



GRAND COUNTY COUNCIL SPECIAL MEETING

Grand County Council Chambers
125 East Center Street, Moab, Utah

AGENDA

Tuesday, August 30, 2016

9:00 a.m.

- Call to Order**
- Presentations**
 - A. Presentation of Assessment and Recommendations for Grand County Emergency Medical Services (Aaron Reinert, Partner Safe Tech Solutions)
- Adjourn**

Closed Session(s) if necessary

At the Grand County Council meetings/hearings any citizen, property owner, or public official may be heard on any agenda subject. The number of persons heard and the time allowed each may be limited at the sole discretion of the Chair. On matters set for public hearings there is a three-minute time limit per person to allow maximum public participation. All persons, upon being recognized by the Chair, shall advance to the podium, state their full name and address, whom they represent, and their subject matter. No person shall interrupt legislative proceedings.

NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS. In compliance with the Americans with Disabilities Act, individuals with special needs requests wishing to attend County Council meetings are encouraged to contact the County two (2) business days in advance of these events. Specific accommodations necessary to allow participation of disabled persons will be provided to the maximum extent possible. T.D.D. (Telecommunication Device for the Deaf) calls can be answered at: (435) 259-1346. Individuals with speech and/or hearing impairments may also call the Relay Utah by dialing 711. Spanish Relay Utah: 1 (888) 346-3162

Requests for inclusion on an agenda and supporting documentation must be received by 5:00 PM on the Wednesday prior to a regular Council Meeting and forty-eight (48) hours prior to any Special Council Meeting. Information relative to these meetings/hearings may be obtained at the Grand County Council's Office, 125 East Center Street, Moab, Utah; (435) 259-1346.

It is hereby the policy of Grand County that elected and appointed representatives, staff and members of Grand County Council may participate in meetings through electronic means. Any form of telecommunication may be used, as long as it allows for real time interaction in the way of discussions, questions and answers, and voting.

A Council agenda packet is available at the local Library, 257. East Center Street, Moab, Utah, (435) 259-1111 at least 24 hours in advance of the meeting.

AGENDA SUMMARY
GRAND COUNTY COUNCIL MEETING
AUGUST 30, 2016

Agenda Item: A

TITLE:	Presentation of Assessment and Recommendations for Grand County Emergency Medical Services
FISCAL IMPACT:	None
PRESENTER(S):	Aarron Reinert, Partner Safe Tech Solutions

Prepared By:

Andy Smith
Director
Grand County EMS

FOR OFFICE USE ONLY:

Attorney Review:

N/A

RECOMMENDATION:

None needed

BACKGROUND:

During the 2015 budget meetings the EMS department expressed the need to have a full department assessment done by an outside agency. The Department leadership is concerned about the long term sustainability and viability of the department. Bids were solicited according to the county purchasing policy. And Safe Tech Solutions was chosen to perform the assessment. Today Safe Tech will be presenting their preliminary findings and discussing changes that need to be made.

ATTACHMENT(S):

1. RFP
2. Safe Tech Response to RFP



GRAND COUNTY REQUEST FOR PROPOSALS (RFP) FOR
Emergency Medical Services Department Assessment

February 22, 2016

Proposals are due by 5:00 p.m. on Monday, March 28, 2016

SEND TWO (2) COPIES OF THE PROPOSAL TO:

Clerk/Auditor's Office
Diana Carroll, Clerk/Auditor
125 E. Center Street
Moab, UT 84532
Phone: 435-259-1322
Fax: 435-259-2959
Email: dcarroll@grandcountyutah.net

SEND INQUIRIES Grand County EMS
Andy Smith, EMS Director 125 E. Center Street Moab, UT 84532
Phone: 435-259-1301 Email: asmith@grandcountyutah.net

IMPORTANT NOTICE TO ALL RESPONDENTS: Grand County reserves the right to: disqualify incomplete proposals, waive minor defects as it deems applicable in the written proposals, request additional information from any respondent, change or modify the scope of the project at any time without penalty, negotiate terms with one or more of the respondents, reject any or all proposals without penalty, and take any steps necessary to act in the County's best interest. The County also reserves the unilateral right to order, in writing, changes in the work within the scope of the contract and changes in the time of performance of the contract that do not alter the scope of the contract work. Proposals will not be considered for award if received by Grand County after the official closing date and time

Grand County Emergency Medical Services

Department Assessment Request for Proposal

PURPOSE

Grand County Emergency Medical Services is requesting competitive negotiable proposals for professional EMS assessment service. This assessment will review the current level of EMS services being offered as well as address future needs.

BACKGROUND

Grand County EMS is a third service ALS provider in the southeastern part of Utah. Grand County's primary response area encompasses over 3,600 square miles of some of the most scenic and remote areas of Utah. GCEMS currently operates with a full time director, assistant director, operations supervisor, and 30 paid call staff. The citizen base population for the county is about 9,500 with over half residing within the city of Moab. Grand County EMS also serves the needs of a very large visitor population of around 2.5 million per year. Moab and its surrounding area is known for its recreational opportunities. It is also known as a mecca for high adrenaline sports such as base jumping, rock climbing, canyoneering, white water rafting and others.

Grand County Emergency Medical Services leadership is concerned for the sustainability of the service. With a 20% increase in calls over the last five year and a 53% increase in the last decade, the service has developing issues with the demand visitors to our area place on the system. GCEMS responds to over a 1,000 calls annually, of which 40% are for visitors to the County. GCEMS has been self-funded relying on patient transports for the funds to run this essential service. Over the last few years increasing costs and lower income have caused the service to consider other options for funding. This along with ever increasing requirements for certification, the second longest call duration in the state, very seasonal populations, and the cost of living in the area, has contributed to difficulty in recruitment and retention of staff for GCEMS.

Grand County EMS has also had a revolving door of leadership over the last 15 years, with most department directors staying less than 2 years. Long term growth and development have been stunted due to the extreme demands placed on the department and its leadership.

SCOPE OF SERVICES

The successful vendor shall provide the following:

1. Review the organizational structure and make-up of Grand County Emergency Medical Services, how it relates to the County government along with its authority and purpose. Make recommendations for future changes as needs are evaluated and documented.
2. Analysis of level, allocation and utilization of personnel and positions.
3. Assessment of policies, procedures, operational practices and training programs to assure and improve personnel safety, competency, and retention practices.
4. Review current department culture and make recommendations for improvement.
5. Review and provide recommendations for staff recruitment and retention.
6. Review of governing Federal, State and Local laws for compliance, and make recommendations for any local ordinances that should be put into place.
7. Assess cost effectiveness of current operations and identify areas where cost savings, cost avoidance and/or improved productivity and service can be accomplished, to include options for sustainable funding of the service, and a review of potential revenue streams.
8. Analysis of citizen access to emergency services and system reliability along with recommendation for improvements.
9. Assessment of relationship and coordination with key stake holders (Law Enforcement, Citizens, Hospitals, National Parks, etc..).
10. Evaluation of present public education programs and public relations efforts, providing recommendations for future options.
11. Analysis of physical facilities, apparatus and equipment in regards to serviceability and recommendations for future needs.
12. Provide a timeline for the assessment process as well as an overall expected time to deliver the final report.
13. Present final report, findings, and recommendations to the Grand County EMS leadership team, as well as to the Grand County Council.

If applicable please include any additional items in your RFP that you feel need to be covered.

SUBMISSION OF PROPOSAL

TIMELINE: To be considered, 2 (two) sealed copies of the proposal marked "Emergency Medical Services Assessment" shall be submitted to the County Clerk/Auditor, at 125 E. Center Street, Moab, UT 84532, no later than 5:00 p.m. on Monday, March 28th, 2016.

PROPOSAL OPENINGS: Proposals shall be opened by a representative from the Clerk Auditor's office and a witness in private on or after March 29th, 2016. The amount of each proposal, the number of respondents, and any other relevant information shall not be public until after the negotiation process has concluded.

INSTRUCTIONS FOR RESPONDING TO RFP: It is incumbent upon each respondent to carefully examine these specification, terms and conditions contained in this RFP. Any clarification or additional information shall be made in writing to the appropriate person called out on the cover page. When appropriate the County will respond through written means. If it becomes necessary to revise or amend any part of this RFP, notice will be given to all respondents who are registered when receiving this package. To register please send an email to asmith@grandcountyutah.net with contact information sufficient to forward any amendments. Respondent must acknowledge receipt of the amendment in their proposal. Each respondent should ensure that they have received all amendments to this RFP before submitting their proposal; please check the Grand county website at www.grancontyutah.net for any amendments.

PROPOSAL: Two (2) copies of the information enumerated below are to be returned in response to this RFP. The proposals shall be sealed and marked "Emergency Medical Services Assessment". Information that shall be submitted includes:

1. Company resume including contact information.
2. Main contact person for proposal purposes and for business needs.
3. Reference information for the 4 pas and/or current clients of similar size and scope. This includes their name, telephone number and email of a contact person from that entity.
4. Business license and certification required to perform work.
5. Any unique suggestions or requirements.
6. FORM 1: Public Records Law
7. FORM 2: Cost Breakdowns- The Respondent must provide a proposal of the work to be completed and include the cost of the service.

SELECTION PROCESS

SELECTION SCHEDULE: Each proposal will be reviewed by a selection committee that may include but is not limited to elected officials, County staff members, and invitees of the County. The committee will evaluate the written proposals and rank each proposal on the considerations noted in RFP. The committee may request the top Respondents to attend an interview and provide additional information to the committee.

The selection committee will endeavor to negotiate a contract with the successful firm. In the event that a mutually agreeable contract cannot be negotiated with the first firm, it is

anticipated that negotiations will begin with the next highest rated firm and so on until a mutually agreeable contract can be negotiated. The selection committee will forward a recommendation and draft contract to the County Council for awarding of the contract.

PROPOSAL EVALUATION CRITERIA: The selection of the successful Respondent will be based upon the following criteria:

1. Expertise in the field of EMS assessments.
 - a. Knowledge of the state and federal laws and regulations.
 - b. Knowledge of the healthcare industry.
 - c. Knowledge of rural healthcare services.
2. Customer relations
 - a. Previous client feedback on responsiveness and timeliness of firm.
 - b. How previous clients perceive the overall usefulness of report.
3. Compliance with and information provided in the RFP
4. Cost of service
5. Other areas as deemed appropriate by GCEMS

REQUIREMENTS/STANDARDS GOVERNING RFP

SCOPE: The following terms and conditions, including “Requirements/Standards Governing RFP” shall govern the submission of proposals. Any conflict with the terms and conditions contained in “Requirements/Standards Governing RFP” and any other part of the proposal shall be controlled by the stricter term or condition. The County reserves the right to reject any proposals, which takes exception to the terms or conditions in “Requirements/Standards Governing RFP” or any other part of this document.

COMPLETING PROPOSALS: Proposals must be submitted with the required forms herein and all forms must be completed in accordance with the instructions. Any and all corrections and/or erasures must be initialed and dated by the respondent. Each proposal must be manually signed in ink by an authorized respondent and all required information must be provided. Each respondent may submit only one (1) proposal. The contents of the proposal submitted by the successful respondent will become part of any contract awarded as a result of this request.

CONFIDENTIALITY OF PROPOSAL INFORMATION: Each proposal must be securely sealed to provide confidentiality of the proposal information prior to the proposal opening. The submitted proposal envelope must be prominently marked in the lower left hand corner “REQUEST FOR PROPOSAL and PROJECT TITLE” along with the proposal submission date and time. Failure to mark proposal envelopes as required is cause for proposal rejection as the County may not consider proposal improperly marked that are inadvertently opened as routine correspondence prior to the time and date set for the proposal submission.

All proposals become public information after the proposal opening and are available for inspection by the general public in accordance with the Government Records Management Act.

REQUEST FOR INFORMATION: Any request for clarification or additional information deemed necessary by any respondent to present a proper proposal shall be submitted in writing to Grand County Emergency Medical Services, 125 E. Center Street Moab, UT 84532. To be considered, any such request must be received in time to allow for the County sufficient time to prepare and disseminate a written response. When appropriate valid requests received in accordance with the foregoing will be responded to in writing from the County in the form of an addendum addressed to all prospective respondents.

ADDENDUM: All changes in connection with this request for proposals will be issued by the County’s in the form of a written addendum. Signed acknowledgment of receipt of each addendum should be submitted with the proposals response.

TAX EXEMPT: Grand County is exempt from federal and state taxes. DO NOT include taxes in the proposal.

CONDITIONAL PROPOSALS: Conditional proposals are subject to rejection in whole, or in part, at the sole discretion of Grand County.

LATE PROPOSALS AND MODIFICATIONS OR WITHDRAWALS: Proposals received after the date and time indicated on the cover sheet shall not be considered and shall be returned (unopened if sealed) if the respondent is identified on the proposal envelope. Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are resubmitted or modified must be sealed and submitted to the County prior to the proposal submission deadline. After proposal opening no changes in proposal prices or other provisions of proposals prejudicial to the interest of the County or fair competition shall be permitted.

PROPOSALS BINDING: All proposals submitted shall be binding upon the respondent if accepted by Grand County within ninety (90) calendar days of the proposal submission date. Negligence upon the part of the respondent in preparing the proposal confers no right of withdrawal after the time fixed for the submission of proposals.

NEGOTIATION: The County reserves the right to negotiate any and all elements of this proposal.

TIME LIMIT TO EXECUTE CONTRACT: The respondent must successfully execute a contract within the specified time after the County's notification to enter into contract. If the respondent fails to execute a contract within the required time, award to that respondent may be withdrawn and award made to the next highest rated respondent.

CODES AND REGULATIONS: All deliverables and work within the scope of this request shall be completed by the respondent in conformance with all applicable codes and regulations.

SAFETY: All practices and goods furnished as a result of this request shall comply with the federal Occupational Safety and Health Act, as well as any pertinent federal, state and/or local safety or environment codes.

NON-LIABILITY: The respondent shall not be liable for delay or failure to deliver services when such delay or failure is the result of fire, flood, strike, act of God, act of government, act of an alien enemy or by any other circumstances which, in Grand County's opinion, is beyond the control of the respondent. Under such circumstances, however, Grand County may cancel the contract if such action is deemed to be in the best interest of the County.

ASSIGNMENT OF CONTRACTUAL RIGHTS: Successful respondent shall not assign, transfer, convey or otherwise dispose of any contractual rights derived from this quotation request or its right, title or interest in or to the same, or any part thereof, without the previous written consent of Grand County.

INVOICE: Invoices shall be prepared and submitted in duplicate to Grand County Clerk Auditor's Office, 125 E. Center Street Moab, UT 84532.

COLLUSIVE PROPOSALS: The respondent certifies, by submission of a proposal, that their proposal is made without any previous understanding, agreement or connection with any person, firm or corporation making a proposal for the same products or services with prior knowledge of competitive prices, and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action. Any evidence of collusion among respondents and prospective respondents acting to illegally restrain freedom of competition by agreement to offer a fixed price, or otherwise, will render the proposals of such respondent void.

CONFLICT OF INTEREST: The award hereunder is subject to provisions of Utah State Statutes and Grand County ordinances and policies. All respondents must disclose with their proposal the name of any officer, director, or agent who is also an employee of Grand County, Utah. Further, all respondents must disclose the name of any Grand County employee who owns, directly or indirectly, any interest in the respondent's firm or any of its branches.

No person involved in making the award decisions may have personal investments in any business entity that will create a substantial conflict between their private interests and their public duties. Any person involved in making procurement decisions is guilty of a felony if the person asks, receives, or offers to receive any emolument, gratuity, contribution, loan, or reward, or any promise thereof, either for the person's own use or the use of benefit of any other person or organization from any person or organization interested in selling to the County.

DISCLAIMER OF LIABILITY: Grand County or any of its agencies will not hold harmless or indemnify any respondent for any liability whatsoever.

HOLD HARMLESS: The respondent agrees to protect, defend, indemnify, and hold the Grand County, and its officers, council members, commissions, employees and agents free and harmless from and against any and all losses, penalties, damages, settlements, costs, charges, professional fees or other expenses or liabilities of every kind and character resulting from the error, omission, or negligent act of the respondent, its agents, employees or representatives, in the performance of the respondent duties under any agreement resulting from award of this proposal. The respondent further shall agree to investigate, handle, respond to, provide defenses for and defend any such claims, etc., even if such claim is groundless, false or fraudulent.

ANTI-DISCRIMINATION CLAUSE: No respondent on this proposal request shall in any way, directly or indirectly, discriminate against any person because of age, race, color, handicap, sex, national origin, or religious creed.

ACCURACY OF PROPOSAL: Each proposal is publicly opened and is made part of the public record of Grand County's, Clerk Auditor's Office. Therefore, it is necessary that any and all information presented is accurate and will be that by which the respondent will complete the contract. If there is a discrepancy between the unit price and extended total, the unit price will prevail. If there is a discrepancy between the estimated quantities of work in a contract and actual quantities, the estimated quantities shall prevail.

PUBLIC RECORD: Grand County is governed by the Governmental Record Management Act (except from exemptions allowed by state law). Information or data pertinent to the respondent's proposal and of a confidential nature must be bound and placed in a separate sealed envelope and included with each copy of the respondent's proposal. Grand County requests that a minimum amount of confidential material be used by the respondent in preparing responses to the proposal. Materials consisting merely of general descriptive information will not be considered confidential under any circumstances.

SUBSTITUTIONS: No substitutions will be accepted for goods proposed after award, without the prior approval of Grand County. Any substitutions allowed will be supplied at no more than the contract proposal prices.

DISCOUNTS: Any and all discounts must be incorporated as a reduction in the proposal price and not shown separately. The price as shown on the proposal shall be the price used in determining award or awards.

INCURRED EXPENSES: This proposal does not commit Grand County to make an award, nor shall the County be responsible for any cost or expenses which may be incurred by any respondent in preparing and submitting any offer, or expenses incurred by any respondent prior to the execution of a purchase order or contract agreement.

SILENCE OF SPECIFICATIONS: The apparent silence of these specifications or any supplemental specifications as to details or the omission from same of any detailed description concerning any point shall be regarded as meaning that only the best commercial practices are to prevail and that only materials of first quality and correct type, size and design are to be used. All workmanship shall be first quality. All interpretations of specifications shall be made upon the basis of this statement. All specifications shall seek to promote overall economy and best use for the purpose intended and encourage competition in satisfying the County's needs.

LOCAL VENDORS. Where practical and reasonable, and within the scope of this article, Utah products and local vendors shall be given preference. Specifically, County Departments are encouraged to determine whether or not local merchants can meet prices quoted by out-of-county vendors. The purchasing agent is not required to purchase goods at the lowest price if there is an offsetting or added expense for travel, shipping, or other inconvenience associated with as out-of-County purchase.

NO WAIVER OF FUTURE RIGHTS: No provision in this document or in the respondent's proposal shall be construed, expressly or by implication, as a waiver by Grand County of any existent or future right and/or remedy available by law in the event of any claim or default or breach of contract.

BOND AMOUNTS. Upon the award of all construction contracts, the following bonds or security shall be delivered to the County: (a) A performance bond in an amount equal to 100% of the contract price; or (b) A payment bond in an amount equal to 100% of the contract price to serve as protection of all persons or companies supplying labor and/or material to the contractor or its subcontractors for the performance of the contract.

RFP DISCLAIMER. Grand County reserves the right to disqualify incomplete proposals, waive minor defects, as it deems applicable, in the written proposals, to request additional

information from any respondent, change or modify the scope of the project at any time, without any penalty, negotiate terms with one or more of the respondents, reject any or all proposals, without a penalty, and take any steps necessary to act in the County's best interest. The County also reserves the unilateral right to order, in writing, changes in the work within the scope of the contract and changes in the time of performance of the contract that do not alter the scope of the contract work.

SUSPENSION & TERMINATION. Through written notification the County may order an immediate suspension of work with or without cause. The contract may be terminated in accordance to the provision contained in the contract.

FORM 1

Public Records Law

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

Upon selection of the award, submittals become “public records” and shall be subject to public disclosure consistent with the Governmental Records Management Act. Those who submit must invoke the exemptions to disclosure provided by law in the response to the solicitation, and must identify the data or other materials to be protected, and must state the reasons why such exclusion from public disclosure is necessary.

If you submit information exempt from public disclosure, you must identify with specificity which page(s)/paragraph(s) of your proposal package is (are) exempt from the Governmental Records Management Act and identify the specific exemption section that applies to each. The protected information must be submitted to the County in a separate envelope marked accordingly. By submitting an offer in response to this solicitation, you specifically agree to defend and indemnify Grand County, County Council, and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for their refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request therefore.

Company Name: _____

Authorized representative (printed): _____

Authorized representative (signature): _____

Date: _____

FORM 2

Proposal Breakdowns

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

I, _____ (Printed Name)

on behalf of _____ (Print Company Name), provide Grand County with this proposal and agree to comply with Requirements/Standards Governing RFP.

Signature: _____ Date: _____

Emergency Medical Services Department Assessment.

1. All services described in this RFP \$ _____

2. Additional Services \$ _____

Subtotal A (Not to Exceed Amount) \$ _____

Main total (Not to Exceed Amount) \$ _____

Project Proposal

For



Assessment of Emergency Medical Services
In Grand County, Utah

by



Contact:

Aarron Reinert, Partner
SafeTech Solutions, LLP
[\(651\) 248-4239](tel:6512484239)

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Introduction

Grand County EMS provides Basic and Advanced Life Support, interfacility transport and rescue services to some 9,225 residents of Grand County as well the northern part of San Juan County, Utah. Just over half of the county population lives in the city of Moab, with much smaller populations in the towns of Castle Valley and Thompson, 17 and 35 miles from Moab, respectively. An additional 2,134 residents are forecasted to live in Grand County by 2030, a 22 percent increase over the 2010 estimated population.

Grand County EMS, along with the National Park Service and Grand County Search and Rescue, responds to medical emergencies in two national parks, a state park, and a variety of backcountry recreational areas, on 6,000 miles of roads and trails, and along a 70-mile stretch of Interstate 70, the main artery between Grand Junction, Colorado, and all points west. More than three million vehicles cross the I-70 Utah/Colorado border annually. The provision of EMS extends not only to residents, but also to some two million visitors and tourists each year.

Grand County EMS responded to 960 calls in 2013, and is on target to reach 1,000 calls this year. Of these, 60 percent were for county residents, forty percent for visitors, increasing Grand County EMS' call volume by as much as 400 calls per year. Tourists account for the fact that Grand County EMS maintains the third highest call volume per capita in the state of Utah, with 101.8 calls per 1,000 residents, compared to 40.3 to 114.6 calls per 1,000 people in urban areas of the state.

Grand County's rural and remote terrain also account for higher-than-average patient contact times. Getting to scenes in rural areas is frequently a challenge, requiring off-road driving and/or EMTs to hike several miles on foot to reach a patient. Transport times from the scene to Moab Regional Hospital, a Level 4 Trauma Center, average 62 minutes. [Average transport time in the state is 20 minutes.] Higher levels of care in Provo or Salt Lake require EMTs to drive between 112 and 240 miles one way.

With an annual budget of only \$700,000, Grand County EMS relies heavily on volunteers to stay afloat. Currently, it retains a roster of 25 volunteer EMTs and paramedics, led by 2.5 paid administrative staff. Six certified EMRs respond as volunteers within 10 miles of Castle Valley.

Ambulance crews are made up of three EMTs per rig, with at least one member certified as an AEMT or higher. These crews must remain within five minutes of an ambulance station during shift hours. In addition, Grand County EMS staffs a quick response vehicle 24/7, with a captain who responds directly to the scene of any life-threatening emergency or multi-casualty incident and recruits back-up crews.

Grand County EMS maintains a fleet of six ambulances, including two that are considered "off-road" ambulances, with the ability to navigate unpaved backcountry trails. EMRs in Castle Valley use an older, non-transport ambulance to take supplies to the scene and provide shelter for patients until a transport ambulance arrives.

Grand County EMS uses a staffing schedule that allows for multiple, simultaneous call-outs. A recent call report showed that approximately 25 percent of calls were covered by second-, third- and fourth-out ambulances. All six ambulances are out on calls simultaneously approximately three times per year.

Grand County EMS administrators are concerned about their ability to sustain a reliable EMS service into the future. This concern stems primarily from the recognition that Grand County EMS cannot continue to operate without volunteer labor subsidizing its operation.

Grand County is not alone. Most volunteer-based EMS systems across the country face similar challenges. Compared to the early days of EMS, recruiting and keeping volunteers is no longer simple or easy. Socioeconomic conditions limit rural people's time and availability to volunteer. Current volunteers are aging and are not being replaced by enough younger people. Young people do not view volunteering in the same way as their parents or grandparents did. Attitudes about community commitment and volunteering are changing (especially in young people).

Demands on EMS services has increased in terms of public expectations, changing demographics, expenses, transport distances, and disaster preparedness. More is being expected of rural EMS as healthcare consolidates and trauma, cardiac and stroke care becomes regionalized in specialty care centers (meaning longer transports and more transfers). The cost of running an ambulance service is increasing faster than funding avenues. The need to find new sources of rural EMS funding continues to be a challenge.

Expectations for rural ambulance service clinical expertise, quality, reporting and performance are increasing. Likewise, leading and managing rural ambulance services has become more complicated and time-consuming. The old, uncomplicated, well-staffed volunteer ambulance service is quickly becoming a thing of the past.

In Grand County, the problem of recruiting and keeping volunteer EMTs is exacerbated by the unique physical challenges of the job, as well as the high demand for EMS caused by tourism. As is clear from call volume statistics, tourists place a burden on Grand County EMS that extends well beyond that which would normally exist in a community of fewer than 10,000 residents. In addition, rural terrain and long transport times further strain Grand County EMS' ability to meet the needs of its growing population.

For all of these reasons, Grand County EMS administrators are seeking a comprehensive assessment of Grand County EMS to provide county leaders with a better understanding of the strengths and weaknesses of the EMS system. An assessment also would give county leaders information and insights to plan for and implement improvements that would result in a sustainable EMS system for the future.

SafeTech Solutions has a deep and well-respected track record of conducting rural EMS assessments on behalf of governments and other organizations. This track record includes successful assessments of rural EMS services and systems in seven states over the last 10

years. It also includes working with more than 1,200 EMS leaders and managers, many of whom work for rural EMS agencies, in SafeTech Solutions' EMS Leadership Academy, which has been provided specialized EMS leadership education throughout the United States since 2009.

In addition to having an impressive track record in rural EMS assessment and education, SafeTech Solutions stands out because of its unique six-step assessment methodology that involves the entire community in creating a sustainable EMS system that matches local wants and needs.

SafeTech Solutions builds its assessments on a deep understanding of how change is made in rural EMS systems and communities. This understanding was built over years of experience and observation and is based on the following principles:

- Rural EMS is not small urban EMS;
- Most rural EMS developed locally and organically without a mandate, without significant funding and with large subsidies provided by donated labor;
- The full cost of providing EMS (including the value of donated labor) must be ascertained for long-term sustainability planning;
- Leaders and planners must understand and work with how the local community views EMS (i.e, Is EMS seen as an essential public service?);
- In many rural communities, it is unclear who is ultimately responsible for providing and funding EMS;
- A rural community's history of providing EMS must be honored;
- Change must be facilitated from within – not imposed from without;
- Developing local EMS leaders is one of the most powerful ways to facilitate change from within; and
- Local stakeholders must participate in developing solutions.

SafeTech Solutions provides more than simple EMS assessments and reports. We firmly believe that assessment is only the first step toward creating sustainable rural EMS systems. Assessment and reporting do not equal change in EMS. Change relies on listening deeply to local challenges; creating trust with local people; understanding the unique socioeconomic, geographic demographic needs of the local community; and helping local communities identify and take steps toward addressing challenges of workforce shortages and financial needs in a way that honors and respects local traditions and history.

I. Assessment Proposal

SafeTech Solutions will conduct the assessment in Grand County using a unique, carefully developed six-step process that it has found to be effective in numerous rural settings. Effective assessments lead to positive action and change. The entire assessment process takes about three months.

Step 1. Initial Contact

SafeTech Solutions will begin its assessment by talking via conference call with Grand County EMS leaders to set up and discuss the assessment process. The goals of this step are to:

- Discuss the assessment process;
- Develop trust between the consulting team and Grand County EMS;
- Identify challenges, needs and unique characteristics of Grand County EMS;
- Create a mutually agreed-upon work plan and timeline; and
- Identify key stakeholders.

Step 2. Data Collection

Step Two begins with a request for a variety of written materials, information and documents to obtain objective data about Grand County EMS. A complete list of the requested materials can be found below

At the same time, SafeTech Solutions begins its own data collection process, obtaining a variety of written materials to assist in the assessment, such as state and local regulations, laws and ordinances. SafeTech Solutions conducts in-depth research into census data, demographics, local socioeconomics, industry, geography, highways, neighboring service areas, local medical and healthcare services and facilities, unique impact factors such as parks, mining, prisons, tourism and special events, and service location vis-a-vis stroke, cardiac and trauma centers (some of this information will be gleaned from the state Department of Health EMS and Preparedness in Utah Biennial Report.). Additional data mining may be done using the state EMS data system (POLARIS).

Step 3. Site Visit

A team or one or two SafeTech Solutions' consultants will visit the county to collect subjective data. The site visit will include a tour of the community and EMS facilities, and in-depth interviews with key stakeholders, including but not limited to EMS agency members, agency leadership, public safety, PSAP, fire departments, medical director, local and regional medical and healthcare representatives, elected officials, customers/patients and community stakeholders such as the school superintendent, local businesspeople, and public health officials. The goal of the site visit is to ascertain Grand County EMS' particular local traditions, history, politics and other mitigating factors that will impact the design and implementation of the EMS system going forward.

Step 4. Analysis

Armed with subjective and objective data collected in the previous steps, the SafeTech Solutions team analyzes the data and considers Grand County EMS' strengths and

weaknesses, sustainability, and need for change. SafeTech Solutions will assess the current capabilities, strengths, weaknesses, coverage gaps, and workforce shortfalls. The assessment will include data analysis using common quality and performance improvement benchmarks, indicators, and scoring formats. Based upon all of this input, SafeTech Solutions will begin to form recommendations for change and improvements that best fit the medical, economic, political, geographic, and demographic environment of Grand County.

Step 5. Presentation of Recommendations

SafeTech Solutions will return to Grand County to host an in-depth conversation with key EMS and county leaders and stakeholders to discuss findings and recommendations. The goal of this step is to work collaboratively with stakeholders to formulate a road map for change that can be effectively implemented by Grand County EMS.

Step 6. Written Report

Step Six consists of the development of SafeTech Solutions' final assessment in a written report. The report includes all of SafeTech Solutions' findings and recommendations, including a road map for change.

Assessment Components

SafeTech Solutions' assessment will address the following components and relevant sub-components within the current EMS delivery system:

Organizational structure and system design, to include: local authority structure, ordinances and integration with and support from other local healthcare and emergency response entities; human resources, including EMS leadership and administration and management practices; and local workforce, including the level of volunteerism and the potential for sustainment.

System reliability, to include: total demand for service upon the system by type, including historical demand and projected trends; a measurement of system response times; and the system's ability or inability to respond to current and future requests for service and the causative factors.

Fiscal structure and stability in accordance with standard business practice benchmarks, to include: current system finances; billing practices; and funding sources within the service area, including third-party payor mix within the service area and the relative need for subsidy. SafeTech Solutions will assist the local community in understanding the value in dollars of donated labor (volunteers), the full and total cost of providing EMS in the area, and the gap between current financial resources and what will be needed for long term sustainability.

The delivery and quality of clinical care and the use of quality improvement processes, to include: the current level of care authorized and provided based on the scopes of

practice established within the Utah EMS system; medical direction including the level of involvement and expertise of the local Medical Director; and education and training status. Because objective EMS clinical measures are limited within in Utah, SafeTech Solutions also will gather subjective measures from customers and healthcare providers served by the EMS system.

Public education and outreach to include: support and perception of the local community, including public access to the emergency response system; communication systems to include the EMS agency's ability to communicate with hospitals, local and state emergency management, air medical ambulances, emergency response agencies and the support and involvement of the local dispatch entity or public safety answering point (PSAP); integration and involvement with other components and activities of the comprehensive, statewide, emergency medical system, such as the trauma plan and program, or the cardiac or stroke patient programs, and the level of emergency preparedness of the system and its ability to respond to a disaster or public health emergency. SafeTech Solutions believes that community support is a prime indicator of people's willingness to support local EMS in terms of donated labor and funding going forward.

Organizational Culture and Employee engagement to include a study of the level to which employees in the organization are willing to do more than what is required and how these connections support or do not support the organizational path forward.

Records and Documentation

SafeTech will request the following records and documentation as part of the assessment process.

Organizational documents

- Organizational formation documents, including charters, bylaws
- Organizational chart
- Strategic plan
- Mutual aid agreements
- Service area map
- Staff meeting agendas (6 months)
- Board meeting minutes (6 months)
- Budget and financial summary (3 years)
- Documents demonstrating financial reserves (including record of debt)
- Billing and collections records

Workforce documents

- Staff/member roster and job descriptions for director, manager, supervisor, quality coordinator, training coordinator and field providers
- Medical Director job description and contract
- SOPs
- Employee handbook and policy manual

Policies related to defining what it means to be an active member in the organization
Continuing education and training processes and records, as well as other documents
pertaining to field provider skill and competence
Field provider training documents
Staff scheduling documents
Employee injury data

Call history and reliability

Internal records of call and response history (3 years)
PSAP data (if available)
Response times, including reliability, chute time, scene time and total call time
Quality documents demonstrating performance measures and compliance
Quality manual - program and processes

Vehicle documents

Policies pertaining to vehicle inspection and equipment maintenance
Vehicle maintenance practices
Vehicle accident records

Community perception

Local media reports

Assessment Schedule

SafeTech Solutions, once contracted, estimates that it would take three months to complete its assessment. The schedule and deliverables will be mutually agreed upon by SafeTech Solutions, Grand County EMS and the Grand County Council.

II. About SafeTech Solutions

SafeTech Solutions is a ten-year-old international consulting firm that provides:

- EMS system assessment, design and development
- Rural EMS expertise
- Facilitated planning
- Policy development
- EMS leadership development and training
- Quality system development
- Financial assessment and consulting

SafeTech Solutions' partners and consultants understand firsthand the challenges of EMS systems and especially rural EMS systems. They have served as supervisors, managers, educators, directors, executive directors and consultants, and they have helped to develop EMS nationally by serving on a variety of high-level federal projects and committees.

SafeTech Solutions has extensive experience studying rural EMS and has developed a unique and successful approach to helping organizations, communities and regions manage change.

Since 2004, SafeTech Solutions has continuously conducted rural EMS assessments across the United States, with much of its work located in rural parts of the Great Plains and Intermountain States. In each of these rural settings, SafeTech Solutions has provided the local community with a thorough and accurate understanding of its current EMS system, including but not limited to system design and delivery, response time reliability, fiscal structure and stability, clinical care and quality, staffing and public education and outreach.

SafeTech Solutions is always studying how to effectively become change agents in rural communities steeped in tradition, highly resistant to change, and rooted in local political issues and conflicts. What really makes SafeTech Solutions different is that at its core, we believe that to effectively work with rural communities, consultants must first build strong and trusted relationships with key stakeholders. These relationships begin with listening and flower into respect and trust that then enables SafeTech Solutions to make recommendations for change that are heard and embraced.

For example, SafeTech Solutions conducted an assessment of EMS in Carbon County, Wyoming, and provided guidance for the creation of a successful Joint Powers Authority to provide EMS in the county in which the ambulance services shared resources and collaborated under a single organizational structure called South Central Utah EMS.

In Pembina County, North Dakota, SafeTech Solutions conducted an assessment of four ambulance services and a Critical Access Hospital. The result was that we dramatically improved collaborations among the services, while a countywide EMS council increased efficiencies.

In Luce County, Michigan, a remote area of the Upper Peninsula, SafeTech Solutions assisted the ambulance service in moving from a club-like structure to a business model and from being a volunteer service to a sustainable combination volunteer-paid department.

In International Falls, Minnesota, SafeTech Solutions' assessment work led to the transition of an EMS service from predominantly volunteer Basic Life Support to a combination Advanced Life Support department.

SafeTech Solutions conducted an assessment of EMS in Bridgeport, Nebraska, where a confusing organizational structure within the city fire department was inhibiting the ability of the organization to address important operational and sustainability issues.

SafeTech Solutions evaluated the cooperation between four ambulance services and four first responder agencies in Cass County, North Dakota, assessing the value of sharing resources through a local county EMS association.

SafeTech Solutions' assessment and recommendations for Plattsmouth, Nebraska, led to significant changes in the leadership and structure of EMS in a growing community that has resulted in increasing response reliability and higher levels of clinical care.

Comprehensive assessment of EMS in Jones County, South Dakota, the least populated county in the state resulting in the ambulance service obtaining more community support and visibility, led to being off a hardship exemption, and to the creation of a community working group made of key stakeholders who are creating plans for long-term sustainable EMS.

In North Dakota, SafeTech Solutions conducted a statewide assessment of 134 ambulance services. This project, which was one of the most comprehensive assessments of rural EMS services conducted in the United States to date, examined the challenges of providing remote and rural EMS in rural areas where there is declining volunteerism and funding challenges. As part of the project, SafeTech Solutions provided recommendations for creating sustainable EMS systems across the state.

SafeTech Solutions continues to work with managers and leaders from rural EMS services from across the country through our EMS Leadership Academy providing support, guidance, and analysis of issues facing these rural ambulance services.

SafeTech Solutions' client list includes:

- North Dakota Department of Health Division of EMS and Trauma
- Connecticut Office of Rural Health
- South Dakota Office of Rural Health
- Wyoming Governor's Office
- Wisconsin Office of Rural Health
- Nebraska Department of Health and Human Services EMS and Trauma Program
- Pembina County EMS Council

- Michigan Center for Rural Health
- Minnesota Office of Rural Health
- California LEMSAs (county EMS authorities)
- Los Angeles County Department of Health Services Emergency Medical Services Agency
- Rural Health Solutions
- Montana Department of Public Health and Human Services Office of EMS and Trauma Systems
- Wyoming Department of Health Bureau of Emergency Medical Services and Preparedness

In addition to working with SafeTech Solutions, project team members bring the following additional experience and abilities to the Grand County EMS Assessment Project:

- Nationally recognized data analysis expertise
- Extensive national research and publication in EMS, workforce, rural EMS development
- Broad experience in international EMS study and development
- In-depth background in compliance, licensing and complaint investigation
- Leadership on national associations, boards and committees including the National EMS Advisory Council, American Ambulance Association, National Registry of EMTs, and International Roundtable on Community Paramedicine
- Current leadership and management for rural EMS operations
- Recognized and current expertise in emergency medicine clinical care and education
- Successful turnaround of failing EMS organizations
- Extensive research in EMS workforce planning and co-authorship of national *EMS Workforce Agenda for the Future*
- Deployment plan designs for EMS systems of all sizes
- EMS strategic planning
- Organizational and community facilitation and conflict resolution
- EMS system performance improvement
- Response time analysis and improvement
- Financial improvement analysis and best practice strategies for improvement
- Billing and collections process improvement
- Industry/association/Board of Directors experience
- Educational and development programs experience

Some of SafeTech Solutions' accomplishments include:

- Assessing the quality, effectiveness and sustainability of EMS agencies and systems for organizations, cities, counties and states;
- Conducting EMS leadership education, training and mentoring throughout the nation;

- Performing statewide EMS payment rate rebasing projects;
- Assisting rural EMS agencies in consolidating services and creating unique and sustainable funding mechanisms;
- Assisting in the deployment, direction and planning of EMS resources during disasters;
- Conducting workshops for rural EMS medical directors;
- Assisting state EMS offices in addressing rural EMS challenges;
- Conducting workshops in rural volunteer recruitment and retention;
- Contributing to the development of state EMS systems, trauma systems, quality management plans, public health plans, and disaster and mass casualty plans and the reassessment of these plans; and
- Facilitating strategic EMS visioning and planning for agencies, counties and states.

The Grand County EMS assessment team will be led by Aarron Reinert, NREMT-P, BA, and John Becknell, EMT-P, PhD.

Aarron Reinert, NRP, MA, is nationally known as a master teacher and expert in EMS leadership, management, system design, and applied best practices in rural and small-town EMS systems. Having worked in EMS for more than 20 years, Aarron is the executive director of a critical care ALS ambulance service in a rural region of Minnesota and understands the unique challenges facing small-town ambulance and first-response services. Using such tools as the Balanced Scorecard, Aarron helps ambulance services build organizations that recognize the necessary balance between finance, customer service, employee/volunteer satisfaction and community awareness. Aarron's recognized understanding of current EMS issues led to his appointment as chairperson of the National EMS Advisory Council by the U.S. Secretary of Transportation. Aarron continues to be in demand as an EMS management consultant and lecturer.

John Becknell, PhD, is an accomplished project leader, facilitator and researcher. John is a community and organizational psychologist and has been involved in EMS for 33 years. He has worked as an EMT, paramedic, educator and manager and consultant. He is the founding publisher of *Best Practices in Emergency Services* and the former editor-in-chief of *The Journal of Emergency Medical Services (JEMS)*. He has served on numerous national projects and provided the conceptual design for the *National EMS Workforce Agenda for the Future* (2009). John has been involved in EMS system development in North America, the Middle East and Central America. He is the author of several books and has been published in numerous journals and trade magazines on emergency services administration, management and workforce. John holds a doctorate in psychology with an emphasis on social and community psychology.

STS prohibits discrimination in employment, projects, educational programs, and activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. STS also affirms its commitment to providing equal opportunities for all in its projects and work. For additional information, contact John Becknell or Aarron Reinert.

III. Budget

The total cost for this project is \$30,000. These costs include:

- Project development and planning
- Development of a work plan
- Gathering of quantitative data
- Identifying and contacting key informants
- Site visits to Grand County EMS and surrounding area
- Meetings and interviews with key informants
- Analysis of data findings
- Development of report
- In-person presentation of findings
- All travel expenses for consultants

Total cost of project

\$30,000

Upon acceptance of this proposal, Safetech Solutions will request that Grand County EMS sign an agreement stipulating start and completion dates, fees, and payment schedule.

Appendix A

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