



Metropolitan Area EMS Authority  
2900 Alta Mere Drive  
Fort Worth, Texas 76116-4115  
(817) 923-3700  
[www.medstar911.org](http://www.medstar911.org)

*MEMORANDUM*

DATE: July 24, 2019  
TO: MAEMSA Board of Directors  
FROM: Douglas R. Hooten, CEO  
SUBJECT: Board of Directors ePacket for July 2019.

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Enclosed are the board reports for July 2019. If you have any questions, please feel free to contact me at (817) 632-0509 or [dhooten@medstar911.org](mailto:dhooten@medstar911.org).

**Our Mission:**

*To provide world class mobile healthcare with the highest quality customer service  
and clinical excellence in a fiscally responsible manner*



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare  
Finance Report – June 30, 2019

The following summarizes significant items in the June, 2019 Financial Reports:

Statement of Revenues and Expenses:

**Month to Date:** Net retained earnings for the month of June, 2019 is a gain of \$301,978. as compared to budgeted gain of \$237,745 for a positive variance of \$58,831.

- The positive variance in June is driven by a decrease in expenses in Fleet, Billing and Logistics of \$75,000.
- MedStar continues to receive medical claims from FY18. In June MedStar paid a total of \$56,743 in medical claims from FY18.

**Year to Date:** The 9 months ended June, 2019 shows a gain of \$863,253 as compared to a budgeted gain of \$1,581,409 for a negative variance of \$718,155.

- During the audit, \$260K in medical claims were found to apply to the FY18 fiscal year, and that figure is consistent with earlier years. However, because of the Continental issue, there were a total of \$698K in claims from FY18 as yet unpaid. Thus, \$428K is expensed in this current year. All submitted bills have now been paid; however, we cannot know if there are any more to be billed. We will continue to watch this situation as it unfolds.

Key Financial Indicators:

- Current Ratio – MedStar has \$19.88 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 – The Restated Interlocal Cooperative Agreement, Sec 5.5.2, mandates 3 months of operating capital. As of June 30, there is slightly less than 5 months in cash.
- 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 3.77 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 7.04% on assets. Through June, the return is 3.20%.

Billing Trends:

- 86,442 encounters have been billed through June 2019 at a cost of \$1,369,063 for a cost per claim of \$15.84, or 4.17% of collections. This is below the industry average of 6% of collections.

MAEMSA/EPAB cash reserve balance as of June 30, 2019 is \$503,012.69.



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare  
 Balance Sheet By Character Code  
 For the Period Ending June 30, 2019

		Current Year		Last Year
<b>Assets</b>				
11	Cash	\$18,608,153.44		\$21,029,182.67
13	Accounts Receivable	\$13,235,679.64		\$19,105,895.34
15	Inventory	\$299,899.39		\$299,899.39
17	Prepaid Expenses	\$985,728.21		\$989,280.71
18	Property Plant & Equ	\$51,768,313.16		\$46,579,368.89
19	Accumulated Deprecia	(\$19,355,465.78)		(\$16,376,071.19)
	<b>Total Assets</b>	<b>\$65,542,308.06</b>		<b>\$71,627,555.81</b>
<b>Liabilities</b>				
21	Accounts Payable	(\$540,229.25)		(\$236,377.09)
24	Other Current Liabil	(\$1,109,038.74)		(\$2,900,741.54)
25	Accrued Interest	(\$7,781.31)		(\$3,859.98)
26	Payroll Withholding	(\$9,330.37)		(\$9,406.47)
28	Long Term Debt	(\$4,307,676.23)		\$0.00
29	Other Long Term Liab	(\$1,596,544.82)		(\$3,924,320.47)
	<b>Total Liabilities</b>	<b>(\$7,570,600.72)</b>		<b>(\$7,074,705.55)</b>
<b>Equities</b>				
30	Equity	(\$57,098,485.04)		(\$62,071,010.00)
35	Control	(\$873,222.30)		(\$2,481,772.14)
	<b>Total Equities</b>	<b>(\$57,971,707.34)</b>		<b>(\$64,552,782.14)</b>
	<b>Total Liabilities and Equities</b>	<b>(\$65,542,308.06)</b>		<b>(\$71,627,487.69)</b>



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

For the Period Ending June 30, 2019

[Actual compared with Budget]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
<b>Revenue</b>						
40 Transport Fees	\$14,362,292.03	\$14,248,694.00	\$113,598.03	\$128,876,024.79	\$128,141,434.00	\$734,590.79
41 Contractual Allow	(\$5,543,565.54)	(\$3,887,151.00)	(\$1,656,414.54)	(\$51,811,339.45)	(\$34,961,153.00)	(\$16,850,186.45)
42 Provision for Uncoll	(\$4,909,675.28)	(\$6,348,424.00)	\$1,438,748.72	(\$40,916,363.86)	(\$57,086,055.00)	\$16,169,691.14
43 Education Income	\$9,989.00	\$30,125.00	(\$20,136.00)	\$60,547.56	\$67,590.00	(\$7,042.44)
44 MIH Program Income	\$180,663.97	\$55,031.61	\$125,632.36	\$363,038.70	\$495,884.49	(\$132,845.79)
45 Standby/Subscription	\$64,744.79	\$58,789.00	\$5,955.79	\$632,589.66	\$667,345.00	(\$34,755.34)
46 Pop Health PMPM	\$52,831.70	\$55,385.16	(\$2,553.46)	\$465,751.05	\$498,466.44	(\$32,715.39)
48 interest on Investme	\$571.05	\$0.00	\$571.05	\$65,445.99	\$0.00	\$65,445.99
49 Gain(Loss) on Dispos	\$0.00	\$0.00	\$0.00	\$62,316.17	\$0.00	\$62,316.17
<b>Total Revenue</b>	<b>\$4,217,851.72</b>	<b>\$4,212,449.77</b>	<b>\$5,401.95</b>	<b>\$37,798,010.61</b>	<b>\$37,823,511.93</b>	<b>(\$25,501.32)</b>
<b>Expenditures</b>						
50 Salaries	\$2,399,221.96	\$2,383,940.22	\$15,281.74	\$22,116,269.76	\$22,402,486.98	(\$286,217.22)
55 Benefits and Taxes	\$488,071.92	\$392,596.88	\$95,475.04	\$4,705,416.10	\$3,571,276.54	\$1,134,139.56
72 Interest	\$14,131.20	\$14,106.30	\$24.90	\$95,817.42	\$77,951.65	\$17,865.77
73 Fuel	\$97,240.90	\$95,015.67	\$2,225.23	\$852,131.56	\$855,141.03	(\$3,009.47)
74 Medical Supp/Oxygen	\$144,134.48	\$188,119.00	(\$43,984.52)	\$1,488,808.65	\$1,673,531.00	(\$184,722.35)
75 Other Veh & Eq	\$26,156.79	\$34,799.95	(\$8,643.16)	\$351,433.32	\$313,200.39	\$38,232.93
76 Rent and Utilities	\$43,142.95	\$43,734.33	(\$591.38)	\$371,054.88	\$393,608.97	(\$22,554.09)
77 Facility & Eq Mtc	\$38,109.53	\$48,336.17	(\$10,226.64)	\$389,638.78	\$410,035.53	(\$20,396.75)
78 Postage & Shipping	\$5,864.97	\$7,379.69	(\$1,514.72)	\$31,624.13	\$66,417.21	(\$34,793.08)
80 Station	\$31,886.12	\$31,577.86	\$308.26	\$304,240.83	\$305,899.74	(\$1,658.91)
81 Comp Maintenance	\$113,717.80	\$110,605.00	\$3,112.80	\$1,076,563.93	\$995,445.00	\$81,118.93
85 Insurance	\$31,496.96	\$30,991.42	\$505.54	\$295,615.76	\$278,922.78	\$16,692.98
86 Advertising & PR	\$4,502.90	\$3,911.01	\$591.89	\$35,909.01	\$50,999.09	(\$15,090.08)
87 Printing	\$2,365.95	\$5,813.96	(\$3,448.01)	\$30,374.67	\$52,325.64	(\$21,950.97)
88 Travel & Entertain	\$11,497.30	\$11,916.00	(\$418.70)	\$66,469.16	\$118,084.00	(\$51,614.84)
89 Dues & Subs	\$5,655.66	\$8,611.00	(\$2,955.34)	\$84,576.12	\$95,169.00	(\$10,592.88)
90 Continuing Educ Ex	\$1,975.22	\$13,121.00	(\$11,145.78)	\$49,381.92	\$153,959.00	(\$104,577.08)
91 Professional Fees	\$164,936.98	\$170,104.26	(\$5,167.28)	\$1,724,695.37	\$1,621,138.34	\$103,557.03



**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement of Revenue and Expenditures**  
 For the Period Ending June 30, 2019  
 [Actual compared with Budget]

	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year to Date Actual</b>	<b>Year to Date Budget</b>	<b>Year to Date Variance</b>
95 Education Expenses	(\$3,481.48)	\$6,285.00	(\$9,766.48)	\$87,890.50	\$101,020.00	(\$13,129.50)
96 Miscellaneous	\$156.49	\$168.00	(\$11.51)	\$68,127.08	\$1,512.00	\$66,615.08
97 Depreciation	\$295,088.22	\$373,572.00	(\$78,483.78)	\$2,708,717.87	\$2,703,979.00	\$4,738.87
<b>Total Expenditures</b>	<b>\$3,915,872.82</b>	<b>\$3,974,704.72</b>	<b>(\$58,831.90)</b>	<b>\$36,934,756.82</b>	<b>\$36,242,102.89</b>	<b>\$692,653.93</b>
<b>Net Rev in Excess of Expend</b>	<b>\$301,978.90</b>	<b>\$237,745.05</b>	<b>\$64,233.85</b>	<b>\$863,253.79</b>	<b>\$1,581,409.04</b>	<b>(\$718,155.25)</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Key Financial Indicators**  
**June 30, 2019**

	Goal	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Current Ratio</b>	<b>&gt; 1</b>	<b>8.88</b>	<b>7.19</b>	<b>8.97</b>	<b>9.49</b>	<b>19.88</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; 25%</b>	<b>49.02%</b>	<b>65.31%</b>	<b>55.06%</b>	<b>47.07%</b>	<b>40.76%</b>
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Indicates compliance with Ordinance which specifies 3 months cash on hand.

<b>Accounts Receivable Turnover</b>	<b>&gt;3</b>	<b>5.47</b>	<b>4.16</b>	<b>4.96</b>	<b>4.28</b>	<b>3.77</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>7.04%</b>	<b>13.95%</b>	<b>11.60%</b>	<b>10.35%</b>	<b>10.11%</b>	<b>3.20%</b>
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Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY19 is 7.04%.

**Billing and Collections - Key Trends**

	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total
Collections (Payments)	\$ 4,042,906	\$ 3,654,886	\$ 3,555,095	\$ 3,450,588	\$ 3,433,476	\$ 3,605,826	\$ 3,532,410	\$ 4,214,396	\$ 3,372,693	\$ 32,862,275
Billed Transports	9676	9202	9868	9651	8876	9735	9864	9991	9579	86442
Cost to Bill and Collect **	\$ 196,892	\$ 193,052	\$ 135,927	\$ 136,561	\$ 126,211	\$ 133,473	\$ 129,635	\$ 196,480	\$ 120,831	\$ 1,369,063
Cost per claim	\$ 20.35	\$ 20.98	\$ 13.77	\$ 14.15	\$ 14.22	\$ 13.71	\$ 13.14	\$ 19.67	\$ 12.61	\$ 15.84
Cost as % of collections	4.87%	5.28%	3.82%	3.96%	3.68%	3.70%	3.67%	4.66%	3.58%	4.17%

**FY 18-19 Billed Transports = 86442**

\*\* Business Office salaries only



**Emergency Physicians Advisory Board  
Cash expenditures Detail**

	<u>Date</u>	<u>Amount</u>	<u>Balance</u>
Balance 1/1/17			\$ 609,665.59
J29 Associates, LLC	2/27/2017	\$ 1,045.90	\$ 608,619.69
Brackett & Ellis	11/19/2018	\$ 28,506.50	\$ 580,113.19
FWFD Grant	4/3/2019	\$ 56,810.00	\$ 523,303.19
Brackett & Ellis	4/3/2019	\$ 20,290.50	\$ 503,012.69
Balance 6/30/19			<u>\$ 503,012.69</u>

**Business Gold Rewards**MEDSTAR/AMAA  
DOUGLAS R HOOTEN  
Closing Date 06/27/19 Next Closing Date 07/28/19Account Ending ~~933003~~

<b>New Balance</b>	<b>\$7,761.39</b>
<b>Minimum Payment Due</b>	<b>\$760.06</b>
<b>Payment Due Date</b>	<b>07/22/19<sup>‡</sup></b>

**‡ Late Payment Warning:** Your Payment Due Date is 07/22/19. If you do not pay your Minimum Payment Due by your Next Closing Date, you may have to pay a late fee of up to \$38.00 and your Pay Over Time APR may be increased to the Penalty APR of 29.99%.

**Membership Rewards® Points**

Available and Pending as of 05/31/19

**819,415**

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

**Account Summary****Pay In Full Portion**

Previous Balance	\$716.16
Payments/Credits	-\$716.16
New Charges	+\$689.06
Fees	+\$0.00
<b>New Balance</b>	<b>= \$689.06</b>

**Pay Over Time Portion**

Previous Balance	\$15,439.46
Payments/Credits	-\$15,999.68
New Charges	+\$7,632.55
Fees	+\$0.00
Interest Charged	+\$0.00
<b>New Balance</b>	<b>= \$7,072.33</b>
<b>Minimum Due</b>	<b>\$71.00</b>

**Account Total**

<b>Previous Balance</b>	<b>\$16,155.62</b>
Payments/Credits	-\$16,715.84
New Charges	+\$8,321.61
Fees	+\$0.00
Interest Charged	+\$0.00

<b>New Balance</b>	<b>\$7,761.39</b>
<b>Minimum Payment Due</b>	<b>\$760.06</b>

Days in Billing Period: 30

**Minimum Payment Warning:** If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance. For example:

If you make no additional charges and each month you pay...	You will pay off the Pay Over Time balance shown on this statement in about...	And for the Pay Over Time balance you will pay an estimated total of...
Only the Minimum Payment Due	19 years	\$18,006

If you would like information about credit counseling services, call 1-888-733-4139.

See page 2 for important information about your account.

See page 7 for Important Changes to Your Account Terms.

See page 9 for a Notice Of Change To The Membership Rewards Program Terms & Conditions.

For information on your Pay Over Time feature and limit, see page 5

*Douglas R. Hooten 7-3-19*  
**APPROVED**  
 Douglas R. Hooten, CEO

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

**Payment Coupon**  
Do not staple or use paper clips

**Pay by Computer**  
[americanexpress.com/business](http://americanexpress.com/business)

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

**Account Ending 9-33003**

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

Payment Due Date  
**07/22/19**

New Balance  
**\$7,761.39**

Minimum Payment Due  
**\$760.06**

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

\$ \_\_\_\_\_  
Amount Enclosed

0000349991382953784 000776139000076006 24 H

**Business Gold Rewards**MEDSTAR/AMAA  
DOUGLAS R HOOTEN  
Closing Date 06/27/19

p. 3/12

Account Ending ~~998003~~**Payments and Credits****Summary**

	Pay In Full	Pay Over Time ♦	Total
<b>Payments</b>	-\$716.16	-\$15,439.46	-\$16,155.62
<b>Credits</b>	\$0.00	-\$560.22	-\$560.22
<b>Total Payments and Credits</b>	<b>-\$716.16</b>	<b>-\$15,999.68</b>	<b>-\$16,715.84</b>

**Detail**

\*Indicates posting date

♦ - denotes Pay Over Time activity

For more information, visit  
[americanexpress.com/payovertimeinfo](http://americanexpress.com/payovertimeinfo)**Payments**

Amount
06/18/19* ONLINE PAYMENT - THANK YOU \$16,155.62

**Credits**

Amount
06/11/19 EVENTBRITE Credit back for Steve Post - did not attend \$560.22 ♦
SAN FRANCISCO CA
8014137200
PAY OVER TIME OPTION

**New Charges****Summary**

	Pay In Full	Pay Over Time ♦	Total
<b>Total New Charges</b>	<b>\$689.06</b>	<b>\$7,632.55</b>	<b>\$8,321.61</b>

**Detail**

♦ - denotes Pay Over Time activity

For more information, visit  
[americanexpress.com/payovertimeinfo](http://americanexpress.com/payovertimeinfo)**DOUGLAS R HOOTEN**Card Ending ~~998003~~

Amount
05/31/19 CONCUR TECHNOLOGIE 542929806820874 BELLEVUE WA PO 2193494 \$150.00 ♦
5888954815
PAY OVER TIME OPTION
06/03/19 HILTON HOTEL AMERICAS HILTON HOTEL AM HOUSTON TX PO 2193297 \$365.00 ♦
Arrival Date Departure Date
05/31/19 05/31/19 M.Potts attended EMTF Ambulance Staging Mgrs Course
00000000
LODGING
PAY OVER TIME OPTION
06/03/19 AMZN MKTP US*M64DF3AE1 AMZN.COM/BILL WA PO 2193593 \$99.95
BOOKSTORES Thunderbolt USB-C cable
06/03/19 AMZN MKTP US*M617Q1L62 AMZN.COM/BILL WA PO 2193593 \$99.95
BOOKSTORES Thunderbolt USB-C cable
06/03/19 PANERA BREAD # 606050 O 6060 WESTWORTH VIL TX PO 2193306 \$176.85 ♦
10848541 76114 Lunch mtg w/LOGIS about MIH discussion
FOOD/BEVERAGE
PAY OVER TIME OPTION
06/03/19 PAYFLOW/PAYPAL 0045 LAVISTA NE PO 2193320 \$32.40
888-883-9770
06/04/19 WEBSITEHOSTINGBILLCOM OKLAHOMA CITY OK PO 2193311 \$69.00
4059488300

Continued on reverse

**Detail Continued**

◆ - denotes Pay Over Time activity

					<b>Amount</b>
06/04/19	FLASHBAYCOM 6509383500 Wafer USB: Admin/HR/CSIO PAY OVER TIME OPTION	MOUNTAIN VIEW	CA	PO 2193293	\$2,445.00 ◆
06/04/19	TWILIO, INC. COMPUTER STORE	SAN FRANCISCO		PO 2193312	\$10.02
06/06/19	NTTA AUTOCHARGE TOLLS TOLL FEES PAY OVER TIME OPTION	PLANO	TX	PO 2193476	\$280.00 ◆
06/10/19	WLV ROOM DEPOSITS 084870021226096 9999999999 SHRM 19 hotel reservation for Leila Peeples PAY OVER TIME OPTION	LAS VEGAS	NV	PO 2193401	\$586.20 ◆
06/12/19	FREDPRYOR CAREERTRACK 020027253502 66202 D.Monday attending Front Desk Safety & Security course SEMINAR INV-25606681	800-556-3012	KS	PO 2193405	\$99.00
06/13/19	AMZN MKTP US*M631A9PQ0 BOOK STORES 2 bx of 6 air filters for office	AMZN.COM/BILL	WA	PO 2193452	\$65.76
06/13/19	STATE BAR TX-DUES-WE MEMBERSHIP D State Bar dues paid for Kristofer Schleicher PAY OVER TIME OPTION	AUSTIN	TX	PO 2193483	\$505.00 ◆
06/19/19	TWILIO, INC. COMPUTER STORE	SAN FRANCISCO		PO 2193504	\$10.02
06/20/19	MANSFIELD PAINTBALL squareup.com/receipts 2nd group for EMS Week PAY OVER TIME OPTION	Mansfield	TX	PO 2193352	\$309.95 ◆
06/20/19	CVS PHARMACY 8007467287 Service award gift cards PAY OVER TIME OPTION	FORT WORTH	TX	PO 2193521	\$741.65 ◆
06/21/19	TACO CABANA 10133 ECOM 972-702-9300 NEOP Breakfast w/Supervisors	FORT WORTH	TX	PO 2193458	\$91.96
06/23/19	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Change fee for D.Hooten's flight back to DFW fm DC Ticket Number: 89007533810112 Change due to WX Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	PO 2193556	\$21.00
06/24/19	CRAIGSLIST INC CRAIGSLIST INC 4155666394	SAN FRANCISCO	CA	PO 2193535	\$45.00
06/24/19	CRAIGSLIST INC CRAIGSLIST INC 4155666394	SAN FRANCISCO	CA	PO 2193535	\$45.00
06/24/19	CVS PHARMACY 8007467287 Service Award gift cards PAY OVER TIME OPTION	FORT WORTH	TX	PO 2193520	\$711.90 ◆
06/26/19	CASINO PARTIES CASINO PARTY Deposit for Casino Parties - TX EMS Conference, MedStar reception. PAY OVER TIME OPTION	ARLINGTON	TX	PO 2193561	\$1,361.00 ◆

**Fees**

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



**Leave of Absence Report  
October 2018 - June 2019**

**LIGHT DUTY for Fiscal Year 2018-2019**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	350:17	242:08	525:00	329:52	300:14	217:13	234:07	276:20	218:49	0:00	0:00	0:00	
FY 2019	350:17	592:25	1117:25	1447:17	1747:31	1964:44	2198:51	2475:11	2694:00	2694:00	2694:00	2694:00	3767:58
FY 2018	151:32	199:27	528:35	879:24	1220:13	1399:43	1828:45	2650:18	3214:34	3679:35	3978:13	4186:38	

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

**Worker's Comp LOA for Fiscal Year 2018-2019**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	5:10	0:00	16:38	0:00	0:00	0:00	108:00	36:00	0:00	0:00	0:00	0:00	
FY 2019	5:10	5:10	21:48	21:48	21:48	21:48	129:48	165:48	165:48	165:48	165:48	165:48	32:24
FY 2018	0:00	12:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	

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

**FMLA LOA for Fiscal Year 2018-2019**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1688:40	1494:22	1275:35	1378:42	1060:48	1211:44	1098:44	1083:16	983:10	0:00	0:00	0:00	1127:30
FY 2019	1688:40	3183:02	4458:37	5837:19	6898:07	8109:51	9208:35	10291:51	11275:01	11275:01	11275:01	11275:01	
FY 2018	1536:38	3007:35	4463:20	6080:49	7317:29	9154:12	11121:30	13431:41	14527:50	15672:44	16489:35	17157:28	1429:00:00

**Military Leave for Fiscal Year 2018-2019\***

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	72:00	48:00	72:00	116:00	59:00	120:00	97:00	166:00	296:00	0:00	0:00	0:00	104:36
FY 2018	72:00	120:00	192:00	308:00	367:00	487:00	584:00	750:00	1046:00	1046:00	1046:00	1046:00	

\*Unfilled shifts only

**Total Leave Hours**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2116:07	1784:30	1889:13	1824:34	1420:02	1548:57	1537:51	1561:36	1497:59	0:00	0:00	0:00	1518:04
FY 2018	2116:07	3900:37	5789:50	7614:24	9034:26	10583:23	12121:14	13682:50	15180:49	15180:49	15180:49	15180:49	

**Summary of Fiscal Year 2018-2019**

	Light Duty	Worker's Comp	FMLA	Military	Total
YTD	2694:00	165:48	11275:01	1046:00	15180:49
Goal-Compare	3767:58	32:24	17157:28	1543:05	5343:27

**MedStar Mobile Health Care Separation Statistics - June 2019**

	Current Month			Year to Date			Compared to June '18		Headcount May
	Vol	Invol	Total	Vol	Invol	Total	18-Jun	%inc/dec	
Full Time Separations	4	0	4	35	7	42	45	-6.7%	464
Part Time Separations	3	0	3	33	1	34	15	126.7%	52
Total Separations	7	0	7	68	8	76	60	26.7%	516

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	0.86%	5.77%	1.36%	9.05%	65.38%	14.73%

**Separations by Department**

**Full time**

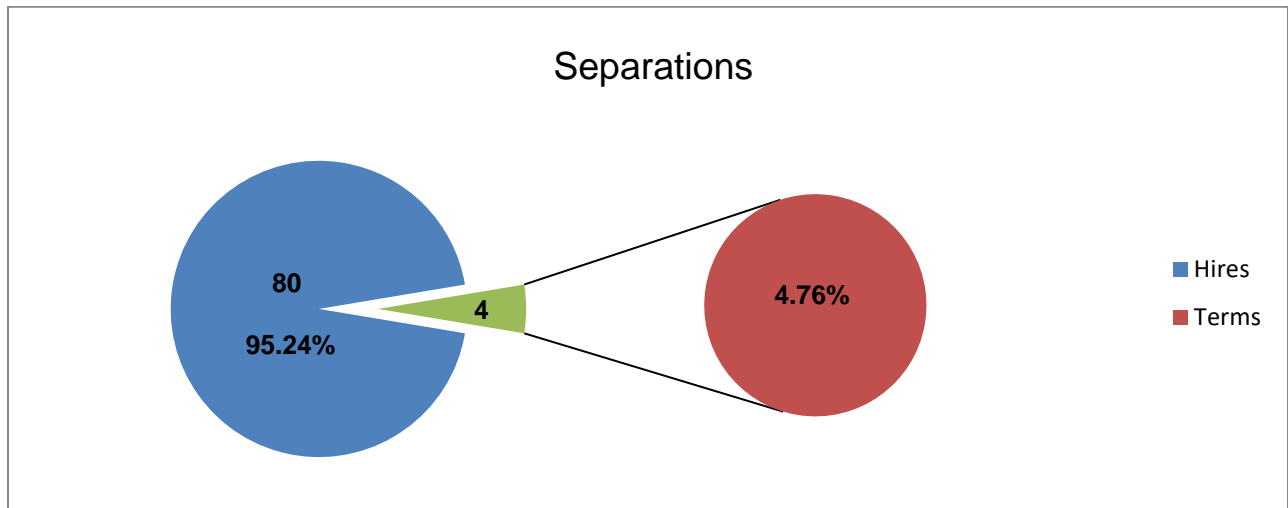
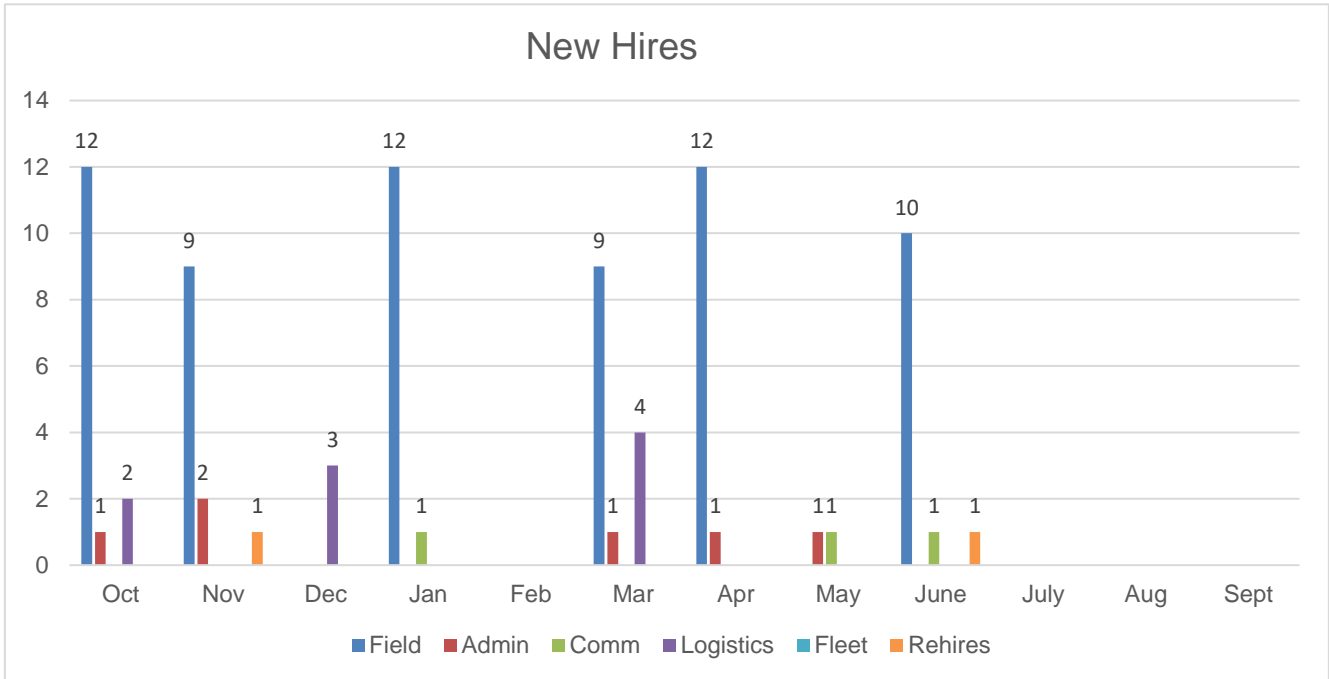
	Current Month			Year to Date			Headcount 19-Jun
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	2	0	2	12	1	13	127
Basics	1	0	1	8	4	12	148
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				1	0	1	29
Communications				3	0	3	36
Compliance							1
Controller - Payroll, Purchasing, A/P	1	0	1	1	0	1	3
Customer Integration							1
Executives				2	0	2	6
Field Manager/Supervisors - Operations							18
Human Resources				1	0	1	7
Information Technology				1	0	1	2
Medical Records							2
Mobile Integrated Health Department				0	0	0	15
MTAC - MedStar Training Academy							13
Office of the Medical Director				1	0	1	10
Risk and Safety							3
Support Services - Facilities, Fleet, S.E., Logistics				5	2	7	38
<b>Total</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>35</b>	<b>7</b>	<b>42</b>	<b>464</b>

**Part Time**

	Current Month			Year to Date			Headcount 19-Jun
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	2	0	2	12	0	12	27
Basics				12	1	13	22
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications				2	0	2	
Compliance							
Controller - Payroll, Purchasing, A/P							1
Customer Integration							
Deployment							
Executives							
Field Manager/Supervisors							
Fleet							
Human Resources				1	0	1	
Information Technology							
Medical Records							
Mobile Integrated Health Department	1	0	1	3	0	3	1
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics				3	0	3	1
<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>33</b>	<b>1</b>	<b>34</b>	<b>52</b>

# Recruiting & Staffing Report

## Fiscal Year 2018-2019



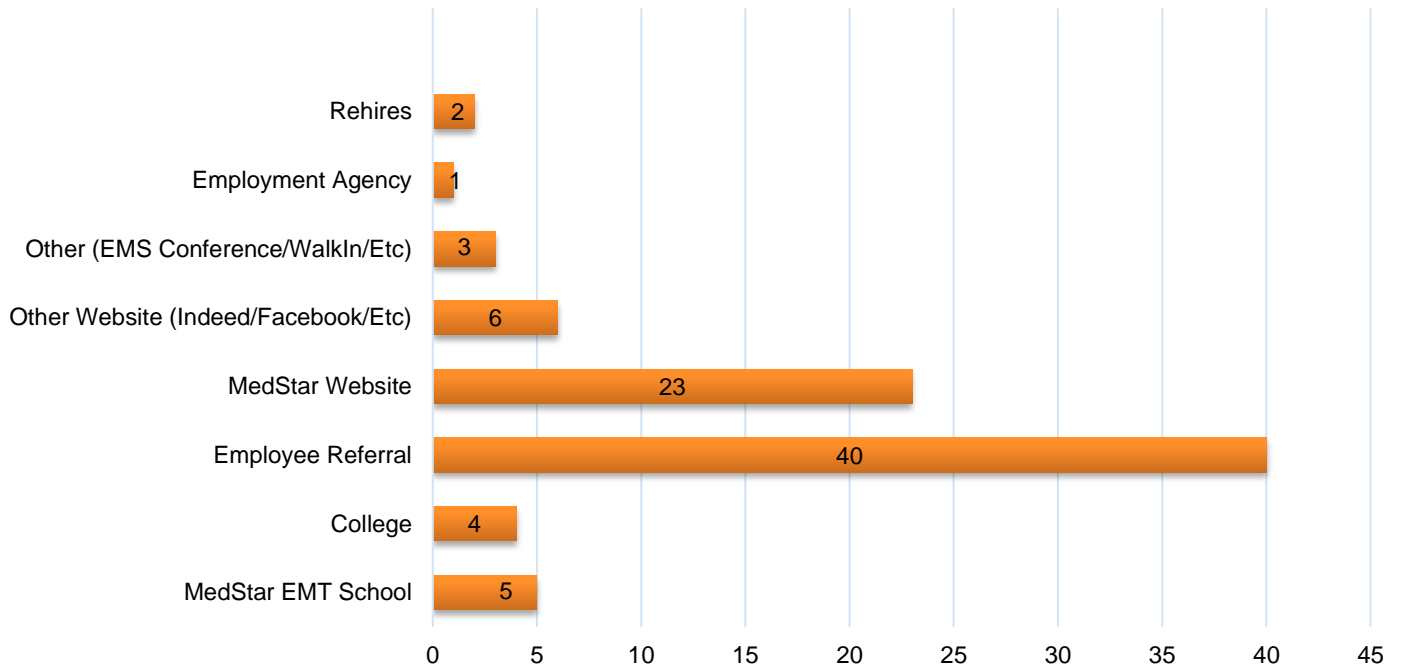
**Fiscal Year Statistics**  
 Total hires to date 84  
 Total separations from hires 4

**Separation Reason from Hire:**

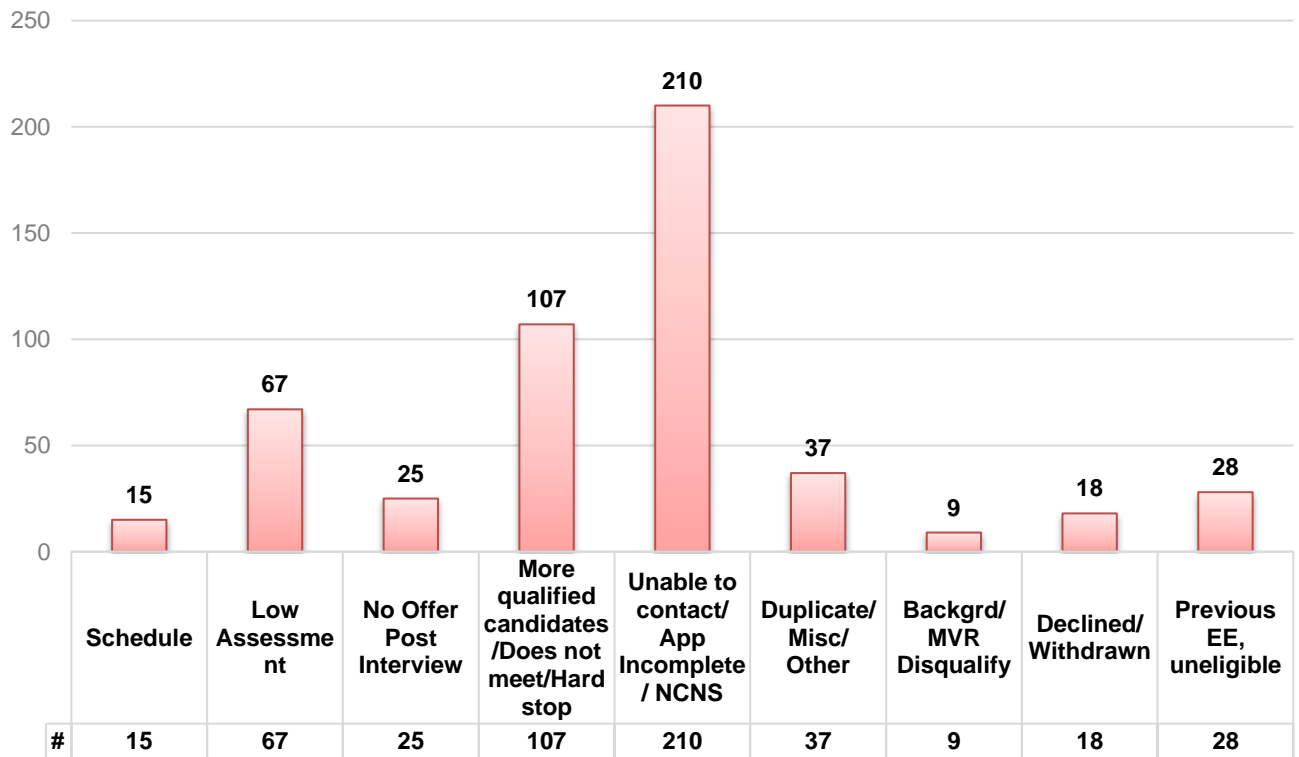
- Medical – 1
- Personal Reasons - 1
- Relocation - 1
- Better Opportunity - 1



### New Hire Referral Source



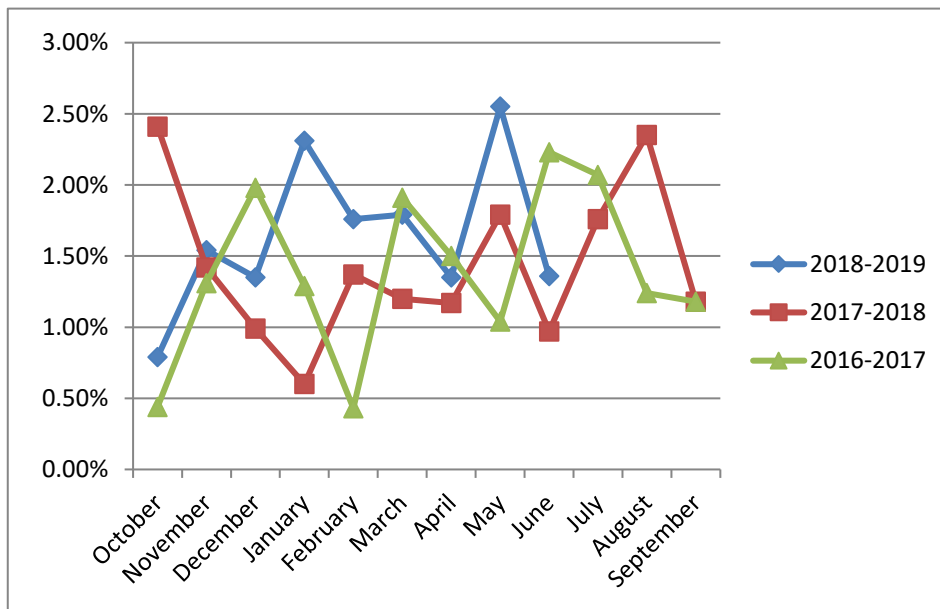
### Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED 516  
 TOTAL APPLICATIONS REVIEWED 600

### MedStar Mobile Healthcare Turnover Fiscal Year 2018-2019

	Full & Part Time Turnover			Full Time Only
	2018-2019	2017-2018	2016-2017	2018-2019
October	0.79%	2.41%	0.44%	0.46%
November	1.54%	1.42%	1.31%	0.88%
December	1.35%	0.99%	1.98%	0.66%
January	2.31%	0.60%	1.29%	1.10%
February	1.76%	1.37%	0.43%	0.89%
March	1.79%	1.20%	1.91%	1.34%
April	1.35%	1.17%	1.50%	1.29%
May	2.55%	1.79%	1.04%	1.74%
June	1.36%	0.97%	2.23%	0.86%
July		1.76%	2.07%	
August		2.35%	1.24%	
September		1.18%	1.18%	
Projected	19.733%	17.210%	16.620%	12.293%





**Discussion**

**MEDS Committee**

- Next meeting in August

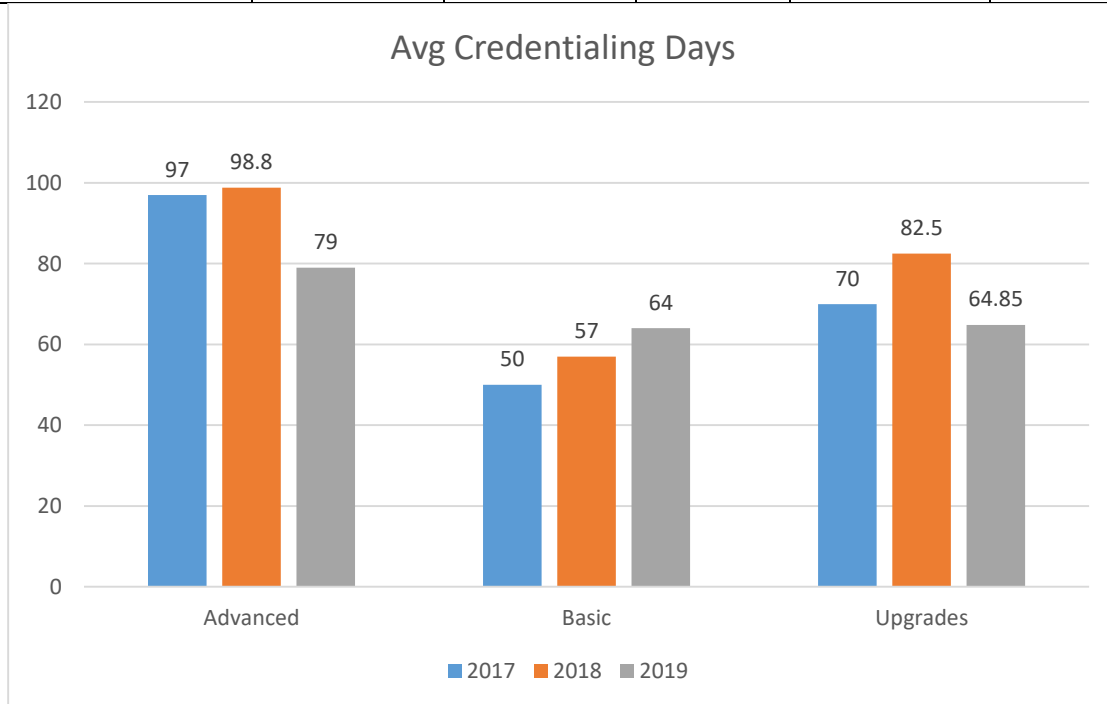
**Education and Training**

- Education
  - o OMD 19Q3 CE – In planning stage

**Credentialing**

- Protocol Update Testing
  - o Complete
- Update to ECA treatment policy, adding Narcan
  - o ECA FRO / Providers will be tested

2019	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	10	4	0	1	5
Adv Upgrade	10	7	0	0	3
Basic	36	25	0	1	10



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



QA

Case Acuity		June 2019
High	4	(3.5%)
Moderate	21	(18.6%)
Low	78	(69.0%)
Non QA/QI	10	(8.8%)
<b>Grand Total</b>	<b>113</b>	<b>(100.0%)</b>

Case Disposition		June 2019
Clinically Appropriate	1	(0.9%)
Needs Improvement	35	(31.0%)
Clinically Inappropria..	2	(1.8%)
Forwarded	12	(10.6%)
No Fault	47	(41.6%)
Pending	16	(14.2%)
<b>Grand Total</b>	<b>113</b>	<b>(100.0%)</b>

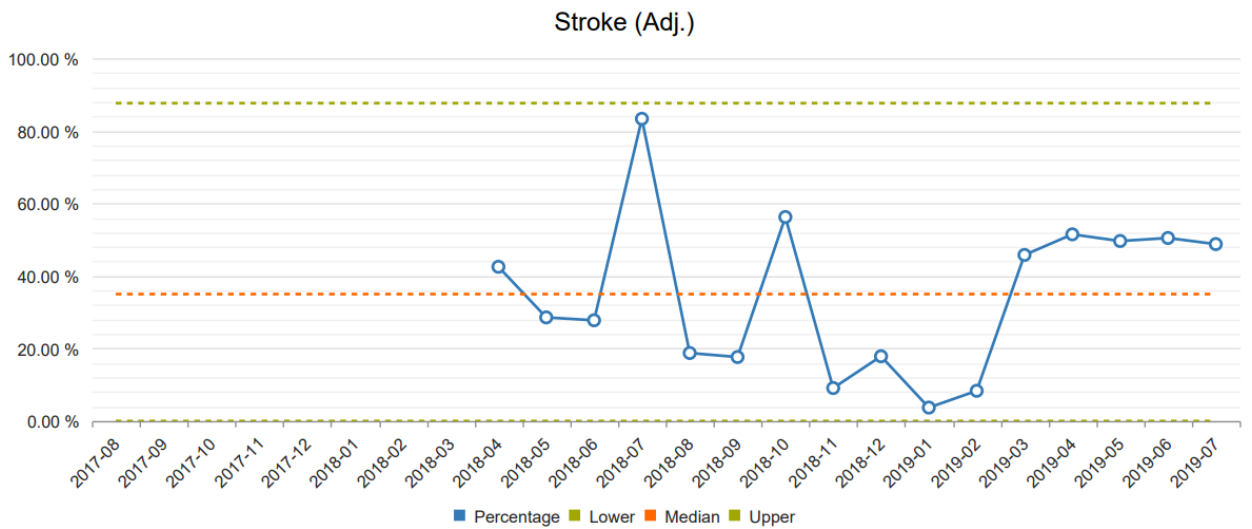
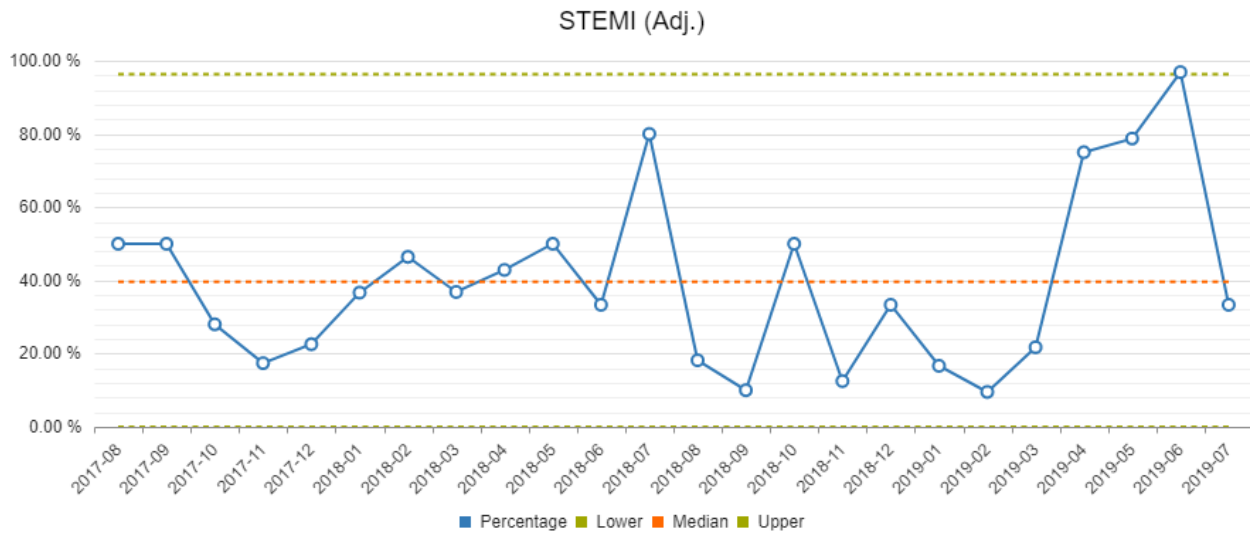
Case Metrics (Time to MD Review, Time to Closure)			
Acuity	Avg. Created-Review Days	Avg. Review-Closure Days	Avg. Created-Closure Days
High	6.3 days	-2.5 days	7.0 days
Moderate	5.3 days	4.4 days	9.2 days
Low	5.5 days	0.4 days	5.9 days
Non QA/QI	3.6 days	0.2 days	3.8 days
<b>Grand To..</b>	<b>5.3 days</b>	<b>0.8 days</b>	<b>6.1 days</b>

Case Origin			System Clinical Issues	
Self Report 32 28.3%	CQI/First Pass 20 17.7%	Airway QA 13 11.5%	June 2019	
OMD 21 18.6%	Customer Relations		Equipment Issues	1
	Facility 7		Inadequately Treated U..	1
			No EtCO2 w/ PPV	1
			Case Status	
			June 2019	
			Closed	99 (87.6%)
			Open	13 (11.5%)
			Open CIP	1 (0.9%)
			<b>Grand Total</b>	<b>113 (100.0%)</b>

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System Diagnostics

- Clinical Bundles

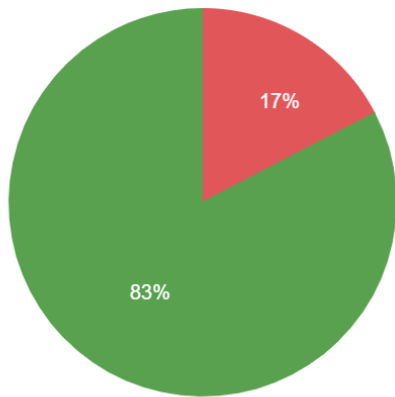
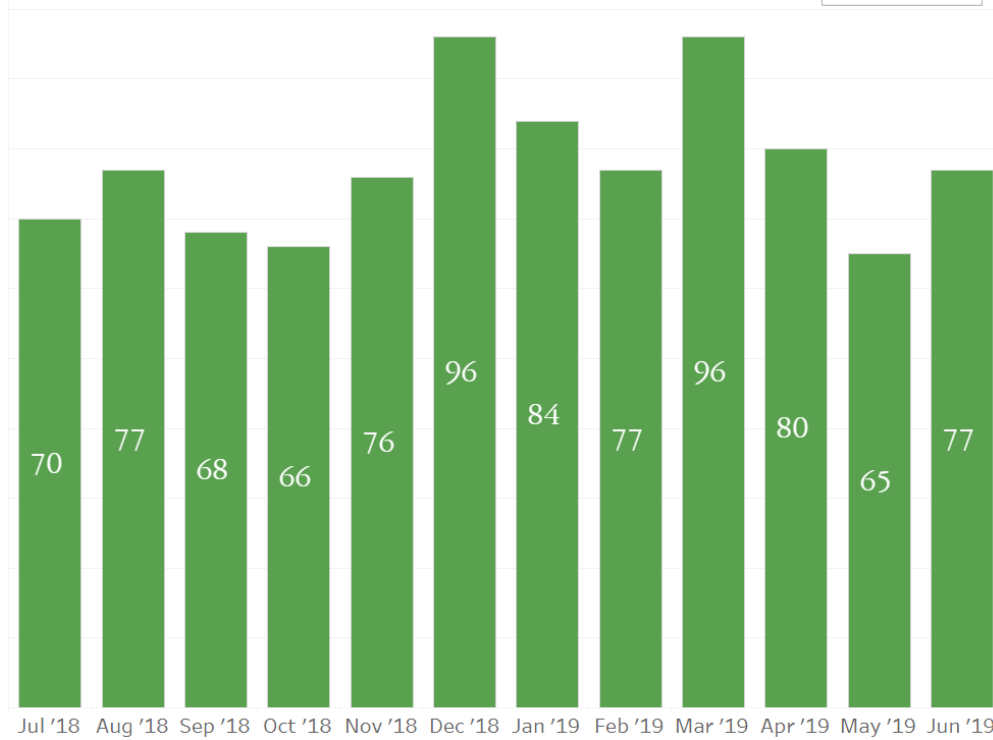


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- **Resuscitation**

Number of Cardiac Arrests

FRO  
(All)



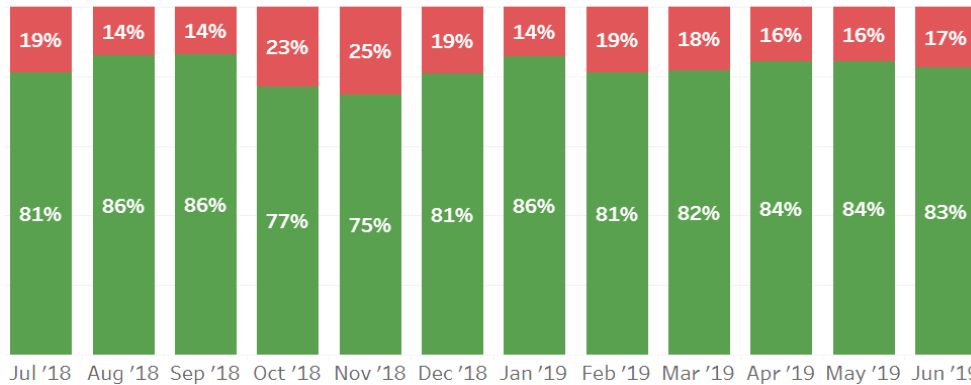
June 2019

FRO  
(All)

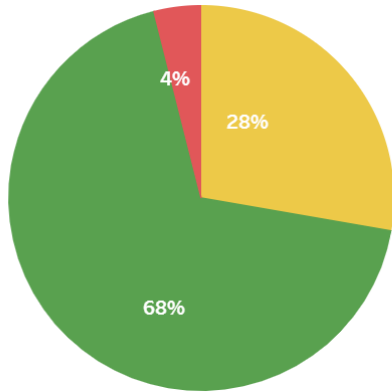
Chest Compression Fraction

- < 90%
- ≥ 90%

Chest compressions should be performed at least 90% of the time during a cardiac arrest



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June 2019

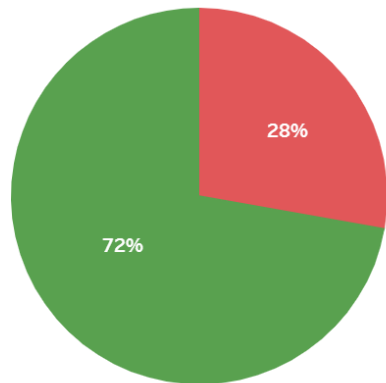
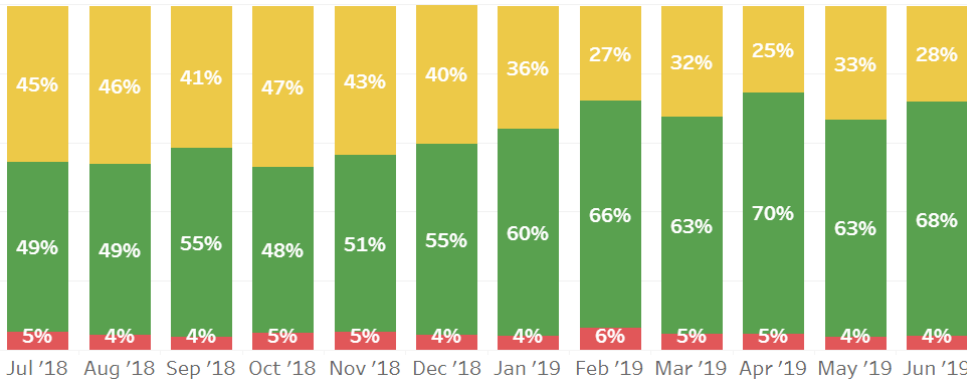
FRO

(All)

Rate

- Too Fast
- Correct Rate
- Too Slow

Chest compression should be performed at a rate of 100-120 compressions per minute



June 2019

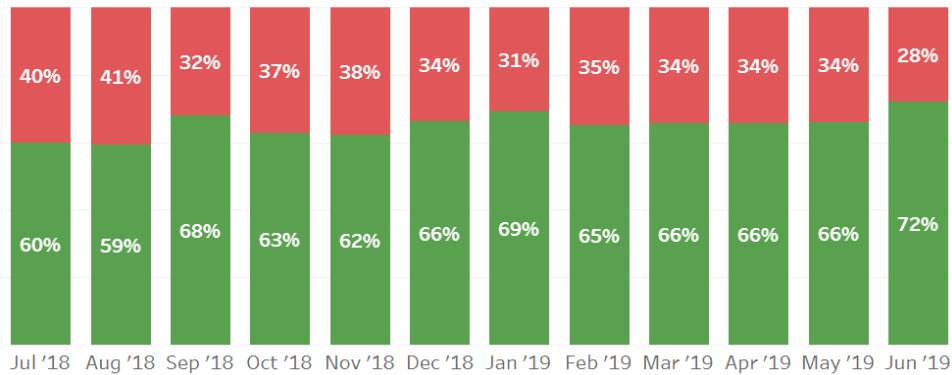
FRO

(All)

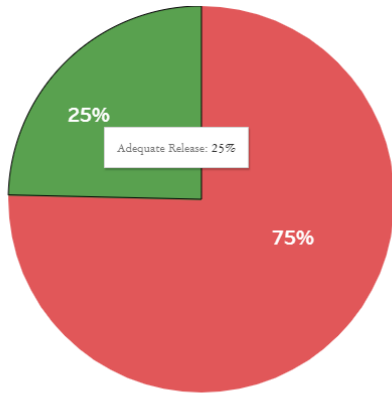
Depth

- Too Shallow
- Correct Depth

Chest compressions should meet a minimum depth of 2 inches



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June 2019

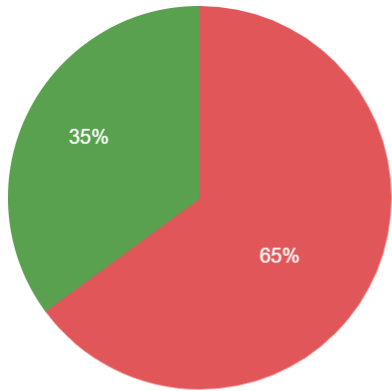
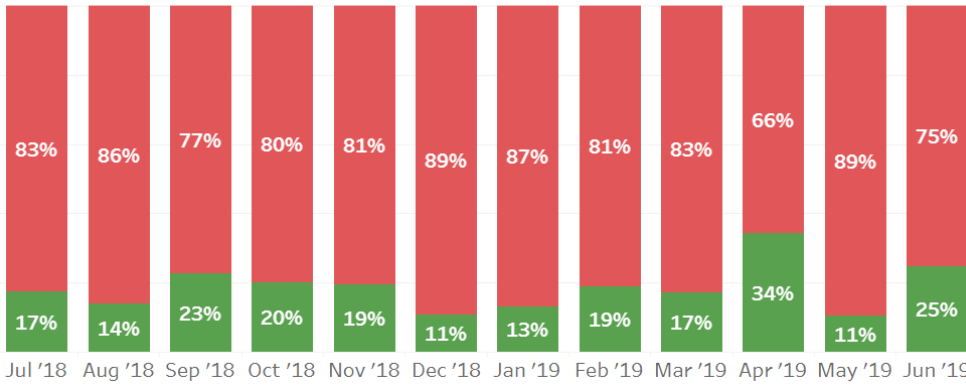
FRO

(All)

Release Velocity

- Inadequate Release
- Adequate Release

You should allow full chest recoil at a speed of at least 400 mm/s



June 2019

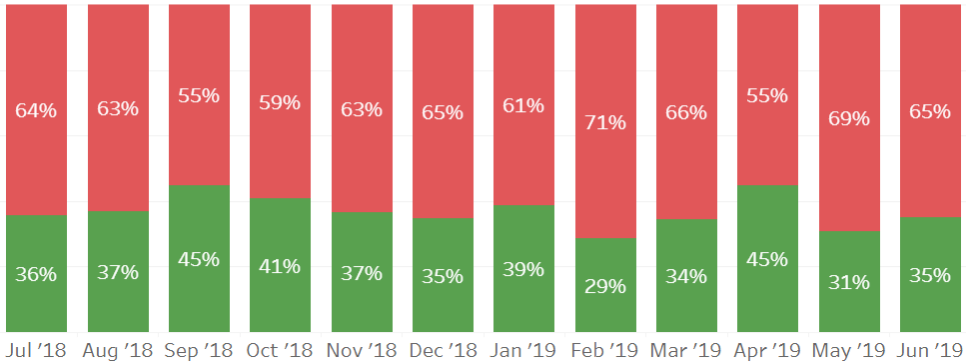
FRO

(All)

ROSC

- No
- Yes

Percentage of cases with documented return of spontaneous circulation

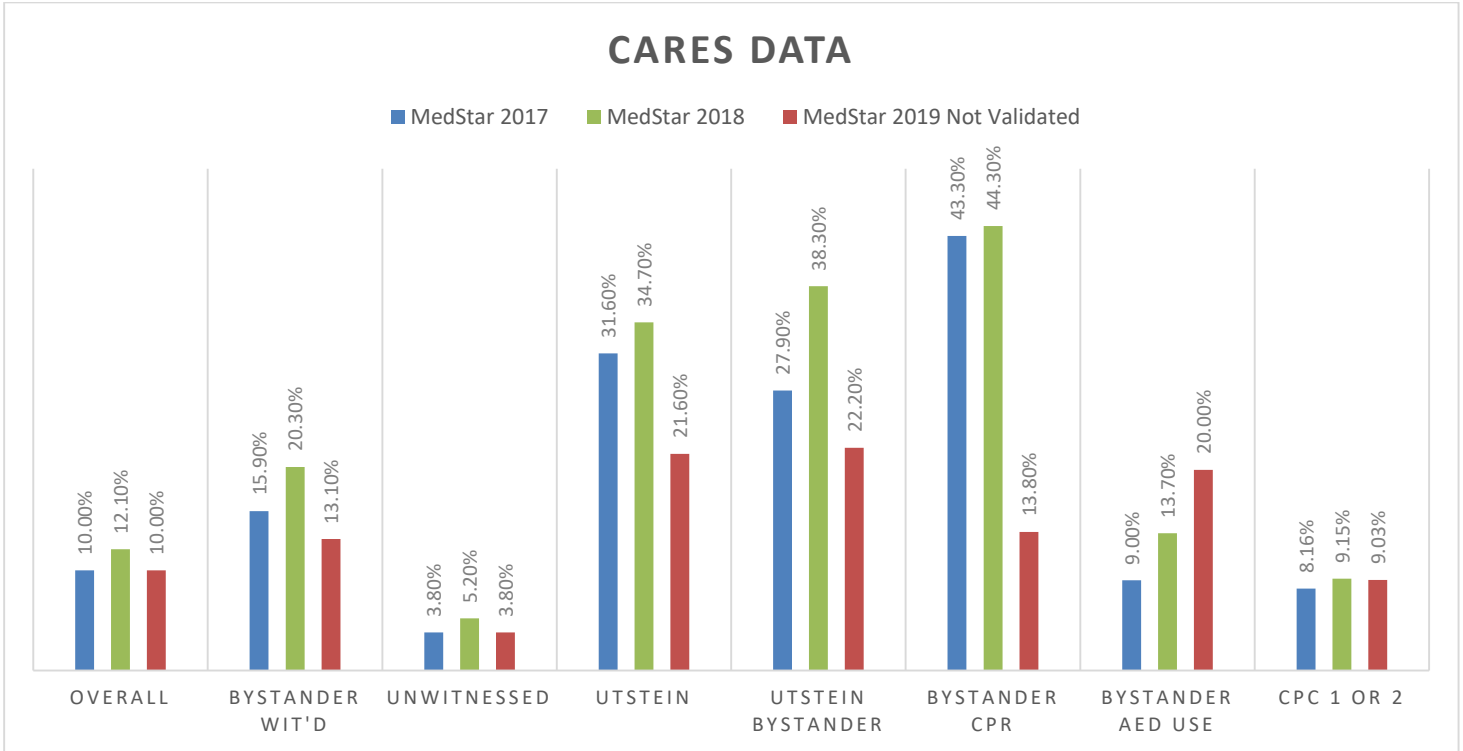


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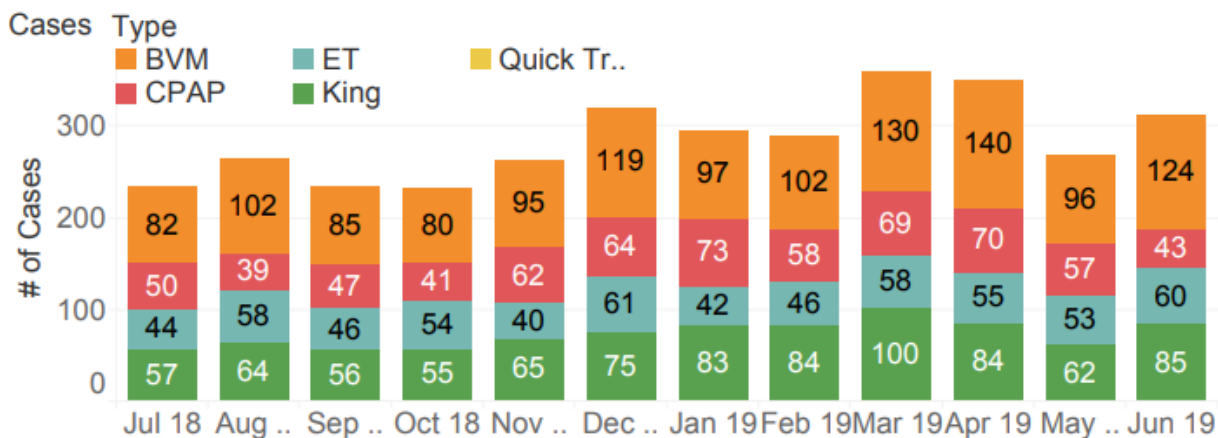
**CARES**

- 2019 data is not complete
  - o 34 outcomes missing

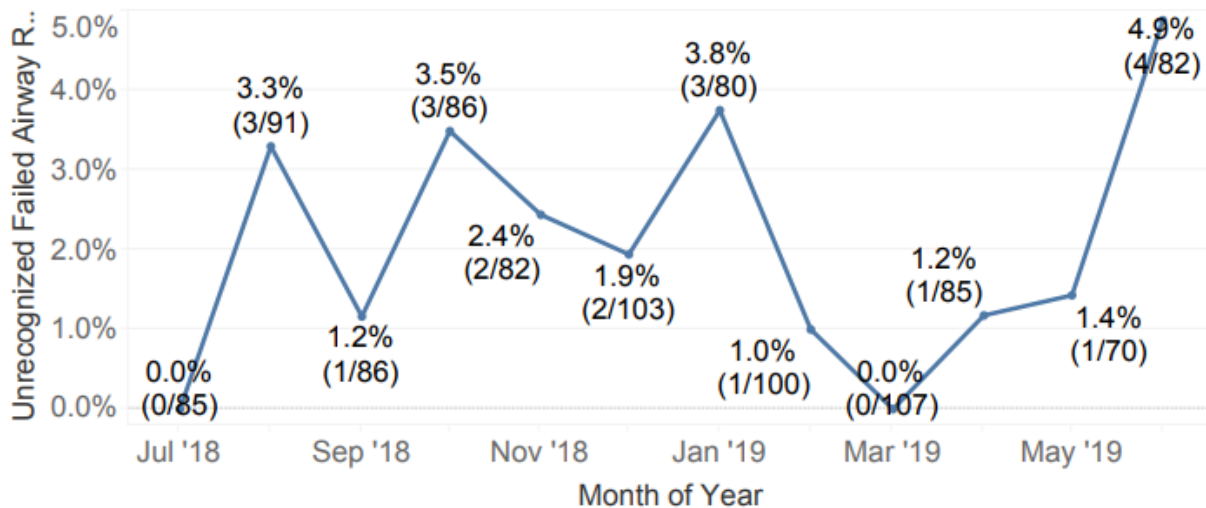


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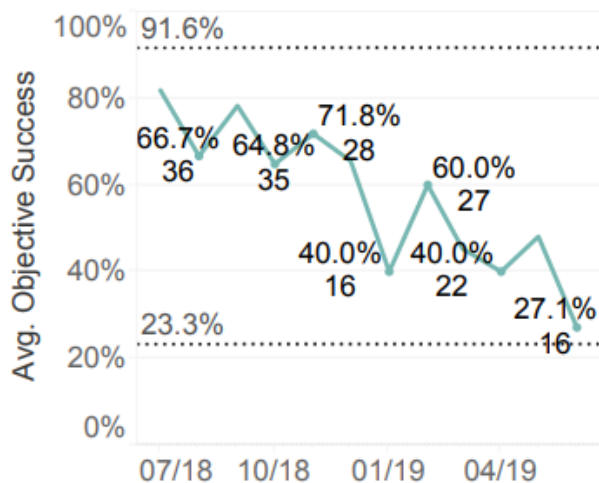
**Airway**



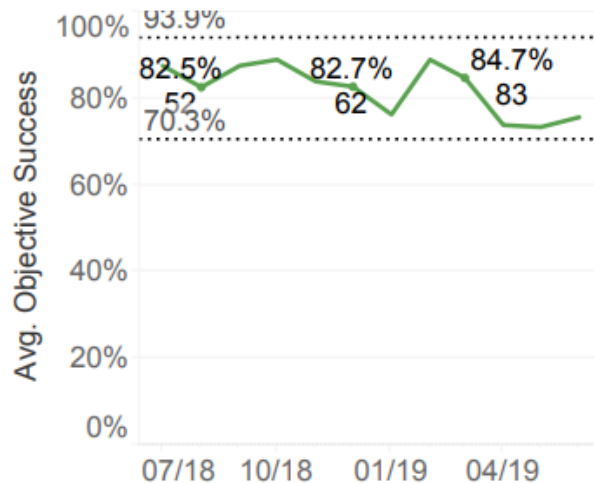
**Unrecognized Failed Advanced Airway Rate**



**Advanced Airways Success - ET**



**Advanced Airways Success - King**



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## MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2019 to Jun 2019

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	9	9	00:04:30	0	100.0%	0	0.0%	46	2	95.7%
	2	4	4	00:07:22	1	75.0%	0	0.0%	91	5	94.5%
	3	1	1	00:07:51	0	100.0%	0	0.0%	31	0	100.0%
<b>Total Blue Mound</b>		<b>14</b>	<b>14</b>								
Burleson	1	68	67	00:08:27	14	79.4%	2	2.9%	68	14	79.4%
	2	182	167	00:07:47	16	91.2%	1	0.5%	182	16	91.2%
	3	73	67	00:09:31	6	91.8%	1	1.4%	73	6	91.8%
	4	170	170	00:29:36	11	93.5%	3	1.8%	170	11	93.5%
<b>Total Burleson</b>		<b>493</b>	<b>471</b>								
Edgecliff Village	1	8	8	00:09:00	2	75.0%	0	0.0%	60	9	85.0%
	2	20	20	00:07:09	0	100.0%	0	0.0%	20	0	100.0%
	3	8	8	00:09:08	0	100.0%	0	0.0%	59	1	98.3%
<b>Total Edgecliff Village</b>		<b>36</b>	<b>36</b>								
Forest Hill	1	51	48	00:08:01	8	84.3%	0	0.0%	51	8	84.3%
	2	65	62	00:09:08	5	92.3%	0	0.0%	65	5	92.3%
	3	32	29	00:10:36	3	90.6%	0	0.0%	113	7	93.8%
<b>Total Forest Hill</b>		<b>148</b>	<b>139</b>								
Fort Worth	1	2463	2342	00:07:44	276	88.8%	34	1.4%	2463	276	88.8%
	2	5065	4601	00:08:04	362	92.9%	41	0.8%	5065	362	92.9%
	3	2861	2674	00:09:38	201	93.0%	33	1.2%	2861	201	93.0%
	4	903	898	00:25:49	64	92.9%	21	2.3%	903	64	92.9%
<b>Total Fort Worth</b>		<b>11292</b>	<b>10515</b>								
Haltom City	1	64	63	00:08:45	11	82.8%	0	0.0%	64	11	82.8%
	2	158	139	00:09:31	20	87.3%	3	1.9%	158	20	87.3%
	3	83	76	00:10:53	8	90.4%	1	1.2%	83	8	90.4%
	4	10	10	00:23:47	0	100.0%	0	0.0%	18	0	100.0%
<b>Total Haltom City</b>		<b>315</b>	<b>288</b>								
Haslet	1	3	3	00:07:53	1	66.7%	0	0.0%	61	11	82.0%
	2	19	15	00:08:03	1	94.7%	1	5.3%	68	4	94.1%



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2019 to Jun 2019

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 %
	3	4	4	00:09:56	0	100.0%	0	0.0%	47	1	97.9%
<b>Total Haslet</b>		<b>26</b>	<b>22</b>								
Lake Worth	1	30	30	00:08:28	8	73.3%	0	0.0%	94	17	81.9%
	2	62	58	00:07:39	4	93.5%	0	0.0%	141	7	95.0%
	3	21	17	00:08:17	2	90.5%	0	0.0%	111	5	95.5%
	4	2	2	00:17:32	0	100.0%	0	0.0%	13	0	100.0%
<b>Total Lake Worth</b>		<b>115</b>	<b>107</b>								
Lakeside	1	1	1	00:06:24	0	100.0%	0	0.0%	18	5	72.2%
	2	6	5	00:08:54	1	83.3%	0	0.0%	42	12	71.4%
	3	3	2	00:12:48	2	33.3%	0	0.0%	18	6	66.7%
<b>Total Lakeside</b>		<b>10</b>	<b>8</b>								
River Oaks	1	16	16	00:10:33	3	81.3%	1	6.3%	51	8	84.3%
	2	22	21	00:07:50	1	95.5%	0	0.0%	22	1	95.5%
	3	15	15	00:10:13	1	93.3%	1	6.7%	67	4	94.0%
<b>Total River Oaks</b>		<b>53</b>	<b>52</b>								
Saginaw	1	45	44	00:08:23	6	86.7%	2	4.4%	45	6	86.7%
	2	68	57	00:08:09	5	92.6%	0	0.0%	68	5	92.6%
	3	38	37	00:10:47	2	94.7%	0	0.0%	68	5	92.6%
<b>Total Saginaw</b>		<b>151</b>	<b>138</b>								
Sansom Park	1	11	11	00:09:42	5	54.5%	1	9.1%	29	5	82.8%
	2	32	30	00:07:14	1	96.9%	0	0.0%	62	2	96.8%
	3	13	13	00:09:38	2	84.6%	0	0.0%	67	3	95.5%
	4	2	1	00:04:18	0	100.0%	0	0.0%	14	0	100.0%
<b>Total Sansom Park</b>		<b>58</b>	<b>55</b>								
Westover Hills	1	2	2	00:08:56	0	100.0%	0	0.0%	5	1	80.0%
	2	1	1	00:06:40	0	100.0%	0	0.0%	13	1	92.3%
	3	3	2	00:09:13	0	100.0%	0	0.0%	15	1	93.3%
<b>Total Westover Hills</b>		<b>6</b>	<b>5</b>								
	1	6	5	00:08:21	0	100.0%	0	0.0%	72	6	91.7%



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2019 to Jun 2019

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	2	35	32	00:09:08	3	91.4%	0	0.0%	35	3	91.4%
	3	18	17	00:09:47	0	100.0%	0	0.0%	95	2	97.9%
	4	1	1	00:12:29	0	100.0%	0	0.0%	8	0	100.0%
<b>Total Westworth Village</b>		<b>60</b>	<b>55</b>								
White Settlement	1	56	56	00:06:31	3	94.6%	1	1.8%	56	3	94.6%
	2	91	86	00:07:06	2	97.8%	0	0.0%	91	2	97.8%
	3	50	48	00:07:41	0	100.0%	0	0.0%	120	1	99.2%
	4	8	8	00:06:41	0	100.0%	0	0.0%	32	0	100.0%
<b>Total White Settlement</b>		<b>205</b>	<b>198</b>								
System Wide	1	2833	2705	00:07:48	337	88.1%	41	1.4%	3183	382	88.0%
	2	5830	5298	00:08:06	422	92.8%	46	0.8%	6123	445	92.7%
	3	3223	3010	00:09:39	227	93.0%	36	1.1%	3828	251	93.4%
	4	1096	1090	00:26:14	75	93.2%	24	2.2%	1196	76	93.6%
<b>Total System Wide</b>		<b>12982</b>	<b>12103</b>								



**Monday, July 15, 2019**  
**Compliance Officer's Report**  
**June 14, 2019 to July 14, 2019**

**Compliance Officer Duties**

- Several investigations conducted for compliance, and employee relation matters
- Submitted all employee provider roster changes to the DSHS as required
- 0 narcotic anomalies to report

**Paralegal Duties**

- 17 DFPS reports made for suspected abuse, neglect, or exploitation
- 4 Pre-trial meetings held with the District Attorney's office
- 2 Criminal court witness appearances
- 2 Law Enforcement agency interviews
- 6 Subpoenas(s) for witness appearance processed and served
- Created, reviewed, and processed multiple contractual agreements with GC as needed

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

# Strategic Integration Summary

July 2019



## **Alternate Payment Models**

- CMMI//CMS “ET3” Alternate Payment Model for EMS
  - Work continues with stakeholders/payers on possible MedStar participation
  - Good response from payers and provider partners
- Commercial capitated model continues
  - Payer would like to look at other options for new year

## **Medicaid Ambulance Supplemental Payment Program – ASPP**

- Participating as SME to Public Consulting Group (PCG) and Texas HHSC to reinstate Medicaid supplemental payment model
  - HHSC continues to be engaged in trying to find a resolution

## **StarSaver Plus Pilot**

- Working with Trinity Terrace Independent Living Facility in Fort Worth on the StarSaver+Plus annual subscription program
- Conducted roll out sessions with residents 7/12
- Full implementation planned for 10/1

## **JPS Expanded Services**

- Working on a MedStar on Demand service line for JPS Connection patients

## **THR-Harris Readmission Prevention Program**

- Renewed the readmission prevention program

## **Paid Consulting Activity**

- Center for Public Safety Management (division of ICMA)
  - Currently working with them on 1 projects
    - San Diego County, CA – Evaluation of EMS agency performance
  - Asked to participate in a project for Bryan/College Station, TX

## **UT-Dallas Grant – DETECT II**

- Phase 2 of a project to enhance identification of potential elder neglect and abuse
- Implementation planned for August 2019

## **UNT Grant – WEHAIL**

- Grant awarded to UNT for elderly fall prevention and education
- MedStar participating in the grant

## **Citizen’s Academy**

- 74 applicants, 21 selected
- Kicked off July 9, 2019 and will run through August 13, 2019

## **MillerCoors**

- Working on a MedStar on Demand proposal for employee illness and injuries at their request

## **Institute for Healthcare Improvement (IHI) & West Health ACO Program**

- Helping to facilitate a workshop for all CMS NextGen ACOs educating on the new value service lines for EMS
  - September 2019

**Upcoming Speaking Engagements:**

<b>Event</b>	<b>Date</b>	<b>Location</b>	<b>Attendees</b>
Pinnacle EMS Leadership	July '19	Orlando, FL	~900
California Ambulance Association	September '19	San Diego, CA	~400
IHI/West Health ACO Symposium	September '19	San Diego, CA	~100
EMS World Expo	October '19	New Orleans, LA	~3,000
American Ambulance Association	November '19	Nashville, TN	~400
JEMS/EMS Today	March '20	Tampa, FL	~3,000

**Media:**

Local –

- Hot Weather Safety
  - CBS 11, FOX 4, NBC 5, ABC 8, Star-Telegram, Dallas Morning News, KRLD, WBAP
- Kids in Hot Cars Event and follow-ups
  - CBS 11, NBC 5, Star-Telegram, Dallas Morning News, KRLD, WBAP
- Drowning Awareness
  - CBS 11



# Mobile Integrated Healthcare Report

## June 2019 Activity

### Hospice:

Vitas: 9 active

- 0 9-1-1 call

Holy Savior: 10 active

- 0 9-1-1 encounter

Embrace: 9 active

- 0 9-1-1 encounters

### Home Health:

Klarus: 240 active

- 19 total 9-1-1 calls w/CCP on scene
- 4 in-home, scheduled visits

Health Masters: 34 active

- 2 total 9-1-1 calls w/CCP on scene
- 0 in-home, scheduled visit

### Readmission Avoidance Enrollments:

- Silverback: 15
- Baylor: 1
- Dr. Ewing: 1
- THR Alliance: 2
- UTSW NAIP: 4

9-1-1 Encounters w/CCP on scene: 2

### High Utilizer:

- UTSW NAIP: 12
- BCBS: 13
- Internal/FD: 7
- Non-adherent high utilizers: 12
- Silverback: 3

9-1-1 Encounters w/CCP on scene: 36

### Palliative Care, Silverback:

- 21 active

9-1-1 Encounters w/CCP on scene: 2

### 9-1-1 Nurse Triage:

- 190 total calls navigated to RN
- 59 calls provided alternative transportation
  - 56 Lyft
  - 1 Wheelchair
  - 2 POV
- 53 calls provided alternative care/destination

**Membership New / Renewal Comparison**

<b>Membership New / Renewal Comparison</b>											
	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change	2019	Cumulative	% Change
<b>New Households</b>											
January	35	35	37	37	5.7%	38	38	2.7%	21	21	-44.7%
February	58	93	32	69	-25.8%	41	79	14.5%	38	59	-25.3%
March	51	144	48	117	-18.8%	56	135	15.4%	35	94	-30.4%
April	40	184	68	185	0.5%	45	180	-2.7%	44	138	-23.3%
May	48	232	44	229	-1.3%	34	214	-6.6%	27	165	-22.9%
June	24	256	40	269	5.1%	36	250	-7.1%	31	196	-21.6%
July	22	278	29	298	7.2%	31	281	-5.7%	6	202	-28.1%
August	36	314	22	320	1.9%	35	316	-1.3%	0	202	-36.1%
September	42	356	38	358	0.6%	22	338	-5.6%	0	202	-40.2%
October	53	409	38	396	-3.2%	16	354	-10.6%	0	202	-42.9%
November	32	441	43	439	-0.5%	25	379	-13.7%	0	202	-46.7%
December	9	450	19	458	1.8%	40	419	-8.5%	0	202	-51.8%
<b>Total New Member Households</b>	<b>450</b>		<b>458</b>			<b>419</b>			<b>202</b>		
<b>Renewing Households</b>											
January	454	454	344	344	-24.2%	347	347	0.9%	216	216	-37.8%
February	306	760	117	461	-39.3%	546	893	93.7%	210	426	-52.3%
March	192	952	78	539	-43.4%	96	989	83.5%	335	761	-23.1%
April	1137	2089	788	1327	-36.5%	1293	2282	72.0%	954	1715	-24.8%
May	910	2999	1493	2820	-6.0%	453	2735	-3.0%	377	2092	-23.5%
June	354	3353	521	3341	-0.4%	395	3130	-6.3%	376	2468	-21.2%
July	357	3710	172	3513	-5.3%	287	3417	-2.7%	55	2523	-26.2%
August	335	4045	437	3950	-2.3%	335	3752	-5.0%	0	2523	-32.8%
September	326	4371	163	4113	-5.9%	132	3884	-5.6%	0	2523	-35.0%
October	192	4563	220	4333	-5.0%	269	4153	-4.2%	0	2523	-39.2%
November	165	4728	145	4478	-5.3%	75	4228	-5.6%	0	2523	-40.3%
December	126	4854	249	4727	-2.6%	292	4520	-4.4%	0	2523	-44.2%
<b>Total Renewing Households</b>	<b>4854</b>		<b>4727</b>			<b>4520</b>			<b>2523</b>		