

**Area Metropolitan Ambulance Authority**

**MedStar**

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**Board of Directors  
Agenda**

**August 22, 2012**

**NOTICE OF  
 AREA METROPOLITAN AMBULANCE AUTHORITY  
 BOARD OF DIRECTORS MEETING  
 551 EAST BERRY STREET  
 FORT WORTH, TEXAS 76110  
 August 22, 2012  
 10:00 a.m.**

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<b>I.</b>	<b>CALL TO ORDER</b>		Mr. Zimmerman
<b>II.</b>	<b>INTRODUCTION OF GUESTS</b>		
<b>III.</b>	<b>CITIZEN PRESENTATIONS</b>	Opportunity for citizens to address the Board of Directors	
<b>IV.</b>	<b>CONSENT AGENDA</b>	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.	
	BC-1110	Approval of minutes for board meeting of July 25, 2012	Mr. Zimmerman Page 4
	BC-1111	Approval of check register for the month of July, 2012	Mr. Zimmerman Page 8
<b>V.</b>	<b>NEW BUSINESS</b>		
	IR-195	StarCare	
	IR-196	Letter from Fort Worth Fire Department	
	BC-1112	Review and Approval of FY 2012-2013 Budget	Mr. Hooten Page 13
<b>VI.</b>	<b>MONTHLY REPORTS</b>		
	A.	Executive Director Report <ul style="list-style-type: none"> <li>• New Building</li> <li>• Donation Policy change</li> </ul>	Mr. Hooten
	B.	Compliance Report	Ms. Jordan Page 20
	C.	Finance Report	Ms. Brown Page 22
	D.	Operations Report	Mr. D'Agostino
	E.	Public Affairs Report	Mr. Zavadsky

F. EPAB Monthly Report Dr. Beeson

**VII. OTHER DISCUSSION**

A. Miscellaneous information items from the staff or requests from the Board for future agenda items. Mr. Hooten

**VIII. CLOSED SESSION**

The AMAA Board may conduct a closed meeting concerning any subjects and for any purposes permitted under Chapter 551 of the Texas Government Code, including, but not limited to, the following:

- (1) Consultation with its attorney pursuant to Section 551.071
- (2) Deliberation regarding real property pursuant to Section 551.072
- (3) Deliberation regarding prospective gift pursuant to Section 551.073
- (4) Deliberation regarding personnel matters pursuant to Section 551.074

**IX. RECONVENE FROM CLOSED SESSION**

BC-1113 Act on any item discussed on Closed Session. Mr. Zimmerman

**X. ADJOURNMENT**

**AMAA  
BOARD COMMUNICATION**

<b>Date:</b> 8/22/2012	<b>Reference #:</b> BC-1110	<b>Title:</b> Approval of minutes for board meeting of July 25, 2012.
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**RECOMMENDATION:**

It is recommended that the Board of Directors approve the minutes for the board meeting of July 25, 2012.

**DISCUSSION:**

N/A

**FINANCING:**

N/A

<b>Submitted by:</b> <u>Douglas Hooten</u>	<b>Board Action:</b>	<input type="checkbox"/> Approved
		<input type="checkbox"/> Denied
		<input type="checkbox"/> Continued until _____

## MINUTES

### AREA METROPOLITAN AMBULANCE AUTHORITY BOARD OF DIRECTORS MEETING

551 EAST BERRY STREET  
FORT WORTH, TEXAS 76110

July 25, 2012

10:00 am

The Area Metropolitan Ambulance Authority Board of Directors met on July 25, 2012 at the Ambulance Authority offices.

#### I. CALL TO ORDER

Chairman Zim Zimmerman called the meeting to order at 10:02 am. Board members present were Dr. Jeff Beeson, Byron Black, Paul Harral, and Dr. Robert Adams. Dr. Rajesh Gandhi was absent.

#### II. INTRODUCTION OF GUESTS

Others present were Douglas Hooten, Joyce Brown, Danyelle Keenan, Joan Jordan, Mike D'Agostino, Chad Carr, Paul Trusty, and Marianne Schmidt, all with MedStar; AMAA Board Attorney, Matt Goetz; and Richard Neuhaus with the FWFD.

#### III. CITIZEN PRESENTATIONS

No citizen presentations were requested or made.

#### IV. CONSENT AGENDA

- BC-1105      Approval of minutes for board meeting of June 25, 2012.**
- BC-1106      Approval of check registers for the month of June, 2012.**
- BC-1107      Approval of Price/Subsidy Options for FY 2012-2013**
- BC-1108      Approval of 2011 – 2012 VMWare Expansion**

Mr. Zimmerman requested that we remove the Approval of the June minutes from the consent agenda since he was not present to approve them.

Once removed, a motion for approval of the June minutes was made by Paul Harral and was second by Byron Black. The motion carried unanimously.

The motion to approve the remaining items in the consent agenda was made by Byron Black and was seconded by Dr. Jeff Beeson. The motion carried unanimously.

## V. NEW BUSINESS

Mr. Hooten introduced Mike D'Agostino as MedStar's new Director of Operations.

## VI. MONTHLY REPORTS

### A. Executive Director Report

Mr. Hooten reviewed the following:

- **New Building:** We are working with the City with the Bolt Street site. The architect drew our building on the Bolt Street site and we are finding out that it's really tight. We have another meeting with the City today, July 25<sup>th</sup>.
  - **Staffing:** We are at a 95% staffing and this is helping with deployment. We are down 6.47% in staffing turn overs from last year.
  - **What Matters:** Mr. Hooten reviewed the "What Matters" charts with the board. We are going to change the charts to be more specific to MedStar. Set up target goals for each month, get with stakeholders and see what patients really care about.
- Mr. Zimmerman:** I was looking over the customer comments and there are a few about billing, how do you take care of these? **Joyce Brown:** We go to the account and review. We then go to charting to see if there is a difference. We call the patient; more times than less – the patient is upset because they have to pay. **Mr. Hooten:** There is an insurance company out there that pays less than we charge and they tell their customers that we charge more than they pay. We are working with our Attorney on letters to send to our customers and to the patient's CEO's.

### B. Compliance Report

- Joan Jordan reviewed what she will be working on over the next year. She has drafted the Policy Establishing Department/Compliance Officer work narrative.

### C. Financial Report

- Ms. Brown reviewed the new formatted financial report for the month of June 2012, stating total collected for the year to date was \$25,578,051 or 26.74% gross collections and 45.10% year to date net / net collections for the year. A detailed statement of revenue and expenditures by department was included in the board packet.

### D. Operations Report

- Mr. Hooten stated that all the Executives were working on their budgets, and strategic goals. We have put StarCare in place; it's our one page policy manual. On Aug 6<sup>th</sup> we are having our Budget Workshop with the Board member's at the Fort Worth Club. Mr. D'Agostino is getting to know the staff, area and process that are in place.
- Mr. Zimmerman:** Can you put a StarCare sheet in the next board packet?

### E. Public Affairs Report

Mr. Hooten reviewed for Mr. Zavadsky, who was not present:

- **FNFW Pilot:** This program is suspended and no dedicated truck will be present.
- **Nurse Triage Program** – Averaging 3 – 6 calls/day. 34% alternate destination referral rate of calls transferred.

- **North Texas Specialty Physicians:** Emergency Physician referral program officially started 6/1. Only 1 referral so far.
- **1115 Waiver Project:** of 60+ projects initially proposed, the JPS/MedStar Patient Navigation project has made it to the top 15. Includes funding for a 4 year, \$1.9 million expansion of Nurse Triage, CHP and Observation Admission Avoidance program similar to NTSP project.
- **CHP Program:** Well received by AHRQ staff. Suggestion for patient satisfaction surveys and partnership with Academic Institution. Met with UNT 7/13 and they are very interested in working with us on a funded research project.
- **CCR with COFW:** Conducted 6 day-long classes with FWFD at FW City Hall for all city hall employees. 320 City Hall employees trained in CCR.
- **Logo “Refresh”**

#### **F. EPAB Monthly Report**

- Dr. Beeson spoke about joint training with UNT.
- Walk through the new TCU Stadium. There will be changes to deployment.
- MedStar and FWFD – after action review of the Aurora shooting. Good radio traffic to listen to, learn and prepare.

### **VII. OTHER DISCUSSION**

### **VIII. CLOSED SESSION**

Mr. Zimmerman announced that a closed meeting would be held as allowed by Section 551.074 of the Texas Government Code to review Compliance Report submitted by Joan Jordan, MedStar Compliance Manager. The Board convened into the closed meeting at 1036 a.m.

### **IX. RECONVENE FROM CLOSED SESSION**

BC-1109                      Act on items from Closed Session

### **X. ADJOURNMENT**

Mr. Zimmerman reconvened the open meeting at 10:59 a.m. There being no further business, Mr. Zimmerman adjourned the meeting at 11:01 a.m.

Respectfully submitted,

Dr. Robert Adams  
Acting Secretary

**AMAA**  
**BOARD COMMUNICATION**

<b>Date:</b> 08/22/12	<b>Reference #:</b> BC-1111	<b>Title:</b> Approval of check register for the month of July, 2012.
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**RECOMMENDATION:**

It is recommended that the Board of Directors approve the check register for payments over \$5,000 for the month July 2012.

**DISCUSSION:**

N/A

**FINANCING:**

N/A

**Submitted by:** Douglas Hooten    **Board Action:**     Approved  
 Denied  
 Continued until \_\_\_\_\_



MedStar - Area Metropolitan Ambulance Authority  
 Check History and Description Report for Checks Over \$5,000  
 Activity From 07-01-12 To 07-31-12

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
68579	7/2/12	AT&T Base Telephone	5,994.34
68581	7/3/12	Molle Chevrolet / Ally Bank Chassis for Remount	38,035.00
68584	7/5/12	Douglas Hooten Professional Development	6,095.41
68591	7/6/12	Banc of America Leasing Ambulance Lease	12,491.57
68594	7/6/12	Bound Tree Medical LLC Clinical Supplies	6,783.43
68600	7/6/12	Centurion Medical Products Clinical Supplies	5,175.00
68606	7/6/12	GBC Benefits, Ltd. July Consulting Fees	5,833.33
68631	7/6/12	ReCept Pharmacy Clinical Supplies	13,356.15
68638	7/6/12	SoftwareOne, Inc. Computer Software Maintenance	42,442.20
68645	7/6/12	UNITED HEALTHCARE July Premium	188,320.34
68652	7/9/12	American Express Professional Development	9,009.44
68666	7/12/12	Banc of America Leasing Ambulance Lease	12,357.16
68667	7/12/12	Bound Tree Medical LLC Clinical Supplies	5,842.30
68672	7/12/12	Centurion Medical Products Clinical Supplies	5,432.00
68708	7/13/12	ReCept Pharmacy Clinical Supplies	11,167.85
68729	7/13/12	WorldPoint ECC Inc. Training-Card Classes	5,512.38
68816	7/20/12	Banc of America Leasing Ambulance Lease	5,275.66
68827	7/20/12	Banc of America Leasing Ambulance Lease	12,357.16
68829	7/20/12	Bound Tree Medical LLC Clinical Supplies	8,163.15

MedStar - Area Metropolitan Ambulance Authority  
 Check History and Description Report for Checks Over \$5,000  
 Activity From 07-01-12 To 07-31-12

CHECK NUMBER	CHECK DATE	DESCRIPTION	CHECK AMOUNT
68835	7/20/12	Dantom Systems Inc Invoice & Forms Processing	7,666.14
68837	7/20/12	Direct Energy Business Services Utilities	7,934.82
68851	7/20/12	Konica Minolta Business Solutions Office Copiers	5,109.46
68865	7/23/12	ReCept Pharmacy Clinical Supplies	17,478.77
68893	7/26/12	AT&T Mobility Mobile Phones	7,979.45
68894	7/26/12	Banc of America Leasing Interest Expense - Remounts	12,464.53
68895	7/26/12	Bound Tree Medical LLC Clinical Supplies	12,168.00
68898	7/26/12	Buxton IDentiying Customers Membership Campaign	10,000.00
68916	7/26/12	PRUDENTIAL GROUP INSURANCE July Premium	24,682.06
68938	7/26/12	US Postmaster Membership Campaign	6,850.00
			<u>511,977.10</u>
TOTAL ACCOUNTS PAYABLE			785,011.39
TOTAL PAYROLL EXPENSE			<u>1,415,269.48</u>
			<u>2,200,280.87</u>



**SAFE:** Were my actions safe for me, for my colleagues, for other professionals and for the public?

**TEAM-BASED:** Were my actions taken with due regard for the opinions and feelings of my co-workers, even those from other agencies?

**ATTENTIVE TO HUMAN NEEDS:** Did I treat my customer as a person? Was I kind? Did I use his or her name throughout the encounter? Did I listen to the customers concerns and was my response appropriate?

**RESPECTFUL:** Did I act toward my customer, my colleagues, my first responders, the hospital staff and the public with the kind of respect that I would have wanted to receive myself?

**CUSTOMER ACCOUNTABLE:** If I were face-to-face right now with the customers I dealt with, could I look them in the eye and say, "I did my very best for you."

**APPROPRIATE:** Was my service consistent with focusing on Job 1; which is taking care of our internal and external customers – medically, professionally, legally and practically, considering the circumstances I faced?

**REASONABLE:** Did my actions make sense? Would a reasonable colleague of my experience have acted similarly under the same circumstances?

**ETHICAL:** Were my actions fair and honest in every way? How would my family feel if this was on the front page of the newspaper?



August 1, 2012

Mr. Doug Hooten  
Executive Director  
Area Metropolitan Ambulance Authority  
551 East Berry St.  
Fort Worth, TX 76110-4329

Dear Mr. Hooten:

The Fort Worth Fire Department would like to express our sincere gratitude to MedStar for helping make the City of Fort Worth a safer place. Your staff's professionalism, enthusiasm, and dedication to purpose made possible the training of nearly 400 City of Fort Worth employees in bystander CPR. By committing 144 hours of personnel time, equipment, and expertise, Med-Star ensured that professional training was delivered in a concise and effective manner. Your generous contributions in resources were instrumental in the successful advancement of our safety initiatives.

Thank you again for your commitment to furthering community safety. We look forward to working with you in the future.

Sincerely,

Rudy Jackson  
Fire Chief  
Fort Worth Fire Department

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**FIRE DEPARTMENT**

**AMAA  
BOARD COMMUNICATION**

<b>Date:</b> 08/22/12	<b>Reference #:</b> BC-1112	<b>Title:</b> Approval of the Annual Operating Budget for FY 2012-2013.
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**RECOMMENDATION:**

Approve the Annual Operating Budget for FY 2012-2013.

**DISCUSSION:**

The Board was provided with the proposed Annual Operating Budget for FY 2012-2013. The Board is being asked to approve the proposed budget for the fiscal year beginning October 1<sup>st</sup>.

**FINANCING:**

N/A

**Submitted by:** Douglas Hooten   **Board Action:**    Approved  
 Denied  
 Continued until \_\_\_\_\_

# MedStar System Performance Summary

July 2012

## Staffing

	<u>Paramedic</u>	<u>EMT</u>
Authorized Shifts	91	91
Filled	91	83
In Training	0	5
Medstar Paramedic School	n/a	n/a
FMLA / Light Duty / Other	0	0
Availability %	100.0%	91.2%

## Unit Hour Production

Scheduled UH	19,266
Produced UH	17,875
Scheduling Efficiency	92.8%

## Unfilled Shifts

Average Scheduled Shifts Per Day	50
Daily Average Unfilled Shifts	4

## Response Time Reliability

Overall	93.8%
P1	91.8%
P2	94.5%
P3	95.2%
P4	83.3%
P5	91.2%

## P1 Adjusted Reliability

09:30 RT Standard	93.4%
10:00 RT Standard	94.5%
10:30 RT Standard	95.5%
11:00 RT Standard	96.2%

## Avg/Med Response Time

	<u>Average</u>	<u>Median</u>
P1	5:14	4:52
P2	5:35	5:03
P3	7:07	6:25

## Extended Calls

	<u>Total</u>	<u>Daily Avg</u>
P1 Calls > 19:00	2	0.1
P2 Calls > 21:00	11	0.4
P3 Calls > 25:00	22	0.7

## Customer Satisfaction Twelve Month Period

Cards Mailed	22,907
Cards Returned	3,301
EMS Dispatcher Helpful?	80%
Care & Treatment Explained By The Paramedic	87%
EMS Crew Helpful & Professional?	95%
Billing Staff Helpful?	53%
Overall Were You Satisfied With The Services?	95%

## System Response Time Reliability and Average Response Time Performance

July 01, 2012 thru July 31, 2012

Priority	Calls for Service	Calls On Scene	Transport Count	Patient Contacts	Current Month On Time %	100 Response On Time %	Avg RT
1	2,225	2,180	1,693	2,091	91.8%	91.8%	00:05:14
2	3,329	3,237	2,419	3,084	94.5%	94.5%	00:05:34
3	3,410	3,249	2,258	2,870	95.2%	95.2%	00:07:11
4	24	24	21	21	83.3%	83.0%	00:01:57
5	749	748	716	719	91.2%	91.2%	00:22:47
	<b>9,737</b>	<b>9,438</b>	<b>7,107</b>	<b>8,785</b>			

## Response Time Reliability and Average Response Time Performance By Member City

July 01, 2012 thru July 31, 2012

City	Priority	Calls for Service	Calls On Scene	Transport Count	Patient Contacts	Standard	Current Month On Time %	100 Response On Time %	Avg RT
<b>Blue Mound</b>	1	10	10	8	10	< 09:00	100.0%	91.0%	00:04:29
	2	2	2	1	2	< 11:00	100.0%	95.0%	00:05:35
	3	3	3	3	3	< 15:00	100.0%	96.0%	00:05:59
		<b>15</b>	<b>15</b>	<b>12</b>	<b>15</b>				
<b>Burleson</b>	1	59	58	42	56	< 09:00	89.8%	85.0%	00:04:56
	2	101	96	56	88	< 11:00	91.1%	91.1%	00:05:42
	3	87	81	62	79	< 15:00	93.1%	93.0%	00:07:13
	5	118	118	117	117	< 60:00	85.6%	85.6%	00:31:54
		<b>365</b>	<b>353</b>	<b>277</b>	<b>340</b>				
<b>Edgecliff Village</b>	1	6	6	6	6	< 09:00	100.0%	96.0%	00:05:19
	2	3	3	2	2	< 11:00	100.0%	97.0%	00:04:48
	3	3	2	2	2	< 15:00	100.0%	95.0%	00:04:56
		<b>12</b>	<b>11</b>	<b>10</b>	<b>10</b>				
<b>Forest Hill</b>	1	26	26	22	25	< 09:00	96.2%	94.0%	00:04:15
	2	52	48	37	46	< 11:00	100.0%	100.0%	00:04:36
	3	52	50	33	46	< 15:00	98.1%	96.0%	00:05:55
		<b>130</b>	<b>124</b>	<b>92</b>	<b>117</b>				
<b>Fort Worth</b>	1	1,921	1,884	1,457	1,802	< 09:00	92.3%	92.3%	00:05:13
	2	2,833	2,761	2,072	2,639	< 11:00	94.6%	94.6%	00:05:33
	3	2,970	2,837	1,944	2,484	< 15:00	95.2%	95.2%	00:07:09
	4	21	21	18	18	= 00:00	90.5%	NA	00:00:36
	5	620	619	588	591	< 60:00	92.1%	92.1%	00:21:26
		<b>8,365</b>	<b>8,122</b>	<b>6,079</b>	<b>7,534</b>				
<b>Haltom City</b>	1	70	64	51	61	< 09:00	85.7%	88.0%	00:06:02
	2	93	91	76	85	< 11:00	95.7%	96.0%	00:06:27
	3	113	104	79	94	< 15:00	90.3%	90.3%	00:08:40
		<b>276</b>	<b>259</b>	<b>206</b>	<b>240</b>				
<b>Haslet</b>	1	2	2	1	2	< 09:00	50.0%	55.0%	00:07:03
	2	1	1	1	1	< 11:00	100.0%	73.0%	00:05:11
	3	1	1	1	1	< 15:00	100.0%	NA	00:11:19
		<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>				
<b>Lakeside</b>	2	4	4	2	4	< 11:00	100.0%	NA	00:07:00
	3	4	3	2	3	< 15:00	100.0%	NA	00:10:52
		<b>8</b>	<b>7</b>	<b>4</b>	<b>7</b>				
<b>Lake Worth</b>	1	20	20	16	20	< 09:00	90.0%	90.0%	00:04:34
	2	49	48	30	44	< 11:00	93.8%	NA	00:05:10
	3	38	37	25	33	< 15:00	97.4%	94.0%	00:07:04
	4	1	1	1	1	= 00:00	0.0%	NA	00:25:23
	5	4	4	4	4	< 60:00	100.0%	NA	00:02:07
		<b>112</b>	<b>110</b>	<b>76</b>	<b>102</b>				
<b>River Oaks</b>	1	18	18	15	18	< 09:00	83.3%	89.0%	00:05:57
	2	16	14	11	13	< 11:00	100.0%	90.0%	00:04:58
	3	8	7	6	7	< 15:00	87.5%	89.0%	00:07:40
	4	2	2	2	2	= 00:00	50.0%	NA	00:04:21
		<b>44</b>	<b>41</b>	<b>34</b>	<b>40</b>				

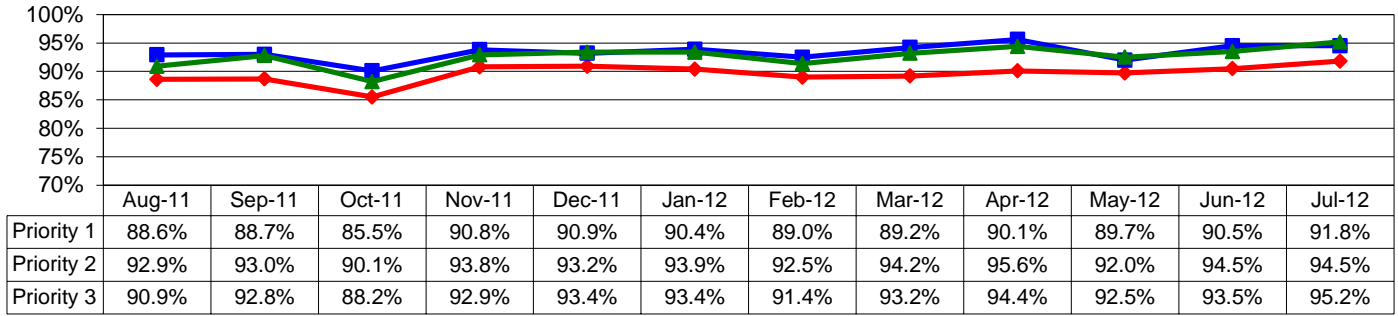


## Response Time Reliability and Average Response Time Performance By Member City

July 01, 2012 thru July 31, 2012

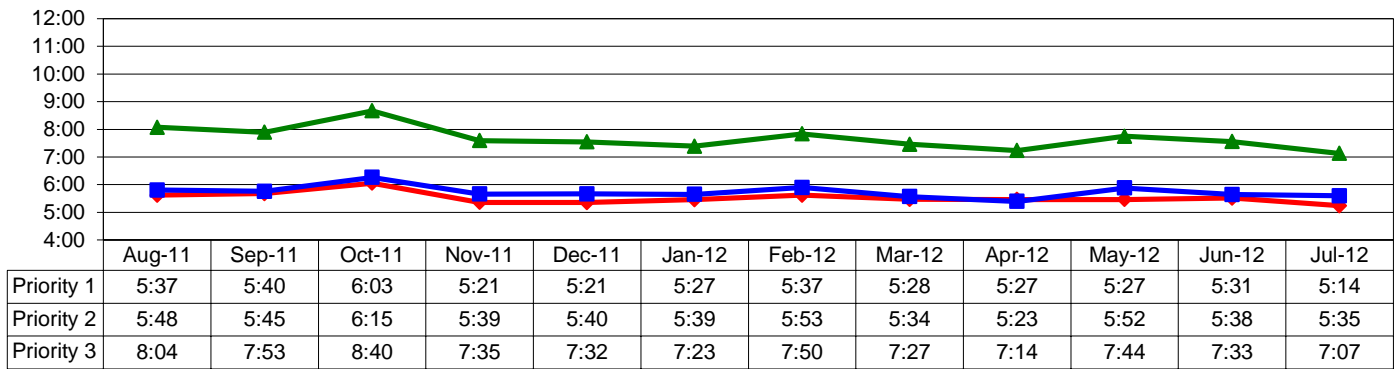
City	Priority	Calls for Service	Calls On Scene	Transport Count	Patient Contacts	Standard	Current Month On Time %	100 Response On Time %	Avg RT
<b>Saginaw</b>	1	21	20	14	19	< 09:00	81.0%	79.0%	00:06:07
	2	54	50	38	45	< 11:00	88.9%	89.0%	00:06:37
	3	38	32	25	29	< 15:00	97.4%	92.0%	00:08:19
		<b>113</b>	<b>102</b>	<b>77</b>	<b>93</b>				
<b>Sansom Park</b>	1	16	16	14	16	< 09:00	81.3%	84.0%	00:05:35
	2	21	21	17	20	< 11:00	85.7%	91.0%	00:06:38
	3	17	17	13	15	< 15:00	94.1%	91.0%	00:07:46
		<b>54</b>	<b>54</b>	<b>44</b>	<b>51</b>				
<b>Westover Hills</b>	1	1	1	0	1	< 09:00	100.0%	NA	00:07:35
	3	2	2	2	2	< 15:00	100.0%	NA	00:08:28
		<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>				
<b>White Settlement</b>	1	49	49	41	49	< 09:00	89.8%	92.0%	00:04:56
	2	82	81	68	79	< 11:00	95.1%	95.0%	00:04:32
	3	68	67	57	66	< 15:00	98.5%	98.0%	00:06:22
	5	7	7	7	7	< 60:00	100.0%	NA	00:01:05
		<b>206</b>	<b>204</b>	<b>173</b>	<b>201</b>				
<b>Westworth Village</b>	1	6	6	6	6	< 09:00	100.0%	86.0%	00:05:44
	2	18	17	8	16	< 11:00	100.0%	96.0%	00:06:51
	3	6	6	4	6	< 15:00	100.0%	92.0%	00:10:13
		<b>30</b>	<b>29</b>	<b>18</b>	<b>28</b>				
<b>Grand Total</b>		<b>9,737</b>	<b>9,438</b>	<b>7,107</b>	<b>8,785</b>				

**Performance Indicators Last 12 Months  
Response Time Reliability**



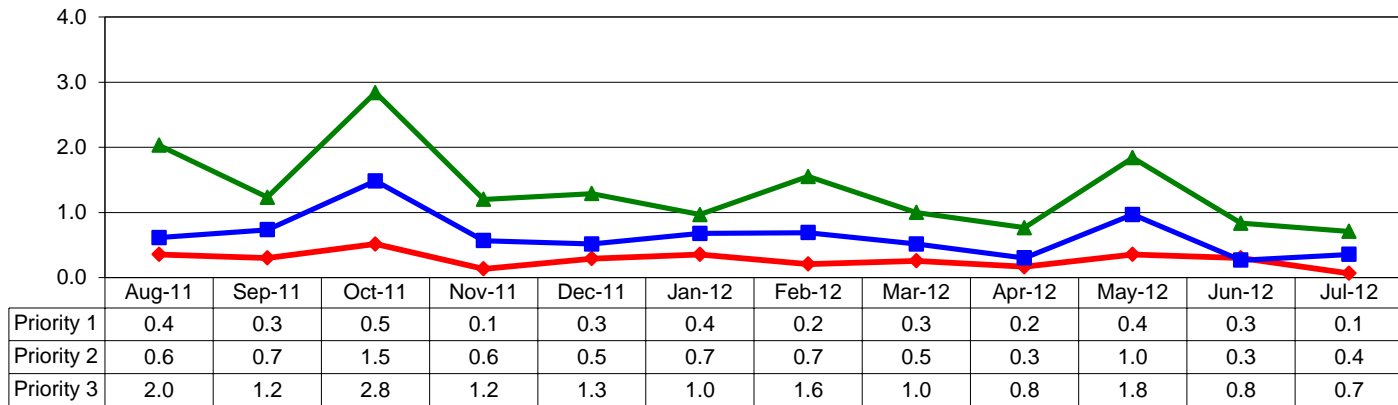
◆ Priority 1   
 ■ Priority 2   
 ▲ Priority 3

**Performance Indicators Last 12 Months  
Average Response Time**



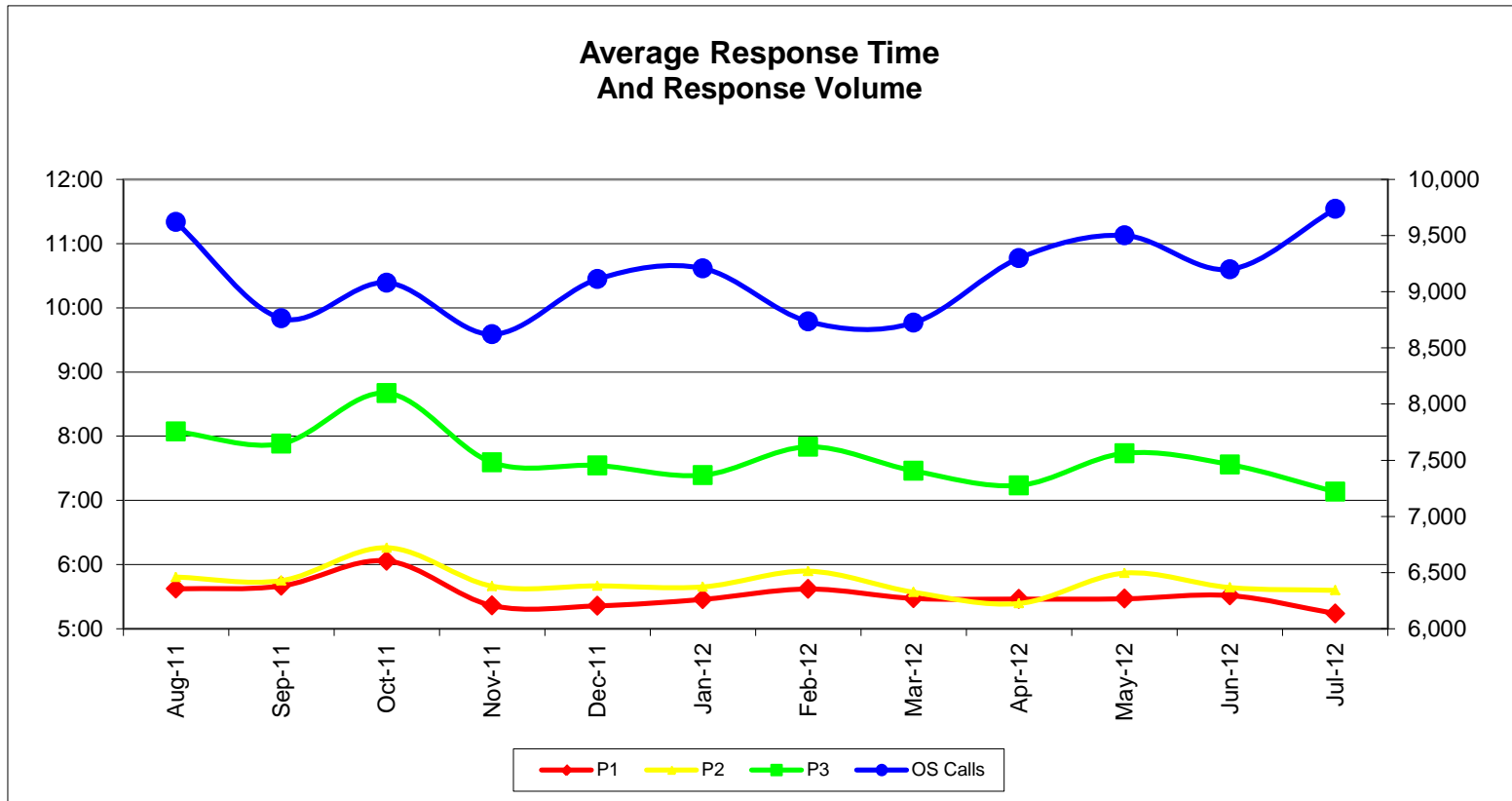
◆ Priority 1   
 ■ Priority 2   
 ▲ Priority 3

**Performance Indicators Last 12 Months  
Average Daily Extended Responses (> 10 Minutes Past Goal)**



◆ Priority 1   
 ■ Priority 2   
 ▲ Priority 3

### Average Response Time And Response Volume





Area Metropolitan Ambulance Authority  
551 East Berry Street  
Fort Worth, Texas 76110-4329  
(817) 923-3700  
(817)632-0537 (fax)  
www.medstar911.org

**SUBJECT:** Establishment of Compliance Program

**DATE:** August 1, 2012

**PURPOSE:** To establish a Compliance Program within AMAA/MEDSTAR

**BACKGROUND:**

MEDSTAR is committed to providing high-quality, cost effective health care and human services in compliance with all applicable federal, state, and local laws and regulations. To achieve this goal, MEDSTAR depends upon its employees, contractors and agents to be aware of, and comply with, these laws and regulations. In some circumstances, however, the application of the law is highly technical, and common concepts of right and wrong lend little guidance. Employees may believe they are conducting themselves properly, but may in fact be violating the law. Violations of health care and human services laws and regulations by employees, contractors and agents can expose MEDSTAR to the risk of substantial penalties.

In order to avoid violations of health care and human services laws or regulations, the MEDSTAR Director has determined that MEDSTAR shall implement a formal Compliance Program that applies to all Divisions, Programs and Regions of MEDSTAR. While recognizing that MEDSTAR has already adopted certain programs, policies and procedures intended to increase compliance with all applicable laws and to promote high quality patient care and client services, by implementing a formal, agency-wide Compliance Program MEDSTAR seeks to promote a working environment that fosters and expands these ideals and permits its employees, contractors and agents to demonstrate the highest ethical standards in performing their daily work activities. MEDSTAR also recognizes that federal agencies responsible for enforcing laws and regulations governing the funding of Medicare, Medicaid and other federal and state funded programs encourage the voluntary development and implementation of Compliance Programs by recipients of these funds. Consequently, on August 1, 2012, MEDSTAR established the Compliance Program. This Policy and Procedure sets forth MEDSTAR's commitment to that program.

**POLICY:**

1. MEDSTAR shall dedicate the necessary resources toward development of an effective Compliance Program ("Program") intended to prevent, detect and correct violations of federal, state or local law or regulations governing health care and human service programs by employees, contractors or agents.
  
2. The Program will include the following elements:
  - a. **Code of Conduct and Compliance Standards.** MEDSTAR shall establish written standards and procedures to be followed by employees, contractors and agents that promote a



commitment to compliance and that are reasonably capable of reducing the prospect of wrongful conduct.

b. **Compliance Officer.** MEDSTAR shall establish the position of Compliance Officer who will be a senior-level MEDSTAR employee vested with the primary responsibility for overseeing and monitoring the effective implementation and maintenance of the Program. The Compliance Officer will report to MEDSTAR Board of Directors with periodic reports on the progress of the Compliance Program.

c. **Communications.** MEDSTAR shall establish a system that allows for the free and full communication by MEDSTAR employees, contractors and agents of questions, complaints or concerns relating to actual or potential noncompliance with MEDSTAR standards to the Compliance Officer. This system shall permit MEDSTAR employees, contractors and other agents to communicate these concerns without fear of retribution or reprisal.

d. **Training and Education.** MEDSTAR shall develop and implement procedures to effectively communicate its compliance policies and procedures to all employees, contractors and agents, including mandatory participation in training programs and dissemination of related Program materials.

e. **Auditing and Monitoring Systems.** MEDSTAR shall develop and implement systems for auditing and monitoring compliance with applicable federal, state, and local laws and regulations relating to health care and human services funding and programs. These systems shall be designed to reasonably detect potential violations of those laws and regulations. The auditing and monitoring shall be performed in accordance with audit work plans established by the Compliance Officer.

f. **Enforcement and Disciplinary Actions.** MEDSTAR will develop and implement appropriate disciplinary mechanisms in accordance with applicable civil services rules to enforce the Program including, where appropriate, discipline of individuals for engaging in wrongful conduct or for failing to detect or report noncompliance. Management shall be responsible for the fair and consistent application of discipline relating to violations of the Compliance Program.

g. **Response and Prevention.** MEDSTAR shall develop and implement mechanisms for responding to and investigating all reasonable questions, concerns or complaints regarding compliance and suspected noncompliance and for taking necessary corrective action to address wrongful conduct and to prevent any recurrence of similar conduct.

3. MEDSTAR understands that the development and implementation of compliance standards, educating and training employees regarding those standards, and reviewing and enhancing internal controls and monitoring systems will be time-consuming, and will require the Compliance Officer to work with many MEDSTAR departments, committees, employees, contractors and other agents. Accordingly, the Compliance Officer shall proceed in phases, but shall make steady progress toward the development and implementation of a coordinated agency-wide Program as expeditiously as possible.

MedStar - Area Metropolitan Ambulance Authority

Billed vs. Collected  
Ten Month

Month	FY 11-12		
	Billed	Contractual Allowance	Collected
Oct	10,669,648	(4,399,143)	3,101,236
Nov	10,156,925	(3,961,717)	2,751,004
Dec	10,842,301	(4,630,550)	2,732,724
Jan	10,832,070	(4,519,819)	2,485,191
Feb	10,401,522	(4,361,690)	2,597,838
Mar	10,807,983	(4,359,322)	2,592,092
Apr	10,589,555	(4,483,928)	3,833,062
May	10,814,756	(4,251,936)	2,862,155
Jun	10,542,010	(3,970,311)	2,622,749
Jul	11,160,109	(4,054,350)	2,478,117
<b>Total</b>	<b>106,816,878</b>	<b>(42,992,765)</b>	<b>28,056,168</b>

YTD Gross Collection 26.27%  
(\$28,056,168/\$106,816,878)

YTD Net / Net Collection 43.96%  
(\$28,056,168/(\$106,816,878-\$42,992,765))

Annual Operating Budget  
For The Month Ended July 31, 2012

	(1) FY 11-12 Adopted Budget	(2) Prorated Adopted Budget	(3) FY 11-12 Current Month	(4) FY 11-12 YTD
Revenues	\$33,872,529	\$28,229,058	\$2,530,527	\$28,511,214
Payroll	\$20,528,087	\$16,660,553	\$1,458,800	\$15,412,816
Payroll Related	\$3,378,320	\$2,815,416	\$226,848	\$2,088,270
Total Payroll	\$23,906,408	\$19,475,968	\$1,685,648	\$17,501,086
Operating Expenses	\$9,966,121	\$8,435,814	\$670,075	\$7,615,458
Total Expenditures	\$33,872,529	\$27,911,782	\$2,355,723	\$25,116,544
Net Gain (Loss)	\$0	\$317,276	\$174,805	\$3,394,670

**MedStar - Area Metropolitan Ambulance Authority**  
**Billed vs. Collected**  
**Ten Month**

Month	FY 10-11			FY 11-12		
	Billed	Contractual Allowance	Collected	Billed	Contractual Allowance	Collected
Oct	10,769,112	4,346,494	2,270,288	10,669,648	4,399,143	3,101,236
Nov	10,200,804	4,043,619	2,765,211	10,156,925	3,961,717	2,751,004
Dec	11,033,322	4,495,915	2,645,505	10,842,301	4,630,550	2,732,724
Jan	6,395,757	1,740,110	2,669,938	10,832,070	4,519,819	2,485,191
Feb	15,277,203	7,258,873	1,437,060	10,401,522	4,361,690	2,597,838
Mar	10,945,392	4,567,863	3,373,398	10,807,983	4,359,322	2,592,092
Apr	11,343,950	4,507,136	3,025,363	10,589,555	4,483,927	3,833,062
May	11,121,395	4,390,538	3,327,846	10,814,756	4,251,935	2,862,155
Jun	11,203,883	4,555,660	2,892,671	10,542,010	3,970,311	2,622,749
Jul	11,477,481	4,315,051	2,482,995	11,160,109	4,054,350	2,478,117
Aug	11,539,568	4,454,468	3,048,319	-	-	-
Sept	10,520,848	4,227,653	2,730,879	-	-	-
<b>Total</b>	<b>131,828,715</b>	<b>52,903,380</b>	<b>32,669,472</b>	<b>106,816,878</b>	<b>42,992,765</b>	<b>28,056,168</b>

Comparison of Billed vs. Collected

Current Month Actual

**34.67%**

**34.87%**

**Year To Date Actual**

Year	Billed	Contractual Allowance	Collected	Percent
95-96	20,456,746	2,208,720	6,830,244	37.43%
96-97	20,921,693	2,284,742	9,584,324	51.43%
97-98	20,895,915	1,458,659	9,322,034	47.96%
98-99	25,315,929	2,011,750	8,290,709	35.58%
99-00	23,813,450	2,217,207	8,580,907	39.73%
00-01	29,951,151	3,301,812	9,159,090	34.37%
01-02	24,790,550	2,814,361	11,433,741	52.03%
02-03	26,754,024	3,532,904	10,617,903	45.73%
03-04	36,664,011	11,015,435	8,598,448	33.52%
04-05	50,501,162	17,180,629	11,291,512	33.89%
05-06	54,486,102	17,701,295	15,161,955	41.22%
06-07	62,069,868	22,023,013	15,288,199	38.18%
07-08	73,749,773	25,496,845	16,268,113	33.71%
08-09	75,275,236	27,027,647	20,205,505	41.88%
09-10	92,384,000	34,841,412	25,379,238	44.11%
10-11	109,768,299	44,221,259	26,890,274	41.02%
<b>11-12</b>	<b>106,816,878</b>	<b>42,992,765</b>	<b>28,056,168</b>	<b>43.96%</b>

**Ten Month Average**

FY 10-11			FY 11-12		
Billed	Contractual Allowance	Collected	Billed	Contractual Allowance	Collected
10,976,830	4,422,126	2,689,027	10,681,688	4,299,276	2,805,617

MedStar - Area Metropolitan Ambulance Authority  
Annual Operating Budget  
For The Month Ended July 31, 2012

	(1) FY 11-12 Adopted Budget	(2) Prorated Adopted Budget	(3) FY 11-12 Current Month	(4) FY 11-12 YTD	(5) % of Total Funds to Budget
<b>Revenues</b>					
Patient Fees for Service	32,989,290.08	27,491,075.07	2,444,311.71	27,723,934.70	84%
Critical Care Transports (CCT) FFS	375,000.00	312,500.00	30,241.54	258,567.83	69%
Subscription Income	375,000.00	312,500.00	16,948.00	308,289.00	82%
Subsidies	40,239.00	35,483.00	3,979.50	36,745.40	91%
Special Events	90,000.00	75,000.00	3,564.00	73,665.44	82%
Interest Income	0.00	0.00	0.00	0.00	0%
Other	3,000.00	2,500.00	31,482.69	110,011.49	3667%
<b>Total Revenues</b>	<b>33,872,529.08</b>	<b>28,229,058.07</b>	<b>2,530,527.44</b>	<b>28,511,213.86</b>	<b>84%</b>
<b>Administration Division Expenditures</b>					
Personnel Services	2,897,622.07	2,362,965.10	238,965.71	2,345,636.68	81%
Operating	2,889,007.71	2,435,058.99	208,040.50	1,971,734.25	68%
Other	351,317.61	293,048.01	13,507.50	199,198.54	57%
Capital Outlay	781,284.89	668,555.95	35,938.88	571,880.11	73%
<b>Total Administration Division Expenditures</b>	<b>6,919,232.28</b>	<b>5,759,628.05</b>	<b>496,452.59</b>	<b>5,088,449.58</b>	<b>74%</b>
<b>Human Resources Division Expenditures</b>					
Personnel Services	575,853.33	470,855.72	40,010.63	430,810.26	75%
Operating	98,750.00	85,125.00	18,901.54	143,438.06	145%
Other	5,900.00	4,916.67	0.00	6,085.73	103%
Capital Outlay	0.00	0.00	0.00	0.00	0%
<b>Total Human Resources Division Expenditure:</b>	<b>680,503.33</b>	<b>560,897.39</b>	<b>58,912.17</b>	<b>580,334.05</b>	<b>85%</b>
<b>Field Operation Division Expenditures</b>					
Personnel Services	20,432,932.45	16,642,147.60	1,407,142.57	14,725,109.78	72%
General & Administrative	808,275.00	741,729.17	23,654.92	709,195.45	88%
Operating	3,843,672.32	3,213,060.27	303,057.86	3,059,920.34	80%
Other	246,242.31	205,835.26	7,025.21	135,671.40	55%
Capital Outlay	941,671.39	788,484.49	59,477.22	817,863.37	87%
<b>Total Field Operations Division Expenditure:</b>	<b>26,272,793.47</b>	<b>21,591,256.79</b>	<b>1,800,357.78</b>	<b>19,447,760.34</b>	<b>74%</b>
<b>Total All Division Expenditures</b>	<b>33,872,529.08</b>	<b>27,911,782.22</b>	<b>2,355,722.54</b>	<b>25,116,543.97</b>	<b>74%</b>
<b>Net Gain (Loss)</b>	<b>0.00</b>	<b>317,275.85</b>	<b>174,804.90</b>	<b>3,394,669.89</b>	

(2) - Column (1) divided by 12, multiplied by the # of months expired.  
(5) - Column (4) divided by column (1).



**Area Metropolitan Ambulance Authority**  
**Balance Sheet**  
**July 31, 2012**

**ASSETS**

**Current Assets**

Operating Bank Account	\$ 18,816,670.26	
Membership Bank Account	13,501.10	
Petty Cash	465.00	
Payroll Account	21,770.03	
Patient Accounts Receivable	19,443,273.64	
Allowance For Uncollectables	(13,803,758.22)	
Manual Payroll Acct Receivable	2,134.21	
Employee Uniform Receivable	(4,376.96)	
Pre-Paid Insurance	74,867.56	
Pre-Paid Expense	104,343.93	
Prepaid Health Insurance	<u>5,000.00</u>	
 Total Current Assets		 24,673,890.55

**Property and Equipment**

Land	325,165.00	
Building	3,052,876.02	
Computer Hardware	2,557,161.22	
Computer Software	1,925,461.70	
Furniture & Fixtures	595,423.44	
Mbrship Furniture & Fixtures	1,303.50	
Communications Equipment	1,762,753.81	
Dispatch Telephone Equipment	9,356.57	
EMRS Installation	81,390.65	
Electronic Imaging	119,381.29	
Automated Extl. Defibrillator	33,950.00	
Ambulances	1,921,911.15	
Ambulance - Remount	2,726,445.24	
Ambulance - Deployment	984,245.43	
Ambulance - CCT	195,643.94	
Support Vehicles	269,232.07	
Vehicle - APP	42,646.08	
Fleet Equipment	24,371.21	
Canopy	141,472.46	
Clinical Equipment	1,106,903.14	
Clinical Upgrades	10,127.83	
Accumulated Depreciation	<u>(12,891,435.65)</u>	
 Total Property and Equipment		 <u>4,995,786.10</u>

Total Assets		<u><u>\$ 29,669,676.65</u></u>
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**Area Metropolitan Ambulance Authority**  
**Balance Sheet**  
**July 31, 2012**

**LIABILITIES AND CAPITAL**

**Current Liabilities**

Funds Held for Other	16,897.45	
Contracts Payable - EPAB	62,113.82	
Interest Payable	17,872.00	
Accrued Sick	281,074.93	
Accrued Vacation	329,918.22	
Payroll Deductions Payable	409.89	
Current Portion - Amb Purchase	<u>368,601.46</u>	
 Total Current Liabilities		 1,076,887.77

**Long-Term Liabilities**

Deferred Subscription Income	216,408.65	
Ambulance Purchase	<u>1,241,966.88</u>	
 Total Long-Term Liabilities		 <u>1,458,375.53</u>
 Total Liabilities		 2,535,263.30

**Net Assets <Deficit>**

Capital Contribution	316,920.50	
Retained Earnings	23,664,369.25	
Net Income	<u>3,153,123.60</u>	
 Total Net Assets <Deficit>		 <u>27,134,413.35</u>
 Total Liabilities & Net Assets <Deficit>		 <u><u>\$ 29,669,676.65</u></u>

Area Metropolitan Ambulance Authority  
Income Statement  
For the Ten Months Ending July 31, 2012

	<u>Current Month</u>	<u>Year to Date</u>
<b><u>Revenues</u></b>		
Patient Fee for Service	11,179,064.63	105,528,786.89
Critical Care Transports (CCT) FFS	71,120.00	1,345,525.00
Special Events	5,637.00	145,514.04
Uncompensated Patient Fee for Service	(8,677,934.91)	(78,756,084.25)
Subscription Income	24,045.41	297,562.76
Subsidies	3,979.50	36,745.40
Other	31,482.69	31,678.49
	<hr/>	<hr/>
Total Revenues	2,637,394.32	28,629,728.33
	<hr/>	<hr/>
<b><u>Administrative Division Expenditures</u></b>		
Personnel Services	238,965.71	2,273,649.53
Operating	206,818.32	1,938,859.68
Other	13,275.23	190,348.19
	<hr/>	<hr/>
Total Administrative Division Expenditure	459,059.26	4,402,857.40
	<hr/>	<hr/>
<b><u>Human Resources Division Expenditures</u></b>		
Personnel Services	40,010.63	426,754.61
Operating	18,901.54	143,111.83
Other	0.00	6,085.73
	<hr/>	<hr/>
Total Human Resources Division Expenditure	58,912.17	575,952.17
	<hr/>	<hr/>
<b><u>Field Operations Division Expenditures</u></b>		
Personnel Services	1,407,142.57	14,398,800.72
General & Administrative	51,492.58	640,028.36
Operating	308,730.13	3,268,630.11
Other	7,025.21	133,908.67
	<hr/>	<hr/>
Total Field Oper. Division Expenditure	1,774,390.49	18,441,367.86
	<hr/>	<hr/>
Depreciation	201,859.74	2,134,429.50
	<hr/>	<hr/>
Total Expenditures	2,494,221.66	25,554,606.93
	<hr/>	<hr/>
Net Income	\$ 143,172.66	\$ 3,075,121.40

Area Metropolitan Ambulance Authority  
Statement of Net Assets  
July 31, 2012

**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents	\$ 18,852,406.39
Patient accounts receivable (net of allowance for doubtful accounts)	5,639,515.42
Prepaid expenses	184,211.49
Other Accounts Receivable	<u>(2,242.75)</u>

**Total current assets** **24,673,890.55**

**CAPITAL ASSETS, at cost**

Land	325,165.00
Communication equipment	1,772,110.38
Data processing equipment and software	4,683,394.86
Office furniture and equipment	630,676.94
Building and improvements	3,194,348.48
Ambulance fleet	7,271,398.26
Clinical Upgrades	<u>10,127.83</u>

	17,887,221.75
Less accumulated depreciation	<u>12,891,435.65</u>

4,995,786.10

**TOTAL ASSETS** **29,669,676.65**

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**

Current portion of capital lease payments	1,241,966.88
Accounts payable and accrued liabilities	708,286.31
Deferred revenue	<u>216,408.65</u>

**Total current liabilities** **2,166,661.84**

**NONCURRENT LIABILITIES**

Capital leases	368,601.46
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**NET ASSETS**

Invested in capital assets, net of relate debt	3,350,305.73
Unrestricted net assets	<u>27,134,413.35</u>

**TOTAL NET ASSETS** **27,134,413.35**

**Emergency Physician Advisory Board  
Annual Operating Budget  
For The Tenth Month Ended 07-31-12**

	FY 10-11 Actual Year	FY 11-12 Adopted Budget	FY 11-12 ProRated Budget	FY 11-12 Current Month	FY 11-12 YTD	
<b>Revenues</b>						
Quality Assurance Fees	703,807.14	735,036.00	612,530.00	#####	#####	81%
Interest Income	247.40	0.00	0.00	0.00	0.00	0%
Transfer from Fund Balance	92,211.08	0.00	0.00	0.00	0.00	0%
Development & Research Program	62,407.00	136,951.00	114,125.83	#####	#####	0%
<b>Gross Revenues</b>	<b>858,672.62</b>	<b>871,987.00</b>	<b>726,655.83</b>	<b>#####</b>	<b>#####</b>	<b>80%</b>
<b>Expenditures</b>						
<b>Development Expenses - Salaries</b>						
Salaries	357,071.39	530,958.00	435,517.36	#####	#####	72%
FICA/FUTA/SUI	6,990.81	14,720.00	11,889.23	4,223.39	8,902.80	60%
Health & Disability Ins	19,122.77	49,683.00	41,402.50	980.14	7,559.74	15%
Health & Disability Ins-Med Dir	29,598.95	36,000.00	30,000.00	3,000.00	29,502.50	82%
Matching ICMA	3,104.40	13,425.00	10,843.27	259.20	2,702.40	20%
Auto Allowance	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Development Salaries</b>	<b>415,888.32</b>	<b>644,786.00</b>	<b>529,652.36</b>	<b>#####</b>	<b>#####</b>	<b>67%</b>
<b>Development Expenses - Operating</b>						
Dev & Research-Education	558.22	500.00	192.31	0.00	411.75	82%
Research/Audit Expenses	1,078.63	500.00	416.67	0.00	2,820.54	564%
Legal Services	1,742.50	2,500.00	2,083.33	110.00	2,200.00	88%
Phone - Office	5,007.02	5,200.00	4,333.33	654.67	4,687.19	90%
Cellular Phone	4,808.68	5,300.00	4,416.67	277.16	3,085.18	58%
Pagers	75.68	0.00	0.00	0.00	77.76	78%
Printing	495.74	500.00	416.67	0.00	391.76	78%
Office Supplies	211.02	1,000.00	833.33	0.00	726.86	73%
Postage	102.14	250.00	208.33	67.61	294.90	118%
Bank Charges	1,813.37	2,500.00	2,083.33	0.00	744.88	30%
Payroll Services	1,993.41	2,500.00	2,083.33	120.70	2,431.95	97%
Uniforms	708.52	1,500.00	1,250.00	58.96	2,780.02	185%
Subscriptions & Memberships	78.00	250.00	208.33	0.00	407.98	163%
Publications	399.00	250.00	208.33	0.00	533.00	213%
Committee Work and Team Supplies	9,089.89	9,000.00	7,500.00	261.51	6,036.99	67%
Computer Hardware	15,244.00	2,000.00	1,666.67	0.00	31.38	2%
Computer Software	10,050.00	2,000.00	1,666.67	0.00	2,381.31	119%
Worker's Compensation Insurance	3,299.49	3,500.00	3,500.00	0.00	2,528.57	72%
Repairs & Maintenance/Contingency	953.38	1,000.00	833.33	169.10	401.00	40%
Online Web Services / Hosting	1,535.24	6,500.00	5,416.67	181.53	1,724.66	27%
Office Equipment Leasing	6,581.21	6,000.00	5,000.00	820.50	1,513.73	25%
Office Furniture & Equipment	0.00	1,000.00	833.33	0.00	1,066.31	107%
Meeting Room Rental	675.50	1,000.00	833.33	0.00	717.00	72%
Professional Development	0.00	0.00	0.00	0.00	315.00	315%
Travel-Medical Director	2,552.03	5,000.00	4,166.67	0.00	5,778.09	116%
Travel-Staff	2,577.52	5,000.00	4,166.67	0.00	2,196.24	44%
Dues-Medical Director	4,377.75	5,000.00	4,166.67	2,371.75	5,949.75	119%
Dues-Assistant to Medical Director	180.56	500.00	416.67	0.00	0.00	0%
Insurance-Malpractice	14,705.48	20,000.00	16,666.67	0.00	18,697.55	93%
<b>Total Development Operating</b>	<b>116,481.27</b>	<b>90,250.00</b>	<b>75,567.31</b>	<b>5,093.49</b>	<b>70,931.35</b>	<b>79%</b>
<b>Total Development Expenses</b>	<b>583,302.84</b>	<b>735,036.00</b>	<b>605,219.67</b>	<b>#####</b>	<b>#####</b>	<b>68%</b>
<b>Research Expenses - Salaries</b>						
Salaries - Research	90,999.74	91,000.00	73,500.00	#####	66,390.83	73%
FICA/FUTA/SUI	7,026.98	7,267.00	5,869.50	#####	5,185.59	71%
Health & Disability Ins	12,393.98	23,884.00	9,186.15	1,040.60	10,582.25	44%
Matching ICMA	0.00	5,000.00	4,038.46	0.00	0.00	0%
<b>Total Research Salaries</b>	<b>110,420.70</b>	<b>127,151.00</b>	<b>92,594.12</b>	<b>#####</b>	<b>82,158.67</b>	<b>65%</b>
<b>Research Expenses - Operating</b>						
Printing	438.71	1,000.00	833.33	198.00	371.52	37%
Fuel Cost	0.00	0.00	0.00	260.04	664.68	0%
Office Supplies	308.22	1,000.00	833.33	35.33	825.01	83%
Postage	0.00	100.00	83.33	0.00	0.00	0%
Provider and Hospital Fees	0.00	200.00	166.67	0.00	0.00	0%
Office Furniture & Equipment	0.00	500.00	416.67	0.00	338.32	68%
Travel	0.00	0.00	0.00	0.00	1,998.92	2%
Computer Hardware	776.00	2,000.00	1,666.67	0.00	0.00	0%
Computer Software	0.00	500.00	416.67	0.00	0.00	0%
Committee Work and Team Supplies	0.00	4,500.00	3,750.00	0.00	0.00	0%
<b>Total Research Operating</b>	<b>1,522.93</b>	<b>9,800.00</b>	<b>8,166.67</b>	<b>493.37</b>	<b>4,198.45</b>	<b>43%</b>
<b>Total Research Expenses</b>	<b>111,943.63</b>	<b>136,951.00</b>	<b>100,760.78</b>	<b>#####</b>	<b>86,357.12</b>	<b>63%</b>
<b>Capital Outlay:</b>						
Computer System Upgrades	0.00	0.00	0.00	0.00	0.00	0%
Office Equipment	0.00	0.00	0.00	0.00	0.00	0%
Medical Training Equipment	0.00	0.00	0.00	0.00	0.00	0%
Vehicle	21,343.75	0.00	0.00	0.00	0.00	0%
<b>Total Capital Outlay</b>	<b>21,343.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>716,590.22</b>	<b>871,987.00</b>	<b>705,980.45</b>	<b>#####</b>	<b>#####</b>	<b>68%</b>
<b>Ending Balance</b>	<b>142,082.40</b>	<b>0.00</b>	<b>20,675.38</b>	<b>#####</b>	<b>#####</b>	

**MedStar - Area Metropolitan Ambulance Authority  
Collection For Fiscal Year 2011-2012**

		Oct-11	%	Nov-11	%	Dec-11	%	Jan-12	%	Feb-12	%	Mar-12	%	Apr-12	%	May-12	%	Jun-12	%	Jul-12	%	Total	%
Blue Mound	Billed	8,234		13,379		14,564		24,168		14,602		12,824		8,275		9,857		25,542		25,587		157,029	
	Collected	829	10%	4,451	33%	3,632	25%	2,161	9%	2,216	15%	2,275	18%	1,226	15%	342	3%	5,003	20%	360	1%	22,494	14%
Burleson	Billed	390,026		345,025		465,109		341,519		369,233		387,267		372,673		317,078		342,549		401,990		3,732,467	
	Collected	149,752	38%	144,441	42%	172,880	37%	132,027	39%	135,548	37%	159,540	41%	135,968	36%	121,580	38%	108,834	32%	27,668	7%	1,288,239	35%
Edgecliff Village	Billed	14,349		9,339		3,140		12,563		9,640		8,175		12,718		6,241		1,545		7,835		85,545	
	Collected	4,147	29%	3,344	36%	728	23%	4,086	33%	1,807	19%	1,672	20%	3,164	25%	706	11%	552	36%	362	5%	20,568	24%
Forest Hill	Billed	125,058		129,503		122,114		138,976		104,914		118,455		110,572		104,765		126,303		132,553		1,213,210	
	Collected	27,188	22%	31,771	25%	27,586	23%	29,168	21%	24,529	23%	28,680	24%	24,232	22%	23,854	23%	15,735	12%	321	0%	233,064	19%
Ft. Worth	Billed	9,126,890		8,719,922		9,179,979		9,374,426		8,965,949		9,264,866		9,242,639		9,424,723		9,044,650		9,616,963		91,961,007	
	Collected	2,338,897	26%	2,319,034	27%	2,336,437	25%	2,246,365	24%	2,169,115	24%	2,284,517	25%	2,082,960	23%	1,903,103	20%	1,199,797	13%	120,297	1%	19,000,521	21%
Haltom City	Billed	288,482		379,995		337,385		325,820		284,999		297,701		322,570		336,433		285,667		292,037		3,151,088	
	Collected	63,083	22%	101,304	27%	89,959	27%	77,078	24%	64,343	23%	64,463	22%	68,259	21%	65,937	20%	47,653	17%	6,279	2%	648,359	21%
Haslet	Billed	30,039		20,196		18,512		23,058		27,461		21,025		18,773		18,793		25,982		22,456		226,293	
	Collected	12,092	40%	9,886	49%	7,403	40%	8,887	39%	10,702	39%	7,580	36%	6,467	34%	6,637	35%	5,771	22%	-	0%	75,423	33%
Lakeside	Billed	5,451		8,332		7,120		5,534		6,046		9,676		1,725		7,081		2,873		4,465		58,301	
	Collected	1,699	31%	2,135	26%	1,348	19%	1,834	33%	2,870	47%	2,190	23%	-	0%	1,354	19%	1,061	37%	-	0%	14,490	25%
Lake Worth	Billed	90,313		84,313		111,108		111,817		91,740		115,194		103,540		107,691		116,740		117,559		1,050,013	
	Collected	19,906	22%	20,088	24%	32,312	29%	26,611	24%	24,902	27%	31,191	27%	25,880	25%	25,066	23%	16,385	14%	3,564	3%	225,904	22%
River Oaks	Billed	71,208		62,409		67,525		56,789		68,910		71,303		60,828		66,185		64,866		53,579		643,599	
	Collected	15,731	22%	15,184	24%	18,537	27%	16,483	29%	14,016	20%	16,305	23%	11,887	20%	14,729	22%	11,178	17%	-	0%	134,049	21%
Saginaw	Billed	113,411		132,685		123,595		98,617		96,806		116,342		98,650		113,180		141,721		132,072		1,167,077	
	Collected	40,879	36%	39,725	30%	38,467	31%	24,511	25%	19,993	21%	33,953	29%	29,455	30%	26,017	23%	16,121	11%	766	1%	269,886	23%
Sansom Park	Billed	27,096		36,768		50,032		44,438		37,422		34,532		38,393		46,358		41,780		37,974		394,790	
	Collected	5,542	20%	7,357	20%	10,067	20%	10,357	23%	6,432	17%	6,674	19%	8,931	23%	9,784	21%	7,817	19%	1,336	4%	74,297	19%
White Settlement	Billed	229,170		228,182		231,256		186,552		209,116		232,569		181,986		243,432		228,256		228,341		2,198,859	
	Collected	49,437	22%	51,828	23%	51,251	22%	46,753	25%	41,246	20%	57,197	25%	45,506	25%	48,696	20%	32,102	14%	3,420	1%	427,436	19%
Westover Hills	Billed	1,385		1,436		-		1,605		2,848		2,880		3,965		2,620		1,682		2,876		21,296	
	Collected	1,108	80%	526	37%	-	0%	-	0%	895	31%	1,913	66%	1,315	33%	471	18%	-	0%	-	0%	6,228	29%
Westworth Village	Billed	19,712		18,995		26,775		20,721		25,060		14,271		18,824		26,564		17,222		26,773		214,915	
	Collected	2,964	15%	6,449	34%	5,698	21%	5,819	28%	3,941	16%	3,930	28%	1,765	9%	4,719	18%	2,514	15%	-	0%	37,799	18%
<b>Total Billed</b>		<b>10,540,822</b>		<b>10,190,475</b>		<b>10,758,211</b>		<b>10,766,600</b>		<b>10,314,743</b>		<b>10,707,076</b>		<b>10,596,130</b>		<b>10,830,999</b>		<b>10,467,374</b>		<b>11,103,057</b>		<b>106,275,487</b>	
<b>Total Collected</b>		<b>2,733,252</b>	<b>26%</b>	<b>2,757,523</b>	<b>27%</b>	<b>2,796,303</b>	<b>26%</b>	<b>2,632,139</b>	<b>24%</b>	<b>2,522,555</b>	<b>24%</b>	<b>2,702,079</b>	<b>25%</b>	<b>2,447,015</b>	<b>23%</b>	<b>2,252,993</b>	<b>21%</b>	<b>1,470,523</b>	<b>14%</b>	<b>164,373</b>	<b>1%</b>	<b>22,478,756</b>	<b>21%</b>

**Area Metropolitan Ambulance Authority dba MedStar  
Rolling Twelve Month Summary August 2011 - July 2012**

MONTH	# MAILED BY DOS	# REC'D BY DOS	% REC'D
AUG '11	2628	346	13%
SEP '11	2097	212	10%
OCT '11	2390	345	14%
NOV '11	1956	293	15%
DEC '11	1826	324	18%
JAN '12	1512	313	21%
FEB '12	1566	225	14%
MAR '12	1696	285	17%
APR '12	1412	161	11%
MAY '12	1948	343	18%
JUN '12	1878	297	16%
JUL '12	1998	157	8%
<b>TOTAL</b>	<b>22907</b>	<b>3301</b>	<b>14%</b>

Fire Department Helpful?					
YES	%	NO	%	NA	%
272	79%	4	1%	70	20%
154	73%	7	3%	51	24%
263	76%	13	4%	69	20%
221	75%	5	2%	67	23%
249	77%	6	2%	69	21%
241	77%	3	1%	69	22%
175	78%	5	2%	45	20%
237	83%	0	0%	48	17%
118	73%	4	2%	39	24%
270	79%	7	2%	66	19%
232	78%	5	2%	60	20%
121	77%	4	3%	32	20%
<b>2553</b>	<b>77%</b>	<b>63</b>	<b>2%</b>	<b>685</b>	<b>21%</b>

EMS Dispatcher Helpful?					
YES	%	NO	%	NA	%
276	80%	1	0%	69	20%
166	78%	3	1%	43	20%
270	78%	3	1%	72	21%
234	80%	2	1%	57	19%
255	79%	2	1%	67	21%
253	81%	5	2%	55	18%
168	75%	4	2%	53	24%
243	85%	0	0%	42	15%
123	76%	1	1%	37	23%
280	82%	3	1%	60	17%
252	85%	0	0%	45	15%
129	82%	1	1%	27	17%
<b>2649</b>	<b>80%</b>	<b>25</b>	<b>1%</b>	<b>627</b>	<b>19%</b>

Care & Treatment Explained By The Paramedics?					
YES	%	NO	%	NA	%
307	89%	9	3%	30	9%
173	82%	10	5%	29	14%
290	84%	21	6%	34	10%
251	86%	12	4%	30	10%
293	90%	1	0%	30	9%
276	88%	9	3%	28	9%
196	87%	10	4%	19	8%
252	88%	7	2%	26	9%
134	83%	7	4%	20	12%
298	87%	12	3%	33	10%
264	89%	10	3%	23	8%
131	83%	7	4%	19	12%
<b>2865</b>	<b>87%</b>	<b>115</b>	<b>3%</b>	<b>321</b>	<b>10%</b>

EMS Crew Helpful & Professional?					
YES	%	NO	%	NA	%
330	95%	2	1%	14	4%
191	90%	6	3%	15	7%
326	94%	7	2%	12	3%
273	93%	4	1%	16	5%
315	97%	1	0%	8	2%
303	97%	1	0%	9	3%
209	93%	6	3%	10	4%
265	93%	7	2%	13	5%
151	94%	2	1%	8	5%
326	95%	4	1%	13	4%
288	97%	3	1%	6	2%
152	97%	2	1%	3	2%
<b>3129</b>	<b>95%</b>	<b>45</b>	<b>1%</b>	<b>127</b>	<b>4%</b>

Billing Staff Helpful?					
YES	%	NO	%	NA	%
192	55%	4	1%	150	43%
117	55%	3	1%	92	43%
186	54%	8	2%	151	44%
140	48%	6	2%	147	50%
169	52%	4	1%	151	47%
143	46%	23	7%	147	47%
131	58%	4	2%	90	40%
155	54%	0	0%	130	46%
85	53%	4	2%	72	45%
179	52%	6	2%	158	46%
150	51%	4	1%	143	48%
102	65%	2	1%	53	34%
<b>1749</b>	<b>53%</b>	<b>68</b>	<b>2%</b>	<b>1484</b>	<b>45%</b>

Overall Were You Satisfied With The Services?					
YES	%	NO	%	NA	%
335	97%	1	0%	10	3%
196	92%	7	3%	9	4%
329	95%	5	1%	11	3%
281	96%	2	1%	10	3%
312	96%	1	0%	11	3%
305	97%	4	1%	4	1%
214	95%	2	1%	9	4%
262	92%	9	3%	14	5%
145	90%	4	2%	12	7%
319	93%	7	2%	17	5%
275	93%	6	2%	16	5%
148	94%	2	1%	7	4%
<b>3121</b>	<b>95%</b>	<b>50</b>	<b>2%</b>	<b>130</b>	<b>4%</b>

**2010/2011 Gross Responses**

YES	16,066	81%
NO	366	2%
N/A	3,374	17%
	<u>19,806</u>	

**Area Metropolitan Ambulance Authority dba MedStar  
Survey Cards  
2012**

1	Medics were very professional and kind, and another transport, they were also wonderful. Congratulations on outstanding individuals. They all deserve a raise. Thank you.
2	Medics calmed and explained procedure so very well.
3	As always, the MedStar people have been very helpful & professional. I would be very disappointed if they weren't. We have used MedStar for approximately 20 years.
4	Excellent, Good service.
5	We are very thankful for your wonderful service.
6	I pushed button 3 times for water and no one brought any. Only one thing good, when I went home, was pushed to the car in a wheel chair, and no water was given to me before I came home.
7	Excellent care, still trying to get transport fee paid by insurance. Mom met criteria for being transported to hospital, I could not get her in a car.
8	Has improved since August of last year, when my wife was transported and was treated badly. Very happy to see the improvement; I hope the medic that was mean to my wife was fired. Keep up the good work.
9	It was so good to have someone come to help us when we were so in need.
10	Very helpful, patient with my dad. We appreciate their help very much.
11	I hope to take the insurance policy for ambulance service for a year, but need to pay the bill I owe first.
12	I don't remember talking to the billing staff. MedStar did send a billing statement to my brother-in-law's in Burluson and he forwarded it to us in San Jose. I will call Kaiser Permanente in Oakland , CA about this bill.
13	I want to compliment the men who came to help us. They were calm, effective, and very caring. After they determined that my husband was having a heart attack, they did everything quickly for him. They were also extremely considerate of me - both at the house and the hospital. It was comforting to have them.
14	They are always good thanks for being there.
15	Great prompt service!
16	My wife expired during transport. The staff was compassionate and professional.
17	Think this is the second one we've done.
18	Keep up the good work.
19	911 didn't want to send an ambulance.
20	Your EMS employees were both kind and courteous. Thank you.
21	I was very ill. I was hurting so much but all the people were very kind and personal. I felt they did very well.
22	Services were greatly appreciated.
23	These caring people saved my life. I woke up 3 days later in ICU; was in acute renal failure due to kidney stone; almost didn't make it. Thank you.
24	Thank you for the excellent service.
25	I was very pleased with MedStar crew, they were very professional and very caring, they treated me nice and were very friendly. They explained every thing to me, as they were taking me to the hospital. If I needed to use MedStar again I would, so thanks very much.
26	MedStar picked up my mom at Garden Terrace. The two men were helpful and professional. I assume the bill is going to Medicare & New Era Life Ins., so I have not dealt with your billing staff.
27	This was a transport from Plaza Medical Hospital to North Hills Hospital.
28	The service was outstanding.
29	Between my husband (4x) and my self (this time) all of the paramedics and responders have been wonderful. They have explained everything well and understood my feelings each time as well. I want to thank all of them for being so great!
30	My aunt has Alzheimer's. I was not there to observe procedures provided.



**Area Metropolitan Ambulance Authority dba MedStar  
Survey Cards  
2012**

31	Excellent!!!!
32	Very nice people. Thank you.
33	They responded promptly. They were most courteous.
34	Everyone was very helpful and polite during my scary health scare.
35	You got me to the hospital and everything was fine.
36	This is for the date of service 05-13-12. I would rate date of service 05-10-12 as "Fair". I didn't feel that the paramedics took me seriously. They didn't start IV or give pain meds. I was in pain level 9 or 10 and had to wait in the hospital room over an hour before I got pain meds.
37	Very, Very, Excellent. Pro's.
38	I wish you were not so high. I don't get much money.
39	I received and was given the best of care and service in a very professional manner, all personnel involved did an outstanding job. Thank you very much.
40	The EMS team was prompt and kindly professional. Equally courteous to my spouse, when we both were very anxious.
41	They saved my life - had a heart problem, gave me medicine needed to calm down, got me to the hospital to get care.
42	I have called MedStar quite a few times and they are always polite and professional. Thank you for the fine service, and keep up the good work.
43	The crew were very helpful and very nice!
44	Did a good job.
45	The MedStar crew insisted that mom (age 96) be taken all the way downtown to Harris instead of Harris Southwest (only 1.5 miles away). The reason given was that Harris Downtown was better equipped to provide more test for chest pains. At 96 mom would not tolerate those extensive test. Also, she was previously taken to Harris Southwest in Nov. 2011, also for chest pains.
46	The ambulance had a hard time finding street.
47	Mrs. XXX suffers from dementia and is not able to complete the questionnaire.
48	Thank you for your great services.
49	I remember when they came to my Apt and picked me up, that's all I can say. They got me to Harris hospital and I don't remember being admitted. But my experience with Harris excellent on previous trips to the hospital. There is not a thing I would change in my care.
50	Everything was excellent. Very professional.
51	What I can remember is that the EMS person working on me in the ambulance was wonderful! He really cared what happened to me. I would like to thank him because I was very scared and he helped me to be relaxed.
52	So nice and caring! Thank You!
53	Got transfer too many times while trying to get a hold of someone. I think I talked to 2 or 3 different dispatchers.
54	Communication with the dispatcher was excellent. Within 8 to 10 min. the medics were on the scene. I briefed them quickly on the driveway before they entered my parents house to assist my 82 yr. old Dad. They were the best! Their assessment of the situation was very professional. Hope to never call on you again, but if I do, I will not hesitate. Thank you from our family.
55	Arrived quickly, Great help, professional. Appreciate them very much.
56	MedStar got here first and had my husband ready to be taken to the hospital when Fire Dept. got here. MedStar was near our house when they received the call, so they got here very fast. Both my husband and I were very pleased with the professionalism and care of the attendant.
57	Very Good, Thanks.
58	They were considerate of my feelings about transport of my husband and let me ride along.
59	I was very pleased with the services. Thank You!
60	Service was very good.
61	I think you should provide members of the family to ride to hospital especially if they do not have transportation. Service was great! But was not able to get ride to hospital, had to walk several miles.

**Area Metropolitan Ambulance Authority dba MedStar  
Survey Cards  
2012**

62	My hip replacement of 2 weeks dislocated! You people were extremely proficient. They performed in a first class manner.
63	My reply has already been sent to you.
64	Ambulance arrived shortly after the call for help, was treated and made comfortable all the way to the hospital of my choice.
65	The ambulance staff were great. I was really " out of it" and my children called for ambulance and handled all details.
66	Very attentive and patient. Everyone seemed to be confident and in control. Made patient feel very safe and secure to be in the hands of competent staff. Thank you, it makes all the difference to a 94 yr. old.
67	All of the personnel were very helpful and very professional in their duties and had lots of patience with me. The lady that was with the MedStar group was so very nice to me. She was very through in explaining to me different things. She should be recognized for her services. They arrived at our house about 2:30 am or there about. I do not know her name, this was the morning of Wed. June 13,2012, so you can see who she is. Tell her Thanks so much!
68	Completely satisfied, professional- caring.
69	The ride to the hospital was very rough more so to an 81 yr. old man with 2 crushed vertebrae's T4 and T5.
70	Is there a policy to prepay for services when Medicare does not cover transport?
71	Everything was fine.
72	Excellent.
73	Crew was exceptionally nice, and very professional and knowledgeable. My family and I appreciate everything they did to help us.
74	Thanks all were very kind.
75	They all were very concerned & did a professional job!
76	I wish I could recall the names of the two EMS men. They were professional and helpful to the family.
77	I would say they were responsible for a reasonable amount of time. Did not seem to be in big hurry, but finally got me there, guess it wasn't serious to them as it was for me. I say there is room for improvement.
78	Will I be billed or will it go to Medicare and Blue Cross?
79	I couldn't believe how fast you were. Thank You!
80	They took excellent care of my wife. Thank you very much for that!
81	Everything was very good. Thank You.
82	Over all, very good experience if one requires an ambulance. Thank You.
83	Thank You.
84	Everyone that came was great as usual. There has never been an EMT here that hasn't been courteous and professional.
85	Patient is still in the hospital. He said everything was okay.
86	Dispatcher asked same questions over and over and over.
87	CVA signs were not recognized; not taken to hospital immediately; truck had problems, had to call another one. Recommendations: 1.educate staff for all signs of CVA, 2. Keep vehicles in good working conditions. There is no good excuse, surprised this service was even billed.
88	Service was very good! Appreciate ya!!
89	I am a Doctor, so am probably more aware more than the average patient and cannot speak highly enough of the attention, care, and professionalism of your staff. Thank you.
90	We have used your service twice; very careful, explained what they have found. One young man helped me find the DNR paper in the file cabinet. Very patient. Thank all of the them for me.
91	The EMS arrived in a very short time and they took good care of me and explained. Was my first time experience and was alone. I thank God for caring
92	people. My children arrived at the hospital just behind us. Thank you very much.
93	Glad to see them. Thank you.
94	They were slow getting here 15 mins from time of my call.

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95	The EMT's lost my eye glass case with a facial tool inside that I can't buy as it cost \$75.00.
96	Very nice men, compassionate, concerned. Answered all my questions quickly. Understood my desperate situation.
97	Care was professional and responsive. Thank you very much.
98	Was transported from one hospital to another. Your service was wonderful.
99	Extremely pleased.
100	Very Good.
101	Excellent care and concern.
102	Your service ..rest in Spanish...Su service a side una bendicion para mi dios los bendiga. Gracias.
103	The best we seen. Very Excellent.
104	While enroute to the hospital, I was sick and vomiting, the young man attending to me was reassuring, kind, and never act as if was grossing him out. He kept saying, "don't apologize, you had a fall and it's a natural reaction." What a great crew. May God bless them all.
105	I am the POA for my Mom, still have not received a bill. And now I get bill threatening me with collection agency to hurt my critically ill Mom's credit. This transport is in an appeal process, due to criteria by hospital personnel, being transported to facility by ambulance.
106	We would like to say a HUGE THANK YOU to Brian White and Devon Daugirda. They went above and beyond to be comforting and answering all of our questions. They made a sad loss easier to handle. Thank you.
107	First responders was the FD, but MedStar came right after.
108	Haven't heard from billing staff.
109	The IV started from MedStar took over a month to heal; still have scar near my right thumb.
110	Caring and helpful individuals!!.
111	Very caring, well groomed, and neat. Very, very professional and they made you feel at ease. Thanks.
112	Very friendly and professional.
113	Didn't seemed well trained, a bit unsure of what they were doing. They had trouble starting an IV, took him 3 times. Didn't feel confident in their care.
114	They were very helpful; gave me medication before we got to the hospital and it help. Thanks.
115	Everything was done in a timely manner.
116	The 3 young men were very caring and gentle. Took very good care of me in the ER.
117	She had broken both hips, they applied the pelvic brace, and what a difference it made. Great tool to help make her comfortable. The EMT's were not only professional with my Mom, also with the entire family. Dispatcher was comforting and stayed on the phone until MedStar arrived. Thank you so much!
118	They young men that came & took me to the hospital, were very polite & were sure I got all the instructions to the pain medications they gave me.
119	They did a professional job. Very helpful and very friendly. Thank you for your help.
120	They were all good.
121	Thank you very much and may God bless you all.
122	The care of me was very good. I am 94 yrs. old, so they thought I would break, but I'm a tough old bird.
123	Pt. passed away 07/04/12.
124	Very professional and helpful.
125	From the friends of the patient. The medics arrived before my husband was off the phone with 911. They kept the patient alive and explained everything although patient passed away 2 days later. Was able to talk to him before passing and we had the peace of knowing there was nothing left undone. We rave about you to everyone. They were great!
126	They made me feel very comfortable and secure. Thanks.
127	Help came on time and service excellent.

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128	I was billed by mistake and the MedStar account rep was very polite and helpful to quickly clear it up. I regret I don't have her name. I spoke with her this week(Mon, Tues, or Wed) July 16th, 17th, or 18th. Thank you. - Pt. spoke with Aletha, ext. 121-
129	I'm puzzled about my bill.
130	Everyone was just great. I'm asthmatic so I can't communicate very well-they always know what's needed. I appreciate the care they take with my 2 spoiled and wild cats. They always lock my door- one think I don't need to worry about. They give me great peace of mind.
131	Thanks. God Bless.
132	They did a great job relieving my pain as quickly as they could. (Both Trips!)
133	This was for my father who passed away July 9th, 2012 due to old age & illness complications. I'm sure your service was good.
134	All were very helpful and took very good care of my husband. Really appreciate how nice and care they were and took care of him quickly. Thank you.
135	Very nice, helpful and caring.
136	The service was good.
137	I was unconscious throughout, so I don't know anything except that I survived.
138	It was a good experience. Everyone was helpful & made the trip a good one.
139	Very good people.
140	I do have a secondary insurance if you need that. It is "Golden Wings" and you would have to call them as they do not have cards. It is 716-881-3400.
141	We believe EMS crew who responded to our care, may have saved patient's life and we are so grateful to you. We could not have had a more caring and loving crew. I believe they are truly God's helpers. Thank God for them and may their lives be blessed.
142	Thank you.
143	MedStar is too costly to "old folks". There should be a discount for senior citizens.
144	They are always so helpful and nice to use with dad.
145	Actually I was not conscious most of the time but, do remember them being very nice and professional. Good Job!
146	Transport to hospital Only.
147	I felt like you saved my husband's life in your quick response to his broken neck and heart attack. Thank you so much!
148	Amanda( I think that was her name, in the billing dept.) was great. She was most helpful and very kind. She deserves a raise.
149	I wasn't there.
150	They were very nice, they always are. God Bless all of them and thank the Lord for them.
151	First responders were there within a couple of minutes. EMS crew very reassuring in their professionalism, kind and patient in collecting necessary info. And caring for accident victim, and very creative in managing the confines of our bedroom. We were so very grateful for their presence and help.
152	Thanks!
153	Thank you for your services. My husband was taken care of very well. Their calm and reassuring voices made me feel much better too.
154	Great!
155	Patricia at Ext. 153 was most affable and very helpful. Give her an ATTA BOY for me. The MedStar crew was very caring about me and my mysterious malady.
156	The female EMT was extremely rude! I have never received such poor service from a healthcare professional. If I ever need another ambulance I will make sure they are NOT MedStar.