



**Metropolitan Area EMS Authority (MAEMSA)**

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

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**Board of Directors**

**January 24, 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: January 24, 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>  | Opportunity for citizens to address the Board of Directors                                                                                                                                                                                                                                   |                          |
| <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 – 1336</b>                  | Approval of board minutes for December 13, 2017 board meeting.                                                                                                                                                                                                                               | Dr. Brian Byrd<br>Pg. 4  |
|             | <b>BC – 1337</b>                  | Approval of check history's for November and December 2017.                                                                                                                                                                                                                                  | Dr. Brian Byrd<br>Pg. 9  |
| <b>V.</b>   | <b>NEW BUSINESS</b>               |                                                                                                                                                                                                                                                                                              |                          |
|             | <b>IR - 206</b>                   | Ms. Kimberly DeWoody of Whitley-Penn: Results of Audit of MedStar Mobile Healthcare financial statements for the fiscal year 2016-2017.                                                                                                                                                      | Dr. Brian Byrd           |
|             | <b>BC – 1338</b>                  | Approval of Financing for capital purchases                                                                                                                                                                                                                                                  | Dr. Brian Byrd<br>Pg. 14 |
|             | <b>BC – 1339</b>                  | Approval of Radio Replacement                                                                                                                                                                                                                                                                | Dr. Brian Byrd<br>Pg. 21 |
| <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 Rudy Jackson, Fire Chief Kirt Mays
<b>F.</b>	Office of the Medical Director Report	Dwayne Howerton Dr. Neal Richmond
<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 of Metropolitan Area EMS Authority may conduct a closed meeting to seek the advice of its attorneys concerning (i) legal issues regarding potential revisions of the Interlocal Agreement and Uniform Ordinance or (ii) any current agenda item, which are exempt from public disclosure under Article X, Section 9 of the Texas State Bar Rules, as authorized by Section 551.071 of the Texas Government Code.

**IX. RECONVENE FROM CLOSED SESSION**

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

**X. ADJOURNMENT**



## MINUTES

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

2900 ALTA MERE DR.  
FORT WORTH, TEXAS 76116-4115  
December 13, 2017

The Metropolitan Area EMS Authority, MedStar Mobile Healthcare Board of Directors met on December 13, 2017 at the MedStar Mobile Healthcare offices.

#### I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 10:07 a.m.

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

#### II. INTRODUCTION OF GUESTS

Guests: Dr. Gary Floyd, Chair of EPAB; Michael Glynn, President, Local Board 440 Fire Fighters, and Wade Watkins, Unified Fire Authority near Salt Lake City, UT. Others present were Joan Jordan, Ken Simpson, Matt Zavadsky, Dwayne Howerton, Chad Carr, Dale Rose, Chris Cunningham, Susan Swagerty, Tina Smith, Michael Potts, Richard Brooks, Pete Rizzo, Shaun Curtis, Desi Partain, Bettina Martin, Leila Peeples, Melba Fowler, Dr. Veer Vithalani and Marianne Schmidt, all with MedStar.

#### III. CITIZEN PRESENTATIONS

There were no citizen presentations.

#### IV. CONSENT AGENDA

- BC – 1331 Approval of minutes for the October 25, 2017 meeting.**
- BC – 1332 Approval of approval of check history for October 2017.**

The motions to approve was made by Stephen Tatum and seconded by Dr. John Geesbreght. The motions were carried unanimously.

#### V. NEW BUSINESS

- BC – 1333 Approval of ERP Software. Bid # 2017-003**

The motion to approve was made by Dr. John Geesbreght and second by Paul Harral. The motion was carried unanimously.

- BC – 1334 Approval to purchase new Ambulance Modules. Bid # 2017-005**

The motion for approval to purchase from Professional Ambulance was made by Paul Harral and second by Stephen Tatum. The motion was opposed by Dr. John Geesbreght and Dr. Brian Byrd. Motion did not pass.

The motion for approval to purchase from Demers / Modern Mobility was made by Dr. John Geesbreght and second by Stephen Tatum and Dr. Brian Byrd. The motion was opposed by Paul Harral. The motion was passed.

The board requested periodic updates on satisfaction with the new ambulances and comparative costs to upgrade the ambulances over the next five (5) years.

**BC – 1334** Approval to change Medical Directors' status from contractors to employees of MAEMSA, subject to agreement on terms with Medical Directors. The motion to approve was made by Paul Harral and second by Stephen Tatum. The motion was carried unanimously.

**IR – 205** Douglas Hooten explained the RFQ for medical supplies and how we look for pricing of medical supplies that we use.

## **VI. MONTHLY REPORTS**

A. **CEO: Douglas Hooten:** The new garage doors and modifications are working well. We have a meeting next week with Fort Worth's Property Management Department about a potential ground lease at the 6<sup>th</sup> Patrol in north Fort Worth. We will get back to the board in a couple of months with plans, drawings and cost. Joan and I have been working on the financing with Chase and Frost banks. We will bring this to the board too. We have been working on a new payer model; Matt will talk about this more during his report.

B. **CFO: Joan Jordan:** Joan reviewed the finance report for Oct 2017. November and December financials will be in January 2018 board package. The Interlocal Cooperative Agreement specifies cash reserves to be a minimum of three months operating capital. Debt Covenants with Chase Bank specify 6 months operating expenses (net of non-cash expenses). Therefore, our goal is 50% of annual expenditures. Current balance in reserve is 69%.

C. **COO: Ken Simpson.**

What is Fractile Response Time? *An organization's ability to respond to X% of calls within a given time.*

- All MedStar standards are based on an 85<sup>th</sup> percentile standard for first responding unit without exceptions.
  - Priority 1 is 11 minutes
  - Priority 2 is 13 minutes
  - Priority 3 is 17 minutes
- Increase staffing by improving onboarding process efficiency
  - YTD Avg 88 Days- PUM Avg 75 days
- Decrease Lost Time
  - The goal is 10% within the first half of the year and by 5% in the second half of the fiscal year.
- Increase P1 Compliance by 4%
  - Will be accomplished by:
  - Assembling an EMD task force made up of FRO, OPS and OMD to evaluate priority levels.
    - Evaluate with criteria similar to NAEMD standards

- Increasing staffing by 17%. (Jan-Feb)
- Measuring Things That Matter
  - Hands on chest goal of 4 minutes or less 85% of the time on known cardiac arrest cases.
  - First medical contact in 11 minutes or less 85% of the time on cardiac arrest patients.
  - Bringing It All Together
- Year End Review
  - Implementation of Several Large Projects:
    - Logis CAD Implementation
    - First Watch updates for reporting
    - Monitor replacement
    - Finalizing ambulance replacement program
    - Updates to building i.e. garage doors, covered parking
    - Received recognition by National Safety Council as exemplary through their safe driving program.
    - Worked with vendors to negotiate contracts more advantageous to MAEMSA.

D. **Human Resources: Tina Smith** reported that this is the first time our FMLA has dropped for 2 months in a row. We had 5 people out, which equals 1300 hours; 4 of them were field personnel. This cost us a total of \$69k.

E. **FRAB: Fire Chief Kirt Mays** reported that the next FRAB meeting will be in January. Bursleson is working with ImageTrend and it is working well. **Fire Chief Rudy Jackson** reported that Fort Worth started to work with ImageTrend in August. We've had some connection problems, but we know once we are out of the pilot stage, everything will clean up well. Michael Glynn stated that the troops like the ImageTrend Software.

F. **OMD: Dr. Richmond** reviewed Tab F; he also gave an EPAB end of year report.

- QA reviewed 4000 cases (representing 3% of total call volume), including:
  - 650 CPR cases
  - 1282 Airway cases
  - 348 Sentinel cases (56% self-reported)
- Controlled Substance Tracking: 250 individual controlled substances utilizations per month (we track actual use of what is in the vial, as opposed to the vial itself).
  - Average of 15 outliers per month (3 times the System average for utilization or wasting)
  - 150 individual chart reviews for appropriate utilization or wasting
- Training numbers: Average time to Advanced level (paramedic) credentialing is 88 days (representing a 50% decrease in time to streets compared to pre-merger)

G. **Legal/Compliance: Kristofer Schleicher** informed the board that the MAEMSA Employee Handbook was completed. Managers will be sent soft copies to review before it is released early next year. A few of the changes include; new code of conduct, updated weapons policy (reviewed by Chad Carr), new Substance Abuse policy and LGBT anti-discrimination policy.

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

## VII. OTHER DISCUSSION

Brian Byrd informed the board that Paul Harral has been working with Joan Jordan and Tina Smith on creating evaluations for those who report directly to the board. Once these are completed, we will need input from the other board members.

**VIII. CLOSED SESSION**

There was no closed session.

**IX. ADJOURNMENT**

There being no further business, Chairman Byrd adjourned the meeting at 11:55 a.m.

Respectfully submitted,

Paul Harral  
Acting Secretary





**MedStar - Area Metropolitan Ambulance Authority**  
**Check History and Description Report for Checks Over \$5,000**  
**Activity From 11-01-2017 to 11-30-2017**

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
90393	11/1/17	Professional Ambulance Sales & Services Ambulance Remount	69,224.75
90395	11/7/17	AFLAC Employee Aflac Payable	5,292.60
90403	11/7/17	Bound Tree Medical LLC Medical Supplies-Logistics	11,547.90
90405	11/7/17	CDW Government Inc Minor Equipment- Hardware-IT	11,760.29
90411	11/7/17	Delta Dental Insurance Comany Dental Ins-Admin	18,946.22
90412	11/7/17	Direct Energy Business Utilities-Admin	12,774.84
90416	11/7/17	Fort Worth Heat & Air Facilities Maint - Logistics	8,758.75
90418	11/7/17	Fulcrum Group Consulting Services - IT	28,600.00
90426	11/7/17	Innovative Developers, Inc. Painting - Common Areas	38,326.63
90431	11/7/17	Maintenance of Ft Worth, Inc. Janitorial Service	5,153.49
90434	11/7/17	NRS Collection Services-Admin	9,990.12
90440	11/7/17	ReCept Pharmacy Medical Supplies-Logistics	136,586.94
90441	11/7/17	SafeTech Solutions Leadership Class - 10 participants	34,000.00
90457	11/7/17	ZirMed Inc Invoice & Forms Processing-Adm	14,090.18
90472	11/10/17	Delta Dental Insurance Comany Dental Ins-Admin	19,544.23
90481	11/10/17	Innovative Developers, Inc. Computer Room, building retrofit	19,452.45
90482	11/10/17	Infor Annual fee - Talent Science	48,919.00
90493	11/10/17	Sedona Productions Holiday Party	9,434.00
90534	11/15/17	Quality Air & Lift Service New Lifts	63,447.96
90553	11/21/17	Bradshaw Consulting Services, Inc Annual Maintenance	8,778.96
90574	11/21/17	Innovative Developers, Inc. Building retrofit	11,440.00
90588	11/21/17	Quality Air & Lift Service New Lifts	8,117.16
90592	11/21/17	Solutions Group Verification Services-Admin	28,024.90
90596	11/21/17	Taylor Healthcare Products Inc Medical Supplies-Logistics	9,871.20
90622	11/21/17	Zoll Medical Corporation Monitors	1,927,491.98
90642	11/27/17	VA Austin Financial Center	10 5,293.55

**MedStar - Area Metropolitan Ambulance Authority**  
**Check History and Description Report for Checks Over \$5,000**  
**Activity From 11-01-2017 to 11-30-2017**

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
		Refund	
ACH776611608	11/30/17	Dr. Veer D. Vithalani	17,050.00
		Medical Director - EPAB	
ACH776608424	11/30/17	Dr. Neal J. Richmond	23,873.00
		Medical Director - EPAB	
Wire#41745965	11/9/17	American Express	16,360.47
		MedStar Business Expenses	
Wire#4211903	11/21/17	WEX Bank	82,599.10
		Fuel	
			<u>2,704,750.67</u>
		TOTAL ACCOUNTS PAYABLE	2,757,984.79
		TOTAL PAYROLL EXPENSE	<u>3,185,439.68</u>
			<u>5,943,424.47</u>

**MedStar - Area Metropolitan Ambulance Authority**  
**Check History and Description Report for Checks Over \$5,000**  
**Activity From 12-01-2017 to 12-31-2017**

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
90634	12/1/17	AT&T Mobility Cell Phones-Admin	10,991.53
90636	12/1/17	JP Morgan Chase Bank, N.A. Constr Loan - Chase	75,686.90
90661	12/7/17	AFLAC Employee Aflac Payable	5,258.16
90666	12/7/17	Applause Promotional Products Uniforms	5,621.54
90669	12/7/17	Arrow International, Inc. Medical Supplies-Logistics	8,830.45
90670	12/7/17	Asserta Health Inc. Health Ins-Admin	7,500.00
90682	12/7/17	Continental Benefits Stop Loss Coverage & Admin Fee (2 mo)	114,992.34
90688	12/7/17	Direct Energy Business Utilities-Admin	10,992.49
90689	12/7/17	DocuSign Esignature platform	22,042.50
90693	12/7/17	Ferno Surface mounts - new ambulances	69,895.88
90698	12/7/17	Fulcrum Group Consulting Services - IT	31,237.00
90713	12/7/17	Logis Solutions Maintenance - CAD	20,700.00
90714	12/7/17	Bruce Lowrie Chevrolet Maintenance-Fleet	5,330.68
90718	12/7/17	Maintenance of Ft Worth, Inc. Janitorial Service	5,087.04
90723	12/7/17	NRS Collection Services-Admin	16,155.89
90736	12/7/17	ReCept Pharmacy Medical Supplies-Logistics	127,434.08
90744	12/7/17	SoftwareOne, Inc. SQL/Microsoft licensing annual	27,375.48
90747	12/7/17	Taylor Healthcare Products Inc Blankets	13,975.20
90759	12/7/17	XL Parts Maintenance-Fleet	8,562.41
90765	12/7/17	ZirMed Inc Verification Services-Admin	12,761.71
90804	12/19/17	Professional Ambulance Sales & Services Remount ambulance	69,224.75
90811	12/22/17	Arrow International, Inc. Medical Supplies-Logistics	6,069.78
90814	12/22/17	AT&T Telephone Base-Admin	17,359.52
90832	12/22/17	Continental Benefits Stop Loss Coverage & Admin Fee (1 mo)	52,111.35
90837	12/22/17	Delta Dental Insurance Comany Dental Ins-Admin	19,355.93
90844	12/22/17	EverBridge Inc.	12 11,500.00

**MedStar - Area Metropolitan Ambulance Authority**  
**Check History and Description Report for Checks Over \$5,000**  
**Activity From 12-01-2017 to 12-31-2017**

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
90847	12/22/17	Messagaing software startup City of Fort Worth	109,113.00
90854	12/22/17	2018 Radio usage fees HF Custom Solutions	6,271.32
90856	12/22/17	Staff Holiday gift Innovative Developers, Inc.	15,342.22
90873	12/22/17	Building Retrofit NRS	21,257.17
90884	12/22/17	Collection Services-Admin PRUDENTIAL GROUP	17,861.71
90892	12/22/17	Life - Admin Solutions Group	23,793.85
90895	12/22/17	Verification Services-Admin Sun Life Financial	7,550.72
90897	12/22/17	Employee Vision Payable Taylor Healthcare Products Inc	17,820.00
90906	12/22/17	Blankets/Sheets Whitley Penn, LLC	23,653.00
90907	12/22/17	Audit Services-Admin XL Parts	8,365.69
90912	12/22/17	Maintenance-Fleet Zoll Data Systems Inc	7,637.47
90913	12/22/17	Quarterly Mtc - billing software Zoll Medical Corporation	8,153.80
90950	12/29/17	Chargers for Zoll batteries AT&T Mobility	10,984.47
90952	12/29/17	Cell Phones-Admin Direct Energy Business	10,404.26
90954	12/29/17	Utilities-Admin JP Morgan Chase Bank, N.A.	76,180.87
ACH793670570	12/28/17	Constr Loan - Chase Dr. Veer D. Vithalani	17,050.00
ACH793668807	12/28/17	Medical Director - EPAB Dr. Neal J. Richmond	23,873.00
Wire #42754890	12/8/17	Medical Director - EPAB American Express	20,070.89
Wire #43159612	12/20/17	MedStar Business Expenses WEX Bank Fuel	76,878.28
			<u>1,278,314.33</u>
		TOTAL ACCOUNTS PAYABLE	1,383,161.33
		TOTAL PAYROLL EXPENSE	<u>2,049,103.97</u>
			<u>3,432,265.30</u>



**Financing Options - January 2018**

Purchase:	Zoll Monitors	\$	2,400,000	(approved FY 17, paid FY 18)
	60 Ambulances over 5 years	\$	10,000,000	
	60 Chassis over 5 years	\$	2,700,000	
	Construct 3 deployment centers	\$	15,000,000	
			<u>\$</u>	<u>30,100,000</u>

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
	<b>Finance None</b>	<b>Finance All</b>	<b>Finance Partial</b>
Total Financing	\$ -	\$ 30,100,000	\$ 17,000,000
Cash at 9/30/2022 (Year 5)	\$ 19,052,947	\$ 32,757,106	\$ 25,869,431
Debt at 9/30/2022 (Year 5)	\$ -	\$ 15,135,517	\$ 7,142,857
Cash as % of Operating Exp	39%	68%	53%
Debt/equity ratio	3%	23%	12%
Return on Net Assets	7%	6%	7%

Assumption: 7 year payout, 2.7378% interest



### Summary of Options

Two credit facilities issued under a Major Commitment -

- A. Up to \$20.2MM for the purpose of purchasing land and the construction of three deployment centers and retiring current outstanding debt associated with the headquarters campus.
- B. Up to \$14MM for the purpose of replacing a fleet of 60 ambulances.

Terms -

- A. Up to 36 months, interest only. Anything drawn under the credit facility must be termed out within 2 years.
- B. Up to 24 months, interest only.

Pricing - Both facilities would be priced at 30-Day LIBOR plus 1.50%.



**TERM SHEET**

<b>Borrower:</b>	Medstar Area Metropolitan Ambulance Authority (“ <u>Borrower</u> ”)
<b>Lender:</b>	Frost Bank (“ <u>Lender</u> ”).
<b>Guarantor:</b>	Not applicable.
<b>Credit Facility:</b>	Commercial real estate construction loan (the “ <u>Loan</u> ”) in the maximum original principal amount of the lesser of (a) \$21,000,000; or (b) 80% of the accepted appraised value of the Project (the “ <u>Loan Amount</u> ”). The Loan will be documented on Lender’s standard forms of Loan Documents (as defined below).
<b>Availability and Purpose:</b>	A construction loan available in multiple advances to finance the construction three new deployment centers in Tarrant County and to refinance existing debt associated with the Borrower’s main campus. Once repaid, the Loan may not be re-borrowed.
<b>Closing Date:</b>	Not later than March 31, 2018 (the “ <u>Closing Date</u> ”).
<b>Maturity:</b>	The Loan will mature 36 months from the Closing Date (the “ <u>Maturity Date</u> ”).
<b>Interest Rate:</b>	The “Latest” <b>one month Libor</b> as quoted in <i>The Wall Street Journal (U.S. Edition)</i> , <b>plus 1.50% per annum</b> , with said rate to be adjusted monthly to account for any changes in said Libor. Libor will be defined in the Loan Documents in accordance with Lender’s standard practices.
<b>Swap Option:</b>	Not applicable.
<b>Payment Terms:</b>	Interest only will be due and payable monthly as it accrues until the Maturity Date, when the entire amount of the Loan, principal and interest then remaining unpaid, will be then due and payable. Any amounts drawn under the Loan must be termed out within two years.
<b>Extension Option(s):</b>	Upon maturity the Loan will be revaluated and, subject to Bank and Borrower approval, be renewed for another 12 months.
<b>Loan Fees:</b>	An origination fee in the amount of 0.10% of the final Loan amount will be payable by Borrower in immediately available funds upon the closing of the Loan.
<b>Voluntary Prepayments:</b>	The Loan may be prepaid, in whole or in part, without premium or penalty.
<b>Collateral:</b>	<p>The Loan and any hedging arrangements or swap agreements with Lender will be secured by a valid and perfected first priority lien (subject to liens permitted under the Loan Documents) on the following assets of Borrower [whether owned on the Closing Date or thereafter acquired (collectively, the “<u>Collateral</u>”):</p> <ul style="list-style-type: none"> <li>(a) First lien deed of trust on the Borrower’s main campus and the underlying land acreage and, if necessary, a first lien deed of trust on properties and improvements funded under the Loan;</li> <li>(b) Assignment of rents, leases, management/leasing contracts, furniture, fixtures and equipment, property-related escrow accounts, Cash Collateral Account (as defined below, if applicable), reserves, contingency accounts,</li> </ul>

	<p>and construction, architectural and engineering contracts, all in form and substance acceptable to Lender; and</p> <p>(c) Assignment of any interest rate hedge agreement, if any.</p> <p>If the overall commitment amount to the main campus appraised property value is less than or equal to 80%, then additional collateral may not be required.</p> <p>All pledges, security interests, and liens covering the Collateral will be created on terms and pursuant to definitive loan documentation satisfactory to Lender in its sole and absolute discretion.</p> <p><b>The Collateral shall also secure all other indebtedness and obligations of Borrower to Lender.</b></p>
<b>Financial Covenants:</b>	<p>Financial covenants of Borrower to include, but not be limited to, the following:</p> <p>(a) No additional debt indirect or direct in excess of \$200,000 per fiscal year without Bank approval.</p> <p>(b) A to-be-determined minimum debt service coverage.</p> <p>(c) Minimum 120 days cash-on-hand at all times.</p>
<b>Reporting Requirements:</b>	<p>Borrower will provide to Lender throughout the term of the Loan the following:</p> <p>(a) <u>Annual Statements</u>. Audited financial statements of Borrower within 120 days after the end of each fiscal year.</p> <p>(b) <u>Interim Statements</u>. Internal financial statements of Borrower within 45 days after the end of each fiscal quarter.</p> <p>(c) <u>Compliance Certificate</u>. To be provided with the Annual Statements.</p> <p>(d) <u>Additional Financial Information</u>. Additional financial information from time to time as may be requested by Lender.</p>
<b>Additional Requirements and Covenants:</b>	<p><u>Lender as Principal Depository</u>. Within one year of the Closing Date, the Borrower shall establish and maintain with Lender its primary deposit accounts.</p>
<b>Closing Conditions:</b>	<p>Closing of the Loan shall be conditioned upon Lender's receipt, approval, or completion of the following items, all in form and substance satisfactory to Lender:</p> <p>(a) Final credit approval;</p> <p>(b) Delivery of definitive, executed Loan Documents and other third party agreements (e.g., subordination agreements, assignments, etc.), as applicable;</p> <p>(c) Delivery of documents such as legal opinions, organizational documents, and other customary instruments for a transaction of this type;</p> <p>(d) Verification of all equity spent, if applicable;</p> <p>(e) Title insurance policy containing such endorsements and with such reinsurance as Lender may request;</p> <p>(f) FIRREA compliant appraisal of ordered by Lender on all property that will serve as Collateral;</p> <p>(g) Phase I environmental report of the Project and, if recommended, Phase II report on all property that will serve as Collateral;</p> <p>(h) Property, liability, builder's risk, as applicable, and other insurance in such amounts and with such coverage required by Lender;</p>

	<ul style="list-style-type: none"> <li>(i) Completed standard flood hazard determination form and delivery of signed receipt of required notices and satisfactory evidence (not ACORD certificates) of adequate flood insurance on the Project and its contents, as applicable;</li> <li>(j) Other due diligence items relating to the Collateral, including copies of exceptions listed in the title commitment; an ALTA/NSPS Survey of the Project, certified to Lender, title company, and underwriter; evidence of zoning compliance and availability of utilities; soils reports; copies of licenses, permits, and related agreements, as applicable; and copies of all earnest money contracts and leases, as applicable; and</li> <li>(k) Payment of all fees required to be paid to Lender and all expenses for which invoices have been presented.</li> </ul>
<p><b>Construction Requirements:</b></p>	<p><u>Additional Closing Conditions.</u> In addition to the conditions stated above, the closing of the Loan shall also be conditioned upon Lender’s receipt, approval, or completion of the following items, all in form and substance satisfactory to Lender:</p> <ul style="list-style-type: none"> <li>(a) Construction and Project documents to include, without limitation, plans and specifications, architect’s contract and certificate; engineer’s contract; guaranteed max/fixed price general contract with a satisfactory general contractor, together with a list of subcontractors; evidence of permits and approvals of governmental authorities; construction schedule; and other information requested by Lender;</li> <li>(b) Satisfactory inspector’s report from Lender’s consultant upon review of the construction and Project documents described above; and</li> <li>(c) Final Project budget.</li> </ul> <p><u>Conditions to Funding.</u> The funding of each advance shall be conditioned upon:</p> <ul style="list-style-type: none"> <li>(a) the accuracy of all representations and warranties in the Loan Documents;</li> <li>(b) there being no default or event of default in existence at the time of, or after giving effect to the making of, such extension of credit;</li> <li>(c) receipt and approval of a “Draw Package” containing such documents and information as required in the Loan Documents;</li> <li>(d) approval of the Draw Package by the inspector and Lender;</li> <li>(e) endorsement to the title policy as necessary to insure the priority of the advance;</li> <li>(f) evidence that the Loan is in balance; and</li> <li>(g) additional documentation requested by Lender and customarily required by construction lenders for projects similar to the Project.</li> </ul>
<p><b>Loan Documentation:</b></p>	<p>The Loan will be subject to the execution and delivery by Borrower, Guarantor, if any, other applicable obligors, and Lender of definitive loan documentation on Lender’s customary forms for commercial loan transactions of this type, as may be modified to reflect the terms in this Term Sheet and other agreed-upon terms, and which will include all or some of the following: loan agreement, promissory note(s), deed(s) of trust, security agreement(s), pledge agreement(s), guaranty(ies), UCC-1 financing statement(s), and other related documentation (collectively, the “<u>Loan Documents</u>”). The Loan Documents will contain representations, warranties, covenants (affirmative and negative), conditions, default provisions, and other provisions usual and customary for a transaction of this type and as</p>

	agreed upon by Lender and Borrower and Guarantor, if any, or other applicable obligors.
<b>Participations:</b>	Lender may sell participations in all or part of the Loan.
<b>Expenses:</b>	Borrower shall pay all of the following out-of-pocket costs and expenses incurred by Lender (collectively, the " <u>Expenses</u> "): (a) expenses related to making credit and legal evaluations, evaluating collateral and the like, Lender's ongoing due diligence investigations, travel expenses, costs of appraisers, engineers, inspectors, consultants, and attorneys, and all other expenses incurred in connection with the evaluation and origination of the Loan (regardless of whether the Loan Documents are executed and delivered and the Loan actually closes); (b) expenses related to the preparation, execution, delivery, administration, amendment, or waiver of the Loan Documents (including the reasonable fees, disbursements, and other charges of counsel to Lender and, if necessary, of one special counsel and one local counsel in any relevant jurisdiction); and (c) expenses (including the fees, disbursements and other charges of counsel to Lender and, if necessary, of one special counsel and one local counsel in any relevant jurisdiction) in connection with the enforcement of the Loan Documents, including in connection with workouts or restructurings. If for any reason the Loan contemplated by this Term Sheet does not close, Borrower shall immediately reimburse Lender for all of the applicable Expenses incurred with respect to same.

**TRANSACTION CONTACT INFORMATION:**

Questions regarding this Term Sheet may be directed to:

Jeff Salavarría	Tel. 817-420-5108	jeff.salavarría@frostbank.com
Shirley Cox	Tel. 817-420-5563	shirley.cox@frostbank.com

\* \* \* \* \*





## MedStar REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 01/04/18	REQUISITIONER Michael Potts	DEPARTMENT Logistics	COST CENTER Logistics	ACCT CODE	CAPITAL TRACKING # BC-1339
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Budgeted Funds?	IF YES - LIST BUDGET NUMBER (s)					
<input checked="" type="checkbox"/> Yes	BUDGET #	AMOUNT	MONTH	BUDGET #	AMOUNT	MONTH
<input type="checkbox"/> No		\$64,448				

PROJECT TITLE: Motorola XTL/XTS Radio Replacement	CAPITAL CATEGORY: <u>1</u> <u>2</u> <u>3</u> Choose "X" only one (priority)
------------------------------------------------------	--------------------------------------------------------------------------------

**DESCRIPTION OF ITEMS BEING REQUESTED:**

EF Johnson Viking VP600 Portable Radio (\$57,996.00).....	QTY 27
EF Johnson Viking VP900 Multi-Band (\$2,840.00).....	QTY 1
EF Johnson Single Bay Charger (\$100.00).....	QTY 1
High Capacity Battery for EFJ (\$1,612.00).....	QTY 13
1/4" Wave Antenna (\$1,200.00).....	QTY 50
Programing by City of Fort Worth (\$700.00).....	QTY 28

**QUALITATIVE JUSTIFICATION:**                      (Attach supporting documentation if necessary)

MedStar Mobile Healthcare began a replacement project 2016 to phase out the XTS Portable Radios that are no longer being made. This is year 3 of 4 of replacing the older portables with the EF Johnson Viking Portable radio which was chosen based on cost and feedback from field trials and the City of Fort Worth Radio Shop.

Also included is a Dual Band (800/VHF) VP900 Portable Radio and desk top charger to be utilized by the Chief Operations Officer

This also includes spare batteries and durable antennas.

Programing and installation to be completed by City of Fort Worth.

\*\*\*\*\* PURCHASE REQUISITION(s) & ALL QUOTES/CONTRACTS/LEASE DOCUMENTS MUST BE ATTACHED \*\*\*\*\*

DATE	SIGNATURES	REQUESTED EXPENDITURE		
1/5/18	DEPT./DIRECTOR LEVEL: 	PROPOSED CAPITAL (Tax Exempt)	\$	64,448.00
1-5-18	CHIEF FINANCIAL OFFICER 	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual} 0
	EXECUTIVE DIRECTOR	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	64,448.00
	CHAIRMAN OF THE BOARD OF DIRECTORS	Opened:	Closed:	Actual:
Revised 09/12				

The Cambridge Group

13465 Midway Rd Suite 203 Dallas, TX 75244
--------------------------------------------------

# HGAC Quote

Date	Quote #
1/4/2018	3090

Name / Address
MEDSTAR MOBILE HEALTHCARE 2900 ALTA MERE DR. FORT WORTH, TX 76116

P.O. No.	Terms	Due Date	Rep
QUOTE	Net 30	2/3/2018	DP

Qty	Item	Description	Unit Price	Amount	HGAC	Total
27	242577V853XX8	VP600, P25 PH1, M2 700/800, IMM, LIION BATTERY, ARC4, GPS	2,685.00	72,495.00	-20.00%	57,996.00T
1	5630600237	CHARGER, SINGLE BAY RAPID RATE	125.00	125.00	-20.00%	100.00T
1	2425AAVA53XX8	VP900 MULTI-BAND 7/800 + VHF, ANTENNA, BATTERY, P25 PH1 ARC4, GPS, 3YR WARRANTY	3,550.00	3,550.00	-20.00%	2,840.00T
13	5875700471	LI-ION BATTERY 4500 MAH NON FM	155.00	2,015.00	-20.00%	1,612.00T
50	5010105012	800MHZ 1/4 WAVE ANTENNA	30.00	1,500.00	-20.00%	1,200.00T
		HGAC CONTRACT RA05-15				

<b>Subtotal</b>	\$63,748.00
<b>Sales Tax (0.0%)</b>	\$0.00
<b>Total</b>	\$63,748.00

Thank you for the opportunity to quote.

Questions, please call 972-481-7877

# Tab A – Chief Executive Officer



# Tab B – Chief Financial Officer

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare  
Finance Report – January 24, 2018

The following summarizes significant items in the December Financial Reports:

Balance Sheet:

- Cash – Zoll Monitors were paid in November (\$1,927,492)
- Accounts Receivable – Current year exceeds prior year by approximately \$5million due primarily to timing of write-offs as well as increased transports in current year.

Statement of Revenues and Expenses:

- Benefits and Taxes – Payments under the new insurance plan began arriving in December, though still below planned amounts.
- Rent and Utilities – Over budget due to purchase of increased bandwidth in order to improve connectivity in the field and the office.
- Professional Fees – Medical Director fees below budget due to the resignation of an Associate Medical Director. Collection and verification are over budget due to increased services.
- Office Equipment Maintenance – over budget due to additional software maintenance needs.
- Overall, net retained earnings for the quarter ended December 31, 2017 is \$929,053 as compared with budgeted loss of \$263,550, for a positive variance of \$1,192,603.

Key Financial Indicators:

- Current Ratio – MedStar has \$25.68 in current assets (Cash, receivables) for every dollar in debt.
- Cash as % of Annual Expenditures – The Interlocal Cooperative Agreement specifies cash reserves to be a minimum of three months operating capital. Debt Covenants with Chase Bank specify 6 months operating expenses (net of non-cash expenses). Therefore, our goal is 50% of annual expenditures. Current balance in reserve is 69%.
- 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 turnover is 3.18 time per year which equates to an average age of 123 days. For many industries this would be a very high number; the average insurance company, however, takes longer to process payments. Also, it has increased from the last report due to increased transports in December.
- 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 8.79% on assets. Through December, the return is 5.84%.

Billing Trends:

- 27,969 encounters have been billed at a cost of \$451,303 for a cost per claim of \$16.14. This is slightly lower than FY17 overall \$16.95 cost per claim. Budgeted cost per claim for FY18 is \$17.36.

## MedStar - December 2017 - Summary and Trends

Net Income Trend	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Revenue	\$ 4,045,965	\$ 4,172,991	\$ 9,016,607	\$ 4,036,060	\$ 3,893,346	\$ 4,406,329
Expenses	\$ 3,465,481	\$ 3,663,174	\$ 3,923,943	\$ 4,062,066	\$ 3,654,225	\$ 3,690,390
Net Income	\$ 580,484	\$ 509,817	\$ 5,092,664	\$ (26,006)	\$ 239,121	\$ 715,939
Notes: Sep-17 revenue includes \$3.5million HHSC cost report payment FY16, and \$600K EPAB cash entry per advice of General Counsel and Whitley Penn, LLC auditors. Oct-17 includes incentive payments to staff.						

Net Earnings Annual:	
YTD 2018	\$ 929,053
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
9/30/2011	\$ 3,147,436

Cash in Bank	
Current Month	\$ 22,209,878
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:	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Emergency	8,552	8,729	8,595	8,487	8,130	8,512
Non Emergency	1,015	1,031	937	985	856	999
Total	9,567	9,760	9,532	9,472	8,986	9,511

Cash Collections:	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
	\$ 3,207,900	\$ 4,366,292	\$ 3,866,446	\$ 3,508,157	\$ 3,928,469	\$ 3,851,036

**Area Metropolitan Ambulance Authority/MedStar  
Balance Sheet as of December 31, 2017**

**ASSETS**

	<b>Dec-17</b>	<b>Dec-16</b>
<b>Current Assets</b>		
Cash and Equivalents	\$ 22,209,878.06	\$ 21,598,386.23
Patient Accounts Receivable	16,222,287.66	11,361,307.89
Other Receivable	206,143.42	746,227.42
Inventory	299,899.39	462,630.89
Prepaid Insurance and Expense	1,279,003.49	453,126.62
	<hr/>	<hr/>
Total Current Assets	\$ 40,217,212.02	\$ 34,621,679.05
Property and Equipment	\$ 30,385,478.39	\$ 27,572,451.82
	<hr/>	<hr/>
Total Assets	<u>\$ 70,602,690.41</u>	<u>\$ 62,194,130.87</u>

**LIABILITIES AND CAPITAL**

<b>Current Liabilities</b>		
Accounts Payable	\$ 383,767.16	\$ 588,859.73
Interest Payable	3,859.98	3,859.98
Payroll Taxes and Benefits Payable	1,178,388.18	1,052,639.33
	<hr/>	<hr/>
Total Current Liabilities	\$ 1,566,015.32	\$ 1,645,359.04
<b>Long-Term Liabilities</b>		
Consulting Retainer	2,370.46	2,370.46
Deferred Subscription Income	140,099.87	108,147.87
Construction Loan Chase	4,944,523.82	5,740,469.30
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 5,086,994.15	\$ 5,850,987.63
	<hr/>	<hr/>
Total Liabilities	\$ 6,653,009.47	\$ 7,496,346.67
<b>Net Assets &lt;Deficit&gt;</b>		
Capital Contribution	\$ 316,921	\$ 316,920.50
Retained Earnings - Unrestricted	62,095,088.05	53,822,376.67
Retained Earnings - Restricted	608,619.69	-
Net Income	929,052.70	558,487.03
	<hr/>	<hr/>
Total Net Assets <Deficit>	<u>\$ 63,949,680.94</u>	<u>\$ 54,697,784.20</u>
	<hr/>	<hr/>
Total Liabilities & Net Assets <Deficit>	<u>\$ 70,602,690.41</u>	<u>\$ 62,194,130.87</u>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement of Revenue and Expenditures**  
**3 months ended December 31, 2017**  
[budget to actual]

	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	14,920,154.81	13,726,889.00	1,193,265.81	41,544,574.33	40,259,466.00	1,285,108.33
Less: Contractual Allowances	(5,443,014.88)	(3,856,901.00)	(1,586,113.88)	(15,603,090.19)	(11,312,909.00)	(4,290,181.19)
Less: Provision for Uncollectibles	(5,176,854.51)	(6,027,749.00)	850,894.49	(13,967,744.68)	(17,675,484.00)	3,707,739.32
<b>Patient Fees - NET</b>	<b>4,300,285.42</b>	<b>3,842,239.00</b>	<b>458,046.42</b>	<b>11,973,739.46</b>	<b>11,271,073.00</b>	<b>702,666.46</b>
Special Events	25,160.00	44,508.00	(19,348.00)	152,390.00	133,524.00	18,866.00
Subsidy	1,820.54	1,821.00	(0.46)	6,954.90	6,956.00	(1.10)
Education	9,546.56	2,408.00	7,138.56	18,055.70	7,814.00	10,241.70
Other	31,721.27	50,460.00	(18,738.73)	100,225.19	155,380.00	(55,154.81)
DISRIP	29,655.24	16,833.00	12,822.24	65,214.68	50,499.00	14,715.68
Clinical Research	8,140.00	1,000.00	7,140.00	19,155.00	3,000.00	16,155.00
<b>Total Revenues</b>	<b>\$ 4,406,329.03</b>	<b>\$ 3,959,269.00</b>	<b>447,060.03</b>	<b>\$ 12,335,734.93</b>	<b>\$ 11,628,246.00</b>	<b>707,488.93</b>
Payroll	2,191,818.07	2,110,702.00	81,116.07	7,334,987.43	7,226,396.00	108,591.43
Benefits and Taxes	471,417.16	549,988.00	(78,570.84)	1,125,275.21	1,741,387.00	(616,111.79)
Fuel	82,599.47	72,000.00	10,599.47	258,384.20	216,000.00	42,384.20
Oxygen	6,061.01	5,161.00	900.01	15,810.14	15,483.00	327.14
Medical Supplies	177,493.17	176,761.00	732.17	518,881.81	530,283.00	(11,401.19)
Other Vehicle & Equipment	50,787.35	56,676.00	(5,888.65)	163,439.39	170,028.00	(6,588.61)
Rent & Utilities	55,382.95	42,169.00	13,213.95	147,474.78	130,007.00	17,467.78
Repairs & Maintenance Facility & Equipmnt	22,574.53	17,203.00	5,371.53	77,842.98	67,180.00	10,662.98
Postage & Shipping	16,758.23	29,453.00	(12,694.77)	50,594.80	88,359.00	(37,764.20)
Equipment Rental	1,856.03	6,649.00	(4,792.97)	10,206.41	19,947.00	(9,740.59)
Insurance	33,629.68	33,581.00	48.68	94,941.56	100,743.00	(5,801.44)
Advertising & Public Relations	8,033.04	2,329.00	5,704.04	11,625.70	7,487.00	4,138.70
Printing	6,199.07	3,224.00	2,975.07	17,921.27	9,672.00	8,249.27
Travel & Entertainment	5,024.69	10,386.00	(5,361.31)	6,104.53	33,445.00	(27,340.47)
Professional Fees	158,728.57	149,952.00	8,776.57	365,879.71	422,856.00	(56,976.29)
Non-Capital Equipment	5,549.20	12,179.00	(6,629.80)	19,138.09	51,196.00	(32,057.91)
Educational Expense/Training	19,495.97	10,572.00	8,923.97	90,751.66	68,033.00	22,718.66
Office Equip Maint	110,907.99	92,181.00	18,726.99	323,092.44	276,543.00	46,549.44
Bank Service Charges	6,340.97	11,181.00	(4,840.03)	19,850.86	33,543.00	(13,692.14)
Dues & Subscriptions	5,449.37	6,424.00	(974.63)	15,139.61	23,547.00	(8,407.39)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	223.20	145.00	78.20	1,402.95	435.00	967.95
<b>Total Expenses</b>	<b>\$ 3,436,329.72</b>	<b>\$ 3,398,916.00</b>	<b>37,413.72</b>	<b>\$ 10,668,745.53</b>	<b>\$ 11,232,570.00</b>	<b>(563,824.47)</b>
<b>Earnings before Interest &amp; Depreciation</b>	<b>969,999.31</b>	<b>560,353.00</b>	<b>409,646.31</b>	<b>1,666,989.40</b>	<b>395,676.00</b>	<b>1,271,313.40</b>
Interest	9,852.08	9,855.00	(2.92)	28,669.61	29,565.00	(895.39)
Depreciation	244,208.34	209,887.08	34,321.26	709,267.09	629,661.24	79,605.85
<b>Net Retained Earnings</b>	<b>\$ 715,938.89</b>	<b>\$ 340,610.92</b>	<b>375,327.97</b>	<b>\$ 929,052.70</b>	<b>(\$ 263,550.24)</b>	<b>1,192,602.94</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement of Revenue and Expenditures**  
**3 months ended December 31, 2017**  
[prior year to actual]

	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	14,920,154.81	13,200,741.78	1,719,413.03	41,544,574.33	38,652,291.10	2,892,283.23
Less: Contractual Allowances	(5,443,014.88)	(5,249,195.03)	(193,819.85)	(15,603,090.19)	(15,620,819.52)	17,729.33
Less: Provision for Uncollectibles	(5,176,854.51)	(4,143,066.74)	(1,033,787.77)	(13,967,744.68)	(11,942,324.99)	(2,025,419.69)
<b>Patient Fees - NET</b>	<b>4,300,285.42</b>	<b>3,808,480.01</b>	<b>491,805.41</b>	<b>11,973,739.46</b>	<b>11,089,146.59</b>	<b>884,592.87</b>
Special Events	25,160.00	25,620.00	(460.00)	152,390.00	141,461.00	10,929.00
Subsidy	1,820.54	1,820.54	0.00	6,954.90	6,954.90	0.00
Education	9,546.56	438.60	9,107.96	18,055.70	22,885.60	(4,829.90)
Other	31,721.27	29,403.46	2,317.81	100,225.19	89,742.62	10,482.57
DISRIP	29,655.24	26,744.18	2,911.06	65,214.68	92,738.78	(27,524.10)
Clinical Research	8,140.00	1,630.00	6,510.00	19,155.00	5,149.00	14,006.00
<b>Total Revenues</b>	<b>\$ 4,406,329.03</b>	<b>\$ 3,894,136.79</b>	<b>512,192.24</b>	<b>\$ 12,335,734.93</b>	<b>\$ 11,448,078.49</b>	<b>887,656.44</b>
Payroll	2,191,818.07	2,072,004.71	119,813.36	7,334,987.43	6,708,774.42	626,213.01
Benefits and Taxes	471,417.16	836,279.81	(364,862.65)	1,125,275.21	1,638,863.26	(513,588.05)
Fuel	82,599.47	67,375.56	15,223.91	258,384.20	146,827.63	111,556.57
Oxygen	6,061.01	6,177.96	(116.95)	15,810.14	14,453.85	1,356.29
Medical Supplies	177,493.17	180,329.59	(2,836.42)	518,881.81	513,193.78	5,688.03
Other Vehicle & Equipment	51,442.77	57,487.77	(6,045.00)	165,319.89	165,121.93	197.96
Rent & Utilities	55,382.95	60,145.18	(4,762.23)	147,474.78	117,535.34	29,939.44
Repairs & Maintenance Facility & Equipmnt	22,574.53	22,819.58	(245.05)	77,842.98	48,236.09	29,606.89
Postage & Shipping	16,758.23	11,919.14	4,839.09	50,594.80	38,090.23	12,504.57
Equipment Rental	1,200.61	7,919.31	(6,718.70)	8,325.91	20,489.53	(12,163.62)
Insurance	33,629.68	33,394.36	235.32	94,941.56	103,960.68	(9,019.12)
Advertising & Public Relations	8,033.04	13,807.78	(5,774.74)	11,625.70	39,369.28	(27,743.58)
Printing	6,199.07	1,821.33	4,377.74	17,921.27	7,830.56	10,090.71
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	5,024.69	6,131.92	(1,107.23)	6,104.53	19,994.16	(13,889.63)
Professional Fees	158,728.57	130,238.87	28,489.70	365,879.71	327,437.07	38,442.64
Non-Capital Equipment	5,549.20	8,002.25	(2,453.05)	19,138.09	23,352.05	(4,213.96)
Educational Expense/Training	19,495.97	9,855.17	9,640.80	90,751.66	31,885.38	58,866.28
Office Equip Maint	110,907.99	85,699.81	25,208.18	323,092.44	267,555.99	55,536.45
Bank Service Charges	6,340.97	8,948.81	(2,607.84)	19,850.86	28,893.60	(9,042.74)
Dues & Subscriptions	5,449.37	11,085.06	(5,635.69)	15,139.61	21,870.20	(6,730.59)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	223.20	105.52	117.68	1,402.95	295.52	1,107.43
<b>Total Other Expenses</b>	<b>\$ 3,436,329.72</b>	<b>\$ 3,631,549.49</b>	<b>(195,219.77)</b>	<b>\$ 10,668,745.53</b>	<b>\$ 10,284,030.55</b>	<b>384,714.98</b>
<b>Earnings before Interest &amp; Depreciation</b>	<b>969,999.31</b>	<b>262,587.30</b>	<b>707,412.01</b>	<b>1,666,989.40</b>	<b>1,164,047.94</b>	<b>502,941.46</b>
Interest	9,852.08	11,729.84	(1,877.76)	28,669.61	32,983.24	(4,313.63)
Depreciation	244,208.34	202,362.21	41,846.13	709,267.09	572,577.67	136,689.42
<b>Net Retained Earnings</b>	<b>\$ 715,938.89</b>	<b>\$ 48,495.25</b>	<b>667,443.64</b>	<b>\$ 929,052.70</b>	<b>\$ 558,487.03</b>	<b>370,565.67</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement of Revenue and Expenditures**  
**3 months ended December 31, 2017**  
[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
Patient Fees - NET	0.00	0.00	0.00	0.00	0.00	0.00
Special Events	0.00	0.00	0.00	0.00	0.00	0.00
Subsidy	0.00	0.00	0.00	0.00	0.00	0.00
Education	0.00	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00	0.00
DISRIP	0.00	0.00	0.00	0.00	0.00	0.00
Clinical Research	8,140.00	1,000.00	7,140.00	19,155.00	3,000.00	16,155.00
Total Revenues	\$ 8,140.00	\$ 1,000.00	7,140.00	\$ 19,155.00	\$ 3,000.00	16,155.00
Payroll	67,923.49	61,402.00	6,521.49	234,969.41	212,271.00	22,698.41
Benefits and Taxes	7,022.25	9,520.00	(2,497.75)	24,156.49	27,739.00	(3,582.51)
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Oxygen	0.00	0.00	0.00	0.00	0.00	0.00
Medical Supplies	0.00	0.00	0.00	0.00	0.00	0.00
Other Vehicle & Equipment	0.00	0.00	0.00	0.00	0.00	0.00
Rent & Utilities	2,688.44	275.00	2,413.44	5,845.32	4,325.00	1,520.32
Repairs & Maintenance Facility & Equipmnt	0.00	0.00	0.00	0.00	0.00	0.00
Postage & Shipping	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Rental	655.42	792.00	(136.58)	1,880.50	2,376.00	(495.50)
Insurance	3,675.00	1,917.00	1,758.00	6,346.00	5,751.00	595.00
Advertising & Public Relations	0.00	0.00	0.00	0.00	0.00	0.00
Printing	94.18	125.00	(30.82)	509.21	375.00	134.21
Travel & Entertainment	618.40	7,050.00	(6,431.60)	1,575.23	10,325.00	(8,749.77)
Professional Fees	40,823.00	46,657.00	(5,834.00)	122,469.00	139,971.00	(17,502.00)
Non-Capital Equipment	0.00	0.00	0.00	124.69	0.00	124.69
Educational Expense/Training	2,824.59	2,625.00	199.59	5,644.00	5,025.00	619.00
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	375.00	2,077.00	(1,702.00)	1,100.00	7,987.00	(6,887.00)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	\$ 126,699.77	\$ 132,440.00	(5,740.23)	\$ 404,619.85	\$ 416,145.00	(11,525.15)
Earnings before Interest & Depreciation	(118,559.77)	(131,440.00)	12,880.23	(385,464.85)	(413,145.00)	27,680.15
Interest	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00
Net Retained Earnings	(\$ 118,559.77)	(\$ 131,440.00)	12,880.23	(\$ 385,464.85)	(\$ 413,145.00)	27,680.15

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Key Financial Indicators**  
**December 31, 2017**

	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>25.68</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>	69.01%	49.02%	65.31%	55.06%	69.13%
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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>2.95</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>5.84%</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**

<b>Item Description</b>	<b>Dept</b>	<b>FY2018</b>	<b>Expended</b>	<b>Remaining</b>
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	\$ 1,897,518	\$ 552,482
i-STAT	CHP	\$ 10,000	\$ -	\$ 10,000
NICE recorder Aqua revolution upgrade	Comms	\$ 105,000	\$ -	\$ 105,000
Remount 6 ambulances	Fleet	\$ 420,000	\$ 207,674	\$ 212,326
Purchase 60 ambulances over 5 years	Fleet	\$ 2,475,000	\$ -	\$ 2,475,000
Equipment needed for 3 addl ambulances	Fleet	\$ 153,337	\$ 117,207	\$ 36,130
Cloverleaf hospital connections	IT	\$ 50,000	\$ -	\$ 50,000
Blade Chassis carry forward (if not purchased in FY17)	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	\$ 11,421	\$ 56,406
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	\$ -	\$ 25,000
Replace portable radios	Logistics	\$ 150,000	\$ -	\$ 150,000
Approved by Board FY 2017-2018				
Purchase 12 Dodge Chassis (Sep 2017 Mtg)	Fleet	\$ 513,732	\$ -	\$ 513,732
Diagnostic Software and tools (Sep 2017 Mtg)	Fleet	\$ 21,074	\$ -	\$ 21,074
Building Retrofit (Sep 2017 Mtg)	Fleet	\$ 214,278	\$ 101,306	\$ 112,972
Quality Air and Lift (4) (Sep mtg)	Fleet	\$ 85,722	\$ -	\$ 85,722
<b>Total Capital Request</b>		<b>\$ 7,865,300</b>	<b>\$ 2,335,126</b>	<b>\$ 5,530,174</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										\$ 10,844,753
Billed Transports	9472	8986	9511										27969
Cost to Bill and Collect	\$ 151,887	\$ 150,132	\$ 149,284										\$ 451,303
<b>Cost per claim</b>	<b>\$ 16.04</b>	<b>\$ 16.71</b>	<b>\$ 15.70</b>										<b>\$ 16.14</b>
<b>Cost as % of collections</b>	<b>4.33%</b>	<b>3.81%</b>	<b>4.40%</b>										<b>4.16%</b>

**FY 17-18 Billed Transports = 27969**



**Business Gold Rewards**

MEDSTAR/AMAA  
DOUGLAS R HOOTEN  
Closing Date 12/28/17 Next Closing Date 01/28/18



Account Ending 9-39000

**New Balance** **\$16,872.77**

**Please Pay By** **01/12/18<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 11/30/17

**746,237**

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

**Account Summary**

Previous Balance	\$20,070.89
Payments/Credits	-\$21,194.89
New Charges	+\$17,996.77
Fees	+\$0.00

**New Balance** **\$16,872.77**

Days in Billing Period: 31

See page 2 for important information about your account.

Effective February 2, 2018, Card Members will no longer be able to transfer Membership Rewards points to the Plenti rewards program.

**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.

Approved: *Douglas R Hooten*  
Douglas R. Hooten, CEO 1-2-18

↓ 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 9-39000**

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  
**01/12/18**  
Amount Due  
**\$16,872.77**

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 001687277001687277 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	<b>TTY:</b> 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 12/28/17

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

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Account Ending 9-39000

**Payments and Credits**

**Summary**

	<b>Total</b>
<b>Payments</b>	-\$20,070.89
<b>Credits</b>	
DOUGLAS R HOOTEN 9-39000	-\$1,124.00
<b>Total Payments and Credits</b>	<b>-\$21,194.89</b>

**Detail** \*Indicates posting date

			<b>Amount</b>
<b>Payments</b>			
12/08/17*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU	-\$20,070.89
<b>Credits</b>			
11/30/17	DOUGLAS R HOOTEN	BLR/HCPRO 000000001 BRENTWOOD TN Course was cancelled 6156610249	-\$848.00
12/28/17	DOUGLAS R HOOTEN	CAFE CHADRA FORT WORTH TX This was paid for by Check 817-926-3992 Description FOOD/BEVERAGE	-\$276.00

**New Charges**

**Summary**

	<b>Total</b>
DOUGLAS R HOOTEN 9-39000	\$17,906.46
JOAN E JORDAN 9-32039	\$90.31
<b>Total New Charges</b>	<b>\$17,996.77</b>

**Detail**

 **DOUGLAS R HOOTEN**  
 Card Ending 9-39000

			<b>Amount</b>
11/27/17	FROSCH/GANT TRAVEL BLOOMINGTON IN	Matt Z. CHEMS trip to Idaho 690330-9000	\$319.10
11/27/17	FROSCH/GANT TRAVEL BLOOMINGTON IN	TVL Fee	\$5.00
11/27/17	SOUTHWEST EXPO & LIVESTOCK MISC/SPECIALTY RETAIL PO 13273 Rodeo Tickets 20171127	FORT WORTH TX	\$3,808.00
11/29/17	CONCUR TECHNOLOGIE BELLEVUE WA	PO 13457 TVL Program fee	\$150.00
11/29/17	WALGREENS 8002892273 Description PHARMACIES	Price \$617.85 PO 13351 Service Awards	\$617.85
11/29/17	WALGREENS 8002892273 Description PHARMACIES	Price \$561.90 PO 13353 Service Awards	\$561.90
11/29/17	WALGREENS 8002892273 Description PHARMACIES	Price \$274.75 PO 13351 Safe Driving awards gift cards for winners	\$274.75

## Detail Continued

							Amount
11/29/17	ELI RESEARCH NC 800 223 000000004	DURHAM	NC				\$199.00
	8002238720 Description REFER TO RECEIPT	PO 13339 HR Webinar for Melba Fowler					
11/30/17	WPY*SafeHaven of Tarrant 000000001	Redwood City	CA				\$40.00
	8554693729 Description REFER TO RECEIPT	PO 13356 Walk a mile in her shoes fund raiser. MedStar had 14 people participate in this event. (2 walkers)					
11/30/17	WPY*SafeHaven of Tarrant 000000001	Redwood City	CA				\$120.00
	8554693729 Description REFER TO RECEIPT	PO 13356 (6 walkers)					
11/30/17	WPY*SafeHaven of Tarrant 000000001	Redwood City	CA				\$120.00
	8554693729 Description REFER TO RECEIPT	PO 13356 (6 walkers)					
12/01/17	QUALITY LOGO PRODUCTS*QUALITY LOGO	AURORA	IL				\$835.98
	866-312-5646 Description QUALITY LOGO	PO 13316 Jumbo Medicine Tray Organizer for MIH					
12/04/17	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB	OKLAHOMA CITY	OK				\$69.00
	4059488300 Description	IT reoccurring charge GL 7000					
12/05/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN		Tvl fee	380000-2500		\$5.00
12/05/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN		Covenant Health System Consulting trip	380000-2500		\$490.40
12/05/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN		Tvl Fee	380000-2500		\$5.00
12/05/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN		Covenant Health System Consulting trip	380000-1500		\$538.40
12/05/17	WALGREENS	FORT WORTH	TX				\$211.90
	8002892273 Description PHARMACIES	PO 13456 Safe Driving awards					
		Price					
		\$211.90					
12/05/17	FULLBARS CELL PHONE AND C 00-080311605	FORT WORTH	TX				\$55.00
	ELECTRONICS REPAIR	PO 13459 Cell Phone fixed					
12/06/17	SHERATON DENVER SHERATON DENVER	DENVER	CO				\$262.78
	Arrival Date 05/07/18 00000000 LODGING	Departure Date 05/10/18				Hotel deposit for Douglas Hooten, speaking at ZOLL 2018 in May. 690330-1000	
12/07/17	CAFE CHADRA 0113	FORT WORTH	TX				\$276.00
	817-926-3992 Description FOOD/BEVERAGE	PO 13471 Lunch for the proctors over the Skill Testing					
12/08/17	TRAVEL LEADERS JOHNS CREEK	JOHNS CREEK	GA	TVL Fee			\$5.00
	TRAVEL AGENCY SERVICE						
	From:	To:	Carrier:	Class:			
	N/A	N/A	YY	00			
		N/A	YY	00			
		N/A	YY	00			
		N/A	YY	00			
	Ticket Number: 89007143145896						
	Passenger Name: ZAVADSKY/MATT.SCOTT						
	Document Type: TRAVEL AGENCY FEE						
12/08/17	TRAVEL LEADERS JOHNS CREEK	JOHNS CREEK	GA				\$394.40
	AMERICAN AIRLINES						
	From:	To:	Carrier:	Class:			
	DALLAS/FORT WORTH	SAN DIEGO LINDBERG	AA	S		Matt Z. Speaking at the	
		DALLAS/FORT WORTH	AA	S		NAEMSP conference in	
		N/A	YY	00		San Diego, CA	
		N/A	YY	00			
	Ticket Number: 00170924670825						
	Passenger Name: ZAVADSKY/MATT.SCOTT						
	Document Type: PASSENGER TICKET						

**Business Gold Rewards**MEDSTAR/AMAA  
DOUGLAS R HOOTEN  
Closing Date 12/28/17

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Account Ending 9-39000

**Detail Continued**

						Amount
12/08/17	DEL FRISCOS 8602 0512		FT WORTH	TX		\$5,650.50
	817-877-3999	PO 13543	Board of Directors Holiday dinner at Del Friscos			
	Description					
	FOOD/BEVERAGE					
12/08/17	OFFICE DEPOT #216 000000216		FT WORTH	TX		\$44.36
	8004633768	PO 13467	Purchased padded envelopes for mailing out board packets			
	MAILER,POLY,BUBBLE,#7,6PK					
12/08/17	TACO CABANA 10133 ECOM		FORT WORTH	TX		\$74.64
	972-702-9300	PO 13496	Supervisor's breakfast with NEOP			
	Description					
	FAST FOOD RESTAURAN					
12/09/17	CVS PHARMACY		MANSFIELD	TX		\$1,059.50
	8007467287	PO 13515	Gift cards for MedStar Shining Stars awards - given out at			
	Description					
	PHARMACIES	Price			Christmas party. (10 awarded)	
		\$1,059.50				
12/12/17	PAPA JOHN'S		FT WORTH	TX		\$113.00
	00000000000000000076116	PO 13514	Lunch for LifeEMS, MIH visit			
12/14/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN			Doug speaking at Styker Conf. 690330-1000	\$366.40
12/14/17	FROSCH/GANT TRAVEL BLOOMINGTON	IN			TVL fee 690330-1000	\$5.00
12/14/17	THE OLIVE GARDEN		FORT WORTH	TX		\$322.00
	817-7320618	PO 13560	Lunch for proctors doing Skill Testing			
	FOOD/BEVERAGE				\$322.00	
12/14/17	FULLBARS CELL PHONE AND C 00-080311605		FORT WORTH	TX		\$249.00
	ELECTRONICS REPAIR	PO 13573	Fixed broken LCD screen & charging ports on cell phones			
12/20/17	MCALISTER'S DELI 539		FT WORTH	TX		\$348.20
	FAST FOOD RESTAURANT	PO 13692	EMS Systems Measures meeting			
12/26/17	NTTA CUST SVC TOLLS ONLINE		PLANO	TX	Tolls	\$96.00
	TOLL FEES					
12/27/17	FROSCH/GANT TRAVEL MANAGE		BLOOMINGTON	IN		\$5.00
	TRAVEL AGENCY SERVICE					
	From:	To:	Carrier:	Class:	TVL Fee	
	N/A	N/A	YY	00	690330-1000	
		N/A	YY	00		
		N/A	YY	00		
		N/A	YY	00		
	Ticket Number: 89007197762954					
	Passenger Name: HOOTEN/DOUGLAS ROLAN					
	Document Type: TRAVEL AGENCY FEE					
12/27/17	FROSCH/GANT TRAVEL MANAGE		BLOOMINGTON	IN		\$208.40
	AMERICAN AIRLINES					
	From:	To:	Carrier:	Class:	Douglas Hooten flight to Denver, CO	
	DALLAS/FORT WORTH	DENVER INTL APT	AA	S	to speak at ZOLL 2018 conference.	
		DALLAS/FORT WORTH	AA	S	690330-1000	
		N/A	YY	00		
		N/A	YY	00		
	Ticket Number: 00170090165696					
	Passenger Name: HOOTEN/DOUGLAS ROLAN					
	Document Type: PASSENGER TICKET					

**JOAN E JORDAN**

Card Ending 9-32039

						Amount
11/28/17	PANTHEON SYSTEMS INC		SAN FRANCISCO	CA		\$25.00
	8559279387	PO 13276	Reoccurring charges - IT 7000			
12/04/17	PAYFLOW/PAYPAL 0045		LAVISTA	NE		\$30.30
	888-883-9770		Monthly charge for StarSaver account			
	Description					
	PROFESSIONAL SEVICE					

**Detail Continued**

					<b>Amount</b>
12/11/17	TWILIO TWILIO 8778894546	IT reoccurring charge	SAN FRANCISCO	CA	\$10.01
12/28/17	PANTHEON SYSTEMS INC 8559279387	IT reoccurring charge	SAN FRANCISCO	CA	\$25.00

**Fees**

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

**2017 Fees and Interest Totals Year-to-Date**

					<b>Amount</b>
Total Fees in 2017					\$225.00
Total Interest in 2017					\$0.00





# OPEN Savings® Summary

MEDSTAR/AMAA  
DOUGLAS R HOOTEN

Closing Date 12/28/17

Account Ending 9-39000

<b>Discounts</b>		<b>Membership Rewards® Points</b>	
<b>This Period</b>	<b>\$0.00</b>	<b>This Period</b>	<b>0</b>
<b>Year to Date</b>	<b>\$104.33</b>	<b>Year to Date</b>	<b>0</b>

Remember, you can get benefits on eligible purchases with OPEN Savings® partners<sup>1</sup> automatically when you use your Business Card from American Express OPEN. Learn more at [opensavings.com](https://opensavings.com).

OPEN Savings Benefits	This Period			Year to Date		
Offer Description	Transactions	Savings Earned	Points Earned	Transactions	Savings Earned	Points Earned
FedEx Office - <a href="https://opensavings.com">opensavings.com</a>	\$0.00	\$0.00	0	\$129.83	\$6.49	0
Hertz - <a href="https://opensavings.com">visit opensavings.com</a>	\$0.00	\$0.00	0	\$1,956.73	\$97.84	0
<b>Ongoing Benefits Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0</b>	<b>\$2,086.56</b>	<b>\$104.33</b>	<b>0</b>
<b>Grand Totals</b>		<b>\$0.00</b>	<b>0<sup>2</sup></b>		<b>\$104.33</b>	<b>0<sup>2</sup></b>

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

1 See individual OPEN Savings partner terms and conditions located at [opensavings.com](https://opensavings.com).

2 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.

**Get 2 additional Membership Rewards® points for each eligible dollar spent OR a 5% discount on eligible purchases with OPEN Savings® partners. Visit [opensavings.com](https://opensavings.com) for details.**



Merchant participation and offers are subject to change without notice. Maximum annual caps and exclusions may apply to the benefit you can receive. See individual OPEN Savings partner terms and conditions located at [opensavings.com](https://opensavings.com).

# Tab C – Operations Report



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2017

Member City	Pri	Current Month								100 Response Compliance Period		
		Calls	On Scene	Avg RT	Compliance Calculated Responses	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	4	4	00:04:54	4	0	100.0%	0	0.0%	15	2	86.7%
	2	8	8	00:08:33	7	0	100.0%	0	0.0%	23	2	91.3%
	3	3	3	00:14:58	3	1	66.7%	1	33.3%	7	1	85.7%
<b>Total Blue Mound</b>		<b>15</b>	<b>15</b>									
Burleson	1	67	64	00:08:48	64	9	85.9%	2	3.0%	64	9	85.9%
	2	157	143	00:08:26	153	19	87.6%	4	2.5%	153	19	87.6%
	3	88	79	00:11:07	86	11	87.2%	2	2.3%	86	11	87.2%
	4	218	217	00:29:01	213	14	93.4%	2	0.9%	213	14	93.4%
<b>Total Burleson</b>		<b>530</b>	<b>503</b>									
Edgecliff Village	1	7	7	00:08:42	7	1	85.7%	0	0.0%	18	2	88.9%
	2	11	9	00:07:14	11	0	100.0%	0	0.0%	27	0	100.0%
	3	3	3	00:12:02	2	0	100.0%	0	0.0%	13	0	100.0%
<b>Total Edgecliff Village</b>		<b>21</b>	<b>19</b>									
Forest Hill	1	38	36	00:08:46	33	7	78.8%	0	0.0%	33	7	78.8%
	2	88	72	00:08:55	81	5	93.8%	0	0.0%	81	5	93.8%
	3	32	28	00:10:27	32	0	100.0%	0	0.0%	105	5	95.2%
<b>Total Forest Hill</b>		<b>158</b>	<b>136</b>									
Fort Worth	1	2565	2490	00:08:26	2487	363	85.4%	43	1.7%	2487	363	85.4%
	2	4695	4225	00:08:28	4495	383	91.5%	53	1.1%	4495	383	91.5%
	3	2501	2333	00:10:03	2447	196	92.0%	25	1.0%	2447	196	92.0%
	4	964	958	00:26:13	944	72	92.4%	27	2.8%	944	72	92.4%
<b>Total Fort Worth</b>		<b>10725</b>	<b>10006</b>									
Haltom City	1	84	82	00:09:30	81	18	77.8%	1	1.2%	81	18	77.8%



## MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2017

Member City	Pri	Current Month								100 Response Compliance Period		
		Calls	On Scene	Avg RT	Compliance Calculated Responses	Late Responses	On Time %	Extended Responses Count	Responses %	Compliance Calculated Responses	Late Responses	On Time %
Haltom City	2	149	130	00:09:16	142	27	81.0%	0	0.0%	142	27	81.0%
	3	79	68	00:11:21	76	6	92.1%	2	2.5%	76	6	92.1%
	4	5	5	00:11:11	5	0	100.0%	0	0.0%	78	4	94.9%
<b>Total Haltom City</b>		<b>317</b>	<b>285</b>									
Haslet	1	13	13	00:07:48	13	2	84.6%	1	7.7%	25	3	88.0%
	2	16	13	00:08:17	16	2	87.5%	0	0.0%	75	16	78.7%
	3	11	11	00:09:52	11	2	81.8%	0	0.0%	18	2	88.9%
	4	6	6	00:24:20	5	0	100.0%	0	0.0%	9	0	100.0%
<b>Total Haslet</b>		<b>46</b>	<b>43</b>									
Lake Worth	1	15	15	00:05:14	15	1	93.3%	0	0.0%	56	7	87.5%
	2	58	55	00:08:02	56	2	96.4%	0	0.0%	124	7	94.4%
	3	21	20	00:08:02	20	0	100.0%	0	0.0%	20	0	100.0%
	4	1	1	00:08:13	1	0	100.0%	0	0.0%	8	0	100.0%
<b>Total Lake Worth</b>		<b>95</b>	<b>91</b>									
Lakeside	1	3	3	00:09:37	3	0	100.0%	0	0.0%	12	5	58.3%
	2	8	7	00:10:03	8	1	87.5%	0	0.0%	18	4	77.8%
	3	7	7	00:11:11	7	2	71.4%	0	0.0%	13	4	69.2%
<b>Total Lakeside</b>		<b>18</b>	<b>17</b>									
River Oaks	1	16	16	00:09:24	16	4	75.0%	0	0.0%	72	15	79.2%
	2	16	15	00:09:46	16	3	81.3%	0	0.0%	99	14	85.9%
	3	19	18	00:11:28	19	1	94.7%	0	0.0%	35	4	88.6%
<b>Total River Oaks</b>		<b>51</b>	<b>49</b>									
Saginaw	1	38	37	00:07:59	37	1	97.3%	1	2.6%	65	5	92.3%



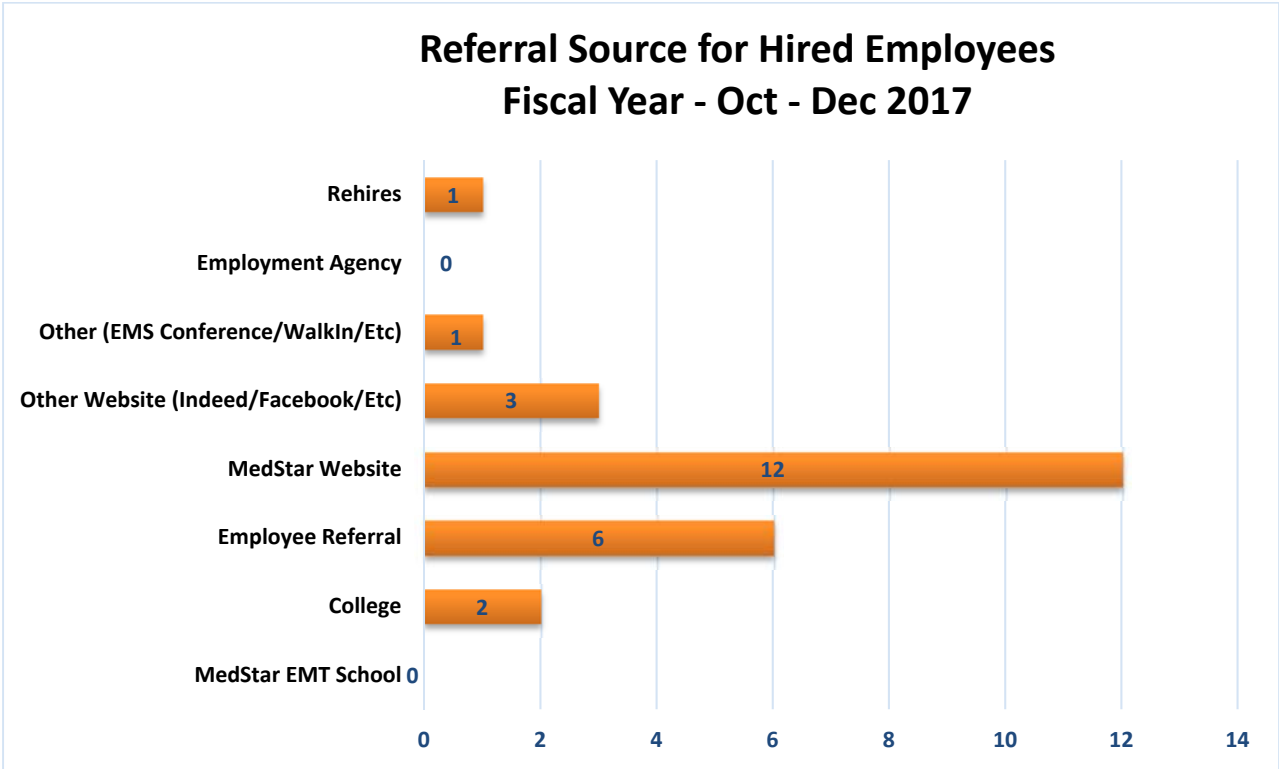
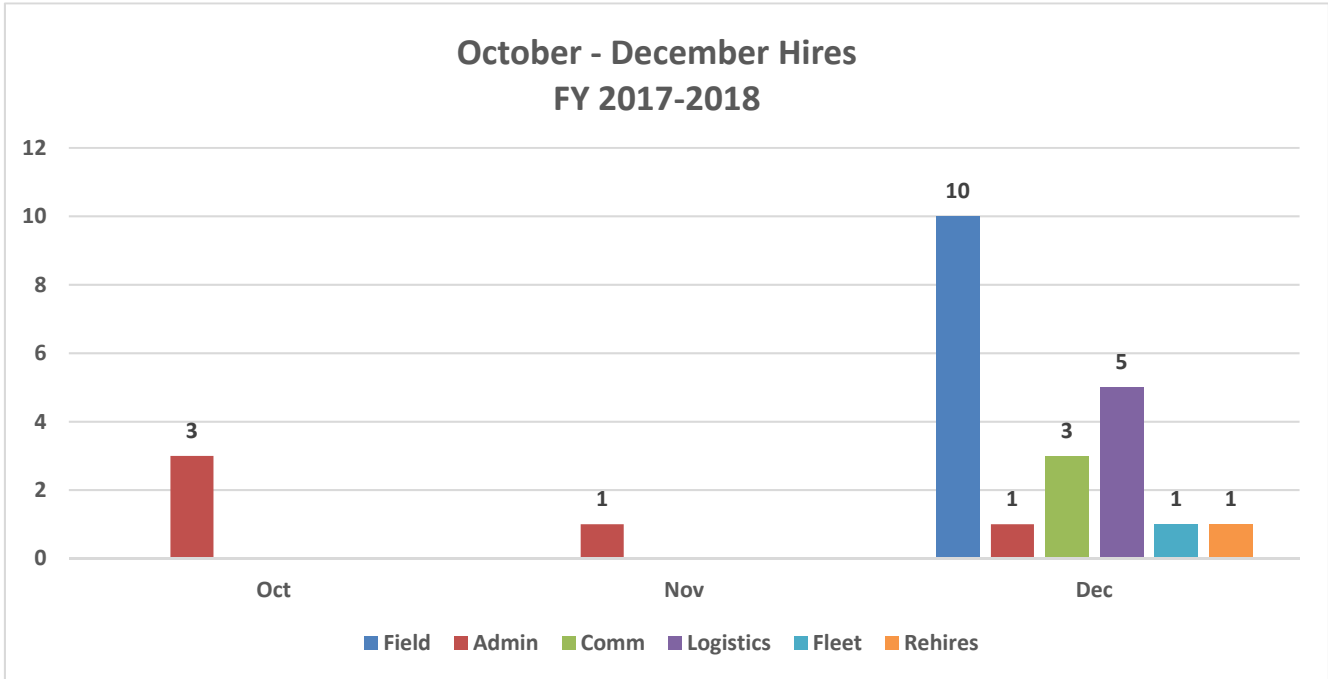
## MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2017

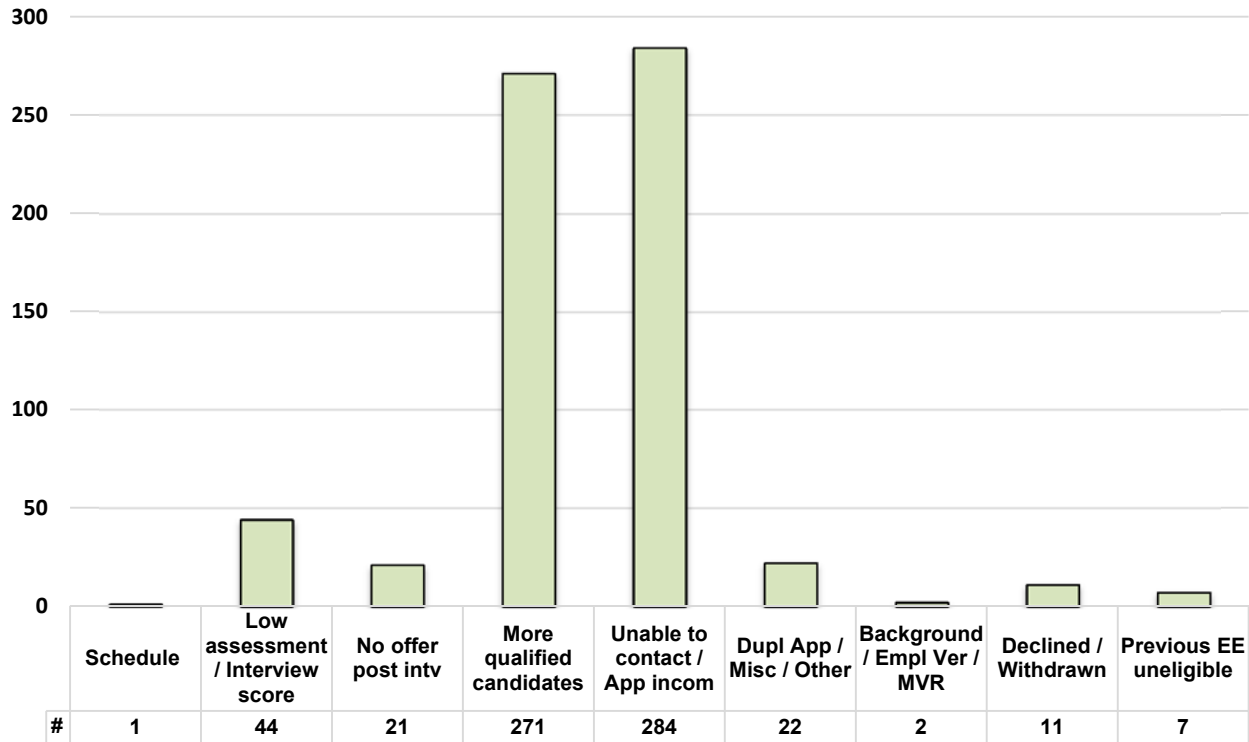
Member City	Pri	Current Month								100 Response Compliance Period		
		Calls	On Scene	Avg RT	Compliance Calculated Responses	Late Responses	On Time %	Extended Responses Count	Responses %	Compliance Calculated Responses	Late Responses	On Time %
Saginaw	2	84	69	00:09:23	79	9	88.6%	3	3.6%	79	9	88.6%
	3	26	21	00:09:12	26	4	84.6%	0	0.0%	26	4	84.6%
<b>Total Saginaw</b>		<b>148</b>	<b>127</b>									
Sansom Park	1	17	17	00:07:13	17	2	88.2%	0	0.0%	81	11	86.4%
	2	35	35	00:08:39	35	4	88.6%	1	2.9%	87	10	88.5%
	3	13	11	00:07:54	13	0	100.0%	0	0.0%	41	3	92.7%
	4	3	3	00:15:03	3	0	100.0%	0	0.0%	4	1	75.0%
<b>Total Sansom Park</b>		<b>68</b>	<b>66</b>									
Westworth Village	1	14	13	00:07:05	14	0	100.0%	0	0.0%	26	0	100.0%
	2	19	18	00:08:14	19	1	94.7%	0	0.0%	19	1	94.7%
	3	6	5	00:07:58	6	0	100.0%	0	0.0%	69	4	94.2%
	4	1	1	00:06:59	1	0	100.0%	0	0.0%	2	0	100.0%
<b>Total Westworth Village</b>		<b>40</b>	<b>37</b>									
White Settlement	1	59	59	00:06:56	58	4	93.1%	0	0.0%	147	15	89.8%
	2	104	96	00:06:32	103	6	94.2%	0	0.0%	103	6	94.2%
	3	53	50	00:07:54	52	0	100.0%	0	0.0%	52	0	100.0%
	4	11	11	00:06:57	11	0	100.0%	0	0.0%	83	11	86.7%
<b>Total White Settlement</b>		<b>227</b>	<b>216</b>									
System Wide	1	2940	2856	00:08:25	2849	412	85.5%	48	1.6%	3183	462	85.5%
	2	5448	4895	00:08:28	5221	462	91.2%	61	1.1%	5528	504	90.9%
	3	2862	2657	00:10:04	2800	223	92.0%	30	1.0%	3008	240	92.0%
	4	1209	1202	00:26:23	1183	86	92.7%	29	2.4%	1343	102	92.4%
<b>Total System Wide</b>		<b>12459</b>	<b>11610</b>									

# Tab D – Human Resources

# Recruiting Statistics FY 2017-2018



### Applicant Rejection Reasons Fiscal Year Oct - Dec 2017



**TOTAL APPLICATIONS REJECTED - 663**  
**TOTAL APPLICATIONS REVIEWED - 689**



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

Conditions		Percentages by Department					
			# of EEs	# on FMLA	% of FTE	% by FMLA	% by Dep
Allergies	1	Advanced	130	10	2.25%	19.23%	7.69%
Asthma	1	Basics	140	10	2.25%	19.23%	7.14%
Bonding	2	Business Intelligence - Deployment, QI, Scheduler	4	1	0.23%	1.92%	25.00%
Cardiology	1	Business Office	30	12	2.70%	23.08%	40.00%
Chronic Illness	2	Communications	35	8	1.80%	15.38%	22.86%
Circulatory Condition	1	Controller - Payroll, A/P, Purchasing	4	1	0.23%	1.92%	25.00%
Diverticulitis	1	Office of the Medical Director	10	2	0.45%	3.85%	20.00%
FMLA - Child	7	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	40	8	1.80%	15.38%	20.00%
FMLA - Parent	12	<b>Grand Totals</b>	<b>393</b>	<b>52</b>			
FMLA - Spouse	3						
Foster Process	1	<b>Total # of Full Time Employees - November 2017</b>	<b>444</b>				
Gastric	2						
Gout	1						
Gynecological	2						
Hip	1						
Lumbar	1						
Oral Surgery	1						
Orthopedic	1						
Pregnancy	4						
Psychological	6						
Pulmonary	1						
<b>Grand Total</b>	<b>52</b>						

**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	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2017	151:32	199:27	528:35	528:35	528:35	528:35	528:35	528:35	528:35	528:35	528:35	528:35	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 2016-2017**

	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 2016-2017**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1536:38	1470:57	1444:29	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	445:12
FY 2017	1536:38	3007:35	4452:04	4452:04	4452:04	4452:04	4452:04	4452:04	4452:04	4452:04	4452:04	4452:04	
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 2016-2017\***

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	85:58	110:07	84:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	28:00
FY 2017	85:58	196:05	280:05	280:05	280:05	280:05	280:05	280:05	280:05	280:05	280:05	280:05	

\*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	1881:37	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	529:40
FY 2017	1774:08	3415:07	5296:44	5296:44	5296:44	5296:44	5296:44	5296:44	5296:44	5296:44	5296:44	5296:44	

**Goals and Projection**

	Light Duty	Worker's Comp	FMLA	Military	Total
YTD	528:35	36:00	4452:04	280:05	5296:44
<b>Projection</b>	<b>2114:20</b>	<b>216:00</b>	<b>17808:16</b>	<b>1120:20</b>	21258:56
Goal-Compare	3846:39	1125:51	8673:49	1723:15	15369:34

441:23 (shifts)

MedStar Mobile Health Care Separation Statistics - December 2017

	Current Month			Year to Date			Compared to Dec-16		EE End of Period
	Vol	Invol	Total	Vol	Invol	Total	YTD 2016	%inc/dec	
Full Time Separations	2	2	4	14	6	20	13	53.8%	444
Part Time Separations	1	0	1	4	0	4	4	0.0%	59
Total Separations	3	2	5	18	6	24	17	41.2%	503

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	0.90%	1.69%	0.99%	4.50%	6.78%	4.77%

**Separations by Department**

**Full time**

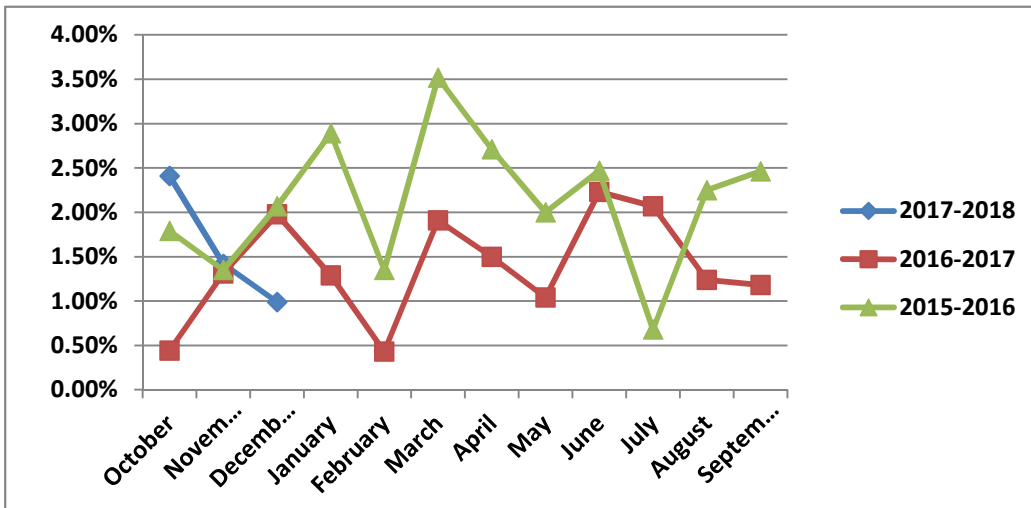
	Current Month			Year to Date			Headcount 17-Dec
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	2	0	2	4	0	4	130
Basics	0	2	2	3	4	7	140
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				0	1	1	30
Communications				1	0	1	35
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							6
Field Manager/Supervisors - Operations							10
Human Resources				1	0	1	6
Information Technology							5
Medical Records							2
Mobile Integrated Health Department							15
MTAC - MedStar Training Academy							2
Office of the Medical Director							10
Risk and Safety							2
Support Services - Facilities, Fleet, S.E., Logistics				5	1	6	40
<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>6</b>	<b>20</b>	<b>444</b>

**Part Time**

	Current Month			Year to Date			Headcount 17-Dec
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	1	0	1	1	0	1	29
Basics				2	0	2	20
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications Department							4
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							3
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>59</b>

**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		1.29%	2.89%
February		0.43%	1.35%
March		1.91%	3.52%
April		1.50%	2.71%
May		1.04%	2.00%
June		2.23%	2.47%
July		2.07%	0.68%
August		1.24%	2.25%
September		1.18%	2.46%
Projected	19.280%	16.620%	25.540%



# Tab E – FRAB

# Tab F – OMD



## Medical Director's Report

### Discussion

- CCP pilot study

### Updates

#### Education and Training

- Education
  - OMD Quarterly CE scheduled for March
    - Focus: Patient Resuscitation
- Training
  -

#### QA

- Sentinel Event Review: December
  - 34 total Cases
    - 4 High Priority
    - 14 Moderate Priority
    - 16 Low Priority
  - Disposition
    - 20 Coaching/Education Provided at Case Review
    - 5 Clinical Improvement Plan's Implemented
    - 4 No Fault
    - 5 Cases Forwarded to external QA
- System Improvement Topics
  - STEMI Recognition and ACS Protocol
  - Cardiac arrest management
  - Spinal Motion Restriction protocol
  - AMA/RAS Protocol
  - Advanced airway management

#### Credentialing

- Currently 13 in training (9 Advance / 4 Basic)
- Next NEOP to start in February

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

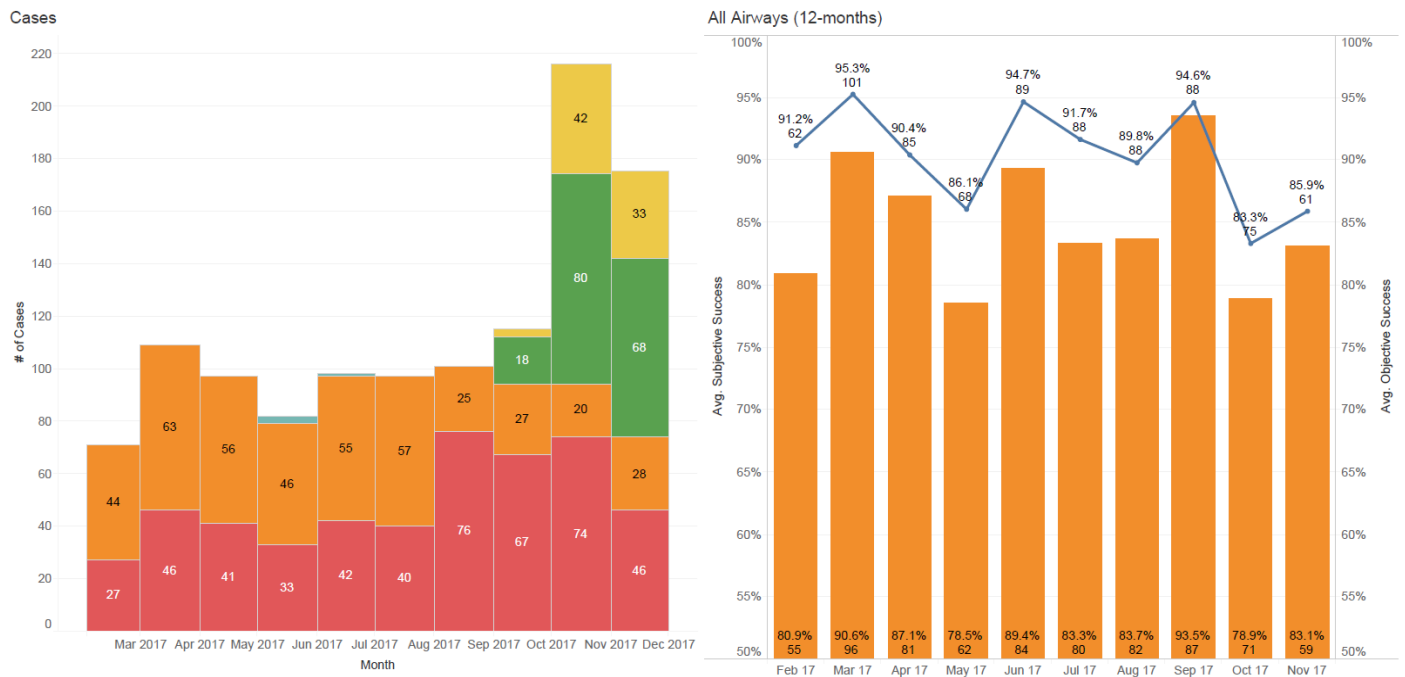
**Research**

- Follow-up article to recent publication in Resuscitation related to King Airways is in final draft

**System Diagnostics**

- First Watch / First Pass
  - o Bundles have been submitted
- Airway Report
- Resuscitation Metrics
- CARES Report - pending outcome data from hospitals

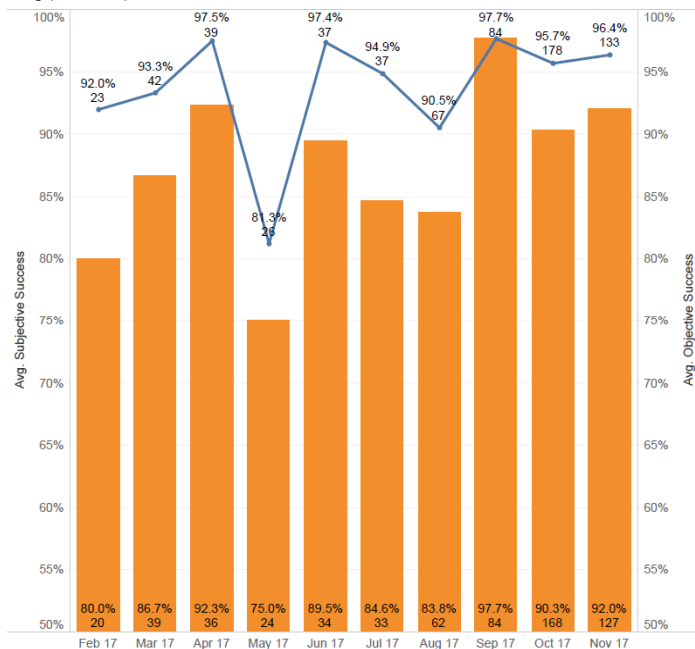
**Airway Report**



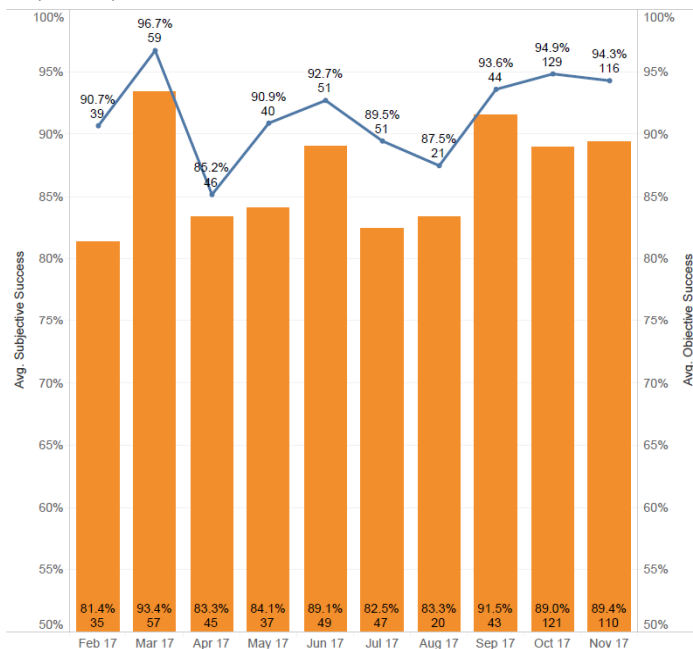
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King (12-month)

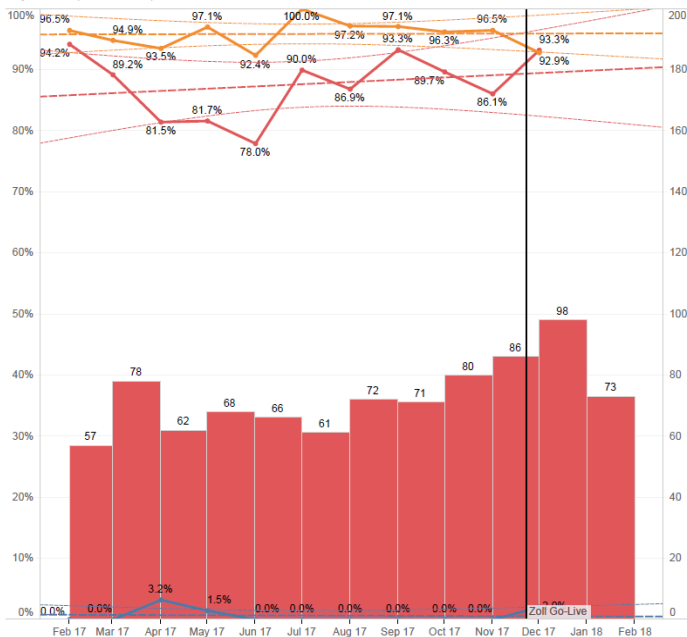


ET (12-month)

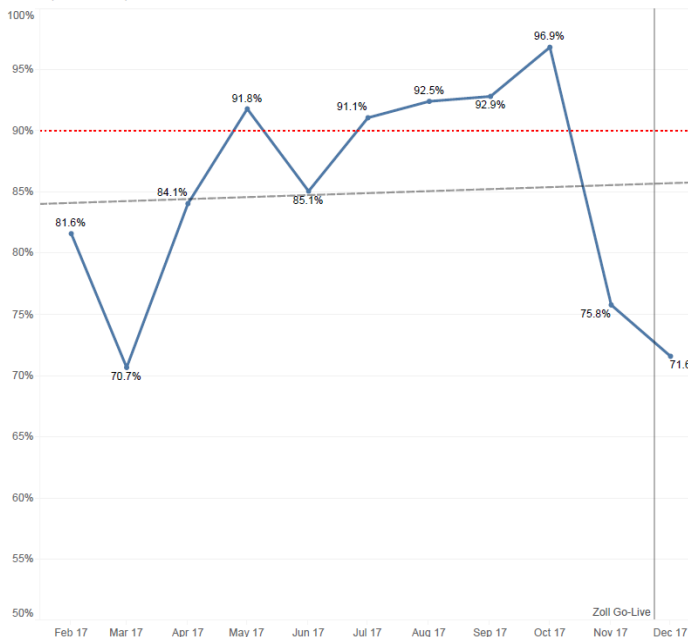


### Resuscitation Metrics

Uploads (12-month)

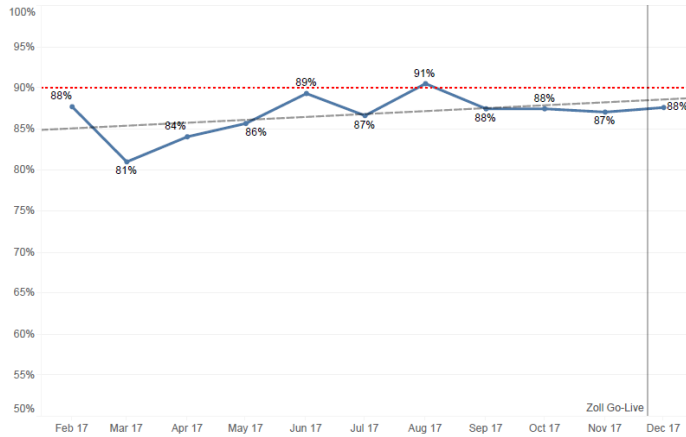


Rate (12-month)

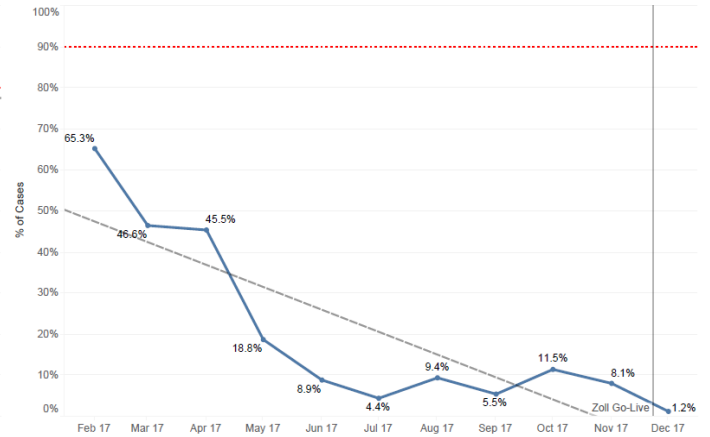


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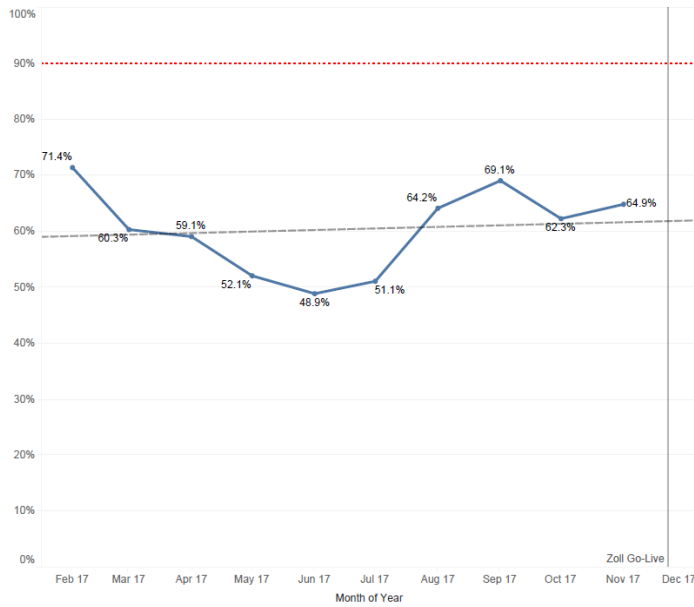
CCF (12-month)



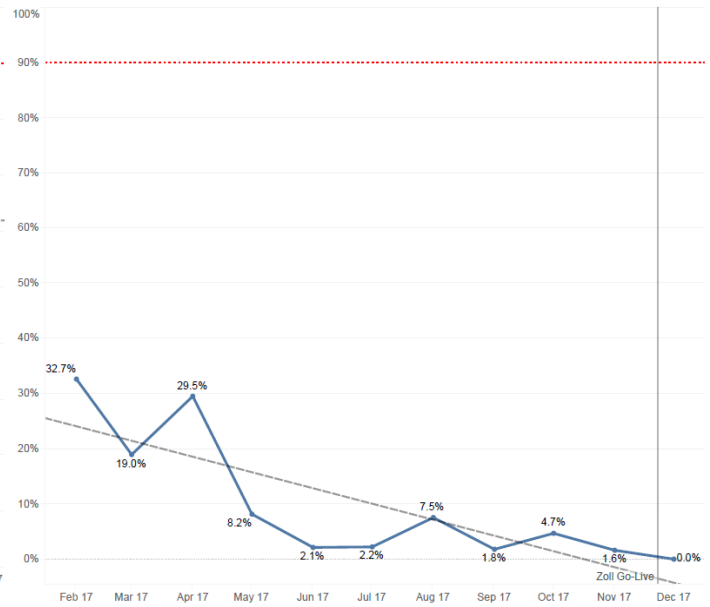
Depth (12-month)



Lean (12-month)



Perfect (12-month)



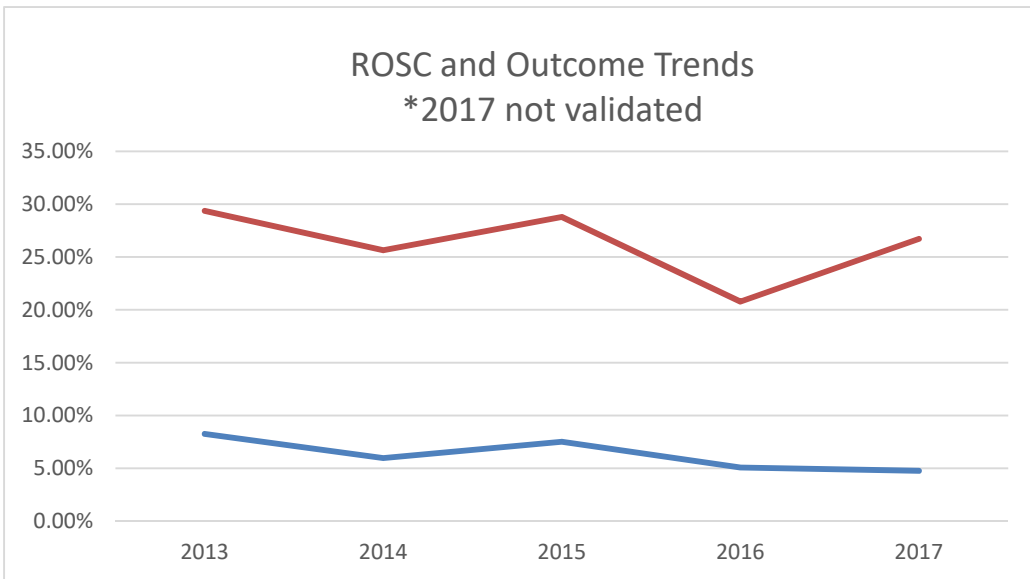
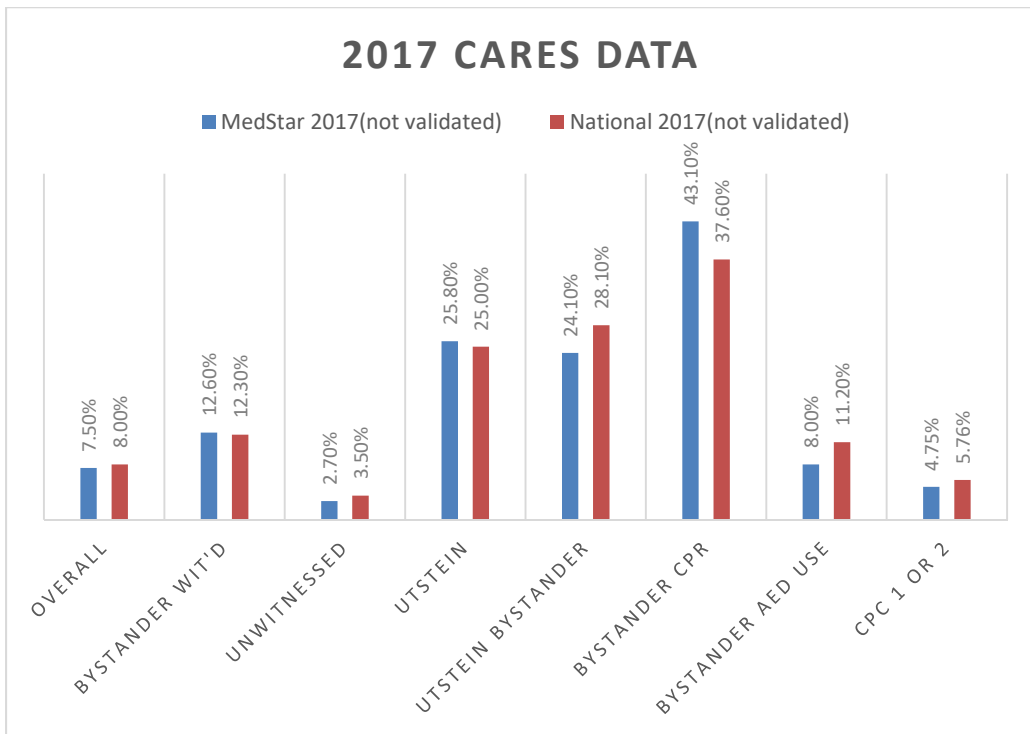
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CARES

2016					2017 Not Validated				
<b>Unwitnessed</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>	<b>Unwitnessed</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>
Asystole	152	13	8.55%	0.66%	Asystole	276	41	14.86%	0.36%
VF/VT	45	6	13.33%	8.89%	VF/VT	31	13	41.94%	6.45%
Other	280	50	17.86%	2.86%	Other	169	29	17.16%	2.96%
<b>Total</b>	<b>477</b>	<b>69</b>	<b>14.47%</b>	<b>1.05%</b>	<b>Total</b>	<b>476</b>	<b>83</b>	<b>17.44%</b>	<b>1.68%</b>
<b>Witnessed</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>	<b>Witnessed</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>
Asystole	59	10	16.95%	1.69%	Asystole	120	29	24.17%	0.00%
VF/VT	67	31	46.27%	31.34%	VF/VT	89	43	48.31%	19.10%
Other	186	54	29.03%	6.99%	Other	157	70	44.59%	9.55%
<b>Total</b>	<b>312</b>	<b>95</b>	<b>30.45%</b>	<b>11.22%</b>	<b>Total</b>	<b>366</b>	<b>142</b>	<b>38.80%</b>	<b>8.74%</b>
<b>Combined</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>	<b>Combined</b>	<b>Total</b>	<b>ROSC</b>	<b>ROSC%</b>	<b>CPC 1or2</b>
Asystole	211	23	10.90%	0.95%	Asystole	396	70	17.68%	0.25%
VF/VT	112	37	33.04%	21.43%	VF/VT	120	56	46.67%	15.83%
Other	466	104	22.32%	4.51%	Other	326	99	30.37%	6.13%
<b>Total</b>	<b>789</b>	<b>164</b>	<b>20.79%</b>	<b>5.07%</b>	<b>Total</b>	<b>842</b>	<b>225</b>	<b>26.72%</b>	<b>4.75%</b>
<b>Survival Data</b>					<b>Survival Data</b>				
<b>MedStar 2016</b>					<b>MedStar 2017(not validated)</b>				
<b>Overall</b>			<b>8.90%</b>		<b>Overall</b>			<b>7.50%</b>	
<b>Bystander Wit'd</b>			<b>13.10%</b>		<b>Bystander Wit'd</b>			<b>12.60%</b>	
<b>Unwitnessed</b>			<b>3.80%</b>		<b>Unwitnessed</b>			<b>2.70%</b>	
<b>Utstein</b>			<b>32.80%</b>		<b>Utstein</b>			<b>25.80%</b>	
<b>Utstein Bystander</b>			<b>38.70%</b>		<b>Utstein Bystander</b>			<b>24.10%</b>	
<b>Bystander CPR</b>			<b>40.40%</b>		<b>Bystander CPR</b>			<b>43.10%</b>	
<b>Bystander AED use</b>			<b>10.70%</b>		<b>Bystander AED use</b>			<b>8.00%</b>	
<b>CPC 1 or 2</b>			<b>5.07%</b>		<b>CPC 1 or 2</b>			<b>4.75%</b>	
<b>National 2016</b>					<b>National 2017(not validated)</b>				
<b>Overall</b>			<b>10.70%</b>		<b>Overall</b>			<b>8.00%</b>	
<b>Bystander Wit'd</b>			<b>16.70%</b>		<b>Bystander Wit'd</b>			<b>12.30%</b>	
<b>Unwitnessed</b>			<b>4.60%</b>		<b>Unwitnessed</b>			<b>3.50%</b>	
<b>Utstein</b>			<b>33.60%</b>		<b>Utstein</b>			<b>25.00%</b>	
<b>Utstein Bystander</b>			<b>37.90%</b>		<b>Utstein Bystander</b>			<b>28.10%</b>	
<b>Bystander CPR</b>			<b>39.90%</b>		<b>Bystander CPR</b>			<b>37.60%</b>	
<b>Bystander AED use</b>			<b>11.70%</b>		<b>Bystander AED use</b>			<b>11.20%</b>	
<b>CPC 1 or 2</b>			<b>8.02%</b>		<b>CPC 1 or 2</b>			<b>5.76%</b>	

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# Tab G – Chief Compliance Officer/Legal



**January 17, 2018**  
**Compliance Officer's Report**  
**December 5<sup>th</sup>, 2017 to January 16, 2018**

**Compliance Officer Duties**

- Three narcotic anomalies processed
- Submitted employee provider roster changes to DSHS

**Paralegal Duties**

- Updating all FRO agreements - ongoing
- 22 DFPS reports processed
- 5 Pre-trial meetings held with the District Attorney's office
- 4 Criminal court witness appearances
- 5 Law Enforcement agency interviews
- 22 Subpoena(s) for records and appearances processed
- 18 Affidavits created and provided to the DA's office
- Created and reviewed multiple contractual agreements with GC

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

# Tab H – Chief Strategic Integration Officer

# Strategic Integration Summary

January 2018



## 1115 Waiver Project:

- Met with JPS leaders to discuss the contractual transition
- Also discussed I/T and EPIC HER access issues
  - Strategy planned

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

- Projects still in the Works
  - One commercial capitated PMPM
    - Interventions: Nurse Triage, HUG enrollments and Ambulance Transport Alternatives
      - Planned implementation 2/1/18
      - Meeting weekly on operationalization plans
      - Contracting language being negotiated
      - Testing data transfer process
  - One Medicare Advantage payer for high utilizer enrollments
    - 1 includes contract network administration component for 3-4 states
  - One Medicaid Managed Care capitated PMPM
    - Met with them on 1/18 to discuss the program more fully

## StarSaver Marketing:

- Enrollments nearly up to pace with the prior year
  - Still working through new on-line enrollment process – with payment

## MedStar Explorer Post: Kudos to Emily Hill & Macara Trusty

- 23 members in MedStar Post 6643
- Student leaders elected
- Finished up CPR certification
- Upcoming training for trauma, vital signs, scene management, and cardiology
- Community charity event chosen - making hygiene bags for the homeless and coat drive



## School-based Initiatives:

- *MedStar Book Patrol - Partnership with M.L. Phillips Elementary*
  - MedStar personnel reading coaches for kids who struggle with reading
  - 11 volunteers, reading began 11/17
- Pathways to Justice Careers for Youth
  - FWISD program to engage students in vocations to encourage youth development
  - Speakers Bureau & Mentorships, field trips to MedStar and Job Shadowing
    - Over 20 MedStar personnel have volunteered to be mentors!

## Blood Drive at MedStar – Friday, January 26<sup>th</sup>, 3p – 8p!!

## Visitors:

- December 12<sup>th</sup> Michigan Ambulance Association – Logis Demonstration
- January 18<sup>th</sup> Inkster (MI) Fire Department – MIH orientation
- January 19<sup>th</sup> Hawaii County (HI) Fire Department – MIH Orientation
- January 25<sup>th</sup> Community Integrated Solutions Network (SD) – MIH Orientation
- January 31<sup>st</sup> Houston (TX) Fire Department – MIH and CAD Orientation



### **Speaking Engagements:**

<b>Event</b>	<b>Date</b>	<b>Location</b>	<b>Attendees</b>
Nat. Assoc. of EMS Phys.	Jan. '18	San Diego, CA	~800
Stryker National Sales Meeting	Jan. '18	Scottsdale, AZ	~100
Idaho Dept. of Health/EMS	Jan. '18	Boise, ID	~200
EMS Today ( <i>Mult. MedStar Speakers</i> )	Feb, '18	Charlotte, NC	~2,000
Maryland MIH Summit	March '18	Rockville, MD	~150
Indiana State Medical Director's Forum	April '18	Indianapolis, IN	~300
NAEMT EMS Transformation Summit	April '18	Washington, DC	~300
MidWest EMS Expo	May '18	LaCrosse, WI	~1,000
Michigan EMS Expo	May '18	Mackinac Island, MI	~1,000

### **Medicare Payment Extenders:**

- Expired 12/31/17
- Continue working with NAEMT, IAFC, IAFF, NVFC, Congressional Fire Caucus and other on pushing the House version of Medicare Extender Bill to the floor for a vote
  - Maybe as part of CR, attached to CHIP funding Bill, or attached to Speaker Ryan First Responder Appreciation Bill
  - H.R. 3729 passed House Ways and Means Committee
    - Preserves extenders for 5 years with cost reporting requirement
    - Determine reimbursement rates for ambulance service in 2022 based on cost reports
    - Bill supported by and negotiated with Ways and Means leads w/NAEMT, IAFF, IAFC

### **Media:**

Local –

- Influenza Like Illness – prevention, disinfection and response volume – numerous stories and mentions weekly
  - FOX 4
  - NBC 5
  - ABC 8
  - CBS 11
  - Univision
  - Telemundo
  - Star-Telegram
  - KRLD
  - KLIF/WBAP
  - Dallas Morning News
- Cold weather response volume and hypothermia prevention tips
  - FOX 4
  - NBC 5
  - CBS 11
  - Star-Telegram
  - Dallas Morning News
  - KRLD
  - KLIF/WBAP
- Winter Weather Mix preparations
  - CBS 11
- Apple iOS Health – Emergency Contact APP
  - CBS 11

National –

- Influenza Like Illness impact on call volume and prevention tips
  - NBC Today Show
  - NBC Evening News
- EMS World
  - New 12 Month Article Series on Promoting Innovation in EMS (P.I.E.) Project implementation

## **Mobile Integrated Healthcare Report**

December Stats -

- **Hospice:**
  - Community Hospice: 1 active
    - No 9-1-1 calls
  - Vitas: 39 active
    - 6 9-1-1 calls
  - Holy Savior: 9 active
    - No 9-1-1 calls
- **Home Health:**
  - Klarus: 199 active
    - 21 total 9-1-1 calls w/CCP on scene
    - 6 in-home, scheduled visits
  - Healthmasters: 16 active
    - 4 total 9-1-1 calls
    - 1 in-home, scheduled visit
- **Readmission Avoidance:**
  - JPS: 15
  - THR Alliance: 14
  - Silverback: 7
- **High Utilizer:**
  - UTSW NAIP: 5
- **Palliative Care, Silverback:**
  - 3 active
- **9-1-1 Nurse Triage:**
  - 210 total calls
  - 44 Lyft/cab transportations
  - 2 Chisholm Trail Transportations
  - Average ED diversion: 28%

### **New Home Health Contract Executed:**

- Bridgeway Health Services
  - Capitated payment model for all enrollees (~250-300 on service)

## **Education and Community Programs Report**

- TCC MedStar paramedic # 2 officially starts February 13, 2018.
  - Anticipated graduation, November 2, 2018 at 19:30 at TCC (graduation subject to change)
  - Students have already begun working on Anatomy & Physiology, Medical Terminology, and Med Math
- MedStar EMT class 18 students started January 16, 2018. Anticipated completion April 12, 2018
- Two high school courses are still going (Byron Nelson and VR Eaton with NWISD)
- Currently working to establish Weatherford High School's MedStar EMT Program
- Stop the Bleed Course held January 20, 2018 - Free to public.
- MTAC hosting a Neuro Symposium for Pre-hospital Providers with Med City FW, JPS, and THR on February 2, 2018
- First Aid for Boy Scout group in Aledo for February 13<sup>th</sup>.
- CPR/First Aid for PYBSA baseball on Saturday, February 10 and Saturday, March the 10

## **Customer Integration Report**

- Continue to work with our hospital partners to implement Infor's Clover Leaf
  - Will allow for automated record consolidation on their side and provide outcome data for MedStar
  - Having weekly conversations with Medical City/HCA Corporate
- Continue to work with the Business Office to identify & collect past due A/R.
- CAAS Accreditation
- Special events credentialing being initiated
- All our hospitals are receiving 12-leads from ZOLL Monitors
  - Allows for automate distribution within hospitals. Simultaneously received by Emergency Department staff, Cardiovascular Staff, and whomever else they include in their processes. (Live @ THR Fort Worth, JPS, Medical City Fort Worth, Baylor Grapevine)
    - All the others are receiving faxes

## 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%	13	13	-64.9%
February	58	93	32	69	-25.8%	0	13	-81.2%
March	51	144	48	117	-18.8%	0	13	-88.9%
April	40	184	68	185	0.5%	0	13	-93.0%
May	48	232	44	229	-1.3%	0	13	-94.3%
June	24	256	40	269	5.1%	0	13	-95.2%
July	22	278	29	298	7.2%	0	13	-95.6%
August	36	314	22	320	1.9%	0	13	-95.9%
September	42	356	38	358	0.6%	0	13	-96.4%
October	53	409	38	396	-3.2%	0	13	-96.7%
November	32	441	43	439	-0.5%	0	13	-97.0%
December	9	450	19	458	1.8%	0	13	-97.2%
<b>Total New Member Households</b>	<b>450</b>		<b>458</b>			<b>13</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%	81	81	-76.5%
February	306	760	117	461	-39.3%	0	81	-82.4%
March	192	952	78	539	-43.4%	0	81	-85.0%
April	1137	2089	788	1327	-36.5%	0	81	-93.9%
May	910	2999	1493	2820	-6.0%	0	81	-97.1%
June	354	3353	521	3341	-0.4%	0	81	-97.6%
July	357	3710	172	3513	-5.3%	0	81	-97.7%
August	335	4045	437	3950	-2.3%	0	81	-97.9%
September	326	4371	163	4113	-5.9%	0	81	-98.0%
October	192	4563	220	4333	-5.0%	0	81	-98.1%
November	165	4728	145	4478	-5.3%	0	81	-98.2%
December	126	4854	249	4727	-2.6%	0	81	-98.3%
<b>Total Renewing Households</b>	<b>4854</b>		<b>4727</b>			<b>81</b>		
<b>Total Member Households</b>	<b>5304</b>		<b>5185</b>			<b>94</b>		

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Modern Technology for  
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**PLUS**

Major Insurer Now Paying for  
Treatment Without Transport

**page 43**

CE Article: Evaluating Decreased  
Levels of Consciousness

**page 45**

# Introducing the PIE Project

What are the barriers to improving EMS, and what can we do about them?

By Matt Zavadsky, MS-HSA, NREMT



*Over the next year EMS World, in conjunction with the National Association of Emergency Medical Technicians, will provide detailed implementation strategies for some of the key recommendations of the Promoting Innovation in EMS (PIE) project, a national framework document funded and supported by the United States National Highway Traffic Safety Administration (NHTSA) Office of Health Affairs, the Department of Homeland Security, and the Department of Health and Human Services.*

**T**he PIE project utilized broad stakeholder involvement over four years to 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.

In this kickoff to the PIE series, we interview one of the principal investigators for



Kevin Munjal, MD

the project, Kevin Munjal, MD. Munjal is an assistant professor of emergency medicine and associate medical director of pre-hospital care for New York's Mount Sinai Health System.

## Tell us about the PIE project.

The PIE project evolved out of recognition by the three federal agencies that have oversight roles for EMS—NHTSA, the Health and Human Services Office of the Assistant Secretary for Preparedness and Response (ASPR), and the Department of Homeland Security—that there are common regulatory, legislative, and financial barriers to EMS innovation faced in nearly every community that the federal government can't specifically resolve. However, they felt that a collaborative group of EMS and healthcare stakeholders would be able to articulate

the barriers and, more important, develop strategies to help the EMS and healthcare community overcome them. These federal agencies requested proposals to develop the document, and the collaborative proposal submission of Mount Sinai and the University of California—San Diego, under the leadership of Dr. James Dunford and me, was awarded the project.

## What were the project's goals?

First and foremost our goal was to develop actionable recommendations for overcoming barriers to EMS innovation. We did not want to get lost in abstract notions, but rather identify, with specificity, what the barriers are and what can be done locally and at the state level to innovate. Next, we knew the value of the convening process. The people and organizations that participated were chosen very specifically. We thought having EMS providers, payers, regulators, medical directors, institutes of higher education, and partner associations (and those who may perceive EMS innovations as competition) all together would yield very fruitful dialogue. And that's exactly what happened: Through the convening process, relationships were built between people and organizations that have promoted innovation in EMS, even before the final document could be released. Finally we wanted this collection of key leaders in healthcare and EMS to hear from EMS agen-

cies directly. We accomplished that by convening regional listening sessions. We also used a very open, transparent process. All meetings were accompanied by telephone conference calls, and we released several versions of the documents for public review.

## What were the key steps in the process?

First we created the national steering committee. We knew one of the keys to success would be having the right stakeholder organizations represented. We invited the usual EMS organizations, such as NAEMSP, NAEMT, AAA, ACEP, NASEMSO, IAFC, and IAFF. However, we also invited key organizations such as the Emergency Nurses Association, the Visiting Nurses Association of America, and the National Association of County and City Health Officials. Then we reached out to specific people from organizations that were either driving EMS innovation or would be exceptionally insightful while helping articulate barriers to innovation and how to overcome them. These invited perspectives included representatives from Cigna-HealthSpring, Kaiser Permanente, Geisinger Health System, Johns Hopkins Bloomberg School of Public Health, Mesa (Ariz.) City Council, Institute for Healthcare Improvement, Regional EMS Authority (REMSA), and MedStar Mobile Healthcare. We also used a very transparent and iterative process, which started with two regional forums, one in New York and one in California, and one national meeting. We also hosted several sessions at large national conferences such as the NAEMSP annual meeting and Pinnacle EMS Leadership & Management Conference. Section drafts were shared for comment to both the internal EMS industry and external stakeholders. We also worked to attain full consensus on all recommendations. As

you might imagine, that turned out to be a heavy lift. It's one of the reasons the process has taken so long and why there have been so many versions of the document. One example was state medical directors: A core group of participants felt state medical directors were a key component for advancing EMS, while others felt they actually impeded innovation. Through significant dialogue we arrived at recommendations focused not on whether there should be state medical directors, but rather on what both parties could agree were the types of roles a good state medical director could play to promote innovation.

### Tell us about the format of the document.

The document is organized into what the steering committee identified as seven themes: legal and regulatory; financial sustainability; education; regional coordination; interdisciplinary collaboration; medical direction and oversight; and data

and telecommunications. Each section has a description of the challenge, followed by strategic approach to overcome the barriers. Each section then ends with a list of recommendations aimed at various levels for each strategy to be applied in a specific way: local agencies or authorities, state associations and authorities, or national associations. In all there are more than 250 recommendations.

### What are the next steps?

The document was made publicly available for comment for over a year and is now closed. The core team is finalizing the document for dissemination. We plan to roll it out at national conferences and through publications to serve as a platform for action. Then it's up to the EMS community to begin implementing the recommendations. NAEMT's EMS 3.0 Committee has initiated a process of cataloging all the recommendations and ranking them based on value, feasibility, and alignment. The com-

mittee will then select the top 3–5 recommendations for each section and assist with implementing them.

### Any closing comments?

This project has been a huge undertaking, and we'd like to thank all who have and continue to participate. Special thanks to West Health, the Greater New York Hospital Association, Kaiser Family Foundation, and many others who have been instrumental. We encourage everyone to access the document, become familiar with the recommendations, and work to enact those most applicable to their circumstance. 🌐

To download the current version of the document visit [www.EMSIinnovations.org](http://www.EMSIinnovations.org).

### ABOUT THE AUTHOR



**Matt Zavadsky, MS-HSA, NREMT**, is chief strategic integration officer at MedStar Mobile Healthcare, the exclusive emergency and nonemergency EMS/MIH provider for Fort Worth and 14 other cities in North Texas.

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# COMMONLY USED ACRONYMS

## A

**ACEP** – American Academy of Pediatrics

**ACLS** – Advanced Cardiac Life Support

**AED** – Automated External Defibrillator

**ALJ** – Administrative Law Judge

**ALS** – Advance Life Support

**ATLS** – Advanced Trauma Life Support

## B

**BLS** – Basic Life Support

## C

**CAAS** – Commission on Accreditation of Ambulance Services (US)

**CAD** – Computer Aided Dispatch

**CAD** – Coronary Artery Disease

**CISD** – Critical Incident Stress Debriefing

**CISM** – Critical Incident Stress Management

**CMS** – Centers for Medicare and Medicaid Services

**COG** – Council of Governments, Continuity of Government

## 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)

**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)

**NEMIS** – 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

## S

**SSM** – System Status Management

**STEMI** – ST Elevation Myocardial Infarction

## T

## U

## V

**VFIB** – Ventricular fibrillation; an EKG rhythm

## W

**X/Y/Z**