



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors Meeting

January 27, 2021

METROPOLITAN AREA EMS AUTHORITY
DBA MEDSTAR MOBILE HEALTHCARE
NOTICE OF MEETING

Date and Time: January 27, 2021 at 10:00 a.m.

The meeting will be conducted by conference call-in, pursuant to the Governor's March 16, 2020 suspension of certain provisions of the Open Meetings Act. The public may observe the meeting by clicking this URL:

https://webinar.ringcentral.com/w/1499803990?tk=V8nSgHXVfmP5zY9p_U8w4jaAehmN9zymASJWfk0yR-M.DQEAAAAAWWUxVhZQOS03UWktRVNtdTJiNHfQaENZRUVBAA or join by phone: Dial US: +1(720)9027700,,1499803990# , meeting ID 149 980 3990

AGENDA

- | | | |
|------|--|--|
| I. | CALL TO ORDER | Dr. Brian Byrd |
| II. | INTRODUCTION OF GUESTS | Dr. Brian Byrd |
| III. | CITIZEN PRESENTATIONS AND PUBLIC COMMENT | Members of the public may address the Board on any posted agenda item and any other matter related to Authority business at this time. All speakers are required to register prior to a meeting using the link on the Authority's website (see, https://www.medstar911.org/board-of-directors/ where more details can be found, including information on time limitations). The deadline for registering is 4:30 p.m. <u>January 26, 2021</u> . No person shall be permitted to speak on an agenda item or address the Board during Citizen Presentations unless they have timely registered and have been recognized by the Chair. |
| IV. | CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: |
| | BC – 1453 | Approval of Board Minutes for December 9, 2020. Dr. Brian Byrd Pg. 4 |
| | BC – 1454 | Approval of Check register for December 2020. Dr. Brian Byrd Pg. 7 |
| V. | NEW BUSINESS | |
| | IR - 216 | Whitney Penn 2020 Audit review Kenneth Simpson |
| | BC – 1455 | Car Wash Capital Purchase – Alta Mere Kenneth Simpson Pg. 10 |
| | BC – 1456 | MedStar Fee schedule Kenneth Simpson Pg. 15 |
| | BC – 1457 | Title change for General Counsel Kenneth Simpson Pg. 17 |
| | IR – 217 | Fort Worth Tiered Response System Pilot ltr. Kenneth Simpson Pg. 18 |

VI. MONTHLY REPORTS

A.	Chief Executive Officer	Kenneth Simpson
B.	Office of the Medical Director	Dwayne Howerton, Dr. Veer Vithalani
C.	Chief Financial Officer	Steve Post
D.	Chief Human Resources Officer	Leila Peeples
E.	Compliance Officer/Legal	Chad Carr Kristofer Schleicher
F.	Chief Operations Officer	Kenneth Simpson
G.	FRAB	Fire Chief Jim Davis Fire Chief Doug Spears
H.	Chief Transformation Officer	Matt Zavadsky

VIII. OTHER DISCUSSIONS

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

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

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

IX. ADJOURNMENT

There will be no further action or proceedings following any closed session and the meeting will stand adjourned.

**MAEMSA
BOARD COMMUNICATION**

Date: 01/27/2021	Reference #: BC-1453	Title: Approval board minutes December 9, 2020.
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RECOMMENDATION:

It is recommended that the Board of Directors approve the minutes for board meeting on December 9, 2020.

DISCUSSION:

N/A

FINANCING:

N/A

Submitted by: <u>Kenneth Simpson</u>	Board Action: <input type="checkbox"/> Approved
	<input type="checkbox"/> Denied
	<input type="checkbox"/> Continued until _____

MINUTES

METROPOLITAN AREA EMS AUTHORITY DBA MEDSTAR MOBILE HEALTHCARE BOARD OF DIRECTORS EMERGENCY MEETING

Meeting Date and Time: December 9, 2020 at 1:00 p.m.

The Metropolitan Area EMS Authority Board of Directors conducted a meeting by video and conference call-in, pursuant to the Governor's March 16, 2020 suspension of certain provisions of the Open Meetings Act. The public participated by an URL and phone. A recording of the meeting is available.

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 1:02 p.m.

Physically present were Kenneth Simpson, Interim CEO (Ex-officio), and Kristofer Schleicher, General Counsel for the Board. Board members participating through video conferencing were: Chairman Dr. Brian Byrd, Dr. Janice Knebl, Paul Harral, Matthew Aiken, Dr. Chris Bolton, Dr. Brad Commons, Dr. Rajesh Gandhi, Fire Chief Doug Spears, Fire Chief Jim Davis and Dr. Veer Vithalani (Ex-officio).

Guests on phone: Dr. Brian Miller, OMD; Fire Chief Casey Davis, Fire Chief Charles Napp, Fire Chief Brian Jacobs, Dwayne Howerton, Ken Simpson, Leila Peeples, Matt Zavadsky, Chad Carr, Misti Skinner, Pete Rizzo, Steve Post, Melba Fowler, and Marianne Schmidt.

II. CONSENT AGENDA

BC-1449 Approval of Board minutes for October 282020.

BC-1450 Approval of Check History for October and November 2020.

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

III. OLD BUSINESS

BC-1447 Final Review of Board Policy for Selection of Chief Executive Officer – Dr. Knebl reviewed changes to the policy requested by the Recruiting Committee. The motion to approve the revised policy was made by Rajesh Gandhi and seconded by Janice Knebl. The motion carried unanimously.

IV. NEW BUSINESS

BC-1451 Approval of Job Description for Chief Executive Officer.

Dr. Knebl reviewed the updates to the prior job description recommended by the Recruiting committee and additional changes proposed to the updated job description in the board packet. The motion to approve the revised job description with the additional changes was made by Paul Harral and seconded by Rajesh Gandhi. The motion carried unanimously.

BC-1452 Approval of Search Firm for Chief Executive officer.

Dr. Knebl presented the Recruiting Committee's recommendation to retain the executive search firm of JohnGSelf+ Partners. The motion to approve was made by Rajesh Gandhi and seconded by Doug Spears. The motion carried unanimously.

V. MONTHLY REPORTS

A. Chief Executive Officer's Report – Ken Simpson reminded the board to send in their evaluations for the General Counsel and Medical Director. Ken then presented a Financial Projection Update & Compensation Increase Summary.

Due to time restrictions, the Chairman dispensed with the oral presentations from staff. The board had no questions about the monthly reports in the board packet.

V. REQUEST FOR FUTURE AGENDA ITEMS

Fire Chief Jim Davis wanted to make sure that formulating the pay range for the CEO was in the scope of work for the search firm to work on. Leila Peoples confirmed that it was.

VI. CLOSED SESSION

There was no closed session.

VII. ADJOURNMENT

The board adjourned at 1:52 p.m.

Respectfully submitted,

Janice Knebl
Secretary

**MAEMSA
BOARD COMMUNICATION**

Date: 01/27/2021	Reference #: BC-1454	Title: Approval of Check register for December 2020.
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RECOMMENDATION:

It is recommended that the Board of Directors approve check register for December 2020.

DISCUSSION:

FINANCING:

Submitted by: <u>Kenneth Simpson</u>	Board Action:	<input type="checkbox"/> Approved
		<input type="checkbox"/> Denied
		<input type="checkbox"/> Continued until _____

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare



**AP Check Details Over 5000.00
For Checks Between 12/1/2020 and 12/31/2020**

Check Number	Check Date	Vendor Name	Check Amount	Description
5088	12/18/2020	American Express	12,767.22	Credit Card Bill
103175	12/3/2020	AT&T	8,358.96	Point to Point Circuit
103178	12/3/2020	Bound Tree Medical LLC	25,204.28	Various Medical Supplies
103182	12/3/2020	CDW Government Inc	12,088.18	IPAD Pro
103192	12/3/2020	Direct Energy Business	9,111.91	Electric Service
103194	12/3/2020	Gladstone Dodge Chrysler Jeep Ram	90,654.00	2021 Ambulance Chassis
103198	12/3/2020	Health Care Visions	21,525.00	Executive Director Search
103201	12/3/2020	ImageTrend	10,300.00	Annual Maintenance Fee
103206	12/3/2020	Medline Industries, Inc.	15,095.60	Various Medical Supplies
103207	12/3/2020	MetLife - Group Benefits	36,648.78	Dental/Vision/STD/LTD/Supp Life
103208	12/3/2020	Mutual of Omaha	5,894.53	Critical Care/Accident
103210	12/3/2020	NRS	5,649.11	Collection agency fees
103223	12/3/2020	ReCept Pharmacy	11,856.81	Various Medical Supplies
103230	12/3/2020	Teleflex Medical	7,700.00	EZIO Needles
103236	12/3/2020	ZirMed Inc	9,835.76	Verify, Payments, Claims/Invoices
103237	12/3/2020	Zoll Medical Corporation	136,480.80	Annual service plan
103255	12/10/2020	DocuSign	8,300.00	annual renewal
103259	12/10/2020	KnowBe4 Inc.	8,717.63	Security Awareness Training
103262	12/10/2020	Logis Solutions	8,593.29	support hours
103266	12/10/2020	Maintenance of Ft Worth, Inc.	6,225.00	Janitorial Supplies and Services
103267	12/10/2020	Medline Industries, Inc.	12,191.24	Various Medical Supplies
103294	12/17/2020	AT&T Mobility	26,840.69	air cards and cellphone
103298	12/17/2020	Bound Tree Medical LLC	14,488.17	Various Medical Supplies
103305	12/17/2020	CyrusONe	7,573.68	Colocation hosting charges
103314	12/17/2020	ImageTrend	14,823.00	monthly fee- Nov
103315	12/17/2020	Kno2 LLC	8,750.00	EMS Revenue Annual Instance Fee
103316	12/17/2020	LogMeln	5,976.00	GoToTraining Plus Service
103321	12/17/2020	Medline Industries, Inc.	12,494.90	Various Medical Supplies
103324	12/17/2020	Modern Mobility	6,399.18	M48 C-100 repairs
103325	12/17/2020	NRS	15,409.09	Collection agency fees
103333	12/17/2020	Paranet Solutions	6,270.00	office 365 migration
103347	12/17/2020	AT&T	10,415.88	Phone for DR Site
103355	12/22/2020	Bound Tree Medical LLC	13,317.33	Various Medical Supplies
103364	12/22/2020	Health Care Visions	22,939.78	Executive Director Search
103376	12/22/2020	Paranet Solutions	49,885.66	monthly billing- Dec
103385	12/22/2020	Whitley Penn, LLC	23,560.00	Audit Services
103387	12/22/2020	ZirMed Inc	9,095.43	Verify, Payments, Claims/Invoices
103395	12/28/2020	Bound Tree Medical LLC	8,504.29	Various Medical Supplies
103405	12/28/2020	Medline Industries, Inc.	49,142.07	Various Medical Supplies
103414	12/28/2020	ReCept Pharmacy	12,124.89	Various Medical Supplies



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

AP Check Details Over 5000.00

For Checks Between 12/1/2020 and 12/31/2020

Check Number	Check Date	Vendor Name	Check Amount	Description
103419	12/28/2020	Texas Medical Liability Trust	16,017.00	liability insurance
103421	12/28/2020	XL Parts	7,579.78	Various Parts
431808	12/1/2020	UT Southwestern Medical Center	12,833.33	Contract Services - B Miller - Nov
485342	12/18/2020	WEX Bank	60,934.27	November '20 Fuel
497252	12/23/2020	UMR Benefits	47,708.51	Health insurance
497262	12/23/2020	UT Southwestern Medical Center	12,833.33	Contract Services - B Miller - Dec
12012020	12/1/2020	Frost	61,053.88	Frost Loan #30001 - NDC
12022020	12/2/2020	Frost	38,540.62	Frost Lease Pymt - Acct #63001
12102020	12/10/2020	Fort Worth Heat & Air	6,898.58	HR HVAC replacement
12152020	12/15/2020	AT&T Mobility	6,750.91	Aircards

**MAEMSA
BOARD COMMUNICATION**

Date: 01/27/2021	Reference #: BC-1455	Title: Alta Mere Car Wash
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RECOMMENDATION:

It is recommended that the Board of Directors approve contracting with Innovative Developers, Inc. to serve as Construction Manager-Agent for the purchase and installation of a new car wash at Alta Mere and that the Board approve the expenditure of funds for the same in an amount not to exceed \$582,379.

DISCUSSION:

The Interim Chief Executive Officer seeks approval to enter into a contract with Innovative Developers, Inc. (“IDI”) to act as Construction Manager-Agent to oversee and manage carwash building renovations and the installation of a car wash similar to the type used at the North Deployment Center. IDI will be responsible for competitively selecting and managing vendors, contractors, and subcontractors in accordance with Chapter 2269 of the Texas Gov’t Code. IDI has served as Construction Manager for the Authority on other projects, including management of the construction of the North Deployment Center, and has demonstrated its competence and qualifications. IDI has obtained bids and material costs and provided a quote of \$582,379, including IDI’s management fees.

The car wash in the Alta Mere location is obsolete and unusable and has relegated the crews to handwashing their vehicles at the start of their shift, while on the clock. Should we decide not to replace the car wash we will have to hire four to eight additional employees to facilitate the washing of ambulances and associated movement of ambulances within the make ready process. By not having to hire these four individuals the purchase of the car wash will show a return on investment in less than four years. Clean ambulances will help put forth a clean, professional public image and help avoid the crew morale issues associated with having to clean an ambulance prior to starting their shift.

FINANCING:

The 2021-2022 Budget includes an allocation of \$550,000 for this project. The quote from IDI, based on subcontractor bids, is not to exceed \$582,379.00. This amount includes management fees due IDI.

Submitted by: <u>Ken Simpson</u>	Board Action:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued until _____
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MedStar

REQUEST FOR CAPITAL EXPENDITURE (RCE)

DATE 01/27/21	REQUISITIONER Ken Simpson	DEPARTMENT Operations	COST CENTER	ACCT CODE	CAPITAL TRACKING# BC-1455
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Budgeted Funds?		IF YES - LIST BUDGET NUMBER (s)				
	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	BUDGET#	AMOUNT \$550,000	MONTH	BUDGET#	AMOUNT

PROJECT TITLE: Alta Mere Car Wash	CAPITAL CATEGORY: 1 2 Choose "X" only one (priority)
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DESCRIPTION OF ITEMS BEING REQUESTED:

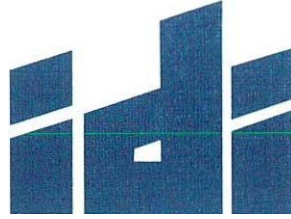
The car wash in the Alta Mere location is obsolete and has relegated the crews to handwashing the vehicles. We have received quotes to have the car wash bay equipped with a car wash similar to the type used at the North Deployment Center. Innovative Developers, Inc. will serve as the general contractor to facilitate the building renovation and coordinate installation of the car wash.

QUALITATIVE JUSTIFICATION: (Attach supporting documentation if necessary)

Four to eight additional individuals will need to be added to facilitate the washing of ambulances and associated movement within the make ready process. By not having to hire these four individuals the purchase of the car wash will show a return on investment in less than four years. Likewise, clean ambulances will help put forth a clean, professional public image and help avoid crew morale issues associated with having to clean an ambulance prior to starting shift due to the current system.

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

DATE	SIGNATURES	REQUESTED EXPENDITURE		
	DEPT./DIRECTOR LEVEL:	PROPOSED CAPITAL (Tax Exempt)	\$	550,000.00
1) Ort)	CHIEF FINANCIAL OFFICER 9	OTHER RELATED EXPENSE (EXPLAIN ABOVE)	\$	{Annual} 0
l;,,u/ 1	_____	PROPOSED PROJECT TOTAL (Total of capital & other exp.)	\$	550,000.00
	CHAIRMAN OF THE BOARD OF DIRECTORS	Opened:	Closed:	Actual:
Revised 09/12				



INNOVATIVE DEVELOPERS, INC.

November 30, 2020

Ken,

Here is our budget proposal for an updated vehicle wash system installation at your 2900 Alta Mere, Fort Worth location. We have done a thorough review of the existing conditions, and had our structural engineer make a sketch of anticipated building modifications. We met onsite with the electrical contractor who provided the power and final equipment and electrical hookup of your North Deployment wash equipment. We also met onsite with the plumber we utilized at the North Deployment and devised a drainage plan appropriate for your wash equipment without the water recycle feature. We had several conversations with the Westmatic representative to verify power, equipment, size and height, as well as request a budget price, installed for the Westmatic product. We obtained budget numbers for new fast acting roll up doors and an RFID reader device to match the one installed at your North facility.

So you will be able to wash all year in all weather conditions we are proposing new heaters, an exhaust fan system and new LED lighting. Additionally due to the function of the new equipment we are recommending new fiberglass wall sheets installed over the existing masonry which will allow better water repellent than the existing painted masonry.

We are suggesting patching the floor covering in the areas we are installing new concrete (4 4x4 foundation pads, new 6' wide plumbing drain modifications the entire length of the building and new trench drain on the inside of the north door which will now serve as the exit of the wash). Note, the wash direction will need to be reversed from the current operation.

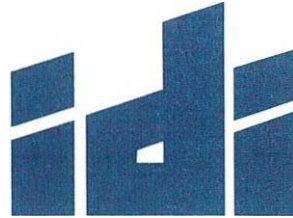
The Westmatic equipment requires 480v 3 phase power which is not available at the wash building and the best solution is to provide a new 480v power source to this building and terminate the current feed from the main building. We met with the Oncor rep and this is an ideal solution.

The attached budget is for a complete turnkey installation with a couple of optional extras. Included in the budget is the minimal design charges necessary for proper permitting. It is anticipated if go ahead is received in January of 2021, the installation would be tentatively complete for washing in the May-June 2021 time period.

Respectfully,

Glen

COMMERCIAL DEVELOPMENT AND CONSTRUCTION



INNOVATIVE DEVELOPERS, INC.

Construction Budget- November 30, 2020

Concrete

Demo	
New Footing	
New Drains	
Oncor Power Poles Preparation	\$19,485

Plumbing

New Main Drain	
Water	
Wash Equip Hook-up	\$19,500

Oncor Delivery

New 480v 3p xFMR	\$20,000
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Electric

480v 3 Phase	
New Service	
Hookup Equip	\$50,600

HVAC- Heat and Exhaust

Heaters	
Roof Mounted Fans	\$20,830

Structural Steel

Columns and Footings	
Roof Beam	
Steel Demo	\$10,800

Overhead Doors

New High Speed Doors	\$30,000
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FRP Wall Panels

Mech Fasten to existing masonry	\$27,500
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COMMERCIAL DEVELOPMENT AND CONSTRUCTION

Budget - Page 2 - November 30, 2020

Floor Coating		
1668 + 100 @ 3.00		
Striping - 100ft @ 5.00		\$6,000
Epoxy Paint and Seals on Ped Doors		\$3,000
Vehicle Equipment		\$214,900
3loops@ 400		\$1,200
Subtotal		\$423,815

Design		
Frank Neal		\$3,000
Tom Clark		\$6,600
Misc		\$200
General Conditions		\$3,500
Supervision		\$25,000
Proj Mgt		\$9,000
Permits		\$2,500
Indirect Overhead	4%	\$16,953
Fees	10%	\$42,382
Contingency	6%	\$25,429
Total		\$558,379

Extra Options		
Door Operator, existing software		\$13,500
Redo entire floor covering		\$10,500

**MAEMSA
BOARD COMMUNICATION**

Date: 01/27/2021	Reference #: BC-1456	Title: MedStar Fee Schedule
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RECOMMENDATION:

It is recommended that the Board of Directors approve an initial rate increase of \$100 to the base rate of the emergency calls and \$2.00/mile and to allow MedStar to charge for oxygen, ALS and BLS disposables. Approval is further requested for an additional rate increase of \$100 for emergency rates in six months and each six months thereafter until MedStar’s rates are in alignment with the average regional as reported by the Fair Health database. Thereafter, MedStar’s rates will be increased annually by the greater of the consumer price index for healthcare and fuel or the amount needed to maintain average pricing as reported by the Fair Health database.

DISCUSSION:

MedStar has not increased fees in over ten years, and the Fair Health database shows MedStar to be below the market average for rates charged in the region. There were initial questions about the need for a rate increase from some of the member cities. MedStar’s leadership provided more information and met with cities with questions and concerns. The consensus that emerged was one of support for the rate increases as long as they were staggered over time.

We anticipate the rate increase to generate more than one million dollars of additional revenue, but it will not affect patients that have Medicare or Medicaid as their primary insurance. Our charitable care policy has recently been revised to automatically apply to patients in hospitals’ charitable care programs and provide relief to those at varying income levels. This should help address some of the concerns around any disparate impact from this rate increase.

Moving forward, to assure fiscal responsibility, MedStar will increase rates in much smaller increments as increases will be tied to the consumer price index for healthcare and transportation and to the average rates in the region as found in the Fair Health database.

FINANCING:

Submitted by: <u>Ken Simpson</u>	Board Action:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued until _____
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	BLS Emergency	ALS/BLS Emergency	ALS-2 Emergency	Mileage	Specialty Care Transport	ALS-1 Non- Emergency	BLS Non- Emergency
Addison	\$ 1,394	\$ 1,750	\$ 1,990	\$ 35	\$ 4,658	\$ 1,500	\$ 1,000
Arlington	\$ 1,400	\$ 1,680	\$ 2,200	\$ 18	\$ 1,730	\$ 1,195	\$ 911
Dallas	\$ 1,678	\$ 1,684	\$ 1,902	\$ 18	\$ 1,553	\$ 1,250	\$ 1,000
Denton	\$ 1,650	\$ 1,750	\$ 1,800	\$ 17	\$ 1,760	\$ 1,436	\$ 1,000
Grapevine	\$ 1,400	\$ 1,680	\$ 2,200	\$ 18	\$ 1,730	\$ 1,195	\$ 911
Irving	\$ 1,394	\$ 1,750	\$ 1,990	\$ 35	\$ 4,658	\$ 1,500	\$ 1,000
Average	\$ 1,486	\$ 1,716	\$ 2,014	\$ 24	\$ 2,682	\$ 1,346	\$ 970
MedStar Current	\$ 1,485	\$ 1,485	\$ 1,485	\$ 15	\$ 2,540	\$ 911	\$ 911
MedStar Proposed							
Base Rates	\$ 1,585	\$ 1,585	\$ 1,585	\$ 17	\$ 2,540	\$ 911	\$ 911
Oxygen	\$ 75.00						
ALS Disposables	\$ 156.00						
BLS Disposables	\$ 100.00						

**MAEMSA
BOARD COMMUNICATION**

Date: 01/27/2021	Reference #: BC-1457	Title: Approval of Title Change for General Counsel
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RECOMMENDATION:

It is recommended that the Board of Directors approve the title change for the General Counsel to be Chief Legal Officer and General Counsel.

DISCUSSION:

As the General Counsel is one of the three officers who report directly to the Board of Directors it is requested that the Board of Directors vote on changing this position's title to bring it into conformity with the Chief Medical Officer and Chief Executive Officer titles and retitle the General Counsel positions as Chief Legal Officer and General Counsel.

FINANCING:

Submitted by: Kenneth Simpson **Board Action:** Approved
 Denied
 Continued until _____

January 13, 2021

Ms. Valerie Washington
Assistant City Manager
City of Fort Worth



Metropolitan Area EMS Authority
2900 Alta Mere Drive
Fort Worth, Texas 76116
(817) 632-0522
(817) 632-0530 (Fax)
www.medstar911.org

Dear Ms. Washington:

As you may know, the Metropolitan Area EMS Authority (MAEMSA) Board recommended investigating the option of transitioning the ambulance component of the EMS system from an all advanced life support (ALS) ambulance deployment, to a tiered response deployment, with both ALS and basic life support (BLS) ambulances. A tiered deployment model is used by some of the most highly regarded EMS systems in the country, such as Seattle/King County, Boston and Washington, DC. A recent analysis of patient care reports by the Office of the Medical Director (OMD) revealed nearly 13% of responses could be managed by a BLS ambulance. There appears to be a significant opportunity to better meet the community's needs by matching the right call with the right response configuration through a mix of BLS and ALS ambulances available for response.

The EMS System Performance Committee created a Tiered Response Task Force in September to review options and, if appropriate, develop a Tiered Response pilot program. The Tiered Response Task Force is comprised of representatives from multiple first responder agencies, the OMD, and MedStar.

The Task Force articulated the goals of a tiered response system; increase clinical and operational effectiveness and efficiency within the system, while improving clinical proficiency and patient outcomes. Task Force members extensively reviewed clinical outcome and dispatch data from the MAEMSA system, reviewed current evidence-based research on ALS and BLS deployment models, and received presentations from EMS system leaders in peer Public Utility Models in Reno, Little Rock, and Niagara, who all recently transitioned to tiered ambulance deployment models.

After months of research, the Task Force recommends a tiered system response pilot starting February 1, 2021.

The pilot model recommended by the task force is attached for your information. It is also being presented to the Emergency Physicians Advisory Board, the First Responder Advisory Board, and the MAEMSA Board in January.

The Task Force believes this is an evidence-based enhancement of the EMS system that will help improve clinical, operational, and economic effectiveness of the EMS system.

Our Mission:

*To provide world class mobile healthcare with the highest quality customer service
and clinical excellence in a fiscally responsible manner*





Metropolitan Area EMS Authority
2900 Alta Mere Drive
Fort Worth, Texas 76116
(817) 632-0522
(817) 632-0530 (Fax)
www.medstar911.org

Please feel free to contact any of us, or your first response chief, should you have any questions regarding this pilot program.

Tiered Response Task Force Members:

- Mike Christenson, Lake Worth Fire Department
- Christopher Cunningham, MedStar
- Casey Davis, Burleson Fire Department
- Jim Davis, Fort Worth Fire Department
- Dwayne Howerton, Office of the Medical Director
- Brandon Logan, White Settlement Fire Department
- Kirt Mays, Haslet Fire Department
- Dr. Brian Miller, System Associate Medical Director
- Kristofer Schleicher, MedStar
- Ken Simpson, MedStar
- Doug Spears, Saginaw Fire Department
- Dr. Veer Vithalani, System Medical Director
- Matt Zavadsky, MedStar

Our Mission:

*To provide world class mobile healthcare with the highest quality customer service
and clinical excellence in a fiscally responsible manner*



Tab A – Chief Executive Officer

Tab B –Office of the Medical Director



Discussion

- AMA-Alternate Disposition Pilot
- Credentialing Committee
- Tiered Response Task Force
- Protocol Update

M.E.D.S. Committee

☐ Next meeting February 16

Education and Training

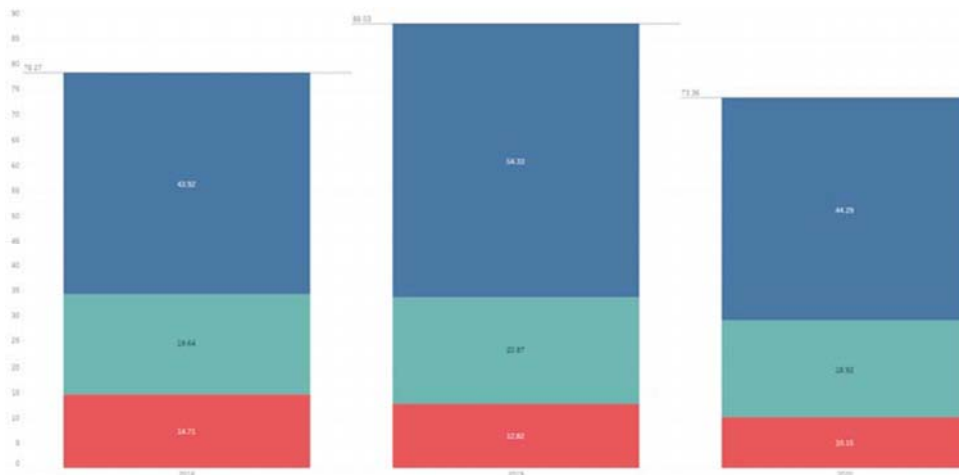
- OMD 20Q3 & 4 CE – Is out to the System
- OMD 21Q1 CE – Feb/Mar – Skills verification and new protocol exam
- Training Courses – 2021
 - ECA Course for Westworth Village PD (2-Officers)

Course	BCLS	ACLS	Pedi	AMLS	PHTLS
MedStar	15	0	0	5	2
FRO	1	0	0	0	1
External	0	0	0	0	0

Credentialing

2021	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	12	0	1	0	11
Adv Upgrade	3	1	0	0	2
Basic	12	0	0	0	12

- Overall Credentialing – Time in training by phase



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

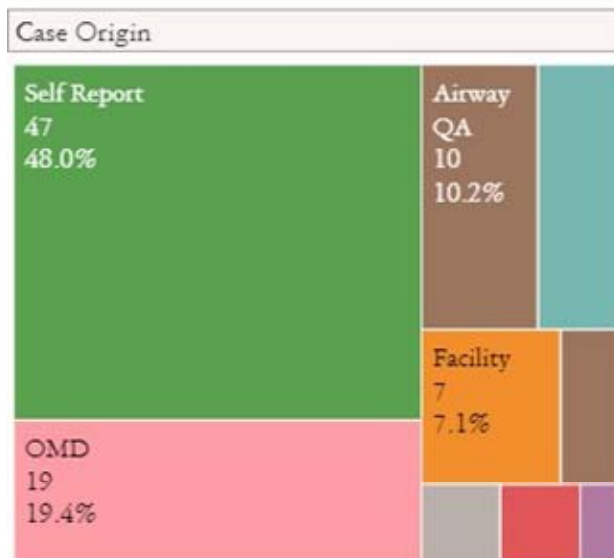


QA

Case Acuity		
	November 2020	December 2020
High	1 (1.8%)	6 (14.0%)
Moderate	16 (29.1%)	11 (25.6%)
Low	32 (58.2%)	19 (44.2%)
Non QA/QI	6 (10.9%)	7 (16.3%)
Grand Total	55 (100.0%)	43 (100.0%)

Case Disposition		
	November 2020	December 2020
Clinically Appropriate	6 (10.9%)	1 (2.3%)
Needs Improvement	29 (52.7%)	20 (46.3%)
Clinically Inappropria..		2 (4.7%)
Forwarded	3 (5.5%)	4 (9.3%)
No Fault	11 (20.0%)	13 (30.2%)
Pending	6 (10.9%)	3 (7.0%)
Grand Total	55 (100.0%)	43 (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	3.9 days	2.0 days	4.7 days
Moderate	4.7 days	5.0 days	9.5 days
Low	4.7 days	1.9 days	5.4 days
Non QA/QI	2.3 days	-2.0 days	1.3 days
Grand To..	4.4 days	2.4 days	6.0 days



System Clinical Issues		
	Novemb..	Decemb..
Equipment Issues	1	
Inadequately Treated U..		1
No EtCO2 w/ PPV	1	1
Unrecognized Failed Air..		3
Untreated Lethal Arrhyth..		1

Case Status		
	November 2020	December 2020
Closed	32 (58.2%)	24 (55.8%)
Open	23 (41.8%)	19 (44.2%)
Grand Total	55 (100.0%)	43 (100.0%)

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System Diagnostics

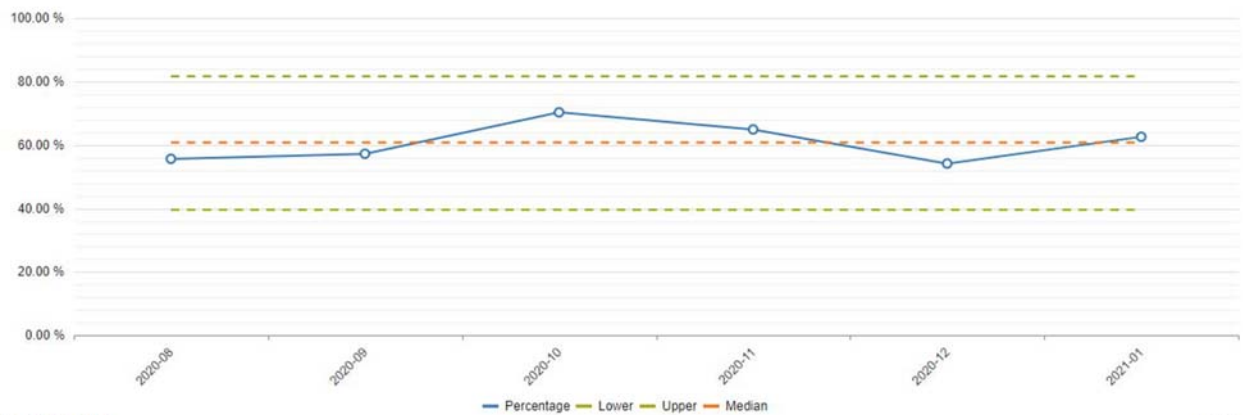
- **System Performance Bundles**

- o @ end of report

- **Clinical Bundles**

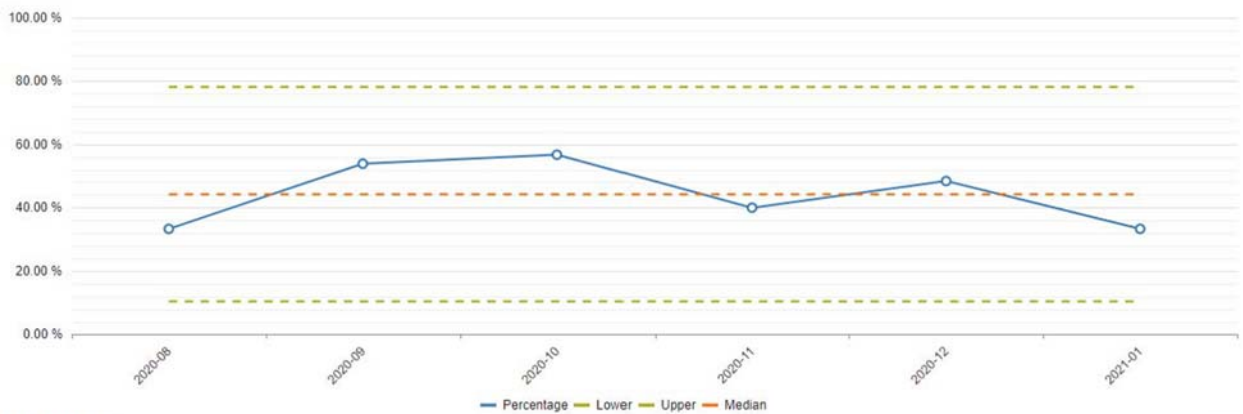
Sepsis (Adj.)

EXIT



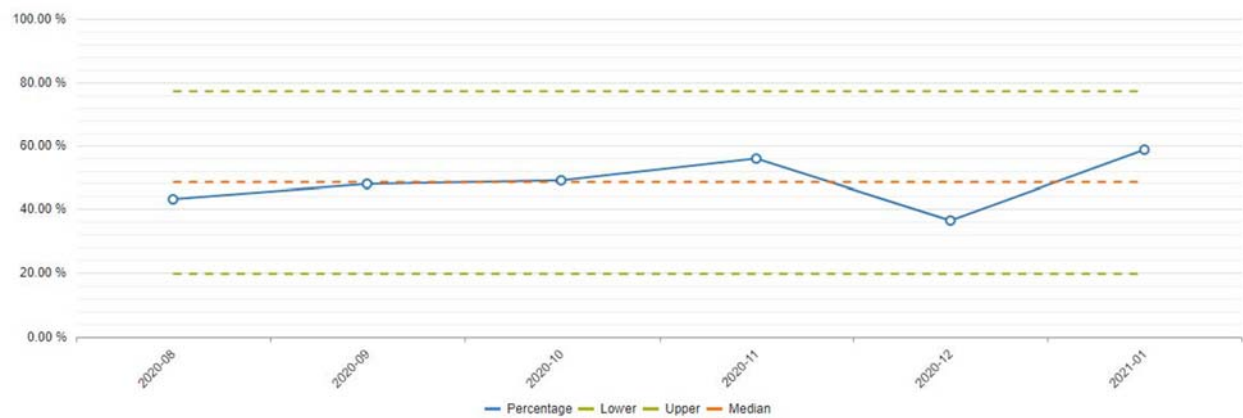
STEMI (Adj.)

EXIT



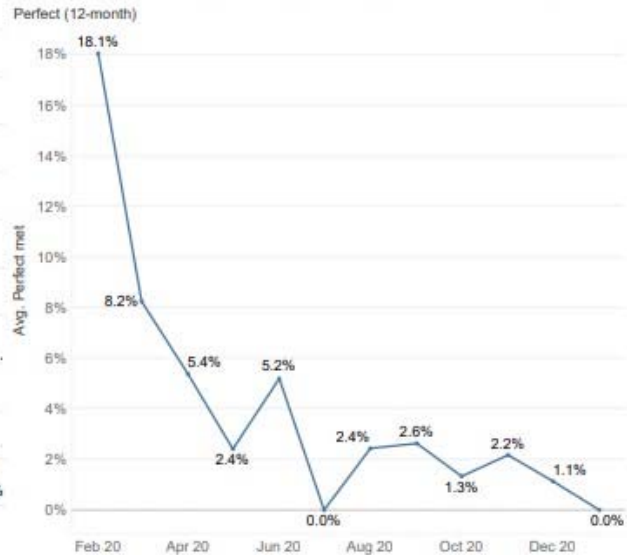
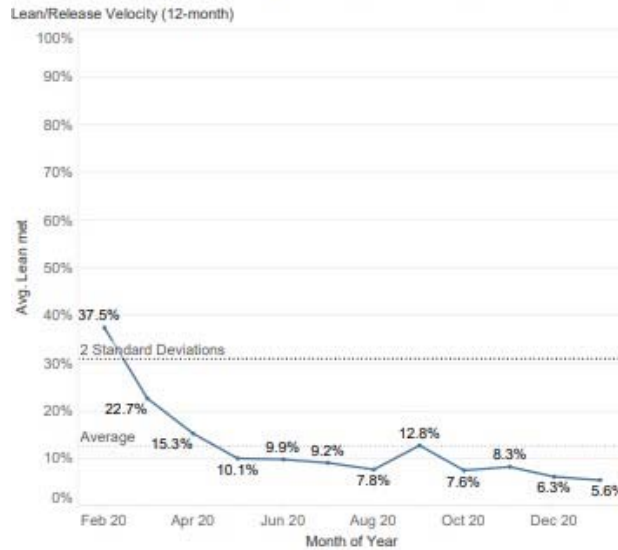
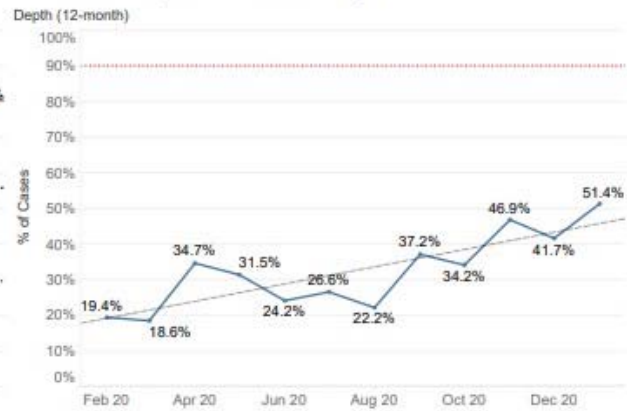
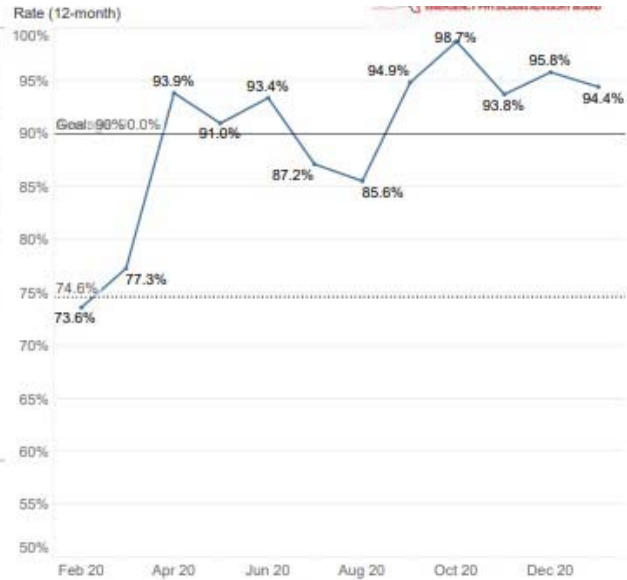
Stroke (Adj.)

EXIT



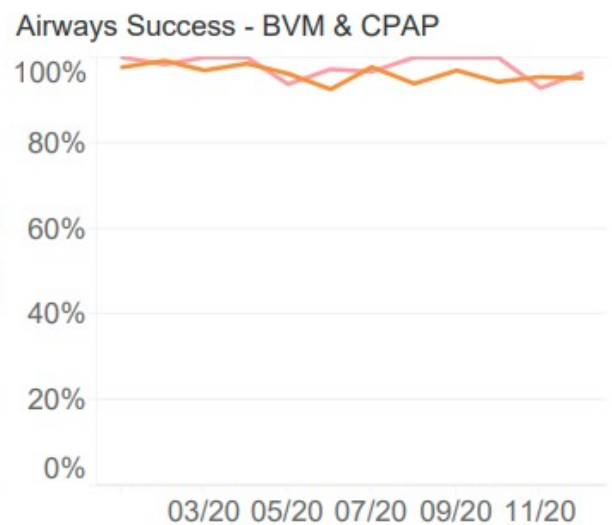
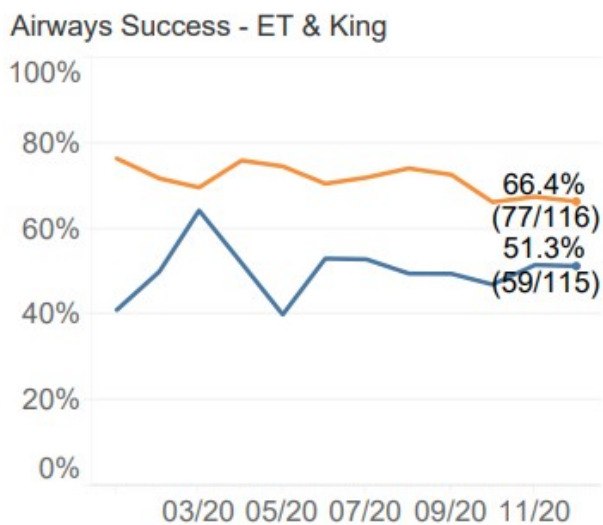
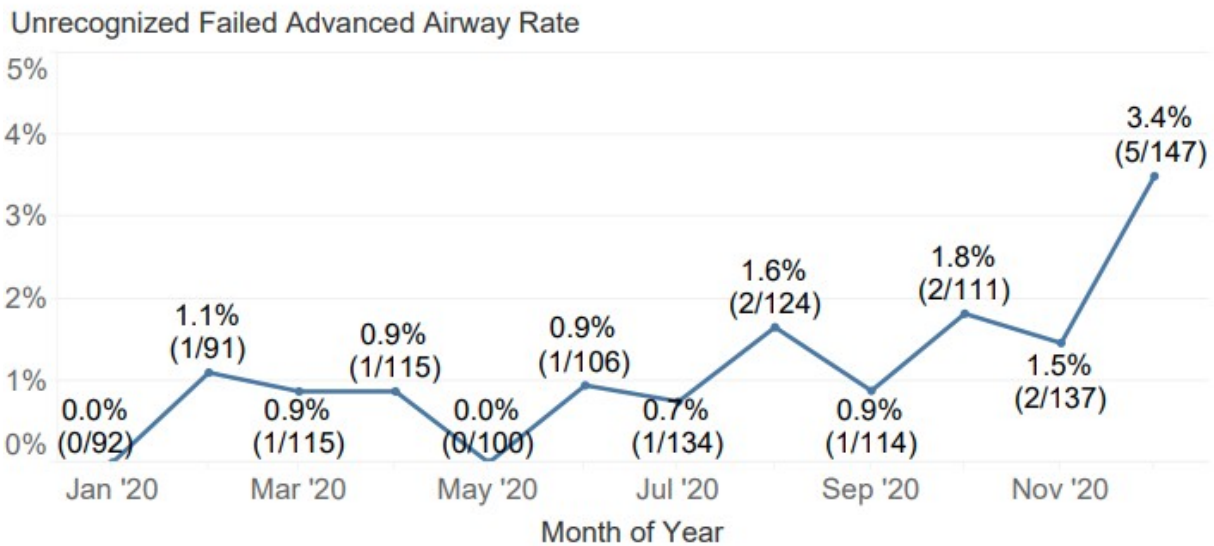
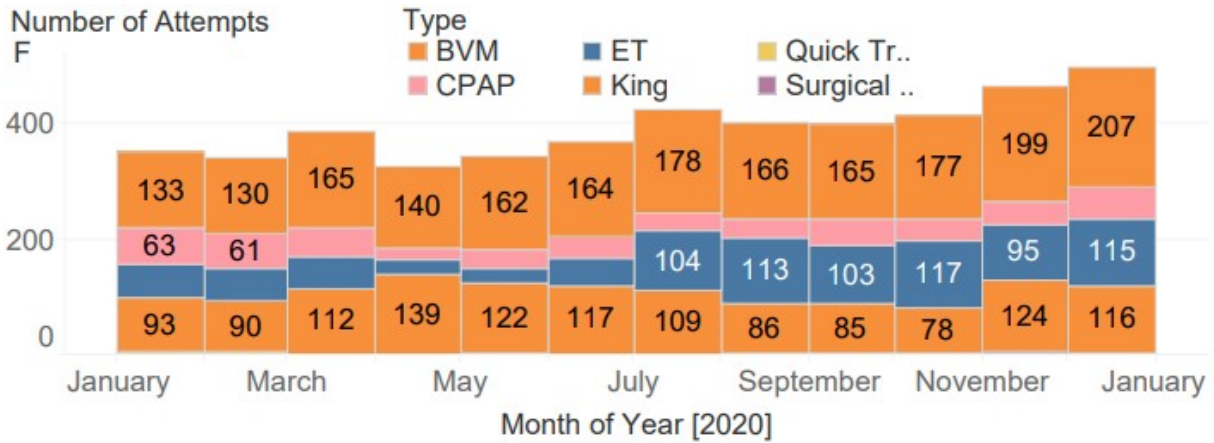
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Cardiac Arrest Performance



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

Airway Management



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



Cardiac Arrest	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Current Avg.	Goal
% of recognizable Out-of-Hospital Cardiac Arrests (OHCA) cases correctly identified by Dispatch	91.4%	91.4%	89.6%	90.0%	80.4%	60.2%	73.8%	
Median time between 9-1-1 call and OHCA recognition	0:00:39	0:00:47	0:00:43	0:00:46	0:00:37	0:00:41	0:00:40	
% of recognized 2nd party OHCA cases that received tCPR	100.0%	98.0%	100.0%	98.4%	97.1%	100.0%	97.8%	
Median time between 9-1-1 Access to tCPR hands on chest time for OHCA cases	0:02:00	0:01:18	0:02:25	0:02:18	0:01:51	0:02:09	0:02:06	
% of cases with time to tCPR < 180 sec from first key stroke	79.7%	68.8%	69.2%	81.7%	58.2%		61.1%	
% of cases with CCF ≥ 90%	66.0%	82.0%	79.0%	80.0%	76.0%	75.0%	79.2%	
% of cases with compression rate 100-120 cpm 90% of the time	91.9%	93.4%	87.2%	85.6%	94.9%	98.7%	83.8%	
% of cases with compression depth that meet appropriate depth benchmark 90% of the time	31.5%	24.2%	26.6%	22.2%	37.2%	34.2%	25.5%	
% of cases with mechanical CPR device placement with < 10 sec pause in chest compression	15.6%	18.8%	18.2%	28.6%	18.9%	6.7%	33.2%	
% of cases with Pre-shock pause < 10 sec	66.7%	64.3%	68.7%	71.6%			80.5%	
% arrive at E/D with ROSC	21.3%	13.7%	15.0%	9.7%	18.4%	15.1%	19.3%	
% discharged alive	6.7%	9.5%	6.7%	5.4%	4.6%	3.2%	7.6%	
% neuro intact at discharge (Good or Moderate Cognition)	3.4%	8.4%	5.8%	3.2%	2.3%	3.2%	5.6%	
% of cases with bystander CPR	50.5%	54.2%	63.0%	65.6%	37.9%	54.8%	51.0%	
% of cases with bystander AED use	14.6%	10.5%	22.5%	16.1%	19.5%	10.8%	18.7%	

Ventilation Management	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Current Avg.	Goal
% of cases with etCO2 use for non-invasive ventilation management (CPAP, BVM) when equipped	99.4%	99.0%	100.0%	97.6%	99.5%	98.6%	97.9%	
% of cases with etCO2 use for invasive ventilation management (KA, ETT, Cric)	99.3%	95.2%	100.0%	97.9%	98.8%	99.4%	98.4%	
% of successful ventilation management as evidenced by etCO2 waveform throughout the case	98.7%	96.6%	98.8%	95.6%	98.7%	96.3%	97.5%	
% of successful King Airway placement	74.6%	70.5%	72.0%	74.1%	72.6%	66.2%	72.0%	
% of successful endotracheal tube placement	40.0%	53.1%	52.9%	49.6%	49.5%	47.0%	47.1%	

STEMI	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	urrent Av	Goal
% of suspected STEMI patients correctly identified by EMS	68.9%	55.8%	63.3%	59.3%	76.9%	83.3%	72.1%	
% of suspected STEMI patients w/ASA admin (<i>in the absence of contraindications</i>)	96.5%	100.0%	96.7%	100.0%	100.0%	90.0%	92.6%	
% of suspected STEMI patients w/NTG admin (<i>in the absence of contraindications</i>)	89.7%	94.1%	100.0%	92.6%	88.4%	83.3%	84.8%	
% of suspected STEMI patients with 12L acquisition within 10 minutes of patient contact	72.4%	82.4%	76.7%	77.8%	88.4%	80.0%	74.4%	
% of suspected STEMI patients with 12L transmitted within 5 minutes of transport initiation	75.9%	61.8%	63.3%	55.6%	76.9%	73.3%	54.6%	
% of suspected STEMI patients with PCI facility notified of suspected STEMI within 10 minutes of EMS patie	17.2%	8.8%	20.0%	18.5%	26.9%	30.0%	21.7%	
% of patients with Suspected STEMI Transported to PCI Center	100.0%	100.0%	96.7%	100.0%	100.0%	100.0%	98.2%	
% of suspected STEMI patients with EMS activation to Cath Lab intervention time < 90 minutes	60.0%	47.1%	53.3%	55.6%	38.5%	16.7%		

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Stroke	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	urrent Av	Goal
% of suspected Stroke patients w/BGL measured	86.8%	90.0%	95.1%	80.3%	92.8%	90.0%	89.5%	
% of suspected Stroke patients w/CSS measured	77.2%	73.2%	73.2%	73.7%	74.8%	80.4%	78.4%	
% of suspected Stroke patients w/positive CSS scores receiving Los Angeles Motor Score (LAMS) measured	74.7%	80.2%	71.3%	80.9%	77.0%	78.3%	79.8%	
% of suspected stroke patients with stroke facility notified of suspected stroke within 10 minutes of EMS patient contact								
% of suspected stroke patients w/LAMS scores 4 - 5 transported to Comprehensive Stroke Center	100.0%	100.0%	96.3%	96.1%	98.6%	97.1%	98.8%	

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Tab C – Chief Financial Officer

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – December 31, 2020**

The following summarizes significant items in the December 31, 2020 Financial Reports:

Statement of Revenues and Expenses:

Month to Date: Net Income for the month of December 2020 is a gain of \$427,600 as compared to a budgeted gain of \$177,767.03 for a positive variance of \$249,833. EBITDA for the month of December 2020 is a gain of \$754,676 compared to a budgeted gain of (\$493,447) for a positive variance of \$261,229.

- Transport volume in December ended the month 98.7% to budget. Total Patient Encounters ended the month at 99.3% to budget.
- Net Revenue in December is 105% to budget due to MedStar receiving a onetime CARES Act distribution from the City of Fort Worth of \$606,400. Without the CARES Act funding net revenue is 91% to budget primarily due to Emergency Transports below budget by 7.8% and the change in payer mix. Percentage of Insurance and Medicaid customers is down 1.35% and 3.37% respectively and percentage of Self Pay customers is up by 1.48%. The payer mix changes equates to an additional \$275,060 in contractual and allowances taken this month.
- Total Expenses ended the month 99% to budget or \$24,635 below budget. In December, MedStar continues to incur below budget expenses in salaries, fuel, medical supplies and dues & subscriptions. These savings are offset by higher than expected insurance claims paid and computer maintenance expense.

Year to Date: EBITDA is \$986,357 as compared to a budget of \$288,437 for a positive variance of \$697,920.

- The main drivers for this positive variance are a positive YTD variance in total expenses of \$892,897, YTD transport volume at 99.5% to budget and the one time CARES Act distribution from the COFW of \$606,400.
- While the YTD transport volume is 99.5% to budget, the payer mix of Commercial Insurance is below budget and Self Pay is above budget leading to additional contractual allowances and provision for uncollectable accounts of \$1,128,544 or 3.5% above budget.

Key Financial Indicators:

- Current Ratio – MedStar has \$9.43 in current assets (Cash, receivables) for every dollar in current 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 mandates 3 months of operating capital. As of December 31, 2020 there is 5.5 months of operating capital.
- 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 5.3 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. Through December, the return is .01%.

MAEMSA/EPAB cash reserve balance as of December 31, 2020 is \$475,470.69.

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Balance Sheet By Character Code
For the Period Ending December 31, 2020

Assets	Current Year	Last Year
Cash	\$11,130,605.14	\$5,988,923.91
Cash - Restricted	\$12,006,978.00	\$13,606,892.00
Accounts Receivable	\$8,166,935.20	\$11,411,367.46
Inventory	\$358,989.75	\$285,156.66
Prepaid Expenses	\$1,134,390.19	\$1,180,304.71
Property Plant & Equ	\$59,411,026.93	\$54,566,429.22
Accumulated Deprecia	(\$22,877,035.09)	(\$22,029,315.39)
Total Assets	\$69,331,890.12	\$65,009,758.57
Liabilities		
Accounts Payable	(\$384,189.76)	(\$1,434,365.44)
Other Current Liabil	(\$2,102,651.73)	(\$1,213,724.40)
Accrued Interest	(\$7,781.31)	(\$7,781.31)
Payroll Withholding	(\$11,365.58)	(\$8,096.85)
Long Term Debt	(\$3,948,104.73)	(\$4,184,596.75)
Other Long Term Liab	(\$8,384,511.64)	(\$4,027,023.45)
Total Liabilities	(\$14,838,604.75)	(\$10,875,588.20)
Equities		
Equity	(\$55,208,105.09)	(\$55,631,813.63)
Control	\$714,819.72	\$1,497,643.26
Total Equities	(\$54,493,285.37)	(\$54,134,170.37)
Total Liabilities and Equities	(\$69,331,890.12)	(\$65,009,758.57)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

December 31, 2020

Revenue	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Transport Fees	\$14,876,538.12	\$15,006,743.02	(\$130,204.90)	\$43,546,894.34	\$43,649,423.31	(\$102,528.97)
Contractual Allow	(\$6,067,903.26)	(\$6,335,486.15)	\$267,582.89	(\$18,238,067.30)	(\$18,427,247.60)	\$189,180.30
Provision for Uncoll	(\$5,190,051.45)	(\$4,647,408.00)	(\$542,643.45)	(\$14,832,127.16)	(\$13,514,392.00)	(\$1,317,735.16)
Education Income	\$275.70	\$0.00	\$275.70	\$805.00	\$160.00	\$645.00
Other Income	\$634,732.61	\$31,222.67	\$603,509.94	\$1,043,813.56	\$166,268.01	\$877,545.55
Standby/Subscription	\$85,422.53	\$43,436.50	\$41,986.03	\$248,793.76	\$166,933.50	\$81,860.26
Pop Health PMPM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
interest on Investme	\$298.83	\$2,916.67	(\$2,617.84)	\$1,041.81	\$8,750.01	(\$7,708.20)
Gain(Loss) on Dispos	(\$12,691.19)	\$0.00	(\$12,691.19)	\$53,693.73	\$0.00	\$53,693.73
Total Revenue	\$4,326,621.89	\$4,101,424.71	\$225,197.18	\$11,824,847.74	\$12,049,895.23	(\$225,047.49)
Expenditures						
Salaries	\$2,363,149.47	\$2,372,652.74	(\$9,503.27)	\$7,892,161.20	\$8,130,072.22	(\$237,911.02)
Benefits and Taxes	\$433,098.60	\$347,936.00	\$85,162.60	\$1,005,716.61	\$1,007,359.00	(\$1,642.39)
Interest	\$22,814.57	\$33,500.00	(\$10,685.43)	\$61,458.49	\$100,500.00	(\$39,041.51)
Fuel	\$65,446.34	\$92,486.00	(\$27,039.66)	\$189,594.24	\$274,159.00	(\$84,564.76)
Medical Supp/Oxygen	\$161,610.12	\$225,638.12	(\$64,028.00)	\$477,979.86	\$656,481.74	(\$178,501.88)
Other Veh & Eq	\$48,815.17	\$40,386.34	\$8,428.83	\$108,708.19	\$119,684.50	(\$10,976.31)
Rent and Utilities	\$74,494.61	\$65,458.63	\$9,035.98	\$207,416.27	\$193,461.89	\$13,954.38
Facility & Eq Mtc	\$72,720.17	\$66,147.97	\$6,572.20	\$201,364.86	\$215,765.91	(\$14,401.05)
Postage & Shipping	\$6,102.77	\$3,521.55	\$2,581.22	\$9,712.39	\$10,564.65	(\$852.26)
Station	\$24,560.93	\$36,819.18	(\$12,258.25)	\$112,622.45	\$123,233.54	(\$10,611.09)
Comp Maintenance	\$61,524.80	\$41,273.00	\$20,251.80	\$184,385.23	\$74,683.00	\$109,702.23
Insurance	\$27,267.18	\$36,438.37	(\$9,171.19)	\$111,376.85	\$109,315.11	\$2,061.74
Advertising & PR	\$505.95	\$500.00	\$5.95	\$568.15	\$7,000.00	(\$6,431.85)
Printing	\$1,604.29	\$3,615.41	(\$2,011.12)	\$9,253.92	\$10,846.23	(\$1,592.31)
Travel & Entertain	\$1,618.30	\$12,451.00	(\$10,832.70)	\$3,920.45	\$20,733.00	(\$16,812.55)
Dues & Subs	\$38,383.14	\$68,849.00	(\$30,465.86)	\$158,448.73	\$212,791.00	(\$54,342.27)
Continuing Educ Ex	\$2,255.00	\$3,888.00	(\$1,633.00)	\$6,412.03	\$28,559.00	(\$22,146.97)
Professional Fees	\$176,221.24	\$187,196.34	(\$10,975.10)	\$452,981.99	\$552,943.98	(\$99,961.99)
Education Expenses	\$100.00	\$828.00	(\$728.00)	\$883.80	\$8,128.00	(\$7,244.20)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

December 31, 2020

Revenue	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Miscellaneous	\$12,468.15	\$1,892.00	\$10,576.15	(\$295,017.38)	\$5,676.00	(\$300,693.38)
Depreciation	\$304,261.05	\$282,180.03	\$22,081.02	\$917,177.29	\$848,065.26	\$69,112.03
Total Expenditures	\$3,899,021.85	\$3,923,657.68	(\$24,635.83)	\$11,817,125.62	\$12,710,023.03	(\$892,897.41)
Net Rev in Excess of Expend	\$427,600.04	\$177,767.03	\$249,833.01	\$7,722.12	(\$660,127.80)	\$667,849.92
EBITDA	\$754,675.66	\$493,447.06	\$261,228.60	\$986,357.90	\$288,437.46	\$697,920.44

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Key Financial Indicators
December 31, 2020**

	Goal	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Current Ratio	> 1	7.19	8.97	9.49	20.71	10.48	9.43

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%	65.31%	55.06%	47.07%	42.95%	51.76%	47.98%
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Indicates compliance with Ordinance which specifies 3 months cash on hand.

Accounts Receivable Turnover	>3	4.16	4.96	4.28	3.65	5.44	5.30
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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	-1.00%	11.60%	10.35%	10.11%	4.04%	0.00%	0.01%
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Reveals management's effectiveness in generating profits from the assets available.

**Emergency Physicians Advisory Board
Cash expenditures Detail**

	<u>Date</u>		<u>Amount</u>	<u>Balance</u>
Balance 1/1/17				\$ 609,665.59
J29 Associates, LLC	2/27/2017	\$	1,045.90	\$ 608,619.69
Bracket & Ellis	10/30/2017	\$	12,118.00	\$ 596,501.69
Brackett & Ellis	11/19/2018	\$	28,506.50	\$ 567,995.19
FWFD Grant	4/3/2019	\$	56,810.00	\$ 511,185.19
Brackett & Ellis	4/3/2019	\$	20,290.50	\$ 490,894.69
Brackett & Ellis	11/27/2019	\$	9,420.00	\$ 481,474.69
Bracket & Ellis	2/6/2020	\$	1,382.50	\$ 480,092.19
Bracket & Ellis	2/29/2020	\$	4,621.50	\$ 475,470.69
 Balance 12/31/2020				 <u><u>\$ 475,470.69</u></u>



Business Gold Rewards

MEDSTAR/MAEMSA
DOUGLAS R HOOTEN

Closing Date 12/28/20 Next Closing Date 01/28/21

Au)!!IQXIJC B x

Customer Care: 1-800-492-3344
TIY: 1-800-221-9950
Website: americanexpress.com

New Balance	\$7,147.88
Minimum Payment Due	\$490.30
Payment Due Date	01/22/21 *

Late Payment Warning: Your Payment Due Date is 01/22/21. If you do not pay your Minimum Payment Due by your Next Closing Date, you may have to pay a late fee of up to \$39.00 and your Pay Over Time APR may be increased to the Penalty APR of 29.24%.

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your Pay Over Time balance. For example:

If you make no additional charges and each month you pay...	You will pay off the balance shown on this statement in about...	And you will pay an estimated total of...
On the <u> </u> Minimum Payment Due	18 years	\$15,803

If you would like information about credit counseling services, call 1-888-733-4139.

See page 2 for important information about your account.

Please refer to the **IMPORTANT NOTICES** section on **pages 7-8**.

For information on your Pay Over Time feature and limit, see **page 5**

Membership Rewards Points
Available and Pending as of 11/30/20
153,622

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

Account Summary


Pay In Full Portion	
Previous Balance	\$0.00
Payments / Credits	-\$48.08
New Charges	+\$471.38
Fees	+\$0.00
New Balance =	\$423.30

Pay Over Time Portion	
Previous Balance	\$12,767.22
Payments/Credits	-\$12,767.22
New Charges	+\$6,724.58
Fees	+\$0.00
Interest Charged	+\$0.00
New Balance =	\$6,724.58
Minimum Due	\$67.00

Account Total	
Previous Balance	\$12,767.22
Payments/Credits	-\$12,815.30
New Charges	+\$7,195.96
Fees	+\$0.00
Interest Charged	+\$0.00

New Balance \$7,147.88
Minimum Payment Due \$490.30

Pay Over Time Limit \$55,000.00
Available Pay Over Time Limit \$48,275.42
Days in Billing Period: 31


 APPROVED K. Simpson, CEO

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

Payment Coupon

Do not staple or use paper clips

Pay by Computer

americanexpress.com/business

Pay by Phone

1-800-472-9297

Enter 15 digit account # on all payments.
Make check payable to American Express.

DOUGLAS R HOOTEN
MEDSTAR/MAEMSA
2900 ALTA MERE DR
FORT WORTH TX 76116-4115

Payment Due Date
01/22/21
New Balance
\$7,147.88
Minimum Payment Due
\$490.30

See reverse side for instructions on how to update your address, phone number, or email.

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

\$ _____
Amount Enclosed



0000349991382953784 000714788000049030 24 N



Business Gold Rewards

MEDSTAR/MAEMSA
DOUGLAS R HOOTEN
Closing Date 12/28/20

~~Account Ending 834001~~

Customer Care & Billing Inquiries
International Collect
Large Print & Braille Statements
Lost or Stolen Card
Express Cash

1-800-678-0745 **Hearing Impaired**
1-336-393-1111 **TTY: 1-800-221-9950**
1-800-678-0745 **FAX: 1-623-707-4442**
1-800-678-0745 **In NY: 1-800-522-1897**
1-800-CASH -NOW

151

Website: americanexpress.com

Customer Care & Billing Inquiries
P.O. BOX 981535
ELPASO, TX
79998-1535

Payments
P.O. BOX 650448
DALLAS TX 75265-0448

Payments and Credits

Summary

	Pay In Full	Pay Over Time +	Total
Payments	\$0.00	-\$12,767.22	-\$12,767.22
Credits	-\$48.08	\$0.00	-\$48.08
Total Payments and Credits	-\$48.08	-\$12,767.22	-\$12,815.30

[**Detail** * indicates posting date

Payments		Amount
12/18/20*	ONLINE PAYMENT - THANK YOU	-\$12,767.22
Credits		Amount
12/03/20	BEST BUY MHT 001768 29500001768 FORTWORTH TX 888-BESTBUY Credit - returned item	-\$35.70
12/16/20	SILVER CREEK MATERIALS 566800000236752 FORTWORTH TX JOEL@SILVERCREEKMATERIALS Credit for tax	-\$12.38

New Charges

Summary

	Pay In Full	Pay Over Time +	Total
Total New Charges	\$471.38	\$6,724.58	\$7,195.96

Detail

+ - denote s Pay Over Time activity

DOUGLAS R HOOTEN
|| = i H X

				Amount
11/23 /20	APPLE ONLINE STORE Fixed iPhone ELECTRONICS STORE	CUPERTINO	CA PO 2022062	\$53.04
11/24/ 20	APPLE ONLINE STORE Fixed iPhone ELECTRONICS STORE	CUPERTINO	CA PO 2022062	\$53.04
11/28/ 20	PANTHEON SYSTEMS INC 8559279387	SAN FRANCISCO	CA PO 2021715	\$35.00
11/29/20	TWILIOINC +18778894546	SAN FRANCISCO	CA PO 2021716	\$10.00
11/30/20	HARRY & DAVID BOD Holiday gifts GOURMET GIFT PAY OVERTIME OPTION	(800)345-5655	OR PO 2021332	\$584.82 +
11/30/20	GLOBAL INDUSTRIAL EQ LOGISTICS PO 202176116 PAY OVERTIME OPTION American Biotech Supply Premier Free standing Under counter Refrigerator.	800-645-2986	FL PO 2021680	\$1,292.45 +

Detail Continued

+ -denotes PayOverTime activity

					Amount
12/01/20	BEST BUY MHT 001768 29500001768 888-BESTBUY	FORTWORTH			\$
				Credit back - returned item - did not use	
12/01/20	CONCUR TECHNOLOGIES 588-895-4815 Travel website fee	588-895-4815	WA	PO 2021749	\$150.00+
	PAY OVER TIME OPTION				
12/01/20	MODERN HEALTHCARE SUBSCRI 000039843892 48207 MODERN HEALTHCARE DIGITAL	DETROIT	MI	PO 2021790	\$114.50+
	Subscription renewal for M.Zavadsky				
	PAY OVER TIME OPTION				
12/02/20	PWW MEDIA INC 000000001 7176910100	MECHANICSBURG	PA	PO 2021757	\$69.00
12/02/20	PAYFLOW/PAYPAL0045 888-883-9770	LAVISTA	NE	PO 2021709	\$30.00
12/03/20	PEDIATAPE 5402503262 Color-coded pediatric emergency tape.	BLACKSBURG	VA	PO 2021718	\$340.00 +
	PAY OVER TIME OPTION				
12/03/20	APPLE ONLINE STORE Fixed iPhone ELECTRONICS STORE	CUPERTINO	CA	PO 2022062	\$53.04
12/03/20	FISHER SCI PITTSBURGH PA DOUGLAS HOOTEN 76116 ORD DOUGLAS HOOTEN/A;REQ MARIANNE SCHMID	PITTSBURGH	PA	PO 2021753	\$732.00 +
	2- Digi-sense ultra-low temperature thermometer				
	ITI DIGI-SENSE ;UPI 348.0000;QTY2 IT2 TRANSPORTAT;UPI 36.0000;QTY1 FRT 0.00;HDL 0.00;ITM2				
	PAY OVERTIME OPTION				
12/03/20	FISHER SCI PITTSBURGH PA DOUGLAS HOOTEN 76116 ORD DOUGLAS HOOTEN/A;REQ MARIANNE SCHMID	PITTSBURGH	PA	PO 2021753	\$296.56 +
	1 - Traceable live Therm combo prob				
	ITI SHIPPING-FU;UPI 2.7000;QTY1 IT2 TRACEABLELI;UPI 258.0000;QTY1 FRT 0.00;HDL 0.00;ITM3				
	PAY OVER TIME OPTION				
12/04/20	HISCO VHB tape for Fleet 1133513000 77040- VHB TAPE4910 CLR 1 X36	HOUSTON		PO 2021758	\$77.53
12/07/20	AMZNMKTPUS*7S1SOOYE3 BOOK STORES Service award gift cards	AMZN.COM/BILL	WA	PO 2021763	\$312.90 +
	PAY OVERTIME OPTION				
12/08/20	GRAINGER.COM EOI 123 877-202-2594 2-traceable data logging thermometers WiFi	MINOOKA	IL	PO 2021752	\$627.27 +
	PAY OVERTIME OPTION				
12/09/20	TWILIO INC +18778894546	SAN FRANCISCO	CA	PO 2021978	\$10.02
12/09/20	QT PREPAID WEB SALES 104284874134 food gift cards for Xmas workers SPECIALTY RETAIL	TULSA	OK	PO 2021799	\$350.00•
	PAY OVER TIME OPTION				
12/15/20	THE KNOX COMPANY 0141 623-687-2300 Knox software key for medical supplies	PHOENIX	AZ	PO 2021880	\$524.00 +
	PAY OVER TIME OPTION				
12/16/20	CANVA*02907-0819716 8778877815 Graphic design platform us to create social media graphics	CAMDEN	DE	PO 2021936	\$119.40 +
	PAY OVERTIME OPTION OMD education classes use this				
12/16/20	SILVER CREEK MATERIALS 56680000236752 JOEL@SILVERCREEKMATERIALS 1-supersack of cushion sand	FORT WORTH		PO 2021879	\$373.63 +
	PAY OVER TIME OPTION				
12/19/20	TWILIO INC +18778894546	SAN FRANCISCO	CA	PO 2021979	\$10.01

**Business Gold Rewards**

MEDSTAR/MAEMSA
DOUGLASRHOOTEN
Closing Date 12/28/20

~~Account Ending 534001~~**Detail Continued**

+ - d enotes Pay Over Time activity

						Amount
12/21/20	TOWNEASTFORD	MESQUITE	TX	PO 2021972		\$907.05 +
	AUTO DEALER (NEW/USED Repair to civilian vehicle that Ambulance hit PAYOVERTIMEOPTION					
12/28/20	PANTHEONSYSTEMSINC	SANFRANCISCO	CA	PO 2021999		\$35.00
	8559279387					

Fees

		Amount
Total Fees for this Period		\$0.00

Interest Charged

		Amount
Total Interest Charged for this Period		\$0.00

About Trailing Interest

You may see interest on your next statement even if you pay the new balance in full and on time and make no new charges. This is called "trailing interest". Trailing interest is the interest charged when, for example, you didn't pay your previous balance in full. When that happens we charge interest from the first day of the billing period until we receive your payment in full. You can avoid paying interest on purchases by paying your balance in full and on time each month. Please see the "When we charge interest" sub - section in your Cardmember Agreement for details.

2020 Fees and Interest Totals Year-to-Date

		Amount
Total Fees in 2020		\$225.00
Total Interest in 2020		\$0.00

Interest Charge Calculation

Your Annual PercentageRate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Interest Charge
Pay Over Time option	18.240/o (v)	\$0.00	\$0.00
Total			\$0.00

(v) Variable Rate

Information on Pay Over Time**There is a no pre-set spending limit on your Card**

No Preset Spending Limit means your spending limit is flexible. Unlike a traditional card with a set limit, the amount you can spend adjusts based on factors such as your purchase, payment, and credit history.

Tab D – Chief Human Resources Officer

Human Resources - November 2020

Turnover:

- November turnover – 1.97%
 - FT – 0.96%
 - PT – 12.20%
- Year to date turnover – 3.93%
 - FT – 2.64%
 - PT – 17.07%

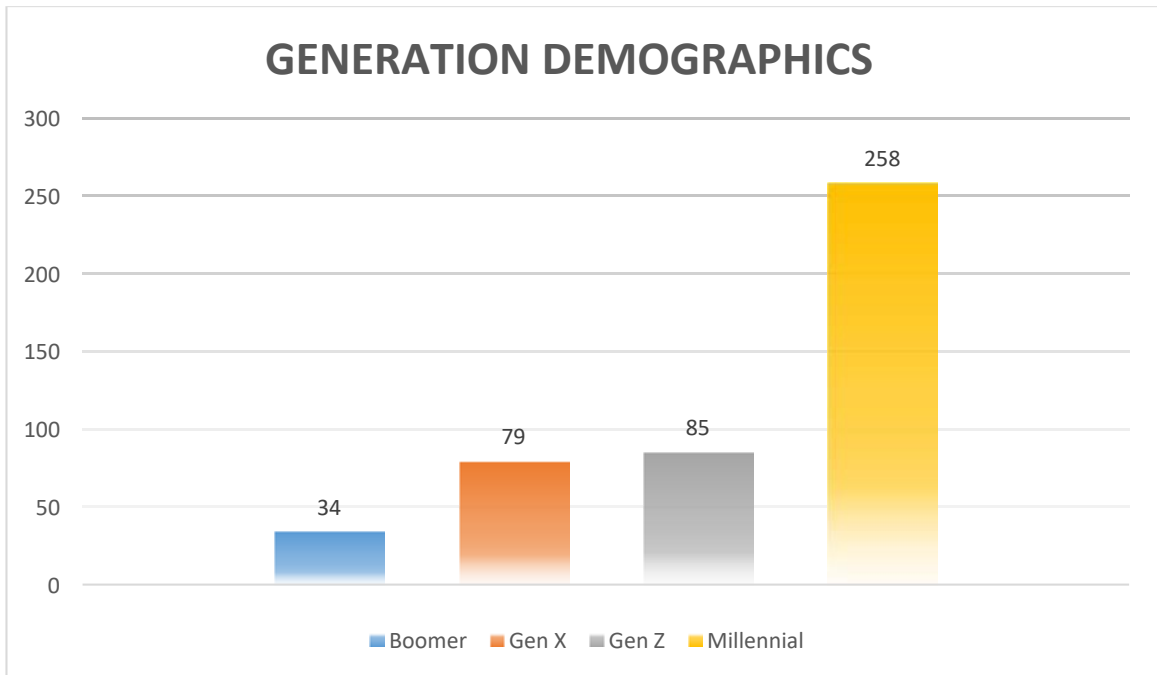
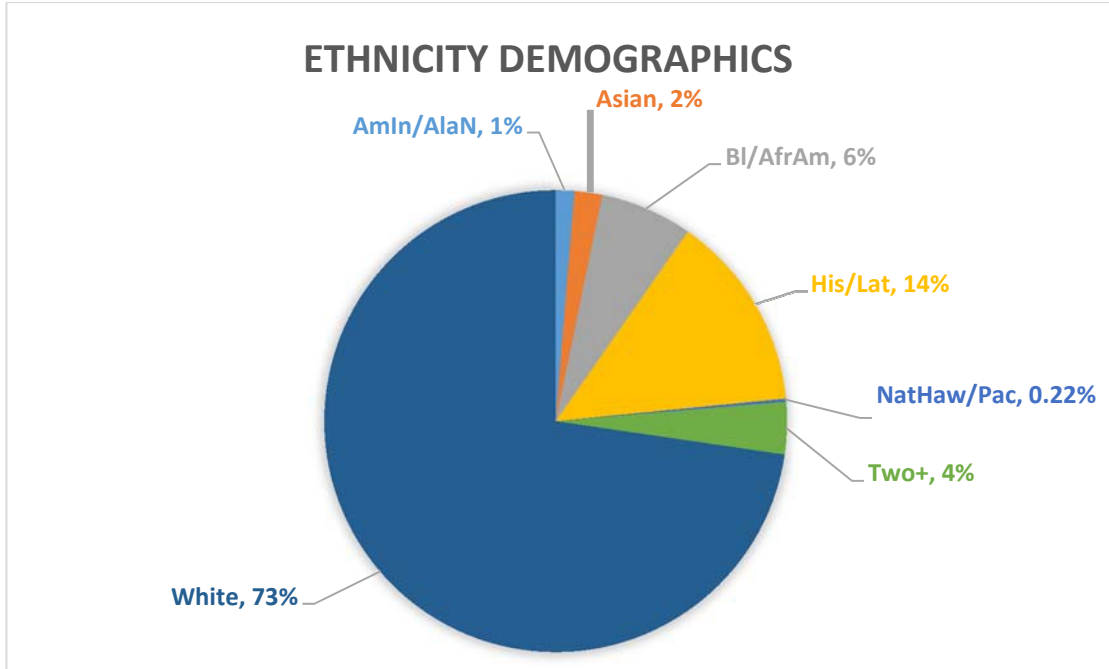
Leaves:

- 45 employees on FMLA / 10.84% of workforce
 - 31 cases on intermittent
 - 14 case on a block
- Top request reasons/conditions
 - Obstetrics (7)
 - Orthopedic (7)

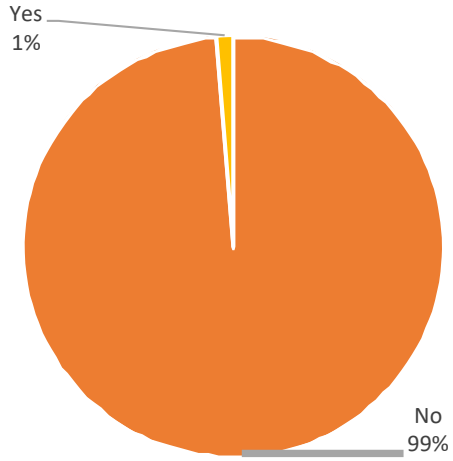
COVID-19:

- 350 tests conducted
- 53 positive
- COVID Administrative Leave
 - 1,771:11 hours
 - 7,810:29 hours to date

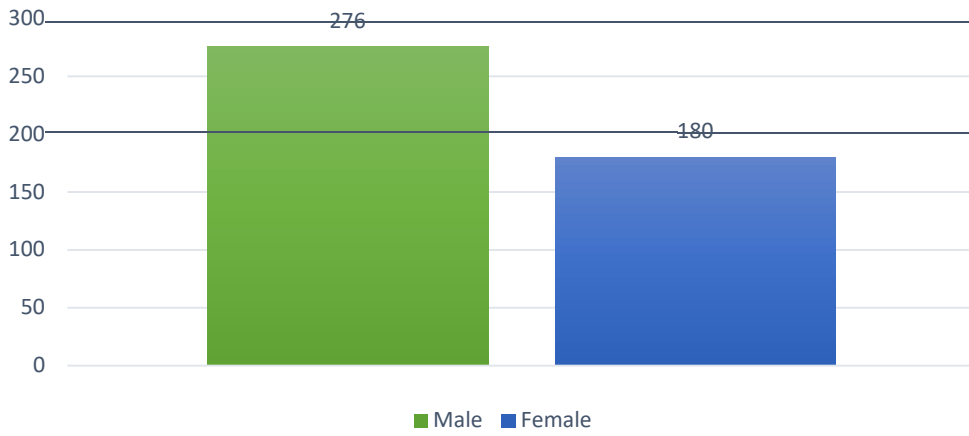
NOV 2020 DIVERSITY STATISTICS



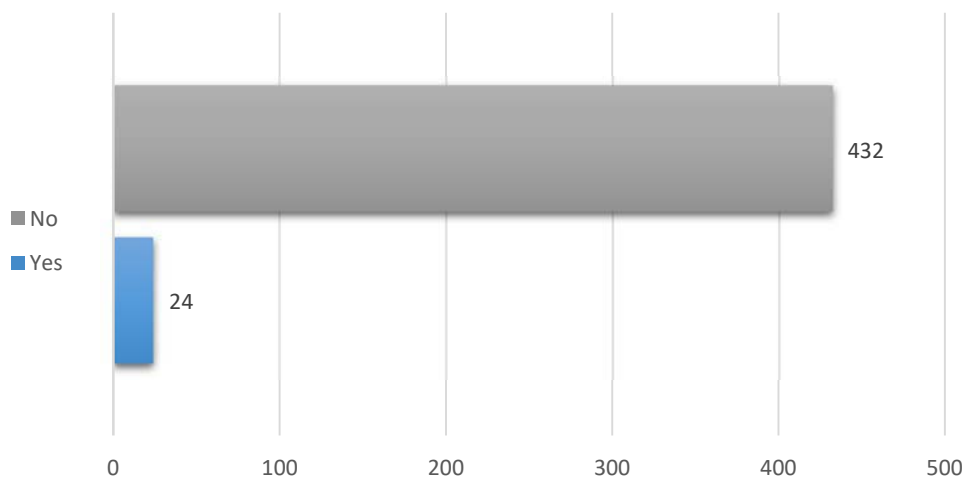
DISABILITY DEMOGRAPHICS



GENDER DEMOGRAPHICS



VETERAN DEMOGRAPHICS



FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/20 - 09/30/2021
Percentages by Department/Conditions

Conditions	
Cardiology	2
Digestive	1
FMLA - Child	4
FMLA - Spouse	3
Mental Health	6
Neurological	5
Obstetrics	7
Orthopedic	7
Pulmonary	4
FMLA - Parent	6
Grand Total	45

Department	Percentage by Department				
	# of Ees	# on FMLA	% by FTE	% by FMLA	% by Dept HC
Advanced	113	14	3.37%	31.11%	12.39%
Basic	136	13	3.13%	28.89%	9.56%
Business Office	27	6	1.45%	13.33%	22.22%
Communications	37	3	0.72%	6.67%	8.11%
Field Managers/Supervisors - Operations	18	1	0.24%	2.22%	5.56%
Human Resources	7	1	0.24%	2.22%	14.29%
Mobile Integrated Health	11	2	0.48%	4.44%	18.18%
Support Services - Facilities, Fleet, S.E., Logistics	31	5	1.20%	11.11%	16.13%
Grand Total	380	45			
Total # of Full Time Employees - Nov 2020	415				
% of Workforce using FMLA	10.84%				
TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave			
Intermittent Leave	31	68.89%			
Block of Leave	14	31.11%			
Total	45	100.00%			

MedStar Mobile Healthcare
Leave of Absence Report - Fiscal Year 2013-2014

Light Duty WC for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	337:52	456:20	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	337:52	794:12	794:12	794:12	794:12	794:12	794:12	794:12	794:12	794:12	794:12	794:12	3571:50
FY 19-20	860:09	1380:07	1803:23	2160:58	2205:22	2304:27	2682:13	2870:48	3064:41	3235:55	3627:45	3968:43	

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

Light Duty HR for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	192:17	72:15	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	192:17	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	2162:30
FY 19-20	674:38	940:59	1106:34	1106:34	1106:34	1154:34	1571:41	1761:31	1971:08	2103:08	2180:38	2402:47	

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

Worker's Comp LOA for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	14:11
FY 19-20	7:46	7:46	7:46	7:46	15:46	15:46	15:46	15:46	15:46	15:46	15:46	15:46	

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

FMLA LOA for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1700:39	1377:13	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	307:47
FY 20-21	1700:39	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	3077:52	
FY 19-20	2034:59	4086:19	6102:39	6980:11	7999:33	9207:59	10576:30	12106:24	13593:19	14903:41	16709:37	18086:55	10199:00:30

All Other Leave for Fiscal Year 2020-2021*													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	6258:06	4829:16	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	1108:44
FY 20-21	6258:06	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	11087:22	
FY 19-20	6910:47	12809:12	19737:58	25679:12	31494:08	37612:30	41801:23	46722:34	52676:22	60024:42	66251:14	71602:36	39443:33:10

*includes all other leaves (LOA, MLOA, Vacation, Sick, Jury, etc.)

Military Leave for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	144:00	72:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	21:36
FY 20-21	144:00	216:00	216:00	216:00	216:00	216:00	216:00	216:00	216:00	216:00	216:00	216:00	
FY 19-20	95:00	169:00	193:00	241:00	361:00	429:00	609:00	969:00	1287:00	1619:00	1967:00	2562:00	18086:55:00

Total Leave Hours													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2182:31	1905:33	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	408:48
FY 20-21	2182:31	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	4088:04	
FY 19-20	10583:19	19393:23	28951:20	36175:41	43182:23	50724:16	57256:33	64446:03	72608:16	81902:12	90752:00	98638:47	71602:36:00

Summary of Fiscal Year 2019-2020						
	Light Duty	Worker's Comp	FMLA	All Other Leave	Military	Total
YTD	794:12	0:00	3077:52	0:00	216:00	4088:04
Goal-Compare	3571:50	14:11	18086:55	71602:36	1096:00	94371:33

Revision #2 9/24/2014

MedStar Mobile Health Care Separation Statistics - November 2020

	Current Month		
	Vol	Invol	Total
Full Time Separations	4	0	4
Part Time Separations	5	0	5
Total Separations	9	0	9

	Full Time	Part Time	Total
Total Turnover %	0.96%	12.20%	1.97%

	Year to Date		
	Vol	Invol	Total
	10	1	11
	7	0	7
	17	1	18

	Full Time	Part Time	Total
	2.65%	17.07%	3.95%

Compared to Nov '19		Headcount Nov-20
Nov '19	%	
12	2.75%	415
2	4.17%	41
14	2.89%	456

Separations by Department

Full Time	Current Month		
	Vol	Invol	Total
Administration			
Advanced			
Basics	2	0	2
Business Intelligence - Deployment, QI, Scheduler			
Business Office			
Communications	1	0	1
Compliance			
Controller - Payroll, Purchasing, A/P			
Executives			
Field Manager/Supervisors - Operations			
Human Resources			
Information Technology			
Medical Records			
Mobile Integrated Health	1	0	1
Office of the Medical Director			
Risk and Safety			
Support Services - Facilities, Fleet, S.E., Logistics			
Total	4	0	4

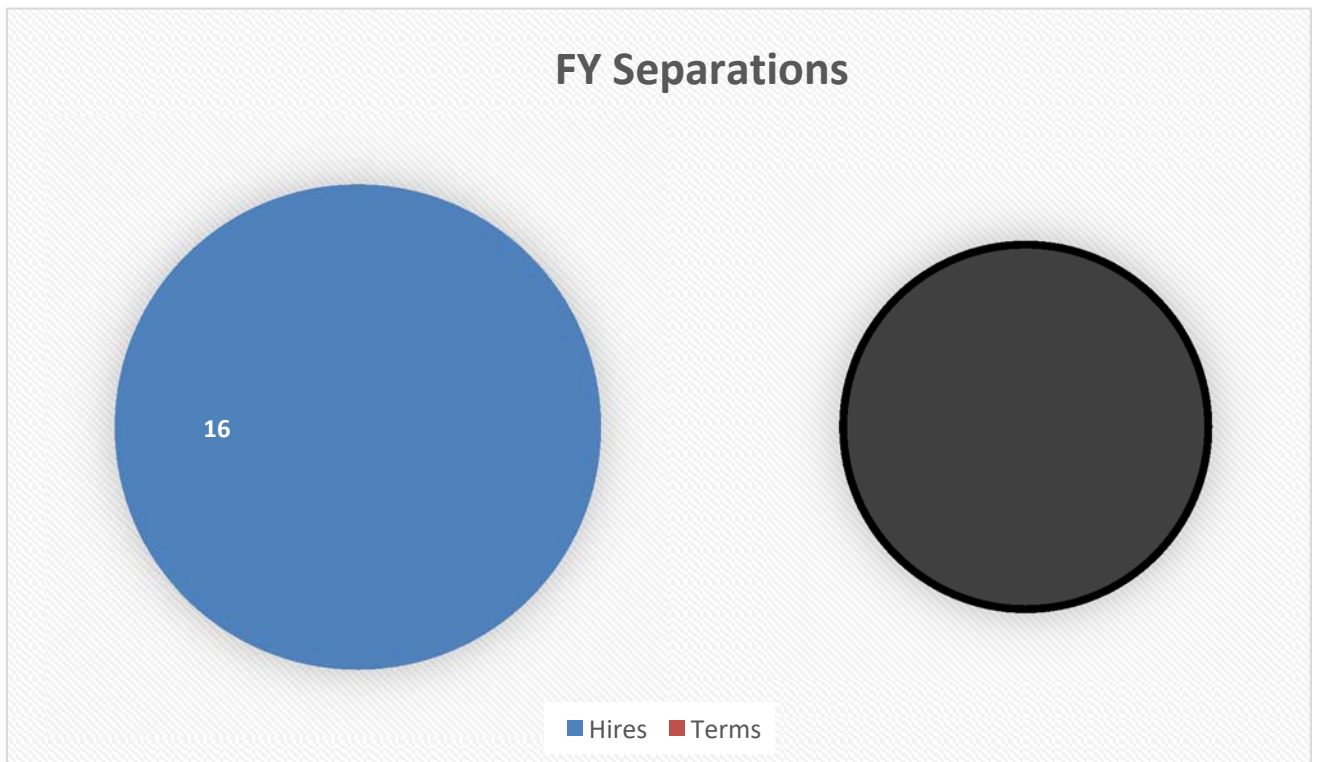
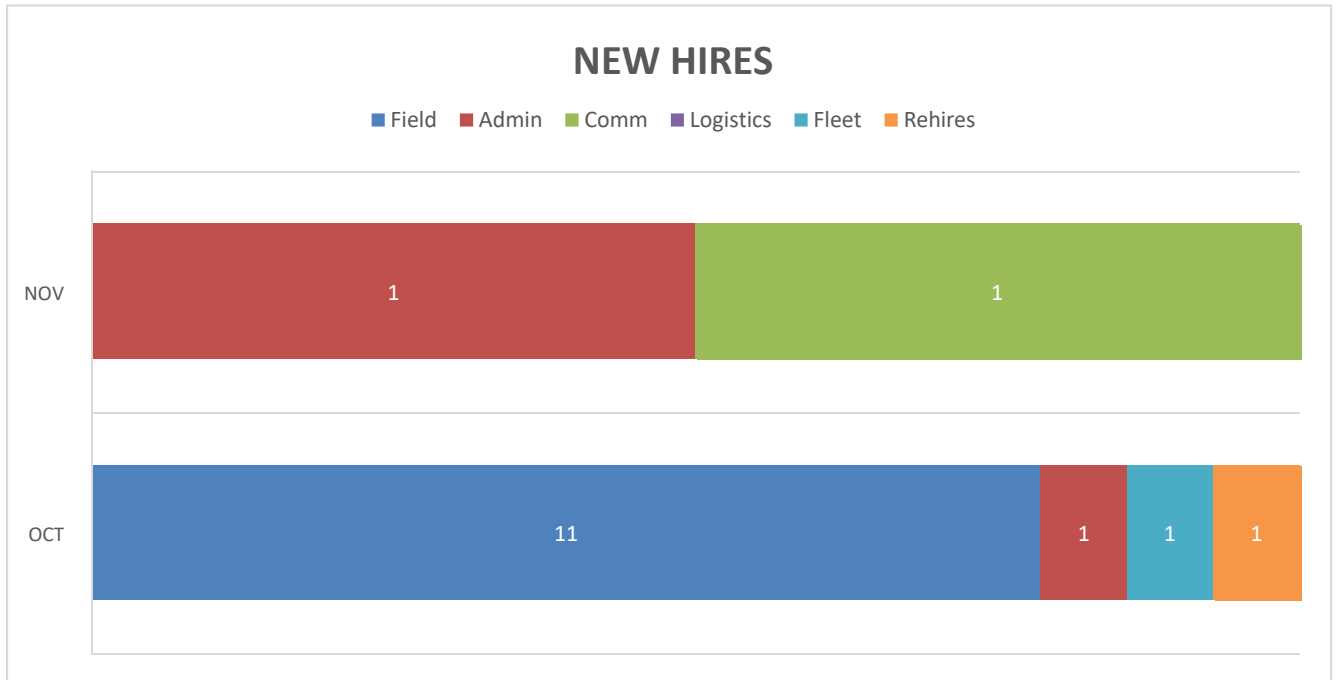
Year to Date			Headcount Nov-20
Vol	Invol	Total	
			1
3	0	3	113
5	0	5	136
			3
			27
1	0	1	36
			2
			6
			7
			18
			7
			2
			2
1	1	2	11
			12
			2
			30
10	1	11	415

Part Time	Current Month		
	Vol	Invol	Total
Advanced	4	0	4
Basics			
Business Intelligence - Deployment, QI, Scheduler			
Business Office			
Communications			
Compliance			
Controller - Payroll, Purchasing, A/P			
Field Manager/Supervisors - Operations			
Human Resources			
Information Technology			
Medical Records			
Mobile Integrated Health Department	1	0	1
MTAC - MedStar Training Academy			
Office of the Medical Director			
Risk and Safety			
Support Services - Facilities, Fleet, S.E., Logistics			
Total	5	0	5

Year to Date			Headcount Nov-20
Vol	Invol	Total	
5	0	5	22
1	0	1	10
			3
1	0	1	2
			4
7	0	7	41

Recruiting & Staffing Report

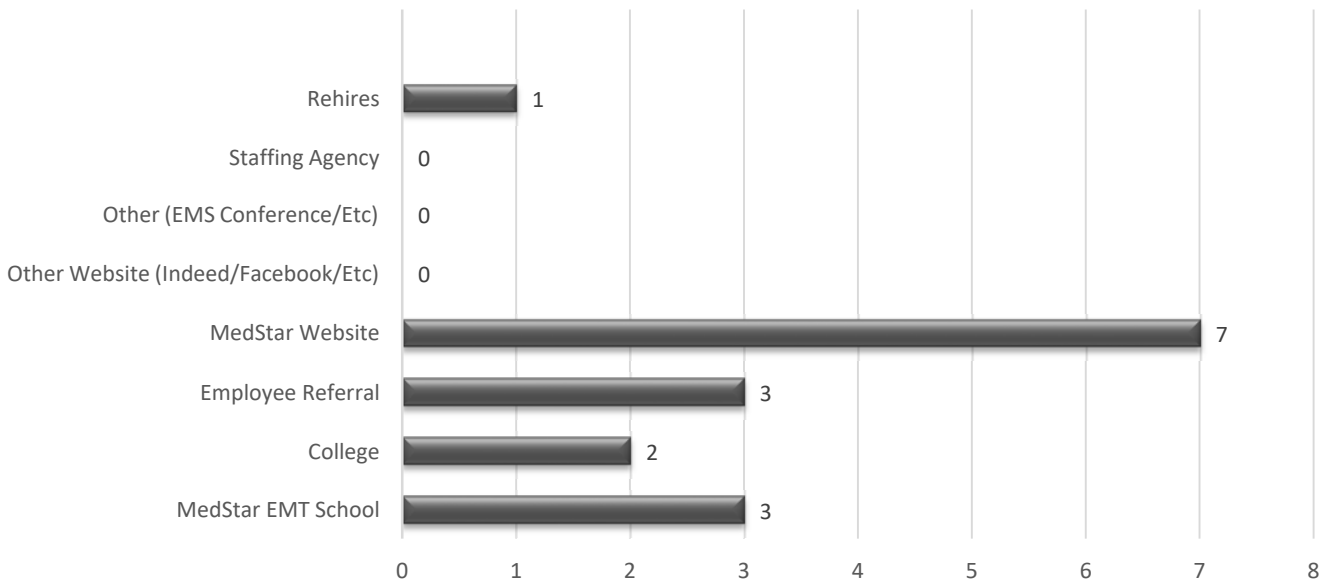
Fiscal Year 2020-2021



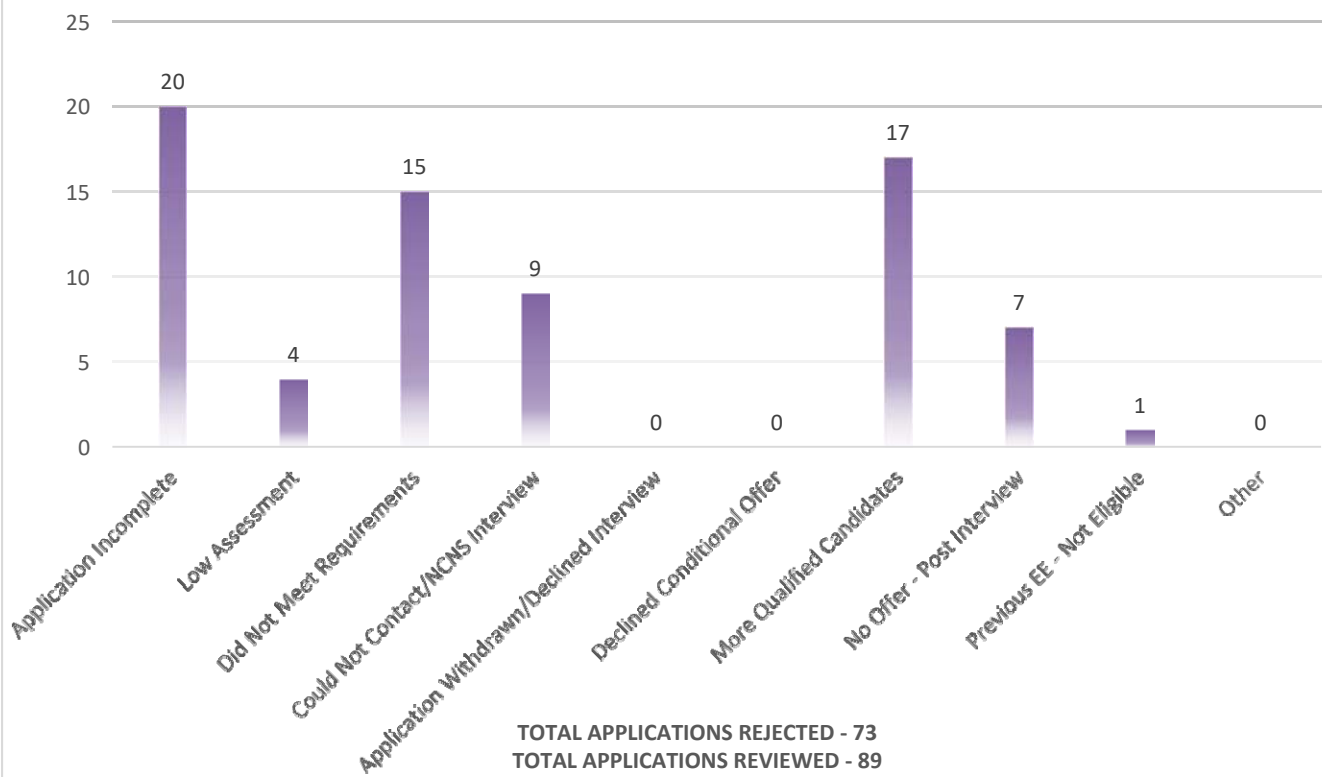
Fiscal Year Statistics
Total hires to date 14
Total separations from hires 0

Reasons for Separation

New Hire Referral Source

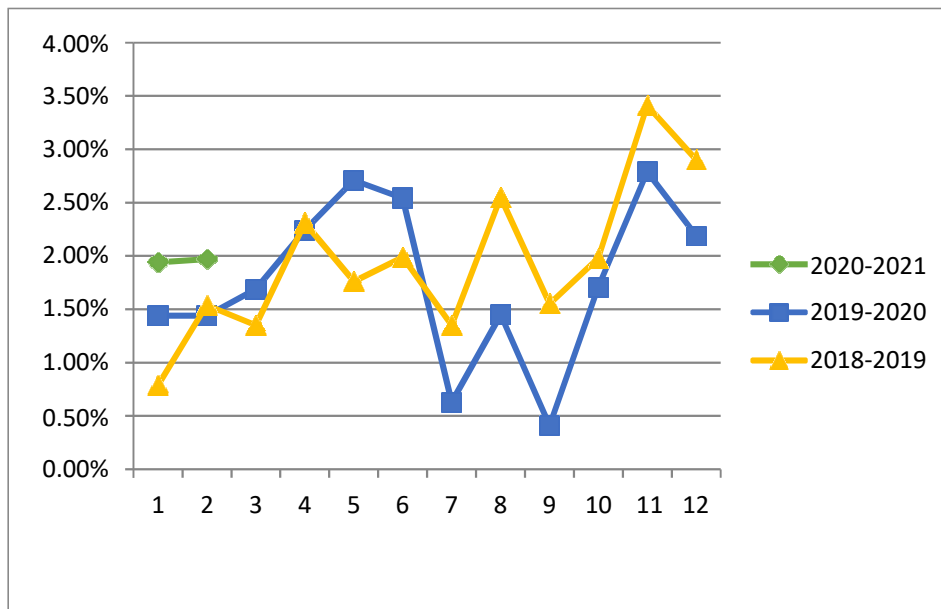


APPLICANT REJECTION REASONS



MedStar Mobile Healthcare Turnover Fiscal Year 2020 - 2021

	Full & Part Time Turnover			Full Time Only
	2020-2021	2019-2020	2018-2019	2019-2020
October	1.94%	1.44%	0.79%	1.64%
November	1.97%	1.44%	1.54%	0.96%
December		1.69%	1.35%	
January		2.24%	2.31%	
February		2.71%	1.76%	
March		2.54%	1.99%	
April		0.63%	1.35%	
May		1.45%	2.55%	
June		0.41%	1.55%	
July		1.71%	1.98%	
August		2.79%	3.41%	
September		2.19%	2.90%	
Actual Turnover	3.93%	19.91%	23.48%	1.64%



Human Resources - December2020

Turnover:

- December turnover – 1.97%
 - FT – 1.44%
 - PT – 7.32%
- Year to date turnover – 5.68%
 - FT – 4.08%
 - PT – 21.95%

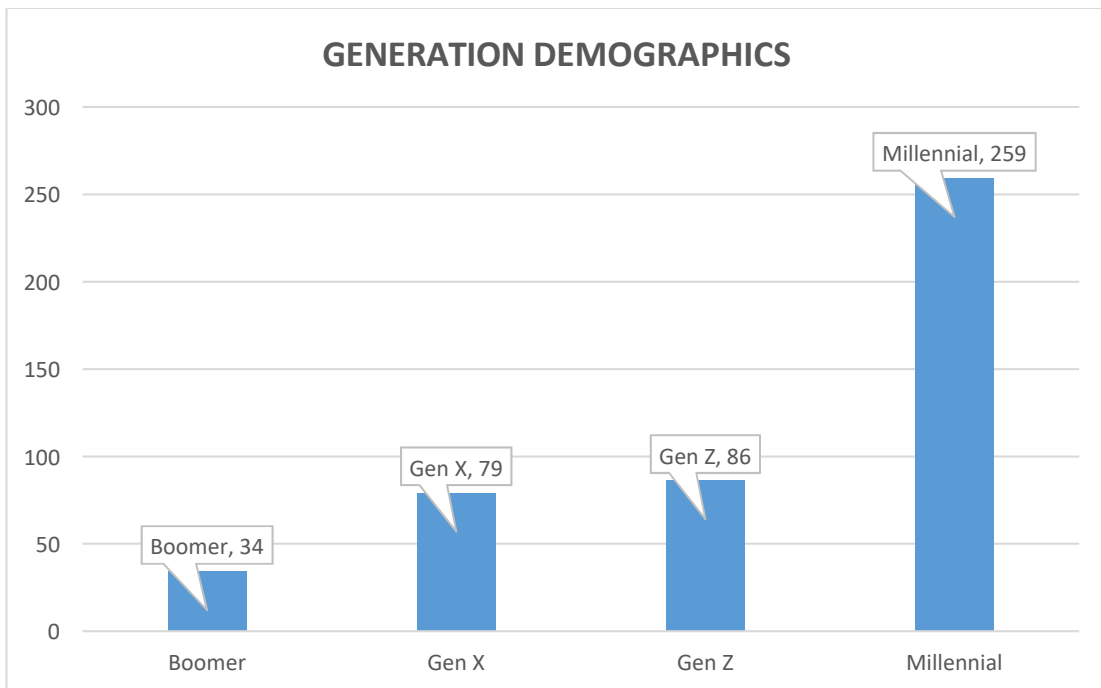
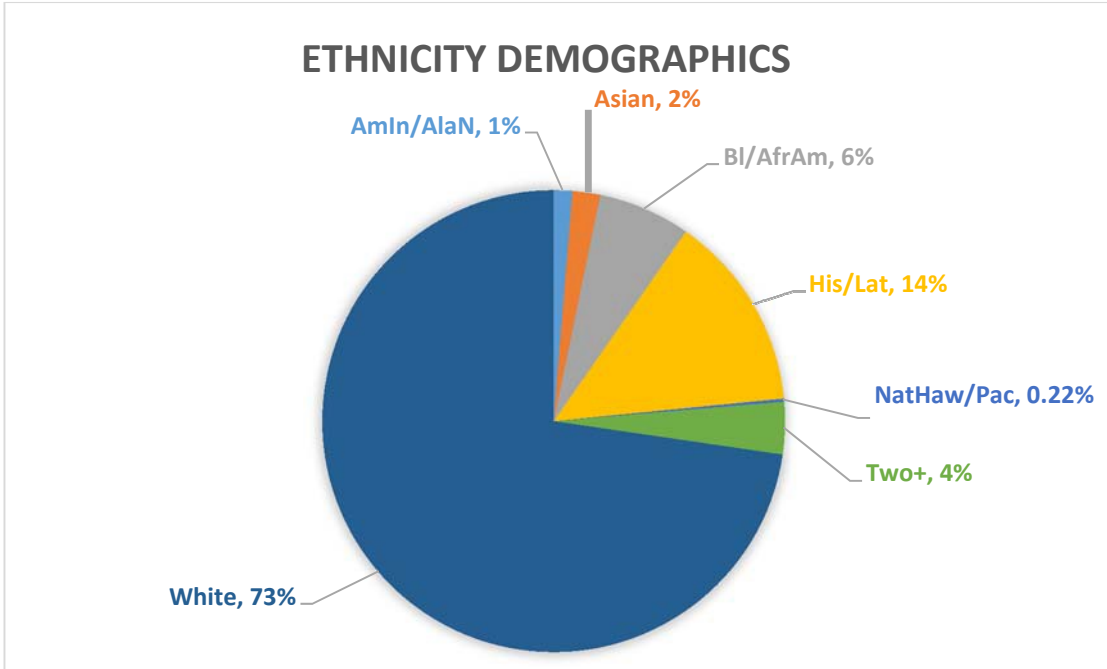
Leaves:

- 40 employees on FMLA / 9.59% of workforce
 - 27 cases on intermittent
 - 13 cases on a block
- Top request reasons/conditions
 - Obstetrics (7)
 - Pulmonary (6)

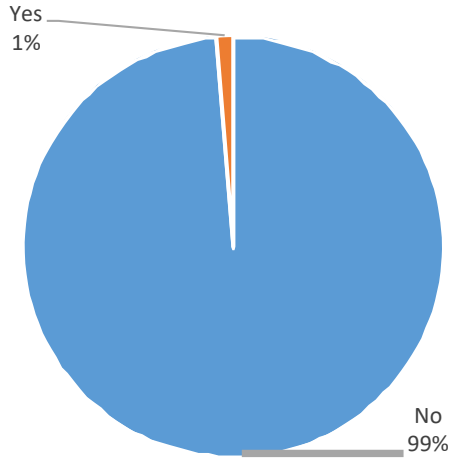
COVID-19:

- 407 tests conducted
- 83 positive
- COVID Administrative Leave
 - 2,090:18 hours
 - 9,900:47 hours to date

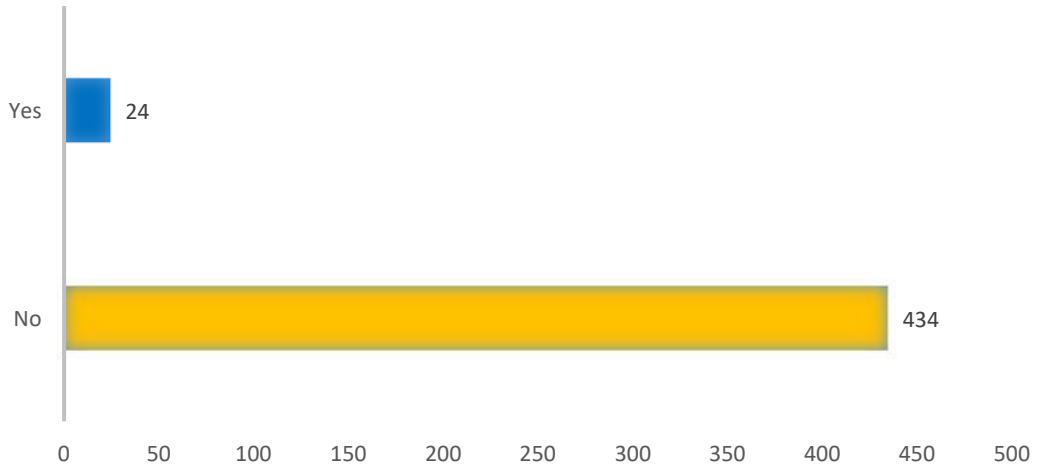
DEC 2020 DIVERSITY STATISTICS



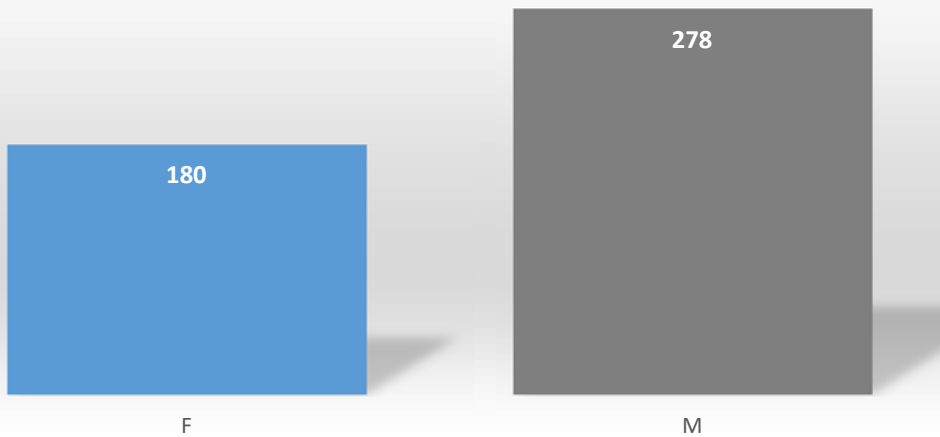
DISABILITY DEMOGRAPHICS



VETERAN DEMOGRAPHICS



GENDER DEMOGRAPHICS



FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/2020 - 09/30/2021
Percentages by Department/Conditions

Conditions	
Row Labels	
Cardiology	3
Digestive	1
FMLA - Child	4
FMLA - Parent	4
FMLA - Spouse	3
Internal Medicine	1
Mental Health	3
Neurological	4
Obstetrics	7
Orthopedic	4
Pulmonary	6
Grand Total	40

Department	Percentage by Department				
	# of Ees	# on FMLA	% by FTE	% by FMLA	% by Dept HC
Advanced	0	13	3.12%	32.50%	#DIV/0!
Basic	0	11	2.64%	27.50%	#DIV/0!
Business Office	0	5	1.20%	12.50%	#DIV/0!
Communications	0	3	0.72%	7.50%	#DIV/0!
Mobile Integrated Health	0	2	0.48%	5.00%	#DIV/0!
Risk & Safety	0	1	0.24%	2.50%	#DIV/0!
Support Services - Facilities, Fleet, S.E., Logistics	0	5	1.20%	12.50%	#DIV/0!
Grand Total	0	40			
Total # of Full Time Employees - Dec 2020	417				
% of Workforce using FMLA	9.59%				
TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave			
Intermittent Leave	27	67.50%			
Block of Leave	13	32.50%			
Total	40	100.00%			

MedStar Mobile Healthcare
Leave of Absence Report - Fiscal Year 2013-2014

Light Duty WC for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	337:52	456:20	573:51	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	337:52	794:12	1368:03	1368:03	1368:03	1368:03	1368:03	1368:03	1368:03	1368:03	1368:03	1368:03	3571:50
FY 19-20	860:09	1380:07	1803:23	2160:58	2205:22	2304:27	2682:13	2870:48	3064:41	3235:55	3627:45	3968:43	

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

Light Duty HR for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	192:17	72:15	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	192:17	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	264:32	2162:30
FY 19-20	674:38	940:59	1106:34	1106:34	1106:34	1154:34	1571:41	1761:31	1971:08	2103:08	2180:38	2402:47	

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

Worker's Comp LOA for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 20-21	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	14:11
FY 19-20	7:46	7:46	7:46	7:46	15:46	15:46	15:46	15:46	15:46	15:46	15:46	15:46	

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

FMLA LOA for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1700:39	1369:13	1782:33	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	485:14
FY 20-21	1700:39	3069:52	4852:25	4852:25	4852:25	4852:25	4852:25	4852:25	4852:25	4852:25	4852:25	4852:25	
FY 19-20	2034:59	4086:19	6102:39	6980:11	7999:33	9207:59	10576:30	12106:24	13593:19	14903:41	16709:37	18086:55	10199:00:30

All Other Leave for Fiscal Year 2020-2021*													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	5934:49	4962:26	6291:58	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	1718:55
FY 20-21	5934:49	10897:15	17189:13	17189:13	17189:13	17189:13	17189:13	17189:13	17189:13	17189:13	17189:13	17189:13	
FY 19-20	6910:47	12809:12	19737:58	25679:12	31494:08	37612:30	41801:23	46722:34	52676:22	60024:42	66251:14	71602:36	39443:33:10

*Includes all other leaves (LOA, MLOA, Vacation, Sick, Jury, etc.)

Military Leave for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	144:00	72:00	60:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	27:36
FY 20-21	144:00	216:00	276:00	276:00	276:00	276:00	276:00	276:00	276:00	276:00	276:00	276:00	
FY 19-20	95:00	169:00	193:00	241:00	361:00	429:00	609:00	969:00	1287:00	1619:00	1967:00	2562:00	18086:55:00

Total Leave Hours													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2182:31	1897:33	2416:24	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	649:38
FY 20-21	2182:31	4080:04	6496:28	6496:28	6496:28	6496:28	6496:28	6496:28	6496:28	6496:28	6496:28	6496:28	
FY 19-20	10583:19	19393:23	28951:20	36175:41	43182:23	50724:16	57256:33	64446:03	72608:16	81902:12	90752:00	98638:47	71602:36:00

Summary of Fiscal Year 2019-2020						
	Light Duty	Worker's Comp	FMLA	All Other Leave	Military	Total
YTD	1368:03	0:00	4852:25	0:00	276:00	6496:28
Goal-Compare	3571:50	14:11	18086:55	71602:36	1096:00	94371:33

MedStar Mobile Health Care Separation Statistics - December 2020

	Current Month		
	Vol	Invol	Total
Full Time Separations	5	1	6
Part Time Separations	3	0	3
Total Separations	8	1	9

	Year to Date		
	Vol	Invol	Total
	15	2	17
	9	0	9
	24	2	26

Compared to Dec '19		Headcount Dec-20
Dec '19	%	
7	1.63%	417
1	2.22%	41
8	1.69%	458

	Full Time	Part Time	Total
Total Turnover %	1.44%	7.32%	1.97%

	Full Time	Part Time	Total
	4.08%	21.95%	5.68%

Separations by Department

Full Time	Current Month		
	Vol	Invol	Total
Administration			
Advanced	2	0	2
Basics	3	0	3
Business Intelligence - Deployment, QI, Scheduler			
Business Office			
Communications			
Compliance			
Controller - Payroll, Purchasing, A/P			
Executives			
Field Manager/Supervisors - Operations			
Human Resources			
Information Technology			
Medical Records			
Mobile Integrated Health			
Office of the Medical Director			
Risk and Safety			
Support Services - Facilities, Fleet, S.E., Logistics	0	1	1
Total	5	1	6

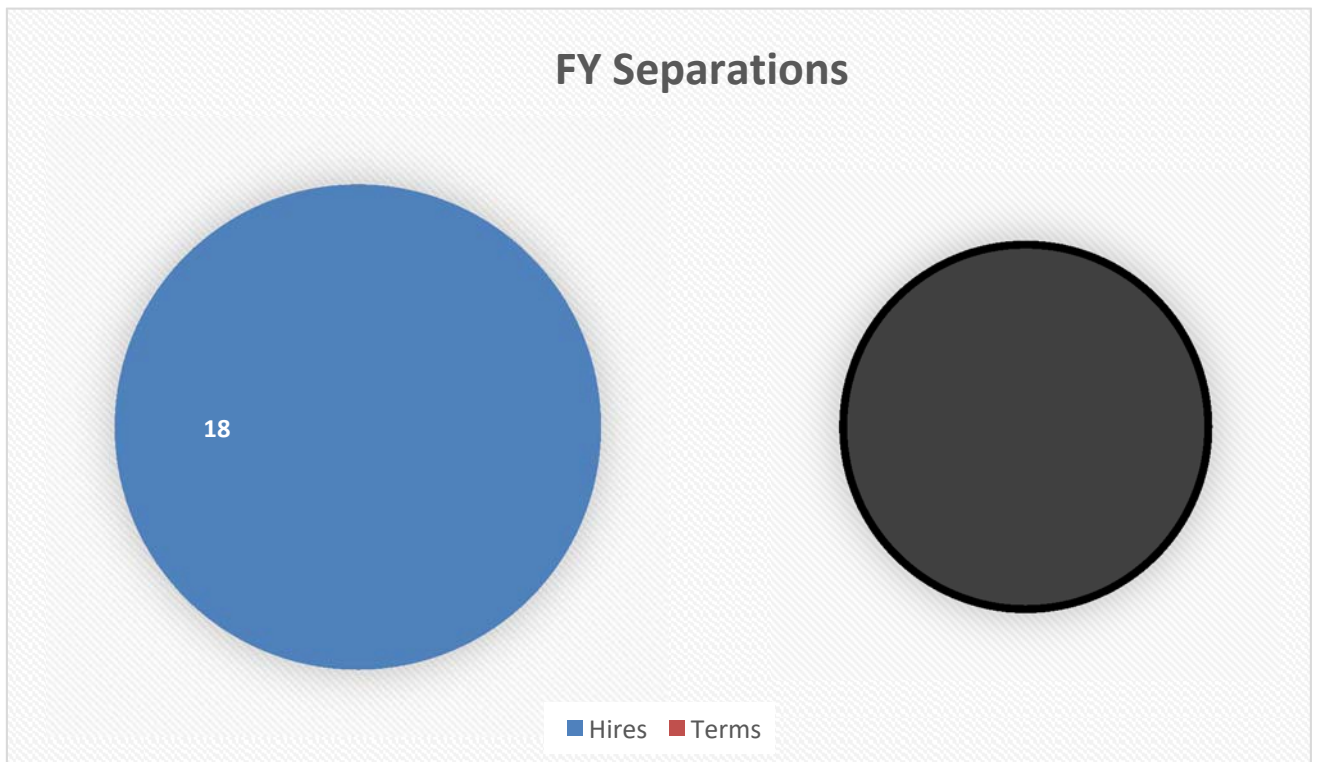
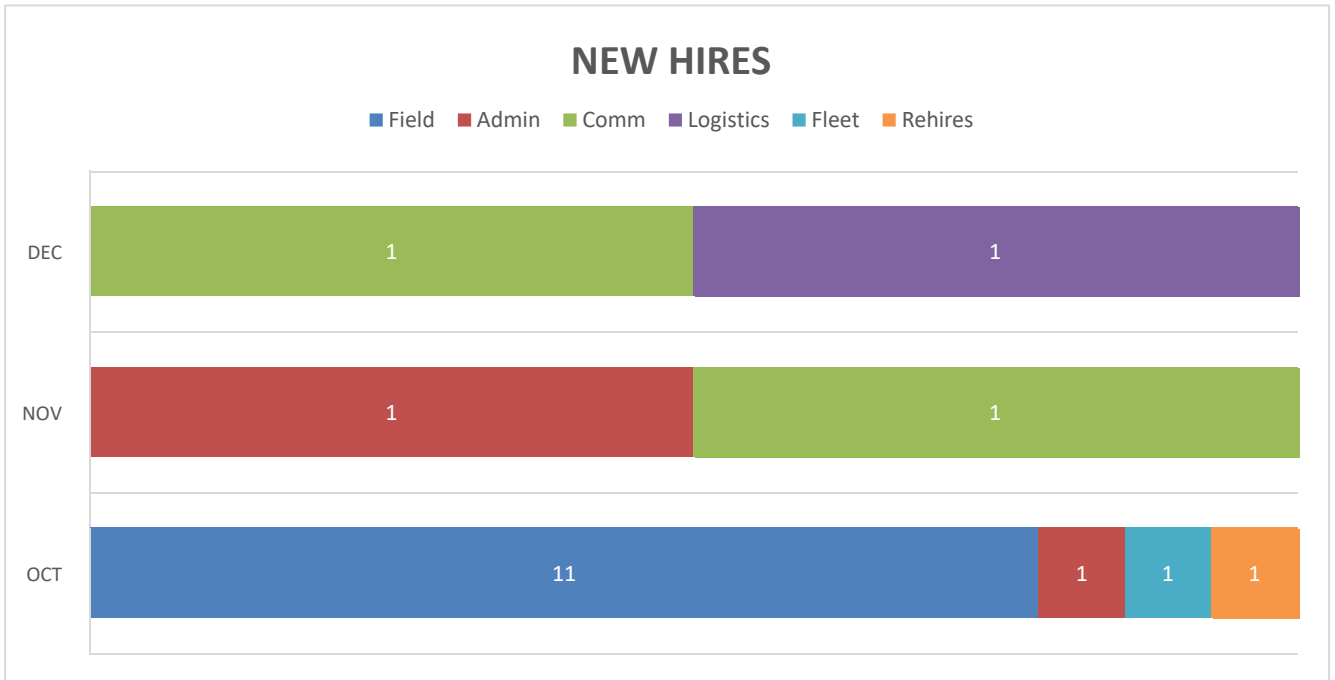
Year to Date			Headcount Dec-20
Vol	Invol	Total	
			1
5	0	5	113
8	0	8	136
			3
			27
1	0	1	37
			2
			6
			7
			18
			7
			2
			2
1	1	2	11
			12
			2
0	1	1	31
15	2	17	417

Part Time	Current Month		
	Vol	Invol	Total
Advanced	2	0	2
Basics			
Business Intelligence - Deployment, QI, Scheduler			
Business Office			
Communications			
Compliance			
Controller - Payroll, Purchasing, A/P			
Field Manager/Supervisors - Operations			
Human Resources			
Information Technology			
Medical Records			
Mobile Integrated Health Department	1	0	1
MTAC - MedStar Training Academy			
Office of the Medical Director			
Risk and Safety			
Support Services - Facilities, Fleet, S.E., Logistics			
Total	3	0	3

Year to Date			Headcount Dec-20
Vol	Invol	Total	
7	0	7	22
1	0	1	10
			3
1	0	1	2
			4
9	0	9	41

Recruiting & Staffing Report

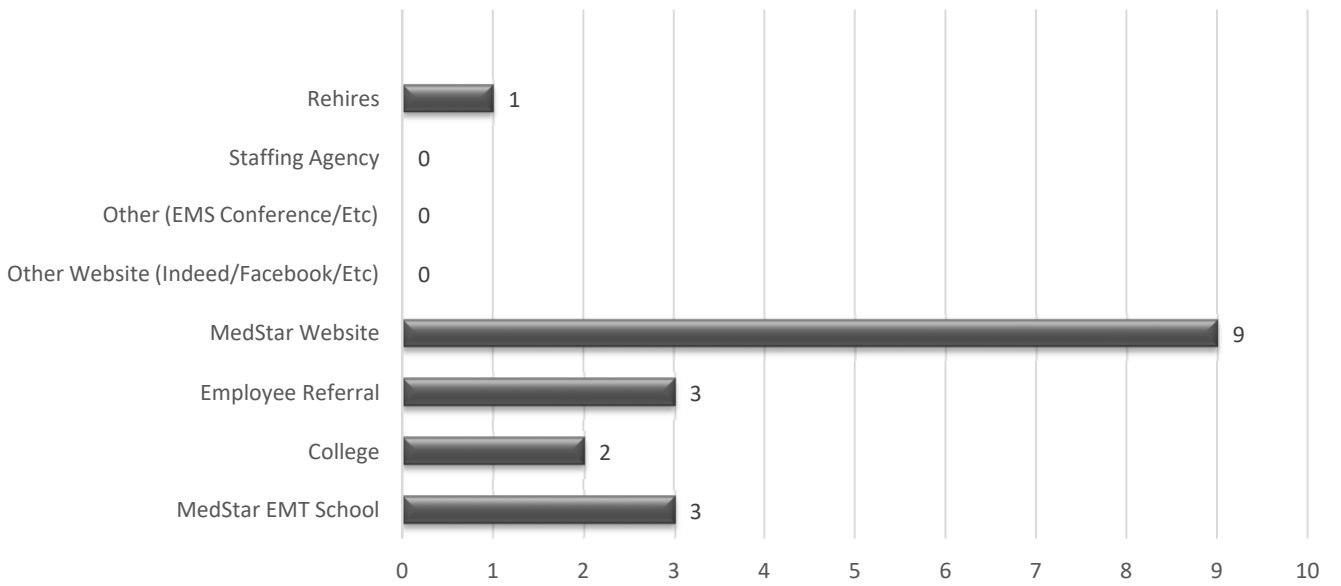
Fiscal Year 2020-2021



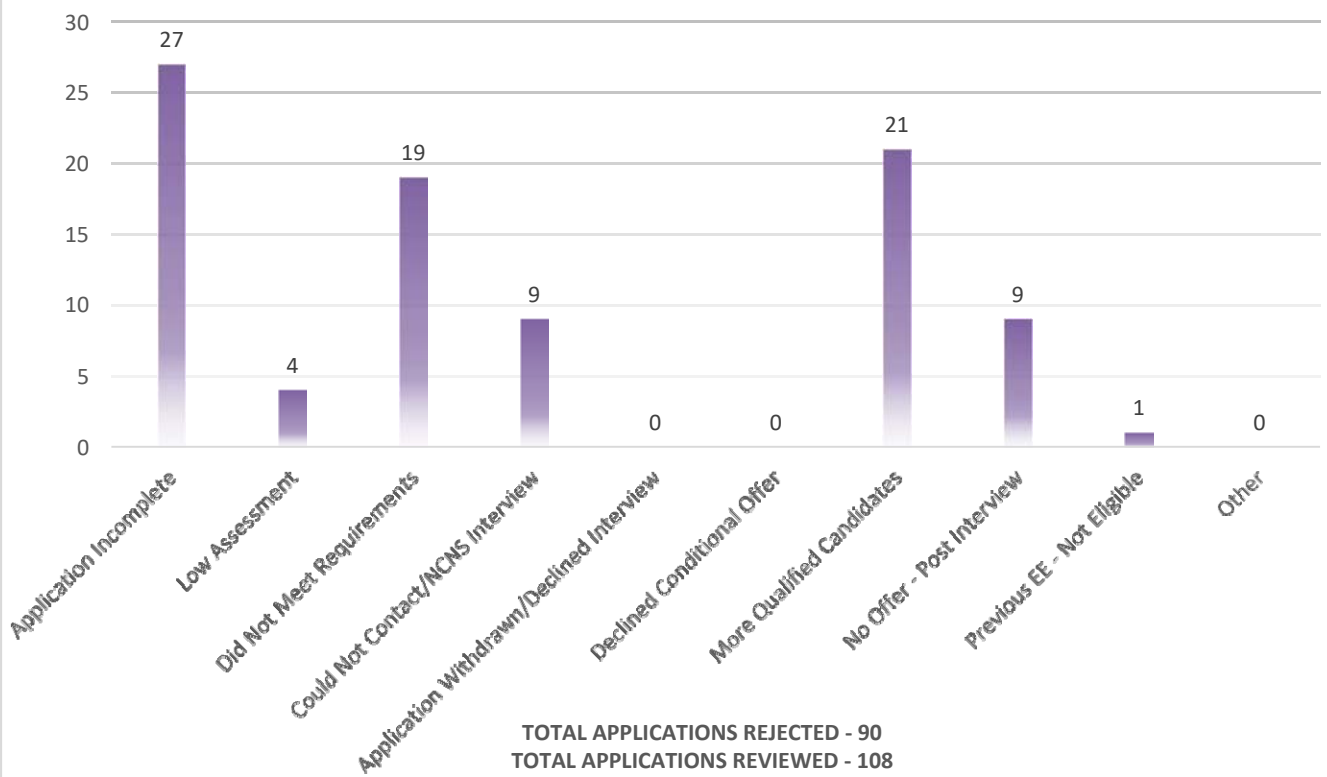
Fiscal Year Statistics
Total hires to date 14
Total separations from hires 0

Reasons for Separation

New Hire Referral Source

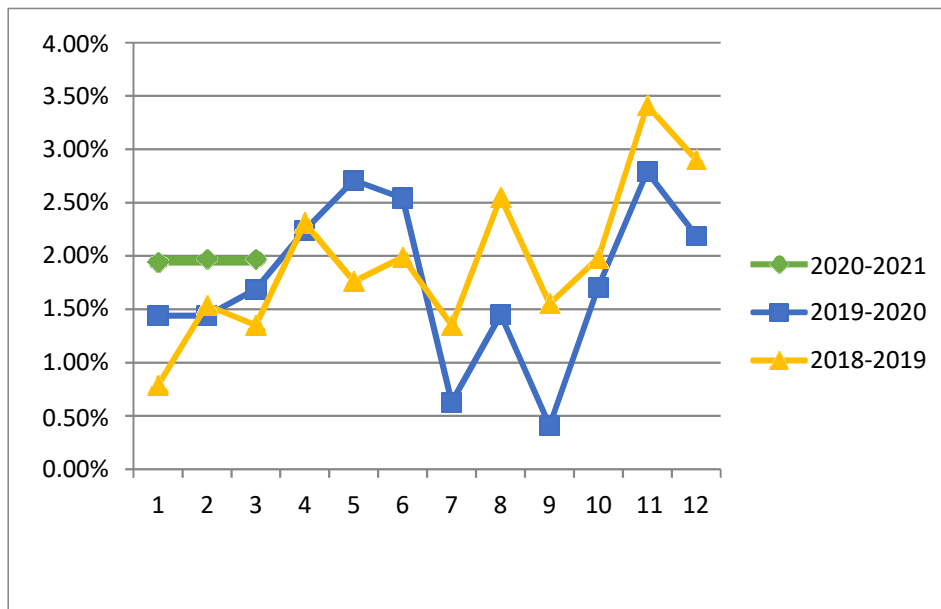


APPLICANT REJECTION REASONS



MedStar Mobile Healthcare Turnover Fiscal Year 2020 - 2021

	Full & Part Time Turnover			Full Time Only
	2020-2021	2019-2020	2018-2019	2019-2020
October	1.94%	1.44%	0.79%	1.64%
November	1.97%	1.44%	1.54%	0.96%
December	1.97%	1.69%	1.35%	1.44%
January		2.24%	2.31%	
February		2.71%	1.76%	
March		2.54%	1.99%	
April		0.63%	1.35%	
May		1.45%	2.55%	
June		0.41%	1.55%	
July		1.71%	1.98%	
August		2.79%	3.41%	
September		2.19%	2.90%	
Actual Turnover	5.68%	19.91%	23.48%	1.64%



Tab E – Compliance and Legal

Prepared January 19, 2021



Compliance Officer's Report December 15, 2020 to January 18, 2021

Compliance Officer Duties

- 2 Narcotic anomaly occurred during this reporting period:
 - A Paramedic inadvertently took a narcotic pouch home at end of shift.
 - A Paramedic inadvertently left a narcotic pouch at THR Fort Worth while transferring patient care.
- All narcotics were recovered, the anomaly process followed, and no foul play was detected.
- Submitted EMS provider roster changes to the DSHS as required.
 - Consulting services provided to an outside agency related to DSHS licenserequirements.
 - Completed the system wide annual HIPAA training.

Paralegal Duties

- 18 DFPS reports made for suspected abuse, neglect, or exploitation.
- 3 Pre-trial virtual meetings held with the Tarrant Co. District Attorney's office.
- 3 Law Enforcement agency virtual interviews.
- 4 Subpoenas(s) for witness appearance processed and served.
- Drafted, reviewed, and executed multiple contractual agreements with outside parties.
- Assisted General Counsel & outside legal counsel with requests and preparation regarding civil litigation.

A handwritten signature in black ink, appearing to read "Chad Carr", is written over a faint, light-colored circular stamp or watermark.

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

Tab F – Operations

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Operations Report- December 31, 2020

The following summarizes significant operational items through December of 2020:

Field Operations:

- Call volume continues to be slightly below budget (down 2% in December)
- Preparing to work with January new hire class and associated field training.
- Working with HR for onboarding over the coming months.
 - Working with HR and OMD for recruit class starting in February 2021
- Continue supporting vaccine clinics and monoclonal antibody treatment clinic.
- Preparing for BLS pilot roll-out in February 2021.
- Help facilitate vaccination process of field employees.

Fleet/Logistics:

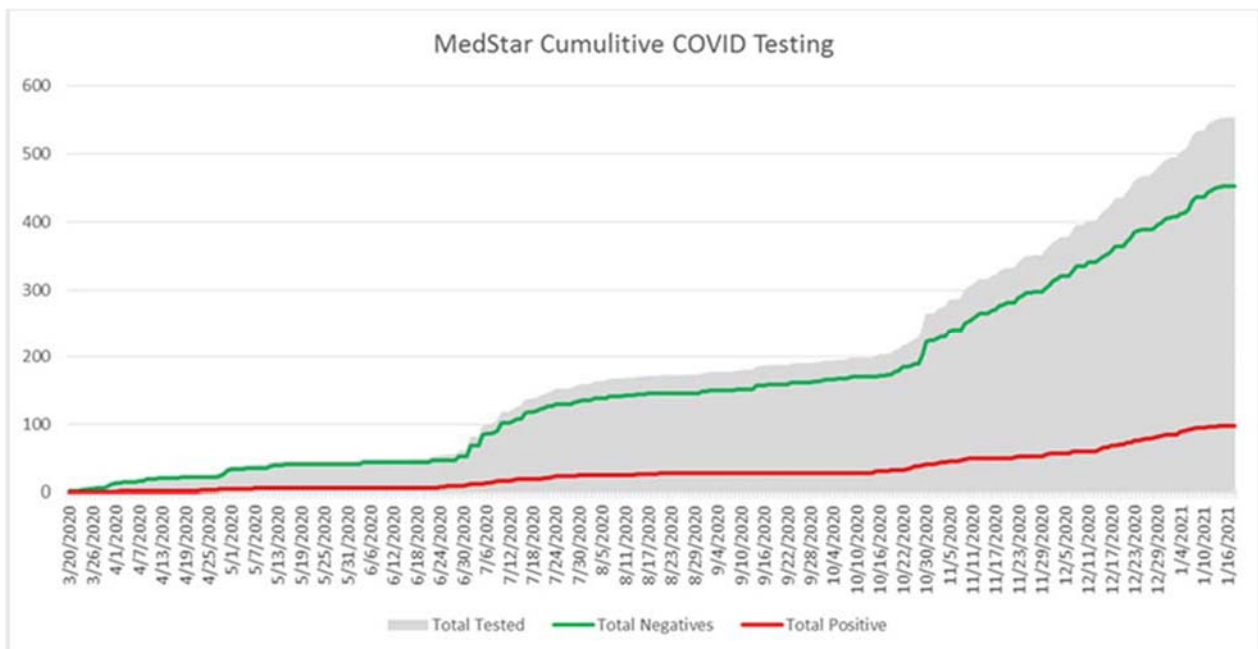
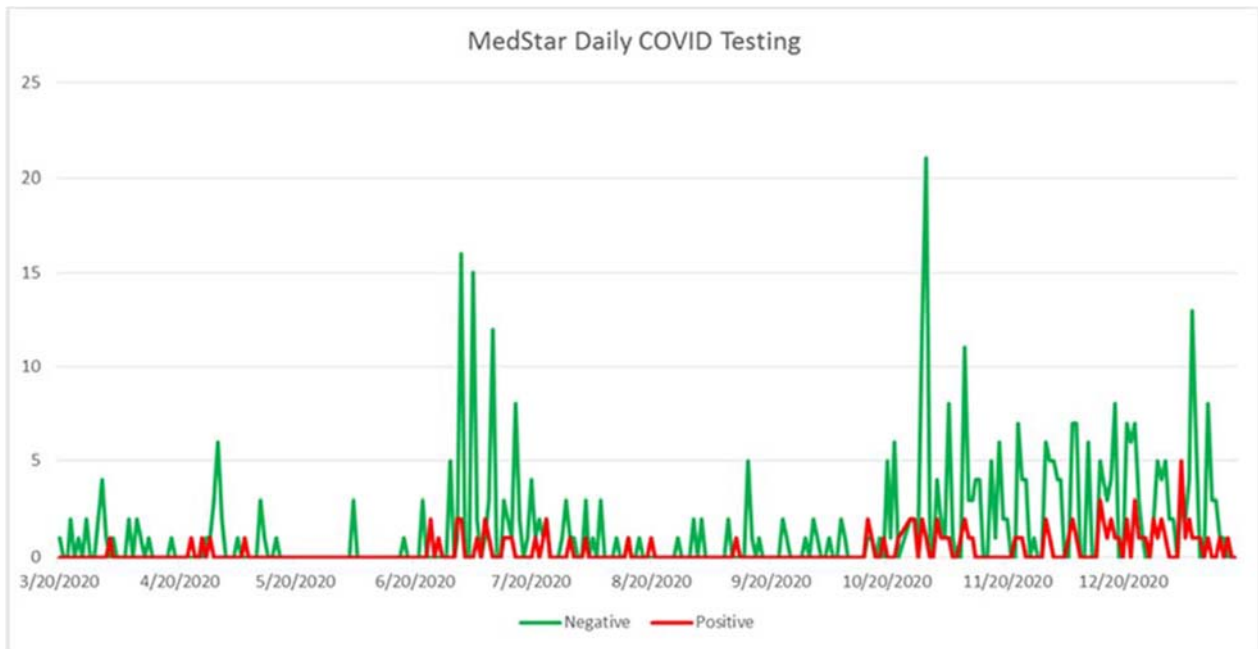
- Adjusting schedules to improve and streamline logistics process.
 - Will be aligning schedules to better address ambulance cleaning and restocking.
- Preparing to receive new ambulances in March.
- Fuel costs were under budget.
- Working with operations supervisors and CCPs to evaluate response vehicle standards.

Safety & Risk:

- Worked with stakeholders to set up mobile clinic.
- Worked with stakeholder to establish monoclonal antibody infusion process.
- Obtained approval of vaccination site for receiving vaccines.

MedStar COVID Cumulative Totals As of 01/15/21

Total Negative	453
Total Indeterminate	2
Total Positive	98
Total Recovered- 6 expected to recover this week	86
Total Tested	553



Information Technology:

- Completed Office 365 rollout throughout the organization.
 - Will likely have to move SharePoint databases and sites over later this year.
- Updated screening tools at entrances.
- Preparing security system upgrades to replace obsolete system components.

Business Intelligence:

Priority 1 Compliance Summary - 2020												
Time	Jan	Feb	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*
On Time	86.4%	87.0%	84.0%	83.8%	80.1%	78.1%	76.8%	78.0%	83.0%	77.0%	76.9%	73.1%
01-15	87.7%	88.1%	85.2%	85.1%	81.5%	79.4%	78.7%	79.8%	84.0%	78.3%	77.9%	74.7%
16-30	88.8%	89.0%	86.4%	86.3%	83.1%	80.9%	80.3%	81.3%	84.8%	79.8%	79.9%	76.1%
31-45	89.6%	90.0%	87.5%	87.3%	84.6%	82.1%	81.4%	82.7%	86.2%	81.0%	81.2%	77.6%
46-60	90.3%	90.8%	88.6%	89.1%	86.1%	83.7%	82.5%	84.0%	87.0%	82.5%	83.0%	78.9%
12:01-13:00	93.3%	93.7%	92.2%	92.2%	90.3%	88.4%	87.2%	88.9%	91.3%	86.4%	87.3%	84.2%
13:01-14:00	95.7%	95.9%	94.4%	94.9%	93.3%	91.8%	91.2%	92.3%	94.3%	90.2%	91.0%	88.4%
14:01-15:00	97.2%	97.4%	96.0%	96.3%	95.3%	94.0%	93.9%	94.5%	96.0%	92.9%	93.9%	91.5%

- As discussed with FROs the change for additional dispatch screening has increased response times slightly.
- Continue refining employee’s performance report card.

Communications:

- New Communications manager, Joe Merry, Jr., started January 4th.
- Implemented screening and scheduling process for monoclonal antibody infusions.



MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2020

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	4	4	00:09:07	0	100.0%	0	0.0%	7	1	85.7%
	2	9	9	00:09:06	1	88.9%	1	11.1%	45	4	91.1%
	3	6	5	00:09:36	1	83.3%	0	0.0%	13	4	69.2%
Total Blue Mound		19	18								
Burleson	1	103	95	00:10:35	40	61.2%	16	15.5%	103	40	61.2%
	2	182	169	00:11:26	60	67.0%	17	9.3%	182	60	67.0%
	3	73	69	00:16:01	25	65.8%	14	19.2%	73	25	65.8%
	4	232	232	00:39:03	45	80.6%	20	8.6%	232	45	80.6%
Total Burleson		590	565								
Edgecliff Village	1	6	6	00:08:05	0	100.0%	0	0.0%	19	4	78.9%
	2	12	12	00:10:15	2	83.3%	0	0.0%	89	16	82.0%
	3	7	7	00:10:42	1	85.7%	0	0.0%	20	1	95.0%
Total Edgecliff Village		25	25								
Forest Hill	1	58	57	00:10:29	27	53.4%	2	3.4%	58	27	53.4%
	2	92	79	00:10:37	16	82.6%	3	3.3%	92	16	82.6%
	3	43	41	00:13:33	9	79.1%	1	2.3%	131	25	80.9%
Total Forest Hill		193	177								
Fort Worth	1	2592	2453	00:09:21	641	75.3%	121	4.7%	2592	641	75.3%
	2	5310	4963	00:10:37	1177	77.8%	209	3.9%	5310	1177	77.8%
	3	2921	2699	00:13:12	639	78.1%	199	6.8%	2921	639	78.1%
	4	1183	1178	00:36:49	171	85.5%	96	8.1%	1183	171	85.5%
Total Fort Worth		12006	11293								
Haltom City	1	100	99	00:10:52	45	55.0%	5	5.0%	195	78	60.0%
	2	157	148	00:11:30	46	70.7%	6	3.8%	157	46	70.7%
	3	77	69	00:14:00	17	77.9%	4	5.2%	77	17	77.9%
	4	4	4	00:47:33	1	75.0%	1	25.0%	42	1	97.6%
Total Haltom City		338	320								
Haslet	1	3	3	00:08:10	0	100.0%	0	0.0%	30	7	76.7%
	2	8	7	00:09:50	1	87.5%	0	0.0%	19	5	73.7%
	3	6	6	00:14:43	1	83.3%	0	0.0%	16	1	93.8%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Haslet		17	16								
Lake Worth	1	41	39	00:10:07	16	61.0%	4	9.8%	121	35	71.1%
	2	51	48	00:09:45	7	86.3%	3	5.9%	51	7	86.3%
	3	20	18	00:13:24	3	85.0%	2	10.0%	92	17	81.5%
Total Lake Worth		112	105								
Lakeside	1	6	6	00:14:15	4	33.3%	1	16.7%	23	13	43.5%
	2	7	7	00:16:14	4	42.9%	2	28.6%	23	11	52.2%
	3	6	3	00:14:36	2	66.7%	0	0.0%	12	5	58.3%
Total Lakeside		19	16								
River Oaks	1	22	20	00:10:23	8	63.6%	0	0.0%	63	15	76.2%
	2	30	27	00:11:43	9	70.0%	2	6.7%	107	23	78.5%
	3	24	19	00:14:52	6	75.0%	3	12.5%	44	8	81.8%
Total River Oaks		76	66								
Saginaw	1	43	40	00:11:55	20	53.5%	5	11.6%	116	48	58.6%
	2	76	65	00:12:14	27	64.5%	10	13.2%	76	27	64.5%
	3	44	34	00:15:37	18	59.1%	4	9.1%	115	35	69.6%
Total Saginaw		163	139								
Sansom Park	1	11	10	00:08:33	3	72.7%	0	0.0%	44	9	79.5%
	2	48	48	00:10:56	13	72.9%	2	4.2%	92	22	76.1%
	3	14	13	00:12:08	3	78.6%	1	7.1%	56	11	80.4%
	4	1	1	00:10:35	0	100.0%	0	0.0%	15	1	93.3%
Total Sansom Park		74	72								
Westover Hills	1	1	1	00:05:37	0	100.0%	0	0.0%	3	0	100.0%
	3	3	3	00:17:02	2	33.3%	0	0.0%	6	3	50.0%
Total Westover Hills		4	4								
Westworth Village	1	9	8	00:09:44	1	88.9%	0	0.0%	38	6	84.2%
	2	27	27	00:10:54	4	85.2%	2	7.4%	122	27	77.9%
	3	11	11	00:12:53	3	72.7%	0	0.0%	100	18	82.0%
Total Westworth Village		47	46								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Dec 2020

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	61	60	00:09:23	19	68.9%	3	4.9%	155	39	74.8%
	2	145	137	00:10:52	44	69.7%	3	2.1%	145	44	69.7%
	3	60	58	00:13:39	12	80.0%	5	8.3%	60	12	80.0%
	4	7	7	00:51:49	2	71.4%	1	14.3%	100	6	94.0%
Total White Settlement		273	262								
System Wide	1	3060	2901	00:09:31	824	73.1%	157	5.1%	3567	963	73.0%
	2	6154	5746	00:10:42	1411	77.1%	260	4.2%	6513	1486	77.2%
	3	3315	3055	00:13:20	742	77.6%	233	7.0%	3736	821	78.0%
	4	1427	1422	00:37:20	219	84.7%	118	8.3%	1577	224	85.8%
Total System Wide		13956	13124								

Tab G – FRAB

Tab H – Chief Transformation Officer

Strategic Integration Summary

January 2021

Alternate Payment Models

- **Planning for an ET3 Model start in *March 2021***
 - Implementation Plan approved by CMS
 - ET3 Partner Agreements established with IES and MHMR
 - Awaiting JPS
 - Selecting ET3 Steering Committee of internal and external stakeholders
 - Texas EMS Coalition for Innovation
 - Conducted web-meeting with key elected and appointed officials 12/3 and 12/10 to seek Medicaid payer alignment with ET3 Model and during the PHE
 - Support for a 'Budget Rider' through the legislature to support payment for TIP and alternate destination transports
- Congressional efforts on Medicare Reimbursement for Treatment in Place continues
 - Jointly drafted language with other National EMS associations
 - Rep. Axne and others have agreed to sponsor the language
 - Legislative Counsel language finalized for House Ways and Means Committee and Senate Finance Committee
- Continuing to work with Amerigroup, BCBS, CIGNA, Cook Children's Health Plan and JPS on agreement for payment for alternate dispositions

Treatment in Place Model – AMA Pilot

- Program continues to work well
- Latest data below:

Telehealth Summary Data			
	As of:	12/31/2020	
AMAs		3,267	
Telehealth Offered		2,025	62.0% <i>Of the total AMAs</i>
Telehealth Completed		65	3.2% <i>Of the Telehealth offered</i>
Telehealth Offered, but not Completed		1,960	60.0% <i>Of the total AMAs</i>
Patient Refused		1,901	93.9% <i>Of the Consult Not Completed</i>
Connection Failure		59	2.9% <i>Of the Consult Not Completed</i>

AMA Encounters Since 11/13 Documentation Update	2,346	
Telehealth Completed	29	1.2%
Patient Refused	1,730	73.7%
Connection Failure	52	2.2%

Average Scene Times		"N"
No Telemedicine (<i>not offered, pt. declined, etc.</i>)	0:44:42	2,996
Telemedicine Completed or Attempted	0:50:29	117

COVID Vaccines

- Assisting with TCPH vaccine site(s) with personnel on scene doing shots each day
- MedStar approved as VAX site and vaccines authorized for shipping
 - Goals are to focus on MedStar personnel, other FROs and taking VAX to the streets to target populations by Tier.

COVID Antibody Infusion Program

- Launching a program with THR week of 1/11 for a mobile infusion center rotating at hospital campuses
 - Using AmBus as infusion site
- CareMore clinic and Amerigroup also asking for a similar program

COVID VAX for EMS Providers Virtual Town Hall

- Dr. Vithalani participated as an expert panelist answering questions from EMS providers about the COVID VAX as a way to encourage more to get it
- 450 attended live, more than 800 have watched the recording during the 2 days following!

Medicaid Ambulance Supplemental Payment Program – ASPP

- HHSC approved plan to include Medicaid MCOs in the program moving forward
- PCG beginning cost data collection for this year’s allocation based on Average Commercial Reimbursement (our recommendation) as opposed to strictly cost-based (historic)

One Safe Place Kid Adoption for Christmas

- \$1,000+ worth of toys and gifts given to 2 families

Paid Consulting Activity

- **Current Active Agreements**
 - **P3 Health Partners**
 - National IPA
 - Assisting with MIH connections and program development in AZ, CO, OR and NV
 - **South Texas EMS Foundation**
 - Assisting with MIH program development in Harlingen, TX
 - Center for Public Safety Management (*in partnership with ICMA*)
 - County of San Diego, CA – Evaluation of EMS agency performance
 - Steuben, NY – EMS evaluation and redesign
 - Projects pending for Burbank, CA; Billings, MT; Madison, CT and Coalinga, CA
 - Harris County ESD-11
 - Assisting with education on high-performance, high value EMS and potential transition of EMS provision in the ESD-11 area
 - Building proforma for public utility like system
 - Recruitment of Executive Director
 - Executive Director selected
 - City of Austin Dispatch Assessment/Resource Assignment Recommendations
 - Through Public Consulting Group (PCG)

Presentations

Event (virtual, unless noted)	Date	Attendees
National Association of EMS Physicians	January 2021	~150
Pinnacle EMS Webinar – with field and dispatch team members	January 2021	~300
HRSA/National Rural Health Assoc.	February 2021	~500
National EMS Finance Summit	March 2021	~250
International Acad of Emergency Dispatch (Las Vegas)	July 2021	~1,500
EMS Today (Atlanta)	August 2021	1,500

Media Summary

- COVID Response Volume (multiple reports)
 - CBS 11, ABC 8, NBC 5, KRLD, WBAP, Star-Telegram

- Vaccine Support
 - NBC 5, CBS 11, ABC 8

- Winter Weather Safety
 - NBC 5, KRLD, Star-Telegram

- Bystander CPR Rates and Hands Only CPR Demo
 - CBS 11, ABC 8, Accuweather News

Mobile Integrated Healthcare Report

December 2020 Activity

Hospice:

Vitas: 7 active

- 9-1-1 calls w/CCP on scene: 0

Holy Savior: 20 active

- 9-1-1 calls w/CCP on scene: 0

Embrace: 2 active

- 9-1-1 calls w/CCP on scene: 0

Community: 81 active

- 9-1-1 calls w/CCP on scene: 3

Klarus: 5 active

- 9-1-1 calls w/CCP on scene: 0

Home Health:

Klarus: 162 active

- total 9-1-1 calls w/CCP on scene: 8

Health Masters: 14 active

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

Readmission Avoidance:

- THR FW: 1
- THR Alliance: 12
- Southwestern Health Resources Clinical Integration Network: 2
- Internal: 2
- 9-1-1 Encounters w/CCP on scene: 4
- 10-digit line requests: 3

High Utilizer:

- UTSW NAIP: 11
- Southwestern Health Resources: 3
- Internal/FD: 6
- Non-adherent HUG: 9
- 9-1-1 Encounters w/CCP on scene: 11
- 10-digit line requests: 1

Palliative Care, Southwestern Health Resources:

- 41 active
- 9-1-1 Encounters w/CCP on scene: 1
- 10-digit line requests: 1

Star Saver Plus:

- 355 Active
- 9-1-1 Encounters w/CCP on scene: 4
- 10-digit line requests: 1

Detection of Elder Abuse Through Emergency Care Technicians (DETECT) Study:

- Phone interviews completed: 19
- In-person interviews completed: 13

COVID Testing

- TCPH: 1015
- MedStar Employees: 274

Geriatric Workforce Enhancement

- In-home visit

COMMONLY USED ACRONYMS

A

ACEP – American College of Emergency Physicians
ACEP – American Academy of Pediatrics
ACLS – Advanced Cardiac Life Support
AED – Automated External Defibrillator
ALJ – Administrative Law Judge
ALS – Advance Life Support
ATLS – Advanced Trauma Life Support

B

BLS – Basic Life Support
BVM – Bag-Valve-Mask

C

CAAS – Commission on Accreditation of Ambulance Services (US)
CAD – Computer Aided Dispatch
CAD – Coronary Artery Disease
CCT – Critical Care Transport
CCP – Critical Care Paramedic
CISD – Critical Incident Stress Debriefing
CISM – Critical Incident Stress Management
CMS – Centers for Medicare and Medicaid Services
CMMI - Centers for Medicare and Medicaid Services Innovation
COG – Council of Governments

D

DFPS – Department of Family and Protective Services
DSHS – Department of State Health Services
DNR – Do Not Resuscitate

E

ED – Emergency Department
EKG – ElectroCardioGram
EMD – Emergency Medical Dispatch (protocols)
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EMTALA – Emergency Medical Treatment and Active 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
GETAC – Governor’s Emergency Trauma Advisory Council

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

MAEMSA – Metropolitan Area EMS Authority
MCI – Mass Casualty Incident
MI – Myocardial Infarction
MICU – Mobile Intensive Care Unit
MIH – Mobile Integrated Healthcare

COMMONLY USED ACRONYMS

N

NAEMSP – National Association of EMS Physicians
NAEMT – National Association of Emergency Medical Technicians
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 the 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

QRV – Quick Response Vehicle

R

ROSC – Return of Spontaneous Circulation
RFQ – Request for Quote
RFP – Request for Proposal

S

SSM – System Status Management
STB – Stop the Bleed
STEMI – ST Elevation Myocardial Infarction

T

U

V

VFIB – Ventricular fibrillation; an EKG rhythm

W

X/Y/Z