



County Administrative Office

Emergency Medical Services Presentation

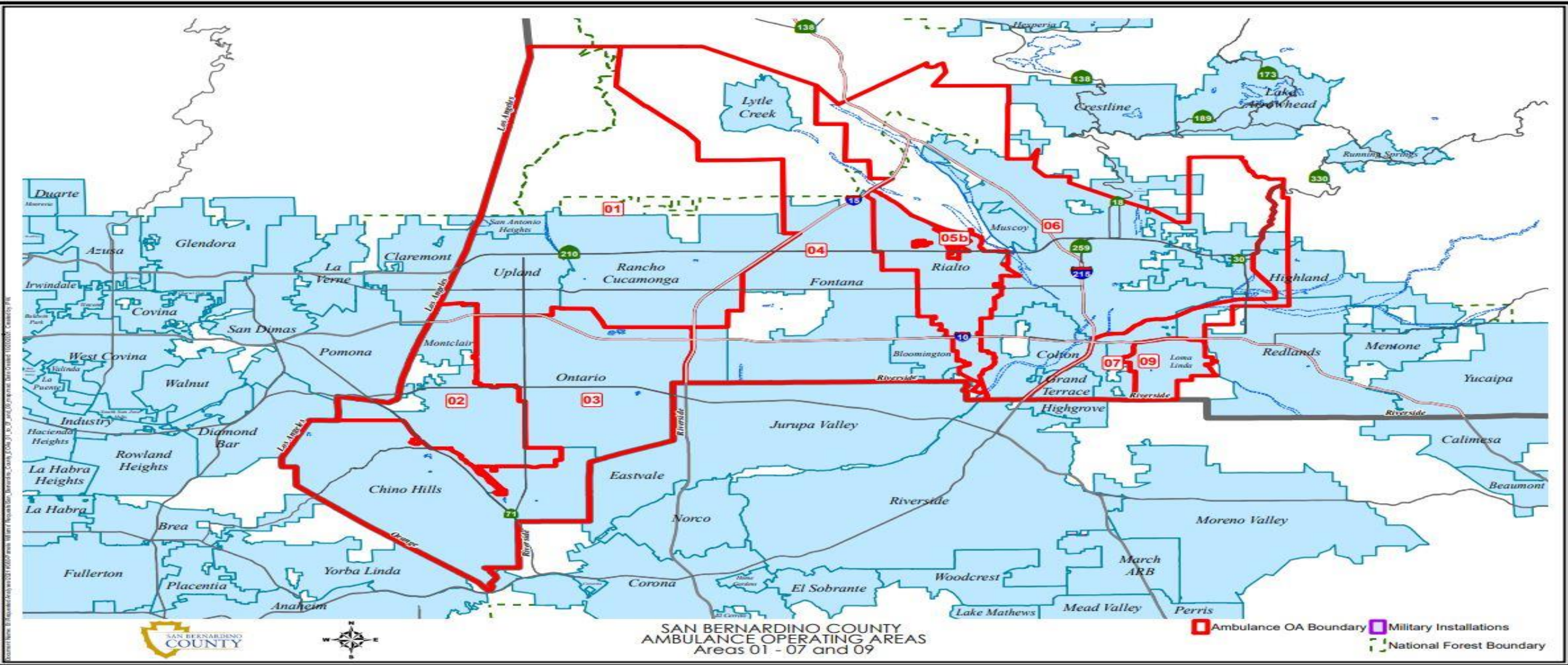
Leonard X. Hernandez
Chief Executive Officer
October 26, 2021

American Medical Response (AMR) provides basic and advanced life support emergency ambulance services in Exclusive Operating Areas (EOAs) listed below:

- EOA 1- Rancho Cucamonga and Upland
- EOA 2- Montclair and Chino
- EOA 3- Ontario and Chino Hills
- EOA 4- Fontana and Lytle Creek
- EOA 5- Rialto: unincorporated area
- EOA 6- San Bernardino, portions of Colton and Highland
- EOA 7- Grand Terrace, portions of Colton, Redlands, Highland, and San Bernardino
- EOA 9- Loma Linda

AMR has provided services in these areas since 2004 as a successor agency to the previous ambulance provider.

Exclusive Operating Areas



- On August 18, 2020, the Board of Supervisors facilitated an initial study session on the provision of emergency and non-emergency ground ambulance service in the (8) eight Exclusive Operating Areas (EOAs) currently under contract with American Medical Response (AMR).
- On October 20, 2020, a second study session was conducted, resulting in the recommendation to explore the opportunity of developing a public/private partnership for the delivery of emergency medical services in the eight (8) EOAs currently under contract with AMR.
- Due to the surge of COVID-19 between November - March 2021 and release of the COVID-19 vaccine, the County and our Emergency Medical Services (EMS) stakeholders dedicated resources to the crucial delivery of vaccines to county residents and first responders across the system.
- In April 2021, the County engaged Citygate, LLC to evaluate the feasibility of a private/public partnership model. The six-month evaluation included a system assessment, meetings with fire agencies and other external stakeholders to determine the best approach to a partnership model and obtain legal reviews.

Across the county we are experiencing increased ambulance response times throughout all operating areas.

The current situation is due to several factors;

- Statewide EMS worker shortage
- Ambulance Patient Offload Delay (APOD)
- Ongoing effects of the COVID-19 pandemic
- Needed system enhancements that haven't taken place
- Lack of contract monitoring and accountability

Throughout the last several months it has become clear that the County needs to establish a much more proactive approach to administrating and monitoring the contractor's performance under the contract. The County Administrative Office and Inland Counties Emergency Medical Agency (ICEMA) will be taking a more active role in contract monitoring to ensure compliance with, exemption and approval process, contractual obligations, as well as consistency in publishing timely performance reports.

The County will also work with various stakeholder groups to ensure open communication and transparency.

Response Time Compliance by American Medical Response in Selected EOAs with Approved Exemptions* 2020

Provider	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov	Dec
EOA 1 - Rancho Cucamonga and Upland	93.20%	91.52%	92.84%	92.87%	91.86%	92.79%	93.07%	91.05%	93.16%	92.28%	77.58%	80.76%
EOA 2 - Montclair and Chino	95.15%	92.30%	94.02%	93.90%	92.73%	94.46%	93.46%	93.43%	93.12%	93.03%	74.91%	77.78%
EOA 3 - Ontario and Chino Hills	93.35%	92.06%	93.75%	92.70%	92.43%	93.05%	91.79%	94.01%	92.76%	91.88%	74.27%	78.54%
EOA 4 - Fontana and Lytle Creek	91.25%	91.22%	91.16%	91.59%	90.67%	91.02%	91.12%	90.59%	91.74%	90.82%	70.02%	73.46%
EOA 5 - Rialto: unincorporated area	95.00%	92.31%	100.00%	95.65%	100.00%	92.59%	95.65%	100.00%	100.00%	92.86%	88.24%	95.65%
EOA 6 - San Bernardino	94.05%	94.65%	93.95%	94.14%	95.03%	93.88%	94.27%	94.93%	94.37%	94.68%	78.84%	79.54%
EOA 7 - Grand Terrace	94.51%	94.74%	95.58%	94.21%	96.16%	95.27%	94.33%	96.03%	95.26%	94.93%	74.07%	79.68%
EOA 9 - Loma Linda	97.50%	97.01%	97.30%	98.92%	97.65%	96.46%	96.85%	97.22%	97.32%	96.55%	92.50%	89.64%

Total Exemptions* Requested for Selected EOAs = 16,759

Total Exemptions* Approved for Selected EOAs = 16,073

Total Incidents† Submitted for Selected EOAs = 138,080

*Note: Forty-six (46) Exemptions excluded due to differences in the reconciliation process.

†Note: Two hundred ninety-seven (297) Incidents excluded due to differences in the reconciliation process.

- Ambulance Patient Offload Delays (APOD) have been an on-going problem in Emergency Departments at hospitals across the state; some of the hospitals with the longest wait times are in our county. This situation has been exasperated by conditions related to COVID-19.
- This means that ambulance crews are required to monitor patients in the hallways of the emergency department for extended periods of time until hospital staff are available to accept the patient. As a result, ambulance crews are unavailable to respond to calls for service or be redeployed back into a community as an available resource.
- The County is convening a workgroup comprised of representatives from Arrowhead Regional Medical Center, County Fire, ICEMA, AMR, Emergency Medical Care Committee (EMCC) the Hospital Association of Southern California (HASC) and the County Administrative Office to provide recommendations for system improvement.
- It is recommended that the APOD workgroup provide regular updates to the Board of Supervisors and include their input and leadership as needed.

AMR has identified opportunities to improve the current situation immediately and other strategies for short- and long-term improvements to the system.

Immediate solutions:

- Surge coverage – AMR has mobilized and sent travel personnel to support the San Bernardino County system.
- Employee Retention – AMR employee wage increases implemented on September 30.
- Increase recruiting initiatives to attract more talent.
- Use of Basic Life Support (BLS) units for low acuity calls; however, there are contractual, operational and economic considerations that need to be worked through with stakeholders.

The following short and long-term approaches to improve response time performance are currently being developed. Once completed, these plans will be reviewed with stakeholders for input and implementation.

- Execute Assistance by Hire (ABH) agreements with Fire agencies in the county to reimburse direct costs of services rendered in the event AMR is delayed or unavailable.
- Proposed Priority Dispatch – Medical Priority Dispatch System (MPDS) is a tiered response system that matches the level of acuity of the calls to the level of response. Higher acuity will receive an Advance Life Support (ALS) response and lower level will receive Basic Life Support (BLS).
- First Responder reimbursement

- Public/Private partnership model could be a viable option.
- There are two distinct viewpoints about how to implement this model.
- Based on legal analysis and review of other service models, it was determined that establishing a private/public partnership for the provision of ambulance service would likely constitute a “change in manner and scope” under Health and Safety section 1797.224 and render AMR ineligible for continued “grandfathering” as an EOA provider and trigger the requirement for a competitive process under section 1797.224.

- Need for contract extension with AMR until the RFP process is complete.
- Enhance current contract for better performance and accountability during the interim.
- Continue system enhancements with AMR over the next two (2) years.
- The current EOA structure has limitations. Once the bid is complete, it is recommended that the County study this and report back to the Board.
- Staff have been requested to research if other EOA's can or should be added to the Request for Proposal (RFP) process.
- We acknowledge the existence of grandfathered rights and other providers exist in other EOAs. These will be handled carefully with continued stakeholder meetings and legal review to ensure that any recommended changes do not have negative impacts.

Based on two years of research and engagement with various stakeholders which includes our consultants Endpoint, Citygate, ICEMA, San Bernardino County Fire Chief Association, a working group of City Managers and the County Administrative Office, the following recommendations are being presented:

1. Initiate the competitive process for the provision of emergency and non-emergency ground ambulance transportation in the eight (8) exclusive operating areas currently under contract with AMR.
2. Execute an amended performance-based contract extension with AMR for a two-year term.
3. Direct staff to research and meet with stakeholders for the potential inclusion of other EOA's in the competitive process.

Questions & Comments