

Attachment A

Ground Ambulance Transport Division Implementation Plan

Ground Ambulance Transport Division Implementation Plan

Phase 1 – October 1, 2023 to October 31, 2023

1. Human Resources
 - a. Develop a timeline for recruiting Emergency Medical Service (EMS) Ground Transport staff members.
 - i. Ambulance Transport Manager
 - ii. Field Supervisor
 - iii. Paramedic
 - iv. Emergency Medical Technician
 - v. Critical Care Transport Registered Nurse
 - b. Host job fairs in the County's North, Central, and Southern areas.
 - c. Develop Board Letter and associated Resolutions for position approval and funding.
 - d. Develop associated internal policies and procedures for the Division.
 - e. Finalize uniform standards for the Division.
2. Training
 - a. Finalize new employee training program.
3. Finance
 - a. Initiate the Fee Study to support all EMS Transport fees.
4. Ambulance Fleet
 - a. Initiate ambulance and Field Supervisor vehicle build-out with the County garage and Information Technology Division.
 - b. Initiate ordering and tracking plan for all Division vehicles hardware and software.
 - c. Develop fleet maintenance plan for all Division vehicles and technology.
 - d. Develop vehicle replacement plan for all Division vehicles and technology.
5. Ambulance Facilities
 - a. Secure ambulance storage facility.
 - b. Secure office space for the EMS Transport Division.
 - c. Begin negotiating agreements for fixed stations and comfort stations.
6. Dispatch and Deployment
 - a. Validate emergency response, IFT, and CCT deployment plans.
 - b. Validate move-up and cover plan.
 - c. Validate surge and special event plan.
 - d. Coordinate with dispatch center to load deployment plan into computer-aided dispatch system.
 - e. Initiate alerting considerations research.

7. Administration
 - a. Initiate local fire department partner agency agreement discussions.
 - b. Initiate dispatch agreement discussions with the Sheriff's Office.
 - c. Continue discussions with local hospital administrators.
 - d. Continue discussions with Behavioral Wellness on the Mental Health program partnership.

8. Information Technology
 - a. Identify and initiate procurement of all technology needs for the EMS Transport System.
 - i. Deployment management
 - ii. Scheduling
 - iii. Fleet technology
 - iv. Regional Fire Communications Center (RFCC) dispatch integration for EMS
 - v. Administrative desktops

9. LEMSA
 - a. Initiate County Contract negotiations.
 - b. Initiate the discussion of Emergency Ambulance, Interfacility Transport (IFT) Ambulance, and Critical Care Transport (CCT) ambulance deployment.

Phase 2 – November 7, 2023 – December 31, 2023

1. Human Resources
 - a. Finalize EMS Transport Division payroll procedures.
 - b. Finalize internal pay code process for EMS Transport Division.
 - c. Finalize internal human resources policies and procedures for the Division.
 - d. Initiate recruitment and hiring process for EMS Ground Transport staff members.

2. Training
 - a. Initiate the pre-employment training program for new employees.
 - b. Expand existing quality improvement programs to include new employees.

3. Finance
 - a. Conduct Fee Study.
 - b. Draft compassionate billing policy for Chief Executive Officer review and approval.
 - c. Draft local fire department partner agency agreements for Board of Supervisors consideration.
 - d. Draft ambulance collections policy for Board of Supervisors consideration.
 - e. Obtain Board of Supervisors approval for EMS budget.

4. Ambulance Fleet
 - a. Continue ambulance and Field Supervisor vehicle build-out with the County garage and Information Technology Division.
 - b. Finalize stocking of all hardware and software inventory.
 - c. Conclude all Division vehicle hardware installation.

5. Ambulance Facilities
 - a. Move into the EMS Transport Division offices.
 - b. Finalize agreements for fixed stations and comfort stations.
 - c. Identify logistical and IT needs for fixed stations and comfort stations.

6. Dispatch and Deployment
 - a. Complete emergency response, IFT, and CCT deployment plan integration into CAD.
 - b. Complete move-up and cover process integration into CAD.
 - c. Finalize surge and special event plans.
 - d. Initiate existing dispatcher training.

7. Administration
 - a. Continue local fire department partner agency agreement discussions.
 - b. Finalize dispatch agreement with the Sheriff's Office.

8. Information Technology
 - a. Continue procurement, installation, and monitoring of all technology needs for the EMS Transport System.
 - i. Deployment management
 - ii. Scheduling
 - iii. Fleet technology
 - iv. RFCC dispatch integration for EMS

v. Administrative desktops

9. LEMSA

- a. Finalize County Contract/LEMSA negotiations.
- b. Finalize Emergency Ambulance, Interfacility Transport (IFT) Ambulance, and Critical Care Transport (CCT) Ambulance deployment discussions.
- c. Initiate provider and ambulance verification processes.
- d. Begin development of contract compliance considerations.

Ground Ambulance Transport Division Implementation Plan

Phase 3 – January 1, 2024 – February 29, 2023

1. Human Resources
 - a. Continue recruitment and hiring process for EMS Ground Transport staff members.
2. Training
 - a. Continue the pre-employment training program for new employees.
 - b. Finalize expanded quality improvement program.
3. Finance
 - a. Present billing policy for Chief Executive Officer review and approval.
 - b. Present local fire department partner agency agreements for Board of Supervisors consideration.
 - c. Present ambulance collections policy for Board of Supervisors consideration.
 - d. Add approval organization structure to the ESS program.
4. Ambulance Fleet
 - a. Complete ambulance and Field Supervisor vehicle build-out with the County garage and Information Technology Division.
 - b. Complete stocking of all hardware and software inventory.
 - c. Complete vehicle testing.
5. Ambulance Facilities
 - a. Finalize EMS facility use agreements.
 - b. Complete logistical and IT installations at fixed stations and comfort stations.
 - c. Complete Title 8 required inspections of all EMS facilities.
6. Dispatch and Deployment
 - a. Complete emergency response, IFT, and CCT deployment plan CAD testing and validation.
 - b. Complete move-up and cover process CAD testing and validation.
 - c. Complete system monitoring program testing and validation.
 - d. Complete existing dispatcher training.
7. Administration
 - a. Present local fire department partner agency agreements to the Board of Supervisors for approval.
 - b. Present dispatch agreement with the Sheriff's Office to the Board of Supervisors.
8. Information Technology
 - a. Final implementation and testing of all technology needs for the EMS Transport System.
 - i. Deployment management
 - ii. Scheduling
 - iii. Fleet technology
 - iv. RFCC dispatch integration for EMS
 - v. Administrative desktops

9. LEMSA

- a. Present County service contracts to the Board of Supervisors.
- b. Complete new employee accreditation as required.
- c. Complete provider verification processes.
- d. Complete ambulance verification process.
- e. Issuance of emergency, IFT, and CCT permits.
- f. Continue work on contract compliance parameters.

Ground Ambulance Transport Division Implementation Plan

Phase 4 – March 1, 2024 – September 30, 2024

1. Human Resources
 - a. Continue recruitment and hiring process for EMS Ground Transport staff members as needed.
2. Training
 - a. Continue the pre-employment training program for new employees as needed.
3. Finance
 - a. Monitor EPCR billing codes for accuracy and modify them if necessary.
 - b. Monitor revenue/expense monthly.
 - c. Monitor invoice tracking/payment systems and modify them if necessary.
4. Ambulance Fleet
 - a. Complete preventative maintenance as required.
 - b. Initiate ambulance rotation plan to improve overall unit service lift.
 - c. Monitor inventory stocking location and delivery service and modify as needed.
5. Ambulance Facilities
 - a. Initiate and monitor building maintenance and replacement plans.
 - b. Complete Title 8 required monthly facility inspections.
6. Dispatch and Deployment
 - a. Monitor emergency response, IFT, and CCT deployment plans and adjust as needed.
 - b. Monitor move-up and cover process and adjust as needed.
 - c. Complete existing dispatcher training and CQI.
 - d. Initiate and complete training of RFCC staff.
7. Administration
 - a. Monitor system and communicate with local fire agency partners.
 - b. Closely collaborate with LEMSA and EMCC on system performance.
 - c. Present system reports to the Board of Supervisors as required by Permits.
8. Information Technology
 - a. Monitor and maintain all EMS Transport System technology.
 - i. Deployment management
 - ii. Scheduling
 - iii. Fleet technology
 - iv. RFCC dispatch integration for EMS
 - v. Administrative desktops
9. LEMSA
 - a. Complete new employee accreditation process as required.
 - b. Finalize contract compliance parameters.
 - c. Closely monitor contract compliance to ensure all requirements are exceeded.
 - d. Assist in the development of local EMS Deployment Plan.