Regional Services Subcommittee
Medic One/EMS Strategic Plan and Levy Reauthorization

Tuesday, May 15, 2018
1:30 PM – 3:30 PM
2100 24th Avenue S, Community Room A
Seattle, WA 98144

Chair: Tom Agnew, Councilmember, City of Bothell

Agenda

➢ Opening Remarks & Introductions 1:30-1:40 (10 min.)
➢ Recap of Subcommittees 1:40-1:50 (10 min.)
➢ Strategic Initiative Proposals 1:50-2:30 (40 min.)
➢ Preliminary Regional Services 2020-2025 Financial Plan 2:30-3:00 (30 min.)
➢ Review of Regional Services Subcommittee Report to Finance Subcommittee and Taskforce 3:00-3:20 (20 min.)
➢ Next Steps 3:20-3:30 (10 min.)
  ▪ Finance Subcommittee – 5/17
  ▪ EMS Advisory Task Force meeting – 5/30

Future Regional Services Subcommittee Meetings

Please note new location and time

Tuesdays, 1:30 p.m. – 3:30 p.m.

June 19, 2018  2100 Building, 2100 24th Ave S., Seattle (Community Room A)
July 17, 2018  2100 Building, 2100 24th Ave S., Seattle (Community Room A)
August 21, 2018  2100 Building, 2100 24th Ave S., Seattle (Community Room A)
September 18, 2018  2100 Building, 2100 24th Ave S., Seattle (Community Room A)

Regional Services Subcommittee Contact:
Helen Chatalas, KC EMS Assistant Director
(206) 263-8560 | Helen.Chatalas@kingcounty.gov
EMS STAKEHOLDER PRINCIPLES
As regional EMS Stakeholders, we are committed to these fundamental principles:

1. **REGIONAL SYSTEM**
   The Medic One/EMS system is based on partnerships that are built on regional, collaborative, cross-jurisdictional coordination. This seamless cohesion allows the system to excel in pre-hospital emergency care.

2. **TIERED MEDICAL MODEL**
   The medical model, with its tiered system and intensive dispatch, EMT and paramedic training and protocols, has led to our success in providing high quality patient care throughout the region.

3. **PROGRAMS & INNOVATIVE STRATEGIES**
   State of the art science-based strategies and programmatic leadership have allowed us to meet the needs and expectations of our residents and our system.

4. **FOCUS ON COST EFFECTIVENESS AND EFFICIENCIES**
   The Medic One/EMS system has maintained financial viability and stability due to the region’s focus on operational and financial efficiencies, effectiveness and cost savings.

5. **MAINTAINING AN EMS LEVY AS FUNDING SOURCE**
   The EMS levy is a reliable and secure source of funding our world-renowned system.

REGIONAL SERVICES SUBCOMMITTEE GUIDING PRINCIPLES
As members of the Regional Services Subcommittee, we remain committed to this fundamental Regional Services principle:

**Decisions regarding programs and Initiatives will be viewed in respect to patient outcomes and high quality services.**

- Collaboratively develop programs with partners that meet the emergent community needs to ensure standards of patient care are maintained or improved.

- Use existing resources efficiently to improve operations of the system and to help contain costs, with no degradation of services or the system.

- Seek system effectiveness and efficiencies that focus on:
  - improving the quality of EMS services
  - managing the rate of growth; and
  - containing costs

- Maintain Strategic Initiatives that meet the directives of system effectiveness and efficiencies, and create new Initiatives as appropriate.
MEDIC ONE/EMERGENCY MEDICAL SERVICES
STRATEGIC PLAN & LEVY REAUTHORIZATION
Future Meetings

EMS Advisory Task Force:

- Thursday, January 18, 2018  1pm – 3pm  Tukwila Community Center
- **Wednesday, May 30, 2018**  1 pm – 3 pm  **Tukwila Community Center**
- Tuesday, July 31, 2018  1 pm – 3 pm  2100 Building Community Room B
- Tuesday, October 16, 2018  1 pm – 3 pm  Tukwila Community Center

SUBCOMMITTEES:

**Advanced Life Support (ALS)** - Tuesdays from 1:00 – 3:00, South Seattle location

- February 15, 2018  Renton Fire Station 14
- March 15, 2018 (1:30 – 3:30)  2100 Building Community Room B
- April 10, 2018  2100 Building, Community Room A
- May 8, 2018  2100 Building, Community Room A
  - June 12, 2018
  - July 10, 2018
  - August 14, 2018
  - September 11, 2018
  - October 9, 2018  TENTATIVE - 2100 Building

**Basic Life Support (BLS)** - Thursdays from 1:00 – 3:00, various Renton sites

- February 8, 2018  Renton Fire Station 14
- March 8, 2018  Renton Fire Station 14
- April 5, 2018  Renton City Hall, Council Chambers, 7th Floor
- May 3, 2018  Renton City Hall, Council Chambers, 7th Floor
  - June 7, 2018
  - July 12, 2018
  - August 9, 2018
  - September 6, 2018
  - October 4, 2018  TBD

**Regional Services (RS)** - Tuesdays from 1:00 – 3:00, Renton location

- February 20, 2018  City of Seattle Joint Training Facility
- March 20, 2018  Renton Highlands Library conference room
- April 17, 2018  Renton Highlands Library conference room
- **May 15, 2018**  1:30 – 3:30  **2100 Building, Community Room A**
  - June 19, 2018
  - July 17, 2018
  - August 21, 2018
  - September 18, 2018  1:30 – 3:30  2100 Building, Community Room A

**Finance** - Tuesdays or Thursdays 1:00 – 3:00, Kirkland location

- February 1, 2018 (Thursday)  Renton Fire Station 14 (1900 Lind Ave SW)
- **May 17, 2018 (Thursday)**  12:00 – 2:00  **Peter Kirk Room, Kirkland City Hall**
- July 24, 2018 (Tuesday)  Peter Kirk Room, Kirkland City Hall
- September 25, 2018 (Tuesday)  Peter Kirk Room, Kirkland City Hall

*Bold = recently revised*
LOCATIONS:

Renton Fire Station 14
1900 Lind Ave SW, Renton Phone: (425) 430-7000

City of Seattle Joint Training Facility
9401 Myers Way South, Seattle Phone: (206) 386-1600

The 2100 Building
2100 24th Ave S, Seattle Phone: (206) 407-2100

Renton City Hall
1055 South Grady Way, Renton Phone: (425) 430-6400

Kirkland City Hall
123 5th Ave, Kirkland, WA Phone: (425) 587-3000

Renton Highland Library Conference Room
2801 NE 10th Street, Renton Phone: (425) 277-1831

Tukwila Community Center
12424 42nd Ave South, Tukwila Phone: (206) 768-2822
Vulnerable Populations Strategic Initiative (VPSI)

The EMS Vulnerable Populations Strategic Initiative (VPSI) is a collaboration between the EMS Division, Public Health – Seattle & King County, fire departments, community-based organizations, and the University of Washington. The goal of VPSI is to conduct programmatic, scientific and case-based evaluations to ensure that the interface between EMS and vulnerable populations is of the highest quality.

Between 2014-2018 VPSI activities have focused on:
1. Conducting education and outreach activities on 9-1-1 and emergency response in vulnerable communities (limited English proficiency [LEP] and seniors),
2. Conducting pilot studies on alternative EMS care delivery to vulnerable populations (elderly; LEP; mental health and intoxicated patients), and
3. Supporting regional diversity in the workforce efforts.

More recently VPSI assisted in designing and conducting a county-wide wellness needs assessment among 9-1-1 personnel.

Impact: In partnership with community-based organizations, fire departments and the University of Washington undergraduate and graduate programs in public health:
- Over 12,000 LEP residents from diverse language communities were reached with 9-1-1/CPR education.
- 750 seniors received 911/CPR/Stroke education.
- Four fire-based pilot projects were developed, implemented and evaluated by graduate students resulting in a set of recommendations for implementation of alternative care delivery strategies for vulnerable populations (i.e. patients with mental health disorders; vulnerable adults; intoxicated patients).
- A county-wide mental wellness needs assessment identified gaps in availability and access to mental wellness resources such as leadership training; easily accessible and standardized peer support programs, and mental wellness awareness campaigns.
- Several activities to increase EMS workforce diversity (STAR Program; Future Women in EMS/Fire Academy) were sponsored by VPSI.

Proposal for 2020-2025: We propose continued outreach to vulnerable communities in partnership with academic and practice partners, and continued collaborative pilot projects with fire departments on how to ensure the highest quality prehospital care delivery for vulnerable populations. In addition, we propose supporting Equity and Social Justice (ESJ) work related to workforce diversity (such as the STAR scholarship and Future Women in EMS/Fire Academy) and coordination of regional activities related to improving mental wellness among our EMS providers. These efforts will interface closely with the other proposed regional efforts, including Mobile Integrated Health, AEIOU, and EMS Training and QI.

Budget (including Mental Wellness Initiative):

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KCFCA Mental Wellness Subcommittee

Recommendations for a Regional Mental Wellness Program

Due to the recognition of issues involving mental health fatigue, stress and even suicide, the King County Fire Chiefs Association (KCFCA) Mental Wellness Subcommittee sent out a survey to assess the resources needed to improve wellness of our King County first-responders, which includes Fire and EMS personnel, 9-1-1 call receivers and dispatchers as well as administrative and support staff. The survey was conducted between January and March of 2018 and almost one-thousand individuals (N=984) responded. Based on the survey results, the Subcommittee recommends several strategies, some of which can be addressed at the agency level and some that can be addressed at the regional level.

Regional level:

- **Training:** Develop and offer regular training on mental wellness for FD leadership/Chief Officers; First Responders and other 9-1-1 personnel including retirees. Trainings can include annual face-to-face workshops; CBT on-line training or other ad hoc events.

- **Conduct Gap Analysis** and support pilot studies of FD mental wellness programs.

- **Program Support:** Organize and coordinate regular standing Mental Wellness Subcommittee meetings (Chair: Chief Heitman: KCEMS (Michele Plorde); Peer Support Training Coordinator (FF Browning); Website updates (Cpt. Rawson); Chaplaincy (Chaplain Ellis).

Local/Agency level:

- Adopt Policies to improve mental wellness culture; access to resources

- Offer targeted, regular Mental wellness training for First Responders in King County (including in the Fire Academy)

- Manage common registry of Peer Support Counselors in King County and increase awareness of Peer Support training opportunities

- Increase awareness and availability of Wellness (prevention) training/programs at agency level.

- Improve access to Health Professionals/Counselors (both in-person and “virtual” (on-line; phone etc.)

Proposed Budget:

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*The budget excludes regional project staff support which is included as part of the VPSI line-item.
Accelerating Evaluation and Innovation: An Opportunity for Unprecedented (AEIOU) Quality Improvement (QI)

AEIOU QI Strategic Initiative (SI)

Complementing our EMS system’s motto of “measure and improve,” this Initiative provides support to more systematically and uniformly review data and develop consistent training based on the results of the data review. More importantly, this Initiative concentrates on strategies to ensure the system provides the best possible patient care. In the 2014-2019 levy period, the following regional services supported quality improvement efforts by:

1. Conducting **regional medical quality improvement** by providing evidence-based, best practice in pre-hospital emergency treatment and care through dedicated medical direction, patient-specific case reviews

2. **EMS data management** efforts focused on monitoring the performance of the EMS system by collecting and analyzing EMS data into a regional records management system to evaluate the EMS system

3. **Managing EMS system growth** through dispatch performance management and emergency medical dispatch-oriented activities including criteria-based guideline revisions, dispatch review, and enhanced rapid dispatch

We support continuing the regional services listed above along with this strategic initiative to bolster the region’s quality improvement efforts. In partnership with dispatch centers, fire departments, hospitals, the University of Washington, and KC EMS, this Initiative builds upon the foundation of the last decade of good work involving information technology and will focus on:

- **Accelerating case-based feedback and outcome** by improving the timeliness, quality, and access to data and information through investments in technology and integration between platforms across dispatch, agencies, and hospitals

- **Evaluating near real-time information** through system-wide surveillance that can be used to monitor key conditions of focus and increasing support to EMS agencies to conduct operational and clinical run reviews of EMS care and patient outcomes at the regional and local agency level

- **Innovation** by conducting innovative programs to strengthen quality improvement capabilities

- **Opportunities** to increase KC EMS coordination role to convene regional partners to lead quality improvement projects and to address the real challenge and need to leverage the electronic data record to generate meaningful clinical information

- **Unprecedented ability** to improve our approaches to quality improvement through training and education across our region

These efforts will continue to support and enhance the region’s use of the ESO Electronic Health Record (EHR) system and Health Data Exchange (HDE) and fund region-specific enhancements that result in efficiencies. This strategic initiative will also interface closely with the other proposed regional efforts and strategic initiatives, including the EMS Strategic Transition in Regionalized Innovation, Value, and Education (S.T.R.I.V.E) and Vulnerable Populations Strategic Initiative (VPSI).

**Budget**

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EMS Online is an interactive web-based teaching tool, offering low-cost, high-fidelity online learning to King County EMS partners. This tech-savvy approach to continuing education uses current web-based technologies and allows user access to training modules any time of day or night. In addition to producing all course content, the King County EMS Training and Education Section provides technical support for the website and an instructor hotline for questions about the courses and treatment protocols.

Between 2002-2018, EMS Online activities have focused on:

1. Providing **high-quality on-line learning for a fraction of the cost** associated with the traditional classroom;
2. Offering EMTs, paramedics, and EMD the opportunity to **master skills and concepts without real-world risk**;
3. Providing individual agencies and training officers with the data support services to **meet Washington State EMT recertification requirements and support paramedic continuing education**; and
4. Supporting the **partnerships and collaborative efforts** throughout the region.

More than 15 years since its inception, EMS Online now requires strategic investments to keep pace with the changing educational, data and technological needs. Regionalism and collaboration are key concepts driving this realignment initiative, which will include:

- Enhanced cross-functionality between EMS Online and King County partners, including:
  - Implementing a Learning Management System (LMS) with agency-division integration
  - Realigning focus to King County and partner agency guidelines/protocols
  - Meeting the adult learners expectations for eLearning experiences

- Support for both King County’s BLS and Harborview’s ALS OTEP plans

- Collaboration with training officers to meet identified needs, including:
  - Individualized OTEP tracking and customized reports for staff
  - Increased support for the instructor/student relationship using discussion boards, feedback portals and other communications platforms

- LMS functionality for agencies not yet using LMS platform

- Data export to other agency LMS platforms to reduce duplication and increase efficiency

- Rapid deployment of customized micro-learning opportunities to partners

- Reduced overall costs as KCIT expenses transition into maintenance/support expenditures

**Budget**

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## Preliminary Status Quo

### Initial Proposed

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### TOTAL RSSI

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5/12/2018
null
Accomplishments to Date:

- Members were oriented to levy planning process, milestones, roles and responsibilities of members and expectations;
- Endorsed items to be reviewed as part of the Work Plan, and Regional Services Subcommittee-specific principles to guide Subcommittee decision making;
- Reviewed the focus, costs and benefits of the Regional Services and Strategic Initiatives currently supporting the system through the 2014-2019 levy;
- Identified system needs, regional interests and priorities, and methods to increase cost efficiencies and provide greater overall system effectiveness; and
- Developed an on-going list of ideas and considerations for future planning.

Principles leading the Subcommittee:
Decisions regarding programs and Initiatives will be viewed in respect to patient outcomes and high quality services. This includes:
- Collaboration with regional partners
- Meeting emergent community needs
- Maintaining and/or improving standards of patient care
- Efficiently use resources
- Improve system operations and contain costs;
- Ensure no degradation of services or the system
- Maintain and/or identify new Strategic Initiatives that provide system effectiveness and efficiencies to
  - Improve the quality of EMS services
  - Manage the rate of growth
  - Contain costs

Decisions made by the Subcommittee:
1. Support the continuation, and development, of Strategic Initiatives that increase standardization, coordination, interconnectedness, partnerships and regionalism.

Next Steps:
- Present Subcommittee update at the May 30, 2018 EMS Advisory Task Force meeting
- Proceed with tasks as directed by the EMS Advisory Task Force at May meeting
- Refine expenditures; incorporate into Financial Plan
- Prepare recommendations for July 31st EMS Advisory Task Force meeting