



Metropolitan Area EMS Authority (MAEMSA)

d.b.a. MedStar Mobile Healthcare

Board of Directors Meeting

December 9, 2020

**METROPOLITAN AREA EMS AUTHORITY
DBA MEDSTAR MOBILE HEALTHCARE
NOTICE OF MEETING**

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

The meeting will be conducted by conference call-in, pursuant to the Governor's March 16, 2020 suspension of certain provisions of the Open Meetings Act. The public may observe the meeting by clicking this URL: <https://webinar.ringcentral.com/j/1495192498> or join by phone: Dial US: (720) 902-7700, meeting ID 149 519 2498

AGENDA

- | | | |
|--|--|---|
| I. CALL TO ORDER | | Dr. Brian Byrd |
| II. INTRODUCTION OF GUESTS | | Dr. Brian Byrd |
| III. CITIZEN PRESENTATIONS AND PUBLIC COMMENT | Members of the public may address the Board on any posted agenda item and any other matter related to Authority business at this time. All speakers are required to register prior to a meeting using the link on the Authority's website (see, https://www.medstar911.org/board-of-directors/ where more details can be found, including information on time limitations). The deadline for registering is 4:30 p.m. <u>December 8, 2020</u> . No person shall be permitted to speak on an agenda item or address the Board during Citizen Presentations unless they have timely registered and have been recognized by the Chair. | |
| IV. CONSENT AGENDA | Items on the consent agenda are of a routine nature. To expedite the flow of business, these items may be acted upon as a group. Any board member may request an item be removed from the consent agenda and considered separately. The consent agenda consists of the following: | |
| BC – 1449 | Approval of Board Minutes for October 28, 2020 | Dr. Brian Byrd
Pg. 4 |
| BC – 1450 | Approval of Check register for October and November 2020. | Dr. Brian Byrd
Pg. 7 |
| V. OLD BUSINESS | | |
| BC – 1447 | Final Review of Board Policy for Selection of Chief Executive Officer | Dr. Janice Knebl
Pg. 10 |
| VI. NEW BUSINESS | | |
| BC – 1451 | Approval of Job Description for Chief Executive Officer | Dr. Janice Knebl
Pg. 14 |
| BC – 1452 | Approval of Search Firm for Chief Executive Officer | Dr. Janice Knebl
Leila Peoples
Pg. 21 |

VII. MONTHLY REPORTS

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

VIII. OTHER DISCUSSIONS

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

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

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

IX. ADJOURNMENT

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

MINUTES

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

Meeting Date and Time: October 28, 2020 at 10:00 a.m.

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

I. CALL TO ORDER

Chairman Brian Byrd called the meeting to order at 10:04 a. m.

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

Guests on phone: Dr. Brian Miller, OMD; Dr. Al Lulla, EMS Fellow; Dr. Faroukh Mehkri, EMS Fellow; Dale Rose, Dwayne Howerton, Elizabeth Paoli, Ken Simpson, Lauren Junker, Leila Peeples, Matt Zavadsky, Misti Skinner, Pete Rizzo, Shaun Curtis, Sherry Willingham, Steve Post, Susan Swagerty, Diana Anderson, Desiree Partain, Buck Gleason, Bradley Crenshaw, Bob Strickland, Kristine Valenti, Monica Cruz, Ricky Hyatt and Marianne Schmidt.

Awards Presentation: Matt Zavadsky announced that VITAS Healthcare of Fort Worth and Dr. Brad Cannell received Excellence in EMS Integration Awards from the Academy of International Mobile Healthcare Integration, an international organization of high-performance emergency medical services dedicated to promoting further integration of EMS into healthcare systems.

II. CONSENT AGENDA

BC-1445 Approval of Board minutes for September 29, 2020.
BC-1446 Approval of Check History for September 2020.

The motion to approve all items on the Consent Agenda was made by Dr. Chris Bolton and seconded by Fire Chief Doug Spears. The motion carried unanimously.

III. NEW BUSINESS

IR – 215 Executive Search Firm –

Chairman Byrd asked four people to serve on a committee to create a plan to choose an Executive Search Firm that will find a CEO and to execute on that plan: **Janice Knebl (Chair), Chief Doug Spears, Matt Aiken, and Dr. Chris Bolton.**

BC-1447 Approval of draft policy for hiring CEO.

A motion to approve the policy with changes that were noted (create a committee and hire a search firm), by Paul Harral and seconded by Dr. Rajesh Gandhi. The motion carried unanimously.

BC-1448 Approval of draft policy on Public Comment

A motion to approve was made by Matt Aiken and seconded by Dr. Janice Knebl. The motion carried unanimously. The link on the MedStar website will be updated to show that this is no longer a draft.

IV. MONTHLY REPORTS

A. Chief Executive Officer’s Report – Ken Simpson reviewed the two documents; 5-year Fund Balance Projections and MedStar Charity Care Policy DRAFT.

B. Office of the Medical Director Report – Dr. Veer Vithalani reviewed Tab B of the ePacket.

C. Chief Financial Officer – Steve Post reviewed Tab C of the ePacket. He also noted that there will be an audit in November and will be reported on during the January 2021 board meeting.

D. Human Resources – Leila Peeples reviewed Tab D.

E. Compliance Officer/Legal – Kristofer Schleicher reviewed Tab E.

F. Chief Operations Officer – Ken Simpson reviewed Tab F.

G. FRAB - Fire Chief Doug Spears reported that the FRAB had a meeting on 10/22. There will be a five member executive team for the FRAB.

H. Chief Strategic Integration Officer - Matt Zavadsky reviewed Tab H. Also noted that the AMA Tele med pilot is doing well; we’ve had several calls.

V. REQUEST FOR FUTURE AGENDA ITEMS

VI. CLOSED SESSION

The board went into a closed session at 11:22 a.m.

VII. ADJOURNMENT

Respectfully submitted,

Janice Knebl
Secretary

**MAEMSA
BOARD COMMUNICATION**

Date: 12/09/2020	Reference #: BC-1450	Title: Approval of check register(s) for October and November 2020.
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RECOMMENDATION:

It is recommended that the Board of Directors approve the check register(s) for October and November 2020.

DISCUSSION:

N/A

FINANCING:

N/A

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

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare



AP Check Details Over 5000.00
For Checks Between 8/1/2020 and 10/31/2020

Check Number	CK Date	Vendor Name	Check Amount	Description
102505	10/8/2020	AT&T Mobility	12,997.38	air cards and cellphone
102507	10/8/2020	CDW Government Inc	5,773.93	Dell Monitors
102515	10/8/2020	MetLife - Group Benefits	36,074.24	Dental/Vision/STD/LTD/Supp Life
102529	10/8/2020	TML Intergovernmental Risk Pool	686,054.14	Insurance - 10/01/20-09/30/21
102531	10/8/2020	WEX Bank	60,233.23	Sept '20 Fuel
102552	10/15/2020	Bound Tree Medical LLC	25,861.68	Medical Supplies
102557	10/15/2020	CyrusONE	7,573.68	Colocation hosting charges-Nov
102565	10/15/2020	Gaumard Scientific Company Inc.	181,310.00	Simulators
102570	10/15/2020	ImageTrend	14,030.00	Elite MES SaaS - Sept 2020
102572	10/15/2020	Logis Solutions	29,253.79	Here IDS License/Navigation
102574	10/15/2020	M-Pak, Inc.	5,205.95	Uniforms
102576	10/15/2020	Maintenance of Ft Worth, Inc.	6,829.11	Janitorial Supplies and Services
102577	10/15/2020	Medline Industries, Inc.	35,102.23	Medical Supplies
102583	10/15/2020	NRS	35,842.43	Collection agency fees
102590	10/15/2020	ReCept Pharmacy	10,513.29	Medical Supplies
102605	10/15/2020	Zoll Medical Corporation	5,485.70	Monitor Equipment
102609	10/15/2020	AT&T	5,714.35	Point to Point Circuit
102713	10/22/2020	CDW Government Inc	13,378.98	New Ipads
102717	10/22/2020	EMS Technology Solutions, LLC	6,510.00	RFID supplies
102720	10/22/2020	Gladstone Dodge Chrysler Jeep Ram	362,616.00	2021 Ambulance Chassis
102730	10/22/2020	Ogletree Deakins Nash Smoak & Stewart	26,345.70	confidential legal services
102737	10/22/2020	Paranet Solutions	50,386.20	Monthly billing- Oct
102750	10/22/2020	ZirMed Inc	10,694.95	Verification, Invoices, Claims
102753	10/22/2020	Gladstone Dodge Chrysler Jeep Ram	181,308.00	2021 Ambulance Chassis
102760	10/29/2020	AE Tools & Computers	5,350.00	wiTECH lease, chry flash codes
102771	10/29/2020	Bound Tree Medical LLC	10,309.86	Medical Supplies
102776	10/29/2020	Direct Energy Business	8,558.13	electric service
102781	10/29/2020	FirstWatch Solutions Inc	33,361.13	FirstWatch-Annual Supp & Maint
102790	10/29/2020	Medline Industries, Inc.	19,091.01	Medical Supplies
102800	10/29/2020	ReCept Pharmacy	9,407.43	Medical Supplies
102809	10/29/2020	Teleflex Medical	6,600.00	EZIO Needles
341854	10/27/2020	Frost	30,067.92	Frost Loan - October
342203	10/28/2020	UMR Benefits	48,352.95	Health Insurance Premium - Oct
342218	10/28/2020	UT Southwestern Medical Center	12,833.33	Contract Services - B Miller
353637	10/30/2020	Fidelity National Title Agency, Inc.	51,482.98	Frost Bank Loan Fees - Refinan
10012020	10/1/2020	Frost	38,540.62	Lease Payment - October
10152020	10/15/2020	Frost	8,543.60	Interest

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare



**AP Check Details Over 5000.00
For Checks Between 9/1/2020 and 11/30/2020**

Check Number	CK Date	Vendor Name	Check Amount	Description
9424	11/18/2020	American Express	13,256.31	Credit Card Bill
102833	11/5/2020	Applause Promotional Products	5,914.45	service pins
102836	11/5/2020	Bound Tree Medical LLC	12,251.98	Medical Supplies
102841	11/5/2020	City of Fort Worth	117,504.00	Radios Primary System Usage
102843	11/5/2020	Coast Biomedical Equipment LLC	8,641.00	IV pumps
102850	11/5/2020	HF Custom Solutions	13,387.42	Jackets
102855	11/5/2020	Medline Industries, Inc.	17,434.42	Medical Supplies
102856	11/5/2020	MetLife - Group Benefits	37,747.49	Dental/Vision/STD/LTD/Supp Life
102858	11/5/2020	Mutual of Omaha	6,328.60	Critical Care/Accident
102859	11/5/2020	NRS	8,208.50	Collection agency fees
102865	11/5/2020	Public Consulting Group, Inc.	105,810.49	Ambulance Supplemental Payment
102883	11/12/2020	Airgas USA, LLC	8,005.24	oxygen
102895	11/12/2020	Bound Tree Medical LLC	15,502.08	Medical Supplies
102899	11/12/2020	Chase Tactical, LLC	10,061.82	Vests
102911	11/12/2020	ImageTrend	15,210.00	monthly fee- Oct
102916	11/12/2020	Maintenance of Ft Worth, Inc.	7,398.43	Janitorial Supplies and Services
102920	11/12/2020	Motorola Solutions, Inc.	7,345.01	Add Astro Radio Service
102931	11/12/2020	School of EMS	6,000.00	Paramedic Tuition - C Lovato
102944	11/12/2020	U.S. Lawns	6,538.71	Lawn Services
103016	11/19/2020	Bound Tree Medical LLC	12,001.82	Medical Supplies
103032	11/19/2020	Medline Industries, Inc.	21,234.97	Medical Supplies
103095	11/19/2020	NRS	10,387.97	Collection agency fees
103102	11/19/2020	Paranet Solutions	48,336.01	IT Monthly Consulting
103111	11/19/2020	Stryker	164,124.42	Wipes and Annual Maintenance
103118	11/19/2020	Whitley Penn, LLC	5,400.00	professional services
103129	11/24/2020	Bound Tree Medical LLC	9,117.04	Medical Supplies
103135	11/24/2020	CyrusONe	7,573.68	Colocation hosting charges-Dec
103143	11/24/2020	Medline Industries, Inc.	11,027.06	Medical Supplies
103153	11/24/2020	Paranet Solutions	24,712.86	agreement: adobe photoshop
103164	11/24/2020	Zoll Data Systems Inc	7,283.59	Rescue Net Qrtly Billing
369722	11/6/2020	UMR Benefits	47,534.78	Health Insurance - November Pr
396403	11/18/2020	WEX Bank	56,266.31	Oct '20 Fuel
426670	11/30/2020	Frost	39,363.52	Frost Loan - Acct #9001
11032020	11/3/2020	Frost	38,540.62	Lease Payment - November

**MAEMSA
BOARD COMMUNICATION**

Date: 10/28/2020	Reference #: BC-1447	Title: Approval of Policy on Selection of Chief Executive Officer.
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RECOMMENDATION:

The Recruiting Committee recommends that the Board Policy on Selection of Chief Executive Officer be amended as follows:

1. Add two sentences at the end of II. A. to read as follows:

The Committee shall make regular reports to the entire Board and keep stakeholders apprised of its progress. The General Counsel shall be the staff liaison for the Recruiting Committee and will oversee the process internally on behalf of the Board with the assistance of the Human Resources Manager.

2. Amend the last sentence of Section II. J. as follows:

The Board shall discuss the interviews and, if it deems appropriate, select a final candidate by majority vote, subject to the negotiation of an acceptable contract and salary and benefits.

DISCUSSION:

FINANCING:

Submitted by: Janice Knebl **Board Action:** Approved
 Denied
 Continued until _____

BOARD POLICY - SELECTION OF CHIEF EXECUTIVE OFFICER

Whereas, Section 2.9 of the Restated and Amended Interlocal Cooperative Agreement (2020) requires that the Board establish written protocols and procedures for the hiring, employment, direction and discharge of Executive Personnel, the Board adopts the following policy regarding the selection of a Chief Executive Office.

I. BACKGROUND.

Section 2.9.1 of the Restated and Amended Interlocal Cooperative Agreement (“ICA”) provides that the Chief Executive Officer shall:

- (i) be hired by a majority affirmative vote of the Board;
- (ii) have the responsibility of operating, managing, and directing the operations of the Authority, including the employment of individuals (except employees of the General Counsel and Medical Director) to carry out the purposes and operations of the Authority; and
- (iii) perform any other duties as assigned by the Board.

II. SELECTION PROCESS

Whenever there is a need to select a new Chief Executive Officer (“CEO”), the following process will be initiated. When there is advance notice of a vacancy, such as a planned retirement, the Board may initiate the selection process prior to the expected date of the opening, with the goal of having a new CEO in place on or soon after the date the position becomes open.

- A. **Recruiting Committee:** The Board shall appoint a Recruiting Committee to work with Human Resources to oversee and direct the selection process. Members of the Recruiting Committee shall be designated by the Chair and shall include the Chair (or the Chair’s Designee), one FRAB appointee member, one EPAB appointee member, and one additional Member Jurisdiction-appointed Board member. The Recruiting Committee will establish the timeline for process milestones, in consultation with the Human Resources Manager.
- B. **Outside Recruiting Services:** The Board may, in its discretion, retain the services of an executive search firm or other consultants to perform any or all of the tasks set forth in paragraphs C, D, E, G and I below, in coordination with the Recruiting Committee and either in place of or in coordination with Human Resources.
- C. **Job Description and Salary:** Human Resources will develop a job description for the CEO position, which must be approved by the Board. Human Resources and the Chief Financial Officer shall also recommend a salary range and benefit package to the Board, based on industry research. Any amendments to the job description or departure from the approved salary range and benefits must be approved by the Board before or at the time a contract has been negotiated with the final candidate.

- D. Recruitment of Candidates: Human Resources will distribute notice of the job opening to industry publications, bulletin boards, blogs, and other job posting sites. The opening shall also be posted on the MedStar Mobile Healthcare website.
- E. Screening of Candidates: Human Resources will screen applicants for those meeting the minimum qualifications for the CEO position and for employment eligibility (credit checks, exclusion from government healthcare programs, background checks, etc.). Human Resources may also qualify candidates who may not meet all the minimum requirements but have exceptional experience or expertise (if such a candidate becomes the finalist, the minimum qualification would need to be amended to reflect the finalist's experience and expertise).
- F. Preliminary Screening Panel: The Recruiting Committee shall serve as a preliminary screening panel ("Panel") to narrow the field of candidates for preliminary interviews and/or to participate in preliminary interviews of candidates. At least three Committee members shall participate in each interview. The Committee may also invite MedStar employees and other stakeholders, including a representative of the Fort Worth Fire Department, to serve on the Panel or otherwise assist in the preliminary screening of candidates and/or in the preliminary interviews. Such employees shall include the Medical Director and General Counsel and may include up to two other employee representatives selected with the help of the Manager of Human Resources.
- G. Screening for Interviews: When there are more than ten qualified candidates, the Panel will first review the applications and resumes of all qualified candidates. Each Panel member will select their ten most qualified candidates, after which the Panel will meet and jointly identify a final list of up to ten candidates for preliminary interviews.
- H. Preliminary Interviews: The Panel shall interview up to ten candidates. Interviews may be conducted in person or by video conference. Candidates will be evaluated by each Panel member using a scoring and comment sheet developed by Human Resources or the outside search firm.
- I. Selection of Finalists: After all interviews have been completed, Human Resources shall create a spreadsheet showing the individual and the aggregate scores received by each candidate and the comments of Panelists, but without identifying individual scorers or commenters. The Recruiting Committee shall meet and review the scoring of candidates and Panelist's comments and shall then identify the most qualified candidates for consideration by the Board. In the event the Recruiting Committee determines there are less than three suitable candidates, the Committee shall report this fact to the Board and the Board shall decide whether to:
- (1) proceed with only the candidates deemed suitable by the Recruiting Committee;
 - (2) direct the Committee to revisit the process to identify additional suitable candidates; or
 - (3) direct Human Resources or the search firm to take additional steps to enlarge the candidate pool.
- J. Final Interviews and Selection by Board: Human Resources and the Recruiting Committee shall prepare a report for the Board at the conclusion of the Panel interviews, identifying the suitable candidates recommended for final interviews with the Board.

The Board shall interview each finalist in person or by video conference using a scoring and comment sheet developed by Human Resources or the outside search firm. The Board shall discuss the interviews and select a final candidate by majority vote, subject to the negotiation of an acceptable contract and salary and benefits.

- K. Contract of Employment: The General Counsel, in consultation with the Board Chair, Chief Financial Officer, and Human Resources Manager, shall negotiate a proposed contract with the candidate selected by the Board. Human Resources shall recommend the amount of salary based on industry standards and the candidate’s expertise and experience. Upon Board approval of an employment contract and salary, the Board shall authorize the Chair to execute the contract.

Adopted by Board of Directors on _____.

Attest: _____

**Secretary, Board of Directors
Metropolitan Area EMS Authority**

**MAEMSA
BOARD COMMUNICATION**

Date: 12/09/2020	Reference #: BC-1451	Title: Approval of Job Description for Chief Executive Officer.
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RECOMMENDATION:

The Recruiting Committee recommends that the Board approve the attached Job Description for use in the search for a new Chief Executive Officer. A redlined comparison with the prior version is also attached.

DISCUSSION:

FINANCING:

Submitted by: Janice Knebl **Board Action:** Approved
 Denied
 Continued until _____



JOB DESCRIPTION

JOB TITLE: Chief Executive Officer
REPORTS TO: Board of Directors
FLSA CLASS: Exempt
DATE REVISED: 12/2/2020

SUMMARY:

The Metropolitan Area EMS Authority (MAEMSA) dba MedStar Mobile Healthcare is an interlocal governmental administrative agency (the "Authority") that provides 911 emergency medical response and emergency and non-emergency ambulance service to its 15 member jurisdictions. MAEMSA is one of the nation's premier mobile integrated healthcare organizations, with an international reputation for innovation and excellence built on exemplary levels of clinical, operational, and financial performance.

MAEMSA's structure includes three functions (Medical, Administrative/Operational, and Legal/Compliance) that each report independently to the Board of Directors. The Chief Executive Officer is responsible for the development, administration, and overall effectiveness of the agency; including strategic planning, leadership, finances, and oversight of all operations. The System Medical Director/Chief Medical Officer oversees the provision of medical care by the Authority and the First Responder Organizations of its member jurisdictions. The General Counsel oversees all legal and compliance matters for the Authority.

ESSENTIAL FUNCTIONS:

Board of Directors

- Executes Board of Directors policies and direction and makes recommendations to the Board for improvements in policy, procedures, operations, programs, etc.
- Prepares the agenda and related items for Board Meetings (with General Counsel).
- Provides Board Members with adequate information to perform oversight functions and to make policy decisions at Board level as necessary.
- Provides written and oral presentations to the Board of Directors and other stakeholders as necessary.
- Maintains open relations with Board Members.

Administrative

- As a leader of the Organization, develops and exemplifies vision and culture
- Works effectively as member of the MedStar Executive team.
- Sets proper example for subordinate employees to follow.
- Organizes, develops, and provides direction to management personnel.
- Leads and coordinates meetings and collaborative efforts of the Executive Team (composed of CEO, Medical Director, General Counsel, Chief Financial Officer, Chief Strategic Integration Officer, and Chief Clinical Officer, and other Executive Team members).
- Establishes and evaluates short and long range goals and objectives to ensure operational effectiveness of services for the organization, in collaboration with Executive Team.
- Develops and revises organizational policy and operating procedures to ensure maximum quality and effectiveness in the delivery of services.

- Ensure compliance with governmental rules and regulations, ethics and organizational policies, consistent with the guidance and direction of the General Counsel.
- Oversees the hiring and firing of the Organization's personnel, other than those employees under the supervision of the Medical Director or General Counsel.
- Oversees the conduct and performance reviews of the Organization's personnel working under CEO's direction.
- Maintains regular and timely physical attendance during assigned work hours.
- Is available for on-call and off hours work in emergencies and at other times as necessary or as directed or assigned by the Board.
- Ensures confidentiality of medical and all other protected information.
- Maintains appropriate physical and mental health required to perform the essential functions of this job.

Financial

- Provides leadership in planning and development of the Organization's finances, in collaboration with the Chief Financial Officer.
- Directs and coordinates preparation of the annual budget for the Board's approval, including the operational budget and proposed budgets submitted by the Office of the Medical Director and the General Counsel.
- Directs the control of operations according to approved budgets.
- Directs the preparation of department proposals for generating and increasing revenues, establishing appropriate inventory control measures, and preparing and implementing public relation efforts and marketing campaigns.
- Oversees the receipt, custody and disbursement of the Organization's funds and other assets, consistent with the approved budget.
- Furnishes the Board with appropriate monthly financial reports as well as any other financial reports that might be requested by the Board.
- Manages capital purchases as approved by the Board.
- Assures compliance with the Organization's audit requirements.

Contract Monitoring

- Develops specifications and other contractual requirements for work performed by subcontractors engaged by the Organization.
- Monitors the performance of all subcontractors to ensure that their work is in compliance with the Organization's requirements.

Community Relations

- Develop partnerships with outside public and private organizations to access resources and improve the effectiveness of service delivery, in collaboration with the Executive Team.
- Ensures representation at local, regional & state EMS council and like organizations.
- Oversees the review and response of all patient complaints.
- Maintains open and friendly relations with elected officials and staff from member jurisdictions.
- Works with the administrators of hospital and other healthcare facilities in the Organization's service area as needed.

WORKING CONDITIONS:

- Air conditioned office environment.
- Occasionally in the field with EMTs and Paramedics and while conducting stakeholder/media ride outs to foster education and stakeholder relationships.

PHYSICAL DEMANDS:

- Sit for extended periods of time.
- Walk, stand, bend, squat, twist and reach.
- Simple grasping and fine manipulation.
- Extended keyboarding.

MINIMUM REQUIREMENTS:

- Master's degree in healthcare, business, or related field.
- Minimum 7-10 years demonstrated experience in organizational development to include strategic development, and healthcare and community integration.
- Demonstrated experience developing and implementing performance metrics that demonstrate value.
- Knowledge of modern management principles and practice.
- Knowledge of budgeting methods and systems.
- Skill in managing the activities of personnel engaged in organizational functions.
- Strong project leadership, management and organizational skills.
- Strong oral and written communication skills.
- Good judgment with the ability to work with diverse personalities.
- Team player, inspiring, empowering and influencing others.
- Ability to provide professional development and mentoring to assigned personnel.
- Ability to multi-task on a wide range of projects.
- Maturity and self-confidence; ability to work independently.
- Ability to build organizational and community relationships.
- Ability to handle confidential information in a professional manner.
- Must not have been excluded by the OIG to Participate in Federally Funded Health Care Programs.

PREFERRED REQUIREMENTS:

- Five years progressive management experience in a 911 EMS system.
- Knowledge of emergency medical services systems operation and design.



JOB DESCRIPTION

JOB TITLE: Chief Executive Officer
REPORTS TO: Board of Directors
FLSA CLASS: Exempt
DATE REVISED: ~~10/23/2020~~ February 1, 2018

SUMMARY:

The Metropolitan Area EMS Authority (MAEMSA) dba MedStar Mobile Healthcare is an interlocal governmental administrative agency (the "Authority") that provides 911 emergency medical response and emergency and non-emergency ambulance service to its 15 member jurisdictions. MAEMSA is one of the nation's premier mobile integrated healthcare organizations, with an international reputation for innovation and excellence built on exemplary levels of clinical, operational, and financial performance.

MAEMSA's structure includes three functions (Medical, Administrative/Operational, and Legal/Compliance) that each report independently to the Board of Directors. The Chief Executive Officer is responsible for the development, administration, and overall effectiveness of the agency; including strategic planning, leadership, finances, and oversight of all operations. The System Medical Director/Chief Medical Officer oversees the provision of medical care by the Authority and the First Responder Organizations of its member jurisdictions. The General Counsel oversees all legal and compliance matters for the Authority.

~~The Chief Executive Officer is responsible for managing the day to day financial affairs of the agency.~~

ESSENTIAL FUNCTIONS:

Board of Directors

- Executes Board of Directors policies and direction and makes recommendations to the Board for improvements in policy, procedures, operations, programs, etc.
- Prepares the agenda and related items for all meetings of the Board Meetings (with General Counsel).
~~Attends the Board meetings and reports on the operations and financial condition of the Employer and any other relevant topics.~~
- Provides Board Members with adequate information to perform oversight functions and to make policy decisions at Board level as necessary so they may make policy decisions as necessary.
- Provides written and oral presentations to the Board of Directors and other stakeholders as necessary.
- Serves as Board's agent to negotiate and execute contracts consistent with Board policy and direction
- Maintains open relations with Board Members.

Administrative

- Sets proper example for subordinate employees to follow.
- Organizes, develops, and provides direction to management personnel.
- Leads and coordinates meetings and collaborative efforts of the Executive Team (composed of CEO, Medical Director, General Counsel, Chief Financial Officer, Chief Strategic Integration Officer, and Chief Clinical Officer, and other Executive Team members).
- Establishes and evaluates short and long range goals and objectives to ensure operational effectiveness of services for the organization, in collaboration with Executive Team.
- Develops and revises organizational policy and operating procedures to ensure maximum quality and effectiveness in the delivery of services.
- Ensure compliance with governmental rules and regulations, ethics and organizational policies, consistent with the guidance and direction of the General Counsel. Develops operating policies and procedures for approval by the Board of Directors of Employer (the "Board").
~~Develops operating policies and procedures for approval by the Board of Directors of Employer (the "Board").~~
- ~~Creates and updates business administration policies.~~

- Oversees the hiring and firing of the Organization's personnel, other than those employees under the supervision of the Medical Director or General Counsel~~Employer's personnel.~~
- Oversees the conduct and performance reviews of the Organization's personnel working under CEO's direction.
~~Employer's personnel.~~
- Maintains regular and timely physical attendance during assigned work hours.
~~Regular and timely physical attendance during assigned work hours.~~
- Is available for on-call and off hours work in emergencies and at other times as necessary or as directed or assigned by the Board.
~~On-call and overtime work required in emergencies and at other times as directed or assigned.~~
- Ensure confidentiality of medical and all other discretionary information.
- Works effectively as member of the MedStar Executive team.
- Maintain appropriate physical and mental health required to perform the essential functions of this job.
- As a leader of the Organization, develops and exemplifies vision and culture member of Leadership team, set proper example for subordinate employees to follow

Financial

- Provides leadership in planning and development of the Organization's finances, in collaboration with the Chief Financial Officer.
- Directs and coordinates preparation of the annual budget for the Board's approval, including the operational budget and proposed budgets submitted by the Office of the Medical Director and the General Counsel.
- Directs the control of operations according to approved budgets.
- Directs the preparation of department proposals for generating and increasing revenues, establishing appropriate inventory control measures, and preparing and implementing public relation efforts and marketing campaigns.
- ~~Develops an annual operating budget for the Board's approval.~~
- ~~Oversees all billing and collection procedures.~~
- ~~Evaluates and recommends service rates.~~
- ~~Approves accounts payable.~~
- Oversees the receipt, custody and disbursement of the Organization's funds and other assets, consistent with the approved budget~~Employer's funds and other assets.~~
- Furnishes the Board with appropriate monthly financial reports as well as any other financial reports that might be requested by the Board.
- Manages capital purchases as approved by the Board.
- Assures compliance with the Employer's Organization's audit requirements.

Contract Monitoring

- Develops specifications and other contractual requirements for work performed by subcontractors engaged by the Employer Organization.
- Monitors the performance of all subcontractors to ensure that their work is in compliance with the Employer's Organization's requirements.

Community Relations

- Develop partnerships with outside public and private organizations to access resources and improve the effectiveness of service delivery, in collaboration with the Executive Team.
- Ensures representation at local, regional & state EMS council and like organizations
- Oversees the review and response of all patient complaints.
- Maintains open and friendly relations with elected officials and staff from member jurisdictions.
- ~~Serves as the spokesperson for the Employer with all sectors of the news media.~~
- Works with the administrators of hospital and other healthcare facilities in the Employer's Organization's service area as needed.

Board of Directors

- ~~Prepares the agenda and related items for all meetings of the Board.~~
- ~~Attends the Board meetings and reports on the operations and financial condition of the Employer and any other relevant topics.~~
- ~~Provides Board Members with adequate information so they may make policy decisions as necessary.~~

- ~~Maintains open relations with Board Members.~~

WORKING CONDITIONS:

- Air conditioned office environment.
- Occasionally in the field with EMTs and Paramedics and while conducting stakeholder/media ride outs to foster education and stakeholder relationships.

PHYSICAL DEMANDS:

- Sit for extended periods of time.
- Walk, stand, bend, squat, twist and reach.
- Simple grasping and fine manipulation.
- Extended keyboarding.

MINIMUM REQUIREMENTS:

- Master's degree in healthcare, business, or related field.
- Minimum 7-10 years demonstrated experience in organizational development to include strategic development, and healthcare and community integration.
- Demonstrated experience developing and implementing performance metrics that demonstrate value.
- Knowledge of modern management principles and practice.
- Knowledge of budgeting methods and systems.
- Skill in managing the activities of personnel engaged in organizational functions.
- Strong project leadership, management and organizational skills.
- Strong oral and written communication skills.
- Good judgment with the ability to work with diverse personalities.
- Team player, inspiring, empowering and influencing others.
- Ability to provide professional development and mentoring to assigned personnel.
- Ability to multi-task on a wide range of projects.
- Maturity and self-confidence; ability to work independently.
- Ability to build organizational and community relationships.
- Ability to handle confidential information in a professional manner.
- Must not have been excluded by the OIG to Participate in Federally Funded Health Care Programs.

PREFERRED REQUIREMENTS:

- Five years progressive management experience in a 911 EMS system.
- Knowledge of emergency medical services systems operation and design.
- Emergency Physicians Advisory Board ("EPAB")
 - ~~Provides assistance to EPAB in the performance of its duties.~~
 - ~~Administers disbursement of funds to EPAB.~~

**MAEMSA
BOARD COMMUNICATION**

Date: 12/09/2020	Reference #: BC-1452	Title: Approval of Search Firm for Chief Executive Officer.
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RECOMMENDATION:

The Recruiting Committee recommends that the Board retain the firm of JGS to assist in the recruitment of a new Chief Executive Officer, using the “unbundled services” model with fees not to exceed \$27,500 and expenses not to exceed \$7000.00. (include attached RFG response)

DISCUSSION:

FINANCING:

Submitted by: Janice Knebl **Board Action:** Approved
 Denied
 Continued until _____

Request for Qualifications

Executive Search

The firm has reviewed the Scope of Work requirements.

We have successfully completed dozens of executive search assignments with a Scope of Work requirement that is exactly like or similar to those in the Request for Qualifications responsibilities.



An essential community service has been transformed into an innovative pre-hospital provider of care

Required Skills, Experience, and Credentials

With more than 25 years of experience in executive search, including assignments in the emergency medical services space, the firm has accrued a depth of knowledge and insight into all phases of the executive search process.



Our Response to the RFQ 2020—04Q

SCOPE OF WORK

Our firm offers a verifiable depth and breadth of experience as outlined in your Scope of Work requirements.

REQUIRED SKILLS, EXPERIENCE AND CREDENTIALS

If selected, the firm's Managing Partner will lead this assignment. John G. Self has extensive executive search experience in the healthcare industry, including in the EMS field. This experience includes prior assignments for MedStar in collaboration with Steven Athey, a nationally recognized EMS consultant.

The firm has engaged Steven Athey to provide advice and counsel on candidate research, sourcing, and related issues.

Bios for Mr. Self and Mr. Athey are included as Attachment A.

EVALUATION OF SUBMISSIONS AND QUALIFICATIONS

1. Experience in Recruiting for Healthcare Organizations and EMS Agencies

The firm has a depth of experience in recruiting for high-performance EMS agencies, including two prior engagements for MedStar: Medical Director and Chief Executive Officer. The firm also completed an assignment for the Director of Business Development for Lifeguard EMS in Birmingham, AL. Lifeguard, with operations in Alabama, Florida, and Tennessee, is an affiliate of the Kohlberg Kravis & Roberts private equity division. It was subsequently included in another private equity acquisition and is now a division of AMR.



Mr. Self previously served as the chief executive officer for East Texas EMS, now UT Health East Texas, during its transformation from a traditional EMS operation to a high-performance enterprise. During his tenure, East Texas EMS operated in 14 counties with more than 50 trucks and 300 employees. He played an integral role in securing the 14 counties' and cities' approval to the Master Agreement's specific terms approved by the City of Tyler and the Smith County Commissioners.

Mr. Self collaborated with national EMS consultant Jack Stout, who was hired to transform the operation.

During his tenure as its CEO, East Texas EMS was named Private Provider of the Year by the Texas Department of Health. Mr. Self also led the recruitment of his successor who remained for more than 15 years.

Representative Experience

The following is a categorical list of representative assignments the firm has led over the past 25 years. Mr. Self served as the principal consultant in each of these engagements.

- Hospital Chief Executive Officers (academic medical centers, home care, hospice, EMS systems, community hospitals, heart institutes, and integrated health systems)
- Chief Financial Officers (health systems, hospitals, and hospice)
- Chief Business Development Officers (directors and vice president)
- Chief Medical Officer (academic medical centers, health systems, hospitals, home care companies, EMS, medical group practices, military hospital)
- Chief Operating Officers (hospitals, home care, EMS)
- Chief Nursing Officers (health systems, hospitals, managed care/population health)
- Chief of Service (health system affiliate and armed forces medical center)
- Chief Compliance Officer (health system)
- Chief Quality Officer (managed care)

The firm led or materially supported candidate sourcing, screening evaluation, and background investigations in each of these assignments.

Ownership Structure of Clients

The firm's clients' ownership structure extends from a foreign government (UAE) and publicly owned organizations to academic medical centers, not-for-profit, investor-owned health systems, as well as hospitals and EMS systems owned by private equity



investors. Mr. Self has extensive experience working in unionized facilities and political subdivisions with elected or politically appointed boards.

Global, National Experience in Executive Search

Mr. Self and the firm have global experience. The firm's C-suite engagements' geographic scope extends from Hawaii and Alaska across the US to locations in the Midwest, Southeast, and the East. Mr. Self also led searches for several physician executives for the Armed Forces Medical Center, Abu Dhabi, UAE. Overall, Mr. Self has recruited in six countries on four continents.

The firm typically provides clients with a three-year placement guarantee. During the past 25 years at JohnGSelf + Partners and his previous firm, JohnMarch Partners, Mr. Self's performance record has been one of the best in the executive search industry. In 25 years, with dozens upon dozens of assignments, the firm has had to conduct fewer than 12 replacement searches at the Director and Vice President level. He has had one replacement search for a CNO and one for a CFO (death) during that time frame. In more than 25 years, Mr. Self has never had to conduct a replacement search for a CEO placement.

The firm's average tenure of a Chief Executive Officer is currently about 7.2 years. The average CEO tenure in hospitals, by contrast, is about five years, according to the American College of Healthcare Executives.

2. Description of Services and Standard Processes

JohnGSelf + Partners offers its clients two approaches to executive search:

- Full-service, comprehensive management of the process
- Unbundled model in which clients can select the areas in which it needs outside support to complete the recruitment

FULL-SERVICE SEARCH

With this option, the firm provides the client a three-year placement guarantee.

The firm will support the client through the comprehensive management of the search process. This is the option a majority of clients select. It covers all facets of the search process, from research, candidate sourcing and screening, to comprehensive vetting.

The firm is known for its thoroughness in research, candidate sourcing, and screening of applicants.



The firm's process begins with the development of a Position Prospectus. This document, which is provided to qualified applicants, identifies job qualifications and a "working job description" in which performance expectations and the organization's values and culture are outlined. The firm will present this information to the board for its review and approval in the First Progress Report.

The firm's applicant screening process typically consists of the following steps:

- **Resume Review** - Does the applicant meet the minimum requirements for qualifications, experience, and demonstrated level of accomplishment? Candidates who will not advance are eliminated and notified.
- **Initial Screening Interview (ISI)**. This interview is typically conducted by telephone. The research associate assigned to the search will explore the applicant's prior employment, collect information on his/her record of accomplishment, and then evaluate leadership philosophy and style. We are looking for cultural markers to provide insight into whether the applicant is compatible with the MedStar culture. Candidates who will not advance are eliminated and notified.
- **Video Interview** - In non-Covid-19 times, this step is designed as a get acquainted meeting between the remaining applicants and Mr. Self. It usually provides another checkpoint to decide which candidates should be advanced to a face-to-face meeting with Mr. Self. Given prudent Covid-19 limitations, this step has now expanded to replace the face-to-face meeting with the applicant. This comprehensive interview is now conducted virtually, and video portions of each interview will be used in the firm's presentation of Recommended Candidates to the board to aid in their selection process.

Special Note: The elimination of the face-to-face interview between Mr. Self and the panel of applicants from which a slate of candidates the firm will recommend to the board, will not result in a loss of quality to the search process. In addition to his search engagements, Mr. Self advises executives across the US on career management strategies as an executive coach. Each of these coaching engagements is successfully conducted using the Zoom virtual meeting tool. In the five years Mr. Self has been engaged in coaching, he has developed the skills necessary to maximize the effectiveness of this virtual interview.

Behavior & Values Profiles – The firm uses a behavior and values assessment for those applicants who are selected for the panel from which the recommended slate of candidates will come. We also obtain a profile of the management team. This data is reviewed by our Behavior & Values team building consultant who will provide analysis regarding the panel of recommended candidates.



A chart outlining the firm's search process is incorporated in this document (Attachment B). This is a representative process based on typical client expectations. The firm can amend this approach to meet your specific needs.

UNBUNDLED MODEL

In this option clients typically engage the firm to provide the following types of support:

- Define the scope of the position, including qualifications, experience, and record of accomplishment
- Define key performance indicators by which successful performance will be determined
- Candidate research, sourcing, and screening
- Reference checks and background vetting

The fee proposal for this service, contained in Section 4, reflects the organization's interest in an unbundled package for "Management of Interviews and Selection Process."

3. Competitive Advantages of Selecting JohnGSelf + Partners

We feel the firm is uniquely qualified to handle this engagement based on prior experience of the principal, Mr. Self, as well as our experience in successfully completing a wide range of assignments in a variety of ownership structures.

- The firm has a deep understanding of EMS operations, specifically of high-performance EMS operations
- The firm, in collaboration with Steve Athey's EMS consultancy, has successfully completed two C-suite level engagements for MedStar: Medical Director and CEO.
- The firm has been successful in working with other EMS providers
- Mr. Self previously served as the CEO of a large high performance EMS operation in East Texas
- Mr. Self has developed special expertise in candidate screening using virtual/video technology. This will be critical to the success of candidate screening and interviewing process



Special Note: The firm's "LockUp List", an important consideration in selecting a search firm, especially if you choose the comprehensive, full-service approach, will not be a factor.

The "Lockup List" is a listing of those organizations for whom the firm has conducted work in the last two years. Search firms are ethically precluded from recruiting from corporations, divisions, or companies with whom they have previously done work during that lockup period.

The firm's lockup restriction for EMS and related entities has expired. Mr. Self has no restrictions.

4. Fee Structure

Retained Search - Full Service

Most firms use a sliding scale based on the percentage, typically 30 to 33 percent of the successful candidate's first year total cash compensation plus expenses. Expenses typically include travel expenses for the firm, the applicants, background investigations and for the behavior and values assessments.

The firm's professional fee for this assignment will be fixed.

\$55,000 – Professional fee

The fee is paid in four installments based on performance

- Retainer on the day the engagement commences
- Second installment of 15 percent of the unpaid balance when the firm presents and receives approval of the document outlining candidate selection criteria and performance expectations
- Third installment of 25 percent of the unpaid balance when the firm presents its panel of recommended candidates
- Final installment when the successful applicant receives and accepts an offer of employment

Expenses are largely driven by the number of recommended applicants to be submitted to the board. In pre-Covid-19 times, the expense budget for an engagement of this scope would be between \$12,000 to \$14,000. Given the Covid-19 travel and social-distancing restrictions, we estimate that the budget for this search, excluding applicant travel to Fort Worth for interviews with the board, will not exceed \$7,000.



This includes background checks, behavior and values assessments, printing and firm travel to Fort Worth.

Not to exceed \$7,000

Unbundled Fee for Management of Interview and Selection Process only

Based on additional clarification provided by MedStar, we estimate that this approach to the work will cost about \$27,500. A final fee can be provided once we have locked in the specific scope of the assignment under this category.

Exceptions for internal or non-recruited candidates

The firm does not accept search assignments on a non-exclusive basis. All candidates who apply for the position are incorporated into the search process and are screened by the firm.

Our recommendation:

Retained Search - In the case of internal candidates, as was the case in the last CEO search in 2012, internal applicants were evaluated against external contenders. The board felt that to ensure a best outcome, they wanted a competitive search. Using this best practice in making an important leadership selection, there is no economic discount. This is the same approach we took during the 2012 CEO search.

The firm is unable to make a concession for candidates who are considered outside the firm's evaluation process. The professional fee is based on consultant time and resources. The largest amount of the professional fee is realized during the research, candidate sourcing and evaluation phase. There is no cost-savings to the client if an outside candidate is considered outside the process unless the client suspends the search in the early phase of the engagement to consider that candidate.

Unbundled Search Support - If the client believes that an internal candidate is ideally suited for this position, and does not believe that a competitive search would benefit the decision making process, the board would be advised to use the Unbundled Search Support approach. While the final fee, which will be quoted in advance of the start of the engagement, will be based on hours worked and resources expended, this option is best suited for that situation.



Attachment A



John G. Self

Mr. Self is Founder and President and Managing Partner of JohnGSelf + Partners, Inc. He directs the firm's career transition practice and advises a select group of healthcare clients on executive talent acquisition.

For more than 25 years he has advised a wide range of senior leaders and executives on career management issues, from job transitions to crisis career management events. He is a nationally



recognized thought leader on the subject of interviewing skills. He is a member of the American College of Healthcare Executives (ACHE) and a faculty member for the organization's annual Congress where he teaches the highly rated course on interviewing skills for senior executives.

In executive search Mr. Self has led many high-profile engagements that have delivered exceptional results for his clients. He is recognized for his keen insights in candidate screening and selection and his ability to quickly master the needs and organizational culture of his clients.

In addition to his work in the continental U.S., Alaska, and Hawaii, Mr. Self has recruited internationally in Canada, The Republic of the Philippines, Australia, and South Africa. He also has led searches for a client in Abu Dhabi, the UAE.

He currently serves as President of East Texas ACHE Forum Chapter which covers 33 counties in Northeast Texas.

In 2010, Mr. Self was named the *Senior Healthcare Leader of the Year in North Texas*. He also received a national ACHE merit award for service to the College. He is Past President of ACHE, North Texas chapter, one of the nation's largest. During his tenure as President, Mr. Self played a key role in helping to expand chapter membership, programming, and services.

Prior to entering the search industry at JohnMarch Partners in 1994, Mr. Self served as Special Projects Manager for East Texas Medical Center Regional Healthcare System in Tyler. In that capacity, he managed the successful repositioning of the System's home infusion therapy business.



He was subsequently appointed as Executive Director of East Texas Emergency Medical Services, the state's largest private ambulance company at that time.

After coordinating the search for his replacement at EMS, Mr. Self reorganized the System's international recruitment company, successfully recruiting nurses and allied health professionals from four countries.

Prior to joining the ETMC System, Mr. Self served as Senior Vice President and was the senior business development officer for Hermann Hospital's Affiliated Hospital Systems, one of the nation's largest regional networks of managed and affiliated hospitals.

Mr. Self served as interim CEO of several rural and community hospitals with Hermann's Affiliated Hospital Systems and as an independent consultant.

Prior to rejoining the Hermann System, Mr. Self was the Regional Development Manager for new business development with LifeMark Corp, a national hospital management firm.

From 1977 to 1980, Mr. Self served as the National Marketing Manager for the medical division of Rocky Mountain Helicopters (RMH) of Provo, Utah. RMH was the largest provider of emergency helicopter transport systems in the United States. He also was involved in identifying and recruiting program directors, pilots and support personnel for the proposed helicopter systems.

From 1976 to 1977, Mr. Self served as Director of Community Relations for Hermann Hospital and was appointed the first Director of Operations for Life Flight, Hermann's acclaimed emergency helicopter transport system. In this role, Mr. Self coordinated the team that developed and implemented what is today one of the country's largest and most successful hospital-based air transport systems.

From 1970 to 1976, Mr. Self served as an editor, writer, and reporter for newspapers in Tyler, Lubbock, and Houston, Texas. In addition to writing about crime in Harris County for The Houston Post, Mr. Self authored investigative stories on corruption and mismanagement within the Houston Police Department, the Texas Department of Corrections, and the rapid growth of heroin trafficking in Houston. Mr. Self holds a Bachelor of Science Degree in Journalism from East Texas State University (Texas A&M Commerce). In 2012 Mr. Self was named a Distinguished Graduate of the Department of Journalism.

Steven L. Athey

Steven L. Athey is the President/Owner of Health Care Visions based in Denton, Texas. Steve functions as the owner and lead consultant for the firm, providing general consulting to a variety of firms across the country for the past twenty-three years. Steve founded this consulting firm after spending over twenty-one years in the ambulance business. Beginning with employment as an EMT in Eugene, Oregon, Steve's career spans a wide variety of experiences in the EMS industry.

Health Care Visions provides innovative, client-specific EMS consulting services to customers across North America. Incorporated under the name Steven L. Athey, Inc., the company draws on the expertise of contracted professional associates in service to a wide range of clients across the United States and Canada. A flexible consultant-based business structure allows for the better utilization and specialization of personnel with significantly low overhead costs, a savings Health Care Visions is able to pass on to the company's clients.

Prior to owning his own firm, Steve was the Regional Vice President for Rural/Metro Corporation where he was responsible for the company's ambulance operations across the state of Texas. Prior to that position, Steve was the Regional President for MedTrans' Northern California operations. His responsibilities included oversight of multiple sites. Steve has also operated two (2) very large high performance systems specializing in efficiencies and deployment strategies.

Two systems under Steve's direction have been recipients of the Texas EMS System of the Year Award. Steve has developed and launched integrated transportation networks in managed care environments. He reengineered and consolidated an entire division of four (4) individual sites, resulting in improved efficiencies of operations.

Steve is a member of the American Ambulance Association and the Texas Ambulance Association, where he has served the Associations as a board member, committee chair and Ethics Committee member. He holds a Master's Degree in Business from Texas Wesleyan University where he teaches in the School of Business.



Brian Brandt

Brian Brandt is CEO of Core Insights, a Texas-based company providing premier training and strategic guidance for both businesses and non-profits. He has devoted his life to developing stronger leaders and organizations. With three decades of leadership experience and a worldwide network of colleagues, Brian regularly consults with a wide variety of organizations.

Mr. Brandt is a senior advisor for JohnGSelf + Partners regarding Behavior & Values assessments. He leads the firm's team building/development consulting services.

Previous roles include CEO public relations director, national sales director, executive pastor and college tennis coach. He regularly provides keynotes and leads trainings on a variety of topics including: leadership, mentoring, behavioral styles (DiSC), team building, effective communication, delegation, media relations, community relations and bringing a vision to fruition. He has been interviewed by countless radio, television and print media outlets on a wide range of topics. He frequently writes for a variety of national publications on leadership, change management, strategic planning, public relations and human resource issues.



Brian holds a Master's Degree in Global Leadership as well as a Bachelor's Degree in Accounting. Brian regularly serves with Bethesda Clinic, both Tyler and Longview's Chamber of Commerce, Leadership Tyler, East Texas Center for Non-Profits and Grace Community Church.

Attachment B

SPECIAL NOTE:

Due to Covid-19 social distancing and travel limitations, references in the attached chart have been converted to virtual Zoom interviews. Based on Mr. Self's skills at interviewing, and in using video extensively in his coaching/advisory practice, we are confident there will not be any loss in the quality of the process. The firm stands behind this belief by offering our standard three-year placement guarantee.

Project Launch	Candidate Research/Screening	Candidate Screening & Selection	Candidate On-Site Interviews	Candidate Selection
<ol style="list-style-type: none"> 1. Letter of Engagement 2. Retainer billing 3. On-Site partner visit - Two to four days 4. Position Prospectus, including culture profile, selection criteria, and performance deliverables, challenges and community profile 5. Draft prospectus submitted for client review/comment within five (5) days of site visit 6. Draft of the Position Prospectus submitted to the client for review 7. Performance time clock begins on client approval 8. Search team meeting - Kickoff 	<ol style="list-style-type: none"> 1. Post position on Internet sites 2. Obtain DISC® profiles of key client representatives 3. Candidate networking – database, EMS contacts, etc. 4. Submit Position Prospectus to qualified candidates for review 5. Eliminate candidates 6. Schedule initial candidate screening interview 7. Initial Candidate Screening interview 8. Evaluate candidates 9. Select candidates for next phase of search 10. Submit release of information forms (background checks) and DISC Assessment for candidates 	<ol style="list-style-type: none"> 1. Engagement Partner Conducts follow up Skype or FaceTime video screening 2. Candidates selected for Face-to-Face interview with Engagement Partner 3. Initiate Background Checks 4. Request initial four references 5. Additional candidate research for Face-to-Face Interviews 6. Review all documents/DISC® 7. Confirm candidates for Face-to-Face interviews 8. Conduct Face-to-Face Interview w/video questions 9. Evaluate candidates 10. Presentation to client 	<ol style="list-style-type: none"> 1. Site Interview Strategy 2. Prepare Q&A for interview panels 3. Candidate evaluation form 4. Candidate visits 5. JGS+P presence to assist at client's option (recommended) 6. Evaluation of candidates 7. Select finalists for follow up interviews 	<ol style="list-style-type: none"> 1. Complete candidate vetting (secondary and other references) 2. Final evaluation of candidates 3. Select successful candidate 4. Coordinate verbal offer 5. Offer Letter 6. Prepare onboarding plan in collaboration with client
RESULT: Position Prospectus	RESULT: Targeted Candidates	RESULT: Recommended Candidates	RESULT: Candidates for Site Interviews	RESULT: Final Candidate Selection

MedStar mobile Healthcare **Reference Form**
 RFQ 48(2017-11)

Contact Name	Brief Description of service provided	Telephone
Gary Shaw, FACHE	Currently CEO of Nantucket Cottage Hospital <u>Alaska Medical Center, Anchorage, AK</u> Chief Medical Officer, Chief Financial Officer, Vice President of Ambulatory Care Services	(763) 688-0239 c EDT
Michael A. Young, FACHE	Currently: CEO of Temple Health System, Philadelphia <u>Erie County Medical Center, Buffalo, NY</u> Chief Financial Officer, Vice President of Operations and Controller <u>PinnacleHealth, Harrisburg, Pa:</u> President, Cardiovascular Institute Vice President, Oncology Service Line	(717) 413-4121 c EDT
David Small, FACHE	Currently: health system consultant, turnaround advisor, Houston <u>United Medical Center, Washington, DC</u> Vice President of Business Development Chief Nursing Executive <u>Hahnemann Medical Center, Philadelphia</u> Chief Medical Officer	(346)314-9066 c CDT
Thomas Steiner, FACHE	Consultant <u>Burke County Medical Center, Waynesboro, GA</u> Chief Financial Officer	(706)871-1224

Tab A – Chief Executive Officer

Tab B –Office of the Medical Director



Discussion

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

M.E.D.S. Committee

- Meeting November 17
 - Pump evaluation for RFP
 - Introduce pediatric bougies
 - Remain with EZ-IO
 - Data analysis to be completed regarding need for size 0 and 1 King Airways
 - No current drug variances required for shortages
- Next meeting February 16

Education and Training

- OMD 20Q4 CE - System
 - Protocol update review
 - OB emergencies / Child birth
 - Pediatric emergencies
- Training Courses

Course	BCLS	ACLS	Pedi	AMLS	PHTLS
MedStar	45	33	26	7	17
FRO	0	2	1	16	12
External	1	0	0	0	3

Research

- Submissions to Texas EMS Conference selected to Top-5 Research Projects
 - Sudden Ambulance Death Syndrome: Movement of Unstable Prehospital Patients
 - Relief of Nausea from Isopropyl Alcohol Compared to Ondansetron in the Prehospital Setting

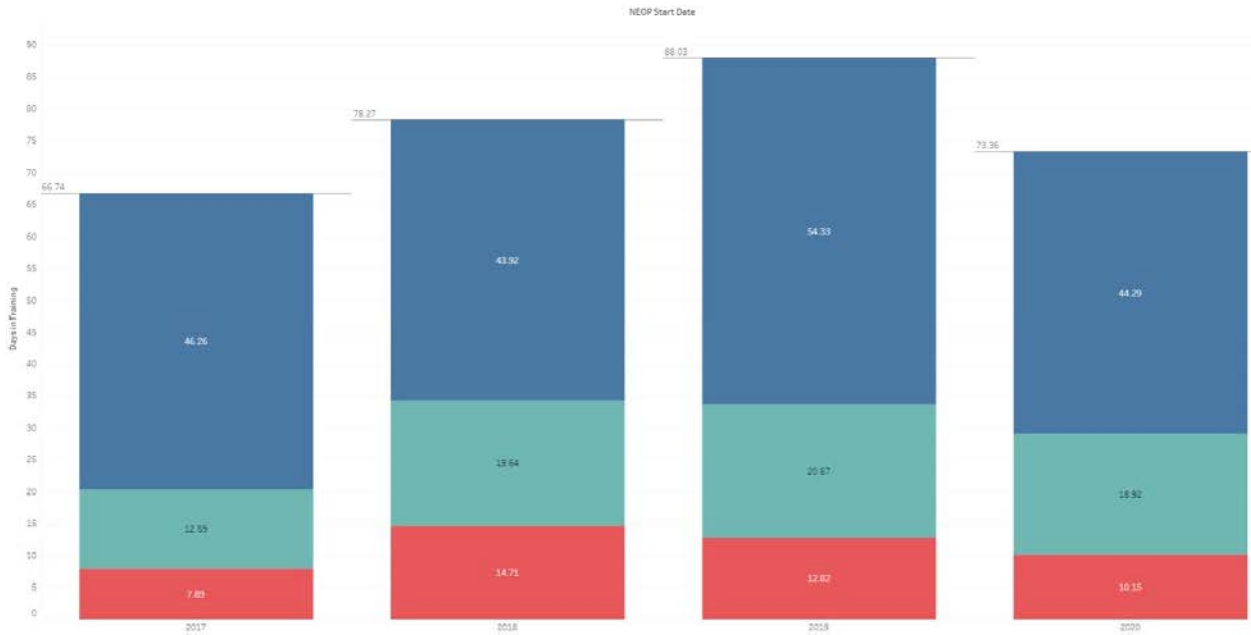
Credentialing

2020	Candidates	Credentialed	Pulled	Separated	In-training
Advanced	18	14	0	0	4
Adv Upgrade	12	9	3	0	0
Basic	35	26	1	1	7

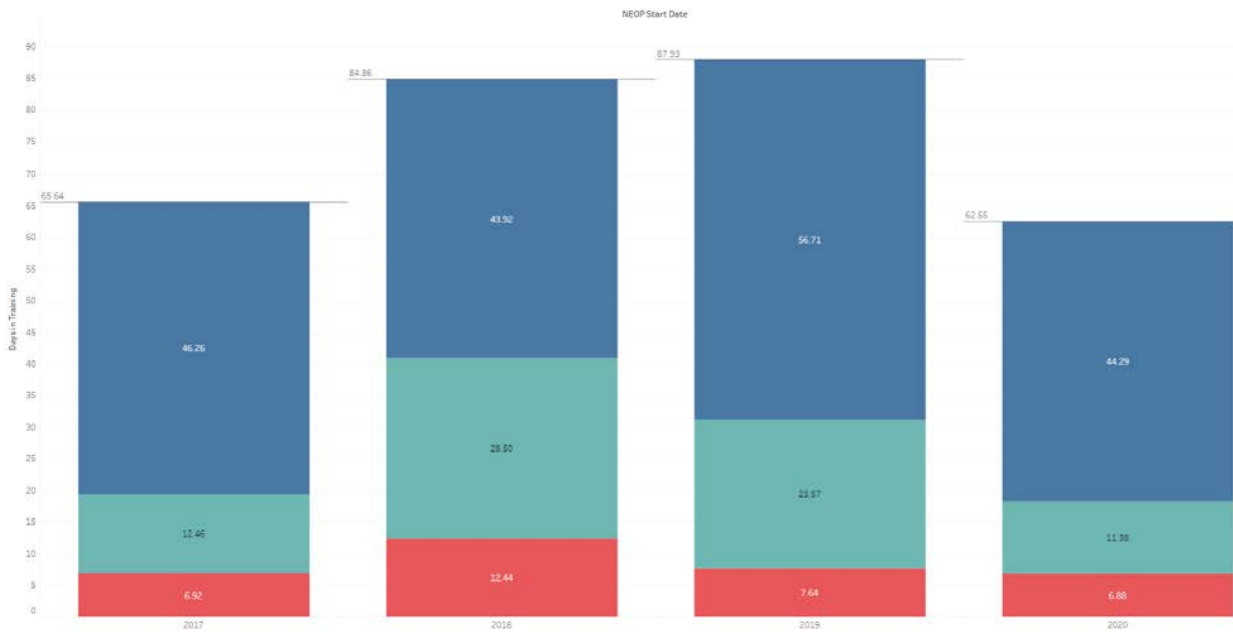
- December upgrade NEOP for 4 individuals that recently received their Paramedic certification

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

- Overall Credentialing – Time in training by phase

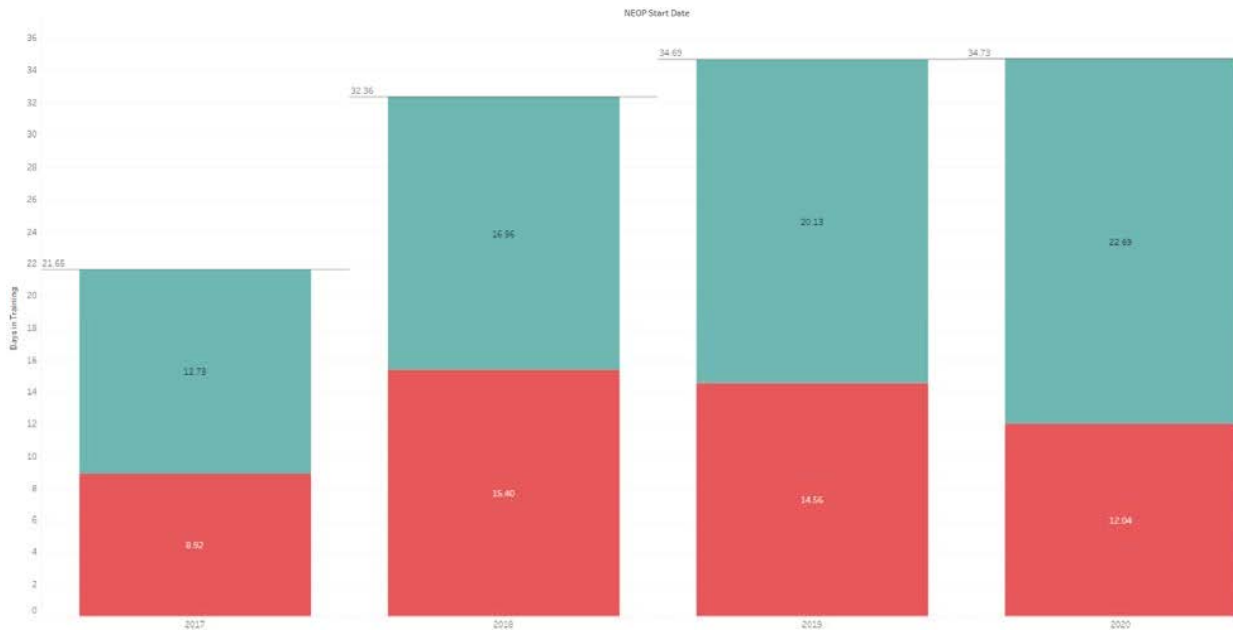


- Advance Credentialing – Time in training by phase



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

- Basic Credentialing – Time in training by phase



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



QA

Case Acuity		
	October 2020	November 2020
High	2 (2.3%)	
Moderate	24 (27.9%)	8 (38.1%)
Low	50 (58.1%)	11 (52.4%)
Non QA/QI	10 (11.6%)	2 (9.5%)
Grand Total	86 (100.0%)	21 (100.0%)

Case Disposition		
	October 2020	November 2020
Clinically Appropriate	2 (2.3%)	
Needs Improvement	39 (45.3%)	10 (47.6%)
Clinically Inappropriate	1 (1.2%)	
Forwarded	8 (9.3%)	2 (9.5%)
No Fault	14 (16.3%)	5 (23.8%)
Pending	22 (25.6%)	4 (19.0%)
Grand Total	86 (100.0%)	21 (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	0.5 days	1.0 days	1.5 days	
Moderate	3.4 days	4.7 days	7.1 days	
Low	4.0 days	2.4 days	6.7 days	
Non QA/QI	4.0 days	0.0 days	4.3 days	
Grand Total	3.7 days	2.5 days	6.2 days	

Case Origin		System Clinical Issues	
Self Report 39 36.4%	Airway QA 22 20.6%	October 2020	
		Inadequately Treated Unstable Hemodynamic..	1
		No EtCO2 w/ PPV	2
OMD 31 29.0%	Facility 9 8.4%	Case Status	
	Ops	October 2020	November 2020
		Closed	57 (66.3%) 2 (9.5%)
		Open	29 (33.7%) 19 (90.5%)
		Grand Total	86 (100.0%) 21 (100.0%)

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

System Diagnostics

- **System Performance Bundles**

- @ end of report

- **Clinical Bundles**

Sepsis (Adj.)

EXIT



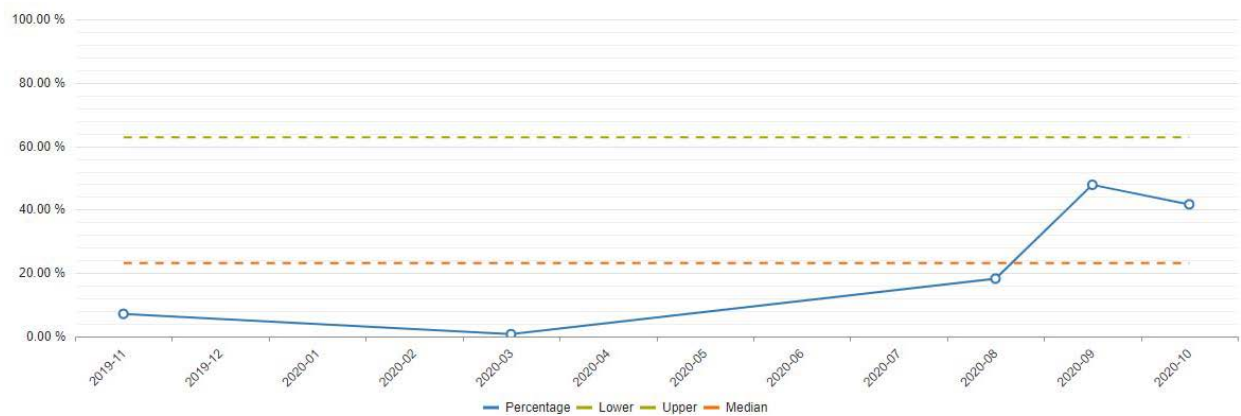
STEMI (Adj.)

EXIT



Stroke (Adj.)

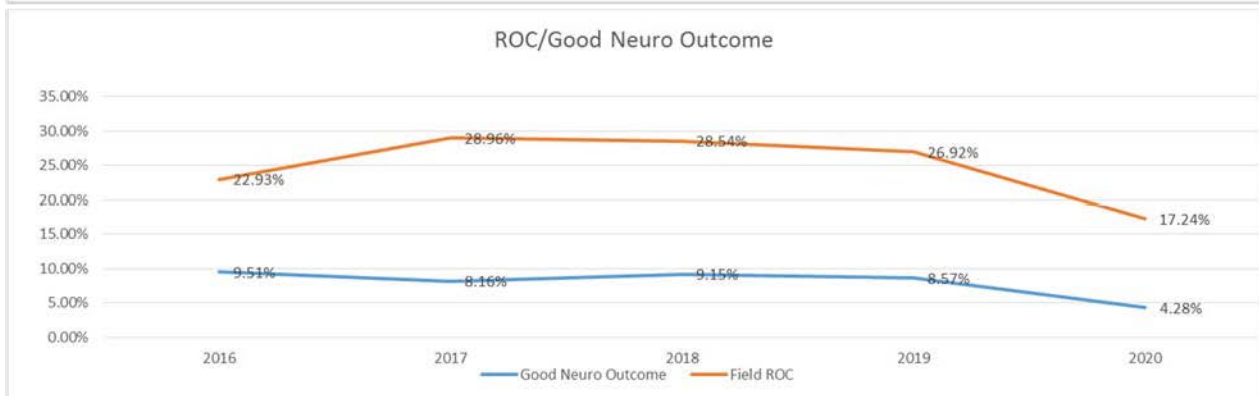
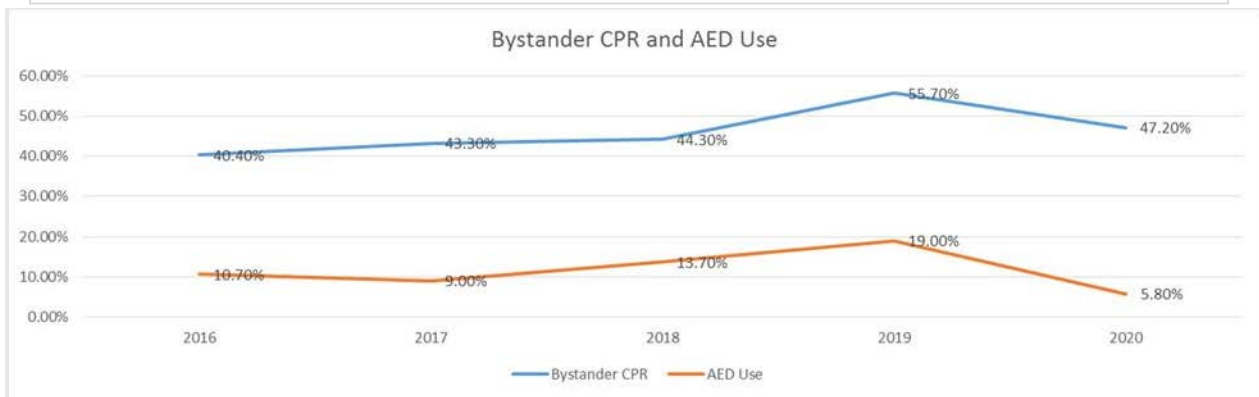
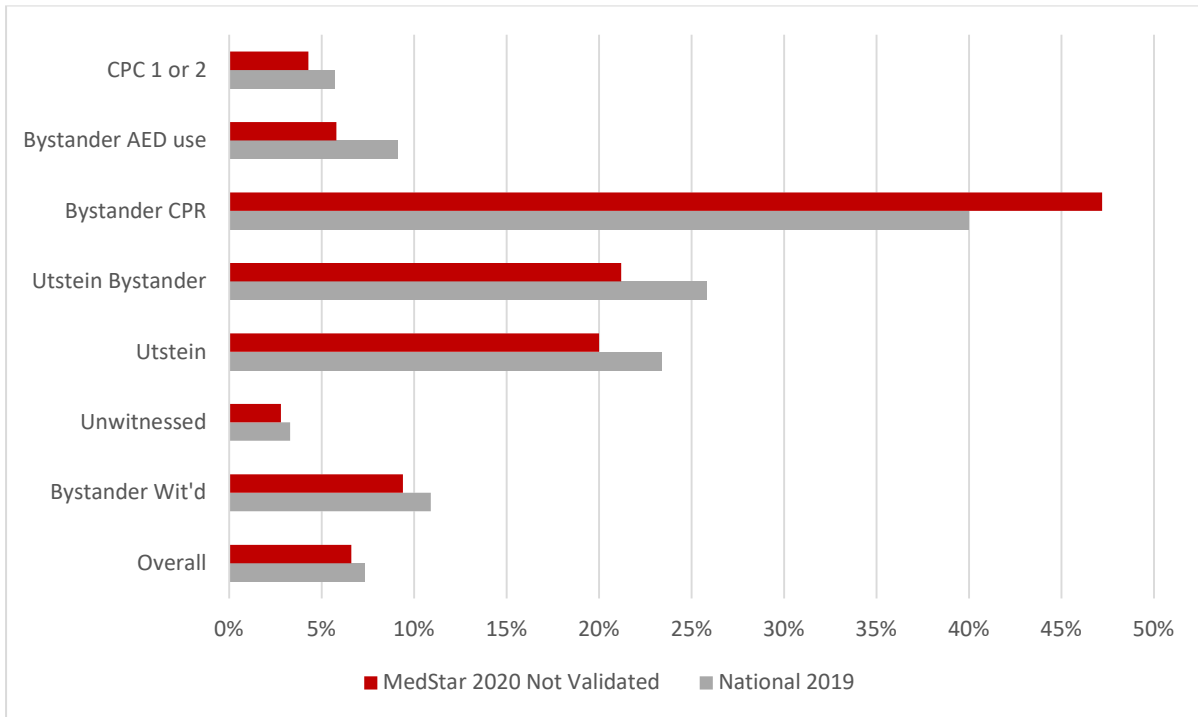
EXIT



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

- **Resuscitation**

- o **CARES:** 743-resuscitations attempted / 49-outcomes pending



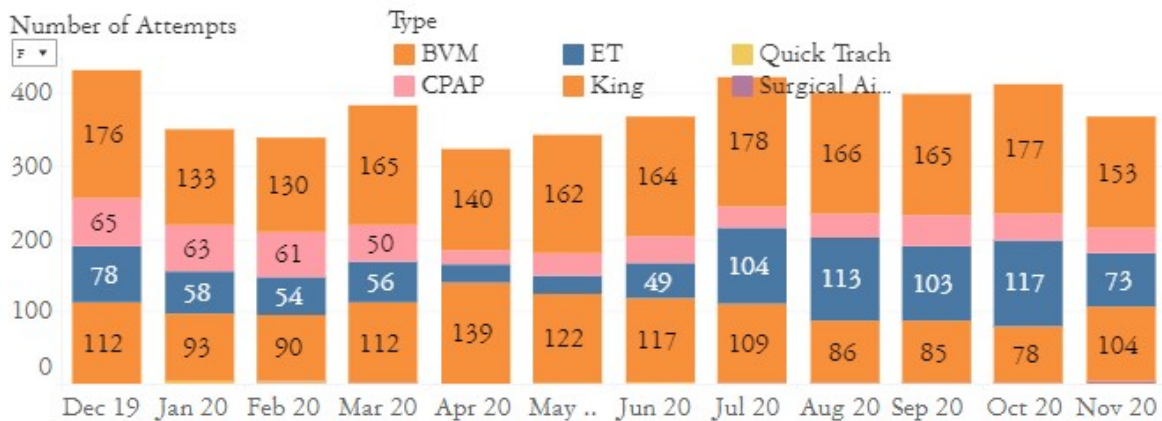
The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.

Cardiac Arrest Performance



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

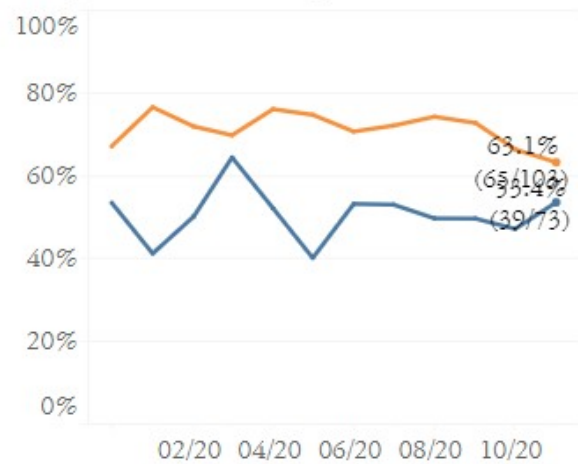
Airway Management



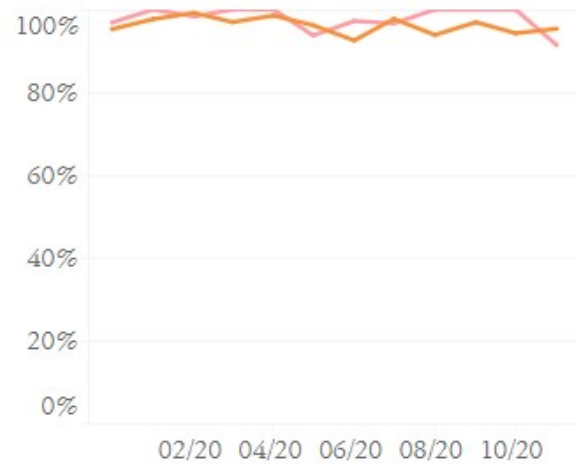
Unrecognized Failed Advanced Airway Rate



Airways Success - ET & King



Airways Success - BVM & CPAP

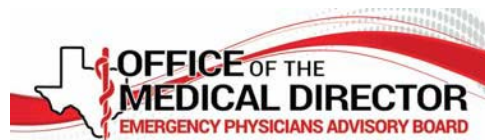


The Office of the Medical Director provides medical direction for the MedStar System and First Responder Organizations in the Fort Worth, Texas area.



	Goal	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Current Avg.	Goal
Cardiac Arrest									
% of recognizable Out-of-Hospital Cardiac Arrests (OHCA) cases correctly identified by Dispatch	x	78.9%	91.4%	91.4%	89.6%	90.0%	80.4%	74.9%	
Median time between 9-1-1 call and OHCA recognition		0:00:35	0:00:39	0:00:47	0:00:43	0:00:46	0:00:37	0:00:40	
% of recognized 2nd party OHCA cases that received tCPR	x	97.8%	100.0%	98.0%	100.0%	98.4%	97.1%	97.8%	
Median time between 9-1-1 Access to tCPR hands on chest time for OHCA cases		0:01:56	0:02:00	0:01:18	0:02:25	0:02:18	0:01:51	0:02:06	
% of cases with time to tCPR < 180 sec from first key stroke		64.5%	79.7%	68.8%	69.2%	81.7%	58.2%	61.1%	
System response time < 5 mins for Dispatch-presumed cardiac arrest									
% of cases with CCF ≥ 90%		67.0%	66.0%	82.0%	79.0%	80.0%	76.0%	79.4%	
% of cases with compression rate 100-120 cpm 90% of the time		93.9%	91.9%	93.4%	87.2%	85.6%	94.9%	82.9%	
% of cases with compression depth that meet appropriate depth benchmark 90% of the time		34.7%	31.5%	24.2%	26.6%	22.2%	37.2%	25.0%	
% of cases with mechanical CPR device placement with < 10 sec pause in chest compression		26.8%	15.6%	18.8%	18.2%	28.6%	18.9%	34.9%	
% of cases with Pre-shock pause < 10 sec	x	75.8%	66.7%	64.3%	68.7%	71.6%		80.5%	
% arrive at E/D with ROSC	x	14.6%	21.3%	13.7%	15.0%	9.7%	18.4%	19.6%	
% discharged alive	x	7.3%	6.7%	9.5%	6.7%	5.4%	4.6%	7.9%	
% neuro intact at discharge (Good or Moderate Cognition)	x	1.0%	3.4%	8.4%	5.8%	3.2%	2.3%	5.7%	
% of cases with bystander CPR		56.2%	50.5%	54.2%	63.0%	65.6%	37.9%	50.8%	
% of cases with bystander AED use		14.6%	14.6%	10.5%	22.5%	16.1%	19.5%	19.2%	
# of people trained in CCR									
Ventilation Management									
% of cases with etCO2 use for non-invasive ventilation management (CPAP, BVM) when equipped		99.3%	99.4%	99.0%	100.0%	97.6%	99.5%	97.9%	
% of cases with etCO2 use for invasive ventilation management (KA, ETT, Cric)		99.3%	99.3%	95.2%	100.0%	97.9%	98.8%	98.4%	
% of successful ventilation management as evidenced by etCO2 waveform throughout the case									
% of successful King Airway placement		75.9%	74.6%	70.5%	72.0%	74.1%	72.6%	72.4%	
% of successful endotracheal tube placement		52.0%	40.0%	53.1%	52.9%	49.6%	49.5%	47.1%	
System response time < 5 mins for Dispatch-presumed compromised airway									

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



STEMI	Goal	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Current Av	Goal
% of suspected STEMI patients correctly identified by EMS		69.2%	68.9%	55.8%	63.3%	59.3%	76.9%	72.1%	
% of suspected STEMI patients w/ASA admin <i>(in the absence of contraindications)</i>		92.3%	96.5%	100.0%	96.7%	100.0%	100.0%	92.8%	
% of suspected STEMI patients w/NTG admin <i>(in the absence of contraindications)</i>		80.7%	89.7%	94.1%	100.0%	92.6%	88.4%	84.9%	
% of suspected STEMI patients with 12L acquisition within 10 minutes of patient contact		61.5%	72.4%	82.4%	76.7%	77.8%	88.4%	74.1%	
% of suspected STEMI patients with 12L transmitted within 5 minutes of transport initiation		46.2%	75.9%	61.8%	63.3%	55.6%	76.9%	53.5%	
% of suspected STEMI patients with PCI facility notified of suspected STEMI within 10 minutes of EMS patient contact		11.5%	17.2%	8.8%	20.0%	18.5%	26.9%	21.7%	
% of patients with Suspected STEMI Transported to PCI Center		100.0%	100.0%	100.0%	96.7%	100.0%	100.0%	98.2%	
% of suspected STEMI patients with EMS activation to Cath Lab intervention time < 90 minutes			60.0%	47.1%	53.3%	55.6%	38.5%		
Stroke	Goal	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Current Av	Goal
% of suspected Stroke patients correctly identified by EMS									
% of suspected Stroke patients w/BGL measured		87.7%	86.8%	90.0%	95.1%	80.3%	92.8%	89.5%	
% of suspected Stroke patients w/CSS measured		75.3%	77.2%	73.2%	73.2%	73.7%	74.8%	78.4%	
% of suspected Stroke patients w/positive CSS scores receiving Los Angeles Motor Score (LAMS) measured		79.3%	74.7%	80.2%	71.3%	80.9%	77.0%	79.8%	
% of suspected stroke patients with stroke facility notified of suspected stroke within 10 minutes of EMS patient contact									
% of suspected stroke patients w/LAMS scores 4 - 5 transported to Comprehensive Stroke Center		100.0%	100.0%	100.0%	96.3%	96.1%	98.6%	98.9%	

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

Tab C – Chief Financial Officer

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

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

Statement of Revenues and Expenses:

Month to Date: Net Income for the month of October 2020 is a loss of (\$283,360) as compared to a budgeted loss of (\$880,137) for a positive variance of \$596,777. EBITDA for the month of October 2020 is a gain of \$46,550 compared to a budgeted loss of (\$563,674) for a positive variance of \$610,224.

- Transport volume in October ended the month 99.9% to budget. Total Patient Encounters also ended the month at 99.9% to budget.
- Net Revenue in October is 96.5% to budget. Net Revenue is down 3.5% to budget due to the change in payer mix. Percentage of Insurance and Medicaid customers is down 1% and 1.2% respectively and percentage of Self Pay customers is up by 3.2%. The payer mix changes equates to an overage of \$380,242 in contractual and allowances taken this month. The overage in contractual and allowances is partially offset by \$181K cash received for NCTTRAC Deployments.
- Total Expenses ended the month 85% to budget or \$739,239 below budget. In October, MedStar had a one-time accrual of \$362,618 in expenses booked in FY21 back to FY20. Most expense categories are also under budget for the month due to the timing of hiring additional budgeted employees and lower than expected cost of medical supplies, fuel, facility and administrative expenses.

Key Financial Indicators:

- Current Ratio – MedStar has \$14.78 in current assets (cash, receivables) for every dollar in current debt. (Goal: a score of \$1.00 would mean sufficient current assets to pay debts.)
- Cash as % of Annual Expenditures – The Restated Interlocal Cooperative Agreement mandates 3 months of operating capital. As of October 31, 2020 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 5.41 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 October, the return is -.51%.

MAEMSA/EPAB cash reserve balance as of October 30, 2020 is \$475,470.69.

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

Assets	Current Year	Last Year
Cash - Unrestricted	\$9,522,965.50	\$4,608,091.33
Cash - Restricted	\$12,647,826.00	\$15,507,556.74
Accounts Receivable	\$8,314,735.15	\$11,926,255.59
Inventory	\$358,989.75	\$285,156.66
Prepaid Expenses	\$1,116,619.73	\$1,376,830.25
Property Plant & Equ	\$59,599,628.26	\$54,066,155.73
Accumulated Deprecia	(\$22,602,841.58)	(\$21,381,666.70)
Total Assets	\$68,957,922.81	\$66,407,885.49
Liabilities		
Accounts Payable	(\$540,434.36)	(\$1,925,636.75)
Other Current Liabil	(\$1,599,407.49)	(\$1,923,231.29)
Accrued Interest	(\$7,781.31)	(\$7,781.31)
Payroll Withholding	(\$15,465.98)	(\$1,636.86)
Long Term Debt	(\$3,975,755.01)	(\$4,225,805.66)
Other Long Term Liab	(\$8,525,995.90)	(\$3,254,910.71)
Total Liabilities	(\$14,664,840.05)	(\$11,339,002.58)
Equities		
Equity	(\$55,301,677.09)	(\$55,631,813.63)
Control	\$1,008,594.33	\$560,731.38
Total Equities	(\$54,293,082.76)	(\$55,071,082.25)
Total Liabilities and Equities	(\$68,957,922.81)	(\$66,410,084.83)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

October 31, 2020

Revenue	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Transport Fees	\$14,569,379.93	\$14,595,527.02	(\$26,147.09)	\$14,569,379.93	\$14,595,527.02	(\$26,147.09)
Contractual Allow	(\$6,305,681.71)	(\$6,161,665.44)	(\$144,016.27)	(\$6,305,681.71)	(\$6,161,665.44)	(\$144,016.27)
Provision for Uncoll	(\$4,754,758.98)	(\$4,518,533.00)	(\$236,225.98)	(\$4,754,758.98)	(\$4,518,533.00)	(\$236,225.98)
Education Income	\$180.90	\$160.00	\$20.90	\$180.90	\$160.00	\$20.90
Other Income	\$243,990.31	\$103,822.67	\$140,167.64	\$243,990.31	\$103,822.67	\$140,167.64
Standby/Subscription	\$101,120.20	\$60,646.00	\$40,474.20	\$101,120.20	\$60,646.00	\$40,474.20
Pop Health PMPM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
interest on Investme	\$140.07	\$2,916.67	(\$2,776.60)	\$140.07	\$2,916.67	(\$2,776.60)
Gain(Loss) on Dispos	\$86,040.08	\$0.00	\$86,040.08	\$86,040.08	\$0.00	\$86,040.08
Total Revenue	\$3,940,410.80	\$4,082,873.92	(\$142,463.12)	\$3,940,410.80	\$4,082,873.92	(\$142,463.12)
Expenditures						
Salaries	\$3,228,085.68	\$3,424,677.74	(\$196,592.06)	\$3,228,085.68	\$3,424,677.74	(\$196,592.06)
Benefits and Taxes	\$283,183.08	\$341,249.00	(\$58,065.92)	\$283,183.08	\$341,249.00	(\$58,065.92)
Interest	\$22,065.51	\$33,500.00	(\$11,434.49)	\$22,065.51	\$33,500.00	(\$11,434.49)
Fuel	\$62,767.61	\$92,014.00	(\$29,246.39)	\$62,767.61	\$92,014.00	(\$29,246.39)
Medical Supp/Oxygen	\$136,454.29	\$219,436.60	(\$82,982.31)	\$136,454.29	\$219,436.60	(\$82,982.31)
Other Veh & Eq	\$35,518.00	\$39,638.68	(\$4,120.68)	\$35,518.00	\$39,638.68	(\$4,120.68)
Rent and Utilities	\$43,529.92	\$65,333.63	(\$21,803.71)	\$43,529.92	\$65,333.63	(\$21,803.71)
Facility & Eq Mtc	\$62,133.87	\$79,999.97	(\$17,866.10)	\$62,133.87	\$79,999.97	(\$17,866.10)
Postage & Shipping	\$2,661.90	\$3,521.55	(\$859.65)	\$2,661.90	\$3,521.55	(\$859.65)
Station	\$41,638.48	\$47,445.18	(\$5,806.70)	\$41,638.48	\$47,445.18	(\$5,806.70)
Comp Maintenance	\$57,939.04	\$12,727.00	\$45,212.04	\$57,939.04	\$12,727.00	\$45,212.04
Insurance	\$46,080.80	\$36,438.37	\$9,642.43	\$46,080.80	\$36,438.37	\$9,642.43
Advertising & PR	\$62.20	\$500.00	(\$437.80)	\$62.20	\$500.00	(\$437.80)
Printing	\$1,780.98	\$3,615.41	(\$1,834.43)	\$1,780.98	\$3,615.41	(\$1,834.43)
Travel & Entertain	\$660.72	\$5,931.00	(\$5,270.28)	\$660.72	\$5,931.00	(\$5,270.28)
Dues & Subs	\$56,850.63	\$78,634.00	(\$21,783.37)	\$56,850.63	\$78,634.00	(\$21,783.37)
Continuing Educ Ex	\$3,468.60	\$17,013.00	(\$13,544.40)	\$3,468.60	\$17,013.00	(\$13,544.40)
Professional Fees	\$130,494.53	\$169,696.34	(\$39,201.81)	\$130,494.53	\$169,696.34	(\$39,201.81)
Education Expenses	\$378.80	\$6,784.00	(\$6,405.20)	\$378.80	\$6,784.00	(\$6,405.20)

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Statement of Revenue and Expenditures

October 31, 2020

Revenue	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Miscellaneous	(\$299,828.31)	\$1,892.00	(\$301,720.31)	(\$299,828.31)	\$1,892.00	(\$301,720.31)
Depreciation	\$307,844.80	\$282,963.42	\$24,881.38	\$307,844.80	\$282,963.42	\$24,881.38
Total Expenditures	\$4,223,771.13	\$4,963,010.89	(\$739,239.76)	\$4,223,771.13	\$4,963,010.89	(\$739,239.76)
Net Rev in Excess of Expend	(\$283,360.33)	(\$880,136.97)	\$596,776.64	(\$283,360.33)	(\$880,136.97)	\$596,776.64
EBITDA	\$46,549.98	(\$563,673.55)	\$610,223.53	\$46,549.98	(\$563,673.55)	\$610,223.53

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

	Goal	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Current Ratio	> 1	7.19	8.97	9.49	20.71	10.48	14.78

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

Cash as % of Annual Expenditures	> 25%	65.31%	55.06%	47.07%	42.95%	51.76%	50.39%
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Indicates compliance with Ordinance which specifies 3 months cash on hand.

Accounts Receivable Turnover	>3	4.16	4.96	4.28	3.65	5.44	5.41
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A measure of how these resources are being managed. Indicates how long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

Return on Net Assets	-1.00%	11.60%	10.35%	10.11%	4.04%	0.00%	-0.51%
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Reveals management's effectiveness in generating profits from the assets available.

Emergency Physicians Advisory Board
Cash expenditures Detail

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



Business Gold Rewards

MEDSTAR/MAEMSA

Closing Date 10/28/20 Next Closing Date 11/27/20
Account Ending **!K»OOOS**

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

New Balance	\$13,256.31
Minimum Payment Due	\$564.48
Payment Due Date	11/22/20*

Late Payment Warning: Your Payment Due Date is 11/22/20. If you do not pay your Minimum Payment Due by your Next Closing Date, you may have to pay a late fee of up to \$39.00 and your Pay Over Time APR may be increased to the Penalty APR of 29.24%.

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

If you make no additional charges and each month you show on this statement in pay...	You will pay off the balance about...	And you will pay an estimated total of...
Only the Minimum Payment Due	24 years	\$31,339

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

See page 2 for important information about your account.

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

For information on your Pay Over Time feature and limit, see **page 6**

Continued on page 3

APPROVED


Kenneth Simpson, CEO

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

Payment Coupon

Do not staple or use paper clips

Pay by Computer

americanexpress.com/business

Pay by Phone
1-800-472-9297

ACCOUNT ENDING **!K»OOOS**

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

OO&IE+<JX
MEDSTAR/MAEMSA
2900 ALTA MERE DR
FORT WORTH TX 76116-4115

Payment Due Date	11/22/20
New Balance	\$13,256.31
Minimum Payment Due	\$564.48

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

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

\$ _____
Amount Enclosed

0000349991382953784 001325631000056448 24 N



Business Gold Rewards
 MEDSTAR/MAEMSA
 1)g)j)e()@
 Closing Date 10/28/20

~~Account Ending 833003XX~~

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

1-800-678-0745
 1-336-393-1111
 1-800-678-0745
 1-800-678-0745
 1-800-CASH-NOW

Hearing Impaired
TTY: 1-800-221-9950
FAX: 1-623-707-4442
In NY: 1-800-522-1897



Website: americanexpress.com

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 EL PASO, TX
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Payments and Credits

Summary

	Pay In Full	Pay Over Time +	Total
Payments	-\$410.28	-\$3,859.50	-\$4,269.78
Credits			
DOUGLAS & HOOPEN	-\$94.08	\$0.00	-\$94.08
Total Payments and Credits	-\$504.36	-\$3,859.50	-\$4,363.86

Detail

*Indicates posting date

Payments	Amount
10/19/20* DOUGLAS & HOOPEN ONLINE PAYMENT - THANK YOU	-\$4,269.78
Credits	Amount
09/30/20 DOUGLAS & HOOPEN RITAS PARTY RENTALS Credit back - did not have party Fort Worth TX square up.com / receipt s	-\$94.08

New Charges

Summary

	Pay In Full	Pay Over Time +	Total
DOUGLAS & HOOPEN	\$388.89	\$12,819.83	\$13,208.72
DOUGLAS & HOOPEN	\$91.67	\$0.00	\$91.67
Total New Charges	\$480.56	\$12,819.83	\$13,300.39

Detail

+ denotes Pay Over Time activity

	Amount
DOUGLAS & HOOPEN SAN FRANCISCO CA PO 2203900	\$35.00
09/28/20 PANTHEON SYSTEMS INC 85592793 87	

Detail Continued

+ - denotes Pay Over Time activity

					Amount
09/28/20	ONLINEWBCOURSE +18008173570 How to do a HIPAA Risk Analysis course for Chad Carr PAY OVERTIME OPTION	MIDDLETOWN	DE	PO 2203898	\$229.00 +
09/28/20	AMER ASSOC NOTARIESW MEMBERSHIP o Notary mbrshp for Maerissa Thomas	HOUSTON	TX	PO 2203897	\$96.90
09/29/20	PAYPAL*STATEBARTEX 5124271428 2020 TX Virtual Health Law Cont - K.Schleicher PAY OVERTIME OPTION	5124271428	TX	PO 2203901	\$295.00 +
09/30/20	TARRANT COUNTY BAR ASSOCI 8173384092 PAYOVERTIMEOPTION Tarrant County Bar Association mbrshp for Kristofer Schleicher	FORT WORTH	TX	PO 2021049	\$225.00 +
09/30/20	TWILIO, INC. COMPUTER STORE	SAN FRANCISCO		PO 2203902	\$10.00
10/01/20	CONCUR TECHNOLOGIES 588-895-4815 PAY OVER TIME OPTION	588-895-4815	WA	PO 2021102	\$150.00 +
10/02/20	PAYFLOW/PAYPAL0045 888-883-9770	LAVISTA	NE	PO 2021107	\$30.00
10/02/20	NITA AUTOCHARGE TOLLS TOLL FEES PAY OVERTIME OPTION	PLANO	TX	PO 2021129	\$280.00 +
10/05/20	ALL ABOUT CHALLENGE COINS 000000001 8009533607 COVID-19 challenge coins PAY OVER TIME OPTION	WINTER PARK	FL	PO 2021101	\$2,085.00 +
10/05/20	CVS PHARMACY 8007467287 Service award gift card PAY OVERTIME OPTION	FORT WORTH	TX	PO 2021110	\$305.95 +
10/05/20	AMZN MKTP US*MKOFIOTCO BOOKSTORES PAY OVERTIME OPTION Service award gift cards	AMZN.COM/BILL	WA	P02021111	\$832.75 +
10/06/20	SOUTHERN METHODIST UNIV MARKET 6500000 2147682000	DALLAS	TX	MedStar did not make this purchase.	\$64.00
10/06/20	ACADEMY OF INTERNATIONAL 8990000043098 HELLO@AIMHI.MOBI Membership dues for AIMHI PAY OVER TIME OPTION	ARLINGTON	VA	PO 2021106	\$4,000.00 +
10/07/20	AMEXGIFTCARD.COM-BOL0244 833-205-8622 PAYOVERTIMEOPTION 30yr service award gift card for Darlene Komarek	ATLANTA	GA	PO 2021109	\$1,014.90 +
10/08/20	TWILIOINC +18778894546	SANFRANCISCO	CA	PO 2021228	\$10.58
10/12/20	STAR TELEGRAM ADVERTIS 817-390-7132 Classified ad for RFP - Search Firm PAY OVER TIME OPTION	FORT WORTH	TX	PO 2021173	\$166.50 +
10/16/20	TARGET RIDGMAR 2425 GROCERY STORE Microwave for CommCtr kitchen	FORT WORTH	TX	PO 2021269	\$97.41
10/19/20	TWILIO, INC. COMPUTER STORE	SANFRANCISCO		PO 2021227	\$10.00
10/19/20	PANERA BREAD #606050 FOOD&NON A Mgr team mtg w/ExeTeam - review Attendance Policy PAY OVERTIME OPTION	817-569-6221	TX	PO 2021331	\$395.48 +
10/20/20	IN*TROPHY ARTS INC. 95913 761071 20yr award for Anita Meadows PAY OVERTIME OPTION	FORT WORTH	TX	PO 2021336	\$242.82 +
10/20/20	SANTOS TACOS squareup.com/receipts PAY OVERTIME OPTION Taco Truck - end of summer lunch for company	FortWorth	TX	PO 2021271	\$991.57 +



Closing Date 10/28/20

~~Account Ending 833003xx~~

Detail Continued

+ -denotes Pay Over Time activity

					Amount
10/20/ 20	CVS PHARMACY 8007467287 PAYOVERTIMEOPTION	FORT WORTH	TX	PO 2021270	\$505.95 •
Money gift card for Special Events to purchase parade of lights, lights.					
10/ 2 1/ 20	FULLBARS CELL PHONE AND C 00-080311605 ELECTRONICS REPAIR PAY OVERTIME OPTION	FORT WORTH	TX	PO 2021295	\$568.00 +
Fixed broken 1Phone screen and water damage to charging port					
10/22/20	NTTA AUTOCHARGE TOLLS TOLL FEES PAY OVER TIME OPTION	PLANO	TX	PO 2021398	\$280.00+
10/ 27/ 20	AMZN MKTP US*283ME1 FKI BOOK STORES 12ft lights for decoration of Ambulance for Parade of Lights PAY OVER TIME OPTION	AMZN.COM /BILL	WA	PO 2021338	\$251 .91 •
10/ 28/ 20	PANTHEON SYSTEMS INC 8559279387	SANFRANCISCO	CA	PO 2021379	\$35 .00

STEVE POST
U)JID'.XX

					Amount
10/23/ 20	THE OLIVE GARDEN 817-732-0618	FORT WORTH	TX	PO 2021330	\$91.67
Finance dept team lunch/meeting					

Fees

					Amount
10/28/ 20	STEVE POST	ANNUAL MEMBERSHIP FEE		PO 2021396	\$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.

2020 Fees and Interest Totals Year-to-Date

	Amount
Total Fees in 2020	\$225 .00
Total Interest in 2020	\$0.00



Business Gold Rewards

MEDSTAR/MAEMSA
 DOUGLAS R HOOTEN
 Closing Date 11/27/20 Next Closing Date 12/28/20
 Account Ending

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

New Balance	\$12,767.22
Minimum Payment Due	\$128.00
Payment Due Date	12/22/20 *

Late Payment Warning: Your Payment Due Date is 12/ 22/20. If you do not pay your Minimum Payment Due by your Next Closing Date , you may have to pay a late fee of up to \$39.00 and your Pay Over Time APR may be increased to the Penalty APR of 29.24%.

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


If you make no additional charges and each month you pay...	!	You will pay off the balance shown on this statement in about...		And you will pay an estimated total of...
Only the Minimum Payment Due	↑	24 years		\$31,216
\$464	!	3 years		\$16,690 (Savings = \$14,526)

If you would like information about credit counseling services, call 1-888-733-4139.
 See page 2 for important information about your account.

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

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

Continued on page 3


 APPROVED Ken Simpson Intim CEO

-1, Please fold on the perforation below, detach and return with your payment -1.

1!1!1 Payment Coupon

!..!!! Do not staple or use paper clips

1:1 Pay by Computer

lijl americanexpress.com/business

91!! Pay by Phone

1,11 1-800-472-9297

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

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

Membership Rewards• Points
 Available and Pending as of 10/31/20
140,855
 For more details about Rewards, please visit americanexpress.com/rewardsinfo

Account Summary

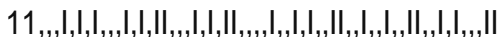
Pay In Full Portion	
Previous Balance	\$436.48
Payments /Credits	-\$496.52
New Charges	+\$60.04
Fees	+\$0.00
New Balance =	\$0.00
Pay Over Time Portion	
Previous Balance	\$12,819.83
Payments/Credits	-\$13,144.71
New Charges	+ \$13,092.10
Fees	+ \$0.00
Interest Charged	+ \$0.00
New Balance =	\$12,767.22
Minimum Due	\$128.00
Account Total	
Previous Balance	\$13,256.31
Payments/ Credits	-\$13,641.23
New Charges	+ \$13,152.14
Fees	+\$0.00
Interest Charged	+\$0.00
New Balance	\$12,767.22
Minimum Payment Due	\$128.00
Pay Over Time Limit \$55,000.00	
Available Pay Over Time Limit	\$42,232.78
Days in Billing Period: 30	

Payment Due Date
12/22/20
 New Balance
\$12,767.22
 Minimum Payment Due
\$128.00

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

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

\$ _____
Amount Enclosed



0000349991382953784 001276722000012800 24 n

**Business Gold Rewards**

MEDSTAR/MAEMSA
DOUGLAS RHOOTEN
Closing Date 11/27/20

~~XXXXXXXXXXXXXXXXXXXX~~

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

1-800-678-0745
1-336-393-1111
1-800-678-0745
1-800-678-0745
1-800-CASH-NOW

Hearing Impaired
TTY: 1-800-221-9950
FAX: 1-623-707-4442
In NY: 1-800-522-1897

151

Website: americanexpress.com

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

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

Put More Time to Business and Less Time to Bills

Grant a member of your team access to your account to log in and securely handle expense management on your behalf. Terms apply.

Visit www.AmericanExpress.com/err oliAM to enroll an Account Manager now.

**Payments and Credits****Summary**

	Pay In Full	Pay Over Time +	Total
Payments	-\$307.53	-\$12,948.78	-\$13,256.31
Credits	-\$188.99	-\$195.93	-\$384.92
Total Payments and Credits	-\$496.52	-\$13,144.71	-\$13,641.23

Detail

*Indicate posting date

+ denotes Pay Over Time activity

Payments		Amount
11/18/20*	ONLINE PAYMENT - THANK YOU	-\$13,256.31
Credits		Amount
10/06/20	SOUTHERN METHODIST DALLAS TX Unauthorized charge - credit returned	-\$64.00
10/29/20	AMZNMKTP US Credit - returned merchandise AMZN.COM/BILL WA BOOK STORES	-\$55.98
10/29/20	AMZNMKTPUS Credit - returned merchandise AMZN.COM/BILL WA BOOKSTORES PAY OVER TIME OPTION	-\$195.93 +
11/20/20	AMZ*INVERTERSRUSC Refund due to swap 866-419-2616 WA SERVICE	-\$69.01

New Charges**Summary**

	Pay In Full	Pay Over Time +	Total
Total New Charges	\$60.04	\$13,092.10	\$13,152.14

Detail

+ denotes Pay Over Time activity

n DOUGLAS R HOOTEN
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						Amount
10/28/20	FORT WORTH HISPANIC CHAMB 628076005050 817-625-5411 Dues PAY OVER TIME OPTION	FORTWORTH	TX	PO 2021365		\$2,500.00 +
10/29/20	WALGREENs Service Award 8002892273 PAY OVER TIME OPTION	FORTWORTH	TX	PO 2021393		\$505.95 +
10/29/20	TWILIOINC +18778894546	SANFRANCISCO	CA	PO 2021394		\$10.04
10/31/20	CONCUR TECHNOLOGIES 588-895-4815 TVL website PAY OVER TIME OPTION	588-895-4815	WA	PO 2021410		\$150.00 +
11/02/20	PAYFLOW/PAYPAL 0045 888-883-9770	LAVISTA	NE	PO 2021479		\$30.00
11/03/20	AMZNMKTPUS*285472M61 BOOKSTORES Service Awards PAY OVER TIME OPTION	AMZN.COM/BILL	WA	PO 2021420		\$832.75 +
11/07/20	TWILIO, INC. COMPUTER STORE	SANFRANCISCO		PO 2021490		\$10.00
11/16/20	NTTA AUTOCHARGE TOLLS TOLL FEES PAY OVER TIME OPTION	PLANO	TX	PO 2021708		\$320.00 +
11/17/20	AMZ*INVERTERS R USC WGRIDSW8M yyyyyyyy Inverter for Dodge 4500 truck PAY OVER TIME OPTION	yyyyyyyy	WA	PO 2021579		\$549.00 +
11/17/20	TWILIOINC +18778894546	SANFRANCISCO	CA	PO 2021627		\$10.00
11/18/20	World Medical Distribu 202-684-7952 Safe Space Scanner, Software, desktop stand PAYOVERTIMEOPTION Purchased for COVID-19 Screening	000-000-0000	VA	PO 2021564		\$6,314.89 +
11/20/20	QUALITY LOGO PRODUCTS 866-312-5646 Jumbo medicine tray for MHP PAY OVERTIME OPTION	AURORA	IL	PO 2021595		\$844.36 +
11/23/20	IDENTIPLUS MD000743853151 20K - Tyvek, neon green wns CATALOG MERCHANT PAY OVERTIME OPTION	NEWBEIL1b	WI	PO 2021626		\$890.15 +
11/24/20	NAEMSP 461682001370022 MERCHANTSERVICES@KELLENCOR PAYOVERTIMEOPTION enew a ee	OVERLAND PARK	KS	PO 2021678		\$185.00 +

Fees

						Amount
Total Fees for this Period						\$0.00

Tab D – Human Resources

Human Resources - October 2020

Turnover:

- October turnover – 1.94%
 - FT – 1.64%
 - PT – 5.26%
- Year to date turnover – 1.94%
 - FT – 1.64%
 - PT – 5.26%

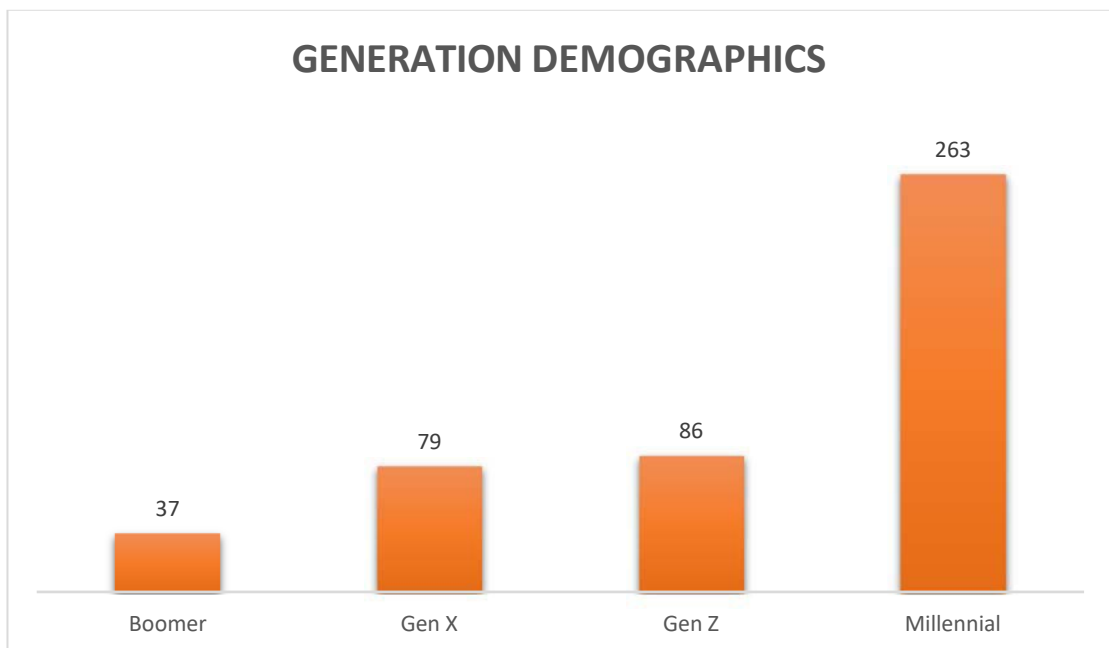
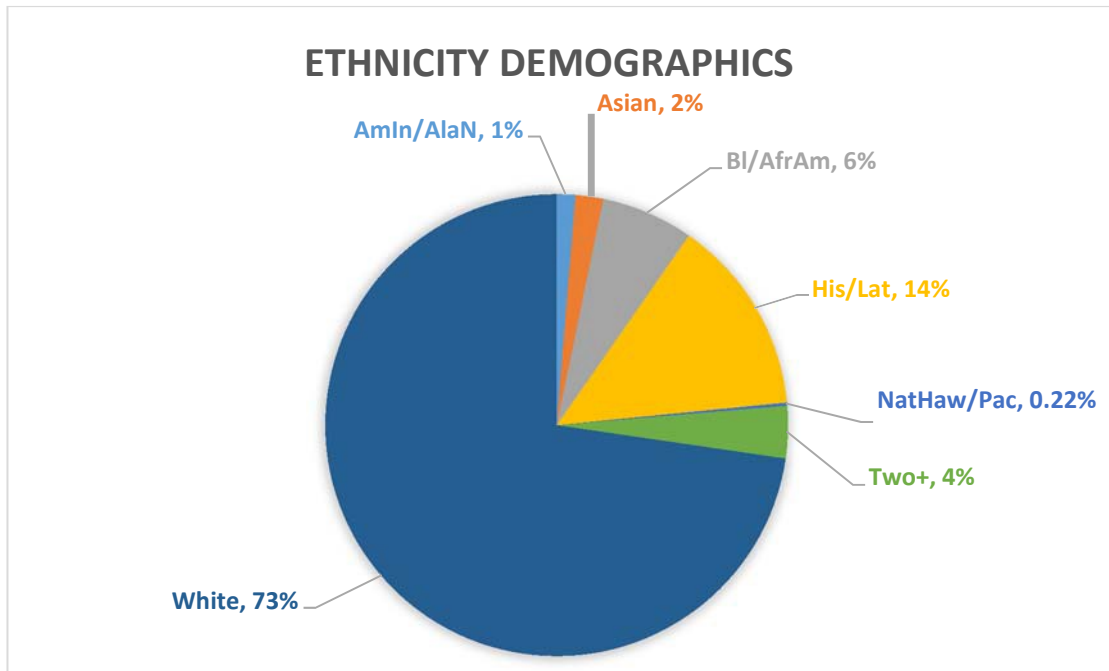
Leaves:

- 47 employees on FMLA / 11.01% of workforce
 - 33 cases on intermittent
 - 14 case on a block
- Top request reasons/conditions
 - Mental Health (9)
 - Obstetrics (7)
 - Orthopedic (7)

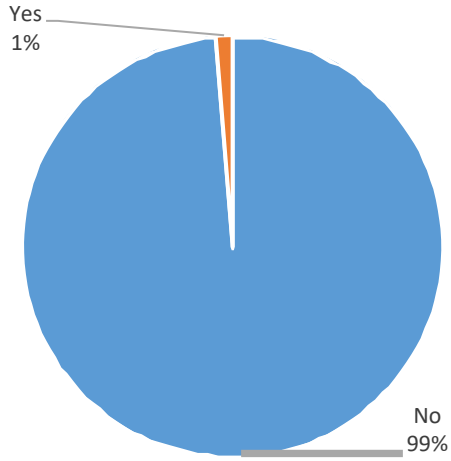
COVID-19:

- 218 tests conducted
- 33 positive
- COVID Administrative Leave
 - 1,086:43 hours
 - 6,087:44 hours to date

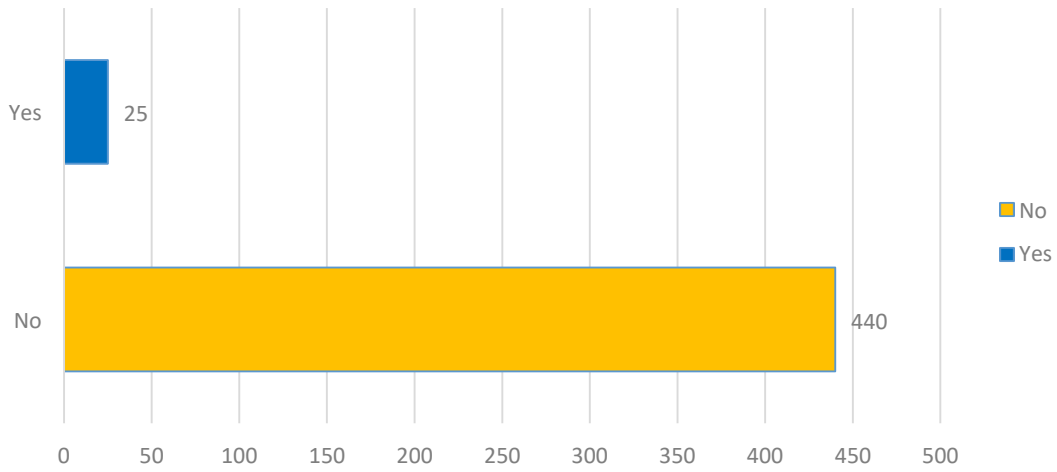
OCT 2020 DIVERSITY STATISTICS



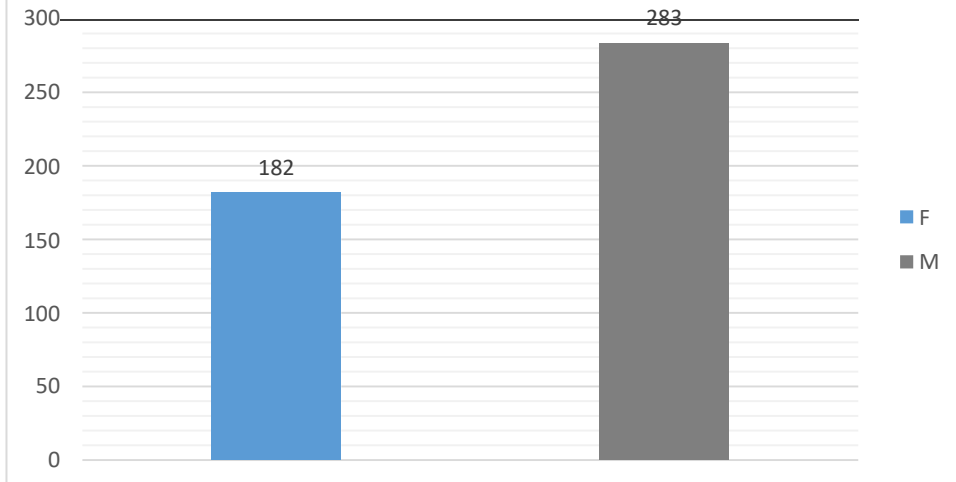
DISABILITY DEMOGRAPHICS



VETERAN DEMOGRAPHICS



GENDER DEMOGRAPHICS



FMLA Leave of Absence (FMLA Detailed Report)
Fiscal Year 10/1/20 - 09/30/2021
Percentages by Department/Conditions
October 2020

Conditions	
Cardiology	2
Digestive	1
FMLA - Child	4
FMLA - Parent	6
FMLA - Spouse	4
Mental Health	9
Neurological	4
Obstetrics	7
Orthopedic	7
Podiatry	1
Pulmonary	2
Grand Total	47

Percentage by Department						
Department	# of Ees	# on FMLA	% by FTE	% by FMLA	% by DeptHC	
Advanced	117	13	3.04%	27.66%	11.11%	
Basic	140	17	3.98%	36.17%	12.14%	
Business Office	26	5	1.17%	10.64%	19.23%	
Communications	37	2	0.47%	4.26%	5.41%	
Mobile Integrated Health	12	3	0.70%	6.38%	25.00%	
Support Services - Facilities, Fleet, S.E., Logistics	33	5	1.17%	10.64%	15.15%	
Human Resources	6	1	0.23%	2.13%	16.67%	
Field Managers/Supervisors - Operations	18	1	0.23%	2.13%	5.56%	
Grand Total	389	47				
Total # of Full Time Employees	427					
% of Workforce using FMLA	11.01%					
TYPE OF LEAVES UNDER FMLA	# of Ees	% on Leave				
Intermittent Leave	33	70.21%				
Block of Leave	14	29.79%				
Total	47	100.00%				

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

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

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

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

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

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

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

FMLA LOA for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	1700:39	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	170:03
FY 20-21	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	1700:39	
FY 19-20	2034:59	4086:19	6102:39	6980:11	7999:33	9207:59	10576:30	12106:24	13593:19	14903:41	16709:37	18086:55	10199:00:30

All Other Leave for Fiscal Year 2020-2021*													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	6258:06	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	625:48
FY 20-21	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	6258:06	
FY 19-20	6910:47	12809:12	19737:58	25679:12	31494:08	37612:30	41801:23	46722:34	52676:22	60024:42	66251:14	71602:36	39443:33:10

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

Military Leave for Fiscal Year 2020-2021													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	144:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	14:24
FY 20-21	144:00	144:00	144:00	144:00	144:00	144:00	144:00	144:00	144:00	144:00	144:00	144:00	
FY 19-20	95:00	169:00	193:00	241:00	361:00	429:00	609:00	969:00	1287:00	1619:00	1967:00	2562:00	18086:55:00

Total Leave Hours													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVG
Hours/Mo	2182:31	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	218:15
FY 20-21	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	2182:31	
FY 19-20	10583:19	19393:23	28951:20	36175:41	43182:23	50724:16	57256:33	64446:03	72608:16	81902:12	90752:00	98638:47	71602:36:00

Summary of Fiscal Year 2019-2020						
	Light Duty	Worker's Comp	FMLA	All Other Leave	Military	Total
YTD	337:52	0:00	1700:39	0:00	144:00	2182:31
Goal-Compare	3571:50	14:11	18086:55	71602:36	1096:00	94371:33

Revision #2 9/24/2014

MedStar Mobile Health Care Separation Statistics - October 2020

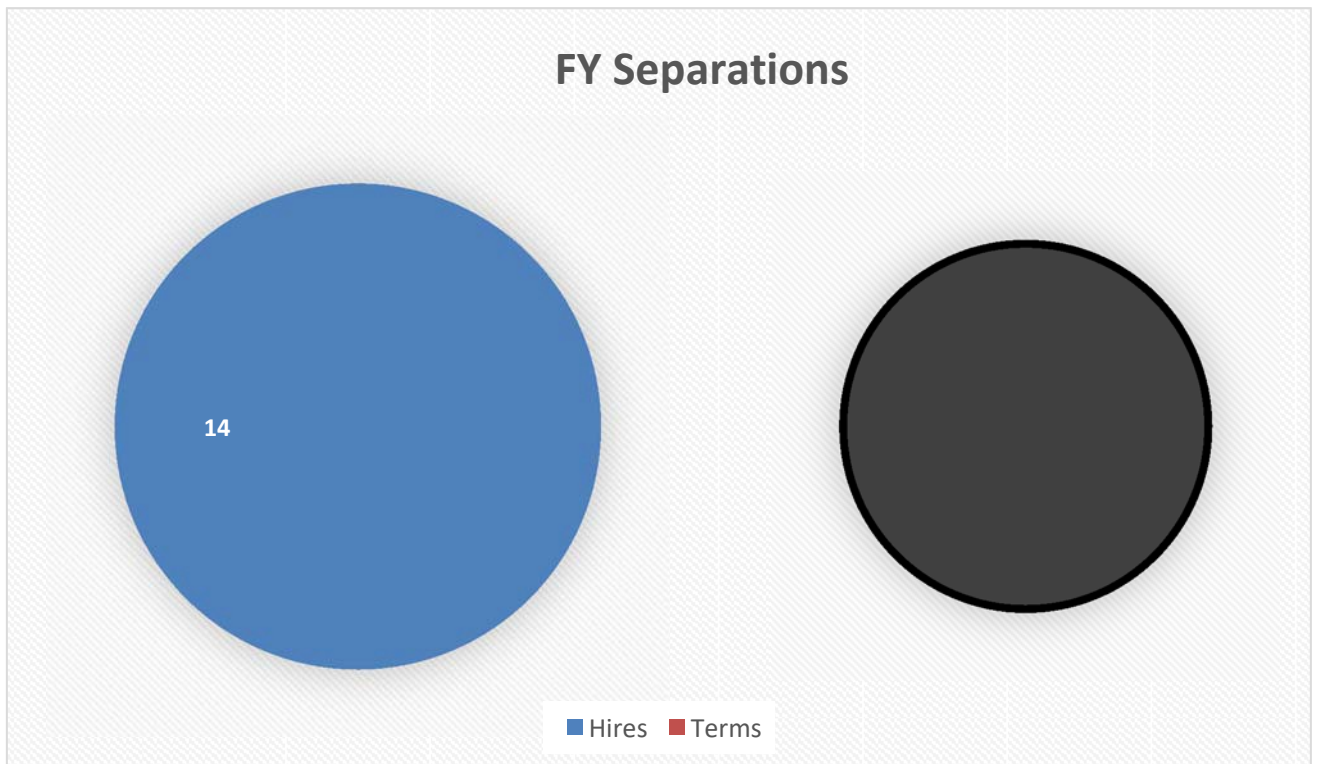
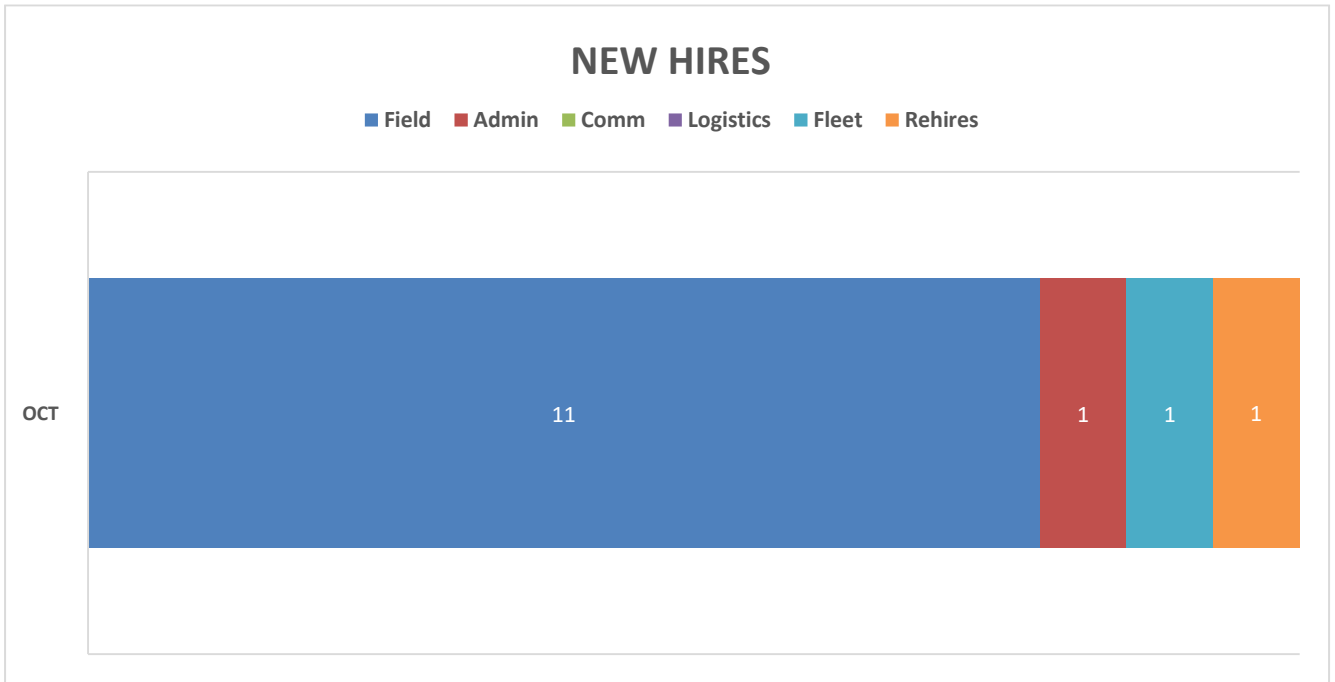
	Current Month			Year to Date			Compared to Oct'19		Headcount
	Vol	Invol	Total	Vol	Invol	Total	Oct '19	%	Oct-20
Full Time Separations	6	1	7	6	1	7	7	1.59%	427
Part Time Separations	2	0	2	2	0	2	0	0.00%	38
Total Separations	8	1	9	8	1	9	7	1.44%	465
	Full Time	Part Time	Total	Full Time	Part Time	Total			
Total Turnover %	1.64%	5.26%	1.94%	1.64%	5.26%	1.94%			

Separations by Department

Full Time	Current Month			Year to Date			Headcount
	Vol	Invol	Total	Vol	Invol	Total	Oct-20
Administration							1
Advanced	3		3	3	0	3	117
Basics	3		3	3	0	3	140
Business Intelligence - Deployment, QI, Scheduler							3
Business Office							26
Communications							37
Compliance							2
Controller - Payroll, Purchasing, A/P							6
Executives							7
Field Manager/Supervisors - Operations							18
Human Resources							6
Information Technology							2
Medical Records							2
Mobile Integrated Health	0	1	1	0	1	1	12
Office of the Medical Director							12
Risk and Safety							3
Support Services - Facilities, Fleet, S.E., Logistics							33
Total	6	1	7	6	1	7	427
Part Time	Current Month			Year to Date			Headcount
	Vol	Invol	Total	Vol	Invol	Total	Sep-20
Advanced	1	0	1	1	0	1	23
Basics	1	0	1	1	0	1	8
Business Intelligence - Deployment, QI, Scheduler							
Business Office							
Communications							3
Compliance							
Controller - Payroll, Purchasing, A/P							
Field Manager/Supervisors - Operations							
Human Resources							
Information Technology							
Medical Records							
Mobile Integrated Health Department							2
MTAC - MedStar Training Academy							
Office of the Medical Director							
Risk and Safety							
Support Services - Facilities, Fleet, S.E., Logistics						0	2
Total	2	0	2	2	0	2	38

Recruiting & Staffing Report

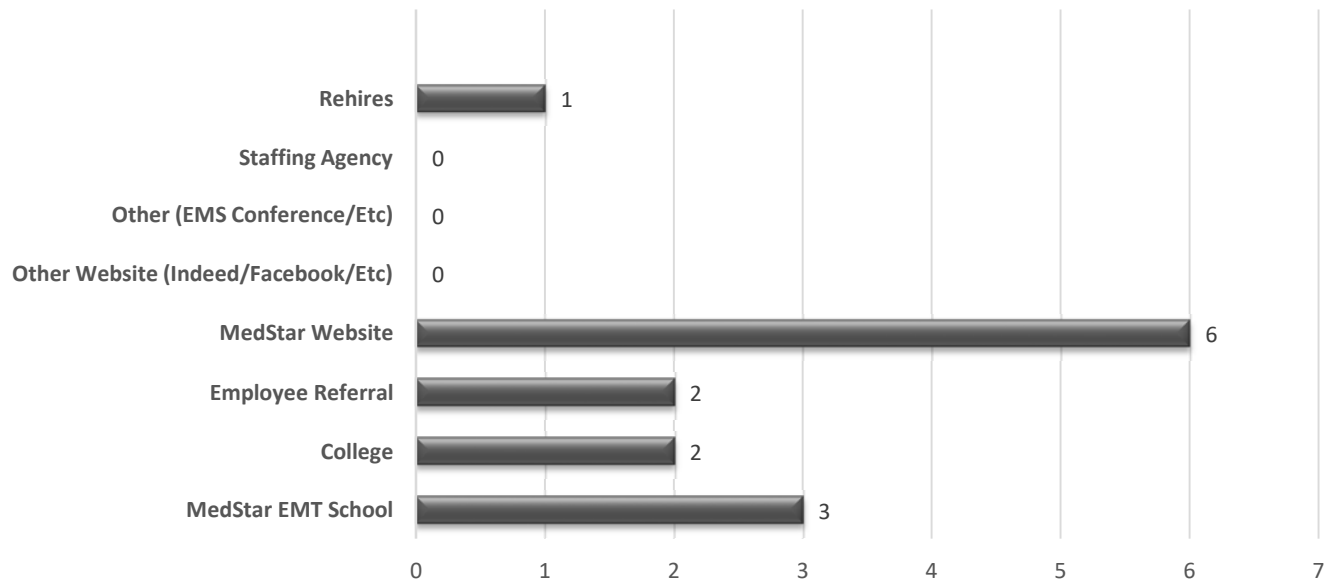
Fiscal Year 2020-2021



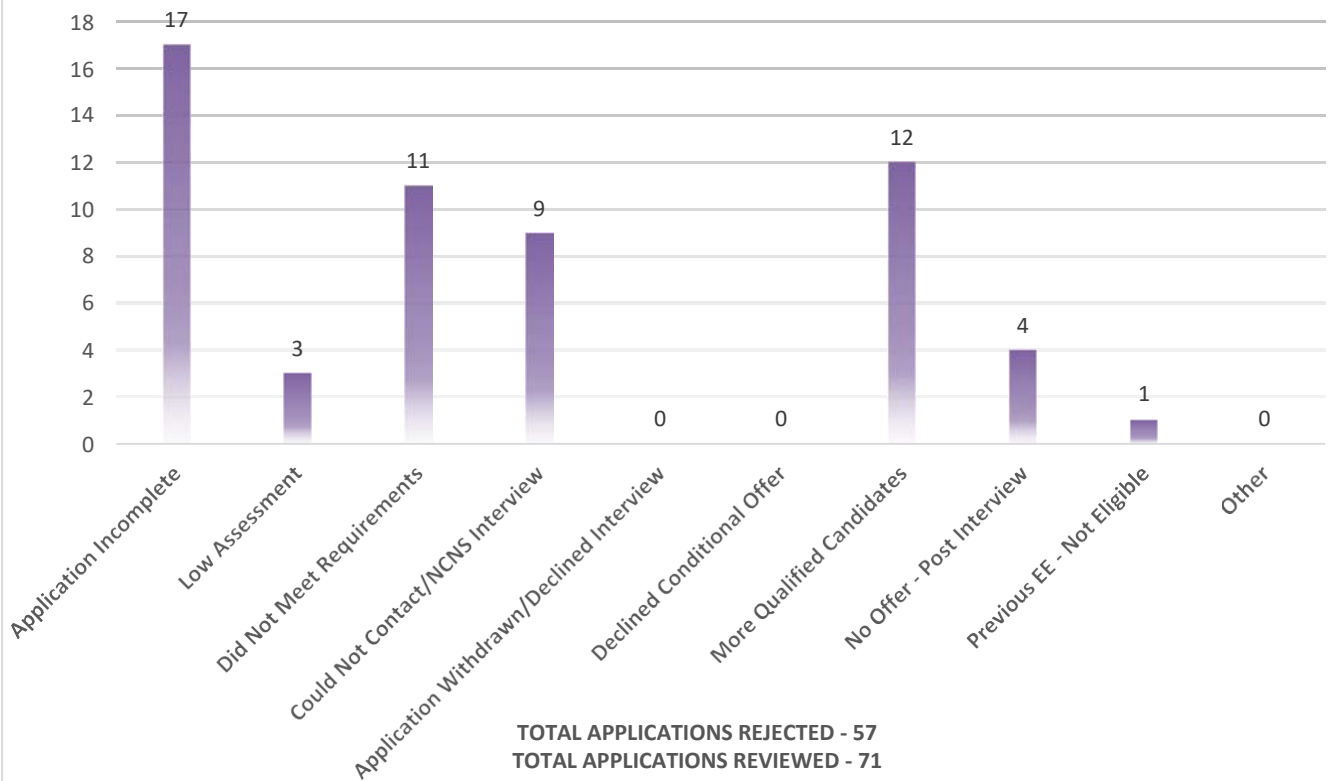
Fiscal Year Statistics
Total hires to date 14
Total separations from hires 0

Reasons for Separation

New Hire Referral Source

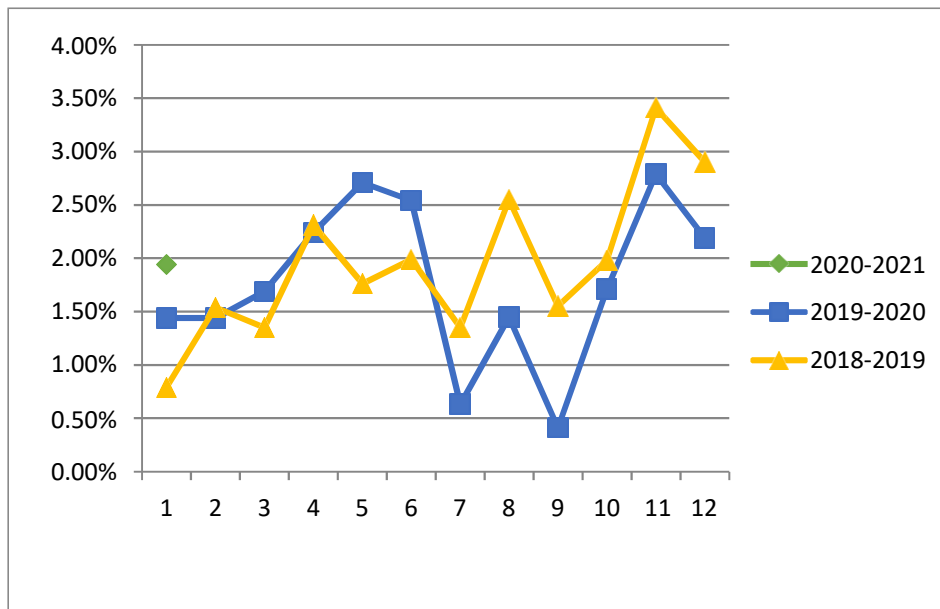


APPLICANT REJECTION REASONS



MedStar Mobile Healthcare Turnover Fiscal Year 2020 - 2021

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



Tab E – Compliance and Legal



Compliance Officer's Report October 22, 2020 to November 17, 2020

Compliance Officer Duties

- 3 narcotic anomaly occurred during the reporting period:
 - A paramedic inadvertently broke a vial of Ketamine in the field.
 - Two paramedic inadvertently took their assigned narcotic pouch home at the end of shift. The pouches were returned and the anomaly processed followed.

No foul play was discovered in any of these events. Workflow revisions were made to mitigate paramedics taking a narcotic pouch home at the end of shift.

- Submitted employee roster changes to the DSHS as required.
- Assisted multiple law enforcement agencies with investigations as needed.
- Assisted HR department with various employee related matters.

Paralegal Duties

- 16 DFPS reports were processed for suspected abuse, neglect, or exploitation
- 5 meetings held with the Tarrant Co. District Attorney's office
- 1 virtual paramedic deposition was complete regarding a civil matter
- 3 law enforcement agency virtual interviews were conducted
- 3 Subpoenas(s) for witness appearance processed and served
- 6 Investigation interviews were conducted for various legal and HR matters
- Created, reviewed, and processed multiple contractual agreements with GC as needed
- Assisted OMD with proposed legislative changes to TX Health & Safety code 773 regarding consent of emergency care

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

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

Tab F – Operations

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Operations Report- November 30, 2020

The following summarizes significant operational items through November of 2020:

Field Operations:

- Call volume continues to be slightly below budget (1.2% through 11/30)
- Beginning Field Training Officer train the trainer class for new FTOs
- Working with HR on recruiting options to replace employees leaving to pursue other employment.
 - Working with HR and OMD for recruit class starting in January 2021

Fleet/Logistics:

- Expanding RFID tracking pilot to all north deployment ambulances.
 - Evaluating options to streamline ambulance cleaning and prep.
 - Preparing for support vehicle replacement this fiscal year.
- Fuel costs were under budget.
- Filling open positions

Safety & Risk:

- Workers Compensation time picked up slightly.
- Deployed support personnel to El Paso and State Operations Center for COVID support.
- Working to support National Finals Rodeo

Vehicle Incidents	Metric	FY 20 Avg	Oct 2020
	Total Vehicle Incidents	9.5	10
	Vehicle Incidents >\$1K in Damages per 100K Miles	0.46	0.85
	Preventable Incidents per 100,000 Miles	2.54	2.55
	Incidents during a P1 or P2 Response	3	2
	Incidents while Backing	1	1
	Auto Collision Cost	\$10,643	\$2,846

Health & Medical	Metric	FY 20 Avg	Oct 2020
	Total Incidents	10.08	14
	Total Claims	5.17	5
	Lifting Incidents per 10,000 Scenes Made	1.20	3.14
	Bodily Fluid Exposures per 10,000 Scenes Made	1.24	3.14
	Incidents Occurring On-Campus	0.83	0
	Lost Time	749:18	642:53
	Medical Cost	\$24,900	\$25,770

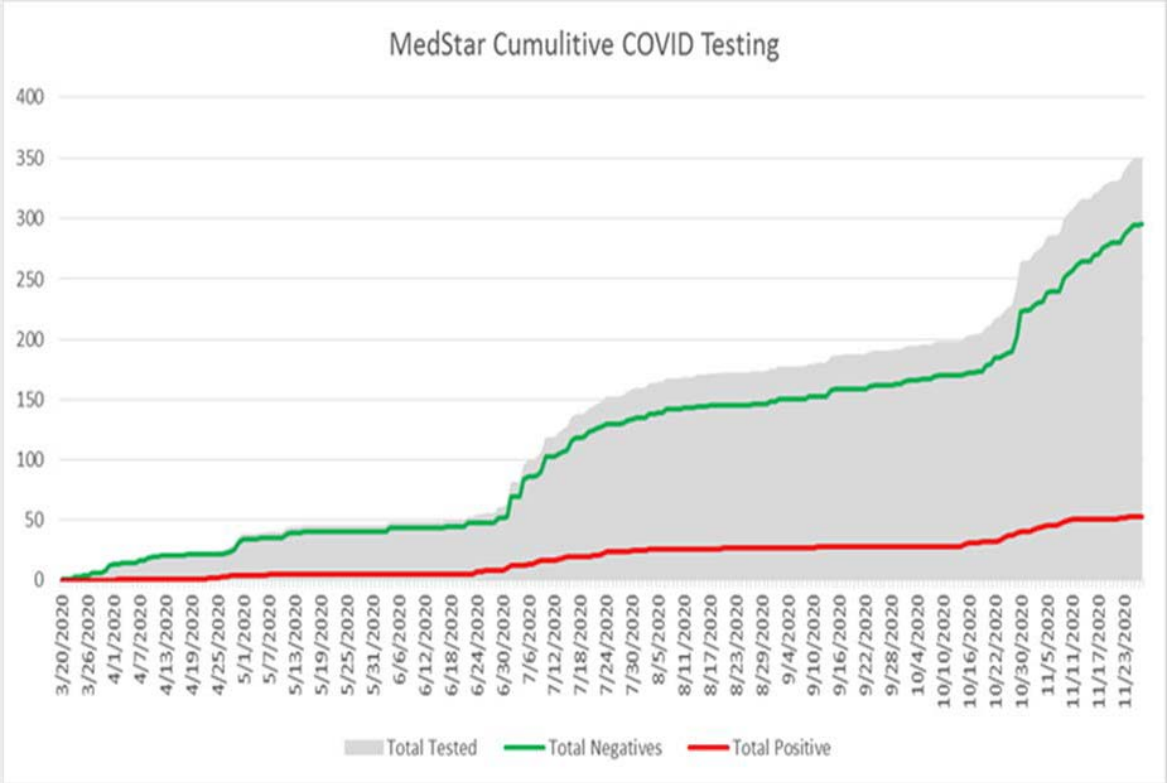
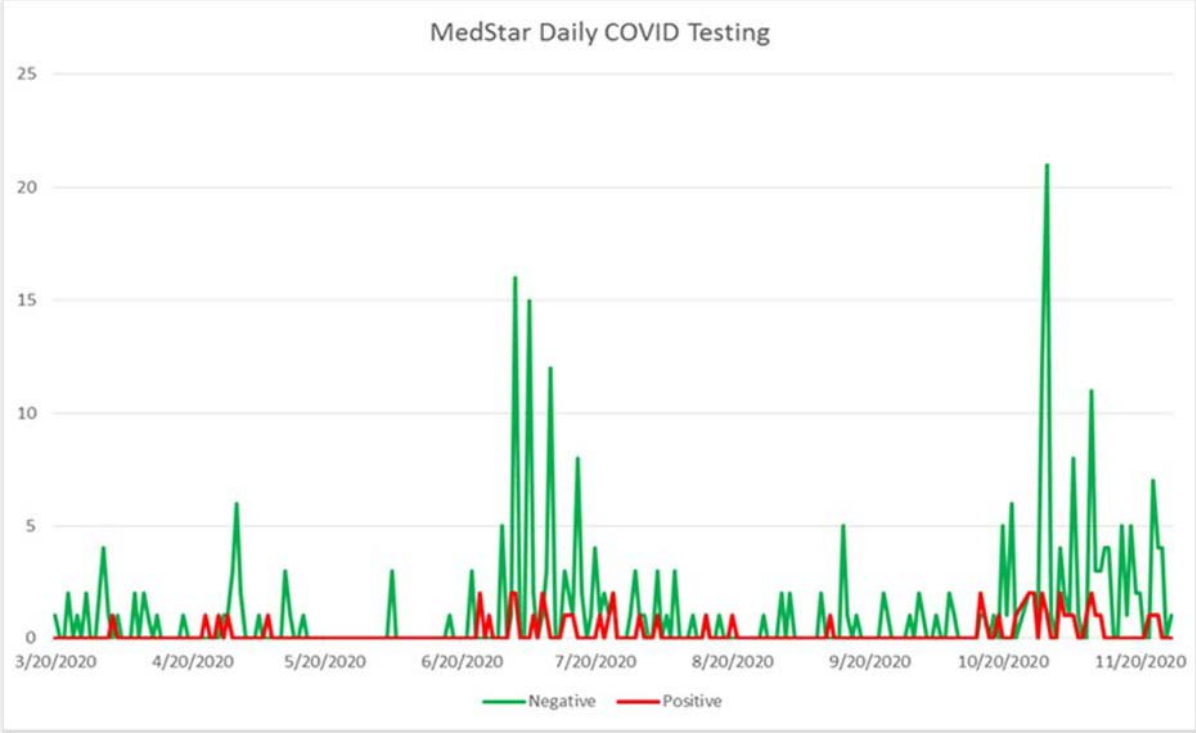
**Lost time is the total time off duty per month due to work related injury and/or illness

**Medical cost is the total medical cost incurred for the incident documented for the date the injury occurred

- Includes indemnity, medical cost, expenses and reserves

MedStar COVID Cumulative Totals As of 11/29/20

Total Negative	296
Total Indeterminate	1
Total Positive	53
Total Recovered	50



Information Technology:

- Implementation of Office 365 throughout the organization should be completed this month.
- Working on updating screening tools at entrances.
- Preparing security system upgrades to replace obsolete system components.

Business Intelligence:

Priority 1 Compliance Summary - 2020

Time	Jan	Feb	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*
On Time	86.4%	87.0%	84.0%	83.8%	80.1%	78.1%	76.8%	78.0%	83.0%	77.0%	76.9%
01-15	87.7%	88.1%	85.2%	85.1%	81.5%	79.4%	78.7%	79.8%	84.0%	78.3%	77.9%
16-30	88.8%	89.0%	86.4%	86.3%	83.1%	80.9%	80.3%	81.3%	84.8%	79.8%	79.9%
31-45	89.6%	90.0%	87.5%	87.3%	84.6%	82.1%	81.4%	82.7%	86.2%	81.0%	81.2%
46-60	90.3%	90.8%	88.6%	89.1%	86.1%	83.7%	82.5%	84.0%	87.0%	82.5%	83.0%
12:01-13:00	93.3%	93.7%	92.2%	92.2%	90.3%	88.4%	87.2%	88.9%	91.3%	86.4%	87.3%

Working on operational productivity report cards for employees.

- As discussed with FROs the change for additional dispatch screening has increased response times slightly. Taking that additional dispatch time into account we would have still hit the 85% metric.
- Worked with finance to build reports for some of the cities around financial metrics.

Communications:

- Working with COFW and TC911 on back-up facility possibilities.
- Text-To-911 is implemented along with all Tarrant County PSAPs.
- Working with IT on additional radio redundancy.
- Actively interviewing for replacement Communications Manager



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2020 to Oct 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	1	1	00:13:45	1	0.0%	0	0.0%	1	1	0.0%
	2	11	11	00:09:11	0	100.0%	0	0.0%	26	0	100.0%
	3	2	2	00:12:14	1	50.0%	0	0.0%	2	1	50.0%
Total Blue Mound		14	14								
Burleson	1	88	86	00:09:18	21	76.1%	9	10.2%	88	21	76.1%
	2	172	162	00:10:23	36	79.1%	14	8.1%	172	36	79.1%
	3	90	85	00:12:22	22	75.6%	3	3.3%	90	22	75.6%
	4	204	203	00:33:14	28	86.3%	10	4.9%	204	28	86.3%
Total Burleson		554	536								
Edgecliff Village	1	6	6	00:06:57	0	100.0%	0	0.0%	6	0	100.0%
	2	12	12	00:09:18	2	83.3%	1	8.3%	66	9	86.4%
	3	8	7	00:11:15	0	100.0%	0	0.0%	8	0	100.0%
Total Edgecliff Village		26	25								
Forest Hill	1	50	46	00:09:04	9	82.0%	4	8.0%	50	9	82.0%
	2	83	74	00:10:00	12	85.5%	0	0.0%	83	12	85.5%
	3	42	35	00:12:58	7	83.3%	3	7.1%	42	7	83.3%
Total Forest Hill		175	155								
Fort Worth	1	2477	2356	00:09:08	549	77.8%	79	3.2%	2477	549	77.8%
	2	5130	4859	00:10:13	904	82.4%	139	2.7%	5130	904	82.4%
	3	2977	2759	00:12:09	468	84.3%	106	3.6%	2977	468	84.3%
	4	1129	1082	00:28:17	87	92.3%	36	3.2%	1129	87	92.3%
Total Fort Worth		11713	11056								
Haltom City	1	74	72	00:10:12	28	62.2%	5	6.8%	142	50	64.8%
	2	159	149	00:11:11	42	73.6%	6	3.8%	159	42	73.6%
	3	97	89	00:14:03	25	74.2%	5	5.2%	97	25	74.2%
Total Haltom City		330	310								
Haslet	1	9	9	00:11:42	4	55.6%	1	11.1%	22	6	72.7%
	2	12	11	00:13:05	6	50.0%	1	8.3%	106	14	86.8%
	3	7	5	00:07:05	0	100.0%	0	0.0%	7	0	100.0%
Total Haslet		28	25								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2020 to Oct 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Lake Worth	1	25	23	00:07:05	4	84.0%	0	0.0%	49	6	87.8%
	2	49	47	00:10:45	16	67.3%	2	4.1%	99	25	74.7%
	3	19	16	00:10:41	2	89.5%	1	5.3%	43	8	81.4%
	4	3	0	00:04:36	0	100.0%	0	0.0%	3	0	100.0%
Total Lake Worth		96	86								
Lakeside	1	10	9	00:11:55	6	40.0%	1	10.0%	10	6	40.0%
	2	9	8	00:13:22	3	66.7%	1	11.1%	9	3	66.7%
Total Lakeside		19	17								
River Oaks	1	19	19	00:09:38	5	73.7%	1	5.3%	19	5	73.7%
	2	33	32	00:10:47	9	72.7%	2	6.1%	51	11	78.4%
	3	12	11	00:17:38	5	58.3%	3	25.0%	104	15	85.6%
Total River Oaks		64	62								
Saginaw	1	39	37	00:10:30	16	59.0%	3	7.7%	39	16	59.0%
	2	57	51	00:11:27	12	78.9%	2	3.5%	57	12	78.9%
	3	40	31	00:13:53	10	75.0%	2	5.0%	40	10	75.0%
Total Saginaw		136	119								
Sansom Park	1	19	19	00:09:08	4	78.9%	0	0.0%	108	23	78.7%
	2	55	52	00:09:35	10	81.8%	0	0.0%	131	25	80.9%
	3	23	21	00:13:50	5	78.3%	2	8.7%	23	5	78.3%
	4	3	3	00:20:42	0	100.0%	0	0.0%	3	0	100.0%
Total Sansom Park		100	95								
Westover Hills	1	2	2	00:08:13	0	100.0%	0	0.0%	2	0	100.0%
	2	1	1	00:09:53	0	100.0%	0	0.0%	1	0	100.0%
	3	1	0	00:02:12	0	100.0%	0	0.0%	1	0	100.0%
Total Westover Hills		4	3								
Westworth Village	1	5	5	00:09:12	1	80.0%	0	0.0%	21	4	81.0%
	2	17	17	00:10:39	2	88.2%	1	5.9%	72	18	75.0%
	3	7	7	00:12:58	0	100.0%	0	0.0%	75	14	81.3%
Total Westworth Village		29	29								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Oct 2020 to Oct 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
White Settlement	1	41	39	00:09:27	11	73.2%	2	4.9%	41	11	73.2%
	2	122	113	00:10:43	32	73.8%	7	5.7%	216	40	81.5%
	3	46	45	00:11:38	7	84.8%	2	4.3%	96	13	86.5%
	4	4	3	00:28:15	0	100.0%	0	0.0%	74	0	100.0%
Total White Settlement		213	200								
System Wide	1	2865	2729	00:09:11	659	77.0%	105	3.7%	3075	707	77.0%
	2	5922	5599	00:10:17	1086	81.7%	176	3.0%	6378	1151	82.0%
	3	3371	3113	00:12:15	552	83.6%	127	3.8%	3605	588	83.7%
	4	1343	1291	00:29:06	115	91.4%	46	3.4%	1448	115	92.1%
Total System Wide		13501	12732								



MedStar Response Time Reliability and AVG Response Time Performance

Period: Nov 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Blue Mound	1	2	2	00:07:56	0	100.0%	0	0.0%	3	1	66.7%
	2	10	9	00:11:39	3	70.0%	1	10.0%	36	3	91.7%
	3	5	4	00:14:23	2	60.0%	0	0.0%	7	3	57.1%
Total Blue Mound		17	15								
Burleson	1	85	83	00:08:43	21	75.3%	6	7.1%	173	42	75.7%
	2	165	158	00:09:05	27	83.6%	7	4.2%	165	27	83.6%
	3	72	67	00:11:46	12	83.3%	5	6.9%	162	34	79.0%
	4	194	191	00:31:38	23	88.1%	8	4.1%	194	23	88.1%
Total Burleson		516	499								
Edgecliff Village	1	7	7	00:10:49	4	42.9%	0	0.0%	13	4	69.2%
	2	11	10	00:11:40	5	54.5%	1	9.1%	77	14	81.8%
	3	5	4	00:09:16	0	100.0%	0	0.0%	13	0	100.0%
Total Edgecliff Village		23	21								
Forest Hill	1	53	50	00:09:02	12	77.4%	0	0.0%	103	21	79.6%
	2	91	86	00:10:37	17	81.3%	2	2.2%	174	29	83.3%
	3	46	40	00:12:05	9	80.4%	1	2.2%	88	16	81.8%
Total Forest Hill		190	176								
Fort Worth	1	2417	2316	00:09:07	542	77.6%	70	2.9%	2417	542	77.6%
	2	4881	4650	00:09:54	772	84.2%	120	2.5%	4881	772	84.2%
	3	2776	2581	00:12:10	442	84.1%	117	4.2%	2776	442	84.1%
	4	1137	1131	00:31:00	103	90.9%	41	3.6%	1137	103	90.9%
Total Fort Worth		11211	10678								
Haltom City	1	95	94	00:10:10	33	65.3%	4	4.2%	95	33	65.3%
	2	150	140	00:10:59	37	75.3%	3	2.0%	150	37	75.3%
	3	90	79	00:12:59	15	83.3%	4	4.4%	187	40	78.6%
	4	2	2	00:18:18	0	100.0%	0	0.0%	38	0	100.0%
Total Haltom City		337	315								
Haslet	1	5	5	00:09:51	1	80.0%	1	20.0%	27	7	74.1%
	2	11	10	00:12:28	4	63.6%	1	9.1%	11	4	63.6%
	3	3	3	00:12:47	0	100.0%	0	0.0%	10	0	100.0%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Nov 2020

Member City	Pri	Current Month							100 Response Compliance Period		
		Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	%	Compliance Calculated Responses	Late Responses	On Time %
Total Haslet		19	18								
Lake Worth	1	31	30	00:09:57	13	58.1%	4	12.9%	80	19	76.3%
	2	54	53	00:08:20	9	83.3%	4	7.4%	153	34	77.8%
	3	29	26	00:11:04	6	79.3%	2	6.9%	72	14	80.6%
Total Lake Worth		114	109								
Lakeside	1	7	6	00:10:06	3	57.1%	1	14.3%	17	9	47.1%
	2	7	7	00:16:10	4	42.9%	2	28.6%	16	7	56.3%
	3	6	4	00:19:22	3	50.0%	1	16.7%	6	3	50.0%
Total Lakeside		20	17								
River Oaks	1	22	22	00:08:59	2	90.9%	1	4.5%	41	7	82.9%
	2	26	24	00:10:08	3	88.5%	0	0.0%	77	14	81.8%
	3	20	17	00:12:48	2	90.0%	1	5.0%	20	2	90.0%
Total River Oaks		68	63								
Saginaw	1	34	34	00:10:40	12	64.7%	3	8.8%	73	28	61.6%
	2	73	62	00:11:14	18	75.3%	3	4.1%	130	30	76.9%
	3	31	27	00:15:18	7	77.4%	4	12.9%	71	17	76.1%
	4	1	1	00:17:38	0	100.0%	0	0.0%	1	0	100.0%
Total Saginaw		139	124								
Sansom Park	1	33	33	00:08:44	6	81.8%	2	6.1%	33	6	81.8%
	2	44	41	00:10:42	9	79.5%	5	11.4%	44	9	79.5%
	3	19	18	00:11:49	3	84.2%	1	5.3%	42	8	81.0%
	4	11	11	00:25:07	1	90.9%	1	9.1%	14	1	92.9%
Total Sansom Park		107	103								
Westover Hills	2	2	2	00:12:02	1	50.0%	0	0.0%	3	1	66.7%
	3	2	2	00:16:47	1	50.0%	0	0.0%	3	1	66.7%
Total Westover Hills		4	4								
Westworth Village	1	8	8	00:08:25	1	87.5%	0	0.0%	29	5	82.8%
	2	23	23	00:10:38	5	78.3%	0	0.0%	95	23	75.8%
	3	14	13	00:10:21	1	92.9%	0	0.0%	89	15	83.1%



MedStar Response Time Reliability and AVG Response Time Performance

Period: Nov 2020

		Current Month							100 Response Compliance Period		
Member City	Pri	Calls	On Scene	Avg RT	Late Responses	On Time %	Extended Responses Count	Extended Responses %	Compliance Calculated Responses	Late Responses	On Time %
Total Westworth Village		45	44								
White Settlement	1	53	51	00:08:26	9	83.0%	1	1.9%	94	20	78.7%
	2	111	110	00:09:30	21	81.1%	6	5.4%	111	21	81.1%
	3	55	51	00:11:52	6	89.1%	2	3.6%	151	19	87.4%
	4	14	14	00:47:47	4	71.4%	2	14.3%	93	4	95.7%
Total White Settlement		233	226								
System Wide	1	2852	2741	00:09:09	659	76.9%	93	3.3%	3200	744	76.8%
	2	5659	5385	00:09:57	935	83.5%	155	2.7%	6123	1025	83.3%
	3	3173	2936	00:12:12	509	84.0%	138	4.3%	3697	614	83.4%
	4	1359	1350	00:31:14	131	90.4%	52	3.8%	1481	131	91.2%
Total System Wide		13043	12412								

Tab G – FRAB

Tab H – Chief Strategic Integration Officer

Strategic Integration Summary

December 2020

Alternate Payment Models

- **Planning for an ET3 Model start in January 2021**
 - Implementation Plan submitted to CMS
 - Shared PA with key partners
 - CMS Webinar planned in December for billing
 - Invited partners to attend
 - Selecting ET3 Steering Committee of internal and external stakeholders
 - **Texas EMS Coalition for Innovation**
 - **Conducting web-meeting with key elected and appointed officials 12/3 and 12/10 to seek Medicaid payer alignment with ET3 Model and during the PHE**
- **Congressional efforts on Medicare Reimbursement for Treatment in Place continues**
 - Jointly drafted language with other National EMS associations
 - Rep. Axne and others have agreed to sponsor the language
 - Legislative Counsel language finalized for House Ways and Means Committee and Senate Finance Committee
- Continuing to work with Amerigroup, BCBS, Care 'N Care, CIGNA, Cook Children's Health Plan and JPS on agreement for payment for alternate dispositions



Treatment in Place Model – AMA Pilot

- Pilot started October 26th for patients who communicate the desire to NOT be transported

AMAs	1747		
Telehealth Offered	894	51.2%	Of the total AMAs
Telehealth Completed	53	5.9%	Of the Telehealth offered
Telehealth Offered, but not Completed	841	48.1%	Of the total AMAs
Patient Refused	810	90.6%	Of the Consult Not Completed
Connection Failure	31	3.5%	Of the Consult Not Completed

"No" or "N/A" Cases	261	28.5%	Of the total AMAs
Suspicion of High Acuity Illness/Injury	101	38.7%	Of the No or N/A Cases
Patient in Custody	72	27.6%	""
Not documented	35	13.4%	""
Patient in a Healthcare Facility	18	6.9%	""
< 1 y/o	13	5.0%	""
Unable to Demonstrate Decisional Capacity	15	5.7%	""
Ambulance Not On Scene	4	1.5%	""
OB Complaint	3	1.1%	""

Average Scene Times		"N"
No Telemedicine (not offered, pt. declined, etc.)	0:44:51	1619
Telemedicine Completed	0:52:11	51

COVID Vaccines

- TCPH reached to see if we could be part of the distribution of flu and COVID vaccines
- Working through logistics and approvals

COVID Antibody Infusion Program

- JPS and THR asked for potential partnership for outpatient infusion of monoclonal antibody to treat COVID + patients
 - Working on a plan and economic model

FWPD Awards

- Presented 3 FWPD Officers with LifeSaver Award for bleeding control on a multiple victim shooting incident

Medicaid Ambulance Supplemental Payment Program – ASPP

- Still working with HHSC on revised program
- Continuing internal work on the charity care component of the program

One Safe Place Kid Adoption for Christmas

- 2 kids for toy collection this year

Community COVID-19 Screenings

- Screened participants at One Safe Place

Paid Consulting Activity

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

Presentations

<u>Event (all virtual)</u>	<u>Date</u>	<u>Attendees</u>
AAA Webinar – with field and dispatch team members	December 2020	~150
Indiana State EMS Leadership Conference	December 2020	~200
National Association of EMS Physicians	January 2021	~150
Pinnacle EMS Webinar – with field and dispatch team members	January 2021	~300
EMS Today	March 2021	1,500

Media Summary

- Cold Weather Safety
 - CBS 11, NBC 5, KRLD, WBAP, Star-Telegram
- COVID Response Volume
 - CBS 11, NBC 5, KRLD, WBAP, Star-Telegram
- Thanksgiving Safety
 - Star-Telegram, FOX 4
- FWPDLifeSaver Awards
 - CBS 11
 - Police1.com

Mobile Integrated Healthcare Report October 2020 Activity

Hospice:

Vitas: 4 active

- 9-1-1 calls w/CCP on scene: 2

Holy Savior: 21 active

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

Embrace: 2 active

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

Community: 93 active

- 9-1-1 calls w/CCP on scene: 4

Klarus: 2 active

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

Home Health:

Klarus: 171 active

- total 9-1-1 calls w/CCP on scene: 6

Health Masters: 14 active

- total 9-1-1 calls w/CCP on scene: 4

Readmission Avoidance:

- THR FW: 1
- THR Alliance: 5
- Southwestern Health Resources Clinical Integration Network: 1
- Internal: 1
- 9-1-1 Encounters w/CCP on scene: 2

High Utilizer:

- UTSW NAIP: 11
- Southwestern Health Resources: 3
- Non-adherent HUG: 11
- 9-1-1 Encounters w/CCP on scene: 17
- 10-digit line requests: 3

Palliative Care, Southwestern Health Resources:

- 39 active
- 9-1-1 Encounters w/CCP on scene: 10
- 10-digit line requests: 6

Star Saver Plus:

- 355 Active
- 9-1-1 Encounters w/CCP on scene: 6

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

- Phone interviews completed: 39
- In-person interviews completed: 44

COVID Testing

- TCPH: 878
- MedStar Employees: 220

Geriatric Workforce Enhancement

- In-home visits: 20

StarSaver Report

Membership New / Renewal Comparison														
	2016	Cumulative	2017	Cumulative	% Change	2018	Cumulative	% Change	2019	Cumulative	% Change	2020	Cumulative	% Change
New Households														
January	35	35	37	37	5.7%	38	38	2.7%	21	21	-44.7%	44	44	109.5%
February	58	93	32	69	-25.8%	41	79	14.5%	38	59	-25.3%	34	78	32.2%
March	51	144	48	117	-18.8%	56	135	15.4%	35	94	-30.4%	92	170	80.9%
April	40	184	68	185	0.5%	45	180	-2.7%	44	138	-23.3%	112	282	104.3%
May	48	232	44	229	-1.3%	34	214	-6.6%	27	165	-22.9%	54	336	103.6%
June	24	256	40	269	5.1%	36	250	-7.1%	31	196	-21.6%	55	391	99.5%
July	22	278	29	298	7.2%	31	281	-5.7%	37	233	-17.1%	46	437	87.6%
August	36	314	22	320	1.9%	35	316	-1.3%	31	264	-16.5%	79	516	95.5%
September	42	356	38	358	0.6%	22	338	-5.6%	276	540	59.8%	90	606	12.2%
October	53	409	38	396	-3.2%	16	354	-10.6%	3	543	53.4%	31	637	17.3%
November	32	441	43	439	-0.5%	25	379	-13.7%	13	556	46.7%	27	664	19.4%
December	9	450	19	458	1.8%	40	419	-8.5%	25	581	38.7%		664	14.3%
Total New Member Households	450		458			419			581			664		
Renewing Households														
January	454	454	344	344	-24.2%	347	347	0.9%	216	216	-37.8%	183	183	-15.3%
February	306	760	117	461	-39.3%	546	893	93.7%	210	426	-52.3%	66	249	-41.5%
March	192	952	78	539	-43.4%	96	989	83.5%	335	761	-23.1%	44	293	-61.5%
April	1137	2089	788	1327	-36.5%	1293	2282	72.0%	954	1715	-24.8%	947	1240	-27.7%
May	910	2999	1493	2820	-6.0%	453	2735	-3.0%	377	2092	-23.5%	321	1561	-25.4%
June	354	3353	521	3341	-0.4%	395	3130	-6.3%	376	2468	-21.2%	474	2035	-17.5%
July	357	3710	172	3513	-5.3%	287	3417	-2.7%	279	2747	-19.6%	360	2395	-12.8%
August	335	4045	437	3950	-2.3%	335	3752	-5.0%	269	3016	-19.6%	196	2591	-14.1%
September	326	4371	163	4113	-5.9%	132	3884	-5.6%	162	3178	-18.2%	457	3048	-4.1%
October	192	4563	220	4333	-5.0%	269	4153	-4.2%	166	3344	-19.5%	110	3158	-5.6%
November	165	4728	145	4478	-5.3%	75	4228	-5.6%	75	3419	-19.1%	50	3208	-6.2%
December	126	4854	249	4727	-2.6%	292	4520	-4.4%	238	3657	-19.1%		3208	-12.3%
Total Renewing Households	4854		4727			4520			3657			3208		
Total Member Households	5304		5185			4939			4238			3872		
										247 are Trinity Terrace Members StarPlus Program		18 are Trinity Terrace Households StarPlus Program		
										249 are Fall Trinity Terrace Households StarPlus Program				

COMMONLY USED ACRONYMS

A

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

B

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

C

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

D

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

E

ED – Emergency Department
EKG – ElectroCardioGram
EMD – Emergency Medical Dispatch (protocols)
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EMTALA – Emergency Medical Treatment and Active Labor Act
EMT – I – Intermediate
EMT – P – Paramedic
ePCR – Electronic Patient Care Record
ER – Emergency Room

F

FFS – Fee for service
FRAB – First Responder Advisory Board
FTE – Full Time Equivalent (position)
FTO – Field Training Officer
FRO – First Responder Organization

G

GCS – Glasgow Coma Scale
GETAC – Governor’s Emergency Trauma Advisory Council

H

HIPAA – Health Insurance Portability & Accountability Act of 1996

I

ICD – 9 – International Classification of Diseases, Ninth Revision
ICD -10 – International Classification of Diseases, Tenth Revision
ICS – Incident Command System

J

JEMS – Journal of Emergency Medical Services

K

L

LMS – Learning Management System

M

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

COMMONLY USED ACRONYMS

N

NAEMSP – National Association of EMS Physicians
NAEMT – National Association of Emergency Medical Technicians
NEMSAC – National EMS Advisory Council (NHTSA)
NEMSIS – National EMS Information System
NFIRS – National Fire Incident Reporting System
NFPA – National Fire Protection Association
NIMS – National Incident Management System

O

OMD – Office of the Medical Director

P

PALS – Pediatric Advanced Life Support
PHTLS – Pre-Hospital Trauma Life Support
PSAP – Public Safety Answering Point (911)
PUM – Public Utility Model

Q

QRV – Quick Response Vehicle

R

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

S

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

T

U

V

VFIB – Ventricular fibrillation; an EKG rhythm

W

X/Y/Z