



**Metropolitan Area EMS Authority (MAEMSA)**

**d.b.a. MedStar Mobile Healthcare**

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**Board of Directors**

**May 23, 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: May 23, 2018 10:00 a.m.**

- |             |                                   |  |                          |
|-------------|-----------------------------------|--|--------------------------|
| <b>I.</b>   | <b>CALL TO ORDER</b>              |  | Dr. Brian Byrd           |
| <b>II.</b>  | <b>INTRODUCTION<br/>OF GUESTS</b> |  | Dr. Brian Byrd           |
| <b>III.</b> | <b>CITIZEN<br/>PRESENTATIONS</b>  |  |                          |
| <b>IV.</b>  | <b>CONSENT<br/>AGENDA</b>         | 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: |                          |
|             | <b>BC – 1349</b>                  | Approval of board minutes April 25, 2018 meeting.  | Dr. Brian Byrd<br>Pg. 4  |
|             | <b>BC – 1350</b>                  | Approval of board minutes May 1, 2018 meeting.   | Dr. Brian Byrd<br>Pg. 7  |
|             | <b>BC – 1351</b>                  | Approval of check history for April 2018   | Dr. Brian Byrd<br>Pg. 10 |
| <b>V.</b>   | <b>NEW BUSINESS</b>               |  |                          |
|             | <b>BC – 1352</b>                  | Approval of Contract for Associate Medical Director for Tactical Medicine  | Dr. Brian Byrd<br>Pg. 13 |
| <b>VI.</b>  | <b>MONTHLY REPORTS</b>            |  |                          |
|             | <b>A.</b>                         | Chief Executive Officer Summary  | Douglas Hooten           |
|             | <b>B.</b>                         | Chief Financial Officer Report   | Joan Jordan              |
|             | <b>C.</b>                         | Chief Operations Report  | Ken Simpson              |
|             | <b>D.</b>                         | Human Resources Report   | Tina Smith               |

<b>E.</b>	First Responders Advisory Board (FRAB)	Fire Chief Kirt Mays, Fire Chief Pat Vasquez
<b>F.</b>	Office of the Medical Director Report	Dr. Neal Richmond Dwayne Howerton
<b>G.</b>	Compliance / Legal Reports	Chad Carr Kristofer Schleicher
<b>H.</b>	Chief Strategic Integration Officer	Matt Zavadsky

**VII. OTHER DISCUSSIONS**

<b>A.</b>	Requests for future agenda items of discussion	Dr. Brian Byrd
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**VIII. CLOSED SESSION**

The Board of Directors may conduct a closed meeting in order to discuss 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.

**IX. RECONVENE FROM CLOSED SESSION**

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

<b>X. PUBLIC COMMENT</b>	Citizens wishing to address the board on matters related to board business must sign in prior to the start of the meeting. Each speaker is limited to 3 minutes. The Chair may limit the total time allotted.
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**XI. 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  
April 25, 2018

The Metropolitan Area EMS Authority, MedStar Mobile Healthcare Board of Directors met on April 25, 2018 at the MedStar Mobile Healthcare offices.

#### I. CALL TO ORDER

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

MedStar Board members present: Paul Harral, Dr. Janice Knebl, Dr. John Geesbreght, Stephen Tatum, Dr. Rajesh Gandhi, Douglas Hooten (Ex-officio), 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. Neal Richmond (Ex-officio).

#### II. INTRODUCTION OF GUESTS

Guests: Fire Chief Craver, Battalion Chief Vogle, Fire Chief Bynum, Fire Chief Davis, and Dr. Gary Floyd. Others present were Joan Jordan, Ken Simpson, Buck Gleason, Susan Swagerty, Tina Smith, Richard Brooks, Pete Rizzo, Shaun Curtis, Desi Partain, Mike Potts, Austin Cox, Macara Trusty, Heath Stone, Stacy Harrison and Marianne Schmidt, all with MedStar.

#### III. CITIZEN PRESENTATIONS

There were no citizen presentations.

#### IV. CONSENT AGENDA

- BC – 1345 Approval of minutes for the March 28, 2018 meeting.
- BC – 1346 Approval of approval of check history for March 2018.

The motions to approve was made by Paul Harral and seconded by Stephen Tatum.  
The motions to approve were carried unanimously.

#### V. NEW BUSINESS

There was no new business.

#### VI. MONTHLY REPORTS

A. **CEO: Douglas Hooten:** We are working with the City of Fort Worth, Real-estate Agents and Architects on the plans and location of the north deployment center. We will bring to the board the location and plans for approval. We have been attending the Member Cities City Council meetings and giving our Annual Report update. The CAD interface with Burleson is completed and testing is done. Next month we will be working with Fort Worth, Haltom City, and Tarrant County Fire Alarm. The EPCR integration with

Burleson is up and running. We will be working with Haltom City, Saginaw, and Fort Worth on Image Trend issues – working through hosting solutions, and issues with integration.

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

C. **COO: Ken Simpson:** Reviewed Tab C.

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

E. **FRAB:** Fire Chief Kirt Mays – We had a FRAB meeting this morning. No new information, we are working on the EPCR integration and the lift assist program. I want to let everyone know that Matt Zavadsky did MedStar’s Annual Report update at our City Council meeting last week, he also showed us that on the EMS Survey – EMS satisfaction with the cost of services is at 100%.

F. **OMD: Buck Gleason:** Reviewed Tab F. Dr. Gary Floyd informed the group to the reason why Dr. Richmond, Dr. Vithalani and Dwayne Howerton were not in attendance. They were asked to present at the Navigator 2018 conference in Las Vegas. Also, during the EMS State of the Science 2018: A Gathering of Eagles Dr. Richmond was awarded the Michael Keys Copass Award.

G. **Legal/Compliance: Kristofer Schleicher:** Reviewed Tab G. Chad Carr is attending his annual training for Compliance Officer.

H. **CSIO: Macara Trusty** 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 10:41 a.m.

Respectfully submitted,

Dr. Janice Knebl  
Secretary



## MINUTES

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

2900 ALTA MERE DR.  
FORT WORTH, TEXAS 76116-4115  
May 1, 2018

The Metropolitan Area EMS Authority, MedStar Mobile Healthcare Board of Directors met on May 1, 2018 at The Fort Worth Club, 306 W. 7<sup>th</sup> Street, Fort Worth, TX 76102 – Bellevue Room, 12<sup>th</sup> floor.

#### I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 7:05 a.m.

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

#### II. GUESTS PRESENT

Guests: Others present were Fire Chief Bynum, Fire Chief Davis, Michael Glynn, President, Local Board 440 Fire Fighters, Jeremy Bishop of Local Board 440 Fort Worth Professional Fire Fighters Association, Fire Chief Homer Robertson, Police Chief Doug Spears, FWPD Steve Deane, Dr. Gary Floyd, EPAB; Dr. William Witham, EPAB, Dr. Veer Vithalani, Dr. Brandon Morshedi, Dr. Brian Miller, Buck Gleason, Austin Cox, Richard Freeman, Dwayne Howerton, Michael Newberry, Sabrina Vlk, Levi Hejl, Kier Brister, Ken Simpson and Marianne Schmidt, all with MedStar.

#### III. CLOSED SESSION

The board of directors entered closed session at 7:08 a.m.

#### IV. RECONVENE FROM CLOSED SESSION

The board of directors returned from closed session at 8:14 a.m.

##### **BC-1348** Renewal of Medical Director's contract.

Paul Harral made the motion to not renew Dr. Neal Richmond's Medical Director Contract. The motion was second by Stephen Tatum. Chairman Byrd asked all in favor to not renew contract, show of hands: Stephen Tatum, Paul Harral, Dr. Janice Knebl, and Chairman Brian Byrd. Those who oppose: Dr. Geesbreght. Those who abstain: Dr. Raj Gandhi. The motion to not renew contract was approved.

##### **BC-1347** Approval of Certificate of Corporate Resolutions of MAEMSA.

The motions to approve was made by Dr. Rajesh Gandhi and seconded by Dr. Janice Knebl. The motion was carried unanimously.



Dr. Rajesh Gandhi made a motion that the board create a “Transition Committee Team” that will report to the board on how the transition of the Medical Director will be carried out. The motion was seconded by Stephen Tatum. The motion was carried unanimously.

## **V. ADJOURNMENT**

There being no further business, Chairman Byrd adjourned the meeting at 8:19 a.m.

Respectfully submitted,

Dr. Janice Knebl  
Secretary



MedStar - Area Metropolitan Ambulance Authority  
 Check History and Description Report for Checks Over \$5,000  
 Activity From 04-01-2018 to 04-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
91918	4/6/18	Delta Dental Insurance Comany Dental Ins-Admin	19,525.56
91919	4/6/18	Direct Energy Business Utilities-Admin	10,010.46
91924	4/6/18	Fulcrum Group Consulting Services - IT	14,925.00
91930	4/6/18	Logis Solutions Maintenance	26,500.00
91933	4/6/18	Maintenance of Ft Worth, Inc. Facilities Maint - Logistics	5,338.76
91943	4/6/18	Solutions Group Verification Services-Admin	14,413.36
91946	4/6/18	T-Mobile Communications Equip - Admin	15,599.61
91950	4/6/18	Tyler Technologies StartUp licensing fee	132,107.00
92024	4/12/18	Bound Tree Medical LLC Medical Supplies-Logistics	39,420.13
92042	4/12/18	Harold James, Inc. Facilities Maint - Logistics	7,159.85
92044	4/12/18	Innovative Developers, Inc. Buildings - Admin	5,761.41
92058	4/12/18	ReCept Pharmacy Medical Supplies-Logistics	15,921.77
92062	4/12/18	Stryker Ambulances	11,854.21
92075	4/23/18	Abbott Laboratories Inc Ambulances	10,084.11
92083	4/23/18	AT&T Mobility Telephone Base-Admin	9,174.48
92085	4/23/18	Bound Tree Medical LLC Medical Supplies-Logistics	25,480.53
92103	4/23/18	Freedom Dodge 7 Dodge Chassis - captal	307,925.38
92111	4/23/18	Innovative Developers, Inc. Buildings - Admin	17,130.61
92119	4/23/18	Physio-Control Inc. Prepaid Expense	7,362.48
92122	4/23/18	ReCept Pharmacy Medical Supplies-Logistics	11,358.13
92129	4/23/18	Tarrant County College Paramedic Class Expense	11,715.00
92136	4/23/18	XL Parts Maintenance-Fleet	6,442.15

MedStar - Area Metropolitan Ambulance Authority  
Check History and Description Report for Checks Over \$5,000  
Activity From 04-01-2018 to 04-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
92151	4/27/18	AT&T Telephone Base-Admin	8,970.21
92156	4/27/18	Bound Tree Medical LLC Medical Supplies-Logistics	17,889.73
92169	4/27/18	Fort Worth Heat & Air Prepaid Expense	8,758.75
92172	4/27/18	Innovative Developers, Inc. Buildings - Admin	10,393.33
92173	4/27/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	74,806.69
92182	4/27/18	NRS Collection Services-Admin	33,914.01
92188	4/27/18	ReCept Pharmacy Medical Supplies-Logistics	24,971.92
92193	4/27/18	Solutions Group Verification Services-Admin	12,836.69
92205	4/27/18	ZirMed Inc Invoice & Forms Processing-Adm	14,407.85
ACH869680133	4/30/18	Dr. Veer D. Vithalani Medical Director - EPAB	17,050.00
ACH869680138	4/30/18	Dr. Neal J. Richmond Medical Director - EPAB	23,873.00
Wire #46899735	4/11/18	American Express MedStar Business Expenses	13,263.66
Wire #47198321	4/19/18	WEX Bank Fuel	81,551.05
			<u>1,067,896.88</u>
		TOTAL ACCOUNTS PAYABLE	1,185,512.41
		TOTAL PAYROLL EXPENSE	<u>2,114,122.89</u>
			<u>3,299,635.30</u>



## PROFESSIONAL SERVICES AGREEMENT

### ASSOCIATE MEDICAL DIRECTOR FOR TACTICAL MEDICINE

**THIS PROFESSIONAL SERVICES AGREEMENT** (the "**Agreement**") is effective May 1, 2018 ("**Effective Date**") between \_\_\_\_\_ ("**Contractor**") and the Metropolitan Area EMS Authority d/b/a MedStar Mobile Healthcare ("**Authority**") (each a "**Party**" and collectively the "**Parties**").

**WHEREAS**, the Authority is a governmental administrative agency created through the adoption of a Uniform EMS Ordinance (the "**Ordinance**") and Interlocal Cooperative Agreement (the "**Interlocal**") between local governments in the Tarrant County, Texas area under the provisions of Section 773.051 of the Texas Health and Safety Code and the provisions of Chapter 791 of the Texas Government Code to administer and operate a pre-hospital emergency medical services, mobile integrated healthcare, and medical transportation system ("**EMS System**"); and

**WHEREAS**, the Ordinance establishes an Emergency Physicians Advisory Board ("**EPAB**") to oversee and regulate all clinical aspects of the EMS System; and

**WHEREAS**, the Authority may request that EPAB appoint ("**MIH**") Associate Medical Directors to provide medical direction, subject to the Ordinance, and Interlocal; and under the direction of the Medical Director; and

**WHEREAS**, the Authority wishes to engage Contractor to provide professional services as its Associate Medical Director for Tactical Medicine; and

**WHEREAS**, EPAB has appointed Contractor to provide professional services as the Authority's Associate Medical Director for Tactical Medicine;

**NOW, THEREFORE** the Parties mutually agree as follows:

- I. Personal Services.** Contractor shall serve as Associate Medical Director for Tactical Medicine. No person other than Contractor may perform the personal services required under this Agreement, except that the Medical Director and other Associate Medical Directors may perform overlapping services. Contractor shall at all times exercise his independent professional judgment in matters related to medical care. Contractor shall maintain his Texas medical license and board certification in a specialty relevant to the scope of work for the duration of this Agreement.
- II. Independent Contractor.** It is agreed that, in the performance of services under this Agreement, the Contractor shall at all times act as an independent contractor with respect to the Authority and not as an employee or agent of the Authority. Nothing contained in this Agreement shall be construed to create a joint venture, partnership, association, or other affiliation between the Parties, it being specifically agreed that the relationship is and shall remain that of independent parties to a contractual relationship as set forth in this Agreement. Authority shall neither have nor exercise any specific control or direction over the particular methods by which Contractor shall perform the professional services

required by this Agreement, except as otherwise set forth in this Agreement concerning professional standards and performance requirements. Neither Party shall be liable for the debts or obligations of the other except as otherwise specifically provided in this Agreement. The Contractor shall not have any claim under this Agreement or otherwise against the Authority for Authority employee benefits, retirement benefits, Social Security, workers' compensation, unemployment insurance benefits, or other benefits of any kind. Contractor will not be treated as an employee of the Authority for federal, state, or local tax purposes.

- III. **Non-Exclusivity / Conflicts of Interest.** Contractor's engagement hereunder is not exclusive. Contractor may provide professional services to other entities so long as EPAB and the Medical Director are satisfied that Contractor's other engagements do not create a conflict of interest or impede or interfere with Contractor's performance under this Agreement.
- IV. **Review of Performance.** The Contractor's performance shall be reviewed by Medical Director and reported to EPAB and the Authority at least once each calendar year during the term of this Agreement.
- V. **Scope of Work.** Contractor shall, under the authority and guidance of the Medical Director and the Emergency Physicians Advisory Board (EPAB), provide medical direction, consultation, training, and oversight for Police Departments of Authority member jurisdictions with tactical medical capability. This includes providing both off-and on-line medical direction, radio/phone availability for orders and consultation, protocol development, and quality assurance.
- VI. **Service Hours.** Contractor shall devote sufficient time to satisfactorily perform the services required under this Agreement. It is anticipated that the scope of work will require no less than 5 to 10 hours per month.
- VII. **Expenses.**
  - a. *Reimbursement.* Contractor shall pay reimburse Contractor's reasonable expenses related to provision of services under this Agreement, subject to the Authority's policies.
  - b. *Radio and Telephone.* The Authority shall provide a radio and cellular telephone for Contractor to use to provide medical direction.
- VIII. **Liability Insurance Coverage.** The Authority shall include Contractor in its liability and professional/medical malpractice insurance coverage, with at least \$1,000,000/\$3,000,000 limits.
- IX. **No Fee for Services.** Contractor is providing professional services under this Agreement as a public service and without the expectation of compensation from the Authority, other than reimbursement for expenses in accordance with Authority policies and procedures.

- X. Term and Termination.** Unless earlier terminated as provided herein, the term of this Agreement shall commence on the Effective Date and shall continue for a period of 1 year. Thereafter, the Parties may by written agreement amend this Agreement to provide for automatically renewing terms from year to year.
- a. Either party may terminate this Agreement at any time, with or without cause, upon 60 days notice.
  - b. This Agreement may be terminated by the Authority immediately for “cause” if the Contractor is unable to furnish the professional services required hereunder for any reason; commission by Contractor of acts of dishonesty, fraud, misrepresentation, or other acts of moral turpitude, that, as determined by the Authority, would prevent effective performance by Contractor; or failure by Contractor to substantially perform in accordance with the expectations and needs of EPAB and the Authority.
- XI. Indemnification.** As provided in the Interlocal, the Authority shall indemnify and hold Contractor harmless from liability for actual damage, including costs and attorney's fees, arising from any claim, lawsuit, or judgment resulting from an act or omission of Contractor while acting in the scope and course of this Agreement and his appointment as MIH Associate Medical Director. It is understood and agreed that the foregoing indemnity shall apply only to any claim, lawsuit or judgment which is not covered by the malpractice insurance coverage referred to in Section VI of this Agreement.
- XII. Miscellaneous.** The following miscellaneous provisions shall apply:
- a. This Agreement contains the entire agreement for between Contractor and the Authority and supersedes any and all other agreements, either oral or in writing, between the Parties. Contractor is expected to perform consistent with the policies and procedures of EPAB and with policies and procedures of the Authority applicable to contractors, including privacy and security policies and procedures; provided that where those policies and procedures may be inconsistent with the terms of this Agreement, this Agreement shall control. Each Party acknowledges that no representations, inducements, promises, or agreements, orally or otherwise, have been made by any Party, or anyone acting on behalf of any Party, which are not embodied herein, and that no other agreement, statement, or promise not contained in this Agreement, except as herein provided, shall be valid or binding on either Party.
  - b. Contractor's rights and obligations under this Agreement are not assignable.
  - c. Any amendment to or modification of this Agreement will be effective only if it is in writing and signed by Contractor and the Authority.
  - d. All notices provided for by this Agreement shall be made in writing either (a) by actual delivery (e.g., personally, by commercial courier service), or (b) by the mailing of the notice by United States Postal Service certified or registered mail, return receipt requested, and addressed to the Party to be notified at the address set forth below (or at such other address as may be given by notice by a Party). The



notice shall be deemed to be received (i) if by actual delivery, on the date of its receipt by the Party, or (ii) if by mail, on the second day on which mail is delivered following the date of deposit in the United States Postal Service.

**If to Authority:**

Metropolitan Area EMS Authority  
d/b/a MedStar Mobile Healthcare  
2900 Alta Mere Drive  
Fort Worth, Texas 76116  
Attention: Douglas Hooten, CEO

**If to Contractor:**

A. J. Kirk, M.D.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**If to EPAB:**

EPAB Executive Committee  
2900 Alta Mere Drive  
Fort Worth, Texas 76116  
Attention: Executive Committee Chairman

- e. This Agreement may be executed in multiple counterparts, each of which shall be deemed an original for all purposes and all of which shall constitute one and the same instrument for all purposes.

**EXECUTED** the \_\_\_ day of \_\_\_\_\_, 2017.

METROPOLITAN AREA EMS AUTHORITY

By: \_\_\_\_\_  
Douglas R. Hooten, CEO

CONTRACTOR

By: \_\_\_\_\_  
A. J. Kirk, MD

\_\_\_\_\_

A. J. Kirk, M.D. is hereby appointed as Associate Medical Director for Tactical Medicine for the Metropolitan Area EMS Authority, effective May 1, 2018.

EMERGENCY PHYSICIANS ADVISORY BOARD

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

# Tab A – Chief Executive Officer

# Tab B – Chief Financial Officer

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare  
Finance Report – May 23, 2018

The following summarizes significant items in the April, 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:

- 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 7 months ended is \$2,195,914 as compared to budgeted earnings of \$1,306,898 for a positive variance of \$889,016.

Key Financial Indicators:

- Current Ratio – MedStar has \$21.24 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 52.79% 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 2.58 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 April, the return is an estimated 10.02%.

Billing Trends:

- 65,926 encounters have been billed at a cost of \$1,029,148 for a cost per claim of \$15.61. This is slightly lower than FY17 overall \$16.95 cost per claim. Budgeted cost per claim for FY18 is \$17.36.

## MedStar - April 2018 - Summary and Trends

Net Income Trend		Nov-17		Dec-17		Jan-18		Feb-18		Mar-18		Apr-18
Revenue	\$	3,893,346	\$	4,406,329	\$	4,295,598	\$	3,865,640	\$	4,022,213	\$	3,997,737
Expenses	\$	3,660,266	\$	3,696,431	\$	3,656,517	\$	3,715,702	\$	3,827,378	\$	3,696,603
Net Income	\$	233,080	\$	709,898	\$	639,080	\$	149,938	\$	194,835	\$	301,134
Notes:												

Net Earnings Annual:	
YTD 2018	\$ 2,195,914
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	\$ 21,832,240
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:	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
Emergency	8,130	8,512	9,061	8,197	8,364	8,235
Non Emergency	856	999	1,028	967	1,093	1,012
Total	8,986	9,511	10,089	9,164	9,457	9,247

Cash Collections:	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
	\$ 3,493,196	\$ 3,393,401	\$ 3,201,204	\$ 2,619,711	\$ 4,439,258	\$ 3,554,430

**Area Metropolitan Ambulance Authority/MedStar  
Balance Sheet as of April 30, 2018**

**ASSETS**

	Apr-18	Apr-17
<b>Current Assets</b>		
Cash and Equivalents	\$ 21,832,240	\$ 21,809,059
Patient Accounts Receivable	\$ 18,350,730	\$ 12,661,579
Other Receivable	\$ 102,832	\$ 545,392
Inventory	\$ 299,899	\$ 201,885
Prepaid Insurance and Expense	\$ 1,032,845	\$ 600,056
	<hr/>	<hr/>
Total Current Assets	\$ 41,618,545	\$ 35,817,970
Property and Equipment	\$ 30,399,003	\$ 28,085,365
	<hr/>	<hr/>
Total Assets	<u>\$ 72,017,549</u>	<u>\$ 63,903,335</u>

**LIABILITIES AND CAPITAL**

<b>Current Liabilities</b>		
Accounts Payable	\$ 231,414	\$ 315,501
Interest Payable	\$ 3,860	\$ 3,860
Payroll Taxes and Benefits Payable	\$ 1,723,853	\$ 1,668,639
	<hr/>	<hr/>
Total Current Liabilities	\$ 1,959,127	\$ 1,988,001
<b>Long-Term Liabilities</b>		
Consulting Retainer	\$ 2,370	\$ 2,370
Deferred Subscription Income	\$ 160,300	\$ 90,740
Construction Loan Chase	\$ 4,679,209	\$ 5,475,154
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 4,841,879	\$ 5,568,265
Total Liabilities	\$ 6,801,006	\$ 7,556,266
<b>Net Assets &lt;Deficit&gt;</b>		
Capital Contribution	\$ 316,921	\$ 316,921
Retained Earnings - Unrestricted	\$ 62,095,088	\$ 53,213,757
Retained Earnings - Restricted	\$ 608,620	\$ 608,620
Net Income	\$ 2,195,914	\$ 2,207,772
	<hr/>	<hr/>
Total Net Assets <Deficit>	\$ 65,216,543	\$ 56,347,069
Total Liabilities & Net Assets <Deficit>	<u>\$ 72,017,549</u>	<u>\$ 63,903,335</u>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement Revenue and Expenses**  
**Seven Months Ended April 30, 2018**  
**[Actual to Budget]**

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
<b>Revenues</b>						
Patient Fees-Service	13,250,426.97	13,474,983.00	(224,556.03)	95,865,243.03	95,484,357.00	380,886.03
Less: Contractual Allowances	(5,598,766.83)	(3,785,505.00)	(1,813,261.83)	(37,805,751.66)	(26,823,930.00)	(10,981,821.66)
Less: Provision for Uncollectibles	(3,841,969.49)	(5,917,823.00)	2,075,853.51	(30,462,925.40)	(41,936,380.00)	11,473,454.60
<b>Patient Fees - NET</b>	<b>3,809,690.65</b>	<b>3,771,655.00</b>	<b>38,035.65</b>	<b>27,596,565.97</b>	<b>26,724,047.00</b>	<b>872,518.97</b>
Special Events	50,144.00	44,508.00	5,636.00	301,133.00	311,556.00	(10,423.00)
Subsidy	3,313.82	3,314.00	(0.18)	17,223.62	17,226.00	(2.38)
Education	7,665.00	2,458.00	5,207.00	41,323.20	45,221.00	(3,897.80)
Other	103,314.24	26,781.00	76,533.24	365,023.91	191,458.00	173,565.91
Mobile Integrated Health Projects	23,609.23	40,515.00	(16,905.77)	193,517.48	283,605.00	(90,087.52)
Clinical Research	0.00	1,000.00	(1,000.00)	2,135.00	7,000.00	(4,865.00)
<b>Total Revenues</b>	<b>\$ 3,997,736.94</b>	<b>\$ 3,890,231.00</b>	<b>107,505.94</b>	<b>\$ 28,516,922.18</b>	<b>\$ 27,580,113.00</b>	<b>936,809.18</b>
Payroll	2,153,375.84	2,054,373.00	99,002.84	15,805,096.47	15,589,615.00	215,481.47
Benefits and Taxes	525,210.75	537,035.00	(11,824.25)	3,424,414.71	3,911,510.00	(487,095.29)
Fuel	88,641.79	72,000.00	16,641.79	622,157.92	504,000.00	118,157.92
Oxygen	6,572.49	5,161.00	1,411.49	42,380.22	36,127.00	6,253.22
Medical Supplies	168,930.04	176,761.00	(7,830.96)	1,210,162.02	1,237,327.00	(27,164.98)
Other Vehicle & Equipment	56,960.72	56,676.00	284.72	406,625.73	397,132.00	9,493.73
Rent & Utilities	43,564.48	42,169.00	1,395.48	323,356.49	302,183.00	21,173.49
Repairs & Maintenance Facility & Equipmnt	24,881.98	17,203.00	7,678.98	195,418.69	135,992.00	59,426.69
Postage & Shipping	16,873.40	29,453.00	(12,579.60)	112,303.78	206,171.00	(93,867.22)
Equipment Rental	1,678.57	6,649.00	(4,970.43)	26,583.79	46,543.00	(19,959.21)
Insurance	14,006.97	33,581.00	(19,574.03)	217,852.66	235,067.00	(17,214.34)
Advertising & Public Relations	5,225.12	4,879.00	346.12	25,757.78	31,853.00	(6,095.22)
Printing	10,201.46	3,224.00	6,977.46	37,044.78	22,568.00	14,476.78
Travel & Entertainment	8,565.26	7,286.00	1,279.26	51,464.94	84,179.00	(32,714.06)
Professional Fees	140,392.98	122,352.00	18,040.98	901,428.92	914,014.00	(12,585.08)
Non-Capital Equipment	18,796.54	12,612.00	6,184.54	89,620.71	119,702.00	(30,081.29)
Educational Expense/Training	22,782.61	14,628.00	8,154.61	160,982.77	183,716.00	(22,733.23)
Office Equip Maint	113,548.56	92,181.00	21,367.56	781,420.21	645,267.00	136,153.21
Bank Service Charges	7,387.31	11,181.00	(3,793.69)	47,917.73	78,267.00	(30,349.27)
Dues & Subscriptions	5,242.46	6,274.00	(1,031.54)	38,772.84	52,772.00	(13,999.16)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	57.73	145.00	(87.27)	2,006.03	1,015.00	991.03
<b>Total Expenses</b>	<b>\$ 3,432,897.06</b>	<b>\$ 3,305,823.00</b>	<b>127,074.06</b>	<b>\$ 24,522,769.19</b>	<b>\$ 24,735,020.00</b>	<b>(212,250.81)</b>
<b>Earnings before Interest &amp; Depreciation</b>	<b>564,839.88</b>	<b>584,408.00</b>	<b>(19,568.12)</b>	<b>3,994,152.99</b>	<b>2,845,093.00</b>	<b>1,149,059.99</b>
Interest	8,477.90	9,855.00	(1,377.10)	64,138.55	68,985.00	(4,846.45)
Depreciation	255,227.72	209,887.08	45,340.64	1,734,100.05	1,469,209.56	264,890.49
<b>Net Retained Earnings</b>	<b>\$ 301,134.26</b>	<b>\$ 364,665.92</b>	<b>(63,531.66)</b>	<b>\$ 2,195,914.39</b>	<b>\$ 1,306,898.44</b>	<b>889,015.95</b>



**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement Revenue and Expenses**  
**Seven Months Ended April 30, 2018**  
**[Actual to Prior Year]**

	Current Month Actual	Prior Month Actual	Current Month Variance	Year to Date Actual	Prior Year Actual	Year to Date Variance
<b>Revenues</b>						
Patient Fees-Service	13,226,707.01	12,885,111.26	341,595.75	95,721,980.04	91,216,437.60	4,505,542.44
Less: Contractual Allowances	(5,598,766.83)	(5,072,482.11)	(526,284.72)	(37,805,751.66)	(36,918,980.48)	(886,771.18)
Less: Provision for Uncollectibles	(3,841,969.49)	(4,114,486.66)	272,517.17	(30,462,925.40)	(28,179,924.59)	(2,283,000.81)
<b>Patient Fees - NET</b>	<b>3,785,970.69</b>	<b>3,698,142.49</b>	<b>87,828.20</b>	<b>27,453,302.98</b>	<b>26,117,532.53</b>	<b>1,335,770.45</b>
Special Events	50,144.00	58,954.00	(8,810.00)	301,133.00	313,350.00	(12,217.00)
Subsidy	3,313.82	3,313.82	0.00	17,223.62	17,223.62	0.00
Education	7,665.00	8,322.00	(657.00)	41,323.20	70,242.60	(28,919.40)
Other	103,314.24	22,882.59	80,431.65	365,023.91	197,205.48	167,818.43
Mobile Integrated Health Projects	47,329.19	54,686.19	(7,357.00)	336,780.47	386,039.98	(49,259.51)
Clinical Research	0.00	4,730.00	(4,730.00)	2,135.00	8,786.00	(6,651.00)
<b>Total Revenues</b>	<b>\$ 3,997,736.94</b>	<b>\$ 3,851,031.09</b>	<b>146,705.85</b>	<b>\$ 28,516,922.18</b>	<b>\$ 27,110,380.21</b>	<b>1,406,541.97</b>
Payroll	2,153,375.84	2,077,821.54	75,554.30	15,805,096.47	14,878,624.08	926,472.39
Benefits and Taxes	525,210.75	478,395.49	46,815.26	3,424,414.71	3,699,423.11	(275,008.40)
Fuel	88,641.79	74,119.87	14,521.92	622,157.92	438,268.74	183,889.18
Oxygen	6,572.49	3,990.79	2,581.70	42,380.22	34,682.24	7,697.98
Medical Supplies	168,930.04	156,894.19	12,035.85	1,210,162.02	1,214,031.78	(3,869.76)
Other Vehicle & Equipment	56,960.72	40,325.36	16,635.36	411,117.41	382,156.20	28,961.21
Rent & Utilities	43,564.48	40,629.15	2,935.33	323,356.49	276,441.88	46,914.61
Repairs & Maintenance Facility & Equipment	24,881.98	15,461.66	9,420.32	195,418.69	107,462.08	87,956.61
Postage & Shipping	16,873.40	21,170.54	(4,297.14)	112,303.78	106,848.07	5,455.71
Equipment Rental	1,678.57	6,934.26	(5,255.69)	22,092.11	47,832.49	(25,740.38)
Insurance	14,006.97	50,834.43	(36,827.46)	217,852.66	238,288.39	(20,435.73)
Advertising & Public Relations	5,225.12	14,392.56	(9,167.44)	25,757.78	69,594.28	(43,836.50)
Printing	10,201.46	4,612.68	5,588.78	37,044.78	24,533.73	12,511.05
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	8,565.26	13,200.91	(4,635.65)	51,464.94	61,756.47	(10,291.53)
Professional Fees	140,392.98	106,406.83	33,986.15	901,428.92	895,707.20	5,721.72
Non-Capital Equipment	18,796.54	3,885.82	14,910.72	89,620.71	68,381.19	21,239.52
Educational Expense/Training	22,782.61	10,498.58	12,284.03	160,982.77	145,682.53	15,300.24
Office Equip Maint	113,548.56	96,354.40	17,194.16	781,420.21	612,714.38	168,705.83
Bank Service Charges	7,387.31	7,824.37	(437.06)	47,917.73	77,434.39	(29,516.66)
Dues & Subscriptions	5,242.46	5,035.15	207.31	38,772.84	48,523.40	(9,750.56)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	57.73	309.37	(251.64)	2,006.03	1,938.53	67.50
<b>Total Other Expenses</b>	<b>\$ 3,432,897.06</b>	<b>\$ 3,229,097.95</b>	<b>203,799.11</b>	<b>\$ 24,522,769.19</b>	<b>\$ 23,430,325.16</b>	<b>1,092,444.03</b>
<b>Earnings before Interest &amp; Depreciation</b>	<b>564,839.88</b>	<b>621,933.14</b>	<b>(57,093.26)</b>	<b>3,994,152.99</b>	<b>3,680,055.05</b>	<b>314,097.94</b>
Interest	8,477.90	9,495.38	(1,017.48)	64,138.55	73,654.70	(9,516.15)
Depreciation	255,227.72	186,624.78	68,602.94	1,734,100.05	1,398,628.14	335,471.91
<b>Net Retained Earnings</b>	<b>\$ 301,134.26</b>	<b>\$ 425,812.98</b>	<b>(124,678.72)</b>	<b>\$ 2,195,914.39</b>	<b>\$ 2,207,772.21</b>	<b>(11,857.82)</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement Revenue and Expenses**  
**Seven Months Ended April 30, 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
<b>Revenues</b>						
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
<b>Patient Fees - NET</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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	7,000.00	(4,865.00)
<b>Total Revenues</b>	<b>\$ 0.00</b>	<b>\$ 1,000.00</b>	<b>(1,000.00)</b>	<b>\$ 7,135.00</b>	<b>\$ 7,000.00</b>	<b>135.00</b>
Payroll	62,838.88	63,305.00	(466.12)	485,813.39	471,600.00	14,213.39
Benefits and Taxes	6,996.24	7,727.00	(730.76)	53,751.98	60,957.00	(7,205.02)
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	298.44	275.00	23.44	9,540.08	8,925.00	615.08
Repairs & Maintenance Facility & Equipm	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	0.00	792.00	(792.00)	4,491.68	5,544.00	(1,052.32)
Insurance	0.00	1,917.00	(1,917.00)	13,259.40	13,419.00	(159.60)
Advertising & Public Relations	0.00	0.00	0.00	0.00	0.00	0.00
Printing	0.00	125.00	(125.00)	665.09	875.00	(209.91)
Travel & Entertainment	1,579.47	300.00	1,279.47	11,827.41	23,400.00	(11,572.59)
Professional Fees	40,823.00	46,657.00	(5,834.00)	285,761.00	326,599.00	(40,838.00)
Non-Capital Equipment	0.00	0.00	0.00	124.69	5,000.00	(4,875.31)
Educational Expense/Training	2,050.00	2,420.00	(370.00)	9,180.89	10,280.00	(1,099.11)
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	422.00	1,503.00	(1,081.00)	8,117.00	17,746.00	(9,629.00)
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
<b>Total Expenses</b>	<b>\$ 115,008.03</b>	<b>\$ 125,021.00</b>	<b>(10,012.97)</b>	<b>\$ 882,532.61</b>	<b>\$ 944,345.00</b>	<b>(61,812.39)</b>
<b>Earnings before Interest &amp; Depreciation</b>	<b>(115,008.03)</b>	<b>(124,021.00)</b>	<b>9,012.97</b>	<b>(875,397.61)</b>	<b>(937,345.00)</b>	<b>61,947.39</b>
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
<b>Net Retained Earnings</b>	<b>(\$ 115,008.03)</b>	<b>(\$ 124,021.00)</b>	<b>9,012.97</b>	<b>(\$ 875,397.61)</b>	<b>(\$ 937,345.00)</b>	<b>61,947.39</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Key Financial Indicators**  
**April 30, 2018**

	Goal	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Current Ratio</b>	<b>&gt; 1</b>	<b>19.79</b>	<b>14.11</b>	<b>19.79</b>	<b>19.79</b>	<b>21.24</b>

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.

<b>Cash as % of Annual Expenditures</b>	<b>&gt; 50%</b>	<b>69.01%</b>	<b>49.02%</b>	<b>65.31%</b>	<b>55.06%</b>	<b>52.79%</b>
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Indicates compliance with Ordinance which specifies 3 months cash on hand. Debt covenants specify 50% of annual cash expenditures.

<b>Accounts Receivable Turnover</b>	<b>&gt;3</b>	<b>8.26</b>	<b>5.47</b>	<b>4.16</b>	<b>3.40</b>	<b>2.58</b>
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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 .

<b>Return on Net Assets</b>	<b>8.77%</b>	<b>15.11%</b>	<b>16.66%</b>	<b>21.13%</b>	<b>15.48%</b>	<b>10.02%</b>
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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	\$ 10,084	\$ (84)
NICE recorder Aqua revolution upgrade	Comms	\$ 105,000	\$ -	\$ 105,000
Remount 6 ambulances	Fleet	\$ 420,000	\$ 467,932	\$ -
Purchase 60 ambulances over 5 years	Fleet	\$ 2,475,000	\$ -	\$ 2,475,000
Equipment needed for 3 addl ambulances	Fleet	\$ 153,337	\$ 137,643	\$ -
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	\$ 307,925	\$ 205,807
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	\$ 33,972	\$ 9,964
North Deployment Center (Feb 2018 mtg) Phase I	Facility	\$ 3,000	\$ 13,393	\$ (10,393)
Logis Solutions - FRO interfaces	IT	\$ 24,000	\$ 24,000	\$ -
T-Mobile Apple Iphones	IT	\$ 15,600	\$ 15,600	\$ 0
<b>Total Capital Request</b>		<b>\$ 7,977,382</b>	<b>\$ 3,380,692</b>	<b>\$ 4,628,929</b>

**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	\$ 3,583,205						\$ 24,788,114
Billed Transports	9472	8986	9511	10089	9164	9457	9247						65,926
Cost to Bill and Collect	\$ 151,887	\$ 150,132	\$ 149,284	\$ 144,597	\$ 142,936	\$ 144,431	\$ 145,881						\$ 1,029,148
<b>Cost per claim</b>	<b>\$ 16.04</b>	<b>\$ 16.71</b>	<b>\$ 15.70</b>	<b>\$ 14.33</b>	<b>\$ 15.60</b>	<b>\$ 15.27</b>	<b>\$ 15.78</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>\$ 15.61</b>
<b>Cost as % of collections</b>	<b>4.33%</b>	<b>3.81%</b>	<b>4.40%</b>	<b>4.52%</b>	<b>5.38%</b>	<b>3.21%</b>	<b>4.07%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>4.15%</b>

**FY 17-18 Billed Transports = 65,926**



**Business Gold Rewards**

MEDSTAR/AMAA  
DOUGLAS R HOOTEN  
Closing Date 04/27/18

Next Closing Date 05/28/18

**OPEN**<sup>SM</sup>

p. 1/9

Account Ending ~~XXXX~~

**New Balance** **\$15,455.97**

**Please Pay By** **05/12/18<sup>‡</sup>**

<sup>‡</sup> 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 03/31/18

**815,192**

For more details about Rewards, please visit [americanexpress.com/rewardsinfo](http://americanexpress.com/rewardsinfo)

**Account Summary**

Previous Balance	\$13,263.66
Payments/Credits	-\$14,050.77
New Charges	+\$16,243.08
Fees	+\$0.00

**New Balance** **\$15,455.97**

Days in Billing Period: 30

See page 2 for important information about your account.

**Important Information:** To access the most up to date version of your Cardmember Agreement, please log in to your Account at [www.americanexpress.com](http://www.americanexpress.com).

**Customer Care**

**Pay by Computer**  
[open.com/pbc](http://open.com/pbc)

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

See Page 2 for additional information.

*Douglas R Hooten 5/7/18*  
 **APPROVED**

↓ 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](http://open.com/pbc)

**Pay by Phone**  
1-800-472-9297

**Account Ending** ~~XXXX~~

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  
**05/12/18**  
Amount Due  
**\$15,455.97**

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 001545597001545597 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.

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

	<b>Website:</b> americanexpress.com	
<b>Customer Care &amp; Billing Inquiries</b>	<b>Payments</b>	
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](http://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](http://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](http://www.americanexpress.com/privacy).



**Business Gold Rewards**  
 MEDSTAR/AMAA  
 DOUGLAS R HOOTEN  
 Closing Date 04/27/18

**OPEN**<sup>SM</sup>

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Account Ending ~~929000~~

**Payments and Credits**

**Summary**

	<b>Total</b>
<b>Payments</b>	-\$13,263.66
<b>Credits</b>	
DOUGLAS R HOOTEN <del>929000</del>	-\$787.11
<b>Total Payments and Credits</b>	<b>-\$14,050.77</b>

**Detail** \*Indicates posting date

			<b>Amount</b>
<b>Payments</b>			
04/11/18*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU	-\$13,263.66
<b>Credits</b>			<b>Amount</b>
03/30/18	DOUGLAS R HOOTEN	PH LODGING LAS VEGAS NV Arrival Date 12/31/99 00000000 LODGING Departure Date 03/30/18	-\$201.86
		<b>Deposit Credit back</b>	
04/07/18*	DOUGLAS R HOOTEN	AMEX TRAVEL PURCHASE WITH MR POINTS CREDIT	-\$163.82
04/09/18	DOUGLAS R HOOTEN	NATIONAL ACADEMY OF EMD NATIONAL ACADE SALT LAKE CTY UT 800-363-9127	-\$415.00
		<b>Accidently cx registration. Re-registered.</b>	
04/17/18*	DOUGLAS R HOOTEN	5% OPEN Savings at Hertz SEE SUMMARY GRID FOR MORE INFORMATION	-\$6.43

**New Charges**

**Summary**

	<b>Total</b>
DOUGLAS R HOOTEN <del>929000</del>	\$15,346.65
JOAN E JORDAN <del>930000</del>	\$896.43
<b>Total New Charges</b>	<b>\$16,243.08</b>

**Detail**



**DOUGLAS R HOOTEN**  
 Card Ending ~~929000~~

				<b>Amount</b>
03/28/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: TUCSON INTERNATIONAL DALLAS/FORT WORTH Ticket Number: 00170139684271 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET	BLOOMINGTON	IN <b>690330-9000</b>	\$656.40
		Carrier: AA Class: V	<b>M.Zavadsky speaking at NOSORH</b>	
		Date of Departure: 04/24		
03/28/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007216789934 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN <b>690330-9000</b>	\$5.00
			<b>TVL fee</b>	
03/28/18	AMERICAN AMBULANCE ASSOC 0151 703-610-9000	MCLEAN	VA <b>690330-9000</b>	\$1,597.00
		<b>Registration for Stars of Life</b>		



## Detail Continued

					Amount
03/28/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR <b>Fix cell phones</b>	FORT WORTH	TX	<b>PO 15217</b>	\$239.00
03/28/18	AMAZON.COM <b>Clear storage containers</b> MERCHANDISE	AMZN.COM/BILL	WA	<b>PO 15178</b>	\$31.98
03/29/18	HOLIDAY INN EXP & SUITES FTWW Arrival Date: 03/21/18 00000000 LODGING	FORT WORTH	TX	<b>PO 15313</b>	\$120.00
	Departure Date: 03/31/18 <b>Joan Jordan's Finance meeting with Supervisors</b>				
03/29/18	MCALISTER'S DELI 539 FAST FOOD RESTAURANT <b>HR Lunch PEG Group</b>	FT WORTH	TX	<b>PO 15242</b>	\$42.76
03/30/18	AVIS.COM PREPAY RESERV 0000 Rental: VIRGINIA BEAC VA Return: VIRGINIA BEAC VA Agreement Number: 14682759 Renter Name: Not Provided	VIRGINIA BEAC	VA	<b>690330-1000</b>	\$230.89
	Location: VIRGINIA BEAC VA Date: 18/03/30 18/03/30 <b>M.Zavadsky speaking at ICMA Traverse City, MI</b>				
03/30/18	CONCUR TECHNOLOGIE 542929806820874 5888954815 <b>Concur TVL system</b>	BELLEVUE	WA	<b>PO 15448</b>	\$150.00
04/02/18	LA QUINTA & SUITES Arrival Date: 04/02/18 00000000	FORT WORTH	TX	<b>690330-1000</b>	\$92.12
	Departure Date: 04/02/18 <b>Deposit: Hotel for Louis Cox - CAAS inspector</b>				
04/02/18	AMERICAN AMBULANCE ASSOC 0151 703-610-9000 <b>Registration for Stars of Life</b>	MCLEAN	VA	<b>690330-9000</b>	\$449.00
04/03/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR <b>Fix cell phones</b>	FORT WORTH	TX	<b>PO 15318</b>	\$236.00
04/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007217676263 Passenger Name: BOYD/DARY MATTHEW Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	<b>690330-9000</b>	\$5.00
	<b>Airfare for Star of Life</b>				
04/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007217676090 Passenger Name: PATE/BRANDON KEITH Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	<b>690330-9000</b>	\$5.00
	<b>TVL fee</b>				
04/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: WASHINGTON NATIONA DALLAS/FORT WORTH Ticket Number: 00170145555414 Passenger Name: PATE/BRANDON KEITH Document Type: PASSENGER TICKET	BLOOMINGTON	IN	<b>690330-9000</b>	\$445.40
	Carrier: AA Class: L AA G Date of Departure: 06/10 <b>Airfare for Stars of Life</b>				
04/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007217676101 Passenger Name: BROOKS/RICHARD DANIE Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	<b>690330-9000</b>	\$5.00
	<b>TVL fee</b>				
04/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: WASHINGTON NATIONA DALLAS/FORT WORTH Ticket Number: 00170145555425 Passenger Name: BROOKS/RICHARD DANIE Document Type: PASSENGER TICKET	BLOOMINGTON	IN	<b>690330-9000</b>	\$352.40
	Carrier: AA Class: G AA G Date of Departure: 06/09 <b>Airfare for Stars of Life</b>				



**Business Gold Rewards**  
 MEDSTAR/AMAA  
 DOUGLAS R HOOTEN  
 Closing Date 04/27/18

**OPEN**<sup>SM</sup>

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Account Ending ~~932000~~

**Detail Continued**

					Amount
04/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: WASHINGTON NATIONA DALLAS/FORT WORTH	BLOOMINGTON	IN	690330-9000	\$539.40
				Airfare for Stars of Life	
	Ticket Number: 0017014555462 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET			Carrier: AA Class: M AA Class: G Date of Departure: 06/10	
04/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007217676160 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-9000	\$5.00
				TVL fee	
04/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: WASHINGTON NATIONA DALLAS/FORT WORTH	BLOOMINGTON	IN	690330-9000	\$445.40
				Airfare for Stars of Life	
	Ticket Number: 0017014555532 Passenger Name: BOYD/DARY MATTHEW Document Type: PASSENGER TICKET			Carrier: AA Class: L AA Class: G Date of Departure: 06/10	
04/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007217675040 Passenger Name: PARTAIN/DESIREE VIRG Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	380540-2500	\$5.00
				D.Partain taught Motivational Interviewing course in Lubbock, TX	
04/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LUBBOCK MUNICIPAL DALLAS/FORT WORTH	BLOOMINGTON	IN	380540-2500	\$366.40
				D.Partain taught Motivational Interviewing course in Lubbock, TX	
	Ticket Number: 00170145554574 Passenger Name: PARTAIN/DESIREE VIRG Document Type: PASSENGER TICKET			Carrier: AA Class: S AA Class: S Date of Departure: 04/16	
04/04/18	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB 4059488300	OKLAHOMA CITY	OK	Internet Hosting	\$69.00
04/04/18	NTTA AUTOCHARGE TOLLS TOLL FEES	PLANO	TX	Tolls	\$200.00
04/04/18	LA QUINTA & SUITES Arrival Date 04/02/18 Departure Date 04/04/18 00000000	FORT WORTH	TX	690330-1000	\$196.66
				Hotel for Louis Cox - CAAS	
04/04/18	PANERA BREAD #601542 6015 6430891 76132 FOOD/BEVERAGE	FORT WORTH	TX	PO 15365	\$318.15
				System Measures Task Force	
04/04/18	BLUE MESA GRILL 1600 S. UNIVERSITY DR. 76	FORT WORTH	TX	PO 15373	\$594.00
				Lunch for EMS Ldrshp Academy. MedStar reimbursed.	
04/05/18	BEST BUY 888-BESTBUY	FORT WORTH	TX	PO 15368	\$29.99
				Adapter for board room sound system	
04/05/18	COUSINS BBQ - CITYVIEW 000000001 8173463999	FORT WORTH	TX	PO 15374	\$605.00
				Lunch for EMS Ldrshp Academy. MedStar reimbursed.	
04/05/18	FULLBARS CELL PHONE AND C 00-08031 1605 ELECTRONICS REPAIR	FORT WORTH	TX	PO 15366	\$139.00
				Fix cell phones	
04/06/18	AMEX TRAVEL.COM 5560583681A 60661 2765-7285-HOTEL HOTEL PBAXP1335606184	800-297-2977	IL	Credit Back	\$163.83
04/06/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$51.00



## Detail Continued

							Amount
04/06/18	PAYPAL *PAYPAL 402-935-7733	4029357733	CA	690630-1000		\$210.00	
	SMHCEMS class for Ruben Cisneros						
04/10/18	LAS VEGAS SUPERSHUTTLE LAS VEGAS SUPER 7024006255	LAS VEGAS	NV	690330-3000		\$13.20	
	Pick up for S.Nicholson attending Navigator 2018						
04/10/18	LAS VEGAS SUPERSHUTTLE LAS VEGAS SUPER 7024006255	LAS VEGAS	NV	690330-3000		\$18.00	
	Pick up for R.Bryant attending Navigator 2018						
04/10/18	PAYPAL *TEMSA 402-935-7733	2147287672	TX	690330-1000		\$335.12	
	Registration for K.Schleicher						
04/10/18	NATIONAL ACADEMY OF EMD NATIONAL ACADE 800-363-9127	SALT LAKE CTY	UT	690330-3000		\$415.00	
	Re Registered of Raylon Bryant who accidently cx						
04/11/18	LA TORRETTA LAKE RESRT Arrival Date 04/10/18 00000000 LODGING	DEPARTURE DATE 04/11/18	TX	690330-1000		\$162.72	
	MONTGOMERY						
04/11/18	WALGREENS 8002892273	FORT WORTH	TX	PO 15445		\$309.90	
	TeleComms Weekly give aways						
04/11/18	WALGREENS 8002892273	FORT WORTH	TX	PO 15446		\$317.85	
	Service Awards: Long, Morris, Turner						
04/12/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls		\$60.00	
04/12/18	PANERA BREAD #601542 6015 #####0502 76132 FOOD/BEVERAGE	FORT WORTH	TX	PO 15444		\$255.76	
	Lunch for Skills Class instructors						
04/13/18	AMAZON MKTPLACE PMTS BOOK STORES	AMZN.COM/BILL	WA	15548		\$110.37	
	Clear bags for Nurses week - goodies						
04/15/18	HERTZ CAR RENTAL 800-654-4173	TX		Cancelled - not a good charge		\$128.59	
04/16/18	HILTON GARDEN INN HILTON GARDEN I Arrival Date 04/15/18 00000000 LODGING	DEPARTURE DATE 04/15/18	TX	690330-2000		\$525.55	
	CORPUS CHRISTI						
	B.Patterson hotel for Trng/Education Conference						
04/17/18	EB *ROTARY FIRST RESPO EB *ROTARY FIRS 8014137200	SAN FRANCISCO	CA	PO 15547		\$189.21	
	Rotary Club First Responder luncheon						
04/17/18	HAWTHORNE INN & SUITES Arrival Date 04/16/18 00000000 LODGING	DEPARTURE DATE 04/17/18	TX	380540-2500		\$95.60	
	LUBBOCK						
	D.Partain taught a class in LBB						
04/17/18	BB*MENTAL HEALTH AMER Blackbaud Inc. 7036847722	ALEXANDRIA	VA	PO 15648		\$250.00	
	Donation						
04/18/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR	FORT WORTH	TX	PO 15622		\$607.00	
	Fix cell phones						
04/18/18	QDOBA 2015 FAST FOOD RESTAURANT	FORT WORTH	TX	PO 15538		\$338.28	
	Lunch for Safety Committee						
04/19/18	ROSEN PLAZA ONLINE 00000 Arrival Date 04/19/18 00000000 LODGING	DEPARTURE DATE 04/19/18	FL	690330-1000		\$338.60	
	ORLANDO						
	C.Carr hotel room for PWW Compliance						
	Officer conference for CE's						
04/19/18	LOWE'S OF WHITE SETTLEMENT, TX 1619 817-377-2400	FORT WORTH	TX	PO 15621		\$11.92	
	Cable couplers for computer systems						
04/19/18	TACO CABANA 800-580-8668	FORT WORTH	TX	PO 15571		\$30.29	
	Hiring Process breakfast						
04/19/18	TACO CABANA 800-580-8668	FORT WORTH	TX	PO 15572		\$103.86	
	Supps breakfast w/NEOP						
04/20/18	FOUR WHEELS OF TEXAS 00-08029306852 MISC VEHICLE DEALER	HALTOM CITY	TX	PO 15505		\$70.03	
	Winch cable for barratric cot						



**Business Gold Rewards**  
 MEDSTAR/AMAA  
 DOUGLAS R HOOTEN  
 Closing Date 04/27/18

**OPEN**<sup>SM</sup>

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Account Ending ~~968000~~

**Detail Continued**

						Amount
04/20/18	AVAS FLOWERS 000000001 8776383303	Flowers for Admin Day	MAHWAH	NJ	650502-1000	\$300.96
04/23/18	ARIA - FRONT DESK Arrival Date 04/23/18 00000000 LODGING	Departure Date 04/26/18 R.Bryant attending Navigator 2018	LAS VEGAS	NV	690330-3000 Deposit	\$507.96
04/23/18	ARIA - FRONT DESK Arrival Date 04/23/18 00000000 LODGING	Departure Date 04/26/18 S.Nicholson attending Navigator 2018	LAS VEGAS	NV	690330-3000 Deposit	\$507.96
04/23/18	ROSEN HOTELS PLAZA Arrival Date 04/23/18 00000000 LODGING	Departure Date 04/28/18	ORLANDO	FL	690330-1000 Deposit	\$169.30
04/23/18	WALMART.COM RETAIL	HR purchased Camera to take ID pictures	800-966-6546	AR	PO 15636	\$151.16
04/25/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES		PLANO	TX	Tolls	\$34.00
04/26/18	RESIDENCE INN 323 Arrival Date 04/25/18 00000000	Departure Date 04/26/18 M.Fowler hotel stay for Info class	PLANO	TX	690330-6000	\$203.68
04/26/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR	Fix cell phones	FORT WORTH	TX	PO 15726	\$184.00



**JOAN E JORDAN**  
 Card Ending ~~XXXX~~

						Amount
03/31/18	TWILIO TWILIO 8778894546	reoccurring charge	SAN FRANCISCO	CA	690900-7000	\$10.01
04/01/18	INDEED INTERNET ADS	March 2018 advertising	(203)564-2400	CT	PO 15371	\$76.68
04/02/18	PAYFLOW/PAYPAL 0045 888-883-9770	StarSaver paypal	LAVISTA	NE	690900-1000	\$31.20
04/13/18	TIFF'S TREATS..... 948907107229851 TIFFANYTAYLOR@COOKIEDELIV	For Telecommunication week	AUSTIN	TX	PO 15486	\$90.75
04/20/18	MICHAELS.COM MICHAELS.COM CUSTOMERSERVICE@MICHAELS.	Golf tournament decorations	IRVING	TX	PO 15618	\$298.03
04/20/18	MICHAELS.COM MICHAELS.COM CUSTOMERSERVICE@MICHAELS.	Golf tournament decorations	IRVING	TX	PO 15618	\$29.75
04/23/18	TWILIO TWILIO 8778894546	reoccurring charge	SAN FRANCISCO	CA	690900-7000	\$10.01
04/27/18	EB *DESIGN THINKING FO EB *DESIGN THIN 8014137200	reoccurring charge for IT	SAN FRANCISCO	CA	690900-7000	\$350.00

**Fees**

						Amount
<b>Total Fees for this Period</b>						<b>\$0.00</b>

<b>2018 Fees and Interest Totals Year-to-Date</b>	
	<b>Amount</b>
Total Fees in 2018	\$0.00
Total Interest in 2018	\$0.00





# OPEN Savings® Summary

MEDSTAR/AMAA  
DOUGLAS R HOOTEN

Closing Date 04/27/18

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Account Ending ~~989000~~

<b>Discounts</b>	
This Period	\$6.43
Year to Date	\$14.37

<b>Membership Rewards® Points</b>	
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	\$128.59	\$6.43	0	\$287.43	\$14.37	0
<b>Ongoing Benefits Total</b>	\$128.59	\$6.43	0	\$287.43	\$14.37	0
<b>Grand Totals</b>		\$6.43	0 <sup>1</sup>		\$14.37	0 <sup>1</sup>

Discounts will be applied in the form of a statement credit. For full terms and conditions go to [opensavings.com](http://opensavings.com).

<sup>1</sup> 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](http://opensavings.com).

# Tab C – Operations Report



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Apr 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	4	4	00:04:19	0	100.0%	0	0.0%	34	2	94.1%
	2	9	8	00:04:37	0	100.0%	0	0.0%	61	3	95.1%
	3	4	3	00:03:48	0	100.0%	0	0.0%	22	1	95.5%
<b>Total Blue Mound</b>		<b>17</b>	<b>15</b>								
Burleson	1	74	73	00:07:45	7	90.5%	2	2.7%	74	7	90.5%
	2	156	145	00:07:48	18	88.5%	6	3.8%	156	18	88.5%
	3	80	74	00:08:48	4	95.0%	1	1.3%	80	4	95.0%
	4	216	216	00:25:57	7	96.8%	1	0.5%	216	7	96.8%
<b>Total Burleson</b>		<b>526</b>	<b>508</b>								
Edgecliff Village	1	6	6	00:06:01	0	100.0%	0	0.0%	37	3	91.9%
	2	10	9	00:07:36	0	100.0%	0	0.0%	57	0	100.0%
<b>Total Edgecliff Village</b>		<b>16</b>	<b>15</b>								
Forest Hill	1	45	41	00:08:13	6	86.7%	1	2.2%	45	6	86.7%
	2	68	55	00:07:54	5	92.6%	1	1.5%	68	5	92.6%
	3	37	34	00:11:16	5	86.5%	2	5.4%	37	5	86.5%
<b>Total Forest Hill</b>		<b>150</b>	<b>130</b>								
Fort Worth	1	2373	2299	00:07:54	281	88.2%	34	1.4%	2373	281	88.2%
	2	4750	4338	00:07:56	286	94.0%	44	0.9%	4750	286	94.0%
	3	2411	2244	00:09:30	149	93.8%	21	0.9%	2411	149	93.8%
	4	1009	1005	00:23:23	51	94.9%	22	2.2%	1009	51	94.9%
<b>Total Fort Worth</b>		<b>10543</b>	<b>9886</b>								
Haltom City	1	94	93	00:07:49	12	87.2%	2	2.1%	94	12	87.2%
	2	130	119	00:08:37	14	89.2%	2	1.5%	130	14	89.2%
	3	61	52	00:09:53	6	90.2%	0	0.0%	61	6	90.2%
	4	4	4	00:16:17	0	100.0%	0	0.0%	4	0	100.0%
<b>Total Haltom City</b>		<b>289</b>	<b>268</b>								
Haslet	1	7	6	00:08:26	1	85.7%	0	0.0%	48	7	85.4%
	2	10	9	00:06:54	0	100.0%	0	0.0%	10	0	100.0%
	3	6	6	00:07:02	0	100.0%	0	0.0%	45	2	95.6%
	4	15	14	00:25:44	0	100.0%	0	0.0%	52	3	94.2%





## MedStar Response Time Reliability and AVG Response Time Performance

Period: Apr 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 %
<b>Total Haslet</b>		<b>38</b>	<b>35</b>								
Lake Worth	1	21	21	00:06:25	3	85.7%	0	0.0%	48	6	87.5%
	2	50	46	00:05:30	0	100.0%	0	0.0%	124	2	98.4%
	3	23	19	00:09:22	1	95.7%	0	0.0%	103	4	96.1%
	4	2	2	00:07:54	0	100.0%	0	0.0%	20	2	90.0%
<b>Total Lake Worth</b>		<b>96</b>	<b>88</b>								
Lakeside	1	2	2	00:10:25	1	50.0%	0	0.0%	21	9	57.1%
	2	6	5	00:09:55	1	83.3%	0	0.0%	52	11	78.8%
	3	2	2	00:12:04	0	100.0%	0	0.0%	18	4	77.8%
<b>Total Lakeside</b>		<b>10</b>	<b>9</b>								
River Oaks	1	16	16	00:08:13	3	81.3%	0	0.0%	35	4	88.6%
	2	19	19	00:08:53	1	94.7%	0	0.0%	107	10	90.7%
	3	14	12	00:09:33	0	100.0%	0	0.0%	87	8	90.8%
	4	2	1	00:00:00	0	100.0%	0	0.0%	4	0	100.0%
<b>Total River Oaks</b>		<b>51</b>	<b>48</b>								
Saginaw	1	33	32	00:08:13	4	87.9%	1	3.0%	100	12	88.0%
	2	73	63	00:08:23	9	87.7%	0	0.0%	73	9	87.7%
	3	29	27	00:09:06	1	96.6%	0	0.0%	60	4	93.3%
<b>Total Saginaw</b>		<b>135</b>	<b>122</b>								
Sansom Park	1	13	12	00:06:55	2	84.6%	0	0.0%	32	3	90.6%
	2	30	27	00:06:25	1	96.7%	0	0.0%	80	5	93.8%
	3	8	8	00:11:03	1	87.5%	1	12.5%	82	4	95.1%
	4	1	1	00:06:09	0	100.0%	0	0.0%	10	1	90.0%
<b>Total Sansom Park</b>		<b>52</b>	<b>48</b>								
Westover Hills	1	1	1	00:07:35	0	100.0%	0	0.0%	7	0	100.0%
	2	1	1	00:10:01	0	100.0%	0	0.0%	7	1	85.7%
	3	1	0	00:03:22	0	100.0%	0	0.0%	3	0	100.0%
<b>Total Westover Hills</b>		<b>3</b>	<b>2</b>								
Westworth Village	1	16	16	00:09:04	3	81.3%	1	6.3%	66	5	92.4%
	2	21	21	00:09:52	2	90.5%	0	0.0%	114	4	96.5%



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Apr 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 %
Westworth Village	3	12	11	00:10:18	0	100.0%	0	0.0%	12	0	100.0%
	4	1	1	00:13:05	0	100.0%	0	0.0%	8	0	100.0%
<b>Total Westworth Village</b>		<b>50</b>	<b>49</b>								
White Settlement	1	54	53	00:06:38	2	96.3%	0	0.0%	105	8	92.4%
	2	98	89	00:06:11	2	98.0%	0	0.0%	98	2	98.0%
	3	48	45	00:06:43	0	100.0%	0	0.0%	100	0	100.0%
	4	13	13	00:10:10	1	92.3%	1	7.7%	33	3	90.9%
<b>Total White Settlement</b>		<b>213</b>	<b>200</b>								
System Wide	1	2759	2675	00:07:51	325	88.2%	41	1.5%	3119	365	88.3%
	2	5431	4954	00:07:54	339	93.8%	53	1.0%	5887	370	93.7%
	3	2736	2537	00:09:27	167	93.9%	25	0.9%	3148	191	93.9%
	4	1263	1257	00:23:40	59	95.3%	24	1.9%	1360	67	95.1%
<b>Total System Wide</b>		<b>12189</b>	<b>11423</b>								

# 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					
Adoption	1						
Asthma	2						
Back	3						
Cardiology	2						
Chronic Illness	3						
Circulatory Condition	1						
FMLA - Child	7						
FMLA - Parent	14						
FMLA - Spouse	6						
Foot Surgery/Plantar Fasciitis	1						
Gastric	2						
Gynecological	3						
Hip	1						
Hospitalization	1						
Kidney Stones	1						
Migraines	1						
Neurological	1						
Orthopedic	2						
Pregnancy	6						
Psychological	8						
Rheumatoid Arthritis	1						
Shoulder	2						
Surgery	1						
<b>Grand Total</b>	<b>70</b>						
		<b>Advanced</b>	139	17	3.78%	24.29%	12.23%
		<b>Basics</b>	126	16	3.56%	22.86%	12.70%
		<b>Business Intelligence - Deployment, QI, Scheduler</b>	4	2	0.44%	2.86%	50.00%
		<b>Business Office</b>	30	15	3.33%	21.43%	50.00%
		<b>Communications</b>	35	7	1.56%	10.00%	20.00%
		<b>Controller - Payroll, A/P, Purchasing</b>	4	1	0.22%	1.43%	25.00%
		<b>Human Resources</b>	6	1	0.22%	1.43%	16.67%
		<b>Mobile Integrated Health</b>	16	3	0.67%	4.29%	18.75%
		<b>Office of the Medical Director</b>	10	1	0.22%	1.43%	10.00%
		<b>Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics</b>	41	7	1.56%	10.00%	17.07%
		<b>Grand Totals</b>	<b>411</b>	<b>70</b>			
		<b>Total # of Full Time Employees - April 2018</b>	<b>450</b>				
		<b>% of Workforce using FMLA</b>	<b>15.56%</b>				
		<b>TYPE OF LEAVES UNDER FMLA</b>	<b># of Ees</b>	<b>% on Leave</b>			
		<b>Intermittent Leave</b>	47	67.14%			
		<b>Block of Leave</b>	23	32.86%			
		<b>Total</b>	<b>70</b>	<b>100.00%</b>			

MedStar Mobile Healthcare  
Leave of Absence Report - Fiscal Year 2013-2014

**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	329:08	350:49	340:49	179:30	429:02	0:00	0:00	0:00	0:00	0:00	
FY 2017	151:32	199:27	528:35	879:24	1220:13	1399:43	1828:45	1828:45	1828:45	1828:45	1828:45	1828:45	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	1836:43	1951:27	0:00	0:00	0:00	0:00	0:00	1111:39
FY 2017	1536:38	3007:35	4463:20	6091:46	7328:26	9165:09	11116:36	11116:36	11116:36	11116:36	11116:36	11116:36	
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	72:00	0:00	0:00	0:00	0:00	0:00	73:54
FY 2017	85:58	196:05	280:05	388:05	520:05	667:05	739:05	739:05	739:05	739:05	739:05	739:05	

\*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	1892:53	2087:15	1709:29	2163:13	2452:29	0:00	0:00	0:00	0:00	0:00	1372:02
FY 2017	1774:08	3415:07	5308:00	7395:15	9104:44	11267:57	13720:26	13720:26	13720:26	13720:26	13720:26	13720:26	

**Goals and Projection**

	Goals and Projection					10/17 - 4/18		
	Light Duty	Worker's Comp	FMLA	Military	Total Leave Hours Taken	Scheduled shifts	# of 12 hour shifts	% of Shifts vs. LOAH
YTD	1828:45	36:00	11116:36	739:05	13720:26	14730.00	1143:22	8.33%
<b>Projection</b>	<b>3135:00</b>	<b>216:00</b>	<b>19057:01</b>	<b>1267:00</b>	<b>23675:01</b>			
Goal-Compare	3846:39	1125:51	8673:49	1757:24	15403:43			

Revision #2 9/24/2014

**MedStar Mobile Health Care Separation Statistics - April 2018**

	Current Month			Year to Date			Compared to Apr '17		Headcount February
	Vol	Invol	Total	Vol	Invol	Total	Apr '17	%inc/dec	
Full Time Separations	5	0	5	26	9	35	29	20.7%	450
Part Time Separations	1	0	1	11	0	11	12	-8.3%	64
Total Separations	6	0	6	37	9	46	41	12.2%	514

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	1.11%	1.56%	1.17%	7.78%	17.19%	8.95%

**Separations by Department**

**Full time**

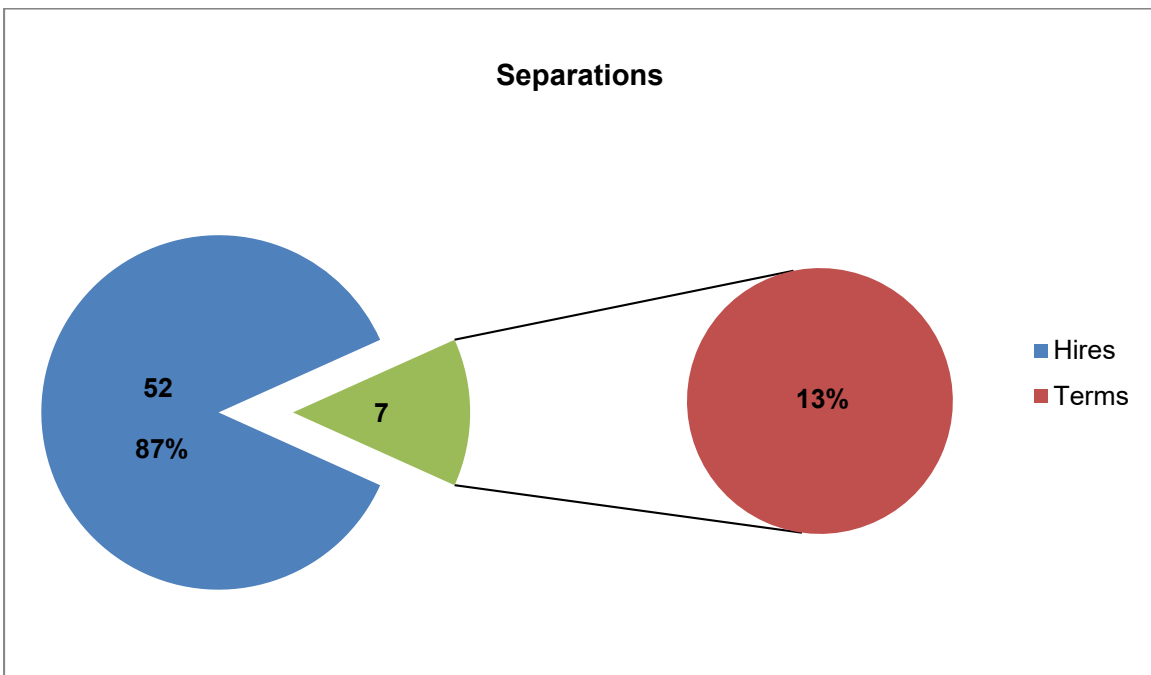
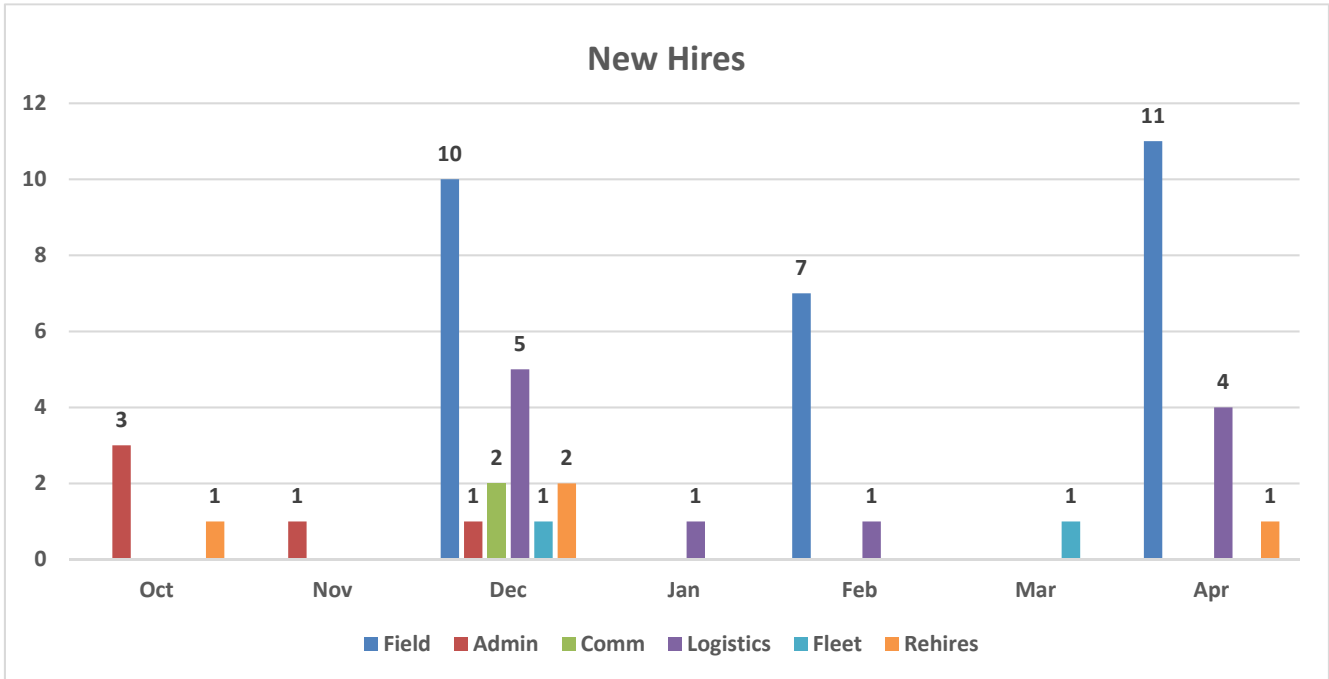
	Current Month			Year to Date			Headcount 18-Apr
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	1	0	1	7	0	7	139
Basics	2	0	2	9	4	13	126
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				0	2	2	30
Communications				1	1	2	35
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							6
Field Manager/Supervisors - Operations							9
Human Resources				1	0	1	6
Information Technology	1	0	1	1	0	1	5
Medical Records							2
Mobile Integrated Health Department							16
MTAC - MedStar Training Academy							12
Office of the Medical Director							10
Risk and Safety							2
Support Services - Facilities, Fleet, S.E., Logistics	1	0	1	7	2	9	41
<b>Total</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>26</b>	<b>9</b>	<b>35</b>	<b>450</b>

**Part Time**

	Current Month			Year to Date			Headcount 18-Apr
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	1	0	1	5	0	5	31
Basics				2	0	2	25
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications				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	3
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>64</b>

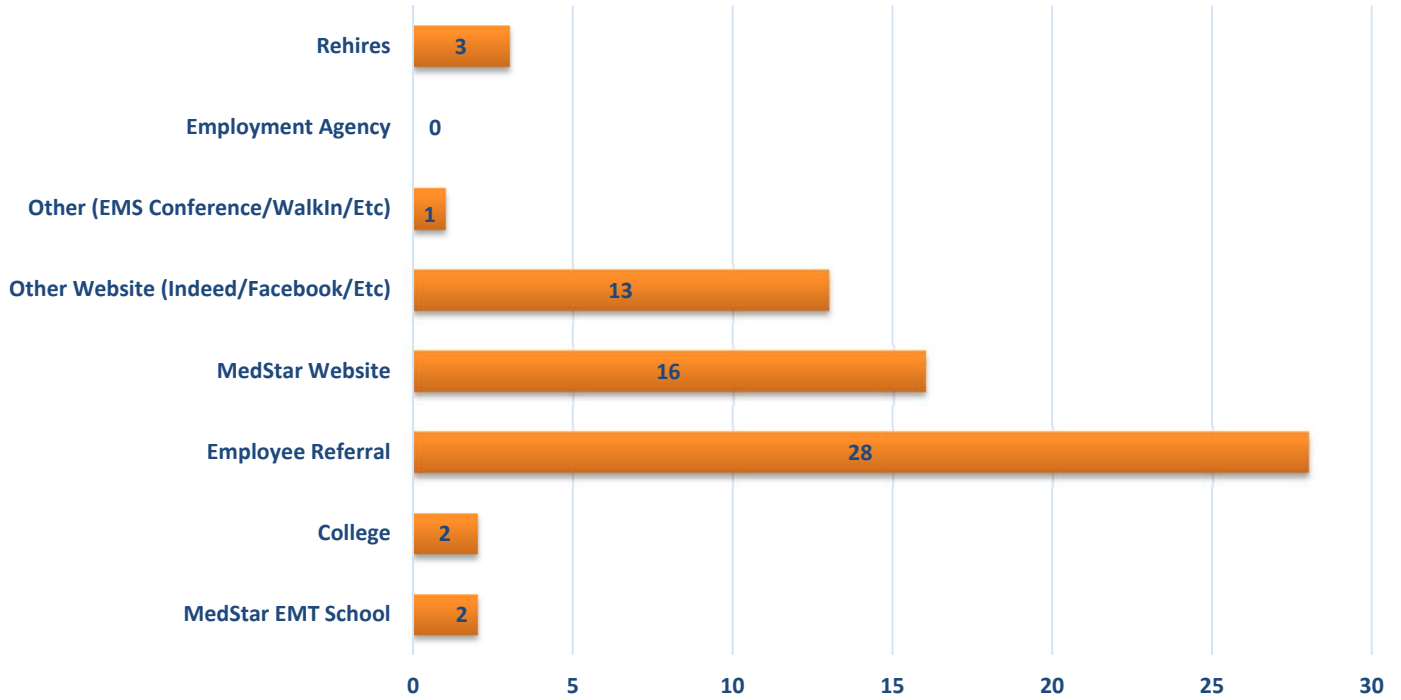
# Recruiting & Staffing Report

FY 2017-2018

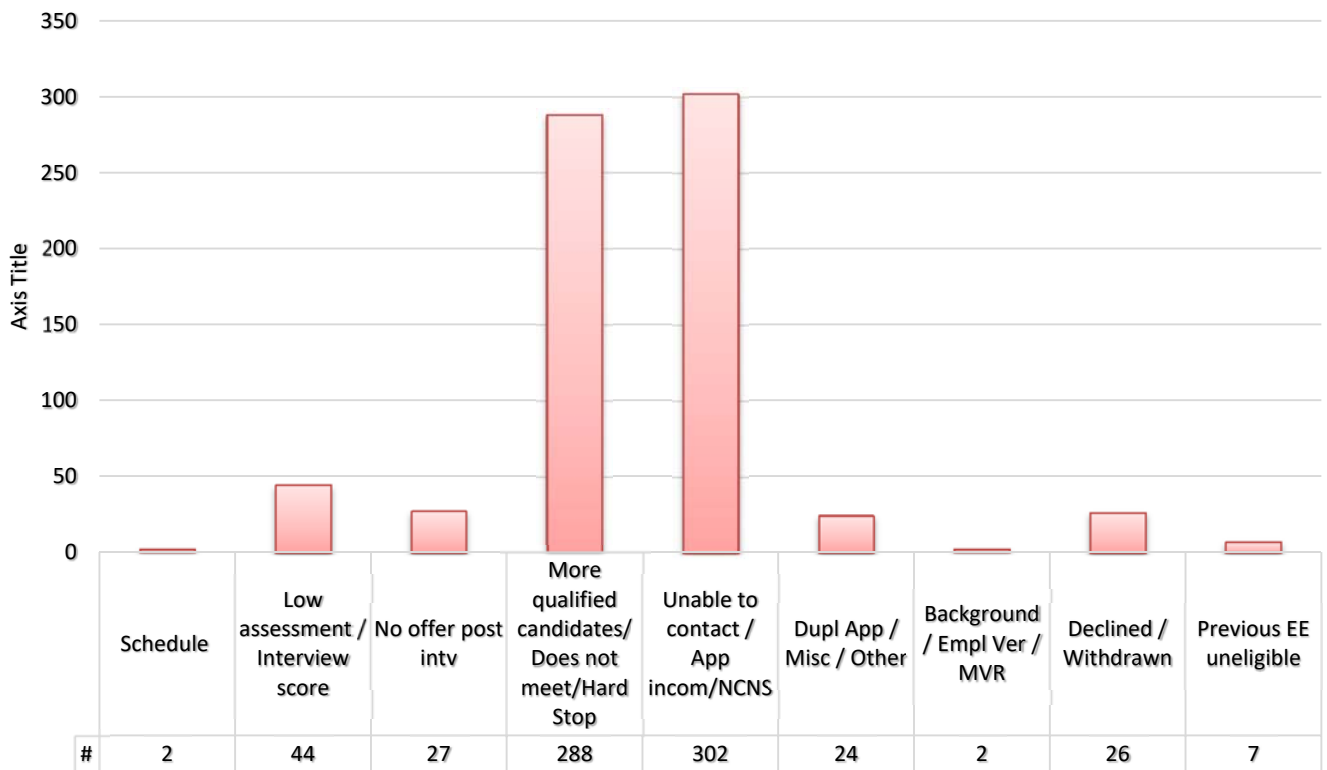


- #### Separation Statistics
- 2- Dissatisfied with Job
  - 1- Attendance
  - 1- Job Abandonment
  - 1- Falsified Application
  - 1- Krum FD
  - 1- Conduct – Outside of Protocol

## Hired Employee Referral Source



## Applicant Rejection Reasons

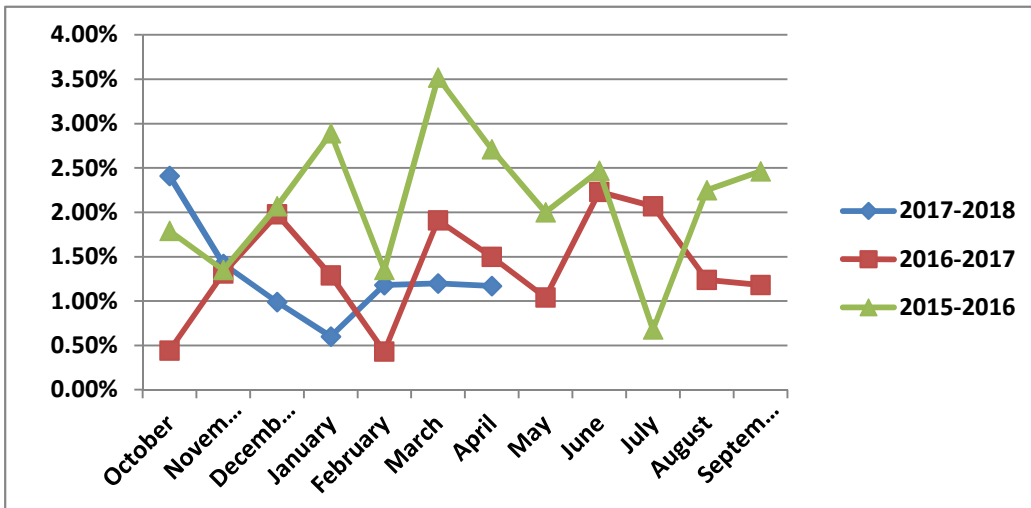


Total applications rejected - 722  
 Total applications reviewed - 774



### 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	1.17%	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	15.377%	16.620%	25.540%



# Tab E – FRAB

# Tab F – OMD

## Medical Director's Report

### Discussion

#### Education and Training

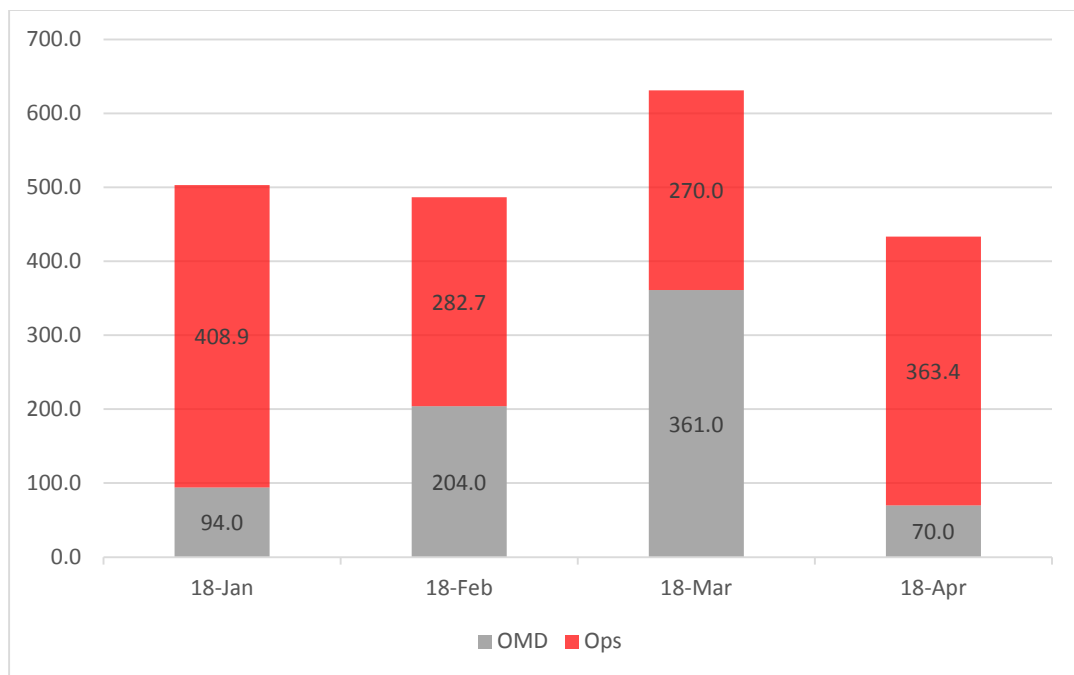
- Education
  - o FROs receiving Resuscitation CE
  - o OMD Quarterly CE in progress
    - Heat related illness
    - Drowning
  - o Critical Care CE in June
    - Principles of hemodynamic monitoring
- Training
  - o Updated FTO manual and new trainee progression process currently in use.

#### Credentialing

- Credentialing (12/17 - date)
  - o Advanced Credentialing
    - 14 candidates
    - 4 credentialed
    - 2 pulled – Basic credential
    - 1 separated
    - 7 in training
    - Avg 88 days to credential
  - o Advanced Upgrade Credentialing
    - 12 candidates
    - 1 credentialed
    - 4 pulled – Basic credential
    - 1 separated
    - 6 in training
    - Avg 44 days to credential
  - o Basic Credentialing
    - 18 candidates
    - 10 credentialed
    - 2 separated
    - 8 in training
    - Avg 42 days to credential

QA

- Sentinel Event Review: April
  - o 59 total Cases
    - 6 High Priority
    - 21 Moderate Priority
    - 32 Low Priority
  - o Disposition
    - 26 Coaching/Education Provided at Case Review
    - 6 Clinical Improvement Plan's Implemented
    - 14 No Fault
    - 13 Cases Forwarded to External QA/QI
  
- System Improvement Topics
  - o Decisional capacity assessment and documentation - AMA
  - o Cardiac arrest management
  - o Management of trauma patients
  - o Spinal Motion Restriction protocol
  - o BLS airway management
  - o Advanced airway management
  
- Clinical Restriction Impact on Lost Unit Hours
  - o April – 16%
  - o 8-month average is 29.07%

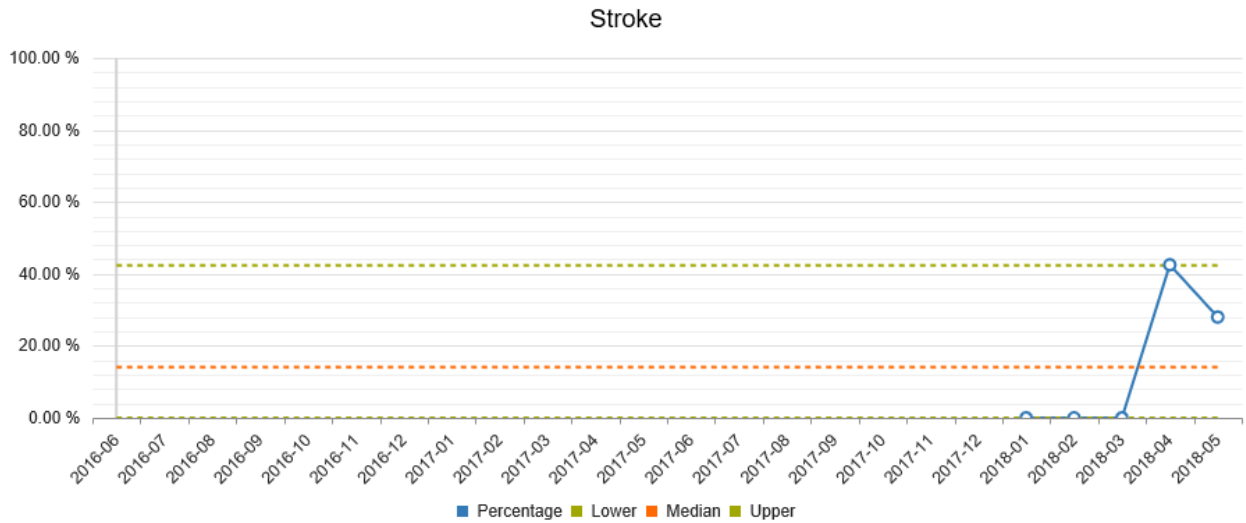


Month	Jan-18	Feb-18	Mar-18	Apr-18
Number of providers restricted	4	10	10	8

## System Diagnostics

### - Clinical Bundles Report

- STEMI – with First Watch for production (active June 1)
- Stroke – active
- SMR – with First Watch for production

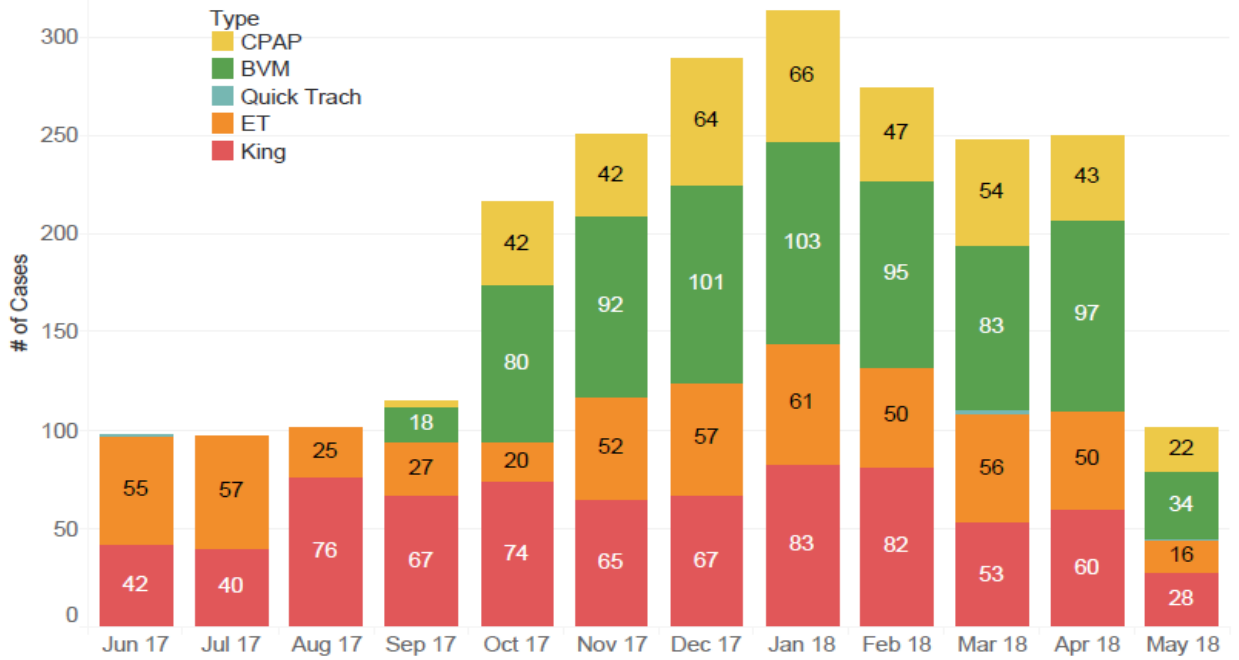


### Components of the Stroke Bundle

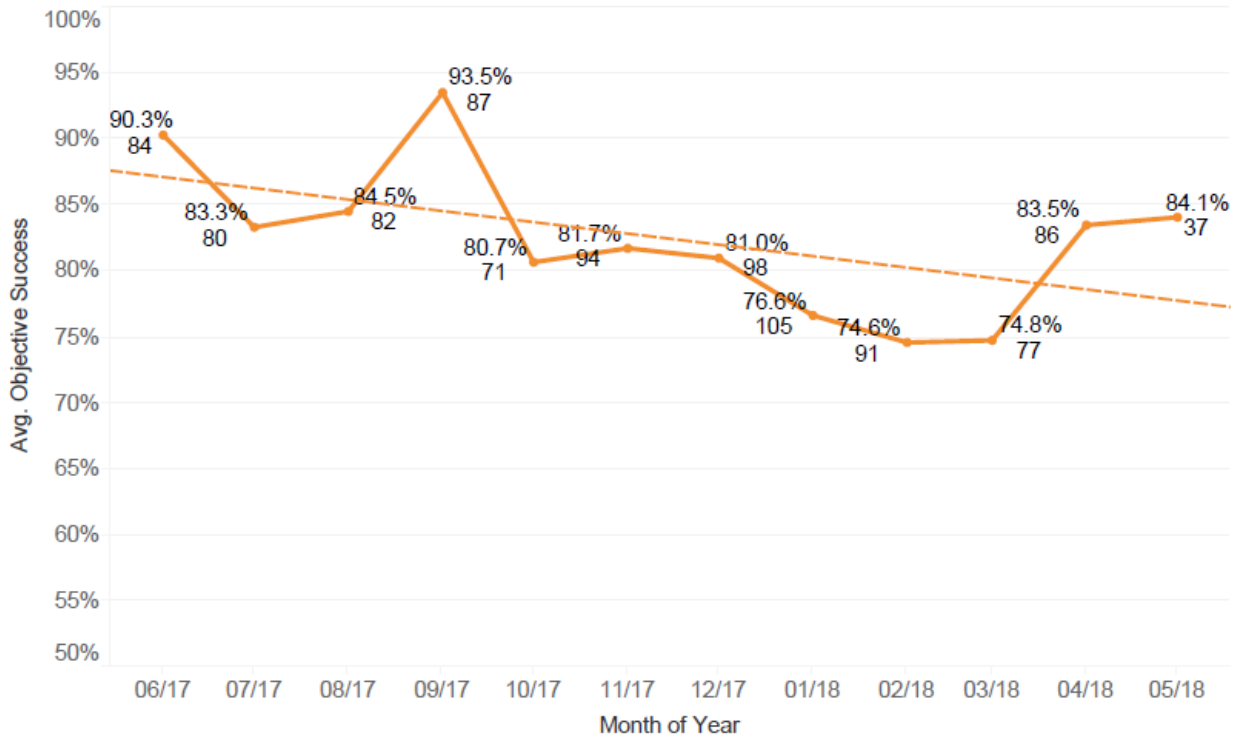
- Cincinnati Stroke Scale completed
  - LAMS completed if CSS positive
- LAMS > 3 with onset between 3 and 12 hours transported to a comprehensive stroke center
- Last known well time documented
- Blood glucose level documented
  - BGL < 60 treated
- Positive stroke scale transported to a stroke center
- Scene time ≤20-minutes if stroke scale positive

- Airway Report

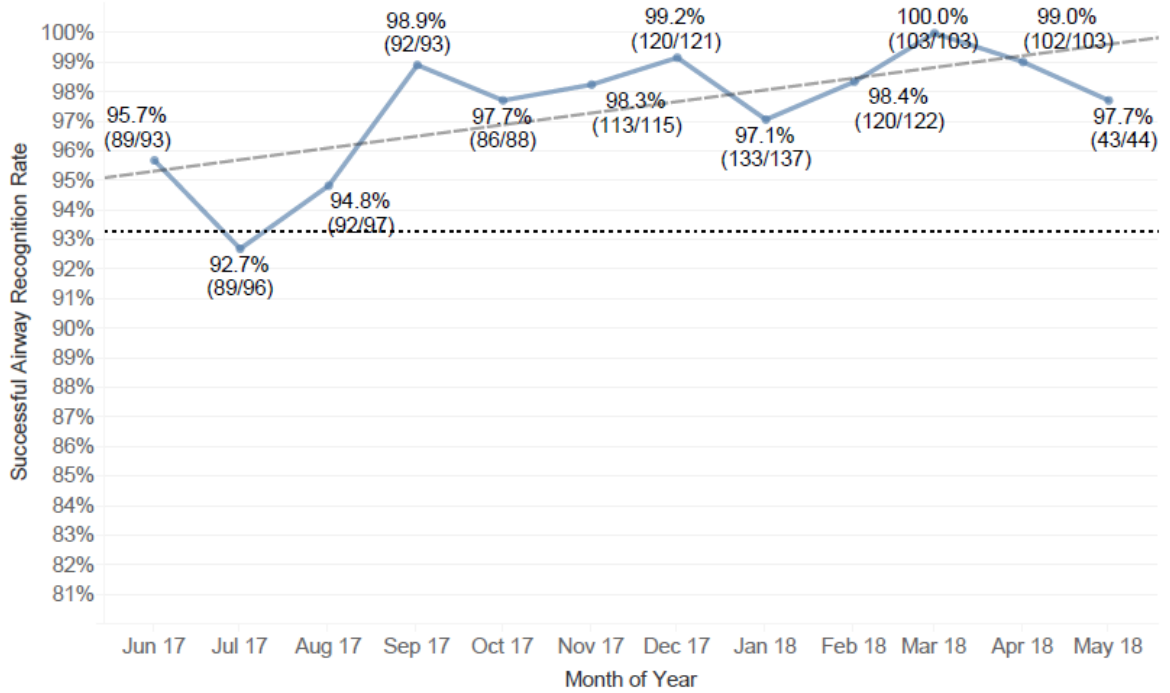
Cases



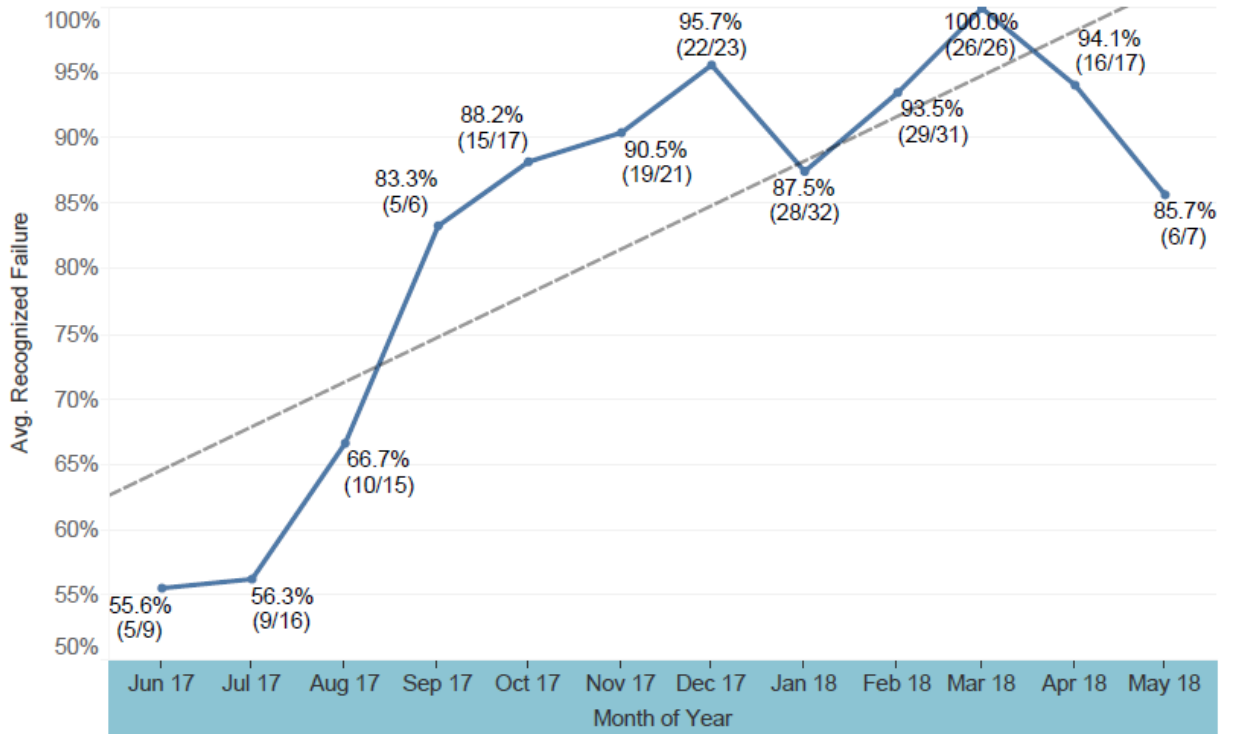
Advanced Airways Success



### Recognition of Successful Advanced Airways



### Recognition of Failed Advanced Airways





# CARES Summary Report

## Demographic and Survival Characteristics of OHCA

End of the Event: Dead in Field, Pronounced Dead in ED, Ongoing Resuscitation in ED | Arrest Witness Status: All | Resuscitation Attempted by 911 Responder: Yes | Presumed Cardiac Arrest Etiology: Presumed Cardiac Etiology, Respiratory/Asphyxia, Drowning/Submersion, Electrocutation, Other, Drug Overdose, Exsanguination/Hemorrhage | Service Date: 01/01/17 - 12/31/17

Data	Medstar Mobile Healthcare N=1005	National N=76215
<b>Age</b>	<b>N=1005</b>	<b>N=76184</b>
Mean	61.7	62.0
Median	64.0	64.0
<b>Gender (%)</b>	<b>N=1005</b>	<b>N=76210</b>
Female	431 (42.9)	28962 (38.0)
Male	574 (57.1)	47248 (62.0)
<b>Race (%)</b>	<b>N=1005</b>	<b>N=76174</b>
American-Indian/Alaskan	0 (0.0)	270 (0.4)
Asian	15 (1.5)	1518 (2.0)
Black/African-American	292 (29.1)	17307 (22.7)
Hispanic/Latino	106 (10.5)	4111 (5.4)
Native Hawaiian/Pacific Islander	0 (0.0)	304 (0.4)
White	521 (51.8)	36339 (47.7)
Unknown	71 (7.1)	16325 (21.4)
<b>Location of Arrest (%)</b>	<b>N=1005</b>	<b>N=76215</b>
Home/Residence	695 (69.2)	53240 (69.9)
Nursing Home	128 (12.7)	8668(11.4)
Public Setting	182 (18.1)	14307 (18.8)
<b>Arrest witnessed (%)</b>	<b>N=1005</b>	<b>N=76215</b>
Bystander Witnessed	383 (38.1)	27887 (36.6)
Witnessed by 911 Responder	119 (11.8)	9380 (12.3)
Unwitnessed	503 (50.0)	38948 (51.1)
<b>Who Initiated CPR? (%)</b>	<b>N=1005</b>	<b>N=76215</b>
Not Applicable	0 (0.0)	48 (0.1)
Bystander	469 (46.7)	30063 (39.4)
First Responder	339 (33.7)	22309 (29.3)
Emergency Medical Services (EMS)	197 (19.6)	23795 (31.2)
<b>Was an AED applied prior to EMS arrival? (%)</b>	<b>N=1005</b>	<b>N=76210</b>
Yes	396 (39.4)	22056 (28.9)
No	609 (60.6)	54154 (71.1)
<b>Who first applied automated external defibrillator? (%)</b>	<b>N=396</b>	<b>N=22036</b>
Bystander	82 (20.7)	4595 (20.9)
First Responder	314 (79.3)	17441 (79.1)
<b>Who first defibrillated the patient?*</b> (%)	<b>N=1005</b>	<b>N=74891</b>
Not Applicable	749 (74.5)	52196 (69.7)
Bystander	9 (0.9)	1178 (1.6)
First Responder	71 (7.1)	4244 (5.7)
Responding EMS Personnel	176 (17.5)	17273 (23.1)
<b>First Arrest Rhythm (%)</b>	<b>N=1005</b>	<b>N=76209</b>
Vfib/Vtach/Unknown Shockable Rhythm	148 (14.7)	14019 (18.4)
Asystole	459 (45.7)	38237 (50.2)
Idioventricular/PEA	166 (16.5)	16146 (21.2)
Unknown Unshockable Rhythm	232 (23.1)	7807 (10.2)
<b>Sustained ROSC (%)</b>	<b>N=1005</b>	<b>N=76214</b>
Yes	291 (29.0)	24249 (31.8)
No	714 (71.0)	51965 (68.2)
<b>Was hypothermia care provided in the field? (%)</b>	<b>N=1005</b>	<b>N=76214</b>
Yes	1 (0.1)	3871 (5.1)
No	1004 (99.9)	72343 (94.9)
<b>Pre-hospital Outcome (%)</b>	<b>N=1005</b>	<b>N=76215</b>
Pronounced in the Field	393 (39.1)	27219 (35.7)
Pronounced in ED	122 (12.1)	11006 (14.4)
Ongoing Resuscitation in ED	490 (48.8)	37990 (49.8)
<b>Overall Survival (%)</b>	<b>N=1005</b>	<b>N=76215</b>
Overall Survival to Hospital Admission	226 (22.5)	21414 (28.1)
Overall Survival to Hospital Discharge	100 (10.0)	7949 (10.4)
With Good or Moderate Cerebral Performance	68 (6.8)	6392 (8.4)
Missing hospital outcome	2	173
<b>Utstein<sup>1</sup> Survival (%)</b>	<b>N=95</b>	<b>N=8380</b>
	31.6%	32.6%
<b>Utstein Bystander<sup>2</sup> Survival (%)</b>	<b>N=61</b>	<b>N=4935</b>
	27.9%	36.5%

*Inclusion criteria: An out-of-hospital cardiac arrest where resuscitation is attempted by a 911 responder (CPR and/or defibrillation). This would also include patients that received an AED shock by a bystander prior to the arrival of 911 responders.*

*\*This is a new question that was introduced on the 2011 form.*

*<sup>1</sup>Witnessed by bystander and found in a shockable rhythm*

*<sup>2</sup>Witnessed by bystander, found in shockable rhythm, and received some bystander intervention (CPR by bystander and/or AED applied by bystander)*

# CARES Survival Report

## Medstar Mobile Healthcare

Service Date: 01/01/17 - 12/31/17 | Non-Traumatic Etiology

	OVERALL N = 1003				
	Total N (%)	Sustained ROSC (%)	Survival to hospital admission (%)	Survival to hospital discharge (%)	Survival to discharge with CPC 1 or 2 <sup>†</sup> (%)
<b>Total</b>	1003	290 (28.9)	226 (22.5)	100 (10.0)	68 (6.8)
<b>Location of Arrest</b>					
Home/Residence	693 (69.1)	181 (26.1)	138 (19.9)	54 (7.8)	39 (5.6)
Nursing Home	128 (12.8)	32 (25.0)	20 (15.6)	9 (7.0)	2 (1.6)
Public Setting	182 (18.1)	77 (42.3)	68 (37.4)	37 (20.3)	27 (14.8)
<b>Arrest Witnessed Status</b>					
Unwitnessed	502 (50.0)	90 (17.9)	56 (11.2)	19 (3.8)	10 (2.0)
Bystander witnessed	382 (38.1)	150 (39.3)	125 (32.7)	61 (16.0)	44 (11.5)
911 Responder witnessed	119 (11.9)	50 (42.0)	45 (37.8)	20 (16.8)	14 (11.8)
<b>Bystander CPR*</b>					
Bystander CPR	468 (52.9)	142 (30.3)	108 (23.1)	50 (10.7)	35 (7.5)
No Bystander CPR	416 (47.1)	98 (23.6)	73 (17.5)	30 (7.2)	19 (4.6)
Bystander CPR (excludes nursing home/healthcare facility events)	303 (43.4)	96 (31.7)	76 (25.1)	33 (10.9)	27 (8.9)
No Bystander CPR (excludes nursing home/healthcare facility events)	395 (56.6)	92 (23.3)	69 (17.5)	27 (6.8)	18 (4.6)
<b>Initial Arrest Rhythm</b>					
Shockable	148 (14.8)	72 (48.6)	65 (43.9)	41 (27.7)	33 (22.3)
Non-shockable	855 (85.2)	218 (25.5)	161 (18.8)	59 (6.9)	35 (4.1)
<b>AED Use</b>					
Bystander AED use*	81 (9.2)	24 (29.6)	18 (22.2)	10 (12.3)	7 (8.6)
Bystander AED use* (excludes nursing home/healthcare facility events)	8 (1.1)	3 (37.5)	3 (37.5)	1 (12.5)	1 (12.5)
Trained provider (First Responder) AED use	314 (31.3)	82 (26.1)	64 (20.4)	29 (9.2)	22 (7.0)
<b>Utstein</b>					
Witnessed and shockable	114 (11.4)	57 (50.0)	56 (49.1)	37 (32.5)	30 (26.3)
Bystander witnessed and shockable	95 (9.5)	45 (47.4)	45 (47.4)	30 (31.6)	23 (24.2)
<b>Hypothermia</b>					
Field hypothermia	1 (0.1)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
In-hospital hypothermia (among admitted patients)	74 (32.7)	--	--	19 (25.7)	12 (16.2)

**Inclusion Criteria:** An out-of-hospital cardiac arrest where resuscitation is attempted by a 911 responder (CPR and/or defibrillation). This would also include patients that received an AED shock by a bystander prior to the arrival of 911 responders.

NOTE: Analysis excludes patients with missing hospital outcome (N=2).

\*Bystander CPR and bystander AED use calculations exclude 911 Responder witnessed events.

<sup>†</sup>CPC missing for 0 patients.

# 2017 Measure & Improve

## OVERVIEW

By participating in CARES and measuring your community's response to cardiac arrest, you've taken an essential step toward quality improvement. Only through measurement can we make informed decisions and replicate best practices. The goal of this document is to supplement the CARES 2017 Annual Report by providing suggestions for evaluating your agency's performance and identifying potential areas for improvement. Below are two summary metrics to allow you to compare your community's bystander intervention rates against the national CARES rates.

	2017 National Average	2017 EMS Agency Average
Bystander CPR Rate	38.2%	43.3%
Bystander PAD Rate	11.4%	9.0%

## GENERAL OHCA QUALITY IMPROVEMENT RESOURCES:

- [Washington RA eBook: 10 Steps for Improving Survival from Sudden Cardiac Arrest](#)
- [Washington Resuscitation Academy](#)
- [HeartRescue Project](#)
- [HeartRescue Sudden Cardiac Arrest Playbook](#)
- [2015 CPR & ECC Guidelines](#)
- [Institute for Healthcare Improvement: How to Improve](#)

## THREE IMPROVEMENT STRATEGIES



### Work with your dispatch center to implement Dispatcher-Assisted CPR

A dispatch center whose dispatchers assertively deliver CPR instructions over the telephone has the chain of survival firmly in its grasp, as this intervention can significantly raise bystander CPR rates in your community. Dispatchers should be trained to ask two critical screening questions: Is the patient conscious? Is the patient breathing normally? If the answer is no to both, the dispatcher should immediately begin CPR instructions.

In order to effectively measure dispatch performance, we recommend implementation of the CARES Dispatcher-Assisted CPR Module to educate and provide feedback to 911 communicators. The module collects the data elements below and includes a data export and standardized report.

- Was the need for CPR recognized?
- Were telephone-CPR instructions given?
- Were chest compressions started?
- Time to recognition of cardiac arrest, CPR instructions, and compressions

DA-CPR Resources:

- [SHARE Telephone-Assisted CPR Training](#)
- [Data Entry Training Webinar](#)
- [Dispatchers & Call-Takers Resources](#)
- [Telephone CPR Webinar](#)



## Implement High Performance CPR

Recent studies demonstrate the connection between quality CPR and survival from cardiac arrest. High quality CPR emphasizes correct hand position, proper depth and compression rate, full recoil, and minimization of pauses. This skill can be achieved in training, as well as through review of real events.

One simple training strategy is to place a recording manikin in your equipment room and have crew members perform 2 minutes of CPR every day before their shift to give them practice and feedback about their performance. Post-event review can be conducted by analyzing downloads from the monitor/defibrillator.

HP-CPR Resources:

[High Performance CPR videos](#)

[AHA High Quality CPR Toolkit](#)

[Minnesota RA High Performance CPR Toolkit](#)



## Community CPR and Public Access Defibrillation (PAD) training

EMS systems have an opportunity to optimize community response by offering compression-only CPR and AED training.

Compression-only CPR can be quickly taught in venues such as local schools, businesses, health fairs, or mass training events. Focusing on the “3 C’s” – check the victim, call 911 and get an AED if one is available, compress the chest by pushing hard and fast – can reduce barriers to training.

We recommend the establishment of AED programs in public locations where there is a relatively high likelihood of witnessed cardiac arrest. To maximize the effectiveness of these programs, it is important to include a high degree of planning and training. Resources outlining the design of a successful AED program are found below.

CPR Training Resources:

[Illinois HeartRescue CPR PSA](#)

[Learn CPR Now](#)

[Save a Life Simulator](#)

[American Heart Association - CPR Training](#)

[American Red Cross – CPR and AED Certification](#)

PAD Implementation Resources:

[Implementing an AED Program](#)

[AED Program Implementation Guide \(Physio\)](#)

# Tab G – Chief Compliance Officer/Legal



**May 16, 2018**  
**Compliance Officer's Report**  
**April 17th, 2018 to May 16th, 2018**

**Compliance Officer Duties**

- One narcotic anomaly processed
- Multiple investigations conducted for compliance and employee relation matters
- Submitted employee provider roster changes to DSHS
- Completed annual compliance training for required CEU's

**Paralegal Duties**

- FRO agreements – All but the City of Fort Worth Police Dept. have been fully executed
- 17 DFPS reports processed
- 5 Pre-trial meetings held with the District Attorney's office
- 6 Criminal court witness appearances
- 3 Law Enforcement agency interviews
- 9 Subpoena(s) for witness appearance processed
- Created and reviewed multiple contractual agreements with GC

A handwritten signature in black ink, appearing to read "Chad Carr", is written over a horizontal line.

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

# Tab H – Chief Strategic Integration Officer

# Strategic Integration Summary

May 2018



## **3<sup>rd</sup> Party Payer Alternate Payment Models**

- Commercial capitated model continues
  - Encounter reports finalized and provided to payer
  - Weekly meetings continue to review goals, processes and outcomes
- Still working on the Managed Medicaid agreement

## **MAEMSA Special Event and Ambulance Permitting Process**

- Letters to providers and venues being drafted

## **Paid Consulting Activity**

- Covenant Health System (Lubbock)
  - Initial documents received and in the process of review prior to a site visit
  - Covenant has asked to expand the scope to a financial review as well
- Center for Public Safety Management (division of ICMA)
  - Charlevoix, MI project to help community develop options for EMS program
    - Site visit completed, recommendations being drafted

## **Speaking Engagements:**

<b>Event</b>	<b>Date</b>	<b>Location</b>	<b>Attendees</b>
Pinnacle EMS	July '18	Phoenix, AZ	~1,000
EMS World Expo	October '18	Nashville, TN	~3,000

## **Member City Updates**

- All but Edgecliff Village completed, or scheduled
- Positive feedback from all presentations

## **Blood Drive AND Bone Marrow 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

## **CPR Blitz @ DFW International Airport:**

- May 24<sup>th</sup>
- 4<sup>th</sup> consecutive year
- Joint initiative with DFW Dept. of Public Safety and AMR

## **Media:**

Local –

- Howler Siren
  - NBC 5

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
- All passed – Course evaluations very positive

### **Hospice:**

Community Hospice: 3 active

- 0 9-1-1 calls

Vitas: 26 active

- 0 9-1-1 calls

Holy Savior: 9 active

- 0 9-1-1 calls

### **Home Health:**

Klarus: 162 active

- 13 total 9-1-1 calls w/CCP on scene
- 3 in-home, scheduled visits

Healthmasters: 17 active

- 3 total 9-1-1 calls w/CCP on scene

### **Readmission Avoidance Enrollments:**

- JPS: 10
- THR Alliance: 6
- THRFW: 1
- Silverback: 4

### **High Utilizer:**

- UTSW NAIP: 11
- BCBS: 5
- Internal: 4

### **Palliative Care, Silverback:**

- 3 active

### **9-1-1 Nurse Triage:**

- 216 total calls
- 35 Lyft/cab/wheelchair transportations

## **Education and Community Programs Report**

- 5/3/2018 VR Eaton High School held a parent orientation for 2018-2019 EMT Students.
  - MTAC attended to help with preparation with the class and started the paperwork along with EMT shirt sizes and pictures for student badges.
- 5/5/2018 BCLS/Wilderness First Aid Training for 8 attendees, class was held by Shannon Rucker.
- 5/8/2018 2<sup>nd</sup> Psychological Trauma in EMS Patients Course for 6 attendees.
  - This course received some very positive feedback with one attendee commenting that because of this course she is going to be more effective for her work with veterans.
- 5/12/2018 Community BCLS/AED Training at Quorum Architects for 13 attendees.
  - This course was held by David Salguero and the organizer was very pleased with his professionalism.
- 5/14/2018 National Registry Skills Testing at Ben Barber Innovation Academy for 20 EMT Students.
  - This class will be doing their clinicals with us during the summer
- 5/19/2018 Stop the Bleed Course.
- 5/23/2018 Byron Nelson 2017-2018 EMT Students will be at the Star for National Registry Skills Testing.
- 5/24-5/25/2018 Tactical Emergency Casualty Care Course.
- 5/29 or 5/30 to be decided for Train the Trainer for our upcoming EMT Skills Summer Class.
- 5/31/2018 VR Eaton 2017-2018 EMT Students will be at the Star for National Registry Skills Testing.
- 6/12/2018 Summer 2018 EMT Class begins and will run to August 16, 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
- Planning for EMS Week – May 20-26
  - Join us Sunday, May 20<sup>th</sup> from 2-6pm at Main Event for a family night (4801 City Lake Blvd East, Fort Worth, TX 761321)
  - Info to be confirmed for a private screening of Solo: A Star Wars Story...
- We are working hard to ensure we are looping back to our customers when they contact MedStar. Our goal is to resolve any issue within 5 business days.

➤ For April, 2018:

Median of Days Between Created & Resolved

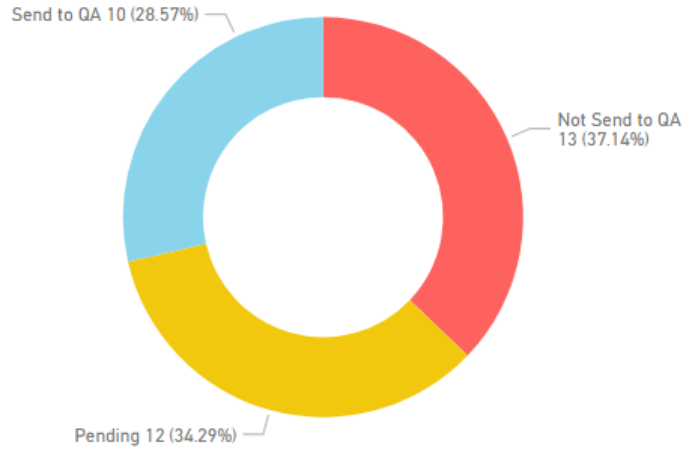


Median of Received to Resolved



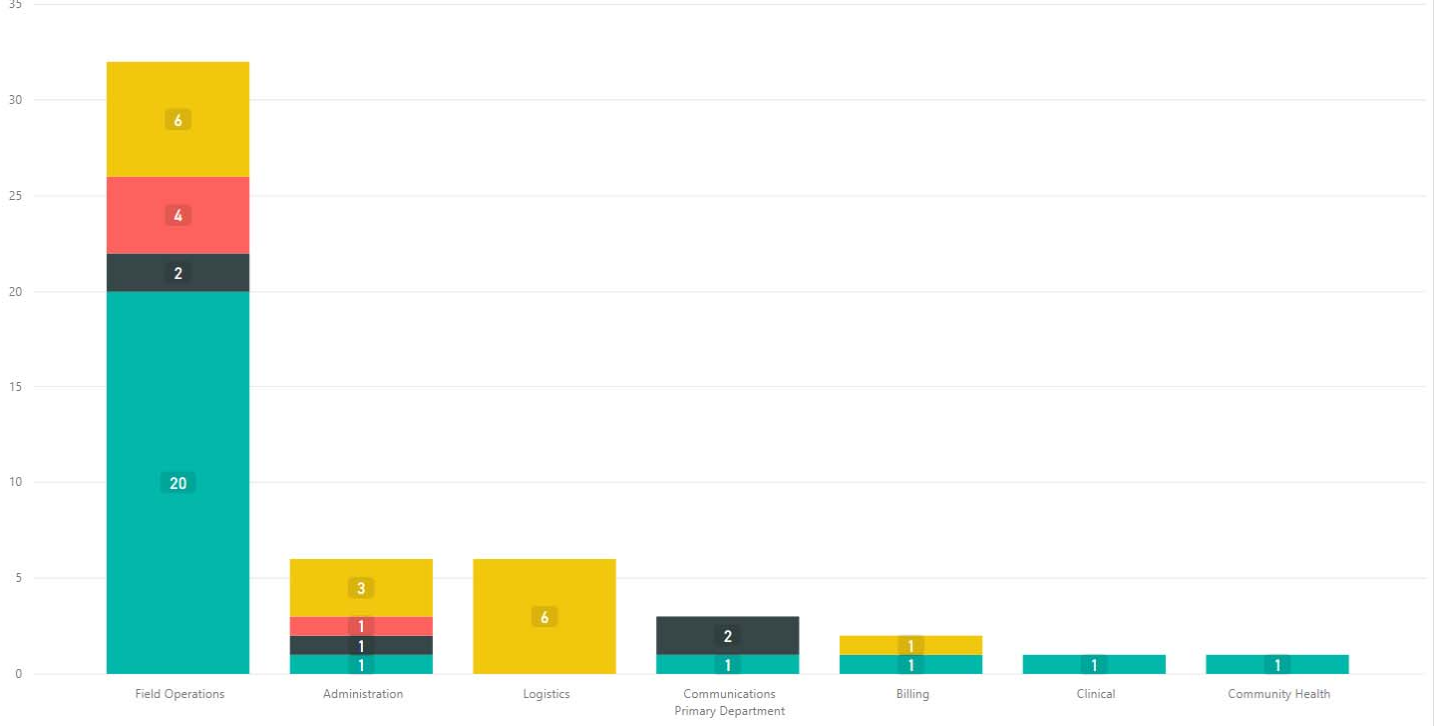
- OMD has a goal of stating if the case should be sent through the QA/QI process of 1 business day: (Includes all Kudos, Inquiries, Complaints, or Reports of Market Leakage for April, 2018)

### OMD Status



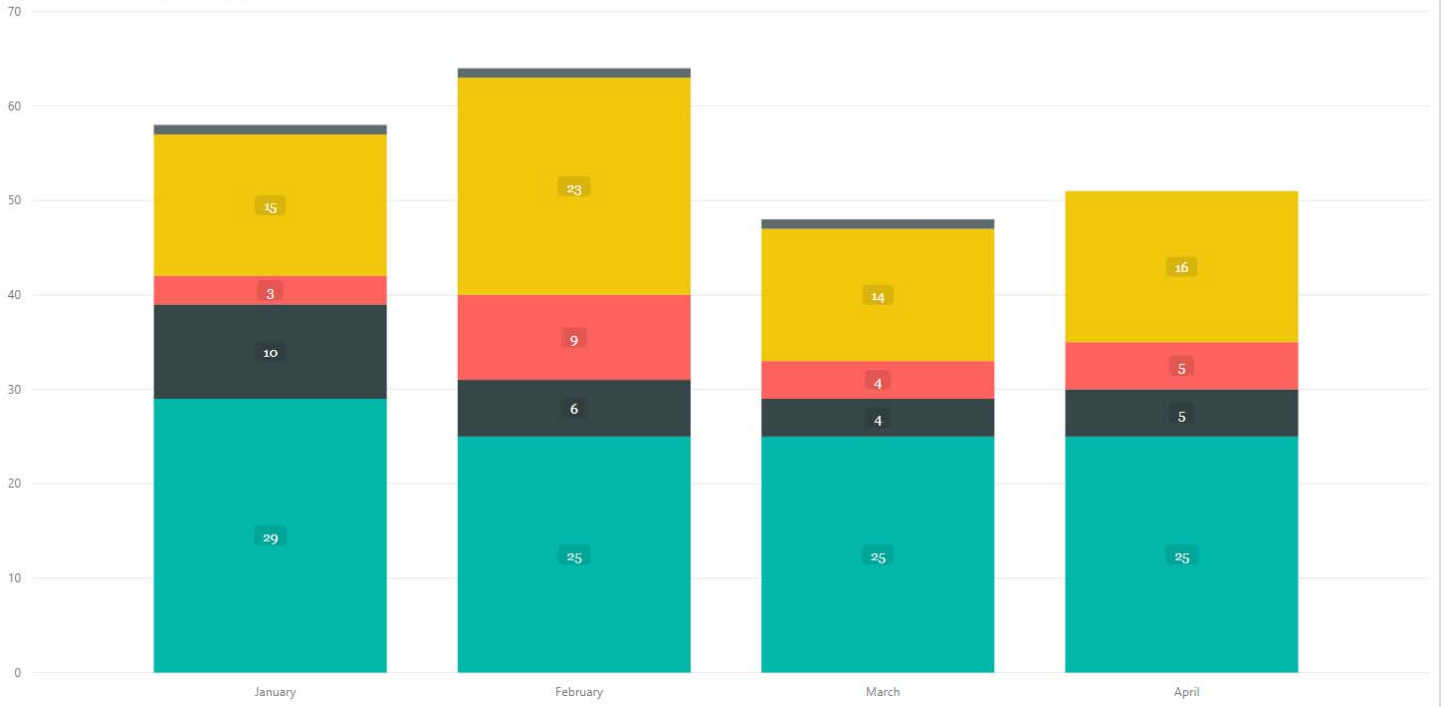
### Type of Process by Department

Type of Process ● Complaint ● Inquiry ● Kudos ● Lost and Found



Type of Process by Year & Month

TypeOfProcessValue ● Complaint ● Inquiry ● Kudos ● Lost and Found ● Market Leakage



## StarSaver Membership Report:

Membership New / Renewal Comparison								
	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change
<b>New Households</b>								
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%	38	173	-6.5%
May	48	232	44	229	-1.3%	14	187	-18.3%
June	24	256	40	269	5.1%	0	187	-30.5%
July	22	278	29	298	7.2%	0	187	-37.2%
August	36	314	22	320	1.9%	0	187	-41.6%
September	42	356	38	358	0.6%	0	187	-47.8%
October	53	409	38	396	-3.2%	0	187	-52.8%
November	32	441	43	439	-0.5%	0	187	-57.4%
December	9	450	19	458	1.8%	0	187	-59.2%
<b>Total New Member Households</b>	<b>450</b>		<b>458</b>			<b>187</b>		
<b>Renewing Households</b>	<b>2016</b>	<b>Cumulative</b>	<b>2017</b>	<b>Cumulative</b>	<b>% Change</b>	<b>2018</b>	<b>Cumulative</b>	<b>% Change</b>
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%	1293	2282	72.0%
May	910	2999	1493	2820	-6.0%	155	2437	-13.6%
June	354	3353	521	3341	-0.4%	0	2437	-27.1%
July	357	3710	172	3513	-5.3%	0	2437	-30.6%
August	335	4045	437	3950	-2.3%	0	2437	-38.3%
September	326	4371	163	4113	-5.9%	0	2437	-40.7%
October	192	4563	220	4333	-5.0%	0	2437	-43.8%
November	165	4728	145	4478	-5.3%	0	2437	-45.6%
December	126	4854	249	4727	-2.6%	0	2437	-48.4%
<b>Total Renewing Households</b>	<b>4854</b>		<b>4727</b>			<b>2437</b>		
<b>Total Member Households</b>	<b>5304</b>		<b>5185</b>			<b>2624</b>		

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MEDICINE**

Lessons From 5 Million Patient Encounters

**Page 26**

Evaluating Research Studies

**Page 29**



# The PIE Project's Top Priorities

Its top recommendations focused on quality measures and the value of EMS data

By Matt Zavadsky, MS-HSA, NREMT



Over 2018 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](http://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.



Our series up to now has described the processes used for the PIE project, the methods used by the members of the NAEMT EMS 3.0 Committee for prioritizing its recommendations, and the key ingredients necessary to prepare for innovation. This month let's begin delving into the actual high-priority recommendations from the PIE team and discuss the strategies for implementation.

## EMS Quality Measures

Recall from one of our earlier columns that the prioritization scores for the myriad of recommendations from the PIE report were based on:

- *Feasibility*—Can it be initiated, maintained, and sustained?
- *Value*—Does it position EMS to demonstrate value to stakeholders?
- *Alignment*—Does it align with the EMS 3.0 mission?

The recommendation with the highest

overall priority score from the NAEMT committee is found in the "Data & Telecommunication" section of the PIE report, and it focuses on the need for EMS to determine ways to prove value. The subsection "Transforming Data Into Meaningful Information" contains extensive discussion surrounding EMS quality indicators and the EMS Compass initiative.<sup>1</sup> Here are some of the key quotes from this section of the report:

*"In the era of value-based purchasing, EMS agencies need to understand if their actions have an effect on a patient's healthcare utilization downstream, and ultimately the cost of care. This will be essential information in order to enter into risk-based contract agreements for new or existing services."*

*"To complement technology, EMS must steward the development and adoption of meaningful measures of quality. In this respect, the EMS Compass initiative is vital, as it seeks to define EMS measures relevant to agencies, regulators, and patients. More broadly, EMS leaders should advocate for incentivization of the meaningful use of EMS data, whether that be through state or federal governmental programs, or by working with health plans and*

*potential beneficiaries of the information that might be gleaned by analyzing, connecting, and reporting EMS data."*

The specific recommendation reads, "National EMS associations should steward the development, harmonization, and dissemination of EMS performance measures." Note that this recommendation is directed at national EMS associations. One of the most valuable aspects of the PIE report is that it directs recommendations to specific "actors," the organizations that most logically have the role, and perhaps the responsibility, to act upon the recommendation. In this case the report authors felt national EMS associations were the most appropriate groups to act upon this recommendation.

EMS Compass developed 14 EMS process measures classified into eight categories:<sup>2</sup>

- Hypoglycemia
- Medication error
- Pediatric respiratory
- Seizure
- Stroke
- Trauma
- Trauma pain
- Vehicle operations safety



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## PROMOTING INNOVATION IN EMS

The EMS 3.0 committee may determine that since the National Association of State EMS Officials (NASEMSO) was the initial lead agency for the EMS quality measures initiative, and the project was funded by the National Highway Traffic Safety Administration (NHTSA), these two agencies could be the primary actors for this recommendation. The committee may suggest implementation strategies that may include the following:

1. Ensure the National EMS Information System (NEMSIS) is structured to capture and report on the clinically related measures;
2. Require licensed EMS agencies to report the data necessary to track and publish the measures as a condition of licensure or eligibility for grant funding through federal programs;
3. Create a national online dashboard, with lookup capabilities, to facilitate comparing the performance of EMS agencies;
4. Ensure key stakeholders are made aware of the measures by publishing the results directly to organizations such as America's Health Insurance Plans (AHIP), the National Committee for Quality Assurance (NCQA), the Agency for Healthcare Research and Quality (AHRQ), and the National Safety Council (vehicle operations).

NASEMSO and NHTSA should not be the only actors for this recommendation. Other associations should assist with the dissemination of quality measures to their internal and external stakeholder groups as well.

For example, associations such as the National Association of EMTs, American Ambulance Association, National EMS Management Association, and International Association of EMS Chiefs each have memberships that could assist with the development of communication strategies to promote the use of value measures for EMS.

### The Value of EMS Data

The second-highest-rated recommendation from the EMS 3.0 Committee relates to promoting EMS data as valuable to the rest of the healthcare system. It is contained in the "Data & Telecommunication" section of the report and relevant highlights include:

*"The power of EMS data to augment population-based health analysis and intervention is just being unlocked. Within the storage centers of emergency communication centers reside terabytes of valuable data. Recent studies have begun to demonstrate that geocoded, atomic clock-synchronized fire and EMS data can inform on better approaches to the management of sudden cardiac arrest, major trauma, substance abuse, diabetes, STEMI, and a range of other health issues. For example, when EMS data were explored with GIS analytic tools, it became evident that socioeconomic variables within communities significantly influence the performance of bystander CPR, providing opportunities to address unrecognized barriers to survival."*

*"EMS data can be used to assess outcomes for a variety of other complex challenges. For example, the number of EMS transports is an accepted metric to assess interventions for serial inebriates, chronically homeless, and other frequent users."*

The specific recommendation reads, "National EMS associations should...advocate for expansion of EMS registries (e.g., CPR, CARES,

STEMI, stroke, trauma) and to increase access for researchers to those registries.”

Once again the PIE report identifies national EMS associations as the actors for this recommendation, and many of the strategies listed in the previous recommendation could be applied here as well.

It is also likely that the implementation of robust clinical outcomes reporting is essential for the successful implementation of this recommendation.

Potential strategies for implementing this recommendation that could be considered by the EMS 3.0 Committee may include:

1. Partnerships with organizations such as the American Heart Association, American Stroke Association, and American College of Surgeons to encourage or require the incorporation of specific EMS data elements as a condition for accreditation as cardiac, stroke, or trauma centers;
2. Development of a single data repository and reporting process for clinical processes of care for CPR, STEMI, stroke, and trauma;
3. Development of publicly accessible dashboards for comprehensive outcome reporting for clinical processes of care across the continuum (prehospital to hospital discharge) and patient outcomes;
4. Require EMS agencies and hospitals to report specific data elements as a condition of licensure, accreditation, and/or payment.

Arguably, some of these strategies may appear radical or unattainable, but our country is experiencing rapid changes to the delivery of healthcare. Payment reform is occurring at a frenetic pace, tied primarily to the value of delivery models.

This may be the right time to create high-value partnerships with our aligned stakeholders to find ways to demonstrate the value EMS brings to the care continuum. If not now, when? If not us, who?

In next month's column we will review implementation of the next two highest-priority PIE recommendations: Medicaid payment policy and healthcare data integration with EMS. ☉

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## ABOUT THE AUTHOR



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# 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

**BVM** – Bag-Valve-Mask

## 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