## **ALS Subcommittee**

### Medic One/EMS Levy Planning

Tuesday, May 8, 2018 1:00 PM - 3:00 PM

2100 24th Avenue S, Community Room A Seattle, WA 98144

Chair: Keith Scully, Councilmember, City of Shoreline

## **Agenda**

>	Opening Remarks & Introductions	1:00-1:15 (15 min.)
>	Recap of Subcommittees	1:15 -1:25 (10 min.)
>	Review of ALS Costs  2017 Actual Costs	1:25 -2:45 (80 min.)
	<ul> <li>Proposed ALS Costs – Operating, Equipment, Reserves, and</li> <li>Preliminary ALS 2020-2025 Financial Plan</li> </ul>	Contingencies
>	Review of ALS Subcommittee Report to Taskforce	2:45-2:55 (10 min.)
>	Next Steps	2:55-3:00 (5 min.)

## Future Advanced Life Support (ALS) Subcommittee Meeting Schedule

Tuesdays, 1:00 p.m. – 3:00 p.m.

June 12, 2018	2100 24th Ave. S (Community Room A) Seattle, WA 98144
July 10, 2018	2100 24th Ave. S (Community Room A) Seattle, WA 98144
August 14, 2018	2100 24th Ave. S (Community Room A) Seattle, WA 98144
September 11, 2018	2100 24th Ave. S (Community Room A) Seattle, WA 98144
October 9, 2018	2100 24th Ave. S (Community Room A) Seattle, WA 98144*

<sup>\*</sup>Meeting location – tentative

#### EMS STAKEHOLDER PRINCIPLES

As regional EMS Stakeholders, we are committed to these fundamental principles:

#### 1. REGIONAL SYSTEM

The Medic One/EMS system is based on partnerships that are built on regional, collaborative, cross-jurisdictional coordination. This seamless cohesion allows the system to excel in pre-hospital emergency care.

#### 2. TIERED MEDICAL MODEL

The medical model, with its tiered system and intensive dispatch, EMT and paramedic training and protocols, has led to our success in providing high quality patient care throughout the region.

#### 3. PROGRAMS & INNOVATIVE STRATEGIES

State of the art science-based strategies and programmatic leadership have allowed us to meet the needs and expectations of our residents and our system.

#### 4. FOCUS ON COST EFFECTIVENESS AND EFFICIENCIES

The Medic One/EMS system has maintained financial viability and stability due to the region's focus on operational and financial efficiencies, effectiveness and cost savings.

#### 5. MAINTAINING AN EMS LEVY AS FUNDING SOURCE

The EMS levy is a reliable and secure source of funding our world-renowned system.

#### ALS SUBCOMMITTEE GUIDING PRINCIPLES

As members of the ALS Subcommittee, we remain committed to these fundamental principles:

#### 1. Maintain ALS as the funding priority.

ALS will remain the primary recipient of the Medic One/EMS Levy and the first commitment for funding within the Medic One/EMS system.

#### 2. ALS' primary focus is patient-centric.

Decisions regarding ALS services will be with a view to patient outcomes.

#### 3. Full unit funding will be made available.

Full reimbursement for all eligible ALS costs.

#### 4. Resources will be used efficiently.

ALS will maintain high-quality services in our communities, be responsive to emergent needs and do so with reasonable costs evaluated through system-wide analysis.

#### 5. Use data and sound practices in evaluating service needs.

Conduct analysis in alignment with sound practices.

# MEDIC ONE/EMERGENCY MEDICAL SERVICES STRATEGIC PLAN & LEVY REAUTHORIZATION

# **Future Meetings**

✓	Thursday, January 18, 2018	1pm – 3 pm	Tukwila Community Center
	Wednesday, May 30, 2018	1 pm - 3 pm	<b>Tukwila Community Center</b>
	Tuesday, July 31, 2018	1 pm – 3 pm	2100 Building Community Room B
	Tuesday, October 16, 2018	1 pm – 3 pm	Tukwila Community Center

#### **SUBCOMMITTEES:**

#### Advanced Life Support (ALS) - Tuesdays from 1:00 - 3:00, South Seattle location

✓ February 15, 2018	Renton Fire Station 14
✓ March 15, 2018 (1:30 – 3:30)	2100 Building Community Room B
✓ April 10, 2018	2100 Building, Community Room A
→ May 8, 2018	2100 Building, Community Room A
June 12, 2018	2100 Building, Community Room A
July 10, 2018	2100 Building, Community Room A
August 14, 2018	2100 Building, Community Room A
September 11, 2018	2100 Building, Community Room A
October 9, 2018	TENTATIVE - 2100 Building

#### Basic Life Support (BLS) - Thursdays from 1:00 - 3:00, various Renton sites

✓ February 8, 2018	Renton Fire Station 14
✓ March 8, 2018	Renton Fire Station 14
✓ April 5, 2018	Renton City Hall, Council Chambers, 7th Floor
✓ May 3, 2018	Renton City Hall, Council Chambers, 7th Floor
June 7, 2018	Renton Fire Station 14
July 12, 2018	Renton City Hall, Council Chambers, 7th Floor
August 9, 2018	Renton City Hall, Council Chambers, 7th Floor
September 6, 2018	Renton City Hall, Council Chambers, 7th Floor
October 4, 2018	TBD

#### **Regional Services (RS) -** Tuesdays from 1:00 – 3:00, Renton location

ig Facility
conference room
conference room
ty Room A
(

#### Finance - Tuesdays or Thursdays 1:00 - 3:00, Kirkland location

✓	February 1, 2018 (Thursday)		Renton Fire Station 14 (1900 Lind Ave SW
	May 17, 2018 (Thursday)	12:00 - 2:00	Peter Kirk Room, Kirkland City Hall
	July 24, 2018 (Tuesday)		Peter Kirk Room, Kirkland City Hall
	September 25, 2018 (Tuesday)		Peter Kirk Room, Kirkland City Hall

**Bold** = recently revised

#### LOCATIONS:

Renton Fire Station 14

1900 Lind Ave SW, Renton Phone: (425) 430-7000

City of Seattle Joint Training Facility

9401 Myers Way South, Seattle Phone: (206) 386-1600

The 2100 Building

2100 24th Ave S, Seattle Phone: (206) 407-2100

Renton City Hall

1055 South Grady Way, Renton Phone: (425) 430-6400

Kirkland City Hall

123 5<sup>th</sup> Ave, Kirkland, WA Phone: (425) 587-3000

Renton Highland Library Conference Room

2801 NE 10<sup>th</sup> Street, Renton Phone: (425) 277-1831

Tukwila Community Center

12424 42<sup>nd</sup> Ave South, Tukwila Phone: (206) 768-2822

#### EMS Advisory Task Force Medic One/EMS Levy Reauthorization Calendar

	2018 JANUARY FEBRUARY MARCH																				
					_							_			T				_		
S	M	T	W	Th	F	S	S	М	T	W	FIN	F	S	S	М	Т	w	Th	F	S	
	H1	2	3	4	5	6	<u> </u>	_	_	_	BLS	2	3			_		BLS	2	3	
7	8	9	0	- IF	12	13	4	5	ALS	7	8	9	10	<u> </u>		6	7	ALS	9	10	
14	H15	16		18	19	20	11	12	RS RS	14	15	16	17	11		RS RS	14		16	17	
21	22	23	24	25	26	27	18		20	21	22	23	24	18		20	21	22	23	24	
ALS revised													30 vised	31							
	APRIL MAY										$\vdash$			JUNE							
S	М	T	W	Th BLS	F	S	S	М	T	W	Th BLS	F	S	S	М	T	W	Th	F	S	
1	2	ALS	4	5	6	7	_		ALS	2	3	4	5	$\vdash$				BLS	1	2	
8	9	10 RS	11	12	13	14	6	7	RS RS	9	10 FIN	11	12	- :	4	ALS	6	7	8	9	
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	RS RS	13	14	15	16	
22	23	24	25	26	27	28	20	21	22	23 TF	24	25	26	17	18	19	20	21	22	23	
29	30						27	H28	29	30	31			24	25	26	27	28	29	30	
			JULY	,			Finance	anu rac		JGU!						SED	TEM	RED			
s	м		w	Th	F	s	s	м	т	w	Th	F	s	s	SEPTEMBER S M T W Th F S						
1	2	3	Н4	5	. 6	7	-		•	1	2	3	4	-	-	•	-		•	1	
8	9	ALS 10	11	BLŠ 12	13	14	5	6	7	8	BLS 9	10	11		НЗ	4	5	BLS 6	7	8	
15	16	RS 17	18	19	20	21	12	13	ALS 14	15	16	17	18			ALS 11	12	13	14	15	
22	23	FIN 24	25	26	27	28	19	20	RS 21	22	23	24	25	10		RS 18	19	20	21	22	
29	30	TF 31				20	26		28	29	30	31	20	23		FIN	26		28	29	
														3(							
		oc	тов	ER					NΟ	/EME	BER			_		DEC	EME	BER			
s	М	Т	w	Th BLS	F	s	s	М	Т	w	Th	F	s	s	М	Т	w	Th	F	s	
	1	ALS	3		5	6					1	2	3							1	
7	Н8	9	10	11	12	13	4	5	6	7	8	9	10	- 2	3	4	5	6	7	8	
14	15	TF 16	17	18	19	20	11	H12	13	14	15	16	17		10	11	12	13	14	15	
21	22	23	24	25	26	27	18	19	20	21	H22	H23	24	16	17	18	19	20	21	22	
28	29	30	31				25	26	27	28	29	30		23	24	H25	26	27	28	29	
														3(	31						
Econ	Econ forecasts: 3/7-3/14; 7/18-7/27; 8/17-8/27 3/30/2018																				

**DRAFT Presentation of amounts in new structure** 

#### **2017 Actual Costs**

Units		4		9		3		3		19		7		26
SUMMARY		Bellevue	I	KCM1/VIFR		Shoreline		Redmond		SUB-TOTAL		Seattle*		TOTAL
Unit Costs	\$	7,330,133	\$	16,169,602	\$	5,295,286	\$	5,207,525	\$	34,002,546	\$	12,850,998	\$	46,853,544
Program/Supv	\$	1,223,016	\$	3,309,772	\$	1,437,243	\$	1,129,123	\$	7,099,154	\$	1,476,263	\$	8,575,417
System	\$	509,428	\$	959,772	\$	140,826	\$	340,734	\$	1,950,760	\$	2,421,437	\$	4,372,197
TOTAL	\$	9,062,577	\$	20,439,146	\$	6,873,355	\$	6,677,383	\$	43,052,461	\$	16,748,698	\$	59,801,159
2017 Allocation	ç	0.262.500	\$	20,840,625	Ś	6 046 975	\$	6,946,875	ć	43,996,875	Ċ	16 200 275	ċ	60,206,250
	ې د	9,262,500	т		Τ.	6,946,875	т.		\$	-	\$	16,209,375	\$	
Difference Percent Difference	\$	(199,923) <i>-2.2%</i>	<b>&gt;</b>	401,479 -1.9%	\$	73,520 -1.1%	<b>&gt;</b>	269,492 -3. <i>9%</i>	\$	944,414 <i>-2.1%</i>	\$	(539,323) <i>3.3%</i>	Þ	405,091 -0.7%
Per Unit Costs	\$	2,265,644	\$	2,271,016	\$	2,291,118	\$	2,225,794	\$	2,265,919	\$	2,392,671	\$	2,300,045
Per Unit Variance \$	\$	(34,400)	\$	(29,028)	\$	(8,926)	\$	(74,250)	\$	(34,126)	\$	92,627		
Variance from total		-1.5%		-1.3%		-0.4%		-3.2%		-1.5%		4.0%		

#### Unit variance for King County Agencies

High	\$ 2,291,118
Low	\$ 2,225,794
Variance	\$ 65,324

<sup>\*</sup>Seattle comparison to allocation for comparative purposes only. Seattle units, on average, have more calls.

# **Advanced Life Support Services**

2014-2019 Levy ALS Funding Allocations

**How** Funding for ALS allocation currently based on a per unit allocation. Each agency's funding is a set amount multiplied by the # of unit they provide.

Why This was established as a way to be fair and allow each agency to manage the funds based on their particular cost structure and needs. Some agencies have higher or lower costs in different areas and it was believed that a unit allocation would smooth these out when all costs were taken into consideration.

Types Operating Allocation -- ordinary yearly costs of providing services divided into three areas: labor costs, supplies and services, indirect and overhead costs

Equipment Allocation -- vehicles, equipment, smaller capital improvements

What Fully fund all eligible ALS costs. *Eligible costs* include costs required to operate ALS units (does not include ALS support of non-ALS costs).

ALS Operating Allocation	2017	7 Allocation	Inflator
<b>Labor Costs:</b> Includes salaries and overtime for paramedic, Medical Services Officers (MSOs/Field Supervisors), Paramedic Students, Office MSOs, ALS Chief and support staff. Includes medical direction.	\$	1,939,132	CPI-W + 1%
Other Costs: Includes pharmaceuticals, medical supplies, uniforms, dispatch, communications/radio, vehicle maintenance & fuel, facility costs, training, informational technology, and administrative expenses.	\$	203,715	various [add some level of detail]
Indirect/Overhead Costs: Includes human resources, payroll, legal, risk and other indirect expenses	\$	164,298	CPI-W + 1%
TOTAL OPERATING ALLOCATION PER UNIT (2017)	\$	2,307,145	Compound

ALS Equipment Allocation	2017 A	Allocation	Inflator
Equipment costs including medic, MSO & staff vehicles, defibrillators, stretchers, radios, etc.	\$	90,825	Vehicle PPI

TOTAL ALLOCATION PER UNIT \$ 2,397,970
--

# PROPOSED ALLOCATION

# **Advanced Life Support Services**

2020-2025 Levy Initial Proposed ALS Allocation

#### **Programs outside of ALS Allocation:**

- Funding for ALS support and work on non-ALS service areas including BLS agencies and other EMS programs.
- System wide inititiatives such as wellness and vulnerable population initiatives that support ALS Providers and
- Additional support for performance measures and support of ALS providers use of ESO related to ALS calls.

#### Allocation:

- Distribute Unit, Program/Supervisory, and Equipment portion of allocation on a per unit basis
- Include system costs in ALS contracts and reimburse based on actual expenditures

ALS Operating Allocation	Costs in 2017\$s	Inflator
<b>Unit Cost Allocation</b> costs related to direct paramedic services (paramedics, medical supplies, pharmaceuticals, vehicle and facility operating and maintenance costs, communications and other costs associated with direct parmedic services).	\$1,816,862	Mixed Primarily CPI-W +1%*
ALS Program Administration Allocation costs associated with management, administration, and supervision of direct paramedic services.	\$448,702	Mixed Primarily CPI-W +1%*
Total Unit & Admin/Supv Costs	\$2,265,564	
<b>ALS System Cost Allocation</b> system wide allocation to cover highly variable costs such as paramedic students, dispatch; also included medical direction; could, but does not include costs associated with retirements and transition costs for EMTs becoming paramedics in other agencies. Expressed in a per unit #.	\$199,989	Mixed Primarily CPI-W +1%*
Total Cost per Unit (in 2017\$s)	\$2,465,552	Mixed

<sup>\*</sup>Proposing simplifying inflators as appropriate. Medical Supplies/Pharmaceuticals: due to variance from indicator selected and dollar value relative to unit allocation, propose simplifying and using CPI.

ALS Equipment Allocation		Inflator
<b>Equipment costs</b> including medic, MSO & staff vehicles, defibrillators, stretchers, radios, etc. Added \$5,221 for power load systems.	\$96,773	Vehicle PPI

TOTAL ALLOCATION PER UNIT	\$ 2,562,325
---------------------------	--------------

8

# **Advanced Life Support Services**

2020-2025 Proposed ALS Contingencies and Reserves

# PROPOSED CONTINGENCIES/ RESERVES

HISTORIC ALS USE OF RESERVES	2008-2013	2014-2019 Est
<b>ALS Operating</b> (increased costs, excess PTO, paramedic student costs and increased operating costs including mid levy adjustment of the ALS allocation) <sup>1</sup>	\$1,731,306	\$1,200,234
ALS Equipment (load systems for power costs & vehicle costs)	\$932,046	\$797,885
ALS Capacity Reserves (facility upgrades and enhanced ALS capacity)	\$465,707	\$360,000
ALS Risk Abatement Reserve (retirement liability and FLSA settlements) <sup>2</sup>	\$3,308,454	\$1,020,136
TOTAL	\$4,706,207	\$2,178,021

<sup>&</sup>lt;sup>1</sup> Funding for paramedic students and the mid-levy increase were included in the ALS allocation and are not shown in this chart. Total estimated including increases in allocation is \$11,296,906.

# Proposed Contingencies and Reserves -- 2020 to 2025 Levy

ALS Operating Contingencies	2020-2025	Level of
ALS Operating contingencies	Amount	Approval
Contingencies funds set aside to cover the most usual costs exceeding		
allocations including paid time off over amount allocated, excess retirement.		EMS Director
		to x % above
Proposed change in approval process: use of contingency funds under x% of	\$200,000	allocation;
agencies allocation can be approved by Division Director and reported to EMSAC		report to
Financial and EMSAC.		EMSAC

ALS Reserves - reviewed and approved by EMSAC	2020-2025 Amount	Level of Approval
ALS Equipment Reserve covers unplanned costs related to equipment including new equipment added (such as the power load systems, decreased lifespans or early replacement of equipment, or increased costs from manufacturers).	\$1,000,000	KC Council Appropriation & EMSAC
ALS Capacity Reserve Includes costs for facility renovations to support moving units rather than adding new units, ability to add temporary unit to address specific conditions (such as bridge closures), and potential new units Renovations and temporary capacity increases - Place holder for new units	\$1,200,000 \$11,467,915	KC Council Appropriation & EMSAC
TOTAL:	\$13,667,915	

5/6/2018

 $<sup>^2</sup>$  Risk abatement reserve now included as part of King County required Rainy Day Reserve funded at 90-days operating expenses.

# **Advanced Life Support Services**

5/6/2018

Modeling "Placeholder" for Potential New Units during 2020-2025 Levy

Year of Levy	1	2	3	4	5	6	
# of Units		0.165	0.500	0.500	0.665	1.000	
	2020	2024	2022	2022	2024	2025	2020 2025
	2020	2021	2022	2023	2024	2025	2020-2025
Unit Cost		\$ 353,709	\$ 1,112,897	\$ 1,155,521	\$ 1,593,859	\$ 2,483,784	\$ 6,699,770
Program Cost		\$ 87,354	\$ 274,847	\$ 285,373	\$ 393,628	\$ 613,408	\$ 1,654,609
New Students	\$ 272,465	\$ 660,736		\$ 305,279	\$ 738,745		\$ 1,977,225
Equipment (first year)		\$ 669,800					\$ 669,800
Equipment allocation			\$ 112,338	\$ 115,270	\$ 118,117	\$ 120,786	\$ 466,511
TOTAL	\$ 272,465	\$ 1,771,599	\$ 1,500,081	\$ 1,861,443	\$ 2,844,349	\$ 3,217,979	\$ 11,467,915

Assumes 12-hr unit in 2021 is new unit and 12 hour in 2024 adds 12-hours to existing unit in 2024 Based on proposed costs inflated by current economic indicators

#### **Capacity Reserves (Placeholder for potential new ALS units)**

2014 to 2019 Levy	\$ 2,291,000	.5 unit placeholder beginning late 4th year of levy period
2020 to 2025 Levy	\$ 11,467,915	.5 unit year 2nd year of levy + .5 unit in 5th year
Change	\$ 9,176,915	

#### **Prelim Status Quo Initial Proposed** Difference Initial (In Millions) **Status Quo Proposed** Difference **ALS Funding Categories** 2014-2019 2020-2025 Difference 2014-2019 2020-2025 Difference 2020-2025 2020-2025 2020-2025 **ALS Operating Allocation** \$258.8 \$328.2 \$69.5 \$258.8 \$351.3 \$92.5 \$328.2 \$351.3 \$23.0 **ALS Equipment Allocation** \$10.2 \$11.5 \$1.4 \$10.2 \$11.9 \$1.8 \$11.5 \$11.9 \$0.4 \$1.0 \$3.0 \$2.0 \$1.0 \$1.2 \$0.2 \$3.0 \$1.2 (\$1.8)**ALS Contingencies** \$13.7 Reserves \$3.4 \$4.7 \$1.3 \$3.4 \$13.7 \$10.3 \$4.7 \$9.0 TOTAL \$74.1 \$378.1 \$104.8 \$378.1 \$30.6 \$273.3 \$347.5 \$273.3 \$347.5 **Reserve Components** 2014-2019<sup>1</sup> 2020-2025 Difference 2014-2019<sup>1</sup> 2020-2025 Difference 2020-2025 2020-2025 Difference Operating<sup>2</sup> \$1.2 \$1.7 \$0.5 \$1.2 \$0.0 (\$1.2) \$1.7 \$0.0 (\$1.7)Equipment \$0.8 \$1.1 \$0.3 \$0.8 \$1.0 \$0.2 \$1.1 \$1.0 (\$0.1)Capacity \$0.4 \$0.5 \$0.1 \$0.4 \$1.2 \$0.8 \$0.5 \$1.2 \$0.7 Risk (Rainy Day)<sup>3</sup> \$1.0 \$1.4 \$0.4 \$1.0 \$0.0 (\$1.0) \$1.4 \$0.0 (\$1.4)Placeholder for new units \$11.5 \$11.5 \$0.0 \$11.5 \$11.5 \$0.0 \$3.4 \$1.3 \$13.7 \$10.3 \$4.7 \$13.7 \$9.0 \$4.7 \$3.4 ALS Subtotal

#### **Budgeted/Proposed Reserves**

Reserve Components	2014-2019	2020-2025	Difference
Operating/Contingency	\$1.0	\$1.2	\$0.2
Equipment	\$0.5	\$1.0	\$0.5
Capacity	\$1.1	\$1.2	\$0.1
Placeholder for new units	\$2.3	\$11.5	\$9.2
Risk (Rainy Day)**	\$1.5	\$0.0	(\$1.5)
ALS Subtotal	\$6.3	\$14.9	\$8.5

<sup>&</sup>lt;sup>1</sup>2014-2019 Reserve Components include estimated Use of Reserves; see below for budgeted reserves

<sup>&</sup>lt;sup>2</sup> Initial proposed moves Operating Reserves to ALS contingencies

<sup>&</sup>lt;sup>3</sup> Rainy Day moved to required KC Rainy Day Reserve funded at 90-days of operating costs

# MEDIC ONE/EMERGENCY MEDICAL SERVICES STRATEGIC PLAN & LEVY REAUTHORIZATION

**DRAFT** 

ALS Subcommittee Report to the Finance Subcommittee 5/17/18

#### **Accomplishments to Date:**

- Members were oriented to levy planning process, milestones, roles and responsibilities of members and expectations.
- Endorsed items to be reviewed as part of the Work Plan, and ALS Subcommittee-specific principles to guide Subcommittee decision making.
- Reviewed in depth the standard medic unit allocation, including its history, main components and issues experienced; compared costs and trends across agencies.

#### **Principles leading the ALS Subcommittee:**

- Maintain ALS as the funding priority
- ALS's primary focus is patient-centric
- Full unit funding will be made available
- Resources will be used efficiently
- Use data and sound practices in evaluating service needs
- Analyzed EMS system trends (Seattle & King County) and ALS demand projections to anticipate future demand including:
  - Specific criteria used in assessing medic unit need
  - Growth in population in comparison to call volumes and response times
- ➤ Identified strategies to pursue to develop cost efficiencies and overall system effectiveness.

#### **Decisions made by the Subcommittee:**

- 1. The unit allocation remains an appropriate methodology for determining ALS costs.
- 2. Made small changes to the allocation to help address issues experienced by providers concerning variability of some costs and sufficient funding for program oversight and support.
- 3. The 2020 preliminary baseline unit allocation is proposed at \_\_\_\_\_, and will be inflated appropriately over the span of the levy. This preliminary funding level will require further refinement.
- 4. In order to protect the system, the Subcommittee supported setting aside funds as a "place holder" in the Financial Plan, should new units need to be added over the span of the 2020-2025 levy.
- 5. Identified appropriate levels of reserves and contingencies for the next levy span; fine-tuned usage and access requirements.

#### **Next Steps:**

- Present Subcommittee update at the May 30, 2018 EMS Advisory Task Force meeting
- Proceed with tasks as directed by the EMS Advisory Task Force at May meeting
- Refine baseline unit allocation, placeholder costing scenario and reserves; incorporate into Financial Plan
- Prepare recommendations for July 31st EMS Advisory Task Force meeting