

Washington County Emergency Ambulance Service Franchise Agreement

18 Month Periodic Assessment

Period #: 3 Period Ending: June 2014

It is the expectation that Metro West Ambulance will meet or exceed each of the standards set forth in the 18 Month Periodic Assessment on an ongoing basis. It is, however, acknowledged by the County that on occasion there may be incidental lapses in compliance of a standard within the 18 month period under consideration. A single isolated lapse of a standard does not mandate a failure to meet the standard for that period... Single standard lapses which remain unaddressed or unresolved for greater than 45 days, or any combination of three lapses in a given period are grounds for denying an additional 18 Month Period.

- excerpted from Section II. A., Term of Agreement and Renewal Provisions

Criteria:		Meets Standard:	
		Yes	No
1	Requirement: 90% Overall County Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: Monitored monthly over the 18 month period with a cumulative average of 90.73%	X	
2	Requirement: 88% in North Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: Monitored monthly over the 18 month period with a cumulative average of 90.86%	X	
3	Requirement: 88% in Central Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: Monitored monthly over the 18 month period with a cumulative average of 92.00%	X	
4	Requirement: 88% in South Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: Monitored monthly over the 18 month period with a cumulative average of 89.70%	X	
5	Requirement: 88% in West Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: Monitored monthly over the 18 month period with a cumulative average of 90.37%	X	
6	Requirement: Monthly Unit Hour Utilization Rate at 0.4500 or less Reference: Washington County Franchise Agreement Section V., A., 3. Comments: Monitored monthly over the 18 month period with a cumulative average of 0.4021	X	
7	Requirement: Ambulance Dispatched within 60 Seconds of Receipt Reference: Washington County EMS Administrative Rule 500-500(B) Comments: Monitored monthly over the 18 month period with a cumulative average of 8.28 calls per month greater than 60 seconds. Monthly allowance is 11 per month. April of 2013 there were 14 calls greater than 60 seconds. At this time the CAD-to-CAD interface was being restored after ~5 years of being off-line. This anomaly was attributed to transition and training to the new interface.	X	

8	Requirement: Reference: Comments:	No more than 1% of Responses Handled by Another Agency Washington County Franchise Agreement: Penalty Schedule, Appendix A Monitored monthly over the 18 month period with a cumulative average of 3.22 (0.13%) calls per month being handled by the fire service under the ARMUP program. The range has been from 0-7 calls in a given month. Based on an approximate of 2,400 responses per month, both average and range are well below the 24 allowed per month.	X	
9	Requirement: Reference: Comments:	Meet Equipment Standards set forth in Administrative Rule Washington County EMS Administrative Rule 400-300 and Oregon Administrative Rule 333-255 As agreed upon at the last 18 month assessment, all Washington County licensed ambulances have had their CPO inspections validated by WCEO. Certain fixed items were inspected on all units and a random sampling of drugs, supplies and/or equipment were inspected in validation of the submitted CPO. Not all inspection validations were flawless, however, there were no critical or malicious misses. Issues with process, practice and stocking levels were identified and corrected. The CPO validation process has proven itself effective. Now that all MWA ambulances have been validated by WCEO staff, the practice for the next 18 month periods will be a minimum of one ambulance per month and will include all new ambulances.	X	
10	Requirement: Reference: Comments:	Maintain State Licensure of All Franchise Ambulances Oregon Administrative Rule 333-250-000 Copies of agency and vehicle licenses were provided. Six randomly selected ambulances had license numbers and VINs verified. All were found to be in order, and a data entry error by the state was identified.	X	
11	Requirement: Reference: Comments:	Maintain County Licensure of All Franchise Ambulances Washington County EMS Administrative Rule 100-100 Washington County licenses were validated as current and on file at WCEO.	X	
12	Requirement: Reference: Comments:	Staff Ambulances According to Administrative Rule Washington County EMS Administrative Rule 400-270 Sample daily staffing rosters were provided by MWA. Random samples were pulled and viewed for validation during the site review.	X	
13	Requirement: Reference: Comments:	Meet Employee Training Standard set forth in Administrative Rule Oregon Administrative Rule 333-250-0043-1 A stratified random sampling of training records were viewed based on rank, position (EMT, Junior and Senior Paramedic) and longevity with MWA (<1 year, 1-5 years and >5 years). Within this sampling, a random sampling for completeness was viewed for items such as current HR information, E-4 forms, current professional licenses and certification, required recurring training, and appropriate immunizations and screening.	X	

14	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Completion of Coursework and Ride-A-Long Components of New Employee Orientation Program Prior to Staffing an Ambulance Franchise Agreement Section V., B.</p> <p>MWA supplied the County with a full binder of training records for most of the new employees that were hired during this period 3 assessment. It was difficult to ascertain whether or not the binder held a complete set of training records for each individual due to an internal change in paperwork filing for new employees – some of the files had a face sheet with a check off list and others did not. The binder was also lacking files for some new employees when matched to the employee retention report supplied by MWA in Criteria #23 of the 18 month assessment. While it appeared as though there were discrepancies, all files were reconciled while sitting with the Training Supervisor and viewing random sampling files of individuals not included in the binder. All files were indeed complete and up to date.</p> <p>In review of the comments of the previous 18 month assessment, the issue of incomplete forms has been largely corrected as only 2 forms within the binder and on review of random sampling of the electronic files were found to not have boxes checked appropriately.</p> <p>RECOMMENDATION: A one-page face sheet for each new employee hired during the 18 month assessment period that shows completion dates of the required training standards would suffice for the assessment. This report should correlate to the Staff Retention Reports in Criteria #23. A random sampling would then take place during the assessment of electronic files to verify all data were provided.</p> <p>The issue of incomplete forms from the previous 18 month assessment appears to be primarily fixed, it is recommended however, to continue working with FTO staff to continue to fill out employee files correctly.</p>	X	
15	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Completion of 2 Month (minimum) Field Training Officer Assessment Prior to Staffing an Ambulance as a Junior Paramedic Outside the FTEP Program</p> <p>Franchise Agreement Section V., B.</p> <p>FTO Observation Reports were compiled and provided for review. This is a structured report with numeric ratings, Yes/No valuations, narrative commentary and a pass/extend/fail recommendation for each phase/month. There was marked improvement in both content and completeness of the documentation when compared to the last 18 month assessment. Also, in review of the comments of the previous 18 month assessment, the issue of incomplete forms has been largely corrected as only 2 forms within the binder and on review of random sampling of the electronic files were found to not have boxes checked appropriately.</p>	X	
16	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Provide Patient Information to Receiving Facilities as set forth in Administrative Rule</p> <p>Oregon Administrative Rule 333-250-0044</p> <p>MWA has the ability to demonstrate electronic delivery of ePCRs to the destination hospital. There have been no complaints this year. Of the hospitals that did respond to this inquiry, both were positive - no problems.</p>	X	

17	Requirement:	Actively Monitor the Triage (over and under) of Requests For Service for Appropriate and Timely Transfer to 911	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	MWA has taken meaningful steps in this area having established both policy and procedures for the "Review of Emergency Line Performance". QI reviews are being conducted utilizing APCO's structured case review process and documentation. Summary reports could be better organized and more inclusive of meaningful data points to allow for better monitoring of performance and trends. RECOMMENDATION: Continue with current QI review process. Further develop the summary report to make it a more effective and a robust tool for monitoring and trending activity in this area.		
18	Requirement:	Maintain Functional CAD to CAD Bridge with Receipt Verification	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	CAD to CAD communications were reestablished during the third month of this 18 month assessment period. After a brief period of learning and adjusting to the BUS connection, things appear to have stabilized around 96-97% functionality. Offline time is attributed to planned service/maintenance and random outages for a variety of reasons. There was discussion as to how to best track, monitor and report out offline time in a meaningful way. RECOMMENDATION: Development of a monitoring process that differentiates between scheduled and unplanned outages, allowing for meaningful reporting and corrective measures as appropriate.		
19	Requirement:	Completion of EMD Training for Dispatch Personnel Within Six (6) Months of Hire	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	Record keeping and documentation to demonstrate compliance has significantly improved over the last 18 month assessment. It was noted that none of the management staff carry any EMD certification. In response, it was shared that there were plans to do so sometime next year. ACTION ITEM: Dispatch supervisor and management staff will complete course work and obtain EMD certification during the next assessment period ending December 2015.		
20	Requirement:	Failure to Respond an Ambulance as set forth in Administrative Rule	X	
	Reference:	Washington County EMS Administrative Rule 500-400, (K)		
	Comments:	There were no "Failure to Respond" calls during this assessment period.		
21	Requirement:	Record and Retain All Dispatch Related Telephone and Radio Communications as set forth in the Franchise Agreement	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	Retention and the ability to locate and access both radio and telephone communications were demonstrated upon request.		

22	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Maintain Adequate and Appropriate Records of Responses, Patient Care and Maintenance for the Retention Period set forth in the Administrative Rules</p> <p>Washington County EMS Administrative Rule 400-700 and Oregon Administrative Rule 333-250</p> <p>Patient records are easily retrieved electronically by MWA staff as well as WCEO staff who have direct remote access.</p> <p>While vehicle maintenance records are retained and accessible, the software has very limited reporting, monitoring and trending capabilities. There is no flexible report writing capabilities and there is no mechanism for the exporting of meaningful or representative raw data for external processing. Manual extracts of select vehicles reflect significant inconsistencies in servicing and service intervals. Incidents of 25-50% mileage overages on intervals was not uncommon, with samplings at 75%, 82% and 133% over. One particular vehicle had 4 of its 6 maintenance services late by a range of 21% to 75% of the interval mileage, while another had 5 of 6 of its services over due with an overage range of 26% to 62%. The above trends were identified from a manual extract of limited data which was compiled in a simple spread sheet. It appears that there are limitations in the software as an effective management tool and it appears that there are logistical issues in the timely execution of the established maintenance schedule.</p> <p>RECOMMENDATION: Explore options for having the ability to actively monitor and manage fleet maintenance on a real-time basis. There is a need for the ability to know that routine and preventative maintenance are occurring as planned and on schedule. At this time, it is difficult at best to assess the performance of the vehicle maintenance program.</p>	X	
----	--------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	--

23	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Submit Quarterly Staff Retention Reports as Mutually Agreed Upon</p> <p>Franchise Agreement Section III., E.</p> <p>This item continues to be a work in process. The intent is to "minimize" turn-over for the purposes of having a stable and experienced workforce. Data is being gathered, but neither parameters nor metrics which define stable or experienced have been established. MWA has begun conducting exit interviews and states that a turnover rate of 25% is the industry norm. MWA's average for the assessment period was approximately 7%. A marked reduction from the pre-Just Culture days. Efforts should be made to establish appropriate and meaningful metrics to monitor and evaluate retention.</p> <p>ACTION ITEM: Reissue 2nd Qtr 2013 retention report with correct data. Future reports should differentiate between paramedic and EMT retention. As well, recall drill reports should incorporate lessons learned and adjustments/corrections made.</p>	X	
----	--------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	--

24	Requirement:	Notify County of Changes in System Status Management Plan, to include Post Locations, Posting Order and Staffing Plan Prior to Implementation	X	
	Reference:	Franchise Agreement Section V., C.		
	Comments:	Timely and appropriate notifications continue to occur. There is an acknowledged practice of adjusting the posting plan towards the end of the month to insure compliance parameters are met. MWA has demonstrated a clear ability to actively manage and allocate resources to meet contractual benchmarks. MWA is currently conducting a pilot study giving consideration to clinically meaningful metrics. The addition of dedicated non-emergency ambulance resources in Clackamas County should also alleviate some of the need for month end posting adjustments.		

25	Requirement:	Provide Data or Reports as Requested by Due Date Stated in the Request	X	
	Reference:	Franchise Agreement Section III., E.		
	Comments:	Historically this has been an informal process. This current assessment period has had a number of anecdotal and a few known challenges in deliverables and timeliness. For the future, the process will become more formal and documented allowing MWA to both monitor and manage information and data requests. With healthcare transformation and system enhancements there will be an increased need for information and data. RECOMMENDATION: MWA management to actively monitor and manage information and data requests from the County. ACTION ITEM: Implement a mechanism for the secure communication and data transmissions containing PHI which is HIPPA compliant.		

Assessment Conducted By:

Date:

* = 18 Month Periodic Assessment /Appendix D Parameters Phase-In

Phase-In Provision: The parameters in the 18 Month Periodic Assessment tool are carryovers from the previous franchise agreement which carried different terms and infrastructure. Under the new terms and infrastructure some of the standards and parameters may have limited or different applications and value in monitoring and assessing the performance of Metro West Ambulance. It is mutual understood and accepted by Metro West Ambulance and Washington County that with time and experience that there will be need to assess and revise some of the standards and parameters, along with their application. The standards, parameters and application of Appendix D will be collaboratively assessed and revised at the end of the 1st, 2nd and 4th 18 Month Periods as appropriate.