

LOS ANGELES FIRE DEPARTMENT

**FIVE-YEAR
EMERGENCY MEDICAL SERVICES (EMS) PLAN
2007 - 2012**

The new EMS Plan follows the successful conclusion of the original five-year EMS Plan and addresses the problems and challenges currently facing the Department's emergency medical services delivery system.

The Fire Commission's EMS Committee began meeting in July of 2006 to study the Department's EMS delivery system and to identify any existing problems. In August, a Labor-Management Work Group was convened to formulate a new five-year EMS Plan to address the identified problems.

The Work Group, consisting of sixteen members representing both labor and management, identified several problems that needed to be addressed, several goals and objectives that needed to be achieved, the practical solutions that could be considered, and ultimately the specific action plans that needed to be included in the new EMS Plan.

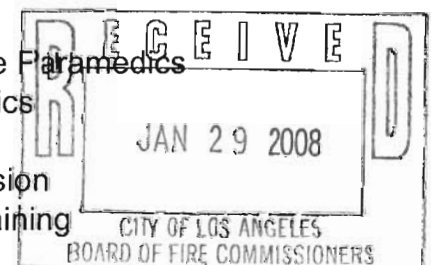
The EMS Plan Work Group completed its task and presented its recommendations to the EMS Committee on September 19, 2006. The EMS Committee endorsed the EMS Plan and the entire Board of Fire Commissioners approved the new five-year EMS Plan on October 3, 2006.

The six objectives of the new EMS Plan are:

- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment fire companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish a LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

The nine action plans of the new EMS Plan are:

- Implement 57 new Paramedic Assessment fire companies (one per fire station) at the rate of 12 companies per year over the next five years
- Convert 15 Basic Life Support (BLS) Ambulances into Paramedic Ambulances at the 15 fire stations currently with no Paramedic Ambulance over the last four years of the next five years
- Deploy 4 additional BLS and 4 additional Paramedic Ambulances at the busiest fire stations over the last three years of the next five years
- Develop a Paramedic Field Training Officer Program
- Develop a LAFD Paramedic Training Academy to train more Paramedics
- Implement a Coded Assign Hire Pilot Program for Paramedics
- Negotiate a single Paramedic Bonus for all Paramedics
- Determine ways to improve EMS management and supervision
- Determine ways to improve the equipment used for EMS training



ACTION PLANS

- Implement 57 new Paramedic Assessment fire companies (one per fire station) at the rate of 12 companies per year over the next five years

This will provide full Paramedic Rotation for ALL Firefighter-Paramedics assigned to Paramedic Ambulances to be able to work on fire companies. This should reduce Paramedic response times by adding 57 additional Paramedic resources. At the end of five years, every fire station should have one Paramedic Assessment fire company and at least one Paramedic Ambulance.

- Convert 15 Basic Life Support (BLS) Ambulances into Paramedic Ambulances at the 15 fire stations currently with no Paramedic Ambulance over the last four years of the next five years

This will provide a Paramedic Ambulance and full Paramedic rotation for ALL Firefighter-Paramedics at ALL fire stations in the City. This should reduce Paramedic response times by adding 15 additional Paramedic resources.

- Deploy 4 additional BLS and 4 additional Paramedic Ambulances at the busiest fire stations over the last three years of the next five years

This will provide workload relief for the Firefighters and Paramedics assigned to the EMS and Fire resources at the busiest fire stations that are currently exceeding the Workload Guidelines. This should reduce Paramedic response times by adding four additional Paramedic resources.

- Develop a Paramedic Field Training Officer Program

This program, like the Lead Paramedic Program of the past, will ensure new Paramedics are partnered with experienced Paramedics to provide training and development during their first year as new Paramedics. The EMS Plan Work Group should continue meeting to develop this important program.

- Develop a LAFD Paramedic Training Academy to train more Paramedics

A LAFD Paramedic Training Academy would greatly increase the number of new Paramedics that could be trained to fill existing vacancies and future Paramedic positions. Surveys suggested that more Firefighters expressed interest in volunteering for Paramedic Training if there was such an academy. The Bureau of Training and Risk Management has been tasked with researching and developing the LAFD Paramedic Training Academy.

- Implement a Coded Assign Hire Pilot Program for Paramedics

This program, like the Coded Assign Hire Program used by Paramedics 20 years ago, will ensure a fair and equitable system to maintain constant staffing on the Paramedic Ambulances and Paramedic Assessment fire companies. A UFLAC and Management Work Group formulated the system and a trial program was implemented on February 1, 2007.

- Negotiate a single Paramedic Bonus for all Paramedics

Paramedics had been compensated at different salary schedules, with different bonuses, depending on their regular assignment and the type of resource that they are riding in. A single Paramedic Bonus for all Paramedics would ensure parity and simplify the timekeeping process. Management and the City negotiated with UFLAC for a single Paramedic Bonus to be implemented with the new MOU and retroactive to July 1, 2006.

- Determine ways to improve EMS management and supervision

The EMS Plan Work Group should continue to meet to determine ways to improve the EMS management and supervision of the Department. Subsequent recommendations should be added to future budget requests.

- Determine ways to improve the equipment used for EMS training

The EMS Plan Work Group should continue to meet to determine ways to improve the equipment and tools used for EMS training. Subsequent recommendations should be added to future budget requests.

IMPLEMENTATION PLANS

The resource deployment of the new EMS Plan will be spread over the next five years.

During the first year of the plan (2007/2008), the following resource improvements and action plans should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Implement Coded Assign Hire Pilot Program for Paramedics
- Implement the Field Training Officer Program for Paramedics
- Implement a single Paramedic Bonus for all Paramedics
- Develop a LAFD Paramedic Training Academy

During the second year of the plan (2008/2009), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances

During the third year of the plan (2009/2010), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances
- Add 1 new Paramedic Rescue Ambulance
- Add 1 new BLS Rescue Ambulance

During the fourth year of the plan (2010/2011), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances
- Add 1 new Paramedic Rescue Ambulance
- Add 1 new BLS Rescue Ambulance

During the fifth year of the plan (2011/2012), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 9 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 3 BLS Ambulances into Paramedic Ambulances
- Add 2 new Paramedic Rescue Ambulances
- Add 2 new BLS Rescue Ambulances

Over the next five years, 57 additional Paramedic Assessment fire companies, 19 more Paramedic Ambulances, and 4 more BLS Ambulances will be requested in the budget for deployment at fire stations throughout the City.

CONCLUSIONS

The new EMS Plan will maximize the efficient use of the increasing number of Paramedic resources and personnel necessary to staff all of the fire stations over the next five years.

The new EMS Plan will ensure that all Firefighter-Paramedics will be able to rotate between a Paramedic Ambulance and a Paramedic Assessment fire company.

The new EMS Plan should decrease the number of Paramedics decertifying just to be able to work on fire companies by creating the environment whereby all Firefighter-Paramedics will be able to work on fire companies and maintain their Paramedic license.

The new EMS Plan will provide a Paramedic Assessment fire company and at least one Paramedic Ambulance in every fire station district in the City.

The new EMS Plan should reduce Paramedic response times by increasing the total number of Paramedic resources from 134 to 210 (a 57% increase).

The new EMS Plan should increase the number of Firefighters volunteering to enroll in Paramedic School since over 70% of all fire companies and ambulances will be staffed with Firefighter-Paramedics. Every fire station with an Engine and Rescue Ambulance will have one Firefighter-Paramedic assigned to the Engine and two Firefighter-Paramedics assigned to the Paramedic Ambulance. The only other Firefighter position will be on the Engine, and that will probably be filled with a Probationary Firefighter. Seasoned, non-Paramedic Firefighters will most likely be working on the Light Forces, BLS Ambulances, or specialized resources.

The success of the new EMS Plan will be dependent upon continued support from both labor and management, as well as obtaining Mayoral and City Council approval and funding with each year's budget requests.

Prepared by Captain William Wells, LAFD Planning Section on 06-12-07.



From the office of the Fire Chief

June 12, 2007

TO: ALL OFFICERS AND MEMBERS

SUBJECT: **FIRST-YEAR IMPLEMENTATION OF THE NEW FIVE-YEAR EMS PLAN**

The number one priority of the Fire Department is to arrive on scene at **all emergency incidents** within five-minutes, and for paramedics to arrive on scene within eight-minutes, 90% of the time. To reach these goals, over the past several years the Department has aggressively requested additional resources and personnel through the budgetary process.

During Fiscal Year 2007-2008, the total number of platoon-duty, uniform personnel positions will be increased by up to 36 members with the opening of new Fire Stations 36 and 67. The existing 45 rotational paramedic positions at 11 fire stations will be staffed with Firefighter-Paramedics receiving fulltime paramedic bonus compensation, along with participating in the Coded Assign Hire Program.

In the Spring of 2008, 14 fire companies in Battalions 3, 13, 14 and 18 will be upgraded to Paramedic Assessment status. The three Firefighter-Paramedics assigned to each shift will be able to rotate between the Paramedic Rescue Ambulance and the Assessment fire company.

The six objectives of the new, five-year EMS Plan are:

- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment fire companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish a LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

Two of the nine action plans of the new EMS Plan have already been completed. UFLAC and management have already negotiated and implemented a Coded Assign Hire Pilot Program for paramedics and a single paramedic bonus for all paramedics assigned to paramedic positions. Also, research into the development of our own LAFD Paramedic Training Academy has already started.

The EMS Plan will continue to increase paramedic coverage, improve overall EMS delivery, and provide a better working environment by providing rotational paramedic assignments. Additional resources and Firefighter-Paramedic positions will be requested in future budgets. Firefighters are encouraged to begin considering a convenient time in the near future to attend Paramedic School. Within five years, every fire station will have a minimum of one Paramedic Assessment fire company and one Paramedic Rescue Ambulance.

A handwritten signature in black ink that reads "Douglas Barry".

DOUGLAS L. BARRY
Interim Fire Chief

LOS ANGELES FIRE DEPARTMENT

EMS RESOURCE DEPLOYMENT PLAN

JANUARY 2008 UPDATE

The EMS Resource Deployment Plan has addressed the Fire Chief's goals to increase paramedic coverage, improve overall EMS service delivery, and provide a better working environment by providing more rotational paramedic assignments.

The six objectives of the new, five-year EMS Resource Deployment Plan are:

- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment fire companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish a LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

Two of the nine action plans of the EMS Plan have already been completed. UFLAC and management have already negotiated and implemented:

- A single paramedic bonus for all paramedics assigned to paramedic positions.
- A Coded Assign Hire Pilot Program for paramedics was instituted for 6 months

On January 1, 2007, the Department expanded the deployment of Variable-Staffed BLS Rescue 857 from 12-hours to 24-hours a day. Engine 57's workload was reduced 20%.

On March 19, 2007, new Fire Station 81 was opened in Panorama City. Old Fire Station 81 was re-designated as Fire Station 7. BLS Engine 7 was relocated from Fire Station 39 and upgraded to Paramedic Assessment status. Paramedic Rescue 239 was also relocated from Fire Station 39 and became Paramedic Rescue 7 with rotation onto Assessment E 7.

On July 8, 2007, new Fire Station 36 was opened in San Pedro. A new BLS Engine 36 and a new Paramedic Rescue 36 were placed into service.

On October 15, 2007, new Fire Station 67 was opened in Playa Vista. A new Paramedic Assessment Engine 67 was placed into service. A new BLS Rescue 867 has been requested.

Further resource improvements will occur later in this fiscal year.

Since October 15, 2007, the LAFD has 106 fire stations and deploys:

- 129 Ambulances - 89 Paramedic and 40 BLS Ambulances
- 101 Engine Companies – 35 Paramedic and 66 BLS
- 49 Light Forces – 11 Paramedic and 38 BLS
- 5 Fireboats – 1 Paramedic and 4 BLS
- 5 Helicopters – 1 Paramedic Air Ambulance

Additional resources and Firefighter-Paramedic positions will be requested in future budgets. Firefighters are encouraged to begin considering a convenient time in the near future to attend Paramedic School. Within five years, every fire station will have a minimum of one Paramedic Assessment fire company and one Paramedic Rescue Ambulance.

Prepared by Captain Wells, LAFD Planning Section on 12-19-07.

LOS ANGELES FIRE DEPARTMENT

EMS RESOURCE DEPLOYMENT PLAN

12 STATIONS NEEDING

A PARAMEDIC ASSESSMENT FIRE COMPANY

IN SOUTH LOS ANGELES

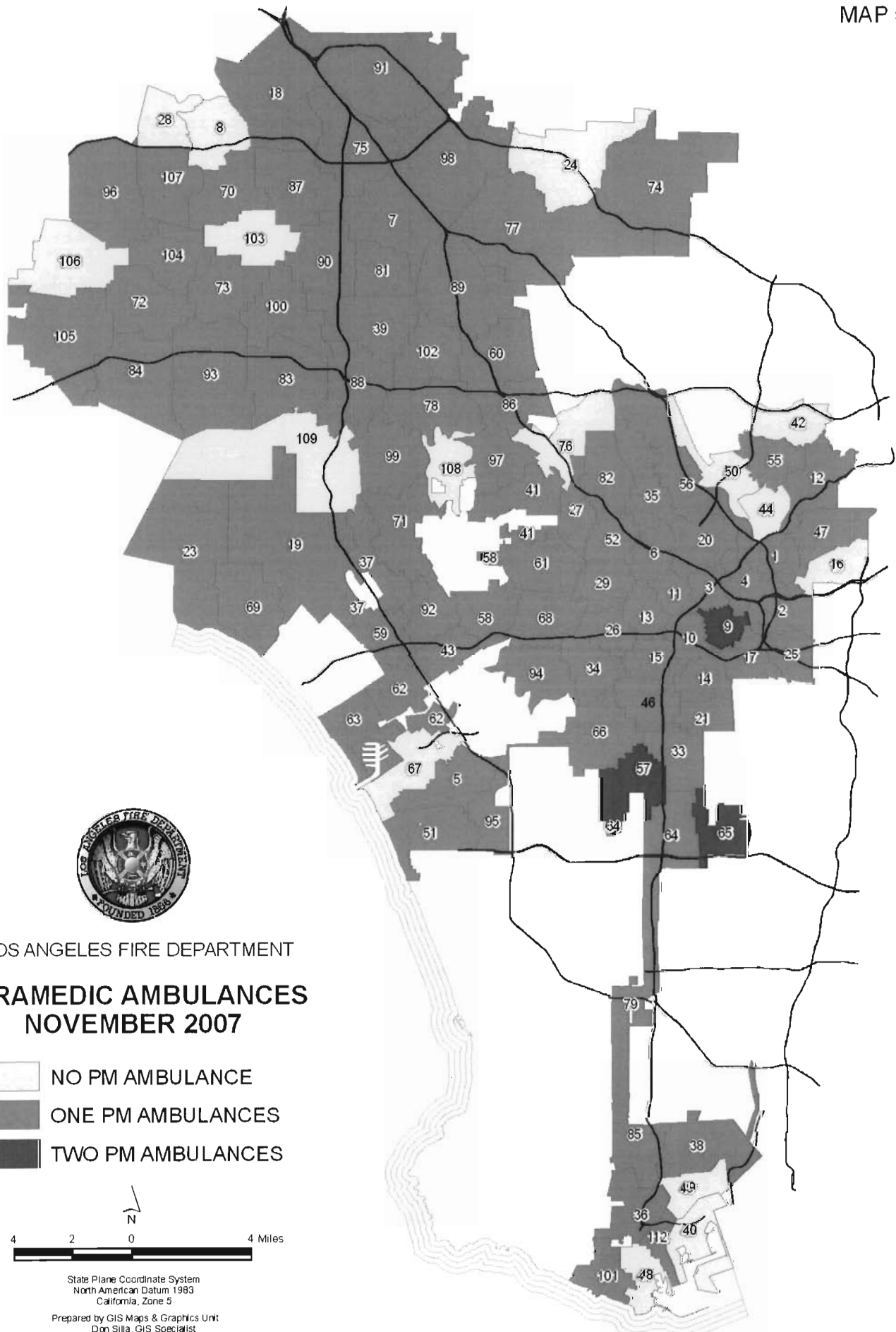
FISCAL YEAR 2007 / 2008

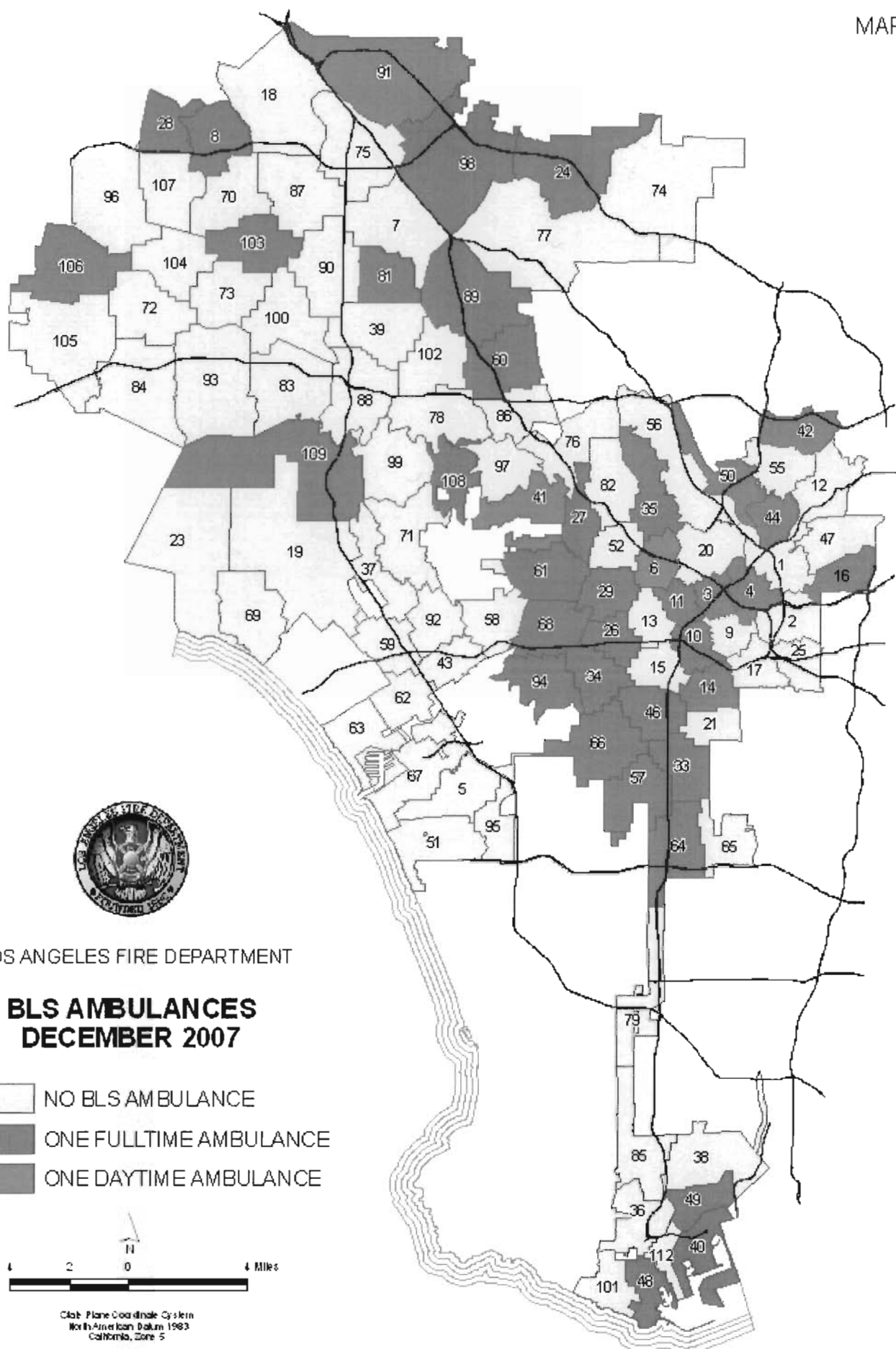
<u>FIRE STATION</u>	<u>CD #</u>	<u>EMS DEMAND</u>	<u>PARAMEDIC RESPONSE TIME</u>
Fire Station 66	CD 8	23.8 daily calls	8.4 minutes
Fire Station 64	CD 15	26.3 daily calls	7.7 minutes
Fire Station 57	CD 8	20.7 daily calls	7.5 minutes
Fire Station 94	CD 10	15.9 daily calls	7.5 minutes
Fire Station 65	CD 15	13.6 daily calls	7.4 minutes
Fire Station 34	CD 10	11.3 daily calls	7.4 minutes
Fire Station 26	CD 10	13.7 daily calls	7.2 minutes
Fire Station 46	CD 9	21.1 daily calls	7.1 minutes
Fire Station 33	CD 9	17.3 daily calls	7.1 minutes
Fire Station 15	CD 8	9.7 daily calls	6.7 minutes
Fire Station 21	CD 9	8.6 daily calls	6.5 minutes
Fire Station 14	CD 9	8.4 daily calls	6.2 minutes

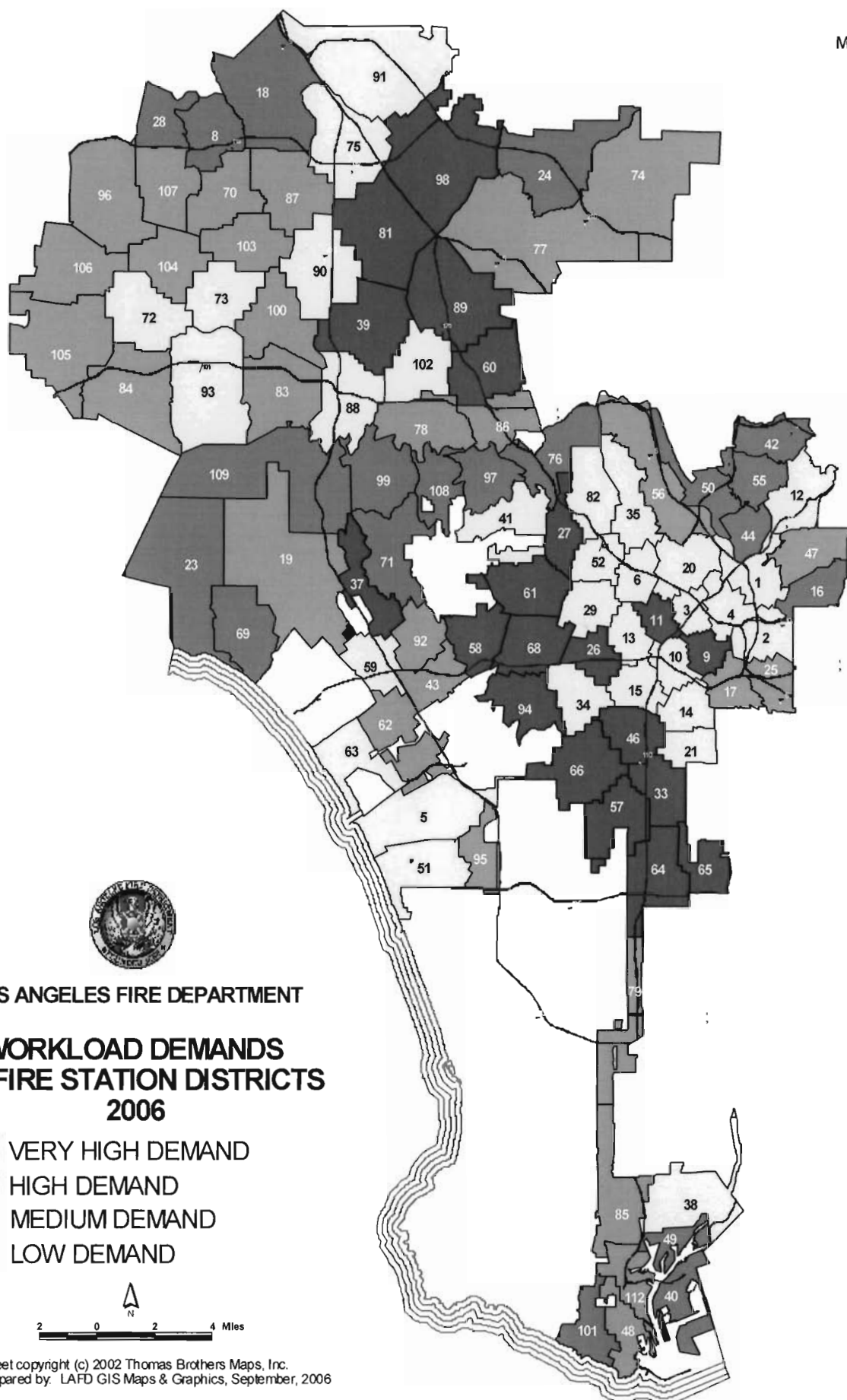
Average daily total of 190 EMS calls in South Los Angeles.

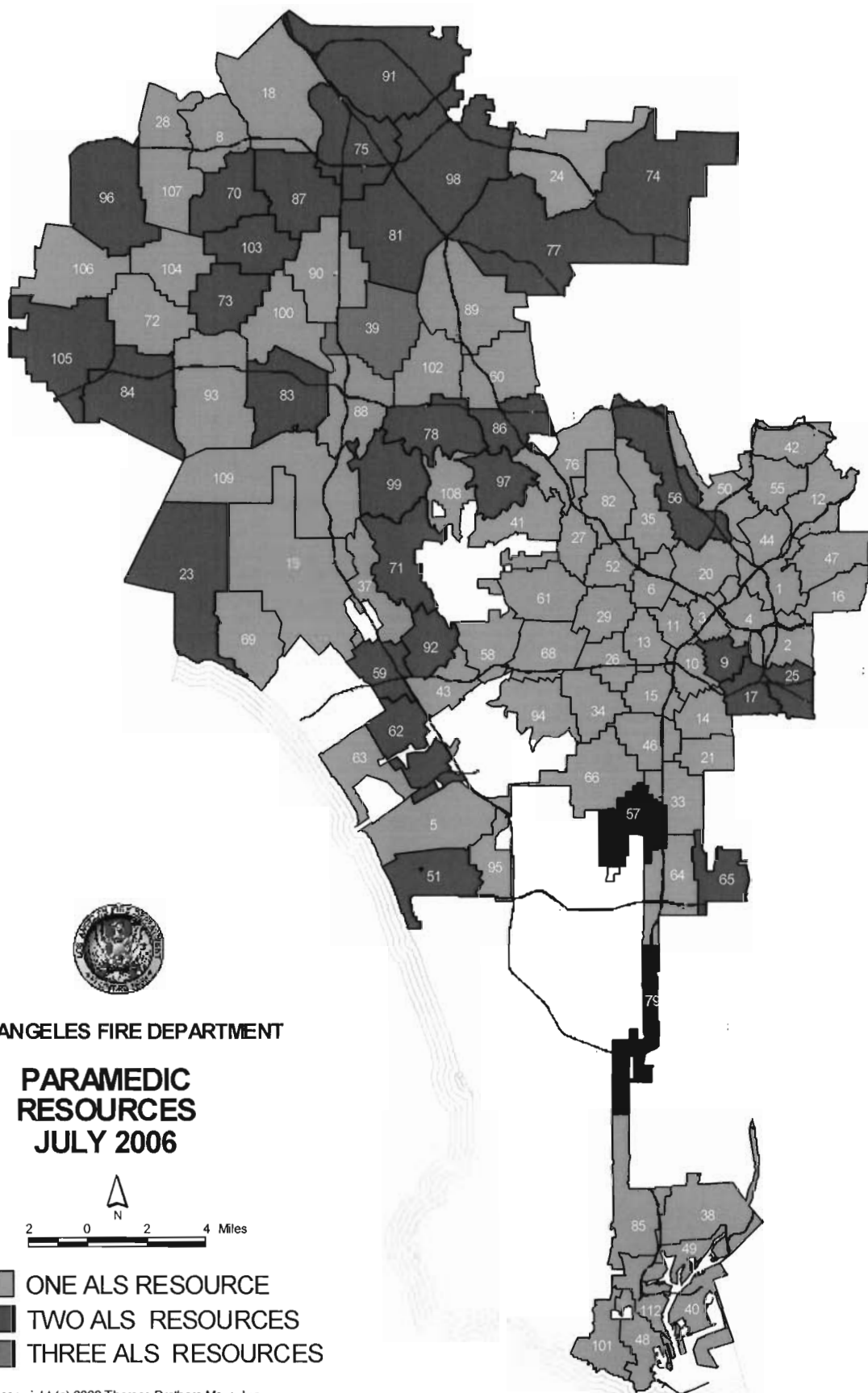
Average Paramedic Response Time is 7.2 minutes in South L.A.

Citywide average Paramedic Response Time is 6.5 minutes.









LOS ANGELES FIRE DEPARTMENT

**PARAMEDIC
RESOURCES
JULY 2006**



- ONE ALS RESOURCE
- TWO ALS RESOURCES
- THREE ALS RESOURCES

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