

*THIRTY YEARS OF  
CARING & INNOVATION*

*1986 30 2016*



See 2016 Annual Careholders' Report on reverse side

“Every aspect of the system has exceeded anything we could have imagined 30 years ago.”

**DR. STEVEN MARTIN //**

Chairman, Emergency Physicians Advisory Board  
and a member of its 1985 committee that developed the MedStar system

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*THIRTY YEARS OF  
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— FOUNDING PRINCIPLES —

## THE HISTORICAL START //

There are two principle documents that are the legal foundation of the MedStar system. The Interlocal Cooperating Agreement entered into by the member cities, creating and empowering the Ambulance Authority, and the Uniform EMS Ordinance enacted by each member city, which establishes the Authority as the sole provider of ambulance services, and creates the medical-control authority for the system, the Emergency Physicians Advisory Board.

### Preamble - Amended and Restated EMS Interlocal Cooperative Agreement

Whereas, it is in the best interests of the public health and welfare of the people of this Jurisdiction to have available to them a state-of-the-art, high-performance, high-quality, pre-hospital emergency medical system, with stringent medical controls and accountability, and adequate response times.

Whereas, due to the relatively low population and low population density of some portions of the geographic area in Tarrant County, Texas, and the extremely high, start-up and fixed operating costs of a state-of-the-art emergency medical system, it is necessary to award a single provider the right

to engage in ambulance operations within this Jurisdiction, in order to maximize economies of scale for providing such emergency medical services.

### From the Uniform EMS Ordinance Enacted by all Member Cities:

- A. To establish a regulated ambulance service system which can provide state-of-the-art clinical quality of care, with reasonable, reliable response-time standards, and with the goal of furnishing the best possible chance of survival, without disability or preventable complication, to each ambulance patient.
- B. To establish a sole-provider ambulance system, because it is unreasonable to have unnecessarily high rates and/or public subsidy to make needed improvements to ambulance service in the Service Area, when a more efficiently designed system can achieve the same results at a lower cost. The most efficient design to achieve the goals of high-quality service, at the lowest cost, consistent with the quality of care required, is the implementation of the system described herein.

**INFORMAL REPORT TO CITY COUNCIL MEMBERS** No. 7079

To the Mayor and Members of the City Council December 12, 1985

**Subject: RECOMMENDATION ON AWARD OF CONTRACT FOR AMBULANCE SERVICE**

**BACKGROUND**

On July 23, 1985 (MC C-9133), the City Council voted not to renew the current ambulance contract and authorized the City Manager to enter into a contract with the Fourth Party, Inc. to develop a strategy for competitively selecting an ambulance operator, effective April 1, 1986. The consultants recommended the implementation of a Fallsafe Franchise Model (FFM) ambulance system that would provide sufficient safeguards to assure that there will be a minimum disruption of service in the event of a contractor's default. The City Council approved a procurement budget of \$150,000 on August 15, 1985 and authorized the EMS Committee to oversee the process.

The bid process involved two phases. The first phase required the submission of credentials. Those firms meeting the minimum standards were then certified to submit formal proposals. The second phase involved the actual submission of proposals. Since the rate and subsidy were established, the only variable the bidders had to address was the quality of service.

During Phase I, twenty-six firms requested the credential package. Six firms submitted credentials by the October 8, 1985 deadline. Four of the firms were approved either conditionally or unconditionally and two of the firms were denied certification. The latter firms appealed their denial and after submission of additional information, one of the firms received certification. That firm, along with two of the four that had been certified earlier, later withdrew from the competition.

The two remaining firms that submitted proposals on December 5, 1985 were Shepard Ambulance and the joint venture of Hartson and Mercy Ambulance Services.

**EVALUATION OF BIDS**

The Bid Evaluation Committee consisted of the following members:

Dr. James Tryon	Director of Emergency Medicine John Peter SMITH Hospital
Mr. John Perkins	President of Gold Cross Ambulance Rochester, Minnesota
Mr. Larry McMillen	Fire Chief City of Fort Worth
Ms. Ruth Ann Dickinney	Assistant City Manager City of Fort Worth
Mr. Bob Terrell	Assistant City Manager City of Fort Worth

ISSUED BY THE CITY MANAGER FORT WORTH, TEXAS

**INFORMAL REPORT TO CITY COUNCIL MEMBERS** No. 7079-p.2

To the Mayor and Members of the City Council December 12, 1985

**Subject: RECOMMENDATION ON AWARD OF CONTRACT FOR AMBULANCE SERVICE**

Each evaluator received copies of the proposals and instructions on scoring. Eleven categories were evaluated and the total possible points was 136.

The committee met on December 10, 1985 to score the proposals. Each evaluator worked independently and the scores were not revealed until after each category had been discussed. The fourth party consultant was available to answer questions and provide clarification in certain areas, but did not participate in the scoring. Since there were five evaluators, the total number of points possible was 680 (5x136). Hartson and Mercy received 630 and Shepard received 558.

**SYSTEMS IMPROVEMENTS**

- 1) Minimum of 20 fully equipped vehicles in the system, i.e. roughly double the current fleet size, and an ongoing policy of maintaining 1/3 more vehicles than peak load requirements.
- 2) The current system requires one credential for paramedics - state certification. The new system will require four additional credentials - Basic Cardiac Life Support Instructor, Advanced Cardiac Life Support, Pre-hospital Trauma Life Support, and National Registry. Additionally, more advanced procedures will be phased in as required by the EMSB.
- 3) The new system will provide 2 to 3 paramedic-trained dispatchers at all times, compared to the current one ill-trained dispatcher. Paramedic dispatching will also reduce the unnecessary use of the Fire Department First Responder Program.
- 4) Extensive use of state of the art telephone protocols and pre-arrival instructions given to the caller.
- 5) Paid in-service training that will allow field personnel to meet both state and national requirements.
- 6) An automated maintenance program. (The new maintenance manager is formerly an aircraft turbine specialist with aircraft electronics training and 5 years of experience as Assistant Maintenance Manager for Hartson and Mercy.)
- 7) Tom Morgan, a general partner of Hartson and chairman of the American Ambulance Association Accreditation Committee will relocate to Fort Worth to manage the new system, heading a highly qualified maintenance team.
- 8) Major improvements that include a medical communications system.

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**INFORMAL REPORT TO CITY COUNCIL MEMBERS** No. 7079-p.3

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- 9) 100% paramedic service on all non-emergency calls.
- 10) A subscription program which allows each household to limit out-of-pocket expenses to \$55 per year regardless of frequency of ambulance service use.
- 11) The new contractor will accept assignment on all Medicare patients and routinely file insurance claims for all patients.
- 12) A two minute reduction in life threatening emergency response time standards.
- 13) Financial penalties for all runs in which response time exceeds the allowed limits.
- 14) Fully-funded independent medical control with a paid medical director.
- 15) Improved compensation, benefits and working conditions for the local work force.
- 16) No increase in City subsidy, and the opportunity to reduce the subsidy by up to \$250,000 per year.
- 17) Community safeguards such as the Accounts Receivable Trust, three-way lease, City ownership of the medical communications system and ambulance facility, "lane duck" provisions, and other safeguards not present in the current system.
- 18) A City Council appointed ambulance authority to oversee the administrative aspects of the system.

**AMBULANCE AUTHORITY REVIEW**

The Interim Ambulance Authority met on December 11, 1985 to review the results of the Bid Evaluation Committee. Based on the scores received by the two firms, the Authority voted to recommend to the City Council awarding the ambulance contract to the joint venture of Hartson and Mercy Ambulance Services. A report will be made to the City Council during the Pre-Council meeting on December 12, 1985.

If additional information is required, it will be supplied upon request.

*Douglas Herman*  
Douglas Herman  
City Manager

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## — MILESTONES —

### 30-YEAR AVERAGE STATS //

- 1.6 Million** patient contacts
- 240** Babies delivered (8/year)
- 46,000** Cardiac arrests (4.3/day)
- 54 Million** miles driven (1.8 million/year)
- 6.3 Million** post-to-post moves (583/day)
- 5.4 Million** communications center phone contacts (500/day)



### 30 YEARS OF CARING AND INNOVATION //

- 1985:** MedStar created by City of Fort Worth
- 1986:** MedStar started operations, first-year call volume 39,000
- 1988:** Haltom City first suburban city to join MedStar
- 1995:** Mayfest hail storm Mass Casualty Incident (MCI): 110 injured
- 2000:** Fort Worth tornado MCI: 2 killed, 80 injured
- 2002:** Communication Center accreditation by the International Academy of Emergency Dispatch
- 2005:** AMAA takes over operations
- 2009:** Community Health Program kicks off
- 2009:** MedStar official receives JEMS EMS10 Innovator Award
- 2009:** First CAAS Accreditation as a Self-Operated PUM
- 2010:** Visitors from Hong Kong visit MedStar
- 2010:** Named Texas EMS Provider of the Year
- 2011:** Super Bowl SuperStorm drops record ice and snow
- 2012:** 911 Nurse Triage Program kicks off
- 2012:** Visitors from England visit MedStar
- 2012:** MedStar granted AMBUS
- 2013:** MedStar first agency to receive JEMS EMS10 Innovator Award
- 2013:** MedStar on the cover of EMS World Magazine
- 2013:** MedStar named EMS World/NAEMT EMS Provider of the Year
- 2014:** MedStar on the cover of JEMS Magazine
- 2014:** MedStar writes first book on Mobile Integrated Healthcare published by Jones and Bartlett Publishing
- 2015:** New headquarters dedicated
- 2015:** MedStar receives Ambulance Association AMBY Award for industry education
- 2015:** MedStar Received NSC/TxDOT Safe Driver Award
- 2015:** Modern Healthcare Magazine Names MedStar MIH Program a Best Practice in Healthcare
- 2016:** MedStar Official Receives JEMS EMS10 Innovator Award



— MESSAGE FROM OUR LEADERS —

## An interview with Bob Terrell, former Fort Worth assistant city manager over public safety in 1985.

Mr. Terrell initiated and led the project that transformed Fort Worth's emergency medical services to the "Public Utility Model" system it is today.

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**Q:** Why was the Fort Worth Ambulance Authority originally created?

In 1985, there was essentially a crisis in the ambulance provision in Fort Worth. The providers at the time were extremely unreliable. The City Council was very concerned, and the media were actually following the ambulance services and reporting all the failures. There were days we had ambulances with oxygen, but no air conditioning, and others with air conditioning, but no oxygen. The City Council decided something different had to be done, and in June 1985 we informed the current providers we were not renewing their contracts as of April 1, 1986.

**Q:** Who was involved in designing the new system?

There were several local leaders who had been trying to work on countywide system. Fort Worth City Council member Dick Newkirk, Dick Anderson from Tarrant County Commissioners Court, a councilmember from the City of Arlington and a staff member from each jurisdiction. That group hired Jack Stout from The Fourth Party, as a consultant to create the new system.

Jack did a great job educating us on the clinical and economic benefits of having a single government utility provider that would provide performance-based EMS. Jack has set up similar systems in Pinellas



County, Florida, and Oklahoma City, Oklahoma, with great results. Even though the effort for a countywide system did not work out, Fort Worth knew the "ambulance authority" concept had the greatest opportunity for giving the residents and businesses of our city the best EMS service.

The proposal to establish the Fort Worth Ambulance Authority was on the December 12, 1985, City Council agenda and, after a formal presentation, the recommendation passed unanimously. The original members of The Authority were councilmembers Dick Newkirk, Louis Zapata and Bert Williams. Their task was to oversee the implementation of the new system and make periodic reports to the full City Council. Richard Neuhaus, a city administrative assistant, became the first director of the Authority.

**Q:** Were there any hurdles to setting up the new system?

At the time, there were seven ambulance services operating in Fort Worth. Jack Stout called them "cream skimmers" because many of them were not contributing resources to the 911 system, which often has a low collection rate, but only doing the inter-facility work, which typically has a higher collection rate. In order for the new system to be economically efficient, an EMS ordinance was passed establishing



— MESSAGE FROM OUR LEADERS —

the Authority as the only ambulance provider for Fort Worth. The other ambulance providers filed a lawsuit against the city, and it went all the way to the Fifth Circuit Court of Appeals in New Orleans. The Court ruled in the city's favor, citing the benefit to the patient and the taxpayer of the new system, and that the city was authorized to regulate EMS services.

**Q:** After the Fort Worth Ambulance Authority was established, how did it become the Area Metropolitan Ambulance Authority?

After the first two years of MedStar, several other cities began to see the benefit of the Public Utility Model system. At the time, there were three Fort Worth City Council members on the Authority Board; Richard Newkirk, Louis Zapata and Bert Williams. In early 1988, Haltom City was the first city to officially join the Authority, with several others close behind. It was decided to give the suburban cities a seat on the Authority Board and change the name to the Area Metropolitan Ambulance Authority.

**Q:** You retired from the city in 2000 and remain an active community leader of Fort Worth. What are your thoughts as you look back at the early days of MedStar, and see what it has become today?

The system has exceeded my wildest expectations. It has stood the test of time, even going through some struggles with contractors. There are five transitions that stand out in my mind as the most significant in MedStar's history.

1. Working with the Fire Department and getting a commitment for their staff to become first responders. The partnership has continued to serve the citizens well. That also set the standard for other fire departments to follow.

2. The idea to make the system self-operating in 2005. That gave the employees more stability in employment without changing employers every five years or so.
3. Elimination of the tax subsidy in 2010. The system had been subsidized for 25 years and to see MedStar become solely self-sufficient.
4. The transition from simply responding to 911 calls to actually trying to prevent the call. The community health program, the nurse triage program in the 911 center and all the things MedStar is doing to keep people from having to call 911 have been amazing to watch.
5. The move out of the original MedStar facility on East Berry Street to their facility on Alta Mere. The new facility is not just an ambulance headquarters; it's a statement!

When I participated in the ribbon cutting in February 2015, I was able to fully appreciate for the first time just how far MedStar had come from April 1, 1986, when everything regarding EMS in and around Fort Worth changed!



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— MESSAGE FROM OUR LEADERS —

## An interview with Dr. Steven Martin, chairman Emergency Physicians Advisory Board

Dr. Martin was on a committee in 1985 that provided clinical oversight for the ambulance services operating in Fort Worth when he was asked to help lead the EMS redesign.

**Q:** You have been a key leader in the region's EMS system for more than 30 years. How did you initially get involved?

In the early 1980's, there was a committee of a few physicians that provided clinical oversight for the ambulance services operating in Fort Worth. Dr. John Geesbreght, another three-decade medical leader in our community, and I were on that committee. Bob Terrell from the City of Fort Worth came to us and asked us to be involved in the redesign of the EMS system. The system at that time was not very reliable, and we all felt the community deserved something better. Bob Bolen was the Fort Worth mayor at the time. We assisted with the selection of a consultant to help us look at all the options for a system redesign.

**Q:** What has been your role with the MedStar system?

When the new system was created, a key component was the formation of the Emergency Physicians Advisory Board. I was blessed to be asked to be the chairman of EPAB when it was created and have been even more blessed to serve in that capacity ever since.

**Q:** Why is the medical control for the MedStar system so unique?

We have 14 physicians representing every facet of the healthcare and hospital system all together making significant medical policy decisions for the entire system. What has been fascinating to experience is how all the physicians put aside special interests, hospital affiliations or other distractions to really focus on what's in the patient's best interest, putting the patient first.

**Q:** In your opinion, what are some of the pivotal moments in EPAB's history?

1. One of the first major moments was dealing with hospital emergency department diversion. At a time the rest of the country were actively diverting ambulances away from EDs across the country, we looked at it from the patient's perspective, and the perspective of the EMS provider. We understood that diversion was bad for both, and although it may temporarily alleviate volume for one ED, pretty quickly it has a domino effect on the rest of the hospitals. We all decided together that diversion was not in the best interest of the patient, nor the system, so we created a policy that hospitals cannot go on diversion. That was the right thing to do collaboratively, and at the time, bucked the national trend.





## — MESSAGE FROM OUR LEADERS —

2. The initiation of the Community Health Program, with Dr. Griswell as the medical director at the time, and the concept of working together with MedStar to implement programs to actually prevent unnecessary 911 calls and unnecessary hospitalizations was groundbreaking in 2009 when we first started it. It's amazing to see how far that service-delivery model has come over the past seven years and how much it has changed EMS across the country.
3. The ability for MedStar to eliminate the public subsidy. As I look at all the things MedStar is doing, and the effectiveness of things like response times, to be able to do that without using any public subsidy is truly amazing.
4. The thoughtful decision-making process that was used to determine whether or not to transport to free standing, or standalone emergency

departments. You see them popping up everywhere, and EPAB had to carefully deliberate on this topic. The outcome of those deliberations was very typical of the collaborative nature of all the EPAB members and resulted in the best policy for the patient.

**Q:** What are your overall thoughts as you reflect on the 30 years of MedStar?

Seeing what the system has become today from where it was 30 years ago. Before MedStar, the residents were not getting the level of EMS service I and others truly believed the patients deserved. Today, the system is extremely reliable, has a significant patient-centered focus, is conducting solid medical research, and has become one of the most widely recognized systems in the country. Every aspect of the system has exceeded anything we could have imagined 30 years ago.



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## — MESSAGES FROM CITY LEADERS —



**Kirt Mays //**  
**Fire chief/paramedic, Haslet, TX**

As a fire chief, one of my duties is to provide first response for the sick and injured in my jurisdiction. The longer it takes an ambulance to arrive keeps a fire truck from responding to other calls for service. Over the last several years, MedStar continues to improve their response times, and now it's becoming harder to get on scene before them. Apparently the sky is the limit for this organization in delivering all types of pre-hospital medical needs to the community, and I am grateful for them allowing me to be a part of this journey.

MedStar continues to improve their response times, and now it's becoming harder to get on scene before them.

I worked for MedStar back in the late '80's, when we thought working 24-hour shifts was the only way to go. Then we learned that system-status management and posting was more beneficial to the customer. MedStar and their CQI process helped develop me as a paramedic. Back in the day, knowing that Elaine Harris was going to critique your report and make you justify your actions was intimidating, but she made you think about patient care. That process continues to evolve as MedStar offers quality training at the MedStar department or at their new state-of-the-art training facility.

**Brett E. McGuire //**  
**City manager, City of Lake Worth**

I have somewhat of a unique perspective on MedStar's 30th anniversary. You see, I was one of the original paramedic operations supervisors hired when MedStar began service in 1986. As a matter of fact, I was the supervisor on duty at midnight on the transition date when MedStar took their first call, and I rolled to the call with the unit.

One thing that has remained constant has been the superior service that MedStar has provided ...

Many things have changed since then (other than the color of my hair). One thing that has remained constant has been the superior service that MedStar has provided to the citizens of Lake Worth.

Equipment, techniques and protocols may change; but they mean nothing if they cannot be effectively delivered to the patient. For the past 30 years, MedStar has been striving to deliver quality patient care 24/7/365.

The entire MedStar team is dedicated to staying on the cutting edge of Emergency Medical Services. Thirty years ago, we never dreamed that an emergency medical provider would offer the services that they provide in the field today. MedStar has been an industry leader for years; setting the standard that other EMS providers someday hope to achieve. I am confident that my citizens will continue to receive the highest standard of emergency medical care with MedStar as our provider.

Congratulations to the entire MedStar team on this milestone. You have many things to be proud of and to look forward to.

— MESSAGES FROM CITY LEADERS —

**Rudolph Jackson Jr. //**  
**Fire chief, Fort Worth Fire Department**

Congratulations to everyone at MedStar as you all celebrate MedStar 's 30th Anniversary! The City of Fort Worth and MedStar have a long history of working together to provide the citizens of Fort Worth with the emergency healthcare they need and deserve. The City of Fort Worth has partnered with MedStar for 30 years now, and that partnership has grown not only in the scope of services each organization provides but also in respect for what each organization brings to this successful partnership.

The City of Fort Worth has partnered with MedStar for 30 years now, and that partnership has grown not only in the scope of services each organization provides but also in respect for what each organization brings to this successful partnership.

While the Fort Worth Fire Department is proud and honored to provide first-responder emergency services to the citizens of Fort Worth, our partnership with MedStar provides a comprehensive emergency healthcare system that is second to none.

**Doug Spears //**  
**Fire chief, Saginaw Fire Department**

Congratulations on 30 years of professional and innovative service to the City of Saginaw and the entire MedStar service area. I have been with the Saginaw Fire Department for over 23 years now, permitting me to witness and our department to be a proactive partner in the metamorphosis of the MedStar organization we work alongside today. As



my position of fire chief requires, I give significant and continual attention to the delivery of emergency medical services to our citizens. With EMS being our highest-percentage service we provide, I am proud to have MedStar as our EMS delivery partner. MedStar's high level of professionalism and dedication exhibited by senior management all the way through field staff is second to none. Through dedication and innovation, MedStar has continually been able to improve upon their delivery of emergency medical services to our citizens. Particularly within the last five years, I can recall numerous significant emergencies that resulted in successful outcomes as a direct result of the seamless working relationship we have with MedStar staff. Response times and the level of quality care are at an all time high, and I look forward to a long and successful continued partnership.

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— MESSAGES FROM CITY LEADERS —

**Roger Unger //**  
**City administrator, Westworth Village**

Westworth Village believes MedStar to be an important element in the very high quality of life expected and enjoyed by our residents. MedStar provided training for our police force, enabling our officers to become certified as Emergency Care Attendants, thus once again improving the quality of life experienced by our residents.

Thank you for all the work your company has done to improve the quality of prehospital healthcare not just in our city, but region-wide. We are confident the first 30 years is just a precursor of the good things yet to come from MedStar.

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**Kathryn Sanchez //**  
**TRMC, city secretary, City of Blue Mound, Texas**

The City of Blue Mound highly appreciates and supports the services that MedStar and its team members have provided to the city over the years. They have done an exemplary job, and we would like to thank MedStar for their services.

**David F. Burgess //**  
**Chief of police, Westover Hills Police Department**

The Westover Hills Police Department desired to train all sworn police officers as Medical First Responders. As part of this effort, First Responding Agency recognition from MedStar was vital.

**MedStar staff's support, leadership and guidance have been invaluable ...**

MedStar staff's support, leadership and guidance have been invaluable in leading us through the certification process. This partnership provides training, medical care protocols and professional service to the Department and the community we serve.

Because of this support, all Westover Hills Police Officers are now certified Medical First Responders. As a regular attendee to MedStar board meetings, I am impressed with the dedication and compassionate approach in which this board guides the organization. We are proud to be a part of this organization, and look forward to working with MedStar staff to serve our community together.



MedStar provided canine first aid kits to Fort Worth Police Department canine officers after a dog was injured.

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— THEN AND NOW —

**FAST FACTS //**

	1986	2016
Annual Response Volume .....	9,344	131,469
Population.....	412,000	978,000
Service Area .....	250	436
Employees.....	155	460
Ambulances in Fleet.....	21	56
Public Subsidy .....	\$840,000	\$0
Average Patient Charge .....	\$230	\$1,658



MedStar Headquarters Circa 1985



MedStar Headquarters January 2015

Photo courtesy of NBC – 5, Fort Worth

**FACILITY FACTS //**

	Old	New
Square feet .....	28,000	85,239
Acres.....	3	10
Parking Slots .....	183	515
Dispatch Consoles.....	3	15
Maintenance Bays.....	5	10
Classrooms.....	3	5
Sold Price (2015) .....	\$950,000	
Purchase Price .....		\$2.8 million
Renovation Cost.....		\$9.8 million
Public dollars used for purchase and renovation.....		\$0



— MESSAGES FROM OUR PARTNERS —

**Robert Earley //**  
**President & CEO, JPS Health Network**

The partnership between JPS Health Network and MedStar has strengthened through the last 30 years into a collaboration that enhances our ability to extend patient care beyond the boundaries of hospital walls. The community paramedicine partnership helps us reach patients where they make the most decisions about their health—in their home environment. JPS and MedStar are helping patients manage their chronic diseases by connecting them with primary care services close to home while also improving how they navigate the healthcare system. We are making lives better for patients enrolled in the paramedicine program, reducing inappropriate emergency room use and the associated costs to taxpayers, and garnering high satisfaction ratings from the patients. It's a win for all involved.

We are proud to work hand in hand with MedStar ... to provide our patients and our community innovative and high-quality mobile healthcare services.

We are proud to work hand in hand with MedStar, which continues to provide our patients and our community innovative and high-quality mobile healthcare services.



**Lillie Biggins, RN, FACHE //**  
**President, Texas Health – Harris Methodist Hospital Fort Worth**

I have nothing but praise for the MedStar family. Over the years, I have watched the company transition from an EMS service to a comprehensive healthcare program. Clearly, the team has led the country through its innovative strategies. The collaboration with other providers has led to improved services to residents in their homes and provides the best to the community beyond the walls of the hospitals.

I am especially proud of the clinical skills the teams exhibit while in the field.

I am especially proud of the clinical skills the teams exhibit while in the field. They are equally compassionate in how they care for their patients. Fort Worth and the surrounding communities are blessed to have the MedStar team a part of the healthcare family.

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## — MESSAGES FROM OUR PARTNERS —

**David Klein, MD //**  
**President, Baylor Scott & White All Saints Medical Center – Fort Worth**

Baylor Scott and White All Saints Medical Center – Fort Worth is proud to partner with MedStar for all of our emergency care. The strong relationship we have built ensures timely and strong outcomes for Fort Worth and surrounding communities. The physicians on our medical staff and care providers are truly grateful that MedStar is our primary provider of emergency medical services and transportation.

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**Dr. Terence J. McCarthy //**  
**Medical director, Fort Worth Emergency Services Collaborative**

As an independently contracting emergency physician working at Texas Health Harris Fort Worth for the past 16 years, it has been an honor and a pleasure to share the care of my patients with Medstar's paramedics and EMTs. Besides always providing excellent clinical care to their patients, the MedStar healthcare professionals are exemplary in the kindness and respect with which they treat their patients. Medstar's culture of excellence and compassion is deeply ingrained, and is a function of their leadership's commitment to these values, and their front-line providers' passion in carrying them out. We as a community are lucky to have Medstar's national-award-winning system servicing our emergent healthcare needs.

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**Clay Franklin //**  
**CEO, Plaza Medical Center of Fort Worth**

At Plaza Medical Center, we know very well of MedStar's commitment to excellence in providing mobile-healthcare and life-saving services to our community. We take great pride in our partnership with MedStar. I recently had the opportunity to participate in a ride-along, and this allowed me to personally observe and comprehend what it really

means to be a paramedic or an EMT. Having selected a 4 p.m. to 4 a.m. shift on a Friday night, I was sure I would walk away with stories of the 'action' I was to experience. However, what I walked away with are stories of professionalism, commitment to care, respect, dignity and complete thoroughness that MedStar displayed in caring for those in our community. Call after call, I was taken aback by what I experienced and not once did the paramedics or EMT's demeanor waiver, not one bit. Their personal commitment to excellence was evident throughout the night.

... professionalism,  
commitment to care,  
respect, dignity and  
complete thoroughness ...

The care and compassion they provided to a young new mother frightened about her sick child; the patience and assurance they provided to an elderly homeless man seeking care and comfort; the calm they provided to a worried family who witnessed their mother fainting at the dinner table; the confidence and skill displayed as they brought an unconscious patient back to consciousness—these examples of excellence could go on and on. That night, I witnessed MedStar's ownership in our community, in each one of us. I ended my shift not with memories or stories of 'action,' but I drove home that morning with great pride knowing our mobile healthcare provider is simply outstanding, and they live the same values as Plaza Medical Center: excellence always! When I see a MedStar ambulance, I look to see if my crew is inside as I say a silent prayer for the paramedic and EMT inside the box committed to selflessly serving our community. We are truly blessed. Thank you for what you do and for who you are!

— MESSAGES FROM OUR PARTNERS —

**Rajesh R. Gandhi, MD, PhD, FACS, FCCM, FCCP //  
Trauma medical director John Peter Smith  
Hospital; associate professor of surgery,  
University of North Texas**

MedStar has gone through a revolution from being a people mover to a major patient healthcare organization. This revolution has swept the entire country, if not the world into a new phase in healthcare in the 21st century. This major momentum is only possible as a result of the exceptional work, commitment and thoughts of every member of the team from the paramedic on the street to the chairman of the board. It has been my supreme honor to be a part of the movement.

**Keary Atkinson //  
Healthsouth Rehab Hospital**

MedStar is awesome! Everyone is so caring and resourceful. There have been many occasions that we've worked together to help our patients graduate to a higher level of care. We appreciate the integrity, unity, and strength of the MedStar team!

**John Mezo //  
General manager, Vitas Healthcare – Ft. Worth**

Vitas Healthcare is honored to partner with MedStar to better meet the needs of our patients. The majority of hospice patients and their families agree they do not want to return to the hospital, even during a crisis. Through our partnership with MedStar, we are able to meet this goal and care for them where they want to be—their home. Further, we assist our hospital partners by reducing readmissions to their facility through providing high level, intensive care for their most clinically complex, at-risk patients in their homes.



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