

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust

Regular Board of Trustees Meeting

October 24, 2018 at 1:00 p.m. via Video Conference

EMSA Corporate Offices

1111 Classen Drive, Oklahoma City, OK

1417 North Lansing Avenue, Tulsa, OK

Minutes:

NOTICE AND AGENDA for the Regular Meeting of the Board of Trustees for the Emergency Medical Services Authority, a Public Trust, were filed October 23, 2018 at 10:44 a.m. with the offices of the City Clerk of Tulsa and with the City Clerk of Oklahoma City on October 23, 2018 at 11:04 a.m., more than 24 hours prior to the time set for the meeting.

TRUSTEES PRESENT

Mr. Larry Stevens
Mr. Phil Lakin
Mr. Larry McAtee
Ms. Jan Slater
Ms. Allison Petersen
Dr. Jeffrey Goodloe
Mr. Scott Vaughn

TRUSTEES ABSENT

Ms. Kelly Brader (Excused)
Mr. Kyle Nondorf (Excused)
Chief Bryan Wood (Excused)
Mr. Wiley Williams (Excused)

OTHERS PRESENT

Jim Winham, EMSA
Angela McLain, EMSA
Lora Conger, EMSA
Frank Gresh, EMSA
John Graham, EMSA
Johna Easley, EMSA
Adam Paluka, EMSA
James Davis, EMSA
Julie Roberts, EMSA
Angel Jindra, EMSA
Heath Wright, AMR
Tina Wells, AMR
Jim Orbison, Riggs Abney
Lindsey Baird, City of OKC

A quorum was present, and the meeting was called to order at 1:00 p.m. by Madam Chair Petersen.

CONSENT AGENDA

1. Approval of Board Minutes from the EMSA Board of Trustees Regular Meeting dated September 26, 2018 at 1:00 p.m.

Upon motion made by Mr. Lakin and seconded by Ms. Brader, the Board of Trustees voted to approve the Board Minutes from the EMSA Board of Trustees Regular Meeting dated September 26, 2018 at 1:00 p.m.

AYE: Ms. Petersen, Mr. Stevens, Ms. Slater, Mr. Lakin, Mr. McAtee

NAY: None

ABSTAINED: Mr. Vaughn

ABSENT: Mr. Williams, Ms. Brader, Mr. Nondorf, Chief Wood

The motion was passed.

REGULAR AGENDA

- 1. Chairman’s Report**-Allison Petersen, Chairman of the Board – Ms. Petersen introduced the newest Trustee, Mr. Scott Vaughn. Mr. Vaughn is the CEO of Global Health in Tulsa.
- 2. Nomination and Election of EMSA Board of Trustees Secretary** – Ms. Petersen accepted nominations for the position of Board Secretary and explained this role is open due to the resignation of Dr. Jim Rodgers. Ms. Slater nominated Chief Bryan Wood and the nomination was seconded by Mr. Stevens. By a unanimous vote, Chief Wood was elected Secretary to the EMSA Board of Trustees.
- 3. Approval of Amendment to Article III, Section 10 of the Second Amended and Restated Bylaws of Emergency Medical Services Authority, dated August 24, 2016** – Ms. Petersen explained the amendment which consists of changing one word—the word “shall” to “may”—that we “may” appoint a Chief Operating Officer who shall report to the President, but we are not required to do so at this point in time. Ms. Slater commented that this item was not in the bylaws during the previous administration, but the Board felt it important to have a plan for future management in the case of a change or if our CEO is unexpectedly unable to perform the duties. Mr. McAtee asked if something unforeseen happened to Jim Winham tomorrow, is there a plan in place. Ms. Petersen explained since

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Three

Jim is relatively new in the CEO position, they feel more time is needed to grow and develop the executive team to cultivate foresight for the future and rather than forcing this arbitrary delineation at this time, she would like to respectfully defer the exact answer to this question unless we are called upon to do so. Ms. Petersen informed the Board she reviewed this plan with Jim last week, and it is safe to say we could handle tomorrow.

Upon motion made by Mr. Stevens and seconded by Ms. Slater, the Board of Trustees voted to approve the Amendment to Article III, Section 10 of the Second Amended and Restated Bylaws of Emergency Medical Services Authority dated August 24, 2016.

AYE: Ms. Petersen, Mr. Stevens, Ms. Slater, Mr. Lakin, Mr. McAtee, Mr. Vaughn

NAY: None

ABSENT: Mr. Williams, Ms. Brader, Mr. Nondorf, Chief Wood

The motion was passed.

4. **Approval of an Extension of the Contract between Emergency Medical Services Authority (EMSA) and American Medical Response Ambulance Service, Inc., (AMR) for the furnishing of emergency and non-emergency ambulance services** – Ms. Petersen told the Board that a Legal Committee meeting was held immediately prior to this meeting and the committee discussed two important facets of consideration prior to recommending that this item be approved--those two facets were cost savings and quality of care. This past March, the Medical Control Board issued its recommendation that EMSA continue its relationship with AMR for quality of care purposes, and Dr. Goodloe, also in the committee meeting, spoke to his continued support of AMR. Ms. Petersen continued that with respect to the cost savings, the Legal Committee discussed that we do not believe if we were to put out an RFP (Request for Proposal) at this point in time, that there would be a contractor that would underbid our current contract although it could be likely we could have someone who would have a similar bid, but it wouldn't be structured similarly due to a unique contracting compensation relationship that we have with AMR. Since EMSA is satisfied with operations, satisfied clinically and financially in particular with the current proposed extension contemplated at a discussed 1.5% annual increase, EMSA feels this is favorable as opposed to other industry standards that could be brought in with a new relationship. We have built a good relationship with AMR over the last five years and we seek to continue it.

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Four

Another item of note in this contract as to why the Legal Committee was supportive of it, is that it provides a one-year “without cause” termination clause, which was not previously included in the five-year agreement that essentially gives us the flexibility to continuously evaluate our relationship with AMR on an annual basis. Mr. McAtee asked if we know the expected change in pricing. Ms. Petersen explained that the contract extension brought before the Board today contemplates that the parties would negotiate in good faith regarding pricing and that there has been discussion of around a 1.5% annual increase. It is not an obligation, but there is opportunity for us to continue the discussion so that both parties feel they have a fair relationship. Ms. Slater asked what the previous experience has been with the amount of escalation and Mr. Winham answered 2-2.5% per year. Mr. Vaughn commented that this is obviously a different scenario because typically what he sees with contract renewals is you negotiate the price at the time of renewal. Mr. Winham agreed and said this is an extension of the previous contract and what is normally negotiated or discussed during these extension periods is the amount of the increase per year. Mr. Vaughn asked if that increase is agreed upon before the contract is renewed. Mr. Winham replied it could or could not be and both parties have agreed to discuss that going forward. Ms. Slater interjected that the reason of an extension rather than a new contract is we had not finished negotiating everything we needed by the deadline and our other option was to put out an RFP, but neither party was looking to do that. Ms. Petersen added this is a little different particularly coming from the private sector into the government sector where you have these semi-arbitrary time periods that we have to comply with so if we hadn’t have reached the agreement for the proposal brought to the Board today, then we would have had to reschedule this meeting or have another meeting to approve prior to October 31st. With that in mind, she said she is grateful to AMR for their insistence to work with us on the semi-arbitrary timeframe we presented to them for this Board to comply with our public transparency requirement with the Open Meetings Act. In this instance, we did not have all the t’s crossed and i’s dotted and we did not want to force a decision based upon an arbitrary timeline. She told the Board she says arbitrary because we set these meeting dates one year in advance, so we don’t have the same flexibility as the private sector being able to wait until 11:59 p.m. to get everything hashed out in written form. She went on to say if we didn’t have the trust in the relationship that we do with AMR and that we both are motivated to work out a favorable solution for each entity then she would be less confident recommending the extension as it is right now, but she believes both parties are motivated to have a favorable solution to the outstanding issues and that is what we will continue working toward in good faith with the extension. EMSA’s legal counsel, Jim Orbison, stated he thinks it is important to emphasize that the five-year term is provided in the existing contract. EMSA has the option to extend it for five years and that is what happened. The fact that we were unable to button down all the changes to agree to it is another reason for having the one-year termination provision by either party, so we do have that flexibility. There are still ongoing discussions and will

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Five

continue to be good faith discussions and we are optimistic we will be successful. Ms. Petersen said they believe that one year would be enough time for EMSA to responsibly put out an RFP in search for another provider at that point in time if we cannot come to an agreement on the final outstanding terms or any continuing outstanding terms. Mr. McAtee inquired as to how this will impact the window of opportunity that Oklahoma City thinks they have and Mr. Orbison answered that does not change. Ms. Petersen stated that these are two separate issues and from the Oklahoma City side of things, the window of opportunity is an opportunity for the city to make a determination as to its confidence in EMSA and a desire to maintain the structure of EMSA. With EMSA maintaining our contractor and operations are going well, quality of care is good, communications and professionalism is improving, we also are having good financial outcomes from EMSA meeting or exceeding goals over the past 2-3 months, so maintaining rather than changing course puts EMSA in a stronger more stable position for that window of opportunity as opposed to making a change.

Upon motion made by Ms. Slater and seconded by Mr. Stevens, the Board of Trustees voted to approve the Extension of the Contract between Emergency Medical Services Authority (EMSA) and American Medical Response Ambulance Services, Inc. (AMR) for the furnishing of emergency and non-emergency ambulance services.

AYE: Ms. Petersen, Mr. Stevens, Ms. Slater, Mr. Lakin, Mr. McAtee, Mr. Vaughn

NAY: None

ABSENT: Mr. Williams, Ms. Brader, Mr. Nondorf, Chief Wood

The motion was passed.

5. President's Report

a. Compliance Report-Frank Gresh, Chief Information – Mr. Gresh reported operational compliance and exclusion numbers for the eastern and western divisions for the month of September 2018. The eastern division is compliant in all areas--above the 90% mark. Dr. Goodloe commented that for years he has heard we are buying 90% performance and we don't want to spend much more than that because is there that much more benefit above 90%--trying to conserve monies, etc. He said when he looks at these numbers as a Medical Director it is a reflection of clinical capacity capabilities. It is much more important to him in that realm than the actual time on the clock. When you look at these percentages as a Board member, it is not just that the Contractor cleared the 90 percentiles, when you see

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018

Page Six

these numbers above 90%, to me that does matter. When those numbers are high, that reflects we are well positioned and well prepared to meet the acute, unscheduled, perceived emergency medical needs in the communities we serve. These percentages, whatever we have set these compliance numbers to be at, is absolutely a reflection of the health of our EMS system. Dr. Goodloe said he is pleased when he sees numbers like this because it tells him we are building a structure that meets the needs of our communities. Ms. Slater commented that these are some of the highest percentages she has seen since she has been on the Board and it is remarkable. Mr. Gresh reported all areas of the western division were also compliant. Ms. Petersen briefly informed Mr. Vaughn of the geographical difference in land mass for Oklahoma City versus Tulsa. Dr. Goodloe added that as we get into the winter months, Tulsa has an issue with hospital bed availability whereas Oklahoma City does not.

b. Financial Report-Lora Conger, Chief Financial Officer – Ms. Conger reported the financial statements including the highlights of collection rates, emergency/non-emergency transports, cash receipts and disbursements for both divisions for the month of September 2018. Ms. Slater asked if EMSA loses money on non-emergency transports. Ms. Conger and Ms. McLain answered it depends on different circumstances, i.e., whether the patient has coverage, whether the transport meets the insurance requirements, whether the out-of-pocket/deductible has been met, etc. Ms. Conger reminded the Board the auditors identified a control risk related to our patient refund account and the sequential nature of the checks issued. We have addressed that risk by having those employees check out the checks from the check custodian then return the unused checks to the custodian to check back in to have complete sequential population. Mr. Lakin asked if the auditors signed off on this remedy to the issue and the answer is they have. Ms. Conger told the Board there will not be a complete financial report at the November meeting due to its early date and not being closed for the month.

c. Patient Financial Services-Angela McLain, Chief Revenue Officer - Ms. McLain presented the September 2018 patient financial services report including call volume, accounts receivable, cash receipts, and overall percentages of cash and revenue per payor category for the eastern and western divisions. Ms. McLain reminded the Board of the self-pay changes with the third-party trying to collect before we send to collections so what she will be looking at going forward is anything over 90 days. Ms. Slater asked when that began, and the date was September 1st. Ms. McLain reiterated this is a trial and if we don't see significant changes, we will re-evaluate the third-party collections. She pointed out a dip in the cash category and explained that two Medicare files were not submitted and a change in the process was immediately implemented once this error was discovered. Ms. Petersen confirmed those Medicare files have now been submitted. Ms. McLain replied they have and she now has a safety net in place, so this should not happen again.

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Seven

d. Key Point Indicators (KPIs)-Adam Paluka, Public Affairs Director – Mr. Paluka presented the KPIs report for the month of September. He reminded the Board that last month we had EMSAcare open enrollment numbers for Tulsa and this month he can report the Oklahoma City numbers. And, for the first time ever, the numbers did not dip—they stayed consistent. He believes this is the result of great collaboration between EMSA and the City of Oklahoma City and being able to identify geographically the households that had opted out. Mr. Paluka posted a 15-second video explaining the program on EMSA’s Facebook account that had 280,000 views. He said there was also a Spanish version as well as flyers and television interviews. Mr. McAtee asked if there are any provisions where people can go back and opt in at this point. Mr. Paluka said the program is lawfully enacted with a one-time per year enrollment through the utility bill. However, for home buyers when setting up their utility account, they will be asked if they want to participate in the EMSAcare program. Dr. Goodloe asked what has been done in terms of focus groups as his concern is this country’s biggest threat to financial security is medical catastrophes and we are offering for very few dollars per month a very reasonably priced program. Mr. Paluka stated that a full-scale survey for brand representation and accuracy was approximately five years ago and we are looking at the opportunity to tailor surveys and follow-ups and will be talking to companies who could help us with our surveys before next year’s enrollments. Mr. Paluka continued with his report by telling the Board we placed 6th nationwide of all EMS agencies surveyed. The website visits were up due to the open enrollment period. Each division had more than 28 special events. Plans are in the works to update our website platform.

e. President’s Commentary-Jim Winham, Chief Executive Officer – Mr. Winham began his commentary by introducing the EMSA Team Members of the Month for October 2018, Ranette Lauinger in the eastern division is a Pre-Verifier and Medical Coder. She’s been with EMSA ten years. Her supervisors and other comments included she is a great team player and always willing to help. For the western division, Angel Jindra. Angel originally started in the east and has worn many hats. She is willing to change hats when she is asked to do things anywhere from running the front desk, she used to do payroll, and is now working in Patient Financial Services. We constantly get great comments about her willingness to help and be a team player. Mr. Winham congratulated and thanked them for their service.

Mr. Winham told the Board we changed our special event rates at the beginning of the fiscal year. To provide some background on this, he said two years ago EMSA lost \$250,000 dollars on what we were paying and what we were receiving for special events. The next year, we lost \$130,000 combined for both divisions. He emphasized that special events are very important to EMSA and now that we have been working these through compliance and have almost a full-time cadre working these special events, we are at

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Eight

breakeven and he would like to tip his hat to the team members who have made this happen.

Mr. Winham reported good news that EMSA had a 3% increase with Medicaid which will give us an additional \$100,000 revenue in both divisions. Angie's team worked with a commercial insurance group to write a contract. Originally, we were getting less than 50% on these and the rest being written off and now we will get almost full bill rate. We will report back next month to let the Board know what the impact will be going forward.

Mr. Winham presented slides with concept drawings of the new wrapped unit for the eastern division displaying the City of Tulsa flag and the new EMSA ambulances design which will save us \$4,500 per vehicle. He told the Board that there is a diverse group of people working on the finalization of this design and he will keep the Board updated.

Mr. Winham ended his report by thanking Trustee Stevens for the accolades he shared from a survey done by the City of Edmond. Mr. Stevens told the Board that the survey is done every other year through the National Research Center comparing demographic data with 600 cities throughout the country and it is the highest citizen satisfaction rate for emergency responses by police, fire, and ambulance ever received.

6. **Medical Director's Report**-Dr. Jeffrey Goodloe, Medical Director – Dr. Goodloe began his report by telling the Board there was a very productive educational 3-day symposium held recently at the Edmond Conference Center and he believes it was very well received for personnel who were able to attend from both divisions. He stated that one of the areas of focus was pediatric emergency management and we are bringing in a new medication calculation system that will provide better accuracy of dosing medications. Dr. Goodloe said he is always very appreciative of the frontline personnel and the high standard of quality care they are continuing to provide not just day-to-day but continuing that high quality of care capability and provision at the special events. He said the quality of clinical personnel who staff these events alongside law enforcement individuals make them safe and enjoyable as they are designed to be. He ended his report by reminding the Board he had some very pointed remarks at the last meeting regarding the contract and he is very appreciative of the ardent work that went into getting us the extension for this contract presented today. He added he believes it is fair to all parties and we can continue to represent to the citizens we serve that we are carefully and continually committed to making sure they receive the best in EMS service possible.
7. **New Business** – None
8. **Trustees' Reports** – None

EMERGENCY MEDICAL SERVICE AUTHORITY – A Public Trust
Regular Board of Trustees Meeting
October 24, 2018
Page Nine

9. **Next Meeting** – Wednesday, November 14, 2018 at 1:00 p.m. via videoconference
10. **Adjourn** – The meeting was adjourned by Madam Chair Petersen at 2:19 p.m.

Julie Roberts, Assistant Secretary

Date