



FY09 PERFORMANCE PLAN Fire and Emergency Medical Services

MISSION

The mission of the Fire and Emergency Medical Services Department (F&EMS) 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

The Fire and Emergency Medical Services Department (F&EMS) provides all-hazards protection to residents and visitors in the District of Columbia from 33 neighborhood fire stations that deploy 39 EMS transport units, 33 engine companies, 16 ladder trucks, three heavy-rescue squads, one hazardous materials unit and one fire boat company. 14 of these transport units and 20 of these engine companies are staffed by paramedics providing advanced life support (ALS) care. Matching the Department's commitment to emergency incident response is an aggressive prevention strategy for reducing the likelihood of emergency incidents. Prevention programs include residential smoke and carbon monoxide detector installation, fire safety and juvenile fire offender education and intervention programs, public access CPR training, high school CPR training, automatic external defibrillator (AED) registration programs and neighborhood health and disease prevention screenings. Fire code enforcement, permitting and regulation activities are administered through the Department's Fire Marshal's Office. F&EMS also provides protection for special events that are unique to the nation's capital, such as major demonstrations and the Presidential Inauguration. In addition, F&EMS provides fire and medical protection for Presidential motorcades and helicopter landings.

Combining these services into a customer centered mission driven organization is the responsibility of the Office of the Fire & EMS Chief. Department performance expectations in FY09 are listed by functional division.

PERFORMANCE PLAN DIVISIONS

- Operations Division
- Support Services Division
- Planning and Policy Division
- Office of the Fire & EMS Chief



Operations Division

MISSION

Provide emergency incident first response, ambulance transport, mitigation and management for fire, EMS and special hazard calls in a timely fashion using effective combinations of people, programs and resources to reduce death, disability and property damage as the result of accidents, emergency incidents, disasters and other events. Identified objectives and initiatives essential to the improvement of division level performance during FY09 include:

OBJECTIVE 1: Provide quality pre-hospital medical care.

INITIATIVE 1.1: Implement Mayor's EMS Task Force recommendations.

The Department will implement and monitor all remaining and relevant recommendations of the Mayor's EMS Task Force to improve the availability, timeliness and efficacy of pre-hospital patient care. The priority will be completing all remaining relevant FY09 items.

INITIATIVE 1.2: Revise medical protocols.

The Department will create and implement revised medical protocols congruent with evolving national standards. Protocol implementation will include writing, training and monitoring components.

INITIATIVE 1.3: Expand quality improvement (QI) monitoring methods.

The Department recognizes that quality monitoring and improvement techniques need to be continued, standardized and expanded. Focus areas will include the publication of a QI program document, implementation of expanded QI components and reporting of EMS quality measurements.

INITIATIVE 1.4: Continue to expand paramedic field supervision city-wide.

The Department will continue to increase the number of paramedic field supervisors in service on a daily basis. The expanded coverage will allow supervisory paramedics to respond to a wider range of calls in their respective sectors and ensure that all EMS providers in the District receive regular field evaluations. F&EMS will hire new FTEs to complete this requirement.

INITIATIVE 1.5: Develop and implement a PCR reporting and documentation standard for F&EMS.

A PCR "reporting and documentation standard" will be developed and implemented to improve data capture, standardize patient narrative descriptions and better assure reporting accuracy. This will include a PCR/CAD reconciliation method.

INITIATIVE 1.6: Expand "Street Calls" patient intervention program.

To reduce 911 demand by connecting citizens with appropriate and effective preventive and emergency medical care in FY09, the Department will expand the "Street Calls" patient intervention program and better integrate the program with operational response policy.

OBJECTIVE 2: Improve the capability of emergency apparatus to extinguish fires.

INITIATIVE 2.1: Identify, equip and place in service water supply engine companies.

In FY08, F&EMS recognized that adequate water supply was essential for extinguishing potentially large fire loads. To reduce the risk of inadequate water supply, F&EMS will place in service seven (7) specially equipped water supply apparatus during FY09.



OBJECTIVE 3: Improve employee safety and reduce injuries during emergency responses.

INITIATIVE 3.1: Modify emergency apparatus to improve design safety.

F&EMS will modify passenger and vehicle warning safety equipment for emergency apparatus to lessen the likelihood of accidents or injuries during emergency responses. This will include updating new apparatus design specifications to reflect such changes.

INITIATIVE 3.2: Implement an emergency apparatus driver training and safety program.

F&EMS will implement emergency apparatus driver training, evaluation and certification requirements to lessen the likelihood of accidents or injuries during emergency responses.

INITIATIVE 3.3: Implement NFPA compliant station wear clothing program.

F&EMS will implement an NFPA clothing standard designed to prevent burn injuries. The standard will be phased in over the period of three (3) fiscal years and result in the purchase and distribution of new uniforms.

INITIATIVE 3.4: Implement emergency apparatus mobile data computers (MDC) command and control system.

The Operations Division will work cooperatively with F&EMS and OCTO personnel to configure and implement a mobile data communications technology system on all emergency apparatus to improve awareness of F&EMS personnel to potential hazards at emergency incidents.

INITIATIVE 3.5: Implement F&EMS operational “job aids” program.

F&EMS will implement a “job aids” program using “task books” to identify standard operating orders and procedures for emergency incident management operations.



PROPOSED KEY PERFORMANCE INDICATORS – Operations Division

Measure	FY07 Actual	FY08 Target	FY08 YTD	FY09 Projection	FY10 Projection	FY11 Projection
% of critical medical calls with paramedic arriving within 8 minutes, en route to scene.	89%	90%	89%	90%	90%	90%
% of critical medical calls with first transport unit arrival within 13 minutes, dispatch to scene.	96%	90%	95%	90%	90%	90%
% of hospital drop times of 30 minutes or less.	37%	75%	35%	75%	80%	90%
% of patient care reports that are E-PCRs.	<30%	N/A	60%	95%	100%	100%
% of cardiac arrest patients successfully resuscitated. ¹	N/A	N/A	N/A	TBD	TBD	TBD
² “Cardiac arrest patients successfully resuscitated” means non-traumatic cardiac arrest patients who recover and maintain heartbeat until transferred to hospital care. Patients initially presenting without electrical activity in the heart (asystole), even if resuscitation is attempted, are excluded from this group.						
% decrease in 911 usage by Street Calls patients in a cohort. ²	N/A	N/A	N/A	30%	35%	40%
¹ A “Cohort” is a group of patients tracked over a several month period by the Street Calls Program.						
# of department vehicles involved in accidents during emergency responses.	N/A	N/A	N/A	230	TBD	TBD
# of department personnel injured during emergency responses.	N/A	N/A	N/A	10	TBD	TBD
# of department personnel injured during firefighting operations.	N/A	N/A	N/A	100	TBD	TBD
% change in # of all structural fires.	-36%	-5%	-4%	-5%	-5%	-5%



Support Services Division

MISSION

Support the operational requirements of F&EMS by procuring, developing, and managing workforce, infrastructure, educational and regulatory programs aligned with fire, EMS and special hazard operations. Identified objectives and initiatives essential to the improvement of division level performance during FY09 include:

OBJECTIVE 1: Maintain the living and working environments of F&EMS properties.

INITIATIVE 1.1: Continue “buff, scrub and greening” program to improve fire station maintenance.

F&EMS will complete the “buff scrub and greening” program for Fire Stations 13, 18 and 19.

INITIATIVE 1.2: Continue “improvement, rehabilitation and replacement” program for F&EMS property.

F&EMS will complete FY 09 capital plan replacement objectives for Fire Stations 10, 27, 28 and 29.

INITIATIVE 1.3: Occupy PR Harris property.

F&EMS will complete modification of the PR Harris property following FY 09 capital plan replacement objectives and occupy the property.

OBJECTIVE 2: Expand technology infrastructure to support F&EMS operational objectives.

INITIATIVE 2.1: Finish implementing E-PCR reporting system.

To complete the switch from paper to E-PCRs for patient reporting purposes, F&EMS will complete implementation of E-PCR for use during all patient contacts. To finish the project in FY09, F&EMS will install mobile computers in all remaining emergency apparatus and finish employee software training.

INITIATIVE 2.2: Implement TeleStaff personnel management system.

To place better management controls on work scheduling of emergency and administrative personnel, facilitate easier timekeeping and provide better general accountability during FY09, F&EMS will implement the TeleStaff personnel management system including the installation of servers, software and telephony equipment. This project will include configuration, installation and training elements, all of which will be completed during FY09.

OBJECTIVE 3: Decrease life safety hazards in medium to high risk commercial properties.

INITIATIVE 3.1: Implement fire safety inspection programs in high occupancy load restaurants, bars and nightclubs during peak business hours.

F&EMS will implement a restaurant, bar and nightclub fire safety inspection program during peak business hours to assure compliance with fire code regulations.

OBJECTIVE 4: Decrease fleet out-of-service time for F&EMS emergency vehicles.



INITIATIVE 4.1: Implement a fleet apparatus management plan to decrease vehicle out-of-service times.

F&EMS will implement a fleet apparatus management plan to better monitor repair vendor performance, in-house vehicle maintenance programs and repair scheduling.

PROPOSED KEY PERFORMANCE INDICATORS – Support Services Division

Measure	FY07 Actual	FY08 Target	FY08 YTD	FY09 Projection	FY10 Projection	FY11 Projection
% of emergency apparatus with MDCs implemented.	N/A	N/A	N/A	100%	N/A	N/A
% of emergency apparatus in service each day.	N/A	N/A	N/A	90%	92%	92%
# of peak hour/high risk inspections.	N/A	N/A	N/A	500	500	500
% of arson cases closed with an arrest.	18%	N/A	25%	22%	24%	24%



Planning and Standards Division

MISSION

Support the operational requirements of F&EMS by planning, complying, promoting and managing workforce related risks, workforce diversity and opportunity, personnel compliance and public records privacy aligned with fire, EMS and special hazard operations. Identified objectives and initiatives essential to the improvement of division level performance during FY09 include:

OBJECTIVE 1: Improve individual employee responsibility and compliance.

INITIATIVE 1.1: Implement a comprehensive drug and alcohol testing program for current employees.

F&EMS will implement a comprehensive drug and alcohol testing program to decrease the likelihood of illegal drug or inappropriate alcohol use by emergency personnel. Testing will be annually and randomly scheduled and include testing of drivers operating department vehicles involved in accidents.

INITIATIVE 1.2: Implement a comprehensive background and criminal records check program for current employees.

F&EMS will implement a comprehensive background and criminal records check program to decrease the likelihood of employing emergency personnel with undiscovered criminal histories or histories of other employment impacting events. Background and criminal record checks will be scheduled annually.

PROPOSED KEY PERFORMANCE INDICATORS – Planning and Policy Division

Measure	FY07 Actual	FY08 Target	FY08 YTD	FY09 Projection	FY10 Projection	FY11 Projection
# of scheduled drug/alcohol screenings.	N/A	N/A	N/A	2100	2100	2100
# of random drug/alcohol screenings.	N/A	N/A	N/A	420	420	420
# of background /criminal records checks.	N/A	N/A	N/A	2100	2100	2100



Office of the Fire and EMS Chief

MISSION

Develop, implement and manage “high value” Department programs including customer service, public information and legislative policy initiatives to support District and Department leadership, improve public perception of service efficacy and promote policies focused on public safety. Identified objectives and initiatives essential to the improvement of division level performance during FY09 include:

OBJECTIVE 1: Attract a highly-qualified, diverse workforce.

INITIATIVE 1.1: Create plan for implementing a new entry level hiring process.

F&EMS will re-engineer the entry level hiring process in FY09 to reduce process completion time, eliminate administrative bottlenecks, increase candidate potential and improve workforce diversity.

INITIATIVE 1.2: Create plan for implementing a new employment academy program targeting District of Columbia youth.

F&EMS will develop an employment academy program targeting District of Columbia youth. The academy will focus on teaching life, living and employment skills specifically targeting the development of participants as public safety employees with F&EMS.

OBJECTIVE 2: Improve water supply capacity for extinguishing fires.

INITIATIVE 2.1: Inspect and flush test all District of Columbia fire hydrants at least twice per year.

In FY08, F&EMS recognized that maintenance, capacity and serviceability of District fire hydrants needed improvement. To prevent potential fire loss through inadequate water supply, F&EMS will flush and flow test all hydrants twice during FY09.

OBJECTIVE 3: Increase public awareness for preventing sudden cardiac death.

INITIATIVE 3.1: Implement a public access CPR training program in cooperation with American Heart Association.

F&EMS will engage in a public CPR training campaign with AHA utilizing “CPR Anytime” and other traditional CPR training program elements.

INITIATIVE 3.2: Implement a public school CPR training program in cooperation with DCPS.

F&EMS will engage in a high school CPR training campaign through the cooperation of DCPS. F&EMS will participate in existing school-taught health programs.

INITIATIVE 3.3: Continue the public access automatic external defibrillator (AED) management program.

F&EMS will continue to promote the purchase, registration and placement of AEDs in homes, businesses, schools and public facilities, including District recreation centers through its public access defibrillation program.

OBJECTIVE 4: Increase public awareness for preventing fire related deaths.



INITIATIVE 4.1: Implement the Smoke Alarm Verification and Utilization (SAVU) program District wide.

F&EMS will engage in a smoke and carbon monoxide detector placement campaign to promote the use of residential detectors in all homes. The SAVU program will conduct monthly outreach to residential neighborhoods and install free detectors in private residences, if requested. During installation visits, participants will be provided information concerning fire and life safety issues, including walk-through home inspections to reduce fire risk.

OBJECTIVE 5: Provide excellent customer service.

INITIATIVE 5.1: Implement a customer service assessment program.

F&EMS will develop, test and deploy a number of customer survey tools. These surveys will assess public opinion concerning the effectiveness of emergency services and experience with employee behavior. Distribution will be by mail and Internet access.

PROPOSED KEY PERFORMANCE INDICATORS – Office of the Fire and EMS Chief

Measure	FY07 Actual	FY08 Target	FY08 YTD	FY09 Projection	FY10 Projection	FY11 Projection
% of District of Columbia fire hydrants inspected.	N/A	N/A	100%	100%	100%	100%
# of individuals trained in CPR programs	N/A	N/A	440	500	500	500
# of new AED registrations.	177	N/A	200	200	200	200
# of smoke detector installations.	511	2,400	3,491	3,500	3,500	3,500
# of unplanned overtime hours.	N/A	N/A	N/A	102,000	TBD	TBD
% of unfilled appropriated FTEs (vacancy rate).	4.5%	5%	6%	2%	2%	2%
# of the operational workforce certified as paramedics	N/A	N/A	232	280	330	330
% of uncertified operational personnel who have obtained EMS certification (of 88 remaining).	N/A	20%	55%	80%	20%	N/A
% of patients surveyed indicating they were “satisfied” or “very satisfied” with EMS services.	N/A	N/A	N/A	95%	95%	95%