



Ambulance RFP Update & Direction Request

April 4, 2023

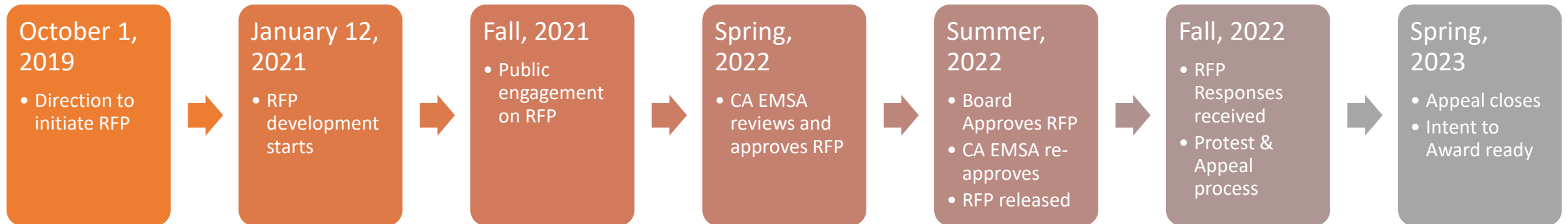
Mouhanad Hammami, Public Health Director
Nick Clay, EMS Agency Director
Dr. Daniel Shepherd, EMS Agency Medical Director



Recommended Actions

- a) Receive and file the Intent to Award the Ambulance Service Request-for-Proposal (Ambulance RFP) #8010001 to American Medical Response, West; and
- b) Authorize the Public Health Department Director, and/or designee, to negotiate an exclusive contract for Ambulance Services with American Medical Response; or
- c) Cancel the Ambulance RFP in part or in whole upon finding that cancellation is in the best interests of the County and provide direction to staff to:
 - 1. Start a new competitive procurement process; or
 - 2. Update the current exclusive “grandfathered” agreement with AMR for Service Area 1; or
 - 3. Let the current exclusive “grandfathered” agreement expire and enter into a “non-exclusive” ambulance arrangement; or
 - 4. Explore other options for ambulance service delivery; and
- d) Determine that the proposed action does not constitute a “Project” within the meaning of California Environmental Quality Act (CEQA), pursuant to Section 15378(b)(4) of the CEQA Guidelines, because it consists of the creation of a government funding mechanism or other government fiscal activities, which does not involve any commitment to any specific project which may result in a potentially significant impact on the environment.

RFP Timeline



RFP Development

- RFP Advisory Committee provided policy guidance
 - Supported by EMS Agency, Counsel, and Procurement
- FITCH developed and administered the RFP process
- Utilized feedback from collaborative EMS System Review
- Stakeholder and community engagement on DRAFT RFP
- Approval from CA EMS Authority and Board of Supervisors

RFP Release and Response

- Procurement conducted procurement
- Fitch conducted the RFP Review
- Five (5) independent panelists reviewed the RFP
 - Three Subject Matter Experts
 - Emergency Physician, serving EMS Agencies and Fire Agencies (Texas)
 - Retired Fire Chief (Nevada)
 - Chief Operating Officer for Ambulance Provider & Retired District Fire Chief (Florida)
 - Two Community Leaders
 - Retired Hospital Executive Vice President & Chief Operating Officer (South County)
 - Retired Chief Investigator for the Santa Barbara Public Defender's Office and current President of the Santa Maria/Lompoc Chapter of the NAACP (North County)

Final Score

Category	RFP Available Aggregate Points	American Medical Response Aggregate Score	Santa Barbara County Fire Aggregate Score
Minimum Qualifications	Pass/Fail	Pass	Pass
Clinical Standards	1,000	928.75	790.25
Operational Standards	500	424	360
Administrative Standards	500	455.75	396.5
Regulatory Compliance & Financial Provisions	Pass/Fail	Pass	Pass
Default, Termination, & Other General Provisions	Pass/Fail	Pass	Pass
System Integration & System Innovation	300	269.25	213.25
Total	2,300	2077.75	1760

RFP Protest & Appeal

Protest

- RFP allows for a Protest focused on the process and review, not the judgement of the RFP Review Panel
- Protest Process was administered, reviewed, and decided by the County's Chief Procurement Officer
- Protest denied on December 14, 2022

Appeal

- RFP allows for an Appeal to the Chief Procurement Officer's (Purchasing Agent's) decision
- Appeal Process was administered by a third-party consultant
- The Protest Resolution Committee reviewed and decided the Appeal outcome
 - Assistant CEO, Behavioral Wellness Director, Director of Community Development, and the Public Defender
- Appeal denied on February 24, 2023

Recommended Actions

Authorizing a negotiation with the winning proposal will enhance the County's EMS System by providing:

- Dedicated behavioral health transport vehicles and increased behavioral health collaborations
- Air/Ground Transport subscription program at \$150/year
- Enhancements to the Interfacility Transport (IFT) system
- Fleet of 34 new ambulances
- Automatic CPR devices and video-assisted airway placement devices
- Purchase and deploy Public Access AEDs across the County

Other Options for Your Board to Consider

Should your board elect to cancel the RFP in part or in whole and not to proceed with negotiation:

- A. Start a new competitive procurement process; or
- B. Update the current exclusive “grandfathered” agreement with AMR for Service Area 1; or
- C. Let the current exclusive “grandfathered” agreement expire and enter into a “non-exclusive” ambulance arrangement; or
- D. Explore other options for ambulance service delivery

Start a new competitive procurement process

Daily System Operations	Dependent on changes to the current RFP, but likely similar to outlined elements of an exclusive provider system, as outlined in Option B
System Infrastructure	Dependent on changes to the current RFP, but likely similar to outlined elements of an exclusive provider system, as outlined in Option B
Provider Accountability	Dependent on changes to the current RFP, but likely similar to outlined elements of an exclusive provider system, as outlined in Option B
Contract Timing	Will likely require an extension to AMR's agreement
Fiscal	No identified funding source for the RFP and on-going County support
Other	Benefit of an updated EMS System Assessment to confirm system financial evaluation and update system information
	Revised RFP subject to CAEMSA approval
	The County Fire Chiefs' Association and AMR have previously expressed concern with this approach

Update the Current Grandfathered Agreement for Service Area 1

Daily System Operations	An exclusive system ensures community equity is built into the Contract, as well as securing the interfacility transport (IFT) system
System Infrastructure	An exclusive system provides security in infrastructure investment
Provider Accountability	An exclusive system allows for strict performance standards
Contract Timing	Could be completed prior to March, 2024 if no system assessment is completed
Fiscal	No impact
Other	Would ultimately require CAEMSA approval through the EMS Plan, which is uncertain

Enter into Non-Exclusive Arrangement

Daily System Operations	<p>Out of 293 Ambulance Zones in the State, 6 (2%) are multiple provider, non-exclusive systems. Of the 6 zones, only 2 examples to reference:</p> <ul style="list-style-type: none"> • <i>Lassen</i>: Rural serving geographically isolated area • <i>Trinity</i>: Rural serving geographically isolated area • <i>Mendocino</i>: Serves community of approx. 60,000 • <i>Santa Barbara</i>: AMR serves Lompoc, SBCFD serves Vandenberg Village and surrounding County area; effectively operate as two exclusive areas due to different dispatch systems • <i>Shasta</i>: Serves community of 100,000; shared dispatch (by non-interested 3rd party) and deployment plan; no response time penalties • <i>Sacramento</i>: 4 Fire Departments operate within their respective jurisdictions; hard to serve area supported by mutual-aid; private ambulance back fills 9-1-1 call volume; no response time requirements
	Likely to create gap in service to outlying areas, areas with lower call volume, and/or harder to serve areas; lack of exclusivity removes mandate to serve all areas
	Likely has a negative impact on mental health transfers and long-distance out of county transfers
System Infrastructure	Single point of dispatch has been identified as a critical component; time gap between end of current agreement and new dispatch center being on-line
	Creates a fragmented EMS System
Provider Accountability	A system of accountability that holds multiple providers in a non-exclusive environment to stringent contractual standards is not currently done broadly.
Contract Timing	Unknown impact expiration of current AMR agreement
Fiscal	Creates instability in the EMS System as call volumes are not guaranteed for each provider
	LEMSA and First Responders receive funding from exclusive ambulance agreement
Other	None

Explore Other Service Delivery Models

- Public Health Department Operated EMS Service (Tuolumne model; non-exclusive in SBC)
- Explore & return to your Board with other models that comply with current California Statutes & Regulations

Staff Actions for Additional Options

- Staff will need to work with system providers to explore:
 - System Operational Needs
 - Timing
 - Fiscal Impacts & Implications
 - Policy & Ordinance Needs
- Once complete, staff can return to your Board to:
 - Present Feasibility of Direction
 - Next Steps

PHD Recommendation

Authorize the Public Health Department Director, and/or designee, to negotiate an exclusive contract for Ambulance Services with AMR

QUESTIONS?



one
COUNTY

one
FUTURE