



Rural/Metro Integration Frequently Asked Questions (As of February 10, 2016)

Answers to New Questions and Updates to FAQ Responses

About the Acquisition

- **(NEW)** Are there changes to the leadership structure?

We have aligned Rural/Metro and AMR operations into three regions. This includes changes to the operational leadership structure outlined below:

- Tom McEntee will oversee Rural/Metro operations in Georgia, Alabama, Ohio, Kentucky, Central Florida, Western NY, Rochester and Central NY.
- Leslie Mueller will oversee Rural/Metro operations in Eastern Tennessee, Western Tennessee, Arizona, Colorado and Nebraska.
- Tom Wagner will oversee Rural/Metro operations in Pac Bowers, San Diego, Santa Clara, Northern California and Pacific Northwest.
- Fire operations and personnel will report through Randy Strozyk, Senior Vice President of Operations. We will also post a position for a national Fire Chief to oversee Fire Services in the future.

Vice Presidents of Operations will now report to the respective Regional CEO with all existing Regional Director, General/Operations Manager reporting structures remaining the same.

All existing Rural/Metro region staff (HR, Finance, Clinical Education, Business Development, etc.) will begin working within the respective new AMR East, South and West organizational structure. All A/P, billing, key data reporting should continue in the same manner.

Changes to leadership structure for support services functions will be communicated directly to impacted staff.

- **(NEW)** What does the combined organization look like?

Click this [infographic](#) or visit www.amr.net/about to find out more about our combined organization.

- **(UPDATE)** When will we operate as one organization?

The AMR acquisition of Rural/Metro closed on October 28, 2015. AMR and Rural/Metro are now one organization. Rural/Metro is a standing business unit reporting up through Ted Van Horne, President & CEO of AMR.

On January 26, 2016, the Arizona Department of Health Services (ADHS) granted approval to transfer Rural/Metro's operating authority to AMR. AMR, Rural/Metro and our other operations in Arizona may now begin to plan, coordinate and integrate for the future.



- **(UPDATE) What are the next steps in the integration?**

Our goal in the transition is to make it as easy as possible for the operations and the integration team. The team has developed an approach that supports a “complete transition.” This means we will take 2-3 markets at a time and do a “complete transition” of vehicle branding, marketing materials, call center intake identification and uniforms. The brand transition will take a few weeks in each market. We will complete the branding in one market before moving to the next. Business Units receiving technology changes will be supported by different teams than the branding group, so technology changes may occur at different times for the market.

In order to have smooth integrations that do not upset service levels or business continuity, it is important that we have a well thought-out plan. The three Regional CEOs will communicate the specific changes and dates to each market at the appropriate time.

Markets

- **(NEW) Will we get new ambulances?**

We will be purchasing hundreds of new ambulances within Rural/Metro operations this year. Additionally, we plan to utilize our fleet refurb center in Las Vegas to upgrade and rebrand many of the Rural/Metro vehicles. We recognize the need to upgrade the fleet in several markets, so we are exploring opportunities to open another refurb center in the Phoenix area.

Our operations team is evaluating the needs of each market so we can balance our available resources to address these fleet upgrades and branding changes.

- **(UPDATE) What brand will we operate under in each market?**

Some of our contracts dictate branding requirements, so we will not rebrand all operations. However, we do plan to transition the majority of our Rural/Metro EMS operations to the AMR brand over the next year.

We plan to utilize our fleet refurb center in Las Vegas to upgrade and rebrand many of the Rural/Metro vehicles. We are also exploring opportunities to open another refurb center in the Phoenix area to help us manage the volume of work. Additionally, we will be purchasing hundreds of new ambulances within Rural/Metro operations this year. We plan to focus on a few markets at one time to minimize the period we run as a mixed fleet in a market.

We will also make changes to branding at the Scottsdale office. We intend to add the AMR logo to the Rural/Metro name and Fire Service logo on the Scottsdale building. All Rural/Metro Fire operations will continue to operate under the Rural/Metro name and we do not intend to make changes to the Rural/Metro Fire name in the foreseeable future.

- **(UPDATE) Will Rural/Metro systems be integrated with AMR systems?**

We are reviewing integration opportunities on a market by market basis. Our integration team is focusing on two key technology systems at this point in the integration:



1. Verian for procurement
2. MEDS for ePCR

Early in the integration, we will be transitioning to the Verian system for ordering supplies, including medical and office supplies. To support Verian, we will also issue hand held scanners to help us track the usage of supplies so we can better forecast the procedures and inventory needs of each market. Verian will help us plan for variances so we have the right quantity of supplies and equipment available to each market. Verian is a priority for our integration team so we intend to start implementing this system in several Rural/Metro markets in the first quarter of 2016.

AMR uses a system called Multi EMS Data System (MEDS) to create electronic patient care reports (ePCR). Some of our contracts dictate certain technology requirements, so we cannot implement MEDS in all operations. Over the next two years, we intend to implement MEDS across our operations where permissible. We will be replacing the Toughbook computers with Microsoft Surface tablets so our EMTs and paramedics can enjoy the benefits of our ePCR on lighter, more mobile devices. MEDS is a proprietary ePCR system that was designed and developed to meet the needs of our unique business. The technology system reduces the amount of paperwork for paramedics and EMTs, generates more reports that are accurate and simplifies the transfer of information to our billing team. MEDS will eliminate much of the administrative burden you deal with day-to-day.

- **(UPDATE) Where AMR and Rural/Metro are neighbors, can I pick up dual county shifts?**

Each county handles dual county shifts differently based upon need. Please work with your Regional Director and Operations Manager. If you are working in a dual county environment, continue entering your time under your home business unit and system.

- **(UPDATE) What will happen to the Scottsdale office?**

We intend to keep and expand the use of the Scottsdale office. We intend to add the AMR logo to the Rural/Metro name and Fire Service logo on the Scottsdale building. Displaying the AMR name in the Scottsdale office is an important next step in welcoming Rural/Metro to the AMR family.

- **(UPDATE) How do I answer the phone or introduce myself now?**

Until notified otherwise, continue to use the same method to answer the phone and introduce yourself. As we rebrand operations in certain markets, we will notify employees when to change their introduction.

- **(UPDATE) How quickly will changes be implemented?**

The timing of any changes will vary greatly. In order to have smooth integrations that do not upset service levels or business continuity, it is important that we have a well thought-out plan before we begin to execute. The three Regional CEOs will communicate the specific changes and dates to each market at the appropriate time.



Personnel

- **(NEW)** Are Rural/Metro employees required to take new training?

Rural/Metro employees will be required to take training on new technology systems as they are implemented. In some markets, Rural/Metro personnel will be moved under the AMR Corporate Integrity Agreement (CIA), which will require compliance training. All training requirements will be communicated to impacted employees at the appropriate time.

- **(UPDATE)** How will the acquisition impact my job?

Our priority is to ensure that operations continue to run smoothly and employees focus on providing excellent service and care to our communities.

Continue to perform your current roles and responsibilities. Any changes to job responsibilities or technology because of the integration will be communicated to you.

- **(UPDATE)** Will there be layoffs as a result of this deal?

As part of the integration process, we are evaluating processes and systems for overlap and efficiency so there may be some reductions as a result of this review. We do not intend to reduce the number of paramedics or EMTs in the market; we want to hire more and more of those positions. In certain markets, there may be changes to local leadership or communication center staff. These changes will be communicated to impacted staff as soon as they are known.

Our employees are critical to the success our organization. In the event a position is eliminated due to the integration, we are committed to exploring other opportunities for impacted employees within AMR and Envision Healthcare. If a suitable position is not available, we have a comprehensive severance plan to assist employees in the transition to a new employer.

We ask that you continue to provide excellent service and care to our communities. Details about integration decisions that impact employee jobs will be communicated as soon as possible.

- **(UPDATE)** Will there be any employee or work relocations as a result of the integration?

It is our intention to minimize disruptions to the business as much as possible. In certain markets, we may consolidate or change work locations. In partnership with regional and local leadership, the integration team is reviewing and identifying modifications to facility plans. We will share those as soon as they are available. Any employees affected by future changes will be personally contacted.



Compensation and Benefits

- **(UPDATE)** What will happen to my compensation and benefits?

We have developed a plan to transition Rural/Metro employees to the AMR benefits and payroll system by the beginning of 2017. Benefit plans are subject to review and change annually. What is currently available may not be available in the 2017 benefit plans. We promise to keep you updated on our benefit plans and technology changes as we approach 2017.

- **(UPDATE)** What will happen to my 401(k) account balance in the Rural/Metro retirement plan?

Your account in the Rural/Metro retirement plan is protected and will remain with Fidelity for now. Before we can allow you to transfer your account out of the plan, the IRS needs to review our filing and provide approval. This may take as long as 14-18 months. That said, you will continue to have access to your account as you normally would; however, no further deferrals will be allowed into the Rural/Metro plan.

Eligible Rural/Metro employees now have access to the AMR administered 401(k) plan. Detailed information about the 401(k) changes and enrollment process has been sent out. For additional support with 401(k) questions, please contact the Rural/Metro Benefits Service Center at 888-301-2123 or MyRMBenefits@rmetro.com.

- **(UPDATE)** Will my current election and account from Rural/Metro be transferred into the AMR administered plan?

We worked with Charles Schwab to upload Rural/Metro employees' 401(k) deferral rates. If you would like the same amount deferred from your paycheck into your 401(k), there is no action required on your part.

Work Location

- **(UPDATE)** Will we continue to work out of our current location?

In certain markets, we may consolidate or change work locations. We are working with regional and local leadership to identify facility plans and will share those as soon as they are available. Any employees affected by future changes will be personally contacted.

Vendors and Contracts

- **(UPDATE)** What will happen to contracts and suppliers?

One of our first major technology transitions will be to move Rural/Metro's national contracts and non-catalog suppliers to the AMR national program. We will implement the purchasing technology market by market. We also plan to move fleet procurement onto our national program. These changes will help us take advantage of volume pricing so we can capture synergies with limited impact to accounting processes and systems.



This change will be supported by a new technology system named Verian. The implementation of new system will take time, so we ask vendors supporting both organizations to supply and hold customary inventory levels allowing for the normal execution of business for both Rural/Metro and AMR. We will notify vendors of the timing of any impacts.

Communications

- **(UPDATE) When can we expect to hear additional information about the transaction?**

We are committed to providing regular communication about the integration planning progress. All updates are posted on www.amr.net/ruralmetro as well as the Rural/Metro Portal (www.myrmportal.com) and the Envision/AMR Portal (<https://portal.emsc.net>) and sent out monthly through the newsletter.

In order to have smooth integrations that do not upset service levels or business continuity, it is important that we have a well thought-out plan. The three Regional CEOs will communicate the specific changes and dates to each market at the appropriate time.

Media

- **(UPDATE) What should we say to the media about the transaction?**

Refer any media request to Tom Milton at 303-898-0752 or Thomas.Milton@evhc.net.



No Recent Update to the FAQ Response

About the Acquisition

- **Did AMR also acquire Rural/Metro's Fire service?**

Yes, the acquisition includes Rural/Metro's Fire service. We look forward to supporting our new service offerings, including industrial fire and safety.

- **Why did AMR acquire Rural/Metro?**

The acquisition is a means to grow our business and the combined firm will have more resources together to better serve our communities, including new ambulances and capital infrastructure. We believe the transaction will improve services for the communities and patients that rely on us by:

- Enhancing our mobile integrated healthcare delivery capability
- Increasing our ability to partner with fire departments and local government leadership to build better community health models
- Expanding our service offering to include industrial fire and safety and other complementary services
- Aligning more closely with evolving care delivery models

Personnel

- **Will my job title change?**

The integration of AMR and Rural/Metro provides an opportunity for us to evolve our regional leadership structure. For the past few years, many AMR General Managers have expressed dissatisfaction with the General Manager job title, and as such, an early step in the integration was to re-title our existing General Managers to Regional Directors. This better aligns with other current Region titles – CEO, Finance, HR, Clinical, etc.

- **Will I be reporting to a new manager?**

We have notified affected employees of any changes. If you have not been notified, your reporting structure remains the same.

- **Can employees apply to transfer around the U.S. now that we are one company?**

Yes, employees are able to transfer to open positions across the organization, including Fire, if qualified for the position. You need to apply for the position and if hired, you would receive pay and benefits based on the applicable operation or collective bargaining unit. Open AMR positions can viewed at www.amr.net/careers and open Rural/Metro positions can be viewed at <http://jobs.ruralmartro.com/>.



- **Are Rural/Metro employees required to take agility and/or drug tests?**

Employees do not have to retake agility tests or drug screens as a result of the acquisition. All of these testing requirements and expiration dates will continue to be monitored and updated in current systems.

Compensation and Benefits

- **Since my 401(k) will be terminated, can I roll it over to IRA, instead of the AMR 401(k)?**

Participants can elect to distribute or rollover their 401(k) into an IRA, but may be subject to tax or penalty.

- **What if I have an existing 401(k) loan from Rural/Metro?**

Your loan payments will continue. Once we have approval from the IRS, you will have the option to roll your loan over to be administered within the AMR 401(k) plan. Rolling your loan over will prevent your loan from becoming a taxable event. If you do not rollover your loan, you will either pay the loan in full or your loan balance will become taxable and a tax penalty would likely apply. Rolling your loan over will avoid these issues and your loan payments will continue through payroll deductions until your loan is paid off.

More information and options will be shared with you once we have approval from the IRS. In the meantime, the loan payments will continue to be applied to your outstanding loan consistent with the terms and conditions that you agreed to when you initiated the loan.

- **How will seniority be handled after the integration?**

AMR will ensure each Rural/Metro employee receives full credit for their length of service based on date of hire for the purposes of eligibility to participate in employee benefit plans such as 401(k), savings, medical, dental, life insurance, vacation, PTO or other leave entitlements. As we progress through the integration of operations, we will review seniority based on existing collective bargaining agreements, company policies and operational needs.

- **Will the vacation and sick days accrued at Rural/Metro transfer?**

Yes, any time off earned while at Rural/Metro will carry over with your employment. Accrual rates will continue according to your current policy.

- **When will Rural/Metro employees receive their first paycheck after the close?**

All employees will receive their paycheck through the same system on the same schedule. There is no need to transfer direct deposit information.



Career

- **How will we communicate open positions and opportunities for advancement?**

As of now, all postings are available to employees on the same sites used prior to the acquisition. Any future changes to the application process will be communicated to you in advance. AMR positions can be found at www.amr.net/careers and open Rural/Metro positions can be viewed at <http://jobs.ruralmetro.com>.

There are many career opportunities at AMR. We strongly believe in the selection of qualified candidates for open positions from within the combined organization.

Markets

- **What will happen to collective bargaining agreements?**

All current agreements will be honored. For those contracts that are being negotiated, waiting to be negotiated or have expired all wages, benefits, hours of work, conditions of employment and polices shall remain as status quo until a new agreement is attained or an impasse occurs.

Vendors and Contracts

- **What should we say to clients or vendors about the transaction?**

Please refer any questions from clients or vendors to your Regional Director. Regional Directors should coordinate with Valerie Gaither, VP Procurement & Fleet Administration at Valerie.Gaither@evhc.net.

Finance and Accounting

- **Is Rural/Metro going to continue to pay its own bills?**

Yes, Rural/Metro will continue to pay its own bills. In the future, as integration efforts get underway, this may change. These changes will be communicated once they are known.

- **Will Rural/Metro operations have Envision Healthcare entity codes assigned?**

The integration team assigned Envision Healthcare entity codes during the integration planning process. These codes were communicated when the acquisition closed. If you have questions, please contact Lisa Chalmers at lisa.chalmers@amr.net.

Communications

- **Where can I find the most up-to-date information on the transaction?**

All employees can find information on their employee portal or at www.amr.net/ruralmetro.



- **Where can I find a listing of all new company and IT department policies? Am I expected to know them all right now?**

All company and IT department policies are available on the Envision Healthcare corporate intranet. We would like everyone to read and fully understand these policies 30 days after receiving access to the EVHC Portal.

- **When will Rural/Metro employees receive access to the EVHC portal?**

The IT integration team is working on a plan to create a Single Sign-On (SSO). This technology enhancement will give employees access to many Envision Healthcare systems, including the employee portal, without an Oracle ID. We anticipate this technology to be available for certain systems this year.

Until this time, Rural/Metro employees can access the latest integration information, updates and videos at www.amr.net/ruralmetro or on the Rural/Metro MyPortal site at www.myportal.com. AMR job openings can be found at www.amr.net/careers.

- **Whom should I contact if I have additional IT related questions?**

Until notified otherwise, you should contact IT through your existing request process. They will ensure that all questions and concerns are worked appropriately between the IT organizations.

- **Is the IT project I am working on at Rural/Metro going to be canceled?**

All current IT projects at Rural/Metro will be evaluated to determine how they align to AMR's strategy and long term goals. If a project is canceled, you will be notified as soon as a decision is made.

Miscellaneous

- **What is the travel policy?**

All travel policies and means of booking travel will remain the same for now. Continue to book travel in accordance with your current policies.

- **What is mobile integrated healthcare?**

The healthcare landscape is changing dramatically. Healthcare costs are a driving force behind change in the industry compelling companies to find innovative solutions to adapt and succeed.

Our plan is to simultaneously achieve the three expectations set forth by the Institute for Healthcare Improvement in its Triple Aim: 1) improve the patient experience of care, including quality and satisfaction; 2) improve the health of populations; and 3) reduce the cost of healthcare.

We believe by delivering the right clinician at the right time and in the most appropriate setting, we can eliminate unplanned readmissions to the hospital, help avoid



unnecessary trips to the emergency department, deliver on-demand care and much more. By using physician assistants, nurse practitioners, paramedics, EMTs, nurses and other care providers practicing at the top of their licensure, connected through mobile and telehealth technology and led by a physician, we can significantly reduce unnecessary and expensive medical costs while improving the patient's experience and for many, quality of life.

In addition, we are building components of our model to stop illness before it starts, manage diseases before they become an acute episode and even deliver on-demand care. By providing the appropriate level of care in the appropriate setting at the appropriate time, we are able to make meaningful progress toward achieving the Triple Aim while improving the healthcare system experience for all of us.

This model – in its many forms – is called Mobile Integrated Healthcare (MIH) and Envision is investing time, talent and resources to stand up operations across the country.