#### 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.

#### 2017 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.**

### 2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
No measu	res found								

## 2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Embrace a suppo workforce team. (7	ortive work environment focused on creating a safe, competent and Activities)	l profession	al
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
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 value community involvement and public service by 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
2 - Ensure that our delivery requiremen	facilities, vehicles, equipment and processes remain capable of sup its. (6 Activities)	porting serv	rice
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
3 - Build collaborative	e relationships within our community to improve service delivery.	(4 Activitie	s)
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
Community Trust	Build and improve community trust by sharing information with the public and media.		Daily Service
4 - Deliver timely, hig Activities)	th quality and effective services to better serve the needs of our co	ommunity.	(15
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
EMERGENCY MEDICAL SERVICES OPERATIONS	Identify alternatives for patients who routinely use our services for access to healthcare.		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	Build and improve public confidence in our services by exceeding customer expectations.		Daily Service
PERFORMANCE MANAGEMENT	Continually use information and analytics to guide decision making for improving our services.		Daily Service

# 2017 Workload Measures

Measure New Measure/ Benchmar Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
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2 - Ensure th Measures)	nat all reso	urces supporting our service	e delivery requ	uirements a	re fiscally s	ustainable.	(2
EMS patient transport revenue.		Net District ambulance billing revenue, adjusted for contractor contingency fees, exclusive of ledger transfers, deposited to the General Fund.	Dollars	Quarterly	25359164	22893986	23342752
Fire Prevention fee and permit revenue.		Net District fee and permit revenue deposited to the General Fund.	Dollars	Quarterly	544803	505093	528539
4 - Compass	ionately ca	re for our sick and injured p	atients. (2 M	easures)			
Number of EMS incidents.		Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS") dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	147185	162168	171148
Number of FEMS patient transports.		Number of calls identified by CAD event data indicating a FEMS transport unit arrived (or was shown to be at) a hospital or other receiving facility as part of the unit history.	Number of patient transport calls	Quarterly	109044	115262	92695
4 - Identify a	alternative	s for patients who routinely	use our servi	ces for acce	ss to health	care. (3 Me	easures)
Number of "lower priority" (not time- sensitive) EMS incidents.		Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS"), all with determinant value classifications of "A, B or O" dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	73511	79048	81469

Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	•		Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.	Number of patients transported	Quarterly	Not available	Not available	New Measure
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.	*		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.	Number of patient transports	Quarterly	Not available	Not available	New Measure
4 - Improve	services fo	or our pati	ents with time sen	sitive illnesse	s and injur	ies. (2 Mea	sures)	
Number of "higher priority" (time- sensitive) EMS incidents.			Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS"), all with determinant value classifications of "D or E," dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	67776	76147	84258
Number of "highest priority" (very time- sensitive) EMS incidents.			Number of CAD coded MPDS (Cards 1-33) and "other" selected calls (grouped as "EMS"), all with determinant value classifications of "D or E," dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	5898	7185	5421

4 - Improve (	the timelines	s of our services by moni	toring and ev	aluating res	ponse time	e measures.	(1
Number of emergency incidents.		Number of Computer Aided Dispatch (CAD) coded Medical Priority Dispatch System (MPDS), Fire Priority Dispatch System (FPDS) and "other" calls (separately coded) dispatched by the Office of Unified Communications (OUC) requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	179319	197092	205988
4 - Quickly co	ontrol and ex	Number of CAD coded FPDS (Cards 51-75) and "other" selected calls (grouped as "fire") dispatched by the OUC requiring the response of at least one (1) FEMS emergency vehicle.	Number of calls	Quarterly	30665	33186	33597
Number of "structure fire" incidents.		Number of CAD coded FPDS (Card 69) and "other" selected calls (grouped as "fire"), all with reported smoke or flame visible, dispatched by the OUC requiring the response of at least a "first alarm assignment" of FEMS emergency vehicles.	Number of calls	Quarterly	3556	3974	2432

Number of "structure fires" extinguished.			Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 100 to 900, including 000, NNN and UUU), showing "extinguishment" taking place in "structures."	Number of fires extinguished	Quarterly	956	757	687
Number of "residential structure fires" extinguished.			Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 400 to 462), showing "extinguishment" taking place in "residential structures."	Number of fires extinguished	Quarterly	779	617	512
Number of "other fires" extinguished.			Number of fires with NFIRS Data Element "F" ("action taken", F-1 to F-3) and Data Element "J" ("property use codes," 400 to 462), showing "extinguishment" taking place in "residential structures."	Number of fires extinguished	Quarterly	1113	909	831
4 - Reduce to of fires. (2)		ne lives an	d property of our	community res	sidents by i	nvestigatin	g the cause	and origin
Number of fires classified as "arson."			Number of fires classified as "arson" and defined as "any willful or malicious burning or attempting to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of another, etc."	Number of fires	Quarterly	213	228	204
Number of "arson" arrests.			Number of arrests for fires classified as "arson."	Number of arrests	Quarterly	29	20	17
4 - Reduce t	hreats to th	ne lives an	d property of our	community res	sidents by <sub>l</sub>	preventing	fires. (3 Me	asures)

Number of occupancies inspected.		Number of inspections and re-inspections completed by one or more FEMS Fire Inspectors during a single occupancy visit.	Number of inspections	Quarterly	12227	10148	12220
Number of fire code violations observed.		Number of fire code violations described by notices of violation or infraction issued by FEMS Fire Inspectors.	Number of violations	Quarterly	16740	12336	14548
Number of fire code complaints investigated.		Number of fire code complaints investigated by one or more FEMS Fire Inspectors.	Number of investigations	Quarterly	636	413	420

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
EMERGENCY MEDICA	L SERVICES OPERATIONS (3 Strategic initiative-operation links)	
Reduce demand for EMS by diverting repeat or non- emergency patients.	During FY 2017, the Department will plan, and contingent on funding, will begin implementation of the recommendations of the Integrated Healthcare Collaborative. These recommendations include strategies to educate and divert low acuity 911 callers to alternative transportation, and to connect them to non-emergency comprehensive primary care.	09-30-2017
Increase dispatching and resource allocation efficiency.	During FY 2017, in partnership with the Office of Unified Communications, the Department will continue to review and revise its dispatch protocols so that the right resource is dispatched to the right patient at the right time. The ultimate goal is to preserve resources by decreasing the number of units that currently respond to low-level, non-critical calls, and to preserve ALS resources for only the most critical calls.	09-30-2017
Continue reform of EMS delivery services with new third party ambulance service contract and additional, improved training.	During FY 2017, the Department will award a contract for long term third party ambulance service for low-level, non-critical medical calls. Additionally, the volume and quality of firefighter, emergency medical technician and paramedic training will be increased by moving from biannual classroom "cramming sessions" for recertification to regular team-based sessions that are CQI-informed and emphasize hands-on skills. FEMS will also work to partner with universities and hospitals to provide more effective training.	09-30-2017
FIELD INFRASTRUCT	URE (2 Strategic initiative-operation links)	
Increase availability of fleet apparatus through additional staffing resources and advanced training and use of predictive scheduling and maintenance.	During FY 2017, the Department will apply predictive approaches and utilize advanced preventative maintenance techniques to increase fleet apparatus availability. Workforce teams will increase the utilization of the FASTER management software and receive enhanced certifications and training on scheduling, tracking, and reporting on fleet readiness and maintenance. Additional staff will be acquired by filling existing vacancies and a "dedicated" service lane will be created exclusively for preventative maintenance and inspections.	09-30-2017
Improve and upgrade the Department's Fleet.	During FY 2017, the Department will purchase 31 vehicles, including 16 ambulances, 6 fire engine trucks, 3 ladder trucks, 1 rescue squad, and 5 command vehicles.	09-30-2017

INFORMATION TECH	NOLOGY (1 Strategic Initiative-Operation Link)	
Utilize technology to enhance department emergency response performance.	During FY 2017, the Department will upgrade electronic patient care reporting applications and increase Wi-Fi coverage at stations to improve data sharing effectiveness and overall performance. Emergency vehicle hardware will be modernized to accommodate the technology upgrade and additional wireless access points will be added at stations to boost WiFi connectivity.	09-30-201
PERFORMANCE MANA	AGEMENT (2 Strategic initiative-operation links)	
Enhance the evaluation of field provider performance by incorporating patient outcome data by hospitals into the assessment process.	During FY 2017, the Department will utilize data on patient outcomes from hospitals to better evaluate and improve the practice of providers in the field. The additional information will benefit the Continuous Quality Improvement process and provide for a more constructive feedback process. A regional data sharing platform will be utilized to track the assessment and management of emergency department transports.	09-30-201
Improve the evaluation of "turnout times" measures at the Battalion and Company level.	During FY 2017, the Department will improve the evaluation of 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.	09-30-201
PUBLIC OUTREACH (	(2 Strategic initiative-operation links)	
Increase the number of District of Columbia residents trained in "Hands only" CPR.	During FY 2017, the Department will partner with DCPS and charter schools to educate Middle and High School students in the use of Compression only ("Handsonly") CPR and the use of Automated External Defibrillators (AED).	09-30-201
Perform fire prevention and education activities at senior citizen living facilities, buildings, and nursing homes.	During FY 2017, the Department will partner with the DC Office on Aging to engage with senior citizen living facilities to perform fire prevention inspections and educational outreach. At least 10 % of the current senior buildings or nursing homes throughout the District will be inspected. Residents of these facilities will be offered comprehensive fire safety educational programs that will include electrical and home heating fire prevention, escape planning in case of fire, and smoke alarm/carbon monoxide alarm maintenance.	09-30-201
RISK MANAGEMENT	(1 Strategic Initiative-Operation Link)	
Complete driver safety awareness training for Department personnel.	During FY 2017, the Department will complete driver safety awareness training for all operational personnel to promote and develop a safe and technically competent workforce. This includes classroom and practical training incorporating requirements described by NFPA Standard 1451 ("Standard for a Fire and Emergency Service Vehicle Operations Training Program").	09-30-201
TRAINING AND EMPL	OYEE DEVELOPMENT (2 Strategic initiative-operation links)	
Implement Leadership Development Plan Recommendations.	During FY 2017, the Department will implement the short term recommendations included in the comprehensive Leadership Development Plan created and published in FY 2016 with the goal of developing strong, innovative and diverse leaders. Recommendations include making promotional requirements more transparent and strengthening leadership training for all supervisory ranks.	09-30-201
Expose FEMS paramedics to pediatric care inside a hospital emergency department environment.	During FY 2017, the Department will send all paramedics for a one day shift in the Children's National Medical Center Emergency Department to study best practices and increase medical competency. This effort will include pediatric nurse triage and acute treatment of pediatric emergencies.	09-30-201