Fire and Emergency Medical Services Department FY2019

Agency Fire and Emergency Medical Services Department   **Agency Code** FBO   **Fiscal Year** 2019

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.

▼ 2019 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.

▼ 2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 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	337	276	303	200
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	22	88	48	36
Number of FEMS personnel injured while at work	Down is Better	402	388	345	300
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	33.4%	27.8%	29%	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	38.2%	35.7%	33.4%	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	29.8%	42.7%	40.2%	25%
3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)					

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Number of times the FEMS web site was visited to access service, program or performance measurement content	Up is Better	131,260	237,963	147,323	300,000

4 - Deliver timely, high quality and effective services to better serve the needs of our community. (27 Measures)

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Percent of residential structure fires without a working smoke alarm	Down is Better	Not Available	10.9%	11.8%	8%
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	95.4%	96.6%	95.2%	90%
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	36	110	200	200
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	1188	1740	2346	2000
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	97.3%	96.2%	96.7%	95%
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	79.9%	81%	80.2%	80%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	62.7%	63.3%	61.7%	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	52.1%	50.6%	51.2%	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	60.2%	63.7%	66.1%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	73.9%	81.9%	82.9%	90%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	Up is Better	86.4%	82.3%	83.7%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	Up is Better	Waiting on Data	93.8%	92.7%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	Up is Better	95.3%	99.7%	100%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	Up is Better	99.2%	96.7%	99%	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	1.2%	0.5%	0.4%	1%
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Up is Better	10,960	26,959	16,885	25,000

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	Up is Better	7.1%	13.1%	11.8%	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	Up is Better	29.6%	27.3%	40%	32%
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	13.5%	5.5%	4.5%	10%
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	Up is Better	40.6%	38.1%	42.9%	50%
Number of civilian fire fatalities	Down is Better	2	4	4	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	16.7%	24.5%	18%	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	91.5%	93.6%	95.2%	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	91.2%	93.4%	95.4%	95%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	25.9%	95%	92.2%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	Not Available	78.5%	73.4%	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	13.5%	20.1%	22.9%	50%
5 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	98.1%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	97.5%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	2%	0.8%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	20.5	Waiting on Data	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	113%	132.2%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	0.1%	1.2%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
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		Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	
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
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

Operations Header	Operations Title	Operations Description	Type of Operations
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

🔻 2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
2 - Agency Financial Operations (2 Measures)			
EMS patient transport revenue	23,342,752	26,388,175	22,698,400
Fire Prevention fee and permit revenue	528,539	485,498	562,133
4 - Emergency Medical Services Operations (7 Measures)			
Number of EMS incidents	171,148	165,692	168,102
Number of FEMS patient transports	92,695	55,078	53,322
Number of "higher priority" (time-sensitive) EMS incidents	84,258	78,942	64,288
Number of "highest priority" (very time-sensitive) EMS incidents	5421	5631	5032
Number of "lower priority" (not time-sensitive) EMS incidents	81,469	81,119	98,782
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	Not Available	1115	590
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	Not Available	19,256	9166

Measure	FY 2016	FY 2017	FY 2018
4 - Fire/Rescue Operations (5 Measures)			
Number of fire incidents	33,597	34,652	35,071
Number of "structure fire" incidents	2432	2393	2624
Number of "structure fires" extinguished	687	679	749
Number of "residential structure fires" extinguished	512	557	658
Number of "other fires" extinguished	831	1138	1403
4 - Inspections (3 Measures)			
Number of occupancies inspected	12,220	12,181	11,602
Number of fire code violations observed	14,548	14,888	14,661
Number of fire code complaints investigated	420	306	402
4 - Investigations (2 Measures)			
Number of fires classified as "arson"	204	228	202
Number of "arson" arrests	17	32	22
4 - Performance Management (1 Measure)			
Number of emergency incidents	205,988	201,404	207,492

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Emergency Medical Services Operations (1 Strategic Initiative)		
Perform Pilot Analysis of Nurse Triage Line (NTL) calls.	During FY 2019, the Department will partner with The Lab@DC to perform an analysis of Nurse Triage Line (NTL) calls to identify and analyze outcomes. Calls that are referred to alternative health care sites, identified as cancelled, or that involve self-care instruction will be investigated. Data on patient utilization, health outcomes, and health care expenditures will be obtained by partnering with our health care sites and the Department of Healthcare Finance (DHCF). Additionally, efforts will be made to increase the volume of NTL eligible calls transferred to the NTL line.	09-30-2019
Field Infrastructure (1 Strategic Initiative)		
		09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Develop a comprehensive equipment replacement plan with a standardized inventory.	During FY 2019, the Department will establish an extensive equipment replacement plan and create a standardized inventory for all equipment to be placed on engines, trucks, rescues, ambulances, specialty equipment and chiefs' vehicles. Additionally, this standardized inventory will be automated to allow real time tracking of all equipment levels to maximize the replacement scheduling process.	
Inventory Management (1 Strategic Initiative)		
Establish a replacement program for standardized Self-Contained Breathing Apparatus (SCBA).	During FY 2019, the Department will develop and implement a program to replace and upgrade Self-Contained Breathing Apparatus (SCBA) bottles and harnesses. A risk assessment will be conducted to establish the acceptable levels of reliability, durability and performance and to ensure compliance with National Fire Protection Association (NFPA) standard 1852.	09-30-2019
Performance Management (5 Strategic initiatives)		
Modernize and Standardize Department Manuals.	During FY 2019, a comprehensive review of the organization and content of Department policies and procedures will be performed by internal subject matter experts. The review will identify a modern organizational format that accommodates current and future needs of management process and information sharing. The modernized structure and format will utilize best practices from other Fire and EMS agencies, and incorporate institutional practice unique to the District of Columbia.	09-30-2019
Provide 911 call takers with bi-weekly Telephonic CPR instruction and feedback on performance.	During FY 2019, the Department will collaborate with the Office of Communications (OUC) to supply feedback to 911 call takers with regards to technique and performance used when providing Telephonic CPR instruction for patients with cardiac arrest.	09-30-2019
Institute a Department Performance Employee Engagement Process.	During FY 2019, the Office of the Fire Chief will formulate a strategy to maximize the support and endorsement of the agency's Strategic Initiatives and Key Performance Indicators by the Department's workforce. The strategy will center on engaging employees in better understanding of performance measures and how to more effectively accomplish our collective goals.	09-30-2019
Launch a Mental Health Awareness Program.	During FY 2019, the Office of the Fire Chief will work with the Department's labor unions to launch a mental health awareness program. The program will be based on the Stress First Aid (SFA) For Firefighters and Emergency Services Personnel tool kit.	09-30-2019
Redefine the Department's Trauma Scene Time Standard	During FY 2019, the Office of the Medical Director and EMS Operations will develop a performance standard for the timely treatment and transport of trauma patients. The process for developing the standard will include examining trauma patient outcomes, talking to hospital partners, reviewing other jurisdictions' practices, and identifying standards for different types of trauma patients.	09-30-2019
Personnel (1 Strategic Initiative)		
Standardize recruit training curriculum.	During FY 2019, the Department will develop and implement new manuals for the recruit training program that will allow for more consistent teaching and instruction. The training program administration manuals will include Emergency Medical Services and Firefighter Training topics and will outline training practices, establish standards, and serve as guidelines to better assist instructors.	06-30-2019
Public Outreach (1 Strategic Initiative)		
Increase college student fire and life safety	During FY 2019, the Department will coordinate with colleges and universities located within the District of Columbia to provide students and campus residences with fire education in the following areas: fire	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
awareness through focused training efforts.	alarms (to include fire warden training and fire drills), safe exiting, cooking, and appliances/electrical equipment.	
Risk Management (1 Strategic Initiative)		
Perform assessment and develop remediation plan for NFPA 1500 compliance.	During FY 2019, the Department will complete an assessment of compliance with National Fire Protection Association (NFPA) Standard 1500 (Standard on Fire Department Occupational Safety, Health and Wellness Program). To manage and reduce the risks inherent to specific situations encountered by Department personnel, a remediation plan will be developed for any identified areas that need additional attention.	09-30-2019
Training And Employee Development (1 Strategic Initiative)		
Plan and develop a process for current employees to receive certified EMS Paramedic training.	During FY 2019, the Department will research, plan and develop a process for current employees to have access to certified Advanced Life Support (ALS) paramedic training. This will include performing a search for a suitable and certified educational institution that can partner with the Department's Training Academy to provide instruction. A draft proposed plan of action will then be created for consideration.	09-30-2019