

# Fire and Emergency Medical Services Department FY2018

**Agency** Fire and Emergency Medical Services Department

**Agency Code** FB0

**Fiscal Year** 2018

**Mission** The mission of the Fire and Emergency Medical Services Department (F&EMS) is to promote safety and health through excellent pre-hospital medical care, fire suppression, hazardous materials response, technical rescue, homeland security preparedness and fire prevention and education in the District of Columbia.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.	3	7
2	Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.	3	6
3	Build collaborative relationships within our community to improve service delivery.	1	4
4	Deliver timely, high quality and effective services to better serve the needs of our community.	28	15
5	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
<b>TOT</b>		<b>44</b>	<b>32</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)</b>									
Number of FEMS operated vehicles involved in accidents	<input type="checkbox"/>	Not available	Not available	Not Available	500	337	400	276	200
Number of labor/management partnership meetings scheduled and attended by executive managers	<input type="checkbox"/>	24	Not available	16	12	22	24	88	24
Number of FEMS personnel injured while at work	<input type="checkbox"/>	Not available	Not available	Not Available	300	402	300	388	300
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)</b>									
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	<input type="checkbox"/>	Not available	Not available	Not Available	25%	33.4%	25%	27.8%	25%

Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	<input type="checkbox"/>	Not available	Not available	Not Available	25%	38.2%	25%	35.7%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	<input type="checkbox"/>	Not available	Not available	Not Available	25%	29.8%	25%	42.7%	25%
<b>3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)</b>									
Number of times the FEMS web site was visited to access service, program or performance measurement content	<input type="checkbox"/>	Not available	Not available	Not Available	170,000	131,260	180,000	237,963	300,000
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (28 Measures)</b>									
Percent of residential structure fires without a working smoke alarm	<input type="checkbox"/>	Not available	Not available	Not Available	2%	Not Available	1%	10.9%	1%
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	<input type="checkbox"/>	93%	Not available	88%	90%	95.4%	90%	96.6%	90%
Number of fire safety education presentations completed for pre-school/kindergarten age children	<input type="checkbox"/>	Not available	Not available	Not Available	150	36	200	110	200
Number home fire safety/smoke alarm installation visits completed for District residents	<input type="checkbox"/>	Not available	Not available	Not Available	750	1188	1250	1740	2000
Percent of Level 1 Criteria Trauma patients transported in 10 minutes or less after a first responding EMT or Paramedic arrived at an EMS call	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	95%	50.5%	95%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	<input type="checkbox"/>	97%	Not available	97.4%	95%	97.3%	95%	96.2%	95%
Percent of residential structure fires where flame spread was confined to the room of origin	<input type="checkbox"/>	82.4%	Not available	84.3%	80%	79.9%	80%	81%	80%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	<input type="checkbox"/>	77.3%	Not available	63%	90%	62.7%	90%	63.3%	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	<input type="checkbox"/>	69.3%	Not available	53.3%	90%	52.1%	90%	50.6%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in 5 minutes or less and	<input type="checkbox"/>	68%	Not available	52.6%	90%	60.2%	90%	63.7%	90%

two Paramedics arrived in 9 minutes or less									
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	<input type="checkbox"/>	82.5%	Not available	70.8%	90%	73.9%	90%	81.9%	90%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	<input type="checkbox"/>	Not available	Not available	Not Available	95%	86.4%	95%	82.3%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	<input type="checkbox"/>	Not available	Not available	Not Available	95%	Not Available	95%	93.8%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	<input type="checkbox"/>	Not available	Not available	Not Available	95%	95.3%	95%	99.7%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	<input type="checkbox"/>	Not available	Not available	Not Available	95%	99.2%	95%	96.7%	95%
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	<input type="checkbox"/>	Not available	Not available	Not Available	1%	1.2%	1%	0.5%	1%
Number of participants who attended FEMS “hands only” CPR/AED familiarization training program events	<input type="checkbox"/>	Not available	Not available	Not Available	5000	10,960	10,000	26,959	25,000
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	<input type="checkbox"/>	6.3%	Not available	Not Available	15%	7.1%	15%	13.1%	15%
Percent of patients with suspected cardiac etiology who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander with an initial rhythm of ventricular fibrillation	<input type="checkbox"/>	17.9%	Not available	Not Available	30%	29.6%	30%	27.3%	30%
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	<input type="checkbox"/>	Not available	Not available	Not Available	12%	13.5%	10%	5.5%	10%
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	<input type="checkbox"/>	31.8%	Not available	Not Available	40%	40.6%	60%	38.1%	50%
Number of civilian fire fatalities	<input type="checkbox"/>	9	Not available	7	10	2	10	4	10
	<input type="checkbox"/>								

Percent of "structural" arson fires cleared by arrest or exceptional means	<input type="checkbox"/>	30.43%	Not available	18.2%	25%	16.7%	25%	24.5%	25%
Percent of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call	<input type="checkbox"/>	Not available	Not available	Not Available	90%	91.5%	95%	93.6%	95%
Percent of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	<input type="checkbox"/>	92.74%	Not available	89.2%	90%	91.2%	95%	93.4%	95%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	<input type="checkbox"/>	52.34%	Not available	33.3%	90%	25.9%	90%	95%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	<input type="checkbox"/>	Not available	Not available	Not Available	90%	Not Available	90%	78.5%	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	<input type="checkbox"/>	16.8%	Not available	12.4%	50%	13.5%	50%	20.1%	50%

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (7 Activities)</b>					
PERSONNEL	Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service	0	1
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service	0	2
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service	0	1
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service	0	0
RISK MANAGEMENT	Risk Management	Continually strengthen our organizational culture to improve the	Daily Service	0	1

		safety and health of our workforce team members.			
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service	0	0
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service	0	0
TOT				0	5
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)</b>					
PROPERTY MANAGEMENT	Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service	0	0
FIELD INFRASTRUCTURE	Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service	0	0
INVENTORY MANAGEMENT	Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service	0	0
INFORMATION TECHNOLOGY	Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service	0	1
PERFORMANCE MANAGEMENT	Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service	0	1
AGENCY FINANCIAL OPERATIONS	Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service	2	0
TOT				2	2
<b>3 - Build collaborative relationships within our community to improve service delivery. (4 Activities)</b>					
PUBLIC OUTREACH	Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service	0	0
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service	0	1
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service	0	0
Community Trust	Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service	0	0
TOT				0	1
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)</b>					

EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service	2	0
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service	2	2
PUBLIC OUTREACH	Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service	0	0
FIRE/RESCUE OPERATIONS	Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service	5	0
SPECIAL OPERATIONS	Special Operations	Rescue victims of fires and other emergencies.	Daily Service	0	0
HOMELAND SECURITY	Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service	0	0
INSPECTIONS	Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service	3	0
INVESTIGATIONS	Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service	2	0
PUBLIC OUTREACH	Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service	0	0
STATE SAFETY OVERSIGHT PROGRAM	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	0	0
PERFORMANCE MANAGEMENT	Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service	1	1
PERFORMANCE MANAGEMENT	Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service	0	0
PERFORMANCE MANAGEMENT	Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service	0	1
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service	3	0
PERFORMANCE MANAGEMENT	Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service	0	0
TOT				18	4
<b>TOT</b>				<b>20</b>	<b>12</b>

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
<b>2 - Agency Financial Operations (2 Measures)</b>					
EMS patient transport revenue	<input type="checkbox"/>	25,359,164	22,893,986	23,342,752	26,388,175
Fire Prevention fee and permit revenue	<input type="checkbox"/>	544,803	505,093	528,539	485,498
<b>4 - Emergency Medical Services Operations (7 Measures)</b>					
Number of EMS incidents.	<input type="checkbox"/>	147,185	162,168	171,148	165,692
Number of FEMS patient transports	<input type="checkbox"/>	109,044	115,262	92,695	55,078
Number of "higher priority" (time-sensitive) EMS incidents	<input type="checkbox"/>	67,776	76,147	84,258	78,942
Number of "highest priority" (very time-sensitive) EMS incidents	<input type="checkbox"/>	5898	7185	5421	5631
Number of "lower priority" (not time-sensitive) EMS incidents	<input type="checkbox"/>	73,511	79,048	81,469	81,119
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	<input type="checkbox"/>	Not available	Not Available	Not Available	1115
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	<input type="checkbox"/>	Not available	Not Available	Not Available	19,256
<b>4 - Fire/Rescue Operations (5 Measures)</b>					
Number of fire incidents	<input type="checkbox"/>	30,665	33,186	33,597	34,652
Number of "structure fire" incidents	<input type="checkbox"/>	3556	3974	2432	2393
Number of "structure fires" extinguished	<input type="checkbox"/>	956	757	687	679
Number of "residential structure fires" extinguished	<input type="checkbox"/>	779	617	512	557
Number of "other fires" extinguished	<input type="checkbox"/>	1113	909	831	1138
<b>4 - Inspections (3 Measures)</b>					
Number of occupancies inspected	<input type="checkbox"/>	12,227	10,148	12,220	12,181

Number of fire code violations observed	<input type="checkbox"/>	16,740	12,336	14,548	14,888
Number of fire code complaints investigated	<input type="checkbox"/>	636	413	420	306
<b>4 - Investigations (2 Measures)</b>					
Number of fires classified as "arson"	<input type="checkbox"/>	213	228	204	228
Number of "arson" arrests	<input type="checkbox"/>	29	20	17	32
<b>4 - Performance Management (1 Measure)</b>					
Number of emergency incidents	<input type="checkbox"/>	179,319	197,092	205,988	201,404

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Improve and Expand Mass Casualty Incident Plans	During FY 2018, the Department will improve Mass Casualty Incident (MCI) response preparedness by updating existing procedures to incorporate the "SALT" (Sort, Assess, Lifesaving Interventions, Treatment/ Transport) Triage Model into the daily operational plan. Included will be a more comprehensive plan for the sorting of patients at events involving large numbers of injured persons. Training on the new procedures will be provided for members utilizing a classroom environment and by performing practical skills exercises.	09-30-2018
Decrease "turnout times" measures at the Battalion and Company level.	During FY 2018, the Department will improve emergency response times by increasing the frequency of "Turnout time" (the time between actual alarm time at response facilities and units and the beginning of travel time to incident) data analysis and availability to managers at the Battalion and Company level, with the goal of improving turnout times under the National Fire Protection Association (NFPA) Standard 1710.	09-30-2018
Implement Nurse Triage Line.	During FY 2018, the Department will launch a Nurse Triage Line (NTL) at the Office of Unified Communications (OUC) to provide secondary medical evaluations for "low acuity" patients who call 911 for assistance. The NTL will have the ability to refer patients to non-emergency health care sites when appropriate and to offer transportation options. This effort follows recommendations made by the Integrated Healthcare Collaborative (IHC).	03-31-2018
Create a comprehensive training calendar for Department personnel.	During FY 2018, the Department will develop a comprehensive training calendar of educational opportunities including those available at local and national training centers. The calendar will be updated on an annual basis and will include open enrollment schedules for at least four (4) National Fire Academy curriculums, three (3) newly developed In-Service training modules and 4 leadership seminars (to be held quarterly).	09-30-2018
Enhance Patient Outcome Measurement utilizing CRISP.	During FY 2018, the Department will utilize hospital outcome data from the Chesapeake Regional Information System for our Patients (CRISP) to guide pre-hospital care decision making. The data will provide useful information concerning patient experiences within the hospital, allowing for the review and comparison of assessments made by FEMS field providers. This information will then be utilized to facilitate appropriate provider training by targeting specific areas of need.	09-30-2018



Launch Pulsepoint mobile application campaign in partnership with OUC.	During FY 2018, the Department will partner with the Office of Unified Communications (OUC) to launch a public campaign to support enrollment in the Pulsepoint mobile application. This application can alert potential bystanders about a nearby victim of Sudden Cardiac Arrest (SCA) and can transmit the closest location of an Automated External Defibrillator (AED) to that person, facilitating bystander aid in Cardiopulmonary Resuscitation (CPR) before the arrival of Department personnel.	09-30-2018
Launch Criteria Based Dispatch system in partnership with OUC.	During FY 2018, the Department will partner with the Office of Unified Communications (OUC) to implement "Criteria Based" dispatching to improve the overall dispatch process with the goals of increased accuracy, more effective triage of medical patients, and more efficient utilization of fire and emergency medical response resources.	09-30-2018
Provide new Fire Inspector training to Department operational personnel.	During FY 2018, the Department will provide new National Fire Protection Association (NFPA) training to all operational personnel. NFPA 1031 (Standard for Professional Qualifications for Fire Inspector and Plan Examiner) will be the focus with instruction on fire hazard recognition for various building classifications, citation documentation and preparation, and the abatement process. The Office of the Fire Marshal will coordinate with Operations to develop the training and determine the delivery schedule, create the training evaluation process and report training outcomes.	09-30-2018
Focus leadership development efforts on higher education.	During FY 2018, the Department will work to support increased membership enrollment in higher education while promoting tuition reimbursement benefits. Updates to supervisory training (Fire Officer I-IV) will continue and a set of curricula for International Fire Service Accreditation Congress (IFSAC) approval will be prepared. Quarterly leadership seminars will be instituted and open to all Department employees. This includes formalizing a supportive process for FEMS employees to earn paramedic certification through local and regional accredited educational programs.	09-30-2018
Implement "After Action" policy for Firefighters	During FY 2018, the Department will create an "After Action Policy" outlining the requirements for review of Department responses to large-scale incidents. Analyzing and reassessing incident scene actions and behaviors "in hindsight" will provide important information for improving Firefighter Safety, Training and Operations.	09-30-2018
Department review of NFPA Standard for Comprehensive Occupational Medical Programs	During FY 2018, the Department will review and incorporate the latest provisions for a comprehensive occupational medical program based on the latest National Fire Protection Agency (NFPA) standard 1582. The program includes regular medical evaluations of employees to establish a baseline for surveillance and standard evaluations following a member's exposure, illness or injury.	09-30-2018
Hiring to reduce overtime.	During FY 2018, the Department will hire an additional 48 dual-role Firefighter EMT's and Firefighter Paramedics to help reduce overtime. A working group will meet on a regular basis in order to meet these hiring goals.	09-30-2018