

**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: February 26, 2019

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. Consider and act on MCHD 5 year plan up to year 2023. (Mr. Cole, Chairman – MCHD Board)
9. Consider and act on CEO Timeline for annual evaluation. (Mr. Chance, Chair – Personnel Committee)

Emergency Medical Services

10. Chief of EMS Report to include updates on EMS staffing, performance measures, staff activities, patient concerns, transport destinations and fleet.
11. Update on the Dispatch Centers reaccreditation as Center of Excellence with the International Academies of Emergency Dispatch® (IAED™). (Mr. Spratt, Chair – EMS Committee)
12. Consider and act on the purchase of fifteen (15) Panasonic FZ-G1 mobile data computers. (Mr. Spratt, Chair – EMS Committee)
13. Consider and act on The Woodlands Fire Department lease agreement for Zoll Cardiac Monitors. (Mr. Spratt, Chair – EMS Committee)
14. Consider and act on approval for Zoll sole source for purchase of AED's. (Mr. Spratt, Chair – EMS Committee)

15. Consider and act on approval for purchase of Zoll AED's. (Mr. Spratt, Chair – EMS Committee)

Operations and Health Care Services

16. COO Report to include updates on facilities, radio system, supply chain, staff activities, community paramedicine, emergency preparedness and IT.
17. Convene into executive session pursuant to section 551.072 of the Texas Government code to discuss real estate property including but not limited to acquisition of property and construction and renovation of EMS station at 811 W. Semands Street in Conroe and any other related matters. (Ms. Whatley, Chair – PADCOM Committee)
18. Reconvene from executive session and take action as necessary on real estate property including but not limited to acquisition of property and construction and renovation of EMS station at 811 W. Semands Street in Conroe and any other related matters. (Ms. Whatley, Chair – PADCOM Committee)
19. Consider and act on proposed BOD resolution authorizing the purchase of 811 W. Semands Street in Conroe, ratifying the earnest money contract, and authorizing the CEO to execute all necessary closing documents. (Ms. Whatley, Chair – PADCOM Committee)
20. Consider and act on the renovation of station and construction of new ambulance bay for 811 W. Semands street in Conroe. (Ms. Whatley, Chair – PADCOM Committee)
21. Consider and act on budgeted build out of classroom 250. (Ms. Whatley, Chair – PADCOM Committee)
22. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.
23. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. (Mrs. Wagner, Chair - Indigent Care Committee)
24. Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. (Mrs. Wagner, Chair – Indigent Care Committee)

Finance

25. Presentation of preliminary Financial Report for four months ended January 31, 2019 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, and Supplemental Schedules.
26. Consider and act on ratification of EMS Fee schedule. (Mr. Grice, Treasurer – MCHD Board)
27. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer – MCHD Board)
28. Consider and act on salvage and surplus. (Mr. Grice, Treasurer – MCHD Board)

Other Items

29. Secretary's Report - Consider and act on minutes for the January 22, 2019 Special BOD meeting January 22, 2019 Regular BOD meeting. (Mrs. Wagner, Secretary - MCHD Board)
30. 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: February 26, 2019

Re: CEO Report

Since the January Board Meeting, I have been focused on the following:

- Met with East Montgomery County ESD 7 (New Caney Fire Dept.) to discuss the state of our mutual working relationship. All appears to be in good order.
- Met with the Senior Management at Memorial Hermann The Woodlands Medical Center for the quarterly advisory board breakfast. Among the announcements, MCHD EMS was recognized for having the best large service patient satisfaction scores for the fourth year in a row. It was very nice for the Hospital Management Team to recognize MCHD in the presence of so many of The Woodlands Community Leaders. The Administrative Team also noted that they have a neuro interventionist available at Memorial Hermann on site 24/7, and can manage LVO's. Command staff and Dr. Dickson stated that we will be meeting monthly with all the Hospital Stroke Centers and reviewing with the hospitals and our EMS crews the time and outcome matrices.
- Met with the senior management at Conroe Regional Medical Center. They have plans to move the ED from the second floor entrance to a first floor entrance sometime within the next two years. This will make the ramp approach to the ED much safer, as we will then be unloading patients on a flat surface.
- Met with HMTW hospital to discuss transfer service and the LVO stroke program. Dr. Dickson is working with the stroke Interventionist to develop and produce a stroke prehospital care training film to be shared with area first responders in the Greater Houston Area. The project is going very well. It should be completed by summer.
- The Station 15 (Conroe station) project is ready for board approval.
- Rode out with Chief Seek, Boswell, Richenberger, and Goodrich. They discussed their thoughts on process improvement, and we met with crews to get process improvement suggestions from the street level.
- MCHD has begun to re-engage our Laserfiche records file system. Shawn Henners has accepted the job of Electronic Business Process Manager. She will be responsible for working with various department managers to coordinate the LF filing and retrievals system. Donna Daniel will continue to be the Records Manager and Compliance Officer.
- MCHD is very proud to announce that the Alarm Department has successfully received the Accredited Center of Excellence (ACE) Accreditation for Medical and Fire Dispatch. This the fourth time the center has been re-accredited. Excellent job!
- After a process of screening 84 resumes for EMS Chief; to 12 panel interviews with senior staff and chiefs; to five panel interviews with senior staff, some board members, and representatives from area fire services and hospitals; I am very pleased to announce that I have selected Assistant Chief Campbell to promote to EMS Chief effective immediately. Chief Cosper will begin the transition training process, and will work on the CAAS reaccreditation process over the next few months. Chief Campbell has proven during his short time here that he is a man of integrity, very hard work, steady and balanced in his decision-making, and extremely concerned

with “doing what is right”. He was the consensus choice of most internal as well as external panel interviewers. I know that he will transition well into his new job with Chief Cosper’s guidance. I thank all who volunteered their time to sit on an interview panel. Your input was most important to this process. I also want to note that I believe MCHD EMS has some outstanding chiefs who could move into a Chief of EMS role at most EMS agencies in Texas. Thank each of you for your outstanding work day in and day out.

- February 22nd and 23rd, I will be in Dallas with Dr. Dickson attending the Eagles conference. This is an EMS best practices medical conference that notes the latest changes and outcome information is EMS pre-hospital care. I go every three years to keep abreast of any important changes we need to plan for in the future.
- HHS has announced that they are going to partner with 40 EMS services around the country for a five year project, beginning in 2020 that will pay EMS services for properly evaluating and treating low acuity pre-hospital patients either on the scene or at a freestanding ED or urgent care center, rather than going to a Hospital Emergency Department. We have all the program pieces in place to be a contracted provider. I recommend that we apply to be a partner in this program.



















Second Quarter 2019 Plans:

- Chief Cosper transition his duties to Chief Campbell and prepare EMS for CAAS re-accreditation.
- I will ride out with the remaining eight District Chiefs and visit all their crews over the next eight Fridays.
- The PIO will work with Medical Directors on Stroke Project, re-implementing a monthly information update to all staff, and internal tragedy reporting and communications protocol.
- Will begin rebuilding Laserfiche record system.
- Will focus on Transport and Mobile Integrated Health Program.
- Will meet with all thirteen first responder agencies in the County to coordinate EMS care.
- Will focus on replacing building a station in downtown Conroe, building a station to replace the Bentwater squad, and building a station to cover the western edge of The Woodlands.
- Involve our Deputy and District Chiefs in more of the community organizations, such as city council meetings, Chamber of Commerce Meetings, and key local community meetings. I want to focus on MCHD having as much contact with each local area of the county as possible. Our professionals in uniform are very impressive and will better connect MCHD to each local neighborhood.
- I want to review our current HCAP program and determine if we can do a better job of cost efficiently meeting the needs of indigent and chronically ill residents of Montgomery County.
- I want to contract an outside agency to administer an employee satisfaction survey to all the MCHD staff in late spring/early summer.

Thank you,

Randy Johnson, CEO

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: February 26, 2019  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: March 31, 2019 Budget: \$ 1,260,000.00 Actual Costs: Project Manager: Justin Evans/Melissa Miller	Dec Jan Feb   	The Microwave Project is entering the installation phase. The antenna installation schedule has changed due to weather and at this point will complete 3/28. Radio shelter equipment installation is complete. The 30-day "burn-in" to test the system prior cut-over and removal of the old microwave equipment is scheduled to begin April 1. The project should be complete by May 1 st .
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: Sept. 30, 2018 Revised Deadline: April 30, 2019 Budget: multiple line items in multiple departments Actual Cost: \$ Project Manager: Justin Evans /Melissa Miller	Dec Jan Feb   	The ICTX fiber installation is complete in March, we will move our IT/Radio racks from Hilbig to Conroe PD and complete the set-up of consoles in April.
Project: <u>Room 250 Classroom Buildout</u> Objective: Additional Classroom and office space Initial Deadline: June 2019 Final Deadline: Budget: \$125,000 + \$50,000 furnishings Actual Costs: Project Manager: Avery Belue/Melissa Miller	Dec Jan Feb    NEW PROJECT	The room build out is pending approval at the 2/26 board meeting. If approved the room will be complete and ready for use in June.
Project: <u>Station 22 Remodel</u> Objective: Modernize ESD #8 station by tear down and rebuild of current aging station to improve functionality Initial Deadline: July 2020 Revised Deadline: Budget: \$650,000 Actual Cost: \$ Project Manager: /Melissa Miller	Dec Jan Feb    NEW PROJECT	ESD 8 is doing a complete tear down and rebuild of aging station 11-1(our Station 22). We are currently evaluating pricing by the Contractor. It will save a substantial amount to vacate the property during the rebuild vs remaining onsite and staging the demolition/rebuild. In May 2019, MCHD will move to ESD#8 station 11-3 on Robinson Rd for the duration of the build.
Project: <u>Conroe Central Station</u> Objective: EMS station in Conroe to improve response times Initial Deadline: July 2019 Final Deadline: Budget: \$ 1,000,000 Actual Costs: Project Manager: /Melissa Miller	Dec Jan Feb    NEW PROJECT	A Conroe home that meets our deployment location needs has been found and will be present to the board for purchase approval at the 2/26 board meeting.

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT

Organizational Projects

DATE: February 26, 2019 <div> <div></div> Task/Project on Schedule <div></div> Task/ Project in Danger of Not Meeting <div></div> Task/Project Not Meeting Schedule </div>			
Project	Progress		
Project: St Luke's Community Paramedicine Objective: Improve the transition of care from hospital to home of patients at high risk of readmission by providing education, med. Reconciliation and connecting each with needed resources. Initial Deadline: Revised Deadline: Budget: Actual Cost: \$ Project Manager: Andrew Karrer /Melissa Miller	<div>Dec</div> <div></div> <div>Jan</div> <div></div> <div>Feb</div> <div></div> NEW PROJECT		The CP team has begun operations with CHI St. Luke's The Woodlands on a 30-day readmissions reduction project. St. Luke's has established a transitional care clinic to assist patients in being successful when changing from in-hospital status, discharge, and going home. The clinic has a Family Nurse Practitioner that visits patients while they are in hospital and assists them with medications and care plan coordination during their transition. CP is filling a gap in this service by making home visits with these primarily indigent individuals, some Medicare recipients and identifying barriers to the healthcare they experience. Currently, CP has worked with ten referrals from this program and communicates on a daily basis to the Nurse Practitioner with St. Luke's. We will include an Interim Outcomes report at the next board meeting.
Project: Paycom - Administration Scheduling Implementation Objective: To enhance tracking and ensure transparency for employees within Admin; will also provide EMS an opportunity to evaluate Paycom Scheduling Module. Initial Deadline: 7/18/18 New Deadline: 02/28/2018 Budget: Unbudgeted Actual Cost: Project Manager: Brett Allen/Brandi Matthews	<div>Dec</div> <div></div> <div>Jan</div> <div></div> <div>Feb</div> <div></div>		The buildout of schedules for Administration has been completed. Schedules will go live on February 24. This rollout creates very low impact to the staff in terms of day-to-day work. Managers are being trained to run reports that will identify variances between actual punch times and the schedule. This project has allowed staff to be exposed to the Paycom scheduling module and will aid in assessing the feasibility of using the product for Alarm and Field staff.
Project: EMS Transfer Service 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 Actual Cost: Project Manager: Jared Cosper	<div>Dec</div> <div></div> <div>Jan</div> <div></div> <div>Feb</div> <div></div>		MCHD has executed a contract with CHI St. Luke's Health – The Woodlands and will begin providing service to this facility in short order. We anticipate an increase of 5 transfers per day upon contract approval. Currently the Transfer Service is averaging 12.2 transfers per day. The St Luke's anticipated volume should drive us to 17 transfers a day, 3 short of our end of year goal.
Project: EMS Command Supervisor Structure: Phase II Objective: Reorganize EMS to improve both form and flow. Initial Deadline: April 1, 2017 Secondary Deadline: April 1, 2019 Budget: Unbudgeted Actual Cost: Project Manager: Jared Cosper	<div>Dec</div> <div></div> <div>Jan</div> <div></div> <div>Feb</div> <div></div>		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. A structure review should be complete by March 31, 2019.
Project: Horton Ambulance Purchases 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 Actual Cost: Project Manager: Jared Cosper	<div>Dec</div> <div></div> <div>Jan</div> <div></div> <div>Feb</div> <div></div>		The first two Horton ambulances have arrived and are fully operational. The next two will be delivered in the upcoming few weeks. 10 additional Hortons have been ordered with the plan for them to begin to arrive in late Spring 2019. <i>*** Total cost of a Horton that replaces one of the fleet is \$330,000 because the equipment can be moved from the old ambulance to the new. The Total "all-in" cost of an expansion Horton (addition to the fleet) is \$404,000 as all the equipment (vent, IV pump, stretcher, ect.) must be purchased.</i>



HHS Announces Groundbreaking EMS Payment Reform: ET3 Model

The model will encourage development of medical triage lines for low-acuity 911

Thu, Feb 14, 2019 |

Matt Zavadsky, MS-HSA, NREMT, President NAEMT





Health and Human Services Secretary Alex Azar and the presentation of the ET3 model. (NAEMT photo)

We are very pleased to report on an exciting breakthrough for EMS that was announced today by HHS Secretary Alex Azar. Beginning in early 2020, the Centers for Medicare & Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) will offer a new payment model for EMS to allow Medicare Fee-For-Service (FFS) beneficiaries to receive the most appropriate level of care at the right time and place with the potential for lower out-of-pocket costs.

The new model – **Emergency Triage, Treat and Transport (ET3) Model** – will make it possible for participating ambulance suppliers and providers to partner with qualified healthcare practitioners to deliver treatment in place (either on-the-scene or through telehealth) and with alternative destination sites (such as primary care doctors' offices or urgent-care clinics) to provide care for Medicare beneficiaries following a medical emergency for which they have accessed 911 services. In doing so, the model seeks to engage healthcare providers across the care continuum to more appropriately and effectively meet beneficiaries' needs. Additionally, the model will encourage development of medical triage lines for low-acuity 911 calls in regions where participating

ambulance suppliers and providers operate. The ET3 Model will have a five-year performance period, extending through 2025.

Currently, Medicare primarily pays for unscheduled, emergency ground ambulance services when beneficiaries are transported to a hospital emergency department (ED), creating an incentive to transport all beneficiaries to the hospital even when an alternative treatment option may be more appropriate. To counter this incentive, the ET3 Model will test two new ambulance payments, while continuing to pay for emergency transport for a Medicare beneficiary to a hospital ED or other destination covered under current regulations:

- Payment for treatment in place with a qualified healthcare practitioner, either on-the-scene or connected using telehealth; and
- Payment for unscheduled, emergency transport of Medicare beneficiaries to alternative destinations (such as 24-hour care clinics) other than destinations covered under current regulations (such as hospital EDs).

The ET3 Model encourages high-quality provision of care by enabling participating ambulance suppliers and providers to earn up to a five percent payment adjustment in later years of the model based on their achievement of key quality measures. The quality measurement strategy will aim to avoid adding more burden to participants, including minimizing any new reporting requirements. Qualified healthcare practitioners or alternative destination sites that partner with participating ambulance suppliers and providers would receive payment as usual under Medicare for any services rendered.

The model will use a phased approach through multiple application rounds to maximize participation in regions across the country. In an effort to ensure access to model interventions across all individuals in a region, CMS will encourage ET3 Model participants to partner with other payers, including state Medicaid agencies.

CMS anticipates releasing a Request for Applications in Summer 2019 to solicit Medicare-enrolled ambulance suppliers and providers. In Fall 2019, to implement the triage lines for low-acuity 911 calls, CMS anticipates issuing a Notice of Funding Opportunity for a limited number of two-year cooperative

agreements, available to local governments, their designees, or other entities that operate or have authority over one or more 911 dispatches in geographic locations where ambulance suppliers and providers have been selected to participate.

ET3 Model Fact Sheet: <https://www.cms.gov/newsroom/fact-sheets/emergency-triage-treat-and-transport-et3-model>

For more information on the ET3 Model, please visit:
<https://innovation.cms.gov/initiatives/et3/>.

I was honored to represent NAEMT at this groundbreaking announcement. As our members know, NAEMT has been strongly advocating for this payment change for over five years. We have been in discussions with leaders of CMS and CMMI and with congressional leaders to help them understand the value of EMS to achieving our nation's healthcare goals. In June 2018, CMS representatives reached out to NAEMT, and other industry associations including the International Association of Fire Chiefs (IAFC), the National Association of EMS Physicians (NAEMSP), and the American Ambulance Association (AAA), seeking input on the design, implementation and quality assurance mechanisms that would be necessary to allow ambulance agencies to voluntarily participate in a new payment model. At CMS' request, NAEMT facilitated direct communication for CMS officials with organizations that were paying EMS under alternative payment models, allowing CMS officials to hear first-hand from the payers about the benefits and patient outcomes.

This is a transformative day for the EMS profession. This announcement demonstrates recognition of the additional value that EMS practitioners and agencies can bring to America's healthcare system through the effective response, assessment, treatment and **referral** of patients to the most appropriate level of care for their medical needs. It is also confirmation that by working together with other EMS associations, we can truly affect major federal policy changes that enhance the services we provide to the patients and communities who rely on local EMS agencies.

There is still much work to be done as CMS develops the guidelines, eligibility, and patient safety and outcome measures for this new payment model. NAEMT has already been requested to assist with that process. We will

also be hosting a series of educational sessions on how EMS agencies can implement ET3, and we will have a special session at our EMS 3.0 Workshop in Arlington, VA on April 9, just prior to **EMS On The Hill Day**.

We thank CMS for their continued work with NAEMT, and other EMS associations, on this EMS economic transformation which we are confident will be of value to our patients, our practitioners, and our healthcare stakeholders.

By

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Agenda Item # 8



We Make a Difference!

To: Board of Directors
From: Randy Johnson, CEO
Date: February 26, 2019
Re: MCHD 5 year Plan

Consider and act on MCHD 5 year plan up to year 2023. (Mr. Cole, Chairman – MCHD Board)

Note: Updates have been made to copies that were previously mailed out to all board members. Updates/Changes to the “Redline Version” are highlighted in yellow.



Montgomery County Hospital District Five-Year Strategic Plan

~~August 2017~~
Fiscal Year 2019

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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**

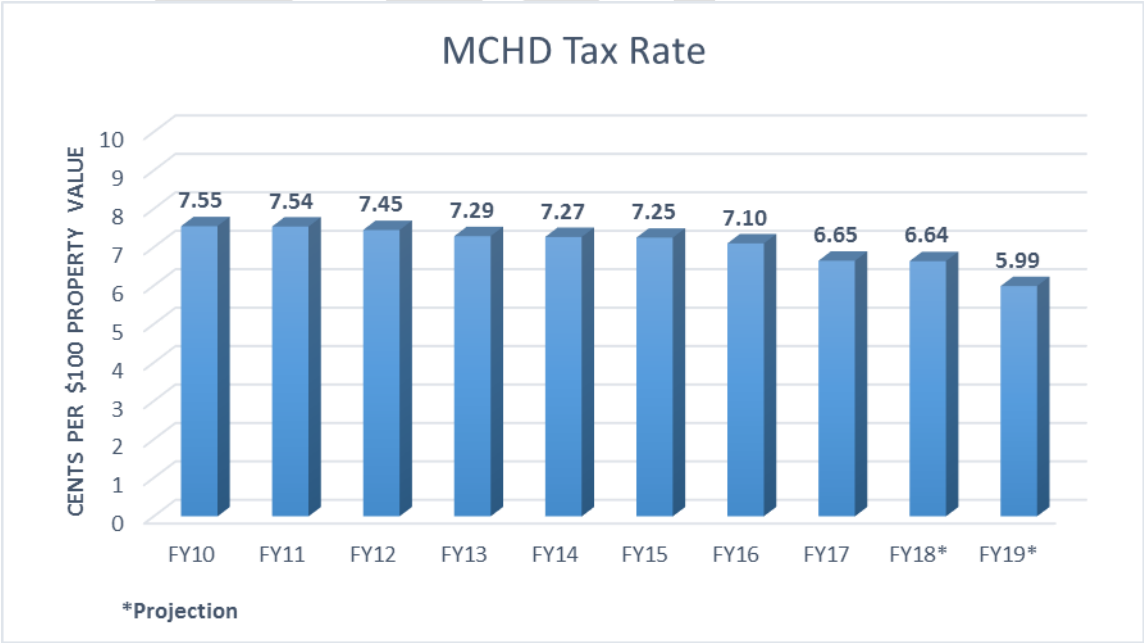
Originally, the District carried out its legislative purpose for the financial health of the Medical Center Hospital in Conroe, Texas. The Medical Center Hospital in Conroe was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement by contracting for services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

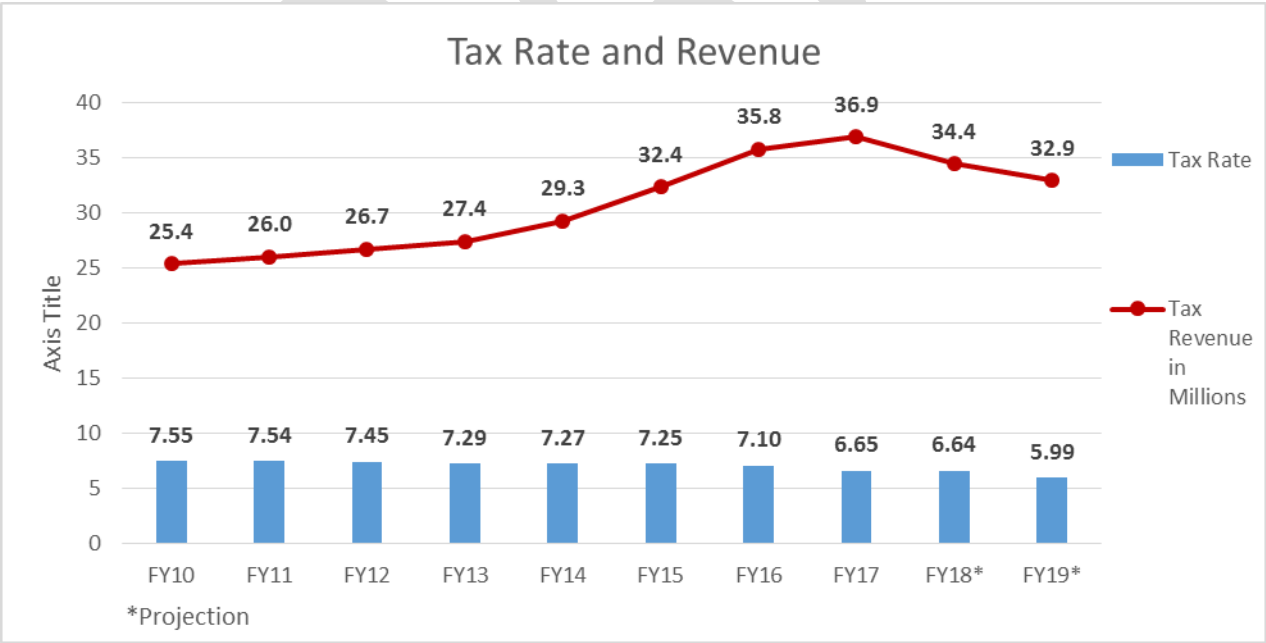
In addition to indigent care, the District provides emergency medical ambulance services for Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. At the time of the sale of the hospital, the District maintained operational control of 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.

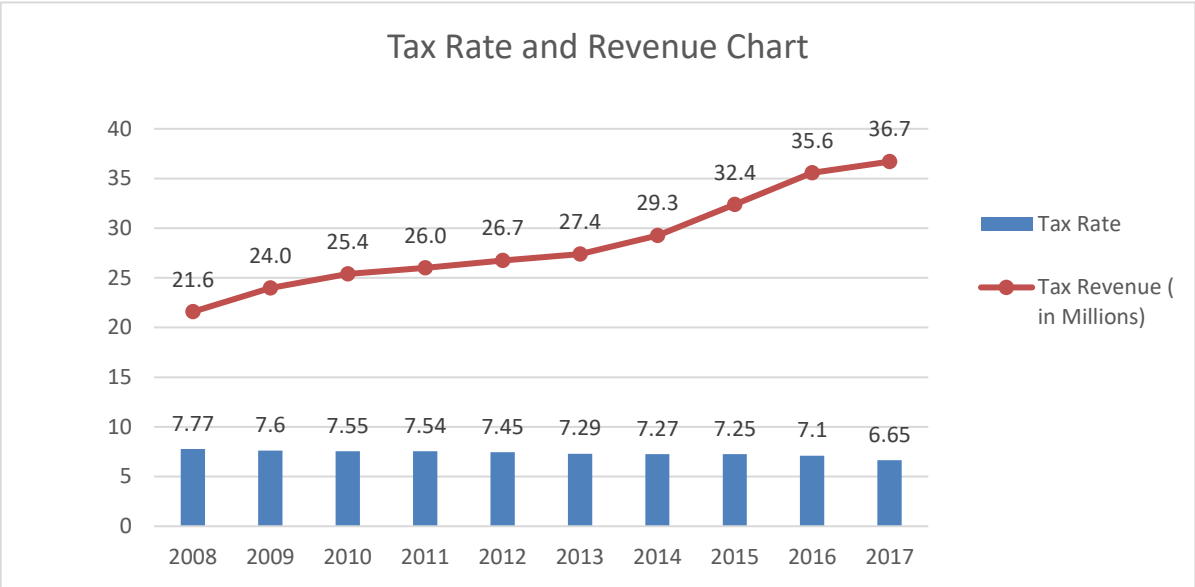
The graph below shows the progression of the District’s tax rate over time.



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

~~1-~~ 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:

- ~~a.~~ • Must be a legal resident of Montgomery County
- ~~b.~~ • Must have a family income that does not exceed 133% of the Federal Poverty
- ~~c.~~ • Level for the region
- ~~d.~~ • Must have household assets that do not exceed \$2,000 (excluding one household automobile)
- ~~e.~~ • Must not have access to healthcare services that can be funded by any other public or private program
- ~~f.~~ • Must meet other eligibility requirements
- ~~g.~~ • 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~~
- ~~c.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~~
- ~~c.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~~
- ~~c.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 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

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 ~~1.51.8~~ 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 ~~1.52.4~~ 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 GOALSHCAP 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~~ monthsannually
- 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 Tactics 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

~~1-~~ 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.

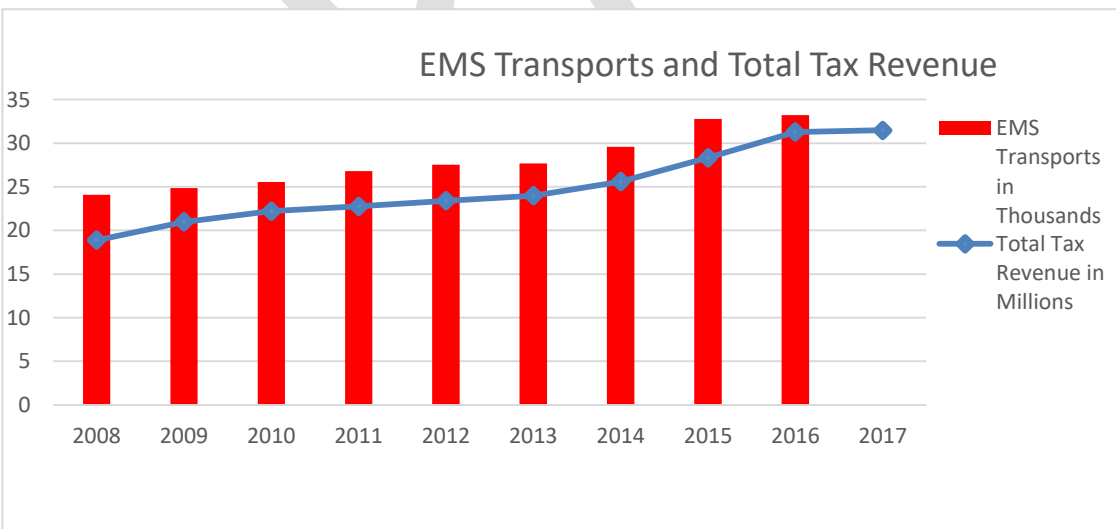
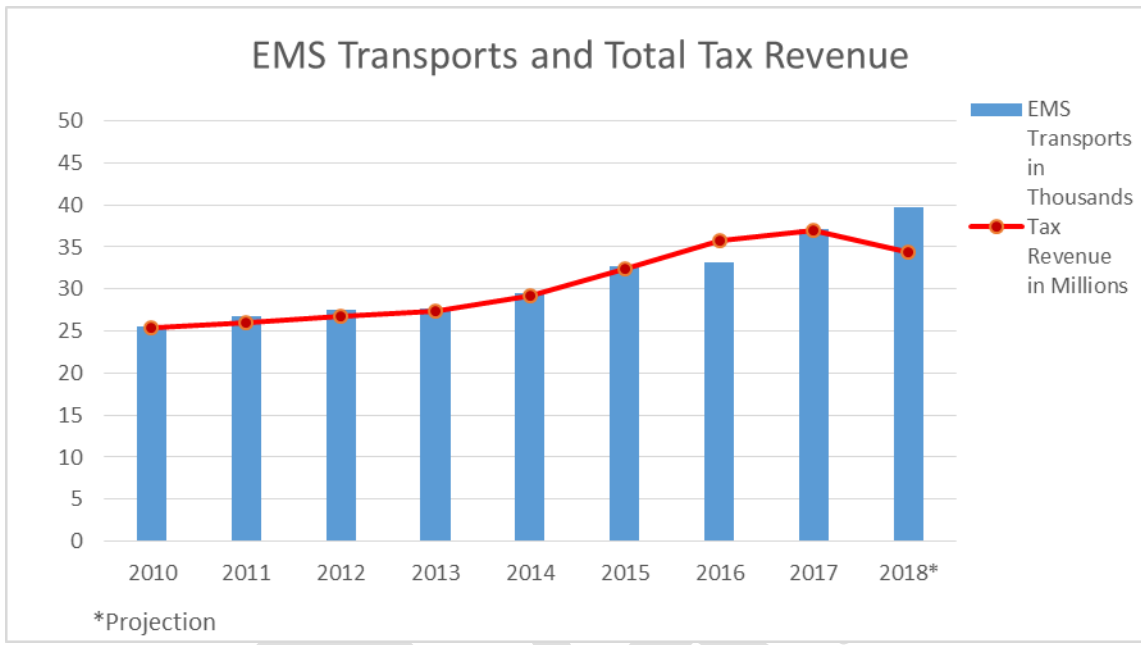
Property Values

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 33,400 annual transports. ~~2016-2018~~ tax revenue was approximately \$~~35,750~~34,400,000, yielding \$~~1,083~~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	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										

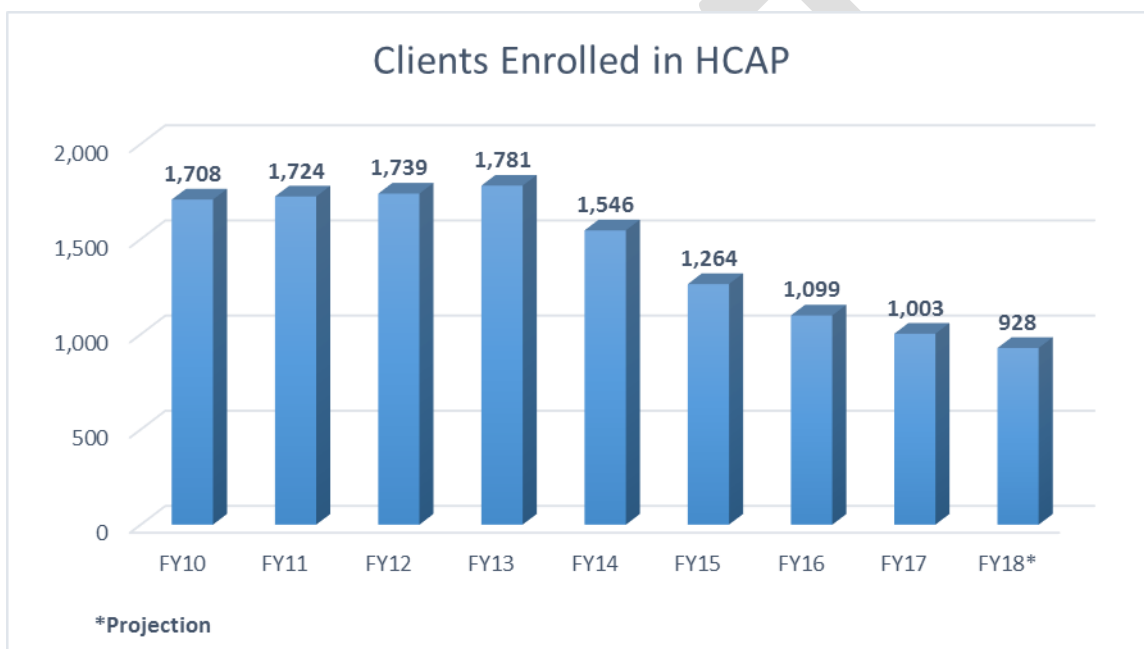
Trends and Issues - Service Delivery Units

Service Delivery Units Trends and Issues

HCAP

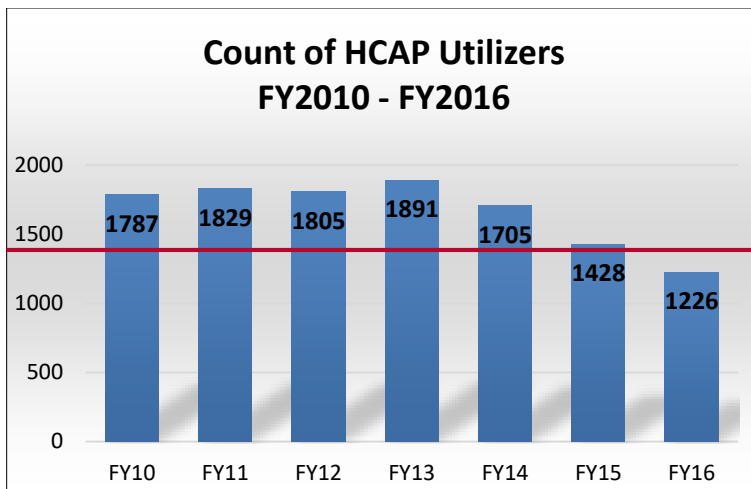
Program Enrollment

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).~~

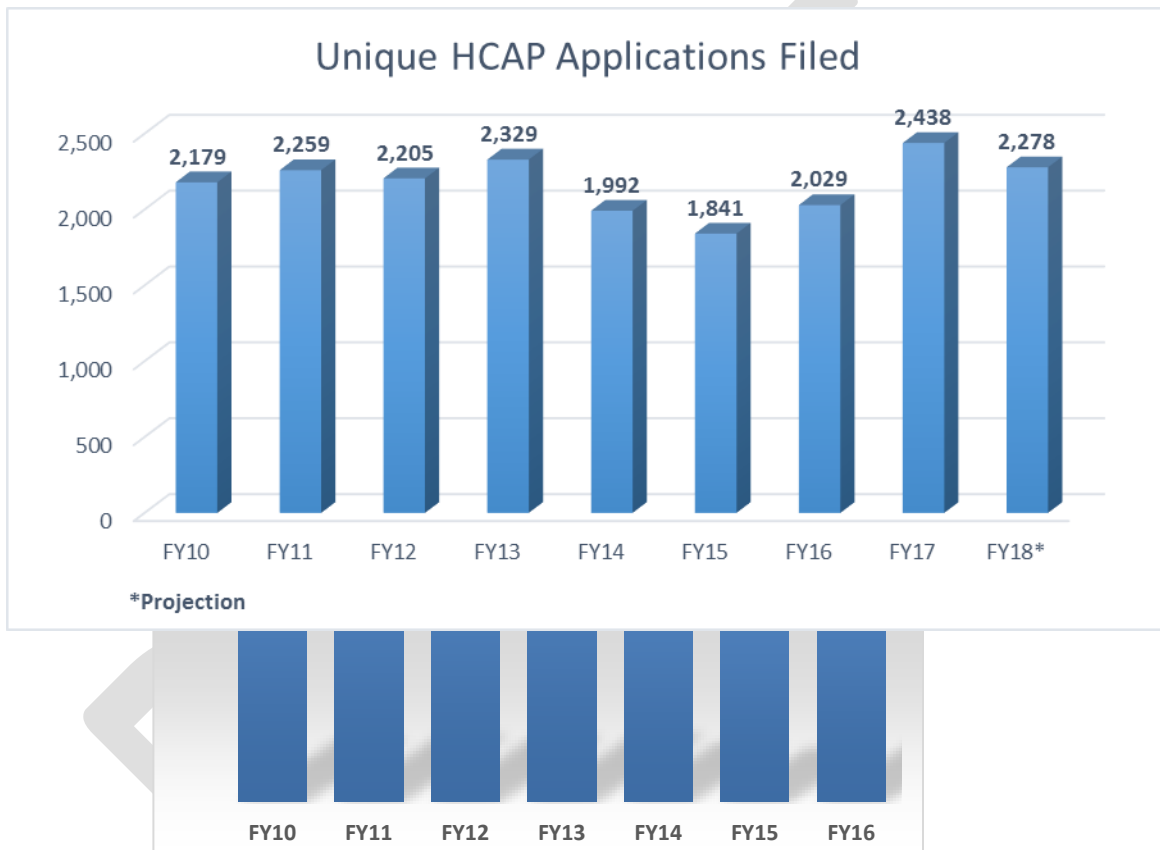


Currently, HCAP projects a decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the program eligibility requirements, economy and ACA policies remains the same. If changes occur to the aforementioned factors, enrollment may stabilize or gradually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

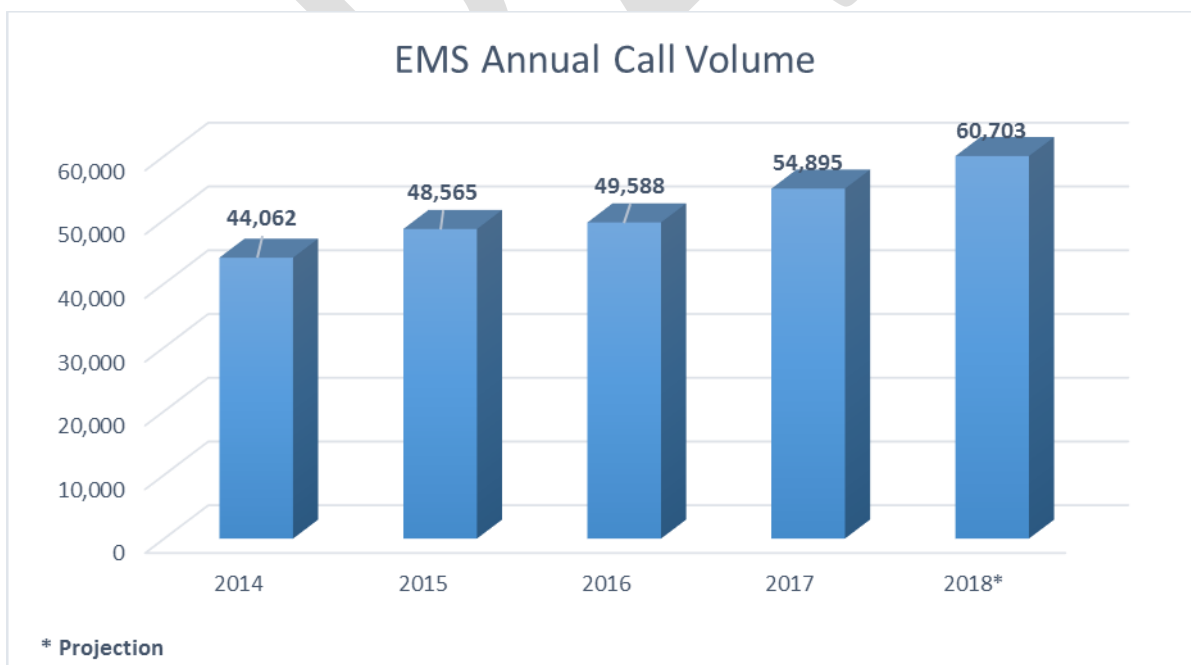
Further analysis of HCAP data also indicates that the program experienced a dramatic drop in the number of applications in FY2015 due to the implementation of the ACA. However, there has been a steady increase in the quantity of applications over the past three years. These numbers will continue to trend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

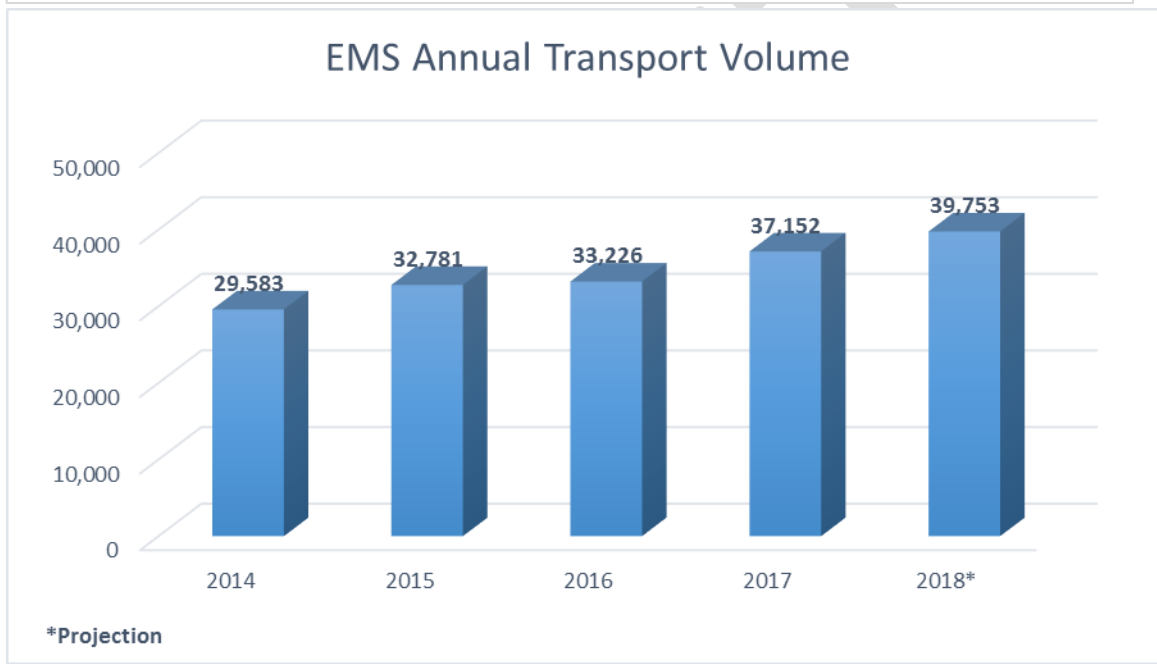
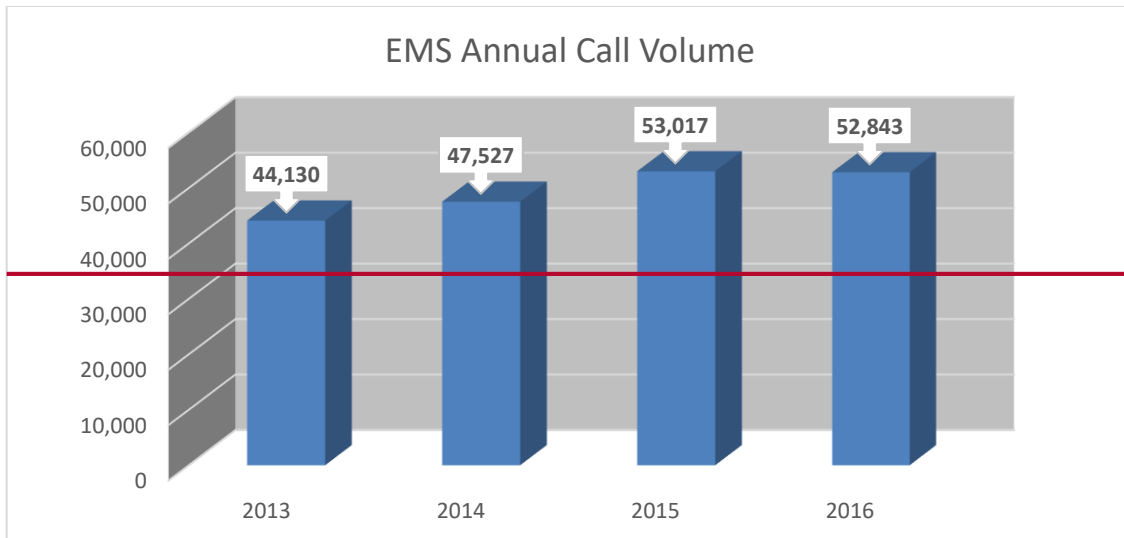
~~Further analysis of HCAP data also indicates a decrease in the number of yearly applications (see table below) which would correlate with the decrease in program enrollment. These predictive numbers are indicative of gaps in our local health care system and healthcare resources. Community collaborations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

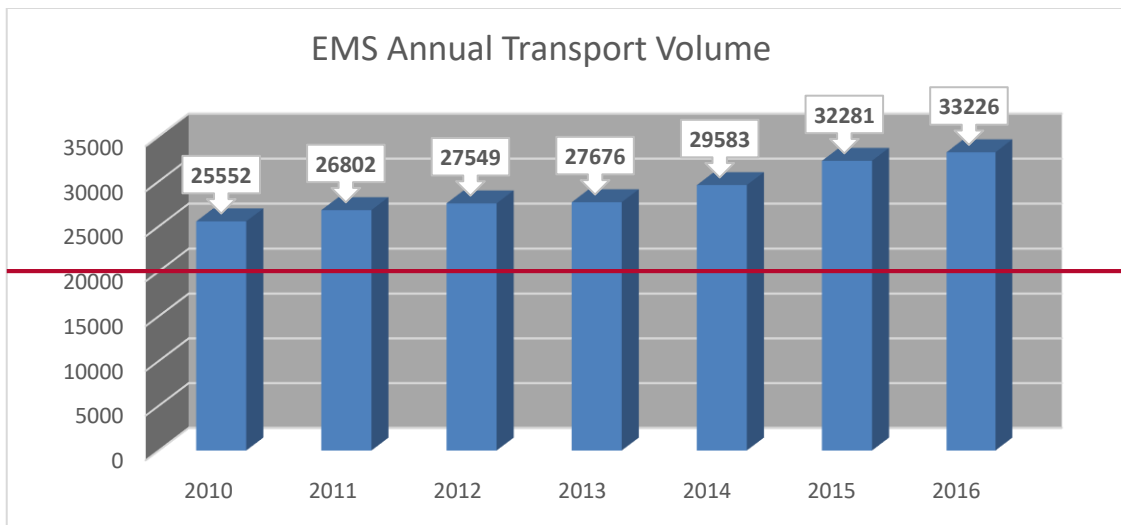


EMS

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~~grew 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%.







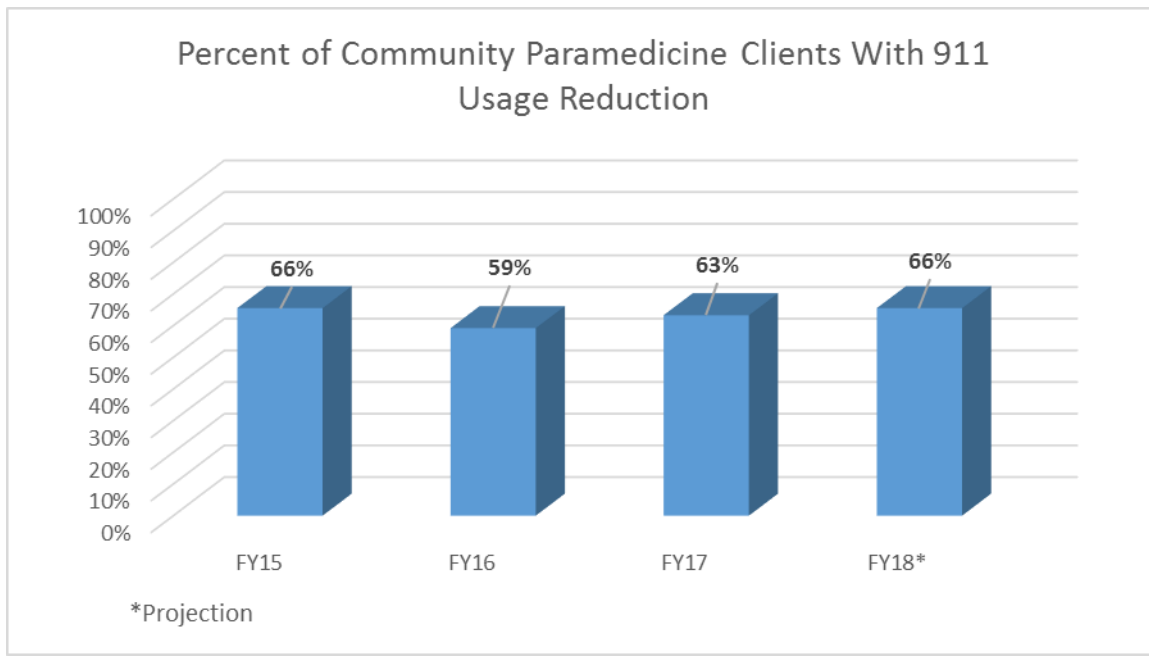
Community Paramedicine

–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:

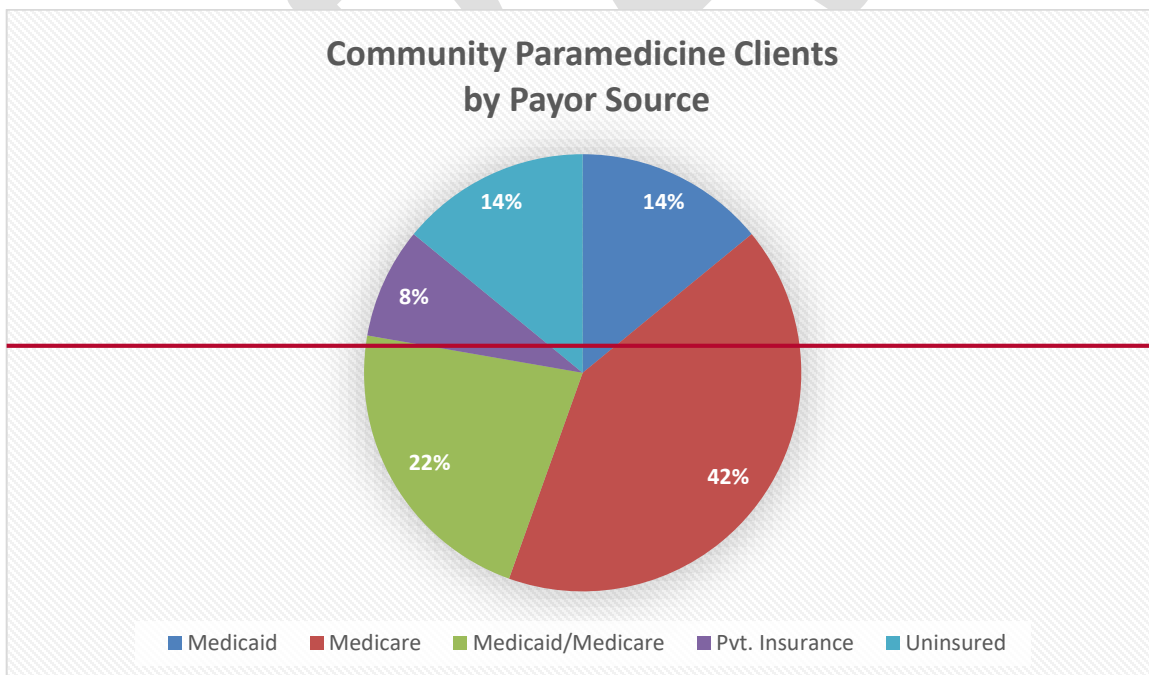
- Physical and psycho-social assessments
- Medication reconciliation and education
- General and disease specific healthcare education
- Care coordination between hospitals, PCPs, Specialist and care facilities
- Navigation assistance with insurance, discharge instructions, transportation
- Connecting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

DRAFT

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 0.0599 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 FY2019 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 FY2019 capital will peak at \$8,291,681. In FY2020 capital will return to a baseline of \$7,458,408 and will continue to reduce in the following years to a FY2023 amount of \$5,775,770.
12. Purchase new accounting software in FY2020 for \$250,000.
13. Add administrative uninterrupted power supply in FY2019 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 FY2019 for \$112,500.
16. Build a station in Porter in FY2019/FY2020, estimated cost \$800,000.
17. Replace-remodel Station 22 in FY2019/FY2020, estimated cost \$720,000.
18. Remodel a station at Keenan Cut Off in FY2019 for \$100,000.
19. Build a station at 1488/Northwest Woodlands during FY2020/FY2021 for \$1,700,000.
20. Build a station in North Central Conroe in FY2020 at \$1,000,000.
21. In Caney Creek, build an apartment to existing station for \$800,000 in FY2022.
22. Build a new station in West County in FY2023 for \$1,100,000.
23. Purchase land for 2 more towers in FY2020 for \$300,000 and construct those towers in FY2021 and FY2022 for \$1,700,000.
24. Upgrade EDACS radio system to P25 capability in FY2019 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 FY2019, then 1 truck per year, for the next 4 years.
- 27. Add 6 Replacement trucks in FY2019; 7 replacement trucks in FY2020, FY2021, FY2022 and FY2023.
- 28. Purchase one Tahoe per year beginning FY2020, with the even years being expansion vehicles and the odd years being replacement vehicles.
- 29. Purchase new ePCR in FY2020 for 350,000.
- 30. Lease new EKG monitors in FY2021, with payments of \$529,000 annually for the next 5 years.
- 31. Purchase 3 US Digital Station Alerting systems in FY2019 for \$90,000, then 1 each year for the next 4 years for \$30,000.

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 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	186,596	201,524	217,646	235,058	253,863
Other	14,571,711	15,300,297	16,065,312	16,868,578	17,712,007
Total Operating Expenses	14,758,307	15,501,821	16,282,958	17,103,636	17,965,870
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	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528
Total Expenses	64,754,225	63,936,531	65,307,318	68,027,054	70,220,696
Revenue O/(U) Expenses	(10,109,287)	(5,810,832)	(3,477,088)	(2,254,022)	(251,150)

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					1,100,000
Total Stations	972,500	2,610,000	850,000	800,000	1,100,000
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	
Microwave Replacements (Carry Over FY18)	750,000				
Total Towers / Radios	3,050,000	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	2,398,447	2,446,414	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
Four Horton Ambulances (Carry Over FY18)	1,438,572				
Two Frazier Remounts (Carry Over FY18)	176,050				
One Tahoe (Carry Over FY18)	31,500				
Total EMS	5,520,604	3,288,374	3,525,540	3,584,873	3,645,393
Other Capital	1,540,210	1,617,221	1,698,082	1,782,986	1,872,135
Total Capital	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528
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%

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	7	7	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	2,398,447	2,446,414	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

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					
	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)

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

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~~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

Fiscal Year 2019

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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

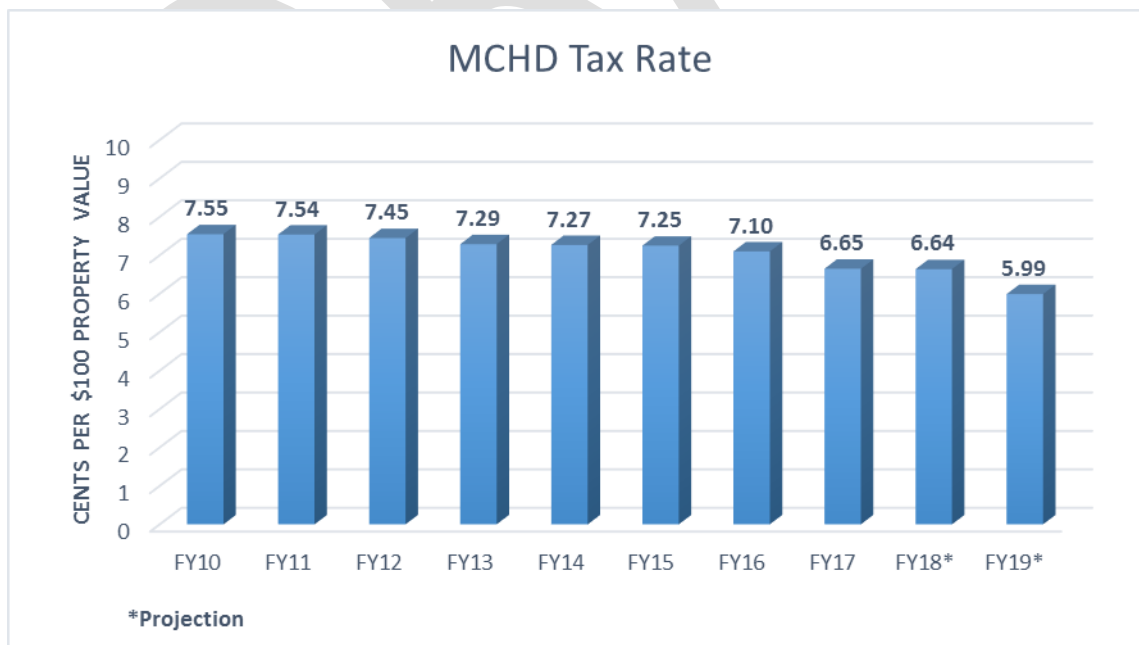
Originally, the District carried out its legislative purpose for the financial health of the Medical Center Hospital in Conroe, Texas. The Medical Center Hospital in Conroe was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement by contracting for services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

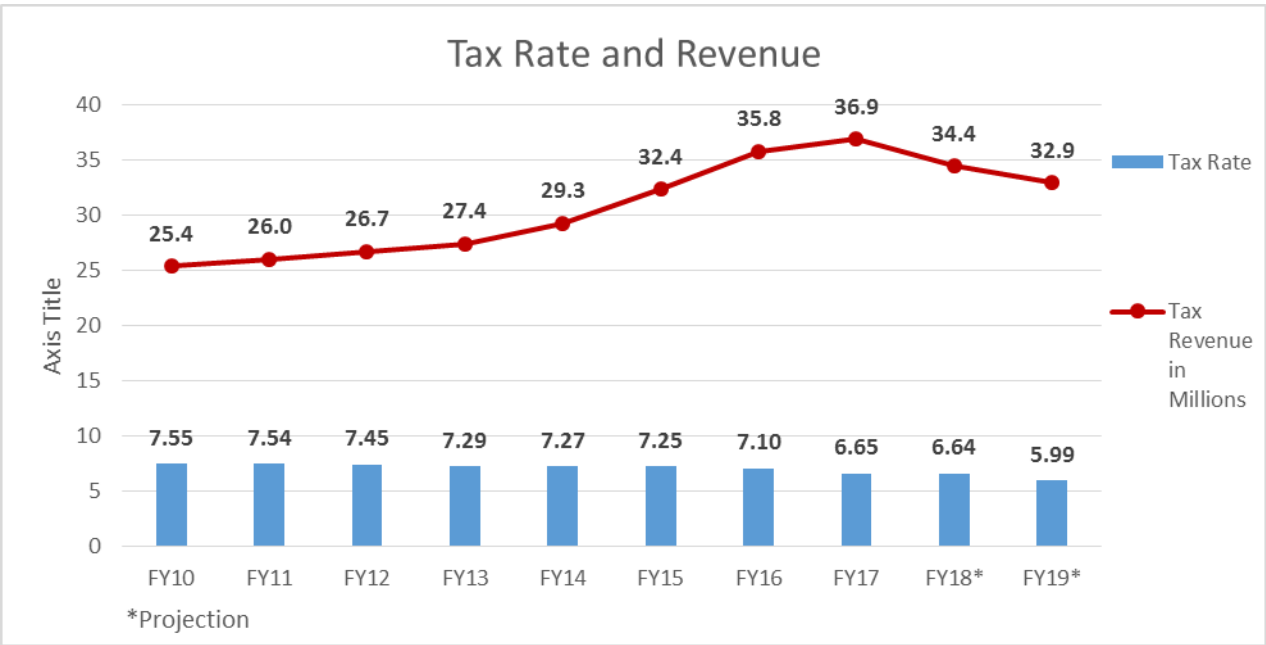
In addition to indigent care, the District provides emergency medical ambulance services for Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. At the time of the sale of the hospital, the District maintained operational control of 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.



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.

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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.

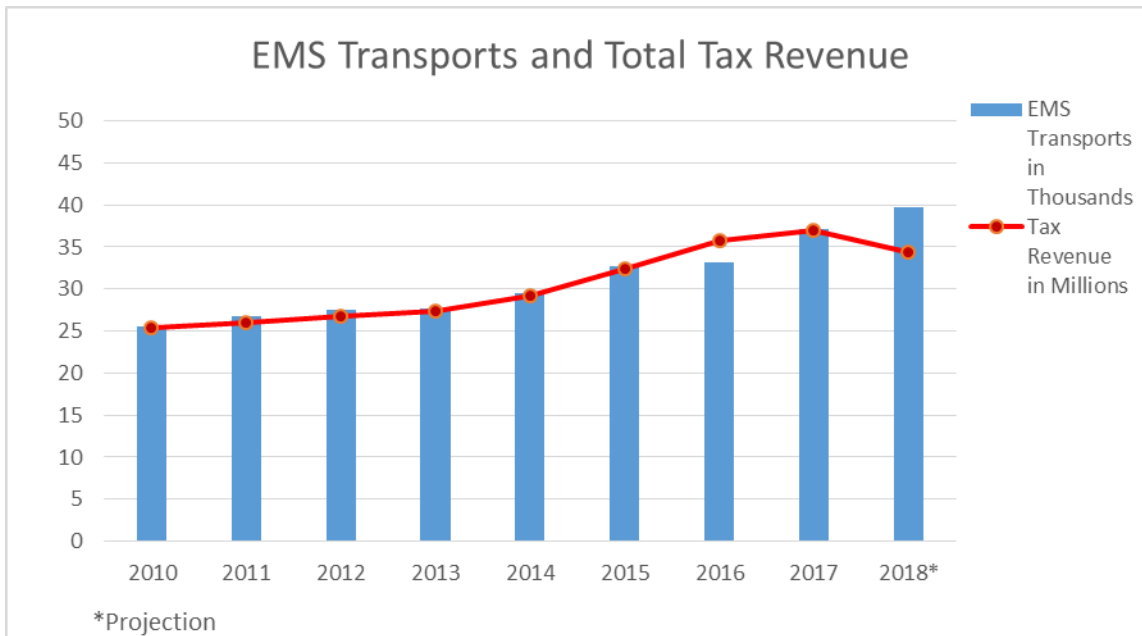
Property Values

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.

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

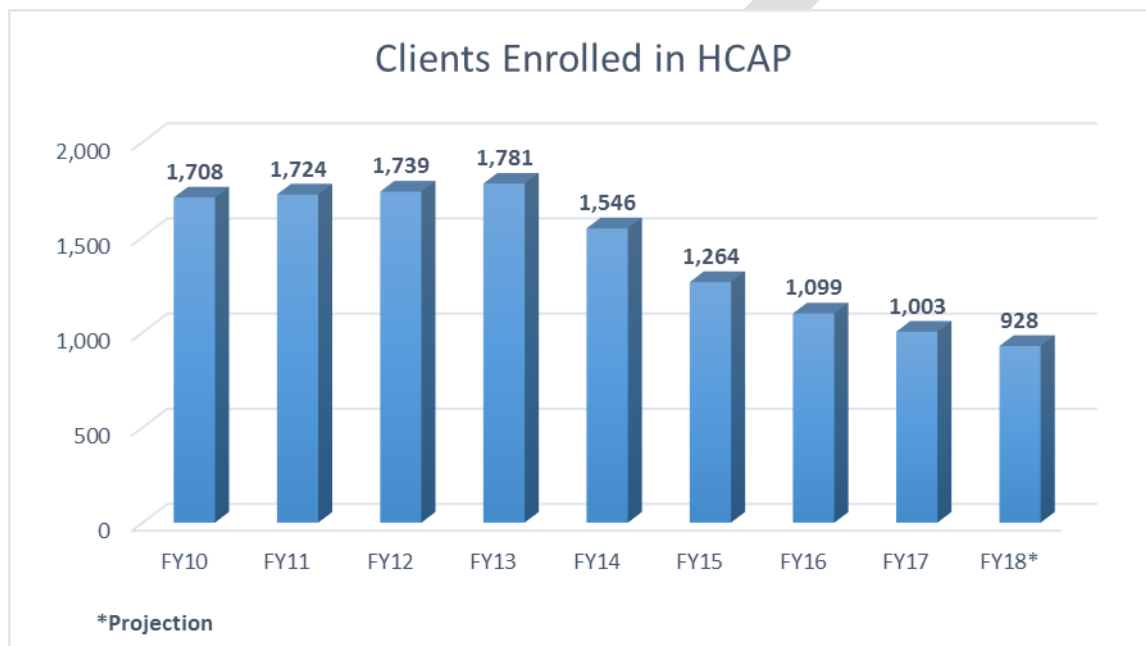
Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18*	FY19*
Tax Rate**	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.0665	0.0664	0.0599
Total Tax Revenue	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	36,901,789	34,420,415	32,935,208
Tax Revenue Change:										
% Change	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

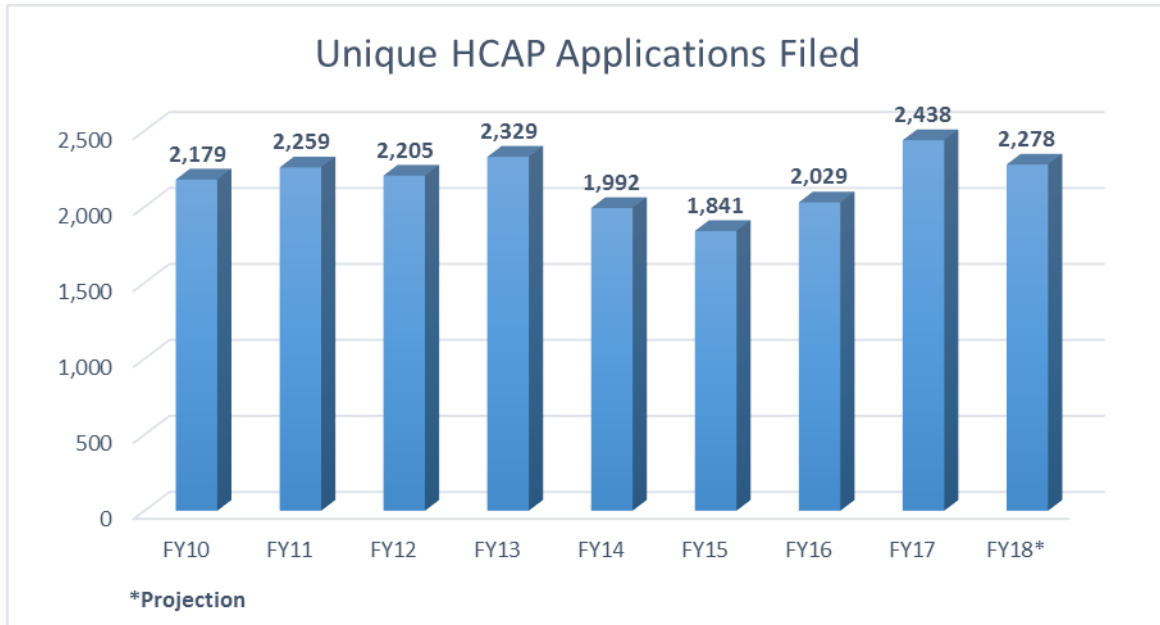
The number of Montgomery County residents enrolling in HCAP steadily increased from FY2010-FY2013. Enrollment growth peaked at ~2.4% in FY2013 but has declined since then for the fifth straight year. The main reason for the decline is a direct result of the Affordable Care Act (ACA) and State Health 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.

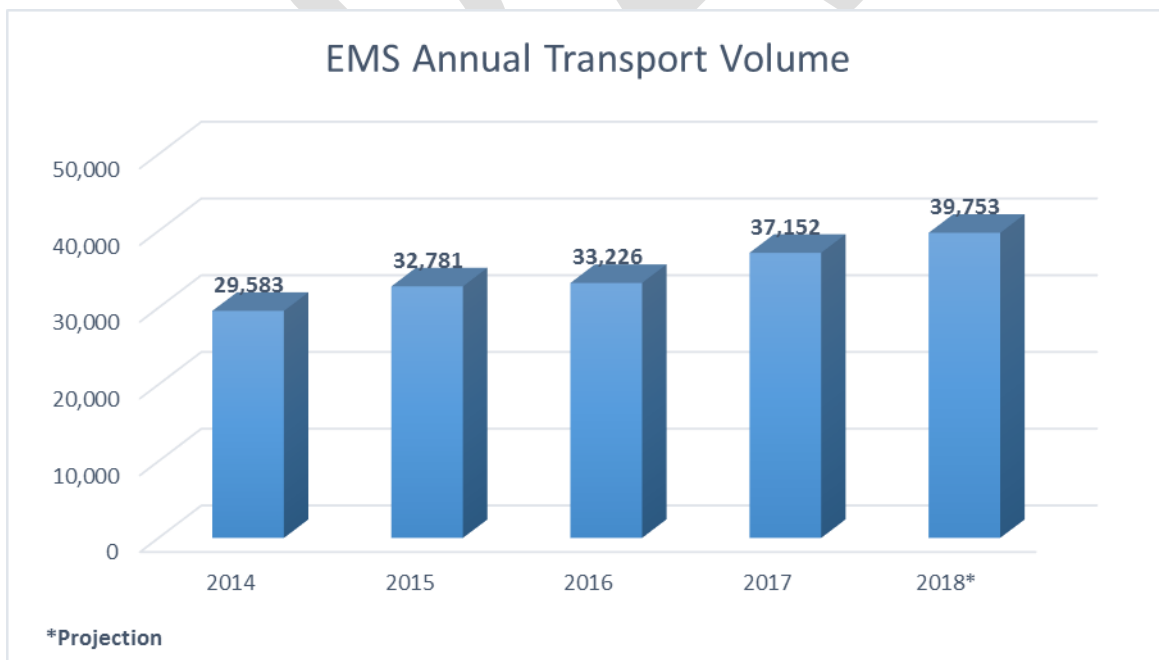
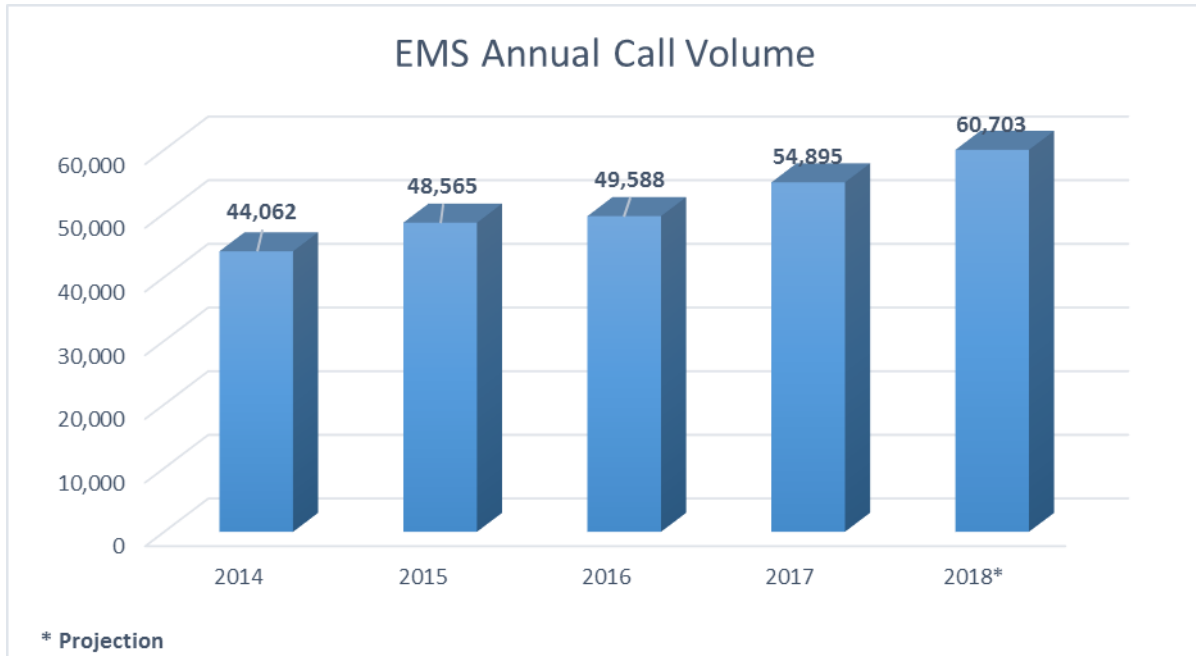
Program Applications

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.



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%.



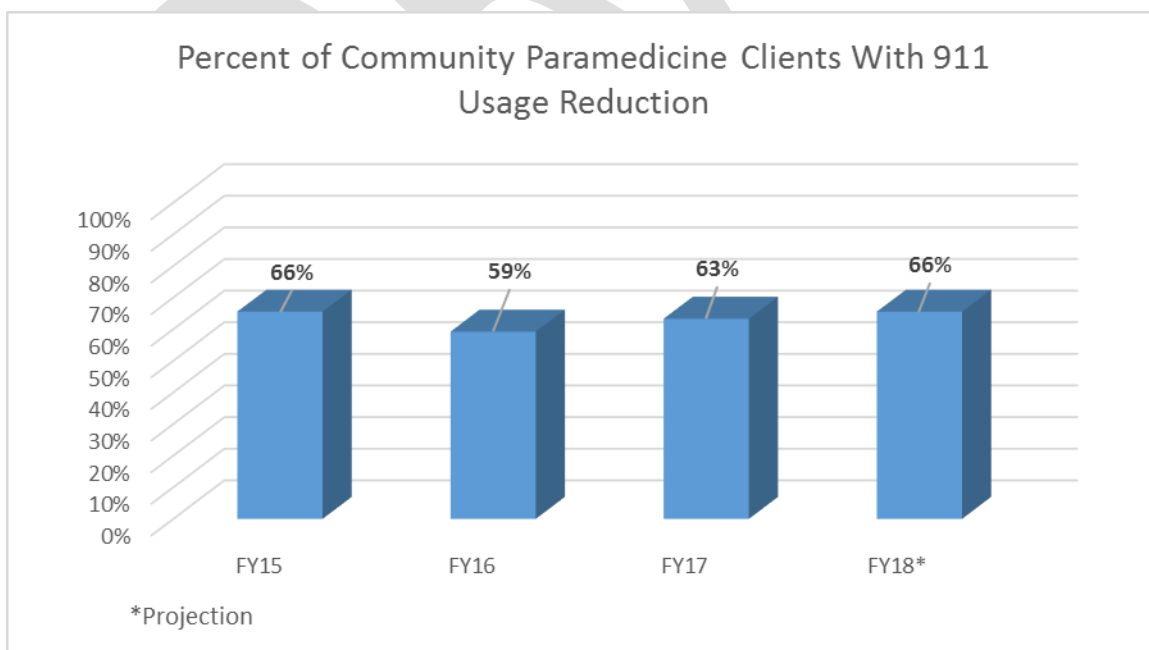
Community Paramedicine

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 0.0599 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 FY2019 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 FY2019 capital will peak at \$8,291,681. In FY2020 capital will return to a baseline of \$7,458,408 and will continue to reduce in the following years to a FY2023 amount of \$5,775,770.
12. Purchase new accounting software in FY2020 for \$250,000.
13. Add administrative uninterrupted power supply in FY2019 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 FY2019 for \$112,500.
16. Build a station in Porter in FY2019/FY2020, estimated cost \$800,000.
17. Replace-remodel Station 22 in FY2019/FY2020, estimated cost \$720,000.
18. Remodel a station at Keenan Cut Off in FY2019 for \$100,000.
19. Build a station at 1488/Northwest Woodlands during FY2020/FY2021 for \$1,700,000.
20. Build a station in North Central Conroe in FY2020 at \$1,000,000.
21. In Caney Creek, build an apartment to existing station for \$800,000 in FY2022.
22. Build a new station in West County in FY2023 for \$1,100,000.
23. Purchase land for 2 more towers in FY2020 for \$300,000 and construct those towers in FY2021 and FY2022 for \$1,700,000.
24. Upgrade EDACS radio system to P25 capability in FY2019 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 FY2019, then 1 truck per year, for the next 4 years.
27. Add 6 Replacement trucks in FY2019; 7 replacement trucks in FY2020, FY2021, FY2022 and FY2023.
28. Purchase one Tahoe per year beginning FY2020, with the even years being expansion vehicles and the odd years being replacement vehicles.
29. Purchase new ePCR in FY2020 for 350,000.
30. Lease new EKG monitors in FY2021, with payments of \$529,000 annually for the next 5 years.
31. Purchase 3 US Digital Station Alerting systems in FY2019 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	186,596	201,524	217,646	235,058	253,863
Other	14,571,711	15,300,297	16,065,312	16,868,578	17,712,007
Total Operating Expenses	14,758,307	15,501,821	16,282,958	17,103,636	17,965,870
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	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528
Total Expenses	64,754,225	63,936,531	65,307,318	68,027,054	70,220,696
Revenue O/(U) Expenses	(10,109,287)	(5,810,832)	(3,477,088)	(2,254,022)	(251,150)

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					1,100,000
Total Stations	972,500	2,610,000	850,000	800,000	1,100,000
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	
Microwave Replacements (Carry Over FY18)	750,000				
Total Towers / Radios	3,050,000	460,000	1,010,000	1,010,000	0

MCHD Fiscal Year 2019 Strategic Plan

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	2,398,447	2,446,414	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
Four Horton Ambulances (Carry Over FY18)	1,438,572				
Two Frazier Remounts (Carry Over FY18)	176,050				
One Tahoe (Carry Over FY18)	31,500				
Total EMS	5,520,604	3,288,374	3,525,540	3,584,873	3,645,393
Other Capital	1,540,210	1,617,221	1,698,082	1,782,986	1,872,135
Total Capital	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528
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%

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	7	7	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	2,398,447	2,446,414	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

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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.

**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
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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	186,596	201,524	217,646	235,058	253,863
Other	14,571,711	15,300,297	16,065,312	16,868,578	17,712,007
Total Operating Expenses	14,758,307	15,501,821	16,282,958	17,103,636	17,965,870
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	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528
Total Expenses	64,754,225	63,936,531	65,307,318	68,027,054	70,220,696
Revenue O/(U) Expenses	(10,109,287)	(5,810,832)	(3,477,088)	(2,254,022)	(251,150)
Capital					
Main Campus					
Accounting Software		250,000			

**Montgomery County Hospital District
Financial Projection**

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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					1,100,000
Total Stations	972,500	2,610,000	850,000	800,000	1,100,000
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	
Microwave Replacements (Carry Over FY18)	750,000				
Total Towers / Radios	3,050,000	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	2,398,447	2,446,414	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
Four Horton Ambulances (Carry Over FY18)	1,438,572				

**Montgomery County Hospital District
Financial Projection**

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Two Frazier Remounts (Carry Over FY18)	176,050				
One Tahoe (Carry Over FY18)	31,500				
Total EMS	5,520,604	3,288,374	3,525,540	3,584,873	3,645,393
Other Capital	1,540,210	1,617,221	1,698,082	1,782,986	1,872,135
Total Capital	11,561,314	8,375,595	7,258,622	7,372,859	6,837,528

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%

**Montgomery County Hospital District
Financial Projection**

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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	7	7	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	2,398,447	2,446,414	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

Agenda Item # 9



To: Board of Directors

From: Emily Fitzgerald, HR Manager

Date: February 26, 2019

Re: Proposed Timeline – Randy Johnson's Annual Evaluation

Proposed Timeline and Process for Randy Johnson's Annual Evaluation:
(Mr. Chance, Chair – Personnel Committee)

- Randy Johnson completes self-assessment and send to the Human Resource Manager no later than 03/04/2019
- Evaluation documents including Mr. Johnson's self-assessment sent to all members on the Board of Directors no later than 03/08/2019.
- Completed documentation by the Board of Directors is to be sent to the Human Resource Manager no later than 03/18/2019
- Human Resource Manager will aggregate the evaluations and send the information to the Board of Directors by 03/22/2019
- The Board of Directors will review the evaluation of Mr. Johnson and take any action on the evaluation during the regular Board of Directors meeting on 3/26/2019.
- The Chairman of the Board, or his designee, will meet with Randy Johnson within two weeks after the Board of Directors meeting to discuss the results of the evaluation.

Agenda Item #10



To: Board of Directors

From: Jared Cosper, EMS Chief

Date: February 26, 2019

RE: EMS Division Report

Executive Summary

- Customer service scores for January, 2019 rank MCHD EMS as 3rd compared to other EMS systems. Our average survey score was 95.50, and 87% of responses gave MCHD the highest rating of “very good.” Overall, 95.6% of responses were positive.
- I would like to personally recognize the career of Mr. Phillip Taylor, In-Charge Paramedic, for over twenty seven years. Mr. Taylor had a great impact on MCHD, and provided care to countless patients over those years. We are grateful for Phillip’s service, and wish him well on his retirement.
- The first two Horton ambulances have received very positive feedback from both crews and patients. They have been in operation now for a few weeks, operating on Medic 13 (Serving the Willis area) and Medic 20 (serving the Woodlands area).
- New Primary medical bags and Technimount stretcher mounts have been deployed which will both improve the ergonomics and safety for MCHD employees. The monitor mounts are crash tested to 30 g’s of impact, and will prevent serious injury from a monitor strike during a collision. The new primary bags were a result of a peer driven committee of MCHD field staff who evaluated all similar products on the market to find products best suited for use by MCHD. The previous medical bags had been in use for over fifteen years, and were an excellent value to MCHD. The new products have an excellent warranty and reputation for durability, in addition to being fluid impervious, the construction of the new bags allowing the equipment to be properly disinfected on a routine basis.
- In response to the recent Measles and Mumps cases in the region, MCHD Medical Directors and Assistant Chief Jordan Anderson deployed a timely podcast to provide education to staff and community partners. The podcast had over 1,000 “listens” in the first few days.
- MCHD has been notified that we are re-accredited as an Accredited Center of Excellence (ACE) through the International Academies of Emergency Dispatch (IAED). This is MCHD’s fifth cycle of accreditation as a Center of Excellence, and we remain one of only twenty-four agencies in the world to be accredited for both Emergency Medical and Emergency Fire Dispatch.

Department of Clinical Services Summary

- The Department of Clinical Services (DCS) has posted a position for a second First Responder Outreach Coordinator who will assist Ashton Herring in coordinating education and patient care provided by MCHD's First Responder partners, the new coordinator will aid in rollout of education and quality programs to improve the care and coordination between MCHD EMS and our local Fire Departments.
- First Quarter Continuing Education will begin the week following the February meeting of MCHD's Board of Directors. Content will include review of 12 lead electrocardiography, MCHD STEMI Alert criteria, improving coordination for behavioral health patients under emergency detention orders, and other clinical rounding initiatives.
- DCS is preparing for an expansion of the Community Paramedicine program to include after hour responses by existing MCHD District Chief's for patients who need evaluation but not emergent treatment to a hospital. The education content for this program is being developed now by DCS staff, this is well aligned and timed with the recent announcement by the Centers for Medicare Services (CMS) which will fund these services provided by agencies who provide care in the home and avoid transportation to a hospital.
- MCHD is doing a repeat continuing education program on Human Trafficking, taught by Montgomery County ADA Tyler Dunman.
- DCS also completed its first Advanced Medical Life Support (AMLS) course, which received very favorable feedback, specifically the feedback was that the course offers a deeper perspective in differential diagnoses and makes our paramedics more capable of providing exceptional care to our patients.
- Hydromorphone was deployed to the transfer division ambulances who often care for patients on extended transport times relative to our 911 units.

EMS Operations Summary

- We hosted a testing date for potential new employees the second week of February (February 12 & 15). We will extend offers to 14 candidates who have been chosen by their peers to join MCHD EMS, and we are excited to have them join our organization. These employees will begin their careers with MCHD on March 11, 2019.



Dispatched Incident Review

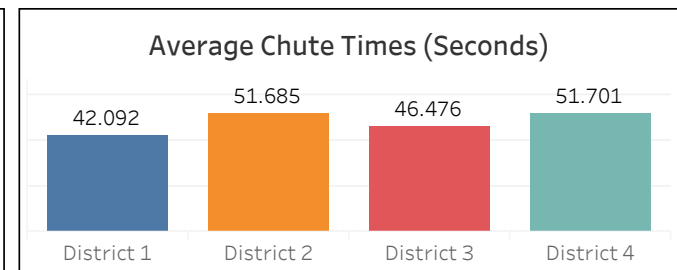
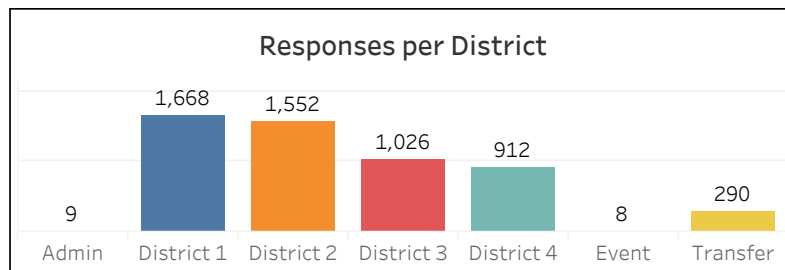
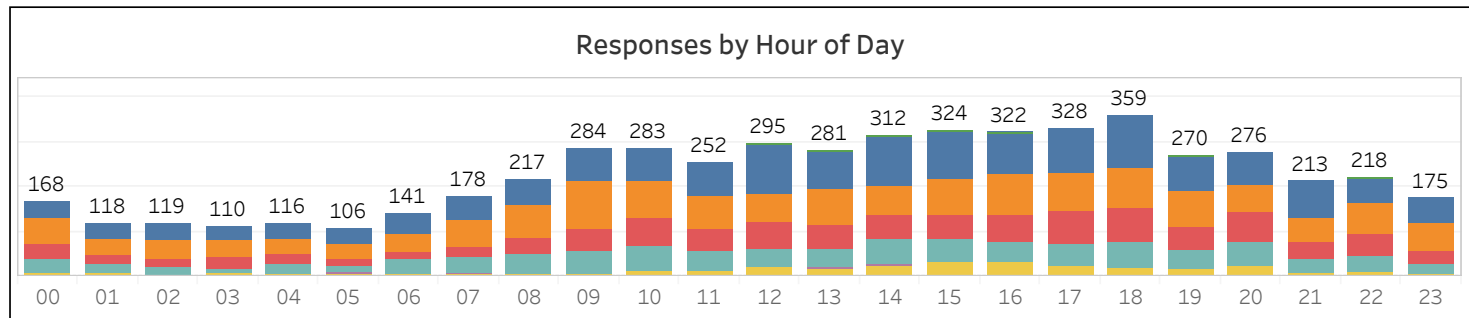
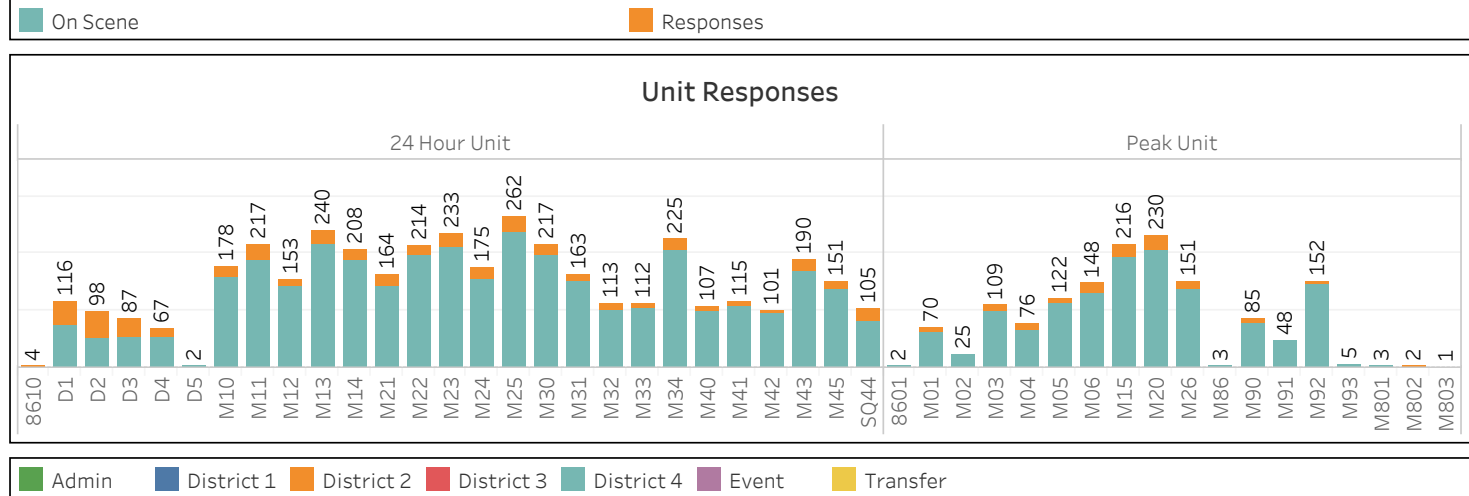
Last Month

1/1/2019 - 1/31/2019

Dispatched		On Scene		Transported		Response Times			
Incidents	4,600	Incidents	4,406	Incidents	3,237	Priority 1	Priority 2	Priority 3	Overall
Responses	5,465	Responses	4,805	Transports	3,264	96.3%	97.6%	96.7%	96.7%

Fall	472
Sick Person	430
MVC	406
Transfer	363
Breathing Problems	330
Unconscious/Fainting	323
Chest Pain	295
Transfer/Evaluation	240
Emotional Crisis	230
Seizures	182
Assault	145
Stroke	133
Abdominal Pain	107
Unknown Problem	107
Overdose Ingestion	102
Diabetic	81
Hemorrhage	78
Structure Fire	76
Medical Alarm	70
Heart Problems	68
Traumatic Injury	65
Cardiac Arrest	53
Back Pain	48
Allergic Reaction	28
Headache	26
Obvious/Expected Dea..	21
Pregnancy/Miscarriage	20
Choking	18
Penetrating Trauma	13
Dedicated Standby	12
Animal Attack	9
Gas	8
Dedicated TEMS Stan..	7
Burns	6
Eye Problems	5
Outside	4
Inhalation/Hazmat	3
Smoke	3
Vehicle Fire	3
Electrocution	2
HazMat Still	2
Inaccessible Incident	2
Child Locked in a Vehic..	1
Drowning	1
Lake Rescue	1
Water Rescue	1

Transfer	249
Transfer - ALS	108
Transfer - Emergency	6



Hospital Patient Transport Report - Previous Month

Total Patients Transported (Hospital Destinations Only)

3,116

Alerts and Activations

	Sepsis Alert	STEMI Alert	Stroke Alert	Trauma Activation
Conroe Regional Medical Center	14 (29.79%)	11 (40.74%)	5 (8.47%)	3 (30.00%)
Houston Methodist The Woodlands	6 (12.77%)	5 (18.52%)	28 (47.46%)	
Houston Methodist Willowbrook Hospital	1 (2.13%)			
Kingwood Medical Center	2 (4.26%)	2 (7.41%)	6 (10.17%)	
Memorial Hermann Hospital The Woodlands	10 (21.28%)	6 (22.22%)	8 (13.56%)	6 (60.00%)
Memorial Hermann Northeast	2 (4.26%)			
St. Lukes Hospital The Woodlands	10 (21.28%)	2 (7.41%)	10 (16.95%)	
Texas Children's Hospital				1 (10.00%)
Tomball Regional Hospital	2 (4.26%)	1 (3.70%)	2 (3.39%)	
Grand Total	47 (100.00%)	27 (100.00%)	59 (100.00%)	10 (100.00%)

Average Turnaround Times (Minutes)

Aspire Behavioral	9.4
Tri-County MHMR Hospital	11.8
Cypress Creek Psychiatric	13.2
CHI St. Luke's Emergency Center - Spring	15.7
Memorial Hermann Woodlands West	15.7
Huntsville Memorial	16.4
St. Lukes Hospital Lakeside	17.6
The Woman's Hospital of Texas	19.9
Ben Taub General	21.0
Affinity Emergency Center at Magnolia	21.5
CHI St. Luke's Emergency Center - Montgomery	22.8
Texas Children's Hospital The Woodlands	26.5
Conroe Regional Medical Center	27.8
St. Lukes Hospital The Woodlands	28.6
Michael E. DeBakey VA Med Center	28.6
TIRR Memorial Hermann - TMC	28.9
Tomball Regional Hospital	29.2
Kingwood Medical Center	29.5
Houston Northwest Medical Center	29.8
Memorial Hermann Cypress Hospital	30.5
Houston Methodist The Woodlands	31.3
Memorial Hermann Children's	31.5
Memorial Hermann Hospital The Woodlands	31.9
Memorial Hermann Northeast	32.0
St. Lukes Hospital Vintage	32.2
St. Luke's Medical Center	32.9
Texas Children's Hospital	33.3
Houston Methodist Willowbrook Hospital	33.6
Kingwood Pines	33.9
Houston Methodist Hospital	37.4
Hermann Hospital	37.5
M. D. Anderson	41.3
Lyndon B Johnson General	49.6
University of Texas Medical Branch	64.2

Patients per Facility

Conroe Regional Medical Center	890
Memorial Hermann Hospital The Woodlands	697
St. Lukes Hospital The Woodlands	348
Kingwood Medical Center	343
Houston Methodist The Woodlands	317
Tomball Regional Hospital	135
Texas Children's Hospital The Woodlands	100
Memorial Hermann Northeast	63
Houston Methodist Hospital	37
Hermann Hospital	33
Tri-County MHMR Hospital	23
Aspire Behavioral	18
Houston Methodist Willowbrook Hospital	16
St. Lukes Hospital Vintage	16
Affinity Emergency Center at Magnolia	10
Houston Northwest Medical Center	10
Michael E. DeBakey VA Med Center	8
Texas Children's Hospital	8
Memorial Hermann Woodlands West	7
St. Luke's Medical Center	6
M. D. Anderson	4
St. Lukes Hospital Lakeside	4
University of Texas Medical Branch	4
Cypress Creek Psychiatric	3
Memorial Hermann Cypress Hospital	3
The Woman's Hospital of Texas	3
TIRR Memorial Hermann - TMC	3
Ben Taub General	1
CHI St. Luke's Emergency Center - Montgomery	1
CHI St. Luke's Emergency Center - Spring	1
Huntsville Memorial	1
Kingwood Pines	1
Lyndon B Johnson General	1
Memorial Hermann Children's	1

Previous Month Patient Count by Type and Hospital

	Abdominal Pain	Breathing Problems	Cardiac Arrest	Chest Pain	Diabetic	Emotional Crisis	Overdose Ingestion	Stroke	Transfer	Trauma	Other	Grand Total
Affinity Emergency Center at Magnolia		1		2					1	3	3	10
Aspire Behavioral						1			17			18
Ben Taub General									1			1
CHI St. Luke's Emergency Center - Montgomery											1	1
CHI St. Luke's Emergency Center - Spring										1		1
Conroe Regional Medical Center	33	95	8	100	12	35	31	23	84	243	226	890
Cypress Creek Psychiatric									3			3
Hermann Hospital	1	1							18	2	11	33
Houston Methodist Hospital		1		1	1			1	29	1	3	37
Houston Methodist The Woodlands	16	30	4	43	3	9	4	29	44	68	67	317
Houston Methodist Willowbrook Hospital	1	3		2		1		1	1	3	4	16
Houston Northwest Medical Center				2					2	4	2	10
Huntsville Memorial									1			1
Kingwood Medical Center	9	36	1	32	4	20	14	12	10	92	113	343
Kingwood Pines									1			1
Lyndon B Johnson General						1						1
M. D. Anderson									2	1	1	4
Memorial Hermann Children's									1			1
Memorial Hermann Cypress Hospital	1									1	1	3
Memorial Hermann Hospital The Woodlands	22	46	3	74	12	30	19	18	87	222	164	697
Memorial Hermann Northeast	2	13		8	4	1		5	1	10	19	63
Memorial Hermann Woodlands West	1									4	2	7
Michael E. DeBakey VA Med Center									3	1	4	8
St. Luke's Medical Center									4		2	6
St. Lukes Hospital Lakeside									2	1	1	4
St. Lukes Hospital The Woodlands	12	46	1	44	3	6		16	41	90	89	348
St. Lukes Hospital Vintage	2	1		4	1			1			7	16
Texas Children's Hospital						1			2	3	2	8
Texas Children's Hospital The Woodlands	1	12	1	4		9	6	2	17	14	34	100
The Woman's Hospital of Texas									3			3
TIRR Memorial Hermann - TMC									3			3
Tomball Regional Hospital	2	16	1	13	5	11	4	11	3	39	30	135
Tri-County MHMR Hospital						5			17		1	23
University of Texas Medical Branch									4			4
Grand Total	103	301	19	329	45	130	78	119	402	803	787	3,116

Previous Month

Reading from left to right, this report details the percentage breakdown of problem types that a facility received.

	Abdominal Pain	Breathing Problems	Cardiac Arrest	Chest Pain	Diabetic	Emotional Crisis	Overdose Ingestion	Stroke	Transfer	Trauma	Other	Grand Total
Affinity Emergency Center at Magnolia		10.00%		20.00%					10.00%	30.00%	30.00%	100.00%
Aspire Behavioral						5.56%			94.44%			100.00%
Ben Taub General									100.00%			100.00%
CHI St. Luke's Emergency Center - Montgomery											100.00%	100.00%
CHI St. Luke's Emergency Center - Spring										100.00%		100.00%
Conroe Regional Medical Center	3.71%	10.67%	0.90%	11.24%	1.35%	3.93%	3.48%	2.58%	9.44%	27.30%	25.39%	100.00%
Cypress Creek Psychiatric									100.00%			100.00%
Hermann Hospital	3.03%	3.03%							54.55%	6.06%	33.33%	100.00%
Houston Methodist Hospital		2.70%		2.70%	2.70%			2.70%	78.38%	2.70%	8.11%	100.00%
Houston Methodist The Woodlands	5.05%	9.46%	1.26%	13.56%	0.95%	2.84%	1.26%	9.15%	13.88%	21.45%	21.14%	100.00%
Houston Methodist Willowbrook Hospital	6.25%	18.75%		12.50%		6.25%		6.25%	6.25%	18.75%	25.00%	100.00%
Houston Northwest Medical Center				20.00%					20.00%	40.00%	20.00%	100.00%
Huntsville Memorial									100.00%			100.00%
Kingwood Medical Center	2.62%	10.50%	0.29%	9.33%	1.17%	5.83%	4.08%	3.50%	2.92%	26.82%	32.94%	100.00%
Kingwood Pines									100.00%			100.00%
Lyndon B Johnson General						100.00%						100.00%
M. D. Anderson									50.00%	25.00%	25.00%	100.00%
Memorial Hermann Children's									100.00%			100.00%
Memorial Hermann Cypress Hospital	33.33%									33.33%	33.33%	100.00%
Memorial Hermann Hospital The Woodlands	3.16%	6.60%	0.43%	10.62%	1.72%	4.30%	2.73%	2.58%	12.48%	31.85%	23.53%	100.00%
Memorial Hermann Northeast	3.17%	20.63%		12.70%	6.35%	1.59%		7.94%	1.59%	15.87%	30.16%	100.00%
Memorial Hermann Woodlands West	14.29%									57.14%	28.57%	100.00%
Michael E. DeBakey VA Med Center									37.50%	12.50%	50.00%	100.00%
St. Luke's Medical Center									66.67%		33.33%	100.00%
St. Lukes Hospital Lakeside									50.00%	25.00%	25.00%	100.00%
St. Lukes Hospital The Woodlands	3.45%	13.22%	0.29%	12.64%	0.86%	1.72%		4.60%	11.78%	25.86%	25.57%	100.00%
St. Lukes Hospital Vintage	12.50%	6.25%		25.00%	6.25%			6.25%			43.75%	100.00%
Texas Children's Hospital						12.50%			25.00%	37.50%	25.00%	100.00%
Texas Children's Hospital The Woodlands	1.00%	12.00%	1.00%	4.00%		9.00%	6.00%	2.00%	17.00%	14.00%	34.00%	100.00%
The Woman's Hospital of Texas									100.00%			100.00%
TIRR Memorial Hermann - TMC									100.00%			100.00%
Tomball Regional Hospital	1.48%	11.85%	0.74%	9.63%	3.70%	8.15%	2.96%	8.15%	2.22%	28.89%	22.22%	100.00%
Tri-County MHMR Hospital						21.74%			73.91%		4.35%	100.00%
University of Texas Medical Branch									100.00%			100.00%
Grand Total	3.31%	9.66%	0.61%	10.56%	1.44%	4.17%	2.50%	3.82%	12.90%	25.77%	25.26%	100.00%

Previous Month

Reading from top to bottom, this report details what percentage of each problem type went to a given facility.

[illegible]

Rolling Twelve Months - Total Patients per Facility

	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Overall
Affinity Emergency Center at Magnolia	20	28	21	22	13	17	21	15	18	22	13	10	220
Aspire Behavioral	10	9	8	11	11	13	12	14	20	14	9	18	149
Baylor Scott & White College Station		3	1			1	1	1	1				8
Ben Taub General		2	3	1	2	1	2	5	3	1	4	1	25
CHI St Joseph Health Grimes Hospital	1												1
CHI St. Luke's Emergency Center - Conroe	3	1	1	2		4	5	3	1	3	1		24
CHI St. Luke's Emergency Center - Montgomery	3	5	1	2	2	1	5	2	2	3		1	27
CHI St. Luke's Emergency Center - Spring		3	2	2	6	2	3	2	7	3	6	1	37
CHI St.Luke's Health Memorial Livingston		1	1	1	1						1		5
Conroe Regional Medical Center	879	894	924	1,009	986	942	997	953	875	885	1,028	890	11,262
Cypress Creek Psychiatric	1	4	4	7	5	6	4	5	3	4	6	3	52
Cypress Fairbanks Medical Center	2	2	2		1	2							9
Hermann Hospital	17	17	17	18	20	17	20	19	25	15	14	33	232
Houston Methodist Hospital	28	30	28	25	49	38	32	25	19	22	31	37	364
Houston Methodist The Woodlands	240	268	250	280	256	230	246	230	253	302	310	317	3,182
Houston Methodist Willowbrook Hospital	10	16	12	12	18	14	11	9	12	14	19	16	163
Houston Northwest Medical Center	8	9	10	12	7	8	15	10	14	7	13	10	123
Huntsville Memorial	2	1	1		1		1	2	1	1	1	1	12
Kingwood Medical Center	293	349	345	406	389	385	418	417	350	367	376	343	4,438
Kingwood Pines	3	7	6	8	7	5	5	1	3		1	1	47
Lyndon B Johnson General	1	1		2		1			1	4		1	11
M. D. Anderson	5	5	5	6	3	5	8	6	2	5	9	4	63
Memorial Hermann Children's			3	1	1	2	1		3	1	3	1	16
Memorial Hermann Cypress Hospital		1	1			1	1	3	1	1	1	3	13
Memorial Hermann Hospital Greater Heights		1	1	1	1						1		5
Memorial Hermann Hospital Southwest								1					1
Memorial Hermann Hospital The Woodlands	606	701	712	781	704	706	778	719	702	665	776	697	8,547
Memorial Hermann Katy							1						1
Memorial Hermann Memorial City		1	1						1	2			5
Memorial Hermann Northeast	69	65	59	74	58	60	58	59	59	45	66	63	735
Memorial Hermann Woodlands West	12	6	10	25	20	14	17	16	13	16	7	7	163
Michael E. DeBakey VA Med Center	12	9	10	13	8	13	9	9	13	10	10	8	124
North Cypress Medical Center	3	6	3		4		1	2	2	2	3		26
St. Joseph Medical Center				2		1			1		3		7
St. Joseph Regional Health Center Bryan			1	1					2	1	1		6
St. Luke's Medical Center	5	5	4	8	7	3	4	6	4	6	6	6	64
St. Lukes Hospital Lakeside	5	8	1	9	4	1	2	7	3	6	3	4	53
St. Lukes Hospital Springwoods Village	1	3		3	2	1					1		11
St. Lukes Hospital The Woodlands	402	377	425	384	360	361	366	347	353	374	373	348	4,470
St. Lukes Hospital Vintage	5	14	10	9	9	6	6	16	7	9	14	16	121
Texas Children's Hospital	5	4	12	4	6	5	5	7	8	7	10	8	81
Texas Children's Hospital The Woodlands	101	103	97	94	82	82	73	81	102	106	88	100	1,109
Texas Children's Hospital West Campus				1		1			1				3
Texas Children's Women's Pavillion	2							1					3
The Woman's Hospital of Texas	3	1	1	3		3	1	1	2	1		3	19
TIRR Memorial Hermann - TMC											1	3	4
Tomball Regional Hospital	143	120	127	160	147	168	137	168	131	141	124	135	1,701
Tri-County MHMR Hospital	23	24	16	29	33	20	26	27	23	15	17	23	276
University of Texas Medical Branch		1	1		1	1	3	4	2		1	4	18
Overall	2,923	3,105	3,137	3,428	3,224	3,141	3,295	3,193	3,043	3,080	3,351	3,116	38,036

Rolling Twelve Months - Average Turnaround Time (Minutes)

	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Overall
Affinity Emergency Center at Magnolia	22.1	20.0	18.8	20.1	21.8	18.9	19.4	20.7	20.1	18.9	23.6	21.5	20.3
Aspire Behavioral	12.7	11.8	10.5	8.6	8.5	9.6	8.8	8.6	10.1	9.9	10.7	9.4	9.8
Baylor Scott & White College Station		25.7	21.2			20.8	25.6	18.0	18.0				22.6
Ben Taub General		42.3	31.5	33.9	39.8	88.8	23.6	36.2	32.6	21.5	35.9	21.0	35.7
CHI St Joseph Health Grimes Hospital	22.5												22.5
CHI St. Luke's Emergency Center - Conroe	23.8	12.5	16.0	9.9		13.2	10.7	19.6	14.0	12.9	10.9		14.5
CHI St. Luke's Emergency Center - Montgomery	26.7	22.0	17.9	42.2	18.3	12.0	15.5	17.4	20.0	17.3		22.8	21.0
CHI St. Luke's Emergency Center - Spring		14.3	16.9	17.3	15.8	18.5	13.1	15.7	15.1	15.8	16.2	15.7	15.7
CHI St.Luke's Health Memorial Livingston		17.9	15.5	22.3	23.8						36.3		23.2
Conroe Regional Medical Center	29.9	26.7	27.8	27.2	26.9	27.2	27.1	27.0	27.5	26.8	28.1	27.8	27.5
Cypress Creek Psychiatric	16.3	15.4	12.9	24.4	14.9	9.8	14.6	13.8	12.4	8.9	9.9	13.2	14.1
Cypress Fairbanks Medical Center	15.8	20.8	35.7		26.4	23.4							24.2
Hermann Hospital	41.1	36.6	35.5	34.8	36.8	39.6	35.0	34.5	35.9	30.2	37.1	37.5	36.3
Houston Methodist Hospital	38.0	35.2	34.0	39.3	33.2	31.5	31.4	34.7	32.9	39.4	37.4	37.4	35.1
Houston Methodist The Woodlands	25.5	28.0	27.4	29.0	28.6	28.2	28.1	28.6	29.2	30.1	31.2	31.3	28.9
Houston Methodist Willowbrook Hospital	32.8	31.5	35.8	32.3	31.9	34.7	35.6	32.7	32.4	36.5	39.2	33.6	34.3
Houston Northwest Medical Center	32.9	30.2	34.8	37.7	33.4	29.8	27.6	32.2	30.4	39.4	35.3	29.8	32.6
Huntsville Memorial	24.0	22.6	19.5		15.3		19.0	31.8	13.1	32.7	19.4	16.4	22.5
Kingwood Medical Center	29.4	28.1	28.9	27.0	26.8	26.1	26.8	25.8	27.8	28.2	29.0	29.5	27.7
Kingwood Pines	27.8	16.3	17.8	13.8	18.5	22.3	11.5	20.1	22.8		18.8	33.9	18.2
Lyndon B Johnson General	26.5	37.0		39.9		33.1			28.7	32.4		49.6	34.9
M. D. Anderson	32.2	32.9	44.7	33.6	29.1	33.0	32.5	40.2	34.5	35.5	38.6	41.3	35.9
Memorial Hermann Children's			30.3	38.9	21.8	40.3	34.6		29.4	50.9	35.8	31.5	34.0
Memorial Hermann Cypress Hospital		24.1	18.5			23.4	33.1	19.3	22.0	31.1	33.3	30.5	25.8
Memorial Hermann Hospital Greater Heights		80.9	53.6	30.6	53.2						28.9		49.4
Memorial Hermann Hospital Southwest								53.1					53.1
Memorial Hermann Hospital The Woodlands	36.6	33.2	31.4	32.1	31.6	31.3	30.9	31.4	32.4	31.6	32.1	31.9	32.2
Memorial Hermann Katy							28.4						28.4
Memorial Hermann Memorial City		41.5	32.0						21.6	25.2			29.1
Memorial Hermann Northeast	29.8	28.1	26.2	29.7	28.8	27.2	27.6	28.7	27.4	26.9	28.6	32.0	28.5
Memorial Hermann Woodlands West	22.2	18.4	18.0	18.3	26.7	23.2	19.2	19.8	19.0	23.0	20.1	15.7	20.7
Michael E. DeBakey VA Med Center	33.1	24.1	27.1	32.6	25.8	31.6	31.4	30.1	27.4	30.3	32.4	28.6	29.8
North Cypress Medical Center	19.7	33.2	37.7		24.5		16.9	25.3	24.5	29.2	25.9		27.8
St. Joseph Medical Center				29.9		0.1			25.7		42.3		30.4
St. Joseph Regional Health Center Bryan			35.9	24.9					28.5	20.6	29.5		28.0
St. Luke's Medical Center	37.0	30.4	36.7	33.3	35.2	42.4	36.4	25.1	42.6	37.4	44.7	32.9	35.6
St. Lukes Hospital Lakeside	20.3	25.8	18.6	20.7	22.0	15.8	20.8	44.6	27.0	27.1	23.3	17.6	25.3
St. Lukes Hospital Springwoods Village	19.4	57.3		21.8	12.8	0.0					5.4		23.0
St. Lukes Hospital The Woodlands	31.5	29.3	29.8	29.6	28.4	28.5	27.2	28.3	27.1	28.2	27.8	28.6	28.7
St. Lukes Hospital Vintage	32.4	28.9	94.2	31.6	24.7	27.1	27.8	29.8	37.1	35.4	36.9	32.2	36.6
Texas Children's Hospital	37.6	25.7	26.8	32.6	32.2	26.6	29.9	30.1	22.8	39.8	30.6	33.3	30.3
Texas Children's Hospital The Woodlands	26.3	26.6	24.8	23.2	23.8	25.8	24.8	24.8	27.0	26.7	27.0	26.5	25.7
Texas Children's Hospital West Campus				35.2		19.2			31.0				28.4
Texas Children's Women's Pavillion	18.2							15.5					17.3
The Woman's Hospital of Texas	26.2	28.3	34.1	22.5		30.2	18.9	15.6	35.3	24.7		19.9	25.7
TIRR Memorial Hermann - TMC											40.1	28.9	31.7
Tomball Regional Hospital	31.5	28.7	28.9	30.6	29.4	27.6	28.5	29.3	31.5	31.0	30.5	29.2	29.7
Tri-County MHMR Hospital	9.9	11.1	10.8	9.1	11.5	9.2	9.2	8.8	7.5	9.1	7.7	11.8	9.7
University of Texas Medical Branch		49.9	42.8		54.2	34.8	29.4	45.3	65.7		42.6	64.2	49.0
Overall	30.9	28.8	29.1	28.7	28.2	28.1	27.8	28.1	28.7	28.7	29.6	29.5	28.8

MCHD

Conroe, TX
Client 6577



1515 Center Street
Lansing, Mi 48096
1 (517) 318-3800
support@EMSSurveyTeam.com
www.EMSSurveyTeam.com

EMS System Report

January 1, 2019 to January 31, 2019

Your Score

95.50

Number of Your Patients in this Report

206

Number of Patients in this Report

6,587

Number of Transport Services in All EMS DB

152





Executive Summary

This report contains data from **206 MCHD** patients who returned a questionnaire between **01/01/2019** and **01/31/2019**.

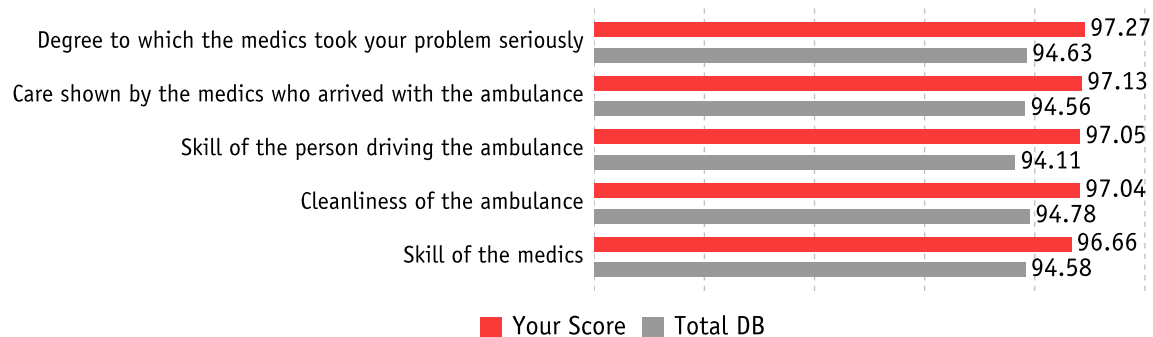
The overall mean score for the standard questions was **95.50**; this is a difference of **2.42** points from the overall EMS database score of **93.08**.

The current score of **95.50** is a change of **-0.18** points from last period's score of **95.68**. This was the **20th** highest overall score for all companies in the database.

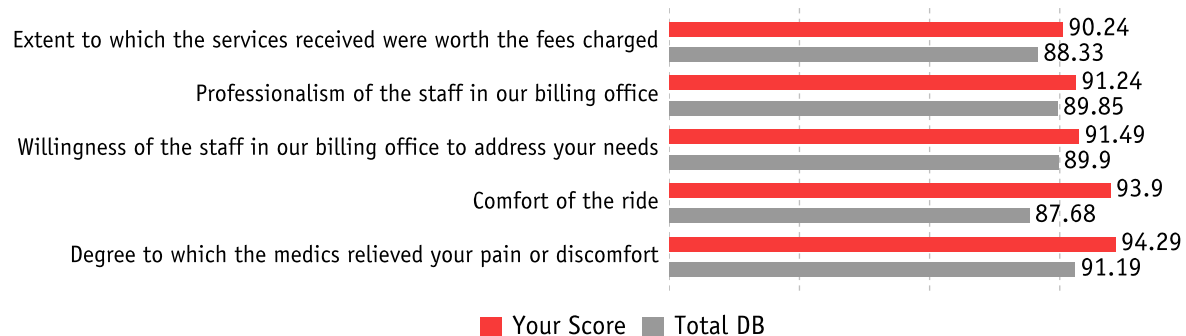
You are ranked **3rd** for comparably sized companies in the system.

86.79% of responses to standard questions had a rating of Very Good, the highest rating. **98.56%** 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	95.44	0.29	95.73	93.30
Concern shown by the person you called for ambulance service	95.75	-0.05	95.70	93.09
Extent to which you were told what to do until the ambulance arrived	95.38	0.12	95.50	91.77

Ambulance Analysis

	Last Period	Change	This Period	Total DB
Extent to which the ambulance arrived in a timely manner	95.81	-0.08	95.73	92.70
Cleanliness of the ambulance	96.41	0.63	97.04	94.78
Comfort of the ride	92.91	0.99	93.90	87.68
Skill of the person driving the ambulance	96.30	0.75	97.05	94.11

Medic Analysis

	Last Period	Change	This Period	Total DB
Care shown by the medics who arrived with the ambulance	97.16	-0.03	97.13	94.56
Degree to which the medics took your problem seriously	96.98	0.29	97.27	94.63
Degree to which the medics listened to you and/or your family	96.53	-0.32	96.21	94.18
Skill of the medics	96.62	0.04	96.66	94.58
Extent to which the medics kept you informed about your treatment	95.50	-0.85	94.65	93.11
Extent to which medics included you in the treatment decisions (if applicable)	94.96	0.14	95.10	92.82
Degree to which the medics relieved your pain or discomfort	95.40	-1.11	94.29	91.19
Medics' concern for your privacy	96.18	-0.32	95.86	93.62
Extent to which medics cared for you as a person	97.21	-0.58	96.63	94.57

Billing Staff Assessment Analysis

	Last Period	Change	This Period	Total DB
Professionalism of the staff in our billing office	91.63	-0.39	91.24	89.85
Willingness of the staff in our billing office to address your needs	93.36	-1.87	91.49	89.90



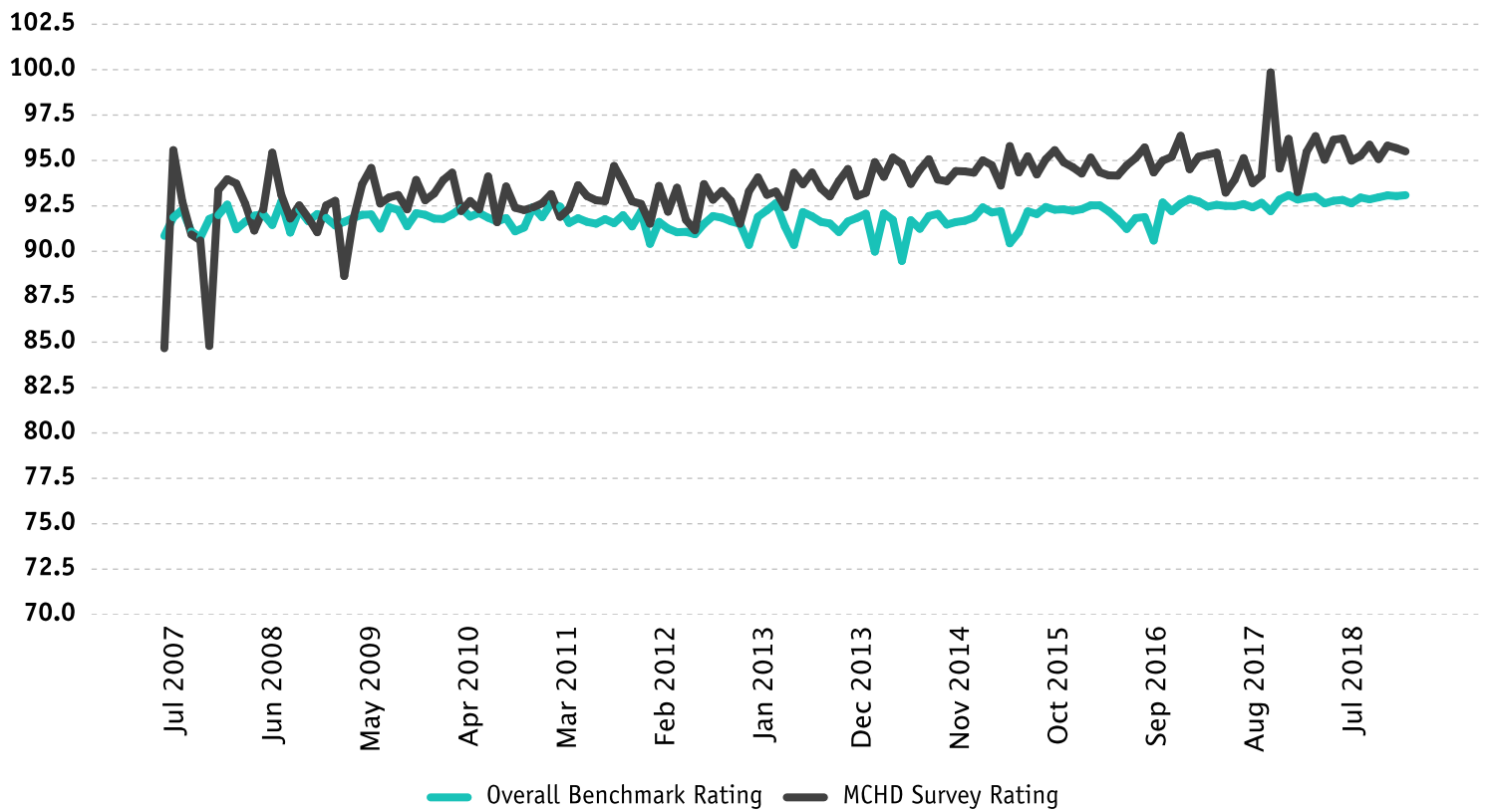
Question Analysis (Continued)

Overall Assessment Analysis

	Last Period	Change	This Period	Total DB
How well did our staff work together to care for you	95.97	0.46	96.43	93.93
Extent to which our staff eased your entry into the medical facility	96.15	-0.43	95.72	94.06
Appropriateness of Emergency Medical Transportation treatment	95.68	-0.05	95.63	93.90
Extent to which the services received were worth the fees charged	93.04	-2.80	90.24	88.33
Overall rating of the care provided by our Emergency Medical Transportation	96.44	-0.26	96.18	94.02
Likelihood of recommending this ambulance service to others	95.49	0.08	95.57	93.38



Monthly tracking of Overall Survey Score





Greatest Increase and Decrease in Scores by Question

	Last Period	This Period	Change	Total DB Score
Increases				
Comfort of the ride	92.91	93.90	0.99	87.68
Skill of the person driving the ambulance	96.30	97.05	0.75	94.11
Cleanliness of the ambulance	96.41	97.04	0.63	94.78
How well did our staff work together to care for you	95.97	96.43	0.46	93.93
Degree to which the medics took your problem seriously	96.98	97.27	0.29	94.63
Helpfulness of the person you called for ambulance service	95.44	95.73	0.28	93.30
Extent to which medics included you in the treatment decisions (if applicable)	94.96	95.10	0.15	92.82
Extent to which you were told what to do until the ambulance arrived	95.38	95.50	0.12	91.77
Likelihood of recommending this ambulance service to others	95.49	95.57	0.08	93.38
Skill of the medics	96.62	96.66	0.05	94.58
Decreases				
Extent to which the services received were worth the fees charged	93.04	90.24	-2.80	88.33
Willingness of the staff in our billing office to address your needs	93.36	91.49	-1.87	89.90
Degree to which the medics relieved your pain or discomfort	95.40	94.29	-1.11	91.19
Extent to which the medics kept you informed about your treatment	95.50	94.65	-0.84	93.11
Extent to which medics cared for you as a person	97.21	96.63	-0.58	94.57
Extent to which our staff eased your entry into the medical facility	96.15	95.72	-0.43	94.06
Professionalism of the staff in our billing office	91.63	91.24	-0.39	89.85
Medics' concern for your privacy	96.18	95.86	-0.32	93.62
Degree to which the medics listened to you and/or your family	96.53	96.21	-0.31	94.18
Overall rating of the care provided by our Emergency Medical Transportation service	96.44	96.18	-0.26	94.02

Fleet Summary 2017-18

Mileage	Ambulance	Supervisor/Squad	CommandStaff	Support	MonthlyTotal	WeeklyTotal
January 2019	108,821	12,310	4,069	12,976	138,176	34,544
December 2018	149,943	15,716	4,499	14,688	184,846	46,212
November 2018	113,659	11,170	5,301	13,363	143,493	35,873
October 2018	139,406	15,775	5,379	17,857	178,417	44,604
September 2018	113,993	10,917	4,243	13,167	142,320	35,580
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
Total	1,482,629	150,295	51,852	171,182	1,855,958	
Average	123,552	12,525	4,321	14,265	154,663	38,666
Annualized Amounts					1,855,958	

Accidents	MCHD-Fault		MCHD Non-Fault		GRAND TOTAL
	Non-injury	Injury	Non-injury	Injury	
January 2019	3		1		4
December 2018	7		3		10
November 2018	6		2		8
October 2018	2				2
September 2018	4		3		7
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
Total	55	0	13	2	70
Per 100,000 Miles	2.96	-	0.70	0.11	3.77

Service Interruptions	Count	Per 100K miles
January 2019	2	1.45
December 2018	1	0.54
November 2018	6	4.18
October 2018	6	3.36
September 2018	3	2.11
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
Total	49	2.64

Agenda Item # 11



We Make a Difference!

To: Board of Directors

From: Jared Cospers, EMS Chief

Date: February 26, 2019

Re: Reaccreditation of Dispatch Center

Update on the Dispatch Centers reaccreditation as Center of Excellence with the International Academies of Emergency Dispatch® (IAED™). (Mr. Spratt, Chair – EMS Committee)



MONTGOMERY COUNTY HOSPITAL DISTRICT EMS RECOGNIZED FOR REACCREDITING AS CENTER OF EXCELLENCE

[Conroe, Texas—Feb 14, 2019]—MCHD ALARM has successfully completed the intensive 20-step process to reaccredit as an Accredited Center of Excellence (ACE) with the International Academies of Emergency Dispatch® (IAED™). The center has once again achieved ACE status for its use of the Medical Priority Dispatch System™ (MPDS®). It is the 111th center in the world to attain Medical ACE. This distinction places the center among the very highest-performing emergency dispatch agencies worldwide.

ACE inspires agencies to perform superior, up-to-date public care and to employ efficient use of resources when handling all emergency call situations. An accreditation lasts three years. In order to achieve reaccreditation, agencies must meet or exceed the same standards required in the initial accreditation, which requires participation from everyone in the department. Because ACE agencies abide by these standards and have fulfilled these requirements, callers can have peace of mind knowing their needs will always be appropriately addressed and that they will receive the help they need.

This is the fourth time Montgomery County has been reaccredited for its use of the MPDS. It is also an ACE for its use of the Fire Priority Dispatch System™ (FPDS®), making it one of just 24 agencies in the world to hold dual Medical/Fire accreditations. There are seven other Medical ACEs in Texas and only one other Medical/Fire dual ACE agency.



Agenda Item # 12



We Make a Difference!

To: Board of Directors

From: Joe Fioretti, BAU

Date: February 26, 2019

Re: Panasonic FZ-G1

Consider and act on the purchase of ten (10) Panasonic FZ-G1 mobile data computers.

Six (6) will be installed in the new Horton ambulances, one (1) in the new shop 616, and there will be three (3) on hand to avoid any downtime when devices currently deployed fail. As of mid-2018, we converted the entire fleet to these devices, and they have been performing well.

The budget was for six (6) devices at \$38,400. This quote is for ten (10) devices at \$32,741. **[GETTING REVISED QUTOE FROM CDW, UNIT PRICE SHOULD REMAIN THE SAME]**. CDW is a Texas DIR Vendor.

Fiscal Impact: Nominal

Yes No N/A

☒ ☐ ☐ Budgeted item?

☒ ☐ ☐ Within budget?

☐ ☐ ☒ Renewal contract?

☒ ☐ ☐ Special request?

QUOTE CONFIRMATION



DEAR JOSEPH FIORETTI,

Thank you for considering CDW•G for your computing needs. The details of your quote are below. [Click here](#) to convert your quote to an order.

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KKZF491	2/14/2019	PANASONIC G1	6410532	\$32,741.30

QUOTE DETAILS				
ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
Panasonic Toughpad FZ-G1 - 10.1" - Core i5 6300U - 8 GB RAM - 256 GB SSD Mfg. Part#: FZ-G1P6375VM UNSPSC: 43211509 Texas DIR DIR-TSO-2520 Contract Contract: MARKET	10	4393670	\$2,783.13	\$27,831.30
RAM RAM-101U-D - mounting component Mfg. Part#: RAM-101U-D UNSPSC: 31162313 Texas DIR DIR-TSO-3958 Contract Contract: MARKET	10	2850538	\$34.00	\$340.00
RAM Tab-Lock RAM-HOL-TABL19U - secure enclosure Mfg. Part#: RAM-HOL-TABL19U UNSPSC: 56112005 Texas DIR DIR-TSO-3958 Contract Contract: MARKET	10	3064068	\$42.00	\$420.00
Panasonic Protection Plus - accidental damage coverage - 4 years Mfg. Part#: FZ-SVCTPNF4Y UNSPSC: 81111811 Electronic distribution - NO MEDIA Contract: MARKET	10	3046231	\$415.00	\$4,150.00

PURCHASER BILLING INFO		SUBTOTAL	\$32,741.30
Billing Address: MONTGOMERY COUNTY HOSPITAL DIST ACCOUNTS PAYABL PO BOX 478 CONROE, TX 77305-0478 Phone: (936) 523-1114 Payment Terms: Net 30 Days-Healthcare		SHIPPING	\$0.00
		SALES TAX	\$0.00
		GRAND TOTAL	\$32,741.30
		DELIVER TO Shipping Address: MONTGOMERY COUNTY HOSPITAL DISTRICT 1300 S LOOP 336 W CONROE, TX 77304-3316 Phone: (936) 523-1120 Shipping Method: DROP SHIP-GROUND	
		Please remit payments to: CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	



Kevin Nissen

|

(877) 325-2419

|

kevinis@cdw.com

This quote is subject to CDW's Terms and Conditions of Sales and Service Projects at
<http://www.cdwg.com/content/terms-conditions/product-sales.aspx>
For more information, contact a CDW account manager

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Agenda Item # 13



We Make a Difference!

To: Board of Directors

From: Jared Cospers, EMS Chief

Date: February 26, 2019

Re: TWFD Lease Agreement – Zoll Cardiac Monitors

Consider and act on The Woodlands Fire Department lease agreement for Zoll Cardiac Monitors. (Mr. Spratt, Chair – EMS Committee)

STATE OF TEXAS §
 §
COUNTY OF MONTGOMERY §

**INTERLOCAL AGREEMENT FOR PROVISION OF HEART MONITORS
FOR PUBLIC HEALTH (C-2019-0008)**

SECTION I. PARTIES TO AGREEMENT

- 1.1. This agreement ("Agreement") is made and entered into by and between the Montgomery County Hospital District (hereinafter "MCHD" and/or DISTRICT) and The Woodlands Township (hereinafter "Township")(or collectively, "the Parties"). MCHD and TOWNSHIP are each units of local government within the meaning of the Interlocal Cooperation Act of Chapter 791 of the Texas Government Code, and are authorized pursuant to such Act to enter into an interlocal agreement for the services contemplated herein, inasmuch as the WFD is the department of The Woodlands Township, responsible for providing fire safety, rescue and first responder services.
- 1.2. The Parties hereto have severally and collectively agreed and by execution hereof are bound to the mutual obligations and to the performance and accomplishment of the tasks and/or services hereinafter described.
- 1.3. The governing bodies of MCHD and TOWNSHIP find that the subject of this Agreement benefits the public and that each party has the legal authority to perform and to provide the governmental function or service which is the subject matter of this Agreement and that each party will pay for the performance of governmental functions or services from current annual revenues available to the paying party. Furthermore, the governing bodies find that the performance of this Agreement is in the common and best interest of both parties, and that the consideration of this Agreement is fair, adequate, and reflective of the fair market values of the equipment, property, services, and other consideration given under this Agreement.

**SECTION II. MCHD PROVISION OF CARDIAC MONITOR/DEFIBRILLATORS TO
THE TOWNSHIP AND TOWNSHIP'S DUTIES AND
RESPONSIBILITIES IN CONNECTION THEREWITH**

- 2.1. Upon approval of this Agreement by the parties' respective governing boards, MCHD agrees to lease and transfer to the TOWNSHIP fourteen (14) Zoll X Series Cardiac Monitor/Defibrillators ("Cardiac Monitors"), which MCHD is or has acquired consistent with applicable state public purchasing laws. The TOWNSHIP shall use the Cardiac Monitors exclusively for use in matters related to public health, namely in emergency situations where it is providing first responder or public safety services.
- 2.2. For and in exchange for the lease and transfer of the Cardiac Monitors, TOWNSHIP agrees to pay MCHD on an annual basis the sum of Fifty-Six Thousand Three Hundred Seventy-Five and 01/100 Dollars (**\$56,375.01**) per year for each of the first six years of

this Agreement. Following the expiration of the first six years of this Agreement, TOWNSHIP agrees to pay to MCHD the sum of Twenty-Three Thousand Three Hundred Twenty-Four Dollars (\$23,324) per year for the lease of the Cardiac Monitors. The foregoing lease payments are calculated based upon MCHD's purchase agreement with Zoll for the Cardiac Monitors (which is estimated to be \$49,401.80/year per monitor, an additional \$916/year per monitor for Zoll's warranty and maintenance program and \$750/year per monitor for replacement cables, sensors, batteries, cases and other equipment not covered in the Zoll warranty and maintenance program).

- 2.3. In the event during the term of this Agreement, MCHD is notified by Zoll that there is a significant change in its services agreement with MCHD for its warranty and maintenance program that results in increased costs to MCHD, upon notification of such change to TOWNSHIP the lease payments to MCHD will be equitably adjusted accordingly on a per monitor basis.
- 2.4. The initial lease payment by TOWNSHIP shall be due and payable within thirty days of the Effective Date of this Agreement and such lease payments shall continue on an annual basis on each anniversary of the Effective Date until this Agreement is terminated as provided herein. Interest shall accrue under the Texas Prompt Payment Act (Tex. Government Code Ch. 2251) for all lease payments not paid in a timely basis by TOWNSHIP to MCHD.
- 2.5. It is contemplated by the parties that TOWNSHIP, in coordination with MCHD, will provide for the maintenance and upkeep of the defibrillators through Zoll's warranty and maintenance program.
- 2.6. During the term of this Agreement, TOWNSHIP and MCHD shall work jointly together to ensure that TOWNSHIP is able to source replacement parts for the Cardiac Monitors from MCHD field staff. Any other repairs or parts needed for the Cardiac Monitors that are not supplied by MCHD field staff shall be sourced by TOWNSHIP from MCHD's durable medical technician during MCHD's normal business hours.
- 2.7. In the event TOWNSHIP desires to increase the number of Cardiac Monitors for its use during the term of this Agreement, it may seek such additional Cardiac Monitors from Zoll through MCHD per its agreement with Zoll at MCHD's contracted rate. In such event, MCHD shall pass through to WFD its per unit costs for the additional Cardiac Monitors at the same rate MCHD receives from Zoll.
- 2.8. In the event WFD desires to decrease the number of Cardiac Monitors it is leasing under this Agreement, MCHD shall endeavor to reassign such units internally to the extent practicable, and upon such reassignment the lease payments due from WFD under this Agreement shall be equitably and proportionately reduced.
- 2.9. The Cardiac Monitors provided by MCHD per this Agreement shall be exclusively used to provide emergency medical care to members of the public within The Woodlands and surrounding areas and shall not be used for any other purpose. The Cardiac Monitors will remain the property of MCHD, but possession of the devices

will remain with WFD for the term of this Agreement. WFD agrees that all service or repair needs be made through MCHD during the term of this Agreement. The TOWNSHIP shall not assign rights to the Cardiac Monitors to any third party, nor shall TOWNSHIP encumber or pledge said equipment for any indebtedness which it may incur.

- 2.10. Should MCHD elect to use a cardiac monitor which it deems clinically superior to the Zoll monitors made the basis of this Agreement, MCHD and TOWNSHIP shall confer and either:
 - a. Agree upon mutually acceptable terms for the termination of this Agreement simultaneous with the termination of MCHD's agreement with Zoll for the Cardiac Monitors, or
 - b. Should TOWNSHIP desire to replace the Cardiac Monitors with new devices, it would agree to pay MCHD the difference between the trade in value of the Cardiac Monitor and the new devices on terms agreed upon by the Parties, as well as re-negotiate the maintenance agreement for parts replacement to allocate MCHD's costs for the TOWNSHIP's new devices.

SECTION III. TERM AND TERMINATION

- 3.1. This Agreement shall commence on the date that it is last executed by the parties ("Effective Date") and shall continue in force and effect for a primary term of six (6) years. This Agreement may be renewed for additional terms by a written amendment approved and executed by the parties.
- 3.2. At the termination of this Agreement, TOWNSHIP shall promptly return to MCHD the Cardiac Monitors obtained pursuant to this Agreement without the necessity of notice or demand therefor.

SECTION IV. PROGRESS MEETINGS

- 4.1. MCHD and TOWNSHIP, by and through their designated representatives, shall meet and confer as often as mutually necessary to ensure the Cardiac Monitors and their use are beneficial to the District and TOWNSHIP. MCHD and TOWNSHIP agree to share statistical and other reports (excluding any information made confidential by law) on matters pertaining to TOWNSHIP's use of the Cardiac Monitors and resulting outcomes upon request.

SECTION V. COMPLIANCE WITH LAWS

- 5.1. The parties shall each comply with all applicable laws, ordinances, codes and regulations of the state, local and federal governments in carrying out their respective obligations hereunder.

SECTION VI. INDEPENDENT CONTRACTOR

- 6.1. It is expressly understood and agreed by both parties hereto that MCHD is contracting with TOWNSHIP and WFD and vice-versa as an Independent Contractor and each party agrees to be independently and fully responsible for all claims, demands and causes of action of every kind and character which may be asserted by any third party as a result of a party's actions arising under this Agreement.

SECTION VII. ORAL AND WRITTEN AGREEMENTS

- 7.1. All oral or written agreements, relating to the subject matter of this Agreement and which were made prior to the date of commencement specified in Section III, between the parties are expressly superseded by this Agreement.

SECTION VIII. AMENDMENTS

- 8.1. Any alterations, additions, or deletions to the terms of this Agreement shall be by amendment hereto in writing and executed by both Parties hereto except as may be expressly provided for in some other manner by the terms of this Agreement.

SECTION IX. MISCELLANEOUS

- 9.1. Either party shall have the right, at its option, to terminate this Agreement for the convenience of the party, upon ninety day notice to the other.

[Remainder of page intentionally left blank.]
[Signatures on following page.]

EXECUTED in multiple counterparts, each of which shall have the force and dignity as an original on the Effective Date:

MONTGOMERY COUNTY HOSPITAL DISTRICT

By: Randy Johnson
Chief Executive Officer

Date: _____

THE WOODLANDS TOWNSHIP

By: Don Norrell
President/General Manager

Date: _____

WOODLANDS FIRE DEPARTMENT

By: Alan B. Benson
Fire Chief

Date: _____

APPROVED AS TO FORM:

Roberta B. Cross
Township Attorney

Agenda Item #14



We Make a Difference!

To: Board of Directors

From: Jordan Anderson, Assistant Chief

Date: February 26, 2019

Re: Zoll Sole Source

Consider and act on approval for Zoll sole source for purchase of AED's

Fiscal Impact: Nominal

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



269 Mill Road
Chelmsford, Massachusetts 01824-4105
978-421-9655 (main)
978-421-0025 (fax)
www.zoll.com

January 25, 2019

Diane Sandel
Montgomery County Hospital District
1300 West Loop South
Conroe, TX 77304

Dear Diane Sandel:

We appreciate your selection of ZOLL® products Montgomery County Hospital District. This letter serves as confirmation that ZOLL® Medical Corporation at 269 Mill Road in Chelmsford, Massachusetts, is the sole manufacturer and source of AED Plus® and AED Pro® Defibrillators for the EMS Market. ZOLL® or Steven Bagwell, EMS Territory Manager, will not sell an AED Plus® or AED Pro® Defibrillator to Montgomery County Hospital District through any vendor or dealer.

Should you have any questions or require additional information please contact me at 800-348-9011 x 9657.

Sincerely,

A handwritten signature in blue ink that reads "Nancy Branco". The signature is written in a cursive, flowing style.

Nancy Branco
Contract Specialist

Agenda Item #15



To: Board of Directors

From: Jordan Anderson, Assistant Chief

Date: February 26, 2019

Re: Zoll AED Purchase

Consider and act on approval for purchase of Zoll AEDs

Fiscal Impact: Nominal

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 type="checkbox"/>	<input checked="" type="checkbox"/>	Special request?

Agenda Item # 16



We Make a Difference!

To: Board of Directors
From: Melissa Miller, COO
Date: February 26, 2019
Re: COO Report

FACILITIES:

- Station 47 Keenan Cut-Off is complete and there is an open house tonight between 5:30 -8:00.
- RFP responses from the MDF Uninterrupted Power Supply (UPS) are due 2/27. We will present the bid scoring with a recommendation at the March meeting. This is a complex project that has required a great deal of planning between Radio, IT and Facilities.
- Station 22: ESD 8 is doing a complete tear down and rebuild of aging station 11-1. We are currently evaluating pricing by the Contractor. It will save a substantial amount to vacate the property during the rebuild vs remaining onsite and staging the demolition/rebuild. MCHD will move to ESD#8 station 11-3 on Robinson Rd during the projected yearlong rebuild scheduled to start May 2019.

RADIO AND TOWERS:

- The Microwave Project is entering the installation phase. The antenna installation schedule has changed due to weather and at this point will begin the week of 1/21 and complete 3/28. Radio shelter equipment installation is complete. The 30-day “burn-in” to test the system prior cut-over and removal of the old microwave equipment is scheduled to begin April 1.
- The ICTX fiber primary leg (to the outside of the building) to CPD was run for our Alarm back-up center in December. On 1/17 the fiber is scheduled to be pulled into the building. Once complete this will allow us to deploy equipment and begin the back-up center start-up process in early 2019. We expect the facility to be operational by March 31, 2019.
- MCSO tower move is complete and they are operational on our Magnolia Tower.
- Justin Evans will present “Interoperability via ISSI” during the March Board Meeting.

INFORMATION SYSTEMS:

- IT department has completed the preparations of the new core network switches for the upcoming new fiber services.
- Radio and IT toured the Conroe Police Department IT data center to begin planning the network move for the Alarm’s backup dispatch center.

COMMUNITY PARAMEDICINE - (Jan.):

- Average daily patient census: 57
- Patient enrollments: 12
- Total patient enrollments: 29
- Clinical encounters: 255
- Care Coordination encounters: 147
- The CP team has begun operations with CHI St. Luke's The Woodlands on a 30-day readmissions reduction project. St. Luke's has established a transitional care clinic to assist patients in being successful when changing from in-hospital status, discharge, and going home. The clinic has a Family Nurse Practitioner that visits patients while they are in hospital and assists them with medications and care plan coordination during their transition. CP is filling a gap in this service by making home visits with these individuals and identifying barriers to their healthcare they experience. Currently, CP has worked with ten referrals from this program and communicates on a daily basis to the Nurse Practitioner with St. Luke's.
- Houston area EMS agencies have been working towards establishing an MIH/CP workgroup within SETRAC under the EMS pre-hospital committee. This workgroup recently received approval and has been created to unite local agencies delivering MIH/CP in regards to paramedic education, external stakeholder education, and assisting with operational plans. MCHD has played a meaningful part in creating the purpose statement to get this workgroup established within SETRAC. MCHD will remain involved in this group and participate in ongoing activities.
- CP has integrated certain aspects of program delivery to work more closely with the HCAP department. We now receive weekly referrals from the Coordinator in this department pertaining to high medical necessity clients that have been denied benefits. Staff in HCAP first ask the potential clients if they are open to the CP team contacting them and providing direction and initial care coordination. This is a very recent and new development and as such we do not have significant statistics to present. As this collaboration continues we will provide data for the board to review.
- Nav-Central update: Through our weekly operational calls we have identified areas that require improvement pertaining to call tracking. Nav-Central has implemented changes to their collecting call volume statistics and we believe figures represented for January provide more accurate indications of the work being performed by the call center. Moving forward we will continue to monitor call statistics and remain focused on gathering even more detailed call information that we are able to present on an on-going basis. January call summary and month to month review of call volume included below.

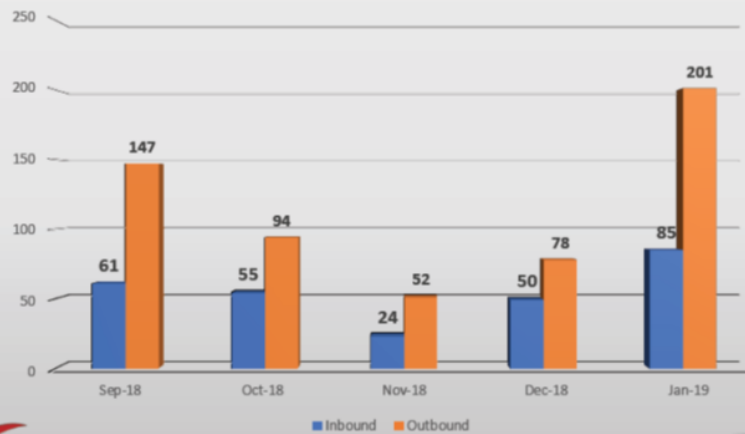
MCHD Executive Summary

- 68 Patients currently enrolled (**45 Active**)
 - 27 Low risk
 - 16 Medium risk
 - 2 High risk
- 45 Patients successfully contacted (100%)
- Percent of inbound participants that spoke to a clinician– 100%
- Average wait time on inbound calls – 27 seconds
- Average call handling time
 - Inbound – 4.83 minutes
 - Outbound – 2.75 minutes
- Number of outbound calls made – 201
- Number of inbound calls received – 85
- Breakdown of inbound and outbound call types
 - Clinical – 145
 - Resource – 114
 - Calls to Alarm – 6
 - Other – 21



Confidential and Proprietary – Please do not copy or distribute

MCHD Call Volume – Sept 2018 – Jan 2019



Confidential and Proprietary – Please do not copy or distribute

Agenda Item #17



We Make a Difference!

To: Board of Directors

From: Melissa Miller, COO

Date: February 26, 2019

Re: Convene into Executive Session – 811 W. Semands Street

Convene into executive session pursuant to section 551.072 of the Texas Government code to discuss real estate property including but not limited to acquisition of property and construction and renovation of EMS station at 811 W. Semands Street in Conroe and any other related matters. (Ms. Whatley, Chair – PADCOM Committee)

Agenda Item #18



To: Board of Directors

From: Melissa Miller, COO

Date: February 26, 2019

Re: Reconvene from Executive Session – 811 W. Semands Street

Reconvene from executive session and take action as necessary on real estate property including but not limited to acquisition of property and construction and renovation of EMS station at 811 W. Semands Street in Conroe and any other related matters. (Ms. Whatley, Chair – PADCOM Committee)

Agenda Item #19



To: Board of Directors

From: Melissa Miller, COO

Date: February 26, 2019

Re: Resolution – 811 W. Semands Street

Consider and act on proposed BOD resolution authorizing the purchase of 811 W. Semands Street in Conroe, ratifying the earnest money contract, and authorizing the CEO to execute all necessary closing documents. (Ms. Whatley, Chair – PADCOM Committee)

Fiscal Impact: Nominal

Yes No N/A

☒ ☐ ☐ Budgeted item?

☒ ☐ ☐ Within budget?

☐ ☒ ☐ Renewal contract?

☐ ☒ ☐ Special request?

202

20

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A RESOLUTION OF THE MONTGOMERY COUNTY HOSPITAL DISTRICT'S BOARD OF DIRECTORS' SETTING FORTH ITS INTENT TO ACQUIRE CERTAIN REAL PROPERTY AND IMPROVEMENTS LOCATED AT 811 SEMANDS STREET, CONROE, TEXAS FOR PURPOSES OF ESTABLISHING AN EMS STATION AT SAID LOCATION; TO AUTHORIZE THE PURCHASE OF SAID PROPERTY; AND TO AUTHORIZE THE CHIEF EXECUTIVE OFFICER TO TAKE ALL ACTIONS NECESSARY TO CONSUMMATE SUCH PURCHASE

WHEREAS, The Montgomery County Hospital District (“MCHD”) is a duly organized political subdivision of the State of Texas, with the powers and duties vested in it under chapter 1063 Special District Local Laws Code; and

WHEREAS, MCHD seeks to acquire through purchase the land and improvements located at 811 Semands Street in Conroe, Texas (the “Property”) for purposes of establishing an EMS station for housing EMS crews at said location; and

WHEREAS, the Board of Directors of MCHD has determined the of the acquisition and purchase of Property is in the best interest of the District and the public, given that the Property's location and attributes make it attractive for use as an EMS station to serve the residents of Conroe, Texas and surrounding areas; and

WHEREAS, the Board of Directors of MCHD, in accordance with section 1063.107 of the Special District Local Laws Code seeks to authorize its Chief Executive to execute all instruments and to do such other acts necessary to acquire and purchase the Property;

NOW, THEREFORE, BE IT RESOLVED BY THE MONTGOMERY COUNTY HOSPITAL DISTRICT'S BOARD OF DIRECTORS THAT:

1. **Approval of Recitals as Findings of Fact.** The foregoing recitals, having been found by the Board of Directors to be true and correct, are hereby incorporated into this Resolution as findings of fact.
2. **Approval of the Acquisition and Purchase of the Property.** The Board of Directors of hereby authorizes the acquisition and Purchase of the Property pursuant to its authority vested by section 1063.107 of the Special District Local Laws Code.
3. **Authorization to Chief Executive Officer to Consummate Purchase.** The Board of Directors hereby authorizes its Chief Executive Officer Randy Johnson to take all actions necessary to acquire and purchase the Property on terms and conditions that are in the best interest of MCHD, and to execute all instruments and to do such other acts necessary and incident to said purchase.

BE IT SO RESOLVED.

Passed and Approved this _____ day of _____, 2019, by a vote of _____
in favor and _____ against, _____ abstaining.

**MONTGOMERY COUNTY HOSPITAL
DISTRICT BOARD OF DIRECTORS**

By: _____
Mark Cole, Chairman

Attest:

Sandra Wagner, Board Secretary

Agenda Item # 20



To: Board of Directors

From: Melissa Miller, COO

Date: February 26, 2019

Re: Construction and Renovation – 811 W. Semands Street

Consider and act on the renovation of station and construction of new ambulance bay for 811 W. Semands street in Conroe. (Ms. Whatley, Chair – PADCOM Committee)

Fiscal Impact: Nominal

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 # 21



To: Board of Directors

From: Avery Belue

Date: February 26, 2019

Re: Classroom 250 Buildout

Consider and Act on the build out of Admin Suite 250 Classroom

This buildout will include 3 new offices, work room for printer, storage room for training equipment equipped with electrical, data and 1- 72 seat that can be divided with a partition wall into 2- 36 set classrooms. Upgraded lighting, kitchen style counter with lower cabinets for refreshments as well as a small lobby area for taking breaks. The total cost for this build out comes in under the \$150,000 budget at **\$100,952.69**

Fiscal Impact: Nominal

Yes No N/A

☒ ☐ ☐ Budgeted item?

☒ ☐ ☐ Within budget?

☐ ☒ ☐ Renewal contract?

☐ ☒ ☐ Special request?

Cost Estimate Report

MCHD

Conroe, Texas, 77304
1400 South Loop 336 West

Date: 02/26/2019

MCHD Class Room Addition

Year 2019

Unit Detail Report

Prepared By: James Laycock Jay Laycock

LineNumber	Description	Quantity	Unit	Total Incl. O&P	Ext. Total Incl. O&P
Division 01 General Requirements					
013113200180	Field personnel, project manager, minimum	1.50	Week	\$3,475.00	\$5,212.50
013113200240	Field personnel, superintendent, minimum	3.00	Week	\$3,400.00	\$10,200.00
017413200052	Cleaning up, cleanup of floor area, continuous, per day, during construction	4.00	M.S.F.	\$57.28	\$229.12
017413200100	Cleaning up, cleanup of floor area, final by GC at end of job	4.00	M.S.F.	\$78.81	\$315.24
017613200020	Temporary protection, flooring, taped seams, 1/8" tempered hardboard	3,240.00	S.F.	\$1.11	\$3,596.40
017613200020	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$10.79
Division 01 General Requirements Subtotal					\$19,564.05
Division 05 Metals					
051223101750	Ceiling support, structural framing, heavy folding partitions, direct support at pocket track, shop fabricated, excl door track & hardware	33.00	L.F.	\$336.69	\$11,110.77
Division 05 Metals Subtotal					\$11,110.77
Division 06 Wood, Plastics, and Composites					
061110022660	2" x 8" miscellaneous wood blocking, to wood construction, per M.B.F.	1.00	M.B.F.	\$2,218.73	\$2,218.73
061110022660	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$6.66	\$6.66
Division 06 Wood, Plastics, and Composites Subtotal					\$2,225.39
Division 07 Thermal and Moisture Protection					
072113100440	Wall insulation, rigid, fiberglass, unfaced, 3" thick, R13, 3#/CF	1,550.00	S.F.	\$2.16	\$3,348.00
Division 07 Thermal and Moisture Protection Subtotal					\$3,348.00

LineNumber	Description	Quantity	Unit	Total Incl. O&P	Ext. Total Incl. O&P
Division 08 Openings					
080505101500	Door demolition, interior door, hollow core, remove	1.00	Ea.	\$47.18	\$47.18
080505101500	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.14	\$0.14
080505101520	Door demolition, interior door, Solid, 1-3/8" thick, remove and reset, minimum	1.00	Ea.	\$62.72	\$62.72
080505101520	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.19	\$0.19
081213130100	Frames, steel, knock down, hollow metal, single, 16 ga., up to 5-3/4" deep, 3'-0" x 7'-0"	6.00	Ea.	\$288.71	\$1,732.26
081213130100	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.87	\$5.20
081416093380	Door, wood, architectural, flush, interior, M.D. overlay on hardboard, 1-3/8", 3'-0" x 7'-0"	6.00	Ea.	\$314.62	\$1,887.72
081416093380	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.94	\$5.66
Division 08 Openings Subtotal					\$3,741.07
Division 09 Finishes					
092216132300	Metal stud partition, non-load bearing, galvanized, 10' high, 3-5/8" wide, 25 gauge, 16" OC, includes top & bottom track	1,766.00	S.F.	\$1.21	\$2,136.86
092216132300	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$6.41
092910302000	Gypsum wallboard, on walls, standard, 5/8" thick, finish excluded	3,532.00	S.F.	\$0.77	\$2,719.64
092910302000	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$8.16
092910302090	Gypsum wallboard, on walls, standard, w/compound skim coat (level 5 finish), 5/8" thick	3,532.00	S.F.	\$1.48	\$5,227.36
092910302090	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$15.68
099123721670	Painting walls, complete, on drywall or plaster, primer and 2 finish coats, with roller, including surface preparation	3,200.00	S.F.	\$1.24	\$3,968.00
099123721670	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$11.90
Division 09 Finishes Subtotal					\$14,094.01
Division 10 Specialties					
102239100400	Partitions, folding panel, acoustic, wood, formica or hardwood finish, standard trim, 6 lb per S.F., to 18' h	320.00	S.F.	\$85.52	\$27,366.40
Division 10 Specialties Subtotal					\$27,366.40
Division 26 Electrical					
260505100310	Armored cable, (BX), #12, 3 wire, average 50' runs, electrical demolition, remove	1,200.00	L.F.	\$0.98	\$1,176.00
260505100310	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.00	\$3.53

LineNumber	Description	Quantity	Unit	Total Incl. O&P	Ext. Total Incl. O&P
260505101740	Handy boxes, electrical demolition, remove, including removal of supports and terminations	32.00	Ea.	\$4.70	\$150.40
260505101740	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.01	\$0.45
260505101790	Receptacle & switches, 15 to 30 amp, electrical demolition, remove	32.00	Ea.	\$3.75	\$120.00
260505101790	Cleaning up, clean up after job completion, allow, min	1.00	Job	\$0.01	\$0.36
265113503535	Fluorescent fixture, interior, downlight, recess mounted, incl lamps, mounting hardware and connections	54.00	Ea.	\$226.12	\$12,210.48
265113551000	Interior LED fixtures, troffer, recess mounted, 3,200 lumens, 2' x 4', replaces two T8 lamp, incl lamps, mounting hardware and connections	39.00	Ea.	\$247.40	\$9,648.60
265533100310	Flashing beacon, 120V, 40 watt halogen, surface mount, with colored or clear lens	6.00	Ea.	\$262.19	\$1,573.14
Division 26 Electrical Subtotal					\$24,882.96
Subtotal					\$106,332.65
General Contractor's Markup on Subs				0.00%	\$0.00
Subtotal					\$106,332.65
General Conditions				0.00%	\$0.00
Subtotal					\$106,332.65
General Contractor's Overhead and Profit				0.00%	\$0.00
Grand Total					\$106,332.65

Agenda Item # 22



To: Board of Directors

From: Ade Moronkeji, HCAP Manager

Date: February 26, 2019

Re: HCAP Report

Outreach Update

The eligibility team is working on identifying community organizations in East County to partner with in order to increase HCAP reach. We made contact with the Parent Assistance Center (PAC) in Willis and presented HCAP information to the staff and volunteers. PAC is a service organization that supports parents/families within Willis ISD. We anticipate providing assistance to their clients in the nearest future.

HCAP staff are continuing efforts to provide application assistance to individuals experiencing homelessness through The Mission. Since the beginning of the fiscal year, HCAP has provided 36 application assistance and six individuals are currently receiving HCAP benefits.

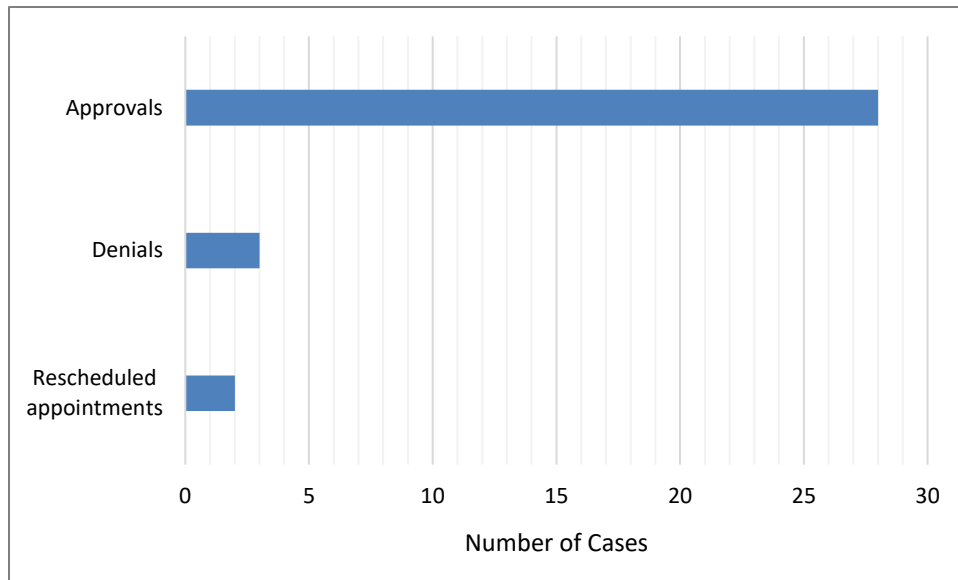
HCAP Applications

We have received and processed a total of 1057 applications fiscal year to date. For this reporting month, we have a 38% denial rate. Denials are based on a number of factors:

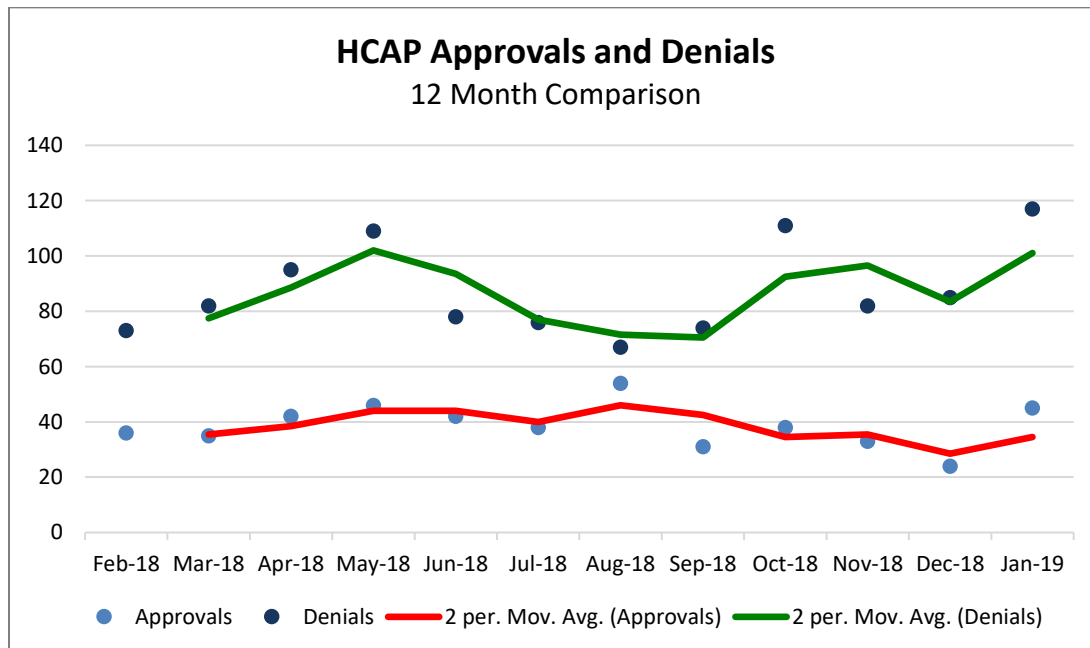
- Eligible for another payer source (Medicare, Medicaid, Market Place, etc.)
- Above 133% of FPIL
- Failure to complete application/provide information

Month	Applications Received	Applications Approved	Cases Pending Information	Completed Cases Pending Interview	Denials	
Jan-19	305	45	110	33	117	38%
Dec-18	231	24	107	15	85	37%
Nov-18	229	33	105	9	82	36%
Oct-18	292	38	135	8	111	38%
Sep-18	227	31	108	14	74	33%
Aug-18	252	54	115	16	67	27%
Jul-18	232	38	110	8	76	33%
Jun-18	269	42	132	17	78	29%
May-18	287	46	118	14	109	38%
Apr-18	311	42	158	16	95	31%
Mar-18	211	35	76	18	82	39%
Feb-18	225	36	104	12	73	32%
Jan-18	207	43	90	15	59	29%

Outcome of Completed Cases Pending Interview



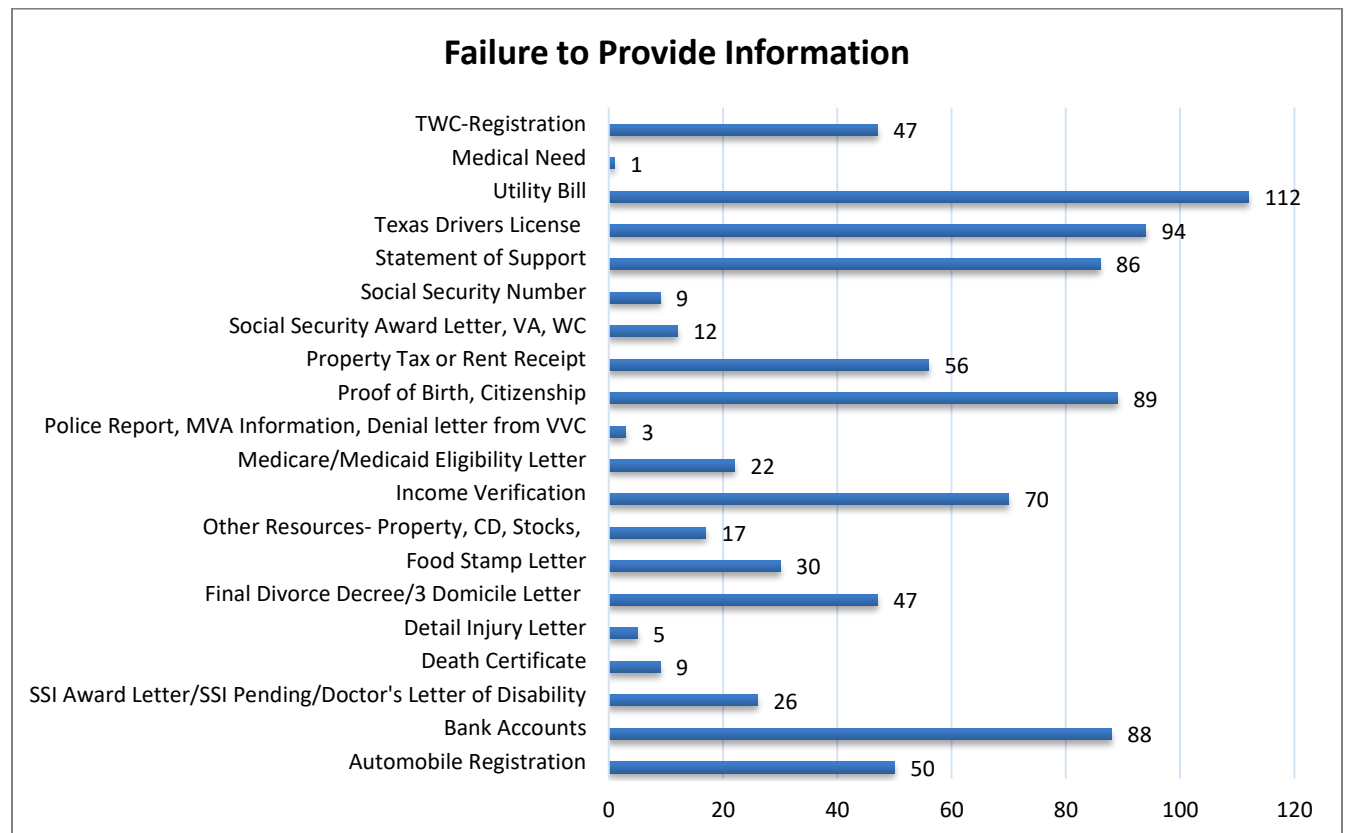
HCAP Approvals and Denials



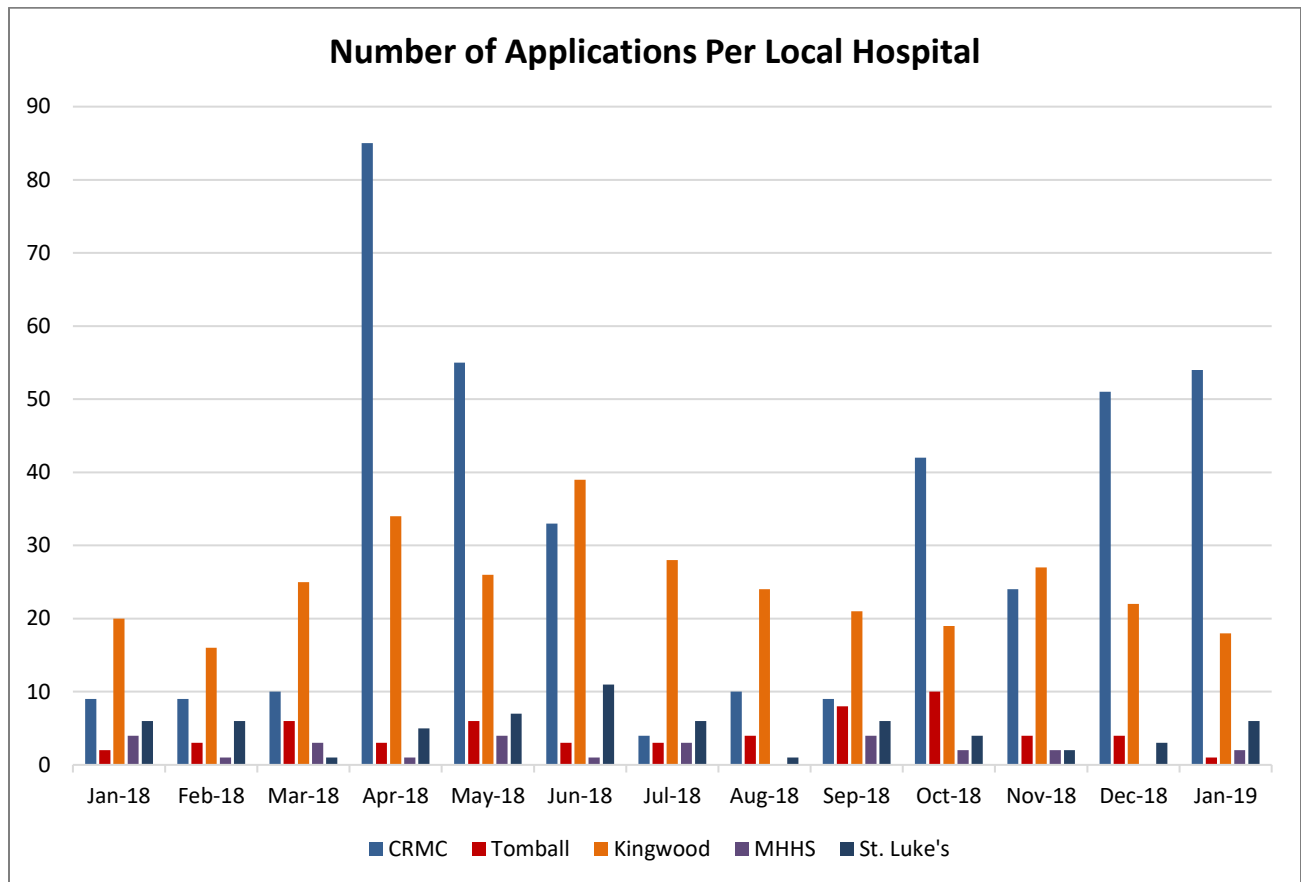
Failure to Provide Information Denial Analysis

For the month of January, we retrieved HCAP data that identified 148 cases that were at risk of denial due to failure to submit the required eligibility documents. The eligibility team put into effect their follow-up process and made targeted phone calls to the applicants. These calls are designed to clarify the documentation requests from HCAP and also encourage completion of the application process. This effort resulted in 27 individuals completing the process.

At the end of the month, a total of 121 cases 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	
Jan - 19	1	1%	39	48%	41	51%	0	0%
Dec - 18	0	0%	32	40%	47	59%	1	1%
Nov - 18	1	2%	20	34%	38	64%	0	0%
Oct - 18	1	1%	46	60%	25	32%	5	7%
Sep-18	1	2%	11	26%	29	67%	2	5%
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%

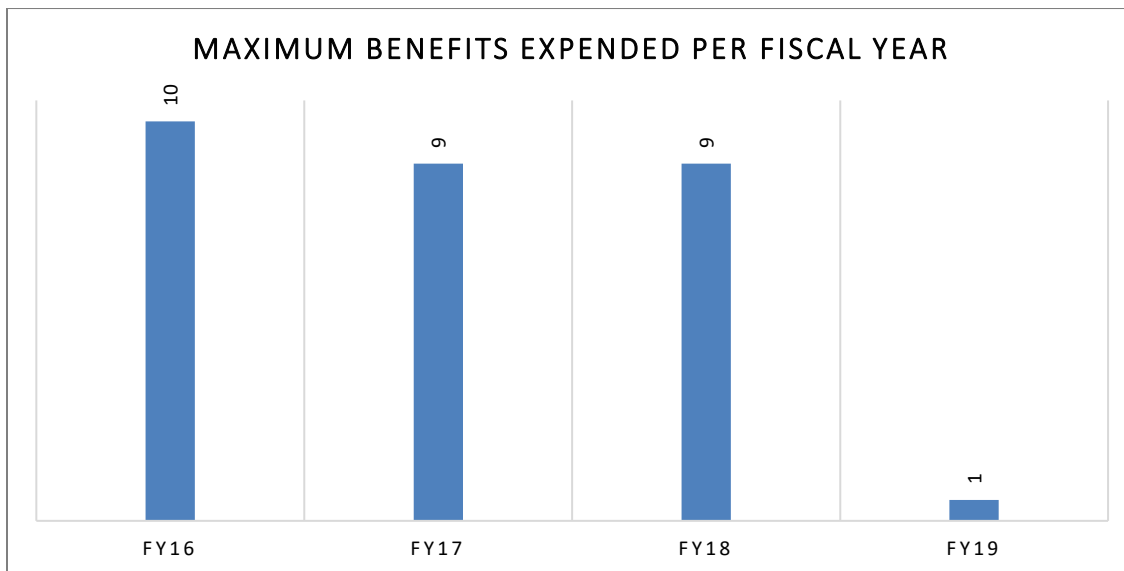
Census

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

HCAP Clients as of January 31, 2019 = 428 versus January 31, 2018 = 436										
FPIL Range	0-21%		21-50%		50-100%		100-133%		Inmates	
FY 2019	254	59%	45	11%	81	19%	31	7%	17	4%
FY 2018	280	64%	39	9%	79	18%	19	4%	9	4%

Maximum Liability

This graph shows the number of clients who have reached the maximum annual benefits of \$60,000 or 30 inpatient days each fiscal year.

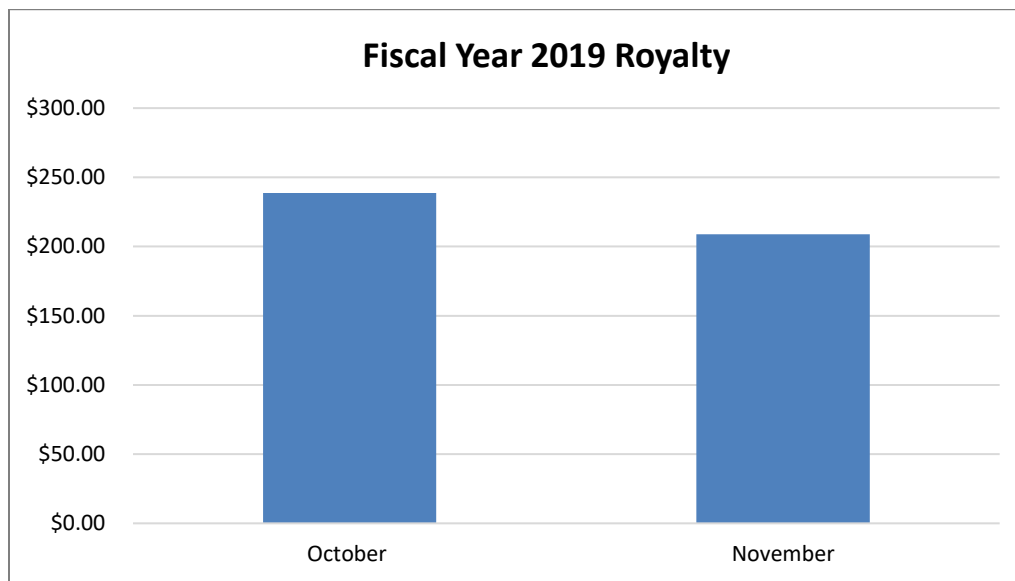


Prescription Benefits Services:

Month	Applying Clients	Total Applications	Monthly Savings (AWP-16% + Dispensing Fee)
Jan - 19	29	50	\$60,200.45
Dec - 18	17	22	\$21,944.47
Nov - 18	21	31	\$56,018.09
Oct - 18	16	20	\$14,817.76
Sep - 18	27	37	\$10,127.99
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

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

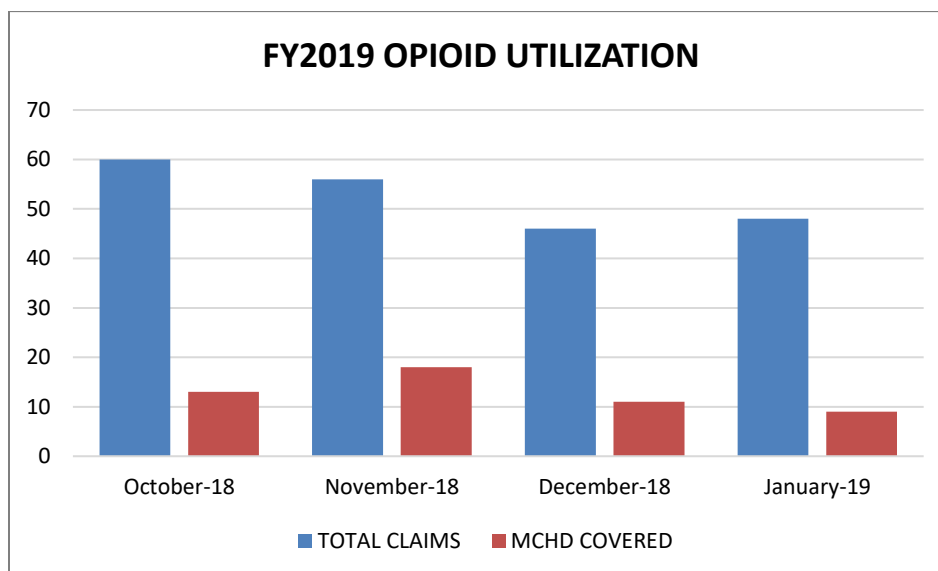
Coast-2-Coast Prescription Card



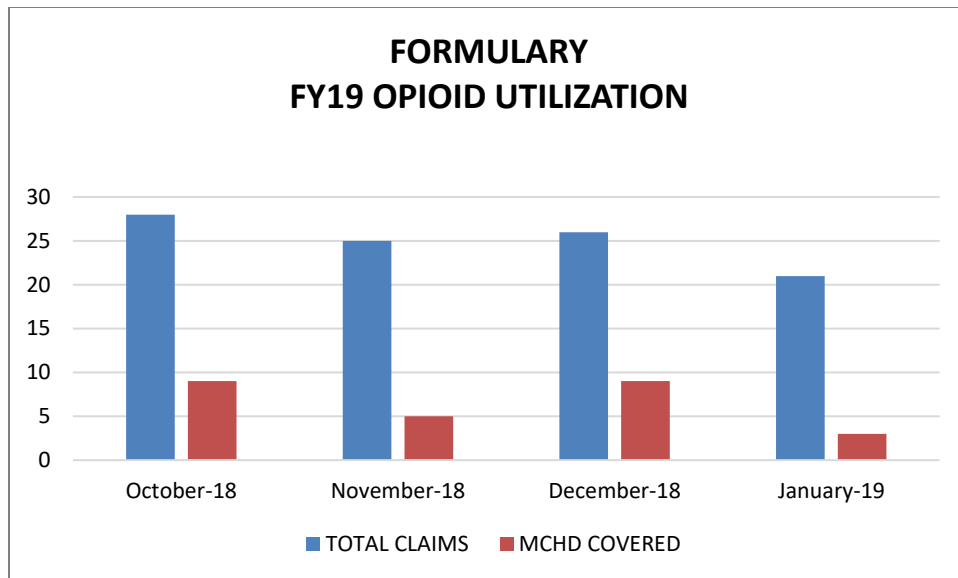
We have not yet received the data for December & January

Opioid

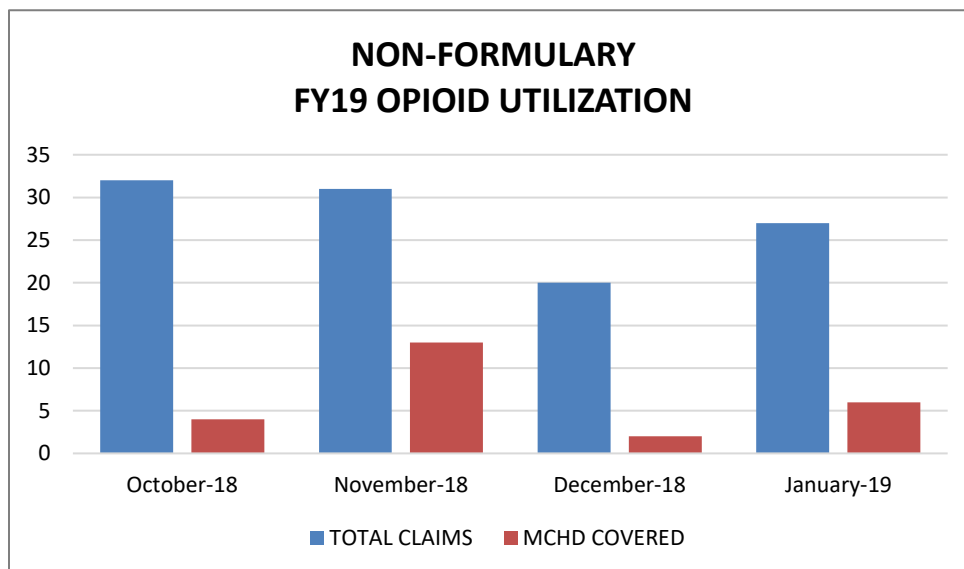
In January, a total of 48 opioid claims were filled and only 9 of these were covered by MCHD.



Out of the 48 total opioid claims, 21 were on the MCHD Formulary. Out of these 21 Formulary fills, 3 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).



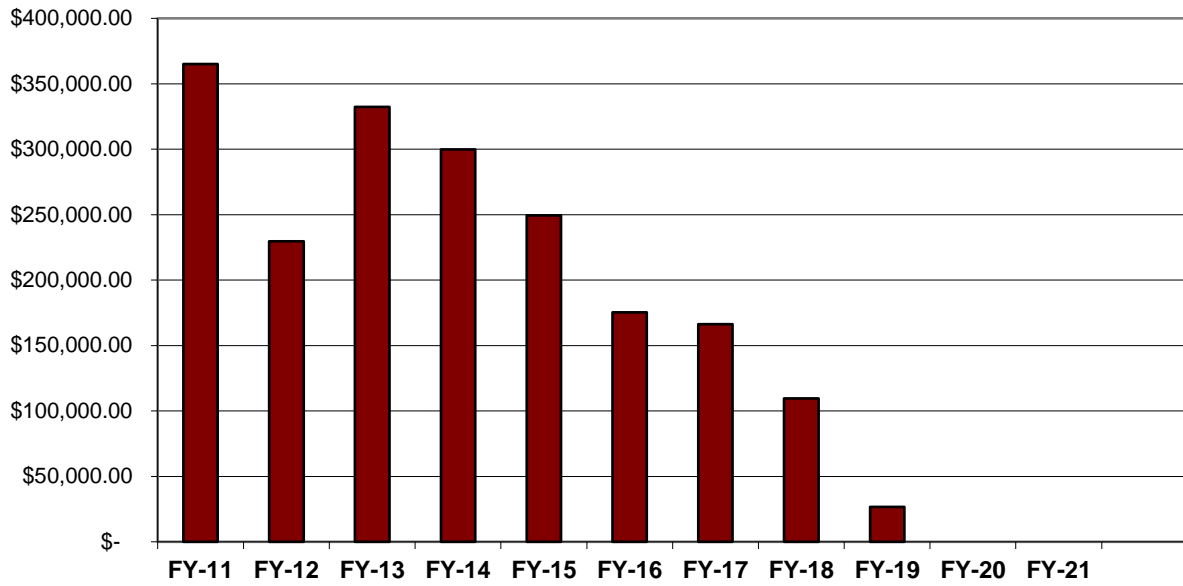
Out of the 48 total opioid claims, 27 were not on MCHD's formulary. Out of these 27 claims, 6 were covered by MCHD. These were covered due to pain management, cancer and/or surgery.

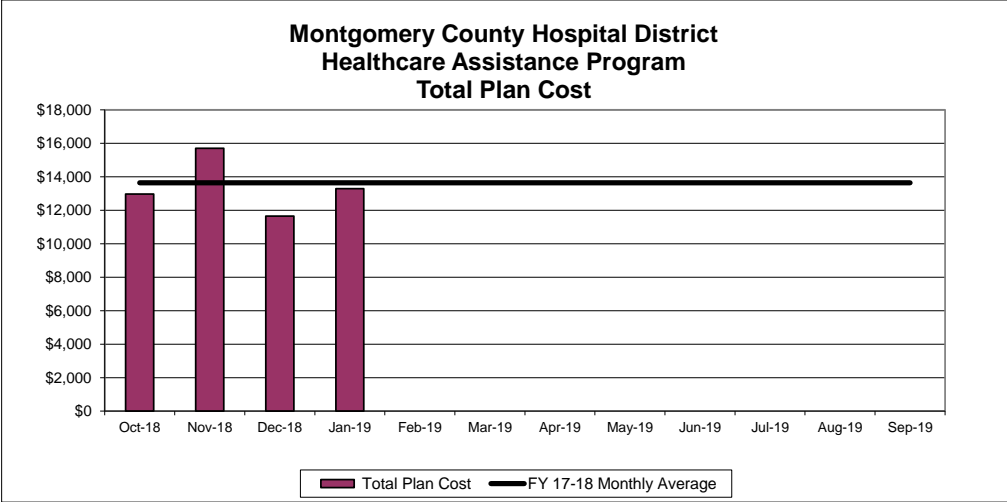


Medicaid Reimbursement

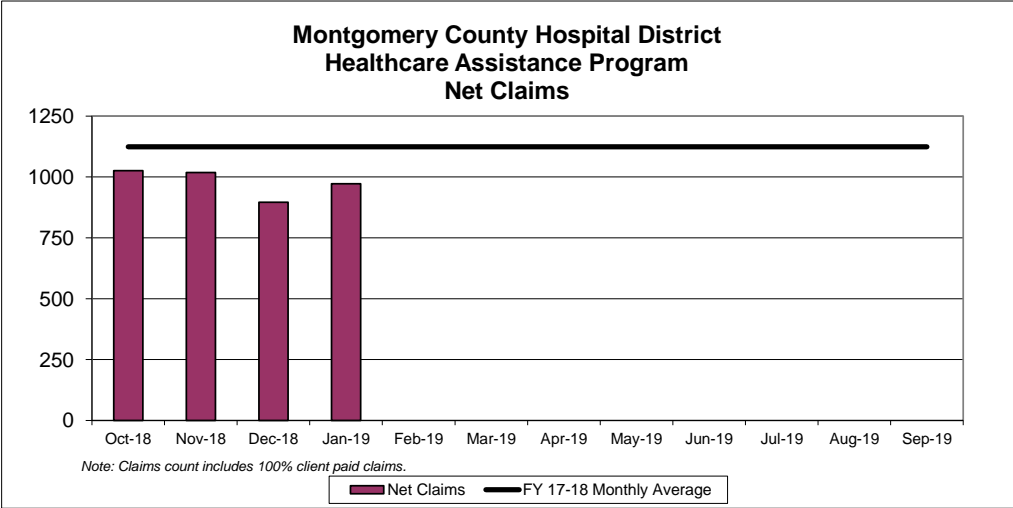
For FY 18-19 we have collected \$26,652.13 in Medicaid reimbursement. In January 3 clients were found to eligible for Medicaid and \$9,266.68 has been requested in reimbursement from the providers.

Medicaid Reimbursement by Fiscal Year

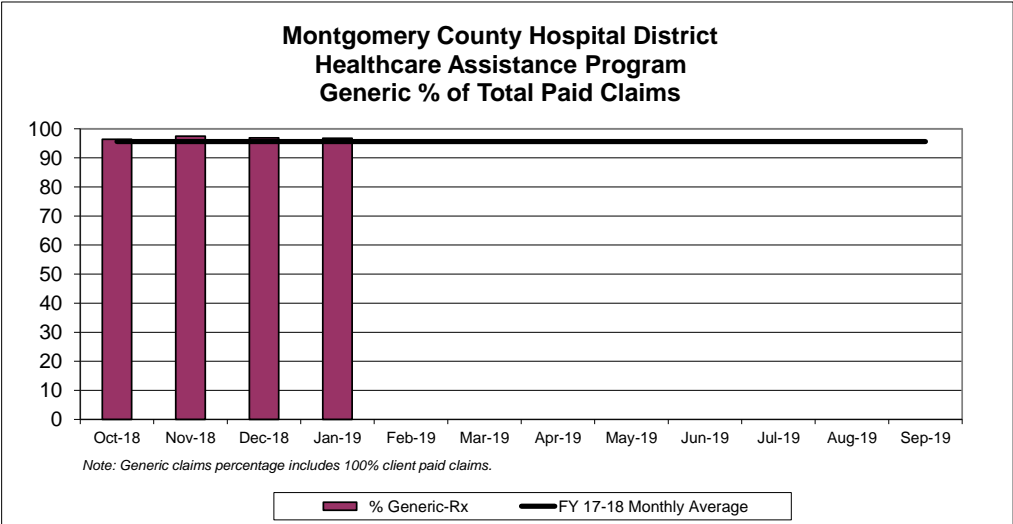




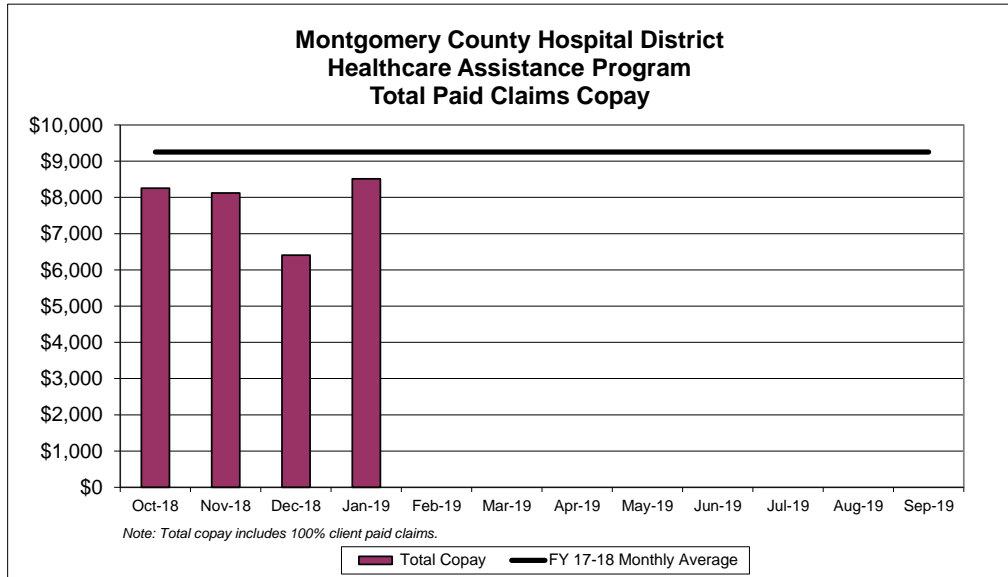
The “Total Plan Cost” is the actual RX cost that MCHD paid. In January it was 2.59% below the fiscal year average.



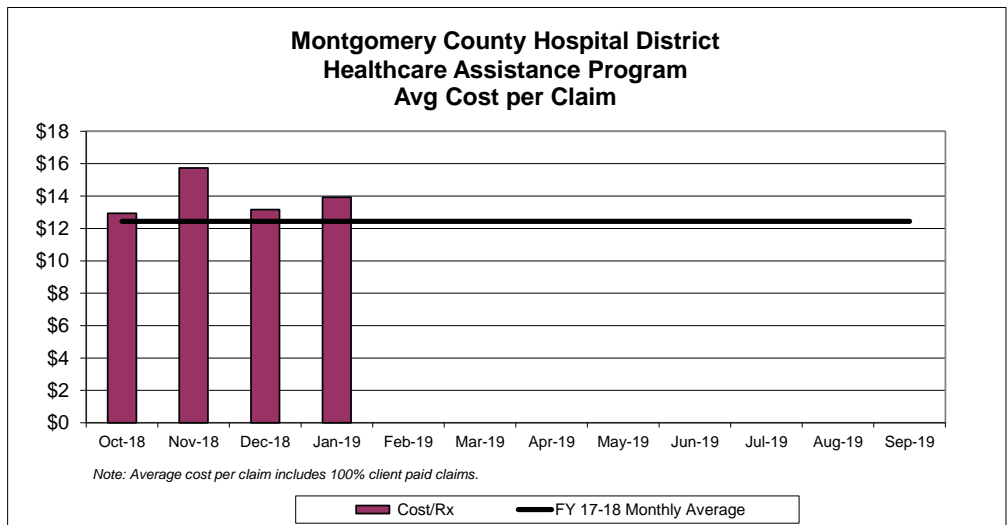
The “Net Claims” graph shows how many claims were filled. In January this graph was 15.64% below average.



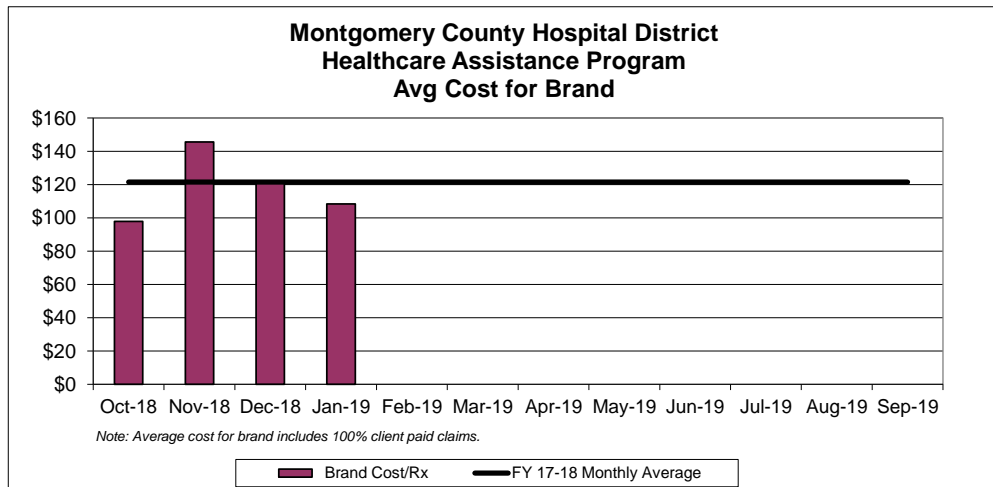
The “Generic % of Total Paid Claims” graph shows the percentage of generics filled. This graph includes 100% client paid claims (claims that the client pays 100% for the medication). In January it was at average.



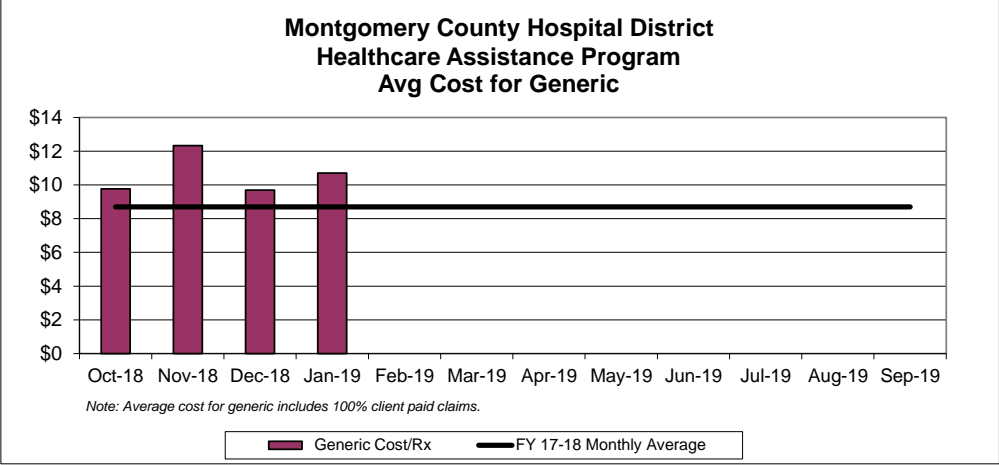
The “Total Paid Claims Copay” shows the average of all utilizing members copay amount for the month. These also include 100% client paid claims. In January it was 8.69% below the fiscal year average.



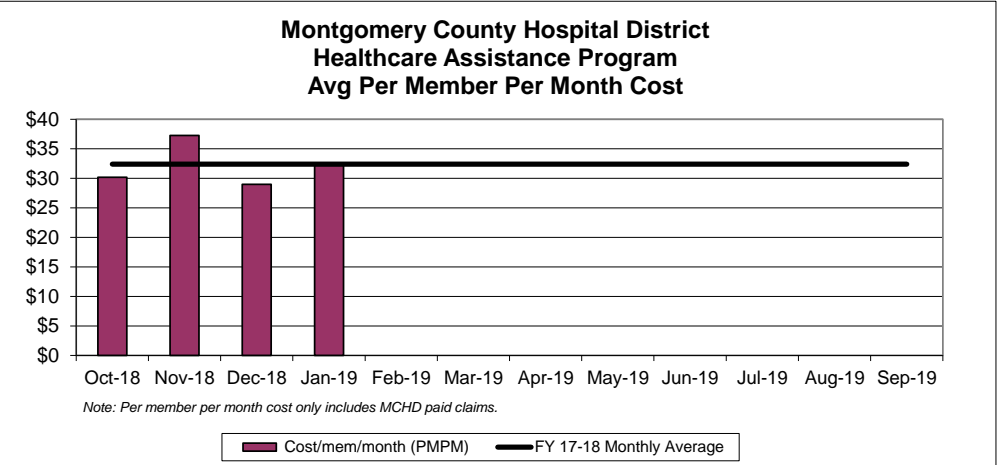
The “Average Cost Per Claim” was 11.90 % higher for January than the FY average. Again these include 100% client paid claims.



The “Average Cost for Brand” graph also includes 100% client paid claims and was 12.10% lower than average.



The “Average Cost for Generic” graph includes 100% client paid claims and was 23.10% 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 January it was at average. This average is affected by the average cost of scripts as well as the quantity of scripts.



Savings Summary Report

From 01/01/2019 to 01/31/2019

Report: RPT-068
Date: 02/11/2019

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	Saved Per RX	Pct Saved
Totals:	949	100%	\$20,796	\$21.91	53.4	25.6	\$21,302	\$507	\$0.53	2.38%	\$98,923	\$78,127	\$82.33	78.98%
New RXs:	573	60.38%	\$13,576	\$23.69	58.6	23.3	\$14,024	\$448	\$0.78	3.19%	\$58,532	\$44,956	\$78.46	76.81%
Refill RXs:	376	39.62%	\$7,219	\$19.20	45.4	29.1	\$7,278	\$59	\$0.16	0.81%	\$40,391	\$33,171	\$88.22	82.13%
Generic RXs:	919	96.84%	\$15,508	\$16.87	53.3	25.6	\$15,054	-\$454	-\$0.49	-3.02%	\$90,324	\$74,817	\$81.41	82.83%
Brand Equiv RXs:	2	0.21%	\$45	\$22.32	30.0	30.0	\$53	\$9	\$4.33	16.25%	\$56	\$11	\$5.44	19.60%
Brand RXs:	28	2.95%	\$5,243	\$187.26	58.0	24.9	\$6,196	\$952	\$34.01	15.24%	\$8,543	\$3,300	\$117.86	38.63%
Maintenance RXs:	683	71.97%	\$15,378	\$45.00	22.5	29.0	\$16,017	\$640	\$0.94	3.99%	\$72,887	\$57,509	\$84.20	78.90%
Non-Maint RXs:	266	28.03%	\$5,418	\$20.37	74.9	16.9	\$5,285	-\$133	-\$0.50	-2.51%	\$26,036	\$20,618	\$77.51	79.19%

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.



Top 25 Pharmacy Dispensing -by Dollar Amount
From 01/01/2019 to 01/31/2019

Report : RPT-157
Printed : 02/11/2019
Page: 1

120501 Montgomery Co IHCP-Retail																
RETAIL Montgomery Co IHCP-Retail																
Rank	Pharmacy Name	NABP	Brand Rx. Cnt	Amount	Generic Rx. Cnt	Amount	Brd Equiv. Rx. Cnt	Amount	Total Billed	Rx Count	Percent of Totals By Rx	By Amt	Avg Day Supply	Avg Cost Per Rx	C-II	DAW Ovrd
1	LONE STAR FAMILY HEALTH	4534219	10	\$1,232.05	116	1,741.80	0	0.00	\$2,973.85	126	13.02	22.59	27.7	\$23.60	0	0
2	KROGER PHARMACY	4523064	2	\$264.00	78	987.88	0	0.00	\$1,251.88	80	8.26	9.51	25.5	\$15.65	1	0
3	WALMART PHARMACY 10-	4592300	1	\$383.47	75	559.39	0	0.00	\$942.86	76	7.85	7.16	26.3	\$12.41	8	0
4	CVS PHARMACY #06741	4536528	3	\$320.72	37	408.39	0	0.00	\$729.11	40	4.13	5.54	18.9	\$18.23	1	1
5	WALMART PHARMACY 10-	4567042	2	\$487.96	28	227.25	0	0.00	\$715.21	30	3.10	5.43	27.0	\$23.84	0	0
6	WALMART PHARMACY 10-	5921211	2	\$148.25	64	527.38	0	0.00	\$675.63	66	6.82	5.13	26.6	\$10.24	3	2
7	WALMART PHARMACY 10-	4565113	0	\$0.00	45	634.63	0	0.00	\$634.63	45	4.65	4.82	27.6	\$14.10	0	0
8	CVS PHARMACY #07435	4564440	0	\$0.00	41	470.86	0	0.00	\$470.86	41	4.24	3.58	25.0	\$11.48	1	0
9	PINECROFT PHARMACY	5900611	0	\$0.00	3	439.05	0	0.00	\$439.05	3	0.31	3.33	30.0	\$146.35	0	0
10	KROGER PHARMACY	4511704	1	\$53.81	15	341.40	0	0.00	\$395.21	16	1.65	3.00	25.7	\$24.70	0	0
11	KROGER PHARMACY #138	4569527	0	\$0.00	41	328.61	0	0.00	\$328.61	41	4.24	2.50	27.3	\$8.01	1	0
12	KROGER PHARMACY #136	4522997	0	\$0.00	50	322.98	0	0.00	\$322.98	50	5.17	2.45	25.7	\$6.46	6	0
13	WALMART PHARMACY 10-	4567472	1	\$85.89	41	214.74	0	0.00	\$300.63	42	4.34	2.28	23.8	\$7.16	0	0
14	CVS PHARMACY #17420	4547242	0	\$0.00	5	237.86	0	0.00	\$237.86	5	0.52	1.81	13.2	\$47.57	0	0
15	SAMS PHARMACY	4517960	0	\$0.00	13	220.99	0	0.00	\$220.99	13	1.34	1.68	28.5	\$17.00	0	0
16	WALMART PHARMACY 10-	4528052	0	\$0.00	22	201.69	0	0.00	\$201.69	22	2.27	1.53	24.3	\$9.17	0	0
17	BROOKSHIRE BROTHERS	4519700	0	\$0.00	18	156.41	0	0.00	\$156.41	18	1.86	1.19	26.6	\$8.69	4	0
18	KROGER PHARMACY #359	5909190	0	\$0.00	6	153.28	0	0.00	\$153.28	6	0.62	1.16	30.0	\$25.55	1	0
19	CVS PHARMACY #10664	5916260	0	\$0.00	1	143.19	0	0.00	\$143.19	1	0.10	1.09	30.0	\$143.19	0	0

Total Dollars: Total calculated price for all RXs for Pharmacy (including copy)
% Total By RX: Percentage of RXs by Pharmacy vs. total RXs
% Total by Amt: Percentage of dollars by Pharmacy vs. total dollars (including copy)
Avg. Qty: Average quantity dispensed in each RX by Pharmacy

Avg Day Supply: Average total price for each RX by Pharmacy (including member copy)
C-II: 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



Top 25 Pharmacy Dispensing -by Dollar Amount
From 01/01/2019 to 01/31/2019

Report : RPT-157
Printed : 02/11/2019
Page: 2

Rank	Pharmacy Name	NABP	Brand RXs Cnt	Amount	Generic RXs Cnt	Amount	Brd Equiv. RXs Cnt	Amount	Total Billed	Rx Count	Percent of Totals By RX	By Amt	Avg Day Supply	Avg Cost Per RX C-II	DAW Ovrd
20	TEXAS PROFESSIONAL	4550617	0	\$0.00	8	130.98	0	0.00	\$130.98	8	0.83	0.99	23.5	\$16.37	0 0
21	CVS PHARMACY #05896	4533976	0	\$0.00	2	130.41	0	0.00	\$130.41	2	0.21	0.99	30.0	\$65.21	0 0
22	WALMART PHARMACY 10-	4517148	2	\$23.28	26	106.23	0	0.00	\$129.51	28	2.89	0.98	22.6	\$4.63	0 0
23	WALMART PHARMACY 10-	4540870	0	\$0.00	6	126.00	0	0.00	\$126.00	6	0.62	0.96	22.5	\$21	0 0
24	PHARMHOUSE DRUG -	5923645	0	\$0.00	17	118.93	0	0.00	\$118.93	17	1.76	0.90	24.0	\$7.00	3 0
25	HEB PHARMACY	5919139	0	\$0.00	4	116.30	0	0.00	\$116.30	4	0.41	0.88	30.0	\$29.08	0 0
SUBTOTAL FOR TOP25 :									\$12,046.06	786			642.31	\$716.67	
SUBTOTAL FOR ALL OTHER Pharmacies :									\$1,119.86	182			741.58	\$282.17	
TOTAL FOR PLAN :									\$13,165.92	968			1,383.90	\$998.84	
TOTAL FOR GROUP :									\$13,165.92	968			1,383.90	\$998.84	

Top 25 Physician Dispensing - by Dollar Amount
From 01/01/2019 to 01/31/2019

Report : RPT-156
Printed : 02/11/2019
Page: 1

120501 RETAIL		Montgomery Co IHCP-Retail													
		Montgomery Co IHCP-Retail													
Rank	Physician Name	Brand RXs. Cnt	Amount	Generic RXs. Cnt	Amount	Brd Equiv. RXs. Cnt	Amount	Total Billed	Rx Count	Percent of Totals By RX	By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrd
1	ANUGWOM, CHINASA	2	\$122.69	101	767.59	0	0.00	\$890.28	103	10.64	6.76	24.7	\$8.64	1	0
2	HAMME, CRISTINA	0	\$0.00	20	569.57	0	0.00	\$569.57	20	2.07	4.33	30.0	\$28.48	0	0
3	WU, KENNETH	0	\$0.00	10	522.58	0	0.00	\$522.58	10	1.03	3.97	29.0	\$52.26	4	0
4	SLAUTER, ELIZABETH	1	\$420.36	1	0.00	0	0.00	\$420.36	2	0.21	3.19	30.0	\$210.18	0	0
5	CHELIKANI, MURALIKRISHNA	1	\$419.08	0	0.00	0	0.00	\$419.08	1	0.10	3.18	30.0	\$419.08	0	0
6	MATHEW, NURZY	1	\$264.00	21	145.47	0	0.00	\$409.47	22	2.27	3.11	30.0	\$18.61	0	0
7	STANTON, RANAE	1	\$383.47	3	0.00	0	0.00	\$383.47	4	0.41	2.91	30.0	\$95.87	0	0
8	EMERICK, CAROLYN	1	\$304.27	31	64.73	0	0.00	\$369.00	32	3.31	2.80	27.4	\$11.53	0	0
9	REDDY, SUNIL	1	\$85.89	8	267.41	0	0.00	\$353.30	9	0.93	2.68	14.0	\$39.26	0	0
10	SINGH, BALBIR	0	\$0.00	5	345.28	0	0.00	\$345.28	5	0.52	2.62	18.4	\$69.06	0	0
11	SPRAYBERRY, CARRIE	0	\$0.00	2	332.15	0	0.00	\$332.15	2	0.21	2.52	30.0	\$166.08	0	0
12	PORTER, DANIEL	1	\$264.00	7	8.95	0	0.00	\$272.95	8	0.83	2.07	29.5	\$34.12	0	0
13	JOHN, JENNIFER	0	\$0.00	11	266.96	0	0.00	\$266.96	11	1.14	2.03	28.5	\$24.27	0	0
14	NGUYEN, CHANH	0	\$0.00	29	247.21	0	0.00	\$247.21	29	3.00	1.88	28.5	\$8.52	0	0
15	WILLIS, BRANCH	0	\$0.00	19	239.86	0	0.00	\$239.86	19	1.96	1.82	27.9	\$12.62	0	0
16	SHIMLOOK-FONG, NATALIE	0	\$0.00	6	226.35	0	0.00	\$226.35	6	0.62	1.72	18.3	\$37.73	0	0
17	STELLA, ANA	2	\$215.00	8	6.79	0	0.00	\$221.79	10	1.03	1.68	29.0	\$22.18	0	0
18	MORGAN, JOSHUA	2	\$123.20	7	87.41	0	0.00	\$210.61	9	0.93	1.60	22.3	\$23.40	0	0
19	BOBADILLA, MARIBETH	1	\$0.00	38	194.92	0	0.00	\$194.92	39	4.03	1.48	25.9	\$5.00	0	0

Total Dollars: Total calculated price for all RXs for Physician (including copay)
% Total By RX: Percentage of RXs by Physician vs. total RXs
% Total by Amt: Percentage of dollars by Physician vs. total dollars (including copay)
Avg. Qty: Average quantity dispensed in each RX by Physician

Avg Day Supply: Average Number of days supply dispensed by Physician for each RX
Avg. Cost Per Rx: Average total price for each RX by Physician (including member copay)
C-II: Total # of C-II Controlled RXs written by Physician
DAW Ovrd: Total # of DAW 1 (Physician) and DAW 2 (Member) Overrides

Note

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Top 25 Physician Dispensing - by Dollar Amount
From 01/01/2019 to 01/31/2019

Report : RPT-156
Printed : 02/11/2019
Page: 2

Rank	Physician Name	Brand RXs Cnt	Amount	Generic RXs Cnt	Amount	Brd Equiv. RXs Cnt	Amount	Total Billed	Rx Count	Percent of Totals By RX	By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrd
20	KIEFFER, HILARY	0	\$0.00	5	187.80	0	0.00	\$187.80	5	0.52	1.43	30.0	\$37.56	0	0
21	GERLA, LAURA	0	\$0.00	13	187.01	0	0.00	\$187.01	13	1.34	1.42	26.9	\$14.39	0	0
22	CHU, PING	0	\$0.00	8	185.52	0	0.00	\$185.52	8	0.83	1.41	18.9	\$23.19	7	0
23	CAMP, ASHLEY	0	\$0.00	9	164.97	0	0.00	\$164.97	9	0.93	1.25	28.9	\$18.33	0	0
24	FERNANDES, LAURA	0	\$0.00	18	158.59	0	0.00	\$158.59	18	1.86	1.20	30.0	\$8.81	0	0
25	DUFF, HEATHER	2	\$98.03	6	59.46	0	0.00	\$157.49	8	0.83	1.20	15.3	\$19.69	0	0
SUBTOTAL FOR TOP25 :								\$7,936.57	402			653.43	\$1,408.84		
SUBTOTAL FOR ALL OTHER PHYSICIANS :								\$5,229.35	566			4,093.39	\$2,383.27		
TOTAL FOR PLAN :								\$13,165.92	968			4,746.83	\$3,792.11		
TOTAL FOR GROUP :								\$13,165.92	968			4,746.83	\$3,792.11		

Top 25 Therapy Classes by- Dollar Amount
From 01/01/2019 to 01/31/2019

Report: RPT-147
Printed: 02/11/2019
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120501 RETAIL		Montgomery Co IHCP-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	By Amt
1	7260	*Anticonvulsants - Misc.**	46	0	29.24	\$65.66	46	\$3,020.34	4.75	14.1
2	5120	*Digestive Enzymes**	2	0	30.00	\$713.68	2	\$1,427.36	.21	6.66
3	4420	*Sympathomimetics**	21	0	20.52	\$58.31	21	\$1,224.58	2.17	5.72
4	4410	*Bronchodilators - Anticholinergics**	4	0	23.25	\$244.17	4	\$976.69	.41	4.56
5	2710	*Insulin**	6	0	28.33	\$157.17	6	\$943.00	.62	4.4
6	3400	*Calcium Channel Blockers**	38	0	30.00	\$22.28	38	\$846.50	3.93	3.95
7	3320	*Beta Blockers Cardio-Selective**	36	0	30.00	\$19.38	36	\$697.50	3.72	3.26
8	3940	*HMG CoA Reductase Inhibitors**	64	0	29.61	\$9.76	64	\$624.59	6.61	2.92
9	9055	*Corticosteroids - Topical**	4	0	29.50	\$110.02	4	\$440.06	.41	2.05
10	7510	*Central Muscle Relaxants**	33	0	24.85	\$13.00	33	\$429.12	3.41	2
11	6520	*Opioid Partial Agonists**	1	0	30.00	\$425.01	1	\$425.01	.1	1.98
12	8337	*Direct Factor Xa Inhibitors**	1	0	30.00	\$422.41	1	\$422.41	.1	1.97
13	2810	*Thyroid Hormones**	28	0	29.89	\$13.18	28	\$369.15	2.89	1.72
14	8910	*Rectal Steroids**	1	0	30.00	\$338.15	1	\$338.15	.1	1.58
15	6510	*Opioid Agonists**	16	0	23.75	\$20.49	16	\$327.80	1.65	1.53
16	6599	*Opioid Combinations**	31	0	17.26	\$10.56	31	\$327.27	3.2	1.53
17	0400	*Tetracyclines**	7	0	13.71	\$44.75	7	\$313.28	.72	1.46
18	3920	*Fibric Acid Derivatives**	10	0	30.00	\$30.92	10	\$309.21	1.03	1.44
19	7250	*Valproic Acid**	1	0	30.00	\$308.4	1	\$308.40	.1	1.44
20	3610	*ACE Inhibitors**	52	0	30.00	\$5.92	52	\$307.79	5.37	1.44
21	5025	*5-HT3 Receptor Antagonists**	7	0	10.43	\$39.90	7	\$279.27	.72	1.3
22	3310	*Beta Blockers Non-Selective**	5	0	17.00	\$54.91	5	\$274.57	.52	1.28
23	4927	*Proton Pump Inhibitors**	39	0	30.00	\$6.71	39	\$261.64	4.03	1.22
24	6610	*Nonsteroidal Anti-inflammatory Agents (NSAIDs)**	24	0	24.58	\$10.50	24	\$252.09	2.48	1.18
25	4699	*Laxative Combinations**	4	0	1.00	\$61.95	4	\$247.81	.41	1.16
SUBTOTAL FOR TOP 25 :			481	0	622.93	\$3,207.19	481	\$15,393.59		
SUBTOTAL FOR ALL OTHER CLASSES :			487	0	2,264.76	\$2,328.54	487	\$6,031.67		
TOTAL FOR PLAN:			968	0	2,887.69	\$5,535.72	968	\$21,425.26		
TOTAL FOR GROUP :			968	0	2,887.69	\$5,535.72	968	\$21,425.26		

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 January 31, 2019



Rank	Therapy Class	Billed Amount
1	Anticonvulsants - Misc.	\$2,698.28
2	Sympathomimetics	\$1,383.79
3	Bronchodilators - Anticholinergics	\$936.69
4	Insulin	\$868.00
5	Calcium Channel Blockers	\$596.42
6	Beta Blockers Cardio-Selective	\$468.60
7	Opioid Partial Agonists	\$425.01
8	Corticosteroids - Topical	\$397.94
9	Rectal Steroids	\$330.65
10	Digestive Enzymes	\$304.27
11	Valproic Acid	\$300.90
12	Opioid Agonists	\$255.41
13	Tetracyclines	\$250.15
14	Fibric Acid Derivatives	\$241.71
15	Laxative Combinations	\$207.81
16	HMG CoA Reductase Inhibitors	\$191.70
17	5-HT3 Receptor Antagonists	\$188.50
18	Vaginal Anti-infectives	\$187.00
19	Bile Acid Sequestrants	\$177.18
20	Central Muscle Relaxants	\$173.59
21	Nonsteroidal Anti-inflammatory Agents (NSAIDs)	\$173.21
22	Thyroid Hormones	\$170.00
23	Beta Blockers Non-Selective	\$156.04
24	Herpes Agents	\$143.43
25	Vasopressors	\$135.39
Grand Total		\$11,361.67

AGENDA ITEM # 23

Board Mtg: 2/26/19

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

**Montgomery County Hospital District
Summary of Claims Processed Through (TPA) Boon-Chapman
For the Period 12/6/18 through 1/31/19**

Disbursement Date	Board Reviewed	Payments Made to All Other Vendors (Non-UPL)	
<u>December</u>			
December 6, 2018	Yes	\$	14,600.75
December 13, 2018	Yes	\$	29,180.32
December 20, 2018	Yes	\$	142,764.72
Total December Payments - MTD		\$	186,545.79
Monthly Budget - December 2018		\$	254,193.00
<u>January</u>			
January 3, 2019	No	\$	41,762.71
January 10, 2019	No	\$	55,682.71
January 17, 2019	No	\$	48,276.91
January 24, 2019	No	\$	24,319.06
January 31, 2019	No	\$	44,948.01
Total January Payments - MTD		\$	214,989.40
Monthly Budget - January 2019		\$	254,193.00

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

AGENDA ITEM # 24

Board Mtg: 2/26/19

Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman.

**Montgomery County Hospital District
Summary of Claims Processed Through (TPA) Boon-Chapman
For the Period 2/1/2019 through 2/28/2019**

<u>Disbursement Date</u>	<u>Value of Services Provided by CRMC and Affiliated Providers</u>
<u>February</u>	
February Voluntary Contribution for Medicaid 1115 Waiver Program	\$ 127,586.00
Budgeted Amount February 2019	\$ 127,586.00
Over / (Under) Budget	\$ -

AGENDA ITEM # 25

Board Mtg.: 2/26/19

Montgomery County Hospital District Financial Dashboard for January 2019 (dollars expressed in 000's)

	Jan 2019	Jan 2018	Var	Var %
Cash and Investments	59,461	57,661	1,800	3.1%

Legend	
Green	Favorable Variance
Red	Unfavorable Variance

Income Statement	January 2019				Year to Date			
	Act	Bud	Var	Var %	Act	Bud	Var	Var %
Revenue								
Tax Revenue	13,328	11,001	2,327	21.2%	28,616	27,024	1,592	5.9%
EMS Net Revenue	1,210	1,246	(36)	-2.9%	4,419	4,858	(439)	-9.0%
Other Revenue	442	322	120	37.3%	2,316	1,382	935	67.7%
Total Revenue	14,979	12,568	2,411	19.2%	35,351	33,263	2,087	6.3%
Expenses								
Payroll	2,864	2,949	(85)	-2.9%	11,159	11,341	(182)	-1.6%
Operating	1,138	1,144	(6)	-0.5%	4,310	4,744	(434)	-9.1%
Indigent Healthcare	343	382	(39)	-10.3%	1,272	1,527	(255)	-16.7%
Total Operating Expenses	4,345	4,474	(129)	-2.9%	16,741	17,612	(871)	-4.9%
Capital	1,244	1,240	4	0.3%	1,737	1,738	(2)	-0.1%
Total Expenditures	5,589	5,714	(125)	-2.2%	18,478	19,350	(873)	-4.5%
Revenue Over / (Under) Expenses	9,390	6,854	2,536	37.0%	16,873	13,913	2,960	21.3%

Tax Revenue: Year-to-date, Tax Revenue is over budget by \$1,592k; 86.88% of tax revenue has been collected.

EMS Net Revenue: Year-to-date, EMS Revenue is \$439k less than budget. Total billable trips are 2.3% lower than last year.

Other Revenue: Year-to-date, Other Revenue is \$935k more than budget; \$716k is related to the FEMA receivable for reimbursement of Hurricane Harvey expenses.

Payroll: Overall, Payroll Expenses are \$182k under budget year-to-date.

Operating Expenses: Generally, Operating Expenses are under budget year-to-date by \$434k with most variances being due to timing.

Indigent Care Expenses: Indigent Healthcare Specialty Care Expenses are under budget by \$255k due to lower than budgeted number of clients and care directed to our Uncompensated Care providers.

Capital Expenditures: Capital expenditures are coinciding closely to budget and are only \$2k under budget year-to-date.

Montgomery County Hospital District
Balance Sheet
As of January 31, 2019

		Fund 10	Fund 14	Total
		1/31/2019	1/31/2019	1/31/2019
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	\$8,347,098.75	\$0.00	\$8,347,098.75
10-000-13100	Texpool-District-BS	\$21,138,156.87	\$0.00	\$21,138,156.87
10-000-13300	Investments-WF Bank-BS	\$7,105,043.20	\$0.00	\$7,105,043.20
10-000-13400	TexStar Investment Pool-BS	\$21,129,133.99	\$0.00	\$21,129,133.99
10-000-13500	Investments-BS	\$1,700,774.00	\$0.00	\$1,700,774.00
10-000-13501	Investments-Cash-BS	\$38,616.61	\$0.00	\$38,616.61
Total Cash and Equivalents		\$59,460,773.42	\$0.00	\$59,460,773.42
Receivables				
10-000-14100	A/R-EMS Billings-BS	\$6,875,447.88	\$0.00	\$6,875,447.88
10-000-14200	Allowance for Bad Debts-BS	(\$2,944,822.54)	\$0.00	(\$2,944,822.54)
10-000-14300	A/R-Other-BS	\$6,013,445.49	\$0.00	\$6,013,445.49
10-000-14305	A/R Employee-BS	\$3,914.02	\$0.00	\$3,914.02
10-000-14525	Receivable from Component Unit-BS	\$235,155.46	\$0.00	\$235,155.46
10-000-14700	Taxes Receivable-BS	\$5,288,315.11	\$0.00	\$5,288,315.11
10-000-14750	Allowance for bad debt-tax rev-BS	(\$436,734.80)	\$0.00	(\$436,734.80)
Total Receivables		\$15,034,720.62	\$0.00	\$15,034,720.62
Other Assets				
10-000-14900	Prepaid Expenses-BS	\$185,571.25	\$0.00	\$185,571.25
10-000-15000	Inventory-BS	\$669,135.78	\$0.00	\$669,135.78
14-000-18100	Deferred Compensation-BS	\$0.00	\$1,255.52	\$1,255.52
Total Other Assets		\$854,707.03	\$1,255.52	\$855,962.55
TOTAL ASSETS		\$75,350,201.07	\$1,255.52	\$75,351,456.59
LIABILITIES				
Current Liabilities				
10-000-20500	Accounts Payable-BS	\$295,947.97	\$0.00	\$295,947.97
10-000-20600	Accounts Payable-Other-BS	\$96,744.52	\$0.00	\$96,744.52
10-000-21000	Accrued Expenditures-BS	\$388,383.39	\$0.00	\$388,383.39
10-000-21400	Accrued Payroll-BS	\$848,367.66	\$0.00	\$848,367.66
10-000-21525	P/R-United Way Deductions-BS	\$3,751.44	\$0.00	\$3,751.44
10-000-21585	P/R-Flexible Spending-BS-BS	\$10,833.36	\$0.00	\$10,833.36
10-000-21590	P/R-Premium Cancer/Accident-BS	(\$129.02)	\$0.00	(\$129.02)
10-000-21650	TCDRS Defined Benefit Plan-BS	\$334,537.19	\$0.00	\$334,537.19
14-000-23100	Due to Participants-BS	\$0.00	\$1,255.52	\$1,255.52
Total Current Liabilities		\$1,978,436.51	\$1,255.52	\$1,979,692.03
Deferred Liabilities				
10-000-23000	Deferred Tax Revenue-BS	\$4,851,580.31	\$0.00	\$4,851,580.31
10-000-23200	Deferred Revenue-BS	\$518,759.24	\$0.00	\$518,759.24
Total Deferred Liabilities		\$5,370,339.55	\$0.00	\$5,370,339.55
TOTAL LIABILITIES		\$7,348,776.06	\$1,255.52	\$7,350,031.58

Montgomery County Hospital District
Balance Sheet
As of January 31, 2019

CAPITAL				
10-000-30225	Assigned - Open Purchase Orders-BS	\$7,052,941.70	\$0.00	\$7,052,941.70
10-000-30400	Nonspendable - Inventory-BS	\$669,135.78	\$0.00	\$669,135.78
10-000-30700	Nonspendable - Prepaids-BS	\$185,571.25	\$0.00	\$185,571.25
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	\$45,520,453.47	\$0.00	\$45,520,453.47
TOTAL CAPITAL		\$68,001,425.01	\$0.00	\$68,001,425.01
TOTAL LIABILITIES AND CAPITAL		\$75,350,201.07	\$1,255.52	\$75,351,456.59

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended January 31, 2019

		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	13,290,226.50	10,953,735.00	2,336,491.50	28,470,276.83	26,818,277.00	1,651,999.83	32,282,388.00	88.19%	3,812,111.17
40100	Delinquent Tax Revenue	27,461.49	38,198.00	(10,736.51)	105,131.89	160,715.00	(55,583.11)	362,766.00	28.98%	257,634.11
40200	Penalties and Interest	9,835.10	8,631.00	1,204.10	40,141.87	44,531.00	(4,389.13)	290,054.00	13.84%	249,912.13
Total Tax Revenue		13,327,523.09	11,000,564.00	2,326,959.09	28,615,550.59	27,023,523.00	1,592,027.59	32,935,208.00	86.88%	4,319,657.41
EMS Net Revenue										
43100	EMS - Advanced Life Support Revenue	1,869,430.22	1,807,342.00	62,088.22	7,291,397.76	7,171,067.00	120,330.76	21,279,996.00	34.26%	13,988,598.24
43200	EMS - Basic Life Support Revenue	317,392.08	471,864.00	(154,471.92)	1,351,461.76	1,872,235.00	(520,773.24)	5,555,820.00	24.33%	4,204,358.24
43300	Transfer Service Fees	236,567.28	212,511.00	24,056.28	882,297.55	659,692.00	222,605.55	2,914,729.00	30.27%	2,032,431.45
43400	Non-Transport Fees	20,639.25	170,763.00	(150,123.75)	83,784.25	677,543.00	(593,758.75)	2,010,594.00	4.17%	1,926,809.75
43500	Contractual Allowance	(617,132.43)	(705,557.00)	88,424.57	(2,405,110.45)	(2,750,843.00)	345,732.55	(8,416,705.00)	28.58%	(6,011,594.55)
43520	Provision for Bad Debt	(646,579.56)	(737,507.00)	90,927.44	(2,886,700.47)	(2,875,408.00)	(11,292.47)	(8,797,834.00)	32.81%	(5,911,133.53)
43600	Recovery of Bad Debt - EMS	29,914.15	26,625.00	3,289.15	101,616.60	103,806.00	(2,189.40)	317,613.00	31.99%	215,996.40
Total EMS Net Revenue		1,210,230.99	1,246,041.00	(35,810.01)	4,418,747.00	4,858,092.00	(439,345.00)	14,864,213.00	29.73%	10,445,466.00
Other Revenue										
41100	Investment Income - MCHD	98,029.78	43,500.00	54,529.78	325,210.76	174,000.00	151,210.76	522,000.00	62.30%	196,789.24
41250	Interest Income	1,062.70	1,114.00	(51.30)	4,292.59	4,518.00	(225.41)	13,054.00	32.88%	8,761.41
41300	Tobacco Settlement Proceeds	0.00	0.00	0.00	0.00	0.00	0.00	600,000.00	0.00%	600,000.00
41400	Weyland Bldg. Land Lease	0.00	0.00	0.00	8,265.51	8,266.00	(0.49)	33,064.00	25.00%	24,798.49
41500	Miscellaneous Income	11,503.83	5,350.00	6,153.83	744,214.14	45,500.00	698,714.14	342,110.00	217.54%	(402,104.14)
41510	Rx Discount Card Royalties	420.58	480.00	(59.42)	1,920.00	783.00	(1,137.00)	5,760.00	13.59%	4,977.00
41600	Tenant Rent Income	7,481.25	7,750.00	(268.75)	29,925.00	31,000.00	(1,075.00)	93,000.00	32.18%	63,075.00
42200	P.A. Processing Fees	165.00	285.00	(120.00)	805.00	1,140.00	(335.00)	3,420.00	23.54%	2,615.00
43700	Contract Revenue (Net)	0.00	0.00	0.00	0.00	0.00	0.00	155,663.00	0.00%	155,663.00
43750	1115 Waiver - Paramedicine	146,100.00	110,000.00	36,100.00	435,400.00	440,000.00	(4,600.00)	1,320,000.00	32.98%	884,600.00
43800	Education/Training Revenue	44,147.40	22,900.00	21,247.40	103,621.90	59,243.00	44,378.90	136,943.00	75.67%	33,321.10
43910	Stand-By Fees	1,650.00	0.00	1,650.00	45,737.50	40,800.00	4,937.50	66,900.00	68.37%	21,162.50
43920	EMS - Trauma Fund Income	0.00	0.00	0.00	0.00	25,000.00	(25,000.00)	25,000.00	0.00%	25,000.00
43950	Ambulance Supplemental Payment Program	0.00	0.00	0.00	0.00	0.00	0.00	1,600,000.00	0.00%	1,600,000.00
44000	Management Fee Revenue	8,333.33	8,333.00	0.33	33,333.32	33,333.00	0.32	100,000.00	33.33%	66,666.68
44100	Employee Medical Premiums	84,109.13	85,074.00	(964.87)	364,551.21	383,554.00	(19,002.79)	1,107,404.00	32.92%	742,852.79
45100	Dispatch Fees	8,244.00	7,000.00	1,244.00	32,124.00	28,000.00	4,124.00	222,438.00	14.44%	190,314.00
45150	MDC Revenue - First Responder	0.00	0.00	0.00	0.00	10,000.00	(10,000.00)	75,300.00	0.00%	75,300.00
46300	Inter Local 800 Mhz	0.00	0.00	0.00	0.00	0.00	0.00	100,000.00	0.00%	100,000.00
46500	VHF Project Revenue	9,864.80	9,854.00	10.80	39,356.00	39,356.00	0.00	118,567.00	33.19%	79,211.00
46550	Tower Contract Revenue	20,572.21	12,000.00	8,572.21	131,412.93	48,000.00	83,412.93	180,894.00	72.65%	49,481.07
49010	Sale of Assets	0.00	8,000.00	(8,000.00)	17,434.00	8,000.00	9,434.00	24,000.00	72.64%	6,566.00
Total Other Revenue		441,684.01	321,640.00	120,044.01	2,316,466.86	1,381,630.00	934,836.86	6,845,517.00	33.84%	4,529,050.14
Total Revenue		14,979,438.09	12,568,245.00	2,411,193.09	35,350,764.45	33,263,245.00	2,087,519.45	54,644,938.00	64.69%	19,294,173.55
Expenses										
Payroll Expenses										
51100	Regular Pay	1,564,772.49	1,818,230.33	(253,457.84)	6,593,570.04	7,176,431.99	(582,861.95)	21,536,814.33	30.62%	14,943,244.29
51200	Overtime Pay	239,877.01	174,975.67	64,901.34	826,759.83	689,401.01	137,358.82	2,057,273.67	40.19%	1,230,513.84
51300	Paid Time Off	291,952.96	144,533.00	147,419.96	839,323.49	570,476.00	268,847.49	1,801,746.00	46.58%	962,422.51
51400	Stipend Pay	4,408.60	7,307.00	(2,898.40)	93,958.04	29,228.00	64,730.04	87,684.00	107.16%	(6,274.04)
51500	Payroll Taxes	152,415.19	164,099.00	(11,683.81)	589,822.54	647,622.00	(57,799.46)	1,949,496.00	30.26%	1,359,673.46
51650	TCDRS Plan	143,074.52	138,140.00	4,934.52	570,841.43	567,935.00	2,906.43	1,663,889.00	34.31%	1,093,047.57
51700	Health & Dental	167,186.50	165,409.00	1,777.50	273,001.31	315,886.00	(42,884.69)	725,781.00	37.61%	452,779.69
51710	Health Insurance Claims	241,855.68	275,818.00	(33,962.32)	1,189,742.73	1,103,272.00	86,470.73	3,309,816.00	35.95%	2,120,073.27
51720	Health Insurance Admin Fees	58,401.51	60,063.00	(1,661.49)	181,605.03	240,252.00	(58,646.97)	720,756.00	25.20%	539,150.97
Total Payroll Expenses		2,863,944.46	2,948,575.00	(84,630.54)	11,158,624.44	11,340,504.00	(181,879.56)	33,853,256.00	32.96%	22,694,631.56
Operating Expenses										
52000	Accident Repair	3,796.52	2,500.00	1,296.52	8,160.38	10,000.00	(1,839.62)	30,000.00	27.20%	21,839.62
52100	Accounting/Auditing Fees	20,000.00	15,000.00	5,000.00	20,000.00	15,000.00	5,000.00	43,700.00	45.77%	23,700.00
52200	Advertising	0.00	300.00	(300.00)	651.91	800.00	(148.09)	3,300.00	19.75%	2,648.09

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended January 31, 2019

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
52300	Bank Charges	0.00	0.00	0.00	39.04	0.00	39.04	0.00	0.00%	(39.04)
52350	Credit Card Processing Fee	1,241.69	1,500.00	(258.31)	5,894.13	5,700.00	194.13	18,750.00	31.44%	12,855.87
52500	Bio-Waste Removal	2,538.99	2,655.00	(116.01)	7,616.97	10,845.00	(3,228.03)	32,760.00	23.25%	25,143.03
52600	Books/Materials	7,706.10	3,240.00	4,466.10	33,289.69	19,058.00	14,231.69	45,688.00	72.86%	12,398.31
52700	Business Licenses	412.00	1,503.00	(1,091.00)	2,894.80	3,003.00	(108.20)	34,900.00	8.29%	32,005.20
52725	Capital Lease Expense	38,738.29	38,793.00	(54.71)	248,025.87	248,737.00	(711.13)	562,049.00	44.13%	314,023.13
52900	Collection Fees	21,440.72	26,013.00	(4,572.28)	105,324.30	108,392.00	(3,067.70)	325,096.00	32.40%	219,771.70
52950	Community Education	997.35	2,155.00	(1,157.65)	3,216.53	8,055.00	(4,838.47)	14,350.00	22.41%	11,133.47
53000	Computer Maintenance	2,341.00	3,800.00	(1,459.00)	103,794.05	95,416.00	8,378.05	491,912.00	21.10%	388,117.95
53050	Computer Software	73,043.09	70,256.00	2,787.09	178,529.95	214,344.00	(35,814.05)	990,189.00	18.03%	811,659.05
53075	Computer Software - MDC First Responder	0.00	0.00	0.00	0.00	10,000.00	(10,000.00)	39,695.00	0.00%	39,695.00
53100	Computer Supplies/Non-Cap.	4,655.86	4,600.00	55.86	27,152.42	31,420.00	(4,267.58)	51,040.00	53.20%	23,887.58
53150	Conferences-Fees, Travel, and Meals	3,589.11	14,980.00	(11,390.89)	61,367.20	64,846.00	(3,478.80)	190,475.00	32.22%	129,107.80
53310	Contractual Obligations-County Appraisal	(432.00)	7,650.00	(8,082.00)	72,641.44	80,724.00	(8,082.56)	322,896.00	22.50%	250,254.56
53320	Contractual Obligations-Tax Collector Assessor	(17.95)	492.00	(509.95)	78,643.62	76,133.00	2,510.62	78,533.00	100.14%	(110.62)
53330	Contractual Obligations- Other	5,880.00	1,000.00	4,880.00	25,695.00	2,000.00	23,695.00	9,700.00	264.90%	(15,995.00)
53500	Customer Property Damage	650.00	0.00	650.00	2,292.20	3,600.00	(1,307.80)	21,600.00	10.61%	19,307.80
53550	Customer Relations	3,162.00	2,925.00	237.00	12,100.40	11,700.00	400.40	39,100.00	30.95%	26,999.60
53800	Disposable Linen	5,229.22	5,719.00	(489.78)	16,348.84	37,876.00	(21,527.16)	128,628.00	12.71%	112,279.16
53900	Disposable Medical Supplies	117,100.27	86,298.00	30,802.27	340,773.47	346,135.34	(5,361.87)	1,036,519.34	32.88%	695,745.87
54000	Drug Supplies	27,152.56	17,028.00	10,124.56	80,682.63	80,672.06	10.57	186,596.06	43.24%	105,913.43
54100	Dues/Subscriptions	1,555.00	2,166.00	(611.00)	34,792.19	32,847.00	1,945.19	63,974.00	54.38%	29,181.81
54200	Durable Medical Equipment	26,372.34	18,107.00	8,265.34	77,051.60	72,041.00	5,010.60	398,163.00	19.35%	321,111.40
54350	Employee Health/Wellness	574.42	11,376.00	(10,801.58)	2,703.16	14,720.00	(12,016.84)	27,160.00	9.95%	24,456.84
54450	Employee Recognition	7,096.03	4,640.00	2,456.03	42,524.30	42,392.00	132.30	103,305.00	41.16%	60,780.70
54500	Equipment Rental	1,805.57	2,900.00	(1,094.43)	53,537.44	54,800.00	(1,262.56)	64,400.00	83.13%	10,862.56
54700	Fuel - Auto	39,481.41	71,176.00	(31,694.59)	181,049.67	284,704.00	(103,654.33)	854,112.00	21.20%	673,062.33
54725	Fuel - Non-Auto	0.00	0.00	0.00	0.00	0.00	0.00	4,500.00	0.00%	4,500.00
54800	Hazardous Waste Removal	70.00	160.00	(90.00)	327.00	640.00	(313.00)	1,920.00	17.03%	1,593.00
54900	Insurance	71,587.74	81,958.00	(10,370.26)	161,625.31	167,430.00	(5,804.69)	542,430.00	29.80%	380,804.69
55025	Interest Expense	1,800.69	1,746.00	54.69	7,657.68	7,664.00	(6.32)	18,663.00	41.03%	11,005.32
55075	Late Fees	0.00	0.00	0.00	15,000.00	0.00	15,000.00	0.00	0.00%	(15,000.00)
55100	Laundry Service & Purchase	143.94	260.00	(116.06)	767.49	1,040.00	(272.51)	3,120.00	24.60%	2,352.51
55400	Leases/Contracts	6,330.06	5,275.00	1,055.06	19,198.56	21,100.00	(1,901.44)	78,600.00	24.43%	59,401.44
55500	Legal Fees	7,518.00	15,093.00	(7,575.00)	23,784.00	37,000.00	(13,216.00)	114,467.00	20.78%	90,683.00
55600	Maintenance & Repairs-Buildings	53,807.44	36,450.00	17,357.44	139,000.54	169,895.00	(30,894.46)	567,945.00	24.47%	428,944.46
55650	Maintenance-Contract Equipment	27,034.16	32,620.00	(5,585.84)	44,193.68	43,120.00	1,073.68	468,450.00	9.43%	424,256.32
55700	Management Fees	21,841.37	35,411.00	(13,569.63)	111,791.54	139,044.00	(27,252.46)	417,132.00	26.80%	305,340.46
55900	Meals - Business and Travel	171.71	0.00	171.71	419.80	646.00	(226.20)	2,984.00	14.07%	2,564.20
56100	Meeting Expenses	898.08	75.00	823.08	7,512.09	5,118.00	2,394.09	21,208.00	35.42%	13,695.91
56200	Mileage Reimbursements	166.75	1,052.00	(885.25)	1,991.03	4,418.00	(2,426.97)	15,600.00	12.76%	13,608.97
56300	Office Supplies	1,173.75	1,585.00	(411.25)	5,400.46	6,340.00	(939.54)	19,145.00	28.21%	13,744.54
56400	Oil & Lubricants	4,347.32	4,300.00	47.32	11,276.47	11,200.00	76.47	27,600.00	40.86%	16,323.53
56500	Other Services	11,507.25	12,387.00	(879.75)	46,684.32	54,888.00	(8,203.68)	138,594.00	33.68%	91,909.68
56550	Other Services - DSRIP	0.00	0.00	0.00	482,868.02	551,712.00	(68,843.98)	1,131,025.00	42.69%	648,156.98
56600	Oxygen & Gases	4,872.32	6,500.00	(1,627.68)	20,161.64	20,322.35	(160.71)	54,376.35	37.08%	34,214.71
56900	Postage	4,578.75	2,850.00	1,728.75	10,473.52	11,400.00	(926.48)	34,200.00	30.62%	23,726.48
57000	Printing Services	6,817.56	3,425.00	3,392.56	8,840.53	13,427.81	(4,587.28)	22,742.81	38.87%	13,902.28
57100	Professional Fees	84,017.59	132,649.75	(48,632.16)	326,404.83	378,295.66	(51,890.83)	1,275,150.04	25.60%	948,745.21
57200	Radio Repairs - Outsourced (Depot)	548.75	500.00	48.75	5,189.30	10,750.00	(5,560.70)	39,900.00	13.01%	34,710.70
57225	Radio Repair - Parts	7,992.62	9,350.00	(1,357.38)	52,240.21	52,522.60	(282.39)	86,922.60	60.10%	34,682.39
57250	Radios	0.00	0.00	0.00	0.00	500.00	(500.00)	151,000.00	0.00%	151,000.00
57300	Recruit/Investigate	5,881.74	2,233.00	3,648.74	13,640.69	8,932.00	4,708.69	36,800.00	37.07%	23,159.31
57500	Rent	15,907.19	16,802.00	(894.81)	63,628.81	66,209.00	(2,580.19)	200,626.00	31.72%	136,997.19
57650	Repair-Equipment	3,165.79	2,550.00	615.79	5,158.25	9,828.61	(4,670.36)	41,328.61	12.48%	36,170.36
57700	Shop Tools	411.34	358.00	53.34	3,108.48	5,390.38	(2,281.90)	17,104.38	18.17%	13,995.90
57725	Shop Supplies	4,311.78	3,850.00	461.78	11,558.06	16,100.00	(4,541.94)	49,900.00	23.16%	38,341.94
57750	Small Equipment & Furniture	194,404.43	131,882.00	62,522.43	299,116.01	243,561.63	55,554.38	881,666.20	33.93%	582,550.19
57800	Special Events Supplies	0.00	0.00	0.00	0.00	525.00	(525.00)	3,100.00	0.00%	3,100.00
57900	Station Supplies	4,022.49	4,100.00	(77.51)	16,012.21	21,376.88	(5,364.67)	68,801.88	23.27%	52,789.67
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	5,220.28	9,984.00	(4,763.72)	26,271.89	41,101.00	(14,829.11)	121,678.00	21.59%	95,406.11

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended January 31, 2019

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
58310	Telephones-Service	16,393.98	17,555.00	(1,161.02)	62,845.93	70,220.00	(7,374.07)	210,660.00	29.83%	147,814.07
58320	Telephones - Long Distance	325.46	834.00	(508.54)	1,403.16	3,336.00	(1,932.84)	10,008.00	14.02%	8,604.84
58500	Training/Related Expenses-CE	7,355.39	8,496.00	(1,140.61)	24,457.74	34,897.00	(10,439.26)	168,361.00	14.53%	143,903.26
58550	Tuition Reimbursement	9,849.60	3,500.00	6,349.60	24,094.94	14,000.00	10,094.94	42,000.00	57.37%	17,905.06
58600	Travel Expenses	0.00	2,780.00	(2,780.00)	3,003.88	8,880.00	(5,876.12)	13,200.00	22.76%	10,196.12
58700	Uniforms	13,306.67	9,625.00	3,681.67	35,892.53	68,644.53	(32,752.00)	219,694.53	16.34%	183,802.00
58800	Utilities	31,032.52	33,820.00	(2,787.48)	123,801.36	135,880.00	(12,078.64)	408,840.00	30.28%	285,038.64
58900	Vehicle-Batteries	3,016.20	2,900.00	116.20	6,500.48	6,500.00	0.48	9,900.00	65.66%	3,399.52
59000	Vehicle-Outside Services	330.00	0.00	330.00	1,030.00	3,000.00	(1,970.00)	12,000.00	8.58%	10,970.00
59050	Vehicle-Parts	55,302.92	53,000.00	2,302.92	142,665.24	143,173.31	(508.07)	360,173.31	39.61%	217,508.07
59100	Vehicle-Registration	285.83	208.00	77.83	488.83	832.00	(343.17)	2,496.00	19.58%	2,007.17
59150	Vehicle-Tires	6,671.04	5,000.00	1,671.04	19,238.83	20,000.00	(761.17)	60,000.00	32.06%	40,761.17
59200	Vehicle-Towing	614.00	1,400.00	(786.00)	2,654.00	2,600.00	54.00	4,800.00	55.29%	2,146.00
51800	Unemployment Ins.	(8,400.00)	4,200.00	(12,600.00)	(11,834.00)	16,800.00	(28,634.00)	50,400.00	-23.48%	62,234.00
59350	Worker's Compensation Insurance	35,453.81	26,292.00	9,161.81	106,127.01	105,168.00	959.01	315,504.00	33.64%	209,376.99
Total Operating Expenses		1,138,197.90	1,143,787.75	(5,589.85)	4,310,465.55	4,744,389.16	(433,923.61)	14,758,307.11	29.21%	10,447,841.56
Indigent Care Expenses										
53350	1115 Medicaid Waiver - Uncompensated Care	127,586.00	127,586.00	0.00	510,344.00	510,344.00	0.00	1,531,032.00	33.33%	1,020,688.00
57850	Specialty Healthcare Providers	214,966.85	254,193.00	(39,226.15)	761,655.93	1,016,772.00	(255,116.07)	3,050,316.00	24.97%	2,288,660.07
Total Indigent Care Expenses		342,552.85	381,779.00	(39,226.15)	1,271,999.93	1,527,116.00	(255,116.07)	4,581,348.00	27.76%	3,309,348.07
Total Operating, Payroll and Indigent Care Expenses		4,344,695.21	4,474,141.75	(129,446.54)	16,741,089.92	17,612,009.16	(870,919.24)	53,192,911.11	31.47%	36,451,821.19
Capital Expenditures										
52753	Capital Purchases / Building Improvements	0.00	0.00	0.00	112,500.00	112,500.00	0.00	2,947,500.00	3.82%	2,835,000.00
52754	Capital Purchases / Equipment	606,246.19	602,645.70	3,600.49	778,388.06	781,002.16	(2,614.10)	4,942,582.21	15.75%	4,164,194.15
52755	Capital Purchases - Vehicles	638,178.54	637,429.00	749.54	845,728.54	844,979.00	749.54	4,771,232.00	17.73%	3,925,503.46
Total Capital Expenditures		1,244,424.73	1,240,074.70	4,350.03	1,736,616.60	1,738,481.16	(1,864.56)	12,661,314.21	13.72%	10,924,697.61
Total Expenditures		5,589,119.94	5,714,216.45	(125,096.51)	18,477,706.52	19,350,490.32	(872,783.80)	65,854,225.32	28.06%	47,376,518.80
Revenue over Expenses		9,390,318.15	6,854,028.55	2,536,289.60	16,873,057.93	13,912,754.68	2,960,303.25	(11,209,287.32)	-150.53%	(28,082,345.25)

AGENDA ITEM # 25

Board Mtg.: 2/26/2019

Montgomery County Hospital District Accounts Receivable Analysis

Days in Accounts Receivable

	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19
A/R Balance	7,114,883	6,483,071	6,337,103	5,885,817	6,227,460	6,118,077	6,060,813	6,534,101	6,637,202	5,839,494	5,631,586	5,835,494
Total 6-Mo Charges	11,254,177	11,230,835	11,180,469	11,331,318	11,206,336	11,108,516	11,254,500	11,353,634	11,349,060	11,172,694	11,251,054	11,292,879
Avg Charge / Day *	62,523	62,394	62,114	62,952	62,257	61,714	62,525	63,076	63,050	62,071	62,506	62,738
A/R Days	114	104	102	93	100	99	97	104	105	94	90	93

* 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		
Feb-18	1,900,276	1,640,706	887,115	764,805	558,517	2,766,752	8,518,171	3,983,477	3,209,159
Mar-18	1,599,485	1,274,924	991,857	766,447	532,492	2,725,236	7,890,439	4,227,385	3,416,192
Apr-18	1,690,655	939,774	856,922	829,698	739,372	2,713,232	7,769,653	4,301,109	3,509,188
May-18	1,717,900	1,027,534	769,410	649,361	571,423	2,537,812	7,273,440	4,090,075	3,325,270
Jun-18	1,766,848	1,063,619	890,054	673,563	615,481	2,589,500	7,599,064	4,024,174	3,257,728
Jul-18	1,688,290	1,043,164	899,304	667,681	515,066	2,489,041	7,302,546	4,282,302	3,452,604
Aug-18	1,704,364	977,282	886,272	822,410	581,217	2,324,606	7,296,151	3,758,595	3,109,234
Sep-18	1,832,340	1,021,691	847,303	800,953	665,117	2,117,542	7,284,946	3,878,544	3,204,981
Oct-18	1,659,759	1,010,811	883,392	778,256	833,297	2,078,978	7,244,494	3,671,787	3,004,107
Nov-18	1,668,687	928,883	846,876	817,212	633,178	1,953,000	6,847,836	3,728,233	2,905,823
Dec-18	1,763,997	942,299	808,358	693,259	510,370	1,954,583	6,672,867	3,583,612	2,782,659
Jan-19	1,817,080	1,015,027	780,278	746,007	563,402	1,954,198	6,875,992	3,583,612	2,782,659

Accounts Receivable Aging by Percentage

Month	Days							> 90 Days	> 120 Days
	Current	31-60	61-90	91-120	121-180	>180	Total		
Feb-18	22%	19%	10%	9%	7%	32%	100%	47%	38%
Mar-18	20%	16%	13%	10%	7%	35%	100%	54%	43%
Apr-18	22%	12%	11%	11%	10%	35%	100%	55%	45%
May-18	24%	14%	11%	9%	8%	35%	100%	56%	46%
Jun-18	23%	14%	12%	9%	8%	34%	100%	53%	43%
Jul-18	23%	14%	12%	9%	7%	34%	100%	59%	47%
Aug-18	23%	13%	12%	11%	8%	32%	100%	52%	43%
Sep-18	25%	14%	12%	11%	9%	29%	100%	53%	44%
Oct-18	23%	14%	12%	11%	12%	29%	100%	51%	41%
Nov-18	24%	14%	12%	12%	9%	29%	100%	54%	42%
Dec-18	26%	14%	12%	10%	8%	29%	100%	54%	42%
Jan-19	26%	15%	11%	11%	8%	28%	100%	52%	40%

Board Mtg.: 2/26/2019

Payer Mix													
Payer	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	12-Month Total
Medicare	1,164,870	1,173,203	1,063,247	1,145,891	1,120,914	1,026,156	1,089,220	1,112,780	1,044,920	1,119,999	1,236,611	1,232,540	13,530,350
Medicaid	227,156	247,683	255,761	270,845	245,761	285,493	264,109	280,959	260,113	252,935	245,292	253,081	3,089,186
Insurance	416,086	408,626	449,180	527,490	439,922	453,740	509,859	503,455	470,101	452,766	472,668	447,736	5,551,630
Facility Contract	24,839	31,725	37,305	27,411	15,708	21,925	22,795	36,621	25,282	30,463	36,240	32,835	343,149
Bill Patient	527,233	494,724	551,220	598,809	611,958	595,962	573,386	519,866	527,611	488,971	568,840	506,638	6,565,216
Standby									20,875	20,763	1,550	0	43,188
Total	2,360,184	2,355,961	2,356,713	2,570,445	2,434,261	2,383,276	2,459,369	2,453,680	2,348,902	2,365,897	2,561,201	2,472,829	29,122,719

[illegible]

Payer	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	12-Month Total
ALS	2,248	2,382	2,411	2,600	2,490	2,404	2,506	2,527	2,344	2,426	2,505	2,453	29,296
BLS	564	589	572	685	604	609	656	573	584	521	595	502	7,054
Other	241	279	199	213	224	216	218	207	175	168	185	174	2,499
Transfer	255	273	290	296	286	288	253	292	312	297	445	362	3,649
Standby									40	43	10	0	93
Total	3,308	3,523	3,472	3,794	3,604	3,517	3,633	3,599	3,455	3,455	3,740	3,491	42,591

[illegible]

AGENDA ITEM # 25

Board Mtg.: 02/26/19

Montgomery County Hospital District Accounts Payable Analysis

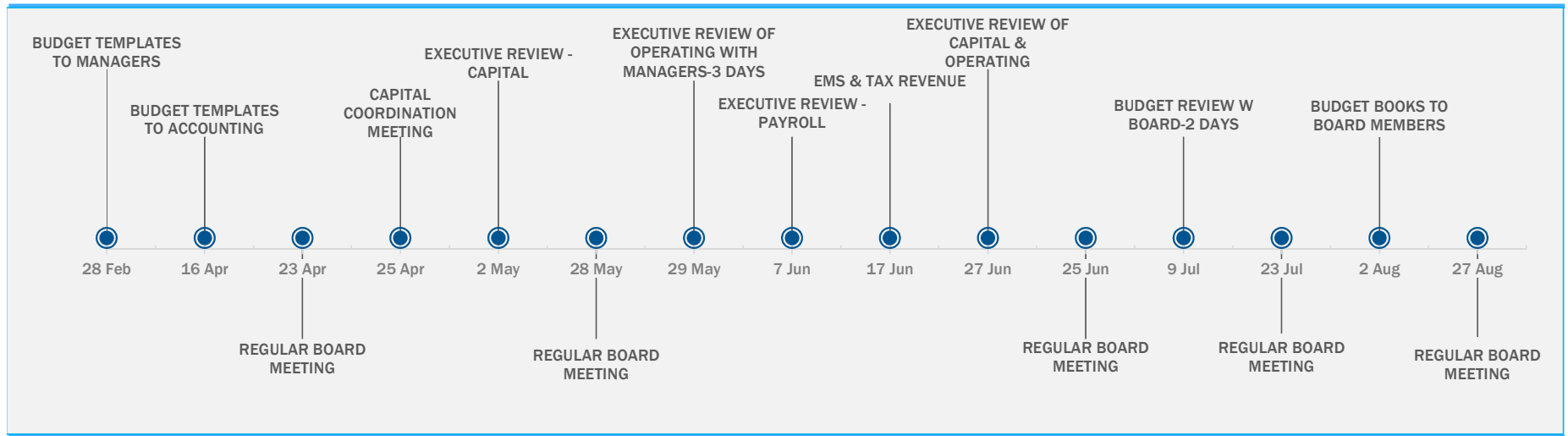
Accounts Payable Aging by Dollars

Month	Current	Days					\$ Total minus Credits
		31-60	61-90	> 90	Credits	Total	
Feb-18	165,816	-	-	2	(2)	195,127	165,818
Mar-18	402,994	-	-	2	(2)	165,816	402,996
Apr-18	445,614	-	-	2	(2)	402,994	445,616
May-18	383,121	-	-	2	(2)	445,614	383,123
Jun-18	383,121	-	-	2	(2)	383,121	383,123
Jul-18	516,709	-	-	2	(2)	383,121	516,711
Aug-18	456,605	-	-	2	(2)	516,709	456,607
Sep-18	564,260	-	-	2	(2)	456,605	564,262
Oct-18	363,090	-	-	2	(2)	564,260	363,092
Nov-18	458,407	-	-	2	(2)	363,090	458,409
Dec-18	229,168	-	-	2	(2)	458,407	229,170
Jan-19	295,948	-	-	2	(2)	295,948	295,950

Accounts Payable Aging by Percentage without Credits

Month	Current	Days			
		31-60	61-90	> 90	
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%
Sep-18	100%	0%	0%	0%	0%
Oct-18	100%	0%	0%	0%	0%
Nov-18	100%	0%	0%	0%	0%
Dec-18	100%	0%	0%	0%	0%
Jan-19	100%	0%	0%	0%	0%

MCHD FYE 2020 Budget Timeline



Agenda Item # 26

Montgomery County Hospital District EMS Fee Schedule

	2018 Rates Effective Jan 1, 2018		2019 Rates Effective Jan 1, 2019	
	2018 Medicare Allowable	150% of Medicare Allowable	2019 Medicare Allowable	150% of Medicare Allowable
ALS E	\$ 416.64	\$ 624.96	\$ 426.23	\$ 639.35
BLS E	\$ 350.86	\$ 526.29	\$ 358.93	\$ 538.40
ALS Non-ER	\$ 263.14	\$ 394.71	\$ 269.20	\$ 403.80
BLS Non-ER	\$ 219.29	\$ 328.94	\$ 224.33	\$ 336.50
ALS 2	\$ 603.04	\$ 904.56	\$ 616.91	\$ 925.37
SCT	\$ 712.68	\$ 1,069.02	\$ 729.07	\$ 1,093.61
Mileage	\$ 7.37	\$ 11.06	\$ 7.55	\$ 11.33
Assist No Transport	\$ -	\$ 125.00	\$ -	\$ 125.00

CMS releases Medicare rates in mid-December. The new rates are effective for dates of service beginning on January 1 of the new calendar year.

On June 27, 2017, the MCHD Board of Directors approved tying the Ambulance Fee Schedule to the Medicare Allowable Charge at the rate of 150%.

AGENDA ITEM # 27

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

TOTAL FOR
INVOICES

\$ 3,108,399.92

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
3rd DAY CREATION LAWN & LANDSCAPE	1/1/2019	2740	100284	1/23/2019	LAWN MAINTENANCE FOR NOVEMBER 2018	10-016-55600	Maintenance & Repairs-Buildi	\$2,200.00
	1/8/2019	2741	100284	1/23/2019	LAWN MAINTENANCE DECEMBER 2018	10-016-55600	Maintenance & Repairs-Buildi	\$2,270.00
	1/28/2019	2749	100515	2/27/2019	TOPSOIL 2 YARDS (2003 PINEYWAY, SPRING)	10-016-53500	Customer Property Damage-Fa	\$225.00
	1/28/2019	2750	100515	2/27/2019	TOPSOIL 2 YARDS (17482 TUFFY RD, CONROE)	10-016-53500	Customer Property Damage-Fa	\$425.00
Totals for 3rd DAY CREATION LAWN & LANDSCAPE:								\$5,120.00
AEI MEDICAL EQUIPMENT SERVICES LLC	1/3/2019	4129	100289	1/23/2019	CONTRACT MAINTENANCE-THERMOMETER	10-009-55650	Maintenance-Contract Equipm	\$177.50
						Totals for AEI MEDICAL EQUIPMENT SERVICES LLC:		\$177.50
ALL GATES & DOORS	1/1/2019	2672	100439	2/6/2019	MOTOR REPLACEMENT STATION 45 GATE	10-016-55600	Maintenance & Repairs-Buildi	\$225.00
						Totals for ALL GATES & DOORS:		\$225.00
ALLEN, BRETT	1/2/2019	ALL010219	426	1/9/2019	TUITION REIMBURSEMENT/EMT BASIC	10-025-58550	Tuition Reimbursement-Huma	\$720.00
						Totals for ALLEN, BRETT:		\$720.00
ALLEN'S SAFE AND LOCK	1/28/2019	52804	526	2/27/2019	REKEY 2 CAM LOCKS	10-016-55600	Maintenance & Repairs-Buildi	\$46.00
						Totals for ALLEN'S SAFE AND LOCK:		\$46.00
ALONTI CAFE & CATERING	1/15/2019	1526482	484	1/30/2019	ADVISORY BOARD MEETING 1.15.19	10-009-56100	Meeting Expenses-OMD	\$509.11
	1/30/2019	1533527	527	2/28/2019	ATTENDEES/CHIEF INTERVIEWS	10-009-56100	Meeting Expenses-OMD	\$339.41
	1/29/2019	1533492	527	2/28/2019	CHIEF INTERVIEW ATTENDEES	10-025-57300	Recruit/Investigate-Human	\$261.24
	Totals for ALONTI CAFE & CATERING:		\$1,109.76					
AMAZON.COM LLC	1/10/2019	0398467 01/10/19	100379	1/30/2019	STATION SUPPLIES	10-001-52600	Books/Materials-Admin	\$230.91
						10-004-57725	Shop Supplies-Radio	\$36.93
						10-006-52600	Books/Materials-Alarm	\$13.47
						10-007-58700	Uniforms-EMS	\$79.99
						10-008-57900	Station Supplies-Mater	\$398.56
						10-008-58700	Uniforms-Matls. Mgmt.	\$170.18
						10-009-57650	Repair-Equipment-OMD	\$291.17
						10-009-57750	Small Equipment & Furniture-l	\$548.99
						10-010-57700	Shop Tools-Fleet	\$175.95
						10-015-53100	Computer Supplies/Non-Cap.-l	\$213.60
						10-015-57750	Small Equipment & Furniture-l	\$163.96
						10-016-57700	Shop Tools-Facil	\$44.99
						10-016-57750	Small Equipment & Furniture-l	\$383.49
						10-025-54450	Employee Recognition-Human	\$12.89
Totals for AMAZON.COM LLC:		\$2,765.08						
AMERICAN TIRE DISTRIBUTORS INC	1/8/2019	S118263113	100227	1/16/2019	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$1,800.00
	1/15/2019	S118503532	100291	1/23/2019	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$3,044.40
	1/29/2019	S119071651	100381	1/30/2019	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$1,826.64
Totals for AMERICAN TIRE DISTRIBUTORS INC:								\$6,671.04

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 02/26/2019 Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
AMERITAS LIFE INSURANCE CORP	1/1/2019	010-048743 01/01/19	100292	1/23/2019	ACCT 010-048743-00001 DENTAL PREMIUMS JAN '19	10-025-51710	Health Insurance Claims-Hum	\$22,507.72
	1/1/2019	010-048743 1/1/19 V	100294	1/23/2019	ACCT 010-048743-00002 VISION PREMIUMS JAN '19	10-025-51710	Health Insurance Claims-Hum	\$3,851.42
	Totals for AMERITAS LIFE INSURANCE CORP:							\$26,359.14
ARAMARK UNIFORM & CAREER APPAREL GI	1/4/2019	001267249289	445	1/16/2019	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-F	\$47.98
	1/11/2019	001267253525	445	1/16/2019	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-F	\$47.98
	1/18/2019	001267257921	508	2/6/2019	CUSTOMER # 5258063 LAUNDRY SERVICE	10-010-55100	Laundry Service & Purchase-F	\$47.98
Totals for ARAMARK UNIFORM & CAREER APPAREL GROUP INC.:								\$143.94
ARROW (VIDACARE)	1/7/2019	9500877744	469	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,986.50
	1/4/2019	9500874170	469	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$6,570.00
	Totals for ARROW (VIDACARE):							\$8,556.50
AT&T (105414)	1/13/2019	2812599426 01/13/19	100296	1/23/2019	STATION 41 FIRE ALARM 01/13/19-02/12/19	10-016-58800	Utilities-Facil	\$121.30
	1/21/2019	7131652005 01/21/19	100445	2/6/2019	AT&T--T1-ISSI 01/21/19-02/20/19	10-004-58310	Telephones-Service-Radio	\$238.38
	1/23/2019	2813670626 01/23/19	100446	2/6/2019	STATION 22 01/23/19-02/22/19	10-015-58310	Telephones-Service-Informatio	\$219.07
Totals for AT&T (105414):								\$578.75
AT&T (U-VERSE)	1/1/2019	145220893 1/1/19	100228	1/16/2019	STATION 42 01/01/19-01/31/19	10-015-58310	Telephones-Service-Informatio	\$101.17
	1/11/2019	145685137 1/11/19	100297	1/23/2019	STATION 24 01/12/19-02/11/19	10-015-58310	Telephones-Service-Informatio	\$119.21
	1/22/2019	150883685 01/22/19	100517	2/26/2019	STATION 41 01/23/19-02/22/19	10-015-58310	Telephones-Service-Informatio	\$119.21
Totals for AT&T (U-VERSE):								\$339.59
AT&T MOBILITY-ROC (6463)	1/23/2019	836735112X01232019	100382	1/30/2019	ACCT# 836735112 12/16/18-01/15/19	10-006-58200	Telephones-Cellular-Alarm	\$96.63
						10-004-58200	Telephones-Cellular-Radio	\$81.83
	Totals for AT&T MOBILITY-ROC (6463):							\$178.46
AVESTA SYSTEMS, INC.	1/11/2019	1-19-14138	485	1/30/2019	CANDIDATECARE APPICANT TRACKING 01/12/19 - 02/11/19	10-025-57100	Professional Fees-Human	\$800.00
	Totals for AVESTA SYSTEMS, INC.:							\$800.00
B & C CONSTRUCTORS	1/4/2019	4410	100298	1/23/2019	REPAIR BROKEN 2"MAIN WATER LINE	10-016-55600	Maintenance & Repairs-Buildi	\$2,500.00
	1/11/2019	4418	100383	1/30/2019	INSTALL INDEPENDENT 30 AMP SHORELINES	10-016-55600	Maintenance & Repairs-Buildi	\$20,181.08
	Totals for B & C CONSTRUCTORS:							\$22,681.08
BAXTER HEALTHCARE CORP.	1/1/2019	67127312	100299	1/23/2019	SPECTRUM SOFTWARE LICENSE 8/1/18 - 8/1/19	10-009-54200	Durable Medical Equipment-O	\$1,560.00
	Totals for BAXTER HEALTHCARE CORP.:							\$1,560.00
BCBS OF TEXAS (POB 731428)	1/4/2019	TY483010005 01/04/19	4366	1/4/2019	BCBS PPO & HSA CLAIMS 12/29/2018 - 01/04/19	10-025-51710	Health Insurance Claims-Hum	\$61,238.20
						10-025-51720	Health Insurance Admin Fees-l	\$60,387.60
	1/11/2019	TY483010005 1/11/19	4367	1/11/2019	BCBS PPO & HSA CLAIMS 01/05/2019 - 01/04/19	10-025-51710	Health Insurance Claims-Hum	\$54,315.60
	1/18/2019	TY4830100005 1/18/19	4376	1/18/2019	BCBS PPO & HSA CLAIMS 01/12/2019 - 01/18/19	10-025-51710	Health Insurance Claims-Hum	\$25,740.89

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 02/26/2019 Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
	1/25/2019	TY483010005 01/25/19	4384	1/25/2019	BCBS PPO & HSA CLAIMS 01/19/2019 - 01/25/19	10-025-51710	Health Insurance Claims-Hum	\$72,251.16
					Totals for BCBS OF TEXAS (POB 731428):			\$273,933.45
BLACK & VEATCH CORPORATION	1/1/2019	1285823	486	1/30/2019	CONTRACT/LUCAS, DAVID 2.00 HRS	10-004-57100	Professional Fees-Radio	\$300.00
	1/31/2019	1288456	531	2/28/2019	CONTRACT/LUCAS, DAVID 7.75 HRS	10-004-57100	Professional Fees-Radio	\$988.92
					Totals for BLACK & VEATCH CORPORATION:			\$1,288.92
BONDS JANITORIAL SERVICE	1/1/2019	2972	446	1/16/2019	QUARTERLY PROGRAM #1/BUFF STATION & TILE CLEANING	10-016-55600	Maintenance & Repairs-Buildi	\$1,332.47
	1/1/2019	2974	509	2/6/2019	JANITORIAL SERVICES FOR JANUARY 2019	10-016-55600	Maintenance & Repairs-Buildi	\$5,956.78
					Totals for BONDS JANITORIAL SERVICE:			\$7,289.25
BOON-CHAPMAN (Prime DX)	1/8/2019	PDX724	100229	1/16/2019	MEDICAL NECESSITY REVIEWS DEC 2018	10-002-55700	Management Fees-PA	\$378.00
	1/1/2019	BOO010119	100230	1/16/2019	DECEMBER 2018 MEDICAL/SURGICAL UTILIZATION REVIEW	10-002-55700	Management Fees-PA	\$30,666.50
	1/10/2019	PDX722	100231	1/16/2019	CASE MANAGEMENT DECEMBER 2018	10-002-55700	Management Fees-PA	\$2,104.17
	1/17/2019	BOO011719	100385	1/30/2019	JANUARY 2019 MEDICAL/SURGICAL UTILIZATION REVIEW	10-002-55700	Management Fees-PA	\$18,145.75
					Totals for BOON-CHAPMAN (Prime DX):			\$51,294.42
BOUND TREE MEDICAL, LLC	1/1/2019	70271352			CREDIT/INV 83016343/PO 50491	10-008-53900	Disposable Medical Supplies-M	(\$102.24)
	1/1/2019	83016343		1/1/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$102.24
	1/4/2019	83077289	100301	1/23/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$1,578.04
	1/7/2019	83078618	100301	1/23/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$58.32
	1/7/2019	83078619	100301	1/23/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$573.04
						10-008-53900	Disposable Medical Supplies-M	\$16,672.45
	1/8/2019	83079992	100301	1/23/2019	DRUG MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$1,948.66
	1/8/2019	83079991	100301	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$103.00
	1/11/2019	83083993	100386	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$153.30
	1/14/2019	83085278	100386	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$136.45
	1/16/2019	83088077	100386	1/30/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$160.38
	1/16/2019	83088078	100386	1/30/2019	MEDICAL SUPPLIES	10-008-53800	Disposable Linen-Mater	\$1,068.72
						10-008-53900	Disposable Medical Supplies-M	\$901.93
	1/18/2019	83090446	100447	2/6/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$3,668.78
						10-008-53900	Disposable Medical Supplies-M	\$14,128.05
	1/30/2019	83100020	100520	2/28/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$3,588.64
						10-008-53900	Disposable Medical Supplies-M	\$11,677.50
						10-008-53800	Disposable Linen-Mater	\$1,405.60
	1/30/2019	83100019	100520	2/28/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$153.30
	1/31/2019	83101355	100520	2/28/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,458.64
						10-009-54000	Drug Supplies-OMD	\$137.88
	1/25/2019	83096378	100520	2/24/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$819.90
					Totals for BOUND TREE MEDICAL, LLC:			\$60,392.58
BRYANT'S SIGNS	1/1/2019	2018-239	100233	1/16/2019	MCHD CUT VINYL GRAPHICS	10-007-57000	Printing Services-EMS	\$6,550.00
					Totals for BRYANT'S SIGNS:			\$6,550.00

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
CANON FINANCIAL SERVICES, INC.	1/13/2019	19648109	100387	1/30/2019	SCHEDULE# 001-0735472-002 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information T	\$40.92
	1/13/2019	19661212	100387	1/30/2019	SCHEDULE# 001-0735472-001 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information T	\$3,371.71
	1/1/2019	19440555	100449	2/6/2019	SCHEDULE# 001-0735472-003 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information T	\$130.49
	1/1/2019	19661213	100449	2/6/2019	SCHEDULE# 001-0735472-003 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information T	\$130.49
	1/1/2019	19551161	100449	2/6/2019	SCHEDULE# 001-0735472-003 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information T	\$130.49
	Totals for CANON FINANCIAL SERVICES, INC.:							\$3,804.10
CASTLE BRANCH INC.	1/15/2019	0681392-IN	487	1/30/2019	MCHD EMPLOYEE SCREENING FOR PRCEPT STUDENTS IN ER	10-009-58500	Training/Related Expenses-CE	\$57.00
	Totals for CASTLE BRANCH INC.:							\$57.00
CDW GOVERNMENT, INC.	1/11/2019	QQT9469	483	1/30/2019	HP SB 800 ELITE DESK TOP	10-005-57750	Small Equipment & Furniture-.l	\$1,131.56
	1/11/2019	QQT9468	483	1/30/2019	HP SB 800 ELITE DESK TOP	10-026-57750	Small Equipment & Furniture-l	\$1,131.56
	1/8/2019	QQR9200	470	1/23/2019	BELKIN CAT 6 SNAGLESS PATCH CABLE	10-015-53100	Computer Supplies/Non-Cap.-l	\$530.60
	1/2/2019	QNH5532	447	1/16/2019	SYNOLOGY DS	10-015-53100	Computer Supplies/Non-Cap.-l	\$1,154.29
	1/14/2019	QRD7465	483	1/30/2019	HP 3Y ONSITE ADP	10-015-53000	Computer Maintenance-Inform	\$28.80
	1/14/2019	QRC9115	483	1/30/2019	HP 3Y ONSITE ADP	10-015-53000	Computer Maintenance-Inform	\$28.80
	1/14/2019	QRB7803	483	1/30/2019	BELKIN 100FT CAT6 CABLE	10-015-53100	Computer Supplies/Non-Cap.-l	\$139.96
	1/15/2019	QRH5937	483	1/30/2019	HPE POWER SUPPLY	10-015-53100	Computer Supplies/Non-Cap.-l	\$213.21
	1/1/2019	QKM9361	470	1/23/2019	MS OFFICE FOR MAC STANDARD 2019	10-015-53050	Computer Software-Informatio	\$330.00
	1/1/2019	QLN4593	483	1/30/2019	TRITON AP-WEB SUBSCRIPTION LICENSE RENWAL	10-015-53050	Computer Software-Informatio	\$17,882.00
	1/7/2019	QPK3332	483	1/30/2019	CISCO IP SERVICES LICENSE	10-015-53050	Computer Software-Informatio	\$6,574.65
	1/26/2019	QVP7855	533	2/25/2019	PANSONIC TOUGHBOOK 14"	10-015-57750	Small Equipment & Furniture-l	\$5,870.40
	1/21/2019	QTB2286	510	2/6/2019	HP EIITEDESK 800 GE CORE	10-015-57750	Small Equipment & Furniture-l	\$9,052.48
	1/23/2019	QTQ4340	510	2/6/2019	HP 3 YR ONSITE DESKTOP ADP DT ONLY	10-015-53000	Computer Maintenance-Inform	\$230.40
	Totals for CDW GOVERNMENT, INC.:							\$44,298.71
CENTERPOINT ENERGY (REL109)	1/3/2019	88796735 01/03/19	100186	1/9/2019	STATION 20 11/27/18-12/28/18	10-016-58800	Utilities-Facil	\$234.29
	1/2/2019	64015806066 1/2/19	100186	1/9/2019	ROBINSON TOWER 11/26/18-12/27/18	10-004-58800	Utilities-Radio	\$25.48
	1/11/2019	88820089 1/11/19	100283	1/16/2019	STATION 10 12/05/18-01/07/19	10-016-58800	Utilities-Facil	\$20.50
	1/9/2019	88589239 1/09/19	100235	1/16/2019	ADMIN 11/30/18-01/03/19	10-016-58800	Utilities-Facil	\$1,797.49
	1/18/2019	98116148 01/18/19	100304	1/23/2019	STATION 14 12/10/18-01/15/19	10-016-58800	Utilities-Facil	\$45.52
	1/18/2019	6401304961 1/18/19	100304	1/23/2019	STATION 45 12/11/18-01/14/19	10-016-58800	Utilities-Facil	\$20.89
	1/18/2019	64006986422 01/18/19	100304	1/23/2019	STATION 43 12/11/18-01/15/19	10-016-58800	Utilities-Facil	\$51.49
	1/30/2019	92013168 01/30/19	100451	2/6/2019	STATION 30 12/21/18-01/24/19	10-016-58800	Utilities-Facil	\$19.29
	1/31/2019	64015806066 01/31/19	100451	2/6/2019	ROBINSON TOWER 12/27/18-01/25/19	10-004-58800	Utilities-Radio	\$24.18
	Totals for CENTERPOINT ENERGY (REL109):							\$2,239.13
CENTRELEARN SOLUTIONS, LLC	1/11/2019	TSINV00000028883	488	1/30/2019	CENTRELEARN LMS WITH CONTENT JAN 2019	10-009-58500	Training/Related Expenses-CE	\$4,197.44
	Totals for CENTRELEARN SOLUTIONS, LLC:							\$4,197.44
CENTURY LINK (Phoenix)	1/19/2019	313194646 01/19/19	100388	1/30/2019	STATION 34 01/19/19-02/18/19	10-015-58310	Telephones-Service-Informatio	\$208.00
	Totals for CENTURY LINK (Phoenix):							\$208.00

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CHARTER COMMUNICATIONS	1/1/2019	0040724010119	100187	1/9/2019	STATION 26 1/11/19-2/10/19	10-016-58800	Utilities-Facil	\$96.23
	1/8/2019	0035377010819	100236	1/16/2019	STATION 22 01/18/19-02/17/19	10-015-58310	Telephones-Service-Informatio	\$99.98
	Totals for CHARTER COMMUNICATIONS:							\$196.21
CHASE PEST CONTROL, INC.	1/1/2019	11914100118	448	1/16/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$175.00
	1/11/2019	38440111119	489	1/30/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$155.00
	1/11/2019	25620111119	489	1/30/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$155.00
	1/11/2019	38510111119	489	1/30/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$155.00
	1/11/2019	25570111119	489	1/30/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$184.00
	1/11/2019	25590111119	489	1/30/2019	EXTERIOR COMMERICAL SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$175.00
	1/11/2019	11370011119	489	1/30/2019	EXTERIOR COMMERICE SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$95.00
	1/11/2019	38450111119	489	1/30/2019	EXTERIOR COMMERICE SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$155.00
	1/11/2019	25580111119	489	1/30/2019	EXTERIOR COMMERICE SERVICE	10-016-55600	Maintenance & Repairs-Buildi	\$235.00
Totals for CHASE PEST CONTROL, INC.:							\$1,484.00	
CITY OF CONROE, WATER (1669)	1/18/2019	00491400000 1/18/19	100305	1/23/2019	ADMIN12/17/18-01/16/19	10-016-58800	Utilities-Facil	\$1,758.57
	1/30/2019	00720592000 01/30/19	100453	2/6/2019	STATION 10 12/27/18-01/25/19	10-016-58800	Utilities-Facil	\$98.49
	Totals for CITY OF CONROE, WATER (1669):							\$1,857.06
CITY OF SHENANDOAH	1/15/2019	FEB 2019-009	100237	1/16/2019	RENT STATION 26	10-000-14900	Prepaid Expenses-BS	\$1,000.00
	Totals for CITY OF SHENANDOAH:							\$1,000.00
CLS TECHNOLOGY, INC	1/17/2019	1959	100389	1/30/2019	FIRE ALARM MONITORING 02 '19 - JAN '20 ACCT# 91084077	10-000-14900	Prepaid Expenses-BS	\$420.00
	1/10/2019	SD2203	100389	1/30/2019	TECH RATE/CALL OUT	10-016-55600	Maintenance & Repairs-Buildi	\$435.00
	1/18/2019	SD2230	100524	2/28/2019	FIRE ALARM SPECIALIST	10-016-55600	Maintenance & Repairs-Buildi	\$1,009.50
Totals for CLS TECHNOLOGY, INC:							\$1,864.50	
COBURN SUPPLY COMPANY, INC.	1/15/2019	531874771	490	1/30/2019	DAC REFRIGERANT	10-004-57750	Small Equipment & Furniture-l	\$166.96
	Totals for COBURN SUPPLY COMPANY, INC.:							\$166.96
COLONIAL LIFE	1/1/2019	E3387610 01/01/19	4354	1/1/2019	CONTROL NO. E3387610 PREMIUMS 12/01/18-12/28/18	10-000-21590	P/R-Premium Cancer/Accident	\$8,721.91
	Totals for COLONIAL LIFE:							\$8,721.91
COLORTECH DIRECT & IMPACT PRINTING	1/10/2019	20246	100306	1/23/2019	#10 WINDOW ENVELOPES	10-008-57000	Printing Services-Matls. Mgmt	\$250.56
	Totals for COLORTECH DIRECT & IMPACT PRINTING:							\$250.56
COMCAST CORPORATION (POB 60533)	1/1/2019	2080546356 01/01/19	100189	1/9/2019	STATION 21 01/05/19-02/04/19	10-016-58800	Utilities-Facil	\$59.95
						10-015-58310	Telephones-Service-Informatio	\$107.79
	1/1/2019	2080776359 01/01/19	100190	1/9/2019	STATION 32 01/06/19-02/05/19	10-016-58800	Utilities-Facil	\$93.92
						10-015-58310	Telephones-Service-Informatio	\$93.91
Totals for COMCAST CORPORATION (POB 60533):							\$355.57	

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COMCAST	1/15/2019	75246784	100307	1/23/2019	MAGNOLIA TOWER/TT 01/15/19-02/14/19	10-015-58310	Telephones-Service-Informatio	\$1,563.41
							Totals for COMCAST:	\$1,563.41
CONNECT YOUR CARE	1/4/2019	234868105	4368	1/4/2019	FLEXIBLE SPENDING ACCOUNT 12/28/18 - 01/03/19	10-000-21585	P/R-Flexible Spending-BS-BS	\$85.83
	1/11/2019	235772842	4369	1/11/2019	FLEXIBLE SPENDING ACCOUNT 01/04/19 - 01/10/19	10-000-21585	P/R-Flexible Spending-BS-BS	\$452.16
	1/14/2019	236989296	4377	1/14/2019	FSA PER EMPLOYEE MONTHLY ADMISTRATION & NEW EMPL	10-025-57100	Professional Fees-Human	\$64.38
	1/18/2019	236487393	4378	1/18/2019	FLEXIBLE SPENDING ACCOUNT 01/11/19 - 01/17/19	10-000-21585	P/R-Flexible Spending-BS-BS	\$202.12
	1/25/2019	237885432	4385	1/25/2019	FLEXIBLE SPENDING ACCOUNT 01/18/19 - 01/24/19	10-000-21585	P/R-Flexible Spending-BS-BS	\$1,470.18
	1/23/2019	CYC01232019	4393	1/23/2019	RMF LEVEL BASE ON CONTRACTED REQUIREMENTS	10-025-57100	Professional Fees-Human	\$1,165.00
							Totals for CONNECT YOUR CARE:	\$3,439.67
CONROE DENTWORKS INC.	1/16/2019	9647	100390	1/30/2019	DENT REPAIR UNIT 601	10-010-59000	Vehicle-Outside Services-Fleet	\$150.00
							Totals for CONROE DENTWORKS INC.:	\$150.00
CONROE FAMILY MEDICINE, PA	1/4/2019	10413 12/20/18	100238	1/16/2019	PREVENTIVE CARE/NEW HIRE	10-025-57300	Recruit/Investigate-Human	\$2,175.00
	1/22/2019	10413 01/22/19	100455	2/6/2019	PREVENTIVE CARE/NEW HIRE	10-025-57300	Recruit/Investigate-Human	\$1,420.00
							Totals for CONROE FAMILY MEDICINE, PA:	\$3,595.00
CONROE NOON LIONS CLUB	1/1/2019	102695	100239	1/16/2019	MEMBERSHIP DUES/BRETT ALLEN	10-001-54100	Dues/Subscriptions-Admin	\$55.00
							Totals for CONROE NOON LIONS CLUB:	\$55.00
CONROE REGIONAL MEDICAL CENTER	1/15/2019	FEB 2019-017	100240	1/16/2019	STATION 90 LEASE	10-000-14900	Prepaid Expenses-BS	\$3,606.20
							Totals for CONROE REGIONAL MEDICAL CENTER:	\$3,606.20
CONROE WELDING SUPPLY, INC.	1/1/2019	CT898376	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$153.00
	1/2/2019	CT898723	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$199.00
	1/1/2019	CT898383	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$91.40
	1/4/2019	CT898391	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$100.20
	1/4/2019	CT899016	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$248.80
	1/7/2019	PS434005	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$70.80
	1/9/2019	CT899232	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$169.60
	1/9/2019	CT899220	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$99.20
	1/9/2019	CT899219	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$179.40
	1/9/2019	CT898880	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$154.00
	1/7/2019	CT899100	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$116.70
	1/7/2019	PS434006	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$70.80
	1/8/2019	CT899174	449	1/16/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$107.00
	1/11/2019	CT899829	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$181.40
	1/11/2019	CT899744	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$98.20
	1/10/2019	CT899570	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$126.60
	1/15/2019	CT900073	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$168.40
	1/14/2019	PS434607	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$81.60
	1/14/2019	PS434606	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$71.80

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	1/14/2019	PS434270	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$35.60
	1/16/2019	CT898885	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$45.40
	1/16/2019	CT900107	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$336.00
	1/16/2019	CT900400	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$151.00
	1/21/2019	CT900974	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$108.00
	1/21/2019	CT900756	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$109.00
	1/17/2019	CT900234	491	1/30/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$107.00
	1/29/2019	CT902013	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$111.00
	1/23/2019	CT901514	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$162.80
	1/23/2019	CT901142	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$145.10
	1/23/2019	CT901276	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$199.00
	1/21/2019	PS435023	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$90.40
	1/21/2019	PS435022	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$44.40
	1/29/2019	CT901971	511	2/6/2019	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$162.80
	1/31/2019	R01191170	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191171	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191172	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191173	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191174	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$15.00
	1/31/2019	R01191175	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$6.00
	1/31/2019	R01191179	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$6.00
	1/31/2019	R01191180	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$6.00
	1/31/2019	R01191181	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$15.00
	1/31/2019	R01191182	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191183	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$3.00
	1/31/2019	R01191185	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$9.00
	1/31/2019	R01191189	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$108.00
	1/31/2019	R01191184	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$71.40
	1/31/2019	R01191191	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$6.00
	1/31/2019	R01191192	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$12.00
	1/31/2019	R01191194	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$9.00
	1/31/2019	R01191756	511	2/6/2019	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$62.95
Totals for CONROE WELDING SUPPLY, INC.:								\$4,639.75
CONSOLIDATED COMMUNICATIONS-LUF	1/1/2019	06060MCD-S-19001	100129	1/3/2019	ADMIN 01/01/2019-01/31/2019	10-015-58310	Telephones-Service-Informatio	\$211.78
Totals for CONSOLIDATED COMMUNICATIONS-LUF:								\$211.78
CONSOLIDATED COMMUNICATIONS-TXU	1/1/2019	9365399272 01/01/19	100191	1/9/2019	ADMIN 01/01/19-01/31/19	10-015-58310	Telephones-Service-Informatio	\$35.54
	1/16/2019	0009600146 1/16/19	100308	1/23/2019	ADMIN 01/16/19-02/15/19	10-015-58310	Telephones-Service-Informatio	\$560.31
	1/16/2019	0009600539 1/16/19	100309	1/23/2019	ADMIN 01/16/19-02/15/19	10-015-58310	Telephones-Service-Informatio	\$273.28
	1/21/2019	9365393450 1/21/19	100391	1/30/2019	ADMIN 01/21/19-02/20/19	10-015-58310	Telephones-Service-Informatio	\$112.94
	1/21/2019	9365391160 01/21/19	100392	1/30/2019	ADMIN 01/21/19-02/20/19	10-015-58310	Telephones-Service-Informatio	\$6,944.16
						10-015-58320	Telephones - Long Distance-In	\$325.46

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Totals for CONSOLIDATED COMMUNICATIONS-TXU:								\$8,251.69
CRAWFORD ELECTRIC SUPPLY COMPANY, INC.	1/1/2019	S008115364.002	100241	1/16/2019	P&S SHORELINE CONNTECTORS FOR HORTON TRUCKS	10-016-57750	Small Equipment & Furniture-I	\$700.00
	1/1/2019	S008115364.001	100241	1/16/2019	SHORELINE CONNECTORS FOR HORTON TRUCKS	10-016-57750	Small Equipment & Furniture-I	\$13,420.50
	1/1/2019	S008115364.005	100311	1/23/2019	P&S SHORELINE CONNECTORS	10-016-57750	Small Equipment & Furniture-I	\$1,470.00
	1/1/2019	S008115364.004	100311	1/23/2019	P&S SHORELINE CONNECTORS	10-016-57750	Small Equipment & Furniture-I	\$1,000.00
Totals for CRAWFORD ELECTRIC SUPPLY COMPANY, INC.:								\$16,590.50
CROWN PAPER AND CHEMICAL	1/15/2019	120206	492	1/30/2019	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$498.33
	Totals for CROWN PAPER AND CHEMICAL:							\$498.33
CULLIGAN OF HOUSTON	1/1/2019	1227158	100243	1/16/2019	CI SVC CONT - LEVEL 3 FOR 01/01 TO 01/31	10-016-55600	Maintenance & Repairs-Buildi	\$299.00
	1/17/2019	1235522	100459	2/6/2019	CI SVC CONT - LEVEL 3 FROM 02/01/19-02/28/19	10-016-55600	Maintenance & Repairs-Buildi	\$303.49
Totals for CULLIGAN OF HOUSTON:								\$602.49
CUMMINS SOUTHERN PLAINS, LTD.	1/11/2019	85-32736	100393	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$428.35
	Totals for CUMMINS SOUTHERN PLAINS, LTD.:							\$428.35
DAILEY WELLS COMMUNICATION INC.	1/4/2019	00064635	471	1/23/2019	RADIO REPAIR S/N A40204003493	10-004-57200	Radio Repairs - Outsourced (D	\$122.50
	1/1/2019	00064473	450	1/16/2019	RADIO REPAIR S/N 96012834	10-004-57200	Radio Repairs - Outsourced (D	\$103.75
	1/1/2019	00064526	450	1/16/2019	RADIO REPAIR S/N A402040030A7	10-004-57200	Radio Repairs - Outsourced (D	\$122.50
	1/1/2019	00064475	450	1/16/2019	RADIO REPAIR S/N A4011E004950	10-004-57200	Radio Repairs - Outsourced (D	\$100.00
	1/1/2019	00064474	450	1/16/2019	RADIO REPAIR S/N 96005225	10-004-57200	Radio Repairs - Outsourced (D	\$100.00
	1/1/2019	18MCHD12	450	1/16/2019	ON SITE SUPPORT FOR DWC SENIOR DECEMBER 2018	10-004-57100	Professional Fees-Radio	\$15,210.00
	Totals for DAILEY WELLS COMMUNICATION INC.:							\$15,758.75
DEARBORN NATIONAL LIFE INS CO	1/1/2019	F021753 01/01/19	4379	1/1/2019	LIFE/DISABILITY/01/01/19-01/31/19	10-025-51700	Health & Dental-Human	\$18,976.48
	Totals for DEARBORN NATIONAL LIFE INS CO:							\$18,976.48
DEMONTROND	1/4/2019	217973	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$382.80
	1/2/2019	217836	100244	1/16/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$130.24
	1/3/2019	217904	100244	1/16/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,116.86
	1/2/2019	217870	100244	1/16/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$327.80
	1/7/2019	218089	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$167.20
	1/7/2019	218088	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$300.30
	1/7/2019	218105	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$56.71
	1/8/2019	218138	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$113.42
	1/8/2019	218107	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$3,011.30
	1/9/2019	218193	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,561.36
	1/8/2019	218174	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$13.37
	1/11/2019	218342	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,411.60
	1/10/2019	218293	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,751.82
						10-010-56500	Other Services-Fleet	\$69.85

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	1/11/2019	218364	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$184.31
	1/10/2019	218313	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,174.50
	1/11/2019	218401	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$97.90
	1/15/2019	218499	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,793.66
						10-010-56500	Other Services-Fleet	\$102.56
	1/16/2019	218617	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$243.10
	1/16/2019	218616	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,174.50
	1/18/2019	218724	100460	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,174.50
	1/16/2019	218562	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$830.40
	1/16/2019	218596	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$43.08
	1/8/2019	218116	100312	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$23.16
	1/17/2019	218640	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$480.55
	1/18/2019	218597	100460	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$18,734.24
	1/18/2019	218700	100460	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,466.30
	1/16/2019	218650	100395	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$150.38
	1/25/2019	219071	100531	2/24/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$14.36
	1/18/2019	218761	100460	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$545.60
	1/28/2019	219215	100531	2/27/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$972.03
						10-010-56500	Other Services-Fleet	\$112.72
	1/31/2019	219393	100531	2/28/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,775.70
	1/25/2019	219052	100531	2/24/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$124.38
	1/23/2019	218998	100460	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$887.70
	1/28/2019	219132	100531	2/27/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$2,032.50
	1/30/2019	219308	100531	2/28/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$99.00
							Totals for DEMONTROND:	\$48,651.76
DICKSON, ROBERT DR. (MEDICAL DIRECTOR	1/18/2019	DIC011819	100313	1/23/2019	NAEMSP CONFERENCE PARKING REIMBURSEMENT	10-009-53150	Conferences - Fees, Travel, &	\$159.12
							Totals for DICKSON, ROBERT DR. (MEDICAL DIRECTOR):	\$159.12
EMPLOYEE ASSISTANCE WELLNESS PROGRA	1/4/2019	35625	493	1/30/2019	EAP SERVICES FROM 2/1/19 - 1/31/20	10-000-14900	Prepaid Expenses-BS	\$9,731.76
							Totals for EMPLOYEE ASSISTANCE WELLNESS PROGRAMS (ESI):	\$9,731.76
EMS SURVEY TEAM	1/8/2019	886	472	1/23/2019	MCHD MAILED SURVEYS-DECEMBER 2018	10-009-53550	Customer Relations-OMD	\$2,505.60
							Totals for EMS SURVEY TEAM:	\$2,505.60
EMSCHARTS, INC	1/15/2019	1901-C2782-1	494	1/30/2019	EMSCHARTS BASE FEE 01/2019	10-009-53050	Computer Software-OMD	\$951.00
							Totals for EMSCHARTS, INC:	\$951.00
ENTERGY TEXAS, LLC	1/2/2019	120004339488	100193	1/9/2019	ROBINSON TOWER 11/27/18-12/27/18	10-004-58800	Utilities-Radio	\$38.16
	1/2/2019	330002793278	100194	1/9/2019	ROBINSON TOWER 11/27/18-12/27/18	10-004-58800	Utilities-Radio	\$333.06
	1/4/2019	130004329833	100195	1/9/2019	ADMIN 11/29/18-12/29/18	10-016-58800	Utilities-Facil	\$10,920.70
	1/4/2019	430002351975	100196	1/9/2019	STATION 32 11/28/18-12/28/18	10-016-58800	Utilities-Facil	\$585.83
	1/9/2019	25005765429	100245	1/16/2019	STATION 14 12/03/18-01/04/19	10-016-58800	Utilities-Facil	\$152.39

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	1/11/2019	130004336699	100246	1/16/2019	STATION 20 12/05/18-01/08/19	10-016-58800	Utilities-Facil	\$604.70
	1/16/2019	410002245418	100314	1/23/2019	STATION 30 12/07/18-01/10/19	10-016-58800	Utilities-Facil	\$686.73
	1/17/2019	360002810219	100315	1/23/2019	THOMPSON TOWER 12/11/18-01/14/19	10-004-58800	Utilities-Radio	\$472.30
	1/18/2019	80005655022	100316	1/23/2019	SPLENDOR TOWER 12/10/18-01/14/19	10-004-58800	Utilities-Radio	\$449.07
	1/18/2019	39500374561	100317	1/23/2019	STATION 31 12/10/18-01/14/19	10-016-58800	Utilities-Facil	\$314.41
	1/22/2019	465003325866	100397	1/30/2019	STATION 43 12/14/18-01/17/19	10-016-58800	Utilities-Facil	\$245.19
	1/23/2019	165005189041	100398	1/30/2019	STATION 44 12/13/18-01/15/19	10-016-58800	Utilities-Facil	\$117.58
	1/24/2019	160004304899	100399	1/30/2019	STATION 10 12/14/18-01/18/19	10-016-58800	Utilities-Facil	\$805.99
	1/29/2019	350002812075	100462	2/6/2019	GRANGERLAND TOWER 12/19/18-07/17/19	10-004-58800	Utilities-Radio	\$593.81
	1/31/2019	245004704542	100463	2/6/2019	ROBINSON TOWER 12/27/18-01/26/19	10-004-58800	Utilities-Radio	\$286.03
	1/31/2019	134580885	100464	2/6/2019	ROBINSON RD TOWER 12/27/18-01/26/19	10-004-58800	Utilities-Radio	\$31.52
							Totals for ENTERGY TEXAS, LLC:	\$16,637.47
ERS-TEXAS SOCIAL SECURITY PROGRAM	1/1/2019	9291660 12/17/18	100400	1/30/2019	ANNUAL ADMIN FEE FOR THE TX SOCIAL SECURITY PROGRA	10-001-54100	Dues/Subscriptions-Admin	\$35.00
							Totals for ERS-TEXAS SOCIAL SECURITY PROGRAM:	\$35.00
FERRELL, JULIANNE C	1/11/2019	FER011119	451	1/16/2019	TUITION REIMBURSEMENT	10-025-58550	Tuition Reimbursement-Humai	\$508.00
							Totals for FERRELL, JULIANNE C:	\$508.00
FIGORETTI, JOSEPH	1/23/2019	FIO012319	473	1/23/2019	PER DIEM/LASERFICHE EMPOWER 02/04/19-02/08/19	10-000-14900	Prepaid Expenses-BS	\$198.00
							Totals for FIGORETTI, JOSEPH:	\$198.00
FIREFIGHTER SAFETY CENTER	1/4/2019	27273	100319	1/23/2019	BOOTS	10-007-58700	Uniforms-EMS	\$199.06
							Totals for FIREFIGHTER SAFETY CENTER:	\$199.06
FIRST CHOICE COLLISION, LLC	1/16/2019	8302	512	2/6/2019	ACCIDENT REPAIR FOR SHOP 621	10-010-52000	Accident Repair-Fleet	\$3,471.52
							Totals for FIRST CHOICE COLLISION, LLC:	\$3,471.52
FITZGERALD, EMILY	1/15/2019	FIT011519	100247	1/16/2019	TUITION REIMBURSEMENT/FALL 2018	10-025-58550	Tuition Reimbursement-Humai	\$989.60
	1/29/2019	FIT012919	100401	1/30/2019	WELLNESS PROGRAM/WORKOUT CLASS	10-025-54350	Employee Health(Wellness-Hu	\$20.00
							Totals for FITZGERALD, EMILY:	\$1,009.60
FORD AUDIO-VIDEO SYSTEMS, LLC	1/29/2019	308004618	100536	2/28/2019	ONSITE LABOR DM FRAME	10-015-57100	Professional Fees-Information	\$160.00
							Totals for FORD AUDIO-VIDEO SYSTEMS, LLC:	\$160.00
FORD, CHRISTIAN	1/15/2019	FOR011519	452	1/16/2019	MILEAGE REIMBURSEMENT 01/02/19-01/04/19	10-007-56200	Mileage Reimbursements-EMS	\$27.84
							Totals for FORD, CHRISTIAN:	\$27.84
FRAZER, LTD.	1/8/2019	68937	474	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$208.85
	1/3/2019	68868	453	1/16/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,662.53
	1/28/2019	69166	506	1/31/2019	STRETCHER COT SYSTEM, STRYKER	10-007-57750	Small Equipment & Furniture-l	\$109,196.41
							Totals for FRAZER, LTD.:	\$111,067.79

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GALLS PARENT HOLDINGS dba LONESTAR UNIFORMS	1/24/2019	1000945429	100467	2/6/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$675.00
	1/25/2019	011820316	100537	2/24/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$225.00
Totals for GALLS PARENT HOLDINGS dba LONESTAR UNIFORMS:								\$900.00
GALLS, LLC dba MILLER UNIFORMS	1/1/2019	011582385	100248	1/16/2019	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$230.75
	1/1/2019	011436809	100248	1/16/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	1/1/2019	011546384	100248	1/16/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$305.98
	1/1/2019	011486252	100248	1/16/2019	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$17.49
	1/3/2019	011636641	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$6.50
	1/7/2019	011659356	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00
	1/8/2019	011669923	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$47.45
	1/8/2019	011669924	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$173.00
	1/8/2019	011669925	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$156.00
	1/8/2019	011669926	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$350.00
	1/8/2019	011669927	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$315.35
	1/8/2019	011669938	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$224.00
	1/8/2019	011669939	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$383.00
	1/8/2019	011669940	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$189.45
	1/8/2019	011669941	100322	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$5.00
	1/8/2019	011669944	100323	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$559.45
	1/9/2019	011687240	100323	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	1/9/2019	011687242	100323	1/23/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	1/14/2019	011715097	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$101.45
	1/11/2019	011701495	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50
	1/14/2019	011715098	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$279.50
	1/14/2019	011715091	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$86.50
	1/11/2019	011701496	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$99.00
	1/14/2019	011715095	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$94.90
	1/21/2019	130227	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/21/2019	130226	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/15/2019	129958	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/15/2019	129957	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/15/2019	129959	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/15/2019	129956	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/21/2019	130228	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
						10-007-58700	Uniforms-EMS	\$20.86
	1/1/2019	011546401	100402	1/30/2019	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$199.98
	1/21/2019	130225	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49
	1/1/2019	129148	100402	1/30/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$195.97
	1/18/2019	011759284	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$220.99
	1/18/2019	011759285	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$302.99
	1/18/2019	011759294	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$225.50
	1/18/2019	011759295	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$251.68

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GALLS, LLC dba MILLER UNIFORMS	1/22/2019	011783795	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$108.00	
	1/22/2019	011783791	100468	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$173.00	
	1/22/2019	011783788	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$143.50	
	1/21/2019	011773309	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50	
	1/21/2019	011773311	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$70.00	
	1/21/2019	011773310	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$70.00	
	1/21/2019	011773306	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50	
	1/31/2019	130607	100538	3/1/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49	
	1/31/2019	130610	100538	3/1/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49	
	1/31/2019	130608	100538	3/1/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49	
	1/31/2019	130609	100538	3/1/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$318.49	
	1/24/2019	011805250	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$69.50	
	1/24/2019	011805257	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$139.00	
	1/24/2019	011805268	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$99.00	
	1/24/2019	011805239	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$76.50	
	1/24/2019	011805270	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$99.00	
	1/17/2019	011748613	100469	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$76.50	
	1/24/2019	011805242	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$335.35	
	1/24/2019	011805269	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$99.00	
	1/28/2019	011829125	100538	2/27/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$163.00	
	1/28/2019	011829126	100538	2/27/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00	
	1/28/2019	011829127	100538	2/27/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$193.00	
	1/25/2019	011816280	100538	2/24/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$228.80	
	1/28/2019	011829124	100538	2/27/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$69.50	
	1/29/2019	011848336	100538	2/28/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$146.50	
	1/17/2019	011748615	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$159.00	
	1/17/2019	011748616	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$94.90	
	1/17/2019	011748618	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$111.50	
	1/17/2019	011748620	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$20.00	
	1/17/2019	011748619	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$76.50	
	1/17/2019	011748617	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$173.00	
	1/17/2019	011748614	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$249.50	
	1/15/2019	011726359	100470	2/6/2019	UNIFORMS	10-007-58700	Uniforms-EMS	\$445.80	
	Totals for GALLS, LLC dba MILLER UNIFORMS:								\$13,472.97
	GRAINGER	1/3/2019	9044919505	100249	1/16/2019	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$150.48
		1/17/2019	9060409852	100403	1/30/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$262.08
1/28/2019		9070483863	100541	2/27/2019	STANDARD BATTERIES	10-008-57900	Station Supplies-Mater	\$50.40	
Totals for GRAINGER:							\$462.96		
GRAYBAR	1/2/2019	9307945204	100325	1/23/2019	RADIO SHOP SUPPLIES	10-004-57725	Shop Supplies-Radio	\$268.57	
	Totals for GRAYBAR:							\$268.57	

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GREEN LIGHTING & SUPPLY INC	1/2/2019	6000	100250	1/16/2019	METAL HAYLIDE LAMPS	10-016-55600	Maintenance & Repairs-Buildi	\$1,494.00
	1/17/2019	6014	100404	1/30/2019	SUPPLIES FOR STOCK	10-016-57725	Shop Supplies-Facil	\$1,060.11
					Totals for GREEN LIGHTING & SUPPLY INC:			\$2,554.11
GRIFFIN SERVICES (dba) JASON GRIFFIN	1/14/2019	2019-004	100405	1/30/2019	STATION 43 BAY DOOR REPAIR	10-016-55600	Maintenance & Repairs-Buildi	\$185.00
					Totals for GRIFFIN SERVICES (dba) JASON GRIFFIN:			\$185.00
GULLO CARS OF CONROE, LP	1/29/2019	465644	100543	2/28/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$108.15
					Totals for GULLO CARS OF CONROE, LP:			\$108.15
HEALTH CARE LOGISTICS, INC	1/3/2019	6963923	100327	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,067.10
					Totals for HEALTH CARE LOGISTICS, INC:			\$1,067.10
HENNERS-GRAINGER, SHAWN	1/16/2019	HEN011619	100251	1/16/2019	PER DIEM/LASERFICHE CONF 02/04/19-02/08/19	10-000-14900	Prepaid Expenses-BS	\$198.00
					Totals for HENNERS-GRAINGER, SHAWN:			\$198.00
HENRY SCHEIN, INC.-MATRX MEDICAL	1/1/2019	58435411	100252	1/16/2019	DME MEDICAL SUPPLIES	10-009-54200	Durable Medical Equipment-O	\$6,338.15
	1/2/2019	60808245	100328	1/23/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$255.80
						10-008-53900	Disposable Medical Supplies-M	\$1,476.60
	1/4/2019	60912265	100328	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$54.06
	1/4/2019	60912414	100328	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$666.74
	1/8/2019	61020741	100328	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$919.68
						10-009-54000	Drug Supplies-OMD	\$10.08
	1/1/2019	59828927	100328	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,227.42
						10-009-54000	Drug Supplies-OMD	\$251.35
	1/15/2019	61235329	100407	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$374.00
	1/11/2019	61136533	100407	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$299.20
	1/17/2019	61334114	100407	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$941.10
	1/18/2019	61399933	100475	2/6/2019	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$834.00
	1/18/2019	61394563	100475	2/6/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$824.82
						10-008-53900	Disposable Medical Supplies-M	\$129.63
	1/24/2019	61592615	100475	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,369.07
						10-009-54000	Drug Supplies-OMD	\$274.92
					Totals for HENRY SCHEIN, INC.-MATRX MEDICAL:			\$16,246.62
HERNANDEZ, JESSICA	1/8/2019	HER010819	433	1/9/2019	MILEAGE REIMBURSEMENT 12/06/18-12/19/18	10-005-56200	Mileage Reimbursements-Accr	\$9.97
					Totals for HERNANDEZ, JESSICA:			\$9.97
HERRING, ASHTON	1/3/2019	HER010319	434	1/9/2019	SAVE REUNIONS REIMBURSEMENT FOR PICTURES	10-009-54450	Employee Recognition-OMD	\$29.86
					Totals for HERRING, ASHTON:			\$29.86
HR IN ALIGNMENT, LLC	1/1/2019	JAN 2019-001	100142	1/3/2019	HR CONSULTING FEE FOR JANUARY 2019	10-001-57100	Professional Fees-Admin	\$750.00
	1/16/2019	FEB 2019	100253	1/16/2019	HR CONSULTING FEE FOR FEB 2019	10-000-14900	Prepaid Expenses-BS	\$750.00

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Totals for HR IN ALIGNMENT, LLC:								\$1,500.00
HUDSON & O'LEARY, LLP	1/1/2019	JAN 2019-001	100142	1/3/2019	MONTHLY FLAT FEE FOR LEGAL SERVICES	10-001-55500	Legal Fees-Admin	\$5,000.00
Totals for HUDSON & O'LEARY, LLP:								\$5,000.00
IBRAHIM, SYED	1/17/2019	IBR011719	100330	1/23/2019	WELLNESS PROGRAM/MASSAGE	10-025-54350	Employee Health/Wellness-Hu	\$25.00
Totals for IBRAHIM, SYED:								\$25.00
IBS OF GREATER CONROE & INTERSTATE BA	1/11/2019	1924101006489	100408	1/30/2019	AUTOMOTIVE BATTERY	10-010-58900	Vehicle-Batteries-Fleet	\$1,491.50
	1/18/2019	1924102004752	100477	2/6/2019	COMMERICAL BATTERY	10-010-58900	Vehicle-Batteries-Fleet	\$1,222.80
	1/25/2019	1924102004781	100548	2/24/2019	AUTOMOTIVE BATTERIES	10-010-58900	Vehicle-Batteries-Fleet	\$301.90
Totals for IBS OF GREATER CONROE & INTERSTATE BATTERY SYSTEM:								\$3,016.20
INDEPENDENCE MEDICAL	1/22/2019	56574611	100478	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$722.33
Totals for INDEPENDENCE MEDICAL:								\$722.33
INDIGENT HEALTHCARE SOLUTIONS	1/1/2019	67206	455	1/16/2019	PROFESSIONAL SERICES FOR FEB 2019	10-000-14900	Prepaid Expenses-BS	\$12,676.27
	1/8/2019	67269	455	1/16/2019	DECEMBER 2018 POWER SEARCH SERVICES	10-002-57100	Professional Fees-PA	\$201.00
Totals for INDIGENT HEALTHCARE SOLUTIONS:								\$12,877.27
IT'S MUFFLER TIME, ABEL GONZALES	1/15/2019	38242	495	1/30/2019	MUFFLER REPAIR	10-010-59000	Vehicle-Outside Services-Fleet	\$180.00
Totals for IT'S MUFFLER TIME, ABEL GONZALES:								\$180.00
JAMES, ROBERT	1/15/2019	FEB 2019-022	100255	1/16/2019	STATION 44	10-000-14900	Prepaid Expenses-BS	\$1,201.00
	Totals for JAMES, ROBERT:							\$1,201.00
JEP TELECOM LICENSING SERVICES	1/1/2019	01312019-MCHD	514	2/6/2019	PREPARE RENEWAL OF WQKC830 FILE W ULS	10-004-57100	Professional Fees-Radio	\$75.00
	1/1/2019	12312018-MCHD	514	2/6/2019	PREPARE RENEWAL OF WQKC830 FILE W ULS	10-004-57100	Professional Fees-Radio	\$97.50
Totals for JEP TELECOM LICENSING SERVICES:								\$172.50
JONES AND BARTLETT LEARNING, LLC	1/14/2019	3990901	496	1/30/2019	ADVANCED MEDICAL LIFE SUPPORT ACCESS	10-009-52600	Books/Materials-OMD	\$584.62
	1/22/2019	3995704	515	2/6/2019	BLOODBORNE AND AIRBORNE PATHOGENS	10-009-52600	Books/Materials-OMD	\$3,137.57
Totals for JONES AND BARTLETT LEARNING, LLC:								\$3,722.19
JP MORGAN CHASE BANK	1/5/2019	00036741 01/05/19	4386	1/20/2019	CC TRANSACTION FOR JANUARY 2019	10-000-14305	A/R Employee-BS	\$91.89
						10-001-54100	Dues/Subscriptions-Admin	\$1,465.00
						10-001-54450	Employee Recognition-Admin	\$1,150.00
						10-001-55900	Meals - Business and Travel-A	\$110.38
						10-004-53150	Conferences - Fees, Travel, &	\$90.00
						10-004-57725	Shop Supplies-Radio	\$79.03
						10-005-53150	Conferences - Fees, Travel, &	\$294.22
						10-006-58500	Training/Related Expenses-CE	\$439.00
						10-007-54450	Employee Recognition-EMS	\$1,914.00

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						10-008-52500	Bio-Waste Removal-Mater	\$2,538.99
						10-008-56900	Postage-Meter	\$546.23
						10-008-57900	Station Supplies-Mater	\$1,620.42
						10-009-52600	Books/Materials-OMD	\$110.00
						10-009-52700	Business Licenses-OMD	\$412.00
						10-009-52950	Community Education-Dept	\$135.00
						10-009-54450	Employee Recognition-OMD	\$42.98
						10-009-56100	Meeting Expenses-OMD	\$110.89
						10-010-59050	Vehicle-Parts-Fleet	\$30.75
						10-010-59100	Vehicle-Registration-Fleet	\$100.33
						10-011-58500	Training/Related Expenses-CE	\$660.00
						10-015-53050	Computer Software-Informatio	\$323.67
						10-015-58310	Telephones-Service-Informatio	\$71.58
						10-016-54450	Employee Recognition-Facil	\$146.30
						10-016-55600	Maintenance & Repairs-Buildi	\$973.12
						10-016-57725	Shop Supplies-Facil	\$55.92
						10-016-57750	Small Equipment & Furniture-l	\$333.72
						10-016-58800	Utilities-Facil	\$8,998.92
						10-025-54350	Employee Health\Wellness-Hu	\$59.39
						10-025-54350	Employee Health\Wellness-Hu	\$229.46
						10-025-54450	Employee Recognition-Human	\$2,458.50
						10-026-58500	Training/Related Expenses-CE	\$1,199.00
						10-015-58310	Telephones-Service-Informatio	\$116.40
						10-015-53050	Computer Software-Informatio	(\$24.67)
						10-008-56900	Postage-Meter	(\$41.66)
						10-015-58310	Telephones-Service-Informatio	\$24.00
						10-026-57100	Professional Fees-Recor	(\$479.50)
						Totals for JP MORGAN CHASE BANK:		\$26,385.26
KOLOR KOATED, INC.	1/25/2019	16393	541	2/24/2019	SILVER NAME PLATES	10-007-58700	Uniforms-EMS	\$60.20
						Totals for KOLOR KOATED, INC.:		\$60.20
LAERDAL MEDICAL CORP.	1/3/2019	2019/2000000596	456	1/16/2019	HEAD COMPLETE, INFANT AIRWAY MANAGEMENT	10-009-52950	Community Education-Dept	\$862.35
	1/18/2019	2019/2000005760	516	2/6/2019	LITTLE ANNE QCPR SOFTPAK	10-027-52600	Books/Materials-Emerg	\$154.95
	1/18/2019	2019/2000005608	516	2/6/2019	ACLS PROVIDER CARDS	10-009-52600	Books/Materials-OMD	\$502.20
	Totals for LAERDAL MEDICAL CORP.:							\$1,519.50
LAKE SOUTH WATER SUPPLY CORPORATION	1/23/2019	1000019000 01/23/19	100409	1/30/2019	STATION 45 12/17/18-01/16/19	10-016-58800	Utilities-Facil	\$355.97
						Totals for LAKE SOUTH WATER SUPPLY CORPORATION:		\$355.97
LANGAN, PATRICK	1/15/2019	LAN011519	457	1/16/2019	TACTICAL PARAMEDIC CERTIFICATION	10-007-58500	Training/Related Expenses-CE	\$325.00
						Totals for LANGAN, PATRICK:		\$325.00

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LAW OFFICE OF KELLY A MCDONALD	1/4/2019	223	100333	1/23/2019	HEALTH REGULATOR (152-101) LEGAL COUNCIL	10-001-55500	Legal Fees-Admin	\$186.00
						Totals for LAW OFFICE OF KELLY A MCDONALD:		\$186.00
LEDWIG, ALBERT	1/22/2019	LED012219	475	1/23/2019	MILEAGE REIMBURSEMENT01/05/19-01/10/19	10-010-56200	Mileage Reimbursements-Fleet	\$71.00
						Totals for LEDWIG, ALBERT:		\$71.00
LEE, KEVIN	1/15/2019	LEE011519	100256	1/16/2019	WELLNESS PROGRAM/CHIROPRACTIC CARE - 6 VISITS	10-025-54350	Employee Health/Wellness-Hu	\$60.00
	1/15/2019	LEE011519 \$75.22	100256	1/16/2019	MILEAGE REIMBURSEMENT 12/10/18-12/27/18	10-010-56200	Mileage Reimbursements-Fleet	\$75.22
						Totals for LEE, KEVIN:		\$135.22
LEXISNEXIS RISK DATA MGMT, INC	1/1/2019	1171610-2018-1231	100337	1/23/2019	OFFICIAL RECORDS SEARCH 12/01/18-12/31/18	10-011-52900	Collection Fees-Bill	\$1,244.00
						10-002-57100	Professional Fees-PA	\$337.35
						Totals for LEXISNEXIS RISK DATA MGMT, INC:		\$1,581.35
LIFE-ASSIST, INC.	1/1/2019	893709	100258	1/16/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,632.00
	1/10/2019	896047	100338	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$816.00
	1/10/2019	896049	100338	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$612.00
	1/3/2019	894797	100338	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$8,757.00
						10-009-54000	Drug Supplies-OMD	\$479.00
	1/8/2019	895544	100338	1/23/2019	DRUG MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$714.00
	1/29/2019	899154	100555	2/28/2019	MEDICAL SUPPLIES	10-009-54000	Drug Supplies-OMD	\$852.00
						10-008-53900	Disposable Medical Supplies-M	\$8,896.99
						Totals for LIFE-ASSIST, INC.:		\$22,758.99
LIFESTYLES MEDIA GROUP, LLC	1/1/2019	H119623	100339	1/23/2019	UPDATES & ADDITONS/CHANGES	10-015-57100	Professional Fees-Information	\$316.00
						Totals for LIFESTYLES MEDIA GROUP, LLC:		\$316.00
LINEBARGER GOGGAN BLAIR & SAMPSON, L	1/8/2019	EMMOR01 01-08-19	100340	1/23/2019	GROSS COLLECTIONS FEE NOV/DEC 2018	10-011-52900	Collection Fees-Bill	\$7,215.36
	1/1/2019	EMMOR01 12-07-18	100410	1/30/2019	GROSS COLLECTIONS FEE DEC 2018	10-011-52900	Collection Fees-Bill	\$6,314.38
						Totals for LINEBARGER GOGGAN BLAIR & SAMPSON, LLP:		\$13,529.74
LONE STAR GROUND WATER CONSERVATIO	1/1/2019	19-1010 \$28.35	100259	1/16/2019	OPERATING PERMIT FEES 01/01/2019-12/31/19	10-016-55600	Maintenance & Repairs-Buildi	\$28.35
	1/1/2019	19-0986 \$ 29.40	100259	1/16/2019	OPERATING PERMIT FEES 01/01/2019-12/31/19	10-016-55600	Maintenance & Repairs-Buildi	\$29.40
						Totals for LONE STAR GROUND WATER CONSERVATION DISTRICT:		\$57.75
LONE STAR SEPTIC PUMPING	1/8/2019	4398	497	1/30/2019	REMOVED 2000 GALLONS OF SEPTIC WASTE	10-016-55600	Maintenance & Repairs-Buildi	\$640.00
						Totals for LONE STAR SEPTIC PUMPING:		\$640.00
LYTX, INC.	1/1/2019	5170190	100556	3/1/2019	DC ENTERPRISE, DC PURCHASE -BILL ANNUALLY	10-010-55650	Maintenance-Contract Equipm	\$23,520.00
						Totals for LYTX, INC.:		\$23,520.00
MARTIN, ANTHONY DAVIS	1/22/2019	MAR012219	476	1/23/2019	WELLNESS PROGRAM/GYM MEMBERSHIP X 2	10-025-54350	Employee Health/Wellness-Hu	\$120.66
						Totals for MARTIN, ANTHONY DAVIS:		\$120.66

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MARTIN, DISIERE, JEFFERSON & WISDOM, LL	1/21/2019	164907	100481	2/6/2019	ATTORNEY FEES 12/06/18-12/21/18	10-025-55500	Legal Fees-Human	\$904.50
	1/21/2019	164908	100481	2/6/2019	ATTORNEY FEES 12/04/18-12/21/18	10-025-55500	Legal Fees-Human	\$455.00
	1/21/2019	164909	100481	2/6/2019	ATTORNEY FEES 12/14/18-12/19/18	10-025-55500	Legal Fees-Human	\$422.50
Totals for MARTIN, DISIERE, JEFFERSON & WISDOM, LLP:								\$1,782.00
MCKESSON GENERAL MEDICAL CORP.	1/4/2019	44128243	100341	1/23/2019	DRUG/MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$498.52
						10-009-54000	Drug Supplies-OMD	\$886.86
	1/7/2019	44232250	100341	1/23/2019	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$102.45
	1/7/2019	44193049	100341	1/23/2019	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$34.15
	1/8/2019	44331179	100341	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$242.40
	1/15/2019	44888006	100412	1/30/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$116.83
	1/1/2019	43410916	100412	1/30/2019	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$43.68
	1/22/2019	45412451	100482	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$89.31
	1/22/2019	45417511	100482	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$19.54
	1/24/2019	45609431	100482	2/6/2019	UNIFORMS	10-008-53900	Disposable Medical Supplies-M	\$48.00
	1/24/2019	45621479	100482	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$0.50
	1/24/2019	45672471	100482	2/6/2019	MEDICAL/DRUG SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$678.96
						10-009-54000	Drug Supplies-OMD	\$1,794.96
	1/24/2019	45640369	100482	2/6/2019	DRUG SUPPLIES	10-009-54000	Drug Supplies-OMD	\$142.00
	1/24/2019	45656920	100482	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$97.00
	1/24/2019	45643114	100482	2/6/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$46.96
Totals for MCKESSON GENERAL MEDICAL CORP.:								\$4,842.12
MCMINN, JEREMY	1/30/2019	MCM013019	100413	1/30/2019	MILEAGE REIMBURSEMENT	10-010-56200	Mileage Reimbursements-Fleet	\$47.20
	Totals for MCMINN, JEREMY:							\$47.20
MED ONE EQUIPMENT SERVICES LLC	1/7/2019	ES10549	477	1/23/2019	ALARIS TUBING SET	10-008-53900	Disposable Medical Supplies-M	\$1,955.00
						10-008-53900	Disposable Medical Supplies-M	\$60.00
	Totals for MED ONE EQUIPMENT SERVICES LLC:							\$2,015.00
MEDLINE INDUSTRIES, INC	1/8/2019	1866987839	100342	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$1,685.16
	1/31/2019	1868876429	100558	3/1/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$116.08
	Totals for MEDLINE INDUSTRIES, INC:							\$1,801.24
MEDTIME	1/12/2019	00036	498	1/30/2019	TRANSPORTATION SERVICES 12/18/18-01/10/19	10-039-56500	Other Services-Param	\$815.00
	Totals for MEDTIME:							\$815.00
MICHIANA HEALTHCARE EDUCATION CENTI	1/1/2019	15-5244	100414	1/30/2019	DT4EMS ONLINE STUDENT ACCESS CODES	10-009-52600	Books/Materials-OMD	\$239.84
	Totals for MICHIANA HEALTHCARE EDUCATION CENTER INC.:							\$239.84
MICRO INTEGRATION & PROGRAMMING SOL	1/1/2019	218987	100261	1/16/2019	RADIO REPAIR	10-004-57225	Radio Repair - Parts-Radio	\$393.75
	1/1/2019	218985	100415	1/30/2019	RADIO REPAIR	10-004-57225	Radio Repair - Parts-Radio	\$472.00

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Totals for MICRO INTEGRATION & PROGRAMMING SOLUTIONS, INC.:								\$865.75
MILLER TOWING & RECOVERY, LLC	1/9/2019	19-820	100344	1/23/2019	VEHICLE TOWING	10-010-59200	Vehicle-Towing-Fleet	\$250.00
Totals for MILLER TOWING & RECOVERY, LLC:								\$250.00
MONTGOMERY COUNTY ESD # 1, (STN 12)	1/15/2019	FEB 2019-167	458	1/16/2019	STATION 12 RENT	10-000-14900	Prepaid Expenses-BS	\$1,100.00
Totals for MONTGOMERY COUNTY ESD # 1, (STN 12):								\$1,100.00
MONTGOMERY COUNTY ESD #1 (STN 13)	1/15/2019	FEB 2019-021	459	1/16/2019	STATION 13 RENT	10-000-14900	Prepaid Expenses-BS	\$1,100.00
Totals for MONTGOMERY COUNTY ESD #1 (STN 13):								\$1,100.00
MONTGOMERY COUNTY ESD #10, STN 42	1/15/2019	FEB 2019-144	100264	1/16/2019	STATION 42 RENT	10-000-14900	Prepaid Expenses-BS	\$950.00
Totals for MONTGOMERY COUNTY ESD #10, STN 42:								\$950.00
MONTGOMERY COUNTY ESD #6, STN 34	1/15/2019	FEB 2019-167	458	1/16/2019	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	1/15/2019	FEB 2019-168	100266	1/16/2019	STATION 21 & 22 RENT	10-000-14900	Prepaid Expenses-BS	\$800.00
								\$800.00
Totals for MONTGOMERY COUNTY ESD #8, STN 21/22:								\$1,600.00
MONTGOMERY COUNTY ESD #9, STN 33	1/15/2019	FEB 2019-167	458	1/16/2019	STATION 33 RENT	10-000-14900	Prepaid Expenses-BS	\$850.00
Totals for MONTGOMERY COUNTY ESD #9, STN 33:								\$850.00
MONTGOMERY COUNTY ESD#3 (STNT 46)	1/15/2019	FEB 2019-047	460	1/16/2019	RENT STATION 46	10-000-14900	Prepaid Expenses-BS	\$600.00
Totals for MONTGOMERY COUNTY ESD#3 (STNT 46):								\$600.00
MOSLEY FIRE AND SAFETY, INC	1/18/2019	9811	517	2/6/2019	ANNUAL MAINTENANCE/RETAG	10-009-55650	Maintenance-Contract Equipm	\$82.00
Totals for MOSLEY FIRE AND SAFETY, INC:								\$82.00
MUD #39	1/25/2019	10000901 01/25/19	100484	2/6/2019	STATION 20 12/18/18-01/21/19	10-016-58800	Utilities-Facil	\$81.77
Totals for MUD #39:								\$81.77
NATIONWIDE INSURANCE DVM INSURANCE	1/1/2019	DVM011119	100268	1/16/2019	VETERINARY PET INSURANCE GROUP 4620/DEC '18	10-000-21590	P/R-Premium Cancer/Accident	\$1,621.64
Totals for NATIONWIDE INSURANCE DVM INSURANCE AGENCY (PET):								\$1,621.64
NATIONWIDE POWER SOLUTIONS INC.	1/8/2019	409620	100416	1/30/2019	ADMIN PRIMARY UPS REPAIR	10-016-55600	Maintenance & Repairs-Buildi	\$1,047.00
Totals for NATIONWIDE POWER SOLUTIONS INC.:								\$1,047.00
NAV CENTRAL LLC	1/1/2019	436	461	1/16/2019	MANAGED CARE SERVICES - JAN 2019	10-039-56500	Other Services-Param	\$8,191.16
Totals for NAV CENTRAL LLC:								\$8,191.16
NELSON, ALEX	1/14/2019	NEL011419	100269	1/16/2019	MILEAGE REIMBURSEMENT 1/11/19	10-007-56200	Mileage Reimbursements-EMS	\$16.01

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Totals for NELSON, ALEX:								\$16.01
NEW CANEY MUD	1/31/2019	1042826200 01/31/19	100485	2/6/2019	STATION 30 12/18/18-01/18/19	10-016-58800	Utilities-Facil	\$29.29
Totals for NEW CANEY MUD:								\$29.29
NEWBART PRODUCTS, INC.	1/1/2019	286901A	100417	1/30/2019	PVC CARDS	10-009-52600	Books/Materials-OMD	\$375.00
	1/1/2019	286901B	100486	2/6/2019	PVC CARDS - FREIGHT	10-009-52600	Books/Materials-OMD	\$40.00
Totals for NEWBART PRODUCTS, INC.:								\$415.00
NORTH AMERICAN RESCUE, LLC	1/1/2019	IN319518	499	1/30/2019	ARMOR	10-007-57750	Small Equipment & Furniture-l	\$900.00
Totals for NORTH AMERICAN RESCUE, LLC:								\$900.00
OGH SERVICE CO. INC	1/1/2019	45180	100418	1/30/2019	TROUBLESHOOT BOILER #1	10-016-55600	Maintenance & Repairs-Buildi	\$459.00
	1/1/2019	45082	100488	2/6/2019	BOILER #2 CIRCULATION PUMP REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildi	\$2,521.00
	1/1/2019	45066	100488	2/6/2019	ANNUAL INSPECTION - BOILER #1	10-016-55600	Maintenance & Repairs-Buildi	\$1,100.00
	1/1/2019	45067	100488	2/6/2019	ANNUAL INSPECTION - BOILER #2	10-016-55600	Maintenance & Repairs-Buildi	\$1,100.00
	1/1/2019	45068	100488	2/6/2019	ANNUAL INSPECTION - BOILER #3	10-016-55600	Maintenance & Repairs-Buildi	\$1,100.00
	1/1/2019	45084	100488	2/6/2019	PUMP REPLACEMENT - BOILER #3	10-016-55600	Maintenance & Repairs-Buildi	\$946.00
Totals for OGH SERVICE CO. INC:								\$7,226.00
OPTIMUM COMPUTER SOLUTIONS, INC.	1/6/2019	INV0000091565	462	1/16/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$6,325.00
	1/1/2019	INV0000091566	462	1/16/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$5,433.75
	1/1/2019	INV0000091083	462	1/16/2019	COMPUTER MAINTENANCE	10-015-53000	Computer Maintenance-Inform	\$2,053.00
	1/1/2019	INV0000091290	478	1/23/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$920.00
	1/1/2019	INV0000091332	478	1/23/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$2,760.00
	1/8/2019	INV0000091522	478	1/23/2019	COMPUTER SUPPLIES	10-015-53100	Computer Supplies/Non-Cap.-l	\$307.00
	1/21/2019	INV0000091685	478	1/23/2019	COMPUTER SUPPLIES	10-015-53100	Computer Supplies/Non-Cap.-l	\$1,547.20
	1/22/2019	INV0000091699	500	1/30/2019	NETWORK MODULE	10-015-53100	Computer Supplies/Non-Cap.-l	\$550.00
	1/20/2019	INV0000091794	507	2/6/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$8,653.75
	1/27/2019	INV0000091817	507	2/6/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$8,998.75
	1/13/2019	INV0000091793	507	2/6/2019	SERVICE LABOR	10-015-57100	Professional Fees-Information	\$9,085.00
Totals for OPTIMUM COMPUTER SOLUTIONS, INC.:								\$46,633.45
OPTUM HEALTH BANK	1/2/2019	OPT010219-10	4360	1/2/2019	EMPLOYEE HSA ET FUNDING JAN 2019-FUND10	10-025-51700	Health & Dental-Human	\$10,812.50
	1/2/2019	OPT010219	4362	1/2/2019	EMPLOYEE HSA ET FUNDING JANUARY 2019	10-000-21595	P/R-Health Savings-BS-BS	\$7,702.38
	1/15/2019	OPT011519	4370	1/15/2019	EMPLOYEE HSA ET FUNDING JANUARY 2019	10-000-21595	P/R-Health Savings-BS-BS	\$9,268.87
	1/3/2019	OPT010319-10	4371	1/3/2019	EMPLOYEE HSA ET INITIAL FUNDING JAN 2019-FUND10	10-025-51700	Health & Dental-Human	\$132,000.00
	1/29/2019	OPT012919	4388	1/29/2019	EMPLOYEE HSA ET FUNDING JANUARY 2019	10-000-21595	P/R-Health Savings-BS-BS	\$9,268.87
	1/31/2019	OPT013119-10	4396	1/31/2019	EMPLOYEE HSA ET FUNDING JAN 2019-FUND10	10-025-51700	Health & Dental-Human	\$11,812.50
Totals for OPTUM HEALTH BANK:								\$180,865.12
O'REILLY AUTO PARTS	1/4/2019	0408-174113	100346	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$267.74
	1/9/2019	0408-176328	100346	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$280.39

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	1/7/2019	0408-175307	100346	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$55.61
	1/7/2019	0408-175308	100346	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$71.16
	1/17/2019	0408-179571	100487	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,660.95
	1/30/2019	0408-185134	100569	2/28/2019	VEHICLE PARTS/SHOP SUPPLIES	10-010-59050	Vehicle-Parts-Fleet	\$143.56
						10-010-57725	Shop Supplies-Fleet	\$220.71
	1/23/2019	0408-182323	100487	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$28.36
	Totals for O'REILLY AUTO PARTS:							\$2,728.48
ORR SAFETY CORPORATION	1/18/2019	INV4631084	100489	2/6/2019	SAFETY GLASSES	10-008-53900	Disposable Medical Supplies-M	\$1,595.52
						10-008-53900	Disposable Medical Supplies-M	\$115.03
	Totals for ORR SAFETY CORPORATION:							\$1,710.55
OVERHEAD DOOR COMPANY of CONROE	1/3/2019	CS20632	100491	2/6/2019	SHOP SUPPLIES	10-016-57725	Shop Supplies-Facil	\$573.67
	Totals for OVERHEAD DOOR COMPANY of CONROE:							\$573.67
OWEN, CHRISTINA	1/2/2019	OWE010219	439	1/9/2019	WELLNESS PROGRAM/WEIGHT WATCHERS 3 MONTH DEAL	10-025-54350	Employee Health\Wellness-Hu	\$18.37
	1/29/2019	OWE012919	501	1/30/2019	WELLNESS PROGRAM/WORKOUT CLASS	10-025-54350	Employee Health\Wellness-Hu	\$20.00
	Totals for OWEN, CHRISTINA:							\$38.37
PAGING & WIRELESS SERVICE CENTER	1/7/2019	60440	100420	1/30/2019	RADIO REPAIR	10-004-57225	Radio Repair - Parts-Radio	\$440.00
	Totals for PAGING & WIRELESS SERVICE CENTER:							\$440.00
PANORAMA, CITY OF	1/29/2019	1020159006 01/29/19	100492	2/6/2019	STATION 14 12/18/18-01/21/19	10-016-58800	Utilities-Facil	\$72.73
	Totals for PANORAMA, CITY OF:							\$72.73
PATRICK, CASEY B	1/7/2019	PAT010719	463	1/16/2019	ASSISTANT MEDICAL DIRECTOR/TERM ON CALL 12/01/18-12/3	10-009-57100	Professional Fees-OMD	\$7,420.00
	1/23/2019	PAT012319A	519	2/6/2019	REIMBURSEMENT - NAEMSP POSTER FOR MCHD PRESENTAT	10-009-52600	Books/Materials-OMD	\$335.20
	1/23/2019	PAT012319B	519	2/6/2019	REIMBURSEMENT - NAEMSP CONFERENCE REGISTRATION/H	10-009-53150	Conferences - Fees, Travel, &	\$1,907.79
	Totals for PATRICK, CASEY B:							\$9,662.99
PITNEY BOWES INC (POB 371896)postage	1/16/2019	04765611 01/03/19	100421	1/30/2019	ACCT #8000-9090-0476-5611 01/03/19	10-008-56900	Postage-Meter	\$300.00
	1/16/2019	04765611 01/09/18	100421	1/30/2019	ACCT #8000-9090-0476-5611 01/09/19	10-008-56900	Postage-Meter	\$300.00
	1/16/2019	04765611 12/19/18	100421	1/30/2019	ACCT #8000-9090-0476-5611 12/19/18	10-008-56900	Postage-Meter	\$300.00
	1/16/2019	04765611 01/16/19	100493	2/6/2019	ACCT #8000-9090-0476-5611 METER POSTAGE FEES & FIN CHAI	10-008-56900	Postage-Meter	\$1,083.59
	Totals for PITNEY BOWES INC (POB 371896)postage:							\$1,983.59
POSTMASTER	1/2/2019	POB 478 1/2/19	100271	1/16/2019	RENEWAL OF POB 478 FOR 1 YEAR	10-008-56900	Postage-Meter	\$182.00
	1/30/2019	78004000 01.30.19	100496	2/6/2019	BRM PERMIT FEE # 78004-001 RENEWAL	10-008-56900	Postage-Meter	\$225.00
	Totals for POSTMASTER:							\$407.00
POWER ASSOCIATES, INC	1/8/2019	5716	100347	1/23/2019	IT EQUIPMENT	10-015-57750	Small Equipment & Furniture-l	\$5,545.58
	1/1/2019	5708	100272	1/16/2019	INSTALLATION OF UPS - MAGNOLIA TOWER	10-004-57100	Professional Fees-Radio	\$2,194.00
	1/1/2019	5707	100272	1/16/2019	EXTERNAL WALL MOUNTED BYPASS - MAGNOLIA TOWER	10-004-57225	Radio Repair - Parts-Radio	\$1,342.00

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	1/1/2019	5709	100272	1/16/2019	SPLIT PHASE POWER MODULE	10-004-57225	Radio Repair - Parts-Radio	\$3,260.00
							Totals for POWER ASSOCIATES, INC:	\$12,341.58
PRE CHECK, INC.	1/31/2019	9248090	100570	3/1/2019	ACCT #1213 BACKGROUND CHECKS	10-025-57300	Recruit/Investigate-Human	\$120.50
							Totals for PRE CHECK, INC.:	\$120.50
PROGRESSIVE EMERGENCY PRODUCTS, LLC	1/24/2019	191151	100497	2/6/2019	HVAC DUCTING/SHIPPING	10-016-57650	Repair-Equipment-Facil	\$1,728.61
							Totals for PROGRESSIVE EMERGENCY PRODUCTS, LLC:	\$1,728.61
QUALITY COMFORT AIR LLC % ROBERT EDW	1/7/2019	14223	100274	1/16/2019	COMPRESSORS - ROBINSON RD TOWER	10-004-55600	Maintenance & Repairs-Buildi	\$2,450.00
							Totals for QUALITY COMFORT AIR LLC % ROBERT EDWARD PARSLEY:	\$2,450.00
RELIANT ENERGY	1/3/2019	408000123094	100275	1/16/2019	MAGNOLIA TOWER SECURITY LIGHT 11/28/18-12/31/18	10-004-58800	Utilities-Radio	\$105.93
	1/3/2019	408000123095	100350	1/23/2019	MAGNOLIA TOWER 11/28/18-12/31/18	10-004-58800	Utilities-Radio	\$546.82
	1/3/2019	385000132262	100351	1/23/2019	STATION 40 11/28/18-12/31/18	10-016-58800	Utilities-Facil	\$631.47
	1/7/2019	393000133996	100352	1/23/2019	STATION 41 11/30/18-01/03/19	10-016-58800	Utilities-Facil	\$780.36
							Totals for RELIANT ENERGY:	\$2,064.58
REVSPRING, INC.	1/8/2019	DSI1259440	100353	1/23/2019	MAILING FEE/ ACCT PPMCHD01 12/01/18-12/31/18	10-011-52900	Collection Fees-Bill	\$6,229.70
							Totals for REVSPRING, INC.:	\$6,229.70
RICHENBERGER, ERIK	1/2/2019	RIC010219	100211	1/9/2019	TUITION REIMBURSEMENT/FALL 2018	10-025-58550	Tuition Reimbursement-Humai	\$651.20
							Totals for RICHENBERGER, ERIK:	\$651.20
ROGUE WASTE RECOVERY & ENVIRONMEN	1/17/2019	1965337	521	2/6/2019	WASTE REMOVAL - FLEET	10-010-54800	Hazardous Waste Removal-Fle	\$70.00
							Totals for ROGUE WASTE RECOVERY & ENVIRONMENTAL, INC:	\$70.00
ROMBERG, BENJAMIN	1/2/2019	ROM010219	100212	1/9/2019	TUITION REIMBURSEMENT/FALL 2018	10-025-58550	Tuition Reimbursement-Humai	\$5,000.00
	1/28/2019	ROM012819	100423	1/30/2019	MILEAGE REIMBURSEMENT 12/29/18	10-007-56200	Mileage Reimbursements-EMS	\$13.84
							Totals for ROMBERG, BENJAMIN:	\$5,013.84
RON TURLEY ASSOCIATES, INC	1/23/2019	54251	100499	2/6/2019	RTA CONNECT 2019 CONFERENCE - H. TUTT	10-010-53150	Conferences - Fees, Travel, &	\$940.00
							Totals for RON TURLEY ASSOCIATES, INC:	\$940.00
S.A.F.E. DRUG TESTING	1/1/2019	18999	464	1/16/2019	EMPLOYEE DRUG TESTING 12/01/18-12/31/18	10-025-57300	Recruit/Investigate-Human	\$2,560.00
							Totals for S.A.F.E. DRUG TESTING:	\$2,560.00
SAFETY-KLEEN CORP.	1/28/2019	78927369	100500	2/6/2019	30G PARTS WASHER - SOLVENT	10-010-54500	Equipment Rental-Fleet	\$185.30
							Totals for SAFETY-KLEEN CORP.:	\$185.30
SCHAEFFER MANUFACTURING COMPANY	1/7/2019	SK4753	479	1/23/2019	OIL & LUBRICANTS	10-010-56400	Oil & Lubricants-Fleet	\$1,033.46
	1/29/2019	SK4774-INV1	549	2/28/2019	OIL & LUBRICANTS	10-010-56400	Oil & Lubricants-Fleet	\$1,033.46
						10-010-56500	Other Services-Fleet	\$1,707.20

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Totals for SCHAEFFER MANUFACTURING COMPANY:								\$3,774.12
SHRED-IT USA LLC	1/15/2019	8126422381	100424	1/30/2019	ACCT #13034336 SERVICE DATE 12/18/19 & 01/14/19	10-026-56500	Other Services-Recor	\$508.76
Totals for SHRED-IT USA LLC:								\$508.76
SIDDONS MARTIN EMERGENCY GROUP, LLC	1/16/2019	2405706	100425	1/30/2019	TAHOE TC CENTER SECTION	10-010-52000	Accident Repair-Fleet	\$325.00
Totals for SIDDONS MARTIN EMERGENCY GROUP, LLC:								\$325.00
SMITH, TAYLOR	1/4/2019	SMI010419	100214	1/9/2019	TUITION REIMBURSEMENT FALL 2018	10-025-58550	Tuition Reimbursement-Humai	\$764.00
Totals for SMITH, TAYLOR:								\$764.00
SOLARWINDS, INC	1/11/2019	IN412918	100426	1/30/2019	COMPUTER SOFTWARE	10-015-53050	Computer Software-Informatio	\$7,780.00
Totals for SOLARWINDS, INC:								\$7,780.00
SPARKLETTS AND SIERRA SPRINGS	1/1/2019	3677798 122218	100361	1/23/2019	ACCT #21767323677798	10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$34.50
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$42.99
						10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$150.00
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$52.50
						10-008-57900	Station Supplies-Mater	\$10.50
						10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$84.00
						10-008-57900	Station Supplies-Mater	\$3.00
						10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$57.00
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$66.00
						10-008-57900	Station Supplies-Mater	\$57.00
						10-008-57900	Station Supplies-Mater	\$30.25
						10-008-57900	Station Supplies-Mater	\$16.75
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$7.50
						10-008-57900	Station Supplies-Mater	\$34.50
						10-008-57900	Station Supplies-Mater	\$16.50
	1/22/2019	3677798 012219	100501	2/6/2019	ACCT #21767323677798	10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$7.50
						10-008-57900	Station Supplies-Mater	\$34.50
						10-008-57900	Station Supplies-Mater	\$16.50

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						10-008-57900	Station Supplies-Mater	\$21.00
						10-008-57900	Station Supplies-Mater	\$30.51
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$159.00
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$30.00
						10-008-57900	Station Supplies-Mater	\$24.00
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$70.50
						10-008-57900	Station Supplies-Mater	\$3.00
						10-008-57900	Station Supplies-Mater	\$25.50
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$34.50
						10-008-57900	Station Supplies-Mater	\$16.50
						10-008-57900	Station Supplies-Mater	\$12.00
						10-008-57900	Station Supplies-Mater	\$48.00
						10-008-57900	Station Supplies-Mater	\$48.00
						10-008-57900	Station Supplies-Mater	\$7.75
						10-008-57900	Station Supplies-Mater	\$21.25
Totals for SPARKLETT'S AND SIERRA SPRINGS:								\$1,639.00
STANLEY LAKE M.U.D.	1/31/2019	00009836 01/31/19	100502	2/6/2019	STATION 43 12/27/18-01/28/19	10-016-58800	Utilities-Facil	\$4.69
	1/31/2019	00009834 01/31/19	100502	2/6/2019	STATION 43 12/27/18-01/28/19	10-016-58800	Utilities-Facil	\$34.22
	Totals for STANLEY LAKE M.U.D.:							
STAPLES ADVANTAGE	1/5/2019	3401036834			CREDIT/3401036834	10-008-56300	Office Supplies-Matls. Mgmt.	(\$48.39)
	1/5/2019	3401036837	100364	1/23/2019	STATION/OFFICE SUPPLIES	10-008-57900	Station Supplies-Mater	\$282.12
						10-008-56300	Office Supplies-Matls. Mgmt.	\$993.50
	1/5/2019	3401036839	100364	1/23/2019	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$39.08
	1/5/2019	3401036840	100364	1/23/2019	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$92.78
	1/5/2019	3401036841	100364	1/23/2019	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$48.39
	1/5/2019	3401036832		2/4/2019	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$48.39
Totals for STAPLES ADVANTAGE:								\$1,455.87
STEWART ORGANIZATION INC.	1/1/2019	1509277	465	1/16/2019	ACCT #1110518 COPIER USAGE 12/25/18-01/24/19	10-015-55400	Leases/Contracts-Information ?	\$1,150.47
	1/31/2019	1523969	522	2/6/2019	ACCT #1110518 COPIER USAGE 01/25/19-02/24/19 STATION 47	10-015-55400	Leases/Contracts-Information ?	\$71.65
	1/31/2019	1523970	550	3/2/2019	ACCT #1110518 COPIER USAGE 01/25/19-02/24/19	10-015-55400	Leases/Contracts-Information ?	\$1,303.84
	Totals for STEWART ORGANIZATION INC.:							
STRYKER SALES CORPORATION	1/4/2019	2572380M	480	1/23/2019	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-O	\$1,617.16
						10-009-54200	Durable Medical Equipment-O	\$8.72

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	1/21/2019	2583693M	523	2/6/2019	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-O	\$1,229.06
						10-009-54200	Durable Medical Equipment-O	\$7.01
	1/2/2019	2570074M	502	1/30/2019	REPAIR OF STAIR CHAIR SN 040239123	10-009-55650	Maintenance-Contract Equipm	\$284.66
	1/25/2019	2587623M	551	2/25/2019	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-O	\$736.40
						10-009-54200	Durable Medical Equipment-O	\$5.34
					Totals for STRYKER SALES CORPORATION:			\$3,888.35
SUDDENLINK	1/12/2019	714445701 01/12/19	100365	1/23/2019	ADMIN 01/21/19-02/20/19	10-016-58800	Utilities-Facil	\$213.45
	1/12/2019	717712401 01/12/19	100366	1/23/2019	STATION 14 01/21/19-02/20/19	10-016-58800	Utilities-Facil	\$87.55
	1/24/2019	719772101 01/24/19	100428	1/30/2019	STATION 30 02/01/19-02/28/19	10-015-58310	Telephones-Service-Informatio	\$106.71
	1/24/2019	709532001 01/24/19	100429	1/30/2019	STATION 13 02/01/19-02/28/19	10-016-58800	Utilities-Facil	\$55.68
						10-015-58310	Telephones-Service-Informatio	\$93.02
					Totals for SUDDENLINK:			\$556.41
TAYLOR HEALTHCARE PRODUCTS, INC.	1/7/2019	60797104	481	1/23/2019	LINENS	10-008-53800	Disposable Linen-Mater	\$1,144.40
	1/29/2019	60797242	552	2/28/2019	LINENS/MEDICAL SUPPLIES	10-008-53800	Disposable Linen-Mater	\$1,610.50
						10-008-53900	Disposable Medical Supplies-M	\$360.00
	1/30/2019	60797267	552	3/1/2019	TRAUMA BAGS (3)	10-009-54200	Durable Medical Equipment-O	\$150.00
					Totals for TAYLOR HEALTHCARE PRODUCTS, INC.:			\$3,264.90
TCDRS	1/1/2019	TCD010719	4373	1/15/2019	TCDRS TRANSMISSION DECEMBER 2018	10-000-21650	TCDRS Defined Benefit Plan-I	\$138,138.60
						10-000-21650	TCDRS Defined Benefit Plan-I	\$134,191.73
					Totals for TCDRS:			\$272,330.33
TESSCO TECHNOLOGIES INC.	1/3/2019	829590	100504	2/6/2019	SHOP SUPPLIES	10-004-57725	Shop Supplies-Radio	\$819.06
					Totals for TESSCO TECHNOLOGIES INC.:			\$819.06
TEXAS CHILDREN HOSPITAL	1/29/2019	112919	100505	2/6/2019	CHILD PASSENGER CERT COURSE/SCOTT MCCULLY	10-009-58500	Training/Related Expenses-CE	\$125.00
					Totals for TEXAS CHILDREN HOSPITAL:			\$125.00
TEXAS PRIDE MARKETING	1/12/2019	MC1507A	100430	1/30/2019	WHEEL DOLLY	10-010-57700	Shop Tools-Fleet	\$161.55
	1/12/2019	MC1507B	100430	1/30/2019	WHEEL DOLLY - FREIGHT	10-010-57700	Shop Tools-Fleet	\$28.85
					Totals for TEXAS PRIDE MARKETING:			\$190.40
THE WOODLANDS FIRE DEPARTMENT	1/9/2019	2019-1002	100506	2/6/2019	BLS PROVIDER E-CARDS AHA	10-009-52600	Books/Materials-OMD	\$240.00
	1/14/2019	2019-1003 B	100431	1/30/2019	HEART SAVER CPR AED E-CARDS	10-009-52600	Books/Materials-OMD	\$1,700.00
					Totals for THE WOODLANDS FIRE DEPARTMENT:			\$1,940.00
THE WOODLANDS TOWNSHIP (23/24/29)	1/15/2019	FEB 2019-164	100278	1/16/2019	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

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Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
TOMMY'S PAINT & BODY INC dba TOMMY'S WRECKER	1/31/2019	665	553	3/1/2019	TOW SERVICE - MEDIC 43/SHOP 14	10-010-59200	Vehicle-Towing-Fleet	\$140.00
	1/31/2019	657	553	3/1/2019	TOW SERVICE - MEDIC 41/SHOP 10	10-010-59200	Vehicle-Towing-Fleet	\$224.00
	Totals for TOMMY'S PAINT & BODY INC dba TOMMY'S WRECKER:							\$364.00
TREMCO PRODUCTS INC dba TREMCO EMERGENCY PRODUCTS	1/18/2019	17172	100507	2/6/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,112.84
	Totals for TREMCO PRODUCTS INC dba TREMCO EMERGENCY PRODUCTS:							\$1,112.84
TRIBIE, TAMARAH	1/17/2019	TRI011719	100367	1/23/2019	MILEAGE REIMBURSEMENT 12/14/18-12/15/18	10-007-56200	Mileage Reimbursements-EMS	\$19.95
	Totals for TRIBIE, TAMARAH:							\$19.95
TRIZETTO PROVIDER SOLUTIONS	1/1/2019	121Y011900	100369	1/23/2019	INTEGRATED ELIG/QUICK POSTED REMITS/ELECTRONIC CLAIMS	10-011-52900	Collection Fees-Bill	\$1,006.78
	Totals for TRIZETTO PROVIDER SOLUTIONS:							\$1,006.78
TROPHY HOUSE	1/25/2019	29583	100583	2/24/2019	NAME PLATE - C. HON/T. MOSLEY	10-008-57000	Printing Services-Matls. Mgmt	\$17.00
	1/25/2019	29617	100583	2/24/2019	SAVE PLAQUES	10-009-54450	Employee Recognition-OMD	\$97.50
	1/29/2019	29642	100583	2/28/2019	CERTIFICATE FRAME PLAQUES	10-009-54450	Employee Recognition-OMD	\$444.00
	Totals for TROPHY HOUSE:							\$558.50
UNITED RENTALS	1/5/2019	163581902-002	100370	1/23/2019	FORKLIFT RENTAL - MICROWAVE EQUIP DELIVERY	10-004-54500	Equipment Rental-Radio	\$1,620.27
	Totals for UNITED RENTALS:							\$1,620.27
URBAN FIRE PROTECTION	1/1/2019	28991	100371	1/23/2019	FIRE PUMP TANK REPAIR - STATION 40	10-016-55600	Maintenance & Repairs-Building	\$500.00
	1/1/2019	28992	100433	1/30/2019	REPLACED SPRINKLER WATER GAUGES/FIRE PUMP TRANSDUCER	10-016-55600	Maintenance & Repairs-Building	\$1,050.00
	Totals for URBAN FIRE PROTECTION:							\$1,550.00
US DIGITAL DESIGNS, INC.	1/16/2019	8477	100509	2/6/2019	6 SPEAKERS FOR STATION ALERTING	10-004-57225	Radio Repair - Parts-Radio	\$1,892.10
	Totals for US DIGITAL DESIGNS, INC.:							\$1,892.10
VALENZUELA, BRANDON	1/2/2019	VAL010219	100218	1/9/2019	TUITION REIMBURSEMENT/FALL 2018	10-025-58550	Tuition Reimbursement-Human Resources	\$836.80
	Totals for VALENZUELA, BRANDON:							\$836.80
VALIC COLLECTIONS	1/11/2019	VAL011119	4374	1/11/2019	EMPLOYEE CONTRIBUTIONS FOR 01/11/19	10-000-21600	Employee Deferred Comp.-BS	\$11,995.21
	1/28/2019	VAL012819	4389	1/28/2019	EMPLOYEE CONTRIBUTIONS FOR 01/28/19	10-000-21600	Employee Deferred Comp.-BS	\$9,844.20
	Totals for VALIC COLLECTIONS:							\$21,839.41
VELOCITY BUSINESS PRODUCTS, LLC	1/30/2019	74643	100588	3/1/2019	FILE DRAWER	10-016-57750	Small Equipment & Furniture-IT	\$535.00
	Totals for VELOCITY BUSINESS PRODUCTS, LLC:							\$535.00
VERIZON WIRELESS (POB 660108)	1/9/2019	9821914391	100279	1/16/2019	ACCT# 920161350-00001 DEC 10- JAN 09	10-005-58200	Telephones-Cellular-Account	\$36.02
						10-001-58200	Telephones-Cellular-Admin	\$187.99
						10-011-58200	Telephones-Cellular-Bill	\$74.01
						10-006-58200	Telephones-Cellular-Alarm	\$422.24
						10-004-58200	Telephones-Cellular-Radio	\$224.66

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						10-007-58200	Telephones-Cellular-EMS	\$993.45
						10-016-58200	Telephones-Cellular-Facil	\$386.22
						10-010-58200	Telephones-Cellular-Fleet	\$36.02
						10-002-58200	Telephones-Cellular-PA	\$148.68
						10-015-58200	Telephones-Cellular-Informati	\$126.77
						10-008-58200	Telephones-Cellular-Matls. M	\$187.10
						10-009-58200	Telephones-Cellular-OMD	\$234.26
						10-039-58200	Telephones-Cellular-Param	\$330.50
						10-027-58200	Telephones-Cellular-Emerg	\$37.99
						10-025-58200	Telephones-Cellular-Human	\$49.56
						10-015-58200	Telephones-Cellular-Informati	\$149.99
						Totals for VERIZON WIRELESS (POB 660108):		\$3,625.46
VFIS OF TEXAS / REGNIER & ASSOCIATES	1/18/2019	46156			CREDIT/VFIS-CM-1051153	10-027-54900	Insurance-Emerg	(\$941.81)
	1/1/2019	45676	444	1/16/2019	RENEWALL INSTALLMENT VFIS-CM-1051153/VFIS-TR-2051953	10-027-54900	Insurance-Emerg	\$41,687.00
	1/29/2019	46335	524	2/6/2019	ADD SHOPS 51 & 52 TO AUTO POLICY	10-027-54900	Insurance-Emerg	\$1,791.02
						Totals for VFIS OF TEXAS / REGNIER & ASSOCIATES:		\$42,536.21
WAGEWORKS	1/1/2019	0517-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 05/01/17-05/31/17	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	1018-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 10/01/18-10/31/18	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	0318-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 03/01/18-03/31/18	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	1118-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 11/01/18-11/30/18	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	1218-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 12/01/18-12/31/18	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	0918-TR39485	466	1/16/2019	COBRA ADMINISTRATION FEE 09/01/18-09/30/18	10-025-55700	Management Fees-Human	\$173.35
	1/1/2019	0818-TR39485B	466	1/16/2019	COBRA ADMINISTRATION FEE 08/01/18-08/31/18	10-025-55700	Management Fees-Human	\$173.35
						Totals for WAGEWORKS:		\$1,213.45
WASTE MANAGEMENT OF TEXAS	1/24/2019	5609852-1792-9	100512	2/6/2019	STATION 41 02/01/19-02/28/19	10-016-58800	Utilities-Facil	\$189.35
	1/24/2019	5609850-1792-3	100512	2/6/2019	STATION 43 02/01/19-02/28/19	10-016-58800	Utilities-Facil	\$141.65
						Totals for WASTE MANAGEMENT OF TEXAS:		\$331.00
WAVEMEDIA, INC	1/1/2019	475629	100220	1/9/2019	TRANSPORT CIRCUIT/INTERNET SERVICES/2 STRANDS DARK	10-015-58310	Telephones-Service-Informatio	\$3,875.00
						Totals for WAVEMEDIA, INC:		\$3,875.00
WEAVER AND TIDWELL, LLP	1/30/2019	10387671	100593	3/1/2019	2ND BILLING SEPT 30 18 AUDIT	10-005-52100	Accounting/Auditing Fees-Acc	\$20,000.00
						Totals for WEAVER AND TIDWELL, LLP:		\$20,000.00
WELLS-WHITWORTH, MICHAEL	1/24/2019	WEL012419	503	1/30/2019	MILEAGE REIMBURSEMENT 01/03/2019	10-007-56200	Mileage Reimbursements-EMS	\$19.26
						Totals for WELLS-WHITWORTH, MICHAEL:		\$19.26
WHELEN ENGINEERING COMPANY, INC.	1/1/2019	R89452	100373	1/23/2019	REPAIR OF LIGHT PROGRAMMER	10-010-57650	Repair-Equipment-Fleet	\$125.00
						Totals for WHELEN ENGINEERING COMPANY, INC.:		\$125.00

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WHITENER ENTERPRISES, INC.	1/15/2019	59359	504	1/30/2019	OIL & LUBRICANTS/SHOP SUPPLIES	10-010-56400	Oil & Lubricants-Fleet	\$2,280.40
						10-010-57725	Shop Supplies-Fleet	\$931.82
						Totals for WHITENER ENTERPRISES, INC.:		\$3,212.22
WIESNER, INC.	1/4/2019	585472	100374	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$74.61
	1/9/2019	585708	100374	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$102.00
	1/9/2019	585717	100374	1/23/2019	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$438.36
Totals for WIESNER, INC.:								\$614.97
WILLINGHAM, MISTI	1/15/2019	WIL011519	100282	1/16/2019	MILEAGE REIMBURSEMENT 11/28/18-12/14/18	10-001-56200	Mileage Reimbursements-Adm	\$132.42
						Totals for WILLINGHAM, MISTI:		\$132.42
WOLEBEN, SHANNON	1/11/2019	WOL011119	467	1/16/2019	WELLNESS PROGRAM - GYM MEMBERSHIP	10-025-54350	Employee Health/Wellness-Hu	\$21.54
						Totals for WOLEBEN, SHANNON:		\$21.54
WOODFOREST NATIONAL BANK (7889)	1/2/2019	JAN 6937554	4382	1/2/2019	CAPITAL/LEASE #6937554 P25 - LOAN PAYOFF	10-004-57725	Shop Supplies-Radio	\$29,717.05
						10-004-55025	Interest Expense-Radio	\$55.72
						Totals for WOODFOREST NATIONAL BANK (7889):		\$29,772.77
WRIGHT EXPRESS-FLEET FUEL	1/3/2019	WRI010319	4365	1/3/2019	ACCT #5974 12/21/18-01/03/18	10-010-54700	Fuel-Fleet	\$16,049.96
	1/10/2019	wWRI011019	4375	1/10/2019	ACCT #5974 01/04/19-01/10/19	10-010-54700	Fuel-Fleet	\$12,596.28
	1/23/2019	WRI012319	4383	1/23/2019	ACCT #5974 01/11/19-01/21/19	10-010-54700	Fuel-Fleet	\$11,020.67
Totals for WRIGHT EXPRESS-FLEET FUEL:								\$39,666.91
WURTH USA, INC.	1/16/2019	96279685	100435	1/30/2019	SHOP SUPPLIES	10-010-57725	Shop Supplies-Fleet	\$248.01
						10-010-57725	Shop Supplies-Fleet	\$17.95
						Totals for WURTH USA, INC.:		\$265.96
YEZAK, DARREN	1/2/2019	YEZ010219	442	1/9/2019	TUITION REIMBURSEMENT/FALL 2018	10-025-58550	Tuition Reimbursement-Huma	\$380.00
						Totals for YEZAK, DARREN:		\$380.00
ZOLL DATA SYSTEMS	1/1/2019	INV00030684	100377	1/23/2019	HOSTING BILLING PRO - 3 YEAR (02/01/19-02/28/19)	10-000-14900	Prepaid Expenses-BS	\$8,062.50
	1/1/2019	INV00030683	100377	1/23/2019	COMPUTER SOFTWARE 02/01/19-04/30/19	10-015-53050	Computer Software-Informatio	\$15,309.95
	1/25/2019	INV00031472	100594	2/24/2019	ROAD SAFETY SOFTWARE	10-010-57750	Small Equipment & Furniture-l	\$24,010.00
						10-010-57750	Small Equipment & Furniture-l	\$202.49
Totals for ZOLL DATA SYSTEMS:								\$47,584.94
ZOLL MEDICAL CORPORATION	1/8/2019	2803411	482	1/23/2019	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-O	\$1,964.50
	1/8/2019	2802706	482	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$2,264.88
	1/7/2019	2802086	482	1/23/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$8,773.50
	1/1/2019	2773697	468	1/16/2019	EQUIPMENT REPAIR	10-009-57650	Repair-Equipment-OMD	\$1,021.01
	1/1/2019	2789220	468	1/16/2019	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-M	\$3,001.20
	1/1/2019	2790101	482	1/23/2019	MEDICAL EQUIPMENT	10-009-54200	Durable Medical Equipment-O	\$1,079.11

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CAPITAL PURCHASES

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
J.A.M. EQUIPMENT SALES & SERVICES, LLC	1/1/2019	950339	100254	1/16/2019	MOBILE COLUMN LIFT	10-010-52754	Capital Purchase - Equipment-	\$33,229.79
Totals for J.A.M. EQUIPMENT SALES & SERVICES, LLC:								\$33,229.79
MICROWAVE NETWORKS	1/1/2019	20181219	100343	1/23/2019	MX 104 EQUIPMENT	10-004-52754	Capital Purchase - Equipment-	\$193,298.00
	1/1/2019	MILESTONE 4 & 5	100343	1/23/2019	MILESTON 4 - FACTORY ACCEPTANCE TESTING	10-004-52754	Capital Purchase - Equipment-	\$375,347.70
Totals for MICROWAVE NETWORKS:								\$568,645.70
OPTIMUM COMPUTER SOLUTIONS, INC.	1/1/2019	INV0000091147	462	1/16/2019	COMPUTER EQUIPMENT	10-015-52754	Capital Purchase - Equipment-	\$4,370.70
Totals for OPTIMUM COMPUTER SOLUTIONS, INC.:								\$4,370.70
PERFORMANCE TINTERS	1/17/2019	15544	520	2/6/2019	CERAMIC TINT/PAINT PROTECTION - SHOP 52	10-010-52755	Capital Purchase - Vehicles-Fl	\$375.00
	1/17/2019	15547	520	2/6/2019	CERAMIC TINT/PAINT PROTECTION - SHOP 51	10-010-52755	Capital Purchase - Vehicles-Fl	\$375.00
Totals for PERFORMANCE TINTERS:								\$750.00
PRO POWERSPORTS OF CONROE	1/29/2019	PRO012919	100422	1/30/2019	UTILITY TERRAIN VEHICLE FOR MCHD UTV PROJECT	10-007-52755	Capital Purchase - Vehicles-E	\$9,334.54
Totals for PRO POWERSPORTS OF CONROE:								\$9,334.54
PROFESSIONAL AMBULANCE SALES & SERVI	1/9/2019	1907	443	1/16/2019	NEW HORTON AMBULANCE S/N G298582	10-010-52755	Capital Purchase - Vehicles-Fl	\$313,647.00
	1/9/2019	1908	443	1/16/2019	NEW HORTON AMBULANCE S/N G294264	10-010-52755	Capital Purchase - Vehicles-Fl	\$313,647.00
	1/9/2019	1914	443	1/16/2019	NEW HORTON AMBULANCES - BUY BOARD FEE	10-010-52755	Capital Purchase - Vehicles-Fl	\$800.00
Totals for PROFESSIONAL AMBULANCE SALES & SERVICE, LLC:								\$628,094.00

Account Summary

Account Number	Description	Net Amount
10-000-14100	Patient Refunds	\$10,587.66
10-000-14305	A/R Employee-BS	\$91.89
10-000-14900	Prepaid Expenses-BS	\$47,943.73
10-000-21585	P/R-Flexible Spending-BS-BS	\$2,210.29
10-000-21590	P/R-Premium Cancer/Accident-BS	\$10,343.55
10-000-21595	P/R-Health Savings-BS-BS	\$26,240.12
10-000-21600	Employee Deferred Comp.-BS	\$21,839.41
10-000-21650	TCDRS Defined Benefit Plan-BS	\$272,330.33
10-001-52600	Books/Materials-Admin	\$230.91
10-001-54100	Dues/Subscriptions-Admin	\$1,555.00
10-001-54450	Employee Recognition-Admin	\$1,150.00
10-001-55500	Legal Fees-Admin	\$5,186.00
10-001-55900	Meals - Business and Travel-Admin	\$110.38
10-001-56200	Mileage Reimbursements-Admin	\$132.42
10-001-57100	Professional Fees-Admin	\$750.00
10-001-58200	Telephones-Cellular-Admin	\$187.99
10-002-55700	Management Fees-PA	\$51,294.42
10-002-57100	Professional Fees-PA	\$538.35
10-002-58200	Telephones-Cellular-PA	\$148.68
10-004-52754	Capital Purchase - Equipment-Radio	\$568,645.70
10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$90.00
10-004-54500	Equipment Rental-Radio	\$1,620.27
10-004-55025	Interest Expense-Radio	\$55.72
10-004-55600	Maintenance & Repairs-Buildings-Radio	\$2,450.00
10-004-57100	Professional Fees-Radio	\$18,865.42
10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$548.75
10-004-57225	Radio Repair - Parts-Radio	\$7,799.85
10-004-57725	Shop Supplies-Radio	\$30,920.64
10-004-57750	Small Equipment & Furniture-Radio	\$166.96
10-004-58200	Telephones-Cellular-Radio	\$306.49
10-004-58310	Telephones-Service-Radio	\$238.38
10-004-58800	Utilities-Radio	\$2,906.36
10-005-52100	Accounting/Auditing Fees-Accou	\$20,000.00
10-005-53150	Conferences - Fees, Travel, & Meals-Accou	\$294.22
10-005-56200	Mileage Reimbursements-Accou	\$9.97
10-005-57750	Small Equipment & Furniture-Accou	\$1,131.56
10-005-58200	Telephones-Cellular-Accou	\$36.02
10-006-52600	Books/Materials-Alarm	\$13.47
10-006-58200	Telephones-Cellular-Alarm	\$518.87
10-006-58500	Training/Related Expenses-CE-Alarm	\$439.00
10-007-52755	Capital Purchase - Vehicles-EMS	\$9,334.54
10-007-54450	Employee Recognition-EMS	\$1,914.00
10-007-56200	Mileage Reimbursements-EMS	\$96.90
10-007-57000	Printing Services-EMS	\$6,550.00
10-007-57750	Small Equipment & Furniture-EMS	\$110,096.41
10-007-58200	Telephones-Cellular-EMS	\$993.45
10-007-58500	Training/Related Expenses-CE-EMS	\$325.00
10-007-58700	Uniforms-EMS	\$13,364.00
10-008-52500	Bio-Waste Removal-Mater	\$2,538.99
10-008-53800	Disposable Linen-Mater	\$5,229.22
10-008-53900	Disposable Medical Supplies-Mater	\$105,666.43
10-008-56300	Office Supplies-Matls. Mgmt.	\$1,173.75
10-008-56600	Oxygen & Gases-Mater	\$4,639.75
10-008-56900	Postage-Meter	\$2,895.16

Account Summary

Account Number	Description	Net Amount
10-008-57000	Printing Services-Matls. Mgmt.	\$267.56
10-008-57900	Station Supplies-Mater	\$4,639.31
10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$187.10
10-008-58700	Uniforms-Matls. Mgmt.	\$618.40
10-009-52600	Books/Materials-OMD	\$7,264.43
10-009-52700	Business Licenses-OMD	\$412.00
10-009-52950	Community Education-Dept	\$997.35
10-009-53050	Computer Software-OMD	\$951.00
10-009-53150	Conferences - Fees, Travel, & Meals-Dept	\$2,066.91
10-009-53550	Customer Relations-OMD	\$2,505.60
10-009-54000	Drug Supplies-OMD	\$17,417.07
10-009-54200	Durable Medical Equipment-OMD	\$26,372.34
10-009-54450	Employee Recognition-OMD	\$614.34
10-009-55650	Maintenance-Contract Equipment-OMD	\$544.16
10-009-56100	Meeting Expenses-OMD	\$959.41
10-009-57100	Professional Fees-OMD	\$7,420.00
10-009-57650	Repair-Equipment-OMD	\$1,312.18
10-009-57750	Small Equipment & Furniture-OMD	\$548.99
10-009-58200	Telephones-Cellular-OMD	\$234.26
10-009-58500	Training/Related Expenses-CE-OMD	\$4,379.44
10-010-52000	Accident Repair-Fleet	\$3,796.52
10-010-52754	Capital Purchase - Equipment-Fleet	\$33,229.79
10-010-52755	Capital Purchase - Vehicles-Fleet	\$628,844.00
10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$940.00
10-010-54500	Equipment Rental-Fleet	\$185.30
10-010-54700	Fuel-Fleet	\$39,666.91
10-010-54800	Hazardous Waste Removal-Fleet	\$70.00
10-010-55100	Laundry Service & Purchase-Fleet	\$143.94
10-010-55650	Maintenance-Contract Equipment-Fleet	\$23,520.00
10-010-56200	Mileage Reimbursements-Fleet	\$193.42
10-010-56400	Oil & Lubricants-Fleet	\$4,347.32
10-010-56500	Other Services-Fleet	\$1,992.33
10-010-57650	Repair-Equipment-Fleet	\$125.00
10-010-57700	Shop Tools-Fleet	\$366.35
10-010-57725	Shop Supplies-Fleet	\$1,418.49
10-010-57750	Small Equipment & Furniture-Fleet	\$24,212.49
10-010-58200	Telephones-Cellular-Fleet	\$36.02
10-010-58900	Vehicle-Batteries-Fleet	\$3,016.20
10-010-59000	Vehicle-Outside Services-Fleet	\$330.00
10-010-59050	Vehicle-Parts-Fleet	\$55,302.92
10-010-59100	Vehicle-Registration-Fleet	\$100.33
10-010-59150	Vehicle-Tires-Fleet	\$6,671.04
10-010-59200	Vehicle-Towing-Fleet	\$614.00
10-011-52900	Collection Fees-Bill	\$22,010.22
10-011-58200	Telephones-Cellular-Bill	\$74.01
10-011-58500	Training/Related Expenses-CE-Bill	\$660.00
10-015-52754	Capital Purchase - Equipment-Infor	\$4,370.70
10-015-53000	Computer Maintenance-Information Technology	\$2,341.00
10-015-53050	Computer Software-Information Technology	\$48,175.60
10-015-53100	Computer Supplies/Non-Cap.-Information Technology	\$4,655.86
10-015-55400	Leases/Contracts-Information Technology	\$6,330.06
10-015-57100	Professional Fees-Information Technology	\$42,652.25
10-015-57750	Small Equipment & Furniture-Information Technology	\$20,632.42
10-015-58200	Telephones-Cellular-Information Technology	\$276.76

Account Summary

Account Number	Description	Net Amount
10-015-58310	Telephones-Service-Information Technology	\$15,056.47
10-015-58320	Telephones - Long Distance-Information Technology	\$325.46
10-016-53500	Customer Property Damage-Facil	\$650.00
10-016-54450	Employee Recognition-Facil	\$146.30
10-016-55600	Maintenance & Repairs-Buildings-Facil	\$51,415.19
10-016-57650	Repair-Equipment-Facil	\$1,728.61
10-016-57700	Shop Tools-Facil	\$44.99
10-016-57725	Shop Supplies-Facil	\$1,689.70
10-016-57750	Small Equipment & Furniture-Facil	\$17,842.71
10-016-58200	Telephones-Cellular-Facil	\$386.22
10-016-58800	Utilities-Facil	\$30,528.55
10-025-51700	Health & Dental-Human	\$173,601.48
10-025-51710	Health Insurance Claims-Human	\$239,904.99
10-025-51720	Health Insurance Admin Fees-Human	\$60,387.60
10-025-54350	Employee Health\Wellness-Human	\$574.42
10-025-54450	Employee Recognition-Human	\$2,471.39
10-025-55500	Legal Fees-Human	\$1,782.00
10-025-55700	Management Fees-Human	\$1,213.45
10-025-57100	Professional Fees-Human	\$2,029.38
10-025-57300	Recruit/Investigate-Human	\$6,536.74
10-025-58200	Telephones-Cellular-Human	\$49.56
10-025-58550	Tuition Reimbursement-Human	\$9,849.60
10-026-56500	Other Services-Recor	\$508.76
10-026-57100	Professional Fees-Recor	(\$479.50)
10-026-57750	Small Equipment & Furniture-Recor	\$1,131.56
10-026-58500	Training/Related Expenses-CE-Recor	\$1,199.00
10-027-52600	Books/Materials-Emerg	\$154.95
10-027-54900	Insurance-Emerg	\$42,536.21
10-027-58200	Telephones-Cellular-Emerg	\$37.99
10-039-56500	Other Services-Param	\$9,006.16
10-039-58200	Telephones-Cellular-Param	\$330.50
Total		\$3,108,399.92

JP Morgan Chase Bank
January Credit Card Transactions

Vendor	Invoice Date	Description	Invoice Amount
APCO INTERNATIONAL INC	01/07/2019	PO#50488 COMMUNICATION TRAINING OFFICER FOR BRANDON ELLIOT	\$ 439.00
APL*APPLE ONLINE STORE	12/21/2018	REFUND FOR TAX CHARGE PO#50316	\$ (24.67)
APL*APPLE ONLINE STORE	12/14/2018	PO#50316 TAX CHARGE APPLE DEVELOPER ENTERPRISE PROGRAM MEMBERSHIP FOR I.T. E-M/	\$ 24.67
APL*APPLE ONLINE STORE	12/14/2018	PO#50316 APPLE DEVELOPER ENTERPRISE PROGRAM MEMBERSHIP FOR I.T.	\$ 299.00
AT&T *PAYMENT	01/04/2019	STATION 24 ACCT# 145685137	\$ 116.40
ATT*BUS PHONE PMT	12/20/2018	STATION 31 FIRE ALARM 281-689-6865 12/23/18-01/22/19	\$ 339.20
ATT*BUS PHONE PMT	12/20/2018	STATION 30 FIRE ALARM 281-689-3247 12/23/18-01/22/19	\$ 107.01
ATT*BUS PHONE PMT	12/07/2018	STATION 40 281-259-8210 11/13/18-12/12/18	\$ 164.12
C & R WATER SUPPLY, IN	01/07/2019	STATION 44 11/14/18-12/17/18	\$ 4.59
C & R WATER SUPPLY, IN	12/17/2018	STATION 44 10/15/18-11/14/18	\$ 76.28
CITY OF CONROE (UTILIT	01/03/2019	STATION 10 11/28/18-12/27/18	\$ 91.19
COBURN SUPPLY COMPANY	12/17/2018	ADMIN A/C FILTERS	\$ 671.44
COBURN SUPPLY COMPANY	12/07/2018	STATION 40/32 WATER PIPE INSULATION	\$ 55.92
COMCAST OF HOUSTON	01/03/2019	STATION 23 ACCT# 0849557 12/16/18-01/15/19	\$ 112.92
CRACKER BARREL #288 CO	12/24/2018	PO#50393 EMPLOYEE LUNCHEON 12-21-18	\$ 1,576.61
DRI*GPSGATE AB	12/17/2018	PO#50338 REFUND FOR TAX CHARGES	\$ (39.35)
DRI*GPSGATE AB	12/17/2018	PO#50338 MONTHLY SUBSCRIPTION FOR BACKUP VEHICLE AND RADIO LOCATIONS	\$ 516.35
DSHS REGULATORY PR	12/24/2018	Recertification	\$ 96.00
DSHS REGULATORY PR	12/11/2018	Recertification	\$ 190.00
DSHS REGULATORY PR	12/06/2018	Recertification	\$ 126.00
DTV*DIRECTV SERVICE	12/24/2018	STATION 11 INV 35630619912 12/21/18-01/20/19	\$ 63.98
DTV*DIRECTV SERVICE	12/17/2018	STATION 14 INV 35588793964 12/13/18-01/12/19	\$ 98.50
DTV*DIRECTV SERVICE	12/14/2018	INVOICE # 35578619536 12/12/18	\$ 1,584.07
DTV*DIRECTV SERVICE	12/10/2018	STATION 90 INV 35705554169 01/05/19-02/04/19	\$ 155.97
EPCOR	12/21/2018	STATION 40 11/27/18-1/02/19	\$ 20.35
EPCOR	12/21/2018	STATION 40 11/02/18-01/02/19	\$ 166.83
FEDEX 31184251	12/31/2018	INV 6-412-05325	\$ 41.66
FEDEX 31184251	12/31/2018	CREDIT	\$ (41.66)
FEDEX 31184251	12/31/2018	INVOICE 6-412-05325	\$ 41.66
FEDEXOFFICE 00010439	12/10/2018	PROGRAMS FOR AWARDS BANQUET PO 50231	\$ 235.12
FIESTA MART #81	12/24/2018	PO#50465 TEA FOR CHRISTMAS LUNCHEON	\$ 14.87
FLIGHTBRIDGEED.COM	12/10/2018	FLIGHT BRIDGE COURSE FP-C, CCP-C CTRN & CFRN PO 50015	\$ 352.95
FSI*ENTERGY-BILLMATRIX	01/03/2019	STATION 10 11/15/18-12/14/18 INV 160004272554	\$ 611.79
FSI*ENTERGY-BILLMATRIX	01/03/2019	STATION 32 11/08/18-12/10/18 INV 375003801472	\$ 297.48
FSI*ENTERGY-BILLMATRIX	01/03/2019	SPLENDOR TOWER 11/08/18-12/10/18	\$ 416.69
HIPAA TRAINING	12/31/2018	50 HIPAA TRAINING COURSES	\$ 599.50
HIPAA TRAINING	12/31/2018	CREDIT	\$ (599.50)
HIPAA TRAINING	12/31/2018	50 HIPAA TRAINING COURSES	\$ 599.50
HYATT PLACE	12/14/2018	GFOA CONFERENCE 12/10/18-12/12/18 SHELENE RAYBURN	\$ 294.22
KROGER #0136	12/07/2018	GIFT CARDS FOR AWARD BANQUET 2018 PO 50212	\$ 305.00
KROGER #0136	12/07/2018	LIMES FOR AWARD BANQUET 2018 PO 50213	\$ 4.00
KROGER #0136	12/18/2018	PO#50361 MANAGER GIFT CARDS	\$ 850.00
KROGER #0136	12/18/2018	PO#50330 FOR MAURA'S RETIREMENT PARTY	\$ 54.98
KROGER #142	12/17/2018	Save Reunion	\$ 42.98
KROGER #357	12/18/2018	PO#50406 PUBLIC HEALTH EMPLOYEE RECOGNITION	\$ 327.60
KROGER #357	12/18/2018	PO#50383 MANAGER GIFT CARDS	\$ 300.00
KROGERONLINEGIFTCARD#8	12/18/2018	GIFT CARDS FOR EMPLOYEES WORKING THE HOLIDAYS	\$ 1,914.00
LOWES #00232*	12/21/2018	REPLACEMENT ROPE FOR PACKING PEANUT BAG IN FLEET GARAGE	\$ 11.98
LOWES #00232*	12/17/2018	STATION 54/47 USDD INSTALL	\$ 35.44
LOWES #00232*	12/21/2018	Vehicle parts	\$ 30.75
MONTGOMERY CO TX MV CN	12/12/2018	Vehicle registration	\$ 50.25
MONTGOMERY CO TX MV CN	12/12/2018	Vehicle registration	\$ 1.08
MONTGOMERY VEHREG	12/14/2018	Vehicle registration	\$ 39.00
MUNICIPAL ONLINE PAYME	01/04/2019	CITY OF CONROE PROCESS FEE 0072-0592-000	\$ 0.85
NATIONAL ACADEMY OF AM	12/10/2018	2018 ONLINE MANDATORY CEU FOR KIM REED AND GLENDA GAINES	\$ 660.00
NATIONAL ASSOCIATION O	01/04/2019	COURSE FEE INCLUDING CERTIFICATES	\$ 40.00
NATIONAL ASSOCIATION O	12/13/2018	COURSE FEE INCLUDING CERTIFICATES	\$ 70.00
PAPPADEAUX SEAFOOD KTC	12/17/2018	EMPLOYEE RECOGNITION	\$ 146.30
PAYCLIX	01/07/2019	STATION 44 11/14/18-12/17/18 PROCESSING FEE	\$ 0.93

JP Morgan Chase Bank
January Credit Card Transactions

Vendor	Invoice Date	Description	Invoice Amount
PAYCLIX	12/17/2018	STATION 44 10/15/18-11/14/18 PROCESSING FEE	\$ 3.07
PAYPAL *SAFETYBELTS	12/11/2018	PO#50283 SAFETY BELT MEMBERSHIP SUBSCRIPTION	\$ 135.00
PIZZA HUT #032205	12/24/2018	PO#50412 PIZZA FOR SKILLS TESTING 12-20-18	\$ 26.11
PIZZA HUT #032205	12/21/2018	PO#50411 PIZZA FOR SKILLS TESTING 12-19-18	\$ 32.56
PIZZA HUT #032205	12/20/2018	PO#50392 PIZZA FOR SKILLS TESTING 12-18-18	\$ 26.11
PIZZA HUT #032205	12/19/2018	PO#50385 PIZZA FOR SKILLS TESTING 12-17-18	\$ 26.11
PLANET HOLLYWD ADV DEP	01/07/2019	K. CROCKER HOTEL FOR THE ABC360 CONFERENCE. THIS IS A (1) NIGHT HOLD PLUS TAX. HE V	\$ 123.58
PREMIERE GLOBAL SERVIC	12/24/2018	INVOICE 571784 11/13/18-12/12/18	\$ 43.67
PREMIERE GLOBAL SERVIC	12/11/2018	REFUND DUE TO BILLING ISSUE	\$ (62.47)
PREMIERE GLOBAL SERVIC	12/11/2018	REFUND DUE TO BILLING ISSUE	\$ (70.12)
PWW MEDIA INC	01/07/2019	K. CROCKER ABC360 CONFERENCE REGISTRATION	\$ 645.00
RELIANT ENERGY	01/02/2019	STATION 40 11/28/18-12/31/18 INV 139004415540	\$ 65.09
REV.COM	12/27/2018	TC0019205104	\$ 6.00
REV.COM	12/21/2018	TC0672014552	\$ 24.00
REV.COM	12/14/2018	TC0653613773 FOR PH	\$ 2.00
REV.COM	12/13/2018	TC0653613773 FOR PH	\$ 88.00
SALTGRASS CONROE	12/20/2018	Discuss best practices for MCHD	\$ 59.35
SAMS CLUB #6421	12/21/2018	PO#50413 EMPLOYEE LUNCHEON 12-21-18	\$ 80.56
SAMSClub.COM	12/10/2018	STATION SUPPLIES PO 50220	\$ 758.48
SAMSClub.COM	12/17/2018	PO#50331 HR 10-025-54450 FOR MAURA'S RETIREMENT PARTY PO#50340 MATERIALS MANAGEM	\$ 811.06
SOUTHWEST AIRLINES	01/07/2019	K. CROCKER TRAVEL TO ABC360 CONFERENCE	\$ 237.96
STERICYCLE	12/27/2018	INVOICE 4008239486 12/01/18-12/31/18	\$ 2,538.99
TAYLOR WHOLESALE FLORI	12/07/2018	FLOWERS FOR CENTERPIECES FOR AWARD BANQUET PO 50217	\$ 422.48
TEXAS CHILDREN'S HO	12/07/2018	JA personal charge/used cc in error/pd Ck	\$ 91.89
THE HOME DEPOT #0508	12/21/2018	SERVICE CENTER KITCHEN SINK REPAIR	\$ 22.99
THE HOME DEPOT #0508	12/19/2018	STATION 47 BED FRAME PARTS	\$ 17.57
THE HOME DEPOT #0508	12/19/2018	STATION 47 WOOD FOR BED FRAME	\$ 17.57
THE HOME DEPOT #0508	12/17/2018	STATION 10 THRESHOLD BRUSH	\$ 41.48
THE HOME DEPOT #0508	12/10/2018	ADMIN CLEANING RACK IN GYM	\$ 6.72
THE HOME DEPOT #0508	12/10/2018	SERVICE CENTER TV JACKS FOR PUBLIC HEALTH	\$ 43.68
THE HOME DEPOT #0508	12/07/2018	ALARM ICE MACHINE INSTALL	\$ 8.57
THE HOME DEPOT #0508	01/07/2019	CREDIT FOR PO#50135 CANCELED DUE TO FRAUD CHARGES NEW ORDER HAS BEEN PLACED W	\$ (633.26)
THE HOME DEPOT #0508	12/13/2018	PO#50294 STOVE TOP FOR STATION 14 & DISHWASHER FOR ALARM	\$ 966.98
THE HOME DEPOT #6516	12/10/2018	ST. LUKES BDA INSTALL	\$ 31.61
THE HOME DEPOT #6523	01/07/2019	STATION 34 MINI BLINDS	\$ 59.44
THE HOME DEPOT 508	12/21/2018	STATION 43 SIGN LIGHT	\$ 83.66
THE TOASTED YOLK 1	12/21/2018	Meet w/Sheriffs dept to discuss new transfer unit	\$ 51.03
TX.GOV SERVICEFEE-	12/14/2018	Vehicle registration	\$ 10.00
UNITED AIRLINES	12/21/2018	BAGGAGE FOR OHIO/HORTON TRIP - JUSTIN	\$ 30.00
UNITED AIRLINES	12/19/2018	BAGGAGE FOR OHIO/HORTON TRIP - JUSTIN	\$ 60.00
UPS*000000A690R4488	12/11/2018	INV 0000A690R4488	\$ 227.79
VISTAGE WORLDWIDE INC	12/24/2018	Membership Due	\$ 1,465.00
WALMART.COM	12/07/2018	PO#50161 STATION SUPPLIES	\$ 50.88
WASTE MGMT WM EZPAY	01/07/2019	INVOICE 5603443*1792-3 01/01/19-01/31/19	\$ 2,515.42
WASTE MGMT WM EZPAY	12/06/2018	INVOICE 5592194-1792-5	\$ 2,215.51
WOWPOINTSCOM*FTD	12/28/2018	FLOWERS FOR KAREN WEBB / 11/17/18	\$ 56.69
WOWPOINTSCOM*FTD	01/07/2019	FLOWER ORDER FOR THE FAMILY OF MITCH AYRES	\$ 59.39
WOWPOINTSCOM*FTD	01/07/2019	FLOWER ORDER FOR THE FAMILY OF COREY WILLIAMS	\$ 59.39
WOWPOINTSCOM*FTD	12/18/2018	FLOWER ORDER FOR JORDAN HOMES	\$ 56.69
WOWPOINTSCOM*FTD	12/18/2018	FLOWER ORDER FOR JOLENE FIGUEROA	\$ 56.69
ZOOM.US	12/10/2018	Video Conference	\$ 71.58
TOTAL			\$ 28,549.35

Montgomery County Hospital District
Bank Register - Operating Acct-WF
Patient Refunds - One Time Checks (01/01/2019 - 01/31/2019)

Payment number	Payment type	Invoice date	Invoice number	Vendor name	Invoice amount	Cleared?	Post date
100326	Computer Check	1/22/19	15-58483	PATIENT REFUND	\$216.76	FALSE	1/22/19
100336	Computer Check	1/22/19	17-11653	PATIENT REFUND	\$25.00	FALSE	1/22/19
100357	Computer Check	1/22/19	17-24313	PATIENT REFUND	\$37.45	TRUE	1/22/19
100411	Computer Check	1/9/19	18-1445	PATIENT REFUND	\$438.84	TRUE	1/9/19
100378	Computer Check	1/28/19	18-19264	PATIENT REFUND	\$245.00	FALSE	1/28/19
100432	Computer Check	1/28/19	18-22140	UNITED HEALTHCARE RECOVERY	\$475.01	TRUE	1/28/19
100286	Computer Check	1/22/19	18-26740	ACCENT (POB 952366)	\$477.62	FALSE	1/22/19
100356	Computer Check	1/22/19	18-29532	PATIENT REFUND	\$100.37	FALSE	1/22/19
100290	Computer Check	1/22/19	18-30153	PATIENT REFUND	\$50.00	TRUE	1/22/19
100349	Computer Check	1/22/19	18-32775	PATIENT REFUND	\$75.32	TRUE	1/22/19
100348	Computer Check	1/22/19	18-34267	PATIENT REFUND	\$89.67	FALSE	1/22/19
100396	Computer Check	1/28/19	18-36809	PATIENT REFUND	\$100.00	FALSE	1/28/19
100355	Computer Check	1/22/19	18-44405	PATIENT REFUND	\$84.66	TRUE	1/22/19
100359	Computer Check	1/22/19	18-44591	PATIENT REFUND	\$125.00	TRUE	1/22/19
100345	Computer Check	1/22/19	18-45646	PATIENT REFUND	\$454.96	TRUE	1/22/19
100331	Computer Check	1/22/19	18-45696	PATIENT REFUND	\$56.54	FALSE	1/22/19
100310	Computer Check	1/22/19	18-46442	PATIENT REFUND	\$100.00	TRUE	1/22/19
100288	Computer Check	1/22/19	18-48270	PATIENT REFUND	\$136.69	FALSE	1/22/19
100384	Computer Check	1/28/19	18-48430	BLUE CROSS BLUE SHIELD TX	\$93.80	TRUE	1/28/19
100419	Computer Check	1/28/19	18-48467	PATIENT REFUND	\$92.62	FALSE	1/28/19
100318	Computer Check	1/22/19	18-48785	PATIENT REFUND	\$405.64	TRUE	1/22/19
100324	Computer Check	1/22/19	18-49668	PATIENT REFUND	\$15.68	FALSE	1/22/19
100375	Computer Check	1/22/19	18-49881	PATIENT REFUND	\$125.00	TRUE	1/22/19
100332	Computer Check	1/22/19	18-50133	PATIENT REFUND	\$265.00	FALSE	1/22/19
100321	Computer Check	1/22/19	18-50930	PATIENT REFUND	\$73.27	FALSE	1/22/19
100358	Computer Check	1/22/19	18-52833	PATIENT REFUND	\$50.00	FALSE	1/22/19
100360	Computer Check	1/22/19	18-53313	PATIENT REFUND	\$96.60	FALSE	1/22/19
100300	Computer Check	1/22/19	18-53351	PATIENT REFUND	\$125.00	FALSE	1/22/19
100320	Computer Check	1/22/19	18-53374	PATIENT REFUND	\$79.89	TRUE	1/22/19
100285	Computer Check	1/22/19	18-53634	ACCENT (POB 952366)	\$760.99	FALSE	1/22/19
100302	Computer Check	1/22/19	18-54905	PATIENT REFUND	\$425.48	TRUE	1/22/19
100354	Computer Check	1/22/19	18-57970	PATIENT REFUND	\$480.76	TRUE	1/22/19
100427	Computer Check	1/28/19	18-58417	PATIENT REFUND	\$100.00	FALSE	1/28/19
100329	Computer Check	1/22/19	18-59673	PATIENT REFUND	\$509.50	TRUE	1/22/19
100303	Computer Check	1/22/19	18-61004	PATIENT REFUND	\$393.45	FALSE	1/22/19
100335	Computer Check	1/22/19	18-61400	PATIENT REFUND	\$249.07	TRUE	1/22/19
100434	Computer Check	1/28/19	18-61815	PATIENT REFUND	\$542.14	FALSE	1/28/19
100376	Computer Check	1/22/19	18-62024	PATIENT REFUND	\$86.13	FALSE	1/22/19
100394	Computer Check	1/28/19	18-62471	PATIENT REFUND	\$422.93	TRUE	1/28/19
100372	Computer Check	1/22/19	18-63257	PATIENT REFUND	\$367.51	TRUE	1/22/19
100406	Computer Check	1/28/19	18-63494	PATIENT REFUND	\$874.96	TRUE	1/28/19
100494	Computer Check	1/28/19	18-63755	PATIENT REFUND	\$246.71	FALSE	1/28/19
100368	Computer Check	1/22/19	18-6806B	TRICARE EAST REGION CLAIMS	\$416.64	TRUE	1/22/19
TOTAL					<u><u>\$10,587.66</u></u>		

MCHD Surplus/Salvage
February 2019

Qty	Serial Number	MCHD Tag	Product Description	S/S	Reason
1	54246	8336	EZ IO POWER DRIVER	SALVAGE	Losing power. Cannot be repaired.
1	N/A	6234	Whirlpool Washer	Salvage	Leaking Water, Broken, Cannot be repaired
1	CN00VW5M7287216KHCAM	NCA20074	Dell Monitor P2210f	Salvage	Broken / unrepairable
1	1S40612HUR8RMPM7	8856	Lenovo ThinkPad W500 laptop	Salvage	Out of warranty and broken
1	1S43892UUR9588MW	CAP20327	Lenovo ThinkPad W510 laptop	Salvage	Out of warranty and broken
1	1S43892UUR89M9GN	9106	Lenovo ThinkPad W510 laptop	Salvage	Out of warranty and broken
1	1s20A7002UUSR900FMW6	CAP20526	Lenovo ThinkPad X1 Carbon laptop	Salvage	Out of warranty and broken
1	0GKSA85925	NONE	Panasonic Toughbook CF-19 / laptop	Salvage	Out of warranty and broken
1	4CTSA74378	CAP20581	Panasonic Toughbook CF-53 laptop	Salvage	Out of warranty and broken
1	4ATSA56256	CAP20512	Panasonic Toughbook CF-53 laptop	Salvage	Out of warranty and broken
1	JCGFTF1	9342	Dell Optiplex 755 / Desktop	Salvage	Out of warranty and broken
1	FTX1138R04X	7615	Cisco Aironet / Wireless Access Point	Salvage	Out of warranty and broken
1	FTX1138E0G5	7616	Cisco Aironet / Wireless Access Point	Salvage	Out of warranty and broken
1	FTX1144E1F8	7865	Cisco Aironet / Wireless Access Point	Salvage	Out of warranty and broken
1	5NF0ZPCM	NONE	Seagate External Hard Drive	Salvage	Out of warranty and broken
1	NA0745019154	NONE	APC Network Management Card	Salvage	Out of warranty and broken
1	7MBV0N6956138	2942	3COM Switch 3300	Salvage	Out of warranty and broken
1	FAB0424U1F9	5833	Cisco Switch 2900	Salvage	Out of warranty and broken
1	FOC1443W1GF	9339	Cisco Switch 3560G	Salvage	Out of warranty and broken
1	FOC1532Z6B0	NONE	Cisco Switch 3560G	Salvage	Out of warranty and broken
1	521033302	NONE	SimpleTech External Hard Drive	Salvage	Out of warranty and broken
1	DAJ06673	7674	Canon DR-7580 / scanner	Salvage	Out of warranty and broken
1	CZ309700	NONE	Canon DR-9080C / scanner	Salvage	Out of warranty and broken
1	NS0732027702	NONE	APC Smart UPS / battery backup	Salvage	Out of warranty and broken
1	AS0816230310	NONE	APC Smart UPS / battery backup	Salvage	Out of warranty and broken
1	AS0751120753	NONE	APC Smart UPS / battery backup	Salvage	Out of warranty and broken
1	DKM2SH1	8850	Dell T5300 Desktop	Salvage	Out of warranty and broken
1	2UX95306GF	NONE	HP DL380 G6 Server	Salvage	Out of warranty and broken
1	2UX8260401	NONE	HP DL380 G5 Server	Salvage	Out of warranty and broken
1	K41909033004514	NONE	ThinkPad Laptop docking station	Salvage	Out of warranty and broken
1	8DJLPM1	GNT20204	Dell Optilex 780 / Desktop	Salvage	Out of warranty and broken
1	H2L6KM1	9008	Dell Optilex 960 / Desktop	Salvage	Out of warranty and broken
1	ZA0727010029	NONE	APC Rack Power Strip	Salvage	Broken / unrepairable
1	QS1548240440	NONE	APC Smart UPS / battery backup	Salvage	Broken / unrepairable

AGENDA ITEM # 28

Board Mtg.: 2/26/2019

Montgomery County Hospital District

Proceeds from Sale of Assets

10/01/2017 - 01/31/2019

Account Name	Description	Sale Date	Sale of Surplus
Vehicles	2010 Dodge Ram 3500 - 201,234 miles	5/22/2018	8,660.00
Vehicles	2009 Ford F350 - 140,736 miles (trade-in)	7/3/2018	15,000.00
Vehicles	2012 Dodge Ram 3500 SLT - 203,110 miles	7/24/2018	8,305.00
Vehicles	2012 Dodge Ram 3500 ST - 194,983 miles	9/21/2018	8,150.00
Vehicles	2012 Dodge Ram 3500 SLT - 199,930 miles	12/18/2018	8,514.00
Vehicles	2012 Dodge Ram 3500 - 189,761 miles	12/18/2018	8,920.00
Vehicles Total			<u>57,549.00</u>
Total Proceeds			<u><u>57,549.00</u></u>

**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 3:45 p.m., January 22, 2019, 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 3:45 p.m.

2. Roll Call

Present

Bob Bagley
Chris Grice
Mark Cole
Sandy Wagner
Brad Spratt
Georgette Whatley

3. Swearing-in ceremony for the Honorable Chris Grice as Montgomery County Hospital District Board of Directors member representing the Commissioner, Pct. 3.

Judge Claudia Laird swore in the Honorable Chris Grice as Montgomery County Hospital District Board of Directors member representing the Precinct 3.

4. Swearing-in ceremony for the Honorable Bob Bagley as Montgomery County Hospital District Board of Directors member representing the Commissioner, Pct. 4.

Judge Claudia Laird swore in the Honorable Bob Bagley as Montgomery County Hospital District Board of Directors member Precinct 4.

5. Swearing-in ceremony for the Honorable Justin Chance as Montgomery County Hospital District Board of Directors member representing the At-Large Position Number 2.

Judge Kristin Bays swore in the Honorable Justin Chance as Montgomery County Hospital District Board of Directors member representing the At-Large Position Number 2.

6. Adjourn

Meeting adjourned at 3:51 p.m.

Sandy Wagner, Secretary

**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., January 22, 2019 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 p.m.

2. Invocation

Led by Mr. Cole

3. Pledge of Allegiance

Led by Mr. Chance

4. Roll Call

Present:

Bob Bagley
Chris Grice
Justin Chance
Mark Cole
Sandy Wagner
Brad Spratt
Georgette Whatley

5. Public Comment

There were no comments from the public.

6. Special Recognition:

Field Employee – Armando Reyes

Medical Director Award –

No. 1 - Wade Johnson and Tim Kapler and Chris Goodrich

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.

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

8. Consider and take action on the annual election of Board officers. (Mr. Cole, Vice-Chairman – MCHD Board)

Mr. Bagley made a motion nominate Ms. Whatley for Chairman of the board. Motion failed due to no second offered by the board.

Mrs. Wagner made a motion to nominate Mr. Cole for Chairman of the board. Mr. Grice offered a second and motion passed unanimously.

Mr. Chance made a motion to nominate Mr. Spratt for Vice Chairman of the board. Ms. Whatley offered a second and motion passed unanimously.

Mr. Grice made a motion to nominate Ms. Whatley for Vice Chairman of the board. Ms. Whatley respectfully declined nomination.

Mr. Cole made a motion to nominate Mrs. Wagner for Secretary of the board. Mr. Grice offered a second and motion passed unanimously.

Mr. Cole made a motion to nominate Mr. Grice for Treasurer of the board. Mr. Spratt offered a second and motion passed unanimously.

9. Presentation of Quarterly Employee Turnover Report. (Ms. Whatley, Chair – Personnel Committee)

Mr. Randy Johnson, CEO and Mrs. Emily Fitzgerald, HR Manager presented the HR Turnover Report and answered all questions from the board.

10. 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.

11. Consider and act on the renewal of CAD software support agreement. (Mr. Spratt, Chair – EMS Committee) (attached)

Mr. Spratt made a motion to consider and act on the renewal of CAD software support agreement. Mrs. Wagner offered a second. After board discussion motion passed unanimously.

12. Consider and act on the renewal of CAD Mobile software support agreement. (Mr. Spratt, Chair – EMS Committee) (attached)

Mr. Spratt made a motion to consider and act on the renewal of CAD Mobile software support agreement. Mrs. Wagner offered a second and motion passed unanimously.

13. 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.

14. Consider and act on membership to 1GPA (Government Procurement Alliance) purchasing cooperative. (Mr. Cole, Vice-Chairman – MCHD Board) (attached)

Mr. Cole made a motion to consider and act on membership to 1GPA (Government Procurement Alliance) purchasing cooperative. Mr. Spratt offered a second. After board discussion motion passed unanimously.

15. Consider and act on Cummins Generator Maintenance Contract. (Mr. Cole, Vice-Chairman – MCHD Board) (attached)

Mr. Cole made a motion to consider and act on Cummins Generator Maintenance Contract. Mr. Bagley offered a second and motion passed unanimously.

16. Consider and act on the purchase of Opticom Intersection equipment from HGAC Contract No. PE-05-17. (Mr. Cole, Vice-Chairman – MCHD Board) (attached)

Mr. Cole made a motion to consider and act on purchase of Opticom Intersection equipment from HGAC Contract No. PE-05-17. Mr. Grice offered a second. After board discussion motion passed unanimously.

17. Consider and act on the purchase of budgeted P25 field radios from RFP No. FY2017-04-01 awarded to Dailey Wells Communications. (Mr. Cole, Vice-Chairman – MCHD Board) (attached)

Mr. Cole made a motion to consider and act on the purchase of budgeted P25 field radios from RFP No. FY2017-04-01 awarded to Dailey Wells Communications. Mr. Grice offered a second and motion passed unanimously.

18. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.

Mrs. Ade Moronkeji, HCAP Manager presented a report to the board.

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)

Mrs. Wagner made a motion to consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. Mr. Chance offered a second and motion passed unanimously.

20. Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. (Mrs. Wagner, Chair – Indigent Care Committee)

Mrs. Wagner made a motion to Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. Mr. Chance offered a second and motion passed unanimously.

21. Presentation of preliminary Financial Report for three months ended December 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.

22. Update to the increase on County Tax Assessor and Collection Fees for FY 2019. (attached)

Mr. Brett Allen, CFO gave an update to the increase on County Tax Assessor and Collection Fees for FY 2019.

23. Presentation of Investment Report for the quarter ended December 31, 2018.

Mr. Brett Allen, CFO presented investment report to the board.

24. Consider and act on RFP for Investment Advisory Services. (Mr. Grice, Treasurer – MCHD Board) (attached)

Mr. Grice made motion to consider and act on staff's recommendation for awarding contract to Valley View Consulting, LLC for Investment Advisory Services. Mr. Bagley offered a second. After board discussion motion passed unanimously.

25. Consider and act on Bank Signature Cards. (Mr. Grice, Treasurer – MCHD Board) (attached)

Mr. Spratt made a motion to name Mr. Cole, Mr. Grice, Mrs. Wagner, Ms. Whatley, Mr. Johnson, Mr. Allen, Mrs. Miller and Ms. Bonner as set forth in handout for Bank Signature Cards. Mrs. Wagner offered a second. After board discussion and motion passed unanimously.

26. 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. Spratt offered a second and motion passed unanimously.

27. 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.

28. Consider and act on the acquisition of land from the City of Conroe for an EMS Station as budgeted in the FY 2019 budget. (Mr. Cole, Vice-Chairman – MCHD Board)

Mrs. Miller, COO gave a presentation to the board.

29. Convene into executive session pursuant to section 551.072 of the Texas Government code to discuss real estate property including but not limited to acquisition of land from the City of Conroe and any other related matters. (Mr. Cole, Vice-Chairman – MCHD Board)

Mr. Cole made a motion to convene into executive session at 5:17 p.m. pursuant to section 551.072 of the Texas Government code to discuss real estate property including but not limited to acquisition of land from the City of Conroe and any other related matters.

30. Reconvene from executive session and take action as necessary on real estate property including but not limited to acquisition of land from the City of Conroe and any other related matters. (Mr. Cole, Vice-Chairman – MCHD Board)

The board reconvened from executive session at 5:33 p.m. Mr. Cole advised that no action to be taken by the board.

31. Secretary's Report - Consider and act on minutes for the December 11, 2018 Regular BOD meeting. (Mrs. Wagner, Secretary - MCHD Board)

Mrs. Wagner made a motion to consider and act on the minutes for the December 11, 2018 Regular BOD Meeting. Mr. Bagley offered a second and motion passed. Mr. Spratt, Mr. Grice and Mr. Chance abstained from vote.

32. Adjourn

Meeting adjourned at 5:34 p.m.

Sandy Wagner, Secretary