



Metropolitan Area EMS Authority  
2900 Alta Mere Drive  
Fort Worth, TX 76116-4115  
(817) 923-3700  
[www.medstar911.org](http://www.medstar911.org)

## MEMORANDUM

**DATE:** July 31, 2024  
**TO:** MAEMSA Board of Directors  
**FROM:** Kenneth J. Simpson  
**SUBJECT:** Board of Directors ePacket for July 2024

---

Enclosed are the board reports for July 2024. If you have any questions, please feel free to contact me at (817) 522-2865 or [ksimpson@medstar911.org](mailto:ksimpson@medstar911.org)

### **Our Mission:**

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

# TABLE OF CONTENTS

## **Office of the Medical Director**

- Office of the Medical Director Report Pg. 1

## **Chief Financial Officer**

- Summary Board Report July30, 2024 Pg. 2
- July2024 Balance Sheet Pg. 3
- July2024 Income Statement Pg. 4-5
- July2024 Key Financial Indicators Pg. 6
- EPAB Cash Expenditure Detail Pg. 7

## **Chief Human Resources Officer**

- Human Resources Cover Page Pg. 8
- July2024 Diversity Statistics Pg. 9-11
- July2024 Recruiting & Staffing Pg. 12-13
- July2024 Separation Statistics Pg. 15
- July2024 Turnover Pg. 16-17

## **Operations**

- July2024 Operations Report Pg. 18-25



## Improving Systems and Educating Clinicians to Enhance Patient Outcomes

### System Initiatives

- Prehospital Blood Transfusion
  - Implementation project introducing a prehospital whole blood program within the EMS system.
- Chain of Survival
  - Improvement project to enhance survival of patients in cardiac arrest.
- Operation Safe Intubation
  - Evaluating data to further effectiveness of new protocol.
- STEMI
  - Improvement project to capture a 12-lead EKG within 10 minutes of patient contact to enhance early identification of individuals having a heart attack.
  - Released training video to improve 12-lead acquisition.

### Education and Training

- OMD 24Q2CE – June
  - System wide joint training on Medical Cardiac Arrest protocol update
  - Completed
- OMD 24Q3CE – September/October
  - In development

### Credentialing

- FWFD to send additional Paramedics through the Advanced upgrade credentialing process.

### Quality & System Performance

- System performance measures are currently undergoing process validation which has been delayed. These will be presented at the August meeting.

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

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare  
Finance Report – June 30, 2024

The following summarizes significant items in the June 30, 2024, Financial Reports:

Statement of Revenues and Expenses:

**Month to Date:** Net Income for the month of June 2024 is a gain of \$1,155,280 as compared to a budgeted loss of (\$56,635) for a positive variance of \$1,211,915. EBITD for the month of June 2024 is a gain of \$1,540,877 compared to a budgeted loss of \$320,175 for a positive variance of \$1,220,703.

- Patient contact volume in June ended the month at 100% to budget.
- Net Revenue in June is \$1,449,129 over budget or 127% to budget. The main drivers of the variance are MedStar billed 5.2% more Commercial Insurance trips than expected. MedStar had a one-time adjustment to Provision for Uncollectable to account for the increase in cash collections expected on future receivables of \$1.67MM.
- Total Expenses ended the month 104% to budget or \$237K over budget. In June, MedStar incurred additional expenses in Benefits and Taxes of \$197K. MedStar also incurred \$109k overage in professional fees. The total of all other line-item expenses is under budget by (\$69K).

**Year to Date:** EBITD is \$5,839,760 as compared to a budget of \$2,682,093 for a positive variance of \$3,157,667.

- The main drivers for this variance are YTD patient encounters are 103% to budget and YTD net revenue is 110% to budget equating to a YTD positive variance to budget for Net Revenue of \$4,766,435. Year to date expense is 104% to budget or \$1,705,403 over budget. The main driver for the overage in expense is Benefits and Taxes is above budget by \$1,794M, vehicle and equipment maintenance is above budget by \$22K, Facility and Equipment Maintenance is above budget by \$72K and Professional Fees (specifically collection fees) are above budget by \$236K. The total of all other expense lines is below budget by a total of (\$419K) for the year.

Key Financial Indicators:

- Current Ratio – MedStar has \$12.00 in current assets (Cash, receivables) for every dollar in current debt. (Goal: a score of \$1.5 to 3.0 is considered healthy.)
- Cash Reserves – The Restated Interlocal Cooperative Agreement mandates 3 months of operating capital. As of June 30, 2024, there are 4.3 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 5.37 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 June, the return is 3.49%.

MAEMSA/EPAB cash reserve balance as of June 30, 2024, is \$475,470.69.

Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Balance Sheet By Character Code

For the Period Ending June 30, 2024

<b>Assets</b>	<b>Current Year</b>	<b>Last Year</b>
Cash	\$23,995,148.54	\$21,078,392.11
Accounts Receivable	\$12,941,833.23	\$8,896,794.15
Inventory	\$505,000.95	\$409,910.36
Prepaid Expenses	\$1,271,327.39	\$1,595,555.41
Property Plant & Equ	\$67,341,253.44	\$71,250,730.92
Accumulated Deprecia	(\$26,368,329.11)	(\$29,737,747.75)
<b>Total Assets</b>	<b>\$79,686,234.44</b>	<b>\$73,493,635.20</b>
<b>Liabilities</b>		
Accounts Payable	(\$449,852.86)	(\$654,625.70)
Other Current Liabil	(\$2,819,832.01)	(\$2,489,968.71)
Accrued Interest	\$0.00	(\$7,781.31)
Payroll Withholding	\$12,909.61	\$16,623.84
Long Term Debt	(\$2,675,844.84)	(\$3,007,235.67)
Other Long Term Liab	(\$5,699,600.80)	(\$11,270,226.27)
<b>Total Liabilities</b>	<b>(\$11,632,220.90)</b>	<b>(\$17,413,213.82)</b>
<b>Equities</b>		
Equity	(\$65,757,291.76)	(\$57,552,004.46)
Control	(\$2,296,721.78)	\$1,471,583.08
<b>Total Equities</b>	<b>(\$68,054,013.54)</b>	<b>(\$56,080,421.38)</b>
<b>Total Liabilities and</b>	<b>(\$79,686,234.44)</b>	<b>(\$73,493,635.20)</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**

**Statement of Revenue and Expenditures**

As of June 30, 2024

<b>Revenue</b>	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year to Date Actual</b>	<b>Year to Date Budget</b>	<b>Year to Date Variance</b>
Transport Fees	\$21,177,123.34	\$21,964,662.00	(\$787,538.66)	\$192,383,681.90	\$188,115,741.00	\$4,267,940.90
Contractual Allow	(\$9,275,274.21)	(\$9,597,547.00)	\$322,272.79	(\$82,396,870.04)	(\$82,197,925.00)	(\$198,945.04)
Provision for Uncoll	(\$5,369,916.78)	(\$7,178,032.42)	\$1,808,115.64	(\$60,489,721.03)	(\$61,374,231.78)	\$884,510.75
Education Income	\$65.00	\$5,190.00	(\$5,125.00)	\$32,649.90	\$76,290.00	(\$43,640.10)
Other Income	\$220,082.51	\$124,456.03	\$95,626.48	\$1,366,564.42	\$1,802,929.27	(\$436,364.85)
Standby/Subscription	\$121,843.80	\$105,967.44	\$15,876.36	\$1,316,537.45	\$1,080,402.96	\$236,134.49
Pop Health PMPM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
interest on Investme	\$1.00	\$100.00	(\$99.00)	\$21,677.87	\$900.00	\$20,777.87
Gain(Loss) on Dispos	\$0.00	\$0.00	\$0.00	\$36,021.31	\$0.00	\$36,021.31
<b>Total Revenue</b>	<b>\$6,873,924.66</b>	<b>\$5,424,796.05</b>	<b>\$1,449,128.61</b>	<b>\$52,270,541.78</b>	<b>\$47,504,106.45</b>	<b>\$4,766,435.33</b>
<b>Expenditures</b>						
Salaries	\$3,263,094.97	\$3,271,448.00	(\$8,353.03)	\$29,318,591.20	\$29,113,116.00	\$205,475.20
Benefits and Taxes	\$843,810.36	\$646,721.00	\$197,089.36	\$6,855,716.76	\$5,062,153.00	\$1,793,563.76
Interest	\$20,896.88	\$17,851.71	\$3,045.17	\$256,406.76	\$215,782.35	\$40,624.41
Fuel	\$161,290.37	\$199,484.00	(\$38,193.63)	\$1,346,380.38	\$1,620,071.00	(\$273,690.62)
Medical Supp/Oxygen	\$195,589.18	\$210,355.00	(\$14,765.82)	\$1,711,559.49	\$1,805,917.00	(\$94,357.51)
Other Veh & Eq	\$62,285.50	\$62,738.00	(\$452.50)	\$503,796.43	\$481,870.00	\$21,926.43
Rent and Utilities	\$52,464.13	\$58,735.94	(\$6,271.81)	\$415,610.07	\$528,609.48	(\$112,999.41)
Facility & Eq Mtc	\$86,589.46	\$67,607.89	\$18,981.57	\$766,660.29	\$694,912.37	\$71,747.92
Postage & Shipping	\$1,678.43	\$1,806.83	(\$128.40)	\$10,381.28	\$16,261.47	(\$5,880.19)
Station	\$36,700.74	\$34,007.51	\$2,693.23	\$381,952.66	\$499,924.59	(\$117,971.93)
Comp Maintenance	\$42,932.87	\$73,005.00	(\$30,072.13)	\$398,928.84	\$548,437.00	(\$149,508.16)
Insurance	\$82,544.50	\$61,833.28	\$20,711.22	\$518,574.56	\$528,322.22	(\$9,747.66)
Advertising & PR	\$200.00	\$0.00	\$200.00	\$11,956.95	\$19,400.00	(\$7,443.05)
Printing	\$288.00	\$1,861.00	(\$1,573.00)	\$6,259.75	\$16,741.00	(\$10,481.25)
Travel & Entertain	\$1,531.99	\$5,653.00	(\$4,121.01)	\$22,872.99	\$30,607.00	(\$7,734.01)
Dues & Subs	\$108,316.54	\$136,309.00	(\$27,992.46)	\$944,681.85	\$1,156,863.00	(\$212,181.15)
Continuing Educ Ex	\$974.00	\$5,606.00	(\$4,632.00)	\$30,273.40	\$100,113.00	(\$69,839.60)

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Statement of Revenue and Expenditures**  
**As of June 30, 2024**

<b>Revenue</b>	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year to Date Actual</b>	<b>Year to Date Budget</b>	<b>Year to Date Variance</b>
Professional Fees	\$373,861.48	\$264,543.00	\$109,318.48	\$2,774,931.39	\$2,537,972.00	\$236,959.39
Education Expenses	\$611.47	\$1,945.00	(\$1,333.53)	\$3,998.65	\$24,345.00	(\$20,346.35)
Miscellaneous	\$3,363.63	\$962.00	\$2,401.63	\$21,500.52	\$36,378.00	(\$14,877.48)
Depreciation	\$364,700.58	\$358,958.00	\$5,742.58	\$3,286,631.88	\$3,230,622.00	\$56,009.88
Amortization Exp - Rou A Lease	\$12,621.26	\$0.00	\$12,621.26	\$113,251.11	\$0.00	\$113,251.11
Amortization Exp - ROU A Subsc	\$2,298.42	\$0.00	\$2,298.42	\$272,902.79	\$0.00	\$272,902.79
<b>Total Expenditures</b>	<b>\$5,718,644.76</b>	<b>\$5,481,431.16</b>	<b>\$237,213.60</b>	<b>\$49,973,820.00</b>	<b>\$48,268,417.48</b>	<b>\$1,705,402.52</b>
<b>Net Rev in Excess of Expend</b>	<b>\$1,155,279.90</b>	<b>(\$56,635.11)</b>	<b>\$1,211,915.01</b>	<b>\$2,296,721.78</b>	<b>(\$764,311.03)</b>	<b>\$3,061,032.81</b>
<b>EBITD</b>	<b>\$1,540,877.36</b>	<b>\$320,174.60</b>	<b>\$1,220,702.76</b>	<b>\$5,839,760.42</b>	<b>\$2,682,093.32</b>	<b>\$3,157,667.10</b>

**Metropolitan Area EMS Authority dba MedStar Mobile Healthcare**  
**Key Financial Indicators**  
**June 30, 2024**

	Goal	FY 2022	FY 2023	FY 2024
<b>Current Ratio</b>	<b>&gt; 1</b>	<b>6.04</b>	<b>10.88</b>	<b>12.00</b>

Indicates the total short term resources available to service each dollar of short-term obligations. A current ratio in the range of 1.5 to 3.0 is considered healthy.

<b>Cash as % of Annual Expenditures</b>	<b>&gt; 25%</b>	<b>33.49%</b>	<b>35.55%</b>	<b>35.96%</b>
---	-----------------	---------------	---------------	---------------

Indicates compliance with Ordinance which specifies 3 months cash

<b>Accounts Receivable Turnover</b>	<b>&gt;3</b>	<b>9.06</b>	<b>6.21</b>	<b>5.37</b>
-------------------------------------	--------------	-------------	-------------	-------------

long accounts receivable are being aged prior to collection. Our goal is a turnover rate of greater than 3 .

<b>Return on Net Assets</b>	<b>-1.00%</b>	<b>-0.07%</b>	<b>8.61%</b>	<b>3.49%</b>
-----------------------------	---------------	---------------	--------------	--------------

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 06/30/2024			 <u><u>\$ 475,470.69</u></u>

## Human Resources - June 2024 Summary

### Staffing

- 27 hires in June
- 132 hires FYTD
- Upcoming Scheduled NEOPs
  - July 22, 2024
  - September 9, 2024
  - October 21, 2024

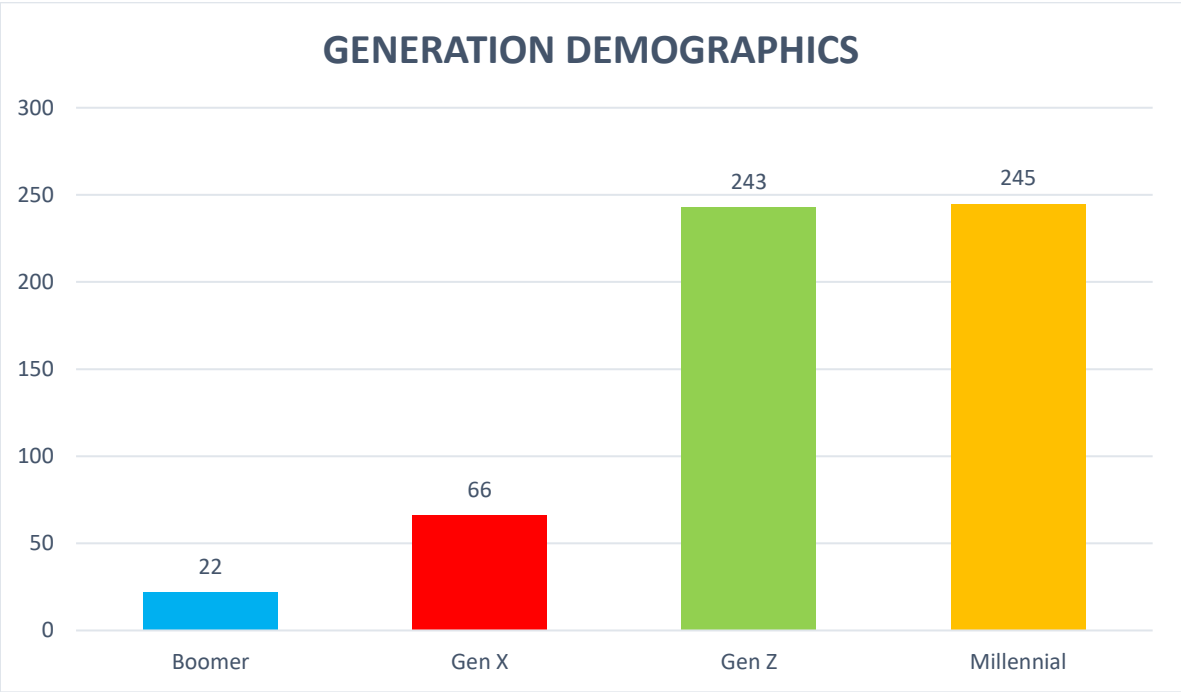
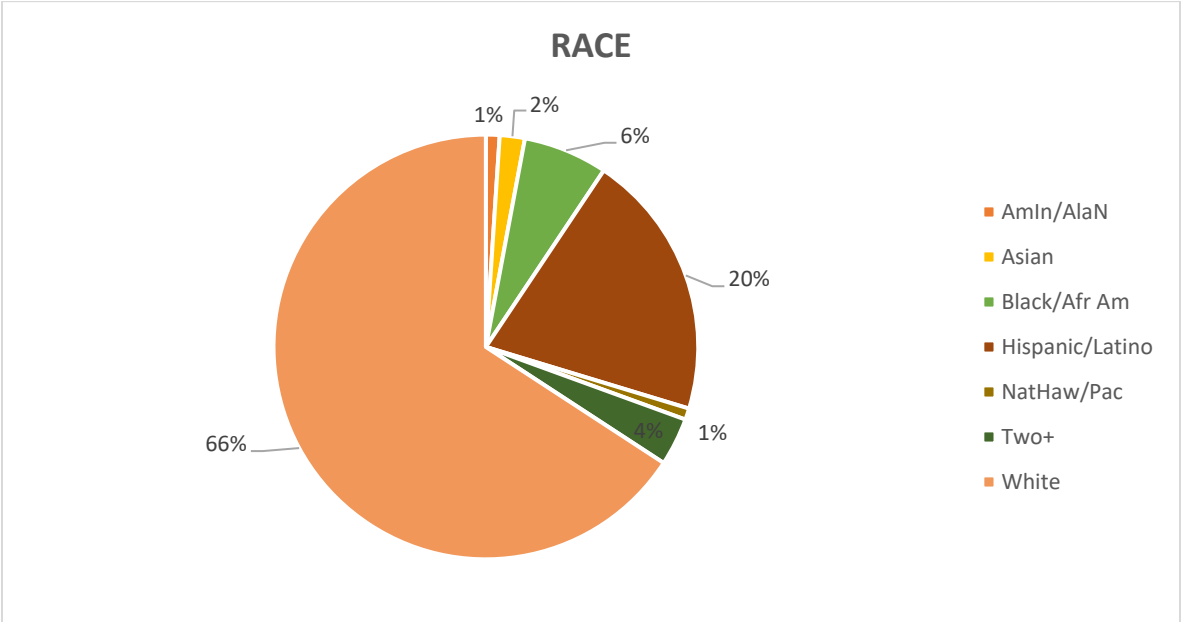
### Leaves:

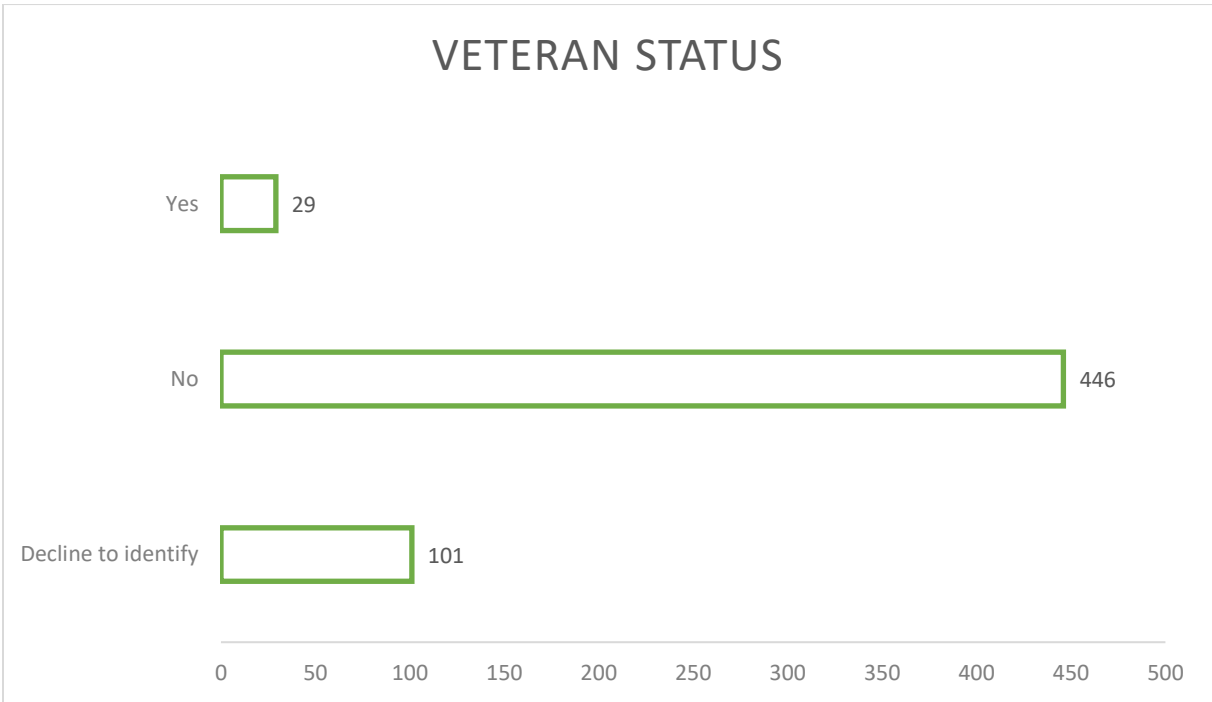
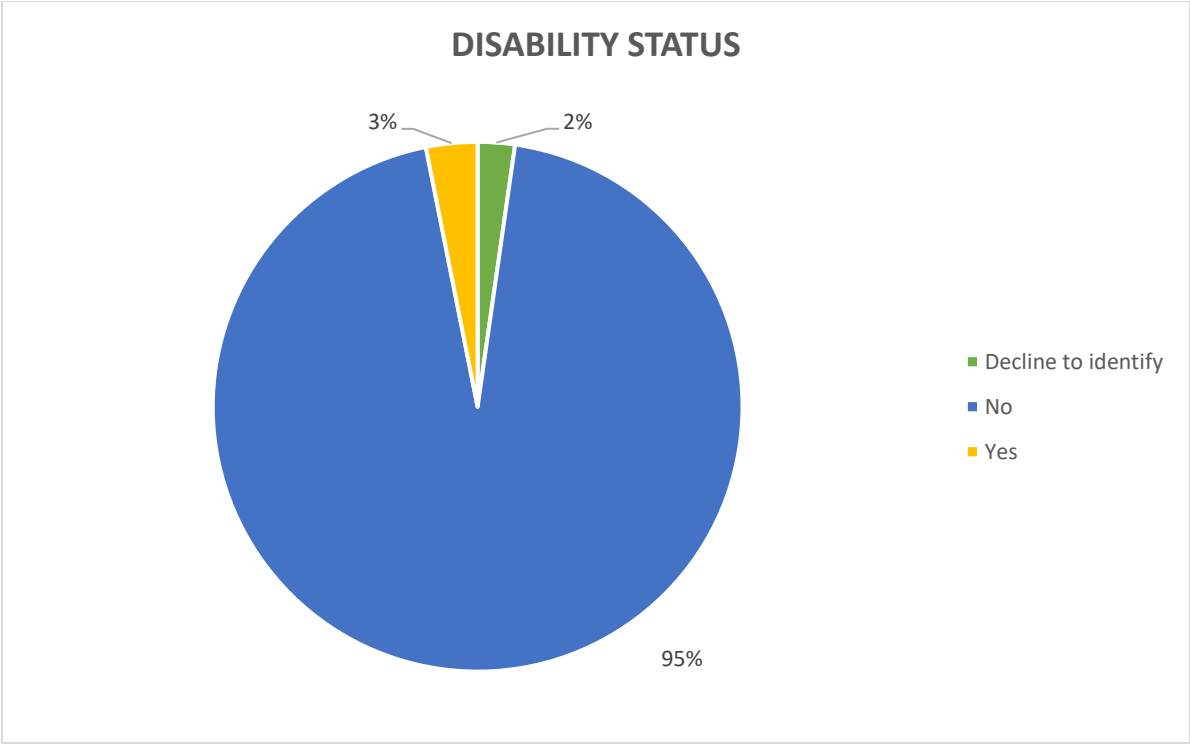
- 26 employees on FMLA /4.92% of workforce
  - 13 cases on intermittent
  - 13 cases on a block
- Top FMLA request reasons/conditions
  - Neurological (4)
  - Obstetrics/Gynecology (4)
  - FMLA-Spouse (3)

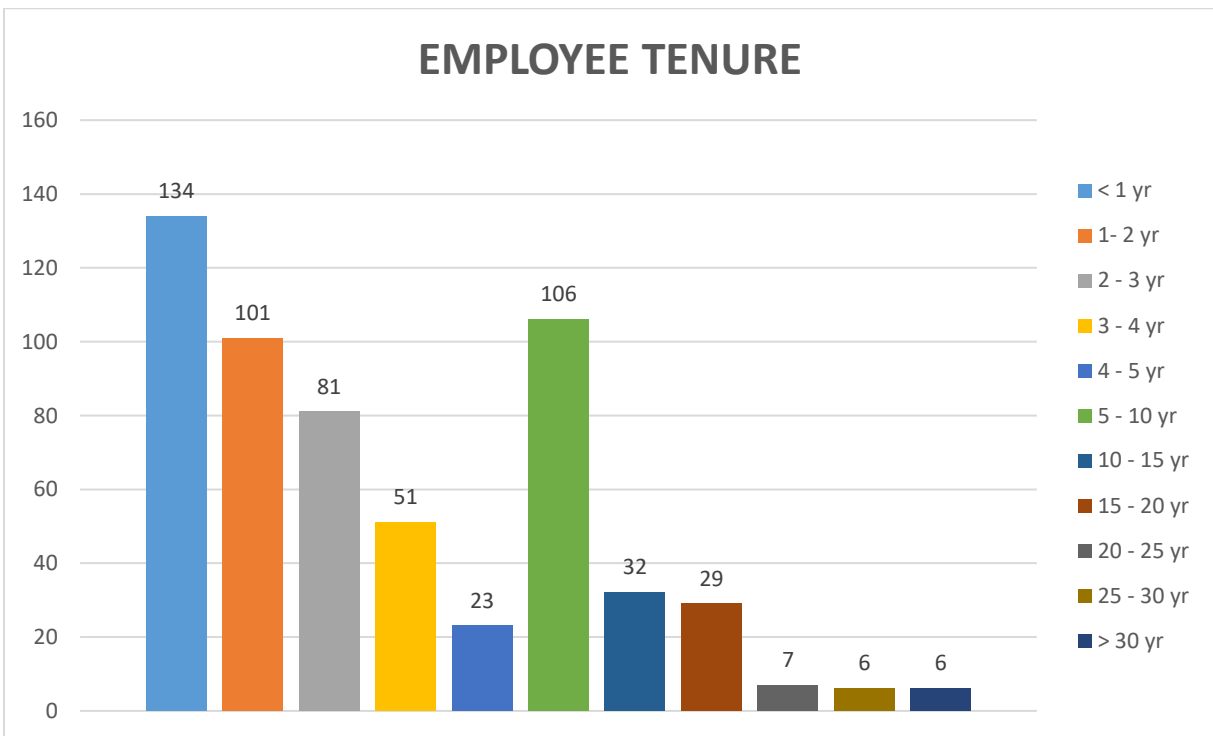
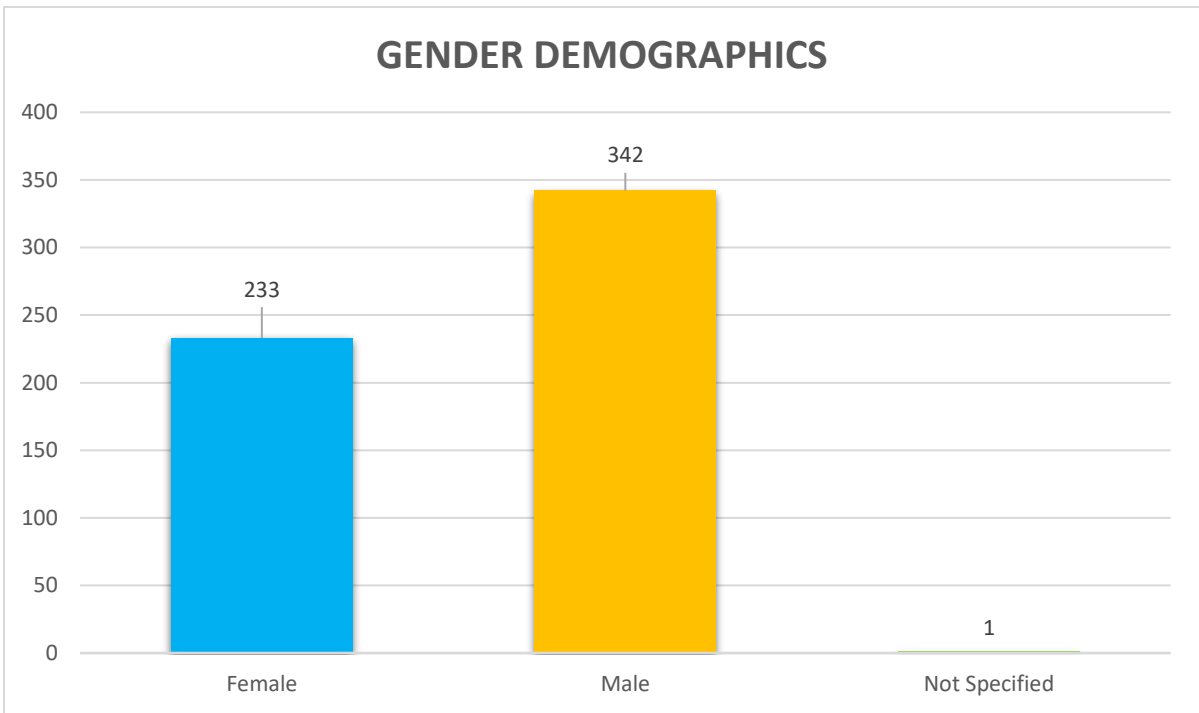
### Turnover:

- Voluntary turnover – 0.87%
  - FT – 0.57%
  - PT – 4.17%
- Total turnover – 1.04%
  - FT – 0.76%
  - PT – 4.17%
- Total YTD turnover – 12.50%
  - FT – 11.74%
  - PT – 20.83%

# JUNE 2024 DIVERSITY STATISTICS

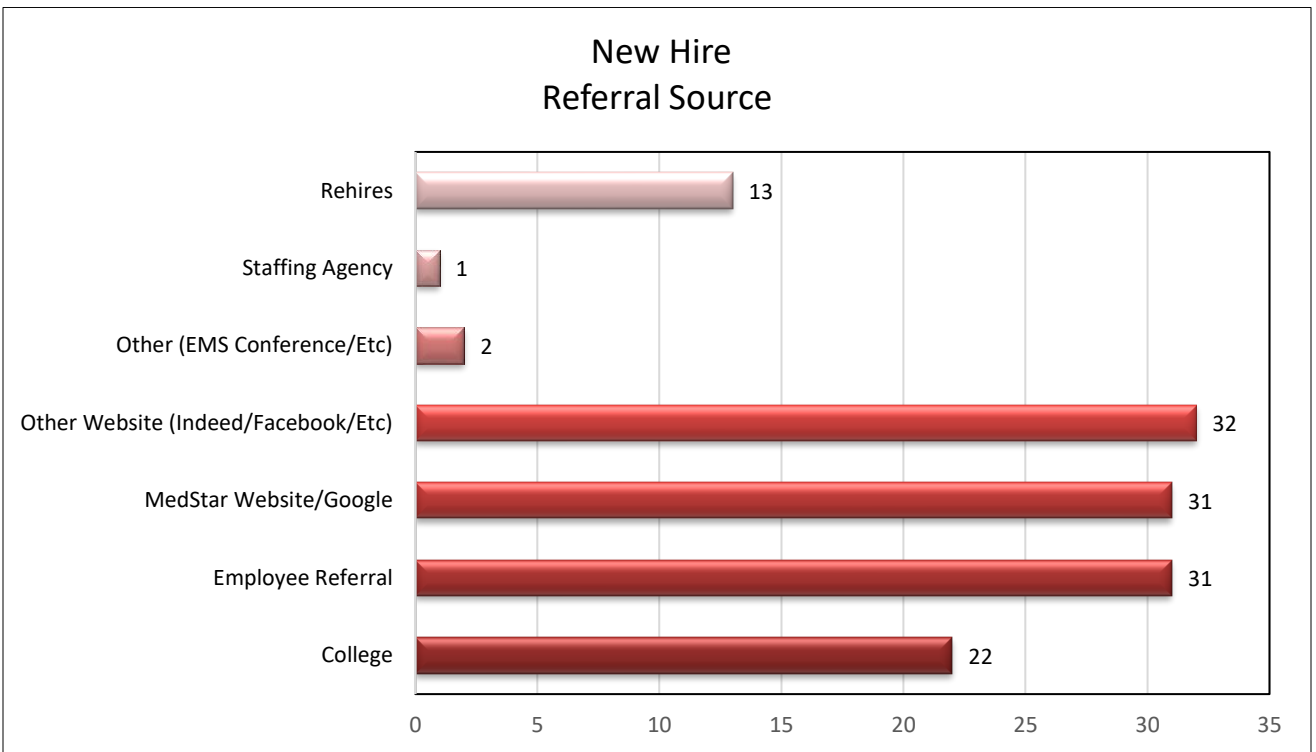
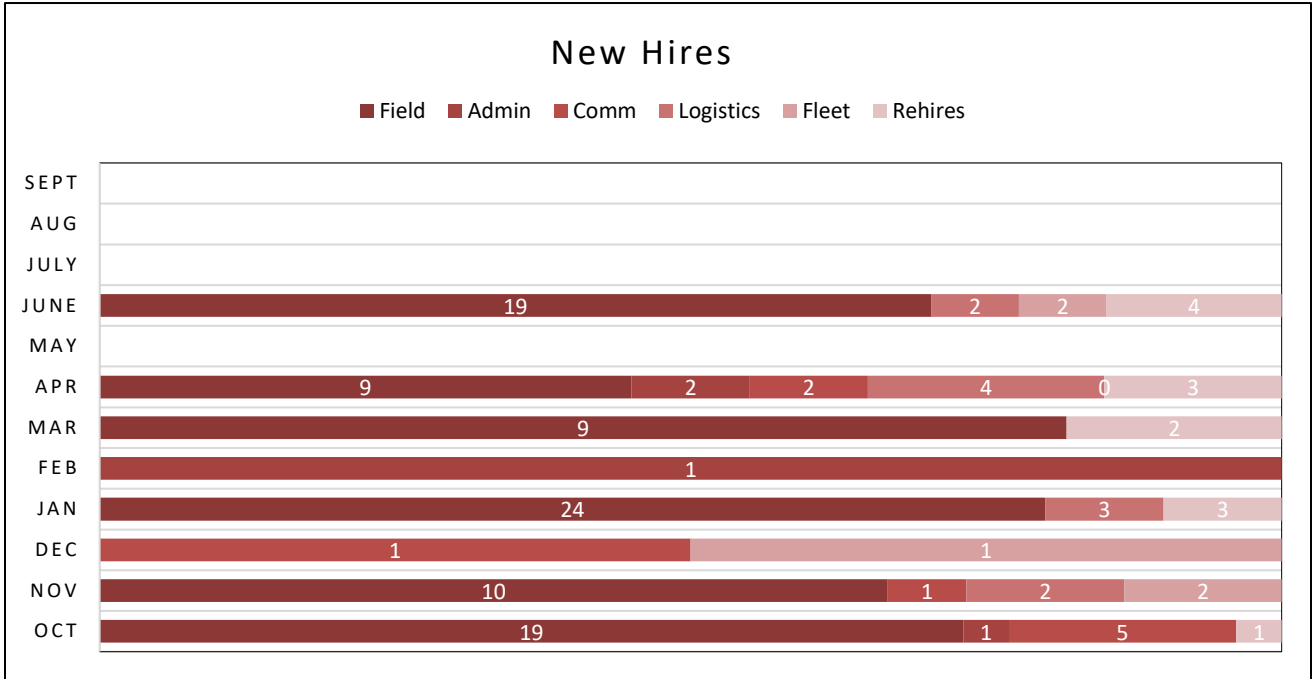




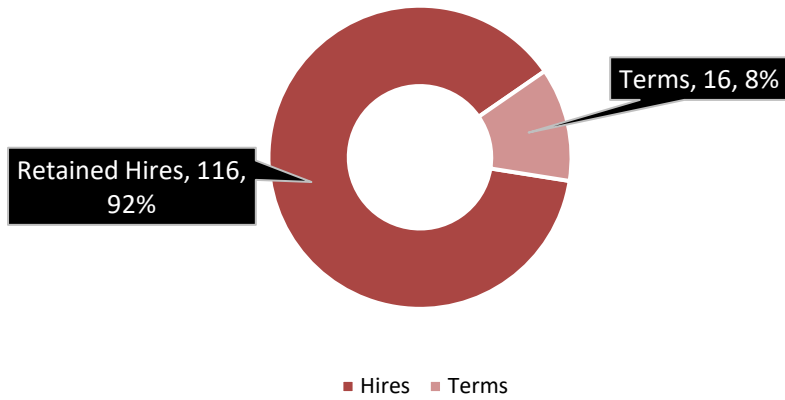


# Recruiting & Staffing Report

Fiscal Year 2023-2024



## 2023-2024 FY Separations



### Fiscal Year Statistics Total hires to date 132 Total separations from hires

#### Separation Reasons:

- Abandoned Job – 1
- Another Job – 1
- Attendance – 1
- Career Change – 4
- Performance – 2
- Personal – 4
- Relocation – 1
- School – 1
- Unknown - 1





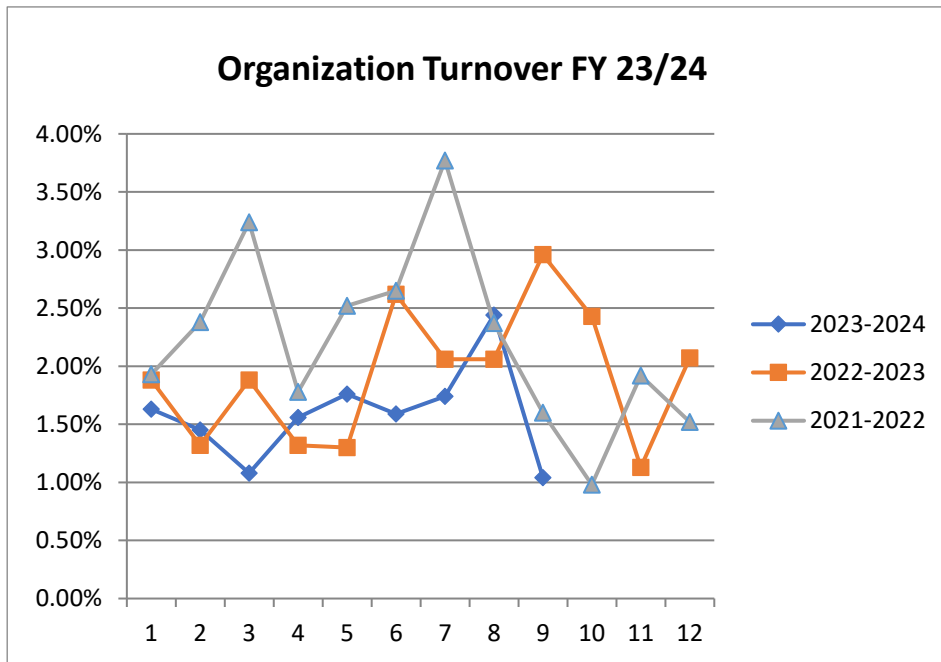
**FMLA Leave of Absence (FMLA Detailed Report)  
Fiscal Year 10/01/2023 thru 06/30/2024  
Percentages by Department/Conditions**

Conditions	
Baby bonding	2
Digestive	2
FMLA - Child	1
FMLA - Spouse	3
Internal Medicine	2
Neurological	4
Obstetrics/Gynecology	4
Oncology	2
Organ Donation	1
Orthopedic	2
Pulmonary	3
<b>Grand Total</b>	<b>26</b>

Percentage by Department						
Department	# of Ees	# on FMLA	% by FTE	% by FMLA	% by Dept HC	
Advanced	178	12	2.27%	46.15%	6.74%	
Basic	225	3	0.57%	11.54%	1.33%	
Business Office	10	1	0.19%	3.85%	10.00%	
Communications	48	2	0.38%	7.69%	4.17%	
Controller - Payroll, Purchasing, A/P	6	1	0.19%	3.85%	16.67%	
Field Managers/Supervisors - Operations	24	1	0.19%	3.85%	4.17%	
Legal/Compliance	2	1	0.19%	3.85%	50.00%	
Mobile Integrated Health	10	1	0.19%	3.85%	10.00%	
Support Services - Facilities, Fleet, S.E., Logistics	35	3	0.57%	11.54%	8.57%	
Office of the Medical Director	12	1	0.19%	3.85%	8.33%	
<b>Grand Total</b>	<b>550</b>	<b>26</b>				
<b>Total # of Full Time Employees - May 2024</b>	<b>528</b>					
<b>% of Workforce using FMLA</b>	<b>4.92%</b>					
<b>TYPE OF LEAVES UNDER FMLA</b>	<b># of Ees</b>	<b>% on Leave</b>				
Intermittent Leave	13	50.00%				
Block of Leave	13	50.00%				
<b>Total</b>	<b>26</b>	<b>100.00%</b>				

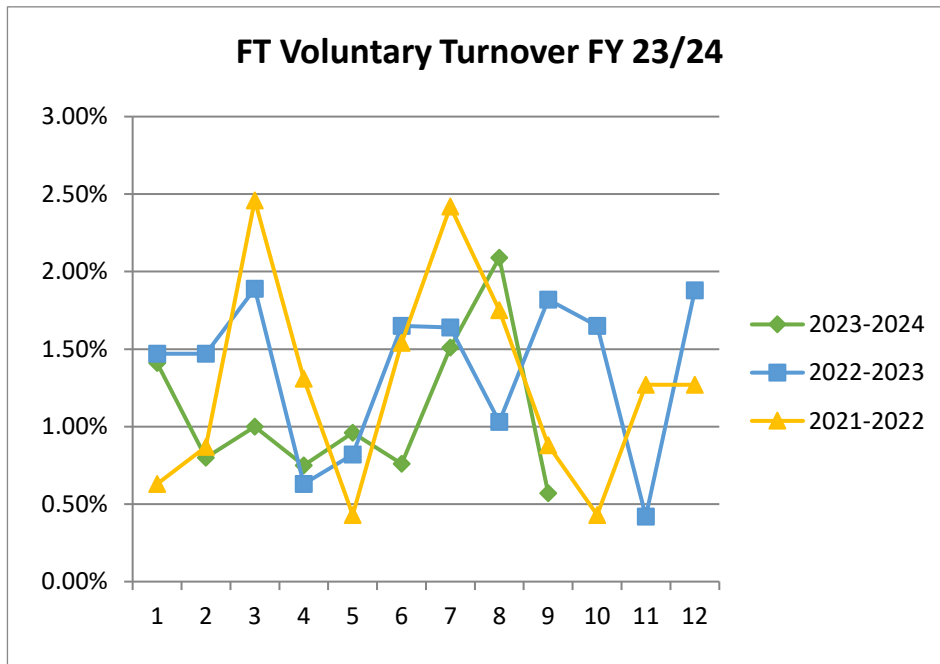
**MedStar Mobile Healthcare Turnover  
Fiscal Year 2022 - 2023**

	Full & Part Time Turnover			Full Time Only
	2023-2024	2022-2023	2021-2022	2023-2024
October	1.63%	1.88%	1.93%	1.61%
November	1.45%	1.32%	2.38%	1.00%
December	1.08%	1.88%	3.24%	1.00%
January	1.56%	1.32%	1.78%	1.50%
February	1.76%	1.30%	2.52%	1.53%
March	1.59%	2.62%	2.65%	0.95%
April	1.74%	2.06%	3.77%	1.69%
May	2.44%	2.06%	2.37%	2.66%
June	1.04%	2.96%	1.60%	0.76%
July		2.43%	0.98%	
August		1.13%	1.92%	
September		2.07%	1.52%	
Actual Turnover	9.04%	22.01%	24.57%	8.10%



**MedStar Mobile Healthcare Turnover  
Fiscal Year 2022 - 2023**

<b>Full Time Voluntary Turnover</b>			
	<b>2023-2024</b>	<b>2022-2023</b>	<b>2021-2022</b>
October	1.41%	1.47%	0.63%
November	0.80%	1.47%	0.87%
December	1.00%	1.89%	2.46%
January	0.75%	0.63%	1.31%
February	0.96%	0.82%	0.43%
March	0.76%	1.65%	1.54%
April	1.51%	1.64%	2.42%
May	2.09%	1.03%	1.75%
June	0.57%	1.82%	0.88%
July		1.65%	0.43%
August		0.42%	1.27%
September		1.88%	1.27%
Actual Turnover	7.13%	13.20%	15.25%



Metropolitan Area EMS Authority dba MedStar Mobile Healthcare

Operations Report- June 2024

The following summarizes significant operational items through June 30<sup>th</sup>, 2024.

Operational Excellence	Measure	FY24 Plan	FY24 YTD
Measurable high performance is achieved through disciplined execution of efficient processes.	Compliance Response Priority 1	<11:00 @ 85%	0:10:32
	911 calls answered <15 seconds	≥ 90%	95%
	Compliance to ACE standards	≥ 95%	96%

Ambulance 911 Response Times

Compliance Goal



**June 2024  
85th Percentile  
Response  
Times**

Response times measured from phone answer time to arrival on scene.

System Wide 85th	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Priority 1	0:10:34	0:10:54	0:10:53	0:10:31	0:10:38	0:09:57	0:10:41	0:10:15	0:10:28
Priority 2	0:11:12	0:11:23	0:11:24	0:11:12	0:10:43	0:10:22	0:10:34	0:10:46	0:10:43
Priority 3	0:12:33	0:12:30	0:12:03	0:12:07	0:11:25	0:11:05	0:11:14	0:11:30	0:11:02
Priority 4	0:11:39	0:11:44	0:11:41	0:12:15	0:11:29	0:10:38	0:11:06	0:11:33	0:10:58
Priority 5	0:14:53	0:15:17	0:15:12	0:14:57	0:14:02	0:13:35	0:13:57	0:14:21	0:14:05
Priority 7	0:16:07	0:16:51	0:16:14	0:17:16	0:15:37	0:14:44	0:15:38	0:15:59	0:15:26
Priority 8	0:15:54	0:16:08	0:16:07	0:15:46	0:15:14	0:14:08	0:15:04	0:15:18	0:14:36

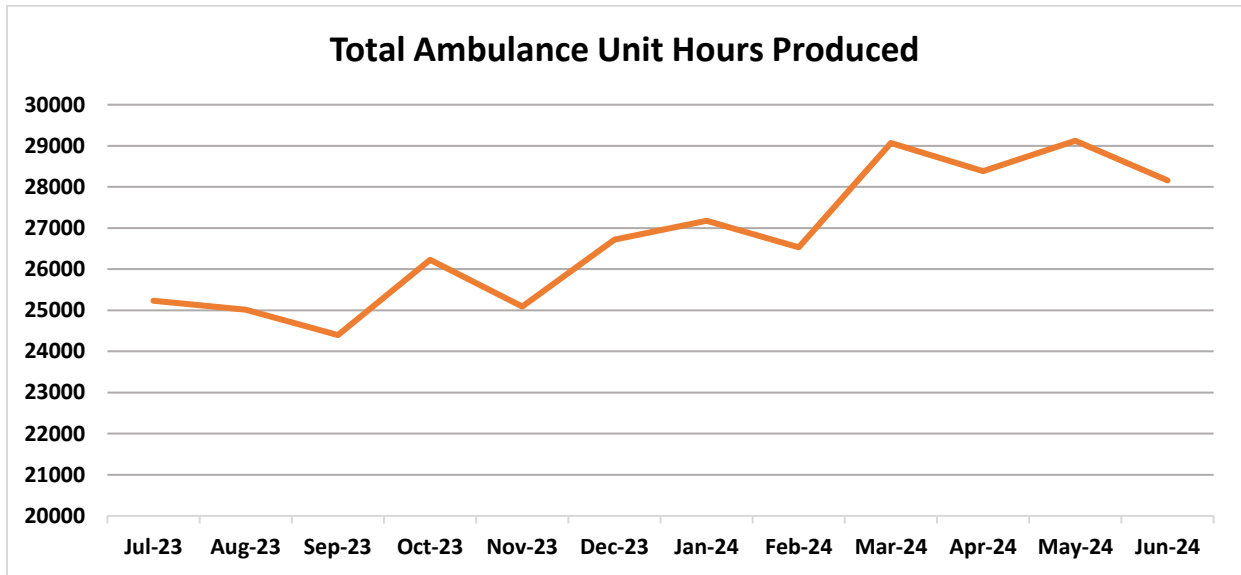
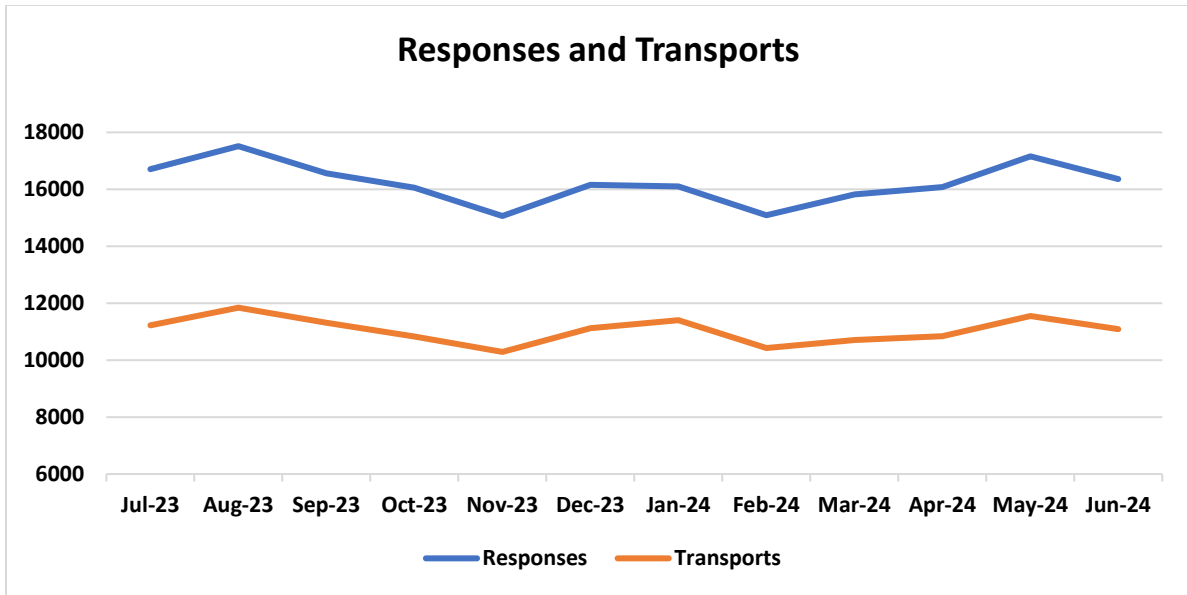
**Response times measured from phone answer time to arrival on scene.**

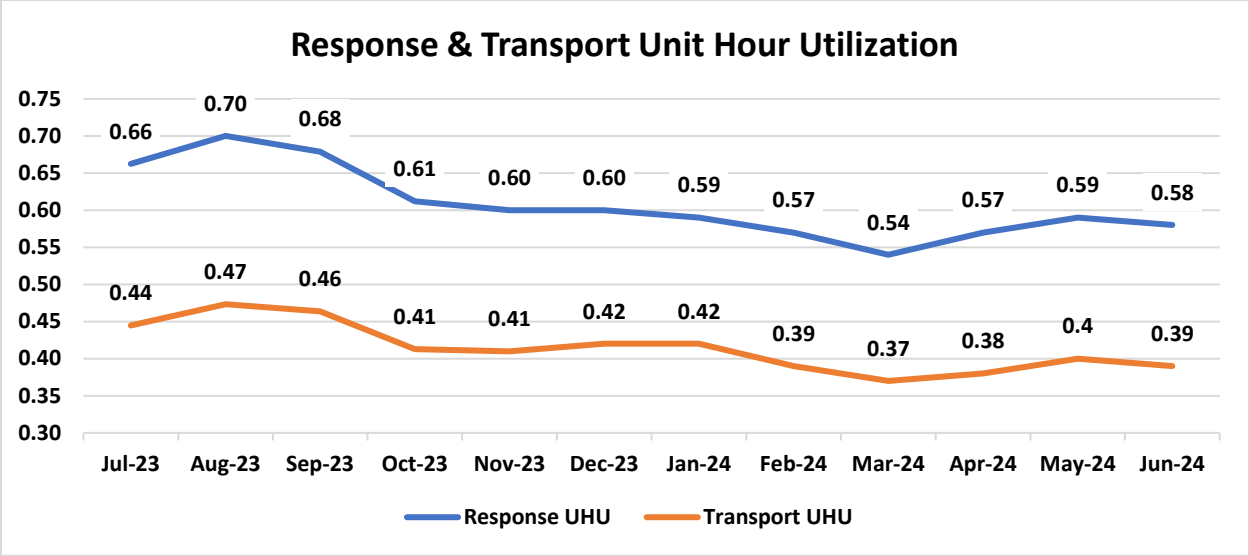
System Wide 90th	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Priority 1	0:11:33	0:11:42	0:12:07	0:11:10	0:11:33	0:10:39	0:11:22	0:11:01	0:11:22
Priority 2	0:12:12	0:12:34	0:12:28	0:12:15	0:11:36	0:11:12	0:11:24	0:11:36	0:11:46
Priority 3	0:13:43	0:13:30	0:12:55	0:12:59	0:12:26	0:12:00	0:12:28	0:12:32	0:12:01
Priority 4	0:12:42	0:12:50	0:13:01	0:13:37	0:12:53	0:11:37	0:12:22	0:12:38	0:12:00
Priority 5	0:16:24	0:16:42	0:16:36	0:16:22	0:15:17	0:14:56	0:15:16	0:15:41	0:15:22
Priority 7	0:18:14	0:18:56	0:18:46	0:19:40	0:17:27	0:16:07	0:16:58	0:17:59	0:16:35
Priority 8	0:17:48	0:17:35	0:18:24	0:17:50	0:16:49	0:15:46	0:16:27	0:16:47	0:16:15

**Response times measured from phone answer time to arrival on scene.**

Field Operations:

### **Ambulance Metrics**





UHU Measured By:

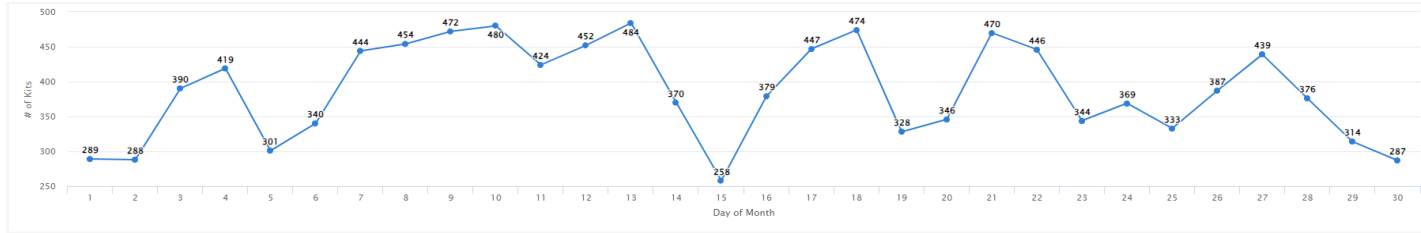
Response UHU: #Responses/#Produced Unit Hours

Transport UHU: #Transports/#Produced Unit Hours

Fleet/Logistics/Building Maintenance:

## Logistics:

Daily Kit Inventory Log June 2024



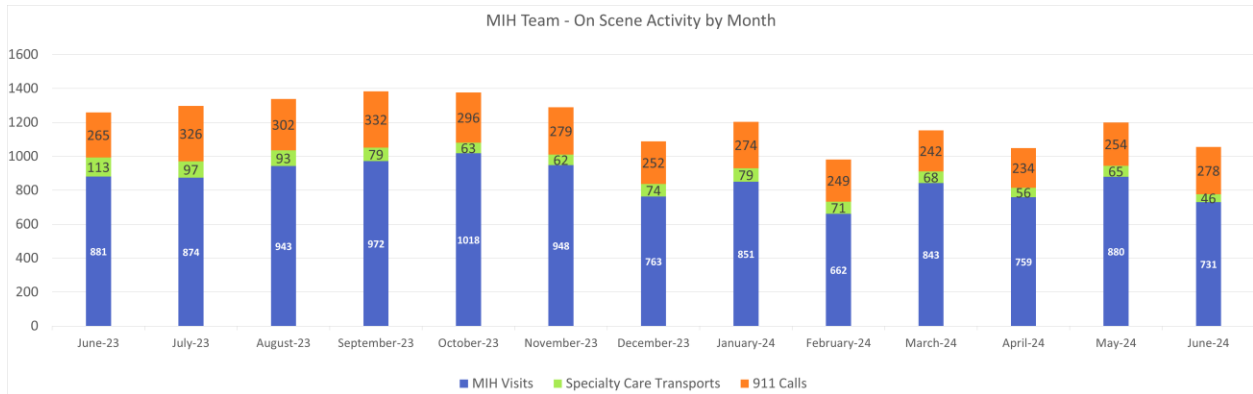
## Special Operations:

- Completed **46** standby events **June 2024**
  - So What Music Festival
  - PBR Events at Cowtown Coliseum
  - Numerous events at Bass Hall
  - USA Gymnastics at Dickies Arena
  - Primetime Lacrosse
  - Local Fire Dept. Fire Camps

## Mobile Integrated Health:

- 1,195 clients are currently enrolled
  - Admission/Readmission Avoidance: 3
  - Episodic Care Coordination: 601
  - High Utilization Group (HUG): 46
  - Hospital at Home: 2
  - Specialized High Utilization Group: 15
  - STAR: 6
  - StarSaver Plus: 410
- 52 clients are pending enrollment
  - Admission/Readmission Avoidance: 4
  - High Utilization Group (HUG): 85
  - Overdose Response Team: 20
  - STAR: 17





**Information Technology:**

- MedStar was not directly affected by the CrowdStrike issue. Our affected vendors recovered within a few hours of the occurrence.
- Working with the City of Fort Worth on infrastructure inventory and 911 Systems Working Group.
- Executing the network segmentation project to improve the infrastructure security posture.
- Migrating older files to archives.
- Web filtering stats:



**Business Intelligence:**

In addition to various data pull requests, deployment planning, and response time compliance QI/reporting, analysts are currently committed to:

- Maintenance/support of previously constructed projects

**Communications Center:**

- Remain compliant with EMD protocol and IAED Accredited Center of Excellence (ACE) Standards.
- Continuous focus on answering 90% of all 911 calls in 15 seconds or less.
- Ongoing training of twelve (10) controllers. Two trainees completed training in June.
- Ongoing process to gain CJIS clearance for all Communications team members.

