



FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT

FY 2024 PERFORMANCE PLAN

DECEMBER 5, 2023

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1 FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT

Mission:

Services:

2 2024 OBJECTIVES

Strategic Objective

Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.

Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.

Build collaborative relationships within our community to improve service delivery.

Deliver timely, high quality and effective services to better serve the needs of our community.

Create and maintain a highly efficient, transparent, and responsive District government.

3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.		
Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service
Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service
Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.		
Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service
Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service
Build collaborative relationships within our community to improve service delivery.		
Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Deliver timely, high quality and effective services to better serve the needs of our community.		
Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
Special Operations	Rescue victims of fires and other emergencies.	Daily Service
Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
State Safety Oversight Program	Reduce threats to lives and property in our community by providing safety and security oversight of the District Streetcar System.	Daily Service
Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service
Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service
Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Create a Paramedic School	In FY 2024, the Department will work with a higher education institutional partner to build an accreditation-ready paramedic training program. This program will create a pathway to the middle class for DC residents and a pipeline of qualified, dedicated paramedics to fill the hard-to-fill firefighter-paramedic positions.	9/30/2024
Implement Battalion Level CPR Certifications for Personnel	In FY 2024, the Department will begin certifying all personnel in Cardiopulmonary Resuscitation (CPR) at the battalion level with EMS supervisors providing the practical skills evaluation. The CPR Office will continue to track the certifications of members and provide support. Implementation will begin with the certification of assigned EMS Supervisors as CPR instructors. This initiative will reduce unit out of service time and provide a more realistic training scenario for personnel.	9/30/2024
Develop Plan to Expand Wellness and Fitness Programs using NFPA 1500	In FY 2024, the Department will develop a safety, health and wellness plan to incrementally expand our mandatory wellness and fitness components using the requirements of the National Fire Protection Association (NFPA) Standard 1582 (Standard on Comprehensive Occupational Medical Program for Fire Departments). The plan will incorporate several enhancements including an annual physical fitness assessment, enhanced cardiac stress tests, and an expansion of cancer screenings.	9/30/2024
Launch Community Pulse Check Events (Diversity Initiative)	In FY 2024, the Department will hold a series of public conversations to listen to residents and gain feedback about our service and engagements with customers. At least four (4) and up to eight (8) events will take place. The events will be held in safe space locations accessible by public transportation and virtual links will be provided for those who cannot attend in person.	9/30/2024
Joint Training Initiative with OUC	In FY 2024, the Department will engage in a joint training initiative with the DC Office of Unified Communications (OUC) to conduct training classes for their members to increase operational awareness. Training lesson plans and objectives will be established and classes will be delivered at OUC during established scheduled dates. Feedback will be solicited from participants to assess efficacy and progress.	9/30/2024
Initiate Whole Blood Transfusions and Track Hospital Outcomes	In FY 2024, the Department will implement low-titer O Whole Blood (LTOWB) transfusions for hemorrhagic shock at trauma scenes in battalions 2, 3, and 4. Hospital data will be utilized and analyzed to assess patient outcomes and recovery progress.	9/30/2024

#DCFIRESAFE Community Risk Assessment Plan	In FY 2024, the Department will create a community risk assessment plan to build upon the current #DCFireSafe public education campaign. The plan will be developed with assistance of The Lab @ DC at the Office of the City Administrator. Areas within the District that are at high risk will be identified for future public outreach campaigns and a development cycle will be implemented to assist in scheduling future initiatives to address high risk areas.	9/30/2024
Enhance Fire Safety Outreach Material for High-Rise Residents with Disabilities	In FY 2024, the Department will enhance fire safety outreach material for high rise buildings to include additional information for residents with disabilities. Information will be added utilizing the recommendations from the High Rise Task Force initiative and District partners. Additional presentations including the updated information will be scheduled for residents in high rise buildings. In addition, updated videos and social media outreach material will also be expedited.	9/30/2024
Develop a Continuity of Operations Support Plan	In FY 2024-2025, the Department will develop a Continuity of Operations Plan (COOP) to assure that the capability exists to continue essential functions and services in response to emergencies or disasters. This effort will include identifying and increasing expendable inventories of fleet and facility maintenance supplies of all types as necessary. Plans will also be developed to assure an inventory and rotating stock of materials and equipment for the provision of food, water, "lodging", etc. and to repair critical building systems and identify alternatives when repairs are not possible.	9/30/2025
Utilize AHA Stroke Registry to Track EMS Performance	In FY 2024, the Department will begin implementing the American Heart Association's "Get With The Guidelines®" stroke registry, an online, interactive assessment and reporting system. Performance for screening and triaging suspected stroke patients will be tracked and analyzed utilizing the Centers for Medicare & Medicaid Services "Core Measures".	9/30/2024

5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.					
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	66	67	76	36
Number of FEMS personnel injured while at work	Down is Better	329	332	347	300
Number of FEMS operated vehicles involved in collisions	Down is Better	245	260	282	230
Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.					
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	24.1%	30.6%	36.7%	25%
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	24.5%	33.5%	37.8%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	29%	36.1%	40.3%	25%
Deliver timely, high quality and effective services to better serve the needs of our community.					
Number of civilian fire fatalities	Down is Better	12	9	7	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	18.3%	25.3%	33.1%	25%
Percent of residential structure fires without a working smoke alarm	Down is Better	13.2%	8.3%	12.4%	8%
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	91.8%	94.3%	94.3%	90%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	85.7%	88.2%	88.6%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	63.8%	63.6%	62.7%	90%
Percent of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	0.5%	0.4%	0.4%	1%

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Percent of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	5.1%	4.7%	5%	10%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	50.6%	48.7%	54.3%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less and a Paramedic arrived in 9 minutes or less	Up is Better	41.9%	40%	45.9%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in 5 minutes or less and two Paramedics arrived in 9 minutes or less	Up is Better	51.9%	50.7%	59.3%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	75.1%	72.2%	76.3%	90%
Percent of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient	Up is Better	17.4%	11.9%	13.5%	50%
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Up is Better	68.9%	69.5%	59.1%	100%
Percent of patients overall who experienced a sudden cardiac arrest that survived to hospital discharge	Up is Better	4.7%	5.5%	7.2%	10%
Percent of patients who experienced a sudden cardiac arrest that survived to hospital discharge with an initial rhythm of ventricular fibrillation (Utstein 1, "Survival Rate")	Up is Better	23.9%	32.8%	42.4%	40%
Percent of patients with suspected cardiac etiology with an initial rhythm of ventricular fibrillation that survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander other than 911 personnel and with CPR performed by a lay person (Utstein 2)	Up is Better	26.9%	34%	43.8%	50%
Percent of patients receiving CPR from a lay person, lay person family member or lay person medical provider and excluding first responders and/or EMS personnel	Up is Better	29.4%	31.6%	31.6%	50%

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Percentage of EMS responses originating from a 911 request for patients less than 18 years old with primary or secondary impression of respiratory distress who had a respiratory assessment.	Up is Better	83.3%	90.8%	93.3%	95%
Percent of EMS responses originating from a 911 request for patients 2-18 years of age with a diagnosis of asthma who had an aerosolized beta agonist administered	Up is Better	58.7%	60.1%	60.9%	100%
Percent of EMS responses originating from a 911 request for patients less than 18 years of age who received a weight-based medication and had an estimated weight in kilograms or length-based weight estimate documented during the EMS response	Up is Better	90.4%	100%	100%	100%
Percent of EMS responses originating from a 911 request for patients with status epilepticus who received benzodiazepine aimed at terminating their status seizure during the EMS response	Up is Better	52.5%	40.5%	42.8%	100%
Percent of EMS responses originating from a 911 request for patients suffering from a suspected stroke who had a stroke assessment performed during the EMS response	Up is Better	96.8%	99.2%	99.7%	100%
Percent of EMS responses originating from a 911 request for patients with injury who were assessed for pain	Up is Better	11.2%	26.6%	78.5%	100%
Percent of EMS transports originating from a 911 request for patients whose pain score was lowered during the EMS encounter	Up is Better	25.6%	22.2%	22%	50%
Percent of EMS responses originating from a 911 request for patients who meet CDC criteria for trauma and are transported to a trauma center	Up is Better	79%	79.5%	78.7%	100%
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	3,193	3,393	5,797	4000
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	82%	82.7%	83.8%	80%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	96.8%	98.3%	98%	95%

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Percent of patients surveyed who indicated they agreed or strongly agreed that FEMS personnel acted courteous and respectful during an EMS call	Up is Better	95%	93.8%	91%	95%
Percent of patients surveyed who indicated they were satisfied or very satisfied with the services they received during an EMS call	Up is Better	94.7%	92.8%	90.8%	95%
Percentage of NTL eligible patients who were triaged by NTL nurse, who responded to nurse call back within 24 hours of their call to the nurse, and who indicated they were satisfied or very satisfied with the services they received from the Right Care, Right Now Program.	Up is Better	92.3%	87.5%	94.9%	95%
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	22	268	409	300
Number of participants who attended FEMS hands only CPR/AED familiarization training program events	Up is Better	4,155	8,046	11,435	25,000

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Agency Financial Operations			
EMS patient transport revenue	\$26,558,789.00	\$64,203,255.00	\$56,457,661.91
Fire Prevention fee and permit revenue	\$361,139.00	\$648,840.00	\$764,917.00
Emergency Medical Services Operations			
Number of EMS incidents	153,377	155,576	166,000
Number of FEMS patient transports	42,440	47,713	54,534
Number of "lower priority" (not time-sensitive) EMS incidents	96,887	98,289	108,275
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	549	524	596
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	8,183	8,267	9,663
Number of "higher priority" (time-sensitive) EMS incidents	50,334	51,262	49,186
Number of "highest priority" (very time-sensitive) EMS incidents	6,156	6,025	8,539
Number of individuals from diverted 911 calls transported to Regional Addiction Prevention (RAP) facility	New in 2022	Not Available	174
Number of individuals from diverted 911 calls transported to Stabilization Center	New in 2022	No Applicable Incidents	No Applicable Incidents
Number of Calls Diverted by the Nurse Triage Line	New in 2023	New in 2023	4,964
Fire/Rescue Operations			
Number of fire incidents	28,447	31,537	33,685
Number of "structure fire" incidents	2,627	2,679	2,994
Number of "structure fires" extinguished	585	432	110
Number of "residential structure fires" extinguished	532	358	99
Number of "other fires" extinguished	1,034	532	230
Inspections			
Number of occupancies inspected	12,273	12,170	10,901
Number of fire code violations observed	23,227	20,616	27,109

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023
Number of fire code complaints investigated	677	694	940
Investigations			
Number of fires classified as "arson"	198	165	243
Number of "arson" arrests	21	14	16
Performance Management			
Number of emergency incidents	53,904	190,561	209,899