



EMERGENCY MEDICAL SERVICES BOARD MEETING

PRESENTED BY THE NORTHSHIRE RESCUE SQUAD
FEBRUARY 15, 2022

Tonight's Meeting

1. EMSB History and Funding
2. NRS Background and Performance
3. NRS Financials
4. Consultant's Report: Future of EMS in Manchester
5. 2022 EMSB Contract and Proposed Changes
6. Open Session
7. Vote on Contract Changes

EMSB History

Formed in 2017 with NRS and 5 supporting towns

- Manchester
- Dorset
- Danby
- Mt. Tabor
- Winhall

Purposes of EMSB

- establish a common and fair system of municipal support
- provide multi-year municipal support for NRS operations and ambulances
- improve communication between NRS and towns

EMSB Funding

Two-part funding:

1. Dues: supports periodic purchases of new ambulances
 - based on estimated 2022 cost of \$230,000 for a new well-equipped ambulance
 - 3-year replacement plan
 - total annual funding of \$75,000 (reflects trade-in value of old ambulance)
 - each town's share based on relative population of the towns
2. Service Fees: helps support operations
 - total service fees are based on two calculated amounts
 - previous year's actual financial results vs. prior year's budget
 - expected net gain or loss using NRS-board approved budget of current year
 - each town's share based on relative share of service calls during prior 2 fiscal years

EMSB Contracts

2017 contract

- signed by all 5 towns in June 2017
- covered EMS services from July 1, 2017 to June 30, 2020

2020 contract

- Manchester has refused to sign
- NRS did not pursue signing with other 4 towns
- all 5 towns are paid in full for services and ambulance through June 30, 2022
- NRS has continued providing services to all 5 towns

Northshire Rescue Staff

FULL TIME (10)

- Michael Casey, COO, Paramedic
- Michael Lozito, Paramedic
- Mark Luce, Paramedic
- Jonathan Mazurek, Paramedic
- James Morin, Paramedic
- Craig Bowman, AEMT
- Alan Casey, AEMT
- Edward Muha, III, AEMT
- Jeffery Wheeler, AEMT
- Angelica Towsley, EMT

PER DIEM (9)

- Andy Belcher, Paramedic
- Elizabeth Oakes, Paramedic
- Inge Smith-Luce, Paramedic
- Katie Vandale, Paramedic
- Tom Crowe, AEMT
- Rebecca Roy, AEMT
- Randy Summers, AEMT
- Carrie Dopkins, EMT
- Mikhaila Shum, EMT

VOLUNTEERS (3)

- Linda O'Leary, EMT
- Stephen Mathias, EMT
- Jennie Towsley, EMR

EMS Crews

Crews are composed of two staff members

- strive for 1 Paramedic on each crew
- minimum staffing requirements:
 - state minimum: 1 EMR & 1 EMT
 - MRS minimum: 1 EMT & 1 AEMT
- minimum of 1 paramedic preferred per shift

3 daily shifts

- 6:00 am to 6:00 pm
- 9:00 am to 6:00 pm
- 6:00 pm to 6:00 am

1 crew is on duty 24/7/365

2 crews are on duty from 9 am to 6 pm

- heaviest call volume period

EMS Education & Training

- Emergency Medical Responder (EMR)
 - 45 hr. initial course
 - 24 hrs. continuing education every 2-year recertification cycle
- Emergency Medical Technician (EMT)
 - 150 hrs. didactic plus clinical requirements (usually taught over 6 months)
 - 72 hrs. continuing education every 2-year recertification cycle
- Advanced Emergency Medical Technician (AEMT)
 - EMT plus 150 hrs. didactic and clinical requirements (usually taught over 6 months)
 - 72 hrs. continuing education every 2-year recertification cycle
- Paramedic
 - EMT plus 2-year college course involving didactic, hospital clinical time & ambulance clinical time
 - 72 hrs. continuing education every 2-year recertification cycle

Vehicles & Equipment

3 Ambulances

- 2021 Ford E450 4WD Osage ambulance
- 2017 Ford F350 4WD Osage ambulance
- 2015 Chevrolet G3500 Osage ambulance

All ambulances are fully-equipped for paramedic-level services

- Stryker Power Cot
- Zoll X Series Cardiac Monitors
- medications for advanced life support during transport
- Zoll Autopulse
- intravenous pumps
- oxygen tanks
- specialized equipment to assist with various illnesses and injuries

Service Calls

TOWN	FYE 2019	FYE 2020	FYE 2021	3-YR SHARE
Manchester	907	884	781	72.2%
Dorset	196	215	234	18.1%
Danby	83	87	82	7.1%
Mt. Tabor	19	15	16	1.4%
Winhall	23	7	14	1.2%
TOTAL	1,228	1,208	1,127	

Additional call volume from transfers and mutual aid not included

Response Times in 2021 (over 1200 calls)

TOWN	ENROUTE	ARRIVED AT SCENE	LEFT SCENE	ARRIVAL AT DESTINATION	UNIT BACK IN SERVICE
Manchester	3:48	10:57	31:08	1:04:13	2:05:01
All Towns	3:57	13:12	34:27	1:07:40	2:09:02

All times are from when NRS is notified

NRS Community Service

CPR Training

- usually the first Monday of the month
- special times and classes upon request
- classes include AED training and first aid upon request

Ambulance coverage at local events include:

- Burr & Burton graduation
- Burr & Burton football
- Vermont Summer Festival Horse Show
- Maple Leaf Half Marathon

2021/2022 Budget Overview (simplified)

INCOME	
Medical Revenues	\$540,000
Donations & Subscriptions	\$215,000
Municipal Operations Support	\$195,000
Municipal Ambulance Support	\$75,000
Other	\$40,102
TOTAL	\$1,065,102

EXPENSES	
Payroll & Benefits	\$707,000
Rent & Dispatch	\$125,000
Ambulance Lease	\$65,000
Medical Billing & Collections	\$60,000
Medical Equip. & Supplies	\$35,000
Vehicle Fuel & Maintenance	\$25,000
Other	\$91,511
TOTAL	\$1,108,511

Annual Fund

2021-2020 Campaign

- 5000 letters mailed in November to Grand Lists of all supported towns
- currently 6 months into the campaign
- goal: \$95,000
- Funds raised to-date: \$98,989
- 453 donors

Total Fundraising

- annual fund, subscriptions and additional donations
- goal: \$215,000
- funds raised to-date: \$221,164

Subscription Program

Annual EMS “insurance” program

Grass-roots funding mechanism for NRS

\$110 fee per household

100% of patient costs are covered, whether patient is insured or not

- NRS bills patient’s insurance company, Medicare, or Medicaid
- all out-of-pocket cost (deductibles, non-covered costs) are covered by NRS

2021-2020 Subscriptions (Aug. 1 to July 31)

- postal patron mailing to all towns served
- 777 subscribers (to-date), 501 from Manchester (65%)
- goal: \$95,000
- revenue to-date \$85,335

Consultant's Report on Manchester EMS

A consultant (Municipal Resources, Inc.) recently completed a study

- Manchester hired MRI to study EMS in Manchester only

Same consultant was hired by Manchester and Dorset in 2015

- to report on public safety (police, fire and rescue) in the Northshire
- 2015 report concluded more consolidation of public safety needed

Current study focused exclusively on Manchester

- consultant seemed to ignore the fact that NRS serves 5 towns
- the single-town focus directly contradicts their own 2015 report
- 9 of 20 findings in the study are based upon NRS not being Manchester-centric

MRI's Questionable Findings

NRS board took no actions on MRI's 2015 consolidation plan

- several NRS board members took significant action

Response times are excessive considering a staffed unit is based in Manchester

- consultant used an urban standard, not rural
- consultant seemed to ignore that NRS serves 5 towns
- lights and sirens are not used in non-critical calls

Manchester Public Safety officials indicated regular complaints/concerns

- NRS has received none of these complaints
- we can't fix potential issues that we are not informed of
- NRS has received positive feedback from police, fire and state EMS boards

MRI's Questionable Findings (2)

Internal culture of NRS not focused on Town of Manchester

- we serve 5 towns in the Northshire
- how can an assessment of culture be determined by interviewing only 1 staff member

Manchester pays 68.5% of muni. support, but only 49.9% of population served

- EMSB contract calculates municipal fees based on call volume
- 70% of all service calls are in Manchester
- Manchester pays only 6% of NRS budget
- due to our fundraising (25% of our budget) all 5 towns served get a great deal on EMS

Despite largest stakeholder, the town has little power to effect change at NRS

- Manchester has 4 votes on Northshire EMS Board (Dorset 2 votes, all other towns 1 vote each)

MRI's Suggestions for Manchester

Manchester should create its own EMS town department

Significant initial investment and effort required

- \$92,500 consultant fee for planning
- \$500,000 to purchase ambulances and equipment
- policies and protocols would need to be established

Private/public partnership model recommended

- no details disclosed on partner
- no details disclosed on terms and conditions of partnership

NRS's Assessment of Suggestions

The recommended course of action needs critical analysis in 4 key areas:

1. Feasibility: in order to get an EMS license, Manchester must show...
 - need for EMS services in area
 - no negative effects on local EMS squads financially and in staffing
 - VT EMS board frowns upon public/private EMS partner (none in state)
2. Level of Service
 - paramedic-level services are critical in this region due to long drive to hospitals
 - will Manchester be able to hire enough paramedics?
 - will Manchester employ 2 ambulance crews?
3. Cost
 - can Manchester compete on cost without donations (25% of NRS budget)?
4. Sustainability
 - what is the long-term financial health of undisclosed private partner?

NRS's Position on Serving Northshire

1. NRS wishes to continue serving all citizens of the Northshire
2. NRS is the best option for EMS services
3. NRS is the best option for containing EMS costs
4. NRS will be here long-term, regardless of Manchester's decisions

Non-Member Status in EMSB

Any town that does not sign the EMSB contract becomes a non-member

Non-members may be contractually bound, provided...

- they have signed a previous contract (all towns have)
- they continue to pay NRS for services
- NRS continues to provide EMS services
- legal term: “course of dealing” or “course of conduct”

Non-members are invited to participate in all EMSB board meeting, but forfeit their EMSB voting status

Non-members pay a 10% premium on Dues and Service Fees

2023 Dues and Services Fees

TOWN	DUES	SERVICE FEES	MEMBER TOTAL	* NON-MEMBER TOTAL
Manchester	\$40,815	\$150,154	\$190,969	\$210,066
Dorset	\$18,878	\$32,510	\$51,387	\$56,526
Danby	\$12,118	\$13,817	\$26,004	\$28,604
Mt. Tabor	\$2,370	\$3,657	\$6,027	\$6,630
Winhall	\$743	\$3,045	\$3,790	\$4,169
TOTAL	\$75,000	\$203,186	\$268,243	

* includes proposed 10% premium for non-members

NRS and EMSB Communications

EMSB to meet at least twice annually

NRS Trustees available to attend town Select Board Meetings on a pre-determined schedule

Information provided would include:

- call volume
- response times
- financial status
- upcoming events

NRS Trustee available to answer questions & accountable for delivering follow-up info

Proposed Changes to EMSB Contract

1. Member and non-member status; through 6/30/25
2. Use of 2020 census figures for towns' population share
3. Service Fees based on Call Volume – change to 2 or 3 year average
4. 6% maximum annual price increase in total member fees without EMSB board approval
5. More than one Representative per Town (incl: one Select Board member)
6. Suggestion: towns consider using part of their ARPA funding to pay NRS dues (ambulance funding)

Open Session

- Questions, comments....

Vote on Contract Changes

Vote to accept proposed contract changes:

- Manchester: 4 votes
- Dorset: 2 votes
- Danby: 1 vote
- Mt. Tabor: 1 vote
- Winhall: 1 vote

A revised contract will be sent in the coming days to all 5 towns for signing