Fire and Emergency Medical Services Department FY2019

Agency	Fire and Emergency Medical Services Department		**Agency Code**	FB0	**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.				
Summary of Services	F&EMS provides emergency medical services (EMS), fire suppression, homeland security and special operations response for the District of Columbia, including planned events and activities unique to the nation's capital. The Department is responsible for fire and life safety code enforcement, along with community based education and prevention programs. F&EMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.				

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
A program to replace and upgrade the Department's Self-Contained Breathing Apparatus (SCBA) bottles and harnesses was developed using data from a joint assessment with Arlington County and the Metropolitan Washington Council of Governments (MWCOG), along with input from our labor unions. Over 1,800 operational employees will receive hands-on instructions on the new equipment prior to deployment in early FY 2020.	Self-Contained Breathing Apparatus is a primary personal protective equipment for firefighters so keeping it upgraded is essential and necessary to ensure the acceptable levels of reliability, durability and performance. Supports a work environment focused on creating healthy, safe, and competent workforce.	Personal protective equipment upgrades for our Department personnel supports the health and safety of our first responders. A healthy first responder workforce better enables the Department to protect public safety and also decreases Department spending on employees' illnesses and injuries.
A mental health awareness program was established in partnership with the Department's labor unions. The program is based on the Stress First Aid (SFA) For Firefighters and provides for better awareness of stress induced mental health challenges among our workforce.	Peer support teams have been established and are available 24 hours a day that can help connect an employee to appropriate provider networks for assistance. This will provide for a greater likelihood that Department employees will get help when in need.	Mental health awareness supports the health and safety of our first responders. A healthy first responder workforce better enables the Department to protect public safety and also decreases Department spending on employees' illnesses and injuries.
Our Utstein CPR Bystander Intervention rates continued to rise in FY 2019 and we are pleased to report they are very close to the national standard of 40%. We hope this will result in higher survival rates along with sustained progress in the next several years.	This validates that our considerable focus and efforts to provide the public with "Hands on Hearts" CPR training over the past few years is working. It supports the likelihood that our first responders' intervention in these cases will lead to positive patient outcomes, which improves our Department's overall performance.	Sustained increases in CPR Bystander Intervention rates will lead to increases in cardiac arrest survival rates for DC residents.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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	Quarterly	276	303	200	50	74	97	65	286	Unmet	The Department was able to decrease our accident levels towards the end of the summer months, the Department's highest call volume months. We have recently made additional policy and training changes in order to emphasize our safety culture, and will continue to emphasize safety as one of our Core Values.
Number of labor/management partnership meetings scheduled and attended by executive managers	Quarterly	88	48	36	9	12	17	26	64	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Number of FEMS personnel injured while at work	Quarterly	388	345	300	97	78	83	109	367	Unmet	Although we did not meet our FY 2019 goal we continue to observe some progress compared to FY 2017. We have also recently made additional policy and training changes in order to emphasize our safety culture, and will continue to emphasize safety as one of our Core Values. Also, we have been performing internal auditing functions to help confirm reporting effectiveness.

2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	27.8%	29%	25%	32.2%	26.4%	23.4%	34.8%	29.3%	Unmet	Through the purchase of additional ambulances and improved staffing resources, we expect to see further progress on this moving forward. Although we came up short meeting our goal, we are pleased to report that we did meet our goal in Quarter 3, and came close to meeting it in Quarter 2. This measure is vastly improved since 2016, due to our ongoing purchases of new ambulances on a replacement schedule and the establishment of an ambulance reserve.
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	35.7%	33.4%	25%	36.1%	33.6%	31.5%	33.9%	34.8%	Unmet	Although we fell short of the target for this KPI, we continue to believe that our recent fire apparatus purchases, including a significant infusion of engines in 2018 and 2019 that established a reserve of engines for the first time in many years, as well as efficiency improvements at our Apparatus Division, will help us meet our goal moving forward.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	42.7%	40.2%	25%	44.9%	42.4%	40.4%	40%	43.6%	Unmet	Although we fell short of the target for this KPI, we continue to believe that our recent fire apparatus purchases, including a planned infusion of new ladder trucks in 2020 and 2021, as well as efficiency improvements at our Apparatus Division, will help us meet our goal moving forward.
3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)											
Number of times the FEMS web site was visited to access service, program or performance measurement content	Quarterly	237,963	147,323	300,000	31,362	32,750	35,228	35,219	134,559	Unmet	We are currently evaluating this KPI to find more effective ways to measure website effectiveness and community engagement.
4 - Deliver timely, high quality and effective services to better serve the needs of our community. (27 Measures)											
Percent of residential structure fires without a working smoke alarm	Quarterly	10.9%	11.8%	8%	10.6%	10.8%	9.4%	17%	12%	Unmet	In FY 2019 a baseline was established for this measure and we are continuing to monitor data as we bolster our efforts to increase smoke alarm usage and effectiveness. With the exception of the 4th quarter result, we came close to meeting our goal.
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Quarterly	96.6%	95.2%	90%	93.4%	91.1%	91.8%	93.3%	92.4%	Met	
Number of fire safety education presentations completed for pre-school/kindergarten age children	Quarterly	110	200	200	20	73	101	41	235	Met	
Number home fire safety/smoke alarm installation visits completed for District residents	Quarterly	1740	2346	2000	296	577	584	686	2143	Met	
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Quarterly	96.2%	96.7%	95%	88.8%	95.3%	99.1%	96.8%	94.6%	Nearly Met	Although we came very close to meeting our goal in FY 2019, as we have in recent years, we experienced a first quarter percentage decrease that we have noted and so we will continue to monitor results.
Percent of residential structure fires where flame spread was confined to the room of origin	Quarterly	81%	80.2%	80%	76.9%	81.8%	87.5%	80.1%	81.1%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Quarterly	63.3%	61.7%	90%	57.2%	52.8%	56.2%	56.6%	54.9%	Unmet	Call volume that exceeds the national standard for many engine companies continues to be a barrier. The addition of four new full-time ambulances in FY 2020 may improve this measure.
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	Quarterly	50.6%	51.2%	90%	46.8%	42.7%	46%	46.1%	44.7%	Unmet	Call volume that exceeds the national standard for many engine companies continues to be a barrier. The addition of four new full-time ambulances in FY 2020 may improve this measure.
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	Quarterly	63.7%	66.1%	90%	65.3%	59.9%	58%	60.4%	62.4%	Unmet	Call volume that exceeds the national standard for many engine companies continues to be a barrier. The addition of four new full-time ambulances in FY 2020 may improve this measure.
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Quarterly	81.9%	82.9%	90%	81.1%	79%	77.7%	79.1%	80.1%	Unmet	Call volume that exceeds the national standard for many engine companies continues to be a barrier. The addition of four new full-time ambulances in FY 2020 may improve this measure.
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	Quarterly	82.3%	83.7%	95%	100%	100%	99.6%	100%	100%	Met	
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	Quarterly	93.8%	92.7%	95%	96.5%	97%	96.5%	95.1%	96.7%	Met	
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	Quarterly	99.7%	100%	95%	94.6%	87.2%	90.9%	98.5%	90.8%	Nearly Met	This measure nearly met its goal. The Department is in the process of improving the evaluation of this measure to promote reporting and monitoring effectiveness, so some variation in results is possible.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	Quarterly	96.7%	99%	95%	91.2%	90.9%	94%	97%	91%	Nearly Met	Beginning FY 2019 Q2, based on nationally accepted care recommendations, DC FEMS removed 12-Lead EKG acquisition from the required items for the Stroke Patient Performance Measure. This elimination of the EKG step serves to promote rapid diagnosis and transport, specifically for BLS transports, with pre-notification to a recognized stroke center, a lifesaving intervention, without determent to departmental performance measures.
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	Quarterly	0.5%	0.4%	1%	0.4%	0.5%	0.5%	0.5%	0.5%	Met	
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Quarterly	26,959	16,885	25,000	1543	1441	6925	8742	18,651	Unmet	Because the Department has trained over 72,000 residents and visitors since 2015, we may have reached a plateau that prohibits our attaining our goal of 25,000 new trainees every year. We will continue to prioritize this training in FY 2019 and are very pleased to have observed success with increased participation rates.
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	Quarterly	13.1%	11.8%	15%	10.4%	9.1%	11.4%	8.5%	9.8%	Unmet	We continue to focus our efforts to improve in this category through continued emphasis on EMS training for providers, Hands on Hearts training for citizens, and registration for the Pulse Point application. In FY 2019, the national average for this measure also decreased.
										Nearly Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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	Quarterly	27.3%	40%	32%	29.4%	25%	26.1%	17.4%	24.1%	Unmet	With continued emphasis on Hands on Hearts training for citizens and registration for the Pulse Point application, the Department will be better positioned to meet this goal. In FY 2019, the national average for this measure also decreased. Our performance in FY 2019 is consistent with the national average.
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	Quarterly	5.5%	4.5%	10%	4.5%	4.8%	5.2%	5.3%	4.9%	Met	
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	Quarterly	38.1%	42.9%	50%	44.8%	49.4%	48.6%	50.7%	48.4%	Nearly Met	We have seen promising results in FY 2019, which is very close to our goal. The Department has improved its performance with this goal every year since FY 2014 and has now reached the national average for this measure. With continued emphasis on Hands on Hearts training for citizens and registration for the Pulse Point application, the Department will be better positioned to meet this goal.
Number of civilian fire fatalities	Quarterly	4	4	10	2	1	4	2	9	Met	
Percent of "structural" arson fires cleared by arrest or exceptional means	Quarterly	24.5%	18%	25%	62.5%	15.4%	17.4%	6.3%	25.4%	Met	
Percent of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call	Quarterly	93.6%	95.2%	95%	93.3%	91.7%	88.4%	91.6%	91.7%	Nearly Met	Data for this measure is collected by a third party contractor. FEMS is currently collecting and reviewing the source data.
Percent of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Quarterly	93.4%	95.4%	95%	93.9%	92.9%	87.2%	92.4%	92.3%	Nearly Met	Data for this measure is collected by a third party contractor. FEMS is currently collecting and reviewing the source data.
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Quarterly	95%	92.2%	90%	85.5%	82.6%	85%	89.3%	85.5%	Nearly Met	Call volume that exceeds the national standard for many engine companies continues to be a barrier.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Quarterly	78.5%	73.4%	90%	47.8%	68.2%	47.4%	50%	53.6%	Unmet	Call volume that exceeds the national standard for many engine companies continues to be a barrier.
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	Quarterly	20.1%	22.9%	50%	22.3%	21.5%	19.5%	19.1%	20.6%	Unmet	Call volume that continues to increase is a barrier to improvements along with limitations in hospital capacity and efficient patient flow through hospitals. In addition, the closure of Providence Hospital in FY 2019 severely inhibited the Department's ability to meet this goal and caused the Department's drop times to increase by four minutes. The addition of four new full time ambulances in FY 2020 may help with this measure, but call volume and the challenges created by the closure of Providence will continue to be barriers.
5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80.7%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.9%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.4%	No Target Set	
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.
*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.
*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.
*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
2 - Agency Financial Operations (2 Measures)							
EMS patient transport revenue	26,388,175	22,698,400	5,828,433.6	4,887,687.3	7,656,558.1	6,332,911.5	24,705,591
Fire Prevention fee and permit revenue	485,498	562,133	179,463	129,605	186,155	183,722	678,945
4 - Emergency Medical Services Operations (7 Measures)							
Number of EMS incidents	165,692	168,102	40,367	40,191	45,968	46,479	173,005
Number of FEMS patient transports	55,078	53,322	13,419	13,147	14,078	14,081	54,725
Number of "higher priority" (time-sensitive) EMS incidents	78,942	64,288	13,021	13,534	15,307	15,989	57,851
Number of "highest priority" (very time-sensitive) EMS incidents	5631	5032	993	1098	1407	1450	4948
Number of "lower priority" (not time-sensitive) EMS incidents	81,119	98,782	26,353	25,559	29,254	29,040	110,206
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	1115	590	166	179	189	185	719
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	19,256	9166	2328	2543	2771	2839	10,481
4 - Fire/Rescue Operations (5 Measures)							
Number of fire incidents	34,652	35,071	7809	7001	7593	8486	30,889
Number of "structure fire" incidents	2393	2624	754	706	654	638	2752
Number of "structure fires" extinguished	679	749	190	169	138	171	668
Number of "residential structure fires" extinguished	557	658	160	148	112	156	576
Number of "other fires" extinguished	1138	1403	257	204	337	412	1210

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
4 - Inspections (3 Measures)							
Number of occupancies inspected	12,181	11,602	2796	3556	3878	3310	13,540
Number of fire code violations observed	14,888	14,661	6356	5643	6448	4940	23,387
Number of fire code complaints investigated	306	402	38	52	99	146	335
4 - Investigations (2 Measures)							
Number of fires classified as "arson"	228	202	35	29	56	38	158
Number of "arson" arrests	32	22	2	2	5	1	10
4 - Performance Management (1 Measure)							
Number of emergency incidents	201,404	207,492	50,087	49,225	55,870	57,277	212,459

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	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
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 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	50-74%	In the 4th quarter of FY 2019, the Department in cooperation with The Lab@DC completed an initial analysis which appeared to show a decrease in ambulance use by NTL referred patients during the defined study period. Additional data will be needed to fully understand the impact. We anticipate completion of this initiative to be in the third quarter of FY 2020.	This initiative is still "in progress". Challenges to full completion in FY 2019 include the lack of full access to data on patient utilization, health outcomes, and health care expenditures, needed to fully understand impact.
Field Infrastructure (1 Strategic Initiative)				
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.	75-99%	In the 4th Quarter of 2019, the Department completed a majority of standardized inventories and the service life and replacement schedule for equipment is near completion. The final replacement plan is also being formulated and it's estimated to be completed by the second quarter of FY 2020.	This initiative is mostly complete. There were some competing priorities and also changes in the Departments organizational structure that limited efforts to a degree.
Inventory Management (1 Strategic Initiative)				
Establish a replacement program for standardized Self-Contained Breathing Apparatus (SCBA).	During FY 2019, the Department will develop 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.	Complete	No further updates	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	No further updates.	
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.	Complete	No further updates.	
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.	Complete	In the 4th quarter of FY 2019, the Department released a media presentation featuring Medical Director Robert Holman and Chief of Staff Amy Mauro who discussed Nurse Triage Line updates and improvements. Issues discussed in the presentation included the progress made with the Lab@DC partnership and study, NTL guidelines and best practices, and feedback from community and stakeholders.	
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.	Complete	In the 4th quarter of FY 2019, the Department examined trauma transport times across the District and found some areas to have prolonged transport times in relation to others. We have completed a final draft of the new standard. We anticipate completion to be in the 1st quarter of FY 2020.	This initiative is near completion and will not have carry over into the FY 2020 plan.
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.	50-74%	In the 4th quarter of FY 2019, the Department examined trauma transport times across the District and found some areas to have prolonged transport times in relation to others. We have completed a final draft of the new standard. We anticipate completion to be in the 1st quarter of FY 2020.	We have completed a final draft of the new standard. We anticipate completion to be in the 1st quarter of FY 2020.
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.	Complete	In the 4th quarter of FY 2019, the Department delivered a class under the new curriculum and the first recruit class graduated. As the newly trained members begin delivering care and service in the field, the impact of this initiative will be observed.	
Public Outreach (1 Strategic Initiative)				
Increase college student fire and life safety awareness through focused training efforts.	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 alarms (to include fire warden training and fire drills), safe exiting, cooking, and appliances/electrical equipment.	Complete	In the 4th quarter of FY 2019, the Department's Fire Prevention Division (FPD) visited the remaining campuses of Gallaudet University, Trinity Washington University, University of The District of Columbia, and Georgetown University. FPD personnel delivered fire education training and guidance to 1,264 students.	
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.	Complete	No further updates.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	No further updates.	