



Washington County Emergency Ambulance Service Franchise Agreement
18 Month Periodic Assessment
Period #8: July 31, 2020, through December 31, 2021

This eighteen-month audit report is a summary of the auditing process conducted by the Washington County Emergency Medical Services (WCEMS) Program. The requirements listed below are directly based on the requirements of the Franchise Agreement for Ambulance Services, a contract between Washington County and Metro West Ambulance (MWA). Throughout the audit process, WCEMS reviewed a large volume and variety of data, to ensure full compliance with our franchise agreement. Details of the types of data examined are listed below but in general they include information from computer aided dispatch (CAD) systems, patient charts, recorded radio/telephone audio files, raw data files, human resources data, personnel files, fleet maintenance records, and any other data that was necessary to assess MWA performance.

The WCEMS sits organizationally within the Public Health Division and is required by County Code 8.32 and EMS Administrative Rules to provide oversight to the contract for ambulance services and is the primary investigator that conducts this audit. MWA is assessed as having met or not met each criterion. The franchise agreement specifies the terms of default of the contract.

***NOTE:** Requirements 1-8 below are a monthly summary of MWA's response readiness. Response readiness is their ability to provide emergency response effectively and efficiently. There are several elements that MWA is held to for every emergency call they receive. For example: on average, they must dispatch an ambulance within 60 seconds; take no more than 8, 11, or 30 minutes to arrive at an emergency call; turn over no more than 1% of emergency calls. The individual monthly reports are available for review on the WCEMS website and the criteria of "meets standard" are based on those monthly reports.

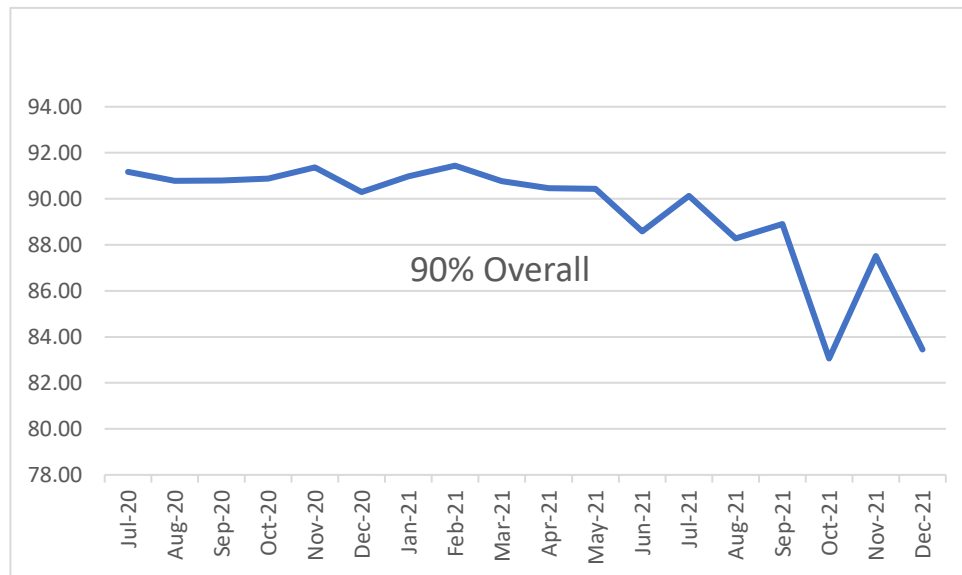


1. Requirement	90% Overall County Response Time	Meets Standard:	
		Yes	No
			X

Reference: **Washington County EMS Administrative Rule 500-500(c)**

Comments: *The requirement for this criterion was not met during this 18-month period. During the review period, MWA failed to meet the 90% Overall County Response Time in the following months:*

- June 2021 – 88.59%
- August 2021 – 88.28%
- September 2021 – 88.91%
- October 2021 – 83.06%
- November 2021 – 87.51%
- December 2021 – 83.45%



Each month, an analysis was performed of MWAs ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.

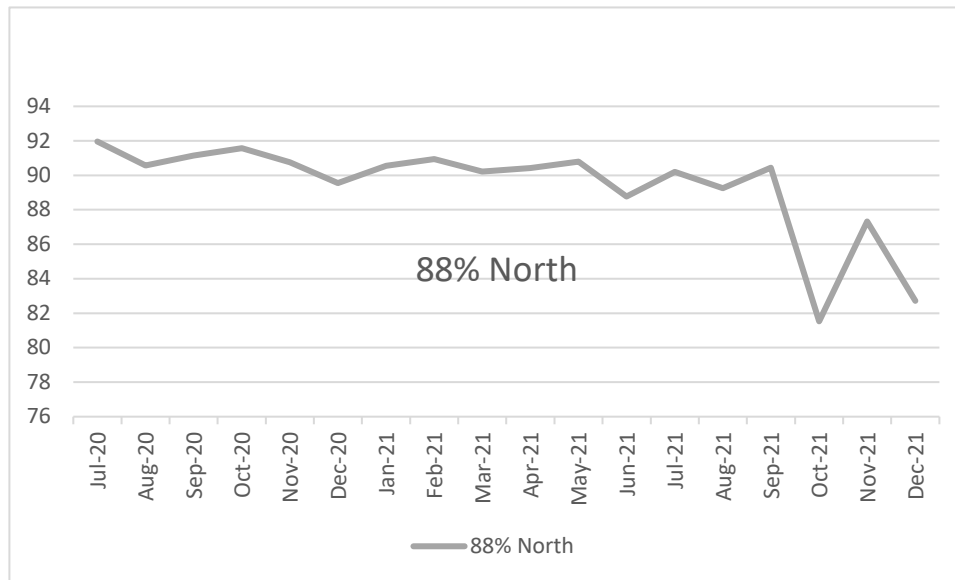


2. Requirement	88% in North Equity Zone Response Time	Meets Standard:	
		Yes	No
			X

Reference: **Washington County EMS Administrative Rule 500-500(c)**

Comments: *The requirement for this criterion was not met during this 18-month review period. During this review period, MWA failed to meet 88% response time in this equity zone in the follow month:*

- October 2021 – 81.53%
- November 2021 – 87.32%
- December 2021 – 82.71%



Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes for this equity zone as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.

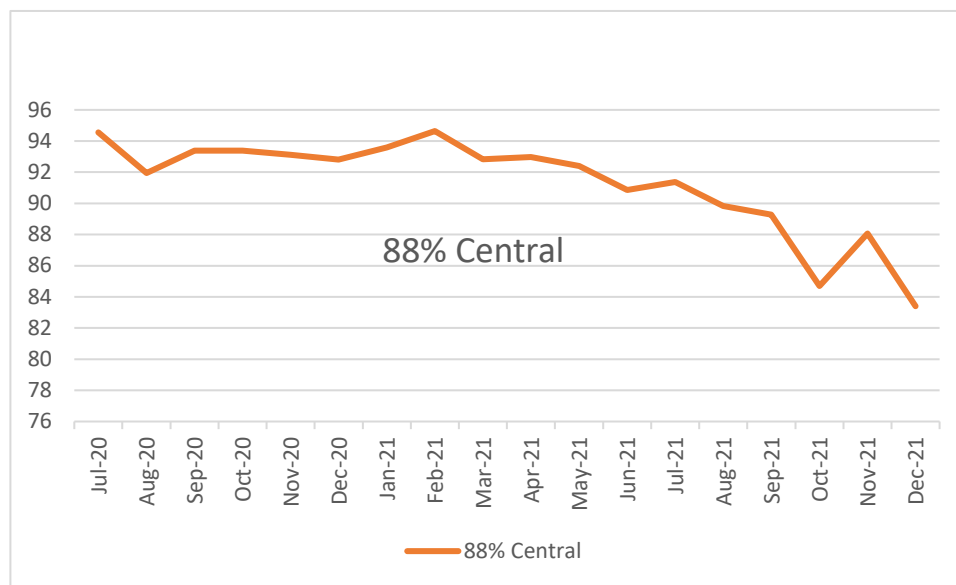


3. Requirement	88% in Central Equity Zone Response Time	Meets Standard:	
		Yes	No
			X

Reference: **Washington County EMS Administrative Rule 500-500(c)**

Comments: *The requirement for this criterion was not met during this 18-month review period. During this review period, MWA failed to meet 88% response time in this equity zone in the follow month:*

- October 2021 – 84.69%
- December 2021 – 83.40%



Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.

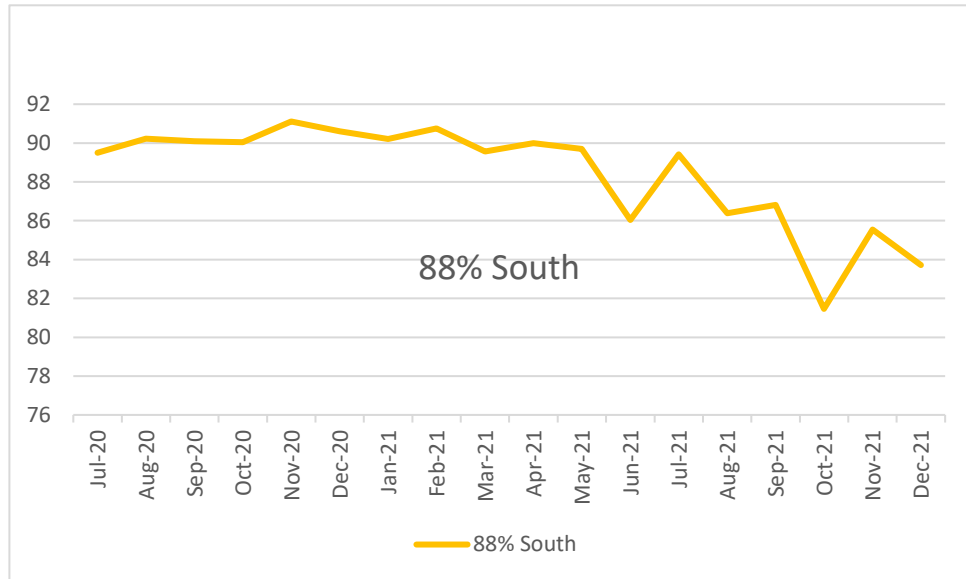


4. Requirement	88% in South Equity Zone Response Time	Meets Standard:	
		Yes	No
			X

Reference: **Washington County EMS Administrative Rule 500-500(c)**

Comments: *The requirement for this criterion was not met during this 18-month review period. During this review period, MWA failed to meet 88% response time in this equity zone in the follow months:*

- June 2021 – 86.04%
- August 2021 – 86.38%
- September 2021 – 86.81%
- October 2021 – 81.46%
- November 2021 – 85.54%
- December 2021 – 83.71%



Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.



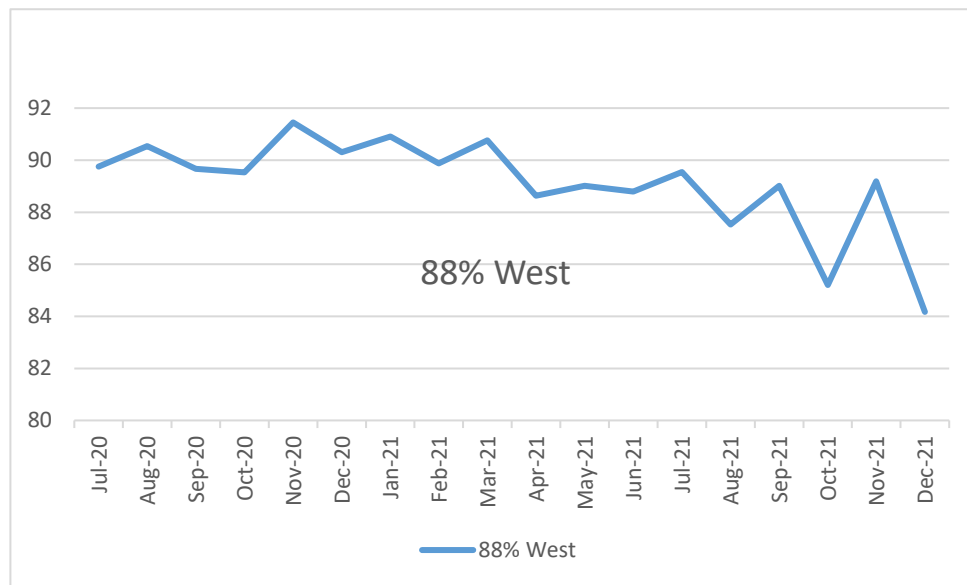
WASHINGTON COUNTY OREGON

5. Requirement	88% in West Equity Zone Response Time	Meets Standard:	
		Yes	No
			X

Reference: **Washington County EMS Administrative Rule 500-500(c)**

Comments: *The requirement for this criterion was not met during this 18-month review period. During this review period, MWA failed to meet 88% response time in this equity zone in the follow months:*

- August 2021 – 87.53%
- October 2021 – 85.20%
- December 2021 – 84.17%



Each month an analysis was performed of MWA ability to respond to each call within 8, 11, or 30 minutes as set forth by the parameters of the franchise agreement. Summary and assessment reports are reported publicly by WCEMS each month.



6. Requirement	Monthly Unit Hour Utilization Rate at 0.4500 or less	Meets Standard:	
		Yes	No
		X	

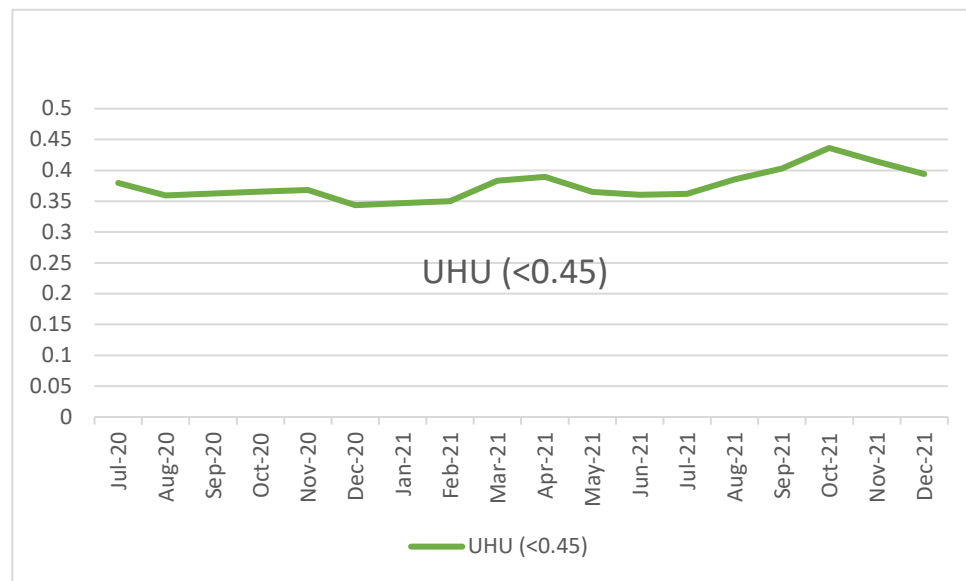
Reference: **Washington County Franchise Agreement Section V., A., 3.**

Comments: *The requirement for this criterion has met or exceeded the standards with recommendations noted below. For each month in this review period, MWA did not exceed the UHU cap of 0.4500. The lowest reported monthly UHU was December 2020 (0.3435), with the highest reported being October 2021 (0.4363)*

Previous review period recommendation: *Rather than reporting UHU as the calculated ratio, please report separated by daily transport, actual unit hours, and calculated ratio.*

MWA adopted this recommendation and began reporting UHU in this manner in November 2020. It was further requested by WCEMS that MWA report the unit hours, transports, and calculated ratio for 9-1-1 and non-emergent operations separately. MWA began reporting in this manner in November 2021.

Each month MWA provides a calculated ratio regarding unit hour utilization (UHU). UHU can be used as a proxy for system productivity. In this instance, UHU is calculated by dividing the number of transports by the total number of unit hours in a twenty-four-hour period. As reported, this calculation does not account for emergency calls that do not result in a transport. These data are included in the monthly summary and assessment reports that are reported publicly by WCEMS.



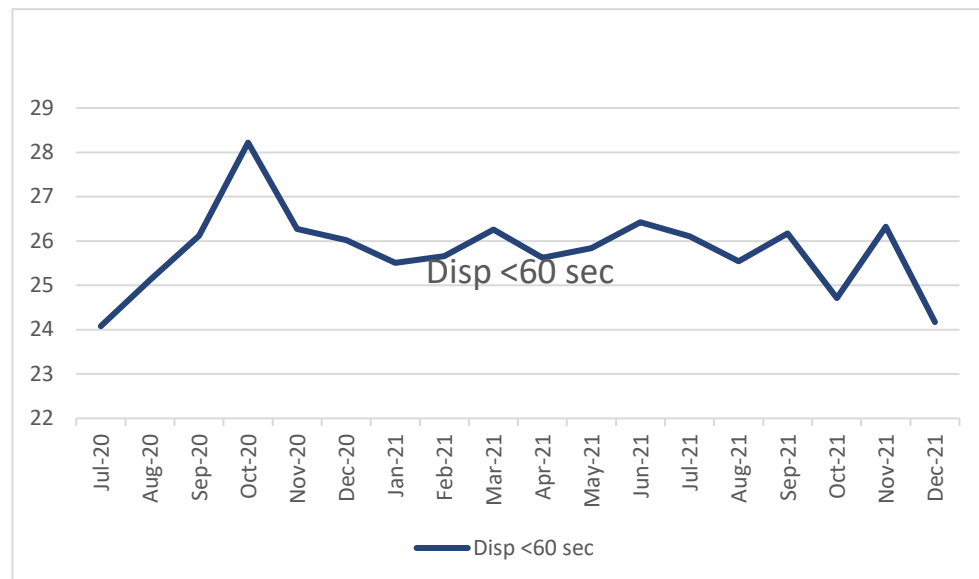


7. Requirement	Ambulance Dispatched within 60 Seconds of Receipt	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 500-500(b)**

Comments: *The requirement for this criterion has met or exceeded the standard. In review of dispatch data, calls were processed and dispatched in, on average, 25.85 seconds.*

MWA is required to dispatch an ambulance to an emergency call within 60 seconds. Dispatch time was monitored monthly over the eighteen-month assessment period. At no time did the eighteen-month rolling average exceed 60 seconds and at no time did a single month exceed 150% of the eighteen-month rolling average.





8. Requirement

No more than 1% of Responses Handled by Another Agency

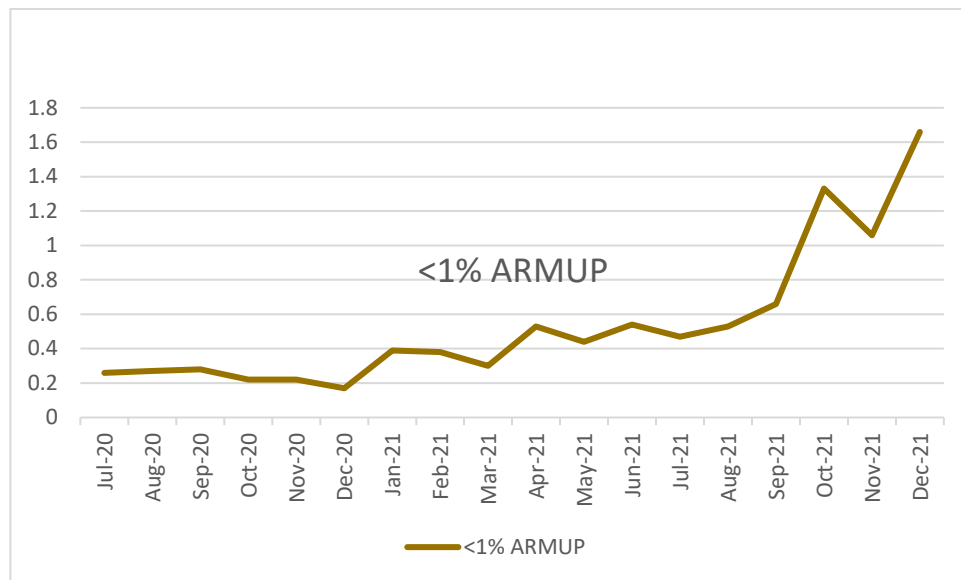
Meets Standard:

Yes	No
	X

Reference: **Washington County Franchise Agreement: Penalty Schedule, Appendix A**

Comments: *The requirement for this criterion has not met the standard. MWA failed to meet this requirement in the following months:*

- October 2021 – 1.33%
- November 2021 – 1.06%
- December 2021 – 1.66%



Each month an analysis was completed to determine the number of emergency calls that MWA turns over to another agency. MWA can turn over no more than 1% of all calls to another agency. During the eighteen months of response call data, we find the following: the range of turn overs every month was between 3-62. Additionally, the number of calls turned over increased steadily with a precipitous upward spike in the latter part of this review period.



9. Requirement	Meet Equipment Standards set forth in Administrative Rule	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 400-300 and Oregon Administrative Rule 333-255**

Comments: *The requirements for this criterion have met or exceeded the standards with recommendations noted below:*

During the eighteen-month assessment period, a total of nine (9) ambulances were inspected by WCEMS or an outside licensing agency such as the Oregon Health Authority EMS & Trauma Section (OHA-EMS); all ambulances meet or exceed equipment standards.

Previous recommendation: During a review of inventory sheets, it was noted that “flex cuffs” were still listed as stocked equipment. These devices are considered “hard restraints” and not a standard of care. Numerous professional bodies, to include the National Association of EMS Physicians (NAEMSP), have position statements in opposition of their use. Please remove them from stock and replace with a more appropriate device.

In review of the submitted inventory sheets, MWA adopted the previous recommendation and removed the “flex cuffs” from the ambulance inventory.

10. Requirement	Maintain State Licensure of All Franchise Ambulances	Meets Standard:	
		Yes	No
		X	

Reference: **Oregon Administrative Rule 333-250**

Comments: *The requirement for this criterion has met or exceeded the standard with recommendations noted below:*

WCEMS inspected both the agency and ambulance vehicle licenses issued by the OHA-EMS. MWA has appropriately maintained agency and vehicle licenses as stated in OAR.

***P8 Recommendation:** In reviewing vehicle records, some inconsistencies were noted between MWA records and those of WCEMS. Some inconsistencies were regarding VIN numbers. Please reconcile VIN numbers between MWA and WCEMS records*



11. Requirement	Maintain County Licensure of All Franchise Ambulances	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 100-100**

Comments: *The requirement for this criterion has been or exceeded the standard with recommendations noted below:*

WCEMS inspected both the agency and ambulance vehicle licenses issued by the WCEMS Program. MWA has appropriately maintained agency and vehicle licenses as stated in Washington County Code and AR.

***P8 Recommendation:** In reviewing vehicle records, some inconsistencies were noted between MWA records and those of WCEMS. Some inconsistencies were regarding mileage. For example: Ambulance 336 (Lic. 1936) is listed as "911" on submitted documentation, however, it has documented mileage in excess of 250,000. Additionally, WCEMS has noted that the vehicle was removed from frontline service on 2/10/21. Ambulance 330 (Lic. 1934) has a recorded mileage >250,000 with WCEMS, however is listed as "911" with a submitted mileage of 247,891. Per WCEMS records, this vehicle was removed from frontline service on 2/10/21. Additional mileage discrepancies are noted in that mileage reported by MWA for this review is lower than what is currently on file with WCEMS.*

12. Requirement	Staff Ambulances According to Administrative Rule	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 400-270**

Comments: *The requirement for this criterion has met the standard.*

A random sampling of staffing records (n=9) along with the current master shift staffing schedule were examined from this eighteen-month period. WCEMS reviewed daily staffing to assess that the requirement of at least one senior paramedic was staffed for each ambulance shift on the days reviewed. In addition to these, all charts reviewed during monthly and/or quarterly quality improvement activities were also examined for proper staffing.

During this 18-month review period, it was discovered through various mechanisms that staffing became a near insurmountable issue for MWA. Beginning in June of 2021, MWA had repeat failures of response time compliance, both as a county overall and in one or more equity zone each month. Significant discussions were initiated to determine the cause of non-compliance. Months subsequent to June 2021, MWA demonstrated continued non-compliance prompting a request for a corrective action plan to be submitted to WCEMS. This request was made by Adrienne Donner in a letter dated November 4th, 2021. The corrective action plan was submitted on November 29th, 2021. In review of the corrective action plan, it was noted that MWA was offering significant sums of money as both a sign-on and retention



bonus. This provoked the question of, “why.” When WCEMS asked, directly, about the sign-on and retention bonus options, it was only then that MWA indicated that staffing was becoming an issue and thusly affecting their compliance.

13. Requirement	Meet Employee Training Standard set forth in Administrative Rule	Meets Standard:	
		Yes	No
		X	

Reference: **Oregon Administrative Rule 333-250-0043-1; Renamed 333-250-0280**
Comments: *The requirement for this criterion has met the standard.*

The personnel files of employees were reviewed to include certification effective and expiration dates for credentials such as, but not limited to, driver’s license, ACLS, advanced pediatric care (e.g., PALS, PEPP). Several employees were noted to have lapsed certifications. Clarification was sought from MWA clinical management. Upon further review with the requested updated documentation, MWA has met the standard for this criterion.

P8 Recommendation: Develop credentialing system that prevents lapses in certification (e.g., monthly reporting, auto alerts)

14. Requirement	Completion of Coursework and Ride-A-Long Components of New Employee Orientation Program Prior to Staffing an Ambulance	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., B., 5**
Comments: *The requirement for this criterion has met the standard.*

WCEMS evaluated MWA New Employee Orientation training program (NEO) and finds that each new employee (n=40) received the required training prior to staffing an ambulance. Throughout the review period, a total of five (5) candidates separated employment during the evaluation phase.

P8 Recommendation: The New Paramedic Onboarding Training Form is inconsistently filled out. Please assure complete and accurate documentation of all training requirements and activities.



15. Requirement	Completion of 2 Month (minimum) Field Training Officer (FTO) Assessment Prior to Staffing an Ambulance as a Junior Paramedic Outside the FTEP Program	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., B., 5**
Comments: *The requirement for this criterion has met the standard.*

WCEMS evaluated the Field Training and Evaluation (FTEP) Program and finds that each person (n=40) received this training prior to staffing an ambulance.

16. Requirement	Provide Patient Information to Receiving Facilities as set forth in Administrative Rule	Meets Standard:	
		Yes	No
		X	

Reference: **Oregon Administrative Rule 333-250-0044; Renamed 333-250-0310**
Comments: *The requirement for this criterion has met the standard.*

A random selection of incidents (n=382) was selected for the audit period to assess that a patient chart existed for the incident, if that chart was successfully sent to the receiving facility within 12 hours of the incident, and if that chart was received by the receiving facility. WCEMS inspected the MWA CAD, charting programs, fax reports and hospital records to ensure compliance. WCEMS also exercised monthly monitoring of the same requirements using patient charts from quality improvement activities and calls requested for exemptions from monthly response compliance reports.

17. Requirement	Actively Monitor the Triage (over and under) of Requests for Service for Appropriate and Timely Transfer to 911	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., E.**
Comments: *The requirement for this criterion has met or exceeded the standard.*

During quarterly quality improvement activities, calls were reviewed for under triage. During the eighteen-month period there were 4 calls that were triaged as a code 1 response (normal driving, no lights or sirens), however, a patient was transported to a receiving hospital code 3 (with lights and sirens). All calls were triaged under the "sick person" triage card. WCEMS analyzed these incidents to ensure that the MWA-Call Center adhered to the appropriate triage and dispatch processes.



WCEMS assessed dispatch QI forms and patient care reports for each of these calls and compared them to current acceptable standards.

All 4 calls matched acceptable standards:

- One of the four calls reviewed, transport to hospital was initiated code 1, however, due to deterioration of the patient's condition, their transport priority was upgraded to code 3 (sepsis alert),
- Two calls were transported for hypotension and weakness, and;
- One as a stroke alert (4658). As part of the QI process, the presence of stroke symptoms noted by the caller was identified by the reviewer and appropriate feedback was given to the call taker.

These calls were reviewed, to include audio recordings, during internal QI committee meetings. Due to staffing changes, current WCEMS personnel were not able to inspect audio files in the earlier portions of this review period.

MWA addressed the below recommendations in documentation submitted for the P8 review:

P7 Recommendations:

1) Continue to monitor the audio file recording system and assess for issues.

MWA: Metro West has continued to monitor the new audio file recording system over the year. Part of our QA/QI process is to pull random calls each month to verify the system is recording properly. These recordings are in addition to the percentage of triages that get pulled for review.

2) Continue to monitor monthly the success of the Transport Only card triage process and review standards with dispatch employees as often as necessary.

MWA: Metro West has continued to monitor the monthly success of the Transport Only card triage process and review standards with employees as often as necessary. The Transport Only triages are reviewed monthly for any challenges or issues that may have arisen. The standard review process is any code 1 triage with a code 3 return to the hospital, any CPR or Childbirth triage, and triages that we pull at random. These findings are then shared with our internal QA/QI meetings. Any recommendations made during the QA/QI meeting are then brought back to the dispatcher to provide feedback and training if needed. Additionally, Metro West shares the Transport Only quarterly data during WCCCA's QA/QI meetings. Again, this information is to help work with the local PSAP to get feedback or discuss possible changes.

3) Continue to work with the local Public Safety Answering Point (PSAP) for positive system changes.

MWA: Metro West works closely with the local PSAP during the QA/QI process. A number of QI/QA meetings are held by Metro West and WCCCA. It is important that we maintain a constant relationship with WCCCA, and Metro West ensures that the procedures work with local PSAP.



4) Review calls that exceed threshold for wait times and continue reporting call wait times at quarterly quality improvement meetings. Also, determine a threshold for wait times and those calls that should be added to trend files and reviewed for system improvements.

MWA: Metro West has continued to review calls that exceed threshold for wait times and continue reporting call wait times, to ensure that we are meeting the needs of the community. Also, determine a threshold for wait times and those that should be added to trend files and reviewed for system improvements. Our QA/QI Communication Center Coordinator reviews calls monthly to verify if wait times are exceeding the standard threshold. These finds are shared during our monthly QA/QI meeting. Findings are also recorded and if any system improvements are needed, they will be followed up with staff during Communication Center Quarterly training meetings.

P8 Recommendation: Monitor the use of the “sick person” triage card as it seems to be the leading triage card for under triage events. Additionally, please monitor this card to assure it doesn’t become the “default card” when information is limited

18. Requirement	Maintain Functional CAD to CAD Bridge with Receipt Verification	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., E.**

Comments: *The requirement for this criterion has met the standard.*

A CAD-to-CAD interfaces exists, it is not bi-directional, meaning MWA CAD can receive data from the 911-PSAP but the 911- PSAP cannot receive data from the MWA CAD.

Through the work and collaboration of the Washington County EMS Alliance and subsequent dispatch working group, CAD-to-CAD information exchange was determined to be possible with programming changes facilitated by the third-party vendor. This work is ongoing, and a work order has been agreed upon. Continued testing is occurring with no scheduled “go-live” date for bi-directional information flow. Additionally, AVL data has been shared with WCCCA to allow for real-time selection of ambulance resources on initial dispatch rather than the current method of assigning a “dummy” unit, pushing the data to MWA, and the MWA SSPC assigning the actual unit. Again, testing is ongoing with no set “go-live” date.

P8 Recommendation: Continue with collaborative efforts on identified priorities within the WCEMS Alliance and dispatch working group.



19. Requirement	Completion of Emergency Medical Dispatch Training for Dispatch Personnel Within Six (6) Months of Hire	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., E.**
 Comments: *The requirement for this criterion has been met.*

WCEMS inspected training certificates for all dispatchers and supervisors (n=26) working within the Communication Center for adherence to standards. Documentation as submitted showed 16 of 26 personnel had expired certifications. Upon follow-up request from WCEMS to MWA, valid, up-to-date certifications were submitted for review.

***P8 Recommendation:** Develop a formalized certification management process (upload of "cert card," built in alerts to upcoming exp. dates and currently exp. dispatchers, etc.) to assure dispatchers are up to date with required certifications.*

20. Requirement	Failure to Respond/Failure to Dispatch an Ambulance as set forth in Administrative Rule	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 500-400,**
 Comments: *The requirement for this criterion has met the standard.*

During the eighteen-month assessment period there were no reported incidents in which MWA failed to respond, aka failure to dispatch an ambulance to a code 3 call within ten minutes.

21. Requirement	Record and Retain All Dispatch Related Telephone and Radio Communications as set forth in the Franchise Agreement	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., E.**
 Comments: *The requirement for this criterion has met the standard*

Individual incidents were reviewed to determine if audio files existed for those calls coming into the Communication Center and if telephone and/or radio communications were established with field crews



22. Requirement	Maintain Adequate and Appropriate Records of Responses, Patient Care and Maintenance for the Retention Period set forth in the Administrative Rules	Meets Standard:	
		Yes	No
		X	

Reference: **Washington County EMS Administrative Rule 400-700 and Oregon Administrative Rule 333-250**

Comments: *The requirement for this criterion has met the standard.*

WCEMS reviewed the preventive maintenance records for all ambulances (n=24), patient gurneys (n=38) and cardiac monitors (n=51 (28 west side ops, 22 east side ops)) that are used in the emergency ambulance fleet in addition to the records and files mentioned in above criteria.

During this review period, MWA switched its cardiac monitoring platform from the Philips MRX to the Stryker LifePak 15 with the full deployment occurring: July 2021. With this change, MWA added LifeNET software which allows for transmission of monitor data from the device to pre-determined destination targets that are set and managed by MWA clinical staff. These records are also a part of the patient record and facilitate ongoing QI efforts.

23. Requirement	Submit Quarterly Staff Retention Reports as Mutually Agreed Upon	Meets Standard:	
		Yes	No
			X

Reference: **Franchise Agreement Section III., E.**

Comments: *The requirement for this criterion has not met the standard.*

No quarterly staff retention report was submitted during this review period. Staff retention reports were only submitted as supporting documentation for this eighteen-month review.

P8 Recommendation: *Work with local agencies and Human Resources to create opportunities for employee engagement along with diversity and equity plans. Given the national focus of harm reduction, a formal peer support program and network with training in Critical Incident Stress Management debriefing should be established.*



24. Requirement	MWA shall use a system status management (SSM) plan to strategically manage and deploy ambulance resource in Washington County. A current copy of the SSM shall be made available to Washington County EMS Office	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section V., C.**
Comments: *The requirement for this criterion has met or exceeded the standard.*

An updated posting plan was submitted for review.

25. Requirement	Provide Data or Reports as Requested by Due Date Stated in the Request	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section III., E.**
Comments: *The requirements for this criterion have met or exceeded the standards.*

MWA has been consistent in providing information and data as requested by the County. To name a few: weekly reporting of naloxone usage by MWA field personnel which directly impacts addiction and treatment programs within the region; daily reports of cardiac arrest calls that are used to inform the EMS system on how to improve patient care. In response to the ongoing COVID-19 pandemic and subsequent surges, WCEMS requested daily call volume reports that contained several variables. MWA produced the reports and automated the generation and delivery for efficiency. WCEMS also assessed MWA responsiveness to Emergency Call Back drills during planned and unplanned events. MWA conducted five (5) emergency call back drills along with an internal tabletop exercise. During the emergency call back drills, MWA identified methods to unencumber participation and noted increased participation with better data collection.

Recommendation: Seek out and participate in as many large-scale disaster/MCI drills as feasible. MWA supervisory staff and/or field providers should seek opportunities to participate in these drills as members of the Incident Command Structure as they would in real world scenarios.



General Responsibilities

1. Gen. Resp.	Establish and maintain appropriate and effective professional working relationships with all public health, public safety, and	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.1**

Comments: MWA continues to maintain appropriate and effective relationships with public health and EMS stakeholders. MWA is an affiliate member of the Washington County EMS Alliance and very active in all workgroups in which they participate. They have taken on considerable responsibility within the Alliance dispatch workgroup along with the governing documents revision workgroup. Along with key participation with the Alliance, MWA collaborates with local agencies in training and continuing education efforts.

2. Gen. Resp.	Ensure courteous and professional conduct of all Metro West Ambulance personnel related to this agreement at all times.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.3**

Comments: At no time has MWA exhibited any conduct that would be considered contrary to this general requirement.

3. Gen. Resp.	Maintain neat, clean, and professional appearance of personnel, equipment, and facilities.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.4**

Comments: At no time has MWA exhibited any conduct that would be considered contrary to this general requirement

4. Gen. Resp.	Establish mutual aid agreements with neighboring ambulance services, subject to County approval as provided for in V.C.6.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.7**

Comments: Mutual aid agreements have been established and are on file with WCEMS.



5. Gen. Resp.	Provided and maintain contact mechanisms which are redundant and timely for key personnel which shall include at a minimum email and cellular access. Key personnel are as defined in Section V.J.5 of the Franchise Agreement.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.9**
Comments: At the request of WCEMS, MWA has provided an updated key personnel list.

6. Gen. Resp.	Actively participate in county, regional, and state committees and professional associations.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.10**
Comments: MWA remains active in the local, state, and even national EMS community. Among other committees, MWA has representation on the following committees: American Ambulance Association, Columbia County 9-1-1 Communication District Board, ED Manager/EMS Leadership Collaborative Meeting, Joint ED Managers/MACAC Meeting, Kaiser Permanente Stroke Committee, PCC EMS Advisory Board, Washington County Training Association.

7. Gen. Resp.	Participate in industry events such as conferences, health fairs, and research.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.11**
Comments: MWA is an active participant in industry events and EMS research. Examples include: Pre-hospital Airway Control Trial, Providence Festival of Trees, Reach the Beach, and National Night Out. Additionally, during the COVID-19 pandemic, MWA partnered with multiple agencies and organizations to facilitate delivery of COVID-19 vaccinations

8. Gen. Resp.	Metro West Ambulance agrees to replace disposable supplies used by fire responders as required by Administrative Rule 400-300.	Meets Standard:	
		Yes	No
		X	

Reference: **Franchise Agreement Section I.C.14**
Comments: No issues with this requirement have been brought to the attention of WCEMS during this review period.



9. Gen. Resp.	Provide special training and support to Metro West Ambulance’s personnel found in need of special assistance in specific skills or knowledge areas and provide additional clinical leadership by maintaining knowledge of developments in equipment and procedures throughout the industry and regularly reporting such developments to the County for possible adoption.	Meets Standard:	
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Yes	No
X	

Reference: **Franchise Agreement Section I.C.12**

Comments: MWA demonstrates adherence to this general responsibility. Special training programs include: Ambulance EMT Boot Camp, a staff readiness program that orients EMTs to “life on the ambulance” with focus on skills and equipment, protocols, and key EMS personnel (e.g., EMS Medical Director). Other areas of special training relate to clinical updates, roll out of new or revised protocols, training on new equipment (e.g., LifePAK 15 monitors), and other clinical topics such as neonatal resuscitation and medications administration.

10. Gen. Resp.	Assist the County in providing in-service training to fire service personnel as provided for in V. K	Meets Standard:	
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Yes	No
X	

Reference: **Franchise Agreement Section I.C.13**

Comments: WCEMS supports Multi-Agency Training approach in which all fire and EMS agencies in Washington County train together on updated protocols, low frequency/high acuity skills, new equipment or procedures, etc. MWA remains a key figure in the discussion, development, and delivery of this in-service training.

Summary Narrative

After review of presented materials and ongoing monitoring of adherence to contractual requirements throughout this eighteen-month period, it is determined that Metro West Ambulance (MWA) *did not* satisfactorily meet their obligations. As noted above, single lapses in compliance are circumstantial and does not constitute a failure of that criterion. As presented in this document, the lapses in Metro West Ambulance’s performance were not singular events. Strictly citing response time metrics, MWA failed to meet standard in all categories in multiple months; several consecutively. During initial investigation into the cause of these continued failures, several factors were discussed, but no one singular reason was discovered. With no demonstrated improvement from MWA, a performance improvement plan was submitted by MWA on November 26th, 2021. In review of this plan, it was discovered that MWA was offering significant sign-on and retention bonuses. The Washington County EMS Program (WCEMS) found this to be odd and inquired with MWA. It was with this inquiry that MWA noted they were having a significant staffing issue that was materially affecting their ability to maintain response readiness. It is important to note that staffing was not initially cited as a potential factor. Through collaboration with WCEMS and other Washington County EMS agencies, several plans were developed to help improve performance and



maintain adequate EMS coverage for the county. However, these plans did not take effect until after the end of this review period.

With the material submitted and continued review, it is the recommendation of the Washington County EMS Program, that an additional eighteen-months NOT be granted. This effectively reduces the term of the current contract to four and one-half years (4.5). According to the Franchise Agreement Section II.A, "reestablishment of a 6-year term may occur at the approval of the EMS Office under the following conditions: After completion of 5 consecutive 18-month periods above standard performance, the 5th 18-month period may be added back to the term reestablishing a 6-year contract term. Above standard performance is defined as follows: response time performance at 90% in all 4 equity zones, overall Unit Hour Utilization (UHU) shall be 0.400 or below and any standards involved in the loss of the 18-month period shall have no incidents of noncompliance.

Overall 18 Month Assessment	Meets Standard:	
	Yes	No
		X

Tim Case
 Assessment Led by:
 Tim Case, Sr. Program Coordinator, WCEMS

6/6/22
 Date

Adrienne Donner
 Assessment Approved by:
 Adrienne Donner, Program Supervisor, WCEMS

6/6/2022
 Date