

# Plains to Peaks RETAC 4<sup>th</sup> EMS Financial Symposium

Wednesday-Thursday, November 17-18, 2021

Doubletree Hilton Hotel

1775 E Cheyenne Mountain Blvd

Colorado Springs, CO 80906



Wednesday, November 17<sup>th</sup>

- Audience includes Agency Leaders who need education/refresher on EMS Finance
- Basic Financial Documents & Your Agency
- Base Rates, Collections, & Bad Debt
- Options for Funding beyond Fee for Service
- EMS Agency Productivity and Sustainability

Thursday, November 18<sup>th</sup>

- Audience includes all Agency Leaders
- CMS Cost Reporting Update
- “Surprise Billing” Legislation and Your Agency
- ET3 & Telehealth Updates
- EMS Value Added through the Pandemic

The EMS Financial Symposium will be provided in a hybrid format. Onsite attendance is available and encouraged. However, the virtual option is available due to the ongoing pandemic and to allow attendance from across the state at a lower cost to the attendee. Speakers on Wednesday will be onsite. Speakers on Thursday will be live but virtual. This helps to keep the cost reasonable for attendees.

If you have any questions, please feel free to contact Kim Schallenberger at [kschally@plainstopeaks.org](mailto:kschally@plainstopeaks.org) or 719 342 5562

Conference Provided in Collaboration with the  
Mile-High RETAC with the National EMS Safety Summit  
Registration will be \$150.00 per day for both Onsite and Virtual Attendance  
Registration and Payment information is included within this brochure

# Plains to Peaks RETAC 4<sup>th</sup> Annual EMS Financial Symposium

Agenda (Times Approximate and subject to Change)

Wednesday, November 17<sup>th</sup>

Wednesday of the EMS Financial Symposium will be dedicated to those agency directors who found themselves leading an organization without much EMS financial training. Our goal is to provide education which describes how EMS finance works along with some best practices to allow agencies to make the most of limited resources.

**0730-0800 Registration**

**0815-0830 Introductions**

**0830-1000 Eric Schmidt: Every Financial Statement Tells A Story**

Eric will be discussing Budgets, Balance Sheets, and Income Statements. He'll describe their purpose and how they can be used to help explain your financial position to elected officials, grant evaluators, and others who are interested. He'll also discuss Cash Flow and the effect on your agency.

**1000-1030 Break**

**1030-1200 Sean Caffrey: Base Rates, Billing Decisions, and Other Fun Financial Stuff**

Sean will discuss how and why to set your base and mileage rates. This will include discussion about cost/transport, payor mix, and collection percentages. He will also provide insight on when to go to collections and when to write off a patient's bill. Great discussion about the bottom line for your agency.

**1200-1245 Lunch**

**1245-1415 Randy Leshner: Fee for Service Doesn't Cover My Costs! Now What??**

Randy understands that traditional fee for service rarely covers your cost of providing services. He will discuss options such as property and sales taxes for your agency. These are not easy to achieve and Randy will provide some examples and best practices for achieving success with your initiatives.

**1415-1445 Break**

**1445-1515 Tim Dienst & Ted Sayer: Financial Goals to Set Your Agency Up for Success**

Tim and Ted will go more in-depth with financial topics such as productivity, direct/indirect costs, variable/fixed costs, readiness costs, and other issues which affect the bottom line for your agency.

**1515-1630 Roundtable Panel Q&A**

The speakers from today's event will open up the floor for your questions. Take this opportunity to ask the things which have always bugged you about EMS Finance. Now's your chance!!

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Agenda (Times Approximate and subject to Change)

Thursday, November 18<sup>th</sup>

Thursday is for all agency leaders. Our speakers are nationally recognized experts in their respective fields and will provide current, relevant information to assist with leading your EMS organization.

**0730-0800 Registration**

**0815-0830 Introductions**

**0830-1000 Matt Zavadsky: Lessons Learned from an ET3 Implementation**

This session will review the implementation of an ET3 program from the beginning, through the pandemic, and to the current time. Matt has led this program to its successes and he'll share some best practices from the lessons learned throughout the process.

**1000-1030 Break**

**1030-1200 Asbel Montes: The No Surprises Act and the Impact to Air and Ground Ambulance Services**

This session will provide attendees with an overview of the Interim Final Rules being issued by the Centers for Medicare and Medicaid Services (CMS) to implement the provisions of the No Surprises Act (NSA) and how these rules impact air and ground ambulance services. The implementation date for the provisions of the NSA is January 1, 2022. From the Qualifying Payment Amount to provisions outlining the formation of a Ground Ambulance Advisory Committee, attendees will leave with information on how these provisions will impact their current business models.

**1200-1245 Lunch**

**1245-1415 Scott Moore: Cost Collection—Now More Than Ever**

The last eighteen months have created unprecedented challenges for EMS agencies as they have struggled with funding and workforce shortages as a result of the COVID-19 pandemic. This session will discuss how the CMS cost data collection could have significantly changed the pandemic related relief funding for EMS agencies and will be critical to the future sustainability of our nation's EMS system. Cost collection has been delayed as a result of the pandemic but will start for half of industry this January. During this session we will give basic review of the CMS cost data collection requirements and will provide an overview of the AMBER Ambulance Cost Data Collection platform designed specifically to assist EMS agencies in reporting their data. Lastly, we will highlight the PRF Reporting feature within AMBER and answer attendee questions about accurately completing these reporting obligations.

**1415-1445 Break**

**1445-1515 Matt Zavadsky: Leveraging the New EMS Value Propositions from the Public Health Emergency**

The COVID 19 Public Health Emergency forced EMS and healthcare in general to adjust and try new things to continue to provide high quality emergency care. Matt will lead the group through some of those ground breaking initiatives and how they will continue to improve EMS into the future.

**1515-1630 Scott Moore: Additional Topic to be Determined**

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## General Information for Attendees

The Plains to Peaks RETAC EMS Financial Symposium will be held in a virtual/hybrid format. Please see details below:

- Speakers on Wednesday will be onsite
- Attendees on Wednesday will be both onsite and virtual
- Speakers on Thursday will be virtual only
- Attendees on Thursday will be both onsite and virtual
- The virtual format will allow for real time questions/answers
- Lunch and Breaks will be provided for those attending onsite

Registration:

- Please complete the registration form and email back to Kim Schallenberger at [kschally@plainstopeaks.org](mailto:kschally@plainstopeaks.org)
- Registration Cost is \$150/day for both onsite and virtual options
- Unfortunately, there is no option to pay by credit/debit card
- Agency/Personal Check Payment
  - The Plains to Peaks RETAC will send an invoice after the conference for payment by check

Lodging at the Doubletree Hilton Hotel in Colorado Springs:

- <http://doubletree.hilton.com/en/dt/groups/personalized/C/COSP-DT-PTP-20211117/index.jhtml>
- \$139/night
- You are responsible for providing any tax-exempt certificates

Continuing Education Credits are available for those interested

- CE are provided by Memorial Hospital University Health, South #059
- CE will be emailed once registration payment is received

# Plains to Peaks 4<sup>th</sup> EMS Financial Symposium

## Registration Form

Please complete one registration form for each attendee. Submit the completed form to [kschally@plainstopeaks.org](mailto:kschally@plainstopeaks.org) via email. Your agency will be billed by invoice after the conference completion so payment by check is possible.

Name \_\_\_\_\_

Agency Name \_\_\_\_\_

Agency Mailing Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email Address \_\_\_\_\_

Cell Phone # \_\_\_\_\_

Wednesday, November 17<sup>th</sup>

Attend In Person \_\_\_\_\_ Attend Virtually \_\_\_\_\_

Not Attending This Day \_\_\_\_\_

Thursday, November 18<sup>th</sup>

Attend In Person \_\_\_\_\_ Attend Virtually \_\_\_\_\_

Not Attending This Day \_\_\_\_\_

# Conference Speakers



**Sean Caffrey** is the Chief Executive Officer of the Crested Butte Fire Protection District and has been involved in EMS since 1987. Sean holds a bachelor's degree in EMS Administration from the George Washington University and a Master's in Business Administration from the University of Denver. Sean is the co-author of the Finance and Regulatory Chapters of the *Management of Ambulance Services* textbook. Sean has worked on Colorado since 1996 and is currently the Vice President of the EMS Association of Colorado and the President of the National EMS Management Association.



**Randy Leshner** is the Chief of the Thompson Valley Emergency Medical Services (TVEMS) an Advanced Life Support Ambulance Company provided by the Thompson Valley Health Services District. The District comprises the South East area of Larimer County including the Cities of Loveland and Berthoud, an area of 450 square miles. TVEMS operates 5 stations and runs over 17,000 calls per year.

Chief Leshner was appointed Chief of Thompson Valley EMS in March of 2006 after 2 years as Division Chief of Operations and 4 years as Assistant Chief. He began his career in EMS in 1973 in a Funeral Home Ambulance Service in Canon City, CO eventually owning and operating his own Ambulance Service for 15 years. After selling his company to a large Ambulance firm he became the General Manager for that company's operations in the Cities of Canon City and Pueblo.

Chief Leshner has a A.A.S. degree in Emergency Medical Services from Pikes Peak Community College and is currently almost done with his Bachelor's Degree in Business at Colorado Christian University.



**Tim Dienst** is the Chief Executive Officer of Ute Pass Regional Health Service District. Tim has been 'chasing' ambulance and fire trucks for 40+ years beginning when he first joined the Cripple Creek Volunteer Fire Department as a junior firefighter in 1976. Since then, he has worked for many private and public EMS agencies serving in capacities as an EMT, paramedic, field training instructor, supervisor, operations manager; and now, as the Chief Executive Officer for the Ute Pass Regional Health Service District. He attended the University of Colorado in Colorado Springs earning both of his Bachelors of Arts in geology, geography and energy science (1982) and his Masters of Public Administration (2014). As an EMS advocate, Tim is very active in promoting EMS issues in many local, state and national forums to enhance EMS operations and improve financial sustainability. Locally he serves as Treasurer for the Teller County Emergency Services Council, Chair of the sub-committee for Long-term Strategic Planning for the El Paso County Emergency Services Authority and is Vice Chair of the Plains to Peaks RETAC. He is an active participant in state EMS activities where he serves alongside many other EMS leaders as the President of the Colorado EMS Chiefs, Managers and Directors group – a subsidiary of the Emergency Medical Services Association of Colorado. Nationally, he has traveled several times to Washington D.C. to be a strong advocate for the Field EMS Modernization and Innovation Act (EMS Field Bill) which is envisioned to transform EMS into a quality based innovative and patient-centered system that will increase quality, enhance patient outcomes, improve coordination, and reduce costs. Most recently, Tim was appointed by the President of the Colorado State Senate to serve as the EMS representative on the Medicaid Rate Review Advisory



**Ted Sayer** is currently the Emergency Services Authority Contract Administrator, El Paso County Ambulance Licensing Officer.

Ted has 37 years in EMS serving in positions from EMT Basic through Flight Paramedic to General Manager over multiple cities for AMR.

Former President of the National EMS Memorial Service.

Bachelor of Science in Business Administration with a concentration in Healthcare Management.



**Eric Schmidt** is a Colorado native and began his career in emergency services more than 40 years ago after a call to the community for volunteers to fight a wildland fire southwest of Boulder. He is currently the funding section manager at the Colorado Department of Public Health and Environment, Emergency Medical and Trauma Services Branch. He has provided EMS consulting services, technical assistance to local governments and ambulance inspection services for 14 counties in Colorado through his firm, EMS Services, since 1992. Eric has a broad array of experiences in emergency medical and trauma services. He contracted with the Northwest RETAC to serve as regional coordinator, was a trauma nurse coordinator for Penrose Hospital, a Level II trauma center in Colorado Springs, and served as the EMS Officer for El Paso County where his duties included management of a high-performance ambulance contract for the El Paso County Emergency Services Agency, administration of the county's ambulance licensing program and EMS system coordination. He has also served as the manager for Upper San Juan Hospital District, a Title 32 special district that operated an ambulance service and built a community clinic and emergency center during his tenure, directed the EMS training program for Colorado Northwestern Community College, administered federal pass-through grants as a program manager for the Colorado Department of Transportation, collected prehospital data for system analysis as an information system specialist at the Colorado Department of Public Health and Environment, held paid and volunteer positions as an EMT at several rural EMS agencies and served as a volunteer firefighter in Colorado and Wyoming. He earned Bachelor of Science degrees in Nursing, Business Administration and Mechanical Engineering from the University of Colorado, and a Master of Business Administration from the University of Oregon. Eric currently holds a Colorado Registered Nurse license, Colorado EMT-Intermediate certification and a technician level Amateur Radio license from the Federal Communications Commission.



**Scott A. Moore, Esq.** has been in the emergency medical services field for nearly 30 years. Scott has held various executive positions at several ambulance services in Massachusetts. Scott is a licensed attorney, specializing in Human Resources, employment and labor law, employee benefits, ambulance service reimbursement, and corporate compliance matters. Scott is the Human Resources & Operational Consultant to the American Ambulance Association (AAA) and frequently lectures at EMS conferences. In addition, Scott created Newton 360, a performance feedback and operational efficiency mobile platform designed specifically for EMS agencies.

Scott is a licensed attorney and is admitted to practice in the Commonwealth of Massachusetts, the State of Illinois, and the United States District Court for the District of Massachusetts. In addition, Scott holds certifications as a Professional in Human Resources (PHR), Society for Human Resources Certified Professional (SHRM-CP), and Certified Ambulance Compliance Officer (CACO). Scott has been a Site Reviewer for the Commission on the Accreditation of Ambulance Services (CAAS) for many years and currently serves on the CAAS Panel of Commissioners. In addition, Scott is currently serving on the Board of Directors for The Savvik Foundation and The Code Green Campaign.

Scott earned his bachelor's degree in Psychology from Salem State College and his Juris Doctor from Suffolk University Law School. Scott maintains his EMT and is still affiliated with the Fire Department in his hometown. Scott is a member of the National Association of Emergency Medical Technicians, the National EMS Management Association, the International Association of EMS Chiefs, the American Bar Association, the Massachusetts Bar Association, the Illinois State Bar Association, the Society for Human Resource Management, and the Northeast Human Resource Association.



**Asbel Montes** began his career in the ambulance industry in 1999. His EMS career includes directing and leading teams that provided revenue cycle consultation to air and ground ambulance agencies, culminating into the position of Managing Partner of Solutions Group Consulting. Over the past 20 years, Asbel has been a member of numerous organizations, including the Healthcare Financial Managers Association (HFMA), the American Ambulance Association (AAA), National EMS Managers Association (NEMSMA), and the National Association of EMTs (NAEMT). Asbel currently serves on the Board of Directors for the American Ambulance Association (AAA) and numerous committees and board positions. More notably, he chairs the AAA Payment Reform Committee as the industry navigates the current healthcare changes and the correlation to the air and ground ambulance industry. He has also testified as an expert witness before federal and state health committees regarding ambulance reimbursement and veteran health initiatives related to emergency medicine. In 2016, Asbel was appointed to the Ambulance Transport Alternatives Task Force for the State of Louisiana by Governor John Bel Edwards. In 2020, Asbel was named to the Air Ambulance and Patient Billing Advisory Committee by the Secretary for the United States Department of Transportation. Asbel is a respected thought leader on reimbursement initiatives within the industry and is a requested speaker at many healthcare conferences. Asbel is a contributing author in several EMS magazines and co-authoring the book, *Management of Ambulance Services*, as published by Prentice Hall in 2014.



**Matt Zavadsky** is the Chief Transformation Officer for MedStar Mobile Healthcare in Fort Worth, TX. He has helped guide the implementation and financial sustainability of numerous innovative programs with healthcare partners that have transformed MedStar fully as a Mobile Integrated Healthcare provider. Most recently, he has led the negotiations with multiple third-party payers to change the basic economic model for EMS to better align patient, provider and payer focus on patient centered care as opposed to simply payment for ambulance transport.

Matt is also the Immediate Past President of the National Association of EMTs and chairs their EMS Economics Committee. He has recently worked with CMS/CMMI to help facilitate recent new payment models such as Emergency Triage, Treat and Transport (ET3) model and Medicare waivers for Treatment in Place during the pandemic. He has a master's degree in Healthcare Administration, with a Graduate Certificate in Healthcare Data Management.