

Fire and Emergency Medical Services Department FY2020

Agency Fire and Emergency Medical Services Department

Agency Code FBO

Fiscal Year 2020

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.

Strategic Objectives

Objective Number	Strategic Objective
1	Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.
2	Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.
3	Build collaborative relationships within our community to improve service delivery.
4	Deliver timely, high quality and effective services to better serve the needs of our community.
5	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)					
Number of FEMS operated vehicles involved in accidents	Down is Better	276	303	286	200
Number of FEMS personnel injured while at work	Down is Better	388	345	321	300
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	88	48	64	36
2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)					
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	27.8%	29%	29.3%	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	35.7%	33.4%	34.8%	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	42.7%	40.2%	43.6%	25%
3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)					
Number of times the FEMS web site was visited to access service, program or performance measurement content	Up is Better	237,963	147,323	134,559	300,000
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (27 Measures)					
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	96.6%	95.2%	92.4%	90%
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	110	200	235	200

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	1740	2346	2143	2000
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	96.2%	96.7%	94.6%	95%
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	81%	80.2%	81.1%	80%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	63.3%	61.7%	54.9%	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	50.6%	51.2%	44.7%	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	63.7%	66.1%	62.4%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	81.9%	82.9%	80.1%	90%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	Up is Better	82.3%	83.7%	100%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	Up is Better	93.8%	92.7%	96.7%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	Up is Better	99.7%	100%	90.8%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	Up is Better	96.7%	99%	91%	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	Down is Better	0.5%	0.4%	0.5%	1%
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Up is Better	26,959	16,885	18,651	25,000
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	Up is Better	27.3%	40%	24.1%	35%
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	5.5%	4.5%	4.9%	10%
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	Up is Better	38.1%	42.9%	48.4%	50%
Number of civilian fire fatalities	Down is Better	4	4	9	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	24.5%	18%	25.4%	25%
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	93.6%	95.2%	91.7%	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	93.4%	95.4%	92.3%	95%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	95%	92.2%	85.5%	90%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	78.5%	73.4%	53.6%	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	20.1%	22.9%	20.6%	50%
Percent of residential structure fires without a working smoke alarm	Down is Better	10.9%	11.8%	12%	8%
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	Up is Better	13.1%	11.8%	9.8%	15%

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	99.9%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	80.7%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	71.4%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management - Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

Operations

Operations Header	Operations Title	Operations Description	Type of Operations

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1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (7 Activities)			
PERSONNEL	Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
RISK MANAGEMENT	Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service
2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)			
PROPERTY MANAGEMENT	Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service
FIELD INFRASTRUCTURE	Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
INVENTORY MANAGEMENT	Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
INFORMATION TECHNOLOGY	Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
AGENCY FINANCIAL OPERATIONS	Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service
3 - Build collaborative relationships within our community to improve service delivery. (4 Activities)			
PUBLIC OUTREACH	Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service
Community Trust	Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)			
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
PUBLIC OUTREACH	Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
FIRE/RESCUE OPERATIONS	Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
SPECIAL OPERATIONS	Special Operations	Rescue victims of fires and other emergencies.	Daily Service
HOMELAND SECURITY	Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
INSPECTIONS	Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
INVESTIGATIONS	Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
PUBLIC OUTREACH	Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
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
PERFORMANCE MANAGEMENT	Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
2 - Agency Financial Operations (2 Measures)			
EMS patient transport revenue	26,388,175	22,698,400	24,705,591
Fire Prevention fee and permit revenue	485,498	562,133	678,945
4 - Emergency Medical Services Operations (7 Measures)			
Number of EMS incidents	165,692	168,102	173,005
Number of FEMS patient transports	55,078	53,322	54,725
Number of "lower priority" (not time-sensitive) EMS incidents	81,119	98,782	110,206
Number of "higher priority" (time-sensitive) EMS incidents	78,942	64,288	57,851
Number of "highest priority" (very time-sensitive) EMS incidents	5631	5032	4948
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	1115	590	719
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	19,256	9166	10,481

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
4 - Fire/Rescue Operations (5 Measures)			
Number of fire incidents	34,652	35,071	30,889
Number of "structure fire" incidents	2393	2624	2752
Number of "structure fires" extinguished	679	749	668
Number of "residential structure fires" extinguished	557	658	576
Number of "other fires" extinguished	1138	1403	1210
4 - Inspections (3 Measures)			
Number of occupancies inspected	12,181	11,602	13,540
Number of fire code violations observed	14,888	14,661	23,387
Number of fire code complaints investigated	306	402	335
4 - Investigations (2 Measures)			
Number of fires classified as "arson"	228	202	158
Number of "arson" arrests	32	22	10
4 - Performance Management (1 Measure)			
Number of emergency incidents	201,404	207,492	212,459

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Emergency Medical Services Operations (1 Strategic Initiative)		
Explore the option of utilizing helicopter flights to transport the most severe trauma victims from Ward 7 and 8.	During FY 2020, the Department will examine the feasibility of utilizing partner agencies to fly the most severe Ward 7 and 8 trauma patients to trauma centers with helicopters. Ward 7 and 8 trauma patients have longer ground transport times to trauma centers located in the central and western parts of the District, which may have a negative impact on their outcomes. In certain circumstances, flying these patients to trauma centers may improve their outcomes. This initiative will evaluate the efficacy and logistics of utilizing helicopter flights for transport.	09-30-2020
Field Infrastructure (1 Strategic Initiative)		
Update fleet replacement scheduling and create a written preventative maintenance plan.	During FY 2020, the Department will evaluate and update the Department's fleet replacement schedule and preventive maintenance operations. A written preventative maintenance plan will be created incorporating the planned fleet purchases made possible from the FY20 budget enhancement of 21.9 M. Improved fleet availability supports improved service to our customers.	09-30-2020
Information Technology (1 Strategic Initiative)		
Conduct a Department-wide Information Technology (IT) assessment.	During FY 2020, the Department will partner with OCTO to conduct a comprehensive, written information technology assessment. This will determine what would be required to modernize information technology throughout the Department, including at the Training Academy, the Fire Operations Center, the Battalion training offices, and other divisions. Full implementation of FireRMS, inventory control and a legal filing system will be incorporated. Current inventory, equipment age, functionality and current and future needs will be reviewed. Modern information technology infrastructure supports improved services to our customers.	09-30-2020
Performance Management (3 Strategic initiatives)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Improved customer service through increased feedback to station members regarding the status of quality of life improvement requests.	During FY 2020, the Department will upgrade the communication process regarding the status of quality of life improvement requests by fire station members. Facilities repairs, fleet repairs and clothing/gear requests will be the focus of this effort. A dashboard/portal (or equivalent) will be utilized to measure the time it takes to make repairs and compare to maintenance schedules. Better working conditions will improve the morale and performance of employees resulting in improved service.	09-30-2020
Assess Company based operational responsibilities to understand impact on unit utilization and increase ambulance operational capacity with additional BLS units.	During FY 2020, the Department will evaluate company-based duties other than emergency calls with the goal of expanding community risk reduction functions. This includes company-based fire safety inspections (including hydrants where appropriate), company level training, and other inspections. The review will quantify these efforts to understand the potential impact on unit utilization. The Department will also add an additional 4 BLS units to be staffed on a 24 hour basis made possible through an FY20 budget enhancement.	09-30-2020
Establish a scenario-based training course on communications, empathy and conflict de-escalation.	During FY 2020, the Department will establish a scenario-based training course on proper communications, empathy, and de-escalation of conflicts when engaging with the public. Through the use of actual cases, the training will provide a forum to discuss various scenarios to explore best practices and strategies for how members should handle specific situations. The course will educate members on what they can do to avoid common pitfalls, and maintain high standards of professional conduct. Better communications and more positive interactions with the community builds trust in the Department and will help improve overall Department performance, including outcomes in patient care.	09-30-2020
Risk Management (1 Strategic Initiative)		
Improve employee wellness through expanded physical and mental health programs.	During FY 2020, the Department will expand employee wellness efforts to include physical and mental health programs. Peer support, O2X Human Performance, immunization and vaccination, Atherosclerotic Cardiovascular Disease (ASCVD) risk assessment, and annual occupational physicals will be included. A baseline for measuring the impact on employee wellness and time loss savings will be established. This effort will build healthier communities, reduce costs due to lost time and help save the lives of our members.	09-30-2020
Training And Employee Development (1 Strategic Initiative)		
Develop a leadership development program for chief officers.	During FY 2020, the Department will develop a continuing education program for Assistant Fire Chiefs (AFC's), Deputy Fire Chiefs (DFC's), and Battalion Fire Chiefs (BFC's). A new curriculum will be drafted and approved. The program will focus on leadership and include operational and administrative components.	09-30-2020