

2014 ANNUAL REPORT



**CITY OF AUSTIN
EMERGENCY MEDICAL SERVICES
DEPARTMENT**



LETTER FROM THE CHIEF

Austin-Travis County Emergency Medical Services is a national leader in emergency medical services. Its clinical care and customer service are top quality. The men and women of EMS are highly skilled, well trained, and highly committed health-care professionals. Whether they work in field operations, emergency communications, logistics and supplies, billing, safety, education and training or anywhere else in the department, they give 110% to change the lives of the people we serve by delivering healthcare that is beyond our patients’ expectations.

Our innovations are world recognized and play a key role in earning a nationally recognized accreditation from the Commission on Accreditation of Ambulance Services (CAAS). Innovations such the motorcycle medics, community health paramedics, child and infant injury prevention, social media driven community relations program, Stealth-Power battery systems, Pit-Crew Cardiac Arrest Model, and many other services are models in the EMS industry.

As our community grows so does the demand for services from EMS. The popularity and rapid growth experienced in our community places increased workload on the EMS system. Our population has grown by 28% since 2005. In the same time period, EMS incidents and transports have increased by 50% and 61%, respectively. The high number of large special events in our community requires additional services from the EMS department to keep our community and all of our visitors safe while they enjoy the fun and excitement that our community has to offer. EMS experienced a 26% growth in daily special events between FY2013 and FY2014.

Changes in our healthcare system are changing our customers’ expectations as well. Although the EMS department is a member of the public safety workgroup, the product and service that we deliver is healthcare. Customers expect stronger linkages between EMS and other healthcare service providers. EMS is working collaboratively with our community health partners, including the new Dell Medical School, to identify and develop new and innovative services to improve healthcare within our community. The community health paramedic program is one example. The EMS department’s involvement in Central Health’s “Healthcare for the Homeless” taskforce will be another opportunity for future healthcare integration. The EMS Department will continue to evaluate and prepare for the opportunities created by the Affordable Care Act.

An approaching challenge for EMS is the change in the national healthcare reimbursement program. Changes will impact the EMS departments medical records program, billing strategies, revenues, quality assurance demands, and other related areas. How we bill for services in the future will need to change in order to meet the changing requirements set forth by the Centers for Medicare and Medicaid. Not only must EMS remain connected and proactive to anticipate changes, it must maintain its agility and responsiveness to meet changes head-on.

As a department, EMS has continued to respond to growing demands and recognizes that these changes have a profound impact on our most valued resource, our staff. The growing complexity of the emergency medical services industry, including the provision of mental health services, along with the increased demands of a growing system causes fatigue for our workforce. Beginning immediately and continuing into the coming years, the EMS department will address the needs of our workforce by assessing the current workload and completing a circadian study to address the impact of shift work on our staff. We will begin the process of implementing a fatigue management plan that will be among the first in the nation within the EMS industry. We will maintain our focus on the safety, health and well-being of our employees as we continue to establish a robust wellness program.

ATCEMS will continue to work towards our mission to positively impact and change the lives of the people we serve by focusing on our patients’ needs, always improving our clinical practice, and pursuing excellent results. We are committed to providing great employee; patient; and customer care with compassion and excellence. The people of ATCEMS are here for the community - any patient, anytime, anywhere.

CHIEF ERNESTO RODRIGUEZ
AUSTIN-TRAVIS COUNTY EMERGENCY MEDICAL SERVICES
DEPARTMENT

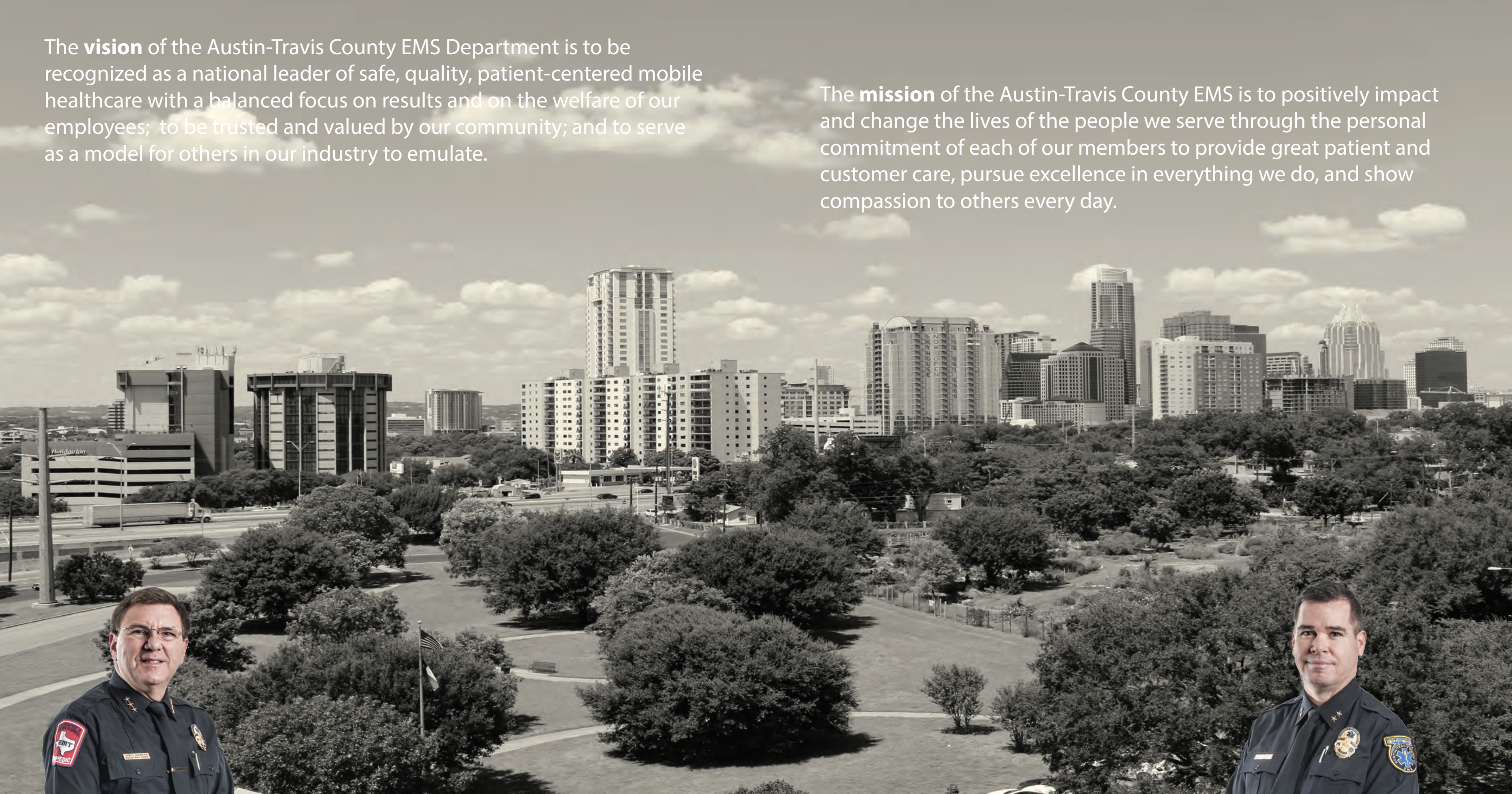


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The **vision** of the Austin-Travis County EMS Department is to be recognized as a national leader of safe, quality, patient-centered mobile healthcare with a balanced focus on results and on the welfare of our employees; to be trusted and valued by our community; and to serve as a model for others in our industry to emulate.

The **mission** of the Austin-Travis County EMS is to positively impact and change the lives of the people we serve through the personal commitment of each of our members to provide great patient and customer care, pursue excellence in everything we do, and show compassion to others every day.



James Shamard
Chief of Staff



Jasper Brown
Assistant Chief of Operations

AWARDS AND ACCOLADES

Austin-Travis County EMS (ATCEMS) was awarded Accreditation by the Commission on Accreditation of Ambulance Services (CAAS) in July 2013. CAAS is the Nationally recognized, independent Commission that established a comprehensive series of standards and best practices for the ambulance service industry.

CAAS Accreditation signifies that Austin-Travis County EMS has met the requirements for the “gold standard” determined to be essential in a modern emergency medical services provider. We joined an elite group of only 158 EMS provider agencies in the United States that have achieved CAAS Accreditation.

In addition, the ATCEMS Communications Division achieved re-accreditation as an Accredited Center of Excellence (ACE) through the National Academy of Emergency Medical Dispatch (NAEMD). Accredited centers share a common goal of improving public care and maximizing the efficiency of 911 systems.

The Communications division has been an ACE center since 2000.

Austin-Travis County EMS is currently one of only three dual accredited agencies in the State of Texas.

Higgins and Langley Memorial Award

The Austin-Travis County EMS Special Operations Swiftwater Rescue Team received the Higgins and Langley Memorial Award in Swiftwater Rescue in 2014 for the Onion Creek Flood on October 30, 2013. The award honors outstanding achievement in the technical rescue discipline of swiftwater and flood rescue. It is not a heroism award, but rather recognizes preparedness, teamwork, and a job well done, sometimes under extreme conditions where training is vital to the success of rescue missions as well as the safety of the rescue personnel.



AHA Mission Lifeline Silver Level Agency Award

Austin-Travis County EMS was awarded the American Heart Association’s Mission Lifeline: Silver Level Agency Award in 2014 for excellence in STEMI systems of care. The award acknowledges the work, training and commitment of an EMS agency and medical first responders to improve overall quality of care for the STEMI patient, by directly influencing the STEMI System of Care.



PILLARS OF EXCELLENCE

The work we do is guided by our Pillars of Excellence and these pillars are the foundation of our strategic plan. Our pillars include People, Service, Quality, and Finance and establish the framework for our culture and operational effectiveness. When the efforts within each pillar are executed well, the positive outcome is growth and sustainability.

PEOPLE

People are our first pillar, and focus, because having a committed workforce that takes ownership of the department and its mission means we will always meet our commitments to the community and to each other.



SERVICE

What we provide each and every day is service. Our service goal is to identify and meet our customers’ needs, exceeding their expectations whenever it is in our power to do so. It goes beyond our clinical services, as we always seek to leave the person or situation better than we found it.



QUALITY

Quality begins with hiring the best people, training them to do it right the first time, and continuously measuring and improving our performance. It is an iterative process. We never stop evaluating ourselves to improve the quality of our care for the community.



SAFETY

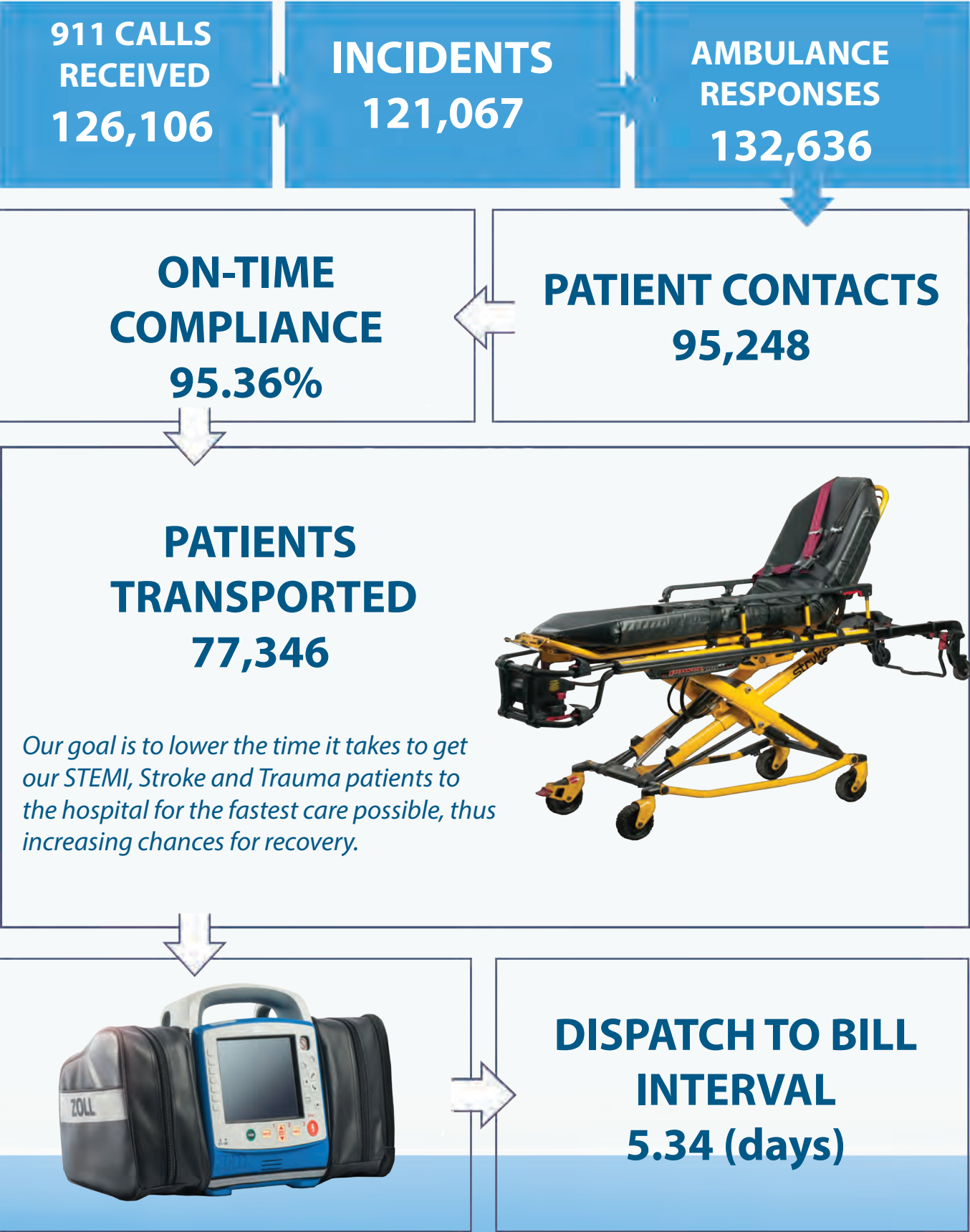
Everyone owns Safety and remains committed to achieving great results. We continuously focus on safe practices and strive to weave them into our fabric. A culture of safety begins at the top of our organization and engages everyone.



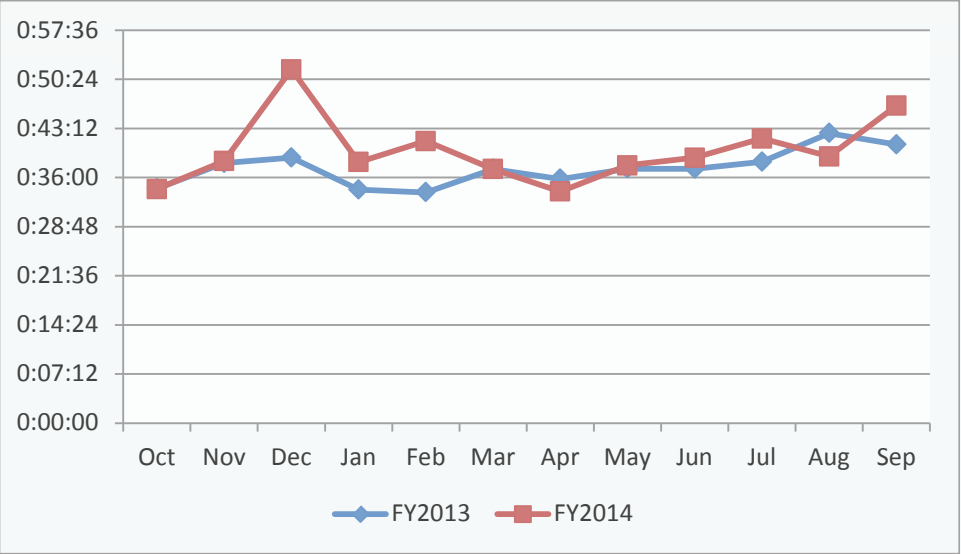
FINANCE

Because we are a publicly funded organization, it is our responsibility to act prudently with the community’s money and conduct business in a fiscally responsible manner. We continuously seek innovative ways to maximize the return on the dollars we spend and ensure our spending best meets the needs of our community.

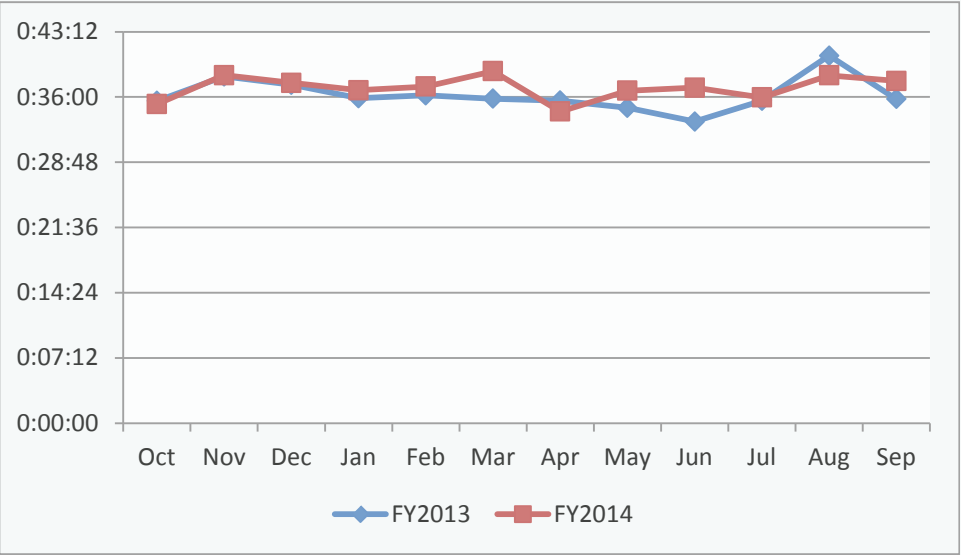
FISCAL YEAR 2014 BY THE NUMBERS



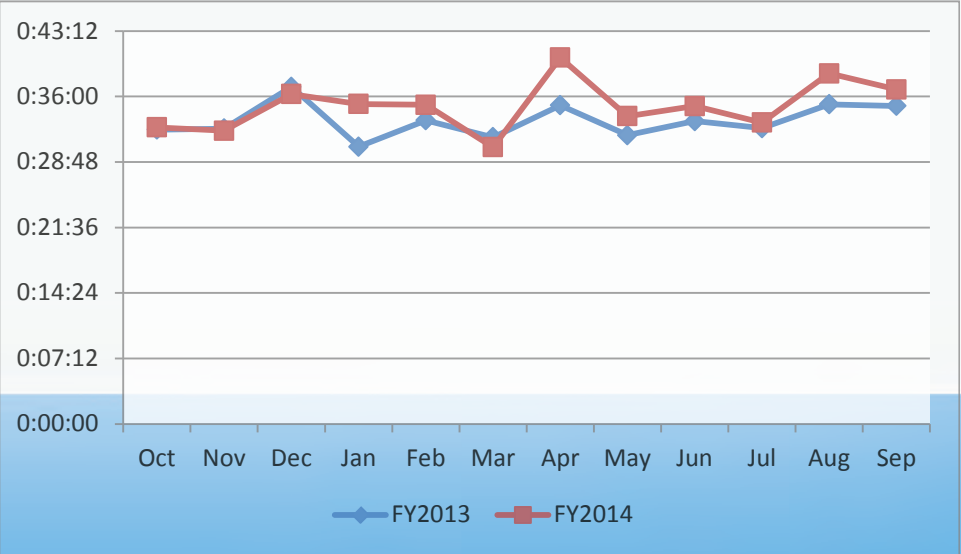
CALL TO DOOR
TIMES
STEMI



CALL TO DOOR
TIMES
STROKE



CALL TO DOOR
TIMES
TRAUMA



KNOWLEDGE MANAGEMENT

The Knowledge Management Division is comprised of two sections: The Business Analysis & Research (BAR) Team, and the Clinical Performance Management Team. The aim of both sections is to improve performance through the use of data, analysis and process improvement. This is done using reporting tools, Business Intelligence (BI) via different presentation tools, such as the web, or in the case of clinical improvement opportunities, providing individual feedback and education in a one on one environment.

The division has other responsibilities, including:

- Geospatial Information Services (GIS). The BAR Team provides GIS services for the department. The section has a presence on the City GIS Operating Board and the City GIS Emergency Response Team.
- Providing software and hardware support for Electronic Patient Care Record (ePCR), Billing and Records Management System (RMS) systems used by EMS.
- Support of medical devices and equipment used in EMS.
- Development and support of web and social media for EMS.
- Development and support of Business Intelligence solutions for EMS.
- Participation in governance initiatives for GIS, BI, and Information Technology (IT).

Business Intelligence

On March 5th 2014, ATCEMS was granted project authorization to begin the migration process to MicroStrategy BI from Cognos. The MicroStrategy solution provides powerful reporting and visualization tools. The solution is being implemented as an enterprise solution by the City, which allows for savings for support and licensing costs.

Open Data

In November 2013, the Business Analysis and Research (BAR) Team began development on a web portal to display A/TCEMS performance data. Our goal was to create a simple, elegant design, but at the same time, provide useful data. Elements of the portal include charts, definition documents, links to strategic documents, and descriptions of how the measure was relevant to the ATCEMS strategic plan. In March 2014, after several months of development and many review processes, the portal went live. <http://www.austintexas.gov/departments/performance-metrics>

Clinical Performance

This team is responsible for clinical performance in EMS. To accomplish this, the team fields calls from providers who call with questions or to report an event that has a clinical component. The team performs fact finding, which includes interviewing providers, as well as review of other pertinent information, including the dispatch record and the patient care record. The outcome of the investigation can result in education to the provider, or a personal “Thank You” for a job well done. This type of information is aggregated and reported. Opportunities for improvement are given to education staff for dissemination to the system.



Patrick Murphy, Commander Knowledge Management

In 2014, the Clinical Performance Management Team:

- Reviewed 21,729 Patient Care Records
- Responded to 780 requests (phone and pager) from EMS staff
- Facilitated meetings for 41 EMS staff (with the Office of the Medical director)
- Participated in more than 40 meetings with area hospitals and regional partners, such as the American Heart Association

Performance Dashboard



Accomplishments

- Publication of Performance Measures to the austintexas.gov website
- Automation of data performance measures
- Deployment of new cardiac monitors
- Analysis of ATCEMS medication errors
- MicroStrategy implementation

ANSWERING 911 CALLS



Emergency Communications is the very first interaction with our customers, making key decisions that impact the members of our community, and delivering life-saving care through advanced pre-arrival instructions.

The EMS Communications center is a vital link between the community and a quick response for medical assistance. EMS Communications is responsible for receiving 911 calls, triaging and dispatching of medical resources. For certain call types, such as cardiac arrest, Communication Medics provide instruction on CPR or other life saving techniques.

Our Communications staff is constantly working to maintain and improve the quality of the service we provide every day.

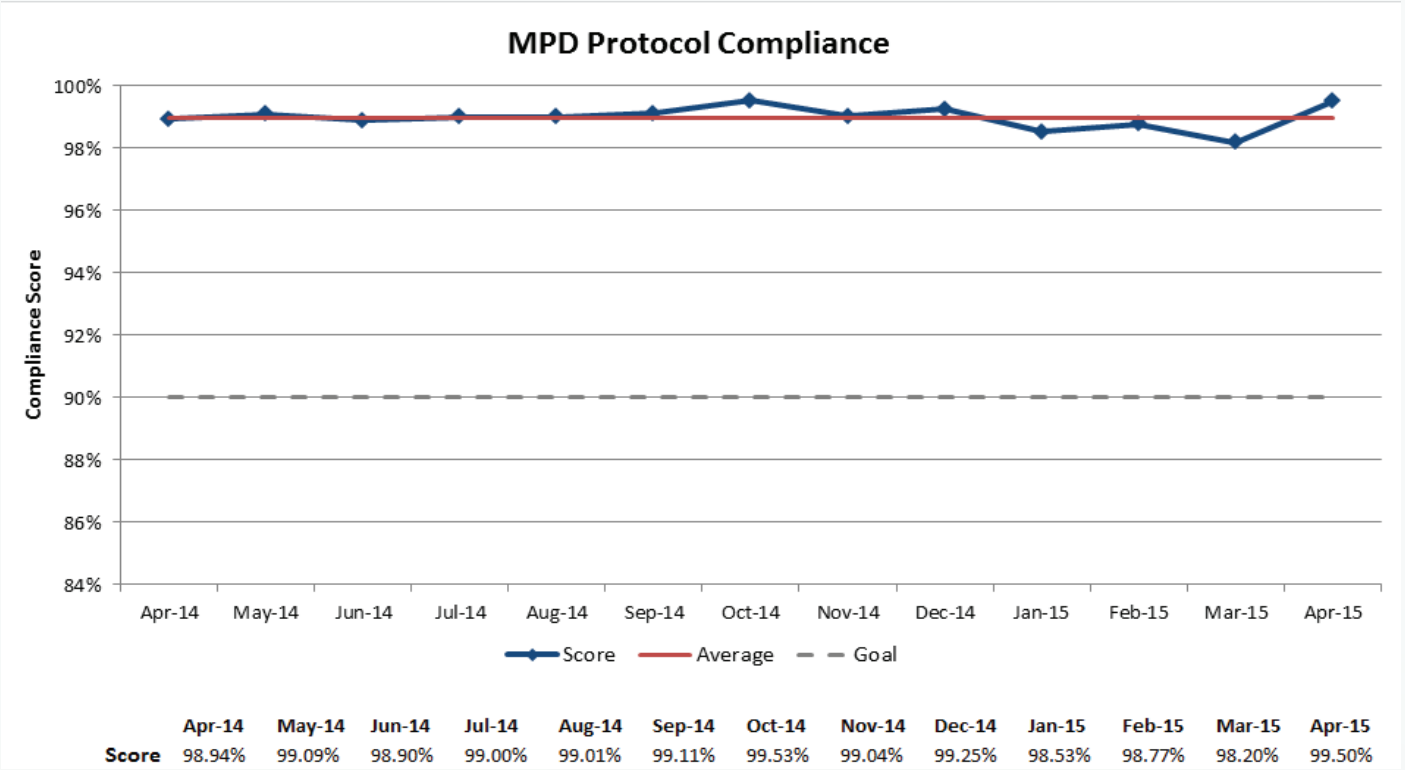
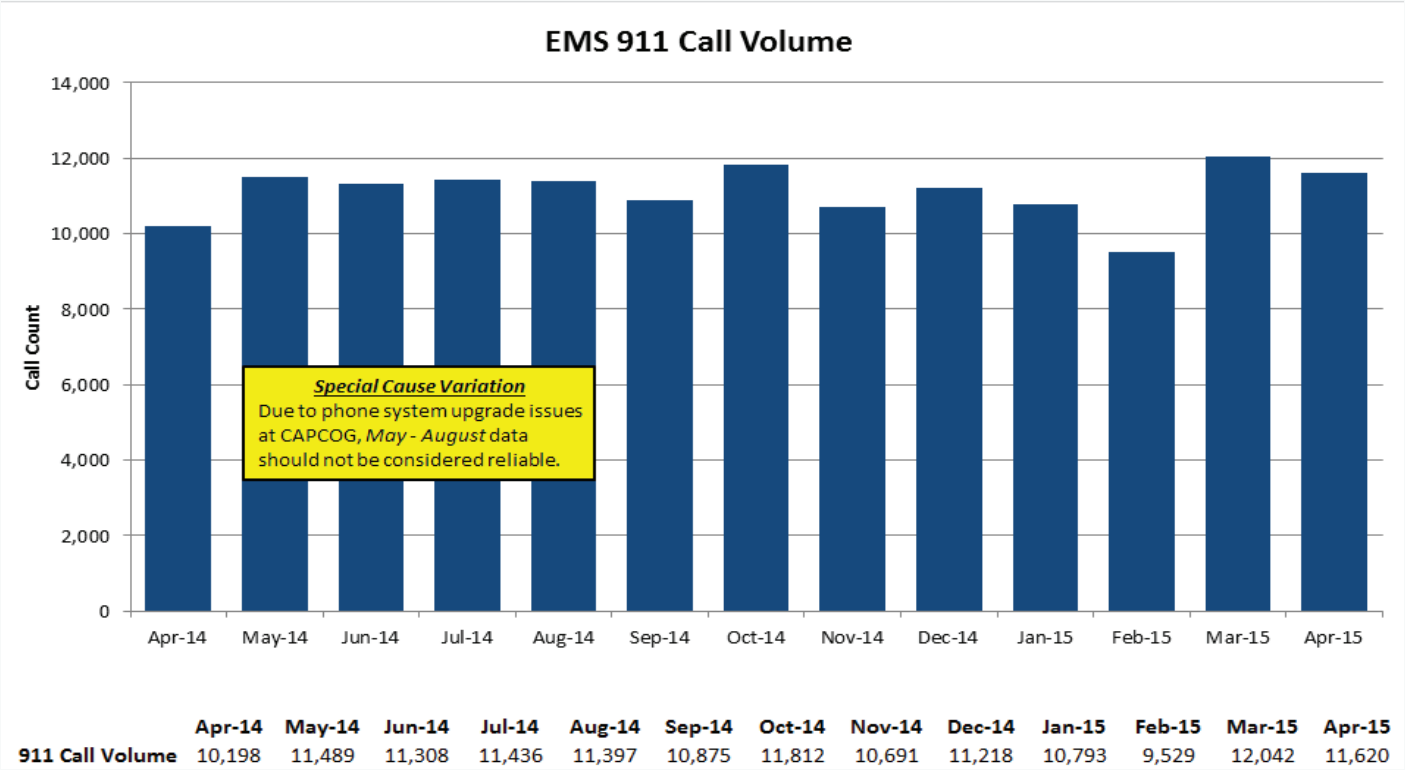
- 126,106 - 911 Calls for Service
- 121,067 - Incidents Managed
- 3,399 - Incidents Reviewed by the Performance Improvement (PI) Team
- 98.99%-Compliance with Medical Priority Dispatch System Protocol

Accomplishments

- Conducted a study to develop a National Benchmark for Cardiac Arrest.
- Submitted 4 proposals for improvement to National Protocols for Cardiac Arrest Care.
- Worked with the Office of the Medical Director to Implement “In-Patient” Assessment Protocol.
- Continues to work with San Antonio to develop a Continuity of Operations Plan.



Adam Johnson, Division Chief
Emergency Communications



EMERGENCY RESPONSE

EMS Operations is the heart of the organization and ensures that requests for service are handled quickly and efficiently, from the moment a 911 request is received, until the patient arrives safely at the hospital. Our service area covers the City of Austin, the 14th largest city in the U.S., and surrounding Travis County and parts of Williamson and Hays Counties. Eighteen cities are included in this service area covering over 1,100 square miles.

Since 2005, the increasing popularity of our community has resulted in a 28% growth in our population, a 50% in EMS incidents, and a 60% increase in EMS transports. As our population grows, so does the demand for Emergency Medical Services. EMS continues to meet the challenge. Since 2005, EMS has reduced its 90th percentile response time from 13 minutes, to less than 10 ½ minutes.

Accomplishments

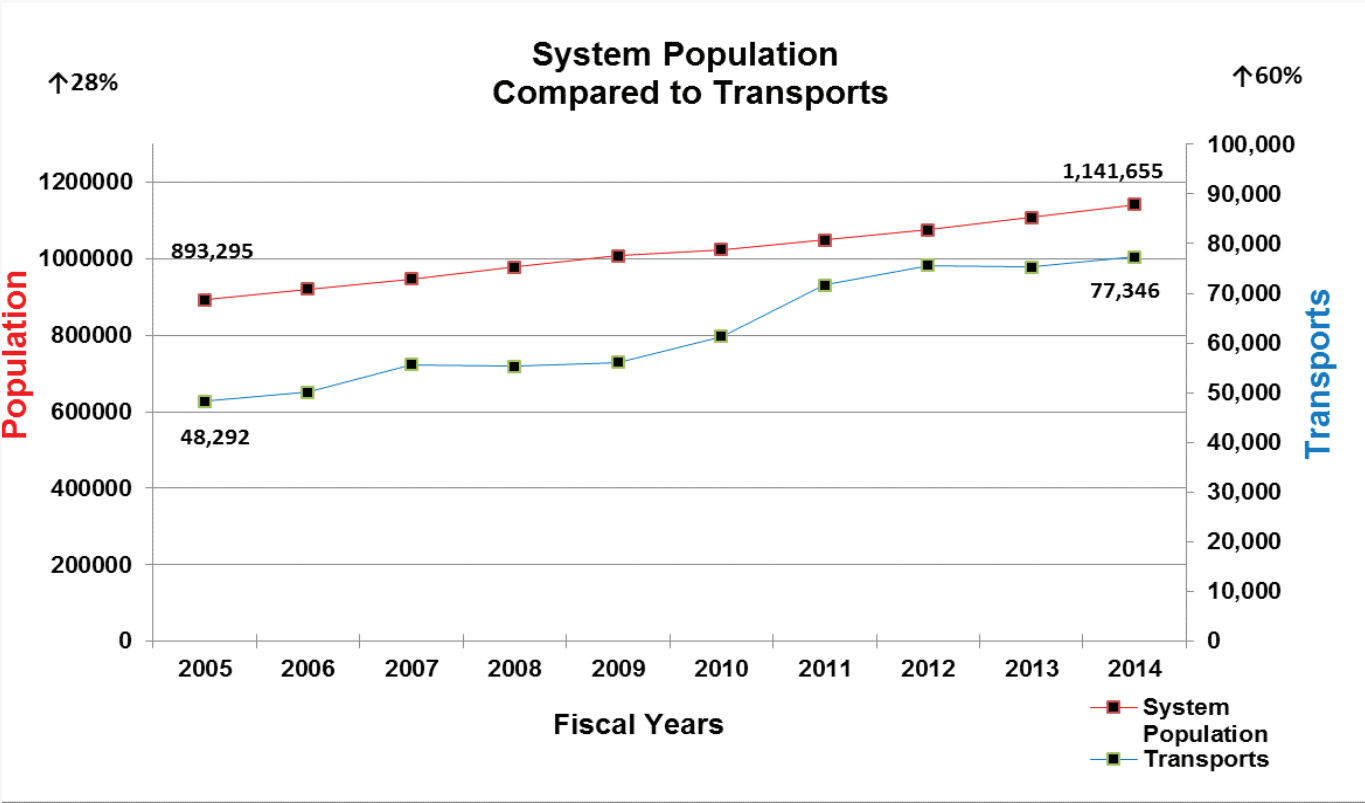
- Implemented Power Load System to help load patients safely and smoothly onto an ambulance, while improving safety for personnel.
- Redesigned the ambulance patient care compartment as a result of an employee lead team.
- Improved overall design of ambulances on a Dodge 4500 Chassis to reduce downtime and maintenance cycles.
- Implemented a seatbelt monitoring system for increased safety.
- Continued implementation of Energy Extreme Battery Backup System to reduce our Carbon Footprint.



Special Operations

Emergency Response includes Special Operations Rescue Teams who are trained in a variety of rescue specialties and tactical emergencies including; swift water, high angle, hazardous materials/ WMD response, wilderness SAR, and confined space operations. The team responds to emergencies locally, regionally, and nationally as needed.

Special Operations supports Texas Task Force 1 with swift-water boat teams, USAR resources, and deployment through the Texas Intrastate Fire Mutual Aid System and are dedicated to the delivery of specialized ALS care whenever and wherever it is required.



13 “Emergency Response includes Special Operations Rescue Teams who respond to emergencies locally, regionally and nationally as needed.”

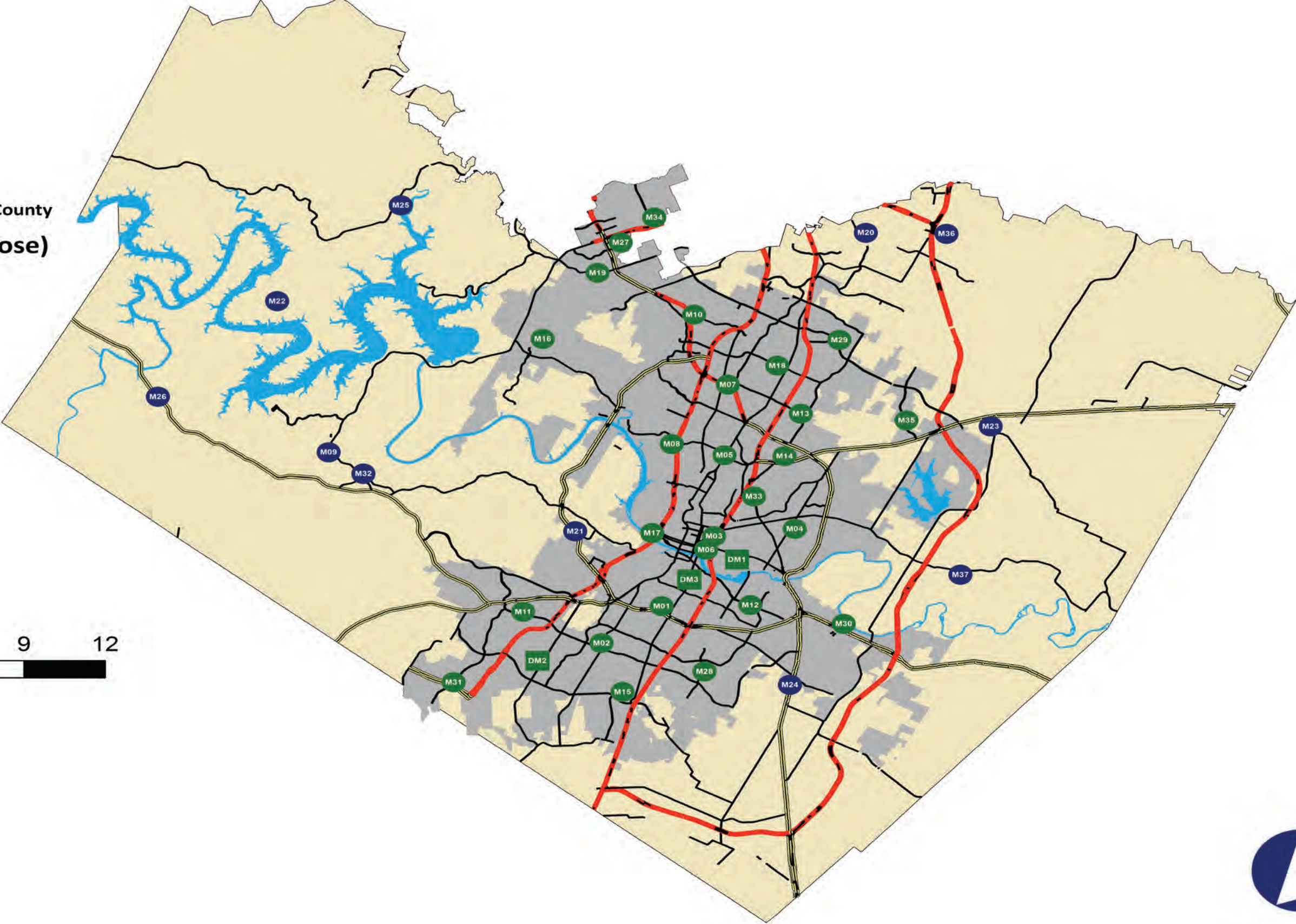
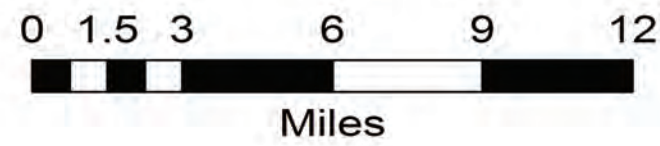
Since 2005 service area population has grown by **28%**, incidents have increased by **50%** and ambulance transports have increased by **60%**.

Service Area

ATCEMS Stations

Schedule, Zone

- Ambulances -City
- Ambulances - County
- Flexible Deployment Ambulances-County
- City of Austin (Full Purpose)
- ATCEMS Service Area



37 Locations
Serving Austin

EMERGENCY MANAGEMENT

The Emergency Management Division is responsible for ensuring that the Austin-Travis County EMS Department is prepared for and able to respond to disasters and large scale incidents at the local, regional, and state level. The division consists of a Division Chief and a Commander.

During FY 2013-2014, the division was instrumental in training six crew chiefs and twenty-four drivers for the regional Ambulance Bus and implemented local response protocols. The division has also provided Ambulance Bus orientations and training to regional hospitals and response organizations. The Ambulance Bus, known as MPV-701, is a resource capable of transporting up to 20 patients. These patients can be ambulatory, stretch-bound, or in wheelchairs. This resource can be utilized for local, regional, or state level incidents and events.

Staff of the Emergency Management Division implemented the new regional SMART triage tags into the ATCEMS System and provided on-line and hands-on training to the entire department. These triage tags will provide clearer information regarding the severity of patients during a mass casualty incident (MCI). These tags will complement the new mass casualty plan created in 2014 and to be implemented in 2015.

This MCI plan, while initially created for the ATCEMS System, has served as a boilerplate for the development of a Regional MCI plan for the 11 counties surrounding Austin in the Capital Area Trauma Regional Advisory Council (CATRAC) region.

Exercises and Emergency Preparedness

The division plans and participates in numerous local, regional, and statewide exercises and drills including a full scale airport exercise with the San Antonio Fire Department, Schertz EMS, and the Southwest Texas Regional Advisory Council (STRAC), as well as other exercises with the State of Texas Emergency Medical Taskforce (EMTF), the United States Postal Service, Austin-Bergstrom International Airport, the United States Treasury; and our local partners, the Austin Police Department, Austin Fire Department, and the Austin Homeland Security and Emergency Management Department.

Major Events

Many large scale weather events impacted Austin and Travis County in FY13/14. Emergency Management Division personnel were engaged in all of these events. One of the responsibilities of the division is to staff the Austin/Travis County Emergency Operations Center (EOC) during these large scale incidents. There were 15 EOC activations ranging from a few hours to multiple days.

Partnerships

Working with regional and state partners is an important function of the division. Personnel from the Emergency Management Division attend and participate in multiple local, regional, and state workgroups and committees including the Capital Area Trauma Regional Advisory Council (CATRAC) executive board, pre-hospital, regional preparedness and response and medical operations center committees; and state and regional Ambulance Bus committees. The Capital Area Planning Council of Governments (CAPCOG) Homeland Security Taskforce and the Texas Disaster Medical Systems (TDMS) Steering Committee are other areas that this division participates.

The department has obtained multiple items from grant funding ranging from vehicles to radios for use by the EMS Department. One of these programs is the Center of Disease Control's CHEMPACK Program.

This program is part of the CDC's Strategic National Stockpile. The Emergency Management Division is responsible for storing, monitoring and transporting all or part of this stockpile should the need arise.

Employees of the division are part of the Texas EMTF program and Capital Area Incident Management Team. These programs provide medical and incident management resources to local, regional, and state agencies in case of a disaster. Emergency Management employees can fill the roles of task force leader, ambulance strike team leader, medical incident support team, and multiple incident command system (ICS) positions.



Michael Elliott, Division Chief
Emergency Management Division

SPECIAL EVENTS



The Special Events Division pre-plans, coordinates and staffs events within the City of Austin and Travis County. This year ATCEMS planned and participated in a total of 574 daily events; in comparison, to the 457 daily events the year prior. A couple of highlights for this year included the inaugural year for hosting the ESPN X Games. Our Department had an integral role in the planning for this event and provided medical coverage for the athletes, support personnel and spectators.

Another point of emphasis for the year included a greater emphasis in the planning, preparation and staffing to reduce the overall impact a special event has on the daily 911 responses and resources. This included having targeted table top discussions and plans for a mass casualty incident for certain Special Events of significant mass gatherings. The importance of this pre-planning became evident during the last four days of the SXSW festival.

Command Post and Patient Collection Area

During the first night of the music portion of the festivities a multi-fatality incident occurred within the downtown area of the SXSW closures. A total of twenty-three patients were victims of this tragedy, having a dedicated on-scene Command presence with dedicated EMS resources present, allowed for a rapid EMS response and the facilitations of all injured parties transported to area hospitals within 45 minutes of the initial incident.

This was the first year that Austin-Travis County Emergency Medical Services introduced an effort to utilize only ATCEMS resources dedicated to the last four days of the festival. This initiative also included the establishment of a Casualty Collection Point for patients within the street-closure footprint. This initiative prevented any daily dedicated 9-1-1 ambulances from being dispatched to calls within the established SXSW footprint within the downtown corridor.

As a result of this very successful initiative, there was not any negative impact on the EMS delivery of service related to the normal day-to-day 911 responses. The medical emergency responses within the downtown footprint were managed independently from the normal 911 system responses and with dedicated resources.



James Hawley, Division Chief
Special Events, Fleet & Facilities Divisions



“In FY 2014 ATCEMS planned and participated in a total of 574 daily events; in comparison to 457 events in 2013.”

FLEET AND FACILITIES

In FY 2014, the department received a total of 16 new ambulances; 14 City owned and 2 County owned as replacements for ambulances within the existing fleet. We purchased two new Sprinter Ambulances for use by Special Events. The new ambulances arrived with a number of new safety features:

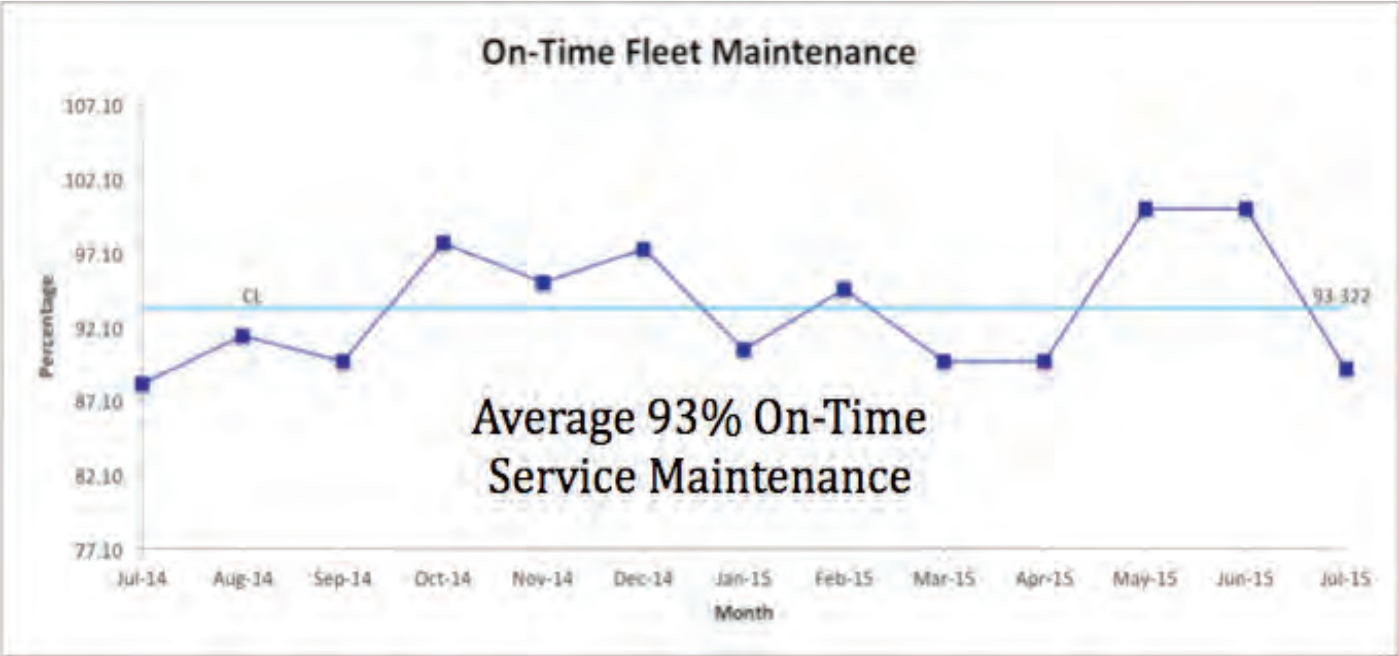
- Seatbelt Warning System** – alerts driver with a red light and audible warning that the someone sitting in the patient care compartment is not restrained with a seatbelt.
- Carbon Monoxide Detector** – a passive monitoring device located in the patient care compartment to alert the crew should CO be detected inside the ambulance.
- Safety Lighting** – new exterior lighting to provide a safer working environment at night and enhance warning for motorists.

The Department continued with installation of the Stretcher PowerLoad Systems which reduces the potential of employee/ patient injuries during the loading and unloading of the stretcher during patient care.

Other fleet initiatives included the continued use of the Energy Xtreme Battery Systems. The Energy Xtreme is a battery support system which operates critical electronics within the ambulances separate from the normal battery system. This allows for the ambulances to be turned off more frequently. This system assists in the reduction of emissions, reduces fuel consumption and provides an alternative for the ambulance to start during battery failure.



Preventive Fleet Maintenance Performance



Total Miles Driven in 2014: 2,221,495

This year, we implemented a regular schedule to ensure that every ambulance undergoes a comprehensive decontamination process to disinfect and sanitize the entire ambulance from the cab to the patient care compartment.

The sanitation and disinfection process includes using a specialized machine to disperse a vaporous flurry of micro-droplets of a preferred disinfectant and sanitizers using a Micro-Mist technology. We use a disinfectant and sanitizer that kills 99.999% of bacteria, viruses and molds.

In 2014, the Department hired our first “in-house” facility maintenance technician to assist with the maintenance and management of over 40 buildings occupied by EMS personnel.

The addition of the new facilities maintenance technician allows for preventive maintenance scheduling, prioritization and more timely repairs of EMS stations. An inspection of every EMS station was conducted to identify potential maintenance and safety needs and every station is scheduled for comprehensive maintenance and repair.

Accomplishments

- 16 new replacement ambulance units with additional safety features
- Continued installation of the Stretcher Powerload Systems
- Micro-Mist technology that kills 99.999% of bacteria, viruses and molds
- In-house facility maintenance technician
- 94% On-Time Fleet Maintenance Performance

COMMUNITY HEALTH PARAMEDIC PROGRAM

The Community Health Paramedic Program (CHPP) was established in 2011 to help prevent vulnerable and at-risk patient populations from reaching a point where the 911 system is their only option for medical care. CHPP develops comprehensive solutions for these patients and connects them with resources that benefit their wellbeing.

In February 2014, three CHP staff members became the first paramedics in the state of Texas to become Texas Department of State Health Services certified Community Health Workers/Promotores. Certification ensures staff receive standardized state training in public health issues, cultural competency and navigating patients to appropriate services in the community.

Austin-Travis County EMS finalized our contract with Central Health in April for DSRIP DY3, adding 1 additional FTE to the CHP program, including associated equipment.

Mobile Crisis Outreach Team

The initial pilot program with Austin-Travis County Integral Care’s Mobile Crisis Outreach Team (MCOT) was extended in May and continues to respond to requests from EMS personnel for patients in psychiatric crisis, but do not require transport to local hospital emergency departments. The ability to activate MCOT is expanded to include Commanders and Captains on scene.

The CHP Program met all milestones for the DY3 contract with Central Health in September by seeing more than 100 patients and adding additional staff to the program. In October we added two more staff members to the CHP Program and funding for these positions is provided through the DSRIP contract with Central Health, bringing the total number of CHP staff to seven full time positions.

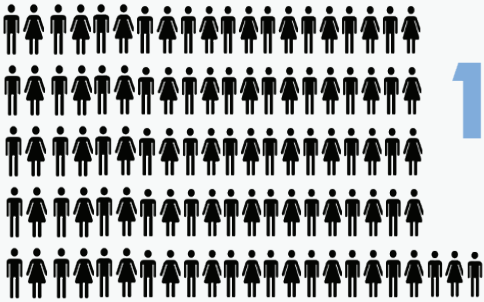
In November, all uniformed ATCEMS staff completed training for when and how to activate the Mobile Crisis Outreach Team (MCOT) for patients that need mental health services but do not require transport to a local hospital emergency departments.



Andy Hofmeister, Commander
Community Health Paramedic Program

IMPACT OF COMMUNITY HEALTH PARAMEDIC PROGRAM

ELIGIBLE PATIENTS ENROLLED FY2014:



103

PATIENTS MANAGED WITHOUT CALLING EMS OR RETURNING TO HOSPITAL EMERGENCY DEPARTMENT WITHIN 30 DAYS OF ENROLLMENT:

84%



IMPACT OF CHP-MCOT MENTAL HEALTH RESPONSE

MOBILE CRISIS OUTREACH TEAM (MCOT) DISPATCHED TO 911 EMS MENTAL HEALTH INCIDENTS IN FY2014:

330

MENTAL HEALTH PATIENTS THAT DID NOT REQUIRE EMS TRANSPORT OR ADMISSION TO A HOSPITAL EMERGENCY DEPARTMENT IN FY2014:

78%

Accomplishments

- Certified three CHP staff members as Community Health Workers
- Two additional staff members joined the CHP program
- Successful expansion and extension of the MCOT pilot program

COMMUNITY RELATIONS & INJURY PREVENTION

Our Community Relations section is responsible for public relations, marketing and communications, and manages all community education and outreach activities for our Injury Prevention programs. We strongly believe in the importance of community service that goes above and beyond 911 response.

INJURY PREVENTION PROGRAMS

We believe that if we are to achieve our mission and vision, we must contribute to the safety and well-being of our entire community. Our Injury Prevention programs are free to the general public and include Child Passenger Safety, Infant Safety Education, Hands-Only CPR, Automated External Defibrillator (AED) training and registration, First Aid Basics, Heat Safety Awareness, Lightning Safety, and Senior Safety and Vial of Life. Community Relations also coordinates department participation in local community events and health fairs. In 2014, we more than doubled our outreach efforts and achieved an overall 209% increase in the number of citizens impacted by our Community Education and Injury Prevention programs.

Community Relations also creates all marketing and training materials for our Injury Prevention programs, produces training and promotional videos, creates the ATCEMS Annual Report and publishes PULSE Magazine, a monthly news magazine for EMS employees and stakeholders.

CHILD PASSENGER SAFETY

The grant funded Child Passenger Safety program conducts monthly car seat inspections and provides free car and booster seats to families in need. **Last year we hosted 73 seat check events, inspected 1,156 car seats, and provided 1,976 free car seats to families in need or identified as having unsafe practices due to lack of resources.**

INFANT SAFETY EDUCATION

Our Infant Safety Education classes provide education and resources to families, parents and caregivers of children under 12 months of age. Program curriculum includes safe sleep education, infant CPR and choking awareness. **Last year we educated 415 family members and distributed 153 portable “Pack-n-Play” cribs to families identified as having unsafe sleeping practices.** Community partners include:

Gabriel Life Centers, a program provided through the Catholic Diocese of Austin, to provide resources and assistance to underprivileged or underserved families.

Any Baby Can, a local non-profit that improves the lives of children by strengthening them and their families through education, therapy and family support services.

CommUnity Care Health Centers, providing outpatient primary healthcare, dental care, limited specialty care, lab, radiology including mammography, a full service pharmacy, and behavioral health services.

HANDS-ONLY AND TAKE10 CPR

Our community Education Coordinators and outreach team members go into the community to teach free hands-only CPR classes. Austin-Travis County EMS supports the American Heart Association’s Hands-Only CPR and Take Heart Austin’s TAKE10 Program- a program created by Take Heart Austin’s Sudden Cardiac Arrest Survival Initiative to increase bystander participation in compression-only CPR. We offer free hands-on instruction to schools, businesses, community groups, neighborhood associations, clubs and organizations of all kinds. In 2014 we taught over 5,000 citizens Hands-Only CPR.

ATCEMS EXPLORER POST

Explorer Post 247 was established in October 2010 as a joint effort between Austin-Travis County EMS and the Boy Scouts of America’s Learning for Life program. Post 247 provides Austin-area youth the opportunity to explore a career in Emergency Medical Services and is designed to provide participants with a wide variety of real-world skills. These include character development, self-confidence, leadership skills, and social development. The post encourages networking among future peers in the working world, provides access to volunteer community service, and encourages group collaboration and teamwork. In 2014, two Explorer Post 247 participants graduated the Academy and became full-time Medics with Austin-Travis County EMS.



209% increase in the number of citizens impacted by EMS Community Education and Injury Prevention programs.

PUBLIC INFORMATION OFFICE

The Austin-Travis County EMS Public Information Office (PIO) was reorganized in 2014 to better serve our employees and our community. The PIO office is a 24/7 operation and responds to media inquiries, Open Records and legal requests and acts as the legal liaison for EMS employees. Its primary function is to serve as a conduit for the release of accurate and timely information from credible and accountable sources to the media and citizens of Travis County.

Other responsibilities include:

- Respond to major/high profile incidents; on-scene department spokesmen
- Crisis management message mitigation
- Collaboration with Community Relations and Injury Prevention to increase awareness
- Produce, design and deliver department presentations
- Generate press releases and talking points for executive staff
- Creation and delivery of safety messaging
- Manage and operate all department Social Media activity

FY2014 REQUESTS FOR PUBLIC INFORMATION BY ACTIVITY

Type of Inquiry

Law	43
OSHA	3
Other	137
PIR	136
TOTAL	319



* Figures include: Inquiries via email & phone (internal & external), Interviews, audios (LE & Lawyers), OSHA, Public

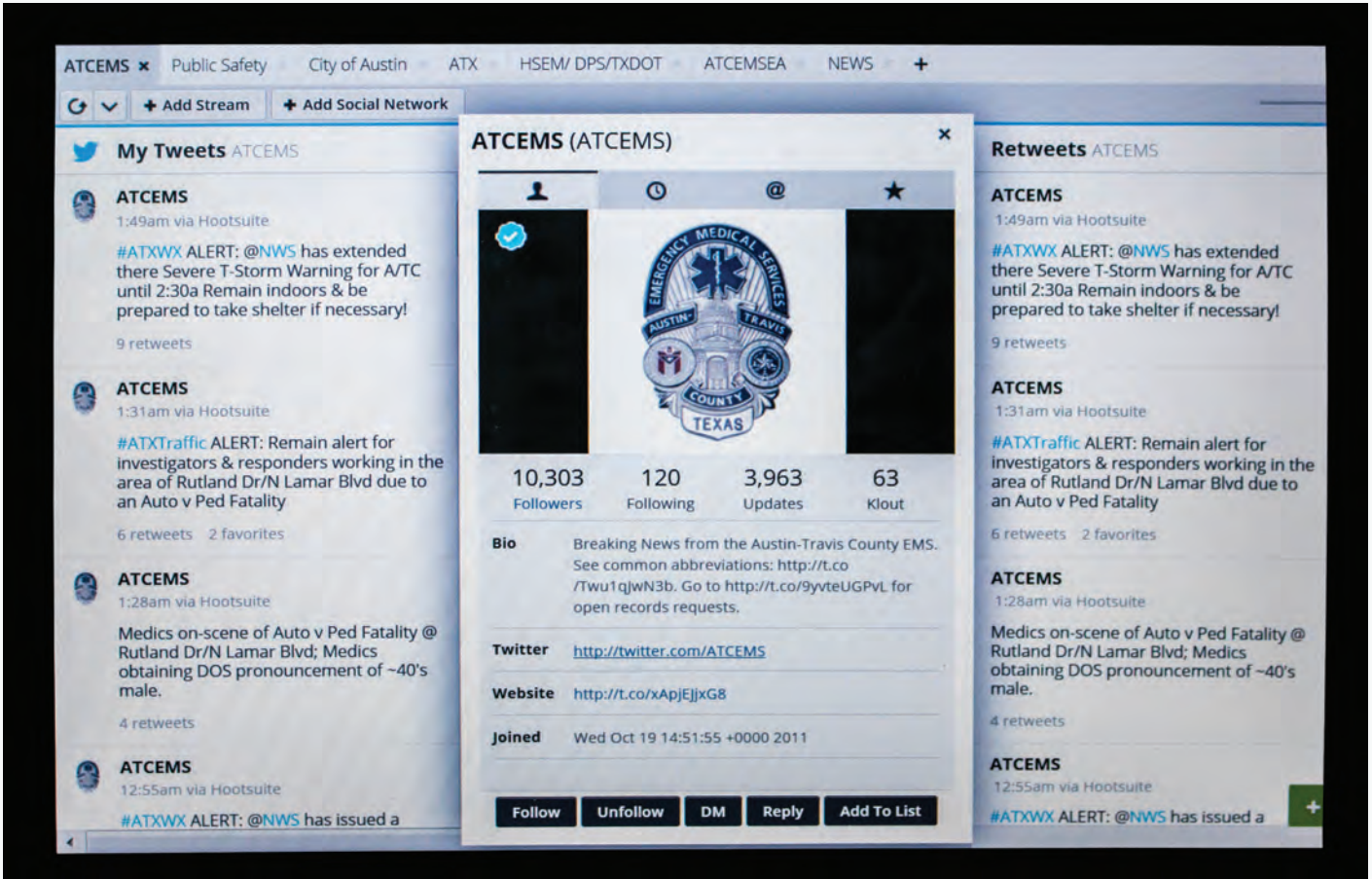
SOCIAL MEDIA

Our Facebook page is used as a tool to share information to the Austin-Travis County community. Pictures, video, stories and links are posted throughout the week to keep our community and the media informed and engaged. **At the close of FY2013 we had 1,295 Likes on Facebook. In 2014 we gained 1,658 Likes for an increase of greater than 128%.**

Our Twitter feed, @ATCEMS, is our breaking news and incident reporting channel. In 2014, local media outlets began promoting @ATCEMS as a “must follow” breaking news channel and several local news stations read the @ATCEMS tweets live on their morning news segments. **Re-tweets and shares for @ATCEMS posts increased channel traffic substantially and by the end of 2014 we had gained over 5,000 Followers for an increase of over 226%.**

Google+ is our medium for photo albums and we utilize LinkedIn for Recruiting and other types of professional networking.

“In 2014, local media outlets began promoting @ATCEMS as a must follow breaking news channel”



The ATCEMS Newsroom You Tube channel is the primary medium for media and department produced videos including Public Service Announcements (PSA's), promotional videos, training videos and news stories. **In FY2014 we had 8,116 views and 28, 678 minutes of video watched on the ATCEMS Newsroom You Tube channel.**



Michael Benavides, Commander
Public Information Office

CONTINUING EDUCATION AND TRAINING

Through continuing education our medics learn and improve upon their skills to ensure we are providing high quality services that are meaningful to our patients and the community we serve.

Our continuing education (CE) efforts consists of three programs including lecture, online learning, and hands-on training. Each CE program is a collaborative effort between the Continuing Education section and the Office of the Medical Director. We developed our CE curriculum by utilizing both qualitative and quantitative feedback from our patients, charts and our medics.

Our CE lecture and workshop format changed last year to include elective topics for workshop. This format allows staff to select “tracks” of study that are of interest to them. “Tracks” may include operational, medical, wellness, or other topics. This format change has proven popular with our staff.

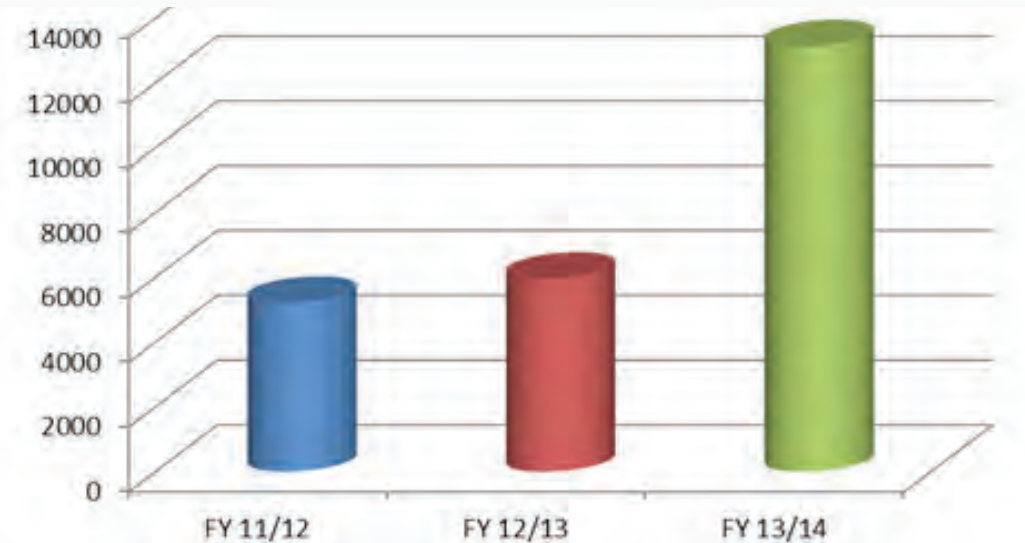
In 2014 we began the implementation of the new Medic CE software platform. Medic CE is a training platform that will allow us to provide our CE programs in a media platform that is more accessible because it allows staff to view the website from home or work.

Medic CE also offers additional learning opportunities that are not part of our ongoing CE coursework. Additionally, Medic CE includes dashboard capabilities that will allow our staff to track their required CE for State and National certification, as well as keep track of all required departmental training to include required pre-course work, tests and completion dates.

The CE section implemented a Facebook page that provides our staff who follow the page with new information regarding CE coursework, reminders for due dates as well as any outside training opportunities that may be available.

The CE section utilized media to provide a large amount of training that did not require in-person attendance. This allowed for an increased number of CE contact hours as indicated in the following chart:

CE Contact Hours Completed by Uniformed Staff



Teresa Gardner, Assistant Chief
Employee Wellness and Development Division

ACADEMY

In FY 2014 Medic I Cadets completed a six-week Academy composed of Operational and Medical coursework. Each section is three weeks in duration and includes comprehensive competency testing. The cadet clearance rate for the Academy is 95%.

The Operational section focuses solely on the function of our system. This includes drivers training, computers, policy and procedures, safety and truck familiarization. The cadets also complete a 16-hour safety course and water rescue class. The Medical section is scenario-based learning which helps the cadets learn and practice operating guidelines for patient care.

We developed and implemented a new Field Training Officer (FTO) program designed to identify, select, and develop Medic II staff who are interested in training. Those accepted into the FTO program gain OMD credentialing as a System Qualified Trainer and are responsible for training new employees and students. In FY 2014, 25 Medic II's were selected for the initial FTO program and are currently active in training.

SPECIAL OPERATIONS TRAINING STAFF
The Special Operations training staff conducted a new Rescuer Academy to develop and train new members of the Special Operations team. Seven Medic II's participated in the 6 week academy and were trained in all disciplines of rescue training. Battalion training allows for joint training with the Austin Fire Department in rescue scenarios, as well as General Rescuer training throughout the year. Special Operations Rescue Medics completed 5064 contact hours of Rescue Continuing Education.

REGIONAL TRAINING CENTER
The Austin-Travis County EMS Regional Training Center is a certified American Heart Association (AHA) Center for CPR and First Aid certification classes. This section of the Employee Development and Wellness division provides full AHA course work required for certification in CPR and First Aid. CPR and First Aid classes are available to anyone wishing to gain certification to teach and certify students in CPR and First Aid. **In FY2014 we certified over 4,000 students in CPR.**



EMPLOYEE SAFETY

Our safety pillar ensures that we continuously strive to create a culture of safety. As a Public Safety agency, a central goal must be that we make every aspect of our operations as safe as possible. It must be safe for the public, safe for our patients, and safe for our people. Every one of us should expect that our workplace will be as safe and healthy as possible, and this is the central function of the Safety Office.

In FY2014 the Safety Office began compiling annual data on the two greatest threats to this premise – employee injuries and vehicle collisions. The goal is to fully define and understand the risks and injury-causing events that our employees face so that efforts at injury and risk reduction can be most efficient and accurately measured. The first year of data has been compiled and is being analyzed. We look forward to better education and process improvements from this information.

One of the most immediate and involved changes this brings will be the new Driver Safety Program currently under development. The Driver Training program will be comprised of enhanced academy-level training, annual driver safety training, and remedial retraining options.

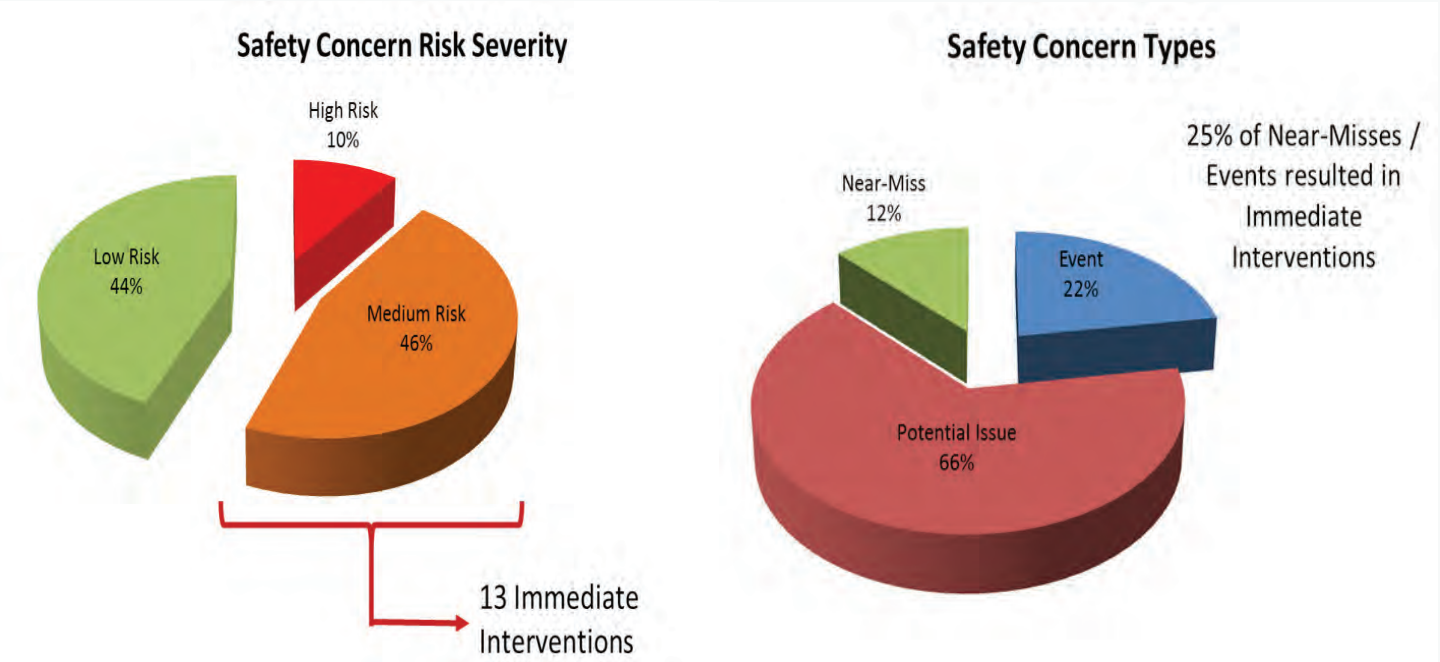
FY2014 also saw a change in the way the Safety Office and the department review and classify fleet collisions. The new process moves to a Just Culture format in which events are reviewed based on causative behavior, not on resultant damage. The Safety Review process and the Driver Safety Program are detailed in the Safety Program Manual.

Additionally, in FY2014 a new Safety Concerns reporting process for employees was established through the Safety Management System in RMS. The electronically-submitted concerns allow all employees a method to send safety-related concerns directly to the Safety Office for immediate review. The concerns are automatically distributed to the executive staff as well, including the chief. The Safety Concerns reporting process has already resulted in the identification of issues prior to injuries or accidents occurring.

The Safety Office has taken steps to add proactive processes to the regular functions, several internal quality audits and reviews were conducted last year to identify risks and needed changes prior to accidents occurring. Regular Safety and Health audits of stations have begun for stations to proactively address needs.

Finally, the Safety Office has been reorganizing its processes and activities to better provide information and data to all personnel. Along with Policy and Procedure revisions, a Safety Program Manual and a formal Accident Prevention Plan have been created, approved and published. Analyzed data from safety reviews and audits is being regularly provided to the executive staff and the Safety Office is developing department-level performance measures to be tracked along with the rest of the departmental measures.

With all the changes and improvements we’ve seen in FY2014, we are excited to continue to move forward into 2015 with more evolution to come.



“The Safety Office has taken steps to add proactive processes to the regular functions, several internal audits and reviews were conducted last year to identify risks and needed changes prior to accidents occurring.”

RECRUITING AND HIRING

Recruiting began a multi-faceted recruitment approach in FY 2013/2014 to fill Medic-I Communications and Field positions. In addition to annual career fairs and conferences, Recruiting began taking an active role in media marketing, college campus visits, CE education, documentary videos, and an interactive Recruiting website. Recruiting began placing a greater emphasis on marketing to potential applicants through the utilization of social media. Facebook, LinkedIn, and YouTube were the primary venues used to attract followers and potential applicants.

Success Strategies

- Increased Social Media utilization through Facebook, LinkedIn and YouTube resulting in a 92% Increase in Social Media followers
- Increased career fair attendance reaching an audience over 22,000
- Produced two recruiting documentary videos; there were over 11,400 social media views of these videos in FY2014
- Incorporated an electronic email marketing campaign
- Implemented an electronic interest card program and received over 600 individually submitted electronic interest cards

Accomplishments

- Filled 56 sworn vacancies
- Accomplished staff ratio goal of 60% Medic II and 40% Medic I
- Filled 13 non-sworn vacancies
- Acheived a 71% Increase in minority applicants among EMS and Paramedics after staffing configuration change
- 65% increase in female applicants after configuration change

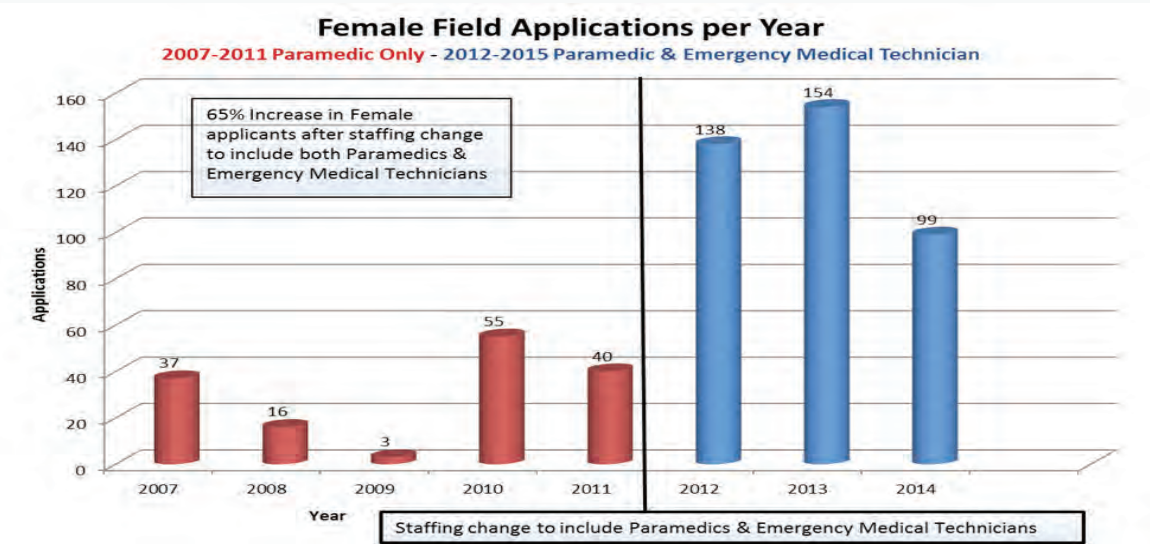
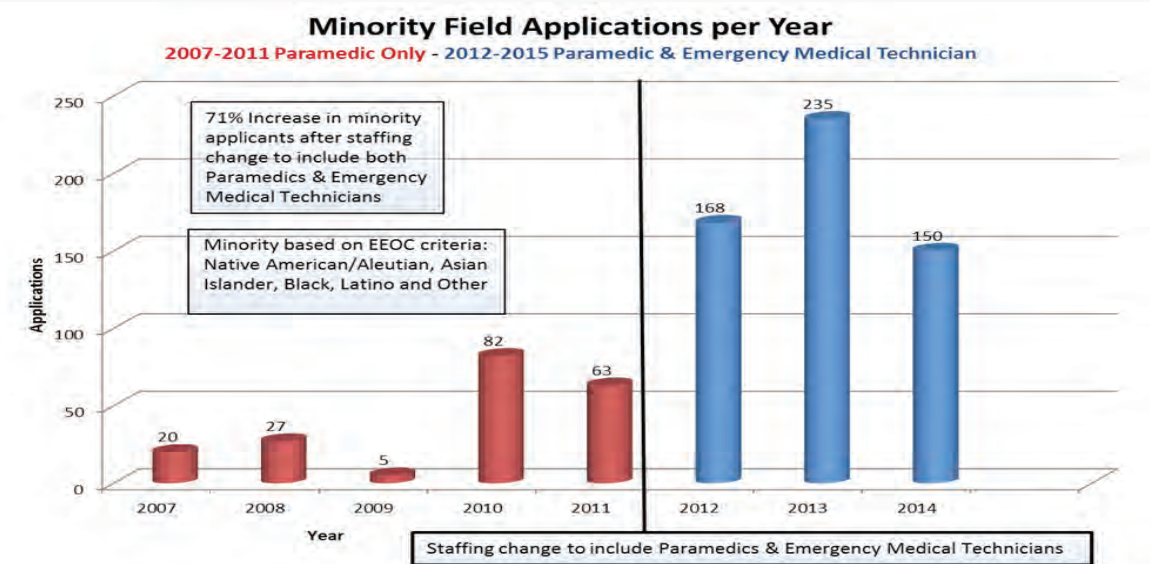
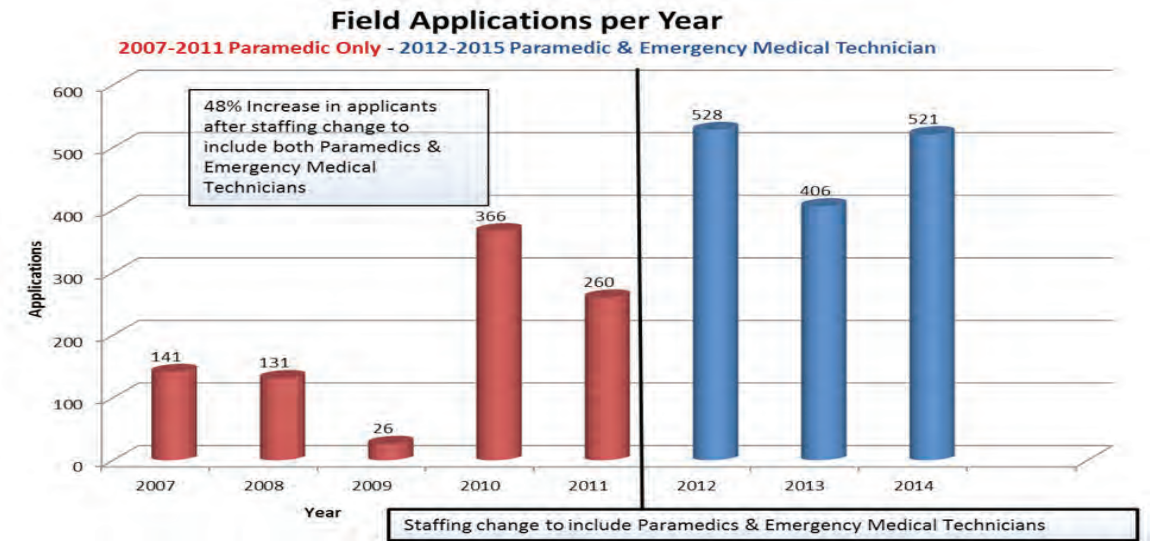
In 2012, EMS changed its staffing configuration to include Basic and Intermediate Emergency Medical Technicians in addition to Paramedics. One purpose was to increase the size and diversity of our applicant pool. Ultimately we wanted to fill our vacancies more effectively.

Recruiting For Diversity Through Education

Over the past year, Recruiting began networking with college campuses throughout the state of Texas in an effort to increase awareness in ATCEMS career opportunities and to increase the diversity of applicants. Areas of concentration include Houston, DFW metropolitan area, McAllen and South Texas regions. In this timeframe, 26 campuses were visited and presentations to multiple classes on each campus were delivered.

Students were informed of career opportunities and over 600 students signed up to be on the Recruitment mailing list. Recruiting researched and identified campuses nationwide where EMT career fields were offered. Once identified, Recruiting packaged and distributed promotional material to over 200 colleges throughout the United States. Additionally, in efforts to network and partner with more diverse and experienced providers,

In order in increase diversity recruiting began offering continuing education (CE) classes to seasoned providers in select geographical areas. The classes offered covered Del Mar College for the Costal Bend Regional Advisory Council (RAC) as well as CE education for the 17th Annual Trauma Symposium of the Lower Rio Grande Valley Regional Advisors Council.



Increased efforts in recruiting have yielded a larger reach for future contacts and potential applicants for the department.

FINANCE

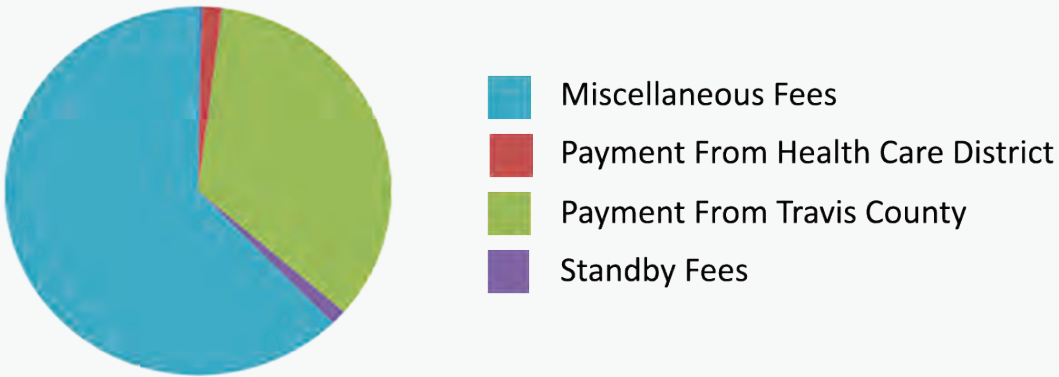
Because we are a publicly funded organization, it is our responsibility to act prudently with the community’s money and conduct business in a fiscally responsible manner. We continuously seek innovative ways to maximize the return on the dollars we spend and ensure our spending best meets the needs of community.

Revenue	FY2010	FY2011	FY2012	FY2013	FY2014
Permits- Other	10,000	10,000	15,000	15,000	10,000
EMS Internship	21,183	22,542	30,726	29,233	17,681
Interest	276	(196)	513	2,921	17,405
Public Education/CPR Training	47,789	39,509	47,664	40,364	45,487
Medical Records	32,498	39,859	48,440	53,619	56,271
Miscellaneous Fees	111,746	111,714	142,343	141,137	146,844
Payment from Health Care District	350,000	364,000	364,000	696,822	696,822
Payment from Travis County	10,670,409	11,723,181	11,848,677	13,780,295	14,484,934
Standby Fees	107,184	128,228	165,997	233,589	568,855
Patient Transport Fees	13,120,236	18,957,746	21,186,712	21,208,206	26,238,233
Total	24,359,575	31,284,869	33,707,729	36,060,049	42,135,688

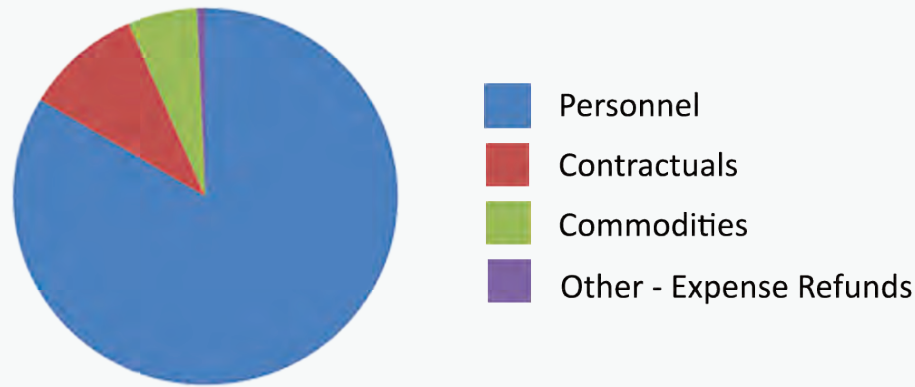
Expenses	FY2010	FY2011	FY2012	FY2013	FY2014
Personnel	37,995,807	40,516,709	42,954,071	46,843,265	50,154,,536
Contractuals	3,419,780	3,999,856	4,276,891	4,626,544	5,939,058
Commodities	2,365,789	2,937,652	2,859,109	2,674,869	3,488,859
Other- Expense Refunds	(333,700)	(400,421)	(389,353)	(681,358)	(427,042)
Total	43,447,676	47,053,796	49,700,718	53,463,320	59,155,411

Expense by Program	FY2010	FY2011	FY2012	FY2013	FY2014
Emergency Communications	4,222,894	4,389,679	4,590,419	5,456,478	4,624,818
Operations	31,205,255	33,856,512	36,352,140	38,513,258	43,559,113
Employee Safety and Wellness	-	248,665	264,360	216,322	355,434
Professional Practice and Standards	3,023,080	3,146,376	2,909,432	3,222,108	3,009,016
Billing Services	1,191,617	1,390,099	1,370,882	1,634,113	1,458,516
OMD	1,049,259	1,013,165	1,171,283	1,267,720	1,296,002
Support Services	2,625,608	2,881,310	2,990,757	3,104,571	4,759,548
Transfers and Other Requirements	129,963	127,989	51,445	48,750	4,759,548
Total	43,447,676	47,053,795	49,700,718	53,463,320	59,155,411

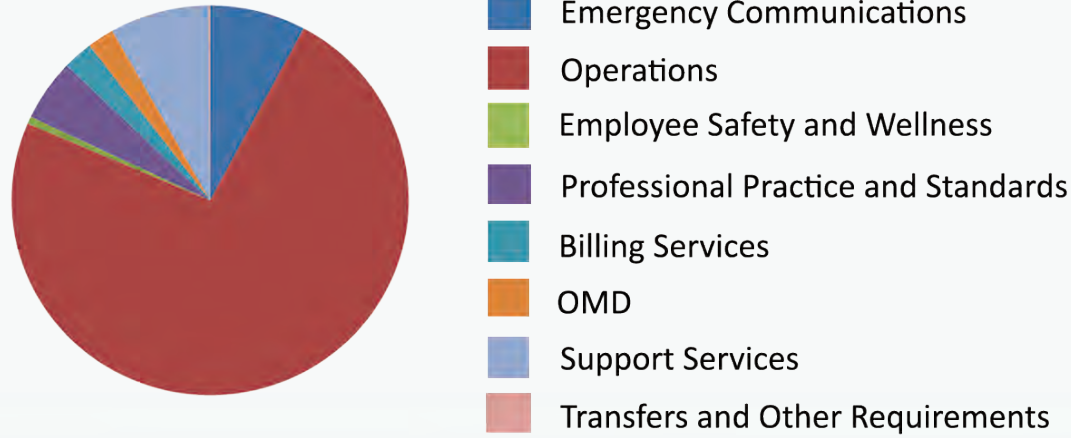
REVENUE FY2014



EXPENSES FY2014



EXPENSES BY PROGRAM FY2014



BUSINESS UNITS

BUSINESS ANALYSIS AND KNOWLEDGE MANAGEMENT

The Business Analysis and Research (BAR) Team collaborates with other sections of the Department to gather and analyze data and use that information to improve performance. The Performance Management team reviews clinical issues and performs audits on interventions.

COMMUNITY RELATIONS AND INJURY PREVENTION

The Community Relations team is responsible for internal and external communications, public relations and marketing efforts, and manages our Injury Prevention programs including hands-only CPR and Infant/Child Safety programs. The team also publishes the ATCEMS Annual Report and our department digital news magazine, PULSE. Marketing activities include the creation of all training, promotional and educational materials. Community Relations also organizes department participation in a variety of community outreach events including health and safety fairs, parades, and school visits.

ADMINISTRATION AND FINANCE

ACCOUNTS PAYABLE

Accounts payable processes all incoming invoices and ensures that all bills are paid in an efficient and timely manner.

BILLING AND RECORDS

ATCEMS provides competitive and cost-effective billing by utilizing its own in-house accounts receivable staff. Our philosophy is that every case starts with our 911 Emergency Communications Center and ends with billing services. In FY2014 EMS collected and contributed 42M to the City of Austin General Fund.

FINANCE

Financial monitoring oversees the Billing section, prepares the annual budget, maintains accounting records for revenues and expenses, and manages purchasing for the entire department.

HUMAN RESOURCES

The Human Resources section is responsible for employee relations, recruiting, leave management, worker’s compensation, and benefit administration.

PUBLIC INFORMATION

The Public Information Office provides up-to-the minute EMS-related news to City and County officials, EMS executive staff members, and local, regional, and national news media.

SAFETY

The Health and Safety Coordinator works in conjunction with an Occupational Safety Specialist to monitor, review, and make any changes necessary for continued employee safety.

PAYROLL

Payroll works to ensure that all of our 600+ employees are paid correctly and accurately every pay period.

PURCHASING AND SUPPLY

Supply personnel purchase supplies, maintain equipment and manage a warehouse for the provision of medications, medical equipment and medical supplies to ATCEMS, Austin Fire Department, and other Travis County First Responder Organizations.

OPERATIONS

COMMUNICATIONS

Communication Medics triage incoming 9-1-1 calls and dispatch EMS personnel in order to respond to calls in the most efficient manner possible to maximize system response.

FIELD OPERATIONS

ATCEMS operates 34 full time ambulances and four peak load units. All vehicles are equipped to provide Advanced Life Support (ALS) care and are staffed with a Medic I (BLS) provider and Medic II (ALS) provider.

FLEET MANAGEMENT

Fleet management ensures that all the emergency vehicles we depend on to serve the community are always reliable and ready to work.

EMPLOYEE DEVELOPMENT AND WELLNESS

ACADEMY

ATCEMS Field Operations and Emergency Communications cadets begin their training at our Academy. The Academy staff conducts three Academy classes each year.

CONTINUING EDUCATION

The Continuing Education group conducts educational programs to improve the delivery of medical care and state of the art medical therapies that benefit the citizens we serve.

SCHEDULING

The EMS Scheduling Staff ensures adequate staffing levels for all response units and special assignments on a daily basis.

SPECIAL OPERATIONS

Special Operations is our local rescue section that provides additional support to Texas Task Force 1 with swift water boat teams, USAR resources, and deployment through the Texas Intrastate Fire Mutual Aid.

SPECIAL EVENTS

In addition to managing day-to-day emergencies in Austin and Travis County, ATCEMS provides medical coverage for a host of planned and unplanned major events from UT football games, outdoor festivals, races, marathons, and the Circuit of the Americas racing venue.

CPR/FIRST AID CERTIFICATION

ATCEMS provides CPR certification classes and first aid training to the general public and hosts the largest American Heart Association Authorized Regional Training Center in Central Texas.





AUSTINTEXAS.GOV/EMS

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CITY OF AUSTIN

Mayor: Steve Adler

Council Members: Ora Houston, Delia Garza, Sabino Renteria, Gregorio Casar, Ann Kitchen,
Don Zimmerman, Leslie Pool, Ellen Troxclair,
Kathie Tovo, Sherrie Gallo

TRAVIS COUNTY

Travis County Judge: Sarah Eckhardt

Travis County Commissioners: Ron Davis, Brigid Shea, Bruce Todd, Gerald Daugherty, Margaret Gomez