



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 1, 2007

Ordinance 15740

Proposed No. 2007-0182.2

Sponsors Phillips

1 AN ORDINANCE authorizing the approval of the 2008-
2 2013 Medic One/Emergency Medical Services Strategic
3 Plan submitted by the executive.
4

5 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

6 SECTION 1. Findings:

7 A. Ordinance 15652 adopted the 2007 Annual Budget for King County on
8 November 21, 2006.

9 B. Ordinance 15652 directed the county executive to transmit to the council for
10 review and approval an emergency medical services strategic plan for the next levy
11 period beginning in 2008.

12 C. Further, Ordinance 15652 directs the plan show the proposed levy program at
13 two funding levels:

14 1. The base level for carrying forward the current program adjusted for inflation
15 and population growth; and

16 2. The base level plus services and capital enhancements proposed to improve
17 advanced life support and strategic initiatives.

18 D. Emergency medical services are among the most important services provided
19 to county residents. These services include basic and advanced life support, medical
20 quality assurance, effective communications systems, emergency medical technician
21 training, cardiopulmonary resuscitation and defibrillation training, injury prevention
22 education, medical quality assurance and related services. In combination, these
23 programs have made the emergency medical services network in King County an
24 invaluable lifesaving effort and an important part of the quality of life standards afforded
25 citizens of the county.

26 E. Cardiovascular disease is the leading cause of death in the nation and in King
27 County. The delivery of paramedic services in King County has tripled the survival rate
28 of victims of cardiac arrest; the initiation of cardiopulmonary resuscitation by bystanders
29 or emergency medical technicians has doubled hospital discharge rates.

30 F. King County should continue to exercise leadership and assume responsibility
31 for assuring the orderly and comprehensive development and provision of emergency
32 medical services throughout the county.

33 G. The 2008-2013 strategic plan is the primary policy and financial document
34 that will direct the emergency medical services network into the future. It details the
35 roles, responsibilities and programs for our renowned system.

36 H. In October 2005, a region wide effort to review the issues and options facing
37 the emergency medical services systems and to develop recommendations for the next
38 strategic plan was convened. The process brought together stakeholders that represented
39 the full range of emergency medical service providers as well as elected officials, finance
40 directors and appointees from large cities, suburban cities and fire districts.

41 I. These stakeholders spent one year reviewing the needs of the emergency
42 medical services system and the financial and programmatic policies necessary to meet
43 these needs. The result of the stakeholders' work is reflected in the 2008-2013 strategic
44 plan.

45 SECTION 2. The council hereby accepts and approves the 2008-2013
46 Emergency Medical Services Strategic Plan, dated January 2007, which is Attachment A
47 to this ordinance. The recommendations contained in the 2008-2013 Emergency Medical

Ordinance 15740

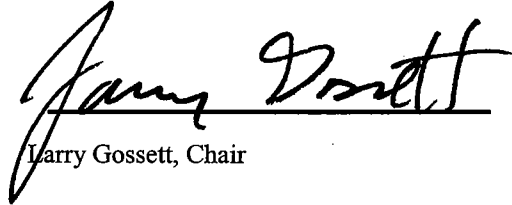
48 Services Strategic Plan shall inform and update the provision of emergency medical
49 services in King County during the aforementioned time period.

50


Ordinance 15740 was introduced on 3/26/2007 and passed by the Metropolitan King
County Council on 4/30/2007, by the following vote:

Yes: 9 - Mr. Gossett, Ms. Patterson, Ms. Lambert, Mr. von Reichbauer, Mr.
Dunn, Mr. Ferguson, Mr. Phillips, Ms. Hague and Mr. Constantine
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Larry Gossett, Chair

ATTEST:


Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, 2007.

Ron Sims, County Executive

Attachments A. Medic One Emergency Medical Services - 2008-2013 Strategic Plan January 2007
(dated 4-26-07)

RECEIVED
2007 MAY 10 PM 12:46
KING COUNTY COUNCIL

15740

Dated 4/26/07



Public Health
Seattle & King County

HEALTHY PEOPLE. HEALTHY COMMUNITIES.

Medic One/Emergency Medical Services



2008-2013 Strategic Plan

January 2007



ACKNOWLEDGEMENTS

Developing a strong regional consensus about Medic One/Emergency Medical Services (EMS) priorities was critical to drafting the *Medic One/EMS 2008-2013 Strategic Plan*. Throughout this tiered process, Stakeholder Committees reviewed and approved the plan in each phase of its development. The King County EMS Division would like to thank the numerous members of these Committees who so willingly gave their time, access and expertise to assist in the planning of the *Medic One/EMS 2008-2013 Strategic Plan*.

Steering Committee Members:

Allen Church	Chief, South King Fire & Rescue
Gregory Dean	Chief, Seattle Fire Department
Mickey Eisenberg, MD	Regional Medical Director, King County EMS
Tom Hearne	Director, EMS Division, Public Health - Seattle & KC
Marcus Kragness	Chief, Shoreline Fire Department
Mario Trevino	Chief, Bellevue Fire Department

Technical Stakeholders consisting of representatives from the following areas:

- Medical Program Directors
- Paramedic Providers
- Fire Departments and Districts
- Dispatch Agencies
- Private Ambulance Companies
- Labor

Bob Berschauer	Director of Operations, American Medical Response
Jeff Blake	Chief, Kirkland Fire Department
Allen Church	Chief, South King Fire & Rescue
Michael Copass, MD	Medical Director, Seattle Medic One Program
David Daniels	Chief, Renton Fire Department
Gregory Dean	Chief, Seattle Fire Department
Mickey Eisenberg, MD	Regional Medical Director, King County EMS
Chris Fischer	Director, Valley Communications Center
Tim Fuller	Chief, Redmond Fire Department
Tom Hearne	Director, EMS Division, Public Health - Seattle & KC
Greg Kipp	Chief Administrative Officer, Public Health - Seattle & KC
Marcus Kragness	Chief, Shoreline Fire Department
John Rickert	Commissioner, South King Fire & Rescue
Jim Schneider	Chief, Kent Fire & Life Safety
Mario Trevino	Chief, Bellevue Fire Department
Mike Wilson	District #8 Representative, WA State Council of Fire Fighters
Keith Yamane	Acting Chief, Vashon Island Fire & Rescue

Finance Representatives from:

Auburn Finance Department
City of Bellevue Finance Department
Bellevue Fire Department
Federal Way Finance Division
King County Office of Management & Budget
Kirkland Department of Finance & Administration

Redmond Finance & Business Solutions Department
Renton Finance Department
Seattle Finance Department
Seattle Fire Department
Shoreline Finance Department
Vashon Island Fire & Rescue

Elected Official Committee Members:

Ron Sims, Chair King County Executive, King County*
Terry Anderson, Vice Chair Councilmember, City of SeaTac*

Cities with 50,000 + in population:

City of Bellevue:

Grant Degginger Mayor, City of Bellevue*
John Chelminiak Councilmember, City of Bellevue**

City of Federal Way:

Mike Park Mayor, City of Federal Way*
Linda Kochmar Councilmember, City of Federal Way**

City of Kent:

Tim Clark Councilmember, City of Kent*
Jim Schneider Chief, Kent Fire Life & Safety**

City of Renton:

David Daniels Chief, Renton Fire Department*
Larry Rude Deputy Chief, Renton Fire Department**

City of Seattle:

Gregory Nickels Mayor, City of Seattle*
Gregory Dean Chief, City of Seattle Fire Department**

City of Shoreline:

Bob Ransom Mayor, City of Shoreline*

Suburban Cities Association:

Ron Hansen President, Suburban Cities Association*
Councilmember, City of Shoreline

* Denotes Representative

** Denotes Alternate Representative

King County Council:

Polly St. John Senior Legislative Analyst*
King County Council Budget Committee

King County Fire Commissioners Association:

Roger Hershey President, King County Fire Commissioners Association*
Commissioner, South King Fire and Rescue

Jim Farrell Boardmember, King County Fire Commissioners Association*
Commissioner, King County Fire Protection District 44
Mountain View Fire and Rescue

Labor:

Greg Markley WA State Council of Fire Fighters*

Medical Directors:

Michael Copass, MD Medical Director, Seattle Medic One Program*
Mickey Eisenberg, MD Regional Medical Director, King County EMS*

Paramedic providers not represented by cities with 50,000+ in population:

Gayle Sommers Commissioner, Vashon Island Fire and Rescue*

Rosemarie Ives Mayor, City of Redmond*
Jane Christenson Assistant to the Mayor, City of Redmond**

* Denotes Representative

** Denotes Alternate Representative

The willingness of King County EMS Division staff to facilitate and lead meetings, prepare briefings, and provide substantial financial research and costing support was greatly appreciated.

Emergency Medical Services (EMS) Division Staff

Tom Hearne	Division Director
Helen Chatalas	Levy Planning Manager
Cynthia Bradshaw	Finance Officer
Linda Culley	Community Programs Section Manager
Mike Helbock	Training Section Manager
Michele Plorde	Planning Section Manager

Participation in the development of the recommendations was certainly not limited to those identified on the committees above; interested parties convened to monitor the process, resulting in the development of subcommittees and technical work groups that grew substantially over the span of this levy planning process. The King County EMS Division would like to recognize and thank these individuals who spent an inordinate amount of time sharing their ideas and insight. They went above and beyond our expectations for participation in this process.

The broad-based membership of these committees, coupled with an open process that sought input from numerous interested constituencies, assures that the *Medic One/EMS 2008-2013 Strategic Plan* clearly reflects the collective thoughts and perspectives of the communities served by the Medic One/EMS system.



TABLE OF CONTENTS

EXECUTIVE SUMMARY
Strategic Plan Overview ----- Page 7

INTRODUCTION AND BACKGROUND: THE MEDIC ONE/EMS SYSTEM
Purpose of the Plan, the Medic One/EMS System, Levy Statute and 2002-2007 Levy --- Page 9

MEDIC ONE/EMS 2008-2013 PLANNING PROCESS
Issues for Consideration and the Three Phases -----Page 17

MEDIC ONE/EMS LEVY OPTIONS
Overview ----- Page 21
Preferred Option: 30-cents per \$1,000 AV -----Page 22
No New Service Option: 27-cents per \$1,000 AV -----Page 25
Orig. Technical Stakeholder Proposed Recommendations: 38-cents per \$1,000 AV ---- Page 27

MEDIC ONE/EMS 2008-2013 LEVY PROGRAMMATIC RECOMMENDATIONS
Summary of Recommendations ----- Page 29
Advanced Life Support (Paramedic Services) -----Page 31
Basic Life Support ----- Page 43
Regional Services and Strategic Initiatives -----Page 49

MEDIC ONE/EMS 2008-2013 FINANCIAL PLAN/FORECAST
Background ----- Page 55
Revenues ----- Page 57
 Key Assumptions ----- Page 58
 Medic One/EMS 2008-2013 Financial Plan -----Page 61
Expenditures ----- Page 63
 Advanced Life Support (Paramedic Services) -----Page 65
 Basic Life Support ----- Page 67
 Regional Services and Strategic Initiatives -----Page 68
 Contingency Reserve ----- Page 70

APPENDICES

A – Summary of the Addition of ALS services in King County ----- Page 73

B –Core Regional Services programs -----Page 75

C – Enhancements to Core Regional Services programs ----- Page 79

D – Converted 2002-2007 Proven Strategic Initiatives ----- Page 81

E – New Medical Quality Improvement (QI) Program ----- Page 83

F – New Strategic Initiatives ----- Page 85

G –Expenditure/Revenue Summary -----Page 88

Commonly Used Acronyms:

Emergency Medical Services (EMS)	Emergency Medical Dispatch (EMD)
Advanced Life Support (ALS)	Emergency Medical Technician (EMT)
Basic Life Support (BLS)	Assessed Value (AV)
Regional Services/Strategic Initiatives (RS/SI)	

EXECUTIVE SUMMARY

STRATEGIC PLAN OVERVIEW

The Medic One/Emergency Medical Services (EMS) system provides life-saving medical assistance to all residents of King County. It is recognized as one of the best emergency medical services programs in the country, and its response model has garnered an international reputation for innovation and excellence in out-of-hospital emergency care. It serves over 1.8 million people throughout King County and, on average, responds to a medical emergency in the region every three minutes. In 2005, Medic One/EMS responded to over 162,000 calls for assistance.

The highly praised patient and program services of the Medic One/EMS system are funded by a Medic One/EMS levy that expires December 31, 2007. To continue providing this vital service in 2008 and beyond, a new strategic plan, defining the roles, responsibilities and programs for the system, and a levy rate to fund these approved functions, needed to be crafted.

In early October 2005, the King County EMS Division initiated a region-wide effort to review the issues and options facing our system, and develop recommendations for the next strategic plan. This process brought together Stakeholders that represented the full range of Medic One/EMS providers - urban and rural fire departments and districts, paramedic providers, emergency physicians and medical directors, labor representatives, finance specialists, dispatch agencies and private ambulance companies. Elected officials and appointees from large cities, suburban cities, and fire districts joined the discussions later in the process to advise the group about potential political concerns with the recommended levy proposal.

In total, these Stakeholders spent one year reviewing the needs of the Medic One/EMS system, the financial and programmatic policies necessary to meet these needs, and the impacts that a specific levy type, length and rate might have on the regional system and taxpayers. In addition, issues regarding the state requirements for validation and the timing of when to ask voters to support such a levy had to be considered.

In October 2006, regional representatives developed consensus around the future funding and operational plans for a 2008-2013 Medic One/EMS levy, unanimously endorsing a levy proposal that they deemed appropriate and prudent.

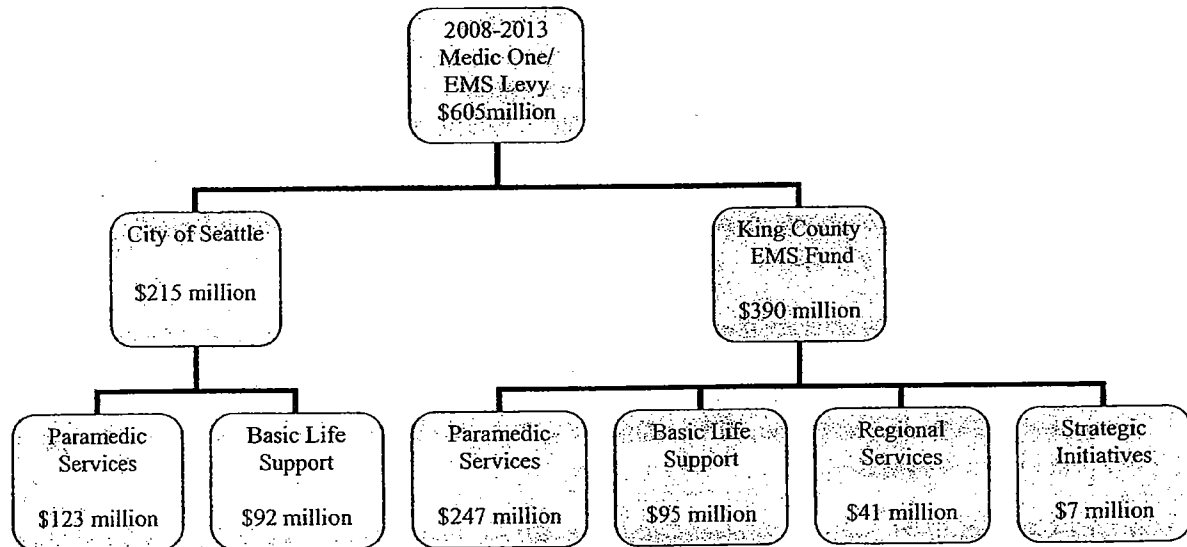
This document summarizes the results of these discussions, and includes the Stakeholders' approved proposals:

- A six-year Medic One/EMS levy at \$.30 per \$1,000 Assessed Value (AV);
- A financial plan that provides full funding for Advanced Life Support (ALS)/ paramedic service and identifies ALS as a funding priority;
- The funding of an anticipated 3.0 new paramedic units over the span of the six-year levy period to maintain existing levels of services in anticipation of moderate growth in call volumes and anticipated increases in the age of the population in the region;
- Provision of paramedic service to outlying areas;
- A funding increase for Basic Life Support (BLS) services, tying BLS financial support to incidents where BLS most closely supports paramedic services;

- Sustained and enhanced funding in anticipation of expected demands for the Core Regional Services/Programs that support the Medic One/EMS system;
- Continued emphasis on Medic One/EMS Strategic Initiatives designed to improve patient care, manage growth in paramedic services, and develop system efficiencies and cost savings;
- Development of a reserve fund to address unanticipated service or demand needs, potential emergencies, and/or significant changes in strategic and financial plan assumptions; and
- Placement of this proposal on the November 2007 General Election ballot.

The overall levy is structured into four main funded programs: Advanced Life Support Services (ALS), Basic Life Support Services (BLS), Regional Services, and Strategic Initiatives. ALS services are provided by six primary agencies, BLS services are provided by 32 fire departments and districts, and Regional Services and Strategic Initiatives are provided by the King County EMS Division. The following table shows estimated expenditures by program:

2008-2013 Projected Expenditures by Fund and Program



The theme during this planning process was 'transparency, input, and collaboration'. These three values were critical in ensuring that a strong regional consensus was obtained regarding Medic One/EMS service priorities among the full range of Medic One/EMS providers throughout King County. As such, this is the first Medic One/EMS strategic plan where the programmatic and financial sections include combined City of Seattle and King County EMS Fund levy information at a detailed level.

INTRODUCTION AND BACKGROUND: THE MEDIC ONE/EMS SYSTEM

PURPOSE OF THE MEDIC ONE/EMS STRATEGIC PLAN

The *Medic One/EMS 2008-2013 Strategic Plan* is the primary policy and financial document that will direct the Medic One/EMS system into the future. It details the system's current accomplishments, and recommends the necessary steps to ensure the system can meet tomorrow's commitments. The plan provides a description of the programmatic Medic One/EMS services to be supported throughout the levy, and a financing plan to implement these recommendations.

The recommendations put forth in the *Medic One/EMS 2008-2013 Strategic Plan* were developed and approved by both public and private regional partners, local Advanced Life Support (ALS) and Basic Life Support (BLS) providers, regional elected officials, the King County Executive's Office, and the King County EMS Division.

Objectives of the Medic One/EMS System

Global objectives for the Medic One/EMS system to ensure it remains a regional, cohesive, medically-based, tiered response system are:

1. Maintain the Medic One/EMS system as an integrated regional network of basic and advanced life support services provided by King County, local cities, and fire districts.
 - Emergency Medical Dispatchers receive 9-1-1 calls from citizens and rapidly triage the call to send the appropriate level of medical aid to the patient while providing pre-arrival instructions to the caller.
 - Fire fighters, trained as Emergency Medical Technicians, provide rapid, first-on-scene response to emergency medical service calls and deliver immediate basic life support services.
 - Paramedics, trained through the Paramedic Training program at the University of Washington/Harborview Medical Center, provide out-of-hospital emergency medical care for serious or life-threatening injuries and illness. As has been adopted in prior Medic One/EMS strategic and master plans, Advanced Life Support will be most cost effective by delivering services on a sub-regional basis with a limited number of providers.
 - Regional programs emphasize uniformity of medical care across jurisdictions, consistency and excellence in training, and medical quality assurance.
2. Make regional delivery and funding decisions cooperatively, and balance the needs of Advanced Life Support (ALS), Basic Life Support (BLS), and regional programs from a system-wide perspective.
3. Develop and implement strategic initiatives to provide greater efficiencies within the system that:
 - Maintain or improve current standards of patient care;
 - Improve the operational efficiencies of the system to help contain costs; and
 - Manage the rate of growth in the demand for Medic One/EMS services.

