

**Consultant's Report Recommendations
Report Scorecard**

	RECOMMENDATIONS	PRIORITY 1-5	PROGRESS	PLAN FOR IMPLEMENTATION
	<u>Organizational Structure Considerations</u>			
1	Written notification to Santee and Lakeside identifying the County of San Diego's intent to dissolve CSA-69: The County of San Diego should officially communicate a written notification to the City of Santee and the Lakeside Fire Protection District of the County's intent to dissolve CSA-69 and request the appointment of their individual representatives (two each) to work with the County in developing a CSA-69 Transition Plan.	1	<i>This is ongoing work of the Chiefs and County Fire Staff.</i>	<i>Representatives from CoFire are working closely with the Fire Chiefs (and Counsels) from each agency to adopt and follow a logical transition plan and to craft the appropriate documents to begin the LAFCO process of dissolution.</i>
2	Develop a CSA-69 Transition Plan (County/Agencies): The County of San Diego, Santee and Lakeside should develop and adopt a CSA-69 Transition Plan that provides a scheduled transfer of the funding and administrative oversight for ambulance services from CSA-69.	1	<i>In progress (part of Recommendation #1 above).</i>	<i>Representatives from CoFire are working closely with the Fire Chiefs (and Counsels) from each agency to adopt and follow a logical transition plan and to craft the appropriate documents to begin the LAFCO process of dissolution.</i>
3	Initiate dissolution process with the Local Agency Formation Commission (LAFCO): The County of San Diego should work with LAFCO to initiate dissolution and identify requirements involved in the process.	1	<i>In progress (part of Recommendation #1 above).</i>	<i>Representatives from CoFire are working closely with the Fire Chiefs (and Counsels) from each agency to adopt and follow a logical transition plan and to craft the appropriate documents to begin the LAFCO process of dissolution.</i>
4	Create a Santee/Lakeside Joint Powers Agreement (JPA): The City of Santee and the Lakeside Fire Protection District should enter into a JPA Agreement (hereafter termed the S&L-JPA) that establishes the authority responsible for the management of ambulance transport responsibilities and a funding structure necessary for providing these services.	1	<i>In progress (part of Recommendation #1 above).</i>	<i>Representatives from CoFire are working closely with the Fire Chiefs (and Counsels) from each agency to adopt and follow a logical transition plan and to craft the appropriate documents to begin the LAFCO process of dissolution.</i>

**Consultant's Report Recommendations
Report Scorecard**

5	<p><i>Develop a CSA-69 Reserve Transfer Schedule:</i> <i>As part of the CSA-69 Transition Plan, the County of San Diego, working in cooperation with the S&L-JPA, should develop a timeline the discontinues the levy of the tax increment and benefit fees imposed by the County of San Diego. In addition, the plan should establish the terms for the transfer of the CSA reserves and the schedule of the annual distribution of these funds to the JPA.</i></p>	1	<p><i>In progress (part of Recommendation #1 above).</i></p>	<p><i>Representatives from CoFire are working closely with the Fire Chiefs (and Counsels) from each agency to adopt and follow a logical transition plan and to craft the appropriate documents to begin the LAFCO process of dissolution.</i></p>
6	<p><i>Adopt an Annual Budget and Define the Financial Recordkeeping and Financial Reporting Processes:</i> <i>As a condition of the CSA-69 Reserve Transfer, the S&L-JPA should establish its annual budget and implement recordkeeping and financial reporting process that track all revenues and expenses. The JPA should also identify its methodology for conducting periodic audits of its ambulance clinical, operational, financial and experiential quality metrics as required for operations under the LEMSA.</i></p>	2	<p><i>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</i></p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>
7	<p><i>Establish Service Contracts with Providers:</i> <i>As part of the budgeting process, the S&L-JPA should determine the annual fees paid to Santee and Lakeside for providing ambulance transport and first-response services along with the methodologies for increasing these fees. These contracts should establish a nexus between the revenues collected in the transport process and the fees committed to Santee and Lakeside.</i></p>	2	<p><i>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</i></p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>

**Consultant's Report Recommendations
Report Scorecard**

8	<p>Obtain the Necessary Ambulance Services Licensing: S&L-JPA should obtain the necessary ambulance services licensing through the County of San Diego per the Ambulance Ordinance and the State of California that transfers their individual licensing to a joint powers operation under the newly formed JPA. This licensing should also include the ability to include both ALS and BLS transports along with non-emergency interfacility transports.</p>	2	<p>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>
9	<p>Establish an Ambulance Services Fee: The S&L-JPA should adopt and Ambulance Services Fee which imposes an annual flat fee to all property types (residential, business, industrial and institutional) within the JPA and which replaces the current Ambulance Benefit Fee imposed in CSA-69.</p>	2	<p>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>
10	<p>Adopt an Ambulance Billing Schedule: The S&L-JPA should adopt its ambulance billing schedule that specifies its charges for the services provided. This should be a comprehensive listing of the various ALS and BLS transport charges along with additional charges for mileage and supplies. The schedule should also include the different charges for residents and nonresidents and any transports made outside the JPA either through mutual aid requests or interfacility transports. The schedule should include the charge for treat and release patients not requiring transport and the methodologies for changing the rate schedule.</p>	2	<p>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>

**Consultant's Report Recommendations
Report Scorecard**

11	<p>Establish the Ambulance Transport Billing Process: The S&L-JPA should determine and institute its billing process and determine if this function is to be outsourced to a private billing service or carried out internally by the JPA.</p>	2	<p>LAFCO Dissolution activities proceeds (or is concurrent with) JPA formation activities. The formation of the JPA will largely be the responsibility of the agencies.</p>	<p><i>This Recommendation should be considered as part of the formation of a future S&L-JPA.</i></p>
<u>Operational Considerations</u>				
12	<p>Establish Medical Control and Clinical Oversight: The S&L-JPA should establish a contractual relationship with a medical director who will provide medical control, clinical oversight, and quality assurance for field and dispatch services utilized under the authority of the JPA. This will provide the necessary certification and recertification approvals along with any remediation and or suspension for deficient performance. The medical control officer should also provide oversight of the medical priority dispatching functions utilized in the dispatch process. This arrangement may be entered into with the County EMS Medical Director but would require specific authorization for this clinical oversight into S&L-JPA operations.</p>	3	<p>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</p>	<p><i>This Recommendation should be considered during the formation of proposed JPA operational policies.</i></p>
13	<p>Institute Medical Priority Dispatching: The S&L-JPA should implement medical priority dispatching (MPDS) that determines response patterns on the basis of the call type. This functionality will adjust the number and types of units responding (ALS and BLS) to incidents on the basis of call severity. MPDS is done at the dispatch center and is carried out under the supervision of the medical director with specified dispatch protocols.</p>	3	<p>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</p>	<p><i>This Recommendation should be considered during the formation of proposed JPA operational policies.</i></p>

**Consultant's Report Recommendations
Report Scorecard**

14	<p>Improve the Efficiency of EMS Deployment Practices: The S&L-JPA should consider the introduction of more efficient management and deployment practices by utilizing peak-period staffing, roving/system-status deployment, and utilization of outsourced/non-fire-based EMS resources (ALS, BLS, and interfacility).</p>	3	<p>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</p>	<p>This Recommendation should be considered during the formation of proposed JPA operational policies.</p>
15	<p>Adopt Expanded Quality Measures: The S&L-JPA should develop a series of quality measures and dashboards that go beyond response time performance as the sole criteria in monitoring service delivery. These measures should be established to evaluate clinical quality including patient outcomes, protocol compliance, care bundles, and the utilization of patient experience surveys. It is critical that these measures be objective, reported regularly, and monitored by an outside evaluator and be linked to financial incentives and disincentives.</p>	3	<p>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</p>	<p>This Recommendation should be considered during the formation of proposed JPA operational policies.</p>
16	<p>Standardized Incident and Patient Care Reporting: The S&L-JPA should implement a standardized incident and patient care reporting system per County policy that is monitored and reviewed on a regular basis. These reports should be utilized to track workloads, review performance criteria, and develop system reports. Patient care reporting will be utilized as an initial step in the quality assurance process.</p>	3	<p>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</p>	<p>This Recommendation should be considered during the formation of proposed JPA operational policies.</p>

**Consultant's Report Recommendations
Report Scorecard**

17	<p><i>Provision of Interfacility / Nonemergency Transports:</i> <i>The S&L-JPA should assess the option of providing interfacility / nonemergency transport services and determine if these transports will be provided exclusively by S&L-JPA resources or outsourced to other providers when originating from within the JPA.</i></p>	3	<p><i>The operational recommendations should be considered as the JPA forms operational Polices and Procedures.</i></p>	<p><i>This Recommendation should be considered during the formation of proposed JPA operational policies.</i></p>
----	--	---	---	---