

Fire and Emergency Medical Services Department FY2018

Agency Fire and Emergency Medical Services Department

Agency Code FB0

Fiscal Year 2018

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.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.
2	Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.
3	Build collaborative relationships within our community to improve service delivery.
4	Deliver timely, high quality and effective services to better serve the needs of our community.
5	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
No measures found									

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (7 Activities)			
PERSONNEL	Attract, recruit and retain high performing and diverse workforce team members.		Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Train and develop our workforce team members to become competent professionals.		Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Train and develop our workforce team members to become professional leaders.		Daily Service
RISK MANAGEMENT	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.		Daily Service
PERFORMANCE MANAGEMENT	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.		Daily Service
PERFORMANCE MANAGEMENT	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.		Daily Service
PERFORMANCE MANAGEMENT	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.		Daily Service
2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)			
PROPERTY MANAGEMENT	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.		Daily Service
FIELD INFRASTRUCTURE	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.		Daily Service
INVENTORY MANAGEMENT	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.		Daily Service

Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	✓		Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	Number of patients transported	Quarterly	Not available	Not available	New Measure
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	✓		Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	Number of patient transports	Quarterly	Not available	Not available	New Measure

4 - Improve services for our patients with time sensitive illnesses and injuries. (2 Measures)

Number of "higher priority" (time-sensitive) EMS incidents.	<input type="checkbox"/>		Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS"), all with determinant value classifications of "D or E," dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	67776	76147	84258
Number of "highest priority" (very time-sensitive) EMS incidents.	<input type="checkbox"/>		Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS"), all with determinant value classifications of "D or E," dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	5898	7185	5421

Number of "structure fires" extinguished.	<input type="checkbox"/>		Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 100 to 900, including 000, NNN and UUU), showing "extinguishment" taking place in "structures."	Number of fires extinguished	Quarterly	956	757	687
Number of "residential structure fires" extinguished.	<input type="checkbox"/>		Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 400 to 462), showing "extinguishment" taking place in "residential structures."	Number of fires extinguished	Quarterly	779	617	512
Number of "other fires" extinguished.	<input type="checkbox"/>		Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 400 to 462), showing "extinguishment" taking place in "residential structures."	Number of fires extinguished	Quarterly	1113	909	831

4 - Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires. (2 Measures)

Number of fires classified as "arson."	<input type="checkbox"/>		Number of fires classified as "arson" and defined as "any willful or malicious burning or attempting to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of another, etc."	Number of fires	Quarterly	213	228	204
Number of "arson" arrests.	<input type="checkbox"/>		Number of arrests for fires classified as "arson."	Number of arrests	Quarterly	29	20	17

4 - Reduce threats to the lives and property of our community residents by preventing fires. (3 Measures)

Number of occupancies inspected.	<input type="checkbox"/>		Number of inspections and re-inspections completed by one or more FEMS Fire Inspectors during a single occupancy visit.	Number of inspections	Quarterly	12227	10148	12220
Number of fire code violations observed.	<input type="checkbox"/>		Number of fire code violations described by notices of violation or infraction issued by FEMS Fire Inspectors.	Number of violations	Quarterly	16740	12336	14548
Number of fire code complaints investigated.	<input type="checkbox"/>		Number of fire code complaints investigated by one or more FEMS Fire Inspectors.	Number of investigations	Quarterly	636	413	420

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
EMERGENCY MEDICAL SERVICES OPERATIONS (3 Strategic initiative-operation links)		
Reduce demand for EMS by diverting repeat or non-emergency patients.	During FY 2017, the Department will plan, and contingent on funding, will begin implementation of the recommendations of the Integrated Healthcare Collaborative. These recommendations include strategies to educate and divert low acuity 911 callers to alternative transportation, and to connect them to non-emergency comprehensive primary care.	09-30-2017
Increase dispatching and resource allocation efficiency.	During FY 2017, in partnership with the Office of Unified Communications, the Department will continue to review and revise its dispatch protocols so that the right resource is dispatched to the right patient at the right time. The ultimate goal is to preserve resources by decreasing the number of units that currently respond to low-level, non-critical calls, and to preserve ALS resources for only the most critical calls.	09-30-2017
Continue reform of EMS delivery services with new third party ambulance service contract and additional, improved training.	During FY 2017, the Department will award a contract for long term third party ambulance service for low-level, non-critical medical calls. Additionally, the volume and quality of firefighter, emergency medical technician and paramedic training will be increased by moving from biannual classroom "cramming sessions" for re-certification to regular team-based sessions that are CQI-informed and emphasize hands-on skills. FEMS will also work to partner with universities and hospitals to provide more effective training.	09-30-2017
FIELD INFRASTRUCTURE (2 Strategic initiative-operation links)		
Increase availability of fleet apparatus through additional staffing resources and advanced training and use of predictive scheduling and maintenance.	During FY 2017, the Department will apply predictive approaches and utilize advanced preventative maintenance techniques to increase fleet apparatus availability. Workforce teams will increase the utilization of the FASTER management software and receive enhanced certifications and training on scheduling, tracking, and reporting on fleet readiness and maintenance. Additional staff will be acquired by filling existing vacancies and a "dedicated" service lane will be created exclusively for preventative maintenance and inspections.	09-30-2017
Improve and upgrade the Department's Fleet.	During FY 2017, the Department will purchase 31 vehicles, including 16 ambulances, 6 fire engine trucks, 3 ladder trucks, 1 rescue squad, and 5 command vehicles.	09-30-2017

INFORMATION TECHNOLOGY (1 Strategic Initiative-Operation Link)		
Utilize technology to enhance department emergency response performance.	During FY 2017, the Department will upgrade electronic patient care reporting applications and increase Wi-Fi coverage at stations to improve data sharing effectiveness and overall performance. Emergency vehicle hardware will be modernized to accommodate the technology upgrade and additional wireless access points will be added at stations to boost WiFi connectivity.	09-30-2017
PERFORMANCE MANAGEMENT (2 Strategic initiative-operation links)		
Enhance the evaluation of field provider performance by incorporating patient outcome data by hospitals into the assessment process.	During FY 2017, the Department will utilize data on patient outcomes from hospitals to better evaluate and improve the practice of providers in the field. The additional information will benefit the Continuous Quality Improvement process and provide for a more constructive feedback process. A regional data sharing platform will be utilized to track the assessment and management of emergency department transports.	09-30-2017
Improve the evaluation of "turnout times" measures at the Battalion and Company level.	During FY 2017, the Department will improve the evaluation of emergency response times by increasing the frequency of "Turnout time" (the time between actual alarm time at response facilities and units and the beginning of travel time to incident) data analysis and availability to managers at the Battalion and Company level, with the goal of improving turnout times under the National Fire Protection Association (NFPA) Standard 1710.	09-30-2017
PUBLIC OUTREACH (2 Strategic initiative-operation links)		
Increase the number of District of Columbia residents trained in "Hands only" CPR.	During FY 2017, the Department will partner with DCPS and charter schools to educate Middle and High School students in the use of Compression only ("Hands-only") CPR and the use of Automated External Defibrillators (AED).	09-30-2017
Perform fire prevention and education activities at senior citizen living facilities, buildings, and nursing homes.	During FY 2017, the Department will partner with the DC Office on Aging to engage with senior citizen living facilities to perform fire prevention inspections and educational outreach. At least 10 % of the current senior buildings or nursing homes throughout the District will be inspected. Residents of these facilities will be offered comprehensive fire safety educational programs that will include electrical and home heating fire prevention, escape planning in case of fire, and smoke alarm/carbon monoxide alarm maintenance.	09-30-2017
RISK MANAGEMENT (1 Strategic Initiative-Operation Link)		
Complete driver safety awareness training for Department personnel.	During FY 2017, the Department will complete driver safety awareness training for all operational personnel to promote and develop a safe and technically competent workforce. This includes classroom and practical training incorporating requirements described by NFPA Standard 1451 ("Standard for a Fire and Emergency Service Vehicle Operations Training Program").	09-30-2017
TRAINING AND EMPLOYEE DEVELOPMENT (2 Strategic initiative-operation links)		
Implement Leadership Development Plan Recommendations.	During FY 2017, the Department will implement the short term recommendations included in the comprehensive Leadership Development Plan created and published in FY 2016 with the goal of developing strong, innovative and diverse leaders. Recommendations include making promotional requirements more transparent and strengthening leadership training for all supervisory ranks.	09-30-2017
Expose FEMS paramedics to pediatric care inside a hospital emergency department environment.	During FY 2017, the Department will send all paramedics for a one day shift in the Children's National Medical Center Emergency Department to study best practices and increase medical competency. This effort will include pediatric nurse triage and acute treatment of pediatric emergencies.	09-30-2017