

**Solano Emergency Medical Services Cooperative (SEMSC)
Meeting Minutes
January 10, 2019; 9:00 a.m. – 12:00 p.m.
Suisun City Hall**

BOARD MEMBERS

- Birgitta Corsello, Chair, SEMSC Board
- Joshua Chadwick, Fire Chief Representative
- Caesar Djavaheerian, Physicians' Forum Representative
- Thea Giboney, Medical Professional Representative
- Lillian Pan, Medical Professional Representative
- Health Care Consumer Representative (Vacant)
- David White, City Manager Representative

STAFF

- Bryn Mumma, EMS Medical Director
- Bela Matyas, MD, MPH, Public Health
- Ted Selby, EMS Administrator
- Michael Stacey, HSS Deputy Director, Medical Services
- Azniv Darbinian, Assistant County Counsel
- Hermie Zulueta, EMS Operations Manager
- Keith Erickson, EMS Coordinator
- Colleen Hogan, Health Education Specialist
- Patricia Zuñiga, Administrative Secretary (for Rachelle)

AGENDA ITEMS	DISCUSSION	ACTION	RESPONSIBLE
<p><u>Chair</u> <u>Announcements</u> 9:00 a.m.</p>	<p>Board Chair Corsello welcomed everyone and asked that to be respectful of the time and other obligations of her fellow Board Members, they will adhere to the agenda and end at noon. If there is not enough time to discuss all the agenda items today, the Board Members will be asked, just before noon, how they want to direct staff, what to do and how they will proceed. Staff was asked to poll additional dates, if a special meeting needs to be scheduled.</p> <p>Ms. Corsello welcomed Board Member Chadwick back to the dais. She thanked him for going through the California Fair Political Practices Commission (FPPC) process and announced that a determination was made that there isn't a conflict of interest, for him to sit on the Board during the RFP process.</p> <p>Chair Corsello announced that Mr. Wolfberg resigned as the Consultant and technical advisor for the RFP. Everyone on the SEMSC Board have other jobs, and in some cases, they are volunteers, in this process. As a result, they have lost some controversy, but have also lost some technical support as well. None of the board members have been through the Request for Proposal (RFP) process before. This is done once, every ten (10) years.</p>		

	<p>There is a fair amount involved and the Board asked for everyone's patience to make an informed decision. Mr. Wolfberg was tasked with gathering public information, engaging stakeholders, and challenging everyone about what the next 10 years would look like, the opportunities and challenges. He was also challenged with helping the Board through the legal part of the RFP process. That piece is a technical part that the Board needs assistance.</p> <p>There will be a series of presentations on the agenda today, and an opportunity for public comments and questions from the public and the board members. Before roll call, the Chair asked for any comments from the board members and there were none.</p>		
<u>Call to Order/ Roll Call</u>	Meeting called to order with a quorum present.	(none)	
<u>Approval of Agenda</u> 9:07 a.m.	<p>Board Member White stated that he contacted EMS staff, to add "Appeal Procedure" to today's agenda, but it was not added. It was agreed to add this to a future agenda if not taken up today.</p> <p>Board Member White moved to approve the agenda. Board Member Pan seconded. AYES: 6; NAYS: 0; ABSENT: 0; ABSTAIN: 0 The Agenda was approved.</p>	Add "Appeal Procedure" to a future agenda.	Mr. Selby
<u>Approval of Minutes</u> <u>October 11, 2018</u> <u>December 13, 2018</u> 9:10	<ul style="list-style-type: none"> • Approval of October 11, 2018 Minutes: Several changes to the minutes were mentioned to Ms. Zuñiga and noted. Approval of a revised draft, of the October 11, 2018 minutes, with corrections, will be continued to the next meeting, scheduled April 11, 2019. • Approval of December 13, 2018 Minutes The minutes were transcribed as a 400- page document. A Board Member suggested that since there is a videotape and a transcription of the meeting, it could be considered as accurate. The Board agreed the transcript of the meeting of December 13, 2018 will serve as a record moving forward. There will not be any action taken. 	Send a revised draft of the 10/11/18 minutes to the Board Members, to be approved at the next meeting.	EMS staff

3. System Update – Emergency Ambulance Services Request for Proposal (RFP) and the project consultant update.

On 12/17/2018 a letter was received by SEMSC staff informing them that Page Wolfberg & Wirth LLC, would be exercising their termination rights to the contractual agreement with SEMSC. A copy of the letter is included in the packet. With this news, SEMSC staff has reached out to several EMS consulting firms. Discussions have occurred with four firms, none of which have engagements in Solano County and all are in good standing. They are The Abaris Group, City Gates & Associates, Fitch & Associates, and Rick Martinez Consulting. Mr. Selby gave a brief background on each firm, and recommended Fitch & Associates to the Board.

Ms. Corsello asked that, before making a selection from those proposed, information about each, such as resumes, should be presented to the Board. She stated that it should be an agenda item. Mr. Selby stated that he could add it as an agenda item for the next meeting.

Ms. Corsello asked for comments and questions, from the Board:

- Board Member Chadwick thought the previous consultant was presented as the only option. He asked for clarification on how the previous consultant was selected and stated that it would be beneficial to see qualifications of each of the suggested consultants, how the four were selected, and have them make a presentation to the Board.
- Board Member White asked if they had exhausted all advertising opportunities or have reached out broadly to identify any other firms, and whether a very broad and comprehensive outreach of the market place, was done, before locking in on a few firms.
- Mr. Selby stated that the prior consultant firm was not presented as an only option, but as a recommendation, and they were used, since they had worked with them previously.

	<p>In regards, to the outreach efforts, to identify these firms, he solicited feedback, perhaps not as comprehensively. He went to the EMS Administrators Association of California and spoke with several fire related representatives. He probably has not exhausted all the avenues.</p> <ul style="list-style-type: none"> ▪ Ms. Corsello asked about the next step and a selection process. Mr. Selby said he could put together a Request for Qualifications (RFQ) ready for the next meeting. <p>Ms. Corsello asked for other comments from the Board:</p> <ul style="list-style-type: none"> ▪ Mr. White stated he would appreciate an RFQ. ▪ Mr. Chadwick agreed that an RFQ be done. ▪ Ms. Pan agreed with that approach. <p>Mr. Selby thanked the Board for the direction.</p> <p>Update on the Health Care Consumer Representative</p> <ul style="list-style-type: none"> ▪ Mr. Selby stated they have not received a high number of candidates for this position. The recruitment will close on 1/18/19. He encouraged everyone to share this opportunity with those who would be a good candidate. <p>Query of the Board for possible dates for SEMSC Special Meetings in February and March.</p> <ul style="list-style-type: none"> ▪ Mr. Selby reported that several surveys were sent out to the Board members, to decide when a quorum is available for the months of February and March. He asked that members respond as soon as they can. Ms. Pan stated she did not receive a survey. Mr. Selby said he would check with EMS staff to ensure Ms. Pan receives the survey. 		
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<p>c. Medic Ambulance Operator's Report</p>	<ul style="list-style-type: none"> ▪ Mr. Selby stated that staff did receive a request to add "Appeal Process" to today's agenda, but due to items already identified on the agenda were set and there was the limited time, it was not added. ▪ Ms. Corsello asked Mr. Selby to explain the papers left with the Board members. He explained to the Board members that, it was suggested by the Board to receive notetaking handouts for any PowerPoint presentations at these meetings, so copies of PowerPoint slides, with notes were provided to members. This will be a practice for future meetings as well. <p>Ms. Corsello asked for any other questions to the EMS Administrator and there were none.</p> <p>c. Medic Ambulance Operator's Report given by Mr. James Pierson.</p> <ul style="list-style-type: none"> • In 2018 Medic Ambulance ran 33,388, 911 requests for service in the Exclusive Operating Area (EOA) and 3,635 in the ALS transfers, for a total of 37,023 requests for service. There were 165 additional event standbys. They were 99% response compliant. • In 2018, Medic Ambulance received 4 excellence awards. Three from the California Ambulance Association and one from the American Ambulance Association, for community outreach. They responded to the Mendocino and Butte County fires, the Paradise-Butte fires. They also responded to an active shooter call in Napa county, in Yountville, and the staffing was pulled from volunteers. It takes a region to support these big events. • They added seven (7) new ambulances and added 35 more power loads, in the ALS fleet. They donated eighteen (18) Automatic External Defibrillators (AED) to the Fairfield Unified School District and provided Cardiopulmonary Resuscitation (CPR) and AED trainings. There have been working with the Fairfield Fire Department and NorthBay to acquire nine (9) LUCAS Devices, which are automated CPR mechanical devices that will be placed on 7 fire engines and 2 paramedic response vehicles in the City of Fairfield. 		
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	<p>This is a collaborative project with NorthBay and the Fairfield Fire Department.</p> <ul style="list-style-type: none"> • Lastly, Mr. Pierson humbly received the California EMT of the Year Award in 2018. • Helen Pearson of Medic Ambulance added that Mr. Pierson, their Chief Operating Officer (COO) was nominated by his peers for the EMT of the Year Award, and there were other awards he was presented with as well and she is very proud of him receiving this award for the work he does for Medic Ambulance. <p>Ms. Corsello asked if there were any comments from the Board on Medic Ambulance Operator's Report.</p> <ul style="list-style-type: none"> • Board Chair Corsello and Board Member White congratulated Mr. Pierson 		
<p><u>Public Comments</u></p>	<p>(None)</p>		
<p><u>II. Regular Calendar Items:</u></p>	<p>a. Selection of Vice Chair for 2019</p> <ul style="list-style-type: none"> • SEMSC Bylaws, Article 5, Section C. • The Board needs to make nominations. <p>Board Member Chadwick moved to nominate Mr. White. Mr. White accepted the nomination as Vice Chair. Chair Birgitta seconded. AYES: 6; NAYS: 0; ABSENT: 0; ABSTAIN: 0 Mr. White was approved as the SEMSC Vice Chair.</p> <p>b. Contra Costa Ambulance Service Alliance Model Presentations Ms. Corsello asked if copies of presentations were made available to the public. Mr. Selby stated they were not, and presentations would be made available in the future.</p>	<p>Make the PowerPoint available at the meeting and on the SEMSC website</p>	<p>Mr. Selby and EMS Staff</p>

	<p>i. Overview of Model Presentation – Deputy Chief Lewis Broschard</p> <ul style="list-style-type: none"> Deputy Chief Lewis Broschard of the Contra Costa County Fire Protection District (CCCFD) Emergency Medical Services made a presentation to the Board of the Contra Costa Alliance model, the formation of the Alliance, what it is and how it came to be as well as performance numbers versus the traditional model that existed through 2015, as well as fiscal impacts, such as costs of operating the system and revenue. It started in 2013. They hired Fitch and Associates to do two studies. One was the EMS modernization study, looking at county-wide delivery of EMS. At the same time, they were doing a study of the fire district itself. They were separate studies, but somewhat interconnected. What came out of it was discussion of unsustainable duplication of services, and comments from the public, in sending both a fire and ambulance response teams. The PowerPoint Presentation was presented. Because it is a public agency, the books and records are open, so everyone sees the revenue structure, the expense side and revenue side and what's going on. The revenue in this model was reinvested in several initiatives and improvement to the system. The Fire District responds to 93,500 ambulance responses in 2017, 90% of ambulance responses throughout the county. The rest of those would be San Ramon valley, Moraga and Orinda. They transported 74,111 patients, which accounts for 92% of the ambulance transports county-wide. By putting this system together, they became the 2nd largest fire- based ambulance system in California. They have seen performance improvement, enhanced services and increased revenue. <p>Ms. Corsello asked if there were any comments from the Board</p> <ul style="list-style-type: none"> Dr. Djavaherian stated the volume in Contra Costa County is three times versus the volume in Solano County. How much of an impact will that have proportionally? He responded that it will be scalable. You need a medical director, you need x number of ambulances and man hours to serve the county, it is all relative. 		
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	<p>You need a feasibility study, so you know what is available to sustain and maintain the revenue and those resources.</p> <ul style="list-style-type: none"> • Dr. Djavaheerian asked about the payer mix in Contra Costa County, commercial payer vs. MediCaid and Medicare. The response was he can get the information but didn't have it and he could provide it. He stated that was one of the pieces of information they needed to provide upfront to determine if this model is financially viable. • Ms. Giboney asked to clarify if Critical Care Transport (CCT) is part of the scope of the subcontractor. The response was it is not. It is the 911 emergency ambulance system, and advanced life support inter-facility transfer, but not CCT. • Mr. Chadwick asked about billing. The response was the medical billing is contracted out. There are designated rates for Medi-Cal and Medi-Care and insurance companies use their own formulas. • Mr. Chadwick wanted to confirm that the employees working on the ambulance are not fire department employees, and they are AMR employees. The response was that is correct. Everyone who works on the ambulance works for American Medical Response (AMR) • Mr. White asked about staffing resources needed to oversee this contract and make it happen. The response was AMR consisted of the same management staff intact put under the umbrella of CCCPD. The Fire District added one Assistant Fire Chief to oversee and administer EMS. This person is responsible to oversee the ambulance transport system as well as the first responder ALS or Fire Department EMS division. CCCFD's Chief of Administrative Services, basically, the Chief Financial Officer (CFO) is much more involved now with ambulance billing and reimbursement and Ground Emergency Medical Transport (GEMT) documentation. They added more staff to increase efficiencies, such as dispatchers, a flight medic for the helicopter, and other positions within the system. 		
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	<ul style="list-style-type: none"> • Mr. White asked about the finance staff, if they picked up the ambulance finances. The response was, yes. They worked to get a billing contractor and the billing contractor does all billing. • Ms. Corsello asked if the consolidated fire districts are all one. The response was not all are one and there are three city fire departments; CCCFD covers 9 cities, CCC East covers Brentwood and the other covers Moraga. • Ms. Corsello asked how many Public Safety Answering Points (PSAP) today and the response was that there are, several PSAPs for Police. San Ramon does Fire and Police Department dispatching. • Ms. Corsello asked about the fees. The response was that the fee schedule is a new component. There is no transport fee and the system has allowed ambulance to charge a fee without a transport. It is part of the RFP provision. The fire department charges a response fee, which already existed. • Ms. Corsello asked if the fees increased. The response was they did, but they did not have a say. • Ms. Corsello asked how, does their model work going forward. The response was the model is a 10-year contract and they are starting into the third year. <p>ii. Background Presentation – Bela Matyas, MD, MPH</p> <ul style="list-style-type: none"> • Dr. Matyas gave a brief timeline of the path that Solano County has taken thus far and a proposed future timeline. <p>Ms. Corsello asked if there were any comments from the Board</p> <ul style="list-style-type: none"> • Mr. Chadwick asked for clarification of the minimal points of the criteria. He mentioned that the criteria to apply for the contract, requires a minimum of 5 years' experience and none of the fire departments qualify, so he proposed to remove this piece of the criteria. • Ms. Corsello stated that unlike CCC, Solano County does not have a consolidated fire department. 		
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	<ul style="list-style-type: none"> • Dr. Mumma stated that there should be a thought process to decide who would serve as the overseer for Solano County. 		
<u>Public Comments</u>	Mr. Pierson of Medic Ambulance advised the Board to review the financial side. Financial transparency in the 2000 agreement doesn't require it. Medic Ambulance has submitted monthly financials on their own. He advised to look at the whole scope, not just financials. Also look at who is in control of finances or providing a quality system.		
<u>Comments from the Board</u>	<p>There were additional comments from the Board.</p> <ul style="list-style-type: none"> ▪ Mr. White mentioned that the Board should consider a feasibility study. He proposed that an opportunity to do a financial analysis would be beneficial to the Board in making a decision on this prolonged contract. ▪ Mr. Chadwick mentioned that this process felt rushed. They are missing one board member, and now they have to start at square one, and have lost almost a year. He asked if a request for an extension could be made. ▪ Ms. Corsello stated the request for an extension was already made and denied. Ms. Corsello clarified that in the Contra Costa model, there were parallel efforts made, where the fire agency paid for a feasibility study, separately from what EMS was doing, and both happened to align. The Board Chair further clarified that the SEMSC Board seems to be asking for a fire feasibility study, and is unsure how this will be funded as the EMS Agency does not have these kinds of dollars. The question as asked if the fire agencies are willing to pay for such a study. 		
<u>Public Comments</u>	Kurt Henke, representing California Fire Chiefs shared his story about how their request for an extension was denied and how they fought it, by making the request through the Governor's Office.		
<u>Public Comments</u>	<p>For item II c., Ms. Corsello provided Public Comments first.</p> <ul style="list-style-type: none"> • Chris Concepcion, Vacaville Fire Chief – He gave thanks to the Board and requested an extension, now that the consultant has resigned. He felt this is too big of a decision, for the EMS staff and the Board and they need more time. 		

	<ul style="list-style-type: none"> • Jeff Armstrong, Rio Vista Fire Chief – He complimented the Board for their efforts and stated this is an important issue. He stated that he offered support to a request for an extension should be made and letters sent to Governor Brown. • Todd Matthews, President of the Local – He supported that the Board requests an extension, on the grounds, that the consultant resigned. • Steve McGraw, VP of the Local – His comments reiterated what the others stated, that the Board ask for an extension. • Kurt Henke, California Fire Chief Association and Fire Chief requested an extension be made by the Board. He stated there are trust issues that need to be worked out. He suggested that the stakeholders and the Board together request an extension and include management, labor, etc. He complimented Ms. Corsello for her efforts. • James Pierson, Medic Ambulance stated that this was the first time they have seen a secondary Zone on a map. There are some areas on that map that they service as an EOA. He reviewed some RFPs currently posted by cities in Solano County for an Information Technology (IT) related project, where “extensive experience” is required. One posting requires four (4) years of experience. There are a lot of questions as to why experience would not be considered and ambulance financials would. 		
<p><u>Comments from the Board</u></p>	<p>Ms. Corsello asked the Board Members what they wanted to do.</p> <ul style="list-style-type: none"> • Ms. Pan asked what happens if the request for the extension of the Master Services Agreement (MSA) gets denied. • Ms. Corsello asked the Board Members if they wanted to ask for an extension, which will mean a new RFP process. These items were identified at the last meeting. • Mr. White stated that no city manager was in favor of the RFP, so the Board needs to decide the path we are on. He suggested that it is not a good idea to discuss items C.i. through C. viii. • Ms. Corsello instructed staff to submit a request for an extension. Also she asked that an EMS budget be presented at the next meeting. • Mr. Chadwick asked if the Board could get an update on the contract and Mr. White suggested not to go further on the contract. 	<p>Prepare the paper work to submit an extension.</p>	<p>Mr. Selby and EMS Staff</p>

	<ul style="list-style-type: none"> Mr. Chadwick agreed with Mr. White about the zone maps. Staff was requested to make better maps of Ambulance Zones Dr. Mumma stated that Zone D seems to be a more accurate description. They can revisit the degree of detail at the next meeting. Ms. Corsello asked that the staff show existing operations of the unincorporated areas. <p>Board Member White moved to request for an extension. Board Member Chadwick seconded. AYES: 6; NAYS: 0; ABSENT: 0; ABSTAIN: 0; The motion was approved.</p>	Provide better maps of Zones C & D.	Mr. Selby and EMS Staff
<u>Public Comments</u>	<ul style="list-style-type: none"> None. 		
<u>Board Member Comments:</u>	<ol style="list-style-type: none"> Chair Directors <ul style="list-style-type: none"> Board Chair Corsello asked that the EMS Staff make a formal request for an extension, and bring an RFQ to the Board, so a vendor can begin to take over the RFP process. Ms. Corsello asked how much time is needed to complete these items and Dr. Matyas stated they can do it. <ul style="list-style-type: none"> Ms. Corsello asked staff to develop a list of consultants and an RFQ and present it to the Board at the April meeting. The Board decided to meet in April. Mr. Selby stated that the Ad Hoc Committee plans to select a replacement Health Care Consumer Representative (HCCR), by the April meeting. 	Introduce the new HCCR at April meeting	Mr. Selby and EMS Staff
<u>Adjournment</u>	Meeting adjourned to the next regularly scheduled Board Meeting on April 11, 2019 at 9:00 a.m.	(none)	