

HOW'S IT *REALLY* GOING? –

MEASURING PERFORMANCE, COMPLIANCE, AND CULTURE IN YOUR EMS AGENCY

KEIR VERNON
TEXAS EMS ALLIANCE BOARD MEMBER
HARRIS COUNTY EMERGENCY CORPS (HCEC)

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OBJECTIVES:

- Have some fun!**
- Review **Key Areas of Interest**
- Measure Satisfaction with Current Data**
- Identify Creative Ways to Obtain Additional Information**
- Engage in Some **Constructive Conversations**
- Leave with **Action Items**

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HOW DO YOU MEASURE “PERFORMANCE”?



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PERFORMANCE DEFINED

- A DESCRIPTION OF AN AGENCY'S WORK AND THE RESULTS OF THAT WORK
- BASED ON DATA AND TELLS A STORY
- DEMONSTRATES IF AN AGENCY IS ACHIEVING OBJECTIVES AND IF PROGRESS IS BEING MADE TOWARDS ATTAINING POLICY OR ORGANIZATIONAL GOALS

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EMS PERFORMANCE MEASURES

- OFTEN ASSOCIATED WITH **PATIENT ENCOUNTERS** THAT ARE EITHER **TIME-SENSITIVE, TREATMENT-SENSITIVE, OR BOTH.** ^{1NEMIS}
- 4 COMMON TYPES OF **EMS PERFORMANCE MEASURES:** ^{2GOVLOOP}
 - PATIENT / FAMILY SATISFACTION SURVEYS
 - RESPONSE TIMES
 - CLINICAL OUTCOMES
 - VALUE BASED MEASURES

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WHAT PERFORMANCE DATA DO YOU CURRENTLY RECEIVE?



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OPINIONS MATTER!



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THE POWER OF SURVEYS

HOW DO YOU CURRENTLY MEASURE PATIENT SATISFACTION?

FACILITY RELATIONSHIPS?

EMPLOYEE PERFORMANCE?

STUDENT LEARNING EXPERIENCE ?

DO YOU TREND THIS INFO OVER TIME?

→WHAT DO THE SCORES TELL YOU?



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WHAT ARE SOME OTHER WAYS WE CAN OBTAIN FEEDBACK?



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ARE YOU ASKING QUESTIONS?

- ARE NEW EMPLOYEES SURVEYED REGARDING THE HIRING PROCESS?
 - DURING / AFTER ORIENTATION?
- INCREASED # OF CALL-OFFS / TARDIES?
- EXIT INTERVIEWS?
- HOW ARE COMPLAINTS HANDLED?
 - HOW MANY ARE RECEIVED?

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OPERATIONAL PERFORMANCE - WHERE THE RUBBER MEETS THE ROAD



CALL-TAKING TIMES
CHUTE TIMES
RESPONSE TIMES
OF RESPONSES PER MONTH
OF CANCELLED CALLS
TRANSPORTS PER UNIT

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OPERATIONAL PERFORMANCE WHAT ELSE DO YOU WANT TO KNOW?

- OUT OF SERVICE TIMES?
 - REASON? / BY UNIT?
- # OF MUTUAL AID RESPONSES?
- # OF TRANSPORTS OUT OF SERVICE AREA?
 - TIME OUT OF DISTRICT?
- # OF REFUSALS ON SCENE?
 - BY UNIT?
- AVERAGE HOSPITAL TO INSERVICE TIME?
- AMOUNT OF OT?



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WHAT CLINICAL PERFORMANCE REPORTS DO YOU RECEIVE NOW?



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CLINICAL PERFORMANCE

IN 2007 THE U.S. METROPOLITAN MUNICIPALITIES' EMS MEDICAL DIRECTORS PUBLISHED A [POSITION PAPER ON EVIDENCE-BASED CLINICAL PERFORMANCE MEASURES FOR EMS](#). ⁴PREHOSP EMERG CARE

-CLINICAL "BUNDLE PROCESSES" FOR CARDIAC ARREST, STROKE, ASTHMA, HYPOGLYCEMIA, AND TRAUMA HAVE SHOWN TO MAKE A DIFFERENCE IN PATIENT OUTCOMES.

-DASHBOARDS USING CLINICAL BUNDLES AS PERFORMANCE METRICS ARE A GOOD WAY TO IDENTIFY TRAINING OR OPERATIONAL NEEDS. ³JEMS

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CLINICAL PERFORMANCE

- STEMI / STROKE SCENE TIMES
 - DISPATCH TO ER DOOR TIMES
- RETURN OF SPONTANEOUS CIRCULATION (ROSC) IN CARDIAC ARREST
 - # DISCHARGED WITH GOOD NEURO FUNCTION ?
- % OF PATIENT CARE REPORTS REVIEWED
 - HIGHLIGHT OF FINDINGS

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CLINICAL PERFORMANCE

- MOST COMMON TYPES OF PROBLEM / NATURE OF TRANSPORTS
 - TOP 5 AND % OF VOLUME?
- COMMUNITY HEALTH PROGRAM STATISTICS
 - # REFERRED VS # RECEIVING SERVICES?
- NUMBER / TYPES OF TRAINING COURSES OFFERED TO STAFF
 - TO COMMUNITY?

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COMPLIANCE PROGRAMS

ARE YOU GETTING THE FACTS?



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BACKGROUND

IN 2003, THE OIG ISSUED COMPLIANCE PROGRAM GUIDELINES FOR AMBULANCE PROVIDERS TO:

- PREVENT THE SUBMISSION OF FALSE CLAIMS
- ENCOURAGE PROVIDERS TO HAVE OPEN LINES OF COMMUNICATION & USE INTERNAL CONTROLS
- PROMOTE MONITORING & ENSURE ADHERENCE TO STATUTES, REGULATIONS, AND PROGRAM REQUIREMENTS
- PROVIDES DIRECTION ON HOW TO:
 - 1) ADDRESS RISK AREAS
 - 2) PREVENT FRAUD AND ABUSE; AND
 - 3) DEVELOP CORRECTIVE ACTIONS WHEN RISKS OR INSTANCES OF FRAUD AND ABUSE ARE IDENTIFIED



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HIGH FREQUENCY FRAUD AREAS PER OFFICE OF INSPECTOR GENERAL (OIG):

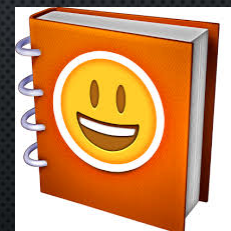
- IMPROPER TRANSPORT OF INDIVIDUALS (OTHER ACCEPTABLE MEANS OF TRANSPORTATION);
- MEDICALLY UNNECESSARY TRIPS;
- BILLED FOR TRIPS NOT RENDERED;
- MISREPRESENTATION OF TRANSPORT DESTINATION TO MAKE IT APPEAR THE TRANSPORT WAS COVERED;
- FALSE DOCUMENTATION;
- BILLING FOR EACH PATIENT TRANSPORTED IN A GROUP AS IF HE/SHE WAS TRANSPORTED SEPARATELY;
- UPCODING FROM BASIC LIFE SUPPORT TO ADVANCED LIFE SUPPORT SERVICES; AND
- PAYMENT OF KICKBACKS FOR TRANSPORTS OR CONTRACTS



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COMPLIANCE PROGRAM HIGHLIGHTS

- **CODE OF CONDUCT / COMPLIANCE PLAN:**
 - ARE THEY ACCESSIBLE AND LIVING DOCUMENTS ?
- **ROUTINE AUDITS PERFORMED ACROSS THE AGENCY?**
 - QUARTERLY POLICY REVIEWS
 - PERSONNEL FILES / CERTS / COMPENSATION
 - CLINICAL PERFORMANCE METRICS
 - NARCOTICS AUDIT
 - ONBOARDING, ANNUAL, AND ONGOING TRAINING



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MORE COMPLIANCE PROGRAM HIGHLIGHTS

- MINIMIZE FIDUCIARY RISK:

- ESTABLISH FINANCIAL PROCESSES & POLICIES IN WRITING
- REVIEW INSURANCE POLICIES FOR FIDELITY / ERISA COVERAGES
- CONDUCT BACKGROUND CHECKS ON ALL OFFICERS / FINANCIAL TEAM
- PERFORM THIRD PARTY FINANCIAL & 401K AUDITS ANNUALLY
- SEPARATE FINANCIAL FUNCTIONS / INTERNAL CONTROLS
- PERFORM AP / AR TRANSACTIONAL REVIEWS
- ESTABLISH FINANCIAL PROCESSES & POLICIES IN WRITING
- REQUIRE 2 SIGNATURES ON CHECKS AND DON'T USE STAMPS
- BANK STATEMENTS SHOULD BE RECONCILED BY SOMEONE WITHOUT CHECK PROCESSING AUTHORITY



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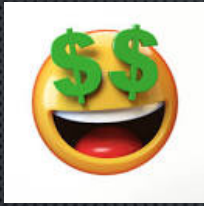


PROGRAM HIGHLIGHTS

- BILLABLE INCIDENT ACCOUNTABILITY:

- RECONCILE CAD LIST OF CALLS AND COMPARE TO LIST OF EPCR TRIPS
 - IF ANY MISSING, WHY?
- RECONCILE EPCR TRIP LIST TO BILLING SOFTWARE IMPORT LIST
 - IF ANY MISSING, WHY?
- CONNECT WITH HOSPITAL THRU HEALTH DATA EXCHANGE SYSTEM
 - ALLOWS HOSPITAL TO PULL TRIP RECORD FROM CLOUD
 - IMPROVES ACCESS TO OUTCOME DATA AND INSURANCE INFO FROM HOSPITAL
- FREQUENT CODING AND CLAIMS SUBMISSIONS REVIEWS
- 100% CHART AUDITS THRU CQI PROGRAM
- ONBOARDING AND ONGOING DOCUMENTATION TRAINING

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ARE THEY SHOWING YOU THE MONEY??

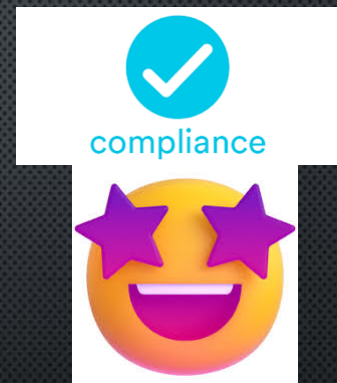
BILLING STATISTICS TO CONSIDER:

- RESPONSE VS TRANSPORT VOLUME
- BILLABLE VS NON BILLABLE TRIP COUNT
- AVERAGE CHARGE PER TRIP
- AVERAGE COLLECTION PER TRIP
- REVENUE COLLECTED
- CASH FLOW PROJECTIONS
- PAYOR MIX & % OF VOLUME
- PROJECTED BAD DEBT

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COMPLIANCE & CULTURE:

- BUILDS ACCOUNTABILITY
- REINFORCES TRAINING
- IDENTIFIES POTENTIALS FOR MISCONDUCT
- IMPROVES EMPLOYEE BEHAVIOR & KEEPS EMPLOYEES SAFE
- INCREASES EFFICIENCY
- UTILIZES AUDITS TO MEASURE PROCESSES AND RESULTS
- HELPS PREVENT AND DETECT FRAUD AND ABUSE
- ESTABLISHES SAFEGUARDS AND REDUCES EXPOSURE TO RISK
- SUPPORTS MISSION AND VALUES OF THE ORGANIZATION



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CULTURE

..-- THE SECRET SAUCE --..

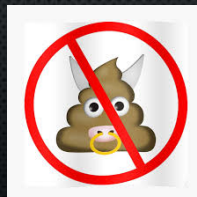
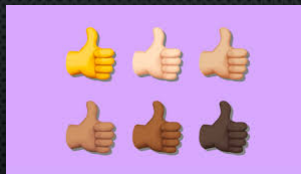
CULTURE IS HOW YOU LIVE
OUT YOUR **BRAND VALUES**



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HARD TO DEFINE, BUT EASY TO SEE

- WEBSTER HAS 6 DEFINITIONS FOR CULTURE
- IN THE WORKPLACE, IT BOILS DOWN TO **HOW THINGS GET DONE !**
- COMPANY CULTURE IS DEFINED AS A SET OF VALUES, EXPECTATIONS, AND PRACTICES THAT **GUIDE YOUR TEAM EACH DAY**. YOU CAN OBSERVE CULTURE THROUGH THE ACTIONS OF MANAGERS AND EMPLOYEES. ⁷ACHIEVERS
- It's TRANSPARENT, INCLUSIVE, NO BS AND ALWAYS PRESENT



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CULTURE IN THE WORKPLACE

- OPEN LINES OF COMMUNICATION
- CLEAR EXPECTATIONS
- TRUST AND RESPECT
- CELEBRATE THE WINS AND LEARN FROM THE MISTAKES
- START MEETINGS WITH A SHOUT OUT
- PERSONALIZE RECOGNITION
- ENGAGEMENT AT ALL LEVELS
- LEAD BY EXAMPLE



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DEFINE CULTURE IN YOUR AGENCY



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SAFETY & WELLNESS PROGRAMS

THEY ARE MORE THAN BUZZ WORDS... ARE YOU IN THE KNOW??

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SAFETY SURVEYS



- WHEN WAS THE LAST DISASTER OR FIRE DRILL?
- IS THERE A DRIVER TRAINING PROGRAM IN PLACE?
- OSHA / BLOODBORNE PATHOGEN TRAINING ANNUALLY?
- PREVENTATIVE MAINTENANCE RECORDS FOR UNITS AND MEDICAL EQUIPMENT?
- PROPER LIFTING TECHNIQUES & SCENE HAZARD ASSESSMENT TRAINING?
- ARE YOUR OSHA 300 LOGS FOR 2022 INJURY & ILLNESS REPORTING PERIOD POSTED AT EACH LOCATION AS OF 2/1/2023?

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WELLNESS INITIATIVES

WHAT IS YOUR ORGANIZATIONS FOCUS??

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IS YOUR WELLNESS PROGRAM JUST CHECKING A BOX?



DO YOU KNOW WHAT THE EMPLOYEES NEED?

- IS THERE AN EMPLOYEE ASSISTANCE PROGRAM (EAP) AVAILABLE?

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TRADE ASSOCIATION PARTICIPATION?




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TAKE-AWAY TALKING POINTS

- 48% OF EMPLOYEES WHO ARE THE TARGET OF BULLYING AT WORK QUIT THEIR JOBS
- AS MUCH AS 70% OF HARASSMENT GOES UNREPORTED
- THE MEDIAN JUDGMENT IN DISCRIMINATION LAWSUITS IS ROUGHLY \$200,00 AND 1 IN 4 CASES ARE IN EXCESS OF \$500,000
- 31% OF COMPLIANCE OFFICERS DO NOT COMMUNICATE CONDUCT AND CULTURE LESSONS ACROSS THEIR ORGANIZATION
- ONLY 29% OF ORGANIZATIONS REPORT THEY ASSESS COMPLIANCE PROFICIENCIES AND SKILLS ON AN ONGOING BASIS
- 72% OF WORKERS ARE RETHINKING THEIR CAREERS OR SKILLSETS BECAUSE OF THE PANDEMIC
- 69% OF EMPLOYEES WITH A STRONG ONBOARDING EXPERIENCE STAY FOR 3+ YEARS
- COMPANIES WITH HIGH LEVELS OF ENGAGEMENT RECORD 89% HIGHER CUSTOMER SATISFACTION
- 37% OF EMPLOYEES CLAIM RECOGNITION IS PARAMOUNT
- **IS YOUR ORGANIZATION DOING WHAT IT TAKES?**

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KEIR VERNON LP, CHC, CACO

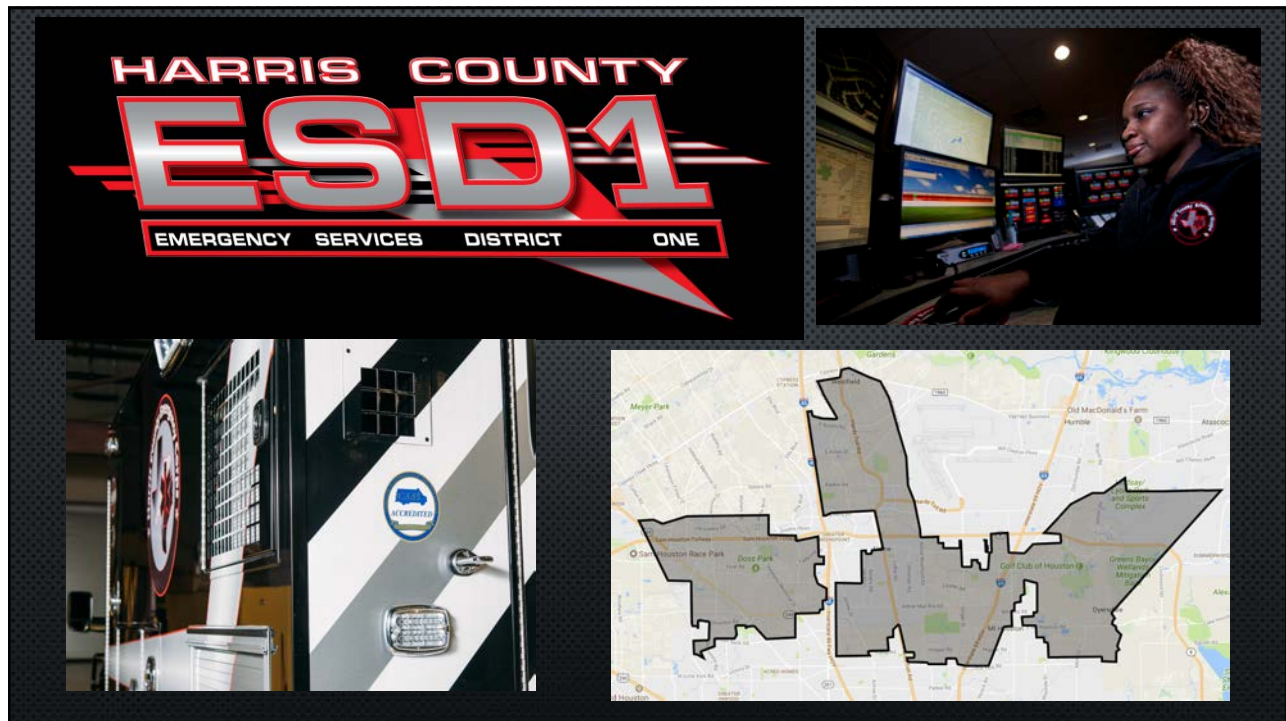
**TEXAS EMS ALLIANCE
HARRIS COUNTY EMERGENCY CORPS**

kvernon@hcec.com



281-825-8145

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ACKNOWLEDGEMENTS:

1. "PERFORMANCE" DEFINED - [HTTPS://NEMISIS.ORG/USING-EMS-DATA/PERFORMANCE-MEASURES/](https://nemsis.org/using-ems-data/performance-measures/)
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