

**Attachment 3**

**to Organizational Factors Group Chairman's Factual Report**

**CHI04MA182**

**National Transportation Safety Board  
Office of Aviation Safety**

**CHI04MA182**

**Organizational Factors**

November 18, 2004

**Interview Summary: VP of Business Development**

Location: Med-Trans Corporation (MTC)  
Bismarck, ND

Interviewers: Georgia Struhsaker NTSB NWRA, Seattle, WA  
Aaron Sauer NTSB CMRA, Denver, CO  
Robert Drake FAA AAI-100, Washington, DC

Interviewee: Mr. Tom Rohlfs MTC, VP of Business Development

During the interview, Mr. Tom Rohlfs stated the following:

He is the son of Dennis Rohlfs and has been around aviation all his life. He has a degree in business administration from the University of Mary in Bismarck. He is a private pilot with a airplane SEL rating and a total time of about 150 hours.

After graduation from college in 1995, he was offered a position with Exec Air in marketing. This was close to the time when Med Trans was established as a separate corporation. He left Exec Air for about 4 years and worked in business development and sales. He went to Las Vegas to work for another company (construction) owned by Dennis. The he went to Wisconsin to work for a pharmaceutical company, and then he returned to Bismarck with a medical services company.

In Oct 2001, he was offered a position with Med Trans, not as a manager, but as a regional representative for the central region. The company had a consultant come in who suggested reorganizing. At that time his current position was created, and it took some of the load off Dennis.

As the company grew, he was asked to lead marketing. He has two people who work with him in different parts of the country. His region is the central part of US. He also looks for other hospitals to put programs at and responds to RFPs. There are two other regional reps and one other person in the office who report to him. The person in the office does marketing/pr/computer work. He spends 10 to 20 percent of his time looking for new programs. His focus is on keeping current customers happy.

In Oct 2001, Med Trans had 7 programs in place, actually 8, but 1 has since shut down. Since then they have added 2 in TX, 1 in NB, 1 in SD, 3 in KY, and soon 1 in CO. The bases in KY are closed and the one in NB is closing.

He was involved in setting up the programs in TX. Odessa had no program in place. First, he did research and number digging to establish the need for a program. Then he set up a time line to implement, working with the hospital as far as their bringing on medical personnel. He coordinated timeline with press, marketing and administration personnel. The Director of Clinical Service trains medical personnel, the DO hires and trains pilots, and the DM hires and trains mechanics. It took almost 2 years from time he first talked with them to the time the helicopter was in place and operational. Six to eight months would be a very short time line as far as making decisions and acquiring equipment.

The VP of Clinical Services is Skeet Base. He does training of dispatchers and medical crew training. Medical crew training involves training crew in helicopter operations.

The Medical Director in Odessa works for the hospital. At Med Trans One in Greenville, the Medical Director is provided by Med Trans. The Medical Director's role is to establish medical protocols to be performed. Medical Directors are often house ER doctors. Medical Directors are not routinely consulted on launch decisions.

He was approached by a group in KY to respond to their RFP. Once the contract was negotiated, he stepped away. Stan Coss, the regional rep for that area, took over. The contract was terminated from a business standpoint and safety standpoint. They weren't paying their bills. The DO and Chief Pilot constantly had to educate KAT management to not influence pilots. The pilots were being pressured and this was putting the pilots in a precarious position. He is not disappointed they are not there anymore.

The McCook base closure is a business decision, related to unethical business practices.

He has never been approached by a customer complaining about a pilot not taking a flight because of weather. He would not necessarily hear about those types of complaints. The customer would most likely go to the base manager, then to the DO.

*What changes have been made since accidents?* Before the accidents, the company was somewhat conservative in where it operated. Now they are even more conservative. Is it a good business decision? C Springs is a high altitude operation. Pilot training, aircraft suitable for altitude.

Before accidents, the company was at a pace to grow rather swiftly. They have stepped back, taken a look at quality of bases, not focused on quantity of bases. He is

amazed at the speed some companies put programs together. The programs Med Trans put up before were not unsafe.

Growth has slowed down a little bit. Opportunities are being looked at more carefully. From a business stand point, two programs have had to be shutdown because of business and that falls on his desk.

Dennis sets pace. There are no number goals. They don't buy helicopters and then look for places to put them to work. Marketing develops a program and then the company acquires a helicopter.

He has focused on looking at opportunities nationally rather than regionally.

On the C Springs contract, he was constantly in contact with DO and DM during negotiation stage. He wanted to know if company could perform service.

Dennis is 100% stockholder. He estimates Med Trans has 80 to 90 employees total.

*How is morale at Med Trans?* After accident, everyone was devastated. Now everybody is confident and more aware of decisions that they make. Morale is good; people are that much more conscious of what they do, proud to be part of company. It hurts, but they are not ashamed. He had responsibility to brief programs on what had happened following accidents. No one has given indication they wanted to jump ship.

He had heard about SC effort on turned down launch notification program, but was not directly involved.