

Northwest EMS, Inc.



2018

ANNUAL REPORT

380 West Bainbridge Street
P. O. Box 384
Elizabethtown, PA 17545
717-361-8282

<https://nwems86.org/> or find us on Facebook
Executive Director, Scott Kingsboro



At Northwest EMS we believe it is a privilege to serve the communities in which we live and work. We are grateful to the municipalities, businesses and residents for your support to help us close the gap between our operating expenses and the payments we receive for our services.

As we reflect on 2018, the payment structure for EMS under the current Healthcare System continues to be a challenge. Our reimbursement rates go down, yet the cost of business continues to go up rapidly with staffing and equipment. This has motivated us to ask our Management Team to brainstorm ideas for new ways to run leaner while helping increase our efficiency and effectiveness without compromising our quality of service. Our Executive Board have also been hosting meetings with you, the Municipalities we serve, to discuss finding new revenue streams and structure to assure the longevity of EMS Service for our communities. Our continuous efforts toward excellence in all areas of our organization, along with your support, will provide 24/7 EMS service to our communities in 2019.

As we look forward to 2019 and beyond, we will continue to refine our services as we pursue our mission of providing the high-quality emergency medical care to each municipality we serve. We will also continue to be proactive in the rapidly changing landscape of healthcare and EMS seeking what is best for the people we serve.

We are providing you with this Annual Report for your records and information and we welcome any inquiries you may have about our services. We once again thank you for your support of Northwest EMS.

Sincerely,

Dale Ressler, President
Northwest EMS Board of Directors

Northwest EMS is a not-for-profit 501(c)(3) corporation with oversight provided by a 14-member Board of Directors. Our board members are local community leaders who offer a wide variety of professional business experience. Each Board member voluntarily offers his/her expertise to the corporate management and oversight of the operation of Northwest EMS.

In addition to their role on the corporate board, each member is asked to serve on at least one working committee. Committees include the Finance & Properties Committee, the Personnel Committee, the Long-Range Planning Committee, the Municipality Committee and the Public Relations Committee.



2018 Board of Directors:

- | | |
|----------------------------|---|
| Dale Ressler, Chairman | Owner, Dream Maker Bath & Kitchen |
| Robert Enck, Vice Chairman | Retired, Susquehanna Bank/BB&T |
| Bill Prazenica, Treasurer | Retired, Chief Financial Officer, Masonic Villages |
| Greg Gobrecht, Secretary | Codes Compliance, Elizabethtown Borough |
| Jay Bell | Retired, Senior System Engineer/SME |
| Kathy Burkhart | Quality Assurance Director, Pharmaloz Manufacturing, Inc. |
| Jeff Shank | Attorney, Nikolaus & Hohenadel, LLP |
| Nancy Florey | Vice President of Human Resources at Pennsylvania College of Health Sciences (not pictured) |
| Rose High | Retired, Nurse Manager, Visiting Nurse Association (<i>not pictured</i>) |
| James Leaming, MD FACEP | Director, John R. Dietz Emergency Ctr, Holy Spirit Hospital/Geisinger Affiliate |
| Wayne Martin, EdD | Retired Superintendent, Northern Lebanon School District |
| Julian Richter | Communications Specialist, Teach Beyond Global |
| Matt Shenk | Public Safety Trainer, APCO International |
| Pete Whipple | Director, Susquehanna Municipal Trust, The Benecon Group |
| Scott Kingsboro | Executive Director, Northwest EMS (not pictured) |

Our Mission Statement:

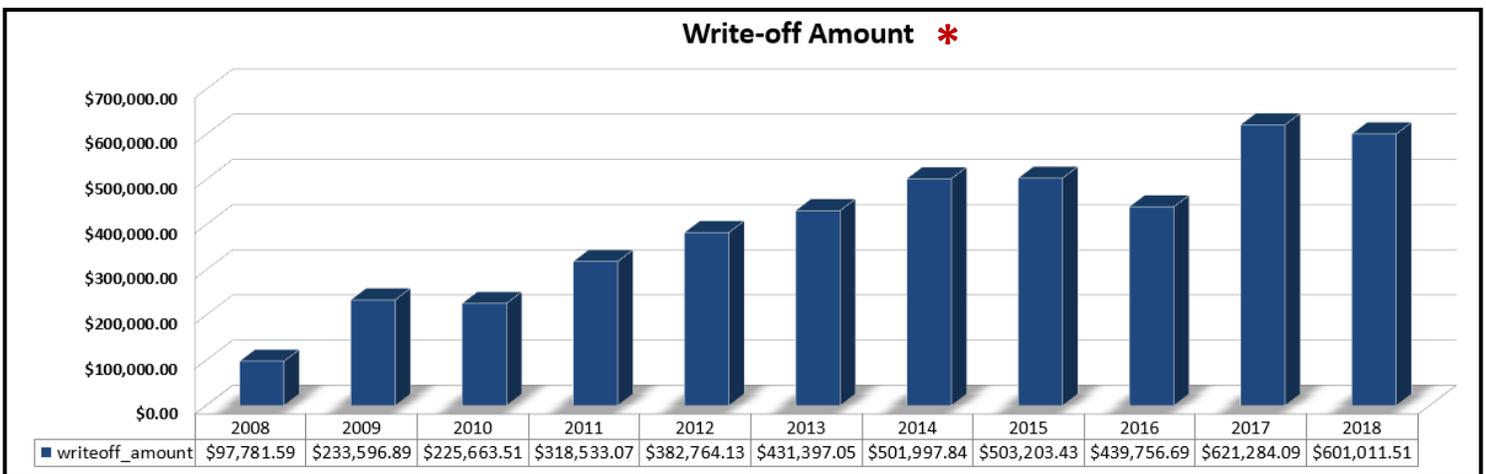
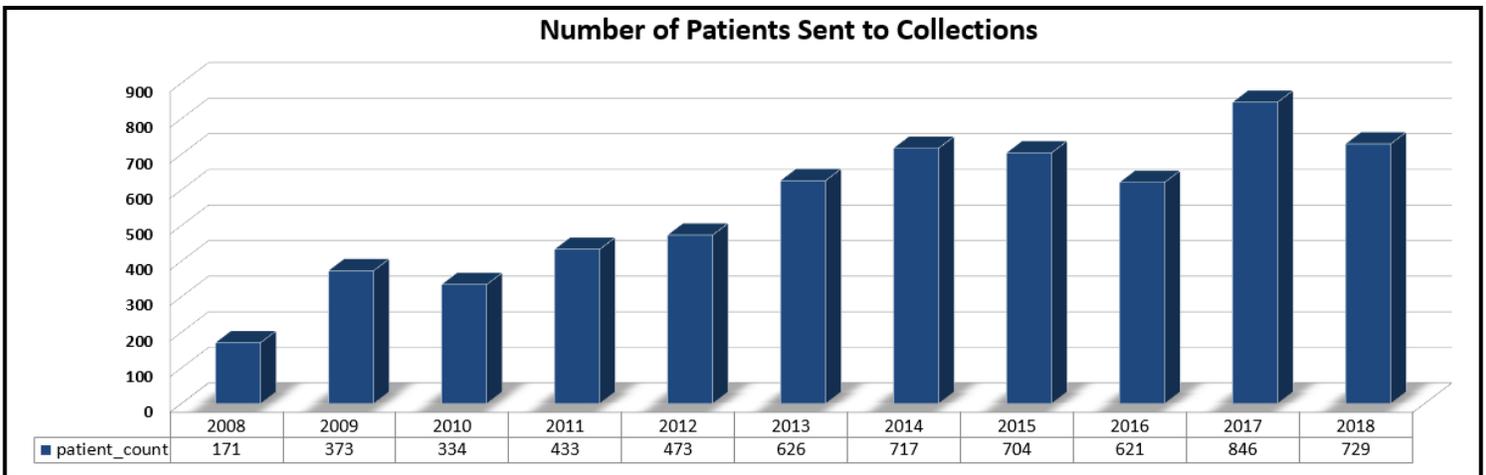
To improve the quality of life within our service area by providing 24-hour basic and advanced life support coverage and offering educational programs relating to emergency health services.

2018 By the Numbers

Population Served (Based on 2010 census)	63,285 64,563	Population in BLS primary response area Population in ALS primary response area																																		
Square Miles	173.07	Square miles represent primary response area in Lancaster County																																		
Municipalities (Primary response area in a municipality may include all, or only portions of, the municipality. For information on specific addresses within a response territory, please contact us)	12 Townships 3 Boroughs	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> Clay Twp Conoy Twp E. Donegal Twp W. Donegal Twp Elizabeth Twp Mount Joy Twp Penn Twp Rapho Twp Conewago Twp (Dauphin County) Heidelberg Twp (Lebanon County) Londonderry Township (Dauphin County) S. Londonderry Twp (Lebanon County) </td> <td style="width: 50%; border: none;"> Elizabethtown Borough Manheim Borough Marietta Borough </td> </tr> </table>	Clay Twp Conoy Twp E. Donegal Twp W. Donegal Twp Elizabeth Twp Mount Joy Twp Penn Twp Rapho Twp Conewago Twp (Dauphin County) Heidelberg Twp (Lebanon County) Londonderry Township (Dauphin County) S. Londonderry Twp (Lebanon County)	Elizabethtown Borough Manheim Borough Marietta Borough																																
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# of Stations	4	Elizabethtown, Manheim, Maytown & Brickerville																																		
# of Licensed Vehicles	12	10 Ambulances 2 Squads																																		
Special Use Vehicles	3	1 Car for travel/training use 1 Cub Cadet/Utility Vehicle 1 MCI Trailer																																		
Services	<ul style="list-style-type: none"> • Emergency Response (Basic and Advanced Life Support) • Non-Emergency Basic Life Support Transports • Stand-By Services • Education, Prevention, and Outreach Services 																																			
Staff	40 Full Time Staff 35 Part Time Staff 6 Volunteer Staff																																			
Operating Budget	\$ 3,315,533.00																																			
Amount Sent To Collection	\$ 509,617.60																																			
911 Dispatched Calls	7,532																																			
Number of Patients Cared For – 7,639 *Indicates municipalities that supported NWEMS with a financial contribution to annual operating costs in 2018 +Indicates municipalities that have committed to a Pledge to our Campaign To Save Lives, capital fundraising campaign toward construction of our new station in Manheim	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>West Donegal Twp *</td><td style="text-align: right;">1,326</td></tr> <tr><td>Elizabethtown Borough *</td><td style="text-align: right;">1,306</td></tr> <tr><td>Penn Twp * +</td><td style="text-align: right;">679</td></tr> <tr><td>East Donegal Twp *</td><td style="text-align: right;">559</td></tr> <tr><td>Mount Joy Twp *</td><td style="text-align: right;">526</td></tr> <tr><td>Manheim Borough +</td><td style="text-align: right;">525</td></tr> <tr><td>Rapho Twp * +</td><td style="text-align: right;">473</td></tr> <tr><td>Clay Twp *</td><td style="text-align: right;">240</td></tr> <tr><td>Marietta Borough</td><td style="text-align: right;">218</td></tr> <tr><td>Conoy Twp *</td><td style="text-align: right;">204</td></tr> <tr><td>Elizabeth Twp *</td><td style="text-align: right;">202</td></tr> <tr><td>Londonderry Twp (Dauphin Co)</td><td style="text-align: right;">91</td></tr> <tr><td>Conewago Twp (Dauphin Co)</td><td style="text-align: right;">60</td></tr> <tr><td>Heidelberg Twp (Lebanon Co)</td><td style="text-align: right;">54</td></tr> <tr><td>South Londonderry Twp (Lebanon Co)</td><td style="text-align: right;">19</td></tr> <tr><td>Other Locations</td><td style="text-align: right;">1,157</td></tr> <tr><td>Total patients cared for</td><td style="text-align: right;">7,639</td></tr> </table>		West Donegal Twp *	1,326	Elizabethtown Borough *	1,306	Penn Twp * +	679	East Donegal Twp *	559	Mount Joy Twp *	526	Manheim Borough +	525	Rapho Twp * +	473	Clay Twp *	240	Marietta Borough	218	Conoy Twp *	204	Elizabeth Twp *	202	Londonderry Twp (Dauphin Co)	91	Conewago Twp (Dauphin Co)	60	Heidelberg Twp (Lebanon Co)	54	South Londonderry Twp (Lebanon Co)	19	Other Locations	1,157	Total patients cared for	7,639
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Total patients cared for	7,639																																			
Average Response Time	1:49 Minutes from Dispatch to Response 7:45 from Response to On-Scene																																			
Subscription Membership	47% of the community purchased a Subscription Membership for 2018																																			

Across the Commonwealth, EMS agencies are closing their doors because they cannot continue to meet the operational and financial obligations of providing 24/7 emergency medical services. In some communities, residents no longer have readily available EMS services and are depending on a neighboring EMS service who may be coming from a distance. This leaves a reduced number of ambulances available in both communities, causing what EMS leaders are calling a crisis. Contributing factors include the rising cost of doing business while reimbursement and a dwindling workforce decline, and an increased demand for services are expected.

The cost of *Readiness* includes all the costs associated with maintaining a business, along with the cost of purchasing equipment, vehicles and supplies. These graphs show just how alarming the reality is for Northwest EMS, where we are mandated to respond, regardless of the patient's ability to pay for the service.



***The Write-Off Amount is not recoverable**

The Write-Off Amount represents dollars written off due to contractual obligation or federal mandate for which Northwest EMS has no control.

This is not just a local issue or one that has effected a select, few number of EMS services. This is a reality for every community across the Commonwealth. At Northwest EMS we are committed to finding solutions so that our communities will always have access to the emergency, pre-hospital care and treatment they have come to know and expect.

Services

Northwest EMS is licensed by the Pennsylvania Department of Health as both a Basic (BLS) and an Advanced (ALS) Life Support provider. **BLS** services are provided by EMT's and Advanced EMT's who provide basic care and treatment within the scope of practice defined by their certification level. Basic Life Support skills include stabilizing fractures, controlling bleeding, and simple airway management. **ALS** services are provided by a Paramedic who can provide a more advanced level of care and treatment, including cardiac monitoring, IV interventions and the administration of medication. EMT's, Advanced EMT's and Paramedics are trained to a National Standard, are certified by the Pennsylvania Department of Health and operate under the Pennsylvania State Protocols for their level of certification.

Certification levels for EMS providers in Pennsylvania include:

- Emergency Medical Responder (EMR)
- Emergency Medical Technician (EMT)
- Advanced EMT (A-EMT)
- Paramedic (EMT-P/NREMT-P)
- Pre-Hospital RN
- Physicians

In 2018, Northwest EMS was dispatched to over 7,500 calls where our providers treated 7,639 patients for traumatic injury or medical emergencies. We compliment our emergency services with outreach services intended to provide education, safety and prevention information to the community, and we host several outreach events throughout the year, such as an Annual Food Drive, an Allergy-Free Trick-or-Treat event and serve as a Toys For Tots® collection site. Our outreach services and the events allow us to interact with residents of our communities throughout the year. For more information on our outreach services, education and events, please see Pages 7 and 8 of this Report.

Lancaster County-Wide Communications (LCWC)

LCWC dispatches all fire, police and EMS calls in Lancaster County. Medical calls in Lancaster County are prioritized as Class 1, Class 2, or Class 3 according to National Emergency Dispatch Standard.

Class 1

Class 1 Emergencies are those calls where the caller has indicated that the victim, or patient, is suffering a life-threatening situation. Class 1 emergencies require the dispatch of a paramedic and response by the EMS crew would include the use of lights and sirens.

Class 2

Class 2 Emergencies are those calls where the caller has indicated to the 911 dispatcher that the victim, or patient, is in an emergency situation, but the patient's condition does not appear to be life-threatening or require ALS interventions. Response by the EMS crew would include the use of lights and sirens.

Class 3

Class 3 Emergencies are those calls where the caller indicates to the 911 dispatcher that the victim, or patient is in need of an ambulance, but their condition is stable. Response to Class 3 calls does not require the use of lights and sirens.

Depending on the scope and scale of an incident, Unified Command may be necessary, and in times of disaster, the Lancaster County Emergency Operations Center may be activated. These responses are critical to the support and coordinate of responders, communications and information sharing. Interoperability is achieved through the LCWC CAD dispatch system and the county radio system which is supported by the use of a Mobile Communications unit. For more information on LCWC and its operations, please visit <http://www.lcwc911.us/lcwc/>.



LCWC Radio Room



LCWC Mobile Field Communications Unit

EDUCATION SERVICES

Northwest EMS provides prevention and education services to the community, schools, scout groups, and others. We want to be seen as a trusted resource for health, safety, and prevention information. Some of our education services include:

- ◆ Poisoning/Chemical Look-Alike Dangers
- ◆ Medication Safe Storage and Disposal education
- ◆ Cribs For Kids Safe Sleep® education
- ◆ Concussion Awareness and Prevention education
- ◆ Distracted Driving Awareness
- ◆ Fall Risk & Prevention education
- ◆ American Heart Association CPR®
- ◆ Basic First Aid
- ◆ Scout Badge or similar merit achievements
- ◆ Hands Only CPR®
- ◆ Stop The Bleed® hemorrhage control education
- ◆ Farm & Home Safety



Whether it's work-place training, education for yourself, or education for a group, we may be able to provide you with exactly what is needed. Contact our Community Outreach Manager at Ishenk@nwems86.org or (717) 371-8282 to learn more.

The day after a tragedy is not the day to learn how you could have made a difference

OUTREACH EVENTS

Northwest EMS believes that by hosting events that are consistent with our mission of health and safety we are developing relationships with residents and businesses leaders in the communities we serve, thereby; leaving a lasting, positive impact on the community.

Annual February Food Drive:



Current statistics or Lancaster County (as of February, 2019):

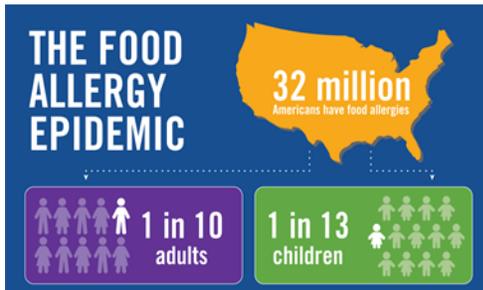
- 52,160 individuals in Lancaster County are 'food insecure' (1 in 10 persons)
- 19,570 are children (1 in 6 children)
- 26% are families who have someone who has served in the military
- 62% choose between paying for food and paying for medicine or healthcare
- 45% choose between paying for food and paying for rent/mortgage
- 76% cope by purchasing unhealthy food options

* Central PA Food Bank and Feeding America: Map the Meal Gap data

Our Annual February Food Drive, focuses on raising awareness of the reality of hunger in our communities. Our stations serve as a collection point for donations which are then delivered to the three food banks that are geographically located in our primary response area.

Throughout the month we encourage donations of items that meet the specific needs that food bank coordinators have identified as being the items they are most in need of, as well as encourage the donations of foods that are low in sodium, fat/trans fats and sugar.

Teal Pumpkin Project®: To learn more, visit: <https://www.foodallergy.org/>



FARE (Food Allergy Research & Education) is the leading national organization working on behalf of the 15 million Americans with food allergies, including those at risk for life-threatening anaphylaxis. The Teal Pumpkin Project® is a world-wide initiative of FARE to provide a safe trick-or-treat alternative for families that are living with food allergies.

Toys For Tots Collection®:



As a collection site for the U S Marine Corps Toys For Tots® collection, we are able to help families provide the magic of Christmas morning to countless children who would, otherwise, have no gifts to open on Christmas morning. We begin accepting donations on November 1 of each year and continue to collect until distribution, in mid-December. Our collection success is, in large part, to many business locations that allow us to place a collection box. Our collection has grown to the point that we fill more than three ambulances. For 2018 we accepted the help of Pleasant View Retirement Community with their offer to provide a transit van to transport the toys to the warehouse.

NORTHWEST EMS JUNIOR ACADEMY

The Northwest EMS Junior Academy is a unique opportunity for individuals age 14 – 21 to receive basic emergency response training, including CPR, first aid, scene safety, hazardous material training, bloodborne pathogens training and simple incident management skill training. It is an opportunity for us to mentor young men and women who may someday be the EMT or Paramedic that will respond to your emergency.

Similar to a Junior Firefighting program, the Junior Academy meets twice a month for training. Members are encouraged to schedule time on our ambulances where they can observe. Depending on the training they have received, Junior Academy members will be permitted to assist the EMT or Paramedic and they are also encouraged to volunteer time at standby's and community events where they will be given opportunity to practice their skills with non-critical patients.

Our Junior Academy is a unique investment in our community and provides a young person thinking about a career in EMS the opportunity to see what the job entails. For more information, contact Rich Snyder at richsnyder@nwems86.org.



Members of the Northwest EMS Junior Academy participated as EMS crew members at the Mock Distracted Driving/Prom Promise demonstrations that Northwest EMS coordinated for students at Elizabethtown Area High School and Manheim Central High School. The mock crash demonstrations are collaborative efforts by Northwest EMS, the law enforcement agencies and fire companies that serve our communities and the school districts.



PREPARED FOR PEDIATRICS

Northwest EMS is a Master Level EMS For Children provider, meeting or exceeds the minimum ambulance licensure requirement set forth by the Pennsylvania Department of Health, Bureau of EMS. Participation in the program is voluntary.

As a Master Level provider, we must:

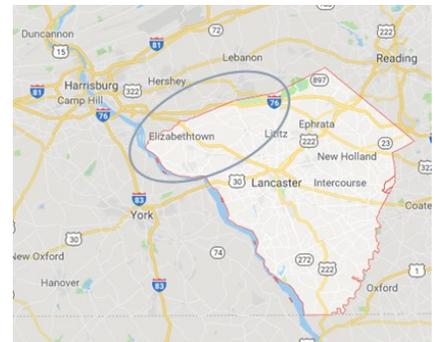
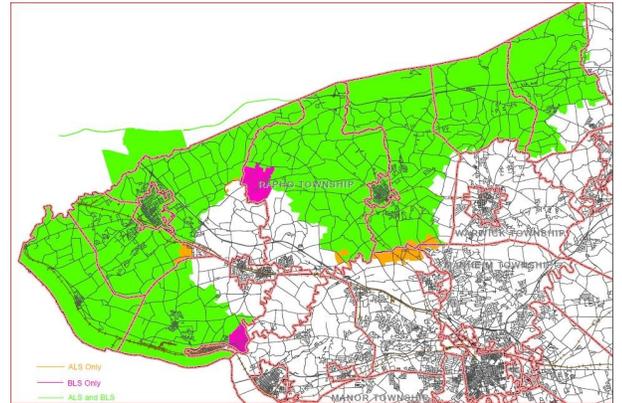
1. Demonstrate that our ambulances are equipped with additional pediatric equipment and devices above what is normally required
2. Show proof that all providers have submitted to the Pennsylvania Childline background check process*
3. Show proof that all providers have successfully completed at least 4 credits of pediatric-related continuing education, annually
4. Provide a minimum number of education and prevention education or outreach opportunities in their communities that focus on the health, welfare and safety of children

**Northwest EMS is fully compliant with all State and Federal Background checks as mandated by Act 15, the Child Abuse Clearance legislation*

Company History

Northwest EMS is a regional EMS agency made up of several community ambulance services that wanted to be able to provide the highest level of care available while still functioning with a small-town feel. The merger of those community ambulances to become a part of Northwest EMS, Inc., allows us to more efficiently and effectively serve the community.

As a regional EMS services, we operate from four stations, covering more than 200 square miles in Lancaster, Lebanon and Dauphin Counties. We are the primary ambulance service for more than 64,000 residents and the communities we serve are a mixture of rural, agricultural, urban and industrial areas.



2000

The first merger occurred in 2000, when the Elizabethtown Fire Company Ambulance and the Northwest Advanced Life Support Unit joined forces to become **Northwest EMS, Inc.**

2004

In 2004 Bainbridge Fire Company Ambulance and the Maytown-East Donegal Township Ambulance joined Northwest EMS.

2013

In 2013, the Manheim Veterans Memorial Ambulance Association (in Manheim Borough) merged their operations to become a part of Northwest EMS.

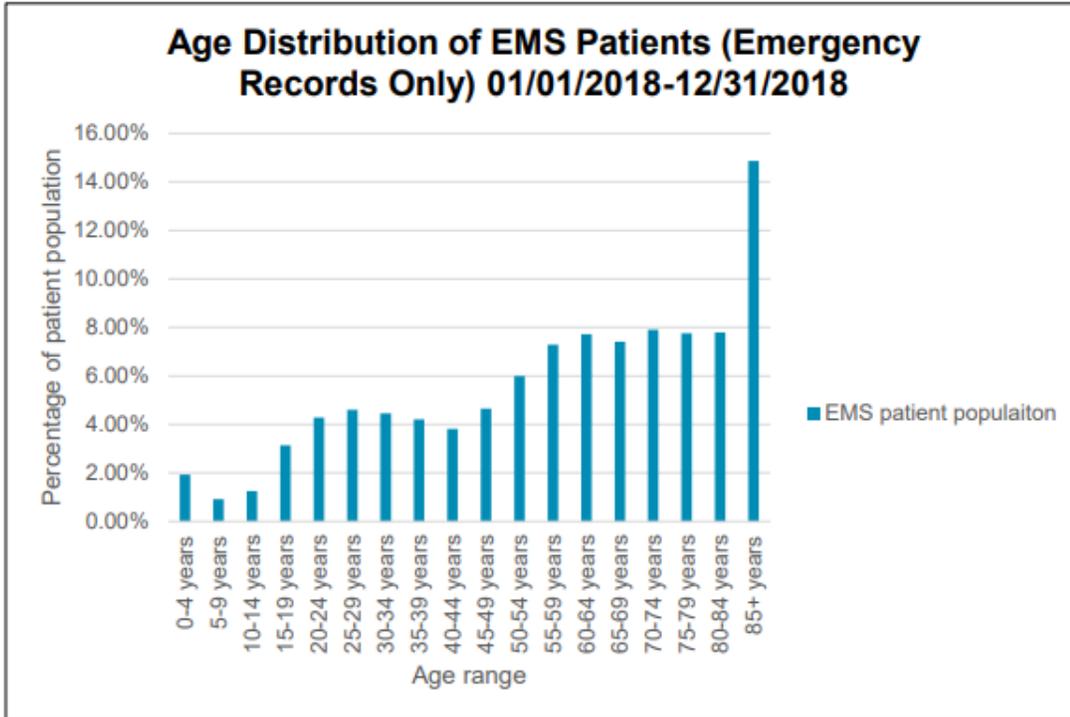
2016

In 2016, the Brickerville Fire Company merged their ambulance services with Northwest EMS.

“SERVING OUR COMMUNITY ONE PATIENT AT A TIME”

EMS Innovation

EMS has evolved into more than volunteers providing emergency transport services. The standard of care provided by an ambulance today requires providers to be highly skilled in a variety of assessment skills and clinical interventions, making the services we provide akin to a mobile emergency department.

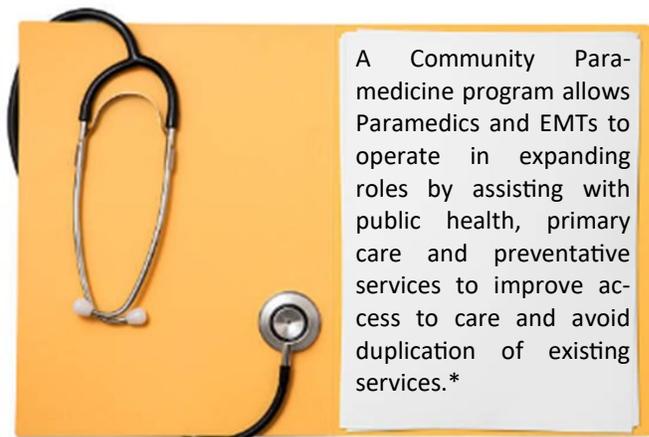


2018 Pennsylvania Department of Health, Bureau of EMS data

The expectation for an aging population to manage their health independently has created the need for new resources and services. The Institute for Healthcare Improvement (IHI) uses science to advance and sustain better outcomes in health and healthcare across the world. The IHI focuses on developing healthcare delivery models and services that can improve an individual's care and outcome, thereby improving outcomes across the community, and reducing the per capita cost of health care. With an aging population across the Commonwealth, these advances are critical to affordable healthcare.

EMS can play an important role in this effort by developing models of care and services that are consistent with the efforts of the IHI. The role of EMS in this expanded model of service is known as Community Paramedicine. While Northwest EMS does not currently have the resources to offer a Community Paramedicine (CP) service, we believe that we can offer our community services that mirror a CP program by providing the patients who we identify through out 911 encounters to be at risk or in danger with support, education and referral to qualified specialty services that the patient may not have known existed.

Over the past five years, our Community Outreach Manager has reviewed more than 40 patient cases that have been identified by our staff to be in need of additional support in order to remain safe and healthy in their home setting. As a result, each patient has been provided with outreach services, education, or referrals that have provided that patient with support or that they would not have, otherwise had. These encounters are examples of the *innovative* efforts of EMS to adapt and change to meet the demands of the community.



*Rural Health Information™ definition

OUR CORE VALUES:

Northwest EMS encourages all staff to operate under a set of Core Values:

TRUST – Trust is the cornerstone of all relationships and we will continuously strive to build and earn trust both within the unit and community we serve

COMMITMENT – Committed to the community we serve. In all things, we do what we say we are going to do

INTEGRITY – Adherence to high principles and professional standards. We do what we say we will do, the right thing, not the easy thing

PARTNERSHIP – Teamwork is of the utmost importance in all that we do, in both our interaction with the community and with each other

COURAGE – Having the courage to do what is right, even in the face of personal or professional adversity

ACCOUNTABILITY – Being responsible for our actions

QUALITY – Commitment to provide quality services through positive change and continuous improvement

PROFESSIONALISM – Following the highest standards of ethical conduct

TEAMWORK – Achieving more by working together than we can achieve as individuals

COMMUNICATION – Communicating expectations to employees or volunteers, and providing honest and timely feedback on performance

EMPOWERMENT – Developing and retaining individuals who continually excel in their performance; we will empower people to successfully accomplish goals

COMMUNITY – To be caring and compassionate to those who we serve and to strive to make the place we live and work or volunteer better for all

RESPECT – To respect each other and those we serve

STAFF – The members of our organization are valued as our most vital asset

What our Patients are Saying:

“I was provided with care that was competent, expeditious and professional”

“Thank you very much”

“The response could not have been better, for which we are deeply grateful”

“They were very kind and caring”

“I cannot say thank you enough”

“Our Paramedic was amazing. We never felt dismissed or ignored. We could not have asked for a better provider”

“Everyone was very helpful and caring”

“A very difficult situation dealt with in a professional manner”

“I want to take the time to tell you how much I appreciated your crew. They were so nice to us. My husband has bone cancer and was in extreme pain. They were so caring and made the trip easier on him.”

Comments copied as quotes from Patient Satisfaction Surveys returned to us