



ANNUAL REPORT



2015

This is World Class EMS.

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LETTER FROM THE BOARD OF DIRECTORS

The Board of Directors is proud to be a part of the Richmond Ambulance Authority's consistent delivery of world-class EMS to our community, and 2015 proved to be no different. The Board is made up of a group of individuals with varying professional backgrounds, each bringing a unique skillset to the table and enabling us to assist the RAA staff in achieving our goal – delivering the highest quality of patient care to the City of Richmond.

The evolving world of the healthcare industry has made it necessary for all of us to become more innovative, thinking “outside the box,” and looking at new ways we do business. RAA continues to focus on community outreach and education, building partnerships with area organizations. We continue to maintain strong relations with City officials so that, together, we can move toward making Richmond the very best City it can possibly be!

In 2015, members of the RAA staff brought their idea to host a school supplies giveaway to our CEO in order to help children in our area make the 2015-2016 school year a productive one. The event was a great success, with RAA handing out supplies at three locations to over 1,000 children throughout the City to ensure every elementary and middle school received representation. In keeping with the commitment to our community, 2015 marked a milestone accomplishment in our partnership with the Richmond Redevelopment Housing Authority (RRHA). RAA successfully trained the 1,000th RRHA resident in hands-only CPR! The partnership has been so successful that the RRHA made this life-saving skills training part of their new tenant orientation.

RAA continued to host visitors from other EMS agencies and healthcare professionals from across the globe, having learned of RAA's reputation as a leading high performance EMS system. 2015 kicked off with RAA hosting visitors from Ambulance Service Australia, and remained a stop on the “EMS World Tour.” Throughout the year we welcomed guests from Guatemala, Brazil, Taiwan, Germany, United Arab Emirates, and the United Kingdom. These healthcare professionals, made up of surgeons, paramedics, healthcare administrators and students, received overviews of RAA's operation, the delivery of clinical excellence as well as an understanding of our commitment to accountability to the Richmond community through our ongoing data collection and analysis.

An organization's success lies with the dedication and commitment to hard work by all parties involved. This includes the oversight and guidance of a committed Board of Directors, the leadership and determination of our CEO, Chip Decker, the clinical expertise of our Operational Medical Director, Dr. Joseph Ornato, the support from Richmond City Council and City Administration and, last but certainly not least, the hard work and compassion to prehospital patient care delivered by the very best in the business – the RAA staff.

The 2015 Richmond Ambulance Authority Board of Directors:

Terone B. Green, Chairman	Richard Bennett, M.D.	Cynthia Newbille
Joseph Boatwright, III, M.D., Vice Chairman	C. Michael DeCamps	Jeffrey Odell
J. Stephen Lord, Treasurer	Selena Cuffee-Glenn	Jim Duval
Elizabeth Matish, Secretary	Susangeline Strickland, M.D.	

MEDICAL DIRECTOR'S REPORT



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

MEDICATION CROSSCHECKS

In 2015, we rolled out an industry ground-breaking approach to reducing medication errors: mandatory crew crosschecks on all medication prior to patient administration. Using a specially-designed 1- and 2-medic checklist patterned after those used in aviation, our crews now double-check that they are administering the correct medication, dose, route to every patient. As a result, we have avoided potential errors that might have resulted in an adverse outcome.

NEW MONITOR-DEFIBRILLATORS

Our crews have just completed training on the new ZOLL X-series monitor-defibrillators. These units use are compact, lightweight, and have features not available on other manufacturer's devices. The most notable is known as "see-through" technology, invented at Johns Hopkins University and licensed exclusively to ZOLL. This is the only field defibrillator on the market that allows medics to "see" the patient's heart rhythm clearly and accurately by electronically removing the "noise" artifact present when manual CPR is being performed on a patient. The result is that quicker decisions can be made with fewer pauses in chest compression during a resuscitation.

STROKE TELEMEDICINE RESEARCH

A project is underway exploring the use of an advanced telemedicine system that will allow VCU attending neurologists, assisted by RAA paramedics, to perform a detailed neurological examination on suspected stroke patients being transported to VCU. The project has tested several different "high" and "low" tech methods of communicating the audio and video images and is seeking further grant funding to support further research with the system.

COMING ATTRACTIONS FOR 2016

Therapeutic hypothermia (controlled cooling of the body) after cardiac arrest can improve survival and neurological outcome. Richmond Ambulance Authority was one of the first EMS agencies in the United States to begin using this procedure in 2008. New studies continue to confirm the benefits of cooling but suggest that rapid infusion of iced saline in the field following restoration of circulation may not be the most effective technique and may not convey additional benefit to starting cooling after emergency department arrival. Dr. Ornato is exploring alternative prehospital technologies that have the potential to cool and protect the brain selectively without the use of intravenous fluids.

We're looking forward to yet another productive year in 2016!

Joseph P. Ornato, MD, FACP, FACC, FACEP
Operational Medical Director

CHIEF EXECUTIVE OFFICER'S REPORT



2015 proved to be yet another strong year for the Richmond Ambulance Authority as we continued to deliver clinical excellence to the citizens and visitors of the City of Richmond. The RAA staff and Board of Directors have always made it a priority to explore new ideas and ways to optimize our clinical, operational, and financial performance, and 2015 was no different.

RAA continues to be one of the busiest EMS systems per capita in the country. We responded to over 66,000 calls in 2015, resulting in more than 49,500 patient transports, making 2015 the busiest year on record! While the cost of readiness and response does not come cheaply, RAA remains financially sound and continues to be a good steward of the City subsidy, having ended fiscal year 2015 with service revenues and expenses both favorable to budget.

We continued our reputation as a cutting-edge, state-of-the-art agency, taking advantage of the enhancements in technology that are available. We began the year having implemented the FirstPass® software - a clinical quality measurement and protocol monitoring tool designed to alert users to deviations in expected treatments in medical protocols. FirstPass® has helped staff focus on the delivery of quality EMS, rather than the collection, entry, and analysis of data.

Approximately half a decade ago, RAA joined the ongoing, “Go Green,” initiative, and began converting our ambulances from diesel to gas chassis as well as equipping them with rooftop solar panels. 2015 marked the completion of this conversion, with RAA’s full fleet now “greener” than ever before! What better way to celebrate the leadership of RAA’s own Vehicle Maintenance Manager, Dan Fellows, for a job well done than to just recently learn he is the proud recipient of a 2015 EMS10 Award! This prestigious award is given to those individuals who have exemplified creativity and innovation in the EMS industry.

Additionally, 2015 brought two agency awards to RAA. RAA received the Dick Ferneau, “Career Agency of the Year,” award, which is given to only one EMS agency in the country each year to recognize outstanding achievements and contributions in emergency healthcare. On the local level, RAA also received a Children’s Hospital of Richmond at VCU, “Spirit of Advocacy,” award, which recognizes individuals and community partners who not only advocate for the healthcare and educational needs of children, but who are also champions for the cause. RAA is extremely proud to be honored with both of these awards and we will continue our efforts to make a difference in the lives of the people in our community, and the EMS industry whenever possible.

RAA has never lost sight of what is truly important in making our agency the success it has been and continues to be. Our people - the ones that work day in and day out to help make an impactful difference in someone else’s life each and every day. Our senior management team recognizes our people as our most important asset and we are proud to have celebrated the “graduation” of the 2015 RAA Leadership Academy (RAALA) class in August 2015. RAALA is a year-long professional development course for our managers of all disciplines across the agency.

2015 was a busy and rewarding year, to say the least! Together, we can be proud of the reputation we continue to uphold as a leading, high performance EMS agency and are committed to focusing our efforts for yet another strong year in 2016!

Chip Decker
Chief Executive Officer

2015 NEWS & EVENTS

JANUARY

RAA was awarded an additional three years of CAAS Accreditation, and is the only governmental EMS agency in Virginia to be CAAS Accredited. We were also named an 'RVA Fit Certified Company' for 2015 by Active RVA for "implementing programs to promote physical activity and create a culture of health and wellness in the workplace," such as our Fruity Fridays, Wellness Committee, and RAA Fit initiatives.

FEBURARY

Our Chief Operating Officer, Rob Lawrence, was appointed to the Editorial Board of the *Journal of EMS (JEMS)*. Rob joined 43 other industry leaders, including RAA's Operational Medical Director Dr. Joseph P. Ornato, in offering guidance and advice in shaping the direction of the publication. We also held bike medic team tryouts at the International Police Mountain Bike Association (IPMBA) training course, in preparation for the upcoming UCI World Championships.

MARCH

RAA passed a milestone in our fleet strategy initiatives as we sent our very last diesel ambulance out for remount to the V10 gas chassis. Solar panels were also added to charge batteries, reduce the need to high idle, save fuel, and reduce overall maintenance. The reliability of our vehicles was also greatly improved as we introduced this highly cost-effective option. We also held our first Spanish language Hands-Only CPR Class for the Richmond Police Latino Citizens Academy.



2015 NEWS & EVENTS



APRIL

RAA was the recipient of the American Heart Association's "Mission: Lifeline EMS Silver Award" for implementing quality improvement measures for the treatment of patients who experience severe heart attacks - one of only 16 organizations in Virginia to receive this recognition. We also celebrated the fourth anniversary of our Rider Alert motorcycle safety program.

MAY

We celebrated National EMS Week, and annual awards were given to recognize our outstanding employees here at RAA:

- Medical Director's Paramedic of the Year: Tiffany Samuels
- Captain's EMT of the Year: Greg Simon
- Operations Employee of the Year: Garrett Freeman
- Support Employee of the Year: Jeremy Enders
- Administration Employee of the Year: Julie Szala

2015 NEWS & EVENTS



JUNE

June marked the **end of the planning phase for the UCI 2015 World Championships**, and the beginning of our test and preparation phase. We conducted a Mass Casualty Incident exercise on the grounds of Chippenham Hospital, and our ASAP ambulances were delivered. Our MCI course students were featured on the front cover of *EMS World* magazine.



JULY

Training Manager Shannon Daniel received the "Old Dominion EMS Alliance (ODEMSA) Regional Award for outstanding Pre-Hospital Educator." The award is given to an individual who exemplifies outstanding teaching and leadership qualities while participating as an educator in an EMS program. The winner must have coordinated and consistently demonstrated excellence and dedication to the education of pre-hospital providers.

2015 NEWS & EVENTS



AUGUST

The inaugural Joseph P. Ornato Award was presented to former RAA Co-Medical Director, Dr. Ed Racht, at the Pinnacle EMS Leadership Conference. RAA received the Dick Ferneau, 'Career Agency of the Year' Award from the National Association of Emergency Medical Technicians (NAEMT). This nationally coveted award recognized all of the hard work and dedication of all staff who enable RAA to deliver world class EMS every day to our citizens. RAA was also recognized for its programs and campaigns in life-saving, EMS education, and injury prevention in the receipt of this award.

SEPTEMBER

The RAA Leadership Academy (RAALA) Class of 2015 graduated after a year-long course consisting of monthly meetings, project work, leadership lessons, management, and administration presentations. RAALA concluded with each group presenting project ideas to advance and assist the RAA system.

The UCI Road World Championships took place in Richmond, and RAA provided exceptional support to the Unified Command Center in roles ranging from Unified Commander, Operations Section Chief, to Field Observer. RAA crews provided support in the field, and our ambulance participated in the races as the "chase truck." In addition, we deployed our small all-terrain ASAP vehicles that were quite popular with the crowd.



2015 NEWS & EVENTS



OCTOBER

RAA received a Children's Hospital of Richmond (CHoR) "2015 Spirit of Advocacy Award" for partnering to serve both adult and pediatric populations in critical care transport. The Richmond Fire Department recognized three members of RAA staff with valor awards - Lt. Ashley Shiraishi, Medic Greg Robertson, and EMT Leigh Jamison. Director of Operations, Dempsey Whitt, represented our Rider Alert motorcycle safety program at the National Motorcycle Safety Symposium in Baltimore.



NOVEMBER

RAA said goodbye to Director of Operations, Dempsey Whitt, who left to undertake a deployment with the 29th Infantry Division as the Non-commissioned Officer in Charge of the Command and Control. He was replaced by Major Jason Roach as the Acting Director of Operations, and Captain Amit Patel covered Jason's role as Acting Field Operations Supervisor. Chief Administrative Officer, Lee Ann Pond, and Fleet Manager, Dan Fellows, both presented at the American Ambulance Association Annual Conference in Las Vegas, Nevada. Training Manager, Shannon Daniel, and Total Quality Improvement Manager, Solomon Luckett, were both honored as CPR Champions at the American Heart Association Volunteer Appreciation Dinner.

2015 NEWS & EVENTS



DECEMBER

The ZOLL X Series Monitor and the ZOLL Road Safety 4000 systems were installed in our fleet, and further software upgrades were made to our electronic Patient Care Record (ePCR) tablet system. **RAA Fleet Manager, Dan Fellows, received an “EMS10 Award” for 2015 from the *Journal of EMS (JEMS)*.** Dan’s work in the development and improvement of our fleet services and assisting other organizations with the improvement of maintenance and serviceability were recognized. This was the third *EMS10 Award* received by the Richmond Ambulance Authority.



OUR VISITORS

In 2015, RAA proved to be a 'Major Stop on the EMS World Tour,' and hosted 11 international visits from seven countries. Surgeons, paramedics, nurses, healthcare administrators, and Master's degree students from Australia, Guatemala, Brazil, Taiwan, Germany, UAE, and the UK. A few of our notable visitors included:

- Professor of Rural and Regional Paramedicine, Peter O'Meara, from La Trobe University in Victoria, Australia
- Staff from the Abu Dhabi Police GIS Center for Security in the United Arab Emirates
- MBA students from Taiwan's Kaohsiung Medical University (KMU)
- Surgeons from the Totonicapan National Hospital in Guatemala
- Staff from the Australian Queensland Ambulance Service
- Clinical Development and Innovation Managers from the British National Health Service (NHS) in the County of Surrey
- Staff from Long Island Jewish CEMS in New York
- Pan American Trauma Surgeon, Dr. Paulo Rozental, from the General Hospital of Grajau, Saint Amaro University in Sau Paulo, Brazil
- Chief Dennis Wood and staff from Prince Georges County Fire and EMS, Maryland
- David Schmid and Greg Hales from the Robert Wood Johnston (RWJ) University Hospital EMS system in New Brunswick, New Jersey
- United States Air Force Pararescue students
- Deputy Superintendent of EMS, Commander of Dispatch Operations, Joe O'Hare, from the City of Boston EMS
- Pan American Trauma Surgeon, Dr. Tiago Machado, from the General Hospital of Grajau, Saint Amaro University in Sau Paulo, Brazil
- Paramedics from Kassel, Germany
- Pan American Trauma Surgeon, Dr. David Toro, from Medellin, Columbia

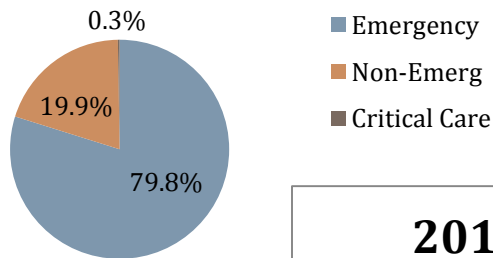


OUR VISITORS



OUR PERFORMANCE

2015 RAA System Demand

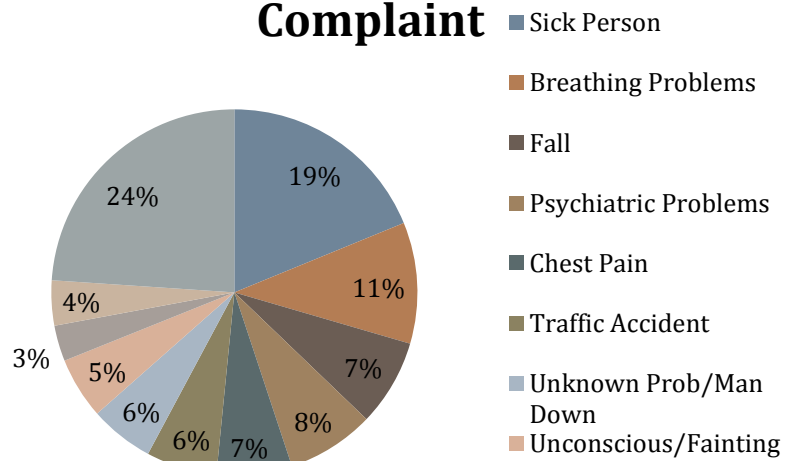


	Emergency	Non Emergency	Total
Responses	52,568	14,285	66,853
Transports	37,403	13,628	51,031

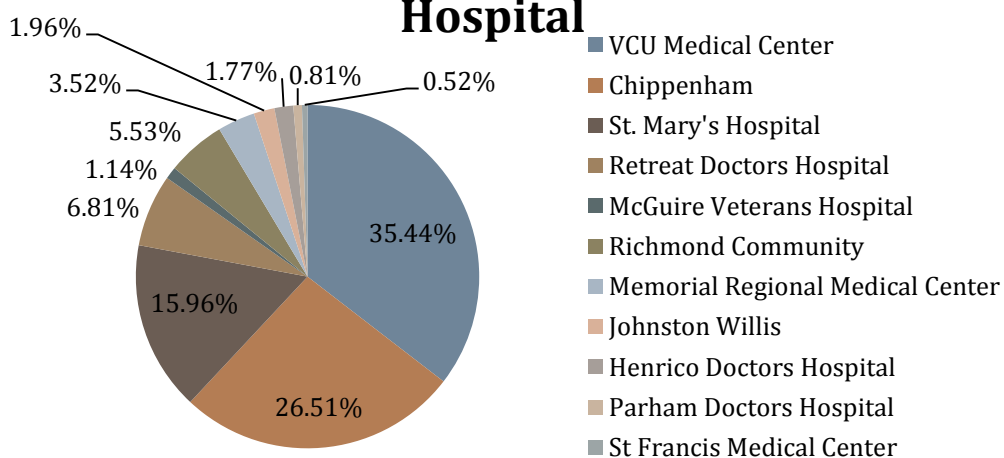
911 Compliance

Priority 1	91.48%
Priority 2	96.71%
Priority 3	97.90%
Overall	93.99%

2015 RAA 9-1-1 Calls by Chief Complaint



2015 RAA 9-1-1 Transports by Hospital



FLEET COMPOSITION

In 2015, RAA trucks travelled 1,223,456 miles. That's the equivalent of:

- 19,575 trips around Richmond (in square miles)
 - 49.13 trips around the world
 - 2.56 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
- 8 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 Prime Mover
- 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
- 2 Polaris Gasoline ASAP Specialty Vehicles
- 2 ASAP Trailers
- 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, 2015 and 2014

	2015	2014
ASSETS		
Current Assets:		
Cash	\$ 1,952,456	\$ 1,313,503
Short-term investments	2,000,000	2,250,000
Total cash and short-term investments	<u>3,952,456</u>	<u>3,563,503</u>
Service accounts receivables, net of allowance for contractual adjustments and doubtful accounts	1,569,728	1,478,530
Reusable supplies	216,335	236,166
Other current assets	<u>651,807</u>	<u>540,229</u>
Total Current Assets	<u>6,390,326</u>	<u>5,818,428</u>
Long-term investments	<u>1,250,000</u>	<u>1,250,000</u>
Capital Assets, Net:		
Vehicles and ambulances	5,517,993	5,190,514
Building and improvements	391,570	391,570
Communications center	2,067,418	2,067,418
Communications equipment	624,711	500,170
Medical equipment	2,210,751	2,196,012
Office furniture and equipment	953,810	924,129
Shop equipment	90,191	86,008
Less accumulated depreciation	<u>(7,161,738)</u>	<u>(6,652,830)</u>
Total Capital Assets, Net	<u>4,694,706</u>	<u>4,702,991</u>
Total Assets	<u>12,335,032</u>	<u>11,771,419</u>
LIABILITIES		
Current Liabilities:		
Accounts payable and accrued expenses	602,522	644,923
Accrued payroll	317,920	229,252
Current installments of obligations under capital lease	<u>12,637</u>	<u>13,351</u>
Total Current Liabilities	<u>933,079</u>	<u>887,526</u>
Noncurrent liabilities:		
Obligations under capital lease, excluding current installments	<u>5,854</u>	<u>18,491</u>
Total Liabilities	<u>938,933</u>	<u>906,017</u>
DEFERRED INFLOWS OF RESOURCES		
Membership fees received in advance	<u>26,105</u>	<u>29,850</u>
NET POSITION		
Net investment in capital assets	4,676,215	4,671,149
Unrestricted	<u>6,693,779</u>	<u>6,164,403</u>
Total Net Position	<u>\$ 11,369,994</u>	<u>\$ 10,835,552</u>

STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

Years Ended June 30, 2015 and 2014

	2015	2014
Operating Revenues:		
Service revenues	\$ 29,141,163	\$ 25,601,100
Provision for contractual adjustments and doubtful accounts	(15,579,429)	(13,094,836)
Net Operating Revenues	13,561,734	12,506,264
Operating Expenses:		
Salaries and related benefits	11,290,009	9,849,548
Health insurance	1,283,050	1,166,706
Workers' compensation	279,618	242,173
Depreciation and amortization	1,527,755	1,373,451
Professional services	255,396	284,646
Collection expenses	17,441	41,455
Marketing and advertising	41,239	35,064
Office expenses	377,799	371,007
Telephone	152,292	143,145
Communications	59,918	77,027
Public information	24,908	39,669
Postage and shipping	40,122	39,525
Occupancy	194,744	180,101
Other	81,390	155,890
Insurance	177,540	171,531
Printing and artwork	7,290	5,498
Travel	62,834	75,784
Medical supplies and equipment	701,798	677,091
Recruiting and background investigations	46,127	29,330
Vehicle fuel and tolls	514,574	613,827
Vehicle repairs and maintenance	332,465	359,066
Uniforms and laundry	95,424	87,639
Total Operating Expenses	17,563,733	16,019,173
Operating Loss	(4,001,999)	(3,512,909)
Nonoperating Revenues (Expenses):		
City of Richmond subsidy	4,405,500	3,205,500
Interest income, net of interest expense of \$1,035 in 2015 and \$1,059 in 2014	21,893	12,835
Grant revenues	59,343	137,239
Miscellaneous revenues (expenses), net	49,705	(25,043)
Total Nonoperating Revenues, Net	4,536,441	3,330,531
Change in net position	534,442	(182,378)
Net position at beginning of year	10,835,552	11,017,930
Net position at end of year	\$ 11,369,994	\$ 10,835,552

AGENCY INFORMATION

Our Mission

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.

History

In 1990, the City Manager and the City Council of Richmond, Virginia recognized that fundamental changes were needed in the Emergency Medical Services (EMS) system and worked to implement an innovative system design that would provide for the unified provision of EMS services for the city. On March 20, 1991 the Virginia General Assembly created the Richmond Ambulance Authority and on September 23, 1991 the City of Richmond granted the franchise to the Richmond Ambulance Authority to provide EMS services to the City of Richmond.

Since its inception, the goal for the Richmond Ambulance Authority (RAA) has been to provide its community with clinical excellence, while ensuring response time reliability and fiscal responsibility. Although it has the highest call volume per capita in the United States, RAA has gained a national and international reputation as a premiere, high performing EMS system. RAA is one of only 23 systems in the United States that has received accreditation from both the National Commission on Accreditation of Ambulance Services (CAAS) and the National Academies of Emergency Dispatch (NAED). These accreditations are considered the “gold standard” for ambulance services, certifying distinction for quality patient care and ambulance operations.

Contact Information

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