

Fire and Emergency Medical Services Department FY2021

Agency Fire and Emergency Medical Services Department

Agency Code FBO

Fiscal Year 2021

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.

Summary of Services FEMS 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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Improve Basic Life Support (BLS) skill evaluation and mentoring process for Emergency Medical Technician (EMT) personnel	This new process has proven to be more effective in identifying challenging areas for new care providers and has allowed for more timely processing of members as independent patient care providers.	The Department has noted considerable improvement in the mentoring and Emergency Medical Services (EMS) skill evaluation process for Basic Life Support Services personnel which will translate into better patient care.
Update firefighting Standard Operating Guidelines (SOG) and Incident Command System (ICS) procedures for structure fires	The bulletin was issued in August of 2021 and training was completed with Command and Company level officers.	The Department completed the development of a new Command Operations Bulletin using National Fire Protection Association's (NFPA) 1561 (Standard on Emergency Services Incident Management System and Command Safety). This effort will improve the operational and safety procedures used during structure fire incidents.
Deliver Self-contained breathing apparatus (SCBA) and Personal Protective Equipment (PPE) cancer reduction training and create standardized inventory	The Department performed cancer reduction training for operations and new recruits with online and in person training. Testing of decon equipment continues and hygienic bodywash products have been distributed to all facilities. Fireground policies and best practices review is ongoing and the Cancer Advisory Council continues to meet on a regular basis to advise.	Increasing health and safety knowledge and education by delivering relevant SCBA and PPE training helps to strengthen Department effectiveness and ensure the health and safety of our members.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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	Quarterly	321	335	300	73	53	108	95	329	Nearly Met	We expect to see a continued downward trend in injuries even though we fell just short of our target this year. Having recently completed major upgrades and improvements to our accident reduction training in FY 2021, we anticipate measured improvements starting in FY 2022. We will continue to emphasize safety as one of our Core Values.
Number of labor/management partnership meetings scheduled and attended by executive managers	Quarterly	64	49	36	8	15	30	13	66	Met	
Number of FEMS operated vehicles involved in collisions	Quarterly	New in 2021	New in 2021	New in 2021	60	37	61	87	245	New in 2021	
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	Quarterly	29.3%	27.1%	25%	18.5%	22.2%	23.5%	32.1%	24.1%	Met	
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	34.8%	28%	25%	17.5%	24.4%	27.4%	28.8%	24.5%	Met	
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	43.6%	31%	25%	23.5%	29%	32.3%	31.2%	29%	Unmet	We are pleased that we continued to make improvements in this area, having made a 2% improvement since last year. Although we fell short of the target for this KPI, we continue to believe that our recent fire apparatus purchases as well as efficiency improvements made at our Apparatus Division will help us meet our goal moving forward. COVID-19 supply chain delays also contributed to a lower than hoped for improvement in this measure.
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	134,559	Not Available	300,000	No data available	No data available	No data available	No data available	No data available		
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	Quarterly	92.4%	94.3%	90%	89.4%	91.5%	93.8%	92.3%	91.8%	Met	
Number of fire safety education presentations completed for pre-school/kindergarten age children	Quarterly	235	61	200	8	11	2	1	22	Unmet	Due to concerns about exposures to the public during the COVID-19 pandemic, the Department made temporary reductions in visits in FY 2021, particularly in the summer months and during the COVID-19 surge in Q4.
Number home fire safety/smoke alarm installation visits completed for District residents	Quarterly	2143	405	2000	839	775	782	797	3193	Met	
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Quarterly	94.6%	97.5%	95%	97%	97.9%	99.3%	91.7%	96.8%	Met	
Percent of residential structure fires where flame spread was confined to the room of origin	Quarterly	81.1%	84%	80%	85.2%	77.9%	84.6%	79.8%	82%	Met	
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Quarterly	54.9%	53.4%	90%	49.5%	49.6%	53.2%	49.9%	50.6%	Unmet	Local hospital capacity and patient flow due to the pandemic has been a barrier to meeting our goals. Additionally, the challenges of PPE usage due to COVID-19 has an adverse impact on our response times.
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	44.7%	43.7%	90%	40.7%	42.4%	44.3%	40.3%	41.9%	Unmet	Local hospital capacity and patient flow due to the pandemic has been a barrier to meeting our goals. Additionally, the challenges of PPE usage due to COVID-19 has had an adverse impact on our response times.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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	62.4%	54.4%	90%	48.5%	51.9%	56.3%	50.8%	51.9%	Unmet	Local hospital capacity and patient flow due to the pandemic has been a barrier to meeting our goals. Additionally, the challenges of PPE usage due to COVID-19 has had an adverse impact on our response times.
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Quarterly	80.1%	77.8%	90%	75%	74.7%	77.3%	73.5%	75.1%	Unmet	Local hospital capacity and patient flow due to the pandemic has been a barrier to meeting our goals. Additionally, the challenges of PPE usage due to COVID-19 has had an adverse impact on our response times.
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%	0.5%	1%	0.5%	0.5%	0.5%	0.4%	0.5%	Met	
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Quarterly	18,651	5224	25,000	0	0	1131	3024	4155	Unmet	Due to concerns about COVID-19 exposures to the public, the Department halted all "hands only" CPR/AED familiarization training program events in FY 2020. In FY 2021, we began trainings again in the 2nd half of the year.
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	4.9%	5.1%	10%	5.3%	5.2%	5.1%	4.8%	5.1%	Met	
Number of civilian fire fatalities	Quarterly	9	6	10	2	4	5	1	12	Unmet	While we cannot make this conclusion with certainty, we believe it is possible that the rate of civilian fire deaths has gone up during the pandemic because residents are at home more often, cooking at home more often, and isolated due to social distancing, particularly those in high risk groups like children and senior citizens. In 50% of the deaths, the structure did not have a working smoke alarm and the majority of victims were over the age of 50, although sadly two of them were children. Our fire prevention education efforts continue to focus on fire safety in the home and we have special programs for senior citizens and children.
Percent of "structural" arson fires cleared by arrest or exceptional means	Quarterly	25.4%	21.6%	25%	12%	6.5%	42.1%	12.4%	18.3%	Unmet	Although we fell short of the target for this KPI, it should be noted that we cleared over 42% in quarter 4.
Percent of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call	Quarterly	91.7%	91.8%	95%	94.5%	95.8%	94.6%	Waiting on Data	95%	Met	
Percent of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Quarterly	92.3%	92.2%	95%	93.6%	95.2%	95.4%	Waiting on Data	94.7%	Nearly Met	We believe that the impact of the COVID-19 pandemic on our operations as well as our personnel could have impacted this KPI negatively in FY 2021. We expect to be able to meet our goal moving forward as we adjust to pandemic and post-pandemic needs.
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Quarterly	85.5%	89.5%	90%	84.1%	87.8%	87.7%	83.2%	85.7%	Nearly Met	Although we maintain an average of above 85% for this KPI every year, call volume for fire engine companies continues to be a challenge.
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Quarterly	53.6%	59.7%	90%	73.3%	56.3%	64.3%	62.5%	63.8%	Unmet	We are pleased that we continued to make improvements in this area, having made almost a 4 improvement since last year.
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	20.6%	18.2%	50%	27.2%	20.7%	12.4%	12.4%	17.4%	Unmet	The COVID-19 pandemic and it's impact on local hospital capacity and efficient patient flow has been a barrier to improvements in this area. Also, the health care system has not yet replaced the ER capacity lost due to the closure of Providence Hospital in FY 2019.
Percent of residential structure fires without a working smoke alarm	Quarterly	12%	15.5%	8%	13%	15.7%	11.5%	12.7%	13.2%	Unmet	As compared to FY 2020, we made a slight improvement in our performance in this category, although not meeting our target. During the COVID-19 pandemic the Department made temporary reductions in smoke alarm installations, and we believe that the increase in people staying at home has impacted the incidence of fires. We are continuing to monitor data as we bolster our efforts to increase smoke alarm usage and effectiveness.
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Quarterly	New in 2021	New in 2021	New in 2021	74.2%	72.4%	67.1%	65%	68.9%	New in 2021	
Percent 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	Quarterly	New in 2021	New in 2021	New in 2021	84%	81%	90.3%	80.9%	83.3%	New in 2021	
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	Quarterly	New in 2021	New in 2021	New in 2021	52.8%	48%	64.5%	56.8%	58.7%	New in 2021	
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	Quarterly	New in 2021	New in 2021	New in 2021	69.4%	76.9%	80.8%	100%	90.4%	New in 2021	
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	Quarterly	New in 2021	New in 2021	New in 2021	39.6%	73.6%	55.9%	46.3%	52.5%	New in 2021	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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	Quarterly	New in 2021	New in 2021	New in 2021	94.3%	96.5%	99.4%	98.1%	96.8%	New in 2021	
Percent of EMS responses originating from a 911 request for patients with injury who were assessed for pain	Quarterly	New in 2021	New in 2021	New in 2021	9%	9%	14.8%	20%	11.2%	New in 2021	
Percent of EMS transports originating from a 911 request for patients whose pain score was lowered during the EMS encounter	Quarterly	New in 2021	New in 2021	New in 2021	41.4%	26.9%	26.3%	22.4%	25.6%	New in 2021	
Percent of EMS responses originating from a 911 request for patients who meet CDC criteria for trauma and are transported to a trauma center	Quarterly	New in 2021	New in 2021	New in 2021	80.2%	76.1%	79.4%	79.7%	79%	New in 2021	
Percent of EMS transports originating from a 911 request during which lights and sirens were not used during patient transport	Quarterly	New in 2021	New in 2021	New in 2021	10.5%	8.6%	14.5%	14.3%	13.7%	New in 2021	
Percent of patients referred to and diverted by the Nurse Triage Line surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Quarterly	New in 2021	New in 2021	New in 2021	87.9%	92.9%	94.5%	94%	92.3%	New in 2021	
Percent of patients overall who experienced a sudden cardiac arrest that survived to hospital discharge	Quarterly	New in 2021	New in 2021	New in 2021	2.5%	3.6%	10.1%	2.7%	4.7%	New in 2021	
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")	Quarterly	New in 2021	New in 2021	New in 2021	30%	15.4%	36.4%	16.7%	24.6%	New in 2021	
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)	Quarterly	New in 2021	New in 2021	New in 2021	42.9%	22.2%	0%	33.3%	24.6%	New in 2021	
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	Quarterly	New in 2021	New in 2021	New in 2021	28.1%	27.7%	33.1%	28.6%	29.4%	New in 2021	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
2 - Agency Financial Operations (2 Measures)							
EMS patient transport revenue	\$24,705,591	\$22,033,274	\$4,108,926	\$5,394,517	\$5,221,499	\$11,833,847	\$26,558,789
Fire Prevention fee and permit revenue	678,945	449,745	80,088	74,968	76,823	129,260	361,139
4 - Emergency Medical Services Operations (7 Measures)							
Number of EMS incidents	173,005	163,998	36,372	34,825	39,132	43,048	153,377
Number of FEMS patient transports	54,725	45,996	9330	9628	11,323	12,159	42,440
Number of "lower priority" (not time-sensitive) EMS incidents	110,206	101,649	23,055	22,107	24,488	27,237	96,887
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	719	688	152	135	133	129	549
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	2229	1983	2007	1964	8183
Number of "higher priority" (time-sensitive) EMS incidents	57,851	56,514	11,830	11,385	12,988	14,131	50,334
Number of "highest priority" (very time-sensitive) EMS incidents	4948	5835	1487	1333	1656	1680	6156
4 - Fire/Rescue Operations (5 Measures)							
Number of fire incidents	30,889	29,205	6777	6274	7074	8322	28,447
Number of "structure fire" incidents	2752	2695	637	671	643	676	2627
Number of "structure fires" extinguished	668	635	147	160	157	121	585
Number of "residential structure fires" extinguished	576	550	135	145	143	109	532
Number of "other fires" extinguished	1210	1275	197	228	325	284	1034
4 - Inspections (3 Measures)							
Number of occupancies inspected	13,540	10,530	2725	3321	3099	3128	12,273
Number of fire code violations observed	23,387	16,521	4956	6517	6616	5138	23,227
Number of fire code complaints investigated	335	461	116	123	192	246	677
4 - Investigations (2 Measures)							
Number of fires classified as "arson"	158	195	43	46	47	62	198
Number of "arson" arrests	10	16	5	3	8	5	21
4 - Performance Management (1 Measure)							
Number of emergency incidents	212,459	201,130	45,230	43,046	48,381	53,904	190,561

2021 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

Operations Title	Operations Description	Type of Operations
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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Emergency Medical Services Operations (1 Strategic Initiative)				
Expanded pre-hospital stroke screening and care for patients in Ward 7 and 8	During FY 2021, the Department will expand pre-hospital stroke care screening for all suspected stroke patients, the majority of whom are Wards 7 and 8 residents. All patients will be screened for a diagnostic impression of weakness, slurred speech, altered mentation, sudden and severe headache, and falls for patients over age 65 with a FAST (Face, Arms, Speech, Time) screen. For those with a positive FAST screen a Vision, Aphasia and Neglect (VAN) stroke screen will also be performed. A positive VAN screen will likely indicate the presence of a Large Vessel Occlusion (LVO), requiring transport of the patient to a Comprehensive Stroke Center (CSC) for the most effective treatment. Results will be reported quarterly including the percentage of LVO screening with the VAN tool for all FAST positive screening. FEMS CQI will report quarterly the percentage of LVO transported to CSC's.	Complete	In the 4th quarter of FY 2021, the Department transported 84% of patients screened for stroke to Comprehensive Stroke Centers, continuing high rates of referrals to these facilities. High rates of stroke assessments were achieved throughout the year with a 98% compliance rate. Cooperation with our hospital partners to determine Large Vessel Occlusion (LVO) screen positives will continue and screening results will be reported quarterly.	
Fire/Rescue Operations (2 Strategic initiatives)				
Update firefighting Standard Operating Guidelines (SOG) and Incident Command System (ICS) procedures for structure fires	During FY 2021, the Department will update firefighting standard operating guidelines (SOG) for structure fire incidents with a focus on improved operational discipline and the effective deployment of resources by the Initial Incident Commander. National Fire Protection Association (NFPA) 1561 (Standard on Emergency Services Incident Management System and Command Safety) will be used to expand incident management procedures compliant with the National Incident Management System (NIMS). Members will then be trained on the changes by the end of FY 2021.	Complete	In the 4th quarter of FY 2021, the Department completed the development of a new Command Operations Bulletin using National Fire Protection Association's (NFPA) 1561 (Standard on Emergency Services Incident Management System and Command Safety). The bulletin was issued in August of 2021 and training was completed with Command and Company level officers during the fourth quarter of FY 2021.	
Proceed with the contract design and engineering of a new primary marine fire and rescue boat for District waterways	During FY 2021, the Department will select a firm to design and engineer, along with the option for construction management, a new primary marine fire and rescue for District waterways. The rapid expansion of development and uses of the District's waterways requires the Department to be able to rapidly and effectively respond to fire and rescue incidents on the Potomac and Anacostia Rivers, and to be available for regional rescue needs.	75-99%	In the 4th quarter of FY 2021, the Department continued to monitor the approval progress for the Request For Proposal (RFP), being reviewed by DC Office of Contracting and Procurement (OCP). Once the review is completed, revisions, if necessary, will be made and the proposal will be sent for publication. Meetings with OCP on requisitions and solicitations ongoing.	The approval progress for the Request For Proposal (RFP) has been longer than expected.
Information Technology (1 Strategic Initiative)				
Design and purchase comprehensive new reporting system	During FY 2021, the Department will develop requirements for and purchase a modernized, unified system for reporting across patient care reports, fire reports, and fire prevention inspections and investigations.	Complete	In the 4th quarter of FY 2021, the contract for the new unified reporting system was approved by Council and the contract was awarded. The new system will be implemented in FY 2022.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Performance Management (1 Strategic Initiative)				
Pilot a system for personnel performance plans	During FY 2021, the Department will create a personnel performance plan system for all operational and civilian personnel. This system will be based on best practices, will involve direct communication among leadership, middle management, and frontline workers, and will be the basis of potential future procurement of technology to streamline the process. FY2021 will be the pilot year for this initiative.	Complete	This initiative was launched in FY 2021 and a pilot test program was completed. Full implementation for all personnel will not take place until FY 2022.	
Public Outreach (1 Strategic Initiative)				
Deliver a virtual fire safety public education program entitled "What's Cooking Seniors"	During FY 2021, the Department will partner with the DC Department of Aging and community partners to deliver a public education program entitled "What's Cooking Seniors." The virtual (online) fire safety education program will focus on cooking and kitchen safety and will be coordinated with independent and assisted living senior residential buildings and management. Awareness on electrical and home heating fire prevention, smoking and oxygen safety, escape planning in case of fire, smoke alarm/carbon monoxide alarm maintenance, and fall prevention will also be included.	Complete	In the 4th quarter of FY 2021, in partnership with the Office of Aging, the Department continued delivering virtual/in-person fire safety program events. In total, sixty-five (65) education events targeting seniors to focus on cooking and fire safety were completed for this initiative and other programs are planned for FY 2022.	
Risk Management (3 Strategic initiatives)				
Implement a Continuous Quality Improvement (CQI) program for vehicle operators and install collision avoidance systems	During FY 2021, the Department will implement a Department Drivers' Continuous Quality Improvement (CQI) program to improve operator safety and collision investigations. All vehicles will be equipped with cameras and collision avoidance systems. Policies will be implemented to regulate the maintenance, use, responsibilities and access to drive cams and collision avoidance systems and to establish the CQI program that will periodically monitor emergency responses and provide feedback to drivers.	75-99%	In the 4th quarter of FY 2021, the Department's contractor nearly finished installing and replacing all on board emergency vehicle cameras. Training and quality control processes are to follow as soon as installations are completed. New emergency vehicle specifications are being changed to include anti-collision system installations upon delivery. Full expected completion to be in the 1st quarter of 2022.	Contractor delays contributed to this initiative not being fully completed by the end of FY 2021.
Deliver SCBA and PPE cancer reduction training and create standardized inventory	During FY 2021, the Department will develop and deliver new training and improve fireground cancer reduction strategies regarding Self-contained Breathing Apparatus (SCBA) and Personal Protective Equipment (PPE) cleaning. Decon equipment and supply availability policies will be reviewed to determine improvement opportunities. A standard inventory of decon supplies and equipment for decontamination of toxins including wipes, brushes, nozzles, and sprays, based on National Fire Protection Association (NFPA) standards and best practices will be established and the fireground decon policy will be updated to reflect changes.	75-99%	In the 4th quarter of FY 2021, the Department continued cancer reduction training for operations and new recruits with online and in person training being performed. Hygienic body wash soaps have been distributed to all facilities. Fire-ground policies and best practices are currently under review.	This initiative accomplished and exceeded most goals particularly with regional Fire Department participation and the safety symposium classes on cancer reduction. The Department's Fire-ground policies remain under review with a revised policy to be completed in FY 2022.
Engage workforce in improving mental and physical health through in-person trainings, virtual resources, assessments, and analysis	During FY 2021, the Department will provide in-person trainings, virtual resources, assessments, and analysis to improve the mental and physical health of its workforce. This multidisciplinary approach is designed to optimize mental and physical health, increase productivity, and maximize performance and longevity in all spheres of life. The Department will engage with a vendor specializing in human performance development for paramilitary organizations, will provide plans for health and wellness goals individualized to members' specific health needs, increase the participation of members through personalized engagement and incentives, and engage successful participants on methods for increasing use Department-wide.	Complete	The Department's human development performance program continues to drive engagement and promote a healthier workforce. Engagement with current participants along with extra incentives are helping to expand this outstanding program for use Department-wide. This initiative was fully completed in Q3.	
Training And Employee Development (2 Strategic initiatives)				
Improve Basic Life Support (BLS) skill evaluation and mentoring process for Emergency Medical Technician (EMT) personnel	During FY 2021, the Department will update and improve the mentoring and Emergency Medical Services (EMS) skill evaluation process for Basic Life Support Services personnel. Additional skill assessment requirements will be added to the current monthly probationary tests such as setting up IV supplies, placing electrodes and wires for EKG, and assisting intubation equipment. The Department will also update the current skill requirements to include the following: 1) Assessing the use of the Nurse Triage Line (NTL), 2) Assessing the transfer of patients to the third party provider transport services, and 3) Advanced Life Support (ALS) assist skills.	Complete	In the 4th quarter of FY 2021, the Department noted considerable improvement in the mentoring and Emergency Medical Services (EMS) skill evaluation process for Basic Life Support Services personnel. The new process has proven to be more effective in identifying challenging areas for new care providers and has allowed for more timely processing of members as independent patient care providers.	
Complete "Fire Control Room" hands-on familiarization training for personnel	During FY 2021, the Department will complete "Fire Control Room" hands-on familiarization training. The Fire Prevention Division will identify one (1) high-rise building or structure within each Company local alarm area. On-site informative fire control room visits involving fire inspectors and on-duty company personnel will take place at each building to review general requirements, fire service features, and equipment available for firefighter use.	Complete	The Department completed this initiative in Q3. All department personnel visited a building in each company's local alarm area and received training on Fire Control Rooms, which included and having a Fire Inspector present.	