



RECEIVED  
CORPORATE SEC. DIV. 31  
JAN 11 1961  
STATE OF FLORIDA

ARTICLES OF INCORPORATION  
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OF  
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NORTHERN MANAGED CARE ASSOCIATES, INC.

The undersigned subscribers to these Articles of Incorporation, each a natural person competent to contract, hereby associate themselves together to form a corporation under the Laws of the State of Florida.

ARTICLE I.-NAME  
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The name of the corporation is:

NORTHERN MANAGED CARE ASSOCIATES, INC.

ARTICLE II.-NATURE OF BUSINESS  
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The general nature of the business to be transacted by this corporation shall be: MANAGING MEDICAL CENTERS

Any and all activities permitted under the Laws of the United States of Florida

### ARTICLE III.-CAPITAL STOCK

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The maximum number of shares of stock that this corporation is authorized to have outstanding at any one time is: 100 SHARES AT \$5.00 PAR VALUE

All the aforementioned stock is to be issued and fully paid for and exempt from assessment.

The capital stock may be paid for in money, property, labor, or services, at a just valuation to be fixed by the incorporators or by the directors at a meeting called for such purpose.

### ARTICLE IV.-INITIAL CAPITAL

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The amount of capital with which this corporation shall begin business is not less than:\$100.00(ONE HUNDRED AND 00/100 DOLLARS)

### TERM OF EXISTENCE

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This corporation is to exist perpetually.

ARTICLE VI.-ADDRESS

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The initial principal office address of this corporation in the State of Florida is: 999 PONCE DE LEON BLVD. STE 40 COVINGTON GABLES, FL. 33134

The Board of Directors may from time to time move the principal office to any other address in Florida.

ARTICLE VII.- DIRECTORS

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This Corporation shall have ONE (1) directors initially. The number of directors may be increased or decreased from time to time in such manner as may be prescribed by the By-laws, but shall never be less than one (1).

The Corporation shall indemnify and hold harmless each person who shall serve at any time hereafter as a director or officer of the corporation, and any person who serves at the request of this corporation, as a director or officer of any other corporation, from and against any and all claims and liabilities to which such person shall become subject by

reason of his having heretofore or hereafter being a director or officer of the corporation, or by reason of any action alleged to have been heretofore or hereafter taken or omitted by him as such director or officer, and shall reimburse each such person for all legal and other expenses reasonably incurred by him in connection with any claim or liability provided that no person shall be indemnified against, or be reimbursed for, any expenses incurred in connection with any claim or liability as to which it shall be adjudged that such officer or director is liable for negligence or willful misconduct in the performance of his duties.

The rights accruing to any person under the foregoing provisions shall not exclude any other right to which he may be lawfully entitled nor shall anything herein contained restrict the right of the corporation to indemnify reimburse such person in any proper case even though not specifically herein provided for.

No contract or other transaction between this corporation and no act of this corporation shall in any way be affected or invalidated by the fact that any of the directors of the corporation are pecuniarily or otherwise

interested in, or are directors or officers of, such other corporation; any director individually or any firm of which any director may be a member, may be a party to, or may be pecuniarily or otherwise interested in, any contract or transaction of the corporation, provided that the fact that he or such firm so interested shall be disclosed or shall have been known to the Board of Directors or such members thereof as shall be present at any meeting of the Board at which action upon any such contract or transaction shall be taken; and any director or officer of such other corporation or is so interested may be counted in determining the existence of a quorum at any meeting of the Board of Directors of the corporation which shall authorize any such contract or transaction, and may vote thereat to authorize any such contract or transaction, with the like force and effect as if he were not such director or officer of such other corporation or not so interested.

#### ARTICLE VIII.- INITIAL DIRECTORS

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The names and post office addresses of the member of the first Board of Directors are:

NAME -----	ADDRESS -----
ISMAEL ROQUE-VELASCO	999 PONCE DE LEON BLVD. STE 40 CORAL GABLES, FL. 33134

#### ARTICLE IX.-SUBSCRIBERS -----

The name and post office address of each subscriber of these Articles of Incorporation is:

NAME -----	ADDRESS -----
ISMAEL ROQUE-VELASCO	999 PONCE DE LEON BLVD. STE 40 CORAL GABLES, FL. 33134

#### ARTICLE X -----

The stock of the corporation may be issued pursuant to the provisions of Section 1244 of the Internal Revenue Code, so that the Stockholders of corporations may receive the benefits provided thereunder.

ARTICLE XI.-PRE-EMPTIVE RIGHTS

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Should any Stockholders wish to dispose of his stock it shall first be offered by any third person, and said stock shall be available for a period of ninety (90) days to such remaining Stockholders. In the event that any said stock is not purchased by any or all of the remaining stockholders within ninety (90) days of the offer, said stock may then be sold by the Stockholders at the price of the bona-fide offer of the third person.

ARTICLE XII-AMENDMENT

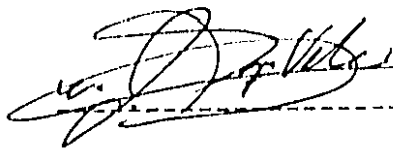
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These Articles of Incorporation may be amended in the manner provided by Law. Every amendment shall be approved by the Board of Directors, proposed by them to the stockholders and approved at a Stockholder's Meeting by a majority of the stock entitled to vote thereon.

In WITNESS WHEREOF, The parties to these Articles of Incorporation have hereunto set their hands and seals this

\_\_\_19TH \_\_\_day of\_\_\_JULY\_\_\_\_\_, 1995.





----- (SEAL) INCORPORATOR

----- (SEAL) INCORPORATOR

----- (SEAL) INCORPORATOR

STATE OF FLORIDA SS:

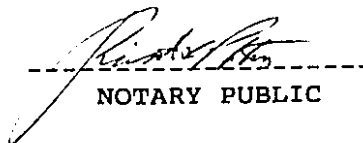
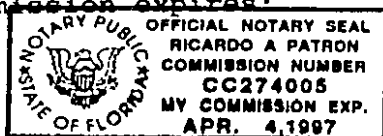
COUNTY OF DADE

I HEREBY CERTIFY That on this day before me, a Notary Public duly authorized in the State and County named above, to take acknowledgments, personally appeared

to me known to the persons described as subledge before me that they subscribed to these Articles of Incorporation.

IN WITNESS my hand and official seal in the County and State named above this 19TH day of JULY, 1995.

My commission expires:

  
NOTARY PUBLIC

REGISTERED AGENT  
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THE REGISTERED AGENT OF THIS CORPORATION WILL BE  
ISMAEL ROQUE-VELASCO\_\_\_\_\_.

THE REGISTERED ADDRESS WILL BE:

999 PONCE DE LEON BLVD. STE 40 CORAL GABLES, FL. 33134\_\_\_\_

HAVING BEEN NAMED AS REGISTERED AGENT AND TO ACCEPT SERVICE  
OF PROCESS FOR THE ABOVE STATED CORPORATION AT THE PLACE  
DESIGNATED IN THIS CERTIFICATE, I HEREBY ACCEPT THE APPOINT-  
MENT AS REGISTERED AGENT AND AGREE TO ACT IN THIS CAPACITY.  
I FURTHER AGREE TO COMPLY WITH THE PROVISIONS OFF ALL  
STATUTES RELATING TO THE PROPER AND COMPLETE PERFORMANCE OF  
MY DUTIES, AND I AM FAMILIAR WITH AND ACCEPT THE OBLIGATIONS  
OF MY POSITION AS REGISTERED AGENT.

CERTIFICATE DESIGNATING PLACE OF BUSINESS OR DOMICILE  
FOR THE SERVICE OF PROCESS WITHIN FLORIDA, NAMING AGENT UPON  
WHOM PROCESS MAY BE SERVED.

IN COMPLIANCE WITH SECTION 48,091, FLORIDA STATUTES, THE  
FOLLOWING IS SUBMITTED:

FIRST-THAT NORTHERN MANAGED CARE ASSOCIATES, INC.  
(NAME OF CORPORATION)

DESIRING TO ORGANIZE OR QUALIFY UNDER THE LAWS OF THE STATE  
OF FLORIDA, WITH ITS PRINCIPAL PLACE OF BUSINESS AT CITY OF  
CORAL GABLES  
(CITY)

STATE OF FL., HAS NAMED ISMAEL ROQUE-VELASCO  
(STATE) (NAME OF RESIDENT AGENT)

WITH THE PRINCIPAL ADDRESS BEING:

999 PONCE DE LEON BLVD. STE 40 CORAL GABLES, FL. 33134  
(STREET ADDRESS AND NUMBER OF BUILDING)  
(POST OFFICE BOX ADDRESSES ARE NOT ACCEPTABLE)

CITY OF CORAL GABLES, STATE OF FLORIDA, AS ITS AGENT  
TO SERVICE OF PROCESS WITHIN FLORIDA.

SIGNATURE [Signature] TITLE PRESIDENT

HAVING BEEN NAMED TO ACCEPT SERVICE OF PROCESS FROM THE  
ABOVE STATED CORPORATION AT THE PLACE DESIGNATED IN THIS  
CERTIFICATE, I HEREBY AGREE TO ACT IN THIS CAPACITY, AND I  
FURTHER AGREE TO COMPLY WITH THE PROVISIONS OF ALL STATUTES  
RELATIVE TO THE PROPER AND COMPLETE PERFORMANCE OF MY DUTIES.

DATE 7-19-95

SIGNATURE [Signature]  
(RESIDENT AGENT)