

AMBULANCE CONTRACT PERFORMANCE REPORT

MAY 21, 2019



A franchise agreement between the City of Sioux Falls and Paramedics Plus (now PatientCare Logistics Solutions) for ambulance service within the city went into effect on May 21, 2015. This agreement was extended for a six-year term by City Ordinance approved on December 11, 2018. The agreement term now runs through May 20, 2026.

That agreement requires an annual report from REMSA to the City Council detailing performance in these areas:

- **Response Time Performance**
- **Clinical Performance**
- **System Improvements**
- **Workforce Stability**
- **Pricing Compliance**
- **Reporting Compliance**



Response Time Performance Standards

Response time performance is the result of a coordinated effort of the Contractor’s total operation.

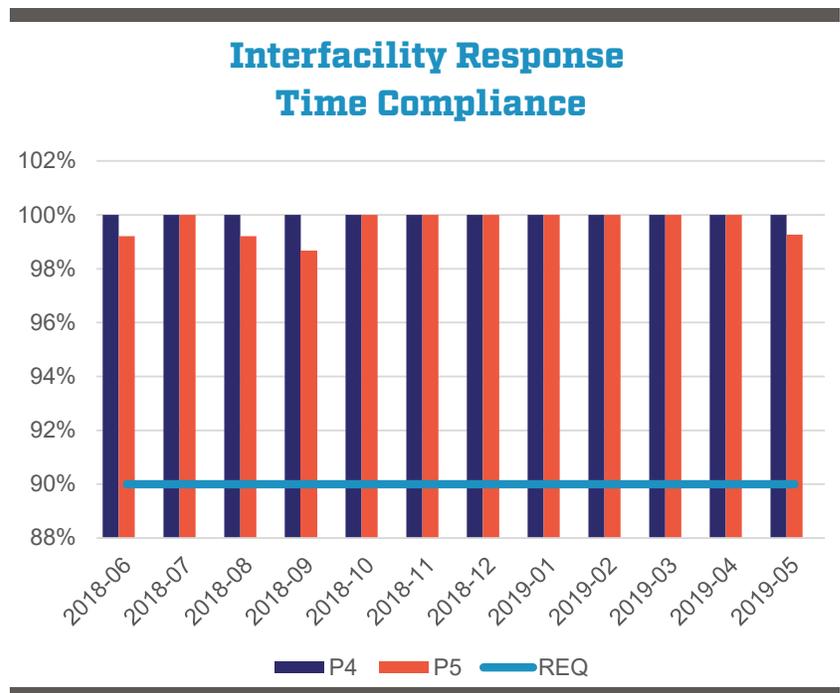
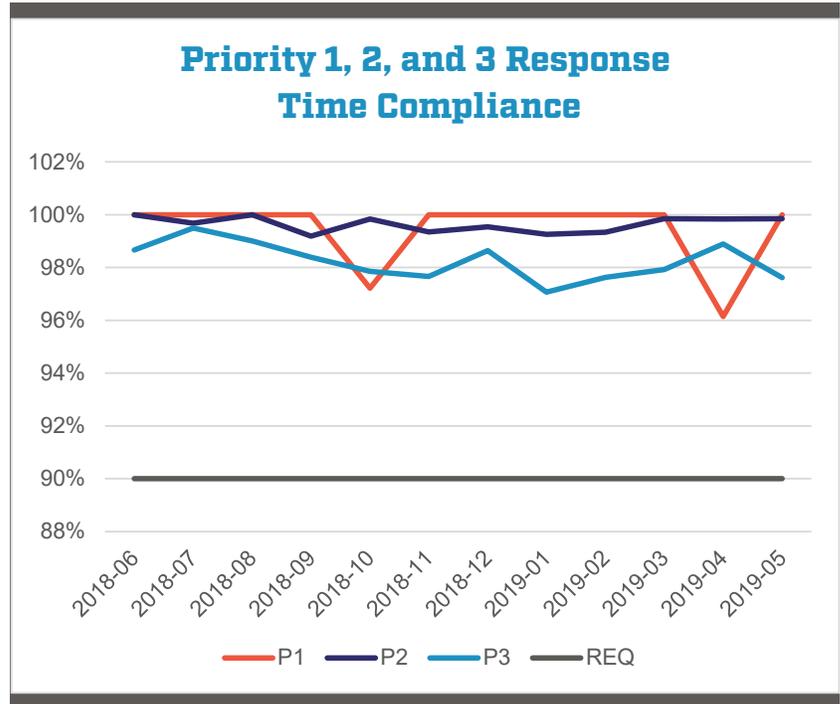
Response time requirements:

- Emergency calls:
 - **Priority 1** (Life-threatening emergencies) require a paramedic ambulance on the scene within 8 minutes, 59 seconds, on not less than 90 percent of all Priority 1 response requests.
 - **Priority 2** (Non-Life-threatening emergencies) require a paramedic ambulance on the scene within 11 minutes, 59 seconds, on not less than 90 percent of all Priority 2 response requests.
 - **Priority 3** (non-emergency ambulance requests) require a paramedic ambulance on the scene within 15 minutes, 59 seconds, on not less than 90 percent of all Priority 3 response requests.

- Interfacility Transfers
 - **Priority 4** (scheduled interfacility ambulance requests) requires a Paramedic Ambulance on the scene within 30 minutes of the requested pick up time 90 percent of the time.
 - **Priority 5** (unscheduled interfacility ambulance requests) requires a Paramedic Ambulance on the scene within 3 hours of the request 90 percent of the time.

Findings:

- Response Time requirements for each priority have been met every month during this contract year.



Clinical Performance

The EMS system in the Sioux Falls area continues to be one of the top notch high quality multi-agency systems. Being part of an EMS system that pays great attention to detail in its gathering and reporting of data is very impressive. The methodology is evidence-based and best practice. After completing review, I noted system performance improvement indicators meet or exceed national benchmarks in their respective categories. Once again, I am very pleased, confident, and proud to be involved in this EMS community.

—Dr. Jeff Luther MD FACEP , REMSA
Medical Director

REMSA utilizes local patient care guidelines based on national standards and industry supported best practices. The Medical Director and REMSA Medical Board approve these guidelines which are then adopted by REMSA. Ambulance call audits for compliance with guidelines are undertaken for random calls. High-risk calls including 100% of drug-assisted intubation calls were reviewed by the Medical Director with no calls outside the expected performance. All pediatric calls, cardiac arrests, heart attacks, and serious trauma calls were reviewed with no calls outside acceptable standards.

Clinical Highlights

CARDIAC

12 Lead EKG done on patients with sustained pulses after cardiac arrest	100%	Heart attack patients transported to appropriate hospital	100%
12 Lead EKG done on patients with Acute Coronary Syndrome	99.41%		
12 Lead EKG done on patients > 35 with chest pain within 10 minutes	99.03%	Hospital notification within 10 minutes from an EKG that shows a heart attack	90.24%
Aspirin given for patients with cardiac chest pain (may be appropriately withheld depending on situation)	82.82%	Average time on scene for heart attack	14 Minutes

STROKE

Last known well time captured for patients with stroke	93.94%
Average time on scene for stroke patients	14 Minutes
Stroke patients transported to appropriate stroke center	100%

TRAUMA

Average time on scene for trauma patients	10 Minutes
Trauma patients transported to appropriate trauma center	100%
Average time saved with early Trauma Team Activation	2.1 Minutes

ASTHMA

Oxygen saturation documented	100%
Appropriate oxygen therapy	100%
Appropriate medications given	100%

AIRWAY MANAGEMENT

End Tidal CO2 measured to confirm successful intubation	96.42%
Airway success on first attempt	89.30%
Airway success by second attempt	91.40%
Overall airway success	100%

Mission: Lifeline Gold Plus Recognition

MISSION: LIFELINE® is the American Heart Association’s national initiative to advance the SYSTEM OF CARE for patients with acute, high-risk time-sensitive life and/or quality of life-threatening disease states, such as ST Elevation Myocardial Infarction (STEMI Heart Attack), Non-ST Elevation Myocardial Infarction (NSTEMI Heart Attack), Stroke, and Out-of-Hospital Cardiac Arrest. The overarching goals of Mission: Lifeline® are to bring stakeholders together in a collaborative manner and to reduce mortality and morbidity for these patients while improving overall quality of care and patient outcomes.

The Mission: Lifeline® initiative provides tools, training, and other resources to support heart attack and stroke care following protocols from the most recent evidence-based treatment guidelines. Mission: Lifeline’s EMS recognition program recognizes emergency medical services for their efforts in improving systems of care to rapidly identify suspected heart attack and stroke patients, promptly notify the medical center and trigger an early response from the awaiting hospital personnel.

“PatientCare Logistics Solutions is dedicated to providing optimal care for heart attack and stroke patients,” said Dr. Jeff Luther, REMSA Medical Director. “We are pleased they are recognized for their achievements in improving emergency medical care through Mission: Lifeline®.”

For 2019, PatientCare Logistics Solutions received one of only 257 American Heart Association Mission: Lifeline® EMS GOLD Plus Recognition Awards. This is the second consecutive year PatientCare Logistics Solutions has received the Gold Plus award. This award is based upon achievements identified through the agency’s submission of data, representative of care delivered in 2018. Patient Care EMS received the only Mission: Lifeline® award in the state of South Dakota for 2018 and is one of only 597 awards given nationally.



Mission: Lifeline quality awards recognize an EMS agency’s commitment to on-going quality improvement. Consistent monitoring of Mission: Lifeline achievement measures translates into better outcomes for cardiac patients. In addition, Mission: Lifeline awards represent a commitment to cardiac systems of care. Mission: Lifeline awards cannot be achieved without collaboration from hospitals and other responding agencies. Mission: Lifeline communities are communities that strive to achieve the highest levels of care for cardiac patients.

–Gary Myers, REMSA Chair

Cardiac Arrest Outcomes (2018)

Cardiac arrest resuscitation is an important measure of a community's emergency response readiness. Successful resuscitation requires involvement by a range of individuals including bystanders, emergency medical dispatchers, first responders, paramedics, and hospital providers. The collaboration between all these individuals and agencies is a large part of the outstanding cardiac arrest save rates we see in Sioux Falls.

*Jeff Luther MD FACEP,
REMSA Medical Director*

Sioux Falls has participated in The Cardiac Arrest Registry to Enhance Survival (CARES) since 2007. This registry allows our community to compare our cardiac arrest causes and outcomes to an aggregate of other community's results.

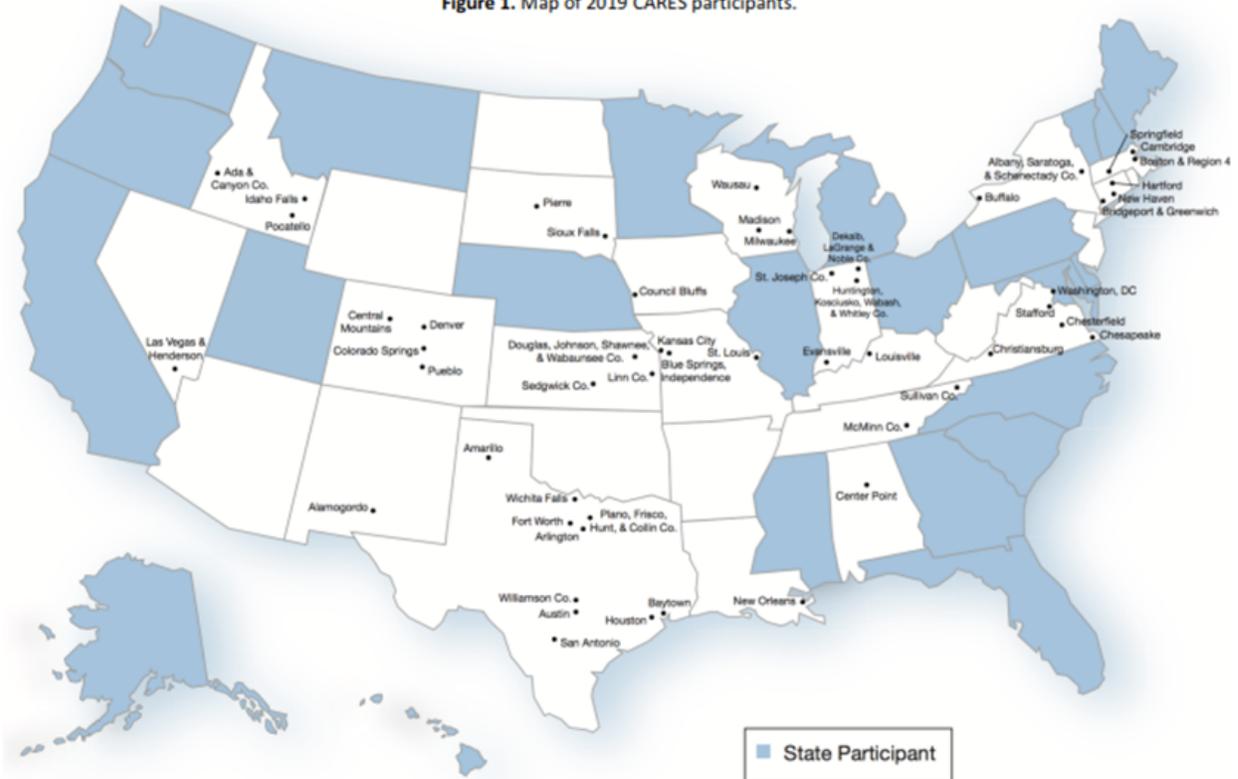
EMS treated out-of-hospital cardiac arrest (OHCA) affects more than 240,000 Americans each year and is the third leading cause of disability adjusted life years (DALY) in the United States, behind cardiovascular disease and back pain. Typically, one in ten patients survives to hospital discharge, with 80% having no or moderate neurological disability. Cardiac arrest resuscitation is an important measure of a community's emergency response readiness and involves a team approach.

Data taken from the 2018 CARES Registry, comparing cardiac arrest survival in Sioux Falls to survival in all CARES registry communities, including 70 communities in 19 states and 23 statewide registries, show the excellent cardiac arrest outcomes our community achieves.

- All cardiac arrests of cardiac etiology
 - Sioux Falls—20% survival
 - All CARES—10% survival

- Witnessed cardiac arrests with a rhythm that can be helped with defibrillation
 - Sioux Falls—56% survival
 - All CARES—33% survival

Figure 1. Map of 2019 CARES participants.



Medical Audits/Case Review

- PatientCare Logistics Solutions has participated in quarterly case reviews with all EMS system agencies. Specific calls with learning opportunities or other insights are reviewed by all agencies participating in care. This is a valuable process and will continue.

Other Clinical Measures

- The nationwide opioid crisis is being felt in Sioux Falls as well. PatientCare Logistics Solutions and our system’s first responder partners administer naloxone, an opioid reversal agent, and track opioid use. While opioid specific calls are increasing, the total volume of EMS calls involving drugs and/or alcohol is considerable. Last year 25% of all EMS calls (excluding interfacility transfers) had one or more alcohol and/or drug use indicators noted, with 90% of those having alcohol involved. These numbers are consistent with the previous contract year.
- As required by contract, every ambulance rendering emergency ambulance services under the agreement has been staffed and equipped to provide paramedic level care and transport with a minimum of one (1) state certified and locally certified paramedic and one (1) state and locally certified EMT.
- As required, every call had a REMSA certified paramedic providing care to the patient in the back of the ambulance during transport.

CARES 2018

Measuring Outcomes.
Improving Care.
Saving Lives.



	OVERALL CARES	SIOUX FALLS
2018 REGISTRY STATISTICS		
Total Records	420,000 (since 2005)	1,323 (since 2007)
Non-Traumatic arrests in 2017	81,864	138
Catchment area	110,100,000	183,200
Statewide registries	23	
Additional communities	70 in 19 states	
2018 EMS STATISTICS		
EMS transporting agencies	1,239	1
Cardiac arrests who were female	38%	34%
Median age	64	63
Arrests in the home	70%	64%
2018 BYSTANDER STATISTICS		
Bystander witnessed arrests	37%	35%
Bystander CPR	39%	66%
Bystander AED	12%	23%
2018 HOSPITAL STATISTICS		
Hospitals	1,412	3
Patients admitted	28%	41%
Patients discharged alive	10.4%	20.3%
Utstein survival (witnessed with shockable rhythm)	33.2%	56.2%
Lives saved in 2018	8,490	28

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- All paramedic and EMT staff have the required licensure and certifications. All required staff training, including mass casualty, driving, infection control, Homeland Security, HIPAA and compliance, has been completed and documented.

Initiation of Innovative Programs to Improve System Performance

PatientCare Logistics Solutions has been engaged in facilitating innovative programs to improve system performance within the city of Sioux Falls. Examples of PatientCare Logistics Solution’s commitment to system innovation include:

- **EXPANDED QUALITY IMPROVEMENT INITIATIVE**
 In early 2019, PatientCare Logistics initiated and expansion of its Quality Improvement and Quality Assurance program that included a streamlined workflow, deeper review of low acuity patients, and an increase in staffing dedicated to this process. This change was driven by changes in technologies related to electronic medical records and a desire to stay ahead of rising calls for service and population growth in Sioux Falls.
- **PULSE Process (Performance Utilization Late-call System Evaluation)**
 A conference call is conducted Monday through Friday and includes at minimum one management representative from REMSA, PatientCare Logistics Solutions, and Metro Communications. Additionally, it is open to all partners of the Sioux Falls REMSA system including the Sioux Falls Police Department and Sioux Falls Fire Rescue.

Every late call is reviewed by the participants and other issues relevant to the EMS system are identified and addressed by stakeholders during this conference call.
- **System Status Management (SSM)**
 PatientCare Logistics Solutions utilizes a SSM model in the city of Sioux Falls that focuses on dynamic deployment whereby ambulances resources are strategically placed at different locations within the city based upon both the level of available resources and the best possible location for response. Post locations are updated as needed, including a recent change due to a long-term construction project.

- **Pit Crew CPR**
 PatientCare Logistics Solutions along with system partners at Sioux Falls Fire Rescue and the Sioux Falls Police Department conducts a focused review of every cardiac arrest including all care team members, in order to monitor all aspects of cardiac arrest performance. Additional opportunities for improvement of the pit crew resuscitation model, including mechanisms to reduce interruptions in CPR and improvement in the speed of compressions were identified and implemented.

Workforce Stability

PatientCare Logistics Solutions has taken several key steps to help mitigate unnecessary employee turnover including continuing to provide a competitive wage throughout 2018 and into 2019. In 2018, PatientCare Logistics Solutions continued its commitment to reward prior experience to oncoming staff with a 3 percent increase per year of experience, up to ten years.

In 2018 in conjunction with the School of EMS, PatientCare Logistics Solutions partnered with Compass Military Services to become a business sponsor and training facility for the Start Today SD program through the South Dakota Department of Labor and Regulation. This program provides a pathway of success and support for individuals seeking to transition into EMS-related careers.

PatientCare Logistics Solutions continues to offer competitive benefits including an expansion of available health insurance plans in 2019 that provides greater options for employees in their healthcare options and access to supplemental insurance through local AFLAC representatives.

PatientCare Logistics Solutions utilizes a Professional Development Program to prepare

new employees through a two-week orientation period conducted in a classroom setting. Included in this period is an introduction to the company's guiding principles and standard operating procedures, an overview of the Sioux Falls REMSA system, and a comprehensive emergency vehicle operator course. This classroom period builds a strong foundation for new employees and helps ensure their success with PatientCare Logistics Solutions. New employees are then assigned a Field Training Officer who evaluates their performance and skill level while working in the system. The Field Training Officer acts as an instructor and mentor as the employees progress through several stages of training with incrementally increasing levels of responsibility until the new employees are prepared to function independently. Throughout this field experience, the new employee is the third team member of a functioning in-service ambulance.

PatientCare Logistics Solutions continues to refine and improve the Professional Development Program that serves to guide new employees and Field Training Officers through the critical first months of employment. According to a recent new hire with experience at other agencies, "This is the most comprehensive training I've ever had." PatientCare Logistics Solutions provides all required continuing medical education to employees through its ownership of the School of EMS located in Sioux Falls. In addition, through its ownership of the School of EMS,

PatientCare Logistics Solutions continues to provide quality emergency medical personnel through its EMT and paramedic course that benefit not only Sioux Falls but also the region as a whole.

PatientCare Logistics Solutions has made significant investment in employee appreciation including a holiday party, catering holiday meals for on-duty employees, and an entire week of events for EMS Week. PatientCare Logistics Solutions conducts Employee Engagement Surveys in the Sioux

Falls system. Based on the respected Gallup Q 12, this 15-question survey provides guidance for workforce stability and employee engagement. Survey results showed 88 percent of employees are satisfied with their work environment, a 5 percent increase over last year.

Since 2017, all supervisors attend SafeTech Solutions, LLP, EMS Leadership Academy, a dynamic, four-level 60-hour educational program designed to prepare participants to lead and manage today's EMS. Since this addition, overall Work Supportive and Engaged culture climbed to 82 percent, a 10 percent increase over the previous year and exceeding the 80% benchmark.

Personal and professional development remained above benchmark in 2019 as well.

The employee retention rate is currently at 92 percent, up from 91 percent last year, while the average employee attrition rate by month was consistent with last year at 3 percent.

Compliance of Pricing and Revenue Recovery Efforts

REMSA's weekly review of total billing charges compared to total calls of each type shows that all were billed at the level approved in City Ordinance.

PatientCare Logistics Solutions engaged a qualified entity to conduct a claims review as described in the Office of Inspector General Compliance Guidance. The independent audit reviewed randomly selected Medicare claims for compliance with Centers for Medicare and Medicaid Services rules and regulations, appropriate documentation, medical necessity, and level of service. PatientCare Logistics Solutions will submit this audit report to REMSA within 120 days of the end of the contract year as required in the agreement.

Compliance with Information Reporting Requirements

All reporting requirements have been met.

- Response time reports have been submitted monthly as required.
- Clinical, operational, and personnel data is available online at all times for REMSA review.
- Community affairs data has been reported monthly at REMSA meetings.

Summary

REMSA finds ambulance contractor performance to be acceptable for the past year. The required services were delivered while improving system quality. Specific system improvements and actions to improve workforce stability are reaping benefits. There were no breaches of the contract and the required performance security remains in place. We look forward to PatientCare Logistics Solutions next year of service to the community.

