



# 2021

ANNUAL REPORT



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Fiscal Year 2025 was the busiest year on record for Medic. This was driven largely by the rapid growth of our community, an 8% increase since 2020, representing nearly 69,000 new residents in Charlotte alone. During this same period of significant population and call volume expansion, Medic faced the most severe staffing shortage in its history, with a 19% vacancy rate in 2022.

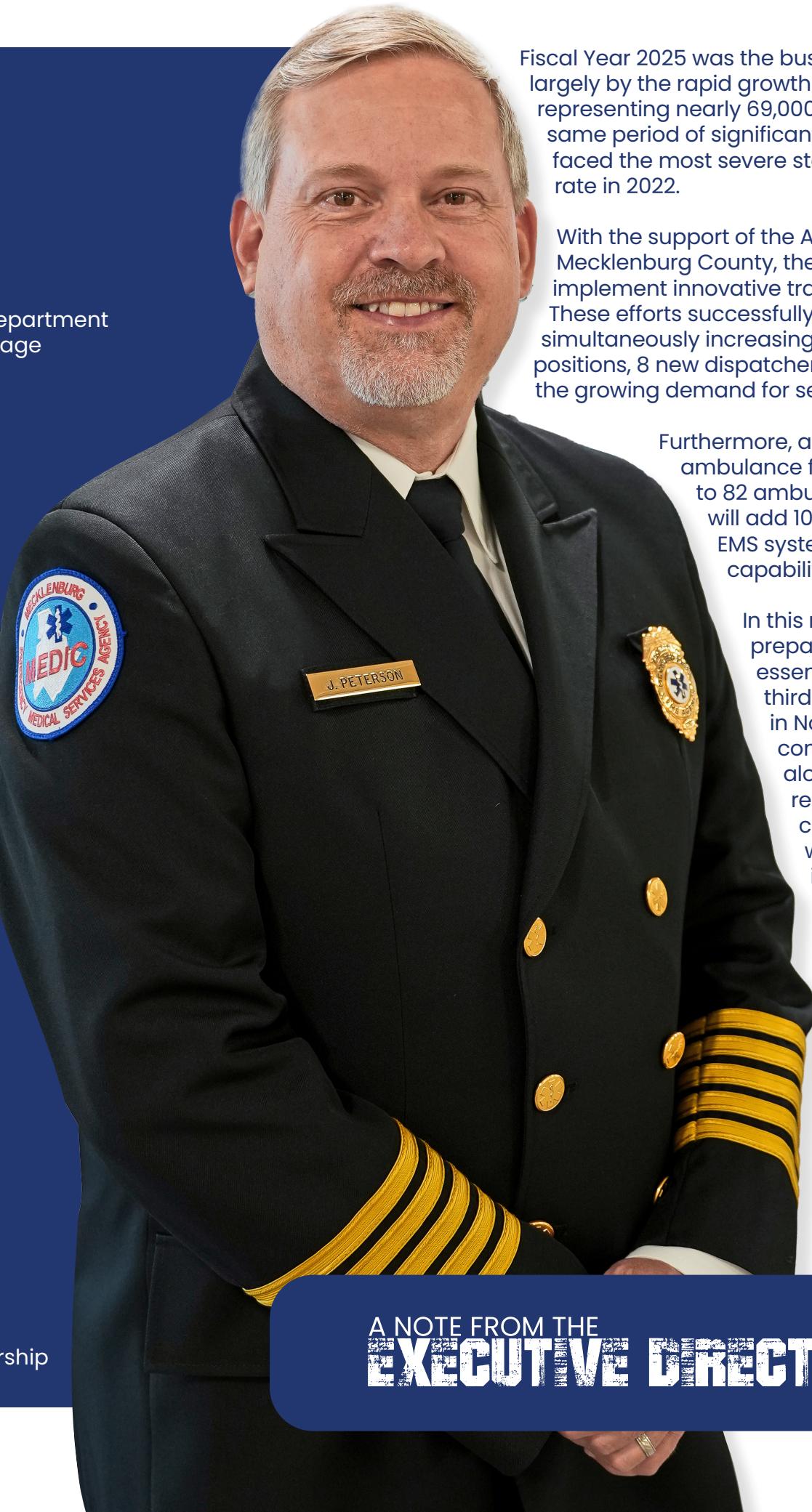
With the support of the Agency Board of Commissioners and Mecklenburg County, the Medic team worked tirelessly to design and implement innovative training, recruitment, and retention strategies. These efforts successfully reduced the vacancy rate to 9% in 2025, simultaneously increasing budgeted headcount by 25% with 50 new EMT positions, 8 new dispatcher positions and additional support roles to meet the growing demand for services.

Furthermore, approval has been granted to expand our ambulance fleet by 10 vehicles, increasing the total from 72 to 82 ambulances by fiscal year-end. These enhancements will add 10 additional ambulance shifts per day to the EMS system, significantly strengthening our response capabilities.

In this rapidly evolving environment, ensuring Medic's preparedness for current and future growth remains essential. To that end, we will launch a comprehensive third-party evaluation of the EMS system beginning in November 2025. A diverse EMS Study Committee, comprised of Town, City, and County leaders, along with first responders, Medic, and hospital representatives, will oversee the selection of a consultant to conduct the study. This evaluation will examine all aspects of the system, including governance, funding, first responder participation, patient outcomes, and response times, and is expected to conclude by March 2026.

As demonstrated throughout this report, Medic is built to adapt and driven to care for our patients and community. None of this would be possible without the steadfast support of the Agency Board of Commissioners, Agency Management Committee, Finance Committee, Medical Control Board, and Mecklenburg County. Their continued commitment and partnership are vital to advancing Medic's mission and vision for the future.

A NOTE FROM THE  
**EXECUTIVE DIRECTOR**



# STRATEGIC OBJECTIVES

These Strategic Objectives have informed Medic's improvement work over the past three fiscal years. See Medic's new Strategic Objectives for future work on page 36.

1

## Improve workplace safety & health of Medic workers

This year Medic developed a portfolio of new safety strategies to launch in FY26, including training on lifting techniques, restraint use, measles education, and de-escalation to reduce risks of violence. A project team also explored the feasibility of adding an on-site mental health professional, also to come in FY26.

2

## Create a sustainable and competitive strategy for maintaining critical staffing levels

Medic launched its first in-house Accelerated Paramedic Program and expanded recruitment efforts, significantly increasing staffing levels since the national COVID-19 EMS staffing crisis. Looking ahead, funding has been approved for 50 additional EMT positions in FY26 to further strengthen our workforce.

3

## Implement a Medic DEI platform (including internal policies, procedures, and plans) to create supportive inclusion and dismantle structural barriers

The Human Resources team refined the applicant process to enhance fairness and transparency, with updates launching in FY26. Expanded recruitment and community engagement broadened Medic's reach, while new-hire training now emphasizes reducing unconscious bias in caring for patients with substance use disorders.

4

## Reduce Medic's carbon footprint

Medic's headquarters completed a solar panel installation to support returning clean energy back to Mecklenburg County's power grid.

5

## Evolve Medic's response, care, and transport models to address the shifting community need and healthcare landscape

Testing began to evaluate the effectiveness of Alternative Response Units, which are non-ambulance vehicles that handle certain 911 calls. At the same time, we began evaluating the first major update of our response zones since 1996 to better match Mecklenburg County's growth and ensure equitable service.



# MEDIC: AT A GLANCE

178,005  
RESPONSES

121,904  
PATIENTS  
TRANSPORTED

8m 37s  
AVERAGE RESPONSE  
TIME TO PRIORITY 1  
(LIFE-THREATENING) CALLS

611  
TOTAL EMPLOYEES

97%  
911 CALLS ANSWERED  
UNDER 10 SECONDS

## FIRE DEPARTMENTS

	AVERAGE FIRE DEPARTMENT RESPONSE TIME	FIRE DEPARTMENT EMS RESPONSES**
Carolina	6m 20s	143
Charlotte*	Unknown	Unknown
Cooks	6m 48s	500
Cornelius	5m 35s	1,833
Davidson	5m 41s	891
Huntersville	5m 44s	4,477
Idlewild	5m 23s	1,049
Long Creek	6m 40s	708
Matthews	5m 51s	2,829
Mint Hill	6m 17s	1,953
Pineville	6m 06s	1,756
Robinson	6m 18s	390
Steele Creek	6m 13s	1,116
West Meck	6m 24s	1,157

\*Data not available at time of publish  
\*\*Multiple departments may respond to a single incident; each incident is reported in each department's total.

## DID YOU KNOW?

Medic's 911 Communication Center dispatches all EMS and fire-related calls for the 13 fire departments that are located outside the city limits of Charlotte.

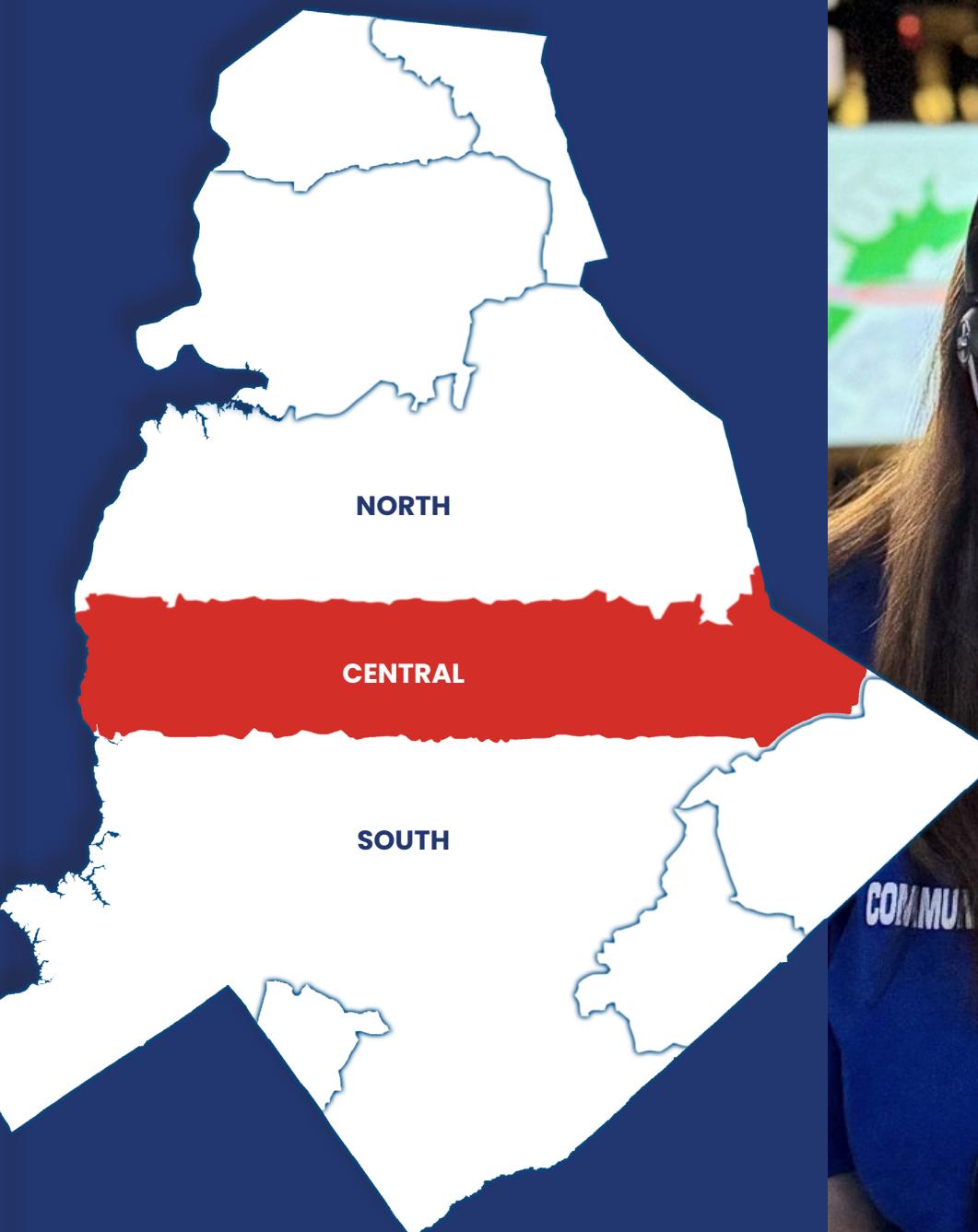
## FIRE DEPARTMENT COVERAGE

Medic serves as Mecklenburg County's sole 911 emergency ambulance provider, delivering care to more than 1.1 million residents and visitors across 546 square miles of urban and rural communities.

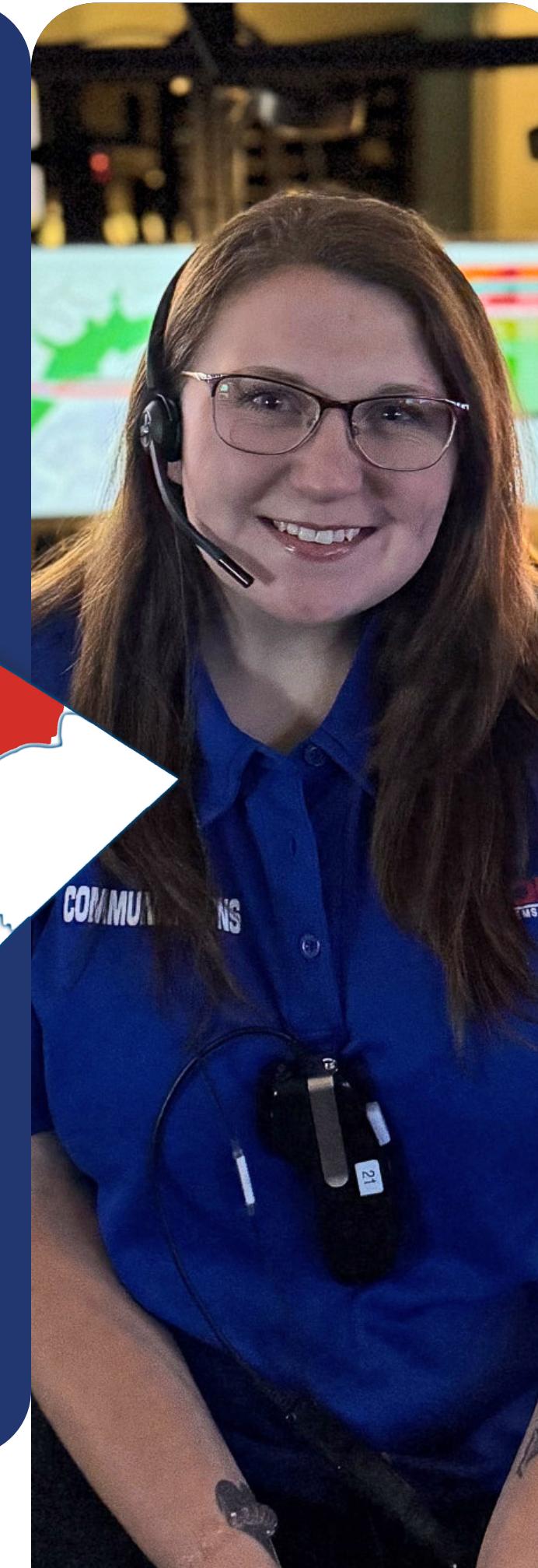
The agency deploys first response in coordination with 14 fire departments. Patients are transported to one of 17 local emergency departments based on preference and medical need. These facilities include a Level I Trauma Center, a Level II Trauma Center, seven specialized cardiac (PCI) centers, and eight standalone emergency departments that can admit patients for continued care.



RESPONSE TIME GOAL	ZONE	AVERAGE RESPONSE TIME
Priority 1 <b>10:59</b>	Central	8:11
	North	8:54
	South	8:43
	Countywide	8:37
Priority 2 <b>15:00</b>	Central	13:20
	North	14:05
	South	14:39
	Countywide	14:05
Priority 3 <b>30:00</b>	Central	16:27
	North	17:34
	South	18:00
	Countywide	17:27
Priority 4 <b>60:00</b>	Central	24:41
	North	26:37
	South	26:59
	Countywide	26:09
Priority 11 <b>90:00</b>	Central	44:19
	North	44:37
	South	45:52
	Countywide	45:07



Medic's coverage area is organized into three response zones: North, Central, and South. The map and table above highlight average response times across each zone corresponding with each response time goal. In FY26, Medic will take part in an EMS System Study to assess how these long-standing zones can be modernized to reflect our county's growth and evolving service demands.

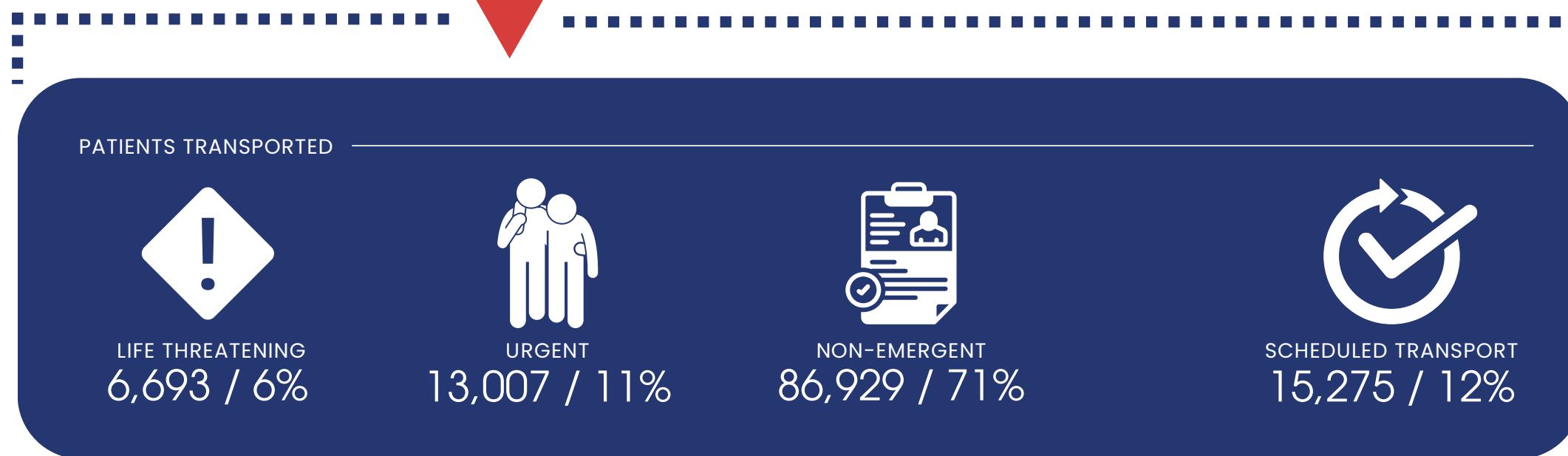
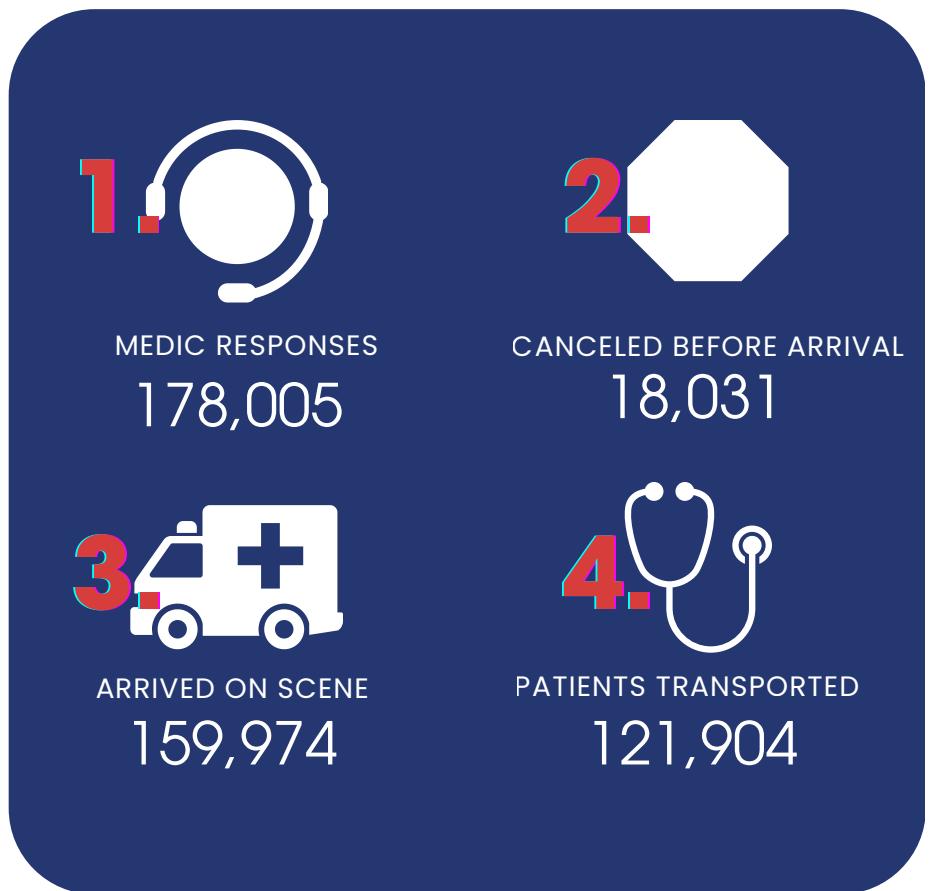


## ALL 911 CALLS FY25 **TOP 10 CALL TYPES BY VOLUME**

1. General Illness 36,278
2. Breathing Problems 15,455
3. Falls/Back Injury 15,378
4. Traffic Accident 13,773
5. Unconsciousness/Fainting 12,546
6. Psychiatric 11,710
7. Chest Pain 11,394
8. Overdose/Ingestion/Poison 6,358
9. Unknown Problem 6,115
10. Convulsion/Seizure 5,740



MEDIC'S  
**CENTRAL MEDICAL EMERGENCY DISPATCH**



Medic's Central Medical Emergency Dispatch (CMED) also supports the Charlotte-Mecklenburg Police Department by taking overflow 911 calls when their volume is over capacity. Medic assisted with **8,062** of these calls this fiscal year.

**DID YOU KNOW?**



## MEDIC TRANSPORTS

### RISING DEMAND, SYSTEM-WIDE IMPACT

Medic saw a more than 7% increase in patient transports compared to the previous fiscal year. While about 75% of 911 responses result in transport, many others involve cancellations, refusals, or non-billable standbys—such as SWAT support, fire incidents, or special events—which still generate operational costs.

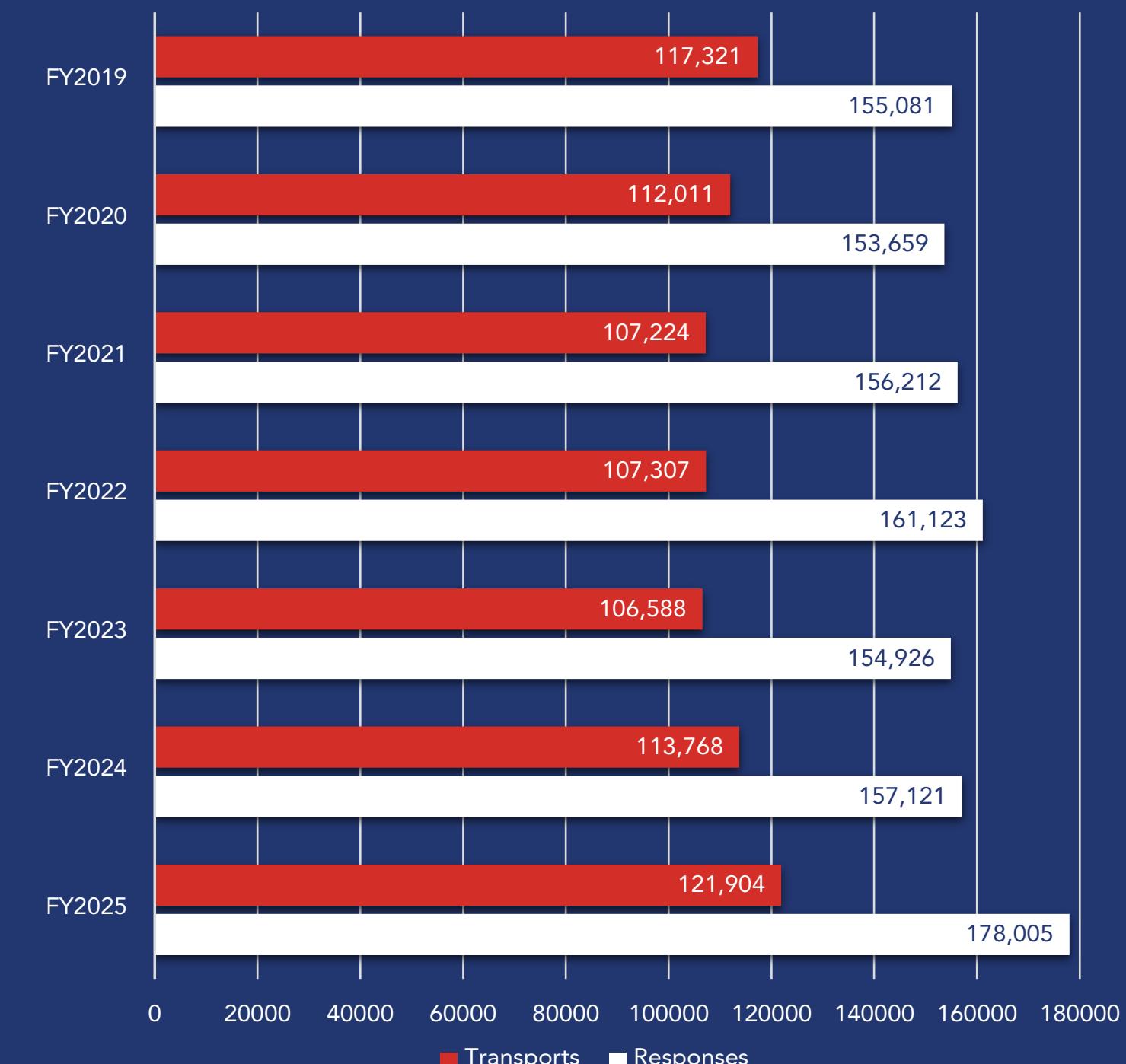
The rise in overall call volume has impacted every corner of the agency. FY25 marked

record activity for Logistics (medical supply builds), Fleet (vehicle maintenance and fuel usage), and other departments supporting field crews and CMED.

To meet this growing demand, Medic is working closely with Mecklenburg County to expand staffing and increase ambulance availability—ensuring we remain ready to meet the community's emergency needs.

### DID YOU KNOW?

Medic's Logistics Department produced **145,371** supply bins in FY25, which is **12,553** more than last fiscal year, or a **9%** increase. The Fleet Department also saw an increased workload with **1,140** preventative maintenance checks, or a **26%** increase.



### Volume Impact Increase

The chart illustrates sharp increases in both patient transports and overall incident responses, surpassing pre-COVID activity levels.

## SPECIAL OPERATIONS

Medic provides dedicated on-site 911 coverage daily inside the Charlotte-Douglas International Airport with staffed, fully equipped UTVs. Medic also provides standby support for high-risk incidents to provide medical support for our first responder partners, such as structure fires or SWAT calls.

### AIRPORT

4,794

Medic Airport UTV Responses

Ambulance Responses to the Airport

2,337

2,457

Total Ambulance Responses Avoided

Total Ambulance Transports from Airport

1,512

### Fire & Police Standby

230

Number of Fire Department and Police Department Support Standbys

Number of times Medic's Tactical Team responded to a request for SWAT

121



In May 2025, Medic's Tactical Team received eight new fully equipped SUVs as take-home vehicles. These vehicles enhance the team's ability to respond quickly to requests for support from the Charlotte-Mecklenburg Police Department's SWAT Team.

The vehicles were funded through the Urban Area Security Initiative, a federal grant program from the U.S. Department of Homeland Security that helps high-risk, densely populated areas strengthen their ability to respond to major emergencies.





## RESPONSE: HURRICANE HELENE



When Hurricane Helene struck our state, Medic joined partner agencies to provide critical mutual aid to the counties hit hardest by the storm. From reinforcing 911 Center staffing and restoring critical infrastructure through STARLINK, to assisting FEMA with logistical operations, these efforts ensured uninterrupted emergency communications and preserved a vital lifeline for Western North Carolina during one of its most challenging times in history.

### Radio Communications Council (Urban Areas Security Initiative)

Deployed to: NC Emergency Operations Center, Raleigh

- Michael Desmond
- John Stroup
- Tim Brake
- Monroe Hicks

### Charlotte-Mecklenburg Police Department SWAT Support

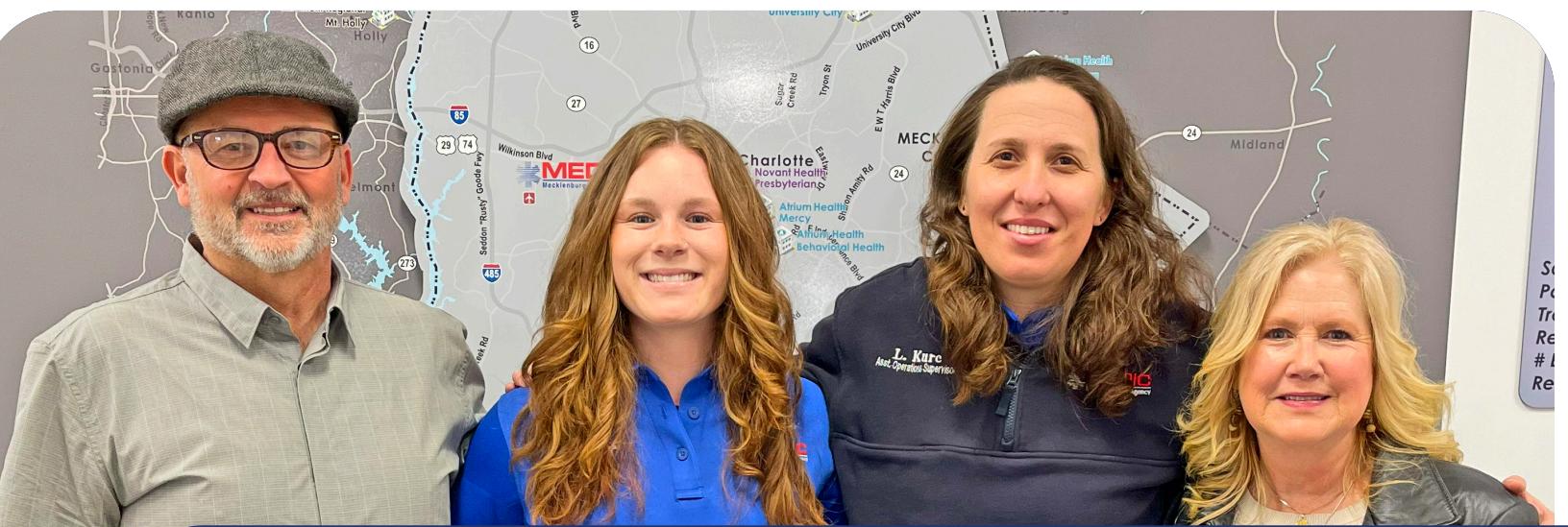
Deployed to: Western NC

- Alex Whitecavage

### Telecommunicator Emergency Response Taskforce (TERT)

Deployed: Buncombe County and Haywood County

- Chris Brown
- Raymond Hamilton
- Heather Maloch
- Angela McVickers
- O'Shannus Wood
- Rebecca Zamagni-Mander
- Ben Harris
- Ecco Frady
- Tamina Jones
- Brenna Hess
- Chassity Phillips



### HEROES ON STANDBY: A LIFE SAVED AMID THE STORM

While on standby during Hurricane Helene flooding cleanup efforts in Mecklenburg County, volunteer from out of town Glen Atwell suddenly began feeling unwell. Within moments, Medic's standby crew recognized the signs of a heart attack, just before Mr. Atwell went into cardiac arrest. Acting without hesitation, Paramedic Kure, EMT Hunt, and Paramedic Love began lifesaving treatment and successfully resuscitated him. By the time he left the scene, Mr. Atwell was alert, talking, and on his way to recovery. He later walked out of the hospital in excellent condition and reunited with the very crew who saved his life, a powerful reminder that Medic's teams must always be ready for anything, anytime, anywhere.



## CAREER PATHWAYS

### STRENGTHENING OUR WORKFORCE

Medic has made significant progress in building a stronger, more sustainable workforce to meet today's demands and prepare for future growth.

#### EMT Recruitment

Since 2023, 108 new EMTs have joined through our fully funded, in-house certification program, including 19 in FY2025. In addition, 24 Operations Support Technicians have advanced into EMT roles, with 7 more expected to graduate this summer.

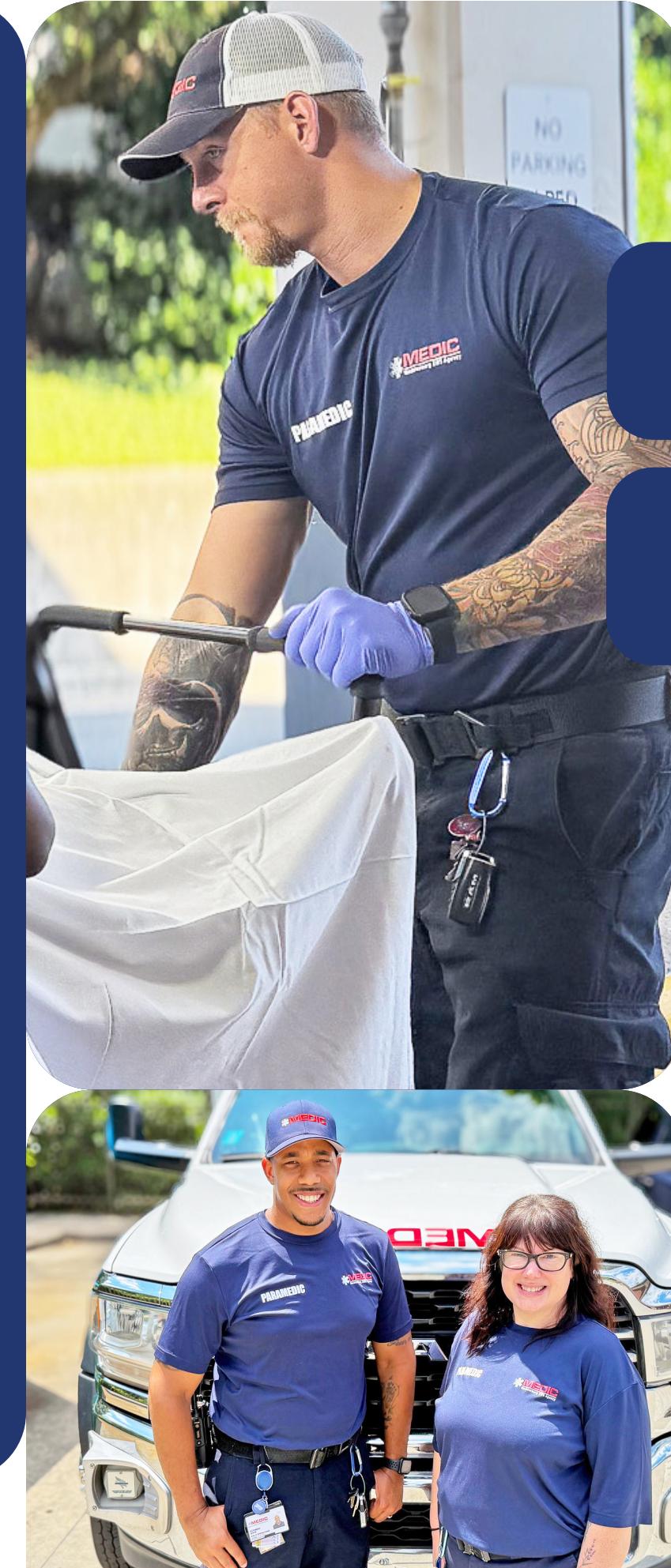
#### Paramedic Development

Through a fully funded, accelerated pathway in partnership with Central Piedmont Community College and Rowan-Cabarrus Community College, 28 Medic EMTs graduated as Paramedics in 2025. Targeted recruitment campaigns have also strengthened our pipeline, increasing external hires from just 3 in FY2023 to 24 in FY2025.

#### Staffing Milestone

These efforts helped Medic reach its budgeted EMT headcount for FY2025 and cut Paramedic vacancies to 17—a major improvement from the 71 vacancies at the height of COVID-19. Looking ahead, Mecklenburg County has approved funding for 50 additional EMTs and 8 new telecommunicators in FY26, reinforcing Medic's commitment to investing in a strong, highly trained workforce for Mecklenburg County.

Medic remains committed to investing in people and ensuring a strong, highly trained workforce to serve the residents of Mecklenburg County.



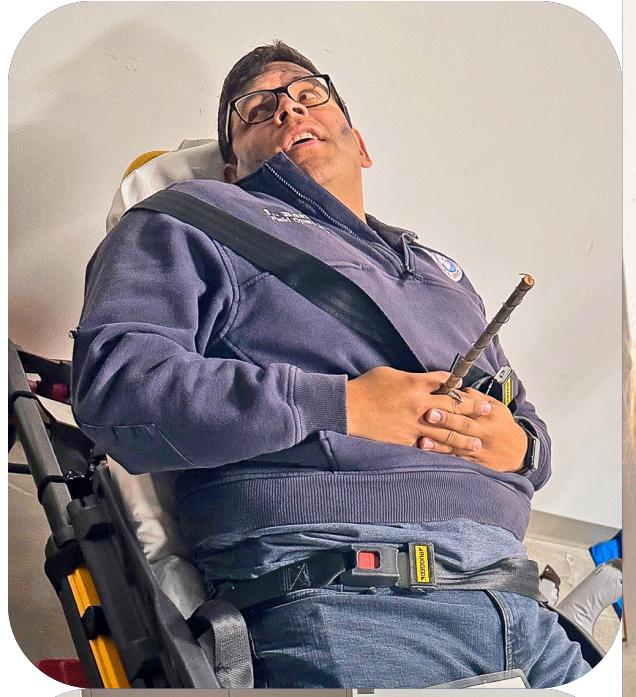
133

EMTs & Paramedics  
Hired

28

EMTs enrolled in an  
Accelerated Paramedic  
Pathway Program





## PERFORMANCE IMPROVEMENT

### TRAINING FOR TOMORROW: STRENGTHENING READINESS THROUGH SIMULATION

Each fall, Medic's Clinical Education Department leads a large-scale EMS simulation focused on high-acuity, low-frequency emergencies. The 2024 exercise, modeled after real domestic terrorism incidents in North Carolina, simulated an attack on an energy station resulting in a mass casualty event.

Over the course of 54 sessions, 356 providers practiced triage, trauma care, and patient management in an immersive environment with manikins, actors, and special effects. Debriefs emphasized clinical performance, incident command, and coordination with specialty teams such as Medic's tactical Paramedic Swat support team – strengthening readiness for complex emergencies.



**PERFORMANCE IMPROVEMENT:  
USING DATA AND EDUCATION TO  
DRIVE EXCELLENCE IN PATIENT CARE**

Medic partners closely with Atrium Health and Novant Health to monitor outcomes for our most critical patients, including those suffering from STEMIs – the most severe type of heart attack. The data shown demonstrates Medic's performance well above national benchmarks and agency goals, placing our teams among the best in the industry. These exceptional results are driven by our Performance Improvement Team, which uses data insights to shape Paramedic and EMT training and strengthen quality-of-care protocols across the agency.

Medic also ranks among the nation's best for successfully resuscitating patients who suffer cardiac arrest. While survival rates for these cases are typically very low, Medic's focused training, teamwork, and close coordination with fire department partners have led to survival and resuscitation outcomes that consistently exceed national benchmarks.

122

**STEMI Patients**

76:00

**STEMI Time from First Contact to Hospital Treatment**

National Benchmark is less than or equal to 90 minutes

88:32

**Time From 911 Call Received to Cath Lab Intervention**

Goal of less than or equal to 90:00

85%

**Accurate STEMI Prehospital Determination**

Goal of greater than or equal to 85%

866

**Total Cardiac Arrest Patients**

302

**Cardiac Arrest Patients Resuscitated**

135

**Patients Survived to Hospital Discharge**

75%

**Utstein Patients Resuscitated**

National Benchmark: 43%

50%

**Utstein Survival**

National Benchmark: 32%

87%

**Percentage of Cardiac Arrest Patients Who Received Bystander CPR**



## CLINICAL RESEARCH UPDATE: IMPROVING OUTCOMES THROUGH EVIDENCE

Medic actively participates in clinical research throughout the year, contributing to improvement in patient outcomes across the country. In March, Medic joined a trial comparing the effectiveness of fentanyl versus ketamine in treating patients experiencing compensated shock (Prehospital Analgesic INtervention trial in partnership with Atrium Health Department of Trauma Surgery).

The agency is also currently involved in two pediatric studies focused on best practices for seizure care (Pediatric Dose Optimization for Seizures in EMS) and airway management (Pediatric Prehospital Airway Resuscitation Trial) with over 400 patients enrolled. Earlier this year, Medic completed another pediatric study evaluating asthma care in children (Treating Respiratory Emergencies in Children Study). These studies are facilitated through the Pediatric Emergency Care Applied Research Network, of which Medic participates in the only prehospital focused node (ChaMP).

## STUDENT RIDERS: BUILDING THE NEXT GENERATION OF EMS PROFESSIONALS

Medic partners with 10 regional colleges and universities to host EMT and Paramedic students during their clinical training. While we don't receive compensation, we proudly invest in the future of EMS by supporting student learning and workforce development.

In FY25, more than 700 students completed ride-alongs with Medic—some traveling over two hours for the experience. EMT students spent at least 48 hours in the field, while Paramedic students completed 240+ hours, gaining real-world skills under the guidance of our field crews.

By welcoming student riders, Medic offers a firsthand look at what makes our system unique, inspiring the next generation of EMS professional to lead with skill and compassion – both across North Carolina and here in Mecklenburg County.



## OPERATIONAL READINESS: PREPARING FOR THE UNTHINKABLE

Medic's commitment to operational readiness means that a high level of preparedness doesn't happen by chance.

To ensure our teams are ready when it matters most, Medic partnered with Charlotte Fire this summer to conduct 36 Mass Casualty Incident (MCI) training sessions. These exercises simulated large-scale emergencies and were designed to strengthen inter-agency coordination and response capabilities. Medic deployed a multidisciplinary team to each session, including field staff, Special Operations technicians and leadership. These teams worked side-by-side with fire personnel

to lead unified command drills and execute on-scene response strategies.

Key training outcomes included rapid establishment of command and control, execution of lifesaving triage protocols, immediate delivery of critical care, efficient coordination of patient transport to appropriate facilities.

This type of hands-on, scenario-based training reinforces Medic's ability to respond effectively under pressure, ensuring that when disaster strikes our crews are not only ready, but unified with our partners.



# OUR PEOPLE

## AWARD WINNING EMPLOYEES

### STAR OF LIFE

#### **Scott Bodien, GIS Analyst**

Scott is renowned as a leader in the GIS profession and has dedicated his career to using mapping technology to strengthen public health and safety. Since starting Medic in 2014, he has made lasting contributions to improve the navigation ability for crews, even hand-drawing more than 850 miles of private driveways to the Computer Aided Dispatch system. His innovation, service, and resilience embody the behind-the-scenes spirit of EMS.

#### **Christopher Jerrell, Assistant Operations Supervisor**

Christopher began his Medic career in 2017 and has since risen through the roles of Paramedic Crew Chief and Field Training Officer before assuming his current leadership position. Every new hire and

trainee Christopher has mentored achieved a 100% first attempt pass rate on required evaluations. Christopher has also led key initiatives for Medic's COVID-19 vaccine clinic and is a part of the Agency's dignitary protection team.

#### **Parker Wallace, Paramedic Crew Chief and Field Training Officer**

Parker Wallace began as an EMT at Medic in 2017 and advanced to Paramedic Crew Chief and Field Training Officer. Parker is also an adjunct instructor for Atrium Health's Center for Prehospital Medicine, helping prepare the next generation of EMS professionals with the same dedication and professionalism that define his own career. Parker is celebrated as both an outstanding instructor and his ability to remain calm and reassuring during even the most critical calls. He also serves on Medic's Special Events Team and Competition Team.



SCOTT BODIEN



CHRISTOPHER JERRELL

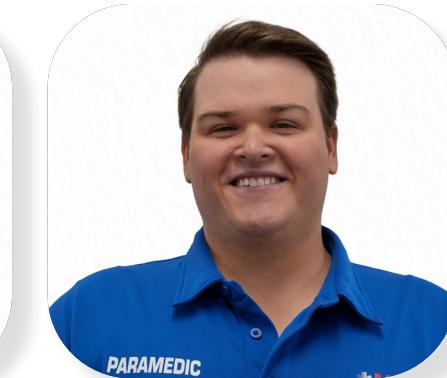


PARKER WALLACE

## UNSUNG HERO



JAMIA COWAN



MONTANA HUDGENS



TJ MARTIN

### UNSUNG HERO

#### **Jamia Cowan, Telecommunicator & CMED Training Officer**

Jamia's colleagues describe her as the kind of teammate who quietly but powerfully uplifts everyone around her. As a trainer in Central Medical Emergency Dispatch (CMED), she brings not just knowledge, but patience, empathy, and a deep commitment to helping others grow. Whether it's coaching a new hire through a difficult call or offering encouragement after a tough shift or during high-pressure moments.

#### **Montana Hudgens, Paramedic Crew Chief & Field Training Officer**

Known for his steady optimism and willingness to go above and beyond, Montana lifts the spirits of his colleagues

while providing outstanding patient care. He is admired as a mentor, consistently earns commendations for his work, and seizes every opportunity to teach and support others. Whether assisting an elderly patient with a simple task or showing up for co-workers' milestones, Montana makes a lasting impact through quiet acts of kindness and selflessness.

#### **TJ Martin, Paramedic Crew Chief & Field Training Officer**

TJ Martin is known for his quiet leadership. He mentors colleagues, takes on extra shifts, and solves problems without seeking recognition. Respected as a go-to Paramedic Crew Chief, TJ's humility, reliability, and compassion set a powerful example, making him truly indispensable to our team.

82%

**Employees rated their job satisfaction with Medic as good, very good or excellent**

By FY25 Medic had 661 employees including EMTs and Paramedics (443), Central Medical Emergency Dispatch (50), and administrative/support roles (168).

**DID YOU  
KNOW?**

## TOP CALL

Crews responded to a high-risk call involving a patient on the edge of a 6th-story roof suffering from a stab wound. Working alongside police and fire, **Paramedic Crew Chief Chris Randall** and **EMT Angelo Hidalgo Reyes** acted quickly to help bring the patient to safety, stabilize his injuries, and coordinate a complex rooftop extrication and transport. Their calm under pressure, teamwork, and clinical skill earned them recognition by their peers as this year's Top Call Award recipients.



ANGELO HIDALGO



CHRISTOPHER RANDALL

TOP  
CALL

## Wellness Group

Launched in January 2025, Medic's Wellness Committee quickly became a key force in promoting employee well-being through monthly activities that support physical, mental, and emotional health.

FY25 highlights included a cocoa bar, heart-healthy recipe boards, random acts of kindness, a book drive and a succulent making station during EMS Week.

Led by Nadia Underwood (HR) and Helen Reed (Risk & Safety), and backed by leadership, the committee continues to build a healthier, more connected workplace.



## EMPLOYEE ENGAGEMENT

Medic prioritizes team culture throughout the year, including employee nights out at local sports games, EMS Week, and Night of Honor, the Agency's annual employee recognition event.





## COMMUNITY ENGAGEMENT

Medic's Community Engagement Team increased the number of events either attended or hosted by 37% compared to last fiscal year, while bystanders trained increased by 17%.

Medic Community Engagement Team participates in various events throughout the year including touch-a-trucks and school tours for children, parades, festivals, patient reunions and more.

122

Community Engagement Events

4,337

Citizens Trained in Bystander CPR

14,753

Estimated audience reached during community engagement events

### CELEBRATING HEART HEROES: ANNUAL CARDIAC SURVIVOR EVENT

In February, to honor National Heart Month, Medic hosted its second annual Cardiac Arrest Survivors Support Event. This gathering was designed to provide a safe and supportive space where survivors could connect with one another, learn about ongoing initiatives and advocacy opportunities, and explore resources to guide them in life after survival.

This year's event welcomed 31 cardiac arrest survivors from Mecklenburg County, which is double the participation from 2024. Joined by their families, friends, care providers, and partner agencies, the event brought together more than 100 guests to celebrate survivorship, resilience, and community.





#### A STORY OF STRENGTH, TEAMWORK & SURVIVAL

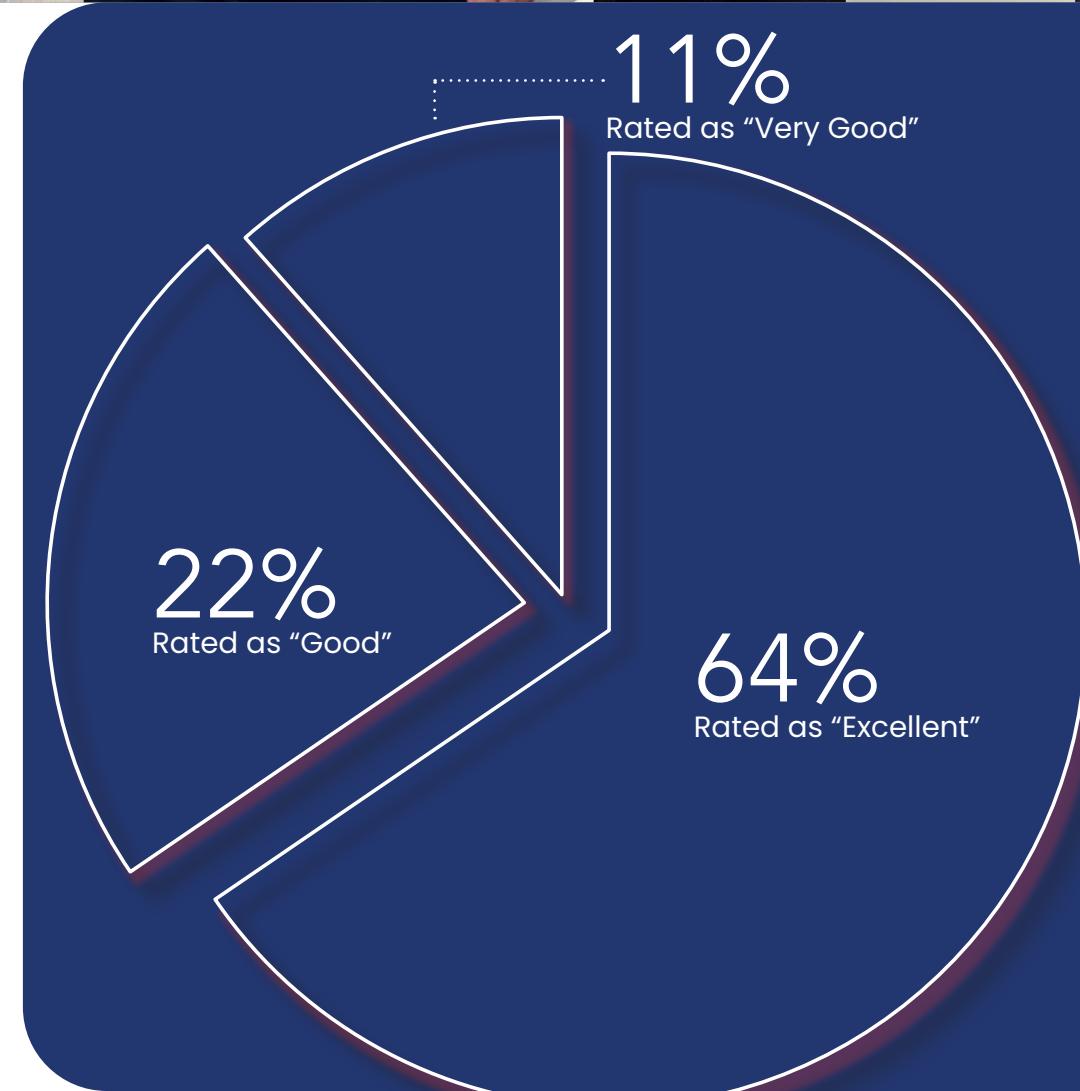
When Mr. AW Burgess collapsed without a pulse, his wife of 31 years sprang into action—performing CPR with guidance from EMD Henniger. Thanks to her courage and the rapid response from Charlotte Fire Station 31 and Medic crew members EMTs Molina and Fan, and Paramedics Posterino and Finley, Mr. Burgess's heart was restarted.

After a difficult recovery, Mr. Burgess beat the odds – and was able to reunite with the team that helped save his life.

#### 23 MINUTES WITHOUT A HEARTBEAT

When 44-year-old Mrs. Richmond collapsed at home without a pulse or breath, her son's quick action made all the difference. Guided by our Emergency Medical Dispatcher (EMD) Kerley, he began CPR and continued until first responders arrived. For nearly 23 minutes, her heart did not beat, requiring five shocks and more than 1,800 chest compressions.

Thanks to her son's courage, and the combined efforts of Paramedic Macho, EMT Ciano, EMD Kerley, and the Charlotte Fire Department, Mrs. Richmond regained a pulse and was brought back to life. This remarkable save is a powerful reminder that knowing bystander CPR is critical, and that saying "yes" in the moment can truly save a life.



#### PATIENT SATISFACTION

Medic has maintained a high patient satisfaction rate consistently over the years, even amid major response system changes.

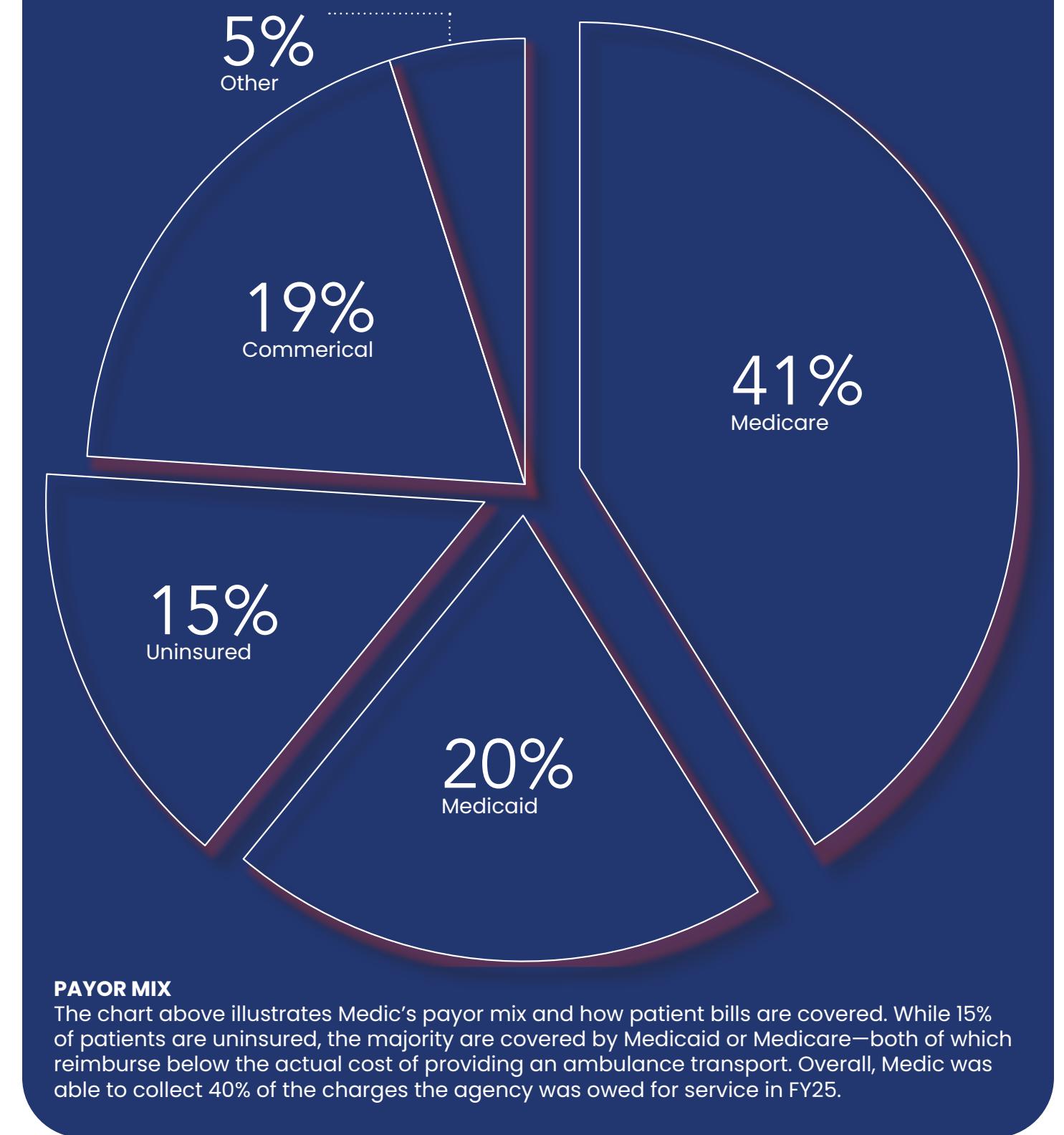
Each month, patients are randomly surveyed by a third-party vendor, providing valuable insight into their experience. This FYI 97% of those surveyed rated their experience with Medic as excellence, very good or good.

# FINANCIAL PERFORMANCE

Medic is a component unit of Mecklenburg County as defined by GASB (Governmental Accounting Standards Board) and GAAP (Generally Accepted Accounting Principles). Most of our revenue comes from fees-for-service paid by patients (63%), with additional support from Mecklenburg County, the State 911 surcharge, and various grants. County subsidy is essential because reimbursement rates do not cover the full cost of an ambulance transport, many community services we provide are non-reimbursable, such as treating patients on scene without transport (TNT), and some patients' inability to pay.

## FY25 STATEMENT OF REVENUES AND EXPENDITURES – BUDGET AND ACTUAL

	FINAL BUDGET	ACTUAL
<b>Revenues:</b>		
User Fees	\$50,391,012	\$61,244,374
County Funding	\$22,450,687	\$22,450,687
Medicaid Cost Report	\$3,887,020	\$4,468,716
Debt Setoff Revenue	\$2,583,063	\$2,551,701
One-Time Funding	\$6,418,737	\$3,379,207
Grants/Other Revenue	\$2,950,895	\$2,897,355
911 PSAP Surcharge	\$372,494	\$357,677
<b>Total Revenues</b>	<b>\$89,053,908</b>	<b>\$97,349,717</b>
<b>Expenditures:</b>		
Labor and Labor Related	\$67,235,877	\$68,335,273
Operating	\$15,026,800	\$12,813,591
Capital	\$6,418,737	\$4,836,952
911 PSAP Surcharge	\$372,494	\$357,677
<b>Total Expenditures</b>	<b>\$89,053,908</b>	<b>\$86,343,493</b>



A total of **\$2,676,753** of charges owed to Medic were written off for patients who qualified for charity, as defined by the hospital systems.

**DID YOU  
KNOW?**



## LOOKING AHEAD...

### STRATEGIC OBJECTIVES, FY26-2028

These three Strategic Objectives will guide Medic's improvement work for the next three fiscal years:

#### 1. ADVANCE MEDIC TO BE INDUSTRY BEST-IN-CLASS

- Address the primary concerns of Medic front line employees, as defined through employee listening sessions
- Enhance leadership effectiveness through evidence-based strategies
- Evolve Medic's organizational culture to foster agency-wide excellence and sustainability

#### 2. MODERNIZE POLICIES AND PROCEDURES TO EVOLVE WITH OUR WORKFORCE AND PATIENTS

- Enhance clarity, relevance, and alignment of policies and procedures with performance expectations and regulatory requirements

#### 3. ELEVATE READINESS TO ALIGN WITH COMMUNITY NEEDS AND EMERGENT CHALLENGES

- Evolve Medic's system standard of care to reflect patient and community needs
- Enhance Medic's readiness to respond to novel and commonplace events



JOHN PETERSON  
Executive Director

## MEDIC LEADERSHIP



DAMIAN GONZALES  
Deputy Director of  
Operations



JEFF KEITH  
Deputy Director of  
Support Services



AFRICA OTIS  
Director of Finance



DOUG SWANSON, MD  
Medical Director



SHARON TAULBERT  
Deputy Director of  
Professional Services



## AGENCY BOARD OF COMMISSIONERS

SID FLETCHER, MD – CHAIR  
Novant Health



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Atrium Health



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