

May 13, 2025

Durham County Purchasing Division
Attn: Delta Farrington, Senior Procurement Specialist
201 East Main Street, 7th Floor, Room 703
Durham, NC 27701
RE: Proposal for EMS Billing and Collection Services – RFP No. 25-047

Dear Evaluation Committee,

On behalf of EMS Management & Consultants, Inc. (EMS|MC), I am pleased to submit our proposal to continue serving Durham County as your partner for EMS billing and collection services. As your current vendor, we understand that this engagement is not just about managing claims—it's about helping Durham County EMS sustain and grow a high-performing system that serves nearly 340,000 residents and visitors with excellence.

With our headquarters right here in North Carolina and nearly three decades dedicated exclusively to EMS revenue cycle management, EMS|MC is uniquely positioned to meet Durham's evolving needs. Our team brings unmatched state-level insight, robust technology built for EMS, and a deep commitment to customer service, compliance, and continuous improvement. We've supported Durham through pandemic-era disruption, reimbursement uncertainty, and payer shifts—and we're ready to keep moving forward, together.

A Proven Partnership with Durham County

Since 2019, EMS|MC has proudly supported Durham County EMS with full-service billing operations, compliance oversight, daily reconciliation reporting, and a dedicated team embedded in your operations. Over the past five years, we've:

- Seamlessly integrated with ESO Solutions and maintained uninterrupted, bidirectional data exchange.
- Delivered comprehensive daily, monthly, and ad hoc reporting—including loaded mileage trends, payer mix breakdowns, and A/R aging—to inform agency decisions.
- Handled nearly 40,000 annual responses with precision coding and responsive patient service.
- Ensured that Durham's special event billing, and alternate destination initiatives are fully supported within our billing framework.
- Maintained a local billing team, North Carolina-based leadership, and real-time support to ensure quick resolution of issues and alignment with your operational tempo.

Built in North Carolina. Focused on North Carolina.

We don't just know North Carolina—we help lead it. EMS|MC supports more than 90 agencies across the state and plays an active role in shaping policy that affects Durham County directly.



Our advocacy efforts include:

- Monthly engagement with NC DHHS and Tailored Plans to address Medicaid fee schedule discrepancies and ensure EMS agencies are enrolled under NPIs rather than TINs.
- Support of HB 489 and opposition to HB 219 and HB 675 to preserve county authority and reimbursement access.
- Coordination with the NCACC to improve the Medicaid cost settlement structure and statewide fee schedule reform.

Our Chief Client Advocacy Officer and Advocacy Liaison—both former leaders in North Carolina's EMS infrastructure—regularly represent your interests before the legislature, state agencies, and national regulatory bodies. For Durham County, that means you're never without a voice at the table.

Vision, Accountability, and Results

Durham County EMS deserves a partner who sees around corners. Our proprietary EMSight™ platform gives you complete transparency into financial performance, payer trends, and patient-level reconciliation. But we don't just offer visibility—we act on the data to improve collections, reduce denials, and adapt proactively to new regulatory demands. Whether it's maintaining compliance under HIPAA and HITECH, reconciling loaded mileage trends, or identifying alternate payment pathways, our team works as an extension of yours.

As we look ahead, EMS|MC is ready to continue this relationship with the same focus, urgency, and accountability that Durham County EMS delivers every day in the field. Our goal is not simply to maintain services—but to continually elevate them.

We appreciate the opportunity to respond to this RFP and look forward to continuing this important partnership. Please don't hesitate to contact me directly if you have any questions or require additional information.

Sincerely,



George Abatjoglou
Chief Executive Officer
2540 Empire Drive, Suite 100
Winston-Salem, NC 27103
P: 781.710.3602 F: 336.347.9705
george@emsmc.com

As Chief Executive Officer for EMS|MC, I am authorized to make representations on behalf of EMS Management & Consultants, Inc. Our management fee stated in this proposal is all inclusive and is valid for a period of 120 days from the closing deadline. Further, EMS|MC does not have any ethical conflicts that would interfere with a contractual obligation with the County of Durham.





REQUEST FOR PROPOSALS

EMERGENCY MEDICAL SYSTEM BILLING AND COLLECTION SERVICES RFP No. 25-047

ISSUE DATE:
Date: April 13, 2025
ISSUING DEPARTMENT:
**County of Durham Purchasing Division of
Finance, 201 Est Main Street, 7th Floor,
Room 703, Durham, NC 27701**

Sealed Proposals will be received until **2:00 pm**, Eastern Time on **May 13, 2025**. The purpose and intent of the Request for Proposals (RFP) is to solicit proposals from qualified firms to provide Durham County's Emergency Medical System (EMS) Billing and Collection Services

All inquiries concerning the Scope of Services, Proposal Submission Requirements or Procurement Procedures should be directed to:

Senior Procurement Specialist: Delta Farrington
Purchasing Division
Email: purchasinggroup@dconnc.gov
Telephone: 919-560-0054

Sealed proposals shall be mailed and/or hand delivered to the Issuing Department shown above, and the envelope shall bear the name and number of this Request for Proposals (RFP). It is the sole responsibility of the Proposer to ensure that his/her Proposal reaches the Purchasing Division by the designated date and hour indicated above.

In compliance with this Request for Proposals and to all the terms and conditions imposed herein, the undersigned offers and agrees to furnish the goods and services described in accordance with the attached signed proposal.

Firm Name: EMS Management & Consultants, Inc.

Date: May 12, 2025

Address: 2540 Empire Drive, Suite 100
Winston Salem, NC 27103

By: George Abatjoglou

(Name Typed/Printed)

Phone: 336.397.3975

(Signature in Ink)

Attachment A

PROPOSAL FORM
EMERGENCY MEDICAL SYSTEM BILLING AND COLLECTION SERVICES
RFP No. 25-047

In accordance with the attached instructions, terms, conditions, and Scope of Services we submit the following proposal to the County of Durham.

TOTAL PROPOSED COST

\$ 530,000 (3.95% of net collections and \$10 per Medicaid claim)

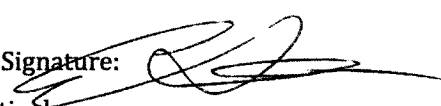
Five Hundred Thirty Thousand Dollars

(Total Proposed Cost in Writing)

The above Total Proposed Cost should be based on being awarded the entire project.

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: May 12, 2025

Authorized Signature: 

George Abatjoglou

Name

CEO

Title

EMS Management & Consultants, Inc.

Firm Name

Attachment C

ADDENDUM ACKNOWLEDGEMENT
EMERGENCY MEDICAL SYSTEM BILLING AND COLLECTION SERVICES
RFP No. 25-047

Receipt of the following Addendum is acknowledged:

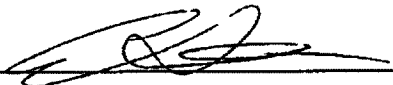
Addendum no. 1 Date April 29, 2025

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Signature:  Date: May 12, 2025

Print Name George Abatjoglou

Title Chief Executive Officer

Name of Firm EMS Management & Consultants, Inc.

Attachment D**NON-COLLUSION AFFIDAVIT**

State of North Carolina
County of Durham

Gorge Abatioglou, being first duly sworn, deposes and says that:

1. He/She is the CEO of EMS Management & Consultants, Inc. the Proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a **collusive** or **sham** Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners agents, representatives, employees or parties of interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm or person to submit a **collusive** or **sham** Proposal in connection with the contract for which the attached Proposal has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price of any other Proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the County of Durham or any person interested in the proposed contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

[Signature]
Signature of Proposer

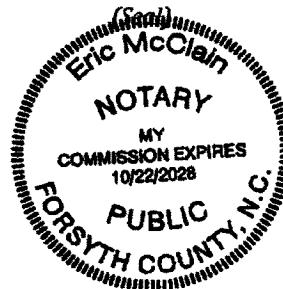
May 12, 2025

Date

Subscribed and sworn before me,
this 12 day of MAY, 2025

[Signature]
Notary Public

Notary Public
My Commission Expires: 10/22/28



Attachment F**AFFIDAVIT OF COMPLIANCE**

STATE OF NORTH CAROLINA
COUNTY OF DURHAM

AFFIDAVIT OF COMPLIANCE
with N.C. E-Verify Statutes

I, George Abatjoglou (hereinafter the "Affiant"), being duly authorized by and on behalf of EMS Management & Consultants, Inc. (hereinafter "Contractor") after first being duly sworn hereby swears or affirms as follows:

1. Contractor understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes; and
2. Contractor understands that an "Employer", as defined in NCGS§64-25(4), is required by law to use E-Verify to verify the work authorization of its employees through E-Verify in accordance with NCGS§64-26(a). The term "Employer" does not include State agencies, counties, municipalities, or other governmental bodies.
3. Contractor is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in the state of North Carolina. (mark Yes or No)
 - a. YES X
 - b. NO
4. Contractor will ensure compliance with E-Verify to the extent applicable and will ensure compliance by any subcontractors subsequently hired by Contractor to perform work under Contractor's contract with Durham County.

This 12 day of May, 2025

[Signature]
 Signature of Affiant

Print or Type Name: George Abatjoglou

State of NC

County of Forsyth

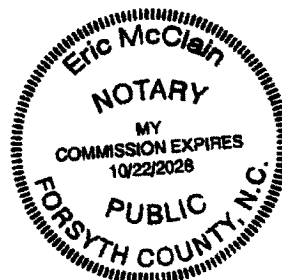
Signed and sworn to (or affirmed) before me, this the 12
 day of MAY, 2025

My Commission Expires:

10/22/28

[Signature]
 Notary Public

(Affix Official/Notarial Seal)





Vendor Application

IT IS CRITICAL TO THE COUNTY THAT YOU COMPLETE ALL DATA - PLEASE PRINT OR TYPE
(A W-9 FORM IS REQUIRED AND MUST BE SUBMITTED WITH THIS FORM)

1. Vendor Name: EMS Management & Consultants, Inc.
- Do you require a 1099? Yes ☐ No ☒
2. Mailing address for payments: 2540 Empire Drive, Suite 300
Winston-Salem, NC 27103
3. Mailing address for purchase orders, proposals and bids: 2540 Empire Drive, Suite 100
Winston-Salem, NC 27103
4. Contact Person George Abatjoglou, CEO Phone #: 336.397.3975
Email: george.abatjoglou@emsmc.com Fax #: 336.347.9705
5. In what City and State is your firm licensed? Winston Salem, NC
If licensed in NC, indicate County (for tax purposes) Forsyth
6. Indicate your firm's organizational type:
Individual ☐ Partnership ☐ Corporation ☒ Governmental Agency ☐ Other _____
7. Is your firm a large business? Yes ☒ No ☐ 8. Is your firm a small business? Yes ☐ No ☒
9. Is your firm 51 percent or more owned and operated by a woman? Yes ☐ No ☒
If yes, with what governmental agencies are you certified? _____
10. Is your firm 51 percent or more minority owned and operated? Yes ☐ No ☒
If yes, with what governmental agencies are you certified? _____
Identify appropriate minority group:
Black American ☐ Native American ☐ Hispanic ☐ Asian/Pacific ☐ Asian Indian ☐
11. Is your firm incorporated? Yes ☒ No ☐
12. Is your firm a not-for-profit business? Yes ☐ No ☒
13. Is your firm identified as a disabled business? Yes ☐ No ☒
14. Give a brief description of goods or services your firm provides:
EMS|MC provide full revenue cycle management, consulting, and advocacy
services for EMS agencies.

Signature: George Abatjoglou Digitally signed by George Abatjoglou
Date: 2025.05.13 07:29:21 -0400

Title: Chief Executive Officer

Print name: George Abatjoglou

Date: May 12, 2025

If you have any questions concerning this form, call Durham County Purchasing Division - (919) 560-0051.

FOR DEPARTMENT COMPLETION (Prior to Vendor Distribution)

Email to:

or

Fax to:

Department Contact Email

Department Contact Fax No.

Form W-9
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the
requester. Do not
send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) EMS Management & Consultants Inc.	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions)	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) 5 Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)	
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions. <input type="checkbox"/>	
	5 Address (number, street, and apt. or suite no.). See instructions. 2540 Empire Drive Suite 300	
	6 City, state, and ZIP code Winston Salem NC 27103	
7 List account number(s) here (optional)		
Requester's name and address (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
			-						
or									
Employer identification number									
5	6		-	1	9	6	9	4	9

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person	Date
		5/1/24

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

Tab 2 – Executive Summary

Executive Summary

EMS Management & Consultants (EMS|MC) has proudly supported Durham County EMS since 2019, serving as a deeply embedded extension of your team. We understand the unique demands of Durham County EMS—an agency nationally recognized for its innovation, operational excellence, and community-centered approach. As your current partner, EMS|MC already executes the specified scope of work as presented in the RFP along with all of the services that EMS|MC provides as a partner in the industry and not just a vendor.

EMS|MC is proud to support those values with a model grounded in local insight, accountable performance, and compliance-first execution. Over that time, we've processed more than 180,000 trips, delivering over \$58.7 million in net collections and helping Durham navigate complex billing challenges, payer dynamics, and compliance expectations.

As a North Carolina-based company with a statewide presence, we bring local insight, policy leadership, and a commitment to accountability that aligns with Durham's values and operational pace.

Data-Driven, Durham-Centric Performance

Durham County EMS operates one of the most progressive EMS systems in the Southeast, and your needs require a partner who goes beyond basic billing. EMS|MC delivers:

- A tailored platform that supports TNT billing reconciliation, Community Paramedicine, Special Event billing, and facility invoicing.
- Continuous insight into payer behavior and denial trends, with Durham-specific root cause tracking (83% of denials tied to non-coverage or COB misroutes, largely related to Alliance).
- Mature Cash Per Trip (CPT) of \$353.36 and a overall FY24 net collection rate of 66.3% and a 81.7% net collection rate, adjusted for the uninsured.
- Strategic support for the Alliance Tailored Plan, where delays in provider enrollment suppressed over \$2.0 million in revenue. Our team, led by state Medicaid experts, is actively working toward resolution.

Addressing Pain Points with Transparency

We believe challenges should be surfaced and solved, not sidestepped. In our partnership with Durham, we've tackled and continue to work on:



- **Special Event Billing:** After identifying more than \$20,000 in unresolved invoices in 2023, we developed a revised workflow to ensure full tracking and resolution of event-based claims.
- **Custom bank reconciliation:** EMS|MC put custom AR processes in place for the County to ensure reconciliation that fits the specific needs of the County.
- **Jail/Prison Billing:** Corrected bad address errors and improved communication with Facility representatives, ensuring low-volume, high-friction billing is handled efficiently.
- **TNT Process Refinement:** Collaborated with Durham to overhaul internal processes, introduce EKG-only exclusion logic, and scrub over 1,700 TNTs to reduce compliance risk and system clutter.
- **Refund Processing:** Worked closely with Durham leadership to identify recoupment bottlenecks and improve turnaround times, including developing a custom pending refund report and prioritizing high-risk cases.
- **Customer Service Escalations:** Increased staffing capacity by 25% to reduce hold times and responded to issues around messaging quality and patient billing confusion—including a CMS-backed explanation of balance billing exclusions.

Advocating for North Carolina

Kim Stanley, our Chief Client Advocacy Officer, and Regina Crawford, Director of Governmental Affairs, are respected leaders in EMS regulatory affairs, routinely advising clients and collaborating with federal and state officials on matters impacting EMS reimbursement, including Medicare, Medicaid, and the N.C. Debt Setoff Program. Their work ensures Durham County is represented in the conversations that shape the future of EMS funding and compliance in North Carolina and beyond.

North Carolina Medicaid Initiatives

- **Actively engaged in monthly NC Medicaid Stakeholder meetings** to raise key concerns directly with NC DHHS leadership.
- **Collaborating with Prepaid Health Plans (PHPs)** to address payment discrepancies where ambulance services are not reimbursed according to the Public Ambulance Fee Schedule (PAP).
- **Partnering with Tailored Plans** to ensure EMS agency enrollment is based on National Provider Identifiers (NPIs) rather than Tax Identification Numbers, helping to resolve payment co-mingling issues among county providers.
- **Working alongside the North Carolina Association of County Commissioners (NCACC)** to review and recommend updates to the NC Medicaid Cost Settlement structure.



- Conducting a statewide survey to support non-emergency transportation brokers in identifying county franchise requirements, ensuring only licensed and franchised providers are utilized.
- Supporting efforts with NC DHHS and private ambulance providers to review and revise the statewide fee schedule to promote financial sustainability for private EMS agencies.

North Carolina Legislative Efforts

- Advocated for the introduction of HB 489 – Insurance Coverage of Emergency Ambulance Transportation, aimed at increasing commercial reimbursement and prohibiting balance billing for emergency services.
- Opposed HB 219 – Counties/Franchise Ambulance Services, which would undermine local control by limiting a county's authority to regulate the number of non-emergency ambulance providers.
- Opposed HB 675 – EMT Personnel Credentialing Modifications, which would mandate all EMS professionals in North Carolina to obtain and maintain National Registry credentials.

No other billing partner knows Durham County EMS like EMS|MC. Our insights go beyond claims—we support strategic rate planning, mitigate payer challenges, optimize policy impact, and ensure every dollar is pursued compliantly and effectively. Including an audit completed by PWW|AG, this partnership is rooted in trust, transparency, and shared mission.

Durham County EMS's long-standing leadership in emergency medical care deserves a billing partner that not only understands its mission but shares it. EMS|MC stands ready to continue this partnership with an unmatched commitment to service, compliance, and innovation.

As we look to the future, EMS|MC remains committed to strengthening our partnership with Durham County EMS—delivering exceptional service while supporting your mission to protect and serve the community. We don't just send claims. We serve as an extension of your team, helping you do what matters most: answering the call.

A Trusted Partner Moving Forward

Durham deserves a billing partner who brings institutional knowledge, strategic foresight, and the operational rigor to support your next chapter. From managing day-to-day workflows to proactively mitigating compliance, financial forecasting, and public perception risks, EMS|MC is deeply invested in Durham's success.

We don't just manage claims—we help protect your mission, your revenue, and your reputation.



Tab 3 – Corporate Overview

Company Name: EMS Management & Consultants, Inc. (EMS|MC)

Corporate Address: 2540 Empire Drive, Suite 100, Winston-Salem, NC 27103

Phone: (336) 701-0981

Fax: (336) 347-9705

Website: www.emsmc.com

Primary Proposal Contact:

George Abatjoglou, Chief Executive Officer

Email: george.abatjoglou@emsmc.com

Phone: (336) 701-0981

Kim Stanley, Chief Client Advocacy Officer

Email: kim.stanley@emsmc.com

Phone: (336) 416-7216

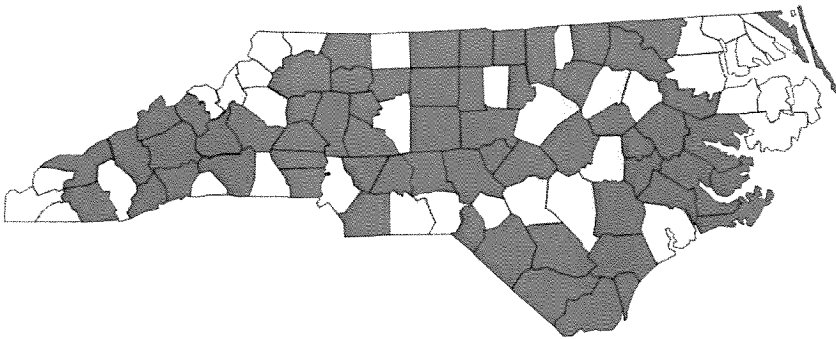
Company History & Mission

Founded in 1996 and headquartered in Winston-Salem, North Carolina, EMS Management & Consultants, Inc. (EMS|MC) is a privately held company specializing exclusively in EMS revenue cycle management. With nearly 30 years of experience serving ambulance providers nationwide, we have built a reputation on transparency, compliance, technology innovation, and exceptional client service.

Today, EMS|MC supports 94 EMS agencies in North Carolina—managing over 5.5 million national EMS transports annually. Our mission is to help EMS agencies thrive by improving collections, reducing administrative burden, and ensuring compliance in an increasingly complex reimbursement environment.

EMS|MC & North Carolina

EMS|MC is positioned to successfully continue our partnership with Durham. Currently partnering with 94 NC agencies and billing nearly 900,000 transports annually in just North Carolina, EMS|MC has proven expertise with the NC Debt Setoff Program, NC Medicaid Reform & NCTracks, & Palmetto MAC.



EMS|MC actively engages in industry events and advocacy efforts across North Carolina, as partners with the NC Association of EMS Administrators, the NC Office of EMS, the NC Association of County Commissioners, the NC Government Finance Officers Association, and others to ensure that our clients have a “seat at the table” for EMS legislative representation.

Memberships

EMS|MC understands how critical it is to have someone in your corner rallying for the rights of the EMS community, and that’s why we have put together a team of advocacy and legislative members. In addition to our association membership list, EMS|MC is representing you by being heavily involved in the following organizations:



- Commission of Accreditation of Ambulance Services (CAAS) – EMS|MC has a sitting adjunct Board Member (Regina Crawford) on the CAAS panel to make recommendations and provide immediate feedback to our clients regarding proposed & final rule changes.
- National EMS Advisory Council (NEMSAC) – EMS|MC tracks activities and initiatives of the NEMSAC. EMSMC recently met with a Council member to review the new standards for Community Paramedicine and provide feedback proactively based on the valid data points that would be required by the payers.
- NC Joint Legislative Oversight Committee – EMS|MC stays informed of the activities on the oversight committee on Medicaid and NC Health Choice to arm clients and EMS agencies with the tools needed to maximize reimbursement.
- NC Association of EMS Administrators – An affiliate member since EMS|MC's 1996 inception, a primary sponsorship of bi-annual conferences and golf tournaments, actively holds a role on the Reimbursement Committee to include representation of association at legislative events and communicating to the membership of important changes related to reimbursement.
- NC Office of Emergency Medical Services – EMS|MC has a long-standing partnership with the staff of NCOEMS, providing consultative services regarding reimbursement related impacts to regulatory changes.

Business Structure and Capabilities

EMS|MC employs a staff of more than 750 professionals dedicated entirely to EMS billing, compliance, and client support. Our services include:

- Full-spectrum EMS billing and collections
- Accounts receivable management and denial resolution
- ePCR data import and QA/QI review
- Patient support via our 12/7 U.S.-based call center
- Compliance auditing and HIPAA/HITECH support
- Real-time analytics via EMSight™, our proprietary BI platform
- Medicaid Cost Reporting, DSO coordination, and Special Event billing

Our technology platform integrates directly with ESO Solutions—the current ePCR provider for Durham County EMS—and includes daily data reconciliation and hospital data feeds. Our infrastructure is hosted in secure, redundant data centers, and our processes are certified under SOC 1 and SOC 2 Type 2 audits.

Summary

As Durham County's current billing partner, EMS|MC brings unmatched institutional knowledge, a proven record of success, and an unwavering commitment to the EMS mission. We are proud to serve Durham County—and we're ready to continue elevating your billing performance, operational visibility, and financial sustainability in FY26 and beyond.





7676 Forsyth Blvd
Suite 2100
St. Louis, MO 63105

T: 314.290.3300
E: info@rubinbrown.com
www.RubinBrown.com

CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS CONSULTANTS

Independent Auditors' Report

Board of Directors
BV EMS Intermediate, Inc.
Winston-Salem, North Carolina

Report On The Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of BV EMS Intermediate, Inc. and subsidiaries (collectively, the Company), which comprise the consolidated balance sheet as of December 31, 2023, and the related consolidated statements of operations, comprehensive loss, stockholder's equity and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of BV EMS Intermediate, Inc. and subsidiaries as of December 31, 2023, and the results of their operations and their cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Basis For Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities For The Audit Of The Consolidated Financial Statements section of our report. We are required to be independent of BV EMS Intermediate, Inc. with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities Of Management For The Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about BV EMS Intermediate, Inc. and subsidiaries' ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Board of Directors
BV EMS Intermediate, Inc.

Auditors' Responsibilities For The Audit Of The Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in the United States of America will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with auditing standards generally accepted in the United States of America, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of BV EMS Intermediate, Inc. and subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about BV EMS Intermediate, Inc. and subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

RubinBrown LLP

April 29, 2024

Tab 4 - Approach

EMS|MC will continue to meet & exceed the needs of the County of Durham. EMS|MC offers a customized "best practice" approach to each client at an all-inclusive rate. Our emphasis on technology & applications, based on client needs, helps us deliver the highest quality of service and performance so that your team can compassionately provide critical medical care to your community.

Scope of Work	EMS MC Complies
1. Provide exemplary customer service to the patients of the Durham County EMS System.	Yes
2. Ensure compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Health Information Technology for Economic and Clinical Health (HITECH) Act, the Red Flag Rules set by the Federal Trade Commission under the Fair and Accurate Credit Transactions Act of 2003, and other relevant state and federal laws and regulations. Additionally, execute a HIPAA Business Associate Agreement in the form prescribed by the County.	Yes
3. Offer adequate support and capacity to assist with credentialing and Medicare/Medicaid revalidation.	Yes
4. Maintain an internal Compliance Program that meets all Office of Inspector General (OIG) and other applicable federal program requirements.	Yes
5. Assign a dedicated representative to Durham County for continuous communication and support.	Yes
6. Invoice patients and/or responsible third parties for the ambulance services rendered to the County.	Yes
7. Provide Durham County EMS and/or the Durham County Finance Department with daily and monthly reports, including financial, billing, receivables, collections, and any ad hoc reports deemed necessary by the County. a. Current Month Collections & Fiscal Year-to-Date (YTD) summary and detail b. Current Month Billings & Fiscal YTD summary and detail c. Accounts Receivables Summary (including Prior Month Balance, Billings, Collections, Adjustments, and Ending Balance) d. Aged Receivable Report Summary & Detail e. Other reports as needed, including ad hoc reports.	Yes
8. Conduct follow-up to obtain necessary insurance information for processing invoices and provide Electronic Claims Processing for Medicare, Medicaid, and any private or commercial insurance that accepts electronic claims.	Yes
9. Ensure uninterrupted access to the ESO EHR system for the duration of this contract, including payment of all associated fees to ESO Solutions, Inc for	Yes



ESO EHR system, ESO HDE Connection to the hospitals, ESO Snowflake reader, and ESO / Julota interface.	
10. Provide necessary interfaces for data exchanges with hospitals using the EPIC healthcare management system (e.g., Duke Health System, UNC Health Care, and Wake Medical Hospital).	Yes
11. Review and accurately code each EHR.	Yes
12. Be responsible for invoicing, collection, insurance filings, record maintenance, and reporting.	Yes
13. Ensure invoices include the following details: a. Durham County Logo b. Account number c. Invoice date d. Patient's name e. Responsible person's name (if different from patient) f. Complete address g. Date of transport h. Call center hours of operation i. Transport cost (including breakdown if necessary) j. Transport origin and destination, including ZIP code k. Payment methods l. Insurance coverage and instructions (if applicable) m. Durham County EMS Privacy policy	Yes
14. Provide customers with online and phone access to billing information, including payments. Provide toll-free or local Durham telephone access and ensure customers can contact billing and collections staff for at least 12 hours per day. Maintain records of all customer interactions by account.	Yes
15. Ensure all invoicing and reporting systems are automated and updated in real-time.	Yes
16. Mail invoices (with return envelope) to patients/debtors within 10 days of receiving transport information from Durham County, provided a valid patient address is available.	Yes
17. When a valid address exists, send a second notice within 45 days of the first mailing, a third notice within 45 days of the second notice, and a fourth (final) notice within 45 days of the third notice. If new information is received, continue the notification process with additional notices.	Yes
18. Accounts will be sent to the collection agency contracted with Durham County within 45 days of mailing the final notice if no payment or new information is received.	Yes
19. Accounts sent to the collection agency must be electronically transferred in a mutually agreed-upon file format.	Yes
20. Offer the option to purchase older Durham County debt.	Yes
21. Manage uncollected accounts through the NC Debt Setoff Program.	Yes

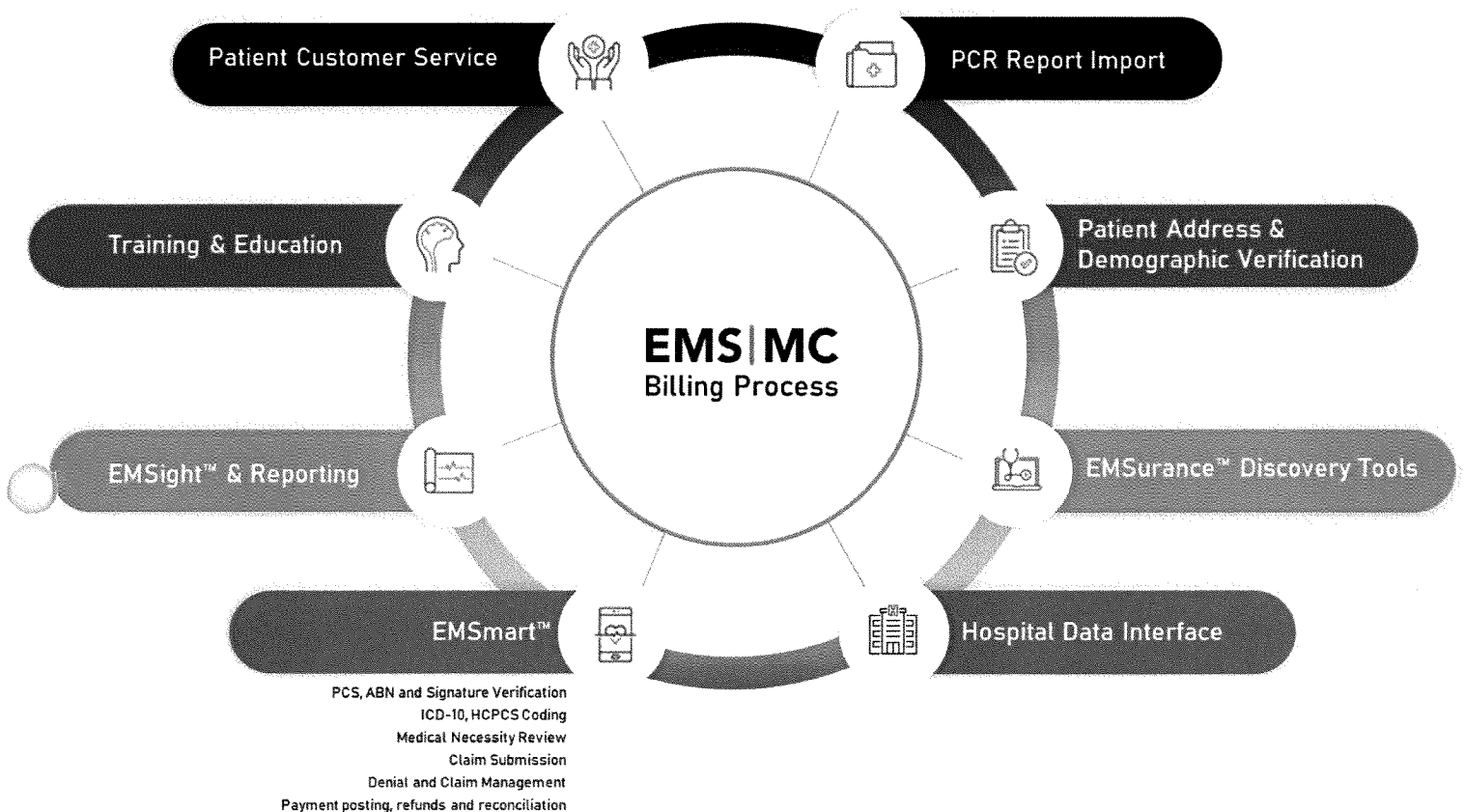


22. Deposit funds received daily into a County-designated bank account or lockbox, with the County holding sole signature authority.	Yes
23. Negotiate and arrange modified payment schedules for individuals unable to pay in full, following the County's established policy guidelines. Monthly statements should be sent to those making installment payments.	Yes
24. Maintain all documentation, records, and patient information securely, available for inspection and audit by Durham County or its agents upon proper notification.	Yes
25. Provide all necessary materials and personnel to fulfill the terms of this agreement.	Yes
26. Submit bi-weekly refund requests to the County, including detailed information related to refunds, overpayments, or other billing and collection adjustments.	Yes
27. Allow for an external audit of Durham County's accounts each year by the County's chosen accounting agency, at no cost to the County.	Yes
28. Establish and monitor internal performance metrics, ensure compliance, and report quarterly on revenue statuses. Provide electronic access for regular administrative reviews.	Yes
29. Provide Durham County with annual revenue projections.	Yes
30. Effectively manage special billing situations for Durham County, including but not limited to: a. On-Duty Public Safety Transport b. Emergency Triage, Treat, and Transport (ET3) Model (CMS Innovation Grant) c. Organ Transport d. Community Paramedicine Services e. Physician Services Billing f. Ad-hoc Billing g. Special Event Billing	Yes
31. Provide access to third-party data systems selected by the County.	Yes
32. Facilitate the conversion of data from legacy systems to the selected solution in collaboration with designated County staff.	Yes
33. Ensure proper archival of County data within the system.	Yes



How We Bill

EMS|MC knows billing. We have developed a multi-step claims management process with a focus on automation that minimizes human “touch points” & increases approved claims. We have teams in every category of the billing process, providing diligence around persistent follow-up, ensuring separation of operations.



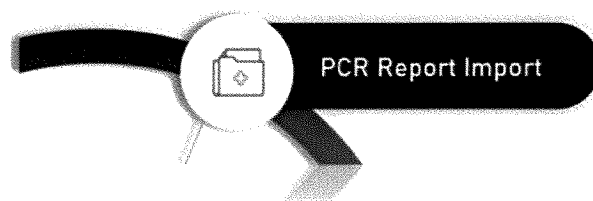
The above EMS|MC graphic depicts a condensed breakdown of our process. The following pages will provide detail on each step - *PCR Report Import, Patient Address & Demographic Verification, EMSurance Discovery Tools, Hospital Data Interface, EMSmart, EMSight & Reporting, Training & Education, and Patient Customer Service* - ensuring compliant & successful billing for the County of Durham.



EMS|MC

PCR Report Import

The claims coding & billing process for all payors begins with the import of PCRs. The patient narrative is a critical element in determining coding decisions & is imported into the EMS|MC billing system where a billing specialist will review & make coding decisions based on the information contained in the PCR.



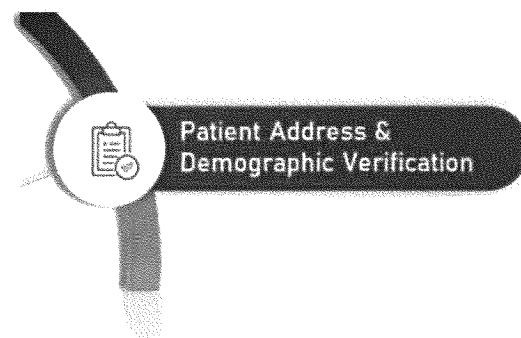
ePCR Partnerships

EMS|MC's established ePCR vendor partnerships utilize automation designed to provide minimal manual intervention by both clients & the EMS|MC team – thus reducing the opportunities for human error & denied claims. The County of Durham is guaranteed efficient & accountable imports of the electronic Patient Care Records (PCR), & EMS|MC will provide an Import Confirmation Report (ICR).

EMS|MC & the ePCR Partnerships ensure reconciliation for the County of Durham. EMS|MC's data management team has a proven track record of success for each of our clients, ensuring that our data transmission process is consistent and stable.

Patient Address & Demographic Verification

Once imported, our certified coders then review the entire patient record, and educated decisions are made regarding the appropriate ICD-10 code to apply, based on knowledge of regulations & payor-specific guidelines. At EMS|MC, we maintain that it is in the best interest of our clients that our team carefully reviews each claim, never relying solely on technology to make key coding decisions.



Upon completion, all claims are processed through our automated quality check. This audit process uses logic to identify potential errors that could lead to denials/rejections, correcting them accordingly before the claim is submitted to the appropriate payor. EMS|MC's management of call reports that lack sufficient information begins during the initial billing process. EMS|MC staff reviews each portion of the transport, including all attachments & narratives, to determine whether any information required for billing is missing. Below is a list of the most common missing information on call reports:

Most Common Missing Information on Call Reports

- Missing Pick-up/Drop-off Location & Missing Patient Demographic Information
- EKG Interpretations
- Non-covered transports with a destination of scene
- Unspecified Chief Complaint/Condition for Transport
- Poorly Documented or Unclear Medical Necessity
- Missing or Non-Compliant PCS Form/Signature Authorization Forms



If the report is found to have insufficient information, the transport is placed on a dedicated schedule called the "ACR Return to Provider."

Trips on this schedule are made available for the County of Durham's immediate & actionable feedback, via the EMSight™ business intelligence web portal. The ACR Return to Provider (ACR-RTP) process allows the County of Durham to provide the missing information needed to initiate the billing process & allows EMS|MC to track & monitor the status of transports that have been returned.

EMS|MC provides the County of Durham with a daily e-mail developed to alert you of any transport that has been placed on the ACR-RTP schedule the day before. This simple, yet effective, method of alerting you about specific transport issues allows you to quickly resolve the issues, keeping these transports moving through the billing process.

EMS|MC understands obtaining a valid signature at the time of service is not always possible. If signatures are not acquired at the time of service, EMS|MC offers EMSign, a signature wizard, whereby authorized parties can submit a digital signature online.

This feature helps keep transports off the ACR-RTP & moving through the EMS|MC billing process. We utilize mailed letters to obtain missing signatures, providing various opportunity for the missing information to be obtained.

Upon receiving the requested information, and in compliance with insurance program, our interactive feedback loop ensures that every billable transport is processed and sent to the appropriate payor.

Once the claim has passed through the patient verification, insurance eligibility, and/or the ACR-RTP billing schedules, EMS|MC processes the claim within 48 hours of receipt. This is done only after the run report is imported, confirmed, reviewed for completeness, data entry is completed, & quality assurance performed. Many companies focus on how quickly they can get a claim submitted; however, experience has taught us that by spending extra time on the front end, we can greatly increase the success rate in getting the claim paid in the first submission.

Our billing system is schedule-driven to ensure accountability for each claim & prevent loss. Schedules are a vital part of the County of Durham's setup & software configuration process & dictate the internal workflow & follow-up activity required on each claim at very specific time intervals. Claims that are ready to be billed are placed on a schedule according to primary payor. As an example, a Medicare claim typically pays in 14-17 days. If we do not receive payment in 21 days, a follow-up process begins as follows:

- Our schedule-driven system will flag this claim if a payment is not received within the expected time period
- The billing system generates a daily workflow schedule of claims that are not paid or denied, according to the designated initial schedule
- Follow up calls & claim status research will begin immediately

We utilize electronic claim submission in every case possible. Medicare, Medicaid & most commercial insurance carriers accept electronic claims. The faster claims are batched & submitted to payors, the faster they will be paid to the provider.



The result is maximized cash flow and accuracy in claims. EMS|MC maintains a high clean claim percentage by ensuring every claim is verified using a proprietary automated quality validation system. This validation system uses complex logic that can identify many potential errors that could lead to claim rejections or denials, allowing EMS|MC to make corrections &/or conduct follow-ups where applicable.

EMSurance Discovery Tools

EMS|MC understands the County of Durham's medics may not always be able to obtain insurance information at the time of service. Appropriately, we have chosen to invest heavily in insurance discovery. EMSurance, our proprietary insurance discovery tool, paired with our soft collections approach, allows EMS|MC to increase compliant collections for our partners. EMSurance automation successfully collects patient information by aggregating multiple channels into one process & does significantly well at moving patients out of self-pay accounts & into one of the insurance categories.

The County of Durham is provided with an outbound Customer Success Executive for insurance discovery. Should our databases prove unable to locate missing or incomplete information, EMS|MC will take appropriate next steps. Provided there is a valid phone number, our Customer Success team reaches out to the patient to further attempt to collect insurance information. Experience has taught us the timing of outbound calls, coupled with asking questions about insurance & address information, delivers faster results & a higher possibility of collection on claims.

Most callers are unaware of their coordination of benefits - EMS|MC Customer Success representatives always do their due diligence to obtain as much information as possible from the caller to ensure the correct insurance is being filed along with the correct patient's name &/or subscriber information. Every touch made on an account is documented through automation, producing a trail for our team to follow.

In addition, we document patient notes to include the conversation & concluding next steps of the inquiry. This history creates a unified understanding amid team members working together toward each patient's account resolution. The history of a trip tells our team the following:

History of a Trip

- When the trip was imported into EMSmart
- When a claim was filed - which can be used to prove timely filing
- When information was provided by the patient -may indicate a patient submitted information late
- When a payor or schedule was changed, what they were changed to & by who
- When & how a claim was sent out
- Credits & denials posted
- When an invoice has been sent out
- When an account has been mass moved to collections

EMS|MC utilizes several resources/eligibility databases to find missing & incomplete insurance information. EMSurance, one of our innovative billing technologies, provides an automated process to collect patient information by aggregating multiple channels into one process.



Internal Search Engine – EMS|MC runs all new patients across our existing patient & client database to see if the patient is already in the system

- Hospital Data Connections
- Outgoing Telephone Calls – If necessary, our staff will place outgoing courtesy calls to the patient for the purposes of obtaining insurance information
- Request for Insurance Statement – EMS|MC mails a “Request for Insurance Statement” to the responsible party. Patient addresses are verified against the National Change of Address (NCOA) database to obtain current address information & reduce returned mail

Denied or Returned Claims

Denied or returned claims requesting additional information are assigned “reason codes” to track trends on specific payors & to provide internal auditing. As a result, we can easily provide analytical feedback to our staff & the County of Durham on field documentation &/or payor-specific approval requirements. Denial reports are routinely reviewed by the billing Operations Manager for payor/denial trends & potential coding issues.

If a claim is denied or rejected, EMS|MC has an appeal process in place for each claim to be reviewed by a Revenue Cycle Specialist to determine the root cause for denial or rejection, correct the claim, if possible, & then resubmit to the appropriate payor. EMS|MC stands behind our coding decisions, & if necessary, will defend them all the way up to the ALJ level. This EMS|MC process has proven to increase revenue. Exhaustive measures are taken to ensure monies are not left uncollected & unnecessarily written off to bad debt.

Account follow-up is conducted for all denied claims, or those claims with an open balance status beyond the normal time frame in which insurers are required to process claims. Our billing system automatically flags these accounts based on the specific payor & age of the account so timely account research may be conducted.

Once a claim is researched & is fully determined to be non-covered, an invoice is submitted directly to the patient in accordance with the County of Durham’s collections specifications/procedures. The patient will also receive a denial letter with an explanation of benefits directly from their insurance carrier.

EMSmart™

EMSmart™ is EMS|MC’s proprietary intelligent billing/workflow platform. It is a rules-based processing engine that allows EMS|MC to analyze multiple ePCR data points to aid in the determination of claim level of service & priority. EMSmart™ brings the best of human judgement & automation together to ensure the highest clean-claim rate & cash-per-trip results in the industry. Once a claim is imported into EMSmart™, a rules-based engine completes automated assessment of the claim & then a Billing Specialist reviews 100% of imported claims to accuracy. After the review, the claim then moves to the appropriate workflow. From there, Billing Specialists update patient demographic information & insurance as necessary, coding suggestions are reviewed, & then all trips are reviewed for signatures. EMSmart™ is the backbone of our billing process. During the EMStart onboarding process we create a client specification document that is based on your responses to our detailed questionnaire, and then we input your rules into our pre-processor.



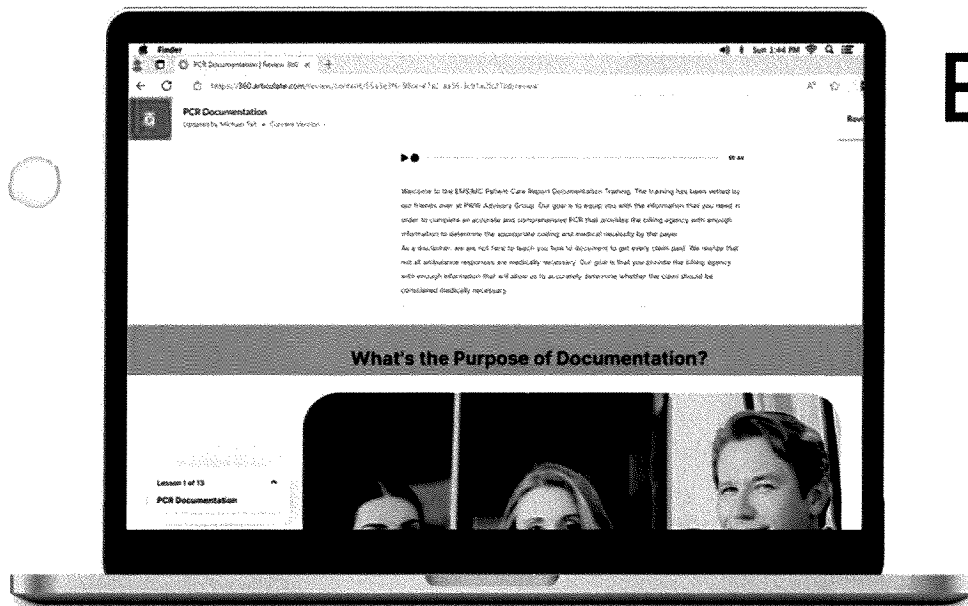
Training - EMScholar™ - EMS|MC's Online Documentation Platform

Training & Education



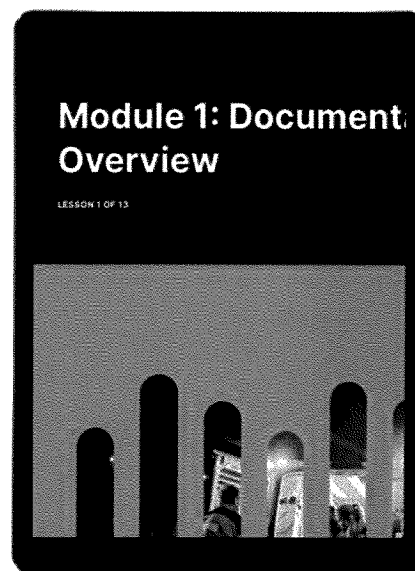
EMStart anticipates your agency & training needs of your staff and crew. While our team proactively addresses technical matters, we focus heavily on training & education during the EMStart deployment process and throughout our partnership. In-depth training will be provided on all of our interactive applications, EMSight™, & our secure FTP. This training comes at no additional cost to the County of Durham.

EMScholar™ powered by VAIRKKO is an interactive education portal that provides up-to-date content vetted by industry experts at PWW|AG. EMScholar™ offers onsite & online training with 24/7 mobile app access to courses anywhere an Internet connection is available. Our micro-learning courses are taught by knowledgeable instructors who average 20 years of experience &/or education. Once our six-module course is completed, a certificate of completion is provided. Below are some screenshots taken from the training courses.



EMScholar™

powered by VAIRKKO



Chief Compliance Officer, Ryan Stark, & our Learning & Development team annually audit & update EMS|MC's PCR documentation course. Ryan and his team provide additional compliance training & updates on an as-needed basis, as new compliance regulations are put into place. EMS|MC's Customer Success Department is solely tasked with building long-term partnerships with our clients through dedicated account management processes. The Customer Success Executive and/or our Training Team will provide onsite training during the deployment phase of our partnership & at increments deemed necessary by The County of Durham.



Patient Customer Service



Patient Customer Service

The County of Durham is provided a dedicated toll-free patient customer service telephone line. We inform patients of any delays, both expected & unexpected, that may arise during our efforts to provide the best possible level of service.

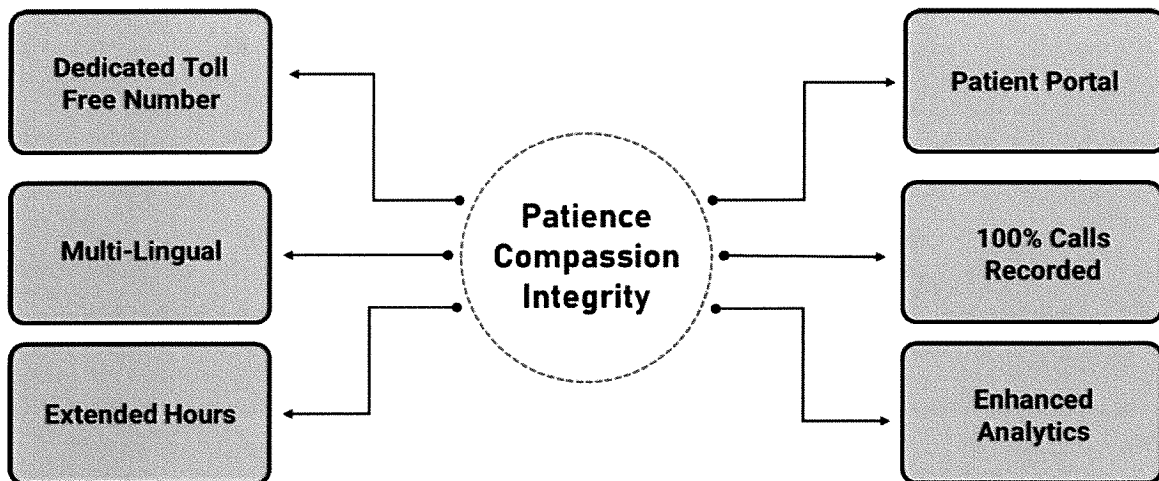
Some EMS billing vendors measure performance of their patient service representatives by the length of the call; however, at EMS|MC we encourage our patient representatives to be intuitive in their approach & thorough in their resolve, ending the call only when the patient is fully satisfied. Each member of our Customer Success team has received rigorous training on patient management, in all aspects of troubleshooting concerns & EMS billing practices.

A client specifications document will be created during the EMStart onboarding process. This living document focuses on business specific information providing all EMS|MC departments with the guidance needed for the successful management of a the County of Durham's account. These documentation practices play an integral role in the success of our Customer Success team as they contain specific information about how to handle certain questions from patients regarding payment plans, hardship policies & discounts – all according to the County of Durham policies and protocols.

Dual monitors are at every workstation, so our representatives have easy access to all the information necessary to produce hassle-free resolution for any given inquiry. The client specifications for the County of Durham lead account resolution by providing details about special processes including but not limited to:

At the heart of EMS|MC is why we do what we do – create opportunity for our client partners by providing them with the gold standard in EMS billing so they may acquire the resources necessary to deliver lifesaving care. Infused into our operations is a level of accountability meant to exceed expectations & deliver over-the-top support that maximizes reimbursement by providing the entire solution.

Our mission is to lead the industry by delivering unrivaled customer service. All Patient &



Client Communication are handled in the continental United States.

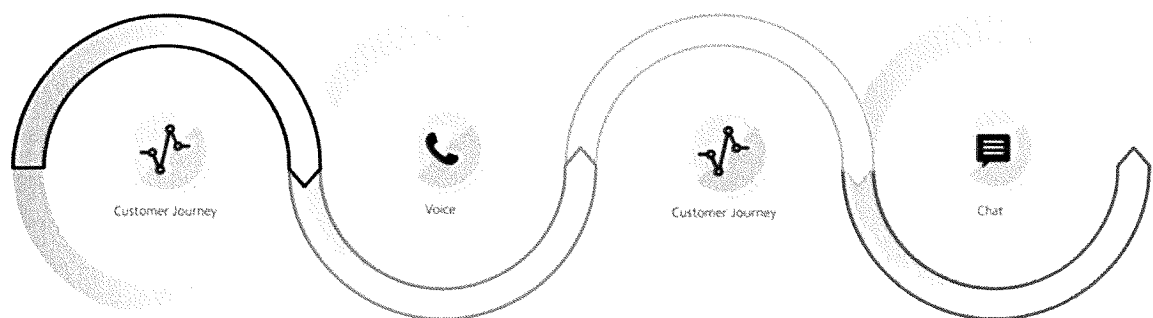


All inbound and outbound calls are recorded and can be reviewed upon request. Our phone system tracks all calls from the moment the caller hears the recorded message until the completion of the call. We can observe how many seconds they were on the line before selecting a phone tree option, how long they held before speaking to a representative, how long they may or may not have been placed on hold during the call & if the call was transferred.

At EMS|MC, we understand how important patient satisfaction is and we do not take it lightly that we represent our clients when patients call. We understand making this call may not be something patients look forward to, since an emergency or life changing event has occurred, but we strive to make this a positive experience, guided by our Customer Service Policy.

PATIENT CUSTOMER SERVICE

Unified Call Center



Virtual Hold with Call Back

Patients can hold their place in queue to eliminate long wait times to improve patient experience

Interactive Voice Response (IVR)

Patients will have the ability to check balance and make secure payments through IVR and Secure Payment Capture

Call Recording

Inbound and outbound call recordings to monitor and manage the quality of your contact center operations, ensure a positive customer experience, verify sales transactions, and resolve customer issues

Chat

Patients can utilize online chat with seamless transition to voice to handle without the need to repeat information already provided

Our main objective is to provide clear communication, consistently informing patients of what we are doing so they do not feel as if their time is being wasted. We understand that every call has different time tolerances, and we get a temperature check with the patient if we believe the call to be lengthy, offering the option to call back at their convenience. At the end of every call, we reiterate the reason they called and thank them for doing so.

In addition to clear communication, we have trained our employees to manage the patient's reaction to the trip's total bill, even if the amount is correct but the patient is still upset, by explaining all the necessary details. We have found that most patients do not know how trips are billed. Politely explaining the cost associated with emergency responses typically procures a deeper understanding and overall outlook towards the bill.



We cover best-in-class practices for collecting payments from the patient. We encourage the patient to pay in accordance with your payment terms that we have discussed in your “Client Specifications Document”. Depending on the financial situation of the patient and your policy, we can accept “special” payments that they can afford. We never lead the conversation by offering to take the lowest payment approved by the County of Durham, but train our employees to find a compromise that makes both the patient and the County of Durham satisfied.

In addition to handling every call politely, professionally, and expertly, we train our employees to be thorough and accurate. For example, when adding any information given by the patient, we use a “Military Alphabet” repeat back method to ensure we have captured the information with the utmost precision. We instruct our employees to never assume the information we have on file is the most up-to-date, and that the best time to update a patient’s information is when we have them on the phone to verify that it is correct.

On every call, we verify the address is correct and that we have a current contact number for the patient. We also prepare our employees on a variety of scenarios that could potentially arise so that they feel prepared and empowered to handle the call according to your documented preferences. Since 1996, we have learned how to make the patient’s experience positive and effective for each customer. This is something we are passionate about. Customer service and account resolution is our number one priority. As a part of EMS|MC’s ongoing commitment to excellent customer satisfaction, we are dedicated to enhancing our current level of customer service, company-wide, by developing and delivering a formal comprehensive Customer Service educational program. Customer satisfaction is a principle that has guided our company since the beginning, and over two decades later it remains a top priority.

Course content is continuously updated by our Learning & Development Team, and focuses on the complete customer service experience: Applying customer service as a business differentiator, managing and resolving customer’s issues, anticipating customer’s needs while being prepared to deliver on those needs, demonstrating positive attitudes through verbal and non-verbal communication, understanding differences in communication styles, enhancing active listening skills and strengthening prompt follow-up skills for all EMS|MC employees.

Escalation Policy

Our representatives are reminded that the measurement of success is not based on the quantity of patient inquiries addressed in a day, but rather the quality of time spent focused on providing the entire solution. We understand customer service & account resolution are critical components of a successful EMS billing program. When a patient raises an issue that requires urgent resolution, EMS|MC immediately escalates the concern & responds within 24 hours. Additionally, we address all questions & requests submitted via the EMS|MC website (www.emsmc.com) during normal business hours & within 24 hours of receiving each submission.



Payment Technology

Standard intervals for mailing are built into our invoicing cycle which is activated once it has been determined the patient is responsible for the remaining balance. Private pay accounts are handled through initial invoicing & are followed up with monthly statements reflective of all payments & credits.

As one of our many payment options, EMS|MC offers an online patient portal, EMSSecurePay, where patients can make payments in full or set up a payment plan to pay the remaining balance. If selected, EMSSecurePay is automated to calculate payment options for patients in accordance with The County of Durham's agreed upon payment terms. An amortization schedule will then be displayed to the patient based on their payment plan. This added layer aims to 'collect all the dollars on the table' & has proven to increase reimbursement for our clients.

Although the patient portal is user-friendly, we understand technology can be a pain point for some individuals. In these scenarios, our Customer Success representatives are happy to offer step-by-step guidance through the portal's process via our toll-free phone line.

Our billing system can manage both scheduled payments, & payment plans. Once an account is on a payment plan, the patient will receive an invoice indicating that a time payment arrangement has been established, with a statement of understanding for the patient to sign. Each month, the patient receives a cumulative invoice reflecting the historical credits & dates posted. Each invoice will also include The County of Durham's dedicated toll-free number. EMSSecurePay gives patients the ability to provide feedback about their EMS experience with patient care & billing, via an online survey.

EMSSecurePay, located on www.emsmc.com, is EMS|MC's secure online payment portal that allows patients to easily pay their invoices. This online portal is intuitive, PCI DSS compliant & is tested & certified quarterly by an independent third-party vendor.

For payments, patients enter a few key pieces of information from their invoice to EMSSecurePay. Patient balance(s) are then retrieved in real-time from our billing system & displayed to patients. The rest of the payment process uses a checkout online wizard. Patients can select to pay one, few or all outstanding invoices. They can also setup a payment plan, enter credit card/bank information & pay the invoice. Payments can be made via credit card, ACH, Paypal, or Venmo.

Additionally, they can print a copy of the receipt & create a new account. Patients who created an account on EMSSecurePay can manage their reoccurring payment plans & access past receipts. EMSign is EMS|MC's secure online web portal allowing patients, or their legal representatives to electronically sign the Ambulance Signature/Claim Submission Authorization Form.

Patients will be mailed an Ambulance Signature/Claim Submission Authorization Form. Patients or their legal representatives can sign the form & mail it back to EMS|MC or they can sign the form electronically using our EMSign online portal. Completed forms are automatically converted to PDF files & saved to an EMS|MC document management system where they can be retrieved by EMS|MC billing or compliance staff. EMSign helps to maximize & accelerate our clients' revenue by replacing the regular mail option with the convenience of submitting their signature electronically. Because the process is fully automated the human error of manually retrieving & processing forms is greatly reduced.



EMSight™

EMSight™ is EMS|MC's secure online business intelligence dashboard & reporting solution with real-time patient search functionality, collaboration/workflow tools, & robust payment posting module. EMSight™ offers daily, weekly & monthly reports with detailed accounting of billing & collections, including both summary & detail-level data in an easy-to-interpret format. EMSight™ was built around client feedback & was made to make your life easier. As an attentive partner, we attest to being dedicated to continuous process improvement & transparency for our client partners.

Vanderbilt LifeFlight's designated personnel will have their own login ID & password for our secure client online portal website. Individual access is granted to a particular feature/portal and is based on Vanderbilt LifeFlight's preferences and job function. There is no limit on the number of licenses or client employees accessing EMSight™. After logging in to the portal, clients are presented with a detailed dashboard divided into four subject areas:

Billable Trips, Gross Charges, Net Collections, & Account Receivables. Each icon or number displayed on the dashboard is drillable (can be selected for additional details) & will promptly display second or third level reports. Reports can be filtered by various criteria & exported to an Excel or PDF format.

Reporting

EMS|MC knows that business happens during non-traditional business hours, and we built EMSight™ for real-time availability. Beyond the standard EMS|MC month-end reporting package that Vanderbilt LifeFlight will receive, EMSight™ provides reliable ad-hoc reporting that will help keep your billing data readily available 24 hours a day, 7 days a week.

This includes but is not limited to:

- Account Analysis By Month and Payor By Trip Date
- Account Analysis By Month By Trip Date
- Aging Report By Current Payor (Aging Date Based)
- Charge Detail Report (Post Date)
- Charge Detail Report (Trip Date)
- Charge Type Detail Report (Post Date)
- Charge Type Detail Report (Trip Date)
- Client Demographics – Mileage
- Client Import Report
- Credit As Type Summary Report (Deposit Date)
- Credit As Type Summary Report (Post Date)
- Credit As Type Summary Report (Trip Date)
- Payment Credit By Payor (Deposit Date)
- Payment Credit By Payor (Post Date)
- Payor Mix By Gross Charges by Trip Date
- Trip Detail By Primary Payor

EMS|MC realizes that unique reports often need to be created to offer invaluable organizational insight. EMS|MC has consistently been able to develop & provide these reports at no additional cost. Ad-Hoc reporting requests will be reviewed with your Customer Success Executive & our Project Management/IT teams to determine & develop the most effective reports.

There is no additional charge for customized reporting.

Patient Records

This area allows searching of our billing system records in real time using various search criteria: First Name, Last Name, DOB, SSN, Incident Number, Run Number, & Date of Service. Search results can be drilled down to a detailed report that can be printed.



Patient Notes

Patient Notes encourages users to add notes to specific patient accounts to drive transports to a new billing schedule. Users will be able to immediately note individual patient accounts, & specific transports, of any updates that might be related to that account.

ACR Return to Provider

ACR-RTP is workflow functionality that allows EMS|MC billing staff to return the trip back to Vanderbilt LifeFlight as the trip is being worked in our billing system in real time. Some of the reasons for returning trips are missing PCS form, incorrect information listed on the PCS form, missing patient address, etc.

Vanderbilt LifeFlight can access all the information under their fingertips, upload a missing file or correct the information on the portal. This interactive tool will allow us to collaborate with Vanderbilt LifeFlight in real time, identify trends & eliminate any disruption in cash flow. Below is an example of one of the ways EMS|MC utilizes the ACR-RTP to maximize reimbursement opportunities:

- EMS|MC obtains the patient care record, which includes a narrative indicating that an EKG was conducted during the transport. However, the absence of the EKG interpretation limits billing to the Basic Life Support (BLS) level, despite the provision of an Advanced Life Support (ALS) intervention. To bill at the maximally appropriate level, it is essential to secure this missing information. Consequently, EMS|MC will classify this service in the ACR-RTP, which gives Vanderbilt LifeFlight the opportunity to supply either the EKG interpretation or the qualifications of the attending paramedic.

Payment Summary

Payment Summary provides access to financial dashboards & reports. Drillable dashboards show several financial metrics for any given month – the amount of posted payments, prior period adjustments, refunds, & net collections.

The Payments Received section shows daily amounts for Bank Deposits, Credit Card payments, Direct to Client payments, EFT payments & Patient ACH payments. Each daily amount is drillable & will show the detailed report of all payments. Like Payments Received, the Payment Posted section is broken down into 14 subcategories with daily totals, followed by Reconciliation & Refunds sections.

Crew Analysis®

Crew Analysis provides the ability to quantify how often crew members are documenting specific data points on their PCRs: Patient signature, Phone number, Insurance with policy number, Social Security Number & whether the trip was returned on the ACR-RTP report. This unique tool will allow Vanderbilt LifeFlight to review your crew documentation scores & averages in comparison to the EMS|MC National Average. Vanderbilt LifeFlight can utilize the "Crew Member Trend Chart" to depict documentation trends for crew members over the last 12 months, or within a specific date range if desired. Trips can be viewed by ordering facility in



Compliance

Our dedication to compliance sets EMS|MC apart in the industry. EMS|MC has developed a culture of compliance throughout our organization. Beyond the annual training & quality assurance process, EMS|MC has embedded compliance into our daily workflows that set the foundation & expectations across our organization. EMS|MC goes beyond the minimum requirements set forth by the OIG & has created a compliance program that is the best in the EMS billing industry.

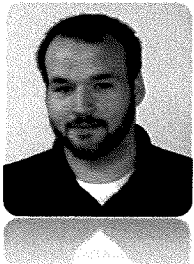
EMS|MC's compliance expertise keeps our clients safeguarded from the legal exposure that may potentially arise with EMS billing. With the ever-changing healthcare marketplace & the political environment, we will be by your side when you may not have the resources to do it alone.

Our Corporate Compliance team is one of the most integral parts of our organization. The team is responsible for conducting quality assurance audits on all aspects of our business process. A staff with more than four decades of experience, our compliance team helps to mitigate risk associated with ambulance billing by applying comprehensive & timely knowledge of EMS law & regulations, protecting our clients & company.



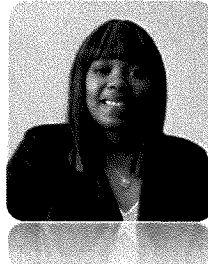
Ryan Stark - Chief Compliance Officer
ryan@emsmc.com | 717.691.0100

Ryan Stark is a Managing Partner with Page, Wolfberg & Wirth, and counsels clients on labor relations, privacy, security, reimbursement, and other compliance matters affecting the ambulance industry. Ryan developed and is the primary instructor for the nation's first and only HIPAA certification for the ambulance industry - the Certified Ambulance Privacy Officer. He co-authored PWW's widely used Ambulance Service Guide to HIPAA Compliance.



Eric McClain
 Director of Continuous Improvement
eric.mcclain@emsmc.com

- Experience: 11+ Years
- Legal Liaison
- NC-EMT Certified
- NAAC CAC Certified



Ajenay Drummond
 Director of Compliance
ajenay.drummond@emsmc.com

Experience: 14+ Years
 Ambulance Billing Operations



Based on the Office of Inspector General's (OIG) Guidance for Ambulance Services & for Third-Party Billing Agencies, EMS|MC maintains an active & comprehensive Compliance Program. EMS|MC goes beyond the minimum requirements set forth by the OIG & has created a compliance program that is the best in the EMS billing industry.

Our compliance program highlights:

- Designation of Chief Compliance Officer, Compliance Manager, Compliance Analyst, Information Technology Security Officer, & attorney oversight who oversee all compliance related activities
- Development of written Compliance policies & procedures that are reviewed & updated regularly as regulatory changes are made
- Open lines of communication between all employees & the Compliance Team with the expressed intent of non-retaliation for reporting issues in good faith. EMS|MC provides multiple mechanisms for reporting compliance related concerns to include anonymous reporting options
- Annual Mandatory Compliance Training & Education Programs with signed acknowledgement of understanding & commitment for all employees
- Signed Employee Confidentiality Agreement, Confidentiality & Dissemination of Confidentiality Attestation Statement, & Compliance Code of Conduct
- Employment Background Checks, Criminal History Checks, & OIG Exclusion Database Verifications for all employees
- Daily quality assurance program in which all employees are provided scorecards of their quality assessments
- Annual SSAE No. 18 SOC I Type II Certification
- Data Disaster Recovery Plan & Data Backup Policies
- Secure FTP for sharing files with clients & external partners
- Secure Network & Email Encryption with Virus & Firewall Protection
- Secure Work Environment with key fob entry system, building security alarm system, & locked offices, storage areas & other areas in which PHI may be stored
- Data Destruction Policies for all sources of PHI to include paper, electronic, &/or hardware devices
- Prohibited printing capabilities from VPN, Citrix & Telecommuting Systems
- Breach Notification Policy to immediately notify patients when their data may have been compromised
- PCI Compliance to ensure credit card information is not stored after the transaction has been completed
- Red Flags Policies & Identify Theft safeguards to ensure that the patient's data has not been compromised



EMS|MC's NAAC Certified Ambulance Coding Specialist (CACS)

Excellence in ambulance billing & coding is what drives our business &, in-turn, your revenue. EMS|MC's Learning & Development team has designed & implemented an in-house coding certification course that exceeds national standards in ambulance coding excellence. EMS|MC's certified staff are the leaders in the industry.

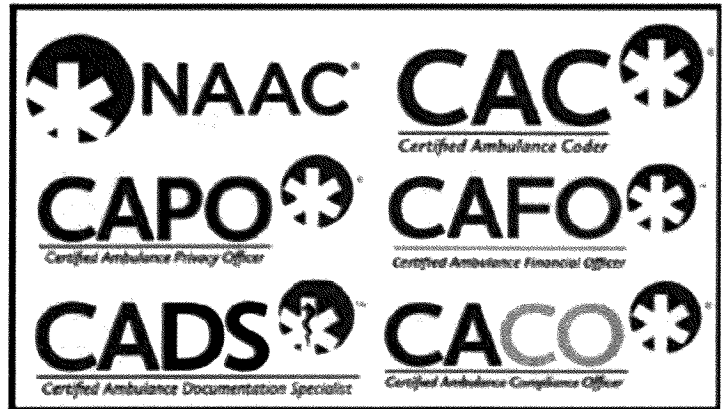
The Certified Ambulance Coding Specialist (CACS) course enables our employees to successfully code trips with an in-depth auditing & feedback process for 100% of trips – ensuring accuracy throughout our training process. This allows our team to gain actionable insight into each employee's understanding of billing concepts, driving future course development & continuing education opportunities.

Our business is your revenue, & we understand that the healthcare landscape, rules, & regulations of our industry are ever changing. As a result, our fluid & dynamic training practices challenge our billers to be more than just coders, but to become an extension of your agency.

NAAC (National Academy of Ambulance Compliance) represents the industry's "Gold Standard of Excellence" in compliance, ethics, and integrity in all facets of ambulance compliance.

NAAC provides industry-specific training that gives each Ambulance Biller, Compliance Officer or Privacy Officer, Documentation Specialist or Financial Officer a solid baseline of critical knowledge necessary to become well-informed, conscientious, compliant, and proficient in their profession. NAAC also fulfills an industry-wide need for reliable and timely recurrent education for ambulance compliance officers, privacy officers and billing staff, to ensure consistent, ongoing compliance with the ever changing, complex rules and regulations affecting the industry.

EMS|MC's internal billing and coding staff are NAAC-certified professionals and maintain their competency through annual continuing education requirements. NAAC provides and accredits a wide range of continuing education programs throughout the year, both in classroom and online offerings.



NAAC provides premier training and education to ambulance billing, coding and compliance professionals and field providers through its 5 certifications:

- Certified Ambulance Coder (CAC)
- Certified Ambulance Compliance Officer (CACO)
- Certified Ambulance Privacy Officer (CAPO)
- Certified Ambulance Documentation Specialist (CADS)
- Certified Ambulance Financial Officer (CAFO)



EMS|MC & HIPAA

We take seriously the responsibility to protect patient information. Our team is committed to assuring that all our employees, agents, providers, & business partners conduct themselves ethically & in conformance with all applicable laws & regulations.

Our Compliance Program is designed to safeguard the provider from unintentional billing practices that violate Federal law. This program is run by our Chief Compliance Officer, Ryan Stark. To date, our billing systems, accounting records, document management & disaster recovery systems, are compliant under Health & Human Services (DHHS), the Office for Civil Rights (OCR), & the Office of the Inspector General (OIG) for all safeguards, security, & recoverability.

Our systems are incrementally backed up daily & fully backed up each week through syncing to a HIPAA compliant, offsite data center. This information is replicated to offsite locations which are regionally positioned to ensure integrity & high availability.

Our billing platform & ePCR software vendors are compliant with the National EMS Information System, & they maintain their own compliance with NEMSIS.

Auditing Process

EMS|MC has an internal auditing quality assurance department, led by our dedicated Compliance team, who performs daily pre-billing audits. Our audits are designed to uncover potential compliance issues before we submit claims, preventing potential declined claims.

EMS|MC has extensive policies & procedures to adhere to Privacy & Security Regulations guidelines. Employees are given direct feedback in the form of quality scorecards to manage their performance. These scorecards are used for employee development as well as to identify the need for additional training by our Learning & Development department.

After our extensive internal new hiring training certification program, all new employees are audited at 100% until they reach a satisfactory score of 96% or higher. All new clients are audited at 100% for the first two weeks of deployment, or until the compliance thresholds are met. The number of claims audited are reduced to 50% for an additional two weeks or until they meet the satisfactory quality assurance scores.

Government Payor Audits

EMS|MC takes on the responsibility of submitting a comprehensive & accurate package of documentation upon the initial submission of the request. If the audit determination results in a denial of claims, the audit results are contested to the highest level of appeal applicable.

EMS|MC represents our clients in Administrative Law Judge (ALJ) & Administrative Hearings when the claims have been denied inappropriately. EMS|MC maintains a retainer agreement with several law firms to solicit their assistance related to OIG compliance, Ambulance Regulations, HIPAA, & Red Flags Alerts. Our assistance in this area has overturned millions of dollars in unwarranted denials from Medicare & Medicaid related to medical necessity & level of service down-coding.



OIG Exclusions

All employees of EMS|MC are monitored against the OIG Exclusion Database to ensure the employees are eligible to provide services on your behalf. This process is completed prior to hiring the employee & monitored monthly thereafter for the length of their employment.

SSAE No. 18 SOC I, Type 2 Certified

EMS|MC completes a SSAE No. 18 SOC I, Type II audit each year to ensure quality, confidence & consistency in our processes. As a result of this audit, many reconciliation points throughout our processes are well documented & are properly executed.

Annual Third-Party Regulatory Audit

EMS|MC participates in a third-party compliance audit conducted by Page, Wolfberg & Wirth (www.pwwemslaw.com) on an annual basis. The purpose of this audit is to verify our billing practices are compliant with governmental & commercial payors, as well as industry regulation. This audit provides an additional layer of compliance in our billing methodologies & provides our clients with the peace-of-mind that outsourcing to EMS|MC helps to minimize risk. We will always comply with HIPAA rules & regulations. Our billing systems, accounting records, document management & disaster recovery systems, along with operational policies, meet or exceed the requirements of HIPAA for safeguards, security & recoverability. EMS|MC is in compliance with the Health Information Technology for Economic & Clinical Health Act of 2009 (HITECH). Legal Requests

Attorney Request

Outsourcing your billing includes the value-add of EMS|MC handling the fulfillment of all attorney requests for reports.

We partner with ChartSwap to process requests for records from a lawyer or court. This HIPAA-compliant universal platform provides attorneys with fast, efficient fulfillment & provides visibility into what has been requested & received.



Secure Solution

EMS|MC adheres to a defense in-depth strategy to protect the confidentiality, integrity, and availability of information across our networks. This includes both policy and technical controls to mitigate the risks of unauthorized access and allowing access only to the minimum necessary for a particular role. EMS|MC employs the following types of controls: availability, physical security, data security, backups, disaster recovery, and monitoring. EMS|MC utilizes quarterly PCI-DSS scans to attest to compliance, an annual SSAE-18 audit around business processes, and an annual HIPAA compliance validation from a 3rd party auditor.

Availability, Fault Tolerance

- Dual-redundant firewalls
- Dual-redundant Internet service providers
- Private cloud and public cloud environments architected for high-availability and fault tolerance
- RAID – Redundant Disks in servers
- Redundant power infrastructure for critical information systems and redundant multi-pathed uninterruptible power supplies (UPS)
- Quarterly generated tests to simulate partial and full building power failures

Security Systems and Mitigations

- Microsoft Windows servers use a suite of security software to protect against malware and other malicious activity.
- Microsoft Windows endpoints (desktops, laptops) utilize Bitlocker full disk encryption Windows Intune and other 3rd party tools for endpoint security and patch management
- Linux servers utilize application control to enforce mandatory access controls on applications and antivirus to prevent attacks
- Regular server patching, with emergency patching or hotfixes possible within hours across the entire infrastructure
- Email encryption for secure transport of ePHI
- Secure email gateway and mail flow policies aggressively mitigate risks of email-borne malware as well as social engineering attacks (e.g. phishing)
- Network segmentation between business departments and device types
- Cisco VPNs over IPSec to encrypt communications between datacenters and strategic partners
- Remote users require VPN with MFA to connect to office
- MFA required for all SSO applications (Slack, AWS, Github, Office 365, etc.)
- Firewalls performing stateful packet inspection to identify and block malicious traffic and intrusion attempts at the network edge
- Quarterly full user audits
- Network is scanned for vulnerabilities weekly
- Website source code is scanned for vulnerabilities
- Internal and external systems are tested by a 3rd party penetration testing firm
- Websites scanned for PCI compliance quarterly

Backup and Disaster Recovery

- Critical servers are continuously synced to public cloud infrastructure for backup
- Periodic failover tests are performed to validate backups



- Shadow volume copies are performed every 12 hours
- VM and file level backups are performed nightly with a 30-day retention
 - Critical database backups are performed every 5 minutes
- Phone systems and ADP are hosted off-site and can be utilized remotely

Datacenter Controls

Maintaining a safe environment for critical IT resources is accomplished in three distinct ways.

- Fire Protection
- Environmental Controls (Temperature/Humidity)
- Access Control

Physical Security

- RFID devices provide employee access to the building and high security areas
- Visitors are required to have an escort while in the building. Some areas are restricted from visitors altogether
- Video Surveillance records each entrance and selected high security areas
- Monitored alarm system automatically dispatches the police or fire department when incidents occur

Threat Protection

EMS|MC uses a variety of tools to ensure safety and integrity of the data left in our care.

- Block IPs of known attack sites or geographical regions
- Certified security personnel on staff with current training requirements
- Regular security reviews
- Regular patching schedule for all servers and network equipment
- Industry-leading Antivirus and Anti-Malware on all servers, laptops, and PCs
- Employee policy for the proper care of data
- 24/7 security monitoring of all systems and network infrastructure
- Periodic phishing simulations
- Regular security and compliance training for all staff

Device Security

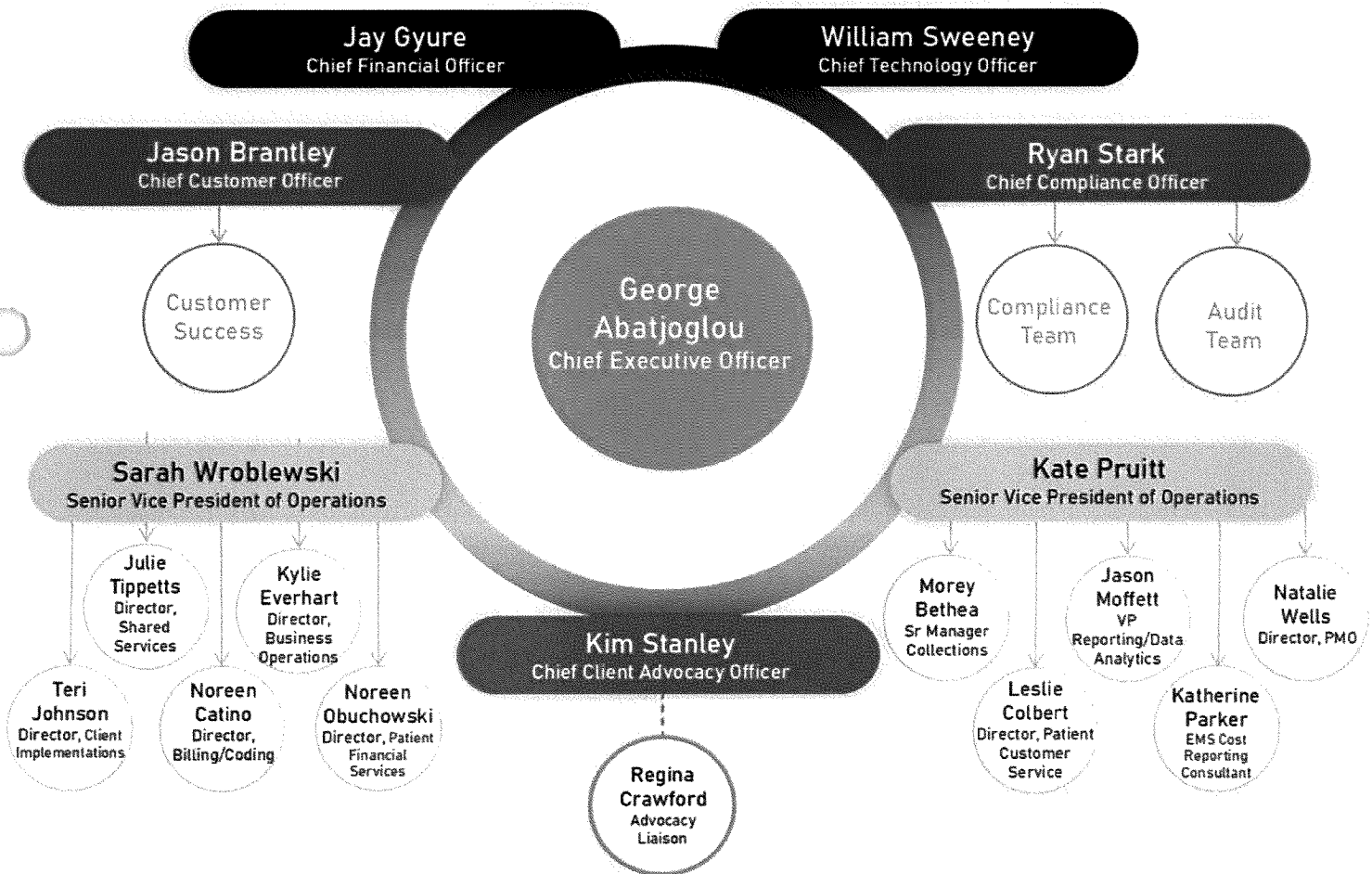
- Laptops and Workstations
 - Full disk encryption so lost or compromised resources cannot be used by outside parties
 - Policy driven rules lock systems when inactive
 - Policy driven strong password requirements
 - Portable data devices are disabled (USB drives, iPhones, etc.)
 - Limited number of password attempts before lockout
 - Maintained on the latest software patches and releases
- Smart Phones
 - Remote wiping enabled on all phones
 - Allows EMS|MC to completely wipe mobile devices if an issue is detected
- Hard Copied Items (fax, printout, etc.)
 - Employees prohibited from removing from building
 - Secured Shred boxes located throughout the facility, which are periodically shredded on-site



Tab 5 - Organization and Staffing

EMS|MC has over 750 team members on staff spanning our six office locations. The Winston-Salem office headquarters location will be the primary servicing office for this contract. At least 15 full-time equivalent resources from our headquarters in North Carolina are focused on core areas for the County of Durham such as billing, dedicated support from your Customer Success Executive, account follow-up, and other functions.

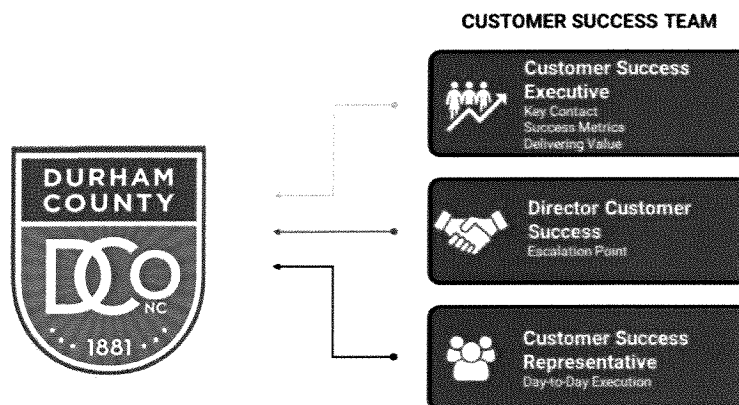
Organizational Structure



The County of Durham's Team

EMS|MC maintains a personal, client-focused approach, organizing our infrastructure so that Durham County has a dedicated Customer Success Executive throughout the life of the partnership. All current employees have been vetted through E-Verify and are monitored against the OIG Exclusion Database monthly.

EMS|MC believes separation of operations achieves optimal results as it allows our robust teams to apply their specialization to our client's key value drivers.



Durham County's Customer Success Executive (CSE)

Jim Jones | jim.jones@emsmc.com | 570.951.4099

Jim ensures optimal performance, offers industry best practices & consults on compliance for his clients. He works closely with all the departments within EMS|MC to help Durham County maximize revenue recovery & ensure they have all the necessary documentation & resources for daily, weekly & monthly reconciliation.

- Education: Eastern University
- MBA, Organizational Leadership
- Experience: 17+ Years in EMS Revenue Cycle Management

Credentialing Team

EMS|MC's Credentialing Team ensures the filing of required forms to obtain NPIs, Medicare, state Medicaid, provider enrollment applications, on-going revalidations, as well as any other licensure needs of Durham County.

Customer Success Representative

You will rely on your Customer Success Representative on a day-to-day basis, to handle any questions or concerns that may arise.

Director of Customer Success

You will have access to our staff, organization wide, including our Director of Customer Success who is well experienced in the industry and capable of addressing client needs.



EMS|MC Leadership

In addition to a dedicated account management team, the County of Durham has complete access to our CEO, Chief Client Advocacy Officer, Chief Compliance Officer, and/or any other executive.



George Abatjoglou, Chief Executive Officer
george@emsmc.com | 781.710.3602

George joined EMS|MC in January of 2023, bringing more than 20 years of healthcare experience to the team. Prior to joining EMS|MC, George held the role of CEO at Kemberton Healthcare Services, IOD Incorporated and eWebHealth, bringing success and growth to each by leveraging his financial and operational leadership skills.

- Education: Miami University
- Experience: 20+ Years in Healthcare

Kim Stanley, CACO - Chief Client Advocacy Officer
kim.stanley@emsmc.com | 336.714.9091

Kim Stanley was employed with Medicare as the EMS Liaison for more than a decade. Working in conjunction with CMS & various State committees, Kim developed key reimbursement policies at both the carrier & federal levels. Kim has been with EMS|MC since 2003 & serves as the Chief Client Advocacy Officer.

- Experience: 20+ Years in Healthcare
- State and National Advocacy reimbursement committee's contractor advisory groups
 - Nationally Recognized Expert on Billing/Compliance/Medicare
 - CAC Certified



Ryan Stark - Chief Compliance Officer
ryan@emsmc.com | 717.691.0100

Ryan Stark is a Managing Partner with Page, Wolfberg & Wirth, and counsels clients on labor relations, privacy, security, reimbursement, and other compliance matters affecting the ambulance industry. Ryan developed and is the primary instructor for the nation's first and only HIPAA certification for the ambulance industry - the Certified Ambulance Privacy Officer. He co-authored PWW's widely used Ambulance Service Guide to HIPAA Compliance.



Jason Brantley, Chief Customer Officer
jason.brantley@emsmc.com | 205.410.4345

With over two decades of experience in technology-enabled healthcare services, Jason Brantley is a seasoned leader known for his laser-like focus on delighting customers, ensuring optimized operations and better outcomes. As the Chief Customer Officer at EMS|MC, Jason oversees every facet of the customer journey, from strategic planning, sales & marketing, and customer success.

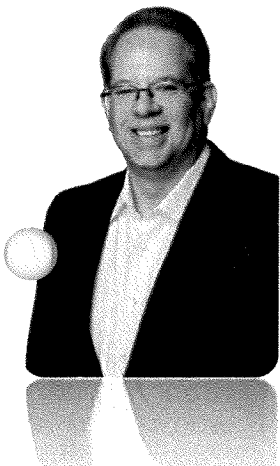
- Education: Auburn University
- Experience: 20+ Years in Healthcare
 - Technology, Sales, and Marketing



Jay Gyure, Chief Financial Officer
jay.gyure@emsmc.com | 336.575.7079

Jay joined EMS|MC in July 2017, bringing more than 25 years of financial management, project management & public accounting experience. Prior to joining EMS|MC, Jay was the Corporate Controller at Remington Outdoor Company where he was responsible for the company's accounting & specialized in the financial operations integration of over a dozen mergers & acquisitions. Prior to his tenure at Remington, Jay spent 4 years at Avery Dennison Corporation where he had various roles including Division Controller & Project Manager for an ERP systems implementation across the country.

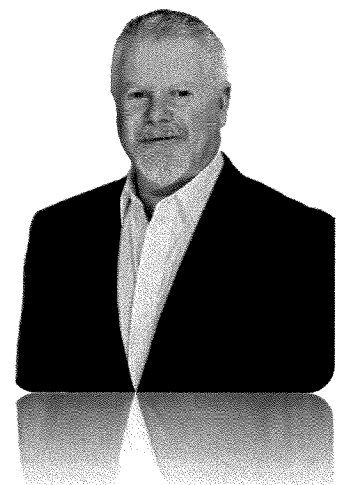
- Education: Indiana University
- Experience: 25+ Years in Financial/Project Management, & Public Accounting
 - International integrations and acquisitions
- CPA License



William (Bill) Sweeney, Chief Technology Officer
bill.sweeney@emsmc.com | 336.701.1311

William is a seasoned leader in the technology-enabled healthcare services space. As a CTO, CIO and CISO he incorporates tried and true industry solutions, leading-edge cloud infrastructure and innovative software to create platforms and modules that drive up productivity within an envelope of security and reliability. As CTO of EMS|MC, Bill's mission is to lead the development and expansion of the EMSolutions Platform as the most compelling and impactful EMS platform in the nation.

- Education: University of Massachusetts at Amherst
- Experience: 25+ Years in Healthcare Technology
- Cisco and Microsoft Certified





Kate Pruitt, Senior Vice President of Operations
kate.pruitt@emsmc.com | 336.245.6036

As SVP, Kate oversees process efficiencies, organizational structure, call center methodology & operations management. In addition, Kate's strong leadership provides our clients with strategic oversight to onboarding & account management. She joined EMS|MC in 2005 as Operations Manager for the West Point, GA, office, formerly Ambulance Billing Consultants, Inc. Prior to EMS|MC, she served for 10 years as Director of Operations & Finance for InView, a subsidiary of InterCall, a telecommunications corporation. Kate holds her CAC certification from the NAAC & is a graduate of Troy University with a Bachelor of Science in Accounting.

- Education: Troy University
- Experience: 20+ Years in Operations & Finance
- CAC Certified

Sarah Wroblewski, Senior Vice President of Operations
sarah.wroblewski@emsmc.com | 847.791.0658

Sarah was raised with strong family ties to the fire industry and started her passion for EMS at a young age. She has spent over 25 years in revenue cycle management in various roles developing a customer-centric approach to operations. Sarah spent the last 20 years as Chief Operating Officer at Andres Medical Billing out of Illinois. In 2023, she assumed the position at EMS|MC as Senior VP of Operations focused on the Midwest Region. Sarah oversees daily operations and implementation of new clients and prioritizes efficiency.

- Experience: 25+ Years in Fire/EMS Industry
 - Midwest Experience
 - First Class Customer Service



Regina Godette-Crawford, Advocacy Liaison
regina.crawford@emsmc.com | 336.397.3747

Regina joined EMS|MC in January 2016 bringing over 33 years of experience in EMS regulatory oversight & administration. Regina worked for the Office of EMS for over 22 years before retiring. She held position of Regional Specialist, which included inspections, regional exams & technical assistance to EMS providers; Regina served as an advocate for EMS providers in the state General Assembly and is a member of the Biden/Harris Ground Ambulance Patient Billing Senate Committee.

- Education: East Carolina University
 - University of North Carolina at Greensboro
- Experience: 30+ Years in EMS Industry
- National Voice in EMS Advocacy



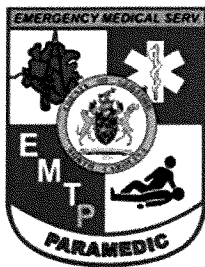
Tab 6– Qualifications and Experience

EMS Management & Consultants, Inc. (EMS|MC) is honored to have served Durham County EMS since 2019, acting as a true extension of your team. Throughout our partnership, we have processed over 180,000 transports and generated more than \$58.7 million in net collections. More importantly, we've built a foundation of trust, transparency, and collaboration that enables us to deliver results aligned with Durham's operational and financial goals.

Our relationship with Durham County is supported by a range of customized processes designed specifically for your system, including:

- A tailored billing workflow that supports TNT reconciliation, Community Paramedicine, Special Event billing, and facility invoicing.
- A daily reconciliation file to ensure full transparency and data alignment between Durham EMS and EMS|MC.
- Root cause analysis of denials, with focused tracking on issues related to COB misroutes and Alliance Behavioral Health claims.
- Real-time performance monitoring through EMSight, with dedicated reporting views and metrics specific to Durham's KPIs.

In addition to Durham County, EMS|MC provides comparable services to a wide range of agencies across the Southeast and beyond. The following references represent long-standing clients with similar needs, complexities, and performance expectations. Each includes contract scope, duration, and a client contact who can speak directly to the quality and effectiveness of our partnership. These references demonstrate our proven ability to deliver scalable, compliant, and customized revenue cycle solutions that meet the evolving demands of EMS systems like yours.



Guilford County EMS

Address: 1002 Meadowood Street, Greensboro, NC 27409

Reference Name, Title: Jim Albright, Director of Emergency Services

Email Address: jalbrig@guilford-es.com

Phone Number: 336.341.6573

Annual Trip Volume: 49,000

Contract Duration: July 1, 2000 – Present

Scope of Work: Full Revenue Cycle Management and Consulting Services

Annual Contract Value: \$1,243,232

Harnett County EMS

Address: 1005 Edwards Brothers Drive, Lillington, NC 27546

Reference Name, Title: Alex Belanovich, EMS Chief

Email Address: abelanovich@harnett.org

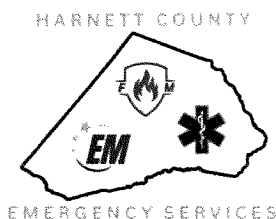
Phone Number: 910.893.0720

Annual Trip Volume: 15,000

Contract Duration: January 1, 2020 – Present

Scope of Work: Full Revenue Cycle Management and Consulting Services

Annual Contract Value: \$458,540



EMS|MC

46



Johnston County EMS

Address: 2875 US 70 Business East, Smithfield, NC 27577

Reference Name, Title: Josh Holloman, Chief

Email Address: josh.holloman@johnstonnc.gov

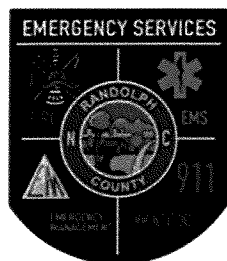
Phone Number: 919.989.5405

Annual Trip Volume: 24,000

Contract Duration: July 1, 2000 – Present

Scope of Work: Full Revenue Cycle Management and Consulting Services

Annual Contract Value: \$766,130



Randolph County EMS

Address: 760 New Century Drive, Asheboro, NC 27205

Reference Name, Title: Jared Byrd, Deputy Chief

Email Address: Jared.Byrd@RandolphCountyNC.gov

Phone Number: 336.318.6913

Annual Trip Volume: 14,000

Contract Duration: May 10, 2011 – Present

Scope of Work: Full Revenue Cycle Management and Consulting Services

Annual Contract Value: \$358,480



Union EMS

Address: 1403 Dove Street, Monroe, NC 28111

Reference Name, Title: David Hayatt, EMS Director

Email Address: David.Hyatt@advocatehealth.org

Phone Number: 980-993-7602

Annual Trip Volume: 17,000

Contract Duration: July 1, 2010 – Present

Scope of Work: Full Revenue Cycle Management and Consulting Services

Annual Contract Value: \$387,083



Affidavit A**ATTACH TO BID****State of North Carolina AFFIDAVIT A - List of the Good Faith Effort****COUNTY OF DURHAM**Affidavit of EMS Management & Consultants, Inc.

(Name of Bidder)

I have made a good faith effort to comply under the following areas checked:
 (A minimum of 5 areas must be checked in order to have achieved a "good faith effort")

- ☒ 1-Contacted minority businesses that reasonably could have expected to submit a quote and that were known to the contractor, or available on State or local government-maintained lists, at least 10 days before the bid date and notified them of the nature and scope of the work to be performed.
- ☐ 2-Made the construction plans, specifications and requirements available for review by prospective minority businesses or providing these documents to them at least 10 days before the bids are due.
- ☒ 3-Broken down or combined elements of work into economically feasible units to facilitate minority participation.
- ☒ 4-Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority business.
- ☐ 5-Attended pre-bid meetings scheduled by the public owner.
- ☐ 6-Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.
- ☒ 7-Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.
- ☐ 8-Provided assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the Bidder's suppliers in order to help minority businesses in establishing credit.
- ☒ 9-Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.
- ☐ 10-Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cashflow demands.

In accordance with GS 143-128.2(d) the undersigned will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon execution of a contract with the Owner. Failure to abide by this statutory provision will constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of the minority business commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: May 12, 2025 Name of Authorized Officer: George Abatjoglou

Signature: [Signature]

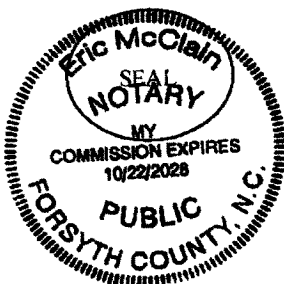
Title: CEO

State of North Carolina, County of Forsyth

Subscribed and sworn to before me this 12 day of MAY 2025

Notary Public: [Signature]

My commission expires 10/22/25



Affidavit B**ATTACH TO BID - IF YOU ARE NOT UTILIZING SUBCONTRACTORS****State of North Carolina AFFIDAVIT B - Intent to Perform Contract with Own Workforce****COUNTY OF DURHAM**

Affidavit of _____
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for
he _____ contract.
(Name of Project)

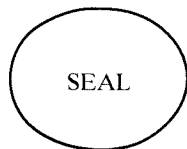
In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform all elements of the work on this project with his/her own current work forces; and agrees to provide any additional information or documentation requested by the owner in support of the above statement.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Bidder to the commitments herein contained.

Date: _____ Name of Authorized Officer: _____

Signature: _____

Title: _____



State of North Carolina, County of _____

Subscribed and sworn to before me this ____ day of _____ 20__

Notary Public _____

My commission expires _____

Affidavit C**ATTACH TO BID - IF YOU HAVE MWBE PARTICIPATION****State of North Carolina AFFIDAVIT C - Portion of the Work to be Performed by Minority Firms****COUNTY OF DURHAM**

Durham County Goals for MWBE Participation in the Procurement of Goods, Services and Construction

Categories	Construction	Architect/ Engineer	Services	Goods	MWBE Availability % (Median Availability)
Black American	14.6	9.8	10.9	2.8	10.4%
Asian American	1.3	3.0	1.1	.43	1.3%
Hispanic American	4.2	1.8	1.1	.43	1.5%
American Indian	.65	.75	1.0	.5	.70%
White Female	13.8	11.0	9.5	7.1	10.3%
Overall MWBE Participation Goal =					25.0%

Affidavit of EMS Management & Consultants, Inc. I do hereby certify that on the
(Name of Bidder)

Emergency Medical Services Billing and Collection Services
(Project Name)

Project ID No. 20-047 Amount of Bid \$ \$530,000

I will expend a minimum of _____ % of the total dollar amount of the contract with minority businesses enterprises. Work will be subcontracted to the following firms listed below. Attach additional sheets if needed.

Firm Name (Street Address/Zip/Telephone)	*Minority Category	Work Description	Dollar Value	Percentage of Goal
Evolution Creative Solutions 7107 Shona Drive Cincinnati, OH 45237	F	Printing/Mailing NPPs	\$20,000	4%

*Minority categories: Black, African American (B), Hispanic (H), Asian American (A), American Indian (I), Female (F)

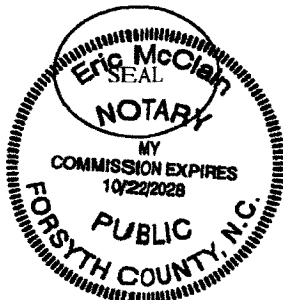
Pursuant to GS 143-128.2(d), the undersigned will enter into a formal agreement with Minority Firms for work listed in this schedule conditional upon execution of a contract with the Owner. Failure to fulfill this commitment may constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of this commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: May 12, 2025 Name of Authorized Officer: George Abatoglou

Signature: [Signature]
Title: Chief Executive Officer

State of North Carolina, County of FORSYTH
Subscribed and sworn to before me this 12 day of MAY 2025
Notary Public [Signature]
My commission expires 10/22/28



Tab 8 – Conflict of Interest

EMS Management & Consultants, Inc. (EMS|MC) confirms that neither the company, its ownership, nor any of its employees have any actual or potential conflicts of interest in connection with the services being solicited by Durham County.

We are committed to maintaining the highest standards of integrity and ethical conduct and take proactive steps to identify and avoid any situations that could impair, or appear to impair, our objectivity and independence. Should any conflict arise in the future, EMS|MC will immediately notify Durham County and take all necessary steps to address the issue in accordance with County requirements.

