

**San Mateo County Health System
Emergency Medical Services (EMS) Division
Compliance Review Report for the
Agreement with American Medical Response (AMR) West
A California Corporation For Countywide
Emergency Ambulance Service**

July 22, 2013

Executive Summary

The San Mateo County Health System, EMS Division agreement with AMR for countywide ambulance services commenced July 1, 2009, following a request for proposals and a three year system redesign process that involved the County, cities, fire districts, hospitals, ambulance providers, paramedics, physicians, nurses, dispatchers, and consumers. The agreement ends June 30, 2014 with the option of one, five-year extension at the sole discretion of the County.

This report summarizes the results of a review of AMR's performance and compliance conducted by the Health System's EMS staff between March and May, 2013. The purpose of the review was to update the results of the 2011 compliance review and determine eligibility for a five year contract extension that would begin on July 1, 2014. The EMS staff reviewed all measurable elements of the agreement. AMR received prior notification of the site visits and were generally informed of the areas that would be reviewed but were not given advance information about what specific items would be evaluated to determine compliance.

Both the 2011 compliance review and the recent review incorporated inspection of documentation and procedures, interviews, site visits, and the results of performance monitoring EMS staff conducts monthly based on data provided by AMR. The recent site survey occurred at San Mateo County AMR headquarters in Burlingame on May 7, 2013. The following EMS staff carried out the review activities: Patrice Christensen, RN and Michael Leach, EMS Performance Measurement Analyst. The 2011 review was led by former EMS Administrator, Sam Barnett and the 2013 review was led by Louise Rogers, Interim EMS Administrator and Deputy Chief of the Health System.

Both the 2011 review and the recent review confirmed AMR is delivering an efficient and quality service that complies with the requirements of the agreement including meeting or exceeding all performance standards. AMR is also working collaboratively with the San Mateo County Pre-Hospital Emergency Medical Services Group (referred to as the JPA), with whom the County has a separate agreement, in order to provide excellent services to San Mateo County residents.

Key Findings

AMR maintains high standards for operational and clinical aspects of the emergency medical services it is responsible for providing under the agreement.

The EMS Agency staff reviewed AMR's compliance with each of the functional areas identified in Schedule A of the agreement:

- Administration & Oversight – fully compliant
- Quality Performance—fully compliant
- Personnel—fully compliant
- Clinical Training—fully compliant
- Record Keeping—fully compliant
- Vehicles – exceeds standards
- Equipment and Supplies—fully compliant
- Disaster Preparedness and MCI Response—fully compliant
- Hospital and Community Requirements—fully compliant
- Ambulance Deployment—fully compliant
- Dispatch—fully compliant
- Response Time Standards – exceeds standards
- Financial Relationships and Fees—fully compliant

Specific examples of areas where AMR is exceeding the contract requirements are:

- Response Time: Responding to an average of 118 calls a day over the last 12 months, AMR's response consistently exceeds the 90% compliance standard for all regional zones in the agreement. In the last 12 months, the average monthly response time compliance across all zones combined was 94%.
- Customer Service: AMR receives high ratings from patients. January through May of 2013, 98% of survey respondents gave a great/good rating for overall care and service.
- Community Outreach: AMR participates extensively in community outreach and benefit activities. Recently, during EMS week in May, AMR organized hands only Cardiac Pulmonary Resuscitation (CPR) for 140 people at the Serramonte Mall in partnership with the North County Fire Authority. During the term of the EMS agreement AMR has actively partnered with key community organizations. Examples include the San Mateo Police Activities League (PAL), North Fair Oaks Community Festival, Pacific Stroke Association (PSA), the AIDS Life Cycle and the San Mateo County Fall Prevention Task Force.

- **Clinical Innovation:** AMR is an active partner with EMS and the JPA in advancing clinical and system improvements on behalf of San Mateo residents, for example partnering to pilot test the introduction of video guided laryngoscopy for intubation, and working with EMS and Behavioral Health and Recovery Services to create the San Mateo Mental Health Assessment and Referral Team (SMART). Recently, AMR planned, convened and hosted a training and drill for nine other Disaster Medical Service Units from across the region.
- **Disaster Response and Significant Events:** In partnership with the JPA, the San Mateo County Narcotic Task Force, and San Mateo law enforcement agency SWAT teams, AMR efficiently and effectively deploys specially trained tactical paramedics and EMTs for high risk law enforcement operations. In addition, AMR deploys a medical Special Operations Unit (SOU) utilizing specialized equipment and trained paramedics and EMTs. The SOU performs short notice response to significant medical events in San Mateo County, the most notable being the San Bruno gas explosion. Earlier this month, AMR responded to the crash of the Asiana plane at San Francisco International Airport and partnered beautifully with San Francisco Fire and other first responders. The AMR SOU integrates with the San Mateo County Pre-Hospital Emergency Services Medical Group incident command structure and includes one of the JPA Fire Chief's as its SOU Liaison Officer.

The attached matrix contains each of the elements in the agreement that were reviewed.

Recommendation

Based on consistently high emergency services performance, system collaboration, clinical excellence and community outreach, the Health System Interim EMS Administrator will recommend that the Board of Supervisors exercise its option to approve a five year extension to the agreement with AMR for countywide emergency ambulance service. If approved by the Board of Supervisors, this extension to the agreement would be effective July 1, 2014 through June 30, 2019.

Contract Section	Review Outcome	Are the Below Agreement Requirements Being Met by the Contractor as specified by the Contract? Yes/No				
I Administration & Oversight	Compliant	Participate in ESC				
		Yes				
II Quality Performance	Compliant	Have QI Plan	QI Projects	Seek Recognition as EMS Quality Leader	Incidents/ investigations	Reports
		Yes	Yes	Yes	Yes	Yes
III Personnel	Compliant	Key Personnel Filled	Contract Requirements for EMT and Paramedics	Workload/Fatigue Protection	Employee Retention	Health and Safety Programs
		Yes	Yes	Yes	Yes	Yes
IV Clinical Training	Compliant	EMT training (record review)	Paramedic Training (record review)	Part-time Supervisor (record review)	Training Facilities	Training Evaluation
		Yes	Yes	Yes	Yes	Yes
V Record Keeping	Compliant	ePCR System	SMC DB of AMR data	Hospital access to ePCR	Fire JPA access to ePCR	Clinical Personnel Records using Ninth Brain: EMT and Paramedics
		Yes	Yes	Yes	Yes	Yes
VI Vehicles	Compliant	Ambulance Requirement	AMR Supervisor Vehicles	JPA Supervisor Vehicles	MCI Vehicle	DMSU Vehicle
		Yes	Yes	Yes	Yes	Yes
		Fleet Maintenance and Record Keeping	Driving/Safety Program/Records			
		Yes	Yes			
VII Equipment and Supplies	Compliant	Ambulance Supplied required equipment?	Fire/1st Responder Supplied required equipment?	Medical Supplies/Restocking of Fire/1st Responder	Communications Equipment	
		Yes	Yes	Yes	Yes	
VIII Disaster Preparedness and MCI Response	Compliant	Prepared Plans	Integration into SMC Plan	Training on Plans and Participation in County/Regional Exercises	Mutual Aid/ Auto-Aid	
		Yes	Yes	Yes	Yes	
IX Hospital and Community Requirements	Compliant	12-Lead EKG (remote transmission)	Community Edu Plan	Linguistic Access	Cultural Competence	
		Yes	Yes	Yes	Yes	
X Ambulance Deployment	Compliant	Unit Hour and Peak Deployment Ability met?	Ongoing System Status Management	Ability for Surge Capacity		
		Yes	Yes	yes		
XI Dispatch	Compliant	Arrangement with PSC met				
		Yes				
XII Response Time Standards	Compliant	Overall Monthly System Response Time Compliance above 90%	Compliance with System Status Plan and Penalties			
		Yes	Yes			
XIII Financial Relationships and Fees	Compliant	Performance Security	Contractor Payments to County	Clinical Upgrade Fund	JPA Payments	Pricing, Billing, Collection Practices
		Yes	Yes	Yes	Yes	Yes