

2018 ANNUAL REPORT

CENTRAL JACKSON COUNTY
FIRE PROTECTION DISTRICT



We Stand Ready.





LETTER

Dear Community:

I want to take a few moments to discuss how proud and how impressed I continue to be by all those that make Central Jackson County Fire Protection District one of the best emergency response organizations in the country. Our responders and staff are committed to the community each day and night, reaching above and beyond to discover new models of service to citizens of the communities of Blue Springs, Grain Valley and Lake Tapawingo. All our firefighters have medical certifications, with 58 of our women and men licensed as Paramedics. This commitment to emergency medicine is the envy of other public safety organizations in the region. The residents of our District are blessed to have so many dedicated, highly trained professionals to render care at a moment's notice.

CJCFFPD has accomplished a great deal in the past year. This annual review is reflective of the hard work our employees have put forth. Some of the notable accomplishments I would like to highlight are:

- CJC received International Accreditation status for the 3rd time from the Commission on Fire Accreditation International (CFAI).
- The National Insurance Service Office awarded the District "ISO 1 Classification" status which assists all our community partners in ensuring safe structures and attracting new business and development.
- One new Captain was promoted, 5 retirements honored, and 6 new employees hired.
- A new ambulance (Med) was placed in service in service with a dedication ceremony at Station 4.
- Our EMS Education Division graduated 2 Paramedic and 2 EMT classes.
- The District participated in the 1st Annual Blue Springs Chamber Public Safety Luncheon and Awards Ceremony.
- The District hosted a multitude of conferences, summits, and educational seminars at the Steven P. Westermann Public Safety Education Center that culminated in the International Association of Fire Chiefs' COLS 3 program.
- The Steven P. Westermann Education Center was converted to solar power and installation was completed of all components for the State of Missouri's Energy Savings Grant Program.
- New Staff Vehicles were purchased.
- Ballistic protection was purchased for all response personnel and placed on emergency response vehicles.
- A drone was purchased, to be employed in situations in which an aerial view would assist with incident mitigation and safety. This effort includes collaborative training with the Blue Springs Police Department.

- Numerous upgrades were completed at Station 1, including asbestos removal, kitchen remodel, new flooring installation, and fresh paint throughout.
- The District's new web page was launched.
- CJC's communication networks were restructured into a new, double-loop and backup system. These improvements apply to our radio system as well as redundant internet circuits within our facilities.
- The District hosted a Firefighter Behavioral Health Conference, inviting spouses and families of CJC employees to a special evening session devoted solely to discussing family perspectives on the health of their own first responders and family members.
- The District's Peer Support network constructed a members-only Facebook page that allows employees to join and discuss behavioral health issues.
- A new Citizens Academy was launched in the last quarter of 2018.
- New digital signage monitors were installed in all facilities providing alarm information, District messaging and video replay capabilities simultaneously through District buildings.
- CJC hosted a Community Open House in the Spring of 2018 at the Education Center with over 500 residents and family attending.
- CJC Staff four All-District Meetings, an All-Captains meeting and a Labor/Management Summit.
- A new Medical Director (Dr. Erica Carney) was retained to oversee both EMS responses and CJCares activities.
- The Fire Prevention Division conducted a Smoke Detector drive, resulting in the installation of 43 free smoke detectors within targeted neighborhoods.
- The District was awarded two Health and Safety Grants allowing for the replacement of physical fitness equipment and one Emergency Management Performance grant funding the Assistant Director of EM position.
- CJC honored a longtime Board Member and welcomed in a new member to the Board of Directors.
- New security and door access systems utilizing proximity card technology were installed in at all District facilities and buildings.
- A new payroll and human resources software package was purchased, with implementation scheduled for 2019.
- Several of our employees received education grants.
- The District successfully reached a 3-year contract with Local 3133 of the International Association of Firefighters.

- The Board of Directors participated in joint discussions with the Lake Lotawana and Prairie Township Fire Protection Districts concerning possible consolidation of response areas. After discussion and study, the concept of consolidation was determined to be a potential risk for CJC. With this finding in mind, the Board of Directors elected to discontinue discussions.
- New Tax Increment Financing legislation was passed in 2018 at the State level, providing Fire Districts the authority to set taxing limits on proposed TIF projects. The Board of Directors elected to set the 2019 TIF rate at 0.75.

It is exciting to think about the progress that lies ahead for the District in 2019. Firefighter health is a national issue, one the Board of Directors has committed to addressing for CJC/FPD. This year, staff will be working collaboratively with Local 3133 as well as other industry leaders in development of a Health Incentive program for all employees. 2019 will certainly present its own host of challenges, but the women and men of CJC/FPD are positioned to meet these issues head-on and provide the best possible service to the Community we are honored to protect.

Respectfully,

Jeffrey A. Grote
Fire Chief

TRAINING

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INTERNAL TRAINING (PROFESSIONAL DEVELOPMENT COMMITTEE)

GOAL 1 - *Ensure departmental training evolves with current and future methodologies and needs to further enhance the professional competencies of all personnel.*

OBJECTIVE 1 - *Develop and implement a process that identifies training needs including activities, knowledge, skills, and abilities required to deal with emergencies and daily operations. (Priority: M).*

In the fall of 2017, the Professional Development (PD) committee designed and employed a survey to help identify training needs from the personnel's perspective. Additionally, the survey also sought feedback about the new training platform, Target Solutions. There were 55 employees who took the survey. Regarding Target Solutions, the platform was still new, and the majority wished to see a combination of training done on Target Solutions and in the classroom or hands on. This was reinforced by the next question on the survey which asked, "Which training delivery method do you prefer?". Over 70% of the participants prefer a blended combination of hands-on, classroom, and online. The PD committee analyzed the participant's answers regarding the top five training topics for fire and EMS. The main fire training topics cited were: 1) search and rescue; 2) forcible entry; 3) tactics; 4) RIT; 5) building construction; 6) situational awareness. The main EMS training topics cited were: 1) pediatric; 2) RSI; 3) cardiac arrest; 4) airway; 5) codes. After understanding the training needs from the employees, the PD committee designed the 2018 training calendar.

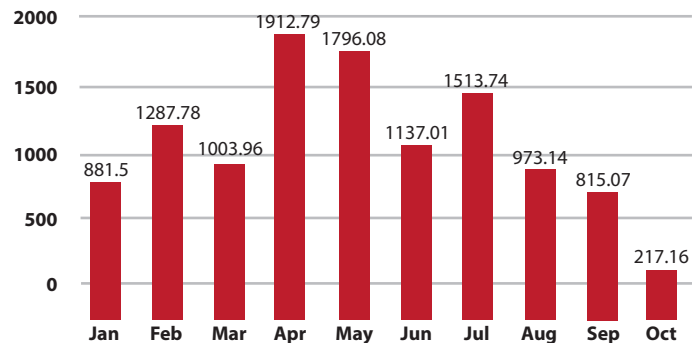
From January 1, 2018 through October 15, 2018 there were a total of 11,538 personnel-hours of training for an average of 110 hours per person. Monthly fire-related training included: January – ice rescue with Sni-Valley FPD; February – mental health awareness; March – RIT drills; April – Ventilation; May – MAYDAY/Save Yourself; June – Safety, Health, and Wellness; July – HAZMAT; September – VFIS refresher & TIC class.

Scheduled training for November 2018 will include initial fire ground operations. December's scheduled training will involve the SCBA maze, and mutual aid partners have been invited to participate. In response to survey results, the EMS Education division brought back RSI and code drills every other month.

In October 2018, the PD committee met and reviewed the 2018 training survey results. The committee completed the first draft for the 2019 calendar, which should be finalized at the November or December committee meeting. Proposed fire training topics for the 2019 calendar include fire dynamics, initial company operations on fire grounds, and practical apparatus pumping.

In 2018, the PD committee researched legal requirements for fire service training. There are no minimum training hours required by the state; however, certain certificates issued by the state require re-certification and therefore continuing education and other performance measures.

TRAINING HOURS BY MONTH



The PD committee also researched the ISO requirements, which the committee uses as a reference when developing the training calendar.

Currently, minimum training levels for all positions are being examined. This topic will be covered when a special committee is assigned to examine the Career Development Plan (CDP). Additionally, skill proficiency and how to measure it have been discussed in several meetings. Several examples from agencies across the country are being explored.

OBJECTIVE 2 - *Develop a decision-making model reflective of the requirement that all training programs and materials should support the agency's mission. (Priority: H).*

Current policy outlines the methodology for the Assistant Chief of Training and the Director of EMS Education for ensuring training materials and programs are up-to-date and support the agency's mission. Aspects of this are also covered in the annual training calendar development process. The PD committee will be researching ways to ensure education materials in the stations are current, and how to keep copies in the stations.

EXTERNAL TRAINING (PROFESSIONAL DEVELOPMENT COMMITTEE)

GOAL 1 - *Provide comprehensive programming and professional development to ensure CJC/FPD is the premier regional source for customers seeking public safety training excellence.*

OBJECTIVE 1 - *Comprehensive analysis on all current programs including cost vs. benefit*

An executive level analysis was completed on the fire academy. There were several factors analyzed, which included liability factors, costs, and programming. One critical aspect of running a comprehensive external training program is having instructors to teach the curriculum. Over the last few years it has been increasingly difficult to obtain instructors. When the external fire academy was launched, it was understood that current employees would champion and work the program; this interest has dwindled each year. The future of the fire academy is uncertain; however, a certain level of optimism remains to reinstate the program at a future date.

HUMAN RESOURCES

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GOAL 1 - *Develop human resources policies and procedures that are reflective of a dynamic workforce.*

OBJECTIVE 1 - *Update or replace current annual performance appraisal and employee self-assessment form. (Priority: M).*

A new HR program has been purchased that will address this objective, however it has not been implemented. Committee will continue working on this objective.

OBJECTIVE 3 - *Optimize the ability for all employees to access and review benefit information electronically. (Priority: M).*

This objective is mostly complete, with potential for future update. Benefit website links have been added to website (Members Only page); new HR program will likely increase the ability to access information as well. Committee will continue working on this objective.

OBJECTIVE 4 - *Ensure the HR/Administrative needs of CJC/CPD are optimally met. (Priority: M).*

This objective is in progress with the committee and is partially complete.

GOAL 2 - *Ensure the District presents a professional image while maintaining employee morale.*

OBJECTIVE 1 - *Conduct a complete review of the District's current Uniform, Grooming and Appearance Policies and SOG's.*

Other items that have been assigned to our committee are either complete or in progress: New Employee Checklist and will begin working on it soon, Return to Work Policy is ready to go to Steering for final review. The District's new Decision Matrix is completed, approved by Steering and currently implemented. The new format of Policies and SOG's is completed and approved by Steering and will be implemented. Additionally, the Awards Ceremony and SOG's are jointly tasked with Community Relations committee and will meeting soon to begin working on this task.

HEALTH / SAFETY / WELLNESS

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2018 was the first year for the New Health and Safety Committee and it came with challenges getting the ball rolling. But after 11 months we have been able to get moving in the right direction. Guiding documents we used for the year to enhance the Health and Safety of the organization were the 2018-2020 Strategic Plan, NFPA Standards, WFI 4th edition, and the department's policies and SOPs.

GOAL 1 - *Promote a wellness model for the District that encompasses current and future trends regarding total firefighter/employee health.*

OBJECTIVE 1 - *Develop a District Health and Wellness Plan. (Priority: H)*

ACTION ITEMS:

- Research industry fitness standards

The committee has researched the industry standards using the 4th edition of the WFI, NFPA 1582, 1583 standards. This recommendation was sent to Steering Committee and after a couple of months of review the Steering Committee rejected the adoption of the WFI.

The committee is committed and will continue to research the industry standards to insure our employees continue to improve their fitness standards and knowledge.

- Survey all District members

The district members were surveyed. We have collected the results and have used some of the requests during this year's "Safety Stand-Down" month training topics.

- Conduct a feasibility study that encompasses fire district physician, nurse practitioner, and physical therapist as District health and wellness enhancements.

Discussions have taken place with Chief Grote.

OBJECTIVE 2 - *Publish an annual (each January) Safety Culture Newsletter. (Priority: M)*

ACTION ITEMS:

- Include injury data and summaries

Continued data collection

- Utilize the District's electronic training platform

Results: We have utilized the Target Solutions platform to deliver Health and Safety topics to employees for monthly training. We will continue to evaluate the process to insure the health and safety messages are making a difference. We are committed to improve our message using the department's website and other potential social media outlets. The Peer Resource team, a sub-committee, started a Facebook page for department members only access. This provides an array of information on mental health and PTSD to the membership. District Certified Safety Officers- required? Research of national standards for different types of incidents.

The committee has had several discussions on this topic and continues to research the best practical, feasible and fiscally responsible means to deliver the Safety Officer class. Members from the OPS committee will be invited to future committee meetings to insure the needs of the District are met.

OBJECTIVE 3 - *Establish and aggressively maintain a safety-first decision-making model at all incidents. (Priority: H).*

ACTION ITEMS:

- Develop a District SOG that promotes Personal Protective Equipment (PPE) utilization during salvage and overhaul operations.

Currently reviewing the SOG on PPE and encompassing Decon SOG 804.13. Hope to have completion of review and any recommendations to the Steering Committee the first quarter of 2019. The committee thought the Safety Stand Down month in June was a success. This training included behavioral health, work comp data, and hearing protection data presented from study including re-education on the use of hearing and eye protection on and off duty. We also presented information on sleep deprivation and had 3 weeks of workouts in the gym with the companies. The committee has researched and recommended the new Nomex Hood for the District as well as researching "Hero Wipes" and if we should purchase these for the crews.

As we are wrapping up the 2018 fitness challenge we are seeing slight increases in employee attendance at the Saturday events. In 2018, we had 56 employees start the challenge and 45 on track to complete the required 4-6 events. In 2017, there were 29 employees who completed 4-6 events. The purpose of the department fitness challenge is to create a fitness standard modified to our specific District goals. The goal of the fitness challenge is to design our own non-punitive standard.

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The committee is constantly reviewing accidental reviews submitted through organizational paperwork and computer system. Through this review process the committee has identified the need to restructure the system in which a member can file an incident. New SOG's are being created concerning patient lifting and emergency driving with this accident review process as well. The focus of these new SOG's is preventing any future repetitive accidents and/or incidents and creating a more "situational aware" workplace. The focus of the review process is to create a new After Accident Review form that will be department friendly and easy to utilize. This process is near completion as well.

Recently members were chosen to attend a Health and Wellness Symposium in New Orleans where they discovered more information to help the District move forward with more education regarding firefighter cancer awareness.

With the help of other committees, a grant was written and approved earlier this year which included new gym workout equipment for each station. The committee is constantly reviewing and updating new functional equipment for the organization. This process specifically came with research on specifications of the equipment and the feedback from the organization that helped guide us to these new functional tools. This new equipment is nearing approval through an RFP process and is soon to close. Upon adding new equipment for the membership to utilize, the task of maintaining existing equipment is always a primary focus for the group.

ASSET MANAGEMENT & EQUIPMENT

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GOAL 1 - *Assure proper considerations and action plans are employed to maintain/replace District assets.*

OBJECTIVE 1 - *Conduct annual reviews of the Fixed Asset Plan. (Priority: H).*

In review of the plan, the committee made strides this past year to update the Station Facilities. Accomplishments are as follows:

- Station One asbestos abatement completion
- Station One remodel updating kitchen and living areas
- Station Two updating electrical system
- Station Four-beginning to update the kitchen area
- Station Three carpeting/painting the administration offices
- All Stations converted to LED lighting (State Grant)
- Educational Center becoming solar (State Grant)
- Station Five bay doors rust repair and repainted

OBJECTIVE 2 - *Develop an Apparatus Replacement and Maintenance Plan. (Priority: M)*

The District's current methodology for replacement of frontline apparatus takes two shapes. First, fire apparatus are primarily funded through a bond initiative. There are current discussion's taking place regarding the timing of the next ballot issue. The District received a new Med unit last budget year and just received one for the 2019 budget year. A published plan is still in development.

GOAL 2 - *Aggressively seek to maintain and/or enhance the District's technology platforms and equipment.*

OBJECTIVE 1 - *Develop a District Technology Plan. (Priority: M)*

- All electronic assets of the District are tracked through the IT division
- Research a tagging system and technological enhancement training are still being looked at by a sub-committee of Asset.

List of items that the Asset Committee has addressed in the last year.

1. Formed the following sub-committees: Building / Grounds, Apparatus / vehicles, Small engine, Tools / equipment, Technology, Uniforms
2. The following items were purchased or completed in the last year: Fold-A-Tank replacements for T₄ and T₅, "We Stand Ready" put on all apparatus, LED lighting in all stations, 5 Cold water suits replaced, Attic ladders purchased for E₃ and E₅, TV Status boards installed in all stations and training center, and developed a new uniform SOG.
3. Currently in the process of completion: new med unit, wire cutters for all suppression employees, Bullard chargers for reserve apparatus, new TIC batteries for all cameras, window tint all apparatus.

EMS/FIRE PREVENTION

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GOAL 1 - *Ensure an all hazards approach to community risk reduction that encompasses injury, illness, and fire loss prevention and community risk reduction.*

OBJECTIVE 1 - *Develop an EMS education program based on current trends for falls, pediatric injuries, etc. (Priority: L)*

The fire prevention division in cooperation with EMS operations has increased involvement at public education demonstrations and events. Through increased attendance, representatives of CJCares and the EMS education division disseminated information and offered relevant instruction such as hands only CPR. Examples of these events would be the two community festivals, health and safety fairs, and the CJC open house.

OBJECTIVE 2 - *Ensure current fire safety programs directed at children are effective. (Priority: H)*

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The development of the public education for school age children responsibility primarily lies on one inspector, although all division members help deliver messages and programs. Inspector Stigall continually evaluated and adjusted the fire safety messaging delivered to the 1st and 4th grade students. He also surveyed teachers at the end of the school year in May / June of 2018 for their input.

After that survey, he upgraded his power point, videos, and handouts to better address the learning levels and information retention for the students. There has been discussion about changing the grades targeted to make a more significant impact, but this is in the research phase. To date, the program is well received by teachers and students, and CJC has an almost non-existent juvenile fire setter concern.

OBJECTIVE 3 - *Develop a program designed around current and emerging fire loss concerns. (Priority: M)*

In evaluating trends, unfortunately, CJC has been unable to establish a consistent fire loss concern. With only a very limited number of fires, and a high percentage of those being residential, there has been no specific and consistent type of fire cause identified. The most identifiable trend is deck and landscape fires as a result of improperly discarded smoking materials.

Messaging was increased during dry weather time frames and when these fires occurred using social media and the web page.

CJC programming has taken the form of preemptive messages and delivery. Toward that end, programming has been adjusted to include more social media information deliveries through Facebook, Twitter, and the CJC web page. In January 2019, the first full year with Image Trend Elite will have been completed and a clearer picture may become visible through RMS, something not available previously. An example of a stronger message being delivered is the "Close before you doze" campaign.

GOAL 2 - *Ensure adequate community access to information related to community health and wellness, fire safety, and public education.*

OBJECTIVE 1 - *Increase information visibility and access for the community. (Priority: L)*

CJC has completed 11 months with the new website. Through that time, several adjustments have been made including the addition of a health and wellness page. The community links page was created and now contains several links to informational websites for mesothelioma and other cancers.

Additional CJC employees were given access to administrator passwords for the Facebook and Twitter accounts allowing for more people to post more information. Training, EMS Education, and Health and Safety members can post information about programs, events, and resources. CJCares can post information about their successes and contact information.

There is current research being done for developing a YouTube page or using other social media platforms including how CJC can use them.

OBJECTIVE 2 - *Establish community health postings or delivered programs based on community needs and/or trends. (Priority: H)*

Little has been done in this area. When programs are delivered to the community at outreach events, a component of the discussions revolve around health and wellness. Information received on the CJC Facebook and Twitter accounts, as well as articles from CJC's insurance carrier and EAP provider have been posted at times on social media.

There have been no formal postings or programs developed about specific health and wellness outside of information kept internally for CJC employees.

GOAL 3 - *Ensure an adequate commercial inspection program targeting a prevention or reduction of commercial fire loss.*

OBJECTIVE 1 - *Evaluate current fire inspection program for effective inspection rotations covering all commercial occupancies. (Priority: M)*

Currently, CJC fire prevention is responsible for commercial inspections on approximately 1800 businesses. Over the years there have been several variations to the inspection schedule and programming including company inspections, 1- and 2-year rotations, and now, 1- and 3-year rotations. The increased inspection work load when added to the education, plan reviews and other responsibilities, has made it difficult to maintain an effective system.

Research and discussions are being done to determine if there are adjustments that can be made to allow for the continuation of a fire inspection program that affords the businesses and communities the best product. Some of the methods being considered are self-inspections, changing the rotation for different businesses based on a risk analysis, returning to a hybrid company inspection program, and categorizing the violations to determine what needs extra re-inspections.

One component of the inspection program is enforcement. Since CJC has no ordinance and enforcement ability, it must be a cooperative between city building officials and CJC inspectors. Discussions have begun with the cities of Blue Springs and Grain Valley to add CJC as the fire authority as it relates to the fire code. Both cities are receptive, and research is being done to answer the questions posed by the cities and CJC leadership.

OBJECTIVE 2 - *Continually monitor all trends (local, regional, and national) for consistent commercial fire loss patterns, equipment, etc. (Priority: L)*

Through Image Trend Elite RMS and division discussions, CJC fire prevention is monitoring any commercial fire losses for trends. CJC has a very low commercial fire number, with the two largest in the past 2 years being arson and the other two being electrical in a fast food restaurant.

CJC inspectors monitor sites like the Consumer Products Safety Commission for recalls and references for any equipment found to be potentially responsible.

CJC inspectors are involved with Kansas City Arson Task Force (KCATF) and the Heart of America Fire Chiefs (HOA) Fire Prevention Committee. This allows them to gain information on what other jurisdictions are seeing and how they are handling those calls.

OBJECTIVE 3 - *Continually compare commercial fire loss investigations findings to inspection processes and components. (Priority: L)*

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This comparison is made after each commercial fire loss. At this time, there have been limited commercial property fires and there has been no correlation to fire inspection findings.

GOAL 4 - *Develop a program for stronger code enforcement.*

OBJECTIVE 1 - *Determine how best to achieve effective and efficient code enforcement. (Priority: L)*

Discussions have started between the city of Blue Springs and the city of Grain Valley leadership and codes administration to allow CJC to be recognized as the official code authority through their ordinance or through CJC's own adopted ordinance.

Research is being done with other fire districts and within the Missouri state statutes to determine the best course of action as it relates to ordinance adoption within fire districts.

Once research is complete and questions about process and liabilities are answered, a plan will be drafted to present to all involved parties for consideration.

GOAL 5 - *Continually monitor the effectiveness and make adjustments to the investigation process to ensure appropriate and adequate origin and cause assessments are being done.*

OBJECTIVE 1 - *Ensure staff with investigative responsibilities are well trained and equipped to handle investigation of all fires. (Priority: L)*

Currently, the CJC fire prevention division inspectors have primary responsibility for all cause and origin investigations. Chief officers and other company officers can do an initial investigation, but when they are uncomfortable, or it rises to a large loss, injury, or juvenile, they are instructed to call for an inspector.

All CJC fire prevention inspectors, including the Deputy Chief, are Missouri state certified fire investigators (one is currently finishing his program) Additionally, there are 5 certified investigators on operations crews that can support the division.

We recently sent two additional operations members through the fire investigator program to increase divisional support. In 2019, the fire prevention division will make efforts to rejuvenate the fire investigation unit (FIU) and provide CEUs and other training. Outside CEU and recertification opportunities are offered and supported to ensure all investigators are kept up on latest trends and information.

All CJC fire prevention inspectors are involved in KCATF and HOA Fire Prevention Committees to benefit from information exchange and formal learning from other jurisdictions.

OBJECTIVE 2 - *Evaluate effective investigation programming impact on fire loss. (Priority: L)*

If a fire investigation reveals a trend or equipment issue, notices are sent to crews for information and then social media and website resources are used for public information i.e. discarded smoking materials outside during extreme dry conditions.

GOAL 6 - *Evaluate current community outreach programming and opportunities to ensure programming content and delivery is appropriate and beneficial.*

OBJECTIVE 1 - *Ensure outreach public education / events are adequate and beneficial. (Priority: H)*

A community outreach committee was formed through the labor management process to research, develop, and help deliver additional outreach programming.

In the past 12 months, this committee has sponsored an open house with approximately 500 citizens and visitors in attendance. This showcased CJC capabilities, facilities, and partner organizations. Sponsors were secured for refreshments and demonstrations were conducted.

Adjustments were made to the community fairs, adding information delivery from the EMS education division, CJCares, and CJCEMA to those events. In addition, CJC has taken part in several community events such as Health and Wellness fairs, National Night Out for both cities, and other school and local events. Consideration was given to crew vs. inspectors and divisions attending the fairs and other events; fire companies remain involved when possible as part of the community interaction and outreach.

The SAFE program in the schools, at the 1st and 4th grade levels, is undergoing constant evaluation and adjustment to ensure the education components are always on point.

The car seat program remains in place and will continue as much as staffing and capabilities allow.

Additional events have been added such as the citizen fire academy, the smoke detector neighborhood blitz, and community “knock and talk” station open houses. Each event is evaluated for impact and success with additional programs being added to increase or replace the number of outreach events.

EMS OPS

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GOAL 1 - *From an emergency medical perspective, with the assistance of EMS Education, ensure personnel continue to be trained and prepared to meet or exceed current professional standards of care.*

OBJECTIVE 1 - *Develop or confirm current EMS training curriculum balancing electronic distance learning, instructor-led class room session, and skill performance. (Priority: H)*

Evaluation of the effectiveness of EMS training is an on-going process. Through QA/QI EMS Ops tracks organizational success with critical skills. As gaps are identified, topics are integrated into the semi-monthly skills-drill sessions to address the gap.

OBJECTIVE 2 - *Evaluate, review and update current protocols to ensure they still meet or exceed accepted national standards of care. (Priority: M)*

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The Protocols were reviewed by the committee early on and are continually reviewed for updated standard of care issues. An example of which was the national trend of no longer using cold IV fluids in cardiac arrest patients. When this came to light the committee decided to remove it from our Protocols

In work sessions with the new Medical Director, the EMS Committee identified several protocol changes and two additions necessary to adapt to developing standards. The chart-style conversion of the protocols continues with the help of the EMS Committee. A/C Portz is currently researching the possibility of a “CJC App.”

GOAL 2 - *Continue to provide appropriate ALS and BLS response within CJC boundaries.*

OBJECTIVE 1 - *Evaluate the practice of executing non-emergency inter-facility transfers. (Priority: L)*

An examination of the budget shows that at this point in time, there is no feasible way to cease doing non-emergency transfers. The re-imbursement for them is too great to overcome. BLS long-distance transfers were evaluated and it was determined that the low frequency of these types of calls did not provide a real monetary benefit to the District. With an eye toward crew morale and crew safety (i.e. late at night long distance runs) it was decided to see if there was an alternative to CJC crews running these calls. Now, all long distance BLS transfers are given to KCFD, thus leaving our ambulances and crews in District.

Fiscal impact of non-emergency transfers continues to be significant. Annual revenue from these calls is in the range of \$350,000 and \$400,000. Transfers make up less than 15 percent of our call volume but account for almost 25 percent of our collected revenue.

The agreement with KCFD to take long-distance transfers also continues. Since the signing of the agreement (15 months ago), KCFD has taken 44 transfers, our other transfer partners have taken 6 and CJC crews have taken 4 as the last resort.

OBJECTIVE 2 - *Evaluate current EMS coverage and response (Priority: M)*

The ability to determine whether or not CJCares has kept people from calling 911 is almost impossible to determine definitively. However, as of December 2017 CJCares had 215 significant contacts for the year. This number included “frequent flyers” who have gotten help with the assistance of CJCares, and the frequency of those people utilizing 911 did decrease.

In regard to call volume, transports and responses are down from a year ago. At this point last year (October 11th), we had executed almost 240 more transports and ran over 200 more calls. This decrease is in part related to the decrease in requests for non-emergency transfers. Last year this date we executed over a hundred more non-emergency transfers. The previous 5 years averaged an almost 5% increase in call volume each year. It appears this year we will either have a “flat” change or an actual decrease.

Med 3 is the busiest ambulance, followed by Med 1 (75 call difference), then Med 5, Med 4 and Med 2.

ALS coverage, all 10 front line response units have an ALS provider staffed 96.5% of the time. With the graduation this fall of 6 more CJC employees from Paramedic school, I would anticipate that small gap (3.5 %) to close further.

CJCares has had over 200 contacts this year. Patients who come in contact with the Cares crew call 911 54.5 % less frequently than before contact (2-year data compiled in September 2018). Patient satisfaction measures have begun, as well as measurements of perceived quality of life before and after CJCares intervention.

GOAL 3 - *Continue to provide the most current and most appropriate equipment for performance of EMS duties.*

OBJECTIVE 1 - *Evaluate the impact of the newly acquired EMS equipment (Priority: H)*

King Vision video laryngoscopes were implemented during 2017. In 2016 our 1st attempt intubation was 54%. Since implementation of the King Vision, our 1st attempt success rate is 79%.

Regarding the King Vision, our 1st attempt success rate through the first three quarters of the year remains high (70%) though slightly lower than first out of the gate. Most importantly, when we use RSI medications, we have a 91% first-attempt success rate and ultimately get a successful intubation on the first or second attempt 100% of the time.

A subcommittee was formed to evaluate how end users felt about the most recent ambulance redesign. The group was made up of Asset Committee and EMS Committee members and was charged with identifying any design changes necessary before construction of our next unit.

The group reported back with a few small adjustments and indicated the general feeling is satisfaction with the current design.

OBJECTIVE 2 - *Identify current equipment needs and establish an equipment rotation/replacement process (Priority: H)*

Existing equipment is in the process of being inventoried, recorded and dated. The information is being stored in ImageTrend. A paper-less inventory/daily check system is also being developed in ImageTrend.

Equipment needs are discussed at the EMS Committee meetings with the greatest need being replacement of the current model of transport ventilator.

OPERATIONS COMMITTEE

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GOAL 1 - *Develop a deployment model that meets current demand and considers staged expansion as a result of District Population Growth.*

OBJECTIVE 1 - *Develop a Deployment Matrix (Priority: H).*

- Rescue Station

Early on in our process the committee identified that as our population grows the need for a rescue station might arise. We identified the best place for said station would be CJCYPD station 3. We decided what equipment would be needed and where it would be placed. When and if this situation occurs, it is understood that there would be significant work needed between labor and management regarding staffing requirements as in how many rescue team members would need to be assigned to the station.

This has been discussed, but logistically, this cannot be accomplished at this time. The committee recognizes the need to, in the future, deploy personnel and equipment to meet the changing needs of the district.

- Review all response plans and recommend enhancements

This task is currently being undertaken by the Benchmark Committee. When they are finished this committee will review the recommendations.

GOAL 2 - *Ensure that the district employs comprehensive and up to date policies, SOG's, and manuals that enhance operational decision making.*

OBJECTIVE 2 - *Conduct a thorough comparison of industry standards and current procedures with district policies and SOGs (Priority: L)*

- Identify gaps in policies and SOGs
- Develop new policies and SOGs
- Delete SOG and Policies not needed/used

The committee throughout the year has reviewed the entire 400 section of the districts SOG manual. Outdated SOGs have been changed to current practices and or removed. We are currently in the process of doing the final changes to the SOGs for final review.

We have developed a few new SOGs when the need has arisen. Those SOGs are:

- Cold weather pump operations
- Equipment switch out
- Dispatch Outage
- Collapse Zone

The committee has also completed the following items:

- Rescue boat has been purchased
- DSO-The committee is in an ongoing pilot program to decide the feasibility of having a designated safety officer/chief's driver, as part of minimum staffing. This program will run for six months, with the committee discussing items such as need, job description, deployment, and financial implications.
- SCBA voice amps-The committee has made the recommendation to deploy Bluetooth voice amps with the purchase of the new radios for the district.
- Ancillary equipment staffing-The committee has reviewed the process for staffing of ancillary equipment, during mutual aid requests, and will be submitting the appropriate SOG to the Steering Committee.
- Drone purchase/operation- The committee is in the process of purchasing a drone to use in emergency and non-emergency situations. The committee will take the proper steps to train personnel in the use and deployment of the drone.
- Body armor/Active shooter- The committee has begun discussion on reviewing the District's active shooter SOG and is also in discussion as to how to deploy the body armor the district has purchased.

BENCHMARK COMMITTEE

2018 ANNUAL REPORT

GOAL 1 - *Continually examine current organizational progress regarding the implementation of this document and provide quarterly reports to the Labor/Management Steering Committee.*

OBJECTIVE 1 - *Produce documentation that illustrates progress as it relates to the organizations 3 principal documents. (Priority: Continual)*

The committee has completed 1st and 2nd quarter accountability reports over selected committees, as well as, implemented annual program appraisals with 2017 forms completed prior to Accreditation site visit. Recent site visit completed with feedback on 3 principal documents (Strategic Plan, Self-Assessment, CRASOC). Committee now focusing on recommendations made by site team, as well as, completion of 3rd and 4th quarter accountability reports and annual report.

We Stand Ready.

