



Metropolitan Area EMS Authority
2900 Alta Mere Drive
Fort Worth, Texas 76116-4115
(817) 923-3700
www.medstar911.org

MEMORANDUM

DATE: November 25, 2019
TO: MAEMSA Board of Directors
FROM: Douglas R. Hooten, CEO
SUBJECT: Board of Directors ePacket for November 2019

Enclosed are the board reports for November 2019. If you have any questions, please feel free to contact me at (817) 632-0509 or dhooten@medstar911.org.

Our Mission:

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

Tab A – Chief Executive Officer

Tab B – Chief Financial Officer

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Finance Report – October 31, 2019**

The following summarizes significant items in the October 31, 2019 Financial Reports:

Statement of Revenues and Expenses:

Month to Date: Net retained earnings for the month of October, 2019 is a loss of (\$518,831) as compared to a budgeted loss of (987,397) for a positive variance of 468,566. EBITDA for the month of October, 2019 is a gain of \$407.51 compared to a budgeted loss of (\$672,338) for positive variance of \$672,745.

- Transports for the month of October were over budget by 2.5%. This equates to a positive variance in transport revenue of \$551,800.
- The positive variance to budget was driven primarily by lower than expected Salary and Benefit expenses, fuel costs, and computer hardware and software maintenance.
- With the start of the New Year Insurance Claims paid is very low and the budget number was based on a 12-month average there for the overall claims paid will catch up by year end.

Key Financial Indicators:

- Current Ratio – MedStar has \$9.13 in current assets (Cash, receivables) for every dollar in current debt. (Goal: a score of \$1.00 would mean sufficient current assets to pay debts.)
- Cash as % of Annual Expenditures – The Restated Interlocal Cooperative Agreement, Sec 5.5.2, mandates 3 months of operating capital. As of September 30, there is 5 months of operating capital.
- Accounts Receivable Turnover – This statistic indicates MedStar's effectiveness in extending credit and collecting debts by indicating the average age of the receivables. MedStar's goal is a ratio greater than 3.0 times; current turnover is 4.69 times.
- Return on Net Assets – This ratio determines whether the agency is financially better off than in previous years by measuring total economic return. An improving trend indicates increasing net assets and the ability to set aside financial resources to strengthen future flexibility. Through August, the return is 3.38%.

MAEMSA/EPAB cash reserve balance as of October 31, 2019 is \$503,012.69.

**Metropolitan Area EMS Authority dba
MedStar Mobile Healthcare
Balance Sheet By Character Code
For the Period Ending October 31, 2019**

	Current Year	Last Year
Assets		
Cash - Unrestricted	\$4,608,091.33	\$7,670,454.33
Cash - Restricted	\$15,507,556.74	\$14,487,042.00
Accounts Receivable	\$11,925,904.95	\$8,830,255.44
Inventory	\$285,156.66	\$299,899.39
Prepaid Expenses	\$1,376,830.25	\$1,356,548.80
Property Plant & Equ	\$53,901,623.14	\$48,417,134.30
Accumulated Deprecia	(\$21,381,666.70)	(\$17,269,339.68)
Total Assets	\$66,223,496.37	\$63,791,994.58
Liabilities		
Accounts Payable	(\$1,761,104.16)	(\$585,111.90)
Other Current Liabil	(\$1,921,031.95)	(\$2,695,355.61)
Accrued Interest	(\$7,781.31)	(\$7,781.31)
Payroll Withholding	(\$1,636.86)	\$4,947.33
Long Term Debt	(\$4,225,805.66)	\$0.00
Other Long Term Liab	(\$3,254,910.71)	(\$3,732,239.62)
Total Liabilities	(\$11,172,270.65)	(\$7,015,541.11)
Equities		
Equity	(\$55,570,056.63)	(\$57,098,485.04)
Control	\$518,830.91	\$322,031.57
Total Equities	(\$55,051,225.72)	(\$56,776,453.47)
Total Liabilities and Equities	(\$66,223,496.37)	(\$63,791,994.58)

Metropolitan Area EMS Authority dba MedStar Mobile
Statement of Revenue and Expenditures
For the Period Ending October 31, 2019
[Actual compared with Budget]

	Current Month Actual	Current Month Budget	Current Month Variance
Revenue			
Transport Fees	\$15,109,627.49	\$14,557,827.00	\$551,800.49
Contractual Allow	(\$6,632,256.48)	(\$3,958,629.00)	(\$2,673,627.48)
Provision for Uncoll	(\$4,379,659.63)	(\$6,464,600.00)	\$2,084,940.37
Education Income	\$7,840.00	\$9,400.00	(\$1,560.00)
MIH Program Income	\$38,216.02	\$55,240.56	(\$17,024.54)
Standby/Subscription	\$105,980.76	\$73,999.58	\$31,981.18
Pop Health PMPM	\$0.00	\$0.00	\$0.00
interest on Investme	\$1,016.12	\$0.00	\$1,016.12
Gain(Loss) on Dispos	\$0.00	\$0.00	\$0.00
Total Revenue	\$4,250,764.28	\$4,273,238.14	(\$22,473.86)
Expenditures			
Salaries	\$3,208,654.80	\$3,356,911.06	(\$148,256.26)
Benefits and Taxes	\$251,739.33	\$561,668.00	(\$309,928.67)
Interest	\$17,208.38	\$13,000.00	\$4,208.38
Fuel	\$96,632.07	\$116,649.00	(\$20,016.93)
Medical Supp/Oxygen	\$186,189.02	\$176,014.21	\$10,174.81
Other Veh & Eq	\$46,549.46	\$40,171.17	\$6,378.29
Rent and Utilities	\$59,134.35	\$52,967.00	\$6,167.35
Facility & Eq Mtc	\$70,940.86	\$68,788.46	\$2,152.40
Postage & Shipping	\$5,302.91	\$3,403.00	\$1,899.91
Station	\$28,963.54	\$28,830.66	\$132.88
Comp Maintenance	\$100,974.19	\$134,687.03	(\$33,712.84)
Insurance	\$41,308.48	\$34,858.66	\$6,449.82
Advertising & PR	\$6,964.00	\$2,082.48	\$4,881.52
Printing	\$6,256.07	\$4,486.66	\$1,769.41
Travel & Entertain	\$9,006.55	\$14,497.90	(\$5,491.35)
Dues & Subs	\$23,328.03	\$20,854.04	\$2,473.99
Continuing Educ Ex	\$1,999.48	\$23,936.48	(\$21,937.00)
Professional Fees	\$92,331.35	\$302,797.35	(\$210,466.00)
Education Expenses	\$13,251.10	\$0.00	\$13,251.10
Miscellaneous	\$831.18	\$1,973.25	(\$1,142.07)
Depreciation	\$502,030.04	\$302,058.83	\$199,971.21
Total Expenditures	\$4,769,595.19	\$5,260,635.24	(\$491,040.05)
Net Rev in Excess of Expend	(\$518,830.91)	(\$987,397.10)	\$468,566.19

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare
Key Financial Indicators
10/31/2019**

	Goal	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Current Ratio	> 1	8.88	7.19	8.97	9.49	20.71	9.13

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

Cash as % of Annual Expenditures	> 25%	49%	65%	55%	47%	43%	44%
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Indicates compliance with Ordinance which specifies 3 months cash on hand.

Accounts Receivable Turnover	>3	5.47	4.16	4.96	4.28	3.65	4.69
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A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	4%	14%	12%	10%	10%	4%	3%
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Reveals management's effectiveness in generating profits from the assets available. Budgeted return on net assets for FY19 is 4%.



Business Gold Rewards

MEDSTAR/AMAA
DOUGLAS R HOOTEN
Closing Date 10/28/19

Next Closing Date 11/27/19

Account Ending ~~XXXXXX~~

New Balance	\$19,642.73
Minimum Payment Due	\$878.09
Payment Due Date	11/22/19[‡]

[‡] **Late Payment Warning:** Your Payment Due Date is 11/22/19. If you do not pay your Minimum Payment Due by your Next Closing Date, you may have to pay a late fee of up to \$39.00 and your Pay Over Time APR may be increased to the Penalty APR of 29.99%.

Membership Rewards® Points
Available and Pending as of 09/30/19
868,922

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

Account Summary

Pay In Full Portion

Previous Balance	\$731.46
Payments/Credits	-\$731.46
New Charges	+\$638.09
Fees	+\$50.00
New Balance =	\$688.09

Pay Over Time Portion

Previous Balance	\$17,329.52
Payments/Credits	-\$17,329.52
New Charges	+\$18,954.64
Fees	+\$0.00
Interest Charged	+\$0.00
New Balance =	\$18,954.64
Minimum Due	\$190.00

Account Total

Previous Balance	\$18,060.98
Payments/Credits	-\$18,060.98
New Charges	+\$19,592.73
Fees	+\$50.00
Interest Charged	+\$0.00

New Balance	\$19,642.73
Minimum Payment Due	\$878.09

Days in Billing Period: 31

Customer Care

Pay by Computer
americanexpress.com/business

Customer Care 1-800-492-3344
Pay by Phone 1-800-472-9297

See page 3 for additional information.

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

If you make no additional charges and each month you pay...	You will pay off the balance shown on this statement in about...	And you will pay an estimated total of...
Only the Minimum Payment Due	27 years	\$49,865

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

See page 2 for important information about your account.

See Page 9 for important changes to Your Account Benefits.

Please refer to the **IMPORTANT NOTICES** section for any changes to your Account terms and any other communications on pages 7 - 11.

Continued on page 3

Douglas R Hooten

APPROVED

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

Payment Coupon
Do not staple or use paper clips

Pay by Computer
americanexpress.com/business

Pay by Phone
1-800-472-9297

Account Ending ~~XXXXXX~~

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

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

Payment Due Date
11/22/19

New Balance
\$19,642.73

Minimum Payment Due
\$878.09

Check here if your address or phone number has changed. Note changes on reverse side.

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

\$ _____
Amount Enclosed



0000349991382953784 001964273000087809 24 H



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 10/28/19

Account Ending [REDACTED]

	Customer Care & Billing Inquiries	1-800-678-0745	Hearing Impaired
	International Collect	1-336-393-1111	TTY: 1-800-221-9950
	Large Print & Braille Statements	1-800-678-0745	FAX: 1-623-707-4442
	Lost or Stolen Card	1-800-678-0745	In NY: 1-800-522-1897
	Express Cash	1-800-CASH-NOW	

	Website: americanexpress.com
Customer Care & Billing Inquiries	Payments
P.O. BOX 981535	P.O. BOX 650448
EL PASO, TX	DALLAS TX 75265-
79998-1535	0448

i **Effective immediately**, we will update the frequency in which we communicate the Billing Dispute Procedures and Electronic Funds Transfer Notice from annually, to monthly. You will find the monthly **Billing Dispute Procedures on page 2** of your statement, and the **Electronic Funds Transfer Notice** in the **IMPORTANT NOTICES** section.

You bring the ideas. We'll help supply the funds.

With American Express, find the right business financing solution to help your business grow. Our funding options go beyond our Cards so you can support your next opportunity, maximize cash flow and much more. We've got your back. Terms apply.

Compare our funding options at www.AmericanExpress.com/statementGBF

Payments and Credits

Summary

	Pay In Full	Pay Over Time ↕	Total
Payments	-\$731.46	-\$17,329.52	-\$18,060.98
Credits	\$0.00	\$0.00	\$0.00
Total Payments and Credits	-\$731.46	-\$17,329.52	-\$18,060.98

Detail *Indicates posting date

Payments	Amount
10/11/19* DOUGLAS R HOOTEN ONLINE PAYMENT - THANK YOU	-\$18,060.98

New Charges

Summary

	Pay In Full	Pay Over Time ↕	Total
DOUGLAS R HOOTEN [REDACTED]	\$638.09	\$18,954.64	\$19,592.73
Total New Charges	\$638.09	\$18,954.64	\$19,592.73

Detail ◆ denotes Pay Over Time activity

For more information, visit americanexpress.com/payovertimeinfo

	Amount
09/27/19 TWILIO, INC. SAN FRANCISCO PO 2194587 COMPUTER STORE	\$10.02

Detail Continued

◆ - denotes Pay Over Time activity

					Amount
09/28/19	PANTHEON SYSTEMS INC 8559279387	SAN FRANCISCO	CA	PO 2194586	\$35.00
09/30/19	HF CUSTOM SOLUTIONS 628024006988844 817-386-2303 End of Summer 2019 celebration T-Shirts PAY OVER TIME OPTION	FORT WORTH	TX	PO 2200243	\$5,260.00 ◆
10/01/19	CONCUR TECHNOLOGIES 588-895-4815 PAY OVER TIME OPTION	588-895-4815	WA	PO 2200084	\$150.00 ◆
10/01/19	LINKEDIN-499*2545064 Job search: Clinical SUBSCRIPTION Quality Coordinator - Research PAY OVER TIME OPTION	LNKD.IN/BILL	CA	PO 2200116	\$396.90 ◆
10/02/19	STAR TELEGRAM ADVERTIS 817-390-7132 Classified Ads Surplus Ambulances - run for 1 day	FORT WORTH	TX	PO 220021	\$87.72
10/02/19	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE	PO 2200022	\$31.80
10/03/19	88050 AMC GROUP SALES 8805 888-440-4262 End of Summer gift - AMC movie tickets PAY OVER TIME OPTION	LEAWOOD	KS	PO 2200223	\$8,509.95 ◆
10/04/19	WEBSITEHOSTINGBILLCOM 4059488300	OKLAHOMA CITY	OK	PO 2200082	\$69.00
10/08/19	SAMS CLUB#8277 8277 WHOLESALE CLUB Logistics weekly purchase (water, etc.) PAY OVER TIME OPTION	WESTWORTH VILLAGE	TX	PO 2200068	\$293.44 ◆
10/08/19	TWILIO, INC. COMPUTER STORE	SAN FRANCISCO		PO 2200083	\$10.00
10/10/19	NTTA CUST SVC TOLLS ONLINE TOLL FEES	PLANO	TX	PO 2200409	\$72.00
10/12/19	WEB*NETWORKSOLUTIONS 888-642-9675 Renewal of Web Domains for MedStar	888-642-9675	FL	PO 2200155	\$73.03
10/14/19	AMZN MKTP US*0D0J06HB3 BOOK STORES Parade of lights decor	AMZN.COM/BILL	WA	PO 2194593	\$23.75
10/15/19	LINKEDIN-503*0354574 Job Search: SUBSCRIPTION Customer & Community Relations Mgr PAY OVER TIME OPTION	LNKD.IN/BILL	CA	PO 2200168	\$319.80 ◆
10/15/19	PHOENIX USA, INC. 931-526-3393 Lug nuts for new Dodge Trucks PAY OVER TIME OPTION	931-526-6128	TN	PO 2200128	\$141.60 ◆
10/15/19	NTTA AUTOCHARGE TOLLS TOLL FEES PAY OVER TIME OPTION	PLANO	TX	PO 2200409	\$240.00 ◆
10/15/19	CVS PHARMACY 8007467287 Field Ops Kudo's gift cards PAY OVER TIME OPTION	FORT WORTH	TX	PO 2200175	\$129.75 ◆
10/17/19	FORT WORTH CHAMBER OF COM 8173362491 Next level executive series for HR mgrs - Tina Smith & Leila Peeples PAY OVER TIME OPTION	817-3362491	TX	PO 2200251	\$260.00 ◆
10/17/19	STAR TELEGRAM ADVERTIS 817-390-7132 Classified Ads run for 3-days. Surplus of 4 ambulances PAY OVER TIME OPTION	FORT WORTH	TX	PO 2200188	\$214.98 ◆
10/18/19	LEADERSHIP FORT WORT CLASS TUITIO D.Hooten Human Trafficking presentations	FT WORTH	TX	PO 2200187	\$20.00
10/18/19	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR New battery for Marianne's work iPhone	FORT WORTH	TX	PO 2200183	\$59.00

Continued on next page



Business Gold Rewards
 MEDSTAR/AMAA
 DOUGLAS R HOOTEN
 Closing Date 10/28/19

Account Ending **████████**

Detail Continued ◆ - denotes Pay Over Time activity

						Amount
10/19/19	HYATT PLACE NEW ORLEANS MSYZ	NEW ORLEANS	LA	PO 2200311		\$679.68 ◆
	Arrival Date 10/15/19	Departure Date 10/19/19				
	00000000	Hotel reservation for D. Partain - attend/speaker EMS World EXPO				
	LODGING	PAY OVER TIME OPTION				
10/19/19	HYATT PLACE NEW ORLEANS MSYZ	NEW ORLEANS	LA	PO 2200311		\$5.53
	Arrival Date 10/15/19	Departure Date 10/19/19				
	00000000	LODGING				
10/21/19	TWILIO, INC.	SAN FRANCISCO		PO 2200234		\$10.02
	COMPUTER STORE					
10/22/19	BT*CPU MEDICS	MIAMI	FL	PO 2200241		\$600.00 ◆
	18883926569	10-Dell cables for docking stations				
	PAY OVER TIME OPTION					
10/22/19	PHOENIX USA. INC.	931-526-6128	TN	PO 2200242		\$1,123.12 ◆
	931-526-3393	Lug nuts for Dodge Ambulances				
	PAY OVER TIME OPTION					
10/24/19	AMZN MKTP US*V04RX6B03	AMZN.COM/BILL	WA	PO 2200262		\$26.22
	BOOK STORES	Books for Logistics leadership trng				
10/25/19	SLADEK CONFERENCE SERVICE 899000002503	HUTTO	TX	PO 2200289		\$70.00
	BSLADEK@SCS-EVENTS.COM	7-TX EMS Exhibit passes				
10/25/19	ITUNES.COM/BILL	INTERNET CHARGE	CA	PO 2200283		\$324.74 ◆
	RECORD STORE	Final Cut Pro for Computer video making				
	PAY OVER TIME OPTION					
10/26/19	EDLEN ELECTRICAL EXHIBITION SERVICES OF TE	SAN ANTONIO	TX	PO 2200287		\$310.68 ◆
	8357205292 76116	ELECTRICAL CONTRACTORS Electricity for TX EMS Conf. booth 151				
	PAY OVER TIME OPTION					
10/28/19	PANTHEON SYSTEMS INC	SAN FRANCISCO	CA	PO 2200291		\$35.00
	8559279387					

Fees

					Amount
10/28/19	STEVE POST	ANNUAL MEMBERSHIP FEE		PO 2200457	\$50.00
Total Fees for this Period					\$50.00

Interest Charged

					Amount
Total Interest Charged for this Period					\$0.00

About Trailing Interest

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

Tab C – Operations Report



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2019

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	3	3	00:07:07	0	100.0%	0	0.0%	3	0	100.0%
	2	3	3	00:09:36	1	66.7%	0	0.0%	20	2	90.0%
	3	3	3	00:08:57	0	100.0%	0	0.0%	3	0	100.0%
Total Blue Mound		9	9								
Burleson	1	85	84	00:08:08	16	81.2%	6	7.1%	85	16	81.2%
	2	154	142	00:09:17	30	80.5%	6	3.9%	154	30	80.5%
	3	61	58	00:09:52	6	90.2%	1	1.6%	61	6	90.2%
	4	151	151	00:27:01	11	92.7%	2	1.3%	151	11	92.7%
Total Burleson		451	435								
Edgecliff Village	1	2	2	00:06:07	0	100.0%	0	0.0%	2	0	100.0%
	2	15	14	00:07:34	0	100.0%	0	0.0%	66	3	95.5%
	3	8	7	00:09:01	1	87.5%	0	0.0%	8	1	87.5%
	4	1	1	00:00:00	0	100.0%	0	0.0%	1	0	100.0%
Total Edgecliff Village		26	24								
Forest Hill	1	58	57	00:09:27	9	84.5%	0	0.0%	58	9	84.5%
	2	97	84	00:09:07	6	93.8%	0	0.0%	180	16	91.1%
	3	44	38	00:11:32	5	88.6%	1	2.3%	44	5	88.6%
	4	4	4	00:22:44	0	100.0%	0	0.0%	4	0	100.0%
Total Forest Hill		203	183								
Fort Worth	1	2446	2351	00:08:06	349	85.7%	41	1.7%	2446	349	85.7%
	2	5261	4850	00:08:26	498	90.5%	57	1.1%	5261	498	90.5%
	3	2805	2637	00:10:10	230	91.8%	42	1.5%	2805	230	91.8%
	4	1046	1042	00:25:01	57	94.6%	20	1.9%	1046	57	94.6%
Total Fort Worth		11558	10880								
Haltom City	1	75	72	00:09:04	14	81.3%	0	0.0%	75	14	81.3%
	2	153	137	00:09:35	32	79.1%	2	1.3%	153	32	79.1%
	3	78	65	00:11:40	8	89.7%	1	1.3%	78	8	89.7%
	4	2	2	00:00:00	0	100.0%	0	0.0%	33	1	97.0%
Total Haltom City		308	276								
	1	17	17	00:09:01	4	76.5%	1	5.9%	17	4	76.5%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2019

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Haslet	2	26	25	00:09:29	6	76.9%	1	3.8%	45	9	80.0%
	3	11	11	00:10:46	2	81.8%	0	0.0%	11	2	81.8%
Total Haslet		54	53								
Lake Worth	1	28	27	00:07:22	3	89.3%	0	0.0%	81	17	79.0%
	2	70	67	00:07:57	8	88.6%	2	2.9%	154	17	89.0%
	3	32	29	00:10:14	3	90.6%	1	3.1%	121	11	90.9%
	4	2	2	00:11:39	0	100.0%	0	0.0%	2	0	100.0%
Total Lake Worth		132	125								
Lakeside	1	5	5	00:11:58	4	20.0%	0	0.0%	5	4	20.0%
	2	4	4	00:12:11	2	50.0%	0	0.0%	4	2	50.0%
	3	4	3	00:09:34	0	100.0%	0	0.0%	4	0	100.0%
Total Lakeside		13	12								
River Oaks	1	16	13	00:07:35	0	100.0%	0	0.0%	16	0	100.0%
	2	42	41	00:09:21	6	85.7%	0	0.0%	42	6	85.7%
	3	14	12	00:12:21	3	78.6%	1	7.1%	14	3	78.6%
Total River Oaks		72	66								
Saginaw	1	32	29	00:09:48	8	75.0%	1	3.1%	66	18	72.7%
	2	75	67	00:10:13	14	81.3%	4	5.3%	75	14	81.3%
	3	35	31	00:12:44	7	80.0%	2	5.7%	129	32	75.2%
Total Saginaw		142	127								
Sansom Park	1	10	10	00:08:36	2	80.0%	1	10.0%	93	17	81.7%
	2	30	27	00:07:45	5	83.3%	0	0.0%	94	13	86.2%
	3	17	16	00:09:27	1	94.1%	1	5.9%	17	1	94.1%
Total Sansom Park		57	53								
Westover Hills	1	1	1	00:05:54	0	100.0%	0	0.0%	1	0	100.0%
	2	1	1	00:06:53	0	100.0%	0	0.0%	1	0	100.0%
	3	1	0	00:03:40	0	100.0%	0	0.0%	1	0	100.0%
Total Westover Hills		3	2								
Westworth Village	1	10	10	00:09:24	1	90.0%	0	0.0%	19	1	94.7%
	2	26	24	00:08:49	2	92.3%	0	0.0%	26	2	92.3%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2019

Member City	Pri	Current Month						100 Response Compliance Period			
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
	3	8	8	00:11:24	1	87.5%	0	0.0%	33	5	84.8%
Total Westworth Village		44	42								
White Settlement	1	59	59	00:07:18	3	94.9%	0	0.0%	107	8	92.5%
	2	118	110	00:07:58	10	91.5%	0	0.0%	213	22	89.7%
	3	66	65	00:08:35	4	93.9%	0	0.0%	138	7	94.9%
	4	8	8	00:16:48	1	87.5%	0	0.0%	65	2	96.9%
Total White Settlement		251	242								
System Wide	1	2847	2740	00:08:10	413	85.5%	50	1.8%	3074	457	85.1%
	2	6075	5596	00:08:30	620	89.8%	72	1.2%	6488	666	89.7%
	3	3187	2983	00:10:13	271	91.5%	50	1.6%	3467	311	91.0%
	4	1214	1210	00:25:14	69	94.3%	22	1.8%	1302	71	94.5%
Total System Wide		13323	12529								

Tab D – Human Resources

FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/19 - 09/30/20
Percentages by Department/Condition

Conditions		Percentages by Department				
Asthma	1					
Back Injury/WC	1					
Cardiology	2	Advanced	120	15	3.42%	24.59%
Chronic Illness	2	Basic	141	19	4.33%	31.15%
Eye Surgery	1	Business Office	29	9	2.05%	14.75%
FMLA - Child	10	Communications	35	3	0.68%	4.92%
FMLA - Parent	6	Controller - Payroll, A/P, Purchasing	4	1	0.23%	1.64%
FMLA - Spouse	3	Field Manager/Supervisors - Operations	19	2	0.46%	3.28%
Gastritis/Diverticulitis	1	Mobile Integrated Health	14	2	0.46%	3.28%
Gout	1	MTAC - MedStar Training Academy	12	1	0.23%	1.64%
Hand Surgery	1	Office of the Medical Director	10	1	0.23%	1.64%
Headaches	1	Support Services - Facilities, Fleet, S.E., Logistics, S.E., Logistics	31	8	1.82%	13.11%
Migraine/Pain Mgmt	1	Grand Totals	415	61		
Migraines	4					
Non-WC Back Injury	2	Total # of Full Time Employees - October 2019	439			
Non-WC Hand Injury	1	% of Workforce using FMLA	13.90%			
Orthopedic Injury	1					
Orthopedic Surgery/Back	1					
Orthopedic Surgery/Knee	1	TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave		
Plantar Fasciatis	1	Intermittent Leave	46	75.41%		
Pregnancy	9	Block of Leave	15	24.59%		
Pregnancy/Abdomen Issues	1	Total	61	100.00%		
Psychological	6					
Shoulder Surgery	1					
Stress/Anxiety	2					
Grand Total	61					

Light Duty WC for Fiscal Year 2019-2020

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	860:09	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 19-20	860:09	860:09	860:09	860:09	860:09	860:09	860:09	860:09	860:09	860:09	860:09	860:09	5189:07
FY 18-19	350:17	592:25	1117:25	1447:17	1747:31	1964:44	2198:51	2475:11	2694:00	3546:44	4735:28	5765:42	

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

Light Duty HR for Fiscal Year 2019-2020

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	674:38	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 19-20	674:38	674:38	674:38	674:38	674:38	674:38	674:38	674:38	674:38	674:38	674:38	674:38	0:00
FY 18-19													

Worker's Comp LOA for Fiscal Year 2019-2020

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Goal
Hours/Mo	7:28	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	
FY 19-20	7:28	7:28	7:28	7:28	7:28	7:28	7:28	7:28	7:28	7:28	7:28	7:28	149:13
FY 18-19	5:10	5:10	21:48	21:48	21:48	21:48	129:48	165:48	165:48	165:48	165:48	165:48	

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

FMLA for Fiscal Year 2019-2020

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2046:59	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	204:41
FY 19-20	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	2046:59	
FY 18-19	1693:07	3187:29	4463:04	5841:46	6902:34	8114:18	9213:02	10296:18	11291:28	12442:54	14432:44	16159:57	8669:53:25

All Other Leave for Fiscal Year 2019-2020*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	3015:20	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	301:32
FY 19-20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	3015:20	
FY 18-19													0:00:00

*includes all other leaves (LOA, MLOA, Jury, Bereavement, Unscheduled, etc.)

Military Leave for Fiscal Year 2019-2020

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	95:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	9:30
FY 19-20	95:00	95:00	95:00	95:00	95:00	95:00	95:00	95:00	95:00	95:00	95:00	95:00	
FY 18-19	72:00	120:00	192:00	308:00	367:00	487:00	584:00	750:00	1046:00	1096:00	1096:00	1096:00	109:36:00

Total Leave Hours

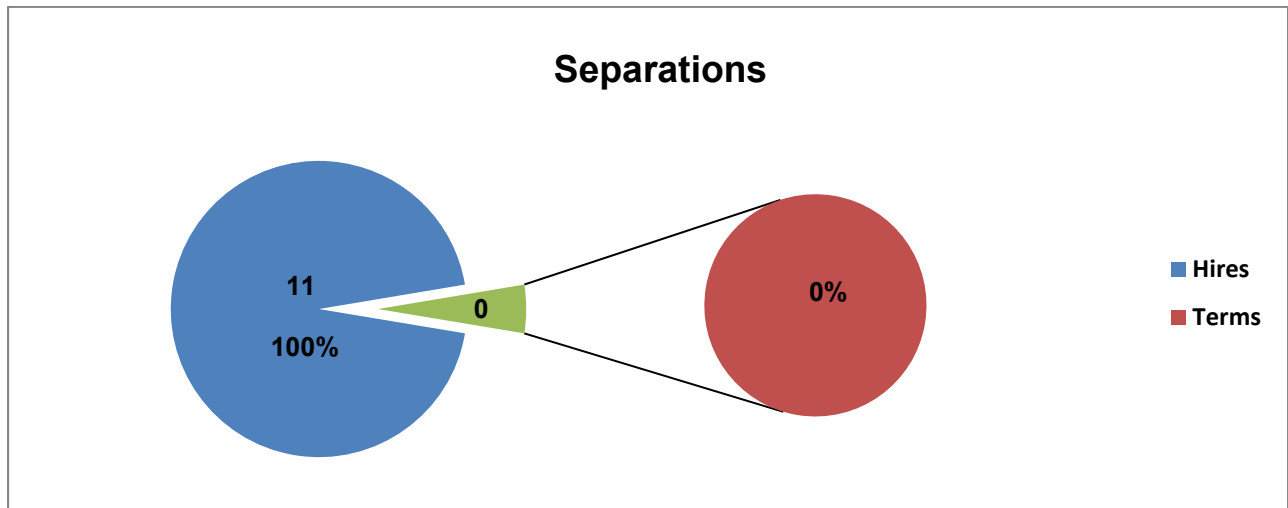
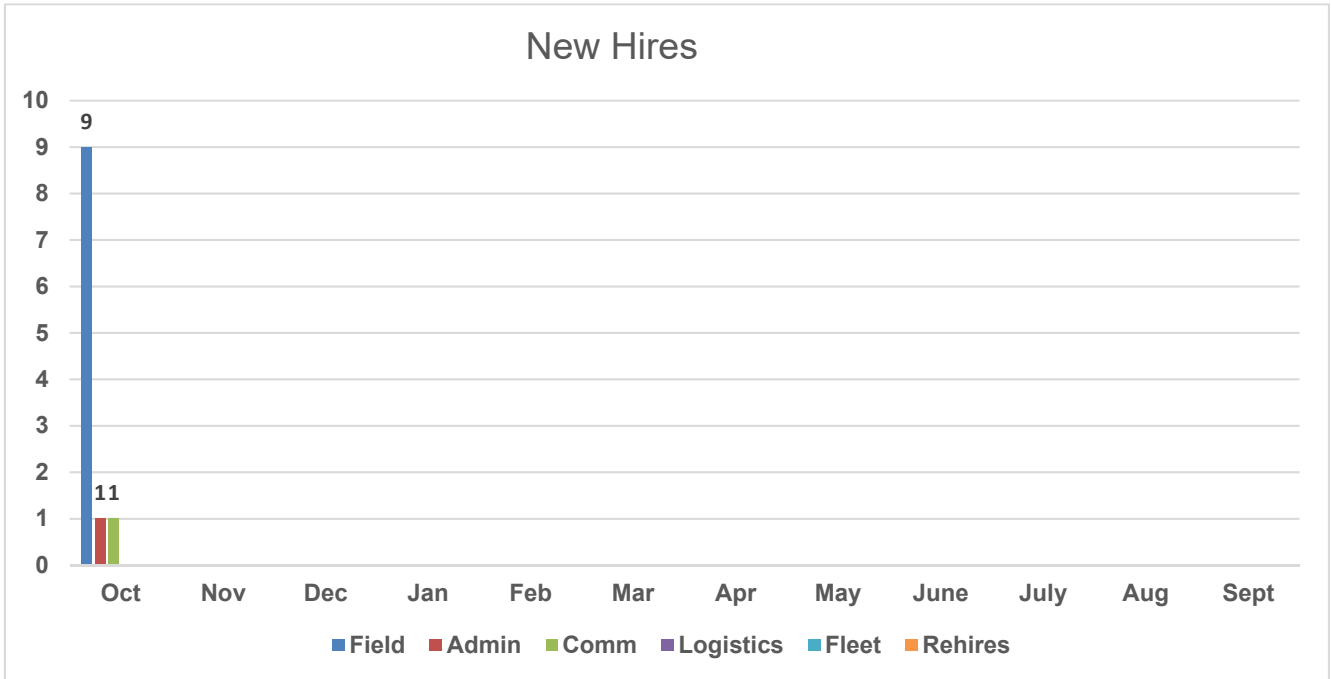
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	3009:36	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	300:57
FY 19-20	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	3009:36	
FY 18-19	2120:34	3905:04	5794:17	7618:51	9038:53	10587:50	12125:41	13687:17	15197:16	17251:26	20430:00	23187:27	1725:08:36

Summary of Fiscal Year 2019-2020

	Light Duty WC	Light Duty HR	Worker's Comp	FMLA	All Other Leave	Military	Total
YTD	860:09	674:38	7:28	2046:59	3015:20	95:00	3009:36
Goal-							
Compare	5189:07	0:00	149:13	16159:57	0:00	1096:00	23187:27

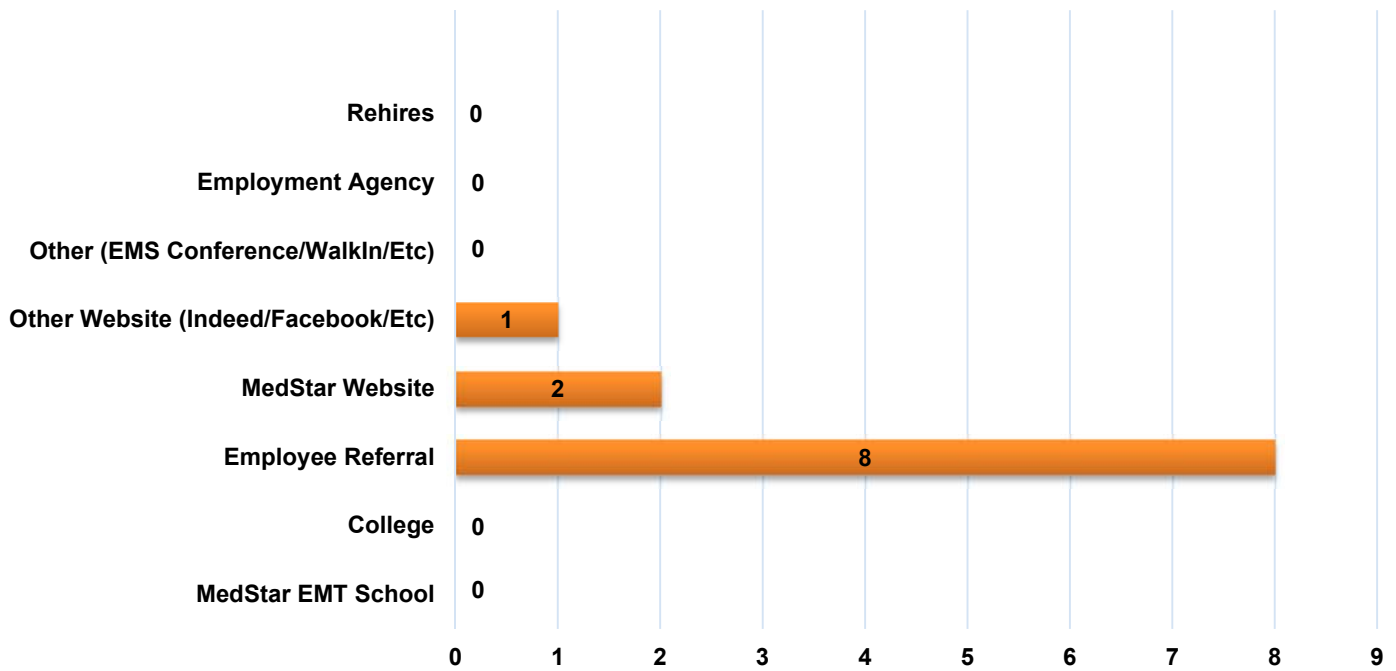
Recruiting & Staffing Report

Fiscal Year 2019-2020

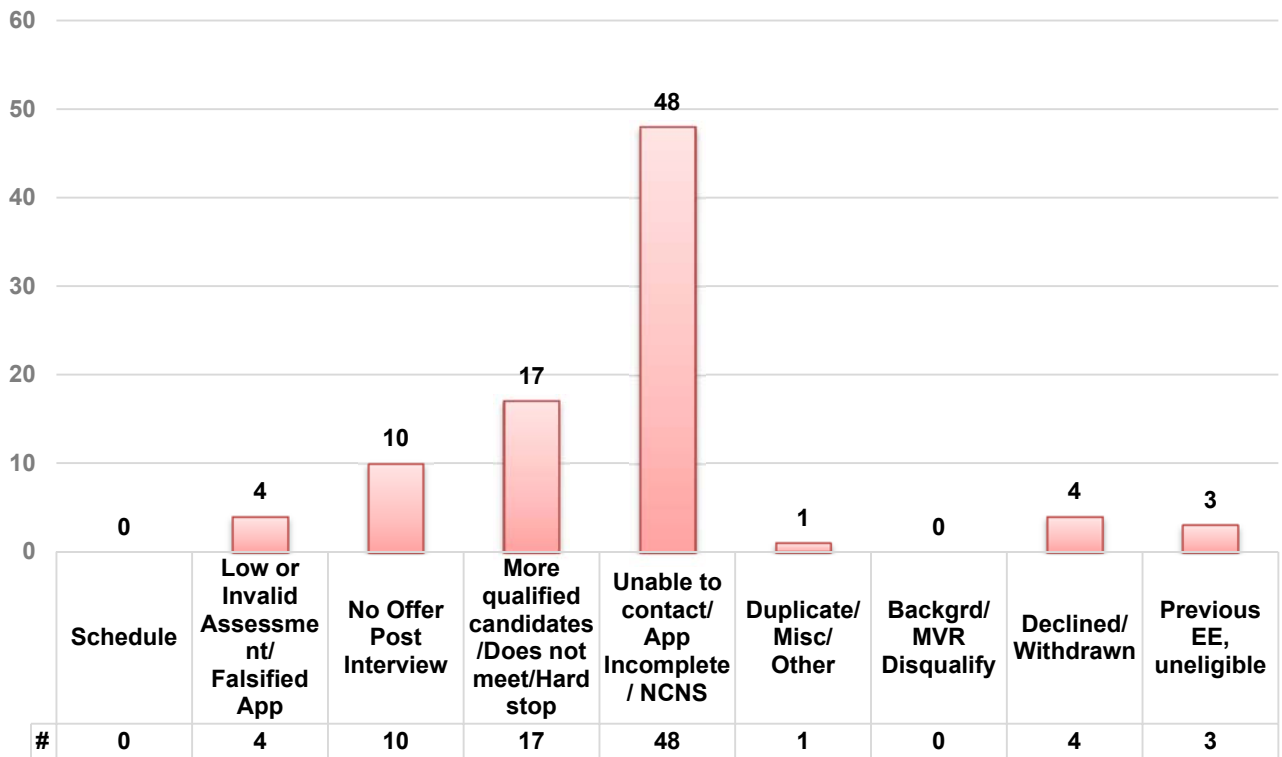


Fiscal Year Statistics
Total hires to date 11
Total separations from hires 0

New Hire Referral Source



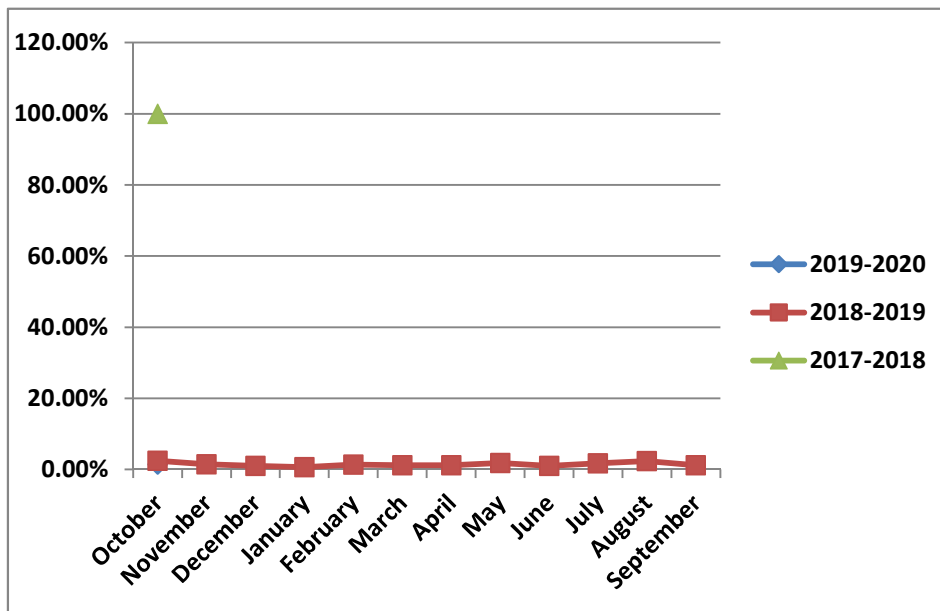
Applicant Rejection Reasons



TOTAL APPLICATIONS REJECTED 87
 TOTAL APPLICATIONS REVIEWED 96

MedStar Mobile Healthcare Turnover Fiscal Year 2019 - 2020

	Full & Part Time Turnover			Full Time Only
	2019-2020	2018-2019	2017-2018	2019-2020
October	1.44%	0.79%	2.41%	1.59%
November		1.54%	1.42%	
December		1.35%	0.99%	
January		2.31%	0.60%	
February		1.76%	1.37%	
March		1.99%	1.20%	
April		1.35%	1.17%	
May		2.55%	1.79%	
June		1.55%	0.97%	
July		1.98%	1.76%	
August		3.41%	2.35%	
September		2.90%	1.18%	
Actual Turnover	17.280%	23.480%	17.210%	19.080%



Tab E – FRAB

Tab F – OMD



Discussion

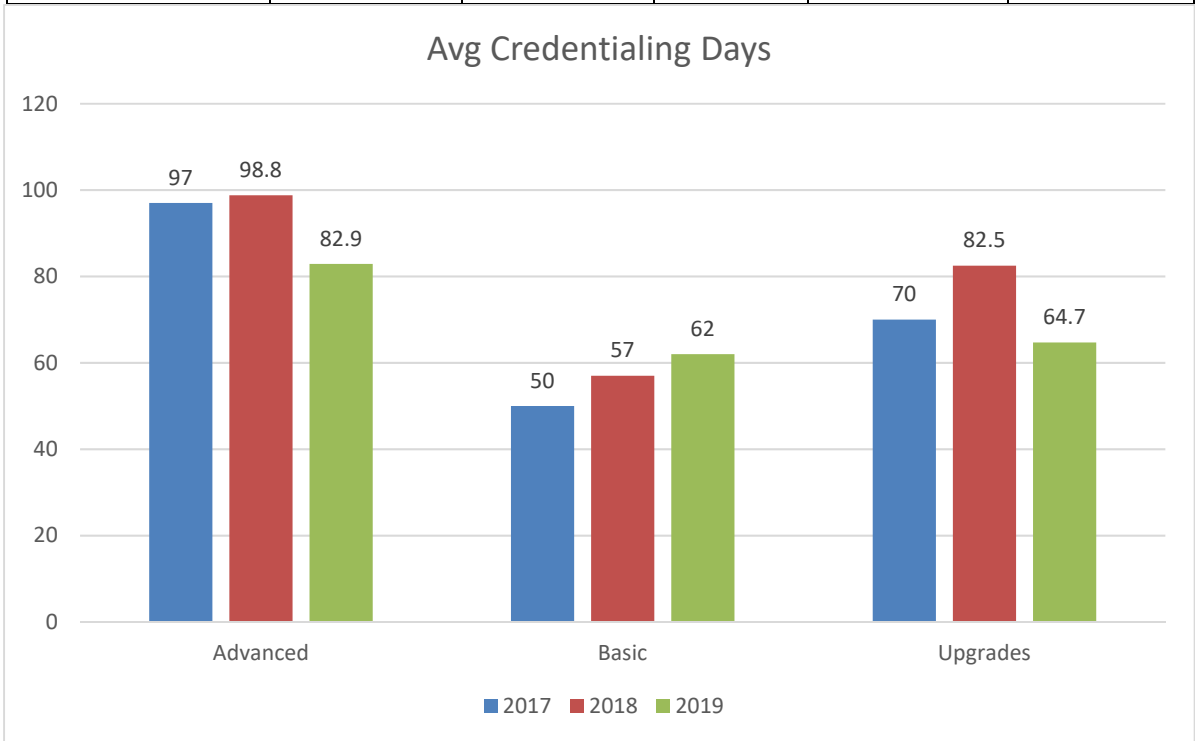
- Lidocaine 2% expiration date extension

Education and Training

- FRO – Airway CE being delivered to the First Responders
- OMD 19Q4 CE scheduled for first week of December
 - Patient care communication tool
 - Airway Management Decision Making
 - Case Studies
 - Leadership training

Credentialing

2019	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	16	9	0	0	7
Adv Upgrade	10	9	1	0	0
Basic	46	39	0	1	6



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QA

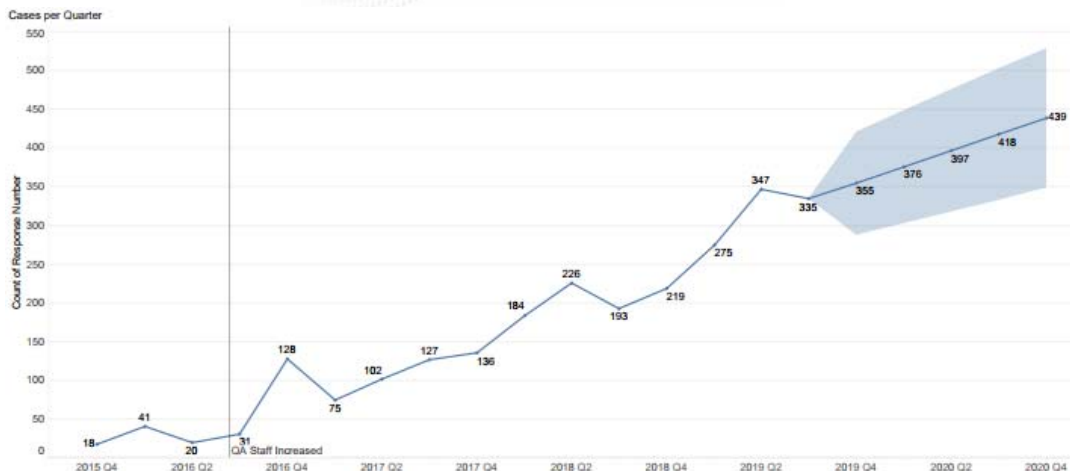
Case Acuity		October 2019
High	10	(9.0%)
Moderate	35	(31.5%)
Low	63	(56.8%)
Non QA/QI	3	(2.7%)
Grand Total	111	(100.0%)

Case Disposition		October 2019
Needs Improvement	34	(30.6%)
Clinically Inappropria..	5	(4.5%)
Forwarded	3	(2.7%)
No Fault	26	(23.4%)
Pending	43	(38.7%)
Grand Total	111	(100.0%)

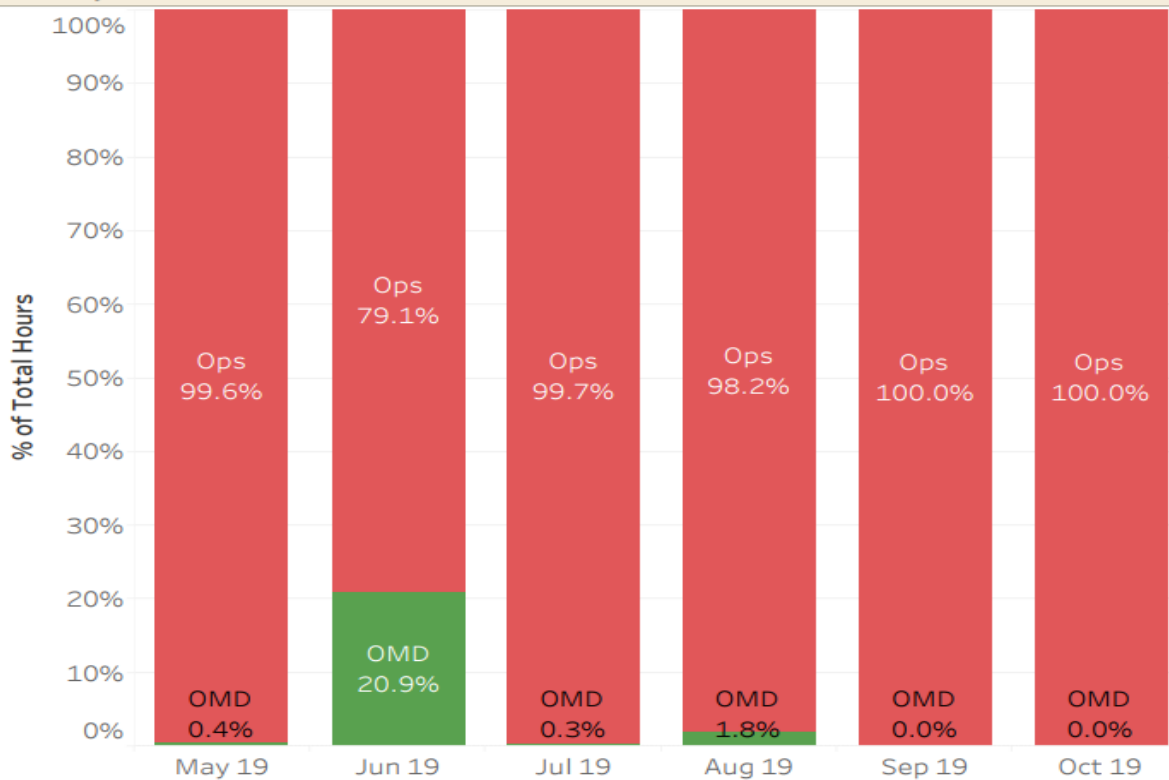
Case Metrics (Time to MD Review, Time to Closure)			
Acuity	Avg. Created-Review Days	Avg. Review-Closure Days	Avg. Created-Closure Days
High	0.9 days	0.0 days	2.5 days
Moderate	2.0 days	5.0 days	6.9 days
Low	2.5 days	1.1 days	3.4 days
Non QA/QI	1.0 days	2.0 days	3.0 days
Grand To..	2.2 days	1.9 days	4.1 days

Case Origin			System Clinical Issues	
CQI/First Pass 35 31.5%	OMD 14 12.6%	Airway QA 13 11.7%	October 2019	
	Self Report 30 27.0%	Facility 7	Ops 3	Case Status
			October 2019	
			Closed 51 (45.9%)	
			Open 57 (51.4%)	
			Open CIP 3 (2.7%)	
			Grand Total 111 (100.0%)	

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Lost Payroll Hours



Reason

Ops OMD

Month

5/1/2019 to 11/30/2019

Lost Payroll Hours (Totals)

	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19
Ops	503.8	636.9	754.5	830.5	556.2	666.4
OMD	2	168	2	15	0	0
Grand Total	505.8	804.9	756.5	845.5	556.2	666.4

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System Diagnostics

- **System Performance**

<u>Cardiac Arrest</u>	Goal	5/19	6/19	7/19	8/19	9/19	10/19	Current Avg.
% of recognizable Out-of-Hospital Cardiac Arrests (OHCA) cases correctly identified by Dispatch					84.00%			
Median time between 911 call and OHCA recognition					0:00:37			
% of recognized 2nd party OHCA cases that received tCPR					79.2%			
Median time between 911 Access to tCPR hands on chest time for OHCA cases					0:02:17			
% of cases with time to tCPR < 180 sec from first key stroke								
System response time < 5 mins for Dispatch-presumed cardiac arrest								
% of cases with CCF \geq 90%		84.0%	83.0%	86.0%	79.0%	82.0%	82.0%	
% of cases with compression rate 100-120 cpm 90% of the time		78.9%	81.2%	84.4%	78.0%	80.3%	79.4%	
% of cases with compression depth that meet appropriate depth benchmark 90% of the time		22.8%	27.5%	33.3%	20.7%	26.8%	22.1%	

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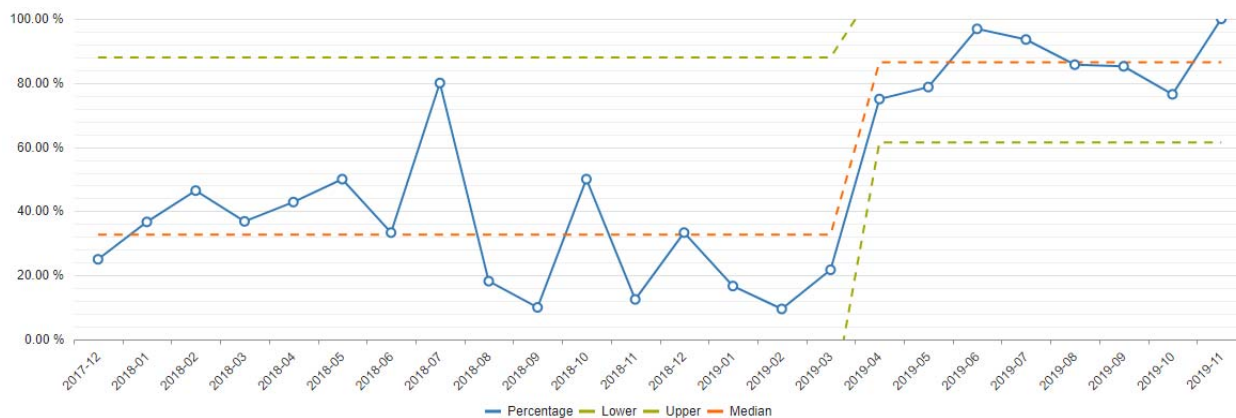


% of cases with mechanical CPR device placement with < 10 sec pause in chest compression		33.3%	42.9%	45.5%	30.8%	50.0%	50.0%	
% of cases with Pre-shock pause < 10 sec		81.8%	71.4%	88.9%	92.3%	87.5%	81.8%	
% arrive at E/D with ROSC		16.4%	39.7%	24.3%	16.3%			
% discharged alive		13.4%	6.4%	10.0%	5.7%			
% neuro intact at discharge (Good or Moderate Cognition)		11.9%	6.4%	10.0%	3.7%			
% of cases with bystander CPR			79.6%	80.0%	79.2%			
% of cases with bystander AED use			0.0%	25.0%	0.0%			
# of people trained in CCR								

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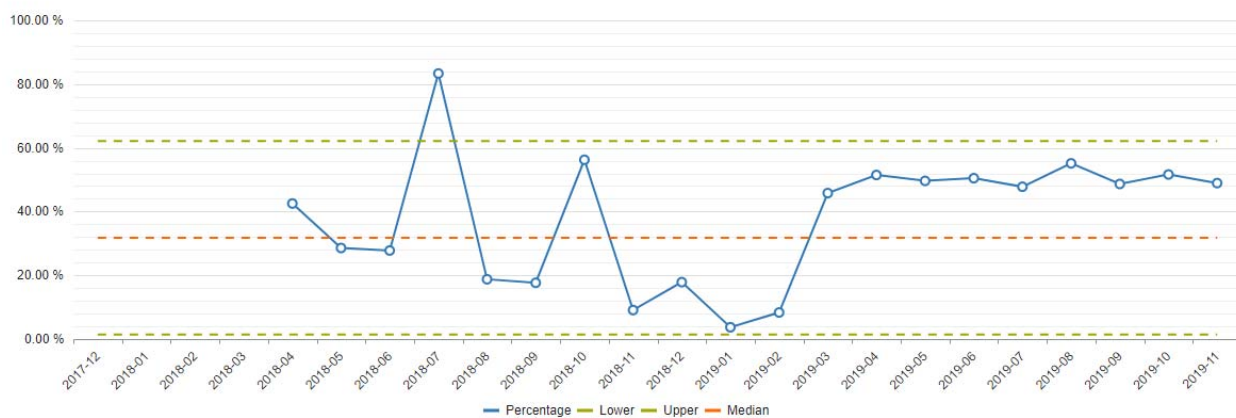
- **Clinical Bundles**
STEMI (Adj.)

EXIT



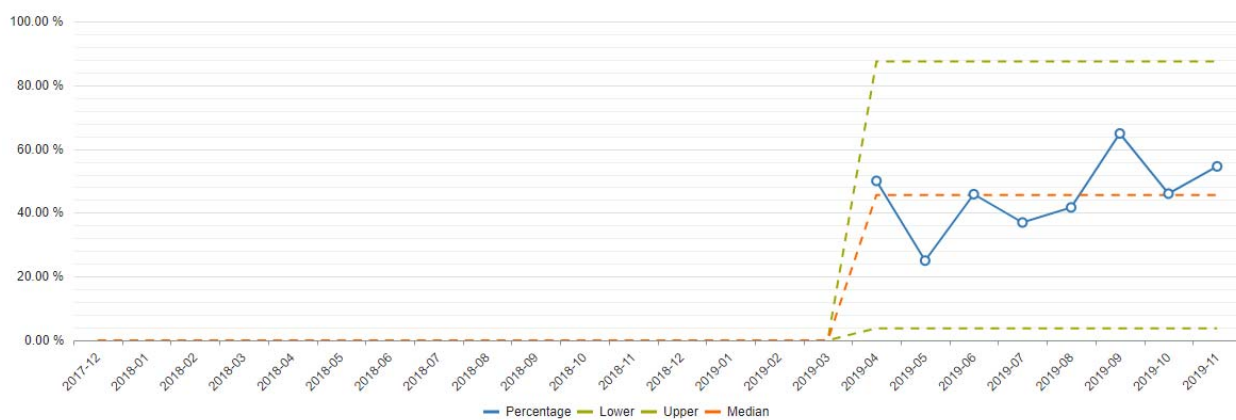
Stroke (Adj.)

EXIT



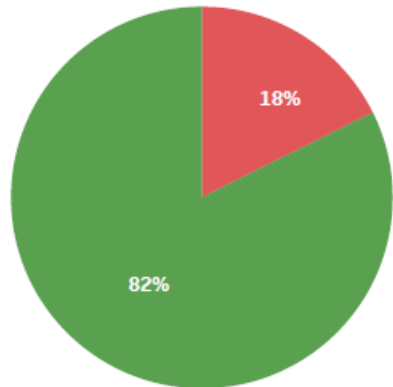
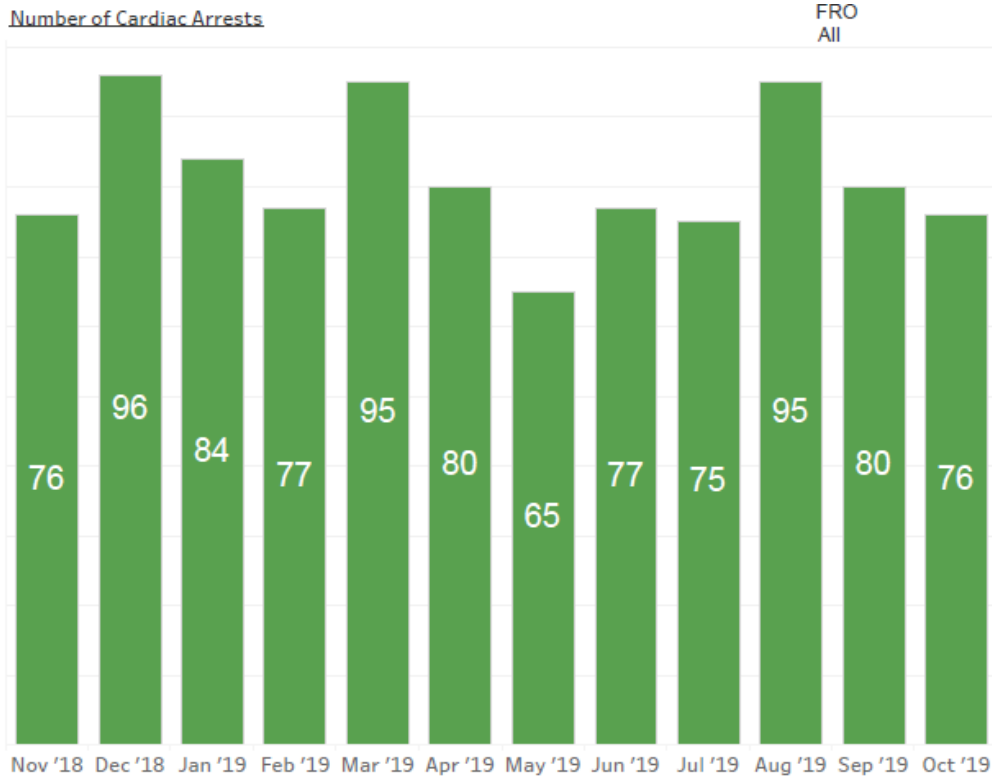
Sepsis (Adj.)

EXIT



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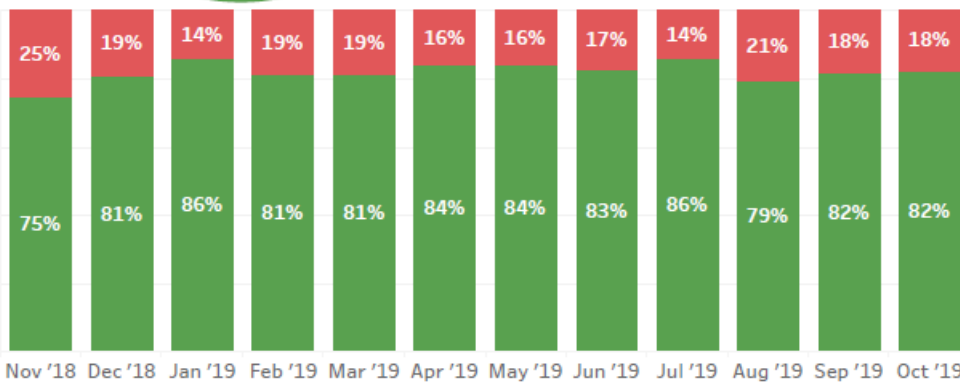
- **Resuscitation**



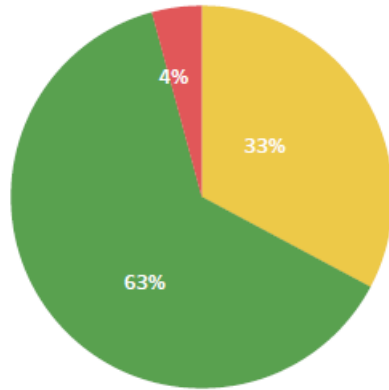
October 2019
FRO
All

Chest Compression Fraction
■ < 90%
■ ≥ 90%

Chest compressions should be performed at least 90% of the time during a cardiac arrest



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

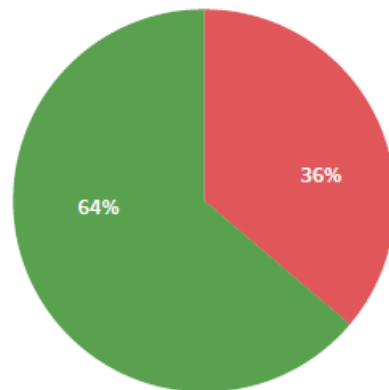
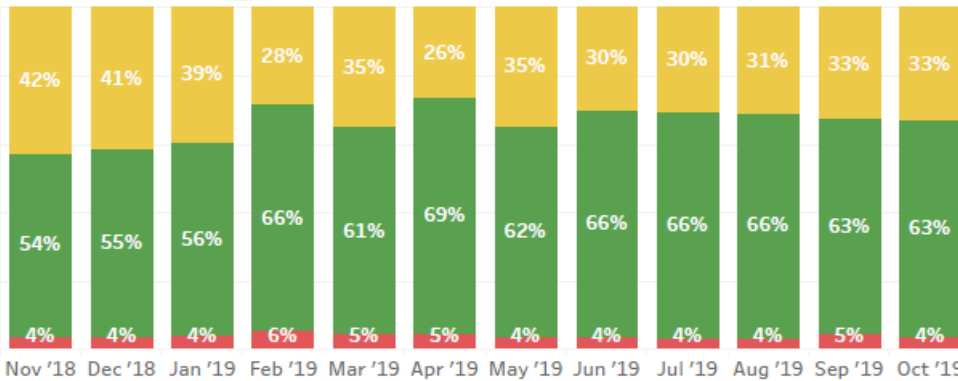


October 2019
FRO
All

Rate

- Too Fast
- Correct Rate
- Too Slow

Chest compression should be performed at a rate of 100-120 compressions per minute

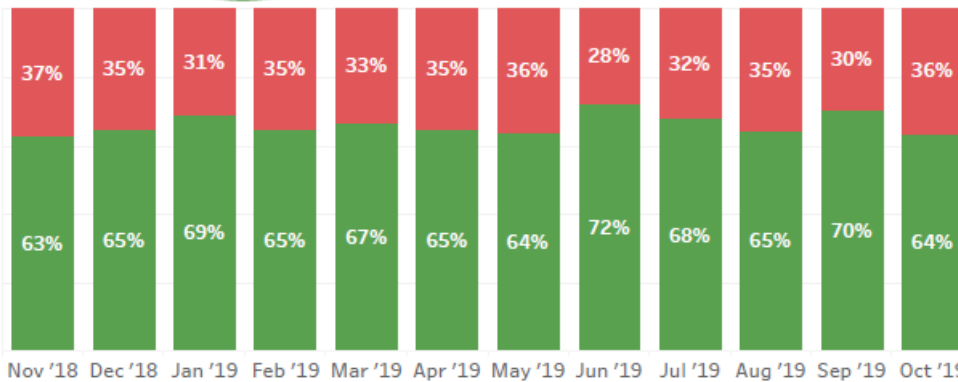


October 2019
FRO
All

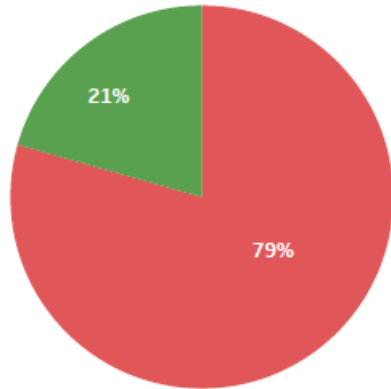
Depth

- Too Shallow
- Correct Depth

Chest compressions should meet a minimum depth of 2 inches



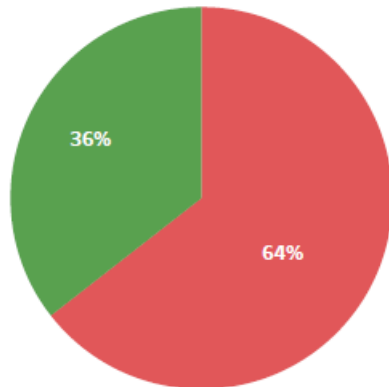
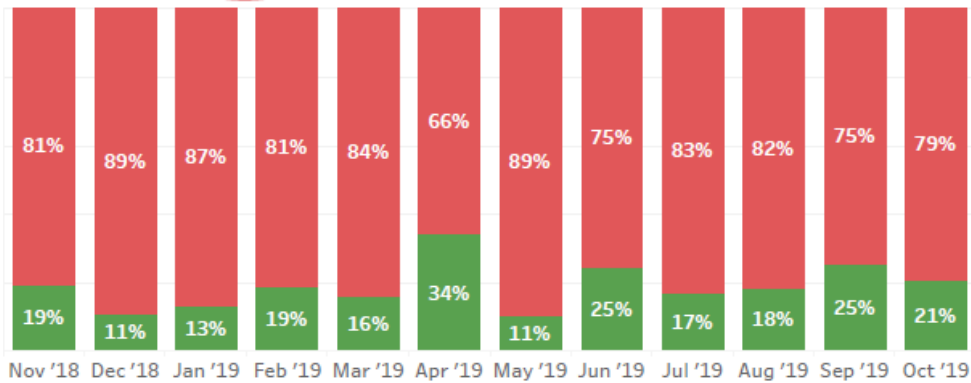
The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.



October 2019
FRO
All

Release Velocity
■ Inadequate Release
■ Adequate Release

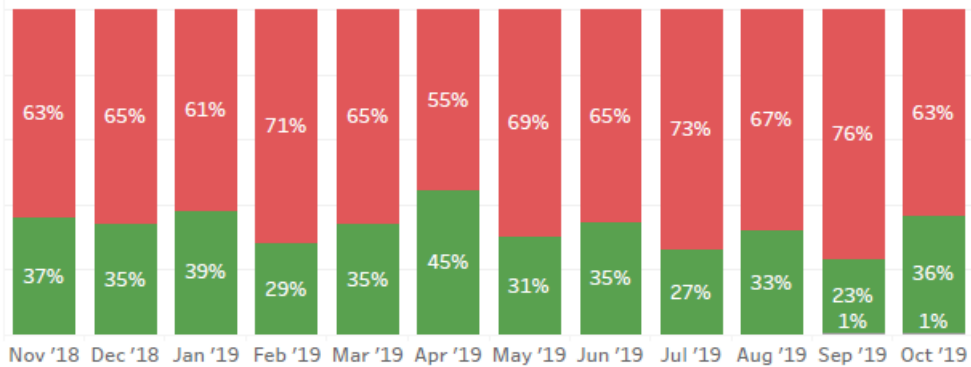
You should allow full chest recoil at a speed of at least 400 mm/s



October 2019
FRO
All

ROSC
■ No
■ Yes
■ Other

Percentage of cases with documented return of spontaneous circulation

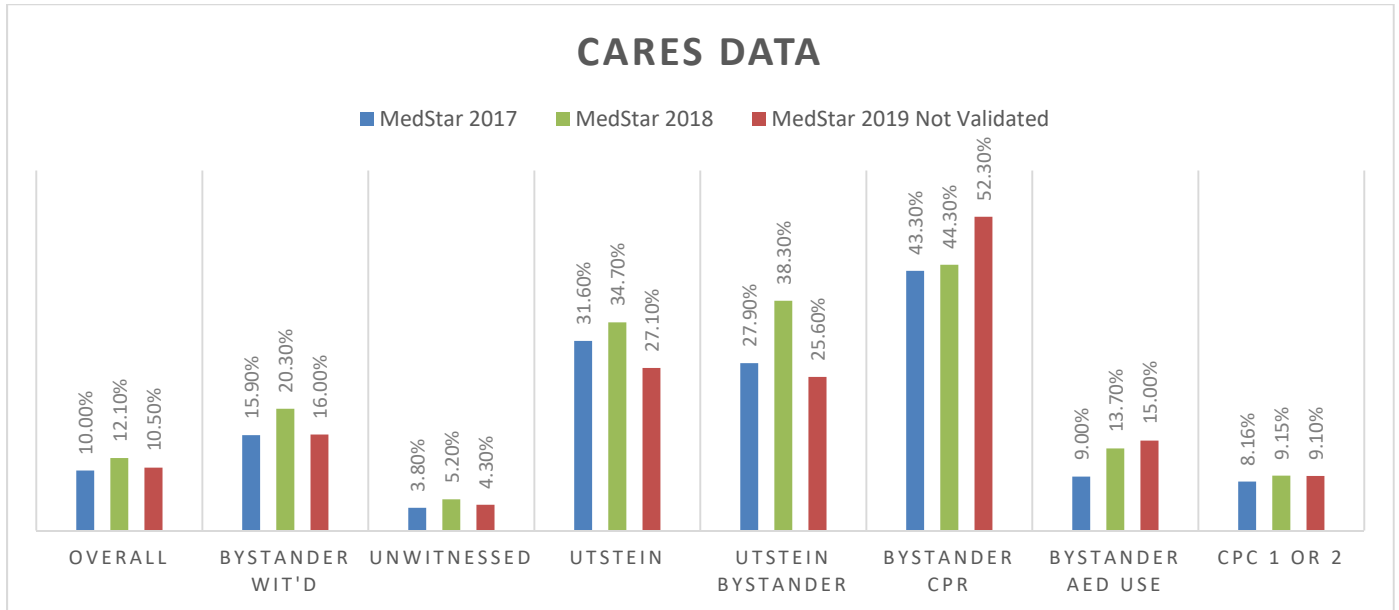


The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.



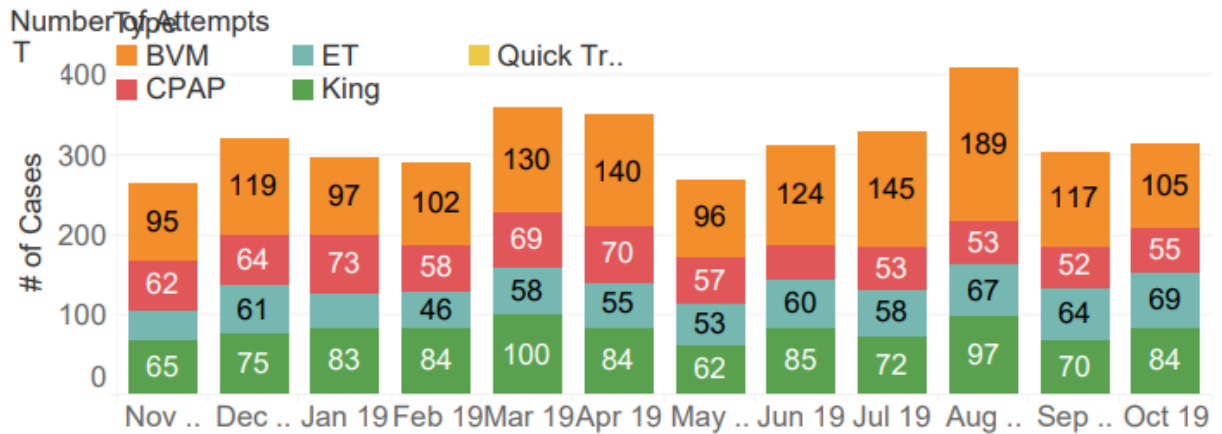
CARES

- 2019 data is not complete
 - o 24 outcomes pending

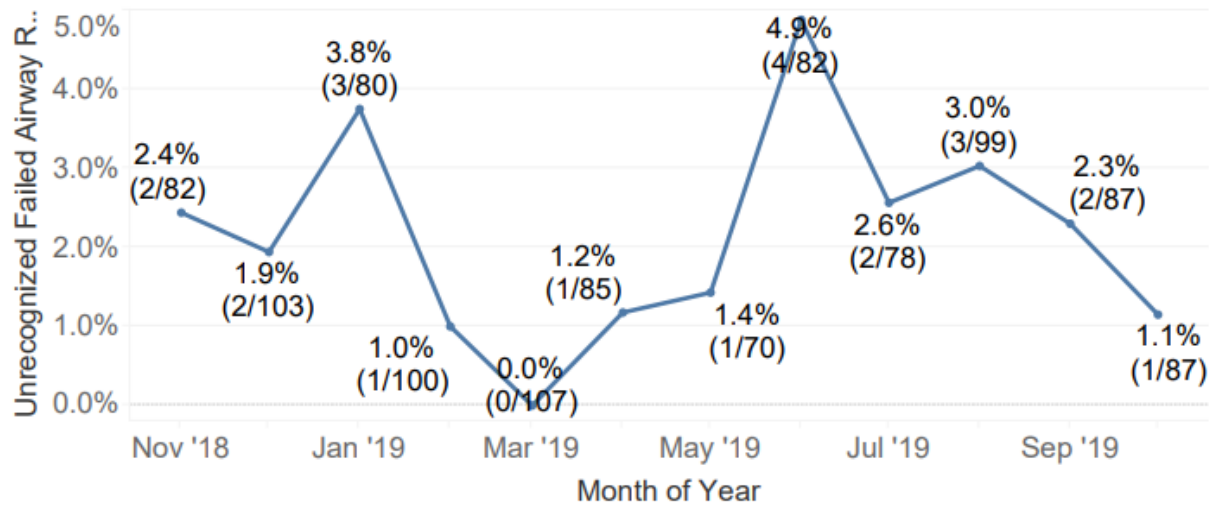


The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

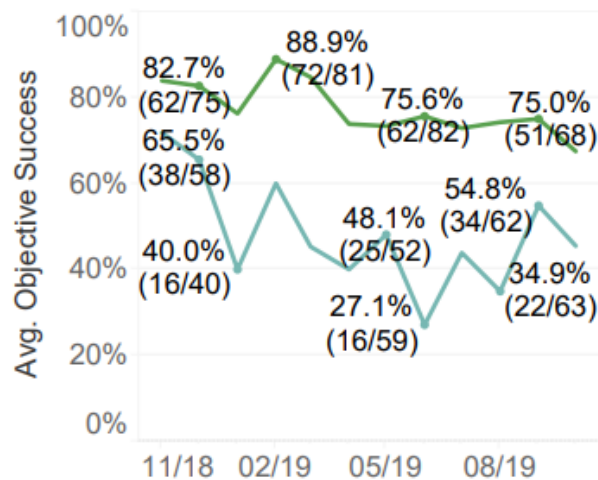
Airway



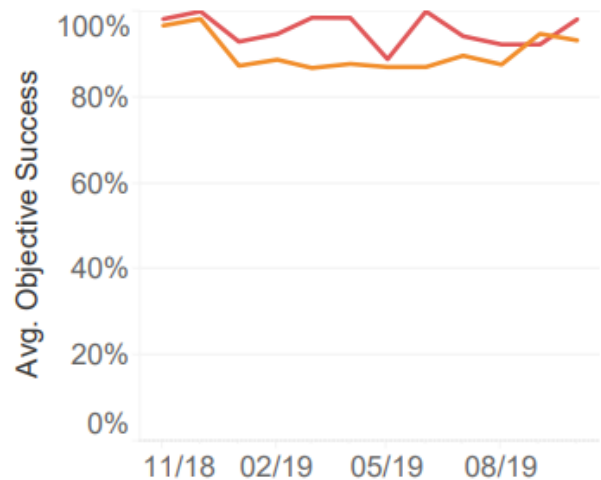
Unrecognized Failed Advanced Airway Rate



Airways Success - ET & King



Airways Success - BVM & CPAP



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

Tab G – Chief Compliance Officer/Legal



**Tuesday, November 19, 2019
Compliance Officer's Report
October 16, 2019 to November 18, 2019**

Compliance Officer Duties

- Multiple investigation conducted for compliance, and employee relation matters
- Submitted all employee provider roster changes to the DSHS as required
- 1 narcotic anomaly to report
 - Paramedic inadvertently took his narcotic pouch home at the end of shift. The employee was tested and no foul play was suspected.

Paralegal Duties

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

A handwritten signature in black ink, appearing to read "Chad Carr", is written over a horizontal line.

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

Tab H – Chief Strategic Integration Officer

Strategic Integration Summary

November 2019



Alternate Payment Models

- CMMI//CMS “ET3” Alternate Payment Model for EMS – Most letters of support/interest/intent
 - Application submitted
 - Notifications from CMS likely mid-late December
 - We continue to be a resource/SME for CMMI on the project

Medicaid Ambulance Supplemental Payment Program – ASPP

- HHSC continues to be engaged in trying to find a resolution – Basis for reimbursement
- HHSC published a Public Notice for an intended Medicaid State Plan Amendment (SPA) to provide additional funding for public ambulance providers
 - SPA filed seems to indicate a reimbursement based on Medicaid payment and the provider’s Average Commercial Reimbursement (ACR)
- HHSC continues monthly meetings with public ambulance providers to keep the process moving

Paid Consulting Activity

- Center for Public Safety Management (in partnership with ICMA)
 - Work continues with them on 2 projects
 - San Diego County, CA – Evaluation of EMS agency performance
 - Medford, OR – Evaluation of the city’s fire department

MillerCoors

- Working with point of contact for follow-up discussions for MedStar on Demand services

Opioid Collaboration

- Working with TCPH, ME’s Office, FWFD, OD Aid, DFW Hospital Council, MedStar Community Health Collaborative and Tarrant County MHMR TORRI project to enhance surveillance monitoring and data tracking
 - Updated resource availability list
 - Coordinating data collection and syndromic surveillance monitoring with Tarrant County Public Health

Trick or Treat Event

- 2 kiddos’ brought trick or treating 10/31
- Berkeley/Pembroke Neighborhood once again shined!
- Crew’s once again did an AMAZING job!



Upcoming Speaking Engagements:

Event	Date	Location	Attendees
National Association of EMS Physicians	January '20	San Diego, CA	~700
JEMS/EMS Today	March '20	Tampa, FL	~3,000
NAEMT EMS Transformation Summit	March '20	Washington, DC	~250
Inter. Acad. Of Emerg. Disp. – Navigator	April '20	Orlando, FL	~1,500
Zoll Summit	June '20	Denver, CO	~500

AIMHI/NAEMT National webinars on EMS finance

- 6 MedStar team members presented
- Dispatch, billing, Field, Medical records
- 300+ attendees

Media:

Local –

- MedStar's MIH Programs
 - DHealthcare CEO
- Trick or Treat Event
 - CBS 11
- Halloween Safety
 - CBS 11
- Cold Weather mitigation
 - NBC 5, CBS 11
- Flu call volume and prevention
 - KRLD, FOX 4, NBC 5, KRLD, WBAP, CBS 11

Mobile Integrated Healthcare Report

October 2019 Activity

Hospice:

Vitas: 13 active

- 9-1-1 calls: 1

Holy Savior: 24 active

- 9-1-1 calls: 2

Embrace: 8 active

- 9-1-1 calls: 0

Home Health:

Klarus: 215 active

- total 9-1-1 calls w/CCP on scene: 11
- in-home, scheduled visits: 2

Health Masters: 32 active

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

Readmission Avoidance Enrollments:

- Silverback: 7
- THR Alliance: 8
- THR FW: 3
- 9-1-1 Encounters w/CCP on scene: 3

High Utilizer:

- UTSW NAIP: 5
- Internal/FD: 5
- Non-adherent high utilizers: 12
- Silverback: 6
- 9-1-1 Encounters w/CCP on scene: 22

Palliative Care, Silverback:

- 29 active
- 9-1-1 Encounters w/CCP on scene: 6

Star Saver Plus:

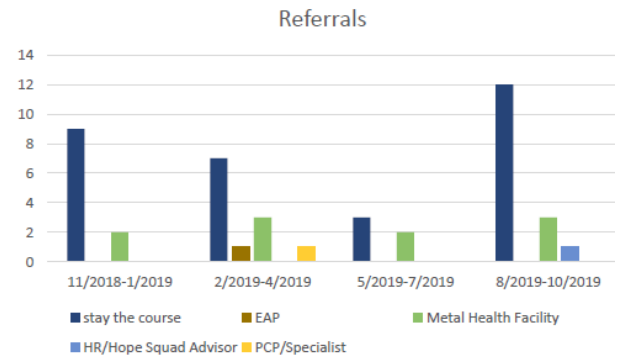
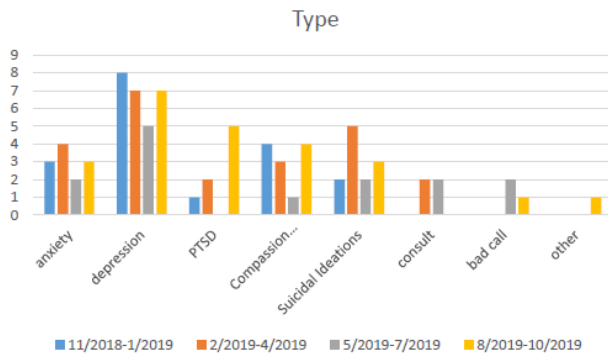
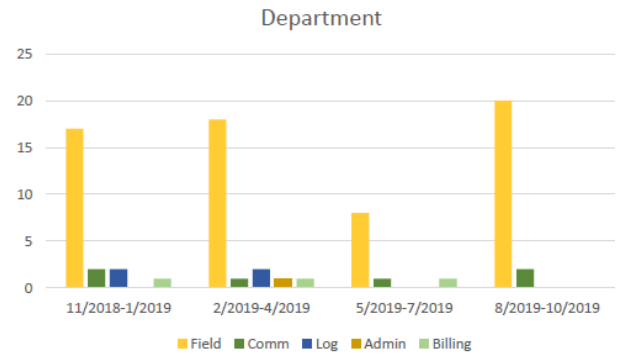
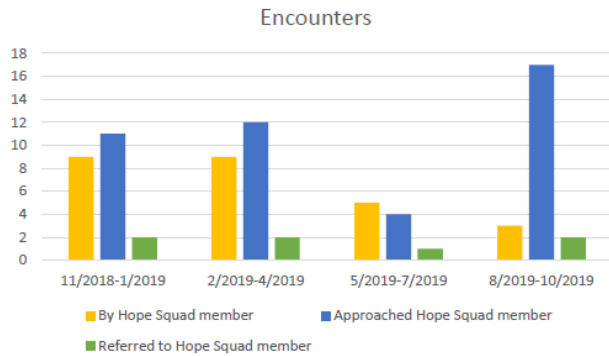
- 337 Active
- 9-1-1 Encounters: 7
- In-home, scheduled visits: 1

9-1-1 Nurse Triage:

- Total calls navigated to RN: 122
- Alternative Care/Destination: 29
 - Transportation assistance via Lyft: 28
- Alternative Transportation to ED: 12
 - Lyft: 11
 - private vehicle: 1



Hope Squad Encounters





Education & Community Programs Calendar

EDUCATION REPORT

- 11/5 MedStar EMT NREMT Skills Practice
- 11/6 CPR Renewal
- 11/11 Byron Nelson HS NREMT Skills
- 11/11 CPR for Comm Center Employees
- 11/12 MedStar Sept EMT Class NR Skills Testing
- 11/13 ACLS Renewal
- 11/15 Weatherford HS Skills practice
- 11/18 – 11/19 AMLS
- 11/20 Byron Nelson HS Skills Test
- 11/22 PALS Renewal
- 11/26 MedStar Sept EMT Class Course Completion
- 12/7 PALS Renewal
- 12/09 PHTLS Renewal
- 12/11 Eaton HS State Skills
- 12/13 CPR Renewal
- 12/13 ACLS Renewal



Community Programs:

- 11/7 Joe C. Bean High School Chest Compression Training
- 11/13 CCR/STB for Sam Rosen Elementary
- 11/13 CPR & First Aid for Cat Sanctuary
- 11/13 CCR/AED/BP checks for Fall Prevention Fair
- 12/05 Meadowbrook Elementary CCR/STB



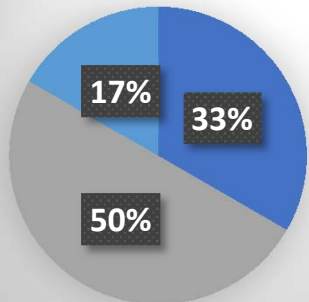
MedStar Training Academy Dashboard

August 2019 – October 2019



442

Total Number of External Students receiving training from MTAC



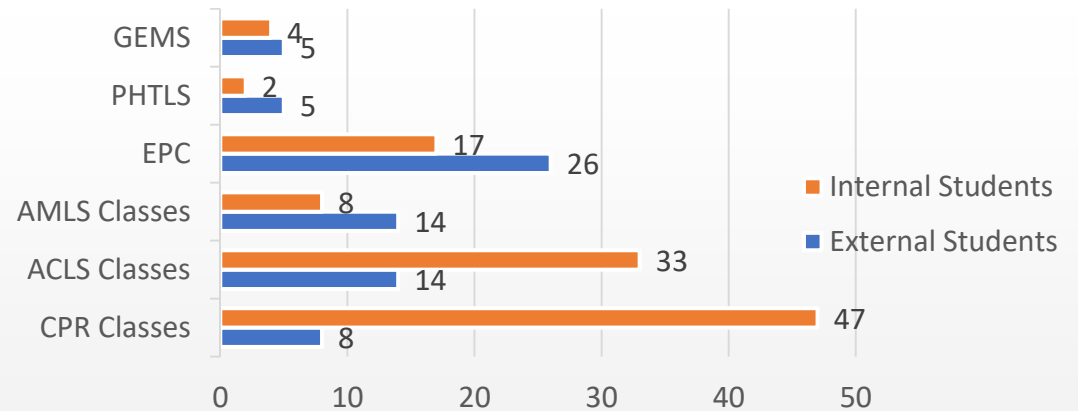
- CCR/STB
- CPR/STB/First Aid
- CE Symposium



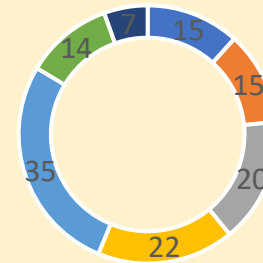
32

Hours donated to Community Education/Training

Card Classes



EMT Students in MedStar EMT/EMR Programs



- Weatherford
- NW High School
- Byron Nelson High School
- VR Eaton High School
- Ben Barber High School
- MedStar Fall EMT
- Westworth Village EMR

How MedStar Saved \$25 Million by Avoiding Unnecessary Emergency Services

10/31/2019 | [by Will Maddox](#)



<https://healthcare.dmagazine.com/2019/10/31/how-medstar-saved-25-million-by-avoiding-unnecessary-emergency-services/>

These days, every aspect of the medical industry is looking to find cost savings, and 9-1-1 service is part of that movement as well. MedStar Mobile Healthcare, a North Texas organization that provides emergency services, has avoided over \$25 million in medical costs for residents and payers over the past seven years.

The emergency department is one of the most expensive pieces of the medical industry, especially when it is full of problems that don't belong in an emergency room. And when emergency physicians are operating out-of-network at in-network hospitals, surprise bills are end up with those who thought they were making the responsible decision in a time of emergency. These bills have made [headlines](#) and inspired [legislation](#) to fight them in past years. Emergency service providers can play an outsized role in avoiding these costs by treating problems upstream and diverting patients from expensive and often unnecessary services.

Created in 1986 to serve the Fort Worth area, MedStar is a public authority that provides emergency services, and the organization is governed by an appointed board from the fifteen cities the organization serves in North Texas. But despite the public governance, MedStar is not funded by tax dollars, and receives all of its funding through healthcare payers, just like other medical providers.

Because they are only paid when their services are necessary and only at set rates, they are forced to look for efficiencies where they can, and avoid services that won't be reimbursed. The entity sees itself as a key player in avoiding unnecessary medical costs, which often occur in the emergency room. "We believe that we should have always been part of the solution," says MedStar Executive Director Doug Hooten.

Patients known as high utilizers, who sometimes call 9-1-1 up to 20 times a month, are part of the problem, and MedStar has created initiatives to make sure that only emergencies receive ambulance rides to the emergency room.

For some people, navigating where to go with what problem can be daunting, and 9-1-1 offers a simple way to ensure that medical treatment will be received, but it isn't efficient. MedStar created curriculum to train its staff to recognize whether an emergency transport or emergency room is necessary, and providers also look at medications to make sure several different doctors haven't prescribed the same medication. The program also looks at social determinants of health to see if housing, food, transportation or other needs can improve conditions in a more appropriate and cost-effective way than calling an ambulance with every issue.

MedStar's High Utilizer Program sidestepped \$22,986,545 worth of medical costs by avoiding ambulance payment, emergency department visits, and hospital admissions between 2013 and 2019. The program avoided nearly 6,000 ambulance rides, nearly 3,500 emergency department visits and over 1,500 hospital admissions during that time period. Over \$31,000 in medical costs were saved per person through this program.

MedStar's 9-1-1 Nurse Triage Program uses trained nurses in the 9-1-1 call center to see if alternative destinations and transportation can be used to solve medical problems. The conversation may lead to a Lyft ride to an urgent care clinic rather than the much more costly ambulance ride to the hospital. The program has avoided nearly \$6 million in medical costs, with around 4,500 ambulance rides and 4,166 emergency department visits. In total, the program saved \$1,298 per patient.

So why would an organization avoid more expensive service? In many situations, there is a high probability that an ambulance ride to an emergency room would not be reimbursed, says Hooten. If the service is not deemed medically necessary, payers may not reimburse for it, so MedStar has incentive to avoid unnecessary costs.

As the medical industry moves toward value-based care, payers are enforcing higher standards about treatment, making sure that providers are demonstrating value through clinically appropriate treatment. Hooten sees the initiative as ways to get ahead of the curve on reimbursing for value rather than purely fee-for-service. "This is how our niche will be able to provide that going forward," says Hooten.

One might think that hospitals that miss out on significant emergency bills might be critical of a service that diverts patients from its services, but in the shared risk environment of ACOs, the hospital is being measured by how well it manages its patient load, limiting high utilizers of high dollar services while keeping their doors open.

While the government has led in the area of reimbursing for value, the private payer model has been slow to catch up.

Often times, a Lyft to the urgent care does not have a billing code, so an organization like MedStar might not have much incentive to help in that way rather than just send an ambulance. But MedStar is participating in a five year federal pilot program that emphasizes alternative destinations for 9-1-1 calls, triaging calls up front, and bringing down back end costs. The pilot will change the payment model to reimburse for treating people on location and setting up trips and appointments to urgent care or the doctor's office, which aren't currently recognized or paid for in the current fee-for-service model. Around 70 percent of payers have agreed to look at the pilot, with a possibility of moving toward that model. "It's a big deal," Hooten says.