



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors

March 27, 2019

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

Meeting Location: MedStar Mobile Healthcare, 2900 Alta Mere Dr., Fort Worth, TX 76116
Meeting Date and Time: March 27, 2019 10:00 a.m.

- | | | | |
|-------------|-------------------------------|--|---------------------------------------|
| I. | CALL TO ORDER | | Dr. Brian Byrd |
| II. | INTRODUCTION OF GUESTS | | Dr. Brian Byrd |
| III. | CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member or citizen may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: | |
| | BC – 1388 | Approval of board minutes February 27, 2019 meeting. | Dr. Brian Byrd
Pg. 4 |
| | BC – 1389 | Approval of Check History February 2019. | Dr. Brian Byrd
Pg. 8 |
| IV. | OLD BUSINESS | | |
| | BC - 1387 | Cont'd: Discuss proposed amendment to the MAEMSA bylaws, Article 2, Sec. 2.5; regarding the frequency of regular meetings. | Dr. Brian Byrd
Pg. 10 |
| V. | NEW BUSINESS | | |
| | BC – 1390 | Approval to replace MedStar servers (to be discussed in closed session under Section 551.089 of the Texas Open Meetings Act). | Douglas Hooten
Pg. 11 |
| | BC – 1391 | Approval to declare 17 portable radios surplus. | Douglas Hooten
Pg. 12 |
| VI. | MONTHLY REPORTS | | |
| | A. | Chief Executive Officer's Report | Douglas Hooten |
| | B. | Office of the Medical Director Report | Dwayne Howerton
Dr. Veer Vithalani |
| | C. | Chief, Financial Officer | Joan Jordan |
| | D. | Chief, Strategic Integration Officer | Matt Zavadsky |
| | E. | Compliance Officer/Legal | Chad Carr
Kristofer Schleicher |

F.	Chief, Operations	Ken Simpson
G.	FRAB	Fire Chief Jim Davis Fire Chief Kirt Mays
H.	Human Resources	Tina Smith

VII. OTHER DISCUSSIONS

A.	Requests for future agenda items	Dr. Brian Byrd
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VIII. CLOSED SESSION

The Board of Directors may conduct a closed meeting in order to discuss matters permitted by any of the following sections of Chapter 551 of the Texas Government Code:

1. Section 551.071: To seek the advice of its attorney(s) concerning pending or contemplated litigation or a settlement offer, or on any matter in which the duty of the attorney to the Board and the Authority to maintain confidentiality under the Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Open Meetings Act, including without limitation, consultation regarding legal issues related to matters on this Agenda;
2. Section 551.072: To deliberate the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the Authority in negotiations with a third person;
3. Section 551.074: To (1) deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an Authority officer or employee; or (2) to hear a complaint or charge against an officer or employee; or
4. Section 551.089: To deliberate security assessments or deployments relating to information resources technology; network security information; or the deployment of, or specific occasions for implementation, of security personnel, critical infrastructure, or security devices.

IX. RECONVENE FROM CLOSED SESSION

The Board may act on any agenda 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, TX 76116
February 27, 2019

The Metropolitan Area EMS Authority Board of Directors met on February 27, 2019 at MedStar Mobile Healthcare offices.

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 10:00 a.m.

MedStar Board members present: Dr. Brian Byrd, Chairman, Paul Harral, Dr. Rajesh Gandhi, Dr. John Geesbreght, Dr. Janice Knebl, Douglas Hooten (Ex-officio), Fire Chief Jim Davis (Ex-officio), Fire Chief Kirt Mays (Ex-officio), and Kristofer Schleicher, General Counsel for MAEMSA d/b/a MedStar Mobile Healthcare. Not present: Dr. Veer Vithalani (Ex-officio), Stephen Tatum.

Guests present were Dr. Gary Floyd of EPAB, Jeremy Bishop of IAFF Local 440 Board and Fire Chief Casey Davis. Also present were Tina Smith, Chad Carr, Ken Simpson, Joan Jordan, Matt Zavadsky, Susan Swagerty, Chris Cunningham, Shaun Curtis, Pete Rizzo, Desi Partain, Dale Rose, Macara Trusty, Richard Brooks, Stacy Harrison, Buck Gleason, and Marianne Schmidt; all with MedStar.

II. INTRODUCTION OF GUESTS

III. CONSENT AGENDA

BC – 1383 Approval of Board minutes for January 16, 2019.

BC – 1384 Approval of Board minutes for work session, audit report January 16, 2019.

BC – 1385 Approval of Check History for January, 2019.

The motion to approve all items on the Consent Agenda was made by Dr. Rajesh Gandhi and seconded by Dr. Janice Knebl. The motion carried unanimously.

IV. OLD BUSINESS

There was no old business.

V. NEW BUSINESS

BC – 1386 Approval to declare certain assets surplus.

Removed the BC that was in the board packet and replaced it with the new BC that has correct chart for surplus items. Also corrected wording by adding “to”.

The motion to approve was made by Dr. Rajesh Gandhi and seconded by Paul Harral. The motion carried unanimously.

BC – 1387 Discuss proposed amendment to the MAEMSA bylaws, Article 2, Sec. 2.5; regarding the frequency of regular meetings.

Chairman Byrd asked the board members to think about moving board meetings to every other month or quarterly. Douglas Hooten stated that an ePacket would still be sent out each month with all the reports. Chairman Byrd asked that the board convene a group of several board members and Mr. Hooten to consider all the factors and make a recommendation to the board in the coming months about the meeting schedule. Kristofer Schleicher noted that the proposed amendment does not require any change to the current schedule but gives the Board the discretion to set the number of board meetings, subject to a quarterly minimum.

A motion to table consideration of the proposed amendment until next month was made by Paul Harral and seconded by Dr. Rajesh Gandhi. The motion was carried unanimously.

IR – 208 Certification of election results for Suburban Cities Representative.

Kristofer Schleicher informed the board that Mr. Matthew Aiken was elected as a new board member and will start his term in March. Chairman Byrd certified the result of the election and noted that we all enjoyed working with Stephen Tatum and wish him well. Paul Harral requested that a bio of Mr. Aiken be sent out to the board members.

VI. MONTHLY REPORTS

- A. Chief Executive Officer:** Douglas Hooten reviewed the items in Tab and reported that work toward closing on the property for the North Deployment Center continues and should be completed in March. Mr. Hooten also reported that a panel of the management and executive team had interviewed seven candidates for the CFO position and unanimously selected two finalists. Dr. Geesbreght suggested that the board meet the new CFO prior to the next board meeting. All agreed and a reception for the new CFO will be scheduled prior to the March board meeting. Mr. Hooten invited Board members to sit in on the last two interviews.
- B. Chief Strategic Integration Officer:** Matt Zavadsky reviewed Tab H.
- C. Office of the Medical Director:** Buck Gleason reviewed Tab C.
- D. Compliance/Legal Reports:** Chad Carr reviewed Tab G.
- E. FRAB:** Fire Chief Jim Davis or Kirt Mays:
- F. Chief, Finance Officer:** Joan Jordan reviewed Tab F.
- G. Human Resources:** Tina Smith reviewed Tab G.
- H. Chief Operations Officer: Ken Simpson** reviewed Tab H.

VII. REQUEST FOR FUTURE AGENDA ITEMS

VIII. CLOSED SESSION

There was no closed session.

IX. ADJOURNMENT

There being no further business, Chairman Byrd adjourned the meeting at 11:10 a.m.

Respectfully submitted,

Janice Knebl
Secretary



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
AP Check Details Over \$5000
For Checks Between 2/1/2019 and 2/28/2019

Check Num	CK Date	Vendor Name	Check Amount	Description
WIRE	2/18/2019	American Express	\$ 14,841.06	WIRE TO FUND AMX STMT
96707	2/8/2019	Bound Tree Medical LLC	52,406.15	Holiday Order - Medical Supplies
96720	2/8/2019	Dell Marketing LP	12,791.25	Wyse Clients for VLAN Upgrade
96721	2/8/2019	Direct Energy Business	10,377.18	Electric Service
96732	2/8/2019	NRS	6,963.11	Collection Agency Commission
96741	2/8/2019	ReCept Pharmacy	17,071.50	Medical Supplies
96744	2/8/2019	Stryker	7,657.25	COT Parts
96751	2/8/2019	XL Parts	6,322.55	Fleet stock parts
96752	2/8/2019	ZirMed Inc	9,959.85	Insurance Verification\Payments
96753	2/8/2019	Zoll Medical Corporation	5,174.40	Stat Pad
96757	2/14/2019	AT&T Mobility	10,086.36	Cell Phones and Aircards
96759	2/14/2019	Bracket & Ellis, PC	11,175.00	Legal Services OMD
96760	2/14/2019	Continental Benefits	60,014.24	Hlth Ins Premium JAN 2019
96761	2/14/2019	Emory University	5,000.00	CARES
96764	2/14/2019	Harold James, Inc.	5,795.00	backup site AC compressor Repair
96766	2/14/2019	Innovative Developers	66,172.86	N. Deployment Center
96767	2/14/2019	M. Beth Krugler, JD, MS	7,402.50	Facilitated Meeting at FTW Club
96776	2/14/2019	Paranet Solutions	26,577.65	Agreed Managed Services - IT -
96778	2/14/2019	PRUDENTIAL GROUP	20,026.72	Basic Life, LTD, STD, JAN 2019
96779	2/14/2019	TX Auto Paint & Collision	5,500.81	M35 Code 100 repairs
96785	2/14/2019	Whitley Penn, LLC	6,500.00	Audit
96834	2/22/2019	Bound Tree Medical LLC	69,119.54	Medical Supplies
96835	2/22/2019	Bruce Lowrie Chevrolet	5,397.80	GM parts
96856	2/22/2019	ImageTrend	90,885.95	Annual Fees
96861	2/22/2019	Logis Solutions	5,000.00	Technical Support
96866	2/22/2019	Maintenance of Ft Worth	5,247.48	Janitorial Supplies
96869	2/22/2019	Motorola Solutions, Inc.	111,179.72	Annual Maintenance
96874	2/22/2019	NRS	15,571.14	Collection Agency Commission
96883	2/22/2019	Paranet Solutions	52,282.00	IT Consulting
96887	2/22/2019	ReCept Pharmacy	17,987.65	Medical Supplies
96889	2/22/2019	SafeTech Solutions	14,000.00	Leadership Planning
96899	2/22/2019	Whitlock	12,750.00	Proirity Service Plan Renewal
96903	2/26/2019	PRUDENTIAL GROUP	19,737.55	Basic Life, LTD, STD FEB2019
96909	2/28/2019	Continental Benefits	56,144.85	Health Premium - February
96911	2/28/2019	Delta Dental Insurance	20,504.85	Dental - February
96925	2/28/2019	Solutions Group	8,479.20	Deductible Management
WIRE	2/13/2019	UTSW Medical Ctr	12,833.33	Assoc MedDir Brian M JAN
WIRE	2/20/2019	WEX Bank	83,133.06	Fuel
WIRE	2/22/2019	Chase Ink Cardmember	8,527.04	NAEMSP
WIRE	2/28/2019	UTSW Medical	12,833.33	B. Miller - Assoc Med Dir FEB
WIRE	2/28/2019	Veer D. Vithalani	22,070.92	Med Dir Salary and Cell Phone
WIRE	2/27/2019	Frost	30,067.92	Frost Loan
TOTAL			\$ 1,041,568.77	

**AMAA
BOARD COMMUNICATION**

Date: 3/27/19	Reference #: BC-1391	Title: Approval to declare 17 portable radios surplus.
<p><u>RECOMMENDATION:</u></p> <p>Management recommends approval to declare these 17 portable radios as surplus.</p> <p><u>DISCUSSION:</u></p> <p>17 portable radios have reached the end of their useful life, are being replaced, and should be declared surplus.</p> <p><u>FINANCING:</u></p> <p>No impact on our assets as these items are fully depreciated.</p>		
Submitted by: <u>Douglas Hooten</u>		Board Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued until _____



Declare Certain Assets Surplus

Item Description	Net Book Value
Portable radios – 17 – see detail attached	\$0

Reason:

These radios have reached the end of their useful life and are being replaced. Their book value is zero.

Approved:

Chief, Financial Officer

Chief, Executive Officer

Chairman, MAEMSA board of directors

Quantity	Asset Description	Model Number	Asset Tag Number	Serial Number	Location	Purchase Date	Part Price
1	Portable Radio	XTS 2500	0250	205CJH0746	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0189	205CJH0745	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	APX 7000	0107	655CQF0706	Supply Room: MedStar Asset Room	7/1/2014	\$2,500.00
1	Portable Radio	XTS 5000	0721	721CKT0030	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 5000	1061	721CKT0037	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0344	205CFM2577	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0256	205CFM2582	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0997	205CFM2591	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0343	205CFM2595	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0342	205CFM2596	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0328	205CFM2598	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500		205CFM2607	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0252	205CFM2608	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	1409	205CGF3036	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0341	205CGM1855	Supply Room: MedStar Asset Room	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0125	205CGM1856	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00
1	Portable Radio	XTS 2500	0212	205CGM1860	Supply Room: MedStar Resupply Wall	1/1/2012	\$2,500.00

Tab A – Chief Executive Officer

Tab B –Office of the Medical Director



Medical Director's Report

OMD 2018 Summary

Blueprint for Quality

- Credentialing
- Training & Education
- Quality Assurance



Credentialing

Credentialing

- Hired as EMT/Paramedic
- NEOP
 - Classroom based education
 - Lectures
 - Oral case discussions
 - Simulation Lab (in-house & THR)
- Field Training
 - “S” phase - Operational
 - “T” phase – BLS
 - “A” phase – ALS
 - “R” phase (rare) – extended mentoring
- Minimum 2 weeks each – objective based

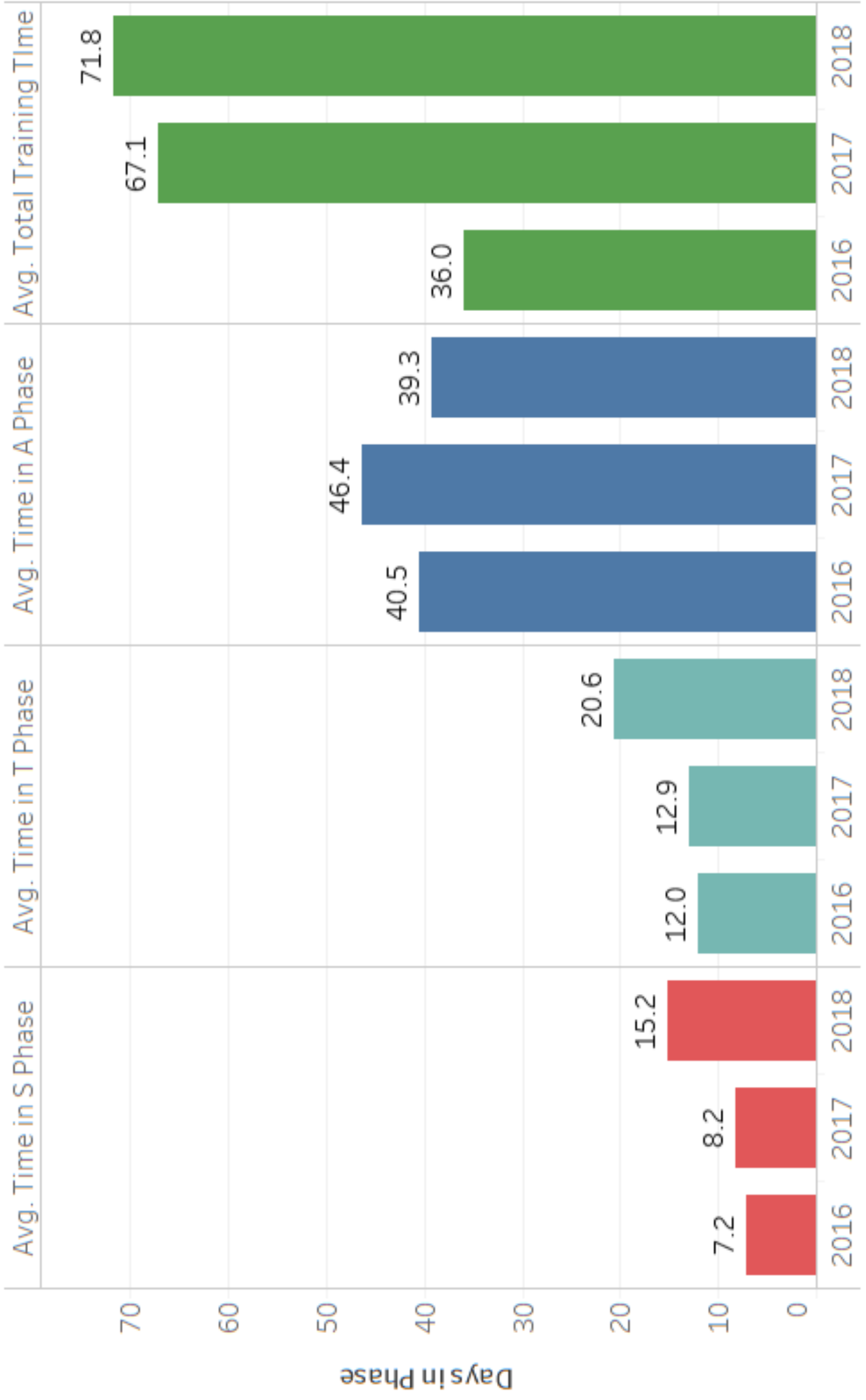
Medical Director Interview

- Oral-board Style Case
- Verbal discussion of patient care
- Gain understanding of thought process, critical thinking, clinical decision making

Credentialing

Number of Providers Trained and Credentialed						
	Paramedics		EMTs		Total	
	Trained	Credentialed	Trained	Credentialed	Trained	Credentialed
2016	50	33	51	49	101	82 (81%)
2017	71	53	60	57	131	110 (84%)
2018	45	31	53	49	98	80 (81%)

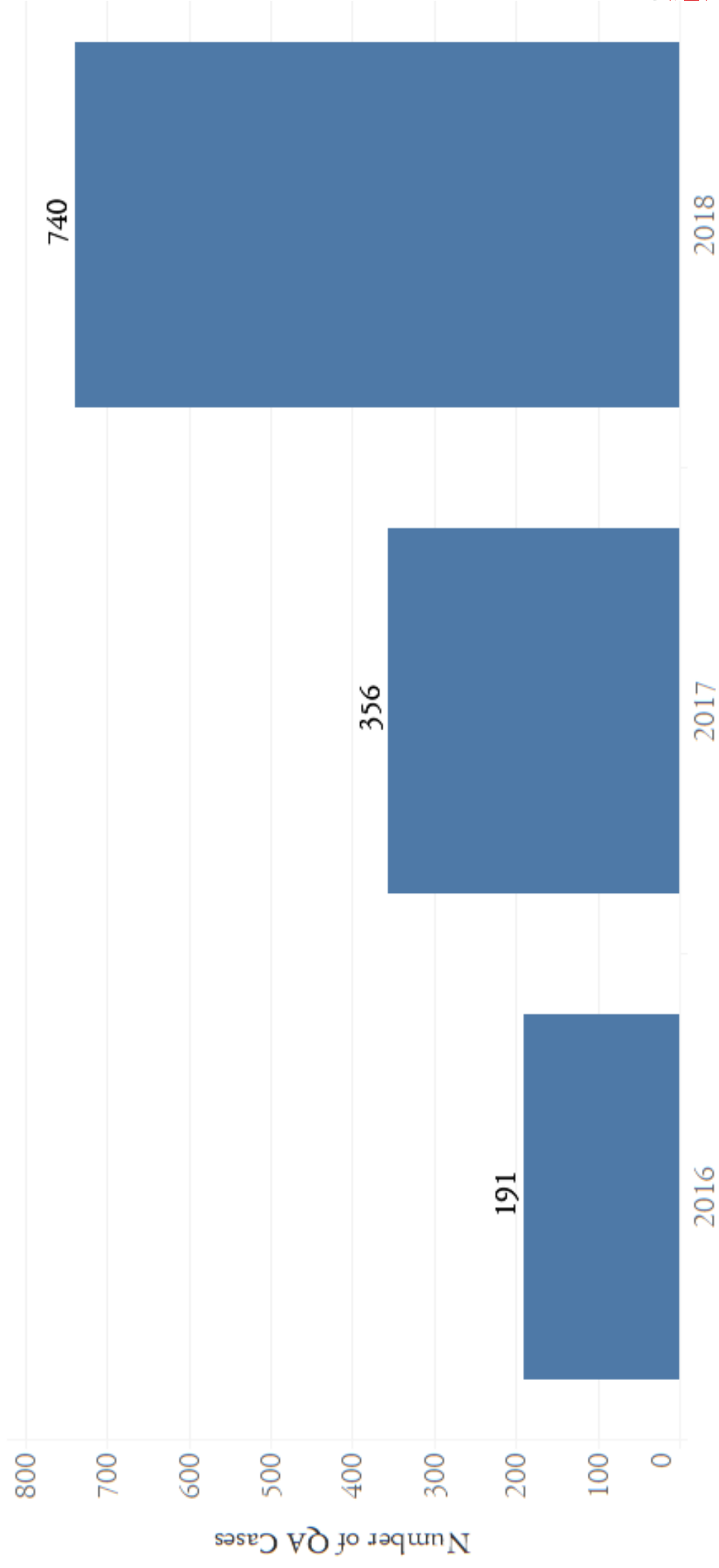
Year of NEOP Start Date



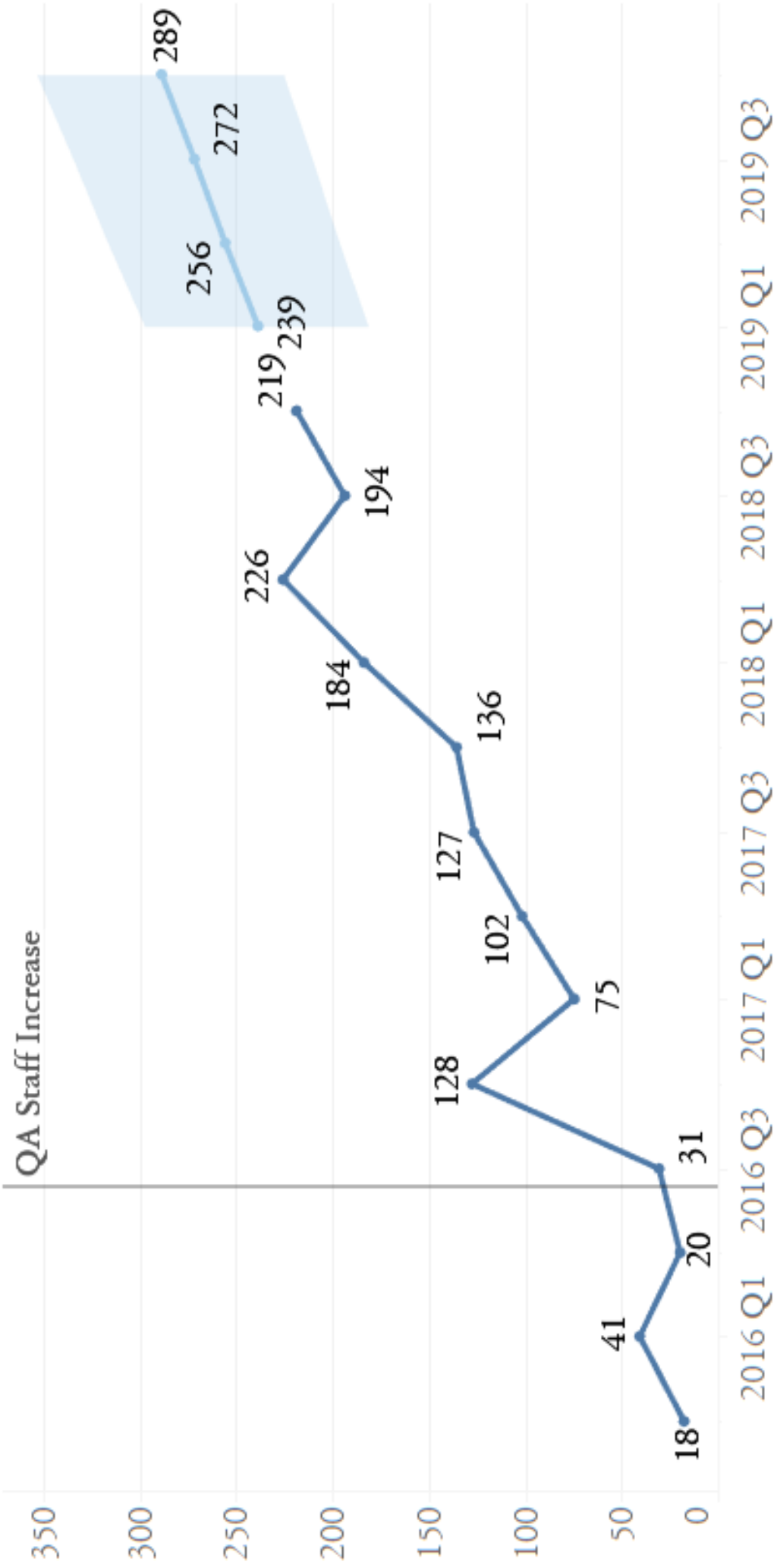
Quality Improvement



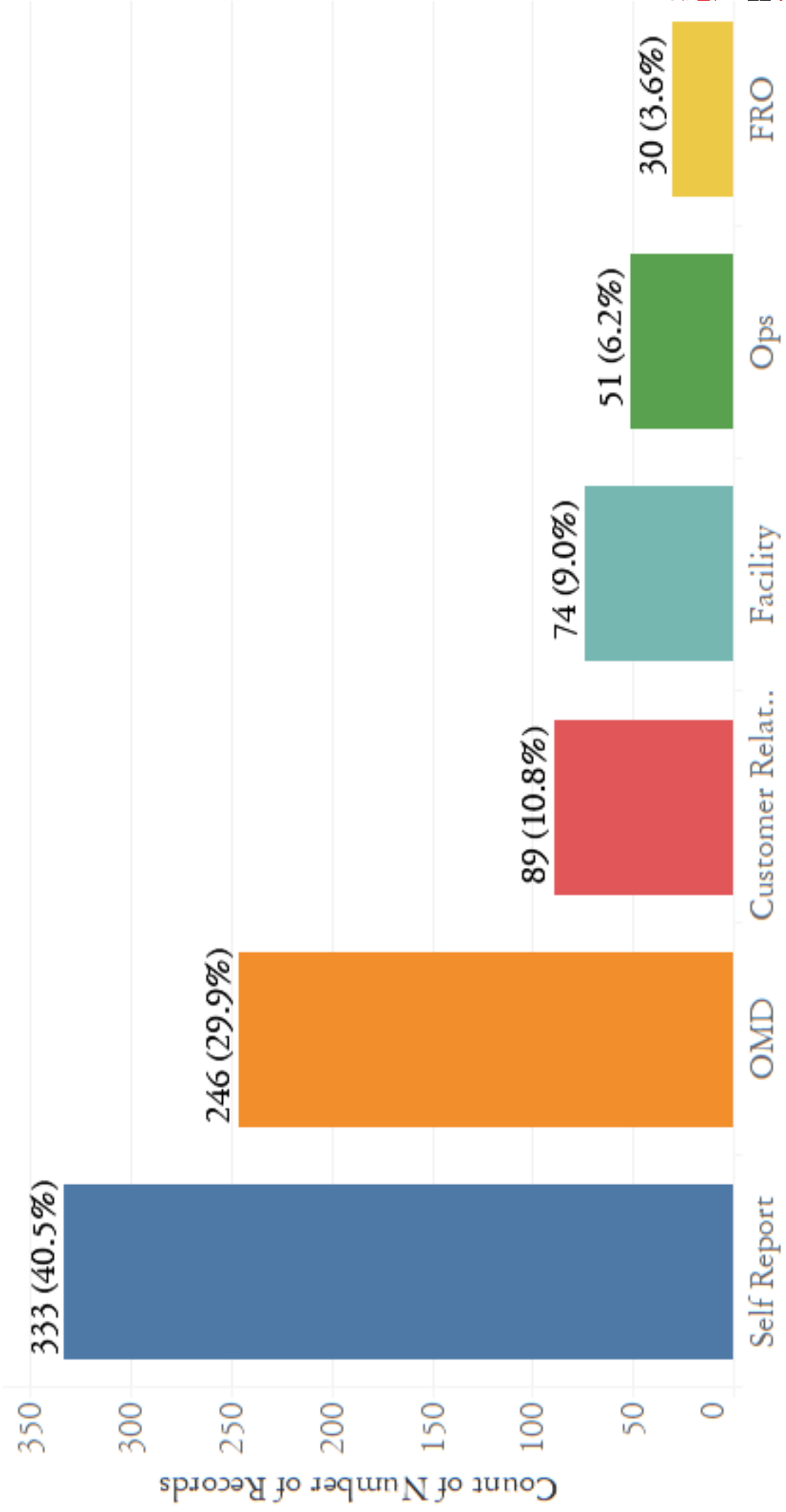
Individual “Sentinel Event” Cases Reviewed



Cases per Quarter



Cases by Origin



Case Acuity	2016	2017	2018
High	48 (25.1%)	86 (24.2%)	81 (10.9%)
Moderate	61 (31.9%)	130 (36.5%)	244 (33.0%)
Low	69 (36.1%)	109 (30.6%)	320 (43.2%)
Non QA/QI	13 (6.8%)	31 (8.7%)	95 (12.8%)
Grand Total	191 (100.0%)	356 (100.0%)	740 (100.0%)

Case Disposition	2016	2017	2018
Clinically Appropriate	8 (6.3%)	5 (1.9%)	5 (0.8%)
Needs Improvement	69 (54.3%)	133 (51.8%)	246 (37.8%)
Clinically Inappropriate	9 (7.1%)	15 (5.8%)	30 (4.6%)
Forwarded	14 (11.0%)	44 (17.1%)	178 (27.3%)
No Fault ²⁷	27 (21.3%)	60 (23.3%)	192 (29.5%)
Grand Total	127 (100.0%)	257 (100.0%)	651 (100.0%)

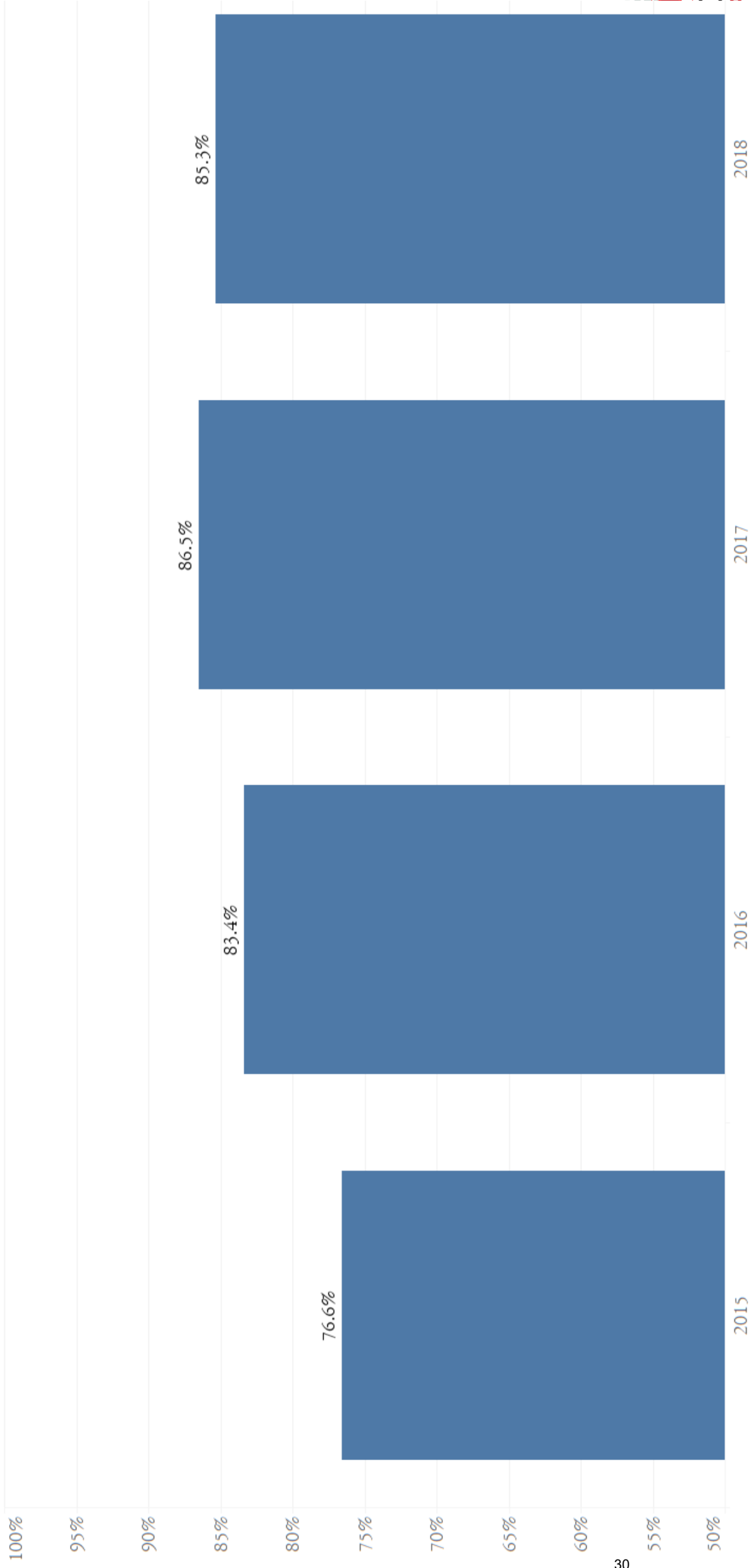
Cardiac Arrest Metrics



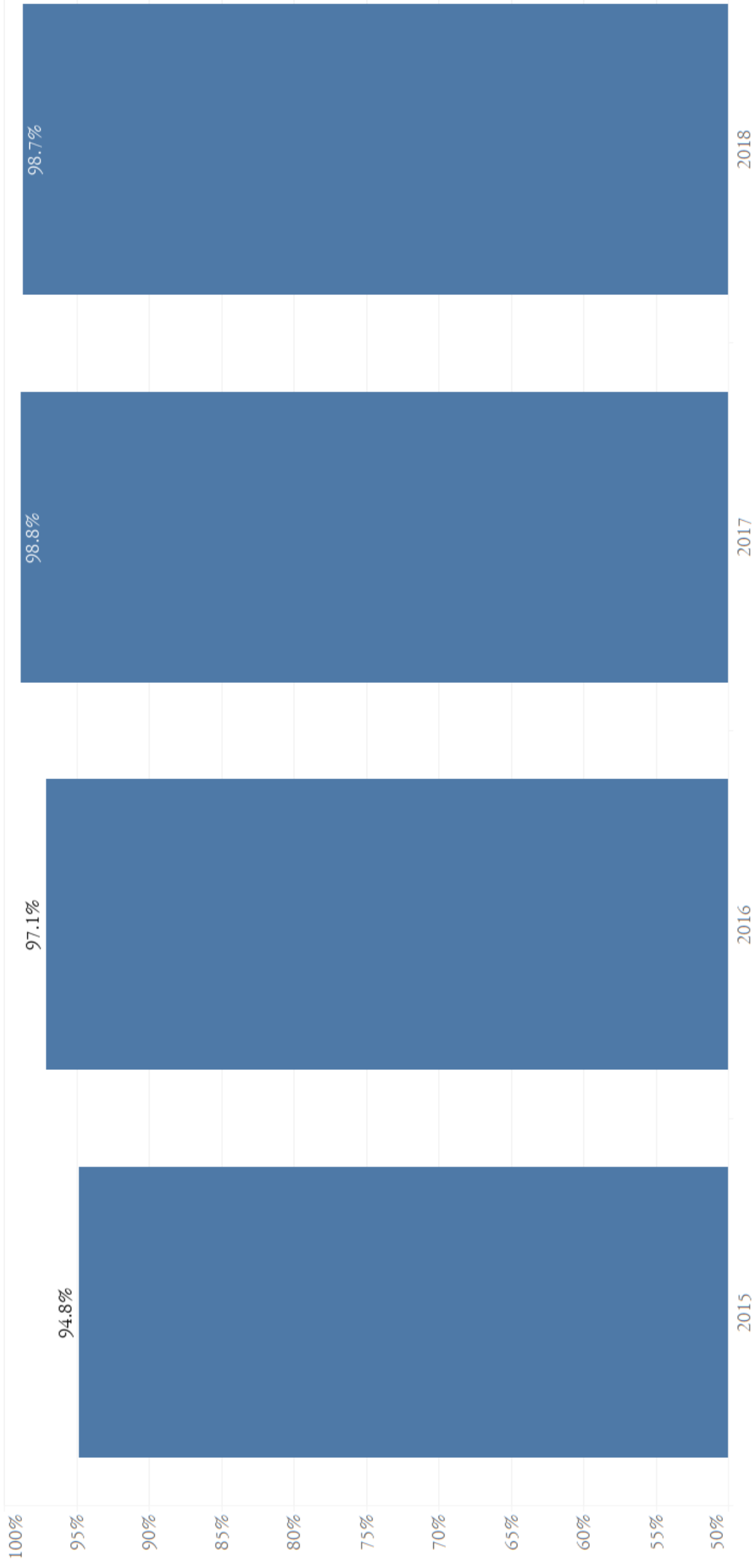
Number of Cardiac Arrests



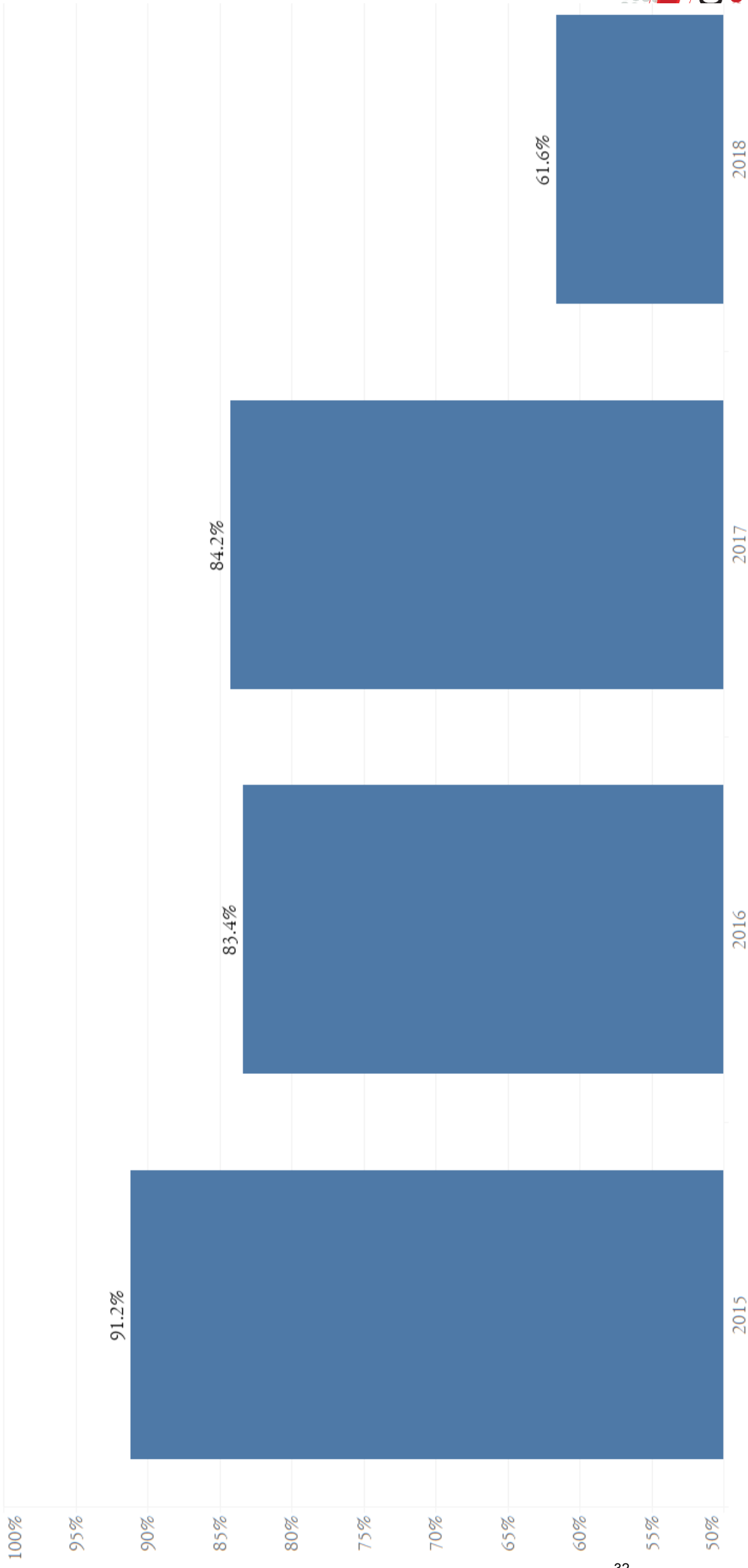
CCF > 90%



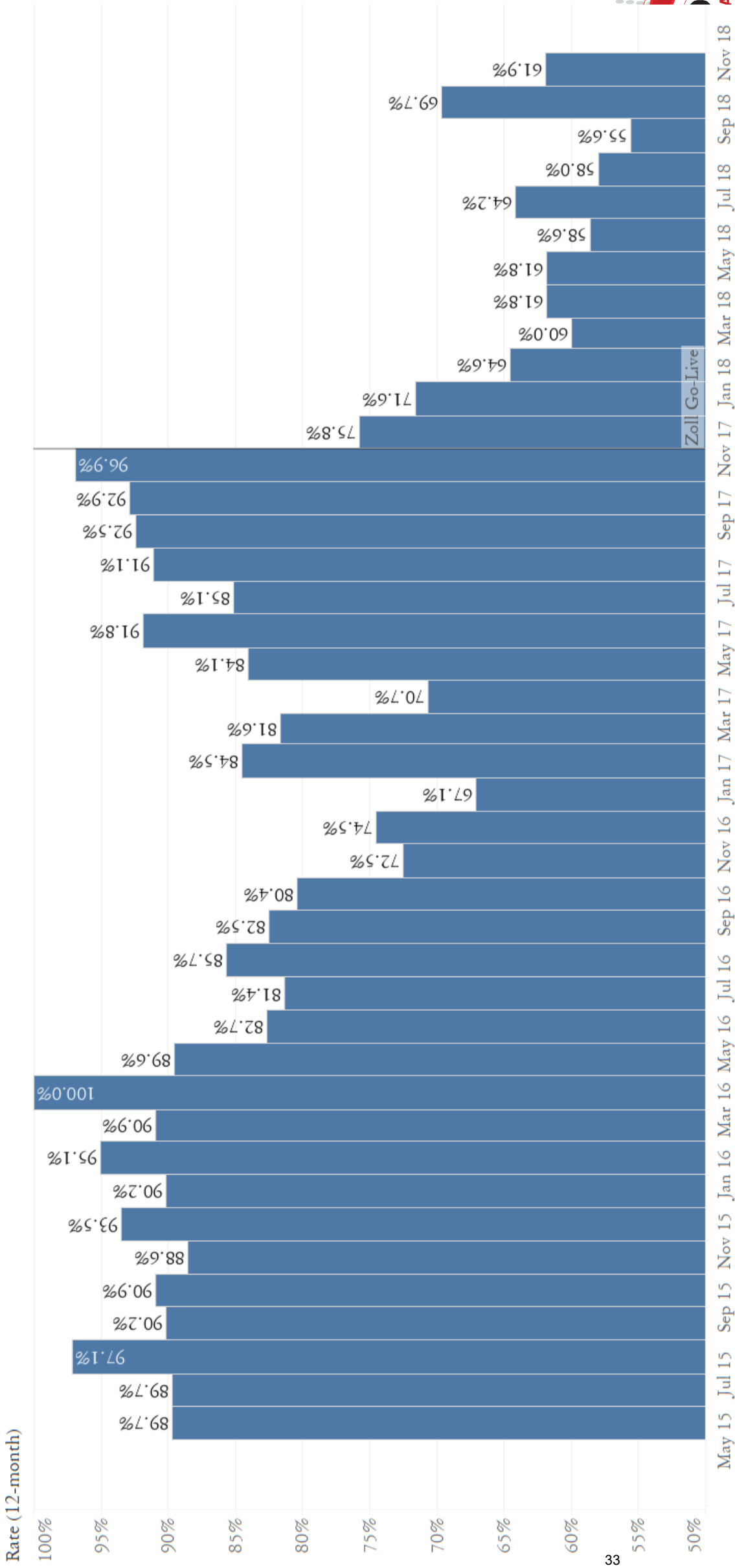
CCF > 80%



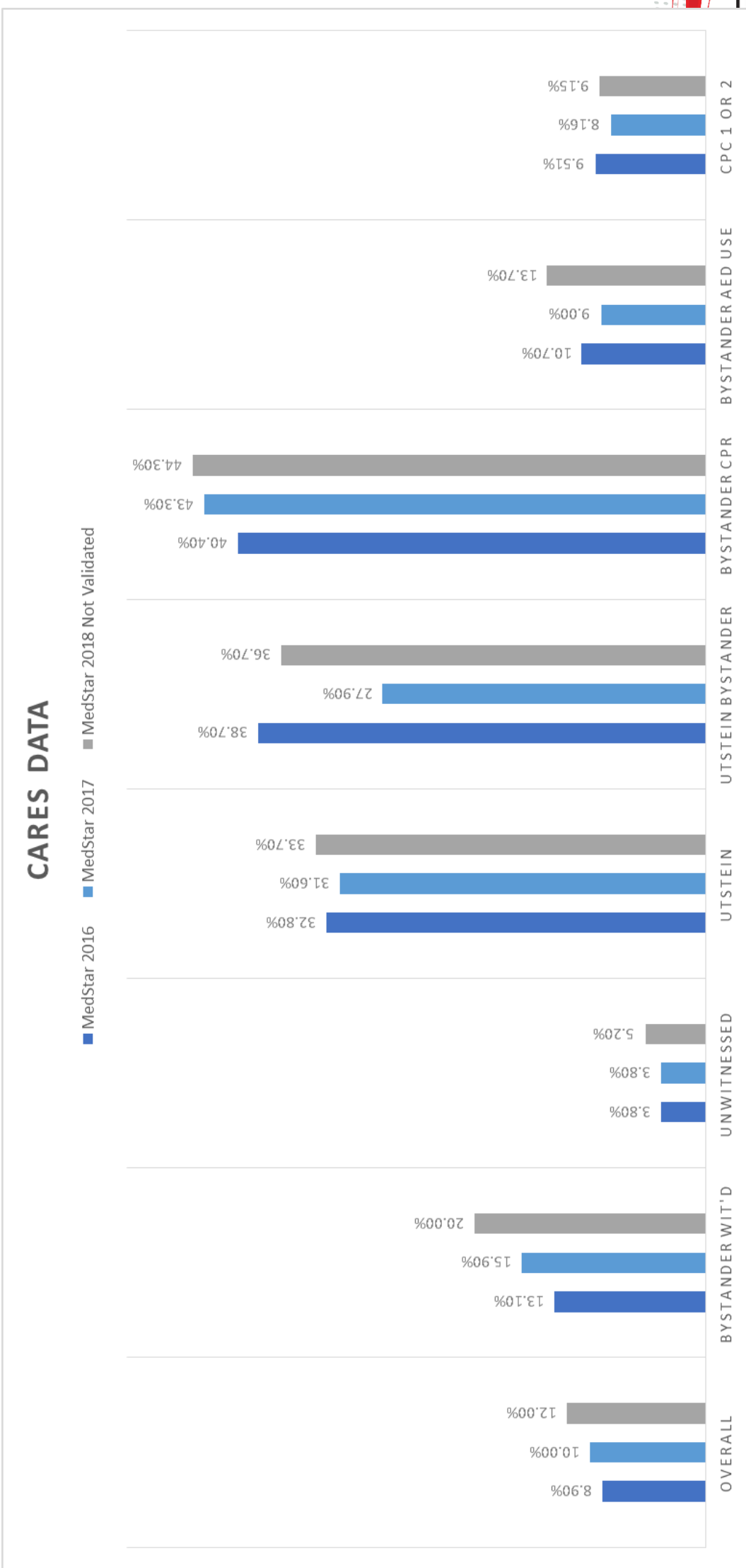
Rate 100-120 bpm



Rate 100-120 bpm

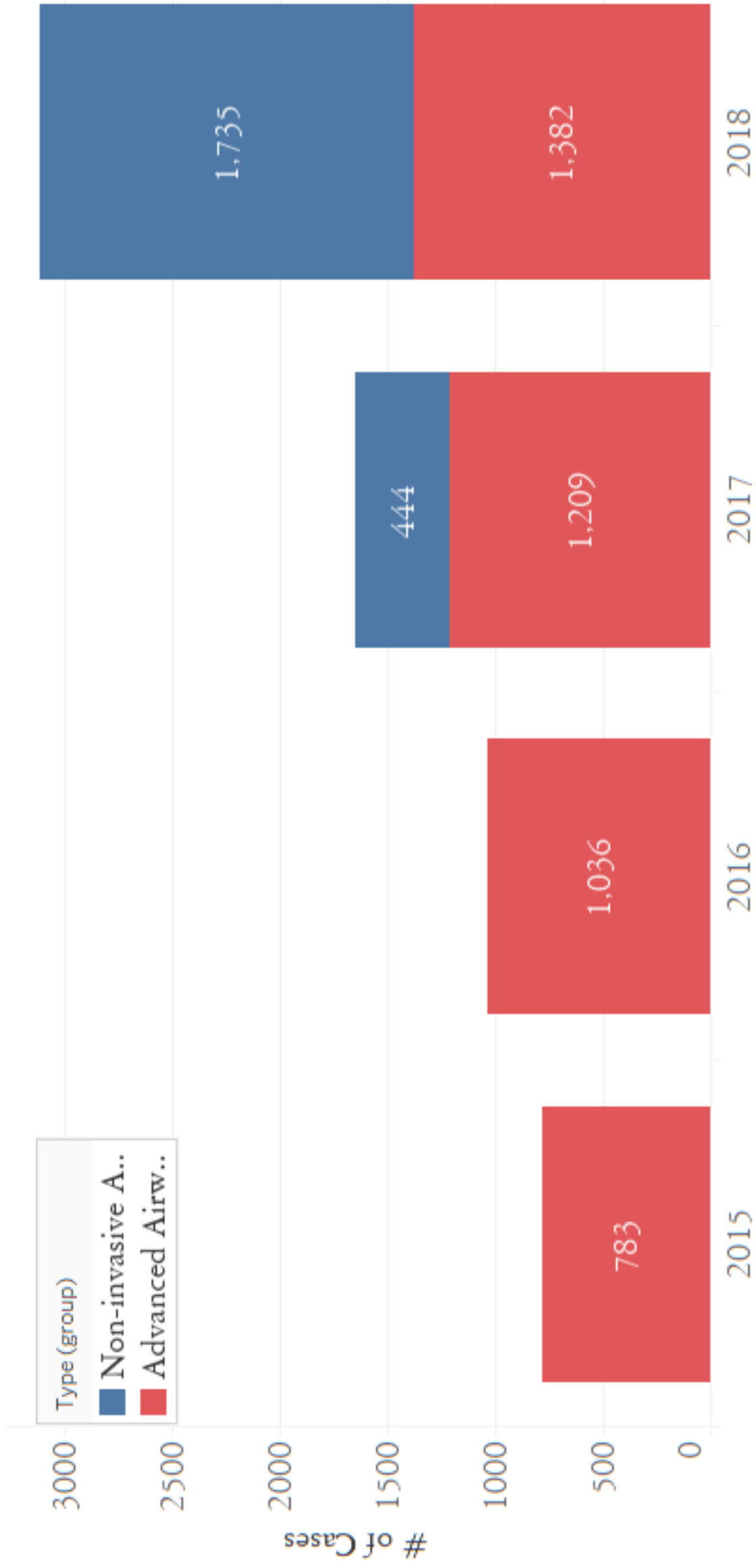


CARES Report (not validated)

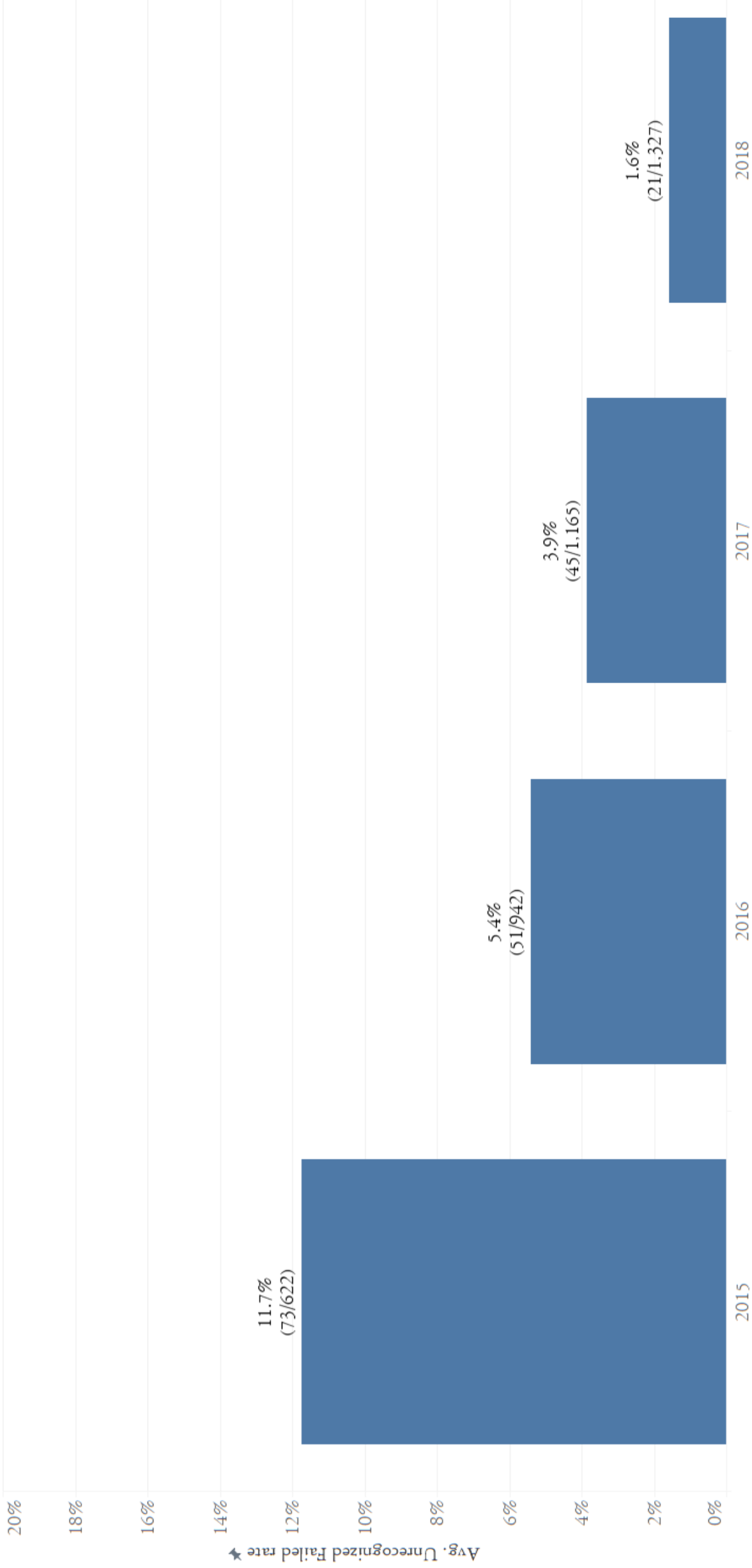


Airway Report

Cases Reviewed



Unrecognized Failed Advanced Airway Rate



Airways Success - ET & King



Training & Education



Training & Education

- Quarterly CE Sessions
- FRO
- One on One
- Medical Monday



Discussion

OMD Annual Report

MEDS Committee

- Discussed evaluations of CPAP device trial
- Currently only 1 medication on shortage/backorder

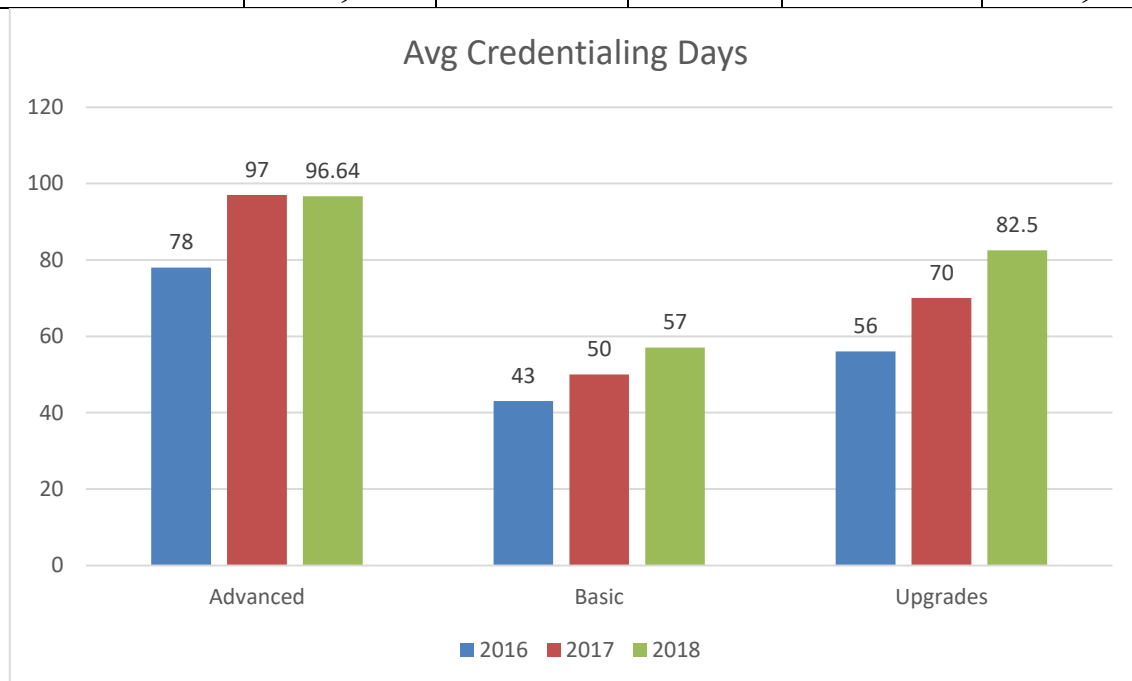
Education and Training

- Education
 - o Skills Verification on-going
- Training
 - o FRO protocol update training in process

Credentialing

- FRO testing to be completed in May

2019	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	8	-	-	-	8
Adv Upgrade	6	-	-	-	6
Basic	19	-	-	-	19

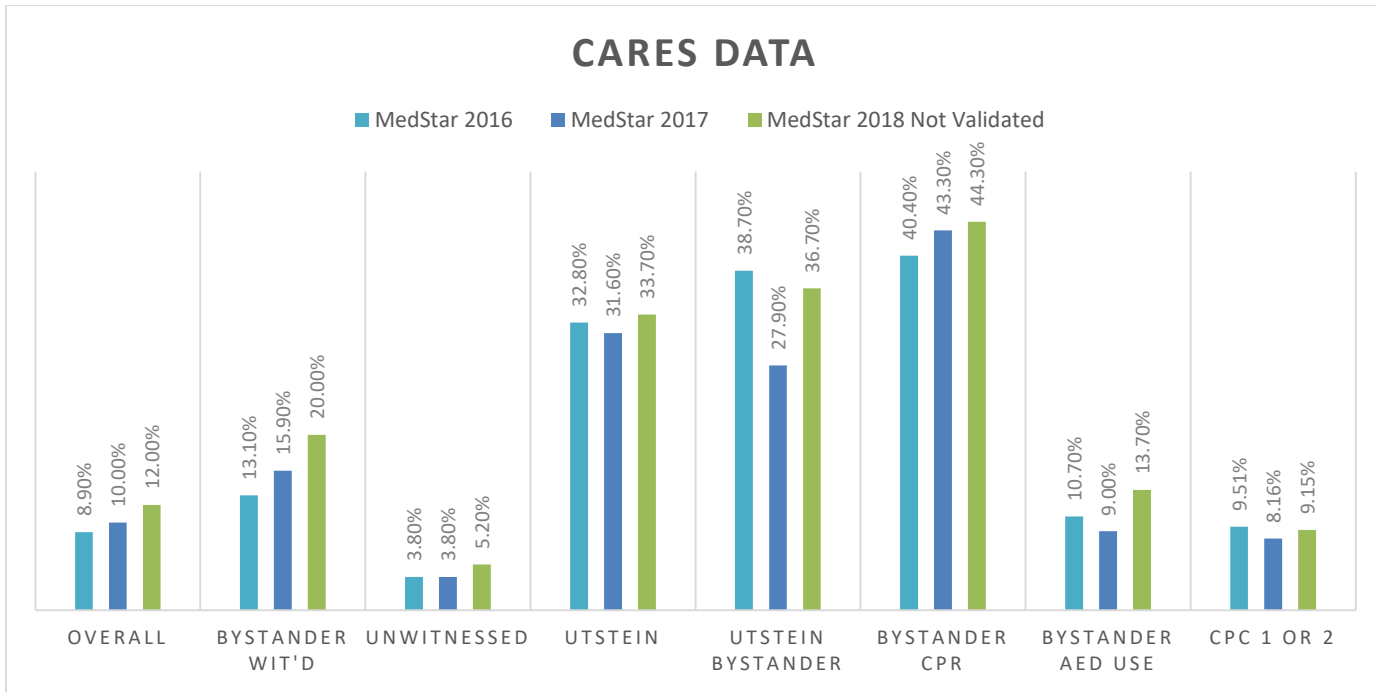


The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

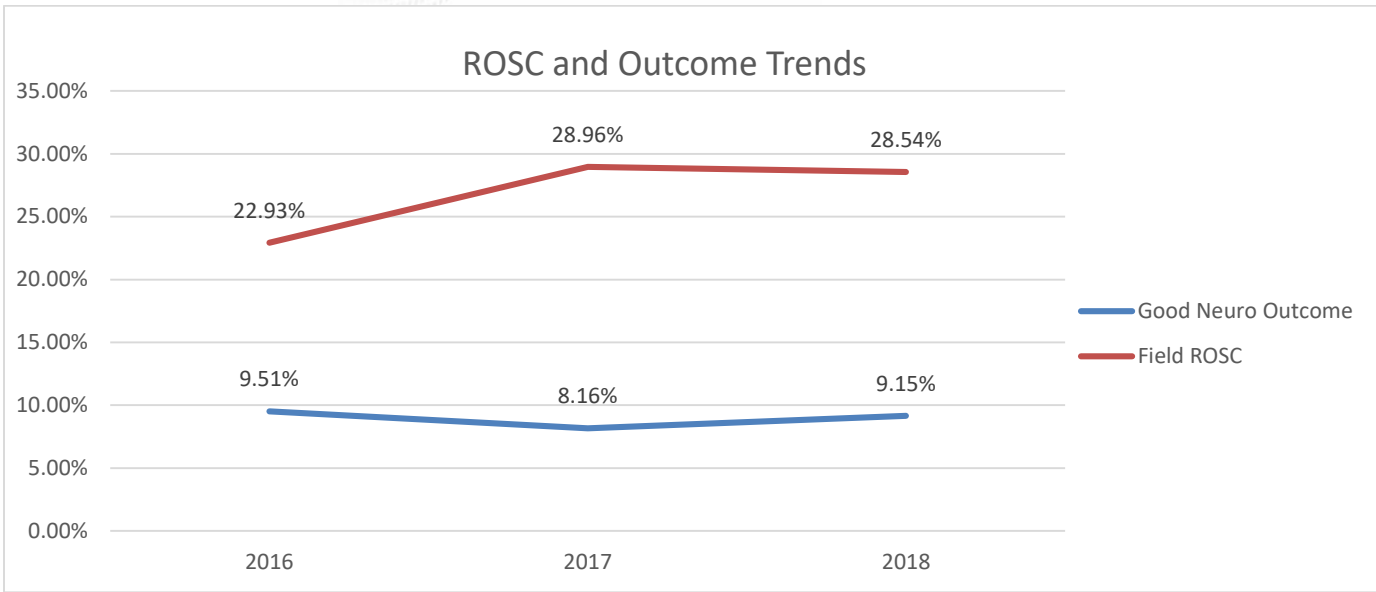
QA

System Diagnostics

- Clinical Bundles Report
 - o Coming in March
- Resuscitation
 - 100% hospital outcome data reported



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



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

Tab C – Chief Financial Officer

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – March 27, 2019

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

Statement of Revenues and Expenses:

Month to Date: Net retained earnings for the month of February, 2019 is a loss of \$191,906 as compared to budgeted gain of \$249,655 for a negative variance of \$441,561.

- Billed transports were approximately 150 less than budgeted transports, which caused a lower than planned revenue total.
- In January, MAEMSA became aware that Continental Benefits was holding health insurance claims due to a website issue they were having. Approximately \$350,000 in claims were paid in the month of February, \$50K of which applied to prior year, the remaining should have been paid earlier in this fiscal year.

Year to Date: The 5 months ended February, 2019 shows a loss of \$301,577 as compared to a budgeted gain of \$231,688, for a negative variance of \$533,266.

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

Legal Services	\$	48,797
FWFD Grant	\$	56,818
Med Dir Payout	\$	70,000
Prior Year Benefits	\$	438,950
		<hr/>
	\$	614,565
		<hr/>

Without these unbudgeted expenditures, February, 2019 year to date would show a net earnings of \$312,988, compared to a budgeted gain of \$231,688, for a positive variance of \$81,300.

Key Financial Indicators:

- Current Ratio – MedStar has \$17.64 in current assets (Cash, receivables) for every dollar in debt. (Goal: a score of \$1.00 would mean sufficient current assets to pay debts.)

- Cash as % of Annual Expenditures – The Restated Interlocal Cooperative Agreement, Sec 5.5.2, mandates 3 months of operating capital. As of February 28, there is slightly less than 6 months in cash.
- Accounts Receivable Turnover – This statistic indicates MedStar’s effectiveness in extending credit and collecting debts by indicating the average age of the receivables. MedStar’s goal is a ratio greater than 3.0 times; current turnover is 4.53 times.
- Return on Net Assets – This ratio determines whether the agency is financially better off than in previous years by measuring total economic return. An improving trend indicates increasing net assets and the ability to set aside financial resources to strengthen future flexibility. Management has budgeted a return of 7.04% on assets. Through February, the return is 6.25%

Billing Trends:

- 47324 encounters have been billed through February 2019 at a cost of \$788,644 for a cost per claim of \$16.66, or 4.35% of collections. This is below the industry average of 6% of collections.

MAEMSA/EPAB cash reserve balance as of February 28, 2019 is \$580,113.

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Balance Sheet
For the Period Ending February 28, 2019

	Feb-19	Feb-18
Assets		
Cash	\$20,299,878.40	\$21,061,358.43
Accounts Receivable	\$10,890,354.77	\$18,732,407.78
Inventory	\$299,899.39	\$299,899.39
Prepaid Expenses	\$1,193,993.40	\$1,052,081.89
Property Plant & Equipment	\$49,011,569.23	\$49,379,816.36
Accumulated Depreciation	(\$18,485,434.61)	(\$19,138,829.57)
Total Assets	\$63,210,260.58	\$71,386,734.28
Liabilities		
Accounts Payable	(\$433,870.10)	(\$386,891.91)
Other Current Liabilities	(\$1,404,580.30)	(\$3,077,949.99)
Accrued Interest	(\$7,781.31)	(\$3,859.98)
Payroll Withholding	(\$6,452.10)	(\$7,854.82)
Long Term Debt	(\$4,389,465.64)	\$0.00
Other Long Term Liabilities	(\$171,068.14)	(\$4,135,785.42)
Total Liabilities	(\$6,413,217.59)	(\$7,612,342.12)
Equities		
Equity	(\$57,098,553.16)	(\$62,071,010.00)
Year to Date (Earnings) Loss	\$301,577.89	(\$1,703,314.04)
Total Equities	(\$56,796,975.27)	(\$63,774,324.04)
Total Liabilities and Equities	(\$63,210,192.86)	(\$71,386,666.16)



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

For the Period Ending February 28, 2019

[Actual compared with Budget]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenue						
Transport Fees	\$13,198,587.48	\$13,385,469.00	(\$186,881.52)	\$70,408,696.16	\$70,006,340.00	\$402,356.16
Contractual Allow	(\$5,900,246.47)	(\$3,651,475.00)	(\$2,248,771.47)	(\$29,258,120.11)	(\$19,101,864.00)	(\$10,156,256.11)
Provision for Uncoll	(\$3,603,312.52)	(\$5,964,197.00)	\$2,360,884.48	(\$21,408,100.03)	(\$31,183,467.00)	\$9,775,366.97
Education Income	\$6,933.31	\$50.00	\$6,883.31	\$35,527.56	\$33,900.00	\$1,627.56
MIH Program Income	\$21,538.29	\$54,731.61	(\$33,193.32)	\$119,049.76	\$274,158.05	(\$155,108.29)
Standby/Subscription	\$63,490.87	\$61,662.00	\$1,828.87	\$359,795.76	\$388,142.00	(\$28,346.24)
Pop Health PMPM	\$55,644.00	\$55,385.16	\$258.84	\$247,321.38	\$276,925.80	(\$29,604.42)
interest on Investme	\$6,429.37	\$0.00	\$6,429.37	\$52,335.75	\$0.00	\$52,335.75
Gain(Loss) on Dispos	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$3,849,064.33	\$3,941,625.77	(\$92,561.44)	\$20,556,506.23	\$20,694,134.85	(\$137,628.62)
Expenditures						
Salaries	\$2,146,523.47	\$2,195,450.22	(\$48,926.75)	\$12,478,336.27	\$12,812,420.10	(\$334,083.83)
Benefits and Taxes	\$736,677.60	\$380,142.45	\$356,535.15	\$2,623,902.13	\$1,994,235.09	\$629,667.04
Interest	\$10,062.17	\$9,216.85	\$845.32	\$45,746.04	\$31,360.62	\$14,385.42
Fuel	\$87,510.06	\$95,015.67	(\$7,505.61)	\$491,859.89	\$475,078.35	\$16,781.54
Medical Supp/Oxygen	\$158,560.24	\$176,881.00	(\$18,320.76)	\$848,529.25	\$906,931.00	(\$58,401.75)
Other Veh & Eq	\$36,426.16	\$34,800.09	\$1,626.07	\$208,595.34	\$174,000.45	\$34,594.89
Rent and Utilities	\$47,293.85	\$43,734.33	\$3,559.52	\$160,788.80	\$218,671.65	(\$57,882.85)
Facility & Eq Mtc	\$28,845.54	\$45,121.17	(\$16,275.63)	\$222,554.03	\$223,915.85	(\$1,361.82)
Postage & Shipping	\$2,901.13	\$7,379.69	(\$4,478.56)	\$13,243.24	\$36,898.45	(\$23,655.21)
Station	\$32,157.92	\$42,772.86	(\$10,614.94)	\$176,681.64	\$182,994.30	(\$6,312.66)
Comp Maintenance	\$130,840.62	\$110,605.00	\$20,235.62	\$594,458.64	\$553,025.00	\$41,433.64
Insurance	\$37,409.77	\$30,991.42	\$6,418.35	\$130,691.24	\$154,957.10	(\$24,265.86)
Advertising & PR	\$6,500.00	\$5,911.01	\$588.99	\$15,368.06	\$31,855.05	(\$16,486.99)
Printing	\$4,343.76	\$5,813.96	(\$1,470.20)	\$21,369.78	\$29,069.80	(\$7,700.02)
Travel & Entertain	\$12,209.80	\$12,928.00	(\$718.20)	\$34,687.46	\$63,033.00	(\$28,345.54)
Dues & Subs	\$5,681.59	\$7,386.00	(\$1,704.41)	\$52,084.63	\$61,413.00	(\$9,328.37)
Continuing Educ Ex	\$19,927.27	\$9,515.00	\$10,412.27	\$38,472.76	\$88,380.00	(\$49,907.24)
Professional Fees	\$234,644.67	\$169,104.26	\$65,540.41	\$1,029,372.40	\$938,321.30	\$91,051.10
Education Expenses	\$8,509.32	\$11,200.00	(\$2,690.68)	\$56,690.64	\$65,755.00	(\$9,064.36)
Miscellaneous	\$1,483.26	\$168.00	\$1,315.26	\$68,129.72	\$840.00	\$67,289.72
Depreciation	\$292,462.35	\$297,834.00	(\$5,371.65)	\$1,546,522.16	\$1,419,292.00	\$127,230.16
Total Expenditures	\$4,040,970.55	\$3,691,970.98	\$348,999.57	\$20,858,084.12	\$20,462,447.11	\$395,637.01
Net Rev in Excess of Expend	(\$191,906.22)	\$249,654.79	(\$441,561.01)	(\$301,577.89)	\$231,687.74	(\$533,265.63)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Key Financial Indicators
February 28, 2019

	Goal	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Current Ratio	> 1	8.88	7.19	8.97	9.49	17.64

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

Cash as % of Annual Expenditures	> 25%	49.02%	65.31%	55.06%	47.07%	43.80%
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Indicates compliance with Ordinance which specifies 3 months cash on hand or 25% of expense).

Accounts Receivable Turnover	>3	5.47	4.16	4.96	4.28	4.53
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A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	7.04%	13.95%	11.60%	10.35%	10.11%	6.25%
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Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY19 is 7.04%.

Billing and Collections - Key Trends

	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Total
Collections	\$ 4,042,906	\$ 3,654,886	\$ 3,555,095	\$ 3,450,588	\$ 3,433,476								\$ 18,136,950
Billed Transports	9676	9202	9868	9651	8927								47324
Cost to Bill and Collect	\$ 196,892	\$ 193,052	\$ 135,927	\$ 136,561	\$ 126,211								\$ 788,644
Cost per claim	\$ 20.35	\$ 20.98	\$ 13.77	\$ 14.15	\$ 14.14	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$ 16.66
Cost as % of collections	4.87%	5.28%	3.82%	3.96%	3.68%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.35%

Emergency Physicians Advisory Board
Cash expenditures Detail

Balance 1/1/17				\$ 609,665.59
J29 Associates, LLC	2/27/2017	\$	1,045.90	\$ 608,619.69
Brackett & Ellis	11/19/2018	\$	28,506.50	\$ 580,113.19
Balance 2/28/19				<u>\$ 580,113.19</u>



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 02/25/19 Next Closing Date 03/28/19

Account Ending

New Balance **\$15,414.60**

Please Pay By **03/12/19[‡]**

[‡]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 01/31/19

748,939

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

Account Summary

Previous Balance	\$14,841.06
Payments/Credits	-\$15,330.01
New Charges	+\$15,903.55
Fees	+\$0.00

New Balance **\$15,414.60**

Days in Billing Period: 28

Customer Care

Pay by Computer
americanexpress.com/business

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

See page 2 for additional information.

- See page 2 for important information about your account.
- See page 8 for Important Information about Your Account.
- See page 9 for a Notice Of Change To The Membership Rewards Program Terms & Conditions.

Approved by: *Douglas R Hooten*
Douglas R. Hooten, CEO 3/12/19

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

Payment Coupon
Do not staple or use paper clips

Pay by Computer
americanexpress.com/business

Pay by Phone
1-800-472-9297

Account Ending
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
03/12/19
Amount Due
\$15,414.60

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 001541460001541460 24 H



Payments and Credits

Summary

	Total
Payments	-\$14,841.06
Credits	
DOUGLAS R HOOTEN ██████████	-\$246.62
JOAN E JORDAN ██████████	-\$242.33
Total Payments and Credits	-\$15,330.01

Detail *Indicates posting date

Payments			Amount
02/08/19*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU	-\$14,841.06
Credits			Amount
02/23/19	DOUGLAS R HOOTEN	GAYLORD NATIONAL HOTEL NATIONAL HARBOR MD Arrival Date 02/20/19 Departure Date 02/22/19 00000000	-\$246.62
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$44.06
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$22.03
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$22.03
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$22.03
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$22.03
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$44.06
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$44.06
02/15/19	JOAN E JORDAN	AMAZON.COM AMZN.COM/BILL WA DIRECT MKTG MISC	-\$22.03

New Charges

Summary

	Total
DOUGLAS R HOOTEN ██████████	\$9,920.61
JOAN E JORDAN ██████████	\$5,982.94
Total New Charges	\$15,903.55

Detail



DOUGLAS R HOOTEN
Card Ending ~~900000~~

					Amount
01/23/19	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: COLORADO SPRINGS P DALLAS/FORT WORTH Ticket Number: 00172905687500 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET	BLOOMINGTON	IN	PO 2192242	\$255.81
				MedStar Consulting with Bullard Associates	
01/25/19	PLANET HOLLYWD ADV DEPO Arrival Date 01/24/19 Departure Date 01/25/19 00000000 LODGING CARDEPOSIT	LAS VEGAS	NV	PO 2192301	\$123.58
				Chad Carr - PWW xi class	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192209	\$160.46
				Sherry Willingham attending EMS Evolution - Code Class	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192210	\$160.46
				Lauren Matthews attending EMS Evolution - Code Class	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192214	\$160.46
				Shannon Coleman attending EMS Evolution - Code Class	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192212	\$160.46
				Ken Simpson attending EMS Evolution	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192211	\$160.46
				Douglals Hooten attending EMS Evolution - Speaking	
01/28/19	LA TORRETTA LAKE RESRT Arrival Date 01/27/19 Departure Date 01/28/19 00000000 LODGING	MONTGOMERY	TX	PO 2192244	\$160.46
				Matt Zavadsky attending EMS Evolution - Speaking	
01/29/19	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007502130175 Passenger Name: CARR/THOMAS CHADWICK Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	PO 2192300	\$5.00
				Tvl fee	
01/29/19	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LAS VEGAS MCCARRAN DALLAS/FORT WORTH Ticket Number: 00172905726652 Passenger Name: CARR/THOMAS CHADWICK Document Type: PASSENGER TICKET	BLOOMINGTON	IN	PO 2192300	\$609.00
				Chad Carr attending PWW xi class	
01/29/19	FORT WORTH BUSINESS PRESS 000000001 8173368300	FORT WORTH	TX	PO 2191823	\$1,155.00
				Healthcare Hero dinner	
01/29/19	CVS PHARMACY 8007467287	FORT WORTH	TX	PO 2192044	\$523.80
				Service Awards	

**Business Gold Rewards**MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 02/25/19

Account Ending ████████

Detail Continued

					Amount
01/31/19	CONCUR TECHNOLOGIE 542929806820874 5888954815 Concur travel software	BELLEVUE	WA	PO 2191994	\$150.00
02/01/19	TACO CABANA 10133 ECOM 972-702-9300 Breakfast w/Supervisors- NEOP	FORT WORTH	TX	PO 2191849	\$110.35
02/04/19	WEBSITEHOSTINGBILLCOM 4059488300 Webhosting	OKLAHOMA CITY	OK	PO 2191961	\$69.00
02/04/19	MAILCHIMP *MONTHLY EMAIL MKTG Clay shoot mailing	MAILCHIMP.COM	GA	PO 2191893	\$15.99
02/08/19	AED SUPERSTORE 000000001 8005440048 Emergency supply defib. pads	WOODRUFF	WI	PO 2191952	\$507.75
02/08/19	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$48.00
02/12/19	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007505262266 Passenger Name: SMITH/TINA THOMAS Document Type: TRAVEL AGENCY FEE Concur TVL fee	BLOOMINGTON	IN	PO 2192223	\$5.00
02/12/19	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE DALLAS/FORT WORTH Ticket Number: 00172914622742 Passenger Name: SMITH/TINA THOMAS Document Type: PASSENGER TICKET Ms. Smith attending HR Conf. in TN.	BLOOMINGTON	IN	PO 2192223	\$465.70
02/12/19	TARRANTCCBKSTORE82409 000082409 96896118 75211 Paramedic Clinical Evals	HURST	TX	PO 2192048	\$906.10
02/13/19	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: WASHINGTON NATIONA DALLAS/FORT WORTH Ticket Number: 00172914631400 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: PASSENGER TICKET D.Hooten attending meeting in DC - EMT Nomenclature of EMS Profession.	BLOOMINGTON	IN	PO 2192236	\$584.16
02/13/19	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007505272744 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE Concur TVL fee	BLOOMINGTON	IN	PO 2192236	\$5.00
02/13/19	DIGICERT INC 801-701-9684 SSL Certificate that verifies websites	LEHI	UT	PO 2192031	\$595.00
02/14/19	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: TAMPA INTERNATIONA DALLAS/FORT WORTH Ticket Number: 00172914641874 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET Matt Z: Attending the 2019 Rural Emergency Care Integration Summit.	BLOOMINGTON	IN	PO 2192242	\$431.28
02/14/19	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007505286534 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	PO 2192242	\$5.00
02/14/19	EASYKEYSCOM INC 0541 877-839-5397 Ordered new desk keys	CHARLOTTE	NC	PO 2191988	\$24.00
02/14/19	AMZN MKTP US*MI9G84ASO BOOK STORES H2O water filter for Executive Kitchen Fridge	AMZN.COM/BILL	WA	PO 2192235	\$100.61

Detail Continued

				Amount
02/14/19	GAYLORD NATIONAL HOTEL Arrival Date 02/20/19 00000000 CARDEPOSIT	Departure Date 02/22/19	NATIONAL HARBOR MD PO 2192259 Hotel for Kerby Johnson. Attended EMS Today JEMS conference.	\$493.24
02/16/19	VARIDISK 2-Active mat's for typing 800-207-2587 Legal & CSIO		COPPELL TX PO 2192063	\$190.00
02/16/19	Continuing Education Web 2146452154 D. Hooten Gathering of Eagles conf.		DALLAS TX PO 2192064	\$280.00
02/16/19	CVS PHARMACY 8007467287 Award gift cards		FORT WORTH TX PO 2192124	\$115.80
02/17/19	AMZN MKTP US*MI3BA0PKO BOOK STORES 1st shipment Paramedic books		AMZN.COM/BILL WA PO 2192004	\$19.99
02/17/19	AMZN MKTP US*MI0XO7170 BOOK STORES 2nd shipment Paramedic books		AMZN.COM/BILL WA PO 2192004	\$19.99
02/17/19	AMZN MKTP US*MI5M73NE2 BOOK STORES 3rd shipment Paramedic books		AMZN.COM/BILL WA PO 2192004	\$19.99
02/21/19	NTTA AUTOCHARGE TOLLS TOLL FEES Tolls		PLANO TX PO 2192213	\$160.00
02/22/19	ENTERPRISE RENT ACAR TOLLS WWW.HTALLC.COM Toll	877-860-1258	NY PO 2192180	\$9.01
02/22/19	SLADEK CONFERENCE SERVICE 899000002503 BSLADEK@SCS-EVENTS.COM D.Hooten TX Chapter NAEMSP	HUTTO	TX PO 2192179	\$325.00
02/22/19	#02 DICKIES OUTLET FW 102 FAMILY CLOTHING Paramedic student uniform pants	FORT WORTH	TX PO 2192177	\$569.70
02/23/19	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX Tolls	\$60.00

**JOAN E JORDAN**Card Ending **9-88008**

				Amount
01/28/19	MCALISTER'S DELI 539 New hire lunch - FAST FOOD RESTAURANT Gluten free sandwich		FT WORTH TX PO 2191886	\$8.31
02/01/19	COMPTIA MRKETPLCE IT Core classes TESTING for Andrew Malone in IT dept.	800-511-3478	MN PO 2192032	\$899.00
02/04/19	CVS PHARMACY 8007467287 Gift cards for Kudos	FORT WORTH	TX PO 2192047	\$109.90
02/04/19	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE PO 2191993	\$30.60
02/08/19	TWILIO, INC. DIRECT MKTG INTERNET	SAN FRANCISCO	PO 2191954	\$10.01
02/12/19	AMAZON.COM*MI0M43FC2 MERCHANDISE Paramedic Class Books	AMZN.COM/BILL	WA PO 2192004	\$4,625.12
02/18/19	SMK*SURVEYMONKEY.COM 33369728 76110 SUBSCRIPTION RENEWAL Subscription renewal	971-244-5555	CA PO 2192143	\$300.00

Fees

			Amount
Total Fees for this Period			\$0.00

Tab D – Chief Strategic Integration Officer

Strategic Integration Summary

March 2019



Alternate Payment Models

- CMMI//CMS Announcement on “ET3” Alternate Payment Model for EMS
 - Meeting with CMMI//CMS on April 11th to continue national dialog/program development
 - Working with local stakeholders/payer on possible MedStar participation
- Commercial capitated model continues
 - Approaching end of the 1st year
 - Payer would like to look at other options for new year
- Investigating possible partnership with large managed Medicare/Medicaid payer and their managed care population
 - Care coordination w/their FTW clinic
 - Patient navigation and after hours episodic coverage
 - Alternate payment model for general payer population
- Working with 2 additional home care and 2 additional hospice agencies for partnership

Medicaid Supplemental Ambulance Payment Program – TAHP and HHSC

- Participating as SME to Public Consulting Group (PCG) and Texas HHSC to develop potential new Medicaid supplemental payment approach
 - Discussions continue with Texas Medicaid to **regulatory** efforts to secure economic model for the program to continue
 - Legislation sponsored by key legislators (**hearing week of 3/25**)
 - **Klick HB 2409**: Requires HHSC to continue the ASPP and has language to include private providers who under arrangement for 9-1-1 service to a governmental agency.
 - **Rep. Goldman** likely co-sponsor
 - **Powell SB 2134**: Companion Bill (exact duplicate)
 - Coordinating efforts with TJ Patterson

StarSaver Plus Pilot

- Working with Trinity Terrace Independent Living Facility in Fort Worth on the StarSaver+Plus annual subscription program
 - All components of StarSaver, PLUS MedStar on Demand (MOD) pilot program
 - Access to select MIH program services
- OMD approved protocol options, specifically related to PCP notification
- Trinity Terrace leadership has approved the program
- Conducted resident focus group on March 5th to gain feedback to the proposed program
 - Very supportive – planning April(ish) intro and rollout May(ish)

Paid Consulting Activity

- Center for Public Safety Management (division of ICMA)
 - Currently working with them on 2 projects
 - Placentia, CA – EMS and Fire RFP and selection process for fire and EMS first response services
 - San Diego County, CA – Evaluation of EMS agency performance
 - Bullard Partners/Abaris Group
 - Colorado Springs FD role in the EMS/Ambulance system

EMS vs. non-EMS ED Arrival Outcomes Study for ACS Patients

- Still in IRB for approval

Member City Annual Briefings and EMS Week Proclamation

- Scheduling for April and May 2019

System Performance Task Force

- Working on development of clinical outcome measures

Upcoming Speaking Engagements:

Event	Date	Location	Attendees
CMS ET3 National Webinar	March '19	Web	~400
EMS 3.0 Transformation Summit	April '19	Washington, DC	~300
Midwest EMS Expo	April '19	Minneapolis, MN	~500
Healthcare Financial Management Assoc.	April '19	Austin, TX	~750
International Academy of Emergency Disp.	April '19	National Harbor, MD	~1,000
Michigan EMS Expo	May '19	Traverse City, MI	~450
Medical Transportation Leadership Inst.	May '19	Charleston, WV	~150
Pinnacle EMS Leadership	July '19	Orlando, FL	~900

Media:

Local –

- Cold Weather Safety
 - NBC 5, Telemundo, KRLD, WBAP
- Dog bite on Trinity Trail
 - CBS-11, NBC-5, Fox 4
- Communications Center Accreditation
 - KRLD, WBAP

National –

- OIG Opinion on Community Paramedicine
 - JEMS (attached)

Mobile Integrated Healthcare Report

Hospice:

Community Hospice: 1 active

- 0 9-1-1 calls

Vitas: 17 active

- 5 9-1-1 call

Holy Savior: 13 active

- 2 9-1-1 encounter

Home Health:

Klarus: 176 active

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

Healthmasters: 21 active

- 2 total 9-1-1 calls

Readmission Avoidance Enrollments:

- Silverback: 3
- Dr. Ewing: 1

High Utilizer:

- UTSW NAIP: 6
- BCBS: 3
- Internal: 2

Palliative Care, Silverback:

- 14 active

Trusted Care/Primary Care Navigation:

- 31 members enrolled

9-1-1 Nurse Triage:

- 148 total calls
- 27 Lyft/cab transportations
- 2 Chisholm Trail Transportations
- 1 Private vehicle
- Average ED avoidance: 22%

Hope Squad Interactions:



Customer Integration Report

Annual Report completed and at printers for April 1(ish) delivery

- “Galley” copy attached

MedStar Foundation Clay Shoot

Every May, the MedStar Foundation partners with a local non-profit to fundraise and bring awareness to their cause. For 2019, the MedStar Foundation partnered with DRC Solutions which works to provide housing solutions for the homeless.

- Open to the public, contact Richard Brooks at rbrooks@MedStar911.org for any questions.
- Looking for sponsorships.



Check-in begins at 8:30
Safety briefing at 9:45

Defender Outdoors Clay Sports Ranch
8270 Aledo Road
Fort Worth, Texas 76126

To register: www.MedStar911.org/Foundation

Lunch will be provided

StarSaver Membership Report:

Membership New / Renewal Comparison

	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change	2019	Cumulative	% Change
New Households											
January	35	35	37	37	5.7%	38	38	2.7%	21	21	-44.7%
February	58	93	32	69	-25.8%	41	79	14.5%	43	64	56.1%
March	51	144	48	117	-18.8%	56	135	15.4%	0	64	14.3%
April	40	184	68	185	0.5%	45	180	-2.7%	0	64	42.2%
May	48	232	44	229	-1.3%	34	214	-6.6%	0	64	88.2%
June	24	256	40	269	5.1%	36	250	-7.1%	0	64	77.8%
July	22	278	29	298	7.2%	31	281	-5.7%	0	64	106.5%
August	36	314	22	320	1.9%	35	316	-1.3%	0	64	82.9%
September	42	356	38	358	0.6%	22	338	-5.6%	0	64	190.9%
October	53	409	38	396	-3.2%	16	354	-10.6%	0	64	300.0%
November	32	441	43	439	-0.5%	25	379	-13.7%	0	64	156.0%
December	9	450	19	458	1.8%	40	419	-8.5%	0	64	60.0%
Total New Member Households	450		458			419			64		
Renewing Households											
January	454	454	344	344	-24.2%	347	347	0.9%	216	216	-37.8%
February	306	760	117	461	-39.3%	546	893	93.7%	293	509	-43.0%
March	192	952	78	539	-43.4%	96	989	83.5%	0	509	-48.5%
April	1137	2089	788	1327	-36.5%	1293	2282	72.0%	0	509	-77.7%
May	910	2999	1493	2820	-6.0%	453	2735	-3.0%	0	509	-81.4%
June	354	3353	521	3341	-0.4%	395	3130	-6.3%	0	509	-83.7%
July	357	3710	172	3513	-5.3%	287	3417	-2.7%	0	509	-85.1%
August	335	4045	437	3950	-2.3%	335	3752	-5.0%	0	509	-86.4%
September	326	4371	163	4113	-5.9%	132	3884	-5.6%	0	509	-86.9%
October	192	4563	220	4333	-5.0%	269	4153	-4.2%	0	509	-87.7%
November	165	4728	145	4478	-5.3%	75	4228	-5.6%	0	509	-88.0%
December	126	4854	249	4727	-2.6%	292	4520	-4.4%	0	509	-88.7%
Total Renewing Households	4854		4727			4520			509		
Total Member Households	5304		5185			4939			573		



EDUCATION & COMMUNITY PROGRAMS REPORT

WELCOME

MedStar's Training Academy welcomes our newest full time team member, Jennifer Stout. Jennifer accepted the position of Education & Community Programs Faculty and began her new position on March 4, 2019. Jennifer has served MedStar for almost 6 years and had been an Advanced Paramedic for the majority of that time. She holds an AAS and is currently working on her BS in Business Administration. Jennifer holds a Texas DSHS Basic Course Coordinator certification, serves as NAEMT Affiliate Faculty/Instructor in AMLS, EPC, PHTLS, and GEMS and is also a member of the Governor's EMS & Trauma Advisory Council's EMS Education Committee. She will be serving as the primary instructor for MedStar's in-house EMT courses and will assist with some of the off-site EMT courses. You will also see Jennifer teaching some of the card courses and various courses offered by MedStar's Training Academy.

- Met with 9 Employees for NR CE renewal assistance
- 2/8 State Skills at Eaton HS (16 students)
- 2/11 MedCognition Simulation Demo
- 2/11 TCC Paramedic Class begins (10 internal, 6 FWFD & 1 external)
- 2/14 Ben Barber State Skills (25 EMT,5EMR/ECA)
- 2/15 BLS Refresher at MedStar
- 2/18-2/19 AMLS Initial at MedStar
- 2/19-2/20 PHTLS Initial at MedStar
- 2/19 Byron Nelson HS State Skills (16 students)
- 2/22 ACLS Refresher at MedStar
- 2/26 Myles at Weatherford HS for OB lecture/kits
- 2/28 Mock Testing at Byron Nelson HS

MEDSTAR CURRENTLY HAS A WAITING LIST OF 112 POTENTIAL EMT STUDENTS. COURSE APPROVAL FOR A HYBRID EMT COURSE STARTING MAY 20, 2019 HAS BEEN REQUESTED FROM THE TEXAS DEPT. OF STATE HEALTH SERVICES

Community Programs:

- 2/11 BLS Refresher for Hashem Orthodontics
- 2/12 Phlebotomy/IV/CPR Training for Caremore (30 BLS Refresher, 25 Phlebotomy & 10 IV Training)
- 2/13 CPR/First Aid/AED Cat Sanctuary-Mel Alline
- 2/26 Broken Dreams Keller High School

UPCOMING EVENTS

3-6-19 & 3-7-19 Emergency Pediatric Care
3-18-19 BCLS/CPR Renewal
3-27-10 Stop the Bleed for DSS Research

3-8-19 Advanced Medical Life Support Refresher
3-27-19 Prehospital Trauma Life Support Refresher
3-29-19 Stop the Bleed Everman ISD

Tab E – Compliance and Legal



**Thursday, March 14, 2019
Compliance Officer's Report
February 19th, 2019 to March 13, 2019**

Compliance Officer Duties

- Several investigation conducted for compliance, and employee relation matters
- Submitted all employee provider roster changes to the DSHS as required
- No narcotic anomalies to report

Paralegal Duties

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

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

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

Tab F – Operations



MedStar Response Time Reliability and AVG Response Time Performance

Period: Feb 2019

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	3	3	00:02:44	0	100.0%	0	0.0%	21	1	95.2%
	2	13	13	00:05:17	0	100.0%	0	0.0%	60	4	93.3%
	3	2	2	00:05:51	0	100.0%	0	0.0%	16	0	100.0%
Total Blue Mound		18	18								
Burleson	1	77	73	00:07:30	9	88.3%	3	3.9%	77	9	88.3%
	2	153	146	00:08:18	19	87.6%	5	3.3%	153	19	87.6%
	3	61	58	00:10:26	7	88.5%	1	1.6%	61	7	88.5%
	4	156	155	00:26:29	7	95.5%	1	0.6%	156	7	95.5%
Total Burleson		447	432								
Edgecliff Village	1	4	3	00:05:58	0	100.0%	0	0.0%	34	7	79.4%
	2	6	6	00:07:45	0	100.0%	0	0.0%	59	5	91.5%
	3	4	4	00:10:36	0	100.0%	0	0.0%	30	1	96.7%
Total Edgecliff Village		14	13								
Forest Hill	1	42	41	00:08:18	4	90.5%	0	0.0%	83	11	86.7%
	2	61	57	00:10:14	7	88.5%	3	4.9%	61	7	88.5%
	3	42	39	00:10:09	3	92.9%	2	4.8%	82	4	95.1%
Total Forest Hill		145	137								
Fort Worth	1	2231	2123	00:07:47	267	88.0%	31	1.4%	2231	267	88.0%
	2	4704	4342	00:08:11	350	92.6%	73	1.6%	4704	350	92.6%
	3	2334	2199	00:09:46	146	93.7%	27	1.2%	2334	146	93.7%
	4	947	945	00:24:45	50	94.7%	15	1.6%	947	50	94.7%
Total Fort Worth		10216	9609								
Haltom City	1	62	61	00:08:51	14	77.4%	1	1.6%	62	14	77.4%
	2	158	147	00:09:26	21	86.7%	6	3.8%	158	21	86.7%
	3	69	57	00:10:37	4	94.2%	0	0.0%	69	4	94.2%
	4	6	6	00:09:16	0	100.0%	0	0.0%	37	0	100.0%
Total Haltom City		295	271								
Haslet	1	7	7	00:08:54	1	85.7%	0	0.0%	39	6	84.6%
	2	12	10	00:06:20	0	100.0%	0	0.0%	21	1	95.2%
	3	8	7	00:09:16	0	100.0%	0	0.0%	25	1	96.0%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Feb 2019

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Haslet		27	24								
Lake Worth	1	18	17	00:05:33	2	88.9%	0	0.0%	81	7	91.4%
	2	47	42	00:06:42	2	95.7%	0	0.0%	106	5	95.3%
	3	17	16	00:06:10	2	88.2%	1	5.9%	17	2	88.2%
	4	4	4	00:14:16	0	100.0%	0	0.0%	7	0	100.0%
Total Lake Worth		86	79								
Lakeside	2	3	3	00:09:29	0	100.0%	0	0.0%	23	9	60.9%
	3	2	1	00:19:24	1	50.0%	0	0.0%	12	3	75.0%
Total Lakeside		5	4								
River Oaks	1	11	11	00:08:50	0	100.0%	0	0.0%	94	15	84.0%
	2	20	19	00:09:43	2	90.0%	0	0.0%	20	2	90.0%
	3	15	14	00:10:28	0	100.0%	0	0.0%	107	5	95.3%
Total River Oaks		46	44								
Saginaw	1	33	31	00:08:13	5	84.8%	0	0.0%	121	16	86.8%
	2	70	61	00:07:43	5	92.9%	0	0.0%	70	5	92.9%
	3	33	29	00:11:39	2	93.9%	0	0.0%	62	3	95.2%
Total Saginaw		136	121								
Sansom Park	1	18	17	00:07:19	3	83.3%	0	0.0%	91	8	91.2%
	2	28	27	00:06:04	1	96.4%	0	0.0%	56	1	98.2%
	3	10	10	00:08:45	0	100.0%	0	0.0%	10	0	100.0%
	4	3	3	00:15:00	0	100.0%	0	0.0%	6	0	100.0%
Total Sansom Park		59	57								
Westover Hills	1	1	1	00:15:29	1	0.0%	0	0.0%	3	1	66.7%
	2	1	1	00:07:25	0	100.0%	0	0.0%	6	0	100.0%
	3	2	1	00:05:20	0	100.0%	0	0.0%	7	1	85.7%
Total Westover Hills		4	3								
Westworth Village	1	11	11	00:07:48	0	100.0%	0	0.0%	45	5	88.9%
	2	25	25	00:09:13	1	96.0%	0	0.0%	25	1	96.0%
	3	18	17	00:10:16	1	94.4%	0	0.0%	25	1	96.0%
	4	1	1	00:17:48	0	100.0%	0	0.0%	7	0	100.0%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Feb 2019

		Current Month							100 Response Compliance Period		
Member City	Pri	Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Total Westworth Village		55	54								
White Settlement	1	57	56	00:06:47	1	98.2%	0	0.0%	57	1	98.2%
	2	92	90	00:07:02	4	95.7%	1	1.1%	189	8	95.8%
	3	42	41	00:08:27	0	100.0%	0	0.0%	104	2	98.1%
	4	5	5	00:04:28	0	100.0%	0	0.0%	5	0	100.0%
Total White Settlement		196	192								
System Wide	1	2575	2455	00:07:47	307	88.1%	35	1.4%	3044	369	87.9%
	2	5393	4989	00:08:12	412	92.4%	88	1.6%	5711	438	92.3%
	3	2659	2495	00:09:47	166	93.8%	31	1.2%	2961	180	93.9%
	4	1122	1119	00:24:46	57	94.9%	16	1.4%	1197	58	95.2%
Total System Wide		11749	11058								

Tab G -- FRAB

Tab H – Human Resources

FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/18 - 12/31/2019
Percentages by Department/Conditions

Conditions		Percentages by Department					
			# of EEs	# on FMLA	% of FTE	% by FMLA	% by Dep
Asthma	1						
Cardiology	3						
Carpel Tunnel	1	Administrative	1	1	0.22%	1.75%	100.00%
Chronic Illness	3	Advanced	135	13	2.88%	22.81%	9.63%
ENT Surgery	4	Basics	137	13	2.88%	22.81%	9.49%
FMLA - Child	11	Business Intelligence - Deployment, QI, Scheduler	4	1	0.22%	1.75%	25.00%
FMLA - Parent	7	Business Office	29	10	2.22%	17.54%	34.48%
FMLA - Spouse	5	Communications	36	4	0.89%	7.02%	11.11%
Gastroenterology	2	Controller - Payroll, A/P, Purchasing	4	2	0.44%	3.51%	50.00%
Gynecological	2	Mobile Integrated Health	14	5	1.11%	8.77%	35.71%
Infectious Disease	1	MTAC - MedStar Training Academy	12	1	0.22%	1.75%	8.33%
Migraines	3	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	39	7	1.55%	12.28%	17.95%
Ophthalmology	1	Grand Totals	410	57			
Orthopedic/Back	1						
Orthopedic/Knee Surgery	2	Total # of Full Time Employees - September 2018	451				
Plastic Surgery	1	% of Workforce using FMLA	12.64%				
Psychological	7						
Rheumatoid Arthritis	1						
Urinary Retention	1						
Grand Total	57	TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave			
		Intermittent Leave	49	85.96%			
		Block of Leave	8	14.04%			
		Total	57	100.00%			

LIGHT DUTY for Fiscal Year 2018-2019

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

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

Worker's Comp LOA for Fiscal Year 2018-2019

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

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

FMLA LOA for Fiscal Year 2018-2019

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1688:40	1494:22	1275:35	1378:42	1054:11	0:00	0:00	0:00	0:00	0:00	0:00	0:00	689:09
FY 2019	1688:40	3183:02	4458:37	5837:19	6891:30	6891:30	6891:30	6891:30	6891:30	6891:30	6891:30	6891:30	
FY 2018	1536:38	3007:35	4463:20	6080:49	7317:29	9154:12	11121:30	13431:41	14527:50	15672:44	16489:35	17157:28	1429:00:00

Military Leave for Fiscal Year 2017-2018*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	72:00	48:00	72:00	116:00	59:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	36:42
FY 2018	72:00	120:00	192:00	308:00	367:00	367:00	367:00	367:00	367:00	367:00	367:00	367:00	

*Unfilled shifts only

Total Leave Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2116:07	1784:30	1889:13	1824:34	1413:25	0:00	0:00	0:00	0:00	0:00	0:00	0:00	902:46
FY 2018	2116:07	3900:37	5789:50	7614:24	9027:49	9027:49	9027:49	9027:49	9027:49	9027:49	9027:49	9027:49	

Summary of Fiscal Year 2018-2019

	Light Duty	Worker's Comp	FMLA	Military	Total
YTD	1747:31	21:48	6891:30	367:00	9027:49
Goal-Compare	3767:58	32:24	17157:28	1543:05	5343:27

MedStar Mobile Health Care Separation Statistics - February 2019

	Current Month			Year to Date			Compared to Feb '18		Headcount 19-Feb
	Vol	Invol	Total	Vol	Invol	Total	Feb-18	%inc/dec	
Full Time Separations	2	2	4	13	5	18	26	-30.8%	451
Part Time Separations	5	0	5	22	0	22	7	214.3%	60
Total Separations	7	2	9	35	5	40	33	21.2%	511
Total Turnover %	0.89%	8.33%	1.76%	3.99%	36.67%	7.83%			

Separations by Department

Full time

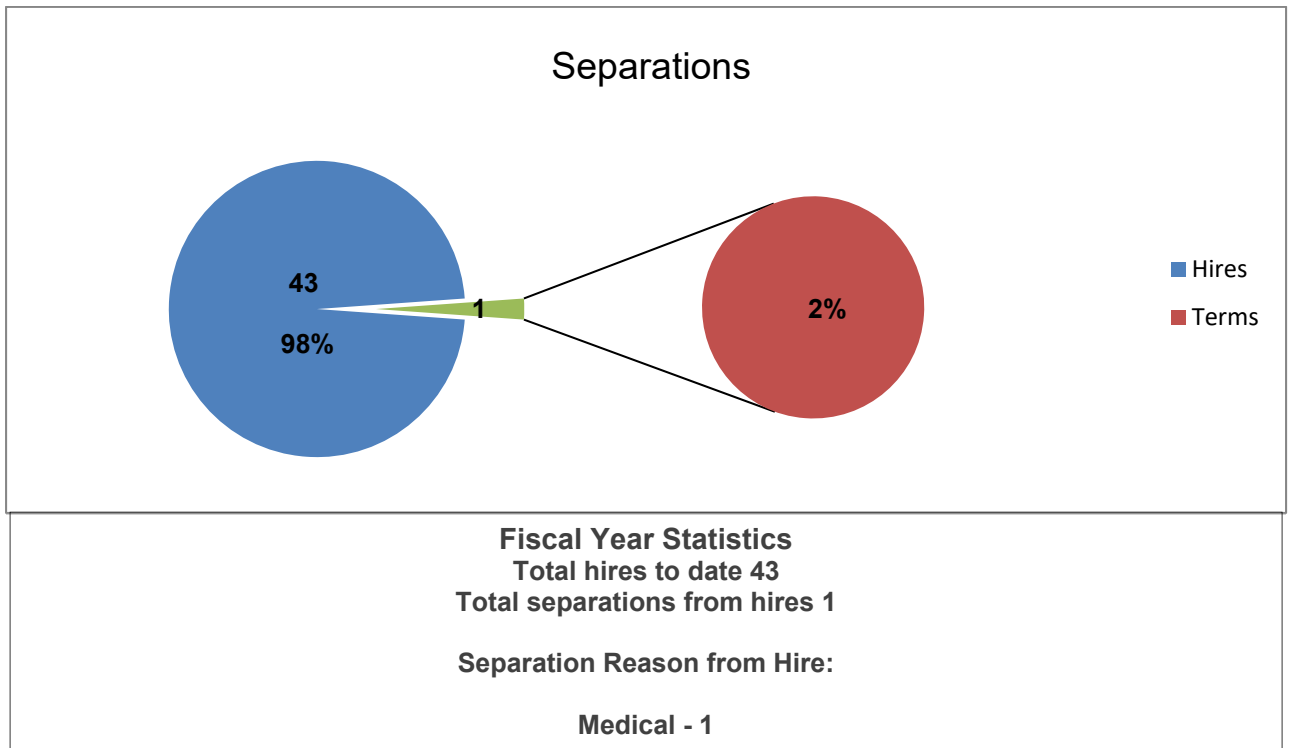
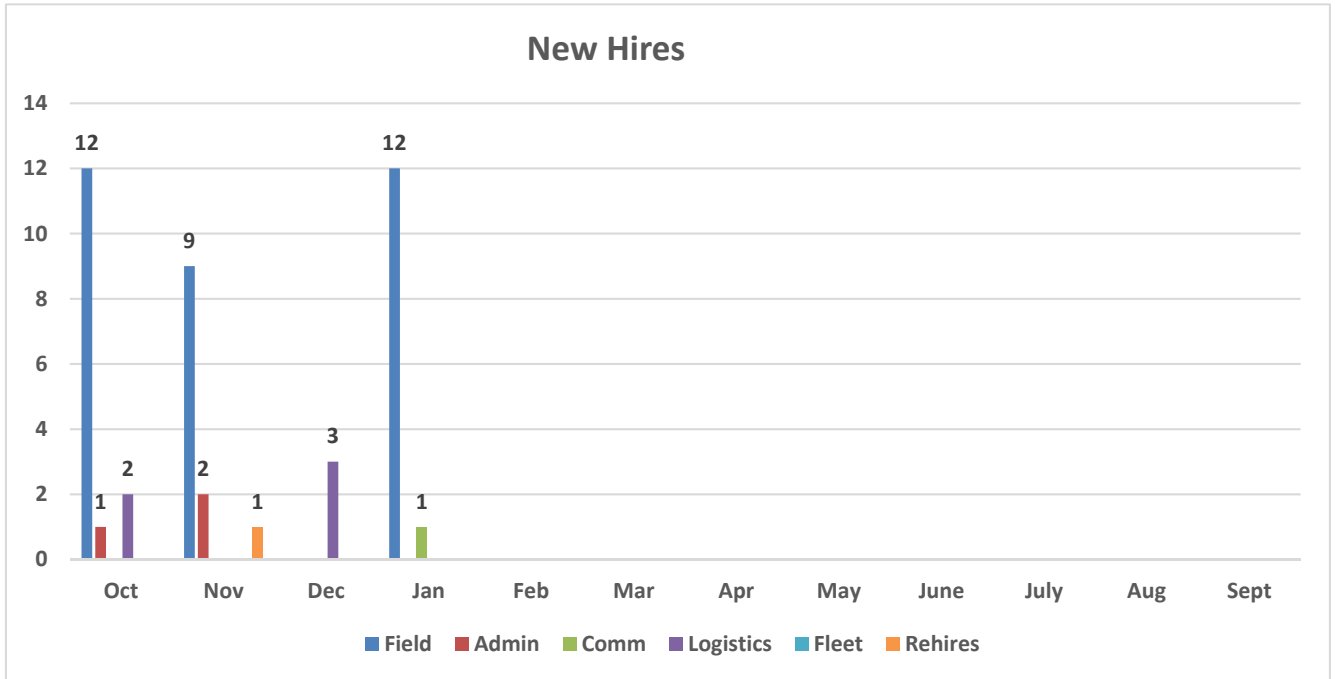
	Current Month			Year to Date			Headcount 19-Feb
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	1	1	2	5	1	6	135
Basics	0	1	1	2	3	5	137
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				1	0	1	29
Communications							36
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							6
Field Manager/Supervisors - Operations							10
Human Resources				1	0	1	6
Information Technology				1	0	1	2
Medical Records							2
Mobile Integrated Health Department							14
MTAC - MedStar Training Academy							12
Office of the Medical Director				1	0	1	9
Risk and Safety							3
Support Services - Facilities, Fleet, S.E., Logistics	1	0	1	2	1	3	39
Total	2	2	4	13	5	18	451

Part Time

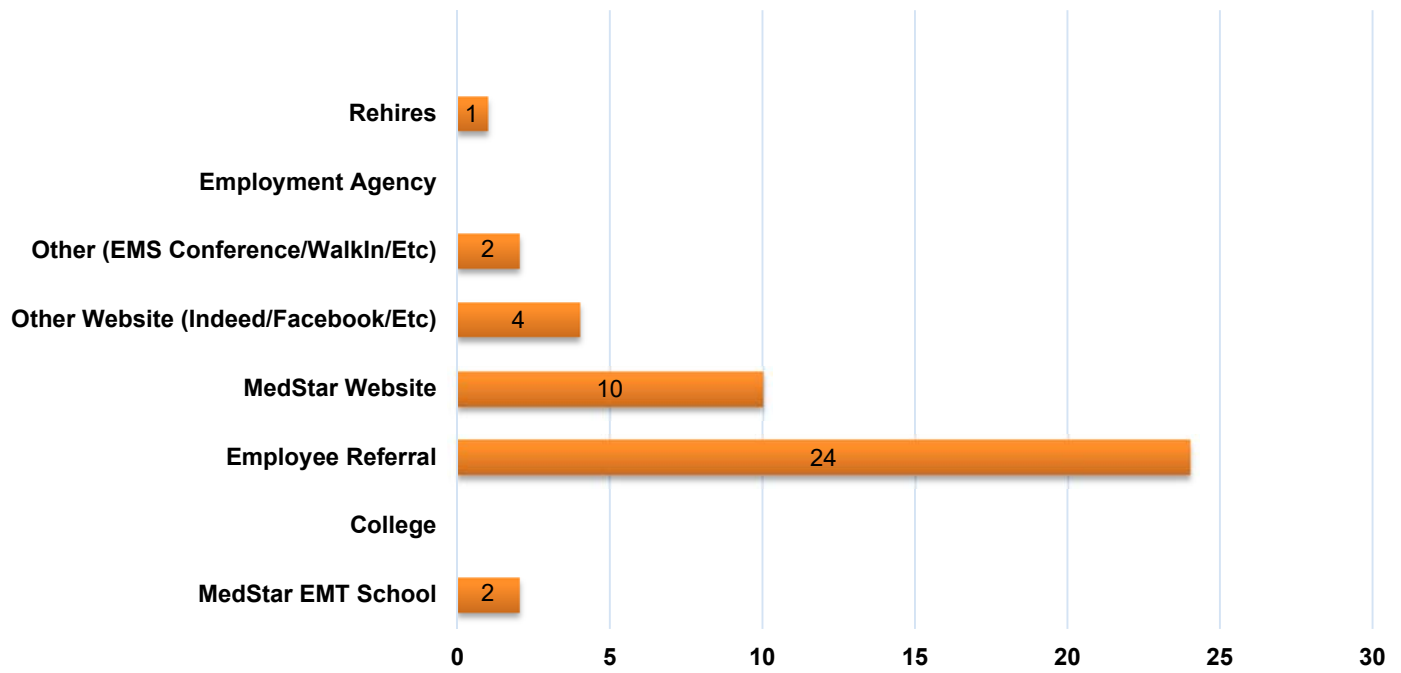
	Current Month			Year to Date			Headcount 19-Feb
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	1	0	1	5	0	5	34
Basics	2	0	2	10	0	10	21
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications Department	1	0	1	2	0	2	0
Compliance							
Controller - Payroll, Purchasing, A/P							
Customer Integration							
Deployment							
Directors							
Field Manager/Supervisors							
Fleet							
Human Resources				1	0	1	0
Information Technology							
Medical Records							
Mobile Integrated Health Department				2	0	2	2
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics	1	0	1	2	0	2	3
Total	5	0	5	22	0	22	60

Recruiting & Staffing Report

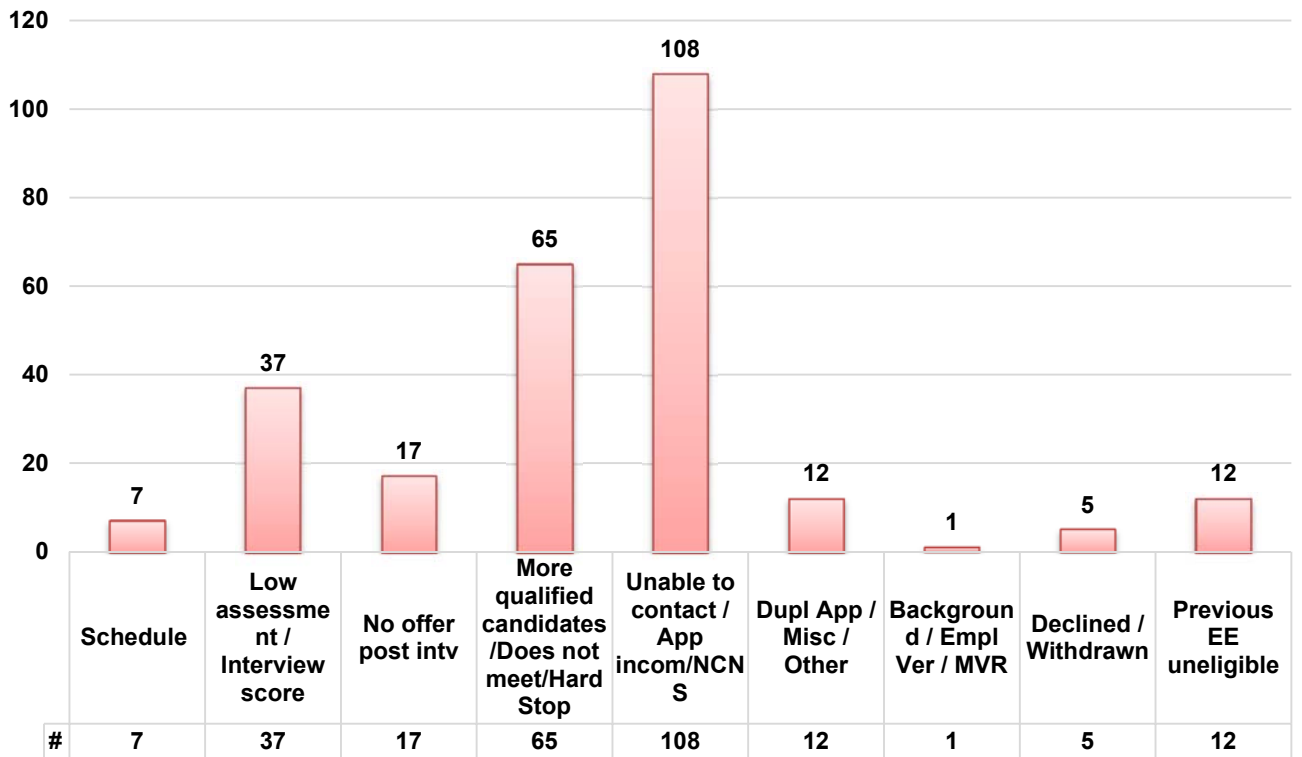
Fiscal Year 2018-2019



New Hire Referral Source



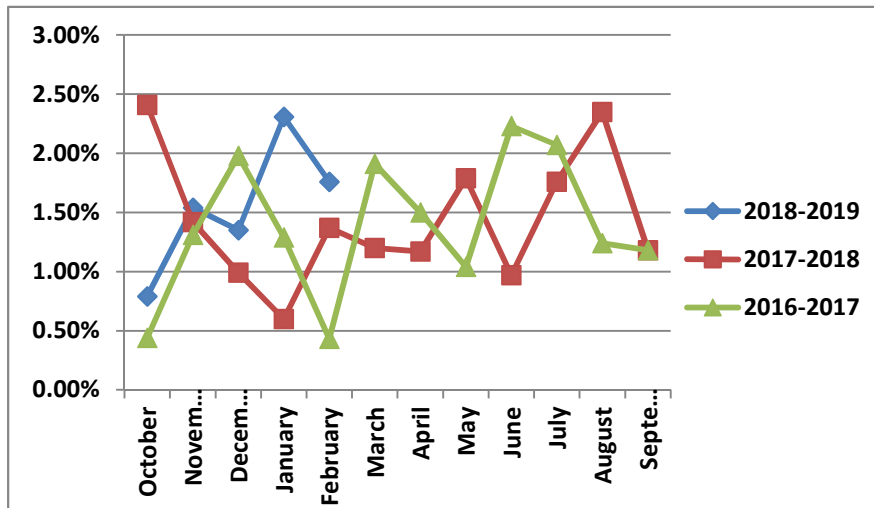
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED 264
 TOTAL APPLICATIONS REVIEWED - 307

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

	Full & Part Time Turnover			Full Time Only
	2018-2019	2017-2018	2016-2017	2018-2019
October	0.79%	2.41%	0.44%	0.46%
November	1.54%	1.42%	1.31%	0.88%
December	1.35%	0.99%	1.98%	0.66%
January	2.31%	0.60%	1.29%	1.10%
February	1.76%	1.37%	0.43%	0.89%
March		1.20%	1.91%	
April		1.17%	1.50%	
May		1.79%	1.04%	
June		0.97%	2.23%	
July		1.76%	2.07%	
August		2.35%	1.24%	
September		1.18%	1.18%	
Projected	18.600%	17.210%	16.620%	9.576%



COMMONLY USED ACRONYMS

A

ACEP – American College of Emergency Physicians

ACLS – Advanced Cardiac Life Support

AED – Automated External Defibrillator

ALJ – Administrative Law Judge

ALS – Advance Life Support

ATLS – Advanced Trauma Life Support

B

BLS – Basic Life Support

BVM – Bag-Valve-Mask

C

CAAS – Commission on Accreditation of Ambulance Services (US)

CAD – Computer Aided Dispatch

CAD – Coronary Artery Disease

CISD – Critical Incident Stress Debriefing

CISM – Critical Incident Stress Management

CMS – Centers for Medicare and Medicaid Services

COG – Council of Governments

D

DFPS – Department of Family and Protective Services

DHSH – Department of State Health Services

DNR – Do Not Resuscitate

E

ED – Emergency Room

EKG – ElectroCardioGram

EMD – Emergency Medical Dispatch (protocols)

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMTALA – Emergency Medical Treatment and Labor Act

EMT – I – Intermediate

EMT – P – Paramedic

ePCR – Electronic Patient Care Record

ER – Emergency Room

F

FRAB – First Responder Advisory Board

FTE – Full Time Equivalent (position)

FTO – Field Training Officer

FRO – First Responder Organization

G

GCS – Glasgow Coma Scale

H

HIPAA – Health Insurance Portability & Accountability Act of 1996

I

ICD – 9 – International Classification of Diseases, Ninth Revision

ICD -10 – International Classification of Diseases, Tenth Revision

ICS – Incident Command System

J

JEMS – Journal of Emergency Medical Services

K

L

LMS – Learning Management System

M

MCI – Mass Casualty Incident

MI – Myocardial Infarction

MICU – Mobile Intensive Care Unit

MIH – Mobile Integrated Health

N

NAEMSP – National Association of EMS Physicians

NAEMT – National Association of Emergency Medical Technicians (US)

NEMSAC – National EMS Advisory Council (NHTSA)

NEMSIS – National EMS Information System

NFIRS – National Fire Incident Reporting System

NFPA – National Fire Protection Association

NIMS – National Incident Management System

O

OMD – Office of Medical Director

P

PALS – Pediatric Advanced Life Support

PHTLS – Pre-Hospital Trauma Life Support

PSAP – Public Safety Answering Point (911)

PUM – Public Utility Model

Q

R

RFQ – Request for Quote

RFP – Request for Proposal

S

SSM – System Status Management

STEMI – ST Elevation Myocardial Infarction

T

U

V

VFIB – Ventricular fibrillation; an EKG rhythm

W

X/Y/Z