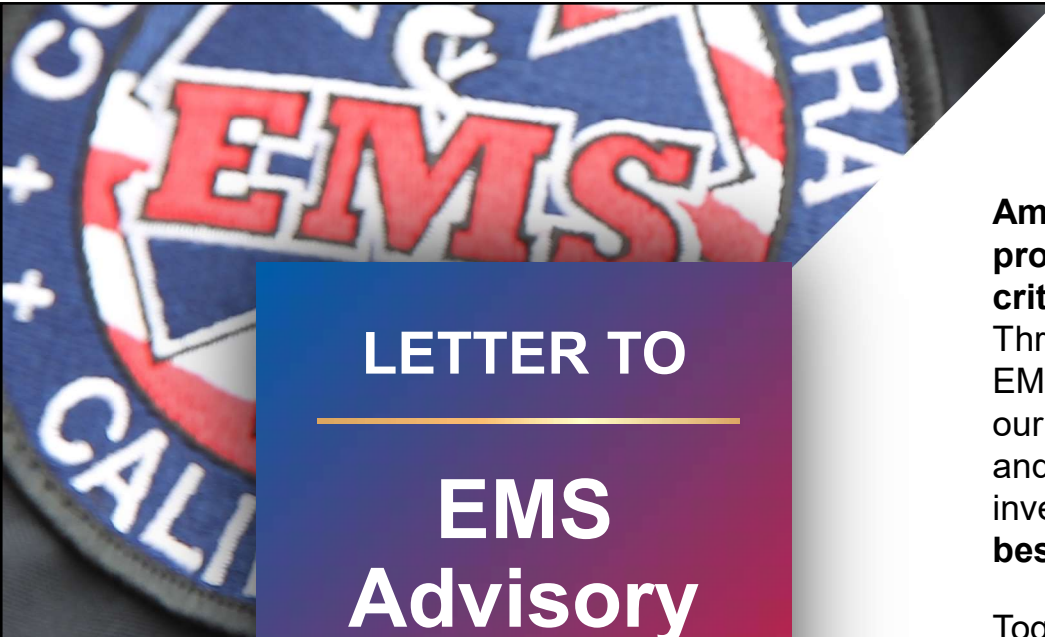




CONTRACT REVIEW REPORT

JULY 2021 – JUNE 30, 2022
JULY 2022 – JUNE 30, 2023



LETTER TO

EMS Advisory Committee

American Medical Response and Gold Coast Ambulance are proud providers of high-quality emergency response and critical care to Ventura County for more than 70 years.

Through our collaborative partnership with the County and the EMS Agency, we have the privilege of delivering life-saving aid to our fellow community members, providing emergency response and relief during the COVID pandemic, and of continuing to invest significantly in technologies and products **to deliver the best care model available for our county's residents.**

Together, our community of first responders worked to navigate the many challenges that COVID presented, and AMR Ventura County and Gold Coast Ambulance were committed to doing our part in a time of global crisis. Thousands of hours were dedicated toward the transport of COVID-positive patients and toward assisting Ventura County with COVID testing. COVID impacted many businesses and corporations, including our own, but we faced these challenges head on.

In unsteady and unpredictable times, we experienced staffing shortages amidst a time of increased need for emergency care. To ensure the dependable coverage our county deserves and relies on, we tackled this challenge aggressively, increasing wages, augmenting shifts, offering hiring bonuses and working closely with our county partners to keep an open line of communication. With the strong support of our hard working and dedicated staff, the EMS Agency, our EMS stakeholders, and the backing of a financially strong corporation, we were able to overcome these challenges while remaining compliant with our EMS contract and serving our citizens with the highest quality of service they are deserving of and are used to. **Today we operate at 106% staffing.**

We've also made significant progress in the area of clinical care, participating in and conducting studies and product trials to identify the best equipment on the market for delivering quality care and patient experience. From standardizing our "first in bags" across both fleets and implementing a new glucometer calibration process, to developing new-hire evaluation rubrics and conducting field tests on equipment, AMR Ventura County and Gold Coast Ambulance continue to prioritize innovative solutions to provide the best care possible. **Combined with our emphasis on safety and enhanced training structure, AMR and Gold Coast Ambulance's approach to helping keep our community safe and cared for has never been stronger.**



We are confident this summary will demonstrate our **unwavering commitment** to the citizens of Ventura County, and we greatly value your partnership.

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LEADERSHIP Team



MIKE SANDERS

PARAMEDIC

Regional Director
AMR Ventura County &
Gold Coast Ambulance

29 Years Of Service



DR. IRA TILLES

PHYSICIAN

Medical Director
AMR Ventura County &
Gold Coast Ambulance

33 Years Of Service

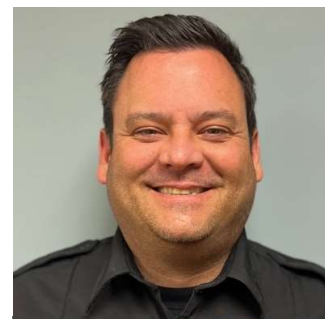


JOEY WILLIAMS

PARAMEDIC

Clinical Manager
AMR Ventura County &
Gold Coast Ambulance

19 Years Of Service



JEFF WINTER

PARAMEDIC

Operations Manager
Gold Coast Ambulance

21 Years Of Service



JEFF SHULTZ

PARAMEDIC

Operations Manager
AMR Ventura County

20 Years Of Service

SYSTEM Deployment

LOCAL STAFF

- 111** Paramedics (Includes full- and part-time)
- 164** EMTs (Includes full- and part-time)
 - 6** CCT-RNs
 - 1** Medical Director
 - 1** Regional Director
 - 2** Operations Managers
 - 3** Clinical Team members (CES Manager, Specialist, Ops Coordinator)
 - 10** Supervisors (9 Field Supervisors, 1 Administrative Supervisor)
- 4** Fleet Service Specialists
- 6** Ventura IFT Dispatchers
- 1** IT Specialist
- 1** Administrative Assistant
- 3** Schedulers
- 1** Recruiter
- 1** CISM Team Lead
- 1** Therapy Dog (Oakley)



OFF-SITE SUPPORT STAFF

EXECUTIVE SUPPORT AND LEADERSHIP
**Located in the Pacific Region (CA and HI)
and National Support**

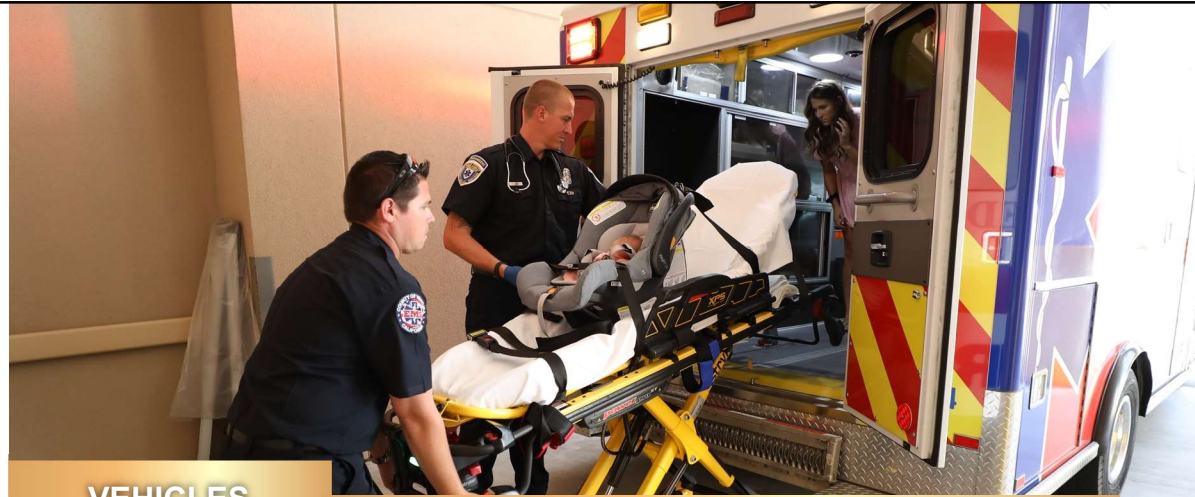
SAFETY DIRECTOR
Jen Bales, Regional Director of Safety & Risk

DATA ANALYST
Lani Arrieta, Director of Administration

HR SUPPORT
Keri Limpin, Senior HR Manager

BILLING SUPPORT
Emily Hawkins, Pre-billing Supervisor

AV IFT DISPATCH TEAM



VEHICLES

- 33** ALS Emergency (911) Ambulances
- 14** Interfacility Ambulances (**1** CCT, **2** ALS, **11** BLS)
- 17** Spare Ambulances
 - 3** Frontline Support Vehicles
 - 4** Spare Support Vehicles
- 2** CA State Disaster Support Units (“DMSU144” and “DMSU157”)
- 1** High-Risk Ambulance “HRA”

AMR STATIONS



UNIT 421

623 E. Main Street, Santa Paula

UNIT 422

743 Sespe Place (FS 91), Fillmore

UNIT 423

623 E. Main Street, Santa Paula

UNIT 431

4322 Eileen St., Simi Valley (East)

UNIT 432

665 E Los Angeles Ave., Simi Valley (West)

UNIT 433

4322 Eileen St., Simi Valley (East)

UNIT 434

665c Los Angeles Ave., Simi Valley (West)

UNIT 435

616 Fitch Ave., Moorpark (HQ)

UNIT 441

166 N. Moorpark #101, Thousand Oaks

UNIT 442

652A Lindero Canyon Rd., Oak Park

UNIT 443

700 Wendy Drive #24, Newbury Park

UNIT 444

616 Fitch Ave., Moorpark (HQ)

UNIT 445

4667 N. Moorpark Rd #103, Thousand Oaks (North)

UNIT 446

166 N. Moorpark #101, Thousand Oaks

UNIT 447

652A Lindero Canyon Rd., Oak Park

UNIT 451

109 S. Glenn Drive, Camarillo (East)

UNIT 452

5800 Santa Rosa Road #115, Camarillo (West)

UNIT 453

109 S. Glenn Drive, Camarillo (East)

UNIT 454

5800 Santa Rosa Road #115, Camarillo (West)

UNIT 471

3418 Loma Vista Road #2A, Ventura (Central)

UNIT 472

1593 Los Angeles Avenue #9, Ventura (East)

UNIT 473

608 E. Thompson Blvd., Ventura (West)

UNIT 474

3418 Loma Vista Road #2A, Ventura (Central)

UNIT 475

1593 Los Angeles Avenue #9, Ventura (East)

GOLD COAST STATIONS



UNIT 611

11544 N. Ventura Ave., Ojai

UNIT 612

11544 N. Ventura Ave., Ojai

UNIT 661

200 Bernoulli Cir., Oxnard (HQ)

UNIT 662

401 N. A St., Oxnard (A St)

UNIT 663

401 N. A St., Oxnard (A St)

UNIT 664

2675 S. Ventura Rd. #207, Oxnard (Bay)

UNIT 665

4225 Saviors Rd. #7, Oxnard (Bard)

UNIT 667

200 Bernoulli Cir., Oxnard (HQ)

UNIT 668

200 Bernoulli Cir., Oxnard (HQ)

UNIT 681

200 Bernoulli Cir., Oxnard (HQ)

UNIT 682

608 E. Thompson Blvd., Ventura (West)

UNIT 683

200 Bernoulli Cir., Oxnard (HQ)

UNIT 684

88 Long Ct., Thousand Oaks (Conejo)

UNIT 685

616 Fitch Ave., Moorpark

UNIT 686

200 Bernoulli Cir., Oxnard (HQ)

UNIT 687

200 Bernoulli Cir., Oxnard (HQ)

UNIT 689

200 Bernoulli Cir., Oxnard (HQ)

UNIT 690

616 Fitch Ave., Moorpark

UNIT 691

200 Bernoulli Cir., Oxnard (HQ)

UNIT 692

616 Fitch Ave., Moorpark

UNIT 693

200 Bernoulli Cir., Oxnard (HQ)

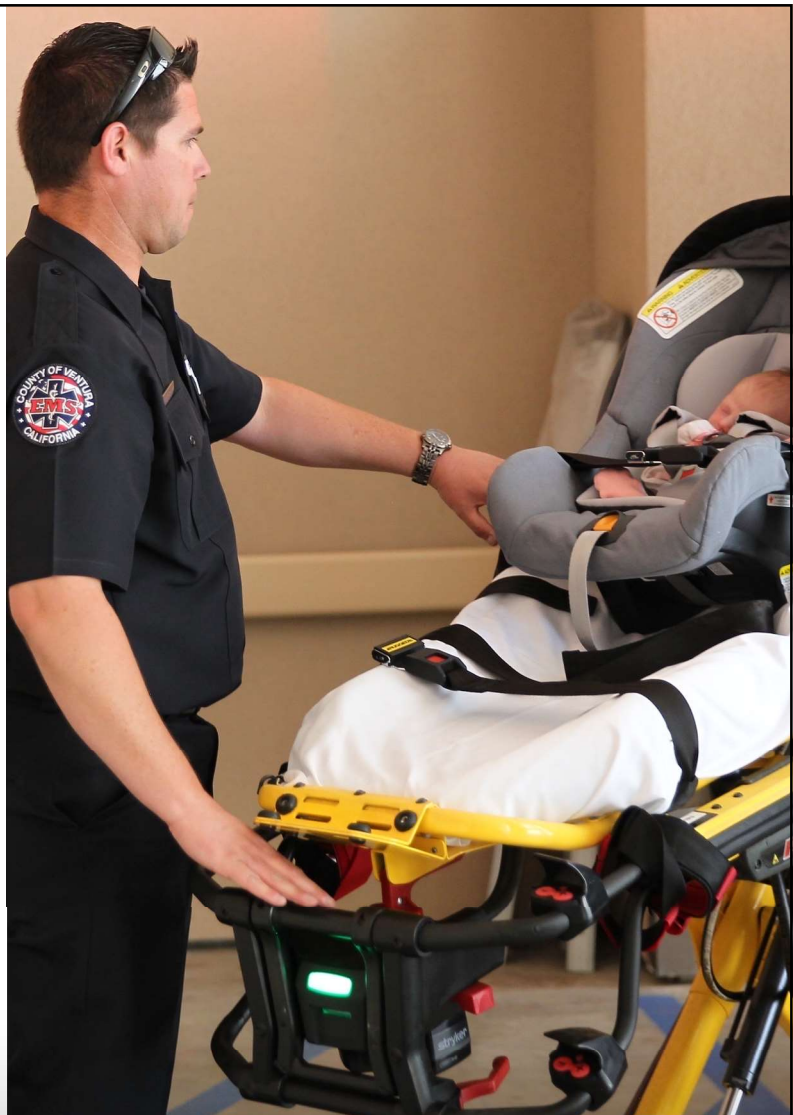
UNIT 698

88 Long Ct., Thousand Oaks (Conejo)



DEPLOYMENT

- 21 24-hr ALS shifts for 911/emergency coverage
- 11 12-hr ALS shifts (Flex cars) for 911/emergency coverage
 - 1 8-hr, M-F ALS Shift (Flex car) for 911/emergency coverage
- 14 Interfacility Transport Ambulances; 2 ALS, 11 BLS, 1 CCT (24hr coverage)



Requests for calls/transport (911 / IFT)

JULY 2021 – JUNE 2022



47,573 Total number of responses
46,119 Number of emergency responses
1,454 Number of non-emergency responses
33,832 Total number of transports
32,386 Number of emergency transports
1,446 Number of non-emergency transports



37,720 Total number of responses
21,320 Number of emergency responses
16,400 Number of non-emergency responses
31,184 Total number of transports
15,023 Number of emergency transports
16,161 Number of non-emergency transports

Requests for calls/transport (911 / IFT)

JULY 2022 – JUNE 2023



49,742 Total number of responses
48,299 Number of emergency responses
1,443 Number of non-emergency responses
36,003 Total number of transports
34,574 Number of emergency transports
1,429 Number of non-emergency transports



38,729 Total number of responses
23,139 Number of emergency responses
15,590 Number of non-emergency responses
31,124 Total number of transports
15,811 Number of emergency transports
15,313 Number of non-emergency transports



STANDARD SERVICE Levels

Advanced Life Support (ALS)

ALS services are provided to patients requiring cardiac monitoring and advanced medications. In short, these ambulances are emergency rooms on wheels, providing the people and medical equipment necessary to stabilize a patient until arrival at a hospital emergency department or trauma center.

Basic Life Support (BLS)

BLS services provide basic medical transportation, which includes equipment and trained medical staff needed to provide care and monitoring of certain patients needing non-invasive treatment and transport. Examples include controlling of bleeding, splinting fractures, treatment for shock, CPR, etc.

Critical Care Transport (CCT)

CCT is nurse-focused medical transportation of a critically injured or ill patient by a ground ambulance, including the provision of medically necessary supplies and services, which is a level of service beyond the scope of EMTs and paramedics. CCTs focus on patients who require both emergent and non-emergent critical care, directed by specialty trained and experienced CCT Nurses who are skilled in both adult and pediatric emergencies. Extensive training and education coupled with passionate patient care make our CCT program the optimum choice for any critically ill patient.



STANDARD SERVICE Levels

(Continued ...)

Bariatric Transportation

Ambulance services nationwide have seen a surge in the number of bariatric patients, including here in Ventura County. AMR has transitioned and adapted to meet the needs of these patients to safely transport them to the hospital.

Locally, all 911 emergency ambulances have completed the transition to larger Type-III (modular) ambulances to give the patient and our paramedics the room to safely work. Additionally, we have transitioned the majority of our gurneys to include "XPS Wings," which replace the current style side rails to "wings" that fold upwards to meet the sides of our patients. We also added "bolster mattresses" to these gurneys to increase patient comfort. In the event we have a patient weighing over 700 lbs, we have a dedicated bariatric gurney rated to carry 1,600 lbs that is ready for immediate use and located at our main deployment center.

Community Paramedics (CP)

AMR Paramedic Supervisors are specially trained to manage patients with tuberculosis in collaboration with Ventura County Public Health by providing "Directly Observed Therapy." This program includes the distribution of medications to certain tuberculosis patients and the direct observation of them taking the medications in an effort to ensure their compliance. The supervisor performs a short assessment to make sure any abnormal side effects from the medications are reported to the public health nurse and physician managing the patient. To date, we have made over 5,700 home visits to these patients.

A previous Community Paramedic program was responding to hospice patients who were identified either at time of dispatch or by on-scene personnel to develop a "right-for-now care plan" in collaboration with local hospice agencies, to reduce unnecessary transports and respect the patient's wishes. This program became so successful, in 2021 AMR and the EMS Agency co-authored Policy 629, guiding all paramedics on how to manage these types of patients, which still includes Community Paramedic guidance when needed.



STAFFING

Challenges and how we prevailed

STAFFING Challenges

- Staffing challenges plagued EMS nationally, statewide and locally. These issues were not exclusive to private EMS providers. Public providers, hospitals and other healthcare providers also experienced the shortage.
- The most significant contributing factor was paramedic training programs being shut down during COVID. Once programs resumed the following year, the programs still took an average of one year to complete, adding to the lack of available paramedic applicants during this time.
- Other factors that contributed to staffing was pandemic related exhaustion and burn-out, stress related to COVID and public agencies hiring paramedics from private EMS to combat their own shortages.
- AMR Ventura and Gold Coast paramedic staffing had reached a low point of 48% in 2021 with no immediate end in sight, requiring short term and long-term plans and a significant amount of investment.



STAFFING Solutions

SHORT-TERM

- AMR **augmented staffing** certain 12-hr shifts normally designated as ALS into BLS. This allowed the BLS units to transport patients deemed “BLS” in nature, thus “freeing” up the ALS units more quickly to become available for the next call.
- AMR voluntarily **reduced the ambulance service rates** set by the County for a year during the staffing issue period.
- **Significant wage increases** given to staff in 2/2022 (AMR) and 6/2022 (Gold Coast Ambulance). AMR was a new union contract; GCA was an off-cycle wage increase – included both Paramedics and EMTs.
- Employees incentivized to pick up extra shifts by offering **double time and a half** for any overtime shifts they chose to work – included both Paramedics and EMTs

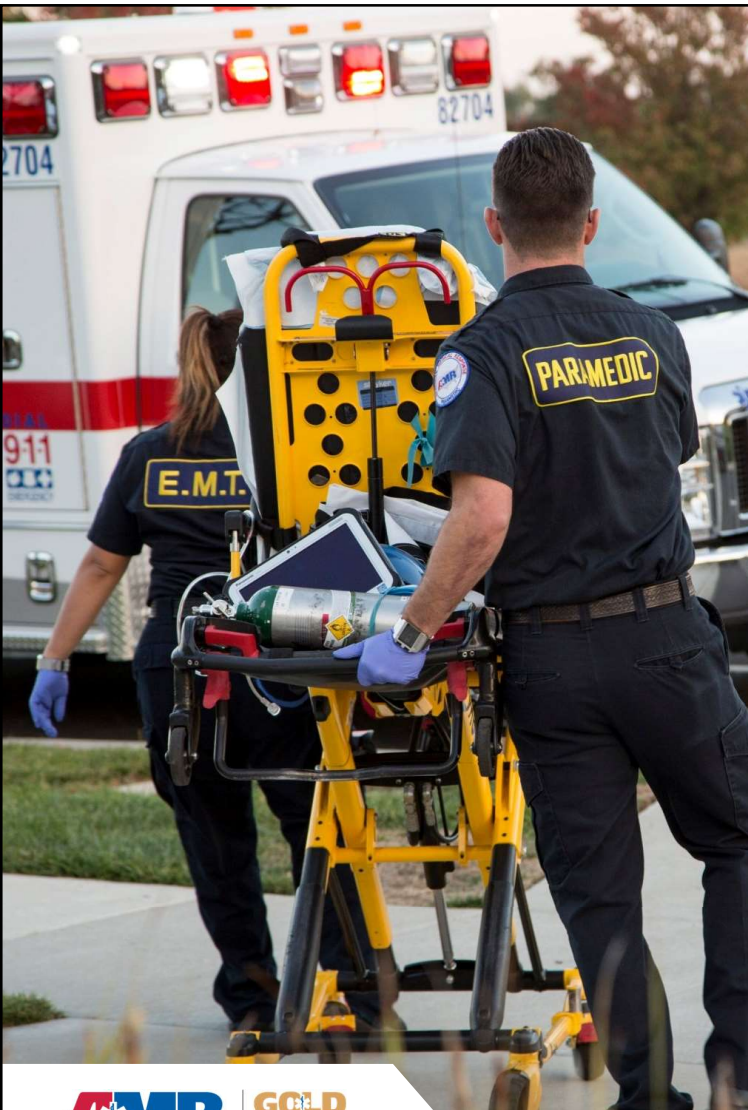


STAFFING Solutions

SHORT-TERM (CONTINUED ...)

- Offered Paramedic **“Sign-on” bonuses** of up to \$20K to incentivize medics from outside of AMR to apply. Bonuses required a commitment by the employee to work a set number of years. (24 bonuses were given.)
- AMR Pacific region started a program called the **“SOS Team”** which was established by reaching out to every former paramedic that left AMR in good standing and offering them a very competitive wage to return as a part of this team. Those who returned would go to various AMR divisions throughout California and commit to working minimum month-long deployments at a time. In Ventura County, we paid for the seven medics to come into Ventura, including paying for their hotel room every night, plus paying them portal-to-portal (meaning they got paid for every minute they were “deployed” to Ventura).
- Throughout the staffing crises, AMR **communicated our shift assignments daily** to key stakeholders - EMS Agency, Dispatch (Regional Fire Communications Center) and all Fire Agency partners. Although fully staffed today, this practice has continued as a best practice.





STAFFING Solutions

LONG-TERM

- Locally developed and funded Paramedic Scholarship Program:
 - 63 “Earn While You Learn” (“EWYL”) scholarships offered to date
 - Schools include Ventura College, Moorpark College, NCTI, UCLA
 - 23 graduated and currently working as paramedics
 - 36 in various stages of their schooling
 - Scholarship program is still ongoing and will continue to keep a constant pipeline of new paramedics
 - Over \$1.1M investment by AMR in our employees and the County to date
- Entered subcontractor agreement with Ventura County Fire Department to staff four ambulances that allows their use during surge events or MCIs.

“Earn While You Learn” Overview

The EMT can choose one of the following two programs:

1

\$10,000 up front directly to the student paid before the class starts

2

Up to \$15,000 for us to pay directly to the school.

- Also gives the employee an option that can be utilized in each of the programs for the employee to be paid while in class (i.e., “EWYL”) during the didactic portion, which adds a year to their commitment
- Both program 1 and program 2 are considered repaid after 2 years of FT service as a single function paramedic. (3 years if they choose the “paid while in school” option.)
- Program 1 is paid as an educational tuition stipend, meaning it’s not taxed.
- Program 1 is intended for more inexpensive schools, like community colleges; Program 2 is intended for more expensive schools like UCLA or NCTI.
- If they choose the option to be paid while in class, it’s considered hours worked. We also require them to schedule “part-time” field shifts so they can maintain their benefits and fulfill CBA obligations (this was impactful in pushing those longer term EMTs who were on the fence about going.)

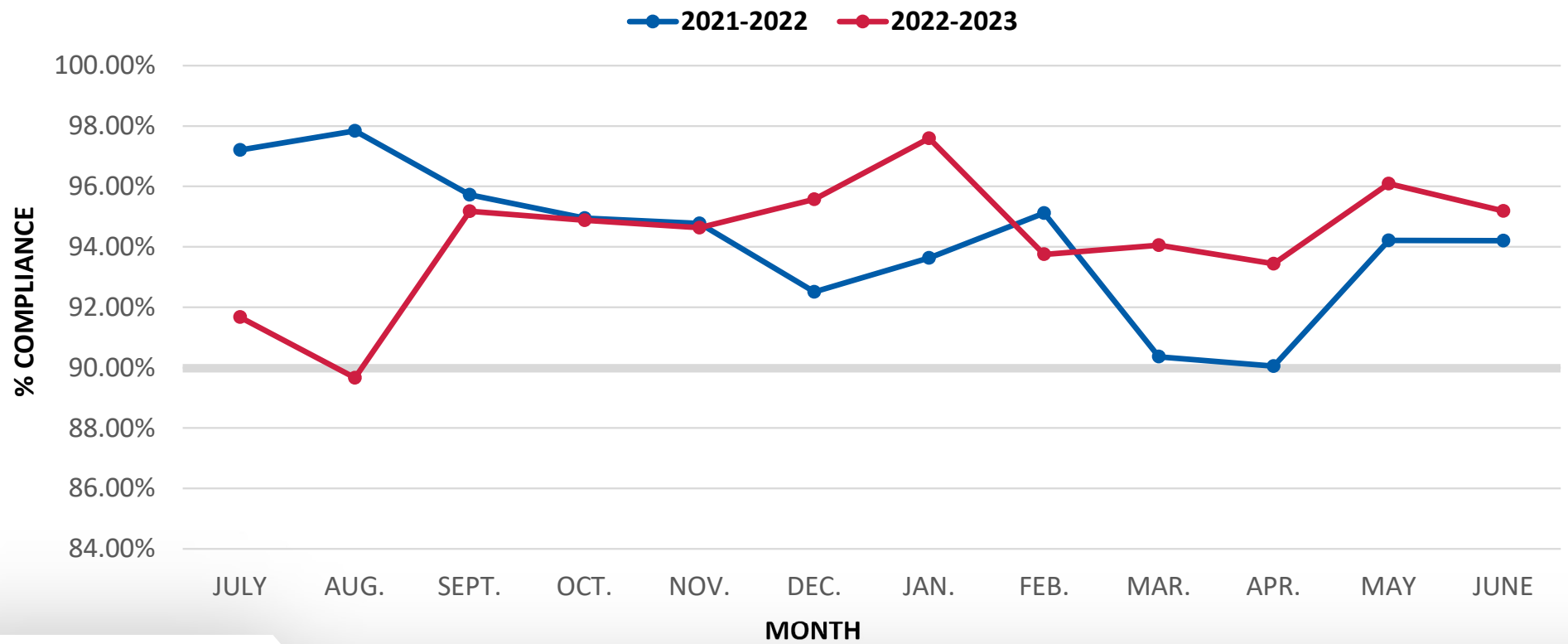


COMPLIANCE Terms & Reports

EMS CONTRACT COMPLIANCE Terms

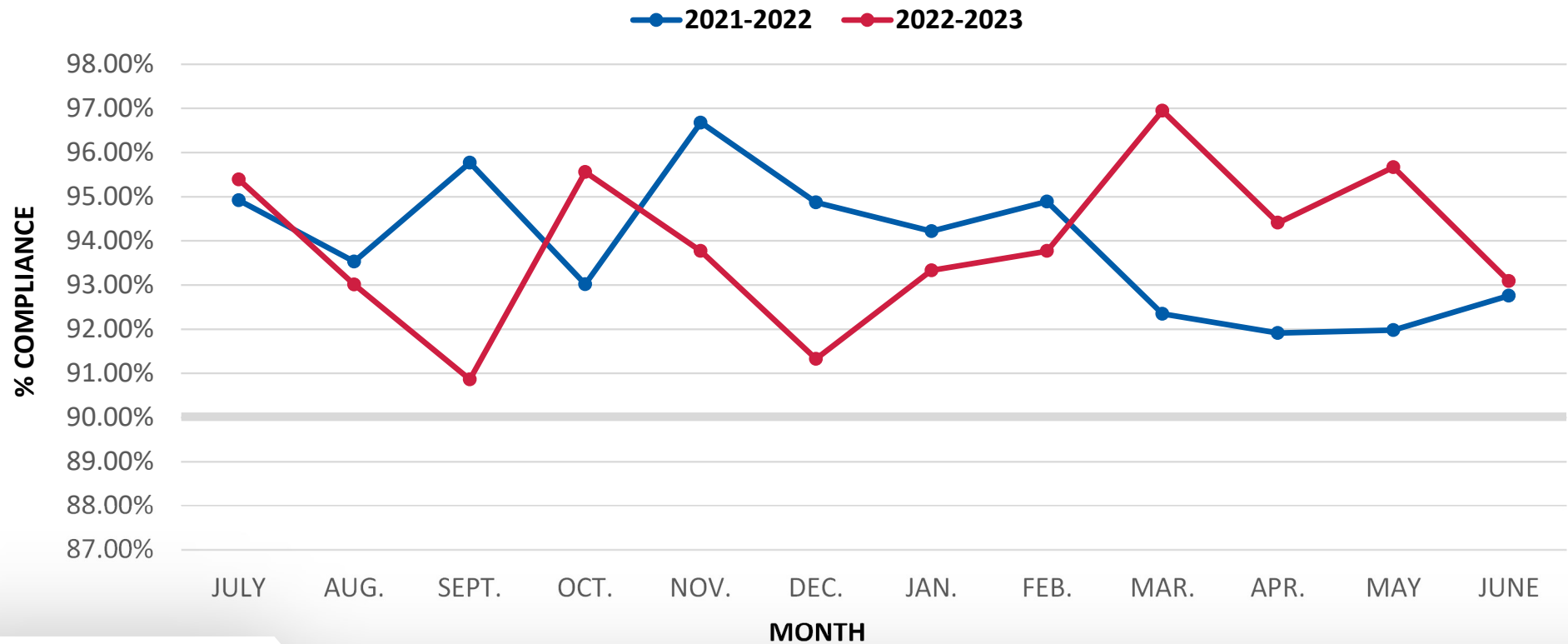
- Required to have a minimum of **90% compliance after exemptions** in each EOA
- All EOAs have been compliant in all months with exception of August 2022 (**EOA 1 - 89.66%**)
 - Result of low-volume community (Ojai) and staffing reduction trial
 - **Solution:** Increased staffing by adding an additional 12 hours/day in this EOA

EOA 1 Ojai

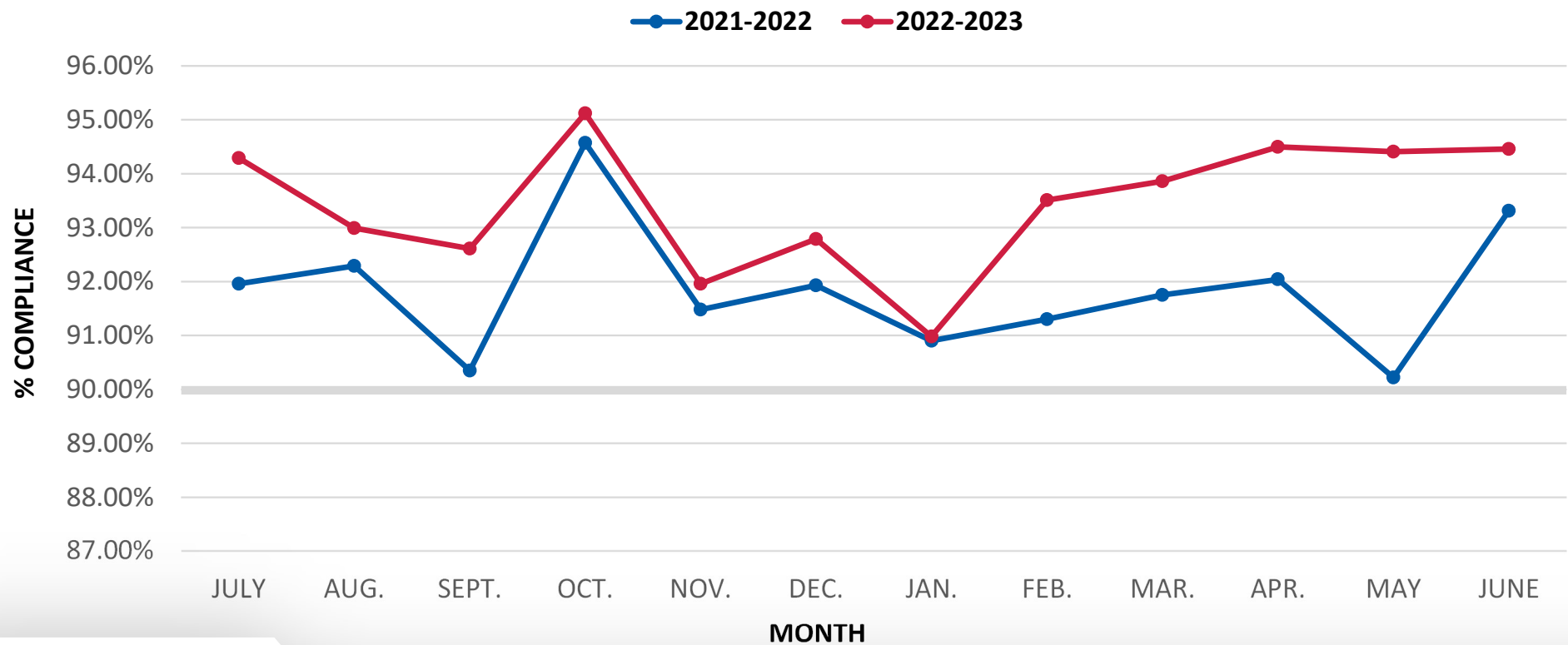


EOA 2

Santa Paula/Fillmore

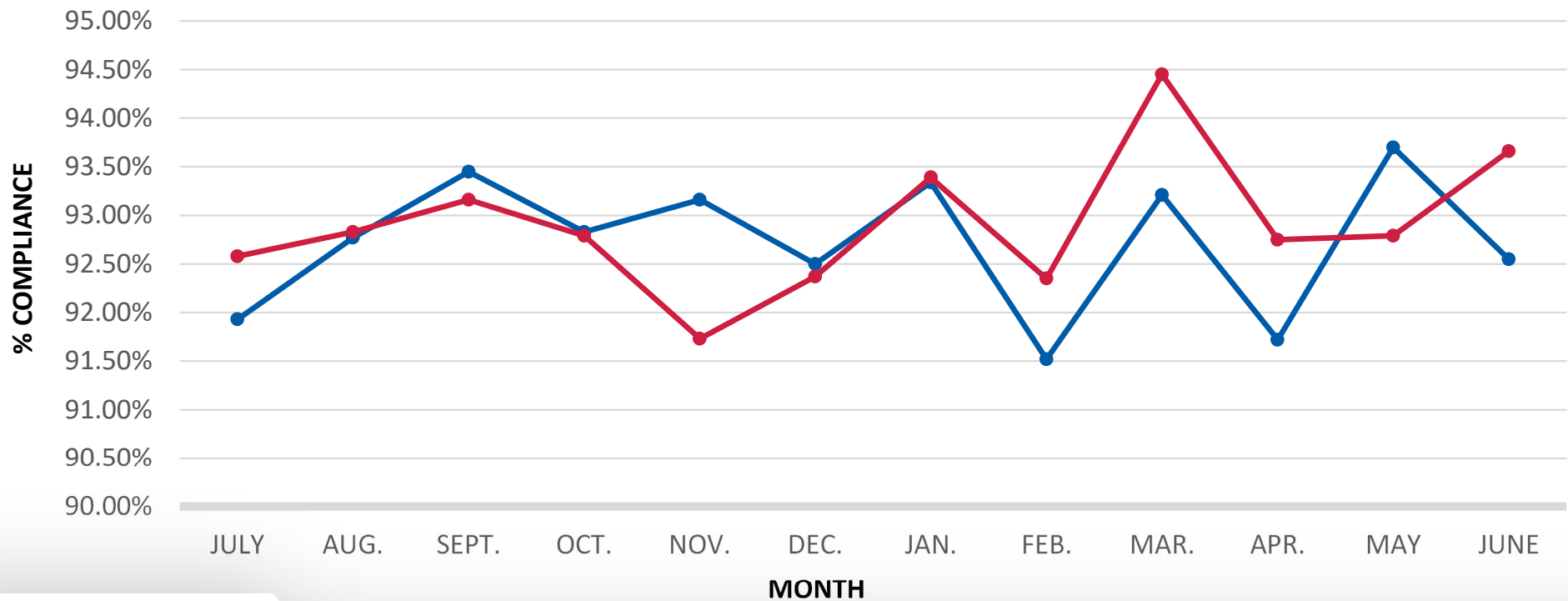


EOA 3 Simi Valley

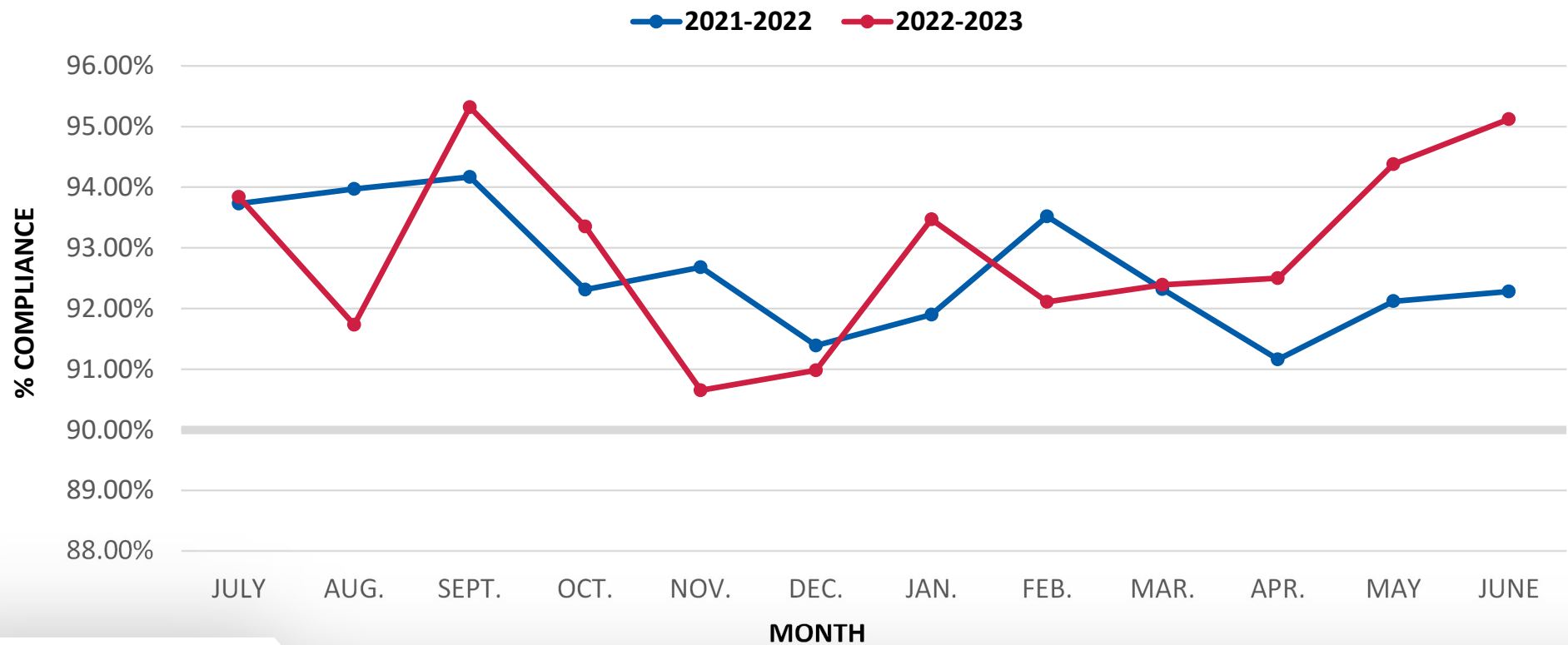


EOA 4 Conejo Valley

—●— 2021-2022 —●— 2022-2023

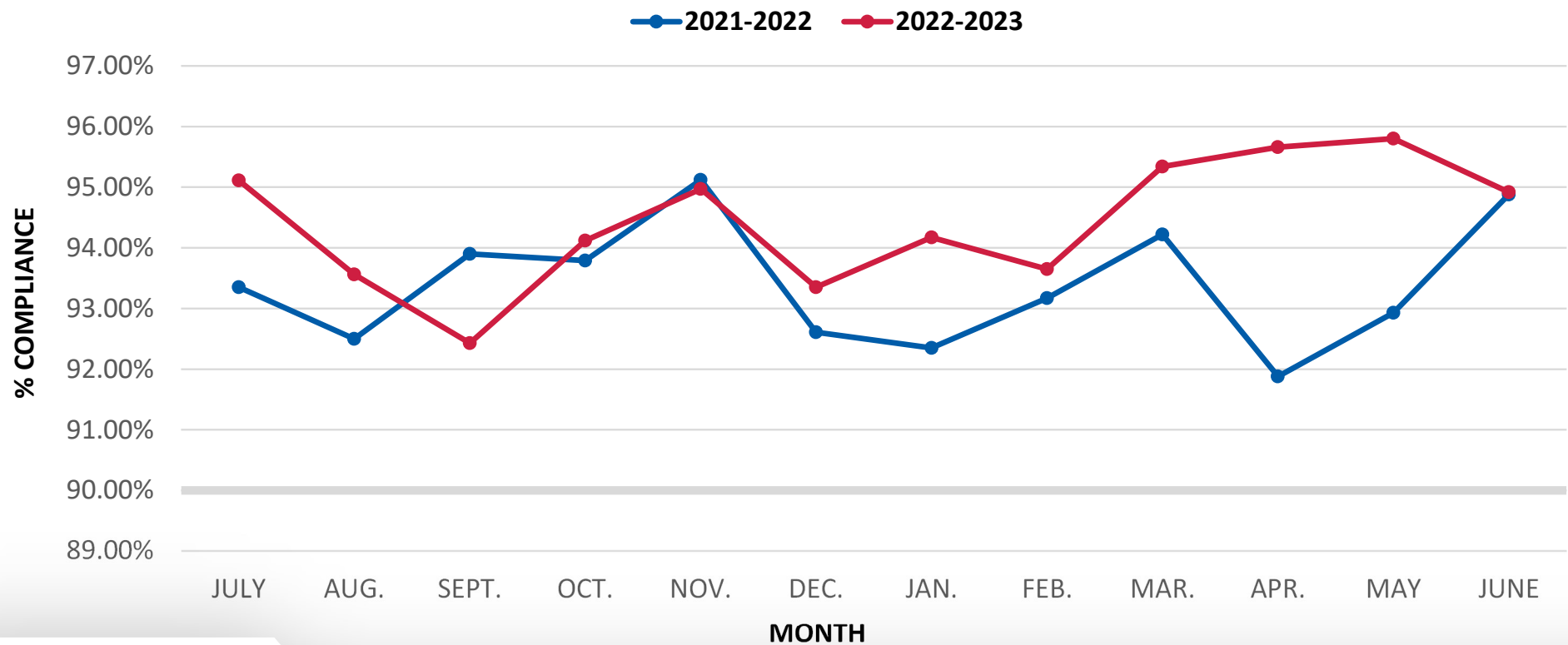


EOA 5 Camarillo

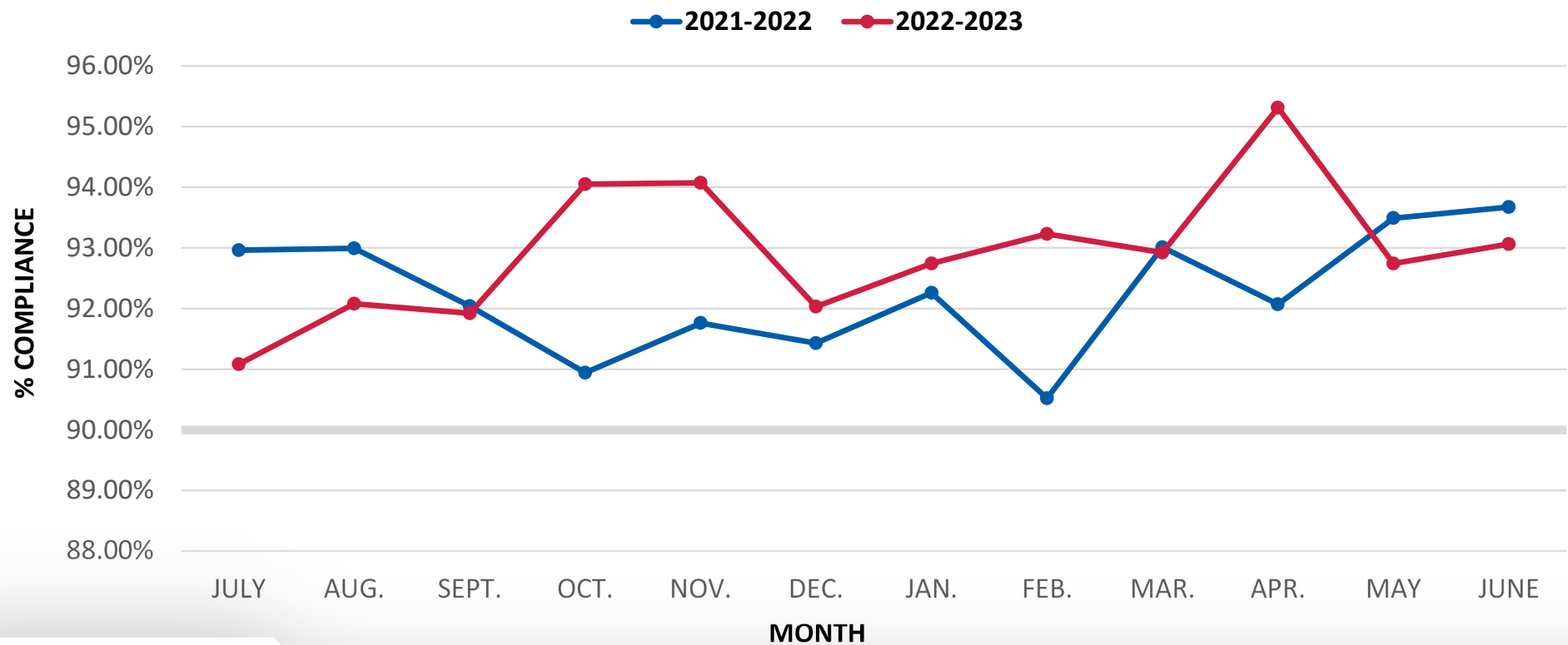


EOA 6

Oxnard/Port Hueneme



EOA 7 Ventura



A photograph of three paramedics from Gold Coast Ambulance sitting in front of an ambulance. The paramedics are two men and one woman, all wearing dark blue uniforms and caps with the Gold Coast Ambulance logo. They are smiling at the camera. The background shows the interior of the ambulance with various medical equipment.

SYSTEM STATUS Overview

WEST COUNTY DAY

(0800 – 2100)

CAMARILLO	OXNARD	VENTURA	OJAI	SANTA CLARA VALLEY
LEVEL 2 <ul style="list-style-type: none"> Cam West and Cam East LEVEL 1 <ul style="list-style-type: none"> Mid-City 	LEVEL 3 <ul style="list-style-type: none"> Ensure one North and one South is covered LEVEL 2 <ul style="list-style-type: none"> One unit North and one South LEVEL 1 <ul style="list-style-type: none"> Mid-City 	LEVEL 2 <ul style="list-style-type: none"> Any two Ventura stations LEVEL 1 <ul style="list-style-type: none"> Mid-City 	LEVEL 1 <ul style="list-style-type: none"> Ojai 	LEVEL 2 <ul style="list-style-type: none"> Santa Paula and Fillmore LEVEL 1 <ul style="list-style-type: none"> 126 / Hallock

WEST COUNTY *NIGHT*

(2100 – 0800)

CAMARILLO	OXNARD	VENTURA	OJAI	SANTA CLARA VALLEY
LEVEL 2 <ul style="list-style-type: none"> Cam West and Cam East LEVEL 1 <ul style="list-style-type: none"> Cam West <u>or</u> Cam East 	LEVEL 2 <ul style="list-style-type: none"> Ensure one North and one South is covered LEVEL 1 <ul style="list-style-type: none"> Mid-City 	LEVEL 2 <ul style="list-style-type: none"> Any two Ventura stations LEVEL 1 <ul style="list-style-type: none"> Ventura Central Station 	LEVEL 1 <ul style="list-style-type: none"> Ojai 	LEVEL 2 <ul style="list-style-type: none"> Santa Paula <u>and</u> Fillmore LEVEL 1 <ul style="list-style-type: none"> Santa Paula <u>or</u> Fillmore

EAST COUNTY DAY

(0800 – 2100)

MOORPARK / SIMI VALLEY

LEVEL 3

- Moorpark / Simi (West) / Simi (East)

LEVEL 2

- Moorpark / Simi Mid-City

LEVEL 1

- Simi (West)

CONEJO VALLEY

LEVEL 3

- Thousand Oaks / Newbury / Oak Park

LEVEL 2

- Westlake / Lynn Rd/101

LEVEL 1

- Rancho/101

EAST COUNTY *NIGHT*

(2100 – 0800)

MOORPARK / SIMI VALLEY

LEVEL 1

- Simi (West)

CONEJO VALLEY

LEVEL 1

- Rancho/101

LOW LEVELS

EAST COUNTY DAY (0800-2100) LOW LEVELS

LEVEL 3

- Simi Mid-City / Spring/Tierra Rejada / Rancho/101

LEVEL 2

- Simi (West) / Rancho/101

LEVEL 1

- Olsen / 23

WEST COUNTY DAY (0800-2100) LOW LEVELS

LEVEL 5

- Kunckle/33 / Hallock/126/
Main/Telephone/ Oxnard Mid-City /
Pickwick/Arneill

LEVEL 4

- Hallock/126 / Main/Telephone /
Oxnard Mid-City / Pickwick/Arneill

LEVEL 3

- Hallock/126 / Main/Telephone /
Central/101

LEVEL 2

- Wells/126 / Del Norte/101

LEVEL 1

- Rose/Los Angeles

COUNTY-WIDE LOW-LEVEL PLAN

LEVEL 4

- Simi (West) / Rancho/101 /
Del Norte/101 / Wells/126

LEVEL 3

- Olsen/23 / Del Norte/101 /
Wells/126

LEVEL 2

- Olsen/23/ Rose/Los Angeles

LEVEL 1

- Rose/Los Angeles



AMR'S IMPACT IN THE EMS Community

Projects

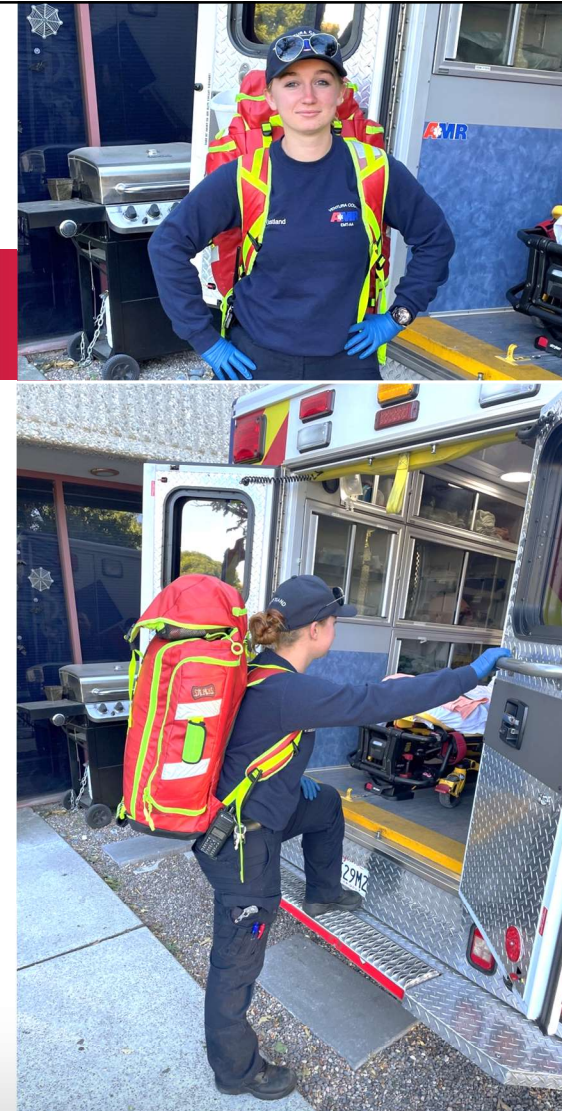
“FIRST IN BAG” STANDARDIZATION

2021: During COVID-19 and while staffing levels were at an all-time low, employees worked in many different service areas other than their normally assigned locations and inconsistencies in our circulation of “first in bags” were identified. Some units had multiple, different “first in bags,” which not only contributed to a lack of consistency, creating a potential for errors, but was also an inefficient use of resources.

Solution: In December 2021, we trialed “first in bags” from four companies: First Tactical, Kemp, Merit and Stat Pack. Based on the feedback from our FTOs and supervisors, StatPack was selected for a variety of reasons including ...

- Ability to carry all the requisite supplies needed
- Ease of cleaning/disinfecting
- Reputation and credibility of the company
- Standardization aspect

In 2023, replacement of “first in bags” was added to the budget, and now all AMR Ventura County and Gold Coast Ambulances have the same bags, standardizing across both fleets, enabling our crews to transition from one assignment to another, confident in their equipment deployment.



Projects

GLUCOMETER CALIBRATION LOGS

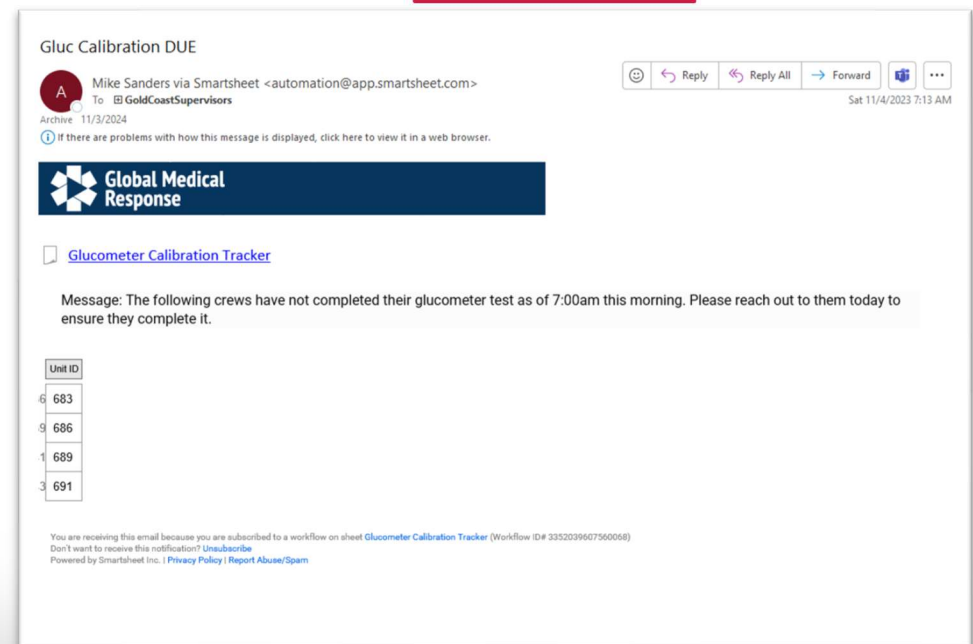
In response to a safety event, we implemented a new glucometer calibration process of requiring twice-monthly glucometer calibrations.

First, we launched a 90-day trial with six FTOs from AMR Ventura County and Gold Coast Ambulance. Each day (each shift) we performed calibrations of high and low testing. Additionally, we consulted the manufacturer on best practices and, under guidance of our medical director, determined a twice-per-month calibration to be the appropriate cycle.

Today, each ambulance performs a calibration on the first and fifteenth of the month, or if a new bottle of test strips is opened.

Furthermore, we created an automated feature to notify the on-duty supervisors of which units have yet to complete their calibration to ensure compliance. Since our “GO LIVE” date of January 2023, we are at 100% compliance for all units.

GLUCOMETER CALIBRATION



Projects

MONTHLY DRUG CHECKOUT

Due to the ever-increasing supply chain issues of certain medications and equipment, we created a monthly drug checkout procedure that positions us to better track upcoming expiration dates and amounts still in circulation.

We implemented a process on the first of the month in which staff reviews medications on each unit and notifies us of any medications set to expire within 60 days.

This equips our operations team to anticipate orders and stocking issues to get ahead of shortages. In addition, this allows us to ensure every medication we carry is in compliance as it relates to expiration dates.

This was trialed at the end of 2022 with our FTOs and was implemented in 2023. It uses the same automation features as our glucometer calibration logs and since January 2023, we are 100% compliant.

MONTHLY DRUG CHECKOUT



Projects

FTO STANDARDIZATION PROCESSES

Historically AMR had its share of legacy employees and was fortunate to have ALS units staffed with two paramedics throughout the county ... and then COVID hit. As a result of staffing shortages, we were forced to adapt and adjust our operations. Over this challenging period, we onboarded additional new Field Training Officers (FTOs) to assist with the operation's training needs. This meant a much younger workforce and a significant increase in accountability of our FTOs to uphold the high quality of the clinicians we were placing in the field.

We quickly realized "the old way of doing things" was not going to meet the demands of today's ever-evolving environment. In April 2022, we re-evaluated our FTO training process to ensure cohesive training and quality clinicians, and, as a result, created a rubric for FTOs to use as a tool to evaluate the trainees accordingly and really drill down on the issues. Our clinical goal is to ensure our trainees are safe, competent and consistent, while providing them with clear direction and feedback. The rubric went live in August of 2022 and is the framework for the evaluation, extension and termination process at AMR and Gold Coast Ambulance.



Field Training Officer Rubric S.C.O.P.E.

B. Clinical -

- a. Scene Management and Teamwork
 - i. Not Competent
 - 1. Little or no recognition of issues/concerns/events that may impact negatively on provision of treatment
 - 2. Limited capacity to manage environmental or situational factors.
 - 3. Limited teamwork
 - ii. Competent
 - 1. Demonstrates scene management, evidenced by recognition of issues/concerns/events that may have negative impact on provision of treatment or scene safety.
 - 2. Able to manage environmental or situational factors without impacting on quality of patient care.
 - 3. Demonstrates effective teamwork with appropriate task/procedural delegation.
- b. Patient Assessment
 - i. Not Competent
 - 1. Key aspects of patient assessment not preformed
 - 2. Failure to identify important history as part of assessment
 - ii. Competent
 - 1. No omissions of key history or physical exam components
 - 2. Patient questioning included appropriate inquiries
- c. Procedural Skills and Clinical Treatment
 - i. Not Competent
 - 1. Treatment not preformed when indicated
 - 2. Treatment performed using incorrect techniques
 - 3. Treatment performed with recurrent or multiple errors that could affect patient outcome
 - ii. Competent
 - 1. Performed all relevant treatment when indicated to satisfactory level.
 - 2. Isolated and non-recurring minor errors that would not impact on the safety or effectiveness of the procedure
 - 3. Performed with adequate time sensitivity

Projects

RIDE-ALONG PROCESS

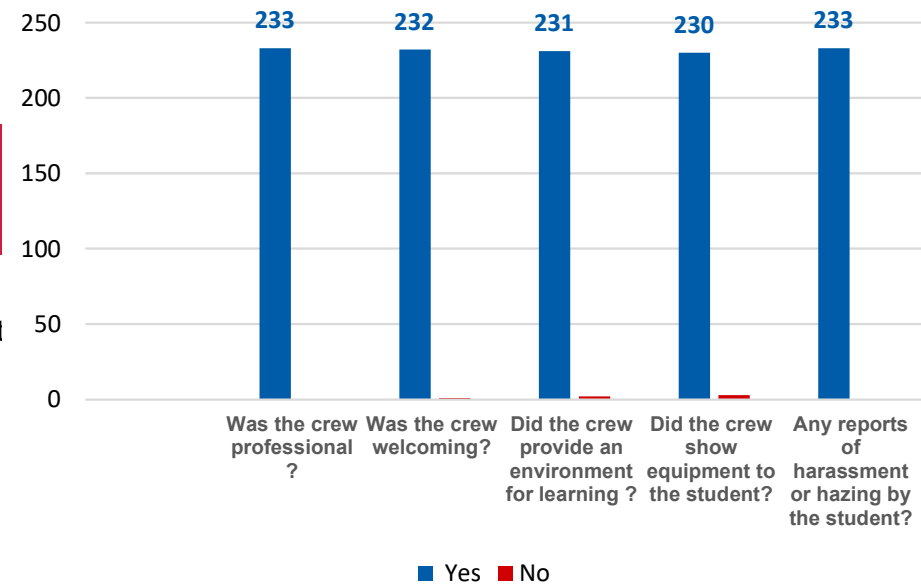
In coordination with local EMT schools, in 2022 we launched a standardization of our ride-along process. Each school operated independently and would reach out to different individuals within our operations and clinical team. Upon evaluation, we observed that AMR and Gold Coast Ambulance processes were not consistent. As a result, students would often be misinformed as to which station they were to report to, or they would show up to a station that already had a ride-along or trainee. The previous process would make them drive longer distances, and most importantly, took away from the ride-along experience. Our goal was to have a single point of contact for the program directors, give the students a consistent practice, and not impact the school processes already in place.

Our new process has program directors placing their student information in an excel spreadsheet that's distributed to our team. The day prior to the ride-along, the student scans a QR code by noon which provides contact information, station location and arrival time. The employees are also sent an email to ensure they can expect a student.

We currently offer over 500 ride-alongs each year. In 2022, we saw the largest spike in requests with Oxnard College adding a summer cohort due to COVID vaccine restrictions at local hospitals. We supported the local programs by allowing additional ride-alongs to meet the demand of the community. We strive for a welcoming environment for all students and give the students an opportunity to evaluate our staff. The data reflected above indicates the program's overwhelming success.

Student Evaluations

Based on 233 collected



Trials

SAM IO

In October of 2021, AMR and Gold Coast Ambulance began a trial of the SAM IO to determine if we could find a more cost-effective replacement to the EZ-IO, while maintaining or improving the success rate of the EZ-IO. We used six FTOs from both agencies who were the only authorized users during either a 60-day trial period or until we reached 20 uses with the device.

Feedback of the device included mixed reactions. 58% of users stated that the device was not as good as the EZ-IO and 42% felt it was the same but not better than the EZ-IO. 0% stated it was a superior device. **Based on feedback from EMS and our medical director, the trial was discontinued in January of 2022.**



Trials

McGRATH VIDEO LARYNGOSCOPE

In November of 2021, AMR Ventura County began a trial of the McGrath Video Laryngoscope. We used five FTOs and set a 6-month timeline on the trial. All five FTOs had individual laryngoscopes that they were allowed to use with their trainees during this time frame.

We had a total five uses throughout the trial. Four out of five attempts achieved excellent marks by our FTOs. Furthermore, four out of five users felt this was far superior to a standard laryngoscope blade, stating this made challenging intubations much easier. Although it was a good device from a crew standpoint, after reviewing the results with the EMS agency, the device was pulled due to its lack of recording capability and the trial was suspended while other brands are researched.



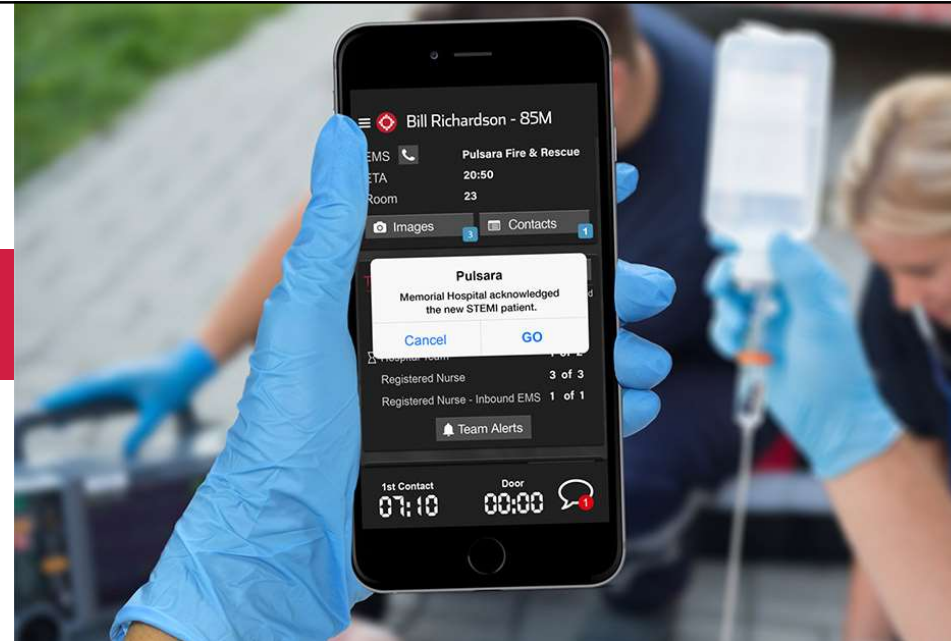
McGRATH[®]
MAC EMS

Trials

PULSARA

In October 2021, AMR partnered with Ventura County EMS and Adventist Health Simi Valley on a trial for a product called Pulsara. This is an app-based communication platform that would speed up the notification process from EMS to hospitals. It's designed to create incidents and alert a local STEMI Receiving Center of potential STEMI patients. The paramedic can take a photo of the patient's 12-lead and securely transmit it directly to a local STEMI Receiving Center in real time.

We used six FTOs in the Simi Valley area and worked with PCC Kristen Shorts to train our staff. The trial was set for six months and had overwhelming success. The LEMSA decided to make this a system platform and we subsequently trained our entire staff on the use of this application. **The product officially went live in our EMS system June of 2023.**



Training

TRAUMATIC CARDIAC ARREST MANAGEMENT (T-CAM)

After several traumatic arrests were flagged as safety events, our clinical team researched new training for our paramedics similar in nature to the county's Cardiac Arrest Management (CAM) and Post-ROSC policies, but specifically for **traumatic arrest patients**. This training would ensure that our clinicians, while on scene and during transport, would have clear guidance and roles in their delivery of care to our traumatic arrest patients just like we have in CAM.

The goal was for our clinicians to treat patients with traumatic injuries swiftly, aggressively and confidently. After implementation, we consulted with members of the LEMSA and submitted it for their review. **While this has not been adopted countywide yet, we continue to teach it during our new-hire orientation and during refresher courses bi-annually with CAM and Post-ROSC.**

T-CAM On Scene Vs T-CAM During Transport

Resources and Treatment priorities of Traumatic Cardiac Arrest on scene differ from the Resources and treatment priorities during transport. Unlike medical cardiac arrests where the "stay and play" approach is encouraged, the Traumatic Cardiac Arrest is a "load and go" scenario. The CAM approach must be modified to the resources available during transport.

- T-CAM On Scene
 - Up to five or more rescuers available for assessments and treatments.
- T-CAM During Transport
 - Rescuers may be limited to 3 personnel that need to focus the assessment and treatment of a Traumatic Cardiac Arrest.

Training

REELDX

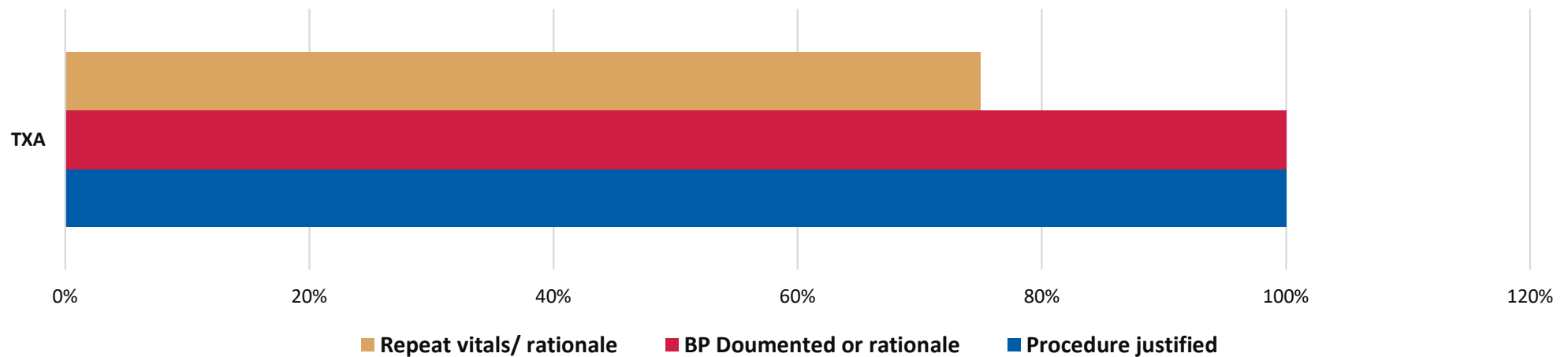
In January 2022, AMR and Gold Coast Ambulance added a training tool for FTOs and Preceptors called ReelDX. **This is a yearly subscription that gives all of our trainees the ability to use video interactions from real patients as training exercises.** This adds a visual component for trainees who are visual learners. This company uses real footage from patient encounters filled by body camera or video eyeglasses. These are peer evaluated by their staff. We have given the login to our FTOs or other staff on each iPad to use as much as possible.



Tranexamic Acid

CQI REPORTS

Jan 2023 – June 2023
(20 cases)

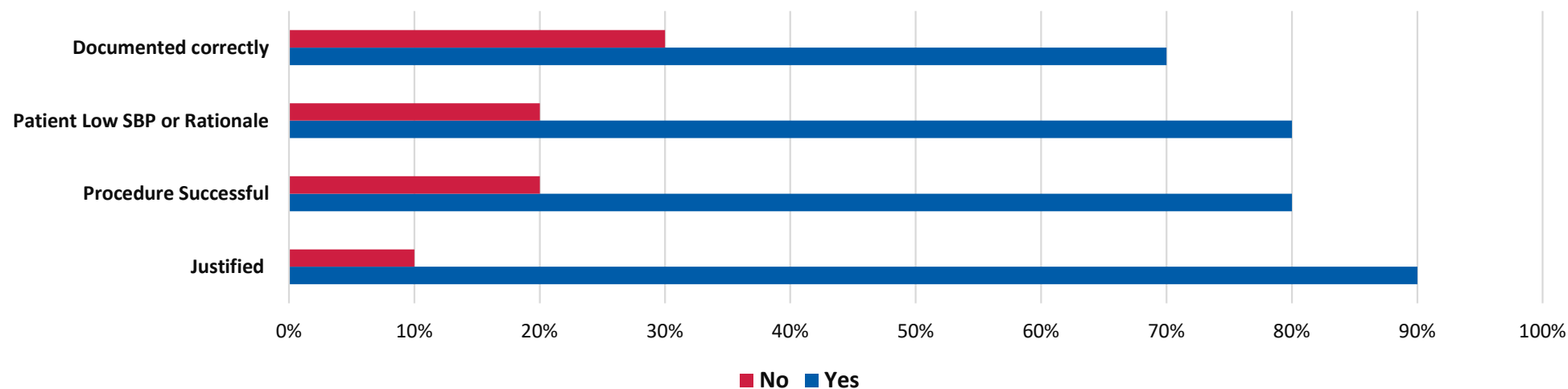


Goal: Review all TXA-related calls to ensure they are justified, have the necessary documentation and that initial vitals or rationale is included in the narrative or ePCR. All calls were justified, however two cases have missing repeat vital signs that should have been recorded.

Needle Thoracostomy

CQI REPORTS

Jan 2023 – June 2023
(10 cases)

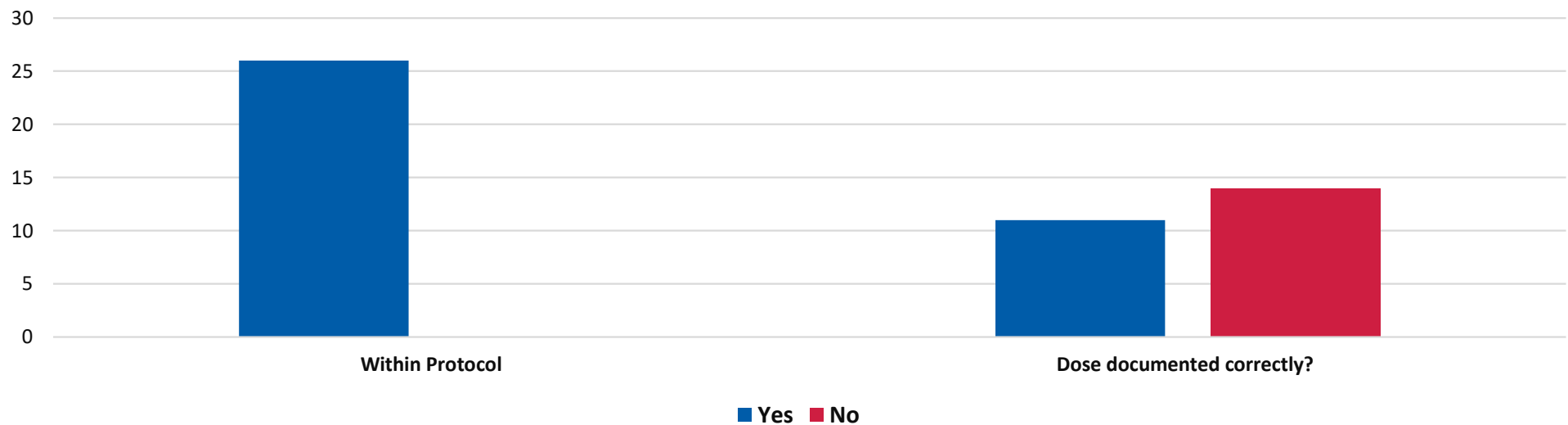


- 9 out 10 cases were determined to be within protocol.
- 70% were documented correctly and required no additional information.
- Overall 80% success rate.

Heparin/Nitroglycerin - IFT

CQI REPORTS

July 2022 – June 2023
(26 cases)

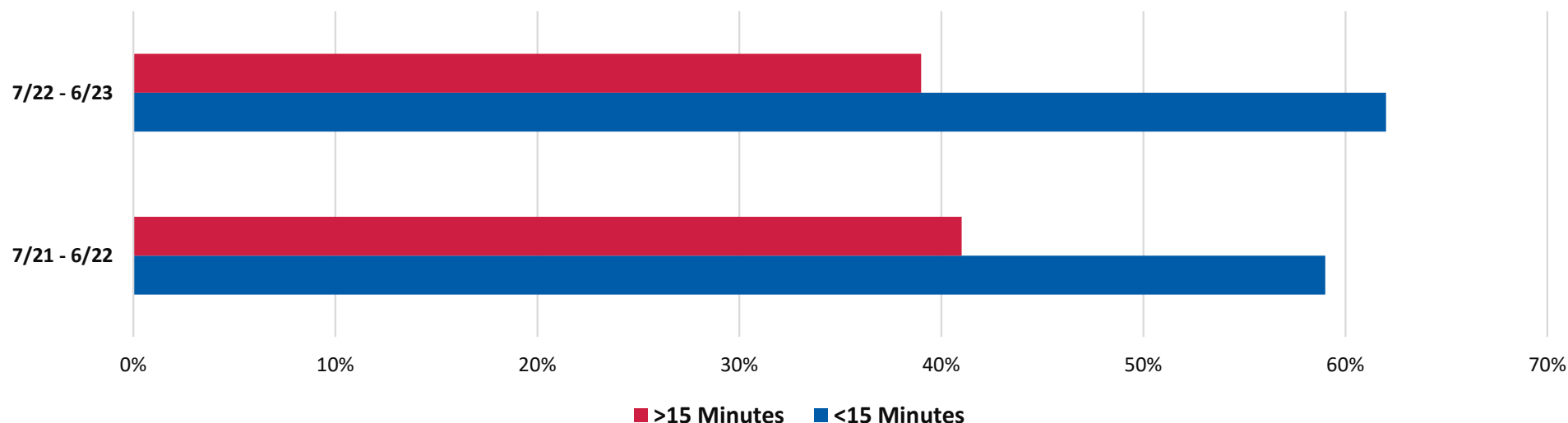


- Paramedic expanded scope and monitoring Policy 722.
- 54% of dosages were not documented correctly, but ALL dosages were correct and within protocol.

STEMI Probable

CQI REPORTS

On-scene to transport

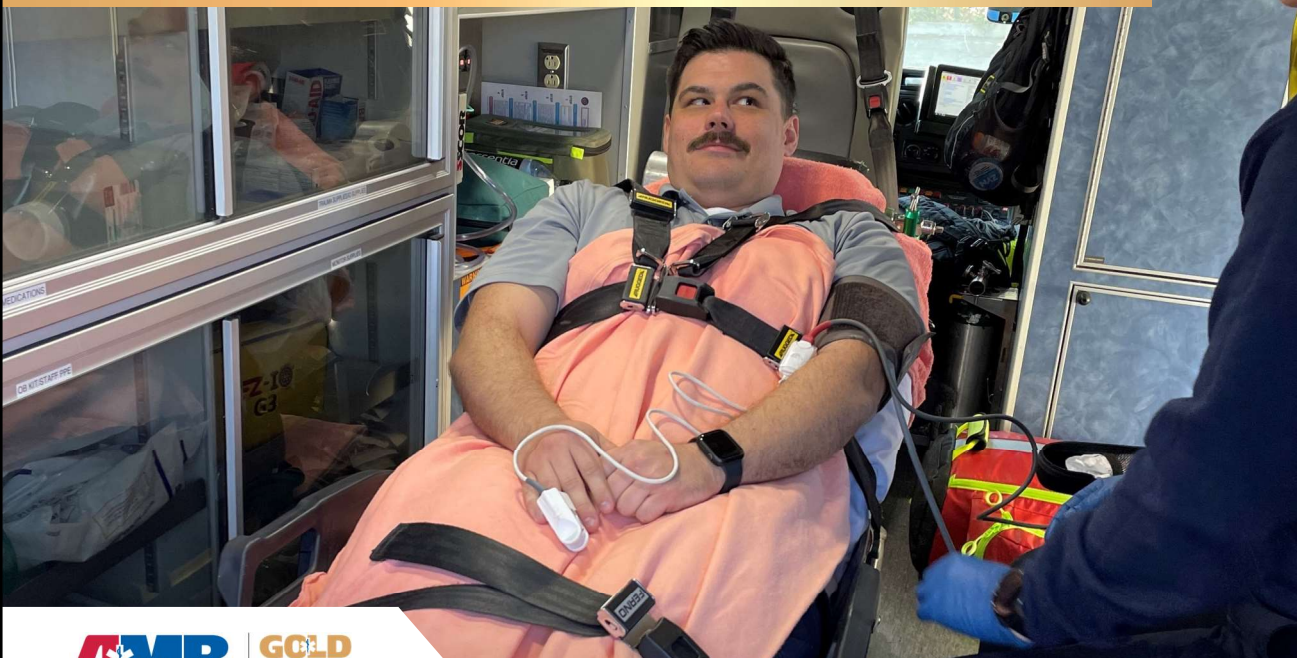


In an effort to reduce on-scene times and have faster recognition of STEMI, we are reviewing our on-scene times from patient side to procedure. The times are fairly flat from 15:03 to 14:54 from 7/21 to 6/22 and 7/22 to 6/23. With this, a goal has been established to reduce the time from patient contact to when a 12-lead is initiated, from 45% to 60%. Once our initial goal is obtained, we will set a new goal of 70% within 10 minutes of patient contact.



Culture of Safety

A culture of safety is our approach on training and coaching to help employees understand the “why” and “how” certain behaviors add risk to them, their partners and the public.



- **Gurney** training/retraining
- **Shoulder Straps** on all gurneys and supervisor spot checks
- New **pediatric transport seats** - safer for our peds patients, significant cost increase
- Teaching behavioral patient safety when it comes to **personal and situational awareness**
- Revamped **EVOC training** and taken in-house

Training

Emergency Vehicle Operator Course (EVOC) Training

One of the highest risk aspects of the job is emergency vehicle operation. Emergency Vehicle Operator Course (EVOC) has been a long staple at AMR, but in June 2021 AMR and Gold Coast Ambulance began training EVOC at local sites. In years past, this was held at the AMR Antelope Valley division, which would significantly delay driver's training for new employees and was not optimal for operational needs.

Presently, this is incorporated in each new-hire orientation and all trainees complete this critical training prior to placement in the field. We host a full training day of education with instruction and videos containing best practices. The class is taught by our master instructor along with a cadre of EVOC trainers assisting in "track day" to ensure consistency in teaching how to safely operate an emergency vehicle. This has increased a newly hired employee's drivers' training in the field by more than 200%.



DRIVE-CAM

Along with EVOC instruction and extensive behind the wheel training, we utilize **Drive-Cam videos** to monitor employees in an effort to identify when unsafe driving behaviors. When Drive-Cam triggers an event, supervisors review footage, discuss the circumstances with the employee and coach any unsafe behaviors and risks.





HOSPITALS Partnership

HOSPITAL Partners

■ Relationships

- Regular meetings
- In-person training
- Communication and community involvement
- Work with hospitals on special requests, i.e., helipad transfers



HOSPITAL PARTNER Meetings

For years now, we have been meeting with our hospital partners to address their ongoing needs and concerns. As a result of COVID, this really ramped up to meeting on a monthly basis, sometimes more than once a month, to discuss a variety of topics and ensure we are meeting their needs.

TOPICS SUCH AS ...

Operational needs/concerns

Difficult or unique discharges, dialysis patients, throughput issues, staffing concerns, equipment failures (CT scanners down, etc.)

Response performance

Reviewing our month-to-month transports, looking for areas of improvement, new challenges (behavioral health patients), long distance transports, CCTs, etc.

Community Events

We discuss upcoming events or activities that may impact our partners, such as the Dallas Cowboys Training Camp, Point Mugu Air Show, X-Games, Fourth of July activities, Annual Ventura County Fair, Helicopter rendezvous transports, Wine and Food festivals, etc.

The goal is to discuss any large-scale activity that may impact either operation and the needs they may create to address impacts.

HOSPITAL PARTNER Meetings

For years now, we have been meeting with our hospital partners to address their ongoing needs and concerns. As a result of COVID, this really ramped up to meeting on a monthly basis, sometimes more than once a month, to discuss a variety of topics and ensure we are meeting their needs.

TOPICS SUCH AS ...

Awards

We were recently a part of Dignity's award recognition for being #1 in Coronary Intervention in the State of California. Dignity recognizes the value, importance and quality of the prehospital care we provide, the direct impact on the overall care, and outcomes of their cardiac patients.



Billing and Compliance

We meet regularly with the hospital CFOs, CNOs, COOs to discuss billing challenges and reimbursement strategies.

SPECIAL REQUESTS: Helipad rendezvous for Los Robles and VCMC

- Staffed additional units for CT scanner inoperability at PV
- Added additional staff at EDs to help with prolonged patient offload times due to their internal staffing challenges





HOSPITAL PARTNERS Training

We meet with the hospitals regularly to conduct training on ambulance discharges and discuss topics such as ...

- Medical necessity for ambulance transport
- Completing Physician certification statements
- Air services – when they are appropriate and how to use them
- Dialysis patient requests
- Behavioral Health patients
- Insurance guidelines/coverage and changes
- Specialized equipment training, i.e., cath lab practice runs, LVAD training
- Assist with MICN training and assist with MICN ride-alongs

LOCAL IFT Dispatch

With the Lifeline transition to Gold Coast Ambulance came an opportunity for AMR to reintroduce in-county Interfacility Transport (IFT) Dispatch. This has proven pivotal in the operation's ability to meet the demands of its customers, providers (hospitals) and system.

Having local dispatchers who live and work in this County allows our hospital partners to set up an IFT with someone who is familiar with the local medical facilities and the geography of the County, thus determining ETA's more accurately. This also allows us to react more swiftly to any sudden needs or changes a hospital may have (i.e., when a hospital's CT scanner is down).





COMMUNITY Events



COMMUNITY EVENTS

2021 – 2022

Football Game

10/21/21 • Villanova Prep

Show and Tell

1/28/22 • Cornerstone Christian Preschool

Show and Tell

3/2/22 • Cornerstone Christian Preschool

Girl Scout Demo

4/3/22 • Simi Valley

Walk for Kids

4/24/22 • Ventura

Big Brothers Health Fair

5/21/22 • Rancho Simi Park

Aloha Beach Festival

9/3/2022 • West of the Ventura Pier at Promenade Park

Equestrian event

5/7/22 • Thacher School

Girl Scout demo

5/9/22 • Simi Valley

Show and Tell

6/3/22 • Santa Rosa Magnet

Ron Helus Ride

6/4/22 • Simi to Fillmore

City Impact Beach Run

6/11/22 • 750 E Harbor, Ventura

Touch-a-Truck

6/18/22 • TO Community Center,
2525 N. Moorpark Rd., Thousand Oaks

Track Meet

6/21/22 • Camarillo

Senior Concerns Run

6/5/22 • Westlake Village

911 Emergencies in the 805

7/9/2022 • TO Civic Arts Center

Ventura County Pride

8/20/2022 • Plaza Park E. Thompson
and Fir

Military and Veteran Job Expo

8/20/2022 • 5100 Adolfo Road, Camarillo

Ventura Business Expo

8/25/2022 • 4 Points Sheraton,
1050 Schooner Dr.

Football Standby

8/26/2022 • Nordhoff HS Football game

COMMUNITY EVENTS

2021 – 2022, cont.

Aloha Beach Festival

9/3/2022 • West of the Ventura Pier at Promenade Park

Touch-A-Truck

9/27/2022 • Buena High School

Touch-A-Truck

10/1/2022 • City of Port Hueneme

City of Oxnard Multicultural Festival

10/1/2022 • Plaza park, Oxnard

Harvest Festival

10/1-10/2/22 • Underwood Family Farms

Boo at the Zoo

10/22,23,29,30/2022 • 7075 Campus Rd.

2022 Walk to End Alzheimer's 5K

10/22/2022 • 140 Promenade Way

Trunk-or-Treat Street 2022

10/22/2022 • 2525 N. Moorpark Rd.

Fall Family Works

10/23/2022 • 5025 Thatcher Rd.

Simi Valley Street Fair

10/29/2022 • Simi Valley Town Center

ABS Autism Society Trunk or Treat

10/30/2022 • 101 S. California St., Ventura

Touch-A-Truck

11/10/2022 • Banyan Elementary, 1120 Knollwood Drive NP

Mixteco Indigena Community Organizing Project (MICOP) Health Fair

11/19/2022 • 1801 Joliet Pl., Oxnard

Simi Valley Police Foundations Touch-A-Truck Toy Drive

12/10/2022 • 2929 Tapo Canyon Rd.

Santa to the Sea

12/11/2022 • 2801 Ventura Blvd., Oxnard



COMMUNITY EVENTS

2022 – 2023

Carousel Montessori Preschool

2/10/2023 • 4451 Las Posas Rd., Camarillo

Simi Valley Police Department and Student Filming

2/22/2023 • Tapo Canyon Rd. / Lost Canyons Dr.

Ventura City Police Department Explorer Demonstration

2/28/2023 • 1425 Dowell Dr., Ventura

Preschool Demo - Air Unit Parking Lot

3/8/2023 • 375 Durley Ave., Camarillo

Starbucks

3/11/2023 • 975 Broadbeck Dr., Thousand Oaks

Big Brothers Big Sisters of Ventura Community CPR Class

3/16/2023 • 555 Airport Way Suite D, Camarillo

Rio Lindo Elementary School

3/16/2023 • 2131 Snow Ave., Oxnard

Elmhurst Elementary School Show and Tell / Ambulance Demo

3/17/2023 • 5080 Elmhurst St., Ventura

Oxnard Union High School District's 38th Annual Career Fair

3/17/2023 • 800 Hobson Way, Oxnard

Walk for Kids

3/19/2023 • 901 San Pedro St., Ventura

Community Resource Fair

3/22/2023 • 212 W. Santa Barbara St., Santa Paula

Simi Valley Girls Scout Troop 65446 Show and Tell

3/24/2023 • 300 Longbranch Rd., Simi Valley

City of Port Hueneme 75th Celebration Parade

3/25/2023 • Surfside Dr.

Ventura County Office of Education / Career Education Center

3/29-3/30/2023 • 465 Horizon Cr., Camarillo

Career Day Mar Vista Elementary School

3/30/2023 • 2382 Etting Rd., Oxnard

Dos Camino Elementary School

3/31/2023 • 3635 Appian Way, Camarillo

Santa Rosa Technology Magnet School

3/31/2023 • 13282 Santa Rosa Rd., Camarillo

2023 Easter Eggstravaganza Touch-A-Truck

4/8/2023 • 1605 E. Burnley St., Camarillo

Frontier High School Class CPR Presentation

4/11/2023 • 545 Airport Way, Camarillo

Santa Rosa Technology Magnet School

4/14/2023 • 3635 Appian Way, Camarillo

Ventura Charter School Earth Day Eco Fest

4/16/2023 • 2060 Cameron St., Ventura

2023 Mitzvah Day

4/23/2023 • 2420 E. Hillcrest Ave., Thousand Oaks



COMMUNITY EVENTS

Rio Vista Elementary School

4/25/2023 • 250 Edgewood Dr., Fillmore

Isabell Middle School Health, Wellness and Safety Class

4/27/2023 • 221 S. 4th St., Santa Paula

805 Hero Walk

4/29/2023 • 1601 S. Harbor Blvd., Oxnard

Rancho Santa Susana Community Center Ambulance Demo

4/29/2023 • 5005 E. Los Angeles Ave., Simi Valley

11th Annual Aut2Run and Community Resource Fair

4/30/2023 • P.O. Box 1558, Camarillo

Día Del Nino (Day of the Child)

Community Resource Fair

4/30/2023 • 427 N. Oak St., Santa Paula

Simi Valley High School CPR Presentation

5/5/2023 • 5400 Cochran St., Simi Valley

The 8th Annual Sergeant Ron Helus Ride for the Blue

5/6/2023 • 3901 Alamo St., Simi Valley

Simi Valley Street Fair

5/6/2023 • 1555 Simi Town Center Way, Simi Valley

Touch-A-Truck

5/11/2023 • 555 Mahoney Ave., Oak View

Mesa Union School

5/12/2023 • 3901 Mesa School Rd., Somis

Parkview Elementary School Career Day

5/23/2023 • 1416 N. 6th Pl., Port Hueneme

Coldwell Banker Realty

6/3/2023 • 883 S. Westlake Village Blvd., Westlake Village

Safe Passage Youth Touch-A-Truck

6/3/2023 • 1707 Calle Diamonte, Newbury Park

29th Annual Love Run

6/4/2023 • 2829 Townsgate Rd., Westlake Village

2022 – 2023, cont.

Christa McAuliffe School Classroom Presentation

6/5/2023 • 3300 W. Via Marina Ave., Oxnard

Rose Avenue School Career Day

6/8/2023 • 220 S. Driskoll St., Oxnard

City Impact's 13th Annual Beachfront Run

6/10/2023 • 668 E. Harbor Blvd., Ventura

Touch-A-Truck 2023

6/17/2023 • 2525 N. Moorpark Ave., Thousand Oaks

50th Anniversary Community Event for Interface Children and Family Services

7/15/2023 • 2575 Vista Del Mar Dr., Ventura

Simi Valley Police Department National Night Out

8/1/2023 • 3901 Alamo St., Simi Valley

Ventura County Medical Explorer Post 911

8/4/2023 • 227 W. Janss Rd., Thousand Oaks

Health and Wellness Fair

8/7/2023 • 550 Park Avenue, Port Hueneme

COMMUNITY EVENTS

9th Annual Revive Church Community Resource Fair

8/12/2023 • 2640 Alvarado St., Oxnard

2023 Ventura County Pride

8/19/2023 • (Plaza Park) E. Thompson and S. Fir St., Ventura

2nd Annual 13 Souls Memorial Run/Walk/Bike

8/26/2023 • 5050 E Los Angeles Ave., Simi Valley

Ventura Public Safety Community Block Party

8/26/2023 • 1425 Dowell Dr., Ventura

Cesar Chavez Elementary School

9/5/2023 • 301 N. Marquita St., Oxnard

Las Posas Elementary School

9/11/2023 • 75 E Calle La Guerra, Camarillo

Camarillo Rotary Club and Casa Pacifica 30th Annual Care for Kids Tournament

9/11/2023 • 999 Crestview Ave., Camarillo

Curren Elementary School

9/11/2023 • 1101 N F St, Oxnard

Frontier High School Presentation

9/13/2023 • 545 Airport Way, Camarillo

Isabell Middle School/College and Career Academy

9/14,20,21/2023 • 221 S. 4th St., Santa Paula

Totally RAD Foundation's Touch-A-Truck

9/16/2023 • 196 N. Ashwood Ave., Ventura

Rancho Santa Susana Community Center Ambulance Touch-A-Truck

9/17/2023 • 5005 E. Los Angeles Ave., Simi Valley

Puzzles with First Responders

9/20/2023 • 3301 E. Main St., Ventura

Options for Youth Charter School College and Career Fair

9/21/2023 • 1731 E. Ventura Blvd., Oxnard

Walk To End Alzheimer's - Ventura County

9/23/2023 • 2751 Park View Ct., Oxnard

2022 – 2023, cont.

Underwood Family Farms Fall Festival/Public Safety Weekend

9/30-10/1/2023 • 3370 Sunset Valley Rd., Moorpark

Touch-A-Truck

10/7/2023 • 550 Surfside Dr., Port Hueneme

National Alliance on Mental Illness 2023

10/7/2023 • 800 S Victoria Ave., Ventura

St. John Regional Hospital Public Demo

10/7/2023 • 2309 Antonio Ave., Camarillo

Hillcrest Christian School

10/12/2023 • 449 E. Wilbur Rd., Thousand Oaks

Health Fair

10/14/2023 • 1251 Las Posas Rd., Camarillo

Lowe's Home Improvement Newbury Park

10/14/2023 • 1027 Academy Dr., Thousand Oaks

COMMUNITY EVENTS

2022 – 2023, cont.

Mountains to Sea Jubilee 150th Anniversary of Ventura County

10/21/2023 • 926 Railroad Ave., Santa Paula

Walk To End Alzheimer's - Ventura County

10/21/2023 • 140 Promenade Way, Westlake Village

Boo at the Zoo

10/22/2023 • 7075 Campus Rd., Moorpark

Oxnard Police Department Halloween "Spooktacular" Trunk-or-Treat

10/23/2023 • 251 South C St., Oxnard

Wildwood Elementary School Show & Tell

10/26/2023 • 620 Velarde Dr., Thousand Oaks

Camarillo Police Department Trunk-or-Treat Event

10/26/2023 • 3701 Las Posas Rd., Camarillo

AIDS Walk - Walk de Vida y Esperanza

10/28/2023 • 500 S B St., Oxnard

Simi Valley Chamber of Commerce Street Fair

10/28/2023 • 1555 Simi Town Center Way, Simi Valley

Cub Scout Troop Ambulance Demo

11/5/2023 • 3100 E. Ponderosa Dr., Camarillo

Banyan Elementary School

11/9/2023 • 1120 Knollwood Dr., Newbury Park

Support Israel Event

11/18/2023 • 6700 Doubletree Rd., Oak Park

Turkey Day Dash 2023

11/23/2023 • 60 W. Olsen Rd., Thousand Oaks

1st Annual Frontier HS Mini Career Fair

12/7/2023 • 545 Airport Way, Camarillo

Oxnard Police Department Holiday "Santa At The Station"

12/11/2023 • 251 South C St., Oxnard



CLOSING

EMS Advisory Committee

In closing, we are proud of the collaborative and supportive relationship we have built, and continue to strengthen, with the EMS Agency, our county partners and our stakeholders.

Working together keeps our community safe and strong and that was never more apparent than during a time of unpredictable crisis due to the global pandemic.

The backing of a global corporation helps fund and elevate the level of experience we are able to provide, but most importantly, our relationships and ties to the community we all call home enable us to shift and adapt our response to care for the specific needs of our fellow friends, neighbors and residents of Ventura County.

We will continue to seek opportunity to learn, improve and innovate.



A Global Medical Response Solution

AMERICAN MEDICAL RESPONSE
GOLD COAST AMBULANCE

Ventura County



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