees-Accou	\$10,000.00
10-005-53150	Conferences - Fees, Travel, & Meals-Accou	\$728.24
10-005-54100	Dues/Subscriptions-Accou	\$515.00
10-005-57100	Professional Fees-Accou	\$3,792.28
10-005-58200	Telephones-Cellular-Accou	\$35.88
10-006-51700	Health & Dental-Alarm	\$4,675.71
10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$662.89
10-006-56200	Mileage Reimbursements-Alarm	\$40.56
10-006-58200	Telephones-Cellular-Alarm	\$470.42
10-006-58500	Training/Related Expenses-CE-Alarm	\$419.01
10-007-51700	Health & Dental-EMS	\$45,235.84
10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$4,734.00
10-007-53330	Contractual Obligations- Other-EMS	\$600.00
10-007-54100	Dues/Subscriptions-EMS	\$2,225.00
10-007-56100	Meeting Expenses-EMS	\$1,372.50
10-007-56200	Mileage Reimbursements-EMS	\$406.65
10-007-57750	Small Equipment & Furniture-EMS	\$2,304.50
10-007-58200	Telephones-Cellular-EMS	\$1,217.24
10-007-58700	Uniforms-EMS	\$25,199.33
10-008-51700	Health & Dental-Matls. Mgmt.	\$703.38
10-008-52500	Bio-Waste Removal-Mater	\$2,464.21
10-008-53800	Disposable Linen-Mater	\$6,346.10
10-008-53900	Disposable Medical Supplies-Mater	\$82,154.71

Account Summary

Account Number	Description	Net Amount
10-008-54100	Dues/Subscriptions-Mater	\$95.00
10-008-55650	Maintenance-Contract Equipment-Mater	\$8,991.48
10-008-56200	Mileage Reimbursements-Matls. Mgmt.	\$8.90
10-008-56300	Office Supplies-Matls. Mgmt.	\$1,716.01
10-008-56600	Oxygen & Gases-Mater	\$1,393.00
10-008-56900	Postage-Meter	\$1,936.09
10-008-57000	Printing Services-Matls. Mgmt.	\$327.41
10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$6,197.38
10-008-57900	Station Supplies-Mater	\$5,605.01
10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$183.90
10-008-58700	Uniforms-Matls. Mgmt.	\$352.44
10-009-51700	Health & Dental-OMD	\$1,908.36
10-009-52600	Books/Materials-OMD	\$385.70
10-009-52700	Business Licenses-OMD	\$572.00
10-009-52754	Capital Purchase - Equipment-Dept	\$123,090.24
10-009-52950	Community Education-Dept	\$1,716.13
10-009-53550	Customer Relations-OMD	\$9,762.00
10-009-54000	Drug Supplies-OMD	\$29,957.54
10-009-54100	Dues/Subscriptions-OMD	\$1,255.00
10-009-54200	Durable Medical Equipment-OMD	\$42,386.62
10-009-54450	Employee Recognition-OMD	\$32.50
10-009-55650	Maintenance-Contract Equipment-OMD	\$17,153.00
10-009-56100	Meeting Expenses-OMD	\$2,677.79
10-009-56200	Mileage Reimbursements-OMD	\$51.72
10-009-56300	Office Supplies-OMD	\$46.04
10-009-57100	Professional Fees-OMD	\$7,420.00
10-009-57650	Repair-Equipment-OMD	\$511.28
10-009-57750	Small Equipment & Furniture-OMD	\$4,594.00
10-009-58200	Telephones-Cellular-OMD	\$271.23
10-009-58500	Training/Related Expenses-CE-OMD	\$4,197.44
10-010-51700	Health & Dental-Fleet	\$1,429.90
10-010-52000	Accident Repair-Fleet	\$2,246.84
10-010-52755	Capital Purchase - Vehicles-Fleet	\$160.00
10-010-54100	Dues/Subscriptions-Fleet	\$1,295.00
10-010-54500	Equipment Rental-Fleet	\$185.80
10-010-54700	Fuel-Fleet	\$45,558.93
10-010-54800	Hazardous Waste Removal-Fleet	\$35.00
10-010-55100	Laundry Service & Purchase-Fleet	\$221.30
10-010-56200	Mileage Reimbursements-Fleet	\$108.19
10-010-56400	Oil & Lubricants-Fleet	\$3,335.37
10-010-56500	Other Services-Fleet	\$318.67
10-010-57700	Shop Tools-Fleet	\$319.98
10-010-57725	Shop Supplies-Fleet	\$1,167.38
10-010-57750	Small Equipment & Furniture-Fleet	\$2,113.42
10-010-58200	Telephones-Cellular-Fleet	\$35.88
10-010-58500	Training/Related Expenses-CE-Fleet	\$554.00
10-010-58600	Travel Expenses-Fleet	\$440.00
10-010-58900	Vehicle-Batteries-Fleet	\$1,248.00
10-010-59000	Vehicle-Outside Services-Fleet	\$69.00
10-010-59050	Vehicle-Parts-Fleet	\$30,496.72
10-010-59100	Vehicle-Registration-Fleet	\$49.75
10-010-59150	Vehicle-Tires-Fleet	\$2,785.85
10-010-59200	Vehicle-Towing-Fleet	\$122.00
10-011-51700	Health & Dental-Bill	\$2,328.81
10-011-52900	Collection Fees-Bill	\$11,113.94
10-011-53150	Conferences - Fees, Travel, & Meals-Billi	\$207.00
10-011-55500	Legal Fees-Bill	\$10.00
10-011-58200	Telephones-Cellular-Bill	\$73.87
10-015-51700	Health & Dental-Information Technology	\$366.72
10-015-52700	Business Licenses-Information Technology	\$960.00

Account Summary

<u>Account Number</u>	<u>Description</u>	<u>Net Amount</u>
10-015-53000	Computer Maintenance-Information Technology	\$9,624.31
10-015-53050	Computer Software-Information Technology	\$31,056.47
10-015-53075	Computer Software - MDC First Responder-Infor	\$1,830.00
10-015-53100	Computer Supplies/Non-Cap.-Information Technology	\$6,146.66
10-015-53150	Conferences - Fees, Travel, & Meals-Infor	\$20.31
10-015-55400	Leases/Contracts-Information Technology	\$4,752.62
10-015-56200	Mileage Reimbursements-Information Technology	\$18.42
10-015-57100	Professional Fees-Information Technology	\$33,411.25
10-015-57750	Small Equipment & Furniture-Information Technology	\$4,241.01
10-015-58200	Telephones-Cellular-Information Technology	\$194.90
10-015-58310	Telephones-Service-Information Technology	\$13,073.78
10-015-58320	Telephones - Long Distance-Information Technology	\$273.08
10-016-51700	Health & Dental-Facil	\$729.92
10-016-55600	Maintenance & Repairs-Buildings-Facil	\$31,996.02
10-016-57700	Shop Tools-Facil	\$360.90
10-016-57725	Shop Supplies-Facil	\$559.17
10-016-57750	Small Equipment & Furniture-Facil	\$2,082.96
10-016-58200	Telephones-Cellular-Facil	\$192.88
10-016-58800	Utilities-Facil	\$35,373.38
10-025-51700	Health & Dental-Human	\$120.96
10-025-51710	Health Insurance Claims-Human	\$306,467.75
10-025-51720	Health Insurance Admin Fees-Human	\$116,151.50
10-025-51800	Unemployment Ins.-Human	\$9,982.86
10-025-54350	Employee Health/Wellness-Human	\$242.74
10-025-54450	Employee Recognition-Human	\$663.68
10-025-55500	Legal Fees-Human	\$268.00
10-025-55700	Management Fees-Human	\$173.35
10-025-57100	Professional Fees-Human	\$842.18
10-025-57300	Recruit/Investigate-Human	\$3,091.00
10-025-58200	Telephones-Cellular-Human	\$49.34
10-025-58550	Tuition Reimbursement-Human	\$4,873.79
10-025-59350	Worker's Compensation Insurance-Human	\$103,181.00
10-026-51700	Health & Dental-Recor	\$669.83
10-026-53150	Conferences - Fees, Travel, & Meals-Recor	\$235.00
10-026-56200	Mileage Reimbursements-Recor	\$39.48
10-026-56500	Other Services-Recor	\$249.64
10-027-51700	Health & Dental-Emerg	\$274.50
10-027-52600	Books/Materials-Emerg	\$31.96
10-027-54900	Insurance-Emerg	\$49,138.68
10-027-57100	Professional Fees-Emerg	\$45.00
10-027-58200	Telephones-Cellular-Emerg	\$37.99
10-039-51700	Health & Dental-Param	\$943.24
10-039-54450	Employee Recognition-Param	\$323.80
10-039-56500	Other Services-Param	\$9,536.16
10-039-58200	Telephones-Cellular-Param	\$348.26
TOTAL		<u>\$2,100,638.35</u>

JP MORGAN CHASE BANK

AUGUST CREDIT CARD TRANSACTIONS

VENDOR	INVOICE DATE	DESCRIPTION	INVOICE AMOUNT
SLADEK CONFERENCE SERV	08/15/2018	REGISTRATION FOR TEXAS EMS CONFERENCE 2018	\$ 250.00
INTL TRAUMALIFESUPPORT	09/05/2018	ITLS CONFERENCE. ANDREW ADAMS. INVOICE #: ZGNRF3S44S9. NOVEMBER 7TH-10TH, 2018.	\$ 638.00
PAYPAL *SOUTHEASTTE	08/23/2018	SETRAC REGISTRATION 10/23/18-10/25/18 GALVESTON, TX SHAWN HENNERS 10-027-53150 SEAN SIMMONDS & TRAVIS CLAY 10-007-53150 & 10-009-53150	\$ 690.00
AMERICAN AIRLINES	08/22/2018	FLIGHT FOR KAREN WEBB FOR XL ABC 360 CONFERENCE IN HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 561.60
AMERICAN AIRLINES	08/22/2018	FLIGHT FOR BRETT ALLEN FOR XL ABC 360 CONFERENCE IN HERSHEY PA 10/21/18-10/25/18 10-001-53150	\$ 561.60
AMERICAN AIRLINES	08/22/2018	FLIGHT FOR LETICIA SULLEY FOR XL ABC 360 CONFERENCE IN HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 561.60
AMERICAN AIRLINES	08/22/2018	FLIGHT FOR RHONDA COTTRELL FOR XL ABC 360 CONFERENCE IN HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 561.60
HERSHEY LODGE CON C	08/22/2018	HOTEL DEPOSIT BRETT ALLEN XL-ABC 360 CONFERENCE HERSHEY PA 10/21/18-10/25/18 10-001-53150	\$ 205.35
HERSHEY LODGE CON C	08/22/2018	HOTEL DEPOSIT RHONDA COTTRELL XL-ABC 360 CONFERENCE HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 205.35
HERSHEY LODGE CON C	08/22/2018	HOTEL DEPOSIT LETTY SULLEY XL-ABC 360 CONFERENCE HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 205.35
HERSHEY LODGE CON C	08/22/2018	HOTEL DEPOSIT KAREN WEBB XL-ABC 360 CONFERENCE HERSHEY PA 10/21/18-10/25/18 10-011-53150	\$ 205.35
PWW MEDIA INC	08/21/2018	XL /ABC 360 CONFERENCE REGISTRATION HERSHEY PA KAREN WEBB, RHONDA COTTELL, LETTY SULLEY, BRETT ALLEN. ALSO NEEDS TO BE CODED 10-001-53150	\$ 1,700.00
CONROE NOON LIONS CLUB	08/27/2018	MONTHLY LIONS CLUB DUES JARED COSPER	\$ 55.00
THE GOOSSES ACRE BI	08/23/2018	MEETING WITH R. JOHNSON & JOHN HENNIGAN TO DISCUSS THE TRANSFER UNIT	\$ 30.17
PF CHANGS #9910	08/20/2018	MEETING WITH R.JOHNSON, KEVIN CROCKER, JUSTIN KENDRICK COO TO DISCUSS CONTRACTING TRANSFER UNIT WITH MEMORIAL HERMAN, WOODLANS HOSP	\$ 52.01
CENTERVILLE TEXAS BURG	08/10/2018	MEETING WITH R.JOHNSON & KEVIN CROCKER TO DISCUSS MEDSTAR TRANSFER UNIT	\$ 18.49
KROGER #0136	09/05/2018	PO#49060 HCAP EMPLOYEE REC GIFT CARDS	\$ 100.00
KROGER #0136	09/05/2018	PO#49060 HCAP EMPLOYEE REC GIFT CARDS	\$ 20.00
UNITED AIRLINES	08/10/2018	BAGGAGE- APCO CONFERENCE	\$ 25.00
UBER TRIP VWAWW	08/10/2018	UBER IAH AIRPORT TO MCHD ADMIN- APCO CONFERENCE	\$ 45.12
HARRIS CORPORATION PSP	08/27/2018	JERMAINE AUSBIE 08/19/18-08/24/18 PAYMENT REQUESTED	\$ 2,300.00
UNITED AIRLINES	08/08/2018	FLIGHT CHANGE FOR JUSTIN EVANS ORIGINAL FLIGHT 8-8-18 CHANGED TO 8-9-18 APPROVED BY MELISSA MILLER E-MAIL ATTACHED.	\$ 200.00
LOWES #00232*	08/30/2018	RADIO SHOP TOOLS	\$ 782.80
EXPEDIA 7371604875612	08/07/2018	HOTEL FOR LAUREN BATES FOR GFOAT CONFERENCE 8/27/18- 8/30/18	\$ 380.97
TEXAS MUNICIPAL LEAGUE	08/07/2018	GFOAT REGISTRATION LAUREN BATES 8/27/18-8/30/18	\$ 475.00
EMBASSY SUITES	08/27/2018	ASM CONFERENCE. CARTER PARENT. CONFIRMATION NUMBER: 91088886. EMBASSY SUITES HOTELS. 08/18/2018- 08/24/2018	\$ 833.58
EB CRITICAL INCIDENT	08/13/2018	PO#48795 ASSISTING INDIVIDUALS IN CRISIS/GROUP CRISIS CLASS FOR TIFFANY GORDON 9/24/18-9/26/18 10-006-58500	\$ 265.99
APCO INTERNATIONAL INC	08/24/2018	PO#48986 COMMUNICATION TRAINING CLASS FOR MORGAN CLARK	\$ 419.00
EMBASSY SUITES	08/27/2018	ASM CONFERENCE. KEVIN CROCKER. CONFIRMATION NUMBER: 82230518. EMBASSY SUITES HOTELS. 08/18/2018- 08/24/2018	\$ 833.58
C&J BARBEQUE	09/03/2018	EMPLOYEE REWARD/RECOGNITION - PROFESSIONALISM WHILE REPRESENTING MCHD	\$ 37.90
SP * THEVESTGUY.COM	09/05/2018	PO#49157 NEW HIRE VEST	\$ 1,749.15
STERICYCLE	08/31/2018	INVOICE # 4007986041 ACCT# 2055356	\$ 2,361.71

JP MORGAN CHASE BANK

AUGUST CREDIT CARD TRANSACTIONS

VENDOR	INVOICE DATE	DESCRIPTION	INVOICE AMOUNT
KROGER #0136	08/09/2018	PO#48714 EMPLOYEE RECOGNITION MATERIALS MANAGEMENT	\$ 450.00
UPS*000000A690R4318	08/14/2018	INVOICE # 000A690R4318 SHIPPING CHARGES	\$ 1,593.63
SAMSClub.COM	08/22/2018	PO#48902 WEEKLY STATION SUPPLIES	\$ 151.60
SAMSClub.COM	08/13/2018	PO#48778 WEEKLY STATION SUPPLIES RESTOCKING ORDER	\$ 451.15
DSHS REGULATORY PR	09/03/2018	CERT RENEWAL	\$ 66.00
DSHS REGULATORY PR	08/15/2018	CERT RENEWAL	\$ 126.00
DOMINO'S 9237	08/08/2018	PO#48698 PIZZA FOR CHILD PASSENGER SAFETY REGIONAL CE CLASS MCHD HOSTED 8-7-18	\$ 118.91
KROGER #357	08/29/2018	CE DRINKS	\$ 31.76
STARBUCKS STORE 06421	08/08/2018	FITCH MANAGEMENT TRAINING. 0830-1630. SUPERVISOR SIM LAB - 08/07/2018 - TRANSACTION #: 2506538 - CHK #: 679050	\$ 55.05
KROGER #0136	08/08/2018	FITCH MANAGEMENT TRAINING. 0830-1630. SUPERVISOR SIM LAB. 08/07/2018. REFERENCE #: 021791.	\$ 10.21
ACDELCO	08/20/2018	GM DATABASE ANNUAL SUBSCRIPTION	\$ 3,864.00
ASE TEST FEES	08/10/2018	K LEE ASE RECERTIFICATION FEE	\$ 118.00
ADVANSTAR	08/07/2018	ASE TRAINING MANUALS	\$ 209.95
HCTRA EZ TAG REBILL	08/14/2018	AUTO CHARGE	\$ 440.00
MONTGOMERY CO TX MV CN	08/22/2018	SHOP 14 REGISTRATION(CONVENIENCE FEE)	\$ 16.75
MONTGOMERY CO TX MV CN	08/22/2018	SHOP 14 REGISTRATION	\$ 0.36
COMCAST OF HOUSTON	09/03/2018	STATION 23 ACCT# 8777701590849557 08/16/18-09/15/18	\$ 110.81
AT&T *PAYMENT	08/09/2018	STATION 24 ACCT# 145685137	\$ 67.69
THE HOME DEPOT #0508	09/03/2018	STATION 13 BLACK OUT CURTAINS	\$ 43.92
AVI CAR CARE LLC	08/23/2018	SERVICE CENTER VACUUM REPAIR	\$ 77.10
THE HOME DEPOT 508	08/17/2018	SHORELINE REPAIR ST 44 AND 21	\$ 296.12
COBURN SUPPLY COMPANY	08/17/2018	STATION 44 HOT WATER HEATER	\$ 36.36
SUPERIOR LIGHTING	08/15/2018	ADMIN PARKING LOT LIGHT	\$ 219.79
THE HOME DEPOT #0508	08/15/2018	STATION 41 CHAIR REBUILDS	\$ 42.48
BATTERIES+BULBS #0949	08/31/2018	SHOP TOOLS	\$ 89.96
THE HOME DEPOT #0508	08/15/2018	TRUCK TOOL	\$ 32.47
THE HOME DEPOT #0508	08/23/2018	SHOP SUPPLIES	\$ 70.14
THE HOME DEPOT #0508	08/08/2018	STATION 43 MOUSE TRAPS	\$ 22.78
THE HOME DEPOT #0508	08/08/2018	SHOP SUPPLIES	\$ 111.46
THE HOME DEPOT #0508	08/23/2018	STATION 44 FRIDGE AND STATION 10,20,30, AND 40 TV MOUNT SYSTEMS	\$ 648.86
BEST BUY 00008656	08/13/2018	DISTRICT STATIONS TV FOR GYMS	\$ 1,199.96
RELIANT ENERGY	09/05/2018	STATION 40 INVOICE # 191001487474 06/28/18-07/30/18	\$ 73.09
DTV*DIRECTV SERVICE	08/24/2018	STATION 11 08/21/18-09/20/18 ACCT# 035677337	\$ 63.98
ATT*BUS PHONE PMT	08/17/2018	STATION 30 ACCT# 281-689-3247 FIRE ALARM 07/23/18-08/22/18	\$ 107.23
ATT*BUS PHONE PMT	08/17/2018	STATION 31 ACCT# 281-689-6865 FIRE ALARM 07/23/18-08/22/18	\$ 328.88
HUGHES NATURAL GAS	08/16/2018	STATION 40 ACCT# 7978 06/25/18-07/26/18	\$ 81.20
DTV*DIRECTV SERVICE	08/16/2018	STATION 14 ACCT# 006594787 08/13/18-09/12/18	\$ 98.50
DTV*DIRECTV SERVICE	08/14/2018	MULTI STATIONS ACCT # 017903440 07/12/18-08/10/18	\$ 1,535.57
DTV*DIRECTV SERVICE	08/08/2018	STATION 90 ACCT# 029543012 08/05/18-09/04/18	\$ 113.97
ATT*BUS PHONE PMT	08/07/2018	STATION 40 281-259-8210 FIRE ALARM 07/13/18-08/12/18	\$ 158.82
WOWPOINTSCOM*1800FLOWE	08/15/2018	FLOWER ORDER: FAMILY OF JOSEPH FIORETTI	\$ 56.81
WOWPOINTSCOM*FTD	08/14/2018	FLOWER ARRANGEMENT FIORETTI FAMILY 08.17.18	\$ 56.69
WOWPOINTSCOM*FTD	08/07/2018	FLOWER ARRANGEMENT FAMILY OF JACK MILLER 08.08.18	\$ 68.84
AMAZON.COM	09/05/2018	PO#48864 FIESTA FRIDAY 9-28-18 DECORATIONS	\$ 19.17
99 CENTS ONLY STORES#2	08/20/2018	PO#48864 FIESTA FRIDAY DECORATIONS PROJECT CODE FE-2018	\$ 28.10
AMZN MKTP US	08/20/2018	PO#48864 FIESTA FRIDAY DECORATIONS PROJECT CODE: FE-2018	\$ 12.75
AMZN MKTP US	08/20/2018	PO#48864 FIESTA FRIDAY DECORATIONS PROJECT CODE: FE-2018	\$ 9.82
WALLY S PARTY FACTORY	08/20/2018	PO#48864 FIESTA FRIDAY DECORATIONS PROJECT CODE: FE-2018	\$ 24.20
REV.COM	08/30/2018	TRANSCRIPTION ORDER TC0957471946 MCHD BOD MEETING	\$ 69.00

JP MORGAN CHASE BANK

AUGUST CREDIT CARD TRANSACTIONS

VENDOR	INVOICE DATE	DESCRIPTION	INVOICE AMOUNT
REV.COM	08/23/2018	TRANSCRIPTION FOR 08.21.2018 BUDGET COMMITTEE MEETING	\$ 23.00
REV.COM	08/09/2018	TRANSCRIPTION FOR 08.21.2018 BUDGET COMMITTEE MEETING	\$ 35.00
NATIONAL SAFETY COUNCI	09/03/2018	PO#49105 BOOKS FOR EMERGENCY MANAGEMENT	\$ 824.01
SUPERSHUTTLE EXECUCARD	08/08/2018	08/29/18-08/31/18 CANCELED DUE TO LACK OF STATE FUNDS.	\$ (28.00)
SUPERSHUTTLE EXECUCARD	08/08/2018	08/29/18-08/31/18 CANCELED DUE TO LACK OF STATE FUNDS.	\$ (28.00)
PAYPAL *MILEHIGHRET	08/07/2018	REFUND FOR SHAWN HENNERS REGISTRATION FOR NATION EMS SAFETY SUMMIT 08/29/18-08/31/18 CANCELED DUE TO LACK OF STATE FUNDS.	\$ (425.00)
DRI*GPSGATE AB	08/13/2018	PO#48710 MY COMMERCE TAX REFUND E-MAILED FROM VENDOR ATTACHED	\$ (36.63)
DRI*GPSGATE AB	08/09/2018	PO#48710 SUBSCRIPTION FOR BACK UP VEHICLE LOCATIONS MATT WALKUP. E-MAILED VENDOR REGARDING TAX CREDIT.	\$ 480.63
		TOTAL	\$ 31,856.17

Montgomery County Hospital District
Bank Register - Operating Acct-WF
Patient Refunds - One Time Checks (08/01/2018 - 08/31/2018)

Payment number	Payment type	Invoice date	Invoice number	Vendor name	Invoice amount	Cleared?	Post date
98686	Computer Check	8/20/18	17-17189B	PATIENT REFUND	\$300.00	TRUE	8/20/18
98778	Computer Check	8/27/18	17-18371	PATIENT REFUND	\$50.00	FALSE	8/27/18
98826	Computer Check	8/27/18	17-42671	PATIENT REFUND	\$18.53	TRUE	8/27/18
98545	Computer Check	8/6/18	17-42809B	HEALTH CARE SERVICE CORPORATION (PC	\$85.09	TRUE	8/6/18
98574	Computer Check	8/6/18	17-45168	PATIENT REFUND	\$50.00	TRUE	8/6/18
98600	Computer Check	8/13/18	17-50338	PATIENT REFUND	\$50.00	TRUE	8/13/18
98588	Computer Check	8/6/18	17-54150	PATIENT REFUND	\$67.97	TRUE	8/6/18
98767	Computer Check	8/27/18	17-54417	AARP (POB 740819)	\$106.23	TRUE	8/27/18
98757	Computer Check	8/20/18	17-54451	TRICARE EAST	\$299.41	FALSE	8/20/18
98757	Computer Check	8/20/18	17-54567	TRICARE EAST	\$229.20	FALSE	8/20/18
98697	Computer Check	8/20/18	18-10165	PATIENT REFUND	\$250.00	TRUE	8/20/18
98697	Computer Check	8/20/18	18-10460	PATIENT REFUND	\$214.99	TRUE	8/20/18
98784	Computer Check	8/27/18	18-10835	PATIENT REFUND	\$210.61	TRUE	8/27/18
98754	Computer Check	8/20/18	18-12700	TEXAS MUTUAL	\$575.03	TRUE	8/20/18
98831	Computer Check	8/27/18	18-12700B	TEXAS MUTUAL	\$575.03	FALSE	8/27/18
98770	Computer Check	8/27/18	18-13354B	AETNA (POB 14079)	\$125.00	FALSE	8/27/18
98511	Computer Check	8/6/18	18-13402	PATIENT REFUND	\$8.08	TRUE	8/6/18
98580	Computer Check	8/6/18	18-13577	PATIENT REFUND	\$125.00	TRUE	8/6/18
98516	Computer Check	8/6/18	18-14766	PATIENT REFUND	\$10.07	TRUE	8/6/18
98776	Computer Check	8/27/18	18-14775	BCBS OF TEXAS (731431)-REFUND DEPT	\$85.54	TRUE	8/27/18
98669	Computer Check	8/13/18	18-15016	PATIENT REFUND	\$203.17	TRUE	8/13/18
98766	Computer Check	8/27/18	18-15017	AARP (POB 740819)	\$47.25	TRUE	8/27/18
98634	Computer Check	8/13/18	18-16028	PATIENT REFUND	\$100.00	TRUE	8/13/18
98636	Computer Check	8/13/18	18-16166	PATIENT REFUND	\$653.48	FALSE	8/13/18
98544	Computer Check	8/6/18	18-16733	HEALTH CARE SERVICE CORPORATION (PC	\$877.61	TRUE	8/6/18
98833	Computer Check	8/27/18	18-16832	UNITED HEALTHCARE (740804)	\$268.49	TRUE	8/27/18
98675	Computer Check	8/13/18	18-17276	UMR	\$395.51	TRUE	8/13/18
98530	Computer Check	8/6/18	18-17414	PATIENT REFUND	\$250.00	TRUE	8/6/18
98583	Computer Check	8/6/18	18-18688	THE TREEHOUSE CENTER INC	\$245.00	FALSE	8/6/18
98692	Computer Check	8/20/18	18-19149	PATIENT REFUND	\$135.00	FALSE	8/20/18
98658	Computer Check	8/13/18	18-19315	PATIENT REFUND	\$812.26	TRUE	8/13/18
98533	Computer Check	8/6/18	18-20222	PATIENT REFUND	\$150.00	TRUE	8/6/18
98777	Computer Check	8/27/18	18-2074	BCBS OF TEXAS (731431)-REFUND DEPT	\$54.10	TRUE	8/27/18
98638	Computer Check	8/13/18	18-20986	PATIENT REFUND	\$658.13	TRUE	8/13/18

Montgomery County Hospital District
Bank Register - Operating Acct-WF
Patient Refunds - One Time Checks (08/01/2018 - 08/31/2018)

Payment number	Payment type	Invoice date	Invoice number	Vendor name	Invoice amount	Cleared?	Post date
98561	Computer Check	8/6/18	18-21044	PATIENT REFUND	\$6.64	TRUE	8/6/18
98542	Computer Check	8/6/18	18-21081	PATIENT REFUND	\$255.12	TRUE	8/6/18
98723	Computer Check	8/20/18	18-21225	PATIENT REFUND	\$125.00	TRUE	8/20/18
98576	Computer Check	8/6/18	18-21355	PATIENT REFUND	\$684.34	FALSE	8/6/18
98714	Computer Check	8/20/18	18-22083	PATIENT REFUND	\$549.83	FALSE	8/20/18
98507	Computer Check	8/6/18	18-23288	AETNA (POB 14079)	\$419.96	TRUE	8/6/18
98543	Computer Check	8/6/18	18-23318	HEALTH CARE SERVICE CORP (POB 25552)	\$550.13	TRUE	8/6/18
98691	Computer Check	8/20/18	18-25917	PATIENT REFUND	\$18.02	FALSE	8/20/18
98540	Computer Check	8/6/18	18-26386	PATIENT REFUND	\$21.16	TRUE	8/6/18
98818	Computer Check	8/27/18	18-27115	NOVITAS SOLUTIONS (POB 3106)	\$206.30	TRUE	8/27/18
98829	Computer Check	8/27/18	18-27115	TEXAS MEDICAID & HEALTHCARE PARTNEF	\$52.63	TRUE	8/27/18
98830	Computer Check	8/27/18	18-27531	TEXAS MEDICAID & HEALTHCARE PARTNEF	\$85.10	TRUE	8/27/18
98726	Computer Check	8/20/18	18-28212	PATIENT REFUND	\$100.00	TRUE	8/20/18
98593	Computer Check	8/6/18	18-30056	PATIENT REFUND	\$250.00	TRUE	8/6/18
98662	Computer Check	8/13/18	18-31674	PATIENT REFUND	\$482.23	TRUE	8/13/18
98547	Computer Check	8/6/18	18-32070	PATIENT REFUND	\$50.00	TRUE	8/6/18
98805	Computer Check	8/27/18	18-32070B	PATIENT REFUND	\$150.00	TRUE	8/27/18
98643	Computer Check	8/13/18	18-32095	PATIENT REFUND	\$102.34	TRUE	8/13/18
98573	Computer Check	8/6/18	18-3213	PATIENT REFUND	\$50.00	TRUE	8/6/18
98568	Computer Check	8/6/18	18-32162	PATIENT REFUND	\$133.77	TRUE	8/6/18
98763	Computer Check	8/20/18	18-32520	PATIENT REFUND	\$86.13	TRUE	8/20/18
98673	Computer Check	8/13/18	18-3283	PATIENT REFUND	\$31.25	TRUE	8/13/18
98579	Computer Check	8/6/18	18-335	PATIENT REFUND	\$6.13	TRUE	8/6/18
98536	Computer Check	8/6/18	18-4812	PATIENT REFUND	\$23.04	FALSE	8/6/18
98819	Computer Check	8/27/18	18-5346	NOVITAS SOLUTIONS (POB 3106)	\$7.51	TRUE	8/27/18
98541	Computer Check	8/6/18	18-5701	PATIENT REFUND	\$26.70	TRUE	8/6/18
98541	Computer Check	8/6/18	18-6278	PATIENT REFUND	\$26.92	TRUE	8/6/18
98527	Computer Check	8/6/18	18-646	PATIENT REFUND	\$100.00	FALSE	8/6/18
98550	Computer Check	8/6/18	18-6524	PATIENT REFUND	\$200.00	TRUE	8/6/18
98584	Computer Check	8/6/18	18-6806	TRICARE EAST REGION CLAIMS	\$416.64	FALSE	8/6/18
98535	Computer Check	8/6/18	18-739	PATIENT REFUND	\$10.00	FALSE	8/6/18
98581	Computer Check	8/6/18	18-7660	PATIENT REFUND	\$100.00	TRUE	8/6/18

TOTAL

\$13,612.67

**MINUTES OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

The regular meeting of the Board of Directors of Montgomery County Hospital District was duly convened at 4:00 p.m., August 28, 2018 in the Administrative offices of the Montgomery County Hospital District, 1400 South Loop 336 West, Conroe, Montgomery County, Texas.

1. Call to Order

Meeting called to order at 4:00

2. Invocation

Led by Mr. Spratt

3. Pledge of Allegiance

Led by Ms. Whatley

4. Roll Call

Present:

Bob Bagley
Chris Grice
Mark Cole
Kenn Fawn
Sandy Wagner
Brad Spratt – *left board meeting at 5:03 p.m.*
Georgette Whatley – *left board meeting at 5:03 p.m.*

5. Public Comment

There were no comments from the public.

6. Special Recognition:

Field – Kellie Erwin

Also recognized as Field nominees were Patrick Langan, Meagan Heinrich and Eric Berlehner.

7. Consider and act on ratification of contracts with additional network providers for indigent care. (Mrs. Wagner, Chair - Indigent Care Committee)

Mrs. Wagner made a motion to consider and act on ratification of contracts with additional network providers for indigent care. Ms. Whatley offered a second and motion passed unanimously.

8. Consider and act on renewal of the employee health related benefits, including employee health insurance. (Ms. Whatley, Chair – Personnel Committee) (attached)

Mr. Ian Hitchings with Gallagher gave a presentation to the board.

Ms. Whatley made a motion to consider and act on renewal of the employee health related benefits, including employee health insurance as presented to the board. Mr. Spratt offered a second. After board discussion motion passed unanimously.

9. **Consider and act on upon request for annual reduction in Management Fee portion of Communications Agreement with Montgomery County Fire Chief Association. (Mr. Cole, Chair – PADCOM)**

Mrs. Melissa Miller gave a presentation to the board.

Chief Carter Johnson, elected Treasurer with Montgomery County Fire Chief Association requested \$30,000.00 reduction in the annual management fee from the Communications Agreement MCFCA has with Montgomery County Hospital District.

Mr. Spratt requested item be tabled for discussion in executive session.

Mr. Cole moved that MCHD leave the contract as is for the time being and that the administration start tracking the components of the management fee over the next year so that the board can make a better informed decision on whether or not to amend the contract the next fiscal year September 30, 2019. Mr. Grice offered a second and motion passed unanimously.

10. **Convene into executive session pursuant to section 551.071 of the Texas Government Code to consult with legal counsel on Montgomery County Fire Chief Association Communications Agreement. (Mr. Cole, Chair – PADCOM)**

Mr. Fawn made a motion to convene into executive session at 4:26 p.m. pursuant to section 551.071 of the Texas Government Code to consult with legal counsel on Montgomery County Fire Chief Association Communications Agreement.

11. **Reconvene from executive session pursuant to section 551.071 of the Texas Government Code to consult with legal counsel on Montgomery County Fire Chief Association Communications Agreement and take action on possible amendments to that Agreement. (Mr. Cole, Chair – PADCOM)**

The board reconvened from executive session at 4:46 p.m.

Mr. Fawn advised no action was taken in executive session and the board would go back to agenda item 9 and make a motion.

12. **CEO Report to include update on District operations, strategic plan, capital purchases, employee issues and benefits, transition plans and other healthcare matters, grants and any other related district matters. (attached)**

Mr. Randy Johnson, CEO presented a report to the board.

13. **Consider and act on the pay scale adjustment to align with wage and salary regulations. (Ms. Whatley, Chair – Personnel Committee) (attached)**

Ms. Whatley made a motion to consider and act on the pay scale adjustment to align with wage and salary regulations. Mr. Bagley offered a second.

Mr. Jim Cleary, HR attorney answered questions from the board.

After board discussion motion passed six for (Ms. Whatley, Mr. Spratt, Mrs. Wagner, Mr. Cole, Mr. Grice and Mr. Bagley) to one opposed (Mr. Fawn)

14. **Consider and act to rescind Order to Call Election due to no contested races. (Mrs. Wagner, Secretary – MCHD Board) (attached)**

Mrs. Wagner made a motion to consider and act to rescind Order to Call Election due to no contested races. Mr. Spratt offered a second and motion passed unanimously.

- 15. Consider and act on canceling the Election contract with Elections Administrator Suzie Harvey for administration of the November 6, 2018 Election. (Mrs. Wagner, Secretary – MCHD Board) (attached)**

Mrs. Wagner made a motion to consider and act on canceling the Election contract with Elections Administrator Suzie Harvey for administration of the November 6, 2018 Election. Mr. Spratt offered a second and motion passed unanimously.

- 16. Chief of EMS Report to include updates on EMS staffing, performance measures, staff activities, patient concerns, transport destinations and fleet.**

Mr. Jared Cospier, Chief of EMS presented a report to the board.

- 17. Tactical EMS team and Bike Team update. (Mr. Spratt, Chair – EMS Committee)**

Mr. Patrick Langan, District Chief presented update to the board.

- 18. Consider and act on replacement of 2008 Tahoe from Freedom Chevrolet. (Mr. Spratt, Chair – EMS Committee) (attached)**

Mr. Spratt made a motion to consider and act on replacement of 2008 Tahoe from Freedom Chevrolet. Mr. Grice offered a second and motion passed unanimously.

- 19. Consider and act on sole source letter for Zoll Extended Warranty & Preventive Maintenance. (Mr. Spratt, Chair – EMS Committee) (attached)**

Mr. Spratt made a motion to consider and act on sole source letter for Zoll Extended Warranty & Preventive Maintenance. Ms. Whatley offered a second and motion passed unanimously.

- 20. Consider and act on Zoll Extended Warranty & Preventive Maintenance contract. (Mr. Spratt, Chair – EMS Committee) (attached)**

Mr. Spratt made a motion to consider and act on Zoll Extended Warranty & Preventive Maintenance contract. Ms. Whatley offered a second and motion passed unanimously.

- 21. Consider and act on annual renewal licenses for Centrelearn. (Mr. Spratt, Chair – EMS Committee) (attached)**

Mr. Spratt made a motion to consider and act on annual renewal license for Centrelearn. Ms. Whatley offered a second and motion passed unanimously.

- 22. COO Report to include updates on facilities, radio system, supply chain, staff activities, community paramedicine, emergency preparedness and IT.**

Mrs. Melissa Miller, COO presented a report to the board.

- 23. Consider and act on annual Cisco Network Equipment Software and Maintenance agreement renewal. (Mr. Cole, Chair – PADCOM) (attached)**

Mr. Cole made a motion to consider and act on annual Cisco Network Equipment Software and Maintenance agreement renewal. Mr. Bagley offered a second and motion passed unanimously.

- 24. Consider and act on purchase of replacement budgeted VMware servers. (Mr. Cole, Chair – PADCOM) (attached)**

Mr. Cole made a motion to consider and act on purchase of replacement budgeted VMware servers. Mr. Grice offered a second and motion passed unanimously.

25. Consider and act on Janitorial RFP. (Mr. Cole, Chair – PADCOM) (attached)

Mr. Cole made a motion to consider and act on Janitorial RFP. Mr. Grice offered a second and motion passed unanimously.

26. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.

Mr. David Hernandez, HCAP Coordinator presented a report to the board.

27. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. (Mrs. Wagner, Chair - Indigent Care Committee)

Mrs. Wagner made a motion to consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. Ms. Whatley offered a second and motion passed unanimously.

28. Consider and act on 4th Amendment to Boon-Chapman contract. (Mrs. Wagner, Chair - Indigent Care Committee) (attached)

Mrs. Wagner made a motion to consider and act on 4th Amendment to Boon-Chapman contract. Ms. Whatley offered a second and motion passed unanimously.

29. Presentation of preliminary Financial Report for ten months ended July 31, 2018 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, and Supplemental Schedules.

Mr. Brett Allen, CFO presented financial report to the board.

30. Consider and act on resolution authorizing Brett Allen to act on behalf of MCHD to sell MetLife shares. (Mr. Grice, Treasurer – MCHD Board) (attached)

Mr. Grice made a motion to consider and act on resolution authorizing Brett Allen to act on behalf of MCHD to sell MetLife shares. Mr. Bagley offered a second.

“At 5:03 Mr. Spratt and Ms. Whatley left the board meeting.”

Motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

31. Consider and act on authorization resolution for Raymond James account. (Mr. Grice, Treasurer – MCHD Board)

Mr. Grice made a motion to consider and act authorization resolution for Raymond James account. Mr. Fawn offered a second and motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

32. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer - MCHD Board)

Mr. Grice made a motion to consider and act on ratification of payment of District invoices. Mr. Fawn offered a second and motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

**33. Consider and act on salvage and surplus. (Mr. Grice, Treasurer – MCHD Board)
(attached)**

Mr. Grice made a motion to consider and act on salvage and surplus. Mr. Bagley offered a second and motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

34. Secretary's Report - Consider and act on minutes for the July 24, 2018 Regular BOD meeting and August 7, 2018 Special BOD meeting. (Mrs. Wagner, Secretary - MCHD Board)

Mrs. Wagner made a motion to consider and act on the minutes for the July 24, 2018 Regular BOD Meeting. Mr. Bagley offered a second and motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

Mrs. Wagner made a motion to consider and act on the minutes for the August 7, 2018 Special BOD Meeting. Mr. Fawn offered a second and motion passed unanimously. (Note Ms. Whatley and Mr. Spratt had left the meeting and were not present for vote.)

35. Adjourn

Meeting adjourned at 5:28 p.m.

Sandy Wagner, Secretary

**MINUTES OF A PUBLIC BUDGET HEARING PUBLIC MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

The public budget hearing, public meeting of the Board of Directors of Montgomery County Hospital District was duly convened at 3:55 p.m., September 11, 2018, in the Administrative offices of the Montgomery County Hospital District, 1400 South Loop 336 West, Conroe, Montgomery County, Texas

1. Call to Order

Meeting called to order at 3:55 p.m.

2. Roll Call

Present

Bob Bagley

Chris Grice

Mark Cole

Kenn Fawn

Sandy Wagner

Brad Spratt

Georgette Whatley

3. Convene public hearing on the proposed Budget for Fiscal Year Ending September 30, 2019.

Public Budget Hearing convened at 3:55 P.M.

4. Close public hearing on the proposed Budget for Fiscal Year Ending September 30, 2019.

Public Budget Hearing closed at 3:57 p.m.

**5. Consider and adopt the Budget for Fiscal Year Ending September 30, 2019.
(Mr. Grice, Treasurer, MCHD Board) (attached)**

Mr. Grice made a motion to consider and adopt the Budget for Fiscal Year Ending September 30, 2019 as presented to the board. Mrs. Wagner offered a second.

Mr. Brett Allen, CFO, advised the board of updates made to the proposed budget from the previous Budget Committee Meetings.

After board discussion the motion passed unanimously.

6. Adjourn

Meeting adjourned at 4:01 p.m.

Sandy Wagner, Secretary

**MINUTES OF A SPECIAL MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

The special meeting of the Board of Directors of Montgomery County Hospital District was duly convened at 4:01 p.m., September 11, 2018, in the Administrative offices of the Montgomery County Hospital District, 1400 South Loop 336 West, Conroe, Montgomery County, Texas

1. Call to Order

Meeting called to order at 4:01 p.m.

2. Invocation

Led by Mr. Grice

3. Pledge of Allegiance

Led by Ms. Whatley

4. Roll Call

Present

Bob Bagley
Chris Grice
Mark Cole
Kenn Fawn
Sandy Wagner
Brad Spratt
Georgette Whatley

5. Consider, Adopt and Set by Order/Resolution the 2018 Ad Valorem Tax Rate for Maintenance and Operations. (Mr. Grice, Chair - Finance Committee)

Mr. Grice, moved to Consider, Adopt and Set by Order Resolution the 2018 AD Valorem Tax Rate for Maintenance and Operation, \$0.0599/\$100. This year's proposed tax rate does not exceed the effective tax rate. A motion to adopt an ordinance, resolution, or order setting the tax rate does not require language about "tax increase" as stated in Section 26.05(b) of the Texas Property Tax Code.

"This year's levy to fund maintenance and operations expenditures does not exceed last year's maintenance and operations tax levy. The ordinance, resolution, or order setting the tax rate does not require language about "tax increase" as stated as Section 26.05(b) of the Texas Property Tax Code."

Mr. Bagley offered a second, after discussion motion passed by the following votes:

Mr. Bagley vote:	For
Mr. Grice vote:	For
Mr. Cole vote:	For
Mr. Fawn vote:	For
Mrs. Wagner vote:	For
Mr. Spratt vote:	For
Ms. Whatley vote:	For

6. Consider, Adopt, and set by Order/Resolution the 2018 Ad Valorem Tax Rate for Debt Service, \$0.00/\$100. (Mr. Grice, Chair - Finance Committee)

Mr. Grice made a motion to consider, adopt and set by Order Resolution the 2018 Ad Valorem Tax Rate Debt Service, \$0.00/\$100. Ms. Whatley offered a second and motion passed unanimously.

7. Adjourn

Meeting adjourned at 4:05 p.m.

Sandy Wagner, Secretary

Agenda Item # 23



To: Board of Directors

From: Randy Johnson, CEO

Date: September 25, 2018

Re: Convene into Executive Session – EMS Department

Convene into executive session pursuant to section 551.074 of the Texas Government Code to:

- a) deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an employee within the EMS department; or
 - b) to hear a complaint or charge against an officer or employee within the EMS department
- (Ms. Whatley, Chair – Personnel Committee)

Agenda Item # 24



To: Board of Directors

From: Randy Johnson, CEO

Date: September 25, 2018

Re: **Reconvene from Executive Session – EMS Department**

Reconvene from executive session and deliberate and take action as necessary regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an employee within the EMS department. (Ms. Whatley, Chair – Personnel Committee)