



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors

October 24, 2018

AMENDED 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: October 24, 2018 10:00 a.m.

- | | | | |
|-------------|-------------------------------|--|--------------------------------|
| I. | CALL TO ORDER | | Dr. Brian Byrd |
| II. | INTRODUCTION OF GUESTS | | Dr. Brian Byrd |
| III. | CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member or citizen may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: | |
| | BC – 1368 | Approval of board minutes September 26, 2018 meeting. | Dr. Brian Byrd
Pg. 5 |
| | BC - 1369 | Approval of Check History October, 2018. | Dr. Brian Byrd
Pg. 9 |
| IV. | OLD BUSINESS | | |
| | BC-1352 | Ratify contract for the Associate Medical Director – Tactical Medic | Kristofer Schleicher
Pg. 12 |
| V. | NEW BUSINESS | | |
| | BC – 1370 | Approval of IT Department Plan. | Dr. Brian Byrd
Pg. 13 |
| | BC – 1371 | Approval of terms for Release Agreement with Dr. Richmond | Dr. Brian Byrd
Pg. 16 |
| | BC – 1372 | Approval of contract and payment of legal fees to James Whitten | Dr. Brian Byrd
Pg. 17 |
| | BC - 1373 | Approval of contract with Interim Associate Medical Director (UTSW) | Dr. Veer Vithalani
Pg. 17a |
| VI. | MONTHLY REPORTS | | |
| | A. | Chief Executive Officer’s Report | Douglas Hooten |
| | | <ul style="list-style-type: none">• Walsh Ranch/Parker County Hospital District - update• ERP Training, Phase I completed. Phase II HR starts in November.• CAAS re-accreditation Nov 8-9, 2018 | |

- Cancelled South Deployment Land procurement.
- Work on North Deployment Center continues.
- EMS Performance Review Committee
- End of Summer Party - 170 people attended.
- MAEMSA Board Holiday dinner, Thursday Dec 13 at Frost Bank Towers, 6:30-9:30pm
- MedStar Holiday Party, Friday Dec 14 at Cendera Center, 7:00-11:00pm

B.	Chief Financial Officer Report	Joan Jordan
C.	Chief Operations Report	Ken Simpson
D.	Human Resources Report	Tina Smith
E.	First Responders Advisory Board (FRAB)	Fire Chief Kirt Mays Fire Chief Jim Davis
F.	Office of the Medical Director Report	Dwayne Howerton Dr. Veer Vithalani
G.	Compliance / Legal Reports	Chad Carr Kristofer Schleicher
H.	Chief Strategic Integration Officer	Matt Zavadsky

VII. OTHER DISCUSSIONS

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

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

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

4. Section 551.074: To deliberate the deployment, or specific occasions for implementation, of security personnel or devices or a security audit.

IX. RECONVENE FROM CLOSED SESSION

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

X. ADJOURNMENT

MINUTES

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

2900 Alta Mere Dr., Fort Worth, TX 76116
September 26, 2018

The Metropolitan Area EMS Authority Board of Directors met on September 26, 2018 at MedStar Mobile Healthcare offices.

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 10:08 a.m.

MedStar Board members present: Dr. John Geesbreght, Dr. Janice Knebl, Stephen Tatum, Paul Harral, Dr. Rajesh Gandhi, Douglas Hooten (Ex-officio), Fire Chief Kirt Mays (Ex-officio), Interim Fire Chief Kenneth Stevens (Ex-officio) and Kristofer Schleicher, General Counsel for MAEMSA d/b/a MedStar Mobile Healthcare.

II. INTRODUCTION OF GUESTS

Guest: Dr. Colton Rice, emergency medicine resident from JPS. . Others present were Fire Chief Casey Davis, Fire Chief Michael Christensen, Fire Chief Doug Spears, Joel Ives of Local Board 440 Fort Worth Professional Fire Fighters Association, Dr. Veer Vithalani, Dr. Matthew Cobb OMD Fellow, Dr. Bill Witham, EPAB; Dr. Gary Floyd, EPAB; Ken Simpson, Joan Jordan, Matt Zavadsky, Dwayne Howerton, Tina Smith, Chris Cunningham, Shaun Curtis, Mike Potts, Macara Trusty, Pete Rizzo, Heath Stone, Daniel Ebbett, Dale Rose, Richard Brooks, Buck Gleason, Austin Cox, Bradley Crenshaw, and Marianne Schmidt, all with MedStar.

III. CONSENT AGENDA

- BC – 1361 Approval of minutes for August 20, 2018**
- BC – 1362 Approval of minutes for August 22, 2018.**
- BC – 1363 Approval of Check History for August, 2018.**

The motion to approve all items on the Consent Agenda was made by Paul Harral and seconded by Stephen Tatum. The motion carried unanimously.

IV. OLD BUSINESS

There was no old business.

NEW BUSINESS

- BC – 1364 Approval of land purchase from HCA.**

A motion to amend the request to “**approval of request to enter escrow for purchase agreement**” was made by Paul Harral and seconded by Stephen Tatum and was carried unanimously. A motion

to approve the amended item was made by Paul Harral and seconded by Stephen Tatum and was carried unanimously. The Agreement will come back to the Board for final approval once plans and specifications have been approved by HCA and Hillwood Properties.

BC – 1365 Approval of Interim Medical Director’s Contract.

The motion to approve was made by Dr. Rajesh Gandhi and seconded by Stephen Tatum and was carried unanimously.

BC – 1366 Approval of potential contract with Interim Associate Medical Director.

After an overview by Dr. Vithalani, a motion to amend the request to “**approval of proposed terms for contract negotiation with UTSW for contract for Interim Associate Medical Director**” was made by Paul Harral and seconded by Dr. Janice Knebl and was carried unanimously. A motion to approve the amended item was made by Paul Harral and seconded by Dr. Janice Knebl and was carried unanimously.

BC – 1367 Approval of NICE Software update for Communications Center.

The motion to approve was made by Dr. Rajesh Gandhi and seconded by Stephen Tatum. The motion to approve was carried unanimously.

V. MONTHLY REPORTS

A. Chief Executive Officer: Douglas Hooten stated that MedStar has met with Parker County Hospital District to clarify that MedStar is responsible for providing ambulance response to areas that have been full-purpose annexed by Fort Worth. Dr. Geesbreght and the Board expressed concern about MedStar being responsible for calls that were not being routed to MedStar. Mr. Hooten explained that we were being notified and that patients often got multiple responses. The Board asked that resolution of this matter be a high priority. Mr. Schleicher is working with the City of Fort Worth’s Attorney to get this resolved.

The budget for 2018-2019 has been operationalized. Phase 1 of ERP training has started with a go-live date of October 1st. We have two new Type I trucks in service. Matt Zavadsky, Douglas Hooten were speakers at the AAA Annual Conference and Tradeshow and MedStar personnel will be presenting at EMS World and EMS Expo in the next few months. Work on the North Deployment Center plans continues.

Potential IT Changes: Due to the difficulty in recruiting and retaining qualified IT staff, MedStar is in conversation with several managed services companies about outsourcing some or all of the IT functions.

Ms. Schmidt informed the Board of a few upcoming events that they are invited to: MedStar End of summer party on Saturday, Oct 6th 1-4pm in the MedStar east parking lot. An Evite will be sent to the Board members. MAEMSA Board holiday dinner will be held on Thursday, December 13th from 6:30-9:30pm in the new Frost Tower. An invite with menu choices will be sent to all Board members. And on Friday, December 14th the MedStar Company Holiday party will be held from 7:00 – 11:00 pm at Cendera Center. And invite will be sent for this also.

B. Chief Financial Officer: Joan Jordan reviewed Tab B. Medicaid will be sending us a \$3.3m check in the next two weeks for our Ambulance Supplement program. Next year is the last year for this Medicaid payment, it end in 2020.

C. Chief Operations Officer: Ken Simpson reviewed Tab C and also reported that MedStar is working with the Fort Worth Police Department to deploy Bike Teams for Friday and Saturday nights in the Montgomery Plaza / West 7th area.

D. Human Resources Report: Tina Smith reviewed Tab D.

E. FRAB: Fire Chief Kirt Mays reported that the FRAB was happy that the contract with Dr. Vithalani as Interim Medical Director was completed and thanked Kristofer Schleicher and all the others who helped get this done. Mr. Schleicher thanked Dr. Vithalani and the EPAB Executive Committee.

F. Office of the Medical Director: Dwayne Howerton reviewed Tab F. Mr. Howerton also discussed a proposal to set up a committee to provide oversight and recommendations related to the purchase of medications and medical equipment. The Board agreed that the word “Stakeholder” needs to be changed to “Committee Members.” Fire Chief Kirt Mays stated that there might need to be more First Responders on this committee.

G. Compliance / Legal Reports: Chad Carr reviewed Tab G. Annual HIPAA training is nearing completion. Brian Byrd commended Mr. Carr for his diligence in getting all the paperwork completed and submitted for the change of the Medical Director.

H. Chief Strategic Integration Officer: Matt Zavadsky reviewed Tab H.

VI. OTHER DISCUSSIONS

Dr. Byrd would like to see MedStar’s Active Shooter program presented at a Board meeting.

VII. CLOSED SESSION

The Board of directors entered closed session at 11:26 a.m. pursuant to section 551.071 of the Open Meetings Act to seek the advice of its attorney.

VIII. RECONVENE FROM CLOSED SESSION

The Board of directors returned from closed session at 11:42 a.m.
There were no action items from the Closed Session.

IX. ADJOURNMENT

There being no further business, Chairman Byrd adjourned the meeting at 11:43 a.m.

Respectfully submitted,

Janice Knebl
Secretary

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 09-01-2018 to 09-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
93627	9/7/18	Atlas Labs Action Walls	5,742.22
93629	9/7/18	Bound Tree Medical LLC Medical Supplies-Logistics	27,283.27
93648	9/7/18	Fulcrum Group Consulting Services - IT	14,925.00
93654	9/7/18	Innovative Developers, Inc. Training Floors,	64,731.16
93659	9/7/18	Maintenance of Ft Worth, Inc. Facilities Maint - Logistics	5,258.78
93667	9/7/18	Pearson Education EMT Course Expense	7,132.32
93672	9/7/18	ReCept Pharmacy Medical Supplies-Logistics	11,687.02
93675	9/7/18	Solutions Group Verification Services-Admin	27,066.39
93686	9/11/18	Aetna Refund (many patients)	8,640.62
93688	9/11/18	Blue Cross Blue Shield of Texas Refund (many patients)	8,194.11
93715	9/13/18	AT&T Mobility Cell Phones-Admin	12,698.33
93719	9/13/18	Bound Tree Medical LLC Medical Supplies-Logistics	9,012.98
93734	9/13/18	InSource Group Temporary Pay-IT	6,720.00
93749	9/13/18	TML Intergovernmental Risk Pool Claims Settlements	16,211.68
93763	9/21/18	AT&T Telephone Base-Admin	6,379.30
93768	9/21/18	Bound Tree Medical LLC Bio-HazardWaste Disposal-Logis	24,829.39
93771	9/21/18	Caldwell Country Chevrolet MHP 2018 Chevy Malibu	18,475.00
93773	9/21/18	Care Now Corporate Pre-Employment Health & Bkgr	6,198.00
93784	9/21/18	FirstWatch Solutions Inc Annual Support/Maintenance	28,257.04
93794	9/21/18	Innovative Developers, Inc. Deposit - S Deployment Land	5,000.00
93795	9/21/18	InSource Group Temporary Pay-IT	5,092.50
93796	9/21/18	Bruce Lowrie Chevrolet Parts	5,208.50
93810	9/21/18	ReCept Pharmacy Medical Supplies-Logistics	18,766.93
93822	9/21/18	Tyler Technologies Monthly subscription	14,873.75

MedStar - Area Metropolitan Ambulance Authority
Check History and Description Report for Checks Over \$5,000
Activity From 09-01-2018 to 09-30-2018

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
93827	9/21/18	XL Parts Maintenance-Fleet	7,177.09
93842	9/28/18	Applause Promotional Products Uniforms - Deploy & Safety	7,585.11
93845	9/28/18	Arrow International Medical Supplies-Logistics	6,302.66
93851	9/28/18	Bound Tree Medical LLC Medical Supplies-Logistics	57,298.21
93858	9/28/18	Delta Dental Insurance Comany Dental Ins-Admin	18,135.03
93863	9/28/18	Fort Worth Heat & Air Facilities Maint - Logistics	8,758.75
93865	9/28/18	Fulcrum Group Computer Software - IT	22,737.50
93869	9/28/18	JP Morgan Chase Bank, N.A. Constr Loan - Chase	73,685.35
93875	9/28/18	NRS Collection Services-Admin	28,110.20
93876	9/28/18	Ogletree Deakins Nash Smoak & Stewart Legal Services-Admin	9,794.70
93884	9/28/18	Prudential Group Insurance Life/AD&D Ins-Admin	19,080.47
93886	9/28/18	ReCept Pharmacy Medical Supplies-Logistics	17,581.27
93902	9/28/18	XL Parts Maintenance-Fleet	5,185.89
93904	9/28/18	Zoll Medical Corporation Medical Supplies-Logistics	6,757.37
ACH961880504	9/27/18	Dr. Veer D. Vithalani Medical Director - EPAB	17,050.00
ACH961880503	9/27/18	Dr. Neal J. Richmond Medical Director - EPAB	23,873.00
Wire #51897003	9/10/18	American Express MedStar Business Expenses	10,061.91
Wire #52249362	9/20/18	WEX Bank Fuel	103,913.85
Wire #52475199	9/26/18	Chase Ink OMD Business Expenses	13,752.34
			<u>815,224.99</u>
TOTAL ACCOUNTS PAYABLE			892,465.72
TOTAL PAYROLL EXPENSE			<u>2,273,306.99</u>
			<u>3,165,772.71</u>



Situation, Background, Assessment, & Recommendation (SBAR)

<p>S</p>	<p><i>Describe the situation or current state as it relates to the suggested solution.</i></p> <p>We have an internet technology (“IT”) department comprised of five positions and one manager. Currently three of these positions are vacant. Due to the innovative programs developed by MedStar and the increasingly connected healthcare world we need an IT department with a wide variety of skills from computer programming, security specialties, network support and application support specialties. Some of these skill sets are not needed frequently, but we need to ensure the skill sets are available when needed to help effectively execute program objectives. It is estimated that an IT professional will take six (6) to nine (9) months to onboard with an organization, and they are currently average eighteen (18) months before changing jobs. We need a solution that provides a high degree of reliability, access to subject matter experts for specialized projects in a solution that is budget neutral.</p>
<p>B</p>	<p><i>Explain the background behind the situation or current state</i></p> <p>MedStar has provided in house IT support for the majority of its existence. The skill set required by MedStar IT personnel varies from security to enterprise support to some programming and, of course, the typical end user help desk support. The wide variety of skills our IT professionals develop gives them exposure to different IT specialties. This professional development is beneficial for both the employees and MedStar, however, it also means that some employees leave to pursue careers that allow them to specialize in their area of interest. In short MedStar needs a variety of subject matter experts, but many of these needs do not require a full FTE. Complicating efforts to meet these needs is the increased competition for IT professionals.</p>
<p>A</p>	<p><i>Provide your assessment of how the suggested solution will address unmet needs or actions necessary to achieve a desired future state.</i></p> <p>Many organizations are looking at IT managed service providers to run their IT departments. IT Managed Services provides access to IT professionals with subject matter expertise, which support an organizations IT support, business strategy and organizational execution. Frequently organizations utilizing these providers will not have enough need to justify full time positions for each position, or enough need to obtain the depth required for sufficient succession planning. The executive team and IT Manager evaluated four proposals through written submission and oral presentations. There were two large, national companies and two local companies that submitted proposals for managed service support. They were evaluated based on responsiveness to criteria, strength of responses to questions during oral presentation and cost proposal. Emphasis was placed on ability to support 24/7 operations with high demand for critical system uptime. Likewise, the companies submitted references of similar size to MedStar. The IT Manager called each of the references prior to the oral presentations, and all references provided positive feedback on their respective MSP.</p>

R

*Provide your **recommendations** regarding what the suggested solution should be.*

Based on the executive team's assessment we are recommending Paranet Solutions as the preferred IT Managed Service Provider. Paranet is based in Richardson, Texas, and have been in business since 1991. They specialize in meeting the IT needs of medium to large sized healthcare organizations. There are three statements of work which include; on boarding, project completion and a managed services agreement as well as a master services agreement that provides the legal structure for the statements of work. These collective documents outline the following services:

- 24/7 Helpdesk support via phone or e-mail.
- Immediate attention to critical incidents and onsite support within 2 hours, if necessary.
- Onboarding one of MedStar's current IT employees.
 - MedStar's IT/AV Support Technician will be given the opportunity to work for MedStar in a different capacity.
 - MedStar's IT Manager will be retained and utilized as a contract administrator and will lead an initiative to strengthen and formalize the project management discipline at MedStar.
- Security and vulnerability testing
- Virus monitoring with artificial intelligence enhancements
- Device support and repair
- Server patching and updates
- Software update deployment
- Project completion as outlined in the applicable SOW
- Support during ramp up time for the full Managed Services to be supplied as time and materials should an impactful event occur that necessitates Paranet's assistance to resolve.
- Reoccurring meetings between the IT Manager, Paranet and other MedStar representative to provide additional opportunities to collaborate, address and resolve issues, and set expectations.
- Escalating consequences associated with failure to meet expected performance levels
- The three year agreement is within, if not under, budget depending on whether there are additional projects added throughout the year.

Paranet spent a significant amount of time listening to the needs of MedStar and developing a comprehensive proposal to address those needs. Their proposal falls within the 2018-2019 IT budget. The selection of Paranet as MedStar's Managed Services Provider will help to advance MedStar's innovative efforts, provide stability to our IT environment, and support the local company. For these reasons we respectfully request the MAEMSA Board of Directors to approve the contract between Paranet and MedStar Mobile Healthcare for IT Managed Services.

Tab A – Chief Executive Officer

Tab B – Chief Financial Officer

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

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

Statement of Revenues and Expenses:

- Income – received notification of award \$3.2 million from the State Ambulance Service Payment Program. This payment was received 10/1/18.
- Professional Fees – over budget by \$115,718 due to additional services from Solutions Group and Nationwide Recovery offset by additional collections, as well as accrual of amount owed PCG Group for cost report preparation. The amount in excess of budget is offset by the additional payment received.
- Overall, net retained earnings for the 12 months ended is \$5,784,042 as compared to budgeted earnings of \$5,207,165 for a positive variance of \$576,876.

Key Financial Indicators:

- Current Ratio – MedStar has \$12.41 in current assets (Cash, receivables) for every dollar in debt. (Goal: a score of \$1.00 would mean sufficient current assets to pay debts.)
- Cash as % of Annual Expenditures – The Restated Interlocal Cooperative Agreement, Sec 5.5.2, calls for 3 months of operating capital. As of September 30, there is 5.5 months of operating capital in cash.
- Accounts Receivable Turnover – This statistic indicates MedStar’s effectiveness in extending credit and collecting debts by indicating the average age of the receivables. MedStar’s goal is a ratio greater than 3.0 times; current turnover is 5.15 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 September, the return is 9.55%.

Billing Trends:

- 114,042 encounters have been billed at a cost of \$1,881,087 for a cost per claim of \$16.49, or 4.36% of collections. This compares favorably to the budgeted cost per claim for FY18 is \$17.36, and is below the industry norm of 6% cost of collections.

MedStar - September, 2018 - Summary and Trends

Net Income Trend	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Revenue	\$ 3,997,737	\$ 4,231,994	\$ 3,946,304	\$ 4,146,038	\$ 4,083,450	\$ 6,711,271
Expenses	\$ 3,696,603	\$ 3,857,923	\$ 4,037,212	\$ 3,781,939	\$ 3,673,086	\$ 4,130,111
Net Income	<u>\$ 301,134</u>	<u>\$ 374,071</u>	<u>\$ (90,908)</u>	<u>\$ 364,099</u>	<u>\$ 410,364</u>	<u>\$ 2,581,160</u>

Notes: Jun 18 included 3 payrolls plus a holiday, causing the excess in expenses.
 Sep 18 includes ASPP payment of \$3.2million

Net Earnings Annual:	
9/30/2018	\$ 5,784,041
9/30/2017	\$ 5,441,414
9/30/2016	\$ 5,469,805
9/30/2015	\$ 5,718,929
9/30/2014	\$ 5,755,653
9/30/2013	\$ 5,821,481
9/30/2012	\$ 2,788,129

Cash in Bank	
9/30/2018	\$ 20,001,724
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:	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Emergency	8,235	8,676	8,286	8,713	8,771	8,580
Non Emergency	1,012	1,093	972	1,020	1,041	964
Total	<u>9,247</u>	<u>9,769</u>	<u>9,258</u>	<u>9,733</u>	<u>9,812</u>	<u>9,544</u>

Cash Collections:	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
	\$ 3,583,205	\$ 3,966,581	\$ 3,520,950	\$ 3,884,400	\$ 3,723,658	\$ 3,198,424

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

ASSETS

	Sep-18	Sep-17
Current Assets		
Cash and Equivalents	\$ 20,001,724.81	\$ 22,701,779.34
Patient Accounts Receivable	11,031,200.70	11,275,240.90
Other Receivable	3,734,033.82	3,780,754.59
Inventory	299,899.39	299,899.39
Prepaid Insurance and Expense	822,464.50	687,182.31
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Total Current Assets	\$ 35,889,323.22	\$ 38,744,856.53
Property and Equipment	\$ 30,956,248.38	\$ 28,600,306.32
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Total Assets	\$ 66,845,571.60	\$ 67,345,162.85
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LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$ 423,586.02	\$ 795,255.44
Interest Payable	3,859.98	3,859.98
Payroll Taxes and Benefits Payable	2,464,497.36	2,486,915.29
	<hr/>	<hr/>
Total Current Liabilities	\$ 2,891,943.36	\$ 3,286,030.71
Long-Term Liabilities		
Consulting Retainer	2,370.46	2,370.46
Deferred Subscription Income	148,573.18	175,844.54
Construction Loan Chase	4,347,564.71	5,209,839.02
	<hr/>	<hr/>
Total Long-Term Liabilities	\$ 4,498,508.35	\$ 5,388,054.02
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Total Liabilities	\$ 7,390,451.71	\$ 8,674,084.73
Net Assets <Deficit>		
Capital Contribution	\$ 316,920.50	\$ 316,920.50
Retained Earnings - Unrestricted	\$ 52,745,537.93	52,264,206.86
Retained Earnings - Restricted	\$ 608,619.69	608,619.69
Net Income	\$ 5,784,041.77	5,481,331.07
	<hr/>	<hr/>
Total Net Assets <Deficit>	\$ 59,455,119.89	\$ 58,671,078.12
	<hr/>	<hr/>
Total Liabilities & Net Assets <Deficit>	\$ 66,845,571.60	\$ 67,345,162.85
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Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Revenue and Expenditures
For the Twelve Months Ended September 30, 2018
[Actual compared with Budget]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Patient Fees-Service	16,937,192.92	16,067,051.00	870,141.92	167,654,072.37	167,462,362.00	191,710.37
Less: Contractual Allowances	(5,218,497.89)	(4,202,395.00)	(1,016,102.89)	(65,351,030.07)	(46,732,135.00)	(18,618,895.07)
Less: Provision for Uncollectibles	(5,196,004.46)	(6,181,293.00)	985,288.54	(52,743,924.37)	(72,677,353.00)	19,933,428.63
Patient Fees - NET	6,522,690.57	5,683,363.00	839,327.57	49,559,117.93	48,052,874.00	1,506,243.93
Special Events	69,505.00	44,507.00	24,998.00	478,846.00	534,092.00	(55,246.00)
Subsidy	1,820.54	1,821.00	(0.46)	27,819.60	27,824.00	(4.40)
Education	11,826.73	27,739.00	(15,912.27)	137,178.93	109,985.00	27,193.93
Other	46,437.63	26,781.00	19,656.63	757,642.19	329,363.00	428,279.19
Mobile Integrated Health Projects	58,989.10	40,515.00	18,474.10	666,137.71	486,180.00	179,957.71
Clinical Research	0.00	1,000.00	(1,000.00)	9,115.00	12,000.00	(2,885.00)
Total Revenues	\$ 6,711,269.57	\$ 5,825,726.00	885,543.57	\$ 51,635,857.36	\$ 49,552,318.00	2,083,539.36
Payroll	2,101,761.94	2,081,945.00	19,816.94	26,766,250.99	26,113,749.00	652,501.99
Benefits and Taxes	668,507.03	530,320.00	138,187.03	6,131,337.80	6,602,896.00	(471,558.20)
Fuel	107,365.81	72,000.00	35,365.81	1,146,951.13	864,000.00	282,951.13
Oxygen	5,812.98	5,161.00	651.98	73,939.69	61,932.00	12,007.69
Medical Supplies	165,080.54	176,760.00	(11,679.46)	2,020,161.26	2,121,131.00	(100,969.74)
Other Vehicle & Equipment	63,061.35	56,676.00	6,385.35	713,308.32	680,717.00	32,591.32
Rent & Utilities	47,757.74	42,165.00	5,592.74	570,782.64	523,517.00	47,265.64
Repairs & Maintenance Facility & Equipmnt	32,376.19	17,201.00	15,175.19	365,739.05	222,003.00	143,736.05
Postage & Shipping	17,524.64	29,453.00	(11,928.36)	205,493.41	353,437.00	(147,943.59)
Equipment Rental	1,870.85	6,650.00	(4,779.15)	44,768.93	79,789.00	(35,020.07)
Insurance	40,445.14	33,582.00	6,863.14	383,669.93	402,972.00	(19,302.07)
Advertising & Public Relations	3,741.86	7,329.00	(3,587.14)	58,962.17	55,876.00	3,086.17
Printing	4,627.56	3,225.00	1,402.56	54,902.08	38,691.00	16,211.08
Travel & Entertainment	7,505.82	9,894.00	(2,388.18)	117,670.60	150,697.00	(33,026.40)
Professional Fees	359,068.90	243,350.00	115,718.90	1,873,590.95	1,649,770.00	223,820.95
Non-Capital Equipment	14,617.91	12,579.00	2,038.91	168,869.24	181,250.00	(12,380.76)
Educational Expense/Training	14,259.11	18,445.00	(4,185.89)	264,355.18	277,475.00	(13,119.82)
Office Equip Maint	124,071.21	92,181.00	31,890.21	1,423,763.05	1,106,172.00	317,591.05
Bank Service Charges	8,090.34	11,182.00	(3,091.66)	88,915.65	134,173.00	(45,257.35)
Dues & Subscriptions	4,164.61	4,209.00	(44.39)	65,065.14	86,258.00	(21,192.86)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	137.98	145.00	(7.02)	5,038.34	1,740.00	3,298.34
Total Expenses	\$ 3,791,849.51	\$ 3,454,452.00	337,397.51	\$ 42,543,535.55	\$ 41,708,245.00	835,290.55
Earnings before Interest & Depreciation	2,919,420.06	2,371,274.00	548,146.06	9,092,321.81	7,844,073.00	1,248,248.81
Interest	7,356.56	9,856.00	(2,499.44)	107,093.39	118,263.00	(11,169.61)
Depreciation	330,905.11	209,887.08	121,018.03	3,201,186.65	2,518,644.96	682,541.69
Net Retained Earnings	\$ 2,581,158.39	\$ 2,151,530.92	429,627.47	\$ 5,784,041.77	\$ 5,207,165.04	576,876.73

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Revenue and Expenditures
For the Twelve Months Ended September 30, 2018
[Actual Compared with Prior Year]

	Current Month Actual	Prior Month Actual	Current Month Variance	Year to Date Actual	Prior Year Actual	Year to Date Variance
Revenues						
Patient Fees-Service	16,920,942.97	17,129,384.82	(208,441.85)	167,433,732.95	162,893,754.88	4,539,978.07
Less: Contractual Allowances	(5,218,497.89)	(5,196,941.10)	(21,556.79)	(65,351,030.07)	(63,586,594.08)	(1,764,435.99)
Less: Provision for Uncollectibles	(5,196,004.46)	(3,831,095.65)	(1,364,908.81)	(52,743,924.37)	(52,870,786.52)	126,862.15
Patient Fees - NET	6,506,440.62	8,101,348.07	(1,594,907.45)	49,338,778.51	46,436,374.28	2,902,404.23
Special Events	69,505.00	63,781.00	5,724.00	478,846.00	479,791.00	(945.00)
Subsidy	1,820.54	1,820.54	0.00	27,819.60	27,819.60	0.00
Education	11,726.73	12,412.24	(685.51)	137,178.93	122,423.82	14,755.11
Other	46,437.63	761,093.15	(714,655.52)	757,642.19	1,171,744.32	(414,102.13)
Mobile Integrated Health Projects	75,239.05	66,632.58	8,606.47	886,477.13	667,018.57	219,458.56
Clinical Research	0.00	9,520.00	(9,520.00)	9,115.00	35,066.00	(25,951.00)
Total Revenues	\$ 6,711,169.57	\$ 9,016,607.58	(2,305,438.01)	\$ 51,635,857.36	\$ 48,940,237.59	2,695,619.77
Payroll	2,101,761.94	2,114,898.03	(13,136.09)	26,766,250.99	25,429,171.30	1,337,079.69
Benefits and Taxes	668,507.03	864,101.96	(195,594.93)	6,131,337.80	6,562,021.48	(430,683.68)
Fuel	107,365.81	162,136.41	(54,770.60)	1,146,951.13	901,190.92	245,760.21
Oxygen	5,812.98	8,453.16	(2,640.18)	73,939.69	64,756.96	9,182.73
Medical Supplies	165,080.54	131,226.64	33,853.90	2,020,161.26	2,090,167.82	(70,006.56)
Other Vehicle & Equipment	63,731.59	68,485.61	(4,754.02)	722,263.28	672,948.63	49,314.65
Rent & Utilities	47,757.74	51,407.75	(3,650.01)	570,782.64	501,244.72	69,537.92
Repairs & Maintenance Facility & Equipmnt	32,376.19	22,412.03	9,964.16	365,739.05	202,617.23	163,121.82
Postage & Shipping	17,524.64	14,751.76	2,772.88	205,493.41	178,875.61	26,617.80
Equipment Rental	1,200.61	1,200.61	0.00	35,813.97	60,188.94	(24,374.97)
Insurance	40,445.14	40,320.09	125.05	383,669.93	393,648.71	(9,978.78)
Advertising & Public Relations	3,741.86	4,565.91	(824.05)	58,962.17	108,671.45	(49,709.28)
Printing	4,627.56	3,096.40	1,531.16	54,902.08	39,488.57	15,413.51
Technical Support	0.00	0.00	0.00	0.00	0.00	0.00
Travel & Entertainment	7,505.82	12,237.23	(4,731.41)	117,670.60	137,130.19	(19,459.59)
Professional Fees	359,068.90	373,885.40	(14,816.50)	1,873,590.95	1,780,480.48	93,110.47
Non-Capital Equipment	14,617.91	25,934.94	(11,317.03)	168,869.24	158,630.12	10,239.12
Educational Expense/Training	14,259.11	13,498.43	760.68	264,355.18	218,435.40	45,919.78
Office Equip Maint	124,071.21	90,572.78	33,498.43	1,423,763.05	1,156,421.19	267,341.86
Bank Service Charges	8,090.34	8,920.45	(830.11)	88,915.65	119,055.05	(30,139.40)
Dues & Subscriptions	4,164.61	14,493.29	(10,328.68)	65,065.14	85,822.88	(20,757.74)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	137.98	5,149.44	(5,011.46)	5,038.34	7,832.48	(2,794.14)
Total Other Expenses	\$ 3,791,849.51	\$ 4,031,748.32	(239,898.81)	\$ 42,543,535.55	\$ 40,868,800.13	1,674,735.42
Earnings before Interest & Depreciation	2,919,320.06	4,984,859.26	(2,065,539.20)	9,092,221.81	8,071,437.46	1,020,784.35
Interest	7,356.56	9,910.98	(2,554.42)	107,093.39	124,090.72	(16,997.33)
Depreciation	330,905.11	182,164.73	148,740.38	3,201,186.65	2,466,015.67	735,170.98
Net Retained Earnings	\$ 2,581,058.39	\$ 4,792,783.55	(2,211,725.16)	\$ 5,784,041.77	\$ 5,481,331.07	302,710.70

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Statement of Revenue and Expenditures
For the Twelve Months Ended September 30, 2018
[Office of the Medical Director]

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Patient Fees-Service	0.00	0.00	0.00	0.00	0.00	0.00
Less: Contractual Allowances	0.00	0.00	0.00	0.00	0.00	0.00
Less: Provsion for Uncollectibles	0.00	0.00	0.00	0.00	0.00	0.00
Patient Fees - NET	0.00	0.00	0.00	0.00	0.00	0.00
Special Events	0.00	0.00	0.00	0.00	0.00	0.00
Subsidy	0.00	0.00	0.00	0.00	0.00	0.00
Education	0.00	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	5,000.00	0.00	5,000.00
Mobile Integrated Health Projects	0.00	0.00	0.00	0.00	0.00	0.00
Clinical Research	0.00	1,000.00	(1,000.00)	9,115.00	12,000.00	(2,885.00)
Total Revenues	\$ 0.00	\$ 1,000.00	(1,000.00)	\$ 14,115.00	\$ 12,000.00	2,115.00
Payroll	63,024.01	64,499.00	(1,474.99)	762,260.63	797,256.00	(34,995.37)
Benefits and Taxes	5,942.17	7,798.00	(1,855.83)	95,838.65	105,677.00	(9,838.35)
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Oxygen	0.00	0.00	0.00	0.00	0.00	0.00
Medical Supplies	0.00	0.00	0.00	0.00	0.00	0.00
Other Vehicle & Equipment	0.00	0.00	0.00	0.00	0.00	0.00
Rent & Utilities	286.91	275.00	11.91	11,834.97	20,800.00	(8,965.03)
Repairs & Maintenance Facility & Equipmnt	0.00	0.00	0.00	0.00	0.00	0.00
Postage & Shipping	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Rental	670.24	792.00	(121.76)	8,954.96	9,504.00	(549.04)
Insurance	0.00	1,917.00	(1,917.00)	22,157.40	23,004.00	(846.60)
Advertising & Public Relations	0.00	5,000.00	(5,000.00)	0.00	5,000.00	(5,000.00)
Printing	0.00	125.00	(125.00)	665.09	1,500.00	(834.91)
Travel & Entertainment	3,544.57	6,000.00	(2,455.43)	25,994.36	39,342.00	(13,347.64)
Professional Fees	49,254.50	46,657.00	2,597.50	501,994.00	559,884.00	(57,890.00)
Non-Capital Equipment	485.71	0.00	485.71	859.34	5,000.00	(4,140.66)
Educational Expense/Training	3,347.00	2,800.00	547.00	18,154.79	17,200.00	954.79
Office Equip Maint	0.00	0.00	0.00	0.00	0.00	0.00
Bank Service Charges	0.00	0.00	0.00	0.00	0.00	0.00
Dues & Subscriptions	180.00	377.00	(197.00)	8,621.75	21,748.00	(13,126.25)
Computer Related Costs	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	\$ 126,735.11	\$ 136,240.00	(9,504.89)	\$ 1,457,335.94	\$ 1,605,915.00	(148,579.06)
Earnings before Interest & Depreciation	(126,735.11)	(135,240.00)	8,504.89	(1,443,220.94)	(1,593,915.00)	150,694.06
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	(\$ 126,735.11)	(\$ 135,240.00)	8,504.89	(\$ 1,443,220.94)	(\$ 1,593,915.00)	150,694.06

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

	Goal	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Current Ratio	> 1	11.13	8.88	7.19	8.97	12.41

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%	46.90%
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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	5.15
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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%	13.95%	11.60%	10.35%	9.55%
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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%.

Billing and Collections - Key Trends

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Total
Collections	\$ 3,508,157	\$ 3,943,196	\$ 3,393,401	\$ 3,201,204	\$ 2,656,929	\$ 4,502,023	\$ 3,583,205	\$ 3,966,581	\$ 3,520,950	\$ 3,884,401	\$ 3,769,009	\$ 3,198,425	\$ 43,127,479
Billed Transports	9472	8986	9511	10089	9164	9457	9247	9769	9258	9733	9812	9544	114042
Cost to Bill and Collect	\$ 151,887	\$ 150,132	\$ 149,284	\$ 144,597	\$ 142,936	\$ 144,431	\$ 145,881	\$ 148,841	\$ 207,763	\$ 149,877	\$ 202,670	\$ 142,790	\$ 1,881,087
Cost per claim	\$ 16.04	\$ 16.71	\$ 15.70	\$ 14.33	\$ 15.60	\$ 15.27	\$ 15.78	\$ 15.24	\$ 22.44	\$ 15.40	\$ 20.66	\$ 14.96	\$ 16.49
Cost as % of collections	4.33%	3.81%	4.40%	4.52%	5.38%	3.21%	4.07%	3.75%	5.90%	3.86%	5.38%	4.46%	4.36%

FY 17-18 Billed Transports = 114042

MAEMSA/Medstar - Capital Tracking FY2017-2018

Item Description	Dept	FY2018	Expended	Remaining
Carryover from FY16-17				
ERP Software	Admin	\$ 450,000	\$ 72,877	\$ 377,123
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	\$ 1,476,472	\$ 998,528
Equipment needed for 3 addl ambulances	Fleet	\$ 153,337	\$ 152,006	\$ -
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	\$ 16,408	\$ 4,666
Building Retrofit (Sep 2017 Mtg)	Fleet	\$ 214,278	\$ 222,514	\$ -
Quality Air and Lift (4) (Sep mtg)	Fleet	\$ 85,722	\$ 37,615	\$ -
Compter room dehumidification	IT	\$ 25,547	\$ 25,547	\$ -
Restroom Privacy Modifications	Facility	\$ 43,936	\$ 116,555	\$ (72,619)
North Deployment Center (Feb 2018 mtg) Phase I	Facility	\$ 3,000	\$ 53,652	\$ (50,652)
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	\$ 18,867	
Painting	Facility		\$ 16,917	
North Parking Lot repairs	Facility		\$ 31,073	
HVAC Upgrade	Facility		\$ 44,061	
Total Capital Request		\$ 8,005,616	\$ 5,462,119	\$ 2,194,440



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 09/27/18 Next Closing Date 10/28/18

OPENSM

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Account Ending ~~XXXXXX~~

New Balance **\$14,739.19**

Please Pay By **10/12/18[‡]**

[‡]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 08/31/18

884,215

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

Account Summary

Previous Balance	\$10,061.91
Payments/Credits	-\$10,061.91
New Charges	+\$14,739.19
Fees	+\$0.00

New Balance **\$14,739.19**

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.



APPROVED

Douglas R. Hooten
Douglas R. Hooten, CEO 10/9/18

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



Payment Coupon
Do not staple or use paper clips



Pay by Computer
open.com/pbc



Pay by Phone
1-800-472-9297

Account Ending ~~XXXXXX~~

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
10/12/18

Amount Due
\$14,739.19



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





Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 09/27/18

OPENSM

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Account Ending ~~990000~~

Payments and Credits

Summary

	Total
Payments	-\$10,061.91
Credits	\$0.00
Total Payments and Credits	-\$10,061.91

Detail

*Indicates posting date

Payments	Amount
09/10/18* DOUGLAS R HOOTEN CHECKLESS PYMT RECEIVED-THANK YOU	-\$10,061.91

New Charges

Summary

	Total
DOUGLAS R HOOTEN 990000	\$14,462.71
JOAN E JORDAN 990000	\$276.48
Total New Charges	\$14,739.19

Detail

 **DOUGLAS R HOOTEN**
 Card Ending ~~990000~~

	Amount
08/28/18 FROSCH/GANT TRAVEL MANAGE BLOOMINGTON IN 690330-2500 \$322.40 AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE Carrier: AA Class: G DALLAS/FORT WORTH AA N Ticket Number: 00171923737020 Date of Departure: 10/29 Passenger Name: PARTAIN/DESIREE VIRG Document Type: PASSENGER TICKET Speaking at NAEMT EMS World Expo	
08/28/18 FROSCH/GANT TRAVEL MANAGE BLOOMINGTON IN 690330-2500 \$322.40 AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE Carrier: AA Class: G DALLAS/FORT WORTH AA N Ticket Number: 00171923737031 Date of Departure: 10/29 Passenger Name: PARTAIN/STEVEN KYLE Document Type: PASSENGER TICKET Attending with wife, Desiree Partain	
08/28/18 FROSCH/GANT TRAVEL MANAGE BLOOMINGTON IN 690330-2000 \$5.00 TRAVEL AGENCY SERVICE Ticket Number: 89007470749470 Passenger Name: COX/AUSTIN ALLAN Document Type: TRAVEL AGENCY FEE TVL fee	
08/28/18 FROSCH/GANT TRAVEL MANAGE BLOOMINGTON IN 690330-2500 \$5.00 TRAVEL AGENCY SERVICE Ticket Number: 89007470746994 Passenger Name: PARTAIN/STEVEN KYLE Document Type: TRAVEL AGENCY FEE TVL fee	
08/28/18 FROSCH/GANT TRAVEL MANAGE BLOOMINGTON IN 690330-2750 \$5.00 TRAVEL AGENCY SERVICE Ticket Number: 89007470750660 Passenger Name: TRUSTY/MACARA LAYNE Document Type: TRAVEL AGENCY FEE TVL fee	

Detail Continued

					Amount
08/28/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007470746983 Passenger Name: PARTAIN/DESIREE VIRG Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-2500 TVL fee	\$5.00
08/28/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE DALLAS/FORT WORTH Ticket Number: 00171923738453 Passenger Name: BRISTER/KIER ALLEN Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-2000 Attending NAEMT EMS World Expo	\$262.40
08/28/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007470748604 Passenger Name: BRISTER/KIER ALLEN Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-2000 TVL fee	\$5.00
08/28/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE DALLAS/FORT WORTH Ticket Number: 00171923739072 Passenger Name: COX/AUSTIN ALLAN Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-2000 Attending NAEMT EMS World Expo	\$262.40
08/28/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: NASHVILLE DALLAS/FORT WORTH Ticket Number: 00171923740052 Passenger Name: TRUSTY/MACARA LAYNE Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-2750 Attending NAEMT EMS World Expo	\$310.40
08/28/18	NACCME 6093711137 D.Partain EMS World Expo registration	6093711137	NJ	690330-2500	\$180.00
08/28/18	NACCME 6093711137 M.Trusty EMS World Expo registration	6093711137	NJ	690330-2750	\$325.00
08/30/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$48.00
08/30/18	WALGREENS 8002892273 Service Awards gift cards	FORT WORTH	TX	690502-6000	\$511.90
08/30/18	TUFF BAKERY INC 0000 650-302-7498 Breakfast for hiring process	FORT WORTH	TX	PO 17963	\$26.70
08/31/18	CONCUR TECHNOLOGIE 542929806820874 5888954815	BELLEVUE	WA	PO 17958	\$150.00
09/01/18	NTTA AUTOCHARGE TOLLS TOLL FEES	PLANO	TX	Tolls	\$160.00
09/04/18	ONE SAFE PLACE Team Sponsor 8178857774	FORT WORTH	TX	690200-9000	\$1,250.00
09/04/18	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB 4059488300	OKLAHOMA CITY	OK	680540-7000	\$69.00
09/05/18	AFFORD-A-BOUNCE 817-896-2007 Bounce houses for Summer Party - deposit	FORT WORTH	TX	PO 18119	\$100.00
09/05/18	VITAL SMARTS HR Training 801-765-9600	PROVO	UT	PO 17964	\$98.00
09/05/18	COOKIES BY DESIGN 005 005 817-732-0109 For accountants week - gave to pay roll ladies	FORT WORTH	TX	PO 17962	\$80.99
09/06/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fixed 6 cell phones: Screens, charging Ports	FORT WORTH	TX	PO 18118	\$626.00



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 09/27/18

OPENSM

p. 5/7

Account Ending ~~XXXXXX~~

Detail Continued

						Amount
09/07/18	SHRM*SHRMSTORE100173651 SHRM 100173651 76116 SHRM*SHRMSTORE100173651 STORE.SHRM.ORG 18004445006	ALEXANDRIA	VA	690630-6000		\$1,465.00
Registration for Melba Fowler, attending SHRM conf. in Atlanta GA						
09/07/18	FORT WORTH POLICE ATHLET 817-944-2725 PD youth fund raiser	FORT WORTH	TX	PO 18120		\$1,000.00
09/08/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls		\$60.00
09/11/18	EDLEN ELECTRICAL EXHIBITION SERVICES OF TE 8120219953 76116 ELECTRICAL CONTRACTORS	SAN ANTONIO	TX	#1190212		\$355.60
Electricity for booth at TX EMS Conf.						
09/11/18	FREDPRYOR CAREERTRACK 020026971352 66202 SEMINAR INV-24308329 SEMINAR INV-24308330	800-556-3012	KS	PO 18181		\$128.00
Excel class for Tina Smith						
09/12/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007475352434 Passenger Name: FOWLER/MELBA GRACIA Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-6000		\$5.00
TVL fee						
09/12/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: To: Carrier: Class: Attending SHRM in Atlanta, GA DALLAS/FORT WORTH ATLANTA HARTSFIELD AA Q DALLAS/FORT WORTH AA Q Ticket Number: 00171931415213 Passenger Name: FOWLER/MELBA GRACIA Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-6000		\$285.40
09/12/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007475352423 Passenger Name: FOWLER/MEGAN GRACE Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-6000		\$5.00
TVL fee						
09/12/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: To: Carrier: Class: Attending conf. with mother, DALLAS/FORT WORTH ATLANTA HARTSFIELD AA Q Melba Fowler; in Atlanta, GA. DALLAS/FORT WORTH AA Q Ticket Number: 00171931415202 Passenger Name: FOWLER/MEGAN GRACE Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-6000		\$285.40
09/13/18	SHERATON ATLANTA SHERATON ATLANT Arrival Date Departure Date Hotel deposit for Melba Fowler - attending SHIRM 10/21/18 10/24/18 in Atlanta, GA 00000000 LODGING	ATLANTA	GA	690330-6000		\$214.25
09/13/18	DSHS REGULATORY PR 542929813115375 5124587111 DSHS Licensing payment	AUSTIN	TX	PO 18186		\$125.00
09/14/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: To: Carrier: Class: NGA Roundtable conf. in DC DALLAS/FORT WORTH WASHINGTON NATIONA AA S DALLAS/FORT WORTH AA V Ticket Number: 00171931427172 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: PASSENGER TICKET	BLOOMINGTON	IN	690330-9000		\$517.40

Detail Continued

					Amount
09/14/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007478550126 Passenger Name: ZAVADSKY/MATTHEW SCO Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	690330-9000 TVL fee	\$5.00
09/14/18	STAR TELEGRAM ADVERTIS 6191349 76102 NEWS DEALERS/NEWSSTANDS	FORT WORTH	TX	PO 18258 Published RFP - Lawncare	\$281.64
09/17/18	JULIEBEANS ICECREAM BUS GOSQ.COM squareup.com/receipts	Weatherford	TX	PO 18304 Deposit for Ice Cream truck - Summer Party	\$100.00
09/18/18	CVS PHARMACY 8007467287	FORT WORTH	TX	PO 18254 Service Awards gift cards	\$1,766.50
09/19/18	WALGREENS 8002892273	FORT WORTH	TX	PO 18311 Service Awards gift cards	\$405.95
09/19/18	WALGREENS 8002892273	FORT WORTH	TX	PO 18310 Service Awards gift cards	\$711.90
09/20/18	AMAZON.COM*MT36C4JG2 MERCHANDISE	AMZN.COM/BILL	WA	PO 18309 Books for Logistics supervisors	\$110.65
09/20/18	TUFF BAKERY INC 0000 650-302-7498	FORT WORTH	TX	PO 1190058 for hiring process	\$31.80
09/20/18	FORT WORTH CHAMBER OF COM 8173362491	817-3362491	TX	PO 18308 Impact your business luncheon - Tina Smith attending	\$20.00
09/21/18	TEXAS EXPOSITION SERVICES 8888935927	HOUSTON	TX	PO 18306 TX EMS conference booth tables, carpet, table clothes, etc.	\$447.00
09/25/18	NOTHING BUNDT CAKES 26 650000004970805 8179892253	FORT WORTH	TX	PO 1190056 Customer service week	\$54.00
09/25/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	Tolls	\$33.00
09/25/18	BUS MGMT DAILY 8005432055	8005432055	VA	Credit back	\$396.00
09/25/18	BUS MGMT DAILY 8005432055	8005432055	VA	Po 1190054 HR training for T.Farris	\$197.00
09/25/18	ENTERPRISE RAC Rental: Location Return: FORT WORTH TX Agreement Number: 3KJ36W Renter Name: ELAMLLESLIE	FORT WORTH	TX	#1190214 Date 18/09/21 18/09/25 Rental car for L.Elam while car was in shop.	\$117.48
09/25/18	POSITIVE PROMOTIONS 8006352666	800-6352666	NY	PO 1190035 Telecommunications week gifts for Dispatchers	\$208.15

**JOAN E JORDAN**Card Ending ~~XXXXXX~~

					Amount
09/04/18	BENBROOK NAIL BAR 0000 817-249-7349	BENBROOK	TX	Joan paid back with check # 1355	\$54.00
09/04/18	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE		\$30.30
09/04/18	TWILIO, INC. DIRECT MKTG INTERNET	SAN FRANCISCO			\$10.01
09/17/18	TWILIO, INC. DIRECT MKTG INTERNET	SAN FRANCISCO			\$10.01
09/26/18	OFFICE DEPOT #1079 000001079 8004633768 12PK 2.25 X 1.25 Z-SELECT 4D DELIVERY FEE	GRAND PRAIRIE	TX	#2190089 Labels for the Accounting printers	\$172.16

Tab C – Operations Report



MedStar Response Time Reliability and AVG Response Time Performance

Period: Sep 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	5	5	00:05:16	0	100.0%	0	0.0%	57	3	94.7%
	2	5	4	00:04:19	0	100.0%	0	0.0%	5	0	100.0%
	3	5	5	00:06:06	0	100.0%	0	0.0%	40	2	95.0%
Total Blue Mound		15	14								
Burleson	1	71	66	00:07:42	10	85.9%	2	2.8%	138	17	87.7%
	2	155	141	00:08:02	19	87.7%	4	2.6%	155	19	87.7%
	3	58	52	00:10:21	9	84.5%	2	3.4%	124	13	89.5%
	4	177	176	00:30:40	13	92.7%	3	1.7%	177	13	92.7%
Total Burleson		461	435								
Edgecliff Village	1	5	5	00:08:37	0	100.0%	0	0.0%	55	3	94.5%
	2	7	5	00:08:23	1	85.7%	0	0.0%	102	5	95.1%
	3	6	6	00:08:13	0	100.0%	0	0.0%	47	1	97.9%
Total Edgecliff Village		18	16								
Forest Hill	1	51	51	00:08:03	6	88.2%	0	0.0%	51	6	88.2%
	2	101	90	00:08:07	8	92.1%	0	0.0%	185	15	91.9%
	3	38	36	00:09:38	1	97.4%	0	0.0%	116	7	94.0%
Total Forest Hill		190	177								
Fort Worth	1	2521	2410	00:07:50	301	88.1%	36	1.4%	2521	301	88.1%
	2	5052	4628	00:08:13	427	91.5%	38	0.8%	5052	427	91.5%
	3	2724	2518	00:09:43	189	93.1%	44	1.6%	2724	189	93.1%
	4	947	940	00:25:49	47	95.0%	20	2.1%	947	47	95.0%
Total Fort Worth		11244	10496								
Haltom City	1	68	66	00:08:10	11	83.8%	0	0.0%	148	26	82.4%
	2	145	129	00:08:12	14	90.3%	2	1.4%	145	14	90.3%
	3	64	58	00:11:18	8	87.5%	0	0.0%	162	16	90.1%
	4	1	0	00:02:12	0	100.0%	0	0.0%	18	0	100.0%
Total Haltom City		278	253								
Haslet	1	4	3	00:06:00	0	100.0%	0	0.0%	81	9	88.9%
	2	9	8	00:08:28	1	88.9%	0	0.0%	75	9	88.0%
	3	8	8	00:08:41	0	100.0%	0	0.0%	102	5	95.1%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Sep 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	7	7	00:44:48	1	85.7%	1	14.3%	91	7	92.3%
Total Haslet		28	26								
Lake Worth	1	27	27	00:05:27	1	96.3%	0	0.0%	61	4	93.4%
	2	65	56	00:06:06	3	95.4%	0	0.0%	65	3	95.4%
	3	29	27	00:08:15	1	96.6%	0	0.0%	109	4	96.3%
	4	1	1	00:05:44	0	100.0%	0	0.0%	30	2	93.3%
Total Lake Worth		122	111								
Lakeside	1	4	4	00:14:15	1	75.0%	1	25.0%	33	15	54.5%
	2	8	5	00:09:37	2	75.0%	0	0.0%	89	16	82.0%
	3	3	3	00:16:04	1	66.7%	0	0.0%	28	6	78.6%
Total Lakeside		15	12								
River Oaks	1	19	19	00:07:51	3	84.2%	0	0.0%	19	3	84.2%
	2	26	24	00:09:03	3	88.5%	0	0.0%	26	3	88.5%
	3	9	9	00:10:19	0	100.0%	0	0.0%	41	3	92.7%
Total River Oaks		54	52								
Saginaw	1	34	32	00:08:22	5	85.3%	0	0.0%	67	8	88.1%
	2	77	71	00:07:09	3	96.1%	0	0.0%	143	7	95.1%
	3	35	31	00:09:14	0	100.0%	0	0.0%	101	2	98.0%
Total Saginaw		146	134								
Sansom Park	1	13	13	00:07:29	1	92.3%	0	0.0%	107	8	92.5%
	2	29	25	00:06:59	3	89.7%	0	0.0%	29	3	89.7%
	3	13	12	00:10:54	1	92.3%	1	7.7%	49	7	85.7%
	4	4	4	00:07:48	0	100.0%	0	0.0%	18	1	94.4%
Total Sansom Park		59	54								
Westover Hills	1	1	1	00:08:31	0	100.0%	0	0.0%	12	0	100.0%
Total Westover Hills		1	1								
Westworth Village	1	6	6	00:09:12	2	66.7%	0	0.0%	6	2	66.7%
	2	26	25	00:09:09	3	88.5%	0	0.0%	26	3	88.5%
	3	8	8	00:13:56	3	62.5%	0	0.0%	80	9	88.8%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Sep 2018

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Westworth Village		40	39								
White Settlement	1	59	59	00:06:35	1	98.3%	0	0.0%	111	5	95.5%
	2	101	97	00:06:54	1	99.0%	0	0.0%	101	1	99.0%
	3	58	54	00:08:48	2	96.6%	1	1.7%	58	2	96.6%
	4	5	5	00:13:41	0	100.0%	0	0.0%	73	3	95.9%
Total White Settlement		223	215								
System Wide	1	2888	2767	00:07:48	342	88.2%	39	1.4%	3467	410	88.2%
	2	5806	5308	00:08:09	488	91.6%	44	0.8%	6208	526	91.5%
	3	3058	2827	00:09:44	215	93.0%	48	1.6%	3786	266	93.0%
	4	1142	1133	00:26:36	61	94.7%	24	2.1%	1381	75	94.6%
Total System Wide		12894	12035								

Tab D – Human Resources

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	465:01	298:38	208:25	
FY 2017	151:32	199:27	528:35	879:24	1220:13	1399:43	1828:45	2650:18	3214:34	3679:35	3978:13	4186:38	3846:39
FY 2016	101:47	190:15	510:11	950:15	1153:25	1459:51	2019:41	2284:10	2539:01	3208:28	3778:03	4274:04	

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

Worker's Comp LOA for Fiscal Year 2017-2018

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	0:00	12:00	24:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2017	0:00	12:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	36:00	1125:51
FY 2016	192:00	233:45	358:22	401:38	490:08	510:29	678:46	917:57	1097:57	1145:57	1181:57	1250:57	

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

FMLA LOA for Fiscal Year 2017-2018

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1536:38	1470:57	1455:45	1617:29	1236:40	1836:43	1967:18	2310:11	1096:09	1144:54	816:51	667:53	1567:16
FY 2017	1536:38	3007:35	4463:20	6080:49	7317:29	9154:12	11121:30	13431:41	14527:50	15672:44	16489:35	17157:28	
FY 2016	954:44	1667:45	2150:28	2709:24	3277:17	3922:35	4392:34	4937:28	5492:41	6282:42	7564:55	8673:49	722:49

Military Leave for Fiscal Year 2017-2018*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	85:58	110:07	84:00	108:00	132:00	147:00	72:00	120:00	216:00	132:00	144:00	192:00	120:42
FY 2017	85:58	196:05	280:05	388:05	520:05	667:05	739:05	859:05	1075:05	1207:05	1351:05	1543:05	

*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	2076:18	1709:29	2163:13	2468:20	3251:44	1876:25	1741:55	1259:29	1068:18	2059:32
FY 2017	1774:08	3415:07	5308:00	7384:18	9093:47	11257:00	13725:20	16977:04	18853:29	20595:24	21854:53	22923:11	

Summary of Fiscal Year 2017-2018

	Light Duty	Worker's Comp	FMLA	Military	Total	Scheduled shifts (YTD)	# of 12 hour shifts Sept	% of Shifts for LOA
YTD	4186:38	36:00	17157:28	1543:05	22923:11	25853	2174	8.41%
Goal-Compare	3846:39	1125:51	8673:49	1757:24	15403:43			

MedStar Mobile Health Care Separation Statistics - September 2018

	Current Month			Year to Date			Compared to 9-17		Headcount Sept
	Vol	Invol	Total	Vol	Invol	Total	17-Sep	%inc/dec	
Full Time Separations	1	2	3	42	20	62	64	-3.1%	439
Part Time Separations	3	0	3	23	2	25	16	56.3%	69
Total Separations	4	2	6	65	22	87	80	8.8%	508

	Full Time	Part Time	Total	Full Time	Part Time	Total
Total Turnover %	0.68%	4.35%	1.18%	14.12%	36.23%	17.13%

Separations by Department

Full time

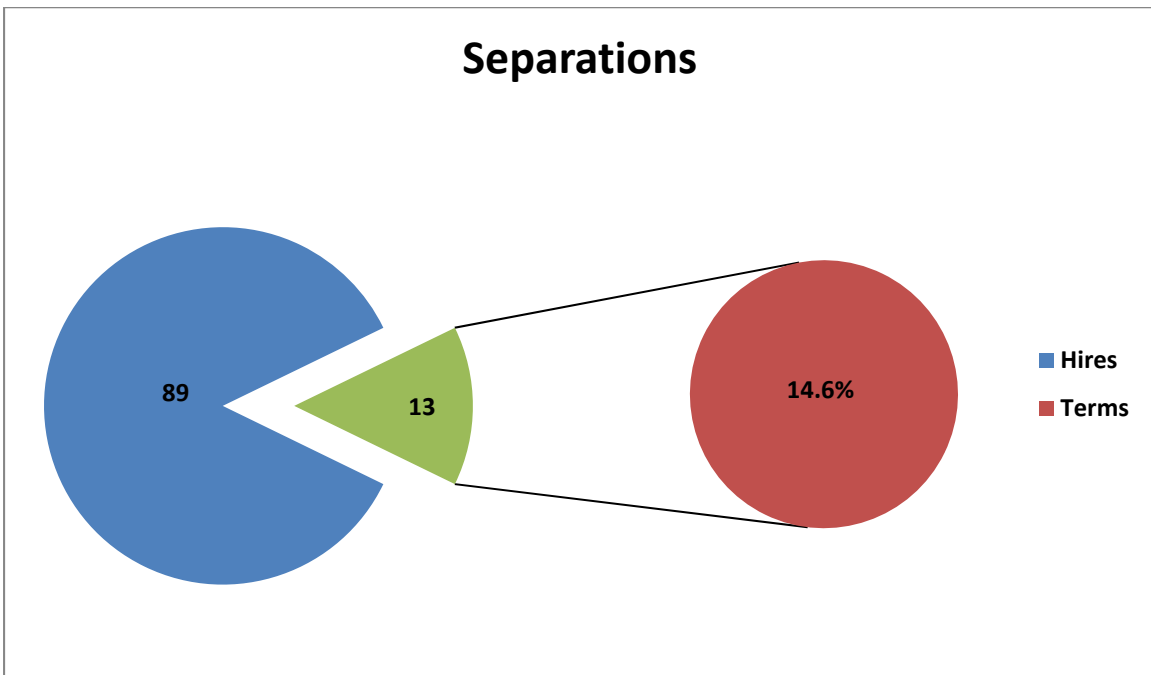
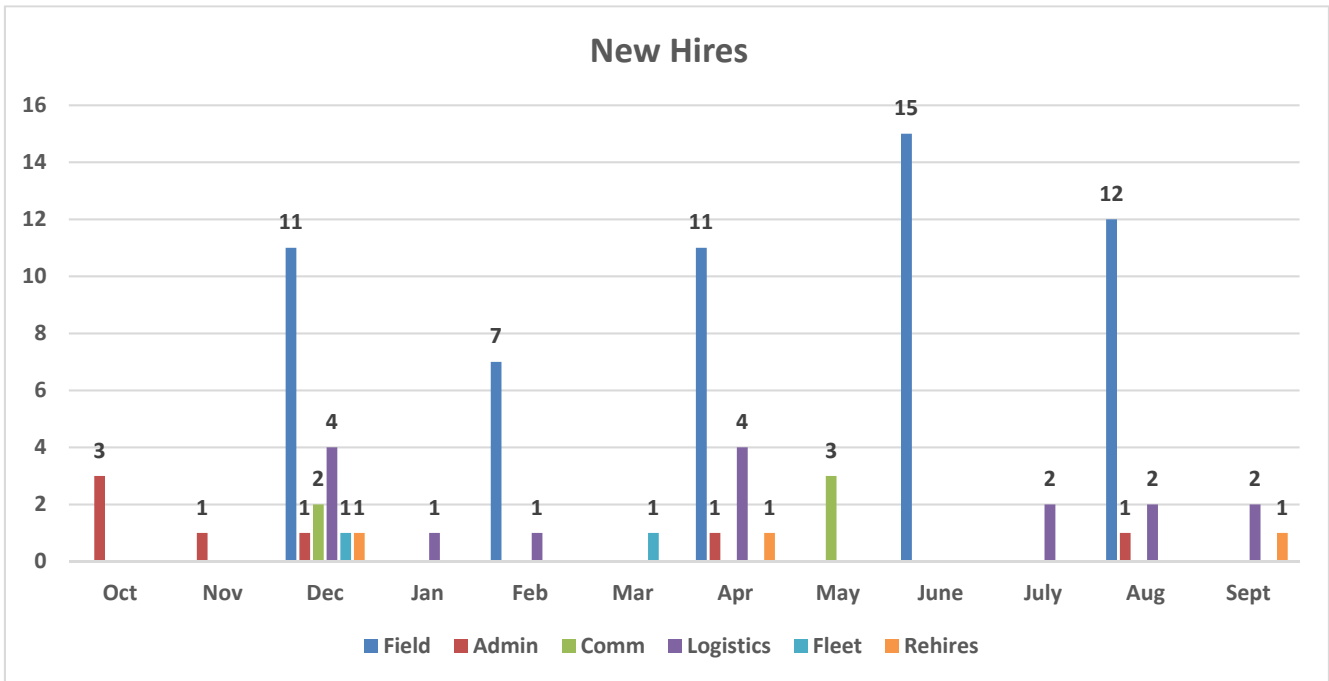
	Current Month			Year to Date			Headcount 18-Sep
	Vol	Invol	Total	Vol	Invol	Total	
Administration							1
Advanced				13	5	18	123
Basics	0	2	2	11	7	18	135
Business Intelligence - Deployment, QI, Scheduler							4
Business Office				1	3	4	29
Communications				2	2	4	35
Compliance							1
Controller - Payroll, 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	2	1	3	3
Medical Records							2
Mobile Integrated Health Department				1	0	1	16
MTAC - MedStar Training Academy							12
Office of the Medical Director				2	0	2	8
Risk and Safety							3
Support Services - Facilities, Fleet, S.E., Logistics				9	2	11	40
Total	1	2	3	42	20	62	439

Part Time

	Current Month			Year to Date			Headcount 18-Sep
	Vol	Invol	Total	Vol	Invol	Total	
Advanced	2	0	2	11	1	12	31
Basics	1	0	1	8	1	9	28
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	3	0	3	23	2	25	69

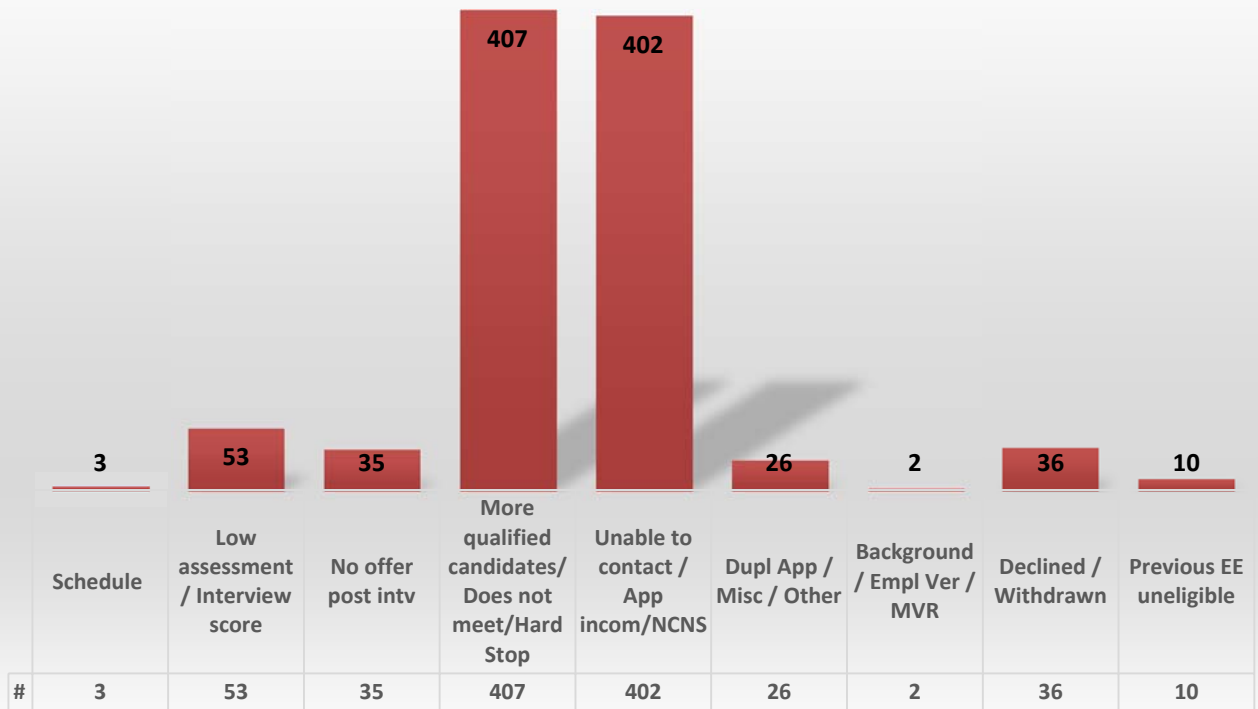
Recruiting & Staffing Reports

Fiscal Year 2017-2018



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

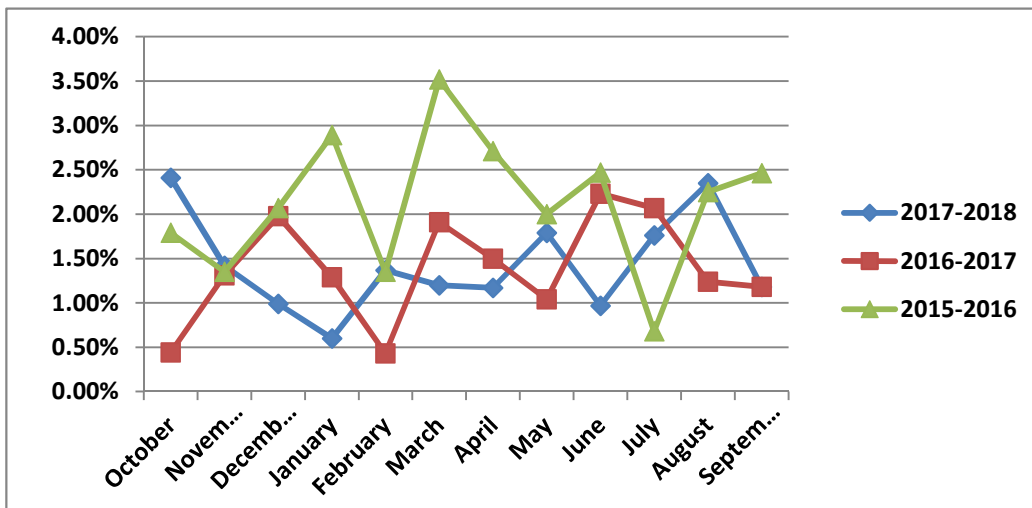
Applicant Rejection Reasons



Total applications rejected 974
 Total applications reviewed - 1060

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	2.35%	1.24%	2.25%
September	1.18%	1.18%	2.46%
Projected	17.210%	16.620%	25.540%



Tab E – FRAB

Tab F – OMD

Medical Director's Report

Discussion

- Med Control Meeting
- Protocol up-date

MEDS Committee

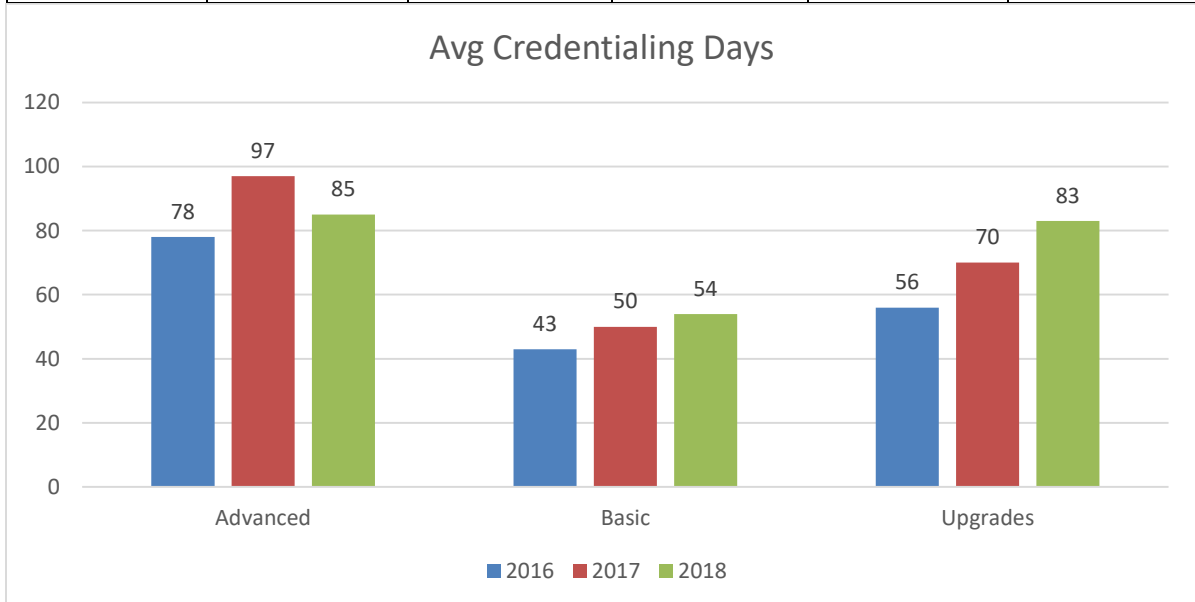
- First meeting scheduled November 1

Education and Training

- Education
 - o OMD Quarterly CE December
 - Protocol update
- Training
 - o Curbside Education
 - EtCO2 and AMAs

Credentialing

2018	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	16	7	1	0	8
Adv Upgrade	16	8	4	1	3
Basic	46	30	1	0	15



QA

Case Acuity	
	September 2018
High	4 (6.5%)
Moderate	26 (41.9%)
Low	16 (25.8%)
Non QA/QI	16 (25.8%)
Grand Total	62 (100.0%)

Case Disposition	
	September 2018
Needs Improvement	22 (35.5%)
Clinically Inappropria..	2 (3.2%)
Forwarded	19 (30.6%)
No Fault	14 (22.6%)
Pending	5 (8.1%)
Grand Total	62 (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	1.7 days	1.0 days	1.0 days
Moderate	4.9 days	2.1 days	7.6 days
Low	4.5 days	0.0 days	4.5 days
Non QA/QI	7.7 days	0.8 days	8.4 days
Grand To..	5.2 days	0.9 days	6.4 days

Case Origin	
Airway QA 15 24.2%	Self Report 12 19.4%
Customer Relations Log 12 19.4%	Facility 4 6.5%
OMD 12 19.4%	Ops 4 6.5%
	CPR QA

System Clinical Issues	
	September 2018
Equipment Issues	3
Inadequately Treated U..	1
Unrecognized Failed Air..	3
Untreated Lethal Arrhyth..	1

- Clinical Restriction Impact on Lost Unit Hours
 - o Average 21%



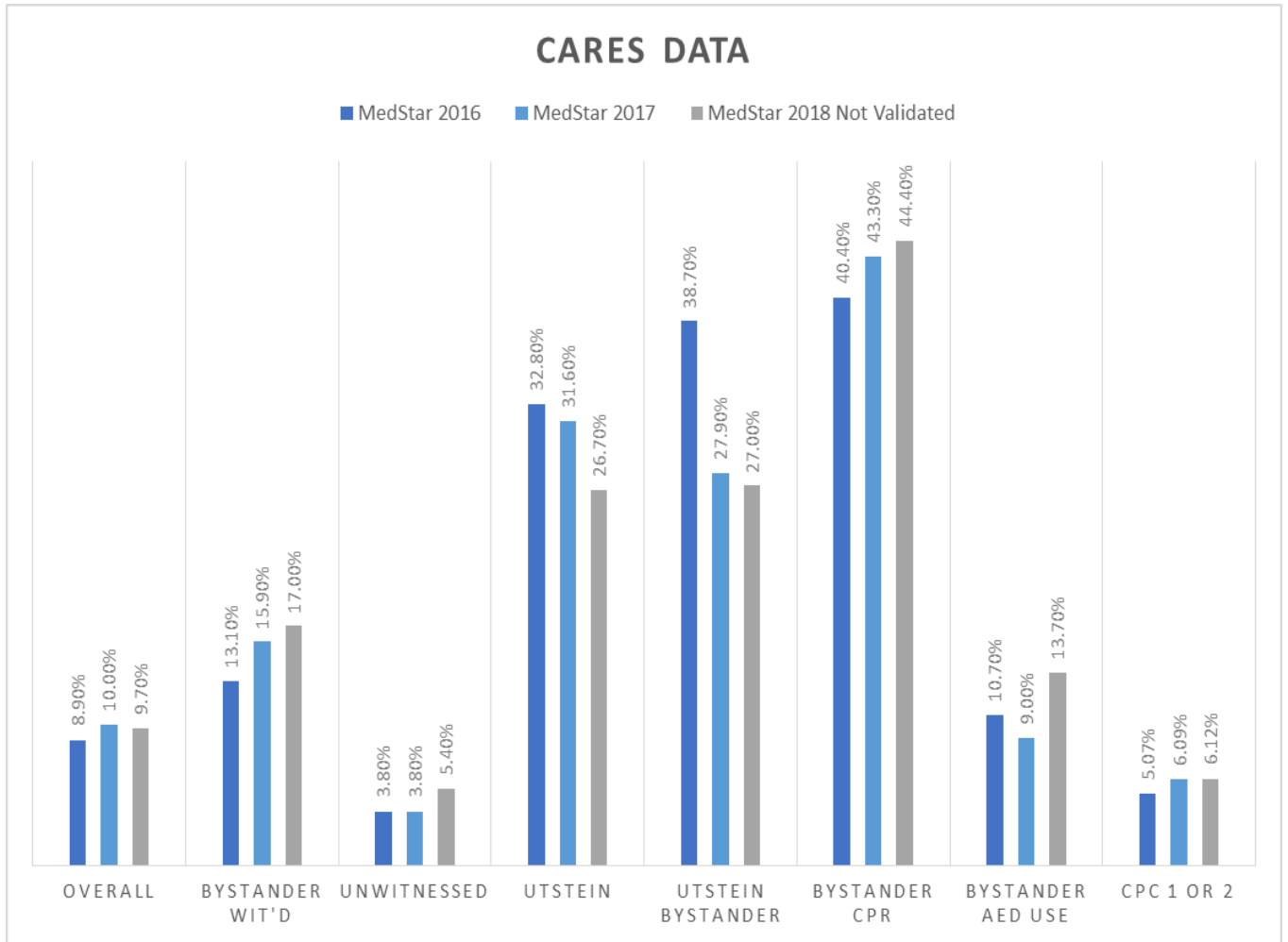
Reason	Month
■ Ops ■ OMD	11/1/2017 to 10/31/2018

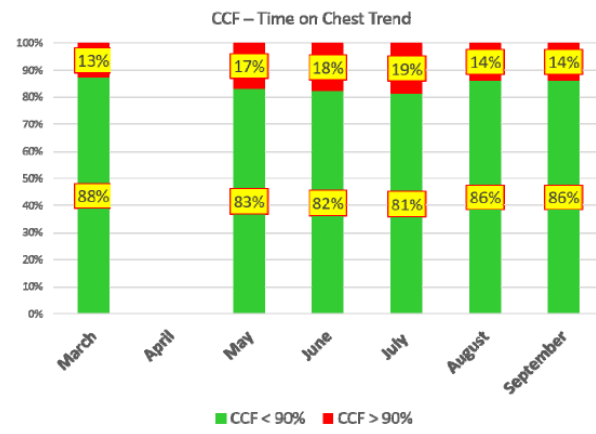
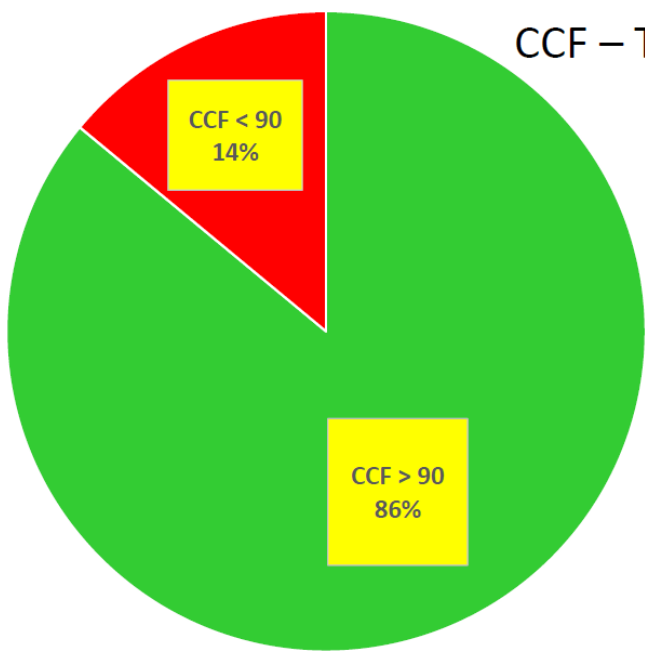
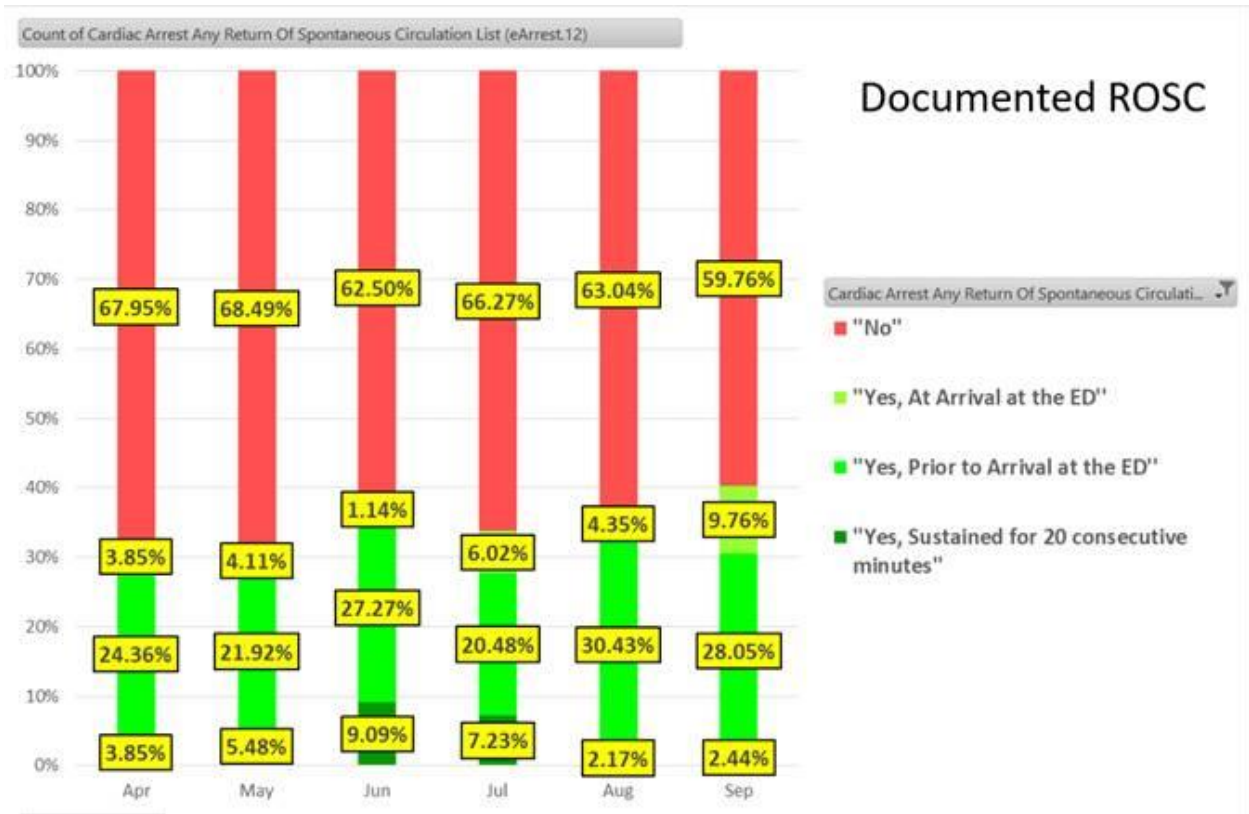
Lost Payroll Hours (Totals)

	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18
Ops	413.9	472.2	409	387.1	270	355.6	399.1	404.7	403.9	485.6	492
OMD	364	12	94	204	361	70	127.3	120	64.5	25.5	60.3
Grand Total	777.9	484.2	503	591.1	631	425.6	526.4	524.7	468.4	511.1	552.3

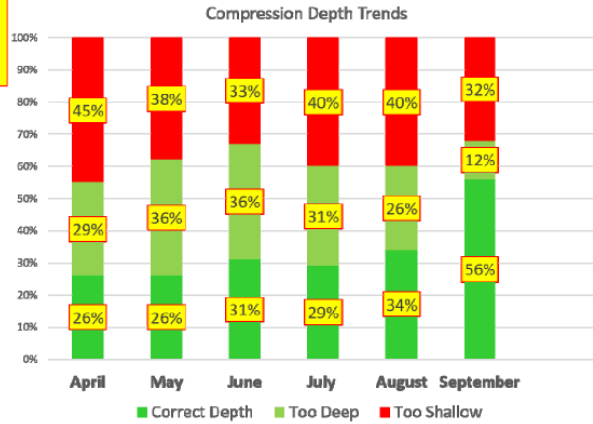
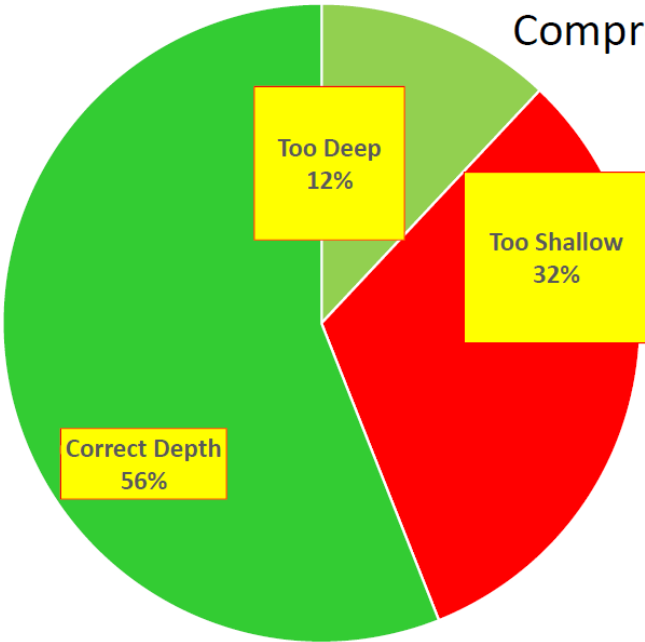
System Diagnostics

- Clinical Bundles Report
- Resuscitation

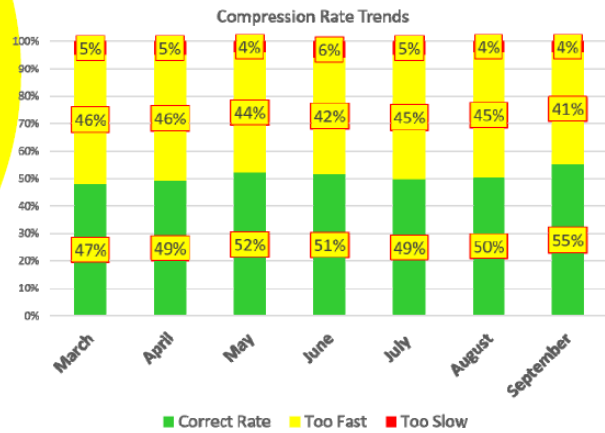
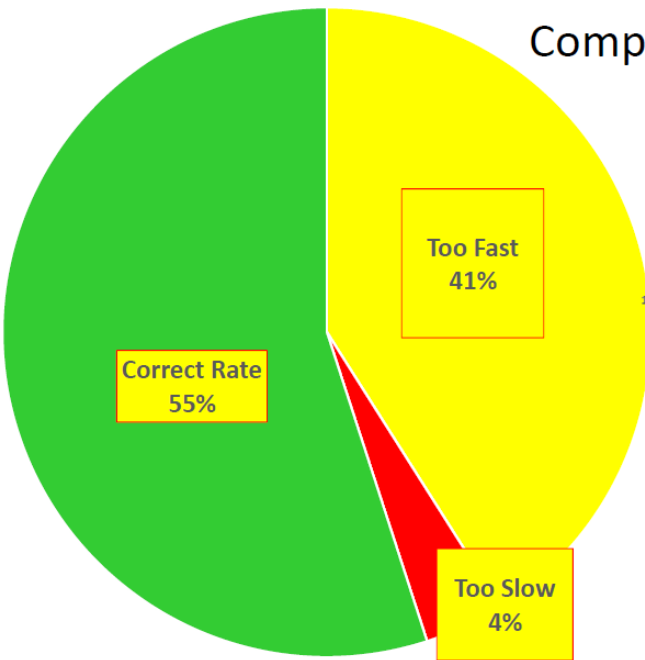




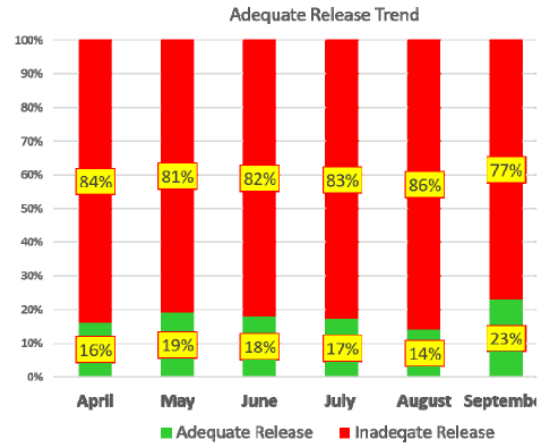
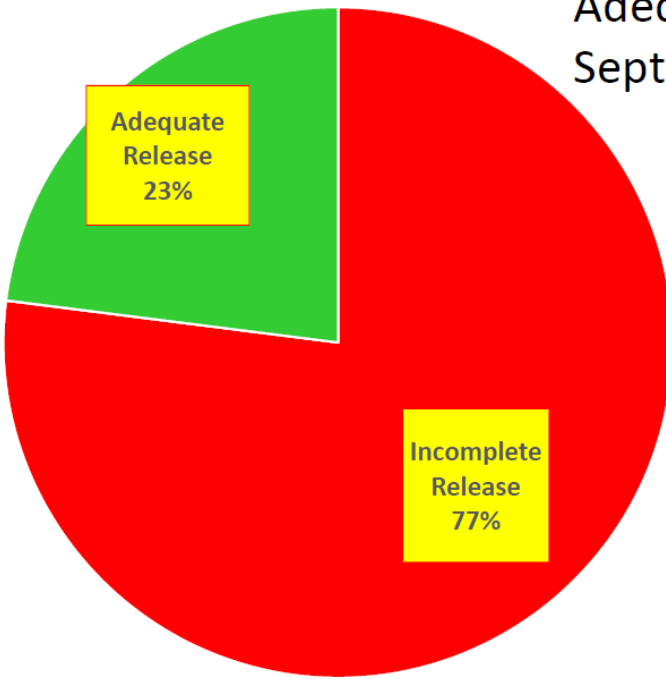
Compression Depth – September '18



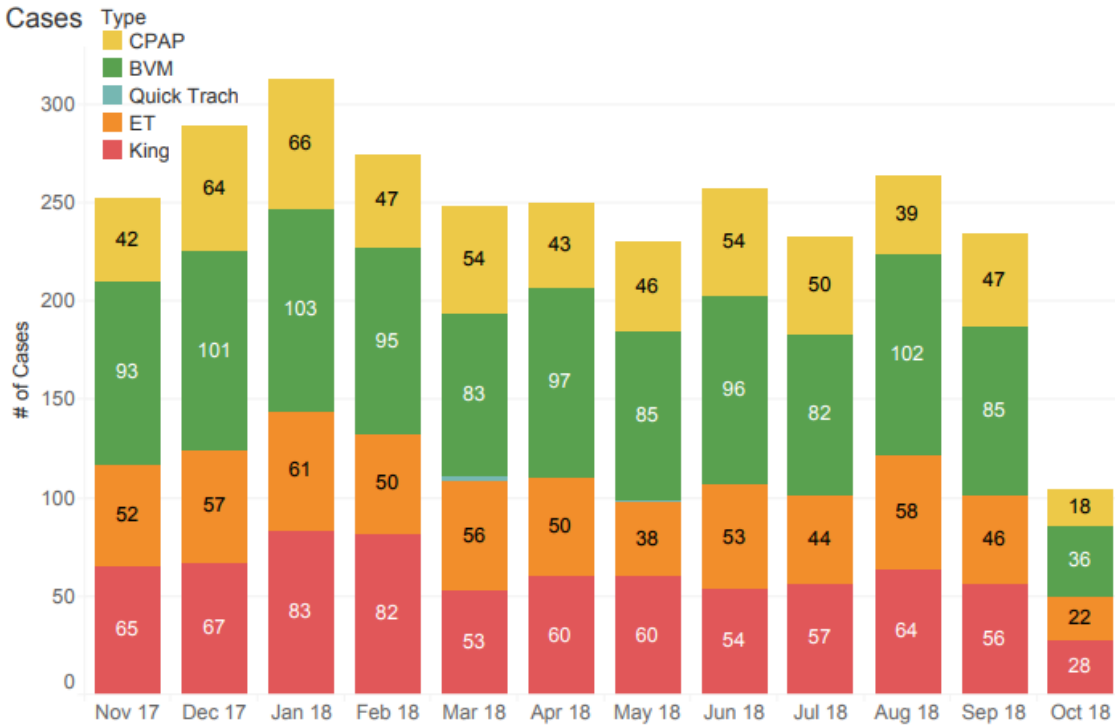
Compression Rate – September '18



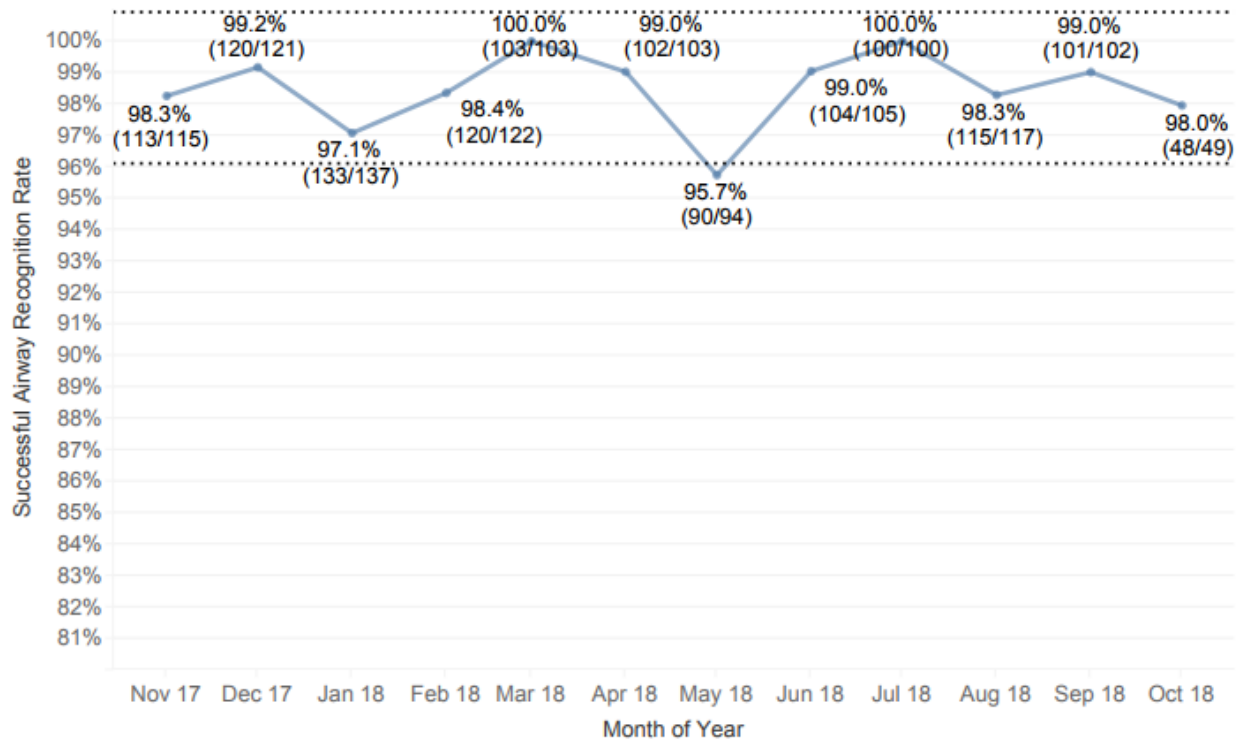
Adequate Compression Release September '18



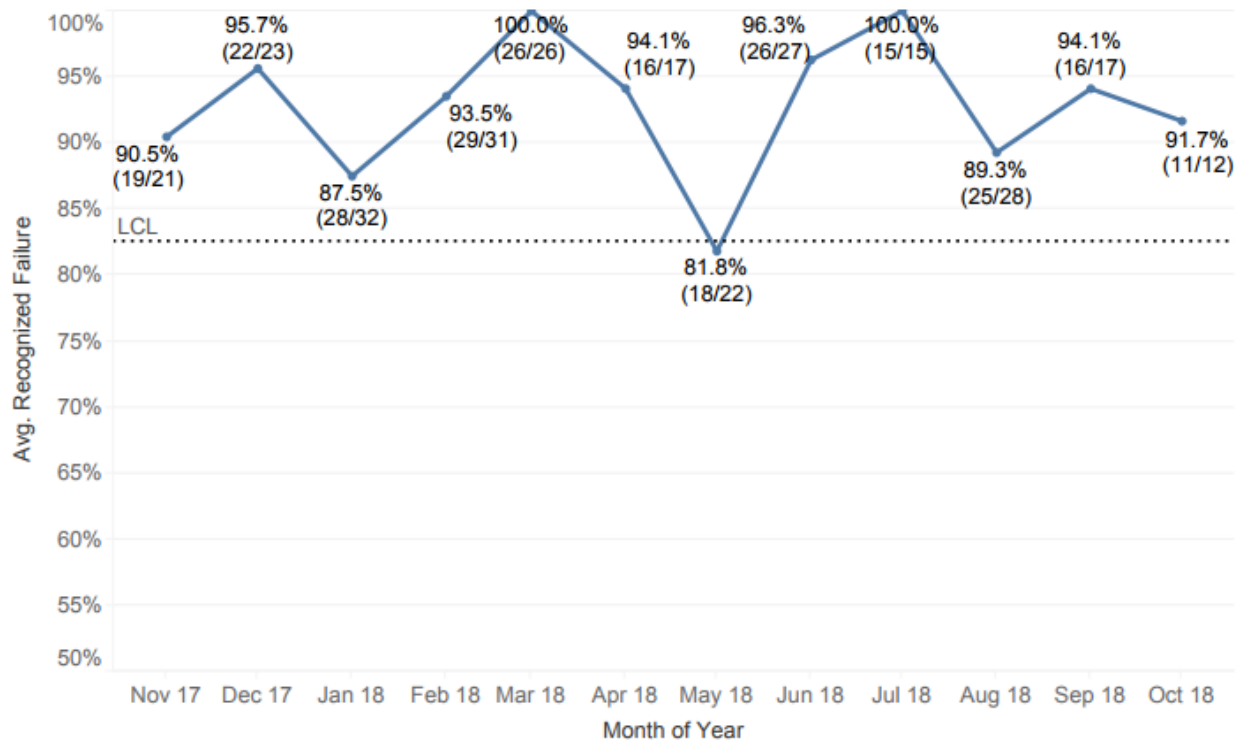
- Airway Report



Recognition of Successful Advanced Airways



Recognition of Failed Advanced Airways



Tab G – Chief Compliance Officer/Legal



October 17, 2018
Compliance Officer's Report
September 18th, 2018 to October 16th, 2018

Compliance Officer Duties

- Several investigations conducted for compliance and employee relation matters
- Submitted employee provider roster changes to the DSHS as required
- Organization wide annual HIPAA training has been completed
- Two narcotic anomalies processed
 1. A Primary Paramedic Supervisor inadvertently took his narcotics home at the end of shift. Upon discover he returned them to MedStar and submitted a drug screen sample.
 2. A MIH Paramedic left an equipment bag at a healthcare facility while picking up a critical patient and placed his narcotics in the bag instead of keeping them on his person as outlined in policy. The narcotics and the bag were recovered from the facility.

All anomaly procedures were followed, employees drug tested as warranted, and no foul play was suspected. Corrective action was administered as warranted by policy and filed with HR.

Paralegal Duties

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

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

Tab H – Chief Strategic Integration Officer

Strategic Integration Summary

October 2018



3rd Party Payer Alternate Payment Models

- Commercial capitated model continues
 - Submitted additional value-based outcome measures and process improvements to demonstrate enhanced ROI
- Still working on the Managed Medicaid agreement

Flu Program Kicked Off

- 13 team members trained
- 4 clinics requested and scheduled within 4 days of the program being announced
 - Palm Terrace, Benbrook YMCA, Ft. Worth Housing Authority, Colonial Country Club, other businesses
- Reaching out to TCPH for ? mobile clinics in hot spots last year
 - 76116 was the #1 zip code
 - Suggesting an event at MedStar with TCPH, flu vaccines + Hands only CPR and Stop the Bleed training?

Providing Technical Assistance with National Medicare Cost Data Collection Process

- Actively engaged with CMS and the RAND corporation on helping develop the national Ambulance Cost Data Collection process
 - 3 conference call/webinars held with Medicare and the RAND Corporation
 - Exchanging ideas, feedback, templates and data
 - Coordinating focus groups for RAND/CMS at EMS World Expo in October '18

Providing Technical Assistance for ? CMS//CMMI Pilot Program

- Requested by CMS/CMMI to assist with the potential of implementing a new payment model for Medicare
 - Medicare funding for ambulance response, assessment, treatment and no transport
 - HCPCS Code A0998
 - 3 webinars and data regarding our, and other, ATA programs

Medicaid Supplemental Ambulance Payment Program

- Participating as SME to Public Consulting Group (PCG) and Texas HHSC to develop potential new Medicaid supplemental payment approach
 - Trying to secure economic model for the program to continue
 - Letter sent to HHSC from agencies who have been meeting with HHSC supporting our suggestions for several options being considered for continuation

StarSaver Plus Pilot

- Working with Trinity Terrace Independent Living Facility in Fort Worth on the StarSaver Plus annual subscription program
 - All components of StarSaver, PLUS MedStar on Demand (MOD) pilot program
 - Access to select MIH program services
- Presented and reviewed with OMD
- Physician oversight for Trinity Terrace reviewing the EPAB/OMD MIH Protocols for counter signature

Trick or Treat Event

- Pembroke/Berkley neighborhood confirmed
- 2 referrals as of 10-16-18

Paid Consulting Activity

- Center for Public Safety Management (division of ICMA)
 - Salinas, CA project assisting with option for fire department first response role
 - Report w/recommendations drafted and being reviewed by ICMA/CPSM
 - CPSM has asked us to work with them on 2 more projects

Blood Drive at MedStar

- October 19, 2018 3p – 8p

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

- Still in IRB for approval
- 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*)

Upcoming Speaking Engagements:

Event	Date	Location	Attendees
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
International Academy of Emergency Disp.	April '19	National Harbor, MD	~1,000
Medical Transportation Leadership Inst.	May '19	West Virginia	~150

Media:

Local –

- New Ambulances
 - ABC-8, NBC-5, Star-Telegram, KRLD, WBAP
- Trick or Treat Promo
 - CBS-11, FOX-4, NBC-5, Star-Telegram
- Flu Shots
 - Star-Telegram
- Pink Gloves
 - CBS-11, KRLD, NBC-5
- Weather Driving Hazards
 - CBS-11, NBC-5, FOX-4, ABC-8, Star-Telegram, KRLD, WBAP

National –

- EMS Innovation Series Column
 - EMS World Magazine

Mobile Integrated Healthcare Report – September 2018

Hospice:

Community Hospice: 4 active

- 0 9-1-1 calls

Vitas: 24 active

- 4 9-1-1 call

Holy Savior: 15 active

- 2 9-1-1 encounter

Home Health:

Klarus: 165 active

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

Healthmasters: 21 active

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

Readmission Avoidance Enrollments:

- JPS: 1
- THRFW: 1
- Silverback: 4

High Utilizer:

- BCBS: 5
- Internal: 4
- Silverback: 1
- BCBS: 5

Primary Care Navigation/Trusted Care Enrollments: 19

Palliative Care, Silverback:

- 6 active

9-1-1 Nurse Triage:

- 140 total calls
- 34 Lyft/cab/wheelchair transportations

Education and Community Programs Report

Education Programs:

- 9/10/2018 EMT Evening Class started: Currently 18 students registered. Course end date 12/17/2018
- 9/11/2018 EMT Day Class started: 19 students registered. Course end date: 11/27/2018.
- EMT High School: 16 Eaton HS, 18 Byron Nelson, 6 Weatherford, 35 Ben Barber (5 students are EMR/ECA).
- Current TCC/MedStar Paramedic students will graduate 10/26/18 at 18:00. 100% completion and pass rate!
- 2019 TCC/MedStar Paramedic Academy selection process completed. Paramedic class begins February 2019.
- Saginaw FD Advanced Medical Life Support 10/01/18-10/02/18
- Haltom City FD Advanced Medical Life Support 10/2018
- Stop the Bleed Instructor sessions 10/3 and 10/8 for MedStar employees.
- Byron Nelson EMT Students scheduled for MedStar Field Trip on 11/7
- Highland Village requesting EMR/ECA class for 5 officers in January 2019

Community Programs:

- 9/15/2018 MedStar Stop the Bleed.
- 10/13/2018 Westworth Village Stop the Bleed/CPR.
- 10/16/2018 First Aid and Stop the Bleed for Cub Scout Pack 109, Aledo.
- 10/20/2018 Stop the Bleed at MedStar.
- Joe C Bean High School scheduled for CPR training for 300 seniors on 11/13 & 11/14

Customer Integration Report

- Working with Fort Worth Emergency Services Advisory Board to host a Community Discussion on Mental Health – Have 84 registrants so far
- Working with Baylor Scott & White – Fort Worth to initiate a new field activation of the cath lab for STEMI patients
- In the process of revamping MedStar’s web presence
- Collaborating with Fort Worth Office of Emergency Management and North Central Texas Trauma Regional Advisory Council to help Skilled Nursing & Long-Term Care facilities better prepare for disasters
- Have updated facilities in our jurisdiction of our new rates

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%	31	281	-5.7%
August	36	314	22	320	1.9%	35	316	-1.3%
September	42	356	38	358	0.6%	22	338	-5.6%
October	53	409	38	396	-3.2%	5	343	-13.4%
November	32	441	43	439	-0.5%	0	343	-21.9%
December	9	450	19	458	1.8%	0	343	-25.1%
Total New Member Households	450		458			343		
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%	287	3417	-2.7%
August	335	4045	437	3950	-2.3%	335	3752	-5.0%
September	326	4371	163	4113	-5.9%	132	3884	-5.6%
October	192	4563	220	4333	-5.0%	114	3998	-7.7%
November	165	4728	145	4478	-5.3%	0	3998	-10.7%
December	126	4854	249	4727	-2.6%	0	3998	-15.4%
Total Renewing Households	4854		4727			3998		
Total Member Households	5304		5185			4341		

Business Acumen Part 3: The Costs of Innovation

A lack of business acumen may slow 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.

Now that we've covered the basics of conducting a financial analysis of traditional EMS service delivery, we can explore the cost analysis for implementing more innovative models. It's important to capture all potential costs to help ensure the revenue derived from any innovation at least covers its cost to the agency, which is crucial for sustainability.

Marginal Cost/Shared Resource Analysis

In our last column we provided mechanisms for determining the overall activity, or utilization of resources, in the EMS system. *Unit-hour utilization* (UHU) is a rough calculation based on the number of staffed unit-hours the system has on duty and the time those resources are committed on patient care activities. In our prior example Anytown EMS had an average task time—the time from unit dispatch to unit available for another call—of 60 minutes and operated at a response UHU of 0.114, essentially meaning its units were on a call 11.4% of the time they were on duty. It may be that Anytown EMS can add marginal activity to these units and still maintain relatively high availability for EMS responses.

We use the term *marginal* to imply there may not be a need to create additional resources to conduct additional activity. Generally there is lower cost associated with creating additional activity for units already on duty.

Let's use this example: Suppose Anytown EMS enters into an agreement with Anytown General Hospital to provide a single follow-up home visit for recently discharged heart failure patients. Anytown EMS agrees to conduct visits consisting of an environmental assessment, medication inventory, ensuring understanding of the patient's discharge instructions, and a fall risk assessment. It anticipates the time required to complete this visit to be one hour. The hospital anticipates referring about five patients per week into this program, so it will likely create five hours per week of additional EMS activity.

The good news is that generally, when Anytown EMS performs these home visits, those providers could still be available for an emergency call. Upon arrival at the home, the crew could explain to the patient and family that, in the event they're needed for an emergency call, they will have to leave but will return later to finish the visit. Patients and families are very understanding of this, and many EMS agencies use this approach when they have the capacity to do so.

Recall from our earlier discussions that the ambulance unit-hour cost for Anytown EMS

is \$82, including the cost of physician oversight. Some might presume that if the home visit takes an hour of time, the cost to Anytown EMS would be \$82—but that's a logical determination only if the Anytown unit was out of service for the home visit. Since the ambulance is available for a call during the visit, the \$82 per hour is really the "cost of readiness" for an EMS response and already allocated, even if Anytown didn't conduct the additional activity. Therefore the home visit does not cost \$82 but rather a small fraction of that amount.

There are some costs to consider for this model. It's likely the EMS personnel will require several hours of additional training by a qualified instructor. The medical director may need a stipend for protocol development, additional training, and quality assurance activities. There will also likely be a need to purchase equipment such as an i-STAT blood analyzer, a scale, and medication pill boxes to help patients remember which medications to take and when. Some medical supplies will need to be purchased for use on home visits as well. For example, an i-STAT uses single-use cartridges that cost about \$25 each. Finally, there are costs related to traveling to the home visit, such as fuel and perhaps even wear and tear on the vehicle.

Taking these costs into account and presuming the program lasts one year, *Table 1* shows what a detailed cost analysis reveals.

As long as Anytown can keep using existing capacity in its system, it's likely any payment amount in excess of \$34.88 would cover the cost of the visit. However, it may not make the program financially sustainable in the long term. If the program is successful, Anytown may exceed its ability to use existing resources, so leaders must consider the costs associated with scalability and build them into cost determinations.

Matt Zavadsky is a featured speaker at EMS World Expo, Oct. 29-Nov. 2, 2018

Marginal Cost for Home Visits	
Medical director stipend	\$5,000
Instructor for personnel training	\$1,500
Miscellaneous supplies	\$1,000
Forms/printing	\$500
Fuel for home visits	\$500
Accelerated vehicle depreciation	\$500
Scale	\$70
Total cost	\$9,070
Home visits per year	260
Agency cost per visit	\$34.88

Table 1

Fully Allocated Cost for Home Visits	
Personnel <i>(Includes pay, pay-related, benefits, uniforms, etc.)</i>	\$90,000
Vehicle/decals/radio <i>(\$30,000 over 5 years)</i>	\$6,000
Cardiac monitor <i>(\$20,000 over 5 years)</i>	\$4,000
Training expense <i>(Instructor pay)</i>	\$1,500
Forms/printing	\$500
Miscellaneous supplies	\$1,000
Medical Oversight/QA	\$5,000
Total yearly cost	\$108,000

Table 2

Full Cost Analysis

In busy systems that lack the capacity to allow existing resources to conduct additional activities, a full cost accounting approach may be necessary. This requires an analysis of all costs associated with the intervention. Modifying the example used previously, let's change Anytown EMS' UHU to 0.550, making it unreasonable to use existing on-duty ambulances for home visits. Therefore Anytown will have to hire, train, and equip an employee for the service enhancement. A typical annual cost analysis for this is shown in Table 2.

Once we have the total yearly cost, Anytown should consider what capacity this new unit would provide if it were exclusively supporting this specific program. If a visit takes one hour, after allowing for travel time between visits, Anytown could probably perform approximately five visits per day.

If they work 48 weeks a year, minus two weeks for training, continuing education, and administrative duties, they could at most perform about 1,150 visits per year. Assuming a more realistic efficiency level of 80%, we could expect an annual visit capacity of 920. Dividing our annual costs by our capacity gives us a cost per visit of \$117.39.

Note the calculation: In this instance a unit has the capacity to perform approximately 920 visits per year. If the hospital only contracts for 260 home visits (one visit per patient), the cost per patient might be \$413.46. However, pricing according to that cost would likely seem outlandish relative

to other options the hospital might have for postdischarge care. Pricing off the price per visit would be much more attractive and might stimulate a higher number of referrals or even attract new customers.

It is true that if the volume is only 260 in the first year, the program would not be paying for itself. But like any business we have to price for sustainability and may need to find alternative value-added tasks for the provider while Anytown works to grow the volume of its new innovative service line.

In both of these scenarios, the overhead costs for program administration and billing would be similar and should, to some extent, be taken into account for the financial analysis. Also note that in this analysis we used one person working a 40-hour week. If the service were required to operate 24/7, or if two persons were necessary to operate it, the cost would be substantially higher.

Potential Revenue Lost

Many EMS innovations designed to improve the experience of care and reduce costs have another cost that's often not considered. Let's say one of the goals of the Anytown EMS partnership with its hospital is to reduce preventable emergency department visits and hospital admissions. This could mean fewer ambulance transports for Anytown EMS.

Let's say 30% of the patients referred into the program were expected to use an ambulance. Thirty percent of 260 patients is 78 ambulance trips avoided. Recall from

our earlier column that the average revenue generated per transport for Anytown EMS is \$319.20.

Running 78 fewer ambulance transports at \$319.20 apiece means a revenue loss of \$24,897.60. Pure cost accounting would add this cost to the two previous cost analyses, resulting in a new per-home-visit marginal cost of \$130.64 and a fully allocated cost of \$509.22. If the program is targeted toward Medicaid patients or the uninsured (who may also have the most to gain from this assistance), this potential revenue loss would be lower.

Pricing: Lessons Learned


All through this series we've demonstrated how to determine the cost of service delivery. We have not yet discussed the value proposition. Healthcare partners often perceive value much differently than we might.


One of the lessons learned through multiple EMS innovations is to never, ever be the one to offer the price for the innovation service delivery. It is important to know your cost, but when the time comes to discuss what the payer is willing to pay, allow them to make the first offer.

In many cases we have found the payer is willing to pay more than we were going to charge. This is largely due to the additional value of the cost avoidance experienced through advantages such as reduced ED visits and hospital admissions.

We've invested a lot of your time over the last three columns on the finance of EMS innovation. In our next column we will embark on the clinical consideration of EMS innovations. 🌐

ABOUT THE AUTHORS

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 **Kevin G. Munjal, MD, MPH**, is an emergency physician who completed an EMS fellowship with the New York City Fire Department (FDNY). He is the founder and chair of the New York Mobile Integrated Healthcare Association (NYMIHA), an organization seeking to empower EMS providers to play a larger, more integrated role within the healthcare system by promoting new models of mobile healthcare.

Haven't gotten a flu shot? MedStar will now come to your group

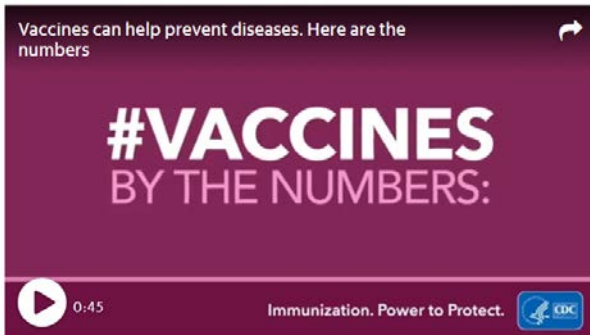
BY STEPHEN ENGLISH

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October 11, 2018 08:00 AM

Star-Telegram

<https://www.star-telegram.com/news/local/community/fort-worth/article219795140.html>



CDC shares how vaccines can protect you
By Center for Disease Control and Prevention

Last flu season, MedStar responded to more than 1,100 flu-related 911 calls, getting up to 20 per day during the peak of flu season from November into March, spokesman Matt Zavadsky said.

A bad flu season like that can cripple emergency services, he said.

“The ERs were packed, which impacted us,” Zavadsky said. “It left less ambulances on the streets to respond to other calls.”

The ambulance company would like to avoid that this time around, so it has introduced a new on-site flu vaccine clinic program.

Groups of 10 or more people — from “your office, home, (homeowners’ association), church, wherever,” Zavadsky said — can schedule an appointment to have MedStar come to a place of their convenience and administer flu vaccinations.

To schedule a mobile vaccination clinic, call [817-632-0522](tel:817-632-0522) or email MZavadsky@medstar911.org.

The shots will be \$25 a person, and MedStar will bring documents for insurance claims, Zavadsky said.

The flu season began Oct. 1 and can run into May, he said, and the more people vaccinated, the fewer there are who end up calling 911 and being hospitalized.

The percentage of reported flu-like illnesses in Tarrant County skyrocketed last December, according to Tarrant County Public Health.

At the beginning of the month, the number of flu-like cases reported was average, near the baseline of 3.2 percent of patients seen in a sampling of emergency rooms and clinics. By the end of December it had climbed to 9 percent. January saw the flu spread further, with the percentage climbing to almost 11 percent.

The same month, Tarrant County hospitals reported three [flu-related deaths](#).

In the latest report compiled by the public health agency, covering Sept. 23-29, the percentage of reported flu-like illness had increased slightly, from 1.2 percent to 1.6 percent.

The national Center for Disease Control and Prevention estimates that during the 2017-2018 flu season, more than 800,000 people were hospitalized with flu-like symptoms and more than 80,000 died from flu.

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

FFS – Fee for service

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)

NEMIS – National EMS Information System

NFIRS – National Fire Incident Reporting System

NFPA – National Fire Protection Association

NIMS – National Incident Management System

O

OMD – Office of Medical Director

P

PALS – Pediatric Advanced Life Support

PHTLS – Pre-Hospital Trauma Life Support

PSAP – Public Safety Answering Point (911)

PUM – Public Utility Model

Q

R

RFQ – Request for Quote

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