

Richmond Ambulance Authority

2014 Annual Report



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Letter from the Board of Directors

The Board of Directors is proud to have been a part of another successful year for the Richmond Ambulance Authority. With over two decades of success, RAA has earned a world-class EMS reputation and 2014 proved to be no different. Our Board includes volunteers from a variety of professional backgrounds with a shared, core mission that has remained constant since the Authority's creation back in 1991 – supporting the RAA staff with its consistent delivery of second-to-none patient care while maintaining our commitment to economic efficiency to the Richmond community. In 2014, we welcomed our newest member, Dr. Angie Strickland, to our Board and we are excited to have had her join our team.

Throughout 2014, RAA continued to host visitors from other EMS agencies and healthcare professions from across the globe, having learned of RAA's reputation as a leading high performance EMS system. Visitors from as far as Taiwan and as close as McLean, Virginia were welcomed and provided with detailed overviews of the RAA operation, the delivery of clinical excellence and our commitment to accountability to the Richmond community with our ongoing data collection and analysis.

RAA's commitment to safety, community outreach and awareness continued in 2014. The Authority received the 2014 Nicholas Rosencrans Outstanding Achievement Award for innovative injury prevention initiatives. These included a series of public health and injury prevention programs such as Rider Alert, Crossing Alert and the Great Days of CPR, all of which produced positive results locally. In addition, RAA implemented a new protocol called the Medication Administration Cross Check. This initiative, led by our Operational Medical Director, Dr. Joseph Ornato, was developed to allow for the verification of medications administered by our medics and EMTs and allows for us to reduce the chances of human error when giving patients medication on board our ambulances. The concept is simple and is receiving a great deal of attention throughout the country. RAA also received a great deal of media coverage throughout the year, with our system featured in the well-respected EMS journal, JEMS, for excellence in providing continuous, minimally-interrupted CPR.

In 2014, we faced the outbreak of the EV-D68 enterovirus and the effects of the Ebola crisis in Africa. RAA implemented the critical training, purchased the necessary supplies and remained prepared to respond to our patients as needed. 2014 proved to be a busy and challenging year, but nonetheless, a rewarding one. Our successes would not be attainable without the hard work and dedication of the RAA staff, the leadership of our CEO, Chip Decker, the commitment of our Board of Directors, and the clinical guidance and direction of our Operational Medical Director, Dr. Joseph Ornato. We look forward to working with the Richmond Ambulance Authority staff and continuing our success in 2015 and beyond.

The 2014 Richmond Ambulance Authority Board of Directors:

Terone B. Green, Chairman

Joseph Boatwright III, M.D., Vice Chairman

J. Stephen Lord, Treasurer

Elizabeth Matish, Secretary

Richard Bennett, M.D.

C. Michael DeCamps

Wayne Lassiter

Byron C. Marshall

Cynthia Newbille

Jeffrey Odell

Susangeline Strickland, M.D.

Medical Director's Report



From a clinical standpoint, 2015 was another exciting, productive year! Some of the most notable highlights include:

The Cervical Spine XCollar

Conventional cervical collars that are commonly placed on patients in motor vehicle crashes or following falls to protect the neck from further injury have significant limitations. They are relatively uncomfortable and, more importantly, they often allow significant movement of the neck which negates their value as a protective device. In the last year, Richmond Ambulance Authority successfully implemented a program deploying a newly designed, highly effective device called the XCollar. This clever device splints the neck in the "position of comfort" and is capable of customizing to fit varying patient body types. It provides unprecedented protection of the spine that is superior to any other device on the market. The XCollar has an oversized opening in the front to allow paramedics to check the patient's pulse. It is made of latex-free materials and allows excellent quality x-rays to be taken with it in place after the patient arrives at the hospital. The device is now used in over 36 countries worldwide. Richmond Ambulance Authority is one of the first agencies in the United States to deploy the device.

Medication Crosschecks

This year marks a further enhancement in the cutting edge techniques being used to enhance the Richmond Ambulance Authority's "culture of safety". Taking the lead from the aviation industry, we have successfully implemented a medication crosscheck procedure that is designed to minimize the possibility that a wrong medication, or wrong dosage of the medication, would be administered to a patient. The concept is very simple. No human is perfect. Research shows that a well-trained human will commit a simple human error approximately one time ever out of 1,000 times he or she makes a critical decision or performs a procedure. We have implemented a crosscheck procedure in which both paramedics independently verify that a medication about to be administered is, indeed, the correct drug. Each paramedic must also independently calculate the dosage of the drug that is to be administered. By having the paramedics crosscheck to verify that they each independently came up with the same answers, the likelihood that a wrong drug or dosage will be administered is no longer 1 in 1,000 --- it's actually 1 in 1,000 x 1 in 1,000, or 1 in a million! We have provided a simple, pocket card that paramedics use to quickly go through the crosscheck procedure. Within less than a week of implementing the procedure, it allowed paramedics to correctly identify --- and avoid --- incorrect administration of a medication.

High-Performance Resuscitation

We have begun a process of adopting a new, highly effective form of cardiopulmonary resuscitation that is being used successfully in Arizona, Minnesota, and Washington. The procedures are evidence-based and well supported by medical literature. Essentially, it uses Crew Resource Management (CRM) techniques to organize the resuscitation team so it can provide minimally interrupted chest compression, thereby providing better blood flow and oxygen delivery to the brain during cardiac arrest. This cutting edge, evolutionary practice is moving forward in collaboration with the Richmond Fire Department.

We're looking forward to another productive year!

Chief Executive Officer's Report



2014 was another great year for the Richmond Ambulance Authority (RAA) as we continue to deliver clinical excellence to the City of Richmond. As Chief Executive Officer, I am fortunate to be leading such a dedicated group of individuals who pride themselves on delivering the highest quality EMS to our community.

RAA is known for our ongoing “data crunching” and constant analyses of all aspects of our operation and performance. With that said, one might find this fact rather interesting: Last year, the Authority proudly received reaccreditation from the National Academies of Emergency Dispatch (NAED) as a Communications “Center of Excellence.” Of the 3,000 EMS systems in 43 countries that use the NAED protocols, only 126 of these centers earned accreditation, making RAA's Communications Center among the top 5% in the world!

We ended 2014 on a high note; having learned in December RAA had received the maximum reaccreditation period of three years, as determined by the Commission on Accreditation of Ambulance Services (CAAS). CAAS accreditation signifies an agency has met the “gold standard” determined by the ambulance industry. These standards often exceed those established by state or local regulation and are designed to increase operational efficiency and clinical quality, while decreasing risk and liability to the organization – all characteristics RAA has prided itself on as a high-performance EMS system for over two decades. We were also fortunate to have celebrated employee accomplishments in 2014. Our Director of Operations, Dempsey Whitt, received a 2014 Allen & Allen Hometown Heroes' Award and Chief Clinical Officer, Wayne Harbour, earned himself a Civic Award sponsored by the Virginia Health & Medical Sciences Educators Association, following his nomination submitted by our partners at the Richmond Technical Center.

The great stories of 2014 included our commitment to our community and the 2010 initiative, “A Great Day of CPR;” a national campaign focused on educating communities around the country on this life-saving technique. Since this initiative was implemented, RAA has continued its efforts, successfully training thousands of Richmond citizens (over 1,500 people in 2014 alone) as well as establishing new relationships with other local organizations to teach hands-only CPR, including Richmond Public Schools and the Richmond Redevelopment & Housing Authority. RAA collaborated with the City's Human Services Department and assisted with successfully securing 500 CPR kits, awarded through the Bloomberg-Philanthropies-Cities of Service grant, and the kits were used to train minority and low-income households with the launch event promoting this initiative, called, “Have a Heart,” which took place on February 14th.

RAA continues to uphold our reputation, both nationally and internationally, for our consistent level of service, use of cutting-edge technology and data analyses, research initiatives for the improvement of patient outcomes, and impactful public education programs. It took a team effort to make 2014 the success that it was, which includes the leadership and direction of our Board of Directors, the clinical expertise of Dr. Joseph Ornato, and the hard work and dedication of all the RAA employees. Together, we can all be very proud of our accomplishments in 2014 as we focus our efforts on another successful year in 2015.

2014 News & Events

January

Annual awards were given to **recognize our outstanding employees** at RAA.

- Medic of the Year: Sergeant Anna Ailstock
- EMT of the Year: Chris Tenley
- Operations Employee of the Year: Rebecca Szeles
- Support Employee of the Year: Oneesha Jeffries
- Administration Employee of the Year: Thom Gann

February

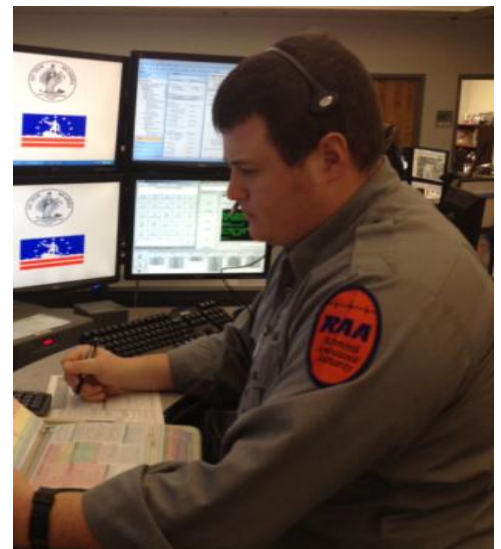
RAA was the recipient of the **2014 Nicholas Rosecrans Outstanding Achievement Award**. RAA was recognized for our work leading the Rider Alert, motorcycle safety program, Crossing Alert, our pedestrian safety program and our continued efforts to ensure every day is a great day to learn CPR.

March

For the fifth consecutive time, **RAA has been named an Accredited Center of Excellence (ACE)** by the National Academies of Emergency Dispatch. Richmond Ambulance Authority was the 66th center in the world to be awarded this highest distinction for our comprehensive implementation and compliance with the Medical Priority Dispatch System (MPDS) and associated “20 Points of Excellence”.

April

RAA began a **life saving partnership with the Richmond Redevelopment & Housing Authority (RRHA)**. Using generous grant funding from both Altria and the Bloomberg Foundation, RAA delivered Hands-Only CPR training as part of RRHA's New Tenant Orientation, which is a mandatory briefing for all new housing occupants.*



**By the end of 2014 we established 5,300 CPR - trained citizens and pledges in Richmond!*



May

Command Staff, Bike Teams and Ambulance Crews **supported the National Collegiate Road Cycling Championships races** in and around downtown Richmond, alongside our public safety partners. This event also served as a test race for the 2015 UCI World Championships that will feature 1500 athletes, attract 450,000 spectators and be viewed by a worldwide TV audience of 300 million.

June

Medical Director **Dr. Joseph P. Ornato** received the prestigious **Hans H. Dahll Award** at the national Emergency Cardiovascular Care Update (ECCU). Dr. Ornato received the award for outstanding achievement in the area of patient resuscitation and for being one of the most highly regarded researchers in the field of resuscitation.



July

RAA's Director of Operations Dempsey Whitt was recognized as an **Allen & Allen Hometown Heroes for 2014**. Dempsey was nominated for his service in two uniforms – as a member of RAA and as a Sergeant Major with the 29th Infantry Division, part of the Virginia National Guard.



August

A new batch of **U.S. Air Force Pararescue students** arrived to spend two months working on a RAA shift rotations with our Field Training Officers or Clinical Corporal to gain field and clinical experience as they prepare for their NAEMT national registry test.



September

RAA marked the **12th anniversary of becoming the first customer of the 'FirstWatch' bio surveillance system.** FirstWatch is an intelligence gathering and analytics system that runs in the background of our operation and monitors events and patient conditions to identify clusters of clinical events or linked outbreaks, such as the flu or mumps. The information is shared with the Richmond Health District and together we provide a close watch over our city.

October

The Richmond Ambulance Authority Leadership Academy (RAALA) began its 2015 class. RAALA is a year-long professional development course for managers of all disciplines. A variety of topics and subjects are covered every month, centered around the business and operational management of high-performance EMS, including operations, human resources, information technology, business and health law, and much more.



November

RAA celebrated the **1000th edition of Word on the Street (WOTS).** This communication tool used 4,000 photos and 150,000 words to chronicle the activities of our organization covering employee achievements and organizational successes, happy visitors and sad departures. WOTS is posted daily around RAA headquarters and shared with the world through social media.

December

The new **Critical Care Truck Unit 51** was rolled out. Full of ground-breaking designs, this new truck also reflects our Critical Care partnership with the VCU Health System.



Visitors

In 2014, RAA hosted over 50 visitors from 5 countries around the world.
We are proud to be a stop on the EMS World Tour!

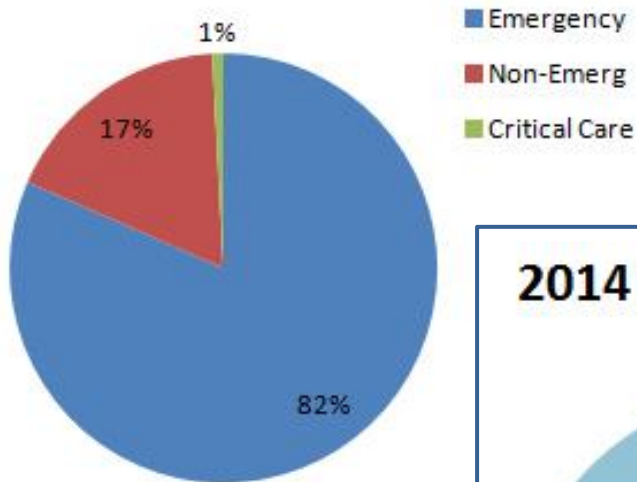
A few of our notable visitors included:

- Pan American Trauma Society International Observer, Doctor Fernando Minan from Ecuador.
- MBA students from Taiwan's Kaohsiung Medical University (KMU).
- American Ambulance Association staff spent time receiving briefings, observed our Communication Center in action and rode out in the system.
- Representatives from Orange County, NC and County of Orange, VA visited RAA on the same day.
- Players of the Saitama, Japan, Junior baseball team. The team and the accompanying delegation from Saitama are from one of five international 'Sister Cities' that Richmond has.



Our Performance

2014 RAA System Demand



Priority 1 Compliance

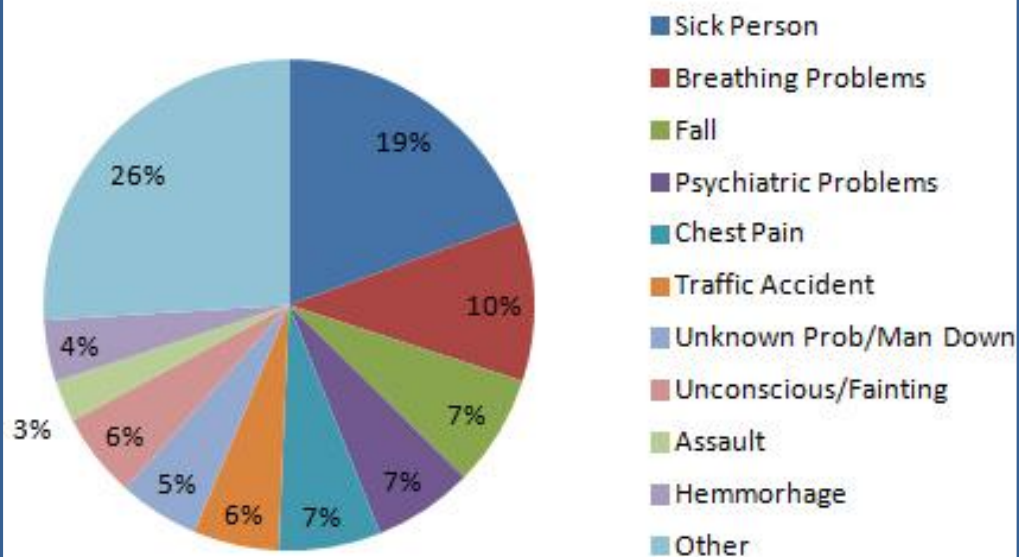
Zone 1	93.10%
Zone 2	92.62%
Zone 3	88.32%
Zone 4	87.69%
All Resp	90.34%

	Emergency	Non Emergency	Total
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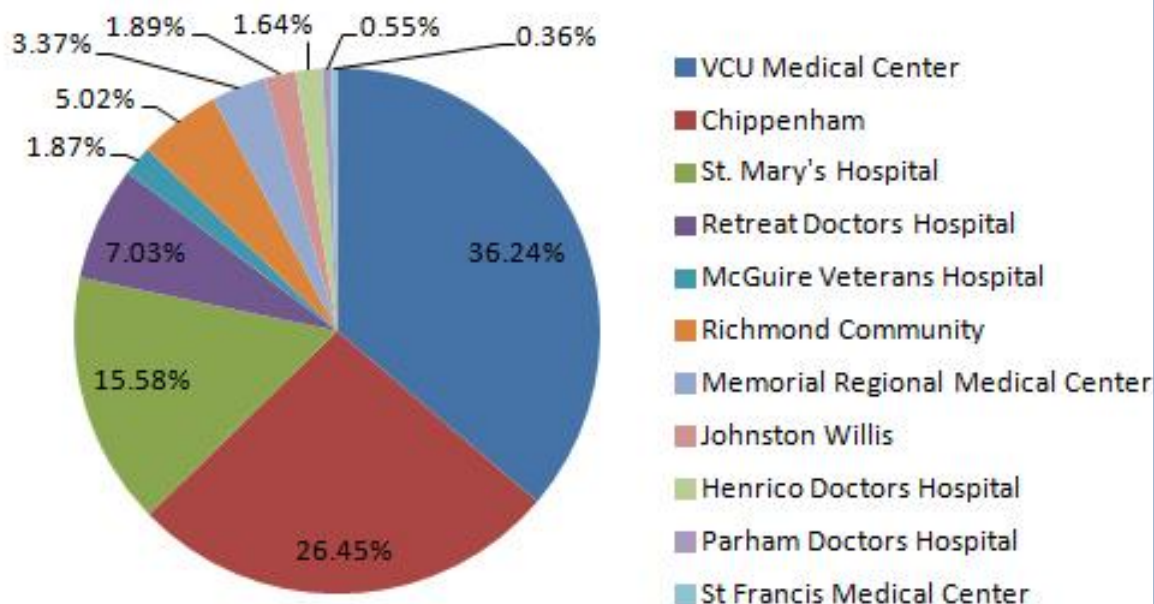
Responses	50,225	10,806	61,031
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Transports	35,703	10,381	46,084
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2014 RAA 9-1-1 Calls by Chief Complaint



2014 RAA 9-1-1 Transports by Hospital



2014 Emergency Response Time Standards and Compliance

Priority 1 — 90.34%
8 minutes, 59 seconds
Priority 2 — 95.23%
12 minutes, 59 seconds
Priority 3 — 97.11%
29 minutes, 59 seconds

Fleet Composition

In 2014, RAA trucks drove 1,060,715 miles. That's the equivalent of:

- 16,971 trips around Richmond (in square miles)
- 42 trips around the world
- 4 trips to the moon and back



- 25 Ford E-450 6.8L Gasoline Type III ALS Excellance Ambulances with solar panels
- 4 Ford E-450 Diesel 6.0L Type III ALS Excellance Ambulances
- 5 Ford E-350 6.8L Gasoline Type II BLS AEV Ambulances
- 1 International Diesel DT466 4400 Critical Care Excellance Ambulance
- 1 Freightliner Diesel M2 Critical Care Excellance 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 Mass Casualty Response Trailer
- 8 Cannondale Law Enforcement Bicycles
- 2 Raleigh Bicycles
- 4 KHS K9 Police Bicycles

Statement of Net Assets

Years Ended June 30, 2014 and 2013

	2014	2013
ASSETS		
Current assets:		
Cash	\$ 1,313,503	\$ 3,131,498
Short-term investments	2,250,000	1,750,000
Total cash and short-term investments	3,563,503	4,881,498
Service accounts receivables, net of allowance for contractual adjustments and doubtful accounts	1,478,530	1,649,403
Reusable supplies	236,166	275,754
Other current assets	540,229	596,512
Total current assets	5,818,428	7,403,167
Long-term investments	1,250,000	-
Capital assets, net:		
Vehicles and ambulances	5,190,514	5,243,552
Building and improvements	391,570	384,780
Communications center	2,067,418	2,139,035
Communications equipment	500,170	451,009
Medical equipment	2,196,012	2,153,339
Office furniture and equipment	924,129	963,164
Shop equipment	86,008	95,260
Less accumulated depreciation	(6,652,830)	(6,831,833)
Total capital assets, net	4,702,991	4,598,306
Total assets	11,771,419	12,001,473
LIABILITIES		
Current liabilities:		
Accounts payable and accrued expenses	644,923	721,233
Accrued payroll	229,252	202,057
Current installments of obligations under capital lease	13,351	8,832
Total current liabilities	887,526	932,122
Noncurrent liabilities:		
Obligations under capital lease, excluding current installments	18,491	16,493
Total liabilities	906,017	948,615
DEFERRED INFLOWS OF RESOURCES		
Membership fees received in advance	29,850	34,928
Total deferred inflows of resources	29,850	34,928
NET POSITION		
Net investment in capital assets	4,671,149	4,572,981
Unrestricted	6,164,403	6,479,877
Total net position	\$ 10,835,552	\$ 11,052,858

Statements of Revenues, Expenses and Changes in Net Assets

Years Ended June 30, 2014 and 2013

	2014	2013
Operating revenues:		
Service revenues	\$ 25,601,100	\$ 25,054,653
Provision for contractual adjustments and doubtful accounts	(13,094,836)	(12,788,192)
Net operating revenues	12,506,264	12,266,461
Operating expenses:		
Salaries and related benefits	9,849,548	9,708,341
Health insurance	1,166,706	1,163,157
Workers' compensation	242,173	301,380
Depreciation and amortization	1,373,451	1,286,504
Professional services	284,646	249,737
Collection expenses	41,455	29,840
Marketing and advertising	35,064	42,396
Office expenses	371,007	324,523
Telephone	143,145	145,715
Communications	77,027	72,004
Public information	39,669	53,565
Postage and shipping	39,525	34,262
Occupancy	180,101	199,676
Other	155,890	147,719
Insurance	171,531	164,696
Printing and artwork	5,498	12,746
Travel	75,784	65,621
Medical supplies and equipment	677,091	608,642
Recruiting and background investigations	29,330	29,216
Vehicle fuel and tolls	613,827	562,327
Vehicle repairs and maintenance	359,066	324,902
Uniforms and laundry	87,639	83,758
Total operating expenses	16,019,173	15,610,727
Operating loss	(3,512,909)	(3,344,266)
Nonoperating revenues (expenses):		
City of Richmond subsidy	3,205,500	4,405,500
Interest income, net of interest expense of \$1,059 in 2014 and \$448 in 2013	12,835	10,243
Grant revenues	137,239	146,334
Miscellaneous revenues (expenses), net	(25,043)	448
Total nonoperating revenues, net	3,330,531	4,562,525
Change in net position	(182,378)	1,218,259
Net position at beginning of year	11,017,930	9,799,671
Net position at end of year	\$ 10,835,552	\$ 11,017,930



The mission of the Richmond Ambulance Authority is to provide the patients it serves and the residents of Richmond with emergency and non-emergency ambulance service by practicing clinical excellence with superb response time performance while maintaining its commitment to economic efficiency and minimal tax subsidization.

Responding to Richmond

