



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors

November 28, 2018

**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: November 28, 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 – 1374 | Approval of board minutes October 24, 2018 meeting. | Dr. Brian Byrd
Pg. 5 |
| BC - 1375 | Approval of Check History November, 2018. | Dr. Brian Byrd
Pg. 9 |
| IV. OLD BUSINESS | | |
| BC – 1373 | Ratification of final version of UTSW Interim Associate Medical Director. | Kristofer Schleicher
Pg. 11 |
| V. NEW BUSINESS | | |
| BC – 1376 | Approval of Fort Worth Fire request for expenditure. | Fire Chief Jim Davis
Pg. 12 |
| BC – 1377 | Resolutions refinance JP Morgan Loan and \$20m credit facility for Frost. | Kristofer Schleicher
Pg. 13 |
| VI. MONTHLY REPORTS | | |
| A. | Chief Executive Officer’s Report <ul style="list-style-type: none">• CAAS re-accreditation Nov 8-9, 2018 – we received a report of zero deficiencies.• Work on North Deployment Center continues.• Texas EMS Conference was held here at the Fort Worth Convention center, 3000 First Responders from across the state attended. MedStar was given the DSHS 2018 EMS Public Information/Injury Prevention award.• The MedStar Thanksgiving dinner was served in the cantina to the duty crews | Douglas Hooten |

Thursday Nov 22 from 0400-0800 and 1600-2000.

- MAEMSA Board Holiday dinner, will be on Thursday Dec 13 at Frost Bank Towers, 6:30-9:30pm
- MedStar Holiday Party, will be on 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 Jim Davis Fire Chief Kirt Mays
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

October 24, 2018

The Metropolitan Area EMS Authority Board of Directors met on October 24, 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, Paul Harral, Dr. Rajesh Gandhi, Douglas Hooten (Ex-officio), Fire Chief Kirt Mays (Ex-officio), Fire Chief Jim Davis (Ex-officio), Dr. Veer Vithalani (Ex-officio) and Kristofer Schleicher, General Counsel for MAEMSA d/b/a MedStar Mobile Healthcare. Not present: Stephen Tatum.

II. INTRODUCTION OF GUESTS

Guest: Leann Guzman, Senior Assistant City Attorney, Fort Worth. Others present were Steve Dean and Bryan Keenum, Fort Worth PD TacMed, Fire Chief Michael Christensen, Fire Chief Doug Spears, Jeremy Bishop of IFFA Local 440 Board, Fort Worth Professional Fire Fighters Association, Dr. Matthew Cobb OMD Fellow, Dr. Gary Floyd, EPAB; Ken Simpson, Joan Jordan, Matt Zavatsky, Dwayne Howerton, Leila Peeples, Susan Swagerty, Chris Cunningham, Chad Carr, Shaun Curtis, Mike Potts, Philip Morris, Pete Rizzo, Desi Partain and Marianne Schmidt, all with MedStar.

III. CONSENT AGENDA

BC – 1368 Approval of minutes for September 26, 2018

BC – 1369 Approval of Check History for September, 2018.

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

IV. OLD BUSINESS

BC – 1352 Approval to ratify contract for the Associate Medical Director – Tactical Medic.

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

V. NEW BUSINESS

BC – 1370 Approval of IT Department Managed Services Plan.

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

BC – 1371 Approval of terms for Release Agreement with Dr. Neal Richmond.

Dr. Gary Floyd, EPAB Chair spoke in support of EPAB’s recommendation that MAEMSA offer Dr. Richmond the equivalent of 90 days of professional fees under his contract that ended on September 30, 2018. Kristofer Schleicher clarified that this would not be severance pay since Dr. Richmond was an independent contractor and recommended that any payment to Dr. Richmond be in exchange for a standard release and non-disparagement agreement.

The motion to approve the recommendation, contingent on execution of a release and non-disparagement agreement was made by Dr. Knebl and seconded by Dr. Gandhi. The motion carried unanimously.

BC – 1372 Approval of contract and payment of legal fees to James Whitton.

Dr. Brian Byrd stated that after discussion with EPAB’s Executive Committee, the recommendation was that MAEMSA approve the payment of fees invoiced by attorney James Whitton, subject to an agreement between MAEMSA and Mr. Whitton that defines the scope of the representation and amount of fees that would be paid. Dr. Floyd entered a contract with Mr. Whitton which was later ratified by EPAB. However, under Interlocal, only MAEMSA has power to enter contracts.

Paul Harral moved “to authorize EPAB to use the EPAB Reserve Funds to pay attorney fees accrued to date with an additional authorization of up to \$50,000 to deal with future needs should that be necessary. Issuance of payments from this fund for this purpose must follow standard MAEMSA payment protocols. Use of these funds is restricted to legal review for EPAB of transactional functions only such as but not limited to reviews of contracts, ordinances and agreements. These funds may not be used for litigation. All other legal matters such as but not limited to compliance and regulatory issues remain the responsibility of MAEMSA. This requires execution of an agreement with MAEMSA and Jim Whitten under the provisions of this motion.”

After discussion, Mr. Harrell amended his motion as follows: “To authorize MAEMSA to enter a contract with Mr. Whitton to provide specific legal advice to the Emergency Physicians Advisory Board. The engagement must be limited to transactional matters such as the review of contracts and agreements and assisting EPAB in understanding the Uniform EMS Ordinance and Interlocal Agreement, including any amendments to the same. All other legal matters such as but not limited to compliance and regulatory issues, remain the responsibility of MAEMSA’s General Counsel. Further, the engagement must exclude any representation and advice concerning litigation or adverse action against the Authority or MAEMSA.” The motion was made seconded by Dr. Gandhi. The motion carried unanimously.

BC – 1373 Approval of contract with Interim Associate Medical Director (UTSW).

Dr. Veer Vithalani reported that UTSW had agreed to contract terms just before the meeting. The motion to approve was made by Dr. Gandhi and seconded by Paul Harral. The motion carried unanimously.

VI. MONTHLY REPORTS

A. Chief Executive Officer: Douglas Hooten reviewed the items in Tab A. Walsh Ranch/Parker County Hospital District update – they agree that full purpose annexation areas are MedStar’s responsibility. ERP Training, Phase I completed. Phase II HR starts in November. Our CAAS re-accreditation is Nov 8-9, 2018. We’ve cancelled the South Deployment Land procurement and are looking at other properties. Work on North Deployment Center continues. 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: Joan Jordan reviewed Tab B. Our annual audit by Whitney-Penn will be starting in November. They will be here the week of November 5th and November 19th. In January they will give their report to the board.

C. Chief Operations Officer: Ken Simpson reviewed Tab C.

D. Human Resources Report: Leila Peeples reviewed Tab D.

E. FRAB: Fire Chief Kirt Mays: nothing to report from FRAB. But I would like to welcome the new Fort Worth Fire Chief, Jim Davis.

F. Office of the Medical Director: Dr. Veer Vithalani reviewed Tab F. We are three-quarters of the way done making a few minor changes to the Protocols.

G. Compliance / Legal Reports: Chad Carr reviewed Tab G.

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

VII. REQUEST FOR FUTURE AGENDA ITEMS

Dr. Gandhi stated that he would like to discuss how we will deal with future challenges from reduced payments and increasing costs. How do we protect the bottom line and increase revenues in the future? He would like to see a longer term projected revenue analysis.

VIII. CLOSED SESSION

There was no closed session.

IX. ADJOURNMENT

There being no further business, Chairman Byrd adjourned the meeting at 11:40 a.m.

Respectfully submitted,

Janice Knebl
Secretary



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
AP Check Details Over \$5000
For Check Dates Between 10/1/2018 and 10/31/2018

Check Number	CK Date	Vendor Name	Check Amount	Description
WIRE	10/31/2018	Emergency Resources, PLLC	\$ 22,070.92	Med Dir Salary - Dr. Vithalani
93918	10/9/2018	Direct Energy	14,714.04	Electric Service October 2018
93926	10/9/2018	Industrial Networking Solutions	6,908.21	Ambulances
93928	10/9/2018	Logis Solutions	27,600.00	PrePaid Expense 4th Qtr Maintenance
93937	10/9/2018	PC Connections Sales Corp	8,452.09	Ambulances & minor equip hardware
93939	10/9/2018	Recept Pharmacy	7,439.17	Medical Supplies and Meds
93940	10/9/2018	Solutions Group	28,762.78	Monthly Verification and Insurance Scrub
93949	10/9/2018	ZirMed Inc	14,063.13	Monthly Verification, Claims, Payments AR
93950	10/9/2018	Zoll Medical Corporation	7,224.50	Clinical Supplies & Repair and Maint.
95521	10/5/2018	American Ambulance Association	12,000.00	Annual Subscription - Member #
95523	10/5/2018	AT&T Mobility	10,388.14	Cell Phone and Aircards
95527	10/5/2018	InSource Group	5,740.00	Temp Pay - R. Webb - IT contractor
95534	10/5/2018	TML Intergovernmental Risk Pool	588,790.06	Annual Insurance - Contract
95632	10/17/2018	Bound Tree Medical LLC	26,493.22	Medical Supplies-Tamper Seal Red
95645	10/17/2018	Keane Insurance Group, Inc.	5,299.35	Tail Insurance-OMD
95655	10/17/2018	ReCept Pharmacy	17,373.92	Medical Supplies
95660	10/17/2018	XL Parts	7,057.12	fleet stock order
95670	10/19/2018	NCTTRAC	5,800.00	Dues for NCTTRAC 2019
95696	10/19/2018	Ogletree Deakins	11,605.05	Legal Services for Bo Chen
95700	10/19/2018	PRUDENTIAL GROUP	19,462.11	Basic Life, LTD, STD and Suppl
95701	10/19/2018	Public Consulting Group, Inc.	197,381.38	Ambulance Supplemental Payment
95721	10/23/2018	Bound Tree Medical LLC	15,239.75	Various Medical Supplies - Bou
95727	10/23/2018	Innovative Developers, Inc.	14,950.00	N. Deployment Center - Project
95732	10/23/2018	ReCept Pharmacy	8,159.85	Medical Supplies
95742	10/26/2018	Arrow International, Inc.	6,081.00	Medical Supplies
95743	10/26/2018	AT&T	6,416.22	Voice over IP
95745	10/26/2018	Bound Tree Medical LLC	38,702.99	Cleaning Supplies
95782	10/26/2018	ReCept Pharmacy	18,410.64	Medical Supplies
95787	10/26/2018	SWC Health Solutions	6,354.60	Collection Services
95793	10/26/2018	Zoll Medical Corporation	7,659.85	CPR stat pads
95799	10/29/2018	United Healthcare Ins Co	7,024.13	Patient Refunds
WIRE	10/11/2018	American Express	14,739.19	AMX statement September 2018
WIRE	10/17/2018	Modern Mobility LLC	160,373.00	M22 - VIN #3C7WRKBL0JG24812
WIRE	10/17/2018	Modern Mobility LLC	160,373.00	M82 - VIN #3C7WRKBLXJG248405
WIRE	10/17/2018	Modern Mobility LLC	160,373.00	M24 - VIN #3CYWRKBL6JG248403
WIRE	10/19/2018	WEX Bank	95,877.32	Fuel
WIRE	10/31/2018	Chase Ink Cardmember Service	5,620.27	OMD Credit Card Bill

**CERTIFICATE OF AGENCY RESOLUTIONS
OF
METROPOLITAN AREA EMS AUTHORITY**

I, Janice Knebl, D.O., Secretary of the Board of Directors of METROPOLITAN AREA EMS AUTHORITY (the "Agency"), a governmental administrative agency created under Title 7, Chapter 791 of the Texas Government Code, as amended, do hereby certify as follows:

1. I am the duly elected and qualified Secretary of the Board of Directors of the Agency and the custodian of the Agency 's records.

2. Set forth below is a true and correct extract from the records of the Board of Directors of the Agency showing resolutions duly adopted on **November __, 2018**, at a meeting of its Board of Directors duly called and held, at which meeting a quorum was present and acting throughout, or (b) by unanimous written consent of the Board of Directors of the Agency, which resolutions have not in any way been amended or modified and are in full force and effect:

“RESOLVED, that the Chief Executive Officer (herein so called) and the Chairman (herein so called) of the Board of Directors of METROPOLITAN AREA EMS AUTHORITY, a governmental administrative agency created under Title 7, Chapter 791 of the Texas Government Code, as amended ("MAEMSA"), be and are hereby each severally authorized and directed to obtain a loan in the principal amount of \$4,450,000.00 (the "Loan") from FROST BANK ("Lender"), upon such terms and conditions as the said officer shall in his or her sole discretion deem necessary or advisable; to execute and deliver on behalf of MAEMSA all loan agreements, promissory notes, deeds of trust, security instruments, documents, certificates and agreements (collectively, the "Loan Documents") required by Lender, and to pledge as security for the Loan such assets of MAEMSA as such officer deems necessary or advisable; and to do any and all things in connection with such Loan or any modification, renewal, extension, amendment, restatement or rearrangement thereof that such officer deems necessary or advisable and in the best interests of MAEMSA;

“FURTHER RESOLVED, that the Chief Executive Officer and Chairman of MAEMSA be and hereby are each severally authorized and empowered on behalf of MAEMSA from time to time to execute, acknowledge and deliver any interest rate swap agreement, interest rate exchange agreement, currency exchange agreement, foreign exchange agreement, interest rate and currency exchange agreement, forward rate agreement, rate floor agreement, interest rate protection agreement, interest rate cap agreement, rate collar agreement, any option agreement respecting the foregoing, International Swaps and Derivatives Association, Inc. (ISDA) Master Agreement, or any similar agreement or arrangement and any schedule, confirmation, exhibit, document or instrument evidencing any interest in a transaction covered by any such

agreement as the same may be modified, supplemented, amended or revised and in effect from time to time;

“FURTHER RESOLVED, that all acts of the Chief Executive Officer and/or Chairman of MAEMSA authorized and directed herein, including the execution and delivery of the Loan Documents and all other documents referenced herein relating to the Loan herein referenced, are reasonably expected to benefit, directly or indirectly, MAEMSA;

“FURTHER RESOLVED, that the Chief Executive Officer and Chairman of MAEMSA are hereby each severally authorized to (a) sign, execute, certify to, verify, acknowledge, deliver, accept, file and record any and all instruments and documents, and (b) take, or cause to be taken, any and all such action, in the name and on behalf of MAEMSA or otherwise, as in such officer's judgment is necessary, desirable or appropriate in order to consummate the transactions contemplated by or otherwise to effect the purposes of the foregoing resolutions;

“FURTHER RESOLVED, that all actions heretofore taken by the directors or the officers of MAEMSA, and all things done by their authority, in connection with the transaction described herein, be and the same are hereby ratified, approved and adopted as the acts of MAEMSA; and

“FURTHER RESOLVED, that any of the officers listed herein are authorized and empowered to perform all acts and execute and deliver all instruments, documents and agreements required by Lender to carry out the purposes of these resolutions.”

3. The following are duly elected, qualified and serving officers of the Board of Directors’ of the Agency, and that the signature set out opposite the name of each officer is the genuine signature of such person, to-wit:

<u>Name</u>	<u>Title</u>	<u>Signature</u>
Douglas R. Hooten	Chief Executive Officer	_____
Brian Byrd, M.D.	Chairman	_____
Janice Knebl, D.O.	Secretary	_____

4. (a) all franchise (if any) and other taxes (if any) required to maintain the Agency's existence have been paid when due and that no such taxes (if any) are delinquent; (b) no proceedings are pending for the repeal of any statute or ordinance governing the creation and/or continuation of the Agency’s existence or the Agency's dissolution, voluntary or involuntary; (c) the Agency is duly qualified to do business in the State of Texas and any other states in which it

is doing business, and is in good standing in such states; (d) there is no provision of the Restated Interlocal Cooperative Agreement, the Uniform EMS Ordinance, or the Amended Bylaws of the Agency approved by the Board of Directors on September 6, 2017 (the "Bylaws") limiting the power of the Board of Directors to pass the resolutions set out above, and that such resolutions are in conformity with the provisions of said Restated Interlocal Cooperative Agreement, the Uniform EMS Ordinance and Bylaws.

IN WITNESS WHEREOF, I have hereto set my hand this ____ day of November 2018.

Janice Knebl, D.O., in the capacity of Secretary
of the Board of Directors of the Agency

**CERTIFICATE OF CORPORATE RESOLUTIONS
OF
METROPOLITAN AREA EMS AUTHORITY**

I, Janice Knebl, D.O., Secretary of the Board of Directors of METROPOLITAN AREA EMS AUTHORITY (the "Agency"), a governmental administrative agency created under Title 7, Chapter 791 of the Texas Government Code, as amended, do hereby certify as follows:

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“RESOLVED, that the Chief Executive Officer (herein so called) and the Chairman (herein so called) of the Board of Directors of METROPOLITAN AREA EMS AUTHORITY, a governmental administrative agency created under Title 7, Chapter 791 of the Texas Government Code, as amended ("MAEMSA"), be and are hereby each severally authorized and directed to obtain one or more loans in the aggregate principal amount of up to \$20,000,000.00 (collectively, whether one or more, the "Loan") from FROST BANK ("Lender"), upon such terms and conditions as the said officer shall in his or her sole discretion deem necessary or advisable; to execute and deliver on behalf of MAEMSA all loan agreements, promissory notes, deeds of trust, security instruments, documents, certificates and agreements (collectively, the "Loan Documents") required by Lender in connection with each loan, and to pledge as security for each such Loan such assets of MAEMSA as such officer deems necessary or advisable; and to do any and all things in connection with each such Loan or any modification, renewal, extension, amendment, restatement or rearrangement thereof that such officer deems necessary or advisable and in the best interests of MAEMSA;

“FURTHER RESOLVED, that the Chief Executive Officer and Chairman of MAEMSA be and hereby are each severally authorized and empowered on behalf of MAEMSA from time to time to execute, acknowledge and deliver any interest rate swap agreement, interest rate exchange agreement, currency exchange agreement, foreign exchange agreement, interest rate and currency exchange agreement, forward rate agreement, rate floor agreement, interest rate protection agreement, interest rate cap agreement, rate collar agreement, any option agreement respecting the foregoing, International Swaps and Derivatives Association, Inc. (ISDA) Master Agreement, or any similar agreement or arrangement and any schedule, confirmation, exhibit, document or instrument evidencing any interest in a transaction covered by any such

agreement as the same may be modified, supplemented, amended or revised and in effect from time to time;

“FURTHER RESOLVED, that all acts of the Chief Executive Officer and/or Chairman of MAEMSA authorized and directed herein, including the execution and delivery of the Loan Documents and all other documents referenced herein relating to the Loan herein referenced, are reasonably expected to benefit, directly or indirectly, MAEMSA;

“FURTHER RESOLVED, that the Chief Executive Officer and Chairman of MAEMSA are hereby each severally authorized to (a) sign, execute, certify to, verify, acknowledge, deliver, accept, file and record any and all instruments and documents, and (b) take, or cause to be taken, any and all such action, in the name and on behalf of MAEMSA or otherwise, as in such officer's judgment is necessary, desirable or appropriate in order to consummate the transactions contemplated by or otherwise to effect the purposes of the foregoing resolutions;

“FURTHER RESOLVED, that all actions heretofore taken by the directors or the officers of MAEMSA, and all things done by their authority, in connection with the transaction described herein, be and the same are hereby ratified, approved and adopted as the acts of MAEMSA; and

“FURTHER RESOLVED, that any of the officers listed herein are authorized and empowered to perform all acts and execute and deliver all instruments, documents and agreements required by Lender to carry out the purposes of these resolutions.”

3. The following are duly elected, qualified and serving officers of the Board of Directors’ of the Agency, and that the signature set out opposite the name of each officer is the genuine signature of such person, to-wit:

<u>Name</u>	<u>Title</u>	<u>Signature</u>
Douglas R. Hooten	Chief Executive Officer	_____
Brian Byrd, M.D.	Chairman	_____
Janice Knebl, D.O.	Secretary	_____

4. (a) all franchise (if any) and other taxes (if any) required to maintain the Agency's existence have been paid when due and that no such taxes (if any) are delinquent; (b) no proceedings are pending for the repeal of any statute or ordinance governing the creation and/or continuation of the Agency’s existence or the Agency's dissolution, voluntary or involuntary; (c) the Agency is duly qualified to do business in the State of Texas and any other states in which it is doing business, and is in good standing in such states; (d) there is no provision of the Restated Interlocal Cooperative Agreement, the Uniform EMS Ordinance, or the Amended Bylaws of the

Agency approved by the Board of Directors on September 6, 2017 (the "Bylaws") limiting the power of the Board of Directors to pass the resolutions set out above, and that such resolutions are in conformity with the provisions of said Restated Interlocal Cooperative Agreement, the Uniform EMS Ordinance and Bylaws.

IN WITNESS WHEREOF, I have hereto set my hand this ____ day of November 2018.

Janice Knebl, D.O., in the capacity of Secretary
of the Board of Directors of the Agency

Tab A – Chief Executive Officer

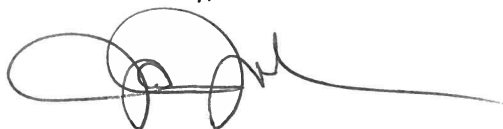
November 12, 2018

Dear Doug,

Please accept this notice of my intent to retire on or about March 31, 2019, although, this date is flexible based on needs of the company.

It has been my honor and privilege to work with you for these many years. You have been the best mentor, cheerleader, and friend a person could want to have. I appreciate you, and I thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joan Jordan', with a long horizontal flourish extending to the right.

Joan Jordan

Tab B – Chief Financial Officer

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – November 28, 2018

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

General: October marks the first reporting month of MAEMSA's new accounting/ERP system. Tyler Technologies specializes in governmental accounting; thus, the reports may be different than you are accustomed to seeing. Based on any comments you make, we will adjust the reporting over the next several months.

Statement of Revenues and Expenses:

- Income – the Board approved an increase in gross charges for mileage as well as Treatment without Transport. These increases are apparent in the Patient Service Fees line item.
- Overall, net retained earnings for the month of October is a loss of \$517,104 as compared to budgeted loss of \$842,707 for a positive variance of \$325,603.

Key Financial Indicators:

- Current Ratio – MedStar has \$10.07 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 October 31, there is over 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 4.33 times.
- Return on Net Assets – This ratio determines whether the agency is financially better off than in previous years by measuring total economic return. An improving trend indicates increasing net assets and the ability to set aside financial resources to strengthen future flexibility. Management has budgeted a return of 7.04% on assets. Through October, the return is estimated to be 7.71%.

Billing Trends:

- 9676 encounters have been billed at a cost of \$250,074 for a cost per claim of \$25.84, or 6.19% of collections. This is close to the industry average of 6% of collections.

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

ASSETS

	Oct-18	Oct-17
Current Assets		
Cash and Equivalents	\$ 22,216,945.18	\$ 24,723,898.55
Patient Accounts Receivable	\$ 11,210,518.77	15,220,934.78
Other Receivable	\$ 438,545.94	226,612.38
Inventory	\$ 299,899.39	299,899.39
Prepaid Insurance and Expense	\$ 1,356,548.81	1,301,042.09
Total Current Assets	\$ 35,522,458.09	\$ 41,772,387.19
Property and Equipment	\$ 31,181,027.85	28,583,845.63
Total Assets	\$ 66,703,485.94	\$ 70,356,232.82

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$ 722,893.49	\$ 463,840.61
Interest Payable	\$ 7,781.31	3,859.98
Payroll Taxes and Benefits Payable	\$ 2,796,435.07	1,677,861.46
Total Current Liabilities	\$ 3,527,109.87	\$ 2,145,562.05
Long-Term Liabilities		
Consulting Retainer	\$ 2,370.46	2,370.46
Deferred Subscription Income	\$ 140,085.48	165,097.68
Construction Loan Chase	\$ 4,256,235.92	5,077,181.40
Total Long-Term Liabilities	\$ 4,398,691.86	\$ 5,244,649.54
Total Liabilities	\$ 7,925,801.73	\$ 7,390,211.59
Net Assets <Deficit>		
Capital Contribution	\$ 316,920.50	\$ 316,920.50
Retained Earnings - Unrestricted	\$ 58,369,248.50	62,032,847.76
Retained Earnings - Restricted	\$ 608,619.69	608,619.69
Net Income	\$ (517,104.48)	7,633.28
Total Net Assets <Deficit>	\$ 58,777,684.21	\$ 62,966,021.23
Total Liabilities & Net Assets <Deficit>	\$ 66,703,485.94	\$ 70,356,232.82



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
 Statement of Revenue and Expenditures
 For the 1 Month Ended October 31, 2018

	Current Month Actual	Current Month Budget	Current Month Variance	Prior Year Actual
Revenue				
Patient Service Fees	\$ 14,415,027.95	\$ 13,907,855.00	\$ 507,172.95	\$ 13,515,128.00
Estimated Uncollectible	\$ (10,368,012.86)	\$ (9,988,899.00)	\$ (379,113.86)	\$ (9,634,413.22)
Net Patient Service fees	\$ 4,047,015.09	\$ 3,918,956.00	\$ 128,059.09	\$ 3,880,714.78
Standby/Special Events	\$ 66,516.00	\$ 122,978.07	\$ (56,462.07)	\$ 73,073.44
Education Income	\$ 16,615.76	\$ 1,800.00	\$ 14,815.76	\$ 4,590.00
MIH Program Income	\$ 84,086.00	\$ 62,977.70	\$ 21,108.30	\$ 50,210.00
Subscription Income	\$ 26,648.70	\$ 30,507.00	\$ (3,858.30)	\$ 28,242.00
Other Income	\$ -	\$ -	\$ -	\$ -
Interest on Investments	\$ 13,333.78	\$ -	\$ 13,333.78	\$ 108.00
Gain(Loss) on Disposition	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 4,254,215.52	\$ (4,137,218.77)	\$ 116,996.56	\$ 4,036,938.22
Expenditures				
Salaries	\$ 3,037,641.80	\$ 3,179,400.00	\$ 141,758.20	\$ 2,867,919.20
Time Off Benefits	\$ 81,027.58	\$ 85,406.00	\$ 4,378.42	\$ 126,022.27
Pay Related Taxes	\$ 229,455.15	\$ 226,383.01	\$ (3,072.14)	\$ 138,355.60
Other Benefits	\$ 383,769.07	\$ 389,926.22	\$ 6,157.15	\$ (26,539.30)
Interest	\$ 8,332.83	\$ 4,327.40	\$ (4,005.43)	\$ 9,459.42
Vehicle & Equipment	\$ 302,622.01	\$ 307,002.76	\$ 4,380.75	\$ 307,480.65
Station	\$ 176,219.66	\$ 259,591.30	\$ 83,371.64	\$ 137,362.21
Insurance	\$ 31,947.45	\$ 30,991.42	\$ (956.03)	\$ 32,691.03
Administrative Expense	\$ 221,141.75	\$ 217,035.98	\$ (4,105.77)	\$ 235,555.16
Education Expenses	\$ 25,613.67	\$ 7,500.00	\$ (18,113.67)	\$ 4,394.85
Miscellaneous	\$ 1,355.03	\$ 168.00	\$ (1,187.03)	\$ -
Depreciation	\$ 272,194.00	\$ 272,194.00	\$ -	\$ 235,407.43
Total Expenditures	\$ 4,771,320.00	\$ 4,979,926.09	\$ 208,606.09	\$ 4,068,108.52
Net Rev in Excess of Expend	\$ (517,104.48)	\$ (842,707.32)	\$ 325,602.84	\$ (31,170.30)

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

	Goal	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Current Ratio	> 1	8.88	7.19	8.97	12.41	10.07

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

Cash as % of Annual Expenditures	> 25%	49.02%	65.31%	55.06%	46.90%	49.88%
---	-----------------	---------------	---------------	---------------	---------------	---------------

Indicates compliance with Ordinance which specifies 3 months cash on hand.

Accounts Receivable Turnover	>3	5.47	4.16	7.94	5.15	4.33
-------------------------------------	--------------	-------------	-------------	-------------	-------------	-------------

A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	7.04%	13.95%	11.60%	10.35%	10.11%	7.71%
-----------------------------	--------------	---------------	---------------	---------------	---------------	--------------

Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY19 is 7.04%.

Billing and Collections - Key Trends

	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Total
Collections	\$ 4,042,906												\$ 4,042,906
Billed Transports	9676												9676
Cost to Bill and Collect	\$ 250,074												\$ 250,074
Cost per claim	\$ 25.84	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$ 25.84
Cost as % of collections	6.19%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	6.19%

FY 18-19 Billed Transports = 9676



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 10/28/18 Next Closing Date 11/27/18



Account Ending ~~XXXXXX~~

New Balance **\$14,206.72**

Please Pay By **11/12/18[‡]**

[‡]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 09/30/18

901,799

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

Account Summary

Previous Balance	\$14,739.19
Payments/Credits	-\$15,974.19
New Charges	+\$15,391.72
Fees	+\$50.00

New Balance **\$14,206.72**

Days in Billing Period: 31

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.

Effective immediately, we are updating the Cardmember Agreement to include more detailed information about the Pay Over Time option. The Pay Over Time option is available to eligible Card members who are invited to enroll. These updates provide additional clarity, and do not change the way the Pay Over Time option works.

See page 7 for a Notice Of Change To The Membership Rewards Program Terms & Conditions.

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

Douglas R Hooten

APPROVED

↓ 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
11/12/18
Amount Due
\$14,206.72

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 001420672001420672 24 H



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 10/28/18

OPENSM

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Account Ending ~~921007~~

Payments and Credits

Summary

	Total
Payments	-\$14,739.19
Credits	
DOUGLAS R HOOTEN XXXX	-\$1,235.00
Total Payments and Credits	-\$15,974.19

Detail *Indicates posting date

Payments				Amount
10/11/18*	DOUGLAS R HOOTEN	CHECKLESS PYMT RECEIVED-THANK YOU		-\$14,739.19
Credits				Amount
10/02/18	DOUGLAS R HOOTEN	VITAL SMARTS PROVO UT 801-765-9600		-\$49.00
10/02/18	DOUGLAS R HOOTEN	MICHAEL HYATT AND COMPANY 00-080240157 FRANKLIN TN Credit back 615-3069425		-\$790.00
10/10/18	DOUGLAS R HOOTEN	BUSMGMTDLY Credit \$396.00 for webinar 8005432055 VA 8005432055		-\$396.00

New Charges

Summary

	Total
DOUGLAS R HOOTEN XXXX	\$15,227.82
JOAN E JORDAN XXXX	\$163.90
Total New Charges	\$15,391.72

Detail

DOUGLAS R HOOTEN
 Card Ending ~~XXXX~~

					Amount
09/27/18	TROPHY ARTS INC 817-336-4532	Crystal Ambulances for 3-20yr members: Demers, Hornuth, Ebbett	FORT WORTH TX	R1190231	\$692.94
09/27/18	FORT WORTH ZOO WEBST 8000000000	HR office team building	FORT WORTH TX	R1190439	\$56.00
09/28/18	CONCUR TECHNOLOGIE 542929806820874 5888954815	TVL website	BELLEVUE WA	R1190284	\$150.00
10/01/18	MICHAEL HYATT AND COMPANY 00-080240157 615-3069425		FRANKLIN TN	Credit back	\$790.00
10/03/18	SHRM*MEMBER600925803 SHRM 600925803 76116 SHRM*MEMBER600925803 MEMBERSHIP.SHRM.ORG 18004445006	Renewal of SHRM Professional Mbrshp for Tobi Farris	ALEXANDRIA VA	PO 2190059	\$189.00
10/04/18	WEBSITEHOSTINGBILLCOM WEBSITEHOSTINGB 4059488300		OKLAHOMA CITY OK	70010-800540	\$69.00
10/05/18	FNDRSNG FOR A CAUSE INC 0366 800-519-2814	Breast Cancer awareness items	TAMPA FL	R1190438	\$32.39

Detail Continued

						Amount
10/06/18	ENTERPRISE RENT ACAR TOLLS WWW.HTALLC.COM Tolls from Rental Car - Leslie Elam used for 3 days while her's was in the shop being fixed	877-860-1258	NY	R1190287		\$10.03
10/06/18	AFFORD-A-BOUNCE 817-896-2007 End of summer party - bounce house rental	FORT WORTH	TX	R1190286		\$1,084.00
10/08/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES Doug speaking in BOS at a MIH conference, then to DC for a AAA board meeting. From: To: Carrier: Class: DALLAS/FORT WORTH BOSTON LOGAN INTER AA L WASHINGTON NATIONA AA O DALLAS/FORT WORTH AA L Ticket Number: 00171943796404 Date of Departure: 11/05 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: PASSENGER TICKET	BLOOMINGTON	IN	10010-900300		\$730.00
10/08/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007483031692 Passenger Name: HOOTEN/DOUGLAS ROLAN Document Type: TRAVEL AGENCY FEE	BLOOMINGTON	IN	10010-900300	TVL fee	\$5.00
10/08/18	PAYPAL *DREAM PARK 402-935-7733 Purchased 8x8 brick for Dream Park paving - Donation	4029357733	TX	R1190222		\$200.00
10/08/18	FORT WORTH CHAMBER OF COM 8173362491 City Mgr Luncheon, table for 8 purchased	817-3362491	TX	R1190226		\$750.00
10/08/18	AMZN MKTP US*MT9AM8S70 BOOK STORES Strengths Based Ldrship books for HR	AMZN.COM/BILL	WA	R1190476		\$33.49
10/08/18	WALGREENS Gift card to purchase Xmas deco 8002892273 for party on 12/14/18	FORT WORTH	TX	R1190220		\$505.95
10/08/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fix and repair cell phone: LCD screen & charging ports	FORT WORTH	TX	R1190217		\$239.00
10/12/18	Southwest Airlines SOUTHWEST AIRLINES (MASTE Gift card for TX EMS Conference party on 11/19/18 Ticket Number: 5260013452099 Document Type: SPD/AIR FREIGHT	DALLAS	TX	R1190327		\$500.00
10/12/18	TACO CABANA 10133 ECOM 972-702-9300 NEOP breakfast with Supervisors 80/81's	FORT WORTH	TX	R1190057		\$103.86
10/12/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Repair LCD screen and charging ports on cell phones	FORT WORTH	TX	R1190329		\$626.00
10/13/18	QUALITY LOGO PRODUCTS 866-312-5646 MIH purchase: Jumbo 24/7 Medicine tray organizer	AURORA	IL	R1190312		\$855.68
10/16/18	TIFF'S TREATS..... 948907107229851 IDAGIAAtjq 76116 Cookies for Bosses Day	AUSTIN	TX	R1190386		\$44.74
10/16/18	FITBIT, INC. XUW9R6NMK 8776234997 Gift for TX EMS Conf. party on 11/19/18	SAN FRANCISCO	CA	R1190418		\$248.92
10/16/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fix 2-iPhone LCD screens and charging port	FORT WORTH	TX	R1190413		\$377.00
10/17/18	FITBIT, INC. XUW9R6NMK 8776234997 2-yr protection plan for TX EMS Conf. party gift 11/19/18	SAN FRANCISCO	CA	R1190418		\$64.94
10/18/18	4010 BOSE CORP WEB STORE 4010 800-999-2673 Gift for TX EMS Conf. party on 11/19/18	8009992673	MA	R1190414		\$481.65
10/18/18	AMAZON.COM*M81YH2L82 MERCHANDISE 3-yr protection plan for TX EMS Conf. party gift 11/19/18	AMZN.COM/BILL	WA	R1190414		\$35.16
10/18/18	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR Fix broken iPhone LCD screen & charging port	FORT WORTH	TX	R1190683		\$184.00
10/19/18	NAEMSP 000000001 4042523663 Renewal of NAEMSP - Douglas Hooten	ATLANTA	GA	R1190679		\$185.00
10/19/18	NAEMSP 000000001 4042523663 Renal of NAEMSP - Matt Zavadsky	ATLANTA	GA	R1190672		\$185.00



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 10/28/18

OPENSM

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Account Ending ~~XXXXXX~~

Detail Continued

Amount

10/22/18	FROSCH/GANT TRAVEL MANAGE AMERICAN AIRLINES From: DALLAS/FORT WORTH To: LAS VEGAS MCCARRAN DALLAS/FORT WORTH Ticket Number: 00172859786772 Passenger Name: HARRISON/STACY MARIE Document Type: PASSENGER TICKET	BLOOMINGTON IN 10010-900300 Stacy Harrison attending AICPA Conference in LAS Carrier: AA Class: G V Date of Departure: 11/13		\$397.40
10/22/18	FROSCH/GANT TRAVEL MANAGE TRAVEL AGENCY SERVICE Ticket Number: 89007485773765 Passenger Name: HARRISON/STACY MARIE Document Type: TRAVEL AGENCY FEE	BLOOMINGTON IN 10010-900300	TVL Fee	\$5.00
10/22/18	AICPA VARIOUS AICPA Controllers Conf: 3-day course: Stacy Harrison	888-777-7077 NC R1190666		\$1,775.00
10/22/18	CAESARS PALACE Arrival Date: 10/21/18 Departure Date: 10/22/18 00000000 LODGING CARDEPOSIT Hotel deposit for Stacy Harrison, attending AICPA Controllers conf. in Las Vegas	Las Vegas NV 10010-900300		\$225.63
10/23/18	PANERA BREAD #601542 6015 6015421540306159076132 FOOD/BEVERAGE EMT Skills testing - lunch for examiners	FORT WORTH TX R1190709		\$183.89
10/24/18	CAESARS PALACE Arrival Date: 10/23/18 Departure Date: 10/24/18 00000000 LODGING CARDEPOSIT Hotel payment for Stacy Harrison attending AICPA Controllers conf. in Las Vegas	Las Vegas NV 10010-900300		\$651.26
10/25/18	SHERATON ATLANTA SHERATON ATLANT Arrival Date: 10/21/18 Departure Date: 10/24/18 00000000 LODGING Hotel for Melba Fowler, 3-day HR course in Atlanta, GA	ATLANTA GA 60010-900300		\$428.50
10/25/18	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO TX Tolls		\$48.00
10/26/18	AMERICAN AIRLINES 45107823 AMERICAN AIRLINES From: DALLAS/FORT WORTH To: JACKSON THOMPSON F DALLAS/FORT WORTH Ticket Number: 0012318172295 Passenger Name: ZAVADSKY/MATTHEW Document Type: PASSENGER TICKET	800-433-7300 TX 85010-900300 Day trip for Matt Zavadsky to attend NAEMT meeting. MedStar will be reimbursed for this trip. Carrier: AA Class: S S Date of Departure: 11/29		\$484.39
10/26/18	SLADEK CONFERENCE SERVICE 899000002503 BSLADEK@SCS-EVENTS.COM TX EMS Conference booth rental space payment	HUTTO TX R1190879		\$1,600.00



JOAN E JORDAN

Card Ending ~~XXXXXX~~

Amount

09/28/18	PANTHEON SYSTEMS INC 8559279387 Computer Software Maint.	SAN FRANCISCO CA R1190228		\$35.00
10/02/18	OFFICE DEPOT #1079 000001079 8004633768 12PK RIBBON 2.24X243 TLP2824 Ribbon for the new payroll and AP printers.	GRAND PRAIRIE TX R1190114		\$43.29
10/02/18	PAYFLOW/PAYPAL 0045 888-883-9770 Dues and subscriptions	LAVISTA NE 10010-900325		\$30.60
10/03/18	TWILIO, INC. DIRECT MKTG INTERNET computer software maint.	SAN FRANCISCO 70010-800540		\$10.01

Continued on reverse

Detail Continued

					Amount
10/25/18	TWILIO, INC. DIRECT MKTG INTERNET	Computer software maint.	SAN FRANCISCO	70010-800540	\$10.00
10/28/18	PANTHEON SYSTEMS INC 8559279387	Computer Software maint.	SAN FRANCISCO	CA R1190877	\$35.00

Fees

					Amount
10/28/18	JOAN E JORDAN	ANNUAL MEMBERSHIP FEE		10010 - 900325	\$50.00
Total Fees for this Period					\$50.00

2018 Fees and Interest Totals Year-to-Date

		Amount
Total Fees in 2018		\$225.00
Total Interest in 2018		\$0.00

Tab C – Operations Report



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 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	2	2	00:07:05	0	100.0%	0	0.0%	2	0	100.0%
	2	12	12	00:05:56	1	91.7%	0	0.0%	17	1	94.1%
	3	2	2	00:04:00	0	100.0%	0	0.0%	2	0	100.0%
Total Blue Mound		16	16								
Burleson	1	90	87	00:07:54	14	84.4%	6	6.7%	90	14	84.4%
	2	156	140	00:08:10	21	86.5%	2	1.3%	156	21	86.5%
	3	89	79	00:11:05	13	85.4%	5	5.6%	89	13	85.4%
	4	186	186	00:28:23	12	93.5%	4	2.2%	186	12	93.5%
Total Burleson		521	492								
Edgecliff Village	1	9	9	00:09:43	2	77.8%	0	0.0%	9	2	77.8%
	2	13	13	00:07:12	0	100.0%	0	0.0%	13	0	100.0%
	3	5	4	00:07:17	0	100.0%	0	0.0%	5	0	100.0%
Total Edgecliff Village		27	26								
Forest Hill	1	48	46	00:09:36	15	68.8%	3	6.3%	99	21	78.8%
	2	94	84	00:08:31	7	92.6%	0	0.0%	94	7	92.6%
	3	34	32	00:10:07	2	94.1%	1	2.9%	34	2	94.1%
Total Forest Hill		176	162								
Fort Worth	1	2505	2395	00:08:05	351	86.0%	44	1.8%	2505	351	86.0%
	2	5049	4604	00:08:23	454	91.0%	47	0.9%	5049	454	91.0%
	3	2617	2452	00:10:01	206	92.1%	32	1.2%	2617	206	92.1%
	4	1025	1016	00:25:11	61	94.0%	31	3.0%	1025	61	94.0%
Total Fort Worth		11196	10467								
Haltom City	1	85	82	00:08:55	21	75.3%	3	3.5%	85	21	75.3%
	2	148	136	00:08:51	18	87.8%	3	2.0%	148	18	87.8%
	3	83	76	00:09:42	5	94.0%	0	0.0%	83	5	94.0%
	4	4	4	00:20:08	0	100.0%	0	0.0%	22	0	100.0%
Total Haltom City		320	298								
Haslet	1	7	7	00:07:23	0	100.0%	0	0.0%	7	0	100.0%
	2	10	8	00:08:09	1	90.0%	0	0.0%	85	10	88.2%
	3	4	4	00:07:38	0	100.0%	0	0.0%	4	0	100.0%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 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	00:28:07	0	100.0%	0	0.0%	7	0	100.0%
Total Haslet		28	26								
Lake Worth	1	22	22	00:07:13	3	86.4%	2	9.1%	83	7	91.6%
	2	55	53	00:06:29	1	98.2%	0	0.0%	120	4	96.7%
	3	17	16	00:09:22	2	88.2%	0	0.0%	17	2	88.2%
Total Lake Worth		94	91								
Lakeside	1	1	1	00:11:54	1	0.0%	0	0.0%	1	1	0.0%
	2	8	8	00:12:45	4	50.0%	0	0.0%	8	4	50.0%
	3	2	2	00:12:12	0	100.0%	0	0.0%	2	0	100.0%
Total Lakeside		11	11								
River Oaks	1	16	15	00:09:19	3	81.3%	1	6.3%	35	6	82.9%
	2	19	18	00:09:04	3	84.2%	0	0.0%	45	6	86.7%
	3	15	14	00:10:37	2	86.7%	0	0.0%	56	5	91.1%
Total River Oaks		50	47								
Saginaw	1	43	40	00:08:23	6	86.0%	1	2.3%	110	14	87.3%
	2	79	69	00:08:21	10	87.3%	2	2.5%	79	10	87.3%
	3	33	29	00:11:23	6	81.8%	0	0.0%	33	6	81.8%
Total Saginaw		155	138								
Sansom Park	1	17	17	00:06:53	2	88.2%	0	0.0%	17	2	88.2%
	2	33	31	00:07:46	3	90.9%	0	0.0%	62	6	90.3%
	3	14	14	00:08:17	0	100.0%	0	0.0%	63	7	88.9%
Total Sansom Park		64	62								
Westover Hills	3	2	2	00:17:18	1	50.0%	1	50.0%	2	1	50.0%
Total Westover Hills		2	2								
Westworth Village	1	6	6	00:08:06	0	100.0%	0	0.0%	12	2	83.3%
	2	22	22	00:10:07	2	90.9%	0	0.0%	48	5	89.6%
	3	9	9	00:14:15	2	77.8%	1	11.1%	89	11	87.6%
	4	3	3	00:19:58	0	100.0%	0	0.0%	3	0	100.0%
Total Westworth Village		40	40								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 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 %
White Settlement	1	52	52	00:06:43	5	90.4%	0	0.0%	52	5	90.4%
	2	116	107	00:06:58	3	97.4%	0	0.0%	116	3	97.4%
	3	49	48	00:09:18	5	89.8%	1	2.0%	107	7	93.5%
	4	5	5	00:21:24	1	80.0%	1	20.0%	78	4	94.9%
Total White Settlement		222	212								
System Wide	1	2903	2781	00:08:06	423	85.4%	60	2.1%	3107	446	85.6%
	2	5814	5305	00:08:20	528	90.9%	54	0.9%	6040	549	90.9%
	3	2975	2783	00:10:03	244	91.8%	41	1.4%	3203	265	91.7%
	4	1230	1221	00:25:45	74	94.0%	36	2.9%	1321	77	94.2%
Total System Wide		12922	12090								

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					
			#of EEs	# on FMLA	% of	% by FMLA	% by Dep
Asthma	1						
Back	2						
Cardiology	1	Advanced	122	13	2.98%	20.97%	10.66%
Chronic Illness	4	Basics	134	15	3.44%	24.19%	11.19%
Circulatory Condition	1	Business Intelligence - Deployment, QI, Scheduler	4	1	0.23%	1.61%	25.00%
Diverticulitis	1	Business Office	29	10	2.29%	16.13%	34.48%
FMLA - Child	6	Communications	35	5	1.15%	8.06%	14.29%
FMLA - Parent	13	Controller - Payroll, A/P, Purchasing	4	2	0.46%	3.23%	50.00%
FMLA - Spouse	6	Human Resources	6	1	0.23%	1.61%	16.67%
Gynecological	4	Information Technology	3	1	0.23%	1.61%	33.33%
Headaches	2	Mobile Integrated Health	15	5	1.15%	8.06%	33.33%
Infection	1	MTAC - MedStar Training Academy	12	1	0.23%	1.61%	8.33%
Kidney Stones	1	Office of the Medical Director	10	1	0.23%	1.61%	10.00%
Migraines	2	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	39	7	1.61%	11.29%	17.95%
Orthopedic/Knee Surgery	1	Grand Totals	413	62			
Pregnancy	8						
Psychological	7	Total # of Full Time Employees - September 2018	436				
Rheumatoid Arthritis	1	% of Workforce using FMLA	14.22%				
Grand Total	62						

TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave
Intermittent Leave	45	72.58%
Block of Leave	17	27.42%
Total	62	100.00%

LIGHT DUTY for Fiscal Year 2018-20

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	350:17	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 2018	350:17	350:17	350:17	350:17	350:17	350:17	350:17	350:17	350:17	350:17	350:17	350:17	3767:58
FY 2019	151:32	199:27	528:38	879:24	1220:11	1399:41	1828:41	2650:18	3214:34	3679:31	3978:11	4186:38	

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

Worker's Comp LOA for Fiscal Year 2018-20

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

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

FMLA LOA for Fiscal Year 2018-20

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1664:40	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	166:28
FY 2018	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	1664:40	
FY 2019	1536:38	3007:38	4463:20	6080:48	7317:28	9154:11	11121:30	13431:4	14527:51	15672:4	16489:31	17157:21	1429:00:00

Military Leave for Fiscal Year 2017-20

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	72:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	7:12
FY 2019	72:00	72:00	72:00	72:00	72:00	72:00	72:00	72:00	72:00	72:00	72:00	72:00	

*Unfilled shifts only

Total Leave Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2092:07	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	209:12
FY 2019	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	2092:07	

Summary of Fiscal Year 2018-20

	Light Duty	Worker's Comp	FMLA	Military	Total
YTD	350:17	5:10	1664:40	72:00	2092:07
Goal-Compare	3767:58	32:24	17157:28	1543:05	5343:27

MedStar Mobile Health Care Separation Statistics - October 2018

	Current Month			Year to Date			Compared to Oct 17		EE End of Period
	Vol	Invol	Total	Vol	Invol	Total	17-Oct	%inc/dec	
Full Time Separations	1	1	2	1	1	2	11	-81.8%	436
Part Time Separations	2	0	2	2	0	2	1	100.0%	68
Total Separations	3	1	4	3	1	4	12	-66.7%	504

	Full Time	Part Time	Total
Total Turnover %	0.46%	2.94%	0.79%

	Full Time	Part Time	Total
	0.46%	2.94%	0.79%

Separations by Department

Full time

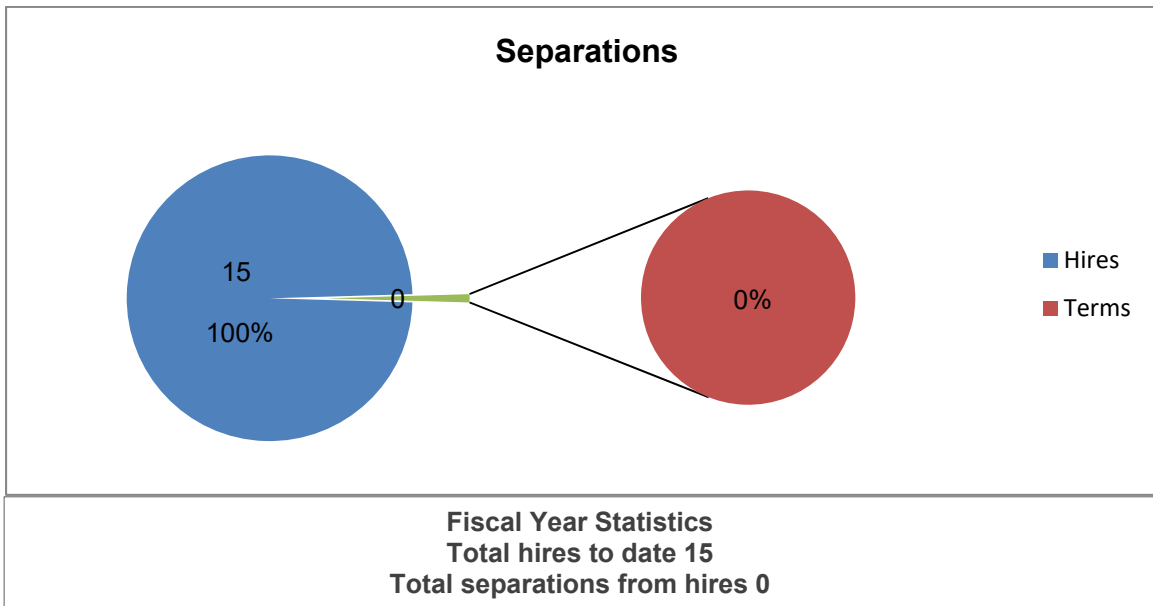
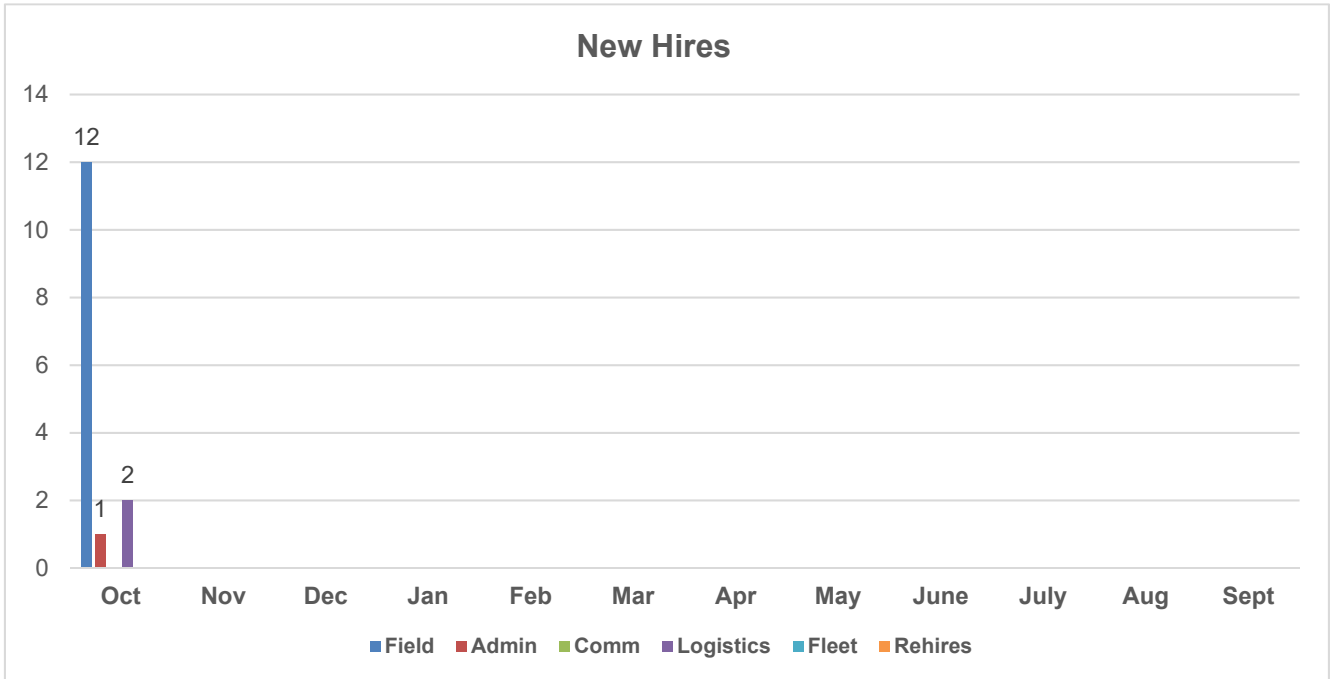
	Current Month			Year to Date			Headcount Oct-18
	Vol	Invol	Total	Vol	Invol	Total	
Administration	1	0	1	1	0	1	1
Advanced							122
Basics							134
Business Intelligence - Deployment, QI, Scheduler							4
Business Office							29
Communications							35
Compliance							1
Controller - Payroll, Purchasing, A/P							4
Customer Integration							1
Executives							5
Field Manager/Supervisors - Operations							10
Human Resources							6
Information Technology							3
Medical Records							2
Mobile Integrated Health Department							15
MTAC - MedStar Training Academy							12
Office of the Medical Director							10
Risk and Safety							3
Support Services - Facilities, Fleet, Logistics	0	1	1	0	1	1	39
Total	1	1	2	1	1	2	436

Part Time

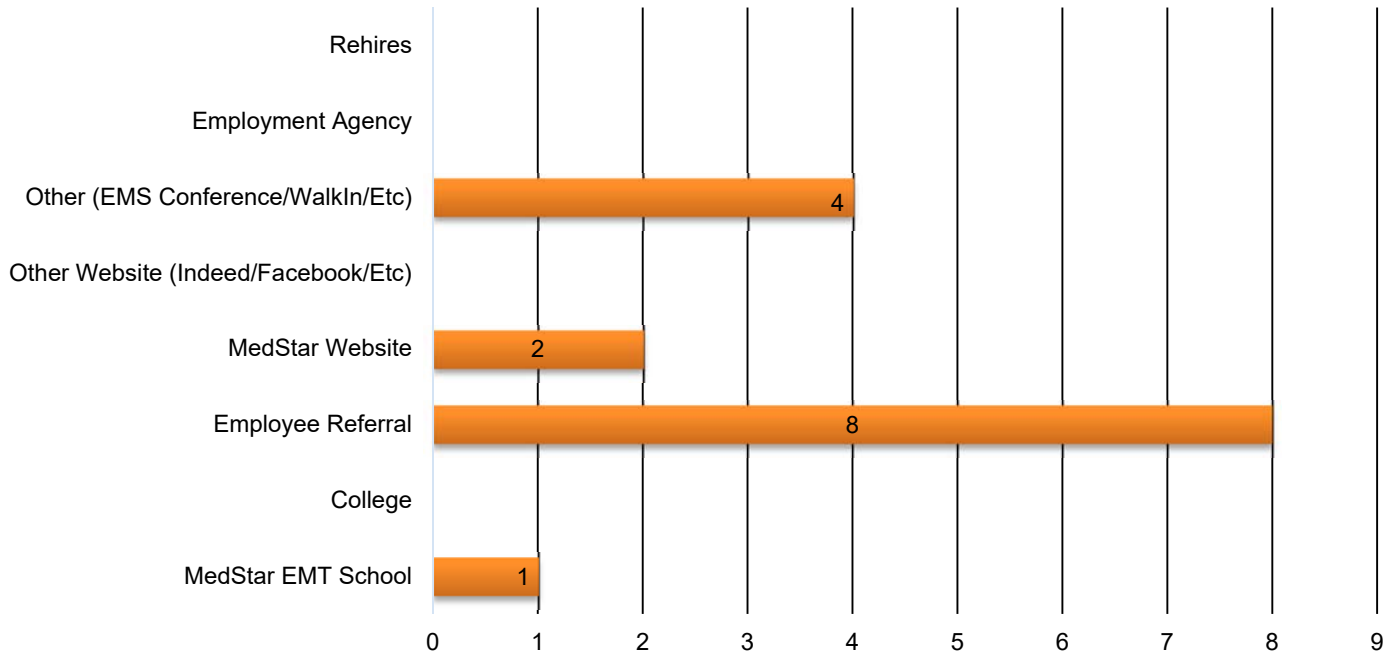
	Current Month			Year to Date			Headcount Oct-18
	Vol	Invol	Total	Vol	Invol	Total	
Advanced							33
Basics	1	0	1	1	0	1	25
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications Department	1	0	1	1	0	1	3
Compliance							
Controller - Payroll, Purchasing, A/P							
Customer Integration							
Executives							
Field Manager/Supervisors							
Human Resources							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, Logistics							4
Total	2	0	2	2	0	2	68

Recruiting & Staffing Reports

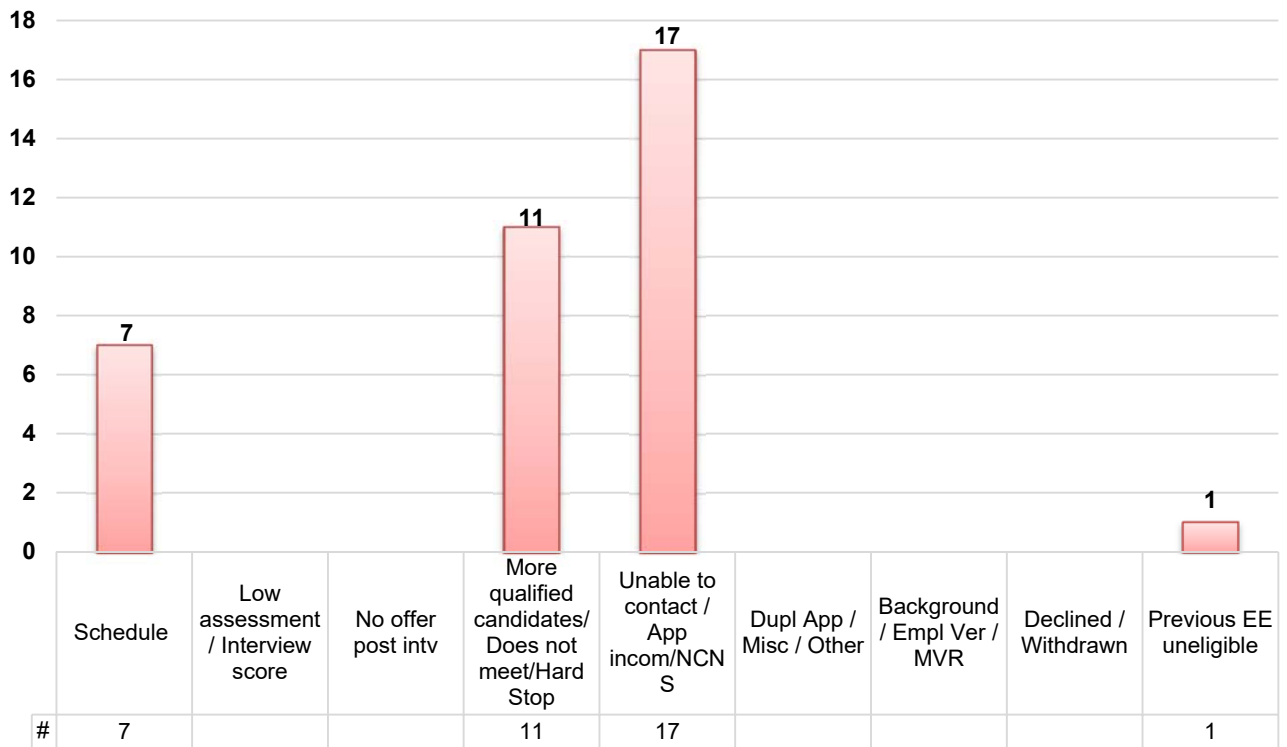
Fiscal Year 2018-2019



New Hire Referral Source



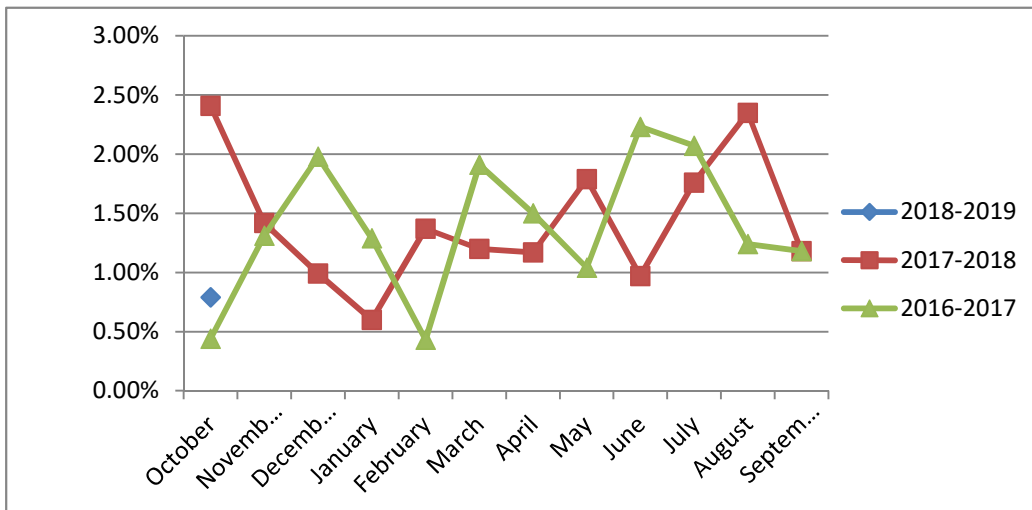
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED - 36
TOTAL APPLICATIONS REVIEWED - 52

MedStar Mobile Healthcare Turnover Fiscal Year 2018-2019

	Monthly Turnover By Fiscal Year		
	2018-2019	2017-2018	2016-2017
October	0.79%	2.41%	0.44%
November		1.42%	1.31%
December		0.99%	1.98%
January		0.60%	1.29%
February		1.37%	0.43%
March		1.20%	1.91%
April		1.17%	1.50%
May		1.79%	1.04%
June		0.97%	2.23%
July		1.76%	2.07%
August		2.35%	1.24%
September		1.18%	1.18%
Projected	9.480%	17.210%	16.620%



Tab E – FRAB

Tab F – OMD

Medical Director's Report

Discussion

- Protocol Up-date and System transition
 - o Summary of changes attached to end of report

MEDS Committee

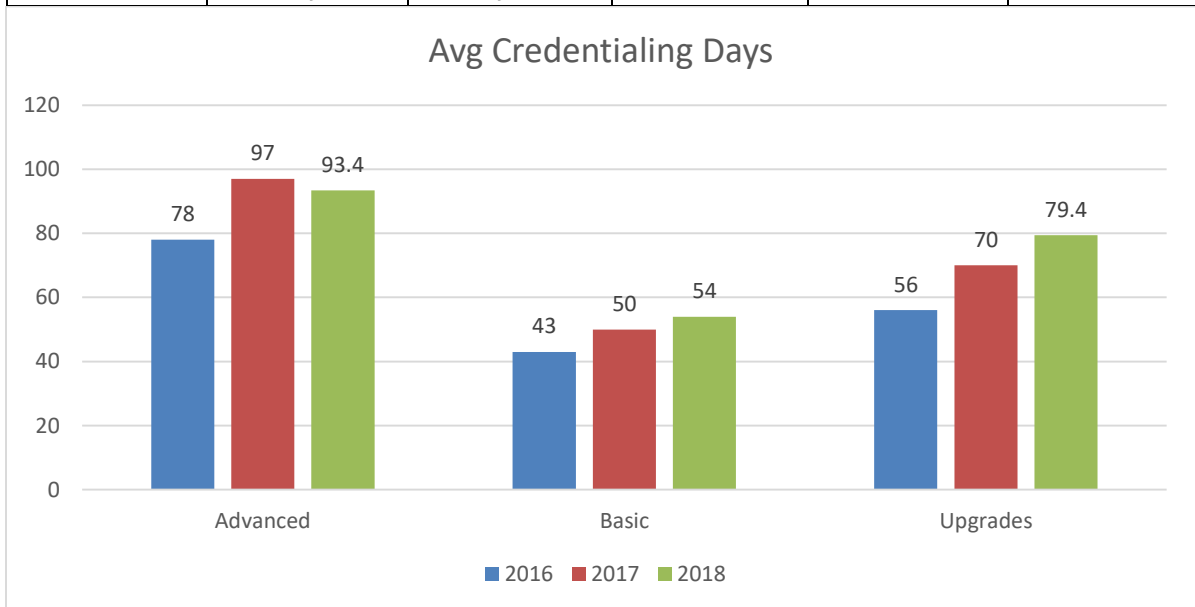
- Evaluating CPAP device

Education and Training

- Education
 - o OMD Quarterly CE December
 - Protocol update
- Training
 - o Curbside Education

Credentialing

2018	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	19	10	3	0	6
Adv Upgrade	16	8	4	1	3
Basic	53	31	1	0	21



QA

Case Acuity	
	October 2018
High	7 (10.6%)
Moderate	20 (30.3%)
Low	36 (54.5%)
Non QA/QI	3 (4.5%)
Grand Total	66 (100.0%)

Case Disposition	
	October 2018
Needs Improvement	30 (45.5%)
Clinically Inappropria..	4 (6.1%)
Forwarded	7 (10.6%)
No Fault	19 (28.8%)
Pending	6 (9.1%)
Grand Total	66 (100.0%)

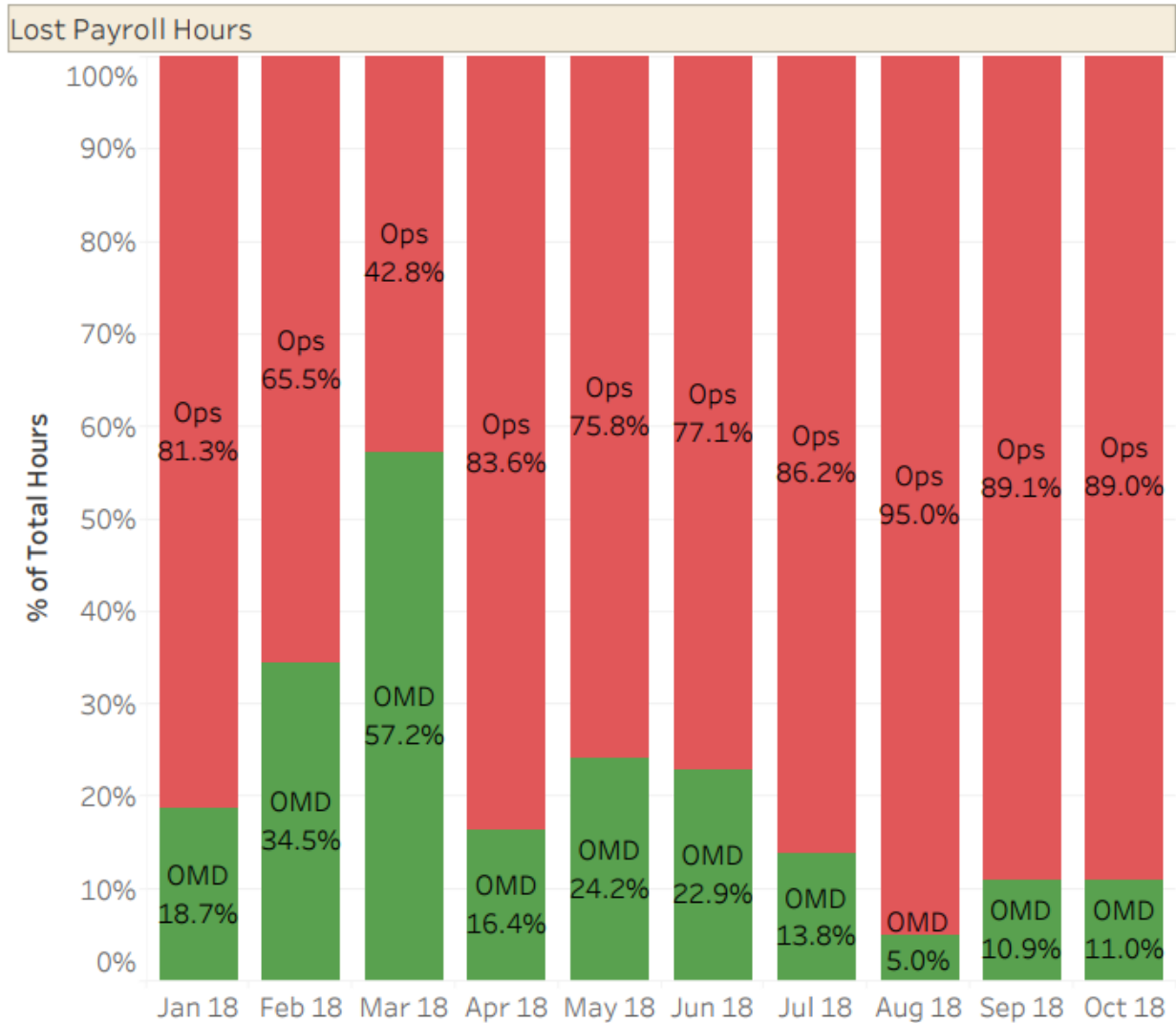
Case Metrics (Time to MD Review, Time to Closure)				
Acuity	Avg. Created-Review Days	Avg. Review-Closure Days	Avg. Created-Closure Days	
High	0.1 days	8.0 days	8.3 days	
Moderate	1.5 days	11.3 days	12.8 days	
Low	2.1 days	1.4 days	3.4 days	
Non QA/QI	4.3 days	0.0 days	4.3 days	
Grand To..	1.8 days	4.6 days	6.4 days	

Case Origin		
Self Report 14 21.2%	OMD 9 13.6%	Ops 8 12.1%
Customer Relations Log 13 19.7%	Facility 7 10.6%	CPR QA
Airway QA 11 16.7%		FRO 2

System Clinical Issues	
	October 2018
Equipment Issues	6
Inadequately Treated U..	5

Clinical Restriction Impact on Lost Unit Hours

- Average 19.5%



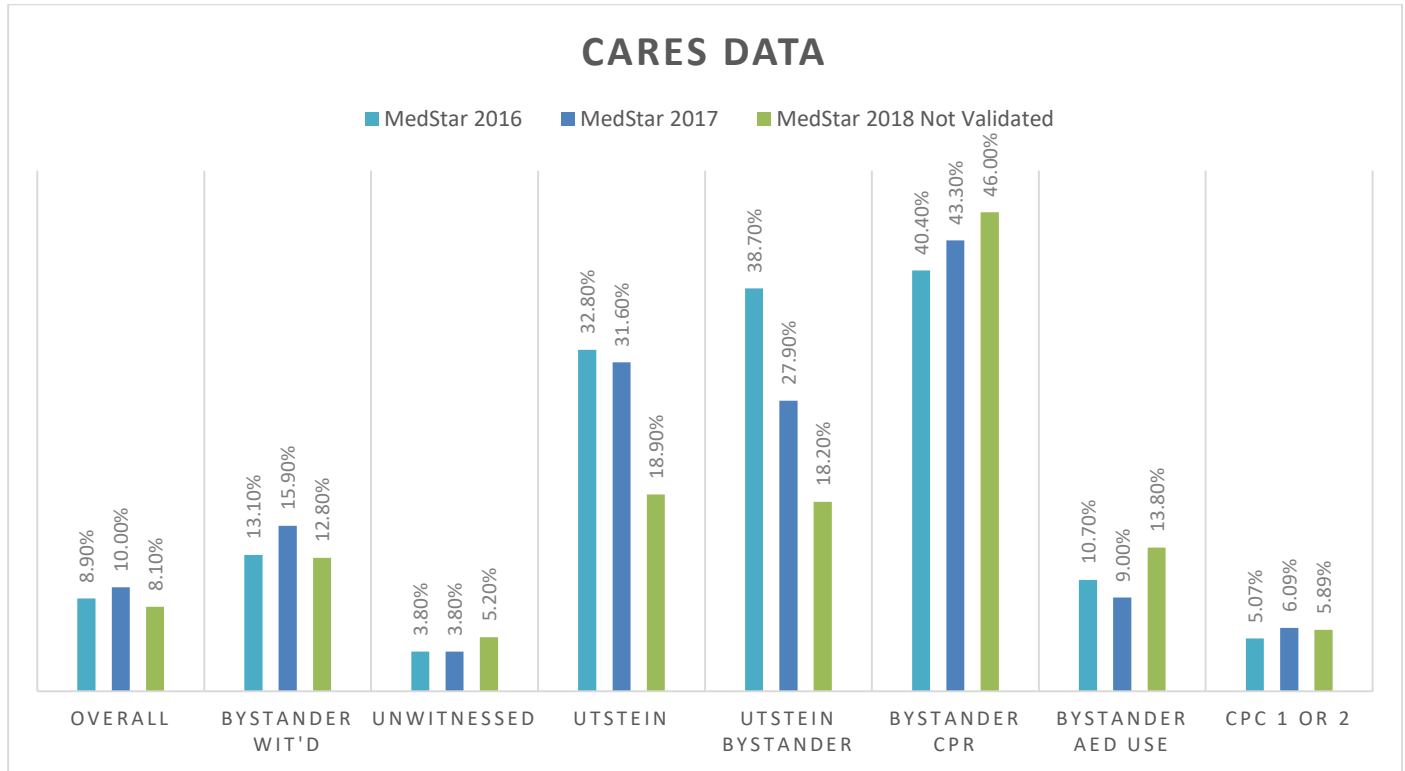
Reason	Month
■ Ops ■ OMD	1/1/2018 to 11/30/2018

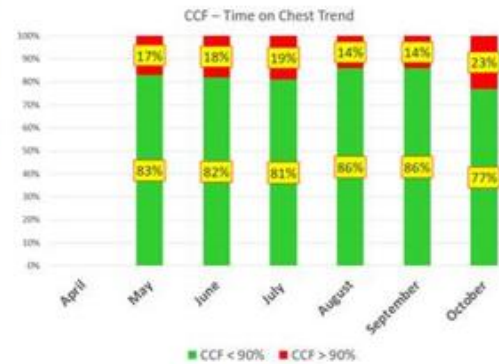
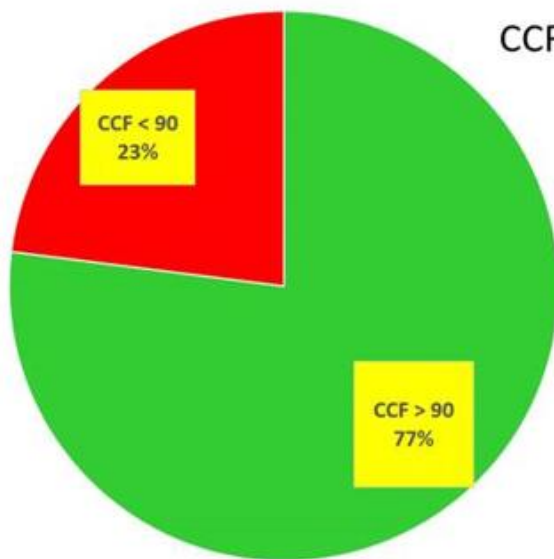
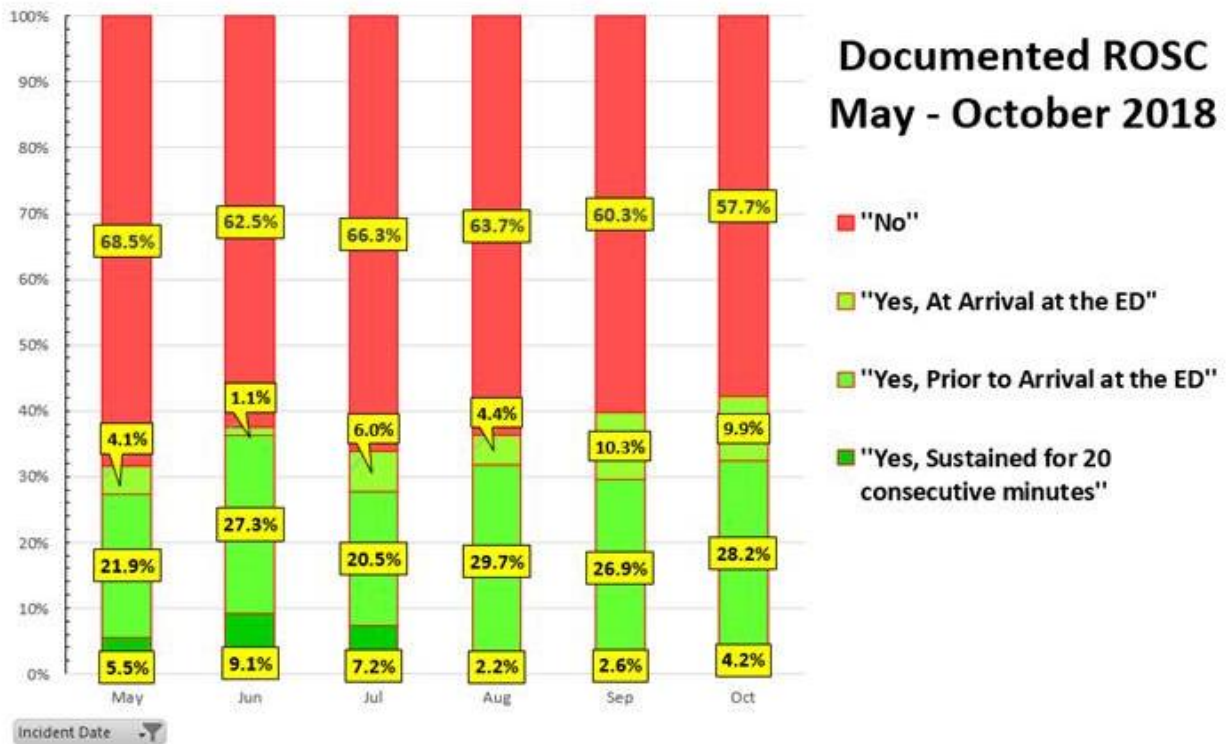
Lost Payroll Hours (Totals)

	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18
Ops	409	387.1	270	355.6	399.1	404.7	403.9	485.6	492	520.2
OMD	94	204	361	70	127.3	120	64.5	25.5	60.3	64
Grand Total	503	591.1	631	425.6	526.4	524.7	468.4	511.1	552.3	584.2

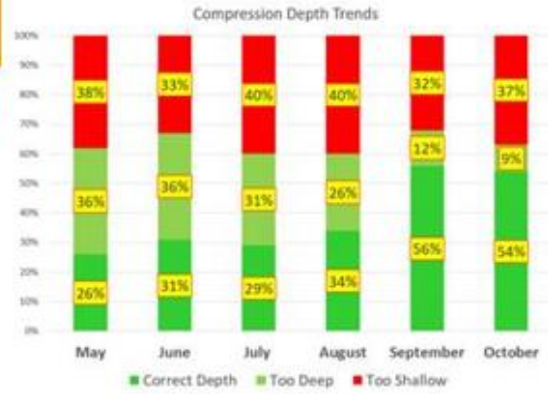
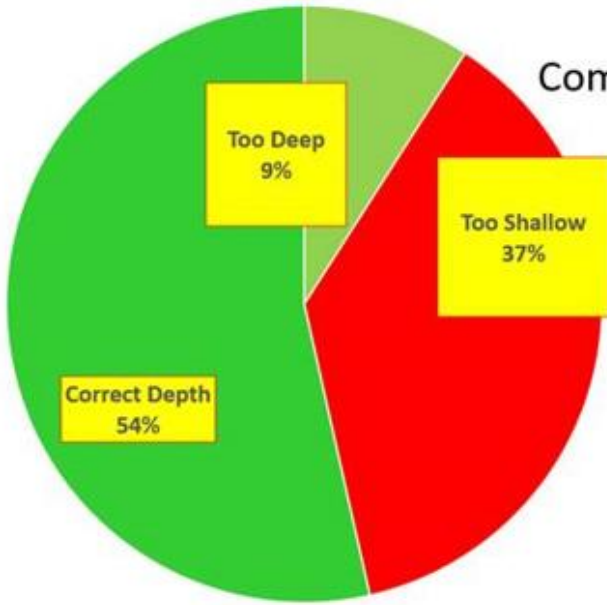
System Diagnostics

- Clinical Bundles Report
- Resuscitation

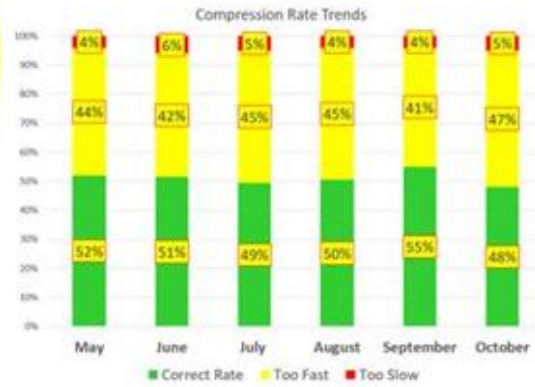
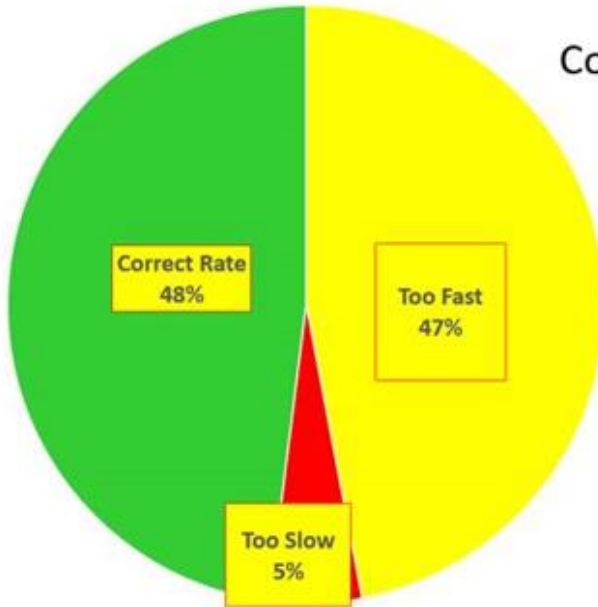




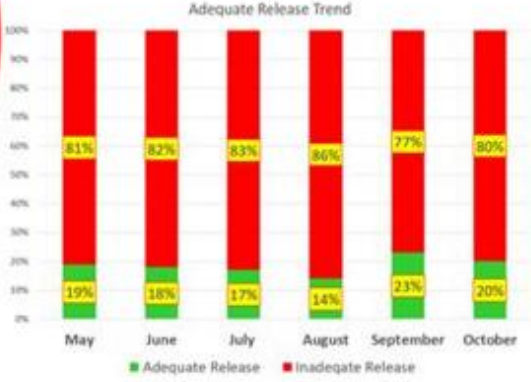
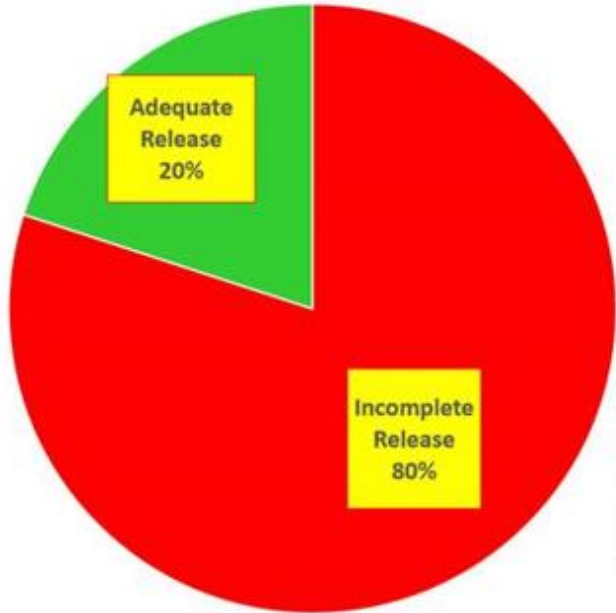
Compression Depth – October '18



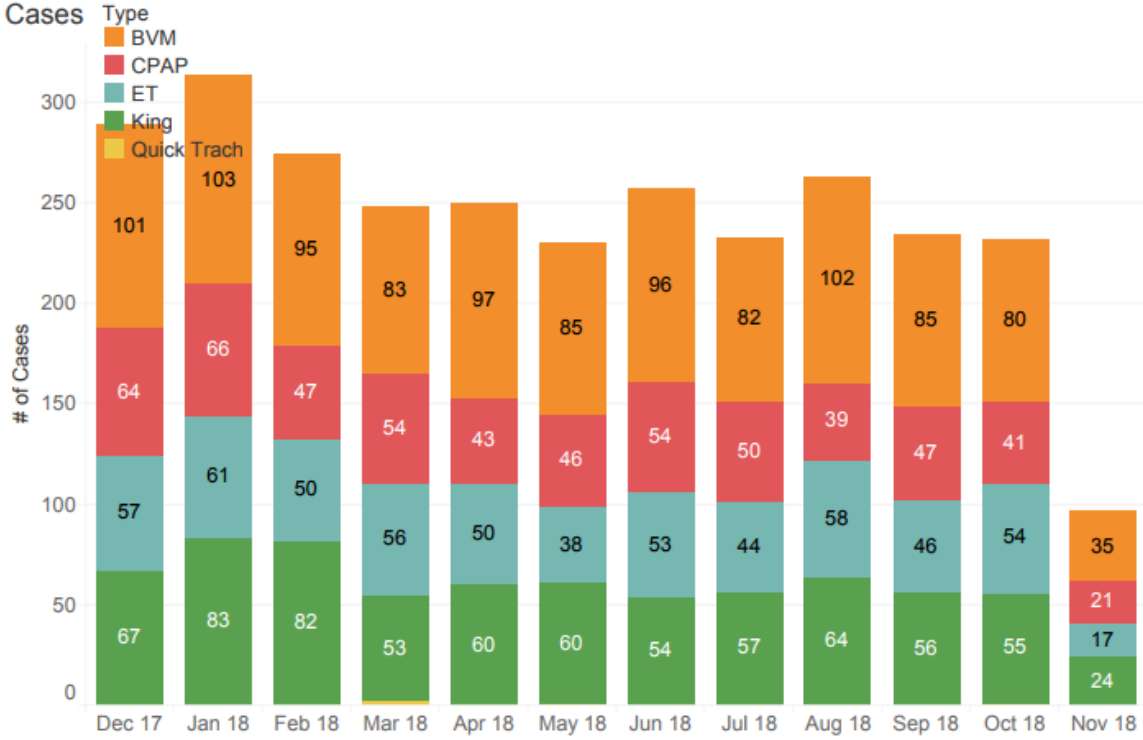
Compression Rate – October '18



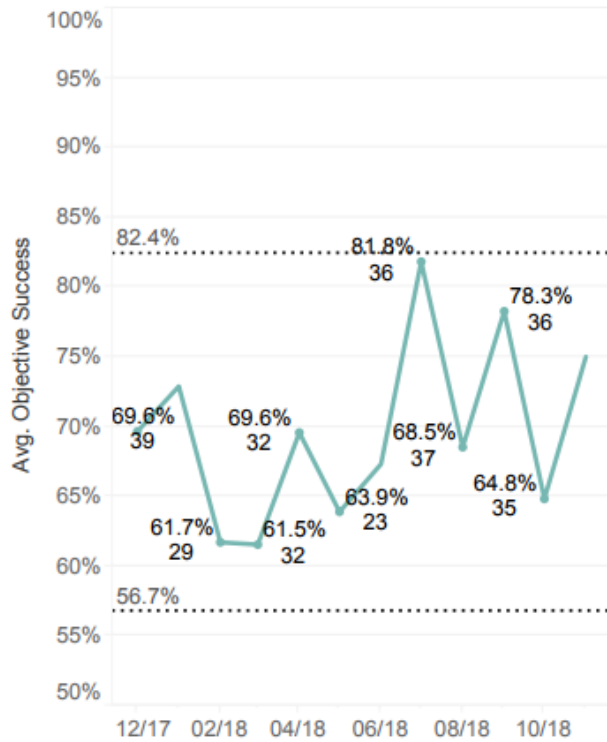
Adequate Compression Release – October '18



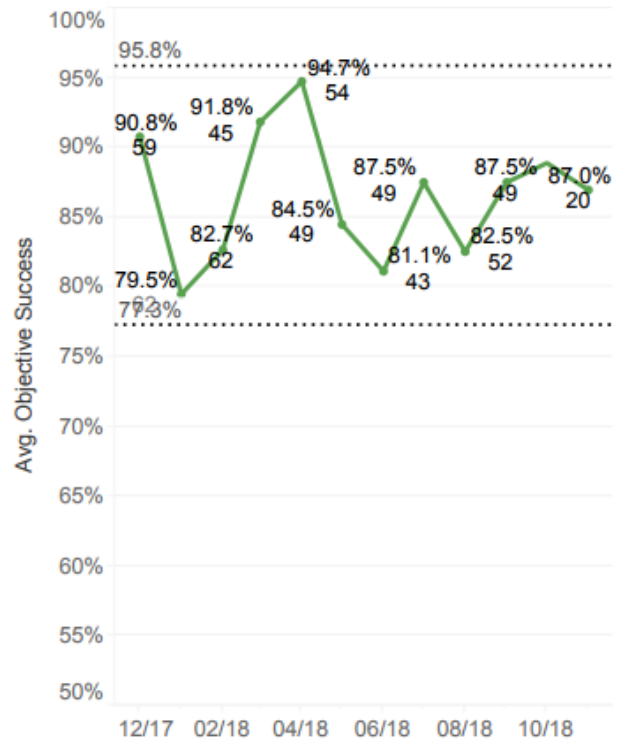
- Airway Report



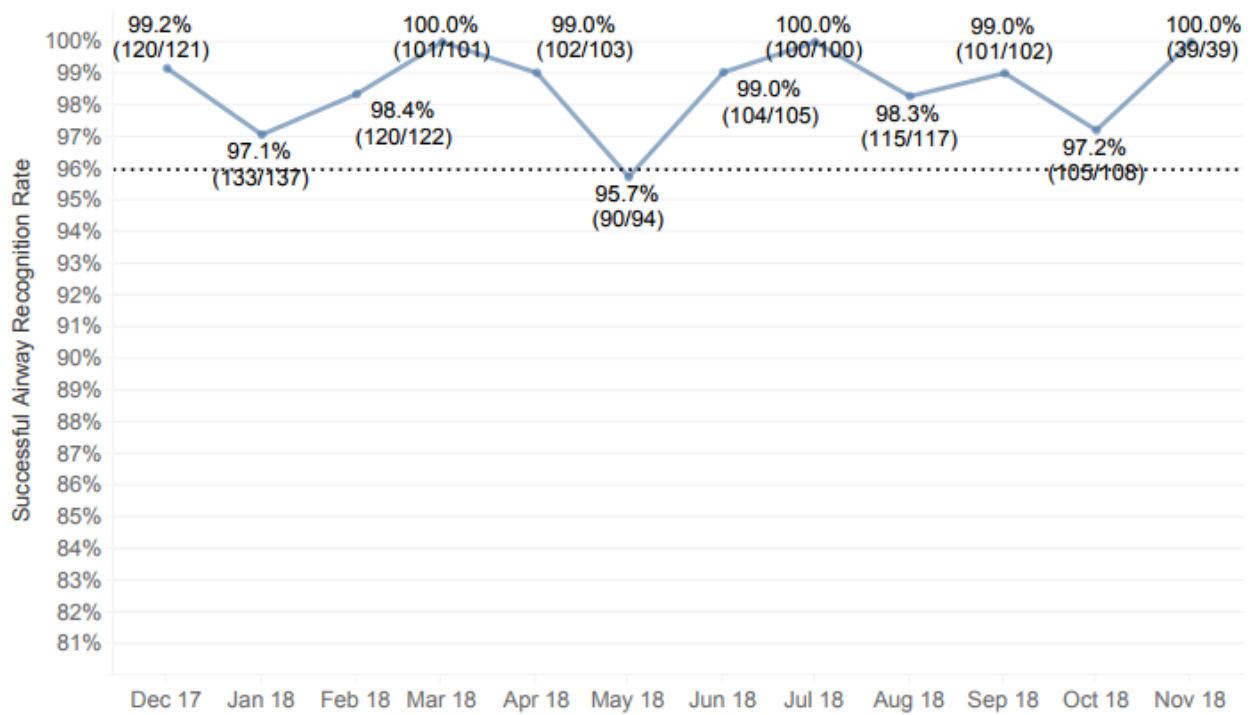
Advanced Airways Success - ET



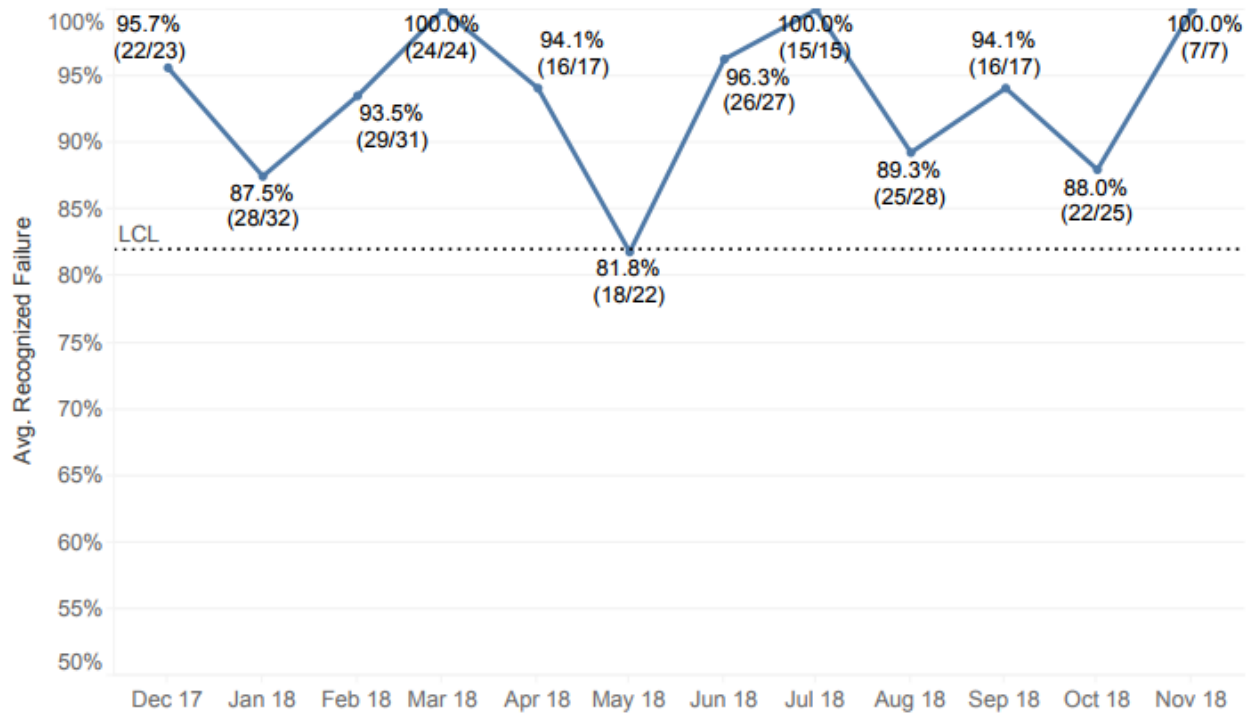
Advanced Airways Success - King



Recognition of Successful Advanced Airways



Recognition of Failed Advanced Airways



**PROTOCOL UPDATE 2019
SUMMARY OF CHANGES
11-12-2018**

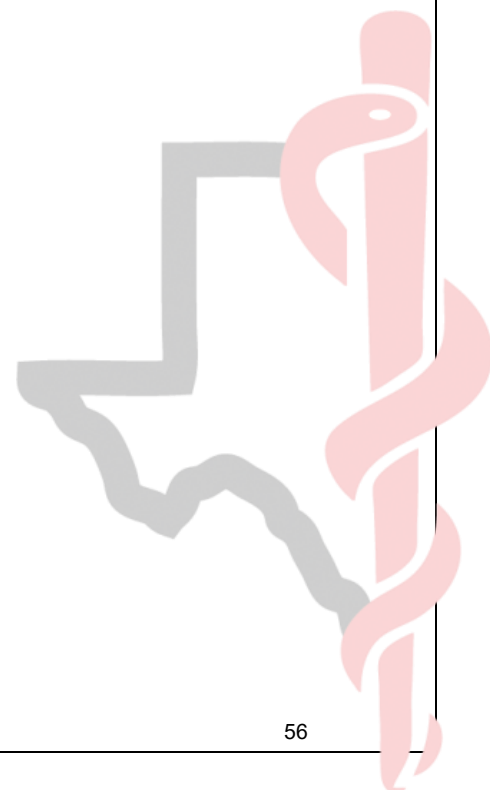
Our Protocols are now due for their renewal cycle, and the list of changes has now been completed. Below, you will find a summary of the changes that have been made, followed by the draft protocol. The goal of this renewal is not a complete overhaul; rather it aligns us with current standards of care.

Notable changes include the addition of Tranexamic Acid (TXA) for hemorrhagic shock, a trauma triage and destination protocol, and new discussions surrounding patient consent and refusal.

Please send any errors found, suggested edits, questions, or concerns to vvithalani@medstar911.org and svlk@medstar911.org.



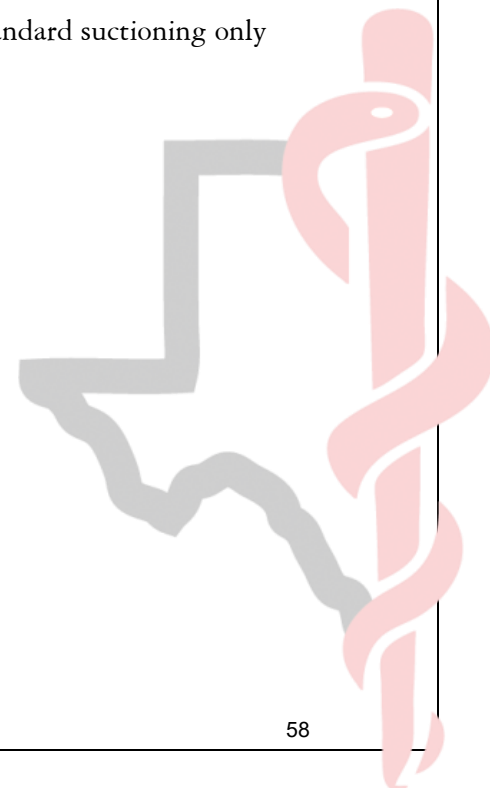
Veer D. Vithalani, MD, FACEP, FAEMS
Interim Medical Director
vvithalani@medstar911.org



Summary of Changes

- Page 9 and 55, Patient Assessment
 - New protocol including standards of stabilization prior to patient movement and transport
- Page 10, Shock/Hypotension
 - Sepsis criteria updated to include suspected/high risk for infection with 2 or more of following: RR \geq 20, HR \geq 90 or temp \geq 100.4
 - Added sepsis alert if sepsis criteria met along with ET $\text{CO}_2 \leq 25$
 - Added TXA for trauma with significant hemorrhage and SBP \leq 90 or HR \geq 110
- Page 11, Adult Respiratory Insufficiency
 - Can now use fentanyl and versed post-intubation instead of either/or
- Page 14 and 60, Consent for Treatment and Transport
 - New protocol covering concepts of patient consent and how it relates to AMAs/Refusals
- Page 15 and 61, AMA
 - Updated language, including reference to Refusal Without Demonstration of Capacity
- Page 16 and 62, Refusal Without Demonstration of Capacity
 - New protocol providing guidance for cases where patient is refusing but cannot demonstrate decisional capacity
- Page 17, Lift assist
 - New protocol for guidance of assessment/disposition of individuals requesting lift-assistance
- Page 18, Adult Termination of Resuscitation
 - Added contraindication for EMS-witnessed cardiac arrest
- Page 19, Adult Traumatic Termination of Resuscitation
 - Added that this applies in cases of non-MCI (≤ 9 patients)
- Page 20 Adult Withholding of Resuscitation
 - Allows verifiable Power of Attorney (POA) on-scene to request withholding of resuscitation
- Page 22, Adult Cardiac Arrest
 - Clarified passive oxygenation only if arrest not suspected from respiratory etiology
- Page 24, Adult Symptomatic Bradycardia
 - Must ensure adequate oxygenation prior to pacing
 - Beta Blocker Overdose
 - Changes repeat doses of glucagon to earlier epinephrine infusion
 - *Also applies in:* Cardiac arrest (22, 65), symptomatic bradycardia (24, 66), AMS (29, 71), OD (34, 76)
 - Naloxone dose changed to 0.5 mg for all (due to vial markings)
 - *Also applies in:* AMS (29, 71), OD (34, 76)
- Page 32 and 74, Fever
 - New protocol allowing for treatment of fever with PO acetaminophen

- Page 36, Seizure
 - Allows additional doses of midazolam if actively seizing
 - Clarifies that midazolam is for status epilepticus only and not for non-seizing or post-ictal patients
- Page 37, Stroke
 - Large Vessel Occlusion (high LAMS) time cutoff increased from 12 to 24 hours
- Page 45, Adult Trauma
 - TXA added for trauma with significant hemorrhage and $SBP \leq 90$ or $HR \geq 110$
- Page 46 and 87, Trauma Transport Guidelines
 - New protocol to allow for transport of certain trauma patients to Level 3 & 4 trauma centers
- Page 50 and 91, Spinal Motion Restriction
 - Clarifies that paresthesia should terminate range of motion test
- Page 52, Emergency Childbirth
 - Post-partum hemorrhage now treated with TXA instead of oxytocin
 - Allows for treatment of pre-eclampsia
- Page 77, Pediatric Respiratory Distress
 - Epinephrine switched to Racemic Epinephrine added for stridor
 - Maximum dose of dexamethasone changed to 12 mg; also includes intravenous route
- Page 97, CPAP
 - Impending respiratory failure added to contraindications
- New Procedures:
 - Page 102, Gastric Tube
 - Page 103, Highly Contagious Infectious Disease
 - Page 104, Influenza Vaccination
 - Page 105, Intramuscular Injection
 - Page 111, Pelvic Binder
 - Page 122, Traction Splint
- Page 117, Suction
 - Replaces intubation for meconium aspiration procedure to standard suctioning only



Tab G – Chief Compliance Officer/Legal



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

Compliance Officer Duties

- Several investigations conducted for compliance and employee relation matters
- Submitted employee provider roster changes to the DSHS as required
- Two narcotic anomalies processed:
 1. A Primary Paramedic 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 Paramedic trainee used a partial vial of Fentanyl and failed to obtain a waste witness for the remainder of the vial before discarding the vial into a sharps container. The occurrence was discovered at end of shift check in documentation verification, and a drug screen sample was submitted.

All anomaly procedures were followed, employees drug tested as warranted, and no foul play was suspected.

Paralegal Duties

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

A handwritten signature in black ink, appearing to read "Chad Carr", 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

November 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 held
- Another marketing round post-Thanksgiving holiday

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
 - Held focus groups for RAND/CMS at EMS World Expo in October '18
 - Texas and rural ambulance provider conference calls facilitated

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
 - At the request of CMS, connected them to converse with several of MedStar's alternate payment partners
 - CMS has also begun expressing interest in learning more about our 9-1-1 Nurse Triage Program

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
 - Legislation being drafted if necessary

Potential Legislation Requiring Payment for Non-Transport

- Pennsylvania passed model legislation in October '18
- Send boilerplate language to Rep. Klick and Goldman for ? introduction this legislative session

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
- Discussing w/OMD protocol options

Trick or Treat Event on Pembroke

- 2 kiddos brought trick or treating

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 submitted to the City for review
 - CPSM has asked us to work with them on 2 more projects
 - Placentia, CA – EMS and Fire RFP and selection process
 - San Diego County, CA – EMS Performance Contract

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

- Still in IRB for approval

Upcoming Speaking Engagements:

Event	Date	Location	Attendees
Texas EMS Conference	November '18	Ft. Worth, TX	~1,500
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
Midwest EMS Expo	May '19	Minneapolis, MN	~500

Media:

Local –

- Cold Weather Prep/Response guidelines
 - ABC-8, NBC-5, CBS 11, Telemundo, Univision, KRLD, WBAP/KLIF
- Howler Siren
 - NBC 5
- Thanksgiving Safety
 - CBS-11, NBC-5, ABC-8, KRLD, Star-Telegram

National –

- EMS Innovation Series Column
 - EMS World Magazine

Mobile Integrated Healthcare Report – September 2018

Hospice:

Community Hospice: 2 active

- 0 9-1-1 calls

Vitas: 16 active

- 3 9-1-1 call

Holy Savior: 15 active

- 0 9-1-1 encounter

Home Health:

Klarus: 173 active

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

Healthmasters: 15 active

- 1 9-1-1 call w/CCP on scene

Readmission Avoidance Enrollments:

- NTPS/Silverback: 9
- Baylor: 1
- BCBS: 1

High Utilizer:

- BCBS:12
- Internal: 4
- Silverback: 1
- UT Southwestern/NAIP: 9

Primary Care Navigation/Trusted Care Enrollments: 61

Palliative Care, Silverback:

- 9 active

9-1-1 Nurse Triage:

- 178 total calls
- 56 Lyft/cab/wheelchair transportations

Education and Community Programs Report

Education Programs:

- October 10-11th, TCC/MedStar Paramedic students selected. This class will also include 6 Fort Worth Firefighters.
- 10/18 Skills renewal for former MedStar employee
- 10/18, 10/25, 11/1, 11/8 & 11/15 additional Skill Lab hours for MedStar Evening Class
- 10/19 GETAC EMS Education Committee workshop
- 10/22 AMLS Instructor came to MTAC from Monroe LA, came for Instructor Renewal hours.
- 10/22-10/23 AMLS for 3 Haltom City 3 firefighters, 1 for instructor candidate
- 10/23 State Skills for MedStar Day Class-18 students
- 10/26-4 Instructors go out to Eaton High School for Mock Testing-16 EMT Students
- 10/26- 2018 TCC/MedStar Paramedic Academy Graduation
- 10/27- Paramedic NR Psychomotor
- AMLS classes for Haltom City Fire Dept. 11/5, 11/15, 11/29
- 11/7 Byron Nelson Field Trip to Medstar-16 students. EMT Students will begin rideouts with MedStar during Thanksgiving Break
- 11/7 Meeting with Instructors/MTAC Admin for upcoming EMT classes
- 11/8 National Registry for MedStar day class-18 students
- 11/12 Weatherford HS-6 EMT students for State Skills. Students will begin rideouts during Thanksgiving break.
- 11/12 3 Officer's from WestWorth for ECA/EMR Skills.
- 11/15 Ben Barber field trip to MedStar **35 (24EMT, 5EMR/ECA) Students to begin rideouts in December.
- 11/15 National Registry Skills Retake for MedStar Day Class.
- 11/15 Haslet Firefighter came to do skills for EMT-I Renewal.
- 11/17 Psychological Trauma in EMS Patients course taught by M Trusty at Texas EMS Conference.

Upcoming Education Programs:

- Lake Worth Fire Dept, 70 needing CPR certifications
- Highland Village EMR/ECA classes in January
- Lockheed Martin firefighter wanting EMR/ECA class for January
- Mock Testing skills for Spring -EMT classes for Northwest ISD (Byron & Eaton)

Community Programs:

- 10/25 directed civilian to communications manager to get all information to pursue her career path as a 911 dispatcher
- 11/6 Meeting with Cathy Glenn, NCTTRAC for Tactical Emergency Casualty Care course request. MedStar will teach.
- 11/13 & 11/14 CPR Training 300 seniors at Joe C. Bean High School.
- 11/16 CPR/AED certifications for 10 at Animal/Cat Sanctuary in Boyd.
- Pending WRMC, wanting Day & Evening class for CPR/AED Training

Customer Integration Report

- Working with Fort Worth Emergency Services Advisory Board to host a Community Discussion on Mental Health – Have 84 registrants so far
- 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

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%	16	354	-10.6%
November	32	441	43	439	-0.5%	14	368	-16.2%
December	9	450	19	458	1.8%	0	368	-19.7%
Total New Member Households	450		458			368		
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%	269	4153	-4.2%
November	165	4728	145	4478	-5.3%	47	4200	-6.2%
December	126	4854	249	4727	-2.6%	0	4200	-11.1%
Total Renewing Households	4854		4727			4200		
Total Member Households	5304		5185			4568		

Business Acumen Part 4— Putting It All Together

Examining alternative payment models for EMS

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.

Over the last three columns we've discussed the costs of traditional EMS delivery, done a deep dive into revenue analysis, and explored the costs of innovative EMS delivery models. In our final column on EMS financial acumen, let's put it all together and look at alternative payment models for EMS.

Economic Models 1.0 and 2.0

Since the inception of Medicare in 1965, ambulance transportation has been a covered benefit for Medicare beneficiaries.¹ The key word in that sentence is *transportation*. If transportation is not supplied, Medicare coverage is not available (with one minor exception involving the cessation of CPR and presumption of death on scene by the ambulance crew). EMS is paid based on the transportation supplied, not the medical care provided. This is why Medicare generally refers to ambulance services as *suppliers*, not *providers*.

The current economic model for EMS is volume-based and simple: The more transports we do, generally, the more we get paid. Prior to 2002 each EMS agency billed according to its own pricing scheme, generally above their average cost (model 1.0). Following the introduction of the prospective payment schedule in 2002, EMS agencies billed according to a formula that

involved the level of service and mileage but was still based on fee-for-service, with the service being transportation (model 2.0).

As the healthcare system moves toward value-based and outcome-driven economic models, our model becomes antiquated and, frankly, incompatible with demonstrating value. Few studies empirically show patient outcomes are better because they arrived at the hospital by ambulance as opposed to private vehicle, police car, or ride-share. In fact, the opposite has been shown: BLS care in cardiac arrest has better outcomes than ALS care, and penetrating trauma victims transported by police car have better survival rates.^{2,3}

Alternative Economic Models (Model 3.0)

Let's apply what we've learned in our previous columns to some alternative economic models being piloted across the country.

Ambulance response, treatment, and non-transport—Anthem announced in October 2017 it would reimburse ambulance services for response and treatment without transport in all 14 states in which it operates.⁴ The Healthcare Common Procedure Coding System (HCPCS) code for that service is A0998. Historically that HCPCS code has not been paid by Medicare and most insurers

who follow the Medicare guidelines because Medicare does not consider A0998 a covered benefit (because there was no transport). But Anthem desired to decouple payment from transport as a way to remove the economic incentive for ambulance services to transport patients to EDs just to get paid. It is now paying medically necessary claims billed under the A0998 HCPCS code at 75% of the statewide average amount allowed for an ambulance transport.

Let's run the numbers: If the statewide average ambulance transport payment allowable for Anthem were \$800, a billed A0998 nontransport claim would be paid \$600 (75% of \$800). Recall that Anytown EMS' average commercial payer revenue per transport was \$800, so the ability to collect \$600 as opposed to \$0 for the nontransport would help keep Anytown EMS relatively fiscally whole for the response, even without transport.

Payment for treat-and-refer—Some payers, most notably Arizona Medicaid (AHCCCS), have begun paying for EMS response and referral without ambulance transport.⁵ Note the deliberate use of the terms *EMS* and *ambulance*. Under the AHCCCS pilot an EMS agency is eligible for the treat-and-refer payment even if it isn't an ambulance supplier. In the AHCCCS program a first-response agency can respond to a 9-1-1 call, assess, treat, and refer the patient, then bill Arizona Medicaid for the service, even though they are not a licensed ambulance provider. The AHCCCS payment for this service is \$203.80.

Recall that Anytown's first-response cost per call was \$50 (\$50,000 annual cost to operate ÷ 1,000 responses). Receiving \$203.80 for the response, if there is no transport, more than covers its cost.



Payment for the response vs. the transport—Under this model the ambulance is paid for the response whether or not the patient is transported. On the surface it may seem the same as the A0998 payment for nontransport, except the payment is the same whether the patient is transported or not. Under the A0998 model the ambulance is paid \$600 for a nontransport and \$800 for a transport. In the response-payment model, the payment is the same.

This means Anytown would have to determine the right payment for the response so it doesn't lose money under the new model, especially considering the program may need to account for the additional costs of training providers and/or implementing new technologies to facilitate triage decisions. There may also be additional costs for online medical direction (if that is part of the triage process) and medical oversight and QA due to the added complexity of patient navigation.

Response Fee Payer	Amalgamated General Insurance
2017 total amount paid	\$280,000
Transports billed	350
Average payment per transport	\$800
Anytown EMS transport ratio	75%
Amalgamated responses	466 (133% of the transports)
Payment needed per response	\$601 (\$280,000 ÷ 466 responses)

Let's look at the numbers. Using this analysis, if Amalgamated General Insurance (AGI) offered at least \$900 per response, Anytown EMS would generate the same revenue regardless whether the patient was transported. But as we explained in a previous column, Anytown should not be the one to propose the price. It's possible AGI may be willing to pay more than \$900 because it's looking at potentially reducing downstream ED claim payments.

Population-based payment—This model is a little more complicated, but we can use all the data generated about the cost of service delivery and payment models to help calculate payments under it. A population-based payment is generally a fixed amount per covered member of the health insurer and is typically paid per month. The provider does not bill for each encounter. You may have heard this model referred to as a *capitated* or *per member per month* fee.

Let's use the AGI example above, with the additional information that AGI has 5,000 insured members in Anytown's jurisdiction. AGI paid \$420,000 for ambulance transports in 2017 for the 5,000-member population. That's an annual amount of \$84 per member per year. Dividing that amount by 12 months is \$7 per member per month. Each month AGI would pay Anytown \$7 per insured member who resides in Anytown, or \$35,000. The actual payment to Anytown EMS may change as the number of insured members changes, but the \$7 is fixed. If an AGI member uses Anytown's service, no bill is generated, since the capitated amount has already been paid, although it's probable that Anytown would provide a monthly report to Amalgamated showing the number of member encounters it had.

Since it's generally difficult to predict actual ambulance utilization, most capitated payment arrangements include a "risk corridor" to account for significant fluctuations in service utilization. This amount is typically 5%. This means that if the average transport volume for Amalgamated members is 29 calls per month, the call volume per month could fluctuate between 27 and 31. If the call volume trends higher or lower than that, the monthly payments could be adjusted.

If AGI desired services from Anytown that were more than just ambulance transport (MIH services, etc.), Anytown could add its costs for providing those services to the PMPM amount. For example, if Anytown estimated the MIH costs at \$100,000 per year, plus a 5% risk corridor and another 5% for retained earnings, annually the charge to AGI for the MIH innovation would be \$110,250, or \$1.84 PMPM (110,250 ÷ 5,000 ÷ 12), for a total PMPM for ambulance and MIH services of \$8.84.

For More

Sound complicated? Don't worry—there's help! The National Association of EMTs' MIH-CP toolkit has electronic workbooks with examples EMS agencies can use as templates to perform this type of modeling.⁶ 🌐

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As the healthcare system moves toward value-based and outcome-driven economic models, our model becomes antiquated and, frankly, incompatible with demonstrating value.

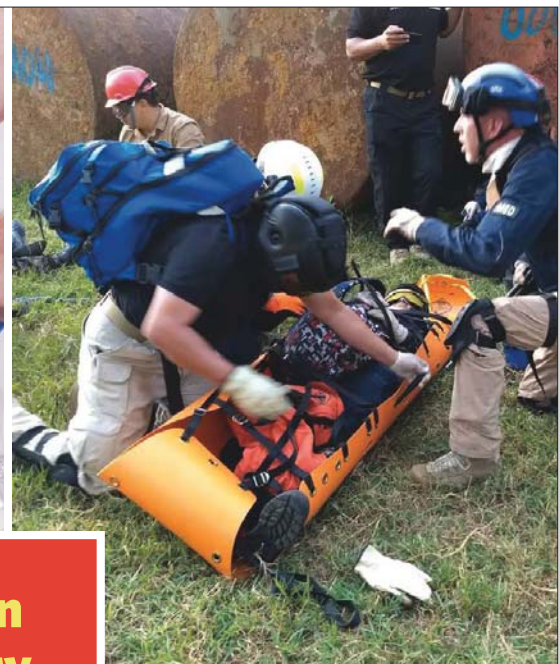
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COMMONLY USED ACRONYMS

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