



HAWAII STATE HEALTH PLANNING AND DEVELOPMENT AGENCY

RECEIVED

20 APR 22 P3:43

ADMINISTRATIVE APPLICATION - CERTIFICATE OF NEED PROGRAM

Application Number: # 20-04A
To be assigned by Agency

Date of Receipt:
ST HLTH PLNG & DEV. AGENCY

APPLICANT PROFILE

Project Title: Establishment of Ground Ambulance Service for Continuation of Air Ambulance Transport; Daniel K. Inouye International Airport, Hilo International Airport, Ellison Onizuka Kona International Airport at Keahole, Kahului Airport

Project Address: 155 Kapalulu Pl., Suites 108 and 230, Honolulu, HI; Hilo- 2450 Kekuanaoa St, Plat 412, Tie-Down #108, Hilo, HI
Kona- 73-200 Kupipi St., Stall #3, Kailua-Kona, HI; Kahului - 1 Keolani Pl, Tie-Down #407-104, Kahului, HI

Applicant Facility/Organization: AirMD, LLC

Name of CEO or equivalent: Martin E. Sellberg, M.D.

Title: CEO and Medical Director

Address: 3445 N. Webb Road, Wichita, KS 67226

Phone Number: 316-932-1440 Fax Number: 316-260-4853

Contact Person for this Application: Melissa M. Knott

Title: COO/CFO

Address: 3445 N. Webb Road, Wichita, KS 67226

Phone Number: 316-932-1421 Fax Number: 316-260-4853

CERTIFICATION BY APPLICANT

I hereby attest that I reviewed the application and have knowledge of the content and the information contained herein. I declare that the project described and each statement amount and supporting documentation included is true and correct to the best of my knowledge and belief.

Signature: [Handwritten Signature]

04-21-2020
Date

Martin E. Sellberg
Name (please type or print)

CEO/Medical Director
Title (please type or print)

RECEIVED

1. TYPE OF ORGANIZATION: (Please check all applicable)

- Public _____
- Private _____ x
- Non-profit _____
- For-profit _____ x
- Individual _____
- Corporation _____
- Partnership _____
- Limited Liability Corporation (LLC) _____ x
- Limited Liability Partnership (LLP) _____
- Other: _____

20 APR -7 P2 33

ST HLTH PLNG & DEV. AGENCY

2. PROJECT LOCATION INFORMATION

A. Primary Service Area(s) of Project: (please check all applicable)

- Statewide: _____
- O`ahu-wide: _____ x
- Honolulu: _____
- Windward O`ahu: _____
- West O`ahu: _____
- Maui County: _____ x
- Kaua`i County: _____
- Hawai`i County: _____ x

3. DOCUMENTATION (Please attach the following to your application form):

- A. Site Control documentation (e.g. lease/purchase agreement, DROA agreement, letter of intent) **See Attachment 3A**
- B. A listing of all other permits or approvals from other government bodies (federal, state, county) that will be required before this proposal can be implemented (such as building permit, land use permit, etc.) **See Attachment 3B**
- C. Your governing body: list by names, titles and address/phone numbers **See Attachment 3C**
- D. If you have filed a Certificate of Need Application this current calendar year, you may skip the four items listed below. All others, please provide the following:
 - Articles of Incorporation
 - By-Laws
 - Partnership Agreements
 - Tax Key Number (project's location)

See Attachment 3D

RECEIVED

4. **TYPE OF PROJECT.** This section helps our reviewers understand what type of project you are proposing. Please place an "x" in the appropriate box.

'20 APR -7 P2 :33

	Used Medical Equipment (over \$400,000)	New/Upgraded Medical Equip. (over \$1 million)	Other Capital Project (over \$4 million)	Change in Service	Change in Beds ST. ALTH PLNG & DEV. AGENCY
Inpatient Facility					
Outpatient Facility				X	
Private Practice					

5. **BED CHANGES.** Please complete this chart only if your project deals with a change in your bed count and/or licensed types. Again, this chart is intended to help our reviewers understand at a glance what your project would like to accomplish. Under the heading "Type of Bed," please use only the categories listed in the certificate of need rules.

Type of Bed	Current Bed Total	Proposed Beds for your Project	Total Combined Beds if your Project is Approved
N/A			
TOTAL			

RECEIVED

6. PROJECT COSTS AND SOURCES OF FUNDS

A. List All Project Costs:

20 APR -7 P2 :33

AMOUNT:

- | | | |
|----|--|-----------|
| 1. | Land Acquisition | _____ |
| 2. | Construction Contract | _____ |
| 3. | Fixed Equipment | _____ |
| 4. | Movable Equipment | \$285,000 |
| 5. | Financing Costs | _____ |
| 6. | Fair Market Value of assets acquired by
lease, rent, donation, etc. | \$164,612 |
| 7. | Other: _____ | _____ |

ST HLTH PLNG
& DEV. AGENCY

TOTAL PROJECT COST:

\$449,612

B. Source of Funds

- | | | |
|----|---|-----------|
| 1. | Cash | \$285,000 |
| 2. | State Appropriations | _____ |
| 3. | Other Grants | _____ |
| 4. | Fund Drive | _____ |
| 5. | Debt | _____ |
| 6. | Other: <u>Fair market value of leased spaces</u>
to be paid by monthly rent payments | \$164,612 |

TOTAL SOURCE OF FUNDS:

\$449,612

Please see Attachment #6A.

RECEIVED

- 20 APR 24 10:56
STATE OF HAWAII
DEV. AGENCY
7. **CHANGE OF SERVICE:** If you are proposing a change in service, then please briefly list what services will be added/modified. Be sure to include the establishment of a new service or the addition of a new location of an existing service. Please reference the Certificate of Need Rules Section 11-186-5 for the categories of services. If you are unable to determine which category best describes your project, please consult with agency staff.

LifeSave Kupono is proposing the addition of ground ambulances to be based with our air ambulance assets

to serve as a continuation for completion of air transports from the airport to the sending or receiving hospitals.

The proposed service will provide continuity of care for our patients and decrease transport times.

8. **IMPLEMENTATION SCHEDULE:** Please present a projected time schedule for the completion of this project from start to finish. Include all of the following items that are applicable to your project:

1. Castle & Cooke - Honolulu : 05-25-2018
2. Hilo Tie Down: 07-1-2018
3. Kona Parking Stall: 06-04-2019
4. Kahului Tie Down: 05-01-2018

- a) Date of site control for the proposed project, Upon C.O.N. Approval, we will apply for our Ground Ambulance Service License through the State of Hawaii, Dept. of Health E.M.S. & Injury Prevention System Branch
- b) Dates by which other government approvals/permits will be applied for and received, N/A
- c) Dates by which financing is assured for the project, N/A
- d) Date construction will commence, N/A
- e) Length of construction period, N/A
- f) Date of completion of the project, Upon approval of our Ground Ambulance Service License.
- g) Date of commencement of operation, Upon approval of our Ground Ambulance Service License.

Please remember that the Agency does monitor the implementation of Certificates approved. Non-implementation of a project as described in your application may result in a fine and/or withdrawal of the certificate of need.

9. **EXECUTIVE SUMMARY:** Please present a brief summary of your project. In addition, provide a description of how your project meets each of the certificate of need criteria listed below. If a new location is proposed, please attach an easy to read map that shows your project site. **Please see Attached #9.**

- a) Relationship to the State of Hawai'i Health Services and Facilities Plan.
- b) Need and Accessibility
- c) Quality of Service/Care
- d) Cost and Finances (include revenue/cost projections for the first and third year of operation)
- e) Relationship to the existing health care system
- f) Availability of Resources.

RECEIVED

10. **Eligibility to file for Administrative Review.** This project is eligible to file for Administrative review because: (Check all applicable)

20 APR -7 P2:34

ST HLTH PLNG
& DEV. AGENCY

It involves bed changes, which will have a capital expense of \$1,000,000 or less, and which will have an increased annual operating expense of less than \$500,000.

It involves service changes which will have a capital expense of \$1,000,000 or less, and which will have an increased annual operating expense of less than \$500,000.

It is an acquisition of a health care facility or service, which will result in lower annual operating expenses for that facility, or service.

It is a change of ownership, where the change is from one entity to another substantially related entity.

It is an additional location of an existing service or facility.

The applicant believes it will not have a significant impact on the health care system.

RECEIVED



9. Executive Summary:

Introduction

LifeSave Transport, headquartered in Wichita, Kansas, has established critical care transport bases throughout Kansas, Nebraska, Texas and Hawaii. LifeSave is applying for a Certificate of Need in the State of Hawaii so we can better serve our patients and make a positive contribution to the State of Hawaii's healthcare system. LifeSave, a physician-driven company, was designed as a healthcare company utilizing air and ground vehicles in its practice of caring for patients during transport. Partnering with healthcare providers throughout the United States, LifeSave has an unrivaled reputation for patient care and an unparalleled safety record.

LifeSave, in service since 2001, offers a complete medical transport system which includes fixed wing, rotor wing, ground ambulances, state-of-the-art communication center, in-house maintenance facility and patient billing division. LifeSave has set itself apart through intense focus on the entire process of patient transport, beginning well before the patient leaves a facility. The LifeSave owners are both emergency medicine physicians as well as high-time pilots, which provides a unique understanding of every aspect of the mission. The company has received numerous awards and distinctions, to name a few: KEMSA Service of the Year, The Governor's Award for Business Excellence, Best In Business, Best Places to Work, and most recently Leader in Diversity Awards.

In 2013, LifeSave began operation in Hawaii as the aviation operator of AMR Air Hawaii. American Medical Response (AMR) provided the EMS licensure and medical staff while LifeSave provided the aircraft, aviation operations, and pilots, working together to provide a much-needed option and additional resource in air medical transport to the hospitals, providers, and citizens of the Hawaiian Islands. In 2017, AMR accepted an offer of purchase by KKR, a private equity firm that also owned the other air medical operator in Hawaii, which created a possible scenario of a single air medical provider. The Federal Trade Commission mandated divestiture to avoid this scenario. LifeSave was a natural choice as the potential new owner operator, due to vast experience in EMS air medical operations, familiarity of operations in Hawaii, and aircraft and crew already in place. In March 2018 LifeSave finalized purchase negotiations, acquired its own Hawaii EMS licensure, and began independent operations, utilizing local aviation employees already in place and onboarding the Hawaii based medical crew. Since that time, LifeSave has extended local health system transport contracts, was selected as the preferred provider of the VA system in Hawaii, and has successfully transported thousands of patients, impacting countless lives.

LifeSave Transport, an independent and veteran-owned company, is proud to have become a vital part of the health care delivery system and significant contributor to the well being and economy in Hawaii.

a) Relationship to the State of Hawaii Health Services and Facilities Plan: LifeSave Transport is licensed by the Hawaii Board of Emergency Medical Services and is a compliant and contributing member. The division of LifeSave Transport that is committed to and serves Hawaii, LifeSave Kūpono, is requesting permission to add ground ambulance transport units to complement our existing Hawaii air ambulance operations to continue transport care for our patients. LifeSave Kūpono makes this request in the best interest of patients to provide a continuum of bedside-to-bedside care without undue delay, and without detracting from other potential use of existing ground ambulances. The intention of the request is threefold:

1. eliminate delay in delivery of the patient to the care they need by eliminating the delay in the ground segment of patients departing from or arriving to an airport
2. add resource to the current ground transport system while preserving availability of current ground ambulances in the system for other missions
3. allow air medical crews to reduce their return to service time, making them available for the next patient in need

LifeSave Kūpono proposes to establish internally-supported and operated ground ambulance service to support our air ambulance bases in the State of Hawaii. This Certificate of Need proposal affects the Hawaii Health Services and Facilities Plan ("the Plan") by increasing cost-effective access to necessary health care services. The addition of self-sustained ground ambulances provided by LifeSave Kūpono for use by critical care flight crews during ground components of patient transport (airport to hospital and hospital to airport) will help ensure the following Statewide Health Coordinating Council (SHCC) Priorities through supporting the following General Principles listed in Chapter 3 of the Plan:

SHCC General Principals (reference Page 33 of the State of Hawaii Health Services and Facilities Plan):

SHCC General Principle #1. Promote and support the long-term viability of the health care delivery system: LifeSave Kūpono offers a much-needed choice for air transport for the communities in Hawaii. The addition of ground ambulances to our existing air transport service, helps the patients we are transporting by avoiding delays as our ground ambulances will be dedicated to the ground segment of air transport patients and not subject to 911 call; and will help improve access for potential patients as it preserves availability of 911 service vehicles for immediate response that may have been tasked with the movement of the air medical crew and patient. The addition of the ground ambulances could eliminate 100% dependence on the only privately owned and operated ambulance service in the State of Hawaii and will allow the other services to be utilized on patients within their region.

SHCC General Principle #2. Expand and retain the health care workforce to enable access to the appropriate level of care in a timely manner: The addition of the ground ambulance units will remove the current ground segment delays allowing the ground segment of transport to be conducted in a timely and predictable manner. Level of care will be maintained by continued care from LifeSave critical care medical crew on the ambulance. Jobs will be created in the healthcare workforce as EMTs, Paramedics and Nurses will be hired to drive the ground ambulances.

SHCC General Principle #3. Ensure that any proposed service will at least maintain overall access to quality health care at a reasonable cost: The proposed addition of the ground ambulances will work in concert with our air transport system and will ensure that LifeSave Kūpono will maintain overall access to our high-quality services at a reasonable cost to any potential patient who may require our transport services. The addition of the LifeSave Kūpono ground ambulances will streamline the transport and

communication needs. LifeSave Kūpono critical care crew will safely provide the entire bedside-to-bedside patient transport process, and in-turn provide the patient with a fair and reasonable invoice while retaining consistency of care with the same medical transport team. Patients will have increased access to 911 services through current ground units not being tasked for this segment. Invoicing will be streamlined, coming from one company, with no increase in cost to the patient.

RECEIVED
20 APR -7 P2:42

SHCC General Principle #4. Strive for equitable access to health care services (i.e., remove financial barriers, increase availability of physicians): LifeSave Kūpono provides the same superb care to all patients, with no screening of access to any provider requesting transport for any patient that has been accepted at a receiving hospital. Providing the ground component in conjunction with the air transport, the patient will work with one service for billing purposes, providing that service at a rate less than other services in this industry.

SHCC General Principle #5. Ensure all projects are appropriate for the regional and statewide continuum of care: LifeSave Kūpono will ensure rapid access to time-sensitive patient conditions by increasing the availability of ground ambulances for the ground segment of air transport, eliminating the current delays that may be detrimental to a patient. Allowing LifeSave Kūpono to expand care for the entire transport spectrum strengthens the regional and statewide Health Services and Facilities Plan.

SHCC General Principle #6. Encourage and support health education, promotion, and prevention initiatives: LifeSave participates in and provides education for providers on a regional and statewide level, and actively participates on all state EMS and trauma initiatives regarding air and ground transport.

SHCC General Principle #7. Expand awareness of available human, financial, programmatic resources: Our LifeSave Kūpono culture is one based on providing care for any and all patients through the entire transport process. From providing excellent patient care to caring for the patient on the financial side of the service we provided. We have an active Compassionate Discount Program for those in need.

The addition of ground ambulances to our current operations as it relates to the State of Hawai'i Health Services and Facilities Plan will complement and improve the process in the air transports we currently provide, will provide consistent care for our patients, provide quality healthcare at a reasonable cost, increase accessibility to 911 services, and aid in providing long-term sustainability for our operations in Hawaii.

SHCC Specific Health Areas of Concern (reference Page 33 of the State of Hawaii Health Services and Facilities Plan):

LifeSave Kūpono's proposal to establish ground ambulance services as a continuation of our air transport services will support the following Specific Areas of Concern listed in Chapter 3 of the Plan:

SHCC, Specific Areas of Concern #1: LifeSave Kūpono's proposed ground ambulance services will ensure additional capacity and access to a continuum of long-term care services for our patients on a state-wide level. LifeSave Kūpono will improve access and capacity for our patients requiring air medical transport and having access to our internal ground ambulance resources on each end of the transport will assure consistent time-sensitive service for these patients. LifeSave Kūpono also provides repatriation flights for patients needing to return home to hospice care or long term care when they don't qualify for a commercial flight home. The addition of the ground ambulance will also be utilized for the hospital to airport transport for patients returning home; they will receive

the same bedside-to-bedside care as our emergent transports at a less expensive rate than the current ground service.

RECEIVED

SHCC, Specific Areas of Concern #2: The proposed ground ambulance services will support and strengthen the statewide emergency trauma system by assuring time critical, consistent, efficient and economical transport services by providing additional resources to complement the current system in place. The addition of the proposed ground ambulances will relieve the current stress on the statewide system, increase availability of units, dramatically decrease the current wait times for ground ambulances, thereby improving the patient experience and positively impacting the patient's outcome.

SHCC, Specific Areas of Concern #3: N/A

SHCC, Specific Areas of Concern #4: The proposed ground ambulance services will increase and improve timely and consistent access to mental health programs and services and education for LifeSave Kūpono patients transported from the outer islands to Oahu for those services not available on neighboring islands. The increased availability of ground ambulance units will result in an overall time savings for each patient transported.

SHCC, Specific Areas of Concern #5: LifeSave Kūpono is committed to providing time, energy and resources to all citizens and visitors in the State of Hawaii to increase and improve access for patients suffering from substance abuse through our services and educational offerings.

Subarea Health Planning Council (SAC) Priorities (reference Page 33 of the State of Hawaii Health Services and Facilities Plan):

LifeSave Kūpono's proposal to provide ground ambulance services as a continuation for our patients transported by air addresses the following Subarea Health Planning Council (SAC) Priorities outlined in Chapter 3 of the Plan, specific to Hawaii County/Hawaii (HSAC), Maui County/Tri-Isle, Honolulu County – the Honolulu (HONSAC) Priorities, the West Oahu SAC Priorities and the Windward SAC Priorities:

Hawaii County/Hawaii (HSAC) Subarea Priorities (Chapter 3, page 33): 1. Provider (Workforce)

Shortage: LifeSave Kūpono plans to hire and train new employees to staff the ground ambulances, which will add to the current workforce as specialty care providers. **2. Facilities Shortage:** LifeSave Kūpono currently provides air transport for a multitude of patients from Hawaii County/Hawaii needing transport to a higher level of care (typically to Oahu). These patients also need ground transport from the referring facilities in Hawaii County to the airport, as LifeSave Kūpono provides bedside-to-bedside service for our patients. Currently, our patients and medical crews are having to wait a significant amount of time for the availability of a ground ambulance. The 911 ground ambulance service in the County of Hawaii has faced budget issues and has had incidences where they needed to downgrade from an Advanced Life Support (ALS) ambulance to a Basic Life Support (BLS) ambulance due to lack of staffing and budget constraints. The County of Hawaii has had to use system-status dispatching to cover the areas in the community that do not have ALS coverage. The addition of LifeSave ground ambulances will allow us to transport our own patients and will ensure our transports do not add to the already resource depleted system. LifeSave Kūpono proposes to add a ground ambulance service based in Hilo and Kona, which will alleviate the current long wait time for a ground ambulance for our patients, including those that are critically ill or injured. Saving time for

our patients will positively impact their outcomes. LifeSave Kūpono's rate structure for air medical transport is significantly lower than the other air transport provider in the State of Hawaii. LifeSave Kūpono's rate structure for our ground ambulance transports will also be substantially lower than the current option available for our patients, thereby saving our patients money and controlling their escalating health care costs.

RECEIVED
20 APR -7 P2:42

Honolulu (HONSAC) Subarea Priorities (Chapter 3, page 35): 1. The proposed ground ambulance services for LifeSave Kūpono patients arriving on Oahu by air transport and then needing ground transport to receiving facilities will further help increase the availability of ground ambulance units, which will decrease wait time for our patients, thereby increasing our supportive services for the patient. The City and County of Honolulu EMS have faced severe staffing and budget constrictions that have caused the service to close units for a period of time, sometimes multiple times within a day's period. The addition of LifeSave ground ambulances will allow us to transport our own patients and will ensure our transports do not add to the already resource depleted system. 4. The addition of these ground ambulances will decrease the costs for our patients, including those in the senior care industry. LifeSave Kūpono's rate structure for air medical transport is significantly lower than the other air transport provider in the State of Hawaii. LifeSave Kūpono's rate structure for our ground ambulance transports will also be substantially lower than the current option available for our patients, thereby saving our patients money and controlling their escalating health care costs.

West Oahu SAC Subarea Priorities (Chapter 3, page 35): 1. **Improve and Increase Access:** LifeSave Kūpono's proposal to add ground ambulance capabilities strives to improve and increase access through emergency services (acute, critical, specialty and emergency care) via our air and ambulance transport services. Currently, our patients arriving on Oahu on our air ambulance aircraft will need ground ambulance transport to one of the tertiary care facilities. Specifically, in terms of improved and increased access for West Oahu (SHCC, West Oahu Priorities), LifeSave Kūpono's proposed ground ambulances will improve and increase access to acute care, critical care, specialty care, and emergency care for our patients arriving on Oahu and requiring time critical transport to any of these types of facilities in West Oahu. The proposed services would add resources in terms of ground ambulance support to ensure availability (in a time-sensitive manner) for air medical patients in these instances.

Windward SAC Subarea Priorities (Chapter 3, page 36): - 1. **Improve Bed Availability:** AS in Honolulu and West Oahu, LifeSave Kūpono's proposed ground ambulance service will also provide an additional resource for Windward SAC and produce a positive effect by increasing ground ambulance availability to continue the transport for our patients being transferred to a higher level of care. The additional resources will provide relief for the current providers and reduce waiting time for the patients requiring time critical transport. This will reduce the waiting time for Windward facility transfers.

Maui County/Tri Isle SAC Priorities (Chapter 3, page 36): 3. **Primary, Acute, and Emergency Services: Provide Community-based emergency and health care services to underserved communities such as: establishing an aero-medical network of services that responds to all areas.** LifeSave Kūpono currently provides air transport for a multitude of patients from Maui County needing transport to a higher level of care (typically to Oahu). These patients also need ground transport from these referring facilities in Maui County to the airport, as LifeSave Kūpono provides

bedside-to-bedside service for our patients. Currently, our patients and medical crews are having to wait a significant amount of time for the availability of a ground ambulance to transport our medical crews and patients. LifeSave Kūpono proposes to add a ground ambulance service based in Maui County, which will alleviate the current long wait time for a ground ambulance for our patients, including those that are critically ill or injured. So as stated in the Maui County SAC (page 37), LifeSave Kūpono proposes to expand the resources to include a ground ambulance, which will be utilized to transport LifeSave Kūpono's patients from the referring facilities in Maui County to the local airport to be transported to a higher level of care (typically to Oahu). Saving time for our patients will positively impact their outcomes. **Optimize Reimbursement through Medicare, Medicaid and third party insurers.** LifeSave Kūpono has in-network contracts with all the largest Third-Party payor insurers in Hawaii, is the provider choice for the VA, contracts with Medicare and Medicaid, and is dedicated to the optimization of reimbursement for our patients through our in-house patient advocacy billing division. LifeSave Kūpono's rate structure for air medical transport is significantly lower than the other air transport provider in the State of Hawaii and our rate structure for our ground ambulance transports will also be substantially lower than the current option available, thereby saving our patients money and controlling their escalating health care costs.

RECEIVED

20 APR 17 12 42

STATE OF HAWAII
& DEV. AGENCY

***Please see the Attachment labeled "Average Delay Times to the Patient"**

b) Need and Accessibility: The LifeSave Kūpono ground component is needed to assure the timely transport of our air ambulance patients. Our mission is to safely transport critically-ill or injured patients to tertiary care. Caring for the most critical time sensitive patients, all aspects of the transport process need to align completely. Currently, our documentation validates patient waiting times of up to two hours for ground ambulance either from a sending hospital to the airport, or from the airport to a receiving hospital. The ability of LifeSave Kūpono to provide internal ground ambulance services would supplement existing local ground ambulance service and would alleviate the documented delays that are a detriment to the patients LifeSave Kūpono transports by air.

The addition of our own internal LifeSave Kūpono ground ambulances will allow our critical care teams to return to service faster and return to the outer islands to assure air ambulance accessibility for ensuing patient transports.

By placing ground ambulance units in the communities LifeSave Kūpono serves, patients will positively benefit from consistent patient care, provided in a timely manner, not subjected to waiting on an available 911 unit or busy local ambulance. The avoidance of these documented delays is significant in reducing the clinically significant time for the patient to receive the advanced care they need and are being transported to receive.

LifeSave Kūpono is accessible and available to all citizens and visitors to the State of Hawaii and all will have access to our emergency medical transport services. LifeSave's services are accessible to all including all racial and ethnic minorities, women, all underserved, low income, elderly, and handicapped; all of these persons/groups will have full access to LifeSave's air and ground transport services when needed.

c) Quality of Service/Care:

LifeSave Kūpono participates in all the quality metrics in place by the State of Hawaii Board of EMS and

trauma system and is assisting in creating new benchmarks in quality. The company is an active participant in all local healthcare system quality reviews and initiatives, as well as local EMS education. The addition of ground ambulances to our program places ground operations, safety practices, response times and general outcomes analysis under the quality improvement program in place, which is currently not possible. Upon approval of the C.O.N. LifeSave Kūpono will make immediate application for our Ground Ambulance Service License through the State of Hawaii, Department of Health E.M.S. & Injury Prevention System Branch. The new ground unit employees, as are our air ambulance medical personnel, will be licensed by the State of Hawaii and compliant to all requirements and regulations.

RECEIVED
20 APR 22 03:43
ST HLTH PLNG & DEV. AGENCY

d) Cost and Finances:

The capital investment of the ground ambulances will be paid out of cash flow. The operational costs associated with ground ambulance operations are expected to cash flow slightly. Medical Crew personnel costs for the most part will remain neutral as we will utilize our current flight crew for the clinical role. We will hire additional technicians for the ambulances, and ground unit maintenance will be provided by a third party. The expenses to operate the ambulances (i.e. fuel, oil, and maintenance, insurance, licensing, etc) will be covered by the patient invoice. First year through third year we project to breakeven as the capital investment for the ambulance assets are recaptured. Initial project funding required to establish the ground ambulance operations will come from cash on hand.

*Please see the Attachment labeled "Profit and Loss Projections for Years 1 and 3."

e) Relationship to the existing healthcare system:

LifeSave Kūpono is already well established in the existing health care system with long term relationships and contracts in place, providing options in essential air medical transport at a competitive price. The addition of dedicated ground ambulances will aid in providing continuity of care at a high level without delay, and at less cost to the patient. With the addition of LifeSave ground ambulances, our crews will be returned to service faster and more readily available to care for patients.

f) Availability of resources: The new LifeSave Kūpono ground ambulances (four ambulance units – schedule attached) will improve patient transport availability for the State of Hawaii by keeping 911 service ambulances available, returning flight crews to service earlier, and in general increase the number of ground units available. LifeSave Kūpono ground ambulances will help alleviate the burden on 911, county and third-party ambulances to respond to transport the air ambulance patients, instead allowing those resources to remain available to the communities they serve.

LifeSave Kūpono will utilize the medical crews from the air transport crew to provide the patient care during the ground ambulance transport from the hospital to the airport, or the airport to the hospital. In addition to our exiting employees, LifeSave Kūpono will hire new employees to drive the ambulances. The drivers will be licensed per requirement of the above-mentioned State of Hawaii Ambulance Service License and CEVO trained to drive an ambulance. Many of our current employees will qualify to drive the ambulance in addition to their current responsibilities. We also plan to work with Kapiolani Community College, as they produce between 30-40 new EMTs and Paramedics annually. LifeSave Kūpono will be an excellent employment option for these graduates and allow them grow within our company. We plan to add up to 16 new employees, who will be highly-trained and will meet all the qualifications required to be licensed in the State of Hawaii for the proposed ground ambulances.

In summary, - LifeSave Kūpono is confident the addition of these four ground ambulance units to the State of Hawaii's Health Services and Facilities Plan will benefit all citizens and visitors on the Islands of Hawaii. Those patients needing air transport will benefit greatly from the substantial decreased wait time and decreased cost to all patients and visitors transported by LifeSave Kūpono.

RECEIVED

Average Delay Times (minutes) to the Patient 2019/2020

20 APR -7 P2:42
ST. JOHN PLNG & DEV. AGENCY

Month	Maui	Oahu	Hilo	Kona	Waimea	Molokai	Kauai
Jan-19	27	20	30				20
Feb-19	20						
Mar-19	10			75			35
Apr-19	45		37.5	60	60		
May-19	50	27.5		43			
Jun-19		30		68.7	60		96
Jul-19				63.25			81
Aug-19	25	40		112.5			130
Sep-19	46.33			55.5	60		
Oct-19	59.4		58	51.5			
Nov-19	43.875			93.5			60
Dec-19	20			82.33	60		29
Jan-20	32.5	40	40	60		15	
Total Averages	34.46	31.5	41.38	69.57	52	15	64.43

Incidence of Delays to the Patient 2019/2020

Month	Maui	Oahu	Hilo	Kona	Waimea	Molokai	Kauai
Jan-19	2	1	1	0	2	0	1
Feb-19	1	0	0	0	0	0	0
Mar-19	1	0	0	1	0	0	1
Apr-19	2	0	2	1	1	0	0
May-19	1	2	0	3	0	0	0
Jun-19	0	1	0	3	1	0	1
Jul-19	0	0	0	4	0	0	1
Aug-19	1	2	0	2	0	0	1
Sep-19	3	0	0	2	1	0	0
Oct-19	5	0	1	4	0	0	0
Nov-19	8	0	0	2	0	0	1
Dec-19	1	0	0	3	2	0	1
Jan-20	2	2	2	1	0	1	0