



# OUR MISSION

To provide safe and effective air medical transport

## Our Values

**Safety:** Safety is interwoven in everything we do.

**Customer Focus:** We focus on current and future customer needs and strive to exceed expectations.

**Excellence:** We promote the highest standards of performance through an unwavering commitment to quality and best clinical, operational and administrative practices.

**Integrity:** We are consistent and authentic in our words and actions.

**Innovation:** We continually renew and improve our practices, approaches and relationships to effectively meet the evolving healthcare environment.

**Collaboration:** We work together as a team to affect superior transport care and organizational performance.

## Who We Are

Life Link III was formed in 1985 as one of the first non-profit consortium programs in the country to transport critically ill patients by helicopter. Our Life Link III consortium is a great model of collaboration, bringing together ten leading hospital systems in the Midwest. Because Life Link III has always focused on clinical excellence, we continually embrace and introduce new technologies into our critical care medical transport practice. We provide rapid on-scene emergency response and inter-facility transport via helicopter and airplane for patients requiring critical care. Life Link III's transportation services are accredited by the Commission on Accreditation of Medical Transportation Systems (CAMTS), ensuring the highest standards of quality and safety are met. Life Link III operates eight helicopter bases in Alexandria, Blaine, Brainerd, Duluth, Hibbing, and Willmar in Minnesota and Rice Lake and Marshfield in Wisconsin. As one of the largest hospital-based non-profit consortium programs in the United States, Life Link III has a 34-year history of demonstrating its dedication to improving patient care and transport safety.

## Consortium Members



Founder, Allina Health (Abbott Northwestern) (1985); Founder, Fairview/University of MN (1985); Founder, Regions Hospital/HealthPartners (1985); Children's Minnesota (1998); Hennepin Healthcare (1998); CentraCare Health (2000); HSHS Sacred Heart Hospital / St. Joseph's (2007); St. Luke's Hospital (2008); Essentia Health (2010); Marshfield Clinic Health System (2018)



**Edward R. Eroe**  
FACHE, CAE, CMTE  
President & CEO

## Letter from Edward R. Eroe, President and CEO

Dear friends,

We start and end our days at Life Link III with a simple principle: **always do what is best for the patient.** This, together with our mission and values, helps drive the life-saving work that our team members do every day. This means:

- Staying true to our commitment that our consortium members and industry partners can always make 'One Call' to Life Link III and know that we always strive to deploy the closest appropriate air medical transport service for time sensitive patients – whether it is Life Link III or another service
- Continuing to ensure our teams are equipped with advanced clinical capabilities including O-negative blood, point-of-care laboratory testing, point-of-care ultrasound, and LUCAS mechanical CPR to provide the highest level of care on every transport
- Offering new and innovative tools like our desktop and mobile app, OneLink™, to allow hospitals and first responders to request air medical transport at the click of a button and be able to follow our location online
- Hiring the best and the brightest that our industry has to offer and providing them with a supportive team environment, a comprehensive benefits program, continual training and education, strong safety culture, and the resources needed to maintain a work/life balance
- Listening to the needs of our consortium members and industry and partnering with them to help advance critical care access in the Midwest

2018 marked a year of continued growth for Life Link III and this would not be possible without the dedication of our team, our partners, and our community. On behalf of all of us at Life Link III, thank you for your continued partnership and our shared commitment to always doing what is best for the patient.

**Edward R. Eroe**, FACHE, CAE, CMTE  
President & CEO



**Joshua Chan and Robert Beckl honored as 2018 Stars of Life by Minnesota Ambulance Association**

Joshua Chan, flight paramedic, and Robert Beckl, flight paramedic, were recognized as 2018 Stars of Life by the Minnesota Ambulance Association. These individuals were honored for their dedicated service to others and for advancing education within Life Link III and in EMS. The Stars of Life program recognizes outstanding employees who have made significant contributions to our industry.



**Amy Saylor receives Emergency and Trauma Services Award from Minnesota Toward Zero Deaths**

Amy Saylor, Regional Clinical Manager, was among the 10 individuals and organizations honored by the state departments of health, public safety and transportation under the Minnesota Toward Zero Deaths program. Amy received the Emergency and Trauma Services Award. This honor is awarded to those who have shown leadership and collaboration to improve traffic safety throughout the state.

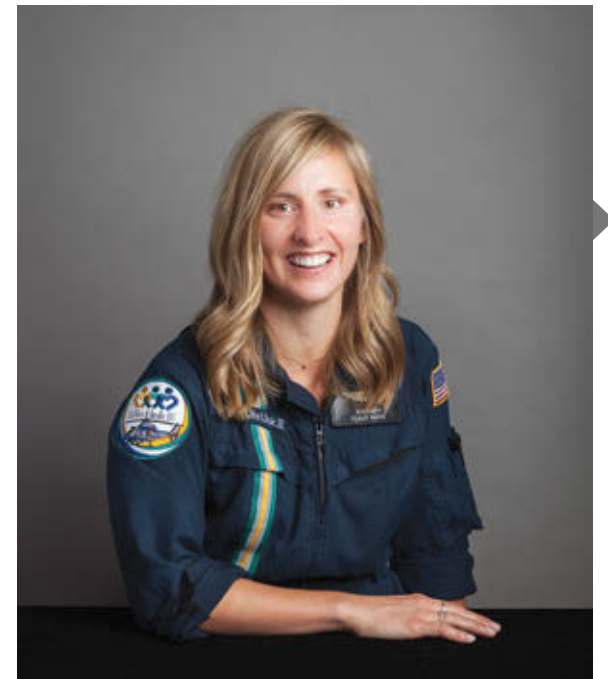


Photo Credit: Caitlin Abrams for Mpls. St. Paul Magazine

### **Kathleen Koivisto named Outstanding Nurse by Mpls. St. Paul Magazine**

Kathleen Koivisto, flight nurse, was named the recipient of the 2018 Award for Outstanding Nurse in Emergency Care by Mpls. St. Paul Magazine. She was honored for her significant impact as a flight nurse, her strong contributions to patient care, and unwavering commitment to always doing what is best for the patient.



### **Vicki Kueker completes Brainerd Chamber of Commerce Leadership Academy**

The Brainerd Lakes Chamber of Commerce Celebration of Excellence was held in November 2018. Vicki Kueker, flight nurse, was recognized for being part of the Blue Ox Business Academy's Leadership Experience Class of 2018. The Leadership Experience develops and inspires emerging leaders through compelling experiences that help them better understand themselves and their connections to a thriving community.



### **Hennepin EMS and Life Link III partner up for Super Bowl LII**

Super Bowl LII brought an influx of visitors to the Twin Cities in February. Hennepin EMS recognized early on that a portion of their operations would need to relocate to support EMS operations during this time. This was necessary to not only maintain the level of service to those residing in Hennepin County but also to those visiting for the Super Bowl. Life Link III was proud to support Hennepin EMS and provide its Minneapolis office to accommodate a portion of their operations. This type of cooperation between EMS agencies demonstrates a strong commitment to our patients and dedication to providing the best care for our communities.





### Life Link III surpasses 15,000 flight hours in Leonardo AW119Kx

Leonardo Helicopters announced in October 2018 that Life Link III has logged more than 15,000 flight hours and transported over 8,000 patients with its fleet of 10 Leonardo AW119Kx helicopters. Leonardo recognized Life Link III for this accomplishment at the Air Medical Transport Conference in Phoenix, Arizona.

### Life Link III utilizes point-of-care ultrasound

One of our latest clinical capabilities to be featured on-board is point-of-care ultrasound testing. This technology has many out-of-hospital applications including assessing fluid status, evaluating lung and cardiac function, and assessing for abdominal bleeding. Just as in the hospital, ultrasound provides flight clinicians with ultrasonic guidance for procedures such as thoracostomy, pericardiocentesis and IV insertion, as well as guiding fluid resuscitation.

### Life Link III launches redesigned website at [www.lifelinkiii.com](http://www.lifelinkiii.com)

A newly redesigned website is now available at [www.lifelinkiii.com](http://www.lifelinkiii.com). In November, Life Link III launched its new high-tech responsive website that reflects an updated look and showcases our team, services, and story in a clear and concise manner. Partners can also submit requests for Life Link III to assist with landing zone training and education events through the new website.





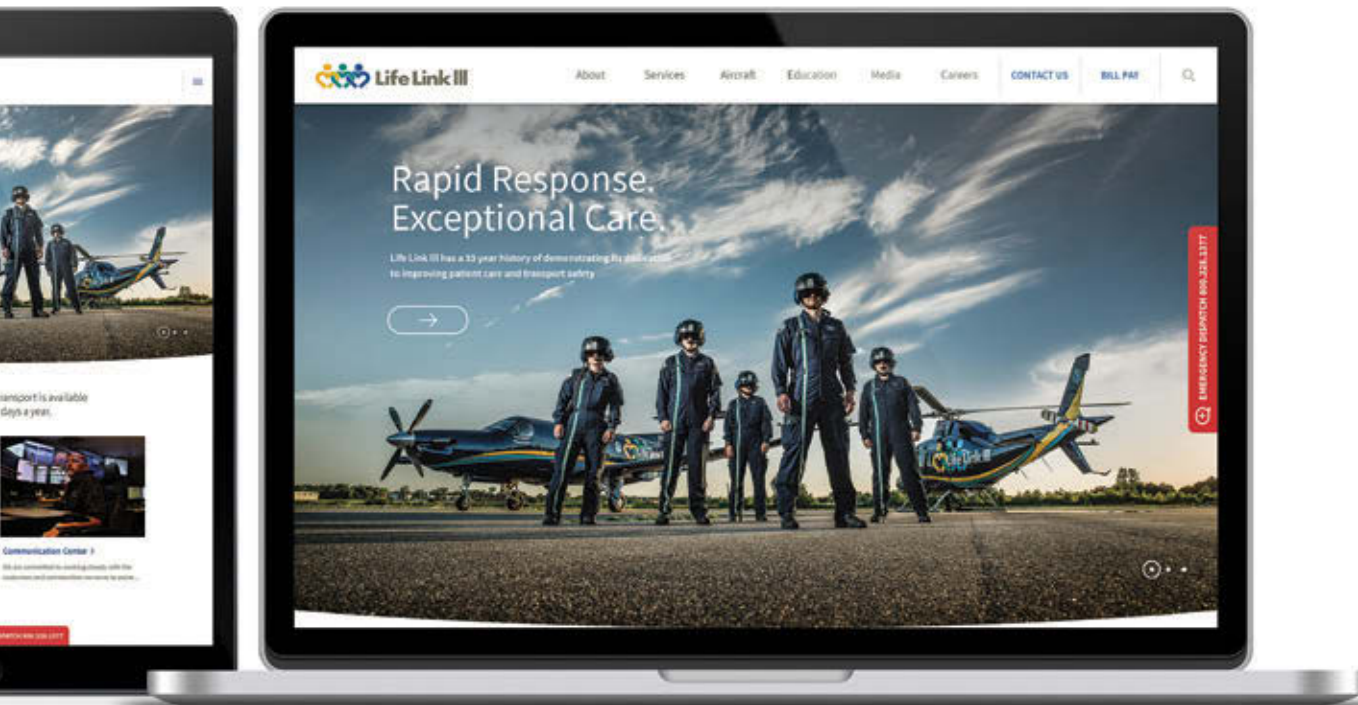
**Building a Best in Class Air Medical Program: Life Link III presents at LABACE Conference in Brazil**

Kolby Kolbet, Vice President of Clinical Services, and Josh Howell, presented at the LABACE Conference in São Paulo, Brazil in August. Their presentation offered insight to the history and current operation of Life Link III and the key components of a successful air medical program.



**Life Link III collaborates with public safety agencies for search & assist missions**

Multi-agency collaboration brought successful results to several search & assist missions in 2018. In one occurrence, a Clark County woman went missing and Life Link III was engaged to assist. Within minutes, Rob Bowen, flight paramedic, spotted the woman from the air. The Marshfield-based flight crew was able to relay the position to the ground crews who rescued the woman. Strong collaboration between Clark County Sheriff Department, Greenwood Ambulance, Life Link III, and others made this mission a success. The family of the missing woman released a statement that said, “We realize how lucky we are to live in a location where people really care about each other and do their best to use their professions, training, resources and abilities to help in situations like this.”



# A New Partnership: Marshfield Clinic Health System joins the Life Link III Consortium

## New Life Link III Helicopter Base Opens in Marshfield, Wisconsin

Life Link III's new air medical helicopter base in Marshfield, Wisconsin officially opened in May. The Marshfield base is a 24-hour operation located at the Marshfield Clinic Medical Center campus, establishing Life Link III's eighth base throughout Minnesota and Wisconsin.

Life Link III brings advanced clinical capabilities to this region including point-of-care laboratory testing, point-of-care ultrasound, and LUCAS mechanical CPR. "Life Link III's industry-leading on-board medical capabilities and innovative technology set us apart from other air medical transport services," said Kolby Kolbet, Vice President of Clinical



Life Link III proudly welcomed Marshfield Clinic Health System as the tenth member of the Life Link III consortium in January. The consortium is a unique model which focuses on collaboration across competing healthcare providers to advance access to critical care.

"Life Link III will allow us to strengthen our ability to transport and care for patients at a critical time for their healthcare needs," said Dr. Susan Turney, CEO of Marshfield Clinic Health

System. "Partnering with this team of committed, trusted professionals gives our patients and families reassurance that their needs will be met as timely and efficiently as possible."

Edward Eroo, President and CEO of Life Link III, added, "Through our shared commitment of providing the highest level of patient care, we look forward to our partnership with Marshfield Clinic Health System and serving the residents and surrounding areas of central and northern Wisconsin."





Services. “Our clinical staff undergo extensive, continual in-service education to ensure the most advanced critical care and technology are provided to patients requiring specialized care.”

Life Link III is also the exclusive air medical transport service for five neonatal intensive care unit (NICU) teams throughout Minnesota and Wisconsin, including Marshfield Clinic Health System.



# Life Link III Answers the Call Through New & Innovative Technology



## OneLink™ - New Desktop & Mobile App Aims to Streamline Request Process & Reduce Launch Times

Air medical transport is now a click of a button away. OneLink™, Life Link III's desktop and mobile app, is designed to allow hospitals and first responders to immediately request an aircraft when critical care transport is necessary. OneLink™ connects a mobile

device, tablet or desktop directly to Life Link III's computer aided dispatch (CAD) system to get the request initiated as quickly as possible – when time is of the essence and the patient condition is critical.

Developed in partnership with Flight Vector™, OneLink™ is available for both scene incidents and inter-facility transports. Users can submit a request for air medical transport and track an immediate response. If a Life Link III aircraft has been assigned, the requester will receive notification of the flight status and will be able to track the estimated time of arrival through the OneLink™ flight map. Life Link III's OneLink™ can be accessed by downloading the app through the Apple Store, Google Play, or by accessing the desktop version.





### State-of-the-Art Communication Center

Life Link III's Communication Center is available 24/7 to assist with air medical transport. Our Life Link III Communication Specialists use the latest technology to provide the most efficient service while maintaining a focus on safety. Ensuring our Communication Specialists have state-of-the-art equipment and training is one of the key pieces of successful patient transports. Life Link III is equipped with the latest Radio over Internet Protocol (RoIP) for both Minnesota and Wisconsin. Our Communication Center utilizes satellite Global Positioning System (GPS) to monitor all transports.

Using a computer-driven algorithm methodology, the Communication Specialists can quickly determine the closest appropriate aircraft to the scene or facility for immediate dispatch. Through its **'One Call' system**, Life Link III works collaboratively with other air medical transport services to dispatch the most appropriate aircraft, whether it's Life Link III's or another service. Life Link III works closely with 911 dispatch, law enforcement, fire, EMS, and hospitals to provide the most efficient process possible.

“Emergency response agencies throughout Barron County have depended on Life Link III to provide advanced patient care and air medical transport for our most critical patients. From a 911 perspective, the simplicity of their One-Call program and new flight request website is much appreciated by 911 dispatchers working in a multi-tasked environment.”

- BARRON COUNTY SHERIFF'S  
DEPARTMENT, OFFICE OF EMERGENCY  
MANAGEMENT

# Response Time Map

24-hour  
Base Operation

- < 15 mins
- < 30 mins
- < 60 mins

0900 - 2100  
Base Operation

- < 15 mins



## Clinical Spotlight: Warming Measures

Life Link III is proud to provide the highest level of patient care through its innovative clinical capabilities. Warming measures focus on maintaining the patient's body temperature to prevent hypothermia and avoid additional stress to a patient in an already critical situation. Life Link III offers continuous invasive and non-invasive temperature monitoring capabilities that guide our rewarming measures. Some examples of warming measures Life Link III has on-board include:



### Hypothermia Bouffant Caps

The Hypothermia Bouffant Cap by Thermoflect® is designed to control the patient's temperature and prevent hypothermia by reflecting the body's radiant heat and banking it to safely and effectively warm the patient.



### Belmont® buddy lite™ Fluid Warmer

Warming fluids plays a critical role in patient transport. The Belmont® buddy lite™ is designed to heat and deliver fluid to trauma patients and is essential to preventing hypothermia.



### LifeBlanket™

The LifeBlanket™ is a high performance, all-weather patient packaging system designed to maintain the patient's normal temperature during transport. This is especially important in the extreme Midwest climates we serve.



### On-Board Fluid Warmer

The on-board fluid warmer is a feature of the Leonardo AW119Kx aircraft and is utilized to warm IV fluids before being administered to the patient.

## Patient & Partner Feedback

Every day our team focuses on providing the very best care to the patients we serve. We are committed to serving our patients, partners, team members, and communities. Here is what our partners and patients are saying:

“

“Crew team was very knowledgeable, kind and courteous to staff, patient and family members. They were timely and efficient. ICU staff were very comfortable transferring the critical patient with flight crew. Impressed with them taking a moment for family to say goodbye and their interaction with the team.”

- REFERRING HOSPITAL TEAM MEMBER

“

“In a time when my daughter was scared and I was worried, this incredible staff made us feel so at ease and well informed about everything. Thank you so much for everything.”

- MOTHER OF LIFE LINK III PATIENT

“

“Life Link III crews routinely display a high level of clinical knowledge and professionalism. It is always reassuring knowing that they are the transporting service because of their training and dedication to provide the best care possible for their patients.”

- RECEIVING HOSPITAL TEAM MEMBER

“

“Life Link III continuously proves that they are doing what is best for our patients. I am truly grateful to have Life Link III as a partner in providing the best care possible to our injured patients.”

- TAMI, DIRECTOR OF TRAUMA SERVICES

“

“Whenever we call Life Link III, our interactions are always positive. Today was no exception. Great crew, great care.”

- REFERRING HOSPITAL TEAM MEMBER

“

“I cannot say enough about the three individuals who were involved in my transport. They were so kind and courteous from the moment they met me. Of course we never expect to be in such a situation as this but as scary as my medical condition was, they kept me calm the entire way. I’m forever grateful for their dedication and service!”

- LIFE LINK III PATIENT

## Our Culture: Taking Care of Our Patients & Our Team

Our culture focuses on supporting our patients, our employees, and our community. All of us at Life Link III – from those in our Communication Center, to our clinicians administering patient care, to our administrative staff – care deeply about what we do and why we do it. We are passionate about our critical role in the patient care continuum and providing the opportunity for the best possible outcome.

We strive to show the same dedication to our team members as we do our patients. We understand the stressful situations they

encounter on a daily basis and value the life-saving work they do. To support our team, every Life Link III employee has access to an Employee Assistance Program and behavioral science professional. These tools focus on providing the resources needed by our employees to cope with stressful situations and reach out for assistance when needed.

During a recent employee engagement survey conducted by Global Aspects, 98% of employees said that they “take great pride in working for Life Link III.” Said Kyle Lundy, Principal at Global Aspects, “While organizations going through change often show declines in their employee engagement, Life Link III is an outlier in that it continues to report high levels of satisfaction and commitment.”



# Connecting With Our Community

Supporting the communities we serve is a critical part of our organization. Whether it is attending a hospital open house or EMS event, we make it a priority to support our partners. Here is a snapshot of some of the events we were thrilled to participate in over the past year.



## Administrative Office Food/Clothing Drive

Team members from our Administrative Office and Communication Center held their annual winter gear and food drive in December. In addition to numerous hats, gloves, and other warm winter clothing items, over 329 pounds of food was delivered to help those in need at Sharing & Caring Hands.



## Landing Zone Training

Through a combination of classroom and interactive education, we worked with crews to discuss best practices when setting up landing zones and how to work together to create the highest margin of safety. Pictured is our Willmar crew at a training in July.



## Alexandria – School Base Tour

Mid-Minnesota EMS Education held an Emergency Medical Responder course at the Alexandria Area High School and students had the opportunity to tour the hangar and learn about life as a flight clinician.



## Helipad Safety

We were proud to support Essentia Health St. Mary's - Detroit Lakes on opening their new hospital helipad. Our crew was honored to attend and be the first helicopter crew to land at the helipad. A great resource for the hospital and community!



## Virginia Fire Open House

Every November our crews visit a number of events to celebrate Fire Prevention Week. Our Hibbing crew enjoyed visiting with our partners at Virginia Fire Department at their Open House!



## LinkED

Life Link III hosted LinkED, a regional education series which focuses on providing quality continuing education (CE) to our industry partners. These programs focus on numerous EMS and healthcare topics.



# 371 Total Events

Life Link III Community Events by the Numbers.

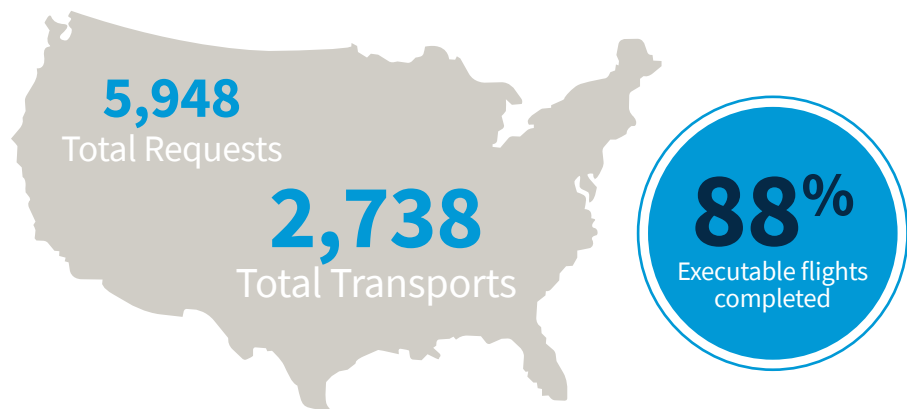
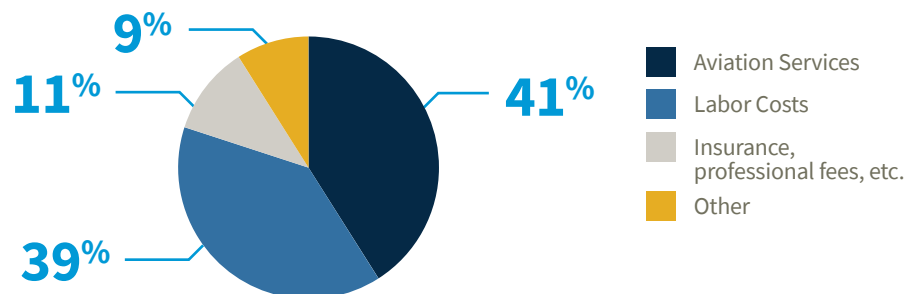


Memorial  
BLOOD CENTERS



# Who and How We Served in 2018 & Transport Statistics

## Uses of Revenue 2018

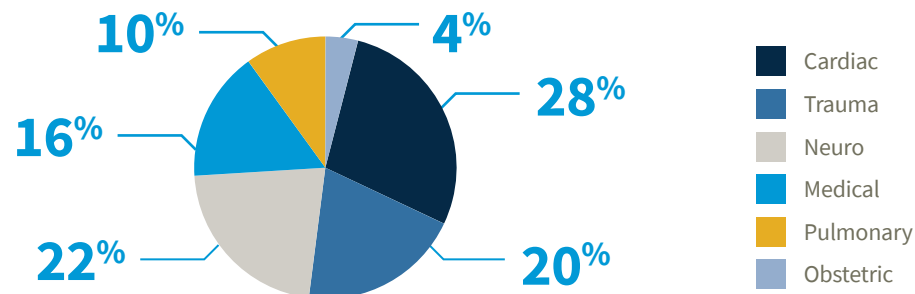


True to our commitment to always doing what is best for the patient, we will send the closest appropriate aircraft - whether it is Life Link III or another service.

**17.6%** total transport requests received by Life Link III that were referred to and completed by another service.

**0.6%** completed transports that were referred to Life Link III from another service.

## All Patient Transports



## Transports by Age Group



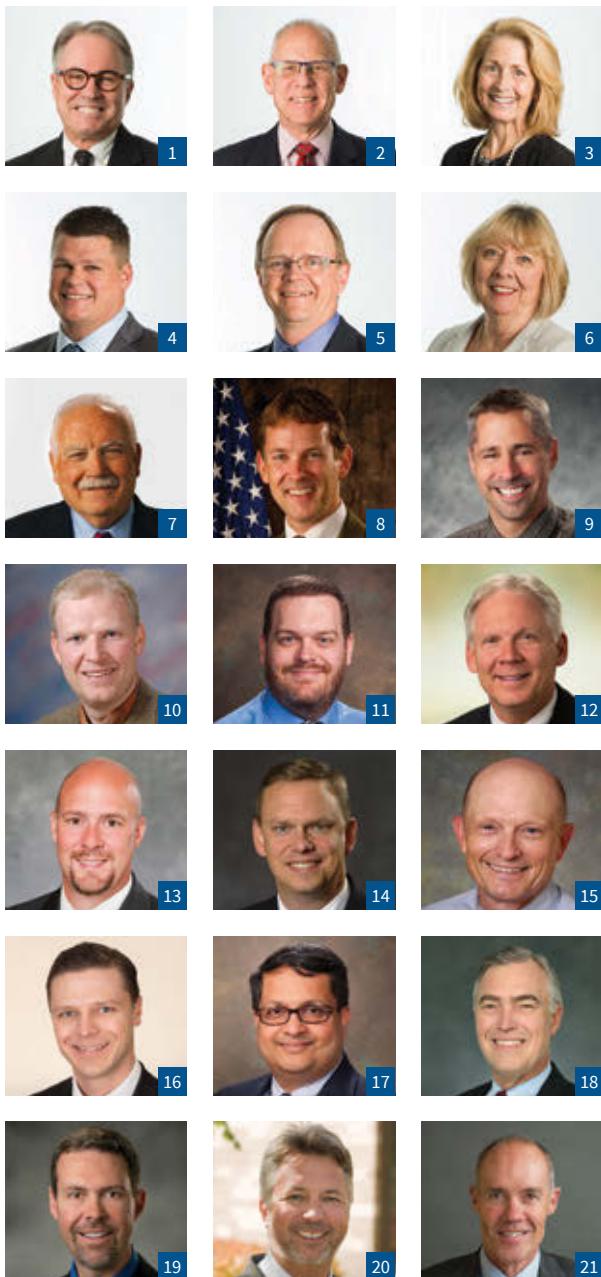
## Transport by Helicopter



## Transport by Airplane



# Leadership Team



## Senior Leadership

**1 Edward R. Eroe, FACHE, CAE, CMTE** - President and CEO

**2 Robert Sannerud, MBA, CPA, CGMA** - Chief Financial Officer

**3 Kate Richards, SPHR** - Vice President of Employee & Customer Engagement

**4 Kolby Kolbet, RN, MSN, CFRN, CMTE** - Vice President of Clinical Services

**5 Paul Macheledt, MBA** - Senior Director of Strategic Planning and Analytics

**6 Cheryl Pasquarella, RN, CHC, CHPC** - Director of Compliance & Quality Assurance

## Medical Directors

**7 R.J. Frascione, MD** - Chief Medical Officer - Health Partners; Regions Hospital EMS

**8 John L. Hick, MD** - Assistant Medical Director - Hennepin Healthcare

**9 Christopher Delp, MD** - Associate Medical Director - St. Luke's Hospital of Duluth

**10 Gary Foley, MD** - Assistant Medical Director - Essentia Health

**11 Jonathan Schiller, MD, FACEP** - Assistant Medical Director - Marshfield Clinic Health System

## Board of Directors

**12 James Garvey** - Chair, Senior Vice President - Essentia Health

**13 Jim Leste, MS, CHSP** - Vice Chair, Senior Director, Support Operations - Children's Minnesota

**14 Joseph D. Hellie, MHA** - Secretary / Treasurer, Vice President, Strategy and Network Development - CentraCare Health

**15 Steven Sterner, MD, FACEP** - Past Chair, Chief of Provider Services - Hennepin Healthcare

**16 Andrew Bagnall, FACHE** - President and Chief Executive Officer - HSHS Sacred Heart Eau Claire and HSHS Western Wisconsin Division

**17 Narayana S. Murali, MD, FACP** - Executive Director - Marshfield Clinic Health System

**18 Bob Beacher, RPH** - President, Service Lines & Chief of Shared Clinical Services - Fairview Health Services

**19 Eric M. Lohn, MBA, FHFMA** - Vice President, CFO - St. Luke's Hospital of Duluth

**20 David R. Miller, MBA** - President - Allina Health; River Falls Area Hospital

**21 Mike McAvoy, MS, FACHE** - Vice President of Operations & Hospital Specialty Services - HealthPartners; Regions Hospital

**7 R.J. Frascione, MD, FACEP, FAEMS** - Chief Medical Officer, Life Link III Medical Director, Regions Hospital EMS Professor, Department of Emergency Medicine - University of Minnesota

**8 John L. Hick, MD** - Vice Chair, Clinical Council & Assistant Medical Director - Hennepin Healthcare

**1 Edward R. Eroe, FACHE, CAE, CMTE** - President and Chief Executive Officer - Life Link III

## Finance Committee

**Aaron Bouw** - Finance Committee Chair; Children's Minnesota

**Phillip Krolik** - Finance Vice Chair; Allina Health

**Joseph Hellie** - Secretary/Treasurer; CentraCareHealth

**Eric Lohn** - St. Luke's Hospital of Duluth

**Brad Plowman** - HealthPartners; Regions Hospital

**Charles Esler** - Hennepin Healthcare

**Ruth Martin** - Essentia Health

**Andrew Schmidt** - Fairview Health Services

**Steve Palecek** - HSHS Sacred Heart Hospital / St. Joseph's

**Greg Klugherz** - CentraCare Health

**Robert Meyer** - Marshfield Clinic Health System

**Robert Sannerud** - Life Link III

**Edward Eroe** - Life Link III



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