



Emergency Medical Services

- Issue Overview
- Decision-making process
- Recommendation
- Questions & Comments
- Town Meeting



Why We Are Discussing EMS

- Camden First Aid Association (CFAA) has served our community since 1936
- Grateful for their service
- Confident in the quality of the care they deliver
- They've always been there when the call came
- EMS in the Mid-coast and elsewhere is changing
- People's expectations for EMS services: type of service, response times, cost
- Earlier this year, CFAA requested a substantial increase

Camden First Aid Association

FY 2013

Requested FY 2014

Cost: \$57,000

Cost: \$407,000

Camden \$20,000

Camden \$174,000

Hope \$ 2,000

Hope \$ 27,000

Lincolnvile \$10,000

Lincolnvile \$ 77,000

Rockport \$24,000

Rockport \$129,000

An increase of \$350,000



Financial Realities

The Towns:

- Budgetary pressures on the Towns: the economy, the State
- Elected Officials have a responsibility to taxpayers and the people in our community who need emergency services

Camden First Aid

- A minimum of 2,000 billable calls are needed to fund one 24/7 ambulance (CFAA 3-year average: less than 1500)
- Lack of opportunity to grow or diversify revenue base
- Payer mix (Private insurance, Medicare, Medicaid, self-pay)



CFAA and Towns

- CFAA contacted Towns last fall regarding financial pressures
- Managers and Administrators met with CFAA staff and Board to understand the issues facing CFAA
- CFAA met with the Select Boards of the 4 Towns in February to explain financial issues and funding request
- **The Towns' Goal:** develop long-term, cost-effective solutions to allow CFAA to continue to serve the 4 communities



The Towns' Response

- The 4-Towns decided to work together
- The Camden Select Board also directed the Town Manager consider a range of options:
 - Develop near-term steps that can be taken to help Camden First Aid Association CFAA reach financial stability;
 - Analyze the impact of funding CFAA at the proposed level on this year's budget and future years;
 - Develop an alternate organizational structure for CFAA;
 - Create a regional or individual Town-owned/operated EMS service
 - Consider CFAA reorganize under the protection of bankruptcy laws
 - Issue a request for proposals for Emergency Medical Services



Request for EMS Proposals

- Necessary part of the elected officials' due diligence and fiduciary responsibilities
- 4-Towns worked together to draft and issue a Request for Proposals
- **Purpose:** Seek proposals from EMS providers interested in contracting with the 4 Towns to serve as the 9-1-1 First Responders and deliver quality emergency medical services comparable or better than the current service
- RFP: Issued March 23; Due April 23, 2013



EMS Review Team

Purpose: To become knowledgeable about EMS, review the proposals, conduct interviews, and make recommendations to the 4 Select Boards regarding contracting with an EMS provider

Camden

Martin Cates, Select Board
John French, Jr., Select Board
Pat Finnigan, Town Manager

Hope

Eric Campbell, Select Board
Bill Pearse Jr., Budget Committee Member
Jonathan Duke, Town Administrator

Lincolnvile

Jason Trundy, Selectman
Jim Sinclair, Citizen
David Kinney, Town Administrator

Rockport

Ken McKinley, Select Board
Geoff Parker, Select Board
Roger Moody, Interim Town Manager

Independent Advisor: Rick Petrie,
Executive Director of Atlantic Partners
EMS

EMS Team

Process:

- Mission
- Educated ourselves
- 4 proposals were submitted:
 - Camden First Aid
 - Delta Ambulance
 - North East Mobile Health Systems
 - Sterling (proposed service to Hope only)

Review Criteria

The minimum requirements (based on current service by CFAA)

1. Scope of Service

Coverage: 24 hours a day 7 days a week

Service Quality

Service Level: Basic, Advanced , Paramedic

Number of staff assigned to this area

Vehicles and equipment

Response times

Quality Assurance protocols

2. Experience

Successful record of serving municipalities of similar size and density

Clinical experience

Patient satisfaction

Review Criteria

3. Qualifications

Qualifications of the organization's management staff

Qualifications of the First Responders/EMT's

A record of delivering high quality, efficient, and timely emergency medical and transport services

4. Cost

Cost is a factor in the selection process, but not the sole or primary criteria

Are the costs clearly explained

Does the quoted cost cover all proposed services



Review Criteria

- The proposals met the minimum requirements
- The EMS Team decided to interview 3 of the organizations
- The Hope EMS Team members interviewed Sterling Ambulance



Interviews

The EMS Review Team met with the providers on May 16

Sample questions:

- *Why did you submit a proposal to provide EMS services in our 4-towns?*
- *How does our community fit into your organization's long term vision?*
- *How did you develop your cost? What opportunities do you have to lower the cost?*
- *How would you establish relationships with other local ambulance services and public safety departments?*
- *Describe training resources utilized by your organization and your general Quality Improvement process.*
- *How would you propose our four towns maintain influence and control over the contract term?*
- *How would you handle the transition with respect to starting a service?*



Results

Results

Camden First Aid		Delta Ambulance		North East Mobile		Sterling	
Scope of Service	High	Scope of Service	High	Scope of Service	High	Scope of Service	
Experience	High	Experience	High	Experience	High	Experience	
EMS	High	EMS	High	EMS	High	EMS	
Local	High	Local	Low	Local	Low	Local	
Operations		Operations		Operations		Operations	
First Responders	High	First Responders	High	First Responders	High	First Responders	
Business Managmnt	Low	Business Managmnt	High	Business Managmnt	High	Business Management	
Business Model	Low	Business Model:	High	Business Model	High	Business Model	
Cost:	\$407,000	Cost:	\$552,640	Cost:	\$28,000	Cost:\$	
Camden	\$174,000	Camden	\$231,396	Camden	\$10,000		
Hope*	\$ 27,000	Hope	\$ 62,832	Hope*	\$ 1,000		
Lincolnvile	\$ 77,000	Lincolnvile	\$103,400	Lincolnvile	\$ 5,000		
Rockport	\$129,000	Rockport	\$155,012	Rockport	\$12,000		

* Serves Hope Corner only



Team Recommendation

The Team made a recommendation based on:

- Proposals submitted, interviews, references
- Minimum requirements needed to operate a solvent EMS program (call volume, payer mix, sustainable business model)
- Fiscal responsibility to taxpayers
- Financial capacity of the provider
- Long-term stability for the community



Team Recommendation

The EMS Review Team finds that *all 3 of the EMS providers* rated:

- ✓ **HIGH for Quality Services**
- ✓ **HIGH for Qualifications of First Responders/EMTs**
- ✓ **High for EMS Experience**

Team Recommendation:

The EMS Review Team finds that

- **North East Mobile Health Services' and Delta's Management Structure *EXCEEDS* CFAA**
- **North East Mobile Health Services' and Delta's Business Model *EXCEEDS* CFAA**
- **North East Mobile Health Services' Cost is LOWEST and provides high **quality services** with 24/7 **paramedic coverage****
- **North East Mobile Health Services' **business model** is based on a record of financial sustainability without relying on municipal tax dollars subsidy**

Team Recommendation

- Contract with **North East Mobile Health Services** to provide EMS First Responder services to the Towns of Camden, Hope, Lincolnville and Rockport

North East Mobile Health Services

- High quality EMS services
 - 9-1-1 Service at the paramedic level 24 hours a day 7 days a week
- 24/7 Paramedic-level ambulance
- 12/7 Paramedic-level ambulance (daytime)
- 12/7 Paramedic-level ambulance on-call (nighttime)
- 24/7 Transfer-focused paramedic-level ambulance available as backup



North East Mobile Health Services

- Well-managed organization; sustainable business model
- Broad expertise in EMS service delivery in rural areas
- Local presence; understanding of the mid-coast
- Response Time
- Service Chief is former Director of Maine EMS
- Highly qualified EMTs
- Safe, fuel-efficient fleet
- Advanced dispatching system
- Largest paramedic service in Maine
- Extensive training and education program
- Efficient use of personnel
- Leaders in innovation in mobile medical health field
- Active in policy development at Federal/State level



Next Steps

- Each Town is holding a Select Board Meeting to hear from citizens
 - What are your and other citizens' expectations for emergency medical services?
 - How much are citizens willing to pay for emergency medical services?

Town Meeting: June 12

- Voters will vote on the budget
- Voters will approve a funding amount for the *Public Safety Budget* which *includes* emergency medical services
- Voters will *not* be voting on a specific EMS provider

Article 10

To see what sums of money the Town will vote to appropriate and raise, net of non-property tax revenues, for the 2013-2014 fiscal year budget:

	Budget Committee <u>Recommends</u>	Select Board <u>Recommends</u>
A. GENERAL GOVERNMENT	\$1,547,020	\$1,547,020
B. PUBLIC SAFETY	\$1,950,857	\$1,876,857
C. HIGHWAYS, STREETS & BRIDGES	\$1,262,214	\$1,262,214
D. HEALTH & WELFARE	\$ 23,582	\$ 23,582
E. LEISURE SERVICES	\$ 871,378	\$ 871,378
F. CEMETERIES	\$ 93,739	\$ 93,739
G. DEBT/CAPITAL/CONTINGENCY	\$ 746,777	\$ 746,777
Total:	\$6,495,567	\$6,421,567



Contract Negotiations

After the 4 Town Meetings, when funding is approved, the Towns will work together to negotiate a contract with appropriate terms and conditions.



Q & A



Conclusion

- Stay involved
- Become educated consumers



Thank you