

SOLANO EMERGENCY MEDICAL SERVICES COOPERATIVE

Board of Directors

Birgitta Corsello
Solano County Administrator
Chair, SEMSC

Josh Chadwick, Fire Chief
Benicia Fire Department
Fire Chief Representative

Caesar Djavaheerian, MD
Emergency Department
NorthBay Medical Center
Physicians' Forum Rep.

Thea Giboney, MHA
Medical Group Administrator
Kaiser Permanente
Medical Professional Rep.

Lillian Pan, MD, MS
Emergency Department
Sutter Solano Med. Center
Medical Professional Rep.

Richard Watson
Health Care Consumer Rep.

David White, City Manager
City of Fairfield
City Manager Representative

EMS Agency Staff

Bryn E. Mumma, MD, MAS
EMS Agency
Medical Director

Ted Selby
Agency Administrator

Counsel

Azniv Darbinian
Assistant County Counsel

Board of Directors SPECIAL MEETING

Thursday, December 13, 2018

9:30 – 4:00 PM

Suisun City Council Chambers

AGENDA

CALL TO ORDER - 9:30 a.m.

ROLL CALL

CLOSED SESSION – Conference with Legal Counsel – Potential Litigation: One Case

APPROVAL OF THE AGENDA

I. REPORTS

a. EMS Administrator's Report

II. REGULAR CALENDAR

a. Review and Adopt Proposed Recruitment and Appointment Process for Healthcare Consumer Representative and Appoint the Chair and two Board Members to an Ad-hoc Committee for the selection of the Consumer Representative

b. Receive Presentations, Provide Direction for and Consider Approval of a Draft RFP regarding Emergency Ambulance Services

a. Doug Wolfberg, Consultant, presenting the Draft Emergency Ambulance Services Request for Proposals

b. Bryn Mumma, MD, SEMSC Medical Director, representing the Physicians' Forum perspective

c. Bela Matyas, MD, MPH, Public Health Officer, providing Staff Recommendations

PUBLIC COMMENT

This portion of the meeting is reserved for persons wishing to address the Board on matters not previously commented upon relative to the Draft RFP and/or Blueprint Report. Each speaker shall have 2 minutes to address the Board on the issue.

BOARD MEMBER COMMENTS

a. Chair

b. Directors

ADJOURN

To the next regularly scheduled meeting of January 10, 2019 at 9:00AM in the Suisun City Council Chambers, 701 Civic Center Blvd., Suisun City CA 94585.

Solano EMS Cooperative

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Solano Emergency Medical Services Cooperative
Board of Directors Special Meeting

Meeting Date: 10/11/2018

I. REPORTS

a. EMS Administrator's Report

Because this is a narrowly focused meeting the Administrator's Report focuses solely upon acknowledgement of some of the contributions made to the local EMS system by two former members of the SEMSC team who have recently passed away.

- On November 6, 2018, Richard Watson, who has been a member of this Board since 2010, passed away. While Richard made many contributions to the EMS system here in Solano County, including serving as the Interim EMS Agency Administrator, prior to being appointed to this Board, he also served as the Director of the California EMS Authority from 1997 – 2005, making contributions to the EMS system statewide. Before becoming involved in the highly specialized field of EMS, Richard served as the County Administrative Officer in Solano County from 1982-1989. Some of the highlights of his career include serving as Executive Director of the County Supervisors Association of California, City Manager of Milbrae, Assistant City Manager of Monterey, as well as many other distinguished positions in city and county government.

In 2017, Richard was honored as the first recipient of the Lifetime Achievement Award from the California EMS Authority because of his efforts on behalf of EMS for children.

- On November 13, 2018, Dr. Aaron Bair, who was our SEMSC Medical Director from 2012 to 2016, passed peacefully in New Orleans surrounded by his loving family. Aaron was only 52. Aaron was a true visionary, he was integral to creating a solid foundation for Solano County's trauma system that will continue to benefit residents and visitors of our community for years to come. In the EMS World, Aaron may be best known for his groundbreaking work in airway management, on which subject he authored numerous publications and was a principle and co-investigator on many research studies. Aaron's contributions in this arena have undoubtedly led to many saved lives

Aaron spent much of his life associated with UC Davis, from medical school through his residency and career. During his tenure Dr. Bair served as Professor of Emergency Medicine, Associate Dean of Continuing Medical Education, and Director of the Center for Virtual Care. In 2016, he took an early medical retirement and relocated to San Diego.

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Board of Directors Special Meeting

Meeting Date: 12/13/2018

II. REGULAR CALENDAR

a. Review and Adopt Proposed Recruitment and Appointment Process for Healthcare Consumer Representative and Appoint the Chair and two Board Members to an Ad-hoc Committee for the selection of the Consumer Representative

BACKGROUND:

Paragraph IX-B of the Joint Powers Agreement states: The Board shall be constituted as follows: The Solano County CAO, one City Manager selected by the Solano County City Managers; one fire chief selected by the Solano-Napa Counties Fire Chiefs organization; two medical professionals (physician, registered nurse, paramedic, hospital administrator, etc.) selected by the hospital with emergency rooms (e.g. North Bay, Sutter Solano and Kaiser); an emergency room physician selected by the Physicians Forum; one healthcare consumer selected by the other six members of the board. Each member of the Board shall serve at the pleasure of the organization that selected the Board member. The Board will comply with the Keene-Maddy Act procedures when appointing the health care consumer. As with the previous two Healthcare Consumer Representatives chosen by SEMSC, we are seeking candidates with knowledge and familiarity in healthcare systems, ambulance services, emergency medicine, or a closely related field.

Staff recommends recruitment for the vacant SEMSC Healthcare Consumer Representative be opened on December 17, 2018 (closing January 18, 2019).

Reflecting the process in 2010, when the SEMSC Board last needed to appoint a Healthcare Consumer Representative to the Board, we recommend the following:

- i. Staff will advertise the position in local news media, to include The Vacaville Reporter, The Daily Republic, and The Vallejo Times Herald; share recruitment notices with the hospitals, City Clerks, the Board Clerk, Solano Coalition for Better Health, Fire Chiefs Association, Emergency Medical Services Administrators Association of California, and Emergency Medical Directors Association of California.
- ii. EMS Staff together with the Ad-hoc Interview Committee will prepare a list of qualified candidates for Ad-hoc Committee interviews

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- iii. The Ad Hoc Interview Committee will interview candidates and make a recommendation for selection of the Healthcare Consumer Representative to be affirmed by the full Board at the next available Board meeting following completion of the process.
- iv. The SEMSC Board will affirm the Healthcare Consumer Representative

LEGAL REVIEW SUFFICIENCY: This item has been reviewed as to form by County Counsel.

BOARD ACTION:

Motion:

By: _____ 2nd: _____

AYES:

NAYS:

ABSENT

ABSTAIN

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Board of Directors Special Meeting

Meeting Date: 12/13/2018

II. REGULAR CALENDAR

- b. Receive Presentations, Provide Direction and Consider Approval of a Draft RFP regarding Emergency Ambulance Services
 - a. Doug Wolfberg, Consultant, presenting the Draft Emergency Ambulance Services Request for Proposals

BACKGROUND:

On October 11, 2018, an overview of the EMS System Review and Blueprint Report prepared by the consulting firm, Page, Wolfberg, and Wirth, was presented to the SEMSC Board.

A number of recommendations in the report were deemed controversial, as a result of which stakeholder input was solicited and received by both the consulting firm and SEMSC staff.

As discussed during the October, 11, 2018, Board meeting a draft RFP was distributed to Board Members in advance of this meeting for review.

Mr. Wolfberg will present his recommendations for Board consideration.

LEGAL REVIEW SUFFICIENCY: This item has been reviewed as to form by County Counsel.

BOARD ACTION:

Motion:

By: _____ 2nd: _____

AYES:

NAYS:

ABSENT

ABSTAIN

Solano Emergency Medical Services Cooperative

Board of Directors Special Meeting

Meeting Date: 12/13/2018

II. REGULAR CALENDAR

b. Receive Presentations, Provide Direction and Consider Approval of a Draft RFP regarding Emergency Ambulance Services

b. Bryn Mumma, MD, SEMSC Medical Director, representing the Physicians' Forum perspective

BACKGROUND:

A suggestion was made during the October 2018 Quarterly Physicians' Forum meeting to convene a closed meeting of the Physician members to discuss and formulate recommendations for the SEMSC Board related to the recommendations proposed by the consultant in the Blueprint Report and Draft RFP. Dr. Mumma will present a summary of the relevant data and discussion for each item. Below are the recommendations from Physicians' Forum:

- **Tiered EMS Response**

Physicians' Forum supports Emergency Medical Dispatch using Medical Priority Dispatch System for Solano County.

Tiered EMS response is also supported, with some low-acuity patients receiving a BLS response.

Physicians' Forum should review and approve the response for each determinant code.

- **Centralized EMD**

Physicians' Forum supports a centralized EMD for Solano County's EOA area.

There is concern that a contractor-operated dispatch center may have a conflict of interest in assigning the determinant code and response level. Physicians' Forum supports the centralized EMD being operated by a public entity.

- **Red Lights & Sirens**

Physicians' Forum supports performance standards around RL&S use, including the proposed performance standards of <50% for responses and <5% for transports.

Physicians' Forum recommends that the RFP suggest - but not require - that bidders implement a driver safety and monitoring program.

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- **Response Time Performance Standards**

Physicians' Forum proposes consolidating the time performance standards into two categories: HOT and COLD.

Physicians' Forum proposes HOT response times of 9 min (urban) / 15 min (rural) / 30 min (remote); and longer response times for COLD responses, but defer specific metrics to the consultant.

Physicians' Forum proposes shortening the 60 to 90 minute response time for HOT and COLD remote calls. We also propose that response times for remote calls be evaluated quarterly or after 10 calls have been completed, whichever comes last.

- **Public-Private Partnership**

Physicians' Forum supports ALS with required first-responder response for higher-acuity (Echo/Delta/Charlie) calls and BLS with optional first-responder response for lower-acuity (Alpha/Bravo) calls.

Physicians' Forum supports the EOA provider payment to the PPP agency only for required first-responder response.

Physicians' Forum does not support payments to the PPP agency for assisting the contractor on scene or accompanying transport.

Physicians' Forum supports a mechanism to ensure collaboration between the fire first-responder and the EOA provider, particularly in situations when the fire first-responder is providing an optional response.

- **CCT and Rapid Re-triage**

Physicians' Forum believes that timely availability of CCT for patients in Solano County is of utmost importance. Physicians' Forum concerns that the current system does not always meet patient needs. Physicians' Forum agrees with the intent of CCT inclusion and the response times provided in the RFP but is open to alternative means that can achieve the same goal.

Physicians' Forum supports the removal of rapid re-triage from the EOA contract. Physicians' Forum feels that the closest appropriate service should transport rapid re-triage patients.

- **Experience Requirement**

Physicians' Forum believes that high-quality EMS care for the citizens of Solano County is of utmost importance. Physicians' Forum feels that provider size, call volume, and duration of service are very important considerations. Physicians' Forum also feels that innovation should not be stifled in the RFP process.

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LEGAL REVIEW SUFFICIENCY: This item has been reviewed as to form by County Counsel.

BOARD ACTION:

Motion:

By: _____ 2nd: _____

AYES:

NAYS:

ABSENT

ABSTAIN

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II. REGULAR CALENDAR

b. Receive Presentations, Provide Direction for and Consider Approval of a Draft RFP regarding Emergency Ambulance Services

c. Bela Matyas, MD, MPH, Public Health Officer, providing Staff Recommendations

BACKGROUND:

At the SEMSC Board's direction, a vendor has been retained to develop, with stakeholder input, and present to the Board a draft RFP for Emergency Ambulance Services for the Board's consideration. Staff has reviewed the draft RFP and offers the following comments and recommendations.

- **Regarding Section I. Introduction**

Staff agrees with the selection of a single Contractor for the EOA, and with the Scope of Services for the proposed Contract. Staff recommends that the geographic scope of the EOA be modified to reflect the areas that have continuously (since 1980) received emergency ambulance services provided by the City of Vacaville, save for those portions annexed by the City of Fairfield. Staff agrees with the Term of the Agreement and with the Policy Goals of the Procurement.

- **Regarding Section II. Procurement Information**

Staff recommends that the Scoring Matrix in Table 2 be modified to increase the Competitive Criteria 4 and 5 Total Points from 250 to 300 and the Competitive Criterion 7 Total Points from 300 to 400, in order to give greater weight to these criteria.

- **Regarding Section III. The Solano County EMS System**

Staff recommends that the reference to Zone C in the description of the EOA be replaced by "areas that have continuously (since 1980) received emergency ambulance services provided by the City of Vacaville, save for those portions annexed by the City of Fairfield."

- **Regarding Section IV. Minimum Proposer Requirements**

Staff strongly agrees with the intent of the experience requirement; specifically, staff strongly agrees with the required time frame (5 years) of experience, but alternative means to demonstrate capacity of experience would be acceptable. Staff also agrees with the requirements for reporting Legal Actions, Financial Stability and Insurance.

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- **Regarding Section V. Competitive Proposal Criteria**

Staff strongly agrees that provision of Emergency Medical Dispatch (EMD) and Pre-Arrival Instructions (PAI), together with attendant tiered responses, represent the current best practices for emergency ambulance services. These practices are well supported in the literature and by experience in jurisdictions that have implemented them. Multiple EMD PSAP models are feasible. These EMD/PAI practices include modified red lights and siren (RLS) responses and appropriately tiered performance metrics (including response time standards). Staff also agrees with maintaining the Public-Private Partnership, utilizing the most feasible payment structure, as well as with the Prehospital Clinical Care and Patient Transport requirements, the Inter-facility Transports requirements, the requirements for Revenue Cycle Management, Compliance and Financial Practices, the requirements for Disaster/Mass Casualty Incident Response, and the Provider/Public Education requirements.

- **Regarding CCT Inter-facility Transports**

Staff has concerns regarding inclusion of CCT Inter-facility Transports in the RFP and in the EOA Contract. CCT Inter-facility Transports are an integral part of the continuum of discretionary medical decision-making relevant to the care of a patient. There are multiple alternatives to inclusion of CCT in the EOA Contract that can optimize timely patient care for CCT Inter-facility Transports without impacting the EMS system's integrity.

LEGAL REVIEW SUFFICIENCY: This item has been reviewed as to form by County Counsel.

BOARD ACTION:

Motion:

By: _____ 2nd: _____

AYES:

NAYS:

ABSENT

ABSTAIN