



PERSONNEL AND
READINESS

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

MAR 27 2018

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 the Secretary of Defense to submit 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 2017, beneficiaries missed 667,087 primary care appointments and 975,336 specialty care appointments. Estimated costs of primary and specialty care missed appointments were \$70M and \$283M, 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. The responses will be incorporated in an addendum to this report to be submitted in or around July of 2018. MHS strategies to minimize the number of missed appointments in MTFs are consistent with those widely used in the civilian health care industry. The MHS also is developing additional predictive analytical capabilities to assist in preventing missed appointments in the MTFs.

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 House Armed Services Committee.

Sincerely,

A handwritten signature in black ink that reads "Robert L. Wilkie".

Robert L. Wilkie

Enclosure:
As stated

cc:
The Honorable Jack Reed
Ranking Member



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MAR 27 2018

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

Dear Mr. Chairman:

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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 Senate Armed Services Committee.

Sincerely,

A handwritten signature in black ink that reads "Robert L. Wilkie".

Robert L. Wilkie

Enclosure:
As stated

cc:
The Honorable Adam Smith
Ranking Member

**Response to Section 709 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 (DoD) is approximately \$4,000 for the 2018 Fiscal Year. This includes \$25.00 in expenses and \$3,975.00 in DoD labor.

Executive Summary

As required in section 709 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017 (Public Law 114–328), this submission provides the second annual 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 (DoD) 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 2017 average missed appointment rate for primary and specialty care appointments was 6.7 percent, up slightly from last year's rate of 6.6 percent. The FY 2017 average missed appointment rates in primary and specialty care were similar at 6.5 percent and 6.8 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 2017, the MHS estimates the cost of missed appointments totaled \$70M in primary care and \$283M in specialty care. Notably, the total primary care beneficiary cancellation rate was higher than the missed appointment rate, averaging 14.2 percent in FY 2017 with 2.6 percent of appointments cancelled within two hours or less. The total specialty care beneficiary cancellation rate averaged 17 percent with 3 percent of appointments cancelled within two hours or less.

In FY 2017, 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. Because the HCSDB data will not be available until late February 2018, the MHS will provide results demonstrating the most common reasons for missed appointments by MTF in an addendum to this report by July 1, 2018.

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 and on-line portal appointment cancellation options and an ability to call or leave a cancellation message with the local MTF appointment line. As discussed in last year's report on missed appointments,

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

the MHS conducted additional analysis on the most common types of appointments missed or cancelled as well as the beneficiary category most likely to miss appointments. In FY 2018, the MHS will use this data on missed and cancelled appointments to develop a MTF tool to predict and potentially reduce missed or cancelled appointments.

PART I -- Top Five Reasons for Missed Appointments

In FY 2017, 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 services efforts over the previous twelve months and is sent randomly to TRICARE beneficiaries. Because the HCSDB data will not be available until late February 2018, the MHS will provide results demonstrating the most common reasons for missed appointments by MTF in an addendum to this report by July 1, 2018.

In the interim, 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.

Part II -- Comparison of Missed Appointments in Primary Care and Specialty Care

Appointment data were analyzed for FY 2017. Table 1 below shows that between October 1, 2016, and September 30, 2017, beneficiaries missed 667,087 or 6.5 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 2.2 percent to 11.9 percent. Table 1 also shows beneficiaries missed 975,336 specialty care appointments or 6.8 percent of 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 2.9 percent to 14.2 percent. Table 2 shows a comparison between average and median performance and MTF ranges for primary and specialty care. While the FY 2017 average missed appointment rate in primary care remained the same, the percent of missed appointments in specialty care increased slightly. In this year's report, 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 14.2 percent in FY 2017 with 2.6 percent of appointments cancelled within two hours or less. The total specialty care beneficiary cancellation rate averaged 17.0 percent with 3.0 percent of appointments cancelled within two hours or less. Data on the number of missed appointments by MTF are provided in Appendix A.

Table 1: Direct Care Average Number and Percent of Missed Appointments in FY 2017

	Number of Missed Appointments in Primary	Total Primary Care Appointments	Percent Missed Primary Care Appointments	Number of Missed Appointments in Specialty	Total Specialty Care Appointments	Percent Missed Specialty Care Appointments	Combined Total Percent Missed
Total Direct Care	667,087	10,305,088	6.5%	975,244	14,366,612	6.8%	6.7%

Table 2: Comparison of Average Percent Missed Appointments in FY 2016 vs. FY 2017

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

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

	Primary Care			Specialty Care		
	Missed Appointment Rate	Cancellations within 2 Hours or Less Notice	Total Beneficiary Cancellations	Missed Appointment Rate	Cancellations within 2 Hours or Less Notice	Total Beneficiary Cancellations
FY 2017	6.5%	2.6%	14.2%	6.8%	3.0%	17.0%

Part III -- 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 2017 total estimated costs of missed primary care appointments was \$70M and the total estimated cost of missed specialty care appointments was \$283M. Table 5 shows a comparison between the estimated costs of missed appointments in FY 2017 compared to FY 2016. Data on the estimated cost of missed primary and specialty care appointments for each MTF are provided in Appendix B.

Table 4: FY 2017 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 Specialty Care Appointments	Total Estimated Cost of Missed Appointments
Total Direct Care	667,087	\$ 105	\$ 70,044,135	975,244	\$ 290	\$ 282,820,760	\$ 352,864,895

Table 5: Comparison of Estimated Cost of Missed Appointments in FY 2016 vs. FY 2017

	Primary Care		Specialty Care		Total Primary and Specialty Care	
	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
Total Estimated Cost of Missed Appointments	\$ 69,286,665	\$ 70,044,135	\$ 264,580,920	\$ 282,820,760	\$ 333,867,585	\$ 352,864,895

² For this estimate, the Department used the average allowed amount for primary and specialty care visits in the Private Sector Care network as an estimate for Direct Care cost per visit. Although the cost of the missed Direct Care visit decreases access, in some specialties it may also lead to higher Private Sector Care costs.

Part IV -- 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 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[®].

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. The MHS has been educating stakeholders about the capability to set text and email reminders in the TOL Patient Portal. Table 6 depicts TOL text and email reminder data from a two-week period in 2016 and 2017. Data demonstrate a 20 percent increase in the number of TOL reminders sent in FY 2017 compared to the same period in FY 2016, indicating more beneficiaries are using the TOL Patient Portal appointment reminder feature. The MHS is developing a new report in the Direct Access Reporting Tool on Carepoint to provide more comprehensive TOL information. A full year's data on beneficiary use of text and email reminders will be available in next year's report to Congress on missed appointments.

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

Table 6: Annual Comparison of Numbers of Text and Email Reminders Sent for Two-Week Period

	28 Nov - 11 Dec 2016	27 Nov - 10 Dec 2017	One-Year Change
TOL Email Reminders	12,401	14,899	20.14%
TOL Text Reminders	8,606	10,332	20.06%
Total TOL Reminders	21,007	25,231	20.11%

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 appointments 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.

The MHS is conducting additional analysis on the days of the week and the times of day beneficiaries are most likely to miss or cancel appointments. In FY 2018, the MHS will use this data to develop a MTF tool to predict and potentially reduce the missed and cancelled appointment rates in primary and specialty care.

Appendix A: FY 2017 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
AIR FORCE	0004 - AF-C-42nd MED GRP-MAXWELL	2,830	42,151	6.71%	1,895	24,786	7.65%
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	964	12,891	7.48%	1,349	24,074	5.60%
AIR FORCE	0006 - AF-H-673rd-ELMENDORF	4,536	65,117	6.97%	6,327	114,893	5.51%
AIR FORCE	0009 - AF-C-56th MED GRP-LUKE	3,932	63,501	6.19%	2,739	35,768	7.66%
AIR FORCE	0010 - AF-C-355th MED GRP-DM	2,562	43,840	5.84%	2,739	39,043	7.02%
AIR FORCE	0013 - AF-C-19th MED GRP-LITTLE ROCK	2,217	35,344	6.27%	1,347	15,855	8.50%
AIR FORCE	0014 - AF-MC-60th MED GRP-TRAVIS	8,208	90,102	9.11%	11,653	171,220	6.81%
AIR FORCE	0015 - AF-C-9th MED GRP-BEALE	1,399	27,359	5.11%	705	11,779	5.99%
AIR FORCE	0018 - AF-C-30th MED GRP-VANDENBERG	1,616	22,675	7.13%	486	8,390	5.79%
AIR FORCE	0019 - AF-C-412th MED GRP-EDWARDS	1,229	20,849	5.89%	809	13,101	6.18%
AIR FORCE	0033 - AF-C-10th MED GRP-ACADEMY	3,331	64,655	5.15%	5,847	84,188	6.95%
AIR FORCE	0036 - AF-C-436th MED GRP-DOVER	1,920	31,249	6.14%	762	12,834	5.94%
AIR FORCE	0042 - AF-H-96th MED GRP-EGLIN	7,674	100,726	7.62%	8,507	162,775	5.23%
AIR FORCE	0043 - AF-C-325th MED GRP-TYNDALL	2,458	37,246	6.60%	806	11,858	6.80%
AIR FORCE	0045 - AF-C-6th MED GRP-MACDILL	7,920	98,093	8.07%	4,718	45,530	10.36%
AIR FORCE	0046 - AF-C-45th MED GRP-PATRICK	3,086	38,491	8.02%	1,081	11,674	9.26%
AIR FORCE	0050 - AF-C-23rd MED GRP-MOODY	1,593	30,352	5.25%	1,081	12,555	8.61%
AIR FORCE	0051 - AF-C-78th MED GRP-ROBINS	1,770	38,157	4.64%	1,854	17,694	10.48%
AIR FORCE	0053 - AF-H-366th MED GRP-MT HOME	1,337	25,591	5.22%	924	17,425	5.30%
AIR FORCE	0055 - AF-C-375th MED GRP-SCOTT	4,320	65,709	6.57%	3,217	41,402	7.77%
AIR FORCE	0059 - AF-C-22nd MED GRP-MCCONNELL	2,069	30,816	6.71%	1,211	14,131	8.57%
AIR FORCE	0062 - AF-C-2nd MED GRP-BARKSDALE	2,803	43,840	6.39%	1,936	24,818	7.80%
AIR FORCE	0066 - AF-C-779th MED GRP-ANDREWS	7,089	71,872	9.86%	7,663	96,167	7.97%
AIR FORCE	0073 - AF-MC-81st MED GRP-KEESLER	4,669	63,820	7.32%	7,446	121,822	6.11%
AIR FORCE	0074 - AF-C-14th MED GRP-COLUMBUS	514	11,352	4.53%	540	7,094	7.61%
AIR FORCE	0076 - AF-C-509th MED GRP-WHITEMAN	1,494	34,688	4.31%	748	8,764	8.53%
AIR FORCE	0077 - AF-C-341st MED GRP-MALMSTROM	1,774	27,938	6.35%	1,396	12,793	10.91%
AIR FORCE	0078 - AF-C-55th MED GRP-OFFUTT	4,581	76,076	6.02%	4,113	50,085	8.21%
AIR FORCE	0079 - AF-MC-99th MED GRP-NELLIS	8,691	116,072	7.49%	7,139	133,781	5.34%
AIR FORCE	0083 - AF-C-377th MED GRP-KIRTLAND	2,234	31,908	7.00%	2,138	21,308	10.03%
AIR FORCE	0084 - AF-C-49th MED GRP-HOLLOMAN	1,348	34,077	3.96%	903	16,320	5.53%
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,393	26,950	5.17%	1,391	19,937	6.98%
AIR FORCE	0090 - AF-C-4th MED GRP-SJ	2,188	27,757	7.88%	1,480	16,865	8.78%
AIR FORCE	0093 - AF-C-319th MED GRP-GRAND FORKS	653	13,662	4.78%	599	8,811	6.80%
AIR FORCE	0094 - AF-C-5th MED GRP-MINOT	1,649	30,723	5.37%	1,333	18,376	7.25%
AIR FORCE	0095 - AF-MC-88th MED GRP-WRIGHT-PAT	6,330	100,753	6.28%	9,914	194,591	5.09%
AIR FORCE	0096 - AF-C-72nd MED GRP-TINKER	3,946	46,301	8.52%	3,986	39,462	10.10%
AIR FORCE	0097 - AF-C-97th MED GRP-ALTUS	1,025	16,965	6.04%	224	3,045	7.36%
AIR FORCE	0101 - AF-C-20th MED GRP-SHAW	2,338	37,439	6.24%	1,344	15,665	8.58%
AIR FORCE	0106 - AF-C-28th MED GRP-ELLSWORTH	1,449	30,420	4.76%	717	11,265	6.36%
AIR FORCE	0112 - AF-C-7th MED GRP-DYESS	1,868	31,053	6.02%	1,863	24,423	7.63%
AIR FORCE	0113 - AF-C-82nd MED GRP-SHEPPARD	2,515	34,749	7.24%	1,640	19,126	8.57%
AIR FORCE	0114 - AF-C-47th MED GRP-LAUGHLIN	725	11,843	6.12%	202	3,223	6.27%
AIR FORCE	0117 - AF-C-59th MDW-WHASC-LACKLAND	16,318	242,901	6.72%	21,036	284,908	7.38%
AIR FORCE	0119 - AF-C-75th MED GRP-HILL	3,291	48,928	6.73%	2,659	32,261	8.24%
AIR FORCE	0120 - AF-H-633rd MED GRP LANG-EUSTIS	6,963	72,570	9.59%	7,472	114,759	6.51%
AIR FORCE	0120 - AF-H-633rd MEDGRP JBLE-LANGLEY	1,518	14,756	10.29%	1,453	21,627	6.72%
AIR FORCE	0128 - AF-C-92nd MED GRP-FAIRCHILD	682	11,939	5.71%	553	6,212	8.90%
AIR FORCE	0129 - AF-C-90th MED GRP-FE WARREN	1,608	30,961	5.19%	879	10,785	8.15%
AIR FORCE	0203 - AF-C-354th MED GRP-EIELSON	699	15,024	4.65%	366	5,924	6.18%
AIR FORCE	0248 - AF-C-61st MED GRP-LOS ANGELES	2,135	20,687	10.32%	359	3,794	9.46%
AIR FORCE	0252 - AF-C-21st MED GRP-PETERSON	3,964	63,861	6.21%	2,159	29,748	7.26%
AIR FORCE	0287 - AF-C-15th MED GRP JBHP-HICKAM	307	6,630	4.63%	191	3,986	4.79%
AIR FORCE	0287 - AF-C-15th MED GRP-HICKAM	1,850	34,315	5.39%	1,129	16,553	6.82%
AIR FORCE	0310 - AF-C-66th MED GRP-HANSCOM	1,001	15,912	6.29%	334	4,314	7.74%
AIR FORCE	0326 - AF-C-87th MED GRP-MCGUIRE	3,788	45,306	8.36%	3,229	29,879	10.81%
AIR FORCE	0326 - AF-C-87th MEDGRP JBMDL-MCGUIRE	673	7,832	8.59%	603	5,844	10.32%
AIR FORCE	0338 - AF-C-71st MED GRP-VANCE	471	14,264	3.30%	317	3,783	8.38%
AIR FORCE	0356 - AF-C-628th MED GRP-CHARLESTON	2,258	33,909	6.66%	1,247	12,849	9.71%
AIR FORCE	0364 - AF-C-17th MED GRP-GOODFELLOW	1,229	22,332	5.50%	710	8,708	8.15%
AIR FORCE	0395 - AF-LS-62nd MED FLT-JBLM	50	1,800	2.78%	12	286	4.20%
AIR FORCE	0395 - AF-LS-62nd MED FLT-JBLM-MCHORD	89	1,767	5.04%	6	210	2.86%
AIR FORCE	0395 - AF-LS-62nd MED SQ-MCCHORD	291	7,478	3.89%	87	1,516	5.74%
AIR FORCE	0413 - AF-C-579th MED GRP-BOLLING	2,750	23,152	11.88%	956	6,731	14.20%
AIR FORCE	0633 - AF-H-48th MED GRP-LAKENHEATH	2,567	52,122	4.92%	2,815	63,143	4.46%
AIR FORCE	0635 - AF-C-39th MED GRP-INCIRLIK	306	7,148	4.28%	433	5,780	7.49%
AIR FORCE	0637 - AF-C-8th MED GRP-KUNSAN	453	9,517	4.76%	311	4,842	6.42%
AIR FORCE	0638 - AF-H-51st MED GRP-OSAN	1,298	20,378	6.37%	1,478	23,769	6.22%
AIR FORCE	0639 - AF-H-35th MED GRP-MISAWA	1,138	18,930	6.01%	1,108	15,611	7.10%
AIR FORCE	0640 - AF-H-374th MED GRP-YOKOTA	1,312	20,479	6.41%	1,394	20,934	6.66%
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	113	3,210	3.52%	21	309	6.80%

Appendix A: FY 2017 Average Number and Percent of Missed Appointments by MTF (Continued)

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
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	190	5,456	3.48%	82	1,035	7.92%
AIR FORCE	0802 - AF-C-36th MED GRP-ANDERSEN	932	19,205	4.85%	694	7,999	8.68%
AIR FORCE	0804 - AF-C-18th MED GRP-KADENA	2,894	41,068	7.05%	2,031	20,794	9.77%
AIR FORCE	0805 - AF-C-52nd MED GRP-SPANGDAHLEM	1,026	21,421	4.79%	913	12,891	7.08%
AIR FORCE	0806 - AF-C-86th MED GRP-RAMSTEIN	3,136	49,691	6.31%	2,652	27,578	9.62%
AIR FORCE	0808 - AF-H-31st MED GRP-AVIANO	1,367	25,273	5.41%	1,291	20,799	6.21%
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	317	6,031	5.26%	53	1,083	4.89%
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,236	47,540	4.70%	1,874	37,078	5.05%
AIR FORCE	7200 - AF-C-460th MED GRP-BUCKLEY	1,827	20,831	8.77%	867	9,755	8.89%
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,631	38,043	6.92%	1,515	18,912	8.01%
ARMY	0003 - AHC LYSSTER-RUCKER	2,614	61,254	4.27%	2,757	37,671	7.32%
ARMY	0005 - ACH BASSETT-WAINWRIGHT	3,214	72,580	4.43%	4,514	108,403	4.16%
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,613	39,624	4.07%	1,669	34,397	4.85%
ARMY	0032 - ACH EVANS-CARSON	13,815	210,003	6.58%	19,159	319,731	5.99%
ARMY	0047 - AMC EISENHOWER-GORDON	11,956	189,680	6.30%	20,361	306,812	6.64%
ARMY	0048 - ACH MARTIN-BENNING	11,000	173,752	6.33%	15,161	260,697	5.82%
ARMY	0049 - ACH WINN-STEWART	13,598	196,418	6.92%	12,291	232,365	5.29%
ARMY	0052 - AMC TRIPLER-SHAFTER	14,998	234,453	6.40%	29,715	501,347	5.93%
ARMY	0057 - ACH IRWIN-RILEY	5,611	103,914	5.40%	9,938	178,824	5.56%
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,276	55,226	4.12%	3,598	47,393	7.59%
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	13,873	250,616	5.54%	15,157	321,384	4.72%
ARMY	0061 - AHC IRELAND-KNOX	3,568	81,355	4.39%	7,857	115,081	6.83%
ARMY	0064 - ACH BAYNE-JONES-POLK	3,842	66,537	5.77%	5,078	91,987	5.52%
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	12,118	205,911	5.89%	10,729	133,868	8.01%
ARMY	0075 - ACH LEONARD WOOD	3,195	71,680	4.46%	7,700	152,702	5.04%
ARMY	0086 - ACH KELLER-WEST POINT	1,272	36,445	3.49%	1,974	33,625	5.87%
ARMY	0089 - AMC WOMACK-BRAGG	24,399	369,091	6.61%	29,311	515,667	5.68%
ARMY	0098 - AHC REYNOLDS-SILL	5,145	101,399	5.07%	4,312	110,700	3.90%
ARMY	0105 - AHC MONCRIEF-JACKSON	4,588	71,048	6.46%	4,709	96,342	4.89%
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,581	239,823	5.66%	21,847	401,204	5.45%
ARMY	0109 - AMC BAMC-FSH	17,825	296,733	6.01%	44,239	708,167	6.25%
ARMY	0110 - AMC DARNALL-HOOD	20,646	327,991	6.29%	28,658	515,076	5.56%
ARMY	0121 - AHC MCDONALD-EUSTIS	4,529	84,023	5.39%	6,310	106,739	5.91%
ARMY	0122 - AHC KENNER-LEE	4,329	72,572	5.97%	3,130	41,847	7.48%
ARMY	0125 - AMC MADIGAN-LEWIS	18,410	325,294	5.66%	29,007	582,424	4.98%
ARMY	0131 - ACH WEED-IRWIN	1,442	37,281	3.87%	2,671	37,001	7.22%
ARMY	0330 - AHC GUTHRIE-DRUM	4,465	88,376	5.05%	6,992	139,974	5.00%
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,286	156,556	4.65%	17,088	293,467	5.82%
ARMY	0609 - BAVARIA MEDDAC-VILSECK	5,003	139,012	3.60%	6,610	108,818	6.07%
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP ZA	233	10,771	2.16%	446	8,235	5.42%
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	3,913	104,995	3.73%	6,464	122,032	5.30%
NAVY	0024 - NH CAMP PENDLETON	17,962	208,829	8.60%	42,460	362,894	11.70%
NAVY	0028 - NH LEMOORE	3,727	48,925	7.62%	3,796	41,429	9.16%
NAVY	0029 - NMC SAN DIEGO	26,981	279,702	9.65%	70,485	836,773	8.42%
NAVY	0030 - NH TWENTYNINE PALMS	4,085	54,878	7.44%	6,557	66,383	9.88%
NAVY	0038 - NH PENSACOLA	10,332	172,803	5.98%	11,801	174,354	6.77%
NAVY	0039 - NH JACKSONVILLE	17,247	219,109	7.87%	18,381	208,171	8.83%
NAVY	0056 - JAMES A LOVELL FHCC	2,609	33,719	7.74%	8,146	124,924	6.52%
NAVY	0068 - NHC PATUXENT RIVER	3,256	47,944	6.79%	2,170	23,028	9.42%
NAVY	0091 - NMC CAMP LEJEUNE	15,082	208,730	7.23%	27,960	401,641	7.74%
NAVY	0092 - NHC CHERRY POINT	3,391	59,234	5.72%	5,197	58,501	8.88%
NAVY	0100 - NHC NEW ENGLAND	3,107	62,949	4.94%	5,970	79,399	7.52%
NAVY	0103 - NHC CHARLESTON	1,701	22,462	7.57%	3,206	38,208	8.39%
NAVY	0104 - NH BEAUFORT	2,920	36,926	7.91%	8,217	75,430	10.89%
NAVY	0118 - NHC CORPUS CHRISTI	2,266	38,358	5.91%	2,460	30,354	8.10%
NAVY	0124 - NMC PORTSMOUTH	30,414	361,840	8.41%	57,615	726,532	7.93%
NAVY	0126 - NH BREMERTON	5,696	82,544	6.90%	10,863	128,753	8.44%
NAVY	0127 - NH OAK HARBOR	2,416	37,640	6.42%	2,737	31,252	8.76%
NAVY	0280 - NHC HAWAII	4,933	72,942	6.76%	7,839	89,287	8.78%
NAVY	0306 - NHC ANNAPOLIS	1,903	23,186	8.21%	3,004	60,777	4.94%
NAVY	0385 - NHC QUANTICO	3,155	49,908	6.32%	6,065	70,673	8.58%
NAVY	0615 - NH GUANTANAMO BAY	846	9,531	8.88%	1,144	11,725	9.76%
NAVY	0617 - NH NAPLES	811	18,299	4.43%	1,437	28,062	5.12%
NAVY	0618 - NH ROTA	946	17,640	5.36%	1,386	21,152	6.55%
NAVY	0620 - NH GUAM-AGANA	2,261	37,088	6.10%	3,118	46,464	6.71%
NAVY	0621 - NH OKINAWA	6,298	98,277	6.41%	10,560	132,753	7.95%
NAVY	0622 - NH YOKOSUKA	5,827	77,374	7.53%	5,879	71,592	8.21%
NAVY	0624 - NH SIGONELLA	2,563	30,271	8.47%	2,274	22,536	10.09%
NCRMD	0067 - WALTER REED NATL MIL MED CNTR	10,090	114,595	8.80%	45,652	600,099	7.61%
NCRMD	0123 - FT BELVOIR COMMUNITY HOSP-FBCH	15,980	257,133	6.21%	35,352	483,781	7.31%
Total	All MTFs	667,087	10,305,088	6.5%	975,244	14,366,612	6.8%

Appendix B: FY 2017 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 Specialty Care Appointments	Total Estimated Cost of Missed Appointments
AIR FORCE	0004 - AF-C-42nd MED GRP-MAXWELL	2,830	\$ 105	\$ 297,150	1,895	\$ 290	\$ 549,550	\$ 846,700
AIR FORCE	0006 - AF-H-673rd MEDGRP JBER-ELMNDRF	964	\$ 105	\$ 101,220	1,349	\$ 290	\$ 391,210	\$ 492,430
AIR FORCE	0006 - AF-H-673rd-ELMENDORF	4,536	\$ 105	\$ 476,280	6,327	\$ 290	\$ 1,834,830	\$ 2,311,110
AIR FORCE	0009 - AF-C-56th MED GRP-LUKE	3,932	\$ 105	\$ 412,860	2,739	\$ 290	\$ 794,310	\$ 1,207,170
AIR FORCE	0010 - AF-C-355th MED GRP-DM	2,562	\$ 105	\$ 269,010	2,739	\$ 290	\$ 794,310	\$ 1,063,320
AIR FORCE	0013 - AF-C-19th MED GRP-LITTLE ROCK	2,217	\$ 105	\$ 232,785	1,347	\$ 290	\$ 390,630	\$ 623,415
AIR FORCE	0014 - AF-MC-60th MED GRP-TRAVIS	8,208	\$ 105	\$ 861,840	11,653	\$ 290	\$ 3,379,370	\$ 4,241,210
AIR FORCE	0015 - AF-C-9th MED GRP-BEALE	1,399	\$ 105	\$ 146,895	705	\$ 290	\$ 204,450	\$ 351,345
AIR FORCE	0018 - AF-C-30th MED GRP-VANDENBERG	1,616	\$ 105	\$ 169,680	486	\$ 290	\$ 140,940	\$ 310,620
AIR FORCE	0019 - AF-C-412th MED GRP-EDWARDS	1,229	\$ 105	\$ 129,045	809	\$ 290	\$ 234,610	\$ 363,655
AIR FORCE	0033 - AF-C-10th MED GRP-ACADEMY	3,331	\$ 105	\$ 349,755	5,847	\$ 290	\$ 1,695,630	\$ 2,045,385
AIR FORCE	0036 - AF-C-436th MED GRP-DOVER	1,920	\$ 105	\$ 201,600	762	\$ 290	\$ 220,980	\$ 422,580
AIR FORCE	0042 - AF-H-96th MED GRP-EGLIN	7,674	\$ 105	\$ 805,770	8,507	\$ 290	\$ 2,467,030	\$ 3,272,800
AIR FORCE	0043 - AF-C-325th MED GRP-TYNDALL	2,458	\$ 105	\$ 258,090	806	\$ 290	\$ 233,740	\$ 491,830
AIR FORCE	0045 - AF-C-6th MED GRP-MACDILL	7,920	\$ 105	\$ 831,600	4,718	\$ 290	\$ 1,368,220	\$ 2,199,820
AIR FORCE	0046 - AF-C-45th MED GRP-PATRICK	3,086	\$ 105	\$ 324,030	1,081	\$ 290	\$ 313,490	\$ 637,520
AIR FORCE	0050 - AF-C-23rd MED GRP-MOODY	1,593	\$ 105	\$ 167,265	1,081	\$ 290	\$ 313,490	\$ 480,755
AIR FORCE	0051 - AF-C-78th MED GRP-ROBINS	1,770	\$ 105	\$ 185,850	1,854	\$ 290	\$ 537,660	\$ 723,510
AIR FORCE	0053 - AF-H-366th MED GRP-MT HOME	1,337	\$ 105	\$ 140,385	924	\$ 290	\$ 267,960	\$ 408,345
AIR FORCE	0055 - AF-C-375th MED GRP-SCOTT	4,320	\$ 105	\$ 453,600	3,217	\$ 290	\$ 932,930	\$ 1,386,530
AIR FORCE	0059 - AF-C-22nd MED GRP-MCCONNELL	2,069	\$ 105	\$ 217,245	1,211	\$ 290	\$ 351,190	\$ 568,435
AIR FORCE	0062 - AF-C-2nd MED GRP-BARKSDALE	2,803	\$ 105	\$ 294,315	1,936	\$ 290	\$ 561,440	\$ 855,755
AIR FORCE	0066 - AF-C-779th MED GRP-ANDREWS	7,089	\$ 105	\$ 744,345	7,663	\$ 290	\$ 2,222,270	\$ 2,966,615
AIR FORCE	0073 - AF-MC-81st MED GRP-KEESLER	4,669	\$ 105	\$ 490,245	7,446	\$ 290	\$ 2,159,340	\$ 2,649,585
AIR FORCE	0074 - AF-C-14th MED GRP-COLUMBUS	514	\$ 105	\$ 53,970	540	\$ 290	\$ 156,600	\$ 210,570
AIR FORCE	0076 - AF-C-509th MED GRP-WHITEMAN	1,494	\$ 105	\$ 156,870	748	\$ 290	\$ 216,920	\$ 373,790
AIR FORCE	0077 - AF-C-341st MED GRP-MALMSTROM	1,774	\$ 105	\$ 186,270	1,396	\$ 290	\$ 404,840	\$ 591,110
AIR FORCE	0078 - AF-C-55th MED GRP-OFFUTT	4,581	\$ 105	\$ 481,005	4,113	\$ 290	\$ 1,192,770	\$ 1,673,775
AIR FORCE	0079 - AF-MC-99th MED GRP-NELLIS	8,691	\$ 105	\$ 912,555	7,139	\$ 290	\$ 2,070,310	\$ 2,982,865
AIR FORCE	0083 - AF-C-377th MED GRP-KIRTLAND	2,234	\$ 105	\$ 234,570	2,138	\$ 290	\$ 620,020	\$ 854,590
AIR FORCE	0084 - AF-C-49th MED GRP-HOLLOMAN	1,348	\$ 105	\$ 141,540	903	\$ 290	\$ 261,870	\$ 403,410
AIR FORCE	0085 - AF-C-27th SPCLOPS MDGRP-CANNON	1,393	\$ 105	\$ 146,265	1,391	\$ 290	\$ 403,390	\$ 549,655
AIR FORCE	0090 - AF-C-4th MED GRP-SJ	2,188	\$ 105	\$ 229,740	1,480	\$ 290	\$ 429,200	\$ 658,940
AIR FORCE	0093 - AF-C-319th MED GRP-GRAND FORKS	653	\$ 105	\$ 68,565	599	\$ 290	\$ 173,710	\$ 242,275
AIR FORCE	0094 - AF-C-5th MED GRP-MINOT	1,649	\$ 105	\$ 173,145	1,333	\$ 290	\$ 386,570	\$ 559,715
AIR FORCE	0095 - AF-MC-88th MED GRP-WRIGHT-PAT	6,330	\$ 105	\$ 664,650	9,914	\$ 290	\$ 2,875,060	\$ 3,539,710
AIR FORCE	0096 - AF-C-72nd MED GRP-TINKER	3,946	\$ 105	\$ 414,330	3,986	\$ 290	\$ 1,155,940	\$ 1,570,270
AIR FORCE	0097 - AF-C-97th MED GRP-ALTUS	1,025	\$ 105	\$ 107,625	224	\$ 290	\$ 64,960	\$ 172,585
AIR FORCE	0101 - AF-C-20th MED GRP-SHAW	2,338	\$ 105	\$ 245,490	1,344	\$ 290	\$ 389,760	\$ 635,250
AIR FORCE	0106 - AF-C-28th MED GRP-ELLSWORTH	1,449	\$ 105	\$ 152,145	717	\$ 290	\$ 207,930	\$ 360,075
AIR FORCE	0112 - AF-C-7th MED GRP-DYESS	1,868	\$ 105	\$ 196,140	1,863	\$ 290	\$ 540,270	\$ 736,410
AIR FORCE	0113 - AF-C-82nd MED GRP-SHEPPARD	2,515	\$ 105	\$ 264,075	1,640	\$ 290	\$ 475,600	\$ 739,675
AIR FORCE	0114 - AF-C-47th MED GRP-LAUGHLIN	725	\$ 105	\$ 76,125	202	\$ 290	\$ 58,580	\$ 134,705
AIR FORCE	0117 - AF-C-59th MDW-WHASC-LACKLAND	16,318	\$ 105	\$ 1,713,390	21,036	\$ 290	\$ 6,100,440	\$ 7,813,830
AIR FORCE	0119 - AF-C-75th MED GRP-HILL	3,291	\$ 105	\$ 345,555	2,659	\$ 290	\$ 771,110	\$ 1,116,665
AIR FORCE	0120 - AF-H-633rd MED GRP LANG-EUSTIS	6,963	\$ 105	\$ 731,115	7,472	\$ 290	\$ 2,166,880	\$ 2,897,995
AIR FORCE	0120 - AF-H-633rd MEDGRP JBLE-LANGLEY	1,518	\$ 105	\$ 159,390	1,453	\$ 290	\$ 421,370	\$ 580,760
AIR FORCE	0128 - AF-C-92nd MED GRP-FAIRCHILD	682	\$ 105	\$ 71,610	553	\$ 290	\$ 160,370	\$ 231,980
AIR FORCE	0129 - AF-C-90th MED GRP-FE WARREN	1,608	\$ 105	\$ 168,840	879	\$ 290	\$ 254,910	\$ 423,750
AIR FORCE	0203 - AF-C-354th MED GRP-EIELSON	699	\$ 105	\$ 73,395	366	\$ 290	\$ 106,140	\$ 179,535
AIR FORCE	0248 - AF-C-61st MED GRP-LOS ANGELES	2,135	\$ 105	\$ 224,175	359	\$ 290	\$ 104,110	\$ 328,285
AIR FORCE	0252 - AF-C-21st MED GRP-PETERSON	3,964	\$ 105	\$ 416,220	2,159	\$ 290	\$ 626,110	\$ 1,042,330
AIR FORCE	0287 - AF-C-15th MED GRP JBHP-HICKAM	307	\$ 105	\$ 32,235	191	\$ 290	\$ 55,390	\$ 87,625
AIR FORCE	0287 - AF-C-15th MED GRP-HICKAM	1,850	\$ 105	\$ 194,250	1,129	\$ 290	\$ 327,410	\$ 521,660
AIR FORCE	0310 - AF-C-66th MED GRP-HANSCOM	1,001	\$ 105	\$ 105,105	334	\$ 290	\$ 96,860	\$ 201,965
AIR FORCE	0326 - AF-C-87th MED GRP-MCGUIRE	3,788	\$ 105	\$ 397,740	3,229	\$ 290	\$ 936,410	\$ 1,334,150
AIR FORCE	0326 - AF-C-87th MEDGRP JBMDL-MCGUIRE	673	\$ 105	\$ 70,665	603	\$ 290	\$ 174,870	\$ 245,535
AIR FORCE	0338 - AF-C-71st MED GRP-VANCE	471	\$ 105	\$ 49,455	317	\$ 290	\$ 91,930	\$ 141,385
AIR FORCE	0356 - AF-C-628th MED GRP-CHARLESTON	2,258	\$ 105	\$ 237,090	1,247	\$ 290	\$ 361,630	\$ 598,720
AIR FORCE	0364 - AF-C-17th MED GRP-GOODFELLOW	1,229	\$ 105	\$ 129,045	710	\$ 290	\$ 205,900	\$ 334,945
AIR FORCE	0395 - AF-LS-62nd MED FLT-JBLM	50	\$ 105	\$ 5,250	12	\$ 290	\$ 3,480	\$ 8,730
AIR FORCE	0395 - AF-LS-62nd MED FLT-JBLM-MCHORD	89	\$ 105	\$ 9,345	6	\$ 290	\$ 1,740	\$ 11,085
AIR FORCE	0395 - AF-LS-62nd MED SQ-MCHORD	291	\$ 105	\$ 30,555	87	\$ 290	\$ 25,230	\$ 55,785
AIR FORCE	0413 - AF-C-579th MED GRP-BOLLING	2,750	\$ 105	\$ 288,750	956	\$ 290	\$ 277,240	\$ 565,990
AIR FORCE	0633 - AF-H-48th MED GRP-LAKENHEATH	2,567	\$ 105	\$ 269,535	2,815	\$ 290	\$ 816,350	\$ 1,085,885
AIR FORCE	0635 - AF-C-39th MED GRP-INCIRLIK	306	\$ 105	\$ 32,130	433	\$ 290	\$ 125,570	\$ 157,700
AIR FORCE	0637 - AF-C-8th MED GRP-KUNSAN	453	\$ 105	\$ 47,565	311	\$ 290	\$ 90,190	\$ 137,755
AIR FORCE	0638 - AF-H-51st MED GRP-OSAN	1,298	\$ 105	\$ 136,290	1,478	\$ 290	\$ 428,620	\$ 564,910
AIR FORCE	0639 - AF-H-35th MED GRP-MISAWA	1,138	\$ 105	\$ 119,490	1,108	\$ 290	\$ 321,320	\$ 440,810
AIR FORCE	0640 - AF-H-374th MED GRP-YOKOTA	1,312	\$ 105	\$ 137,760	1,394	\$ 290	\$ 404,260	\$ 542,020
AIR FORCE	0653 - AF-LS-422nd MED FLT-CROUGHTON	113	\$ 105	\$ 11,865	21	\$ 290	\$ 6,090	\$ 17,955

Appendix B: FY 2017 Estimated Cost of Missed Appointments by MTF (Continued)

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 Specialty Care Appointments	Total Estimated Cost of Missed Appointments
AIR FORCE	0799 - AF-LS-470th MED FLT-GK	190	\$ 105	\$ 19,950	82	\$ 290	\$ 23,780	\$ 43,730
AIR FORCE	0802 - AF-C-36th MED GRP-ANDERSEN	932	\$ 105	\$ 97,860	694	\$ 290	\$ 201,260	\$ 299,120
AIR FORCE	0804 - AF-C-18th MED GRP-KADENA	2,894	\$ 105	\$ 303,870	2,031	\$ 290	\$ 588,990	\$ 892,860
AIR FORCE	0805 - AF-C-52nd MED GRP-SPANGDAHLEM	1,026	\$ 105	\$ 107,730	913	\$ 290	\$ 264,770	\$ 372,500
AIR FORCE	0806 - AF-C-86th MED GRP-RAMSTEIN	3,136	\$ 105	\$ 329,280	2,652	\$ 290	\$ 769,080	\$ 1,098,360
AIR FORCE	0808 - AF-H-31st MED GRP-AVIANO	1,367	\$ 105	\$ 143,535	1,291	\$ 290	\$ 374,390	\$ 517,925
AIR FORCE	0814 - AF-LS-423rd MDS-RAF ALCONBURY	317	\$ 105	\$ 33,285	53	\$ 290	\$ 15,370	\$ 48,655
AIR FORCE	7139 - AF-C-1st SPCL OPS MED-HURLBURT	2,236	\$ 105	\$ 234,780	1,874	\$ 290	\$ 543,460	\$ 778,240
AIR FORCE	7200 - AF-C-460th MED GRP-BUCKLEY	1,827	\$ 105	\$ 191,835	867	\$ 290	\$ 251,430	\$ 443,265
ARMY	0001 - AHC FOX-REDSTONE ARSENAL	2,631	\$ 105	\$ 276,255	1,515	\$ 290	\$ 439,350	\$ 715,605
ARMY	0003 - AHC LYSSTER-RUCKER	2,614	\$ 105	\$ 274,470	2,757	\$ 290	\$ 799,530	\$ 1,074,000
ARMY	0005 - ACH BASSETT-WAINWRIGHT	3,214	\$ 105	\$ 337,470	4,514	\$ 290	\$ 1,309,060	\$ 1,646,530
ARMY	0008 - AHC R W BLISS-HUACHUCA	1,613	\$ 105	\$ 169,365	1,669	\$ 290	\$ 484,010	\$ 653,375
ARMY	0032 - ACH EVANS-CARSON	13,815	\$ 105	\$ 1,450,575	19,159	\$ 290	\$ 5,556,110	\$ 7,006,685
ARMY	0047 - AMC EISENHOWER-GORDON	11,956	\$ 105	\$ 1,255,380	20,361	\$ 290	\$ 5,904,690	\$ 7,160,070
ARMY	0048 - ACH MARTIN-BENNING	11,000	\$ 105	\$ 1,155,000	15,161	\$ 290	\$ 4,396,690	\$ 5,551,690
ARMY	0049 - ACH WINN-STEWART	13,598	\$ 105	\$ 1,427,790	12,291	\$ 290	\$ 3,564,390	\$ 4,992,180
ARMY	0052 - AMC TRIPLER-SHAFTER	14,998	\$ 105	\$ 1,574,790	29,715	\$ 290	\$ 8,617,350	\$ 10,192,140
ARMY	0057 - ACH IRWIN-RILEY	5,611	\$ 105	\$ 589,155	9,938	\$ 290	\$ 2,882,020	\$ 3,471,175
ARMY	0058 - AHC MUNSON-LEAVENWORTH	2,276	\$ 105	\$ 238,980	3,598	\$ 290	\$ 1,043,420	\$ 1,282,400
ARMY	0060 - ACH BLANCHFIELD-CAMPBELL	13,873	\$ 105	\$ 1,456,665	15,157	\$ 290	\$ 4,395,530	\$ 5,852,195
ARMY	0061 - AHC IRELAND-KNOX	3,568	\$ 105	\$ 374,640	7,857	\$ 290	\$ 2,278,530	\$ 2,653,170
ARMY	0064 - ACH BAYNE-JONES-POLK	3,842	\$ 105	\$ 403,410	5,078	\$ 290	\$ 1,472,620	\$ 1,876,030
ARMY	0069 - KIMBROUGH AMB CAR CEN-MEADE	12,118	\$ 105	\$ 1,272,390	10,729	\$ 290	\$ 3,111,410	\$ 4,383,800
ARMY	0075 - ACH LEONARD WOOD	3,195	\$ 105	\$ 335,475	7,700	\$ 290	\$ 2,233,000	\$ 2,568,475
ARMY	0086 - ACH KELLER-WEST POINT	1,272	\$ 105	\$ 133,560	1,974	\$ 290	\$ 572,460	\$ 706,020
ARMY	0089 - AMC WOMACK-BRAGG	24,399	\$ 105	\$ 2,561,895	29,311	\$ 290	\$ 8,500,190	\$ 11,062,085
ARMY	0098 - AHC REYNOLDS-SILL	5,145	\$ 105	\$ 540,225	4,312	\$ 290	\$ 1,250,480	\$ 1,790,705
ARMY	0105 - AHC MONCRIEF-JACKSON	4,588	\$ 105	\$ 481,740	4,709	\$ 290	\$ 1,365,610	\$ 1,847,350
ARMY	0108 - AMC WILLIAM BEAUMONT-BLISS	13,581	\$ 105	\$ 1,426,005	21,847	\$ 290	\$ 6,335,630	\$ 7,761,635
ARMY	0109 - AMC BAMC-FSH	17,825	\$ 105	\$ 1,871,625	44,239	\$ 290	\$ 12,829,310	\$ 14,700,935
ARMY	0110 - AMC DARNALL-HOOD	20,646	\$ 105	\$ 2,167,830	28,658	\$ 290	\$ 8,310,820	\$ 10,478,650
ARMY	0121 - AHC MCDONALD-EUSTIS	4,529	\$ 105	\$ 475,545	6,310	\$ 290	\$ 1,829,900	\$ 2,305,445
ARMY	0122 - AHC KENNER-LEE	4,329	\$ 105	\$ 454,545	3,130	\$ 290	\$ 907,700	\$ 1,362,245
ARMY	0125 - AMC MADIGAN-LEWIS	18,410	\$ 105	\$ 1,933,050	29,007	\$ 290	\$ 8,412,030	\$ 10,345,080
ARMY	0131 - ACH WEED-IRWIN	1,442	\$ 105	\$ 151,410	2,671	\$ 290	\$ 774,590	\$ 926,000
ARMY	0330 - AHC GUTHRIE-DRUM	4,465	\$ 105	\$ 468,825	6,992	\$ 290	\$ 2,027,680	\$ 2,496,505
ARMY	0607 - LANDSTUHL REGIONAL MEDCEN	7,286	\$ 105	\$ 765,030	17,088	\$ 290	\$ 4,955,520	\$ 5,720,550
ARMY	0609 - BAVARIA MEDDAC-VILSECK	5,003	\$ 105	\$ 525,315	6,610	\$ 290	\$ 1,916,900	\$ 2,442,215
ARMY	0610 - AHC BG CRAWFORD SAMS-CAMP Z	233	\$ 105	\$ 24,465	446	\$ 290	\$ 129,340	\$ 153,805
ARMY	0612 - ACH BRIAN ALLGOOD-SEOUL	3,913	\$ 105	\$ 410,865	6,464	\$ 290	\$ 1,874,560	\$ 2,285,425
NAVY	0024 - NH CAMP PENDLETON	17,962	\$ 105	\$ 1,886,010	42,460	\$ 290	\$ 12,313,400	\$ 14,199,410
NAVY	0028 - NH LEMOORE	3,727	\$ 105	\$ 391,335	3,796	\$ 290	\$ 1,100,840	\$ 1,492,175
NAVY	0029 - NMC SAN DIEGO	26,981	\$ 105	\$ 2,833,005	70,485	\$ 290	\$ 20,440,650	\$ 23,273,655
NAVY	0030 - NH TWENTYNINE PALMS	4,085	\$ 105	\$ 428,925	6,557	\$ 290	\$ 1,901,530	\$ 2,330,455
NAVY	0038 - NH PENSACOLA	10,332	\$ 105	\$ 1,084,860	11,801	\$ 290	\$ 3,422,290	\$ 4,507,150
NAVY	0039 - NH JACKSONVILLE	17,247	\$ 105	\$ 1,810,935	18,381	\$ 290	\$ 5,330,490	\$ 7,141,425
NAVY	0056 - JAMES A LOVELL FHCC	2,609	\$ 105	\$ 273,945	8,146	\$ 290	\$ 2,362,340	\$ 2,636,285
NAVY	0068 - NHC PATUXENT RIVER	3,256	\$ 105	\$ 341,880	2,170	\$ 290	\$ 629,300	\$ 971,180
NAVY	0091 - NMC CAMP LEJEUNE	15,082	\$ 105	\$ 1,583,610	27,960	\$ 290	\$ 8,108,400	\$ 9,692,010
NAVY	0092 - NHC CHERRY POINT	3,391	\$ 105	\$ 356,055	5,197	\$ 290	\$ 1,507,130	\$ 1,863,185
NAVY	0100 - NHC NEW ENGLAND	3,107	\$ 105	\$ 326,235	5,970	\$ 290	\$ 1,731,300	\$ 2,057,535
NAVY	0103 - NHC CHARLESTON	1,701	\$ 105	\$ 178,605	3,206	\$ 290	\$ 929,740	\$ 1,108,345
NAVY	0104 - NH BEAUFORT	2,920	\$ 105	\$ 306,600	8,217	\$ 290	\$ 2,382,930	\$ 2,689,530
NAVY	0118 - NHC CORPUS CHRISTI	2,266	\$ 105	\$ 237,930	2,460	\$ 290	\$ 713,400	\$ 951,330
NAVY	0124 - NMC PORTSMOUTH	30,414	\$ 105	\$ 3,193,470	57,615	\$ 290	\$ 16,708,350	\$ 19,901,820
NAVY	0126 - NH BREMERTON	5,696	\$ 105	\$ 598,080	10,863	\$ 290	\$ 3,150,270	\$ 3,748,350
NAVY	0127 - NH OAK HARBOR	2,416	\$ 105	\$ 253,680	2,737	\$ 290	\$ 793,730	\$ 1,047,410
NAVY	0280 - NHC HAWAII	4,933	\$ 105	\$ 517,965	7,839	\$ 290	\$ 2,273,310	\$ 2,791,275
NAVY	0306 - NHC ANNAPOLIS	1,903	\$ 105	\$ 199,815	3,004	\$ 290	\$ 871,160	\$ 1,070,975
NAVY	0385 - NHC QUANTICO	3,155	\$ 105	\$ 331,275	6,065	\$ 290	\$ 1,758,850	\$ 2,090,125
NAVY	0615 - NH GUANTANAMO BAY	846	\$ 105	\$ 88,830	1,144	\$ 290	\$ 331,760	\$ 420,590
NAVY	0617 - NH NAPLES	811	\$ 105	\$ 85,155	1,437	\$ 290	\$ 416,730	\$ 501,885
NAVY	0618 - NH ROTA	946	\$ 105	\$ 99,330	1,386	\$ 290	\$ 401,940	\$ 501,270
NAVY	0620 - NH GUAM-AGANA	2,261	\$ 105	\$ 237,405	3,118	\$ 290	\$ 904,220	\$ 1,141,625
NAVY	0621 - NH OKINAWA	6,298	\$ 105	\$ 661,290	10,560	\$ 290	\$ 3,062,400	\$ 3,723,690
NAVY	0622 - NH YOKOSUKA	5,827	\$ 105	\$ 611,835	5,879	\$ 290	\$ 1,704,910	\$ 2,316,745
NAVY	0624 - NH SIGONELLA	2,563	\$ 105	\$ 269,115	2,274	\$ 290	\$ 659,460	\$ 928,575
NCRMD	0067 - WALTER REED NATL MIL MED CNTR	10,090	\$ 105	\$ 1,059,450	45,652	\$ 290	\$ 13,239,080	\$ 14,298,530
NCRMD	0123 - FT BELVOIR COMMUNITY HOSP-FB	15,980	\$ 105	\$ 1,677,900	35,352	\$ 290	\$ 10,252,080	\$ 11,929,980
Total	All MTFs	667,087	\$ 105	\$ 70,044,135	975,244	290	\$ 282,820,760	\$ 352,864,895

Appendix C: Section 709 of the NDAA for FY 2017 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.