



20 Annual Report

11



CELEBRATING 33 YEARS OF SERVICE
TO MECKLENBURG COUNTY

PROVIDING EXCELLENT PATIENT CARE TO THE COMMUNITY

MEDIC IS A PATIENT-CENTERED SYSTEM OF CARE ACHIEVING EVIDENCE BASED QUALITY OUTCOMES THROUGH INVESTMENT IN OUR WORKFORCE, STRATEGICALLY LEVERAGING AVAILABLE RESOURCES AND BY COLLABORATING WITH THE COMMUNITY WE SERVE.





Fiscal Year 2011 (FY 2011) was an extremely busy year for Medic. We experienced substantial growth in our response volume as well as in the total number of patients treated by our employees. Despite this growth, the Agency remained committed to high performance and ensuring optimal levels of patient satisfaction for all of our patients.

Medic continued to focus on the Agency's Pillar Goals as a way of measuring performance. Each Pillar Goal represents an area of focus for the Agency and is statistically represented in the chart below. Medic tracks these goals and uses these findings to determine where our program strategies warrant celebration or improvement.

68% of all Medic patients surveyed in FY 2011 rated the service and care they received as being excellent. Medic takes great pride in this fact, but understands the need to continuously focus our efforts on providing the best prehospital care possible in the coming years.

FY 2011 brought many changes to the Agency that affected us not only internally, but also provided more options regarding the prehospital health care available in our community. Medic strives to be a leader in the EMS industry and FY 2011 proved that the Agency is making great strides to consistently grow and improve so we can better treat our patients.

I am extremely proud of the work Medic employees put in each and every day. Our employees truly go above and beyond in every aspect of their jobs and I take great pride in knowing the caliber of prehospital health care that is being delivered in Mecklenburg County on a daily basis.



Josef Penner
Executive Director, Medic

FY 2011 Pillar Goals

People	Service	Quality	Finance	Community
Employee Satisfaction Excellent (mean score) 5 – 85 4 – 83 3 – 81 2 – 79 1 – 77	Patient Satisfaction Excellent (percent) 5 – 70% 4 – 69% 3 – 68% 2 – 67% 1 – 66%	Cardiac Arrest ROSC/Utstein (pre-hospital) 5 – 46%+ 4 – 43%+ 3 – 40%+ 2 – 38%+ 1 – 35%+ Cardiac Triage Composite Patient contact (911 call center) to lesion treatment ≤ 90 minutes 84:52 <u>Accurate pre-hospital determination</u> 90%+ 81% P1 Trauma Scene Times 5 – ≤ 9:30 4 – ≤ 9:50 3 – ≤ 10:00 2 – ≤ 11:00 1 – ≤ 12:00 9:11	Budget Revenue exceeds expenses by 1% or greater 3.61%	Engagement Bystander CPR (witnessed) 5 – 50%+ 4 – 47%+ 3 – 44%+ 2 – 41%+ 1 – 38%+ 36.5%

 Met or exceeded target goal

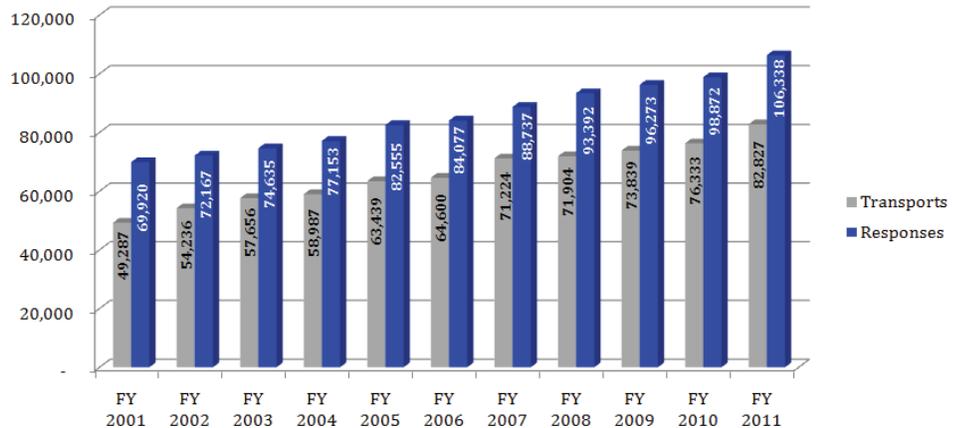
 Did not meet or exceed target goal



MEDIC AT A GLANCE

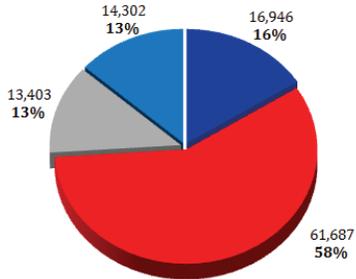
Mecklenburg EMS Agency (Medic) is the busiest Emergency Medical Service Agency in the state of North Carolina. With close to 1,000,000 residents, the demand for prehospital emergency health care continues to grow at a record pace.

Medic Patient Care Growth



Medic's response area covers the entire county of Mecklenburg in South Central North Carolina, which also encompasses the rapidly expanding City of Charlotte. In FY 2011, our employees responded to over 106,000 calls for service within Mecklenburg County, representing a nearly 10% increase over the previous fiscal year.

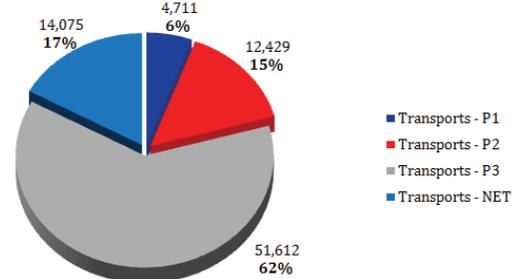
Responses By Priority



P1 = Life Threatening
P2 = Potentially Life Threatening
P3 = Non-Life Threatening
NET = Non-Emergency Transport

- Responses - P1
- Responses - P2
- Responses - P3
- Responses - NET

Transports By Priority



- Transports - P1
- Transports - P2
- Transports - P3
- Transports - NET



Service Area Overview

Area Served: Mecklenburg County
Location: South Central NC
Population: 919,000*
Households: 353,000*
Residents Living Below Poverty Line: 14%
Community Members Whose Primary Language is Other than English: 14%
Services Provided: ALS (Advanced Life Support), BLS (Basic Life Support), NET (Non-Emergency Transport)

*Statistical Estimate - Source: US Census Bureau



EMPLOYEE RECOGNITION

Exceptional employee satisfaction is a Pillar Goal that Medic strives to achieve every day. By recognizing and awarding outstanding employee performance, the Agency continues to strengthen our relationship with employees from across all departments. In FY 2011, Medic spent a great deal of focus on broadening the ways in which our employees are recognized for high performance. An employee recognition committee was created to help reshape the Agency's recognition process and to design awards based on high performance, dedication and commitment to Medic.



Night of Honor

Medic recognized high performing employees with a *Night of Honor* ceremony in June 2011 at the McGlohon Theater in Uptown Charlotte. Employees were awarded with several new honors including the *Distinguished Service Award*, *Top Call* and *Unsung Hero* awards. In addition, over 200 Medic employees were recognized for having at least one cardiac arrest save during the prior year. These employees, whether EMTs, Paramedics or Telecommunicators, were all recognized

with a ROSC pin reflecting the total number of "saves" they have had since 2008 - the first year Medic started recognizing such an accomplishment.

A new honor was bestowed upon a former Medic employee who exemplified extreme dedication to the Agency in his role as a Paramedic. The very first *Medal of Valor* was awarded to Tim Hayes for his sacrifice in the line of duty. Tim was severely injured in a traffic accident while administering patient care on I-77 in northern Mecklenburg County in January 2003 and, as a result, lost both of his legs. Today, Tim is a motivational speaker and continues to give back to Medic (which he often refers to as his "home") in a variety of ways. In addition to being recognized, Tim served as keynote speaker for the *Night of Honor* ceremony.

Medic is extremely proud of our employee accomplishments and never wants them to go unnoticed or unrecognized. The Employee Recognition Committee will continue to grow the Agency's recognition process through this annual awards ceremony every June.



Medic's 2011 Stars of Life recipients met with local lawmakers, including North Carolina Senator Kay Hagan, as part of their tour of Capitol Hill.

Stars of Life

The American Ambulance Association's *Stars of Life* program annually recognizes outstanding Paramedics, Emergency Medical Technicians (EMTs), Telecommunicators and other personnel within EMS Agencies from across the country. These men and women are recognized during a three-day event in Washington, DC each May. The award recipients have the opportunity to meet with their local lawmakers on Capitol Hill to discuss important issues and to increase awareness of the role that EMS plays in protecting our communities.



Medic's *Stars of Life* are selected by their peers for either their role in handling an outstanding incident or the overall excellence with which they tackle their jobs.

This year, Medic employees selected Paramedic Crew Chief Cathy Jordan, NET Supervisor Jamie Stanford and IT/Systems Engineer Virgil Leggett as the 2011 *Stars of Life* recipients. Each recipient's commitment to the Agency is unparalleled as they consistently perform above and beyond what is required within their daily roles at Medic.



EMPLOYEE WELLNESS



Medic is committed to improving the lives of all our employees through a series of targeted health and wellness initiatives. The pledge to have a healthy workforce is just one of the many ways the Agency remains dedicated to the delivery of quality patient care and positive outcomes in the community. A healthy workforce yields increased performance and productivity while simultaneously resulting in less absenteeism and fewer on-the-job-injuries.

In October 2010, Medic hosted a health fair to highlight companies and programs that will benefit our employees overall well-being. Over 91% of Medic employees participated in the event and had the ability to connect with many of the 35 on-site vendors including Carolinas HealthCare (CHS), Presbyterian Healthcare/Novant, Cigna, United Healthcare, The Hartford, several local banks and credit unions, local doctor's offices and many other benefit providers.



All employees were also provided the opportunity to complete a Health Risk Assessment. The assessment testing area was set up adjacent to the Agency's main building, giving employees a private and comfortable setting for their personal screening for blood pressure, blood glucose, lipid profile, height, weight and body mass index. Later, employees were given the opportunity to individually meet with a nurse from CHS to review their results, get advice and answers to any questions regarding their Health Risk Assessment. More than 360

out of 412 total Medic employees participated in the Health Risk Assessment and, as a result, received discounted rates on their 2011 medical insurance premiums.

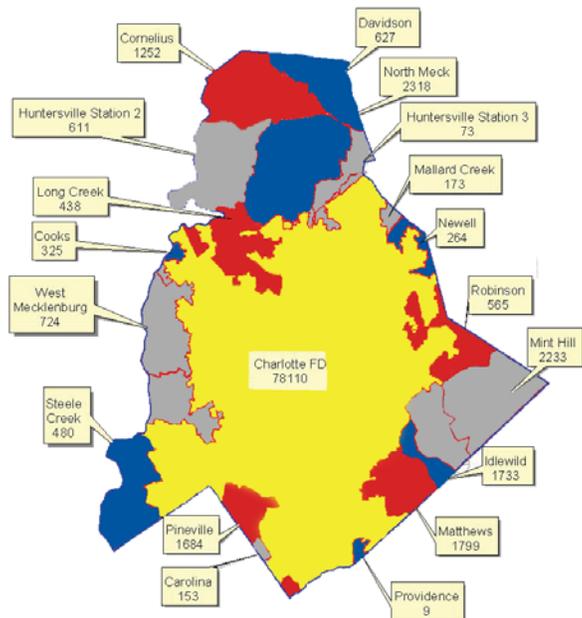
MedConnect

As part of the Health Fair, employees were also introduced to a new inter-agency campaign entitled, "*MedConnect.*" *MedConnect* was created to meet the health and wellness needs of Medic employees. The campaign focuses on the whole health of each employee through three specific taglines, "*Be Healthy,*" "*Live Well,*" and "*Retire Strong.*" *MedConnect* will move forward to engage employees in making informed choices about their health and wellness through participation in the annual Medic Health Fair, as well as through the creation of tailored wellness programs and trainings in FY 2012.





COMMUNICATIONS DISPATCH/FIRST RESPONDERS



The above map shows the number of EMS-related calls Medic dispatched to each of the 19 First Responder areas during FY 2011.

Communications Dispatch

Medic Telecommunicators are the first form of contact with the Agency for our patients. Twenty-four hours a day, seven days a week these dedicated men and women perform, what at times may seem like, an impossible job. Through outstanding training and highly choreographed protocols, Medic Telecommunicators are the steady voice in a storm of chaos and handle every emergency call with clarity and compassion.

FY 2011 was another recordsetting year for Medic's Central Medical Emergency Dispatch (CMED) center. More than 100,000 calls for service were answered this fiscal year, resulting in a eight percent increase in total call volume over the previous fiscal year. CMED also retained its standing as one of only sixteen communication centers in the world to be dually accredited by the National Academies of Emergency Dispatch (NAED) in both EMS and Fire Dispatch.

First Responders

First Responders remain a vital part of Medic's emergency response strategy by assisting Medic with certain elements of patient care, as well as providing necessary assistance when physical rescues are required to reach a given patient. The Agency continues to dispatch all fire related calls in the county outside the city of Charlotte in addition to all medical calls countywide.

This fiscal year brought about several new changes to first responder departments within the county. In July 2010, Gilead Fire and Rescue merged with Huntersville Fire Department in northern Mecklenburg County to form a new coverage area now known as Huntersville Station 2. Huntersville Fire Department also opened a new station in November 2010, known as Huntersville Station 3, to improve coverage and response times.

The Agency also commemorated the closure of both Mallard Creek and Newell Fire Departments by recognizing each department for their service, dedication and strong first responder partnership. At 11:59 pm on June 30th, 2011, Medic's Communication Center dispatched a "final call" to honor both departments for their contributions and positive impact on the Mallard Creek and Newell communities.



THE OMEGA PROTOCOL

Administering patient care for the community is not a one-size-fits-all function. Medic's patient care protocols are designed to provide the best standard of care possible according to the specific needs of each patient.

Medic along with Carolinas HealthCare System (CHS), Presbyterian Healthcare/Novant and Mecklenburg County marked the official launch of a patient driven response protocol called OMEGA in April 2011. The OMEGA protocol gives patients with minor medical problems in Mecklenburg County more options to better meet their specific health care needs.

The program provides a safe, tested health care choice that gives patients presenting specific maladies a choice to either speak with a nurse or continue their request for an ambulance response. OMEGA is patient driven and is only offered to those patients who present minor injuries or illnesses and fall within a specific set of parameters. Medic will never deny a patient an ambulance response; the program is simply designed to give patients within the community the right care, at the right time and at the right place.

Medic utilizes two successful, established nurse help line systems that have been in operation for over a decade and are managed and staffed by both area hospital systems (Presbyterian Healthcare/Novant and Carolinas HealthCare System). If the caller prefers an ambulance response, a Medic unit is dispatched to their location just like any other call.

The Agency has spent the past four years researching OMEGA by collecting and analyzing data to ensure the safe implementation of the program. Medic's Medical Control Board, Quality Management Committee and Agency Board of Directors were instrumental in reviewing and approving the OMEGA research and Medic's recommendations. Each of these oversight boards are comprised of physicians and administrators from both health care providers in Mecklenburg County and the County Manager's office.

OMEGA calls make up only a very small portion of Medic's overall call volume, but this service ensures that valuable Advanced Life Support (ALS) resources remain available to the community for response to truly life threatening situations.

QUARTER 1 OF OMEGA

- April 2011 - June 2011
- 77 calls referred to Nurse Help Lines
- 25 Cases Contacted for a Follow-Up Survey
- Of the 25 individuals contacted:
 - 23 felt the OMEGA program met their health care needs
 - 24 reported following the nurse's advice
 - 25 would accept referrals to a Nurse Line in the future



Presbyterian Hospital



*Carolinas Medical Center with
Levine's Children Hospital*



NON-EMERGENCY TRANSPORT (NET) DIVISION

Every call received for medical transport is of the utmost importance to the men and women of Medic. As part of our commitment to provide excellent patient care and quality service, Medic recognizes the need to deliver the right level of personalized service to specific patients with specific health care needs.

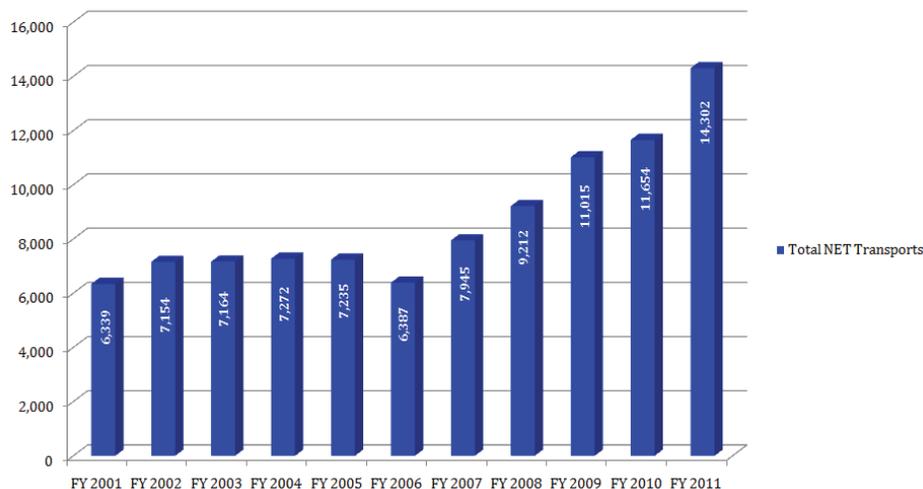
In 2001, Medic designed a specific approach to providing prescheduled, non-emergency transport services for individuals who were considered convalescent. The service was initially aimed at providing transportation to and from a patient's home to area doctors' offices. Today, more than 10 years later, Medic's Non-Emergency Transport (or NET) division not only transports patients from their residences, area doctors' offices and all county hospitals, but also serves as the primary transporting agency for all non-emergency patients throughout Mecklenburg County.

The NET division has experienced exponential growth since the first crew was assigned more than 10 years ago, with 14,302 patients being transported in FY 2011. The largest points of origin for patient pickup in FY 2011 came from our partners, CHS with a total of 6,217 patients and Presbyterian Healthcare/Novant with a total of 5,391 patients. The remaining 2,694 patients came directly from residences or specialty care facilities.

The structure of the NET division includes the Operations Manager of Support Services, a NET Supervisor, 15 Medic crew members and three Telecommunicators who are all tasked daily with the responsibility of providing effective non-emergency transport service. Currently, the division has a total of six Advanced Life Support crews and nine Basic Life Support crews assigned on a staggered staffing basis.

Medic's NET division allows the Agency to sustain its high standard of quality care by providing customized transportation to best serve its non-emergency patients while ensuring that critical care resources and personnel remain available for treating patients in the community with more acute, emergent needs.

NET Division Transport Growth





SPECIAL OPERATIONS

Major incidents can occur at any time and any place. A new Special Operations division has been created by Medic officials to help manage the Agency's special assets which are used in the event of a major disaster or special events.

The Special Operations division has the unique capacity to deliver and sustain excellent prehospital care in a variety of non-traditional settings. This division ensures a constant state of readiness of Medic's specialized assets, as well as customized medical responses for the community at large.

The following entities make up the Special Operations division. Each entity represents an advanced area(s) of speciality according to patient care needs:

Multi-Casualty Response Unit

A 2001 FL70 Freightliner with a 24' Hackney body is utilized to respond to major incidents to provide additional patient care equipment and supplies.

Mass Casualty – Evacuation Transport Buses

Medic has two international FE300 buses to provide transportation of twenty non-ambulatory patients. These vehicles reduce the number of ambulances needed for transport at a multi-casualty event and can also be utilized as collection and treatment centers at mass gathering events.

Kubota 4x4 Utility Vehicles

During mass gathering events where a full size vehicle would not have access Medic deploys two Kubota 4x4 Utility Vehicles. These vehicles are able to transport patients out of an event while providing prehospital medical care.

Bike Team

Twenty Paramedics and EMTs make up the Medic Bike Team which allows rapid response and delivery of prehospital care during mass gathering events.

Civil Emergency Unit (CEU)

Eleven Paramedics are assigned to the Charlotte-Mecklenburg Police Department's CEU team. This team specializes in dealing with civil disturbance incidents. Medic Paramedics provide prehospital care and coordinate transportation of any patients encountered during a deployment.

Special Weapons & Tactics (SWAT)

Eight Paramedics have completed intense training and function as Tactical Medics with Charlotte-Mecklenburg Police Department's SWAT team. These Paramedics have all completed Tactical Combat Casualty Care (TCCC), Tactical Emergency Medical Support and other training specific to casualty rescue and evacuation.

Advanced Local Response Team (ALERT)

Medic Paramedics and EMTs have completed training specific to incidents involving terrorism events and provide the prehospital medical component of this multi-agency task force.



Medic's Evacuation Transport Buses and Multi-Casualty Response Unit are an integral part of the Special Operations division.

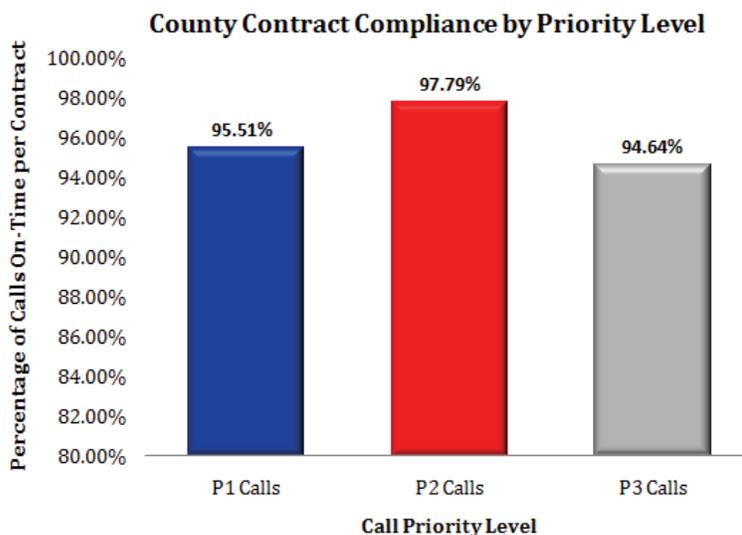


PERFORMANCE MATTERS

Medic is committed to continuous process improvement with the aim of delivering the highest quality prehospital care possible. By understanding the components that have the greatest influence on specific performance targets Medic is able to focus, measure and improve on those areas that will yield the highest impact on patient care.

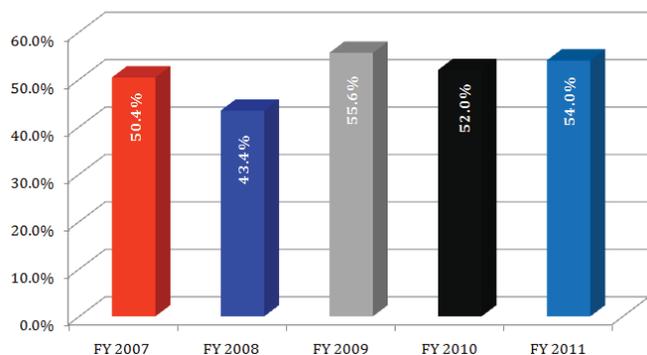
One area of focus for Medic is related to out of hospital Sudden Cardiac Arrest (SCA) patients. Medic boasts one of the highest published success rates in the country for achieving Return of Spontaneous Circulation (ROSC) in SCA patients. This is due in large part to our highly choreographed focused cardiac arrest protocol, which clearly denotes the roles and responsibilities for every first responder and Medic employee on any given cardiac arrest scene. Medic has trained every first responder in Mecklenburg County on this scripted, scientifically designed approach and the results have been outstanding.

In FY 2011, Medic successfully achieved ROSC on 54% of all witnessed SCA patients who were experiencing ventricular fibrillation or ventricular tachycardia. Medic has been equally successful at improving performance in other key areas such as time to intervention for STEMI patients (heart attacks) and on-scene time for priority one (high acuity) trauma patients.



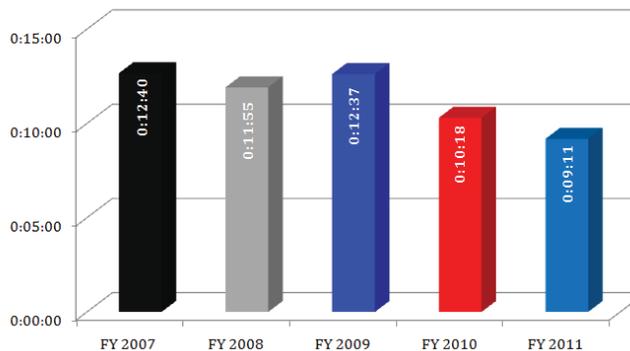
Medic's goal for response time compliance in its contract with Mecklenburg County is >90%.

ROSC/Sudden Cardiac Arrest



Medic's FY 2011 Pillar Goal for ROSC in SCA patients was >46%.

P1 Trauma Scene Times



Medic's FY 2011 Pillar Goal for P1 Trauma Scene Times was <10:00 minutes.



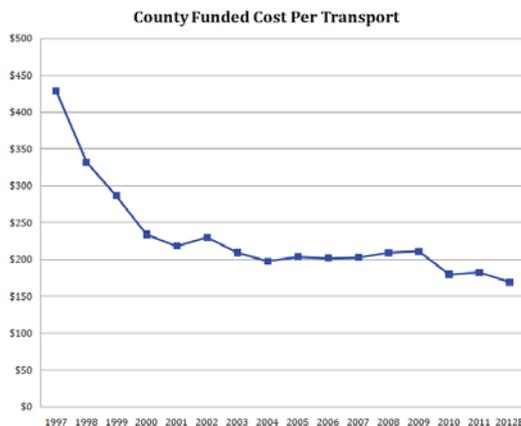
FINANCIAL RESPONSIBILITY

Approximately 31% of Medic's total funding in FY 2011 was provided by Mecklenburg County; the remaining 69% was generated through service fees paid by self-paying customers, Medicare/Medicaid and private insurance.

The Agency operates under the same fiscal guidelines as other county-funded agencies. As part of its contract with Mecklenburg County, Medic must undergo a stringent external audit at the conclusion of every fiscal year, ensuring the Agency remains fiscally solvent.

In addition to delivering excellent service, Medic remains committed to returning outstanding value to the taxpayers of Mecklenburg County. Through careful business management, strategic planning and continuously improved billing processes, Medic has managed to decrease the cost per patient transported while improving overall patient satisfaction.

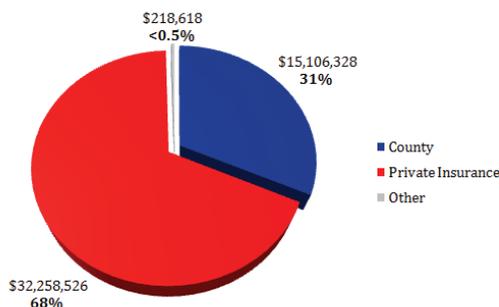
The Agency's value is clearly reflected below, where the cost to operate Medic to county taxpayers is outlined in comparison to the costs associated with operating Charlotte's law enforcement and fire departments.



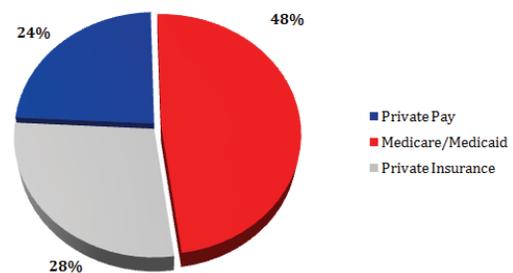
	FY 2011	FY 2010
Current & Other Assets	\$22,149,584	\$21,979,122
Capital Assets	\$5,477,370	\$4,937,767
Total Assets	\$27,626,954	\$26,916,889
Current Liabilities	\$10,117,941	\$13,095,135
Total Liabilities	\$10,117,941	\$13,095,135
Net Assets		
Capital & Other Fixed Assets	\$17,509,013	\$13,821,754
Total Net Assets	\$17,509,013	\$13,821,754

Service	FY 2011 City/ County Funding	Total City/ County Budget	% of Total City/ County Budget	Total Population Served	Per Capita
Fire	\$97,310,598	\$1,659,289,201	5.86%	731,424	\$133.04 (per person)
Police	\$195,312,742	\$1,659,289,201	11.77%	731,424	\$267.03 (per person)
Medic	\$15,106,328	\$1,349,491,014	1.12%	919,628	\$16.43 (per person)

FY 2011 Revenue Source Breakdown



FY 2011 Payer Breakdown





THE LUCKY HEARTS CAMPAIGN



FY 2011 marked the third anniversary of Medic's community engagement program, *The Lucky Hearts Campaign*. Lucky Hearts is a strategic partnership with Mecklenburg Medical Alliance and Endowment (MMAE) which raises awareness for the importance of bystander CPR and the need for public-use AEDs.



Since the campaign's inception, Medic has trained a total of 1,520 people in both CPR and AED awareness and donated 78 AEDs to non-profits across Mecklenburg County. In FY 2011, Lucky Hearts instructors trained 650 people and the program donated a total of 44 AEDs.

During this fiscal year, Lucky Hearts had the opportunity to work closely with both the Mecklenburg County Sheriff's Office (MSCO) and the Charlotte-Mecklenburg Police Department (CMPD). Lucky Hearts donated a total of 28 AEDs to both agencies and will continue to raise funds in FY 2012 to outfit all 110 sheriff patrol vehicles as a direct result of this collaborative effort.

Lucky Hearts will continue to work with community partners and place AEDs throughout the county during the next fiscal year. The program will continue to strive to make an impact on bystander CPR by training more individuals and promoting the importance of early bystander CPR.

Increased awareness through *The Lucky Hearts Campaign* will yield a better understanding as to the importance of CPR in the community, which will ultimately lead to more lives being saved in Mecklenburg County.

FY 2011

Lucky Hearts Trainings

Independence Hill Baptist Church
Hawthorne Lane United Methodist Church
Hospitality House
Children and Family Services
Mecklenburg Community Church
Parkwood Institutional CME Church
Charlotte Rescue Mission
Ronald McDonald House
Little Rock AME Zion Church
CN Jenkins Memorial Presbyterian Church
Jerusalem Holiness Church
Mount Vernon Missionary Baptist Church
Ebenezer Baptist Church
Mecklenburg County Sheriff's Office
Charlotte-Mecklenburg Police Department

COMMUNITY



CAAS ACCREDITATION

Medic underwent an extensive evaluation process as coordinated by the Commission of Accreditation for Ambulance Services (CAAS) in FY 2011. It was determined that the Agency would be reaccredited with CAAS for another three years after receiving a perfect score from the evaluators. Receiving reaccreditation signifies that Medic has once again met the CAAS "gold standard."

CAAS accredited EMS organizations represent what it means to be "driven to a higher standard." Medic is proud to be represented amongst the top-notch and industry-leading EMS agencies from across the country. Agencies who receive the CAAS accreditation not only, "strive to meet new standards in the EMS industry, but continuously excel in ways not yet adopted into standards."



AGENCY BOARD

(Appointed by Mecklenburg Board of County Commissioners)

Paula Vincent, Chair
Presbyterian Healthcare/Novant

Suzanne Freeman, Vice Chair
Carolinas Medical Center

Buck Wiggins, Budget Officer
Carolinas Medical Center

Mark Billings, Clerk
Presbyterian Healthcare/Novant

Harry Weatherly
Mecklenburg County

Dennis Phillips
Carolinas Medical Center

Dr. Thomas Zweng
Presbyterian Healthcare/Novant

FINANCE COMMITTEE

(Appointed by Agency Board)

Carol Hale
Carolinas Medical Center

Dena Diorio
Mecklenburg County

Melissa Masterton
Presbyterian Healthcare/Novant

MANAGEMENT COMMITTEE

(Appointed by Agency Board)

Voting Members

Katie Kaney, Chair
Carolinas Medical Center

Paula Vincent, Vice Chair
Presbyterian Healthcare/Novant

Michelle Lancaster
General Manager, Mecklenburg County

MEDICAL CONTROL BOARD

(Appointed by Agency Board)

Voting Members

Dr. Mike Thomason, Chair
Carolinas Medical Center

Dr. Mike Bosse
Carolinas Medical Center

Dr. Steven Folstad
Presbyterian Healthcare/Novant

Dr. Jonathan Millard
Carolinas Medical Center

Dr. Gary Niess
Presbyterian Healthcare/Novant

Dr. Harry Sibold
Presbyterian Healthcare/Novant

Dr. Doug Swanson
Carolinas Medical Center

Dr. Thomas Zweng
Presbyterian Healthcare/Novant

Non-Voting Members

David Leath
Mint Hill Volunteer Fire Department

Dr. Earl W. Mabry, Public Health Director
Mecklenburg County

Joe Penner
Executive Director, Medic

Katie Kaney
Carolinas Medical Center

Jon Hannan
Fire Chief, City of Charlotte

Dr. Doug Swanson
Medical Director, Medic

Nancy Alexander
Presbyterian Healthcare/Novant

QUALITY MANAGEMENT COMMITTEE

(Appointed by Agency Board)

Voting Members

Dr. Doug Swanson, Chair
Medical Director, Medic

Sandra Bjork
Carolinas Medical Center

Dr. Mike Bosse
Carolinas Medical Center

Dr. Steven Folstad
Presbyterian Healthcare/Novant

Paula Swain
Presbyterian Healthcare/Novant

Dr. Stephen Wallenhaupt
Presbyterian Healthcare/Novant

Non-Voting Members

Dr. Earl W. Mabry, Public Health Director
Mecklenburg County

Josef Penner
Executive Director, Medic

Kevin Staley
Deputy Director, Learning & Development

Barry Bagwell
Deputy Director, Operations

MEDIC LEADERSHIP TEAM

Josef Penner, Executive Director
Dr. Doug Swanson, Medical Director
Barry Bagwell, Deputy Director, Operations
Kevin Staley, Deputy Director, Learning & Development
Jeff Keith, Deputy Director, Administration
Shelly Forward, Finance Manager





FACES OF MEDIC





2011 Annual Report

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THE EMPLOYEES OF MECKLENBURG EMS AGENCY

PROVIDING EXCELLENT PATIENT CARE TO THE COMMUNITY