



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors

April 25, 2018

AGENDA

METROPOLITAN AREA EMS AUTHORITY D/B/A MEDSTAR MOBILE HEALTHCARE BOARD OF DIRECTORS MEETING

Meeting Location: 2900 Alta Mere Dr., Fort Worth, TX 76116-4115

Meeting Date and Time: April 25, 2018 10:00 a.m.

- | | | | |
|-------------|-------------------------------|--|--|
| I. | CALL TO ORDER | | Dr. Brian Byrd |
| II. | INTRODUCTION OF GUESTS | | Dr. Brian Byrd |
| III. | CITIZEN PRESENTATIONS | Opportunity for citizens to address the Board of Directors | |
| IV. | CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member or citizen may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: | |
| | BC – 1345 | Approval of board minutes March 28, 2018 meeting. | Dr. Brian Byrd
Pg. 4 |
| | BC – 1346 | Approval of check history for March 2018. | Dr. Brian Byrd
Pg. 8 |
| V. | NEW BUSINESS | No new business | |
| VI. | MONTHLY REPORTS | | |
| | A. | Chief Executive Officer Summary | Douglas Hooten |
| | B. | Chief Financial Officer Report | Joan Jordan |
| | C. | Chief Operations Report | Ken Simpson |
| | D. | Human Resources Report | Tina Smith |
| | E. | First Responders Advisory Board (FRAB) | Fire Chief Kirt Mays, Fire Chief Pat Vasquez |
| | F. | Office of the Medical Director Report | Buck Gleason for OMD |

- | | | |
|-----------|-------------------------------------|--|
| G. | Compliance / Legal Reports | Chad Carr
Kristofer Schleicher |
| H. | Chief Strategic Integration Officer | Macara Trusty –
filling in for Matt
Zavadsky |

VII. OTHER DISCUSSIONS

- | | | |
|-----------|--|----------------|
| A. | Requests for future agenda items of discussion | Dr. Brian Byrd |
|-----------|--|----------------|

VIII. CLOSED SESSION

- A. The Board of Directors may conduct a closed meeting under Section 551.074 of the Texas Government Code in order to discuss and seek legal advice regarding the proposed contracts with the Medical Director and Associate Medical Directors.
- B. The Board of Directors may also discuss other matters permitted by any of the following sections of Chapter 551 of the Texas Government Code:
 - 1. Section 551.071: To seek the advice of its attorney(s) concerning pending or contemplated litigation or a settlement offer, or on any matter in which the duty of the attorney to the Board and the Authority to maintain confidentiality under the Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Open Meetings Act, including without limitation, consultation regarding legal issues related to matters on this Agenda;
 - 2. Section 551.072: To deliberate the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the Authority in negotiations with a third person;
 - 3. Section 551.074: To (1) deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an Authority officer or employee; or (2) to hear a complaint or charge against an officer or employee; or
 - 4. Section 551.074: To deliberate the deployment, or specific occasions for implementation, of security personnel or devices or a security audit.
- C. The Board may reconvene in open session and act on any item listed on the Executive Session Agenda in accordance with Chapter 551 of the Texas Government Code.

IX. RECONVENE FROM CLOSED SESSION

The Board may act on any item discussed during the Closed Session.

X. ADJOURNMENT

MINUTES

METROPOLITAN AREA EMS AUTHORITY D/B/A MEDSTAR MOBILE HEALTHCARE BOARD OF DIRECTORS MEETING

2900 ALTA MERE DR.
FORT WORTH, TEXAS 76116-4115
March 28, 2018

The Metropolitan Area EMS Authority, MedStar Mobile Healthcare Board of Directors met on March 28 2018 at the MedStar Mobile Healthcare offices.

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 10:05 a.m.

MedStar Board members present: Paul Harral, Dr. John Geesbreght, Stephen Tatum, Dr. Rajesh Gandhi, Douglas Hooten (Ex-officio), Dr. Neal Richmond (Ex-efficio), Interim Fire Chief Pat Vasquez (Ex-officio), Fire Chief Kirt Mays (Ex-officio) and Kristofer Schleicher, General Counsel for MAEMSA d/b/a MedStar Mobile Healthcare. Not present: Dr. Janice Knebl

II. INTRODUCTION OF GUESTS

Guests: Jeremy Bishop of Local Board 440 Fort Worth Professional Fire Fighters Association, Scott Craver of Saginaw Fire Department. Others present were Joan Jordan, Ken Simpson, Matt Zavadsky, Dwayne Howerton, Chad Carr, Dale Rose, Susan Swagerty, Tina Smith, Richard Brooks, Pete Rizzo, Shaun Curtis, Desi Partain, Mike Potts, Kier Brister, Austin Cox, Dr. Veer Vithalani, Brandon Morshedi, MD UT Southwestern, Macara Trusty, Heath Stone, Tobi Farris, Melba Fowler, Leila Peeples and Marianne Schmidt, all with MedStar.

III. CITIZEN PRESENTATIONS

There were no citizen presentations.

IV. CONSENT AGENDA

BC – 1343 Approval of minutes for the February 28, 2018 meeting.

BC – 1344 Approval of approval of check history for February 2018.

The motions to approve was made by Dr. Raj Gandhi and seconded by Paul Harral. The motions were carried unanimously.

V. NEW BUSINESS

VI. MONTHLY REPORTS

A. **CEO: Douglas Hooten:** We have been focusing on the North Deployment Center and working with an Architect. We are also working with the City of Fort Worth on the property that is located behind the new Fort Worth 6th Precinct. We think this would be a good place for our North Deployment Center. We are also looking at other areas too. Our system is getting bigger, more trucks are out during peak times, the North has grown over the last six years and our roads are always under construction. Many PUM's are

doing this – Pinellas County in FL has a deployment center and it's working well for them. We have been working on the lock rooms here at the Star, these will be done shortly. All of the garage doors have been replaced with faster doors and the entrance is larger for the new ambulances we will be receiving starting in July. Paul Harral: Since the land is owned by the City, we can brief Mike Berry of Hillwood Properties on what we are looking for; he has lots of property that we can look over too.

B. **CFO: Joan Jordan:** Reviewed Tab B.

C. **COO: Ken Simpson:** Operations Report:

- Increase staffing by improving onboarding process efficiency
YTD Avg 93 Days- PUM Avg 75 days
17.5% Failure Rate (7/40)
- Decrease Lost Time 15%
- Increase P1 Compliance by 4%
- Will be accomplished by:
 - EMD task force assembled with FRO, OPS and OMD.
 - First Meeting in March w/o objections
 - Will clean up data and have second meeting to revisit
 - Priority 1 is 11 minutes
 - Priority 2 is 13 minutes
 - Priority 3 is 17 minutes
 - Measuring Things That Matter
- Hands on chest goal of 4 minutes or less 85% of the time on known cardiac arrest cases.
- First medical contact in 11 minutes or less 85% of the time on cardiac arrest patients.

D. **Human Resources: Tina Smith:** Reviewed Tab D.

E. **FRAB:** Fire Chief Kirk Mays – we are working through the Patient Report technology. Working with MedStar IT, etc. The CAD is talking to everyone and we are working for an end goal. Douglas Hooten – the interface with Burluson is working with the CAD. Interfacing with Fort Worth and Haltom City plans on getting connected soon using bidirectional interface. Paul Harral – Is the tone of the integration upbeat? Fire Chief Pat Vasquez – this concept is well received. We deal with Firewalls and the form is different, there are challenges to getting them done correctly; but everyone is working towards the end goal.

F. **OMD: Dr. Richmond:** Reviewed the reports in Tab F.

- 2017 Credentialing
 - Average time to credentialing by Level
 - Advanced 95 days; Upgrades 85 days; Basic 48 days
 - 13% of Advanced candidates are unsuccessful and are credentialed as Basics
 - Advanced credentialing outliers (>95 days in training)
 - Took protocol exam at least twice (adds 7-10 days to training)
 - Extra 10 days in operational phase (S-phase)
 - Extra 13 days in clinical phase (A-phase)
 - Contributing factors:
 - Direct from EMT to Paramedic with no EMS experience
 - Limited 911 experience (low volume and / or volunteer service)
 - No primary 911 experience (transfer service only)
 - Hospital experience only
 - Credentialing Recidivism
 - Advanced candidates that fail to progress are credentialed at the basic level
 - Placed into an upgrade academy after some time on the streets
- Quarterly Continuing Education

- Just completed 2018 Q1 CE
 - Resuscitation Management
 - Post-Resuscitation Management
 - Pediatric Resuscitation
- QA
 - Primary source of QA case referrals is the self-report process
 - Sentinel Event Review (Jan-Feb 2018)
 - 118 total Cases
 - 22 High Priority
 - 56 Moderate Priority
 - 40 Low Priority
 - Disposition
 - 69 Coaching/Education Provided at Case Review
 - 10 Clinical Improvement Plan's Implemented
 - 23 No Fault
 - 16 Cases Forwarded to external QA (FD, Hospital)
 - Identified concern with High Priorities:
 - Lack of EtCO₂ with BVM/CPAP
 - Untreated lethal arrhythmias (VF)
 - Insufficient airway management
 - Incomplete stabilization prior to patient movement
 - Clinical restriction impact
 - 6-month review of operational impact of clinical restrictions
 - Avg impact was 28% to all lost payroll hours
 - Oct/Nov 17 largest impact months
 - Two restrictions contributed to 70% of the OMD lost payroll hours
 - QA average review time from entry to closure
 - High priority – 3.7 days
 - Moderate priority – 12.3 days
 - Low priority – 4.1 days
- System Diagnostics
 - CPR performance
 - Time on chest >85% of the time exceeds AHA recommendation of 60%
 - Chest compression rate out of control limits due to compressing too fast (>120 cpm)
 - Feedback mechanisms to be looked at
 - Airway management
 - Crews are doing a great job recognizing that the airway is good by ETCO₂ and leaving it in place
 - Crews are doing a great job recognizing that the airway is bad by ETCO₂ and removing it
 - Overall success rate is declining
 - Looking at new tools to increase success rate such as video laryngoscopy devices

G. **Legal/Compliance: Chad Carr:** Reviewed Tab G.

H. **CSIO: Matt Zavadsky** reviewed Tab H.

VII. OTHER DISCUSSION

VIII. CLOSED SESSION

No closed session.

IX. ADJOURNMENT

There being no further business, Chairman Byrd adjourned the meeting at 11:31 a.m.

Respectfully submitted,

Paul Harral
Acting Secretary

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 03-01-2018 to 03-31-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
91533	3/2/18	Bound Tree Medical LLC Medical Supplies-Logistics	27,573.40
91548	3/2/18	Dell Marketing LP Computer Hardware - IT	26,838.00
91559	3/2/18	Hope Squad Training Session	8,500.00
91561	3/2/18	ImageTek Equipment Lease-Admin	6,641.46
91570	3/2/18	Maintenance of Ft Worth, Inc. Facilities Maint - Logistics	5,035.71
91571	3/2/18	Mobile Wireless, LLC Prepaid Expense	15,693.00
91575	3/2/18	NRS Collection Services-Admin	25,217.03
91584	3/2/18	ReCept Pharmacy Medical Supplies-Logistics	54,837.19
91587	3/2/18	Solutions Group Verification Services-Admin	5,705.29
91599	3/2/18	ZirMed Inc Invoice & Forms Processing-Adm	12,375.29
91600	3/2/18	Zoll Data Systems Inc Annual Support	7,637.47
91602	3/2/18	Direct Energy Business Utilities-Admin	9,701.86
91611	3/9/18	Arrow International, Inc. Medical Supplies-Logistics	6,263.88
91616	3/9/18	Bound Tree Medical LLC Medical Supplies-Logistics	11,894.56
91625	3/9/18	Continental Benefits Health Ins-Admin	87,521.82
91628	3/9/18	Delta Dental Insurance Comany Dental Ins-Admin	19,302.80
91635	3/9/18	Fulcrum Group Consulting Services - IT	14,925.00
91641	3/9/18	ImageTek Annual Support	7,631.00
91645	3/9/18	Komutel Communication Solutions Annual Support	5,618.00
91660	3/9/18	Solutions Group Verification Services-Admin	7,071.25
91669	3/9/18	TML Intergovernmental Risk Pool Claims Settlements	5,036.76
91727	3/14/18	Professional Ambulance Sales & Services Remount Ambulance	69,224.75

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 03-01-2018 to 03-31-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
91736	3/15/18	Atmos Energy Utilities-Admin	6,938.84
91738	3/15/18	Bound Tree Medical LLC Medical Supplies-Logistics	30,730.95
91749	3/15/18	Fort Worth Heat & Air Facilities Maint - Logistics	10,182.99
91750	3/15/18	City of Fort Worth License/Support fees	57,623.73
91759	3/15/18	ImageTrend Prepaid Expense	72,888.34
91780	3/15/18	Stryker Power cots new fleet additions	62,938.05
91800	3/23/18	AT&T Mobility Cell Phones-Admin	11,968.36
91803	3/23/18	Bound Tree Medical LLC Medical Supplies-Logistics	20,954.33
91806	3/23/18	Cambridge Group Portable radios, chargers	63,791.24
91810	3/23/18	Continental Benefits Health Insurance administration	59,887.11
91819	3/23/18	Innovative Developers, Inc. Privacy Mods + Phase I North	14,982.83
91827	3/23/18	ReCept Pharmacy Medical Supplies-Logistics	5,379.62
91836	3/30/18	AFLAC Employee Aflac Payable	5,065.08
91845	3/30/18	Bound Tree Medical LLC Medical Supplies-Logistics	19,032.96
91862	3/30/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	75,806.80
91874	3/30/18	NRS Collection Services-Admin	35,122.06
91883	3/30/18	PRUDENTIAL GROUP INSURANCE Life/AD&D Ins-Admin	19,063.25
91884	3/30/18	ReCept Pharmacy Medical Supplies-Logistics	45,608.76
91888	3/30/18	Solutions Group Verification Services-Admin	7,071.00
91891	3/30/18	Stryker Power loads - new ambulances	68,761.52
91900	3/30/18	XL Parts Maintenance-Fleet	5,225.98
91905	3/30/18	ZirMed Inc Invoice & Forms Processing-Adm	11,646.36

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 03-01-2018 to 03-31-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
ACH849468908	3/29/18	Dr. Veer D. Vithalani Medical Director - EPAB	17,050.00
ACH849468909	3/29/18	Dr. Neal J. Richmond Medical Director - EPAB	23,873.00
Wire #45829612	3/9/18	American Express MedStar Business Expenses	6,294.78
Wire #46190459	3/21/18	WEX Bank Fuel	77,282.46
			<u>1,275,415.92</u>
		TOTAL ACCOUNTS PAYABLE	1,427,449.55
		TOTAL PAYROLL EXPENSE	<u>2,126,895.81</u>
			<u>3,554,345.36</u>

Tab A – Chief Executive Officer

Tab B – Chief Financial Officer

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – April 25, 2018**

The following summarizes significant items in the March, 2018 Financial Reports:

Balance Sheet:

- Accounts Receivable – Current year exceeds prior year by approximately \$6million due primarily to timing of write-offs as well as increased transports in current year.

Statement of Revenues and Expenses:

- Benefits and Taxes – March expense includes a high-value claim that has not yet been reimbursed by the stop loss carrier.
- Office Equipment Maintenance – over budget due to additional software maintenance needs.
- Professional Fees – over budget primarily due to additional services purchased from Solutions Group and offset by additional collections.
- Overall, net retained earnings for the 6 months ended is \$1,894,780 as compared to budgeted earnings of \$942,232 for a positive variance of \$952,547.

Key Financial Indicators:

- Current Ratio – MedStar has \$22.50 in current assets (Cash, receivables) for every dollar in debt. (Goal: a score of \$1.00 would mean sufficient current assets to pay debts.)
- Cash as % of Annual Expenditures – Our goal is 50% of annual estimated expenditures held in cash accounts. Currently, cash is 52.91% of expense.
- Accounts Receivable Turnover – This statistic indicates MedStar’s effectiveness in extending credit and collecting debts by indicating the average age of the receivables. MedStar’s goal is a ratio greater than 3.0 times; current turnover is 2.57 times.
- Return on Net Assets – This ratio determines whether the agency is financially better off than in previous years by measuring total economic return. An improving trend indicates increasing net assets and the ability to set aside financial resources to strengthen future flexibility. Management has budgeted a return of 8.77% on assets. Through March, the return is an estimated 10.55%.

Billing Trends:

- 56,679 encounters have been billed at a cost of \$883,267 for a cost per claim of \$15.58, this is slightly lower than FY17 overall \$16.95 cost per claim. Budgeted cost per claim for FY18 is \$17.36.

MedStar - March 2018 - Summary and Trends

Net Income Trend	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Revenue	\$ 4,036,060	\$ 3,893,346	\$ 4,406,329	\$ 4,295,598	\$ 3,865,640	\$ 4,022,213
Expenses	\$ 4,068,107	\$ 3,660,266	\$ 3,696,431	\$ 3,656,517	\$ 3,715,702	\$ 3,827,378
Net Income	\$ (32,047)	\$ 233,080	\$ 709,898	\$ 639,080	\$ 149,938	\$ 194,835
Notes: Oct-17 expense includes incentive payments to staff.						

Net Earnings Annual:	
YTD 2018	\$ 1,894,780
9/30/2017	\$ 8,841,414
9/30/2016	\$ 9,469,805
9/30/2015	\$ 6,718,929
9/30/2014	\$ 5,755,653
9/30/2013	\$ 5,821,481
9/30/2012	\$ 2,788,129

Cash in Bank	
Current Month	\$ 21,717,637
9/30/2017	\$ 22,701,779
9/30/2016	\$ 24,621,458
9/30/2015	\$ 19,065,406
9/30/2014	\$ 23,308,668
9/30/2013	\$ 24,307,199
9/30/2012	\$ 19,053,393

Billed Transports:	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Emergency	8,487	8,130	8,512	9,061	8,197	8,364
Non Emergency	985	856	999	1,028	967	1,093
Total	9,472	8,986	9,511	10,089	9,164	9,457

Cash Collections:	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
	\$ 3,508,157	\$ 3,493,196	\$ 3,393,401	\$ 3,201,204	\$ 2,619,711	\$ 4,439,258

**Area Metropolitan Ambulance Authority/MedStar
Balance Sheet as of March 31, 2018**

ASSETS

	Mar-18	Mar-17
Current Assets		
Cash and Equivalents	\$ 21,717,636.93	\$ 21,965,096.17
Patient Accounts Receivable	18,004,256.13	12,219,890.47
Other Receivable	95,874.29	597,983.60
Inventory	299,899.39	194,674.24
Prepaid Insurance and Expense	1,230,895.63	497,458.35
	<hr/>	<hr/>
Total Current Assets	\$ 41,348,562.37	\$ 35,475,102.83
Property and Equipment	\$ 30,254,430.73	\$ 27,960,254.19
	<hr/>	<hr/>
Total Assets	<u>\$ 71,602,993.10</u>	<u>\$ 63,435,357.02</u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$ 293,339.40	\$ 368,721.36
Interest Payable	3,859.98	3,859.98
Payroll Taxes and Benefits Payable	1,540,791.54	1,522,801.14
	<hr/>	<hr/>
Total Current Liabilities	\$ 1,837,990.92	\$ 1,895,382.48
Long-Term Liabilities		
Consulting Retainer	2,370.46	2,370.46
Deferred Subscription Income	101,685.90	74,864.75
Construction Loan Chase	4,745,537.45	5,541,482.93
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 4,849,593.81	\$ 5,618,718.14
Total Liabilities	\$ 6,687,584.73	\$ 7,514,100.62
Net Assets <Deficit>		
Capital Contribution	\$ 316,920.50	\$ 316,920.50
Retained Earnings - Unrestricted	\$ 62,095,088.05	\$ 53,822,376.67
Retained Earnings - Restricted	\$ 608,619.69	-
Net Income	\$ 1,894,780.13	1,781,959.23
	<hr/>	<hr/>
Total Net Assets <Deficit>	\$ 64,915,408.37	\$ 55,921,256.40
	<hr/>	<hr/>
Total Liabilities & Net Assets <Deficit>	<u>\$ 71,602,993.10</u>	<u>\$ 63,435,357.02</u>

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
For the Six Months Ended March 31, 2018
[Actual compared with Budget]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Patient Fees-Service	13,441,294.79	14,265,958.00	(824,663.21)	82,614,816.06	82,009,374.00	605,442.06
Less: Contractual Allowances	(5,846,533.46)	(4,007,032.00)	(1,839,501.46)	(32,206,984.83)	(23,038,425.00)	(9,168,559.83)
Less: Provision for Uncollectibles	(3,728,476.05)	(6,267,635.00)	2,539,158.95	(26,620,955.91)	(36,018,557.00)	9,397,601.09
Patient Fees - NET	3,866,285.28	3,991,291.00	(125,005.72)	23,786,875.32	22,952,392.00	834,483.32
Special Events	34,633.00	44,508.00	(9,875.00)	250,989.00	267,048.00	(16,059.00)
Subsidy	1,820.54	1,821.00	(0.46)	13,909.80	13,912.00	(2.20)
Education	1,930.00	2,808.00	(878.00)	33,658.20	42,763.00	(9,104.80)
Other	86,619.31	26,780.00	59,839.31	261,709.67	164,677.00	97,032.67
Mobile Integrated Health Projects	30,925.00	40,515.00	(9,590.00)	169,908.25	243,090.00	(73,181.75)
Clinical Research	0.00	1,000.00	(1,000.00)	2,135.00	6,000.00	(3,865.00)
Total Revenues	\$ 4,022,213.13	\$ 4,108,723.00	(86,509.87)	\$ 24,519,185.24	\$ 23,689,882.00	829,303.24
Payroll	2,177,318.63	2,175,216.00	2,102.63	13,651,720.63	13,535,242.00	116,478.63
Benefits and Taxes	657,321.02	550,748.00	106,573.02	2,899,203.96	3,374,475.00	(475,271.04)
Fuel	85,113.07	72,000.00	13,113.07	533,516.13	432,000.00	101,516.13
Oxygen	5,608.27	5,161.00	447.27	35,807.73	30,966.00	4,841.73
Medical Supplies	149,093.66	176,761.00	(27,667.34)	1,041,231.98	1,060,566.00	(19,334.02)
Other Vehicle & Equipment	57,689.78	56,876.00	813.78	349,665.01	340,456.00	9,209.01
Rent & Utilities	52,421.89	42,169.00	10,252.89	279,792.01	260,014.00	19,778.01
Repairs & Maintenance Facility & Equipmnt	34,813.35	17,203.00	17,610.35	170,536.71	118,789.00	51,747.71
Postage & Shipping	15,209.80	29,453.00	(14,243.20)	95,430.38	176,718.00	(81,287.62)
Equipment Rental	4,003.53	6,649.00	(2,645.47)	24,905.22	39,894.00	(14,988.78)
Insurance	32,282.02	33,581.00	(1,298.98)	203,845.69	201,486.00	2,359.69
Advertising & Public Relations	1,624.98	3,829.00	(2,204.02)	20,532.66	26,974.00	(6,441.34)
Printing	1,245.00	3,224.00	(1,979.00)	26,843.32	19,344.00	7,499.32
Travel & Entertainment	5,330.74	6,601.00	(1,270.26)	42,899.68	76,893.00	(33,993.32)
Professional Fees	133,018.93	118,352.00	14,666.93	761,035.94	791,662.00	(30,626.06)
Non-Capital Equipment	11,318.93	12,534.00	(1,215.07)	70,824.17	107,090.00	(36,265.83)
Educational Expense/Training	9,519.27	24,647.00	(15,127.73)	138,200.16	169,088.00	(30,887.84)
Office Equip Maint	120,178.69	92,181.00	27,997.69	667,871.65	553,086.00	114,785.65
Bank Service Charges	6,101.70	11,181.00	(5,079.30)	40,530.42	67,086.00	(26,555.58)
Dues & Subscriptions	3,570.04	5,339.00	(1,768.96)	33,530.38	46,498.00	(12,967.62)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	60.00	145.00	(85.00)	1,948.30	870.00	1,078.30
Total Expenses	\$ 3,562,843.30	\$ 3,443,850.00	118,993.30	\$ 21,089,872.13	\$ 21,429,197.00	(339,324.87)
Earnings before Interest & Depreciation	459,369.83	664,873.00	(205,503.17)	3,429,313.11	2,260,685.00	1,168,628.11
Interest	9,478.01	9,855.00	(376.99)	55,660.65	59,130.00	(3,469.35)
Depreciation	255,057.31	209,887.08	45,170.23	1,478,872.33	1,259,322.48	219,549.85
Net Retained Earnings	\$ 194,834.51	\$ 445,130.92	(250,296.41)	\$ 1,894,780.13	\$ 942,232.52	952,547.61

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
For the Six Months Ended March 31, 2018
[Actual compared with Prior Year]

	Current Month Actual	Prior Month Actual	Current Month Variance	Year to Date Actual	Prior Year Actual	Year to Date Variance
Revenues						
Patient Fees-Service	13,416,644.84	13,630,241.73	(213,596.89)	82,495,273.03	78,331,326.34	4,163,946.69
Less: Contractual Allowances	(5,846,533.46)	(5,431,290.33)	(415,243.13)	(32,206,984.83)	(31,846,498.37)	(360,486.46)
Less: Provision for Uncollectibles	(3,728,476.05)	(4,310,413.47)	581,937.42	(26,620,955.91)	(24,065,437.93)	(2,555,517.98)
Patient Fees - NET	3,841,635.33	3,888,537.93	(46,902.60)	23,667,332.29	22,419,390.04	1,247,942.25
Special Events	34,633.00	30,942.00	3,691.00	250,989.00	254,396.00	(3,407.00)
Subsidy	1,820.54	1,820.54	0.00	13,909.80	13,909.80	0.00
Education	1,930.00	14,064.00	(12,134.00)	33,658.20	61,920.60	(28,262.40)
Other	86,619.31	30,048.90	56,570.41	256,709.67	174,322.89	82,386.78
Mobile Integrated Health Projects	55,574.95	63,854.97	(8,280.02)	289,451.28	331,353.79	(41,902.51)
Clinical Research	0.00	3,550.00	(3,550.00)	2,135.00	4,056.00	(1,921.00)
Total Revenues	\$ 4,022,213.13	\$ 4,032,818.34	(10,605.21)	\$ 24,514,185.24	\$ 23,259,349.12	1,254,836.12
Payroll	2,177,318.63	2,122,320.90	54,997.73	13,651,720.63	12,800,802.54	850,918.09
Benefits and Taxes	657,321.02	554,791.84	102,529.18	2,899,203.96	3,221,027.62	(321,823.66)
Fuel	85,113.07	67,150.22	17,962.85	533,516.13	364,148.87	169,367.26
Oxygen	5,608.27	6,121.95	(513.68)	35,807.73	30,691.45	5,116.28
Medical Supplies	149,093.66	184,021.65	(34,927.99)	1,041,231.98	1,057,137.59	(15,905.61)
Other Vehicle & Equipment	58,316.17	61,040.78	(2,724.61)	354,156.69	341,830.84	12,325.85
Rent & Utilities	52,421.89	39,250.15	13,171.74	279,792.01	235,812.73	43,979.28
Repairs & Maintenance Facility & Equipmnt	34,813.35	15,987.76	18,825.59	170,536.71	92,000.42	78,536.29
Postage & Shipping	15,209.80	14,910.53	299.27	95,430.38	85,677.53	9,752.85
Equipment Rental	3,377.14	7,547.66	(4,170.52)	20,413.54	40,898.23	(20,484.69)
Insurance	32,282.02	26,264.45	6,017.57	203,845.69	187,453.96	16,391.73
Advertising & Public Relations	1,624.98	7,694.70	(6,069.72)	20,532.66	55,201.72	(34,669.06)
Printing	1,245.00	7,290.38	(6,045.38)	26,843.32	19,921.05	6,922.27
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	5,330.74	9,223.92	(3,893.18)	42,899.68	48,555.56	(5,655.88)
Professional Fees	133,018.93	243,615.25	(110,596.32)	761,035.94	789,300.37	(28,264.43)
Non-Capital Equipment	11,318.93	12,288.06	(969.13)	70,824.17	64,495.37	6,328.80
Educational Expense/Training	9,519.27	43,556.75	(34,037.48)	138,200.16	135,183.95	3,016.21
Office Equip Maint	120,178.69	86,233.06	33,945.63	667,871.65	516,359.98	151,511.67
Bank Service Charges	6,101.70	7,563.33	(1,461.63)	40,530.42	69,610.02	(29,079.60)
Dues & Subscriptions	3,570.04	4,297.91	(727.87)	33,530.38	43,488.25	(9,957.87)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	60.00	403.00	(343.00)	1,948.30	1,629.16	319.14
Total Other Expenses	\$ 3,562,843.30	\$ 3,521,574.25	41,269.05	\$ 21,089,872.13	\$ 20,201,227.21	888,644.92
Earnings before Interest & Depreciation	459,369.83	511,244.09	(51,874.26)	3,424,313.11	3,058,121.91	366,191.20
Interest	9,478.01	11,297.31	(1,819.30)	55,660.65	64,159.32	(8,498.67)
Depreciation	255,057.31	212,209.39	42,847.92	1,478,872.33	1,212,003.36	266,868.97
Net Retained Earnings	\$ 194,834.51	\$ 287,737.39	(92,902.88)	\$ 1,889,780.13	\$ 1,781,959.23	107,820.90

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
For the Six Months Ended March 31, 2018
[Office of the Medical Director]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Patient Fees-Service	0.00	0.00	0.00	0.00	0.00	0.00
Less: Contractual Allowances	0.00	0.00	0.00	0.00	0.00	0.00
Less: Provision for Uncollectibles	0.00	0.00	0.00	0.00	0.00	0.00
Patient Fees - NET	0.00	0.00	0.00	0.00	0.00	0.00
Special Events	0.00	0.00	0.00	0.00	0.00	0.00
Subsidy	0.00	0.00	0.00	0.00	0.00	0.00
Education	0.00	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	5,000.00	0.00	5,000.00
Mobile Integrated Health Projects	0.00	0.00	0.00	0.00	0.00	0.00
Clinical Research	0.00	1,000.00	(1,000.00)	2,135.00	6,000.00	(3,865.00)
Total Revenues	\$ 0.00	\$ 1,000.00	(1,000.00)	\$ 7,135.00	\$ 6,000.00	1,135.00
Payroll	65,927.63	64,917.00	1,010.63	422,974.51	408,295.00	14,679.51
Benefits and Taxes	7,137.13	7,995.00	(857.87)	46,755.74	53,230.00	(6,474.26)
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Oxygen	0.00	0.00	0.00	0.00	0.00	0.00
Medical Supplies	0.00	0.00	0.00	0.00	0.00	0.00
Other Vehicle & Equipment	0.00	0.00	0.00	0.00	0.00	0.00
Rent & Utilities	2,799.44	275.00	2,524.44	9,241.64	8,650.00	591.64
Repairs & Maintenance Facility & Equipmnt	0.00	0.00	0.00	0.00	0.00	0.00
Postage & Shipping	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Rental	626.39	792.00	(165.61)	4,491.68	4,752.00	(260.32)
Insurance	0.00	1,917.00	(1,917.00)	13,259.40	11,502.00	1,757.40
Advertising & Public Relations	0.00	0.00	0.00	0.00	0.00	0.00
Printing	0.00	125.00	(125.00)	665.09	750.00	(84.91)
Travel & Entertainment	980.63	1,000.00	(19.37)	10,247.94	23,100.00	(12,852.06)
Professional Fees	40,823.00	46,657.00	(5,834.00)	244,938.00	279,942.00	(35,004.00)
Non-Capital Equipment	0.00	0.00	0.00	124.69	5,000.00	(4,875.31)
Educational Expense/Training	2,505.34	0.00	2,505.34	7,130.89	7,860.00	(729.11)
Office Equip Maint	0.00	0.00	0.00	0.00	0.00	0.00
Bank Service Charges	0.00	0.00	0.00	0.00	0.00	0.00
Dues & Subscriptions	0.00	1,197.00	(1,197.00)	7,695.00	16,243.00	(8,548.00)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	\$ 120,799.56	\$ 124,875.00	(4,075.44)	\$ 767,524.58	\$ 819,324.00	(51,799.42)
Earnings before Interest & Depreciation	(120,799.56)	(123,875.00)	3,075.44	(760,389.58)	(813,324.00)	52,934.42
Interest	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00
Net Retained Earnings	(\$ 120,799.56)	(\$ 123,875.00)	3,075.44	(\$ 760,389.58)	(\$ 813,324.00)	52,934.42

Metropolitan EMS Ambulance Authority dba MedStar Mobile Healthcare
Projected Statement of Retained Earnings
FY Ended September 30, 2018

	Year to Date Actual	Annualize	Adjustment	Projected	Annual Budget	Variance
Revenues						
Patient Fees-Service	82,614,816.06	165,229,632.12	2,979,917.00	168,209,549.12	165,462,362.00	2,747,187.12
Less: Contractual Allowances	(32,206,984.83)	(64,413,969.66)		(64,413,969.66)	(44,480,135.00)	(19,933,834.66)
Less: Provision for Uncollectibles	(26,620,955.91)	(53,241,911.82)		(53,241,911.82)	(72,677,353.00)	19,435,441.18
Patient Fees - NET	23,786,875.32	47,573,750.64	2,979,917.00	50,553,667.64	48,304,874.00	2,248,793.64
Special Events	250,989.00	501,978.00		501,978.00	534,092.00	(32,114.00)
Subsidy	13,909.80	27,819.60		27,819.60	27,824.00	(4.40)
Education	33,658.20	67,316.40	30,000.00	97,316.40	109,985.00	(12,668.60)
Other	261,709.67	523,419.34		523,419.34	329,363.00	194,056.34
Mobile Integrated Health Projects	169,908.25	339,816.50	300,000.00	639,816.50	486,180.00	153,636.50
Clinical Research	2,135.00	4,270.00		4,270.00	12,000.00	(7,730.00)
Total Revenues	\$ 24,519,185.24	\$ 49,038,370.48	\$ 3,309,917.00	\$ 52,348,287.48	\$ 49,804,318.00	\$ 2,543,969.48
Payroll	13,651,720.63	27,303,441.26	(883,399.00)	26,420,042.26	26,113,749.00	306,293.26
Benefits and Taxes	2,899,203.96	5,798,407.92	(70,671.92)	5,727,736.00	6,602,896.00	(875,160.00)
Fuel	533,516.13	1,067,032.26	(20,000.00)	1,047,032.26	864,000.00	183,032.26
Oxygen	35,807.73	71,615.46		71,615.46	61,932.00	9,683.46
Medical Supplies	1,041,231.98	2,082,463.96	(90,000.00)	1,992,463.96	2,121,131.00	(128,667.04)
Other Vehicle & Equipment	349,665.01	699,330.02		699,330.02	680,717.00	18,613.02
Rent & Utilities	279,792.01	559,584.02	(65,000.00)	494,584.02	523,517.00	(28,932.98)
Repairs & Maintenance Facility & Equipmnt	170,536.71	341,073.42		341,073.42	222,003.00	119,070.42
Postage & Shipping	95,430.38	190,860.76		190,860.76	353,437.00	(162,576.24)
Equipment Rental	24,905.22	49,810.44		49,810.44	79,789.00	(29,978.56)
Insurance	203,845.69	407,691.38		407,691.38	402,972.00	4,719.38
Advertising & Public Relations	20,532.66	41,065.32		41,065.32	55,876.00	(14,810.68)
Printing	26,843.32	53,686.64		53,686.64	38,691.00	14,995.64
Travel & Entertainment	42,899.68	85,799.36	20,000.00	105,799.36	150,697.00	(44,897.64)
Professional Fees	761,035.94	1,522,071.88	(32,633.00)	1,489,438.88	1,649,770.00	(160,331.12)
Non-Capital Equipment	70,824.17	141,648.34	20,000.00	161,648.34	181,250.00	(19,601.66)
Educational Expense/Training	138,200.16	276,400.32		276,400.32	277,475.00	(1,074.68)
Office Equip Maint	667,871.65	1,335,743.30		1,335,743.30	1,106,172.00	229,571.30
Bank Service Charges	40,530.42	81,060.84		81,060.84	134,173.00	(53,112.16)
Dues & Subscriptions	33,530.38	67,060.76		67,060.76	86,258.00	(19,197.24)
Computer Related Costs	0.00	0.00		0.00	0.00	0.00
Miscellaneous	1,948.30	3,896.60		3,896.60	1,740.00	2,156.60
Total Expenses	\$ 21,089,872.13	\$ 42,179,744.26	(\$ 1,121,703.92)	\$ 41,058,040.34	\$ 41,708,245.00	(\$ 650,204.66)
Earnings before Interest & Depreciation	3,429,313.11	6,858,626.22	4,431,620.92	11,290,247.14	8,096,073.00	3,194,174.14
Interest	55,660.65	111,321.30		111,321.30	118,263.00	(6,941.70)
Depreciation	1,478,872.33	2,957,744.66		2,957,744.66	2,518,644.96	439,099.70
Net Retained Earnings	\$ 1,894,780.13	\$ 3,789,560.26	\$ 4,431,620.92	\$ 8,221,181.18	\$ 5,459,165.04	\$ 2,762,016.14

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Key Financial Indicators
March 31, 2018**

	Goal	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Current Ratio	> 1	19.79	14.11	19.79	19.79	22.50

Indicates the total short term resources available to service each dollar of debt. Ratio should be greater than 1, so that assets are available to retire debt when due.

Cash as % of Annual Expenditures	> 50%	69.01%	49.02%	65.31%	55.06%	52.91%
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Indicates compliance with Ordinance which specifies 3 months cash on hand. Debt covenants specify 50% of annual cash expenditures.

Accounts Receivable Turnover	>3	8.26	5.47	4.16	3.40	2.57
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A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	8.77%	15.11%	16.66%	21.13%	15.48%	10.55%
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Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY18 is 8.77%.

MAEMSA/Medstar - Capital Tracking FY2017-2018

Item Description	Dept	FY2018	Expended	Remaining
Carryover from FY16-17				
ERP Software	Admin	\$ 450,000	\$ -	\$ 450,000
Billing Software	Admin	\$ 250,000	\$ -	\$ 250,000
Cardiac Monitors (Approved Aug 17)	Logistics	\$ 2,450,000	\$ 1,997,388	\$ 452,612
i-STAT	CHP	\$ 10,000	\$ -	\$ 10,000
NICE recorder Aqua revolution upgrade	Comms	\$ 105,000	\$ -	\$ 105,000
Remount 6 ambulances	Fleet	\$ 420,000	\$ 467,932	\$ (47,932)
Purchase 60 ambulances over 5 years	Fleet	\$ 2,475,000	\$ -	\$ 2,475,000
Equipment needed for 3 addl ambulances	Fleet	\$ 153,337	\$ 127,835	\$ 25,502
Cloverleaf hospital connections	IT	\$ 50,000	\$ -	\$ 50,000
Blade Chassis carry forward	IT	\$ 242,000	\$ -	\$ 242,000
End User Technology Refresh	IT	\$ 41,800	\$ -	\$ 41,800
Server Technology Refresh	IT	\$ 30,000	\$ -	\$ 30,000
Spot Cooler for Data Center	IT	\$ 7,500	\$ -	\$ 7,500
In-Dash GPS Units	IT	\$ 23,030	\$ -	\$ 23,030
Network Enhancements	IT	\$ 20,000	\$ -	\$ 20,000
Tablet Replacements	IT	\$ 67,827	\$ 37,125	\$ 30,702
Anti virus upgrade	IT	\$ 25,000	\$ -	\$ 25,000
ImageTrend Data Mart	IT	\$ 35,000	\$ -	\$ 35,000
Refresh gateways in ambulances 1/3 per year	IT	\$ 25,000	\$ 21,623	\$ 3,377
Replace portable radios	Logistics	\$ 150,000	\$ 65,946	\$ 84,054
Additional Capital Items FY 2017-2018				
Purchase 12 Dodge Chassis (Sep 2017 Mtg)	Fleet	\$ 513,732	\$ -	\$ 513,732
Diagnostic Software and tools (Sep 2017 Mtg)	Fleet	\$ 21,074	\$ -	\$ 21,074
Building Retrofit (Sep 2017 Mtg)	Fleet	\$ 214,278	\$ 222,514	\$ (8,236)
Quality Air and Lift (4) (Sep mtg)	Fleet	\$ 85,722	\$ -	\$ 85,722
Compter room dehumidification	IT	\$ 25,547	\$ 25,547	\$ -
Restroom Privacy Modifications	Facility	\$ 43,936	\$ 11,982	\$ 31,953
North Deployment Center (Feb 2018 mtg) Phase I	Facility	\$ 3,000	\$ 3,000	\$ -
Total Capital Request		\$ 7,937,782	\$ 2,980,891	\$ 4,956,891

Billing and Collections - Key Trends

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Total
Collections	\$ 3,508,157	\$ 3,943,196	\$ 3,393,401	\$ 3,201,204	\$ 2,656,929	\$ 4,502,023							\$ 21,204,909
Billed Transports	9472	8986	9511	10089	9164	9457							56679
Cost to Bill and Collect	\$ 151,887	\$ 150,132	\$ 149,284	\$ 144,597	\$ 142,936	\$ 144,431							\$ 883,267
Cost per claim	\$ 16.04	\$ 16.71	\$ 15.70	\$ 14.33	\$ 15.60	\$ 15.27	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$ 15.58
Cost as % of collections	4.33%	3.81%	4.40%	4.52%	5.38%	3.21%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.17%

FY 17-18 Billed Transports = 56679



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 03/28/18 Next Closing Date 04/27/18



p. 1/11

Account Ending ~~858000~~

New Balance **\$13,263.66**

Please Pay By **04/12/18[‡]**

[‡]Payment is due upon receipt. We suggest you pay by the Please Pay By date. You may have to pay a late fee if your payment is not received by the Next Closing Date.

Membership Rewards® Points

Available and Pending as of 02/28/18

797,960

For more details about Rewards, please visit americanexpress.com/rewardsinfo

Account Summary

Previous Balance	\$6,294.78
Payments/Credits	-\$6,679.86
New Charges	+\$13,648.74
Fees	+\$0.00

New Balance **\$13,263.66**

Days in Billing Period: 31

Customer Care

Pay by Computer
open.com/pbc

Customer Care	Pay by Phone
1-800-492-3344	1-800-472-9297

See Page 2 for additional information.

See page 2 for important information about your account.

See page 8 for a Notice Of Change To The Membership Rewards Program Terms & Conditions.

See Page 9 for Important Changes to Your Account Benefits.

Approved:
Douglas R. Hooten, CEO

↓ Please fold on the perforation below, detach and return with your payment ↓

Payment Coupon
Do not staple or use paper clips

Pay by Computer
open.com/pbc

Pay by Phone
1-800-472-9297

Account Ending ~~858000~~

Enter 15 digit account # on all payments.
Make check payable to American Express.

DOUGLAS R HOOTEN
MEDSTAR/AMAA
2900 ALTA MERE DR
FORT WORTH TX 76116-4115

Please Pay By
04/12/18
Amount Due
\$13,263.66

Check here if your address or phone number has changed. Note changes on reverse side.

AMERICAN EXPRESS
P.O. BOX 650448
DALLAS TX 75265-0448



0000349991382953784 001326366001326366 24 H

Payments: Your payment must be sent to the payment address shown on your statement and must be received by 5 p.m. local time at that address to be credited as of the day it is received. Payments we receive after 5 p.m. will not be credited to your Account until the next day. Payments must also: (1) include the remittance coupon from your statement; (2) be made with a single check drawn on a US bank and payable in US dollars, or with a negotiable instrument payable in US dollars and clearable through the US banking system; and (3) include your Account number. If your payment does not meet all of the above requirements, crediting may be delayed and you may incur late payment fees and additional interest charges. Electronic payments must be made through an electronic payment method payable in US dollars and clearable through the US banking system. If we accept payment in a foreign currency, we will convert it into US dollars at a conversion rate that is acceptable to us, unless a particular rate is required by law. Please do not send post-dated checks as they will be deposited upon receipt. Any restrictive language on a payment we accept will have no effect on us without our express prior written approval. We will re-present to your financial institution any payment that is returned unpaid.

Permission for Electronic Withdrawal: (1) When you send a check for payment, you give us permission to electronically withdraw your payment from your deposit or other asset account. We will process checks electronically by transmitting the amount of the check, routing number, account number and check serial number to your financial institution, unless the check is not processable electronically or a less costly process is available. When we process your check electronically, your payment may be withdrawn from your deposit or other asset account as soon as the same day we receive your check, and you will not receive that cancelled check with your financial account statement. If we cannot collect the funds electronically we may issue a draft against your deposit or other asset account for the amount of the check. (2) By using Pay By Computer, Pay By Phone or any other electronic payment service of ours, you give us permission to electronically withdraw funds from the deposit or other asset account you specify in the amount you request. Payments using such services of ours received after 8:00 p.m. MST may not be credited until the next day.


How We Calculate Your Balance: We use the Average Daily Balance (ADB) method (including new transactions) to calculate the balance on which we charge interest for Pay Over Time balances on your Account. Call the Customer Care number listed below for more information about this balance computation method and how resulting interest charges are determined. *The method we use to calculate the ADB and interest results in daily compounding of interest.*


How to Avoid Paying Interest: If you have a Pay Over Time balance, your due date is at least 25 days after the close of each billing period. We will not charge interest on charges added to a Pay Over Time balance if you pay the Account Total New Balance by the due date each month.

Foreign Currency Charges: If you make a Charge in a foreign currency, we will convert it into US dollars on the date we or our agents process it. We will choose a conversion rate that is acceptable to us for that date, unless a particular rate is required by law. The conversion rate we use is no more than the highest official rate published by a government agency or the highest interbank rate we identify from customary banking sources on the conversion date or the prior business day. This rate may differ from rates in effect on the date of your charge. Charges converted by establishments will be billed at the rates such establishments use.

Credit Balance: A credit balance (designated CR) shown on this statement represents money owed to you. If within the six-month period following the date of the first statement indicating the credit balance you do not request a refund or charge enough to use up the credit balance, we will send you a check for the credit balance within 30 days if the amount is \$1.00 or more.

Credit Reporting: We may report information about your Account to credit bureaus. Late payments, missed payments, or other defaults on your Account may be reflected in your credit report.

	Customer Care & Billing Inquiries	1-800-678-0745	Hearing Impaired
	International Collect	1-336-393-1111	TTY: 1-800-221-9950
	Large Print & Braille Statements	1-800-678-0745	FAX: 1-800-695-9090
	Lost or Stolen Card	1-800-678-0745	In NY: 1-800-522-1897
	Express Cash	1-800-CASH-NOW	

	Website: americanexpress.com	
Customer Care & Billing Inquiries	Payments	
P.O. BOX 981535	P.O. BOX 650448	
EL PASO, TX	DALLAS TX 75265-	
79998-1535	0448	

Change of Address

If correct on front, do not use.

- To change your address online, visit www.americanexpress.com/updatecontactinfo
- For Name, Company Name, and Foreign Address or Phone changes, please call Customer Care.
- Please print clearly in blue or black ink only in the boxes provided.

Street Address

City, State

Zip Code

Area Code and Home Phone

Area Code and Work Phone

Email

Pay Your Bill with AutoPay

Avoid late fees
Save time

Deduct your payment from your bank account automatically each month

Visit americanexpress.com/autopay today to enroll.

For information on how we protect your privacy and to set your communication and privacy choices, please visit www.americanexpress.com/privacy.



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 03/28/18

OPENSM

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Account Ending ~~00000000~~

Payments and Credits

Summary

	Total
Payments	-\$6,294.78
Credits	
DOUGLAS R HOOTEN 000000	-\$385.08
Total Payments and Credits	-\$6,679.86

Detail *Indicates posting date

			Amount
Payments			
03/09/18*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU	-\$6,294.78
Credits			
03/07/18	DOUGLAS R HOOTEN	LYTX SAN DIEGO CA 866-419-5861	-\$350.00
03/13/18*	DOUGLAS R HOOTEN	5% OPEN Savings at Hertz SEE SUMMARY GRID FOR MORE INFORMATION	-\$7.94
03/20/18	DOUGLAS R HOOTEN	LAS VEGAS SUPERSHUTTLE LAS VEGAS SUPER LAS VEGAS NV 7024006255	\$27.14

Credit

Credit back one pick up

New Charges

Summary

	Total
DOUGLAS R HOOTEN 000000	\$12,397.76
JOAN E JORDAN 000000	\$1,250.98
Total New Charges	\$13,648.74

Detail

DOUGLAS R HOOTEN
 Card Ending ~~000000~~

					Amount
02/26/18	JASON'S DELI 8177387144	FORT WORTH TX	PO 14686		\$302.21
ODWyatt HS Pathway to Justice Field Trip & luncheon					
02/26/18	LEADERSHIP FORT WORT CLASS TUITIO	FT WORTH TX	650502-1000	Social event	\$15.00
02/27/18	ARIA - ADV SALES Arrival Date 04/22/18 00000000 LODGING	LAS VEGAS NV	690330-3000	Departure Date 04/26/18 Navigator 2018 Hotel reservation for Raylon Bryant	\$214.29
02/27/18	ARIA - ADV SALES Arrival Date 04/23/18 00000000 LODGING	LAS VEGAS NV	690330-3000	Departure Date 04/26/18 Navigator 2018 Hotel reservation for Sherry Nicholson	\$214.29
02/27/18	ARIA - ADV SALES Arrival Date 04/23/18 00000000 LODGING	LAS VEGAS NV	690330-3000	Departure Date 04/26/18 Navigator 2018 Hotel reservation for Dale Rose	\$214.29

Detail Continued

						Amount
02/27/18	ARIA - ADV SALES Arrival Date 04/23/18 00000000 LODGING	Departure Date 04/26/18	LAS VEGAS	NV	690330-2500	\$214.29
Navigation 2018 hotel reservation for Marcia Felkner						
02/27/18	NATIONAL ACADEMY OF EMD NATIONAL ACADE 800-363-9127		SALT LAKE CTY	UT	690330-3000	\$2,078.00
Navigator 2018 registration Rose, Bryant, Nicholson, Felkner						
02/28/18	CONCUR TECHNOLOGIE BELLEVUE	WA			TVL site dues PO 14927	\$150.00
03/01/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007210289406 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE		BLOOMINGTON	IN	690330-1000	\$5.00
Info trip to Sunstar Ambulance to see their new deployment center						
03/01/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007210290762 Passenger Name: SIMPSON/KENNETH JAME Document Type: TRAVEL AGENCY FEE		BLOOMINGTON	IN	690330-1000	\$5.00
Info trip to Sunstar Ambulance to see their new deployment center						
03/01/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: TAMPA INTERNATIONA DALLAS/FORT WORTH Ticket Number: 00170127865235 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: PASSENGER TICKET		BLOOMINGTON	IN	690330-1000	\$476.60
Info trip to Sunstar Ambulance to see their new deployment center						
03/01/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: TAMPA INTERNATIONA DALLAS/FORT WORTH Ticket Number: 00170127866182 Passenger Name: SIMPSON/KENNETH JAME Document Type: PASSENGER TICKET		BLOOMINGTON	IN	690330-1000	\$325.60
Info trip to Sunstar Ambulance to see their new deployment center						
03/01/18	AMAZON.COM MERCHANDISE		AMZN.COM/BILL	WA	PO 14792	\$46.05
iPhone Otter box						
03/02/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR		FORT WORTH	TX	PO 14789	\$244.00
Fix cell phone chargers, LCD screens						
03/02/18	BAUDVILLE INC. 800-728-0888		GRAND RAPIDS	MI	PO 147988	\$185.46
Ret FC Rudy Jackson's award						
03/04/18	WEBSITEHOSTINGBILLCOM 4059488300		WEBSITEHOSTINGB	OK	680540-7000	\$69.00
Webhosting						
03/06/18	TACO CABANA 10133 ECOM 800-580-8668		FORT WORTH	TX	PO 14804	\$32.45
Breakfast for hiring session interviewee's						
03/06/18	AMAZON.COM MERCHANDISE		AMZN.COM/BILL	WA	PO 14811	\$131.47
New iPhone 7 Otter box cases x 5						
03/07/18	GG *RECOVERY RESOURCE GG *RECOVERY RE CHARITABLE ORG		FORT WORTH	TX	PO 14925	\$1,500.00
Table Host for 5/1 event						
03/08/18	SCHLOTZSKY'S/CINNABON 3716 817-882-6886		FORT WORTH	TX	PO 14786	\$179.36
MedStar/Fire Sys Measures Task Force						
03/08/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES		PLANO	TX	Tolls	\$34.00
03/09/18	HERTZ CAR RENTAL 800-654-4173	FL			Rental Sunstar trip D.Hooten 690330-1000	\$158.84
03/10/18	AMAZON MKTPLACE PMTS BOOKSTORES		AMZN.COM/BILL	WA	PO 14926	\$109.59
Replacement filters for Fridge in exec kitchen						



Detail Continued

				Amount
03/13/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: CHARLOTTE DAYTONA BEACH CHARLOTTE DALLAS/FORT WORTH	BLOOMINGTON	IN 690330-1000	\$468.00
	Ticket Number: 00170132833850 Passenger Name: CARR/THOMAS CHADWICK Document Type: PASSENGER TICKET	Carrier: AA AA AA AA	Class: S S N N	Compliance officer attending PWV Compliance officer CE course
	Date of Departure: 04/23			
03/13/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007213850505 Passenger Name: CARR/THOMAS CHADWICK Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN 690330-1000	\$5.00
				Compliance officer attending PWV Compliance officer CE course
03/13/18	PWW MEDIA INC 000000001 7176910100	MECHANICSBURG	PA 690330-1000	\$375.00
				Xi Orlando PWW Compliance Officer CE course
03/15/18	FORT WORTH CHAMBER OF COM 8173362491	817-3362491	TX PO 14993	\$40.00
				West Area Council City Update event FTWCC
03/15/18	WORKINGADVANTAGE.COM TICKET SALES	800-565-3712	FL PO 15003	\$91.50
				Gifts for St. Patrick's day game
03/16/18	EB *BUILDING RESILIENC EB *BUILDING RE 8014137200	SAN FRANCISCO	CA PO 15011	\$156.00
				Mental Health American of Greater Tarrant Co. course
03/16/18	FORT WORTH CHAMBER OF COM 8173362491	817-3362491	TX PO 15009	\$40.00
				West Area Council City Update event FTWCC
03/16/18	BATTERIES PLUS 8173772288	FORT WORTH	TX PO 15010	\$58.41
				Batteries for board room phones/mics
03/17/18	CVS PHARMACY 8007467287	FORT WORTH	TX PO 15075	\$511.90
				Service Awards Gift Cards D.White, M.Sharp
03/20/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007215718035 Passenger Name: NICHOLSON/SHERRY HUM Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN 690330-3000	\$5.00
				TVL fee
03/20/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007215718131 Passenger Name: ROSE/DALE LEONARD Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN 690330-3000	\$5.00
				TVL fee
03/20/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007215718120 Passenger Name: BRYANT/RAYLON DESMOI Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN 690330-3000	\$5.00
				TVL fee
03/20/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LAS VEGAS MCCARRAN DALLAS/FORT WORTH	BLOOMINGTON	IN 690330-3000	\$404.60
	Ticket Number: 00170139631023 Passenger Name: BRYANT/RAYLON DESMOI Document Type: PASSENGER TICKET	Carrier: AA AA	Class: L G	Flight for Navigator 2018
	Date of Departure: 04/23			
03/20/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LAS VEGAS MCCARRAN DALLAS/FORT WORTH	BLOOMINGTON	IN 690330-3000	\$344.60
	Ticket Number: 00170139631060 Passenger Name: ROSE/DALE LEONARD Document Type: PASSENGER TICKET	Carrier: AA AA	Class: V G	Flight for Navigator 2018
	Date of Departure: 04/22			

Detail Continued

						Amount
03/20/18	LAS VEGAS SUPERSHUTTLE LAS VEGAS SUPER 7024006255	LAS VEGAS	NV	690330-3000		\$54.28
	Pick up for 2 attending Navigator 2018					
03/21/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR	FORT WORTH	TX	PO 15143		\$198.00
	Fix broken LCD, Charging Ports, keypad					
03/21/18	VISTAPR*VISTAPRINT.COM PRINTING	866-8936743	MA	PO 15141		\$21.98
	Self Inking stamp for Compliance Officer					
03/22/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES	BLOOMINGTON	IN	690330-2000		\$437.10
	From: DALLAS/FORT WORTH	To: CORPUS CHRISTI INT DALLAS/FORT WORTH	Carrier: AA AA	Class: G V	Flight for TAEMSE conference in Corpus Christi	
	Ticket Number: 00170139648663 Passenger Name: PATTERSON/BRET DAVID Document Type: PASSENGER TICKET					
03/22/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE	BLOOMINGTON	IN	690330-2000		\$5.00
	Flight for TAEMSE Conference in Corpus Christi					
	Ticket Number: 89007215741942 Passenger Name: PATTERSON/BRET DAVID Document Type: TRAVEL AGENCY FEE					
03/24/18	LA MADELEINE OF MD 9722019090	DALLAS	TX	PO 15139		\$771.00
	LOGIS Symposium - invoiced LOGIS					
03/26/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE	BLOOMINGTON	IN	690330-3000		\$5.00
	Flight for Navigator 2018					
	Ticket Number: 89007216772935 Passenger Name: NICHOLSON/SHERRY HUM Document Type: TRAVEL AGENCY FEE					
03/26/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES	BLOOMINGTON	IN	690330-3000		\$366.60
	From: DALLAS/FORT WORTH	To: LAS VEGAS MCCARRAN DALLAS/FORT WORTH	Carrier: AA AA	Class: V V	Flight for Navigator 2018	
	Ticket Number: 00170139670444 Passenger Name: NICHOLSON/SHERRY HUM Document Type: PASSENGER TICKET					
03/27/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES	BLOOMINGTON	IN	690330-9000		\$231.80
	From: TRAVERSE CITY	To: CHICAGO O'HARE INT DALLAS/FORT WORTH	Carrier: AA AA	Class: N N	Matt speaking for ICMA Public Safety Conf. in Charlevoix, MI We will invoice for this trip	
	Ticket Number: 00170139679780 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET					
03/27/18	FROSCH/GANT TRAVEL MANAGE UNITED AIRLINES	BLOOMINGTON	IN	690330-9000		\$529.80
	From: DALLAS/FORT WORTH	To: CHICAGO O'HARE INT TRAVERSE CITY	Carrier: UA UA	Class: E E	Matt speaking for ICMA Public Safety conf. in Charlevoix, MI We will invoice for this trip	
	Ticket Number: 01670139679762 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET					
03/27/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE	BLOOMINGTON	IN	690330-9000		\$5.00
	TVL Fee					
	Ticket Number: 89007216784393 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE					
03/27/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE	BLOOMINGTON	IN	690330-1000		\$5.00
	TVL Fee					
	Ticket Number: 89007216783612 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE					



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 03/28/18

OPENSM

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Account Ending ~~9000~~

Detail Continued

					Amount
03/27/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES	BLOOMINGTON	IN	690330-1000	\$352.40
	From: DALLAS/FORT WORTH	To: WASHINGTON NATIONA DALLAS/FORT WORTH	Carrier: AA AA	Class: G G	Flight to DC for AAA Board meeting & Stars of Life conf.
	Ticket Number: 00170139679054		Date of Departure: 06/09		
	Passenger Name: HOOTEN/DOUGLAS ROLAN				
	Document Type: PASSENGER TICKET				

JOAN E JORDAN
 Card Ending ~~9000~~

					Amount
02/28/18	PANTHEON SYSTEMS INC 8559279387	SAN FRANCISCO	CA	PO 14793	\$25.00
03/02/18	ESTREETPLASTICS 015710000754022 972-722-2513	ROYSE CITY	TX	PO 14764	\$122.09
	65 - 9x12 Plexiglass sheets for Ambulance DSHS Licenses				
03/02/18	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE	680540-7000	\$30.60
03/05/18	MIDWEST BUSINESS GRO BUSINESS SVC	CHICAGO	IL	PO 14787	\$500.00
	NAWHC new membership dues				
03/08/18	AMERICAN PAYROLL ASSOC 000000001 327503 76116	SAN ANTONIO	TX	PO 14829	\$254.00
	Mbrship & enrollment fee for D.Anderson				
03/08/18	AMERICAN PAYROLL ASSOC 000000001 327501 76116	SAN ANTONIO	TX	PO 14829	\$254.00
	Mbrship & enrollment fee for L.Palmer				
03/09/18	TWILIO TWILIO 8778894546	SAN FRANCISCO	CA	680540-7000	\$10.01
03/21/18	INDEED Recruiting ad INTERNET ADS	(203)564-2400	CT	650502-6000	\$30.28
03/28/18	PANTHEON SYSTEMS INC 8559279387	SAN FRANCISCO	CA	680540-7000	\$25.00

Fees

		Amount
Total Fees for this Period		\$0.00

2018 Fees and Interest Totals Year-to-Date		Amount
Total Fees in 2018		\$0.00
Total Interest in 2018		\$0.00

Business Gold Rewards



Notice of Important Changes to the Membership Rewards® Program Terms

We are making changes summarized below to the Membership Rewards Program Terms & Conditions. We urge you and any Additional Card Members on your Account to read the below notice carefully and file it along in a safe place for future reference.

Summary of Changes, Effective Immediately	
Getting Points	<p>We are updating the list of transactions that are not eligible purchases and for which you will not earn points by adding:</p> <ul style="list-style-type: none"> • Purchases of cash equivalents • Person-to-person payments

ID12560

Detail of Changes to the Membership Rewards Program Terms & Conditions

This notice amends the Membership Rewards Program Terms & Conditions (the "Terms & Conditions") as described below. We have the right to amend as described in the Terms & Conditions. Any terms in the Terms & Conditions conflicting with this change are replaced fully and completely. Terms not changed by this notice remain in full force and effect.

Getting Points: Using Your Card

Effective immediately, in the *Using Your Card* sub-section of the *Getting Points* section of the Terms & Conditions, the last paragraph will include the following additional bullets:

- Purchases of cash equivalents
- Person-to-person payments



Business Gold Rewards
MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 03/28/18



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Account Ending ~~852000~~
~~852000~~

Important Changes to the OPEN Savings[®] Program

Effective June 1, 2018, the OPEN Savings program will no longer be available on your Business Card. You can view savings and rewards opportunities for business purchases, including offers from FedEx, in Amex Offers, which you can access by logging into your American Express online account at americanexpress.com.

ID12562



OPEN Savings® Summary

MEDSTAR/AMAA
DOUGLAS R HOOTEN

Closing Date 03/28/18

Account Ending 94900

Discounts	
This Period	\$7.94
Year to Date	\$7.94

Membership Rewards® Points	
This Period	0
Year to Date	0

OPEN Savings Benefits	This Period			Year to Date		
Offer Description	Transactions	Savings Earned	Points Earned	Transactions	Savings Earned	Points Earned
Hertz - visit opensavings.com	\$158.84	\$7.94	0	\$158.84	\$7.94	0
Ongoing Benefits Total	\$158.84	\$7.94	0	\$158.84	\$7.94	0
Grand Totals		\$7.94	0¹		\$7.94	0¹

Discounts will be applied in the form of a statement credit. For full terms and conditions go to opensavings.com.

¹ The Membership Rewards points balance shown above reflects only points received through the OPEN Savings benefit and may not reflect any reversals. Please refer to your Membership Rewards account balance for the most up-to-date balance information.



Merchant participation and offers are subject to change without notice. Maximum annual savings cap and exclusions may apply to the benefit you can receive. See individual OPEN Savings partner terms and conditions located at opensavings.com.

Tab C – Operations Report



MedStar Response Time Reliability and AVG Response Time Performance

Period: Mar 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	5	5	00:03:55	0	100.0%	0	0.0%	30	2	93.3%
	2	11	11	00:06:24	0	100.0%	0	0.0%	52	3	94.2%
	3	5	4	00:05:33	0	100.0%	0	0.0%	18	1	94.4%
Total Blue Mound		21	20								
Burleson	1	83	82	00:07:49	13	84.3%	4	4.8%	161	30	81.4%
	2	139	131	00:07:41	14	89.9%	3	2.2%	139	14	89.9%
	3	71	69	00:09:14	4	94.4%	0	0.0%	147	8	94.6%
	4	199	199	00:26:51	7	96.5%	0	0.0%	199	7	96.5%
Total Burleson		492	481								
Edgecliff Village	1	4	4	00:06:56	0	100.0%	0	0.0%	31	3	90.3%
	2	5	5	00:07:18	0	100.0%	0	0.0%	47	0	100.0%
	3	4	4	00:07:19	0	100.0%	0	0.0%	27	0	100.0%
Total Edgecliff Village		13	13								
Forest Hill	1	54	50	00:07:54	5	90.7%	0	0.0%	98	14	85.7%
	2	89	75	00:08:10	5	94.4%	0	0.0%	157	11	93.0%
	3	49	38	00:09:30	2	95.9%	2	4.1%	126	8	93.7%
Total Forest Hill		192	163								
Fort Worth	1	2444	2379	00:07:40	271	88.9%	20	0.8%	2444	271	88.9%
	2	4763	4368	00:07:54	288	94.0%	29	0.6%	4763	288	94.0%
	3	2461	2232	00:09:13	133	94.6%	18	0.7%	2461	133	94.6%
	4	1121	1108	00:24:28	50	95.5%	24	2.1%	1121	50	95.5%
Total Fort Worth		10789	10087								
Haltom City	1	86	83	00:07:41	13	84.9%	1	1.2%	168	29	82.7%
	2	148	136	00:08:56	20	86.5%	3	2.0%	148	20	86.5%
	3	73	59	00:10:39	9	87.7%	1	1.4%	150	14	90.7%
	4	2	2	00:09:43	0	100.0%	0	0.0%	87	4	95.4%
Total Haltom City		309	280								
Haslet	1	7	7	00:07:59	1	85.7%	1	14.3%	41	6	85.4%
	2	8	7	00:07:23	0	100.0%	0	0.0%	105	20	81.0%
	3	9	9	00:07:32	0	100.0%	0	0.0%	39	2	94.9%
	4	10	10	00:32:21	1	90.0%	1	10.0%	37	3	91.9%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Mar 2018

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Haslet		34	33								
Lake Worth	1	27	26	00:07:05	3	88.9%	1	3.7%	27	3	88.9%
	2	74	67	00:06:37	2	97.3%	0	0.0%	74	2	97.3%
	3	29	26	00:08:23	2	93.1%	1	3.4%	80	3	96.3%
	4	5	5	00:08:03	0	100.0%	0	0.0%	18	2	88.9%
Total Lake Worth		135	124								
Lakeside	1	2	2	00:12:27	2	0.0%	0	0.0%	19	8	57.9%
	2	9	9	00:11:06	2	77.8%	0	0.0%	46	10	78.3%
	3	1	1	00:13:24	0	100.0%	0	0.0%	16	4	75.0%
Total Lakeside		12	12								
River Oaks	1	19	19	00:07:49	1	94.7%	0	0.0%	19	1	94.7%
	2	28	26	00:09:45	4	85.7%	0	0.0%	88	9	89.8%
	3	7	7	00:11:14	1	85.7%	0	0.0%	73	8	89.0%
Total River Oaks		54	52								
Saginaw	1	33	32	00:07:41	3	90.9%	0	0.0%	67	8	88.1%
	2	64	47	00:07:40	3	95.3%	1	1.6%	134	12	91.0%
	3	31	27	00:10:18	3	90.3%	0	0.0%	31	3	90.3%
Total Saginaw		128	106								
Sansom Park	1	19	19	00:06:15	1	94.7%	0	0.0%	19	1	94.7%
	2	24	23	00:06:50	0	100.0%	0	0.0%	50	4	92.0%
	3	12	12	00:07:18	0	100.0%	0	0.0%	74	3	95.9%
	4	3	3	00:09:44	0	100.0%	0	0.0%	9	1	88.9%
Total Sansom Park		58	57								
Westover Hills	1	1	0	00:06:08	0	100.0%	0	0.0%	6	0	100.0%
	3	1	1	00:10:17	0	100.0%	0	0.0%	2	0	100.0%
Total Westover Hills		2	1								
Westworth Village	1	5	5	00:07:33	0	100.0%	0	0.0%	50	2	96.0%
	2	25	23	00:08:44	0	100.0%	0	0.0%	93	2	97.8%
	3	3	3	00:10:10	0	100.0%	0	0.0%	100	4	96.0%
	4	1	1	00:20:19	0	100.0%	0	0.0%	7	0	100.0%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Mar 2018

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Westworth Village		34	32								
White Settlement	1	51	51	00:07:05	6	88.2%	1	2.0%	51	6	88.2%
	2	111	103	00:06:25	3	97.3%	1	0.9%	111	3	97.3%
	3	52	48	00:06:27	0	100.0%	0	0.0%	52	0	100.0%
	4	8	7	00:09:32	1	87.5%	1	12.5%	20	2	90.0%
Total White Settlement		222	209								
System Wide	1	2840	2764	00:07:39	319	88.8%	28	1.0%	3231	384	88.1%
	2	5498	5031	00:07:53	341	93.8%	37	0.7%	6013	399	93.4%
	3	2808	2540	00:09:12	154	94.5%	22	0.8%	3396	191	94.4%
	4	1349	1335	00:24:42	59	95.6%	26	1.9%	1504	69	95.4%
Total System Wide		12495	11670								

Tab D – Human Resources

FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/17 - 9/30/18
Percentages by Department/Conditions

Conditions		Percentages by Department					
			#of EEs	# on FMLA	% of FTE	% by FMLA	% by Dep
Adoption	1						
Asthma	1						
Back	1						
Cardiology	1	Advanced	134	13	2.93%	23.21%	9.70%
Chronic Illness	3	Basics	126	10	2.26%	17.86%	7.94%
Circulatory Condition	1	Business Intelligence - Deployment, QI, Scheduler	4	1	0.23%	1.79%	25.00%
Diverticulitis	1	Business Office	30	13	2.93%	23.21%	43.33%
FMLA - Child	7	Communications	35	8	1.81%	14.29%	22.86%
FMLA - Parent	12	Controller - Payroll, A/P, Purchasing	4	2	0.45%	3.57%	50.00%
FMLA - Spouse	5	Mobile Integrated Health	14	2	0.45%	3.57%	14.29%
Foot Surgery/Plantar Facias	1	Office of the Medical Director	10	1	0.23%	1.79%	10.00%
Gastric	1	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	40	6	1.35%	10.71%	15.00%
Gynecological	2	Grand Totals	397	56			
Hip	1						
Kidney Stones	1	Total # of Full Time Employees - February 2018	443				
Migraines	1	% of Workforce using FMLA	12.64%				
Neurological	1						
Pneumonia	1						
Pregnancy	5						
Psychological	8						
Shoulder	1						
Total	56						

LIGHT DUTY for Fiscal Year 2017-2018

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	151:32	47:55	337:20	350:49	340:49	179:30	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2017	151:32	199:27	536:47	887:36	1228:25	1407:55	1407:55	1407:55	1407:55	1407:55	1407:55	1407:55	3846:39
FY 2016	101:47	190:15	510:11	950:15	1153:25	1459:51	2019:41	2284:10	2539:01	3208:28	3778:03	4274:04	

GOAL: Reduce number of lost hours due to job-related injuries by 10%

Worker's Comp LOA for Fiscal Year 2017-2018

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	0:00	12:00	24:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2017	0:00	12:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	1125:51
FY 2016	192:00	233:45	358:22	401:38	490:08	510:29	678:46	917:57	1097:57	1145:57	1181:57	1250:57	

GOAL: Reduce number of lost hours due to job-related injuries by 10%

FMLA LOA for Fiscal Year 2017-2018

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1536:38	1470:57	1455:45	1628:26	1236:40	1822:57	0:00	0:00	0:00	0:00	0:00	0:00	915:08
FY 2017	1536:38	3007:35	4463:20	6091:46	7328:26	9151:23	9151:23	9151:23	9151:23	9151:23	9151:23	9151:23	
FY 2016	954:44	1667:45	2150:28	2709:24	3277:17	3922:35	4392:34	4937:28	5492:41	6282:42	7564:55	8673:49	722:49

Military Leave for Fiscal Year 2017-2018*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	85:58	110:07	84:00	108:00	132:00	147:00	0:00	0:00	0:00	0:00	0:00	0:00	66:42
FY 2017	85:58	196:05	280:05	388:05	520:05	667:05	667:05	667:05	667:05	667:05	667:05	667:05	

*Unfilled shifts only

Total Leave Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1774:08	1640:59	1901:05	2087:15	1709:29	2149:27	0:00	0:00	0:00	0:00	0:00	0:00	1126:14
FY 2017	1774:08	3415:07	5316:12	7403:27	9112:56	11262:23	11262:23	11262:23	11262:23	11262:23	11262:23	11262:23	

Goals and Projection

						10/17 -3/31		
	Light Duty	Worker's Comp	FMLA	Military	Total	Schedule Unit hours	# of 12 hr Shifts	% of SUH vs. LOAH
YTD	1407:55	36:00	9151:23	667:05	11262:23	150141:00	938:31	7.50%
Projection	2815:50	216:00	18302:46	1334:10	22668:46			
Goal-Compare	3846:39	1125:51	8673:49	1757:24	15403:43			

MedStar Mobile Health Care Separation Statistics - March 2018

	Current Month			Year to Date			Compared to Mar '17		Headcount February
	Vol	Invol	Total	Vol	Invol	Total	Mar '17	%inc/dec	
Full Time Separations	3	0	3	21	9	30	23	30.4%	443
Part Time Separations	3	0	3	10	0	10	11	-9.1%	59
Total Separations	6	0	6	31	9	40	34	17.6%	502

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	0.68%	5.08%	1.20%	6.77%	16.95%	7.97%

Separations by Department

Full time

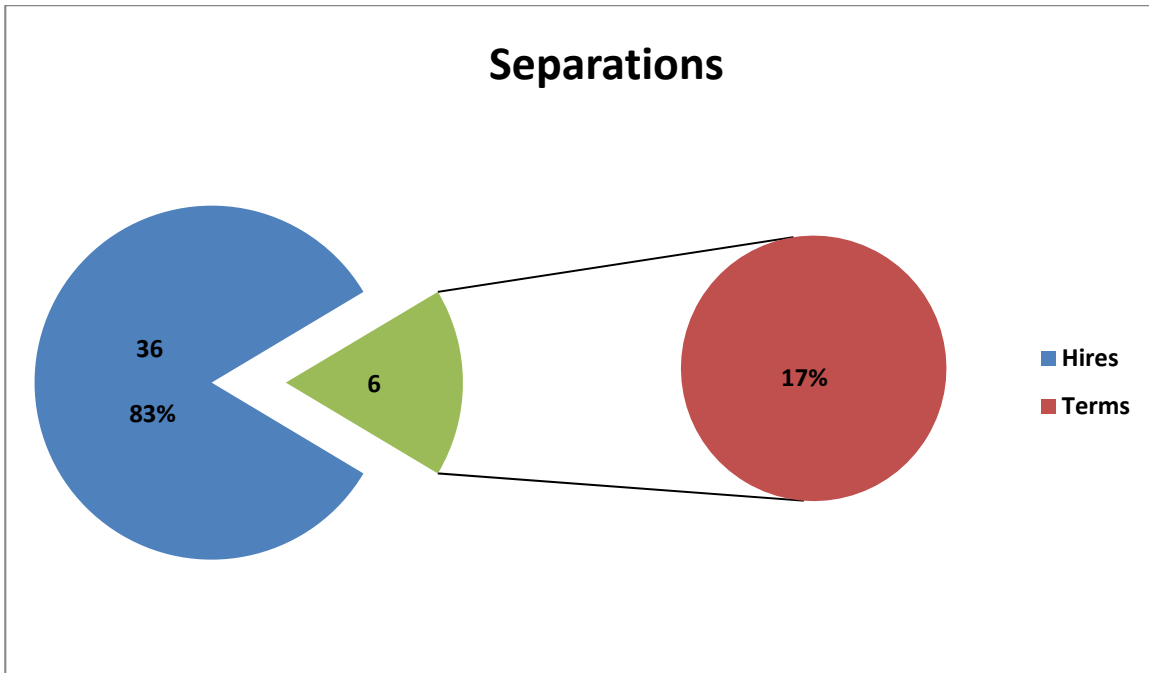
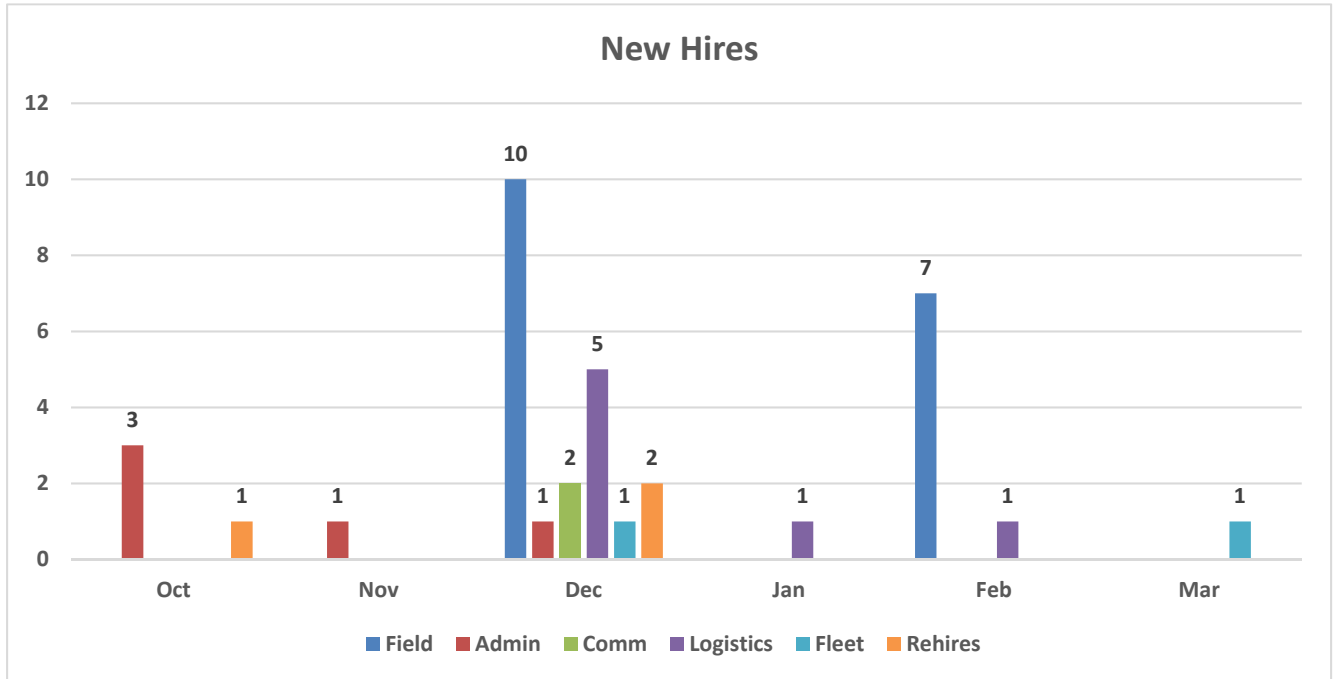
	Current Month			Year to Date			Headcount 18-Mar
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	1	0	1	6	0	6	134
Basics	2	0	2	7	4	11	126
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				0	2	2	30
Communications				1	1	2	35
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							6
Field Manager/Supervisors - Operations							10
Human Resources				1	0	1	6
Information Technology							5
Medical Records							2
Mobile Integrated Health Department							14
MTAC - MedStar Training Academy							12
Office of the Medical Director							10
Risk and Safety							2
Support Services - Facilities, Fleet, S.E., Logistics				6	2	8	40
Total	3	0	3	21	9	30	443

Part Time

	Current Month			Year to Date			Headcount 18-Mar
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	1	0	1	4	0	4	30
Basics				2	0	2	21
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications	1	0	1	2	0	2	2
Compliance							
Controller - Payroll, Purchasing, A/P							
Customer Integration							
Deployment							
Directors							
Field Manager/Supervisors							
Fleet							
Human Resources				1	0	1	2
Information Technology							
Medical Records							
Mobile Integrated Health Department							1
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics	1	0	1	1	0	1	3
Total	3	0	3	10	0	10	59

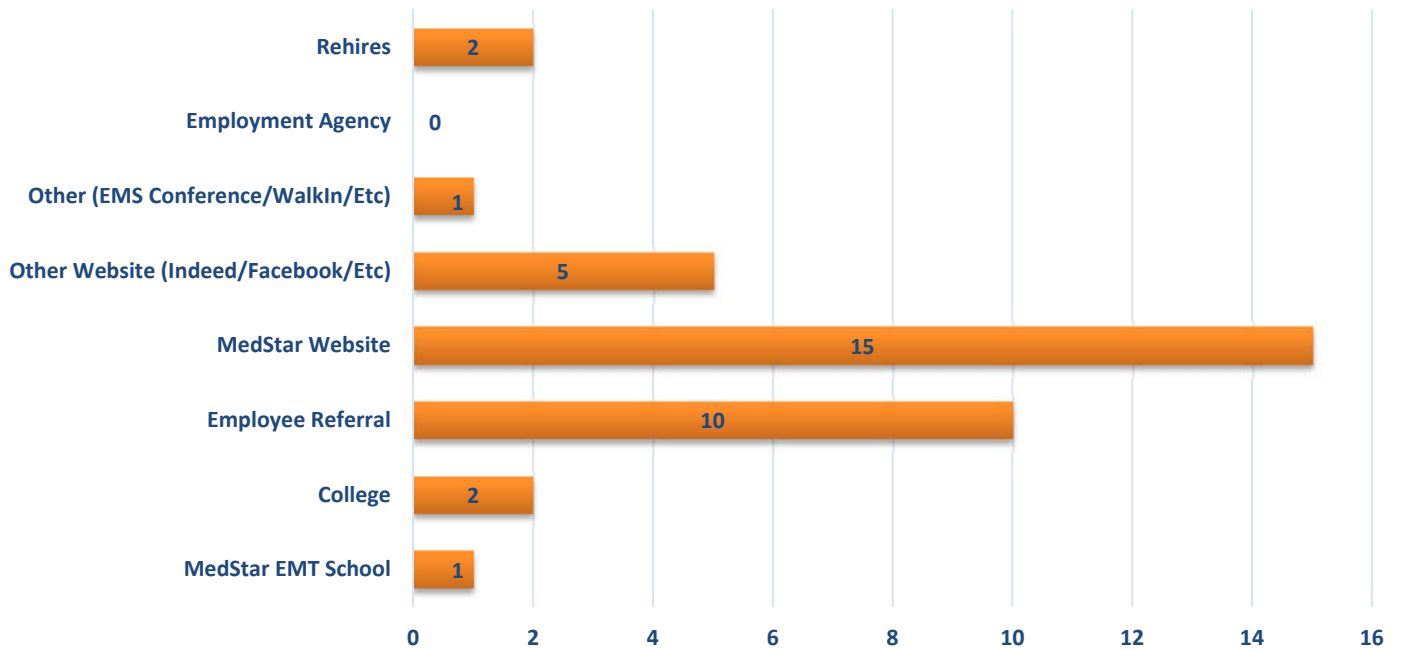
Recruiting & Staffing Report

FY 2017 - 2018

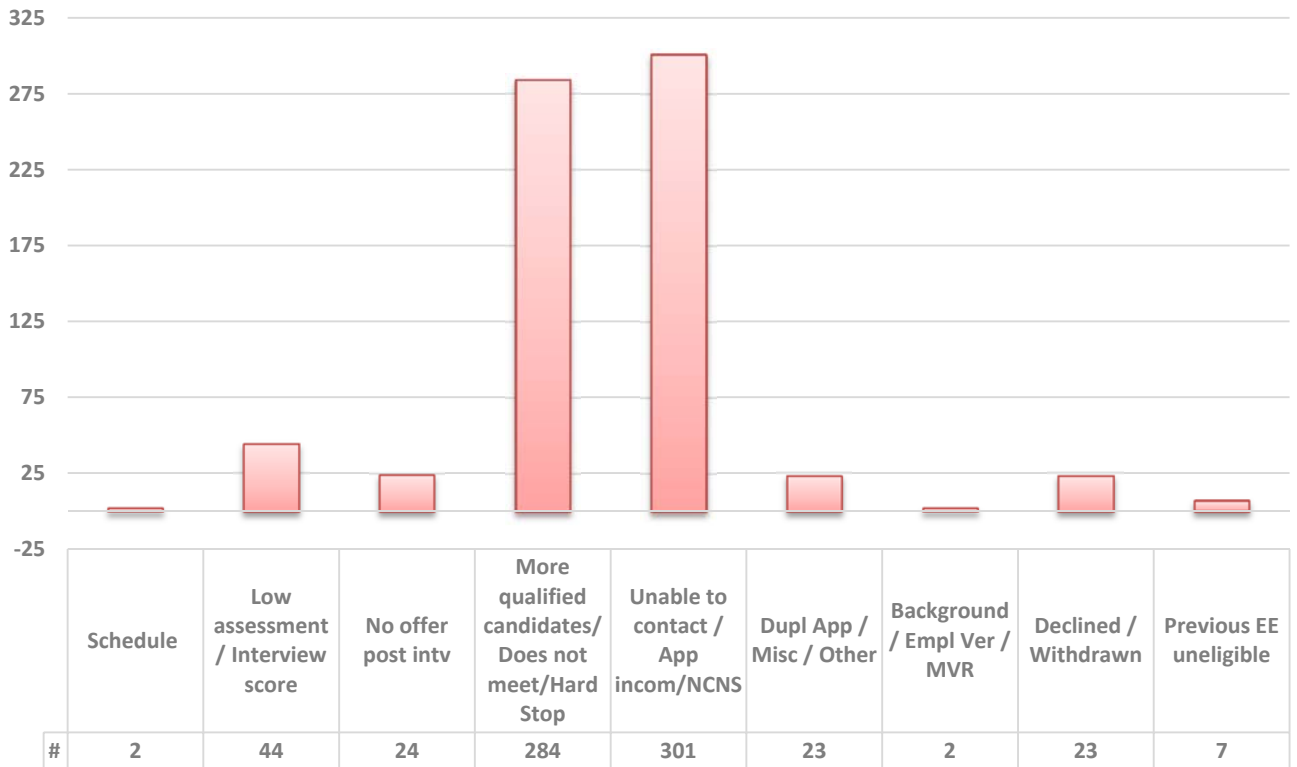


- #### Separation Statistics
- 1- Dissatisfied with Job
 - 1- Attendance
 - 1- Job Abandonment
 - 1- Falsified Application
 - 1- Krum FD
 - 1- Conduct – Outside of Protocol

Hired Employee Referral Source FY 2017-2018



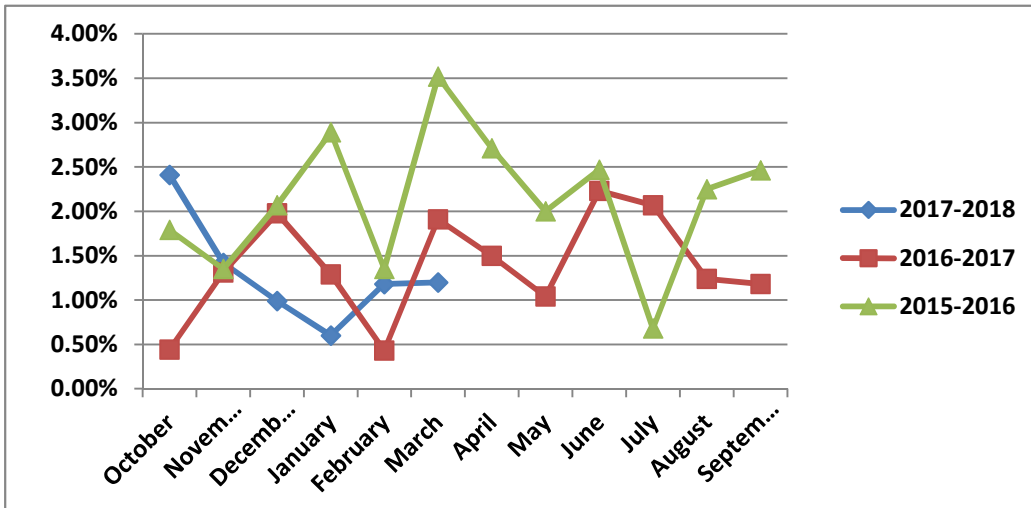
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED - 710
TOTAL APPLICATIONS REVIEWED - 746

MedStar Mobile Healthcare Turnover Fiscal Year 2017-2018

	Monthly Turnover By Fiscal Year		
	2017-2018	2016-2017	2015-2016
October	2.41%	0.44%	1.79%
November	1.42%	1.31%	1.35%
December	0.99%	1.98%	2.07%
January	0.60%	1.29%	2.89%
February	1.18%	0.43%	1.35%
March	1.20%	1.91%	3.52%
April		1.50%	2.71%
May		1.04%	2.00%
June		2.23%	2.47%
July		2.07%	0.68%
August		1.24%	2.25%
September		1.18%	2.46%
Projected	15.600%	16.620%	25.540%



Tab E – FRAB

Tab F – OMD



Medical Director's Report

Education and Training

- Education
 - o Next OMD Quarterly CE scheduled for end of May
 - o Critical Care CE quarterly cycle established to assist with advanced certification maintenance
 - Provide 96 hours of continuing education over 4 years
- Training
 - o Outlined orientation process for Mobile Integrated Health Paramedics and Critical Care Paramedics
 - o Updated FTO Trainee manual to facilitate better communication on trainee progression

Credentialing

- 2018 Credentialing (year to date)
 - o Advanced Credentialing
 - 8 candidates
 - 0 credentialed
 - 8 in training
 - o Advanced Upgrade Credentialing
 - 12 candidates
 - 0 credentialed
 - 12 in training
 - o Basic Credentialing
 - 11 candidates
 - 4 credentialed
 - 7 in training
 - Avg 42 days to credential

QA

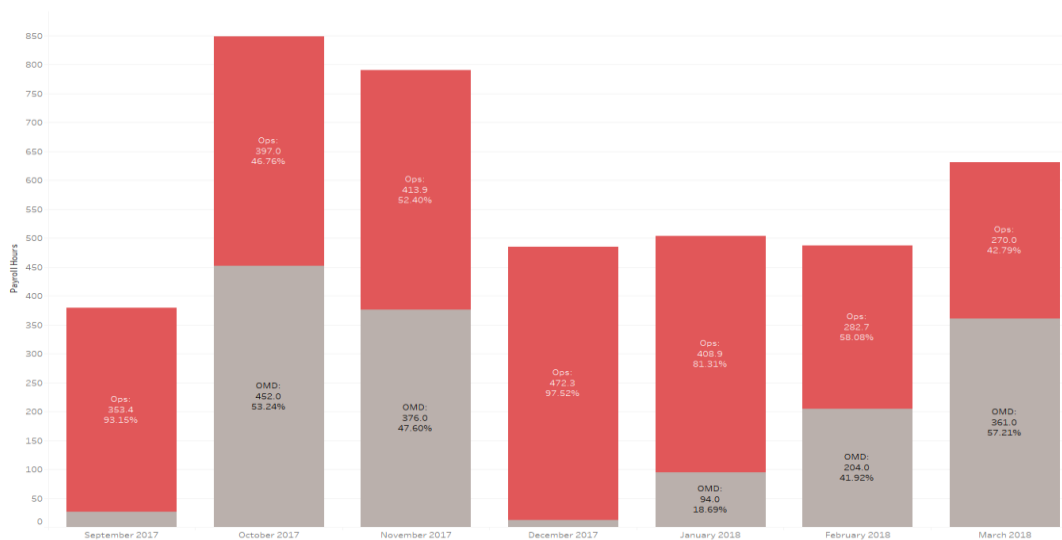
- Sentinel Event Review: March
 - o 35 total Cases
 - 8 High Priority
 - 13 Moderate Priority
 - 14 Low Priority
 - o Disposition
 - 12 Coaching/Education Provided at Case Review
 - 1 Clinical Improvement Plan's Implemented
 - 9 No Fault
 - 2 Cases Forwarded to External QA/QI

The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.



- System Improvement Topics
 - Decisional capacity assessment and documentation - AMA
 - Cardiac arrest management
 - Spinal Motion Restriction protocol
 - BLS airway management
 - Advanced airway management

- Clinical Restriction Impact
 - March – 2 providers represented 80% of the OMD impact



Month	Jan-18	Feb-18	Mar-18
Number of providers restricted	4	10	10

Research

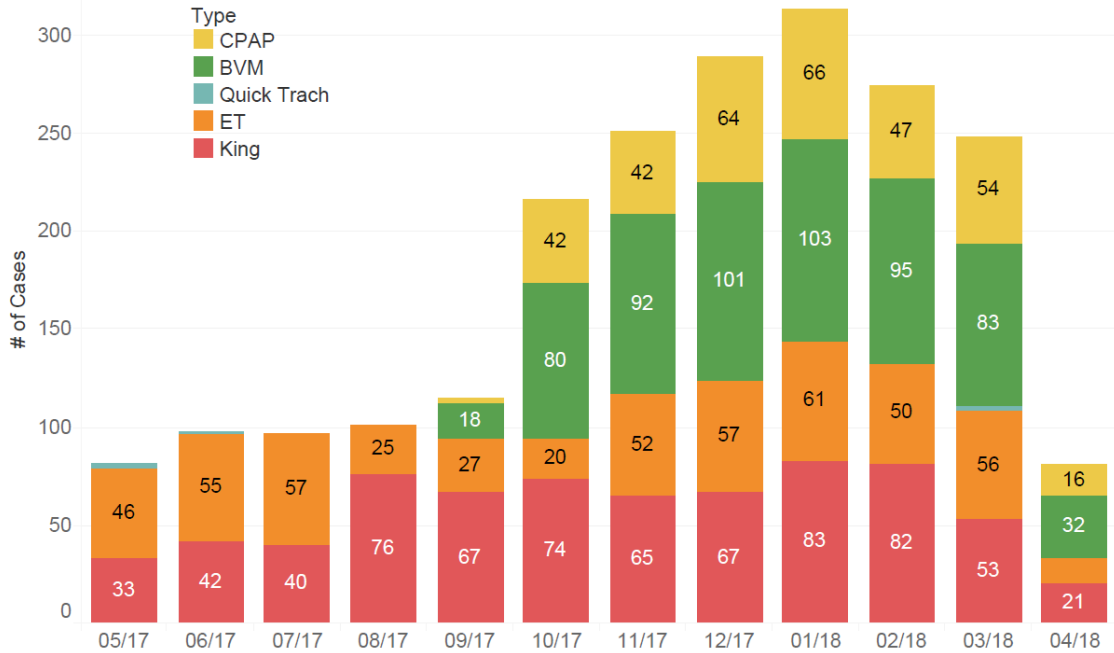
System Diagnostics

- First Pass bundles of care report
 - STEMI
 - Stroke – active to be reported on next month
 - SMR
- Airway Report
- Resuscitation Metrics
- CARES Report

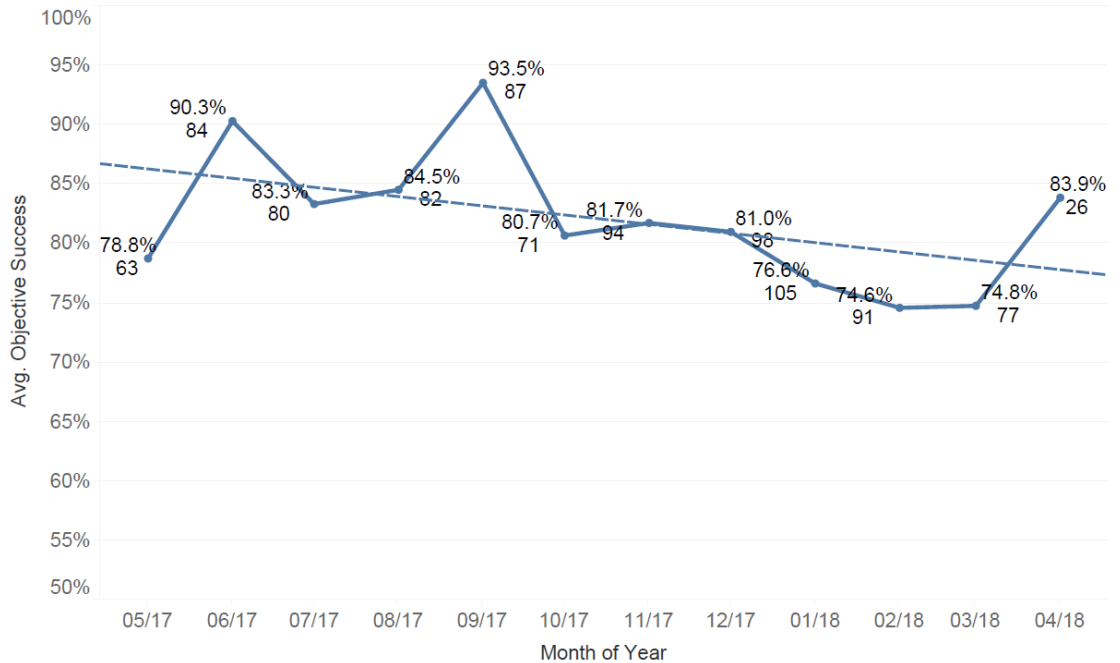
The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

Airway Report

Cases

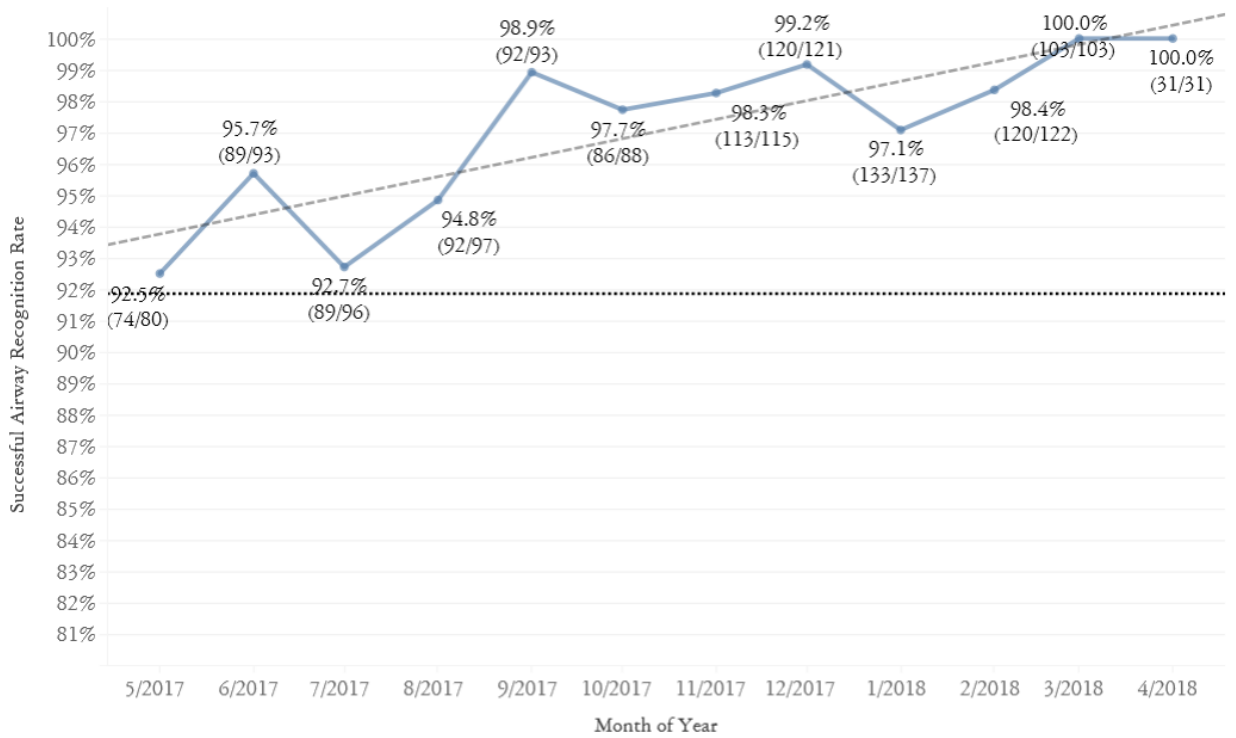


Advanced Airways Success

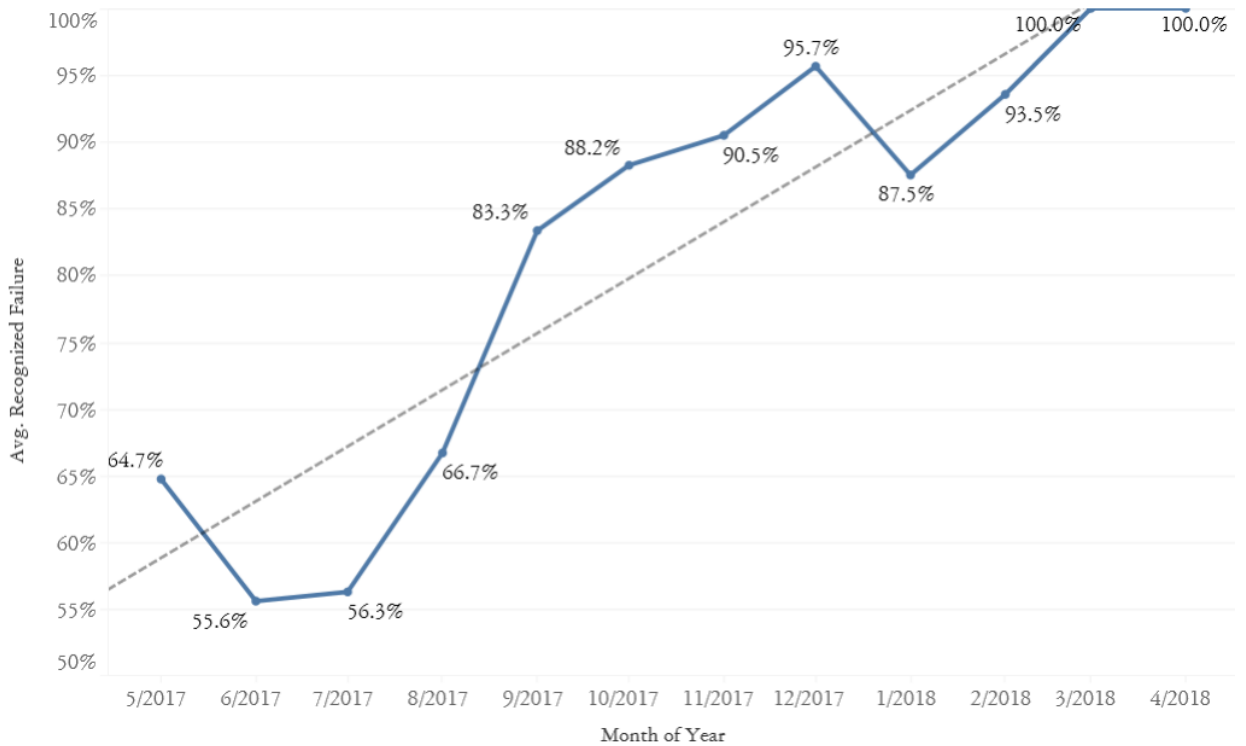


The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

Successful Recognition of Advanced Airways



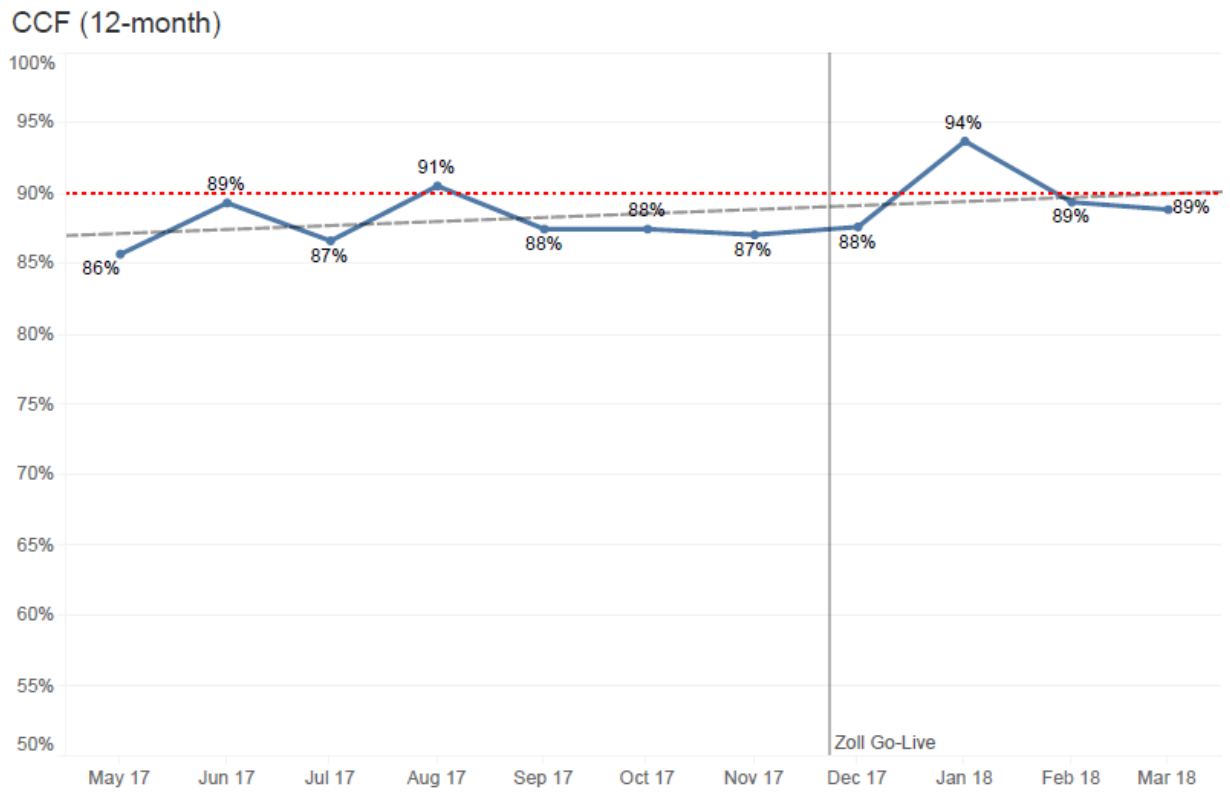
Recognition of Failure Rate



The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

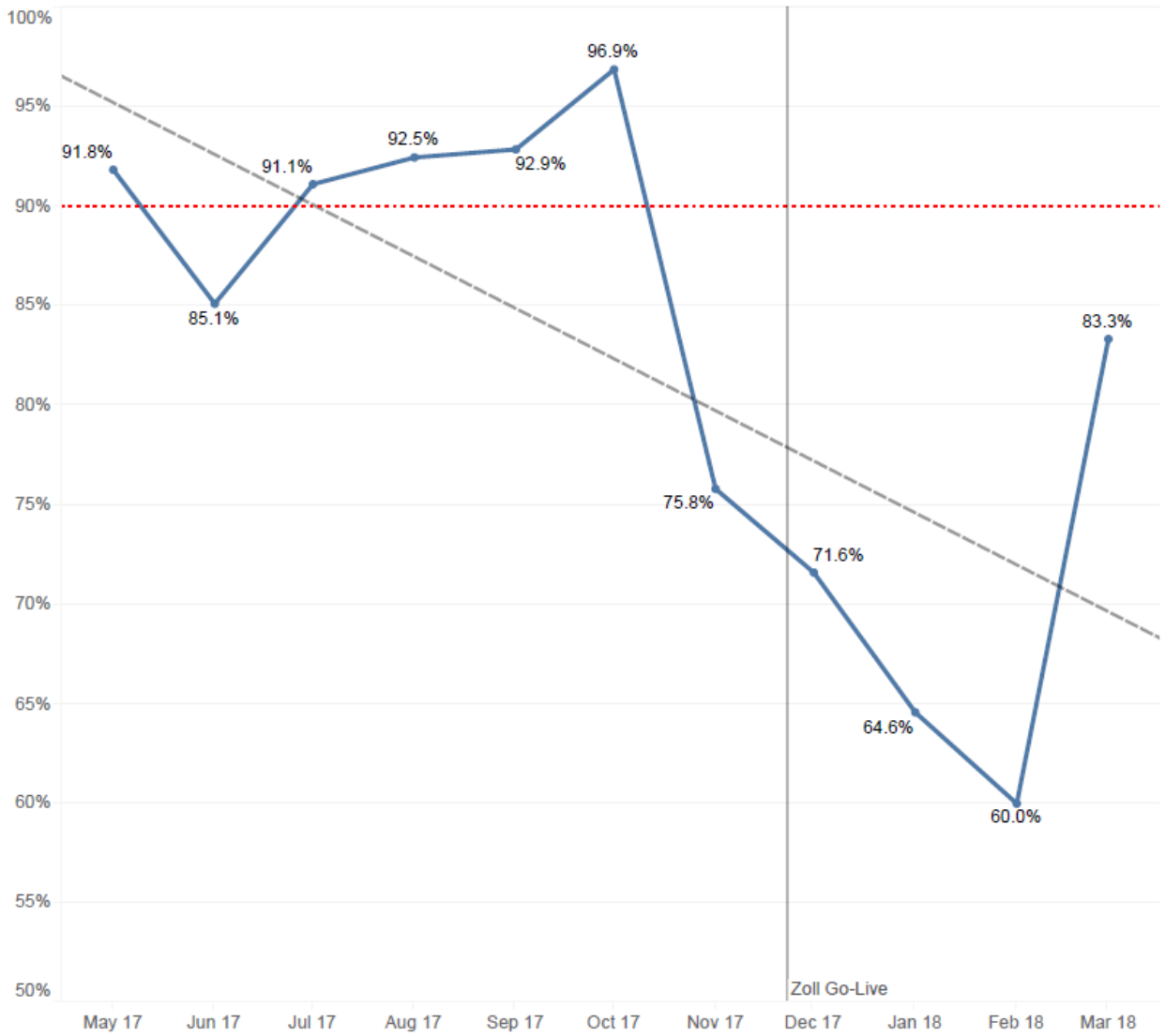


Resuscitation Metrics



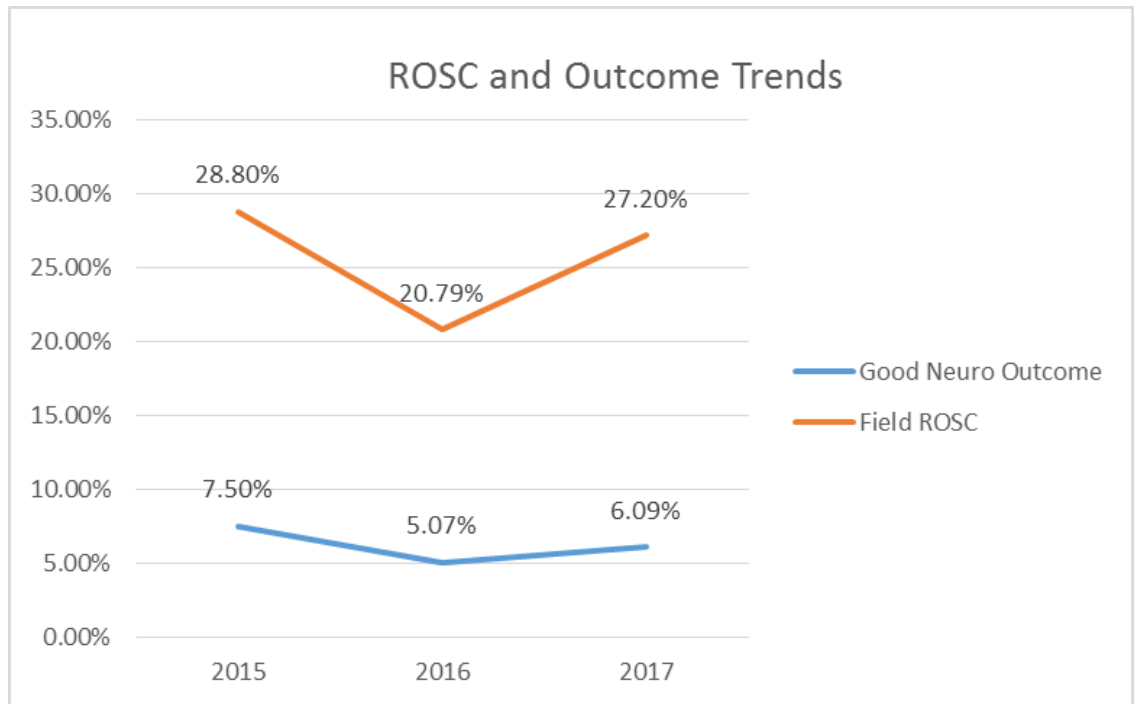
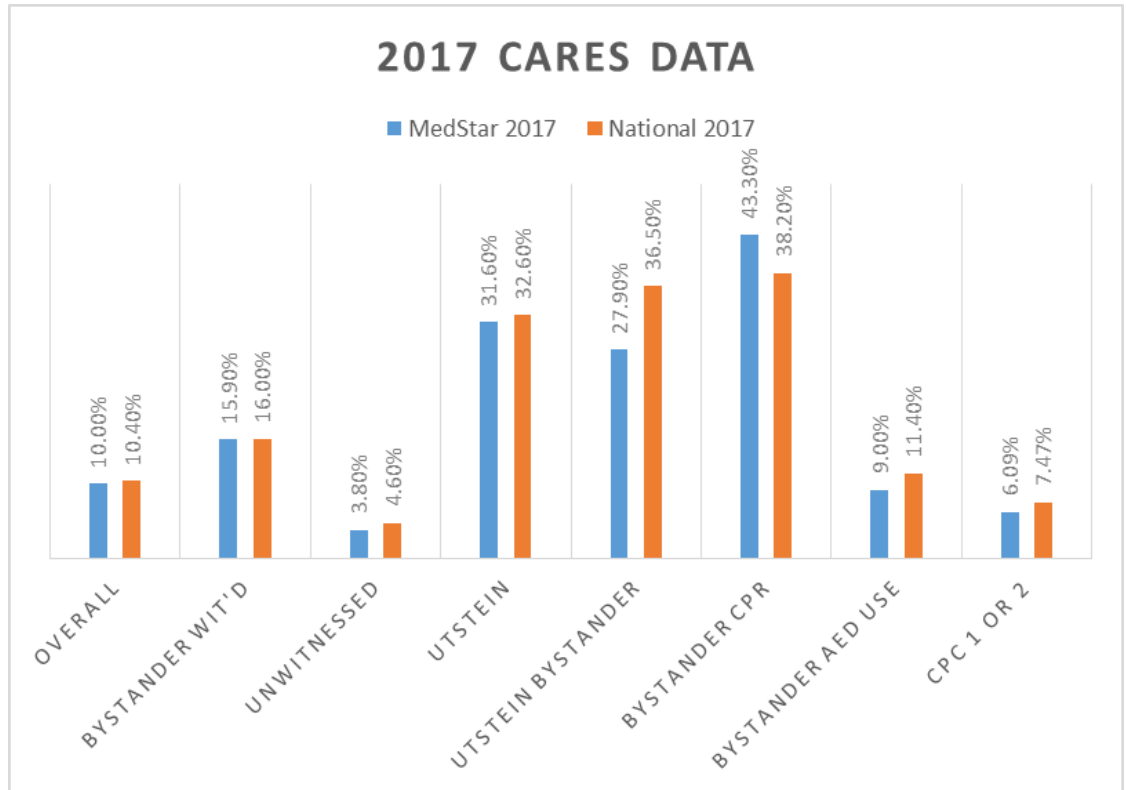
The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

Rate (12-month)



The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

CARES



The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

Tab G – Chief Compliance Officer/Legal



April 18, 2018
Compliance Officer's Report
March 20th, 2018 to April 17th, 2018

Compliance Officer Duties

- Three narcotic anomalies processed
- Submitted employee provider roster changes to DSHS
- First outside agency permitting process completed

Paralegal Duties

- FRO agreements – Two member cites have not executed the agreement
- 28 DFPS reports processed
- 4 Pre-trial meetings held with the District Attorney's office
- 3 Criminal court witness appearances
- 5 Law Enforcement agency interviews
- 11 Subpoena(s) for witness appearance processed
- Created and reviewed multiple contractual agreements with GC

Chad Carr
Compliance Officer
Paralegal – Office of General Counsel
CACO, CAPO, CRC, EMT-P

Tab H – Chief Strategic Integration Officer

Strategic Integration Summary

April 2018



3rd Party Payer Alternate Payment Models

- Commercial capitated model **in place**
 - 3 interventions implemented
 - Staff training started
 - Working through encounter and outcome reports
- Still working on the Managed Medicaid agreement

MAEMSA Special Event and Ambulance Permitting Process

- 1st organization completed the process
- Listed on new section of MedStar web site

Paid Consulting Activity

- Covenant Health System (Lubbock)
 - Request by them to conduct a state licensure renewal and CAAS readiness assessment
 - Operations and Executive Team conducting the project
- Center for Public Safety Management (division of ICMA)
 - Charlevoix, MI project to help community develop options for EMS program

Speaking Engagements:

Event	Date	Location	Attendees
Nat. Org. of State Offices of Rural Health	April '18	Tucson, AZ	~300
Zoll Summit	May '18	Denver, CO	~500
MidWest EMS Expo	May '18	LaCrosse, WI	~1,000
IAFC Fire/Rescue Med	June '18	Henderson, NV	~1,000
Pinnacle EMS	July '18	Phoenix, AZ	~1,000

Member City Updates!

April/May member city updates in process

Mobile Healthcare White Paper for CMS/Medicare and other payers:

- Have been requested by TMF, the Midwest CMS Quality Improvement Organization (QIO) on a white paper for CMS and other payers on the best practices for sustainable EMS-based MIH programs
 - Will hopefully facilitate additional payment policy changes

Annual Report:

- Completed and being distributed to area Careholders

Blood Drive at MedStar

- May 25, 2018 3p – 8p

National EMS Week May 20 – 26, 2018:

- Numerous events planned for MedStar Staff
- Final events calendar will be published shortly

Media:

National –

- EMS Innovation Series Column
 - EMS World Magazine

Mobile Integrated Healthcare Report

MedStar MIH/CP training course April 30 – May 11, 2018

- Attendees from MedStar, Burleson Fire, Dallas Fire, Cleburne Fire, and several out of area attendees via distance learning

March Enrollments/Stats -

Hospice:

Community Hospice: 2 active

- 1 9-1-1 encounter

Vitas: 25 active

- 4 9-1-1 encounters

Holy Savior: 15 active

- 1 9-1-1 encounter

Home Health:

Klarus: 182 active

- 20 total 9-1-1 calls w/CCP on scene
- 2 in-home, scheduled visits

Healthmasters: 21 active

- 0 total 9-1-1 calls
- 2 in-home, scheduled visit

Readmission Avoidance Enrollments:

- JPS: 17
- THR Alliance: 7
- THRFW: 1
- Silverback: 10

High Utilizer:

- UTSW NAIP: 10

Palliative Care, Silverback:

- 3 active

9-1-1 Nurse Triage:

- 200 total calls
- 40 Lyft/cab transportations

Education and Community Programs Report

- January 2018 EMT class graduated April 12th.
 - Next EMT classes planned for summer and fall 2018.
- Three high school EMT courses should finish at the end of May 2018. (Byron Nelson and VR Eaton with NWISD and Weatherford High School EMT started February 5, 2018.)
- Mansfield ISD inquired about EMT course for their high school students, being coordinated by MedStar.
- Week 1 Leadership Training for 10 MedStar Managers & Supervisors as held April 3, 2018 – April 6, 2018.

Customer Integration Report

- Tarrant County MHMR NCMM Planning Grant
 - Collaborating with Tarrant County Administrator's Office, Tarrant County Hospital District, MHMR and other on a planning grant to expand transportation to and from healthcare services
- Working with the Stakeholder's Committee for Mental Health and Law Enforcement part of Tarrant County Mayor's Council
- Working with our various hospital system process improvement committees
- Planning for EMS Week – May 20-26
- Continue to work with our hospital partners to implement Infor's Clover Leaf
 - Will allow for automated record consolidation on their side and provide outcome data for MedStar
 - Having weekly conversations with Medical City/HCA Corporate
 - They have initiated the project within their system

StarSaver Membership Report:

Membership New / Renewal Comparison								
New Households	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change
January	35	35	37	37	5.7%	38	38	2.7%
February	58	93	32	69	-25.8%	41	79	14.5%
March	51	144	48	117	-18.8%	56	135	15.4%
April	40	184	68	185	0.5%	12	147	-20.5%
May	48	232	44	229	-1.3%	0	147	-35.8%
June	24	256	40	269	5.1%	0	147	-45.4%
July	22	278	29	298	7.2%	0	147	-50.7%
August	36	314	22	320	1.9%	0	147	-54.1%
September	42	356	38	358	0.6%	0	147	-58.9%
October	53	409	38	396	-3.2%	0	147	-62.9%
November	32	441	43	439	-0.5%	0	147	-66.5%
December	9	450	19	458	1.8%	0	147	-67.9%
Total New Member Households	450		458			147		
Renewing Households	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change
January	454	454	344	344	-24.2%	347	347	0.9%
February	306	760	117	461	-39.3%	546	893	93.7%
March	192	952	78	539	-43.4%	96	989	83.5%
April	1137	2089	788	1327	-36.5%	352	1341	1.1%
May	910	2999	1493	2820	-6.0%	0	1341	-52.4%
June	354	3353	521	3341	-0.4%	0	1341	-59.9%
July	357	3710	172	3513	-5.3%	0	1341	-61.8%
August	335	4045	437	3950	-2.3%	0	1341	-66.1%
September	326	4371	163	4113	-5.9%	0	1341	-67.4%
October	192	4563	220	4333	-5.0%	0	1341	-69.1%
November	165	4728	145	4478	-5.3%	0	1341	-70.1%
December	126	4854	249	4727	-2.6%	0	1341	-71.6%
Total Renewing Households	4854		4727			1341		
Total Member Households	5304		5185			1488		

Three Key Ingredients for Successful Innovation

For positive change, organizations require leadership, organizational readiness, and a tolerance for risk

By Matt Zavadsky, MS-HSA, NREMT



Over the coming year *EMS World*, in conjunction with the National Association of EMTs, will provide detailed implementation strategies for key recommendations of the Promoting Innovation in EMS (PIE) project (www.EMSInnovations.org). The PIE project utilized broad stakeholder involvement over four years to identify and develop guidance to overcome common barriers to innovation at the local and state levels and foster development of new, innovative models of healthcare delivery within EMS. Each month we will focus on one recommendation and highlight the document's actionable strategies to continue the EMS transformation.

Innovation is hard! It involves taking risks, pushing the envelope, and in some cases venturing into uncharted waters that can be treacherous, or at least murky. Agencies nationwide have learned firsthand the risks and benefits of trying something new.

You've read about these agencies in *EMS World*, heard them speak at national conferences, or perhaps even read about their innovations in national media outlets. On the surface it seems easy. But ask the leaders in these innovative EMS agencies, and they will often readily share the scars they've incurred from taking risks.

Why is innovation so difficult? What are the lessons we can learn from some of the EMS agencies recognized for implementing innovative approaches to service delivery and patient care?

Visionary Leadership

Innovation begins with a visionary leader—someone who can see something new, something better than the status quo. It requires a telescopic (or at least a binocular) view of the horizon. Many people do great work day to day leading teams to improve the way they operate or deliver patient care. Often these improvements are simply transactional, such as testing a more effective way of call-taking to reduce call process-

ing times, finding ways to reduce activation times for responses, or implementing best practices for airway management procedures to improve patient outcomes. These things are valuable, but again they are generally transactional, not transformational.

Let's take the call processing example: A transactional enhancement might be using address flags in a computer-aided dispatch (CAD) system to add notes about patients with special needs who live at that address. Address flags in CADs are not new, but using them to add clinical information about people who live there is a transactional improvement (let's avoid the potential HIPAA issues for the sake of the discussion).

The visionary leader may look at this in a more transformative way: People don't stay home. They go to the store, they go to work, they visit neighbors and family. What happens if a medical emergency occurs when the patient is not in their residence but, say, at the local Walmart? In this scenario the residence address flag is meaningless. The transformational leader may look for flagging solutions that follow the patient, regardless of where they may be at the time of an emergency medical need. This would require the implementation of a call-taking process and CAD software that can flag people, not addresses.

Yes, this would likely mean investing in a totally different CAD, one not tied to an incident location but instead to the person experiencing the medical emergency. It would also require a transformation of the emergency call-taking process to ask the patient's name, primary phone number, and date of birth to see whether this patient is registered in the CAD as likely benefiting from a specialized response plan.

This type of transformational innovation sets the stage for the EMS agency to move away from the transaction of always transporting patients to emergency rooms to making patient-centric, clinically appropriate recommendations based on factors such as clinical assessment, medical history, and perhaps even health insurance type. That allows the agency to dramatically change the economic model for providing medical care.

The participants in the Promoting Innovation in EMS (PIE) project fit the profile of transformational leaders because they envisioned a desired state for EMS and worked collaboratively with virtually every EMS stakeholder to painstakingly craft consensus-based innovation recommendations, then articulate barriers to achieving them.

Risk Tolerance

Innovation is messy. There's likely a chance an innovation could fail. It's often said that failure is only a failure if you fail to learn, and if you are not failing, you're not innovating.

The story is often retold that it took Thomas Edison 1,000 tries to develop the light bulb. When asked what it felt like to fail 1,000 times, it's reported that Edison answered that he did not fail 1,000 times, he learned 1,000 ways how not to make a light bulb.

More recently Elon Musk's SpaceX rockets underwent many "rapid unscheduled disassembly events" before successfully landing back on earth for the first time.

Innovation involves risk—financial risk, reputational risk, and organizational risk. While it can be mitigated through thorough planning, execution, small-cycle testing, and pilots, not everything is going to work perfectly. Innovators must develop a tolerance for risk with which they're comfortable.

A preliminary review of data from the 2017 NAEMT MIH-CP survey seems to indicate that some of the MIH-CP innovations implemented just a few short years ago are no longer operating. If the final analysis reveals this to be true, some might look at that as a failure. Perhaps instead we should find out from the innovators why the programs were not sustainable and learn how to avoid those challenges in future innovations.

We often hear about a typical example of "failed" innovation. A new project is developed with grant funding. The seed money is used to develop and implement the innovation, but leaders may not look at the horizon and plan for what will happen when the grant funding runs out. Collaborating with these payers before the grant even starts will help determine and report the metrics necessary to demonstrate value.

Organizational Readiness

Some organizations are renowned for being nimble and embracing innovation, while others have reputations for being slow to adapt. Google, Apple, and Amazon are perhaps examples of the former, while Kodak, Blockbuster, and Polaroid could be considered examples of the latter. Assessing organizational readiness for innovation requires an honest assessment of visionary leadership and risk tolerance of the organization's internal and external stakeholders.

Alan Brunacini, former chief of the Phoenix Fire Department, had a reputation as an exceptionally visionary and innovative fire chief. He created a culture that sought out and implemented change and improvement. However, it may have been nearly impossible for Brunacini to lead the Phoenix Fire Department to becoming one of the most respect-

ed departments in the country without the support of his frontline staff, his executive team, or the city's leadership team.

Commitment to innovation must be bidirectional. Leaders should be willing to envision transformation, while those who will actually implement the transformation need to be willing and able to do so. Some of the best innovations come from those who do the work every day. Consequently leaders should be willing to accept and try ideas brought to them from the field.

Once again we turn to participants in the PIE project for further examples of organizational readiness. Drs. Kevin Munjal and James Dunford sought out visionary leaders from multiple stakeholder groups and created an environment that encouraged consensus-building based on innovative thinking. The PIE team was "change-ready," willing to not only imagine a desired state for EMS but invest the time, energy, and resources to identify and articulate the barriers to achieving it, whether perceived or real.

Perhaps one reason the group was ready to embrace change was that individuals came from organizations that were themselves implementing innovation—organiza-

tions such as Kaiser Permanente, Northwell Health, the Alliance for Home Health Quality and Innovation, MedStar, Medlert, Eagle County Paramedics, the Institute for Healthcare Improvement, and the Center for Emergency Medicine of Western Pennsylvania.

The EMS field has adapted well in the past, but the change occurring now in healthcare is unlike the changes we've experienced before. Managing this hyper-turbulent environment will not only require visionary leaders who are risk-tolerant and organizationally ready, but strategies to remove barriers through partnerships with groups we've not typically partnered with.

In our next column we will begin to explore specific recommendations prioritized by the NAEMT EMS 3.0 Committee and strategies for implementation. ☼

ABOUT THE AUTHOR



Matt Zavadsky, MS-HSA, NREMT, is chief strategic integration officer at MedStar Mobile Healthcare, the exclusive emergency and nonemergency EMS/MIH provider for Fort

Worth and 14 other cities in North Texas. He is a featured speaker at EMS World Expo 2018, to be held Oct. 29-Nov. 2 in Nashville.

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For More Information Circle 17 on Reader Service Card

MedStar 12th Annual Golf Tournament

About

The MedStar Foundation is a 501(c)(3) organization with a mission to improve patient outcomes, improve the patient's experience of care and reduce overall healthcare costs. The Foundation will support that mission by providing funding for local integrated care delivery projects that enhance the healthcare safety net system.

One Safe Place is a comprehensive crime prevention agency devoted to preventing crime and violence in Tarrant County's neighborhoods, schools and homes.

The Annual Tournament

The format is 4-person scramble, and the shotgun start is at 8am, but to beat the traffic, arrive early for breakfast!!



Waterchase Golf Club

8951 Creek Run Road
Fort Worth, Texas 76120

For more information

Richard Brooks
Customer Integration Manager
817-709-9981
rbrooks@medstar911.org



BENEFITING

**One Safe Place &
MedStar**



Event Schedule

7:00 AM
Registration & Facilities Available

8:00 AM
Shotgun

ARRIVE EARLY
FOR BREAKFAST



Event Details

Event Location

Waterchase Golf Club
8951 Creek Run Road
Fort Worth, Texas 76120

Time & Date

May 29, 2018
Tuesday
8:00 AM

Sponsorship Packages

- 1** Title Sponsorship
\$5,000
 - 2 teams of 4 players
 - Banner
 - 2 Hole sponsorships
 - Announcement during the event for title sponsor
 - Includes logo on welcome sign
 - Social Media recognition
- 2** Platinum
\$3,000
 - 1 team of 4 players
 - Banner
 - 1 hole sponsorship
 - Includes logo on welcome sign
 - Social Media recognition
- 3** Gold
\$2,000
 - 1 team of 4 players
 - Banner
 - 1 Hole sponsorship
 - Includes logo on welcome sign
- 4** Silver
\$1,000
 - Includes logo on welcome sign
 - Banner
 - 1 Hole sponsorship
- 5** Individual Options
 - Individual Pre Registration \$100
 - Individual at the door \$120
 - 4 Person Team \$400 65
 - Hole Sponsorship \$500

COMMONLY USED ACRONYMS

A

ACEP – American College of Emergency Physicians

ACLS – Advanced Cardiac Life Support

AED – Automated External Defibrillator

ALJ – Administrative Law Judge

ALS – Advance Life Support

ATLS – Advanced Trauma Life Support

B

BLS – Basic Life Support

C

CAAS – Commission on Accreditation of Ambulance Services (US)

CAD – Computer Aided Dispatch

CAD – Coronary Artery Disease

CISD – Critical Incident Stress Debriefing

CISM – Critical Incident Stress Management

CMS – Centers for Medicare and Medicaid Services

COG – Council of Governments

D

DFPS – Department of Family and Protective Services

DHSH – Department of State Health Services

DNR – Do Not Resuscitate

E

ED – Emergency Room

EKG – ElectroCardioGram

EMD – Emergency Medical Dispatch (protocols)

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMTALA – Emergency Medical Treatment and Labor Act

EMT – I – Intermediate

EMT – P – Paramedic

ePCR – Electronic Patient Care Record

ER – Emergency Room

F

FRAB – First Responder Advisory Board

FTE – Full Time Equivalent (position)

FTO – Field Training Officer

FRO – First Responder Organization

G

GCS – Glasgow Coma Scale

H

HIPAA – Health Insurance Portability & Accountability Act of 1996

I

ICD – 9 – International Classification of Diseases, Ninth Revision

ICD -10 – International Classification of Diseases, Tenth Revision

ICS – Incident Command System

J

JEMS – Journal of Emergency Medical Services

K

L

LMS – Learning Management System

M

MCI – Mass Casualty Incident

MI – Myocardial Infarction

MICU – Mobile Intensive Care Unit

MIH – Mobile Integrated Health

N

NAEMSP – National Association of EMS Physicians

NAEMT – National Association of Emergency Medical Technicians (US)

NEMSAC – National EMS Advisory Council (NHTSA)

NEMSIS – National EMS Information System

NFIRS – National Fire Incident Reporting System

NFPA – National Fire Protection Association

NIMS – National Incident Management System

O

OMD – Office of Medical Director

P

PALS – Pediatric Advanced Life Support

PHTLS – Pre-Hospital Trauma Life Support

PSAP – Public Safety Answering Point (911)

PUM – Public Utility Model

Q

R

RFQ – Request for Quote

RFP – Request for Proposal

S

SSM – System Status Management

STEMI – ST Elevation Myocardial Infarction

T

U

V

VFIB – Ventricular fibrillation; an EKG rhythm

W

X/Y/Z