Fire and Emergency Medical Services Department FY2023

Agency Fire and Emergency Medical Services Department   **Agency Code** FB0   **Fiscal Year** 2023

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 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measure records)						
Number of FEMS operated vehicles involved in collisions	Down is Better	New in 2021	245	230	260	230
Number of FEMS personnel injured while at work	Down is Better	335	329	300	332	300
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	49	66	36	67	36
2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measure records)						
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	27.1%	24.1%	25%	30.6%	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	28%	24.5%	25%	33.5%	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	31%	29%	25%	36.1%	25%
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (35 Measure records)						
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	61	22	200	268	200
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	405	3193	2000	3393	2000
Number of civilian fire fatalities	Down is Better	6	12	10	9	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	21.6%	18.3%	25%	25.3%	25%
Percent of residential structure fires without a working smoke alarm	Down is Better	15.5%	13.2%	8%	8.3%	8%
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	84%	82%	80%	Not Available	80%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	97.5%	96.8%	95%	Not Available	95%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	94.3%	91.8%	90%	94.3%	90%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	89.5%	85.7%	90%	88.2%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	59.7%	63.8%	90%	63.6%	90%
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Up is Better	5224	4155	25,000	8046	25,000
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%	1%	0.4%	1%
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	5.1%	5.1%	10%	4.7%	10%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	53.4%	50.6%	90%	48.7%	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	43.7%	41.9%	90%	40%	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	54.4%	51.9%	90%	50.7%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	77.8%	75.1%	90%	72.2%	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	18.2%	17.4%	50%	11.9%	50%
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	92%	Not Available	95%	93.8%	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	92.2%	Not Available	95%	92.8%	95%
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Up is Better	New in 2021	68.9%	100%	69.5%	100%
Percent of patients overall who experienced a sudden cardiac arrest that survived to hospital discharge	Up is Better	New in 2021	4.7%	10%	5.5%	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	23.9%	40%	32.8%	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	26.9%	50%	34%	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	29.4%	50%	31.6%	50%
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	83.3%	95%	90.8%	95%
Percent of EMS responses originating from a 911 request for patients 2-18 years of age with a diagnosis	Up is Better	New in 2021	58.7%	100%	60.1%	100%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
of asthma who had an aerosolized beta agonist administered						
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	90.4%	100%	100%	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	52.5%	100%	40.5%	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	96.8%	100%	99.2%	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	11.2%	50%	26.6%	100%
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	25.6%	100%	22.2%	50%
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	79%	100%	79.5%	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	13.7%	50%	13.8%	50%
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	92.3%	95%	87.5%	95%

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 Activity records)		
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 Activity records)		
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	Daily Service

Operations Title	Operations Description	Type of Operations
	available for use.	
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 Activity records)		
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 Activity records)		
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 2020 Actual	FY 2021 Actual	FY2022 Actual
2 - Agency Financial Operations (2 Measure records)			

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
Fire Prevention fee and permit revenue	$449,745	$361,139	$648,840
EMS patient transport revenue	$22,033,274	$26,558,789	$64,203,255
4 - Emergency Medical Services Operations (9 Measure records)			
Number of individuals from diverted 911 calls transported to Regional Addiction Prevention (RAP) facility	Not Available	Not Available	Not Available
Number of individuals from diverted 911 calls transported to Sobering Center	Not Available	Not Available	Not Available
Number of "lower priority" (not time-sensitive) EMS incidents	101,649	96,887	98,289
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	10,353	8183	8267
Number of "highest priority" (very time-sensitive) EMS incidents	5835	6156	6025
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	688	549	524
Number of "higher priority" (time-sensitive) EMS incidents	56,514	50,334	51,262
Number of FEMS patient transports	45,996	42,440	47,713
Number of EMS incidents	163,998	153,377	155,576
4 - Fire/Rescue Operations (5 Measure records)			
Number of "structure fires" extinguished	635	585	342
Number of "residential structure fires" extinguished	550	532	285
Number of fire incidents	29,205	28,447	31,537
Number of "structure fire" incidents	2695	2627	2679
Number of "other fires" extinguished	1275	1034	311
4 - Inspections (3 Measure records)			
Number of fire code complaints investigated	461	677	694
Number of fire code violations observed	16,521	23,227	20,616
Number of occupancies inspected	10,530	12,273	12,170
4 - Investigations (2 Measure records)			
Number of "arson" arrests	16	21	14
Number of fires classified as "arson"	195	198	165
4 - Performance Management (1 Measure)			
Number of emergency incidents	201,130	53,904	196,151

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Emergency Medical Services Operations (2 Strategic Initiative records)		
Patient Pain Interventions	In FY 2023, the Department will utilize various improvement techniques to better record an injured patient's pain scale and to more reliably achieve pain relief. Improvement will be assessed through the use of the National EMS Quality Alliance Compass 2.0 measures (Trauma-01 (Pain Documentation) and Trauma-03 (Pain Reduction)) and the evaluation of documented mechanical and pharmaceutical means.	09-30-2023
Develop Strategies for the Reduction of Health Risks that Impact 911	During FY 2023, the Department will develop strategies for the reduction of certain health risks that impact the use of 911, out-of-hospital resources, or whose outcome can be better managed out of the hospital or prior to arrival at the hospital. Gaps between emergency and preventative care have already been identified in some communities and internal and external	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	stakeholders will be engaged to identify areas needing improvement including those involving pain management, cardiac arrest, behavioral health, and blunt force trauma. An in-depth analysis will be conducted of call volume trends with a geographic focus on chief complaint dispatch discrepancies. Once strategies are developed, a future education and awareness initiative will be used to better promote EMS prevention efforts focused on neighborhoods, community relations, and schools.	
Information Technology (2 Strategic Initiative records)		
New Intranet for Employees	During FY 2023, the Department will improve internal communications with a multi-faceted approach to keep the workforce informed on issues of critical, time-sensitive importance. This will include a new comprehensive, dynamic intranet and increased use of video and other electronic communications. The initiative will also highlight the Mayor's public safety agenda and the Department's role, and share practical applications of the Fire and EMS Chief's vision and agenda.	09-30-2023
Telestaff/Peoplesoft Assessment	"During FY 2023, the Department will evaluate the feasibility of an initiative to integrate PeopleSoft and Telestaff (the Department's internal scheduling program). The goal will be to allow for bidirectional exchange of information between the two systems. This effort would provide (1) more accurate reporting of time and attendance; (2) better equalization of overtime distribution; (3) more detailed recordkeeping of leave usage reporting; and (4) better visibility for all managers to improve management of leave.	09-30-2023
Performance Management (1 Strategic Initiative)		
New Command Positions	During FY 2023, the Department will create new command positions to staff the Fire Operations Center 24 hours a day, seven days a week. This will allow improved situational awareness and the ability to manage resources in real time, including immediately during large scale emergencies. IT enhancements will support these efforts at the battalion and command officer level through improved fire house based technology. Safety and EMS Battalion Chiefs will be further supported with new sergeant aide positions.	09-30-2023
Public Outreach (2 Strategic Initiative records)		
Harm Reduction Opioid Teams	"During FY 2023, the Department will create a total of four Opioid Response Teams in collaboration with the Department of Behavioral Health (DBH). The program will consist of four Fire and EMS employees and four grant-funded full‐time equivalent (FTE) employees who are trained in harm reduction. The teams will have access to real-time notifications when first responders are on an opioid-related use incident within the District and complete follow-up visits to scenes (within twenty minutes) to provide Narcan kits and education on harm reduction, including referrals to city resources capable of providing long-term help.	09-30-2023
Launch #DCFireSAFE Fire Campaign	During FY 2023, the Department will launch a new marquee fire safety marketing campaign (#DCFireSAFE) that will target children and seniors. Department wide branding, educational literature, the production of supporting audio/visual materials and dedicated social media channels will be created. This will be a joint effort by the Media & Community Relations Division and the education arm of the Fire Prevention Division.	09-30-2023
Risk Management (1 Strategic Initiative)		
Safety Vision and Reporting System	During FY 2023, a comprehensive health and safety vision for the Department will be developed using a self-assessment of NFPA 1500 (National Fire Protection Association Standard on Fire Department Occupational Safety, Health, and Wellness Program) as a tool. The Risk Management Division will develop a reporting system in accordance with NFPA 1500 to begin tracking near misses. A near miss is defined as a potential hazard or incident in which no personal injury was sustained, but where, given a slight shift in time or position, damage or injury easily could have occurred.	09-30-2023
Special Operations (1 Strategic Initiative)		
Update Metro SOG's and Manual	During FY 2023, the Department will update the Washington Metropolitan Area Transit Authority's (WMATA) METRO Standard Operating Guidelines (SOG's) and Emergency Service Manual which are used for rail emergencies. The focus will be on improved operational discipline, incident command, and resource deployment. The National Fire Protection Association's (NFPA) 1561 (Standard on Emergency Services Incident Management and Command Safety) will be used to expand incident management procedures compliant with the National Incident Management System (NIMS). Training of members will follow final approval of new manual and guidelines.	09-30-2023