



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors

August 22, 2018

AGENDA

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: August 22, 2018; 10:00 am.

- | | | | |
|------------|-------------------------------|--|--------------------------|
| I. | CALL TO ORDER | | Dr. Brian Byrd |
| II. | INTRODUCTION OF GUESTS | | Dr. Brian Byrd |
| IV. | CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member or citizen may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: | |
| | BC – 1354 | Approval of board minutes June 7, 2018 meeting. | Dr. Brian Byrd
Pg. 5 |
| | BC - 1355 | Approval of Check History June, 2018 | Dr. Brian Byrd
Pg. 15 |
| | BC - 1356 | Approval of Check History July, 2018 | Dr. Brian Byrd
Pg. 19 |
| V. | OLD BUSINESS | | |
| | BC-1352 | Approval of Contract for Associate Medical Director for Tactical Medicine | Dr. Brian Byrd
Pg. 22 |
| VI. | NEW BUSINESS | | |
| | BC - 1357 | Approval of FY-2019 budget | Dr. Brian Byrd
Pg. 23 |
| | BC - 1358 | Approval to purchase 12 Dodge 4500 chassis for Fleet replacement FY-2019 | Dr. Brian Byrd
Pg. 27 |
| | BC – 1359 | Approval to purchase 12 ambulance conversions from Demers for Fleet replacement FY-2019 | Dr. Brian Byrd
Pg. 30 |
| | BC – 1360 | Approval to enter into Phase II of North Deployment Center agreement to complete construction drawings and land agreement with HCP Corporation | Dr. Brian Byrd
Pg. 33 |

VII. MONTHLY REPORTS

A.	Chief Executive Officer Summary	Douglas Hooten
B.	Chief Financial Officer Report	Joan Jordan
C.	Chief Operations Report	Ken Simpson
D.	Human Resources Report <ul style="list-style-type: none">• MedStar Employee Climate 2018 Survey Report	Tina Smith
E.	First Responders Advisory Board (FRAB)	Fire Chief Kirt Mays, Fire Chief Kenneth Stevens
F.	Office of the Medical Director Report	Dwayne Howerton Dr. Neal Richmond
G.	Compliance / Legal Reports	Kristofer Schleicher
H.	Chief Strategic Integration Officer	Matt Zavadsky

VIII. OTHER DISCUSSIONS

A.	Requests for future agenda items of discussion	Dr. Brian Byrd
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IX. CLOSED SESSION

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

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

X. RECONVENE FROM CLOSED SESSION

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

XI. ADJOURNMENT

MINUTES

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

**Rough Creek Lodge Retreat & Resort
5165 CR 2013, Glen Rose, TX 76043
June 7, 2018**

The Metropolitan Area EMS Authority, MedStar Mobile Healthcare Board of Directors met on June 7, 2018 at the Rough Creek Retreat & Resort.

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 8:30 a.m.

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

II. INTRODUCTION OF GUESTS

Guests: Steve Athey, Health Care Visions, facilitator; Dr. Bill Witham, of EPAB. Others present were Chad Carr, Richard Brooks, Chris Cunningham, Stacy Harrison, Shaun Curtis, Dale Rose, Bob Strickland, Mike Potts, Desi Partain, Tina Smith, Macara Trusty, Matt Zavadsky, Ken Simpson, Ricky Hyatt, Pete Rizzo, Joan Jordan, Dwayne Howerton, Buck Gleason and Marianne Schmidt all with MedStar.

There were no citizen presentations.

III. CONSENT AGENDA

BC – 1353 Approval of minutes for the May 23, 2018 meeting.

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

IV. NEW BUSINESS

Kristofer Schleicher opened the discussion of draft policy for future contracts for medical direction.

There was a motion to strike the reference to “group” from Sections III.A.1 and III.A.2 was made by Dr. Gandhi and second by Paul Harral. The motions to approve were carried unanimously.

There was a motion to delete the reference to “group” in the III.A.3 Performance Review – Medical Direction Review Committee by Paul Harral and second by Dr. Gandhi. The motions to approve were carried unanimously. A revised copy is attached.

The motion to approve the draft with the two above changes was made by Dr. Knebl and second by Dr. Gandhi.

Budget Workshop - Steve Athey reviewed what is happening all over the EMS systems in the U.S.

The Chairman called a for a 15 min break at 10:10 a.m.

All returned from break 10:26 a.m.

Douglas Hooten reviewed MAEMSA’s Mission and a review of the last year.

The Chairman called for a lunch break at 11:30 a.m.

All returned from lunch at 1:10 p.m.

Managers presented their 3-5 year goals to the board of directors.

V. CLOSED SESSION

There was no closed session.

VI. ADJOURNMENT

There being no further business, Chairman Byrd adjourned the meeting at 3:00 p.m.

Respectfully submitted,

Janice Knebl
Secretary

BOARD POLICY FOR CONTRACTS FOR MEDICAL DIRECTION

Draft Approved for distribution by MAEMSA Board 6/7/18

The Metropolitan Area EMS Authority (“MAEMSA”) hereby adopts the following statement of policy regarding contracts for medical direction.

WHEREAS the Amended and Restated Interlocal Agreement (“Interlocal”) between the MAEMSA member cities provides that the Medical Director for MAEMSA system shall be appointed by and serve at the pleasure of the Emergency Physicians Advisory Board (“EPAB”), and shall be retained through a contract with MAEMSA that is recommended by EPAB; and

WHEREAS the Interlocal provides that MAEMSA may request that EPAB appoint an Associate Medical Director for Mobile Integrated Healthcare (“MIH”), who shall serve at the pleasure of EPAB, and shall be retained through a contract with MAEMSA that is recommended by EPAB; and

WHEREAS the Interlocal provides that MAEMSA may contract with other Associate Medical Directors appointed by EPAB; and

WHEREAS the Medical Director is tasked with performing the duties of a medical director under state law, with carrying out EPAB’s duties under the Interlocal and Uniform EMS Ordinance, with directing MAEMSA’s clinical department (“Office of the Medical Director” or “OMD”), and with providing medical direction to First Responder Organizations of the Member Cities;

The MAEMSA Board hereby adopts this Policy for contracts for medical direction, including selection, oversight, and termination of contracts.

I. GENERAL PRINCIPLES

- A. Medical direction impacts all MAEMSA stakeholders - including patients, MAEMSA personnel, First Responders, hospitals (as represented by EPAB), and other community providers.
- B. EPAB is charged with overseeing all clinical aspects of pre-hospital emergency medical services, medical transportation, and MIH in the MAEMSA Service Area, including such services provided by MAEMSA and First Responder Organizations, through the MAEMSA’s Office of the Medical Director.

- C. EPAB exercises independent professional judgment in clinical matters related to patient care.
- D. The MAEMSA Medical Director, with the assistance of any Associate Medical Directors, directs the work of MAEMSA employees in OMD so as to fulfill EPAB's duties. The Medical Director determines which employees are assigned to OMD, subject to applicable MAEMSA employment and human resource policies.
- E. The Medical Director will serve as the designated medical director under state law and comply with all applicable statutory and regulatory requirements.
- F. The Office of the Medical Director and employees assigned are subject to the same rules, policies and procedures as the rest of the MAEMSA organization. These rules, policies, and procedures will be enforced and implemented by the MAEMSA management team.

II. CONTRACTING PRINCIPLES

- A. Contracts for medical direction shall include standard clauses for renewal/non-renewal and for termination with and without cause.
- B. Internal procedures for approving, terminating, and renewing/not renewing contracts should not be included in the contracts so as not to give rights to third parties (contractors). Such procedures are set forth in this policy.

III. REQUIRED APPROVALS FOR ACTION ON CONTRACTS

A. MEDICAL DIRECTOR.

1. Selection Process: Candidates for the position of the MAEMSA Medical Director shall be reviewed by a committee composed of representatives of EPAB, MAEMSA management, and the First Responder Advisory Board ("FRAB"), with an EPAB representative serving as Chair. The committee may solicit input from other internal stakeholders. The contract scope of work and posting shall be formulated by the committee and approved by EPAB and MAEMSA. EPAB must approve and recommend that MAEMSA

contract with any Medical Director candidates presented to the MAEMSA Board.

2. Qualification. All candidates must meet the requirements of the Interlocal. Any candidates recommended by the committee to MAEMSA must be approved by EPAB (EPAB must approve the candidate as suitable for appointment).

3. Performance Review - Medical Direction Review Committee. Review of the Medical Director's performance shall be conducted no less than quarterly by a Medical Direction Review Committee ("MDRC") that is chaired by the chair (or designee) of EPAB and includes the chair (or designee) of the MAEMSA Board and the chair (or designee) of FRAB. After a Medical Director has served two years, the MDRC may conduct reviews on a semi-annual basis. EPAB, FRAB and MAEMSA may each request from time to time that the MDRC conduct additional reviews of general performance or specific issues. The MDRC shall establish a process for input from the three boards, MAEMSA executive and operational management (including personnel assigned to OMD), and FRO and MAEMSA field employees. The MDRC shall conduct its reviews and report issues of concern to MAEMSA on a schedule that permits MAEMSA to make timely determinations of renewal/non-renewal under the contract with the Medical Director.

4. Termination or Non-Renewal. Terminations of the contract for medical direction, whether with or without cause, are subject to the following:

- a) Clinical Issues: Subject to standard notice provisions in the contract, EPAB has the sole discretion to rescind its appointment of the Medical Director due to issues of clinical concern, including a failure to effectively perform on behalf of EPAB under the Interlocal. Such action, whether or not deemed for cause under the contract, will effect a termination of the contract by MAEMSA. EPAB shall appoint an interim Medical Director acceptable to the MAEMSA Board to serve until a new Medical Director has been appointed by EPAB and has entered a contract with MAEMSA.
- b) Non-clinical Issues-For Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate

the contract “for cause” other than clinical issues, in accordance with standard contract definitions of “cause”; provided that MAEMSA must first give ten (10) days’ notice to the MDRC that MAEMSA Board will consider giving notice of termination under the contract. The MAEMSA Board may suspend the Medical Director during the ten-day notice period, in which case EPAB shall appoint a temporary Medical Director.

- c) Non-clinical Issues-Not for Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate the contract without cause only upon a recommendation of the MDRC or EPAB.
- d) Non-renewal by Notice: All contracts for medical direction shall be for a one year term that automatically renews for additional one year terms unless timely notice is given under the contract. The MAEMSA Board may give notice of non-renewal upon the recommendation of the MDRC or EPAB. The MAEMSA Board may also give notice of non-renewal after giving thirty (30) days’ notice to the MDRC, EPAB and FRAB and requesting input from them.

B. ASSOCIATE MEDICAL DIRECTOR FOR MIH. The MAEMSA Board may elect to contract with an Associate Medical Director for MIH who meets with EPAB’s approval for appointment.

- 1. Selection Process: Candidates for the position of Associate Medical Director for MIH shall be reviewed by a committee composed of representatives of EPAB and MAEMSA management team, with an EPAB representative serving as Chair. The committee may solicit input from other internal stakeholders. The contract scope of work and posting shall be formulated by the committee and approved by EPAB and MAEMSA. EPAB must approve and recommend that MAEMSA contract with any candidate(s) or group before they are presented to the MAEMSA Board.
- 2. Qualification. All candidates must meet the requirements of the Interlocal. Any candidates recommended by the Committee to

MAEMSA must be approved by EPAB (EPAB must determine that the candidate is suitable for appointment).

3. Performance Review. Review of the Associate Medical Director for MIH's performance shall be conducted no less than annually by the Medical Director, who shall seek input from the three boards and from MAEMSA management, including personnel assigned to OMD. The Medical Director shall conduct the reviews and report issues of concern to MAEMSA on a schedule that permits MAEMSA to make timely determinations of renewal/non-renewal under the contract with the Associate Medical Director for MIH (or group).

4. Termination or Non-Renewal. Terminations of the contract for Associate Medical Director for MIH, whether with or without cause, are subject to the following:

- a) Clinical Issues: Subject to standard notice provisions in the contract, EPAB has the sole discretion to rescind its appointment of the Associate Medical Director for MIH due to issues of clinical concern. Such action, whether or not deemed for cause under the contract, will effect a termination of the contract by MAEMSA.
- b) Non-clinical Issues-For Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate the contract "for cause" other than clinical issues, in accordance with standard contract definitions of "cause"; provided that the MAEMSA Board must first give ten (10) days' notice to the Medical Director and MDRC that it intends to consider taking such action under the contract. The MAEMSA Board may suspend the Associate Medical Director for MIH during the ten day notice period.
- c) Non-clinical Issues-Not for Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate the contract without cause; provided that the MAEMSA Board must first give thirty (30) days' notice to the Medical Director, MDRC, EPAB and FRAB that it intends to consider taking such action and request input from them. Subject to notice provisions in the contract, the MAEMSA Board may also

terminate the contract without cause at any time upon the recommendation of the Medical Director, MDRC or EPAB.

- d) **Non-renewal by Notice:** All contracts for medical direction shall be for a one year term that automatically renews for additional one year terms unless timely notice is given under the contract. Because the MAEMSA Board has the discretion to contract with an Associate Medical Director for MIH (the position is appointed by EPAB only upon request of MAEMSA), the MAEMSA Board may give notice of non-renewal after giving thirty (30) days' notice to the Medical Director, MDRC, EPAB and FRAB that it intends to consider such action. The MAEMSA Board may also give notice of non-renewal upon the recommendation of the Medical Director, MDRC or EPAB.

C. OTHER ASSOCIATE MEDICAL DIRECTORS. The MAEMSA Board may elect to contract with other Associate Medical Directors who meet with EPAB's approval for appointment.

1. **Selection Process:** Candidates for the position of Associate Medical Director shall be reviewed by a committee composed of representatives of EPAB, FRAB and MAEMSA management, with an EPAB representative serving as Chair. The committee may solicit input from other stakeholders. The contract scope of work and posting shall be formulated by the committee and approved by EPAB and MAEMSA.
2. **Qualification.** Any candidates recommended by the committee to MAEMSA must be approved by EPAB (EPAB must find the candidate suitable for appointment). If EPAB and MAEMSA elect to use a group to provide medical direction, any and all physicians in the group assigned to serve as Associate Medical Director must meet EPAB's approval for appointment.
3. **Performance Review.** Review of the Associate Medical Director's performance shall be conducted no less than annually by the Medical Director, who shall seek input from the three boards and from the MAEMSA management team, including personnel assigned to OMD. The Medical Director shall conduct the reviews and report issues of concern to MAEMSA on a schedule that permits MAEMSA

to make timely determinations of renewal/non-renewal under the contract with the Associate Medical Director.

4. Termination or Non-Renewal. Terminations of the contract for Associate Medical Director, whether with or without cause, are subject to the following:

- a) Clinical Issues: Subject to standard notice provisions in the contract, EPAB has the sole discretion to rescind its appointment of an Associate Medical Director due to issues of clinical concern. Such action, whether or not deemed for cause under the contract, will effect a termination of the contract by MAEMSA.
- b) Non-clinical Issues-For Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate the contract “for cause” other than clinical issues, in accordance with standard contract definitions of “cause.”
- c) Non-clinical Issues-Not for Cause: Subject to standard notice provisions in the contract, the MAEMSA Board may terminate the contract without cause; provided that MAEMSA must first give thirty (30) days’ notice to the Medical Director, MDRC, EPAB and FRAB and request input from them. Subject to notice provisions in the contract, the MAEMSA Board may also terminate the contract without cause at any time upon the recommendation of the Medical Director, MDRC or EPAB.
- d) Non-renewal by Notice: All contracts for medical direction shall be for a one year term that automatically renews for additional one year terms unless timely notice is given under the contract. Because the MAEMSA Board has the discretion to contract with an Associate Medical Director (the position is only appointed by EPAB upon request of MAEMSA), the MAEMSA Board may give notice of non-renewal after giving thirty (30) days’ notice to the Medical Director, MDRC, EPAB and FRAB that it intends to consider such action and requesting input from them. The MAEMSA Board may also give notice of non-renewal upon the recommendation of the Medical Director, MDRC or EPAB.

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 06-01-2018 to 06-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
92546	6/4/18	Bound Tree Medical LLC Medical Supplies-Logistics	25,283.62
92555	6/4/18	Continental Benefits Health Ins-Admin	54,727.87
92557	6/4/18	Direct Energy Business Utilities-Admin	13,331.06
92560	6/4/18	Fulcrum Group Annual maintenance fees	41,989.24
92564	6/4/18	Infor ERP subscription fee	49,891.00
92566	6/4/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	75,261.71
92574	6/4/18	NRS Collection Services-Admin	26,023.52
92575	6/4/18	O'Neill Marketing & Event Mgmt. Annual Report	8,901.57
92580	6/4/18	ReCept Pharmacy Medical Supplies-Logistics	10,303.31
92583	6/4/18	SoftwareOne, Inc. License fees IEA software	61,408.68
92585	6/4/18	Stryker Repair & Maint Equip-Logistics	6,886.42
92589	6/4/18	Tyler Technologies Implementation travel ERP	12,806.71
92597	6/4/18	ZirMed Inc Invoice & Forms Processing-Adm	14,245.80
92598	6/4/18	Zoll Data Systems Inc Annual maintenance fees	7,637.47
92600	6/11/18	AE Tools & Computers Dodge maintenance software	16,408.33
92609	6/11/18	Bound Tree Medical LLC Medical Supplies-Logistics	21,791.60
92619	6/11/18	Fulcrum Group Consulting Services - IT	14,925.00
92646	6/11/18	ReCept Pharmacy Medical Supplies-Logistics	10,367.26
92648	6/11/18	Solutions Group Verification Services-Admin	25,619.04
92655	6/11/18	XL Parts Maintenance-Fleet	5,483.69
92659	6/11/18	Zoll Medical Corporation Repair & Maint Equip-Logistics	5,562.25
92663	6/11/18	Innovative Developers, Inc. Land search - N Deployment Center	8,000.00

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 06-01-2018 to 06-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
92665	6/15/18	Innovative Developers, Inc. Privacy mods, painting	66,248.32
92679	6/15/18	Bound Tree Medical LLC Medical Supplies-Logistics	24,855.96
92709	6/15/18	ReCept Pharmacy Medical Supplies-Logistics	21,876.92
92715	6/15/18	Solutions Group Verification Services-Admin	13,385.91
92768	6/25/18	Bound Tree Medical LLC Medical Supplies-Logistics	18,875.89
92773	6/25/18	CDW Government Inc Proofpoint Essentials firewall software	11,547.21
92803	6/25/18	PRUDENTIAL GROUP INSURANCE Life/AD&D Ins-Admin	19,375.48
92804	6/25/18	ReCept Pharmacy Medical Supplies-Logistics	13,040.01
92806	6/25/18	Rough Creek Lodge Exec. Retreat Board/Manager retreat	17,264.17
92815	6/25/18	Tyler Technologies Implementation travel ERP	8,105.32
92819	6/25/18	XL Parts Maintenance-Fleet	6,711.69
92823	6/29/18	AFLAC Employee Aflac Payable	6,776.28
92829	6/29/18	AT&T Telephone Base-Admin	5,953.81
92832	6/29/18	Bound Tree Medical LLC Medical Supplies-Logistics	23,140.20
92837	6/29/18	Communication Center Specialists Inc. Console cleaning	5,250.00
92843	6/29/18	Direct Energy Business Utilities-Admin	14,848.93
92856	6/29/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	75,172.08
92865	6/29/18	Pearson Education EMT Course Expense	6,216.79
92866	6/29/18	Physio-Control Inc. Ambulances	14,363.00
92868	6/29/18	ReCept Pharmacy Medical Supplies-Logistics	16,380.26
92885	6/29/18	ZirMed Inc Invoice & Forms Processing-Adm	13,723.41
ACH906785956	6/28/18	Dr. Veer D. Vithalani Medical Director - EPAB	17,050.00

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 06-01-2018 to 06-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
ACH906785957	6/28/18	Dr. Neal J. Richmond Medical Director - EPAB	23,873.00
Wire #48913102	6/11/18	American Express MedStar Business Expenses	18,228.05
Wire #49261874	6/21/18	WEX Bank Fuel	97,702.13
Wire #49261875	6/21/18	Chase Ink OMD Business Expenses	5,089.33
			<u>1,081,909.30</u>
		TOTAL ACCOUNTS PAYABLE	1,192,272.61
		TOTAL PAYROLL EXPENSE	<u>2,260,766.71</u>
			<u>3,453,039.32</u>

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 07-01-2018 to 07-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
92898	7/6/18	Bound Tree Medical LLC Medical Supplies-Logistics	6,929.83
92906	7/6/18	Continental Benefits Health Ins-Admin	58,178.37
92909	7/6/18	Delta Dental Insurance Comany Dental Ins-Admin	56,304.50
92919	7/6/18	Fulcrum Group Consulting Services - IT	14,925.00
92922	7/6/18	Innovative Developers, Inc. Corner guard purch and install	8,849.55
92925	7/6/18	Bruce Lowrie Chevrolet Maintenance-Fleet	5,681.22
92932	7/6/18	NRS Collection Services-Admin	26,495.17
92935	6/29/18	Paramedic Design Inc. Action walls new fleet	9,432.50
92939	7/6/18	PRUDENTIAL GROUP INSURANCE Life/AD&D Ins-Admin	19,243.41
92941	7/6/18	ReCept Pharmacy Medical Supplies-Logistics	8,202.05
92949	7/6/18	Tyler Technologies Implementation travel ERP	13,424.20
92953	7/6/18	XL Parts Maintenance-Fleet	7,988.79
93010	7/12/18	AT&T Mobility Telephone Base-Admin	16,689.92
93013	7/12/18	Bound Tree Medical LLC Medical Supplies-Logistics	32,443.32
93016	7/12/18	Citrix Prepaid Expense	16,200.00
93033	7/12/18	Innovative Developers, Inc. Repairs to N parking lot	12,195.04
93035	7/12/18	Logis Solutions Prepaid Expense	22,500.00
93048	7/12/18	ReCept Pharmacy Medical Supplies-Logistics	15,009.56
93055	7/12/18	Solutions Group Verification Services-Admin	32,325.16
93064	7/12/18	Whitney Smith Company Compensation Analysis-HR	9,225.00
93078	7/19/18	Bound Tree Medical LLC Medical Supplies-Logistics	6,665.07
93087	7/19/18	Fulcrum Group Cisco 3 year renewal	209,843.84

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 07-01-2018 to 07-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
93108	7/19/18	ReCept Pharmacy Medical Supplies-Logistics	10,207.27
93127	7/26/18	AT&T Telephone Base-Admin	5,953.67
93130	7/26/18	Bound Tree Medical LLC Medical Supplies-Logistics	30,130.63
93143	7/26/18	Fulcrum Group Vmware renewal	53,416.70
93149	7/26/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	74,759.49
93154	7/26/18	NRS Collection Services-Admin	26,125.94
93161	7/26/18	ReCept Pharmacy Medical Supplies-Logistics	24,658.12
93168	7/26/18	Texas Auto Painting & Collision Repair M43, M49 collision repair	14,268.00
93174	7/26/18	XL Parts Maintenance-Fleet	5,753.02
ACH924107237	7/26/18	Dr. Veer D. Vithalani Medical Director - EPAB	17,050.00
ACH924107238	7/26/18	Dr. Neal J. Richmond Medical Director - EPAB	23,873.00
Wire #49954280	7/11/18	American Express MedStar Business Expenses	16,530.06
Wire #50212288	7/19/18	WEX Bank Fuel	94,420.01
			<u>1,005,897.41</u>
TOTAL ACCOUNTS PAYABLE			1,089,487.83
TOTAL PAYROLL EXPENSE			<u>2,171,294.00</u>
			<u>3,260,781.83</u>

COMPARISON OF BUDGET VERSUS PRIOR YEAR (Page 1 of 3)		MedStar Combined Rollup		BUDGET PREPARER: Joan Jordan		08/15/18 04:50 PM			
	8	YTD Actual @ 5-31-2018	Adjustments to Trend	Forecast FY 2018	FY 18/19 Budget	Total	Inc/(Dec) Bud Vs Act	%	Explanation
REVENUE:									
EMS									
Gross transport fees		109,635,650	(990,088)	163,463,387	170,927,206		7,463,819	5%	2.75% incr in TX
Contractual: Medicaid		(12,530,060)	2,000,000	(16,795,091)	(17,580,541)		(785,450)	5%	Treat fee incr to \$500, Mileage to \$15
Contractual: Medicare		(17,103,473)	(400,000)	(26,055,209)	(27,054,809)		(999,600)	4%	increases APC to \$1548
Provision for Bad Debt		(48,807,668)	0	(73,211,502)	(76,145,048)		(2,933,546)	4%	
IN/S Net Fees		\$31,194,448	\$609,912	\$47,401,584	\$50,146,808		\$2,745,224	6%	Collection rate = 27.9%
Subs. Gross Fees		0	0	0	0		0	0%	
Subs. Medicaid/AHCCCS		0	0	0	0		0	0%	
Subs. Medicare		0	0	0	0		0	0%	
Subs. Discounts		0	0	0	0		0	0%	
{Subs. Net Fees		\$0	\$0	\$0	\$0		\$0	0%	
Total Net Amb. Fees		\$31,194,448	\$609,912	\$47,401,584	\$50,146,808		\$2,745,224	6%	
Stand by		336,172	(36,000)	468,258	473,595		5,337	1%	
Master Amb. Contract		0	0	0	0		0	0%	
Pricing Offset		19,044	0	28,566	28,572		6	0%	
Subscription Income		236,948	0	355,422	366,085		10,663	3%	
Cash/Accrual Amb.		0	0	0	0		0	0%	
Uncompensated Care		0	0	0	0		0	0%	
Total Amb. Revenue		\$31,786,612	\$573,912	\$48,253,830	\$51,015,060		\$2,761,229	6%	
MIH									
MCO/Hospital Contracts		166,872	0	250,308	257,817		7,509	3%	
Other Program Revenue		43,760	0	65,640	67,362		1,722	3%	
Home Health		13,950	0	21,556	21,556		631	3%	
Hospice		113,653	0	170,480	175,599		5,119	3%	
		\$338,235	\$0	\$507,353	\$522,334		\$14,981	3%	
Publishing		0	0	0	0		0	0%	
Consulting & Site visits		22,648	0	33,972	34,991		1,019	3%	
Other (Cab fare reimbursement)		163,452	(3,203)	241,975	664,622		422,647	175%	BAY contract full year
Other		69,370	(7,500)	96,555	99,461		2,906	3%	
Total MIH Revenue		\$593,705	(\$10,703)	\$879,855	\$1,321,408		\$441,553	50%	
Clinical									
Course Income		60,108	0	90,162	110,460		20,298	23%	EMT coordination added
Cards/sales		0	0	0	0		0	0%	
other		0	0	0	0		0	0%	
Other		0	0	0	0		0	0%	
Research rev		0	0	0	0		0	0%	
Total Health		\$60,108	\$0	\$90,162	\$110,460		\$20,298	0%	
Other									
Miscellaneous-Other Income		300,468	(450,702)	0	0		0	0%	
Rental		0	0	0	0		0	0%	
Interest Appropriation		0	0	0	0		0	0%	
Interest		0	0	0	0		0	0%	
Gain/(Loss) On Sale		0	0	0	0		0	0%	
Emd Education		7,900	(3,500)	8,350	8,750		400	5%	
Total Other Revenue		\$308,368	(\$454,202)	\$8,350	\$8,750		\$400	5%	
Total Revenue		\$32,748,793	\$109,007	\$49,232,197	\$52,455,677		\$3,223,481	7%	

	YTD Actual @ 5-31-2018	Adjustments to Trend	Forecast FY 2018	FY 18/19 Budget	\$	%	Explanation
EXPENSE:							
Payroll							
Regular	13,380,358	146,100	20,564,070	21,475,363	911,293	4%	+1 FTE + 2% market incr + 3% merit
Overtime	2,521,516	0	3,837,673	3,943,106	105,433	3%	
Overtime Unscheduled	31,764	0	48,558	50,173	1,615	3%	
Bonuses	940,314	(470,158)	940,314	982,367	42,053	4%	
Sick	370,872	1,300	567,800	585,300	17,500	3%	
Vacation	660,741	(500)	1,010,561	1,040,429	29,868	3%	
PTO-Holiday/Bereavement/Jury	0	0	0	0	0	0%	
Incentives/relocation)	0	0	0	0	0	0%	
Industrial	0	0	0	0	0	0%	
Contracted Instructors	0	0	0	0	0	0%	
Temporary	0	0	0	0	0	0%	
Training	91,998	2,100	140,097	194,952	54,855	39%	Active Shooter training new FY19
Miscellaneous	0	0	0	0	0	0%	
Total Payroll	\$17,997,563	(\$321,158)	\$27,109,072	\$28,271,690	\$1,162,618	4.3%	
Pay Rel.							
FICA	1,194,340	18,378	1,813,015	1,902,643	89,628	5%	
Unemployment	69,357	460	104,708	109,218	4,510	4%	
Workers' Comp.	290,864	0	436,296	272,328	(163,968)	-38%	Reduced rates per TML
Health Insurance	1,608,196	0	2,412,294	2,460,540	48,246	2%	
Uniform Allowance	63,169	1,208	95,961	104,152	8,191	9%	Class As, honor guard
401(a)	540,852	20,500	842,567	869,593	27,026	3%	
Pre-Emp/Exp/EAP	77,295	2,061	118,003	129,672	11,669	10%	Talent Science full year
Employee Recognition/Service/B	149,879	39,133	263,952	301,900	37,949	14%	\$50K tuition reimb requests
Vehicle Allowance	3,692	462	6,000	6,000	(0)	0%	
Total Pay Related	\$3,997,643	\$82,202	\$6,092,796	\$6,156,046	\$63,249	1%	
Dep&Amt							
Total Payroll Expense	\$21,995,206	(\$238,956)	\$33,201,868	\$34,427,736	\$1,225,867	4%	
Depreciation - Vehicle	0	0	0	0	0	0%	
Depreciation - Other	1,988,805	0	2,983,207	3,681,232	698,025	23%	New fleet, depl center increases
Amortization	0	0	0	0	0	0%	
Total Depr. & Amort.	\$1,988,805	\$0	\$2,983,207	\$3,681,232	\$698,025	23%	
Interest							
Interest Exp. - Net	73,071	0	109,607	125,105	15,498	14%	Refinance + deployment center
Veh&Eq							
Rental	0	0	0	0	0	0%	
R/M Labor	0	0	0	0	0	0%	
Maintenance	205,152	0	307,729	316,960	9,232	3%	
Tires	51,348	0	77,023	79,333	2,310	3%	
Fuel	716,814	31,757	1,106,978	1,140,188	33,210	3%	329 gal at \$3.07
Licenses/Fees	4,195	(65)	6,227	6,417	190	3%	
Equipment Maintenance	128,572	0	192,858	236,787	43,929	23%	Zoll monitors mtc agrmt
Oxygen Expense	49,075	0	73,612	75,816	2,204	3%	
Medical Supplies	1,369,373	0	2,054,060	2,156,397	102,337	5%	Tx incr 2% plus cost incr 3%
Misc. Shop Supplies	4,364	0	6,546	6,742	196	3%	
Total Veh. & Equip.	\$2,528,893	\$31,692	\$3,825,031	\$4,018,640	\$193,609	5%	

Station	YTD Actual @ 5-31-2018	Adjustments to Trend	Forecast FY 2018	FY 18/19 Budget	\$	%	
Rent/Storage & Property Lease	8,131	2,400	14,597	14,722	125	1%	Elim THIR SimLab rent
Utilities	139,448	0	209,172	215,447	6,275	3%	
Telephone	186,852	1,427	281,704	290,155	8,451	3%	
Cellular	32,786	0	49,179	50,526	1,347	3%	
Repairs & Maintenance Facility & Office Supplies	197,137	(390)	295,316	304,132	8,816	3%	HVAC under quarterly agrmt
Postage	47,475	(306)	70,906	73,033	2,127	3%	
Shipping/Courier Services/Records	54,014	0	83,451	2,430	2,430	3%	
Equipment Rental/Lease	106,111	512	159,679	164,450	4,771	3%	
Cost of Goods Sold	32,345	0	48,518	49,732	1,214	3%	
Total Station	804,299	3,643	1,210,091	1,245,648	35,557	3%	
Other							
Liability Insurance	158,753	0	238,130	232,082	(6,048)	-3%	Decrease per TML quotes for FY19
Vehicle Insurance	73,481	0	110,222	108,815	(1,407)	-1%	Decrease per TML quotes for FY19
Claim Settlements	20,050	0	30,075	31,000	925	3%	
Total Insurance	252,285	0	378,427	371,897	(6,530)	-2%	
Advertising	288	(432)	(144)	0	0	0%	
Public Relations	37,642	6,500	62,963	58,732	(4,231)	-7%	
Printing	45,821	(998)	67,734	69,767	2,033	3%	
Travel & Entertainment	61,446	39,280	131,449	147,314	15,865	12%	CC to AAA and TEMSA new
Consult/ Acct/Legal/Professional	1,043,993	260,994	1,826,983	2,048,468	221,485	12%	App mods, recruiting fee engineer, Web redesign
Non-Capital Equipment	135,352	(882)	202,147	188,159	(13,988)	-7%	
Educational Exp	168,460	27,126	279,816	304,664	24,848	9%	IT addl train, fleet train Dodge
Office Equip Maint	0	0	0	0	0	0%	
Computer Hardware/Software Mt	907,399	(81,854)	1,279,245	1,327,260	48,016	4%	
Bank Service Charges	56,953	0	85,429	87,992	2,563	3%	
Dues & Subscriptions	46,501	8,700	78,451	116,492	38,041	48%	Network Diagnostics subscription IT
Computer Related	0	0	0	0	0	0%	
Miscellaneous	2,621	(1,916)	2,016	2,016	0	0%	
Total Other Expense	2,758,759	256,518	4,394,657	4,722,761	328,104	7%	
Total Expenses	30,149,033	52,897	45,724,462	48,221,122	2,496,661	5%	
OPER. PROFIT BEFORE ALLOC.	2,599,760	56,110	3,507,735	4,234,555	726,820	21%	
NET RETAINED EARNINGS	2,599,760	56,110	3,507,735	4,234,555	726,820	21%	
MEMO ITEMS							
EBITDA	6,604,409	56,110	6,600,549	8,040,892	1,440,342	22%	
EBITDA %	20.2%	51.5%	13.4%	15.3%	1.9%	14%	
EMS - Unit Hours - EMS	183,244	0	274,866	319,375	44,509	16%	
EMS - Transports - EMS	71,704	0	107,556	109,873	2,317	2.2%	
EMS - UHU - EMS	0.000	NA	0.391	0.344	(0)	-12%	
EMS - Net APC - EMS	435	NA	441	456	16	4%	

MedStar REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 07/16/18	REQUISITIONER Shaun Curtis	DEPARTMENT Fleet	COST CENTER Fleet	ACCT CODE	CAPITAL TRACKING #		
Budgeted Funds?		IF YES - LIST BUDGET NUMBER (s)					
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		BUDGET #	AMOUNT \$525,732	MONTH	BUDGET #	AMOUNT	MONTH
PROJECT TITLE: Fleet Expansion				CAPITAL CATEGORY: <u>1</u> <u>2</u> <u>3</u>			
				Choose "X" only one (priority)			

DESCRIPTION OF ITEMS BEING REQUESTED:


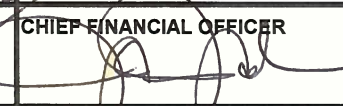
1. Qty 12: 2019 Dodge 4500 Reg Cab Chassis 4x2 w/ ambulance prep package plus delivery (\$43,811 each).....	\$525,732
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QUALITATIVE JUSTIFICATION: (Attach supporting documentation if necessary)

This request for capital is a continuation of the plan to replace current ambulances that are exceeding their mileage limits.

The vendor chosen for this project is from the RFP ID ID 2017-004, Freedom Fleet Services of Bryan, Texas. We are extending the purchase from the original RFP to preserve 2018 pricing utilizing the clause found in section 1.1 of the RFP stating "...with an option to purchase additional chassis for the 2017-2018 fiscal year (10/1/17 to 9/30/18) at the same price."

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

DATE	SIGNATURES	REQUESTED EXPENDITURE		
8/15/18	DEPT./DIRECTOR LEVEL: 	PROPOSED CAPITAL (Tax Exempt)	\$	525,732.00
8-14-18	CHIEF FINANCIAL OFFICER 	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual} 0
	EXECUTIVE DIRECTOR	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	525,732.00
	CHAIRMAN OF THE BOARD OF DIRECTORS	Opened:	Closed:	Actual:
Revised 09/12				

HGACBuy		CONTRACT PRICING WORKSHEET For MOTOR VEHICLES Only		Contract No.:	HT06-16	Date Prepared:	08/21/17	
<p>This Worksheet is prepared by Contractor and given to End User. If a PO is issued, both documents <u>MUST</u> be faxed to H-GAC @ 713-993-4548. Therefore please type or print legibly.</p>								
Buying Agency:	Medstar			Contractor:	Freedom C-D-J-R			
Contact Person:				Prepared By:	Bert D.Stull			
Phone:				Phone:	972-707-9436			
Fax:				Fax:	214-350-0085			
Email:				Email:	bstull@freedomfleetsales.com			
Product Code:	K1	Description:	2018 Dodge 4500 Cab Chassis					
A. Product Item Base Unit Price Per Contractor's H-GAC Contract:							30600	
B. Published Options - Itemize below - Attach additional sheet(s) if necessary - Include Option Code in description if applicable (Note: Published Options are options which were submitted and priced in Contractor's bid)								
Description		Cost	Description		Cost			
Diesel		7400	Clean idle label		N/C			
Automatic		1360	Power pedals		106			
84" CA		158						
Full size spare		298						
Daytime running lights		43						
Emergency-fire-special units emissions pkg		846						
PTO		251						
Ambulance prep group		378						
Cold weather group		106						
Cloth interior with center seat delete		N/C						
Uconnect 3		561	Subtotal From Additional Sheet(s):					
			Subtotal B:		11507			
C. Unpublished Options - Itemize below / attach additional sheet(s) if necessary (Note: Unpublished options are items which were not submitted and priced in Contractor's bid)								
Description		Cost	Description		Cost			
Luxury group		519						
			Subtotal From Additional Sheet(s):					
			Subtotal C:		519			
Check: Total cost of Unpublished Options (C) cannot exceed 25% of the total of the Base Unit Price plus Published Options (A+B).				For this transaction the percentage is:		1%		
D. Total Cost Before Any Applicable Trade-In / Other Allowances / Discounts (A+B+C)								
Quantity Ordered:	12	X Subtotal of A + B + C:	42626	=	Subtotal D:	511512		
E. H-GAC Order Processing Charge (Amount Per Current Policy)						Subtotal E:		1000
F. Trade-Ins / Special Discounts / Other Allowances / Freight / Installation / Miscellaneous Charges								
Description		Cost	Description		Cost			
Delivery for 12		1200						
			Subtotal F:		1200			
Delivery Date:		TBD		G. Total Purchase Price (D+E+F):		513712		

MedStar REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 08/15/18	REQUISITIONER Shaun Curtis	DEPARTMENT Fleet	COST CENTER Fleet	ACCT CODE 4000.0000	CAPITAL TRACKING #
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Budgeted Funds?	<input checked="" type="checkbox"/>	Yes	IF YES - LIST BUDGET NUMBER (s)				
	<input type="checkbox"/>	No	BUDGET #	AMOUNT \$1,964,892	MONTH	BUDGET #	AMOUNT

PROJECT TITLE: Ambulance Module Purchase	CAPITAL CATEGORY:	<u>1</u>	<u>2</u>	<u>3</u>
	Choose "X" only one (priority)			

DESCRIPTION OF ITEMS BEING REQUESTED:

1. 12 Ambulance Modules from Modern Mobility L.L.C. (Demers Ambulance) (\$163,741 each).....\$1,964,892

QUALITATIVE JUSTIFICATION: (Attach supporting documentation if necessary)

The request for capital is a continuation of the plan to replace current ambulances that are exceeding their mileage limits.
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***** PURCHASE REQUISITION(s) & ALL QUOTES/CONTRACTS/LEASE DOCUMENTS MUST BE ATTACHED *****

DATE	SIGNATURES	REQUESTED EXPENDITURE		
	DEPT./DIRECTOR LEVEL:	PROPOSED CAPITAL (Tax Exempt)	\$	1,964,892.00
	CHIEF FINANCIAL OFFICER	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual}
	EXECUTIVE DIRECTOR	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	1,964,892.00
	CHAIRMAN OF THE BOARD OF DIRECTORS	Opened:	Closed:	Actual:
Revised 09/12				

MedStar REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 12/13/17	REQUISITIONER Mike Potts	DEPARTMENT	COST CENTER	ACCT CODE	CAPITAL TRACKING # 2017-005
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Budgeted Funds?	<input checked="" type="checkbox"/>	Yes	IF YES - LIST BUDGET NUMBER (s)				
	<input type="checkbox"/>	No	BUDGET #	AMOUNT \$10,000,000	MONTH	BUDGET #	AMOUNT

PROJECT TITLE: 60 Ambulance Modules	CAPITAL CATEGORY: Choose "X" only one (priority)	<u>1</u>	<u>2</u>	<u>3</u>
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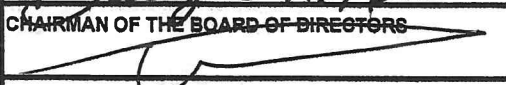
DESCRIPTION OF ITEMS BEING REQUESTED:

60 Ambulance Modules from Modern Mobility, LLC (Demers) with graphics package from KMP Graphics. With the addition of 3 ambulances to the fleet will also require additional equipment such as power cots, power loads, scoop stretchers, and other equipment (detail attached).

QUALITATIVE JUSTIFICATION: (Attach supporting documentation if necessary)

Module	Graphics	#	Total
\$149,927.00	\$ 6,112.41	12	\$ 1,872,472.92
\$152,925.54	\$ 6,234.66	12	\$ 1,909,922.38
\$155,984.05	\$ 6,359.35	12	\$ 1,948,120.83
\$159,103.73	\$ 6,486.54	12	\$ 1,987,083.24
\$162,285.81	\$ 6,616.27	12	\$ 2,026,824.91
			\$ 9,744,424.27
Additional Equipment			\$ 152,514.07
Total Ambulances			\$ 9,896,938.34

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

DATE	SIGNATURES	REQUESTED EXPENDITURE		
12/13/17	DEPT./DIRECTOR LEVEL: 	PROPOSED CAPITAL (Tax Exempt)	\$	10,000,000.00
12-13-17	CHIEF FINANCIAL OFFICER 	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual} 0
12-13-17	EXECUTIVE DIRECTOR 	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	10,000,000.00
12-13-17	CHAIRMAN OF THE BOARD OF DIRECTORS 	Opened:	Closed:	Actual:
Revised 09/12				

**AMAA
BOARD COMMUNICATION**

Date: 8/22/18	Reference #: BC-1360	Title: Land North Deployment Center
<p><u>RECOMMENDATION:</u></p> <p>Management recommends approval to purchase 3.85 acres of land adjacent to the HCA Alliance campus for the purpose of building a remote deployment center to be completed by September 30, 2019.</p> <p><u>DISCUSSION:</u></p> <p>As discussed at the Board/Management retreat in June, an authority goal for FY19 is to plan, develop, and build a remote deployment center in the northland for the benefit of our citizens, patients, and staff. Purchase of the property will allow us to move forward with building plans in order to make this center a reality.</p> <p><u>FINANCING:</u></p> <p>In May, 2018, the Board approved a financing package of \$20million with Frost Bank to fund the deployment center land and construction.</p>		
Submitted by: <u>Douglas Hooten</u>		Board Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued until _____

MedStar REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 08/22/18	REQUISITIONER Ken Simpson	DEPARTMENT Field	COST CENTER	ACCT CODE	CAPITAL TRACKING #
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Budgeted Funds?	<input type="checkbox"/>	Yes	IF YES - LIST BUDGET NUMBER (s)				
	<input checked="" type="checkbox"/>	No	BUDGET #	AMOUNT \$1,363,327	MONTH	BUDGET #	AMOUNT

PROJECT TITLE: N Deploy Ctr property purchase, plan design	CAPITAL CATEGORY: Choose "X" only one (priority)	1	2	3
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DESCRIPTION OF ITEMS BEING REQUESTED:

At the Board/Manager's retreat in June 2018, the Board agreed to proceed with the purchase of property to house the North Deployment Center. Management has located 3.85 acres for \$1,080,000, plus closing costs of \$43,025. Prior to closing, the land owners are requiring approval of complete project plans. Project development is budgeted to be \$240,302.

QUALITATIVE JUSTIFICATION: (Attach supporting documentation if necessary)

With the explosive growth of the northland, new homes and hospitals make it imperative for MedStar to have a presence there. Due to traffic, road construction, and other barriers, travel between headquarters and the north land is difficult. In order to meet response times, as well as improve the morale of field staff living/stationed in the northland, a deployment center is needed.

Financing through Frost Bank has been obtained as approved by the Board May, 2018

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

DATE	SIGNATURES	REQUESTED EXPENDITURE		
	DEPT./DIRECTOR LEVEL:	PROPOSED CAPITAL (Tax Exempt)	\$	1,363,327.00
	CHIEF FINANCIAL OFFICER	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual} 0
	EXECUTIVE DIRECTOR	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	1,363,327.00
	CHAIRMAN OF THE BOARD OF DIRECTORS	Opened:	Closed:	Actual:
Revised 09/12				



INNOVATIVE DEVELOPERS, INC.

MedStar's North Deployment Center Current Phase I Report 8/15/18

General

Create a 24-hour remote deployment facility to accommodate 10-12 ambulances. Facility to provide personnel needs for daily activities and training, as well as vehicle wash facility and restocking activities.

Facility Design

Practical facility with parallel drive lanes and adjacent offices, storage and H/R facilities.

Minor maintenance can be performed and an exterior vehicle wash with an interior and equipment decontamination area provided.

A limited turn parking area with a "no turn" interior was delivered on an approximate 3 1/2 acre site with a 250 foot building, along with a 40' x 30' vehicle wash unit set up for housing all ambulance units being cleaned and restocked.

Site (see attached proposed site layout)

3.85 acres; Lot 10, HCA Health Services Addition; NEC I35 North @ North Tarrant Parkway.

2.5 acres developed

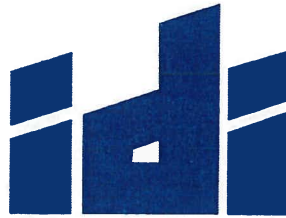
1.35 acres for future expansion

64 hail resistant covered parking spaces

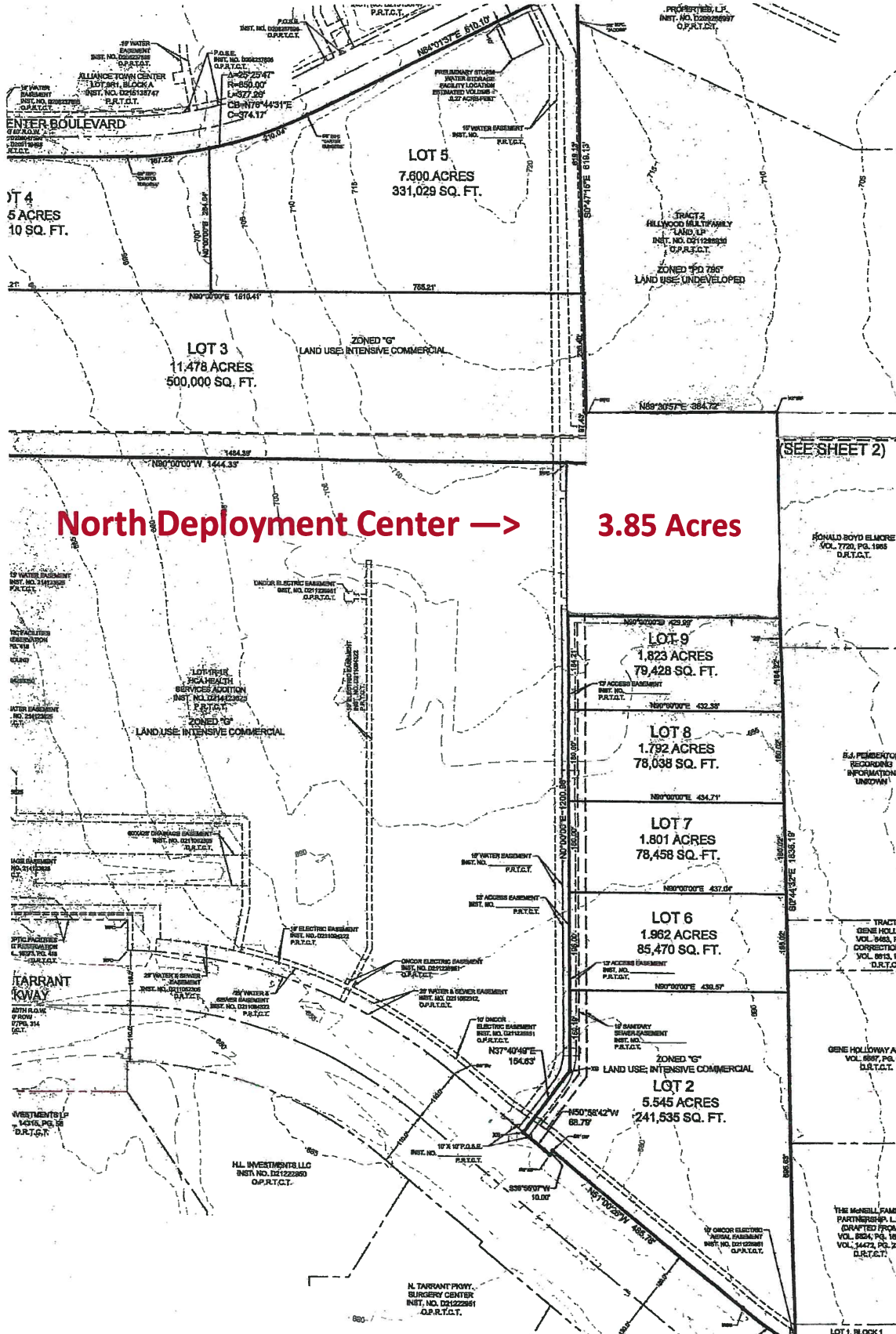
22 non-covered parking spaces

COMMERCIAL DEVELOPMENT AND CONSTRUCTION

930 W. First St., Ste. 201 • Fort Worth, Texas 76102 • 817/335-4500 • Fax 817/335-5302

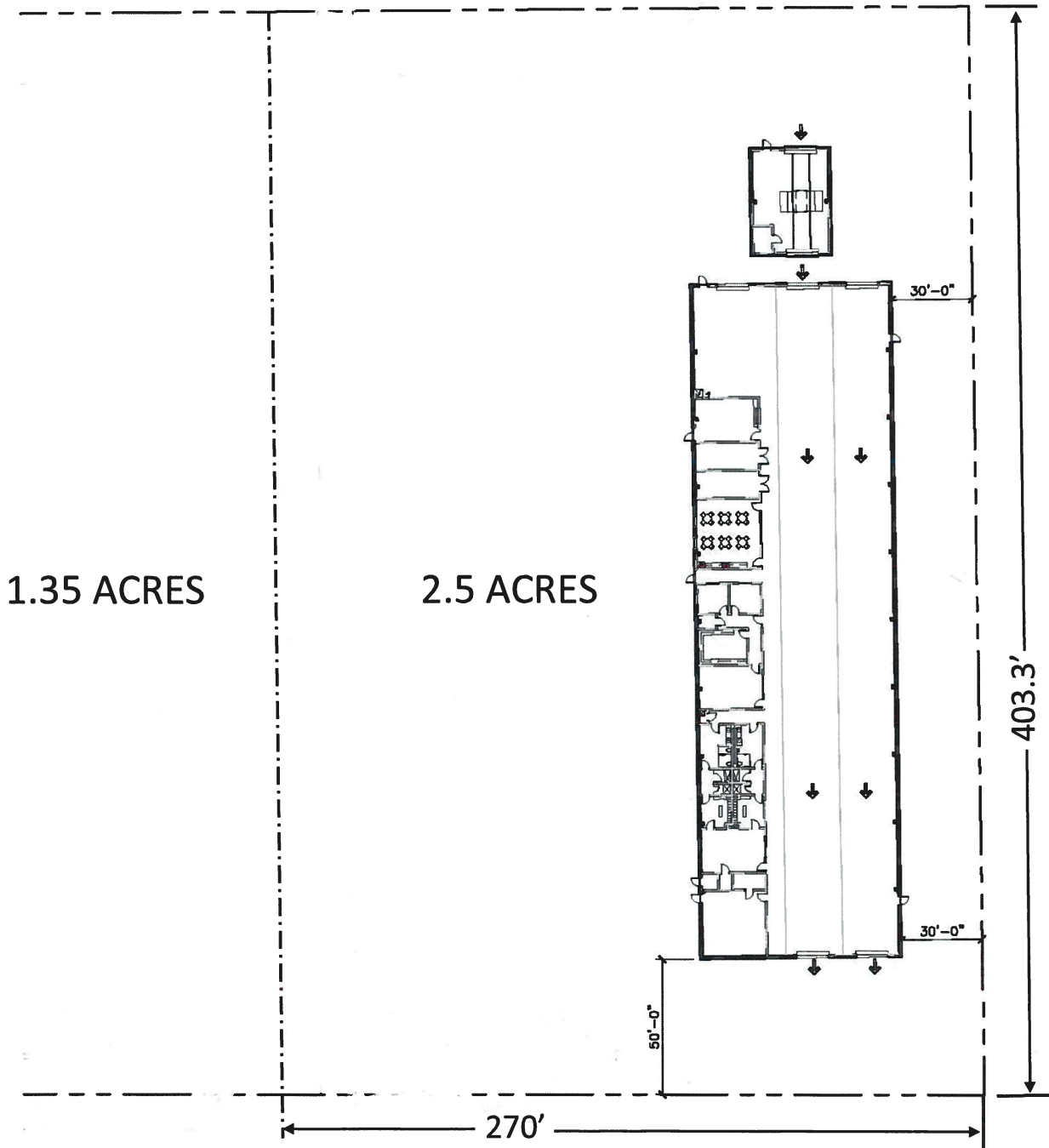


INNOVATIVE DEVELOPERS, INC.





INNOVATIVE DEVELOPERS, INC.
MedStar North Deployment Center



01 PROPOSED SITE PLAN



INNOVATIVE DEVELOPERS, INC.
MedStar's North Deployment Center
Land and Development Budget
NEC I35 @ Tarrant Parkway
8/15/18

Land - Lot 10, HCA Health Services Addition - 3.85 acres

Price	\$1,080,000
Alta Survey	4,000
Topographical Survey	3,500
Final Plat	5,500
Submittals and Permitting	3,000
Engineering Expenses	1,225
Soil Test	6,000
Environmental Review	1,500
Title Company Fees	3,500
Real Estate Fee Shortage	14,800
	\$1,123,025

Project Feasibility (Phase I Fees)

Development Services (Phase I only)	\$17,500
Schematic Architectural Design	11,500
Civil Engineer Site Assessment	2,000
MEP Assessment	3,000
Structural Engineer Preliminary	2,000
	\$36,000

Project Design Services

Architect	\$55,000
Civil	9,000
MEP	25,300
Structural	5,250
Urban Forestry Design	2,200
Landscape and Irrigation Design	3,100
	\$99,850

COMMERCIAL DEVELOPMENT AND CONSTRUCTION

Quality Review

Printing Presentation	\$2,800
TAS Review Fees	3,000
Hospital Review and Revision Requirements	8,000
	\$13,800

Project Development Fees

Design Coordination	\$24,514
Project Manager and Burden	14,850
Project Administration and Burden	5,940
Liability Insurance	3,200
Infrastructure Budget and Fees	14,250
Project Estimate	14,400
	\$77,154

Budget Estimate Recap - Site and Development

Land	\$1,123,025
Phase I	36,000
Project Design	99,850
Quality Review	13,800
Development Fees	77,154
Contingency - 1%	13,498
TOTAL --->	\$1,363,327

NOTE: Does NOT include construction budget.



INNOVATIVE DEVELOPERS, INC.

**MEDSTAR EMS
NORTH DEPLOYMENT CENTER
CURRENT TASKS
AUGUST 15, 2018**

-
- Complete land contract
 - Negotiate contract items
 - Sign contract and deliver to title company with check
 - Start Due Diligence (120-day period)
 - Soil test
 - All utilities – wet, dry
 - Storm water review
 - Survey w/topography
 - Environmental – Phase 1
 - Verify zoning – “G” Commercial
 - Verify status of access road improvements
 - HCA to complete plat for Lot 10
 - Review and update consultants’ agreements
 - Site schematic
 - Complete construction plans
 - City plan development review
 - HCA plan review
 - Update budget

COMMERCIAL DEVELOPMENT AND CONSTRUCTION

Tab A – Chief Executive Officer

Tab B – Chief Financial Officer

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – August 22, 2018

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

Balance Sheet:

- Accounts Receivable – Current year exceeds prior year by approximately \$4million due primarily to timing of write-offs as well as increased transports in current year.

Statement of Revenues and Expenses:

- Office Equipment Maintenance – over budget due to additional software maintenance needs.
- Professional Fees – over budget primarily due to additional services purchased from Solutions Group and offset by additional collections.
- Overall, net retained earnings for the 10 months ended is \$2,845,870 as compared to budgeted earnings of \$2,721,757 for a positive variance of \$124,113.

Key Financial Indicators:

- Current Ratio – MedStar has \$26.64 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 – Our goal is 50% of annual estimated expenditures held in cash accounts. Currently, cash is 61.89% of expense.
- Accounts Receivable Turnover – This statistic indicates MedStar’s effectiveness in extending credit and collecting debts by indicating the average age of the receivables. MedStar’s goal is a ratio greater than 3.0 times; current turnover is 2.91 times.
- Return on Net Assets – This ratio determines whether the agency is financially better off than in previous years by measuring total economic return. An improving trend indicates increasing net assets and the ability to set aside financial resources to strengthen future flexibility. Management has budgeted a return of 8.77% on assets. Through April, the return is an estimated 8.83%.

Billing Trends:

- 94,686 encounters have been billed at a cost of \$1,535,628 for a cost per claim of \$16.22. This is slightly lower than FY17 overall \$16.95 cost per claim. Budgeted cost per claim for FY18 is \$17.36.

MedStar - July 2018 - Summary and Trends

Net Income Trend	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
Revenue	\$ 3,865,640	\$ 4,022,213	\$ 3,997,737	\$ 4,231,994	\$ 3,946,304	\$ 4,146,038
Expenses	\$ 3,715,702	\$ 3,827,378	\$ 3,696,603	\$ 3,857,923	\$ 4,037,212	\$ 3,781,939
Net Income	\$ 149,938	\$ 194,835	\$ 301,134	\$ 374,071	\$ (90,908)	\$ 364,099

Notes: Jun 18 included 3 payrolls plus a holiday, causing the excess in expenses.

Net Earnings Annual:	
YTD 2018	\$ 2,845,870
9/30/2017	\$ 8,841,414
9/30/2016	\$ 9,469,805
9/30/2015	\$ 6,718,929
9/30/2014	\$ 5,755,653
9/30/2013	\$ 5,821,481
9/30/2012	\$ 2,788,129

Cash in Bank	
Current Month	\$ 21,312,342
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:	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
Emergency	8,197	8,364	8,235	8,676	8,286	8,713
Non Emergency	967	1,093	1,012	1,093	972	1,020
Total	9,164	9,457	9,247	9,769	9,258	9,733

Cash Collections:	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
	\$ 2,656,929	\$ 4,502,022	\$ 3,583,205	\$ 3,966,581	\$ 3,520,950	\$ 3,884,400

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Balance Sheet as of July 31, 2018

ASSETS

	Jul-18	Jul-17
Current Assets		
Cash and Equivalents	\$ 21,312,342.07	\$ 21,096,947.36
Patient Accounts Receivable	18,962,177.24	14,088,687.11
Other Receivable	437,270.61	194,639.08
Inventory	299,899.39	279,522.33
Prepaid Insurance and Expense	1,089,039.23	807,210.53
	<hr/>	<hr/>
Total Current Assets	\$ 42,100,728.54	\$ 36,467,006.41
Property and Equipment	\$ 29,994,373.60	\$ 28,533,114.38
	<hr/>	<hr/>
Total Assets	<u>\$ 72,095,102.14</u>	<u>\$ 65,000,120.79</u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$ 300,275.73	\$ 558,804.68
Interest Payable	3,859.98	11.32
Payroll Taxes and Benefits Payable	1,276,017.17	2,063,490.84
	<hr/>	<hr/>
Total Current Liabilities	\$ 1,580,152.88	\$ 2,622,306.84
Long-Term Liabilities		
Consulting Retainer	2,370.46	2,370.46
Deferred Subscription Income	165,857.82	177,193.96
Construction Loan Chase	4,480,222.29	5,276,167.77
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 4,648,450.57	\$ 5,455,732.19
Total Liabilities	\$ 6,228,603.45	\$ 8,078,039.03
Net Assets <Deficit>		
Capital Contribution	\$ 316,920.50	\$ 316,920.50
Retained Earnings - Unrestricted	\$ 62,095,088.05	53,213,756.98
Retained Earnings - Restricted	\$ 608,619.69	608,619.69
Net Income	\$ 2,845,870.45	3,578,730.07
	<hr/>	<hr/>
Total Net Assets <Deficit>	<u>\$ 65,866,498.69</u>	<u>\$ 57,718,027.24</u>
Total Liabilities & Net Assets <Deficit>	<u>\$ 72,095,102.14</u>	<u>\$ 65,796,066.27</u>

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
Nine Months Ended June 30, 2018
[Actual compared to Prior Year]

	Current Month	Prior Month	Current Month	Year to Date	Prior Year Actual	Year to Date
Revenues						
Patient Fees-Service	13,776,410.85	13,690,445.42	85,965.43	136,561,320.92	131,964,265.34	4,597,055.58
Less: Contractual Allowances	(5,230,482.23)	(5,274,187.51)	43,705.28	(54,142,394.42)	(52,913,666.10)	(1,228,728.32)
Less: Provision for Uncollectibles	(4,588,911.23)	(4,488,035.35)	(100,875.88)	(43,492,999.95)	(41,277,616.89)	(2,215,383.06)
Patient Fees - NET	3,957,017.39	3,928,222.56	28,794.83	38,925,926.55	37,772,982.35	1,152,944.20
Special Events	19,056.00	14,245.00	4,811.00	380,430.00	394,771.00	(14,341.00)
Subsidy	3,313.82	3,313.82	0.00	24,178.52	24,178.52	0.00
Education	33,246.24	2,718.08	30,528.16	108,579.87	95,425.44	13,154.43
Other	39,324.97	27,164.59	12,160.38	667,061.10	286,544.07	380,517.03
Mobile Integrated Health Projects	87,099.10	60,481.09	26,618.01	725,846.60	553,291.49	172,555.11
Clinical Research	6,980.00	9,820.00	(2,840.00)	9,115.00	23,446.00	(14,331.00)
Total Revenues	\$ 4,146,037.52	\$ 4,045,965.14	100,072.38	\$ 40,841,137.64	\$ 39,150,638.87	1,690,498.77
Payroll	2,131,499.57	2,099,232.91	32,266.66	22,406,269.82	21,229,525.25	1,176,744.57
Benefits and Taxes	504,350.99	455,124.79	49,226.20	5,146,689.82	5,185,194.43	(38,504.61)
Fuel	104,675.51	73,044.44	31,631.07	924,856.18	660,624.55	264,231.63
Oxygen	6,380.33	5,152.69	1,227.64	61,292.41	50,806.05	10,486.36
Medical Supplies	167,266.67	170,011.16	(2,744.49)	1,689,740.95	1,763,613.40	(73,872.45)
Other Vehicle & Equipment	78,224.57	57,652.41	20,572.16	602,733.35	545,969.05	56,764.30
Rent & Utilities	59,051.91	46,158.67	12,893.24	466,504.79	406,242.80	60,261.99
Repairs & Maintenance Facility & Equipmnt	33,311.23	14,263.22	19,048.01	299,756.12	165,529.53	134,226.59
Postage & Shipping	18,366.79	13,734.72	4,632.07	168,663.77	149,949.98	18,713.79
Equipment Rental	1,678.57	1,200.61	477.96	29,794.33	55,615.00	(25,820.67)
Insurance	39,493.44	35,090.02	4,403.42	315,124.54	326,646.35	(11,521.81)
Advertising & Public Relations	3,761.62	53.27	3,708.35	48,946.81	93,374.40	(44,427.59)
Printing	2,777.19	103.00	2,674.19	45,417.35	29,138.71	16,278.64
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	13,556.42	8,083.98	5,472.44	99,872.02	100,549.31	(677.29)
Professional Fees	163,653.27	125,148.21	38,505.06	1,361,672.57	1,229,165.01	132,507.56
Non-Capital Equipment	16,435.20	8,630.01	7,805.19	148,880.07	109,585.87	39,294.20
Educational Expense/Training	19,683.41	6,499.46	13,183.95	208,043.41	187,017.24	21,026.17
Office Equip Maint	135,466.67	106,531.15	28,935.52	1,175,614.50	957,055.49	218,559.01
Bank Service Charges	7,403.68	6,470.62	933.06	72,521.57	100,756.19	(28,234.62)
Dues & Subscriptions	3,797.69	3,884.17	(86.48)	60,175.43	65,113.88	(4,938.45)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	1,076.42	100.00	976.42	4,858.85	2,542.26	2,316.59
Total Other Expenses	\$ 3,511,911.15	\$ 3,236,169.51	275,741.64	\$ 35,337,428.66	\$ 33,414,014.75	1,923,413.91
Earnings before Interest & Depreciation	634,126.37	809,795.63	(175,669.26)	5,503,708.98	5,736,624.12	(232,915.14)
Interest	8,430.70	9,494.95	(1,064.25)	90,345.46	104,163.55	(13,818.09)
Depreciation	261,597.36	219,816.30	41,781.06	2,567,493.07	2,053,730.50	513,762.57
Net Retained Earnings	\$ 364,098.31	\$ 580,484.38	(216,386.07)	\$ 2,845,870.45	\$ 3,578,730.07	(732,859.62)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
Ten Months Ended July 31, 2018
[Actual compared to Budget]

	Current Month	Current Month	Current Month	Year to Date	Year to Date	Year to Date
Revenues						
Patient Fees-Service	13,790,434.12	13,604,235.00	186,199.12	136,748,987.12	137,791,076.00	(1,042,088.88)
Less: Contractual Allowances	(5,230,482.23)	(3,822,742.00)	(1,407,740.23)	(54,142,394.42)	(38,706,998.00)	(15,435,396.42)
Less: Provision for Uncollectibles	(4,588,911.23)	(5,973,168.00)	1,384,256.77	(43,492,999.95)	(60,522,892.00)	17,029,892.05
Patient Fees - NET	3,971,040.66	3,808,325.00	162,715.66	39,113,592.75	38,561,186.00	552,406.75
Special Events	19,056.00	44,507.00	(25,451.00)	380,430.00	445,078.00	(64,648.00)
Subsidy	3,313.82	3,314.00	(0.18)	24,178.52	24,182.00	(3.48)
Education	33,246.24	10,459.00	22,787.24	108,579.87	79,772.00	28,807.87
Other	39,324.97	26,781.00	12,543.97	667,061.10	275,801.00	391,260.10
Mobile Integrated Health Projects	73,075.83	40,515.00	32,560.83	538,180.40	405,150.00	133,030.40
Clinical Research	6,980.00	1,000.00	5,980.00	9,115.00	10,000.00	(885.00)
Total Revenues	\$ 4,146,037.52	\$ 3,934,901.00	211,136.52	\$ 40,841,137.64	\$ 39,801,169.00	1,039,968.64
Payroll	2,131,499.57	2,126,675.00	4,824.57	22,406,269.82	21,901,471.00	504,798.82
Benefits and Taxes	504,350.99	534,687.00	(30,336.01)	5,146,689.82	5,540,157.00	(393,467.18)
Fuel	104,675.51	72,000.00	32,675.51	924,856.18	720,000.00	204,856.18
Oxygen	6,380.33	5,161.00	1,219.33	61,292.41	51,610.00	9,682.41
Medical Supplies	167,266.67	176,761.00	(9,494.33)	1,689,740.95	1,767,610.00	(77,869.05)
Other Vehicle & Equipment	78,224.57	56,677.00	21,547.57	596,006.61	567,364.00	28,642.61
Rent & Utilities	59,051.91	42,167.00	16,884.91	466,504.79	435,686.00	30,818.79
Repairs & Maintenance Facility & Equipmnt	33,311.23	17,203.00	16,108.23	299,756.12	187,599.00	112,157.12
Postage & Shipping	18,366.79	29,453.00	(11,086.21)	168,663.77	294,531.00	(125,867.23)
Equipment Rental	1,678.57	6,649.00	(4,970.43)	36,521.07	66,490.00	(29,968.93)
Insurance	39,493.44	33,581.00	5,912.44	315,124.54	335,809.00	(20,684.46)
Advertising & Public Relations	3,761.62	2,829.00	932.62	48,946.81	42,218.00	6,728.81
Printing	2,777.19	3,225.00	(447.81)	45,417.35	32,241.00	13,176.35
Travel & Entertainment	13,556.42	7,533.00	6,023.42	99,872.02	135,092.00	(35,219.98)
Professional Fees	163,653.27	122,352.00	41,301.27	1,361,672.57	1,288,070.00	73,602.57
Non-Capital Equipment	16,435.20	12,498.00	3,937.20	148,880.07	157,192.00	(8,311.93)
Educational Expense/Training	19,683.41	14,733.00	4,950.41	208,043.41	247,101.00	(39,057.59)
Office Equip Maint	135,466.67	92,181.00	43,285.67	1,175,614.50	921,810.00	253,804.50
Bank Service Charges	7,403.68	11,181.00	(3,777.32)	72,521.57	111,810.00	(39,288.43)
Dues & Subscriptions	3,797.69	4,939.00	(1,141.31)	60,175.43	76,679.00	(16,503.57)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	1,076.42	145.00	931.42	4,858.85	1,450.00	3,408.85
Total Expenses	\$ 3,511,911.15	\$ 3,372,630.00	139,281.15	\$ 35,337,428.66	\$ 34,881,990.00	455,438.66
Earnings before Interest & Depreciation	634,126.37	562,271.00	71,855.37	5,503,708.98	4,919,179.00	584,529.98
Interest	8,430.70	9,856.00	(1,425.30)	90,345.46	98,551.00	(8,205.54)
Depreciation	261,597.36	209,887.08	51,710.28	2,567,493.07	2,098,870.80	468,622.27
Net Retained Earnings	\$ 364,098.31	\$ 342,527.92	21,570.39	\$ 2,845,870.45	\$ 2,721,757.20	124,113.25

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

	Current Month	Current Month	Current Month	Year to Date	Year to Date	Year to Date
Revenues						
Patient Fees - NET	0.00	0.00	0.00	0.00	0.00	0.00
Other Revenues	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenues	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Payroll & Benefits	50,210.13	73,750.00	(23,539.87)	726,064.21	756,411.00	(30,346.79)
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Medical Supplies/Oxygen	0.00	0.00	0.00	0.00	0.00	0.00
Other Vehicle & Equipment	0.00	792.00	(792.00)	6,726.74	7,920.00	(1,193.26)
Rent & Utilities	298.44	275.00	23.44	3,683.62	2,750.00	933.62
Repairs & Maintenance Facility & Equipmnt	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	4,449.00	1,917.00	2,532.00	22,157.40	19,170.00	2,987.40
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00
Non-Capital Equipment	248.94	0.00	248.94	373.63	5,000.00	(4,626.37)
Other Expenses	2,819.20	6,264.00	(3,444.80)	40,200.80	68,110.00	(27,909.20)
Total Other Expenses	\$ 58,025.71	\$ 82,998.00	(24,972.29)	\$ 799,206.40	\$ 859,361.00	(60,154.60)
Earnings before Interest & Depreciation	(58,025.71)	(82,998.00)	24,972.29	(799,206.40)	(859,361.00)	60,154.60
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	(\$ 58,025.71)	(\$ 82,998.00)	24,972.29	(\$ 799,206.40)	(\$ 859,361.00)	60,154.60

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

	Goal	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Current Ratio	> 1	19.79	14.11	19.79	19.79	26.64

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	> 50%	69.01%	49.02%	65.31%	55.06%	61.89%
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Indicates compliance with Ordinance which specifies 3 months cash on hand. Debt covenants specify 50% of annual cash expenditures.

Accounts Receivable Turnover	>3	8.26	5.47	4.16	3.40	2.91
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A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	8.77%	15.11%	16.66%	21.13%	15.48%	8.83%
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Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY18 is 8.77%.

MAEMSA/Medstar - Capital Tracking FY2017-2018

Item Description	Dept	FY2018	Expended	Remaining
Carryover from FY16-17				
ERP Software	Admin	\$ 450,000	\$ 41,773	\$ 408,227
Billing Software	Admin	\$ 250,000	\$ -	\$ 250,000
Cardiac Monitors (Approved Aug 17)	Logistics	\$ 2,450,000	\$ 1,997,388	\$ -
i-STAT	CHP	\$ 10,000	\$ 20,069	\$ (10,069)
NICE recorder Aqua revolution upgrade	Comms	\$ 105,000	\$ -	\$ 105,000
Remount 6 ambulances	Fleet	\$ 420,000	\$ 467,932	\$ -
Purchase 60 ambulances over 5 years	Fleet	\$ 2,475,000	\$ 610,056	\$ 1,864,944
Equipment needed for 3 addl ambulances	Fleet	\$ 153,337	\$ 137,643	\$ -
Cloverleaf hospital connections	IT	\$ 50,000	\$ -	\$ 50,000
Blade Chassis carry forward	IT	\$ 242,000	\$ -	\$ 242,000
End User Technology Refresh	IT	\$ 41,800	\$ -	\$ 41,800
Server Technology Refresh	IT	\$ 30,000	\$ -	\$ 30,000
Spot Cooler for Data Center	IT	\$ 7,500	\$ -	\$ 7,500
In-Dash GPS Units	IT	\$ 23,030	\$ -	\$ 23,030
Network Enhancements	IT	\$ 20,000	\$ -	\$ 20,000
Tablet Replacements	IT	\$ 67,827	\$ 37,125	\$ 30,702
Anti virus upgrade	IT	\$ 25,000	\$ -	\$ 25,000
ImageTrend Data Mart	IT	\$ 35,000	\$ -	\$ 35,000
Refresh gateways in ambulances 1/3 per year	IT	\$ 25,000	\$ 21,623	\$ 3,377
Replace portable radios	Logistics	\$ 150,000	\$ 65,946	\$ 84,054
Additional Capital Items FY 2017-2018				
Purchase 12 Dodge Chassis (Sep 2017 Mtg)	Fleet	\$ 513,732	\$ 527,872	\$ -
Diagnostic Software and tools (Sep 2017 Mtg)	Fleet	\$ 21,074	\$ -	\$ 21,074
Building Retrofit (Sep 2017 Mtg)	Fleet	\$ 214,278	\$ 222,514	\$ -
Quality Air and Lift (4) (Sep mtg)	Fleet	\$ 85,722	\$ 63,477	\$ -
Compter room dehumidification	IT	\$ 25,547	\$ 25,547	\$ -
Restroom Privacy Modifications	Facility	\$ 43,936	\$ 43,936	\$ (0)
North Deployment Center (Feb 2018 mtg) Phase	Facility	\$ 3,000	\$ 21,393	\$ (18,393)
Logis Solutions - FRO interfaces	IT	\$ 24,000	\$ 24,000	\$ -
T-Mobile Apple Iphones	IT	\$ 15,600	\$ 15,600	\$ 0
CHP Chevy Malibu	CHP	\$ 28,233		
Painting	Facility		\$ 16,917	
North Parking Lot repairs	Facility		\$ 12,195	
Total Capital Request		\$ 8,005,616	\$ 4,373,006	\$ 3,213,246

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Balance Sheet as of June 30, 2018**

ASSETS

	Jun-18	Jun-17
Current Assets		
Cash and Equivalents	\$ 21,029,182.67	\$ 21,395,120.50
Patient Accounts Receivable	18,667,708.03	13,198,917.67
Other Receivable	438,187.31	194,880.36
Inventory	299,899.39	279,522.33
Prepaid Insurance and Expense	989,280.71	754,267.29
	<hr/>	<hr/>
Total Current Assets	\$ 41,424,258.11	\$ 35,822,708.15
Property and Equipment	\$ 30,203,297.70	\$ 28,358,280.36
	<hr/>	<hr/>
Total Assets	<u>\$ 71,627,555.81</u>	<u>\$ 64,180,988.51</u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$ 236,280.35	\$ 395,182.62
Interest Payable	3,859.98	3,859.98
Payroll Taxes and Benefits Payable	1,164,749.15	1,108,591.46
	<hr/>	<hr/>
Total Current Liabilities	\$ 1,404,889.48	\$ 1,507,634.06
Long-Term Liabilities		
Consulting Retainer	2,370.46	2,370.46
Deferred Subscription Income	171,344.41	190,944.57
Construction Loan Chase	4,546,551.08	5,342,496.56
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 4,720,265.95	\$ 5,535,811.59
	<hr/>	<hr/>
Total Liabilities	\$ 6,125,155.43	\$ 7,043,445.65
Net Assets <Deficit>		
Capital Contribution	\$ 316,920.50	\$ 316,920.50
Retained Earnings - Unrestricted	\$ 62,095,088.05	53,213,756.98
Retained Earnings - Restricted	\$ 608,619.69	608,619.69
Net Income	\$ 2,481,772.14	2,998,245.69
	<hr/>	<hr/>
Total Net Assets <Deficit>	\$ 65,502,400.38	\$ 57,137,542.86
	<hr/>	<hr/>
Total Liabilities & Net Assets <Deficit>	<u>\$ 71,627,555.81</u>	<u>\$ 64,180,988.51</u>

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
Nine Months Ended June 30, 2018
[Actual Compared to Budget]

	Current Month	Current Month	Current Month	Year to Date	Year to Date	Year to Date
Revenues						
Patient Fees-Service	13,162,050.24	14,092,793.00	(930,742.76)	122,958,553.00	124,186,841.00	(1,228,288.00)
Less: Contractual Allowances	(5,477,804.77)	(3,957,565.00)	(1,520,239.77)	(48,911,912.19)	(34,884,256.00)	(14,027,656.19)
Less: Provsion for Uncollectibles	(3,896,993.26)	(6,192,748.00)	2,295,754.74	(38,904,088.72)	(54,549,724.00)	15,645,635.28
Patient Fees - NET	3,787,252.21	3,942,480.00	(155,227.79)	35,142,552.09	34,752,861.00	389,691.09
Special Events	25,202.00	44,507.00	(19,305.00)	361,374.00	400,571.00	(39,197.00)
Subsidy	1,820.54	1,821.00	(0.46)	20,864.70	20,868.00	(3.30)
Education	7,325.31	21,759.00	(14,433.69)	75,333.63	69,313.00	6,020.63
Other	44,841.92	26,781.00	18,060.92	627,736.13	249,020.00	378,716.13
Mobile Integrated Health Projects	79,862.28	40,515.00	39,347.28	465,104.57	364,635.00	100,469.57
Clinical Research	0.00	1,000.00	(1,000.00)	2,135.00	9,000.00	(6,865.00)
Total Revenues	\$ 3,946,304.26	\$ 4,078,863.00	(132,558.74)	\$ 36,695,100.12	\$ 35,866,268.00	828,832.12
Payroll	2,271,019.63	2,069,619.00	201,400.63	20,274,770.25	19,774,796.00	499,974.25
Benefits and Taxes	626,676.13	554,668.00	72,008.13	4,642,338.83	5,005,470.00	(363,131.17)
Fuel	103,366.79	72,000.00	31,366.79	820,180.67	648,000.00	172,180.67
Oxygen	5,837.46	5,161.00	676.46	54,912.08	46,449.00	8,463.08
Medical Supplies	153,101.16	176,761.00	(23,659.84)	1,522,474.28	1,590,849.00	(68,374.72)
Other Vehicle & Equipment	55,844.62	56,878.00	(1,033.38)	517,782.04	510,687.00	7,095.04
Rent & Utilities	40,236.25	45,668.00	(5,431.75)	407,452.88	393,519.00	13,933.88
Repairs & Maintenance Facility & Equipmnt	31,062.94	17,203.00	13,859.94	266,444.89	170,396.00	96,048.89
Postage & Shipping	18,201.12	29,453.00	(11,251.88)	150,296.98	265,078.00	(114,781.02)
Equipment Rental	2,497.24	6,649.00	(4,151.76)	34,842.50	59,841.00	(24,998.50)
Insurance	23,346.36	33,581.00	(10,234.64)	275,631.10	302,228.00	(26,596.90)
Advertising & Public Relations	1,591.59	2,329.00	(737.41)	45,185.19	39,389.00	5,796.19
Printing	2,328.67	3,224.00	(895.33)	42,640.16	29,016.00	13,624.16
Travel & Entertainment	24,068.07	32,869.00	(8,800.93)	86,315.60	127,559.00	(41,243.40)
Professional Fees	154,180.03	118,352.00	35,828.03	1,198,019.30	1,165,718.00	32,301.30
Non-Capital Equipment	23,039.49	12,367.00	10,672.49	132,444.87	144,694.00	(12,249.13)
Educational Expense/Training	20,449.61	19,303.00	1,146.61	188,360.00	232,368.00	(44,008.00)
Office Equip Maint	132,748.45	92,181.00	40,567.45	1,040,147.83	829,629.00	210,518.83
Bank Service Charges	8,165.34	11,181.00	(3,015.66)	65,117.89	100,629.00	(35,511.11)
Dues & Subscriptions	9,877.14	4,419.00	5,458.14	56,377.74	71,740.00	(15,362.26)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	1,161.40	145.00	1,016.40	3,782.43	1,305.00	2,477.43
Total Expenses	\$ 3,708,799.49	\$ 3,364,011.00	344,788.49	\$ 31,825,517.51	\$ 31,509,360.00	316,157.51
Earnings before Interest & Depreciation	237,504.77	714,852.00	(477,347.23)	4,869,582.61	4,356,908.00	512,674.61
Interest	8,843.29	9,855.00	(1,011.71)	81,914.76	88,695.00	(6,780.24)
Depreciation	319,569.38	209,887.08	109,682.30	2,305,895.71	1,888,983.72	416,911.99
Net Retained Earnings	(\$ 90,907.90)	\$ 495,109.92	(586,017.82)	\$ 2,481,772.14	\$ 2,379,229.28	102,542.86

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
Ten months ended July 31, 2018
[Actual compared to Prior Year]

	Current Month	Prior Month	Current Month	Year to Date	Prior Year Actual	Year to Date
Revenues						
Patient Fees-Service	13,149,260.27	13,209,585.25	(60,324.98)	122,784,910.07	118,273,819.92	4,511,090.15
Less: Contractual Allowances	(5,477,804.77)	(5,446,027.92)	(31,776.85)	(48,911,912.19)	(47,639,478.59)	(1,272,433.60)
Less: Provision for Uncollectibles	(3,896,993.26)	(4,012,217.29)	115,224.03	(38,904,088.72)	(36,789,581.54)	(2,114,507.18)
Patient Fees - NET	3,774,462.24	3,751,340.04	23,122.20	34,968,909.16	33,844,759.79	1,124,149.37
Special Events	25,202.00	34,835.00	(9,633.00)	361,374.00	380,526.00	(19,152.00)
Subsidy	1,820.54	1,820.54	0.00	20,864.70	20,864.70	0.00
Education	7,325.31	12,251.76	(4,926.45)	75,333.63	92,707.36	(17,373.73)
Other	44,841.92	27,747.69	17,094.23	627,736.13	259,379.48	368,356.65
Mobile Integrated Health Projects	92,652.25	47,895.29	44,756.96	638,747.50	492,810.40	145,937.10
Clinical Research	0.00	2,450.00	(2,450.00)	2,135.00	13,626.00	(11,491.00)
Total Revenues	\$ 3,946,304.26	\$ 3,878,340.32	67,963.94	\$ 36,695,100.12	\$ 35,104,673.73	1,590,426.39
Payroll	2,271,019.63	2,152,007.63	119,012.00	20,274,770.25	19,130,292.34	1,144,477.91
Benefits and Taxes	626,676.13	572,543.96	54,132.17	4,642,338.83	4,730,069.64	(87,730.81)
Fuel	103,366.79	80,236.25	23,130.54	820,180.67	587,580.11	232,600.56
Oxygen	5,837.46	5,567.72	269.74	54,912.08	45,653.36	9,258.72
Medical Supplies	153,101.16	188,617.50	(35,516.34)	1,522,474.28	1,593,602.24	(71,127.96)
Other Vehicle & Equipment	57,141.25	42,580.07	14,561.18	524,508.78	488,316.64	36,192.14
Rent & Utilities	40,236.25	42,211.54	(1,975.29)	407,452.88	360,084.13	47,368.75
Repairs & Maintenance Facility & Equipmnt	31,062.94	20,604.54	10,458.40	266,444.89	151,266.31	115,178.58
Postage & Shipping	18,201.12	14,475.17	3,725.95	150,296.98	136,215.26	14,081.72
Equipment Rental	1,200.61	2,402.46	(1,201.85)	28,115.76	54,414.39	(26,298.63)
Insurance	23,346.36	26,907.67	(3,561.31)	275,631.10	291,556.33	(15,925.23)
Advertising & Public Relations	1,591.59	10,210.57	(8,618.98)	45,185.19	93,321.13	(48,135.94)
Printing	2,328.67	2,454.00	(125.33)	42,640.16	29,035.71	13,604.45
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	24,068.07	15,817.96	8,250.11	86,315.60	92,465.33	(6,149.73)
Professional Fees	154,180.03	115,697.99	38,482.04	1,198,019.30	1,104,016.80	94,002.50
Non-Capital Equipment	23,039.49	23,412.11	(372.62)	132,444.87	100,955.86	31,489.01
Educational Expense/Training	20,449.61	12,267.89	8,181.72	188,360.00	180,517.78	7,842.22
Office Equip Maint	132,748.45	149,712.32	(16,963.87)	1,040,147.83	850,524.34	189,623.49
Bank Service Charges	8,165.34	7,442.26	723.08	65,117.89	94,285.57	(29,167.68)
Dues & Subscriptions	9,877.14	5,044.10	4,833.04	56,377.74	61,229.71	(4,851.97)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	1,161.40	231.73	929.67	3,782.43	2,442.26	1,340.17
Total Other Expenses	\$ 3,708,799.49	\$ 3,490,445.44	218,354.05	\$ 31,825,517.51	\$ 30,177,845.24	1,647,672.27
Earnings before Interest & Depreciation	237,504.77	387,894.88	(150,390.11)	4,869,582.61	4,926,828.49	(57,245.88)
Interest	8,843.29	10,611.94	(1,768.65)	81,914.76	94,668.60	(12,753.84)
Depreciation	319,569.38	219,985.96	99,583.42	2,305,895.71	1,833,914.20	471,981.51
Net Retained Earnings	(\$ 90,907.90)	\$ 157,296.98	(248,204.88)	\$ 2,481,772.14	\$ 2,998,245.69	(516,473.55)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Income and Expense
Nine Months Ended June 30, 2018
[Office of the Medical Director]

	Current Month	Current Month	Current Month	Year to Date	Year to Date	Year to Date
Revenues						
Patient Fees - NET	0.00	0.00	0.00	0.00	0.00	0.00
Other Revenues	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenues	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Payroll & Benefits	65,721.92	72,352.00	(6,630.08)	675,854.08	682,661.00	(6,806.92)
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Medical Supplies/Oxygen	0.00	0.00	0.00	0.00	0.00	0.00
Other Vehicle & Equipment	1,296.63	792.00	504.63	6,726.74	7,128.00	(401.26)
Rent & Utilities	397.66	275.00	122.66	3,385.18	2,475.00	910.18
Repairs & Maintenance Facility & Equipmnt	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	0.00	1,917.00	(1,917.00)	17,708.40	17,253.00	455.40
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00
Non-Capital Equipment	0.00	0.00	0.00	124.69	5,000.00	(4,875.31)
Other Expenses	4,976.34	4,947.00	29.34	37,381.60	61,846.00	(24,464.40)
Total Other Expenses	\$ 72,392.55	\$ 80,283.00	(7,890.45)	\$ 741,180.69	\$ 776,363.00	(35,182.31)
Earnings before Interest & Depreciation	(72,392.55)	(80,283.00)	7,890.45	(741,180.69)	(776,363.00)	35,182.31
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	(\$ 72,392.55)	(\$ 80,283.00)	7,890.45	(\$ 741,180.69)	(\$ 776,363.00)	35,182.31



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 06/27/18

Next Closing Date 07/27/18

OPENSM

p. 1/15

Account Ending ~~8346~~

New Balance **\$16,530.06**

Please Pay By **07/12/18[‡]**

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

Membership Rewards® Points

Available and Pending as of 05/31/18

830,820

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

Account Summary

Previous Balance	\$18,228.05
Payments/Credits	-\$20,175.15
New Charges	+\$18,477.16
Fees	+\$0.00

New Balance **\$16,530.06**

Days in Billing Period: 30

Customer Care

Pay by Computer
open.com/pbc

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

See Page 2 for additional information.

See page 2 for important information about your account.

See page 9 for an Important Notice About Changes to Your Cardmember Agreement.

See page 11 for a Notice Of Change To The Membership Rewards Program Terms & Conditions.

See Page 14 for Important information regarding benefits underwritten by AMEX Assurance Company.

APPROVED

Douglas R. Hooten 7/3/18
Douglas R. Hooten, CEO

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

Payment Coupon
Do not staple or use paper clips

Pay by Computer
open.com/pbc

Pay by Phone
1-800-472-9297

Account Ending ~~8346~~

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
07/12/18
Amount Due
\$16,530.06

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

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



0000349991382953784 001653006001653006 24 H



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 06/27/18

OPENSM

p. 3/15

Account Ending ~~95310675~~

Payments and Credits

Summary

	Total
Payments	-\$18,228.05
Credits	
DOUGLAS R HOOTEN 102180X	-\$1,947.10
Total Payments and Credits	-\$20,175.15

Detail *Indicates posting date

Payments				Amount
06/11/18*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU		-\$18,228.05
Credits				Amount
06/05/18	DOUGLAS R HOOTEN	LA TORRETTA LAKE RESRT MONTGOMERY TX	Refund	-\$157.07
		Arrival Date 06/04/18 00000000 LODGING	Departure Date 06/05/18	
06/05/18	DOUGLAS R HOOTEN	LA TORRETTA LAKE RESRT MONTGOMERY TX	Refund - Tina Smith	-\$157.07
		Arrival Date 06/04/18 00000000 LODGING	Departure Date 06/05/18	
06/19/18	DOUGLAS R HOOTEN	AMAZON MKTPLACE PMTS AMZN.COM/BILL WA DIRECT MKTG MISC	REFUND	-\$368.97
06/19/18	DOUGLAS R HOOTEN	AMAZON MKTPLACE PMTS AMZN.COM/BILL WA DIRECT MKTG MISC	REFUND	-\$1,106.92
06/21/18	DOUGLAS R HOOTEN	LA TORRETTA LAKE RESRT MONTGOMERY TX	Refund - Leila Peoples	-\$157.07
		Arrival Date 06/17/18 00000000 LODGING	Departure Date 06/21/18	

New Charges

Summary

	Total
DOUGLAS R HOOTEN 102180X	\$17,480.52
JOAN E JORDAN 102180X	\$996.64
Total New Charges	\$18,477.16

Detail

DOUGLAS R HOOTEN					Amount
Card Ending 102180X					
05/29/18	CVS PHARMACY 8007467287	Service award gift cards	FORT WORTH TX	PO 16283	\$211.90
05/30/18	FULLBARS CELL PHONE AND C ELECTRONICS REPAIR	00-080311605 Fix cell phone LCD screens, charging ports	FORT WORTH TX	PO 16319	\$360.00

Detail Continued

					Amount
05/31/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: PHOENIX SKY HARBOR DALLAS/FORT WORTH	BLOOMINGTON	IN	690330-2000	\$328.40
	Ticket Number: 00171881986253 Passenger Name: HOWERTON/DWAYNE DOUG Document Type: PASSENGER TICKET	Carrier: AA AA	Class: S S	Attending Pinnacle 2018	
05/31/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230437613 Passenger Name: HOWERTON/DWAYNE DOUG Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-2000	\$5.00
				Attending Pinnacle 2018	
05/31/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$48.00
05/31/18	CONCUR TECHNOLOGIE 542929806820874 5888954815	BELLEVUE	WA	690900-1000	\$150.00
05/31/18	PANERA BREAD #601542 6015 6015421527781345076132 Lunch for MTAC Nati'l registry skills testing. FOOD/BEVERAGE	FORT WORTH	TX	PO 16316	\$250.58
05/31/18	AMAZON MKTPLACE PMTS BOOK STORES RAC Reimbursement Radios	AMZN.COM/BILL	WA	PO 16301	\$3,317.90
06/01/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230446680 Passenger Name: GLEASON/WILLIAM BUCK Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-2000	\$5.00
				Attending Pinnacle 2018	
06/01/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: PHOENIX SKY HARBOR DALLAS/FORT WORTH	BLOOMINGTON	IN	690330-2000	\$328.40
	Ticket Number: 00171881993404 Passenger Name: GLEASON/WILLIAM BUCK Document Type: PASSENGER TICKET	Carrier: AA AA	Class: S S	Attending Pinnacle 2018	
06/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LUBBOCK MUNICIPAL DALLAS/FORT WORTH	BLOOMINGTON	IN	380540-1000	\$366.40
	Ticket Number: 00171885046034 Passenger Name: CURTIS/SHAUN RICHARD Document Type: PASSENGER TICKET	Carrier: AA AA	Class: S S	Covenant health Partners site visit	
06/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230465661 Passenger Name: STONE/HEATH JOSEPH Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	380540-1000	\$5.00
				Covenant Health Partners site visit	
06/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LUBBOCK MUNICIPAL DALLAS/FORT WORTH	BLOOMINGTON	IN	380540-1000	\$366.40
	Ticket Number: 00171885046056 Passenger Name: SIMPSON/KENNETH JAME Document Type: PASSENGER TICKET	Carrier: AA AA	Class: S S	Covenant Health Partners site visit	
06/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230465635 Passenger Name: SWAGERTY/SUSAN JUNG Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	380540-1000	\$5.00
				Covenant Health Partners site visit	



Detail Continued

					Amount
06/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230465646 Passenger Name: SIMPSON/KENNETH JAME Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	380540-1000	\$5.00
Covenant Health Partners site visit					
06/04/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007230465624 Passenger Name: CURTIS/SHAUN RICHARD Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	380540-1000	\$5.00
Covenant Health Partners site visit					
06/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LUBBOCK MUNICIPAL DALLAS/FORT WORTH Ticket Number: 00171885046093 Passenger Name: STONE/HEATH JOSEPH Document Type: PASSENGER TICKET	BLOOMINGTON	IN	380540-1000	\$410.40
Covenant Health Partners site visit					
06/04/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LUBBOCK MUNICIPAL DALLAS/FORT WORTH Ticket Number: 00171885046045 Passenger Name: SWAGERTY/SUSAN JUNG Document Type: PASSENGER TICKET	BLOOMINGTON	IN	380540-1000	\$366.40
Covenant Health Partners site visit					
06/04/18	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB 4059488300	OKLAHOMA CITY	OK	680540-7000	\$69.00
Webhosting					
06/04/18	AMSTERDAM PRINTING & LITHO F041942 76116	(800)842-6006	NY	PO 16380	\$166.22
Pens for NEOP					
06/08/18	HYATT REGENCY O'HARE CHIR Arrival Date 06/07/18 00000000 LODGING	ROSEMONT	IL	690330-1000	\$169.86
Lauren Junker - attended Werfel mtg					
06/08/18	HYATT REGENCY O'HARE CHIR Arrival Date 06/07/18 00000000 LODGING	ROSEMONT	IL	690330-1000	\$169.86
Sherry Willingham attended Werfel mtg					
06/13/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$48.00
06/14/18	COWBOY CHICKEN 817-346-7822	FORT WORTH	TX	PO 16560	\$46.76
Joan's meeting with her Business Office Supervisors					
06/15/18	IN *HF CUSTOM SOLUTIONS 87543 76109	FORT WORTH	TX	PO 16596	\$1,906.56
Golf Tournament Polo Shirts					
06/15/18	HERTZ CAR RENTAL Rental: LUBBOCK TX Return: LUBBOCK TX Agreement Number: 630965661 Renter Name: STONE /HEATH	800-654-4173	TX	380540-1000	\$214.62
Transportation for Covenant Health Partners site visit					
06/15/18	TACO CABANA 10133 ECOM 800-580-8668	FORT WORTH	TX	PO 16402	\$103.86
Breakfast with the Supervisors - NEOP					
06/15/18	LA TORRETTA LAKE RESRT Arrival Date 06/14/18 00000000 LODGING	MONTGOMERY	TX	690330-6000	\$471.21
Tina Smith attending TEMSA EMS Evolution 2018					

Detail Continued

						Amount
06/15/18	LA TORRETTA LAKE RESRT Arrival Date 06/14/18 00000000 LODGING	Departure Date 06/15/18	MONTGOMERY	TX	690330-6000	\$628.28
					Leila Peeples	
06/16/18	HOMEWOOD SUITES LUBBOCK Arrival Date 06/14/18 00000000	Departure Date 06/15/18	LUBBOCK	TX	380540-1000	\$192.34
					Covenant Health Partners site visit Ken Simpson	
06/16/18	HOMEWOOD SUITES LUBBOCK Arrival Date 06/14/18 00000000	Departure Date 06/15/18	LUBBOCK	TX	380540-1000	\$192.34
					Covenant Health Partners site visit Heath Stone	
06/16/18	HOMEWOOD SUITES LUBBOCK Arrival Date 06/14/18 00000000	Departure Date 06/15/18	LUBBOCK	TX	380540-1000	\$192.34
					Covenant Health Partners site visit Susan Swagerty	
06/16/18	HOMEWOOD SUITES LUBBOCK Arrival Date 06/14/18 00000000	Departure Date 06/15/18	LUBBOCK	TX	380540-1000	\$192.34
					Covenant Health Partners site visit Shaun Curtis	
06/19/18	BB*MEALS ON WHEELS TC Blackbaud Inc. 8173360912		FORT WORTH	TX	PO 16704	\$1,500.00
					Table for 8 to attend Salute to America's Armed Forces	
06/20/18	LA TORRETTA LAKE RESRT Arrival Date 06/17/18 00000000 LODGING	Departure Date 06/20/18	MONTGOMERY	TX	690330-6000	\$332.03
06/20/18	PINNACLE EMS 000000001 8164312600		PLATTE CITY	MO	690330-1000	\$785.00
					D.Hooten registration for Pinnacle 2018	
06/20/18	AMAZON MKTPLACE PMTS BOOK STORES		AMZN.COM/BILL	WA	PO 16634	\$1,162.34
06/21/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007233312421 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE		BLOOMINGTON	IN	690330-1000 Pinnacle 2018	\$5.00
06/21/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: PHOENIX SKY HARBOR DALLAS/FORT WORTH Ticket Number: 00171890784590 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: PASSENGER TICKET		BLOOMINGTON	IN	690330-1000 Pinnacle 2018	\$328.40
			Carrier: AA	Class: G		
			AA	S		
			Date of Departure: 07/22			
06/21/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007233315696 Passenger Name: SIMPSON/KENNETH JAME Document Type: TRAVEL AGENCY FEE		BLOOMINGTON	IN	690330-5000 Pinnacle 2018	\$5.00
06/21/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: PHOENIX SKY HARBOR DALLAS/FORT WORTH Ticket Number: 00171890785592 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET		BLOOMINGTON	IN	690330-9000 Pinnacle 2018	\$328.40
			Carrier: AA	Class: G		
			AA	S		
			Date of Departure: 07/22			
06/21/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007233313740 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE		BLOOMINGTON	IN	690330-9000 Pinnacle 2018	\$5.00



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 06/27/18

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Account Ending ~~8930007~~

Detail Continued

					Amount
06/21/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: PHOENIX SKY HARBOR DALLAS/FORT WORTH Ticket Number: 00171890787165 Passenger Name: SIMPSON/KENNETH JAME Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-5000 Pinnacle 2018	\$328.40
06/21/18	FAST FRAME OF TEXAS 436845557019337 FAST.FRAME@ATT.NET	FORT WORTH	TX	PO 16705	\$347.91
06/21/18	LA TORRETTA LAKE RESRT Arrival Date 06/17/18 00000000 LODGING Departure Date 06/21/18	MONTGOMERY	TX	690330-1000	\$6.50
06/21/18	MODERN HEALTHCARE SUBSCRI 877-812-1581	DETROIT	MI	690900-9000	\$107.50
06/22/18	BEST BUY 888-BESTBUY	FORT WORTH	TX	PO 16698 Computer hardware for HR Computers	\$49.98
06/22/18	COUSINS BBQ - CITYVIEW 000000001 8173463999	FORT WORTH	TX	PO 16699 Media Appreciation Luncheon	\$285.21
06/26/18	AMAZON MKTPLACE PMTS BOOK STORES	AMZN.COM/BILL	WA	PO 16301 Radios	\$490.48
06/26/18	TUFF BAKERY INC 0000 650-302-7498	FORT WORTH	TX	PO 16847	\$20.40
06/27/18	DELTA AIR LINES DELTA AIR LINES Ticket Number: 0061507054460 Passenger Name: HOOTEN/DOUGLASROLAND Document Type: UPGRADE CHARGE	ATLANTA		690330-1000	\$94.60



JOAN E JORDAN
 Card Ending ~~932839~~

					Amount
05/31/18	RAYS CHAMPION SPRING AND 9489072193881 JANET@RAYSCHAMPIONSPRING.	FORT WORTH	TX	PO 16318 DOT Inspection - AMBUS	\$40.00
06/01/18	TWILIO TWILIO 8778894546	SAN FRANCISCO	CA	680540-7000	\$10.02
06/01/18	SHRM CERTIFICATION SHRM CERTIFICAT 800-283-7476	ALEXANDRIA	VA	PO 16331 SHRM mbrship for Tina Smith	\$100.00
06/03/18	HOMEWOOD SUITES Arrival Date 05/29/18 00000000 LODGING Departure Date 06/02/18	SALT LAKE CIT	UT	690330-3000 Melissa Allen attended EDQ Instructor Recertification Workshop in Salt Lake City, UT	\$542.24
06/05/18	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE	680540-7000	\$32.40
06/08/18	SKILLMAN WOK 650000010306044 8175608822	FORT WORTH	TX	PO 16545 HR luncheon	\$22.95
06/18/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR	FORT WORTH	TX	PO 16706 Fix cell phone LCD's and charging ports	\$239.00
06/21/18	TWILIO TWILIO 8778894546	SAN FRANCISCO	CA	680540-7000	\$10.03



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 07/27/18

Next Closing Date 08/28/18

OPENSM

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Account Ending [REDACTED]

New Balance **\$19,058.67**

Please Pay By **08/12/18[‡]**

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

Membership Rewards[®] Points

Available and Pending as of 06/30/18

850,589

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

Account Summary

Previous Balance	\$16,530.06
Payments/Credits	-\$16,934.16
New Charges	+\$19,462.77
Fees	+\$0.00

New Balance **\$19,058.67**

Days in Billing Period: 30

See page 2 for important information about your account.

Important Information: To access the most up to date version of your Cardmember Agreement, please log in to your Account at www.americanexpress.com.

Customer Care

Pay by Computer
open.com/pbc

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

See Page 2 for additional information.

Douglas R Hooten 8/6/18

APPROVED Douglas R. Hooten, CEO

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

Payment Coupon
Do not staple or use paper clips

Pay by Computer
open.com/pbc

Pay by Phone
1-800-472-9297

Account Ending [REDACTED]
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
08/12/18
Amount Due
\$19,058.67

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 001905867001905867 24 H



Payments and Credits

Summary

	Total
Payments	-\$16,530.06
Credits	
DOUGLAS R HOOTEN [REDACTED] Refund: Network Security Firewall Appliance - returned	-\$404.10
Total Payments and Credits	-\$16,934.16

Detail *Indicates posting date

Payments			Amount
07/11/18*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU	-\$16,530.06
Credits			Amount
07/09/18	DOUGLAS R HOOTEN	AMAZON MKTPLACE PMTS AMZN.COM/BILL WA DIRECT MKTG MISC	-\$404.10

New Charges

Summary

	Total
DOUGLAS R HOOTEN [REDACTED]	\$14,802.99
JOAN E JORDAN [REDACTED]	\$4,659.78
Total New Charges	\$19,462.77

Detail

DOUGLAS R HOOTEN
 Card Ending [REDACTED]

				Foreign Spend	Amount
06/27/18	WYNDHAM AUSTIN & WOODW	AUSTIN	TX	690330-1000	\$123.17
	Arrival Date: 08/22/18 Departure Date: 08/23/18 00000000 LODGING	Hotel deposit for Douglas Hooten, attending GETAC			
06/28/18	DELTA AIR LINES	ATLANTA		129.89 Canadian Dollars	\$97.86
	Ticket Number: 0061507524115 Passenger Name: HOOTEN/DOUGLASROLAND Document Type: UPGRADE CHARGE	690330-1000			
06/28/18	FROSCH/GANT TRAVEL MANAGE	BLOOMINGTON	IN	690330-1000	\$5.00
	TRAVEL AGENCY SERVICE Ticket Number: 89007235110194 Passenger Name: JOHNSON/KERBY ROSE Document Type: TRAVEL AGENCY FEE	TVL fee			
06/28/18	FROSCH/GANT TRAVEL MANAGE	BLOOMINGTON	IN	690330-1000	\$368.40
	AMERICAN AIRLINES From: DALLAS/FORT WORTH To: MINNEAPOLIS INTERN Carrier: AA Class: V DALLAS/FORT WORTH AA G Ticket Number: 00171895515610 Passenger Name: JOHNSON/KERBY ROSE Document Type: PASSENGER TICKET	Attending ImageTrend connections conference			
06/28/18	TARGETSOLUTIONS	TAMPA	FL	690630-2500	\$99.95
	8008408048	UMBC approved CCEMT-P - Desi Partain			

Detail Continued

				Foreign Spend	Amount
06/28/18	TARGETSOLUTIONS 8008408048	TAMPA UMBC approved CCEMT-P course for Tim Gattis	FL	690630-2500	\$99.95
06/29/18	CONCUR TECHNOLOGIE 542929806820874 5888954815	BELLEVUE TVL website	WA	PO 16973	\$150.00
06/29/18	THE KNOX COMPANY 0141 623-687-2300	PHOENIX MedVault w/audit trail	AZ	PO 16808	\$1,503.00
07/02/18	AMERICAN AMBULANCE ASSOC 0151 703-610-9000	MCLEAN AAA course: Understanding & Reducing Turnover	VA	PO 16852	\$100.00
07/03/18	STEEL CITY POPS - WATERSIDE squareup.com/receipts	Fort Worth Ops & ExecTeam gave out ice pops to duty crews	TX	PO 16929	\$964.95
07/04/18	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB 4059488300	OKLAHOMA CITY Website Webhosting	OK	680540-7000	\$69.00
07/05/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: To: Carrier: Class: DALLAS/FORT WORTH LAS VEGAS MCCARRAN AA G DALLAS/FORT WORTH AA G Ticket Number: 00171898697471 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-1000 Attending AAA annual Trade show and conf.	\$328.40
07/05/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007236902275 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-9000 TVL fee	\$5.00
07/05/18	FROSCH/GANT TRAVEL MANAGE DELTA AIR LINES From: To: Carrier: Class: DALLAS/FORT WORTH ATLANTA HARTSFIELD DL X DALLAS/FORT WORTH DL X Ticket Number: 00671898699603 Passenger Name: POTTS/MICHAEL PHILIP Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-3500 Speaking at Operative IQ conf. We pay for flight, they pay hotel.	\$245.40
07/05/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007236900411 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-1000 TVL fee	\$5.00
07/05/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: To: Carrier: Class: DALLAS/FORT WORTH LAS VEGAS MCCARRAN AA G DALLAS/FORT WORTH AA G Ticket Number: 00171898698893 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-9000 Attending AAA annual trade show and conf.	\$328.40
07/05/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007236903174 Passenger Name: POTTS/MICHAEL PHILIP Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-3500 TVL Fee	\$5.00
07/05/18	VISTAPR*VISTAPRINT.COM PRINTING	866-8936743 Vinyl banners - HOPE week	MA	PO 16927	\$163.98
07/05/18	AMERICAN AMBULANCE ASSOC 0151 703-610-9000	MCLEAN Registration: Doug & Matt to attend AAA Conf & Trade show	VA	690330-1000	\$1,598.00
07/05/18	MGM GRAND - ADV DEP Arrival Date 09/04/18 00000000 LODGING	LAS VEGAS Departure Date 09/08/18 Hotel deposit for AAA annual conf. Douglas Hooten	NV	690330-1000	\$124.72



Detail Continued

					Foreign Spend	Amount
07/05/18	MGM GRAND - ADV DEP Arrival Date 09/04/18 09/04/18 00000000 LODGING	Departure Date 09/08/18	LAS VEGAS NV	690330-9000		\$124.72
	Hotel deposit for AAA conf., Matt Zavadsky					
07/05/18	24HOURWRISTBANDS.COM - IMPRINT.COM OTHER NON-DU		+1 (877) 508-4569 TX	PO 16926		\$155.00
	HOPE week wrist bands					
07/05/18	NEWK'S PRESIDIO NEWK'S PRESIDIO 2217 N TARRANT PKWY FORT		FORT WORTH TX	PO 16840		\$133.29
	Ops budget mtg w/lunch					
07/06/18	QUALITY LOGO PRODUCTS 866-312-5646		AURORA IL	PO 16930		\$800.64
	Hydration tumbler for MIH customers					
07/06/18	CVS PHARMACY 8007467287		FORT WORTH TX	PO 16928		\$731.75
	Service Awards for June					
07/06/18	AMAZON MKTPLACE PMTS BOOK STORES		AMZN.COM/BILL WA	PO 16999		\$34.88
	6-in black ltrs for HR					
07/09/18	BAUDVILLE INC. 800-728-0888		GRAND RAPIDS MI	PO 16972		\$112.35
	Foil-stamped Cert. Paper					
07/10/18	BEST BUY 888-BESTBUY		FORT WORTH TX	PO 17009		\$104.94
	New iPhone cases and chargers for desks and vehicles.					
07/11/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007238256613 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE		BLOOMINGTON IN	690330-9000 TVL fee		\$5.00
07/11/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: GREENSBORO/HIGH PO DALLAS/FORT WORTH Ticket Number: 00171901827370 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET		BLOOMINGTON IN	690330-9000 EMSpire conf. - speaking		\$478.40
		Carrier: AA Class: O S Date of Departure: 08/29				
07/12/18	JASON'S DELI 8177387144		FORT WORTH TX	PO 17127		\$198.48
	EMS System Performance Task Force mtg w/Lunch					
07/14/18	HOMEWOOD SUITES CONROE TX Arrival Date 07/12/18 07/12/18 00000000 LODGING	Departure Date 07/13/18	CONROE TX	690330-2750		\$134.47
	Macara Trusty attending GETAC meeting in Austin, TX					
07/14/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES		PLANO TX	Tolls		\$34.00
07/16/18	CHISHOLD TRAIL 100 CLUB 817-253-9011		HURST TX	PO 17126		\$1,000.00
	Corporate dues					
07/17/18	JIMMY JOHNS - 1911 - MOTO 8177170434		FORT WORTH TX	PO 17205		\$137.91
	Lunch for Skill Testing					
07/18/18	TROPHY ARTS INC 817-336-4532		FORT WORTH TX	PO 17188		\$244.41
	Crystal Ambulance for Visit Gomez - 20yrs					
07/20/18	STEEL CITY POPS - CURRIE ST. squareup.com/receipts		Fort Worth TX	PO 17262		\$972.03
	Ice pops for duty crews over the weekend					
07/20/18	INTERCONTINENTAL ST PAU MSPS Arrival Date 07/17/18 07/17/18 00000000 LODGING	Departure Date 07/20/18	SAINT PAUL MN	690330-1000		\$614.70
	Hotel for Kerby Johnson, attending ImageTrend Connect Conf.					
07/20/18	JASON DELI #208 542929807106414 4098381976		FORT WORTH TX	PO 17124		\$192.97
	Lunch w/FD - Saginaw, Blue Mound, Haltom City, Haslet, Lake Worth & BOD Chair					

Detail Continued

				Foreign Spend	Amount
07/20/18	SAMS CLUB#8277 8277 WHOLESALE CLUB Gatorade for crews	WESTWORTH VILLAGE	TX	PO 17263	\$197.12
07/20/18	VISTAPR*VISTAPRINT.COM PRINTING Vinyl Banner for HR	866-8936743	MA	PO 17210	\$131.46
07/23/18	CVS PHARMACY 8007467287 Gift cards for July Service Awards	FORT WORTH	TX	PO 17260	\$1,549.60
07/24/18	EB *VETERAN CITIZEN OF EB *VETERAN CIT 8014137200 Registered for Vet Citizen of Yr award and luncheon	SAN FRANCISCO	CA	PO 17259	\$265.99
07/26/18	AMAZON MKTPLACE PMTS BOOK STORES Clothing rack for Rodeo Shirts	AMZN.COM/BILL	WA	PO 17305	\$63.70

**JOAN E JORDAN**

Card Ending ██████████

				Foreign Spend	Amount
06/28/18	PANTHEON SYSTEMS INC 8559279387	SAN FRANCISCO	CA	680540-7000	\$25.00
07/01/18	SAGE SOFTWARE 1-866-996-7243 Auto Renewal PeachTree finance software	IRVINE	CA	PO 16167	\$2,936.58
07/01/18	INDEED INTERNET ADS Job postings	(203)564-2400	CT	690900-6000	\$60.00
07/02/18	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE	680540-1000	\$30.90
07/05/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fix broken cell phones	FORT WORTH	TX	PO 16931	\$184.00
07/06/18	STEEL CITY POPS - WATERSIDE squareup.com/receipts Ice pops for duty crews during heat wave	Fort Worth	TX	PO 16971	\$897.29
07/09/18	TWILIO TWILIO 8778894546	SAN FRANCISCO	CA	680540-7000	\$10.01
07/20/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fix broken cell phones	FORT WORTH	TX	PO 17261	\$516.00

Fees

	Amount
Total Fees for this Period	\$0.00

2018 Fees and Interest Totals Year-to-Date

	Amount
Total Fees in 2018	\$175.00
Total Interest in 2018	\$0.00

Tab C – Operations Report



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	3	3	00:05:10	0	100.0%	0	0.0%	42	2	95.2%
	2	9	8	00:05:43	1	88.9%	0	0.0%	78	6	92.3%
	3	3	2	00:07:11	0	100.0%	0	0.0%	28	1	96.4%
Total Blue Mound		15	13								
Burleson	1	86	83	00:07:55	16	81.4%	5	5.8%	86	16	81.4%
	2	136	131	00:07:47	14	89.7%	1	0.7%	136	14	89.7%
	3	59	55	00:09:37	5	91.5%	1	1.7%	59	5	91.5%
	4	196	196	00:27:17	9	95.4%	2	1.0%	196	9	95.4%
Total Burleson		477	465								
Edgecliff Village	1	4	4	00:08:38	0	100.0%	0	0.0%	42	3	92.9%
	2	9	9	00:07:50	1	88.9%	1	11.1%	75	3	96.0%
	3	2	2	00:08:53	0	100.0%	0	0.0%	33	1	97.0%
Total Edgecliff Village		15	15								
Forest Hill	1	39	38	00:08:20	2	94.9%	0	0.0%	114	13	88.6%
	2	81	74	00:07:47	4	95.1%	0	0.0%	81	4	95.1%
	3	45	39	00:08:28	2	95.6%	0	0.0%	123	10	91.9%
Total Forest Hill		165	151								
Fort Worth	1	2448	2373	00:07:56	312	87.3%	25	1.0%	2448	312	87.3%
	2	4742	4298	00:07:58	337	92.9%	31	0.7%	4742	337	92.9%
	3	2517	2362	00:09:41	179	92.9%	28	1.1%	2517	179	92.9%
	4	928	923	00:23:33	35	96.2%	14	1.5%	928	35	96.2%
Total Fort Worth		10635	9956								
Haltom City	1	96	94	00:08:32	18	81.3%	2	2.1%	96	18	81.3%
	2	153	141	00:08:25	19	87.6%	2	1.3%	153	19	87.6%
	3	78	69	00:10:32	9	88.5%	1	1.3%	78	9	88.5%
	4	2	2	00:15:13	0	100.0%	0	0.0%	9	0	100.0%
Total Haltom City		329	306								
Haslet	1	8	8	00:06:41	1	87.5%	0	0.0%	61	9	85.2%
	2	16	16	00:09:03	5	68.8%	1	6.3%	31	6	80.6%
	3	15	15	00:07:07	0	100.0%	0	0.0%	67	3	95.5%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
	4	11	11	00:25:53	0	100.0%	0	0.0%	70	4	94.3%
Total Haslet		50	50								
Lake Worth	1	19	19	00:06:17	1	94.7%	0	0.0%	89	8	91.0%
	2	61	56	00:07:15	3	95.1%	0	0.0%	130	4	96.9%
	3	20	18	00:06:28	0	100.0%	0	0.0%	40	1	97.5%
	4	1	1	00:19:14	0	100.0%	0	0.0%	24	2	91.7%
Total Lake Worth		101	94								
Lakeside	1	2	2	00:11:33	2	0.0%	0	0.0%	25	11	56.0%
	2	7	7	00:09:28	0	100.0%	0	0.0%	70	11	84.3%
Total Lakeside		9	9								
River Oaks	1	10	10	00:08:03	2	80.0%	0	0.0%	60	11	81.7%
	2	30	28	00:09:42	6	80.0%	0	0.0%	51	7	86.3%
	3	6	5	00:08:30	0	100.0%	0	0.0%	103	10	90.3%
	4	2	2	00:00:00	0	100.0%	0	0.0%	6	0	100.0%
Total River Oaks		48	45								
Saginaw	1	35	34	00:08:06	5	85.7%	1	2.9%	71	10	85.9%
	2	68	58	00:08:01	5	92.6%	0	0.0%	68	5	92.6%
	3	27	27	00:11:38	1	96.3%	1	3.7%	120	7	94.2%
Total Saginaw		130	119								
Sansom Park	1	17	16	00:06:51	1	94.1%	1	5.9%	58	4	93.1%
	2	39	36	00:06:27	2	94.9%	0	0.0%	39	2	94.9%
	3	13	12	00:07:09	0	100.0%	0	0.0%	109	4	96.3%
Total Sansom Park		69	64								
Westover Hills	1	3	3	00:07:18	0	100.0%	0	0.0%	10	0	100.0%
	2	2	2	00:08:05	0	100.0%	0	0.0%	9	1	88.9%
	3	1	0	00:03:18	0	100.0%	0	0.0%	4	0	100.0%
Total Westover Hills		6	5								
Westworth Village	1	8	8	00:09:29	1	87.5%	1	12.5%	78	7	91.0%
	2	32	27	00:09:06	3	90.6%	0	0.0%	54	6	88.9%
	3	9	9	00:10:57	0	100.0%	0	0.0%	39	2	94.9%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jun 2018

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
	4	3	3	00:08:07	1	66.7%	1	33.3%	11	1	90.9%
Total Westworth Village		52	47								
White Settlement	1	41	41	00:05:42	0	100.0%	0	0.0%	86	1	98.8%
	2	108	99	00:06:44	4	96.3%	1	0.9%	108	4	96.3%
	3	64	59	00:07:58	2	96.9%	0	0.0%	103	4	96.1%
	4	10	10	00:09:04	0	100.0%	0	0.0%	52	3	94.2%
Total White Settlement		223	209								
System Wide	1	2819	2736	00:07:54	361	87.2%	35	1.2%	3366	425	87.4%
	2	5493	4990	00:07:57	404	92.6%	37	0.7%	5825	429	92.6%
	3	2859	2674	00:09:37	198	93.1%	31	1.1%	3441	240	93.0%
	4	1153	1148	00:24:04	45	96.1%	17	1.5%	1313	55	95.8%
Total System Wide		12324	11548								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jul 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	9	9	00:05:50	1	88.9%	0	0.0%	51	3	94.1%
	2	6	4	00:05:17	0	100.0%	0	0.0%	84	6	92.9%
	3	5	5	00:11:26	1	80.0%	0	0.0%	33	2	93.9%
Total Blue Mound		20	18								
Burleson	1	66	65	00:07:39	9	86.4%	1	1.5%	152	25	83.6%
	2	167	160	00:07:43	13	92.2%	2	1.2%	167	13	92.2%
	3	94	89	00:09:45	5	94.7%	1	1.1%	153	10	93.5%
	4	189	188	00:28:06	6	96.8%	2	1.1%	189	6	96.8%
Total Burleson		516	502								
Edgecliff Village	1	5	5	00:07:57	0	100.0%	0	0.0%	47	3	93.6%
	2	12	12	00:06:57	1	91.7%	0	0.0%	87	4	95.4%
	3	1	0	00:06:41	0	100.0%	0	0.0%	34	1	97.1%
Total Edgecliff Village		18	17								
Forest Hill	1	47	46	00:07:39	2	95.7%	0	0.0%	47	2	95.7%
	2	75	68	00:08:26	5	93.3%	0	0.0%	156	9	94.2%
	3	44	42	00:10:22	3	93.2%	0	0.0%	44	3	93.2%
Total Forest Hill		166	156								
Fort Worth	1	2587	2480	00:07:45	296	88.6%	31	1.2%	2587	296	88.6%
	2	4933	4480	00:07:57	336	93.2%	37	0.8%	4933	336	93.2%
	3	2691	2491	00:09:38	184	93.2%	24	0.9%	2691	184	93.2%
	4	972	961	00:24:22	39	96.0%	19	2.0%	972	39	96.0%
Total Fort Worth		11183	10412								
Haltom City	1	102	101	00:08:26	23	77.5%	1	1.0%	198	41	79.3%
	2	151	137	00:08:10	15	90.1%	3	2.0%	151	15	90.1%
	3	65	54	00:08:45	4	93.8%	0	0.0%	143	13	90.9%
	4	5	5	00:10:27	0	100.0%	0	0.0%	14	0	100.0%
Total Haltom City		323	297								
Haslet	1	5	4	00:04:56	0	100.0%	0	0.0%	66	9	86.4%
	2	21	21	00:07:13	2	90.5%	0	0.0%	52	8	84.6%
	3	16	15	00:09:17	1	93.8%	0	0.0%	83	4	95.2%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jul 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
	4	3	3	00:20:12	0	100.0%	0	0.0%	73	4	94.5%
Total Haslet		45	43								
Lake Worth	1	31	31	00:05:44	1	96.8%	0	0.0%	120	9	92.5%
	2	61	55	00:06:13	1	98.4%	0	0.0%	61	1	98.4%
	3	16	14	00:06:49	0	100.0%	0	0.0%	56	1	98.2%
	4	2	2	00:06:14	0	100.0%	0	0.0%	26	2	92.3%
Total Lake Worth		110	102								
Lakeside	1	4	4	00:13:01	3	25.0%	1	25.0%	29	14	51.7%
	2	4	3	00:10:46	1	75.0%	0	0.0%	74	12	83.8%
	3	5	3	00:09:43	0	100.0%	0	0.0%	23	4	82.6%
Total Lakeside		13	10								
River Oaks	1	18	17	00:08:56	2	88.9%	1	5.6%	78	13	83.3%
	2	25	22	00:07:57	1	96.0%	0	0.0%	76	8	89.5%
	3	15	14	00:09:57	0	100.0%	0	0.0%	15	0	100.0%
Total River Oaks		58	53								
Saginaw	1	43	43	00:07:34	4	90.7%	1	2.3%	114	14	87.7%
	2	57	52	00:08:37	2	96.5%	1	1.8%	125	7	94.4%
	3	38	34	00:10:38	2	94.7%	0	0.0%	38	2	94.7%
Total Saginaw		138	129								
Sansom Park	1	18	18	00:07:50	2	88.9%	0	0.0%	76	6	92.1%
	2	31	28	00:07:56	2	93.5%	1	3.2%	70	4	94.3%
	3	15	15	00:09:58	2	86.7%	1	6.7%	15	2	86.7%
Total Sansom Park		64	61								
Westover Hills	1	1	1	00:09:04	0	100.0%	0	0.0%	11	0	100.0%
	2	1	1	00:06:08	0	100.0%	0	0.0%	10	1	90.0%
	3	1	1	00:13:10	0	100.0%	0	0.0%	5	0	100.0%
Total Westover Hills		3	3								
Westworth Village	1	6	6	00:08:28	0	100.0%	0	0.0%	84	7	91.7%
	2	24	22	00:09:09	3	87.5%	1	4.2%	78	9	88.5%
	3	18	14	00:10:20	1	94.4%	0	0.0%	57	3	94.7%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Jul 2018

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
	4	5	5	00:13:19	1	80.0%	1	20.0%	16	2	87.5%
Total Westworth Village		53	47								
White Settlement	1	55	53	00:06:32	3	94.5%	0	0.0%	141	4	97.2%
	2	118	110	00:06:38	2	98.3%	0	0.0%	118	2	98.3%
	3	61	60	00:08:57	1	98.4%	0	0.0%	61	1	98.4%
	4	8	8	00:10:43	0	100.0%	0	0.0%	60	3	95.0%
Total White Settlement		242	231								
System Wide	1	2997	2883	00:07:44	346	88.5%	36	1.2%	3801	446	88.3%
	2	5686	5175	00:07:55	384	93.2%	45	0.8%	6242	435	93.0%
	3	3085	2851	00:09:37	204	93.4%	26	0.8%	3451	230	93.3%
	4	1184	1172	00:24:44	46	96.1%	22	1.9%	1373	57	95.8%
Total System Wide		12952	12081								

Tab D – Human Resources

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

Conditions		Percentages by Department					
Adoption	1		# of EEs	# on FMLA	% of FTE	% by FMLA	% by Dep
Asthma	1	Advanced	131	13	2.91%	23.64%	9.92%
Back	1	Basics	134	13	2.91%	23.64%	9.70%
Bowel Surgery	1	Business Intelligence - Deployment, QI, Scheduler	4	1	0.22%	1.82%	25.00%
Cardiology	1	Business Office	29	13	2.91%	23.64%	44.83%
Chronic Illness	4	Communications	35	4	0.89%	7.27%	11.43%
Circulatory Condition	1	Controller - Payroll, A/P, Purchasing	4	1	0.22%	1.82%	25.00%
Diverticulitis	1	Mobile Integrated Health	16	4	0.89%	7.27%	25.00%
FMLA - Child	5	Office of the Medical Director	9	1	0.22%	1.82%	11.11%
FMLA - Parent	15	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	39	5	1.12%	9.09%	12.82%
FMLA - Spouse	5	Grand Totals	401	55			
Headaches	1	Total # of Full Time Employees - April 2018	447				
Kidney Stones	1	% of Workforce using FMLA	12.30%				
Migraines	2	TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave			
Ophthalmology	1	Intermittent Leave	46	83.64%			
Orthopedic	1	Block of Leave	9	16.36%			
Pregnancy	4	Total	55	100.00%			
Psychological	8						
Rheumatoid Arthritis	1						
Grand Total	55						

LIGHT DUTY for Fiscal Year 2017-201													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	151:32	47:55	329:08	350:49	340:49	179:30	429:02	821:32	560:46	0:00	0:00	0:00	
FY 2017	151:32	199:27	528:39	879:24	1220:11	1399:43	1828:43	2650:18	3211:04	3211:04	3211:04	3211:04	3846:39
FY 2016	101:47	190:13	510:17	950:13	1153:21	1459:57	2019:47	2284:10	2539:07	3208:21	3778:03	4274:04	

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

Worker's Comp LOA for Fiscal Year 2017-201													
	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	1125:57
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

FMLA LOA for Fiscal Year 2017-201													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1536:38	1470:57	1455:43	1605:29	1236:40	1836:43	1980:27	2310:17	1040:16	0:00	0:00	0:00	1447:18
FY 2017	1536:38	3007:33	4463:20	6068:49	7305:29	9142:11	11122:33	13432:50	14473:00	14473:00	14473:00	14473:00	
FY 2016	954:44	1667:43	2150:28	2709:24	3277:17	3922:33	4392:34	4937:28	5492:47	6282:43	7564:53	8673:49	722:49

Military Leave for Fiscal Year 2017-201													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	85:58	110:07	84:00	108:00	132:00	147:00	72:00	120:00	216:00	0:00	0:00	0:00	107:30
FY 2017	85:58	196:05	280:05	388:05	520:05	667:05	739:05	859:05	1075:05	1075:05	1075:05	1075:05	

*Unfilled shifts only

Total Leave Hours													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1774:08	1640:59	1892:53	2064:18	1709:29	2163:13	2481:29	3251:44	1817:04	0:00	0:00	0:00	1879:37
FY 2017	1774:08	3415:07	5308:00	7372:18	9081:47	11245:00	13726:22	16978:13	18795:11	18795:11	18795:11	18795:11	

Goals and Projector						10/17-5/11		
	Light Duty	Worker's Comp	FMLA	Military	Total	Actual Scheduled shifts	# of 12 hour shifts	% of Shifts for LOA
YTD	3211:04	36:00	14473:00	1075:05	18795:11	19167	2180	11.37%
Projection	4281:21	216:00	19297:21	1433:21	25228:21			
Goal-Compare	3846:39	1125:57	8673:49	1757:24	15403:43			

MedStar Mobile Health Care Separation Statistics - June 2018

	Current Month			Year to Date			Compared to June '17		Headcount
	Vol	Invol	Total	Vol	Invol	Total	17-Jun	%inc/dec	May
Full Time Separations	3	0	3	33	12	45	44	2.3%	447
Part Time Separations	1	1	2	14	1	15	13	15.4%	71
Total Separations	4	1	5	47	13	60	57	5.3%	518

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	0.67%	2.82%	0.97%	10.07%	21.13%	11.58%

Separations by Department

Full time

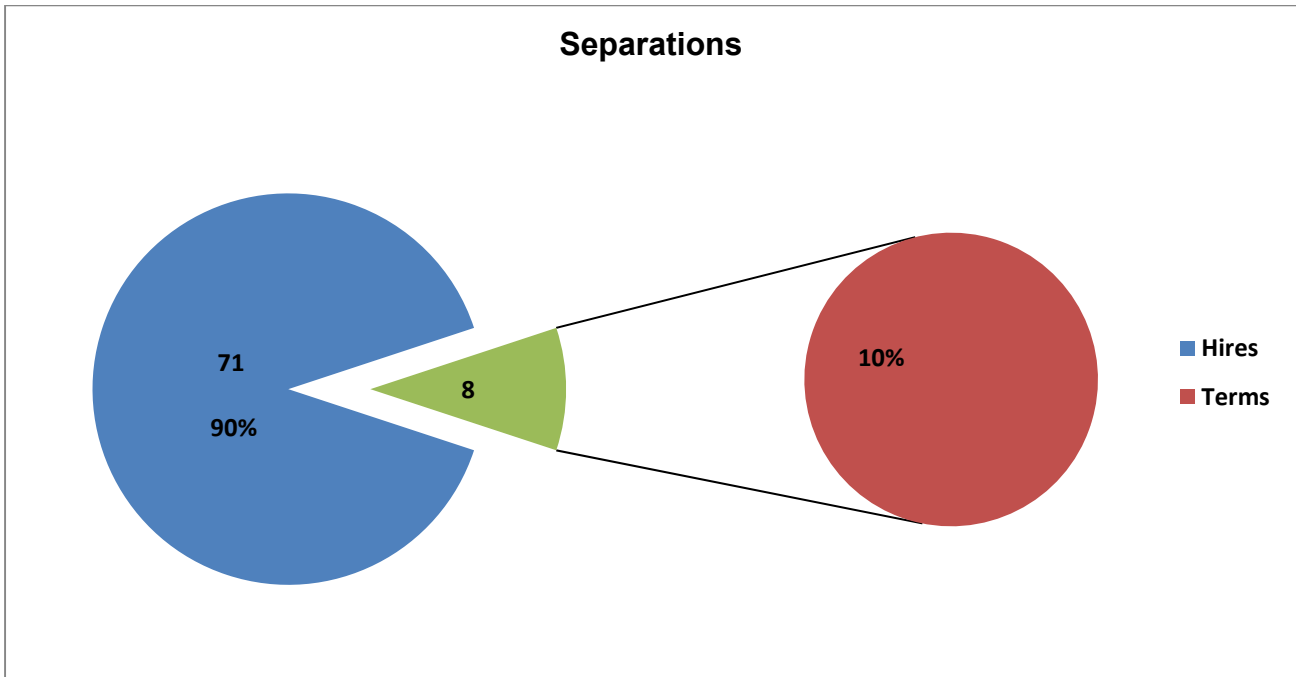
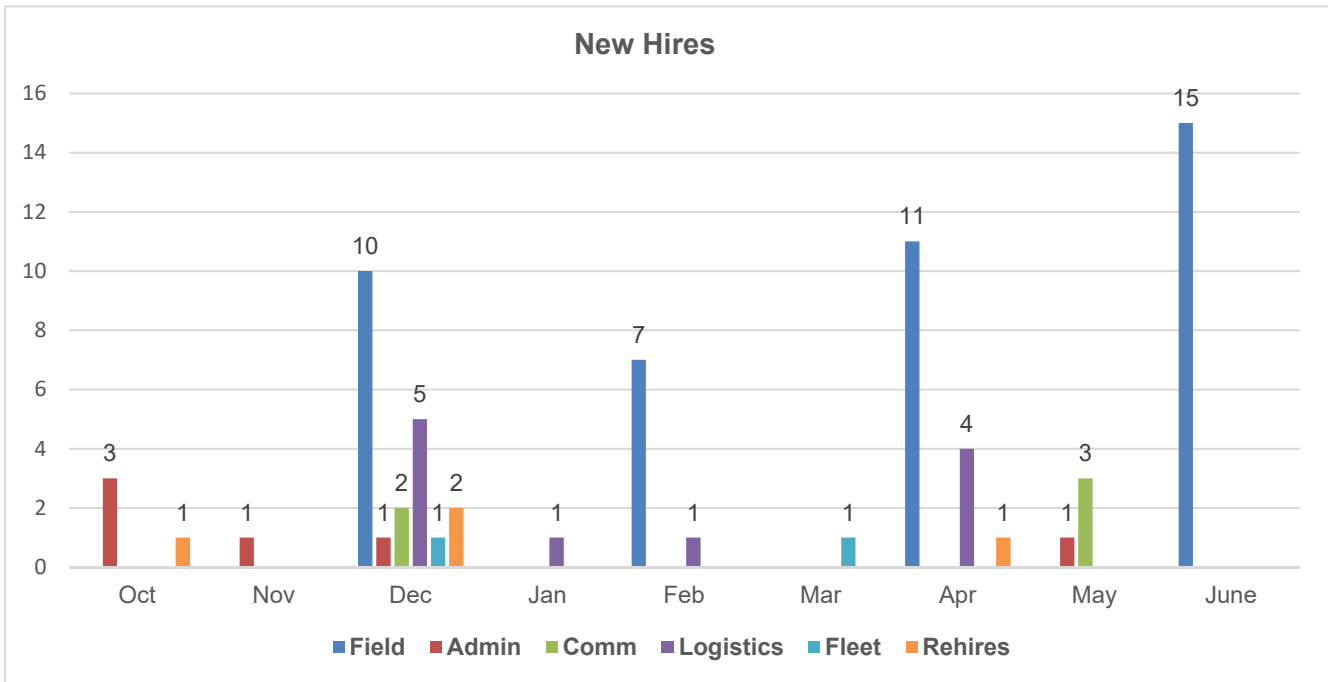
	Current Month			Year to Date			Headcount
	Vol	Invol	Total	Vol	Invol	Total	18-Jun
Administration							1
Advanced	1	0	1	8	3	11	131
Basics	1	0	1	11	4	15	134
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				1	2	3	29
Communications				2	1	3	35
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							6
Field Manager/Supervisors - Operations							10
Human Resources				1	0	1	6
Information Technology				1	0	1	5
Medical Records							2
Mobile Integrated Health Department	1	0	1	1	0	1	16
MTAC - MedStar Training Academy							12
Office of the Medical Director				1	0	1	9
Risk and Safety							2
Support Services - Facilities, Fleet, S.E., Logistics				7	2	9	39
Total	3	0	3	33	12	45	447

Part Time

	Current Month			Year to Date			Headcount
	Vol	Invol	Total	Vol	Invol	Total	18-Jun
Advanced				7	0	7	31
Basics	1	1	2	3	1	4	28
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications				2	0	2	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							2
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics				1	0	1	4
Total	1	1	2	14	1	15	71

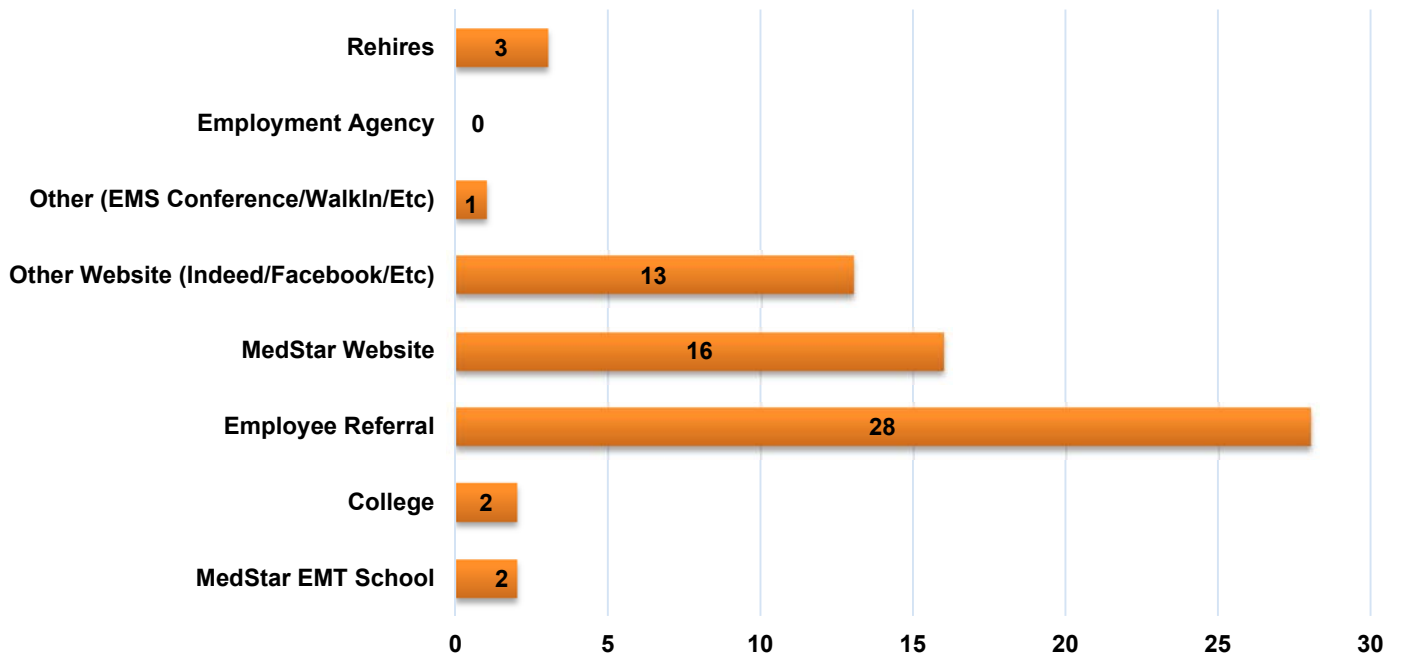
Recruiting & Staffing Report

FY 2017-2018

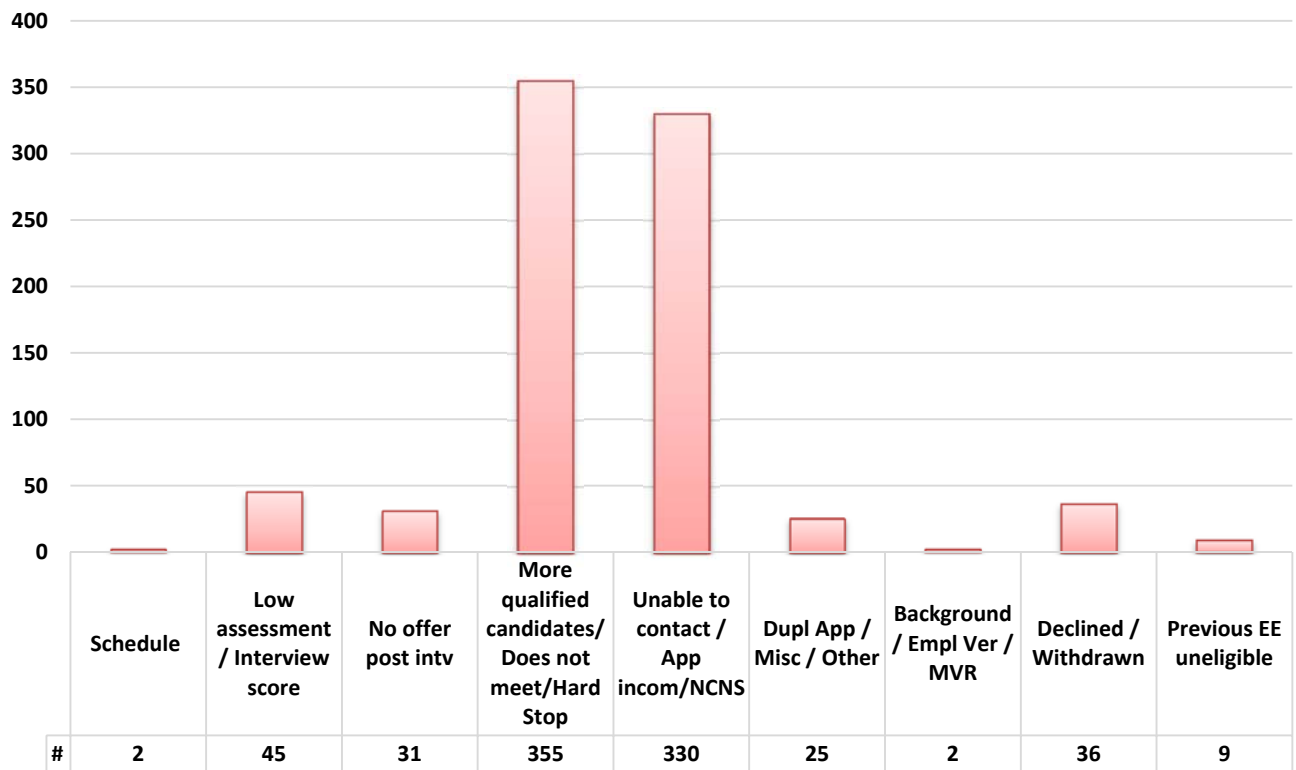


- ### Separation Reasons
- 2- Dissatisfied with Job
 - 1- Attendance
 - 1- Job Abandonment
 - 1- Falsified Application
 - 1- Krum FD
 - 1- Conduct – Outside of Protocol
 - 1- Transportation

Employee Referral Source 2017-2018



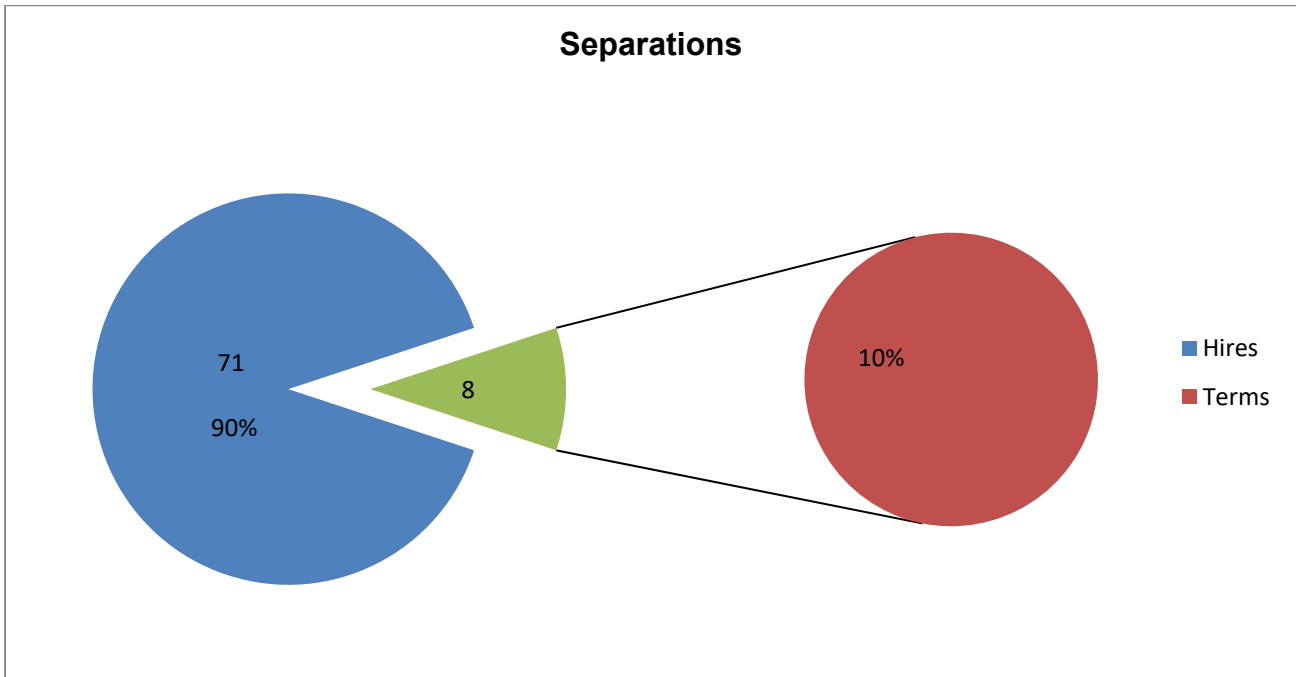
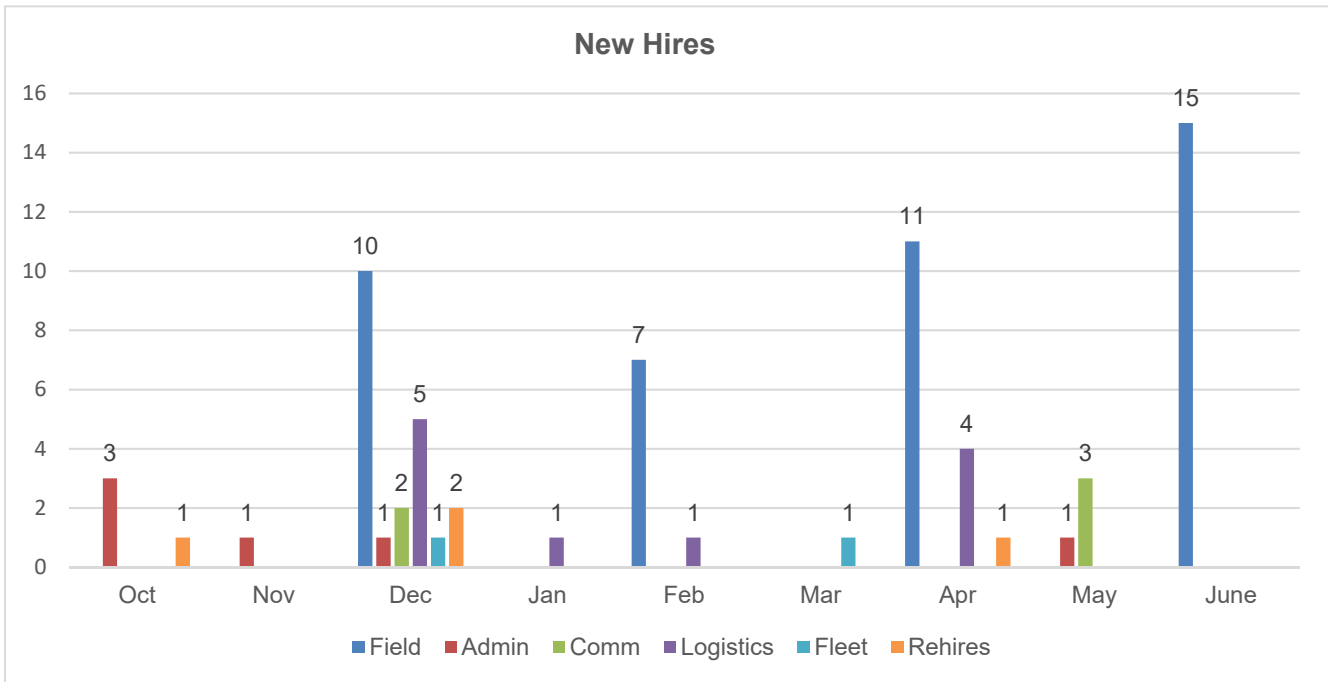
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED - 826
TOTAL APPLICATIONS REVIEWED - 905

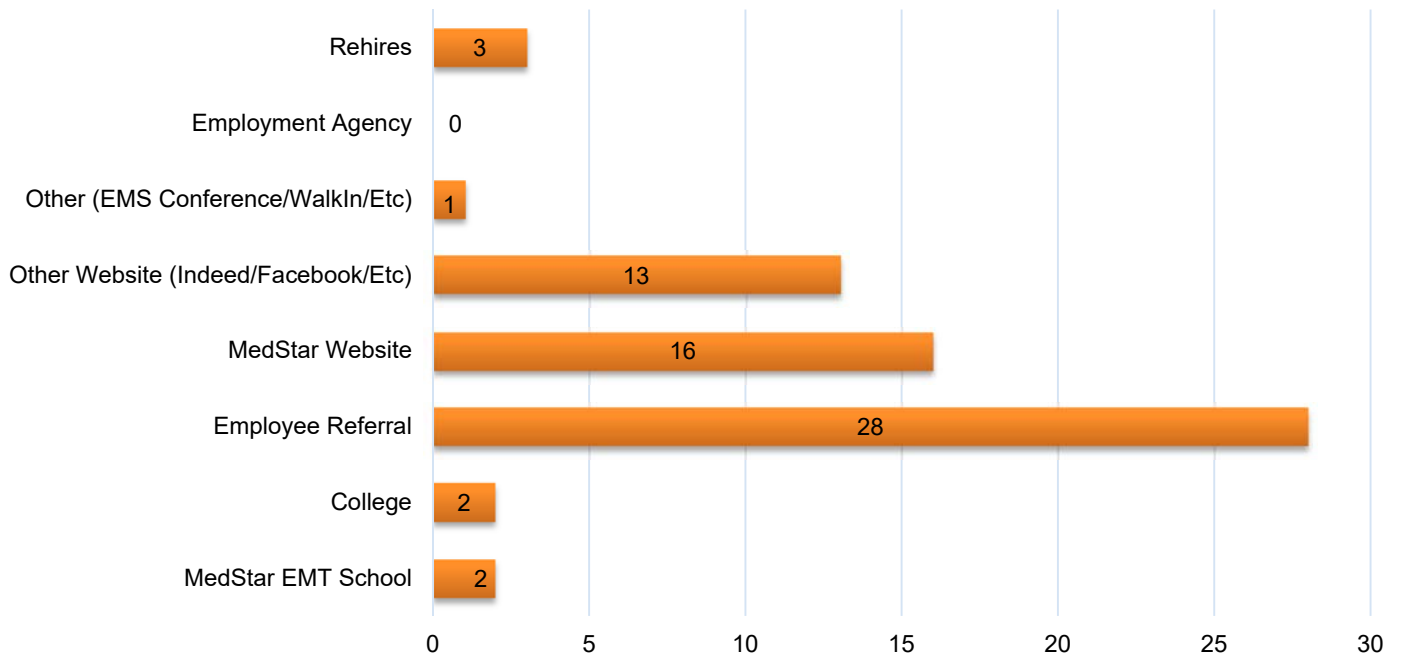
Recruiting & Staffing Report

FY 2017-2018

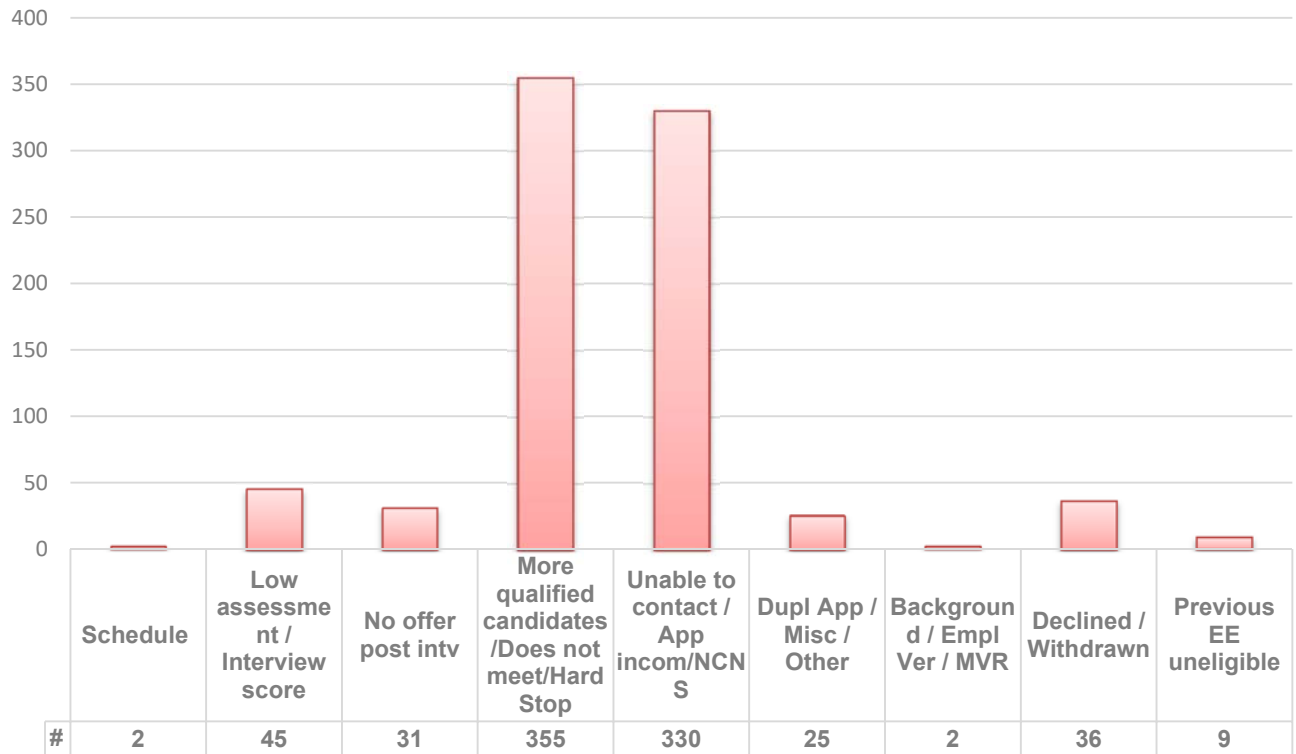


- ### Separation Reasons
- 2- Dissatisfied with Job
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Employee Referral Source 2017-2018



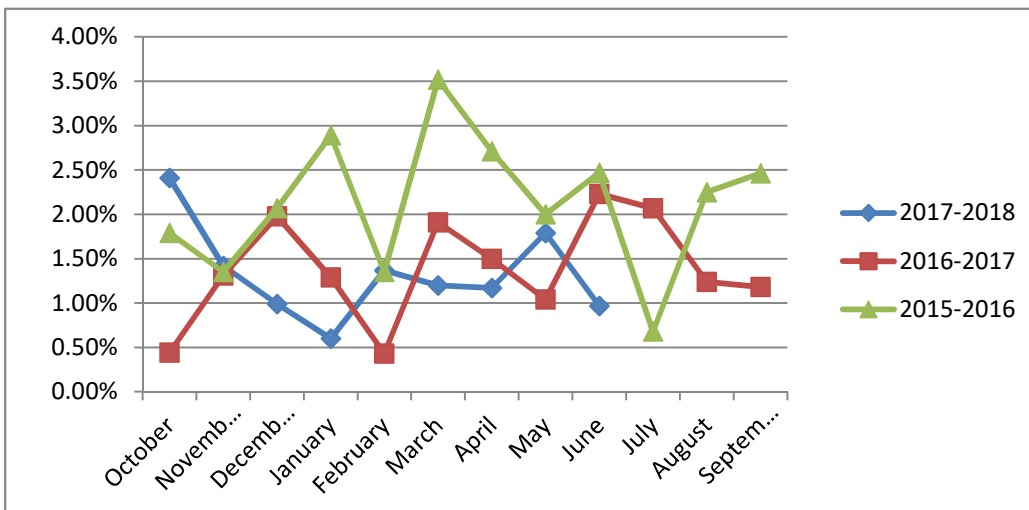
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED - 826
TOTAL APPLICATIONS REVIEWED - 905

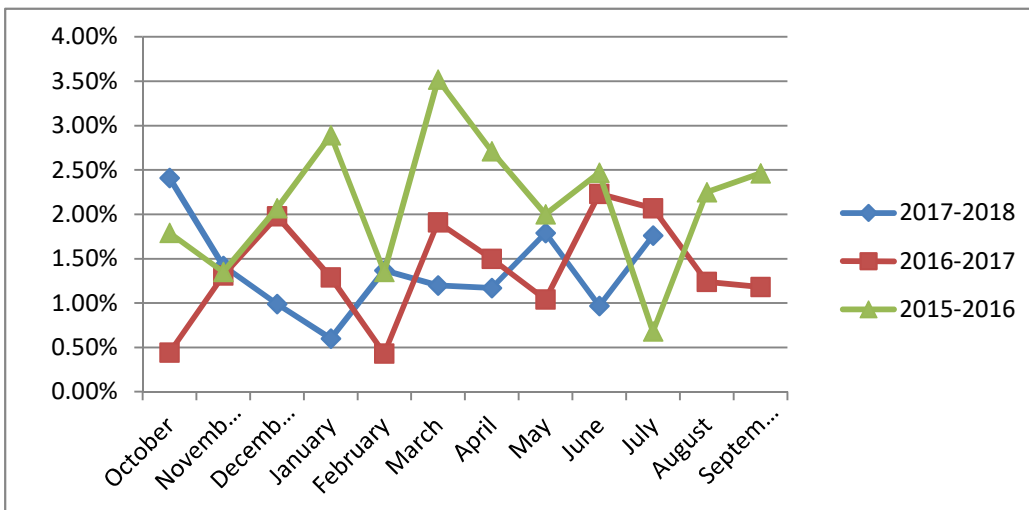
MedStar Mobile Healthcare Turnover Fiscal Year 2017-2018

	Monthly Turnover By Fiscal Year		
	2017-2018	2016-2017	2015-2016
October	2.41%	0.44%	1.79%
November	1.42%	1.31%	1.35%
December	0.99%	1.98%	2.07%
January	0.60%	1.29%	2.89%
February	1.37%	0.43%	1.35%
March	1.20%	1.91%	3.52%
April	1.17%	1.50%	2.71%
May	1.79%	1.04%	2.00%
June	0.97%	2.23%	2.47%
July		2.07%	0.68%
August		1.24%	2.25%
September		1.18%	2.46%
Projected	15.893%	16.620%	25.540%



MedStar Mobile Healthcare Turnover Fiscal Year 2017-2018

	Monthly Turnover By Fiscal Year		
	2017-2018	2016-2017	2015-2016
October	2.41%	0.44%	1.79%
November	1.42%	1.31%	1.35%
December	0.99%	1.98%	2.07%
January	0.60%	1.29%	2.89%
February	1.37%	0.43%	1.35%
March	1.20%	1.91%	3.52%
April	1.17%	1.50%	2.71%
May	1.79%	1.04%	2.00%
June	0.97%	2.23%	2.47%
July	1.76%	2.07%	0.68%
August		1.24%	2.25%
September		1.18%	2.46%
Projected	16.416%	16.620%	25.540%



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

Conditions		Percentages by Department					
			# of EEs	# on FMLA	% of FTE	% by FMLA	% by Dep
Adoption	1	Advanced	125	13	2.94%	24.53%	10.40%
Asthma	1	Basics	134	11	2.49%	20.75%	8.21%
Back	2	Business Intelligence - Deployment, QI, Scheduler	4	2	0.45%	3.77%	50.00%
Bowel Surgery	1	Business Office	28	12	2.71%	22.64%	42.86%
Cardiology	1	Communications	36	3	0.68%	5.66%	8.33%
Chronic Illness	4	Controller - Payroll, A/P, Purchasing	4	1	0.23%	1.89%	25.00%
Circulatory Condition	1	Mobile Integrated Health	17	4	0.90%	7.55%	23.53%
Diverticulitis	1	Office of the Medical Director	8	2	0.45%	3.77%	25.00%
Eye Surgery	1	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	40	5	1.13%	9.43%	12.50%
FMLA - Child	5	Grand Totals	396	53			
FMLA - Parent	14	Total # of Full Time Employees - April 2018	442				
FMLA - Spouse	4	% of Workforce using FMLA	11.99%				
Gallbladder	1						
Gynecological	2	TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave			
Headaches	1	Intermittent Leave	44	83.02%			
Hip	1	Block of Leave	9	16.98%			
Kidney Stones	1	Total	53	100.00%			
Migraines	2						
Pregnancy	3						
Psychological	5						
Rheumatoid Arthritis	1						
Grand Total	53						

LIGHT DUTY for Fiscal Year 2017-2018													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	151:32	47:55	329:08	350:49	340:49	179:30	429:02	821:33	564:16	465:07	0:00	0:00	
FY 2017	151:32	199:27	528:38	879:24	1220:13	1399:43	1828:44	2650:18	3214:34	3679:34	3679:34	3679:34	3846:39
FY 2018	101:47	190:18	510:17	950:18	1153:28	1459:57	2019:47	2284:10	2539:07	3208:28	3778:03	4274:04	

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

Worker's Comp LOA for Fiscal Year 2017-2018													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	0:00	12:00	24:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2017	0:00	12:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	1125:57
FY 2018	192:00	233:48	358:22	401:38	490:08	510:28	678:46	917:57	1097:57	1145:57	1181:57	1250:57	

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

FMLA LOA for Fiscal Year 2017-2018													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1536:38	1470:57	1455:44	1617:29	1236:40	1836:43	1967:18	2310:17	1096:03	1144:54	0:00	0:00	1567:16
FY 2017	1536:38	3007:38	4463:20	6080:48	7317:29	9154:12	11121:30	13431:44	14527:50	15672:44	15672:44	15672:44	
FY 2018	954:44	1667:48	2150:28	2709:24	3277:17	3922:38	4392:34	4937:28	5492:47	6282:44	7564:58	8673:48	722:48

Military Leave for Fiscal Year 2017-2018													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	85:58	110:07	84:00	108:00	132:00	147:00	72:00	120:00	216:00	132:00	0:00	0:00	120:42
FY 2017	85:58	196:08	280:08	388:08	520:08	667:08	739:08	859:08	1075:08	1207:08	1207:08	1207:08	

*Unfilled shifts only

Total Leave Hours													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1774:08	1640:58	1892:52	2076:18	1709:28	2163:13	2468:20	3251:44	1876:23	1741:58	0:00	0:00	2059:32
FY 2017	1774:08	3415:01	5308:00	7384:18	9093:47	11257:00	13725:20	16977:04	18853:23	20595:24	20595:24	20595:24	

Goals and Projection						10/17-5/18		
	Light Duty	Worker's Comp	FMLA	Military	Total	Actual Scheduled shifts	# of 12 hour shifts	% of Shifts for LOA
YTD	3679:34	36:00	15672:44	1207:08	20595:24	21420	2253	10.52%
Projection	4415:30	216:00	18807:10	1448:30	24887:10			
Goal-Compare	3846:39	1125:57	8673:48	1757:24	15403:43			

MedStar Mobile Health Care Separation Statistics - July 2018

	Current Month			Year to Date			Compared to July '17		Headcount May
	Vol	Invol	Total	Vol	Invol	Total	17-Jul	%inc/dec	
Full Time Separations	4	1	5	37	13	50	53	-5.7%	442
Part Time Separations	4	0	4	18	1	19	14	35.7%	68
Total Separations	8	1	9	55	14	69	67	3.0%	510

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	1.13%	5.88%	1.76%	11.31%	27.94%	13.53%

Separations by Department

Full time

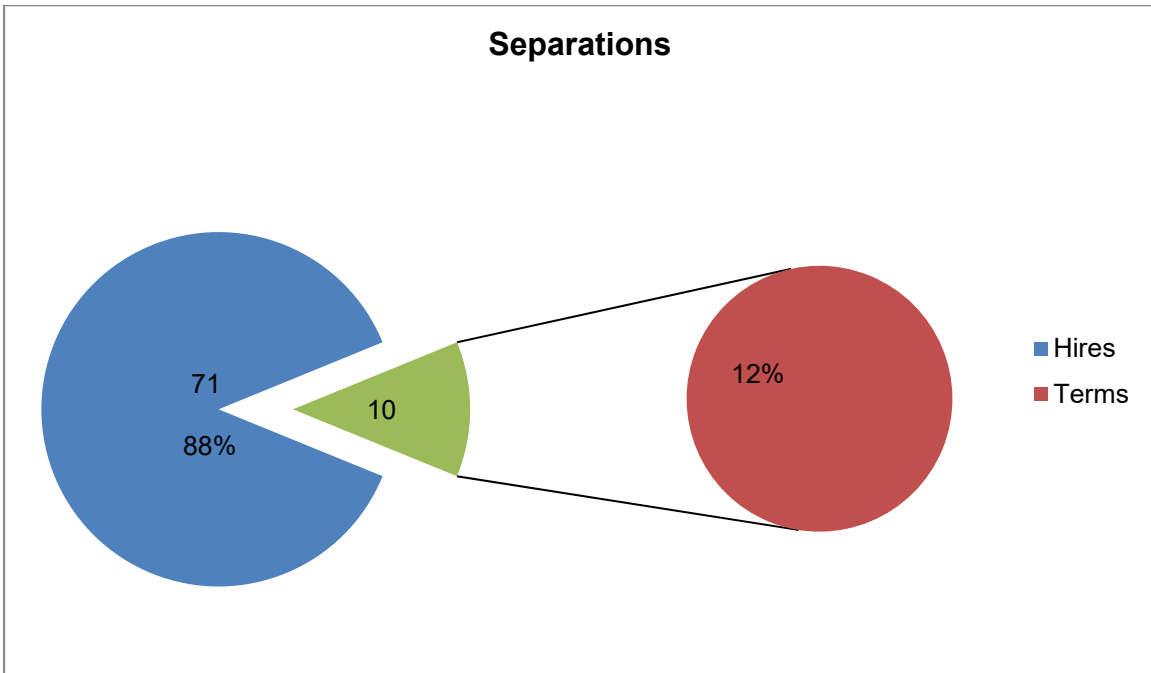
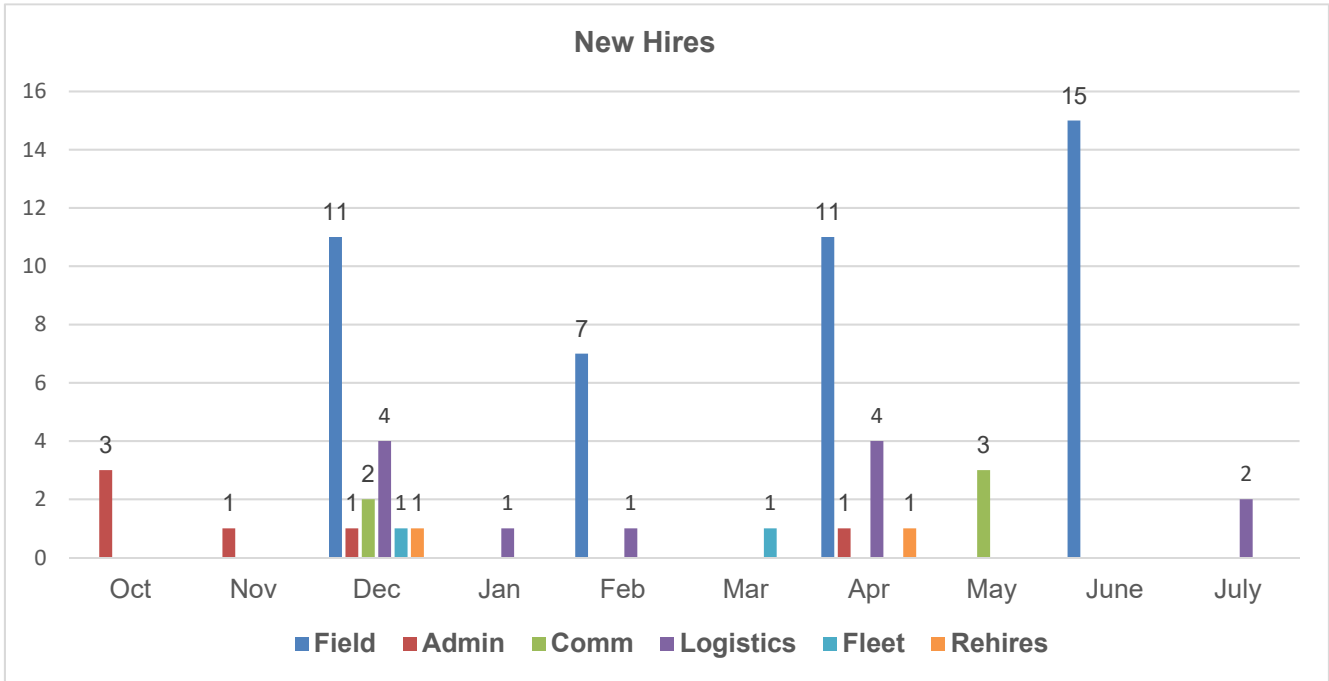
	Current Month			Year to Date			Headcount 18-Jul
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced	2	0	2	10	3	13	125
Basics				11	4	15	134
Business Intelligence - Deployment, QI, Scheduler							4
Business Office	0	1	1	1	3	4	28
Communications				2	1	3	36
Compliance							1
Controller - 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	5
Medical Records							2
Mobile Integrated Health Department				1	0	1	17
MTAC - MedStar Training Academy							12
Office of the Medical Director	1	0	1	2	0	2	8
Risk and Safety							2
Support Services - Facilities, Fleet, S.E., Logistics	1	0	1	8	2	10	40
Total	4	1	5	37	13	50	442

Part Time

	Current Month			Year to Date			Headcount 18-Jul
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	2	0	2	9	0	9	31
Basics	2	0	2	5	1	6	27
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications				2	0	2	3
Compliance							
Controller - Payroll, Purchasing, A/P							
Customer Integration							
Deployment							
Directors							
Field Manager/Supervisors							
Fleet							
Human Resources				1	0	1	1
Information Technology							
Medical Records							
Mobile Integrated Health Department							2
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics				1	0	1	4
Total	4	0	4	18	1	19	68

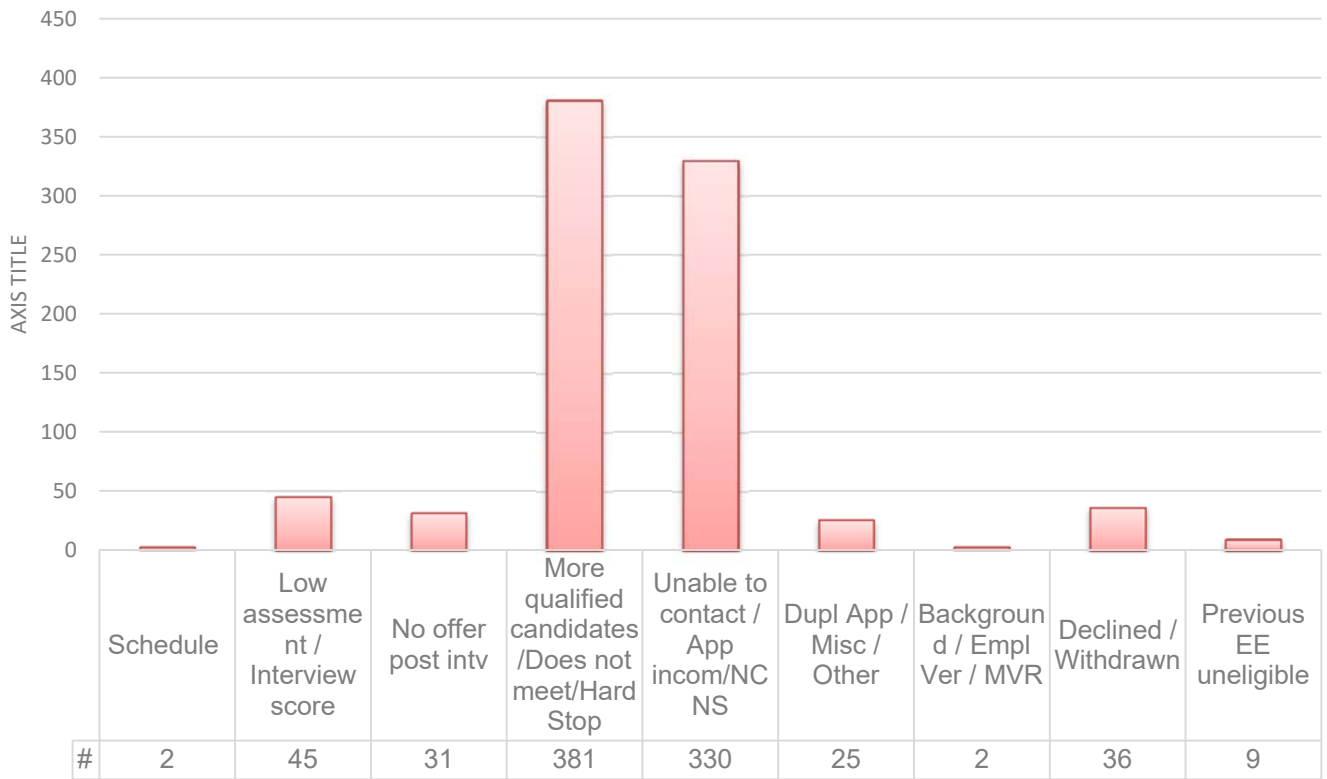
Recruiting & Staffing Reports

Fiscal Year 2017-2018



- ### Separation Reasons
- 2- Dissatisfied with Job
 - 1- Attendance
 - 1- Job Abandonment
 - 1- Falsified Application
 - 1- Krum FD
 - 1- Conduct – Outside of Protocol
 - 1- Career Change
 - 1- Transportation
 - 1- Return to Previous Employer

Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED - 852
TOTAL APPLICATIONS REVIEWED - 923

Employee Climate Survey 2018 Executive Summary

Medstar's practice is to survey the employees every two years using Avesta to conduct the polling, This year, 288 employees participated, which constitutes approximately 65% of our staff. Medstar Overall Satisfaction Score is above the industry average, as are the scores for most dimensions. Management has reviewed all areas of the survey responses, and has taken actions to address it as follows:

Compensation: Average score 2.98 vs benchmark mean of 3.00. Actions to date on this issue have included:

- Bi-annual salary survey for all positions at MedStar. This analysis uses a "lead/lag" philosophy which leads the market the first year, and lags slightly the second year. Our 2018-2020 Salary Survey was recently received from Whitney Smith; as a result the FY18-19 budget includes market increases for nearly every position within the company.
- Recently, the allowable clock-in time of 30 minutes before start of shift was reduced to 15 minutes; this was seen as a negative, cost cutting measure. Since the survey, and after discussion with many field staff, this allowable time was increased back to 20 minutes.
- Benefits: Many comments indicated a dissatisfaction with health insurance plan coverage and cost. Health insurance is expensive and MedStar's plans are no exception. Some comments are indicative of a general lack of understanding of our plans and coverages.
 - A survey of 4 competing employers in the Fort Worth area indicates the total out of pocket maximum on MedStar's policies is better than, or in line with, the others. Management will publish the comparison to all employees.
 - Employee share of premiums has not increased in 3 years, despite increases in our cost of claims and stop loss benefit coverage.
 - At open enrollment in July/August, our benefit guide will include more details as to coverages for comparison purposes. We will also highlight the coverage details in open enrollment meetings.
- Other benefits, including student loan repayment assistance, larger longevity bonuses, and pay for extremely busy days were mentioned. These are being researched.

Leadership: Satisfaction with leadership (my supervisor) score of 3.73 is slightly lower than the 2015 score of 3.79 but remains above the benchmark mean of 3.70. Comments in this area centered on the lack of communication with their supervisor, consistency in application of policy, and evaluations being completed by someone the crew had never met. This is a difficult area for Medstar, due to our 24/7 workforce and overlapping shift schedules.

- During the 2018 Board Retreat, management committed to planning and scheduling leadership training for supervisors and above during the next fiscal year. Management is planning for a series of 2-day workshops for all supervisors through executives during FY18-19.
- Many commenters wanted the opportunity to participate in a 360-style review process for the supervisors. This will be researched as part of our 2019 goal to revise the performance evaluation process.

Opportunities for Advancement: Comments indicate a lack of widespread knowledge as to where the opportunities for advancement might be within MedStar.

- Management is developing a career ladder which will be distributed to employees.
- We will research the potential of a program to assist those who may want to go to medical or nursing school while working for MedStar.

Scene Safety: Management has been in discussions for some time with first responder organizations regarding how and when to bring in our crews during unsafe situations. This continues to be an issue for our staff in that they do not feel safe when cleared in by fire personnel only (with no police on the scene). We will engage the staff along with first responder organizations in continued dialog to address this concern.

Tab E – FRAB

Tab F – OMD

Medical Director's Report

Discussion

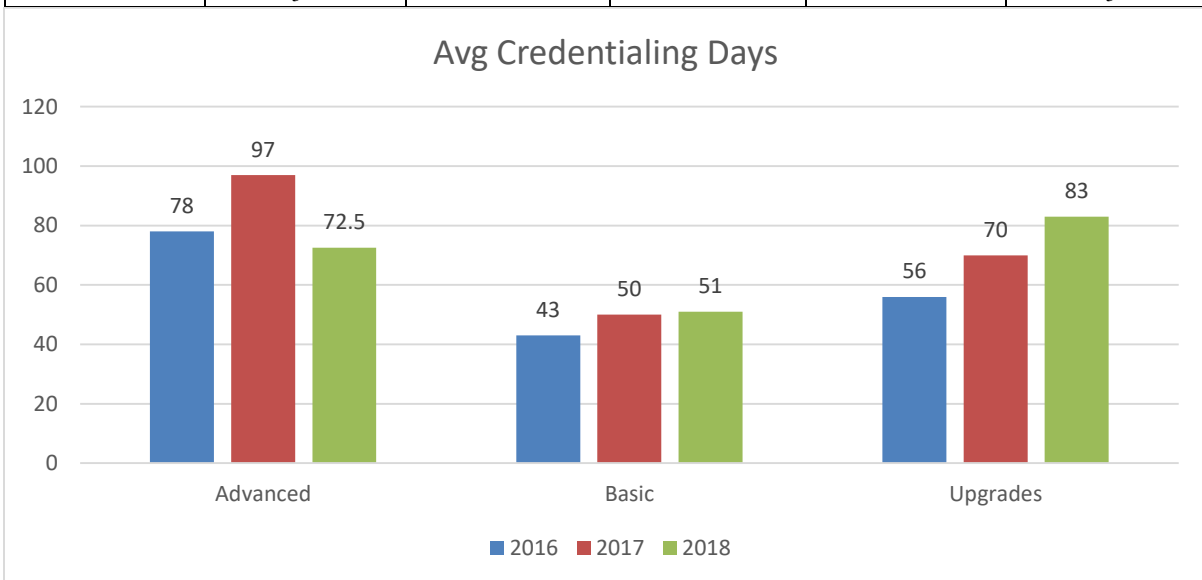
Education and Training

- Education
 - FRO CE on-going
 - Resuscitation
 - SADs
 - OMD Quarterly CE starting in Sept
 - EtCO2 in Sepsis and other Metabolic Emergencies
 - Patient Assessment
 - OB Emergencies
 - Hot Topics in Prehospital Medicine
 - Critical Care CE in September
 - High Risk Obstetrics

- Training
 - Updated FTO manual and new trainee progression process currently in use.

Credentialing

2018	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	14	6	1	0	7
Adv Upgrade	13	8	2	1	2
Basic	34	21	0	0	13

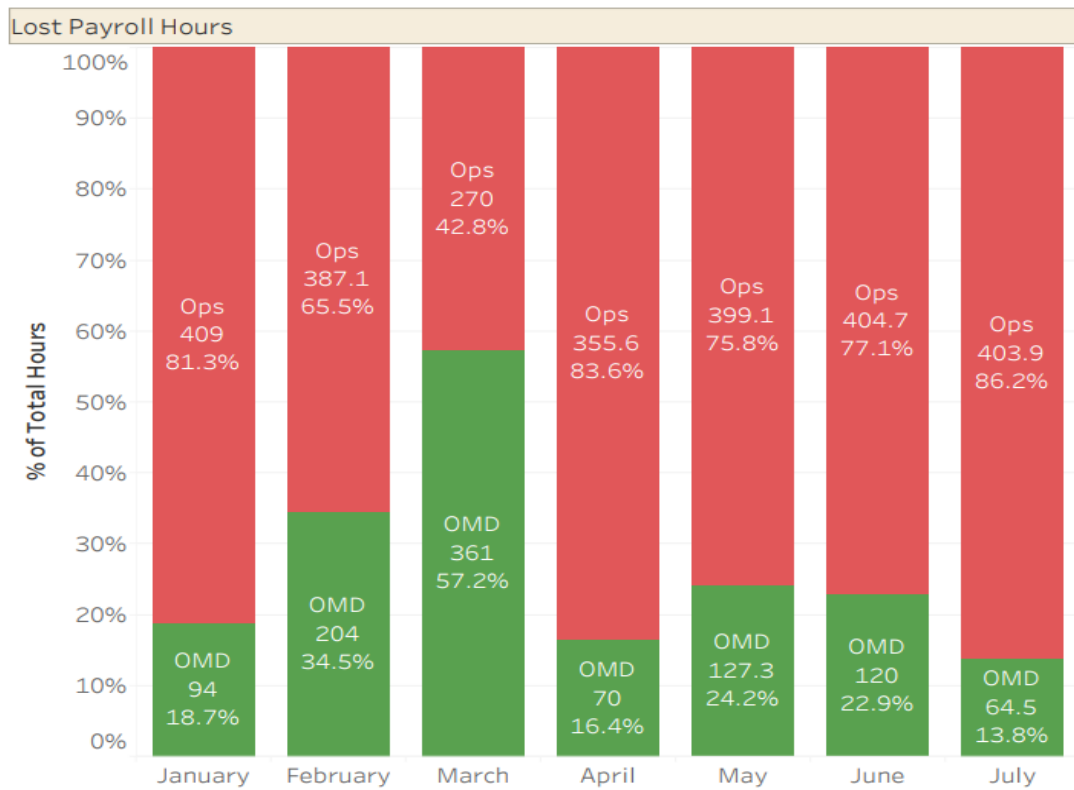


QA

- Sentinel Event Review: May - July
 - o 82 total Cases
 - 12 High Priority
 - 27 Moderate Priority
 - 43 Low Priority
 - o Disposition
 - 27 Coaching/Education Provided at Case Review
 - 7 Clinical Improvement Plan's Implemented
 - 29 No Fault
 - 17 Cases Forwarded to External QA/QI

- System Improvement Topics
 - o Decisional capacity assessment and documentation - AMA
 - o Cardiac arrest management
 - o Management lethal arrhythmias
 - o Trauma care management
 - o BLS airway management
 - o Advanced airway management

- Clinical Restriction Impact on Lost Unit Hours
 - o Average is 26.4%



Case Acuity			
	May 2018	June 2018	July 2018
High	8 (12.9%)	6 (11.1%)	5 (8.8%)
Moderate	11 (17.7%)	18 (33.3%)	22 (38.6%)
Low	24 (38.7%)	27 (50.0%)	28 (49.1%)
Non QA/QI	19 (30.6%)	3 (5.6%)	2 (3.5%)
Grand Total	62 (100.0%)	54 (100.0%)	57 (100.0%)

Case Disposition			
	May 2018	June 2018	July 2018
Clinically Appropriate		3 (5.6%)	
Needs Improvement	9 (14.5%)	13 (24.1%)	5 (8.8%)
Clinically Inappropriate	4 (6.5%)	3 (5.6%)	
Forwarded	22 (35.5%)	10 (18.5%)	25 (43.9%)
No Fault	17 (27.4%)	13 (24.1%)	9 (15.8%)
Pending	10 (16.1%)	12 (22.2%)	18 (31.6%)
Grand Total	62 (100.0%)	54 (100.0%)	57 (100.0%)

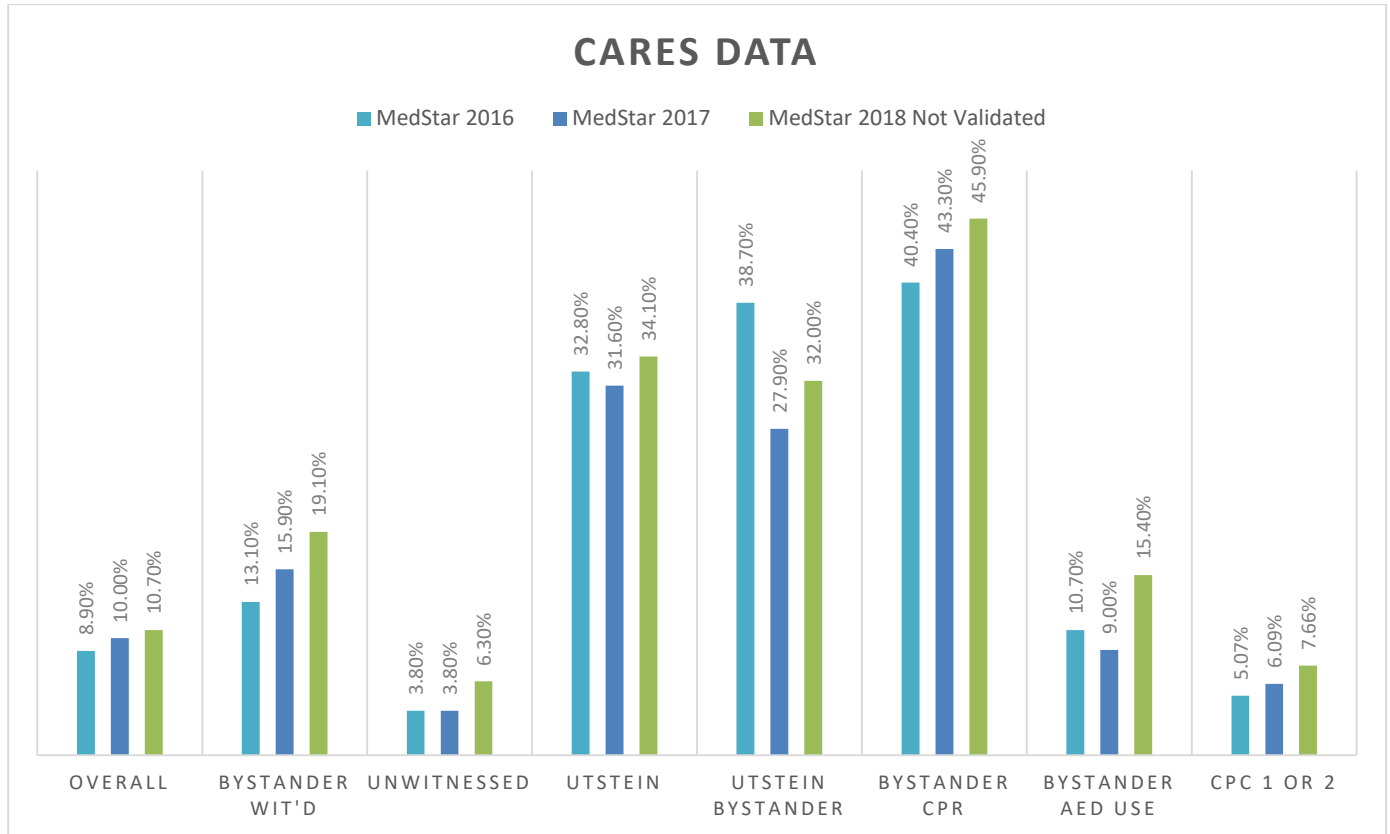
Case Metrics (Time to MD Review, Time to Closure)			
Acuity	Avg. Created-Review Days	Avg. Review-Closure Days	Avg. Created-Closure Days
High	1.3 days	1.5 days	3.3 days
Moderate	5.6 days	3.4 days	7.8 days
Low	4.4 days	0.1 days	4.6 days
Non QA/QI	3.7 days	0.0 days	3.2 days
Grand Total	4.3 days	0.7 days	4.8 days

Case Origin		
Self Report 66 38.2%	Airway QA 21 12.1%	OMD 19 11.0%
Customer Relations Log 33 19.1%	Facility 12	CPR QA
	Ops 12	FRO 5

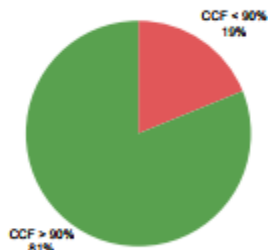
System Clinical Issues		
	June 2018	July 2018
Equipment Issues	2	9
Inadequately Treated Unsta..		3
Unrecognized Failed Airway		2
Untreated Lethal Arrhythmia	1	1

System Diagnostics

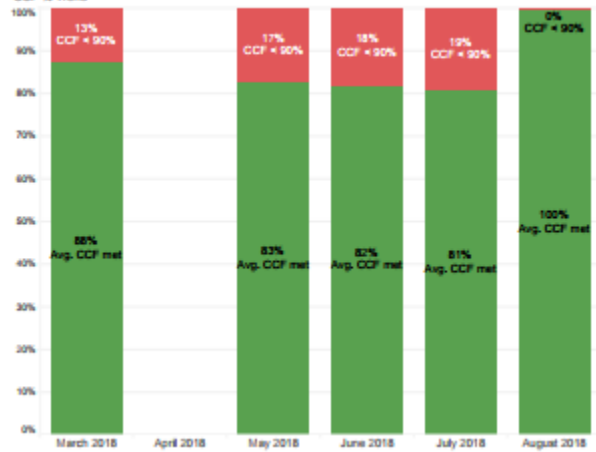
- Clinical Bundles Report
 - o First Watch/Pass updating report based on feedback given.
- Resuscitation



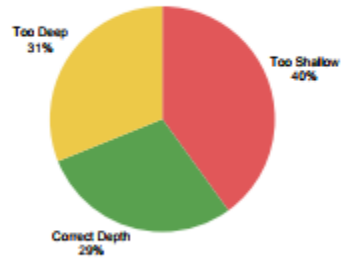
CCF %



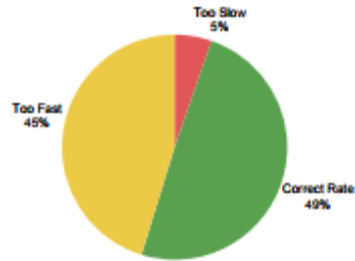
CCF % Trend



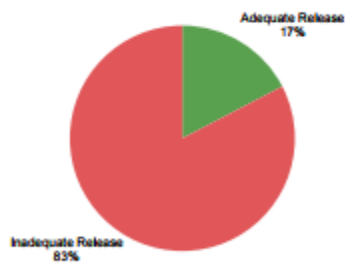
Depth %a



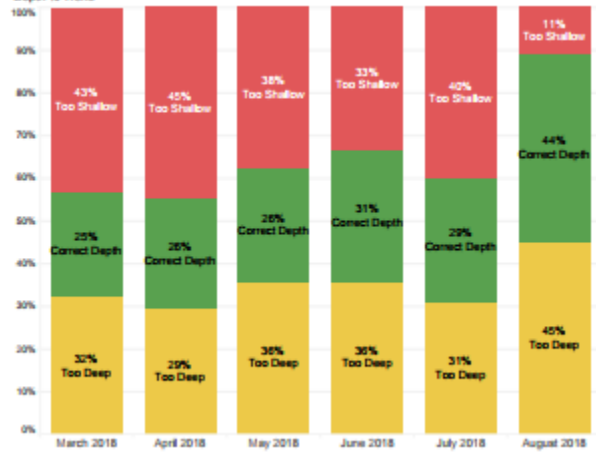
Rate %a



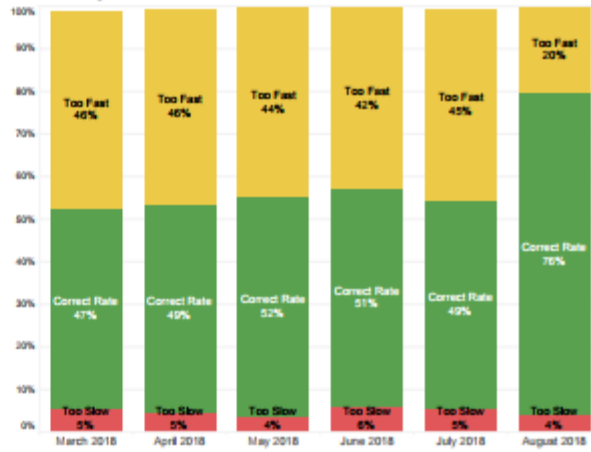
Release %a



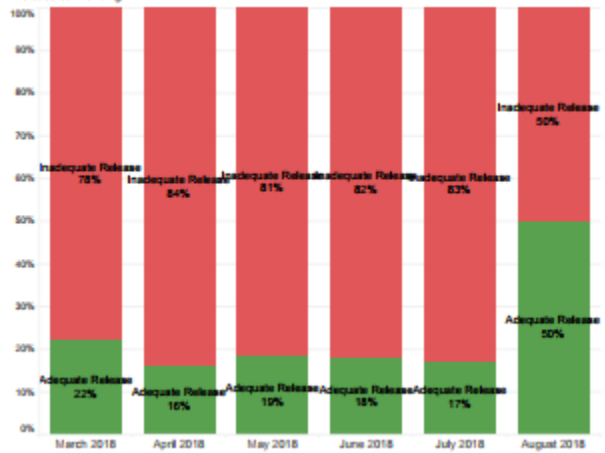
Depth % Trend



Rate % Trending

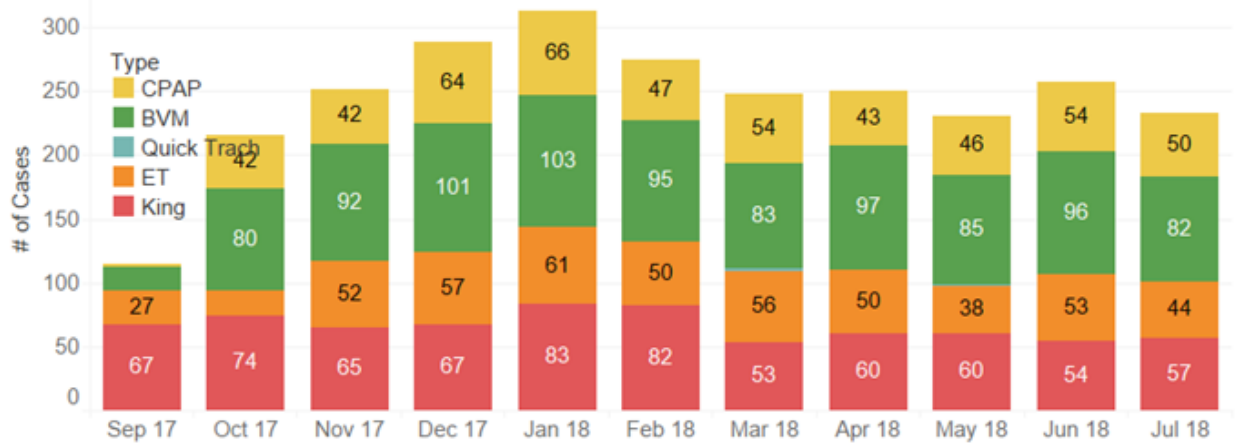


Release % Trending

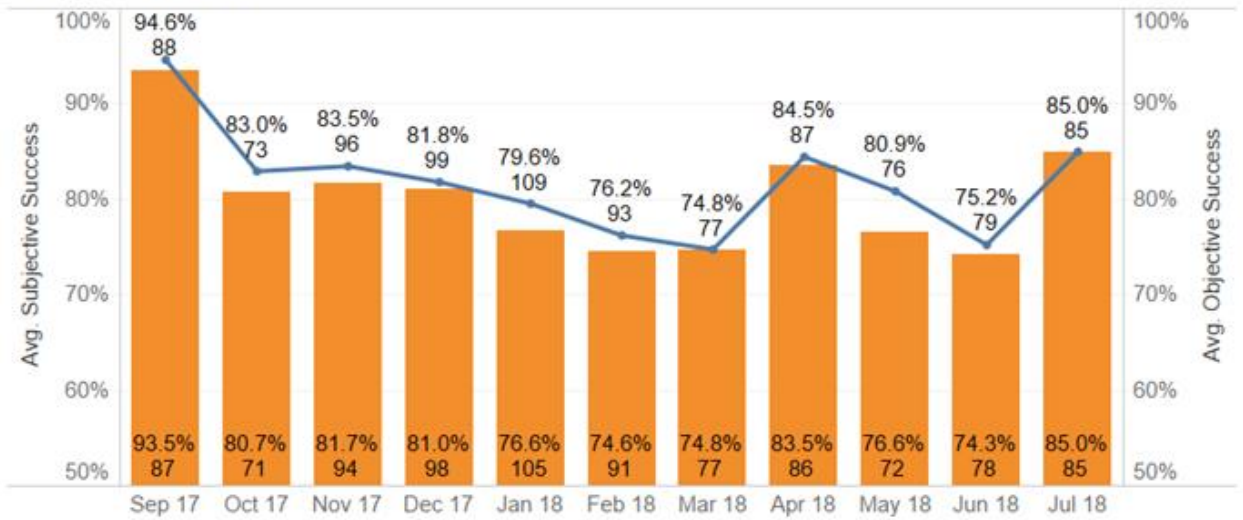


- Airway Report

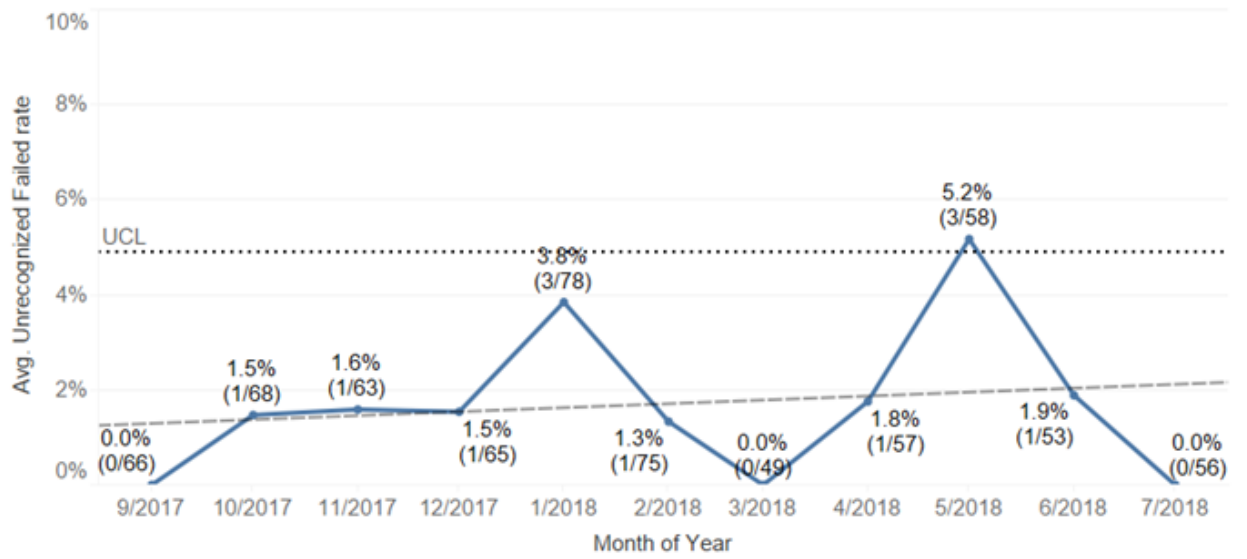
Cases



All Airways (12-months)



Unrecognized Failed Airway Rate



Tab G – Chief Compliance Officer/Legal



August 14, 2018
Compliance Officer's Report
May 16th, 2018 to August 13th, 2018

Compliance Officer Duties

- Six narcotic anomalies processed
- Multiple investigations conducted for compliance and employee relation matters
- Submitted employee provider roster changes as needed
- Organization wide annual HIPAA online training is underway

Paralegal Duties

- 56 DFPS reports made for suspected abuse, neglect, or exploitation
- 11 Pre-trial meetings held with the District Attorney's office
- 9 Criminal court witness appearances
- 5 Law Enforcement agency interviews
- 14 Subpoena(s) for witness appearance processed
- Created and reviewed multiple contractual agreements with GC

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

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

Tab H – Chief Strategic Integration Officer

Strategic Integration Summary

June - August 2018



3rd Party Payer Alternate Payment Models

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

National Medicare Cost Data Collection Process

- CMS/Medicare requested MedStar consultancy with developing national ambulance cost data collection structure and process
 - 2 conference call/webinars held with Medicare and the RAND Corporation
 - Doug, Joan and Matt participating

Medicaid Supplemental Ambulance Payment Program

- Public Consulting Group (PCG) requesting MedStar participation in meetings with HHSC to develop potential new Medicaid supplemental payment approach to HHSC
 - Doug, Joan and Matt participating

Paid Consulting Activity

- Covenant Health System (Lubbock)
 - Project completed and delivered
- Center for Public Safety Management (division of ICMA)
 - Salinas, CA project assisting with option for fire department first response role
 - Data gathering and EMS system stakeholder interviews in process

Speaking Engagements:

<u>Event</u>	<u>Date</u>	<u>Location</u>	<u>Attendees</u>
EMS Management Consultants	August '18	Charlotte, NC	~500
American Amb. Assoc. Annual Conf.	Sept. '18	Las Vegas, NV	~700
Colorado State EMS/Finance Conference	Sept. '18	Colorado Springs, CO	~100
EMS World Expo (<i>Mult. MedStar Speakers</i>)	October '18	Nashville, TN	~3,000
Nat. Assoc. of EMS Physicians	January '19	Austin, TX	~1,000
JEMS EMS Today (<i>Mult. MedStar Speakers</i>)	February '19	National Harbor, MD	~2,000

Blood AND Bone Marrow Drive at MedStar

- May 25, 2018 3p – 8p
 - 15 new bone marrow registrants (including several from the public who stopped by)
 - 21 blood donations

CPR Blitz @ DFW International Airport:

- May 24th
- 4th consecutive year
- Joint initiative with DFW Dept. of Public Safety and AMR
 - Over 800 people trained

Tarrant County Opioid Overdose Event:

- 8/31 as part of International Overdose Awareness Day
- MedStar presenting impact of opioid overdoses in our community

MedStar Citizen's EMS Academy:

- 9 graduates August 14, 2018

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

- Working with Medical City Fort Worth and Medical City Alliance on IRB approved retrospective outcome study on Acute Coronary Symptom (ACS) patient outcomes based on mode of arrival to the ED
 - Ambulance vs. 'other'
- Comparative outcomes measures, stratified by comorbidities and age, will include:
 1. Post-PCI Ejection Fraction
 2. Date/Time of hospital discharge (*measure Average Length of Stay (ALOS)*)
 3. Discharge Dx (*1 primary and up to 3 secondary Dx codes/co-morbidities*)
 4. 'Discharged to' status (*home, Skilled Nursing Facility (SNF), Long Term Acute Care (LTAC) hospital, home health, palliative care, hospice*)

Media:

Local –

- Heat-Related Emergency Prevention and Call Volume
 - FOX 4, NBC 5, ABC 8, CBS 11, Telemundo, Univision, KRLD, KLIF, WBAP, Star-Telegram, Dallas Morning News
 - Including several ride alongs and live events from MedStar
- Trauma victim Survivor Reunion
 - FOX 4 (live from MedStar), ABC 8, Star-Telegram
- 397 Broadcast media stories/mentions May – July '18
 - TVEyes tracked **10,386,907** TV 'impressions'
 - **\$1,039,074** "market value" for TV alone

National –

- EMS Innovation Series Column
 - EMS World Magazine

Mobile Integrated Healthcare Report – June and July 2018

Hospice:

Community Hospice: 3 active

- 1 9-1-1 calls

Vitas: 7 active

- 7 9-1-1 calls

Holy Savior: 19 active

- 1 9-1-1 calls

Home Health:

Klarus: 150 active

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

Healthmasters: 11 active

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

Readmission Avoidance Enrollments:

- Baylor All Saints: 1
- JPS: 25
- THR Alliance: 1
- THRFW: 0
- Silverback: 8
- UTSW/NAIP: 1

High Utilizer:

- UTSW NAIP: 3
- BCBS: 3
- Internal: 1

Palliative Care, Silverback:

- 4 active

TrustedCare:

- 3 enrolled

9-1-1 Nurse Triage:

- 440 total calls
- 94 Lyft/cab/wheelchair transportations

Education and Community Programs Report

EMS Education Programs:

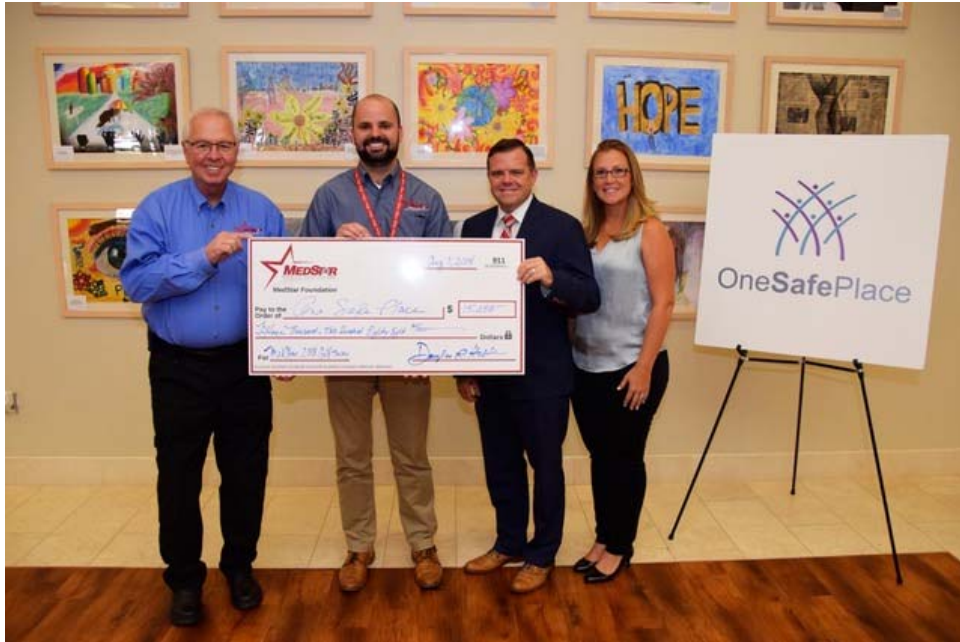
- 5/8/2018 2nd **Psychological Trauma in EMS** Patients Course for 6 attendees.
 - This course received some very positive feedback with one attendee commenting that because of this course she is going to be more effective for her work with veterans.
- 5/14/2018 National Registry Skills Testing at Ben Barber Innovation Academy for 20 EMT Students.
- 5/23/2018 Byron Nelson High School EMT Students will be at the Star for National Registry Skills Testing.
- 5/24-5/25/2018 **Tactical Emergency Casualty Care Course.**
- 5/31/2018 VR Eaton 2017-2018 EMT Students will be at the Star for National Registry Skills Testing.
- 6/12/2018 Summer 2018 EMT Class begins (26 students including 5 Youth from Pathways to Justice-Careers for Youth.) Course ends August 16, 2018.
- 6/5/2018 ASHI BCLS Westworth Village PD First Responders-5 officers
- 7/9/2018 ECA/EMR Course (5 students total, 3 from Pathways to Justice-Careers for Youth) Course end date 7/20/2018
- 7/17/2018 EMT High School Instructor Meeting for 2018-2019. Eaton HS:17 students, Byron Nelson: 20 students, Weatherford: 7 students, Ben Barber: 35 students. Total HS EMT Students: 79. Course end date: 5/17/2019
- Scheduled HS Medstar Field Trip: Weatherford 9/21, Eaton: 9/24, Byron Nelson & Ben Barber: Dates to be determined
- 7/18-7/19/2018 **PHTLS** Initial for Saginaw
- 9/10/2018 EMT Evening Class: Currently 16 students registered. Course end date 12/17/2018
- 9/11/2018 EMT Day Class: 24 registered. Course end date: 11/27/2018

Community Programs:

- 5/5/2018 BCLS/Wilderness First Aid Training for 8 attendees, class was taught by Paramedic Shannon Rucker.
- 5/12/2018 Community BCLS/AED Training at Quorum Architects for 13 attendees.
 - This course was taught by Paramedic David Salguero and the organizer was very pleased with his professionalism.
- 5/19/2018 Stop the Bleed Course; 13 attendees
- 6/29/2018 Judging CPR and EMT Competitions for International HOSA in Dallas. Also provided ambulance for booth in exhibit hall.
- 7/25/2018 ASHI BCLS Course & Certifications at Centreport Smiles for 8, class taught by Paramedic Dakota Kimberlin
- 7/31 & 8/1 Stop the bleed at Will Rogers. 2 sessions each day, Dakota Kimberlin, Scott Mesick & David Hume (40 attendees)

Customer Integration Report

- Working with the Joint Emergency Operations Center to assist with healthcare facility disaster planning
- Working with the Fort Worth Safe Communities Collaborative on a Cardiac Emergency Preparedness Task Force
 - Submitting Fort Worth's application to become a Heart Safe Community
- Continuing work with the Business Office on facility Accounts Receivable
- Presented One Safe Place with a check as a result from our 12th Annual Golf Tournament for just over \$15,000.



StarSaver Membership Report:

Membership New / Renewal Comparison								
New Households	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change
January	35	35	37	37	5.7%	38	38	2.7%
February	58	93	32	69	-25.8%	41	79	14.5%
March	51	144	48	117	-18.8%	56	135	15.4%
April	40	184	68	185	0.5%	45	180	-2.7%
May	48	232	44	229	-1.3%	34	214	-6.6%
June	24	256	40	269	5.1%	36	250	-7.1%
July	22	278	29	298	7.2%	26	276	-7.4%
August	36	314	22	320	1.9%	0	276	-13.8%
September	42	356	38	358	0.6%	0	276	-22.9%
October	53	409	38	396	-3.2%	0	276	-30.3%
November	32	441	43	439	-0.5%	0	276	-37.1%
December	9	450	19	458	1.8%	0	276	-39.7%
Total New Member Households	450		458			276		
Renewing Households	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change
January	454	454	344	344	-24.2%	347	347	0.9%
February	306	760	117	461	-39.3%	546	893	93.7%
March	192	952	78	539	-43.4%	96	989	83.5%
April	1137	2089	788	1327	-36.5%	1293	2282	72.0%
May	910	2999	1493	2820	-6.0%	453	2735	-3.0%
June	354	3353	521	3341	-0.4%	395	3130	-6.3%
July	357	3710	172	3513	-5.3%	148	3278	-6.7%
August	335	4045	437	3950	-2.3%	0	3278	-17.0%
September	326	4371	163	4113	-5.9%	0	3278	-20.3%
October	192	4563	220	4333	-5.0%	0	3278	-24.3%
November	165	4728	145	4478	-5.3%	0	3278	-26.8%
December	126	4854	249	4727	-2.6%	0	3278	-30.7%
Total Renewing Households	4854		4727			3278		
Total Member Households	5304		5185			3554		

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PIE Project Priorities: Decoupling Payment From Transport

It's already happening in places—so let's run with the idea

By Matt Zavadsky, MS-HSA, NREMT



Over 2018 EMS World, in conjunction with the National Association of EMTs, will provide detailed implementation strategies for key recommendations of the Promoting Innovation in EMS (PIE) project (www.EMSInnovations.org). The PIE project utilized broad stakeholder involvement over four years to identify and develop guidance to overcome common barriers to innovation at the local and state levels and foster development of new, innovative models of healthcare delivery within EMS. Each month we will focus on one recommendation and highlight the document's actionable strategies to continue the EMS transformation.

The NAEMT's EMS 3.0 Committee continues to work on creating strategies for implementing the top recommendations of the Promoting Innovation in EMS (PIE) project. As a reminder, the PIE project was a collaborative initiative led by Drs. Kevin Munjal and James Dunford. The project included numerous stakeholders internal to EMS but also, just as important, from outside the EMS profession, such as hospitals, payers, home health, and hospice agencies.

The project was funded by NHTSA, HHS' Office of the Assistant Secretary for Preparedness and Response (ASPR), and the Department of Homeland Security (DHS). It sought to identify barriers to innovation in EMS and provided more than 250 recommendations.

So far in this column we have offered potential strategies for national EMS associations relating to innovations for quality metrics, data and data integration, and financial sustainability. This month we outline strategies for another recommendation, this one contained in the Strategies for Overcoming Financial Barriers to Innovation section of the PIE report:

"National EMS associations should continue to advocate in a unified way for the decoupling of reimbursement from transportation across all public and private payers."

Many EMS innovators have illustrated the misalignment of incentives that results from payers reimbursing ambulance agencies based solely on the transportation supplied, as opposed to medical care. A recent study published in *Health Affairs* identified:

"12.9%–16.2% of Medicare-covered 9-1-1 EMS transports involved conditions that were probably nonemergent or primary care-treatable. Among beneficiaries not admitted to the hospital, about 34.5% had a low-acuity diagnosis that might have been managed outside the ED... If Medicare had the flexibility to reimburse EMS for managing selected 9-1-1 calls in ways other than transport to an ED, we estimate the federal government could save \$283–\$560 million or more per year, while improving the continuity of patient care. If private insurance companies followed suit, overall societal savings could be twice as large."

Thankfully there has been significant movement as payers begin to recognize the value of decoupling payment from transport:

- In October 2017 Anthem announced it would begin paying the A0998 HCPCS code (for ambulance response and treatment with no transport) at 75% of its normal rate for ambulance transport.²



- Arizona Medicaid currently pays EMS agencies for treat-and-refer services at a rate of \$203.80.³

- At MedStar, a large commercial payer has begun paying a capitated payment (fixed amount per member/per month) for ambulance and MIH services. Under this arrangement there is no fee-for-service payment for ambulance transports, since it is prepaid each month.

And Medicare reimburses ambulance providers for the response and nontransport of cardiac arrest victims pronounced in the field. According to Medicare rules, if the patient is declared dead "by an individual authorized by the state to make such pronouncements" after dispatch but before the beneficiary is loaded onto the ambulance, Medicare pays the base BLS emergency rate, even if an EMS crew provides no treatment.⁴

Strategies for Success

Although these pockets of success are encouraging, there is still much work to be done toward the widespread adoption of payments to EMS agencies for response, assessment, treatment, and referral to appropriate medical care. What strategies can national EMS associations undertake?

Get together—Note a key phrase in the PIE recommendation: *"should continue to advocate in a unified way."* Those of us who have the opportunity to meet with elected officials often hear the EMS community is fragmented when it comes to matters of

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legislation. The PIE authors recognized this and deliberately included a statement about unification. The major associations that influence payment policy, such as the American Ambulance Association (AAA), NAEMT, International Association of Fire Fighters (IAFF), and International Association of Fire Chiefs (IAFC), should agree on key tenets of decoupling payment from transport and all push in the same direction, perhaps even publishing a statement on the components they agree on.

Enhance education, medical direction, quality improvement, and the economic model—Most EMS providers may lack the education and training to safely navigate 9-1-1 callers from the scene of a call to an alternative destination. If we as a profession are serious about decoupling payment from transport, we need to prepare providers to do it safely and effectively. This will require new education, protocols, and quality improvement processes. The National Association of EMS Physicians (NAEMSP) and American College of Emergency Physicians (ACEP) should work with the National Association of EMS Educators (NAEMSE) and NAEMT to develop education and training standards that prepare EMTs and paramedics for alternative delivery models that provide patient navigation.

As part of this model change, if EMS providers are going to have the opportunity to refer patients to alternative destinations, national EMS associations should reach out to peer associations to build QA feedback structures. For example, urgent care centers should be encouraged to provide patient outcome data to any EMS agency that refers patients to urgent care instead of an ED. The same would be true for primary care clinics and even primary care physicians. The Urgent Care Association of America might be a logical group to collaborate with to promote this new EMS service-delivery model.⁵

Many EMS agencies have billed for treatment without transport for years, but typically at a nominal fee because in most cases the patients are the ones paying. As more third-party payers cover services as a way to save downstream expenditures, EMS agencies may need assistance developing an economic model and legal framework. Forward-thinking national EMS associations

may find it valuable to provide templates and education to their members on how to build the economic model and contracts for this service delivery.

Start small—The associations above have invested an impressive amount of time, energy, and resources to influence federal payment policy that decouples payment from transport. Changing such policy is hard, and to date these efforts have not resulted in any significant movement. For example, the concept of reclassifying ambulance services from a “supplier” of transportation to a “provider” of medical care has been both a regulatory and statutory challenge.

However, states such as Arizona have implemented Medicaid policy changes that facilitate payment for nontransport. Similarly, commercial insurers have changed policy to decouple payment from transport. In addition to Anthem, Blue Cross Blue Shield of Georgia just announced it will begin paying the A0998 HCPCS codes for commercially insured members and add Medicare and Medicaid members as states and the federal government approve this payment model.⁶ Perhaps the message here is that more effort should be directed by national EMS associations to help facilitate this change at the state and local levels by working with state legislators, regulators, and payers. Medicare is a large payer for EMS services, but for many agencies Medicaid and commercial insurers combined represent a larger payer mix than Medicare.

Build coalitions—Just as important as the national EMS associations getting together will be building coalitions to decouple payment from transport. There are many external stakeholders who would likely be willing to join us to influence this change.

Commercial and managed Medicare/Medicaid payers such as Blue Cross Blue Shield, Kaiser Permanente, Humana, Aetna, Cigna, and UnitedHealth have all been working with local EMS agencies to change payment policies. Their national trade association, America's Health Insurance Plans, may also be willing to form a closer coalition with some national EMS associations.⁷

The Catalyst for Payment Reform is an active advocacy group for large employers such as AT&T, Boeing, Google, Walmart,

and others that is pushing for changes in healthcare payment policy.⁸ The National Governors Association has been promoting Medicaid policy changes and has worked with agencies such as MedStar, REMSA, and others to promote payment for new models of EMS service delivery.⁹ The National Association of ACOs (part of the Patient-Centered Primary Care Collaborative) would also be a logical partner.¹⁰ ACOs have recently shown a keen interest in alternative destination/treat-and-no-transport EMS models and may be another logical partner to help decouple payment from transport.

Is the Horse Out of the Barn?

Decoupling payment from transport is a logical EMS evolution that's already started in some areas. If national EMS associations are willing to get involved, decoupling payment from transport could be scaled in a much more coordinated fashion, employing the use of best practices from payers and agencies that are already doing it. Now is the time for these associations to realize it's already happening and help provide the framework for expansion. ☼

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Get to Know Value and Cost

Business acumen may impede EMS innovation—start developing it now

By Matt Zavadsky, MS-HSA, EMT, and Kevin G. Munjal, MD, MPH



Over 2018 EMS World, in conjunction with the National Association of EMTs, will provide detailed implementation strategies for key recommendations of the Promoting Innovation in EMS (PIE) project. The PIE project utilized broad stakeholder involvement over four years to identify and develop guidance to overcome common barriers to innovation at the local and state levels and foster development of new, innovative models of healthcare delivery within EMS. Each month we will focus on one recommendation and highlight the document's actionable strategies to continue the EMS transformation.



One of the recurring themes throughout the PIE project was the perceived challenge for EMS agencies to develop and grow their internal business acumen in order to effectively manage their service delivery model as a business. The reality is that the delivery of healthcare, whether in a fixed or mobile setting and regardless of organization type, would generally benefit from being run more like a business.

We provide services that are valuable to our customers, and we need revenue to help cover the cost. For any business to be successful, its customers must be willing to fairly compensate it for the value it brings to them.

Over the next few columns, we will introduce some basic concepts of the “business” of EMS as a way to help promote innovation. We encourage EMS leaders to either invest the time and effort to develop a keen understanding of the business of EMS or to hire people who possess the business acumen that will be required to create and implement sustainable innovation. In this column we start with two business concepts, value and cost.

What Value Do You Bring?

In economic terms, value means the monetary worth of something—what someone is

willing to trade money for. Value can be perceived differently depending on the motivation of the customer.

We understand that use of the term *customer* in EMS is somewhat controversial, but it can be instructive for the EMS leader or potential innovator to consider those we serve as customers because doing so forces us to think about the value we offer. Customers could be patients and their families, elected or appointed officials, payers (either those we bill for service or whose tax dollars support our operations), coresponders, other healthcare professionals, and other healthcare systems.

Patients may perceive value through the attainment of good outcomes as well as genuine empathy and the relief of their suffering through competent clinical interventions and the kindness shown by the healthcare provider. Elected or appointed officials may value response times to their constituents or reduced costs in other areas. Payers derive value from the effective use of their economic resources in the attainment of quality patient outcomes.

Coresponders and healthcare professionals we interface with feel valued when you recognize them for their contributions to the care provided to the patient. EMS providers and agencies can improve their value proposition by measuring how well they do the things that are most important to customers and implementing strategies that help them improve the benefits customers derive.


Sometimes EMS leaders may think we understand the value proposition for each of these key customers, but the only reliable way to truly know is to ask them. In your next meeting with your local elected leaders or hospital liaisons, ask how they would define value for your agency.

Some things we've heard relate to patient satisfaction, most commonly measured as the lack of complaints or frequency of compliments heard about an EMS service from its constituents. Sometimes these meetings are also a valuable opportunity to inform such leaders of not-yet-realized value you might be able to bring through a new partnership.

You should also survey patients or host focus groups to determine what things they liked or didn't like about their experience with your agency. The same can be done with healthcare partners and coresponders. Once you know the value proposition for your main customers, you can develop methods to demonstrate, and leverage, the value you bring to them.

Costs of Service Delivery

Without knowing what it costs to provide your service, it's impossible to think of your service as a business. However, for some agencies that answer can be elusive—especially for multirole departments, like an EMS-based fire department that provides ambulance transport as well as first response services.¹

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A simple way to begin evaluating the cost of EMS service delivery could be to honestly and transparently ask the question, “If we were to stop providing EMS services, what costs would we save?” For an agency that only provides ambulance services, the answer is easy: All costs would be avoided. But for a multirole agency, it’s more difficult.

Ambulance service costs—If an agency staffs an ambulance, all costs related to providing the ambulance service would be eliminated if you stopped providing EMS. For simplicity let’s assume the annual cost of operating one staffed ambulance is \$650,000. The ambulance is staffed and in service 24 hours per day, 365 days a year,

or 8,760 unit-hours (24 x 365). The cost per unit hour for the ambulance would then be \$74.20 (\$650,000/8,760 hours). You can repeat this for the number of units you have on duty. If a unit is staffed during peak times, say weekdays from 8 a.m. to 5 p.m., the calculation is similar: 10 hours per day times 260 days a year is 2,600 unit hours. Therefore, the annual cost to operate the unit is \$192,920 (2,600 hours x \$74.20).

First-response costs—In a multirole agency such as a fire department, EMS response is only one of the roles the engine serves. Let’s use the scenario of a single fire engine staffed with four firefighters (three EMTs and one paramedic) that responds to EMS calls, fire calls, vehicle crashes, and everything else. If this department stopped providing EMS, the engine and staff would likely not be eliminated, since they would still be needed for the other types of calls.

However, costs related to the engine’s EMS delivery—such as EMT/paramedic stipends for the personnel, costs for medical training, medical oversight, medical equipment and supplies on the engine, and fuel for EMS responses—could be eliminated. If we assume the annual EMS-related costs for the engine are \$50,000, then the unit-hour EMS costs for the engine are \$5.71 (\$50,000/8,760 hours). Combining the ambulance and first response unit, the overall cost per unit-hour is \$79.91 (\$74.20 + \$5.71). This cost exists even if there are no EMS calls, a concept often referred to as the *cost of readiness*.

Other cost evaluations—If the ambulance and engine responded to 1,000 EMS calls last year, your cost per response would be \$700 (\$700,000/1,000 calls). If the ambulance transported 700 patients, your cost per transport would be \$1,000 (\$700,000/700 transports). Finally, say the engine and ambulance serve a township of 10,000 people. The EMS cost per capita would be \$75 (\$750,000/10,000).

This is an overview of service-delivery costs and may not capture all associated costs. Additional costs come with EMS in a fire service—e.g., medical oversight, supervision and administration, human resources, payroll management and insurance—but for this article series, we’ll keep it simple.

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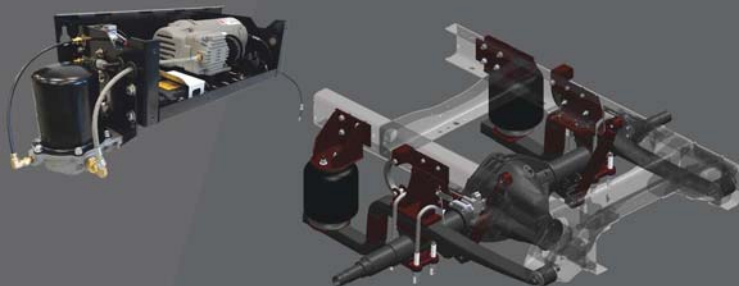
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Beyond Cost

EMS leaders should be able to perform these types of cost calculations at the least. More detailed analyses, such as fixed vs. variable costs, accounting for depreciation of capital assets, and marginal cost analysis, are additional ways to evaluate the cost of service delivery—or, put another way, the cost of producing a unit-hour of service. Understanding the cost of service delivery helps determine the economic impact of implementing innovation in EMS agencies, but it's only one side of the equation. Revenue analysis is also necessary to see what impact an innovation might have on your service-delivery models.

Confused? Don't worry. We're addressing this because the authors of the PIE project identified our lack of business acumen as a barrier to innovation. Our desire is that as EMS agencies transform and evolve into innovative organizations ready to launch new service lines and participate in new economic models, their leaders will feel comfortable enough to conduct these types of evaluations or seek to hire or contract with people who do.

In our next column we'll explore how to estimate the costs of implementing some sample innovations. ☯

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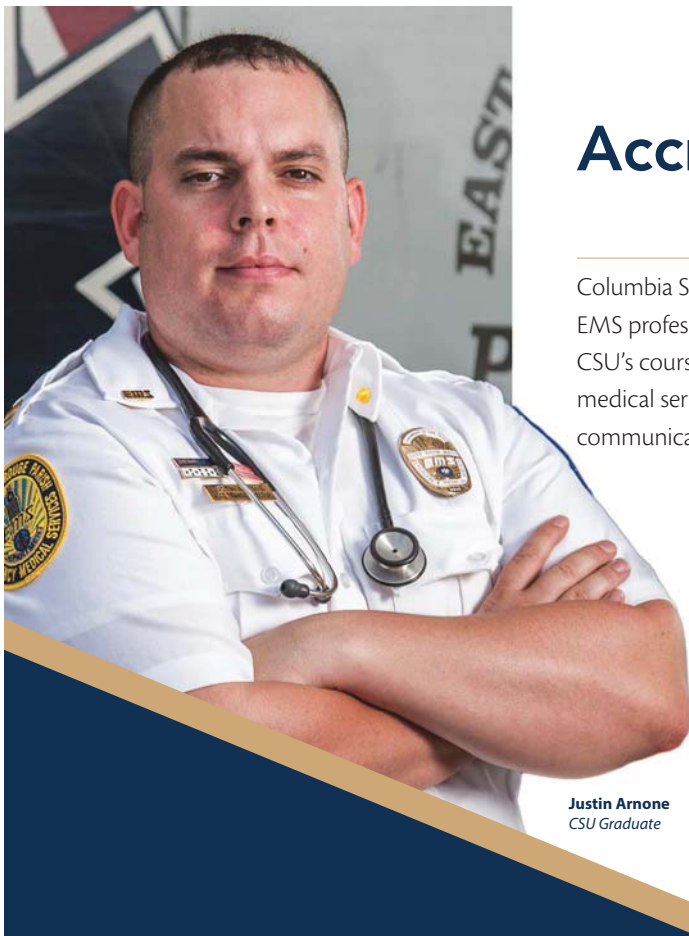
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COMMONLY USED ACRONYMS

A

ACEP – American College of Emergency Physicians

ACLS – Advanced Cardiac Life Support

AED – Automated External Defibrillator

ALJ – Administrative Law Judge

ALS – Advance Life Support

ATLS – Advanced Trauma Life Support

B

BLS – Basic Life Support

BVM – Bag-Valve-Mask

C

CAAS – Commission on Accreditation of Ambulance Services (US)

CAD – Computer Aided Dispatch

CAD – Coronary Artery Disease

CISD – Critical Incident Stress Debriefing

CISM – Critical Incident Stress Management

CMS – Centers for Medicare and Medicaid Services

COG – Council of Governments

D

DFPS – Department of Family and Protective Services

DHSH – Department of State Health Services

DNR – Do Not Resuscitate

E

ED – Emergency Room

EKG – ElectroCardioGram

EMD – Emergency Medical Dispatch (protocols)

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMTALA – Emergency Medical Treatment and Labor Act

EMT – I – Intermediate

EMT – P – Paramedic

ePCR – Electronic Patient Care Record

ER – Emergency Room

F

FRAB – First Responder Advisory Board

FTE – Full Time Equivalent (position)

FTO – Field Training Officer

FRO – First Responder Organization

G

GCS – Glasgow Coma Scale

H

HIPAA – Health Insurance Portability & Accountability Act of 1996

I

ICD – 9 – International Classification of Diseases, Ninth Revision

ICD -10 – International Classification of Diseases, Tenth Revision

ICS – Incident Command System

J

JEMS – Journal of Emergency Medical Services

K

L

LMS – Learning Management System

M

MCI – Mass Casualty Incident

MI – Myocardial Infarction

MICU – Mobile Intensive Care Unit

MIH – Mobile Integrated Health

N

NAEMSP – National Association of EMS Physicians

NAEMT – National Association of Emergency Medical Technicians (US)

NEMSAC – National EMS Advisory Council (NHTSA)

NEMSIS – National EMS Information System

NFIRS – National Fire Incident Reporting System

NFPA – National Fire Protection Association

NIMS – National Incident Management System

O

OMD – Office of Medical Director

P

PALS – Pediatric Advanced Life Support

PHTLS – Pre-Hospital Trauma Life Support

PSAP – Public Safety Answering Point (911)

PUM – Public Utility Model

Q

R

RFQ – Request for Quote

RFP – Request for Proposal

S

SSM – System Status Management

STEMI – ST Elevation Myocardial Infarction

T

U

V

VFIB – Ventricular fibrillation; an EKG rhythm

W

X/Y/Z