



VENTURA COUNTY
PUBLIC HEALTH
A Department of Ventura County Health Care Agency

November 13, 2023



VENTURA COUNTY EMERGENCY MEDICAL SERVICES

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Steve Carroll
EMS Administrator

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

VENTURA COUNTY EMERGENCY MEDICAL SERVICES



CONTRACTED AMBULANCE PROVIDERS
AMERICAN MEDICAL RESPONSE AND GOLD COAST AMBULANCE

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Background Information

Through “performance-based” ambulance service agreements, the Ventura County Emergency Medical Services Agency (VCEMS) conducts comprehensive monitoring and evaluation of the EMS System to ensure compliance with standards, policies and procedures in order to provide our jurisdiction with the best possible prehospital emergency medical care.

In June 2021, the County entered into seven (7) agreements for continued provision of emergency ambulance service by its existing “grandfathered” providers, one for each of the seven Ventura County EMS service areas. Two agreements are with Gold Coast Ambulance Service for Areas 1 and 6; and five are with American Medical Response (AMR) for Areas 2, 3, 4, 5 and 7. Gold Coast is a wholly owned subsidiary of AMR.

The term of these agreements is for three (3) years, from July 1, 2021 through June 30, 2024, with two one-year options to extend based on County discretion. The agreements call for review of contractor performance after the first two years and then annually thereafter, per the Contractors Review Process outlined in the agreement. The performance evaluation will include whether:

- Response time performance has met or exceeded the minimum requirements in the agreement; and
- Performance has met or exceeded the minimum requirements of the VC EMS CQI Plan.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Background Information (cont.)

The ambulance agreements outline the services to be performed by the contracted providers including, but not limited to:

- Providing Uninterrupted Emergency Ambulance Service on a Continuous 24/7 Basis
- Conducting public information and education
- Collecting Data Utilizing the VCEMS Electronic Patient Care Record System
- Compliance with all provisions of the EMS Policies and Procedures
- Participation in the Continuous Quality Improvement Program
- Ensuring Compliance with Response Time Standards
- Conducting Required Staff Training and Education
- Providing comprehensive fleet maintenance and scheduled ambulance replacement

All emergency ambulances in Ventura County are dispatched through contract with the Ventura County Fire Communications Center using the Central Square Computer Aided Dispatch system. Ambulances are deployed countywide based on established System Status Management plans and all are equipped with modern mobile dispatch computers and automatic vehicle location systems.

All emergency ambulances are equipped with mobile and portable radios programmed to the County's uniform channel listing, which allows all first responders and ambulance personnel to communicate on common radio frequencies.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Response Time Performance Standards

Ambulance response time compliance is monitored through the FirstWatch Online Compliance Utility program. Contract performance standard is 90% monthly compliance in each ambulance zone. Response time criteria is measured monthly, and requirements vary based on population density and call priority. Metropolitan/Urban areas require an ambulance response time of 8 minutes for emergencies and 15 minutes for non-emergencies. Suburban/Rural areas require an ambulance response time of 20 minutes. Certain low density and geographically remote areas are allowed an ambulance response time of 30 minutes and highly remote “Wilderness” areas are contracted as “ASAP” zones. Non-compliant responses, without an approved exemption, are assessed a financial penalty based on contract guidelines. In FY 21-22, all response areas were fully compliant with the monthly 90% compliance requirements. In FY 22-23, there was one month in Area 1 where the 90% requirement was not met, which was a minor variance that did not represent a material breach according to the contract terms. All other areas were fully compliant with the monthly 90% compliance requirements in FY 22-23.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Response Time Performance Standards

The FirstWatch system was updated in July 2021 to provide additional capability. The updated system now shows pre-exemption compliance data known as “raw compliance” and allows for the ambulance provider to provide a corrected arrival time for responses that were verified “on-scene” through GPS by the ambulance automatic vehicle location device. Monthly compliance reporting is available at the EMS website at [EMS System Performance \(vchca.org\)](https://www.vchca.org/EMS-System-Performance).



What is Online Compliance Utility?

The Online Compliance utility (OCU) is a real-time web enabled tool for use by Providers and Authorities to simplify and manage contractual compliance. The web-based FirstWatch tool provides interactive queues with consistent look and feel for both the provider and authority, which allows for an on-line review of late runs based on business rules. OCU is capable of capturing late response analysis, evaluating complex business logic, supporting documentation attachments and auto generated reporting output.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Continuous Quality Improvement Plan

The ambulance agreements require the providers to meet or exceed the minimum requirements of the VCEMS Continuous Quality Improvement (CQI) Plan. Each provider is required to coordinate an internal CQI plan and to participate in Countywide CQI initiatives including, but not limited to:

- Cooperate with VCEMS in carrying out the responsibilities of the VCEMS's CQI Program and participate in the VCEMS Technical Advisory Group
- Cooperate with VCEMS in the implementation, monitoring, collecting data on, and evaluating state and local EMS system indicators
- Develop, monitor, collect data on, and evaluate indicators specific to the EMS provider
- Conduct meetings for internal review of EMS provider information and development of performance improvement plans related to the findings
- Establish a mechanism to receive input from VCEMS, other service providers and other EMS system participants for the development of performance improvement plans

The contracted ambulance providers actively participate in all VCEMS CQI programs and lead active internal CQI programs.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

2021 and 2022 System Volume Information

In calendar year 2021, Ventura County ambulances were dispatched to 63,395 911 responses, resulting in 45,390 transports.

In calendar year 2022, Ventura County ambulances were dispatched to 71,055 911 responses, resulting in 49,094 transports.

Additionally, in 2021, AMR and GCA handled 18135 non-emergency inter-facility transports and in 2022, they handled 17671 non-emergency inter-facility transports.

VCEMS is responsible for establishing Exclusive Operating Areas (EOA) for ambulance services and coverage and managing contracted services for each EOA. When the current contracts were approved in 2021, VCEMS was directed by the Board of Supervisors to evaluate potential ambulance service models and to present a recommendation for a long-term strategy for ambulance service in Summer of 2022.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Contract Compliance Summary

Despite significant COVID related staffing shortages and associated increased response times, the ambulance providers continued to strive for the exceptional service that has become standard in Ventura County, and they continued to meet nearly all minimum response time requirements and met or exceeded all CQI Plan requirements.. Over the past two reporting years, AMR and GCA management has worked tirelessly to enhance recruitment and retention efforts and daily staffing has now stabilized.

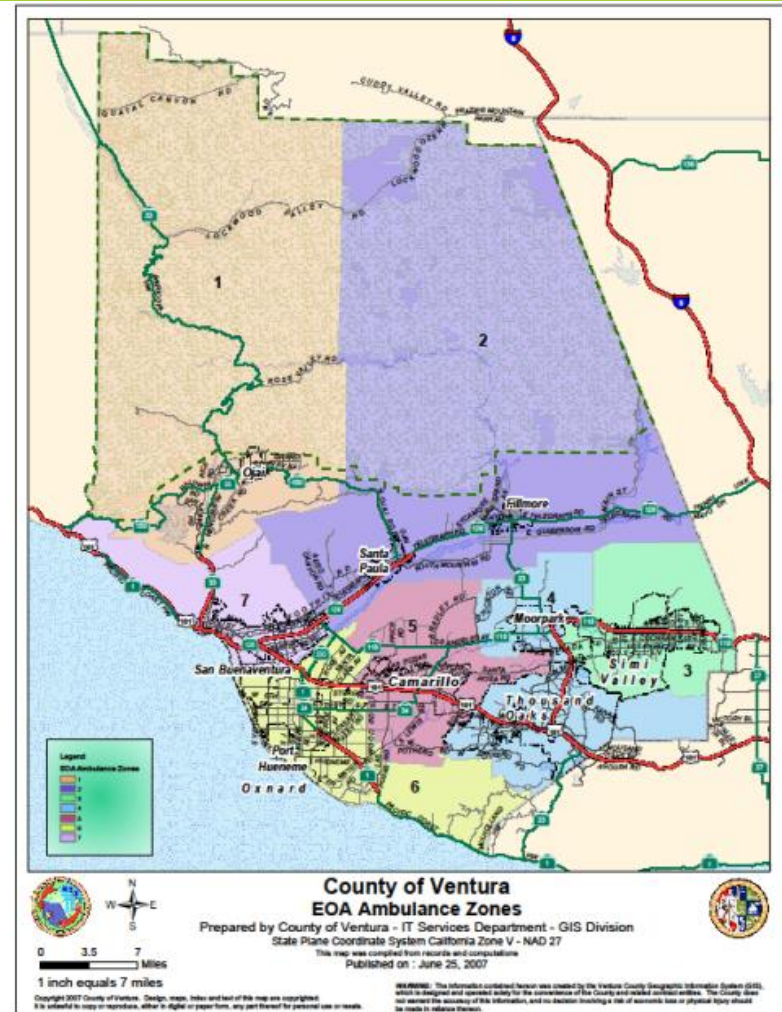
VCEMS recommends that the EMS Advisory Committee finds that American Medical Response and Gold Coast Ambulance have met the minimum contract requirements and expectations as set forth in the Agreement for Provision of Emergency Ambulance and Related Services for EOA's 1-7.

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services Exclusive Operating Areas

Current EOA's:

- EOA 1 –Ojai / Oak View (Gold Coast)
- EOA 2 –Santa Paula / Fillmore/ Piru (AMR)
- EOA 3 –Simi Valley (AMR)
- EOA 4 –Thousand Oaks / Moorpark (AMR)
- EOA 5 –Camarillo (AMR)
- EOA 6 –Oxnard / Pt Hueneme (Gold Coast)
- EOA 7 –Ventura (AMR)



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services

Response Time Compliance for All Exclusive Operating Areas (EOA)

FY 21-22

	GCA 1	AMR 2	AMR 3	AMR 4 MP	AMR 4 NP	AMR 4 OP	AMR 4 TO	AMR 4 Total	AMR 5	GCA 6	AMR 7	Average/Mo
JUL 2021	97.21%	94.92%	91.96%	90.00%	94.07%	92.11%	91.97%	91.93%	93.73%	93.35%	92.96%	93.11%
AUG 2021	97.84%	93.53%	92.29%	91.12%	88.71%	93.18%	93.66%	92.77%	93.97%	92.50%	92.99%	92.96%
SEP 2021	95.72%	95.77%	90.35%	92.42%	89.60%	87.76%	94.50%	93.45%	94.17%	93.90%	92.04%	92.70%
OCT 2021	94.95%	93.02%	94.57%	82.12%	95.73%	86.11%	94.59%	92.83%	92.31%	93.79%	90.94%	91.91%
NOV 2021	94.77%	96.68%	91.48%	95.83%	91.80%	90.91%	93.01%	93.16%	92.68%	95.12%	91.76%	93.38%
DEC 2021	92.51%	94.87%	91.93%	92.68%	92.92%	91.18%	92.46%	92.50%	91.39%	92.61%	91.43%	92.41%
JAN 2022	93.63%	94.22%	90.90%	91.79%	88.57%	94.00%	94.61%	93.34%	91.90%	92.35%	92.26%	92.51%
FEB 2022	95.12%	94.89%	91.30%	82.35%	92.39%	91.18%	93.13%	91.52%	93.52%	93.10%	90.52%	91.73%
MAR 2022	90.36%	92.35%	91.75%	88.96%	96.43%	90.00%	93.77%	93.21%	92.32%	94.22%	93.01%	92.40%
APR 2022	90.05%	91.91%	92.04%	87.79%	93.41%	88.46%	92.23%	91.72%	91.16%	91.88%	92.07%	91.16%
MAY 2022	94.21%	91.98%	90.22%	92.68%	96.77%	83.02%	94.19%	93.70%	92.12%	92.93%	93.49%	92.30%
JUN 2022	94.20%	92.76%	93.31%	89.94%	92.31%	94.87%	92.94%	92.55%	92.28%	94.88%	93.67%	93.06%

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services

Response Time Compliance Detail

FY 21-22

Compliance Reporting 2021/07/01 - 2022/06/30																
Zone	On Time	Late	Total Incidents	Do Not Count	Cancelled Enroute Compliant	Adjusted Total Incidents	Adjusted Late	Raw Compliance	Time Corrections Approved (Compliant)	Time Corrections Approved (Late)	Raw Compliance with Time Correction	Exemptions Requested	Exemptions Approved	Compliance Calculated Incidents	Compliance Calculated Late	Response Time Compliance
EOA 1	2310	315	2625	0	222	2403	315	86.89%	62	1	89.43%	126	123	2280	131	94.25%
EOA 2	4090	435	4525	0	381	4144	435	89.50%	107	5	91.96%	88	85	4059	248	93.89%
EOA 3	8414	1210	9624	1	764	8859	1210	86.34%	210	4	88.67%	312	308	8551	696	91.86%
EOA 4	13891	1503	15394	2	999	14393	1502	89.56%	278	8	91.44%	206	204	14189	1028	92.75%
EOA 5	7451	911	8362	1	560	7801	911	88.32%	158	2	90.32%	197	194	7607	561	92.63%
EOA 6	17511	2086	19597	1	1248	18348	2086	88.63%	282	13	90.10%	651	643	17705	1174	93.37%
EOA 7	13396	1716	15112	0	1657	13455	1716	87.25%	288	13	89.29%	436	435	13020	1006	92.27%

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services Ambulance Response Time Penalty Assessments

FY 21-22

	GCA 1	AMR 2	AMR 3	AMR 4 MP	AMR 4 NP	AMR 4 OP	AMR 4 TO	AMR 5	GCA 6	AMR 7	TOTAL
JUL 2021	\$340.00	\$1,547.00	\$3,990.00	\$1,060.00	\$252.00	\$60.00	\$4,630.00	\$2,784.00	\$6,904.00	\$5,096.00	\$26,663.00
AUG 2021	\$240.00	\$1,792.00	\$5,900.00	\$1,430.00	\$1,290.00	\$112.00	\$3,216.00	\$2,248.00	\$8,040.00	\$5,584.00	\$29,852.00
SEP 2021	\$942.00	\$1,008.00	\$6,880.00	\$1,340.00	\$1,150.00	\$800.00	\$2,429.00	\$2,044.00	\$6,608.00	\$6,990.00	\$30,191.00
OCT 2021	\$1,246.00	\$3,120.00	\$2,163.00	\$2,160.00	\$108.00	\$890.00	\$2,191.00	\$5,290.00	\$7,120.00	\$9,490.00	\$33,778.00
NOV 2021	\$805.00	\$1,250.00	\$6,060.00	\$330.00	\$580.00	\$430.00	\$4,784.00	\$3,632.00	\$4,824.00	\$8,690.00	\$31,385.00
DEC 2021	\$3,160.00	\$1,330.00	\$6,280.00	\$1,416.00	\$352.00	\$350.00	\$5,740.00	\$4,950.00	\$6,016.00	\$10,610.00	\$40,204.00
JAN 2022	\$1,240.00	\$2,086.00	\$9,420.00	\$1,620.00	\$1,950.00	\$420.00	\$3,416.00	\$3,930.00	\$12,100.00	\$9,360.00	\$45,542.00
FEB 2022	\$666.00	\$1,435.00	\$7,020.00	\$2,090.00	\$490.00	\$100.00	\$4,000.00	\$3,072.00	\$7,368.00	\$8,030.00	\$34,271.00
MAR 2022	\$2,040.00	\$3,380.00	\$4,800.00	\$1,760.00	\$50.00	\$540.00	\$3,192.00	\$2,970.00	\$4,949.00	\$5,008.00	\$28,689.00
APR 2022	\$3,440.00	\$4,910.00	\$4,940.00	\$1,980.00	\$752.00	\$470.00	\$4,680.00	\$5,100.00	\$10,730.00	\$9,150.00	\$46,152.00
MAY 2022	\$1,890.00	\$4,010.00	\$6,090.00	\$1,540.00	\$120.00	\$980.00	\$3,815.00	\$4,660.00	\$9,328.00	\$6,464.00	\$38,897.00
JUN 2022	\$1,449.00	\$3,400.00	\$3,632.00	\$1,090.00	\$570.00	\$70.00	\$4,032.00	\$3,250.00	\$7,434.00	\$6,104.00	\$31,031.00
	\$17,458.00	\$29,268.00	\$67,175.00	\$17,816.00	\$7,664.00	\$5,222.00	\$46,125.00	\$43,930.00	\$91,421.00	\$90,576.00	\$416,655.00

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services

Response Time Compliance for All Exclusive Operating Areas (EOA)

FY 22-23

	GCA 1	AMR 2	AMR 3	AMR 4 MP	AMR 4 NP	AMR 4 OP	AMR 4 TO	AMR 4 Total	AMR 5	GCA 6	AMR 7	Average/Mo
JUL 2022	91.67%	95.39%	94.29%	92.57%	93.27%	88.24%	92.66%	92.58%	93.84%	95.11%	91.08%	92.79%
AUG 2022	89.66%	93.01%	92.99%	89.02%	95.24%	90.24%	93.38%	92.83%	91.73%	93.56%	92.08%	92.16%
SEP 2022	95.18%	90.86%	92.61%	90.95%	96.81%	86.67%	93.59%	93.16%	95.32%	92.43%	91.92%	92.68%
OCT 2022	94.88%	95.56%	95.12%	89.50%	96.47%	94.44%	93.12%	92.79%	93.35%	94.12%	94.05%	93.95%
NOV 2022	94.63%	93.77%	91.96%	90.85%	97.50%	84.75%	91.82%	91.73%	90.65%	94.97%	94.07%	92.43%
DEC 2022	95.57%	91.33%	92.79%	89.19%	93.91%	86.84%	92.98%	92.37%	90.98%	93.35%	92.03%	91.94%
JAN 2023	97.59%	93.33%	90.98%	94.12%	94.94%	84.09%	93.57%	93.39%	93.47%	94.17%	92.74%	92.94%
FEB 2023	93.75%	93.77%	93.51%	90.91%	95.40%	88.24%	92.49%	92.35%	92.11%	93.65%	93.23%	92.67%
MAR 2023	94.05%	96.95%	93.86%	94.82%	90.43%	92.31%	94.86%	94.45%	92.39%	95.34%	92.92%	93.85%
APR 2023	93.44%	94.41%	94.50%	88.82%	94.74%	88.24%	93.47%	92.75%	92.50%	95.66%	95.31%	93.08%
MAY 2023	96.09%	95.67%	94.41%	87.32%	93.68%	97.44%	93.68%	92.79%	94.38%	95.80%	92.74%	94.00%
JUN 2023	95.19%	93.09%	94.46%	94.05%	93.83%	94.59%	93.53%	93.66%	95.12%	94.92%	93.06%	94.14%

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services

Response Time Compliance Detail

FY 22-23

Compliance Reporting 2022/07/01 - 2023/06/30																
Zone	On Time	Late	Total Incidents	Do Not Count	Cancelled Enroute Compliant	Adjusted Total Incidents	Adjusted Late	Raw Compliance	Time Corrections Approved (Compliant)	Time Corrections Approved (Late)	Raw Compliance with Time Correction	Exemptions Requested	Exemptions Approved	Compliance Calculated Incidents	Compliance Calculated Late	Response Time Compliance
EOA 1	2486	268	2754	0	200	2554	268	89.51%	35	3	90.76%	100	95	2459	141	94.27%
EOA 2	4003	400	4403	1	335	4067	400	90.16%	88	6	92.18%	81	75	3992	243	93.91%
EOA 3	8905	1071	9976	3	718	9255	1070	88.44%	191	14	90.35%	318	309	8946	584	93.47%
EOA 4	14631	1539	16170	1	977	15192	1539	89.87%	307	22	91.75%	192	190	15002	1064	92.91%
EOA 5	7419	850	8269	3	485	7781	849	89.09%	159	8	91.03%	164	162	7619	536	92.96%
EOA 6	18848	2115	20963	0	1302	19661	2115	89.24%	215	29	90.19%	899	894	18767	1035	94.49%
EOA 7	13705	1664	15369	0	1499	13870	1664	88.00%	323	24	90.16%	416	411	13459	954	92.91%

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Ventura County Emergency Medical Services

Ambulance Response Time Penalty Assessments

FY 22-23

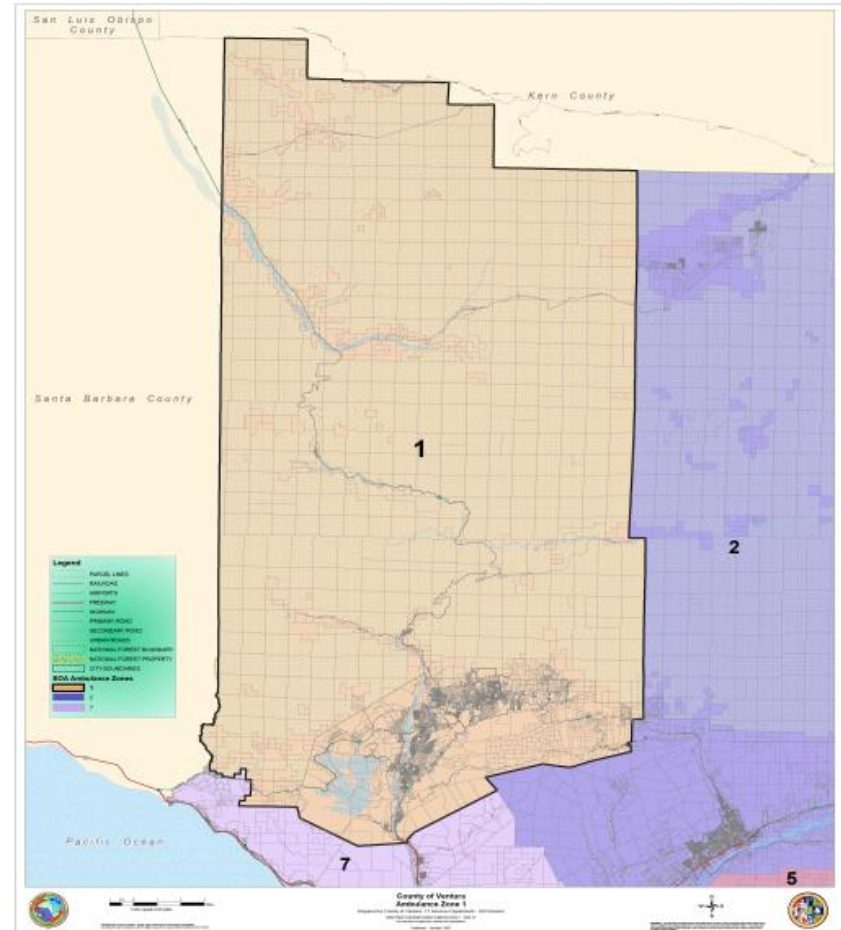
	GCA 1	AMR 2	AMR 3	AMR 4 MP	AMR 4 NP	AMR 4 OP	AMR 4 TO	AMR 5	GCA 6	AMR 7	TOTAL
JUL 2022	\$4,060.00	1,356.00	3,647.00	1,320.00	1,008.00	640.00	3,464.00	2,264.00	4,722.00	12,950.00	\$35,431.00
AUG 2022	3,360.00	3,088.00	3,752.00	1,220.00	288.00	470.00	3,344.00	5,330.00	\$7,480.00	8,690.00	\$37,022.00
SEP 2022	\$1,308.00	4,850.00	5,096.00	2,700.00	405.00	910.00	4,776.00	1,770.00	11,660.00	10,400.00	\$43,875.00
OCT 2022	\$1,022.00	1,194.00	3,900.00	2,800.00	80.00	392.00	5,568.00	3,384.00	6,790.00	6,076.00	\$31,206.00
NOV 2022	1,407.00	2,520.00	7,020.00	1,180.00	56.00	1,970.00	6,810.00	6,200.00	7,973.00	4,998.00	\$40,134.00
DEC 2022	\$468.00	4,630.00	4,400.00	1,530.00	240.00	240.00	6,512.00	5,830.00	7,560.00	11,830.00	\$43,240.00
JAN 2023	\$364.00	3,128.00	6,240.00	1,078.00	259.00	530.00	3,704.00	3,800.00	6,181.00	11,080.00	\$36,364.00
FEB 2023	\$1,352.00	2,720.00	5,480.00	2,090.00	258.00	370.00	8,580.00	5,040.00	5,528.00	5,704.00	\$37,122.00
MAR 2023	\$833.00	900.00	4,540.00	1,090.00	880.00	890.00	4,074.00	4,390.00	4,284.00	6,648.00	\$28,529.00
APR 2023	\$1,664.00	1,708.00	2,898.00	1,530.00	168.00	580.00	5,336.00	3,416.00	4,356.00	3,054.00	\$24,710.00
MAY 2023	\$920.00	1,614.00	2,870.00	3,070.00	790.00	100.00	3,840.00	2,632.00	3,996.00	6,472.00	\$26,304.00
JUN 2023	\$1,344.00	2,544.00	3,234.00	511.00	160.00	70.00	2,984.00	2,730.00	4,326.00	7,576.00	\$25,479.00
	\$18,102.00	\$30,252.00	\$53,077.00	\$20,119.00	\$4,592.00	\$7,162.00	\$58,992.00	\$46,786.00	\$74,856.00	\$95,478.00	\$409,416.00

Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 1

Gold Coast Ambulance

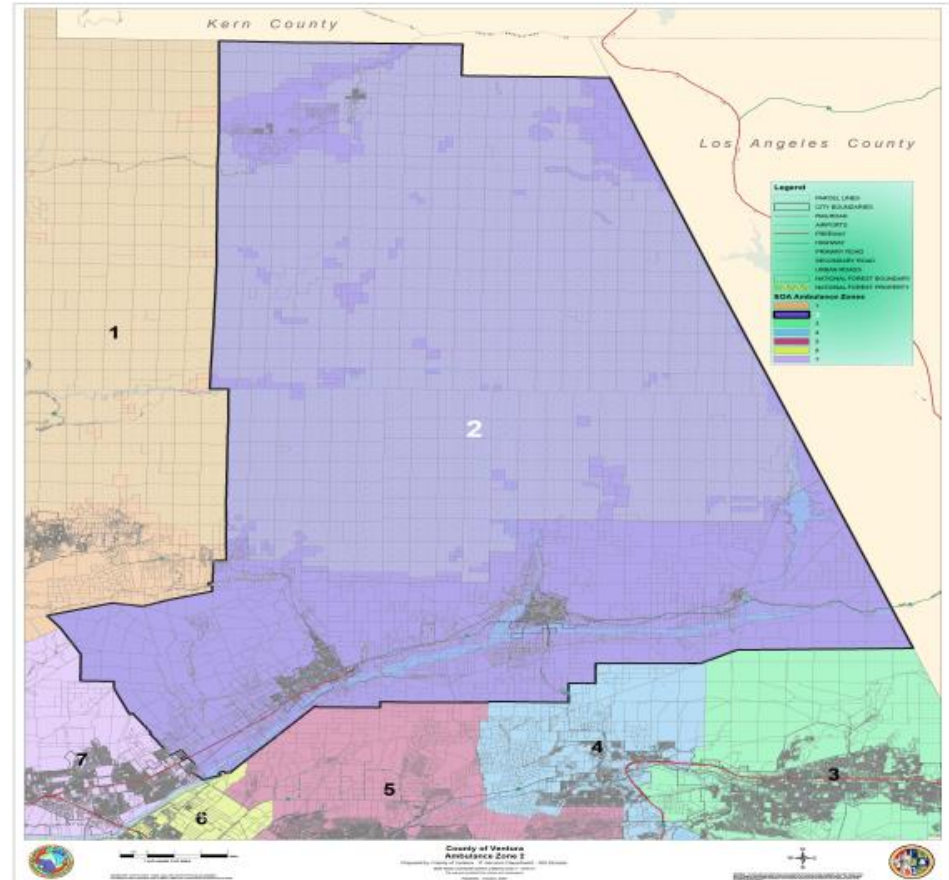
Comprised of the City of Ojai and the unincorporated areas of the Ojai Valley including Upper Ojai, Meiners Oaks, Miramonte, Oak View, Casitas Springs and the Hwy. 33 and Hwy. 150 corridors.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 2 American Medical Response

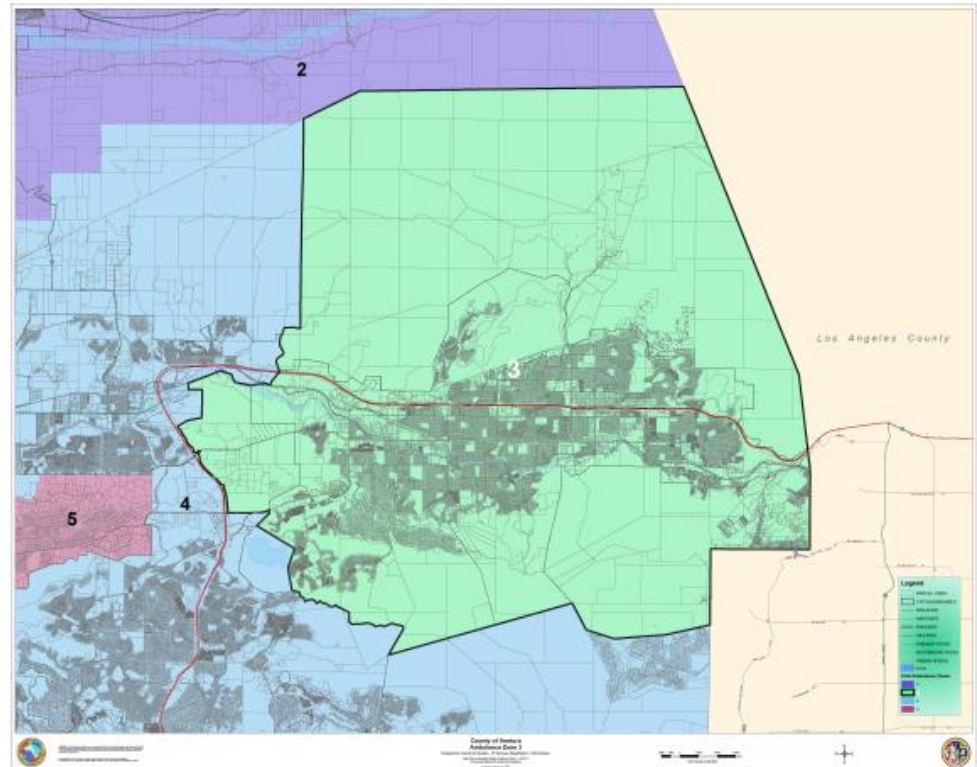
Comprised of the Cities of Santa Paula and Fillmore and the unincorporated areas of the Santa Clara Valley including Piru, South Mountain, Bardsdale, and the Hwy. 126 corridor.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 3 American Medical Response

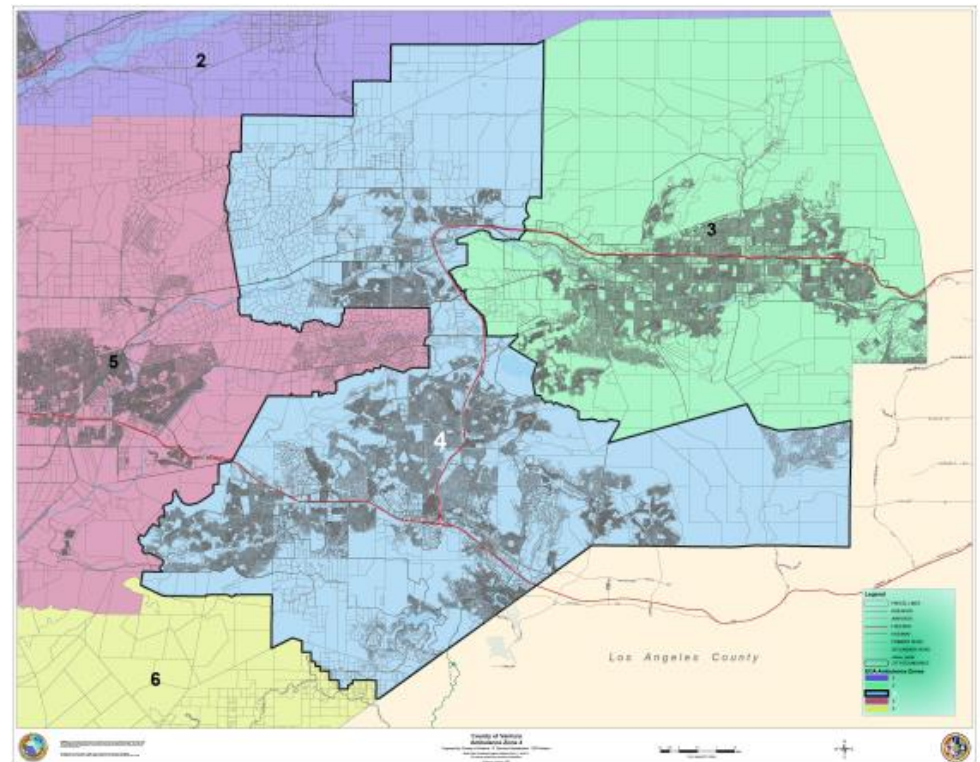
Comprised of the
City of Simi Valley
and the
surrounding
unincorporated
areas.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 4 American Medical Response

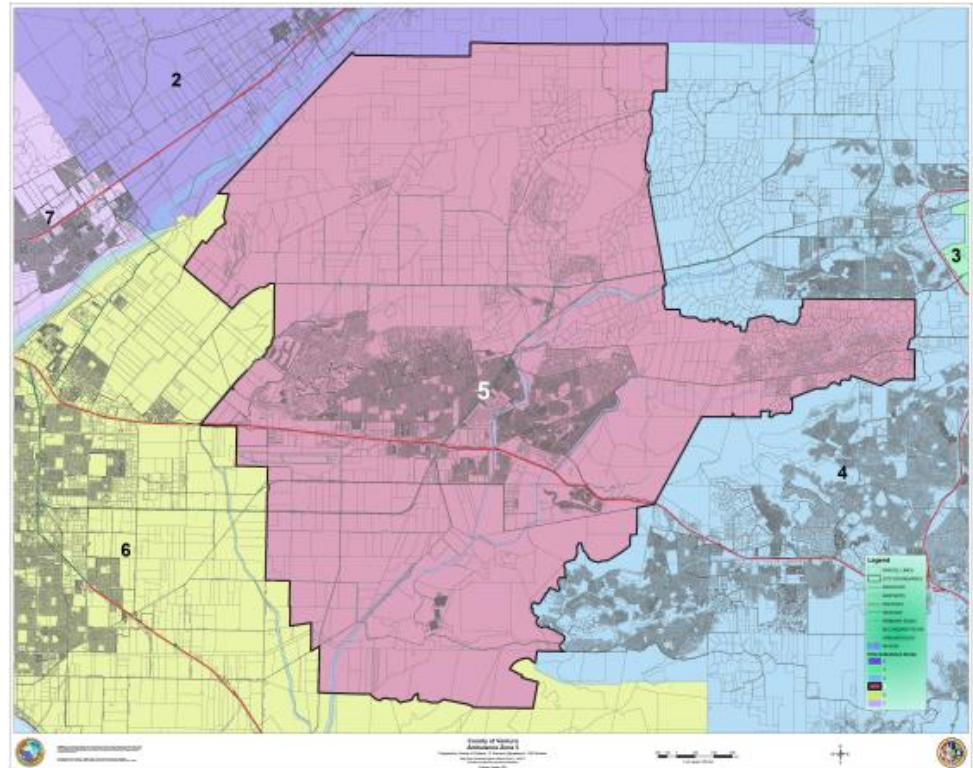
Comprised of the Cities of Thousand Oaks and Moorpark and the unincorporated areas of the Conejo Valley including Newbury Park, Oak Park, Westlake, North Ranch and Lake Sherwood.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 5 American Medical Response

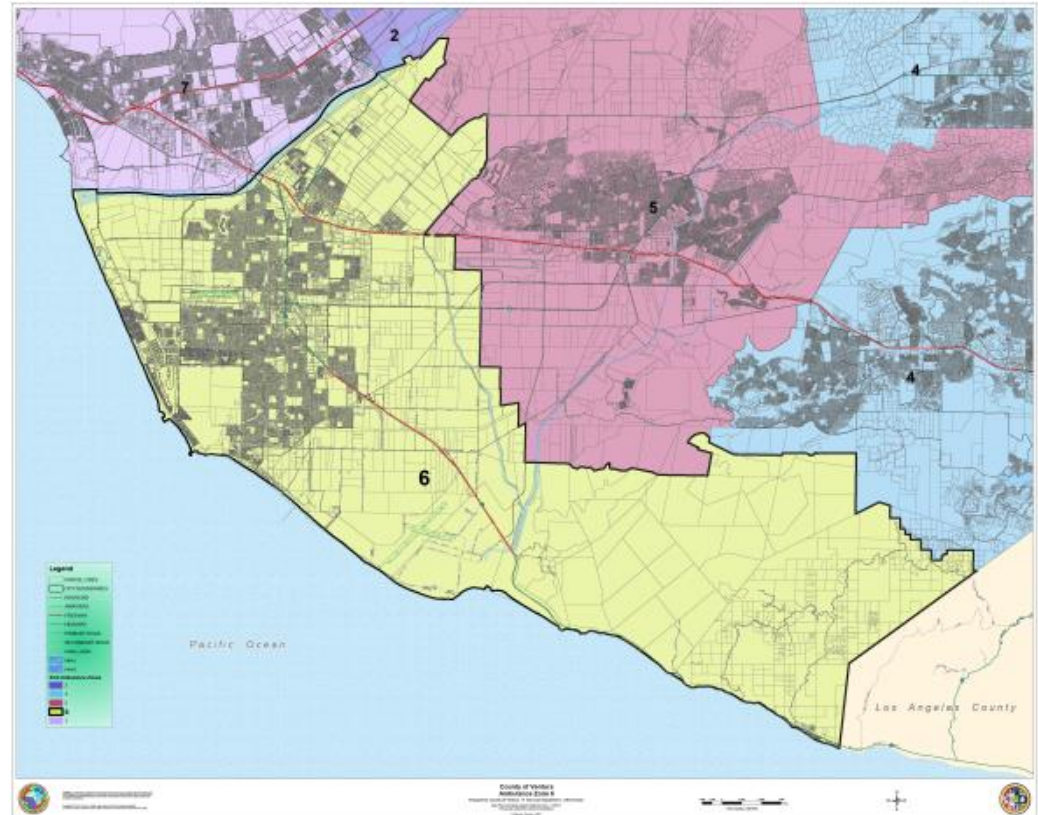
Comprised of the City of Camarillo and the surrounding unincorporated areas including Somis, Santa Rosa Valley and the California State University Channel Islands.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 6 Gold Coast Ambulance

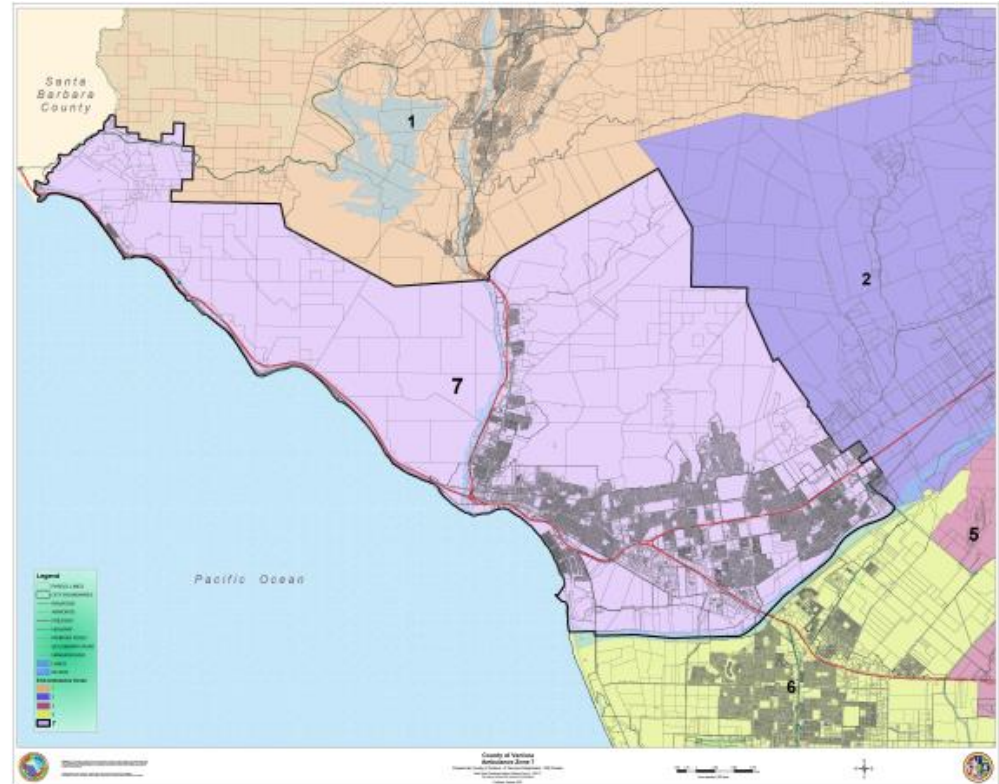
Comprised of the Cities of Oxnard and Port Hueneme and the surrounding unincorporated areas including El Rio, Nyeland Acres, Silver Strand, Naval Base Ventura County, Point Mugu and Malibu.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Exclusive Operating Area 7 American Medical Response

Comprised of the City of Ventura and the surrounding unincorporated areas including Saticoy, Montalvo, Rincon and La Conchita.



Ambulance Contract Compliance Report FY 21-22 & FY 22-23

Next Steps

VCEMS has maintained successful partnerships with our local private ambulance providers for over four decades. Nonetheless, the ambulance industry has changed rapidly in recent years. Despite meeting the contracted response time requirements, the ambulance providers were unable to maintain the desired number of contracted ALS ambulances due to an increasing shortage of licensed paramedic personnel, largely caused by the ongoing effects of the COVID-19 pandemic. After a comprehensive evaluation by CEO and HCA staff, and following discussions with key stakeholders, VCEMS recommended that the County transition away from the “grandfathered” practice of maintaining contracts with the current ambulance providers when the current contracts expire on June 30, 2024.

VCEMS is currently working with our consultant, Healthcare Strategists Inc., to finalize the Request for Proposal (RFP) with the anticipation that it will be released in early to mid 2024. The RFP will offer a fair and competitive process by which to solicit vendor(s) for a clearly defined scope of work with measurable goals and deliverables. It will also promote transparency and accountability while ensuring our contractors can demonstrate practices of good governance and providing quality patient care, to align with the County’s mission of serving our community equitably.