





PREFACE

Tri-Town Emergency Medical Service was created in June of 2012 and began operation in January of 2013. Prior to that date the Tri-Town Volunteer Emergency Ambulance Service was a non-profit entity that once provided ambulance service to the Towns of Allenstown, Hooksett and Pembroke. The Town of Hooksett now provides ambulance services through its fire department.

Under New Hampshire RSA 53-A, the Towns of Allenstown and Pembroke entered into an inter-municipal agreement to create a public entity to provide ambulance service for both communities. A Board of Directors is the governing body for the Service in accordance with this agreement. The ambulance is housed at the Pembroke Safety Center. The Service is staffed 24 hours per day, 7 days per week at the *Paramedic* Level. The cost of the Service is partially subsidized by funding provided from each town on a percentage basis in accordance with the provisions of the agreement. The Service also bills patients through a third party billing firm making up the remainder of the revenues that pay for the cost of operations.

Tri-Town EMS utilizes Concord Hospital as its Medical Resource Hospital and provides Emergency Medical Care under the coordination and guidance of Dr. Nicolas Larochelle. As part of the Medical Resource Hospital Agreement (MRH), Tri-Town EMS receives many of the medications and supplies the Service needs from Concord Hospital.

This report was created on January 9, 2019, by the Service Director, Christopher Gamache BS, NRP. This document contains data that was obtained from the New Hampshire Department of Safety, Bureau of Emergency Medical Service patient care reporting website, www.NHTEMSIS.org/elite, where all patient records for the Service are maintained. Tri-Town EMS is dispatched by Concord Fire Alarm who maintains all the times associated with the Service's EMS Incidents. Financial data has been provided by the Town of Pembroke and by ComStar Ambulance Billing.





SUMMARY

- The Service worked with the Town of Pembroke (Fire, Police and School Department) on the Town's Active Shooter plan for the High School in preparation for an upcoming drill.
- Re-worked the Service's Employee Evaluation Form to have evaluations more quantitative.
- The Service was service with official notice of legal action involving the former Tri-Town Volunteer Emergency Ambulance Service. Other legal correspondence was by the Service and forwarded to the Town.
- Worked on the Service's recommendation for wage increases for 2019 and the justification of such.
- Arranging the final trainings for the Zoll Ventilator to be conducted in January 2019.
- Pursuing a total of three (3) applications.
- Ambulance 3 returned from having its engine replaced.
- Looking into the Vibration on Ambulance 8.
- Updated the State Bureau of EMS with those paramedics who are permitted to perform Surgical Cricothyrotomy.



AMBULANCE 8

Ambulance 8 has had a vibration since the Service took delivery of the ambulance. Hooksett Fire Department and New Boston Fire/Rescue both are reporting to PL Custom the same issue. All three ambulances were manufactured by PL Custom within a short amount of time from the other, are all Ford Chassis and all have Liquid Spring Suspension. Concord Fire Department who has similar ambulances deny having the issue and per PL Custom, Dover Fire/Rescue has not reported the problem.

Ambulance 8 was brought to Hooksett Fire Department for Chief Coburn to drive and see if the vibration was similar. Chief Coburn stated it was a similar vibration but worse than the vibration they have on their Ambulance 3. HFD Ambulance 3 was sent to Swanzy Ford to have the vibration evaluated and Swanzy Ford was unable to determine the cause. PL Custom wants us to have Grappone evaluate the vibration to see if the problem can be found on our truck. Then determine the fix and use the information to solve Hooksett's and New Boston's problem.



AMBULANCE 3

Ambulance 3 returned from Grappone after having the engine replaced. The engine comes with a 2 year, unlimited mileage warrantee. The cost came back at about \$4,000 below what was quoted.

Before the engine was replaced, PVC/AEV, the vendor and manufacturer of Ambulance 3 was contacted pertaining to performing a re-chassis on it. Last week (January 2019), PVC/AEV came back with a quote of \$102,000.00 to re-chassis the ambulance.

A re-chassis would be a gas engine and not a diesel. Ford does not make a van chassis with a diesel engine. This process would extend the life of Ambulance 3 significantly and if the Service were to do this, we would look to have a third ambulance when Ambulance 8 is replaced. In other words, Ambulance 3 would not affect the next ambulance replacement cycle. When the new ambulance is delivered, the current Ambulance 8 would be use by the on-call staff, the new ambulance will be primary, and Ambulance 3 will be for details, and back up for maintenance of the primary and secondary ambulances. This would not be the case for 3+ years, so the details have not been worked out for storage.



EQUIPMENT

- The Lucas 3 CPR device was put into Service.
- Training continues on the Zoll Portable Ventilator.



STAFFING

- The Service hired two (2) per diem employees in November. Their orientation was completed in December and both employees are ready for scheduling in January.
- The Service is pursuing three (3) more applications. All three are Per Diem, with one being an EMT and two being Advanced EMT's.
- Barring any changes to our current staffing, if all three (3) applicants are successful, this will bring our roster to 27 employees. The goal is to have 28. I feel confident with 26-28 employees, the schedule should fully staffed with minimal use of over time.



EVALUATIONS

- Employee evaluation form was updated to be more quantitative than subjective.
- Service intends to move away from a Step Increase to a percent (%) based on points earned each year. The current system allows for a pay increase every three (3) years. This

is not practical as our wages may not be competitive if employees need to wait three (3) years before obtaining a merit increase.

- A smaller annual merit increase that is directly related to an employee's work activity and compliance with completing shift tasks and training is viewed as a better way to motivate employees to complete their assignments.



2019 WAGE INCREASE

- The Service reviewed the 2018 MRI Town of Pembroke, NH Pay and Classification Study.
- There were no EMS Services surveyed that were not part of a fire department.
- Pay for Paramedics, the Assistant Director and the Director were below other EMS departments.
- Pay for comparable positions within the Town of Pembroke were also lower for Tri-Town EMS (entry level positions or EMT, advanced level positions or AEMT, supervisor positions or Paramedics, Assistant Department Head and Department Head)
- To be fair within the Town of Pembroke and to be competitive outside the Town (Fire Departments, Private EMS, Hospitals and other 3rd Services), the Service recommends the following:

POSITION	CURRENT PAY RANGE	MRI RECOMMENDATION	SERVICE RECOMMENDATION
EMT	\$13.57-\$19.27	\$14.36-\$20.82	\$14.36-\$20.83
AEMT	\$14.43-\$20.44	\$16.13-\$23.39	\$16.13-\$23.39
PARAMEDIC	\$18.30-\$25.86	No Change	\$19.31-\$28.00
Assistant Director	\$21.75-\$30.85	No Change	\$23.33-\$33.83
Director	\$57,237-\$81,027	No Change	\$61,256-\$88,816

- 2019 pay increases would reflect the employee's current progress through the current pay scale represented as a percentage (%). Using the same percentage in the new pay scale. Such that if an EMT is 50% through their pay scale, their 2019 raise would equate to an amount that would bring them to 50% of the new pay scale.



VEHICLE MAINTENANCE

AMBULANCE 3 (79A3):

- Mileage – 88018
 - Engine Replaced

AMBULANCE 8 (79A8):

- Mileage – 41532
- Lube and Filter Service; DEF Added, Coolant Flush, Drive Shaft Angle Measurements.
- Lose of heat in the patient compartment. PL Custom came by and corrected the problem.



QUALITY ASSURANCE

- Discovered that on a few occasions, indicated treatments were not performed. Those involved were notified.
- Continue to notify staff about obtaining billing information, and appropriately documenting medications and procedures.

<u>AVER. %</u>	<u>IV</u>	<u>IO</u>	<u>ETT w/ Bougie</u>	<u>ETT</u>	<u>King SGA</u>	<u>CPAP</u>	<u>Chest Decomp.</u>
Dec '18	76%	--	--	--	--	100%	--
12 Month	68%	100%	100%	36%	100%	100%	--



EMS EDUCATION

- December's NCCP training: NONE
- Journal of Emergency Medical Service (JEMS) article – “Managing the Toxic Chemical Release that Occurs During a Crush Injury” (0.25 hours). 9/24 completed the article.
- EMS World article – “*The Etiquette of Patient Interviewing*” (0.25). 9/24 employees completed the article.
- Monthly Skills Training – 5/23 completed the training.
- Monthly Shift Training – “*Zoll Ventilator Video*” (1.0 hours). 10/23 completed the training.
- Employees are currently working on the EMS in the Warm Zone Operations, on-line training program. 20/23 employees have completed the training.



STAFFING

During the month of December 2018, there were no changes to the Service's roster. There are currently three (3) application of which the Service is pursuing. The current staffing for the service is as follows:

FULL TIME	4	Paramedics					4
PART TIME	1	Paramedics	1	AEMTs	1	EMTs	3
PER DIEM	3	Paramedics	9	AEMTs	5	EMTs	17
TOTAL	8	Paramedics	10	AEMTs	6	EMTs	24



CORRESPONDANCE WITH OTHER HEALTHCARE & PUBLIC SAFETY AGENCIES

During December 2018, Tri-Town EMS was in contact with the following Healthcare and Public Safety Agencies to better serve individuals and our community.

1. *ALLENSTOWN POLICE DEPARTMENT*
 - a. *Force Protection Narcan*
2. *CONCORD HOSPITAL*
 - a. Ventilator Training Scheduling and Setup.
 - b. Advanced Airway Topics.
 - c. Signed updated MRH
 - d. Pay Scale
3. *HOOKSETT FIRE DEPARTMENT*
 - a. Inquire about Vehicle Vibrations
4. *MILFORD EMS*
 - a. Pay Scale for positions.
5. *NEW HAMPSHIRE BUREAU OF EMS*
 - a. Staffing updates
 - b. Cricothyroid Protocol staff update.
6. *TOWN OF PEMBROKE*
 - a. Active Shooter Table Top Preparation Meeting
 - b. Active Shooter Table Top Exercise



FINANCES

LINE NAME	BUDGETED	MONTH	YTD
Ambulance Revenue	\$352,800.00	\$30,260.58	\$439,277.93
Allenstown Payment	\$180,333.00	--	\$180,333.00
Pembroke Payment	\$224,635.00	--	\$224,635.00
Miscellaneous Revenue	\$20,390.00	\$15.00	\$6,271.00
Interest	\$1.00	\$386.85	\$763.87
TOTAL REVENUE	778,159.00	\$30,260.58	\$851,280.80
Full Time Salaries	\$214,777.00	\$26,116.97	\$218,440.45
Per Diem Salaries	\$245,286.00	\$29,514.29	\$194,343.07
Overtime	\$28,153.00	\$5,924.76	\$42,250.24
Health Insurance	\$43,037.00	\$2,723.75	\$33,008.36
Dental Insurance	\$6,000.00	\$477.59	\$5,731.08
Life Insurance	\$150.00	\$12.00	\$147.00
Disability Insurance	\$2,660.00	\$256.26	\$3,075.12
Social Security	\$30,270.00	\$3,816.47	\$28,212.09
Medicare	\$7,519.00	\$347.96	\$7,007.52
NH Retirement	\$27,476.00	\$3,460.60	\$28,897.26
Uniforms	\$6,500.00	\$2,250.34	\$5,430.67
Training & Certification	\$33,500.00	\$3,242.92	6,820.63
Legal Services	\$15,000.00	--	\$614.00
Telephone	\$5,280.00	\$700.44	\$5,338.97
Contracted Billing Services	\$18,000.00	\$2,421.32	\$21,266.99
Accounting Services	\$5,800.00	--	\$5,800.00
Building Maintenance	\$250.00	\$163.76	\$163.76
Ambulance & Life Pack Lease	--	--	--
Liability Insurance	\$7,500.00	--	\$6,605.00
Unemployment Compensation	\$600.00	--	\$616.00
Worker's Compensation	\$13,000.00	--	\$13,307.00
Department Supplies	\$14,500.00	\$1,146.46	\$12,518.48
Postage	\$1,900.00	--	\$750.11
Fuel	\$6,000.00	\$460.87	\$7,132.91
Office Supplies	\$3,358.00	\$398.10	\$3,996.83
Transcription Service	\$800.00	--	\$220.69
Medical Equipment (Maint.Repl)	\$15,303.00	\$8,028.33	\$33,410.44
Radio/Communications Equipment	\$1,000.00	--	--
Medical Evaluation	\$4,500.00	\$554.00	\$3,096.50
Vehicle Maintenance & Repair	\$5,500.00	\$798.76	\$44,475.86
Computer/Software	\$2,000.00	--	\$1,549.86
Equipment & Vehicle Replacement	\$120,000.00	--	--
TOTAL EXPENDITURES	\$886,159.00	\$93,955.45	\$854,226.89
REVENUE (-) EXPENDITURES	(\$108,000.00)	(\$63,694.60)	(\$2,946.09)
TRANSFER from FUND BALANCE	\$108,000.00	--	--

****NOTE**** All Numbers Are Estimations and are Subject to Changes Based Upon Audit Adjustments and Results.



AMBULANCE BILLING

<u>YEAR</u>	<u>XPORTS</u>	<u>CHARGES</u>	<u>REDUCTION</u>	<u>ALLOWABLE</u>	<u>PAYMENTS</u>	<u>BALANCE</u>
2014	613	\$546,306.50	\$166,598.19	\$379,708.31	\$279,594.05	\$100,114.26
2015	700	\$660,833.70	\$234,122.20	\$426,711.50	\$316,976.55	\$109,734.95
2016	725	\$842,970.00	\$337,222.18	\$505,747.82	\$368,021.72	\$137,726.10
2017	819	\$952,516.00	\$393,550.90	\$558,965.10	\$420,459.20	\$138,505.82
2018	851	\$1,175,940.00	\$533,964.34	\$641,975.66	\$353,990.78	\$287,984.88
TOTAL	3707	\$4,178,566.20	\$1,665,457.81	\$2,513,108.39	\$1,739,042.38	\$774,066.01

Revenue per Transport (\$/Trip) 2014: \$456.11 2015: \$452.82 2016: \$508.32 2017: \$513.38
2018: \$415.97



ADMINISTRATION

- Allenstown Town Administrator Derik Goodine
- Pembroke Town Administrator David Jodoin
- Allenstown Fire Chief Chief Paul St. Germaine
- Pembroke Fire Chief Chief Harold Paulsen
- Allenstown Public Representative Michael O'Mara
- Pembroke Public Representative Robert "Bob" Bourque
- Tri-Town EMS Employee Representative Hearshell VanLuven, NRP, FTO
- Tri-Town EMS Director Christopher Gamache, BS, NRP
- Tri-Town EMS Assistant Director Stephanie Locke, NRP, I/C



EMS INCIDENT DATA

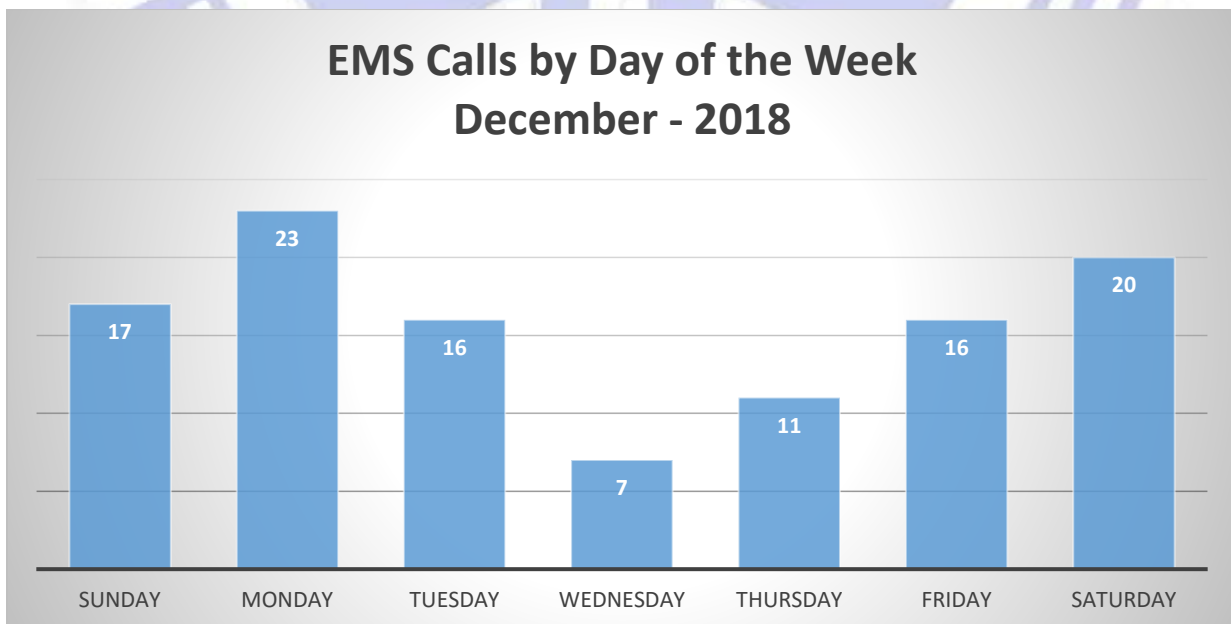
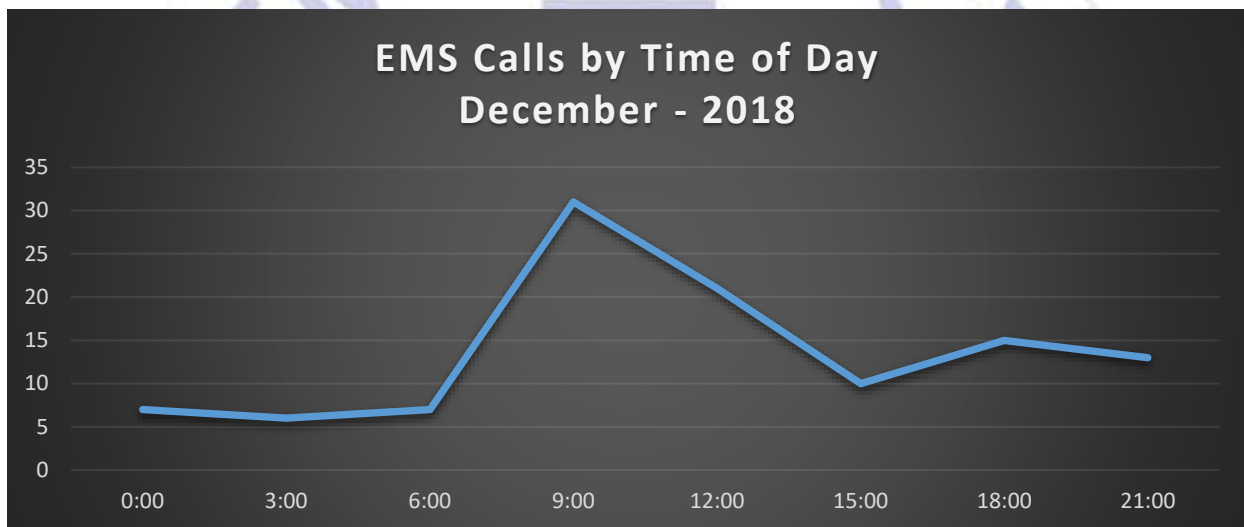
TOTAL Number of INCIDENTS	114 (December 2017 – 120)
Allenstown.....	45 (39.4%) (December 2017 - 44)
Pembroke	54 (47.4%) (December 2017 – 68)
Barnstead	2
Bow	1
Chichester	0
Concord	7
Deerfield	0
Epsom	0
Hooksett	5
Pittsfield	0
INCIDENTS Handled by Tri-Town EMS	104 (December 2017 -107) (91.2%)
Mutual Aid RECEIVED from other Departments	10 (December 2017 – 13) (8.8%)
Bow Fire Department	0
Concord Fire Department	5
Epsom Fire Department	2
Hooksett Fire Department	3
Chichester Fire Department	0
Mutual Aid GIVEN to other COMMUNITIES	15 (December 2017 - 8) (13.2%)
TOTAL Number of PATIENTS TRANSPORTED to the HOSPITAL ...	73 (December 2017 - 78) (64.1%)
Catholic Medical Center (CMC)	7 (9.6%)
Concord Hospital	58 (79.5%)
Elliot Hospital	8 (10.9%)
Average REACTION Time (Dispatch to Responding).....	45 Seconds
Average RESPONSE Time (Dispatch to On-Scene)	5 Minutes 58 Seconds
Average ON-SCENE Time	17 Minutes 57 Seconds
Average TRANSPORT Time	18 Minutes 43 Seconds
Average AT HOSPITAL Time	19 Minutes 36 Seconds
Average CALL LENGTH Time (Dispatch to In-Service)	1 Hour 2 Minutes 59 Seconds



TIME OF CALLS (*Time of Day & Day of the Week*)

TIME	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	TOTALS
0:00-2:59	0	2	2	0	1	0	2	7
3:00-5:59	0	0	0	2	0	1	3	6
6:00-8:59	2	0	2	1	0	1	1	7
9:00-11:59	4	11	4	3	1	2	6	31
12:00-14:59	4	1	3	0	5	7	1	21
15:00-17:59	2	3	0	0	1	3	1	10
18:00-20:59	3	3	3	0	2	1	3	15
21:00-23:59	2	3	2	1	1	1	3	13
TOTALS	17	23	16	7	11	16	20	110

*Excludes some Mutual Aid Received Runs





EMS INCIDENTS by DISPATCHED REASONS

<u>INCIDENT COMPLAINT REPORTED by DISPATCH (EMD CODE)</u>	<u>OCCURANCE</u>
Breathing Problem (6)	16
Chest Pain (Non-Traumatic) (10)	12
Sick Person (26)	11
Hemorrhage / Laceration / Bleeding (21)	8
Falls (17)	7
Lift / Invalid Assist	5
Medical Alarm (32)	5
Overdose / Misuse of Medications / Poisoning (23)	5
Standby	5
Abdominal Pain (1)	4
Back Pain (Non-Traumatic) (5)	4
Stroke / CVA / TIA (28)	4
Unconscious / Syncope (31)	4
Unknown Problem / Person Down (32)	4
MVC / Transportation Incident (29)	3
Pain (26)	2
Assault (4)	1
Choking (11)	1
Diabetic Problem (13)	1
Dizziness (26)	1
Fever (26)	1
Head Injury (30)	1
No Other Appropriate Choice	1
Pregnancy / Childbirth / Miscarriage (24)	1
Psychiatric / Behavioral / Suicide Attempt (25)	1
Seizure (12)	1
Traumatic Injury (30)	1



PROCEDURES ADMINISTERED

<u>PROCEDURE PERFORMED</u>	<u>OCCURANCE</u>
Vascular: IV / Extremity Vein Catheterization	68
Cardiac: ECG Monitoring (4-Lead or Defib Pads)	64
Cardiac: 12-Lead ECG Obtained	54
Assessment: Patient Assessment	38
Assessment: Stroke Exam	4
Respiratory: etCO2 Digital Capnography	3
Respiratory: CPAP	2
Ortho: Splinting (General)	1



MEDICATIONS ADMINISTERED

MEDICATION ADMINISTERED	OCCURANCE
Oxygen	12
Normal Saline	10
Aspirin	8
Ondansetron / Zofran	6
Nitroglycerine	5
Fentanyl	4
DuNeb - Albuterol mixed w/ Ipratropium Bromide	2
HYDROmorphine / Dilaudid	2
Naloxone / Narcan	2
Dexamethasone (Decadron)	1
Magnesium Sulfate	1
Metoclopramide / Reglan	1
Methylprednisolone / Solu-Medrol	1
Midazolam / Versed	1



