

<b>REQUEST FOR COUNCIL ACTION</b> CITY OF SAN DIEGO	CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY) N/A
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TO: CITY COUNCIL	FROM (ORIGINATING DEPARTMENT): Emergency Medical Services	DATE: 10/21/2015
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SUBJECT: Emergency Medical Services (EMS) Response Time Correction Efforts

PRIMARY CONTACT (NAME, PHONE): Javier Mainar, (619) 533-4301	SECONDARY CONTACT (NAME, PHONE): Brian Fennessey, (619) 533-4401
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**COMPLETE FOR ACCOUNTING PURPOSES**

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

COST SUMMARY (IF APPLICABLE): N/A

**ROUTING AND APPROVALS**

CONTRIBUTORS/REVIEWERS:	APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
Liaison Office	ORIG DEPT.	Mainar, Javier	10/22/2015
Equal Opportunity Contracting	CFO		
Financial Management	DEPUTY CHIEF		
Environmental Analysis	COO		
Comptroller	CITY ATTORNEY		
	COUNCIL PRESIDENTS OFFICE		

PREPARATION OF:     RESOLUTIONS     ORDINANCE(S)     AGREEMENT(S)     DEED(S)

This is an informational only item.

STAFF RECOMMENDATIONS:  
Not applicable. This is an informational only item.

SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)

COUNCIL DISTRICT(S):	1-9
COMMUNITY AREA(S):	All.

ENVIRONMENTAL IMPACT:	Not applicable.
CITY CLERK INSTRUCTIONS:	

**COUNCIL ACTION**  
**EXECUTIVE SUMMARY SHEET**  
CITY OF SAN DIEGO

DATE: 10/21/2015

ORIGINATING DEPARTMENT: Emergency Medical Services

SUBJECT: Emergency Medical Services (EMS) Response Time Correction Efforts

COUNCIL DISTRICT(S): 1-9

CONTACT/PHONE NUMBER: Javier Mainar/ (619) 533-4301

**DESCRIPTIVE SUMMARY OF ITEM:**

This item provides a briefing to the PS&LN Committee regarding the FY 2016 Quarter 1 EMS Compliance report (covering July through September 2015) and efforts being taken via the City's EMS Provider, Rural Metro Ambulance, to improve ambulance response times in the City.

**STAFF RECOMMENDATION:**

Not applicable. This is an informational only item.

**EXECUTIVE SUMMARY OF ITEM BACKGROUND:**

On October 16, 2015, Rural Metro Ambulance West Division President Greg James sent a letter to Mayor Faulconer. In his letter, Mr. James acknowledges ambulance response time deficiencies and challenges that have occurred over the past few months and outlines a plan to come into compliance with contract standards.

The EMS Compliance report for FY 2016 Quarter 1 (July through September 2015) was released on Monday, October 19, 2015. This report indicates that Rural Metro failed to meet the ambulance response time standards in all four medical response zones for the "Emergency" (Priority Level 1) category and Citywide for the "All Levels Combined" (Priority Levels 1-4) category.

In accordance with Section 4.3 of the EMS Agreement, this will result in a total of \$230,000 in financial penalties. Additionally, in accordance with Section 4.3.4 of the EMS Agreement, the City sent a notice to Rural Metro requesting a written "Plan to Cure" to be submitted by October 30, 2015 which must detail the reasons for non-compliance and the steps being taken to correct the problems as well as timelines for corrective measures.

The Fire-Rescue Department will continue to work with Rural Metro to ensure required improvements are implemented system wide. The efforts Rural Metro has outlined in their letter, coupled with operational changes they have made, should result in an improvement in response times and contract compliance. The Fire-Rescue Department will continue to closely monitor contract performance/compliance.

Please refer to Attachment 1 - Ambulance Response Times for related reports and correspondence through October 19, 2015.

**CITY STRATEGIC PLAN GOAL(S)/OBJECTIVE(S):**

Goal #2: Work in partnership with all of our communities to achieve safe and livable neighborhoods.

Objective #4: Foster services that improve quality of life.

FISCAL CONSIDERATIONS: In accordance with Section 4.3 of the City's EMS Agreement with Rural Metro, financial penalties totaling \$230,000 have been assessed for non-compliance and will be received in Fund 200227, Fire/EMS Transport Fund.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (if applicable): N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTIONS: N/A.

COMMUNITY PARTICIPATION AND OUTREACH EFFORTS: N/A

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

State of California, County of San Diego, Rural/Metro Ambulance, EMS personnel, and citizens and visitors in the City of San Diego's who may access 911/EMS are key stakeholders.

Mainar, Javier

Originating Department

\_\_\_\_\_  
Deputy Chief/Chief Operating Officer



THE CITY OF SAN DIEGO

October 19, 2015

Wayne Johnson, Regional Director  
Rural/Metro of San Diego  
10405 San Diego Mission Rd., Suite 200  
San Diego, CA 92108

Dear Mr. Johnson:

**RE: FY 2016 Quarter 1 Notice of Ambulance Response Time Non-Compliance**

Per the attached EMS Compliance report for FY 2016 Quarter 1 (July through September 2015), Rural/Metro failed to meet the ambulance response time standards in all four medical response zones for the *Emergency* (Priority Level 1) category and Citywide for the *All Levels Combined* category. In accordance with Section 4.3 of the EMS Agreement, this will result in the following financial penalties for non-compliance:

**Emergency Response Category (Priority Level 1)**

Zone 1: 85.7% = \$50,000  
Zone 2: 88.3% = \$50,000  
Zone 3: 84.3% = \$50,000  
Zone 4: 86.9% = \$50,000

**All Levels Combined (Priority Levels 1-4)**

Citywide: 86.9% = \$30,000

**Total Penalties = \$230,000**

An invoice for the financial penalties is attached and payment is due on November 20, 2015.

Additionally, in accordance with article 4.3.4 of the EMS Agreement, the City requests that Rural/Metro submit a written *Plan to Cure* addressed to me by October 30, 2015. Please detail the reasons for non-compliance and the steps being taken to correct the problems as well as timelines for corrective measures.

The Third Amendment compliance measures have become effective on October 1st and the City will continue to monitor ambulance response times and efforts taken by Rural/Metro to meet compliance throughout this next quarter. Two or more months of non-compliance per quarter are considered to be "severe and chronic" and in addition to further penalties, continued non-compliance may warrant a finding of breach of contract.



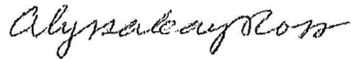
**Emergency Medical Services Program**

1010 Second Avenue, Suite 400 • San Diego, CA 92101

Tel (619) 533-4430 Fax (619) 533-3835

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Wayne Johnson, Rural/Metro  
October 19, 2015

Sincerely,



Alyssa Ross  
City of San Diego  
EMS Program Manager

Attachments:

1. FY 2016 Q1 EMS Compliance Report
2. FY 2016 Q1 Invoice for EMS Penalties

cc: Honorable Mayor Kevin L. Faulconer  
Stephen Puetz, Chief of Staff, Office of the Mayor  
Brian Pepin, Director of Council Affairs, Office of the Mayor  
Scott Chadwick, Chief Operating Officer  
Stacey LoMedico, Assistant Chief Operating Officer  
Mary Lewis, Chief Financial Officer  
Javier Mainar, Fire Chief, Fire-Rescue Department  
Brian Fennessey, Assistant Fire Chief  
Colin Stowell, Deputy Chief of EMS  
Jan Goldsmith, City Attorney  
Noah Brazier, Deputy City Attorney  
Andrea Tevlin, Independent Budget Analyst  
Greg James, Rural/Metro  
Michael Simonsen, Rural/Metro

City of San Diego  
 Emergency Medical Services Compliance Report - **FY 2016 Q1**  
 July through September 2015

Citywide Standard: 90%

Zone Standard: 90%

**FINAL**

**Rural/Metro Ambulance Response**

**12 Minute Compliance - Level 1 (Emergency)**

AREA	12 MINUTE CITYWIDE	ZONE 1	ZONE 2	ZONE 3	ZONE 4
Total Volume	25,584	1,980	9,022	6,607	7,975
NATS*	0	0	0	0	0
Adjusted Volume	25,584	1,980	9,022	6,607	7,975
Response Time Exceeded (Prior to Approved Exceptions)	3,739	327	1,144	1,097	1,171
<b>Percentage Response Time Met (Prior to Approved Exceptions)</b>	<b>85.4%</b>	<b>83.5%</b>	<b>87.3%</b>	<b>83.4%</b>	<b>85.3%</b>
Approved Exceptions**	317	44	89	59	125
Adjusted Response Time Exceeded	3,422	283	1,055	1,038	1,046
<b>Contractual Compliance (Post Approved Exceptions)</b>	<b>86.6%</b>	<b>85.7%</b>	<b>88.3%</b>	<b>84.3%</b>	<b>86.9%</b>

**Combined Citywide Compliance -**

**Levels 1 (Emergency), 3 (Urgent) and 4 (Non-Emergency)**

AREA	12, 15 & 30 Minute
Total Volume	31,498
NATS*	0
Adjusted Volume	31,498
Response Time Exceeded (Prior to Approved Exceptions)	4,449
<b>Percentage Response Time Met (Prior to Approved Exceptions)</b>	<b>85.9%</b>
Approved Exceptions**	341
Adjusted Response Time Exceeded	4,108
<b>Contractual Compliance (Post Approved Exceptions)</b>	<b>87.0%</b>

\* NATS = Ambulance arrived but no "at-scene time" was recorded.

\*\*Per EMS contract, there are conditions by which certain calls may be allowed exceptions.

## First-Responder Program Goal for County EMS Agreement

### SD Fire-Rescue Department First-Responder Program Only

#### 8 Minute Goal - Level 1 (Engine or Truck)

AREA	8 MINUTE CITYWIDE
Total Volume	24,729
<b>COMPLIANCE</b>	<b>88.6%</b>

### Total First-Responder (includes Automatic Aid Responses in to the City)

#### 8 Minute Goal - Level 1 (Engine or Truck)

AREA	8 MINUTE CITYWIDE
Total Volume	25,154
<b>COMPLIANCE</b>	<b>88.2%</b>

**NOTE:** Exceptions are not applied to First Responder compliance statistics.



October 16, 2015

Honorable Kevin Faulconer  
202 C Street, 11<sup>th</sup> Floor  
San Diego, CA 92101

Dear Mayor Faulconer:

Rural/Metro is proud of the service we have provided to the citizens and visitors of San Diego for the past 18 years. For the first time in those 18 years, Rural/Metro is facing challenges in meeting its contractual response time requirement in FY2016 Q1. Rural/Metro takes this issue very seriously and is sparing no expense to rectify the situation. To this end, we have implemented numerous actions to improve response time performance.

Key activities include the following:

- Rural/Metro has added 130 hours per week (13, 10-hour shifts) and we are adding an additional 150-200 unit hours (15 to 20, 10-hour shifts)
- Rural/Metro has implemented hiring incentives for paramedics and will be releasing 7 additional paramedics to the schedule over the next 2 weeks
- Rural/Metro is offering overtime to current personnel to work additional shifts as needed
- Rural/Metro intends to mandate paramedics to work by reverse seniority thru mandatory callbacks in cooperation with the union
- Rural/Metro is actively working with the County of San Diego to reduce off-load delays at local hospitals
- Rural/Metro has engaged our EMS partners in the County through mutual aid to cover calls near the National City, Chula Vista and La Mesa borders
- As needed, we are requiring salaried employees with valid and current Paramedic certifications to transport patients

Again, Rural/Metro values our partnership with the City and intends to do everything possible to rectify the current situation. I am available to meet with you, your staff, and colleagues to answer questions and provide additional updates as needed. Please don't hesitate to reach out to me directly should you have any immediate questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg James", is written over a horizontal line.

Greg James, West Division President

cc: Honorable Council President Sherri Lightner and Member of the City Council  
Jan Goldsmith, City Attorney  
Scott Chadwick, COO  
Javier Mainer, Chief, Fire-Rescue Department  
Brian Fennessy, Assistant Chief, Fire-Rescue Department  
Collin Stowell, Deputy Fire Chief of EMS  
Alan Arrollado, President, San Diego City Firefighter, Local 145  
Jen Restle, President, NAGE

DOCKET SUPPORTING INFORMATION CITY OF SAN DIEGO <b>EQUAL OPPORTUNITY CONTRACTING PROGRAM EVALUATION</b>	DATE: October 23, 2015
SUBJECT: Emergency Medical Services (EMS) Response Time Correction Efforts	

**GENERAL CONTRACT INFORMATION**

Recommended Contractor: N/A  
**Amount of this Action:** N/A  
Funding Source: N/A  
Goal: N/A

**SUBCONTRACTOR PARTICIPATION**

There is no subcontractor participation associated with this action.

**EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE**

Equal Opportunity: N/A

**ADDITIONAL COMMENTS**

This is an informational item only. This item provides a briefing to the PS&LN Committee regarding the FY2016 Quarter 1 EMS Compliance report (covering July through September 2015) and efforts being taken via the City's EMS Provider, Rural Metro Ambulance, to improve ambulance response times in the City.

MM