

Fire and Emergency Medical Services Department FY2022

Agency Fire and Emergency Medical Services Department

Agency Code FBO

Fiscal Year 2022

Mission The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital treatment and transportation, fire prevention, fire suppression, rescue activities, and homeland security awareness.

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 (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)					
Number of FEMS personnel injured while at work	Down is Better	321	335	329	300
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	64	49	66	36
Number of FEMS operated vehicles involved in collisions	Down is Better	New in 2021	New in 2021	245	230
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	29.3%	27.1%	24.1%	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	34.8%	28%	24.5%	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	43.6%	31%	29%	25%
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (35 Measures)					
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	92.4%	94.3%	91.8%	90%
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	235	61	22	200
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	2143	405	3193	2000
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	94.6%	97.5%	96.8%	95%
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	81.1%	84%	82%	80%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	54.9%	53.4%	50.6%	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	44.7%	43.7%	41.9%	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	62.4%	54.4%	51.9%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	80.1%	77.8%	75.1%	90%
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%	0.5%	0.5%	1%
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Up is Better	18,651	5224	4155	25,000
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	4.9%	5.1%	5.1%	10%
Number of civilian fire fatalities	Down is Better	9	6	12	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	25.4%	21.6%	18.3%	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	91.7%	91.8%	Waiting on Data	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	92.3%	92.2%	Waiting on Data	95%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	85.5%	89.5%	85.7%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	53.6%	59.7%	63.8%	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	20.6%	18.2%	17.4%	50%
Percent of residential structure fires without a working smoke alarm	Down is Better	12%	15.5%	13.2%	8%
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Up is Better	New in 2021	New in 2021	68.9%	100%
Percentage of EMS responses originating from a 911 request for patients less than 18 years old with primary or secondary impression of respiratory distress who had a respiratory assessment.	Up is Better	New in 2021	New in 2021	83.3%	95%
Percent of EMS responses originating from a 911 request for patients 2-18 years of age with a diagnosis of asthma who had an aerosolized beta agonist administered	Up is Better	New in 2021	New in 2021	58.7%	100%
Percent of EMS responses originating from a 911 request for patients less than 18 years of age who received a weight-based medication and had an estimated weight in kilograms or length-based weight estimate documented during the EMS response	Up is Better	New in 2021	New in 2021	90.4%	100%
Percent of EMS responses originating from a 911 request for patients with status epilepticus who received benzodiazepine aimed at terminating their status seizure during the EMS response	Up is Better	New in 2021	New in 2021	52.5%	100%
Percent of EMS responses originating from a 911 request for patients suffering from a suspected stroke who had a stroke assessment performed during the EMS response	Up is Better	New in 2021	New in 2021	96.8%	100%
Percent of EMS responses originating from a 911 request for patients with injury who were assessed for pain	Up is Better	New in 2021	New in 2021	11.2%	50%
Percent of EMS transports originating from a 911 request for patients whose pain score was lowered during the EMS encounter	Up is Better	New in 2021	New in 2021	25.6%	100%
Percent of EMS responses originating from a 911 request for patients who meet CDC criteria for trauma and are transported to a trauma center	Up is Better	New in 2021	New in 2021	79%	100%
Percent of EMS transports originating from a 911 request during which lights and sirens were not used during patient transport	Up is Better	New in 2021	New in 2021	13.7%	50%

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
Percentage of NTL eligible patients who were triaged by NTL nurse, who responded to nurse call back within 24 hours of their call to the nurse, and who indicated they were "satisfied" or "very satisfied" with the services they received from the Right Care, Right Now Program.	Up is Better	New in 2021	New in 2021	92.3%	95%
Percent of patients overall who experienced a sudden cardiac arrest that survived to hospital discharge	Up is Better	New in 2021	New in 2021	4.7%	10%
Percent of patients who experienced a sudden cardiac arrest that survived to hospital discharge with an initial rhythm of ventricular fibrillation (Utstein 1, "Survival Rate")	Up is Better	New in 2021	New in 2021	24.6%	40%
Percent of patients with suspected cardiac etiology with an initial rhythm of ventricular fibrillation that survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander other than 911 personnel and with CPR performed by a lay person (Utstein 2)	Up is Better	New in 2021	New in 2021	24.6%	50%
Percent of patients receiving CPR from a lay person, lay person family member or lay person medical provider and excluding first responders and/or EMS personnel	Up is Better	New in 2021	New in 2021	29.4%	50%

Operations

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	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
Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	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 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 facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)		
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 relationships within our community to improve service delivery. (4 Activities)		
Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
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
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)		
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
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	Continually use information and analytics to guide decision making for improving our services.	Daily Service
Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

Workload Measures (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
2 - Agency Financial Operations (2 Measures)			
Fire Prevention fee and permit revenue	678,945	449,745	361,139
EMS patient transport revenue	\$24,705,591	\$22,033,274	\$26,558,789
4 - Emergency Medical Services Operations (9 Measures)			
Number of individuals from diverted 911 calls transported to Regional Addiction Prevention (RAP) facility	New in 2022	New in 2022	New in 2022
Number of individuals from diverted 911 calls transported to Sobering Center	New in 2022	New in 2022	New in 2022
Number of "lower priority" (not time-sensitive) EMS incidents	110,206	101,649	96,887
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	10,481	10,353	8183
Number of "highest priority" (very time-sensitive) EMS incidents	4948	5835	6156
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	719	688	549

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Number of "higher priority" (time-sensitive) EMS incidents	57,851	56,514	50,334
Number of FEMS patient transports	54,725	45,996	42,440
Number of EMS incidents	173,005	163,998	153,377
4 - Fire/Rescue Operations (5 Measures)			
Number of "structure fires" extinguished	668	635	585
Number of "residential structure fires" extinguished	576	550	532
Number of fire incidents	30,889	29,205	28,447
Number of "structure fire" incidents	2752	2695	2627
Number of "other fires" extinguished	1210	1275	1034
4 - Inspections (3 Measures)			
Number of fire code complaints investigated	335	461	677
Number of fire code violations observed	23,387	16,521	23,227
Number of occupancies inspected	13,540	10,530	12,273
4 - Investigations (2 Measures)			
Number of "arson" arrests	10	16	21
Number of fires classified as "arson"	158	195	198
4 - Performance Management (1 Measure)			
Number of emergency incidents	212,459	201,130	53,904

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Emergency Medical Services Operations (1 Strategic Initiative)		
Launch a DC Resuscitation Committee to analyze the state of cardiac arrest outcomes.	During FY 2022, the Department will coordinate and launch a DC Resuscitation Committee (DCRC) that will analyze the state of cardiac arrest outcomes in the District of Columbia. The committee will include FEMS representatives and members from the Office of Unified Communications, DC Health, community health care organizations, and hospitals. The DCRC will determine the current challenges in improving outcomes; demonstrate the complexity of the system that responds to and treats cardiac arrest; and foster motivation to drive change for improvement in patient outcomes.	09-30-2022
Personnel (1 Strategic Initiative)		
Sponsor workshops on the promotional process to increase equity and inclusion.	During FY 2022, the Department will host three workshops for members preparing to take promotional tests for the ranks of sergeant, lieutenant, and captain in an effort to increase equity and inclusion in the promotional process. The workshops will be videotaped and provided to all department members. The following items will be covered: the process components and development of promotional exams; a review of study materials; effective study planning and techniques (including for students with learning disabilities), and a review of test-taking principles. (EQUITY INITIATIVE)	09-30-2022
Public Outreach (2 Strategic initiatives)		
Public education program for elementary students.	During FY 2022, the Department will partner with DC Public Schools (DCPS) to deliver at least 25 public education programs (in-person or virtually) to elementary age students. The program will present age-appropriate fire safety education topics such as: Stop, Drop and Roll, What's Hot and What's Not, Smoke/CO Alarm identification and response, and Exit Drills in the Home.	09-30-2022
Deliver a fire safety public education program to seniors with an emphasis on hoarding.	During FY 2022, the Department will partner with the DC Department of Aging and other community partners such as independent and assisted living senior residential buildings and management to deliver at least 50 public education programs entitled "Pathway to Safety." The virtual (online) or in person fire safety program will focus on hoarding and safety tips on how to declutter and reduce fire safety hazards. The program will include escape planning in case of fire, electrical and home heating fire prevention, smoking and oxygen safety, smoke alarm/carbon monoxide alarm maintenance, and fall prevention. Our Operations Division will receive training on how to recognize hoarding situations and report them appropriately and materials will be developed for members to provide to residents about resources that are available throughout the District.	09-30-2022
Risk Management (2 Strategic initiatives)		
Develop a strategic plan to implement NFPA 1500 requirements and update Respiratory Protection Plan (RPP).	During FY 2022, the Department will evaluate its compliance with National Fire Protection Association Standard 1500 and develop a strategic plan to implement improvements where needed. NFPA 1500 specifies the minimum requirements for an occupational safety and health program for fire departments or organizations that provide rescue, fire suppression, emergency medical services, hazardous materials mitigation, special operations, and other emergency services. Updates to the Respiratory Protection Plan (RPP) will be made to include the newest adopted OSHA requirements. The RPP provides guidance on protecting officers and members from oxygen deficient environments, toxins, gasses, contaminants, and contagions that may compromise the respiratory tract and other bodily systems.	09-30-2022
Enlarge health and wellness program to include expanded assessments and counseling, workshops and member access to content.	During FY 2022, the Department will further grow its health and wellness program to include expanded fitness assessments and counseling; workshops with practical and classroom education for all members on maximizing performance through the "Eat, Sweat, Thrive" methodology. The program will also start providing access for all members to a tactical athlete portal that will allow each member to receive daily fitness and nutritional content and individualized custom reports.	09-30-2022
Training And Employee Development (3 Strategic initiatives)		
Provide implicit bias training for firefighters, EMS personnel and company officers.	During FY 2022, the Department will provide Department-wide implicit bias training to at least half (50%) of all firefighters, EMS personnel and company officers. This training will build on the Leading with Awareness sessions already delivered to executive senior staff and chief officers in FY 2021. The training will be designed to teach students the definition of implicit bias, how to recognize it in themselves and others, and how it impacts every day interpersonal interactions with peers, supervisors, and customers. The goal is to empower members with this knowledge so they can improve teamwork within their areas of responsibility, as well as to provide improved service to the diverse residents of and visitors to the District of Columbia. (EQUITY INITIATIVE)	09-30-2022
Build and launch a simulation lab for EMS education at the Department's Training Academy (TA).	During FY 2022, the Department will build and launch a new state-of-the-art simulation lab for EMS education at the Department's Training Academy (TA). Currently, all recruit and in-service EMS training is conducted in classroom lectures and with outdated, non-automated manikins. Recruit providers typically do not receive hands-on EMS skills training until they leave the academy and work with patients in the field. In-service training for tenured employees is also classroom based. This simulation lab will provide a risk-free hands-on environment that allows providers to make mistakes while practicing skills. This initiative will support improved patient care and outcomes in compliance with nationally established best practices. <Budget Enhancement>	09-30-2022
Redevelop current EMS training and mentoring program for recruits to add more field experience.	During FY 2022, the Department will redesign our EMS training and mentoring program for new firefighter EMT recruits to feature a longer training period in the Training Academy that will include five to six weeks riding ambulances in the field and education in the Department's new EMS simulation lab. Currently, the training is heavily focused on classroom lectures and "studying to the test" with minimal hands-on skill opportunities. New firefighter EMTs typically do not have real life experience with patients until after graduation and during their probationary period in the firehouse, which can lead to uneven training and standards. This will improve the preparedness of new firefighter EMTs to care for patients competently and compassionately.	09-30-2022