

Town of Barnes

An Evaluation and Recommendations regarding our Emergency Medical Services

May 17, 2016



Agenda

- **Mission**
- **Committee Members, Goals and Process Followed**
- **Key Findings**
 - **Sustainability of the Barnes EMS**
 - **Opportunities for a higher level of service**
- **Recommendations**
- **Future Opportunities**

Mission

- **Recommend to the Town of Barnes Board options for providing Emergency Medical Services to the residents of Barnes.**

EMS Committee Members and Goals

Committee Members

(appointed by the Town of Barnes Board at the August 2015 meeting)

- Guy Johnston (Chair)
- Rose Baldwin
- Tom Renz
- Kara Foat
- Carl Heltne
- Chris Webb
- Bill Pence

Goals

- Determine the sustainability of the existing Barnes EMS operation
- Identify opportunities for providing a higher level of care to the community
- Create a process for keeping residents better informed about their EMS
- Provide a set of recommendations to the Town Board by May, 2016

Process Followed by the Committee

- **Review existing Barnes EMS**
 - Onsite tour of Ambulance facility to review equipment and office
 - Overview of personnel, compensation, levels of service, training and protocols
 - Discussion of finances, including operating budget, capital budget process and revenues
- **Create and distribute a written survey to surrounding EMS providers**
 - Great Divide (Cable), Mason, Iron River, Sawyer County, Gordon-Wascott, Gold Cross (Duluth)
 - Gather information on operations, personnel, response times, finances, etc.
- **Conduct face-to-face meetings with Neighboring EMS Providers (same six above)**
- **Conduct face-to-face meeting with Dr. John Schultz, Bayfield County Medical Director**
- **Analyze available data and determine options for the future**
 - Provide recommendations to the Barnes Town Board

Barnes Ambulance Service



Key Findings - Barnes EMS

Population Served	769 / 891 (891 includes ½ of Highland)	
Square Miles Covered	124 + 39 = 163	
Personnel (EMT – Basic)	10 (only 6 active)	
Annual Runs - 2013	78	
Annual Runs - 2014	72	
Annual Runs - 2015	94	
Time from 911 to Arrival to Scene **	15 min (Mode)	14.6 min (Avg)
Time from 911 to Higher Level of Care* **	38 min (Mode)	55 min (Avg)
Time from 911 to Final Destination ** (Hospital)	109 min (Mode)	85 min (Avg)
* Paramedic ** 2015 Run Data	Mode is the number found most frequently in a set of data.	

Key Findings - Barnes EMS

EMT Compensation - Run/Hour	\$25.00
EMT Compensation - Standby/hour	\$15.00
EMT Compensation – Meeting	\$10.00
EMT Compensation – Training per session	\$20-40
2015 Annual EMS Operating Budget	\$60,237
Annual Ambulance Amortization	\$ 8,400
2015 Annual Ambulance Revenue	\$20,420
2015 Annual Payment from Highland	\$ 4,000
2015 Annual Ambulance Net Cost	\$44,217
Cost per Resident: Population = 769	\$ 57
Cost per Improved Parcel = 1514	\$ 29

Iron River - Highway 2



Gordon-Wascott



Mason



Sawyer County Ambulance



Gold Cross - Hawthorne Building



Great Divide - Cable Garage and Bunkhouse



Comparison - Demographics

Criteria	Barnes	Iron River	Gordon Wascott	Mason	Sawyer County	Gold Cross	Great Divide
Highest Level Of Service	EMT-Basic	EMT-Basic	EMT-Basic & Intermediate	EMT-Basic	EMT/Paramedic	Paramedic	Paramedic/Critical Care
Population	769/ 891	2,500	1,359	1,833	16,437	180,000	3,100
Population Median Age	53	46	45	38	42	39	42
Square Miles Covered	163	234	398	200	2,010	2,000	675
Personnel	10 (6)	18	27	19	60	56	28
Annual Runs (2015)	94	310	132	120	2,919	12,000	820

Comparison – Response Times & Budgets

Criteria	Barnes	Iron River	Gordon/ Wascott	Mason	Sawyer County	Gold Cross	Great Divide
Time from 911 to On-Scene	15 min	10.6 min	5 min	12 min		6 min.	18.7 min
Time from 911 to Higher level of Service	55 min	—	10 min	—	N/A	N/A	N/A
Annual Op. Budget	\$60,237	\$160,000	\$194,000	\$70,000	\$2,100,000	—	\$725,000
Annual Revenue	\$24,420	\$90,000	\$100,000	\$20,000	—	—	—
Cost/ Population	\$57 (769)	\$28	\$69	\$38	\$37	—	—
Cost/Improved Parcel	\$29 (1514)						\$26.50

Comparison - Finances

Criteria	Barnes	Iron River	Gordon-Wascott	Mason	Sawyer County	Gold Cross	Great Divide
Op Budget/Run (2015)	\$640	\$516	\$1,469	\$583	\$719	—	\$884
Revenue/Run	\$260	\$290	\$757	\$166	—	—	—
Net Cost/Run	\$380	\$226	\$712	\$317	—	—	—
Cost/Population	\$57	\$28	\$69	\$38	\$38	—	—
Cost per run per Resident	61 cents	9 cents	52 cents	17 cents			
Sq. Mi. per EMT	27	13	15	10			
Pop. per EMT	148	139	50	96			

Comments of Bayfield County Medical Director

- Meeting with Dr. John Schultz April 5, 2016
- Base decisions on the needs of your friends, family, community
- A tiered, regional system will ultimately need to replace the current “free-standing” model in place in Bayfield County
- Community Medicine is an important direction for the future to bring higher levels of care at affordable costs.

Key Findings - Barnes EMS Sustainability (Successes)

- Dedicated, results-oriented Leadership Team
- Committed, professional EMS Team Members
- Equipment is up-to-date and an effective capital budget process allows for timely replacement.
- Protocol driven care
- A commitment to ongoing training and re-certification
- On-going collaboration with other area EMS services
- Past successful fund raising efforts for equipment upgrades

Key Findings - Barnes EMS Sustainability (Concerns)

- Maintaining appropriate staffing levels
 - Currently ten members of Barnes EMS, but only six reported as active
 - Retirements or relocation could further reduce active staffing
- The need for documented succession plans (Leadership and Staff)
- Management/Leadership Training plans for current and future Leaders
- Need to continuously update all Intercept arrangements to insure that they continue without interruption

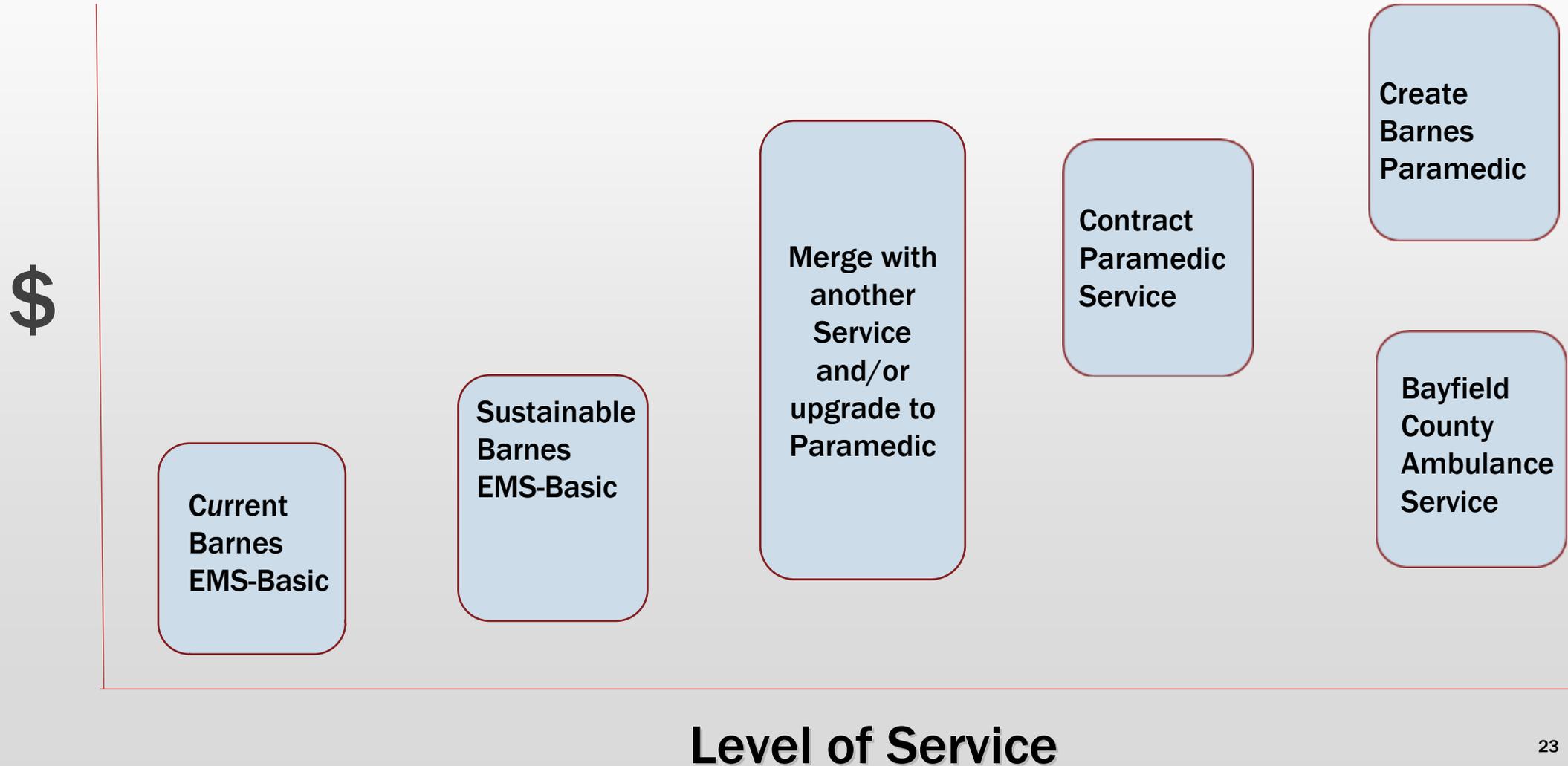
Key Findings - Possibilities to deal with Barnes EMS Sustainability Issues

- **Accept Status Quo**
- **Enhance compensation/benefit plans and publicize to improve recruitment and retention of staff.**
- **Cross training with the Fire Department personal to take advantage of the recent first responder legislation.**
- **Identify and implement appropriate leadership training course(s).**
- **Merge or be acquired by another EMS provider to combine resources.**

Key Findings - Possibilities for Providing a Higher Level of Service

- Stabilize the current staffing concerns and set targets for optimizing what we have at the EMT-Basic Level.
- Contract with a public or private EMS provider to augment Barnes EMS with a Paramedic level of care
- Merge or be acquired by another EMS provider to combine resources and /or enhance level of services; i.e Paramedic
- Assess the feasibility of implementing our own Paramedic service.
- Work toward a Bayfield County or Regional EMS system

Potential Cost versus Level of Service Tradeoffs



Recommendations - Near Term

- Develop a compensation and benefit plan for EMT's and the Leadership of Barnes EMS to enhance recruitment and retention
 - Consider improvements to “per run” and “on call” hourly compensation
 - Consider the potential for annual retirement contributions, including some “buy-backs”
 - Consider the addition of an Annual Bonus Fund, based upon participation during the year (Mason Model)
- Potential Funding Options for Enhanced Compensation and Benefits
 - Explore a budget re-allocation to provide for the above.
 - Investigate the potential of a Tax Levy if additional funding is needed for operations and capital.
 - Explore state, federal and private (Robert Woods Johnson Foundation) Grant opportunities
- Consider Increasing Administrative Support for EMS
 - Closer monitoring of billing, tracking of retirement and ‘bonus’ participation, etc

Recommendations - Near Term

- Move quickly to take advantage of recent legislation concerning using Fire Department First Responders on the EMS Team.
- Refresh documentation regarding collaboration agreements with neighboring EMS Units
- Provide Education to the Community
 - Share EMS Committee data in various formats and forums
 - Invest in updating the EMS space on the Town website
 - Sponsor CPR training and First Responder trauma training
- Increase Community Awareness of EMS with events like Neighborhood gatherings and National Nights Out

Recommendations – Longer Term

- **Survey Barnes residents regarding their needs and support of the current EMS operation.**
- **Twice per year, review the EMS Plan and determine specific action items for the coming year.**
- **Take the lead in Exploring the potential for a Bayfield County EMS Operation**
- **Develop a request for proposal (RFP) which articulates the current Barnes EMS capabilities, our market needs and future vision, including the potential for Community Paramedics. The RFP would provide a structured exploration into the feasibility for various enhanced relationships, be they contractual, or involve merging with public and private EMS providers.**

Future Opportunities

- Explore Community Medicine
 - Expand primary care roles for First Responders, as untapped resources for connecting high-risk and underserved patients with needed primary care services, thereby reducing 911 calls, visits to Emergency Rooms and re-hospitalizations.
 - Consider a community paramedicine pilot program in conjunction with surrounding communities, by pursuing Federal Grants and/or fundraising efforts.
- Consider Technology Enhancements
 - Mobile tele-medicine from the ER to on-scene
 - Smart phone apps are adding new opportunities rapidly
 - Increase timeliness of coding and billing entry by utilizing on-board computer entry to optimize capture and revenue optimization with reference to patient care.

THANK YOU ! !

- To our EMT's who give generously of their time and talents year after year for the Residents of Barnes.
- To the Leadership of Barnes EMS and the Fire Department, who do what needs to be done to make it a success.
- To the Residents of Barnes for their support and encouragement.
- To all participating agencies for their involvement and candid input.
- To the EMS Committee for a conscientious study of the issues.