

## MINUTES

### AREA METROPOLITAN AMBULANCE AUTHORITY BOARD OF DIRECTORS MEETING

551 EAST BERRY STREET  
FORT WORTH, TEXAS 76110  
September 28 2011  
10:00 am

The Area Metropolitan Ambulance Authority Board of Directors met on September 28, 2011 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. Robert Adams, Byron Black, Dr. Jeff Beeson and Paul Harral. Dr. Rajesh Gandhi joined the meeting in progress.

#### II. INTRODUCTION OF GUESTS

Others present were Jack Eades, Danyelle Keenan, Matt Zavadsky, Joyce Brown, Chad Carr, David Lamb, John Elder and Suzy Miller all with MedStar; Chief Rudy Jackson and Richard Neuhaus of the Fort Worth Fire Department, Steve Athey of Healthcare Visions; and AMAA Board Attorney, Matt Goetz.

#### III. CITIZEN PRESENTATIONS

No citizen presentations were requested or made.

#### IV. CONSENT AGENDA

- BC-1073 Approval of minutes for board meeting of August 24, 2011.
- BC-1074 Approval of check registers for the month of August 24, 2011.

The motion to approve the consent agenda was made by Byron Black and was seconded by Paul Harral. The motion carried unanimously.

#### V. NEW BUSINESS

- IR 190 Receive an interim report on the status of the Executive Director Search

Steve Athey of Healthcare Visions presented an interim report on the search for an Executive Director. Thus far, the search firm has conducted meetings with members of the MedStar management team and multiple employee sessions to gather input.

Mr. Athey distributed a preliminary sketch of candidate criteria which was developed based on the stakeholder input and analysis by the search firm. The finalized version of this document will

become part of the position prospectus which is scheduled to be delivered to Jack Eades on September 29, 2011 for review.

Though the position will not be officially posted until this prospectus is completed, Mr. Athey indicated that between 10 and 15 people have expressed interest already. Based on the interest level and the scope of the search, Mr. Athey made a recommendation that the board consider extending the posting time frame until December 12, 2011.

Chairman Zimmerman acknowledged the critical nature of the position and the importance of getting the best candidates. The board agreed to extend the job posting through December 12, 2011 as recommended.

**BC-1075      Approve funding plan for personnel costs associated with the implementation of the Priority Solutions Integrated Access Management (PSiam) system.**

MedStar has been researching and developing a nurse advice and referral program using the Priority Solutions Integrated Access Management (PSiam®) system to provide more appropriate service to patients accessing the 9-1-1 system requesting ambulance transportation to an emergency room for complaints that could be more effectively managed in an alternate setting.

MedStar has allocated approximately \$93,650 for hardware, software, training programs and communications equipment for the project in our Fiscal Year-2012. An additional \$90,000 will be needed for fiscal year 2011-2012 to fund one nurse FTE for the start-up of the project. This estimate consists of wages, benefits, uniforms and other ancillary costs.

MedStar's proposed funding plan for the personnel costs for the program is for the four area health systems to share in the cost of the personnel component of this project. An application to the Amon Carter Foundation is also anticipated. Additional details about the program were available in the board packet.

The motion to approve the funding proposal was made by Dr. Adams and was seconded by Bryon Black. The motion carried unanimously.

**BC-1076      Approve annual Operating budget for FY 2011-12**

Mr. Eades requested the board's approval the proposed budget for the fiscal year beginning October 1, 2011, based on the proposal provided at the August Board meeting for review.

The motion to approve the budget as submitted was made by Byron Black and was seconded by Paul Harral. The motion carried unanimously.

## **VI. MONTHLY REPORTS**

### **A. Operations Report**

Matt Zavadsky reported that August response time compliance was 89.2% for Priority 1 calls, with record call volume for the month. September is pacing well and is on track to make compliance in all categories.

Both the Community Health and Congestive Heart Failure Programs are moving forward. MedStar also recently met with area hospice organizations to discuss a partnership that could benefit hospice patients and their families and help limit unnecessary ambulance transports and ER admissions.

Mr. Zavadsky also reported that the Opticom testing has uncovered a programming issue with some of the city lights that is causing longer response times. MedStar has reported the issue to the appropriate city departments and the Opticom vendor who are working to reprogram the lights.

Danyelle Keenan and Mr. Zavadsky then provided an update on staffing, recruitment and retention efforts with the following highlights:

#### Current Snapshot:

- Current schedule need is for 91 medic shifts. MedStar currently has 61 on staff, 11 in training
- 11 on-staff EMT's are completing medic school and may transition internally soon
- To maximize flexibility, many staff currently opt for part-time status but work full-time hours
- MedStar is on-par with turnover rates as similar agencies
- Competition with fire departments for experienced medics is on-going challenge
- According to third-party exit interviews, the most common reasons given for voluntary departures from MedStar include returning to school and different schedule structure

#### Recruitment:

- HR now has full time position focus on recruiting
- Flow of applications is consistent with some dips during time periods with closures for EMT positions.
- Candidates who have passed both a written application and have completed a personality assessment are invited for interviews conducted by both clinical and non-clinical staff to help select the most promising candidates
- Efforts are focused on recruiting more experienced medics in states that have an excess of paramedics, including Arkansas, California, New Mexico, Oklahoma and Nevada.
- An advertising and direct mail campaign has been initiated to proactively position MedStar to targeted audiences, including state registry lists
- Medics who are with area fire departments are also being courted for part-time, limited-lead, non-driving status as they can have shortened on-boarding process with an abbreviated academy, no driver training and are already certified through EPAB

#### Retention

- An employee-run retention committee has been meeting regularly for several months, making suggestions and recommendations to manage team. On-going logs are kept of suggestions, responses and actions taken.
- Leadership training and development classes are hosted for managers, and supervisors and training officers.
- The most-recent shift-bid includes some changes designed to make the schedule more family & school friendly

- Quarterly Town Hall Meetings offer employees a regular forum with the management team

Chairman Zimmerman noted that, when getting input from employees, follow-up is vital to make sure employees know their feedback has been heard and to keep lines of communication open. Ms. Keenan reported that all employee recommendations through the retention committee are tracked on a spreadsheet, updated with management team actions and published to the workforce regularly.

### **B. Public Information Report**

Suzy Miller presented a media report on clips received since the last board meeting.

### **C. Financial Report**

Ms. Brown gave the financial report for the month of August 2011, stating total collected for the month was \$3,048,319.00, or 43.02% collections for the month and 41.22% collected year-to-date. A detailed statement of revenue and expenditures by department was included in the board packet.

Dr. Gandhi inquired about the impact of uncompensated care and asked to see costs broken out by zip code to allow for further examination.

### **D. EPAB Monthly Report**

Dr. Beeson reported that he attended a meeting with MedStar and the Fort Worth Fire Department to discuss the possibility for a multi-use disaster / MCI unit for the area, similar to those purchased by the North Texas Regional Trauma Advisory Board that were deployed to Sherman and Frisco. An RFP is pending within the next few months.

Dr. Beeson is also serving on a new Medical Society committee on focused on disaster preparation. The group plans initially to develop plans and strategies for a pandemic scenario, though Dr. Beeson stressed that this is solely a preparatory exercise and should in no way indicate concern of expected pandemic activity.

## **VII. OTHER DISCUSSION**

Paul Harral serves on citizen's advisory panel that is looking at infant mortality in 3 key Fort Worth zip codes and urged MedStar to consider having targeted material in the units that could be used in appropriate one-to-one cases. New materials are currently being developed and Mr. Harral will keep MedStar informed when they are ready.

Mr. Harral also noted that MedStar's presence during the city's 9/11 Tribute at the Fort Worth Museum of Science and History was well-received.

Chairman Zimmerman discussed having attended a silent auction event recently and suggested that MedStar consider using ride-outs as a potential auction items at similar events. Dr. Gandhi requested that such a package be created for a Fort Worth Academy event on March 31, 2012.

Chairman Zimmerman reminded the group that MedStar will be presenting during the Fort Worth City Council Pre-Council meeting on October 18 at 3:00pm. The presentation should include highlights of MedStar progress, the StarSaver Membership program and chest compression demonstration, if possible.

**VIII. CLOSED SESSION**

No closed session was held.

**IX. RECONVENE FROM CLOSED SESSION**

No closed session was held.

**X. ADJOURNMENT**

There being no further business, Chairman Zimmerman adjourned the meeting at 11:02 am.

Respectfully submitted,

Dr. Rajesh Gandhi  
Secretary