

Washington County EMS Alliance



Washington County EMS Alliance Governing Board Meeting Minutes April 22, 2021

Attendance:

Member/Delegate			Back-Up Delegate	
Present	Name	Jurisdiction	Present	Name
X	David Downey	City of Hillsboro		TBD
X	Patrick Wineman	City of Forest Grove		Patrick Fale
X	Sia Lindstrom (Chair)	Washington County		TBD
X	Rodney Linz	Banks Fire District		TBD
X	Deric Weiss	Tualatin Valley Fire & Rescue	X	Steve Boughey

Other Interested Parties/Staff:

Adrienne Donner (WCEO), Jack Nuttall (WCEO), Tim Case (WCEO), Gaby Rodriguez (WCEO), Jesse Bohrer-Clancy (WCEO), Tom BeLusko (MWA), Shane Ryan (MWA), Kristin Chaffee (TVFR), Ben Sorenson (TVFR), Mark Buchholz (WCCCA).

Summary of Actions and Decisions

1. Adoption of the Agenda
2. Review and approve March's meeting minutes
3. Workgroup Updates
4. Strategic Direction
5. EMS Staff Update
6. Covid-19 Response and Vaccine Planning

Opening Comments

Sia Lindstrom opened the meeting at 1:03 p.m. and welcomed everyone.

Adoption of the Agenda

Sia Lindstrom welcomed a motion for approval of the agenda. Agenda was approved as is.

Review and Approve Minutes

Sia Lindstrom asked for changes or approval of March's meeting minutes. Chief Wineman asked for a correction in his name stating he was an employee of Tualatin Valley Fire and Rescue; it should be Forest Grove Fire and Rescue; correction was made. Chief Downey, asked that 911 would be added to active levels notification sentence on page 5, paragraph 4 and second sentence. Correction was made. Chief Downey made the first motion for approval of the minutes as amended. Chief Linz second the motion for approval as amended. Minutes were approved as amended.

Public Comment

Sia Lindstrom welcomed public comment. She added that we have an opened policy right now, folks in the room can participate as we move along. But when they get to a vote it is different, this is only for Alliance members. Either at the beginning or end of meeting public comments are welcomed.

Chief Wineman said he submitted documents to Washington County as well as the primaries of the other communities Forest Grove represents on the Alliance. The Forest Grove City Manager has received this as well and Chief Wineman had held off on voting until it is all official. Adrienne Donner says he is good to vote now. Sia Lindstrom thanked him for getting the concurrence of all the jurisdictions he represents and asked if he designated a second? Chief Wineman said that his representative in conversation will be Interim Chief Patrick Fale although he will be a non-voting representative since he is currently a TVF&R member. He is to represent Chief Wineman in meetings he cannot attend, and it has been noted on the documents. Sia thanked him. Sia reminded them all the need to designate seconds if they have not done so yet.

EMS Alliance Workgroup Updates

Centralized Dispatch- Chief Boughey said he does not think this group met and he had no report on behalf of Chief Weiss for this update. Kristin Chaffee mention Shane Ryan was on the call and asked Shane to give an update on the ZOLL interface work. Shane mentioned that ZOLL has contacted the manufacturers of WCCCA's MADJS CAD as they need some documentation from them. It is a proprietary document and as soon as they get that back they can finish. Sia thanked him for this update. Chief Boughey asked Shane for his best estimation of project timeline of June, due to the grant funding issue. How is the timeline moving? Shane said there should not be an issue. Chief Boughey thanked Shane. Sia said she appreciates seeing the progress.

Regulatory Documents Review- Tim Case said they had a document to share with the proposed changes. The update is they are currently working on section 400 of the Washington County Administrative Rules. It is a large section and they have broken it up. Tim referenced the document that was shared with the agenda and minutes specific to a proposed Washington County Administrative Rule change in section 500-500 and added that this section is in reference to dispatch call receipt to assignment



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Disp_tracked_chang

times. The time from receipt to assignment standard metric referenced in the Franchise Agreement and Administrative Rules is static. The county continued to grow, and they determined this method was antiquated and there was a better method that was needed. Therefore, it was decided that it would be an average time standard metric, instead of a static metric and it was to be a standard of all dispatches. It had not been updated in the Administrative Rules when it went into place, and at recent audit it was picked up as an area that needed to be updated. It was decided that this section needed to be taken out and updated, and get it approved in order to bring it to standard. The language proposed was shared on the screen, as follows below:

500-500:

B) From the time of receipt of the call, the designated emergency ambulance provider shall assign the closest appropriate available ambulance. Call assignment performance requirements are defined by the Franchise Agreement.

The way it was phrased it gives flexibility to make changes, and not to have to do what they had to do now, which is when they changed one document, they had to change the rest as well. Additionally, they separated out the second paragraph and created paragraph C) as reads below:

C) Unit assignment and response time calculations start when the provider is notified of the call by the Washington County 9-1-1 center through the electronic interface, or if the interface is not functioning, by the time the call is dispatched on the fire dispatch frequency. Calls made directly to the provider and triaged as requiring emergency response using Washington County's EMD cards shall be included. The time taken by the provider to triage the call and determine a 9-1-1 response is required and transfer the call information to the 9-1-1 center is not included in the response time. Actual response times shall be rounded to the nearest minute for purposes of determining compliance.

The language remained the same except for unit assignment. Sia Lindstrom clarified that he was bringing this up as a clean update and that he will be bringing a more robust set of changes down the road. Tim Case said yes. Sia added that part of the issue is that they have the same information in multiple documents instead of referring to one document. Tim said yes and to make this more flexible so that when there is a change in one document there won't need to be changes in all documents. Adrienne Donner said that these changes will go out 30 days on public posting, then they will go to a public comments call, and after that they will turn it in to have it changed. Sia said this was a first stop before it went to public comment and asked if a formal approval from the Alliance or feedback was needed? Adrienne indicted feedback was welcomed.

Mark Buchholz said he sees the split and removal of the 60 seconds and referenced in the franchise agreement and he thinks it makes sense. He also asked about what paragraph C is now, last line, specific to rounding up to the nearest minute-- without being familiar with what the methods are--he needs help understanding the measurement. If the response time is 2:28 minutes, he is wondering if the call then is rounded to 2 minutes? And if there is an average of all calls will a performance review

be done by taking every call individually and then rounding or is it the aggregate of all the response time taken as an average. How will this be applied? And what does it mean rounding to the nearest minute? Tim answered by saying this is functionally two things. Unit assignment times is where the call is initiated and is sent to Metro West Ambulance CAD. The second Metro West Ambulance receives that call to when unit arrives is assignment time. Because of increase call volume, an aggregate average would be used instead of per call. Response time is the dispatch of that ambulance, and it's assigned until arrives on scene. The example provided is if the time is 2:29 in response time, it is rounded down to 2 minutes. On a monthly basis those responses in aggregate are averaged and it is less than 8 minutes 90% of the time. Mark asked a clarifying question that if 8 minutes is from the time Metro West received the call from 911, right? Tim said yes, Mark said he is trying to understand if there are 10 calls in a month and they are 8:29 minutes each. Would they be each rounded down to 8 minutes and will they then be compliant? Tim agree and said that was his understanding too.

Chief Wineman asked Tim that when he mentioned that he reviewed this with stakeholders, who was all involved? What is the responsibility of this group in vetting this process? Has this been routed to their own committee to weigh in? Why are we rounding up or down an entire minute? Timeline components can get sticky really quick, which creates a pretty big window and he is was trying to understand all the pieces. Adrienne Donner added some context, she said when Tim Case mentioned they talked to some key folks, those were all internal legal and other internal folks, about whether they needed to make this change before making the more robust proposed rules changes are ready . The decision was made that this change needed to be made before the other changes were made. When the bigger set of Administrative Rules changes come, they will see the documents match up. There is a workgroup working on this with fire and EMS representation. Changes here are to make the documents match until they do a full review.

Chief Wineman asked what is this group's role with this document? Sia Lindstrom answered they are advisory, and a step integrated into the input process. Adrienne Donner added that the Alliance's workgroup she mentioned has members of the Alliance in it. Sia is a member lead and representation from Hillsboro, TVF&R, MWA and county are on it. They have all been going through the documents. The changes will come back to this group to review before it goes thru the process and official changes. Chief Wineman asked if they would want the group to provide review and feedback today? Sia responded the intent was to give review today if possible and can continue to give feedback until next month. Adrienne added that the workgroup will give feedback as they go through the document as well. Chief Wineman said he is trying to understand some depth here and is wondering if there is a place where they can provide some feedback? Sia thanked him for bringing this up and as they continue to provide feedback, they all need to recognize that this type of clean up changes are needed to be able to make more robust changes in the future. The feedback needs to be clear and not mention the changes needed on the rest of the document as they know these changes need to be made.

Chief Downey said he was surprised to see this today. When they mentioned they are matching to existing documents, he wondered what documents they are matching.

Adrienne Donner said to the franchise agreement, it has more details. We don't want details in the higher-level documents if they are in the lower document. Right now, all documents have cut and pasted language and in the rewrite, they are trying to fix that. If it's outlined in the Administrative Rules, they do not want to have it outlined in another document. Chief Downey agreed that it makes sense. Sia Lindstrom asked if this change has been made in the lower documents, Chief Downey said it hasn't. He is glad they can have more time to discuss this, he agrees they have too many things written in the same place.

Chief Boughey said there was no background for them to walk through. He said he had a brief conversation with Tim Case that morning to try to understand it as he researched it more. He added that it is important to understand what it's pointing back at, as Chief Downey mentioned. He would love to have the history of the process because as he looks back at the franchise agreement it does not mention the 60 seconds language that is being referred to on this edit. He would like for this group to be able to get a little more context to understand it better so that they can give better comments and feedback. He wants them to explain how this time to review would work?

Sia Lindstrom said given the feedback they had, is that they pitch it back to the Data Group for suggestion they want to discuss the following month. Adrienne Donner said they must hold a public comment session and it will be posted on the website. Chief Boughey requested in Chief Weiss' absence that Chief Weiss also be able to weigh in before they moved forward. Kristin Chaffee suggested the dispatch workgroup would be a good place to look at this since it has dispatch times, although she understands they have some legal catch up to do. She is wondering if the franchise agreement they are trying to match to is that version that is indeed up on the website, because she doesn't believe it is up on the website. She thinks this might help clear up things, so that they can check and do some comparison. She asked if part of the reason they are doing this is because of the legal risk in these two not matching? Sia said yes, but this is about ensuring their documents are clear. Adrienne will check to make sure the franchise agreement on the website are the correct version. Adrienne said there is no operational change and it is all about word changes. Tim Case added it doesn't present an operational change in the way things are being done now and it adds flexibility to the Administrative Rules so that anything in the future does not require the changes to all the other documents like it does right now.

Sia Lindstrom circled back and said she hears a couple of suggestions, like pitching this to the Dispatch group and Sia suggested they just pitch it to all three workgroups instead. This would allow all workgroups to bring back their recommendations to the next time they meet, and folks have the right to comment on this individually as well. She strongly encouraged people to do so. She verified with all groups to make sure they can all meet at least once this month. They all agreed. She mentioned the intent of this change is to make sure documents are aligned and that the regulatory sense is clear and if anyone has a better way for them to do these changes to please bring it to them.

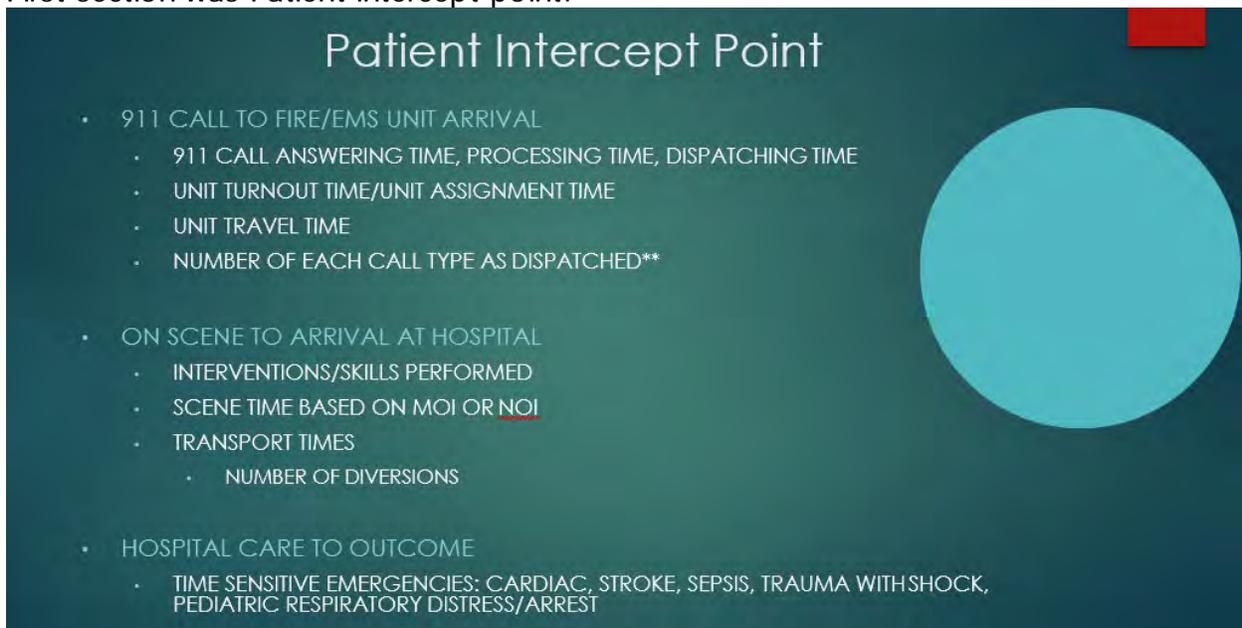
Chief Linz said he is good with it and he is happy with the way the path is going.

Chief Wineman said he is presently not assigned to any committees, but said until that happens, he would like to support the groups and would like to visit some meetings, he asked for permission to join. Everyone welcomed him to visit their committees. Sia Lindstrom added that Chief Kinkade was chair to the Quality Improvement committee and that maybe a place he can fit in as well.

Sia Lindstrom said they would put it on next month's agenda and asked if they got what they needed from this group? Tim Case said yes, and he looks forward to other comments. Adrienne Donner said they will all see and email about the public comment meeting.

Data- Chief Downey asked Tim Case to share the PowerPoint. He added that he appreciates the chance to talk to everyone about what the Data group has been doing. He got feedback from the committee, they have been going back and forth and now this is a new starting point of what they are considering working on.

First section was Patient intercept point:



The slide is titled "Patient Intercept Point" in white text on a dark teal background. On the right side, there is a large teal circle. The slide contains the following bullet points:

- 911 CALL TO FIRE/EMS UNIT ARRIVAL
 - 911 CALL ANSWERING TIME, PROCESSING TIME, DISPATCHING TIME
 - UNIT TURNOUT TIME/UNIT ASSIGNMENT TIME
 - UNIT TRAVEL TIME
 - NUMBER OF EACH CALL TYPE AS DISPATCHED**
- ON SCENE TO ARRIVAL AT HOSPITAL
 - INTERVENTIONS/SKILLS PERFORMED
 - SCENE TIME BASED ON MOI OR NOI
 - TRANSPORT TIMES
 - NUMBER OF DIVERSIONS
- HOSPITAL CARE TO OUTCOME
 - TIME SENSITIVE EMERGENCIES: CARDIAC, STROKE, SEPSIS, TRAUMA WITH SHOCK, PEDIATRIC RESPIRATORY DISTRESS/ARREST

By capturing the data using a concept called Patient Intercept Point, they can break it into three parts and can break those into several more bullet points. This is from the 911 call to unit arrive on scene segment, to identify how long does it take to arrive. How quickly from notification to getting the wheels turning, which is called turnout time. Tim Case reminded him there is different terminology being used and they should decide as a group what they should all call it. Travel time is how quickly does the recommended response take; what is the time it is taking them to travel. Call type has a couple of asterisk points next to it because in Hillsboro they are dispatched 2/3 to an ASL or a type 3 call and 1/3 to a BLS or a type 1 call. However, when they talk about patient intercept call, he will discuss what they are actually doing in terms of patient care.

Second point is from arrival to the time they get to the hospital. This has Medical Directors intervention or care they are providing on site and how long they are at the

scene. Also, when do they decide to initiate transport? Chief Downey will circle back to this.

Third point are outcomes of those who are transported to the hospital. Chief Downey likes how Tim Case summarized the time sensitive emergencies as they are particularly time sensitive cases, which they like to see the outcome of.

This is available through the CAD data. Tracking these could be started today if wanted. Others would need more work.

Key Performance Indicators



The points on this slide are considered clinical and the next slide is operational, which are the two key performance indicators they believe would be good to capture. Call type based on chief complaint is what he mentioned before. Hillsboro is dispatched 2/3 of the time as a code 3 ASL type call when the onsite care is a BLS type. As they went back through their records management system, they are seeing what skills are performed the most. Two thirds is BLS intervention not ALS, even though it was dispatched as though. Therefore, they really need to look at what side they are wanting to review, the dispatch side or the clinical side of the data. More specific calls like cardiac arrest include many pieces they can all decide to look at. The pain management can be also measured in different ways. Refusals have a high number of motor vehicle accident, where transport is refused. Maybe, in the future, changes like an ambulance not being dispatched to a motor vehicle accident scene can be made and reserve those units for calls that are most likely to be a transport.

Chief Wineman asked if there was any conversation on tying the quality improvement part to the key performance indicators? Chief Downey said yes those are the data points they would need to decide as a group, and they will also need to decide on the how. Like they all use the same CAD but not the same record management systems. They have not found the way yet on how to all share this information.

KEY PERFORMANCE INDICATORS

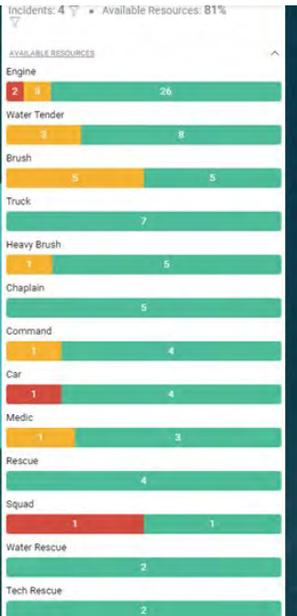
- OPERATIONAL
 - TOTAL RESPONSE TIME
 - SCENE TIMES FOR SPECIFIC CALL TYPES
 - UNIT HOUR UTILIZATION
 - LEVEL 0
 - TRANSPORT TIMES

A number of things make up total response time. They need to decide whether they want to consider arrival time at being next to the patient's side or, like some systems, to stop the clock as soon as the engine arrives. Unit hour utilization is measured with Metro West Ambulance; would we want to continue? Level 0 statistics coming up. How important are off load times? Are there beds available at the hospital? What things to measure as well as how much do we want to measure needs to be decided.

EMS System Status Monitoring

EMS SYSTEM STATUS MONITORING

- FIRE/EMS UNIT – INTERRA SITUATION STATUS PAGE
 - REGIS LOOKING INTO ADDING AMBULANCE UNITS
- HOSPITAL EMERGENCY DEPARTMENT STATUS BOARD



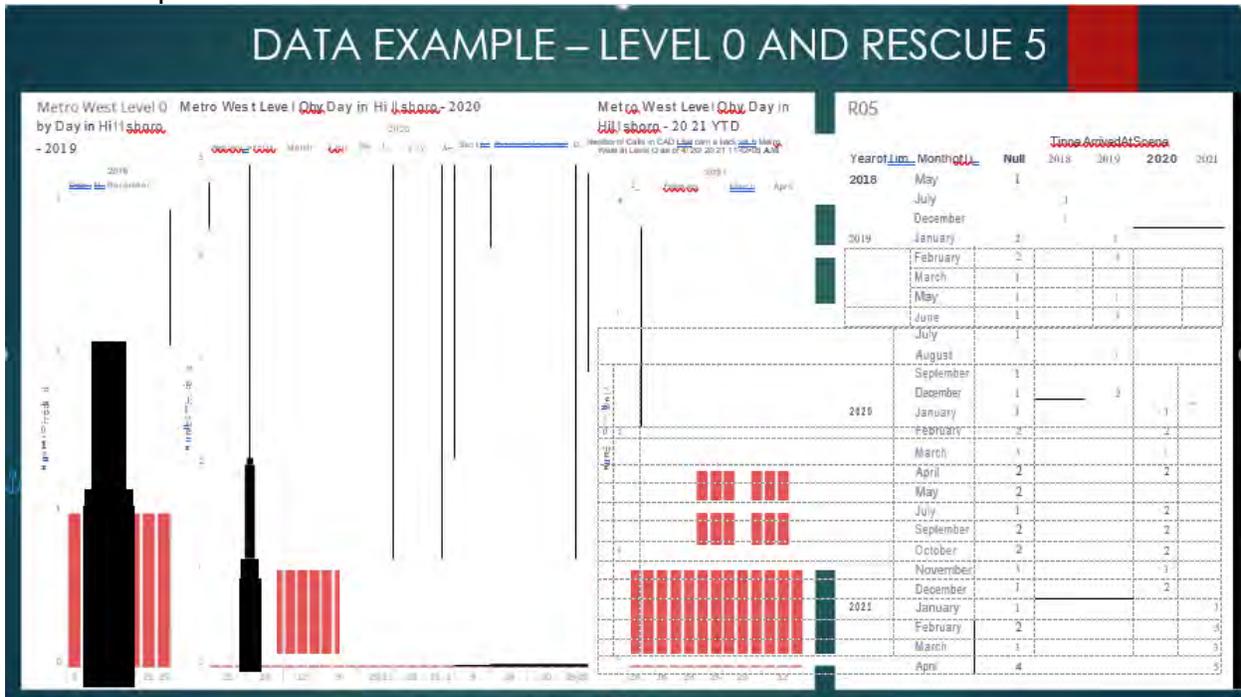
Resource	Available	In Use	Total
Engine	26	2	28
Water Tender	8	3	11
Brush	5	5	10
Truck	7	0	7
Heavy Brush	5	1	6
Chaplain	5	0	5
Command	4	1	5
Car	4	1	5
Medic	3	1	4
Rescue	4	0	4
Squad	1	1	2
Water Rescue	2	0	2
Tech Rescue	2	0	2

On the EMS System Status Monitoring slide, you are looking at the whole system on the right-hand side. INTERRA is system they all use to give up to date situation status of all units and engines. The list is on the right-hand side lets them know what is in use and what is available. Showing how busy the system is can be beneficial when questions arise. He believes ambulances should be listed on the systems, just all others are. It is important to understand what data they want displayed as a system. Last meeting, they talked about notification of level 0, this would never have to exist if they integrated the ambulances to this platform and they would actively be able to check on status.

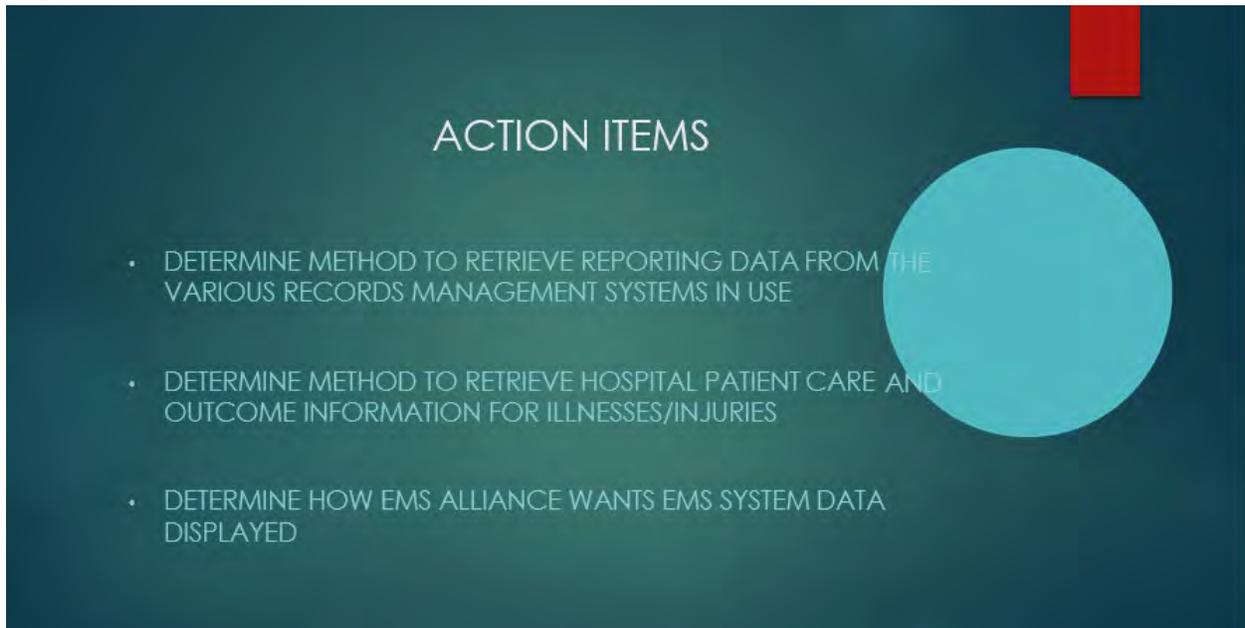
Another one to consider is Hospital Emergency Department Status Board, it's an indicator of the system. If they are interested as a group on getting more ED hospital status reports this could be the route.

Going back to the how: How they want these things displayed and reported. They know of a system that can do this and it's the First Watch application. Used in Clackamas County, First Watch displays live status of anything you want. It takes CAD data and various recording management systems and dumps it into the same place. This will be something they need to decide as well.

Data Example



The Data Example slide is a snapshot of level 0 and the affect on Rescue 5 in Hillsboro. The lines don't mean what they may look like, they look like large numbers, but the scale is not very big.



The Action Items slide shows the three things they need to do as a group. They need to determine how they can obtain that record management system to be in the same place across all agencies. They need to determine exactly how they are going to retrieve hospital patient care and outcome information. Lastly, is what is the best way to display this all to the Commission on what they want to see.

Chief Boughey thanked them for the work. He understands this can be a mountain of work to look at. He has been working on the Clackamas County side of this and they are getting on the First Watch system, he believes it will be very successful. Everyone there, except for TVF&R was able to move to ESO. It's a huge lift to get there but once they get there it becomes a better system all around. He agrees with the committee and the way it's going. One thing he has seen about First Watch is they do make interfaces with those not participating on ESO, so it makes it easy to still share that data with those on First Watch. Data he would like the group to work on is overlaying some demographic data from the public perspective. An example is refusal or pain medication. There are papers out there on disparity on how EMS provides medication for those based on race and sex. He feels they would be good to look at it. He also asked for the presentation to be shared. He added that they also need to come together as the Alliance on how they are monitoring the level 0s. He noted that how everyone analyzes is different across agencies.

Chief Wineman added that the complication of having to take engines out to cross staff a rescue in their system in Banks and Forest Groves it is huge since you may be taking their only paramedic. If they have to a potential cross staff rescue, now it will be pulling Chiefs out to assist if needed to be paramedics. It gets very deep very quick. These are the places they need to be looking as it takes a hit.

Sia Lindstrom welcomed Affiliate members thoughts. Nothing from Mark at WCCCA. Tom with MetroWest encouraged the study of the system. He thinks they need to share what they do every day. He will work on that and agrees the data is everything.

Sia is impressed, she said it is fascinating to see the key indicators bucketed the way they were bucketed. She is impressed that they bring the what and the hows. The how tends to be the most difficult and she is thankful that they have brought recommendations on both ends. Chief Downey said none of it is easy, but they could in the next month see some of these key indicators as monthly report. Sia commented on the equity perspective being brought up by the demographic data; she believes this is important in the system. She added that they need to start thinking how this will connect to the quality improvement function.

Q1- Sia Lindstrom reminded all this is still on pause.

Strategic Direction

Sia Lindstrom said the Data workgroup is laying a great foundation for strategic planning work. Sia brought up the document she shared last month and said she changed some things based on the feedback she received. First step is to review the data, and she is leaning on Chief Downey to do this. Something to think about is what preliminary data points they need to ground themselves in first. Once they have done that they need to frame in a training on prior work that was done. After this they have done that, they will have two days facilitated for strategic planning, starting with SWOT analysis. Sia paused to see if this is closed to what they were thinking.

Chief Wineman thinks it's fantastic, but one piece he does not see on there is an understanding from a legal attorney on the authority that this group has. He would like to know what the reach or expectation from legal perception on what the 190 will allow and not allow. He would like to see it on here. Sia Lindstrom thanked him for that reminder. She will add it to the number one.

Chief Boughey agreed that the structure is looking good. He would like to add an item as well. While the EMS Advisory group was working, he was on the outside hearing about what was going on and how they got to having an Alliance. He believes its important they all get on the same page of the shared vision. Why this was created, why did the commission want the 190, so they can understand why they are here. Sia made a comment that this section may take a few months to get through and asked if anything else needed to be added?

Chief Boughey said Chief Weiss wanted him to add they are glad to assist in the context of education of the authority. He said they would like to offer Karen Eubanks, to look at the historical perspective. Sia was thankful.

Chief Downey said he appreciates they put this together and said it touches all they discussed.

Chief Linz added he is good and agreed with Chief Wineman about depth in legal being needed.

Mark is good with the outline; he thinks is a good start for strategic planning.

Sia concluded that they will get it going and work on a timeline. They will bring it back next month.

Kristin Chaffee asked for the document to be sent out.

EMS Staff Update

Adrienne Donner said she did not have much to update, most of EMS team is still working on the COVID response and Tim Case is holding things together for EMS.

COVID-19 Response and Vaccine Planning

Adrienne Donner said Tim has been creating protocols for Ebola, should they have suspected cases. COVID is still focused on vaccine, she thanked them all for their partnership in this vaccine work.

Kristin Chaffee asked if the 18 Month Review process of the Franchise Agreement was put on hold or if is still moving forward? Adrienne Donner said it went to Board in February and was approved for an extension.

Hillsboro- Chief Downey said things remain stable, thanked Adrienne for her help with the frontline workers of the City of Hillsboro. He mentioned that this was the last planned vaccination site as a City.

Tualatin Valley Fire and Rescue- Chief Boughey said it was great to work with the County on the vaccine clinics and they will be finalizing this work mid-June. The organization is fully in wildfire preparation.

Banks- Chief Linz said noting exciting going on for Banks, and all things going well.

WCCCA- Mark Buchholz said they are working on increasing staffing. They have five new starting on Friday, but it's not sufficient. They are looking at a couple of things, like summers staffing and they are concerned with record level transports and levels at the hospital. He believes these things will increase in summer as they head into June or July and as people get more confident. It will also impact staffing levels and they are focusing on it. They also have a radio system upgrade mid-summer and they are looking to move into the new facility as well in mid-November.

Forest Grove, Gaston and Cornelius – Chief Wineman said he had nothing to report

Metro West Ambulance- Tom reported they ordered their LifePacks. They are concerned with the hospital system having a divert status going on. They received feedback and the hospitals are struggling. Transports are at the record peak; they have had more transports than ever. They also anticipating that nice weather will also affect. Another impact of the hospital diversion is now units are traveling to the next further hospital, which puts that unit out for even longer. The ED EMS group is addressing this now; they are looking at how to better manage divert status. There is personnel fatigue with COVID lasting this long and now there is less and less people wanting to work in the medical field. Things are stressed. Tom added that not only is diversion what they are

seeing more of but also them waiting for a bed at the ED. Sia asked if they should add hospitals as affiliate members too? Tom said that Dr. Sahni is a liaison to the hospitals.

Sia Lindstrom said we will keep this on for next meeting.

Public Comment

Sia Lindstrom offered the final opportunity for public comment. No public comment.

Next meeting: May 27, 2021 at 1:00 p.m.-3:00 p.m., via Zoom

Good of the Order

There was no good of the order.

Meeting was adjourned at 2:57 p.m. With the next meeting scheduled for May 27, 2021 at 1:00 p.m., via Zoom.

Minutes compiled by Gaby Rodriguez