



PERSONNEL AND
READINESS

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

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

MAR 25 2019

Dear Mr. Chairman:

The enclosed report is provided in response to section 709(g) of the National Defense Authorization Act for Fiscal Year (FY) 2017 (Public Law 114-328), requiring an annual report on the number of missed appointments in military treatment facilities (MTFs) for which a covered beneficiary failed to appear without prior notification during the year preceding the report.

The Military Health System (MHS) recognizes that missed appointments negatively impact access to care, and result in inefficient use of resources. In FY 2018, beneficiaries missed 667,087 primary care appointments and 975,336 specialty care appointments. Estimated costs of primary and specialty care missed appointments were \$62 million and \$265 million, respectively. The MHS added a question on the Health Care Survey of Department of Defense Beneficiaries to identify the most common reasons for missed appointments at each MTF; those results are provided in the FY 2018 report. The MHS strategies to minimize the number of missed appointments in MTFs are consistent with those used in the civilian health care industry.

Thank you for your interest in the well-being of our Service members, veterans, and their families. A similar letter is being sent to the Chairman of the Senate Armed Services Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "James N. Stewart".

James N. Stewart
Assistant Secretary of Defense for Manpower
and Reserve Affairs, Performing the Duties
of the Under Secretary of Defense for
Personnel and Readiness

Enclosure:
As stated

cc:
The Honorable William M. "Mac" Thornberry
Ranking Member



OFFICE OF THE UNDER SECRETARY OF DEFENSE

**4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000**

**PERSONNEL AND
READINESS**

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

MAR 25 2019

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Thank you for your interest in the well-being of our Service members, veterans, and their families. A similar letter is being sent to the Chairman of the House Armed Services Committee.

Sincerely,

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James N. Stewart
Assistant Secretary of Defense for Manpower
and Reserve Affairs, Performing the Duties
of the Under Secretary of Defense for
Personnel and Readiness

Enclosure:
As stated

cc:
The Honorable Jack Reed
Ranking Member

Fiscal Year 2018 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 Medical Treatment Facilities

The estimated cost of this report or study for the Department of Defense is approximately \$4025 for the 2019 Fiscal Year. This includes \$25 in expenses and \$4,000 in labor.

Executive Summary

Section 709(g) of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017 (Public Law 114-328) requires this submission provide the third annual report to the congressional defense committees on the total number of medical appointments at military medical treatment facilities (MTFs) for which a covered beneficiary failed to appear without prior notification during the FY.

Section 709(g) specifically requires the report to include the following information for each MTF: the top reasons for a covered beneficiary missing an appointment, a comparison of the number of missed appointments for specialty care versus primary care, and an estimate of the cost to the Department of Defense (DoD) for missed appointments. Also required is an assessment of strategies to reduce the number of missed appointments. This report is organized along the major categories 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, which 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 2018 average missed appointment rate for primary and specialty care appointments was seven percent, up slightly from last year's rate of 6.7 percent. The FY 2018 average primary care missed appointment rate was 6.6 percent and the average specialty care missed appointment rate was 7.4 percent. 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 five to eight percent across the healthcare industry.¹ The total primary care beneficiary cancellation rate was higher than the missed appointment rate, averaging 14.8 percent; the total specialty care beneficiary cancellation rate averaged 16.4 percent. The MHS estimates the cost of missed appointments totaled \$62 million in primary care and \$265 million in specialty care.

In FY 2017, the MHS added a survey question on the Health Care Survey of DoD Beneficiaries (HCSDB) to determine the most common reasons for missed appointments by MTF. Beneficiary HCSDB responses for all MTFs demonstrated the most common reasons for missed appointments were consistent with the previous qualitative analysis results. The two most common reasons at all MTFs were that the beneficiary forgot about the appointment or the beneficiary unexpectedly was detained on work or personal business.

¹ https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER_FINAL.PDF.aspx

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. In FY 2019, the MHS will continue development of a tool to predict and potentially reduce missed or cancelled appointments by day, time, type of appointment, and beneficiary category.

Section A: Top Five Reasons for Missed Appointments

In FY 2018, the MHS added a survey question on the HCSDB to determine the most common reasons for missed appointments by MTF. The HCSDB provides a comprehensive look at beneficiary opinions about their health, preventive care services, ease of access to health care, health insurance coverage, satisfaction, and customer service efforts over the previous 12 months, and is sent randomly to TRICARE beneficiaries. Beneficiary HCSDB responses for all MTFs demonstrated the two most common reasons for missed appointments were that the beneficiary forgot about the appointment or the beneficiary unexpectedly was detained on work or personal business. Beneficiary HCSDB responses were consistent with the results of the previous qualitative analysis conducted by MHS subject matter experts, detailed in the previous report, and are depicted 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 2018 and compared to the results reported in the two previous annual reports. Table 1 below shows beneficiaries missed 595,104 or 6.6 percent of primary care appointments across the MHS; the calculated median missed appointment rate in primary care was 6.2 percent. The range among individual MTFs was 2.8 percent to 10.6 percent. Table 1 also shows beneficiaries missed 913,525 or 7.4 percent of specialty care appointments across the direct care system. The calculated median missed appointment rate in specialty care was 7.1 percent and the range among individual MTFs was 4.1 percent to 12.2 percent. The missed appointment rates in primary and specialty care increased slightly in FY 2018. 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, averaging 14.8 percent in FY 2018. The total specialty care beneficiary cancellation rate averaged 16.4. Data on the number of missed appointments by MTF are provided in Appendix A. This year’s report does not include missed appointment data from MTFs using the MHS GENESIS electronic health because performance data on appointing and access are not available for MTFs using MHS GENESIS.¹

Table 1: Direct Care Average Number and Percent of Missed Appointments in FY 2018

	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	595,104	9,016,977	6.6%	913,525	12,420,302	7.4%	7.0%

Table 2: Comparison of Average Percent Missed Appointments in FY 2016 – FY 2018

	Primary Care			Specialty Care		
	FY 2016	FY 2017	FY 2018	FY 2016	FY 2017	FY 2018
Average	6.5%	6.5%	6.6%	6.7%	6.8%	7.4%
Median	6.3%	6.2%	6.2%	6.8%	7.1%	7.1%
Range	2.7% - 10.1%	2.2% - 11.9%	2.9% - 10.6%	3.6% - 12.1%	2.9% - 14.2%	4.1% - 12.2%

Table 3: Comparison of FY 2017 – FY 2018 Missed and Cancelled Appointment Rates

	Primary Care		Specialty Care	
	Missed Appointment Rate	Beneficiary Cancellation Rate	Missed Appointment Rate	Beneficiary Cancellation Rate
FY 2017	6.5%	14.2%	6.8%	17.0%
FY 2018	6.6%	14.8%	7.4%	16.4%

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 \$105.00 and the average cost of a specialty care appointment is estimated at \$290.00.² Table 4 below shows the FY 2018 total estimated cost of missed primary care appointments was \$62 million and the total estimated cost of missed specialty care

¹ Madigan Army Medical Center (with exception of DMIS 0247 Army Health Clinic Monterey), Naval Hospital Bremerton, Naval Health Clinic Oak Harbor and 92nd Medical Group at Fairchild Air Force Base

² 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.

appointments was \$265 million. The combined total cost of all missed appointments in FY 2018 was \$327 million. Data on the estimated cost of missed primary and specialty care appointments for each MTF are provided in Appendix B.

Table 4: FY 2018 Cost of Missed Primary and Specialty Care Appointments

	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	Total Combined Estimated Cost
Total Direct Care	595,104	\$ 105	\$ 62,485,920	913,525	\$ 290	\$ 264,922,250	\$ 327,408,170

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.³ 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.⁴ These strategies include:

Automated Telephone Reminders: Beneficiaries receive telephone messages about upcoming primary and specialty care appointments at MTFs through the AudioCARE[®] telephone reminder system. The AudioCARE[®] 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 were required to implement AudioCARE[®] or use a similar system available in MHS GENESIS.

TRICARE Online (TOL) Patient Portal Automatic Reminders: The TOL Patient Portal added a capability to allow 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

³ https://www.mgma.com/getattachment/Products/Products/Maximizing-Patient-Access-and-Scheduling/PatientAccessSchedulingResearchReport-INTER_FINAL.PDF.aspx

⁴ <https://www.mgma.com/data/data-stories/using-multiple-forms-of-communication-to-lower-no>

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 2018, the MHS continued educating beneficiaries about the capability to set text and email reminders in the TOL Patient Portal. During the fourth quarter of FY 2018, TOL sent an average of 221,282 email and 153,628 text appointment reminders per week.

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.

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 each beneficiary of the upcoming 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 (ADFM) 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 2018, the MHS added a new report on missed and cancelled appointments in the Direct Access Reporting Tool (DART) in Carepoint to provide more comprehensive information on missed appointments information. In FY 2019, the MHS will enhance the DART missed appointment reports to provide additional information to better predict and prevent missed appointments by identifying the days, times, and appointment types with the highest missed appointment rates, as well as the beneficiary categories most likely to miss appointments by MTF and clinic.

Appendix A: FY 2018 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	2,999	42,682	7.0%	1,875	22,035	8.5%
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	4,543	67,692	6.7%	8,088	113,996	7.1%
AIR FORCE	0009 - AF-C-56th MEDGRP-LUKE	3,929	69,715	5.6%	3,106	48,320	6.4%
AIR FORCE	0010 - AF-C-355th MEDGRP-DM	2,306	31,995	7.2%	2,664	44,530	6.0%
AIR FORCE	0013 - AF-C-19th MEDGRP-LITTLE ROCK	1,691	26,440	6.4%	1,576	22,108	7.1%
AIR FORCE	0014 - AF-MC-60th MEDGRP-TRAVIS	6,790	89,128	7.6%	10,670	145,338	7.3%
AIR FORCE	0015 - AF-C-9th MEDGRP-BEALE	1,214	20,566	5.9%	605	10,886	5.6%
AIR FORCE	0018 - AF-C-30th MEDGRP-VANDENBERG	1,390	20,293	6.8%	730	12,400	5.9%
AIR FORCE	0019 - AF-C-412th MEDGRP-EDWARDS	1,272	18,928	6.7%	882	11,631	7.6%
AIR FORCE	0033 - AF-C-10th MEDGRP-ACADEMY	2,633	60,069	4.4%	5,295	82,497	6.4%
AIR FORCE	0036 - AF-C-436th MEDGRP-DOVER	1,634	25,998	6.3%	1,291	18,344	7.0%
AIR FORCE	0042 - AF-H-96th MEDGRP-EGLIN	7,005	98,701	7.1%	8,673	137,711	6.3%
AIR FORCE	0043 - AF-C-325th MEDGRP-TYNDALL	2,054	26,606	7.7%	1,222	17,110	7.1%
AIR FORCE	0045 - AF-C-6th MEDGRP-MACDILL	8,056	93,420	8.6%	4,632	51,601	9.0%
AIR FORCE	0046 - AF-C-45th MEDGRP-PATRICK	3,007	37,337	8.1%	1,285	14,416	8.9%
AIR FORCE	0050 - AF-C-23rd MEDGRP-MOODY	1,551	24,352	6.4%	1,317	14,350	9.2%
AIR FORCE	0051 - AF-C-78th MEDGRP-ROBINS	1,403	30,961	4.5%	2,194	24,973	8.8%
AIR FORCE	0053 - AF-H-366th MEDGRP-MT HOME	1,052	21,127	5.0%	974	18,007	5.4%
AIR FORCE	0055 - AF-C-375th MEDGRP-SCOTT	3,883	60,716	6.4%	3,581	44,833	8.0%
AIR FORCE	0059 - AF-C-22nd MEDGRP-MCCONNELL	1,570	25,572	6.1%	1,379	17,188	8.0%
AIR FORCE	0062 - AF-C-2nd MEDGRP-BARKSDALE	2,199	37,719	5.8%	1,736	23,084	7.5%
AIR FORCE	0066 - AF-C-779th MEDGRP-ANDREWS	8,028	79,874	10.1%	7,922	81,773	9.7%
AIR FORCE	0073 - AF-MC-81st MEDGRP-KEESLER	3,966	59,983	6.6%	7,129	95,706	7.4%
AIR FORCE	0074 - AF-C-14th MEDGRP-COLUMBUS	346	8,623	4.0%	405	6,465	6.3%
AIR FORCE	0076 - AF-C-509th MEDGRP-WHITEMAN	1,419	28,464	5.0%	1,213	16,134	7.5%
AIR FORCE	0077 - AF-C-341st MEDGRP-MALMSTROM	1,512	22,099	6.8%	1,511	17,602	8.6%
AIR FORCE	0078 - AF-C-55th MEDGRP-OFFUTT	3,805	65,200	5.8%	4,782	57,724	8.3%
AIR FORCE	0079 - AF-MC-99th MEDGRP-NELLIS	7,953	107,773	7.4%	7,598	116,720	6.5%
AIR FORCE	0083 - AF-C-377th MEDGRP-KIRTLAND	2,344	32,391	7.2%	2,375	19,507	12.2%
AIR FORCE	0084 - AF-C-49th MEDGRP-HOLLOMAN	1,391	30,963	4.5%	1,309	22,774	5.7%
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,236	26,755	4.6%	1,300	20,429	6.4%
AIR FORCE	0090 - AF-C-4th MEDGRP-SJ	1,844	25,411	7.3%	1,729	20,563	8.4%
AIR FORCE	0093 - AF-C-319th MEDGRP-GRAND FORKS	422	11,089	3.8%	667	10,203	6.5%
AIR FORCE	0094 - AF-C-5th MEDGRP-MINOT	1,755	31,994	5.5%	1,148	16,331	7.0%
AIR FORCE	0095 - AF-MC-88th MEDGRP-WRIGHT-PAT	5,132	86,248	6.0%	8,080	148,241	5.5%
AIR FORCE	0096 - AF-C-72nd MEDGRP-TINKER	2,915	34,090	8.6%	3,929	43,211	9.1%
AIR FORCE	0097 - AF-C-97th MEDGRP-ALTUS	1,073	13,697	7.8%	254	5,177	4.9%
AIR FORCE	0101 - AF-C-20th MEDGRP-SHAW	1,833	23,926	7.7%	1,613	17,302	9.3%
AIR FORCE	0106 - AF-C-28th MEDGRP-ELLSWORTH	1,234	29,795	4.1%	1,340	17,985	7.5%
AIR FORCE	0112 - AF-C-7th MEDGRP-DYESS	1,287	19,928	6.5%	1,890	28,334	6.7%
AIR FORCE	0113 - AF-C-82nd MEDGRP-SHEPPARD	2,049	29,140	7.0%	1,624	20,419	8.0%
AIR FORCE	0114 - AF-C-47th MEDGRP-LAUGHLIN	686	12,376	5.5%	205	2,907	7.1%
AIR FORCE	0117 - AF-C-59th MDW-WHASC-LACKLAND	15,100	200,474	7.5%	21,842	281,730	7.8%
AIR FORCE	0119 - AF-C-75th MEDGRP-HILL	2,784	41,043	6.8%	2,712	36,569	7.4%
AIR FORCE	0120 - AF-H-633rd MEDGRP JBLE-LANGLEY	7,800	80,544	9.7%	9,527	106,800	8.9%
AIR FORCE	0129 - AF-C-90th MEDGRP-FE WARREN	1,283	22,986	5.6%	1,027	13,152	7.8%
AIR FORCE	0203 - AF-C-354th MEDGRP-EIELSON	640	13,854	4.6%	488	6,870	7.1%
AIR FORCE	0248 - AF-C-61st MEDGRP-LOS ANGELES	2,097	19,750	10.6%	688	8,477	8.1%
AIR FORCE	0252 - AF-C-21st MEDGRP-PETERSON	3,295	56,811	5.8%	2,544	35,851	7.1%
AIR FORCE	0287 - AF-C-15th MEDGRP JBHP-HICKAM	1,639	32,486	5.0%	1,473	26,764	5.5%
AIR FORCE	0310 - AF-C-66th MEDGRP-HANSCOM	921	14,463	6.4%	411	6,132	6.7%
AIR FORCE	0326 - AF-C-87th MEDGRP JBMDL-MCGUIRE	3,057	44,459	6.9%	4,062	37,950	10.7%
AIR FORCE	0335 - AF-LS-43rd MED SQ-JBBP-POPE		0	n/a	100	1,712	5.8%
AIR FORCE	0338 - AF-C-71st MEDGRP-VANCE	392	11,611	3.4%	306	4,525	6.8%
AIR FORCE	0356 - AF-C-628th MEDGRP-CHARLESTON	1,488	24,672	6.0%	1,951	17,110	11.4%
AIR FORCE	0364 - AF-C-17th MEDGRP-GOODFELLOW	1,174	17,235	6.8%	962	11,802	8.2%
AIR FORCE	0633 - AF-H-48th MEDGRP-LAKENHEATH	2,263	49,104	4.6%	3,135	57,674	5.4%
AIR FORCE	0635 - AF-C-39th MEDGRP-INCIRLIK	332	7,141	4.6%	626	6,392	9.8%
AIR FORCE	0637 - AF-C-8th MEDGRP-KUNSAN	374	7,254	5.2%	486	7,178	6.8%
AIR FORCE	0638 - AF-H-51st MEDGRP-OSAN	1,192	19,873	6.0%	1,858	21,214	8.8%
AIR FORCE	0639 - AF-H-35th MEDGRP-MISAWA	1,217	17,629	6.9%	1,153	17,363	6.6%
AIR FORCE	0640 - AF-H-374th MEDGRP-YOKOTA	1,084	20,019	5.4%	1,845	25,059	7.4%
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	184	3,629	5.1%	13	268	4.9%
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	136	4,707	2.9%	47	795	5.9%
AIR FORCE	0802 - AF-C-36th MEDGRP-ANDERSEN	686	15,058	4.6%	862	13,548	6.4%
AIR FORCE	0804 - AF-C-18th MEDGRP-KADENA	2,055	31,989	6.4%	2,087	23,175	9.0%

Appendix A: FY 2018 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	0805 - AF-C-52nd MEDGRP-SPANGDAHLEM	771	17,769	4.3%	1,078	15,208	7.1%
AIR FORCE	0806 - AF-C-86th MEDGRP-RAMSTEIN	1,844	40,647	4.5%	3,172	36,365	8.7%
AIR FORCE	0808 - AF-H-31st MEDGRP-AVIANO	1,060	24,168	4.4%	1,648	24,297	6.8%
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	364	6,184	5.9%	56	1,197	4.7%
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,028	37,077	5.5%	1,933	47,262	4.1%
AIR FORCE	7200 - AF-C-460th MEDGRP-BUCKLEY	1,857	21,002	8.8%	1,168	15,164	7.7%
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,636	35,883	7.3%	1,461	18,404	7.9%
ARMY	0003 - AHC LYSSTER-RUCKER	2,889	51,068	5.7%	2,444	38,642	6.3%
ARMY	0005 - ACH BASSETT-WAINWRIGHT	3,108	71,249	4.4%	4,518	96,982	4.7%
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,575	32,302	4.9%	1,537	30,689	5.0%
ARMY	0032 - ACH EVANS-CARSON	13,878	188,336	7.4%	20,572	289,964	7.1%
ARMY	0047 - AHC EISENHOWER-GORDON	11,719	181,643	6.5%	18,711	251,766	7.4%
ARMY	0048 - ACH MARTIN-BENNING	10,347	151,345	6.8%	15,171	227,387	6.7%
ARMY	0049 - ACH WINN-STEWART	12,931	178,014	7.3%	13,362	199,000	6.7%
ARMY	0052 - AMC TRIPLER-SHAFTER	14,664	220,095	6.7%	31,986	462,700	6.9%
ARMY	0057 - ACH IRWIN-RILEY	6,761	111,741	6.1%	9,805	159,126	6.2%
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,112	56,450	3.7%	3,419	42,850	8.0%
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	13,329	243,013	5.5%	14,486	292,236	5.0%
ARMY	0061 - AHC IRELAND-KNOX	3,524	62,826	5.6%	6,554	98,379	6.7%
ARMY	0064 - ACH BAYNE-JONES-POLK	3,585	54,040	6.6%	3,970	56,855	7.0%
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	11,681	193,621	6.0%	9,793	136,059	7.2%
ARMY	0075 - ACH LEONARD WOOD	3,012	73,314	4.1%	6,378	115,140	5.5%
ARMY	0086 - ACH KELLER-WEST POINT	1,247	34,576	3.6%	1,924	35,321	5.4%
ARMY	0089 - AMC WOMACK-BRAGG	24,336	319,356	7.6%	36,109	502,417	7.2%
ARMY	0098 - AHC REYNOLDS-SILL	5,185	92,830	5.6%	4,141	92,964	4.5%
ARMY	0105 - AHC MONCRIEF-JACKSON	3,830	62,091	6.2%	5,001	86,167	5.8%
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,361	227,828	5.9%	22,327	341,227	6.5%
ARMY	0109 - AMC BAMC-FSH	16,625	269,751	6.2%	40,684	629,093	6.5%
ARMY	0110 - AMC DARNALL-HOOD	19,878	300,852	6.6%	26,070	444,456	5.9%
ARMY	0121 - AHC MCDONALD-EUSTIS	4,273	84,974	5.0%	5,296	94,300	5.6%
ARMY	0122 - AHC KENNER-LEE	4,413	70,369	6.3%	4,005	45,717	8.8%
ARMY	0125 - AMC MADIGAN-LEWIS (AHC Monterey)	1,023	21,477	4.8%	1,725	24,123	7.2%
ARMY	0131 - ACH WEED-IRWIN	2,011	37,510	5.4%	2,988	36,667	8.1%
ARMY	0330 - AHC GUTHRIE-DRUM	4,809	80,447	6.0%	7,626	131,873	5.8%
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,215	140,635	5.1%	16,031	260,412	6.2%
ARMY	0609 - BAVARIA MEDDAC-VILSECK	5,360	132,739	4.0%	6,425	92,650	6.9%
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP ZAM	369	10,164	3.6%	706	8,433	8.4%
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	4,350	117,101	3.7%	6,245	107,061	5.8%
NAVY	0024 - NH CAMP PENDLETON	16,167	201,672	8.0%	35,479	324,626	10.9%
NAVY	0028 - NHC LEMOORE	3,564	45,400	7.9%	3,497	38,512	9.1%
NAVY	0029 - NMC SAN DIEGO	24,259	253,493	9.6%	68,336	750,211	9.1%
NAVY	0030 - NH TWENTYNINE PALMS	3,521	51,047	6.9%	4,978	58,022	8.6%
NAVY	0038 - NH PENSACOLA	11,461	177,095	6.5%	10,952	165,505	6.6%
NAVY	0039 - NH JACKSONVILLE	18,405	219,434	8.4%	18,446	186,821	9.9%
NAVY	0056 - JAMES A LOVELL FHCC	2,059	29,892	6.9%	8,403	124,564	6.7%
NAVY	0068 - NHC PATUXENT RIVER	3,190	42,768	7.5%	1,732	20,877	8.3%
NAVY	0091 - NMC CAMP LEJEUNE	11,287	180,229	6.3%	18,553	305,384	6.1%
NAVY	0092 - NHC CHERRY POINT	3,044	55,039	5.5%	5,061	52,852	9.6%
NAVY	0100 - NHC NEW ENGLAND	2,679	55,530	4.8%	5,390	75,621	7.1%
NAVY	0103 - NHC CHARLESTON	1,313	21,447	6.1%	3,124	39,450	7.9%
NAVY	0104 - NH BEAUFORT	2,012	30,877	6.5%	5,859	71,039	8.2%
NAVY	0118 - NHC CORPUS CHRISTI	1,439	35,713	4.0%	2,055	28,721	7.2%
NAVY	0124 - NMC PORTSMOUTH	29,706	333,096	8.9%	57,722	652,686	8.8%
NAVY	0280 - NHC HAWAII	4,166	66,781	6.2%	7,783	90,639	8.6%
NAVY	0306 - NHC ANNAPOLIS	2,054	21,963	9.4%	3,020	66,649	4.5%
NAVY	0385 - NHC QUANTICO	2,990	42,601	7.0%	6,085	62,198	9.8%
NAVY	0615 - NH GUANTANAMO BAY	601	8,172	7.4%	1,064	9,396	11.3%
NAVY	0617 - NH NAPLES	996	17,292	5.8%	1,359	23,285	5.8%
NAVY	0618 - NH ROTA	872	16,558	5.3%	1,113	17,015	6.5%
NAVY	0620 - NH GUAM-AGANA	1,914	37,816	5.1%	3,459	34,438	10.0%
NAVY	0621 - NH OKINAWA	5,471	96,485	5.7%	10,136	108,072	9.4%
NAVY	0622 - NH YOKOSUKA	4,656	75,708	6.1%	5,759	69,603	8.3%
NAVY	0624 - NH SIGONELLA	2,053	29,671	6.9%	2,067	22,340	9.3%
NCRMD	0067 - WALTER REED NATL MIL MED CNTR	8,031	94,135	8.5%	42,753	534,963	8.0%
NCRMD	0123 - FT BELVOIR COMMUNITY HOSP-FBCH	17,630	255,949	6.9%	36,812	449,285	8.2%
Total	Direct Care	595,104	9,016,977	6.6%	913,525	12,420,302	7.4%

Appendix B: FY 2018 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	2,999	\$ 105	\$ 314,895	1,875	\$ 290	\$ 543,750
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	4,543	\$ 105	\$ 477,015	8,088	\$ 290	\$ 2,345,520
AIR FORCE	0009 - AF-C-56th MEDGRP-LUKE	3,929	\$ 105	\$ 412,545	3,106	\$ 290	\$ 900,740
AIR FORCE	0010 - AF-C-355th MEDGRP-DM	2,306	\$ 105	\$ 242,130	2,664	\$ 290	\$ 772,560
AIR FORCE	0013 - AF-C-19th MEDGRP-LITTLE ROCK	1,691	\$ 105	\$ 177,555	1,576	\$ 290	\$ 457,040
AIR FORCE	0014 - AF-MC-60th MEDGRP-TRAVIS	6,790	\$ 105	\$ 712,950	10,670	\$ 290	\$ 3,094,300
AIR FORCE	0015 - AF-C-9th MEDGRP-BEALE	1,214	\$ 105	\$ 127,470	605	\$ 290	\$ 175,450
AIR FORCE	0018 - AF-C-30th MEDGRP-VANDENBERG	1,390	\$ 105	\$ 145,950	730	\$ 290	\$ 211,700
AIR FORCE	0019 - AF-C-412th MEDGRP-EDWARDS	1,272	\$ 105	\$ 133,560	882	\$ 290	\$ 255,780
AIR FORCE	0033 - AF-C-10th MEDGRP-ACADEMY	2,633	\$ 105	\$ 276,465	5,295	\$ 290	\$ 1,535,550
AIR FORCE	0036 - AF-C-436th MEDGRP-DOVER	1,634	\$ 105	\$ 171,570	1,291	\$ 290	\$ 374,390
AIR FORCE	0042 - AF-H-96th MEDGRP-EGLIN	7,005	\$ 105	\$ 735,525	8,673	\$ 290	\$ 2,515,170
AIR FORCE	0043 - AF-C-325th MEDGRP-TYNDALL	2,054	\$ 105	\$ 215,670	1,222	\$ 290	\$ 354,380
AIR FORCE	0045 - AF-C-6th MEDGRP-MACDILL	8,056	\$ 105	\$ 845,880	4,632	\$ 290	\$ 1,343,280
AIR FORCE	0046 - AF-C-45th MEDGRP-PATRICK	3,007	\$ 105	\$ 315,735	1,285	\$ 290	\$ 372,650
AIR FORCE	0050 - AF-C-23rd MEDGRP-MOODY	1,551	\$ 105	\$ 162,855	1,317	\$ 290	\$ 381,930
AIR FORCE	0051 - AF-C-78th MEDGRP-ROBINS	1,403	\$ 105	\$ 147,315	2,194	\$ 290	\$ 636,260
AIR FORCE	0053 - AF-H-366th MEDGRP-MT HOME	1,052	\$ 105	\$ 110,460	974	\$ 290	\$ 282,460
AIR FORCE	0055 - AF-C-375th MEDGRP-SCOTT	3,883	\$ 105	\$ 407,715	3,581	\$ 290	\$ 1,038,490
AIR FORCE	0059 - AF-C-22nd MEDGRP-MCCONNELL	1,570	\$ 105	\$ 164,850	1,379	\$ 290	\$ 399,910
AIR FORCE	0062 - AF-C-2nd MEDGRP-BARKSDALE	2,199	\$ 105	\$ 230,895	1,736	\$ 290	\$ 503,440
AIR FORCE	0066 - AF-C-779th MEDGRP-ANDREWS	8,028	\$ 105	\$ 842,940	7,922	\$ 290	\$ 2,297,380
AIR FORCE	0073 - AF-MC-81st MEDGRP-KEESLER	3,966	\$ 105	\$ 416,430	7,129	\$ 290	\$ 2,067,410
AIR FORCE	0074 - AF-C-14th MEDGRP-COLUMBUS	346	\$ 105	\$ 36,330	405	\$ 290	\$ 117,450
AIR FORCE	0076 - AF-C-509th MEDGRP-WHITEMAN	1,419	\$ 105	\$ 148,995	1,213	\$ 290	\$ 351,770
AIR FORCE	0077 - AF-C-341st MEDGRP-MALMSTROM	1,512	\$ 105	\$ 158,760	1,511	\$ 290	\$ 438,190
AIR FORCE	0078 - AF-C-55th MEDGRP-OFFUTT	3,805	\$ 105	\$ 399,525	4,782	\$ 290	\$ 1,386,780
AIR FORCE	0079 - AF-MC-99th MEDGRP-NELLIS	7,953	\$ 105	\$ 835,065	7,598	\$ 290	\$ 2,203,420
AIR FORCE	0083 - AF-C-377th MEDGRP-KIRTLAND	2,344	\$ 105	\$ 246,120	2,375	\$ 290	\$ 688,750
AIR FORCE	0084 - AF-C-49th MEDGRP-HOLLOMAN	1,391	\$ 105	\$ 146,055	1,309	\$ 290	\$ 379,610
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,236	\$ 105	\$ 129,780	1,300	\$ 290	\$ 377,000
AIR FORCE	0090 - AF-C-4th MEDGRP-SJ	1,844	\$ 105	\$ 193,620	1,729	\$ 290	\$ 501,410
AIR FORCE	0093 - AF-C-319th MEDGRP-GRAND FORKS	422	\$ 105	\$ 44,310	667	\$ 290	\$ 193,430
AIR FORCE	0094 - AF-C-5th MEDGRP-MINOT	1,755	\$ 105	\$ 184,275	1,148	\$ 290	\$ 332,920
AIR FORCE	0095 - AF-MC-88th MEDGRP-WRIGHT-PAT	5,132	\$ 105	\$ 538,860	8,080	\$ 290	\$ 2,343,200
AIR FORCE	0096 - AF-C-72nd MEDGRP-TINKER	2,915	\$ 105	\$ 306,075	3,929	\$ 290	\$ 1,139,410
AIR FORCE	0097 - AF-C-97th MEDGRP-ALTUS	1,073	\$ 105	\$ 112,665	254	\$ 290	\$ 73,660
AIR FORCE	0101 - AF-C-20th MEDGRP-SHAW	1,833	\$ 105	\$ 192,465	1,613	\$ 290	\$ 467,770
AIR FORCE	0106 - AF-C-28th MEDGRP-ELLSWORTH	1,234	\$ 105	\$ 129,570	1,340	\$ 290	\$ 388,600
AIR FORCE	0112 - AF-C-7th MEDGRP-DYESS	1,287	\$ 105	\$ 135,135	1,890	\$ 290	\$ 548,100
AIR FORCE	0113 - AF-C-82nd MEDGRP-SHEPPARD	2,049	\$ 105	\$ 215,145	1,624	\$ 290	\$ 470,960
AIR FORCE	0114 - AF-C-4th MEDGRP-LAUGHLIN	686	\$ 105	\$ 72,030	205	\$ 290	\$ 59,450
AIR FORCE	0117 - AF-C-59th MDW-WHASC-LACKLAND	15,100	\$ 105	\$ 1,585,500	21,842	\$ 290	\$ 6,334,180
AIR FORCE	0119 - AF-C-75th MEDGRP-HILL	2,784	\$ 105	\$ 292,320	2,712	\$ 290	\$ 786,480
AIR FORCE	0120 - AF-H-633rd MEDGRP JBLE-LANGLEY	7,800	\$ 105	\$ 819,000	9,527	\$ 290	\$ 2,762,830
AIR FORCE	0129 - AF-C-90th MEDGRP-FE WARREN	1,283	\$ 105	\$ 134,715	1,027	\$ 290	\$ 297,830
AIR FORCE	0203 - AF-C-354th MEDGRP-EIELSON	640	\$ 105	\$ 67,200	488	\$ 290	\$ 141,520
AIR FORCE	0248 - AF-C-61st MEDGRP-LOS ANGELES	2,097	\$ 105	\$ 220,185	688	\$ 290	\$ 199,520
AIR FORCE	0252 - AF-C-21st MEDGRP-PETERSON	3,295	\$ 105	\$ 345,975	2,544	\$ 290	\$ 737,760
AIR FORCE	0287 - AF-C-15th MEDGRP JBHP-HICKAM	1,639	\$ 105	\$ 172,095	1,473	\$ 290	\$ 427,170
AIR FORCE	0310 - AF-C-66th MEDGRP-HANSCOM	921	\$ 105	\$ 96,705	411	\$ 290	\$ 119,190
AIR FORCE	0326 - AF-C-87th MEDGRP JBMDL-MCGUIRE	3,057	\$ 105	\$ 320,985	4,062	\$ 290	\$ 1,177,980
AIR FORCE	0335 - AF-LS-43rd MED SQ-JBBP-POPE		\$ 105	\$ -	100	\$ 290	\$ 29,000
AIR FORCE	0338 - AF-C-71st MEDGRP-VANCE	392	\$ 105	\$ 41,160	306	\$ 290	\$ 88,740
AIR FORCE	0356 - AF-C-628th MEDGRP-CHARLESTON	1,488	\$ 105	\$ 156,240	1,951	\$ 290	\$ 565,790
AIR FORCE	0364 - AF-C-17th MEDGRP-GOODFELLOW	1,174	\$ 105	\$ 123,270	962	\$ 290	\$ 278,980
AIR FORCE	0633 - AF-H-48th MEDGRP-LAKENHEATH	2,263	\$ 105	\$ 237,615	3,135	\$ 290	\$ 909,150
AIR FORCE	0635 - AF-C-39th MEDGRP-INCIRLIK	332	\$ 105	\$ 34,860	626	\$ 290	\$ 181,540
AIR FORCE	0637 - AF-C-8th MEDGRP-KUNSAN	374	\$ 105	\$ 39,270	486	\$ 290	\$ 140,940
AIR FORCE	0638 - AF-H-51st MEDGRP-OSAN	1,192	\$ 105	\$ 125,160	1,858	\$ 290	\$ 538,820
AIR FORCE	0639 - AF-H-35th MEDGRP-MISAWA	1,217	\$ 105	\$ 127,785	1,153	\$ 290	\$ 334,370
AIR FORCE	0640 - AF-H-374th MEDGRP-YOKOTA	1,084	\$ 105	\$ 113,820	1,845	\$ 290	\$ 535,050
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	184	\$ 105	\$ 19,320	13	\$ 290	\$ 3,770
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	136	\$ 105	\$ 14,280	47	\$ 290	\$ 13,630
AIR FORCE	0802 - AF-C-36th MEDGRP-ANDERSEN	686	\$ 105	\$ 72,030	862	\$ 290	\$ 249,980
AIR FORCE	0804 - AF-C-18th MEDGRP-KADENA	2,055	\$ 105	\$ 215,775	2,087	\$ 290	\$ 605,230

Appendix B: FY 2017 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	0805 - AF-C-52nd MEDGRP-SPANGDAHLEM	771	\$ 105	\$ 80,955	1,078	\$ 290	\$ 312,620
AIR FORCE	0806 - AF-C-86th MEDGRP-RAMSTEIN	1,844	\$ 105	\$ 193,620	3,172	\$ 290	\$ 919,880
AIR FORCE	0808 - AF-H-31st MEDGRP-AVIANO	1,060	\$ 105	\$ 111,300	1,648	\$ 290	\$ 477,920
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	364	\$ 105	\$ 38,220	56	\$ 290	\$ 16,240
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,028	\$ 105	\$ 212,940	1,933	\$ 290	\$ 560,570
AIR FORCE	7200 - AF-C-460th MEDGRP-BUCKLEY	1,857	\$ 105	\$ 194,985	1,168	\$ 290	\$ 338,720
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,636	\$ 105	\$ 276,780	1,461	\$ 290	\$ 423,690
ARMY	0003 - AHC LYSER-RUCKER	2,889	\$ 105	\$ 303,345	2,444	\$ 290	\$ 708,760
ARMY	0005 - ACH BASSETT-WAINWRIGHT	3,108	\$ 105	\$ 326,340	4,518	\$ 290	\$ 1,310,220
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,575	\$ 105	\$ 165,375	1,537	\$ 290	\$ 445,730
ARMY	0032 - ACH EVANS-CARSON	13,878	\$ 105	\$ 1,457,190	20,572	\$ 290	\$ 5,965,880
ARMY	0047 - AMC EISENHOWER-GORDON	11,719	\$ 105	\$ 1,230,495	18,711	\$ 290	\$ 5,426,190
ARMY	0048 - ACH MARTIN-BENNING	10,347	\$ 105	\$ 1,086,435	15,171	\$ 290	\$ 4,399,590
ARMY	0049 - ACH WINN-STEWART	12,931	\$ 105	\$ 1,357,755	13,362	\$ 290	\$ 3,874,980
ARMY	0052 - AMC TRIPLER-SHAFTER	14,664	\$ 105	\$ 1,539,720	31,986	\$ 290	\$ 9,275,940
ARMY	0057 - ACH IRWIN-RILEY	6,761	\$ 105	\$ 709,905	9,805	\$ 290	\$ 2,843,450
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,112	\$ 105	\$ 221,760	3,419	\$ 290	\$ 991,510
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	13,329	\$ 105	\$ 1,399,545	14,486	\$ 290	\$ 4,200,940
ARMY	0061 - AHC IRELAND-KNOX	3,524	\$ 105	\$ 370,020	6,554	\$ 290	\$ 1,900,660
ARMY	0064 - ACH BAYNE-JONES-POLK	3,585	\$ 105	\$ 376,425	3,970	\$ 290	\$ 1,151,300
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	11,681	\$ 105	\$ 1,226,505	9,793	\$ 290	\$ 2,839,970
ARMY	0075 - ACH LEONARD WOOD	3,012	\$ 105	\$ 316,260	6,378	\$ 290	\$ 1,849,620
ARMY	0086 - ACH KELLER-WEST POINT	1,247	\$ 105	\$ 130,935	1,924	\$ 290	\$ 557,960
ARMY	0089 - AMC WOMACK-BRAGG	24,336	\$ 105	\$ 2,555,280	36,109	\$ 290	\$ 10,471,610
ARMY	0098 - AHC REYNOLDS-SILL	5,185	\$ 105	\$ 544,425	4,141	\$ 290	\$ 1,200,890
ARMY	0105 - AHC MONCRIEF-JACKSON	3,830	\$ 105	\$ 402,150	5,001	\$ 290	\$ 1,450,290
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,361	\$ 105	\$ 1,402,905	22,327	\$ 290	\$ 6,474,830
ARMY	0109 - AMC BAMC-FSH	16,625	\$ 105	\$ 1,745,625	40,684	\$ 290	\$ 11,798,360
ARMY	0110 - AMC DARNALL-HOOD	19,878	\$ 105	\$ 2,087,190	26,070	\$ 290	\$ 7,560,300
ARMY	0121 - AHC McDONALD-EUSTIS	4,273	\$ 105	\$ 448,665	5,296	\$ 290	\$ 1,535,840
ARMY	0122 - AHC KENNER-LEE	4,413	\$ 105	\$ 463,365	4,005	\$ 290	\$ 1,161,450
ARMY	0125 - AMC MADIGAN-LEWIS (AHC Monterey)	1,023	\$ 105	\$ 107,415	1,725	\$ 290	\$ 500,250
ARMY	0131 - ACH WEED-IRWIN	2,011	\$ 105	\$ 211,155	2,988	\$ 290	\$ 866,520
ARMY	0330 - AHC GUTHRIE-DRUM	4,809	\$ 105	\$ 504,945	7,626	\$ 290	\$ 2,211,540
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,215	\$ 105	\$ 757,575	16,031	\$ 290	\$ 4,648,990
ARMY	0609 - BAVARIA MEDDAC-VILSECK	5,360	\$ 105	\$ 562,800	6,425	\$ 290	\$ 1,863,250
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP ZAM	369	\$ 105	\$ 38,745	706	\$ 290	\$ 204,740
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	4,350	\$ 105	\$ 456,750	6,245	\$ 290	\$ 1,811,050
NAVY	0024 - NH CAMP PENDLETON	16,167	\$ 105	\$ 1,697,535	35,479	\$ 290	\$ 10,288,910
NAVY	0028 - NHC LEMOORE	3,564	\$ 105	\$ 374,220	3,497	\$ 290	\$ 1,014,130
NAVY	0029 - NMC SAN DIEGO	24,259	\$ 105	\$ 2,547,195	68,336	\$ 290	\$ 19,817,440
NAVY	0030 - NH TWENTYNINE PALMS	3,521	\$ 105	\$ 369,705	4,978	\$ 290	\$ 1,443,620
NAVY	0038 - NH PENSACOLA	11,461	\$ 105	\$ 1,203,405	10,952	\$ 290	\$ 3,176,080
NAVY	0039 - NH JACKSONVILLE	18,405	\$ 105	\$ 1,932,525	18,446	\$ 290	\$ 5,349,340
NAVY	0056 - JAMES A LOVELL FHCC	2,059	\$ 105	\$ 216,195	8,403	\$ 290	\$ 2,436,870
NAVY	0068 - NHC PATUXENT RIVER	3,190	\$ 105	\$ 334,950	1,732	\$ 290	\$ 502,280
NAVY	0091 - NMC CAMP LEJEUNE	11,287	\$ 105	\$ 1,185,135	18,553	\$ 290	\$ 5,380,370
NAVY	0092 - NHC CHERRY POINT	3,044	\$ 105	\$ 319,620	5,061	\$ 290	\$ 1,467,690
NAVY	0100 - NHC NEW ENGLAND	2,679	\$ 105	\$ 281,295	5,390	\$ 290	\$ 1,563,100
NAVY	0103 - NHC CHARLESTON	1,313	\$ 105	\$ 137,865	3,124	\$ 290	\$ 905,960
NAVY	0104 - NH BEAUFORT	2,012	\$ 105	\$ 211,260	5,859	\$ 290	\$ 1,699,110
NAVY	0118 - NHC CORPUS CHRISTI	1,439	\$ 105	\$ 151,095	2,055	\$ 290	\$ 595,950
NAVY	0124 - NMC PORTSMOUTH	29,706	\$ 105	\$ 3,119,130	57,722	\$ 290	\$ 16,739,380
NAVY	0280 - NHC HAWAII	4,166	\$ 105	\$ 437,430	7,783	\$ 290	\$ 2,257,070
NAVY	0306 - NHC ANNAPOLIS	2,054	\$ 105	\$ 215,670	3,020	\$ 290	\$ 875,800
NAVY	0385 - NHC QUANTICO	2,990	\$ 105	\$ 313,950	6,085	\$ 290	\$ 1,764,650
NAVY	0615 - NH GUANTANAMO BAY	601	\$ 105	\$ 63,105	1,064	\$ 290	\$ 308,560
NAVY	0617 - NH NAPLES	996	\$ 105	\$ 104,580	1,359	\$ 290	\$ 394,110
NAVY	0618 - NH ROTA	872	\$ 105	\$ 91,560	1,113	\$ 290	\$ 322,770
NAVY	0620 - NH GUAM-AGANA	1,914	\$ 105	\$ 200,970	3,459	\$ 290	\$ 1,003,110
NAVY	0621 - NH OKINAWA	5,471	\$ 105	\$ 574,455	10,136	\$ 290	\$ 2,939,440
NAVY	0622 - NH YOKOSUKA	4,656	\$ 105	\$ 488,880	5,759	\$ 290	\$ 1,670,110
NAVY	0624 - NH SIGONELLA	2,053	\$ 105	\$ 215,565	2,067	\$ 290	\$ 599,430
NCRMD	0067 - WALTER REED NATL MIL MED CNTR	8,031	\$ 105	\$ 843,255	42,753	\$ 290	\$ 12,398,370
NCRMD	0123 - FT BELVOIR COMMUNITY HOSP-FBCH	17,630	\$ 105	\$ 1,851,150	36,812	\$ 290	\$ 10,675,480
Total	Direct Care	595,104	\$ 105	\$ 62,485,920	913,525	\$ 290	\$264,922,250

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.