

Washington County Emergency Ambulance Service Franchise Agreement 18 Month Periodic Assessment

Period #: 5 Period Ending: June 2017

This document details the outcomes of monthly monitoring and evaluation of MWA operational performance as well as an in-depth review of additional organizational management and administrative metrics for this assessment period.

This assessment period began with the Community Appropriate Response Times (CART) pilot operating in the south and west equity zones. The north and central equity zones response time performance were adjusted to 80% to accommodate the impact of the CART pilot. This reduction was developed and agreed upon by the EMS Operations Committee. In December 2016 the CART pilot was implemented countywide at which time all response times were returned to the established performance requirements. Administrative requirements were unaffected by the CART pilot.

Criteria:		Meets Standard:	
		Yes	No
1	Requirement: 90% Overall County Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: The first 11 months of the assessment period had an 85% compliance rate requirement to accommodate the application of the CART pilot in the south and west equity zones. The last 7 months of the assessment period had a 90% compliance rate requirement with the implementation of the CART countywide pilot. The overall response time compliance rate requirement for each month of the assessment period was met.	X	
2	Requirement: 88% in North Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: The first 11 months of the assessment period had an 80% compliance rate requirement to accommodate the impact of the CART pilot in the south and west equity zones. The last 7 months of the assessment period returned to the established 88% compliance rate requirement with the implementation of the CART countywide pilot. The north equity zone response time compliance rate requirement for each month of the assessment period was met.	X	
3	Requirement: 88% in Central Equity Zone Response Time Reference: Washington County EMS Administrative Rule 500-500(c) Comments: The first 11 months of the assessment period had an 80% compliance rate requirement to accommodate the impact of the CART pilot in the south and west equity zones. The last 7 months of the assessment period returned to the established 88% compliance rate requirement with the implementation of the CART countywide pilot. The central equity zone response time compliance rate requirement for each month of the assessment period was met.	X	

4	Requirement:	88% in South Equity Zone Response Time	X	
	Reference:	Washington County EMS Administrative Rule 500-500(c)		
	Comments:	The first 11 months of the assessment period were under the south zone CART pilot and the last 7 months under the CART countywide pilot. Both pilots had an 88% compliance rate requirement. The south equity zone response time compliance rate requirement for each month of the assessment period was met.		
5	Requirement:	88% in West Equity Zone Response Time	X	
	Reference:	Washington County EMS Administrative Rule 500-500(c)		
	Comments:	The first 11 months of the assessment period were under the west zone CART pilot and the last 7 months under the CART countywide pilot. Both pilots had an 88% compliance rate requirement. The west equity zone response time compliance rate requirement for each month of the assessment period was met.		
6	Requirement:	Monthly Unit Hour Utilization Rate at 0.4500 or less	X	
	Reference:	Washington County Franchise Agreement Section V., A., 3.		
	Comments:	UHU was monitored monthly over the 18 month assessment period. The maximum monthly UHU was 0.4204, below the allowed maximum of 0.4500. MWA was below the maximum allowed UHU each month of the assessment period.		
7	Requirement:	Ambulance Dispatched within 60 Seconds of Receipt	X	
	Reference:	Washington County EMS Administrative Rule 500-500(B)		
	Comments:	Dispatch time was monitored monthly over the 18 month assessment period. At no time did the 18 month rolling average exceed 60 seconds and no time did a single month exceed 150% of the 18 month rolling average. MWA met both parameters of this metric each month of the assessment period.		
8	Requirement:	No more than 1% of Responses Handled by Another Agency	X	
	Reference:	Washington County Franchise Agreement: Penalty Schedule, Appendix A		
	Comments:	Other agency responses were monitored monthly over the 18 month assessment period. The range during the 18 month period was 4 to 24 responses per month being turned over to the fire service. The months of December 2016 and May 2017 had 24 fire responses. Each month respectively had 3,003 and 3,240 responses, making 24 below the 1% cap for monthly responses by other agencies. MWA is found to be compliant with this metric.		
9	Requirement:	Meet Equipment Standards set forth in Administrative Rule	X	
	Reference:	Washington County EMS Administrative Rule 400-300 and Oregon Administrative Rule 333-255		
	Comments:	With the goal of conducting the inspection of 1 ambulance and its equipment per month over the 18 month assessment period, 24 inspections were conducted. The equipment inspected exceeded that of the equipment requirements set forth in administrative rule. All 24 of the MWA ambulances passed inspection satisfying this requirement.		

10	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Maintain State Licensure of All Franchise Ambulances</p> <p>Oregon Administrative Rule 333-250</p> <p>MWA provided copies of their agency licenses and the individual licenses for each of their ambulances used in Washington County. State license stickers are noted during ambulance inspections. This satisfies this requirement.</p>	X	
11	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Maintain County Licensure of All Franchise Ambulances</p> <p>Washington County EMS Administrative Rule 100-100</p> <p>As the licensing authority for Washington County, the EMS Office maintains records and issues licenses to the individual ambulances used in Washington County. County license stickers are validated during ambulance inspections satisfying this requirement.</p>	X	
12	<p>Requirement:</p> <p>Reference:</p> <p>Comments:</p>	<p>Staff Ambulances According to Administrative Rule</p> <p>Washington County EMS Administrative Rule 400-270</p> <p>Sampling and verification of staffing was conducted throughout the evaluation period as part of regular reviews for quality improvement purposes. These include all STEMI charts, cardiac arrest charts, and those charts presented at QI meetings with WCCCA, MWA, and any WCQI. Staffing was found to be consistent with the minimum paramedic/EMT requirement as set forth in rule. A random sampling of newly hired employees was conducted to ensure that those employees on file with MWA meet the definition of "in good standing" with the Oregon Health Authority's EMS Section by definition of OAR 333-265-0000(20). Requirement met in all areas.</p>	X	

13	Requirement:	Meet Employee Training Standard set forth in Administrative Rule	X	
	Reference:	Oregon Administrative Rule 333-250-0043-1; Renamed 333-250-0280		
	Comments:	<p>In review of materials provided by MWA and onsite sampling of training records, training files were found to be in order and compliant with OHA EMS & TS standards as set forth in rule. However, approximately 18% of employee health records had scanned documents that were blank due to a scanning error. Requirement met with recommendation. MWA has self-corrected by implementing a new records management system and they should continue to migrate all employee health records into the new system. WCEO has validated the following: 1) a scanning error occurred where some employee immunization records were scanned backwards, 2) at the time of validation, all but one of the employees has left the organization, 3) the remaining one employee has resubmitted their immunization record and it reveals that their immunizations were done in the appropriate time frame for employment, and 4) the original immunization record was resubmitted and scanned correctly into the employee file. Requirement met with recommendation.</p> <p>RECOMMENDATION: During the audit period MWA found the issue stated above in their employee health records management system and self-identified to WCEO. It is recommended that management of employee records not be a function of light-duty personnel which will decrease the margin for human error. MWA should conduct regular audits of their own system to ensure that system errors are detected early and corrected.</p>		
14	Requirement:	Completion of Coursework and Ride-A-Long Components of New Employee Orientation Program Prior to Staffing an Ambulance	X	
	Reference:	Franchise Agreement Section V., B.		
	Comments:	<p>Current ride along components and new employee orientation programs were submitted with this audit cycle and found to be in line with the current franchise agreement and OHA EMS & TS standards. Requirement met in all areas.</p>		
15	Requirement:	Completion of 2 Month (minimum) Field Training Officer (FTO) Assessment Prior to Staffing an Ambulance as a Junior Paramedic Outside the FTEP Program	X	
	Reference:	Franchise Agreement Section V., B.		
	Comments:	<p>Current Field Training Officer Assessment program is found to be in line with the franchise agreement. The current program was submitted for the current audit period and is on file with WCEO. Requirement met in all areas.</p>		

16	Requirement:	Provide Patient Information to Receiving Facilities as set forth in Administrative Rule	X	
	Reference:	Oregon Administrative Rule 333-250-0044; Renamed 333-250-0310		
	Comments:	Based on survey responses received from 3 of the 4 Washington County EMS receiving hospitals, all are receiving written and verbal reports which are timely and appropriate. Their interface with MWA on an organizational level and at the individual staff level, are reported to be professional and effective. The survey results indicate that MWA is meeting the informational and transfer of care needs of the hospitals and therefore satisfying this requirement.		

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:	<p>WCEO evaluated all calls that were triaged by the MWA Communication Center during the current audit period that were triaged as a code 1 response with a code 3 turn-around to the hospital. The WCEO also evaluated all STEMI calls from urgent care centers where MWA Communication Center triaged the call and a fire response was not added. WCEO analyzed audio files, dispatch notes, and patient care reports and compared them to current triage protocols, APCO case review, and hospital outcomes for STEMI. All of these calls were evaluated in terms of accuracy of triage and appropriateness of adding a fire response in line with current triage protocols and system expectations. Requirement met with recommendations.</p> <p>RECOMMENDATIONS: 1) An issue continues to rise from the Transport Only card within the triage card set used by the MWA-Communication Center. This card is atypical of other chief complaint cards in that it focuses on location of call and not the complaint of the patient. This results in calls not always being fully triaged prior to issuing a response. Recommend ongoing training within the MWA-CC and its respective QI committee to work towards an appropriate recommendation for users of this card in Washington County.</p> <p>2) In process of conducting this audit and listening to audio files, it was discovered that there was a wide range of how long callers waited for a call to be answered in the Communication Center (anywhere from 2-8 rings). Recommend developing a metric to be used for quality purposes that establishes a benchmark for how long a person should wait before their call is answered. This metric should be established by investigating national as well as local best practices and should be in line with local PSAPs.</p>		

18	Requirement:	Maintain Functional CAD to CAD Bridge with Receipt Verification	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	Based on receipt of call verification, all but 2 of the 18 months in the assessment period the CAD bridge provided connectivity at a rate of 95% or better. The one significant outlier was November 2016 in which MWA was migrating to a virtual server environment. While the source of the problem was quickly identified, it took several days to develop and implement the code to correct the problem. As a result, a number of calls had to be manually entered during this time reducing the connectivity rate to 85% for the month. While there was a period of lost connectivity when the system was being upgraded, the pre and post upgrade performance of the CAD bridge reflect a stable and functional CAD to CAD connection satisfying this requirement.		
19	Requirement:	Completion of EMD Training for Dispatch Personnel Within Six (6) Months of Hire	X	
	Reference:	Franchise Agreement Section V., E.		
	Comments:	Records indicate that all dispatch personnel have completed their EMD training within 6 months of hire. Requirement standard met.		
20	Requirement:	Failure to Respond an Ambulance as set forth in Administrative Rule		X
	Reference:	Washington County EMS Administrative Rule 500-400, (K)		
	Comments:	<p>During the 18 month assessment period there were 2 separate incidents in which MWA failed to respond - with failure to respond defined as not responding an ambulance within 10 minutes on a Code 3 call. The February 2016 incident was a result of mismanagement by the dispatcher. The August 2016 incident was a technology failure in which the call did not migrate between CADs and 2 backup mechanisms failed at the point of human intervention. In both incidents there were ambulances available to respond. These incidents were investigated and appropriate corrective measures taken. MWA failed to meet this requirement twice during this assessment period.</p> <p>RECOMMENDATION: The August 2016 incident had backup mechanisms, both of which required human awareness, human decision making and human intervention to execute the required action: dispatch of an ambulance. At each of the 6 points of human involvement there was failure. MWA should explore mechanisms which do not rely solely on human intervention. MWA should not utilize redundant backup mechanisms which utilize the same method, source, pathway or intervention. Develop and implement two functionally independent backup mechanisms to assure timely dispatch of ambulances.</p>		

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:	Three stratified but random dates were selected and calls identified in which dispatch and telephone recordings were to be retrieved. MWA was able to produce voice prints for all 3 of the selected calls. As well, throughout the 18 month assessment period the EMS Office has requested voice prints for the purposes of QI and Registry work which MWA has fulfilled. MWA has demonstrated that they possess the audio records specified in this requirement.		

22	Requirement:	Maintain Adequate and Appropriate Records of Responses, Patient Care and Maintenance for the Retention Period set forth in the Administrative Rules	X	
	Reference:	Washington County EMS Administrative Rule 400-700 and Oregon Administrative Rule 333-250		
	Comments:	Throughout the course of the 18 month assessment period multiple real-time requests of each type of record listed above are made of MWA to conduct the business of the EMS Office. MWA has been able to provide both current and archived records upon request meeting both the intent and functional need of this metric. RECOMMENDATION: While no deficiencies were identified while assessing this metric, it was discovered that there are other pieces of equipment which MWA conducts or contracts out for routine maintenance. This was discussed and a request made for the purpose of thoroughness in surveillance, that all major equipment with manufacturer required or recommended maintenance be reported on in the future. Specific examples discussed were items such as gurneys, cardiac monitors and the new gurney power loaders.		

23	Requirement:	Submit Quarterly Staff Retention Reports as Mutually Agreed Upon	X	
	Reference:	Franchise Agreement Section III., E.		
	Comments:	MWA has provided quarterly staff retention reports for each of the 6 quarters of the 18 month assessment period meeting the requirement of this metric. The format and content of the reports changed during the assessment period to a more functional and meaningful report. As well, a report based on employee exit interviews was included as a representation of the work they are doing in both monitoring and managing their workforce. This was an area of recommendation in the last assessment, with this assessment showing marked improvement in the work being done in this area.		

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:	Emails were received throughout the 18 month assessment period notifying the County of changes in MWA's deployment plan. Copies of the emails and the revised dated posting plan were included in their assessment materials for review. MWA has been consistent in notifying the County when changing their posting plan meeting this requirement.		

25	Requirement:	Provide Data or Reports as Requested by Due Date Stated in the Request	X	
	Reference:	Franchise Agreement Section III., E.		
	Comments:	Access, sharing and reporting of data and information are reflected in a number of the other metrics and requirements of the 18 month assessment. This item assesses MWA's responsiveness to random special requests on an as needed basis. MWA has been consistent in providing information and data for these requests as well and as such has met the County's needs and the requirements of this metric.		

"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."

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

Assessment Conducted By:

Date: