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Essex County EMS Strategic Plan: Initial Solutions

Presented to County Board of Supervisors
September 11, 2017

Presentation Outline

- Project Background
- Baseline Report
- Strategic Planning
 - Mission and Vision
 - Priorities
- Solutions
 - Stage 1 – Rapid Implementation
 - Stage 2 – Broader Impact
- Next Steps

Project Background

- Funded through Municipal Restructuring Fund Grant
- CGR was selected in July 2016 and began work in August
- Project scheduled to last 18 months
- Five visits Essex County to meet with stakeholders and learn about the EMS system
 - Met with someone from every agency
 - Visited all but 4 bases
 - Spoke with other key people such as medical directors, hospital staff, regional EMS program agency and county employees
- Solutions developed and presented
- Wrapping up remaining tasks in six weeks

Baseline Report

- 80 page report that documents what exists for the EMS system in Essex County today
- County Overview of population and topography
- EMS System Overview regarding communications, coordination, education and hospitals
- EMS Agency Profiles describes the common characteristics of each agency
- Calls for Service in 2015 (from agencies)
- EMS Workforce Survey
- Findings, Immediate Actions and Next Steps

Essex County EMS Mission and Vision

- **Mission**

Provide timely, high quality, professional, out of hospital emergency medical care and transport to residents and visitors throughout Essex County

- **Vision**

Establish a sustainable cohesive evolvable system for emergency medical care in Essex County

Strategic Priorities

- Clinical Care Improvement
- EMS Education
- Maintaining Existing Workforce including Volunteers
- Fiscal Management
- Operational Support

Initial Solutions (Stage 1)

- **Adopt Countywide EMS Response Targets**
 - Help in 8 minutes, ambulance in 12 for high priority
 - Potential costs related to first response equipment
- **Revise Dispatch Protocols to Ensure Help is Responding Quickly**
 - Call for mutual aid simultaneously at 4 minutes
 - Potential costs related to software licensing
- **Expand EMS Educational Offerings**
- **Expand Support for Existing EMS Agencies**
 - Potential costs related to support positions \$25,500
- **Establish an Ambulance Operating Certificate**

Initial Solutions (Stage 2)

- Deploy a county operated ambulance to areas of need in southeast portion of the county
 - Consider expanding service area as needed
- ALS First Response and Staff Leasing
- Facilitate Cooperation or Consolidation Among Agencies
- Long Term Models might include a single county wide operation, but this will take several years to plan and implement.

Fiscal Considerations- Ambulance Operation

- ALS Tech average pay rate \$18.00, EMT @ \$14.50
- Benefit Premium = 75%
- Estimated daily cost \$1,485.
- Annual cost estimated at \$542,000
- Start up cost of \$185,000
- Projected revenue of \$490 per call. 1 call per day would cover a third of the operating costs.
- Need estimated \$361,000 subsidy per year to operate
 - For consideration - 1/3 subsidy to all county, 2/3 to towns receiving primary service based on historical demand for calls and existing coverage
 - Or whole subsidy could be county wide

Next Steps

- Garner support from Board of Supervisors for Stage One of the proposed solutions
- Strongly consider establishing and deploying a county operating ambulance
 - Need support from local agencies and towns
- Evaluate need for other solutions
- Seek grant funding to support the implementation of selected solutions
 - DOS has stated that Municipal Restructuring Funds are likely available to start the program and subsidize for a year or more
- Transition to local implementation

Essex County EMS Strategic Plan

The creation of a strategic plan for Essex County EMS operations, to create a self-sustaining EMS system that provides excellent service to the residents and visitors to the county.

HOME

ABOUT THE STUDY

MEETINGS

DOCUMENTS

GET INVOLVED

MAP

LINKS



This website is designed to facilitate community engagement during the development of a strategic plan and specific action plans for the several agencies that provide EMS in Essex County.

Please check back often for updates, and be sure to sign up online to receive email alerts as new information is added.

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The Process

The project will conduct a baseline survey of the existing EMS system in Essex County through a series of in-person interviews with key stakeholders, and data requests. Each transport agency will be asked to be a full participant and non-transporting first responders will be asked to provide limited information. CGR will present the gathered

The Advisory Committee

The process is being overseen by the Essex County EMS Advisory Committee, with the assistance from [CGR](#), a nonprofit management consulting organization with expertise in government management, public finance and municipal consolidation processes. The baseline report, Strategic Plan and Action Plans developed by CGR for the long-term

Feedback

The Essex County EMS Advisory Committee and CGR encourage public engagement in this process. Please submit your comments, questions and other feedback by [clicking here](#) and visiting the [public engagement page](#).