

## Washington County Emergency Ambulance Service Franchise Agreement 18 Month Periodic Assessment

Period #: 6      July 1, 2017 thru December 30, 2018

This 18 month audit report is a summary of the auditing process conducted by the Washington County Emergency Medical Services (WCEMS) Program. The requirements listed below are directly based on the requirements of the Franchise Agreement for Ambulance Services, a contract between Washington County and Metro West Ambulance (MWA). Throughout the 8 week audit process the WCEMS reviewed a large volume and variety of data, to ensure full compliance with our franchise agreement. Details of the types of data examined are listed below but in general they include information from computer aided dispatch (CAD) systems, patient charts, recorded radio/telephone audio files, raw data, human resources data, personnel files and any other data that was necessary to assess MWA performance.

The WCEMS sits organizationally within the Public Health Division and is required by County Code 8.32 and EMS Administrative Rules to provide oversight to the contract for ambulance services and is the primary investigator that conducts this audit. MWA is assessed as having met or not met each criterion. The franchise agreement specifies the terms of default of the contract.

Criteria:		Meets Standard:	
		Yes	No

\*NOTE: Requirements 1-8 below are based on the monthly review of call response time requirements. There are several requirements that MWA is held to for every emergency call they receive: they must dispatch an ambulance within 60 seconds; take no more than 8, 11, or 30 minutes to respond/arrive at an emergency call; turn over no more than 1% of emergency call, etc. The individual monthly reports are available for review on the WC EMS website. The criteria of "meets standard" are based on those monthly reports.

1	Requirement:	<b>90% Overall County Response Time</b>	<b>X</b>	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(c)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.		
2	Requirement:	<b>88% in North Equity Zone Response Time</b>	<b>X</b>	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(c)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.		

3	Requirement:	<b>88% in Central Equity Zone Response Time</b>	X	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(c)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.		
4	Requirement:	<b>88% in South Equity Zone Response Time</b>	X	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(c)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.		
5	Requirement:	<b>88% in West Equity Zone Response Time</b>	X	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(c)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.		
6	Requirement:	<b>Monthly Unit Hour Utilization Rate at 0.4500 or less</b>	X	
	Reference:	<b>Washington County Franchise Agreement Section V., A.,</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> Each month an analysis was provided by MWA regarding unit hour utilization (UHU), a metric that describes the balance between how much time an individual crew member is "on task" versus in a "off-task" working state.  This metric is used to describe how hard individual employees and resources are working. These data are included in the monthly summary and assessment reports that are reported publicly each month by WCEMS.		
7	Requirement:	<b>Ambulance Dispatched within 60 Seconds of Receipt</b>	X	
	Reference:	<b>Washington County EMS Administrative Rule 500-500(B)</b>		
	Comments:	<i>The requirement for criteria has been met or has exceeded the standards.</i> MWA is required to dispatch an ambulance to an emergency call within 60 seconds. Dispatch time was monitored monthly over the 18 month assessment period. At no time did the 18 month rolling average exceed 60 seconds and at no time did a single month exceed 150% of the 18 month rolling average.		
8	Requirement:	<b>No more than 1% of Responses Handled by Another Agency</b>	X	
	Reference:	<b>Washington County Franchise Agreement: Penalty Schedule, Appendix A</b>		

Comments: *The requirement for criteria has been met or has exceeded the standards.* Each month an analysis was completed to determine the number of emergency calls that MWA turns over to another agency. MWA can turn over no more than 1% of all calls to another agency. When evaluating call volume data this 1% equates to an average of 40 calls per month that would be permissible to turn over. During the 18 months of response call data we find the following: the range of turn overs every month was between 1-10; the average number of turn overs was 5.167, and the most frequent number of calls turned over to another agency was 4.

9	Requirement: <b>Meet Equipment Standards set forth in Administrative Rule</b>	<b>X</b>	
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Reference: **Washington County EMS Administrative Rule 400-300 and Oregon Administrative Rule 333-255**

Comments: *The requirement for criteria has been met or has exceeded the standards.* During the 18 month assessment period a total of 23 ambulances were inspected by WCEMS or an outside licensing agency such as the Oregon Health Authority EMS & Trauma Section (OHA-EMS); all ambulances meet or exceed equipment standards.

10	Requirement: <b>Maintain State Licensure of All Franchise Ambulances</b>	<b>X</b>	
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Reference: **Oregon Administrative Rule 333-250**

Comments: *The requirement for criteria has been met or has exceeded the standards.* WCEMS inspected both the agency and ambulance vehicle licenses issued by the OHA-EMS. MWA has appropriately maintained agency and vehicle licenses as stated in OAR.

11	Requirement: <b>Maintain County Licensure of All Franchise Ambulances</b>	<b>X</b>	
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Reference: **Washington County EMS Administrative Rule 100-100**

Comments: *The requirement for criteria has been met or has exceeded the standards.* WCEMS inspected both the agency and ambulance vehicle licenses issued by the WC EMS Program. MWA has appropriately maintained agency and vehicle licenses as stated in Washington County Code and AR.

12	Requirement: <b>Staff Ambulances According to Administrative Rule</b>	<b>X</b>	
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Reference: **Washington County EMS Administrative Rule 400-270**

Comments: *The requirement for criteria has been met or has exceeded the standards.* A random sampling of 15% (n=81) of staffing records were examined from the 18 month period. WCEMS reviewed daily staffing to assess that the requirement of at least one senior paramedic was staffed for each ambulance shift on the days reviewed. In addition to these, all charts reviewed during monthly and/or quarterly quality improvement activities were also examined for proper staffing.

13	Requirement: <b>Meet Employee Training Standard set forth in Administrative Rule</b>	<b>X</b>	
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Reference: **Oregon Administrative Rule 333-250-0043-1; Renamed 333-250-0280**

Comments: *The requirement for criteria has been met or has exceeded the standards*. During audit period 5 it was found that some employee records were scanned incorrectly leaving a blank document in employee files. This error has been corrected. The personnel files of every new employee (n=43) that staffs an emergency ambulance was inspected and found to be in full compliance with Oregon Administrative Rule and the franchise agreement.

14	Requirement:	<b>Completion of Coursework and Ride-A-Long Components of New Employee Orientation Program Prior to Staffing an Ambulance</b>	X	
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Reference: **Franchise Agreement Section V., B.**

Comments: *The requirement for criteria has been met or exceeded the standards*. WCEMS evaluated MWA New Employee Orientation training program (NEO) and finds that each new employee (n=43) received this training prior to staffing an ambulance.

15	Requirement:	<b>Completion of 2 Month (minimum) Field Training Officer (FTO) Assessment Prior to Staffing an Ambulance as a Junior Paramedic Outside the FTEP Program</b>	X	
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Reference: **Franchise Agreement Section V., B.**

Comments: *The requirement for criteria has been met or has exceeded the standards*. WCEMS evaluated the Field Training and Evaluation (FTEP) Program and finds that each person (n=43) received this training prior to staffing an ambulance.

16	Requirement:	<b>Provide Patient Information to Receiving Facilities as set forth in Administrative Rule</b>	X	
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Reference: **Oregon Administrative Rule 333-250-0044; Renamed 333-250-0310**

Comments: *The requirement for criteria has been met or has exceeded the standards*. A random selection of incidents (n=450) were selected for the audit period to assess that a patient chart existed for the incident, if that chart was successfully sent to the receiving facility within 12 hours of the incident, and if that chart was received by the receiving facility. WCEMS inspected the MWA CAD, charting programs, fax reports and hospital records to ensure compliance. WCEMS also exercised monthly monitoring of the same requirements using patient charts from quality improvement activities and calls requested for exemptions from monthly response compliance reports.

17	Requirement:	<b>Actively Monitor the Triage (over and under) of Requests For Service for Appropriate and Timely Transfer to 911</b>	X	
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Reference: **Franchise Agreement Section V., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards*. During quarterly quality improvement activities, calls were reviewed for under triage. During the 18 month period there were a total of 16 calls that were triaged as a code 1 call response (normal driving, no lights or sirens) where a patient was transported to a receiving hospital code 3 (with lights and sirens). WCEMS analyzed these incidents to ensure that the MWA-CC adhered to the appropriate triage and dispatch processes.

WCEMS assessed audio files, dispatch notes, and patient care reports for each of these calls and compared them to current acceptable standards. In June 2018 two (2) calls were found to be under triaged but the audio files were corrupt and produced unintelligible audio records. MWA reported this issue to WCEMS and contacted the system manufacturer who discovered a software issue. New software upgrades and an upgraded system maintenance plan was implemented. WCEMS inspected approximately 100 additional audio files in the time frame surrounding these 2 incidents and found no other similar issues. Because the audio files exist MWA has met the requirements for this criteria.

Quality Improvement RECOMMENDATIONS: 1) Continue to monitor the new audio file recording system and assess for issues. 2) Continue to monitor monthly the success of the Transport Only card triage process and review standards with dispatch employees as often as necessary. Continue to work with the local PSAP for positive system changes 3) Now that a benchmark has been created for call wait times begin reporting at quarterly quality improvement meeting those findings. Also, determine a threshold for wait times and those calls that should be added to trend files and reviewed for system improvements.

18	Requirement:	<b>Maintain Functional CAD to CAD Bridge with Receipt Verification</b>	<b>X</b>	
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Reference: **Franchise Agreement Section V., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* During the 18 month assessment period the regional 911-PSAP agencies, including the Washington County 911-PSAP upgraded their computer aided dispatch (CAD) systems. This upgrade occurred at the end of March 2018

Due to 3rd party vendor service agreements all 911-PSAPs were scheduled to be upgraded prior to secondary Communication Center CADs such as MWA. This left the CAD-to-CAD bridge unavoidably non-existent between the 911-PSAP and MWA for approximately 90 days.

For the first 2 days of the transition to the new CAD system, MWA dispatchers were present within the 911-PSAP to assist monitoring of MWA resources. Because the transition was seamless and no issues were found, after 2 days it was deemed that MWA assistance was no longer needed.

While the bridge was down, MWA manually entered call data into their CAD during the transition period. Also to note: though a CAD-to-CAD interfaces exists, it is not bi-directional, meaning MWA CAD can receive data from the 911-PSAP but the 911-PSAP cannot receive data from the MWA CAD. This is beyond the control of MWA as they are awaiting the build-out of these systems by a third party vendor. It is forecast to be complete summer of 2019.

Quality Improvement RECOMMENDATION: Continue to work towards a long-term solution for bi-directional CAD data exchange working with the local 911-PSAP and regularly reporting progress to WCEMS

19	Requirement:	<b>Completion of EMD Training for Dispatch Personnel Within Six (6) Months of Hire</b>	X	
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Reference: **Franchise Agreement Section V., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* WCEMS inspected training certificates for all dispatchers (n=25) working within the Communication Center and adherence to standards.

20	Requirement:	<b>Failure to Respond/Failure to Dispatch an Ambulance as set forth in Administrative Rule</b>		X
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Reference: **Washington County EMS Administrative Rule 500-400,**

Comments: *The requirement for criteria was not met according to the standards of the franchise agreement.* During the 18 month assessment period there were 2 separate incidents in which MWA failed to respond, aka failure to dispatch of an ambulance to a code 3 call within 10 minutes. The first occurred in May 2018 and the second was in June 2018; both incidences occurred during the implementation of the new CAD and during the time when the CAD-to-CAD bridge was non-functional between MWA and the 911-PSAP. Both incidents occurred when a dispatcher within the Communication Center was leaving for end of shift or for a break and a second dispatcher was coming on shift. The normal procedure involved a verbal hand-off between the two employees.

It was during this verbal hand-off that the call was not heard over the radio systems to be manually entered into the CAD. WCEMS launched investigations for both incidents. At the conclusion of the investigation for the first incident it MWA was asked to implement a hand-off procedure that would allow dispatchers to transition between dispatchers and not miss any calls coming into the center. The second incident occurred when an employee within the Communication Center did not use the approved procedure. WCEMS levied appropriate fines based on our penalty schedule for these incidents. There were no other incidents of failure to respond/failure to dispatch during the CAD-to-CAD transition or since.

**Conclusion: Because both incidents occurred during the new CAD transition, and there have been no other incidents of Failure to Respond/Failure to Dispatch since June 2018 it is deemed an isolated issue and no recommendation is given.**

21	Requirement:	<b>Record and Retain All Dispatch Related Telephone and Radio Communications as set forth in the Franchise Agreement</b>	X	
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Reference: **Franchise Agreement Section V., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* Approximately 100 individual incidents were reviewed to determine if audio files existed for those calls coming into the Communication Center and if telephone and/or radio communications were established with field crews.

22	Requirement:	<b>Maintain Adequate and Appropriate Records of Responses, Patient Care and Maintenance for the Retention Period set forth in the Administrative Rules</b>	X	
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Reference: **Washington County EMS Administrative Rule 400-700 and Oregon Administrative Rule 333-250**

Comments: *The requirement for criteria has been met or has exceeded the standards.* WCEMS reviewed the preventive maintenance records for all ambulances (n=20), patient gurneys (n=37) and cardiac monitors (n=48) that are used in the emergency ambulance fleet in addition to the records and files mentioned in above criteria.

23	Requirement:	<b>Submit Quarterly Staff Retention Reports as Mutually Agreed Upon</b>	X	
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Reference: **Franchise Agreement Section III., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* WCEMS reviewed MWA quarterly staff retention reports for each of the 6 quarters of the 18 month assessment period.

Quality Improvement RECOMMENDATION: Work with local agencies and Human Resources to create opportunities for employee engagement and diversity and equity plans. Given the national focus of harm reduction these should include peer support groups and resiliency building programs.

24	Requirement:	<b>MWA shall use a system status management (SSM) plan to strategically manage and deploy ambulance resource in Washington County. A current copy of the SSM shall be made available to Washington County EMS Office</b>	X	
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Reference: **Franchise Agreement Section V., C.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* Updated posting plans were submitted for review and compared to those updates that were requested real-time.

25	Requirement:	<b>Provide Data or Reports as Requested by Due Date Stated in the Request</b>	X	
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Reference: **Franchise Agreement Section III., E.**

Comments: *The requirement for criteria has been met or has exceeded the standards.* MWA has been consistent in providing information and data as requested by the County. To name a few: weekly reporting of naloxone usage by MWA field personnel which directly impacts addiction and treatment programs within the region; daily reports of cardiac arrest calls that are used to inform the EMS system on how to improve patient care; and providing data on amount and type of equipment and supplies used in the field in order to improve the resupply program with fire agencies in Washington County. WCEMS also assessed MWA responsiveness to Emergency Call Back drills during planned and unplanned events.

"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

Final 18 Month Assesesment	X	
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*Assessment Led by:* \_\_\_\_\_ *Date* \_\_\_\_\_  
Louisa Partain, Sr. Program Coordinator, WCEMS

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*Assessment Approved by:* \_\_\_\_\_ *Date* \_\_\_\_\_  
Adrienne Donner, Program Supervisor, WCEMS