



## Fire and Emergency Medical Services Department FEMS (FB)

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### MISSION

The mission of the Fire and Emergency Medical Services Department (FEMS) is to promote safety and health through excellent pre-hospital medical care, fire suppression, hazardous materials response, technical rescue, homeland security preparedness, and fire prevention and education in the District of Columbia.

### SUMMARY OF SERVICES

FEMS provides all-hazards protection to residents and visitors in the District of Columbia from 33 neighborhood fire stations that deploy 37 EMS transport units, 33 engine companies, 16 ladder trucks, three heavy-rescue squads, one hazardous materials unit and one fire boat company.

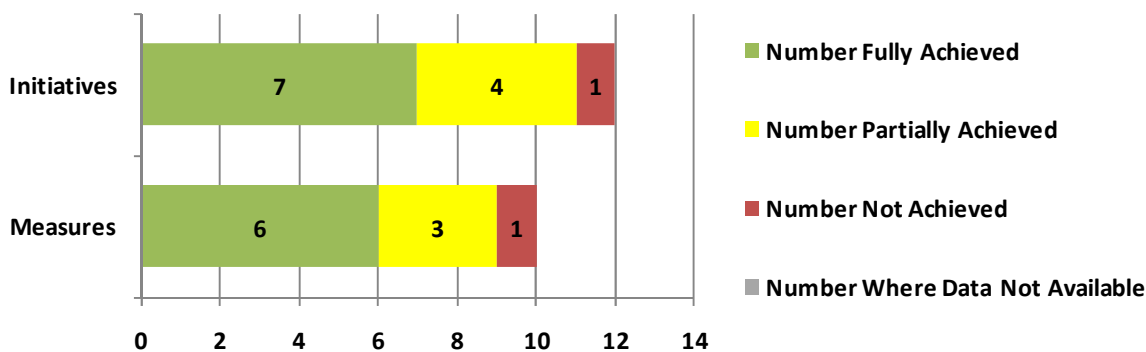
### AGENCY OBJECTIVES

1. Implement the recommendations of the Task Force on Emergency Medical Services.
2. Improve the quality of pre-hospital medical care delivered by the Fire and Emergency Medical Services Department (FEMS).
3. Connect citizens with appropriate and effective preventive and emergency medical care.
4. Promote a safer and healthier DC through prevention, education, inspections, investigations, and world-class fire suppression and emergency response.
5. Develop a world-class workforce.

### 3 KEY ACCOMPLISHMENTS

- ✓ Significant progress in completing Mayoral EMS Task Force objectives. Out of 50 action items covering the areas of training, supervision, performance evaluation and demand management, 29 have been completed, 18 are in progress, two working deadlines have not been met and one has not started.
- ✓ Significant progress in repair and/or replacement of Fire Station infrastructure.
- ✓ Creation of a Strategic Plan for Fire and EMS.

### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

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### OBJECTIVE 1: Implement the recommendations of the Task Force on Emergency Medical Services.




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*None applicable to this objective.*

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### OBJECTIVE 2: Improve the quality of pre-hospital medical care delivered by the Fire and Emergency Medical Services Department (FEMS).


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-  **INITIATIVE 2.1: Develop a comprehensive training and educational program for all EMS providers.**  
**Partially Achieved.** The Department has adopted the National Registry of Emergency Medical Technicians (NREMT) as its testing standard. To meet that objective, a new training program was developed and implemented. Additionally, 91 paramedics were evaluated by the Maryland Fire Rescue Institute. In FY 09, 56 more paramedics will be evaluated and all paramedics will undergo specialized training designed to address deficiencies identified through the MFRI process. The Department will also hire four new EMS training instructors in FY 09 and launch its new Learning Management System.
-  **INITIATIVE 2.2: Complete the roll-out of the electronic patient care report (ePCR) program.**  
**Partially Achieved.** The Department has trained approximately 95% of the 1,200 frontline providers who perform patient care in the normal course of business. Alerting systems have been created that alert the Medical Director and select staff to the occurrence of a variety of potential public health threats. These range from Tuberculosis to recurring injury patterns suggestive of child abuse or domestic violence.
-  **INITIATIVE 2.3: Expand the availability of paramedic field supervision city-wide.**  
**Partially Achieved.** In FY 08, the Department deployed existing EMS supervisors to fill five of the six expanded positions of EMS Battalion Supervisor on an acting basis until the competitive examination process is completed. It also utilized NPS funding authorized in the Mayor's FY 2008 EMS Enhancement Initiative to complete the vehicle, equipment, and supply purchases (as well as the office space build-out) necessary to support the additional EMS supervisory positions. In FY 09, the Department will complete the new EMS promotional process and permanently fill the positions of Assistant Fire Chief of EMS, EMS Battalion Fire Chiefs and EMS Battalion Supervisors.

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### OBJECTIVE 3: Connect citizens with appropriate and effective preventive and emergency medical care.

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-  **INITIATIVE 3.1: Partner with hospitals to lower drop times and mitigate impacts of hospital emergency room diversion and closure.**  
**Partially Achieved.** In FY 08, the Department's Medical Director, in partnership with the Department of Health, established a monthly working group with area hospitals. Through that process, the working group agreed to a new Closure/Diversion Policy that has a goal of a 25 minute allowable time for patient drop off. The Department's internal training on the new drop procedures and implementation was completed in December.



In addition, the Department's EMS Liaison Officer at the Office of Unified Communications (OUC) assists with transport destination decisions that direct patients to appropriate and available medical facilities based on patient condition and service load. Despite these efforts, hospital drop times did not decrease in FY 08 and the department did not achieve its KPI this goal. Progress in FY09 will depend on successful cooperation by hospital emergency department managers.

● **INITIATIVE 3.2: Launch media campaign and begin implementation of House Calls and Street Calls programs to reduce non-emergency calls to 9-1-1.**

**Fully Achieved.** The Street Calls program launched in the second quarter of this FY. The most-frequent users of emergency medical transportation were identified and the Street Calls team proactively contacted them. There has been a modest reduction in transport frequency among the top users and the team has been able to connect several patients with non-emergency resources that were already in place in the community, such as Oxygen supply companies, Veteran's assistance programs, medical supply companies, etc. In FY 09, the program will be expanded with the hiring of additional personnel.

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**OBJECTIVE 4: Promote a safer and healthier DC through prevention, education, inspections, investigations, and world-class fire suppression and emergency response.**

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● **INITIATIVE 4.1: Install smoke alarms in homes.**

**Fully Achieved.** DC Fire & EMS initiated the Smoke Alarm Verification and Utilization (SAVU) Program as a direct result of the fire that claimed the life of five year old Asia Sutton in April 2007. During FY08, the department installed more than 3,500 smoke detectors in residential dwellings and targeted high risk groups, such as senior citizens and children, in many education programs. The goal in FY08 was to visit 600 homes a month and to either install or provide maintenance in at least 200 homes and to install a working smoke alarm in every resident's home within 96 hours of the initial request. The Department exceeded this goal and more than 90% of smoke detector installations occurred within 96 hours of the Department receiving the request.

● **INITIATIVE 4.2: Increase public education on fire prevention and safety.**

**Fully Achieved.** The Fire & EMS Department has continued to increase its community based outreach efforts through the Focused Improvement Area initiative, community based meetings focused upon fireworks, fire-safe cigarettes, residential sprinklers, and fire safety. Topic specific outreach has been performed for the Hotel Association of Washington, Verizon Center staff, and the Metropolitan Police Department, as well as various ANCs. By forming partnerships with DC Public Schools, Executive Office of the Mayor, Metropolitan Police Department, Emergency Management Agency and Department of Health, Department arrests of students for setting fires at public schools more than doubled compared to arrests during FY07. Overall, there was a 10% increase in public participation at Department programs covering firework safety, winter fire safety tips and electrical fires in the home.

● **INITIATIVE 4.3: Increase deployment of Automatic External Defibrillators (AEDs) in public buildings.**

**Fully Achieved.** The Department has continued to register privately-purchased AED's throughout the business community. In addition, the Department partnered with the Department of Parks and Recreation (DPR) to implement the Safe Recreation Emergency Act of 2008 to purchase and install AED's in each of the District's staffed recreation centers, and to train DPR staff in their use.

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**OBJECTIVE 5: Promote a safer and healthier DC through prevention, education, inspections, investigations, and world-class fire suppression and emergency response.**

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● **INITIATIVE 5.1: Restructure fire/EMS cadet program for high school students.**

**Fully Achieved.** Thirty-five participated in the restructured Fire/EMS Cadet Program in FY 2008 with 30 cadets graduating and becoming Department employees. The restructured program included participation and funding with the cooperation of DOES. In conjunction with the Women's Advisory Committee, the Department



also hosted two, one week camps for young women at the Fire Training Academy this summer. These camps introduced local youth to the Department with regard to its career possibilities as well as enabling them to become trained in CPR and other important Emergency Preparedness skills.

● **INITIATIVE 5.2: Reduce the Department's vacancy rate.**

**Not Achieved.** In FY08, the Department continued to run a higher than anticipated vacancy rate due to budgetary pressures. At the beginning of the fiscal year, the Department vacancy rate was 6%, increasing to 8% by the end of the year. Most vacant positions were frozen to make up for budgetary shortfalls. However, the Department continued to successfully recruit paramedics at the close of FY08, with 4 new hires beginning training in November. The Department established significant incentives to compete with other jurisdictions for the most qualified applicants, including the establishment of a \$7,000 hiring bonus. It is anticipated this recruiting strategy will continue to pay dividends in FY09, with a recruiting target of 50 new paramedics hired before the end of the fiscal year. Employment of certified paramedics reduces training time, decreases the need to backfill Paramedic Engine Company positions and ultimately impacts overtime expenses.

● **INITIATIVE 5.3: Implement an Internal Affairs Office.**

**Fully Achieved.** The DC Fire and EMS Department has created an Internal Affairs Office by entering into a partnership with the Metropolitan Police Department to investigate complaints concerning employee compliance with District laws and Department regulations. In FY08, this office conducted hundreds of employee investigations that sometimes resulted in employment actions including terminations for misconduct. Overall, the Internal Affairs Office has helped Department employees focus on the need to improve individual behavior and personal responsibility.

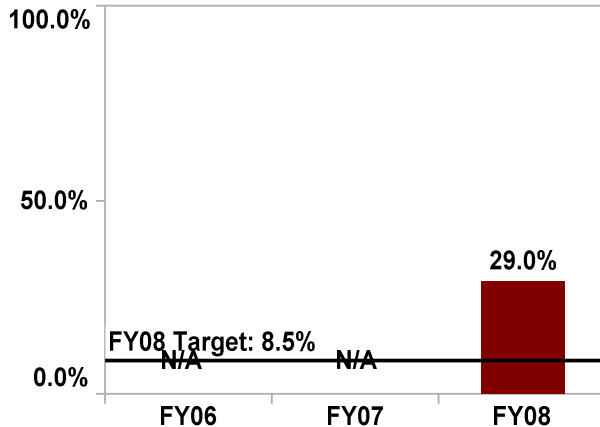
● **INITIATIVE 5.4: Implement a GLBT Liaison position**

**Fully Achieved.** The DC Fire and EMS Department has created a Gay Lesbian Bi-sexual Transgender (GLBT) liaison position to further the Department's equity, diversity, and community outreach efforts. The position is filled and staffed with a full time officer and the Department has embarked on an ambitious program to provide equity and diversity training to 100 percent of its employees. In FY08, 78% of the Department received the training.



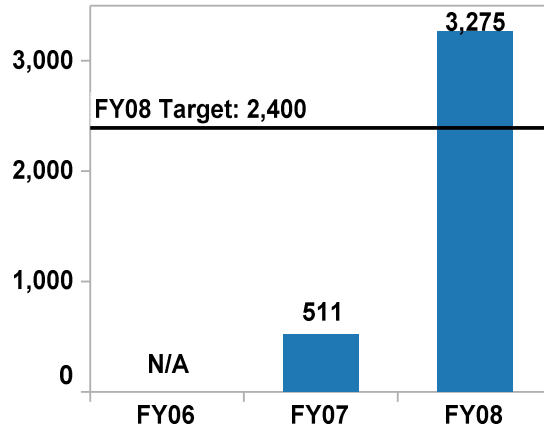
## Key Performance Indicators – Highlights

**From Objective 2: % of EMS Providers That Are Evaluated Each Month**



  
**FULLY ACHIEVED**  


**From Objective 4: # of Smoke Detectors Installed**



  
**FULLY ACHIEVED**  


### More About These Indicators:

#### *How did the agency's actions affect this indicator?*

- Deployment of an electronic patient care reporting (E-PCR) system provided better quality assurance oversight. Combined with implementation of a "Battalion Management Team" concept to improved supervision relationships, these actions increased EMS provider accountability while making management team feedback easier and faster. Database tracking and tabulation of EMS provider evaluations allowed the Department to check progress and monitor results.

#### *What external factors influenced this indicator?*

- Expectation by community stakeholders for improvement of EMS services in 2008 significantly influenced this indicator. Regulatory requirements by the DC Department of Health and new certification requirements by the National Registry of EMTs, adopted by the Department for EMS certification credentialing, helped move the evaluative process forward.

#### *How did the agency's actions affect this indicator?*

- By attending Neighborhood Advisory Meetings and Community Association meetings, the Department effectively targeted high risk groups such as senior citizens and children for fire prevention education programs. This created public interest in fire safety improvement, literally opening the door of many District residents for free fire inspections and smoke detector installations. The combination of donated detectors and a high profile public education message helped achieved improved results.

#### *What external factors influenced this indicator?*

- Expectations by community stakeholders for decreased fire deaths during 2008 significantly influenced this indicator. Donations of thousands of smoke detectors from manufacturers and suppliers allowed for the program to be implemented at minimal cost and maximum effectiveness.



## Key Performance Indicators – Details

### Performance Assessment Key:

- Fully achieved     
 ● Partially achieved     
 ● Not achieved     
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
<b>OBJECTIVE 1: Implement the recommendations of the Task Force on Emergency Medical Services.</b>					
<span style="color: yellow;">●</span> % of critical medical calls with paramedic arriving within 8 minutes, en route to scene . . . . .	82.3%	89.4%	90.0%	89.0%	90.0%
<span style="color: green;">●</span> % of all medical calls with first transport unit arrival within 13 minutes, dispatch to scene . . . . .	91.8%	96.3%	90.0%	96.0%	90.0%
<span style="color: green;">●</span> % of uncertified operational personnel that obtain EMS certification (195 persons remaining). . . . .	N/A	N/A	20%	55%	40%
<b>OBJECTIVE 2: Improve the quality of pre-hospital medical care delivered by the Fire and Emergency Medical Services Department (FEMS).</b>					
<span style="color: green;">●</span> % of EMS providers that are evaluated each month . . .	N/A	N/A	8.5%	29.0%	8.5%
<b>OBJECTIVE 3: Connect citizens with appropriate and effective preventive and emergency medical care.</b>					
<span style="color: red;">●</span> % of hospital drop times of 30 minutes or less . . . . .	37.1%	41.7%	75.0%	38.0%	85.0%
<b>OBJECTIVE 4: Promote a safer and healthier DC through prevention, education, inspections, investigations, and world-class fire suppression and emergency response.</b>					
<span style="color: green;">●</span> # of smoke detectors installed . . . . .	N/A	511	2,400	3,275	2,600
<span style="color: yellow;">●</span> % change in structure fires . . . . .	-24.9%	-35.8%	-5.0%	-4.0%	-5.0%
<span style="color: green;">●</span> % of arson cases closed with an arrest . . . . .	19.9%	18.0%	20.0%	25.0%	22.0%
<b>OBJECTIVE 5: Develop a world-class workforce.</b>					
<span style="color: yellow;">●</span> % of employees receiving diversity/equity training . . .	0%	78%	100%	78%	100%
<span style="color: green;">●</span> % of appropriated FTEs unfilled (vacancy rate). . . . .	13.9%	4.4%	5.0%	6.0%	2.0%