

RFP #02-015

## City of Key West

City Clerk  
City of Key West Florida  
City Hall, 3126 Flagler Ave  
Key West, Florida 33040

**Proposal Closing Date/Time: Wednesday, October 8th, 2014 by 3:00 p.m.**

**Life Line Billing Systems, LLC d/b/a LifeQuest Services**

**Contact: Michael Finn, Chief Executive Officer**

**Address: N2930 State Road 22, Wautoma, WI, 54982**

**Phone: (888) 777-4911 Fax: (920) 787-4033**

*Large enough to serve you, small enough to care!*



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CERTIFIED  
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Tab 1: Cover Letter/  
Management Summary



6 October 2014

City of Key West  
3126 Flagler Ave.  
Key West, FL 33040

Re: RFP# 02-015 for EMS Billing Agency

Dear Chief Perez and City Evaluation Team Members,

LifeQuest Services is pleased to present this proposal to the City of Key West. Our proposal details our commitment to your success. LifeQuest Services provides billing, collections, and data management services for over 230 ambulance and fire departments across 20 states and the Territory of Guam. Our breadth of client experience allows us to bring national expertise with local, community tailored services. Many members of our team are EMS trained and field-experienced professionals. This experience enables our team to understand the challenges you face and partner with you to deliver superior results.

Our goal is to deliver results for our partners. We support and deliver superb customer service, innovative tools, seamless technology and easy and fast integration to ensure success. LifeQuest Services provides a successful recovery program with a results oriented management structure and approach:

- Proven success transferring clients of similar size and scope
- Florida experience (including City of Coral Springs Fire Department)
- Effective and efficient revenue recovery plan and processes
- LifeQuest is SSAE Type II Certified and a leader in healthcare data security and CMS compliance - we have an unblemished compliance record
- We go beyond billing and collecting providing 130 hours of live operator phone service, training delivered by EMS Fire/Paramedic experts, and rate advice and counsel
- Specialized expertise with both business billing and collections and Fire/EMT professionals
- Established partnership with ImageTrend ePCR
- Our client partner specific, not one size fits all, tailored execution is an advantage

We are bidding a contingent fee higher than some competitors. We collect more and provide greater value. We will be happy to discuss performance based success - if we don't collect more you won't pay more. The cost recovery of set-up and equipment is currently spread across 12 months (1 year contract) and would be lower with a longer term.

We have earned and maintained our partners' trust for over 20 years. From billing to compliance to customer service, we pledge that no one will be more responsive or deliver better results. We appreciate the opportunity to present this proposal and welcome any questions you may have.

Sincerely,



Michael J. Finn  
Chief Executive Officer  
888-777-4911 ex.144  
mfinn@lifequest-services.com



Ted Wolf  
Chief Financial Officer  
888-777-4911 ex.149  
twolf@lifequest-services.com



Tim Rosin  
Sales/Client Services Manager  
888-777-4911 ex.160  
twrosin@lifequest-services.com



## Tab 2: Business Plan

*RFP Requirement: Provide a detailed explanation of how your firm will provide the required Billing Services for Emergency Medical Services Transport. Discussion should include specific abilities related to skills and technical expertise. EMS billing service procedures and policy for account management.*

### **BUSINESS PLAN FOR THE CITY OF KEY WEST:**

Our business plan is thorough, accurate and drives results. Our revenue recovery approach is adapted for billing only or billing/collections on delinquent accounts according to customer preference. We are well equipped and ready to provide the City with a comprehensive and results driven EMS and fire service billing program. We have listed the multiple aspects and proposed strategy of our billing program and have diligently addressed the very important goals of the City's Tab II, Business. It at times may seem tedious and painfully long.

An important goal of municipal EMS is to ensure the health and well being of your patients. Another goal is revenue recovery. Let us partner with you and entrust the burden of revenue recovery to us so that you can focus on what you do best - saving lives.

LifeQuest Services understands the business needs for the City:

- Collect as much revenue as possible
- 100% compliant with all Local, State and Federal laws and regulations as well as CMS and HIPAA requirements
- Spend as little effort and cost to collect revenue
- Ensure your constituents/patients are treated with the highest level of respect and professionalism

We take deep satisfaction that we do not conduct general billing practices and we have the specialized knowledge/expertise that drives success for EMS and Fire billing. With 22 years as a professional EMS and Fire billing and collections company our revenue recovery expertise is spread across a team of 100 and grows every day while supporting > 230 client partners and dealing with insurance companies, Medicare and Medicaid across the Country. Having EMS and Fire specific experience is very important to ambulance billing. LifeQuest offers industry specific services, including Certified Ambulance Coders coding your claims, matched with EMS specific billing and delinquent account collection expertise. This drives a higher collection rate paired with a compliant and efficient revenue recovery program.

We have aligned our exceptional billing program capabilities narrative with the City's business goals and objectives:

- Automation and Operational Software
- City/Staff Training Plan
- Reporting Capabilities
- Recovery Process
- Payment Options/Posting
- Account Management
- Uncollectable Accounts
- Customer Service Philosophy



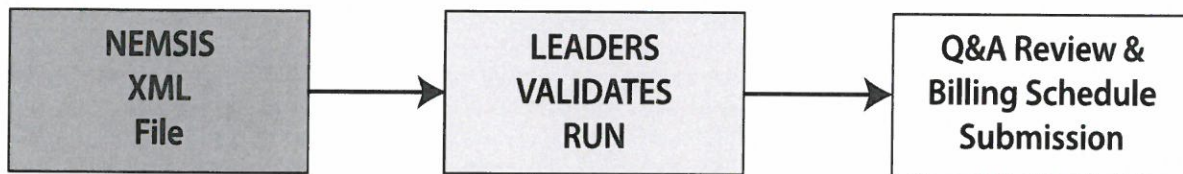
*RFP Requirement: Describe your proposed automated system and operational software. Proprietary software is preferred.*

#### AUTOMATION AND OPERATIONAL SOFTWARE:

We have worked with ImageTrend to create our own web-based Service Bridge application called LEADERS™ (LifeQuest Technologies Emergency Ambulance and Fire Data Electronic Reporting System). LEADERS™ Service Bridge is our web based reporting software that interfaces with any ePCR software that is NEMIS Gold compliant. LEADERS™ provides limitless real-time and customized reporting capabilities. Customized reports can be run 24 hours a day. It also tracks crew training, inventory control, quality assurance, and hospital interfaces as well as fire department reports such as building inspections and violations, hydrant reports, apparatus reports, and location mapping.

ImageTrend/ LEADERS™ specifications are provided in Exhibit F. Details of ImageTrend software security are provided in Exhibit F: ImageTrend EDS Data Security Policies and Procedures. Panasonic Toughbook/ Toughpad specs/cut sheets are also provided in Exhibit F as our suggested hardware solution for the City.

**Web-Based Interfaces through ImageTrend Software:** Once runs are received they are processed in a three step trip verification and validation procedure:



- **FTP Data Exchange:** Our secure FTP site will also accept digital images of additional run documentation such as PCSs, ABNs, insurance information, and hospital FIN/FACE sheets, etc. that will be forwarded to our office for processing without any additional cost to you for items such as postage, copying etc. Our FTP site allows the use of industry standard, and secure encryption techniques in order to keep your transfers confidential. Our FTP server uses a 128-bit SSL cipher to encrypt transferred data.
- **Backup and Storage:** Backups are done daily, weekly, and monthly, giving us accurate recovery points to utilize if and when needed. LifeQuest currently abides by a seven year retention rule for all data that is managed by our office. All records and servers are located in fire-safe rooms.
- **Trip Interface Verification Process:** LifeQuest software, LEADERS™, provides automatic verification on the status transports are in. LEADERS™ imports runs into our billing system and verifies when the runs have been billed. The City will be given rights to LEADERS™ to verify this information or a report can be provided to the City upon request.

All claims will be processed according to timelines agreed upon between the City and LifeQuest. Claims will be divided by Medicare, Medicaid, Primary Insurance, Secondary Insurance, Auto Insurance, Worker's Compensation and Private Pay.



Our billing software allows for complete automated capability. This includes automated electronic filing, claim resubmission, general billing schedules and audit reports that are created on a daily, weekly, and monthly basis. All of these automated capabilities are customizable. LifeQuest IT staff will work diligently with you to make your customized requests part of an automated process. Advantages of an automated system include reducing the time a claim is in the billing office, claims reviewed and flagged claims for incomplete data, claims corrected before submission, less risk of lost claims, and an overall improvement of cash flow. Below is a detailed list of all the automated modules our Tri-Tech Software offers:

1. Task Scheduler Module: run and print batches of bills, reports, etc. after execution.
2. Medicare Remittance Advice Add-On Module: load your files from Medicare regarding claims submitted into Remittance Advice Report
3. ASCII Import Module: allows state data to be imported from another ePCR program, (state program etc.) if the data can be exported from that site database in the proper layout
4. Collections Add-On Module: track any collection information for your Call and Patient Accounts.
5. Custom Forms/Statement Modules: create customized forms and statements to meet your needs
6. Electronic Claims Module (ECM): submit claims to respective carriers electronically

*RFP Requirement: Detail any training that will be provided by your firm.*

#### CITY'S TRAINING PLAN:

LifeQuest Services staff will provide initial training prior to commencing billing services, and semi-annual, on-site, on-line, and ongoing medical necessity and documentation training. The training will be provided for all employees broken down in three shifts with two sessions per day until complete. These sessions can accommodate two shifts containing at the maximum, 25 staff members each. Our plan includes the following:

1. We will provide training on-site initially in the beginning of the contract. This date will be according to the City's schedule. Training will be provided for all users. Separate training on Month End reports and financial reporting will be provided to the City's Finance staff if needed.

This training will cover topics such as medical necessity, reasonableness, obtaining valid signatures, proper use of forms, creating a compliant and comprehensive narrative and requirements of the billing system and billing data quality. It will also include information on notice of privacy practices and all procedures related to EMS Documentation and emergency transportation fee billing. We have our entire training program recorded for review. If one of your staff members needs follow up training he or she can review that training at any time.

2. We will provide continual training on an as needed basis. This training will include the items mentioned above and will also include training on Medicare, Medicaid, and insurance company updates. EMS industry updates will also be included through on-site training programs, webinars, our annual Hot Topics Conference, and regular newsletters as well as general e-mails and phone calls.





3. Proactive training is geared toward your continual improvement and is also an essential part of our quality assurance program. Two examples include the following:

- Customizing run templates for the City's needs and for maximum results. We assist setting defaults to speed data entry and increase accuracy. We also help create service-defined fields for gathering specialized information.
- Our Service and Staff report cards track individual staff members' progress in the quality of obtaining data for run documentation and reimbursement. The data that we track includes the overall quality of the run documentation and how often a particular EMT or Paramedic provides all complete paperwork and required insurance data.

Free training is also provided by Doug Wolfberg from PWW at our annual Hot Topics conference annually every fall. We provide this conference to our partners as a way to stay informed with Medicare/Medicaid compliance changes and network in the emergency services field.

#### LIFEQUEST STAFF TRAINING:

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Training and continuous education is provided to all LifeQuest staff on a daily, weekly and monthly basis concerning new laws, regulations, billing procedures, confidentiality and standards for ethical and legal conduct. Training includes but not limited to, weekly management and department meetings, webinars, videos, conferences, and workshops. Any new staff members receive HIPAA training for which they must pass a written test as well as ongoing annual refresher training on the HIPAA requirements.

*RFP Requirement: Provide samples of any reports that your firm shall provide in response to the CITY requirements.*

#### REPORTING CAPABILITIES:

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Reports are uploaded to our Client Services website within five business days of the next month and are located in a restricted, secure, Client Only location. The general access area is open to you and/or any authorized members of the service and contains archived access to our newsletter series, recorded training sessions, streaming video and audio training as well as other general information.

Reports can be downloaded, printed, viewed, or stored at this location. Access to this area will be limited to the personnel specifically identified by you and will be available seven days a week, 24 hours a day. We will have no problem generating additional reports on an as needed basis.

Samples of these reports are provided in Exhibit C. These sample standard monthly reports and annual summaries include a sample itemized report of all invoices and claims billed, monies collected, outstanding balances and write offs. Our reports are based on our three phases of billing and collection (delinquent account) processes. All of these reports can be customized to meet the City's needs.





*RFP Requirement: Detail the recovery process, finding patient demographics and insurance information, and the extent to which your firm searches for applicable information.*

#### RECOVERY PROCESS - FINDING MISSING PATIENT INFORMATION:

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LifeQuest Services uses industry leading database search tools to obtain missing patient information. These tools allow us to easily find missing or incomplete patient information when it is not available from your staff. We have access to these databases to quickly update information during the initial submission of the claim and throughout the entire billing process:

- **Data Scrubbing:** We implement pre-invoice verification (PIV) in which we attempt to make contact with the patient to verify the data. We maintain a working relationship with the hospitals that you serve to request the documentation necessary to submit a claim. Required signatures are verified or obtained at this time to ensure that claims are properly submitted. We will not submit a claim without a valid signature. This extra effort reduces the risk to your organization's recoupment from the Medicare program. Insurance coverage is verified with patients to ensure that their submission is processed correctly the first time.
- **Emdeon:** We use Emdeon to verify patient insurance information and status. Validation of patient insurance information is completed within the day we submit our request within the database. We do this the day the incident report is received in our office.
- **LexisNexis/Accurint:** We do a thorough search for updated addresses, including contacting hospital records, checking court records, and also using LexisNexis/Accurint to verify missing patient information (i.e. name, address, SSN, etc.). LexisNexis/Accurint is the most widely accepted "locate and research" tool available to government, law enforcement and commercial customers. Its proprietary data-linking technology returns results in seconds.
- **Passport Health:** LifeQuest submits patient information to Passport Health to quickly receive patient insurance information and eligibility status. Passport Health services are geared toward increasing collections, reducing denials, and improving cash flow and also patient satisfaction.

**Telephone Contact for Insurance Discovery:** We make multiple attempts at contacting a patient in situations where we have no insurance information listed. If the patient has no insurance, we attempt to collect payment in full or set up a payment plan.

**Electronic Filing** - 90-95% of all claims are submitted electronically for payment. Ambulance run reports are received and then reviewed immediately for completeness and accuracy of data. Claims are typically submitted to insurance within 12 - 72 hours depending on the information provided. All claims are submitted via NPI standards and in HIPAA compliant format and are submitted through our clearinghouse, Claims Direct.



*RFP Requirement: Explain procedures established for patient payment arrangements.*

#### **PAYMENT OPTIONS AND POSTING:**

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LifeQuest is allowed to receive and post payments directly at our office to a local bank. Payments are posted to your bank account the same day they are received. The payments are then transferred to your local bank by electronic funds transfer (EFT). All correspondence that leaves our office will be identified with your name at the top of the form so checks are made payable to you. Below are three distinct advantages with having an in-house payment posting process:

- Payment posting is completed after billing statement is generated: ensures secure and accurate reporting
- Payment posting is completed in a secure area with cameras, limited access, and segregation of duties
- Reports show that all money collected is directly linked to revenue, all deposits are reconciled: all money (billed out to collected) is shown through reports

When a patient's payment is received on your behalf, it is sent to our payment posting room where the payment instrument is imaged, securely stored for six weeks, and then shredded following industry standard guidelines. From a security perspective, this is a much more secure process than delivering the checks to a bank for processing.

Our payment clerks post the payments directly to our local bank in an account in your name. Payment options include:

- |               |                |
|---------------|----------------|
| • Check       | • Credit card  |
| • ACH         | • Debit card   |
| • Money order | • Pay-by-phone |

LifeQuest Services hosts [www.MyAmbulanceBill.com](http://www.MyAmbulanceBill.com). This secure portal allows the City's patients to pay their bill, ask questions, or update account information 24 hours a day, seven days a week. This website also allows patients to access valuable information on credit and credit scores. Patient invoices reference the website as a reminder to take advantage of this convenient service.

#### **Account Follow-Up and Additional Services:**

- Report accounts to credit bureaus: With your approval, a letter is sent to the debtor stating that the account will be forwarded to the credit bureau in 15 days for credit reporting. If credit reporting is not available or desired by your organization, a second collection notice will be sent.
- Credit scoring: LifeQuest uses a third-party vendor to calculate a credit score. These scores use debtor demographics to determine the debtor's ability to pay. We use these scores to determine the best utilization of our dialer's resources. LifeQuest uses TransUnion credit bureau reporting agency.





- Refund Intercept Programs: LifeQuest takes full advantage of Refund Intercept Programs. We have excellent experience working with this program collecting close to \$1 million for our clients in 2013.
- Work with attorneys: We will coordinate with lawyers concerning bankruptcies, probate, and other legal issues.

LifeQuest processes all refunds and overpayments on behalf of our clients. Overpayment accounts are put into a monitored "Overpayment Schedule." Our finance department then researches and enters the proper refund into the account. All refunds are imported in each client's financial account during the month-end process. All paperwork is available for our clients. Refund checks are either issued by LifeQuest or all necessary information is given to the client to issue their own checks. We generate the checks and then send them to the service if the refunds checks are processed by us. Our partners always approve the refunds checks before they are mailed to the patients.

*RFP Requirement: Provide standard operating procedures to demonstrate how your firm will manage the CITY accounts. Include the following:*

#### ACCOUNT MANAGEMENT:

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- *Verification and/or correction of address*

Any returned mail is handled within three business days. We do a thorough search for updated addresses including contacting hospital records, checking court records, and using a subscription-based search service. We are very persistent and will continue to pursue leads until all resources are exhausted.

We use a skiptracing process where we search for various levels of information as necessary. Our first level of search begins with various readily available sites such as: state court access websites, Vinelink, Department of Corrections, VA, Forward Health, C-Snap and local hospitals. At the next level of our waterfall process we will use the pay services of various third parties. These pay sites do a deeper probe on an individual account looking for contact information, as well as looking for insurance eligibility and verifying data integrity.

- *Quality assurance*
- *Accuracy*

Our billing processes are driven by quality assurance. We use various manual and automated checks and balances throughout our process to maintain billing process efficiency and data compliance/accuracy. We submit claims for primary, secondary and tertiary insurances.

If data is missing, patients and/or hospitals are called immediately so demographics and insurance information are verified. Runs are tracked from the time they arrive in our office until they are billed out so all claims are accounted for and billed in a timely manner. We use the following policies and procedures when billing:





- **Certified Ambulance Coding:** All of our Certified Ambulance Coders runs are reviewed until they achieve a 99% accuracy rate. 10% to 50% of their runs are reviewed on a weekly basis once this is achieved. We also use several external, independent auditors to review additional claims that are processed by our staff to ensure we maintain the integrity of our system.
- **Claim Accuracy Reporting:** Our billing system produces daily and weekly audit reports that verify claim accuracy. We also have auditors that check run batches on all coders weekly to ensure quality and compliance. Before we charge out a call as not medically necessary, the call has to be reviewed in a three-step process in which the coder, the auditor, and a third-party examine the call and verify that it was not medically necessary.
- **Claim Accountability and Separation of Duties:** Separation of duties exist throughout the billing workflow. LifeQuest employees perform only one, distinct position throughout the claim management process. One individual does not accompany claims throughout this entire process. Our dedication to compliance, as evidenced by our SSAE 16 Type II Audit, enforces a strict process that produces maximum results.

Our accounting department has developed the necessary internal controls for cash management for our partners. These internal controls include checks and balances, segregation of duties, reconciliations, data validation and audits. LifeQuest Services is SSAE 16 Type II and GAAP compliant. The accounting for our clients follows the guidelines set out in GAAP and the independent CPA firm reviews these guidelines. The independent CPA firm provides the necessary training and documentation to ensure our accounting group fully adheres to any changes in these guidelines.

Our in-house IT department has developed daily, weekly, and monthly reports to ensure claims are submitted and processed right the first time. We track each account meticulously from the time a run is received and the claim submitted through every stage of billing and collections. When claims are flagged as unpaid, they are either automatically resubmitted or manually reviewed and resubmitted to the appropriate payor.

- *Dispute resolution*

Our process for patient issues and/or client concerns is focused on identification, resolution and follow-up action:

1. Information is verified to ensure the appropriate billing processes were conducted accordingly. If this involves a billing dispute the responsible party's information is verified to ensure that billing information is correct.
2. If needed, the City will be contacted and we send supporting documentation to request a determination. Discussion is conducted to come up with a resolution.
3. Follow-up is ongoing until the issue is resolved.



- *Processing and collection timelines*

All invoicing will be in accordance with the correct rates, guidelines and procedures established by the firm and the City. LifeQuest is compliant with all rules and regulations according to CMS, SSAE-16 (SAS 70 Type II) , HIPAA, FDCPA, Gramm-Leach-Bliley Act (GLBA), Red Flags, and American Collectors Association International's Management System (PPMS). We conduct internal and external audits, Medicare patient signature solutions, audit systems for inventory control, error and omission insurance, and separation of duties within our billing and invoicing procedures.

Three invoices will be sent to patients within the first 90 days of billing. A return envelope is enclosed with each bill for patient's convenience. Each invoice contains a payment coupon that includes the patient's name, address, account number, and a form for the patient to make a payment by check, money order, or credit card. For those who prefer to pay electronically, we also offer pay-by-phone and payment via our secure, online payment portal [www.MyAmbulanceBill.com](http://www.MyAmbulanceBill.com). Complete instructions are provided on each invoice. A form is included with the bill requesting any insurance information they may have. This insurance request form also acts as a signature form for any signatures that may be required from your patient.

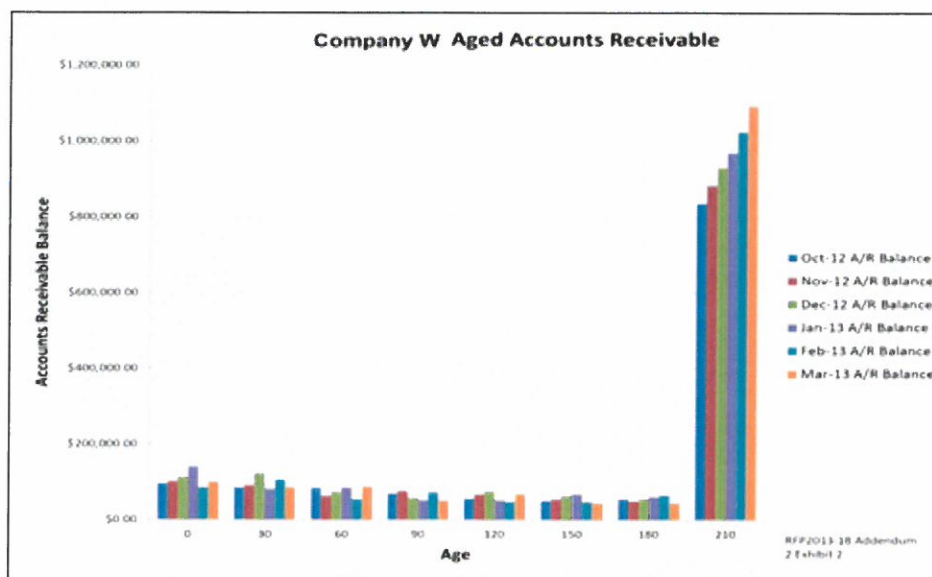
We can legally attempt to call patients at any point throughout the billing and collections process since we are a licensed delinquent account collections agency. We make various attempts to contact patients regarding insurance information or payment throughout our follow-up on aged receivables.

- **Day 30 Follow Up:** A second bill is sent 30 days after the initial bill. If no payment has been received we attempt to make multiple telephone contacts with the patient to verify insurance information. The ambulance report is then reviewed again for completeness and accuracy of data. We process the run through skiptracing procedures to find any missing or incorrect information and contact the receiving hospital again to verify insurance information.
- **Day 60 Follow Up:** If the patient has not contacted us or attempted to set up a payment plan or make a payment, a third bill is sent within 60 days after the initial claim submission. A note is included on the invoice reminding patients of their responsibility to pay. We continue to attempt to contact the patient by phone to encourage immediate payment.
- **Day 90 Follow Up (Pre-Collection Services begin):** A "pre-collections" letter is sent to the patient stating that if the patient fails to pay the amount due, or provide insurance information, the account will be forwarded to a collections agency for collections activity. The account will remain in our billing process if a patient has set up a payment plan and continues to make monthly payments until the account is paid in full.

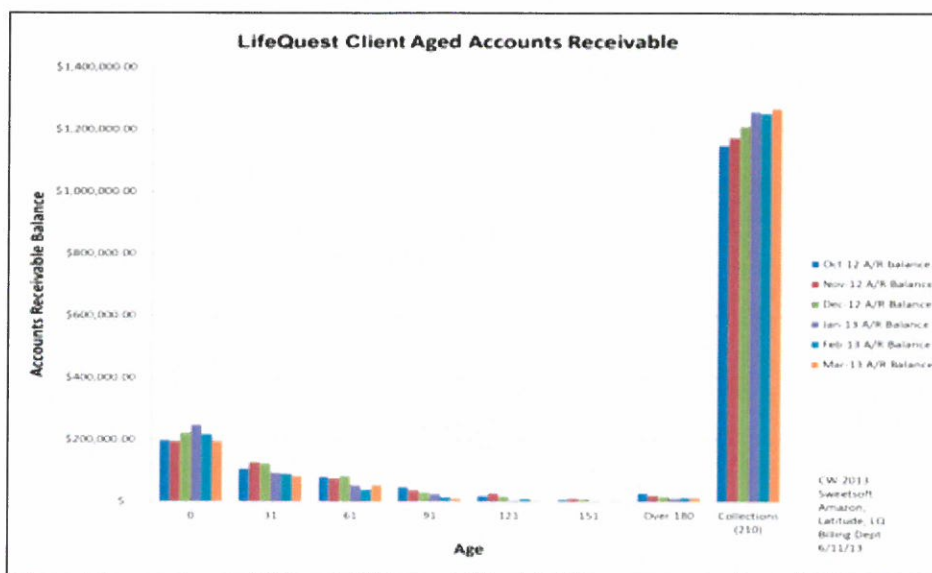
**79 Day Average Collection TimeFrame:** Our extensive EMS and Fire field experience provides your service with better resources. LifeQuest anticipates your needs and partners with you to implement improvements and/or answer questions. We work diligently collecting money on average within 79 days. Our main goal for our results based billing program is to reduce the amount of aged receivables as much as possible:



**Image 1 - Company W Aged Accounts Receivable:** Image 1 shows data from a competitor who is a large, nationwide billing company. This billing vendor does not work diligently upfront to collect money on accounts. The data shows limited collections and over 180 days with dramatic growth in accounts receivable. Note: Data was published by municipality. LifeQuest did assessment and presentation of information.

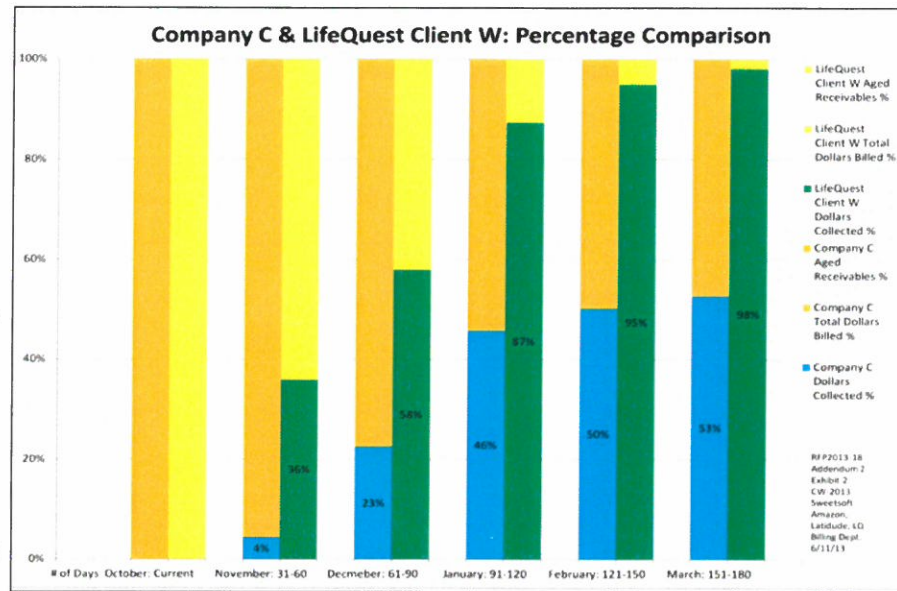


**Image 2 - LifeQuest Client Aged Accounts Receivable:** Image 2 illustrates data from a larger LifeQuest client. What you will notice is that accounts are worked on initially, and continuously over time. Money is collected and delinquent accounts are reduced. The initial charges are collected and turned into revenue and not uncollected aged accounts. Aged receivables are not accumulating rapidly as in the situation above.





**Image 3 - LifeQuest is Significantly More Successful at Collecting Revenue:** Image 3 summarizes the above graphs by comparing the data as a collection percentage. Company W collection rates are in blue while LifeQuest's are green. This comparison proves the importance of working accounts diligently upfront. It also shows the importance of choosing a vendor who truly understands the EMS and Fire billing industry.



- Recent and Planned compliance with privacy requirements and data transmission

As evidence of our ongoing efforts to maintain compliance and maintain our staff's industry knowledge and skills we have provided the following sample listing of training programs we attended in 2014:

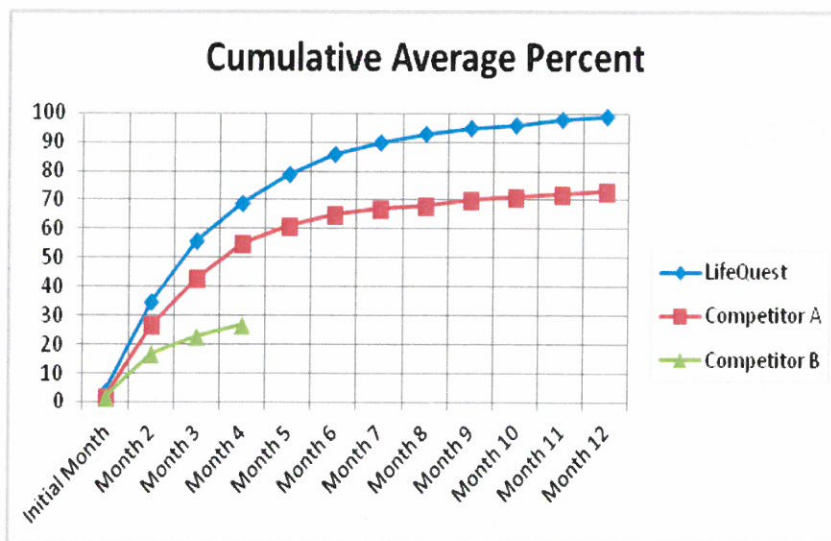
2014	Delivery
Hot Topics in EMS Conference – Sponsored by LifeQuest	Q4
PWW HIPAA Annual Refresher-All Staff Members	Q4
ACA International-Marketing Your Agency	Q3
Collection Dept.-Managing the Collection Floor	Q3
Billing Dept.-Managing Medicaid Issues	Q3
Billing Management-PWW EMS Hot Topics Summer Webinar Series Part II	Q3
ACA International-Compliance-Navigating Change in a Changing World	Q3
Building a Team the Excels	Q3
ImageTrend EDS Conference	Q3
Call Entry/Auditing-SCT Call Review Webinar	Q3
Building a Team That Excels – Webinar	Q3
ACA International-Successful Hiring Strategies	Q2
ACA International-Introduction to Collection Industry Compliance	Q2
ACA International-FDCA: Hot Topics Online Seminar	Q2
ACA International- Coaching and Training Techniques	Q2
ACA International-Scholar	Q2
ACA International-Adv. Compliance: Controls and Corrective Actions	Q2
Ambulance Coders	Q2
NAAC, Ambulance Best Practices & Key Performance Indicators	Q2
NGS JK Medicare Part B Ambulance Coverage Basics	Q2
ACA International- Ethical & Professional Collection Practices Online	Q1
NAAC, MedaPoint Documentation Essentials/Patient Care Documentation	Q1
Month End Reporting/Process, Sales and Client Services	Q1
IT Dept, Lessons Learned Implementing Agile from Test's Perspective & Agile Testing Best Practices	Q1
Novitas Ambulance Services Webinar / Medicare Rules and Regulations	Q1

### UNCOLLECTIBLE ACCOUNTS:

All uncollected accounts will be reported to the City and the criteria for these accounts will be determined by the City manager or his/her designee. A Delinquent Account Record can be automatically sent to the City's collection agency per the agency's specifications. This takes place the first of each month. Typically the process takes about 30 days ensuring that the accounts will be transferred before 180 days of unpaid status. We are a collection agency ourselves but we will work with various outsourced collection agencies of our partners choice.

LifeQuest Services collects a high amount of the total collectible revenue within days of the date the call is entered into our system. Within the first 79 days a large percent of monies collected are received. This 79 day period reflects the results of our billing process and service (independent of our collection/delinquent account services). If utilized by the City, our delinquent account services help increase the final collected dollars and offer three distinct positives:

1. Seamless handling of your patients from beginning to end
2. A partner who manages every situation (no inefficiencies/conflicting goals)
3. Industry/Incident-experienced compassionate collectors – fully licensed



**Notes:**

1. LifeQuest numbers include all accounts (both closed and open)
2. Competitor A is a large billing company who outsources its collection (delinquent account services)
3. Competitor B is a large billing company who only bills for the initial 90-120 day period.





LifeQuest also conducts the following policies and procedures for uncollectible accounts:

- **Trend Analysis:** LifeQuest tracks uncollectible accounts within our billing system. These uncollectible accounts have various “credit codes” indicating accounts with deceased patients, accounts not submitted due to timely filing, bankruptcy accounts and write-off accounts due to service approval. Exhaustive measures are taken to ensure that monies are not left uncollected and unnecessarily written off due to bad debt. This service helps us analyze and ensure on-going quality control.
- **Denial Processing:** LifeQuest Services uses full-time denial experts to handle claims that were either denied or not processed by Medicare or Medicaid and insurance companies. Our internal processes ensure that all claims not paid within a specific time period are either resubmitted or appealed through the entire appeal process. When we submit a claim we ensure that the claim is compliant and that it has been appropriately submitted as a reimbursable transport. Denials are reviewed within five business days of the denial notification.

#### CUSTOMER SERVICE PHILOSOPHY:

LifeQuest Services uses an extremely ethical approach when handling your delinquent accounts. We practice a compassionate billing and collections approach while offering superb patient and client inquiry coverage to get the maximum amount returned on the behalf of our clients. We have made our clients’ and patients’ concerns our top priority. That has been the foundation of our business. The City’s patients expect their medical treatment and the professional handling of their claims to be delivered at the highest level. We know that you deliver the best care to your debtors and we are simply an extension of that continued excellence in the processing of their ambulance claim.

The City’s key staff will have Client Services Representative, Cerry Schrader as their client services liason for the City. The City and its patients will also have immediate access to live Customer Service Representatives for more than 130 hours per week (standard 9-5 phone coverage is 40 hours per week). Calls are forwarded to our answering service where an operator will take a message and relay it to us after hours. If a patient requests to have their call returned our staff will contact them promptly. If the call is urgent, or if one of our partners calls after hours, the manager who is responsible for being “on call” will return the call as soon as possible.

Customer Service Phone Hours for Patients
<b>Customer Service Phone Hours Available:</b> 24 Hour Coverage Sunday 4:30 p.m. through Friday 5:30 p.m. CST
<b>Delinquent Account Collections Only:</b> Saturday 8:00 a.m. to 12 noon CST
<b>You and your patients will speak to a live person!</b>

We partner with a translation company that can offer translation services in over 150 languages. By utilizing these services, we have no interruption in cash flow for non-English speaking patients that were transported by your ambulance service. Languages include Spanish, Japanese, Korean and Vietnamese among many others.





## Tab 3: Cost of Services to the City

*RFP Requirement: Submit audited financial statements for the past three (3) years. In lieu of financial statements, proposers may submit other evidence, acceptable to the CITY, of financial responsibility. Such evidence may include, but is not limited to letter(s) of credit with a financial institution indicating the proposer's line of credit and the level of financing the institution will offer the proposer for capital procurement, and certified copy(ies) of federal income tax return(s) or acceptable equivalents.*

We have provided audited financial statements for the past three years. These statements are located in the confidential envelope in the front pocket of the hard copy proposal binder. The other two pdf electronic copies are provided on the additional CDs. We have also provided two financial references following this section for proof of financial stability.

*RFP Requirement: Provide a total proposed fee as a percent of revenues collected related to the performance of these services. Compensation to include and consider all items noted in article 2.1 of attached agreement.*

#### **LIFEQUEST PRICING ALL INCLUSIVE:**

#### **COST OF SERVICES**

Total Cost is Based on Net Amount Collected (no additional charges)

- Option 1: EMS Billing Services . . . . . 6.50%
- Option 2: EMS Billing Services and ImageTrend Software . . . . . 7.50%
- Option 3: EMS Billing Services, ImageTrend Software and Hardware . . . 9.75%

Note 1: Medicaid flat rate fee that will be billed per account processed as to comply with Florida State Statute Claim processing . . . . . \$10.00 per Medicaid Call

Note 2: Software includes 8 ImageTrend licenses. Hardware includes 8 Panasonic CF-19 dual touch screen lap tops, 3 year no-fault extra warranty, Gobi cell internal card, Verizon air card fees. Software and Hardware specs are provided in Exhibit G.

Note 3: Fees include ImageTrend costs. They do not include hospital integration costs.

Note 4: Performance based pricing/guarantees are available (e.g. minimum rate % collection)

#### **OPTIONAL DELINQUENT ACCOUNT COLLECTION SERVICES:**

#### **COST OF SERVICES**

- Short Term Delinquent Debt Collections Services (120-180 days) . . . . . 22%  
Cost Based On Amount Collected
- Long Term Delinquent Debt Collections Services ( > 180 days). . . . . 34%  
Cost Based On Amount Collected

*RFP Requirement: Discuss your knowledge as it relates to regulations regarding claims, reviews, and hearings as applied in the Medicare and Medicaid programs in performing the required services.*

The demanding and changing landscape of billing, revenue recovery, Medicare/Medicaid guidelines and changing technology make it a strenuous and daunting challenge and a very sensitive area. Companies and municipalities must deal with NEMIS 3, ICD 10 changes, staff turnover, CMS denials, processing of cash payments and timely filing requirements. LifeQuest Services has not had any past penalties/findings.





LifeQuest Services has never had a breach of data. Health and Human Services Office for Civil Rights (OCR) audit occurs only if a service or billing company had a breach involving 500 or more patient records, registered complaints from patients, or have been visited by the HHS OCR for prior infractions. We have not been subjected to a HIPAA-HITECH Audit and therefore we do not have audit documentation.

Our security measures ensure 100% accountability and compliance. These measures encompass the following: HIPAA compliance, Red Flag Identify Theft Compliance, legal and ethics violations hotline, air-tight physical security of records, and industry leading digital security of records. LifeQuest Services has a detailed plan in place that is consistent with the OIG's seven elements for an effective compliance program. The program is closely monitored and enforced by our compliance officer. Our employees are screened carefully before hire and upon hire are given thorough HIPAA training and refresher training annually thereafter. Quarterly security audits are conducted for PCI/DSS compliance as part of this plan.

LifeQuest is compliant with all rules and regulations according to CMS, SSAE-16 (SAS 70 Type II), HIPAA, FDCPA, Gramm-Leach-Bliley Act (GLBA), and Red Flags. We are reviewed annually by an independent CPA firm to review and test the quality and standards of our PPMS Certification through the Association of Credit and Collection Professionals (ACA International), and the security, safety, and soundness of our internal controls through SSAE-16 Type II (SAS-70). We conduct internal and external audits, Medicare patient signature solutions, audit systems for inventory control, error and omission insurance, and separation of duties within our billing and invoicing procedures. These standards are applied and woven into all aspects of our business, including all levels of personnel. Below is a list of all compliance standards and policies we adhere to:

- **HIPAA Compliance** - As a billing company we are considered a covered entity under HIPAA regulations and we take security of protected health information (PHI) very seriously. We use top tier firewall appliances and the latest technology in safeguarding your data. Our staff members receive initial HIPAA training for which they must pass a written test as well as ongoing annual refresher training on the HIPAA requirements.
- **Certified Ambulance Coding** - The CAC certification, offered by the National Academy of Ambulance Coding, is designed primarily for the "front line" ambulance billing office staff members - those who enter claims and are tasked with the actual ambulance claim process. The CAC certification provides coders with the appropriate/EMS focused knowledge to become a compliant Ambulance Biller.
- **Red Flags and Identity Theft** - Created by the Federal Trade Commission and the National Credit Union Administration, the goal of the Red Flags rule is to help prevent identity theft and fraud. The law requires businesses and organizations to implement a written program designed to detect the "red flags" or any suspicious identity theft activity in their day-to-day operations.
- **OIG Compliance** - Our compliance plan adheres to the Office of Inspector General (OIG) guidelines for third-party medical billing companies. Our compliance program includes written policies and procedures regarding billing and confidentiality, standards for ethical and legal conduct, as well as the education of our staff on new laws, regulations, and billing procedures.



- PPMS - LifeQuest meets the requirements of the Association of Credit and Collection Professionals Management System (PPMS). PPMS facilitates more enhanced policies, procedures, and work instructions for all facets of our workflow. Only two percent of all collection agencies in the United States have earned this PPMS certification.
- Local, State and Federal Laws and Regulations - LifeQuest also complies with the following laws and regulations regarding all areas of our service:
  - FDCPA - Fair Debt Collection Practices Act
  - FCRA - Fair Credit Reporting Act
  - FACTA - Fair and Accurate Credit Transactions Act
  - GLB - Gramm-Leach Bliley Act
  - GAAP - Generally Accepted Accounting Principles

Please Note: All LifeQuest employees go through HIPAA, FDCPA, ACA Code of Ethics and LifeQuest Compliance Code of Conduct training.

*RFP Requirements: Submit a narrative explaining the direct economic benefit to the CITY to be realized by selecting your firm. During the term of this engagement detail the employment, subcontracting, and support services contracting as economic stimulus that your entity may generate that would directly benefit the CITY.*

Our processes are based on collecting more while providing our partners greater economic value. Our fees are all-inclusive and include services like internal payment posting and refund processing. Below are added value benefits that are included with our fee:

- **EMS Industry Specific Billing on all Billable EMS Patient Care Reports** - Certified Ambulance Coders code service levels and symptoms according to run documentation, ICD-9 coding compliance and ICD-10 preparation, update patient information and notify insurance, submit claims to insurance companies, send letters to appropriate responsible parties and set up payment plans.
- **Comprehensive Reports** - Customized reports developed as needed, income and expenditures including charge, credit, call and aging detail analysis, yearly summaries.
- **Continuing Post Process Development** - Ongoing medical necessity and documentation training, trend analysis of denials and proactive quality control processes.
- **Phone Hours and Customer Service** - Sunday 4:30 p.m. through Friday 5:30 p.m. CST. Timely client and patient service, live customer service, nation wide toll-free access numbers.
- **Claim Accuracy Reporting** - Daily and weekly audit reports that verify claim accuracy. Auditors check run batches on all coders weekly to ensure quality and compliance.
- **Industry Specific Compliance** - CMS compliant, SSAE-16 (SAS 70 Type II) compliant, HIPAA compliant, FDCPA compliant, GLBA compliant, Red Flag compliant, PPMS compliant, internal and external audits, Medicare patient signature solutions, audit system for inventory control.
- **Dedicated Client Services Representative and EMS Field Experienced/EMS Billing Staff** - Our experts will continuously monitor client account status and performance.





September 30, 2014

City of Key West  
3126 Flager Ave.  
Key West, FL 33040

To Whom It May Concern:

Please accept this letter as confirmation that Life Line Billing Systems, LLC dba LifeQuest is a current customer in good standing with Texas Capital Bank N.A. In addition to an average Year-to-date book balance six figure depository relationship, LifeQuest also maintains a \$750,000.00 revolving line of credit, the balance of which is currently zero. All loans are performing as agreed including timely payments, timely financial reporting and full covenant compliance.

Should you require any additional information, please feel free to reach me directly at (214) 210-3074 or [henry.woods@texascapitalbank.com](mailto:henry.woods@texascapitalbank.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Henry O. Woods", written over a horizontal line.

Henry O. Woods  
Banking Officer  
Texas Capital Bank N.A.



*Our money's on you.*

September 30, 2014

City of Key West  
3126 Flagler Ave  
Key West, FL 33040

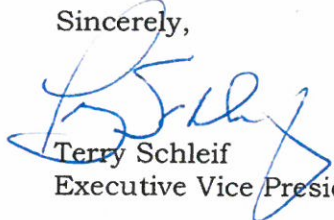
Re: LifeQuest Services

Dear Sirs:

The above customer has been a customer of our Bank since June of 2003.  
They maintain well over 240 different accounts.

All accounts have been handled as agreed.

Sincerely,



Terry Schleif  
Executive Vice President



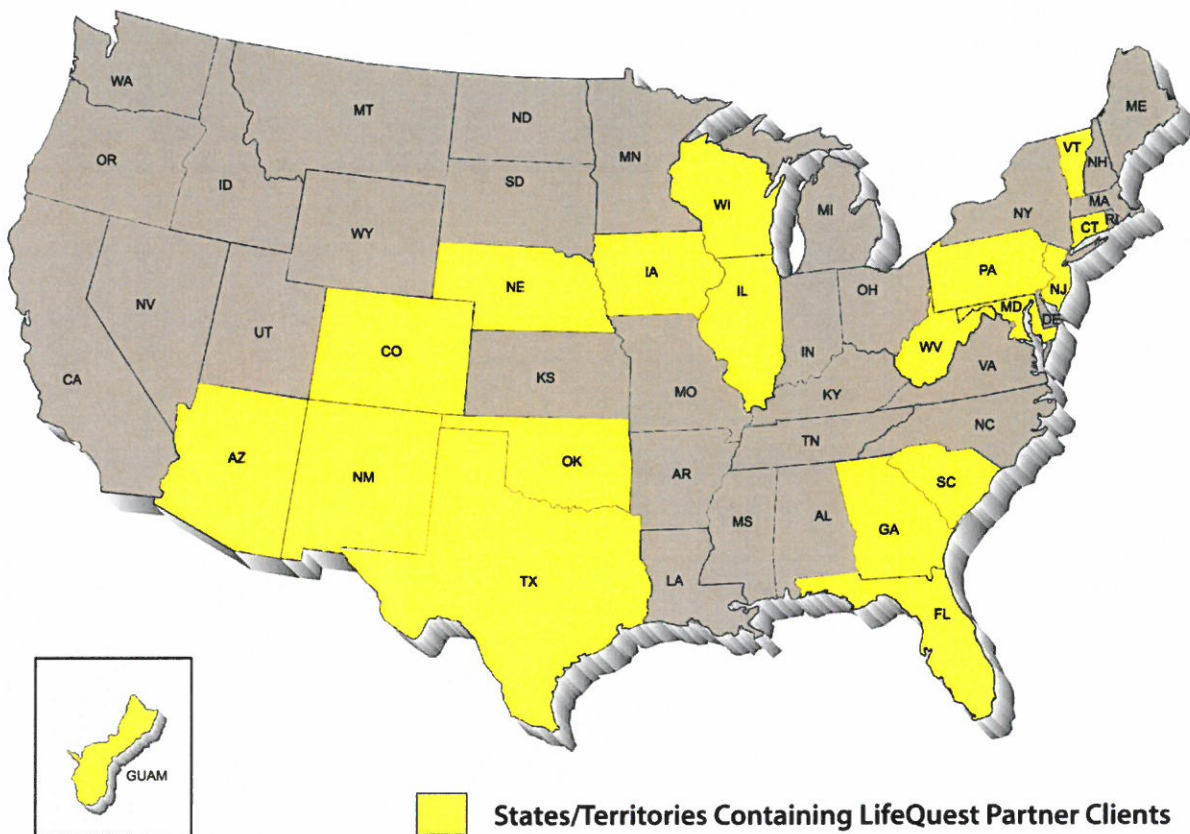


## Tab 4: Experience and Capacity of Firm

**COMPANY EXPERIENCE:**

*RFP Requirement: Provide information that documents your firm's and subcontractor's (if applicable) qualifications to produce the required deliverables, including abilities, capacity, skill, and financial strength, and number of years of experience in providing the required services.*

Life Line Billing Systems, LLC d/b/a LifeQuest Services was founded in 1992. LifeQuest Services is a national billing, collecting and data management services company that services more than 230 EMS, Fire, and Hazmat clients including the Territory of Guam. We have been processing healthcare reimbursement requests for municipal ambulance fees since 1992 specializing in EMS and Fire accounts. We have remained focused on serving municipalities throughout our history. We are headquartered at N2930 State Road 22, Wautoma WI, 54982.



**Best Practice Perspective:** Our customer longevity and breadth demonstrates our ability to create successful business partnerships. Below is a map view of our client partners states representing over 20 years national and international experience.

LifeQuest does not subcontract out any portion of the services provided. We have an established relationship with various organizations that effectively provide us with support to maintain our daily operations. These include, but are not limited to Centurylink who provides us with phone and IT capabilities, Tri-Cor for building security and safety, and BPA for database efficiency and management. We do not currently consult or subcontract any of our work.



*RFP Requirement: Also describe experience with other clients utilizing ePCR technology.*

The success of our business is based on the quality of our services we provide for each client no matter how big or small. A seamless transition is one of the most vital aspects to any new contract. We have a high success rate transferring clients from any former EMS billing provider and ePCR environment.

We will dedicate ourselves to the City's ePCR implementation plan and we will help build a better service delivery system within the scheduled time frame. We have experience implementing various ePCR scenarios:

Service	Run Volume	ePCR Integration and Implementation
City of Racine Fire Dept. 730 Washington Ave. Racine, WI 53403	6,500	Date: March 2012 System Components: ImageTrend ePCR implementation
City of West Allis Fire Dept. 7332 W. National Ave. West Allis, WI 53214	7,700	Date: January 2009 System Components: ImageTrend ePCR implementation, 18 Panasoic CF-19s, 18 Dispatch MDTs
City of Coral Springs Fire Dept. 2801 Coral Springs Dr. Coral Springs, FL 33065	9,000	Date: December 2011 System Components: Documed ePCR Interface
Cherokee County Fire and EMS 150 Chattin Rd. Canton, GA 30115	9,700	Date: May 2013 System Components: Zoll RescueNet ePCR Interface

*RFP Requirement: Provide information regarding training and certification of Professional Coders.*

We have field knowledge and we understand the business. This is a key aspect to our unique blend of skills and partnership approach that has helped us develop an extensive level of expertise in this complicated, highly regulated field. Among our staff who will be designated as the City's team are field-experienced EMS professionals including Paramedics, Firefighters, EMT-Intermediate Technicians, EMT-Basics, and First Responders. Staff CAC certifications are provided in Exhibit D.

**Staff Experience and Certifications:** LifeQuest staff credentials include the following:

- Certified Ambulance Coders (CAC) accredited by the National Ambulance Academy of Coding
- Certified Professional Collection Specialist (CPCS) accredited by the associated of Credit and Collection Professionals (ACA International)
- Paramedic Certifications (NREMT-P, EMT-P)
- Emergency Medical Technicians (EMT-B)
- First Responder Certifications, Firefighter I and Firefighter II Certification
- MBA in Finance, Accounting, Business Administration Leadership
- C.P.A., CNA
- LEAN Principles
- American Ambulance Association Members (AAA), Association of Credit and Collection Professional Members (ACA International)

*RFP Requirement: Describe how many customer(s) of similar size and scope to the CITY that you currently provide services to. List current projects similar in scope and complexity in the format identified below:*

LifeQuest services more than 230 EMS, Fire, and Hazmat clients including the Territory of Guam. Run volumes range from 1,000 to over 20,000. We serve approximately 10 partner clients of similar size and scope to the City. Below is a select sample of similar projects in the format required:

Project Description	Start Date	# of Transports	Revenue Per Transport
City of Wausau Fire Department EMS Billing and Delinquent Account Collection Services	11/1/2008	4,400	\$320
City of Manitowoc Fire Department EMS Billing and Delinquent Account Collection Services	11/1/2011	4,500	\$400
Eau Claire Fire & Rescue Department EMS Billing and Delinquent Account Collection Services	7/15/2003	5,300	\$417
City of Oshkosh Fire Department EMS Billing and Delinquent Account Collection Services	1/28/2011	7,400	\$378
Cherokee County Fire & EMS EMS Billing and Delinquent Account Collection Services	3/29/2013	7,700	\$377
City of Coral Springs Fire Department EMS Billing and Delinquent Account Collection Services	5/4/2010	8,600	\$251





## Tab 5: Specialized Expertise of Team Members



*RFP Requirement: Identify each person(s) of your firm who will be professionally associated with the CITY in the day-to-day operations and oversight of this project. Describe their respective area of expertise. Include personalized resumes which identify the qualifications, training and experience of each person(s).*

*Describe how that individuals time will be spent to achieve the goals and billing for the CITY.*

#### STAFF EXPERIENCE:

---

Our partnership organizational structure and management approach has unique and qualifying characteristics that ensure efficient communication and information processing. Each of our clients are assigned to a project team to oversee implementation, project success, and to ensure an efficient flow of information to our clients and their patients.

These teams have core members which act as liaisons for the City's project:

- **Project Manager (Led by Tim Rosin):** Cerry Schrader, Client Services Representative LifeQuest Services, Wautoma WI Phone: 888-777-4911
- **Technical Support Specialist:** Shawna Finger, Call Enterer. LifeQuest Services, Wautoma WI Phone: 888-777-4911
- **Information Specialist:** Nikki Phillips, Billing Report Specialist. LifeQuest Services, Wautoma WI Phone: 888-777-4911

The primary contact and project manager for the City will be Cerry Schrader, led by Manager of Client Services and Sales Tim Rosin. Our entire team of specialists and support staff - finance, IT, payment posting - service all of our client partners. While you will have one point of contact - it is a team effort.

The LifeQuest Management Team combines years of EMS and Fire field experience with a broad business background to provide revenue recovery solutions for services both large and small. Our management experience has created a stable, growing company ready to provide the City with exceptional revenue recovery, 100% compliance, and fast, efficient service at a cost that offers an unmatched value. Resumes are provided in Exhibit E.

#### **Michael Finn, Chief Executive Officer**

Michael Finn is an experienced business leader and owner/operator with a broad background in operations, consulting, and financial services. Michael oversees day to day operations at LifeQuest Services to ensure all business processes successfully deliver results. Michael has had line operations/P&L experience for large corporations - Sallie Mae (student loan originations and collections), Barclays Capital (investment banking and risk management) and led consulting projects/corporate initiatives for large, complex municipalities and government agencies (e.g., IRS and City of Chicago). Michael's expertise is performance delivery and client satisfaction. He has done work in the medical services field with healthcare companies, managed call center operations, led organizational building and restructuring and best practice implementations. His role is to ensure the people, processes, and technology delivery exceeds customer expectations. Michael earned an engineering degree from the University of Illinois, a Master's of Science in Economics from The London School of Economics and Political Science, and an MBA (Finance) from the University of Chicago Graduate School of Business.



**Tim Rosin, Client Services, Sales and Marketing Manager**

Tim Rosin will be the City's authorized representative for receiving notices and day-to-day Contract administration. Tim Rosin has worked in the EMS and fire industry since 1996. He is a licensed paramedic and served as director of operations at Waushara County EMS prior to joining LifeQuest Services. Tim manages our Client Services Department, which provides direct administrative support to our partner client staff. Tim also directs our Sales and Marketing team to expand our services to new markets.

**Chip Kramer, Senior Business Development Executive**

Chip Kramer has been involved with fire and EMS for 35 years. He is an EMT-Paramedic and is certified as a Firefighter II. He was a flight paramedic for seven years at a university-based medical center where he was also the marketing coordinator for the flight program. Chip was the operations manager for two years for an ambulance service with 50 employees. He also worked as the general manager for five years at an ambulance service with 150 employees. Chip is a retired captain of a local fire department and served as the training officer for the organization. He divides his time between sales outreach to municipal services and training our partner clients in medical necessity, documentation, and compliance.

**Elissa Armstrong, Billing Manager**

Elissa Armstrong has a background as a buyer, production manager, and national account manager for several manufacturers. She manages all aspects of LifeQuest Services' billing including call entry, claim billing, and claim denial. Elissa trends and tracks all denials to determine patterns, identify bottlenecks, and devise prompt, efficient solutions.

**Ted Wolf, Chief Financial Officer**

Ted Wolf is an accomplished finance professional with 14 years of experience. Ted is responsible for guiding LifeQuest Services' finance department and general cash management. He also manages the monthly closing of financials, annual budgeting, and financial forecasting for LifeQuest Services and our partners. Ted's financial experience includes public accounting at Arthur Anderson LLP, financial analysis and reporting at Stora Enso North America and fully responsible for finance, IT and purchasing at Corenso North America as CFO. Ted earned a BA in Business Administration at the University of Wisconsin Madison through an Evans Scholarship. He earned his MBA in Accounting at the University of Wisconsin Oshkosh. Ted is certified as a CPA in both Wisconsin and Minnesota.

**Becky Grimm, Compliance Officer**

Becky Grimm has been with LifeQuest for over 17 years. She has held positions as the Assistant Operations Team Leader, Accounts Maintenance Manager, Billing/Office Manager, and CQI/Trainer. Her vast experience lends her extensive billing and compliance knowledge. She has held First Responder certification and is a Certified Ambulance Coder through the National Academy of Ambulance Coding. On a day-to-day basis, Becky internally audits for compliance and process improvement, as well as assists in the training of staff and securing customer satisfaction.



*RFP Requirement: Please describe the Division of Responsibilities between the Vendor and what will be required by the CITY to carry out this project.*

LifeQuest works with our partners to track staff progress in obtaining all the required information necessary to bill accurately. We build customer reports to log this process as well. We ask that our partners submit patient information that is as complete and as accurate as possible, as it is vital to maximizing revenue.

Examples of this information are provided below:

**Provide On Run Forms:**

- Responsible Party Name, DOB, Address, Phone Number, and Social Security Number
- Detailed documentation of services provided
- Patient pick-up, pick-up zip code, and incident location
- Nature of Call
- Responsible Party Insurance Information (Hospital Admit Form or Copies of Insurance Cards)

**Collecting Field Data Impact** - LifeQuest partners with our clients with the objective of continuous process improvement on both ends, in the field and in the billing office. Our report card tracking program solidifies this claim. We believe that the City could have a similar success story as the following:

- **Partnership with City of Eau Claire Fire and Rescue:** In 2012 the City of Eau Claire Fire and Rescue decided to implement the information provided in our Service and Staff Report Card system. LifeQuest Services met with Eau Claire to analyze their reports and it was determined that if EMS staff could improve on obtaining social security information on scene then the overall collection rate would increase. After reviewing the numbers from 2012 and 2013, the City of Eau Claire Fire and Rescue increased their collection rate by 32%.
- **Partnership with Ellsworth Area Ambulance:** In 2012 Ellsworth Area Ambulance worked with LifeQuest Services to discuss possible areas of improvement. Our Service and Staff report cards determined that if the EMS staff were able to focus on obtaining insurance card information on scene their overall collection rate would improve. After reviewing data from 2012 and 2013, Ellsworth Area Ambulance increased their collection rate by 35%.



## Tab 6: References



## CONFIDENTIAL



*RFP Requirement: In order for the vendor to be awarded any points for this tab, the CITY requests that the vendor submits at least five (5) references from clients whose projects are of a similar nature to this solicitation as a part of their proposal. References shall include names and contact information as well as collection rates.*

### REFERENCES:

Over our 20 + years, hundreds of clients and processing over 1,000,000 ambulance runs, our work history is best exemplified by our clients success. A thorough and accurate partnership = superb results.

The success of our business is based on the quality of our services and the results delivered for each client no matter how big or small. The client partners listed are projects of similar size and scope to the City. All will validate our high quality services and express extreme satisfaction in our revenue recovery results.

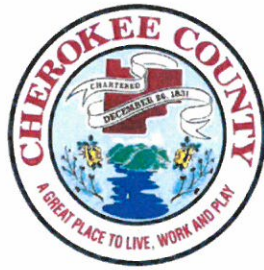
Service	Contact	Annual Run Volume	*2013 Net Collection Rate	Contract Length	2014 Client Satisfaction Rating
Cherokee County Fire and EMS 150 Chattin Rd. Canton, GA 30115	EMS Chief Daniel West P: 678-493-4127 E: dwest@cherokeega.com	7,700	61% **recent contract	1 year	Extremely Satisfied
City of Coral Springs Fire Dept. 2801 Coral Springs Drive Coral Springs, FL 33065	Chief Mark Curran P: 954-346-1397 E: mcurran@coralsprings.org	7,100	Up to 56% (compared to 29% with previous billing vendor)	4 years	Extremely Satisfied
City of Eau Claire Fire & Rescue 216 S. Dewey Eau Claire, WI 54701	EMS Chief Jon Schultz P: 715-839-5024 E: Jon.Schultz@eauclairewi.gov	5,200	76%	11 years	Extremely Satisfied
City of Oshkosh Fire Dept. PO Box 1130 Oshkosh, WI 54903	EMS Chief Chuck Hable P: 920-236-5234 E: chable@ci.oshkosh.wi.us	4,697	77%	3 years	Very Satisfied
Dubuque Fire and EMS 50 West 13th Street Dubuque, IA 52001	EMS Director Wayne Dow P: 563-589-4194 E: wdow@cityofdubuque.org	3,000	69%	15 years	Extremely Satisfied

\*Note: Net collection percentages take into account all recovery rates for commercial insurance, Medicare, Medicaid and private pay while leaving out mandatory adjustments. It is solely based on total dollars collected on your behalf and not just gross charges.

\*\*Note: Cherokee County started billing May 2013 with LifeQuest. At that time the County was not transferring accounts to collections.

*RFP Requirement: References should include two (2) projects for which the proposer has implemented a full NEMSIS data extract with an ePCR vendor.*

A seamless transition is one of the most vital aspects to any new contract. We have provided a case study view and perspective to give you a comprehensive understanding of our dedication and focus. The following client partners can attest to a successful transition of a full NEMSIS data extract from a former ePCR vendor.



**Cherokee County Fire and EMS**  
**Cherokee County, Georgia**  
**EMS Chief Daniel West**  
**150 Chattin Rd.**  
**Canton, GA 30115-8249**  
**Phone: 678-493-4000**  
**Email: dwest@cherokeega.com**

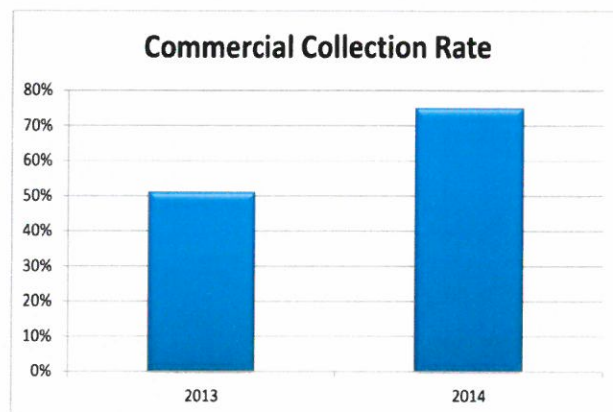
**Demographics** - LifeQuest has been providing EMS Billing Services for Cherokee County Fire and EMS since May 2013. This is a Paramedic level service with an average of 7,700 runs per year that manages a total of 9 ALS transport units and 3 Quick Response Vehicles. We successfully interfaced with the department's Zoll ePCR software and have maintained an interface with that software since inception.

**Opportunity** - LifeQuest won this client through a similar RFP process. Cherokee County opened this bid process because they were not happy with their current billing company's overall customer service and handling of accounts.

**LifeQuest Services Key Staff** - All of the following team members were involved with startup and are still involved with the day-to-day services. Lori Lemberger is the Client Services and Project Manager, Elissa Armstrong is the Billing Manager, Nikki Phillips is the Reports Specialist, Chip Kramer is the Sales Project Manager and Trainer, and Chrystal Stone is Call Entry specialist.

**Approach** - The previous billing company did not complete the Medicare Revalidation process. LifeQuest immediately completed this process for the client during the implementation process while focusing on increase revenue recovery performance.

**Solution** - We have worked to increase Cherokee County's collection rate by re-categorizing claims and documentation training. In 2013 the department had a 51% commercial insurance collection rate. In 2014 LifeQuest increased the County's commercial collection rate by 25%. The greatest potential for a collection rate increase from Fire billing stems from collecting on private pay and auto, homeowner commercial insurance accounts. Cherokee County is very pleased with our customer service and revenue recovery efforts.







**City of Coral Springs Fire Department**  
Coral Springs, Florida  
Chief Mark Curran  
2801 Coral Springs Drive,  
Coral Springs, FL 33065  
Phone: 954-346-1397  
Email: [mcurran@coralsprings.org](mailto:mcurran@coralsprings.org)

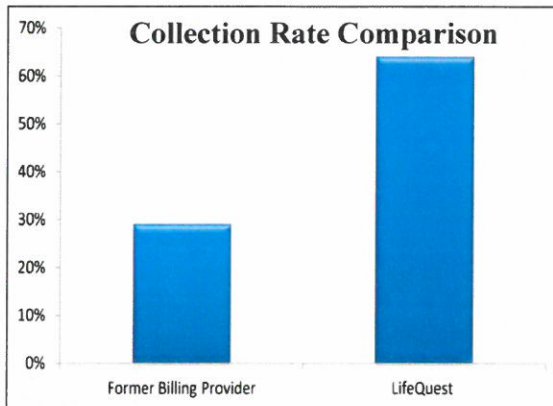
**Demographics** - LifeQuest Services has provided EMS Billing and Collections to Coral Springs since March 2012. The City of Coral Springs Fire Department is an ALS service that operates five stations with a total of seven rigs, four rescue trucks, and two command trucks. The City's total run volume in 2013 was 7,155. We successfully interfaced with the department's Documed ePCR software and have maintained an interface with that software since inception.

**LifeQuest Services Key Staff**- All of the following team members were involved with startup and are still involved with the day-to-day services. Cerry Schrader is Client Services and Project Manager, Elissa Armstrong is the Billing Manager, Nikki Phillips is the Reports Specialist, Chip Kramer is the Sales Project Manager and Trainer, and Nancy Maas is Call Entry Specialist.

**Opportunity** - The City of Coral Springs decided to partner with LifeQuest Services after a lack of success with their former billing company, a larger firm that currently manages >750 clients nationwide. LifeQuest discovered a large amount of billable revenue that was not transferred to their previous biller's subcontracted collections company. This money was left uncollected for years.

**Approach** - We worked with our partner to develop a report tracking system, ensuring transactions are identified, billed, measured and reviewed. Transactions and patient information are handled seamlessly since our billing and collections services are all in-house. Our collections team was able to collect over \$1,000,000 of this billable revenue/aged receivables.

**Solution**- Before LifeQuest took over, the City of Coral Springs had a net collection rate of 29%. Based on data from October 2012 to September 2013, LifeQuest has improved the City's collection rate to over 64%, an improvement of >35%. (Over 100% performance improvement.)







## Tab 7: Acceptance of Conditions

*RFP Requirement: Indicate any exceptions to the general terms and conditions of the RFP, and to insurance requirements or any other requirements listed in this RFP. If no exceptions are indicated in this tabbed section, it will be understood that no exceptions to these documents will be considered after the award, or if applicable, during negotiations. Exceptions taken by a Vendor may result in evaluation point deduction(s) and/or exclusion of proposal for Selection Committee consideration, depending on the extent of the exception(s). Such determination shall be at the sole discretion of the CITY and Selection Committee.*

LifeQuest has no exceptions to the general terms and conditions of the RFP nor the insurance requirements or any other requirements listed in this RFP.



## Tab 8: Required Form Submittals

Permit/licensure	Addressed
Anti-Kickback Affidavit	Included
Domestic Partnership Benefit	Addressed
Cone of Silence Affidavit	Included
Local Vendor	Addressed
Entity Crimes Statement	Included
Insurance Certificate	Included



**PERMIT REQUIREMENT**  
**AND COST**

A Key West Business Tax Receipt is required if office is located within the City of Key West; fee not to exceed \$98.70.

A copy of the local Business Tax Receipt is required if office is located outside of the City of Key West

LifeQuest Services does not have an office located in the City of Key West. A copy of the local Business Tax Receipt will be provided upon contract award and business transactions take place.

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS

COUNTY OF MONROE

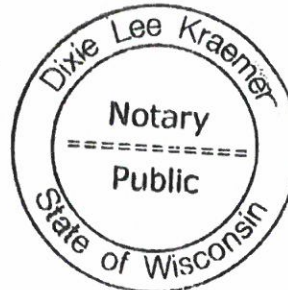
I, the undersigned, hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: Michael J. Finn  
Michael J. Finn/CEO

sworn and prescribed before me this 1 day of October, 2014

Dixie Lee Kraemer/Dixie Lee Kraemer  
NOTARY PUBLIC, ~~State of Florida~~  
State of Wisconsin

My commission expires: 9/20/2015



## **DOMESTIC PARTNER BENEFITS**

Except where otherwise exempt or prohibited by law, a contractor awarded a contract pursuant to a bid process shall provide benefits to domestic partners of its employees on the same basis as it provides benefits to employees spouses.

Such certification shall be in writing and shall be signed by an authorized officer of the contractor and delivered, along with a description of the contractor's employee benefits plan, to the City's procurement director prior to entering a contract.

If the contractor fails to comply with this section, the City may terminate the contract and all monies due or to become due under the contract may be retained by the City

Understood and agreed. LifeQuest Services will comply with the above certification requirement upon notification of contract award.



## CONE OF SILENCE

STATE OF FLORIDA

SS:

COUNTY OF MONROE

I the undersigned hereby duly sworn depose and say that all owners(s), partners, officers, directors, employees and agents representing the firm of Life Line Billing Systems, LLC d/b/a LifeQuest Services have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of silence.

Sec. 2-773. Cone of silence.

(a)

*Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:

(1)

*Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.

(2)

*Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.

(3)

*Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.

(4)

*Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.

(5)

*Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.

(b)

*Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:

(1)

Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;

(2)

Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;

(3)

Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and

(4)

Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.

(c)

*Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:

(1)

Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;

(2)

Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.

(A)

However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.

(B)

The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;

(3)

Oral communications at duly noticed pre-bid conferences;

(4)

Oral presentations before publically noticed evaluation and/or selection committees;

(5)

Contract discussions during any duly noticed public meeting;

(6)

Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;

(7)

Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or

(8)

Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;

(d)

*Procedure.*

(1)

The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.

(2)

The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.

(3)

Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.

(e)

*Violations/penalties and procedures.*

(1)

A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

(2)

In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.

(3)

Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.

(4)

In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.

(5)

If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)

BY: \_\_\_\_\_

Michael J. Finn/CEO

Sword and prescribed before me this 1st day of October, 2014

Dixie Lee Kraemer

NOTARY PUBLIC, ~~State of Florida~~ State of Wisconsin

My commission expires: 9/20/2015

Dixie Lee Kraemer





Title or Rank

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY  
PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West  
by Michael J. Finn/ CEO  
(Print individual's name and title)  
for Life Line Billing Systems, LLC d/b/a LifeQuest Services  
(print name of entity submitting sworn statement)

whose business address is N2930 State Road 22 Wautoma, WI 54982  
and (if applicable) its Federal Employer Identification Number (FEIN) is \_\_\_\_\_  
(If the entity has no FEIN, include the Social security Number of the individual signing  
this sworn statement: N/A)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment of information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime;  
or
  2. An entity under the control of any natural person who is active in the

management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

☒ Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS



FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH  
DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO  
UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO  
ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT  
PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF  
ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Michael J. Finn  
(SIGNATURE)  
Michael J. Finn/CEO  
1 October 2014  
(DATE)

STATE OF Wisconsin

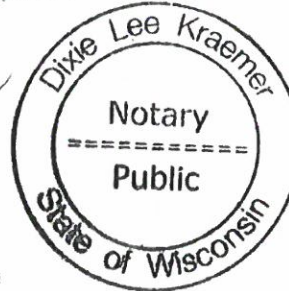
COUNTY OF Waushara

PERSONALLY APPEARED BEFORE ME, the undersigned  
Authority Dixie Lee Kraemer who, after first being sworn by me,  
(Name of individual)

Affixed his/her signature in the space provided above of this  
1st Day of October, 2014

My commission expires: 9/20/2015

Dixie Lee Kraemer



**CONFIDENTIAL**

LIFEL-2

OP ID: SB

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

09/30/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Bob Schuchardt Ins. Agency Inc 442 S. Hickory Street P.O. Box 508 Fond du Lac, WI 54936-0508 Robert J. Schuchardt	<b>CONTACT</b> NAME: PHONE: (A/C, No, Ext): E-MAIL: ADDRESS:  <b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Wilson Mutual Insurance Co. INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	<b>FAX</b> (A/C, No):  <b>NAIC #</b> 19950
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**INSURED** Life Line Billing Systems LLC  
N2930 State Road 22  
Wautoma, WI 54982

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual  GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC		3200922230	12/31/2013	12/31/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		3200922230	12/31/2013	12/31/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (PER ACCIDENT) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB CLAIMS-MADE DED RETENTION \$		3200922230	12/31/2013	12/31/2014	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	3200922230	12/31/2013	12/31/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	<input checked="" type="checkbox"/> Empl Dishonesty		3200922230	12/31/2013	12/31/2014	deductibl 250

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Additional Insured: City of Key West Florida, should the bid be accepted.

**CERTIFICATE HOLDER****CANCELLATION**

<b>CITYKEY</b>  City of Key West Florida City Hall Attn: City Clerk 3126 Flagler Ave. Key West, FL 33040	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Robert J. Schuchardt 
--	---

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CONFIDENTIAL

LIFEL-1

OP ID: ME

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/05/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> The Horton Group, Inc. - Chgo www.thehortongroup.com 125 S. Wacker Dr. Suite 2080 Chicago, IL 60606 Paul Johnson		<b>CONTACT</b> NAME: PHONE: (A/C, No, Ext): E-MAIL: ADDRESS:	
		FAX (A/C, No):	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A : Scottsdale Insurance Company	
		INSURER B : Lloyd's of London	
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

**INSURED**  
Lifeline Billing Systems, LLC  
N2930 State Road 22  
Wautoma, WI 54982

## COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<b>GENERAL LIABILITY</b>			MI130907	12/31/2013	12/31/2014	EACH OCCURRENCE
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY		\$ 1,000,000				
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR		DAMAGE TO RENTED PREMISES (Ea occurrence)				
			\$				
			MED EXP (Any one person)				
	<b>PROF LIAB</b>						PERSONAL & ADV INJURY
							\$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						\$ 2,000,000
							PRODUCTS - COMP/OP AGG
							\$
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)
	<input type="checkbox"/> ANY AUTO						\$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per person)
	<input type="checkbox"/> HIRED AUTOS						\$
							BODILY INJURY (Per accident)
							\$
							PROPERTY DAMAGE (PER ACCIDENT)
							\$
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE
	<input type="checkbox"/> EXCESS LIAB						\$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						AGGREGATE
							\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						WC STATU-TORY LIMITS
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y / N	N / A				OTH-ER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT
							\$
							E.L. DISEASE - EA EMPLOYEE
							\$
							E.L. DISEASE - POLICY LIMIT
							\$
A	<b>EPL/D&amp;O</b>			EK13119001	12/31/2013	12/31/2014	LIMIT
B	<b>NETWORK SECURITY</b>			PH1321703	12/31/2013	12/31/2014	LIMIT
							1,000,000
							1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

## CERTIFICATE HOLDER

FOR INFO

For Information Purposes Only

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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## Exhibit A: Signed Addendum

**Addendum No. 1 - RFP 02-015  
EMS Billing Service Questions  
Key West Fire Department**

**To all Bidders:**

**The following information is provided in accordance with RFP 02-015 EMS, Billing Service as fully and as completely as if the same were fully set forth therein:**

1. What are your estimated annual numbers of transports? What geographical area does your department provide EMS transports for?
  - The City of Key West Fire Dept. does not currently provide EMS transports. The KWFD will begin its EMS operations starting April 1, 2015.
  - The City of Key West Fire Dept. serves the City of Key West which is approx. 7.4 square miles.
  - Care Ambulance reported 5,603 responses with 4,420 transports in 2013 for the City of Key West.
2. What is your average loaded mileage distance?
  - The City of Key West Fire Dept. does not currently provide EMS transports at this time.
  - US 1Mile Marker 0 is located in downtown Key West while the closest receiving ER (Lower Keys Medical Center) is located at approx. Mile Marker 5.
3. What are your current or proposed charges for:
  - a. ALS1
  - b. ALS2
  - c. BLS
  - d. mileage
  - The City of Key West Fire Dept. does not currently provide EMS transports.
  - Transport fee schedule is to be determined.
4. In calendar year 2013, how many transports were coded BLS? ALS1? ALS2?
  - The City of Key West Fire Dept. does not currently provide EMS transports.
5. Are or will any accounts sent to collections?
  - Yes, it is preferred that delinquent accounts be managed by the billing agency through collections.
6. What are your primary transport hospitals? Approximately what percentage of all transports will be going to each hospital?

- Lower Keys Medical Center will receive 100 % of transports due to geographic location.
7. Does the RFP require the successful billing vendor to provide any field hardware units? If so, what is the Department's preference as to make/model? If so, how many units does the department require?
    - Not required, but preferred. All proposals will be evaluated.
  8. The RFP seems to provide the billing vendor the option to provide a new ePCR solution for the Department. If that is the case, does the Department have a particular system(s) that it prefers? Would you accept multiple ePCR solution options in an RFP?
    - No preference at this time. All proposals will be evaluated.
  9. Does the City's current EMS billing vendor provide EMS delinquent account collection services? If so, what is the current cost of these services in dollars and percent?
    - The City of Key West Fire Dept. does not currently provide EMS transports.
  10. If your vendor does not provide EMS delinquent account collection services, is the City interested in considering bidders to provide these services?
    - The City of Key West Fire Dept. does not currently provide EMS transports.
    - It is preferred that delinquent accounts be managed by the billing agency through collections
  11. Why is the City currently going out to bid at this time?
    - The City of Key West Fire Dept. does not currently provide EMS transports.
    - The KWFD will begin its EMS operations starting April 1, 2015.
  12. What is the City's current method of PCR data collection? Paper or electronic?
    - The City of Key West Fire Dept. does not currently provide EMS transports.
  13. If electronic, who is the City's current ePCR vendor?
    - The City of Key West Fire Dept. does not currently provide EMS transports.
  14. The RFP states that the City is looking for new ePCR software solution? What is your preferred solution and how many licenses will you need?
    - No software preference at this time, a minimum of 8 licenses is preferred.
  15. Is the City looking for new hardware? If so, what is the City's preferred solution and how many toughbooks (tablets etc.) will the City need?
    - 8 tough books or tablets is preferred, No software preference at this time.



- All proposals will be evaluated.

16. Will the successful vendor assume responsibility for any backlog of unbilled and/or previously billed accounts?

- The City of Key West Fire Dept. does not currently provide EMS transports.

17. What is your total number of responses per year?

- Care Ambulance reported 5,603 total responses with 4,420 transports for 2013 in the City of Key West.
- The City of Key West Fire Dept. does not currently provide EMS transports.

18. How many of those responses are billable?

- 4,420 reported transports per Care Ambulance.

19. What is the City's anticipated growth or decline in the number of transports for the next few years?

- Growth is unknown
- The City of Key West Fire Dept. does not currently provide EMS transports

20. What are the City's charges for the following services?

- a. BLS \$
- b. ALS1 \$
- c. ALS2 \$
- d. SCT \$
- e. BLS Non Emergency \$
- f. ALS Non Emergency \$
- g. Mileage \$
- h. Air Transport \$
- i. No Transport/At Scene \$

- The City of Key West Fire Dept. does not currently provide EMS transports
- Transport fee schedule is to be determined.

21. What is the average number of loaded miles per transport?

- The City of Key West Fire Dept. does not currently provide EMS transports.
- US 1 Mile Marker 0 is located in downtown Key West while the closest receiving ER Lower Keys Medical Center is located at approx. US 1 Mile Marker 5.

22. Does the City bill for no transports?

- The City of Key West Fire Dept. does not currently provide EMS transports.
- Fee schedule is to be determined.

23. Does the City charge for a base rate mileage only?

- The City of Key West Fire Dept. does not currently provide EMS transports
- Fee schedule is to be determined.

24. Does the City's EMS service itemize other charges?

- The City of Key West Fire Dept. does not currently provide EMS transports.
- Fee schedule is to be determined.

25. What is your 2013 payer mix?

- The City of Key West Fire Dept. does not currently provide EMS transports.

26. The following financial information we are requesting will be for the previous full year to date:

- a. What are the City's total charges?
  - b. What is the City's total cash revenue?
  - c. What is the City's total adjustments in dollars?
  - d. What is the City's total mandatory adjustments in dollars? (Mandatory adjustments include Medicare, Medicaid, Work's Compensation, VA, bankruptcy, intercept, Gunderson, Alliance, Blue Cross/Blue Shield, HIRSP, WEA trust, Not Medically Necessary, Medical Associates, Tri-Care, and interest offset.)
- The City of Key West Fire Dept. does not currently provide EMS transports.

27. Would it be acceptable to submit a redacted copy of our proposal (confidential information already blacked out) for Open Records requests?

- The City of Key West Fire Dept. prefers the proposal be submitted following the guidelines stated in the RFP.
- Indicate any exceptions to the general terms and conditions of the RFP requirements in Tab VII, Acceptance of Conditions.

28. The RFP requests financial information that is confidential and subject to being disclosed during an open records request. Would it be permissible to provide the financial information at the interview, if selected for an interview? If not, would it be permissible to provide the financials on a password-protected CD only? If not, would it be permissible to provide the financials via a letter from a bank?

- The City of Key West Fire Dept. prefers the proposal be submitted following the guidelines stated in the RFP.

- Indicate any exceptions to the general terms and conditions of the RFP requirements in Tab VII, Acceptance of Conditions.

29. Can you provide a list of the City's receiving hospitals?

- Lower Keys Medical Center will receive 100% of patients transported by KWFD.

30. We will be conducting our annual on-site training for our existing Florida Keys clients the week of October 6-10<sup>th</sup> which happens to coincide with the due date of the response to the RFP. Since we will actually be in the Keys during that time the response is due I will have to mail it out prior to our departure from Georgia on October 3, 2014. To the best of your knowledge will all amendments and answers to questions be published by that date?

- Yes

31. Has Key West adopted a proposed fee schedule to utilize in our cost approach calculations? I did not see anything in the RFP that indicated what the base fees would be.

- Fee schedule has not been adopted.

32. Can the hospital data interface be a hospital bridge where the City can access PDF ePCR's? Or is the City looking for a direct integration into the hospital's emergency room system?

- KWFD prefers direct integration into the hospital's emergency room.

33. Can you provide the average loaded mileage per transport?

- The City of Key West Fire Dept. does not currently provide EMS transports.
- US 1 Mile Marker 0 is located in downtown Key West while the closest receiving ER Lower Keys Medical Center is located at approx. Mile Marker 5.

34. Please provide the number of transports for each call type (run mix) for fiscal year 2012 and 2013?

- ALS Emergency
- ALS Non-Emergency
- BLS Emergency
- BLS Non-Emergency
- ALS 2
- SCT

- Care Ambulance reported 5,603 total responses with 4,420 transports for 2013 in the City of Key West.
- The City of Key West Fire Dept. does not currently provide EMS transports.

35. Can you provide your payer mix by primary payer as listed below? If your current billing vendor uses an "other" category in addition to list provided below, can you provide clarification on what items are contained in "other?"

- Medicare
- Medicaid
- Commercial Insurance



d. Patient Pay

- The City of Key West Fire Dept. does not currently provide EMS transports.
36. Please describe how you would like you NPP's managed. Will your facility be handling these mailings or would the preference be that your billing provider handle NPP?
- We prefer that the billing provider handle all aspects of the collections process.
37. Can you please provide the number and specification on the hardware required
- No hardware preference at this time, a minimum of 8 units is preferred.
38. Who is your preferred wireless provider?
- No preference at this time.
39. Can you provide the name of the hospitals you transport to?
- Lower Keys Medical Center will receive 100% of patients transported by KWFD.
40. If your facility has not decided on hardware vendor or product, could you provide a budget dollar amount to be factored in per unit.
- No budget amount provided, all proposals will be evaluated.
  - No hardware or software products have been selected

**All Bidders shall acknowledge receipt and acquaintance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.**

  
Michael J. Finn/CEO  
Signature

Life Line Billing Systems, LLC d/b/a LifeQuest Services  
Name of Business



## Exhibit B: Business Certifications and Licenses

Florida Department of State  
Division of Corporations  
Electronic Filing Cover Sheet

Note: Please print this page and use it as a cover sheet. Type the fax audit number (shown below) on the top and bottom of all pages of the document.

((H12000281416 3)))



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Note: DO NOT hit the REFRESH/RELOAD button on your browser from this page. Doing so will generate another cover sheet.

To:

Division of Corporations  
Fax Number : (850) 617-6383

From:

Account Name : C T CORPORATION SYSTEM  
Account Number : FCA000000023  
Phone : (850) 222-1092  
Fax Number : (850) 878-5368

\*\*Enter the email address for this business entity to be used for future annual report mailings. Enter only one email address please.\*\*

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

Foreign Limited Liability Company  
Life Line Billing Systems, LLC

Certificate of Status	0
Certified Copy	0
Page Count	05
Estimated Charge	\$125.00

RECEIVED

12 NOV 30 PM 01

SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

B. KOHR

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DEC - 3 2012

EXAMINER

<https://efile.sunbiz.org/scripts/efilecovt.exe>

11/30/2012

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12 NOV 30 AM 9:03  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA



COVER LETTER

TO: Registration Section  
Division of Corporations

SUBJECT: Life Line Billing Systems, LLC

Name of Limited Liability Company

The enclosed "Application by Foreign Limited Liability Company for Authorization to Transact Business in Florida," Certificate of Existence, and check are submitted to register the above referenced foreign limited liability company to transact business in Florida.

Please return all correspondence concerning this matter to the following:

Michael Finn

Name of Person

Beverly Capital

Firm/Company

Address

City/State and Zip Code

mfinn@beverly-capital.com

E-mail address: (to be used for future annual report notification)

For further information concerning this matter, please call:

Michael Finn

Name of Person

at (312) 543 4435

Area Code & Daytime Telephone Number

**MAILING ADDRESS:**

Division of Corporations  
Registration Section  
P.O. Box 6327  
Tallahassee, FL 32314

**STREET ADDRESS:**

Division of Corporations  
Registration Section  
Clifton Building  
2661 Executive Center Circle  
Tallahassee, FL 32301

Enclosed is a check for the following amount:

☐ \$125.00 Filing Fee    ☐ \$130.00 Filing Fee & Certificate of Status    ☐ \$155.00 Filing Fee & Certified Copy    ☐ \$160.00 Filing Fee, Certificate of Status & Certified Copy

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12 NOV 30 AM 9:03  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO  
TRANSACTION BUSINESS IN FLORIDA

IN COMPLIANCE WITH SECTION 608.403, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN  
LIMITED LIABILITY COMPANY TO TRANSACTIONS BUSINESS IN THE STATE OF FLORIDA:

1. Life Line Billing Systems, LLC

(Name of Foreign Limited Liability Company: must include "Limited Liability Company," "LLC," or "LLC.")

(If name unavailable, enter alternate name adopted for the purpose of transacting business in Florida and attach a copy of the written  
consent of the managers or managing members adopting the alternate name. The alternate name must include "Limited Liability  
Company," "LLC," "LLC.")

2. Delaware

(Jurisdiction under the law of which foreign limited liability  
company is organized)

3. 46-1232043

(FEI number, if applicable)

4. 10/17/2012

(Date of Organization)

5. Perpetual

(Duration: Year limited liability company will cease to  
exist or "perpetual")

6. Upon Qualification

(Date first transacted business in Florida, if prior to registration.)  
(See sections 608.501 & 608.502 F.S. to determine penalty liability)

7. N2930 State Road 22, Wautoma, WI 54982

(Street Address of Principal Office)

8. If limited liability company is a manager-managed company, check here ☒

9. The name and usual business addresses of the managing members or managers are as follows:

Michael Finn, N2930 State Road 22, Wautoma, WI 54982

Gerald Miller, N2930 State Road 22, Wautoma, WI 54982

Joseph Nola, N2930 State Road 22, Wautoma, WI 54982

10. Attached is an original certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in  
the jurisdiction under the law of which it is organized. (A photocopy is not acceptable. If the certificate is in a foreign language, a  
translation of the certificate under oath of the translator must be submitted.)

11. Nature of business or purposes to be conducted or promoted in Florida:

Emergency medical services billing, collection and related services

Signature of a member or an authorized representative of a member.

(In accordance with section 608.403(3), F.S., the execution of this document constitutes an affirmation under the  
penalties of perjury that the facts stated herein are true. I am aware that any false information submitted in a  
document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S.)

Michael Finn

Typed or printed name of signee

FILED  
12 NOV 30 AM 9:03  
TREASURY OF STATE  
TALLAHASSEE, FLORIDA

**CERTIFICATE OF DESIGNATION OF  
REGISTERED AGENT/REGISTERED OFFICE**

PURSUANT TO THE PROVISIONS OF SECTION 608.415 or 608.507, FLORIDA STATUTES, THE UNDERSIGNED LIMITED LIABILITY COMPANY SUBMITS THE FOLLOWING STATEMENT TO DESIGNATE A REGISTERED OFFICE AND REGISTERED AGENT IN THE STATE OF FLORIDA.

1. The name of the Limited Liability Company is:

Life Line Billing Systems, LLC

If unavailable, the alternate to be used in the state of Florida is:

\_\_\_\_\_

2. The name and the Florida street address of the registered agent and office are:

CT Corporation System  
(Name)

1200 South Pine Island Road  
Florida Street Address (P.O. Box NOT ACCEPTABLE)

Plantation FL 33324  
City/State/Zip

*Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent as provided for in Chapter 608, Florida Statutes.*

CT Corporation System

By: F. W. Bold

(Signature)

\$ 100.00	Filing Fee for Application
\$ 25.00	Designation of Registered Agent
\$ 30.00	Certified Copy (optional)
\$ 5.00	Certificate of Status (optional)



# Delaware

PAGE 1

*The First State*

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "LIFE LINE BILLING SYSTEMS, LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE THIRTIETH DAY OF NOVEMBER, A.D. 2012.


AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE NOT BEEN ASSESSED TO DATE.



5228947 8300

121279904

You may verify this certificate online  
at [corp.delaware.gov/authvar.shtml](http://corp.delaware.gov/authvar.shtml)

  
Jeffrey W. Bullock, Secretary of State  
AUTHENTICATION: 0024167

DATE: 11-30-12

# Delaware

PAGE 1

*The First State*

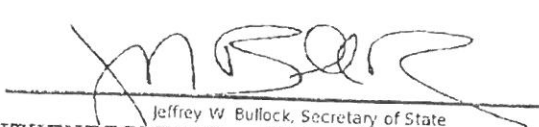
I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "LIFE LINE BILLING SYSTEMS, LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE NINTH DAY OF OCTOBER, A.D. 2013.

5228947 8300

131177392

You may verify this certificate online  
at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)



  
Jeffrey W. Bullock, Secretary of State  
AUTHENTICATION: 0802106

DATE: 10-09-13

MICHAEL R. THIEL  
CERTIFIED PUBLIC ACCOUNTANT  
114 EAST UNION STREET  
WAUPACA, WI 54981

BUS: (715) 256-9620  
FAX: (715) 256-9621

## SSAE NO. 16 (SOC 1) INDEPENDENT SERVICE AUDITOR'S REPORT

To Executive Team of  
Life Line Billing Systems, LLC

### *Scope*

I have examined Life Line Billing Systems, LLC's description of its billing, collection and data management systems for processing user entities' transactions throughout the period January 1, 2012 to December 31, 2012 (description) and the suitability of the design and operating effectiveness of controls to achieve the related control objectives stated in the description.

### *Service organization's responsibilities*

In section 3 of this report, Life Line Billing Systems, LLC has provided an assertion about the fairness of the presentation of the description and suitability of the design and operating effectiveness of the controls to achieve the related control objectives stated in the description. Life Line Billing Systems, LLC is responsible for preparing the description and for the assertion, including the completeness, accuracy, and method of presentation of the description and the assertion; providing the services covered by the description; specifying the control objectives and stating them in the description; identifying the risks that threaten the achievement of the control objectives; selecting the criteria; and designing, implementing, and documenting controls to achieve the related control objectives stated in the description.

### *Service auditor's responsibilities*

My responsibility is to express an opinion on the fairness of the presentation of the description and on the suitability of the design and operating effectiveness of the controls to achieve the related control objectives stated in the description, based on my examination. I conducted my examination in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that I plan and perform my examination to obtain reasonable assurance about whether, in all material respects, the description is fairly presented and the controls



were suitably designed and operating effectively to achieve the related control objectives stated in the description throughout the period January 1, 2012 to December 31, 2012.

An examination of a description of a service organization's system and the suitability of the design and operating effectiveness of the service organization's controls to achieve the related control objectives stated in the description involves performing procedures to obtain evidence about the fairness of the presentation of the description and the suitability of the design and operating effectiveness of those controls to achieve the related control objectives stated in the description. My procedures included assessing the risks that the description is not fairly presented and that the controls were not suitably designed or operating effectively to achieve the related control objectives stated in the description. My procedures also included testing the operating effectiveness of those controls that I consider necessary to provide reasonable assurance that the related control objectives stated in the description were achieved. An examination engagement of this type also includes evaluating the overall presentation of the description and the suitability of the control objectives stated therein and the suitability of the criteria specified by the service organization and described in section 4 of this report. I believe that the evidence I obtained is sufficient and appropriate to provide a reasonable basis for my opinion.

#### *Inherent limitations*

Because of their nature, controls at a service organization may not prevent, or detect and correct, all errors or omissions in processing or reporting transactions. Also, the projection to the future of any evaluation of the fairness of the presentation of the description, or conclusions about the suitability of the design or operating effectiveness of the controls to achieve the related control objectives, is subject to the risk that controls at a service organization may become inadequate or fail.

#### *Opinion*

In my opinion, in all material respects, based on the criteria described in Life Line Billing Systems, LLC's assertion in section 3 of this report,

- a. The description fairly presents the billing, collection and data management systems that were designed and implemented throughout the period January 1, 2012 to December 31, 2012.
- b. The controls related to the control objectives stated in the description were suitably designed to provide reasonable assurance that the control objectives would be achieved if the controls operated effectively throughout the period January 1, 2012 to December 31, 2012.
- c. The controls tested, which were those necessary to provide reasonable assurance that the control objectives stated in the description were achieved, operated effectively throughout the period January 1, 2012 to December 31, 2012.

*Description of tests of controls*

The specific controls tested and the nature, timing, and results of those tests are listed in section 5 of this report.

*Restricted use*

This report, including the description of tests of controls and results thereof in section 5 of this report, is intended solely for the information and use of Life Line Billing Systems, LLC, user entities of Life Line Billing Systems, LLC's billing, collection and data management systems during some or all of the period January 1, 2012 to December 31, 2012, and the independent auditors of such user entities, who have a sufficient understanding to consider it, along with other information including information about controls implemented by user entities themselves, when assessing the risks of material misstatements of user entities' financial statements. This report is not intended to be and should not be used by anyone other than these specified parties.

Michael R. Thiel, CPA

February 15, 2013

Waupaca, Wisconsin

# *LifeQuest Services Wautoma, Wisconsin*

has completed the full requirements of the  
Professional Practices Management System (PPMS)<sup>™</sup>  
and has earned the designation of

## **PPMS<sup>™</sup> Certified**

by ACA International



*Certified*

*December 2, 2009 – December 2, 2013*

*Patricia J. Wynn*  
Chief Executive Officer

