



Fire and Emergency Medical Services FEMS (FB)

MISSION

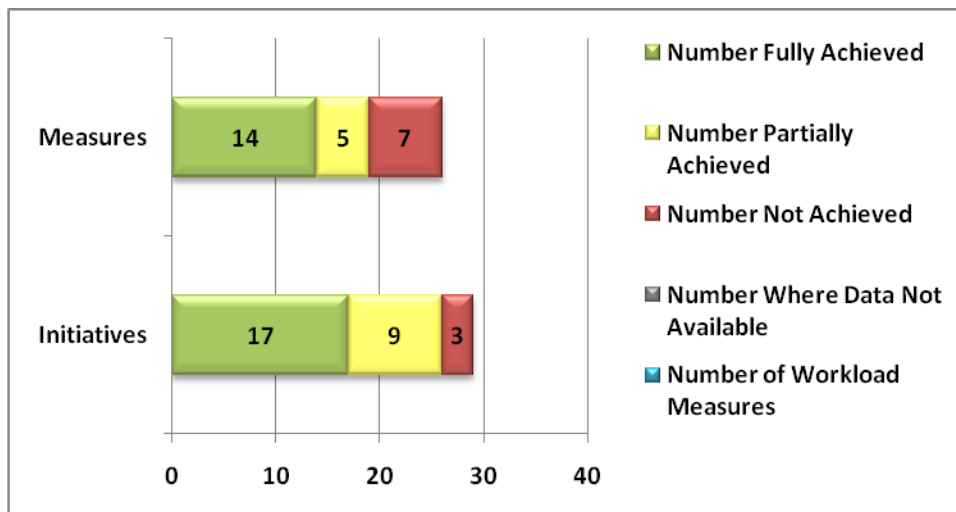
The mission of the Fire and Emergency Medical Services Department (F&EMS) is to promote safety and health through excellent pre-hospital medical care, fire suppression, hazardous materials response, technical rescue, homeland security preparedness and fire prevention and education in the District of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

OVERVIEW OF AGENCY PERFORMANCE





AGENCY DIVISIONS AND OBJECTIVES

A. Operations Division

1. Provide quality pre-hospital medical care.
2. Improve the capability of emergency apparatus to extinguish fires.
3. Improve employee safety and reduce injuries during emergency responses.

B. Support Services Division

1. Maintain the living and working environments of F&EMS properties.
2. Expand technology infrastructure to support F&EMS operational objectives.
3. Decrease life safety hazards in medium to high risk commercial properties.
4. Decrease fleet out-of-service time for F&EMS emergency vehicles.

C. Planning and Policy Division

1. Improve individual employee responsibility and compliance.

D. Office of the Fire & EMS Chief

1. Attract a highly-qualified, diverse workforce.
2. Improve water supply capacity for extinguishing fires.
3. Increase public awareness for preventing sudden cardiac death.
4. Increase public awareness for preventing fire related deaths.
5. Provide excellent customer service.

ACCOMPLISHMENTS

- ✓ In FY 09, the return of spontaneous circulation (ROSC) rate for out-of-hospital cardiac arrest patients treated by F&EMS was 25.4 percent. This compares favorably to nationwide ROSC rates for urban EMS systems and represents a 140 percent improvement compared to the ROSC rate reported by the Department in 2005.
- ✓ In FY 09, Fire Inspectors with the F&EMS Department conducted 874 fire code inspections of high fire and life safety risk occupancies during peak business hours. This new inspection strategy assured that businesses such as restaurants, bars and entertainment venues operated safely during peak occupancy load periods when there was the highest potential risk for violations.
- ✓ In FY09, F&EMS successfully implemented the Fire Priority Dispatch System (FPDS) with the cooperation of the Office of Unified Communications (OUC). This system provides a structured, rapid approach to obtaining 911 caller information about fires, accidents and special rescue incidents, allowing for the dispatch assignment of fire trucks and other emergency vehicles to more closely match incident requirements. Because FPDS saves resources, response times may eventually improve.



Performance Initiatives – Assessment Details

Performance Assessment Key:

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

OPERATIONS DIVISION

OBJECTIVE 1: PROVIDE QUALITY PRE-HOSPITAL MEDICAL CARE.

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

- During FY 09, the Department continued to make substantial progress toward implementing most EMS Task Force recommendations. By October, 2009, thirty eight (38) were complete, nine (9) were still in progress and three (3) were outside of deadline. Most incomplete FY 09 items were beyond the ability of the Department to control, including several caused by FY 09 spending pressures.

INITIATIVE 1.2: Revise medical protocols.

- During FY 09, the Department completely revised medical protocols to match updated national standards, but FY 09 spending pressures prevented overtime training expenditures for implementation. By October, 2009, the Department was exploring using Learning Management Software (LMS) applications to assist in roll-out and has revised the implementation target date to 3-15-10.

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

- During FY 09, the Department implemented a revised quality management program that included both quantitative and qualitative measures of performance. Quantitative measures included evidence-based performance measures for EMS Systems developed by the Consortium of US and International Major Metropolitan Municipalities EMS Medical Directors. An example includes cardiac arrest statistics described in Department KPIs. Qualitative measures include customer satisfaction surveys also included in Department KPIs. An EMS quality management newsletter was developed and distributed in September, 2009.

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

- The recruitment and selection process for the new position of EMS Battalion Fire Chief was completed in May 2009. Four new battalion chiefs joined two incumbents to bring the total agency strength in this position to six. The Department created a new position of EMS Battalion Supervisor (Captain) and has increased the minimum number of on-duty EMS battalion supervisors from four to eight. The first-ever agency-wide competitive EMS supervisory promotional exam resulted in the promotion on September 27, 2009, of 37 persons to the position of EMS Battalion Supervisor, bringing the total current agency strength in this position to 41. There are now around-the-clock EMS supervisors assigned to each of the six geographic battalions, one in special operations and two performing system management at the Office of Unified Communications. Each of the four operational shifts is overseen by an



EMS Battalion Fire Chief. In addition to these 24-7 operational positions, there are several EMS battalion supervisors assigned to positions in quality management and on the staff of the Medical Director.

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

- During FY 09, agency strategy was to first complete the switch to e-PCR reporting away from paper to achieve EMS data field capture compliance. 99% compliance with e-PCR reporting was achieved in July 2009. A draft reporting and documentation standard, along with a draft training program was reviewed by the Medical Director and provided to the Nurse Manager in August, 2009. FY 09 spending pressures prevented further implementation.

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

- During FY 09, a Street Calls patient referral program was implemented with the cooperation of the Operations Division. Potential "at risk" and high volume Street Calls patients were identified through e-PCR review, special reports, telephone calls and radio calls to Street Calls units.

OBJECTIVE 2: IMPROVE THE CAPABILITY OF EMERGENCY APPARATUS TO EXTINGUISH FIRES.

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

- During FY 09, the Department configured and equipped seven (7) specially equipped water supply engine companies for use at identified higher risk incidents. These units were placed in service at fire stations but FY 09 spending pressures preventing full staffing. At the start of FY 10, two (2) water supply engine companies are in active service (staffed "diver only") with the remaining five (5) available for pick-up by other crews.

OBJECTIVE 3: IMPROVE EMPLOYEE SAFETY AND REDUCE INJURIES DURING EMERGENCY RESPONSES.

INITIATIVE 3.1: Modify emergency apparatus to improve design safety.

- During FY 09, the Department modified specifications of all emergency apparatus to include improved emergency lighting packages, locomotive style high-visibility warning stripes, speed and response monitoring capability and speedometer placement for right passenger seat officer viewing on fire trucks.

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

- During FY 09, the Department created a comprehensive emergency apparatus driver training and safety program, but FY 09 spending pressures prevented overtime expenditures for implementation. By October, 2009, the Department was exploring delivery of the program by use of Learning Management Software (LMS) applications.

INITIATIVE 3.3: Implement NFPA compliant station wear clothing program.

- During FY 09, the Department implemented the wholesale purchase of NFPA Compliant stationwear, but FY 09 spending pressures prevented larger scale purchases. NFPA Compliant stationwear is now limited to replacement items only with a five (5) year expectation for completion.

- **INITIATIVE 3.4: Implement emergency apparatus mobile data computers (MDC) command**



and control system.

During FY 09, all emergency response apparatus were equipped with mobile data computers for obtaining, reviewing and using Computer Aided Dispatch (CAD) incident and geographic information while responding to calls.

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

- During FY 2009, "job aide" task books were developed for use by crews at emergency incidents. Unfortunately, FY 09 spending pressures prevented printing and distribution of these materials to emergency apparatus.

SUPPORT SERVICES DIVISION

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.

- During FY 09, the Department completed “buff, scrub and greening” work for Engine Companies 1, 3 and 4. Work on Engine Company 4 was started. Fire stations were prioritized based on FY 09 needs and Department capacity.

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

- During FY 09, the Department completed “improvement, rehabilitation and replacement” work for Engine Companies 9, 17 and 25. Work on Engine Company 10 was started. Land for the replacement of Engine Company 22 reached the procurement phase. Land for the replacement of Engine Company 26 reached the planning phase. Fire stations were prioritized based on FY 09 needs and Department capacity.

INITIATIVE 1.3: Occupy PR Harris property.

- During FY 09, District Council passed the “FEMS and DOC Headquarters Act” as part of the BPA, prohibiting the Department from relocating to the P.R. Harris School. The Department is using the property for training and CPAT testing, but the Headquarters facility remains at the Grimke School.

OBJECTIVE 2: EXPAND TECHNOLOGY INFRASTRUCTURE TO SUPPORT F&EMS OPERATIONAL OBJECTIVES.

INITIATIVE 2.1: Finish implementing E-PCR reporting system.

- During FY 09, the Department successfully switched to all e-PCR reporting, except in instances of computer failure or other non-routine events. By July of 2009, more than 99% of patient care reports were completed by computer.

INITIATIVE 2.2: Implement TeleStaff personnel management system.

- During FY 09, the Department successfully procured the TeleStaff application and began initial configuration. This program will help manage personnel availability and control overtime.

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.**



During FY 09, the Department implemented a fire inspection program for restaurants, bars and nightclubs during peak business hours, conducting more than 800 surprise inspections.

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.

- During FY 09, the Department implemented a fleet apparatus management program using the FASTER application to improve fleet readiness and decrease emergency vehicle downtime. Percentage of available emergency apparatus on a daily basis reached 89%, almost reaching the goal of 90%.

PLANNING AND STANDARDS DIVISION

OBJECTIVE 1: IMPROVE INDIVIDUAL EMPLOYEE RESPONSIBILITY AND COMPLIANCE.

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

- During FY 09, the Department implemented a comprehensive drug and alcohol testing program that included random, scheduled, post-accident and reasonable suspicion testing for all uniformed employees.

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

- During FY 09, the Department implemented comprehensive background and criminal records checks under the requirements of the Child and Youth, Safety and Health Act. As a requirement of the law, the Department distributed signature forms to uniformed employees requesting District Government be given permission to conduct checks. The Department of Human Resources is now responsible for management of this program.

OFFICE OF THE FIRE AND EMS CHIEF

OBJECTIVE 1: ATTRACT A HIGHLY-QUALIFIED, DIVERSE WORKFORCE.

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

- During FY 09, the Department successfully re-engineered and implemented a new recruit level employee hiring process. The new process will streamline applications, use single points of contact and reduce time delays. As part of the new process, the previous 31 year old "hiring cap" was eliminated, allowing applicants older than 31 years old to apply for recruit level positions.

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

- During FY 09, the Department was unable to implement a new academy program due to the loss of grant funding and the freezing of vacant positions due to budgetary pressures.

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.



During FY 09, the Department successfully inspected and flush tested 24,943 District fire hydrants (all identified fire hydrants twice).

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.

- During FY 09, the Department successfully implemented a CPR Anytime program with the assistance of the American Heart Association at the Department Training Academy.

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

- During FY 09, the Department was unable to implement a public school CPR training program due to budgetary pressures associated with overtime. During FY 09, CPR instructors from the Training Academy were used for all CPR training programs. During FY 10, the Public Education Unit with the Community Services Division will become responsible for this program without incurring overtime.

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

- During FY 09, the Department continued the public access automatic external defibrillator (AED) placement program. The number of new AED registrations reached 118, with a goal of 200. During FY 10, the Department will continue to improve program participation, especially at the federal government level.

OBJECTIVE 4: INCREASE PUBLIC AWARENESS FOR PREVENTING FIRE RELATED DEATHS.

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

- During FY 09, the Department continued the Smoke Alarm Verification and Utilization (SAVU) program. The number of new smoke alarm installations reached 1,624 with a goal of 3,500. During FY 09, due to city-wide budget deficits, funding was cut for the purchase of new smoke alarms so only limited donations could be used to fund this program.

OBJECTIVE 5: PROVIDE EXCELLENT CUSTOMER SERVICE.

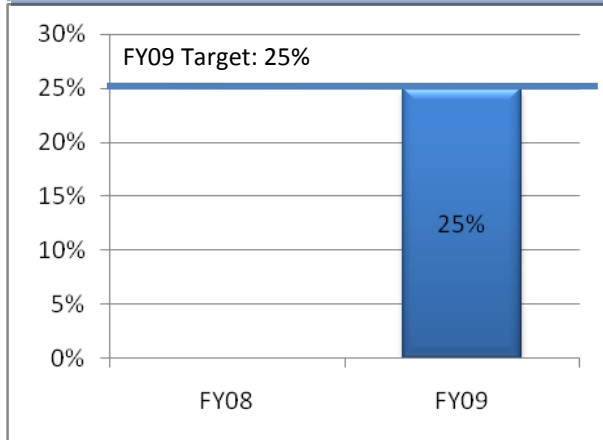
INITIATIVE 5.1: Implement a customer service assessment program.

- During FY 09, the Department implemented a customer service survey mailed to each patient transported by Department ambulance. In all, 1,586 patients responded to the survey with 1,507 (95%) indicating they were "satisfied" or "very satisfied" with our services.



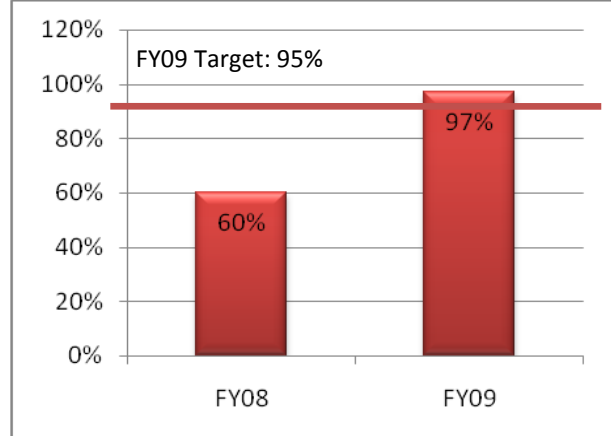
Key Performance Indicators – Highlights

From Objective 1: Percent of cardiac arrest patients successfully resuscitated (measured by out-of-hospital ROSC).



FULLY ACHIEVED

From Objective 5: Percent of patient care reports that are e-PCRs.



FULLY ACHIEVED

More About These Indicators:

How did the agency's actions affect this indicator?

- Continued a community based intervention strategy including public health screenings, risk identification, CPR training and AED placement.
- Improved emergency response and employee readiness strategies, including rapid-response paramedic fire engines, advanced cardiac life support (ACLS) certification, improved cardiac arrest protocols and other training for paramedics.

What external factors influenced this indicator?

- Many external factors influence cardiac arrest outcomes including patient health, risk factors, delay time in calling 911 from when the patient arrested, access to bystander CPR, AED availability, traffic density for responding emergency vehicles and patient accessibility by emergency response personnel.

How did the agency's actions affect this indicator?

- Began using mobile computers and e-PCR software on both fire engines and ambulances, which significantly contributed to EMS quality management efforts and helped improve ambulance billing revenue collection by \$3.5 million compared to FY 08.
- Monitored e-PCR versus paper-based reporting per employee and identified use of paper reports. Personnel submitting paper reports were targeted for additional training to assure compliance with e-PCR submission.

What external factors influenced this indicator?

- Primarily the access to mobile computers on each emergency vehicle stood in the way of complete implementation. This was solved by extending funding for additional purchases.



Key Performance Indicators – Details

Performance Assessment Key:

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

	Measure Name	FY2008 YE Actual	FY2009 YE Target	FY2009 YE Actual	FY2009 YE Rating	Budget Program
OPERATIONS DIVISION						
●	1.1 Percentage of critical medical calls with paramedic arriving within 8 minutes.	89	90	88.09%	97.88%	FIELD OPERATIONS
●	1.2 Percentage of critical medical calls with transport unit arriving within 13 minutes.	95	90	93.63%	104.04%	FIELD OPERATIONS
●	1.3 Percentage of hospital drop times of 30 minutes or less.		75	38.17%	50.89%	FIELD OPERATIONS
●	1.4 Percentage of cardiac arrest patients successfully resuscitated.	0	25	25.41%	101.62%	FIELD OPERATIONS
●	1.5 Percentage decrease in 911 usage by Street Calls patients in a cohort.	0	30	60.98%	203.28%	FIELD OPERATIONS
●	3.1 Number of Department vehicles involved in accidents during emergency responses.	0	230	105	219.05%	FIELD OPERATIONS
●	3.2 Number of Department personnel injured during emergency responses.	0	10	2	500%	FIELD OPERATIONS
●	3.3 Number of Department personnel injured during firefighting operations.	0	100	44	227.27%	FIELD OPERATIONS
SUPPORT SESRVICES DIVISION						



●	5.1	Percentage of emergency apparatus with MDCs implemented.	0	100	100%	100%	OPERATIONS SUPPORT
●	5.2	Percentage of patient care reports that are E-PCRs.	60	95	97%	102.10%	OPERATIONS SUPPORT
●	6.1	Number of peak hour/high risk inspections.	0	500	874	174.80%	FIRE PREVENTION AND EDUCATION
●	7.1	Percentage of emergency apparatus in service each day.	0	90	89.23%	99.15%	OPERATIONS SUPPORT
PLANNING AND POLICY DIVISION							
●	8.1	Number of scheduled drug/alcohol screenings.	0	2100	2065	98.33%	POLICY AND PLANNING
●	8.2	Number of random drug/alcohol screenings.	0	420	251	59.76%	POLICY AND PLANNING
●	8.3	Number of background/criminal records checks.	0	2100	133	6.33%	POLICY AND PLANNING
●	9.1	Percentage of unfilled appropriated FTEs (vacancy rate).	6	2	7.55%	26.50%	OPERATIONS SUPPORT
●	9.2	Number of the operational workforce certified as Paramedics.	232	280	219	78.21%	OPERATIONS SUPPORT
●	9.3	Percentage of uncertified operational personnel who have obtained EMS certification (of 104 remaining).	55	80	1.44%	1.80%	EMPLOYEE PREPAREDNESS
OFFICE OF THE FIRE AND EMS CHIEF							
●	10.1	Percentage of District of Columbia fire hydrants inspected	100	100	238.71%	238.71%	FIRE PREVENTION AND EDUCATION
●	11.1	Number of individuals trained in CPR programs.	440	500	1350	270%	FIRE PREVENTION AND EDUCATION
●	11.2	Number of new AED registrations.	200	200	118	59%	FIRE PREVENTION AND EDUCATION



●	12.1	Number of smoke detector installations.	3491	3500	1624	46.40%	FIRE PREVENTION AND EDUCATION
●	13.1	Percentage of patients surveyed indicating they were “satisfied” or “very satisfied” with EMS services.	0	95	95.02%	100.02%	ADMINISTRATIVE SUPPORT
●	14.1	Number of unplanned overtime hours.	0	102000	112164	90.94%	POLICY AND PLANNING
●	14.2	Percentage change in number of all structural fires.	-4	-5	-15.78%		FIELD OPERATIONS
●	14.3	Percentage of arson cases closed with an arrest.	25	22	32.47%	147.58%	FIRE PREVENTION AND EDUCATION