



EMERGENCY MEDICAL SERVICES

Area Metropolitan Ambulance Authority
551 East Berry St.
Fort Worth, Texas 76110-4329
(817) 923-3700
(817) 632-0537 (Fax)

Re: Avatar Customized Strategies

To Whom It May Concern,

I am writing this letter to provide confirmation of the value my organization has obtained from our strategic partnership with Avatar Management Services, Inc.

MedStar is the leading provider of emergency and non-emergency ambulance services to Fort Worth, TX and 14 other surrounding cities. We are a high-performance EMS system that serves approximately 860,000 citizens, responding to over 96,000 calls a year, of which 95.8% are emergency calls. Our growth and reputation depend on finding and hiring qualified, customer-focused people. When we retained Avatar's services, our staffing was at an all-time low, and we were not meeting our response times as required. This was a very challenging time that resulted in concerns over our ability to provide timely patient care and even a bit of negative press.

Avesta furnished our organization with the strategy, tools and technology to immediately increase the number of qualified applicants necessary to fill open positions. Avatar's selection experts developed a system designed to identify top performers by integrating pre-hire assessments and structured interviews into an Applicant Tracking System. As a result, our staff has the means to be more selective and hire individuals who are likely to succeed within our culture. After two years of using the system, we have seen a marked improvement in all aspects of our recruiting and hiring processes. We now receive an average of three employment applications per day and have anywhere from 20 to 30 EMT and Paramedic candidates at each of our hiring processes. In addition, our voluntary turnover has decreased by 57% in the last two years, which is directly impacted by our hiring decisions utilizing the pre-hire assessments and structured interviews. Basically, we are now hiring the right people!!

We continued our partnership with Avatar Management Services, Inc., when we created an on-line sexual harassment training program for all employees. This training was tailored to cover related issues in the EMS



industry and specific to MedStar, which are different from other industries, and included video and testimony of our own employees. The training was very well received and created an awareness that was somewhat non-existent beforehand. This could not have been accomplished with any other "canned" program.

We again partnered with Avatar to focus on educating and training our leadership staff. We worked with them to create a customized series of leadership courses that our staff completed on-line in a self-directed format. The implementation plan was organized to achieve the best possible learning outcomes, whereby each block of courses was followed by a live, interactive skills-building workshop. As a result of Avatar's customized approach, the unique learning needs of our organization were addressed and built into the program. The program resulted in fully trained managers and supervisors as well as both driver and field training officers. Our leadership team learned strategies to enhance employee performance and satisfaction through the use of effective communication and understanding the difference between the "can do" and "will do" employee motivation. The team also learned important ways to gain employee trust using several rapport-building techniques. As a result of these and other strategies, MedStar employees indicated a 40% increase in their overall job satisfaction and a 31 % increase in the employee's perception of their management team.

I highly recommend Avatar and to any organization pursuing improved performance results. Their unique blend of industrial-organizational psychology, instructional design, and media production expertise position them to create solutions that are outcome-based and focused on your key issues in your diverse environments. Avatar and Avesta's customized approach was integral to achieving the success we experience today, which includes much better staffing levels, regular response time compliance, and much good press!!

Please feel free to contact me if you would like to further discuss Avatar's capabilities and the personalized attention we receive as their client.

Sincerely,

A handwritten signature in black ink, appearing to read "Stacy Raborn". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Stacy Raborn
Associate Director – Human Resources
817-632-0525