



PERSONNEL AND  
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

14 FEB 2020

The Honorable James M. Inhofe  
Chairman  
Committee on Armed Services  
United States Senate  
Washington, DC 20510

Dear Mr. Chairman:

The enclosed report is in response to section 709(g) of the National Defense Authorization Act for Fiscal Year (FY) 2017 (Public Law 114-328). This section requires an annual report on the number and cost of missed appointments in military treatment facilities (MTFs) for the FY preceding the report, the top reasons covered beneficiaries missed appointments, and Military Health System (MHS) strategies to reduce the number of missed appointments.

The MHS recognizes that missed appointments negatively impact access to care and result in inefficient use of resources. In FY 2019, beneficiaries missed 639,401 primary care appointments and 871,135 specialty care appointments. Estimated costs of primary and specialty care missed appointments were \$63M and \$253M, respectively. The top reasons beneficiaries missed appointments were that the beneficiary forgot about the scheduled appointment or the beneficiary had other unexpected commitments. The MHS strategies to minimize the number of missed appointments in MTFs are consistent with those widely used in the civilian healthcare industry and include sending beneficiaries telephone, email, and text appointment reminders.

Thank you for your interest in the health and well-being of our Service members, veterans, and their families. I am sending identical letters to the Chairman and Ranking Member of the House Armed Services Committee, and the Ranking Member of the Senate Armed Services Committee.

Sincerely,

A handwritten signature in black ink that reads "Matthew P. Donovan".

Matthew P. Donovan

Performing the Duties of the Under Secretary of  
Defense for Personnel and Readiness

Enclosure:  
As stated



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14 FEB 2020

The Honorable Jack Reed  
Ranking Member  
Committee on Armed Services  
United States Senate  
Washington, DC 20510

Dear Senator Reed:

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The Honorable Adam Smith  
Chairman  
Committee on Armed Services  
U.S. House of Representatives  
Washington, DC 20515

Dear Mr. Chairman:

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14 FEB 2020

The Honorable William M. "Mac" Thornberry  
Ranking Member  
Committee on Armed Services  
U.S. House of Representatives  
Washington, DC 20515

Dear Representative Thornberry:

The enclosed report is in response to section 709(g) of the National Defense Authorization Act for Fiscal Year (FY) 2017 (Public Law 114-328). This section requires an annual report on the number and cost of missed appointments in military treatment facilities (MTFs) for the FY preceding the report, the top reasons covered beneficiaries missed appointments and Military Health System (MHS) strategies to reduce the number of missed appointments.

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**Fiscal Year 2019 Annual Response to Section 709(g) of the National Defense Authorization Act for Fiscal Year 2017 (Public Law 114-328)**



**Annual Report on Missed Appointments in Military Treatment Facilities**

The estimated cost of this report or study for the Department of Defense is approximately \$4,000 for the 2019 Fiscal Year. This includes \$0.00 in expenses and \$4,000 in DoD labor.

## Executive Summary

Pursuant to section 709(g) of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017 (Public Law 114-328), this submission provides the fourth annual report on the total number of missed medical appointments at military treatment facilities (MTFs) for which a covered beneficiary failed to appear without prior notification during the FY preceding the report. As required by the NDAA for FY 2017, this includes the top reasons for a covered beneficiary missing an appointment; a comparison of the number of missed appointments for specialty care versus primary care; an estimate of the cost to the Department of Defense (DoD) for missed appointments; and an assessment of strategies to reduce the number of missed appointments. This report is organized along the major categories as described above.

Missed appointments are defined as those appointments for which the beneficiary failed to appear and did not cancel the appointment in advance. The Military Health System (MHS) offers multiple ways to cancel MTF appointments; these options are outlined in this report. Missed appointments negatively impact access to care for beneficiaries seeking care in MTFs and result in inefficient use of MHS resources. The FY 2019 average missed appointment rate for primary and specialty care appointments was 6.9 percent, down slightly from last year's rate of 7.0 percent. The FY 2019 average primary care missed appointment rate was 6.3 percent, down from last year's 6.6 percent. The FY 2019 average specialty care missed appointment rate was 7.4 percent, which is the same as last year. The MHS average missed appointment rate is consistent with the results of a recent study by the Medical Group Practice Association (MGMA), which demonstrated an average rate of 5 to 8 percent across the healthcare industry.<sup>1</sup> Patient cancellation rates were higher than the missed appointment rates. The total primary care beneficiary cancellation rate averaged 14.9 percent and the total specialty care beneficiary cancellation rate averaged 17.0 percent; both FY 2019 cancellation rates were higher than the FY 2018 cancellation rates of 14.8 and 16.4 percent, respectively. In FY 2019, the MHS estimates the cost of missed appointments totaled \$67 Million in primary care and \$253 Million in specialty care. Unlike last year's report, this year's report now includes missed appointment data from MTFs using the MHS GENESIS electronic health record.

The MHS continues to monitor and employ solutions to reduce the number of missed appointments in MTFs. MHS strategies are consistent with those recommended by healthcare industry experts and include text and email reminders, automated telephone reminders, on-line portal appointment cancellation options and an ability to call or leave a cancellation message with the local MTF appointment line.

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<sup>1</sup> [https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER\\_FINAL.PDF.aspx](https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER_FINAL.PDF.aspx)

## **Section A: Top Five Reasons for Missed Appointments**

MHS qualitative analysis conducted by MHS subject matter experts demonstrated the two most common reasons for missed appointments in MTFs remain that: 1) the beneficiary forgot about the scheduled appointment; and 2) the beneficiary became unexpectedly busy at work or home and was not able to attend the appointment. These results are consistent with the FY 2018 results from the Health Care Survey of DoD Beneficiaries, which demonstrated the two most common reasons for missed appointments were that: 1) the beneficiary forgot about the appointment; or 2) the beneficiary unexpectedly was detailed on work or personal business.<sup>2</sup> A full list of reasons beneficiaries miss appointments based on the qualitative analysis conducted by MHS subject matter experts are listed below:

- The beneficiary forgot about the scheduled appointment.
- The beneficiary became unexpectedly busy at work or home and was not able to attend the appointment.
- The beneficiary felt better and believed the appointment was no longer needed.
- The beneficiary and telephone appointing clerk miscommunicated on the appointment date and time.
- The beneficiary experienced an unexpected military deployment or training exercise and was not able to cancel the appointment.

## **Section B: Comparison of Missed Appointments in Primary Care and Specialty Care**

Appointment data were analyzed for FY 2019 and compared to the FY 2017 and FY 2018 results. Table 1 below shows that beneficiaries missed 639,401 appointments or 6.3 percent of primary care appointments across the MHS; the calculated median missed appointment rate in primary care was 5.8 percent. The range among individual MTFs was 2.4 percent to 9.6 percent. Table 1 also shows beneficiaries missed 871,135 or 7.4 percent of specialty care appointments across the direct care system. The calculated median missed appointment rate in specialty care was 7.7 percent and the range among individual MTFs was 4.4 percent to 11.7 percent. Table 2 shows a comparison between average and median performance and MTF ranges for primary and specialty care. The MHS also assessed beneficiary appointment cancellation rates. The data in Table 3 demonstrate the total primary care beneficiary cancellation rate was higher than the missed appointment rate averaged 149 percent in FY 2019. The total specialty care beneficiary

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<sup>2</sup> Additional information on this report can be found at <https://health.mil/Reference-Center/Reports/2018/12/06/Missed-Appointments-2018>

cancellation rate averaged 17.0 percent. Data on the number of missed appointments by MTF are provided in Appendix A. This year's report includes missed appointment data from MTFs using the MHS GENESIS electronic health.

**Table 1: Direct Care Average Number and Percent of Missed Appointments in FY 2019**

	Number of Missed Appointments in Primary Care	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty Care	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments	Combined Total Percent Missed
Total Direct Care	639,401	10,125,029	6.3%	871,135	11,770,678	7.4%	6.9%

**Table 2: Comparison of Average Percent Missed Appointments in FY 2017 – FY 2019**

	Primary Care			Specialty Care		
	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019
<b>Average</b>	6.5%	6.6%	6.3%	6.8%	7.4%	7.4%
<b>Median</b>	6.2%	6.2%	5.8%	7.1%	7.1%	7.7%
<b>Range</b>	2.2% - 11.9%	2.9% - 10.6%	2.4% - 9.6%	2.9% - 14.2%	4.1% - 12.2%	4.4% - 11.7%

**Table 3: Comparison of FY 2017 – FY 2019 Missed and Cancelled Appointment Rates**

	Primary Care		Specialty Care	
	Missed Appointment Rate	Beneficiary Cancellation Rate	Missed Appointment Rate	Beneficiary Cancellation Rate
<b>FY 2017</b>	6.5%	14.2%	6.8%	17.0%
<b>FY 2018</b>	6.6%	14.8%	7.4%	16.4%
<b>FY 2019</b>	6.3%	14.9%	7.4%	17.0%

**Note:** Appointments in Tables 1 & 2 exclude cancellations. Facilities with fewer than 50 appointments for the year and external resource sharing were removed from the analysis. Emergency and dental care were removed from the analysis.

## Section C: Cost of Missed Appointments

The MHS calculated the cost of missed appointments by multiplying the number of missed appointments by an average cost per appointment. The average cost of a primary care appointment is estimated at \$105 and the average cost of a specialty care appointment is estimated at \$290.<sup>3</sup> Table 4 below shows the FY 2019 total estimated cost of missed primary

<sup>3</sup> For this estimate, the Department used the average allowed amount for primary and specialty care visits in the Private Sector Care network. A missed appointment often leads to another beneficiary not accessing an appointment, which results in the beneficiary being sent to the Private Sector Care network and incurring unnecessary cost to the Department.

care appointments was \$67 Million and the total estimated cost of missed specialty care appointments was \$253 Million. The combined total cost of all missed appointments in FY 2019 was \$320 Million. Data on the estimated cost of missed primary and specialty care appointments for each MTF are provided in Appendix B.

**Table 4: FY 2019 Cost of Missed Primary and Specialty Care Appointments**

	Number of <i>Primary Care</i> Missed Appointments	Average Cost per <i>Primary Care</i> Appointment	Total Estimated Cost of Missed <i>Primary Care</i> Appointments	Number of <i>Specialty Care</i> Missed Appointments	Average Cost per <i>Specialty Care</i> Appointment	Total Estimated Cost of Missed <i>Specialty Care</i> Appointments	Total Combined Estimated Cost
Total Direct Care	639,401	\$ 105	\$ 67,137,105	871,135	\$ 290	\$ 252,629,150	\$ 319,766,255

**Note:** Appointments exclude cancellations. In addition, facilities with fewer than 50 appointments for the year and external resource sharing were removed from the analysis. Emergency and dental care were removed from the analysis.

## Section D: Assessment of Strategies to Reduce the Number of Missed Appointments

The MHS continues to employ multiple strategies to minimize the number of missed appointments in MTFs. These strategies align with leading healthcare industry practices.<sup>4</sup> The MHS cannot isolate the effectiveness of any one strategy because, like in the general healthcare industry, multiple strategies such as those discussed below are used simultaneously across the direct care system.<sup>5</sup> These strategies include:

**Automated Telephone Reminders:** Beneficiaries receive telephone messages about upcoming primary and specialty care appointments at MTFs through the AudioCARE<sup>®</sup> telephone reminder system. The AudioCARE<sup>®</sup> system provides an automated message about the upcoming appointment date, time, provider, clinic and MTF at the telephone number provided by patients and maintained in the Composite Healthcare System appointment scheduling system. The reminder also provides the beneficiary with information on how to cancel the appointment, if necessary. In FY 2018, all MTFs will be required to implement AudioCARE<sup>®</sup> or use a similar system available in MHS GENESIS.

<sup>4</sup> [https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER\\_FINAL.PDF.aspx](https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER_FINAL.PDF.aspx)

<sup>5</sup> <https://www.mgma.com/data/data-stories/using-multiple-forms-of-communication-to-lower-no>

**TRICARE OnLine (TOL) and MHS GENESIS Patient Portals Automatic Reminders:**

The TOL Patient Portal added the capability allowing beneficiaries to select the option of receiving reminders of upcoming MTF primary or specialty appointments by text and/or email. Once the beneficiary identifies a preferred telephone number and/or email address, the beneficiary receives several reminders of each upcoming appointment, regardless of whether the appointment was scheduled on TOL, by calling an appointment center or in person. The appointment reminders are sent at least one week in advance, three days in advance, one day in advance and then several hours in advance, depending how far in advance the appointment was scheduled. Each reminder notifies the beneficiary of the appointment date, time, provider, clinic and MTF; the reminders also provide information on how to cancel the appointment, if necessary. In FY 2019, TOL sent an average of 254,471 email and 171,182 text reminders each week, which are increases of 15 percent and 11 percent, respectively, compared to FY 2018. In MHS GENESIS, beneficiaries are sent telephone reminders using its Televox system.

**MTF Appointment Lines:** During duty hours, beneficiaries may contact their local MTF appointment line to cancel primary or specialty care appointments by speaking to an appointment clerk. After duty hours, beneficiaries may leave a message to cancel upcoming appointments by calling the local MTF appointment line.

**Secure Messaging:** Beneficiaries may email their primary care manager and healthcare team directly through secure messaging to cancel upcoming primary care appointments. Secure messaging is fully implemented in primary care at all MTFs; implementation in specialty care clinics is underway.

MTFs may employ additional strategies to reduce the number of missed appointments. These strategies include:

**MTF Social Media:** Beneficiaries are educated on the options for cancelling MTF appointments through information on MTF social media and webpages.

**Newspaper Articles:** MTFs submit articles periodically in local installation newspapers on the negative impacts of missed appointments on access to care and healthcare financial resources. These articles also outline convenient options for cancelling appointments.

**Active Duty Line Unit Coordination:** MTFs may coordinate with local line unit commanders on missed appointments by active duty personnel in their units.

**Spouses' and Other Beneficiary Groups:** MTF public affairs personnel periodically meet with spouses and other beneficiary groups on the installation and provide MTF-specific information, including how to cancel MTF appointments.

**Targeted Telephone Calls:** Healthcare team members may telephone beneficiaries who habitually miss appointments to remind the beneficiary of the appointment date and time.

Because this strategy is labor intensive, it detracts from team-based access and care coordination activities; therefore, this strategy is employed only for identified beneficiaries who repeatedly miss MTF appointments.

The MHS will continue to monitor and employ solutions to reduce the number of missed appointment in MTFs. As discussed in last year's report on missed appointments, the MHS conducted additional analysis on the beneficiary categories most likely to miss appointments, appointment types most likely to be missed and clinics with the highest rates of missed appointments.

**Primary Care:** Active duty family members (ADFMs) had the highest rates of missed appointments and cancellations. The highest rates of missed appointments and cancellations were for routine, follow-up and wellness primary care needs. Pediatrics clinics had both the highest rates of missed appointments and beneficiary cancellations.

**Specialty Care:** In specialty care, ADFMs also had the highest rates of missed appointments and cancellations. While the first specialty care appointment had the highest missed appointment rate, the highest appointment cancellation rate was for follow-up specialty care. The specialty clinics with the highest rates of missed appointments were nutritional medicine, diabetes and psychiatry clinics. Speech pathology, nutritional medicine and physical therapy/hyperbaric medicine clinics had the highest beneficiary cancellation rates.

In FY 2019, the MHS implemented the "Unexpected Events" dashboard on the MHS' Carepoint Portal to provide data to MTFs on missed or cancelled reports by specialty, day, time of day, type of appointment and beneficiary category. The dashboard information on missed or cancelled appointments also provides information to MTFs on when clinics can maximize capacity by providing care to additional patients on a walk-in or virtual care basis during days and at times of potentially high missed or cancelled appointment rates. This dashboard supplements the report added in FY 2018 to the Direct Access Reporting Tool in Carepoint to provide more comprehensive information on missed appointments information.

## Appendix A: FY 2019 Average Number and Percent of Missed Appointments by MTF

Component	Parent DMIS and Parent Name	Number of Missed Appointments in Primary Care	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty Care	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments
AIR FORCE	0004 - AF-C-42nd MEDGRP-MAXWELL	2,466	37,341	6.6%	1,286	16,897	7.6%
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	3,933	59,288	6.6%	7,433	110,176	6.7%
AIR FORCE	0009 - AF-C-56th MEDGRP-LUKE	3,442	65,947	5.2%	2,537	40,922	6.2%
AIR FORCE	0010 - AF-C-355th MEDGRP-DM	2,212	37,242	5.9%	2,404	27,884	8.6%
AIR FORCE	0013 - AF-C-19th MEDGRP-LITTLE ROCK	2,005	36,056	5.6%	1,576	15,669	10.1%
AIR FORCE	0014 - AF-MC-60th MEDGRP-TRAVIS	6,699	89,526	7.5%	9,764	119,776	8.2%
AIR FORCE	0015 - AF-C-9th MEDGRP-BEALE	1,399	23,070	6.1%	463	7,246	6.4%
AIR FORCE	0018 - AF-C-30th MEDGRP-VANDENBERG	1,236	19,638	6.3%	322	7,378	4.4%
AIR FORCE	0019 - AF-C-412th MEDGRP-EDWARDS	1,132	20,811	5.4%	749	9,604	7.8%
AIR FORCE	0033 - AF-ASU-10th MEDGRP-ACADEMY	2,793	63,708	4.4%	4,270	76,929	5.6%
AIR FORCE	0036 - AF-C-436th MEDGRP-DOVER	1,754	28,600	6.1%	1,172	16,370	7.2%
AIR FORCE	0042 - AF-H-96th MEDGRP-EGLIN	6,252	106,971	5.8%	7,304	121,376	6.0%
AIR FORCE	0043 - AF-C-325th MEDGRP-TYNDALL	253	5,563	4.5%	238	3,485	6.8%
AIR FORCE	0045 - AF-C-6th MEDGRP-MACDILL	6,040	89,204	6.8%	3,768	38,828	9.7%
AIR FORCE	0046 - AF-C-45th MEDGRP-PATRICK	2,367	34,026	7.0%	960	11,366	8.4%
AIR FORCE	0050 - AF-C-23rd MEDGRP-MOODY	1,978	25,466	7.8%	993	9,568	10.4%
AIR FORCE	0051 - AF-C-78th MEDGRP-ROBINS	1,402	34,032	4.1%	2,144	19,543	11.0%
AIR FORCE	0053 - AF-C-366th MEDGRP-MT HOME	1,066	26,258	4.1%	1,312	14,179	9.3%
AIR FORCE	0055 - AF-C-375th MEDGRP-SCOTT	3,720	54,496	6.8%	2,812	36,915	7.6%
AIR FORCE	0059 - AF-C-22nd MEDGRP-MCCONNELL	1,434	27,667	5.2%	740	10,068	7.4%
AIR FORCE	0062 - AF-C-2nd MEDGRP-BARKSDALE	2,231	44,005	5.1%	1,441	16,887	8.5%
AIR FORCE	0066 - AF-ASU-11th MEDGRP-ANDREWS	6,536	80,039	8.2%	6,928	75,685	9.2%
AIR FORCE	0074 - AF-C-14th MEDGRP-COLUMBUS	399	9,432	4.2%	266	3,979	6.7%
AIR FORCE	0076 - AF-C-509th MEDGRP-WHITEMAN	1,493	29,024	5.1%	887	11,912	7.4%
AIR FORCE	0077 - AF-C-341st MEDGRP-MALMSTROM	1,674	26,107	6.4%	814	8,444	9.6%
AIR FORCE	0078 - AF-C-55th MEDGRP-OFFUTT	4,216	73,442	5.7%	4,247	49,406	8.6%
AIR FORCE	0079 - AF-MC-99th MEDGRP-NELLIS	8,053	110,789	7.3%	7,657	111,903	6.8%
AIR FORCE	0083 - AF-C-377th MEDGRP-KIRTLAND	2,173	34,080	6.4%	1,820	16,143	11.3%
AIR FORCE	0084 - AF-C-49th MEDGRP-HOLLOMAN	1,656	34,671	4.8%	1,061	15,219	7.0%
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,254	26,725	4.7%	1,281	14,848	8.6%
AIR FORCE	0093 - AF-C-319th MEDGRP-GRAND FORKS	777	13,459	5.8%	588	6,992	8.4%
AIR FORCE	0094 - AF-C-5th MEDGRP-MINOT	1,590	31,931	5.0%	1,150	15,732	7.3%
AIR FORCE	0095 - AF-MC-88th MEDGRP-WRIGHT-PAT	5,733	98,293	5.8%	6,984	129,570	5.4%
AIR FORCE	0096 - AF-C-72nd MEDGRP-TINKER	2,575	34,495	7.5%	3,608	35,926	10.0%
AIR FORCE	0097 - AF-C-97th MEDGRP-ALTUS	1,029	17,596	5.8%	197	3,178	6.2%
AIR FORCE	0101 - AF-C-20th MEDGRP-SHAW	2,328	31,151	7.5%	1,681	17,328	9.7%

## Appendix A: FY 2019 Average Number and Percent of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Missed Appointments in Primary Care	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty Care	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments
AIR FORCE	0106 - AF-C-28th MEDGRP-ELLSWORTH	1,048	28,537	3.7%	996	11,585	8.6%
AIR FORCE	0112 - AF-C-7th MEDGRP-DYESS	1,528	26,136	5.8%	1,401	23,641	5.9%
AIR FORCE	0113 - AF-C-82nd MEDGRP-SHEPPARD	1,574	24,848	6.3%	1,416	19,310	7.3%
AIR FORCE	0114 - AF-C-47th MEDGRP-LAUGHLIN	722	11,356	6.4%	260	3,147	8.3%
AIR FORCE	0117 - AF-ASU-59th MDW-WHASC-LACKLAND	16,382	216,457	7.6%	19,214	255,230	7.5%
AIR FORCE	0119 - AF-C-75th MEDGRP-HILL	2,550	48,946	5.2%	2,592	32,574	8.0%
AIR FORCE	0120 - AF-H-633rd MEDGRP-JBLE-LANGLEY	8,829	93,283	9.5%	7,579	81,175	9.3%
AIR FORCE	0129 - AF-C-90th MEDGRP-FE WARREN	1,642	24,885	6.6%	639	7,968	8.0%
AIR FORCE	0203 - AF-C-354th MEDGRP-EIELSON	724	14,518	5.0%	438	5,405	8.1%
AIR FORCE	0248 - AF-C-61st MEDGRP-LOS ANGELES	1,196	14,248	8.4%	640	5,705	11.2%
AIR FORCE	0252 - AF-C-21st MEDGRP-PETERSON	3,589	57,881	6.2%	2,468	29,183	8.5%
AIR FORCE	0287 - AF-C-15th MEDGRP-JBHP-HICKAM	1,868	37,847	4.9%	1,318	19,751	6.7%
AIR FORCE	0310 - AF-C-66th MEDGRP-HANSCOM	957	15,912	6.0%	423	4,774	8.9%
AIR FORCE	0326 - AF-C-87th MEDGRP-JBMDL-MCGUIRE	2,988	44,731	6.7%	3,739	31,863	11.7%
AIR FORCE	0338 - AF-C-71st MEDGRP-VANCE	520	10,951	4.7%	255	3,035	8.4%
AIR FORCE	0364 - AF-C-17th MEDGRP-GOODFELLOW	1,232	15,534	7.9%	800	7,907	10.1%
AIR FORCE	0633 - AF-H-48th MEDGRP-LAKENHEATH	2,226	52,729	4.2%	3,391	49,852	6.8%
AIR FORCE	0635 - AF-ASU-39th MEDGRP-INCIRLIK	433	7,982	5.4%	572	6,381	9.0%
AIR FORCE	0637 - AF-C-8th MEDGRP-KUNSAN	466	8,655	5.4%	436	4,953	8.8%
AIR FORCE	0638 - AF-H-51st MEDGRP-OSAN	1,489	25,455	5.8%	1,257	14,993	8.4%
AIR FORCE	0639 - AF-H-35th MEDGRP-MISAWA	1,269	19,738	6.4%	1,106	17,338	6.4%
AIR FORCE	0640 - AF-H-374th MEDGRP-YOKOTA	1,087	22,319	4.9%	1,700	21,003	8.1%
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	175	3,924	4.5%	30	458	6.6%
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	121	5,138	2.4%	61	776	7.9%
AIR FORCE	0802 - AF-C-36th MEDGRP-ANDERSEN	732	17,636	4.2%	809	9,642	8.4%
AIR FORCE	0804 - AF-C-18th MEDGRP-KADENA	1,868	39,960	4.7%	1,519	18,097	8.4%
AIR FORCE	0805 - AF-C-52nd MEDGRP-SPANGDAHLEM	795	21,594	3.7%	883	11,577	7.6%
AIR FORCE	0806 - AF-C-86th MEDGRP-RAMSTEIN	1,815	47,949	3.8%	2,291	24,286	9.4%
AIR FORCE	0808 - AF-ASU-31st MEDGRP-AVIANO	961	23,667	4.1%	1,193	15,175	7.9%
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	227	5,963	3.8%	74	1,172	6.3%
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,084	50,908	4.1%	1,353	29,868	4.5%
AIR FORCE	7200 - AF-C-460th MEDGRP-BUCKLEY	1,466	22,669	6.5%	900	9,864	9.1%
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,993	37,460	8.0%	1,506	19,514	7.7%
ARMY	0003 - AHC LYSTER-RUCKER	2,287	53,326	4.3%	2,425	41,238	5.9%
ARMY	0005 - ACH BASSETT-WAINWRIGHT	2,647	72,158	3.7%	3,853	81,903	4.7%

## Appendix A: FY 2019 Average Number and Percent of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Missed Appointments in Primary Care	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty Care	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,818	35,106	5.2%	1,346	22,292	6.0%
ARMY	0032 - ACH EVANS-CARSON	12,059	167,633	7.2%	18,152	277,795	6.5%
ARMY	0047 - AMC EISENHOWER-GORDON	12,573	172,683	7.3%	16,446	229,311	7.2%
ARMY	0048 - ACH MARTIN-BENNING	10,246	163,202	6.3%	13,969	198,333	7.0%
ARMY	0049 - ACH WINN-STEWART	13,946	178,979	7.8%	14,736	205,559	7.2%
ARMY	0052 - AMC TRIPLER-SHAFTER	14,157	233,447	6.1%	30,848	448,820	6.9%
ARMY	0057 - ACH IRWIN-RILEY	5,498	105,491	5.2%	8,890	148,158	6.0%
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,573	52,916	4.9%	2,382	34,946	6.8%
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	14,288	243,856	5.9%	14,671	286,530	5.1%
ARMY	0061 - AHC IRELAND-KNOX	2,680	54,395	4.9%	5,049	66,129	7.6%
ARMY	0064 - ACH BAYNE-JONES-POLK	3,098	49,271	6.3%	4,422	55,458	8.0%
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	11,779	184,170	6.4%	8,975	121,119	7.4%
ARMY	0075 - ACH LEONARD WOOD	2,994	71,527	4.2%	5,041	99,400	5.1%
ARMY	0086 - ACH KELLER-WEST POINT	1,417	37,050	3.8%	2,140	36,276	5.9%
ARMY	0098 - AHC REYNOLDS-SILL	4,946	83,198	5.9%	4,473	96,529	4.6%
ARMY	0105 - AHC MONCRIEF-JACKSON	3,660	82,323	4.4%	3,134	50,920	6.2%
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,942	234,805	5.9%	21,670	327,082	6.6%
ARMY	0109 - AMC BAMC-FSH	18,166	312,902	5.8%	43,066	642,649	6.7%
ARMY	0110 - AMC DARNALL-HOOD	21,369	340,132	6.3%	27,942	416,021	6.7%
ARMY	0121 - AHC McDONALD-EUSTIS	6,830	104,937	6.5%	5,816	87,941	6.6%
ARMY	0122 - AHC KENNER-LEE	4,825	75,303	6.4%	3,550	41,634	8.5%
ARMY	0125 - AMC MADIGAN-LEWIS	1,589	27,332	5.8%	1,051	16,483	6.4%
ARMY	0131 - ACH WEED-IRWIN	2,005	39,183	5.1%	3,017	36,640	8.2%
ARMY	0330 - AHC GUTHRIE-DRUM	4,349	66,286	6.6%	8,365	122,374	6.8%
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,709	138,251	5.6%	14,394	236,286	6.1%
ARMY	0609 - BAVARIA MEDDAC-VILSECK	6,512	128,446	5.1%	8,282	96,744	8.6%
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP ZAMA	355	9,942	3.6%	629	8,779	7.2%
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	5,470	117,407	4.7%	5,376	84,548	6.4%
DHA	0039 - NH JACKSONVILLE	17,459	208,579	8.4%	16,414	185,454	8.9%
DHA	0067 - WALTER REED NATL MIL MED CNTR	9,078	135,343	6.7%	36,439	475,197	7.7%
DHA	0073 - AF-MC-81st MEDGRP-KEESLER	3,694	59,585	6.2%	6,404	91,062	7.0%
DHA	0089 - AMC WOMACK-BRAGG	26,692	342,663	7.8%	37,818	493,260	7.7%
DHA	0090 - AF-C-4th MEDGRP-SJ	1,653	29,036	5.7%	1,616	17,450	9.3%
DHA	0123 - FT BELVOIR COMMUNITY HOSP-FBCH	18,987	280,879	6.8%	35,226	404,756	8.7%
DHA	0335 - AF-LS-43rd MED SQ-JBBP-POPE		0		111	1,617	6.9%
DHA	0356 - AF-C-628th MEDGRP-CHARLESTON	1,572	29,119	5.4%	1,527	13,588	11.2%

## Appendix A: FY 2019 Average Number and Percent of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Missed Appointments in Primary Care	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty Care	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments
NAVY	0024 - NH CAMP PENDLETON	16,445	210,211	7.8%	30,830	315,664	9.8%
NAVY	0028 - NHC LEMOORE	3,731	49,822	7.5%	3,306	38,017	8.7%
NAVY	0029 - NMC SAN DIEGO	23,735	291,088	8.2%	56,170	619,632	9.1%
NAVY	0030 - NH TWENTYNINE PALMS	3,774	58,577	6.4%	3,841	47,757	8.0%
NAVY	0038 - NH PENSACOLA	11,301	196,237	5.8%	9,872	144,429	6.8%
NAVY	0056 - JAMES A LOVELL FHCC	4,608	79,415	5.8%	3,822	64,502	5.9%
NAVY	0068 - NHC PATUXENT RIVER	2,311	41,256	5.6%	1,568	21,146	7.4%
NAVY	0091 - NMC CAMP LEJEUNE	9,908	188,467	5.3%	18,558	292,813	6.3%
NAVY	0092 - NHC CHERRY POINT	2,836	54,320	5.2%	4,462	53,229	8.4%
NAVY	0100 - NHC NEW ENGLAND	3,044	60,957	5.0%	4,607	58,866	7.8%
NAVY	0103 - NHC CHARLESTON	2,003	41,663	4.8%	1,898	22,682	8.4%
NAVY	0104 - NH BEAUFORT	2,307	58,692	3.9%	3,297	48,446	6.8%
NAVY	0118 - NHC CORPUS CHRISTI	2,077	42,840	4.8%	750	12,325	6.1%
NAVY	0124 - NMC PORTSMOUTH	33,175	411,961	8.1%	48,497	606,022	8.0%
NAVY	0280 - NHC HAWAII	5,726	83,598	6.8%	6,103	67,777	9.0%
NAVY	0306 - NHC ANNAPOLIS	2,585	45,839	5.6%	2,254	45,171	5.0%
NAVY	0385 - NHC QUANTICO	4,229	53,271	7.9%	3,918	40,165	9.8%
NAVY	0615 - NH GUANTANAMO BAY	452	7,046	6.4%	696	8,335	8.4%
NAVY	0617 - NH NAPLES	1,216	25,637	4.7%	1,230	18,485	6.7%
NAVY	0618 - NH ROTA	970	18,777	5.2%	1,657	21,605	7.7%
NAVY	0620 - NH GUAM-AGANA	2,378	41,763	5.7%	3,273	35,496	9.2%
NAVY	0621 - NH OKINAWA	5,704	102,214	5.6%	9,951	112,489	8.8%
NAVY	0622 - NH YOKOSUKA	5,471	88,849	6.2%	5,887	70,668	8.3%
NAVY	0624 - NH SIGONELLA	2,111	32,889	6.4%	1,863	21,548	8.6%
AIR FORCE	0128 - AF-C-92nd MEDGRP-FAIRCHILD	1,384	30,356	4.6%	793	7,916	10.0%
ARMY	0125 - AMC MADIGAN-LEWIS	15,810	267,327	5.9%	29,529	463,183	6.4%
NAVY	0126 - NH BREMERTON	4,995	85,323	5.9%	12,051	125,374	9.6%
NAVY	0127 - NHC OAK HARBOR BIRTHING CTR	5,337	55,808	9.6%	4,671	42,122	11.1%

**Note:** Total primary and specialty care appointments exclude cancellations. Facilities with fewer than 50 appointments for the year and external resource sharing were removed from the analysis. Emergency and dental care were removed from the analysis.

## Appendix B: FY 2019 Estimated Cost of Missed Appointments by MTF

Component	Parent DMIS and Parent Name	Number of Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Number of Specialty Care Missed Appointments	Average Cost per Specialty Care Appointment	Total Estimated Cost of Missed Specialty Care Appointments
AIR FORCE	0004 - AF-C-42nd MEDGRP-MAXWELL	2,466	\$105	\$258,930	1,286	\$290	\$372,940
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	3,933	\$105	\$412,965	7,433	\$290	\$2,155,570
AIR FORCE	0009 - AF-C-56th MEDGRP-LUKE	3,442	\$105	\$361,410	2,537	\$290	\$735,730
AIR FORCE	0010 - AF-C-355th MEDGRP-DM	2,212	\$105	\$232,260	2,404	\$290	\$697,160
AIR FORCE	0013 - AF-C-19th MEDGRP-LITTLE ROCK	2,005	\$105	\$210,525	1,576	\$290	\$457,040
AIR FORCE	0014 - AF-MC-60th MEDGRP-TRAVIS	6,699	\$105	\$703,395	9,764	\$290	\$2,831,560
AIR FORCE	0015 - AF-C-9th MEDGRP-BEALE	1,399	\$105	\$146,895	463	\$290	\$134,270
AIR FORCE	0018 - AF-C-30th MEDGRP-VANDENBERG	1,236	\$105	\$129,780	322	\$290	\$93,380
AIR FORCE	0019 - AF-C-412th MEDGRP-EDWARDS	1,132	\$105	\$118,860	749	\$290	\$217,210
AIR FORCE	0033 - AF-ASU-10th MEDGRP-ACADEMY	2,793	\$105	\$293,265	4,270	\$290	\$1,238,300
AIR FORCE	0036 - AF-C-436th MEDGRP-DOVER	1,754	\$105	\$184,170	1,172	\$290	\$339,880
AIR FORCE	0042 - AF-H-96th MEDGRP-EGLIN	6,252	\$105	\$656,460	7,304	\$290	\$2,118,160
AIR FORCE	0043 - AF-C-325th MEDGRP-TYNDALL	253	\$105	\$26,565	238	\$290	\$69,020
AIR FORCE	0045 - AF-C-6th MEDGRP-MACDILL	6,040	\$105	\$634,200	3,768	\$290	\$1,092,720
AIR FORCE	0046 - AF-C-45th MEDGRP-PATRICK	2,367	\$105	\$248,535	960	\$290	\$278,400
AIR FORCE	0050 - AF-C-23rd MEDGRP-MOODY	1,978	\$105	\$207,690	993	\$290	\$287,970
AIR FORCE	0051 - AF-C-78th MEDGRP-ROBINS	1,402	\$105	\$147,210	2,144	\$290	\$621,760
AIR FORCE	0053 - AF-C-366th MEDGRP-MT HOME	1,066	\$105	\$111,930	1,312	\$290	\$380,480
AIR FORCE	0055 - AF-C-375th MEDGRP-SCOTT	3,720	\$105	\$390,600	2,812	\$290	\$815,480
AIR FORCE	0059 - AF-C-22nd MEDGRP-MCCONNELL	1,434	\$105	\$150,570	740	\$290	\$214,600
AIR FORCE	0062 - AF-C-2nd MEDGRP-BARKSDALE	2,231	\$105	\$234,255	1,441	\$290	\$417,890
AIR FORCE	0066 - AF-ASU-11th MEDGRP-ANDREWS	6,536	\$105	\$686,280	6,928	\$290	\$2,009,120
AIR FORCE	0074 - AF-C-14th MEDGRP-COLUMBUS	399	\$105	\$41,895	266	\$290	\$77,140
AIR FORCE	0076 - AF-C-509th MEDGRP-WHITEMAN	1,493	\$105	\$156,765	887	\$290	\$257,230
AIR FORCE	0077 - AF-C-341st MEDGRP-MALMSTROM	1,674	\$105	\$175,770	814	\$290	\$236,060
AIR FORCE	0078 - AF-C-55th MEDGRP-OFFUTT	4,216	\$105	\$442,680	4,247	\$290	\$1,231,630
AIR FORCE	0079 - AF-MC-99th MEDGRP-NELLIS	8,053	\$105	\$845,565	7,657	\$290	\$2,220,530
AIR FORCE	0083 - AF-C-377th MEDGRP-KIRTLAND	2,173	\$105	\$228,165	1,820	\$290	\$527,800
AIR FORCE	0084 - AF-C-49th MEDGRP-HOLLOMAN	1,656	\$105	\$173,880	1,061	\$290	\$307,690
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,254	\$105	\$131,670	1,281	\$290	\$371,490
AIR FORCE	0093 - AF-C-319th MEDGRP-GRAND FORKS	777	\$105	\$81,585	588	\$290	\$170,520
AIR FORCE	0094 - AF-C-5th MEDGRP-MINOT	1,590	\$105	\$166,950	1,150	\$290	\$333,500
AIR FORCE	0095 - AF-MC-88th MEDGRP-WRIGHT-PAT	5,733	\$105	\$601,965	6,984	\$290	\$2,025,360
AIR FORCE	0096 - AF-C-72nd MEDGRP-TINKER	2,575	\$105	\$270,375	3,608	\$290	\$1,046,320
AIR FORCE	0097 - AF-C-97th MEDGRP-ALTUS	1,029	\$105	\$108,045	197	\$290	\$57,130
AIR FORCE	0101 - AF-C-20th MEDGRP-SHAW	2,328	\$105	\$244,440	1,681	\$290	\$487,490
AIR FORCE	0106 - AF-C-28th MEDGRP-ELLSWORTH	1,048	\$105	\$110,040	996	\$290	\$288,840

## Appendix B: FY 2019 Estimated Cost of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Number of Specialty Care Missed Appointments	Average Cost per Specialty Care Appointment	Total Estimated Cost of Missed Specialty Care Appointments
AIR FORCE	0112 - AF-C-7th MEDGRP-DYESS	1,528	\$105	\$160,440	1,401	\$290	\$406,290
AIR FORCE	0113 - AF-C-82nd MEDGRP-SHEPPARD	1,574	\$105	\$165,270	1,416	\$290	\$410,640
AIR FORCE	0114 - AF-C-47th MEDGRP-LAUGHLIN	722	\$105	\$75,810	260	\$290	\$75,400
AIR FORCE	0117 - AF-ASU-59th MDW-WHASC-LACKLAND	16,382	\$105	\$1,720,110	19,214	\$290	\$5,572,060
AIR FORCE	0119 - AF-C-75th MEDGRP-HILL	2,550	\$105	\$267,750	2,592	\$290	\$751,680
AIR FORCE	0120 - AF-H-633rd MEDGRP-JBLE-LANGLEY	8,829	\$105	\$927,045	7,579	\$290	\$2,197,910
AIR FORCE	0129 - AF-C-90th MEDGRP-FE WARREN	1,642	\$105	\$172,410	639	\$290	\$185,310
AIR FORCE	0203 - AF-C-354th MEDGRP-EIELSON	724	\$105	\$76,020	438	\$290	\$127,020
AIR FORCE	0248 - AF-C-61st MEDGRP-LOS ANGELES	1,196	\$105	\$125,580	640	\$290	\$185,600
AIR FORCE	0252 - AF-C-21st MEDGRP-PETERSON	3,589	\$105	\$376,845	2,468	\$290	\$715,720
AIR FORCE	0287 - AF-C-15th MEDGRP-JBHP-HICKAM	1,868	\$105	\$196,140	1,318	\$290	\$382,220
AIR FORCE	0310 - AF-C-66th MEDGRP-HANSCOM	957	\$105	\$100,485	423	\$290	\$122,670
AIR FORCE	0326 - AF-C-87th MEDGRP-JBMDL-MCGUIRE	2,988	\$105	\$313,740	3,739	\$290	\$1,084,310
AIR FORCE	0338 - AF-C-71st MEDGRP-VANCE	520	\$105	\$54,600	255	\$290	\$73,950
AIR FORCE	0364 - AF-C-17th MEDGRP-GOODFELLOW	1,232	\$105	\$129,360	800	\$290	\$232,000
AIR FORCE	0633 - AF-H-48th MEDGRP-LAKENHEATH	2,226	\$105	\$233,730	3,391	\$290	\$983,390
AIR FORCE	0635 - AF-ASU-39th MEDGRP-INCIRLIK	433	\$105	\$45,465	572	\$290	\$165,880
AIR FORCE	0637 - AF-C-8th MEDGRP-KUNSAN	466	\$105	\$48,930	436	\$290	\$126,440
AIR FORCE	0638 - AF-H-51st MEDGRP-OSAN	1,489	\$105	\$156,345	1,257	\$290	\$364,530
AIR FORCE	0639 - AF-H-35th MEDGRP-MISAWA	1,269	\$105	\$133,245	1,106	\$290	\$320,740
AIR FORCE	0640 - AF-H-374th MEDGRP-YOKOTA	1,087	\$105	\$114,135	1,700	\$290	\$493,000
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	175	\$105	\$18,375	30	\$290	\$8,700
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	121	\$105	\$12,705	61	\$290	\$17,690
AIR FORCE	0802 - AF-C-36th MEDGRP-ANDERSEN	732	\$105	\$76,860	809	\$290	\$234,610
AIR FORCE	0804 - AF-C-18th MEDGRP-KADENA	1,868	\$105	\$196,140	1,519	\$290	\$440,510
AIR FORCE	0805 - AF-C-52nd MEDGRP-SPANGDAHLEM	795	\$105	\$83,475	883	\$290	\$256,070
AIR FORCE	0806 - AF-C-86th MEDGRP-RAMSTEIN	1,815	\$105	\$190,575	2,291	\$290	\$664,390
AIR FORCE	0808 - AF-ASU-31st MEDGRP-AVIANO	961	\$105	\$100,905	1,193	\$290	\$345,970
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	227	\$105	\$23,835	74	\$290	\$21,460
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,084	\$105	\$218,820	1,353	\$290	\$392,370
AIR FORCE	7200 - AF-C-460th MEDGRP-BUCKLEY	1,466	\$105	\$153,930	900	\$290	\$261,000
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,993	\$105	\$314,265	1,506	\$290	\$436,740
ARMY	0003 - AHC LYSTER-RUCKER	2,287	\$105	\$240,135	2,425	\$290	\$703,250
ARMY	0005 - AHC BASSETT-WAINWRIGHT	2,647	\$105	\$277,935	3,853	\$290	\$1,117,370
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,818	\$105	\$190,890	1,346	\$290	\$390,340

## Appendix B: FY 2019 Estimated Cost of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Number of Specialty Care Missed Appointments	Average Cost per Specialty Care Appointment	Total Estimated Cost of Missed Specialty Care Appointments
ARMY	0032 - ACH EVANS-CARSON	12,059	\$105	\$1,266,195	18,152	\$290	\$5,264,080
ARMY	0047 - AMC EISENHOWER-GORDON	12,573	\$105	\$1,320,165	16,446	\$290	\$4,769,340
ARMY	0048 - ACH MARTIN-BENNING	10,246	\$105	\$1,075,830	13,969	\$290	\$4,051,010
ARMY	0049 - ACH WINN-STEWART	13,946	\$105	\$1,464,330	14,736	\$290	\$4,273,440
ARMY	0052 - AMC TRIPLER-SHAFTER	14,157	\$105	\$1,486,485	30,848	\$290	\$8,945,920
ARMY	0057 - ACH IRWIN-RILEY	5,498	\$105	\$577,290	8,890	\$290	\$2,578,100
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,573	\$105	\$270,165	2,382	\$290	\$690,780
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	14,288	\$105	\$1,500,240	14,671	\$290	\$4,254,590
ARMY	0061 - AHC IRELAND-KNOX	2,680	\$105	\$281,400	5,049	\$290	\$1,464,210
ARMY	0064 - ACH BAYNE-JONES-POLK	3,098	\$105	\$325,290	4,422	\$290	\$1,282,380
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	11,779	\$105	\$1,236,795	8,975	\$290	\$2,602,750
ARMY	0075 - ACH LEONARD WOOD	2,994	\$105	\$314,370	5,041	\$290	\$1,461,890
ARMY	0086 - ACH KELLER-WEST POINT	1,417	\$105	\$148,785	2,140	\$290	\$620,600
ARMY	0098 - AHC REYNOLDS-SILL	4,946	\$105	\$519,330	4,473	\$290	\$1,297,170
ARMY	0105 - AHC MONCRIEF-JACKSON	3,660	\$105	\$384,300	3,134	\$290	\$908,860
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,942	\$105	\$1,463,910	21,670	\$290	\$6,284,300
ARMY	0109 - AMC BAMC-FSH	18,166	\$105	\$1,907,430	43,066	\$290	\$12,489,140
ARMY	0110 - AMC DARNALL-HOOD	21,369	\$105	\$2,243,745	27,942	\$290	\$8,103,180
ARMY	0121 - AHC MCDONALD-EUSTIS	6,830	\$105	\$717,150	5,816	\$290	\$1,686,640
ARMY	0122 - AHC KENNER-LEE	4,825	\$105	\$506,625	3,550	\$290	\$1,029,500
ARMY	0125 - AMC MADIGAN-LEWIS	1,589	\$105	\$166,845	1,051	\$290	\$304,790
ARMY	0131 - ACH WEED-IRWIN	2,005	\$105	\$210,525	3,017	\$290	\$874,930
ARMY	0330 - AHC GUTHRIE-DRUM	4,349	\$105	\$456,645	8,365	\$290	\$2,425,850
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,709	\$105	\$809,445	14,394	\$290	\$4,174,260
ARMY	0609 - BAVARIA MEDDAC-VILSECK	6,512	\$105	\$683,760	8,282	\$290	\$2,401,780
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP ZAMA	355	\$105	\$37,275	629	\$290	\$182,410
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	5,470	\$105	\$574,350	5,376	\$290	\$1,559,040
DHA	0039 - NH JACKSONVILLE	17,459	\$105	\$1,833,195	16,414	\$290	\$4,760,060
DHA	0067 - WALTER REED NATL MIL MED CNTR	9,078	\$105	\$953,190	36,439	\$290	\$10,567,310
DHA	0073 - AF-MC-81st MEDGRP-KEESLER	3,694	\$105	\$387,870	6,404	\$290	\$1,857,160
DHA	0089 - AMC WOMACK-BRAGG	26,692	\$105	\$2,802,660	37,818	\$290	\$10,967,220
DHA	0090 - AF-C-4th MEDGRP-SJ	1,653	\$105	\$173,565	1,616	\$290	\$468,640
DHA	0123 - FT BELVOIR COMMUNITY HOSP-FBCH	18,987	\$105	\$1,993,635	35,226	\$290	\$10,215,540
DHA	0335 - AF-LS-43rd MED SQ-JBBP-POPE				111	\$290	\$32,190
DHA	0356 - AF-C-628th MEDGRP-CHARLESTON	1,572	\$105	\$165,060	1,527	\$290	\$442,830
NAVY	0024 - NH CAMP PENDLETON	16,445	\$105	\$1,726,725	30,830	\$290	\$8,940,700

## Appendix B: FY 2019 Estimated Cost of Missed Appointments by MTF (Continued)

Component	Parent DMIS and Parent Name	Number of Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Number of Specialty Care Missed Appointments	Average Cost per Specialty Care Appointment	Total Estimated Cost of Missed Specialty Care Appointments
NAVY	0028 - NHC LEMOORE	3,731	\$105	\$391,755	3,306	\$290	\$958,740
NAVY	0029 - NMC SAN DIEGO	23,735	\$105	\$2,492,175	56,170	\$290	\$16,289,300
NAVY	0030 - NH TWENTYNINE PALMS	3,774	\$105	\$396,270	3,841	\$290	\$1,113,890
NAVY	0038 - NH PENSACOLA	11,301	\$105	\$1,186,605	9,872	\$290	\$2,862,880
NAVY	0056 - JAMES A LOVELL FHCC	4,608	\$105	\$483,840	3,822	\$290	\$1,108,380
NAVY	0068 - NHC PATUXENT RIVER	2,311	\$105	\$242,655	1,568	\$290	\$454,720
NAVY	0091 - NMC CAMP LEJEUNE	9,908	\$105	\$1,040,340	18,558	\$290	\$5,381,820
NAVY	0092 - NHC CHERRY POINT	2,836	\$105	\$297,780	4,462	\$290	\$1,293,980
NAVY	0100 - NHC NEW ENGLAND	3,044	\$105	\$319,620	4,607	\$290	\$1,336,030
NAVY	0103 - NHC CHARLESTON	2,003	\$105	\$210,315	1,898	\$290	\$550,420
NAVY	0104 - NH BEAUFORT	2,307	\$105	\$242,235	3,297	\$290	\$956,130
NAVY	0118 - NHC CORPUS CHRISTI	2,077	\$105	\$218,085	750	\$290	\$217,500
NAVY	0124 - NMC PORTSMOUTH	33,175	\$105	\$3,483,375	48,497	\$290	\$14,064,130
NAVY	0280 - NHC HAWAII	5,726	\$105	\$601,230	6,103	\$290	\$1,769,870
NAVY	0306 - NHC ANNAPOLIS	2,585	\$105	\$271,425	2,254	\$290	\$653,660
NAVY	0385 - NHC QUANTICO	4,229	\$105	\$444,045	3,918	\$290	\$1,136,220
NAVY	0615 - NH GUANTANAMO BAY	452	\$105	\$47,460	696	\$290	\$201,840
NAVY	0617 - NH NAPLES	1,216	\$105	\$127,680	1,230	\$290	\$356,700
NAVY	0618 - NH ROTA	970	\$105	\$101,850	1,657	\$290	\$480,530
NAVY	0620 - NH GUAM-AGANA	2,378	\$105	\$249,690	3,273	\$290	\$949,170
NAVY	0621 - NH OKINAWA	5,704	\$105	\$598,920	9,951	\$290	\$2,885,790
NAVY	0622 - NH YOKOSUKA	5,471	\$105	\$574,455	5,887	\$290	\$1,707,230
NAVY	0624 - NH SIGONELLA	2,111	\$105	\$221,655	1,863	\$290	\$540,270
AIR FORCE	0128 - AF-C-92nd MEDGRP-FAIRCHILD	1,384	\$105	\$145,320	793	\$290	\$229,970
ARMY	0125 - AMC MADIGAN-LEWIS	15,810	\$105	\$1,660,050	29,529	\$290	\$8,563,410
NAVY	0126 - NH BREMERTON	4,995	\$105	\$524,475	12,051	\$290	\$3,494,790
NAVY	0127 - NHC OAK HARBOR BIRTHING CTR	5,337	\$105	\$560,385	4,671	\$290	\$1,354,590

**Note:** Total primary and specialty care appointments exclude cancellations. Facilities with fewer than 50 appointments for the year and external resource sharing were removed from the analysis. Emergency and dental care were removed from the analysis.

## **Appendix C: FY 2017 NDAA Section 709 Language**

### **REPORT ON MISSED APPOINTMENTS.—**

(1) **IN GENERAL.**—Not later than March 1 each year, the Secretary of Defense shall submit to the Committees on Armed Services of the Senate and the House of Representatives a report on the total number of medical appointments at military treatment facilities for which a covered beneficiary failed to appear without prior notification during the one year period preceding the submittal of the report.

2) **ELEMENTS.**—Each report under paragraph (1) shall include for each military treatment facility the following:

(A) An identification of the top five reasons for a covered beneficiary missing an appointment.

(B) A comparison of the number of missed appointments for specialty care versus primary care.

(C) An estimate of the cost to the Department of Defense of missed appointments.

(D) An assessment of strategies to reduce the number of missed appointments.