EMERGENCY MEDICAL SERVICES AUTHORITY – A Public Trust
Board of Trustees Meeting
Wednesday, April 24, 2013 – 1:00 pm
EMSA Corporate Offices
1111 Classen Dr., OKC, OK 73103
1417 N. Lansing Ave., Tulsa, OK 74106

Minutes:

NOTICE AND AGENDA for the Special Meeting of the Board of Trustees of the Emergency Medical Services Authority, a Public Trust, was posted April 22, 2013 in the offices of the City Clerk of Oklahoma City at 10:54 am, and with the City Clerk of the City of Tulsa on April 22, 2013 at 10:51 am, more than 24 hours prior to the time set for the meeting.

A quorum was present, and the meeting was called to order at 1:09 p.m. by Ms. Lillian Perryman.

TRUSTEES PRESENT

Mr. Larry Stevens
Mr. Larry McAtee
Mr. Clay Bird
Mr. Phil Lakin
Ms. Lillian Perryman
Mr. Mark Joslin
Mr. Joe Hodges
Mr. Larry Stevens
Dr. Charles Foulks
Dr. Jeff Goodloe

OTHERS PRESENT

Steve Williamson, EMSA
Kent Torrence, EMSA
Angie Lehman, EMSA
Ann Laur, EMSA
Frank Gresh, EMSA
Kelli Bruer, EMSA
Jillian Balfour, EMSA
John Peterson, Paramedics Plus
Lara O'Leary, Paramedics Plus
Joanne McNeil
Jim Orbison, Riggs/Abney
Doug Dowler
Jim Winham
Blake Loepp

TRUSTEES ABSENT

Dr. Ed Shadid (unexcused)

CONSENT AGENDA

1. **Approval of Board Minutes from the Special Meeting of the EMSA Board of Trustees, March 27, 2013, 12:00 pm**
2. **Approval of Board Minutes from the Special Meeting of the EMSA Board of Trustees, March 27, 2013, 1:00 pm**

Upon motion made by Dr. Rodgers and seconded by Mr. Lakin, the Board of Trustees voted to approve Consent Agenda Items 1 and 2 (the Board Minutes from both Special Meetings of the EMSA Board of Trustees on March 27, 2013).

AYE: Mr. Phil Lakin, Ms. Lillian Perryman, Dr. Jim Rodgers, Mr. Mark Joslin, Dr. Charles Foulks, Mr. Joe Hodges, Mr. Larry Stevens

NAY: None

ABSTENTION: Mr. Larry McAtee

ABSENT: Mr. Clay Bird (absent from this vote only), Dr. Ed Shadid

The Motion passed.

REGULAR AGENDA

1. Chairman's Report

Ms. Perryman reminded the board that items discussed during the committee meetings today which need to be voted upon must wait until they are placed on an EMSA Board of Trustees meeting agenda. If the item is not listed on today's agenda, it may not be voted on today.

Mr. Williamson announced to the Board that Ms. Ann Laur will be retiring on November 1, after 15 years of employment with EMSA.

2. Chief Financial Officer's Report

Mr. Kent Torrence presented an overview of the financial statements for the nine months ending March 31, 2013. The Eastern Division had a YTD loss of $2,138 thousand compared to a budgeted loss of $1,103 thousand. The Western Division had a YTD net loss of $5,503 thousand compared to a budgeted net loss of $6,870 thousand. The YTD collection rate for the Eastern Division was 54.0% compared to a budgeted collection rate of 48.0%. The YTD collection rate for the Western Division was 52.0% compared to a budgeted collection rate of 46.0%. The Eastern Division had 831 more emergency transports than budgeted YTD, and 79 less non-emergency transports than budgeted. The Western Division had 1,340 more emergency transports than budgeted YTD, and 1,470 more non-emergency transports than budgeted.

Mr. Torrence then reviewed Accounts Receivable Aging, Past Due Accounts Receivable, and Cash Receipts and Disbursements for both the eastern and western divisions.

Dr. Foulks asked how many of the increases in transport volume are due to population change in the two major cities, and how many might be due to changes in actual disease processes that require emergency services.

Dr. Goodloe replied that population was looked at annually, and he feels the majority of increase in volume is due to the aging of the population (baby boomers). In addition, Oklahomans are known, as a group, to have poor health overall. Those two things combined are the cause for the increase. He anticipates the increases will continue for another decade before they peak and then begin to decline a bit.

Mr. Williamson agreed, stating it is a fact that 10,000 people a day are turning 65, and the highest category of those needing transports are 60 years of age and older.

Dr. Goodloe stated that roughly 34% of the calls last year were non-transports. In his opinion, the patients who are non-transports are of greater concern than the patients who are transported, as many of the patients not transported should have the care of a physician. Dr. Goodloe tracks the percentage of non-transports to be sure the number is consistent with volume increase and isn't trending upward.

Dr. Rodgers asked Dr. Goodloe how non-transport patients are tracked after their decision not to seek further medical care. Dr. Goodloe explained that return calls to those patients' addresses are tracked. Dr. Goodloe feels very good that he has not seen a case in at least four years where he felt it was a paramedic who initiated a non-transport. Typically, the medic does everything possible to convince the patient to go to the hospital, and evidence-based medicine shows that even with physician interaction with the patient, the patient's decision not to be transported is changed less than 30% of the time.

Dr. Foulks asked Mr. Torrence how long EMSA keeps its receivables on the books. Mr. Torrence replied that when receivables are turned to EMSA's second collection agency, they are written off.

3. Committee Reports and Recommendations

Mr. Hodges, chairman of the Finance, Investment, Nomination and Personnel Committee began to update the Board regarding their committee meeting today. He began by stating the committee met to prioritize five items on their agenda.

The first item dealt with strengthening the Trustee attendance policy. Mr. Hodges reported that the Committee decided to have a form developed that details the policy and requirements for excused and unexcused absences according to the By-Laws. The form will be given to all new trustees, and will be signed annually by all trustees. The form will be developed, reviewed by the committee, and brought to the next board meeting for consideration and approval.

Mr. Lakins added that it was also decided the Assistant Secretary of the Board will monitor attendance and inform any trustee who appears to be approaching non-compliance with the attendance requirements.

The second item discussed in the Committee meeting was the adoption of a policy for the formal evaluation of the CEO. Mr. Hodges stated the Committee learned the CEO had not been formally evaluated in twelve years. It was decided the Committee would look at the current EMSA CEO evaluation tool, as well as explore other evaluation tools for CEOS. Afterward, the members of the Committee will then develop their own evaluation tool along with a process for the evaluation, and when ready, bring both to the Board for review and approval.

The third item discussed was the performance of a Board self-assessment. It was decided to use the same process with that as with the CEO evaluation – that is, look at and review self-assessment methods and forms being used by other Boards to see which ones may be applicable to the EMSA Board of Trustees. After review and discussion among the Committee, a proposed form will be brought to the Board for approval. Mr. Hodges does not have a timeline on the completion of the assessments.

The fourth item Mr. Hodges reviewed with the board was a recommendation from the Management Review Office (MRO) to develop a formal incentive plan for business office employees to encourage superior results. The Committee discussed with EMSA's management staff today, and Mr. Williamson and Ms. Lehman raised some issues they felt could be problematic if an incentive plan were put into place. Some Committee members felt a plan should at least be explored. The Committee felt that if an incentive plan is put into place, clear goals and objectives would be needed.

Mr. Lakin added that it was also discussed as to how to tie increases in compensation to the goals and objectives laid out by the Board and then acted and followed through on by the CEO and staff. Employees who comply with and bolster the goals and objectives through their individual jobs might be rewarded with a different salary increase than those who don't necessarily promote the goals and objectives.

Mr. Hodges agreed, and explained that the key during the discussion was the linkage between the organization's goals, the CEO's goals, and the other employees' goals linking those all together to ensure the entire organization is moving forward in the same direction.

The final item discussed in the Committee meeting today was a job description for the COO position. Mr. Hodges believes one reason the MRO office recommended a COO was to ensure succession planning regarding Mr. Williamson. The Committee does agree that a succession plan is important. The Committee also feels it important to have a plan in place should Mr. Williamson suddenly be unable to manage the company.

The Committee asked Mr. Williamson to provide an organizational chart of current management and their individual responsibilities. Once that is received, the committee will discuss the appropriateness of an additional leader as a COO within the organization, and will bring their recommendations to the Board for discussion.

Dr. Rodgers, chairman of the Legal, Ethics and Public Relations Committee, updated the Board regarding their committee meeting today.

The committee heard a summary and update from Ms. Kelli Bruer, EMSA's Director of Communications and Public Relations, regarding the communications plan to remind and educate citizens about the City of Tulsa's utility fee program (TotalCare). The plan was implemented about two years ago when negative press began regarding EMSA's billing processes.

Mailings, TV ads, new marketing strategies and results from focus groups were all reviewed and the cost to educate the public is expensive. $200,000 has already been approved to spend through June 30 of this year, and $300,000 is the proposed amount to be approved in the budget for Fiscal Year 2014, which begins on July 1.

Dr. Rodgers reported that the committee discussed the differences between the eastern and western divisions at length, and other than the negative press issue, he is still unclear as to why the communications plan is needed in the eastern division and not the western.

Ms. Bruer explained during the committee meeting that 91% of single households in Tulsa have opted in and the number is not much different in Oklahoma City. The difficulties in determining who is opted in and who is opted out of multi-family units was discussed.

Dr. Rodgers asked Mr. Williamson to give his input as to why the city of Tulsa asked for EMSA to educate the public on the Utility Fee Program, but the city of Oklahoma City seems satisfied with things as they are.

Mr. Williamson feels quite certain it was the Tulsa World and the fallout resulting from their articles that caused the city of Tulsa and the Tulsa city council to make the recommendations that EMSA come up with a strong program for the education of the public. The programs are identical in both cities and the demographics of the population are very similar. He can think of no other reason.

Ms. Perryman stated that as a committee, they feel it necessary to recommend a measuring process be developed in order to measure any impacts that occur as a result of the implementation of the communications plan.

Mr. Lakin stated he would like to see the drafts of any TV ads, water bill inserts and mailers before they are approved to go out to the public.

Ms. Perryman believes it is the role of the Legal, Ethics and Public Relations committee to review the drafts, but welcomed Mr. Lakin to join their group when these items are presented.

Mr. Lakin asked if the advertising pieces could be made available to the rest of the board members as information is distributed for the committee meetings. He, at least, would like to have them. Dr. Foulks would like them, too.

Mr. Stevens is comfortable with the committee handling the advertising drafts.

Dr. Rodgers then stated that Ms. Bruer explained to the committee that the Littlefield advertising agency was hired to conduct a survey very similar to one used ten years ago in the city of Tulsa. They also conducted focus groups to help EMSA understand what citizens understand and don't understand regarding the utility fee program. Results of both the survey and the focus groups indicate the public has a very high opinion of EMSA's service, but the opinion is not as high regarding EMSA's billing and management.

Littlefield strongly recommends the name TotalCare be changed to EMSACare to help the public connect the name of the program to EMSA. They also created a new "tagline" to use on inserts, mailings and brochures which better describes the program. The proposed tagline states, "Whether insurance covers a little, a lot, or nothing at all for emergency medical services, EMSA TotalCare covers what insurance doesn't."

Discussion ensued as to whether or not the name change from TotalCare to EMSACare would need to be formally approved by the Board. Mr. Jim Orbison, the Board's legal counsel, is of the opinion that the change would need formal Board approval. Also, he believes at least one city ordinance would need to be amended, as he is fairly sure the TotalCare brand is mentioned in at least one ordinance.

Mr. Orbison will check the city ordinances and contact Ms. Perryman with his findings.

Mr. McAtee feels there is some difference of opinion on the Board as to whether the money earmarked for the communications plan is being used to educate citizens or to enhance EMSA's image. It concerns him that if the money is used to enhance EMSA's image, it could have the opposite effect, resulting in public criticism of EMSA for using such a large sum of money in that way.

Ms. Perryman feels the communications plan, with all that has been discussed today, warrants another meeting. She is not comfortable with proceeding with anything other than what must go out in May for the Tulsa June renewal period.

Mr. Bird and Dr. Rodgers agreed.

Mr. Lakin stated he feels there is still public confusion regarding the utility fee program and how it works. To the extent EMSA markets for that purpose, he is supportive. He knows several members of the Tulsa city council were very concerned about the rate increasing from $1100 - $1300, and feels any money spent on this plan must be focused on ensuring the public understands TotalCare and not toward improving EMSA's image.

Mr. Bird feels both the eastern and western divisions should receive similar educational materials, so it is understood the purpose of the plan is to educate the public in both divisions, not just to improve EMSA's image in the east, where the press has been negative.

Mr. Williamson then asked Mr. Doug Dowler, Oklahoma City's Budget Director, to help the Board understand why Oklahoma City has not asked EMSA's management to further explain the utility fee program there.

Mr. Dowler explained that when the city of Oklahoma City adopted the program, they took on the responsibility of implementing, advertising and managing the program. In the eastern division, it is EMSA who was asked to manage the program and take care of the advertising. It is an issue of "ownership" in his opinion.

Ms. Perryman stated that time sensitive items such as the water bill inserts and postcards must proceed, but other items will be brought back for further consideration by the committee at their next committee meeting.

4. President's Report

A. Compliance and Exclusion Reports

Mr. Williamson reviewed the compliance reports for the month of March, 2013. Both the eastern and western divisions were in compliance in all categories, and there were no areas of discrimination in either division.

Mr. Williamson then reviewed the exclusion report for the month of March. As the Board knows, exclusions are given under the current contract for both weather and volume. The exclusions for March were in compliance for both the eastern and western divisions.

B. KPI's – Control Charts

Mr. Williamson called the Board's attention to the chart reflecting Average Days to Bill and Average Days to Pay. The number of days to bill and receive payment have dropped considerably in the last year. Mr. Williamson credits Ms. Angie Lehman, EMSA's vice president of Financial Services, with this significant improvement to EMSA's billing system. She has been able to adjust the system to enable us to determine and control the dates that are most advantageous to bill patients. Mr. Williamson complimented Ms. Lehman on the job she has done in improving processes and changing attitudes of the employees.

Dr. Foulks stated the improvement reflected in this control chart is outstanding. He asked how often the process control limits are recalculated.

Mr. Williamson replied that currently they are recalculated at eight months, but it is the goal to recalculate every six months.

Mr. Williamson then turned to the subject of rate increases. He reviewed a chart depicting the relationship of rates to the cost of a transport. The transport cost includes the OMD (Office of the Medical Director) infrastructure – costs such as radio, transmission lines and dispatch. Also included in the cost of a transport are EMSA's salaries, along with medical equipment and ambulances. When those costs are combined with the fact that 86% of EMSA's patients are paid under a government program (Medicare and Medicaid) at a fixed payment, for every dollar rates are raised EMSA only receives $.11, which is received from commercial insurance.

Mr. Williamson also emphasized the fact that an increase in rates has absolutely no effect on TotalCare members.

Mr. Lakin stated that the Tulsa city council passed the recent rate increase by a vote of 7-2.

5. Medical Director's Report

Dr. Goodloe reviewed the Divert Reports for the month of March. He is somewhat concerned with a small bump in the numbers in the western division. His concern rests with OU Medical Center, as approximately 40% of diverts in the western division occur with that hospital. Dr. Goodloe is scheduled to meet with OU Medical Center and some other hospitals in regard to some changes the Oklahoma County Medical Society is considering in terms of the trauma rotation.

Dr. Goodloe stated that a great amount of hard work goes into trauma care in all of the communities. For a city the size of Oklahoma City, he believes it is amazing that there is one, Level 1 trauma center, but no real Level 2 trauma center. Therefore, OU is overloaded and divert issues frequently arise. Dr. Goodloe is not necessarily encouraged, but is hopeful that some dialog may be helpful.

Clinical care continues to be very high, and the Office of the Medical Director (OMD) does look at all of the high acuity cases.

Dr. Goodloe informed the Board that the OMD Director of Research and Clinical Affairs is currently out due to recent back surgery, but even so, he continues to work, despite Dr. Goodloe's urging that he rest. Dr. Goodloe appreciates his efforts and is hopeful that he will have some updated cardiac arrest numbers to present to the city councils of Oklahoma City and Tulsa in June.

The budget for next year's MCB (Medical Control Board) operations is one percent of EMSA's entire budget. Mr. Williamson is always supportive, so the number is never contentious and for that, Dr. Goodloe is appreciative. The only significant cost increase for the upcoming year is for the update to the cardiac arrest data base, which is currently on a 15 plus year platform. The bulk of this update is a onetime upgrade.

Dr. Goodloe stated that the use of tranexamic acid, which he has been telling the Board about the last few months, will begin in the next few days. This medication is useful in controlling hemorrhagic shock patients. It is for the types of injuries that were sustained in the recent Boston bombing. EMSA is the first large EMS system in the United States to use it. Our colleagues in London are rolling the use of this medication out at the same time we are. Dr. Goodloe feels there will be some

interesting experiences to report in probably a year's time. It is a good collaboration between our EMS system and the trauma services of OU in Oklahoma City, and St. Francis and St. John in Tulsa.

In regards to the discussion about the spending of money on marketing issues, Dr. Goodloe is concerned about how our service is perceived publicly. When somebody has chest pain, is in a motor vehicle accident, or has a child who is sick or injured, he doesn't want them doubting for one second that competent, compassionate help is literally minutes away. This system is clinically solid and he feels the vast majority of the public has confidence in it.

6. Acceptance of Mr. Larry McAtee as a member to the Financial, Investment, Nomination and Personnel Committee

Mr. Williamson informed the Board that Councilman Larry McAtee is replacing Councilman Marrs on the EMSA Board. Councilman McAtee comes to us with many years of prior service on the Board. Mr. Marrs was appointed to the Legal, Ethics and Public Relations Committee, however with Mr. McAtee's long background in finance and management, Mr. Williamson would like to recommend him for the Financial, Investment, Nomination and Personnel Committee.

Upon motion made by Mr. Stevens and seconded by Mr. Joslin, the Board of Trustees voted to accept Mr. Larry McAtee as a member of the Financial, Investment, Nomination and Personnel Committee.

AYE: Ms. Lillian Perryman, Dr. Charles Foulks, Mr. Phil Lakin, Mr. Clay Bird, Mr. Larry Stevens, Dr. Jim Rodgers, Mr. Mark Joslin

NAY: None

ABSTENTION: Mr. Larry McAtee

ABSENT: Mr. Joe Hodges (absent from this vote only), Dr. Ed Shadid

The Motion passed.

7. New Business

Mr. Bird asked Mr. Williamson if progress is being made on the procurement of a collections contractor. He is aware that the contract is currently with Works & Lentz, but he would like to know if the process has been started to prepare and issue an RFP for collection services.

Mr. Williamson stated he is working on the RFP, but it is not yet complete. He must have the ambulance RFP out in May, and is planning to have the RFP for a collections contractor out by the 1st of July.

Dr. Foulks asked to be briefed regarding social media EMSA is participating in. Ms. Kelli Bruer stated that EMSA currently has a Facebook account. It can be found under "EMSA Oklahoma and EMSA-OKC and EMSA-OK. EMSA also has a Twitter account.

Dr. Foulks then asked if EMSA is proactive in placing new clinical developments, such as tranexamic acid, on Facebook. Ms. Bruer replied that she actively updates the Facebook page, and is currently scheduling interviews with media outlets in both Tulsa and Oklahoma City regarding tranexamic acid.

8. Trustees' Reports

None.

9. Next Meeting – Wednesday, May 22, 2013 – 1:00 PM via video conference – EMSA Administrative Offices, 1111 Classen Drive, Oklahoma city, OK 73103 (Western Division) and 1417 N. Lansing Ave., Tulsa, OK 74106 (Eastern Division)

10. Adjourn

The meeting was adjourned at 2:37 pm.

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Ann C. Laur, Assistant Secretary