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13 Attorneys for Applicant
14 RBR Management, LLC
15 dba Community Ambulance

16 **IN THE OFFICE OF ADMINSTRATIVE HEARINGS**

17 In the Matter of:

18 RBR Management, LLC dba Community
19 Ambulance,

20 Applicant.

Docket No. 2017-EMS-0104-DHS
(EMS No. 0283)

**APPLICANT'S AMENDED
FINAL WITNESS AND
EXHIBIT LIST**

(Assigned to the Honorable
Tammy L. Eigenheer)

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23 RBR Management LLC, dba Community Ambulance (“Applicant” or
24 “Community Ambulance”) submits this Amended Final Witness and Exhibits
25 List, identifying the witnesses it may call and exhibits it may use at the
26 Certificate of Necessity (“CON”) hearing in this matter. In addition to changes to
27 the witness list, hearing exhibits 230-233 are now being disclosed after receiving
28 newly redacted exhibits from counsel for Dignity Health. New or supplemental

1 information below is in bold face type and deleted information has been stricken
2 through.

3 **A. WITNESSES**

4 **1. Jeffrey O'Malley, Vice President, Partnership Integration in**
5 **Arizona, Dignity Health, C/O Hendricks Murphy, PLLC and/or the**
6 **Meyerson Law Firm, PLC**

7 Mr. O'Malley may testify about his educational background, work
8 experience, and current position with Dignity Health as Vice President of
9 Partnership Integration in Arizona. Mr. O'Malley may also offer testimony
10 regarding Dignity Health's Hello *humankindness* philosophy and the
11 implementation of that philosophy through its joint venture partnerships. Mr.
12 O'Malley may testify about Dignity Health's experiences with interfacility
13 ambulance transportation and the providers of ambulance services in the
14 proposed service area (Maricopa County) and surrounding areas, Dignity
15 Health's need for an additional provider of interfacility ambulance transports in
16 Maricopa County, and Dignity Health's efforts to develop an integrated
17 ambulance service to provide transports for its patients. Mr. O'Malley may testify
18 concerning Dignity Health's integrated delivery network and the use of
19 partnerships and collaboration. Mr. O'Malley may testify concerning Dignity
20 Health's 50.1% membership interest and involvement in Community Ambulance.
21 Mr. O'Malley may also offer testimony about Dignity Health's patient
22 demographics within the proposed service area, the geographic distribution of
23 Dignity Health patients, Dignity Health owned and associated ~~patients and~~
24 facilities in Maricopa County, and Dignity Health's approximate needs for non-
25 emergency interfacility transports within the proposed service area. Mr.
26 O'Malley may also offer testimony about Dignity Health's efforts to develop
27 relationships with CON holders in Maricopa County to provide interfacility
28 transports for the Dignity Health population, Dignity Health's negotiation of and

1 entry into a Customer Agreement with AMR of Maricopa, LLC (effective
2 November 1, 2015), and a 2017 amendment to the Customer Agreement to
3 include AMR Holdco, Inc. and its subsidiaries and affiliates in the contractual
4 service area, AMR's termination of the Customer Agreement in 2017, and
5 litigation that ensued arising out of Dignity Health's assertion that AMR
6 breached the Customer Agreement by intervening in the Community Ambulance
7 CON hearing. Mr. O'Malley may testify regarding insufficient interfacility
8 transport performance Dignity Health facilities have experienced by other CON
9 holders in the proposed service area, and meetings with representatives of
10 Dignity Health hospitals, urgent care centers, and other associated facilities to
11 discuss optimization of Dignity Health patient transports.

12 **2. Rob Richardson, Chief Executive Officer of Applicant**
13 **Community Ambulance, C/O Hendricks Murphy, PLLC and/or the**
14 **Meyerson Law Firm, PLC**

15 Mr. Richardson may testify about his educational background and
16 work experience, including his position as President and CEO of Community
17 Ambulance. Mr. Richardson may offer testimony regarding the contents of
18 Community Ambulance's CON Application, which he signed, and the ownership
19 and management structure of Community Ambulance. Mr. Richardson may offer
20 testimony about the development of Community Ambulance's partnership with
21 Dignity Health in Arizona following its successful partnership in providing
22 interfacility transports to Dignity Health's patient population in Clark County,
23 Nevada. Mr. Richardson may testify about Community Ambulance's adherence
24 to and implementation of Dignity Health's Hello *humankindness* philosophy as
25 well as other similar practices. Mr. Richardson may also offer testimony about
26 Community Ambulance's interfacility transport services agreement with Dignity
27 Health, Community Ambulance's personnel (including the number and types of
28 personnel, hiring, compensation and benefits, qualifications, scheduling,

1 training, and working conditions), Community Ambulance’s equipment and
2 ambulances (including communications equipment, onboard technology, and
3 other equipment onboard each ambulance complimentary to Dignity Health’s
4 system), Community Ambulance’s planned integration into Dignity Health’s
5 electronic medical records system to increase efficiencies and improve patient
6 experiences, which can impact outcomes, and Community Ambulance’s
7 communication and operation plans for the proposed service in Maricopa County.
8 Mr. Richardson may offer testimony regarding the reasons Community
9 Ambulance is fit and proper to provide the proposed interfacility services
10 contemplated by its application, Community Ambulance’s fiscal competence,
11 resources, financial viability, and ability to expand its resources to address
12 population growth in the Dignity Health system in Maricopa County, as well as
13 Community Ambulance’s plan to ensure interfacility transport service will be
14 maintained and improved for remote or rural Maricopa County communities. Mr.
15 Richardson may also testify about Community Ambulance’s compliance with the
16 factors set forth in the 2017 ADHS Guidance Document, GD-099-PHS-EMS:
17 Certificates of Necessity for Ambulance Service.

18 **3. Linda Hunt, President and Dignity Health, Senior Vice**
19 **President of Operations, Arizona, C/O Hendricks Murphy, PLLC and/or**
20 **the Meyerson Law Firm**

21 Ms. Hunt may offer testimony about her educational background,
22 nursing career, and other work experience – particularly her role as President of
23 St. Joseph’s Hospital and Medical Center, and as the current Dignity Health,
24 Senior Vice President of Operations, Arizona. Ms. Hunt may testify about Dignity
25 Health’s culture, including the Hello *humankindness* philosophy and the effects of
26 this philosophy on patient experience and patient care. Ms. Hunt may also offer
27 testimony about Dignity Health’s experiences with interfacility ambulance
28 transportation, and the providers of ambulance services in the proposed service

1 area (Maricopa County) and surrounding areas. Ms. Hunt may testify about
2 throughput issues in the Dignity Health systems, and the effects interfacility
3 transport delays can have on efficient hospital operations, as well as patient care,
4 outcomes, and satisfaction. Ms. Hunt may offer testimony about Dignity Health's
5 desire for an integrated interfacility ambulance service to better serve Dignity
6 Health's patient population.

7
8 **4. W. Michael Evans, CPA, Health Care Services Consultant,
8437 E. Mulberry Street, Scottsdale, Arizona 85251, (480) 941-0994**

9 Mr. Evans may offer testimony with respect to his educational
10 background, employment and consulting experience in the ambulance industry.
11 Mr. Evans may also offer testimony about his experience in preparing Ambulance
12 Revenue and Cost Reports ("ARCR") and assessing the financial viability of
13 companies applying for CONs in Arizona. Mr. Evans may testify about the
14 proposed operating model for the CON, the documents and assumptions used to
15 prepare Community Ambulance's ARCR, and the financial analysis completed by
16 the Arizona Department of Health Service's ("ADHS") rate analyst. Mr. Evans
17 may also offer testimony concerning the potential financial impact on other CON
18 holders in the proposed service area.

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20 **5. Ralph Vassallo, Expert in EMS Billing Services, 1029 E. Palo
Verde Drive, Phoenix, Arizona 85014, (602) 758-1513, rjvjr@aol.com.**

21 Mr. Vassallo may testify about his educational background and
22 work experience. Mr. Vassallo may also testify about the history of ambulance
23 billing services in Maricopa County, the billing collection system to be used by
24 Community Ambulance, and the historical collection rates and payor mix for the
25 proposed service area.

26
27 **6. Robb Beery, Owner RimGIS, 3350 S. Justin St. Flagstaff,
Arizona 86005, (928) 595-0442, rbeery@rimgis.com.**

1 Mr. Beery may testify about his educational background and work
2 experience, the map exhibits submitted by Applicant, the assumptions utilized in
3 creating those maps, and the accuracy of the distances and drive times identified
4 on the maps.

5
6 **7. Brandon Hestand, RN, BSN, Paramedic Liaison, Chandler**
7 **Regional Medical Center/Mercy Gilbert Medical Center, C/O Hendricks**
8 **Murphy, PLLC and/or the Meyerson Law Firm, PLC.**

9 Mr. Hestand may testify about his educational background, work
10 experience as a registered nurse, and his current position with Dignity Health as
11 a Paramedic Liaison for Chandler Regional Medical Center (“CRMC”) and Mercy
12 Gilbert Medical Center (“MGMC”), through which he is responsible for developing
13 and maintaining relationships with private ambulance providers, including
14 representatives of Intervenors, air ambulance providers, and various fire
15 departments on behalf of Dignity Health. Mr. Hestand may testify about his
16 participation in a monthly East Valley agency meeting that includes private
17 ambulance leadership, including representatives from Intervenors in this matter.
18 Mr. Hestand may further testify about the procedure for initiating interfacility
19 transports for Dignity Health patients from CRMC and MGMC; throughput
20 issues and negative patient experiences at CRMC and MGMC caused by
21 interfacility ambulance transport delays, and inconsistencies in compatibility of
22 equipment between Dignity Health facilities and current private ambulance
23 providers. Mr. Hestand may also offer testimony about the potential benefits to
24 patient care and welfare in having an integrated ambulance service, including
25 equipment and electronic medical record integration, and ambulance crews
26 trained in the Hello Humankindness philosophy.

27 **8. Delores Kells, RN, BSN, MBA/HCM, Director for Dignity**
28 **Health Urgent Care Centers, Gilbert, Queen Creek, Ahwatukee &**

1 **Maricopa, C/O Hendricks Murphy, PLLC and/or the Meyerson Law Firm,**
2 **PLC.**

3 Ms. Kells may testify about her educational background and work
4 experience, including her current role as the director for Dignity Health Urgent
5 Care Centers located in Queen Creek, Gilbert, Ahwatukee, and Maricopa (the
6 “Urgent Care Centers”). Ms. Kells may testify about her oversight and
7 involvement in interfacility ambulance transport issues for the Urgent Care
8 Centers, including delays the Urgent Care Centers experience in scheduling
9 transports and in arrivals times of ambulances. Ms. Kells may offer testimony
10 about the necessity of an additional provider of interfacility transports to
11 efficiently move patients from the Urgent Care Centers to facilities with higher
12 levels of care. Ms. Kells may also testify about her involvement in weekly
13 scheduled calls with representatives of AMR (the primary ambulance provider of
14 interfacility transports for the Urgent Care Centers) to discuss issues the Urgent
15 Care Centers experience with AMR’s interfacility transport service. Ms. Kells
16 may also offer testimony about throughput issues at the Urgent Care Centers,
17 and instances of Dignity Health patients leaving Urgent Care Centers against
18 medical advice to drive themselves to facilities with higher levels of care due to
19 delayed interfacility transports.

20 ~~9. Mark Burdick, former Fire Chief of Glendale, Arizona,~~
21 ~~currently Strategic Initiatives Director, Arizona Fire & Medical~~
22 ~~Authority~~

23 ~~Mr. Burdick may testify about his experience and background,~~
24 ~~including his time as the Fire Chief for the City of Glendale. Mr. Burdick may~~
25 ~~also testify about throughput bottlenecking issues at hospital facilities and the~~
26 ~~need for an additional interfacility transport provider to supplement the existing~~
27 ~~EMS system.~~

1 **9. Aaron Sams, Rates Analyst with Arizona Department of**
2 **Health Services**

3 Mr. Sams may testify about his background and experience, the
4 rates, mileage reimbursement and financial analysis set forth in his Findings
5 Letters dated January 10, 2017 and May 3, 2017, and the relevance and accuracy
6 of the assumptions used to generate the Findings Letter.

7 **10. Dr. David Argue, Corporate Vice President and Principal,**
8 **Economists Incorporated, 2121 K. Street, NW, Suite 1100, Washington,**
9 **DC 20037, (202) 833-5265, argue.d@ei.com**

10 Dr. Argue is an economist with expertise in the areas of healthcare
11 economics and competition in the healthcare industry. Dr. Argue may testify
12 with respect to his expert opinions concerning the benefits of competition in the
13 provision of ambulance services to the patient population of Maricopa County,
14 and more specifically in terms of improvements in the quality of care for that
15 population. Dr. Argue may testify that where customers have a choice of
16 ambulance providers, private providers tend to provide higher quality of care and
17 service. Dr. Argue may testify about the benefits granting a CON to Community
18 Ambulance could provide to Maricopa County and its residents. Those benefits
19 include increased quality of service and a reduction in risk in having just a few
20 available private ambulance providers.

21 **11. Brian Rogers, Chief Operating Officer of Applicant**
22 **Community Ambulance, C/O Hendricks Murphy, PLLC and/or the**
23 **Meyerson Law Firm, PLC.**

24 Mr. Rogers may testify about his educational background, qualifications,
25 and work history and experience in emergency medical services, including his
26 management and leadership roles in ambulance companies, including Medic
27 West Ambulance, an AMR company located in Clark County, Nevada, and his
28 current role as Chief Operating Officer of Community Ambulance. Mr. Rogers

1 may offer testimony regarding Community Ambulance's formation and
2 partnership in providing interfacility transports to Dignity Health's patient
3 population in Clark County. Mr. Rogers may also offer testimony about
4 Community Ambulance's operations in Nevada including Community
5 Ambulance's system status management, dispatch, personnel (including the
6 number and types of personnel, hiring, compensation and benefits, qualifications,
7 scheduling, training, and working conditions), and Community Ambulance's
8 equipment and ambulances (including communications equipment, onboard
9 technology, and other equipment onboard each ambulance complimentary to
10 Dignity Health's system). Mr. Rogers may also testify about Community
11 Ambulance's operation plans for Dignity Health's patient population in the
12 proposed service area of Maricopa County based on the geographic distribution
13 of the Dignity Health facilities and affiliated facilities and arrival time
14 compliance, as well as Community Ambulance's plan for interfacility transport
15 service for remote or rural Maricopa County communities. Mr. Rogers may also
16 offer testimony regarding the reasons Community Ambulance is fit and proper to
17 provide the proposed interfacility services contemplated by its application,
18 including his operational and leadership roles in ambulance companies, his
19 experience as a trainer, teacher, and instructor of emergency medical services, as
20 well as Community Ambulance's fiscal competence, resources, financial viability,
21 and ability to expand its resources to address population growth in the Dignity
22 Health system in Maricopa County.

23 **12. Rod Davis, current President/CEO Nevatah Consulting LLC,**
24 **former Senior Vice President of Operations Nevada for Dignity Health,**
25 **c/o Hendricks Murphy, PLLC and/or the Meyerson Law Firm, PLC**

26 Rod Davis may testify about his education, background, and experience,
27 including his work as the Senior Vice President of Operations in Nevada for
28 Dignity Health, including his role in the overall strategic direction and

1 management of Dignity Health’s Nevada Operations, with primary oversight for
2 St. Rose Dominican Hospitals, including all subsidiary organizations. Rod Davis
3 may further testify about issues Dignity Health experienced with hospital
4 overcrowding, bottlenecking, and throughput problems caused, in part, by
5 ambulance transport delays. Mr. Davis is further expected to testify about the
6 transport services AMR provided to Dignity Health facilities in Nevada and
7 AMR’s failure to adequately address these issues despite efforts to work with
8 AMR to resolve the overcrowding, bottlenecking and throughput issues. Mr.
9 Davis may further testify about his involvement on behalf of Dignity Health to
10 develop Community Ambulance, and how Community Ambulance helped solve
11 the bottlenecking and throughput issues the Dignity Hospitals were experiencing
12 at that time. Mr. Davis is further expected to testify about his previous
13 involvement on the Board of Managers for Community Ambulance, and the
14 qualities of Rob Richardson and Brian Rogers as ambulance company operators
15 and collaborative business partners.

16 **13. Matthew Karger, EMS/Transfer Coordinator, Dignity Health**
17 **Arizona General Mesa and Dignity Health Arizona General Laveen, c/o**
18 **Hendricks Murphy, PLLC and/or the Meyerson Law Firm, PLC**

19 Mr. Karger may testify about his education, background, and experience as
20 an emergency medical technician, paramedic, emergency room technician, and
21 current role as EMS transfer coordinator for the Arizona General Hospital (“AGH”)
22 system, including that system’s ten freestanding emergency rooms in Maricopa
23 County. With respect to his role as EMS transfer coordinator, which he has held
24 since January 2018, Mr. Karger may testify that he is the primary contact person
25 for all emergency medical or interfacility ambulance services and further testify
26 about his communications with the various interfacility and 911 ambulance
27 providers in Maricopa County, including intervenors. Mr. Karger may testify
28 about extended and unacceptable wait times AGH facilities experience with AMR,

1 and complaints made by AGH patients regarding AMR's ambulance service. Mr.
2 Karger may testify about his communications with representatives of AMR and
3 their failure to address the transport concerns of AGH. Mr. Karger may further
4 testify about AMR's billing practices, including billing patients of AGH the full
5 billed amount of a transport if insurance does not pay, balance billing patients even
6 through insurance has paid for the transport, and billing AGH facilities without
7 payor of last resort agreements in place between AMR and AGH. Mr. Karger may
8 further testify about AGH's recent use of Maricopa Ambulance for transports in
9 the west valley of Maricopa County, but not in the east valley because, as Michelle
10 Engle of Maricopa Ambulance told Mr. Karger, Maricopa Ambulance does not have
11 enough presence in the east valley to service that entire area. Mr. Karger may
12 further testify that Maricopa Ambulance has told Mr. Karger that it cannot service
13 AGH's facilities at Chandler, Gilbert (Baseline), Power (McKellips), or Power
14 (Germann). Mr. Karger may testify how AGH's choice of east valley interfacility
15 ambulance providers is effectively limited to AMR. Mr. Karger may further testify
16 that he is unaware of whether ABC Ambulance has marketed its services to AGH
17 or solicited transports from AGH. Mr. Karger may further testify that he is unsure
18 if ABC offers critical care transports or has the capacity to handle the AGH
19 transport volume.

20 **14. Will Humble, Executive Director for the Arizona Public**
21 **Health Association and former Director of the Arizona Department of**
22 **Health Services, 700 E. Jefferson Street, Suite 100, Phoenix, Arizona**
23 **85034, willhumble@azpha.org, (602) 258-3361.**

24 Mr. Humble may testify about his education, experience, and background,
25 including his tenure as the Assistant Director of Arizona Department of Health
26 Services ("ADHS"), Deputy Director of ADHS, Interim Director of ADHS in 2009,
27 and Director of ADHS from January 2010 through March 2015. Mr. Humble may
28 testify about the history of the EMS system and ambulance providers during his

1 tenure with ADHS, including the implications for the EMS system and patient care
2 when one company holds (or very few companies hold) a significant market share,
3 particularly in highly populated urban service areas like Maricopa County. Mr.
4 Humble may also testify about his previous involvement in the consideration of
5 CON applications to provide ambulance services in the State of Arizona, including
6 those applications for the Maricopa County service area. Mr. Humble may also
7 testify about the development of and public policy considerations for the
8 substantive policy statement in the guidance document (GD-099-PHS-EMS:
9 Certificates of Necessity for Ambulance Service), and the public policy
10 considerations in assessing public necessity for highly populated urban service
11 areas as compared to public necessity considerations in rural and wilderness
12 service areas. Mr. Humble may also offer testimony concerning Community
13 Ambulance's CON application and plan to provide interfacility and convalescent
14 transports to Dignity Health patients in Maricopa County.

15 **15. Rebecca Haas, RN, MSN, Clinical Supervisor, Dignity Health**
16 **Urgent Care Maricopa, C/O Hendricks Murphy, PLLC and/or the**
17 **Meyerson Law Firm, PLC.**

18 Ms. Haas, a registered nurse, may testify about her educational
19 background and work experience, including her current role as Clinical
20 Supervisor for the Dignity Health Urgent Care Center located in Maricopa (the
21 "Maricopa Urgent Care"). Ms. Haas may testify about her oversight and
22 involvement in arranging for interfacility ambulance transports for Dignity
23 Health patients at the Maricopa Urgent Care and delays the Maricopa Urgent
24 Care experiences in the scheduling of transports and in arrival times of
25 ambulances. Ms. Haas may offer testimony about the necessity of an additional
26 provider of interfacility transports to efficiently move patients from urgent care
27 facilities to hospital facilities with higher levels of care. Ms. Haas may also testify
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1 about her involvement in calls with representatives of AMR (the primary
2 ambulance provider of interfacility transports for the Maricopa Urgent Care) to
3 discuss issues the Maricopa Urgent Care experiences with AMR's interfacility
4 transport service. Ms. Haas may also offer testimony about instances of Dignity
5 Health patients leaving Maricopa Urgent Care against medical advice to drive
6 themselves to facilities with higher levels of care due to delayed interfacility
7 transports. Ms. Haas may also testify about instances in which AMR dispatchers
8 have instructed her or other staff at the Maricopa Urgent Care to use 911 even
9 though the patient needed an urgent interfacility transport, not a 911 response.
10 Ms. Haas may testify about negative experiences with AMR ambulance crews.
11

12 **16. Rick Swearingen, D.O., Medical Director for Dignity Health**
13 **Urgent Care at Ahwatukee and Maricopa (Pinal County), c/o Hendricks**
14 **Murphy, PLLC and/or the Meyerson Law Firm, PLC.**

15 Dr. Swearingen may testify about his education, background, and
16 experience, including his role as a treating physician and Medical Director of the
17 Dignity Health Urgent Care facilities at Ahwatukee and Maricopa. Dr.
18 Swearingen may testify about patient management and care issues that arise with
19 delays in transporting urgent patients to higher levels of care from urgent care
20 facilities. Dr. Swearingen may also testify about how urgent care facilities have
21 been, at times, forced into activating 911 because of delayed arrival times,
22 inefficiencies caused by ambulance delays, poor service to patients caused by
23 ambulance delays. Dr. Swearingen may also testify that as a medical provider who
24 directs the transport of patients by ambulance, he understands the difference
25 between patients who require 911 emergency transports and patients who require
26 urgent interfacility transports to a higher level of care. Dr. Swearingen may testify
27 that most patients he treats at the Dignity Health Urgent Care facilities at
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1 Ahwatukee and Maricopa that require a transfer to a higher level of care are
2 stable, urgent patients, but typically not 911 patients. Dr. Swearingen may
3 further testify about instances when AMR instructed urgent care staff to call 911
4 instead of turning the call to a backup ambulance provider. Dr. Swearingen may
5 testify that AMR's estimated arrival times cannot be relied upon and that those
6 estimated arrival times are often amended by AMR after the initial arrival times
7 are provided. Dr. Swearingen may further testify about meetings with AMR
8 during which AMR showed data that it was 100% compliant, which he knows from
9 experience to be inaccurate. Dr. Swearingen may testify about his observation that
10 patient acuity is getting higher and that he is seeing and treating sicker patients
11 at the urgent care facilities, which may be resulting in an increased need for
12 ambulance transports.
13

14 **17. Joseph E. Frazier, 3146 W. Celica Circle, Phoenix, Arizona**
15 **85053, (602) 740-8855.**

16 Mr. Frazier may testify about his education, background, and work
17 experience, including serving for 25 years as a 911 dispatcher for the City of
18 Phoenix Fire Department, and as an active paramedic within Maricopa County.
19 Mr. Frazier may testify about the unnecessary burdens placed on the 911 system
20 when an ambulance provider utilizes the 911 system for a non-911 call. Mr.
21 Frazier may also testify about his current experience as a fire engineer and
22 paramedic for the City of Buckeye, and circumstances in which the City of
23 Buckeye's 911 system was overtaxed through the inappropriate use of the 911
24 system for non-911 interfacility transports.

25 **18. Witnesses, as necessary, to lay foundation.**

26 **19. All witnesses listed by each Intervenor, and ADHS, irrespective of**
27 **whether those parties call any such witness.**

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B. Applicant's Exhibits

Community Ambulance may offer the following documents as exhibits at the hearing in support of its application:

1. Applicant's CON Application Part 1.
2. Applicant's CON Application Part 2.
3. DHS Administratively Complete Letter dated June 28, 2016.
4. DHS Substantive Review dated August 4, 2016.
5. Applicant's Response to Substantive Review dated September 28, 2016.
6. DHS 2nd Substantive Review Letter dated November 3, 2016.
7. Applicant's Response to 2nd Substantive Review Letter dated November 14, 2016.
8. DHS Initial Findings Letter dated January 10, 2017.
9. Applicant's Response to Initial Findings Letter dated March 27, 2017.
10. DHS Second Findings Letter dated May 3, 2017.
11. Applicant's Letter to DHS dated April 6, 2018 regarding joining uniform rate group.
12. Applicant's Certificate of Foreign Registration dated October 10, 2017.
13. Applicant's Operating Agreement dated July 27, 2010.
14. Applicant's Arizona Corporation Commission database information.
15. Applicant's Good Standing Certificate dated April 18, 2018.
16. Arizona Base Station Agreement between Applicant and Dignity Health dated September 30, 2016.
17. Ambulance Services Agreement between Applicant and Dignity Health.
18. Community Ambulance Organizational Chart.

- 1 19. Maricopa Ambulance Semi-Annual Response Time and Revenue
2 Collection Reports.
- 3 20. ABC Rate Increase Request and Analysis (2018)
- 4 21. DHS Guidance Document.
- 5 22. DHS Ground Ambulance Service Rate Schedule as of March 1, 2018.
- 6 23. Hearing Notice dated June 1, 2017.
- 7 24. Customer Agreement between AMR and Dignity Health.
- 8 25. Amendment to Customer Agreement between AMR and Dignity
9 Health, effective February 21, 2017.
- 10 26. DHS Approval of Amendment to Customer Agreement between
11 AMR and Dignity Health dated February 21, 2017.
- 12 27. AMR Motion for Intervening Party Status dated June 14, 2017.
- 13 28. Dignity Letter to AMR dated June 26, 2017.
- 14 29. AMR response to Dignity letter dated July 18, 2017.
- 15 30. Dignity response to AMR response dated July 19, 2017.
- 16 31. AMR response to July 19, 2017 Dignity letter dated July 20, 2017.
- 17 32. Transcript of Arizona Superior Court Proceedings from September
18 28, 2017.
- 19 33. Arizona Superior Court Minute Entry dated October 11, 2017.
- 20 34. AMR Consolidation Request dated December 5, 2016.
- 21 35. AMR Consolidation Decision dated October 31, 2017.
- 22 36. PMT Consolidation Request dated December 5, 2016.
- 23 37. PMT Consolidation Decision dated October 31, 2017.
- 24 38. AMR Consolidated CON.
- 25 39. PMT Consolidated CON.
- 26 40. Rural Metro Maricopa CON.
- 27 41. Canyon State CON.

- 1 42. ABC Ambulance CON.
- 2 43. Maricopa Ambulance CON.
- 3 44. ABC Ambulance 2015 ARCR.
- 4 45. ABC Ambulance 2016 ARCR.
- 5 46. ABC Ambulance 2017 ARCR.
- 6 47. Maricopa Ambulance 2016 ARCR.
- 7 48. Maricopa Ambulance 2017 ARCR.
- 8 49. PMT 2015 ARCR.
- 9 50. PMT 2016 ARCR.
- 10 51. PMT 2017 ARCR
- 11 52. Rural Metro (Maricopa) 2015 ARCR.
- 12 53. Rural Metro (Maricopa) 2016 ARCR.
- 13 54. Rural Metro (Maricopa) 2017 ARCR.
- 14 55. AMR of Maricopa 2015 ARCR.
- 15 56. AMR of Maricopa 2016 ARCR.
- 16 57. AMR of Maricopa 2017 ARCR.
- 17 58. American Comtrans 2015 ARCR.
- 18 59. American Comtrans 2016 ARCR.
- 19 60. American Comtrans 2017 ARCR.
- 20 61. American Ambulance 2015 ARCR.
- 21 62. American Ambulance 2016 ARCR.
- 22 63. American Ambulance 2017 ARCR.
- 23 64. Southwest Ambulance (Maricopa) 2015 ARCR.
- 24 65. Southwest Ambulance (Maricopa) 2016 ARCR.
- 25 66. Southwest Ambulance (Maricopa) 2017 ARCR.
- 26 67. Southwest Ambulance and Rescue 2015 ARCR.
- 27 68. Southwest Ambulance and Rescue 2016 ARCR.

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- 1 69. Southwest Ambulance and Rescue 2017 ARCR.
- 2 70. R/M Holdings 2015 ARCR.
- 3 71. R/M Holdings 2016 ARCR.
- 4 72. AMR of Maricopa ALJ Decision.
- 5 73. AMR of Maricopa CON Hearing Transcripts Vol. 1.
- 6 74. AMR of Maricopa CON Hearing Transcripts Vol. 2.
- 7 75. AMR of Maricopa CON Hearing Transcripts Vol. 3.
- 8 76. AMR of Maricopa CON Hearing Transcripts Vol. 4.
- 9 77. AMR of Maricopa CON Hearing Transcripts Vol. 5.
- 10 78. AMR of Maricopa CON Hearing Transcripts Vol. 6.
- 11 79. AMR of Maricopa CON Hearing Transcripts Vol. 7.
- 12 80. AMR of Maricopa CON Hearing Transcripts Vol. 8.
- 13 81. AMR of Maricopa CON Hearing Transcripts Vol. 9.
- 14 82. Maricopa Ambulance ALJ Decision.
- 15 83. Maricopa Ambulance CON Hearing Transcripts Vol. 1.
- 16 84. Maricopa Ambulance CON Hearing Transcripts Vol. 2.
- 17 85. Maricopa Ambulance CON Hearing Transcripts Vol. 3.
- 18 86. Maricopa Ambulance CON Hearing Transcripts Vol. 4.
- 19 87. Maricopa Ambulance CON Hearing Transcripts Vol. 5.
- 20 88. Maricopa Ambulance CON Hearing Transcripts Vol. 6.
- 21 89. Maricopa Ambulance CON Hearing Transcripts Vol. 7.
- 22 90. Maricopa Ambulance CON Hearing Transcripts Vol. 8.
- 23 91. Maricopa Ambulance CON Hearing Transcripts Vol. 9.
- 24 92. Maricopa Ambulance CON Hearing Transcripts Vol. 10.
- 25 93. Maricopa Ambulance CON Hearing Transcripts Vol. 11.
- 26 94. Maricopa Ambulance CON Hearing Transcripts Vol. 12.
- 27 95. Maricopa Ambulance CON Hearing Transcripts Vol. 13.

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- 1 96. Maricopa Ambulance CON Hearing Transcripts Vol. 14.
2 97. ABC Ambulance ALJ Decision.
3 98. ABC Ambulance CON Hearing Transcripts Vol. 1.
4 99. ABC Ambulance CON Hearing Transcripts Vol. 2.
5 100. ABC Ambulance CON Hearing Transcripts Vol. 3.
6 101. ABC Ambulance CON Hearing Transcripts Vol. 4.
7 102. ABC Ambulance CON Hearing Transcripts Vol. 5.
8 103. ABC Ambulance CON Hearing Transcripts Vol. 6.
9 104. ABC Ambulance CON Hearing Transcripts Vol. 7.
10 105. ABC Ambulance CON Hearing Transcripts Vol. 8.
11 106. ABC Ambulance CON Hearing Transcripts Vol. 9.
12 107. ABC Ambulance CON Hearing Transcripts Vol. 10.
13 108. ABC Ambulance CON Hearing Transcripts Vol. 11.
14 109. ABC Ambulance CON Hearing Transcripts Vol. 12.
15 110. ABC Ambulance CON Hearing Transcripts Vol. 13.
16 111. March 5, 2018 Letter of Support sent to ADHS from Kara
17 Kalkbrenner, Fire Chief, Phoenix Fire Department.
18 112. July 27, 2017 Letter of Support sent to ADHS from Fire Chief Paul
19 Adams of the Avondale Fire & Medical Department.
20 113. July 5, 2017 Letter of Support sent to ADHS from Thomas Dwiggin,
21 Fire Chief, City of Chandler Fire, Health & Medical Department.
22 114. July 24, 2017 Letter of Support sent to ADHS from the Honorable
23 Mayor of Gilbert, Arizona Jenn Daniels.
24 115. July 18, 2017 Letter of Support sent to ADHS from Mary Cameli,
25 Fire Chief, Mesa Fire and Medical Department.
26 116. July 17, 2017 Letter of Support sent to ADHS from Greg Ruiz, Fire
27 Medical Rescue Chief, City of Tempe.
28

1 117. September 14, 2017 Letter of Support sent to ADHS from Bob
2 Honeycutt, former President and Chief Executive Officer Arizona General
3 Hospital (Laveen).

4 118. Letter of Support sent to ADHS from Mark Nichols, Fire Chief,
5 Daisy Mountain Fire District.

6 119. Rural Metro (Maricopa) service map.

7 120. PMT service map.

8 121. Maricopa Ambulance service map.

9 122. Canyon State service map.

10 123. ABC Ambulance service map.

11 124. Drive time mapping during rush hour traffic.

12 125. CV of Robert Richardson.

13 126. Resume and Bio of Jeffrey T. O'Malley.

14 127. CV of Robb Beery.

15 128. Resume of Brandon Hestand.

16 129. CV of David Argue.

17 130. CV of John Shufeldt.

18 131. Resume of Ralph Vassallo Jr.

19 132. Resume of Michael Evans, CPA.

20 133. Deleted.

21 134. Resume of Mark Burdick.

22 135. Resume of Linda Hunt.

23 136. CV of Delores Kells.

24 137. October 16, 2014 Arizona Republic article, "Ambulance company
25 sues state, seeks to offer cheaper services."

26 138. January 6, 2015 Phoenix Business Journal article, "American
27 Medical Response to hire 80 for Maricopa County Service."

1 139. August 2, 2016 Phoenix Business Journal article, “Former
2 Rural/Metro exec wins ambulance contract in Maricopa County.”

3 140. May 24, 2017 The Daily Courier article, “Fire Departments
4 concerned with recent long ambulance response times.”

5 141. December 5, 2017 Scottsdale Independent article, “Maricopa
6 Ambulance awarded city of Scottsdale Contract.”

7 142. August 10, 2017 Arizona Republic article, “Ambulance wars: Rival
8 companies seek to bar hospital from offering medical transportation.”

9 143. March 22, 2018 Arizona Republic article, “Maricopa County is
10 fastest-growing in nation, according to U.S. Census data.”

11 144. March 24, 2014 Arizona Republic article, “Phoenix Ambulance-ride
12 cost: \$860.”

13 145. July 18, 2018 The Gazette article, “Colorado Springs keeps AMR
14 contract despite failure to meet response time.”

15 146. October 3, 2017 New York Times article “Dodging Bullets, a Medical
16 Coordinator Responds to a Crisis.”

17 147. Letter from Bank of Nevada dated August 24, 2018 regarding
18 \$1,000,000 line of credit.

19 148. AZ Central article “What do Phoenix firefighters make in base
20 salary?”

21 [https://www.azcentral.com/story/news/local/phoenix/2015/03/30/phoenix-
22 firefighter-base-pay-salary/70669382/](https://www.azcentral.com/story/news/local/phoenix/2015/03/30/phoenix-
22 firefighter-base-pay-salary/70669382/)

23 149. Community Ambulance Operational Plan.

24 150. U.S. Census Bureau Quick Fact Maricopa County.

25 151. 2010 Census Urban Areas by the Numbers “Definition of Urban and
26 Rural” from the U.S. Census Bureau.

1 152. Letter from Jon C. Klassen, Deputy Fire Chief of the Clark County,
2 Nevada Fire Department dated August 27, 2018.

3 153. 2017 Health Care Headliners Award Certificate awarded to Brian
4 Rogers.

5 154. 2017 Health Care Headliners Award Certificate awarded to Rob
6 Richardson.

7 155. Various Health Care certifications, including instructor
8 certifications for Brian Rogers.

9 156. 2005 Action Program Award issued to Rob Richardson for
10 exemplary customer service by the Henderson Fire Department.

11 157. Health Care Certifications issued to Rob Richardson by the State of
12 Nevada Department of Public Safety.

13 158. FEMA Certifications issued to Rob Richardson

14 159. Certifications issued to Rob Richardson by the National Academy of
15 Emergency Medical Dispatch.

16 160. Course Completion Certificate issued by CEVO II Ambulance to
17 Robert Richardson.

18 161. Certificate of Appreciation issued by the City of Henderson
19 Emergency Management Department to Robert Richardson.

20 162. Certificate of Appreciation issued by the City of Henderson Fire
21 Department to Rob Richardson.

22 163. Certificate of Accreditation issued to Community Ambulance by the
23 Commission on Accreditation of Ambulance Services in August 2015.

24 164. Certificate issued by EMS Management Training Institute to Robert
25 Richardson for completion of Ambulance Service Management Program dated
26 October 30, 1995.

1 165. Certificate of Recognition issued by the Clark County School District
2 to Community Ambulance for contributions and service to the students in the
3 Clark County School District 2017-18.

4 166. Clark County, Nevada Appreciation Award presented to
5 Community Ambulance for service provided during the October 1, 2017 incident
6 on the Las Vegas strip.

7 167. Certificate of Recognition issued by the City of Henderson to
8 Community Ambulance for its efforts during the October 1, 2017 incident on the
9 Las Vegas strip.

10 168. Congressional Record dated October 24, 2017 Honoring 1 October
11 First Responders.

12 169. May 18, 2018 Letter from Nevada Business Magazine to notifying
13 and congratulating Community Ambulance on being selected as a 2018
14 Healthcare Hero.

15 170. EMS Today Session Speaker Announcement of Brian Rogers at the
16 February 21-23, 2018 JEMS Conference and Exposition.

17 171. CV of Will Humble, M.P.H.

18 172. CV of Rod A. Davis.

19 173. CV of Brian Rogers.

20 174. CV of Rebecca Haas.

21 175. CV of Matthew Karger.

22 176. CV of Anne Burns, M.D.

23 177. Glenn Kasprzyk testimony from the Transcript of Proceedings in
24 Dignity Health v. AMR Holding Co., Inc., et al, CV2017-009481.

25 178. Jeffrey O'Malley, Paul Cloward and Jeffrey McCollom testimony
26 from the Transcript of Proceedings in Dignity Health v. AMR Holding Co., Inc.,
27 et al, CV2017-009481.

1 179. 2017 AMR Transport Contract Performance Data Report for
2 transports provided under the Customer Agreement with Dignity Health.

3 180. Summary of Dignity Health Interfacility Transports by AMR (2016,
4 2017, Jan-Mar 2018)

5 181. EMS Call Log from Maricopa Urgent Care.

6 182. Map of healthcare facility locations where Intervenors currently
7 have ambulance service agreements.

8 183. Map of Dignity Health facilities including stand-alone ERs and
9 Urgent Care Centers in Maricopa County.

10 184. Map of all hospitals in Maricopa County including Dignity Health
11 hospitals.

12 185. Map of Maricopa County Hospitals and Skilled Nursing Facilities.

13 186. Drive-time Map – all of Maricopa County

14 187. Drive-time Map – East Zone Maricopa County

15 188. Drive-time Map – Central Zone Maricopa County

16 189. Drive-time Map – West Zone Maricopa County

17 190. Bill of Sale related to purchase of Adeptus Health by Dignity Health
18 effective June 1, 2018.

19 191. Matthew Karger calendar entries for meetings with AMR regarding
20 Arizona General Hospital Emergent Transfer Process.

21 192. June 28, 2018 email from Matthew Karger to Todd Jaramillo
22 regarding West-side Transfer Numbers.

23 193. Emails between Glenn Leland of Maricopa Ambulance and Jeffrey
24 O'Malley of Dignity Health related to Medical Transportation Service Agreement
25 between Maricopa Ambulance and Dignity Health (dates between July 26, 2017
26 and June 20, 2018).

27 194. HRSA.gov rural health area map.
28

1 195. 2016 and 2017 Slide Decks prepared by AMR regarding
2 Performance Reporting for Dignity Health.

3 196. Dignity Health Community Benefit Reports (2013-2017) and
4 Community Benefit Plans (2014-2018) for Mercy-Gilbert Medical Center,
5 Chandler Regional Medical Center, St. Joseph's Hospital and Medical Center,
6 and St. Joseph's Westgate Medical Center.

7 197. June 2015 email string among Brett McClain, Jeffrey O'Malley,
8 Amanda Oliver, Damon Denstone, and Tina Brucato-Day regarding feedback
9 about service provided by AMR and Rural Metro.

10 198. December 2015 email string among Jeffrey O'Malley, Mindy
11 Camden, Roxanne Dudish, Rebecca Haas, Julie Hoffman, Brian Hasforth and Peg
12 Smith regarding extended AMR ETAs.

13 199. December 2015 email string among Jeffrey O'Malley, Mindy
14 Camden, Roxanne Dudish, Rebecca Haas, Julie Hoffman and Peg Smith
15 regarding AMR service issues.

16 200. January 2016 email string among Larissa Spraker, Jeffrey
17 O'Malley, Roxanne Dudish and Brandon Hestand regarding certain service
18 concerns.

19 201. February 2016 email string between Paul Cloward and Jeffrey
20 O'Malley regarding transport time concerns at Maricopa Urgent Care.

21 202. March 2016 email string between Paul Cloward and Jeffrey
22 O'Malley regarding Maricopa Urgent Care follow up.

23 203. March 2016 email string among Rebecca Haas, Jeffrey O'Malley,
24 Delores Kells, Ricky Swearingen, Roxanne Dudish, Mindy Camden, and Paul
25 Cloward regarding insufficient Maricopa Urgent Care response times by AMR.

26 204. March 2016 email string among Roxanne Dudish, Alison Skinner,
27 Tyson Huggans, Kyle Henson, Kevin Meek, Delores Kells, Cynthia Greninger,
28

1 Paul Cloward, Damon Denstone, Brandon Hestand, Mindy Camden, Rebecca
2 Haas, Jeffrey O'Malley, Barbara Harding and Linda Stutz regarding follow up to
3 AMR/Dignity stakeholder meeting.

4 205. March/April 2016 email string among Paul Cloward, Jeffrey
5 O'Malley, Alison Skinner, Kevin Meek, Bob Honeycutt, and Debrah Hartman
6 regarding AMR contract performance reporting.

7 206. April 2016 email string among Paul Cloward, Jeffrey O'Malley,
8 Alison Skinner, Kevin Meek, Bob Honeycutt, and Debrah Hartman regarding
9 additional AMR contract performance reporting.

10 207. July 2016 email string among Jeffrey O'Malley, Paul Cloward, Beth
11 Brown, and Glenn Kasprzyk regarding billing and payor issues.

12 208. July/August 2016 email string among Jeffrey O'Malley, Paul
13 Cloward and Alison Skinner regarding AMR/Dignity service contract reporting.

14 209. July/August 2016 email string among Jeffrey O'Malley, Paul
15 Cloward and Alison Skinner regarding additional AMR/Dignity service contract
16 reporting.

17 210. February 2017 email from Rebecca Haas to Alison Skinner and
18 Jeffrey O'Malley regarding ETAs and actual versus reported response times.

19 211. Reserved.

20 212. July 2017 email string between Jeffrey O'Malley and Alison Skinner
21 regarding changes in AMR performance reporting.

22 213. July 2017 email string among Brandon Hestand, Jeffrey O'Malley,
23 Jane Hanson, and Janet Shepard regarding failure of AMR to share audio tapes
24 when miscommunications occurred between AMR and Dignity Health.

25 214. August 2017 email string among Brandon Hestand, Jeffrey
26 O'Malley, Janet Shepard, Peg Smith, Todd Jaramillo, Paul Cloward, and Glenn
27 Kasprzyk regarding patient issues and reporting requests.

1 215. November 2017 email string among Rebecca Haas, Jeffrey O'Malley,
2 Alison Skinner, Delores Kells, Sherri Maez, and Ricky Swearingen regarding
3 urgent versus non-urgent transports by AMR.

4 216. January 2018 email string between Glenn Leland and Jeffrey
5 O'Malley regarding back-up agreement with Maricopa Ambulance.

6 217. Life Line Ambulance Service, Inc. 2017 ARCR.

7 218. R/M Arizona Holdings (Life Star EMS) 2017 ARCR.

8 219. AMR of Maricopa Overlap Service Map (CON 136)

9 220. Map of AMR of Maricopa (CON 136) Service Area.

10 221. ABC Overlap Service Map.

11 222. CV of Rick Swearingen.

12 223. Executive Summary Community Ambulance Integration Plan.

13 224. Call Intake Process Document Provided by AMR to Dignity Health.

14 225. Clark County Ambulance Franchise Performance Reports.

15 226. Letter of Support dated September 30, 2016 from Dignity Health.

16 227. RBR Management, LLC entity information from Nevada business
17 database.

18 228. Dignity Health Patient Discharge Heat Map (Maricopa and Pinal
19 Counties).

20 229. Joseph Frazier resume.

21 230. Emails produced by Rebecca Haas pursuant to the Dignity Health
22 subpoena regarding AMR service issues (Dignity Bates No. CON002470 – 2575)
23 (to be provided after review for PHI issues).

24 **A. December 16, 2015 email between R. Haas and B.**
25 **Hasforth.**

26 **B. December 19, 2015 email between R. Haas and W.**
27 **Gallagher.**

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C. December 19, 2015 email between R. Haas and T. Broadbent.

D. December 2015 emails among R. Haas, P. Smith and J. Hoffman.

E. December 2015 emails among R. Haas, J. O'Malley and other Dignity representatives.

F. December 2015 emails among R. Haas, J. O'Malley, and other Dignity representatives.

G. January 2016 emails among R. Haas, J. O'Malley, A. Skinner and other Dignity and AMR representatives.

H. December 2015 and January 2016 emails among R. Haas, J. O'Malley, P. Cloward, A. Skinner, and other Dignity representatives.

I. March 2016 emails among A. Skinner, P. Cloward, R. Haas, J. O'Malley, and other Dignity and AMR representatives.

J. February and March 2016 emails among A. Skinner, J. O'Malley, R. Haas, P. Cloward and other AMR and Dignity representativess

K. February 2016 emails among R. Haas, P. Cloward, A. Skinner, and other representatives.

L. March 2016 emails among J. O'Malley, R. Haas, D. Kells, P. Cloward and other representatives.

M. May 2016 emails between A. Skinner and R. Haas.

N. May 2016 emails among A. Skinner, R. Haas and P. Cloward.

O. December 2016 and January 2017 emails among A. Skinner, R. Haas, B. Hestand, and other representatives.

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P. January 2017 emails between R. Haas and D. Kells.

Q. April 2017 emails among J. O'Malley, R. Haas and A. Skinner.

R. March 2017 emails among J. O'Malley, R. Haas, A. Skinner, T. Jaramillo, P. Cloward, D. Kells and R. Swearingen.

S. March 2017 emails among R. Haas, T. Jaramillo, A. Skinner, D. Kells, P. Cloward and J. O'Malley.

T. August 2017 emails among R. Haas, A. Skinner, R. Swearingen, D. Kells, and Maez.

U. November 2017 emails among R. Haas, J. O'Malley and D. Kells.

V. November 9, 2017 email from A. Skinner to D. Kells, R. Haas, A. Roumain and L. Blair.

W. December 14, 2017 emails between A. Skinner and R. Haas.

X. January 2018 emails among D. Kells, A. Skinner, T. Jaramillo, T. Wolter, P. Cloward and R. Haas.

Y. January 2018 email among R. Haas, A. Skinner and D. Kells.

231. Emails produced by Brandon Hestand regarding AMR services issues (Dignity Bates No. CON002596 – 2615) (to be provided after review for PHI issues).

A. December 2015 and January 2016 emails among R. Haas, P. Cloward and J. O'Malley.

B. October 31, 2017 email from B. Hestand to J. Cunningham and K. Buchanan.

1 232. Emails produced by Delores Kells regarding AMR service issues
2 (Dignity Bates No. CON002626 -2694) (to be provided after review for PHI
3 issues).

4 A. November 9, 2017 email from A. Skinner to Dignity
5 Health representatives.

6 B. EMS Ahwatuckee call logs.

7 C. May 11, 2018 email from A. Lopez to D. Kells and other
8 AMR and Dignity representatives.

9 D. September 6, 2017 email from A. Skinner to D. Kells
10 and other AMR and Dignity representatives.

11 E. EMS Call Logs from Dignity Health Urgent Care Queen
12 Creek.

13 F. November 9, 2017 email from A. Skinner to A. Roumain
14 and D. Kells and other AMR and Dignity representatives.

15 G. December 14, 2017 emails among R. Haas, A. Skinner,
16 P. Cloward and D. Kells.

17 H. January 2018 emails among R. Haas, A Skinner, T.
18 Jaramillo, and other AMR and Dignity representatives.

19 233. Emails produced by Jeffrey O'Malley regarding AMR service issues
20 and related items (Dignity Bates No. 002695 - 2809) (to be provided after review
21 for PHI issues).

22 A. November 8, 2017 email from R. Haas to D. Kells and J.
23 O'Malley.

24 B. December 14, 2017 email from R. Haas to J. O'Malley.

25 C. November 6, 2017 email from R. Haas to J. O'Malley
26 with EMS call logs.

1 D. April 16, 2018 emails from B. Hestand to J. O'Malley
2 and other AMR and Dignity representatives.

3 E. November 27, 2017 emails from B. Hestand to J.
4 O'Malley and other AMR and Dignity representatives.

5 F. February 16, 2018 emails from D. Denstone to J.
6 O'Malley and other Dignity representatives.

7 G. March 2016 emails from R. Haas to J. O'Malley and
8 other AMR and Dignity representatives.

9 H. May 3, 2018 emails from B. Hestand to J. O'Malley and
10 other AMR and Dignity representatives.

11 I. December 2015 and January 2016 emails among R.
12 Haas, J. O'Malley, P. Cloward and other AMR and Dignity
13 representatives.

14 J. August 16-17, 2018 emails among B. Hestand, P.
15 Cloward and J. O'Malley and other AMR and Dignity representatives.

16 K. June 11, 2015 email between K. Meek and J. O'Malley
17 and other Dignity representatives.

18 L. December 28, 2015 email from J. O'Malley to P.
19 Cloward.

20 M. January 7-8, 2016 emails from B. Hestand to J. O'Malley
21 and AMR and Dignity representatives.

22 N. July 7, 2016 emails between J. O'Malley, P. Cloward
23 and other AMR and Dignity representatives.

24 O. March 14, 2017 emails from D. Denstone to A. Skinner
25 and other AMR and Dignity representatives.

26 P. April 9, 2017 email from R. Johnson to D. Denstone and
27 other Dignity representatives.

1 Q. July 19, 2017 emails from D. Denstone to A. Skinner
2 and other AMR and Dignity representatives.

3 R. August 5, 2017 email from M. Bott to B. Hestand and
4 other Dignity representatives.

5 S. August 24, 2017 emails among D. Denstone, A. Skinner,
6 and J. O'Malley and other AMR and Dignity representatives.

7 T. October 28-29, 2017 emails between B. Hestand and J.
8 O'Malley and other AMR and Dignity representatives.

9 U. December 7, 2017 email from B. Hestand to A. Skinner
10 and other AMR and Dignity representatives.

11 V. January 23-24, 2017 emails among R. Haas, A. Skinner
12 and J. O'Malley.

13 W. April 1, 2018 email among B. Hestand, B. Hasforth and
14 J. O'Malley.

15 X. December 28-30, 2015 emails among R. Haas, J.
16 O'Malley and other Dignity representatives.

17 Y. January 22, 2016 through March 2016 emails among R.
18 Haas, A. Skinner and other AMR and Dignity Health representatives.

19 Z. January 2016 through March 2016 emails among R.
20 Haas, A. Skinner and other AMR and Dignity Health representatives.

21 AA. December 2015 through January 2016 emails among R.
22 Haas, A. Skinner and other AMR and Dignity Health representatives.

23 BB. January 9, 2016 email from R. Haas to J. O'Malley, A.
24 Skinner and P. Cloward.

25 CC. March 24, 2016 email from R. Haas to J. O'Malley and
26 D. Kells.

27 234. EMS Call Log Sheets.

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RESPECTFULLY SUBMITTED this 2nd day of October, 2018

HENDRICKS MURPHY, PLLC

By /s/ Brendan Murphy
Brendan Murphy
3101 N. Central Ave., Suite 970
Phoenix, Arizona 85012

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ORIGINAL filed this 2nd day of October, 2018 via the OAH electronic document filing system <https://portal.azoah.com/oedf>, with copies provided to all parties on the approved mailing list by posting through the designated OAH website at <https://portal.azoah.com/oedf/documents/2017-EMS-0104-DHS/index.html>, in accordance with Case Management Order No. 1.

COPY of the foregoing with CD of Exhibits, hand-delivered this 2nd day of October, 2018 to:

Office of Administrative Hearings
1400 W. Washington, #101
Phoenix, Arizona 85007

Kevin Ray
Molly Bonsall
Assistant Attorneys General
Office of the Attorney General
1275 W. Washington
Phoenix, Arizona 85007
Attorneys for Arizona Department of Health Services/BEMSTS

1 **COPY** of the foregoing with CD of Exhibits,
2 mailed and made available via electronic share-file this
3 2nd day of October, 2018 to:

4 Ronna L Fickbohm, Esq.
5 Fletcher Struse Fickbohm & Wagner PLC
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8 Paul McGoldrick
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23 *Attorney for Intervenor ABC Ambulance, LLC*

24 By: /s/ Brendan Murphy
25
26
27
28