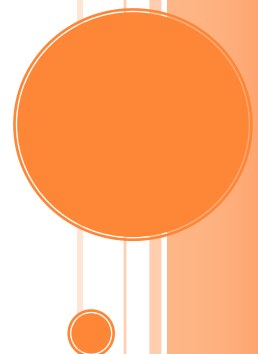




# 2013 ANNUAL REPORT

Richmond Ambulance Authority  
2400 Hermitage Road  
Richmond, Virginia 23220  
804.254.1150  
[www.RAAEMS.org](http://www.RAAEMS.org)



## LETTER FROM THE BOARD OF DIRECTORS

The Board of Directors is proud to be a part of yet another successful year for the Richmond Ambulance Authority (RAA). For over two decades now, RAA has delivered clinical excellence to the City of Richmond while maintaining some of the fastest response times in the industry.

2013 was the first, full year since the Board implemented standing committees; each of which is facilitated by the appropriate member of the senior leadership team. Committee participation has provided us with a better understanding of the needs of our operation, subsequently, allowing for more informed decisions by the Board. With that said, it has become even more apparent why RAA is the successful organization it is. RAA continues to be extremely mindful of these tough economic times and has managed to cut costs wherever possible without reducing the quality of service delivered to our patients. The FY 2013 budget year ended with both net service revenues and expenses favorable to budget, by 8 percent and 6 percent respectively. Collections and grant funding efforts continued to be strong in 2013.

RAA's commitment to the Richmond community continued in 2013, with another successful year for the "Great Days of CPR," campaign – hands-only cardio pulmonary resuscitation (CPR) classes offered to the public, free of charge, which covers the basics of this invaluable lifesaving skill. RAA also assisted the Richmond Public Schools (RPS) and provided CPR training to school bus drivers.

The Authority continues to receive positive exposure through a variety of media outlets, whether the story focused on RAA's cutting edge technology and use of data analysis, research initiatives for the improvement of patient outcomes or RAA's impactful education programs. Upholding its reputation as a premier EMS agency continues to be the case for the Authority, and we are delighted to be a part of such a well-managed organization.

While 2013 proved to be a busy and challenging year, it was a rewarding one. The foundation of RAA's success lies with the dedication of its staff, its leader, Chip Decker, its Medical Director, Joseph Ornato, the commitment of our Board of Directors and the ongoing support of Richmond City Council and City Administration. Together, we can all be very proud of our accomplishments in 2013 as we prepare for yet another successful year in 2014.

### 2013 Board Members:

- Terone B. Green, Chairman
- Dr. Joseph Boatwright III, Vice Chairman
- J. Stephen Lord, Treasurer
- Elizabeth Matish, Secretary
- Dr. Richard Bennett
- C. Michael DeCamps
- Wayne Lassiter
- Byron C. Marshall
- Councilwoman Cynthia Newbille, Ph.D.
- Jeffrey Odell

# MEDICAL DIRECTOR'S REPORT

FROM DR. JOSEPH ORNATO



We continue to be extremely proud of several major accomplishments and best practices in Richmond Ambulance Authority's (RAA) clinical program that have occurred this past year:

1. RAA will be participating with investigators at VCU Medical Center in a multimillion dollar, Department of Defense (DOD) funded research project that will allow our paramedic supervisors to carry and administer plasma in the field to trauma victims who are in shock and in danger of bleeding to death. The project is intended to determine whether starting plasma EARLIER in the field as opposed to upon trauma center arrival will decrease the rate of bleeding, reduce the need for further blood transfusions at the hospital, and ultimately save more lives. This project was highly competitive nationally and only 3 cities were chosen to participate: Richmond, Pittsburgh, and Denver. All three have in common excellent EMS systems that work closely with a high-volume, experienced, Level 1 trauma center with a track record for high quality research in major traumatic injury. Community consultation has been ongoing throughout 2012 and the FDA and VCU IRB are actively involved (along with the DOD) in providing oversight for the project. Once all required approvals are obtained in the next couple of months, training of our supervisors and paramedics will begin. Once completed, patient enrollment will begin.
2. The Clinical Services Committee continues to be incredibly active, working with the RAA clinical leadership and the medical director to assess the scientific literature on an ongoing basis and to put in place cutting-edge, evidence-based protocols that afford our patients the very latest, proven treatments. The process used to make clinical change at RAA is clearly a best practice nationally. An example of a best practice emanating from this committee is the recent deployment of IV pumps in the field.
3. Our comprehensive safety program, patterned after commercial aviation practices, continues to achieve recognition nationally in presentations at national meetings and on podcasts by Dr. Ornato and Rob Lawrence. Details of our program are scheduled to be published in the next issue of the journal Resuscitation.

In summary, we continue to offer our patients a better chance to survive serious illness and injury than ever before in a cutting-edge, clinically safe environment!

# CHIEF EXECUTIVE OFFICER'S REPORT

FROM CHIP DECKER



The Richmond Ambulance Authority (RAA) has seen its share of successes and accomplishments over the years and 2013 proved to be no different. As Chief Executive Officer, I have the pleasure of leading a dedicated group of individuals who pride themselves on delivering the highest quality of patient care to our community in the most cost-effective way possible.

Our 2013 emergency call volume increased by more than 12% since taking over operations six years ago. Even with call volume on the rise, we consistently exceeded stringent response time standards, arriving on scene to life-threatening emergencies within eight minutes and 59 seconds, 94% of the time. This equates to an average response time of five minutes and 46 seconds! We responded to over 56,000 calls for service, resulting in 43,000 patient transports.

In these difficult economic times, the Authority successfully maximized efforts and ended fiscal year 2013 with a strong collection percentage. Additionally, reductions in spending were made wherever possible and staff continues to closely monitor revenue and expenditures to ensure the Authority remains financially sound.

Throughout 2013, the Authority continued to maintain its national and international reputation as a world-class EMS agency. RAA had the pleasure of welcoming another delegation from Taiwan's Kaoshiung Medical University, made up of doctors and healthcare executives interested in learning about EMS best practices in the US and system status management. RAA also had the pleasure of welcoming a delegation from the Norwegian Health Ministry (RAA being only one of three EMS systems in the US they visited!) which focused on data collection and how it is used. The editor for the industry leading journal, the Journal of Emergency Medical Services (JEMS), paid RAA a visit to learn about EMS best practices and the various components to a successful, high performance EMS system.

RAA recognizes the need for employee involvement and empowerment. Employee participation has been key to our success and staff continues to work diligently to develop and implement new initiatives to assist us on a variety of levels, from co-authoring an article on the culture of safety in EMS to implementing ideas from the Clinical Services Committee. A number of employees also serve as members on a variety of local, state and regional committees and boards.

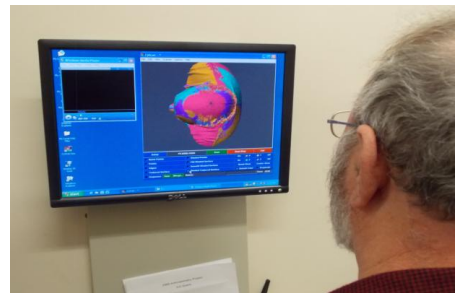
We have a solid team of dedicated individuals who consistently make it their priority to see us succeed. As you will see in the pages that follow, 2013 was a busy and rewarding year for the Richmond Ambulance Authority. Thanks to the dedication of our employees, Dr. Ornato's clinical expertise, the leadership of our Board of Directors, and the assistance of both City Council and Administration, RAA can look back on 2013 and be proud of another strong year.

# 2013 NEWS AND EVENTS

## NEWS AND AWARDS

The Richmond Ambulance Authority continues to uphold its World-Class EMS reputation with numerous agency and employee recognitions in 2013:

- Dr. Ornato received an EMS 10 Innovators Award from the Journal of EMS (JEMS) national publication
- Sgt. Shawn Mease named National Association of EMTs (NAEMT) Paramedic of the Year.
- Jessica Lecik nominated for National Academy of Emergency Dispatcher's National Dispatcher of the Year, honored at the Navigator Conference.
- 2012 Trial of the Year recipient for our participation in RAMPART (Rapid Anticonvulsant Medication Prior to Arrival Trial) with 16 other national EMS systems.
- Third year in a row being nominated for a Virginia Healthcare Innovator award.
- Michael Snyder, a cardiac event survivor, came back to RAA to meet the team that saved his life.
- Appeared in JEMS for our coordination of training canine CPR for RPD police dogs.
- Participation in the National Institute for Occupational Safety and Health study to help determine sizing of EMS employees to make future equipment and trucks to better fit providers.



## COMMUNITY OUTREACH

- CPR training for Richmond Public Schools bus drivers prior to the start of the new school year
- Great Days of CPR
- RVA Streets Alive
- 30<sup>th</sup> Annual National Night Out
- CPR classes taught in Spanish at the Richmond Imagine Festival





## VISITORS

In 2013, RAA hosted more than 65 visitors from six different countries, including:

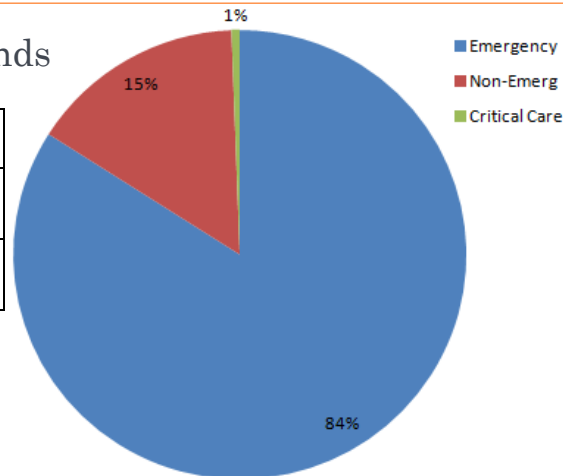
- Members of the Italian St. Johns Ambulance Service out of Trieste, Italy
- MBA students from Kaoshiung Medical University, Taiwan
- Norwegian Ministry of Health delegates;
- Pan American Trauma Society exchanges from Mexico and Ecuador
- Students from Glasgow University Medical School, Scotland



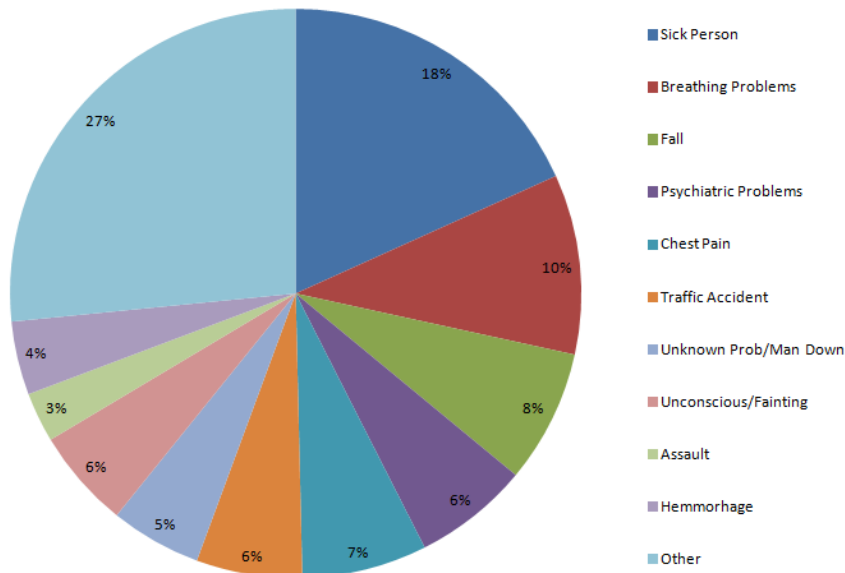
# OUR PERFORMANCE

## 2013 System Demands

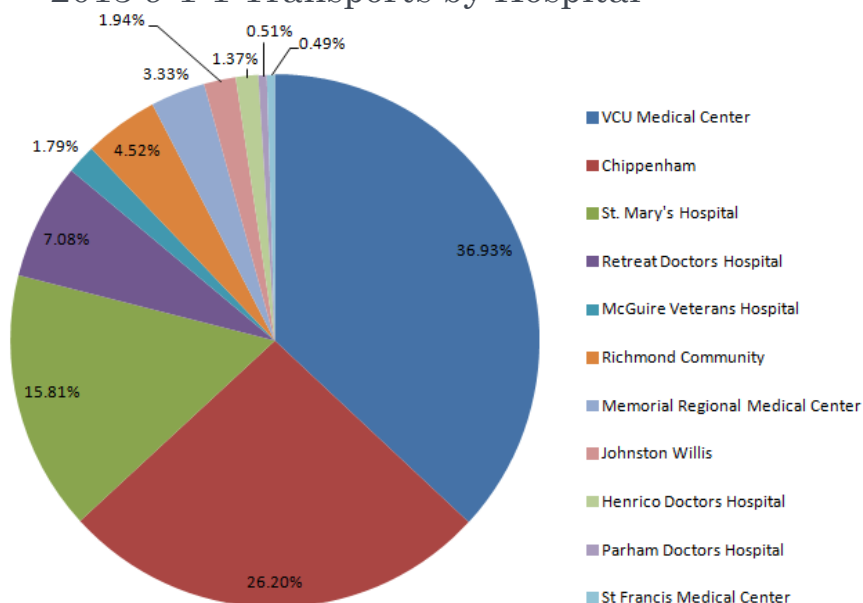
	Emergency	Non-Emerg	Total
Responses	47,699	8,757	56,791
Transports	34,241	8,590	43,139



## 2013 Calls by Chief Complaint



## 2013 9-1-1 Transports by Hospital



### 2013 RESPONSE TIME COMPLIANCE

Priority 1 — 94.11%  
8 minutes, 59 seconds

Priority 2 — 97.87%  
12 minutes, 59 seconds

Priority 3 — 98.66%  
29 minutes, 59 seconds

Priority 4 — 95.12%  
59 minutes, 59 seconds

Priority 5 — 93.90%  
19 minutes, 59 seconds

Priority 6 — 95.27%  
14 minutes, 59 seconds

### PRIORITY 1 COMPLIANCE BY ZONE

Zone 1 — 95.68%

Zone 2 — 95.48%

Zone 3 — 92.83%

Zone 4 — 92.61%

All Responses — 95.78%

## FLEET COMPOSITION

- 20 Ford E-450 6.8L Gasoline type III ALS Excellence Ambulances with solar
- 9 Ford E-450 Diesel 6.0L type III ALS Excellence Ambulances
- 3 Ford E-350 6.8L Gasoline type II BLS AEV Ambulances
- 1 International Diesel DT466 4400 Critical Care Excellence Ambulance
- 2 Ford Expedition 5.4L Gasoline Supervisor vehicles
- 1 Ford F-250 Diesel 6.0L Supervisor Vehicle
- 2 Chevy Tahoe 5.8L Gasoline Administrative Vehicles
- 1 Ford Expedition 5.4L Gasoline Administrative Vehicle
- 1 Ford F-150 5.0L Gasoline Resource Vehicle
- 1 Cart Mass Casualty Response

Trailer

Miles Driven in 2013: **952,684**

The equivalent of:

- 15,243 trips around Richmond (in sq. miles)
- 38 trips around the world
- 4 (almost) one-way trips to the moon





# STATEMENT OF NET ASSETS

YEARS ENDED JUNE 30, 2013 AND 2012

	<b>2013</b>	<b>2012</b>
<b>ASSETS</b>		
Current assets:		
Cash	\$ 3,131,498	\$ 1,600,616
Short-term investments	1,750,000	2,000,000
Total cash	<u>4,881,498</u>	<u>3,600,616</u>
Receivables:		
Service accounts, net of allowance for contractual adjustments and doubtful accounts	1,649,403	1,700,833
Other	-	30,591
Total receivables	<u>1,649,403</u>	<u>1,731,424</u>
Reusable supplies	275,754	250,683
Other current assets	<u>596,512</u>	<u>553,954</u>
Total current assets	<u>7,403,167</u>	<u>6,136,677</u>
Capital assets, net:		
Vehicles and ambulances	5,243,552	4,638,180
Building and improvements	384,780	386,012
Communications center	2,139,035	2,099,702
Communications equipment	451,009	509,112
Medical equipment	2,153,339	1,977,804
Office furniture and equipment	963,164	985,889
Shop equipment	95,260	97,433
Less accumulated depreciation	(6,831,833)	(5,997,683)
Total capital assets, net	<u>4,598,306</u>	<u>4,696,449</u>
Total assets	<u>12,001,473</u>	<u>10,833,126</u>
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable and accrued expenses	721,233	817,808
Accrued payroll	202,057	165,992
Unearned revenue	34,928	38,610
Current installments of obligations under capital lease	8,832	8,854
Total current liabilities	<u>967,050</u>	<u>1,031,264</u>
Noncurrent liabilities:		
Obligations under capital lease, excluding current installments	16,493	2,191
Total liabilities	<u>983,543</u>	<u>1,033,455</u>
<b>NET POSITION</b>		
Invested in capital assets, net of related debt	4,572,981	4,685,404
Unrestricted	6,444,949	5,114,267
Total net position	<u>\$ 11,017,930</u>	<u>\$ 9,799,671</u>

# STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

YEARS ENDED JUNE 30, 2013 AND 2012

	2013	2012
<b>Operating revenues:</b>		
Service revenues	\$ 25,054,653	\$ 24,398,062
Provision for contractual adjustments and doubtful accounts	12,788,192	13,091,231
Net operating revenues	12,266,461	11,306,831
<b>Operating expenses:</b>		
Salaries and related benefits	9,708,341	9,377,565
Health insurance	1,163,157	1,084,748
Workers' compensation	301,380	332,812
Depreciation and amortization	1,286,504	1,121,153
Professional services	249,737	271,405
Collection expenses	29,840	38,581
Marketing and advertising	42,396	66,863
Office expenses	324,523	337,384
Telephone	145,715	157,591
Communications	72,004	57,683
Public information	53,565	57,781
Postage and shipping	34,262	40,001
Occupancy	199,676	208,580
Other	147,719	69,655
Insurance	164,696	166,909
Printing and artwork	12,746	4,186
Travel	65,621	41,750
Medical supplies and equipment	608,642	583,486
Recruiting and background investigations	29,216	27,047
Vehicle fuel and tolls	562,327	545,482
Vehicle repairs and maintenance	324,902	375,430
Uniforms and laundry	83,758	101,688
Total operating expenses	15,610,727	15,067,780
Operating loss	(3,344,266)	(3,760,949)
<b>Nonoperating revenues (expenses):</b>		
City of Richmond subsidy	4,405,500	4,450,000
Interest income, net of interest expense of \$448 in 2013 and \$24,026 in 2012	10,243	(19,430)
Grant revenues	146,334	339,698
Miscellaneous revenues, net	448	8,331
Total nonoperating revenues, net	4,562,525	4,778,599
<b>Change in net assets</b>	1,218,259	1,017,650
<b>Net position at beginning of year</b>	9,799,671	8,782,021
<b>Net position at end of year</b>	\$ 11,017,930	\$ 9,799,671



# THE RICHMOND AMBULANCE AUTHORITY

2013 ANNUAL REPORT

