

## A Message from EMS Chief Brian Myrland



In 2017 the Fitch-Rona EMS District celebrated our fortieth year of service. That by itself is a remarkable achievement for any business or service provider but the real measure of an EMS Service is the positive differences made in the lives of those we care for. We responded to over 60,000 calls for assistance in those forty years. Not every call turns out the way we hope but we continue to see remarkable outcomes for people with a variety of concerns.

As I look back on the forty years of history I see the results of the extraordinary women and men that built this department. Dedicated people that have given significant time and effort to an organization of professionals that are respected throughout the area for their high level of prehospital care. From the Mayors, Town Chairman, elected officials, EMS Commissioners, Doctors, Nurses, fellow public service departments, to the office and support staff, we can't thank them enough. One group should be singled out for their dedication and professionalism, the Emergency

Medical Technicians, from Basic level EMT's to Paramedics that have respond directly to those 60,000 calls. Those are the individuals that respond at any hour of the day or night. The ones that respond when the temperature is well below zero or in the middle of a thunderstorm. The ones that render care regardless of the nature of the scene or the size of the incident. Those are the paramedics of the Fitch-Rona EMS District.

It takes about twelve months of training to obtain a paramedic license and gain the right to work in the State of Wisconsin at that level. It takes years to build the experience and the confidence to put it all together and truly perform the job of paramedic. In fact, my experience has shown that it typically takes four or five years on the job before most paramedics really hit their stride - you can see the confidence and the patients feel it too.

Here's the problem – "In 2011, the average tenure of a paramedic (in the US) was 6.5 years cited Leonard Davis Institute of Health Economics. That number has decreased to four years according to family therapist Dr. Beverly J. Paschal."<sup>1</sup> Just about the time a paramedic gets comfortable and confident they leave the profession.

Here's the good news – The current tenure of a Fitch-Rona paramedic is 12.68 years. That's almost triple the national average. The experience gained in caring for thousands of patients is invaluable. The additional training received in those twelve plus years is another reason the paramedics of Fitch-Rona EMS are among the best in country.

It is impressive to look back over forty years to see how far we have come. It's equally impressive to recognize Fitch-Rona is continuing that drive toward continuous improvement. Over the past three years we have transformed our staffing model to prepare for the addition of a third station and third frontline ambulance. Our quality measures, staff involvement, community outreach, training and run review process are stronger than ever. Along with those proactive measures we continue to provide a cost effective approach to providing EMS services to the citizens of the District.

Another constant over the past forty years, besides Ron Martin, is the continued support of the municipalities that comprise the District. The cost of providing quality public safety services requires a real and steady commitment. It takes an understanding of what a department like Fitch-Rona requires to provide a high quality service and to attract and maintain quality people. Thank you to all those involved in supporting the District for forty years.

We are working hard to insure the next forty years are just as positive.

Brian Myrland  
EMS Chief

<sup>1</sup> Journal of Emergency Medical Service, Predicting EMS Professional Tenure, January 9, 2017

### Accounting Policies

The district undergoes a formal financial audit or less formal review on an annual basis. The EMS Commission and each municipality agreed to allow our accounting firm to do a financial audit every three years and conduct a review in between the audits. The Certified Public Accounting firm of Johnson Block will again be retained to review the 2017 records. Each member of the Fitch-Rona EMS Commission and each municipality will be presented with a copy of the Independent Accountant’s Review Report once it is completed in early 2018.

### Accounts Receivable

The accounts receivable function within the district is outsourced to 3 Rivers Billing, Inc . The billing functions involved with the various governmental programs responsible for a large number of the district’s invoices require capabilities of the third party billing service to attain maximum efficiency. The timeliness of invoice processing and improved accuracy of our billing records has increased the average return per call. Receivables are in-line with EMS standards. For the period of July 2016 through June 2017 Fitch-Rona EMS received \$0.47 for every dollar billed. This is due to the necessary write-offs that occur with government insurances.

### Grant Receipts

We received \$44,600 from the Epic Foundation 2017. The grant was used to retrofit an auto-loading cot system and new cot into one of the ambulance.

### Cash Flow

Efficient cash flow for the district is due in part to improved billing procedures and excellent documentation by our EMS staff. The district uses a combination of bank accounts to manage available cash in order to maximize potential interest earnings. An internal cash flow report is completed and reviewed by the Commission monthly to assist in management of this process.

### Designated Funds

We have reserved funds set aside for future financial obligations. All interest accrued from these accounts become part of the general Operating budget.

Designated Fund	Current Balance
Retirement Health Insurance	\$ 128,781
Labor Contract Legal Fees	\$ 16,000
Ambulance Replacement	\$ 8,144
Medical Director	\$ 4,000
Bike Responder	\$ 1,438
Power Load Retrofit	\$ 1,460

### Retirement Health Insurance

This fund is set up to manage funding retirees’ health insurance benefits based on sick leave hours available at retirement. We perform an analysis of the funding needs through 2030 and each year the amount will vary depending on the future cash needs to provide health insurance to our retirees

### Legal Fees for Labor Contract

This fund is set up to manage attorney costs incurred during the negotiation process. This fund is used to cover the legal fees directly related to negotiations of our Labor Contract. As in the past, we will begin replenishing the account after the negotiation process is completed. \$8,000 was contributed to the fund in 2016 and 2017, another \$8,000 is scheduled for the fourth quarter of 2018.

## **Ambulance Replacement**

We purchased a replacement front-line ambulance in 2017 and sold our 2008 ambulance for \$5,000. Those funds were placed in this assigned fund account. We maintain a fleet of four ambulances. Two are in-service at all times, and two that are used for additional staffing during large scale events in our district, such as the Verona High School Cross Country Invitational, and to rotate in service for maintenance and repair issues.

## **Medical Director Fees**

In anticipation of costs associated for Medical Direction, Fitch-Rona EMS began setting aside funds in 2010 in an attempt to ease the burden of this operational cost. The fund is used to cover a portion of the reoccurring cost of the state required Medical Direction. The 2017 cost for Medical Direction was \$33,000.

## **Un-Assigned Contingency Funds**

Our goal is to have a Contingency Fund balance of 20% of our total operating budget by year's end. The purpose of the fund is to ensure short term financial stability for the department in the unlikely event of an interruption or down-turn in our revenue stream. In years where revenue exceeds expenses we add to the contingency funds. Our goal is to contribute to this account balance during years with increased run volumes rather than budget for these funds. Our Un-Assigned fund balance at the end of 2017 was \$450,045. A policy was enacted in 2016 that specifies a limit to Fitch-Rona's Contingency Fund balance. Once fully funded, Fitch-Rona EMS will transfer any excess funds to an assigned fund account (such as the Retirement Health Insurance Account).

## **Staffing**

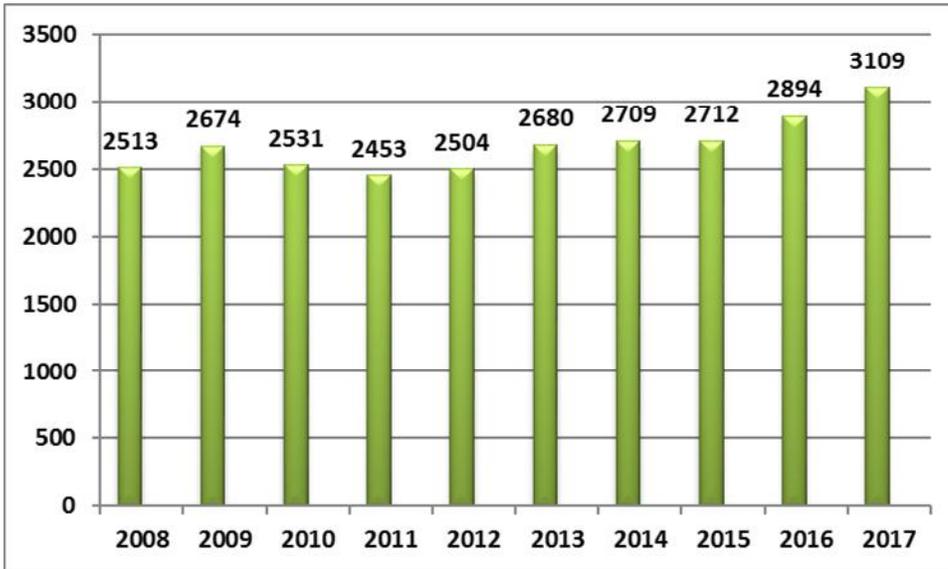
Fitch-Rona operates two full-time ambulances 365 days of the year. This process requires 14 full-time licensed paramedics with a small number of Limited Term (Part-Time) Employees to cover any absences. Fitch-Rona continues to support our local training centers by allowing EMT and Paramedic students to complete their field training with our paramedics, as well as allow the Interns from our respective fire departments to work with our crews to gain EMS experience during their fire internship programs.

The department began making changes to our staffing plan in 2016. The changes in staffing were designed to improve operations, and ready the department for an additional front-line ambulance planned for 2018. Changes included realignment of a Deputy Chief Position and promotion of two staff members to the position of Lieutenant. The additional front-line ambulance has been delayed to 2019, but the infrastructure remains in place for the improved service that will occur with the expansion of the service.

## **Stand-By Coverage**

Fitch-Rona tries to accommodate all requests by local event coordinators for a dedicated ambulance to monitor their events. The frequency of events like local "Mud Runs", triathlons, fun runs, and the Epic user group meeting continue to increase. At times these requests are ideal for our Bicycle Medics but the vast majority of requests still call for a dedicated ambulance staffed by paramedics. Due to the costs of this additional service and staffing, Fitch-Rona has a set fee that is charged to the requesting organization to ensure there is no outside cost incurred by the local municipalities. All revenue received go into our Operating Budget.

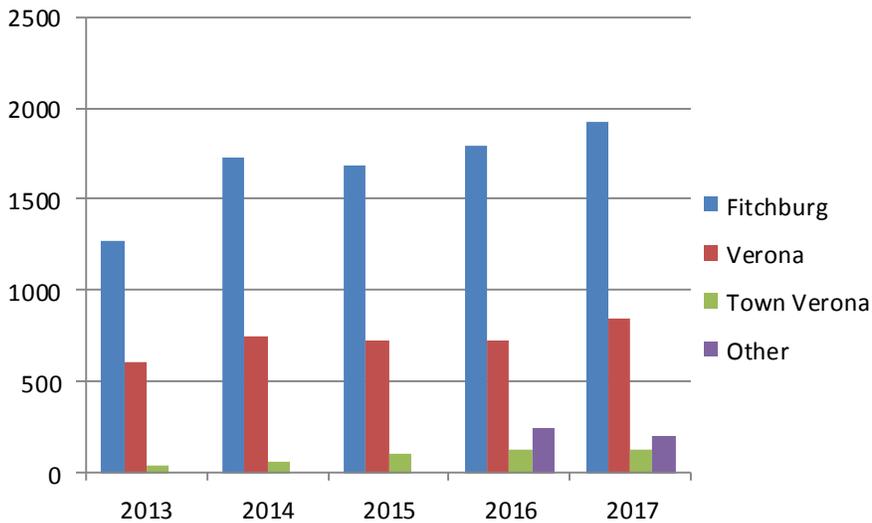
## Annual Call Volume



## Distribution of Calls

The distribution of calls by municipality has been steady over the years. 2017 has a distribution of: Fitchburg 62.05%; Verona 27.02%; Town of Verona 4.18%; Other 6.75%.

## Calls in our District by Municipality



### Calls outside Our District

As an Advanced Life Support (ALS) service Fitch-Rona is offering patients the highest level of pre-hospital care available. Surrounding communities often do not have the call volume to support paramedic level care and request assistance when higher care is indicated. This response is called an Intercept. We also respond as Automatic Aid (questions asked by the 911-center indicated a need for a higher level of care) to neighboring communities which takes us out of district. Out of District call volume represents 6.75% of total calls.

	2014	2015	2016	2017
<b>Belleville</b>	<b>54</b>	<b>38</b>	<b>53</b>	<b>44</b>
<b>Brooklyn</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>Madison</b>	<b>41</b>	<b>60</b>	<b>67</b>	<b>39</b>
<b>Mount Horeb</b>	<b>71</b>	<b>67</b>	<b>87</b>	<b>98</b>
<b>New Glarus</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>6</b>
<b>Oregon</b>	<b>9</b>	<b>10</b>	<b>5</b>	<b>10</b>
<b>Other</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>12</b>

### Calls into Our District

As a participating agency with the Dane County Automatic Aid for Closest ALS Unit, there are times when neighboring ALS services come into our District. Additionally, there are times when both ALS and BLS units respond to our District as a mutual aid ambulance.

	City of Madison	Town of Madison
Automatic Aid	3	18
Mutual Aid	15	25

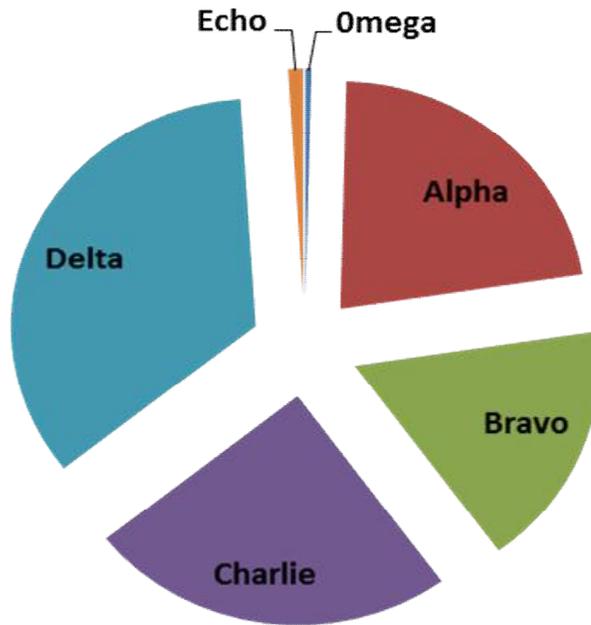
### Zone

One	38	Five	105	Nine	6
Two	17	Six	780	Ten	16
Three	1095	Seven	47	Eleven	10
Four	685	Eight	88	Twelve	88

### Dispatch Code

Fitch-Rona EMS is dispatched by the Dane County Emergency Communications Center. The dispatchers use a process called Priority Dispatch to determine the acuity of each call in order to send the appropriate level response. An Omega level call is the least severe with Alpha (A) through Echo (E) level increasing in severity. Most calls that are dispatched as Charlie, Delta and Echo are automatically deemed Advanced Life Support.

Over 54% of our calls are labeled Advanced Life Support (ALS) based on care given during transport compared to the 65% that are dispatched ALS.



**Response Request**

Response request	# of Times	% of times
911 Response (Primary Service Area)	2,878	92.57%
Automatic Aid	70	2.25%
Standby	52	1.67%
Intercept	44	1.42%
Interfacility Transfer (Unscheduled)	26	0.84%
Mutual Aid	22	0.71%
Unknown	9	0.29%
Flagdown / Walk-in Emergent	8	0.26
<b>Total</b>	<b>3109</b>	<b>100%</b>

## Top Ten Incident Types Based on Dispatch

Type	All Calls	
Falls	413	13.28%
Sick Person	390	12.54%
Unconscious/Fainting/Near-Fainting	314	10.10%
Breathing Problem	296	9.52%
Chest Pain (Non-Traumatic)	245	7.88%
Traffic/Transportation Incident	193	6.21%
Convulsions/Seizure	126	4.05%
Traumatic Injury	104	3.35%
Hemorrhage / laceration	92	2.96%
Fire	91	2.93%

## Top Ten Primary Patient Complaints Based on Paramedic Impression

Impression	All	Calls
No illness or injury found (Z71.1)	136	4.37%
Neuro - Seizure (G40.909)	111	3.57%
CV - Chest Pain - Presumed Cardiac (I20.9)	103	3.31%
Neuro - Weakness (R53.1)	101	3.25%
Behavioral - Anxiety (F41.9)	78	2.51%
GI/GU - Nausea (With Vomiting) (R11.2)	67	2.16%
Pain - Not Elsewhere Mentioned Sudden Onset (G89.1)	61	1.96%
Substance Use - Alcohol (F10.9)	59	1.90%
CV - Cardiac Arrhythmia/Dysrhythmia (I49.9)	56	1.80%

- ✓ The average age of our patients is between 20 and 59 years old.
- ✓ 10.13% of our calls involved pediatric patients (<19 years old).
- ✓ This year, we treated and transported more females than males.
- ✓ Thursday was our busiest day
- ✓ The hours between 11:00am and noon are the most active.
- ✓ We transported 67.90% of the time we responded to a call

## Resident/Non-Resident Transports

Fitch-Rona tracks and bills residents differently than non-residents using our service. Below is a breakdown of this demographic:

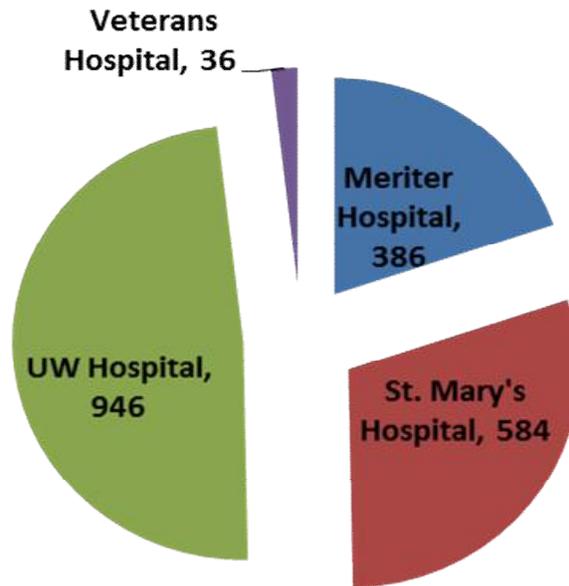
	<b>% of CALLS</b>
<b>RESIDENT</b>	77.41%
<b>NON-RESIDENT</b>	22.59%

## Call Disposition Breakdown

<b>Response Disposition</b>	<b># of Times</b>
<b>Treated, Transported by EMS Unit</b>	<b>2,111</b>
<b>Treated, Released</b>	<b>244</b>
<b>Canceled (Prior to Arrival At Scene)</b>	<b>171</b>
<b>Refused Evaluation/Care (Without Transport)</b>	<b>158</b>
<b>Canceled on Scene</b>	<b>138</b>
<b>Standby Only</b>	<b>114</b>
<b>Treated, Released (AMA)</b>	<b>108</b>
<b>Treated, Transported by Law Enforcement</b>	<b>22</b>
<b>Treated, Transferred Care to Another EMS Unit</b>	<b>16</b>
<b>Dead at Scene - No Resuscitation Attempted</b>	<b>12</b>
<b>Dead at Scene - Resuscitation Attempted (Without Transport)</b>	<b>11</b>
<b>Unknown</b>	<b>4</b>

## Receiving Hospitals

The selection of hospital destination is determined by a number of factors including acuity, type of call, patient choice (insurance based) and specific emergency room situation.



## Stations

The District operates out of two station, one in Verona and one in Fitchburg. The location of those stations is a critical factor in EMS response. It is the station location that determines response times. In 2017 Fitch-Rona moved from a station on the far west side of Fitchburg to a new station located east of the busy intersection at Highway PD and 151 giving us much better access east towards the center of Fitchburg, reducing our average response time in the city.

The City of Fitchburg is planning to open an additional fire station on the eastern side of the city in the summer of 2019. A third Fitch-Rona ambulance located in this new station will reduce response times into that portion of the District. Current response times to this area of the district do not meet the guidelines set by the National Fire Protection Agency (NFPA).

## Response Time

The time elapsed from dispatch to arrival on scene is referred to as Response Time.

Actual Response Time is a result of a number of factors such as call type, station location, traffic, and weather conditions. This year our times improved. This is likely due to better routing of traffic during road construction.

The chart below represents the 12 zones of the Fitch-Rona District. The percentage of calls is listed as is the average response time for all emergent and non-emergent calls. Non-emergent response is proven to be much safer than the higher speed emergent response and is warranted for less serious calls.

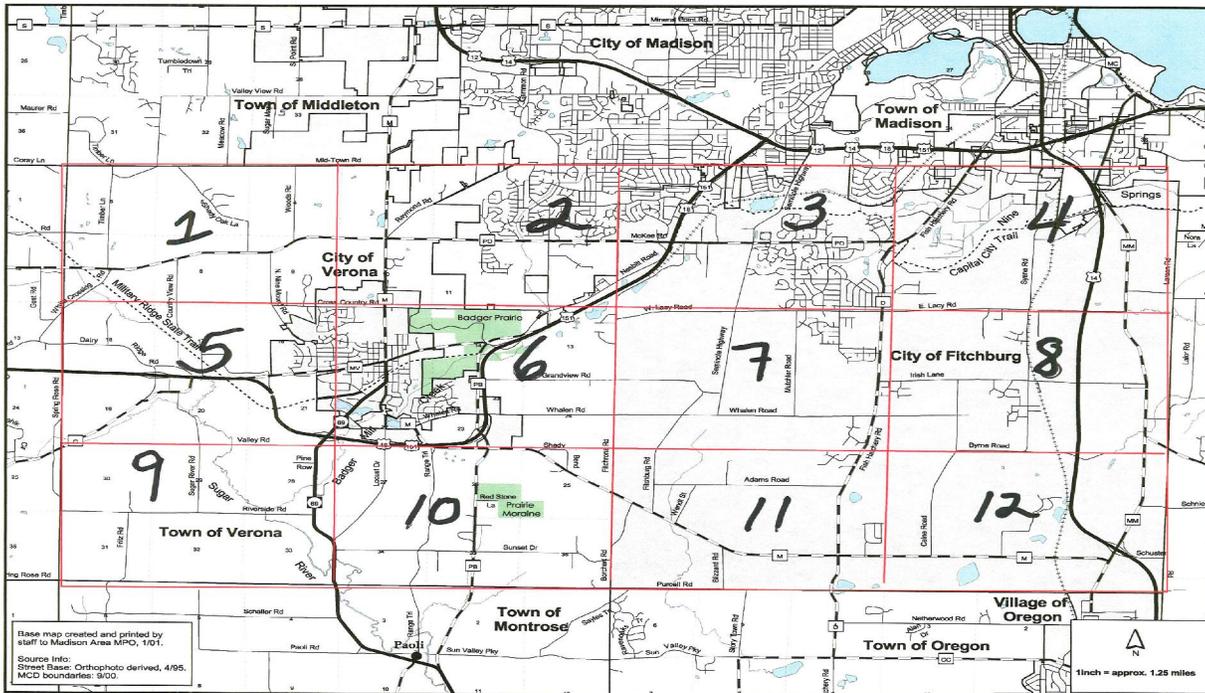
Station location is a primary factor in determining response time. This is expressed in the average response times noted below. Our current stations are located in zones 3 and 6. Times listed represent time en-route to time on-scene.

# Fitch-Rona EMS District Annual Report

2017

## Call Percentage and Enroute to On-Scene Response Times by Zone

<b>Zone 1 - Medic 45</b>  <b>1.25%</b> <b>5:56 min</b>	<b>Zone 2 - Medic 44</b>  <b>0.56%</b> <b>4:55 min</b>	<b>Zone 3 - Medic 44</b>  <b>36.27%</b> <b>6:03 min</b>	<b>Zone 4 - Medic 44</b>  <b>22.69%</b> <b>8:02 min</b>
<b>Zone 5 - Medic 45</b>  <b>3.47 %</b> <b>5:34 min</b>	<b>Zone 6 - Medic 45</b>  <b>25.83%</b> <b>5:35 min</b>	<b>Zone 7 - Medic 44</b>  <b>1.55%</b> <b>7:04 min</b>	<b>Zone 8 - Medic 44</b>  <b>2.91%</b> <b>9:14 min</b>
<b>Zone 9 - Medic 45</b>  <b>0.19%</b> <b>6:52 min</b>	<b>Zone 10 - Medic 45</b>  <b>0.53%</b> <b>7:24 min</b>	<b>Zone 11 - Medic 45</b>  <b>0.33%</b> <b>9:09 min</b>	<b>Zone 12 - Medic 45</b>  <b>2.91%</b> <b>12:05 min</b>



### Annual Call Time Averages

Total call time averages are dictated by many factors, many that are outside of our immediate control such as station location, weather and level of call dispatched. The scene time is considered one of the most important factors in patient care. Our average scene time of 14 minutes 45 seconds meeting our benchmark goal of 15 minutes. Of special note is the average time it takes us to get back into service available for call which is less than an hour. We pay particular attention to the total “in service” time for each of our ambulances. This is one of the methods we use to determine capacity issues in EMS. This improved by 2 minutes 53 Seconds from 2016

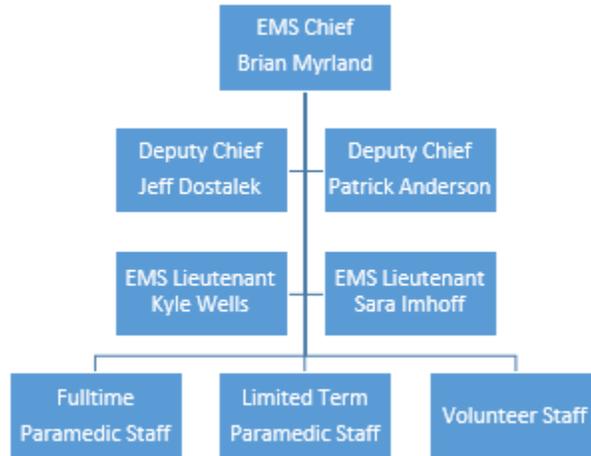
Average Run Times	
<b>Enroute</b>	<b>00:01:23</b>
<b>To Scene</b>	<b>00:06:10</b>
<b>At Scene</b>	<b>00:14:45</b>
<b>To Destination</b>	<b>00:15:55</b>
<b>Back in Service</b>	<b>00:13:07</b>
<b>Total</b>	<b>00:50:40</b>

### Transport Mode from the Scene

Included with our response time analysis is discussion of transport mode from the scene to the hospital. If our crew determines that a patient can be transported non-emergently – proven to be the safest mode of transportation - they opt to do so. As noted in the chart, we transport non-emergent 56.22% of the time. In 2017 we transported patients to area hospitals on 67.90% of our calls.

Transport Code	#	%
<b>Non Emergent</b>	<b>1748</b>	<b>56.22%</b>
<b>Not Listed</b>	<b>981</b>	<b>31.55%</b>
<b>Emergent Immediate response</b>	<b>343</b>	<b>11.03%</b>
<b>Non-Emergent upgraded to Emergent</b>	<b>29</b>	<b>0.93%</b>
<b>Emergent downgraded to non-emergent</b>	<b>8</b>	<b>0.26%</b>
<b>Total</b>	<b>3109</b>	<b>100%</b>

## Management and Staffing



### EMS Commission

We have nine members from the communities we cover that serve on our EMS Commission. They are:  
 City of Fitchburg: Aaron Richardson, Connie Hilla, and James Roberts  
 City of Verona: Nancy Bartlett, Luke Diaz, and Derek Johnson  
 Town of Verona: Craig Schneider, Terry Schnapp, and Mike Duerst

### Officer in Charge

In order to manage over-all operational capability the members of the management team continue to be assigned as Officer in Charge (OIC) twenty-four hours a day, 365 days a year. This assignment is the responsibility of the management team. It is an on-call position. No additional compensation is paid for this role.

### Medical Direction

The Advanced Life Support (ALS) Consortium that came together in 2010 has a team of University of Wisconsin Hospital doctors that provide medical direction to all participating Dane County ALS departments. The doctors involved are Dr. Michael Lohmeier, Dr. Michael Mancera and Dr. Megan Gussick Director. Dr. Mike Mancera is Fitch-Rona’s primary point of contact.

### Education and Recertification of Paramedics

UW Hospital is the primary education center for paramedic continuing education. The UW Emergency Education Center (UWEEC) provides much of the continuing education for our paramedics as part of the ALS Consortium which also includes Medical Direction. Monthly training, consistent across all participating ALS services, is making positive improvements in pre-hospital care throughout Dane County. The Consortium utilizes Poly Com video conferencing so monthly trainings are viewable regardless of where the speaker is presenting and the presentation can be recorded. This allows Medics to view the training while on duty, reducing training costs of off-duty training.

## **Medical Protocols and Procedures**

Dane County Emergency Medical Services along with representatives from area hospitals and local ALS and BLS services revised and published new protocols in 2016. Several Fitch-Rona paramedics were involved in the process of developing the protocols. The first set of Dane County Medical First Responder protocols was completed in July. Work is currently underway to revise the ALS and BLS protocol for 2018 implementation.

## **Simulation Training**

Our Medical Directors began a program where they take a traveling simulation manikin out to each department and practice with the Paramedics in the back of an ambulance. This program, in its first year, proved to be well received by the field paramedics. It offers more real-time training with equipment and environmental surroundings that better match a response to a call. Fitch-Rona paramedics are required to complete a patient scenario with the physician and feedback had been outstanding.

## **Fitchburg Firefighter /Paramedic Intern**

Fitch-Rona EMS runs a Paramedic Intern Program in conjunction with the Fitchburg and Verona Fire Departments. We work together to sponsor interns that are committed to making Fire/EMS a career. We have jointly developed a program that supports interns in their third year of training and provides a scholarship towards tuition. In the third year interns are assigned to a paramedic crew working the same hours that the paramedics keep (24 hours on/48 hours off) while attending Paramedic school. The success of the program is evident as many of our recent interns have accepted full time paramedic jobs in departments throughout the United States.

Fitch-Rona EMS had two Interns enrolled in the UW Hospital Paramedic Training Program in 2017.

## **Medical Community Involvement**

In addition to our Paramedic intern program, Fitch-Rona continues to be involved and supports the local teaching centers in Dane and Rock County. In 2017, Fitch-Rona mentored fifteen paramedic students from the Mercy Hospital Paramedic Program, two students from the UW program, and two from Madison College.

## **Community Outreach Programs**

Our participation within the communities is an excellent opportunity for staff to interact in public forums.

- AED placement and support program
- Community Events
  - Verona Mud Run
  - Berbee Derbee
  - Ironman Triathlon
  - EPIC User Group Meeting
- Athletic Event Stand-by
  - High School Football
  - High School Track
- CPR, CCR and AED training for police, dispatchers, fire fighters and municipal staff
- Dane County EMS Association
- Multiple Advisory Committees for area training centers and County Organizations

Our goal is to expand our community outreach through presence at events, offering CPR classes and expanding our AED program.

### Fitch-Rona EMS Bike Medic Program

The bike medic program is very successful. We have received many compliments on our use of the bikes and our ability to maneuver through crowded areas. We have seen an increase in the number of requests for our bike medic stand-by presence. While the paramedics on bikes cannot transport patients, the value of their presence is immediate care. Our bikes are equipped with: a defibrillator, airway supplies, trauma dressings, and most paramedic level medications. These first responding paramedics render care and relay pertinent information to the responding ambulance crew when required. As more event planners decide it is important to have a stand-by paramedic crew we will see more use of our bike medics. It is our goal to increase the use of bike medics for community events as often as possible.

### Funding Sources

EMS services are unique in the public service sector with our ability to offset a portion of our operational funding requirements through billing for services provided. In 2017 Fitch-Rona EMS income covered nearly 58% of our operating expenses.

Funding Source	Estimated Annual Cost	Percentage
Fitch-Rona	\$1,370,364	58.3%
Fitchburg	\$506,287	21.5%
City of Verona	\$424,592	18.0%
Town of Verona	\$50,769	2.2%
<b>Total Budget</b>	<b>\$2,352,012</b>	<b>100%</b>

### Capital Improvement Projects

In June, we received our new ambulance to replace our oldest fleet ambulance (2008 Horton)

### Service Fees

The fee structure used for EMS service is divided into three parts: Base Charge, Supply Charge and Mileage Fee. In 2017 our Base Rates were increased to \$950 and \$1,100 (for Residence and Non-Residence respectively) from \$900 and \$950. Supply Charges are specific to each call.

	2015	2016	2017
ALS Resident Base Rate	\$900	\$900	\$950
ALS Non-Resident Base Rate	\$950	\$950	\$1,100
No-Transport	\$100-\$400*	\$100-\$400	\$100-\$400
Mileage	\$18/mile	\$20/mile	\$20/mile
Stand-By	\$100/hr	\$100/hr + Set-up fee	\$100/hr + Set-up fee

\* Fitch-Rona uses a tiered billing scheme for no-transport.

**Income Categories**

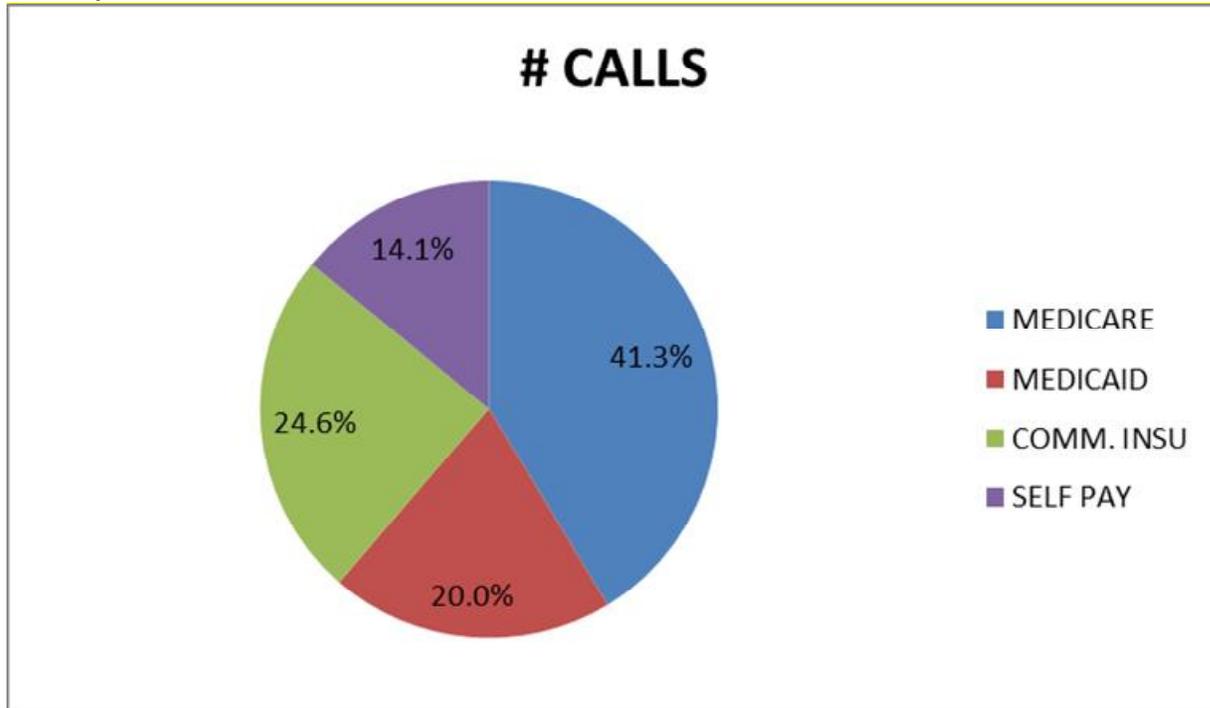
The majority of our Service Fees are covered by various insurance companies and governmental programs. 61.3% of our patient transports involve Medicare or Medicaid reimbursement resulting in significant write offs. Here is a breakdown for 2017:

**FITCH-RONA 2017 PRIMARY PAYOR BREAKDOWN**

PAYOR	# CALLS	% of total	CHARGES	% of total
MEDICARE	1006	41.3%	\$ 1,276,394.00	46.6%
MEDICAID	488	20.0%	\$ 493,396.00	18.0%
COMM. INSU	598	24.6%	\$ 716,397.00	26.1%
SELF PAY*	434	14.1%	\$ 254,852.00	9.3%
Total	2435		\$ 2,741,039.31	

\*Self-pay also includes non-transport

**2017 Payer Mix**



### Service Fee vs. Actual Payment

Service fees charged do not accurately represent potential income. Both Medicaid and Medicare limit payments to a fraction of the fee charged and do not cover our actual cost of service. Additionally some of our calls result in a no-charge such as cancelled calls, false alarms and calls where no assessment is necessary.

### ALS Billing Agreements

Medicare requires any Basic Life Support Service that utilizes intercepts for higher level care assistance to have a billing agreement in place with that ALS service. Within Dane County, we succeeded in standardizing these Intercept Billing agreements. We currently charge a percentage of the Centers for Medicare and Medicaid Services (CMS) ALS2 reimbursement rate to area BLS services when we intercept with them and the patient treated is a Medicare or Medicaid patient. We have billing agreements with the following services:

Arena, Argyle, Barneveld, Belleville, Blanchardville, Brooklyn, Cross Plains, Evansville, Mazomanie District 1, Marshall, McFarland, Mt Horeb, New Glarus, Oregon, Sauk Prairie, Stoughton and Waunakee.

The standardization of language based on the Medicare and Medicaid rates allows for the fee to meet any changes that may occur in the reimbursement rate set by CMS without having to open up the agreements for revision every time reimbursement rates change. The majority of BLS services within Dane County and the surrounding area use this language.

### 2017 Medicaid Reimbursement Rates

#### 2017 Medicaid Reimbursement Rates

Service	We Charge	They Pay	Write-off per call
BLS	\$950.00	\$151.84	\$798.16
ALS1	\$950.00	\$180.31	\$769.69
ALS2	\$950.00	\$260.97	\$689.03
Mileage	\$20.00	\$5.56	\$14.44
Supplies	\$50.00	\$14.73	\$35.27
O2	\$80.00	\$14.73	\$65.27
IV	\$75.00	\$25.25	\$49.75

### 2017 Medicare Reimbursement Rates

#### 2017 Medicare Reimbursement Rates

Service	We Charge	They Allow*	Write-off per call
BLS	\$950.00	\$351.60	\$598.40
ALS1	\$950.00	\$417.53	\$532.47
ALS2	\$950.00	\$599.67	\$350.33
Mileage	\$20.00	\$7.29	\$12.71

\*Medicare withholds 2% of their payment due to sequestration

### No-Transport Responses

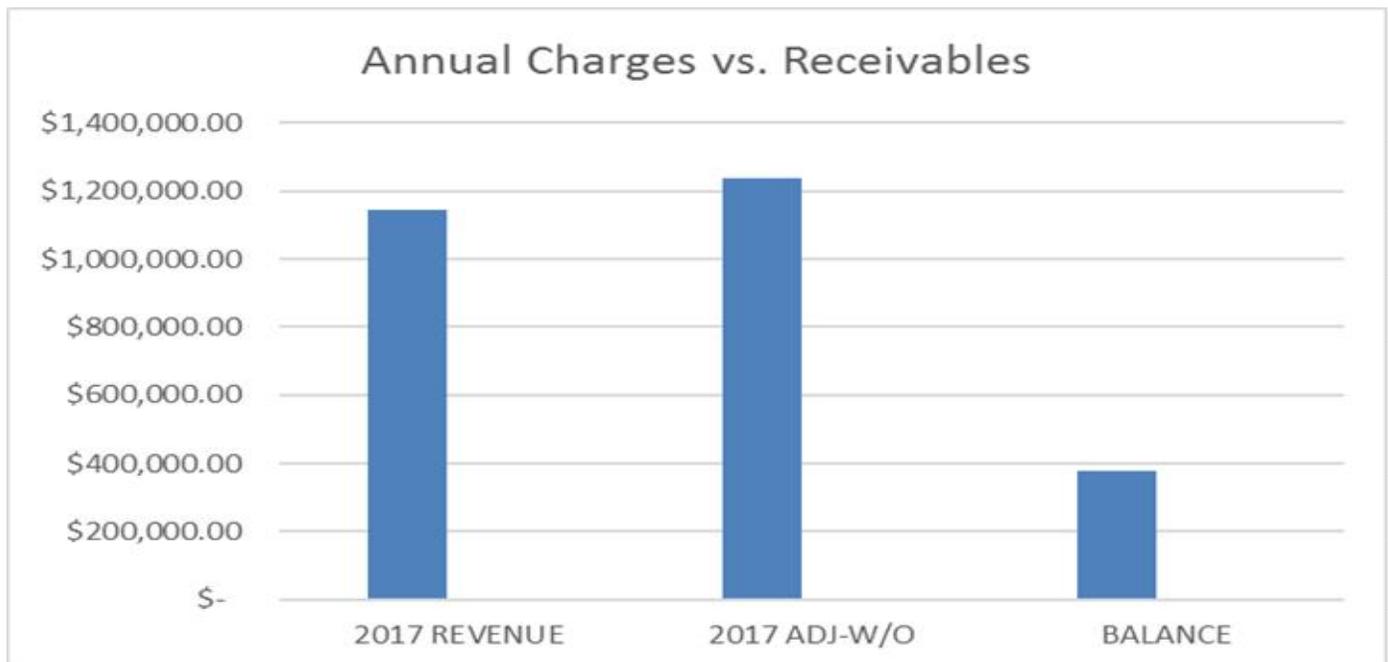
There are times when we respond to a 911 call and the patient opts not to be transported to the hospital. In some cases there is no charge for our response. If we render care on scene, there will be a charge which is determined by the level of care provided. Additionally, we have a tiered charge for patients who call often but refuse transport.

CHARGE	# CALLS	TOTAL CHARGES
\$0.00	198	\$0.00
\$100.00	303	\$30,300.00
\$400.00	46	\$18,400.00

### Annual Charges vs. Receivables

This chart represents charges sent out vs. revenue received. As noted earlier, there are significant adjustments that are made due to Medicare and Medicaid. Additionally, we are faced with more requests for payment forgiveness due to financial hardship. In 2017 we wrote off \$648 due to financial hardship. When dealing with insurance companies, there is a delay in payment due to submittal time and review processes which is reflected in our monthly aging reports.

2017 BILLED	2017 REVENUE	2017 ADJ-W/O	BALANCE
\$2,753,233.66	\$1,141,072.67	\$1,235,544.94	\$376,616.05
	41.4%	44.9%	13.7%



**2017 Operating Statement Forecast to Budget****Revenue**

Our billings for 2017 increased by over \$260,000 compared to 2016 but our write offs increased by over \$280,000. Our base rates increased for 2017, however the Medicare and Medicaid reimbursements remained the same resulting in a decrease in the billing percentage received.

As mentioned earlier we received a generous grant from Epic Systems which was used to retrofit one of our front line ambulances with a power loading system which provides a much safer environment for our paramedics and patients.

There continues to be an increase in the need for ambulance stand-bys for race day events and mud runs which results in an increase of our miscellaneous income.

We received FAP Funds from the State of Wisconsin and we sold our oldest ambulance.

**Expenses**

Total expenses came in with a negative variance of a little under \$8,000 which include:

**Wages and Benefits** – The wage and FICA tax expense came in as expected as it was within a half percent of budget.

Our health insurance expense was down considerably due to the retirement of one employee with employee+1 coverage being replaced by an employee with single coverage and with another employee waiving his family coverage and taking coverage under his spouses plan.

**Medical Supplies**- We had a higher than anticipated call volume and some of our medications had significant price increases.

**Personnel Recruitment**-We had to hire two full time employees this year as well as 3 LTE's.

**Medical Equipment**-The expenditures in this account nearly doubled compared to last year as we purchased video laryngoscope equipment (updated technology) for each front line ambulance at a cost of over \$10,000. We had budgeted for life cycle replacement of this equipment and came in under the 2017 budget.

**Computer Support**-We purchased software specifically for the Community Paramedicine from Image Trend and the computer set up at the new Fitchburg station was more than expected.

**Capital Expense**-The new ambulance (with build out) was higher than what we budgeted for in our CIP. We also purchased the Power Loading System to retrofit for our front line ambulance. We used the Epic grant for this system.

**Property Insurance**-Higher property coverage as well as higher general liability coverage.

Net effect we forecast a negative variance of \$13,552 compared to budget for the year.

**Net Gain (Loss)**

If generated funds exceed total expenses, based on final audited or reviewed financial records, those funds will be used to build Fitch-Rona's unassigned fund balance until we reach our goal of 20% of the annual budgeted expenses. Funding shortfalls are covered by the unassigned fund if available.

# Fitch-Rona EMS District Annual Report

2017

Fitch-Rona EMS 2017 Budget (Annual Report Version)					
	December 31, 2017	2017 Actual (through 12/31/17)	2017 Approved Budget	Difference Actual vs Budget	100.0%
1	<b>Revenues</b>				% collected
2	Run Income	\$ 1,293,682	\$ 1,337,438	\$ (43,756)	96.7%
3	Services Sub-Total	\$ 1,293,682	\$ 1,337,438	\$ (43,756)	96.7%
4					
5	City of Fitchburg	\$ 506,287	\$ 506,287	\$ -	100.0%
6	City of Verona	\$ 424,592	\$ 424,592	\$ -	100.0%
7	Town of Verona	\$ 50,769	\$ 50,769	\$ -	100.0%
8	Municipalities Sub-Total	\$ 981,648	\$ 981,648	\$ -	100.0%
9					
10	Community Paramedicine	\$ 1,650	\$ 1,000	\$ 650	165.0%
11	Project Donations/Grants	\$ 45,603	\$ -	\$ 45,603	
12	Interest Income	\$ 3,650	\$ 3,056	\$ 594	119.4%
13	Misc. Income	\$ 12,841	\$ 9,885	\$ 2,956	129.9%
14	Funds Applied from Reserve	\$ -	\$ 4,000	\$ (4,000)	0.0%
15	FAP Funds/Asset Sale	\$ 12,938	\$ -	\$ 12,938	
16	Misc. Sub-Total	\$ 76,682	\$ 17,941	\$ 58,741	427.4%
17	<b>TOTAL REVENUES</b>	\$ 2,352,012	\$ 2,337,027	\$ 14,985	100.6%
19	<b>Expenses</b>				% spent
20	Salaries & Wages	\$ 1,006,990	\$ 1,037,196	\$ (30,206)	97.1%
21	Overtime-Scheduled	\$ 239,271	\$ 235,095	\$ 4,176	101.8%
	Overtime-Unscheduled	\$ 105,228	\$ 74,636	\$ 30,592	141.0%
22	Soc. Sec. & Medicare Taxes	\$ 105,384	\$ 103,922	\$ 1,462	101.4%
23	Retirement Plan	\$ 134,929	\$ 142,341	\$ (7,412)	94.8%
24	Misc Benefits	\$ 5,080	\$ 3,400	\$ 1,680	149.4%
25	Health & Dental Ins.	\$ 227,609	\$ 291,486	\$ (63,877)	78.1%
26	Worker's Comp. Ins.	\$ 54,900	\$ 73,705	\$ (18,805)	74.5%
28	Income Continuation	\$ -	\$ 2,400	\$ (2,400)	0.0%
29	Unreserved Fund-Sick Time		\$ -	\$ -	
	Medical Director Annual Fee	\$ 33,000	\$ 33,000	\$ -	100.0%
30	Salary Sub-Total	\$ 1,912,391	\$ 1,997,181	\$ (84,790)	95.8%
32	Oil, Gas & Lube	\$ 16,198	\$ 18,350	\$ (2,152)	88.3%
33	Tune-up & Repair	\$ 20,268	\$ 19,800	\$ 468	102.4%
34	Medical Supplies	\$ 63,203	\$ 52,000	\$ 11,203	121.5%
35	Office Supplies	\$ 2,783	\$ 1,750	\$ 1,033	159.0%
36	Postage	\$ 504	\$ 525	\$ (21)	96.0%
37	Public Education	\$ 1,535	\$ 750	\$ 785	204.7%
41	Staff Training	\$ 5,253	\$ 15,100	\$ (9,847)	34.8%
42	Staff Support	\$ 4,871	\$ 3,600	\$ 1,271	135.3%
43	Uniforms	\$ 22,386	\$ 24,500	\$ (2,114)	91.4%
44	Personnel Recruitment	\$ 4,918	\$ 1,250	\$ 3,668	393.4%
45	Subscriptions & Dues	\$ 1,150	\$ 700	\$ 450	164.3%
46	Admin Space Lease	\$ 7,125	\$ 7,125	\$ -	100.0%
47	Facilities Furnishings	\$ 344	\$ 800	\$ (456)	43.0%
48	Utilities	\$ 627	\$ 1,200	\$ (573)	52.3%
49	Telephone	\$ 11,333	\$ 12,750	\$ (1,417)	88.9%
50	Radio Equipment	\$ 7,290	\$ 7,000	\$ 290	104.1%
51	Radio Maintenance	\$ 2,402	\$ 1,450	\$ 952	165.7%
52	Medical Equipment	\$ 20,796	\$ 25,600	\$ (4,804)	81.2%
53	Medical Equipment Maint.	\$ 2,705	\$ 3,450	\$ (745)	78.4%

54	EMT Safety Equipment	\$ 359	\$ 900	\$ (541)	39.9%
55	Training Equipment	\$ 4,437	\$ 1,500	\$ 2,937	295.8%
56	Office Equipment	\$ 3,631	\$ 1,300	\$ 2,331	279.3%
57	Office Equipment Maint.	\$ 194	\$ -	\$ 194	
58	Computer Support	\$ 19,603	\$ 16,150	\$ 3,453	121.4%
59	Capital Expense	\$ 75,032	\$ -	\$ 75,032	
60	Accounting Fees	\$ 11,945	\$ 10,500	\$ 1,445	113.8%
61	Legal Fees-General	\$ 3,122	\$ 3,800	\$ (678)	82.2%
62	Legal Fees-Labor	\$ -	\$ -	\$ -	
63	Unreserved Funds - Labor Contract	\$ -	\$ 8,000	\$ (8,000)	0.0%
64	Property Insurance	\$ 16,490	\$ 12,750	\$ 3,740	129.3%
65	3Rivers Billing Services	\$ 79,972	\$ 80,246	\$ (274)	99.7%
66	Paramedic Intern Program	\$ 5,793	\$ 7,000	\$ (1,207)	82.8%
	Community Paramedicine Exp	\$ 600	\$ -	\$ 600	
	Interest Expense	\$ 5	\$ -	\$ 5	
67	Misc. Expense Sub-Total	\$ 416,874	\$ 339,846	\$ 77,028	122.7%
69	<b>TOTAL EXPENSES</b>	\$ 2,329,265	\$ 2,337,027	\$ (7,762)	99.7%
70	Net Gain (or Loss)	\$ 22,747	\$ -	\$ 22,747	

## Five Year Plan Management

Fitch-Rona's five year plan is a fluid document and has been in place since 2001. Our philosophy is that the plan will evolve each year with pertinent changes/updates covered annually in the finalized Annual Report. The Annual Report is dispersed to each community in draft form during the October Municipal Meeting for budget approval and as a final document in March of the following year. The plan has two areas of discussion: Near Term and Long Term with both sections having potential implications to our Five Year Plan.

### Near Term

Response times for emergency medical services are primarily an issue of geography. It has long been realized that Fitch-Rona's responses to the eastern side of our district are hampered by current station locations.

In June, 2017, our Fitchburg based operations moved into a new station on the west side of Fitchburg, replacing the station on King James Way. This change has improved response times in Fitchburg by moving the station about a half mile east of its current location.

A second Fitchburg Station, originally planned for 2018 has been delayed until early 2019. This location, and the addition of a planned third front line ambulance, will greatly improve response times on the eastern side of the Fitch-Rona District. Fitch-Rona has been planning for the addition of a third front-line ambulance to be operated out of the new east side Fitchburg Station for several years. Establishment of a third ambulance will require 7 additional full-time crew members and several part-time staff to provide full coverage. The current staffing plan for the department will be sufficient to manage the anticipated expansion of service. Additional call volume will generate a portion of the funding needed for the additional staff members and operational requirements. The department has communicated with the District municipalities about the additional costs of this expanded operational capacity.

The third front-line ambulance will play a vital role in area medical responses as the City of Fitchburg incorporates land now serviced by Town of Madison EMS sometime prior to January 2022. Discussions began in 2016 to determine if the annexation of Town of Madison land could proceed earlier than first planned. While the actual date of the annexation is unknown at this time, this additional territory will increase the call volume of the Fitch-Rona District. It is important to note that the ambulance currently located in the Town of Madison will no longer service the area as this change takes place leaving the District with more calls and one less ambulance in the territory. The City of Madison will also be incorporating Town of Madison land adding additional call volume for their ambulance located at Madison Fire Station 6, 825 West Badger Road.

Fitch Rona EMS has one unfilled position based on the current staffing plan. A third promotion from Staff Paramedic to Paramedic Lieutenant will occur in conjunction with the opening of Fitch-Rona's third station on Fitchburg's eastside planned for 2018.

## Long Term

Beginning in 2016, Fitch Rona implemented the use of the department's Command Car as a Rapid Response Vehicle. The Rapid Response Vehicle, fully equipped to the EMT-A level, responds to calls throughout the District when the need for additional resources exceed our capacity, or when a specific call suggests the need for additional personnel.

The use of our Rapid Response Vehicle has proven to provide necessary assistance to citizens in time sensitive situations. Currently we have one Rapid Response Vehicle located in Verona. The vehicle is staffed by a paramedic that serves as a Deputy Chief. We have budgeted for a second Rapid Response Vehicle to be located in the planned eastside Fitchburg station when it opens in 2019. This additional capacity will significantly improve response capabilities particularly when the nearest Fitch-Rona ambulance is occupied on another call. Both vehicles should be upgraded to support paramedic level care. In addition, careful consideration should be given to adjusting current staffing plans to allow staffing of the Rapid Response Vehicles twenty-four a days, seven day a week. This would essentially give Fitch-Rona two additional response vehicles at a fraction of the cost of additional transporting ambulances.

With three paramedic ambulances, and two, twenty-four hour, paramedic level Rapid response Vehicles, Fitch-Rona will have capacity to provide high level prehospital care for the foreseeable future. However, our capabilities should not be limited to immediate emergent care.

Fitch-Rona EMS launched a program known as Mobile Integrated Health Care in 2017 in an effort to gain a proactive approach to pre-hospital care in the District. This new approach to EMS is being introduced across the country. It is a collaborative effort between several health care areas to help insure citizens recognize and gain the support and services available to reduce the likelihood of personal emergent medical needs. The paramedics that are working in the program are referred to as Community Paramedics. The State of Wisconsin is working on legislature to officially recognize Community Paramedicine as a specific licensure level and develop the guidelines for this new approach. Our program is designed to assist citizens that otherwise are finding it hard to locate available services.

In the next five years we hope to expand our Mobile Integrated Health Care programs to help reduce certain high risk individuals from needing to rely on the 911 system for regular care. This process can reduce transports and free up necessary pre-hospital capacity.

Fitch-Rona EMS will be actively developing new methods and programs to better serve the citizens of our District in coming years and the Mobile Integrated Health Care program shows great promise. As we continue down the path of continuously improving our community services the one thing we know for sure is that we will never finish.

**SERVICE DIRECTORS OF FITCH-RONA EMS DISTRICT**

John (Jack) Vaughn 1976-1978

Jane Hemberger 1978-1989

Jon Erdmann 1990-2003

Brian Myrland 2003-2017

Patrick Anderson 2018- Present