

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
BOARD ACTION SUMMARY**

DEPT: Chief Executive Office

BOARD AGENDA:9.1  
AGENDA DATE: April 17, 2018

**SUBJECT:**

Approval of Stanislaus County Emergency Medical Services Strategic Plan and Approval to: Direct the Mountain Valley Emergency Medical Services Agency to Extend Ambulance Provider and Fire Support Agreements; Issue a Request for Qualifications and Proposals for New Ambulance Provider and Fire Support Services; and Use System Enhancement Funds on behalf of Stanislaus County to Support the Effort

**BOARD ACTION AS FOLLOWS:**

**RESOLUTION NO. 2018-0165**

On motion of Supervisor Chiesa , Seconded by Supervisor Withrow  
and approved by the following vote,

Ayes: Supervisors: Olsen, Chiesa, Withrow, Monteith, and Chairman DeMartini

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)        Approved as recommended

2)        Denied

3)   X   Approved as amended

4)        Other:

**MOTION:** Amended the item to add Staff Recommendation No. 6 to read as follows: "Direct staff to return to the Board with a report in 6 months"; and, approved Staff Recommendation Nos. 1-6 as amended.

ATTEST:

  
\_\_\_\_\_  
PAM VILLARREAL, Assistant Clerk

File No.

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
AGENDA ITEM**

DEPT: Chief Executive Office

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CONSENT

CEO CONCURRENCE: YES

4/5 Vote Required: Yes

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**SUBJECT:**

Approval of Stanislaus County Emergency Medical Services Strategic Plan and Approval to: Direct the Mountain Valley Emergency Medical Services Agency to Extend Ambulance Provider and Fire Support Agreements; Issue a Request for Qualifications and Proposals for New Ambulance Provider and Fire Support Services; and Use System Enhancement Funds on behalf of Stanislaus County to Support the Effort

**STAFF RECOMMENDATION:**

1. Approve the Stanislaus County Emergency Medical Services (EMS) Strategic Plan for 2018 and Beyond.
2. Direct the Mountain Valley Emergency Medical Services Agency (MVEMSA) to extend the ambulance provider agreements with existing providers and support the existing fire support agreements with existing fire agencies for a period of one year (May 1, 2018 through April 30, 2019).
3. Authorize MVEMSA to execute the extensions on behalf of Stanislaus County.
4. Authorize MVEMSA to expend System Enhancement Funds for expert consulting professional services to support the recommended Request for Qualifications and Proposals Process, financial evaluation and the entire strategic effort to establish a new platform for the provision of these essential emergency services within Stanislaus County.
5. Accept update on the status of the Computer Aided Dispatch (CAD-to-CAD) Project for emergency dispatch services.

**DISCUSSION:**

Under the Health and Safety Code, Division 2.5, Chapter 4, Article 1, Section 1797.200, "Each county may develop an emergency medical services (EMS) program. Each county developing such a program shall designate a local EMS agency, which shall be the county health department, an agency established and operated by the county, an entity with which the county contracts for the purposes of local emergency medical services administration, or a joint powers agency created for the administration of emergency medical services by agreement between counties or cities and counties pursuant to the provisions."

Stanislaus County has designated Mountain Valley Emergency Medical Services Agency (MVEMSA) as the local EMS agency and participates in a Joint Powers Agency (JPA) for the unified planning and coordination of the emergency medical system.

### Strategic Plan for Emergency Medical Services

The Stanislaus County Board of Supervisors on December 15, 2015 approved the initiation of a strategic planning process to focus on improved patient outcomes through a more integrated approach to the Emergency Medical Services (EMS) system. Staff from MVEMSA, Stanislaus County Chief Executive Office, and Health Services Agency embarked on the development of the strategic plan in January of 2017.

The development of the strategic plan was initiated in three phases. Phase I included the development of the Stanislaus County EMS System Assessment. The assessment was based on the current status of the EMS response system within Stanislaus County, including collection and analysis of data, comparison to local, state, and national models, and a review of best practices. The System Assessment was shared with EMS Stakeholders on July 31, 2017. Stakeholders at the meeting included representatives from ambulance providers, fire agencies, local government, law enforcement, and dispatch agencies.

The System Assessment identified challenges to the current EMS response system including:

- Financial sustainability for ambulance providers resulting from changes to the healthcare system and the patient-payor mix.
- Shortage of paramedics nationwide.
- Current emergency response levels not reflecting challenges to the EMS response system.

The System Assessment identified opportunities to the current EMS response system including:

- Development of a high-performance EMS system which includes the delivery of clinical excellence, response-time reliability, economic efficiency, and customer satisfaction.
- Research and develop an EMS delivery system that addresses challenges presented by current emergency responses levels and emergency response times.
- Re-evaluate and re-define parameters for mutual aid within the Stanislaus County EMS System Status Plan.
- Improve system efficiency through community paramedicine and community partnerships.

- Research the strategic matching of emergency ambulance resources to patient needs and improve care to patients without undue financial or operational hardships to the EMS system and ambulance provider.

Phase II of the strategic plan development began immediately after the presentation of the Stanislaus County EMS System Assessment to stakeholders. Stakeholders were sent surveys to obtain feedback regarding the System Assessment and its findings. During the fall of 2017, stakeholders were invited to participate in one-on-one interviews. The stakeholders were all asked the same six questions. Representatives from approximately 35 agencies participated in the stakeholder interviews. Key concerns heard from stakeholders included:

- Dispatch – need for integrated dispatch and better use of resources/triage
- Staffing – need to stabilize staffing, specifically the paramedic positions
- Financial – concern about sustainable funding sources for ambulance providers
- Offload times - reduce ambulance offload times at hospital emergency departments
- Communication – better communication methodology between fire agencies, EMS, and law enforcement in the field
- Community paramedicine – expand program to provide appropriate care to patients who may not need a visit to the hospital emergency department
- Sustainable Model – develop sustainable EMS model for the future that address financial and staffing concerns
- Training – focus on training for fire, EMS, and dispatch to improve system communication, patient care, and system efficiency
- Fire – identify appropriate and sustainable reimbursement to fire agencies for EMS services

Following the completion of the Stanislaus County EMS System Assessment, stakeholder survey, and stakeholder interviews, staff began drafting the Strategic Plan presented to the Board of Supervisors in this report. The strategic plan represents the vision for the future EMS delivery system. The goals and objectives outlined in the plan were developed to address the common concerns identified through the strategic planning process. The four goals identified are:

- Goal One: Enhance System Efficiency
- Goal Two: Create Financial Sustainability
- Goal Three: Improve Communication Capabilities
- Goal Four: Enhance Communication, Coordination and Collaboration among Stakeholders

Objectives are listed under each goal, and next steps are correlated with each goal and objective. The Next Steps section of the plan identifies immediate, intermediate, and long-range actions addressing each of the goals and objectives. A clear theme across a broad spectrum of stakeholders is that “it can no longer be business as

usual”, specific to the EMS delivery system. The Strategic Plan identifies goals and objectives to initiate steps to create an EMS platform that will serve Stanislaus County citizens for many years to come.

The Strategic Plan includes the recommendation that MVEMSA, as the County’s local EMS agency, issue a request for qualifications and proposals (RFQ/RFP) for ambulance provider services and fire agency support. The initiation of an RFP is the first step in Phase III of the strategic planning process – implementation. To develop and issue an RFP will require input, participation, and vision from all EMS stakeholders.

Stakeholders, including ambulance providers, fire agencies, city managers, and dispatch were invited to a meeting revealing the Stanislaus County EMS Strategic Plan draft on March 28, 2018. Stakeholders provided input on the Strategic Plan at the meeting and in writing after the meeting. The stakeholder comments were reviewed by MVEMSA and the County Project team. Some of the recommendations were incorporated within the document, as modified or new items. A table providing a summary of stakeholder recommendations is attached, (Attachment A) along with the actions taken.

The Board of Supervisors is also advised by the Emergency Medical Services Committee (EMSC). The EMSC was established by the Stanislaus County Board of Supervisors on August 28, 2001, pursuant to their authority under applicable California law. The role of the EMSC is to evaluate and make recommendations as they relate to the planning and provision of EMS with the County, including ambulance agreements. The updated Stanislaus County EMS Strategic Plan was presented to the Stanislaus County EMSC on April 5, 2018 and recommended to be forwarded to the Board of Supervisors for approval. With the development and finalizing of the Stanislaus County EMS Strategic Plan, Phase III of the planning process begins.

Phase III is focused on implementing the Strategic Plan and will further define and prioritize goals outlined in the Plan with the identification of tasks and timeframes for each goal.

#### Ambulance Provider Agreements

On April of 2013, the Board of Supervisors and the MVEMSA JPA Board of Directors approved five-year Ambulance Provider Agreements for Stanislaus County. These Agreements incorporated policy direction to improve response time compliance, define and negotiate reimbursement for service delivery support arrangements, and integrate emergency dispatch services. At that time, the Board of Supervisors also encouraged the ambulance providers to enter into subcontracts for supportive services, as needed from others, such as fire agencies to provide medical response

and transport. The Ambulance Provider Agreements and ambulance subcontracts expire this year on April 30.

MVEMSA has held discussions with the ambulance providers specific to the Ambulance Provider Agreements but were unable to finalize new contracts. Consistent with the strategic planning process, it is recommended that MVEMSA, on behalf of Stanislaus County, conduct a RFP process for ambulance services within the County. The development of the RFP will be prepared with MVEMSA, County staff and stakeholder participation. To allow time for the RFP process and to incorporate strategic elements into new provider contracts, MVEMSA is negotiating a one-year extension of the ambulance provider agreements on behalf of Stanislaus County.

Stanislaus County Code, Title 6, Section 6.70.040(D) states, "The initial term of an ambulance provider agreement shall be for a period of five years, provided that in the event the parties are unable to negotiate a new agreement prior to the expiration of an existing agreement then the parties may extend the initial term for additional periods of time not to exceed two years for each extension as often as the parties may agree and until the execution of a new agreement".

MVEMSA is working with the ambulance providers for one-year service contract extensions for the provision of ground ambulance service, with the understanding that an RFP for ambulance services will be forthcoming. Pending Board of Supervisors policy direction, the MVEMSA Joint Powers Agency Board of Directors has authorized the MVEMSA interim executive director to sign the contract extensions. In consideration of these extensions and in the interest of financial sustainability, it was agreed that Exhibit D, Non-Compliance Fine Amounts for the term of the extension only, would not be enforced. Specifically, Section 10.4 A would be modified with the following: The ambulance providers will still be liable for all the monitoring costs provided for in Exhibit

H. All other references to non-compliance fines in the Agreement extension will be modified accordingly.

The extension period for Metropolitan Ambulance Provider Agreements and Rural Ambulance Provider Agreements begins May 1, 2018 and ends on April 30, 2019.

#### Request for Qualifications/Proposals for Ambulance Provider Services

The Stanislaus County EMS Strategic Plan recommends that a Request for Qualifications/Proposal for ambulance provider services be developed, issued and awarded. MVEMSA on behalf of Stanislaus County will coordinate the development and issuance of a Request for Qualifications/Proposal for ambulance provider services. The development of the RFQ/RFP is a complex process and requires detailed effort, coordination, and time to prepare.

The current ambulance provider agreements, approved by the Board of Supervisors on April 16, 2013 and implemented on May 1, 2013, included the assessment of automatic penalties for non-compliance with response time standards for Code 2 and Code 3, 911 calls. These automatic penalty funds, paid by ambulance providers, have resulted in a significant increase to the System Enhancement Fund account, which are funds set aside for the improvement and enhancement of the emergency medical system in Stanislaus County and held by MVEMSA.

It is also recommended the Board of Supervisors authorize the use of up to \$200,000 in MVEMSA held System Enhancement Funds to contract with an expert consultant to develop the RFQ/RFP, conduct more detailed financial analysis and support the process as recommended. The consultant will be expected to work in concert with MVEMSA and County staff, and also coordinate input from stakeholders, including ambulance providers and fire agencies. The Emergency Medical Services Committee supports the use System Enhancement Funds for this purpose. The Board will consider the completed Request for Proposal and schedules for this process prior to issuance to potential providers.

#### CAD to CAD Update

The CAD to CAD computer interface project between Stanislaus Regional 911 (SR911) and Valley Regional Emergency Communications Center (VRECC) was approved and funded in mid-2014. Funds were allocated, \$250,000, from EMS System Enhancement Funds for this purpose. To date, \$63,750 has been paid to the vendor (TriTech) and

\$172,023 is committed according to the contract.

The challenges encountered since the approval over the past five years have extended the implementation of this important effort. This activity was not fully accomplished during the past five-year extension period; however, a focused effort is in the final stages to implement this important integration for public safety.

User Acceptance Testing sessions began in February of 2018 and continue. Final programming adjustments are currently being made with the outside vendor, TriTech to ensure a safe product is delivered. It is anticipated that the integration will be fully implemented in July, 2018.

The Board of Supervisors' Health Executive Committee, comprised of Chairman DeMartini and Supervisor Withrow, received an update on the Emergency Medical Services Strategic Planning effort on March 6, 2018.

#### **POLICY ISSUE:**

Board of Supervisors' approval of extension of the ambulance provider agreements is consistent with the Stanislaus County Code Section 6.70.040D.

**FISCAL IMPACT:**

Approval of these recommendations would not have a direct fiscal impact on the county's budget.

**BOARD OF SUPERVISORS' PRIORITY:**

The recommended actions are consistent with the Boards' priorities of *Supporting Community Health* and *Delivering Efficient Public Services and Community Infrastructure* by creation of an EMS Strategic Plan focused on better patient outcomes and public health and supporting the preparation of a Request for Proposal for ambulance services in Stanislaus County.

**STAFFING IMPACT:**

Existing county staff is responsible for preparing all reports associated with this request and there are no staffing impacts associated with this item.

**CONTACT PERSON:**

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Mary Ann Lee, Health Services Agency Director	Phone: 209-558-7163
Cindy Murdaugh, MVEMSA Interim Executive Director	Phone: 209-529-5085

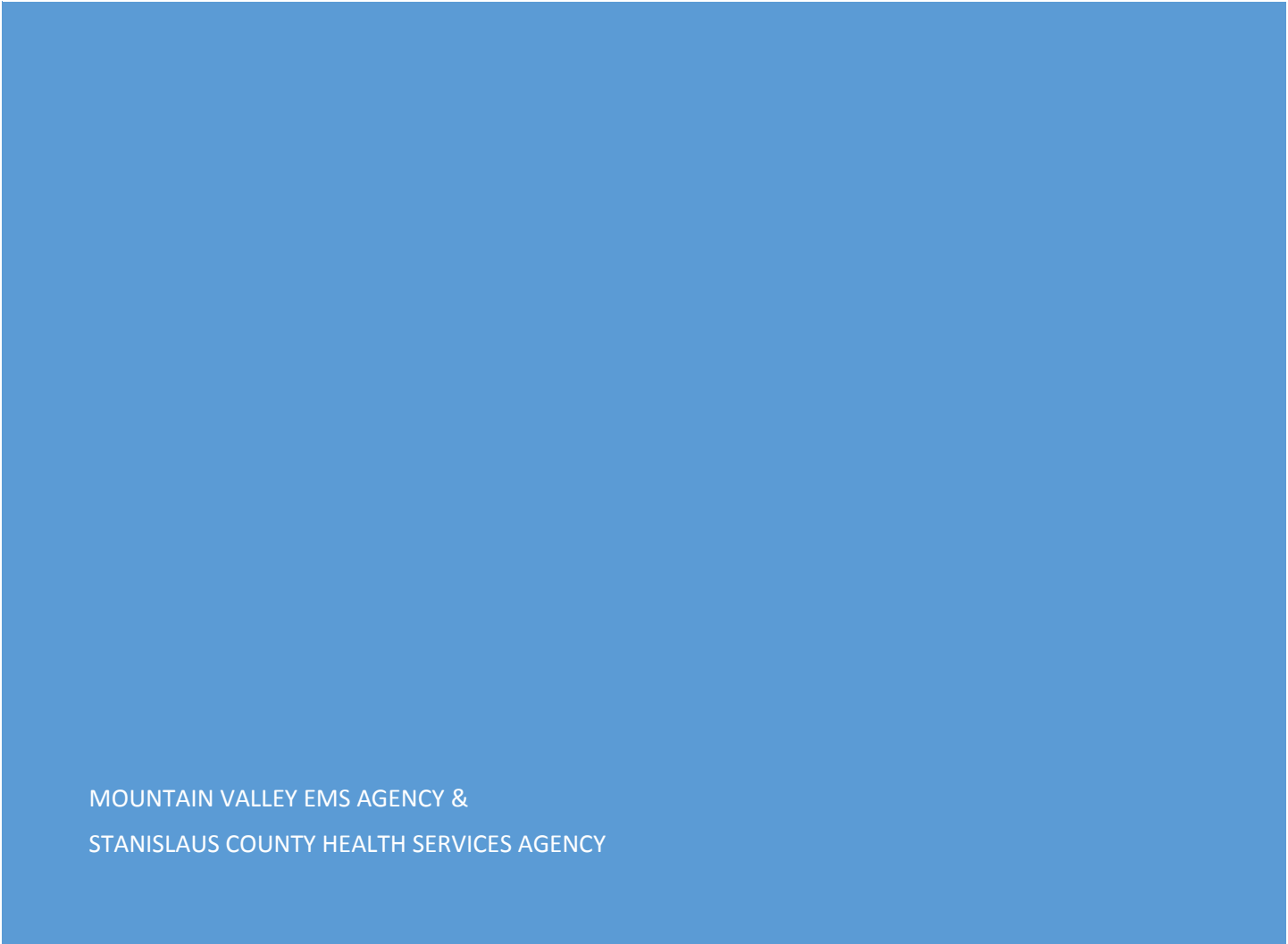
**ATTACHMENT(S):**

1. EMS Strategic Plan 2018
2. Attachment A Stakeholder Strategic Plan Recommendations 4.2018
3. Proposed Extensions to Ambulance Provider Agreements
4. System Enhancement Fund Policy
5. EMSC Action Agenda item 040518 RFP Consultant





# DRAFT STANISLAUS COUNTY EMS STRATEGIC PLAN (2018 & BEYOND)



MOUNTAIN VALLEY EMS AGENCY &  
STANISLAUS COUNTY HEALTH SERVICES AGENCY

## Contents

Acknowledgements.....	2
Participating Agencies and Providers .....	2
Executive Summary.....	3
Planning Process .....	3
Stanislaus County Current EMS Delivery System.....	3
Vision for Future Delivery System.....	6
EMS Strategic Plan Goals and Objectives .....	6
Goal One - Enhance System Efficiency.....	6
Goal Two – Create Financial Sustainability .....	6
Goal Three – Improve Communication Capabilities .....	7
Goal Four – Enhance Communication, Coordination and Collaboration among Stakeholders.....	7
Next Steps .....	7
Summary .....	8
Conclusion.....	8

## Acknowledgements

This strategic plan was developed with input and participation in the planning process by multiple disciplines and agencies. The following agencies participated in the EMS system assessment stakeholder meeting, survey and/or interviews.

### Participating Agencies and Providers

#### *EMS / Ambulance Providers*

American Medical Response  
CalStar  
Oak Valley Hospital District Ambulance  
Patterson District Ambulance  
ProTransport-1  
Mountain Valley EMS Agency  
Stanislaus County EMS Committee

#### *Fire Service Agencies*

Ceres Emergency Services  
Hughson Fire Protection District  
Keyes Fire District  
Modesto Fire Department  
Newman Fire Department  
Patterson City Fire Department  
Salida Fire Protection District  
Stanislaus Consolidated Fire Protection District  
Stanislaus County Fire Warden  
Turlock Rural Fire District  
Turlock Fire Department  
West Stanislaus Fire District  
Woodland Avenue Fire District

#### *Hospitals*

Doctors Medical Center  
Kaiser Hospital Modesto  
Memorial Medical Center  
Emanuel Medical Center

#### *Cities / County*

City of Ceres City Manager  
City of Hughson City Manager  
City of Modesto Interim City Manager  
City of Oakdale City Manager  
City of Patterson City Manager  
City of Riverbank City Manager  
City of Waterford Public Works Director  
Stanislaus County Chief Executive Office  
Stanislaus County Health Services Agency

#### *Dispatch*

Stanislaus Regional 9-1-1  
Valley Regional Emergency Communication Center

#### *Law Enforcement*

Modesto Police Department  
Stanislaus County Sheriff

## Executive Summary

The development of the Stanislaus County Emergency Medical Services (EMS) Strategic Plan has been a comprehensive process. Through the data outlined in the Stanislaus County EMS System Assessment, the stakeholder survey and the stakeholder interviews it is clear that the EMS delivery platform in Stanislaus County needs to evolve to meet the challenges facing EMS throughout the country and specifically in Stanislaus County.

Those interviewed agreed that improved patient outcomes need to be the focus of EMS system improvement. The road map to achieve those outcomes include: Enhancing system efficiency; Creating a financially sustainable platform; Improving communication capabilities for EMS with partner agencies; and enhancing communication coordination and collaboration among all EMS stakeholders.

## Planning Process

The Emergency Medical Services (EMS) Strategic Plan development was initiated by the Stanislaus County Board of Supervisors. The Board of Supervisors authorized the initiation of a strategic planning process to focus on continuous improvement through a more integrated approach to the EMS system.

As directed by the Board of Supervisors, staff from Stanislaus County Health Services Agency, Stanislaus County Chief Executive Office and Mountain Valley EMS Agency identified the process for the strategic plan development. The process was divided into three phases.

**Phase I** included the development of a system assessment. This assessment included data collection and analysis, review of best practices and cost modeling. The Stanislaus County EMS System Assessment was finalized in July 2017 and presented to stakeholders on July 31, 2017. The system assessment identified system challenges along with opportunities.

**Phase II** included the development of this strategic plan and began with a survey sent to stakeholders. The survey focused on the information found in the system assessment and requested input from the stakeholders. The next step was then individual interviews with discipline representatives from EMS agencies, fire, law enforcement, hospitals, city managers, dispatch and the County Chief Executive Office. The information from the system assessment, surveys and stakeholder interviews forms the basis for this strategic plan.

**Phase III** is initiated with the development of the strategic plan. Phase III also includes the implementation of the strategic plan. The implementation will further define and prioritize goals outlined in the strategic plan and identify tasks, steps and timeframes for each goal.

## Stanislaus County Current EMS Delivery System

The Stanislaus County EMS System Assessment Report identified a number of challenging issues and opportunities for improvement impacting the stability and capability of the current EMS delivery system:

1. **High-Performance EMS System**

A high-performance emergency ambulance service system is the delivery of clinical excellence, response-time reliability, economic efficiency, and customer satisfaction. Methodologies and

## DRAFT

processes are in place for Mountain Valley EMS Agency to efficiently monitor contractual ambulance service compliance measurements of the system. The following opportunities exist for improvement to the ambulance provider agreements:

- a. Determine a more comprehensive review of ambulance providers financials in order to justify financial sustainability;
- b. Consider performance-based ambulance provider agreements that address customer satisfaction surveys conducted by ambulance provider;
- c. Implement a process for auditing the ambulance provider's performance against other high-performance services;
- d. Require system features that ensure economic efficiency such as weekly demand analysis reports generated from First Watch to determine the right number of ambulances are deployed based on historical call demand.

### 2. **Emergency Response Levels**

In evaluating the EMS 911 response totals over the past three (3) years, it is evident there has been an increase in call volume responses. In 2016 an additional 5,841 EMS calls occurred compared to 2014, which equates to about 16 more calls per day. The number of emergency calls that were dispatched with lights and sirens (Code 3) represented about 68-70% of the total call volume for Stanislaus County. The increase in call volume and shortage of paramedics nationwide provides for the following opportunities:

- a. Research and develop a two-tier response level providing a system where Basic Life Support (BLS) ambulances respond to 911 low acuity calls as determined by Medical Priority Dispatch System (MPDS) Emergency Medical Dispatch (EMD) protocols and as defined by MVEMSA;
- b. Require a 100% audit of 911 BLS responses for a prescribed period of time by MVEMSA
- c. Research models used in EMS industry advocating stronger relationships/ collaboration with Advanced Life Support (ALS) fire for a two-tier response system.

### 3. **Mutual Aid Responses**

Mutual Aid has developed into a regular reliance on other providers in order to sustain compliance within the ambulance providers respective response area or exclusive operating area (EOA) resulting from a daily shortage of ambulances in the 911 EMS System. The following opportunities exist:

- a. Re-evaluate and re-define the parameters for mutual aid within the Stanislaus County EMS System Status Plan;
- b. Develop new minimum deployment standards for ambulance providers based upon demand analysis and historical deployment data to increase units within the EMS System;

- c. Utilize Emergency Medical Technician (EMT) / BLS ambulances to manage low acuity EMS calls.

**4. Emergency Response Times**

Response time standards continue to be a controversial topic in EMS where focus on response time measurements is embedded into contractual language and budgets instead of having response time standards based on clinical and outcome measures. Evidence suggests there is no strong correlation between EMS response times and patient outcomes for the vast majority of medical conditions. The following opportunities exist:

- a. Research and work towards a fully evidence-based EMS system;
- b. Research best practices from across California and the United States where systems response time standards are based on the patient's level of acuity which is determined through the EMD process.

**5. Improve System Efficiency through Community Paramedicine and Community Partnerships**

The excessive use of ambulance transports to hospital emergency rooms in Stanislaus County exists. During the flu season, some hospital Emergency Departments (ED) are so impacted that it's very difficult to process patients through the hospital ED quickly enough to prevent a backlog of ambulances waiting to unload their patients. The ED delay results in long delays in ambulance response to emergency calls, which results in delaying fire department crews remaining on scene for a lengthy period of time waiting for an ambulance to arrive.

In addition to a two-tier system, community paramedic programs and community partnerships can help mitigate the gap between demand for medical services and the limited workforce available to provide those services, decrease health care costs in Stanislaus County, and facilitate a better use of expensive emergency room services. The following opportunities exist:

- a. Research the concept of using a Registered Nurse (RN) at the EMS dispatch center to handle nurse triage calls for non-urgent 911 calls seven days a week during peak times.
- b. Research the use of Community Paramedics for post-discharge follow up on patients discharged from the hospital in order to reduce re-admission;
- c. Research the program currently used by Fresno County EMS to reduce frequent 911 "super users" for unnecessary transports to the hospital. The program identified the heaviest users of the 911 system and developed a multi-disciplinary approach to reduce the frequency with which 911 was used.

**6. Financial Sustainability of Ambulance Providers**

The change in payor mix combined with a decrease in reimbursement rates by commercial insurers have resulted in an overall decrease in per-call revenue, making it difficult to maintain the financial solvency of the EMS System. In addition, since the beginning of the new

ambulance provider agreements in 2013, EMS systems in California that have imposed contractually-mandated costs (e.g., subsidies, fees, or pass-through costs) on contracted 911 Exclusive Operating Areas (EOAs) ambulance providers have experienced significant financial shortfalls. These costs also greatly affect the per-call revenue that can be generated by providers. The following opportunity exists:

- a. Research the strategic matching of emergency ambulance resources to patient needs and improve care to patients without undue financial or operational hardships to the EMS system and ambulance provider.

## Vision for Future Delivery System

The Stanislaus County EMS Strategic Planning process goal is to deliver the EMS System within Stanislaus County into an era of innovation, by embracing available opportunities. This plan represents the vision for EMS within the County and is based on best practices, identified opportunities and stakeholder input. The strategic plan will serve as the road map for moving the EMS system forward over the next three (3) to five (5) years.

During the stakeholder interviews, one theme was stated in many different ways, we cannot continue to do business as usual with respect to EMS delivery in Stanislaus County. There were concerns about the efficiency of the system, financial sustainability, communication and cooperation. The goals and objectives within this plan were developed to address the common concerns identified throughout the strategic planning process.

## EMS Strategic Plan Goals and Objectives

### Goal One - Enhance System Efficiency

- Objective 1.1 Identify partnerships with ALS & BLS first responder agencies to improve system efficiency and sustainability
- Objective 1.2 Partner with stakeholders to develop delivery service level for Stanislaus County.
- Objective 1.3 Increase access to quality training for all pre-hospital EMS providers
- Objective 1.4 Explore and implement best practices to improve patient outcomes.
- Objective 1.5 Adopt the mobile health integration care (community paramedic) program when California statutes and/or regulations are amended.
- Objective 1.6 Evaluate the effectiveness of the parameters for the mutual aid system within the Stanislaus County EMS System Status Plan.
- Objective 1.7 Research best practices from across California and the United States where system response time standards are based on the patient's level of acuity

### Goal Two – Create Financial Sustainability

- Objective 2.1 Identify ambulance provider financial analysis components as part of the development of the RFP including funding, reimbursements, payor mix and other elements

Objective 2.2 Identify best practices that provide financial and system efficiencies for Stanislaus County.

**Goal Three – Improve Communication Capabilities**

Objective 3.1 Finalize CAD to CAD project

Objective 3.2 Evaluate CAD to CAD response and determine next steps to improve communication capabilities.

Objective 3.3 Improve interoperable communication capabilities between EMS, fire, law enforcement and dispatch agencies.

**Goal Four – Enhance Communication, Coordination and Collaboration among Stakeholders**

Objective 4.1 Enhance communication, coordination and collaboration among partner agencies to provide a sustainable EMS delivery system that focuses on patient outcomes.

**Next Steps**

Responsive to the consensus that the EMS response structure within Stanislaus County needs to change and can no longer be “business as usual”, it is recommended that pre-hospital agencies partner with MVEMSA and Stanislaus County to recommend components of an EMS delivery response system. The recommendations of the pre-hospital stakeholders, as appropriate, may be incorporated into a Request for Proposal (RFP) process and future ambulance provider agreements.

**Immediate actions** to identify EMS response system improvements include:

Action	Objective
Present strategic plan and request input from stakeholders	1.1, 1.2, 2.1, 4.1
Present strategic plan to approving agencies with recommended actions	1.1, 1.2, 2.1,.4.1
Extend ambulance provider agreements to allow time for development of a Request for Proposal	1.1, 1.2, 1.4, 2.1, 4.1

**The intermediate and long-range vision** for the implementation, monitoring and evaluation of the strategic plan actions includes:

Action	Objective
Establish value of fire in EMS Delivery System	1.1, 1.2, 1.4, 2.1
Develop, issue and award Request for Proposal for Ambulance Provider Services	1.1, 1.2, 1.4, 1.7, 2.1, 2.2
Develop patient outcome measures to identify effectiveness of updated EMS response system	1.1, 1.2, 1.4, 1.7, 2.1



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<b>Action</b>	<b>Objective</b>
Collect and analyze response and outcome data from implementation EMS response system	1.1, 1.2, 1.4, 1.7, 2.1
Enhance partnership of ambulance and fire for quality training including use of high fidelity manikin.	1.3
Implement mobile health integration care (community paramedicine) in pre-hospital response. (dependent upon change in California statutes and/or regulations)	1.5
Re-evaluate and re-define the parameters for mutual aid within the Stanislaus County EMS System Status Plan.	1.6
Endeavor to protect and support hospital / health care districts providing ambulance services	2.1, 2.2
Implement CAD to CAD	3.1
Evaluate the CAD to CAD implementation and identify further opportunities to improve communication	3.2
Implement a common channel for communication between EMS, fire, law enforcement and dispatch agencies.	3.3
Improve communication, coordination and collaboration among stakeholders with EMS participating in the Fire Chiefs Meeting, Fire EMS Committee, Approval Authority/Homeland Security Workgroup, Health Executives Surge Round Table, Operational Area Council and other opportunities as they become available	4.1

## Summary

The Stanislaus County EMS Strategic Plan recommends that a Request for Proposal (RFP) for ambulance provider services be developed, issued and awarded. The RFP will meet strategic objectives for the development of an efficient and financially sustainable EMS Response System within Stanislaus County. The approach for strategic implementation includes meeting with pre-hospital stakeholders, developing the RFP to reflect strategic objectives and updating the ambulance ordinance within the Stanislaus County Code to support the redesigned EMS Response System.

## Conclusion

Stanislaus County and MVEMSA embarked on this strategic planning process with the objective to develop a sustained EMS Strategic Plan. This process identified gaps, strengths and opportunities to improve patient outcomes within Stanislaus County. Through the strategic planning process, including the evidence/data-based system assessment and stakeholder input, the objective to develop a sustainable EMS Strategic Plan was achieved.

The challenge now is to implement an efficient and sustainable model to ensure patient outcomes are improved throughout Stanislaus County. The strategic plan provides a road map for redefining EMS response within Stanislaus County. To achieve the goals and objectives of the strategic plan will require communication, coordination and collaboration among all stakeholders. The end result is improved patient outcomes for all Stanislaus County citizens.

## Stakeholder Strategic Plan Recommendations

April 4, 2018

Stakeholder	Comment themes regarding	Addressed in Strategic Plan	Actions
Ambulance Provider	Include FRALS in program discussion	Goal 1, Objective 1.1	Added ALS & BLS to objective
Ambulance Provider	Emergency Response Times need review	Goal 1, Objective 1.7	New
Ambulance Provider	Financial analysis for sustainability	Goal 2, Objective 2.1	New
		Goal 2, Objective 2.2	Formally objective 2.1
Ambulance Provider	Protection and support of hospital/health care districts	Next Steps, Intermediate & long-range vision	New - added action item
Ambulance Provider	Emphasize Patient Outcomes	Executive Summary; Stanislaus County Current EMS Delivery System; Goal 1, Objective 1.4; Next Steps; Summary	No changes.
Ambulance Provider	Mutual Aid issues (hospital delays, out of EOA closest ambulance, out of county response)	Goal 1, Objective 1.6	No change.
Ambulance Provider/ Fire Agency	On scene communication	Goal 3, Objective 3.3	No change.
Fire Agency	Level of service provided by fire	Goal 1, Objective 1.1; Next Steps	No change
Fire Agency	Single communication system	Goal 3, Objective 3.2	No change.
Fire Agency	Funding for EMS services	Goal 2, objective 2.2	No change
Fire Agency	Training for fire	Goal 1, Objective 1.3	No change

**AMENDMENT TO STANISLAUS COUNTY AMBULANCE PROVIDER AGREEMENT**

This is an Amendment to the Agreement for Metropolitan Emergency Ambulance Service in Stanislaus County Zones 1,3,8 and B ("Agreement") between Mountain-Valley EMS Agency ("Agency") and American Medical Response - West ("Contractor"), herein after, the "parties".

WHEREAS, the Agreement is from May 1, 2013 through April 30, 2018; and

WHEREAS, the parties to the Agreement are negotiating in good faith a new agreement that is not yet completed; and

WHEREAS, the Stanislaus County Board of Supervisors authorized a one year extension of the Agreement to provide for additional time to complete and execute the intended new agreement,

NOW THEREFORE, the parties hereby agree to extend the Agreement through April 30, 2019 with the following modifications for the term of the extension:

Section 4.1.D.1, Response Time Compliance, Assessment of Fines shall not be enforced; *and*

Section 10.4 Fines and Fees shall be changed to read:

A. Contractor shall be liable for all of the monitoring costs provided in this Agreement, Exhibit H.

B. Payment Methodology – Contractor shall pay the Agency according to the schedule listed in Exhibit H; *and*

Section 11 2.L, Termination for Cause, Failure to Pay Fines shall not be enforced; *and*

Exhibit D, Non-Compliance Fine Amounts shall not be enforced.

All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties or their duly authorized representatives have executed this Amendment on this

**Mountain-Valley EMS Agency**

**American Medical Response - West**

By  
Cindy Murdaugh  
Interim Executive Director

By: \_\_\_\_\_  
Thomas Wagner  
Chief Executive Officer

"Agency"

"Contractor"

Approved: BOS Resolution \_\_\_\_\_  
Agenda \_\_\_\_\_  
Dated: \_\_\_\_\_

APPROVED AS TO FORM.  
JOHN P. DOERING, County Counsel

By:   
Stanislaus County Counsel

**AMENDMENT TO STANISLAUS COUNTY AMBULANCE PROVIDER AGREEMENT**

This is an Amendment to the Agreement for Rural Emergency Ambulance Service in Stanislaus County Zones 4 and D ("Agreement") between Mountain-Valley EMS Agency ("Agency") and Oak Valley Hospital District ("Contractor"), herein after, the "parties".

WHEREAS, the Agreement is from May 1, 2013 through April 30, 2018; and

WHEREAS, the parties to the Agreement are negotiating in good faith a new agreement that is not yet completed; and

WHEREAS, the Stanislaus County Board of Supervisors authorized a one year extension of the Agreement to provide for additional time to complete and execute the intended new agreement,

NOW THEREFORE, the parties hereby agree to extend the Agreement through April 30, 2019 with the following modifications for the term of the extension:

Section 4.1.D.1, Response Time Compliance, Assessment of Fines shall not be enforced; *and*

Section 10.4, Fines and Fees shall be changed to read:

A. Contractor shall be liable for all of the monitoring costs provided in this Agreement, Exhibit H.

B. Payment Methodology – Contractor shall pay the Agency according to the schedule listed in Exhibit H; *and*

Section 11.2.L, Termination for Cause, Failure to Pay Fines shall not be enforced; *and*

Exhibit D, Non-Compliance Fine Amounts shall not be enforced.

All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties or their duly authorized representatives have executed this Amendment on this \_\_\_\_\_

**Mountain-Valley EMS Agency**

**Oak Valley Hospital District**

By: \_\_\_\_\_

Cindy Murdaugh  
Interim Executive Director

"Agency"

By: \_\_\_\_\_

John J. McCormick  
Chief Executive Officer

"Contractor"

Approved: BOS Resolution \_\_\_\_\_

Agenda \_\_\_\_\_

Dated: \_\_\_\_\_

APPROVED AS TO FORM:  
JOHN P. DOERING, County Counsel

By:   
Stanislaus County Counsel

**AMENDMENT TO STANISLAUS COUNTY AMBULANCE PROVIDER AGREEMENT**

This is an Amendment to the Agreement for Rural Emergency Ambulance Service in Stanislaus County Zones 5 and B ("Agreement") between Mountain-Valley EMS Agency ("Agency") and Patterson District Ambulance ("Contractor"), herein after, the "parties".

WHEREAS, the Agreement is from May 1, 2013 through April 30, 2018; and

WHEREAS, the parties to the Agreement are negotiating in good faith a new agreement that is not yet completed; and

WHEREAS, the Stanislaus County Board of Supervisors authorized a one year extension of the Agreement to provide for additional time to complete and execute the intended new agreement.

NOW THEREFORE, the parties hereby agree to extend the Agreement through April 30, 2019 with the following modifications for the term of the extension:

Section 4.1.D.1, Response Time Compliance, Assessment of Fines shall not be enforced; *and*

Section 10.4, Fines and Fees shall be changed to read:

A. Contractor shall be liable for all of the monitoring costs provided in this Agreement, Exhibit H.

B. Payment Methodology – Contractor shall pay the Agency according to the schedule listed in Exhibit H; *and*

Section 11.2.L, Termination for Cause, Failure to Pay Fines shall not be enforced; *and*

Exhibit D, Non-Compliance Fine Amounts shall not be enforced.

All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties or their duly authorized representatives have executed this Amendment on this \_\_\_\_\_

**Mountain-Valley EMS Agency**

**Patterson District Ambulance**

By: \_\_\_\_\_

Cindy Murdaugh  
Interim Executive Director

By: \_\_\_\_\_

Karin Hennings  
Administrative Director / CEO  
Del Puerto Health Care District  
dba: Patterson District Ambulance

"Agency"

"Contractor"

Approved: BOS Resolution \_\_\_\_\_

Agenda \_\_\_\_\_

Dated: \_\_\_\_\_

APPROVED AS TO FORM:  
JOHN P. DOERING, County Counsel

By:   
Stanislaus County Counsel

**AMENDMENT TO STANISLAUS COUNTY AMBULANCE PROVIDER AGREEMENT**

This is an Amendment to the Agreement for Rural Emergency Ambulance Service in Stanislaus County Zone C ("Agreement") between Mountain-Valley EMS Agency ("Agency") and ProTransport-1, Inc ("Contractor"), herein after, the "parties".

WHEREAS, the Agreement is from May 1, 2013 through April 30, 2018; and

WHEREAS, the parties to the Agreement are negotiating in good faith a new agreement that is not yet completed; and

WHEREAS, the Stanislaus County Board of Supervisors authorized a one year extension of the Agreement to provide for additional time to complete and execute the intended new agreement,

NOW THEREFORE, the parties hereby agree to extend the Agreement through April 30, 2019 with the following modifications for the term of the extension:

Section 4.1.D.1, Response Time Compliance, Assessment of Fines shall not be enforced; *and*

Section 10.4, Fines and Fees shall be changed to read:

A. Contractor shall be liable for all of the monitoring costs provided in this Agreement, Exhibit H.

B. Payment Methodology – Contractor shall pay the Agency according to the schedule listed in Exhibit H; *and*

Section 11.2.L, Termination for Cause, Failure to Pay Fines shall not be enforced; *and*

Exhibit D, Non-Compliance Fine Amounts shall not be enforced.

All other terms and conditions of the Agreement shall remain in full force and effect

IN WITNESS WHEREOF, the parties or their duly authorized representatives have executed this Amendment on this \_\_\_\_\_.

**Mountain-Valley EMS Agency**

**ProTransport-1, Inc.**

By: \_\_\_\_\_  
Cindy Murdaugh  
Interim Executive Director

By: \_\_\_\_\_  
Todd J. Walker  
Chief Executive Officer

"Agency"

"Contractor"

Approved: BOS Resolution \_\_\_\_\_  
Agenda \_\_\_\_\_  
Dated. \_\_\_\_\_

APPROVED AS TO FORM:  
JOHN P. DOERING, County Counsel

By: Maureen Hartley  
Stanislaus County Counsel

**AMENDMENT TO STANISLAUS COUNTY AMBULANCE PROVIDER AGREEMENT**

This is an Amendment to the Agreement for Rural Emergency Ambulance Service in Stanislaus County Zone A ("Agreement") between Mountain-Valley EMS Agency ("Agency") and Westside Community Healthcare District Ambulance ("Contractor"), herein after, the "parties".

WHEREAS, the Agreement is from May 1, 2013 through April 30, 2018; and

WHEREAS, the parties to the Agreement are negotiating in good faith a new agreement that is not yet completed; and

WHEREAS, the Stanislaus County Board of Supervisors authorized a one year extension of the Agreement to provide for additional time to complete and execute the intended new agreement,

NOW THEREFORE, the parties hereby agree to extend the Agreement through April 30, 2019 with the following modifications for the term of the extension:

Section 4.1.D.1, Response Time Compliance, Assessment of Fines shall not be enforced; *and*

Section 10.4, Fines and Fees shall be changed to read:

A. Contractor shall be liable for all of the monitoring costs provided in this Agreement, Exhibit H.

B. Payment Methodology – Contractor shall pay the Agency according to the schedule listed in Exhibit H; *and*

Section 11.2.M, Termination for Cause, Failure to Pay Fines shall not be enforced; *and*

Exhibit D, Non-Compliance Fine Amounts shall not be enforced.

All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties or their duly authorized representatives have executed this Amendment on this \_\_\_\_\_.

**Mountain-Valley EMS Agency**

**Westside Community Healthcare  
District Ambulance**

By: \_\_\_\_\_

Cindy Murdaugh  
Interim Executive Director

"Agency"

By: \_\_\_\_\_

Richard Daniel  
President

"Contractor"

Approved: BOS Resolution \_\_\_\_\_

Agenda \_\_\_\_\_

Dated: \_\_\_\_\_

APPROVED AS TO FORM:  
JOHN P. DOERING, County Counsel

By:  \_\_\_\_\_  
Stanislaus County Counsel



**DRAFT FOR BOARD OF SUPERVISOR CONSIDERATION DECEMBER 2016**

MOUNTAIN-VALLEY EMS AGENCY

POLICY: 951.20

POLICIES AND PROCEDURES

TITLE: STANISLAUS COUNTY EMS  
SYSTEM ENHANCEMENT FUNDS

APPROVED: SIGNATURE ON FILE IN EMS  
OFFICE

EFFECTIVE DATE:

REVIEW DATE:

\_\_\_\_\_  
Executive Director

SIGNATURE ON FILE IN EMS  
OFFICE

\_\_\_\_\_  
Medical Director

PAGE: 1 OF 4

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**STANISLAUS COUNTY EMS SYSTEM ENHANCEMENT FUNDS**

I. AUTHORITY

II. DEFINITIONS

- A. "Agency" - Mountain-Valley EMS Agency
- B. "Emergency Medical Services (EMS) System Enhancement Funds" – The funds generated from Stanislaus County Ambulance Provider(s) contractual non-compliance fines.
- C. "Stanislaus County Emergency Medical Services Committee (EMSC)" – Advisory Committee to the Mountain-Valley EMS Agency and the Stanislaus County Board of Supervisors on EMS issues.
- D. "Eligible Agency" – A public stakeholder within the Stanislaus County EMS System.

III. PURPOSE

Establish a process for the use of Stanislaus County EMS System Enhancement Funds

IV. POLICY

The EMS System Enhancement Fund was established as a result of the fines assessed and collected from the Stanislaus County ambulance providers for contractual non-compliance.

Response Time compliance is monitored through contractual agreements between Agency and Stanislaus County Ambulance Providers. The objective is to encourage response time compliance and thereby improve patient care for the community. Fines generated from non-compliance issues are used to enhance the EMS System within Stanislaus County

Funds shall be allocated to projects that support the following priorities:

- A. Capital expenditures geared toward the integration of EMS dispatch in the Stanislaus Regional 9-1-1 Dispatch Center and potentially other public dispatch entities;
- B. Training costs associated with the integration of EMS dispatch in the Stanislaus Regional 9-1-1 Dispatch Center and potentially other public dispatch entities;



- C. EMS training, equipment and/or supply purchases that benefit or enhance EMS services in Stanislaus County on a system-wide basis. A percentage limit is listed within the parenthesis next to each category of the total system enhancement fund for the purchase of EMS equipment or training equipment, First Responder EMS equipment, and EMS pre-hospital supplies.
- a. The following items are acceptable items to request
    - i. EMS equipment or training equipment (Single request not to exceed 2.5% of total system enhancement fund amount – Example 2.5% of 2,000,000 = 50,000.00)
      - 1. Automated External Defibrillator's (AEDs)
      - 2. Manikins used for CPR or EMS training
      - 3. Stair Chairs
      - 4. Training equipment that adds to or enhances the skill(s) of a First Responder or EMS Personnel
    - ii. EMS Supplies (Single request not to exceed 2.5% of total system enhancement fund amount)
      - 1. AED replacement supplies
      - 2. Personal Protective Equipment (PPE)
      - 3. Triage Tags
- D. Items requested by Mountain-Valley EMS Agency that benefit or enhances the EMS services in Stanislaus County on a system-wide basis, which will be approved by Stanislaus County EMSC.

The fund shall maintain a minimum reserve of \$100,000.

The Agency shall provide an accounting of the fund balance to the EMSC at their regular meetings and upon request.

V. PROCEDURES

- A. An Eligible Agency may complete and submit an Application to Request Allocation of System Enhancement Funds (Attachment A) to the Mountain-Valley EMS Agency. The application must include the following:
- 1. Detailed description of the project
  - 2. Amount requested with a detailed budget
  - 3. Other funding sources available
  - 4. Justification for how the EMS System will be enhanced
  - 5. Supporting documentation (i.e. quotes, project analysis and planning documents)
- B. The Agency shall review and assess the applications alignment with the fund priorities and confer with the Stanislaus County Public Health Officer (PHO). If an application is determined eligible, the Agency will make recommendation for approval to the EMSC.
- C. The EMSC shall take action on the recommendations and submit qualifying requests to the Stanislaus County Board of Supervisors for approval.
- D. Upon approval from the Stanislaus County Board of Supervisors, the following shall take place:
- 1. Agency shall notify the applicant.
  - 2. The applicant shall invoice the Agency for the approved funds.
    - a. The invoice shall include:
      - i. Agency Name, Address, Contact Person
      - ii. Invoice Number
      - iii. Quantity of Items to be Purchased

- iv. Unit Price of Item
  - v. Description of Items Purchasing
  - vi. Subtotal
  - vii. Total
3. Agency shall disburse the funds by check within 30 calendar days of receipt of invoice.
  4. Recipient shall provide the following to Agency:
    - a. Confirm proof of purchase by submitting receipt of purchase to Agency



STANISLAUS COUNTY EMERGENCY MEDICAL SERVICES COMMITTEE  
ACTION AGENDA SUMMARY

DEPT: Mountain-Valley EMS Agency AGENDA ITEM# 6a (Attachment 2)

Urgent  Routine  Vote Required  AGENDA DATE 4/5/18

ATTACHMENTS: Application for System Enhancement Funds from Mountain-Valley EMS Agency

CONTACT PERSON: Cindy Murdaugh, Interim Executive Director

SUBJECT: Consultant to Write an RFP for Emergency Ground Ambulance Service

DISCUSSION:

In accordance with Policy 951.20, Stanislaus County System Enhancement Funds, Mountain-Valley EMS Agency has reviewed the attached application and determined it is an eligible request that is in alignment with fund priorities.

In summary, the request is to hire a consultant to write a Request For Proposal (RFP) for the provision of Emergency Ground Ambulance Service in Stanislaus County. The issuance of this RFP is a key recommendation in the Stanislaus County EMS Strategic Plan.

The application was forwarded to the Stanislaus County Health Officer, who concurs this is an appropriate use of the System Enhancement Fund.

The Committee is asked to consider this application in view of the staff recommendation annotated below.

STAFF RECOMMENDATIONS: Approval to recommend to the Stanislaus County Board of Supervisors

FISCAL IMPACT: \$200,000.00 Requested; Available Funds = \$1,590,961.28

COMMITTEE ACTION AS FOLLOWS: Approved as written by a Vote of 8-0

## **Application to Request Allocation of System Enhancement Funds**

Name of Organization: Mountain-Valley EMS Agency  
Address: 1101 Standiford Ave, Suite D-1, Modesto CA 95350  
Contact Person: Cindy Murdaugh, Interim Executive Director  
Phone: 209-529-5085

1. Detailed description of the project (Attach additional supporting documentation if desired)

**This project would include funding for a consultant to draft a Request for Proposal for the Provision of Emergency Ground Ambulance Service in Stanislaus County.**

2. Amount requested with a detailed budget (Specific Project Costs and Capital Item(s) to be purchased – attach additional pages as needed)

**\$200,000.00**

3. Provide justification on how the EMS System will be enhanced in Stanislaus County

**On April 16, 2013, the Board of Supervisors and the MVEMSA JPA Board of Directors approved five-year Ambulance Provider Agreements for the provision of Emergency Ground Ambulance Service in Stanislaus County. These agreements incorporated policy direction to improve response time compliance, define and negotiate reimbursement for service delivery support arrangements, and integrate emergency dispatch services. The Ambulance Provider Agreements expire on April 30, 2018.**

**In February 2017, Stanislaus County initiated a strategic planning process to develop a Stanislaus County EMS Strategic Plan. The first phase of that process was assessing the current EMS response system. To do that a Stanislaus County System Assessment was developed that included data collection and analysis; identification of opportunities and threats from a local, state and national perspective; and the examination of best practices. Since the development of the System Assessment last July, EMS stakeholders including ambulance, fire, hospital, and government agencies were surveyed and interviewed.**

**What was learned from the System Assessment and stakeholder interviews is that to have a viable and robust EMS response system, we could no longer do business as usual. The Stanislaus County EMS Strategic Plan recommends the issuance of an RFP for ambulance provider services as part of the development**

**of an efficient and financially sustainable EMS Response System within Stanislaus County.**

**The development of the RFP is a complex process and requires detailed effort and time to write. MVEMSA is requesting system enhancement funds to hire a consultant to write all the elements of the RFP in coordination with MVEMSA and Stanislaus County. MVEMSA plans to issue a Request for Qualification to find a qualified consultant for this project.**

4. Describe other funding sources available to fund this project (Matching Funds, Applying for State Funding on a Regional Basis, Greater benefits would be realized by more counties/more agencies participating)

**There are no other funding sources identified for the hiring of the consultant.**

5. Supporting Documentation (Quotes, project analysis and planning documents)

**Stanislaus County EMS Strategic Plan**

# Stanislaus County Emergency Medical System Strategic Plan



**Patricia Hill Thomas  
Chief Operations Officer**



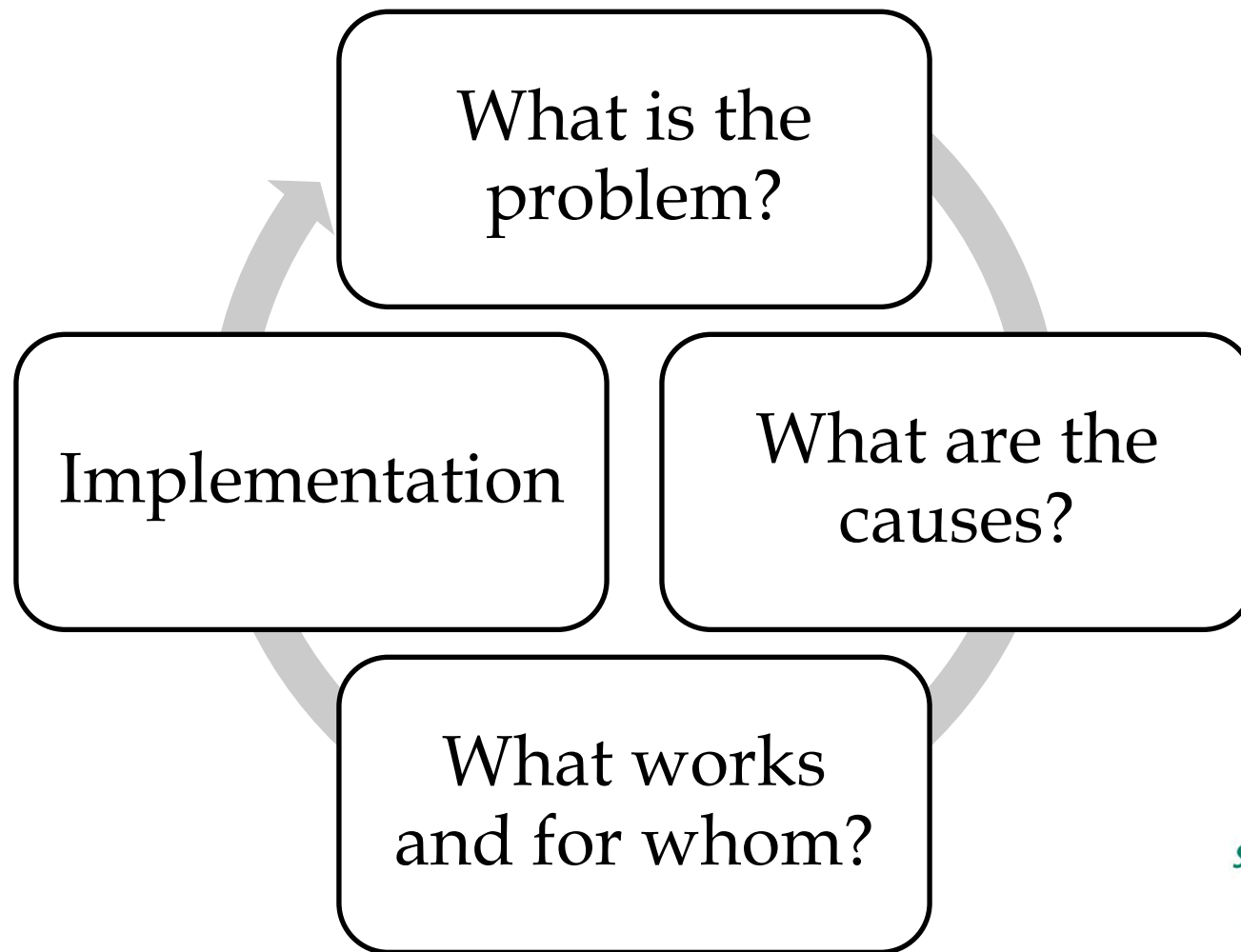


**“Some People spend their whole lives wondering if they made a difference, some don’t have that problem...” anonymous**

**Julie Vaishampayan, MD, MPH**  
**Stanislaus County**  
**Public Health Officer**



# The Public Health Approach



**Deborah Thrasher**  
**Project Manager, Planning and Quality**  
**Health Services Agency**



# Background

- ▣ Strategic Planning Process initiated by the Board of Supervisors in 2015
- ▣ Planning Process divided into three phases
  - Phase I: System Assessment
  - Phase II: Strategic Plan Development
  - Phase III: Implementation

# Strategic Planning Process

- ▣ Phase I – Stanislaus County EMS System Assessment
  - Data Collection & Analysis
  - Review of Best Practices and Industry trends
  - Presentation of System Assessment to Stakeholders on July 31, 2017

# Strategic Planning Process

- ▣ Phase II – Stanislaus County EMS Strategic Plan
  - Stakeholder Survey and 1:1 Interviews
    - ▣ Integrated dispatch
    - ▣ Sustainable funding sources
    - ▣ Reduce ambulance off-load times at Emergency Rooms
    - ▣ The need to expand community paramedicine
    - ▣ Identify appropriate/sustainable reimbursements to fire agencies for EMS services (value of fire)

# Strategic Planning Process

- ▣ Phase II continued
  - Stakeholder Meeting on March 28, 2018
  - Inclusion of Stakeholder input
    - ▣ Stakeholder Strategic Plan Recommendations
  - EMSC Review of Strategic Plan – April 5, 2018



Richard Murdock  
Fire Warden  
Assistant Director of Emergency  
Services

# Strategic Plan Overview

- ▣ Vision for Future Delivery System – “No longer continue business as usual”
- ▣ Sustainable Delivery System for Future is Needed
- ▣ Value of Fire in the Delivery of EMS is Needed
- ▣ Patient Outcomes to be Improved

# Strategic Plan Overview

- ▣ EMS Strategic Plan Goals and Objectives
  - Goal One – Enhance System Efficiency
  - Goal Two – Create Financial Sustainability
  - Goal Three – Improve Communication Capabilities
  - Goal Four – Enhance Communication, Coordination and Collaboration among Stakeholders

# Strategic Plan Overview

Recommendation: Develop a Request for Proposal for Ambulance Provider Services

RFP considerations include:

- Financial analysis
- Response levels and Response time practices
- Partnerships with ALS & BLS first responder agencies
- Role of the Value of Fire

Cindy Murdaugh  
Interim Director  
Mountain Valley Emergency Medical  
Services Agency

# Strategic Plan Implementation

- ▣ Phase III – Implementation
  - Extend current provider agreements to allow time to draft RFP for Ambulance Provider Services
  - EMSC approval of System Enhancement Funds for expert consultant to assist development of RFP to include Financial Analysis
  - Develop tasks and time frames for goals and objectives identified within strategic plan

# Strategic Plan Implementation

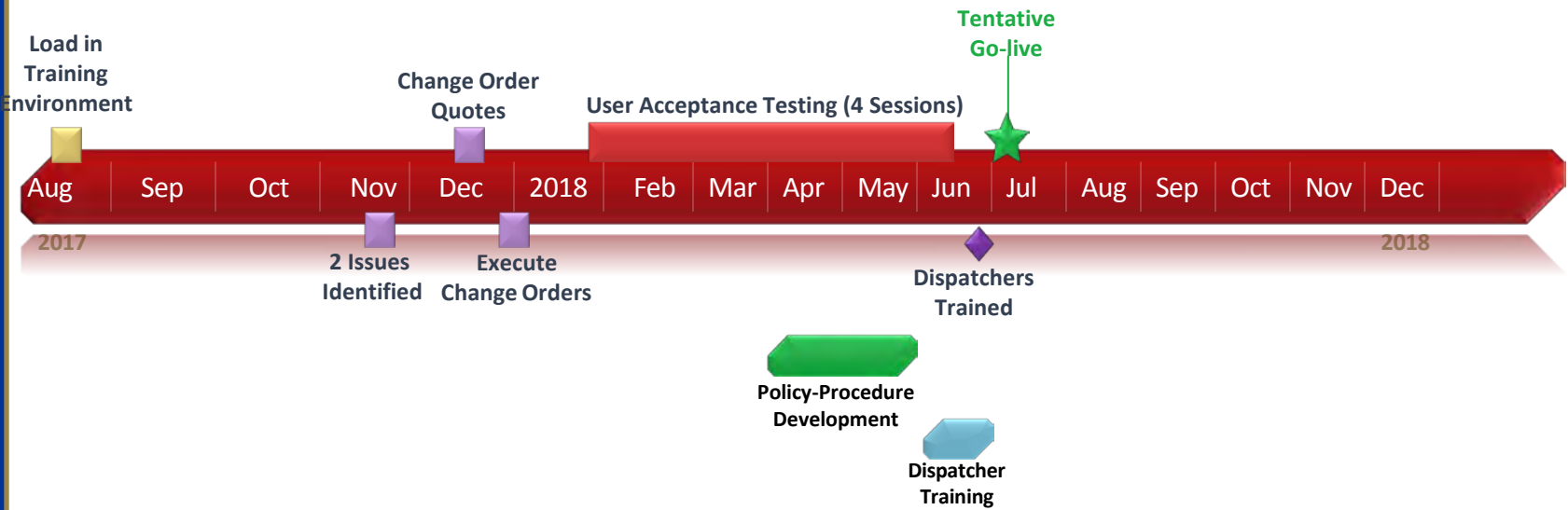
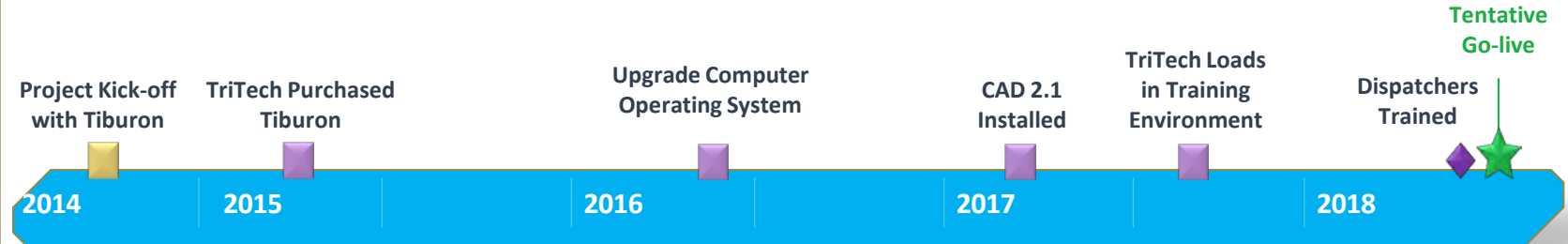
- Strategic matching of EMS resources to patient needs for better patient outcomes and public health.
- MVEMSA, with the assistance of the expert consultant, will lead the RFP process

*“We cannot become what we need by remaining what we are” John C Maxwell*

Scotty Douglass  
Executive Director  
Stanislaus Regional 9-1-1



# CAD-to-CAD Timeline



# Timeline

- April – June 2018: MVEMSA Seeks and Selects Expert Consulting Services
- June – September 2018: MVEMSA Prepares Request for Qualifications/Proposals and Related Analysis
- Fall 2018: Board of Supervisors Considers Recommended Request for Qualifications/Proposals
- Fall 2018: MVEMSA Seeks New Ambulance Provider Proposals
- Early 2019: Selection of New Ambulance Providers
- April 30, 2019: Ambulance Provider Extensions End
- May 1, 2019: New Ambulance Provider Agreements Begin

# Staff Recommendations

1. Approve the Stanislaus County Emergency Medical Services (EMS) Strategic Plan for 2018 and Beyond

# Staff Recommendations

2. Direct the Mountain Valley Emergency Medical Services Agency (MVEMSA) to extend the ambulance provider agreements with existing providers and extend the existing fire support agreements with existing fire agencies for a period of one year (May 1, 2018 through April 30, 2019)

# Staff Recommendations

3. Authorize MVEMSA to execute the ambulance provider extensions on behalf of Stanislaus County

# Staff Recommendations

4. Authorize MVEMSA to expend System Enhancement Funds for expert consulting professional services to support the recommended Request for Qualifications and Proposals Process, financial evaluation and the entire strategic effort to establish a new platform for the provision of these essential emergency services within Stanislaus County

# Staff Recommendations

5. Accept update on the status of the Computer Aided Dispatch (CAD-to-CAD) Project for emergency dispatch service

Questions?



# System Enhancement Fund Procurement Totaling \$3,441,044

- CAD to CAD virtual interface - NTE 250,000 (\$63,750 expended to date)
- SimMan 3G Manikin for training - \$78,097
- AEDs for multiple fire agencies - NTE \$200,000 (\$155,462 expended to date)
- FirstWatch data integration for EMS - \$95,700 (\$79,750 expended to date)
- LIFEPAK 15 monitors – NTE \$750,000 (\$705,881 expended to date)
- Training Manikins for fire agencies - \$91,595 (\$89,793 expended to date)