

September 3, 2015

Regular Meeting

Ad Hoc EMS

Committee

Item #2b

Bill VanLente

EMS Models Workshop



Mono County EMS Ad Hoc Committee Plan

Date	Goal	Tasks	Time Planned	Comments
9/3/15	Define WHAT of alternate models, keeping in mind that the Board of Supervisors could select a combination or hybrid model	<ol style="list-style-type: none"> 1. Review and adopt following plan 2. Firm up definitions of: <ol style="list-style-type: none"> a. High Quality b. County Wide c. Fiscally Sustainable 3. Consolidate WHAT of original design ideas into alternate models, using consensus tool 4. Reflect on meeting, process and plan 	to 1:30 to 2:00 to 3:30 to 4:00	Avoid duplication of ideas in task 2 and 3. Suspend evaluation until directed. Use consensus tool as needed. Avoid getting into weeds of HOW management.
9/17/15	Select, evaluate and prioritize up to three, perhaps four alternate models to be recommended to Board of Supervisors	<ol style="list-style-type: none"> 1. Further evaluate as necessary each model for pros and cons/forces for or against 2. Reach consensus on up to three, possibly four alternate models, or if necessary resolve by vote 3. Assign writing of set of recommendations 4. Reflect on progress 	to 2:15 to 3:30 to 3:45 to 4:00	Use iterations of consensus tool and process individually and/or in sub teams with report out. If necessary, treat limited items as tentative and table for further research as assigned
10/1/15	Hear from ICEMA and any interested independent contractors	<ol style="list-style-type: none"> 1. Hear presentation as scheduled with Q & A 2. Round robin discussion after all presentations on implications of presentations for models including key conclusions from presentations and any proposed modifications of model design alternatives 3. Reflect on progress 	to 3:15* to 3:45 to 4:00	Keep an open mind, using presentations Q & A to clarify, not to promote a model or an agenda. Use consensus tool and process as necessary.
10/15/15	Finalize write-up to Board of Supervisors and celebrate success	<ol style="list-style-type: none"> 1. Focus on essential model designs, not nuances of implementation 2. BBQ at June Community Center 	Decide on time	Use consensus tool and process if needed.

*. 5 hour @ with 15 min Q & A (3) = 2.25 hr. If only one private contractor, allow ICEMA more time and team to process

Mono County EMS Ad Hoc Committee Ideas From Meeting

Question or topic: Design of system that is high quality, county wide, fiscally sustainable

Meeting Dates: 8-6-2015 and 9-3-15

Group W = what model, H = how to achieve above goals

Three Models:

A = Current model with enhancements to improve management, maximize revenue and minimize expenses

B = Combine and integrate with FIRE

C = Privatize

D = Hybrid public – private or other

G = Global, applies to all models

#	✓	Group (tbd)			Idea
		W H	A B	1 2	
5		H	A		Restructure current program
7		W	A		Status quo – adjustments for financial stability
38		W	A		Status quo with change in structure
1	1	W	B		Consolidated standalone agency (consolidated emergency services)
8		W	B		Establish Mono County FD supported by VFD
11	1	W	B		Create a standalone PM rescue agency
13		W	B		Create OES department
15		W	B		Emergency services (JPA)
16		W	B		Countywide Fire/Paramedic
17	1	W	B		Countywide Fire/Paramedic defined by (JPA)
18		W	B		Move from Health Department to Fire
28		W	B		Paramedic/Firefighter 7k exemption
27	2	W	C		Privatize with STRONG oversight and Plan B if it fails.
50		W	C		Fully investigate privatization plus #27
32		W	D		Create hybrid public/private system
2		H	G		Reduce overall program costs
3		H	G		Create Countywide standards of cover
4	1	H	G		Well-qualified EMS manager
6		H	G		ALS/BLS combo
9	1	H	G		Multiple unit type and staffing models
10		H	G		Consolidate stations to expand services
12		H	G		Explore enhanced collections and other funding sources (GEMT)
14		H	G		Cut costs during shoulder season
19		H	G		Utilize County Service Areas and/or to benefit assessment district

Mono County EMS Ad Hoc Committee Ideas From Meeting

Question or topic: What Does High Quality Mean?

Meeting Date: 8-6 & 20-2015

Group W = what model, H = how to achieve high quality

High quality for Mono County EMS means a clearly defined, well managed system that provides an integrated continuum of ^{EMS} ALS care at or above historic levels, with flexibility considering regional population variance and risk assessment. Factors to consider in achieving high quality include:

1. ICEMA requirements and EMS industry benchmarks and applicable consensus standards
2. Coordination with other entities providing care, e.g. hospital, base station, public health, veterans affairs, other providers, including for patient follow-up and preventative health
3. Well trained, competent manager and staff operating under defined SOPs
4. Community involvement
5. The need to balance quality with county wide access and cost (fiscal sustainability)

#	✓	Group (tbd)			Idea
		H W	A B	1 2	
6		W	A		Variances in definition by region / population
8	5	H	A		Best value / level of service based on EMS industry benchmarks NFPA 1710, 1720
9	3	H	A		Formal CQI
13	1	H	A		Fractal response time analysis
4	1	W	B		Efficient, w Well-managed EMS program
14		H	B		Stronger chain of command
1		W	C		ALS availability County-wide in established program
5	1	W	C		Current system as a base line, expanding County-wide
7		W	C		Clearly defined at or above current level
2	3	H	D		Trained, competent personnel at all levels, providing integrated continuum of care
2	3	W	E		Trained, competent personnel at all levels, p Providing integrated continuum of care
3		H	F		Good patient follow up and prevention program with base station hospital and veterans services
10	3	H	G		USFA / FEMA training to establish successor or promotion
11		H	H		County-wide standard SOP
12		W	I		High quality vs. FS vs. CW
15		H	J		Improved community involvement and planning
16		H	K		Better coordination between Health Office involvement, base station, and medics.
17		H	L		Other duties as assigned

Mono County EMS Ad Hoc Committee Ideas From Meeting

Question or topic: What Does County-Wide Mean?

Meeting Date: 8-6 & 20-2015

Group W = what model, H = how to achieve county wide, [G = global](#)

A county-wide EMS means clearly defined access to appropriate ALS services for all residents and visitors in all areas based on community needs, geographic region population and accessibility. Factors to consider include:

1. Risk assessment, including seasonal population variation, i.e. peak and shoulder seasons
2. Applicable benchmarks and consensus standards (e.g., response time)
3. Flexibility in response resources, including County EMS, fire departments and/or private firms, providing staff who have a legal duty to act
4. Required data, to include detailed, accurate statistics

#	✓	Group (tbd)			Idea
		W H	A B	1 2	
1	3	W	A		Area coverage base on geographical region/identifiers
5	1	W	A		Area coverage based on population/accessibility, etc. (rural vs. wilderness)
10		W	A		Shoulder seasons – population factor 24/7/365
6	3	W	B		Clearly defined and structured service for all Mono County
8	5	G	B		System must respond to or make provision for EMS requests within Mono County
2	4	W	C		Access to appropriate services in all areas
3	1	W	C		Paramedic ALS core available to all residents/visitors
14		H	C		Right personnel, right time, right equipment
7	2	W	D		Continuity of care based on community need, county mission, and county-wide risk assessment
7	2	H	E		Continuity of care based on community need, county mission, and county-wide risk assessment
4	2	W	F		Availability of personnel with legal obligation to act
9	5	H	G		Oversight group / command structure
11	2	H	H		Use NFPA 1710 as benchmark (response time)
12		H	I		County-wide – strong accurate detailed statistics
13		H	J		Flexibility – VFD vs. EMS vs. private
15		H	K		County-wide vs. fiscally sustainable vs. high quality

Mono County EMS Ad Hoc Committee Ideas From Meeting

Question or topic: What Does Fiscally Sustainable Mean?

Meeting Date: 8-6 & 20-2015

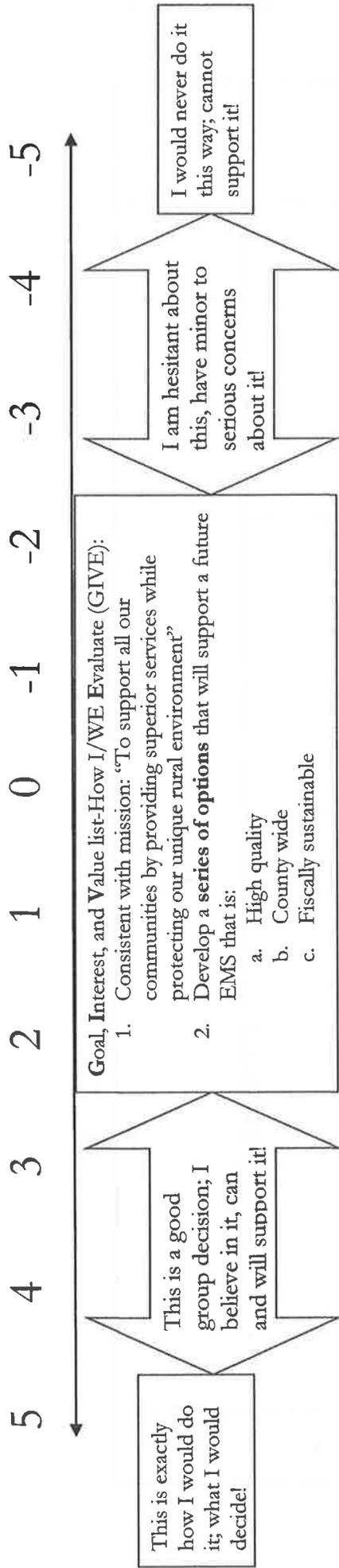
Group W = what model, H = how to achieve fiscally sustainable

A fiscally sustainable EMS means one that responsibly minimizes and balances the County contribution from the general fund with support of other county services by maximizing other revenue streams and containing costs. Factors to consider include:

1. Local fire department involvement
2. Creating a 3 to 5 year master plan, including finances and general fund impact over time, with best projections and expense control to improve predictability
3. Community education and involvement in planning, plan execution and continuing services
4. Pursuing all potential revenue sources, e.g. taxes, grants, subsidies, revenue cycle management
5. The need to balance service quality, county wide access and fiscally sustainability

#	✓	Group (tbd)			Idea
		W H	A B	1 2	
1	1	W	B		Legally defensible and reliable revenue stream accompanied by cost containment with minimal general fund impact that allows general fund to protect and improve other County services
6	1	W	B		Define fiscally sustainable: acceptable cost to the general fund? General fund neutral? Taxes/fees?
7	2	W	B		Clearly define general fund impact based on defined service level and realization of all potential revenue sources
11		W	B		Establish percentage or flat impact to general fund by Board of Supervisors
12		W	B		Responsible County contribution
2	1	H	B		Income is greater than expenses annually; not including general fund contribution
8	2	H	B		Balance between acceptable service – cost – revenue – subsidy – grants
9		H	B		Adopt NTE % by account category
10	8	H	B		Strategic financial planning to include replacement , 3 or 5 year strategic or master plan
5		W	A		Predictable
14		W	C		Volunteer Local Fire Department involvement
4	1	H	C		System to maximize revenue in and minimize down time
3	1	H	D		Dedicated Financial Officer looks at all revenue and expense
13		H	E		Improve education, community involvement, and planning

View of Consensus Worksheet for: Mono County EMS Models



Consensus as Optimal: Serves All Stakeholders, Broadly Supported, Consistent with Goals & Values, Reasonably Practical, Timely, Manages Risks, and is Subject to Change with Experience, Learning, and Change in Conditions

No.	Idea Description/Summary/Relevant Information	Pros/Advantages/Forces+	Cons/Disadvantages/Forces-	My Score
1				
2				
3				
4				

No.	Idea Description/Summary/Relevant Information	Pros/Advantages/Forces+	Cons/Disadvantages/Forces	My Score
5				
6				
7				
8				
9				
10				