



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

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

MAR 27 2017

The Honorable John McCain
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), which requires 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 an inefficient use of resources. In FY 2016, beneficiaries missed 659,873 primary care appointments and 912,348 specialty care appointments. Estimated costs of primary and specialty care missed appointments were \$69M and \$265M, respectively. The MHS identified the most common reasons beneficiaries miss appointments across the direct care system and is developing a plan to collect data on the top five reasons for missed appointments at each MTF for inclusion in future reports.

The MHS employs multiple strategies to minimize the number of missed appointments in MTFs; these strategies are consistent with those widely used in the civilian healthcare industry. The MHS also is developing additional capabilities to identify, predict, and prevent missed appointments, which will be used to develop additional standardized processes for the direct care system.

Thank you for your interest in the health and 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,

A handwritten signature in blue ink that reads "A. M. Kurta".

A. M. Kurta
Performing the Duties of the Under Secretary of
Defense for Personnel and Readiness

Enclosure:
As stated

cc:
The Honorable Jack Reed
Ranking Member



PERSONNEL AND
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MAR 27 2017

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

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Sincerely,

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A. M. Kurta
Performing the Duties of the Under Secretary of
Defense for Personnel and Readiness

Enclosure:
As stated

cc:
The Honorable Adam Smith
Ranking Member

National Defense Authorization Act for Fiscal Year 2017, Section 709



Report on Missed Appointments in Military Treatment Facilities

The estimated cost of this report or study for the Department of Defense is approximately \$3,800 for the 2017 Fiscal Year. This includes \$25 in expenses and \$3,770 in DoD labor.

Executive Summary

Section 709 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017 (Public Law 114-328), requires a report to the Congressional Defense Committees on the total number of medical appointments at Military Treatment Facilities (MTFs) for which a covered beneficiary failed to appear without prior notification during the year preceding the report.

More specifically, the NDAA for FY 2017 requires that the report include for each MTF: the top five 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 for missed appointments. The NDAA for FY 2017 requires an assessment of strategies to reduce the number of missed appointments. This report is organized along the major categories as described above.

Missed appointments negatively impact access to care for beneficiaries seeking care in MTFs and result in inefficient use of Military Health System (MHS) resources. The FY 2016 average missed appointment rate for primary and specialty care appointments was 6.6 percent. The average missed appointment rates in primary and specialty care were similar at 6.5 percent and 6.7 percent, respectively, with little variation from month-to-month. The MHS average missed appointment rate is consistent with a recent study by the Medical Group Practice Association, which demonstrated an average rate of 5 to 7 percent across the healthcare industry.¹ In FY 2016, the MHS estimates the cost of missed appointments totaled \$69 Million in primary care and \$265 Million in specialty care.

The MHS employs multiple strategies to minimize the number of missed appointments in MTFs. These strategies align with those recommended by healthcare industry experts and include text and email reminders, automated telephone reminders, on-line appointment cancellation options and the use of the MHS' Nurse Advice Line to allow beneficiaries to cancel appointments 24 hours a day, seven days a week.

The MHS will continue to monitor and employ solutions to reduce the number of missed appointment in MTFs. In the next year, the MHS will develop a mechanism to identify the most common reasons for missed appointments by MTF and also will continue additional analysis to predict missed appointments by demographic group, type of appointment, and time of day or day of week, and by product line. This information will be used to develop additional standard processes across the MHS to reduce missed appointments in MTFs.

¹ <http://blogs.aafp.org/fpm/gettingpaid/category/Practice+management>, accessed 26 January 2017

Section A: Top Five Reasons for Missed Appointments

The MHS currently does not have a quantitative methodology for assessing the top reasons for missed appointments at MTFs. The Department is developing an implementation plan and sampling methodology to collect data on the top reasons for missed appointments at each MTF for inclusion in future reports.

For this report, the Department conducted qualitative analysis by querying MHS subject matter experts on the most common reasons for missed appointments. Missed appointments are defined as those appointments for which the beneficiary failed to appear and did not cancel the appointment in advance. The MHS offers multiple ways to cancel MTF appointments; these options are outlined in Section D of this report. The following five reasons for missed appointments were common across the MTFs:

- 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 2016. Table 1 below shows that between October 1, 2015 and September 30, 2016, beneficiaries missed 659,873 or 6.5 percent of primary care appointments across the MHS; the calculated median missed appointment rate in primary care was 6.3 percent. The range among individual MTFs was 2.7 percent to 10.1 percent. Table 1 also shows beneficiaries missed 912,348 specialty care appointments or 6.7 percent across the MHS; the calculated median missed appointment rate in specialty care was 6.8 percent. The range among individual MTFs was 3.6 percent to 12.1 percent. Data on the number of missed appointments by MTF is provided in Appendix A.

Table 1: Direct Care Average Number and Percent of Missed Appointments in FY 2016

	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
Total Direct Care	659,873	10,137,835	6.5%	912,348	13,558,858	6.7%

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 2 below shows the FY 2016 total estimated cost of missed primary care appointments was \$69 Million and the total estimated cost of missed specialty care appointments was \$265 Million. Data on the cost of missed primary and specialty care appointments for each MTF are provided in Appendix B.

Table 2: FY 2016 Cost of Missed Primary and Specialty Care Appointments

	Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Specialty Care Missed Appointments	Average cost per Specialty Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Total Estimated Cost of Missed Appointments
Total Direct Care	659,873	\$ 105	\$ 69,286,665	912,348	\$ 290	\$ 264,580,920	\$ 333,867,585

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 may result in the beneficiary being sent to the Private Sector Care network and incurring unnecessary cost to the Department.

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

The MHS employs 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 the strategies below are used simultaneously across the direct care system. 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 (CHCS) appointment scheduling system. The reminder also provides the beneficiary with information on how to cancel the appointment, if necessary.

TRICARE OnLine (TOL) Patient Portal: The TOL patient portal allows 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. 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. 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.

MTF Appointment Lines: During duty hours, beneficiaries may contact their local MTF appointment line to cancel primary or specialty care appointments.

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.

Nurse Advice Line (NAL): Beneficiaries may contact the NAL 24 hours a day, 7 days to cancel primary care appointments. NAL booking agents have access only to MTF primary care appointment schedules in CHCS.

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

³ <http://www.mgma.com/blog/30-ways-to-reduce-patient-no-shows>, accessed 26 January 2017

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.

In the next year, the Department will develop a quantitative methodology to identify the most common reasons for missed appointments by MTF. The Department also is developing a new stakeholder campaign plan to educate beneficiaries on all access to care options; this campaign plan will include information on how to set email and/or text appointment reminders in TOL, and other options for cancelling appointments. Finally, the Department is developing additional analytics capabilities for MTFs to use in identifying, predicting, and preventing missed appointments by demographic group, type of appointment by product line, and which day of week or times of day are most likely to result in missed appointments. The Department will use this detailed information on missed appointments to develop additional standard processes to reduce missed appointments across the MTFs.

Appendix A: FY 2016 Average Number and Percent of Missed Appointments by MTF

Service	MTF	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	0001- AHC FOX-REDSTONE ARSENAL	2,814	35,480	7.9%	1,472	17,469	8.4%
Army	0003- AHC LYSSTER-RUCKER	2,564	64,169	4.0%	2,208	39,204	5.6%
Air Force	0004- AF-C-42nd MED GRP-MAXWELL	2,568	36,956	6.9%	1,912	30,603	6.2%
Army	0005- ACH BASSETT-WAINWRIGHT	3,083	68,805	4.5%	4,773	104,593	4.6%
Air Force	0006- AF-H-673rd-ELMENDORF	5,246	77,037	6.8%	7,136	137,601	5.2%
Army	0008- AHC R W BLISS-HUACHUCA	2,115	49,533	4.3%	1,093	19,966	5.5%
Air Force	0009- AF-C-56th MED GRP-LUKE	4,121	62,095	6.6%	2,545	37,156	6.8%
Air Force	0010- AF-C-355th MED GRP-DM	2,292	41,424	5.5%	2,490	38,293	6.5%
Air Force	0013- AF-C-19th MED GRP-LITTLE ROCK	2,069	31,960	6.5%	1,377	20,150	6.8%
Air Force	0014- AF-MC-60th MED GRP-TRAVIS	8,237	83,782	9.8%	11,487	157,019	7.3%
Air Force	0015- AF-C-9th MED GRP-BEALE	1,164	22,505	5.2%	579	14,577	4.0%
Air Force	0018- AF-C-30th MED GRP-VANDENBERG	1,266	17,642	7.2%	686	12,839	5.3%
Air Force	0019- AF-C-412th MED GRP-EDWARDS	970	16,259	6.0%	751	14,878	5.0%
Navy	0024- NH CAMP PENDLETON	18,703	206,460	9.1%	41,756	364,059	11.5%
Navy	0028- NH LEMOORE	3,322	48,134	6.9%	3,840	39,663	9.7%
Navy	0029- NMC SAN DIEGO	28,108	312,397	9.0%	64,064	753,845	8.5%
Navy	0030- NH TWENTYNINE PALMS	4,301	51,644	8.3%	7,209	63,215	11.4%
Army	0032- ACH EVANS-CARSON	11,553	199,808	5.8%	14,063	273,485	5.1%
Air Force	0033- AF-C-10th MED GRP-ACADEMY	2,907	51,599	5.6%	5,779	86,766	6.7%
Air Force	0036- AF-C-436th MED GRP-DOVER	1,478	27,425	5.4%	770	15,983	4.8%
Navy	0038- NH PENSACOLA	10,652	169,009	6.3%	13,465	188,067	7.2%
Navy	0039- NH JACKSONVILLE	17,612	214,314	8.2%	21,328	248,507	8.6%
Air Force	0042- AF-H-96th MED GRP-EGLIN	7,976	98,847	8.1%	8,437	166,500	5.1%
Air Force	0043- AF-C-325th MED GRP-TYNDALL	2,141	32,853	6.5%	861	15,485	5.6%
Air Force	0045- AF-C-6th MED GRP-MACDILL	6,646	84,074	7.9%	5,699	72,471	7.9%
Air Force	0046- AF-C-45th MED GRP-PATRICK	2,895	37,019	7.8%	1,311	15,783	8.3%
Army	0047- AMC EISENHOWER-GORDON	12,530	195,839	6.4%	17,217	274,048	6.3%
Army	0048- ACH MARTIN-BENNING	12,685	219,494	5.8%	14,565	202,215	7.2%
Army	0049- ACH WINN-STEWART	11,914	179,239	6.6%	10,825	208,233	5.2%
Air Force	0050- AF-C-23rd MED GRP-MOODY	1,540	24,487	6.3%	1,279	17,700	7.2%
Air Force	0051- AF-C-78th MED GRP-ROBINS	1,208	29,796	4.1%	1,409	19,789	7.1%
Army	0052- AMC TRIPLER-SHAFTER	14,802	242,647	6.1%	29,145	516,071	5.6%
Air Force	0053- AF-H-366th MED GRP-MT HOME	1,154	24,013	4.8%	809	16,849	4.8%
Air Force	0055- AF-C-375th MED GRP-SCOTT	3,724	55,216	6.7%	3,031	41,649	7.3%
Navy	0056- JAMES A LOVELL FHCC	4,982	108,704	4.6%	5,129	48,632	10.5%
Army	0057- ACH IRWIN-RILEY	4,820	108,938	4.4%	9,055	184,227	4.9%
Army	0058- AHC MUNSON-LEAVENWORTH	1,854	55,555	3.3%	2,877	44,591	6.5%
Air Force	0059- AF-C-22nd MED GRP-MCCONNELL	1,935	27,517	7.0%	1,162	16,577	7.0%
Army	0060- ACH BLANCHFIELD-CAMPBELL	12,410	207,813	6.0%	11,513	272,826	4.2%
Army	0061- ACH IRELAND- KNOX	4,073	82,939	4.9%	7,174	135,401	5.3%
Air Force	0062- AF-C-2nd MED GRP-BARKSDALE	2,809	37,048	7.6%	2,134	29,959	7.1%
Army	0064- ACH BAYNE-JONES-POLK	3,204	62,170	5.2%	4,344	95,205	4.6%
Air Force	0066- AF-C-779th MED GRP-ANDREWS	6,504	64,255	10.1%	7,937	105,104	7.6%
NCR MD	0067- WALTER REED NATL MIL MED CNTR	12,188	144,288	8.4%	46,215	549,751	8.4%
Navy	0068- NHC PATUXENT RIVER	1,633	30,724	5.3%	3,862	40,030	9.6%
Army	0069- KIMBROUGH AMB CAR CEN-MEADE	13,257	197,275	6.7%	10,917	124,918	8.7%
Air Force	0073- AF-MC-81st MED GRP-KEESLER	3,790	57,753	6.6%	7,673	124,181	6.2%
Air Force	0074- AF-C-14th MED GRP-COLUMBUS	419	7,356	5.7%	696	11,101	6.3%
Army	0075- ACH LEONARD WOOD	3,295	69,992	4.7%	8,184	151,443	5.4%
Air Force	0076- AF-C-509th MED GRP-WHITEMAN	1,074	25,442	4.2%	1,338	20,671	6.5%
Air Force	0077- AF-C-341st MED GRP-MALMSTROM	1,503	22,088	6.8%	1,435	16,977	8.5%
Air Force	0078- AF-C-55th MED GRP-OFFUTT	3,476	65,242	5.3%	3,970	63,685	6.2%
Air Force	0079- AF-MC-99th MED GRP-NELLIS	9,579	114,006	8.4%	7,403	133,449	5.5%
Air Force	0083- AF-C-377th MED GRP-KIRTLAND	2,181	32,109	6.8%	2,066	29,258	7.1%
Air Force	0084- AF-C-49th MED GRP-HOLLOMAN	1,419	29,657	4.8%	1,162	21,401	5.4%
Air Force	0085- AF-C-27th SPCLOPS MDGRP-CANNON	1,644	23,285	7.1%	1,801	25,727	7.0%
Army	0086- ACH KELLER-WEST POINT	1,224	36,980	3.3%	2,323	34,217	6.8%
Army	0089- AMC WOMACK-BRAGG	22,370	336,192	6.7%	19,290	410,945	4.7%
Air Force	0090- AF-C-4th MED GRP-SJ	1,612	23,889	6.7%	1,389	19,683	7.1%
Navy	0091- NH CAMP LEJEUNE	15,996	222,908	7.2%	31,720	382,975	8.3%
Navy	0092- NHC CHERRY POINT	3,842	63,018	6.1%	4,654	62,365	7.5%
Air Force	0093- AF-C-319th MED GRP-GRAND FORKS	650	11,014	5.9%	703	9,014	7.8%
Air Force	0094- AF-C-5th MED GRP-MINOT	1,516	23,909	6.3%	1,459	25,129	5.8%
Air Force	0095- AF-MC-88th MED GRP-WRIGHT-PAT	5,735	95,271	6.0%	9,508	177,503	5.4%

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Air Force	0096- AF-C-72nd MED GRP-TINKER	3,558	37,993	9.4%	3,835	47,178	8.1%
Air Force	0097- AF-C-97th MED GRP-ALTUS	836	14,521	5.8%	409	6,535	6.3%
Army	0098- ACH REYNOLDS-SILL	4,448	91,039	4.9%	4,597	129,214	3.6%
Navy	0100- NHC NEW ENGLAND	3,554	76,044	4.7%	5,589	76,405	7.3%
Air Force	0101- AF-C-20th MED GRP-SHAW	2,585	36,645	7.1%	1,655	19,043	8.7%
Navy	0103- NHC CHARLESTON	2,031	23,664	8.6%	3,904	42,640	9.2%
Navy	0104- NH BEAUFORT	3,946	44,392	8.9%	7,374	61,094	12.1%
Army	0105- ACH MONCRIEF-JACKSON	4,306	67,436	6.4%	5,753	95,086	6.1%
Air Force	0106- AF-C-28th MED GRP-ELLSWORTH	1,382	30,296	4.6%	877	13,689	6.4%
Army	0108- AMC WILLIAM BEAUMONT-BLISS	14,345	236,138	6.1%	17,880	375,647	4.8%
Army	0109- AMC BAMC-FSH	16,349	260,249	6.3%	41,983	607,567	6.9%
Army	0110- AMC DARNALL-HOOD	20,537	295,944	6.9%	19,699	377,368	5.2%
Air Force	0112- AF-C-7th MED GRP-DYESS	1,988	28,307	7.0%	1,840	29,231	6.3%
Air Force	0113- AF-C-82nd MED GRP-SHEPPARD	1,440	21,727	6.6%	2,194	30,014	7.3%
Air Force	0114- AF-C-47th MED GRP-LAUGHLIN	679	10,153	6.7%	264	4,392	6.0%
Air Force	0117- AF-C-59th MDW-WHASC-LACKLAND	14,105	206,762	6.8%	20,865	290,501	7.2%
Navy	0118- NHC CORPUS CHRISTI	2,660	39,386	6.8%	2,145	24,825	8.6%
Air Force	0119- AF-C-75th MED GRP-HILL	3,295	50,715	6.5%	2,418	35,284	6.9%
Air Force	0120- AF-H-633rd MED GRP LANG-EUSTIS	8,742	93,446	9.4%	8,072	140,033	5.8%
Army	0121- AHC MCDONALD-EUSTIS	5,231	96,274	5.4%	4,688	83,906	5.6%
Army	0122- AHC KENNER-LEE	4,288	73,595	5.8%	2,446	33,531	7.3%
NCR_MD	0123- FT BELVOIR COMMUNITY HOSP-FBC	15,879	256,572	6.2%	33,013	434,882	7.6%
Navy	0124- NMC PORTSMOUTH	31,793	390,984	8.1%	51,217	681,541	7.5%
Army	0125- AMC MADIGAN-LEWIS	18,130	358,429	5.1%	23,512	496,702	4.7%
Navy	0126- NH BREMERTON	5,932	91,298	6.5%	11,880	151,542	7.8%
Navy	0127- NH OAK HARBOR	4,179	57,459	7.3%	2,843	37,118	7.7%
Air Force	0128- AF-C-92nd MED GRP-FAIRCHILD	1,312	22,512	5.8%	1,436	20,416	7.0%
Air Force	0129- AF-C-90th MED GRP-FE WARREN	1,164	21,342	5.5%	1,270	19,928	6.4%
Army	0131- ACH WEED-IRWIN	1,400	37,473	3.7%	1,383	24,560	5.6%
Air Force	0203- AF-C-354th MED GRP-EIELSON	658	13,008	5.1%	445	8,928	5.0%
Air Force	0248- AF-C-61st MED GRP-LOS ANGELES	1,883	20,257	9.3%	515	5,424	9.5%
Air Force	0252- AF-C-21st MED GRP-PETERSON	4,112	61,944	6.6%	2,521	36,340	6.9%
Navy	0280- NHC HAWAII	5,823	83,291	7.0%	6,839	71,845	9.5%
Air Force	0287- AF-C-15th MED GRP-HICKAM	1,750	36,221	4.8%	1,581	25,348	6.2%
Navy	0306- NHC ANNAPOLIS	2,467	38,755	6.4%	2,045	37,951	5.4%
Air Force	0310- AF-C-66th MED GRP-HANSCOM	909	14,742	6.2%	314	4,562	6.9%
Air Force	0326- AF-C-87th MED GRP-MCGUIRE	4,002	48,754	8.2%	4,165	40,048	10.4%
Army	0330- AHC GUTHRIE-DRUM	3,926	88,828	4.4%	4,828	117,494	4.1%
Air Force	0338- AF-C-71st MED GRP-VANCE	414	9,569	4.3%	330	8,389	3.9%
Air Force	0356- AF-C-628th MED GRP-CHARLESTON	2,205	29,750	7.4%	1,185	16,862	7.0%
Air Force	0364- AF-C-17th MED GRP-GOODFELLOW	1,142	18,078	6.3%	1,237	17,062	7.3%
Navy	0385- NHC QUANTICO	4,027	63,374	6.4%	5,100	47,652	10.7%
Air Force	0413- AF-C-579th MED GRP-BOLLING	1,980	21,315	9.3%	946	9,165	10.3%
Army	0607- LANDSTUHL REGIONAL MEDCEN	6,380	145,288	4.4%	13,312	273,467	4.9%
Army	0609- BAVARIA MEDDAC-VILSECK	4,356	138,597	3.1%	6,063	101,446	6.0%
Army	0610- AHC BG CRAWFORD SAMS-CAMP ZA	306	11,213	2.7%	559	7,755	7.2%
Army	0612- ACH BRIAN ALLGOOD-SEOUL	4,823	105,151	4.6%	5,730	109,738	5.2%
Navy	0615- NH GUANTANAMO BAY	667	8,620	7.7%	956	10,407	9.2%
Navy	0617- NH NAPLES	1,354	22,478	6.0%	1,569	25,625	6.1%
Navy	0618- NH ROTA	900	16,970	5.3%	1,153	20,809	5.5%
Navy	0620- NH GUAM-AGANA	2,424	38,430	6.3%	3,236	48,706	6.6%
Navy	0621- NH OKINAWA	7,343	111,263	6.6%	10,479	121,215	8.6%
Navy	0622- NH YOKOSUKA	5,732	78,849	7.3%	6,231	69,433	9.0%
Navy	0624- NH SIGONELLA	2,876	34,372	8.4%	1,363	18,391	7.4%
Air Force	0633- AF-H-48th MED GRP-LAKENHEATH	3,500	50,467	6.9%	3,237	70,882	4.6%
Air Force	0635- AF-C-39th MED GRP-INCIRLIK	242	6,794	3.6%	622	8,898	7.0%
Air Force	0637- AF-C-8th MED GRP-KUNSAN	315	6,434	4.9%	296	5,446	5.4%
Air Force	0638- AF-H-51st MED GRP-OSAN	1,318	18,021	7.3%	1,408	25,805	5.5%
Air Force	0639- AF-H-35th MED GRP-MISAWA	1,239	16,692	7.4%	1,235	17,400	7.1%
Air Force	0640- AF-H-374th MED GRP-YOKOTA	1,224	19,970	6.1%	1,348	20,349	6.6%
Air Force	0802- AF-C-36th MED GRP-ANDERSEN	1,006	16,330	6.2%	906	12,515	7.2%
Air Force	0804- AF-C-18th MED GRP-KADENA	2,975	38,945	7.6%	2,232	23,708	9.4%
Air Force	0805- AF-C-52nd MED GRP-SPANGDAHLEM	900	19,115	4.7%	821	14,796	5.5%
Air Force	0806- AF-C-86th MED GRP-RAMSTEIN	2,582	41,185	6.3%	2,859	33,371	8.6%
Air Force	0808- AF-H-31st MED GRP-AVIANO	1,110	19,741	5.6%	1,504	25,264	6.0%
Air Force	7139- AF-C-1st SPCL OPS MED-HURLBURT	2,061	38,146	5.4%	2,787	34,576	8.1%
Air Force	7200- AF-C-460th MED GRP-BUCKLEY	1,494	16,785	8.9%	886	10,238	8.7%

Appendix B: FY 2016 Estimated Cost of Missed Appointments by MTF

Service	MTF	Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Specialty Care Missed Appointments	Average cost per Specialty Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Total Estimated Cost of Missed Appointments
Army	0001- AHC FOX-REDSTONE ARSENAL	2,814	\$ 105	\$ 295,470	1,472	\$ 290	\$ 426,880	\$ 722,350
Army	0003- AHC LYSTER-RUCKER	2,564	\$ 105	\$ 269,220	2,208	\$ 290	\$ 640,320	\$ 909,540
Air Force	0004- AF-C-42nd MED GRP-MAXWELL	2,568	\$ 105	\$ 269,640	1,912	\$ 290	\$ 554,480	\$ 824,120
Army	0005- ACH BASSETT-WAINWRIGHT	3,083	\$ 105	\$ 323,715	4,773	\$ 290	\$ 1,384,170	\$ 1,707,885
Air Force	0006- AF-H-673rd-ELMENDORF	5,246	\$ 105	\$ 550,830	7,136	\$ 290	\$ 2,069,440	\$ 2,620,270
Army	0008- AHC R W BLISS-HUACHUCA	2,115	\$ 105	\$ 222,075	1,093	\$ 290	\$ 316,970	\$ 539,045
Air Force	0009- AF-C-56th MED GRP-LUKE	4,121	\$ 105	\$ 432,705	2,545	\$ 290	\$ 738,050	\$ 1,170,755
Air Force	0010- AF-C-355th MED GRP-DM	2,292	\$ 105	\$ 240,660	2,490	\$ 290	\$ 722,100	\$ 962,760
Air Force	0013- AF-C-19th MED GRP-LITTLE ROCK	2,069	\$ 105	\$ 217,245	1,377	\$ 290	\$ 399,330	\$ 616,575
Air Force	0014- AF-MC-60th MED GRP-TRAVIS	8,237	\$ 105	\$ 864,885	11,487	\$ 290	\$ 3,331,230	\$ 4,196,115
Air Force	0015- AF-C-9th MED GRP-BEALE	1,164	\$ 105	\$ 122,220	579	\$ 290	\$ 167,910	\$ 290,130
Air Force	0018- AF-C-30th MED GRP-VANDENBERG	1,266	\$ 105	\$ 132,930	686	\$ 290	\$ 198,940	\$ 331,870
Air Force	0019- AF-C-412th MED GRP-EDWARDS	970	\$ 105	\$ 101,850	751	\$ 290	\$ 217,790	\$ 319,640
Navy	0024- NH CAMP PENDLETON	18,703	\$ 105	\$ 1,963,815	41,756	\$ 290	\$ 12,109,240	\$ 14,073,055
Navy	0028- NH LEMOORE	3,322	\$ 105	\$ 348,810	3,840	\$ 290	\$ 1,113,600	\$ 1,462,410
Navy	0029- NMC SAN DIEGO	28,108	\$ 105	\$ 2,951,340	64,064	\$ 290	\$ 18,578,560	\$ 21,529,900
Navy	0030- NH TWENTYNINE PALMS	4,301	\$ 105	\$ 451,605	7,209	\$ 290	\$ 2,090,610	\$ 2,542,215
Army	0032- ACH EVANS-CARSON	11,553	\$ 105	\$ 1,213,065	14,063	\$ 290	\$ 4,078,270	\$ 5,291,335
Air Force	0033- AF-C-10th MED GRP-ACADEMY	2,907	\$ 105	\$ 305,235	5,779	\$ 290	\$ 1,675,910	\$ 1,981,145
Air Force	0036- AF-C-436th MED GRP-DOVER	1,478	\$ 105	\$ 155,190	770	\$ 290	\$ 223,300	\$ 378,490
Navy	0038- NH PENSACOLA	10,652	\$ 105	\$ 1,118,460	13,465	\$ 290	\$ 3,904,850	\$ 5,023,310
Navy	0039- NH JACKSONVILLE	17,612	\$ 105	\$ 1,849,260	21,328	\$ 290	\$ 6,185,120	\$ 8,034,380
Air Force	0042- AF-H-96th MED GRP-EGLIN	7,976	\$ 105	\$ 837,480	8,437	\$ 290	\$ 2,446,730	\$ 3,284,210
Air Force	0043- AF-C-325th MED GRP-TYNDALL	2,141	\$ 105	\$ 224,805	861	\$ 290	\$ 249,960	\$ 474,495
Air Force	0045- AF-C-6th MED GRP-MACDILL	6,646	\$ 105	\$ 697,830	5,699	\$ 290	\$ 1,652,710	\$ 2,350,540
Air Force	0046- AF-C-45th MED GRP-PATRICK	2,895	\$ 105	\$ 303,975	1,311	\$ 290	\$ 380,190	\$ 684,165
Army	0047- AMC EISENHOWER-GORDON	12,530	\$ 105	\$ 1,315,650	17,217	\$ 290	\$ 4,992,930	\$ 6,308,580
Army	0048- ACH MARTIN-BENNING	12,685	\$ 105	\$ 1,331,925	14,565	\$ 290	\$ 4,223,850	\$ 5,555,775
Army	0049- ACH WINN-STEWART	11,914	\$ 105	\$ 1,250,970	10,825	\$ 290	\$ 3,139,250	\$ 4,390,220
Air Force	0050- AF-C-23rd MED GRP-MOODY	1,540	\$ 105	\$ 161,700	1,279	\$ 290	\$ 370,910	\$ 532,610
Air Force	0051- AF-C-78th MED GRP-ROBINS	1,208	\$ 105	\$ 126,840	1,409	\$ 290	\$ 408,610	\$ 535,450
Army	0052- AMC TRIPLER-SHAFTER	14,802	\$ 105	\$ 1,554,210	29,145	\$ 290	\$ 8,452,050	\$ 10,006,260
Air Force	0053- AF-H-366th MED GRP-MT HOME	1,154	\$ 105	\$ 121,170	809	\$ 290	\$ 234,610	\$ 355,780
Air Force	0055- AF-C-375th MED GRP-SCOTT	3,724	\$ 105	\$ 391,020	3,031	\$ 290	\$ 878,990	\$ 1,270,010
Navy	0056- JAMES A LOVELL FHCC	4,982	\$ 105	\$ 523,110	5,129	\$ 290	\$ 1,487,410	\$ 2,010,520
Army	0057- ACH IRWIN-RILEY	4,820	\$ 105	\$ 506,100	9,055	\$ 290	\$ 2,625,950	\$ 3,132,050
Army	0058- AHC MUNSON-LEAVENWORTH	1,854	\$ 105	\$ 194,670	2,877	\$ 290	\$ 834,330	\$ 1,029,000
Air Force	0059- AF-C-22nd MED GRP-MCCONNELL	1,935	\$ 105	\$ 203,175	1,162	\$ 290	\$ 336,980	\$ 540,155
Army	0060- ACH BLANCHFIELD-CAMPBELL	12,410	\$ 105	\$ 1,303,050	11,513	\$ 290	\$ 3,338,770	\$ 4,641,820
Army	0061- ACH IRELAND- KNOX	4,073	\$ 105	\$ 427,665	7,174	\$ 290	\$ 2,080,460	\$ 2,508,125
Air Force	0062- AF-C-2nd MED GRP-BARKSDALE	2,809	\$ 105	\$ 294,945	2,134	\$ 290	\$ 618,860	\$ 913,805
Army	0064- ACH BAYNE-JONES-POLK	3,204	\$ 105	\$ 336,420	4,344	\$ 290	\$ 1,259,760	\$ 1,596,180
Air Force	0066- AF-C-779th MED GRP-ANDREWS	6,504	\$ 105	\$ 682,920	7,937	\$ 290	\$ 2,301,730	\$ 2,984,650
NCR_MD	0067- WALTER REED NATL MIL MED CNTR	12,188	\$ 105	\$ 1,279,740	46,215	\$ 290	\$ 13,402,350	\$ 14,682,090
Navy	0068- NHC PATUXENT RIVER	1,633	\$ 105	\$ 171,465	3,862	\$ 290	\$ 1,119,980	\$ 1,291,445
Army	0069- KIMBROUGH AMB CAR CEN-MEADE	13,257	\$ 105	\$ 1,391,985	10,917	\$ 290	\$ 3,165,930	\$ 4,557,915
Air Force	0073- AF-MC-81st MED GRP-KEESLER	3,790	\$ 105	\$ 397,950	7,673	\$ 290	\$ 2,225,170	\$ 2,623,120
Air Force	0074- AF-C-14th MED GRP-COLUMBUS	419	\$ 105	\$ 43,995	696	\$ 290	\$ 201,840	\$ 245,835
Army	0075- ACH LEONARD WOOD	3,295	\$ 105	\$ 345,975	8,184	\$ 290	\$ 2,373,360	\$ 2,719,335
Air Force	0076- AF-C-509th MED GRP-WHITEMAN	1,074	\$ 105	\$ 112,770	1,338	\$ 290	\$ 388,020	\$ 500,790
Air Force	0077- AF-C-341st MED GRP-MALMSTROM	1,503	\$ 105	\$ 157,815	1,435	\$ 290	\$ 416,150	\$ 573,965
Air Force	0078- AF-C-55th MED GRP-OFFUTT	3,476	\$ 105	\$ 364,980	3,970	\$ 290	\$ 1,151,300	\$ 1,516,280
Air Force	0079- AF-MC-99th MED GRP-NELLIS	9,579	\$ 105	\$ 1,005,795	7,403	\$ 290	\$ 2,146,870	\$ 3,152,665
Air Force	0083- AF-C-377th MED GRP-KIRTLAND	2,181	\$ 105	\$ 229,005	2,066	\$ 290	\$ 599,140	\$ 828,145
Air Force	0084- AF-C-49th MED GRP-HOLLOMAN	1,419	\$ 105	\$ 148,995	1,162	\$ 290	\$ 336,980	\$ 485,975
Air Force	0085- AF-C-27th SPCLOPS MDGRP-CANNON	1,644	\$ 105	\$ 172,620	1,801	\$ 290	\$ 522,290	\$ 694,910
Army	0086- ACH KELLER-WEST POINT	1,224	\$ 105	\$ 128,520	2,323	\$ 290	\$ 673,670	\$ 802,190
Army	0089- AMC WOMACK-BRAGG	22,370	\$ 105	\$ 2,348,850	19,290	\$ 290	\$ 5,594,100	\$ 7,942,950
Air Force	0090- AF-C-4th MED GRP-SJ	1,612	\$ 105	\$ 169,260	1,389	\$ 290	\$ 402,810	\$ 572,070
Navy	0091- NH CAMP LEJEUNE	15,996	\$ 105	\$ 1,679,580	31,720	\$ 290	\$ 9,198,800	\$ 10,878,380
Navy	0092- NHC CHERRY POINT	3,842	\$ 105	\$ 403,410	4,654	\$ 290	\$ 1,349,660	\$ 1,753,070
Air Force	0093- AF-C-319th MED GRP-GRAND FORKS	650	\$ 105	\$ 68,250	703	\$ 290	\$ 203,870	\$ 272,120
Air Force	0094- AF-C-5th MED GRP-MINOT	1,516	\$ 105	\$ 159,180	1,459	\$ 290	\$ 423,110	\$ 582,290
Air Force	0095- AF-MC-88th MED GRP-WRIGHT-PAT	5,735	\$ 105	\$ 602,175	9,508	\$ 290	\$ 2,757,320	\$ 3,359,495

Service	MTF	Primary Care Missed Appointments	Average Cost per Primary Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Specialty Care Missed Appointments	Average cost per Specialty Care Appointment	Total Estimated Cost of Missed Primary Care Appointments	Total Estimated Cost of Missed Appointments
Air Force	0096- AF-C-72nd MED GRP-TINKER	3,558	\$ 105	\$ 373,590	3,835	\$ 290	\$ 1,112,150	\$ 1,485,740
Air Force	0097- AF-C-97th MED GRP-ALTUS	836	\$ 105	\$ 87,780	409	\$ 290	\$ 118,610	\$ 206,390
Army	0098- ACH REYNOLDS-SILL	4,448	\$ 105	\$ 467,040	4,597	\$ 290	\$ 1,333,130	\$ 1,800,170
Navy	0100- NHC NEW ENGLAND	3,554	\$ 105	\$ 373,170	5,589	\$ 290	\$ 1,620,810	\$ 1,993,980
Air Force	0101- AF-C-20th MED GRP-SHAW	2,585	\$ 105	\$ 271,425	1,655	\$ 290	\$ 479,950	\$ 751,375
Navy	0103- NHC CHARLESTON	2,031	\$ 105	\$ 213,255	3,904	\$ 290	\$ 1,132,160	\$ 1,345,415
Navy	0104- NH BEAUFORT	3,946	\$ 105	\$ 414,330	7,374	\$ 290	\$ 2,138,460	\$ 2,552,790
Army	0105- ACH MONCRIEF-JACKSON	4,306	\$ 105	\$ 452,130	5,753	\$ 290	\$ 1,668,370	\$ 2,120,500
Air Force	0106- AF-C-28th MED GRP-ELLSWORTH	1,382	\$ 105	\$ 145,110	877	\$ 290	\$ 254,330	\$ 399,440
Army	0108- AMC WILLIAM BEAUMONT-BLISS	14,345	\$ 105	\$ 1,506,225	17,880	\$ 290	\$ 5,185,200	\$ 6,691,425
Army	0109- AMC BAMC-FSH	16,349	\$ 105	\$ 1,716,645	41,983	\$ 290	\$ 12,175,070	\$ 13,891,715
Army	0110- AMC DARNALL-HOOD	20,537	\$ 105	\$ 2,156,385	19,699	\$ 290	\$ 5,712,710	\$ 7,869,095
Air Force	0112- AF-C-7th MED GRP-DYESS	1,988	\$ 105	\$ 208,740	1,840	\$ 290	\$ 533,600	\$ 742,340
Air Force	0113- AF-C-82nd MED GRP-SHEPPARD	1,440	\$ 105	\$ 151,200	2,194	\$ 290	\$ 636,260	\$ 787,460
Air Force	0114- AF-C-47th MED GRP-LAUGHLIN	679	\$ 105	\$ 71,295	264	\$ 290	\$ 76,560	\$ 147,855
Air Force	0117- AF-C-59th MDW-WHASC-LACKLAND	14,105	\$ 105	\$ 1,481,025	20,865	\$ 290	\$ 6,050,850	\$ 7,531,875
Navy	0118- NHC CORPUS CHRISTI	2,660	\$ 105	\$ 279,300	2,145	\$ 290	\$ 622,050	\$ 901,350
Air Force	0119- AF-C-75th MED GRP-HILL	3,295	\$ 105	\$ 345,975	2,418	\$ 290	\$ 701,220	\$ 1,047,195
Air Force	0120- AF-H-633rd MED GRP LANG-EUSTIS	8,742	\$ 105	\$ 917,910	8,072	\$ 290	\$ 2,340,880	\$ 3,258,790
Army	0121- AHC MCDONALD-EUSTIS	5,231	\$ 105	\$ 549,255	4,688	\$ 290	\$ 1,359,520	\$ 1,908,775
Army	0122- AHC KENNER-LEE	4,288	\$ 105	\$ 450,240	2,446	\$ 290	\$ 709,340	\$ 1,159,580
NCR_MD	0123- FT BELVOIR COMMUNITY HOSP-FBC	15,879	\$ 105	\$ 1,667,295	33,013	\$ 290	\$ 9,573,770	\$ 11,241,065
Navy	0124- NMC PORTSMOUTH	31,793	\$ 105	\$ 3,338,265	51,217	\$ 290	\$ 14,852,930	\$ 18,191,195
Army	0125- AMC MADIGAN-LEWIS	18,130	\$ 105	\$ 1,903,650	23,512	\$ 290	\$ 6,818,480	\$ 8,722,130
Navy	0126- NH BREMERTON	5,932	\$ 105	\$ 622,860	11,880	\$ 290	\$ 3,445,200	\$ 4,068,060
Navy	0127- NH OAK HARBOR	4,179	\$ 105	\$ 438,795	2,843	\$ 290	\$ 824,470	\$ 1,263,265
Air Force	0128- AF-C-92nd MED GRP-FAIRCHILD	1,312	\$ 105	\$ 137,760	1,436	\$ 290	\$ 416,440	\$ 554,200
Air Force	0129- AF-C-90th MED GRP-FE WARREN	1,164	\$ 105	\$ 122,220	1,270	\$ 290	\$ 368,300	\$ 490,520
Army	0131- ACH WEED-IRWIN	1,400	\$ 105	\$ 147,000	1,383	\$ 290	\$ 401,070	\$ 548,070
Air Force	0203- AF-C-354th MED GRP-EIELSON	658	\$ 105	\$ 69,090	445	\$ 290	\$ 129,050	\$ 198,140
Air Force	0248- AF-C-61st MED GRP-LOS ANGELES	1,883	\$ 105	\$ 197,715	515	\$ 290	\$ 149,350	\$ 347,065
Air Force	0252- AF-C-21st MED GRP-PETERSON	4,112	\$ 105	\$ 431,760	2,521	\$ 290	\$ 731,090	\$ 1,162,850
Navy	0280- NHC HAWAII	5,823	\$ 105	\$ 611,415	6,839	\$ 290	\$ 1,983,310	\$ 2,594,725
Air Force	0287- AF-C-15th MED GRP-HICKAM	1,750	\$ 105	\$ 183,750	1,581	\$ 290	\$ 458,490	\$ 642,240
Navy	0306- NHC ANNAPOLIS	2,467	\$ 105	\$ 259,035	2,045	\$ 290	\$ 593,050	\$ 852,085
Air Force	0310- AF-C-66th MED GRP-HANSCOM	909	\$ 105	\$ 95,445	314	\$ 290	\$ 91,060	\$ 186,505
Air Force	0326- AF-C-87th MED GRP-MCGUIRE	4,002	\$ 105	\$ 420,210	4,165	\$ 290	\$ 1,207,850	\$ 1,628,060
Army	0330- AHC GUTHRIE-DRUM	3,926	\$ 105	\$ 412,230	4,828	\$ 290	\$ 1,400,120	\$ 1,812,350
Air Force	0338- AF-C-71st MED GRP-VANCE	414	\$ 105	\$ 43,470	330	\$ 290	\$ 95,700	\$ 139,170
Air Force	0356- AF-C-628th MED GRP-CHARLESTON	2,205	\$ 105	\$ 231,525	1,185	\$ 290	\$ 343,650	\$ 575,175
Air Force	0364- AF-C-17th MED GRP-GOODFELLOW	1,142	\$ 105	\$ 119,910	1,237	\$ 290	\$ 358,730	\$ 478,640
Navy	0385- NHC QUANTICO	4,027	\$ 105	\$ 422,835	5,100	\$ 290	\$ 1,479,000	\$ 1,901,835
Air Force	0413- AF-C-579th MED GRP-BOLLING	1,980	\$ 105	\$ 207,900	946	\$ 290	\$ 274,340	\$ 482,240
Army	0607- LANDSTUHL REGIONAL MEDCEN	6,380	\$ 105	\$ 669,900	13,312	\$ 290	\$ 3,860,480	\$ 4,530,380
Army	0609- BAVARIA MEDDAC-VILSECK	4,356	\$ 105	\$ 457,380	6,063	\$ 290	\$ 1,758,270	\$ 2,215,650
Army	0610- AHC BG CRAWFORD SAMS-CAMP ZA	306	\$ 105	\$ 32,130	559	\$ 290	\$ 162,110	\$ 194,240
Army	0612- ACH BRIAN ALLGOOD-SEOUL	4,823	\$ 105	\$ 506,415	5,730	\$ 290	\$ 1,661,700	\$ 2,168,115
Navy	0615- NH GUANTANAMO BAY	667	\$ 105	\$ 70,035	956	\$ 290	\$ 277,240	\$ 347,275
Navy	0617- NH NAPLES	1,354	\$ 105	\$ 142,170	1,569	\$ 290	\$ 455,010	\$ 597,180
Navy	0618- NH ROTA	900	\$ 105	\$ 94,500	1,153	\$ 290	\$ 334,370	\$ 428,870
Navy	0620- NH GUAM-AGANA	2,424	\$ 105	\$ 254,520	3,236	\$ 290	\$ 938,440	\$ 1,192,960
Navy	0621- NH OKINAWA	7,343	\$ 105	\$ 771,015	10,479	\$ 290	\$ 3,038,910	\$ 3,809,925
Navy	0622- NH YOKOSUKA	5,732	\$ 105	\$ 601,860	6,231	\$ 290	\$ 1,806,990	\$ 2,408,850
Navy	0624- NH SIGONELLA	2,876	\$ 105	\$ 301,980	1,363	\$ 290	\$ 395,270	\$ 697,250
Air Force	0633- AF-H-48th MED GRP-LAKENHEATH	3,500	\$ 105	\$ 367,500	3,237	\$ 290	\$ 938,730	\$ 1,306,230
Air Force	0635- AF-C-39th MED GRP-INCIRLIK	242	\$ 105	\$ 25,410	622	\$ 290	\$ 180,380	\$ 205,790
Air Force	0637- AF-C-8th MED GRP-KUNSAN	315	\$ 105	\$ 33,075	296	\$ 290	\$ 85,840	\$ 118,915
Air Force	0638- AF-H-51st MED GRP-OSAN	1,318	\$ 105	\$ 138,390	1,408	\$ 290	\$ 408,320	\$ 546,710
Air Force	0639- AF-H-35th MED GRP-MISAWA	1,239	\$ 105	\$ 130,095	1,235	\$ 290	\$ 358,150	\$ 488,245
Air Force	0640- AF-H-374th MED GRP-YOKOTA	1,224	\$ 105	\$ 128,520	1,348	\$ 290	\$ 390,920	\$ 519,440
Air Force	0802- AF-C-36th MED GRP-ANDERSEN	1,006	\$ 105	\$ 105,630	906	\$ 290	\$ 262,740	\$ 368,370
Air Force	0804- AF-C-18th MED GRP-KADENA	2,975	\$ 105	\$ 312,375	2,232	\$ 290	\$ 647,280	\$ 959,655
Air Force	0805- AF-C-52nd MED GRP-SPANGDAHLEM	900	\$ 105	\$ 94,500	821	\$ 290	\$ 238,090	\$ 332,590
Air Force	0806- AF-C-86th MED GRP-RAMSTEIN	2,582	\$ 105	\$ 271,110	2,859	\$ 290	\$ 829,110	\$ 1,100,220
Air Force	0808- AF-H-31st MED GRP-AVIANO	1,110	\$ 105	\$ 116,550	1,504	\$ 290	\$ 436,160	\$ 552,710
Air Force	7139- AF-C-1st SPCL OPS MED-HURLBURT	2,061	\$ 105	\$ 216,405	2,787	\$ 290	\$ 808,230	\$ 1,024,635
Air Force	7200- AF-C-460th MED GRP-BUCKLEY	1,494	\$ 105	\$ 156,870	886	\$ 290	\$ 256,940	\$ 413,810

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.