



Fire and Emergency Medical Services (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

F&EMS provides emergency medical services (EMS), fire suppression, homeland security and special operations response for the District of Columbia, including planned events and activities unique to the nation's capital. The Department is responsible for fire and life safety code enforcement, along with community based education and prevention programs. F&EMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.

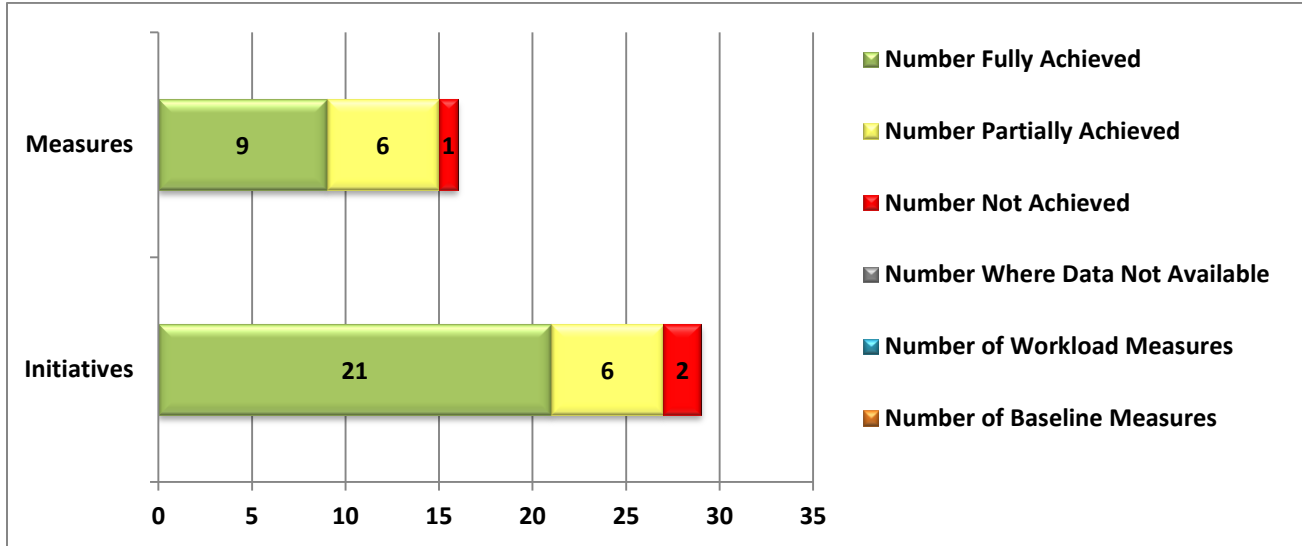
ACCOMPLISHMENTS:

- ✓ During FY 2012, the Department successfully completed Fire Cadet training for twenty four (24) District Youth. These young men and women began public safety employment careers as Firefighter/EMTs on September 19, 2012. (Job Creation)
- ✓ During FY 2012, the Department successfully implemented new medical treatment protocols for EMS patients. These protocols, introduced on June 16, 2012, expanded the use of advanced treatment procedures for both adult and pediatric patients, including the use of life saving drugs during critical emergencies. (Public Safety)
- ✓ During FY 2012, the Department successfully introduced an EMS redeployment plan to improve EMS system capacity and performance. This plan, published on August 16, 2012, was presented to elected officials and community stakeholders for implementation during FY 2013. (Public Safety)

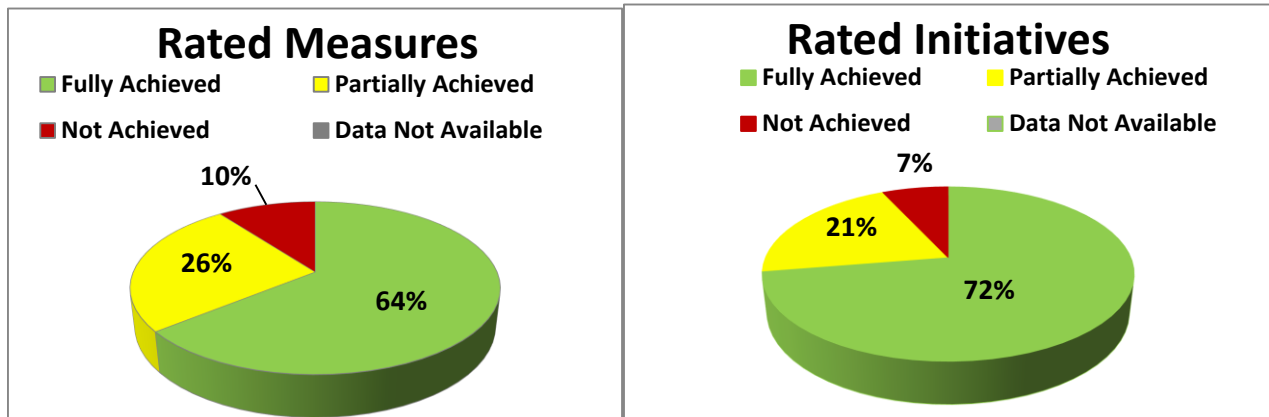


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Office of the Fire and EMS Chief

OBJECTIVE 1: Work closely with the Executive Office of the Mayor, Deputy Mayor of Public Safety and City Administrator to meet the needs of District residents while efficiently administrating Department services.

INITIATIVE 1.1: Meet with and engage community leaders and neighborhood groups.

Fully Achieved : "During FY 2012, the Department significantly improved relationships with elected officials, community interest groups, citizen associations and stakeholder committees, including

- Council members, ANC representatives and faith-based organizations. The Department's Medical Director joined the Emergency Medical Services Advisory Committee (EMSAC), while executive and senior level management staff has completed public presentations and speaking engagements at numerous civic group and ANC meetings in all Wards of the District."

OBJECTIVE 2: Continue to improve labor/management partnerships.

INITIATIVE 2.1: Increase involvement of labor groups in monthly meetings and planning activity.

Fully Achieved: "During FY 2012, the Department increased the involvement of labor groups in monthly meetings by engaging in participatory planning through the use of written agendas submitted two (2) days prior to labor/management meetings. Department management was subsequently able to deliver more definitive answers to requests and inquiries, thus establishing an open line of communication to discuss policy, procedures and expectations and to assure the exchange of ideas for improving operational service delivery."

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OBJECTIVE 3: Use strategic level planning tools to improve services and better prepare for the future.

INITIATIVE 3.1: Update and revise the Department's strategic plan.

Partially Achieved: "During FY 2012, the Department completed several components of a revised strategic plan, including creation of a planned schedule for firefighters using a three (3) work shift deployment model, a planned redeployment of ambulances by time of day and call locations to better match service demand expectations and a risk based analysis of District neighborhoods to improve and focus intervention efforts. However, publishing a finalized strategic plan was delayed until FY 2013 to await the outcome of collective bargaining negotiation integral to plan components."

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Emergency Medical Services Bureau

OBJECTIVE 1: Help sick and injured patients by providing pre-hospital and out-of-hospital healthcare services.

INITIATIVE 1.1: Implement the controlled substances medication plan.

Fully Achieved: "During FY 2012, the Department implemented a Federal Drug Enforcement Administration (DEA) approved controlled substances medication plan for treatment of out-of-hospital patients. Quality assurance and medication security reviews indicate successful utilization of

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the new medications with minimal compliance problems. Further enhancements during FY 2013 will include improvement of narcotic security safe logistics, additional employee training and electronic tracking of medications.”

OBJECTIVE 2: Continuously improve the quality of out-of-hospital medical care provided by Department personnel.

INITIATIVE 2.1: Plan and implement changes to continuous quality improvement (CQI) monitoring and feedback procedures.

Fully Achieved: "During FY 2012, the Department approximately doubled the number of electronic patient care reports (ePCRs) reviewed by CQI personnel. This improvement was the result upgrades to ePCR reporting software and hardware that resulted in more timely feedback to EMS supervisors, EMTs and Paramedics concerning the quality of patient care and patient care documentation. As a result of this effort, data sharing accuracy with both national and regional patient data registries (including “ST elevation myocardial infarction (or STEMI),” stroke, and automated external defibrillator (AED) registries) was improved, along with more accurate identification of priorities for EMS continuing education.”

INITIATIVE 2.2: Plan and implement improved documentation requirements for electronic patient care reports (ePCRs).

Fully Achieved: "During FY 2012, the Department upgraded electronic patient care report (ePCR) host servers and electronic data storage devices to improve system operating and record access speed for mobile and desktop users. These improvements included deployment of improved ePCR software to alert EMTs and Paramedics about patient care documentation requirements while writing reports, along with the need to complete required ePCR data fields for national patient data registry submission. Medical device data capture was included in the upgrade. Special Orders and Memorandums concerning improvements were circulated, with employee training on patient documentation requirements provided during EMS refresher courses.”

Fire Prevention and Investigation Division

OBJECTIVE 1: Reduce threats to lives and property by preventing fires before they happen.

INITIATIVE 1.1: Improve NFIRS reporting compliance to 90% or more.

Partially Achieved: "During FY 2012, the Department upgraded NFIRS reporting software and conducted both off-site and department-wide employee training to improve fire incident data reporting accuracy, improve NFIRS reporting compliance and collect better baseline data. By the end of FY 2012, NFIRS completion rates had improved to almost 50%, up from 30% prior to implementing the changes. These efforts will continue during FY 2013, when the Department upgrades to an enterprise-wide fire and EMS records management system to more accurately collect, monitor and report NFIRS fire incident data.”

INITIATIVE 1.2: Transition to a computer-based building fire inspection program.

Fully Achieved: "During FY 2012, the Department transitioned from a paper-based to an electronic fire inspection reporting system to improve efficiency and streamline record-keeping. The new reporting application uses mobile tablet computers with electronic filing and retrieval. The transition was completed, but problems with work flow process, software operability and wireless connectivity continue to exist. These problems will be resolved during FY 2013, when the Department upgrades to an enterprise-wide fire and EMS records management system that includes a fire inspections module.”



OBJECTIVE 2: Investigate to determine the cause and origin of fires.

INITIATIVE 2.1: Streamline the trace evidence analysis process.

- **Not Achieved:** "During FY 2012, the Department decided not to contract out trace evidence analysis services and continued to utilize the US Department of Alcohol, Tobacco and Firearms (ATF) Lab until the new DC Forensics Laboratory can provide such services. A new District Government agency will manage forensic laboratory evidence collection and storage."

INITIATIVE 2.2: Achieve CALEA Accreditation for the Fire Investigations Unit.

- **Not Achieved:** "During FY 2012, the Department planned to attain accreditation from the Commission of Accreditation for Law Enforcement Agencies (CALEA) with the goal to improve the credibility and professionalism of the Fire Investigations Unit as a law enforcement agency. However, evaluation for accreditation depended on the completion and adoption of a Fire Investigations Unit Standard Operational Guidelines (SOG) Manual which has not been completed. Until such policies and procedures become official, the CALEA evaluation cannot be initiated. Accordingly, the Department will not seek accreditation until after adopting an SOG manual."

Office of Communications

OBJECTIVE 1: Communicate information to the public and media.

INITIATIVE 1.1: Refine, utilize and enhance effective media relations and social media strategies to convey important and accurate life safety information to the general public.

- **Fully Achieved:** "During FY 2012, the Department increased utilization of media relations and social media strategies to convey life safety information to the general public. "On the Scene" press releases to local media outlets and community list-serves were created and distributed to publicize department activities. Fire and EMS Department social media account followers increased from 10,000 to more than 14,000. When combined with the GradeDC.gov initiative to solicit feedback from District residents, these activities enhanced the Department's ability to effectively monitor and measure public opinion of service delivery."

INITIATIVE 1.2: Design, develop and publish an informative Fire and EMS Department newsletter for public distribution.

- **Partially Achieved:** "During FY 2012, the Department designed and developed a prototype for "On the Scene," a Fire and EMS Department newsletter created to improve the effectiveness of public and internal communication and to highlight the Department's emergency response performance and accomplishments. "On the Scene" provides relevant life safety information and agency news on a monthly basis, with electronic copies going to F&EMS employees and community groups, while printed copies will be distributed at community meetings and events. The first issue of "On the Scene" will be published on February 1, 2013."

OBJECTIVE 2: Reduce threats to lives and property through public education programs.

INITIATIVE 2.1: Increase and improve the number of educational outreach programs offered by the Department.

- **Fully Achieved:** "During FY 2012, the Department visited local schools, senior centers and community centers to conduct more than 200 fire safety education courses for students, senior citizens and other members of the general public. Existing courses were reviewed and will be improved and updated by the conclusion of FY 2013."



INITIATIVE 2.2: Increase and improve community outreach efforts to key constituencies who depend upon essential city services.

Fully Achieved: "During FY 2012, the Department improved community outreach efforts by increasing participation in the number of outreach events during the Spring, Summer and Fall. The Department also partnered with Safeway Food stores in the sponsorship of community health events. During the last quarter of FY 2012, the Department began active participation in the District's on-line "311" Customer Request program, facilitating more than 600 non-emergency service requests by the end of the fiscal year."

OBJECTIVE 3: Reduce threats to lives and properties through public intervention programs.

INITIATIVE 3.1: Increase the amount of information, distribution of devices and programs to protect District residents from fires and health-related problems.

Fully Achieved: "During FY 2012, the Department significantly increased the amount of information, distribution of devices, services and programs to protect District residents from fires and health-related problems. EMT and Paramedic teams attending community events provided blood pressure and glucose screenings to more than 1,600 District residents while firefighters assisted with the installation of more than 2,800 smoke alarms in District homes."

Operations Bureau

OBJECTIVE 1: Help sick and injured patients by providing pre-hospital emergency medical care and ambulance transport.

INITIATIVE 1.1: Plan and implement enhanced incident time data collection during emergency and non-emergency calls.

Partially Achieved: "During FY 2012, the Department implemented changes to CAD time data collection procedures to more quickly return ambulances to service. Ambulances temporarily staffed with Firefighter/Paramedics from advanced life support (ALS) calls can now return to fire stations more quickly, increasing Paramedic Engine Company (PEC) availability. CAD programming design for patient transfer of care time was completed in FY 2012, but implementation was delayed until FY 2013 in order to complete testing and brief hospitals concerning patient turnover expectations. Recording of patient contact times was dropped in favor of completing other CAD projects contributing to unit committed time reductions."

OBJECTIVE 2: Safeguard lives and property by controlling and extinguishing fires.

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

Fully Achieved: "During FY 2012, the Department, as part of a working agreement with DC water, inspected and flush tested 9,794 District of Columbia fire hydrants, of which 7,429 were in-service and in good working condition, 1,964 were repaired and placed back in-service and 401 were found to be out of service and in need of further repairs. All inspections and flush tests were completed by on-duty operational companies within local first-response fire alarm districts. The number of fire hydrants inspected and flush tested represents 98% of hydrants identified by the agreement."

INITIATIVE 2.2: Install 5,000 smoke alarms in identified high fire risk neighborhoods.

Partially Achieved: "During FY 2012, the Department completed 2,806 smoke alarm installations in Wards 5, 6, 7 and 8. All installations were completed by on-duty operational companies, concentrating on neighborhoods where the risk of fire death and property loss is greatest. As part of this effort, engine and ladder companies made 1,342 home fire prevention visits. Canvassing of



Wards 7 and 8 was completed during the first three quarters of the fiscal year, with expansion to Wards 5 and 6 during the fourth quarter. Training commitments delayed completion of the program, but installations will continue during FY 2013 until the 5,000 smoke alarm goal is met.”

OBJECTIVE 3: Safeguard lives and property by preparing for and managing natural disasters or other catastrophic events.

INITIATIVE 3.1: Improve emergency support functions during catastrophic incident responses.

Fully Achieved: "During FY 2012, the Department completed WebEOC and District Response Plan training for Battalion Management Teams to improve emergency support functions during catastrophic incident responses and to strengthen the department’s overall emergency management capabilities. Battalion Fire Chiefs and Captains received briefings from the District Department of the Environment (DDOE) on resources to assist with mitigation of Hazardous Materials Spills. The briefings, along with other mid-level management training, helped familiarize these officers with DDOE emergency response capabilities and increased the number of employees available to serve as liaison officers and incident management team members.”

Services Bureau

OBJECTIVE 1: Train and develop the Department’s workforce.

INITIATIVE 1.1: Complete Fire Cadet training program for Cadet Class 14.

Fully Achieved "During FY 2012, the Department completed academy training for twenty five (25) Fire Cadets that were assigned to the Operations Bureau on October 7, 2012. Each graduating Fire Cadet successfully completed NR-EMT and CPR certification training, along with Firefighter I & II and HAZMAT certification training. Each certification is a professional credential and all successful candidates became probationary Firefighter/EMT employees.”

INITIATIVE 1.2: Complete ACLS training program for ALS certified personnel.

Fully Achieved: "During FY 2012, the Department completed AHA ACLS certification training for ninety five (95) Emergency Medical Technician – Intermediate (EMT-I) and EMT–Paramedic (EMT-P) certified personnel. Training included eighty two (82) renewals and thirteen (13) new certifications. Utilizing classroom educational programs, 82 members were renewed and 13 members were newly certified. “

INITIATIVE 1.3: Plan and implement Command and Control Simulation Center training program.

Partially Achieved: "During FY 2012, the Department completed the construction of the Command and Control Simulation Center (CCSC) at the Training Academy. The center was utilized for instruction of ten (10) Fire Officer I candidates during the second quarter of the fiscal year. However, implementation of a completed command and control training program was delayed until FY 2013 because complexities of the simulation software require extensive scenario development and programming beyond the capacity of instructional staff to complete. The Department is currently evaluating alternatives for completion of the project.”

OBJECTIVE 2: Administer human resources for the Department’s workforce.

INITIATIVE 2.1: Establish and recertify employee position descriptions.

Fully Achieved: "During FY 2012, the Department, in cooperation with the DC Department of Human Resources (DCHR), identified and reviewed ninety five percent (95%) of employee position descriptions. New entry level position descriptions were developed or reclassified to improve recruiting efforts, while existing position descriptions were reviewed for recertification.”



OBJECTIVE 3: Monitor and improve employee safety and wellness.

INITIATIVE 3.1: Plan and implement enhanced employee injury tracking and investigation.

Fully Achieved: "During FY 2012, the Department improved injury reporting and investigation procedures to accelerate initiation of corrective action when safety concerns were identified. All injury reporting between the Safety Office and the Police and Fire Clinic was reconciled for increased data collection consistency. Implementation of the new procedures encouraged better communication between the Safety Office and the Police and Fire Clinic."

INITIATIVE 3.2: Implement additional employee wellness training courses.

Fully Achieved: "During FY 2012, the Department provided fitness outreach training and assessments in an effort to decrease injuries, improve safety and lower risk management costs. This effort included department wide structured fitness assessments, stretching training, nutrition lectures and the distribution of general wellness information. Courses or programs offered included kettle bell training, smoking cessation, influenza awareness, influenza immunizations and prostate cancer screening."

OBJECTIVE 4: Manage buildings and other properties owned by the Department.

INITIATIVE 4.1: FY 2012 facility window replacement project.

Fully Achieved: "During FY 2012, the Department installed new energy efficient windows at Engine Companies 7, 30, 33, and the Fleet/Apparatus repair facility to decrease utility costs and improve living and working conditions for Department personnel. The Department of General Services (DGS) reviewed window project design and specification requirements for Engine Companies 5 and 21, followed by undertaking an architectural and engineering review to provide alternatives to replacement because of the historic nature of both buildings. The Department anticipates that DGS will solicit project bids to complete window replacements at both fire stations during FY 2013. "

OBJECTIVE 5: Manage emergency apparatus and other vehicles owned by the Department.

INITIATIVE 5.1: Implement specialized training programs for emergency vehicle service technicians and supervisors.

Fully Achieved: "During FY 2012, the Department completed several specialized training courses for heavy vehicle mechanics including DuraMax Diesel repairs, Diesel injector repair and air conditioning repair. Outsourcing of repairs to external vendors decreased, lowering vehicle repair costs and out-of-service time. However, as the volume of mechanical repairs continued to increase, mechanic overtime pressures significantly exceeded expectations during the fiscal year."

INITIATIVE 5.2: Implement better apparatus tracking controls using FASTER, the Department's fleet management software.

Fully Achieved: "During FY 2012, the Department improved apparatus repair tracking using FASTER, for vehicles located at the apparatus repair facility. Implementation of the new controls contributed to better tracking of downtime and overall vehicle management efforts, but technology limitations inherent to FASTER reduced potential improvements. Further enhancements are planned during FY 2013, when the Department will install improved fleet management software to better manage vehicle use, maintenance and repairs."



OBJECTIVE 6: Support decision making, communication and resource management by using information technology.

INITIATIVE 6.1: Update information technology (IT) infrastructure to current standards.

Fully Achieved: "During FY 2012, the Department implemented multiple information technology (IT) infrastructure upgrades to meet current standards, while allowing for future reductions in equipment downtime and the utilization newer IT applications. These efforts included upgrading all desktop personal computers under "manufacturer warranty status" and converting all administrative imaging peripherals to multifunction units serviced by one contract. Additionally, fire station emergency alerting hardware was upgraded to replace outdated equipment, reducing equipment repair expenditures."





Performance Indicators – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
Agency Management								
	1.1	Average time in days to close Mayoral customer service work flows.	6	7		7	100%	ADMINISTRATIVE SUPPORT
	1.2	Number of community group meetings scheduled and attended by executive managers.	141	101		146	144.55%	ADMINISTRATIVE SUPPORT
	2.1	Number of labor/management planning activity meetings scheduled and attended by executive managers.	24	12		41	341.67%	ADMINISTRATIVE SUPPORT
Operations Bureau								
	1.1	% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	86.51%	90%		84.18%	93.53%	Operation Bureau
	1.2	Average response time of first arriving EMT to critical medical calls.	4.7	5		4.68	106.85%	Operation Bureau
	1.3	% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene.	82.18%	90%		79.89%	88.77%	Operation Bureau
	1.4	Average response time of first arriving paramedic to critical medical calls.	5.88	6		6.11	98.19%	Operation Bureau



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY 2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
●	1.5	% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	90.25%	90%		88.13%	97.92%	Operation Bureau
●	1.6	Average response time of first arriving ambulance to critical medical calls.	7.15	9		7.46	120.63%	Operation Bureau
●	1.7	% of hospital drop times of 30 minutes or less.	33.86%	50%		28.17%	56.35%	Operation Bureau
●	1.8	Average hospital drop time.	36.98	30		39.49	75.97%	Operation Bureau
●	2.1	% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene.	98.19%	90%		98.15%	109.05%	Operation Bureau
●	2.2	Average response time of first arriving fire truck to structure fire calls.	1.86	4		2.39	167.50%	Operation Bureau
Emergency Medical Services Bureau								
●	1.1	% decrease in 911 usage by Street Calls patients in a cohort.	65.93%	50%		74.22%	148.43%	Emergency Medical Services Bureau
●	2.1	% of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility.	22.08%	25%		36.29%	145.14%	Emergency Medical Services Bureau
●	2.2	% of patients surveyed indicating they were satisfied or very satisfied with Fire and EMS services during a Fire or EMS call.	97.35%	90%		91.33%	101.48%	Emergency Medical Services Bureau



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
Services Bureau								
●	3.1	Number of department vehicles involved in accidents during emergency responses.	72	100		74	135.14%	Service Bureau
●	3.2	Number of department personnel injured during emergency operations.	317	175		533	32.83%	Service Bureau
●	4.1	Number of fire stations completing planned major repairs or complete renovation.	1	1		1	100%	Service Bureau
●	5.1	% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	70.83%	85%		72.92%	85.79%	Service Bureau
●	5.2	% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	51.76%	85%		71.55%	84.18%	Service Bureau
●	5.3	% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	84.49%	90%		94.53%	105.03%	Service Bureau
Fire Prevention and Investigations Division								
●	1.1	Number of residential structure fires per 1,000 residential structures.	6.7	4		3.6	111.11%	Fire Prevention and Investigation Division
●	1.2	Number of residential structure fires per 1,000 populations.	1.74	1		0.93	107.53%	Fire Prevention and Investigation Division
●	1.3	% of residential structure fires contained to the object or room of origin.	83.1%	80%		79.20%	99%	Fire Prevention and Investigation Division



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY2012 YE Rating	Budget Program
●	1.4	% of residential structure fires contained to the floor or structure of origin.	12.16%	10%		15.77%	63.41%	Fire Prevention and Investigation Division
●	1.5	Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures.	18.95%	15%		9.71	154.48%	Fire Prevention and Investigation Division
●	1.6	End-of-fiscal year % change in number of structural fires.	6.19	-5		-10.58%	211.66%	Fire Prevention and Investigation Division
●	1.7	End-of-fiscal year number of civilian fire fatalities.	13	5		5	100%	Fire Prevention and Investigation Division
●	1.8	End-of-fiscal year number of civilian fire injuries.	81	50		60	83.33%	Fire Prevention and Investigation Division
●	2.1	End-of-fiscal year % arson cases closed by arrest.	56.52	25.01		34.38%	137.45%	Fire Prevention and Investigation Division
●	2.2	Total arson fires per 10,000 population.	0.38	2		0.52	384.62%	Fire Prevention and Investigation Division
Office of Communications								
●	2.1	Number of neighborhood level fire safety presentations completed.	943	500		890	178%	Office of Communications
●	2.2	Number of at school fire safety presentations completed.	63	50		61	122%	
●	3.1	Number of neighborhood level health screenings completed.	152	50		71	142%	Office of Communications
●	3.2	Number of smoke alarm installations.	1,408	1,000		3,475	347.50%	Office of Communications
●	3.3	Number of car seat installations.	2,227	1,500		1,438	95.87%	Office of Communications



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
●	3.4	Number of CPR program participants.	1,797	2,000		1,003	50.15%	Office of Communications
●	3.5	Number of District wide AED registrations.	1,404	1,300		1,455	111.92%	Office of Communications