

EMS System Oversight Committee Meeting
January 8, 2009
EOC Conference Room

Members/Liaisons Present: Faye Barefoot, Tom Czaplinski, Jimmy Garris, Kyle Willis, Chuck Owens, Juan March, MD, Jack Cote, David Lusk , Ted Delbridge MD

Staff Present: Noel Lee, Scott Elliott, Helen Bryant, Janis Gallagher, Melonie Bryan, Mike Taylor

Absent: Duane Holder, Jack White

Open: Chairman David Lusk called the meeting to order.

Approval of Agenda: Under #3, Items for Report, it was requested to add Truck Replacement. Jimmy Garris made the motion to approve the agenda with the addition. Faye Barefoot seconded the motion. Vote was unanimous. Motion passed.

Approval of Minutes: December 11, 2008 Minutes: Jimmy Garris made the motion to approve the minutes. Faye Barefoot seconded the motion. Motion Passed.

Old Business:

Items for Report:

PCEM Report: Noel Lee reported that the Monthly Summary Report has been updated as of 1/08/09. Also included in the packet is the Payroll Expenses Status Report for Falkland EMS' monthly disbursement.

Truck Replacement: Jack Cote reported that he has been in contact with the vendor and the trucks will be ready in 30 days and ready for the decals.

Ambulance Fleet Report: Noel reported that this report has been updated. David Lusk asked if county staff is going to submit a replacement plan to the committee. Noel reported that it will be in place by the February meeting and he is soliciting input from the committee as to the # of years, # of miles, # of miles annually, etc.

Kyle Willis reported that this was already done by the last committee and adopted by the county commissioners. Scott Elliott reported that he will have Trish Staton, Clerk to the Board, research the minutes for this information.

Jamie Norville reported that one normally gets 350,000 miles on a big truck and 140-150,000 miles on the smaller trucks.

It was reported that the hospital does have a maintenance plan for East Care vehicles and we might contact them for information.

SQUAD	UNIT #	YEAR	MAKE	Mileage	Avg/mi/yr	Est. Mileage FY08-09	Est. Mileage FY 09-10	Est. Mileage FY 10-11	FY 07-08 Maintenance Expense	FY 07-08 Dispatch Volume	Ave/mi/call
PCEMS-21	2111	2003	Ford	107636	21527	137443	168250	199057			
PCEMS-21*	2112	1993	Ford	139214	9280	O/S	O/S	O/S	\$2,552.00	979	39.75
PCEMS-24	2411	2003	Ford	79358	15871	95259	111130	127000			
PCEMS-24	2412	1995	Ford	80586	6199	88936	97286	105636	\$2,255.40	734	35.6
Bell Arthur	5211	2003	Ford	58353	11671	70024	81695	93366			
Bell Arthur	5212	2000	Ford	66799	8350	75149	83499	91849	\$7,817.37	756	25.18
Eastern Pines	3411	1999	Ford	113471	12608	126179	138787	150395			
Eastern Pines	3412	2005	Ford	67653	22551	90204	112755	135306	\$7,909.26	1426	31.9
Falkland	1210	2003	Ford	77592	15518	77592	77592	77592			
Falkland	1211	2008	Chevrolet	1978	1978	17496	23014	39332	\$8,403.00	710	28.26
Farmville	5311	1997	Ford	150,866	13715	164581	178296	182011			
Farmville	5312	2006	Ford	35734	17867	53601	71468	89335			
Farmville	5313	1999	Ford	135640	15071	150711	165782	180853	\$11,936.95	1422	38.21
Fountain	5411	1997	Ford	55542	5049	60591	65640	70689			
Fountain	5410	1990	Ford	72701	4039	76740	80779	84818	\$1,486.87	309	34.69
				yearly	9088						
Grifton	4311	2001	Ford	140800	20114	160914	181028	2001142			
Grifton	4312	1997	Freightliner	112911	10265	123176	133441	143706	\$5,481.49	712	49.88
Winterville	4111	2001	Ford	89583	12798	102381	115179	127977			
Winterville	4112	2002	Ford	68793	11466	80259	91725	103191	\$4,668.29	1613	19.02
Ayden	4211	2006	Chevrolet	23956	11978*	35934	47912	59890			
Ayden	4212	1997	International	147220	13384	160604	173988	187372	\$8,555.19	1652	19.03

QM Report:

Dr. March reported that in late December the State Rules were reviewed and approved to adopt new protocols and the concept of the "Model System" was rejected. The whole concept of the "Model System" was scrapped so it will have to go back to the committee. The rest of the State Rules still apply.

Dr. March reported that he has been working with county legal department on minimum standards for a county wide drug policy.

Dr. March reported that City of Greenville has purchased a new computer system for ambulance call reporting. Jack Cote and Chuck Owens pulled data for Dr. March's office last month on IV success rates. Dr. March reported that you would expect IV success rates for Greenville Station #2 to be lower because of the number of nursing homes located in their response area. The process is not to be punitive but to identify areas that additional training is needed. This is the first step in looking at the data.

David Lusk reported that once the data has been reviewed by the QM Committee, it then goes to Pitt Community College to the Training Committee for them to develop training around the identified needs.

Winterville Fire Department QRV: Noel reported that a meeting is scheduled for Tuesday to finalize the system modification. Winterville will operate a fire truck as a QRV.

Items for Consent:

- Approval of December 11, 2008 Minutes
- Data Reports for release of January Funds
- Renewal of Non-Emergency Franchises
 1. Atlas
 2. Care First
 3. JAS
 4. Med One

Jimmy Garris made the motion to approve, Jack Cote seconded the motion. Motion Passed.

<u>Name of Franchise</u>	<u>Date of Inspection</u>	<u>Date of Approval</u>	<u>Deficiencies</u>		
Atlas	12/17/08	12/29/08	Renewal Application Format, FCC Licensing, Insurance, Training Program, Status/Organization of Personnel Files		
Care First	12/02/08	12/29/08	Insurance, Harassment Policy Inclusion, Personnel Records for CE Reports and State Credentials, Date of Orientation		
MED 1	12/18/08	12/29/08	Renewal Application Format, Agency Contacts, Insurance, Personnel File Status/Organization, Review and Update of Agency Policies, Unit Radio Functionality		
Johnston Ambulance Service	12/17/08	12/29/08	Renewal Application Organization, CE Report Inclusion, Personnel File Status/Organization, Posting of State Provider License, Unit Radio Functionality		
Pitt County Emergency Management is actively engaged with all franchisees to correct the deficiencies noted during the renewal inspection.					
Further, all franchisees are aware that they are subject to unannounced spot review/inspection in the future.					

Items for Decision:

Grant Match (request for funds) from Ayden, Falkland, and Winterville. Decision was tabled in October 2008.

Scott Elliott reported that in the last email he received from Rick Britt, Captain of Winterville EMS, that Winterville has not decided what they are going to do with their old vehicle. Scott asked if we should make it a stipulation of giving Winterville the matching funds that they give the truck to the county.

Noel reported that it could be an option.

Kyle Willis reported the Winterville's request for matching funds was pulled from their budget request and the county said it would give Winterville EMS the matching \$25,000.

Jimmy Garris reported that if all the grants are approved, it would deplete all of the money in the contingency fund.

The grant money is used for equipment. Ayden's request includes a Biphasic Lifepack.

Scott Elliott reported that when the \$25,000 was removed from Winterville's budget request it stated a match from the county was required. The contingency fund was not specified for that specific use.

Janis Gallagher reported that there is no legal obligation of the county to provide \$25,000 match to Winterville EMS.

Jack Cote reported that Winterville EMS was upfront regarding the request for the \$25,000 match from the county for the grant.

Dr. March asked if there is a deadline regarding the grant monies. Noel responded that the equipment has to be ordered by the middle of April and have delivery by September 1.

Tom Czaplinski asked if the county signs anything upfront regarding the grant monies.

Melonie reported that the county signs the grant application but does not commit to any money.

Ayden EMS has requested additional funding due to the fact the Collard Festival was cancelled and the squad did not make the amount of money they had anticipated from their fund raisers. Ayden EMS' match is \$21,000 and they have requested additional help from the county.

Motion: Jimmy Garris made the motion to approve the matching funds of \$25,000 to Winterville EMS. Jack Cote seconded the motion. (Tom Czaplinski abstained due to lack of information).

Discussion: Dr. March asked if Winterville EMS has their portion of the money for the grant. Melonie reported that they do.

Kyle Willis asked if the county has the capacity to pull money from the truck fund. Melonie reported that the county closed on the loan for 3 trucks and radios on 12-19-08. This is not an option.

Jimmy Garris asked if other squads will be coming to the county for matching funds this fiscal year. Melonie reported that there will be no more matching grant requests this year. All the grants have been approved for this year.

Scott Elliott reported that EMS collections are over projected amount by \$50,000. At this time, collections are at 58% to 60%.

Motion: Jack Cote made the motion to give Ayden EMS \$10,700 matching funds and \$8,599.19 to Falkland EMS. Faye Barefoot seconded the motion.

Amendment: Kyle Willis made the motion to increase Ayden EMS to \$15,000.

Discussion: David Lusk asked what happens if a squad cannot come up with their portion of the matching grant. It was reported that DOI does not look favorably at the squad if that happens.

Melonie reported that with approval of the motion it will leave \$5,400 in the contingency fund for the rest of the year. Kyle Willis reported that this information will be reported in the Rescue Association Meeting on Tuesday night.

Vote was unanimous. (Tom Czaplijski abstained due to not enough information.)

Question:

Jamie Norville asked why Falkland EMS was not given the full amount that is allocated to them monthly. The remainder of the allocation that was left after bills were paid in the amount of \$197.66 was not distributed to Falkland. He reported that Falkland EMS needs this money. Mecie Nichols reported that Falkland EMS needs the money deposited the first of the month.

Motion: Kyle Willis made the motion to allow Falkland EMS to address the committee. No second. Motion failed.

Fitch Recommendations: Mike Taylor reported that the Pitt County EMS-OC Work Plan is a result of the committee's prioritization of the rankings. The work plan lists those items that are "Achieved For County Funded Squads". The committee now needs to determine what actions are needed.

Kyle Willis asked where the subcommittee information is in the report. Jack Cote reported that the information is incorporated in the report, just not verbatim. Dr. March reported that on page 3, #3 and #4 are very important to be able to look at in the long term. The subcommittee needs to bring a benchmark of a response time back to the committee. David Lusk reported that once you have a benchmark then you can determine a dollar amount.

Mike Taylor responded that the expectation at the next meeting is to have data in order to be able to set benchmarks.

Jack Cote asked Kyle Willis to have the Rescue Association to come up with a protocol of when squads clear the hospital and are ready to take call.

Jack Cote reported that the subcommittee will bring a recommendation to the committee in February of assignments as to who is going to do what.

Motion: Jimmy Garris made the motion to adopt the Pitt County EMS-OC Work Plan as the framework and to send to the subcommittee for assignment of duties. Faye Barefoot seconded the motion. Vote was unanimous.

Pitt County EMS-OC Work Plan

**Fitch Study
Recommendation
Number**

A. System Governance

**EMS-
OC
Priority**

20	<p>Customer and Community Accountability (3) Reaffirm the County’s role as the governing agency responsible for coordinating and monitoring system performance including medical dispatch and medical transportation services.</p>	1
15	<p>Medical Accountability (1) Establish formal written job descriptions and memorandum of understanding for medical direction authority, oversight, on-duty time, and responsibilities.</p>	2
25	<p>Organizational Structure and Leadership (1) Reaffirm the County as the lead agency responsible for monitoring system performance for all components of County EMS operations.</p>	7
5	<p>Medical Transportation (3) Develop standardized methodology for reporting unit status and location.</p>	12
6	<p>Medical Transportation (4) Require all EMS agencies to pro-actively report response availability and status changes to the County Communications Center.</p>	13
8	<p>Medical Transportation (6) Accurate geographic and temporal demand data queries should be developed to facilitate operational decisions and deployment adjustments.</p>	16

10	<p>Medical Transportation (8) Develop an automated process to reconcile CAD and field data to the A/R system ensuring that all patient encounters are captured in a timely manner.</p>	Achieved for County Funded Squads
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Actions completed: (5) Squads have been requested to provide status and location to 911. (8) Utilization rates have been determined for the first 10 months of 2008 using the hours in service method. Have the ability to show utilization rate for 2006 and 2007. (15) Have created a better working relationship with the Medical Director. (18 & 20) Contracts were updated for the 08-09 year to further clarify County oversight and Provider accountability. Monthly funding allocations are contingent upon contractual obligations being fulfilled on a monthly basis. (25) A spreadsheet has been created showing the calls by hour for the years of 2006, 2007, and first 10 months of 2008. These calls can easily be plotted on a map by district.

Actions needed to complete: (5) Request all of the squads to maintain their status and location when different than their station. Only method for true location will be AVL's. (6) Require all squads to adopt the same status reporting of when units are available. Clear the hospital or back in the district. (8) Should work with the Medical Director and EMS-OC in the development of performance goals. Need to determine the method to use; possibly using the hours in service method. Need to determine the maximum percentage to compare. (15) Need to develop an MOU for the Medical Director. Roles and responsibilities need to be clearly defined. MOU should reference state rule and then be presented for review.

(18) Contracts need to be reviewed by the EMS-OC and appropriate Providers for changes in January '09. Staff will need to make recommendations concerning changes in the EMS contract. (20) New state requirements will need to be reviewed by staff to determine if changes in the contract will be necessary. (25) Need to determine if additional governance items are needed in the FY 09-10 contract. Also need to develop an MOU for GFR & East Care to clearly state their role in the Pitt County EMS System. The language should clarify system governance concerning GFR & East Care.

Timeline: End of 3rd QTR FY 09 (April 1, 2009)

Fitch Study
Recommendation
Number

B. Quality Management-Performance Reporting

EMS-
OC
Priority

16 **Medical Accountability (2)**
 Quality Management reporting should be extended to include the EMS Oversight Committee. 3

21 **Customer and Community Accountability (4)**
 Publish monthly reports of ambulance agency fractile response times to all system participants and units of local government. 6

4 **Medical Transportation (2)**
 At a minimum, all medical transportation response elements must be tracked and exportable to a data management system to enhance transparency and accountability with feedback to stakeholders at least monthly (for emergency and non-emergency services). 9

3 **Medical Transportation (1)**
 Determine the County’s benchmark for response time compliance percentage standards and measure the response time elements based on the fractile method (for emergency and non-emergency services). This can be accomplished by working with MIS to develop specific response time queries. 15

27 **Organizational Structure and Leadership (3)**
 Expand the current QM statistical indicators to include operational and compliance parameters. 20

28 **Organizational Structure and Leadership (4)**
 Routinely report “system” QM indicators to all system participants and units of local government. 21

29	Organizational Structure and Leadership (5) Purchase additional program licenses to enable key stakeholders access to ePCR data.	Achieved for Field Units
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Actions completed: (4) All squads are provided a run sheet of all calls completed. (16) An agenda item is now included in the EMS-OC meeting for a report from the Medical Director concerning QM issues. (21) Have created the ability to report all fracture response using receipt of call to unit arrival or dispatch of unit to unit arrival methods. (27 & 28) County Staff sometime report QM issues that may affect the system.

Actions needed to complete: (4, 21, 28) Need to determine the method of how the reports will be published and to whom. Currently working with GIS and MIS to develop additional information as needed. Need to include GFR. (16) Need to address overall system QM issues.

Timeline: End of 4th QTR FY 09 (July 1, 2009)

Fitch Study
Recommendation
Number

C. System Resource Allocation

EMS-
OC
Priority

19	Customer and Community Accountability (2) Further explore opportunities for economies of scale benefits through the centralized procurement of certain materials and services.	5
11	Medical Transportation (9) Develop a capital replacement program for vehicles and higher cost medical equipment. (Including implementation)	8
13	Medical Transportation (11) Evaluate potential need for peak demand units in districts with a concentration of late responses in areas of close proximity to existing EMS stations. (Including implementation)	10
14	Medical Transportation (12) Explore the utilization of QRV units in extreme eastern and southeastern districts to assist in reducing late calls posed by large geographic service districts. Including implementation.	11
17	Medical Accountability (3) Purchase additional program licenses to enable key stakeholders access to ePCR data.	14
7	Medical Transportation (5) Consider the implementation of Automatic Vehicle Locator (AVL) technology to provide the PSAP with real-time vehicle location data. Including implementation.	24
9	Medical Transportation (7) The field data computer system needs IT linkage to the CAD system to provide CAD data to the field units.	26
2	Medical First Response (1) A formalized medical response system should be encouraged in areas consistently exceeding response time established benchmarks. Local options could include QRV, fire department, and law enforcement assets or a combination. Including implementation.	27

Determine if a more equitable mechanism to tax all areas of the County for EMS services should be utilized.

Actions completed: (11) A spread sheet of mileage and age of all units within the system has been developed and distributed. (17) Prices have been obtained by MIS for additional software licenses. Need to determine what budget line item will fund this item. Reports that capture response times, number of calls, time intervals of calls have been developed.

Actions needed to complete: (4) Consideration must be given to ensure other agencies' ability to provide their primary function is not jeopardized. This recommendation should be pursued through voluntary commitment from the participating agencies. (7) AVL technology would answer many dispatch concerns and will help with the status and location of EMS units. The development of a AVL system will require changes in the method EMS units are dispatched and will possibly modify the current EMS districts allowing the closest unit to be dispatched no matter what squad it might be. (9) Computer based system analysis would need to be completed by the MIS department to assess the effort and cost required to accomplish. (11) Need to develop a replacement plan of when units should be replaced based on age, mileage and maintenance costs. Should also consider the rotation of units among squads to more uniformly utilize units.

(13) Need to consider utilization rate for specific times of the day to help determine peak times. Square mileage and response times need to play a large part in the decision making process. Also, the demand placed on other units to cover the off peak times. (14) QRV's provide quick response for medical attention but still require the need for transport. The cost factor needs to be considered in the benefit factor. (19) Need to determine what items would be considered (fuel, uniforms, etc)? (31) Before an alternative taxing mechanism is pursued, consideration should be given to development of a single county-wide EMS system to include all EMS squads.

Timeline: Budget Recommendation by End of 3rd QTR FY 09 (April 1, 2009)
Implementation will be dependant on budget approval.

Fitch Study
Recommendation
Number

D. System Profile and Community Awareness

EMS-
OC
Priority

22	<p>Prevention and Community Education (1) Develop a program and identify resources to improve community awareness of the EMS system.</p>	17
23	<p>Prevention and Community Education (2) Develop and promote a higher internet profile for EMS, posting key service facts and response time information.</p>	18
24	<p>Prevention and Community Education (3) Prepare and distribute an annual report to elected officials and community stakeholders describing the accomplishments of EMS Operations.</p>	19
26	<p>Organizational Structure and Leadership (2) The QM committee should develop and present an orientation to the process to all EMS system members to develop a greater appreciation and understanding of the process.</p>	22
1	<p>9-1-1/Medical Communications (1) In order to meet nationally recognized performance measures, develop a plan to make certain that the PSAP achieves NAED "Accredited Center of Excellence" status.</p>	23
30	<p>Ensuring Optimal System Value (1) Develop a process to expand outcome oriented information that accurately portrays the importance of the impact of EMS services for patients.</p>	25

12	<p>Medical Transportation (10) Consideration should be given to the need of a peak demand unit within Greenville during high demand periods.</p>	Achieved for City Squads
32	<p>Ensuring Optimal System Value (3) Annually adjust charges to ensure that available Medicare reimbursement is captured for the County.</p>	Achieved

Actions completed: (1) Managers of the 911 Communication Center have evaluated this recommendation. The determination is the cost will not substantially improve the system. (23 & 30) Currently posting information on the Pitt County Web site concerning Pitt EMS System and EMS-OC meetings.

Actions needed to complete: (1) Benefit to the Pitt County EMS system appears to be affirmation of accreditation. This should be a goal for the future as personnel funding allows. (22) Encourage more participation using squads in public appearances. (23) Need to determine additional information to post to the Web Site. Before information can be posted to the Web site, it needs to be determined what methods of reporting and tracking are going to be used. Utilization rates and response times will be key. Information can be found on Web site and can be available upon demand. Still need to determine what information and format is going to be used. This recommendation is an education value that through the Web site and other means press releases, news articles, and commercials, could reach the public.

(24) This value would also be extended to elected and government officials. (30) Need to develop content to be used for presentations to organizations showing the county's responsibility to provide EMS services to the entire county. Should include EMS System plan, roles and responsibilities of certain individuals and other agencies.

Timeline: End of 1st QTR FY 09-10 (October 1, 2009)

EMS-OC Work Plan Outcomes Summary

A. System Governance

- Updated contracts and drafted MOUs to clarify roles and responsibilities of the County, Medical Director, and Providers.
- Revised data gathering and analysis to guide operational decisions.

B. Quality Management – Performance Reporting

- Establishment of quality management indicators and guidelines that outline purpose, frequency of reporting and to whom.

C. System Resource Allocation

- Maximize the utilization of available fiscal and operational system resources.

D. System Profile – Community Awareness

- A better educated and informed public.
- Increased accountability to system stakeholders.

Questions/Comments: Tom Czaplinski referenced the Fitch recommendation regarding standardizing fiscal operational issues and asked if it is worth having a template for grant funding. Trying to make up deficits for purchases after the purchases are already made by coming to the county and asking for more money is not working. It is better to know on the front end that money is needed for a grant match instead on the back after the money has been spent.

Ted Delbridge reported that there appears to be no guidelines to go by on preparing budgets. Is this committee willing to develop guidelines of what is covered, and purchases that are reasonable and acceptable.

Scott Elliott responded that any policies have to be in concert with Board of County Commissioners policies. The Board is ultimately responsible for policies.

Tom Czaplinski responded that the committee needs to be proactive on fiscal issues.

Kyle Willis asked if the committee was going to designate nights that the committee will have the squads come and present their budgets to the committee somewhere between March 1-11. It was reported that a meeting time will be worked out through email.

Melonie asked Kyle to remind the Rescue Association to have them turn in their budgets. The packets were mailed out before Christmas.

Chuck Owens-When Falkland had a question and Kyle made the motion to allow Falkland to address the committee and the motion failed because of a lack of a second; the committee should be willing to hear from the squads. The suggestion is to allot 15-20 minutes for the squads to address the committee.

Melonie reported that Falkland is aware of why the money was not in their bank account. The county was not notified on Friday the amount needed for Falkland. This information was not received until Monday afternoon. Falkland does not receive 1/12 allocation. Falkland is to submit their payroll expense report and are paid based on this amount.

Motion: Kyle Willis made the motion to allot 20 minutes to hear from squads at the beginning of the meeting.

Amendment: Add "items that are within the roles and responsibilities of the EMS Oversight Committee."

Amendment: Juan March requested to add, "Email Captains to see if they have anything to add to the agenda."

Faye Barefoot seconded the motion. Vote was unanimous. Motion passed.

Discussion:

Dr. March asked if it is appropriate to send an email to the squads asking if they have anything to add to the agenda.

Tom Czaplinski reported that some issues that come to the committee are contractual issues and that is not the role of the committee.

Respectfully submitted,
Helen Bryant, Secretary