provide input on additional training offerings through regular meetings, employee engagement surveys and needs assessments.

Methodology

Managers throughout the Paramedics Plus organization, including assistant supervisors, supervisors, coordinators, analysts, directors, and vice presidents, were interviewed. Interview questions were open-ended and included details about the manager’s background, current duties, education needs, and the needs of their subordinates.

Training Needs

The training needs are divided into five categories:

- Paramedic Plus values and basic leadership skills needed at each level of management to interact with subordinates and superiors,
  - Including skills in counseling, confrontation, problem-solving, group process, negotiation, and leadership styles.
- Skills needed to improve individual performance,
  - Including skills in computer programs such MS Office, time management and organization.
- Skills for dealing with those outside the organization,
  - Including customer, governmental, and media relations, public speaking and business etiquette.
- Knowledge of EMS system design, SSM, and key processes,
  - Including key processes, EMS system design, system status management, proposal and grant writing, and budgeting and billing. Knowledge of statistical process control, variation, and quality management.

Teaching Strategies and Resources

Audio and Kinetic Learning Styles

With a variety of learning styles represented, managers emphasized the need to provide instruction using exercises and role play rather than simply lecture and reading material. Many leadership skills are best learned through practice and role play.

Ninth Brain Suite Software (www.ninthbrain.com)

The Ninth Brain Suite (NBS) provides health and safety education along with the ability to track individual compliance with mandated training. The NBS system is capable of hosting content for instruction such as documents, audio and video files, and PowerPoint presentations. NBS is currently used in all Paramedics Plus locations.

Training Program Goals and Description

The goal of management training is to provide quality and accessible training to all managers and interested paramedics, using clinical and management education staff and the Ninth Brain Suite (NBS) software.

Develop Management Training Requirements

A list of educational requirements is being developed for each management position in the organization. This document will detail the ideal skill set and knowledge for successful performance in each position.
Develop Individual Management Training Plans

Managers meet with subordinates and agree upon specific goals for management training. Plans can be tailored to the individual needs of each subordinate and each operation, maximizing the utility of training.

Conduct Selected Training Using Existing Clinical Training Departments

Some skills including counseling, confrontation, conflict management, and problem solving are best taught using group exercises and role play. Clinical managers in all locations are being trained in these techniques for use in their roles as preceptors and field training officers. The clinical education department has expertise in skills training and is a natural place to teach clinicians to lead clinicians.

Using the clinical education department to teach future leaders to manage clinicians builds expertise in the organization and ties directly to the clinical activities in the organization, while differentiating Paramedics Plus from its competition.

Utilize the NBS System to Disseminate Courses

The NBS system is available to the entire organization and provides a platform upon which to make available a number of “knowledge” courses that do not involve skills, including courses in EMS system design, system status management, company policies and procedures, statistical process control and quality management.

Customize Training for Need of Each Operational Site

There are unique training needs to be addressed in each local operation. These needs are the result of various contractual arrangements as well as the characteristics of the market served. By using the NBS system and developing training expertise within each division, it is practical and feasible to customize training to meet local needs.

Our management team will be knowledgeable in the overall mission, vision and values of Paramedics Plus. They will have demonstrated proficiency in leadership skills, including counseling, confrontation, problem-solving, group process, negotiation, and leadership styles. In this era of technological advances, our leadership is very proficient in numerous software applications including MS Office Suite. All leaders have experience in dealing with patients, local officials, health providers, and public safety agencies. Our leaders enjoy strong relationships with staffs of governmental and media agencies. We have a strong background in EMS system design, system status management, key processes, proposal and grant writing, and budgeting. As a part of our culture, all leaders are educated in statistical process control, variation, and quality management.

Succession Planning

As described, Paramedics Plus has a leadership and management training program unique in the industry. Using a combination of lecture classes and online courses, Paramedics Plus encourages employees at all levels of the organization to advance. Senior leaders personally participate in succession planning and the development of future organizational leaders through the creation of a formal “career path” for all positions and mentoring supervisors for manager or director positions and managers for director positions.
Paramedics Plus actively seeks a diverse workforce and works to create an environment where all employees are inspired to perform to their highest ability.
Currently these individuals receive informal mentoring by the person in the next level position. Newly appointed leaders complete Leadership Effectiveness Training. The course is based on Dr. Thomas Gordon’s book which has been a core program used in more than 1,000 corporations around the world.

1.7 Mechanism that utilizes experienced clinicians to mentor, monitor and assist paramedics and EMTs in the field.

Paramedics Plus will provide development opportunities to the workforce in Alameda County through a preceptor and Field Training Officer (FTO) program. As in other Paramedics Plus operations, the program will provide experience in mentoring, coaching, and performing clinical competency evaluations. Preceptors and FTOs are utilized to cultivate newly hired workforce to clinical and customer service standards. As EMTs and Paramedics become experienced and show proficiency, they apply to become preceptors and then FTOs. FTOs are often utilized to assess the performance of specific individuals and provide coaching for improvement based on feedback. Feedback may be in the form of performance measure reviews; PULSE meeting reviews; Quality Assurance Reviews; verbal notifications from co-workers and peers; or verbal or written notification of issues from other healthcare providers, patients, or the community. Employees also have opportunities to obtain instructor certifications and assist in teaching classes.

1.8 Methods to assess, maintain, and develop new skills for employees in the workforce.

New knowledge and skills are reinforced on the job through the preceptor and FTO program. Orienting clinical employee skills and knowledge are reinforced through daily check-off sheets, scenario testing, and written clinical and protocol testing. Monthly continuing education strengthens new knowledge through skills stations with proficiency testing. Additional reinforcement methods include patient care report audits, recertification, and drills. Monthly newsletter articles reinforce employee knowledge of protocols and medications.

New equipment or protocols are introduced into the system with training three months prior to the implementation date to assure ample opportunity to train every EMT and paramedic in the system. Patient care reports are reviewed after the implementation of new protocols to determine compliance with new protocols and performance of skills. The Education and Training Department may create skills stations or display stations to reinforce learning. Should Quality Assurance Reviews indicate a particular employee has problems with a certain skill, the education department works with the employee to design a customized training regimen to bring the employee’s skill proficiency to an acceptable level. This customized training is not punitive and no record of this skills remediation is maintained in the employee’s permanent file. A record of training and proficiency is maintained on all employees by the Clinical Education Department.
1.9 Describe the organization’s practices to ensure diversity in the workforce. Address level of diversity alignment with the communities that you serve.

Paramedics Plus will implement an aggressive workforce diversity plan in Alameda County consistent with applicable federal, state and local laws and regulations, to promote personnel diversity in the organization including women and minorities.

Paramedics Plus will address both the proactive prevention of workforce discrimination, as well as proactive practices, to ensure and promote diversity in the workforce. Paramedics Plus will partner with Biddle Consulting Group, Inc. (BCG), an experienced and respected team in the area of Equal Employment Opportunity, Affirmative Action Plan and diversity consultation, development and personnel testing software. Northern California consultants, BCG will work with Paramedics Plus to complete a voluntary Diversity Inclusion Plan which will address standard Affirmative Action Plan tenants as required by Federal Code. While Paramedics Plus is not required to meet the same stringent standards as federal contractors, BCG will use the same analysis and report processes required of federal contractors and in agreement with U.S. Department of Labor, Office of Federal Contract Compliance to monitor Paramedics Plus.

In addition, the Diversity Inclusion Plan, developed with the guidance of BCG, will include the following:

1. Availability analysis using the decennial U.S. Census EEO file for Emergency Medical Technicians and Paramedics (340, SOC 29-2041) (for Alameda County, and updated based on reasonable recruiting area) to compare hiring practices to availability.

2. Goals Progress Reports to review recruiting and hiring activities and results (compared to availability).

3. Annual adverse impact analyses for the hiring and promotional processes.

4. Good faith outreach/targeted recruiting plan (and annual review).

5. A mentoring program developed with consultation from BCG on the setup and implementation of a positive program that includes targeted outreach to disadvantaged communities (of all race/ethnic neighborhoods).

6. Coordination with local EMT training schools to help insure that a diverse mix of qualified applicants is included in the hiring / outreach efforts.

7. Coordination with two diversity training and compliance partners: Firefighters ABC’s and Crawley Consulting.

   a. Firefighters ABC’s is California’s leading diversity organization in the Fire and EMS industry. Firefighters ABC’s currently coordinates the Firefighter Diversity Recruitment Council, a council that includes over 20 fire departments that have shown a commitment to diversity by
joining the Council and participating in
summit events surrounding the modern
challenges of diversifying the workforce
within the fire and EMS fields. BCG’s
partnership with Firefighters ABCs provides
Paramedics Plus with a rich source of
targeted outreach contacts and organizations
for the implementation of the Diversity
Inclusion Plan.

b. BCG has also forged a partnership with
Crawley Consulting to provide diversity
training and sexual harassment training
(to address California state requirements
AB 1825). Crawley Consulting is an EEO
and Diversity Management Consulting firm
located in downtown Oakland.

In addition to Paramedics Plus’ efforts to design
and implement a proactive diversity plan, it will also
support small local emerging businesses. The First
Source Agreement is signed and included in Exhibit
L and two small businesses located in the City of
Hayward have agreed to support Paramedics Plus
in Alameda County. St. Rose Hospital will conduct
pre-employment exams and drug testing of employees.
BSR Realty, also located in Hayward, will assist with
the real estate needs of the company. Paramedics
Plus will continue to identify small local emerging
businesses to assist with computer, human resources
and temporary labor needs during contract implemen-
tation.

Workforce diversity generally refers to policies and
practices that seek to include people within a workforce
who are considered to be, in some way, different from
those in the prevailing constituency.

Paramedics Plus recognizes that diversity represents
a company’s fundamental attitude not only in its respect
for and value of the individuality of its employees, but
also that it understands how to tap into potential contrib-
utions inherent in diversity.

Employees bring to the workplace a variety
of cultures, ethnic backgrounds, ages, religions,
sexual orientations, physical challenges, motiva-
tions, personalities, learning styles, and preferences.
As an organization, Paramedics Plus is committed
to capturing the benefits of a diverse workforce
from the initial recruitment of new employees, to
the orientation process, to an employee-friendly
philosophy that welcomes and encourages a variety
of solutions, innovations and fresh ideas which are
offered only in an environment which values differ-
ences. While workplace diversity benefits traditional
businesses in many ways from increased adaptability,
a broader service range, a variety of viewpoints and
more effective execution, it is even more valuable to
employees of Paramedics Plus as they work to care for
a diverse population in the midst of unplanned health
emergencies often in the intimacy of patients’ homes.
Through the recruitment, development, support and
retention of a diverse workplace, Paramedics Plus
can meet the unique cultural needs of the patients in
Alameda County.

Paramedics Plus employees have completed
diversity awareness and sensitivity training for
employees using the program called Wealth, Innovation, and Diversity by Joel Barker. We are committed to working with Alameda County, developing community partnerships, and building the workforce into a team that reflects the diversity of the Alameda service area.

1.10 Practices and policies designed to promote workforce harmony and prevent discrimination based on age, national origin, gender, race, sexual orientation, religion, and physical ability.

As outlined in 1.9 above, Paramedics Plus, an organization with an excellent record of practices and policies which promote workforce harmony and prevent discrimination, will engage BCG to further refine policies and practices.

Paramedics Plus is cognizant that California public employers are subject to the California Civil Rights Initiative (voted on in 1996 under the Proposition 209 Ballot name), which specifies that the state, “Shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.” This law does not prohibit any of the Diversity Inclusion Plan elements planned for Paramedics Plus. As a private organization, Paramedics Plus will adopt the described plan elements into its execution of the Alameda County scope of services in a way that is both compliant and high-impact with respect to maximizing workforce inclusion from various subgroups.

Often employers implement an Affirmative Action Plan or diversity plan with great enthusiasm and quickly forget about it; however, Paramedics Plus will schedule annual meetings with BCG to insure these plans are followed up and monitored. BCG has developed proprietary tools that will be used for completing the assessment include AutoAAP® and the Adverse Impact Toolkit®.

In addition, Crawley Consulting has agreed to provide awareness and skill-based EEO related training modules on topics including Preventing and Responding to Sexual Harassment, Workplace Violence, Anti-Harassment, Multicultural Teambuilding, Cultural Diversity Awareness and Managing Workplace Diversity. Crawley Consulting will provide one, eight-hour day block of training directed towards Paramedics Plus management staff:
four hours to address California’s AB 1825 training and four hours of diversity skills training. This training will be completed initially after the ramp-up period, and every-other year thereafter.

All Paramedics Plus operations are either currently accredited or seeking accreditation from the Commission on Accreditation of Ambulance Services. The accreditation process requires attorney review of all policies for compliance with State and Federal non-discrimination regulations. Copies of current EEO and Affirmative Action policies are included in Appendix 15.

1.10 **Commitment to ensuring that providers are free from the influence of alcohol and intoxicating drugs.**

Paramedics Plus is committed to a workplace free from alcohol and controlled substances to ensure a safe, healthy and work-efficient environment for Paramedics Plus employees, patients and the general public. Employees must be free of the effects of controlled substances and alcohol at all duty times as a condition of employment. The Paramedics Plus policy for Alameda County will be compliant with California laws and County regulations regarding drug abuse reporting and testing of individuals who are in Employee Assistance Programs. A sample Paramedics Policy regarding alcohol and drugs is included in Appendix 16.
2. Dedicated Personnel Required

2.1 Personnel in leadership positions (as described in 2.4-1.20), including supervisors, are subject to approval by the Contract Administrator. An Operations Manager, Operations Field Supervisors, Clinical Field Supervisors, and the Quality Manager must be distinct and separate positions of each other.

Paramedics Plus will meet or exceed this requirement. Paramedics Plus understands the requirements of these clinically significant positions, will ensure they are filled with experienced and qualified individuals, and seek the approval of the Contract Administrator. Details of each are provided below and job descriptions are available in Appendix 17.

2.2 The contractor’s quality management program shall be incorporated into every layer of management and not be assigned to the responsibility of a single frontline or middle management position. A Quality Manager (see 2.6) shall be responsible for oversight and management of the key performance indicators and ongoing organization-wide quality management.

Paramedics Plus is committed to the Baldrige Based Quality Management System as described in Section D1 of this document. Through the strategic planning process, performance management system and performance scorecard system, this system will be integrated throughout the operation at all levels of the organization. The Quality Management Process will be directly managed by the Director of Clinical and Education Services with oversight from the Paramedics Plus Medical Director. The Director of Clinical and Education Service will oversee and manage these processes to assure harmonization of plans, processes, information, resource decisions, actions, results and analyses to support key organization-wide goals.

2.3 The Proposers shall specifically explain how the clinical Field Supervisors (2.8) and Operational Field Supervisors (2.9) are able to monitor, evaluate, and improve the clinical care provided by the Contractor’s personnel and to ensure that on-duty employees are operating in a professional and competent manner.

Paramedics Plus has learned through years of experience at all locations that supporting the workforce is key to achieving an effective environment for the delivery of quality service and care to patients and the community. The supervision team provides an important layer of leadership in the organization. Supervisors (operational and clinical) ensure their personnel have the resources to undertake work in an efficient manner. Over the years, the role of a supervisor has changed significantly from being a top down, autocratic order-giver to a team leader, coach and motivator—

from ordering to asking and consulting,
from telling to listening and asking questions,
from policing to coaching,
from each person for himself to teamwork,
from fear to mutual respect.
This approach creates a more employee-friendly environment and improves productivity and performance levels. It also allows employees to feel as though their opinions are valued and that leaders in the organization really care about them.

In Alameda County, the supervisor team will coach employees for success. Clinical Field Supervisors will spend the majority of shifts in the field interacting with employees. Clinical Field Supervisors will respond, as a first priority, to as many ECHO calls as possible. Operations Supervisors will function in the field by interacting with employees on operational and administrative items. Operations and Clinical Field Supervisors will respond on other types of call as well to assist, and observe communication and clinical skills, and coach or reinforce. Operations and Clinical supervisors will also spend time at hospital emergency rooms interacting with incoming crews. Emergency Department visits allow supervisors to observe the care provided, the interaction between the crew and hospital staff, and obtain real time feedback from hospital staff regarding the care ambulance crews provide. Supervisors use this information to provide real-time feedback and coaching to employees. All information gained from encounters with employees and other healthcare providers will be used to formulate improvement plans for the individual employee and to steer education topics for the system as a whole.

**2.4 Operations Manager: Contractor shall provide a full-time Operations Manager to oversee and be responsible for the overall functioning of the Alameda County operation.**

Jeff Taylor, who will serve as the Alameda County Chief Operating Officer, brings excellent interpersonal skills and extensive experience in the effective management of operations in large, high performance EMS operations. More information on Mr. Taylor’s credentials and experience related to business productivity, full use of resources, quality management and patient satisfaction are available in Appendix 11.

**2.5 Medical Director: contractor shall provide a .5 FTE physician, experienced in emergency medical service, to oversee clinical areas.**

Senai Kidane, M.D., will serve as the Paramedics Plus Medical Director. Dr. Kidane will complete an EMS Fellowship with Alameda County Medical Center and Alameda County EMS in July 2010. He has completed the National Association EMS Physicians Medical Director course and previously served as the Medical Director for the Emeryville Fire Department. An active clinician, Dr. Kidane brings an outstanding academic record and relationships in Alameda County to this new role.

**2.6 Quality Manager: Contractor shall provide a physician, a Registered Nurse, or highly qualified and experienced paramedic to implement and oversee Contractor’s ongoing quality management.**

Marlene Rivers, R.N., M.S.N., will serve as the Director of Clinical and Education Services for Paramedics Plus in Alameda County and is highly qualified to manage the quality program. A Master’s prepared clinician, her extensive background includes development of an initial quality assurance program for an area fire department, development of education course content, coordination of multiple special
projects, and experience with Alameda county EMS. Her resume is included in Appendix 11.

**2.7 Clinical/Education Staff:** At a minimum, in addition to the above positions the Contractor shall provide and maintain two full-time clinical and educational staff positions.

Paramedics Plus will exceed this expectation by staffing four full-time education and training coordinators and 24 full-time Field Training Officers.

**2.8 Clinical Field Supervisors:** At minimum, the Contractor shall provide two Clinical Field Supervisors for each shift, approved by the EMS Medical Director, who are experienced, clinically and administratively competent paramedics with prior teaching/training experience.

Paramedics Plus will exceed this expectation by employing 12 Clinical Field Supervisors and will staff a minimum of three per shift who will perform the responsibilities as outlined in sections 2.8.1 through 2.8.14.

**2.9 Operational Field Supervisor:** Contractor shall provide 24-hour/day on-duty Operational Field Supervisor coverage within Alameda County. An on-duty employee or officer must be authorized and capable to act on behalf of the Contractor in all operational matters.

Paramedics Plus will meet this expectation and will provide an on-duty Operational Field Supervisor with the authority to act on behalf of Paramedics Plus.

**2.10 Analyst:** In addition, the Contractor shall provide at least one full-time Analyst to evaluate Patient Care Reports and 80 compensated hours per month for designated field personnel to participate in clinical quality improvement activities.

Paramedics Plus agrees to meet this expectation.

“I’ll never forget what everyone did,” said Paramedics Plus employee Jo Ann Williams whose beautiful 18-year-old daughter was tragically killed in a MVA. Coworkers not only brought food and comforted the family in any way they could, but also donated vacation time and contributed enough money collectively to pay for the funeral and headstone.
**3. Key Personnel**

3.1 Proposer shall identify key managers who shall participate in on-going training and development programs for EMS managers and supervisors, and should be offered to those personnel at no cost.

Considerable resources will be devoted to ongoing training and development programs. The Director of Clinical and Education Services, Marlene Rivers, R.N., M.S.N., and the Paramedics Plus Medical Director Senai Kidane, M.D. will support the efforts of 12 Clinical Field Supervisors, 24 Field Training Officers and four Training and Education Coordinators. In addition, Stephen Dean, Ph.D., will direct Paramedics Plus proprietary Management/Leadership Training Program. Resumes for Ms. Rivers, Dr. Kidane and Dr. Dean are included in the Appendices.

Paramedics Plus is proud of its commitment to its employees’ professional growth and will exceed this expectation. Paramedics Plus believes strongly in developing leadership from within our organization. As such we provide a range of innovative and cutting-edge training opportunities for key personnel. Paramedics Plus is a clinical organization and our management and leadership training is based on the philosophy that we train clinicians to lead fellow clinicians. Typically, key personnel advance through the clinical ranks, so much of the leadership training is conducted in our clinical education departments. In addition to those opportunities, the following are provided:
PARAMEDICS PLUS’ PROPRIETARY MANAGEMENT/LEADERSHIP TRAINING PROGRAM

As described in E 1.6 of Workforce Engagement, Paramedics Plus, nationwide, has a management and leadership-training program unique to the ambulance industry. This program is one component of the Paramedics Plus approach to developing managers and supervisors. The Paramedics Plus senior management team will develop individual education plans which the company will support. These plans allow each individual to identify educational goals and a plan for achieving those goals. We are committed to supporting the development of plans tailored to individual needs.

REGIONAL CONFERENCE FOR MID-LEVEL SUPERVISORS

Paramedics Plus proposes a regional or national conference targeting mid-level supervisors. The conference would provide educational and networking opportunities. A similar conference has been held in the Florida Paramedics Plus operation with success and will provide Alameda County employees growth and development opportunities.

SIX SIGMA YELLOW BELT

The Six Sigma Yellow Belt certification is a two day program that provides overall insight into the techniques of Six Sigma, its metrics, and basic improvement methodologies. Six Sigma Yellow Belt training provides an introduction to process management and the basic tools of Six Sigma, giving leadership a stronger understanding of processes, enabling each individual to provide meaningful assistance in achieving the organization’s overall objectives. We have successfully trained the Florida leadership to a Yellow Belt Certification and will provide this opportunity to each member of the Alameda County Leadership Team from the supervisory level up. Paramedics Plus will sponsor no fewer than seven Supervisory level leaders and above in Yellow Belt Certification Courses each year. 3.2 Proposer shall describe how it will ensure continuity and reduce managerial turnover in the system.

Paramedics Plus maintains tenured leadership through its commitment to professional growth and support already discussed. Paramedics Plus wages and benefits are competitive within the industry and outside of it and promotions come from within the organization. We give these professionals superb tools, training and support along with the freedom to run their departments. We encourage the free exchange of ideas and perhaps most importantly, key personnel, as well as employees at all levels, are considered “family” and enjoy a sense of belonging which increases loyalty and reduces turnover as demonstrated by an average tenure of 15 years for the Corporate EMS team.
4. Continuing Education Program Requirements

4.1 Contractor shall apply for and maintain approval as an approved continuing education (CE) provider in Alameda County. All in-service and programs offered for CE credit must comply with state regulations.

Paramedics Plus will apply for and maintain approval as a continuing education (CE) provider in Alameda County. All in-service programs for CE credit will comply with Federal, State and County regulations. Upon contract award, Paramedics Plus will submit to Alameda County EMS:

- Continuing Education Provider Application (#4600)
- Continuing Education Provider-Program Director Resume Form
- Continuing Education Provider-Clinical Director Resume Form
- A statement identifying classes to be offered and delivery format
- A sample of our Tamper Resistant Course Completion Certificate
- A calendar of anticipated classes to be offered in the coming year

4.2 Contractor shall develop and provide, or subcontract for, in-house CE training programs designed to meet State licensure/certification requirements and County accreditation requirements at no cost to employees.

Paramedics Plus will develop and provide in-house CE training programs which meet state licensure/certification requirements and County requirements offered at no cost to employees.

Paramedics Plus utilizes a team meeting model that schedules four hours of continuing education training for each field provider each month. This model recognizes that employees work a variety of shifts and provides education on days and times that accommodate work and sleep schedules. Employees are assigned a team based on their schedules and are paid to attend training.

Topics will be consistent and compliant with Alameda County initiatives and policies. Paramedics Plus will design courses based on local system needs and within the NHTSA National Standard Training Curriculum for EMS Personnel as approved by State of California Regulations.

4.3 Contractor should target educational content to address local system needs. The EMS Medical Director may mandate specific continuing education program and content requirements and County may review and audit any CE programs offered by the Contractor.

Paramedics Plus will target educational content to address Alameda County system needs. Education offerings will be aligned with system initiatives and based on needs identified through the quality improvement program. The monthly team meeting format supports timely delivery for system initiatives, medical direction mandates, and CQI feedback. Paramedics Plus will support and provide mandatory education as specified by the County EMS Medical Director and will submit continuing education content to Alameda County for review and audit.
4.4 Contractor is strongly encouraged to work with, coordinate and make available CE programs to fire department personnel and non-911 system ambulance providers.

Paramedics Plus will not only make its continuing education programs available to fire department personnel, but will also further accommodate First Responders by taking the classes to the fire departments in the County. Non-911 system ambulance providers may also attend.

Paramedics Plus will work with fire department First Responders and other key stakeholders such as physicians, nurses, and other groups of paramedics and EMTs, including our own employees, to develop a common framework for continuing education. This framework will include specific attributes derived from NHTSA’s Education Agenda for the Future: A Systems Approach, will be patient-centered, medically accurate, professionally relevant, timely and will support education based on system needs.
5. Clinical And Operational Benchmarking

Required:

Benchmarking of KPIs including those focused on clinical care is required. Contractor shall provide information necessary to benchmark KPIs identified in the RFP.

5.1 Key benchmarks focusing on clinical activities.

Paramedics Plus will meet or exceed this expectation by engaging in clinical benchmarking to understand and compare performance as compared to current dimensions of world-class performance and to achieve discontinuous (non-incremental) or “breakthrough” improvement. Some of the results for which we will report and seek benchmark measures to assist Alameda County to “embrace excellence through innovation” and “explore new frontiers” are reflected in the chart above. Additional benchmark measures will be determined in collaboration with the County EMS, medical oversight and other partners.

Paramedics Plus is currently in the process of conducting a patient survey asking for pain levels at intervals: when EMS first arrived, the best felt before hospital arrival, level of pain at hospital arrival, and 15 minutes after arriving at the hospital. The survey includes questions regarding which interventions reduced pain. Patients respond to the survey either via the internet or by mail.

<table>
<thead>
<tr>
<th>*Cardiac arrest survival in accordance with Utstein protocols *</th>
<th>*Field procedures authorized</th>
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<tbody>
<tr>
<td>*Call priority at dispatch compared to field intervention</td>
<td>Pain reduction</td>
</tr>
<tr>
<td>*% (fractile) measurement of time to first defibrillation</td>
<td>*% (fractile) measurement of response time</td>
</tr>
<tr>
<td>*Successful airway management rate by system, provider, and individual, including ET CO2 detection</td>
<td>*ALS transport ambulance arrival</td>
</tr>
<tr>
<td>*Successful IV application rate by system, provider, and individual</td>
<td>Protocol compliance, procedures, timelines, and destination for patients with the following conditions: <em>ST-Elevation Myocardial Infarction (STEMI)</em> Pulmonary edema Congestive heart failure Bronchospasm Status Epilepticus Seizures *Trauma *Stroke Severe Pain</td>
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*Items with asterisks indicate current measurement in at least one Paramedics Plus operation.

5.2 Other KPI benchmarking may include comparing clinical data published by the NAEMSP or other national organizations comparing Alameda County EMS with other similarly designed clinical sophisticated systems.

Paramedics Plus will compare clinical performance measures with clinical data published in
relevant medical journals, including the National Association of EMS Physicians. We will also compare our performance in Alameda County with other similarly clinically sophisticated systems including the high performance Coalition of Advanced Emergency Medical Services.

Key sources of comparative data within the industry come from local and national EMS providers (High Performance EMS), Journal of Emergency Medical Services, annual multi-city survey, and National Academy of Emergency Dispatch.

5.3 Non-clinical Key Performance Indicators are to be benchmarked.

In addition to clinical performance measures and benchmarks, Paramedics Plus will have non-clinical benchmarks including the following:

Paramedics Plus uses key sources of comparative data for non-clinical benchmarks from inside and outside our industry. In addition to the sources of comparative data listed in the above section, comparative data from sources outside our industry include Baldrige and Florida Sterling Award Winning Organizations, National Bureau of Labor and Statistics, Healthy Vision Injury & Safety, and American Customer Satisfaction Index (ACSI). Examples of performance levels in these areas are shown in the graphs on the following page. Some additional non-clinical measures are included in the table with key and support processes in Section D2.5.

5.4 Participation in, or publishing the results of, peer reviewed research is another strong process measure of a system’s ongoing commitment to clinical sophistication.

As part of Paramedics Plus commitment to clinical sophistication, we will participate in out-of-hospital research in Alameda County. Research projects will be determined through collaboration with key stakeholders and with the approval of the EMS Medical Director.

Paramedics Plus understands the importance of evidence-based medicine and its role in improving patient outcomes. The Senior Leadership Team includes Stephen Dean, Ph.D. who currently serves as the Director of Corporate Training. He has significant experience with prehospital care and conducting studies that are both peer-reviewed and non peer-reviewed.
SECTION E: COMMITMENT TO EMPLOYEES

# Employee Injuries Per 10,000 Hours Worked

- 2006-2007: 1.09
- 2006-2007: 0.98
- 2007-2008: 0.94

# Vehicle Crashes Per 100,000 Miles

- 2004-2005: 1.32
- 2005-2006: 0.95
- 2006-2007: 1.07
- 2007-2008: 0.55

% EMS Calls Without Mechanical Failure

- 2004-2006: 99.98%
- 2005-2006: 99.88%
- 2006-2007: 99.87%
- 2007-2008: 99.78%

% Overall 911 Customer Satisfaction

- 2005-2006: 98%
- 2006-2007: 97%
- 2007-2008: 97%
- 2009 to date: 96%

FT Clinical Employee Turnover Rate

- CY 2005: 38%
- CY 2006: 35%
- CY 2007: 28%
- CY 2008: 23%
- CY 2009: 21%

% Overall Employee Engagement

- July 2005: 54%
- Jan 2006: 57%
- Oct 2006: 73%
- Jun 2007: 65%
- Jan 2008: 82%
- Jul-08: 80%
- Jan-09: 81%
- Jul-09: 81%

- Sunstar Overall
- Clinical staff
- Admin staff
- FL GSA Winner

- Sunstar
- ACSI
- Florida Baldridge Winner

- Sunstar
- Healthy Vision Injury & Safety

- Sunstar
- HPEMS Mean

- Sunstar
- Goal
Dr. Dean, who serves as the lead investigator for Paramedics Plus, has authored and published over 17 articles for periodicals such as the *Journal of Emergency Medical Services* and *Emergency Medical Services*. He has also co-authored books such as *Systems Medical Oversight* and *Care Administration*.

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1. Ambulance Staffing Requirements

1.1 Contractor is required to staff a minimum of one Paramedic and one EMT for all emergency transport units responding to Charlie, Delta and Echo calls or any calls the County Dispatch determines an ALS response is appropriate according to MPDS protocols.

Paramedics Plus will meet or exceed the licensure, certification and ongoing performance standards required by Alameda County EMS in the request for proposals, without reliance on outside agencies. With patients at the heart of every Paramedics Plus operation, the providers that deliver direct patient care are the organization’s most important asset. Paramedics Plus recruits qualified providers who are passionate about patient care.

Each ambulance in the Alameda County EOA will be staffed with two medically trained persons, at least one EMT-P and a second licensed crewmember, one of which may be an EMT-1. Paramedics Plus may also deploy dual paramedic units to provide rapid recovery for employee call outs, should that occur during a shift. Responding transport units will interface seamlessly with First Responders.

1.2 Contractor is required to staff a minimum of two (2) EMTs for all non-emergency transport units responding to Alpha and Bravo calls, or for multi-unit response or any calls the County Dispatch Center(s) determines a BLS response is appropriate according to MPDS protocols.

Paramedics Plus commits to meet or exceed this standard.

1.3 At Contractor’s sole option, the requirement for EMT staffing levels on any or all units may be enhanced to higher levels of training without additional obligation of the County.

In an effort to provide the highest quality care and service, Paramedics Plus will maintain a minimum staffing configuration of one paramedic and one EMT on all 911 system units.
2. Work Schedules And Human Resource Issues – An Employee Matter:

Contractor is expected to employ reasonable work schedules and conditions. Provider fatigue and the impairment associated with fatigue poses a significant safety risk for patients, partners and others in the community.

Paramedics Plus will meet and exceed this requirement. Paramedics Plus has a long and successful history of creating work schedules that meet both system requirements and the lifestyle needs of its varied and valued clinical staff. That philosophy will be a mainstay for Alameda County as well. A combination of crew schedules will ensure system performance and shift flexibility for employees.

Short-term and long-term planning for staffing needs combined with recruitment and retention efforts ensure the Paramedics Plus workforce is adequate to meet system performance requirements. In fairness to our employees, Paramedics Plus does not rely on mandatory overtime to complete the schedule; however, we will use financial incentives, when necessary, to reward employees for filling overtime shifts.

Shift Scheduling and Provider Fatigue

Provider fatigue can be a significant issue for EMS field crews as employees must be adequately rested to provide quality patient care and safely drive ambulances. The medical literature contains a large body of evidence showing that fatigue impairs human performance. The *New England Journal*
of Medicine, the Journal of the American Medical Association, Annual of Emergency Medicine, Institute for Occupational Safety and Health and others show a connection between extended duration work shifts, without opportunity for rest, and medical errors. Paramedics Plus is committed both in policy and in practice to assuring that employees have adequate rest.

Paramedics Plus will use monthly workload reports to review the number of hours a unit was staffed, the number of responses, cancellations, non-transport, transports and the corresponding unit-hour utilization to determine ambulance workload. If analysis determines the need for changes in shift lengths, modifications will be made to the schedule to guard against provider fatigue.

Paramedics Plus also recognizes Alameda County’s concern for full-time employees or part-time employees with second jobs where provider fatigue may adversely impact patient care and driver safety. Paramedics Plus commits to abide by the Collective Bargaining Agreement (CBA) with NEMSA in that no employee shall be required to work more than two consecutive shifts, without a minimum break period of twelve hours. As outlined in Article 26 of the CBA, in the event of a local disaster or catastrophe as declared by a governmental agency outside Paramedics Plus’ control, the requirement of a minimum break period of 12 hours will be suspended during the emergency operations period.

This commitment also takes into account part-time employees with full-time jobs elsewhere.

Following Federal and State regulations with regards to employee privacy, Paramedics Plus will make every effort to obtain schedules of those employees working two jobs to allow for adequate rest time prior to working for Paramedics Plus and representing Alameda County EMS.

Paramedics Plus is also collaborating with First Response agencies in the County to create a career ladder for paramedics. Using Paramedics Plus for EMS internship and field orientation, paramedics would gain experience working on Paramedics Plus ambulances in preparation for consideration for
fire paramedic positions. The arrangement would enhance the experience of potential fire paramedics while serving as an effective recruitment tool for the ambulance function.

**Coordination of Shift Bids with Local Union Representatives**

Paramedics Plus is dedicated to working in coordination with the local union. For several years now, Paramedics Plus and the Largo, Florida, IAEP Local 247, have worked jointly on the shift bid process. The IAEP Local President and Vice-President work with the Paramedics Plus Director of Operations to compile seniority points per employee prior to the bid. The union provides a Steward who participates in real-time in the bid process to ensure that all union requirements of the process are followed.

Once shift bids are received, Paramedics Plus and union representatives work through the shifts in order of seniority to fill the schedule. Once complete, both groups sign and post the official shift bid for employee review. This collaborative effort has eliminated all challenges and increased employee satisfaction.
3. Personnel Licensure and Certification Training

3.1 All of Contractor’s ambulance personnel responding to emergency medical requests shall be currently and appropriately certified and/or licensed to practice in the State of California, and in the case of paramedics, accredited in Alameda County.

Paramedics Plus will fully comply with Federal, State and County licensing, certification and training requirements. Using the Ninth Brain Suite, Paramedics Plus will create a tool set based on State of California licensure requirements and the accreditation requirements of Alameda County. The proposed tool set would be based on Alameda County Policy and Skills Competency Requirements (#2000), and Paramedic Preceptor Requirements (#3307), as well as requirements found in State of California Health and Safety Code Division 2.5, “Compilation of EMS Statutes.”

Paramedics Plus’ unique utilization of the Ninth Brain Suite, an online software package, is instrumental in assuring correct and continuous compliance with licensure and certification requirements and record retention. A custom report created from this data showing the most current aggregated compliance for the required licensure, certification, and credentials for one Paramedics Plus system is included in Appendix 18.
3.2 Contractor shall retain on file at all times copies of the current and valid licenses and/or certifications of all emergency medical personnel performing services under the Agreement.

Paramedics Plus will maintain copies of licenses and certifications. License, certification, and credential retention will be managed to meet the preferences of Alameda County whether hard copies or electronic versions. A “green” solution, the Ninth Brain Suite, allows each document to be uploaded and, in most cases, a paper copy is never generated. Paramedics Plus is experienced and competent in both types of record management.

3.3 County certification/accreditation requirements may be downloaded from the County EMS website. Paramedical licensure information should be obtained from the State EMS Authority.

Paramedics Plus has a thorough understanding of both the County’s certification and accreditation requirements and the State of California’s paramedic licensure requirements and agrees to meet or exceed these requirements.

4. Personnel Training

The Proposer may offer additional personnel qualifications and training beyond the County requirements. The County may add or delete requirements.

Paramedics Plus will offer additional personnel qualifications and training beyond County requirements to ensure licensure compliance and clinical competency in Alameda County. Paramedics Plus exceeds similar compliance and competency requirements in our other locations.
Paramedics Plus is known for its passion for patient care and commitment to the education process. As an organization, Paramedics Plus creates a training experience that promotes a high level of clinical compassion, knowledge and competency. Paramedics Plus incorporates three distinct training phases during the course of employment. The first phase is Paramedics Plus unique orientation process, collectively known as the “Academy.” This intense process, involving classroom and field training as well as written and hands-on testing, produces confident, competent and capable medics who are familiar with the system, our processes and culture, and ready to care for patients.

This process includes education and training on a variety of subjects to assure that each unit is staffed with a properly trained and competent EMT and paramedic. Subjects include but are not limited to:

- American Heart Association Basic Life Support (BLS)
- American Heart Association Advanced Cardiac Life Support (ACLS)
- Basic EKG and 12 Lead EKG Training
- Pediatric Education for Pre-Hospital Providers (PEPP)
- International Trauma Life Support (ITLS)
- Emergency Vehicle Operations Course (EVOC or CEVO)

Academy education and training is conducted in a controlled environment utilizing a variety of learning methods. These methods provide a consistent platform for objective and measurable criteria to be applied to the individual employee while affording a safe mechanism for learning and practice. The learning methods utilized by Paramedics Plus include:

- Lecture
- Laboratory
- Role Playing
- Discussion
- On Line (CBT)
- Collaborative Learning
- Team Teaching

Many courses have an equal alternative “on line” course. Equal alternative methods are based upon local system design preferences and medical direction approval as well as State and County requirements. Paramedics Plus recognizes that some topics lend themselves better to one learning method over another. Paramedics Plus pairs the best learning method to the topic to maximize and facilitate the learning experience.

There are a number of ways to validate employee competency, proficiency, or understanding conducted during the Academy. Each course has at least one method of determining successful completion. Courses geared to knowledge enrichment require no specific completion method. Evaluation methods include:

- Written Examination
- Practical Examination
- Employee Statement of Understanding
- Employee Knowledge Enrichment
Paramedics Plus will not only make its continuing education programs available to fire department personnel, but will also further accommodate First Responders by taking the classes to fire departments in the County.
4.1.1 All paramedics responding to potentially life threatening emergency medical requests shall be currently certified in ACLS by the American Heart Association or the Contractor shall document that each paramedic has satisfactorily completed comparable training.

All Paramedics Plus personnel licensed as a paramedic and meeting requirements for Alameda County Credentials will maintain AHA ACLS certification at all times. Each employee will receive AHA ACLS training upon employment and bi-annually thereafter to ensure compliance and competency.

4.1.2 Contractor shall retain on file at all times, copies of the current training documentation and valid certification of all paramedics performing services.

Through Ninth Brain and employee training files, Paramedics Plus will maintain records on all clinical employees including licensure, certification, orientation and training.

4.2 EKG Training: All field personnel, if not previously trained, must be trained in acquiring and interpreting 12-Lead EKGs for ST elevation and subsequent transport to a designed cardiac receiving center.

Paramedics Plus will ensure all personnel are trained in acquiring and interpreting basic and 12-Lead EKG’s. Each employee will receive basic and 12-Lead EKG training upon employment and bi-annually thereafter to ensure compliance and competency.

4.3 Trauma Training:

4.3.1 Contractor shall staff each ALS ambulance with a minimum of one paramedic certified in either Prehospital Trauma Life Support (PHTLS), International Trauma Life Support (TLS), or the Contractor shall document that each of the paramedic has satisfactorily complete comparable training.

All Paramedics Plus personnel licensed as paramedics and meeting requirements for Alameda County Credentials for Level 1, 2 or 3 Medic will maintain ITLS certification at all times. Each employee will receive ITLS training upon employment and bi-annually thereafter to ensure compliance and competency.

4.3.2 Contractor shall retain on file at all times, copies of the current training documentation and valid certifications of all PHTLS or ITLS qualified paramedics.

Paramedics Plus will maintain a copy of current ITLS certification for each licensed and credentialed Paramedic.

4.3.3 All paramedics shall be required by Contractor to obtain certification in PHTLS, ITLS or have completed a comparable program within three (3) months of hire by Contractor.

Each employee will successfully complete ITLS training and certification upon employment with Paramedics Plus during the Academy process and prior to providing patient care in Alameda County. Paramedics will be required to attend and complete ITLS Advanced. Basic EMTs will attend and complete ITLS Basic.
4.4 Pediatric Education:

4.4.1 Contractor shall staff each ALS ambulance with a minimum of one paramedic certified in one of the following pediatric training programs:

1) Pediatric Education for Prehospital Personnel (PEPP), 2) Pediatric Advanced Life Support (PALS), 3) Emergency Pediatric Care (EPC), or the Contractor shall document that each paramedic has satisfactorily completed comparable.

All Paramedics Plus personnel licensed as paramedics and meeting requirements for Alameda County Credentials will maintain PEPP certification at all times. Each employee will receive PEPP training upon employment and bi-annually thereafter to ensure compliance and competency.

4.4.2 Contractor shall retain on file at all items, copies of the current training documentation and valid certifications of all PEPP/PALS qualified paramedics.

Paramedics Plus will maintain a copy of current PEPP certification for each licensed and credentialled paramedic.

4.4.3 All paramedics shall be required by Contractor to obtain certification in PEPP, or have completed a comparable program within six (6) months of hire by Contractor.

Each employee will receive PEPP training and certification upon employment with Paramedics Plus during the Academy process and prior to providing patient care in Alameda County. Paramedics will be required to successfully complete PEPP. Basic EMTs will attend and complete BLS PEPP.

4.5 Company Orientation:

4.5.1 Contractor shall properly orient all field personnel before assigning them to respond to emergency medical requests.

All field personnel will successfully complete a Paramedics Plus orientation prior to assignment to emergency medical response. Paramedics Plus develops and designs courses around local specific needs, requirements for re-licensure and accreditation as well as in response to CQI findings. A sample orientation schedule from one Paramedics Plus operation is included in Appendix 19. A similar Academy process will be designed and implemented based on Alameda County needs to assure a thorough and complete orientation.
4.5.2 In addition, all frontline personnel must receive continual orientation to customer service expectations, performance improvement, and the billing and reimbursement process and compliance.

Paramedics Plus agrees to this requirement of the request for proposals. In-house CE includes clinical outcome data, customer service survey results, documentation for billing and reimbursement, employee survey results, and review of OSHA and HIPPA guidelines.

4.6 EMS Orientation

4.6.1 Contractor shall ensure that all field personnel attend Alameda County EMS orientation.

Paramedics Plus will assure that all field personnel attend the required Alameda County EMS orientation. In addition, we will assure that the Paramedics Plus orientation is properly aligned with, and respectful of the content of the Alameda County EMS Orientation.

4.6.2 In the case of paramedics, the individual may begin working prior to attending EMS orientation; however, the individual may only perform the State basic scope of practice and must adhere to limitations defined in EMS Policy 2000.

Paramedics Plus will implement a standard which exceeds this requirement since newly hired individuals will complete both the County EMS orientation and the Paramedics Plus Academy before assignment to field duty.

To assure compliance, Paramedics Plus utilizes a field orientation process at all locations. This period of mentored patient care is an integral element in assuring safety for the patient, public, and other providers. Field orientation is documented utilizing location specific tools and forms created to address specific compliance, competencies and initiatives of the local system.

4.7 Multi-Casualty Response

Contractor shall train all ambulance personnel and supervisory staff in their respective roles and responsibilities under the County Multi-Casualty Incident Plan on file at the County, and prepare them to function in the medical portion of the Incident Command System.

Paramedics Plus will train all ambulance personnel and supervisory staff in their respective roles and responsibilities under the County Multi-Casualty Incident Plan to prepare them to function in the medical portion of the Incident Command System. All field employees will, at minimum, complete National Incident Management System courses 100, 200, 700 within six months from the start of the contract. All newly-hired employees will receive this training during the orientation Academy. Supervisory personnel will also complete NIMS 300 within one year of promotion. All supervisory personnel, and any others involved in disaster planning, will complete the IS 800 course.

All personnel will also participate in an initial three hour class to review the ICS principles and their relationship to Medical Branch Operations, Group and Division Supervisors, START Triage and the functions of Triage, Treatment, Transport, and Staging. Other didactic education needed to ensure performance in the roles and responsibilities described by the MCIP will be included in this
training as well. This review will be repeated on a two-year cycle and augmented by functional drills and exercise participation.

Additional related training will include the following:

- All supervisory personnel will complete the Basic MCI Field Operations Training Course (8 hours) and the AST/MFT Leader Course (16 hours) within one year of promotion.
- All ALS personnel will participate in the Basic MCI Field Operations Training Course (8 hours)
- Paramedics Plus will offer didactic Basic Disaster Life Support Classes to its personnel and First Responders (8 hours)

**4.8 Critical Incident Stress Management**

Contractor shall establish a repetitive stress and critical incident stress action plan and submit it to the EMS Director for approval.

Paramedics Plus addresses crisis intervention for critical incidents through a comprehensive, integrated multi-component system that consists of a set of core interventions useful for public safety, schools, industry, communities, etc. A sample policy and the table of contents from our comprehensive plan are included in Appendix 20.

Paramedics Plus offers an Employee Assistance Program to assist employees with issues related to repetitive stress and “burnout.” The EAP, available at no cost to employees, is strictly confidential, except in cases where attendance is required by Paramedics Plus management. In those cases, Paramedics Plus is notified only that the employee did or did not attend. The EAP assists the employee with issues that may impair professional conduct or patient care, as well as assists with complications from the workplace that can affect home life. Paramedics Plus is dedicated to providing employees the opportunity to receive professional counseling without the worry of cost or fear of being ostracized in the workplace. A detailed description of the EAP process will be provided to the Alameda County EMS Director for approval prior to the start of the contract.

**4.9 Homeland Security**

Contractor and Contractor’s employees shall participate in and receive training in Homeland Security issues, including participating in existing programs available within the County.

Paramedics Plus employees will participate in and receive training in Homeland Security issues by participating in existing programs within the County and those available through the Department of Homeland Security. Paramedics Plus will also actively participate in training sponsored by the Bay Area UASI and the Oakland and Fresno MMRS.

To ensure all employees understand the CBRNE threat and potential for a mass casualty situation, Paramedics Plus will offer each employee a CBRNE Awareness Class that will cover the CBRNE agents, DuoDote and cyanide antidotes, the ChemPack Program, and threats unique to the Bay Area.

In another Paramedics Plus operation, a change required from a State Homeland Security Division resulted in additional training in NIMMS courses for Paramedics Plus employees. Paramedics Plus responded immediately to meet these require-
ments with our NIMS initiative, which included an additional four hours of live training for all employees and the creation of a training matrix and compliance tool for each job title.

4.10 Assaultive Behavior Management Training
Contractor shall provide ambulance personnel with the training, knowledge, understanding and skills to effectively manage patients with psychiatric drug/alcohol or other behavioral or stress related problems, as well as difficult scenes on an ongoing basis.

Paramedics Plus understands that field crews may, on occasion, find themselves in volatile, uncontrolled situations. It is important that paramedics and EMT’s have the necessary skills to de-escalate potential conflicts. Paramedics Plus will conduct ongoing classes for all field and supervisory employees in Assaultive Behavior Management, consistent with California AB-508. Paramedics Plus will develop a proprietary class based on the proven ‘Verbal Judo’ techniques to be taught initially during the Academy with ‘refresher’ topics during CE sessions.

4.11 Driver Training
Contractor shall maintain an ongoing driver training program for ambulance personnel.

The most dangerous phase of any emergency response is emergency driving. All Paramedics Plus employees who operate emergency vehicles are required to complete our comprehensive driving program which incorporates the classroom portion of the Coaching the Emergency Vehicle Operator (Ambulance) course (CEVO) and the driving portion of the Emergency Vehicle Operators Course (EVOC).

Further driving evaluation and training is conducted throughout the Field Training phase of probation. Throughout employment, employee driving is monitored in real-time by the Road Safety program installed on all Paramedics Plus ambulances in Alameda County. Those employees who fail to meet driving standards are subject to retraining. Refreshed driver training is an annual course.

Reports including data gathered through Road Safety are reviewed monthly to assure employees meet company driving standards. These Road Safety scores are part of each employee’s six month review. Paramedics Plus will cooperate with the Health and Safety Committee defined in the collective bargaining agreement 19.2 to review accidents to identify steps for reducing the likelihood of occurrence.

4.12 Infection Control
Contractor shall develop an infection prevention program that emphasizes aggressive hygiene
practices and protective equipment donning. The Contractor shall develop and strictly enforce policies for infection control, cross contamination, and soiled materials disposal to decrease the change of communicable disease exposure and transmission.

Infection Control is an essential component of health care delivery. Infection control measures range from elementary and proper hand washing to high level disinfection used in surgical suites. The Paramedics Plus Infection Control Plan contains core elements designed to prevent or minimize occupational exposure and risk to employees, patients and the public.

These elements include:

- Education on the Infectious Process
- Disease Information
- Latex Allergy Guidelines
- Bio-Terrorism Guidelines
- Respiratory Protection
- Personal Protective Equipment
- Hand Washing
- Sharps
- Cleaning and Disinfecting
- Bio-hazardous Waste Disposal
- Scene Management
- Medical Surveillance
- Post-exposure Infectious Control
- Each employee is trained in the Infection Control Plan during the Academy and prior to reassignment in an area at risk for exposure.
5. Character Competence and Professionalism of Personnel

5.1 The County expects and requires professional and courteous conduct and appearance at all times from Contractor’s ambulance personnel, medical communications personnel, middle managers and top executives.

Paramedics Plus employees will conduct themselves at all times, both on and off duty, in a manner in keeping with the highest standards of the emergency medical services profession. A formal Code of Conduct establishes the standards of behavior expected of all Paramedics Plus employees. All employees must maintain a high standard of personal and professional conduct and avoid any conduct that may compromise integrity or lessen the public’s confidence in the emergency medical service system.

Employees are not to act in a manner which will reflect adversely on Alameda County EMS, Paramedics Plus, or on themselves as individual employees. Paramedics Plus employees will set an example to all, behaving in a manner which brings credit to the company, community, County and themselves.

Paramedics Plus ensures compliance with standards through the following approaches:

- Supervisors inspect employees’ appearance during daily contact.
- The patient survey contains an element which speaks directly to the professional appearance and conduct of employees by asking “Were the paramedics professional and courteous?”

- Standards and policies in the Team Member Handbook and Employee Code of Conduct are strictly enforced. The Code of Conduct is included in Appendix 21. A copy of the policy on professional appearance is provided in Appendix 22.

5.2 All persons employed by Contractor in the performance of its work, shall be competent and holders of appropriate licenses and permits in their respective professions and shall undergo a criminal record check.

Paramedics Plus recognizes the need to hire only those prospects appropriately licensed by the State of California and Alameda County. Upon being awarded the Alameda County contract and prior to the start of the contract, Paramedics Plus will obtain copies of the appropriate certifications and permits from the current contractor’s employees. Current, valid medical licenses will be required prior to the first day of employment.

Current Alameda County contractor’s employees, whose licensure, registration or certification have expired, or have been suspended or revoked, will not continue through the employment process with Paramedics Plus. However, if the expired licensures are renewed after the new contract with Paramedics Plus begins, those former contractor’s employees will be given first rights through the application process with Paramedics Plus and be strongly considered for employment.
After the commencement of the contract, any emergency medical services employee whose licensure, registration or certification expires during employment will be given a written warning and placed on an immediate unpaid leave of absence not to exceed 30 calendar days unless the licensing agency grants a specified grace period. Proof of renewal must be presented to the Department of Clinical Services within thirty calendar days.

If an employee is ineligible for licensure, registration, or certification renewal or fails to renew his or her licensure, registration, or certification within 30 calendar days, he or she is terminated.

It should also be noted that Paramedics Plus will check the validity of all holders of licenses prior to employment at any Paramedics Plus worksite. Paramedics Plus maintains a database of current licensure, which is checked and double-checked frequently for any expiration of licenses of employees, including drivers’ licenses.

A criminal background check is a mandatory practice of Paramedics Plus prior to the start of employment by any prospective employee, including current Alameda County EMS employees, regardless of the position within the company.

5.3 It is the County’s intent in requiring a criminal record check that Contractor is aware of any felony or misdemeanor convictions that could be a factor related to an individual’s performance in an EMS system.

As mentioned above, Paramedics Plus fully concurs with Alameda County EMS requirement for criminal record checks on all current Alameda County EMS employees regardless of the position within the company. This requirement is not only necessary due to the nature of the services provided to the community by field crews, but also that employees have the right to expect the management team to meet the same standard.

A criminal background check, pre-employment drug test and motor vehicle check are among the mandatory requirements for the incumbent workforce. A Federal Medicare program check will also be required of new employees hired after the commencement date of the contract. This is not a requirement of incumbent employees. Please see Appendix 23 for Paramedics Plus Requirements for Employment and the company’s Employee Selection Process through Avesta. These checks are also a pre-requisite for approval of professional, liability coverages for perspective employees by the company’s insurance carrier.

Neither the insurance carrier nor the company will approve hiring a prospective employee who has received a debarment from the Federal Medicare program, has felony or misdemeanor convictions related to driving under the influence, drug-related offenses, or sexual offenses including rape, child abuse and spousal abuse.
Paramedics Plus is very responsive and engaged in correcting any negative trend or in dealing with sentinel events impacting patient care. The management team of Paramedics Plus from top to bottom can be trusted to do the right thing for patients while being respectful of employees.

—Dr. John Sacra, recently retired Medical Director from the Oklahoma EMS system.
6. Internal Health and Safety Programs

6.1 Proposer shall describe programs that will be established to enhance the safety and health of the workforce. These shall include driver training, safety and risk management training.

Paramedics Plus is alert to occupational and environmental risks and acts in ways to prevent injuries to employees, patients, colleagues and the community. The Safety and Risk Management strategy to be implemented in Alameda County actively and equally engages three principles:

- We are compliant with Federal, State, and Local regulations.
- We effectively manage workers compensation.
- We diligently promote a safe culture and expect safe behavior from our workforce.

Paramedics Plus establishes programs to enhance the safety and health of the workforce in each operation. Each program is written, evaluated to assure Federal, State, and Local regulatory compliance and consists of several fundamental elements including:

- Management commitment and assignment of responsibilities
- Safety communication with employees
- A system for assuring employee compliance with safe work practices
- Scheduled inspection and workplace evaluation
- Accident investigation
- Procedures for correcting unsafe or unhealthy work conditions
- Safety and health training
- Record keeping and documentation
- Annual evaluation of program for regulatory compliance
- Annual evaluation of program for outcomes

Paramedics Plus will establish, at a minimum, the following safety programs in Alameda County:

**Emergency Action Plan**

The Emergency Action Program is compliant with Local, State, and Federal regulations as they apply to the life, health, and safety of our employees, during the event of an on-site emergency such as an employee injury, facility fire, bomb threat, earthquake or other workplace emergency.

**Hazard Communication**

The purpose of the Enhanced Chemical Safety Program is to comply with Local, State, and Federal regulations related to chemicals. This program establishes policies, procedures, practices, guidelines and documents necessary to maintain a safe and healthy work environment as it pertains to chemicals and associated hazards.

**Work Place Violence**

As a company, Paramedics Plus is committed to creating a safe and healthy work environment through education, training, and development of safe work practices. These safe work practices include a workplace violence prevention program that teaches security and hazard identification, employee and management workplace prevention training, investigation, intervention and proactive preventive mechanisms to insure a safe workplace for all employees, visitors and customers.
**Respiratory Protection Plan**

The Respiratory Protection Plan complies with Local, State, and Federal regulations related to determination and control of respiratory hazards for both routine and non-routine jobs.

**Bloodborne Pathogens**

The Bloodborne Pathogens Program brings the operation in compliance with Local, State, and Federal regulations and prevents occupational exposure to blood and other potentially infectious materials.

**Hazardous Materials**

The Hazardous Materials program complies with Local, State and Federal regulations related to HAZMAT or HAZWOPER. Employees are trained to the Awareness Level.

**General Safety**

General safety rules include rules necessary for a safe work environment both on site and off but do not specifically belong in another program. General safety rules apply to all employees.

**Ergonomics**

This program is designed to expose all employees to training and information on optimal work station setup, safe lifting and moving practices, as well as potential problem indicators.

**Certified Emergency Vehicle Operations or Equivalent**

This program is a combination of EVOC and CEVO training. Paramedics Plus employees receive instruction in each of these courses affording employees a well-rounded perception and knowledge of correct and safe operation of emergency vehicles.

Paramedics Plus also has an on-line driver refresher training course for all operators of emergency vehicles.

Each new Paramedics Plus employee completes a physical agility test, hearing examination, vision exam, pulmonary function test and medical history administered by a certified and licensed occupational provider. Paramedics Plus also makes available to all employees the following vaccinations at no charge:

- Hepatitis B with titer
- Tdap (Tetanus, Diphtheria and Pertussis)
- Influenza (Seasonal)
- H1N1 (Seasonal as available or necessary)

Employees also receive upon employment, prior to patient contact, and annually thereafter:

**Tuberculosis Skin Test**

If the local health department requires TB skin testing more frequently, Paramedics Plus complies with more stringent local requirements.

**Respirator Fit Test**

6.2 The Contractor shall provide adequate personal protective equipment (PPE) to employees, including universal precautions for routine care, and personal protective gear to employees working in hazardous environments, rescue operations, motor vehicle accidents, etc.

Paramedics Plus will meet or exceed this expectation. Paramedics Plus will provide adequate personal protective equipment to employees and ambulances will be stocked with all sizes of medical gloves at all times. Each ambulance will also be stocked with Body Substance Isolation kits for gross body substance situations.
Paramedics Plus will also provide appropriate personal protection equipment; examples include:

- Eye Protection
- High Visibility Vest
- Head Protection
- Hand Protection
- Face Protection
- Respiratory Protection

PPE is evaluated by the Leadership Team and the Safety Committee, a multi-functional team with employee and labor participation, to ensure adequate protection and functional integration into care procedures and other work processes. The PPE evaluation is accompanied by a hazard assessment to recommend specific types of PPE based on actual or likely hazards. In addition to Bloodborne Pathogens and Respiratory exposure to infectious pathogens, other hazards are considered including, but not limited to:

- Impact
- Penetration
- Compression (roll-over)
- Chemical
- Heat
- Harmful Dust
- Light (Optical) Radiation
- Drowning
- Falling

Hazard Assessment goes beyond field providers and ambulance operations to include all employees, all job descriptions and all work activities of the Paramedics Plus workforce.

Employees are outfitted with appropriately sized personal protective equipment, trained in its use upon employment, and on an annual basis thereafter. Training includes, but is not limited to, intended and applicable use along with any limitations and special instruction, properly donning and doffing of PPE, and PPE maintenance and care. Policies and procedures clearly describe the expected personal protective equipment on all patient encounters, as well as expected personal protective equipment for certain specific skills such as suctioning, endotracheal intubation, etc.
7. Evolving OSHA & Other Regulatory Requirements

7.1 It is anticipated, during the term of the Agreement(s) awarded to Contractor certain regulatory requirements for occupational safety and health, including but not limited to infection control, blood-borne pathogens and TB, may be increased. Contractor will adopt procedures that meet or perform better than all requirements for dealing with these matters.

Paramedics Plus will meet or exceed this requirement. Paramedics Plus is compliant in all operations with all Federal, State and regulatory requirements related to the health and safety of its workforce. We exceed Center for Disease Control requirements for flu vaccinations and Hepatitis B titer. Not only does Paramedics Plus conduct safety and health training during the orientation process for new employees but it also conducts ongoing training to reinforce all safety and health policies. Paramedics Plus monitors ongoing compliance and conducts post incidence analysis which is used to drive in-house training, i.e. needle sticks, TB exposures. We stay abreast of upcoming changes, such as the high visibility vest requirement-- so as to be prepared when the regulation is implemented.

7.2 Contractor shall make available at no cost to its high-risk personnel health screening and all currently recommended immunizations.

Paramedics Plus will make available to employees personnel health screenings and all currently recommended immunizations including those listed in Section F.6 Safety and Health. Health screenings and immunizations will be provided at no cost to the employee.
8. Treatment of Incumbent Work Force

To ensure a smooth transition, all qualified employees working for the current service provider will be considered for preferential hiring by the Contractor to encourage personnel to remain with the system. The County expects that to attract and retain outstanding personnel, Contractor must utilize reasonable compensation methods. The system’s goal is simply to ensure that Contractor initially and throughout the term of the Agreement provides a benefit to encourage employee retention and recruitment for the system.

Experienced employees are the key asset and a fundamental part of Paramedics Plus’ commitment to those it serves. Any change in EMS service providers inherently causes stress and concern for incumbent employees, the winning Contractor and the county EMS system. Assurance of employment stability is the key factor in a smooth transition.

To minimize potential anxiety, Paramedics Plus will conduct open and periodic meetings with current EMS workers after award of the contract. These meetings will be set at times which will not interfere with the current work schedule and will include the introduction of the Leadership Team, a discussion of the Paramedics Plus philosophy of an employee-friendly environment, and assurance to employees of continued employment at current wages with seniority intact. We will thoroughly describe the transition process and answer questions.

Paramedics Plus is committed to providing the highest quality work environment possible for those who have dedicated their careers to Alameda County community and the EMS system. Paramedics Plus has produced smooth, successful transitions from the incumbent, AMR, in each of our operations. Our success is built on a foundation of strong support for the devoted people who work in those systems – the incumbent workforce. Our transparent commitment reassures employees allowing them to focus on patients rather than inner workings related to changes in healthcare providers and executive management.

Paramedics Plus is proud of its history of seamless takeovers and will conduct an efficient process to provide all employees a smooth orientation to the organization. Several months prior to the commencement of the contract, the incumbent workforce will be established in the Paramedics Plus computer system in an orderly fashion to minimize any system disruption or employee hardship.

Orientation sessions, for the purposes of gathering demographic data for the human resource and payroll systems, will be scheduled at times which will not interfere with the current work schedule. Other orientation sessions, for the purposes of insurance and 401k enrollment, will again be scheduled at times which will not interfere with the current work schedule. It should be noted that the workforce will receive hours worked at regular rates of pay for attending orientation sessions. These hours will be paid on the first Paramedics Plus paycheck following the commencement of the contract on October 1, 2011.
8.1 The Contractor shall offer employees employment in substantially similar positions.

As recognition of past loyalty, experience and proven capabilities, Paramedics Plus will recognize that commitment to the Alameda County EMS system by offering employment and seeking to retain 100% of the existing workforce, with the proper clinical credentials, who are drug free, insurable, hold valid California’s drivers license, and pass criminal background checks.

The incumbent providers’ mid-managers and front-line supervisors will be offered like positions in our leadership structure. Those holding positions unavailable in our management structure will be handled on a case-by-case basis. During a six-month probationary period, the effectiveness of individual members of the management team will be assessed by our senior leaders and staff development team with input from the County and medical oversight. In other Paramedics Plus transitions, 95% of the incumbent mid-managers typically remain with the organization beyond the six-month evaluation period.

8.2 Contractor agrees that all incumbent personnel hired will retain “seniority status” earned while working in the Alameda County EMS system and will be used as criteria for “bidding” shifts, partners or other assignments.

Paramedics Plus agrees that all eligible incumbent personnel will be hired and transferred into Paramedics Plus employment retaining their original hire date with the incumbent, AMR. Consequently, current employment seniority status used for the purposes of bidding shifts and partners, vacation/paid time off accruals, and requests for vacation/paid time off will be transferred to Paramedics Plus in accordance with the seniority list provided by the current Contractor. In the event that an accurate and complete seniority list is unavailable, Paramedics Plus will construct, prior to contract implementation, a seniority list based on the employee’s original date of hire.

8.3 Contractor will provide a wage and benefit program which is, at a minimum, comparable to the employees’ current program.

Paramedics Plus recognizes that the current contractor has negotiated a collective bargaining agreement, involving several job classifications, prior to October 1, 2011. Paramedics Plus will honor the existing collective bargaining agreement as of January 31, 2010. Paramedics Plus has made every effort to provide the County with the best possible price for this contract while working with limited information regarding current employee compensation and benefit packages, due to a 2011 commencement of the Alameda County contract.

Paramedics Plus commits to wages consistent with those guaranteed to current employees. Paramedics Plus will also honor any regularly scheduled raises due employees between the award of the Alameda County contract and the commencement of the contract.

Paramedics Plus commits to initiating a good faith relationship with NEMSA immediately after being awarded the contract. As a matter of record, in our Fort Wayne, Indiana operation, employees are covered by a NEMSA agreement; consequently, our good faith relationship has already begun.
Wages are just one part of an employee’s overall compensation package. As a healthcare provider, the company has an added responsibility to ensure its employees have the best possible access to healthcare coverage and a sense of financial security for their families. Paramedics Plus aims to do this by providing a comprehensive employee benefit program that, according to the information made available at this time, meets or exceeds the current employee program.

Unless otherwise agreed upon in a future 2011 NEMSA union contract, Paramedics Plus currently offers health, dental, and vision coverage. For ancillary benefit coverage, Paramedics Plus also offers the opportunity for employees to participate in life, short term disability, long term disability, and accidental death and dismemberment, as well as the 401K plan.
G. Transport Requirement and Limitations

Contractor has an obligation to respond to all emergency medical requests in Alameda County and provide ambulance transport.

1. Destinations: Contractor shall be required to transport patients from all areas of the EOA, in accordance with Alameda County EMS Policies.

Paramedics Plus will transport patients from all areas of the EOA and in accordance with Alameda County EMS Policies. Paramedics Plus field personnel provide the patient with complete explanations about treatments as well as the patient’s right to refuse any treatment or service. Patients are transported to the hospital of their choice, or in life-threatening situations, transported to the closest medical facilities with the resources necessary to treat the patients’ conditions. Should a patient request a destination without the necessary resources, paramedics will provide all information necessary to allow the patient to make an informed decision about the destination facility. If there is a concern regarding whether a particular facility is the appropriate destination, the paramedic will contact the Base Hospital Physician for consultation. In all situations, transportation and treatment will be made without questions regarding the patient’s ability to pay for transport.

2. Prohibition Against Influencing Destination Decisions: Contractor personnel are prohibited from attempting to influence a patient’s destination selection other than as outlined in the EMS Transport Guidelines policy.

Paramedics Plus and its employees are committed to ethical and appropriate behavior at all times. All decisions regarding a patient’s destination are made solely on the basis of patient preference or, when necessary, the patient’s condition. Paramedics Plus employees do not and will not engage in behaviors that would influence patient transport in contradiction to the Alameda County EMS Transport Guidelines policy.

Services Description

1.1 Contractor shall furnish all emergency ambulance service for the entire EOA. All Contractor’s emergency ambulance services shall be provided at the ALS level, except for the response and transport of Alpha and Bravo calls, which may, at the Contractors option, receive a BLS level response and transport.

Paramedics Plus will meet and exceed this standard by providing a paramedic level of care on all responses within the EOA. Paramedics Plus is a quality driven and clinically sophisticated organization and we will bring that level of expertise to the citizens of Alameda County. While providing a BLS level of care would be more cost effective for Paramedics Plus, it creates a tiered system which becomes more inefficient from an operations component. Our commitment is to bring a cost-effective and operationally efficient organization to Alameda County.

1.2 All medical 911 calls for EMS origination in the EOA will be referred to Contractor. Contractor shall be the sole ambulance provider for emergency response and transport services, with the exception of mutual aid and disaster response.

Paramedics Plus will meet and exceed this standard by providing appropriate ambulance resources to manage all response volume within the EOA for Alameda County. Paramedics Plus has a proven track record of excellence in managing high performance EMS systems.
1.3 5150 Response:

- 1.3.1 Contractor shall respond ALS level personnel to all 5150 calls for the entire EOA. If the patient does not require medical clearance at an emergency department, the ALS ambulance can request that a BLS ambulance transport to the appropriate psychiatric facility.

Paramedics Plus will meet and exceed this standard by providing a paramedic level of care on all 5150 responses within the EOA.

- 1.3.2 Contractor will respond a BLS transport unit into Zone 1 (cities of Alameda, Albany, Berkeley or Piedmont) for 5150 calls if the call was initially dispatched as an Alpha or Bravo call.

Paramedics Plus will meet and exceed this standard by providing a paramedic level of care on all 5150 responses within Alameda County including areas not in the EOA (cities of Alameda, Albany, Berkeley or Piedmont).

- 1.3.3 Response times for 5150 calls described in 1.3.2 are to be included in the response time performance calculations.

Paramedics Plus understands and agrees that response times for all 5150 calls will be included in the calculation of response times.

- 1.3.4 If the call was originally dispatched as an Echo, Delta, or Charlie, the city fire department must respond and medically clear the patient. If the Contractor is then requested to respond a BLS unit to transport the patient to the appropriate psychiatric facility, such requests must be:
  - Through a County Dispatch Center(s) via usual 911 channels; and,
  - In accordance with EMS policies regarding psychiatric patient care.

Paramedics Plus will meet and exceed this standard by providing a paramedic level of care on all 5150 responses areas not in the EOA (cities of Alameda, Albany, Berkeley or Piedmont). These responses will be received through a County Dispatch Center(s).
2. Response Time Performance, Reliability & Measurement Methods

2.1 The County will not limit Contractor’s flexibility in the methods of providing ambulance service; however, an error on Contractor’s part in one phase of its operations shall not be the basis for an exception to Contractor’s performance in another phase of its operations (e.g. response time performance). Appropriate response time performance is solely Contractor’s responsibility.

Paramedics Plus will meet and exceed this standard. We understand and accept that it is the responsibility of Paramedics Plus to provide appropriate resources to manage all requests for service. It is agreed that exceptions to response time standards will not be based upon Paramedics Plus staffing levels.

Description of call classification:
These specifications outline priorities with which Contractor must comply by meeting specified response times. The call classification as emergency or non-emergency and assignment as Alpha, Bravo, Charlie, Delta, and Echo, is accomplished by medical priority dispatch protocols utilized by a County Dispatch Center(s).

Paramedics Plus accepts that all calls will be classified utilizing existing protocols and system standards and agrees to meet response time compliance standards. Paramedics Plus fully supports the utilization of the Medical Priority Dispatch Protocols.

2.2 Response Time Accountability:
Contractor’s response time on requests for emergency medical service originating from within the EOA shall meet the performance standard contained in Table 3. County’s expectation is that Contractor will meet the response times in all Emergency Response Zones and sub areas with 100% compliance; however, no penalties shall be assessed until response time compliance falls below 90%.

Paramedics Plus will endeavor to achieve 100% response time compliance on all responses in all ERZ’s and sub-areas. It is understood and agreed that if Paramedics Plus response times fall below the required 90% compliance level, we will be financially penalized.

2.3 Response Time Performance Requirements:

• 2.3.1 Emergency Response Zones (Figure 3) – For response time monitoring, reporting and compliance purposes, there are five Emergency Response Zones (ERZ), including the unincorporated areas contained within that zone.

• 2.3.2 Sub-areas – Contained in each ERZ are three (3) designed sub-areas: Metro/urban; Suburban/rural; Wilderness.

Paramedics Plus is experienced in providing world-class service and commits to meet and exceed all response time requirements as defined in the request for proposals. We recognize that response times will be measured in five Emergency Response Zones as well as those ERZ’s having sub-areas that will determine the actual response time compliance.
2.4 Delayed Response – Alpha/Bravo call

Contractor shall make every reasonable effort to reduce and eliminate delays for those utilizing non-emergency services. Notification does not eliminate penalties for delays.

Paramedics Plus has built one of its Critical Success Factors on the relationships and the service we provide to our customers. We fully recognize the importance of providing punctual service for Alameda County patients and the impact of substandard service levels on partner agencies. Paramedics Plus will implement a process of calling back all agencies when a response to a service request will be delayed. We will continue to communicate with those agencies until our unit arrives on-scene.

2.5 Equity in Response Times Throughout the County

The County has established three sub-areas based on call density for response time compliance measurement. Should the call density of any contiguous area change significantly, that area will be considered for reclassification upon the next anniversary date of the Agreement. Response time compliance changes pursuant to this section will be modified by readjusting the then current map defining the ERZ and sub-areas.

Paramedics Plus agrees that response time equity is a critical factor when designing and developing a system status plan. We will deploy a technologically advanced system that will ensure all areas of the EOA are adequately covered and no area neglected.

2.6 Response Time Measurement Methodology

The Contractor’s response time interval requirements will be defined by the terminology represented in Exhibit E-1. For the purposes of the Agreement the following are applicable:

- 2.6.1 Response Times shall be measured from the time of dispatch of the call from County Dispatch Center(s) until arrival at the incident location by the first arriving transporting ambulance (“T-5 to T-7”) or until the call is canceled by a public safety agency.

Paramedics Plus will measure response times as defined in the RFP.

- 2.6.2 Arrival at incident location means the moment an ambulance crew notifies the County Dispatch Center(s) that it is fully stopped at the location (T-7).

Paramedics Plus will record an ALS unit’s arrival to an incident as the time at which the unit is fully stopped at the location where the unit was dispatched.
2.6.3 In situations where the ambulance has responded to a location other than the scene, arrival at scene shall be the time the ambulance arrives at the designated staging location or nearest public road access point to the patient’s location.

Paramedics Plus will record an ALS unit’s arrival to an incident as the time at which the unit is fully stopped at the designated staging location where the unit was dispatched.

2.6.4 The EMS Medical Director may require Contractor to log additional times such as patient contact time, time of defibrillation, medication administration, and other instances for medical research purposes.

Paramedics Plus will meet or exceed this requirement. It is understood that the EMS Medical Director may implement additional time standards for reporting and we commit to work collaboratively to capture those times.

2.7 Calculating Response Times

Contractor’s response times shall be calculated on a monthly basis for reporting purposes to determine compliance using fractile response-time measurements.

Paramedics Plus will calculate monthly response times as defined above utilizing a fractile measurement.

2.8 Calculating Changes in Call Priority Response Time calculations for determination of compliance with Agreement standards and penalties for non-compliance will be as follows:

- 2.8.1 Upgrades – If an assignment is upgraded, prior to the arrival on-scene of the emergency ambulance, Contractor’s compliance and penalties will be calculated based on the shorter of:
2.8.2 Downgrades – If a call is downgraded, prior to arrival on-scene of the emergency ambulance, Contractor’s compliance and penalties will be determined by:

- If the time of the downgrade occurs after the emergency ambulance has exceeded the higher priority Response Time Standard, the more stringent higher priority standard will apply, or,
- If the time of the downgrade occurs before the emergency ambulance has exceeded the higher priority Response Time Standard, the less stringent lower priority will apply.

In all such cases documentation must be presented for validation of the reason why the priority status was downgraded. If the downgrade was justified, in the sole discretion of the County, the longer standard will apply.

Paramedics Plus understands this methodology and will meet this standard. All response time performance calculations on downgrades will adhere to the methodology described.

2.8.3 Reassignment En-route – If an emergency ambulance is reassigned en route or turned around prior to arrival on-scene (e.g. to respond to a higher priority request), compliance and penalties will be calculated based on the Response Time Standard applicable to the assigned priority of the initial response.

Paramedics Plus understands this methodology and will meet this standard. All response time performance calculations on reassignments will adhere to the methodology described.

2.8.4 Canceled Calls – If an assignment is canceled prior to arrival on-scene by the emergency ambulance, compliance and penalties will be calculated based on the elapsed time from dispatch to the time the call was canceled.

Paramedics Plus understands this methodology and will meet this standard. All response time performance calculations on cancellations will adhere to the methodology described.

2.9 Each incident a separate response

Each incident will be counted as a single response regardless of the number of units that are utilized. The response time of the Contractors first arriving transporting emergency ambulance will be used to compute Contractors response time for that incident.

Paramedics Plus understands and will meet this standard. We will work with the County Dispatch Center to ensure that each incident has a unique identifying number regardless of the number of resources assigned to the response.
2.10 Response time exceptions

Contractor is expected to achieve the specified response times standard and shall maintain mechanisms for backup capacity should a temporary system overload persist.

In the monthly calculation of Contractor’s performance to determine compliance with response time standards, every request from the County’s Dispatch Center(s) originating within the Contractor’s assigned EOA shall be included except:

- **2.10.1 Significant Multi-Casualty Incident or Declared Disaster** – The response time requirements may be suspended during a multi-casualty incident or declared disaster in Alameda County, or a declared disaster in a neighboring jurisdiction to which ambulance assistance is being requested. Any suspension of response time requirements is subject to the approval of the EMS Director or designee.

Paramedics Plus is committed to providing appropriate resources to manage all types of incidents within Alameda County. It is understood that extraordinary circumstances may occur in which the County may declare a disaster. In those instances, Paramedics Plus will activate its internal disaster plan and recall appropriate resources to manage the incident while maintaining coverage for the Alameda County EOA. We understand that these circumstances could possibly result in the suspension of response time standards. While the County may suspend the standards, we will continue to make every effort to achieve response times even during these times.

- **2.10.2 Dispatch Delay or Inaccuracy** – If the Contractor receives inaccurate or delayed dispatch information from the County Dispatch Center(s) the Contractor will not be held responsible for a delayed response time if the delay is directly attributable to the information provided by the Dispatch Center(s).

Paramedics Plus will meet this standard by having an open partnership with the County Dispatch Center. We will develop a regular meeting schedule to review system and agency performance, address all deficiencies as identified by the committee, either system component or Alameda County EMS. Paramedics Plus is committed to achieving high levels of clinical care and overall service delivery which we believe are possible through genuine partnering with the County Dispatch Center, Alameda County Fire Agencies and Alameda County EMS.
2.11 Exception Request Process

- **2.11.1** Contractor may request that a response be excluded from the calculation of Response Time Standards, if that call meets the criteria defined in section 2.10 above. Contractor must provide detailed documentation for each response in question and request exclusions.

Paramedics Plus will adhere to this standard. In the extraordinary event that Paramedics Plus identifies a legitimate exception, all appropriate information will be provided to Alameda County EMS along with an official request for exceptions for cause.

- **2.11.2** Each request must be in writing and received by the EMS Director within ten business days of the end of the month of occurrence. The request must include the month’s performance reports and must be supported by written documentation supporting the request.

Paramedics Plus will adhere to the exception request process as identified above.

- **2.11.3** The EMS Director shall grant or deny exceptions to performance standards and shall so advise the Contractor.

Paramedics Plus understands and will adhere to this process.

2.12 Reporting Procedures and Penalty Provisions

- **2.12.1** Response time performance reporting requirements and documentation of incident time shall include, but is not limited to, those items specified in the RFP. Other times may be required to document specific activities deemed important for clinical
monitoring and research activities. All times shall be recorded on the County Patient Care Record and in the County Dispatch Center(s) CAD.

Paramedics Plus will meet or exceed this requirement. The accuracy of capturing time stamps is critical for clinical, operational and legal needs. Paramedics Plus will work with the County Dispatch Center to ensure that all time stamps are captured and that the data is available for reporting processes and clinical reviews.

- **2.12.2 Contractor must synchronize its clocks with the County’s Dispatch Center(s) clocks so all reports accurately reflect Dispatch Center(s) times.**

Paramedics Plus will ensure that time synchronization occurs between the County Dispatch Center and the Paramedics Plus network. This will allow for synchronization of all clinical and operational equipment with internal time systems.

- **2.12.3 Response Time Performance Report-** Within ten business days following the end of each month, Contractor and County will receive a report from County Dispatch Center(s), containing information as specified in section 2.17.

- **Contractor and County shall use response time data in an ongoing manner to evaluate Contractor’s performance and compliance with response time standards in an effort to continually improve response time performance levels.**

Paramedics Plus will meet this standard. We have highly developed systems and processes that allow us to evaluate our system not only daily but every six hours. Our Leadership Team receives system performance updates every six hours to ensure that we are always aware of system needs. As stated in earlier sections, our ability and capabilities allow us to respond rapidly to changing system needs.

- **If Response Time Compliance is below 90%, Contractor shall identify the causes of failures of performance, and shall document efforts to eliminate these problems.**

Paramedics Plus has an outstanding record of response time compliance in all operations. We confidently agree to this standard, as we will consistently exceed the expectations of Alameda County EMS. Paramedics Plus utilizes the PULSE process daily to troubleshoot the overall performance of the system and to identify alternatives to enhance performance and provide a higher level of care.

- **2.12.4 Penalty Provisions – Isolated instances of individual deviations of response times are considered instances of minor non-compliance with the Agreement. However, deviations of Response Time compliance, which are severe or chronic, may constitute a material breach of the Agreement.**

- **Failure to provide on-scene time –** Contractor shall pay County a $500 penalty each and every time an emergency ambulance is dispatched and the ambulance crew fails to report and document on-scene time. Where an on-scene time for a particular emergency call is not documented...
or demonstrated to be accurate, the response time for that call shall be deemed to have exceeded the required response time.

Paramedics Plus will adhere to this standard and recognizes the implications of an ambulance crew not reporting on-scene times. Paramedics Plus identifies this as a safety concern. If a crew fails to report on-scene and we are unable to confirm the crew’s status, we consider the situation potentially life threatening and we will immediately dispatch a supervisor and request police assistance to ensure the safety of our staff. If these incidents occur, we recognize and agree that there will be penalties associated to the lack of on-scene times; however, our focus is on crew safety.

- Failure to comply with response time requirements – Contractor shall pay County a penalty each and every month that Contractor fails to comply with the response time requirements based on the percent of compliance for each:
  - Category (Delta, Charlie, Bravo, Alpha)
  - Response Zone (Zone 2, 3, 4, and 5)
  - Sub-area (Metro/Urban, Suburban/Rural, and Wilderness)

Paramedics Plus understands the response time performance measurements and calculation methodologies and acknowledges requirements to provide payment of penalty fees to Alameda County EMS. Paramedics Plus operations pay very minimal response time performance penalties

- Calculating Response Time Compliance for Echo Responses – If Echo call response time compliance drops below 90% for any 30-day period for any reason, penalties will be assessed. In addition, a performance improvement plan must be submitted to the EMS Medical Director.
Paramedics Plus will meet and exceed this standard. We are highly committed to providing appropriate resources to meet Echo level responses. We fully understand that these types of responses are the most critical and require the highest level of EMS care.

- Response Time Penalties will be assessed according to the RFP. Continued failure to meet response time standards may be considered a Major Breach of the Agreement.

Paramedics Plus understands the needs for a penalty structure and we are committed to abiding by the processes and policies of the system as well as meeting all obligations to the County. Paramedics Plus will pay all appropriate penalties as outlined in the Ambulance Agreement.

**Penalties for Outlier Responses – Penalties for outlier response times will be based on the individual call category and the sub-area.**

Paramedics Plus understands the need for timely responses. We also recognize the need for equity in response times and excellence in clinical care regardless of location in Alameda County. We are highly committed and motivated to provide excellent response time performance and to exceed the expectations of Alameda County EMS. Paramedics Plus will pay all appropriate penalties as outlined in the Ambulance Agreement.

2.12.5 Phase-In of Penalty Provisions:

- **Imposition of penalties for Charlie, Delta and Echo ambulance responses will be in effect starting the first month service is provided by the Contractor.**

- **The imposition of the penalties for Alpha and Bravo ambulance responses will be in effect six months after the Agreement start date.**

Paramedics Plus agrees that the penalty schedule for Charlie, Delta and Echo responses will be in effect from the implementation of the agreement. We further acknowledge that the penalty schedule for Alpha and Bravo responses will take effect six months from the implementation of the agreement.

2.16.6 Additional Penalty Provisions – If the County determines a breach has occurred that is not addressed in the RFP, the Contractor will submit a corrective action plan. If the breach is not corrected within the approved time frame, Contractor may be subject to additional penalties or a finding of material breach.

Paramedics Plus has an exemplary history of maintaining outstanding response time performance. We have no expectation of incurring additional penalties, but we acknowledge and agree to the existing penalty structure.

2.12.6 Penalty Disputes – Contractor may appeal to the County in writing within working days of receipt of notification from the imposition of any penalty or penalty calculation. The EMS Director’s decision shall be final regarding appeals.

Paramedics Plus does not expect to have to exercise the dispute process; however, we understand and agree to follow this process.
2.13 Vehicles and Equipment Requirements

Contractor shall acquire and maintain all ambulances, support vehicles, on-board medical supplies/equipment, and office facilities and equipment to be used by Contractor.

Selection of the right ambulance fleet is an essential component to a successful EMS operation. Reliability, safety, functionality, ease of use, ease of maintenance, crew comfort, efficiency and performance were considered when choosing the American Emergency Vehicle (AEV) Type III ambulance unit for Alameda County. These units will provide a professional, modern and technologically-supported environment for patients and medics.

Paramedics Plus will provide a fleet of 57 Type III ambulance units. Units will be purchased from AEV, a company with state-of-the-art manufacturing techniques, including rigid process controls and aggressive quality control procedures. The AEV vehicle selected, the Trauma Hawk, Type III, G-3500, is powered by a 6.6 liter Duramax 6600 Turbo diesel engine. The ambulance module, DR-92, dimensions 145” x 92” x 66” interior head room provides a comfortable working area and ample room in which to deliver a full range of pre-hospital care. More information about the Trauma Hawk, Type III is available in the Appendix 24.

Paramedics Plus will utilize a hybrid SUV as the primary response vehicles for field Supervisors. These vehicles boast 6-liter gasoline engines that are supported by two electric motors in a system engineered to maximize efficiency while managing power. Paramedics Plus will utilize this vehicle as another aspect of its environmentally friendly business approach.
In addition, Paramedics Plus proposes the following enhancements to each ambulance:

**Exterior LED Emergency Lighting** – LED lighting provides greater visibility while responding to emergencies and at-scene providing patient care.

**Micron III Back-Up Alarm System** – The Micron III Back-Up Alarm System provides audible alerts to the driver of potential hazards while backing of the ambulance unit.

**Road Safety Driving System** – The RS-3000 Safeforce system monitors and records unsafe vehicle operating parameters including excessive speed and high vehicle g-forces caused by rapid accelerations, hard decelerations or high speed turns. This system provides audible warning, as the driver approaches an unsafe condition, allowing sufficient time for corrective action. If a driver ignores system warnings, an exception report is generated for management. The system also creates driver performance ranking reports which encourage competition between drivers or groups of drivers to drive safely, without excessive speed or vehicle forces. This interactive Safeforce training approach is another way to reduce the potential for vehicle accidents.

**Constemp 2.0 Temperature Controlled Drug Box** – Inconsistent ambient temperatures can be detrimental to medications. To solve this problem, Paramedics Plus proposes to install the Constemp 2.0 temperature controlled drug box in each ambulance unit to provide continuous thermostatically controlled temperatures for medications which require such conditions for optimal potency and shelf life. More information about the temperature controlled drug box is available in Appendix 25.

**Stryker MX Pro - Power Stretcher** – The innovation of battery powered stretchers has resulted in significant reduction in back injuries and potentially longer EMS careers for medics. Paramedics Plus proposes the Stryker MX Pro with its 700 lb. lift capacity. More information about the Power Stretcher is available in Appendix 26.

**Medtronic Physio-Control LIFEPAK-15 Monitor** – The LIFEPAK-15 cardiac monitor/defibrillator is the latest technology from Physio-Control and incorporates every aspect of the LIFEPAK-12 monitor with new enhancements. The LIFEPAK-15 integrates Masimo Rainbow SET technology which monitors Sp02, Carbon Monoxide and Methemoglobin, and includes a metronome to guide CPR compressions and ventilations. More information is available about the LIFEPAK-15 in Appendix 27.

**The Lund University Cardiopulmonary Assist System or LUCAS Device** — The LUCAS device is a hands-free automated CPR machine that provides
100 compressions per minute at a depth of two inches. The consistency and power of the machine is an improvement over what can be provided manually, plus the LUCAS allows medics to provide other assessments and treatments while the machine works. More information about the LUCAS device is available in Appendix 28.

**Auto-Ventilator Resuscitator** – The LSP AutoVent 3000 is designed for EMS and has independent controls for Tidal Volume and BPM. The equipment uses state-of-the-art pneumatics to assure reliable, time-cycles, constant flow ventilation powered by a minimum of source gas. It can be used for adult or pediatric patients. More information about the Auto-Ventilator Resuscitator is available in Appendix 29.

2.13.1 **Ambulances**—All ambulances shall meet the standards of Title XIII, California Code of Regulations and applicable California motor vehicle codes.

The proposed ambulance units meet KKK-A-1822-Federal specifications and are certified by the manufacture. All ambulance units will meet the 2010 EPA diesel emissions standards and the State of California emission standards. Each unit will also meet Title XIII, California Code of Regulations and applicable California motor vehicle codes.
2.13.2 Vehicle Markings

- Each ambulance unit will be marked as defined by the National Fire Protection Agency (NFPA) Standard 1901 (2009) which includes reflective chevron markings on the rear of the ambulance unit and reflective stripe on the side panels.

- Paramedics Plus will ensure each ambulance unit will bear the markings “Alameda County Emergency Medical Services” in a minimum of four inch letters as well as the level of service on each side and ambulance vehicles will identify Paramedics Plus as required.

- Each ambulance unit will also display “911” emergency telephone number on each vehicle. No other phone numbers or advertisement will be displayed.

- Paramedics Plus will seek the approval of the County EMS for overall design, color, and lettering used for emergency response.

2.13.3 Equipment-Contractor shall furnish all equipment necessary to provide required service. All equipment, medical supplies and personal communications equipment utilized will meet or exceed the minimum requirements established by the County

Paramedics Plus will provide new equipment sufficient to fully stock sixty-one ALS ambulances and additional support vehicles, including back-up equipment. Paramedics Plus is a progressive EMS provider with years of experience using equipment and goods of proven quality.

Paramedics Plus will supply and stock each ambulance unit with medical equipment required by the Medical Director and outlined in Alameda County’s Ambulance Equipment and Supply policy. As new equipment becomes available or when personnel suggest new or different equipment which would change the standard of care, Paramedics Plus recommends a process similar to one utilized elsewhere in our organization. The process is outlined in Appendix 30.

2.13.4 Failure to Meet Minimum In-Service Equipment/Supply Requirements-
The County may inspect Contractor’s ambulances at any time, without prior notice. If any ambulance fails to meet the minimum in-service requirements, the County may:

- Immediately remove the ambulance from service.
- Subject the Contractor to a $1,000.00 penalty. The EMS Director shall bill the Contractor for the $1,000.00 penalty.

Paramedics Plus understands and accepts this requirement and agrees to comply. In the event that a Paramedics Plus ambulance is found out of compliance for any reason, the unit will immediately be removed from service until such time as the deficiency is corrected. Alameda County will be notified of the cause of the deficiency and the corrective action taken to prevent a reoccurrence.
2.14 Vehicle and Equipment Maintenance

2.14.1 Contractor shall maintain all vehicles in good working order consistent with the manufacturer’s specifications. In addition, detailed records shall be maintained and the system maintained to achieve at minimum industry norms.

Paramedics Plus will provide clean, dependable and well-maintained ambulances. Paramedics Plus currently utilizes a fleet of 293 ambulance units throughout its service areas in Texas, Oklahoma, Indiana and Florida. Throughout the system, an aggressive, creative and efficient maintenance program supports a fleet which achieves the highest standards in the EMS industry.

The Paramedic Plus preventative maintenance program is designed to minimize vehicle failures by identifying and correcting problems prior to malfunction. This proactive approach to service and repairs reduces costly repairs and delayed repair downtown. The following approaches are proposed for Alameda County:

In-house Fleet Maintenance Service

Paramedics Plus will create an in-house fleet maintenance operation. Staffed with qualified fleet technicians, the Paramedics Plus proactive
preventive maintenance program will be carried out on site. The in-house service will allow Paramedics Plus greater control in scheduling routine maintenance and repair of ambulances. Paramedics Plus fleet personnel will concentrate specifically on honing their skills related to the AEV Trauma Hawk Type III ambulance. Paramedics Plus will invest more than $100,000 to purchase state-of-the-art equipment for the new maintenance facility. Ideally, the fleet maintenance services will be co-located with the administrative offices.

Records Maintenance

Detailed vehicle maintenance records will be maintained utilizing ExtraFleet software and backed up with paper documentation. ExtraFleet has been used throughout the Paramedics Plus system since 1997 and provides a flexible, easy-to-use, vehicle maintenance management tool. Features include complete vehicle records, work orders, vendor history, parts inventory, custom report writer and purchase orders among others. Mechanics order parts, record work done, costs and labor hours with portable handheld devices utilized at the truck side. More information on ExtraFleet Software is included in Appendix 31.

By watching and analyzing critical failures, fleet managers and staff are able to identify maintenance practices which reduce downtime. Changing vacuum pumps as part of the preventive maintenance process is an example of changes brought about from data tracking and analysis. Another example in one operation: the national problem of Ford ERG valve failure was reduced by half by using BG products.

The fleet staff is expending more time in maintenance with the BG products but saving lost unit hours.

By analyzing data captured on ExtraFleet, reviewing control chart key process indicators and sharing information across the Paramedics Plus system, other changes have been implemented such as sharing the air-ride installation employed in one operation which had fewer failures.

System-wide Experience

Paramedics Plus and its parent, East Texas Medical Center, currently utilize a fleet of 89 Type I ambulance units in Oklahoma, 116 Type III ambulances in Texas, 14 Type III ambulances in Indiana, and 64 Type III and 10 Type II ambulances in Florida. Throughout this system, an aggressive, creative, and efficient maintenance program supports a fleet which achieves the highest standards of EMS reliability. The Paramedics Plus preventative maintenance program is designed to minimize vehicle failures by identifying and correcting problems prior to malfunction. An aggressive maintenance plan changes everything in pairs or multiples when problems do occur.
Other Program Features

In addition, fleet managers from across all Paramedics Plus locations communicate regularly to exchange ideas, data and study best practices. Local factors such as population density, road conditions, terrain and climate affect ambulance function in each geographical area served by Paramedics Plus, so maintenance practices consider local factors. Standardized equipment and procedures are used only when appropriate for the local communities we serve.

2.14.2 Contractor shall be responsible for all maintenance of ambulances, support vehicles and on-board equipment. The County requires all ambulances and equipment to be maintained in an excellent manner.

Equipment Maintenance

Paramedics Plus provides a comprehensive approach to preventative biomedical equipment maintenance. The highest quality equipment will be well-maintained, following all manufacturers’ guidelines regarding service and replacement schedules. Equipment requiring repair or replacement before the scheduled replacement date will be serviced or replaced with identical or comparable items.

Paramedics Plus has a cleaning schedule for all equipment to ensure a clean, safe workplace and professional image. A comprehensive program includes cleaning, preventative maintenance and replacement of dirty, broken or damaged equipment, using daily visual inspection, scheduled preventative maintenance and manufacturer evaluations as needed. Cardiac monitors are checked on site by the manufacturer annually. The manufacturer also provides status reports on repairs and preventive maintenance inspections.

Ambulance Pre-Shift Inspection

The first component of the preventive maintenance program is the daily pre-shift inspection which is designed to allow fleet personnel to identify minor vehicle problems and potential hazards prior to failure. Each vehicle is inspected by a mechanic prior to the beginning of each shift. The inspection covers the vehicles’ routine systems and each system is marked off on the Vehicle Checklist Form which is provided in Appendix 32. In the event a problem is noted, the mechanic either makes the necessary repairs immediately or assigns the field crew to a different vehicle until the repairs can be completed. This process ensures the fleet is ready for service and eliminates unnecessary downtime.

Comprehensive Vehicle Maintenance Schedule

The second component of the preventive maintenance program is the comprehensive vehicle maintenance schedule. Under this schedule, every vehicle receives a “bumper to bumper” inspection at least every 4,000 miles, with most completed between 2,500 and 3,000 miles. Certain repairs and parts are replaced at specific designated mileage intervals. Each service provides complete electrical diagnostics and repairs, environmental control service and repair, computerized engine analysis, complete engine replacement or repair, tire inspection and replacement and electrical wiring installation and
repair. In addition to preventive maintenance, general maintenance is performed at 13,500 miles, tires changed at 28,000 and electrical at 25,000 miles.

**Key Quality Indicators**

The third component of the vehicle maintenance program involves the Quality Improvement process and key performance indicators. Achieving certain identified key processes in fleet maintenance lead to organizational success. Key Performance Indicators (KPIs) provide quantitative performance measurements which are benchmarked against other Paramedics Plus operations, as well as against other EMS systems. Tracking and comparing KPIs allow Paramedics Plus to gauge efficiency and performance.

**Key Performance Indicator 1**

Critical failures per month represent the first KPI. Critical failures are plotted on control charts each month and results are addressed at a monthly Quality Improvement Steering Committee meeting.

**Key Performance Indicator 2**

The second KPI measures the number of productive unit hours lost attributable to fleet. Each day fleet personnel document unit downtime by reason. Each week the communications supervisor compiles the information and produces a weekly downtime report. Downtime associated with fleet issues is tracked and reported at a weekly management meeting. Through statistical process control, the fleet supervisor analyzes fleet downtime...
and addresses any special cause variation or downtime trends, making service adjustments as needed to minimize the loss of productive unit hours. Samples are provided in Appendix 33.

**Key Performance Indicator 3**

The final key performance indicator for vehicle maintenance is the fleet cost per mile which is calculated as the total cost of fleet services (minus insurance and depreciation) divided by the number of fleet miles traveled per month. See Appendix 34.

2.14.3 *Ambulance Replacement shall occur on a regular schedule and the Proposer shall identify its policy for the maximum number of years and mileage.*

Paramedics Plus utilizes a five year or 250,000 mile replacement schedule on ambulance units; however, should a unit prove to be unreliable, it may be replaced at any time.

2.14.4 *The appearance of ambulances and equipment impacts customers’ perceptions of the services provided.*

Paramedics Plus will meet or exceed this specification. Quality appearance of ambulances and equipment is vital to the images of Alameda County EMS and to Paramedics Plus. The condition and appearance of physical equipment reflects on the quality of the overall EMS service. In all Paramedics Plus operations, it is policy to remove any unit or equipment that does not meet our rigorous standards. In Alameda County, equipment or units which do not reflect well on Alameda County EMS and Paramedics Plus will be immediately pulled from service.

2.14.5 *Contractor must ensure an ambulance maintenance program that is designed and conducted to achieve the highest standard of reliability appropriate to a modern high performance ambulance service. Contractor shall comply with or exceed the CAAS maintenance standard.*

Paramedics Plus is confident in its ability to maintain a fleet of ambulances at the highest standard of reliability appropriate to a modern high performance emergency service. Paramedics Plus, with its highly trained vehicle technicians, has successfully operated large fleets in a variety of communities with a wide range of variables including population density, terrain, and weather conditions.

The Fleet Supervisor will be responsible for coordinating the day-to-day maintenance of ambulances and support vehicles to ensure these vehicles are maintained in a safe, economical fashion and to ensure reliability of these vehicles to meet daily demand. Paramedics Plus will meet and exceed the standards for ambulance accreditation by the Commission on Accreditation of Ambulance Services.

Detailed vehicle maintenance records will be maintained through the use of ExtraFleet Software which provides detailed PM scheduling, repair work orders, vehicle and vendor history, parts inventory and features a custom report writer for specific area reports. The ExtraFleet System has been used with success throughout the Paramedics Plus system. For more information about ExtraFleet, see Appendix 31.
2.14.6 Contractor shall maintain all bio-medical equipment to the applicable Joint Commission on the Accreditation of Healthcare Organizations or equivalent standard, and shall be updated annually. All costs shall be at the Contractor’s expense.

Paramedics Plus will meet or exceed the expectation of the RFP for maintenance of bio-medical equipment. Paramedics Plus will maintain all bio-medical equipment to meet the Standards of the Joint Commission on the Accreditation of Healthcare Organizations and/or an equivalent standard. Paramedics Plus accepts the costs of maintenance and repairs including parts, supplies, spare parts and inventories of supplies, labor, subcontracted services and costs of extended warranties. Paramedics Plus has a comprehensive bio-medical equipment repair/inspection process with annual bench checks completed and documented by an approved facility or the manufacturer’s service department. See H 2.12.2 for more information about the Paramedics Plus approach to equipment maintenance.
2.15 Dispatch System

2.15.1 The County Dispatch Center(s) will provide and maintain all equipment and software necessary to receive requests for emergency ambulance services arising from the Public Safety Answering Points (PSAP).

Paramedics Plus acknowledges and accepts Section 2.15.1.

2.15.2 The County, through the County Dispatch Center(s), shall provide EMS call intake functions, call prioritization and pre-arrival instructions according to Emergency Medical Dispatch (EMD) protocols developed in collaboration with the County EMS Medical Director.

Paramedics Plus acknowledges and accepts Section 2.15.2.

2.15.3 Dispatch of Contractor’s Ambulances: The County intends to require that Contractor’s ambulances be dispatched by a designated County Dispatch Center to be selected by the County. Contractor will staff, at a minimum, one position at the Dispatch Center twenty-four hours per day.

Paramedics Plus will staff a 24/7 Deployment Supervisor in the County Dispatch Center. This position will be responsible for coordinating management, supervisory, and field personnel and monitoring the System Status Management of EMS resources to include the positioning and deployment of units in the field for optimal response times. The Deployment Supervisor will work collaboratively with County Dispatch Center management to assist with training, identify improvement areas and facilitate a quality working relationship between County Dispatch Center personnel and field personnel.

Regular meetings will facilitate the analysis of late runs, modification of the resource deployment plan, personnel issues, and any other issues affecting the delivery of patient care.

Paramedics Plus proposes the addition of the MARVLIS Suite of products to provide County Dispatch Center dispatchers state-of-the-art tools to dynamically post units via visual representations of the system performance and status. The MARVLIS Suite of products will be integrated seamlessly into the County Dispatch Center CAD.

Paramedics Plus operates dispatch “Accredited Centers of Excellence” in Florida, Oklahoma and Indiana and has great appreciation for the role of the dispatch function in a well-run EMS system. Paramedics Plus has a history of working cooperatively with public safety communications center personnel and will cultivate a collegial relationship with the County focused on patient and community benefits.

2.16 Communication System Equipment and Management

2.16.1 Contractor shall be responsible for providing mobile radio equipment and cellular phones on each vehicle.

Paramedics Plus will provide Motorola Brand mobile radio equipment and wireless cellular phones on each supervisor and ambulance unit. Paramedics Plus will obtain all radio channels and all necessary FCC licenses and other permits required to effectively receive communications from the County.
Dispatch Center. A full description of the proposed mobile radio equipment is provided in Appendix 35.

2.16.2 Contractor shall be capable of receiving and replying to such requests for emergency ambulance services by voice or data linkage.

Paramedics Plus will be capable of receiving and replying to requests for emergency ambulance services by both voice and data links. Each ambulance will be equipped with an Onboard Mobile Gateway which will be linked via wireless aircards to the CAD and Billing Systems. The Onboard Mobile Gateway is an onboard computer server which connects and controls the interface for the 12-Lead EKG Monitor, AVL, Mobile Data Computer, ePCR devices, and the Road Safety device. The OMG also facilitates the transmission of 12-Lead EKG’s to hospitals for rapid real-time patient evaluation of STEMI’s. More information about the Onboard Mobile Gateway is provided in Appendix 36.

2.16.3 County Dispatch System – Contractor shall pay for any modifications to the County Dispatch Center(s) computer aided dispatch system that Contractor determines necessary to effectively monitor, deploy, redeploy, and manage its ambulance resources.

Paramedics Plus will deploy the MARVLIS Suite of products to enhance the management of ambulance resources. The MARVLIS Suite of products is described in Appendix 37. Tools such as the Deployment Planner, which help build the System Status Plan, and the Impedence Monitor, which routes units based upon historical movement...
on the roadways, are two of the powerful tools provided by MARVLIS to improve EMS response times.

Additional computer servers and workstations to operate the MARVLIS Suite will be provided by Paramedics Plus which will also cover the estimated $25,000 cost to integrate the MARVLIS Suite with the County’s CAD. Employee training necessary to utilize the MARVLIS Suite of products is included in this offering.

Paramedics Plus will permanently mount into each ambulance a Motorola APX 7500 (3600/9600) analog and digital capable, 700/800MHz trunked Mobile Radio with dual control heads and a telephone style microphone in the patient compartment with an external antenna mounted on the ambulance box roof. These radios will have DTMF capabilities to alert hospital emergency department radios of incoming radio traffic. All mobile radios will be compatible with Alameda County’s trunked radio system.

- **800/700MHz portable radios compatible with Alameda County’s trunked 800/700MHz system.**

Each ambulance crew member will carry a Motorola APX 7000 (3600/9600) analog and digitally capable, 700/800MHz trunked portable radio with remote public safety speaker microphone. All portable radios will be compatible with Alameda County’s trunked radio system.

- **Motorola and EF Johnson are currently the two radio systems fully compatible with the county’s radio communications system.**

Paramedics Plus acknowledges this reality and proposes Motorola subscriber radios.

- **All county approved radios must be rebanding-capable, digitally formatted, and fully compliant with the P-25 interoperability standards.**

Paramedics Plus will provide County-approved radios, rebanding-capable, digitally formatted and fully compliant with P-25 Phase I and Phase II (once released) interoperability standards.

2.16.4 Communications Equipment –

Each response vehicle shall, at a minimum, have the following equipment:

- **Radios:** Contractor shall equip all vehicles used in performance of services to County with radio equipment for communications with the County Dispatch Center(s) on Contractor’s radio channels.

- **800 Mhz mobile radios that area also 700 MHz capable.**
- Radios: Contractor shall operate the two-way radios in conformance with all applicable rules and regulations of the FCC, and in conformance with all applicable County rules and operating procedures.

Paramedics Plus will operate subscriber radios in compliance with all rules and regulations of the Federal Communications Commission and Alameda County.

- Cell phones for direct land line communications with the base hospital, receiving hospitals, Dispatch Centers and other necessary personnel or agencies.

Paramedics Plus will equip each ambulance and field supervisory vehicle with a wireless cell phone (PDA device) programmed for quick access with numbers for local hospitals, Dispatch Centers and other necessary personnel and agencies. A description of this device can be found in Appendix 38. These wireless devices will also be used by field crews to enter notes on calls which are then automatically uploaded to the ePCR.

- California On-Scene Emergency Coordination Radio System – Contractor shall equip all supervisory vehicles with radio equipment suitable for operation on the CALCORD.

Paramedics Plus will equip all supervisory vehicles with a Motorola APX 7500 VHF analog/digital capable mobile radio programmed for operation on the CALCORD.

- Hospital Communication Equipment – Contractor shall equip all ambulances and supervisory vehicles used in providing service to the County with radios for communication with hospital receiving facilities and for ambulance-to-hospital communications.

Paramedics Plus will equip all ambulances and supervisory vehicles used in providing service to the County with radios for communications with hospital receiving facilities and for ambulance-to-hospital communications. The proposed mobile and portable radios have DTMF capabilities to alert hospital emergency department radios of incoming radio traffic, to allow ambulance-to-hospital communications and will be compatible with Alameda County’s trunked radio system.

Paramedics Plus will meet or exceed the requirement that radio equipment used for ambulance-to-hospital communications will be configured so that patient care personnel are able to directly communicate, without interference from outside noise, with base or receiving hospital staff. This vital communication capability will be accomplished by permanently mounting into each ambulance a Motorola APX 7500 Mobile Radio with dual control heads and a telephone style microphone in the patient compartment with an external antenna mounted on the ambulance box roof. In addition to mobile radios, each ambulance crew member will carry a portable radio capable of communicating directly to base or receiving hospital staff while on-scene.

- Transmission of 12-Lead EKG – Contractor shall install necessary communications equipment in all of its ALS ambulances capable of transmitting 12 Lead electrocardiograms to receiving facilities, in accordance with County specifications.
Paramedics Plus will install 12-Lead EKG monitors in all supervisory and ambulance units to allow transmission of 12-Lead electrocardiograms to receiving facilities, in accordance with County specifications.

The units proposed for Alameda County are capable of transmitting 12-Lead electrocardiograms to receiving facilities via the OMG which enables the data to be transmitted to hospitals in a number of real-time formats to best meet hospital and patients needs. The 12-Lead EKG’s can be transmitted electronically so hospitals receive a data stream directly into their hospital computer networks, printed in the Emergency Department or any other hospital department, faxed to multiple locations, or a copy can be left by the ambulance crew for physician review. Paramedics Plus has documented success of working with local hospitals to achieve efficient transmission of Code STEMI information resulting in faster time to definitive treatment for patients. More information is provided in Section D 2.6.4 Clinical Innovation.

- Automatic Vehicle Locator (AVL) – Contractor will install and maintain AVL devices on all of its ambulances used within the Alameda County EMS system.

Paramedics Plus will install and maintain AVL devices on all ambulances and supervisory vehicles used within the Alameda County EMS system. The AVL system proposed will be compatible and interface capable with the County Dispatch Center’s CAD system.

2.17 Data and Reporting Requirements – The County will require Contractor to provide detailed operations, clinical and administrative data in a manner that facilitates its retrospective analysis.

Paramedics Plus acknowledges the data and reporting requirements and embraces the concept that the long-term success of any EMS system is predicated upon its ability to both measure and manage based on sound data. Paramedics Plus will purchase reporting software created by First Watch to provide real time access by Alameda County EMS and Paramedics Plus to view detailed operations, clinical and administrative data in a manner that facilitates retrospective analysis. First Watch offers a Dashboard with real-time monitoring of system operations such as Response Time Compliance, Late Calls, Hospital Drop Times, ePCR Completion Compliance, and Calls for Service by Priority, to name a few. More details about First Watch are provided in Appendix 39.

2.17.1 Dispatch computer – The dispatch computer utilized by County Dispatch Center(s) shall include security features preventing unauthorized access or retrospective adjustment and full audit trail documentation. The Contractor will have access to all data maintained by the CAD as necessary to analyze demand and determine deployment procedures.

Paramedics Plus acknowledges and accepts Section 2.17.1.
2.17.2 Essential Patient Care Record (PCR) and Assignment Data –

Contractor shall utilize an electronic patient care record system (ePCR) approved by County EMS for patient documentation on all EMS system responses including patient contacts, canceled calls, and non-transports. The PCR shall be accurately completed to include all information required.

Paramedics Plus will utilize an ePCR system approved by County EMS for patient documentation on all EMS system responses including patient contacts, canceled calls, and non-transports. Paramedics Plus proposes the Sansio Electronic Patient Care Reporting System. Appendix 40 has more detailed information about this product.

The Patient Care Reporting system proposed meets or exceeds the NEMSIS/CEMSIS Gold Data Set Requirements and is a proven product in the EMS industry. Paramedics Plus further acknowledges that the ePCR will be accurately completed to include all information required in Section 100170 of the California Code of Regulations, and will be distributed according to established County EMS Policies and Procedures.

Contractor shall leave a printed copy of the completed PCR, or the County approved “short version” of the PCR, at the receiving hospital prior to crew’s departure. For those PCRs not left at the receiving hospital, the remaining PCRs will be provided to receiving facility within 24 hours of patient delivery.

Paramedics Plus will meet this requirement and will leave a printed copy of the completed PCR, or the County approved “short version” of the PCR, at the receiving hospital prior to crew departure. Paramedics Plus also agrees that for those PCRs not left at the receiving hospital, the remaining
Within 24 hours, Contractor shall provide access to patient care records in computer readable format and suitable for statistical analysis for all 911 ambulance responses.

Paramedics Plus will meet or exceed this requirement and will provide within 24 hours, access to patient care records in computer readable format and suitable for statistical analysis for all ambulance responses. These records will contain all information documented on the PCR for all EMS system responses including patient contacts, canceled calls, and non-transports. This information will be provided to all appropriate County personnel following HIPPA Guidelines.

Contractor shall identify files or PCRs for trauma transports. Contractor shall be required to provide other data points which may be reasonably requested.

Paramedics Plus will identify files or PCRs for trauma transports and will provide other data points which may be reasonably requested, including any needed modifications to support EMS system data collection. Paramedics Plus will provide the County real-time online access to all patient care records and the ability to conduct statistical analysis of all data captured by the ePCR system.

2.17.3 Records – Contractor shall complete, maintain and provide to the County EMS, adequate records and documentation to demonstrate its performance compliance and aid the County in improving, modifying, and monitoring the EMS system.

Paramedics Plus will meet or exceed these requirements by providing the Sansio Electronic Patient Care Reporting product. The Sansio system is a web-based system which will allow the County online real-time access to the entire patient care report to monitor Contractor performance compliance and aid the County in improving, modifying, and monitoring the EMS system including procedures and medication administration. More details about the Sansio ePCR system are available in Appendix 40.

The system proposed by Paramedics Plus is totally transparent so the County has full access to data at anytime. Paramedics Plus also agrees to update the electronic data collection system to reflect new policies and procedures within 90 days following notification by the County. In addition, Paramedics Plus proposes the First Watch Data Lock Box for reporting and transparency of EMS operations and reporting. This system allows County CAD data to be transmitted to an independent site where reports are generated and provided back to the County and Paramedics Plus without Contractor access to modify or alter the data or reports. The Lock Box provides security and integrity for the County EMS data so that
there is true transparency between the County and Contractor.

2.17.4 Monthly Reports Required – Contractor shall provide, within thirty (30) days after the first of each calendar month, reports dealing with its performance during the preceding month as it related to the clinical, operational and financial performance stipulated herein.

Paramedics Plus will provide, within 30 days after the first of each calendar month, reports dealing with its performance during the preceding month as it relates to the clinical, operational and financial performance required by the RFP. Response time compliance and customer complaints/resolutions will be reported monthly. Reports other than response time compliance and customer complaints/resolutions may be required less frequently than monthly. Paramedics Plus understands and accepts that if a change is made to the required reports, frequency or due dates, the County will notify Paramedics Plus at least two months prior to the change.

Reports shall include, at a minimum

a. Clinical requirements as stated in the RFP.

Paramedics Plus agrees to provide the clinical reports as requested. Sample reports are available in Appendix 41.

b. Operational requirements as stated in the RFP.

Paramedics Plus agrees to provide the operational reports requested. Sample reports are provided in Appendix 42.

c. Response time compliance – A list of each and every emergency call dispatched for which Contractor did not meet the response time standard, and reported by each Emergency Response Zone and sub-area.

Paramedics Plus agrees to provide the response time compliance reports as requested. Similar reports are provided monthly to authorities in each system in which we operate. Response time compliance reports will include a list of each emergency call dispatched for which Paramedics Plus did not meet the response time standard reported by Emergency Response Zone and sub-area. Please refer to Appendix 43 for examples of reports Paramedics Plus produces and provides in other operations.

d. Response Time Statistical Data – Within 10 working days following the last day of each month, Contractor and County EMS shall receive ambulance response time records from the County Dispatch Center(s) in a computer readable format approved by the EMS Director and suitable for statistical analysis for all ambulance responses originating from requests to the County’s PSAP centers.

Paramedics Plus acknowledges and accepts Section 2.17.4d.

e. Personnel Reports – Contractor shall provide County with a list of all EMTs and paramedics currently employed by Contractor annually and shall update that list with required information whenever there is a change.

Paramedics Plus acknowledges the importance of monitoring personnel certifications and will provide County with a list of all EMT’s and paramedics currently employed by Contractor annually and will update the list as there are changes. The personnel list
will include, at a minimum, the information specified by the County in the RFP. Please see Appendix 44 for sample personnel report.

f. Community/Governmental Affairs Report
   • Number of conducted community education events
   • Public relations activities
   • Employee recognition
   • Constituent and political contact report

Paramedics Plus acknowledges and will provide Community/Governmental Affairs reports that meet or exceed the County requirements. Similar reports used in other Paramedics Plus operations are provided in Appendix 45.

g. Other Reports – Contractor shall provide County with such other reports and records as may be reasonably required by the EMS Director.

Paramedics Plus acknowledges and agrees to provide listed required reports and such other reports and records as may be reasonably required by the EMS Director.
Paramedics Plus—we’re about the medicine and the people.

Richard was a senior in high school out with friends on Saturday night when the driver lost control of the car at Harvard at I44, hit a guard rail, rolled, clipped a van and tumbled end to end. When we arrived, the car looked like a crumbled piece of construction paper. But, Richard had already been extricated, stabilized and transported to the Emergency Department. He had fractures at C3, C4, C5, T1, T2, a closed head injury, a punctured lung, a broken shoulder and his right ear just barely attached.

The doctors didn’t expect him to make it through the night and talked about organ donation. Today, he is fully recovered, graduated from art school, gainfully employed, a homeowner and has a girlfriend. The doctors at the hospital said the EMS crew did everything right. The people at the scene said they had never seen anyone so mangled yet treated with kindness and dignity and so professionally. I am convinced that if it weren’t for the Paramedics Plus crew doing absolutely everything right, he would never have walked again. I just love them!

Lina Brown Holmes, mother of Richard Brown
2.18 Internal Risk Management/Loss Control Program Required- County believes that education and aggressive prevention of conditions in which accidents occur, is the best mechanism to avoid injuries to Contractor staff.

The Paramedics Plus Loss Prevention Management Program is a comprehensive approach designed to provide a safe and healthy work environment for employees, patients, and the public.

The Paramedics Plus Loss Prevention Program involves prevention, reduction, management of occupational injury and illness, property damage (including fire and explosion), security breaches (thefts), liability (auto, general, civil rights, discrimination), exposures (heat, noise, chemicals, hazardous materials), and recognition and elimination of hazards thorough safety awareness.

2.18.1 County requires Contractor to provide an aggressive health, safety and loss mitigation program which includes the items listed in the RFP.

Paramedics Plus’ Loss Prevention Program is periodically evaluated by its insurance carriers. We routinely receive excellent ratings as a result of our superior commitment, aggressive program, and cultural commitments. Elements of the Paramedics Plus’ Loss Prevention program include all the elements listed in the request for proposal as well as the following:

- Identification of Loss Exposures
- Risk Assessment
- Comprehensive Health and Safety Plan
- Loss Control Awareness
- Management Commitment
- Written Framework for Health and Safety Policies and Goals
- Safety Inspections
- Safety Committee Involvement
- FDA Medical Equipment Monitoring
- Safety Training
- Initial and Annual Driver Training
- Incident/Accident Review
- Work Related Injury Claims Management
As a result of our commitment to employee safety and health, Paramedics Plus develops and implements a safety committee that requires involvement from all levels of our organization. This committee will--

| • meet at least quarterly to discuss site specific workplace safety and health issues. | • assist management in updating the workplace safety and health program by evaluating employee injury and accident records, identifying trends and patterns, and formulating corrective measures to prevent recurrence of accidents and injuries. |
| • develop, establish, and communicate procedures for conducting internal safety inspections. These procedures shall be used to evaluate the effectiveness of control measures used to protect employees, patients and the public from safety and health hazards in the workplace. | • participate in safety training and be responsible for assisting management in monitoring employee safety and health training to ensure that training is effective and documented. |
| • assist administration in reviewing and updating workplace safety rules and policies, work processes, medical equipment devices, and personal protective equipment based on accident investigation findings, inspection findings, employee reports of unsafe condition or work practices, and accepting and addressing suggestions and anonymous complaints from employees. | • assist administration in evaluating employee accident and injury prevention programs as well as promoting safety and health awareness and co-worker participation through continuous improvements to the workplace safety and health program. |
2.18.2 Planning for safety and risk mitigation processes will include, at a minimum: Gathering data on ALL incidents that occur among the Contractor’s workforce.

Paramedics Plus will meet or exceed the expectations of this requirement. Paramedics Plus utilizes root cause analysis to drill through perceptions and to determine facts of safety and risk incidents. Paramedics Plus also partners with its insurance carriers to provide expert analysis of risk and safety issues by industry experts. The safety and risk mitigations processes used throughout Paramedics Plus and proposed for Alameda County include, but are not limited to the following:

Safety and Risk incidents will be investigated thoroughly, reviewed collaboratively by a multi-functional team including employees at all levels of the company, and analyzed utilizing root cause analysis. Analysis consists of five steps:

- Define the problem
- Collect data
- Identify casual factors
- Identify the root cause of each casual factor
- Report to the Health and Safety Committee

A Health and Safety Committee is assembled to support the following functions:

- Assure that safety and risk incidents are thoroughly investigated.
- Assure that any and all causative and casual factors are identified.
- Assure that root causes for each causative and casual factor are realistic, and described.
- Recommend and track implementation of solutions.

The long term goals of the Health and Safety Committee are to reduce incidents, heighten awareness and provide continuous quality assurance for the safety and risk incident program. The Health and Safety Committee is non-disciplinarian and cannot recommend discipline regardless of findings.

Health and safety training is a required component of education and training offered to all employees. The purpose of this training is to:

- Familiarize the employee with operations safety polices and workplace practices.
- Decrease the potential for accidents and injuries in the workplace.
- Minimize operating costs and maximize productivity.
- Achieve compliance with federal and/or state regulations.

Educational offerings ensure that employees receive health and safety training during initial orientation, annually and any time there are changes to existing safety procedures. Orientation for all employees will be fully completed prior to the employee assuming job duties, particularly those positions involving patient care. Training will include, but will not be limited to--

- General safety rules that apply to all employees
- Expectations of each employee in the event of workplace emergencies
- Importance of using safety equipment and devices
• Procedures for reporting unsafe conditions, accidents and “near-misses”
• Safe performance of specific work activities
• Safe operation and maintenance of all associated tools and equipment
• Interfacing the job-specific activities as they relate to tasks performed by other employees
• Specific state and federal regulations (i.e., those requiring written compliance programs and job-specific training)

Paramedics Plus will implement the following safety and risk programs in Alameda County--

**Health and Safety Policies**

The Health and Safety Department is responsible for defining safe work practices and developing polices to ensure a healthy and safe work environment for all employees. The following table illustrates the policies proposed for the Alameda County Paramedics Plus operation. Paramedics Plus will provide additional educational program to individuals, groups of employees or the entire workforce should ongoing monitoring show less than desirable trends.

<table>
<thead>
<tr>
<th>Safety and Risk Plans, Programs &amp; Policies</th>
<th>New Employee</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Safety Program</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Emergency Action Plan</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Hazard Communications Plan</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Accident Review Board Policy</td>
<td>Yes</td>
<td>Bi-Annual</td>
</tr>
<tr>
<td>Fit for Duty Policy</td>
<td>Yes</td>
<td>Bi-Annual</td>
</tr>
<tr>
<td>Workplace Violence Prevention Policy</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Health Maintenance Policy</td>
<td>Yes</td>
<td>Bi-Annual</td>
</tr>
<tr>
<td>Cleaning Maintenance Policy</td>
<td>Yes</td>
<td>Bi-Annual</td>
</tr>
<tr>
<td>Personal Protective Policy</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Exposure Control Plan</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Respiratory Protection Plan</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Stretcher Safety Policy</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Hazardous Materials Plan</td>
<td>Yes</td>
<td>Annual</td>
</tr>
<tr>
<td>Regulated Waste Disposal Policy</td>
<td>Yes</td>
<td>Bi-Annual</td>
</tr>
<tr>
<td>Emergency Vehicle Driving Policy</td>
<td>Yes</td>
<td>Annual</td>
</tr>
</tbody>
</table>

*Paramedic Plus Safety Policies and Programs for Alameda County*
Paramedics Plus will provide safe vehicles and equipment. All new vehicles and equipment are evaluated by the Safety Committee to assure proposed equipment is safe and reasonably appropriate to integrate into care procedures and other work processes. Safe vehicles are mandatory at Paramedics Plus. Crews are required and encouraged to report any and all vehicle issues immediately. If an ambulance or other vehicle is not safe, it is immediately removed from service until the issue is resolved.

Paramedics Plus employees are never asked or required to use unsafe vehicles or equipment.

2.18.3 Monitor the results of employee compliance or non-compliance with the safety plan, as described in 2.19.1 and 2.19.2, above and refine the plan as new information becomes available.

Employees at all levels are held accountable for following established safety and risk plan, programs, procedures and policies. Numerous mechanisms are used by Paramedics Plus to monitor Safety and Risk compliance.

The first mechanism is promotion of self-assessment to all employees. Self-assessment allows individual employees to gauge their own level of compliance and make necessary changes.

The second mechanism is with Field Operations Supervision and other field oriented management. This team of supervisors and managers actively searches for evidence that employees and work conditions meet the company’s safety expectations.

The third mechanism, which also substantiates compliance or non-compliance, is incident investigation and root cause analysis.

The fourth mechanism, the Safety Committee, provides for open and free dialogue amongst a multidisciplinary team with representation from all levels of the company.

The fifth mechanism involves the Key Safety Performance Indicators that measure vehicle contacts, employee injuries, needle-sticks, exposures, safety policy compliance and other risk related incidents. These measures are benchmarked against other Paramedics Plus operations, and with other operations both within and outside the industry to evaluate performance.
1. Coverage and Dedicated Ambulances, Use of Stations/Posts

The County accepts the Contractor’s commitment to employ whatever level of effort is necessary to achieve the clinical response time and other performance results required by the terms of the Agreement as outlined in these specifications.

Paramedics Plus understands the need to provide adequate resources in a 911 system to meet the needs of patients. We understand response time requirements are minimums that must be achieved; however, our number one focus is meeting the needs of patients rather than clock performance. In each of the systems we currently operate, we consistently meet response time requirements and provide a higher level of service than contractually required.

This same philosophy will apply in Alameda County. Beginning with the first day of this new contract, Paramedics Plus will deploy 4,920 paramedic unit hours per week. This equates to the provision of at least 255,840 paramedic unit hours annually. As system demands increase, Paramedics Plus is committed to a corresponding increase in unit hours to manage those needs.

As this is a high performance EMS system, Paramedics Plus will deploy a system status management model of ambulance resource management. The utilization of shorter hour shifts with a blend of twenty-four hour shifts will allow Paramedics Plus to manage the needs of the community very effectively.

Ambulance Response Zones

- East Zone is defined as the Livermore, Pleasanton and Dublin areas
- North Zone is defined as Oakland
- Central Zone is defined as San Leandro, Castro Valley and Hayward
- South Zone is defined as Union City, Fremont and Newark
- 5150 Transports will be for entire County including the cities of Alameda and Berkeley

The Shift Schedule is included in Appendix 46. As another critical tool for meeting the clinical needs of the Community, Paramedics Plus will deploy no fewer than three Clinical Field Supervisors 24 hours per day, seven days per week, 52 weeks per year. Clinical Field Supervisors will respond to all Echo Level calls and Delta level calls when available. They will provide oversight and assistance as required for these calls and will be utilized on Alpha, Bravo and Charlie calls to observe Paramedics Plus clinicians in the delivery of service and care. These observations will allow the Clinical Field Supervisors to provide real-time performance feedback to all employees.
Contractor may, at its option, develop a collaborative plan to base Contractor ambulances at fire stations, and may also include marking ambulance with the name and/or emblem of the fire jurisdiction, where appropriate.

Paramedics Plus will partner with Alameda County Fire agencies to utilize strategic locations for ambulance bases throughout the EOA to meet system demand. These resources will be utilized in a system status deployment model to ensure flexibility in deployment. Proposed posting locations are available in Appendix 47.
2. Collaboration With First Responder Agencies

2.1 The Contractor will implement policies to facilitate Alameda County first responders in scheduling time on ambulance to fulfill training and internship requirements.

The clinical success of the entire EMS system depends on highly qualified and competent field providers, regardless of which agencies employ these providers. Without excellent training, cooperation, respect and collegiality among all field staff, the system will fail in its mission to provide high quality care and service to the ill and injured.

To achieve system goals, it is imperative that all clinical field providers receive appropriate clinical hands-on experience for skill maintenance and enhancement. Paramedics Plus commits to a collaborative partnership whereby clinical staff from all First Responders within Alameda County, regardless of inclusion in the EOA, will be provided field internships, riding on ambulances and working with our Field Training Officers (FTO) for initial system training. These FTO’s will be the same staff to provide the same level of training to Paramedics Plus employees. Paramedics Plus also commits to utilizing these FTO’s, and associated ambulance time, for any First Responder provider identified by his or her own department’s QI process as requiring remediation.

At all times, preceptorship and internship documentation will be completed by the FTOs and submitted not only to the Paramedics Plus Clinical Department for record keeping, but also to the First Responder agency. All training conducted will be aligned with and in accordance with the Alameda County EMS Prehospital Medical Protocols.

2.2 Contractor will support the development of an integrated first response program.

2.2.1 Availability of Continuing Education – All Advanced Life Support (ALS) and Basic Life Support (BLS) continuing education offered by the Contractor to its employees shall be available to first responders on the same terms and conditions upon which it is made available to employees.

Paramedics Plus will make all Continuing Medical Education (CME) sessions open to all First Response agencies. Because Paramedics Plus recognizes the inherent difficulties in sending First Response agency personnel to our location, CME training will be made available at First Response agencies. This training will be offered to all Alameda County First Response agencies, regardless of inclusion in the EOA. Paramedics Plus believes the success of the system is dependent on high-quality, clinically sound, and data-driven medical education and we are committed to work with all agencies, as partners, to determine needed CME topics. The planning process will require joint sessions to review clinical performance of providers as a whole and make determinations on areas targeted for improvement.

Paramedics Plus is also committed to providing a Grand Rounds process facilitated by the Paramedics Plus Medical Director, an EMS fellowship trained
Emergency Physician, and our Director of Clinical and Education Services. Staff will review cases from the previous month to determine strong or unique learning cases. All parties involved with the response will be engaged with the open review and discussion of the cases during the two-hour Grand Rounds. These overviews will be redacted and published as the “Cases of the Month” on the Paramedics Plus website and newsletter.

2.2.2 First Responder Liaison – Contractor shall designate from among its employees a single individual as its contact person/liaison for the first response agencies within the service area.

Paramedics Plus will designate a senior employee to be the operational and clinical liaison for the First Responder agencies. Paramedics Plus believes strong partnering is critical for success at all levels.

2.2.3 EMS System participation – The Contractor is expected to participate in local EMS activities and meetings including those which combine multiple EMS system stakeholders.

Paramedics Plus will implement a monthly EMS Liaison Meeting for all EMS agencies within Alameda County for the purpose of clinical incident review and process improvement of the entire system.

Paramedics Plus will also implement an Operations Chiefs’ Meeting process following the same process as noted above, but its primary focus would be operational rather than clinical. In all Paramedics Plus operations, our staff is engaged with EMS system stakeholders. Examples include participation in First Responder QI bi-monthly meetings, an operations chiefs’ meeting which includes both Fire and transport, and Regional Trauma Advisory Committees which include representatives from the State Department of Health as well as trauma surgeons and hospital Emergency Department staff members among others.

2.2.4 First Responder Equipment and Supplies Contractor shall establish a mechanism to exchange on a one-for-one basis expendable medical supplies and equipment used by first responder agencies in connection with patient transports, in those situations where supplies and equipment are interchangeable.

Paramedics Plus is an expert in this area as evidenced from the number of systems from as far away as Canada that come to observe and learn.
about our EMS supply system. We will develop an EMS Supply system in collaboration with each First Response agency and based on each agency’s supply utilization. Paramedics Plus will manage the inventory by deploying inventory management specialists to conduct on-site inventory audits and to place orders as needed to maintain the required PAR levels for each agency. The specialist will also rotate all stock, ensuring that first-in supplies are first-out supplies. Orders will be processed electronically via an inventory management and ordering system to our EMS Supply Warehouse at our Alameda County headquarters location. The EMS Supply Warehouse staff will receive, process and pull orders for delivery. Orders will be loaded into our delivery truck and delivered to each agency where the inventory specialist will restock the agency’s supplies. Paramedics Plus will provide a monthly supply utilization report for each agency.

This EMS Supply management process and all EMS disposable medical supplies will be provided at no cost to First Response agencies.

**Contractor shall develop a supply consortium and make the buying of supplies and equipment available to first responder agencies using Contractors suppliers.**

As Paramedics Plus will be providing all disposal medical supplies for First Responders, there will be little need for individual agencies to purchase supplies. However, if an agency has an extraordinary need for a specialized piece of equipment or a certain type of supply, Paramedics Plus will extend its purchasing power to the agencies. Paramedics Plus will develop a process for First Response agencies to submit a purchase order for certain supplies and equipment and will purchase the requested items at our cost and then bill the agency for the order.

**Equipment evaluation will be accomplished through a multi-agency committee process.**

**The Contractor will work with EMS and First Responder agencies in developing equipment exchange and/or supply consortium procedures.**

Paramedics Plus will implement an EMS Equipment Committee that will include representation from First Responder agencies and EMS. This committee will share responsibility for evaluating new equipment for the system. As new equipment is identified, Paramedics Plus will negotiate with vendors to secure trial and evaluation inventory that can be reviewed within the Committee. The equipment will then be field tested and evaluated for use in the system. The EMS Equipment Committee will then review all evaluations for actions to move forward on the selection of equipment and implementation in the system. The complete process for new equipment evaluation is detailed in Vehicles and Equipment Section H 2.13.3.
3. Electronic Data Collection System

The County requires the use of a single, uniform electronic patient care report and data collection system for all 911 providers in the County.

Paramedics Plus will provide a single, uniform electronic patient care report and data collection system for all 911 providers in the County which exceeds the requirements of this RFP. Paramedics Plus will not only equip its own staff with software and hardware for the ePCR, but will also equip First Responders with ePCR software and mobile computers for each ALS First Response apparatus. Electronic Patient Care Reporting systems are an integral part of a quality patient care focused EMS system. The ability to perform timely quality improvement reviews and extract data on nearly every aspect of service delivery provides decision makers with the tools needed to improve the system. Review of data captured by the ePCR system can drive modifications in medical protocols. A more detailed description of the Sansio ePCR is available in Appendix 40.

3.1 Proposers should describe the following components of the electronic data collection system and ePCR that includes, but not limited to-

3.1.1 Ease of use

The user-friendly design layout decreases the amount of time required to complete the ePCR. The HealthEMS Mobile application uses intuitive icons that clearly represent the action that will take place when selected. The ePCR layout is designed as one, continuous flow for easy access. The user has the ability to see all previous documentation with a simple vertical scroll. “Jump to” icons/fields allow for easy navigation/access to all sections of the ePCR.

3.1.2 NEMSIS/CEMSIS compliance

Paramedics Plus proposes a product which meets or exceeds the NEMSIS/CEMSIS Gold Data Set Requirements. The HealthEMS solution will support compliance efforts, conforming to CMS (Centers for Medicare and Medicaid), NEMSIS (National EMS System), NHTSA (National Highway Traffic Safety Administration), NFIRS (National Fire Incident Reporting System), and CEMSIS guidelines for EMS data collection and reporting.
3.1.3 Ease of modifying dataset

FlexFields: Paramedics Plus is able to add customized data fields to HealthEMS Mobile and to the ePCR edit page in HealthEMS. These customized data fields, called FlexFields, can only be set up by users with System Administrator security rights. This functionality not only allows users to add needed fields to customize the HealthEMS ePCR to meet the specific needs of Paramedics Plus, but also allows the ability to create and replace additional forms like Refusals, Intubation, and IV, supporting total flexibility in data captured at point of service for QA/CQI purposes.

3.1.4 Ease of use (describing Graphical User Interface and input methods)

The HealthEMS Mobile solution supports both “online” and “offline” functionality, and the ability to start on one device and finish another. The user-friendly design layout decreases the amount of time required for crew members to complete the ePCR. The HealthEMS Mobile application uses intuitive icons that clearly represent the action that takes place. The ePCR layout is designed as one, continuous flow for easy access. The user has the ability to see all previous documentation with a simple vertical scroll. “Jump to” icons/fields allow for easy navigation/access to all sections of the ePCR. Intuitive ePCR logic and scripting defined by the organization ensures that data collected is accurate and complete. The ability to import CAD data into the ePCR assures that the data is consistent and correct and decreases the amount of manual data entry by the crew. Paramedics Plus has the ability to securely pull down frequent patient encounter information, again decreasing the amount of entry by the crew and improving overall compliance.

CAD data will pre-fill all available fields either upon entry of the ePCR or during the call (updates are applied as they become available). "Frequent Patient" encounters can easily be populated once the crew enters either the SSN or the combination of DOB and last name. EKG data can be attached and imported into the ePCR with an attach file function. Trauma and Glasgow Coma Scale are auto populated, as well as continuous vitals.

3.1.5 Compatible equipment/platforms

EMS organizations collect data with any mix of mobile devices, desktop PC-based entry, or intelligent scannable documents. HealthEMS equips EMS leaders with timely, accurate information enabling them to make informed decisions leading to improved patient care.

HealthEMS Mobile can be installed on any PC that supports Java, including mobile PCs (ruggedized or not, tablet or laptop) and/or desktops. HealthEMS Mobile also provides the ability for supervisors to monitor the completeness of the report in “snapshot views” as the crew completes the report. HealthEMS Mobile will be integrated with the CAD system, so when a crew member initiates a new form (ePCR), HealthEMS will populate the form with all available CAD data.

Alameda County EMS administrators may define specific user level access based on its opera-
tional protocols; system administrators assign the necessary permission levels (A/R, Billing, Clinical, Operations, etc.) to appropriate users. There is no limit to the number of users who may access the system; users can be added, changed, or deleted by the system administrator. HealthEMS utilizes the functionality of the Internet for sharing of data. Again, dependent upon user access as defined above, data and reports can be accessed 24/7 by anyone, anywhere, with appropriate credentials and an Internet connection. Redundant back-up includes desktop PC-based entry or intelligent scannable ePCR forms.

3.1.6 Integration with CAD

HealthEMS functionality includes ability to integrate with CAD systems. HealthEMS history includes successful integration with various CAD systems, allowing for real-time comparison of CAD incidents to ePCR data, ensuring timely and accurate capture of all ambulance runs. With HealthEMS Mobile, CAD data will pre-fill all available fields either upon entry of the ePCR or during the call (updates are applied as they become available). Paramedics Plus field staff will document information unique to each patient.

Electronic Patient Care Reports can be started with or without CAD data, but will automatically synchronize the CAD data as connectivity allows. Using CAD times, means CAD data will match ePCR times regardless of the mobile device system time. When CAD data is not available at the time the ePCR is completed, users can enter CAD times manually. Electronic matching (CAD vs ePCR) and “dashboard” items are displayed when no CAD records match to the ePCR. HealthEMS daily QA Process reporting includes, for example, a “CAD without PCR” report. Sansio will work with Paramedics Plus and the County of Alameda to successfully integrate with various CAD systems used in the Alameda County environment.

3.1.7 Information validation

HealthEMS is a centrally managed and deployed application. Alameda County system administrators will have administrative-level ability to set required field completion and validation for mobile device data collection, with changes automatically “pushed out” to all devices. All scripting is managed centrally in HealthEMS with user definable script validation which allows customers to setup specific
fields within Mobile to be mandatory or desired (close call rules) based on the documented disposition of the run - Emergency Transports, Non Emergency Transports, and Non Transports, etc. For example, mandatory values show as "Red" fields and desired values show as "Yellow" so that the crews can easily visualize fields assigned as priority level.

All appropriate fields within HealthEMS Mobile have validation rules. This includes “field logic”, field type (alpha / numeric), and look ups. Data logic is also used to identify such things as vital signs outside of normal ranges, age/date of birth discrepancies, and run times and mileage out of sequence.

Also, clinical rules are applied to all assessment and vital sections. Mobile’s handling of scripting rules tied to protocol compliance goes unmatched in the industry. In addition, any variation of clinical compliance is automatically captured for clinical QA/QI.

3.1.8 Potential for integration with other information systems including, but not limited to, Fire RMS

Sansio is an integration expert with experience developing interfaces to multiple IT vendor products/legacy systems. Sansio xChangER, a proprietary software tool, eases integration/interfaces with other systems. Seamless interfacing is achieved by installing xChangER on the network to monitor local systems and securely transmit data at a user-defined frequency to HealthEMS. xChangER query building options are simple for commonly used interfaces, but flexible enough to handle custom requirements. Typically, interfaces can be set up and running in an hour or two with xChangER.

HealthEMS has the capability to export data in several different formats, i.e. XML, XLS, TXT and various billing software formats for import into other applications, for state/regulatory reporting requirements, and QA/CQI or research purposes. HealthEMS builds the required data file using appropriate fields/values extracted from the HealthEMS database and exports the completed file to the local workstation’s hard drive. The file can be transferred within the networked environment or outside the network through established data transfer protocols. The solution has the ability to send/export data to external warehouses or other repositories for indexing and reporting purposes, and will be able to replicate data back to a County of Alameda on-premises owned server.

Sansio has a great deal of expertise at exchanging data with other systems and expects to have no difficulty developing interfaces to those systems identified by Alameda County: HealthEMS has the functionality to interface with Alameda County CAD systems and to interface with a variety of billing solutions. Health EMS integrates with top-tier KG monitors to capture EKG information and will automatically generate EMS reporting required by the NEMSIS and the State (CEMSIS). Sansio will develop an interface from HealthEMS to the Firehouse system, supporting NFIRS compliance.
3.1.9 Sample of what a printed or electronic copy of the PCR would look like

See Appendix 48 for sample copies of printed or electronic PCR for Fire or EMS.

3.1.10 Regime for version updates

With HealthEMS, all users are always on the same version of the software, and upgrades are performed seamlessly by Sansio as part of the service which improves staff productivity and effectiveness.

3.1.11 Available technical support

Sansio provides phone and web-based application support of the system at no additional cost to customers who have successfully completed core classroom training and are active users. Sansio has an industry reputation for exceptional end user support with an average speed to answer calls within 25 seconds. In addition to HealthEMS application support, Paramedics Plus will staff an Information Technology team in Alameda County.

3.1.12 Potential for integration with hospital information systems

HealthEMS provides the hospital Emergency Department and other facilities, as determined by Alameda County, access and the ability to print ePCRs and reports based on “Facility Rights”. xChangER is a Java application that can be installed on as many computers as necessary allowing for multiple configurations per hospital setting based on the varying needs of each floor or unit of the receiving facility. Information viewed is logged and recorded for reporting. Additionally, receiving facilities can add comments and hospital information through xChangER: bed #, registration #, bed assign and transfer time, and assumed care name.

Prehospital data from the mobile hardware device can be made available to the receiving facility either during creation of the call or when the call is finalized supporting continuity of care from transporting agency to receiving facility. The hospital/receiving department can view, in real time, HealthEMS ePCR data with functionality to integrate prehospital data with its own ED medical record.

xChangER supports the "paperless" medical record, supporting wireless transfer of data from the ambulance to the hospital supporting overall improvement in care provided to the patient. The hospital is able to import the data in XML format.

3.1.13 Back-end data querying, report writing, raw data access

HealthEMS has the capability to export data in several different formats and various billing software formats for import into other applications, for state/regulatory reporting requirements, and QA/CQI or research purposes. HealthEMS builds the required data file using appropriate fields/values extracted from the HealthEMS database and exports the completed file to the local workstation’s hard drive. Unlimited reports can be generated from the exported data and raw data so reports can be customized for Alameda County EMS use. The file can be transferred within the networked environment or outside the network through established data transfer protocols. The solution has the ability to send/export data to external warehouses.
or other repositories for indexing and reporting purposes, and will be able to replicate data back to a County of Alameda on-premises owned server.

3.1.14 An effective, validated process to evaluate retention of PCRs

HealthEMS will store both ePCR and CAD times and either can be chosen as the basis for running reports and analysis. When the CAD data is imported to the HealthEMS solution, a comparison is made of the fields named above to match ePCRs with specific CAD records. This matching process is done electronically (CAD vs ePCR) and “dashboard” items are displayed when there is no CAD record matched to the ePCR. HealthEMS Daily QA Process reporting also includes, for example, a “CAD Without ePCR” report. Sansio is an integration expert, and can successfully integrate with any CAD system.

3.2 If, in the opinion of the County, the product described in 3.1 is superior to the system currently in use, the Contractor would be expected to provide this system to all EMS responders at no cost to these agencies.

Paramedics Plus acknowledges and accepts Section I3.2.

3.3 If, however, the product described is not acceptable to the County, Contractor shall work with the County to develop a system that provides the characteristics required to monitor a system as large and complex as Alameda County. Again, the product developed shall be offered as above in 3.2.

Paramedics Plus acknowledges and accepts Section 3.3.
4. Health Status Improvement And Community Education

The County desires that its Contractor take significant steps to improve prevention and system access through community education programs provided to the school system and community groups.

4.1 Contractor shall collaborate with Alameda County EMS and the Public Health Department to develop and facilitate EMT training programs, internships and related opportunities for Alameda County residents from racial/ethnic and income groups that are underrepresented among health/emergency medical professions.

Paramedics Plus will meet or exceed this expectation by implementing a planned, multifaceted process to attract, recruit and train EMTs from underrepresented populations. First, recruiting personnel and the EMS Education staff will partner with local school districts and community colleges to develop a “pre-EMS” study track to generate interest in EMS as a career. Our consultants in diversity planning, Biddle Consulting Group (BCG) of Northern California, will advise Paramedics Plus on the setup and implementation of a positive mentoring program that includes target outreach to disadvantaged communities of all race/ethnic neighborhoods.

Secondly, Paramedics Plus will establish its own in-house EMT training program where students age 20 or over can participate in a work/study program, earning full-time wages, while progressing toward the National Registry and County certifications for EMT-1.

Complying with the provisions of California law, including Proposition 209, the Paramedics Plus staff will extend educational and employment opportunities primarily in areas that have been historically underrepresented without regard to any individual applicant’s race, color or creed.

Paramedics Plus and its parent organization ETMC RHS have been successful in recruiting underrepresented populations in other systems through a variety of approaches including focused recruiting, work/study programs and scholarships.
The addition of an EMT recruiter in one operation and an in-house EMT program combined with creative promotional approaches, including social networking sites, resulted in a net increase in ethnic minority representation and diversification in the workforce. Thirty non-EMS certified candidates have been recruited, trained and deployed as field EMTs and communications personnel in one system over the past two years.

As an additional measure to increase our employees’ ability to understand, relate and communicate with diverse populations, Paramedics Plus will offer specialized Spanish-for-EMS classes on an annual basis. In further recognition of the growing Hispanic and Asian population in Alameda County, Paramedics Plus will offer a pay stipend for employees in accordance with the existing Collective Bargaining Agreement, Article 15, Section 15.7.

**4.2 Contractor shall annually plan and implement a definitive community education program.**

Paramedics Plus will employ a range of techniques and approaches to influence the public’s perception of the EMS system and educate the community. A website will be created and maintained with links to continuously updated audio/video files on various emergency health topics such as “Calling 911,” “What to Expect When the Ambulance Arrives,” and “How Do I Become a Paramedic?” A speakers’ bureau will be organized to provide speakers on health related topics to community organizations such as Lions or Elks Clubs. Paramedics Plus will partner with local public-access and cable channels in the EOA to prevent information on various health-related and emergency topics. Upon award of the contract, Paramedics Plus will seek appointment as an American Heart Association Training Center in Alameda County. This will allow us to provide layperson CPR training conducted by Paramedics Plus field staff under supervision of the Education Department.

* **AED Distribution and Registry**

Paramedics Plus will proudly participate in and support the County Public Access Defibrillation Program. The purchase of 10 AEDs is budgeted each year to support this program.

* **CPR Training**

Paramedics Plus has experience in supporting a successful community CPR effort. In one Paramedics Plus system, the Citizen CPR program has provided CPR training to nearly 30,000 individuals through custom certification classes, free community events, school-based instruction and more. Paramedics Plus will offer free CPR classes to the public at least once a month and encourage family members of heart attack patients transported by EMS to attend free classes. More details on these programs are included in Section D 2.7 Results.

* **EMS Week & Public Education**

Paramedics Plus is deeply committed to EMS Week, not only to recognize the EMS caregivers and our employees, but also as an avenue for outreach educational opportunities. Paramedics Plus
will use the EMS Week platform to conduct public education activities on a variety of topics which may include stroke recognition and prevention, fall prevention for elderly citizens, heart attack warning signs, pool safety and child playground safety. Paramedics Plus will collaborate with the County EMS, the Public Health Department, area Fire Departments, and other stakeholders to identify and target the most appropriate topics.

4.3 Contractor shall annually undertake at least one project that shall demonstrably improve the health status in the community.

Paramedics Plus will implement a successful child passenger safety program (CPS) in Alameda County. Paramedics Plus will utilize our ETMC 501c3 organization to obtain donations from private foundations for the purpose of purchasing car seats. Our previous experience and National Highway Traffic Safety Administration recommendations show that convertible seats are cost efficient and safe for children from five pounds to 40 pounds while booster seats are safe and appropriate for children from 40 pounds to 80 pounds. We propose to utilize our expertise in writing grants to secure funding for a minimum of 40 new car seats each month. Appointments will be made throughout the month for families in need. The appropriate seat will be provided and parents will be instructed in the correct installation of seats.

A minimum of two members of the education staff will earn National Child Passenger Certification through the National Highway Safety Administration’s curriculum. Within 18 months of contract start, one member of the Paramedics Plus staff will earn instructor status in the National Child Passenger Certification Program and will begin offering a two-hour introductory CPS course as part of the orientation process for all new field employees.

Paramedics Plus will enlist the assistance of County stakeholders as well as Biddle Consulting Group, to assure the child passenger safety program researches disadvantaged communities and neighborhoods of all race and ethnicity.

Paramedics Plus has a proven track record of success in community health programs. When Paramedics Plus assumed the contract for the emergency 911 services in one operation, it began looking for an injury prevention program that was measureable and would make a significant impact in improving the health status of the communities served. Through consultation with the Injury Prevention Division of the State Department of Health, child passenger safety was selected as the primary health status improvement project.

While Paramedics Plus was certainly not the only group working to improve child passenger safety in the state, statewide numbers showed a sharp increase in child restraint use over the grant period. Prior to the start of the program in 1999, the statewide usage of car seats was 62.5%. In 2009, the percentage had increased to 86.3%. More than 17,450 seats were installed since the program began with 1,570 installed last grant year. In addition to the 16 events held during the year, 292 appointments were made for parents, grandparents, and caregivers.
Community partnerships also supported the program with the Latino Agency providing translation services while a Paramedics Plus instructor participated in Latino Agency child passenger safety events. The local police department participated in the regular car seat events which attracted scores of lower income families, many of which were from underrepresented populations.

A member of the Paramedics Plus team wrote a successful grant application which led to funding of more than one million dollars for the nine year project. Grant funding covered the cost of training for employees, overtime pay for hourly employees who helped staff the event, cost of car seats, and administration of the project.

In addition to the child passenger safety program, Paramedics Plus has extensive experience in facilitating the “Shattered Dreams” program. This program is a two-day, school-based program that promotes responsible decision-making among high school students regarding underage drinking and impaired driving (driving after drinking or riding with a drinking driver) by showing them how irresponsible choices can end all dreams. The "Shattered Dreams" program involves the dramatization of an alcohol-related crash on or near a high school campus, complete with police and EMS response, emergency room treatment, family notifications, and the arrest and booking of the driver. The crash scene drama is played out before the student body during a school day.

Throughout the day other elements of the "docudrama" unfold. To give students a better understanding of the number of D.W.I. related deaths, an individual dressed as the "Grim Reaper" appears periodically throughout the school day to select a new victim. The next morning a wrap-up assembly features those who played roles in the previous day's drama, including the "crash" victims, the drunk driver, their parents, and participating law enforcement and medical personnel. Impact statements from community members whose lives have been affected by teenage alcohol use and drunk driving bring closure to the program. Paramedics Plus works closely with school administration and teachers during the extensive planning for one of these events, and can assist with obtaining community donations.
Paramedics Plus will report to Alameda County EMS on the number of appointments made, car seats provided and car seats installed, and the number of employees trained in child passenger safety.

Paramedics Plus will also seek the advice of its diversity planning consultants, Biddle Consulting Group, in assuring diversity factor measurement. All health status improvement projects undertaken in Alameda County will be featured on our website, including comparative statistics, and made available to the County for inclusion on its website or other media as the County sees fit.

4.3.2 Contractor is to use its best efforts to obtain external grant funding for health status improvement projects.

As mention in the section above, Paramedics Plus has considerable expertise in grant writing having successfully obtained large-scale grants for such projects. Detailed project plans including pre-project analysis, inventory projection, strategic items and accountability and monitoring issues will be submitted to the County for approval and refinement prior to implementation. Funding sources from Federal, State agencies and private foundations will be explored.
5. Support of Local EMS Training Activities

The County EMS system is comprised of multiple individuals and agencies. The County expects the Contractor to collaborate and work with these system stakeholders in improving service, clinical care, and system performance.

Paramedics Plus will work collaboratively with First Response and other key stakeholders, including physicians, nurses, and other groups of paramedics and EMT’s including our own employees, to develop a common framework for continuing education for Alameda County, making available continuing education programs to fire department personnel, non-911 system ambulance providers and other health care providers. This framework will include specific attributes derived from NHTSA’s Education Agenda for the Future: A Systems Approach including:

- An educational system which is guided by patient care needs, which is educationally sound and politically feasible, will be provided.
- Components of the education system will be clearly articulated, with a lucid definition of their interrelationships.
- The responsibility and time frames for updating each of the system components will be clearly delineated.
- The methods for providing input and participating in the outcome of each component will be clearly defined with an established role for providers, administrators, physicians, regulators, educators, and others.
- The ongoing system evolution will be guided by local system needs, by scientific and educational research and principles of quality improvement.

This common framework will support the creation of a collaborative catalogue and educational mechanisms and methodologies for educational offerings that are based on system needs, patient-centered, medically accurate, professionally relevant and timely.

Further, this effort will provide education that is reliable and consistently reproducible to all participants who work to meet the needs of the sick and injured in Alameda County.

5.1 The Contractor will offer educational opportunities for EMT students to ride and observe on the Contractor’s ambulances. The Contractor will provide preceptors and internships for paramedic students enrolled in community colleges and private training programs located in Alameda County.

Paramedics Plus actively seeks to bring new caregivers into the system by providing educational opportunities for EMT students to ride and observe on ambulances in all of our systems. Paramedics Plus will create and implement such a process for Alameda County and will provide preceptors and internships to support these activities. At each Paramedics Plus operation, Paramedics Plus works with local institutions to coordinate similar field training experiences. The specific arrangements for these shared educational experiences vary based on the local community’s needs.
Because of the national reputation Paramedics Plus has earned for high quality prehospital care, our systems are frequently asked to host students, including those from out-of-state, for field training. Educational programs from around the nation appreciate the value of offering their students the unique and robust training exposure provided in Paramedics Plus operations. All Paramedics Plus operations host students from both local and out-of-state organizations. The chart below lists a sample of the national programs that contract with Paramedics Plus for field training. Contact information is provided for the reviewers’ convenience. Paramedics Plus is proud to be fully engaged locally as well as nationally in EMS education.

### Sample List of Educational Programs Supported through Clinical Contracts with Paramedics Plus Operations

<table>
<thead>
<tr>
<th>College</th>
<th>Contact</th>
<th>Number</th>
<th>St</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCLA Prehospital School of Medicine</td>
<td>Heather Davis</td>
<td>(310) 267-5959</td>
<td>CA</td>
</tr>
<tr>
<td>EMSTA College</td>
<td>Rick Foehr</td>
<td>(619) 593-6782</td>
<td>CA</td>
</tr>
<tr>
<td>F-M Ambulance Paramedic School</td>
<td>Jodi Holston</td>
<td>(701) 364-1753</td>
<td>ND</td>
</tr>
<tr>
<td>Laramie County Community College</td>
<td>Patrick Currie</td>
<td>(307) 778-1149</td>
<td>WY</td>
</tr>
<tr>
<td>BYU Idaho</td>
<td>John Lewis</td>
<td>(208) 496-1244</td>
<td>ID</td>
</tr>
<tr>
<td>Colorado Mountain College</td>
<td>Liz Owen</td>
<td>(970) 481-9044</td>
<td>CO</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>Lori Hartley</td>
<td>(319) 356-4057</td>
<td>IO</td>
</tr>
<tr>
<td>Mass Bay Community College</td>
<td>Brian Urato</td>
<td>(978) 270-4034</td>
<td>MA</td>
</tr>
<tr>
<td>University of Alaska</td>
<td>Chuck Kuhns</td>
<td>(907) 455-2899</td>
<td>AL</td>
</tr>
<tr>
<td>Barton Community College</td>
<td>Tom Shuler</td>
<td>(620) 793-9308</td>
<td>KS</td>
</tr>
</tbody>
</table>

5.2 Proposers shall describe how they intend to support EMS training programs within the County and how they can facilitate ride-along and internship experiences.

In research and discussions Paramedics Plus has learned from local EMS system leaders and other key stakeholders that many of local fire departments and others are interested in creating and participating in a continuing education consortium for all continuing medical education.

Paramedics Plus will establish and financially support a local infrastructure to establish a continuing education consortium. While further research, discussion and collaboration are necessary to clarify specifics of this consortium, the outcome would be simply this: all licensed providers working either for Paramedics Plus or system First Responders will benefit from collaboratively developed, produced and deployed education based on local system requirements, and initiatives. Paramedics Plus will commit the following support to establish and operate this consortium at no additional cost to participants:

- Ninth Brain access to all system providers with department specific branding
- Accurate record keeping for continuing education and system credentials
- On-site training for system providers
- Access to online education and other distributive learning mechanisms
- System certified and credentialed education coordinators and instructors
Provisions to collaboratively develop educational content that is relevant to Paramedics Plus and our Fire Responder colleagues and compliant with Alameda County requirements.

A CQI program for the continuing education consortium to support ongoing refinement and improvement.

Paramedics Plus actively participates in the primary education for EMT’s and paramedics throughout its systems. We know that the number of clinical sites is declining with rising concerns in regard to site availability and liability issues. Paramedics Plus will work with local primary education providers to identify supporting roles we may play to support these important community assets. While we have excellent examples of this commitment in other systems, the local needs of the education community and our commitment to high quality education are dominating principles. All Paramedics Plus operations support local EMT and paramedic primary education through:

- Donation of instructor and guest lecturer time
- Donation of supplies and hard equipment
- Clinical rotation support with preceptors and promoting internships at no cost to educational facilities or students
- Participation on educational advisory boards
- Participation in accreditation reviews
- Scholarship programs for non-employees
- Scholarship programs for employees

In many cases Paramedics Plus works collaboratively with local colleges and universities to create courses and programs that are financially and instructionally supported by Paramedics Plus with administrative and quality assurance activities supported by the college or university. This unique partnership between academia and industry promotes a solid clinical education based on the National Curriculum with complements of current local system trends and real world experience.

Although the specifics change from community to community, the end result is an educational experience which provides synergistic benefits to the patient, the community and the student. This partnership will also benefit Alameda County EMS and Paramedics Plus in other ways by creating a lasting and reliable mitigation strategy to counter the ongoing and evolving problem of nationwide EMS personnel shortages.

In addition to supporting existing EMT and paramedic programs, Paramedics Plus will establish an in-house EMT training program focused on attracting and training underserved and non-traditional EMT applicants in Alameda County. This work/study program will allow motivated students to attend classes and work each week for Paramedics Plus. EMT students will be paid for school attendance as well as work and the cost of training will be borne entirely by Paramedics Plus. EMT students will work in non-patient contact areas until successful completion of course work and clinical requirements.
6. Participation in EMS System Development

The County anticipates further development of its EMS system and regional efforts to enhance disaster and mutual-aid response. The County requires that its Contractor(s) actively participate and assist in EMS activities, committee meetings and work groups.

Paramedics Plus is committed to supporting EMS system development in Alameda County. We recognize EMS system development as a uniquely local effort which requires careful analysis and cooperation with stakeholders. As detailed in the Clinical Innovation section, Paramedics Plus has been actively engaged in improvements in EMS systems in other operations across the country. In all cases, the willingness of Paramedics Plus field crews and supervisors to embrace change is essential to success.

In the Clinical Quality Improvement Section in this proposal Paramedics Plus also details its preference for a CQI process that engages all components of the EMS system. We will work with the County EMS Medical Director, the Paramedics Plus Medical Director, Leadership Team and our partners in dispatch and First Response to establish an open, fact-based and positive approach to CQI. We are committed to developing a Continuing Education program which supports CQI findings, is of high quality and convenient for both transport and First Response. Considerable resources will be committed to providing Continuing Education in a variety of formats and in multiple locations.

Our plans in regard to disaster planning are also detailed in Section D 2.6.3 and Section I 9 but the premise for all planning is to engage stakeholders and partners throughout the County in conducting a hazard vulnerability analysis, assess resources and gaps, acquire or obtain access to necessary equipment, empower and train management and field crews for response, and practice exercises and drills for thorough preparation.

Paramedics plus will also provide leadership in medical system coordination before and after a mass casualty incident by employing a dedicated full-time individual to act as a preparedness and response liaison between public health, First Response agencies, and the medical community. The Medical Response Coordinator will act as a primary point of contact for medical system preparedness and will assist the two Alameda County MMRS jurisdictions (Oakland and Fremont) in accomplishing the goals of MMRS and UASI joint planning and preparedness.

One area that Paramedics Plus will work to improve is the electronic data transfer of prehospital patient care reports directly into the hospitals’ data system. While many systems have implemented electronic patient care reporting systems, the transfer of data into a hospital is a new process but one which has our commitment. We will partner with stakeholders in area hospitals on the design and development of interfaces between hospital and ambulance software systems.
The development of mid-level supervision is the foundation of a strong EMS system. Paramedics Plus has partnered with a national consulting and education firm to provide a national conference targeting mid-level supervision. This “Beyond the Streets” conference was the inaugural conference of its type, a resounding success, and has since been held in other locations around the Country. Paramedics Plus will sponsor a conference of this type in Alameda to promote growth within mid-level leadership.

Paramedics Plus also partnered in bringing the “Pinnacle: EMS Leadership and Management Conference” to St Petersburg, Florida three times since 2004. In 2009, Paramedics Plus Sunstar Pinellas County operations received the “Pinnacle Award for Excellence” for its commitment to quality and leadership.

Paramedics Plus will strategically partner to bring these types of conferences to Alameda County. This type of event will not only provide unmatched training and networking opportunities for EMS professionals, but also bring economic growth to Alameda County.
7. Customer Feedback Surveys

At least annually, Contractor will conduct a statistically significant customer feedback survey and provide results to County.

Paramedics Plus will meet or exceed this requirement conducting a statistically significant customer feedback survey monthly and providing the results to the County. At the County’s option, this survey will include questions regarding fire first responder services.

Paramedics Plus will utilize a professional resource, with a national reputation in healthcare research, to conduct patient surveys. A statistically significant sample of patients will be surveyed to determine patient perceptions of the EMS experience. The data gathered for Paramedics Plus will serve a number of purposes. Survey results will provide both Paramedics Plus and the County a valid “snapshot” measure of patient perceptions at any given point in time. Results will also allow the Alameda County operation to be benchmarked against satisfaction scores of other healthcare providers and lastly, the data will allow Paramedics Plus to determine the specific aspects of patient care that are most important to Alameda County patients.

The survey will be developed with input from Alameda County EMS and additional items will be included at the County’s request. Potential elements to be surveyed follow:

- Staff’s knowledge and skill
- Staff’s instructions or explanations
- Staff’s courtesy and attitude
- Staff’s explanations about any medications
- Staff’s management of patient pain
- Staff’s respect for the patient’s racial or cultural background
- Teamwork between emergency medical personnel
- Timeliness of response
- Perceptions of safety
- Perceptions of quality of care of the destination facility
- Likelihood of recommending EMS agency
- Overall quality of care provided
- Suggestions for possible improvements

Paramedics Plus has significant experience and success in this area. Survey methodology varies by operations and while some use a telephone survey conducted by an outside source, another sends mail surveys developed through focus group interviews with former patients. Regardless of the methodology used, results are summarized and provided to the local oversight agency and shared with employees through newsletters, team meetings, continuing education classes and scorecards.
8. Accreditation

Within eighteen months of the beginning of the Term of the Agreement, the Contractor will attain Accreditation as an ALS Ambulance Service through the Commission on the Accreditation of Ambulance Services (CAAS) or comparable organization.

Paramedics Plus commits to Alameda County EMS to attain accreditation by the Commission on Accreditation of Ambulance Services (CAAS) within eighteen months of beginning service. Paramedics Plus is very knowledgeable of CAAS requirements and processes. Its Pinellas County, Florida operation earned re-accreditation in 2006 and 2009 since becoming a Paramedics Plus system in 2004. The Indiana operation was reaccredited by CAAS in December 2009 just six months after Paramedics Plus assumed the contract. Applications from Oklahoma and ETMC-EMS are in progress.

As further evidence of Paramedics Plus’ commitment to standards and accreditation, Sunstar Paramedics in Pinellas County is one of only two ambulance services in the world to hold accreditation from all three of the top accrediting agencies: CAAS, the Commission on Accreditation of Medical Transportation Systems and Accredited Center of Excellence by the National Academies of Emergency Dispatch. In addition, the Oklahoma operation is also accredited as a Center of Excellence by the National Academies of Emergency Dispatch.

Paramedics Plus Chief Operating Officer in Florida, Mark Postma, is the immediate past Chairman of the Board of CAAS and has served on the Board of Directors of the Commission for more than nine years. Paramedics Plus employees experienced in the accreditation requirements and process will be available to support the Alameda County operation in its pursuit of CAAS accreditation.
SECTION I: COMMITMENT TO EMS SYSTEM AND COMMUNITY

9. Disaster Assistance and Response

9.1 Multi-casualty/Disaster Response—Contractor shall cooperate with County in rendering emergency assistance during a declared or an undeclared disaster, or in multi-victim response as identified in the County plans.

Paramedics Plus will cooperate in a strong partnership with Alameda County agencies by providing emergency assistance during a declared or undeclared disaster, multi-victim response, or public health emergency. Paramedics Plus personnel will be trained to follow the Alameda County Mass Casualty Incident Plan.

Paramedics Plus will also provide leadership in medical system coordination before and after a mass casualty incident. Paramedics Plus will provide a dedicated full-time position to act as a preparedness and response liaison between public health, first response agencies, and the medical community. The Medical Response Coordinator will attend meetings, coordinate planning, and act as a primary point of contact for medical system preparedness. He or she will assist the two Alameda County MMRS jurisdictions (Oakland and Fremont) in accomplishing the goals of MMRS and UASI joint planning and preparedness. The liaison will also assist in preplanning of mass gathering events, special needs shelters and public health response initiatives. During a mass casualty incident or public health emergency, Paramedics Plus will provide a supervisor not only to the scene and the EOC, but will also provide this liaison as a valuable partner to assist the Medical Health Operational Area Coordinator.

Paramedics Plus has found that a dedicated position, unencumbered by other position duties, can provide the time, energy and focus needed to perform the activities of coordination involved during a large medical and public health response. The selected individual will be from the Alameda County area and be familiar with unique local challenges, yet able to tap into other Paramedics Plus operations to obtain knowledge and insight from the experience of those systems.

Paramedics Plus believes that EMS and public health form a unique nexus in the realm of disaster preparedness. The EMS system is a critical element of the medical system that frequently interacts with other providers who specialize in caring for individual patients. Public health tends to focus on activities toward the health of entire populations and groups of people. Although both of these disciplines work to benefit the overall health of a community, their respective activities often exist in different planes. Paramedics Plus will act as an intermediary between these two disciplines whenever possible. Paramedics Plus will provide a conduit for providing public health information to the medical community and emphasize its role as a public health agent through infectious disease prevention activities, offering run and dispatch data for syndromic surveillance, and providing support to mass prophylaxis dispensing sites where indicated. In Alameda County, Paramedics Plus will offer a robust operational response capability,
regional response planning, public health integration, and medical system coordination.

9.2 In the event the County declares a disaster within the County:

9.2.1 Contractor will assign a Field or Dispatch Manager/Supervisor to deploy to the Operations Area, Emergency Operations Center-Medical Health Branch (when activated) as a liaison, working closely with the Medical Health Operational Area Coordinator (MHOAC).

During a mass casualty incident or public health emergency, Paramedics Plus will provide a supervisor not only to the scene and the EOC, but will also provide this liaison as a valuable partner to assist the Medical Health Operational Area Coordinator.

9.2.2 In the event the County directs Contractor to respond to a disaster in a neighboring jurisdiction, normal operations may be suspended. Contractor shall use best efforts to maintain primary emergency services and may suspend non-emergency services as required.

As described in the Continuity of Business Plans section D 2.6.3, Paramedics Plus has successfully responded to disasters in a variety of situations both involving its own service areas and neighboring jurisdictions. We will use our best efforts to maintain primary emergency services in all situations.

9.2.3 Contractor shall follow the County’s disaster plan, and submit an Emergency Operation Plan for response and recovery in the event of a disaster to the EMS Director for review.

Paramedics Plus will develop an internal Emergency Operations Plan (EOP) for response and recovery based on the Alameda County Plan and the Alameda County EMS Handbook. The EOP will be provided to Alameda County EMS for review within one year of assuming the contract. This EOP will contain specific information on disaster response for Paramedics Plus personnel to include the following categories: notification, call-down procedures, NIMS, mass casualty response, public health emergencies, hazardous response, CBRNE response, mass gathering events, standby operations, regional response, and recovery. The preparedness and response liaison will be responsible for the development of the EOP to ensure Paramedics Plus procedures are integrated with procedures from our key response partners.

9.3.1 Disaster Response Notification—Contractor shall develop a plan to immediate recall personnel during multi-casualty or widespread disaster. This plan shall include the capability to recall off-duty personnel.

Paramedics Plus will ensure the capability exists to immediately notify all personnel of a mass casualty incident, including those who are off duty. This recall capability will be exercised twice annually. A recall plan will be provided to the county within six months of contract award.

9.3.2 Disaster Response Vehicle/Equipment—Contractor shall house, maintain, manage, and staff the Emergency Medical Services Authority (EMSA) state issued Disaster Ambulance Support Unit. This vehicle shall not be in ambulance used in day-to-day operation.

Paramedics Plus will house, maintain, manage,
and staff the EMSA Disaster Ambulance Support Unit for both Alameda County responses as well as state-requested responses here the unit will accompany and support the Ambulance Strike Team. Paramedics Plus will also maintain and deploy the two County mass casualty trailers and will provide an additional two trailers to further augment mass casualty response in the County.

9.3.3 Incident Notification—Contractor shall have a mechanism in place to communicate current field information to appropriate County staff during multi-casualties, disaster response, hazardous materials incidents and other unusual occurrences.

Once Paramedics Plus personnel become aware of a potential or actual mass casualty, hazardous materials, or terrorist incident, a series of notifications will be made. These notifications will include public health authorities, key county staff, applicable partner agencies and organizations, and the hospital system as indicated by the nature of the incident.

9.3.4 Ambulance Strike Team—The Contractor will insure that an Ambulance Strike Team is available to contribute to disaster requests from ESMA.

Paramedics Plus recognizes that resources from Alameda County may be requested by EMSA to respond to a jurisdiction outside the County and will ensure that the capability exists to mobilize and respond an Ambulance Strike Team and DASU to any disaster in the state of California. The Strike Team will be staffed by personnel trained by an EMSA approved trainer. Paramedics Plus will also help ensure adequate service levels are maintained in the EOA by back-filling additional units with off-duty and management personnel should such a request be received.

9.3.5 Interagency Training for Exercises/Drills—County expects Contractor to participate in County-sanctioned exercises and disaster drills and other interagency training in preparation for this type of response.

Paramedics Plus feels that mass casualty exercises and drills should have an adequate number of committed resources rather than minimal commitment. In support, Paramedics Plus will assemble a planning and development team from multiple agencies and disciplines to plan and execute an annual County-wide disaster exercise. With team support for the planning, execution, and hot-wash of the exercise, the process will be documented to identify best practices and deficiencies. An iterative process, results will be used in the development of the next exercise to ensure improvement in overall response capabilities for Alameda County. Paramedics Plus will provide eight units and two supervisors for annual exercise. Eight committed units will be available for a minimum of four hours per exercise.

9.3.6 At a multi-victim scene, Contractor’s personnel shall perform in accordance with appropriate County multi-victim response plan and within Incident Command System (ICS).

Paramedics Plus will manage the response to a mass casualty incident based upon the County mass casualty plan, the current EMS Field
and the California Standardized Emergency Management System (SEMS). This will include the use of START triage, the initial patient destination plan, and effective resource management by command personnel. All personnel will be trained on the ICS functions of the Medical Branch and Triage, Treatment, and Transport Groups.
10. Mutual Aid Requirements

10.1 State or Federal mutual aid requests

Contractor shall respond to requests for mutual aid made by the State or Federal government as part of a state/federal response system, if directed by the EMS Director.

Paramedics Plus will respond to all State and Federal mutual aid requests as a part of its commitment to the overall delivery of service. Paramedics Plus believes it is its responsibility to be a part of the emergency response system. As a component of our commitment, we will train all employees in accordance with the National Incident Management System (NIMS) to the appropriate level within the organization. All Supervisors will receive training as Ambulance Strike Team and Task Force Leaders to ensure that Paramedics Plus is prepared to respond to any incident as needed.

10.2 In-County mutual aid requests

Contractor shall respond to mutual aid requests from other Alameda County agencies for response within County according to prior written agreements with those agencies. Contractor shall maintain and document:

10.2.1 The number and nature of internal mutual aid responses it makes into areas not a part of the EOA; and,

10.2.2 The number and nature of mutual aid responses made by other agencies to calls originating within the Contractor’s EOA.

All mutual aid requests from within Alameda County, regardless of inclusion in the EOA, will receive an appropriate response. It is the role of Paramedics Plus to support the EMS system of Alameda County with all available resources. Paramedics Plus has a sophisticated, advanced process for monitoring system status and we are committed to providing enough resources within the system to maintain adequate ambulance levels and provide mutual aid capabilities.

Paramedics Plus will submit monthly reports on mutual aid activities to include both responses that Paramedics Plus makes into non-EOA jurisdictions as well as any request made by Paramedics Plus for mutual aid assistance from areas within the EOA. Throughout all Paramedics Plus operations, mutual aid requests are minimal since staffed unit hours are adequate to cover system needs. For example, last year one large Paramedics Plus operation had 123,325 responses with zero requests for mutual aid.

10.3 Contractor shall not be held accountable for Emergency Response Time compliance for any mutual aid assignment originating outside the EOA and these calls will not be counted in the total number of calls used to determine compliance.

Paramedics Plus fully understands that Alameda County will not hold these requests to the Emergency Response Time compliance standards. For requests originating outside Alameda County, Paramedics Plus will provide estimated response times throughout the response and keep the requesting agency informed of our locations. While Paramedics Plus understands that we will not be held to the Emergency Response Time compliance standard for mutual aid originating outside the EOA, we will endeavor to meet the standard,
10.5 Stand-By Service – Contractor shall provide, at no charge to the County or requesting agency, stand-by services at the scene of an emergency incident within its emergency response area when directed by a County Dispatch Center upon request of a public safety agency.

Paramedics Plus is proud of its solid history of supporting Fire and Police agencies and is committed to provide medical stand-by and rehabilitation services for any incident requested by a County Dispatch Center. We will maintain appropriate rehabilitation supplies and equipment to meet the National Fire Protection Association Standard 1584: Standard on the Rehabilitation Process for Members during Emergency Operations and Training Exercises to include supplies and equipment for cooling, hydration, nutrition,
medical screening/monitoring, and shelter from the elements. Paramedics Plus will also purchase carbon monoxide detection poisoning devices to ensure the ability to monitor levels for firefighters and for victims of fire or carbon monoxide poisoning. We will partner with both Fire and Police agencies to participate in drafting policies and protocols to support rehabilitation processes for all agencies.

Paramedics Plus will partner with both Fire and Police agencies in the pre-planning for special events to ensure that a medical plan is in place. Paramedics Plus is familiar with and routinely drafts and implements Incident Action Plans for events as varied as professional sports venues and large water events. A Medical Response Coordinator will be part of the Paramedics Plus team and will assist with the development of these plans, which will include medical coverage for the site, use of specialized equipment, potential mass casualty response procedures, interagency integrations, and ensuring resource availability. Advanced planning reduces the potential impact on the EMS system if a situation were to arise at an event necessitating a large scale medical response.

10.6 Ambulance Service Assistance – Contractor, to the best of its ability, shall assist in servicing any other emergency response areas where the County Agreement for that response area has been suspended or terminated if requested to do so by the EMS Director.

In the event that Alameda County suspends or terminates an ambulance operating area within the County boundaries, Paramedics Plus will be prepared to rapidly deploy appropriate resources and oversight to ensure the emergency medical needs of that area are met at a level consistent with the high-quality and skilled providers provided to the rest of Alameda County’s EOA.

10.7 Expansion of EOA—If it becomes necessary to expand the Contractors EOA to include more cities in Zone 1 on a permanent basis, Contractor shall extend its services area at no cost to the City of County. Should this situation arise, a start-up plan will be negotiated and Contractor shall be entitled to bill and collect revenue from this service area.

Paramedics Plus agrees to this requirement.
11. Deployment Planning

Coverage plan modifications, throughout the term of the Agreement, including any changes in post locations, priorities or hour of day coverage levels, may be made at Contractor’s sole discretion, subject to EMS review and comment.

Paramedics Plus resource commitment and deployment strategies will allow the system to meet or exceed response time requirements established in this Request for Proposals. For the Alameda County Agreement, we will use the most sophisticated technology currently available in the EMS industry to continually fine tune the system for optimal performance.

The technology that Paramedics Plus will deploy is the MARVLIS (Mobile Area Routing & Vehicle Location Information System from Bradshaw Consulting Services). This technology monitors and recommends re-deployment of resources based on demand for services and geographical coverage needs and is fully described in Appendix 37. In Alameda County, we will utilize this advanced technology as a primary tool for real-time deployment of resources and will use traditional methods as back-up.

The MARVLIS technology will be implemented in the County Dispatch Center where it will combine demand data, AVL, CAD information, traffic congestion and vehicle status to provide a complete overview of the effectiveness of ambulance resource deployment. The operator is presented with a display of the hot spot map from Demand Monitor, overlaid with vehicle locations, vehicle status and coverage of each vehicle. Together, this information facilitates the efficient management of resources to assure that the high probability areas are covered by available vehicles while minimizing the need for constant vehicle move-ups.

Components of the coverage plans including the initial schedules and geographical deployment locations are included in Exhibit J Section 3 of this proposal. Typical System Status Plans, or SSPs, evolve with local experience and the shifting call patterns within the community. To that end, Paramedics Plus will continually adjust the SSP to optimize performance. Continued analysis, maintenance and fine-tuning of the SSP are essential components of our dedicated commitment to response time performance. Paramedics Plus will work closely with Alameda County EMS, our First Response partners, hospitals and community stakeholders to communicate changes to the SSP. In addition, review, and comment of SSP changes will be solicited from Alameda County EMS.

The two main components of the deployment plan are the analysis of the data provided by the County and creation of a SSP utilizing data analysis results. The seven-step process utilized by our Leadership Team in developing the deployment plan is provided below.

**Step 1: Alameda County Data Analysis**

Paramedics Plus will deploy the MARVLIS Demand Monitor to provide an historical geographic view of call demand. The system automatically queries the CAD system for a given
time period to produce a map of both incident locations and demand densities for each hour of every day. This system accounts for seasonality of Alameda County, dynamically monitoring demand allows for much quicker responses to changing demands as the seasonal volumes vary. This analysis will also be confirmed through the use of traditional demand analysis methodology. A typical demand analysis would include the review of the previous 20 weeks of historical 911 calls to create a 168-hour chart based on calls received into the County’s two primary PSAP centers. This 168-hour chart is used to develop call demand graphs illustrating the maximum number of calls received each hour of the day and each day of the week for the 20 weeks analyzed.

**Step 2: Geographical Analysis**

Once the 911 call demand pattern is determined, data is imported into the MARVLIS Deployment Planner which is used create a SSP that most efficiently covers the demand in Alameda County. Using the results from the Dynamic Demand Monitor to help visualize the areas of demand at a given time of day and day of week, the Deployment Planner allows the System Status Manager to place vehicles on

<table>
<thead>
<tr>
<th>Zone</th>
<th>Posting Location Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Zone</td>
<td>880 &amp; West A St (KB Petroleum)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Current Central Deployment Center</td>
</tr>
<tr>
<td>Central Zone</td>
<td>E 14th St &amp; Hesperian (76 Gas)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Grove Way &amp; Center (76 Gas Station)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Grove Way &amp; Foothill Blvd (Walgreens / Chevron)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Hwy 61 &amp; W 14th St (Chevron)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Jackson St &amp; Mission Blvd (McDonalds)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Mission Blvd &amp; Collette St (McDonalds / Walgreens)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>W Tennyson Rd &amp; Calaroga Ave (76 Gas Station)</td>
</tr>
<tr>
<td>Central Zone</td>
<td>Washington Ave &amp; Loyd Ave</td>
</tr>
<tr>
<td>East Zone</td>
<td>Airway Blvd &amp; 580 (7-11)</td>
</tr>
<tr>
<td>East Zone</td>
<td>Dublin Blvd &amp; Tassajara Rd (Shopping Center)</td>
</tr>
<tr>
<td>East Zone</td>
<td>Livermore 24 Hour Station</td>
</tr>
<tr>
<td>East Zone</td>
<td>Pleasanton 24 Hour Station</td>
</tr>
<tr>
<td>North Zone</td>
<td>10th St &amp; Clay St. (Various Shops)</td>
</tr>
<tr>
<td>North Zone</td>
<td>580 &amp; 98th Ave</td>
</tr>
<tr>
<td>North Zone</td>
<td>880 &amp; Hegenberger</td>
</tr>
<tr>
<td>North Zone</td>
<td>E 14th &amp; 42nd Ave (Burger King)</td>
</tr>
<tr>
<td>North Zone</td>
<td>E 14th St &amp; 98th Ave (McDonalds)</td>
</tr>
<tr>
<td>North Zone</td>
<td>E 31 St &amp; 14th Ave (Quickstop)</td>
</tr>
<tr>
<td>North Zone</td>
<td>Highland Hospital (Alameda County Medical Center)</td>
</tr>
<tr>
<td>North Zone</td>
<td>Mountain Blvd &amp; Village Square (76 Gas Station)</td>
</tr>
<tr>
<td>North Zone</td>
<td>San Pablo Ave &amp; W. ~MacArthur Blvd (Shopping Center)</td>
</tr>
<tr>
<td>North Zone</td>
<td>Seminary &amp; 580</td>
</tr>
<tr>
<td>North Zone</td>
<td>Telegraph Ave &amp; 55th St (Chevron)</td>
</tr>
<tr>
<td>North Zone</td>
<td>West Grand &amp; Broadway</td>
</tr>
<tr>
<td>South Zone</td>
<td>33503 Mission Blvd (Amani’s Center)</td>
</tr>
<tr>
<td>South Zone</td>
<td>Blacow &amp; Grimmer Blvd (Walgreens)</td>
</tr>
<tr>
<td>South Zone</td>
<td>Freemont Blvd &amp; Washington Blvd (Shopping Center)</td>
</tr>
<tr>
<td>South Zone</td>
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</tr>
<tr>
<td>South Zone</td>
<td>Fremont 24 Hour Station # 2</td>
</tr>
<tr>
<td>South Zone</td>
<td>Fremont Blvd &amp; Decoto Rd (7-11)</td>
</tr>
<tr>
<td>South Zone</td>
<td>Mission Blvd &amp; Niles Canyon (7-11)</td>
</tr>
<tr>
<td>South Zone</td>
<td>Mowry Ave &amp; Farwell Dr. (76 Gas Station)</td>
</tr>
<tr>
<td>South Zone</td>
<td>Union Landing Blvd &amp; Alvarado Niles Rd (76 Gas / Shopping Center)</td>
</tr>
</tbody>
</table>
the map and immediately see the area of coverage provided for the required response times. The System Status Manager can then move the vehicles around until the best coverage for a given level of units is reached.

**Step 3: Geographical Ambulance Deployment**

Once the call demand has been identified, a deployment plan is built in the MARVLIS Deployment Planner. In large EMS systems like Alameda County, call patterns shift by time of day and day of week. It is important that Paramedics Plus receive input from management, field employees, dispatch employees and Alameda County EMS. When determining appropriate posting locations.

**Step 4: Creation of Ambulance Work Schedules**

Once the first three steps are complete, field work schedules are developed. Paramedics Plus’s initial field schedule was developed using Zoll’s Resource Planner (formerly Quick Response Deployment Planner from ISERA) described in Appendix 50. Run data is analyzed using an average peak calculation to determine staffing levels that will allow us to meet and exceed the response time requirements specified in the Ambulance Service Agreement. Work schedules are enhanced with input from both management and field employees to ensure calls demands are adequately covered, adhere to the local collective bargaining agreement, accommodate employees’ needs, and minimize crew fatigue.

Based upon our analysis of the data, we plan to produce 255,840 ambulance unit hours during our first year. This number may expand or contract based upon call volume and superior performance. As part of our commitment to ensure seamless high performance during contract transition we will put additional unit hours on the street for the first four to six weeks of the new contract. Alameda posting maps are included in Appendix 49.

**Step 5: Completed Alameda County Deployment Plan**

As shown below, the Paramedics Plus deployment model calls for 4920 weekly ambulance unit hours to meet the specific demands of 911 calls within Alameda County. This model covers all four designated zones within the county. As 911 calls are generated throughout the day, the level of available ambulance resources shifts appropriately to ensure the best ambulance coverage.

Because our approach to developing and revising the model has been successful when combined with a management team that is focused on response time performance through daily PULSE meetings, Paramedics Plus plans to include both the six step SSP process and the PULSE meeting concept in Alameda County EMS District. Paramedics Plus is confident this tested approach will achieve response times requirements that meet and exceed those specified those within the RFP.

**Step 6: Plan Refinements**

Paramedics Plus is an industry leader in fine-tuning of the SSP. That expertise is evidenced by our ability to consistently meet response time standards in all our other contracts. We receive
frequent requests to share our knowledge at professional conferences and with individual systems struggling with response time performance. Over time, Paramedics Plus has developed a process which allows for improved iterations of our SSPs to achieve a high degree of response time reliability which directly benefits our patients and customers.

Using a version of Deming’s Cycle of performance improvement, Paramedics Plus applies Plan-Do-Check and Act to adjust and refine the system. The process our Leadership Team will use is provided here. We will work closely with the Alameda County EMS to keep it informed of changes to the SSP.

**PLAN**

- Assure the plan is being followed every day, all the time. Only a consistently followed plan can be accurately reviewed and refined.
- Obtain input for improvement opportunities (PULSE, MARVLIS, employee feedback, etc.)
- Identify root cases for plan failures.

**DO**

- Determine interventions, change in plan or processes to yield improvement.
- Correct all deviations from the plan including failures to make post-to-post moves in a timely manner, late shift starts, etc.
- Correct errors directly affecting response. Examples include: poor route selection by the crew, poor unit selection by the dispatcher, and communications problems.
- Correct the causes of wasted unit hours. Examples include: long drop times at hospitals, poor re-supply practices, vehicle failures, etc.

We monitor hospital drop times daily by crew, by system average, and by facility. Our key performance indicators (KPIs) track lost unit hours with a specific focus on administration, critical vehicle...
failure, late shift start, decontamination, out of service
due to equipment or maintenance, staffing, and
vehicle contacts.

**CHECK**
- Once the errors and deviations are corrected, re-test the plan for three-weeks.

**ACT**
- Continually evaluate the cause of every late run that occurs. Evaluate all possible contributing factors (call volume errors or deviations, etc.) and perform a matrix analysis of those causes. Prioritize the causes by frequency and ability to control, and then implement solutions to correct the causes. Some of those solutions may involve adjusting post priorities, altering the mix of posts used, reallocating unit hours, identifying new post locations, or adding unit hours.

This is one of the most important steps in the process and where we focus the greatest attention. Paramedics Plus employs an innovative approach to monitoring and improving the overall performance of the system. Our local teams meet each weekday in special meetings called PULSE, or Performance Utilization Late-call System Evaluation meetings.

The PULSE team is made up of Operations, Communications, Fleet, Materials, Scheduling and Education managers. During these daily meetings, the team analyzes the previous day’s performance including scheduling, special events, late call analysis, head count, lost unit hours, crews off late and overall performance. The team also looks ahead one week to consider available staffing compared to unit hour goals and current production. Matching of fleet and equipment availability with planned unit hours is also studied. PULSE meetings result in improved situational awareness for all departments, a daily renewed focus on the operational measures impacting system performance including a concentrated focus on response time performance and an exceptional working relationship between all departments. A typical PULSE meeting agenda is included in Appendix 51.

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**Table 1:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Pri 1 Trans.</th>
<th>Pri 1 Lates</th>
<th>Effective UHs</th>
<th>Produced UH Series11</th>
<th>Lost UH</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/16/2009</td>
<td>Pri 1 Trans.</td>
<td>Pri 1 Lates</td>
<td>Effective UHs</td>
<td>Produced UH Series11</td>
<td>Lost UH</td>
</tr>
<tr>
<td></td>
<td>Pri 1 Trans.</td>
<td>Pri 1 Lates</td>
<td>Effective UHs</td>
<td>Produced UH Series11</td>
<td>Lost UH</td>
</tr>
</tbody>
</table>

**Figure 1:**

[Graph showing data from Wednesday 12/16/2009]
Because our approach to developing and revising effective SSPs has been successful when combined with a management team that is focused on response time performance through daily PULSE meetings, Paramedics Plus plans to include the seven-step SSP development process, the P-D-C-A refinement process and the PULSE concept in Alameda County EOA. Paramedics Plus is confident this tested approach will achieve response times that meet or exceed those specified in the RFP.
12. Environmentally Friendly Business Practices

Alameda County is an environmentally responsible employer and seeks all practical opportunities for waste reduction and recycling. The County, therefore, encourages its Contractors to recycle appropriate materials offered by the waste disposal services in the area, and reduce waste volume and toxicity by using environmentally friendly packaging material whenever possible, and reuse appropriate items when possible. Also important is the proper disposal of toxic, flammable, bio-hazard and/or hazardous materials.

Paramedics Plus is dedicated to the Health, Safety, and Welfare (HSW) of the public. Because Paramedics Plus is committed to sustainability, our operations also support HSW. Key aspects include:

- Waste management
- Energy efficiency
- Water stewardship
- Environmentally Preferable Purchasing (EPP)
- Continual improvement

Paramedics Plus will designate a Leader in our operations in Alameda County that will champion the “green” initiatives. The Leader will track our environmental impacts, train employees regarding sustainability initiatives, coordinate with County sustainability programs, and facilitate measures for continual improvement. The Leader will be responsible for managing our environmental impacts with regard to building and fleet operations and to responsible purchasing.

- Building Operation: Paramedics Plus will search for a green building (office and garage) consistent with US Green Building Council (USGBC) LEED v3.0 Silver criteria. In particular, we will look for buildings that will perform 30 percent better than the baseline building performance rating per American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 90.1. In addition, we will avoid landscaping irrigation and utilize 20 percent less potable water than the indoor water use baseline calculated for the building per the Energy Policy Act of 1992.

- Fleet Operation: Paramedics Plus will provide all new, 2010 model year or later, low emission vehicles. The diesel vehicles proposed support the EPA National Clean Diesel Campaign for diesel emission reduction strategies and incorporate Best Available Control Technologies consistent with the California Air Resources Board Fleet Rule for Public Agencies and Utilities. While not compromising performance requirements (note, CARB Fleet Rule exempts emergency vehicles), vehicles are selected with consideration for fuel efficiency and emissions. In addition, Fleet operations will adopt an idle reduction policy, implement a preventative maintenance plan, and use the cleanest diesel fuel available (i.e. ultra-low sulfur diesel). Paramedics Plus has identified the Tahoe hybrid as the vehicle of choice for Supervisor units.

- Office Equipment and Supplies: Paramedics Plus will reduce, reuse, and recycle. Purchasing will be consistent with guidelines from the Responsible
Purchasing Network. Considerations in equipment purchasing will include EPA Energy Star and/or Electronic Product Environmental Assessment Tool (EPEAT) labeled. When possible, products will be recycled content and/or biobased. Recycling will be implemented to support the Alameda County goal of reducing waste going to landfills by 75 percent and coordinated with StopWaste.org as needed.

- Medical Equipment and Supplies: Paramedics Plus will implement an EPP program with an emphasis on the Precautionary Principle. Purchase, handle, and dispose of medical equipment and supplies consistent with the Alameda County Resolution Establishing a Policy on Persistent Bioaccumulative Toxins (PBTs) and with guidelines from Sustainable Hospitals and Health Care without Harm. In particular, purchasing should utilize the Guide to Choosing Safer Products and Chemicals from Health Care without Harm.

Paramedics Plus will support the Alameda County Climate Change Leadership Strategy. We will work with the County to track and reduce greenhouse gas (GHG) emissions. Paramedics Plus will calculate its GHG emissions with the World Business Council for Sustainable Development/World Resources Institute GHG Accounting Protocol Excel spreadsheet tools and in accordance with ISO 14064:1 2006 (Greenhouse gases-- Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals).

Paramedics Plus is aware of multiple initiatives in health care, construction and general industry for “Green” or “Environmentally Friendly” protocols. Although there is no program specific to Emergency Medical Services, the proposed Paramedics Plus operation in Alameda County is based on a holistic approach to sustainability and earth-friendly environmental practices. Alameda County has said that “creating a healthy environment for future generations requires action on a number of fronts.” Paramedics Plus would proudly and diligently serve Alameda County citizens in an environmentally appropriate and respectful manner with continual improvement and refinement of our sustainability efforts.
Please pass along my family’s heartfelt thanks to the Paramedics Plus crew who responded November 2, 2009 with Tulsa Fire Department to my grandmother’s home. Although she has had open heart surgery in the past along with other health problems, she is a very healthy 86-year-old. Your crew, along with Squad 23 from TFD, quickly recognized she was actively having a heart attack. They reacted quickly and appropriately and likely saved her life. She has since returned to her apartment and is enjoying life.

It is easy to complain when things don’t go right and more difficult to say thanks and good job.

—Scott Clark, Deputy Chief of Support Services, Tulsa Fire
SECTION I: COMMITMENT TO EMS SYSTEM AND COMMUNITY
A. FEDERAL HEALTHCARE PROGRAM COMPLIANCE PROVISIONS

Contractor shall comply with all applicable Federal laws, rules, and regulations for operation of its enterprise, ambulance services and those associated employees.

1. MEDICARE COMPLIANCE PROGRAM REQUIREMENTS

Contractor shall implement a comprehensive Compliance Program for all activities, particularly those related to documentation, claims processing, billing and collection processes. Contractor’s Compliance Program shall substantially comply with the current regulatory approach program outlined in the Office of Inspector General (OIG) Compliance Program Guidance for Ambulance Suppliers as published in the Federal Register on March 24, 2003 (03 FR 14255).

ETMC/Paramedics Plus is proud of its clean record of compliance with federal and state programs. Paramedics Plus will implement a compliance program specifically for the Alameda County contract that will address required components. In addition, Paramedics Plus will contract with the legal consulting firm of Werfel & Werfel, PLLC, nationally recognized as experts in Medicare compliance, to conduct an annual compliance audit. Paramedics Plus currently contracts with the firm in other operations.

2. HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT

Contractor is required to implement a comprehensive plan and develop the appropriate policies and procedures to comply with the provisions of the Health Insurance Portability and Accountability Act of 1996 and the current rules and regulations enacted by the Department of Health and Human Services. Contractor is responsible for all aspects of complying with these rules and particularly those enacted to protect the confidentiality of patient information. Any violations of HIPAA rules and regulations will be reported immediately to the County along with Contractor’s actions to mitigate the effect of such violations. The three major components of HIPAA include:

2.1 Standards for Privacy and Individually Identifiable Health Information

2.2 Health Insurance Reform: Security Standards

2.3 Health Insurance Reform: Standards for Electronic Transaction Sets and Code Standards

East Texas Medical Center Medical Regional Healthcare System (ETMCRHS) takes its responsibility for patient privacy very seriously and has established a corporate wide Privacy Office. The Privacy Office’s sole function is to ensure complete system-wide compliance with HIPAA and other privacy regulations. The Privacy Office has developed comprehensive HIPAA policies for all subsidiaries. Copies of these policies are included in Appendix 52. These policies are continually being
reviewed in light of developments in regulations and updated accordingly. Paramedics Plus will develop procedures specifically for Alameda County to ensure the protection of confidential patient information in accordance with these policies. In the unlikely event of violations, Paramedics Plus will notify the County of the incident and communicate actions to mitigate patient impact.

There are several important components of the overall privacy program to be extended to the Alameda County operation:

- Any vendor performing or assisting in performing any activity involving the use or disclosure of protected health information (PHI), or providing legal, accrediting, actuarial, accounting, consulting, data aggregation, management, administrative, or financial services is required to sign a Business Associate Agreement. The Privacy Office is the clearinghouse for all vendors required to sign Business Associate agreements and an online application has been developed for local completion of vendor information. The Privacy Office will complete the agreement based on this information, forward to the vendor, ensure that the agreement is returned, and maintain a central database of all Business Associates.

- All employees are required to complete a HIPAA training course. Employment is contingent on successfully passing the post-course examination. Additionally, employees are required to sign a Workforce Member Health Information Confidentiality Agreement which insures that employees understand the importance of their roles in maintaining patient confidentiality. See Appendix 56.

- HIPAA requires that healthcare providers maintain a record of all disclosures of PHI except those disclosures made for payment, treatment, and certain healthcare operations. The Privacy Office has developed a matrix to assist management and employees on the types of disclosures and requirements of each. This matrix is included in Appendix 53. The Privacy Office also maintains an online Disclosure Accounting Management System for tracking all disclosures throughout the system. By maintaining this information centrally, the Office can track trends or problems in particular areas and provide the necessary feedback and training to correct the problem.

- The Privacy Office also maintains a HIPAA website which all employees can access. The website includes all privacy policies, business associates list, additional privacy topics, and links to other privacy related sites. The website is monitored and updated as changes in regulations and requirements change.

- Privacy policies provide guidelines for the security of electronic private health information (EPHI) and the transmission of EPHI. Paramedics Plus will be compliant with all privacy requirements regarding the storage and transmission of EPHI.
B. STATE AND LOCAL REGULATIONS

COMPLIANCE PROVISIONS

Contractor shall comply with all applicable state and local laws, rules and regulations for businesses, ambulance services, and those associated with employees. Contractor shall also comply with County policies, procedures and protocols. Contractor is responsible for complying with all rules and regulations associated with providing services for recipients of and being reimbursed by state Medi-Cal and other state and federally funded programs.

ETMC and Paramedics Plus understand the importance of compliance with state and local regulations and fully commits to compliance. We have a long history not only of federal compliance, but also compliance with state and local laws, rules and regulations in the four states in which we operate. We will continue this practice to Alameda County by contracting with individuals with local experience for consultation and services.

C. CONTRACTOR REVENUE

The primary means of Contractor compensation is through fee-for-service reimbursement of patient charges. The County provides reimbursement for specified patients for whom it is responsible for under the California Medical Services Program.

1. PATIENT CHARGES

Contractor shall receive income from patient charges. Contractor shall comply with fee schedules and rates proposed in response to this RFP and negotiated with the County. The County has a bundled rate for allowable charges (See Exhibit G). Proposed patient charges should take into consideration the cost of providing care to indigent patients.

ETMC / Paramedics Plus will comply with the rates proposed as part of this RFP in Exhibit G. These rates take into consideration the cost of caring for indigent patients.

Based on the rates listed on Exhibit G and taking into account the minimum annual CPI adjustments allowable, we estimate that total patient charges over the five year term of the contract will be approximately $897,612,000. Using the same approach, we estimate that total patient charges over the five year term based on the existing County rates effective November 2009, and the rates approved to take effect November 2010 would be $918,902,000 and $964,847,000, respectively. This is a reduction in charges to the community over the five year period of $21,290,000 and $67,235,000, respectively.

2. FEE ADJUSTMENTS

EMS Director will approve annual increases to patient charges based on changes in the Consumer Price Index for All Urban Consumers, San Francisco-Oakland. Annual rate increases will be the greater of two and one-half percent (2.5%) or the increase of the (CPI) that will be capped at five percent (5%) for any given year.

In the event that changes occur within the County that substantially impact the Contractor’s costs of providing services, the Contractor may request and EMS Director may approve increases or decreases in charges to patients to mitigate the financial impact of such system financial changes,
subject to approval by the Alameda County Board of Supervisors (Board).

Paramedics Plus accepts the parameters for Fee Adjustments as written in the request for proposals.

3. BILLING / COLLECTION SERVICES

Contractor shall operate a billing and accounts receivable system that is well documented, easy to audit, and which minimizes the effort required of patients to recover from third party sources for which they may be eligible. Contract shall make no attempts to collect its fees at the time of service. For those patients receiving Medicare or Medi-Cal, the billing system shall electronically generate and submit Medicare and Medi-Cal claims.

Collection at time of service - At no time does Paramedics Plus ever attempt to collect from patients at the time of service. We pride ourselves in our patient-centric approach. Billing and collection, although necessary to support operations, take a backseat to patient care.

The billing system proposed by Paramedics Plus is configured to provide access to data at any point in the billing process, resulting in greater transparency and accountability. Billing and collection services are segmented into distinct processes from initial PCR Creation to Reporting, with each step guided by Account Management Teams. Every patient transport is “touched” during each phase of our process and always with the underlying goal of achieving maximum compliant reimbursement.

Billing Cycle Day 1-7: During this process transports are captured, coded, and audited for regulatory compliance PRIOR to initial billing to ensure “clean claims” are billed. Patient insurance and demographic sweeps are applied to identify coverage wherever it exists.

Billing Cycle Day 2-14: Claims are submitted electronically or on paper within 48 hours of receipt of complete information. Currently 75% of all claims are billed electronically, whether Medicare, Medi-Cal or commercial insurer. Charges will comply with the rates set and approved by the Board of Supervisors.

Billing Cycle Week 2-8: Payments are posted, and all patient and insurance correspondence is reviewed and accounts are updated within 24 hours of receipt to ensure that revenue is realized as efficiently as possible. All records are available for audit.

Billing Cycle Week 3-16: Accounts are resolved through secondary and tertiary payer billing within one week of primary payment, timely processing of refunds, and review of all payments received to ensure they are accurately applied. Finally, all aged accounts are proactively reviewed and worked through the appeals process as appropriate.

Reporting: Available 24/7/365 of the Billing Cycle: Our Business Intelligence reporting tools provide real-time access to all information entered into the billing system. Every PCR, patient account, call statistic, demographic resource, financial information, etc., is continuously available via any
internet-capable computer, which allows monitoring of every part of the billing process.

In addition, the billing system shall:

3.1 List all procedures and supplies employed on patient bills; however charges will comply with the rates set and approved by the Board of Supervisors.

Patient statements will list all procedures and supplies employed. Our charges will comply with the rates set and approved by the Board of Supervisors.

3.2 Be capable of responding to patient and third party payer inquiries regarding submission of insurance claims, dates and types of payments made, and other inquiries.

It is the goal of Paramedics Plus that every patient and third party call be professionally and courteously handled with minimum wait times. Alameda County patients will access customer service through a designated toll free number which maintains active customer service hours from 8 a.m. to 5 p.m. daily, excluding holidays, and utilizes an after hours messaging system 24/7 which is answered the next business day. Multilingual customer service representatives will assist callers in the following languages: English, Spanish, French, German, Vietnamese, Cantonese, Burmese, Hindi, and Tagalog. Information will be available to callers on all aspects of the billing cycle.

3.3 Billing System Professionalism and

Regulatory Compliance – Contractor shall conduct all billing and collection data collection functions for the EMS system in a professional and courteous manner.

All functions of the billing and collection process will be handled in a professional and courteous manner. With that in mind, some key Paramedics Plus policies and practices regarding billing and collections follow:

- Charity assistance – Compassionate patient care is the primary focus of all ETMC companies. This compassionate focus extends to our collection policies. All ETMC entities operate under a single charity policy. Charity care will be provided to patients without regard to age, sex, race, creed, color, or national origin and who are classified as financially or medically indigent after submitting an application for charity assistance. The Charity Policy is attached in Appendix 54. The policy will be revised as necessary to include the Alameda County operation.

- Uninsured patient discount – In certain cases patients may not qualify for charity assistance. Nevertheless, large healthcare bills can be a strain on individuals without health insurance. For this reason, a discount from retail charges will be made available to all uninsured patients who do not qualify for charity assistance. This discount is currently 30% off retail charges.

- Automated Electronic Eligibility Searches –
All patient accounts will be sent through a series of automated electronic eligibility transactions to retrieve all appropriate insurance information. The result is that patients are assured of receiving all eligible benefits, many times without ever receiving a bill.

• Uncollectible Accounts—Once patient accounts are fully billed and remaining balances are determined to be uncollectible, the accounts are forwarded to private agencies for follow-up. Paramedics Plus utilizes agencies specializing in healthcare accounts that incorporate soft to medium collection practices.

4. CONTRACTOR COMPENSATION TO THE COUNTY AND THE EMS SYSTEM

4.1 First Responder Fees
Paramedics Plus agrees to pay to the County an annual First Responder support fee of $4,600,000 in quarterly installments of $1,150,000 and accepts an annual increase of 3% for the term of Agreement.

4.2 Dispatch System Fees
Paramedics Plus agrees to the projected dispatch system fee of $1,500,000 annually.

5. MARKET RIGHTS
Paramedics Plus accepts that County will not enter into agreements with other providers for emergency ground ambulance response.

6. AIR AMBULANCE AGREEMENTS
Paramedics Plus agrees to the Air Ambulance Agreements requirement.

7. ACCOUNTING PROCEDURES

7.1 Invoicing and payment for services
Paramedics Plus will pay the County on or before the thirtieth day after receipt of invoice for fines or penalties and agrees that disputes should be resolved in this thirty-day period.

7.2 Audits and Inspections
7.2.1 Paramedics Plus agrees to maintain separate financial records in accordance with GAAP.
7.2.2 Paramedics Plus will give County access to review any and all business records and will make them available at the EMS office or a mutually agreeable location. Paramedics Plus agrees to all facets of this requirement.
7.2.3 On an annual basis, Paramedics Plus will provide the County with externally audited financial statements and agrees to abide by this requirement.
7.2.4 Paramedics Plus agrees to provide periodic report in the format approved by the EMS Director to demonstrate billing compliance.

D. ADMINISTRATIVE PROVISIONS

1. Service Plan:
Paramedics Plus agrees to this requirement.

2. Annual Performance Evaluation
Paramedics Plus agrees to an annual performance evaluation and will provide a report which contains, at a minimum, 2.1 Response time performance standards, 2.2 Clinical Performance Standards, 2.3 Innovative programs to improve system performance and 2.4 Stable Workforce.

3. Continuous Service Delivery
Paramedics Plus agrees to work with the County to ensure continuous and uninterrupted delivery of services in the event of a material breach.

4. Material Breach And Provisions For Termination Of The Agreement
Paramedics Plus accepts the terms of this requirement.

5. Definitions Of Breach
Paramedics Plus understands and accepts the definitions of breach defined in the request for proposals.

E. COUNTY’S REMEDIES
Paramedics Plus accepts the terms of this requirement.

F. PROVISIONS FOR CURING MATERIAL BREACH
Paramedics Plus accepts the terms of this requirement.

G. TERMINATION
Paramedics Plus agrees to the Termination requirements as stated.

H. EMERGENCY TAKEOVER
Paramedics Plus agrees to the Emergency Takeover requirements as stated.

I. TRANSITION PLANNING
Paramedics Plus agrees to the Transition Planning requirements as stated.

J. “LAME DUCK” PROVISIONS
Paramedics Plus agrees to the “Lame Duck” Provisions as stated.

K. GENERAL PROVISIONS
Paramedics Plus agrees to the General Provision requirements as stated.