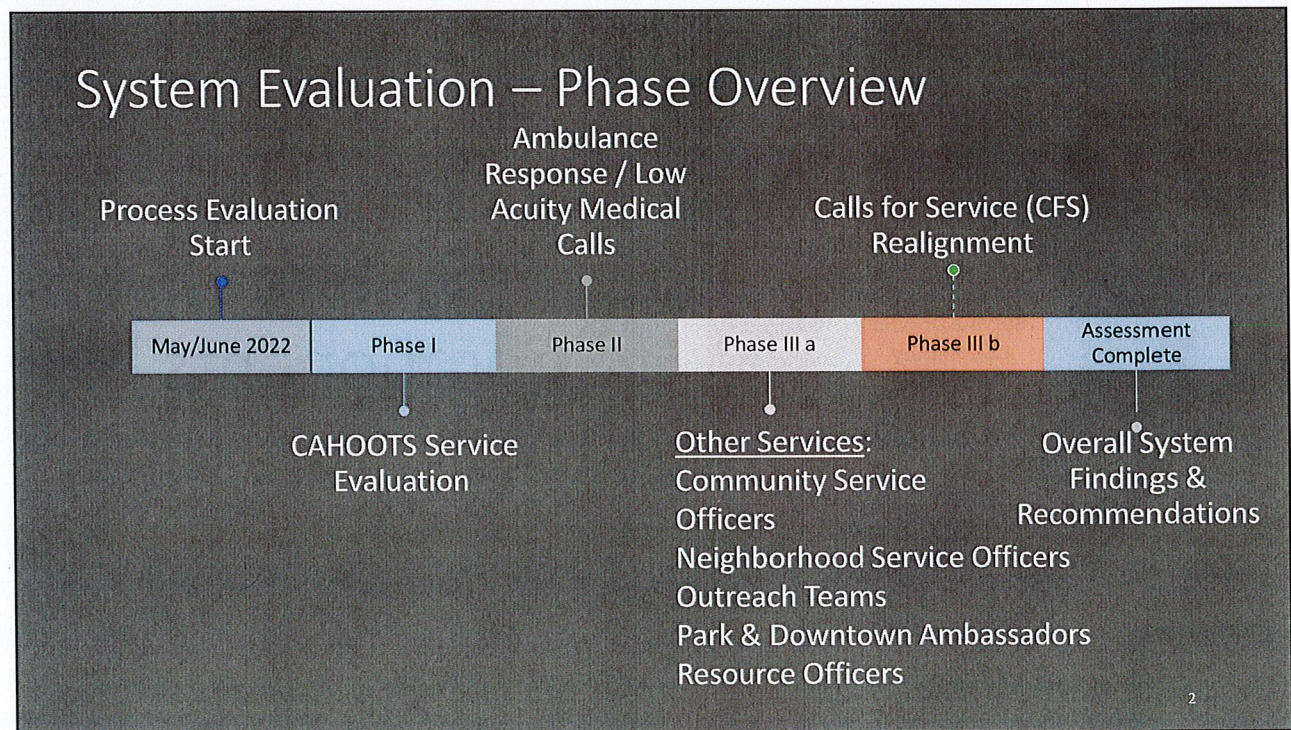


Alternative Response System Study Findings & Recommendations

JANUARY 18, 2023

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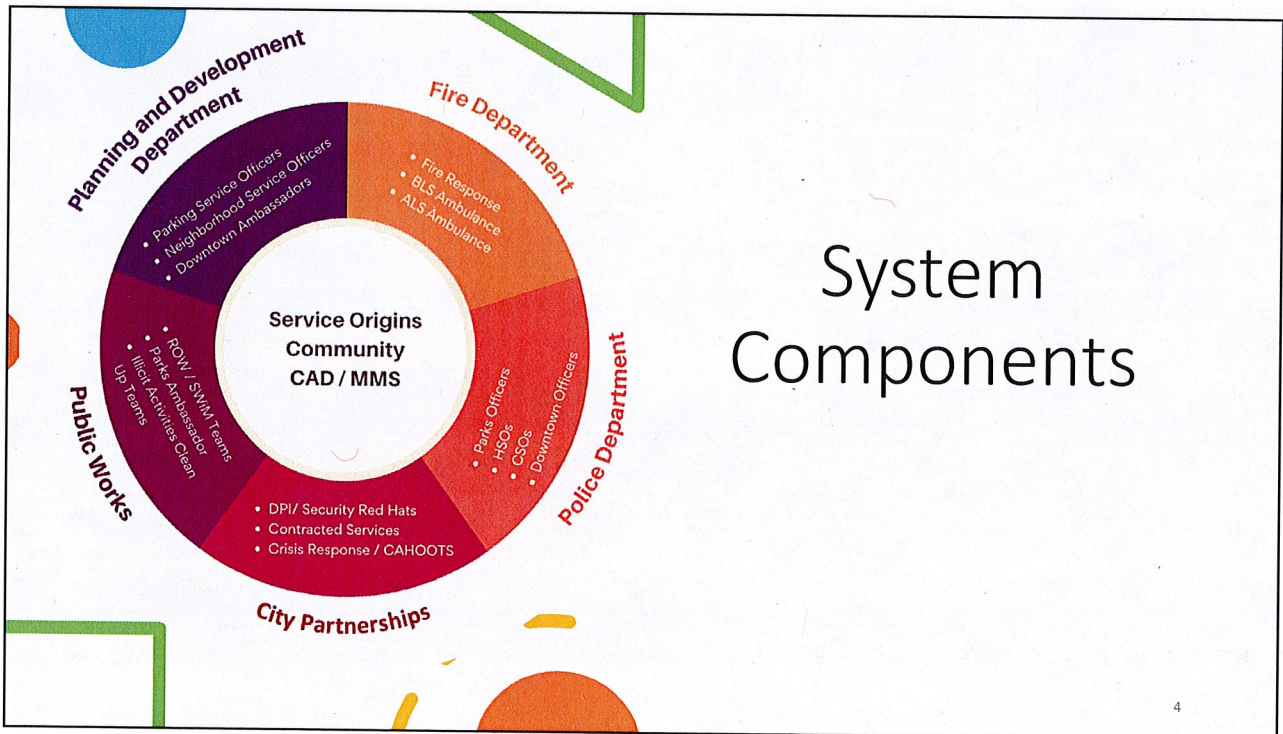


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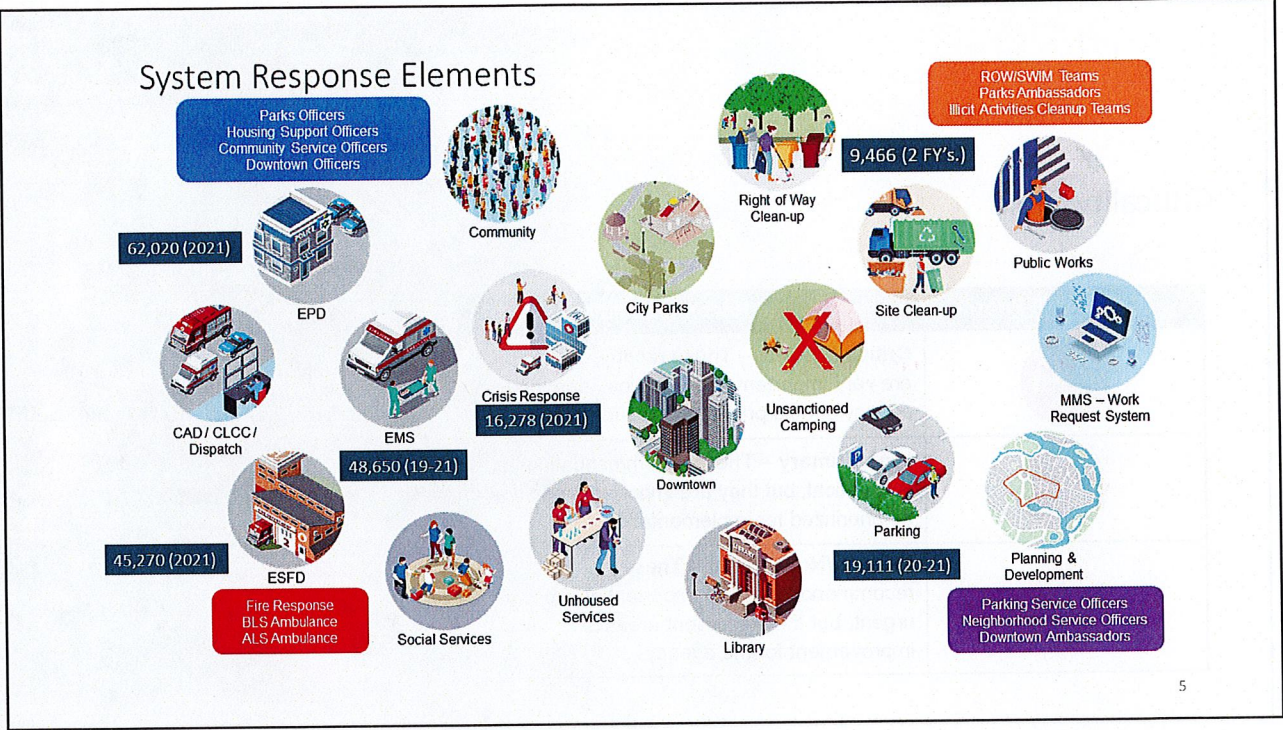
Executive Summary

- Robust Calls for Service Response System (CFSRS)
- Unhoused Response
- CAHOOTS Value / Challenges
- Calls for Service (CFS) Volumes
- Ambulance Response Model
- Data and Coordination
- Mobile Integrated Healthcare Services (MIH-CP)
– Community Paramedicine

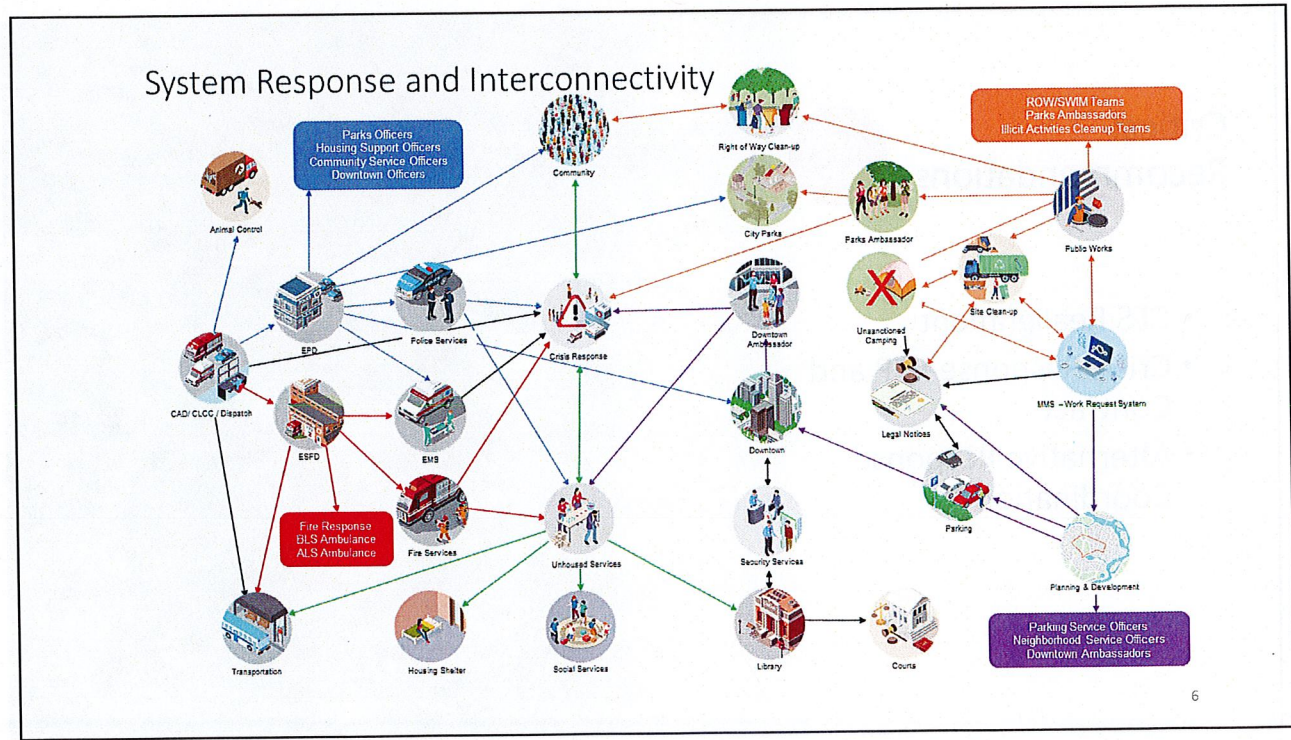
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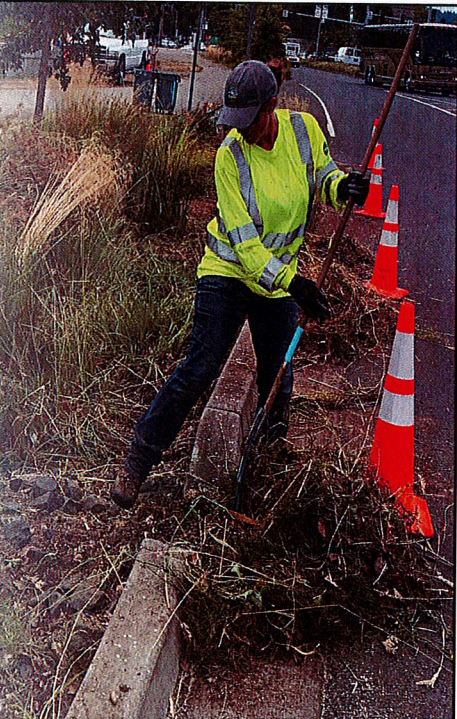
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Criticality Table


Overall Priorities for Findings and Recommendations	
	Critical/Priority – These recommendations are very important and/or critical, and the agency should prioritize these for action.
	High/Primary – These recommendations are less critical, but they are important and should be prioritized for implementation.
	Medium/Non-Urgent – These recommendations are important and less urgent, but they represent areas of improvement for the agency.




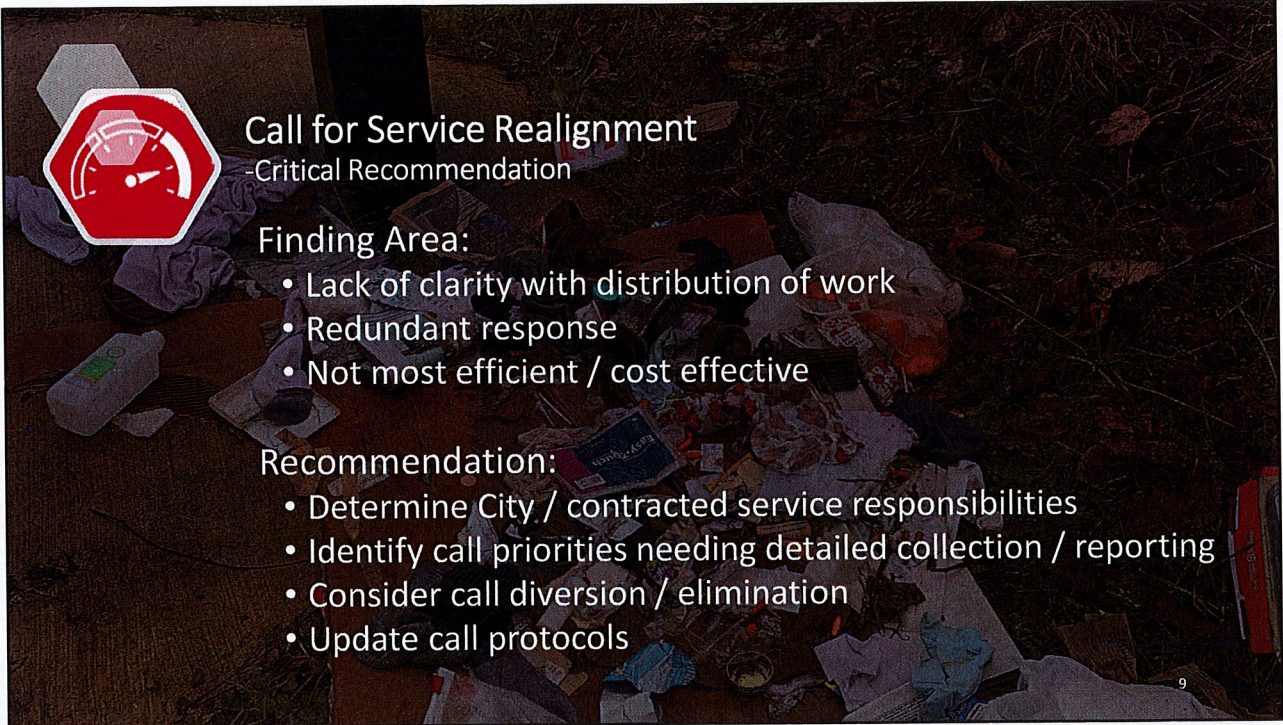
7

Critical Recommendations

- CFS Realignment
- Crisis Response RFP and Contract
- Alternative Response Coordination



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Call for Service Realignment

-Critical Recommendation

Finding Area:


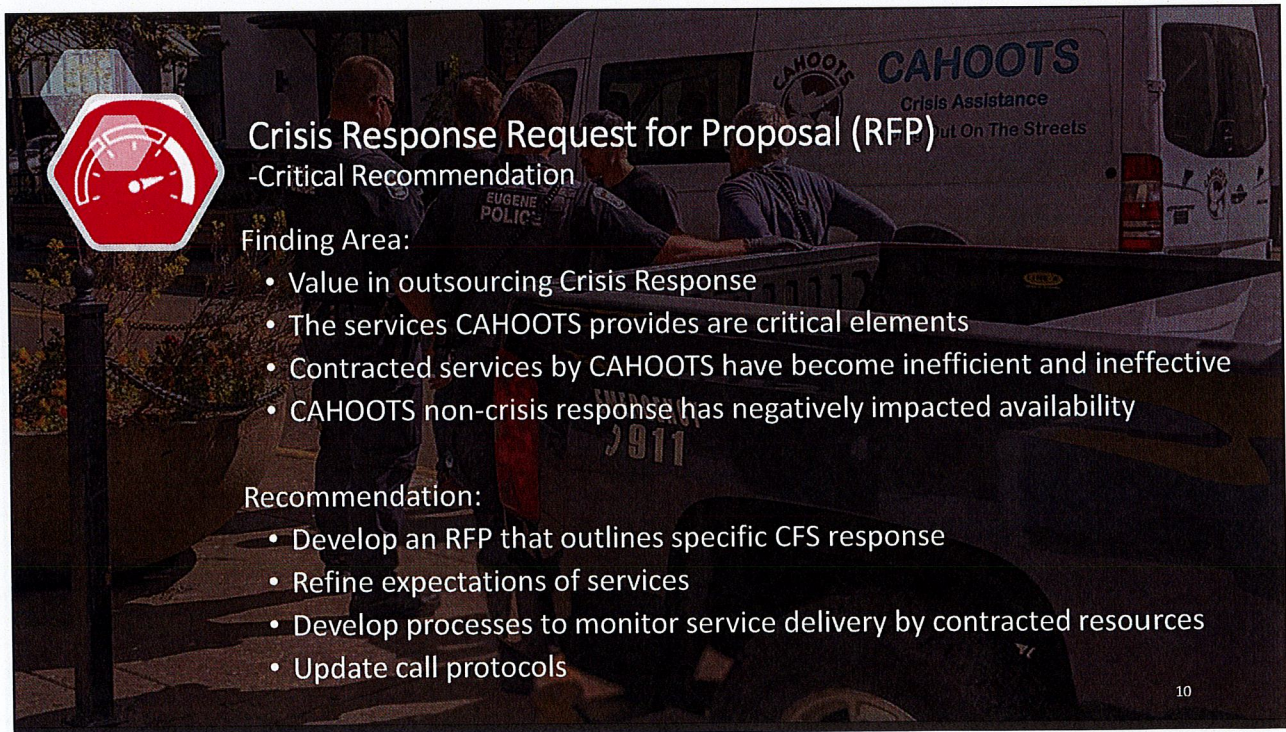
- Lack of clarity with distribution of work
- Redundant response
- Not most efficient / cost effective

Recommendation:

- Determine City / contracted service responsibilities
- Identify call priorities needing detailed collection / reporting
- Consider call diversion / elimination
- Update call protocols

9

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Crisis Response Request for Proposal (RFP)

-Critical Recommendation

Finding Area:

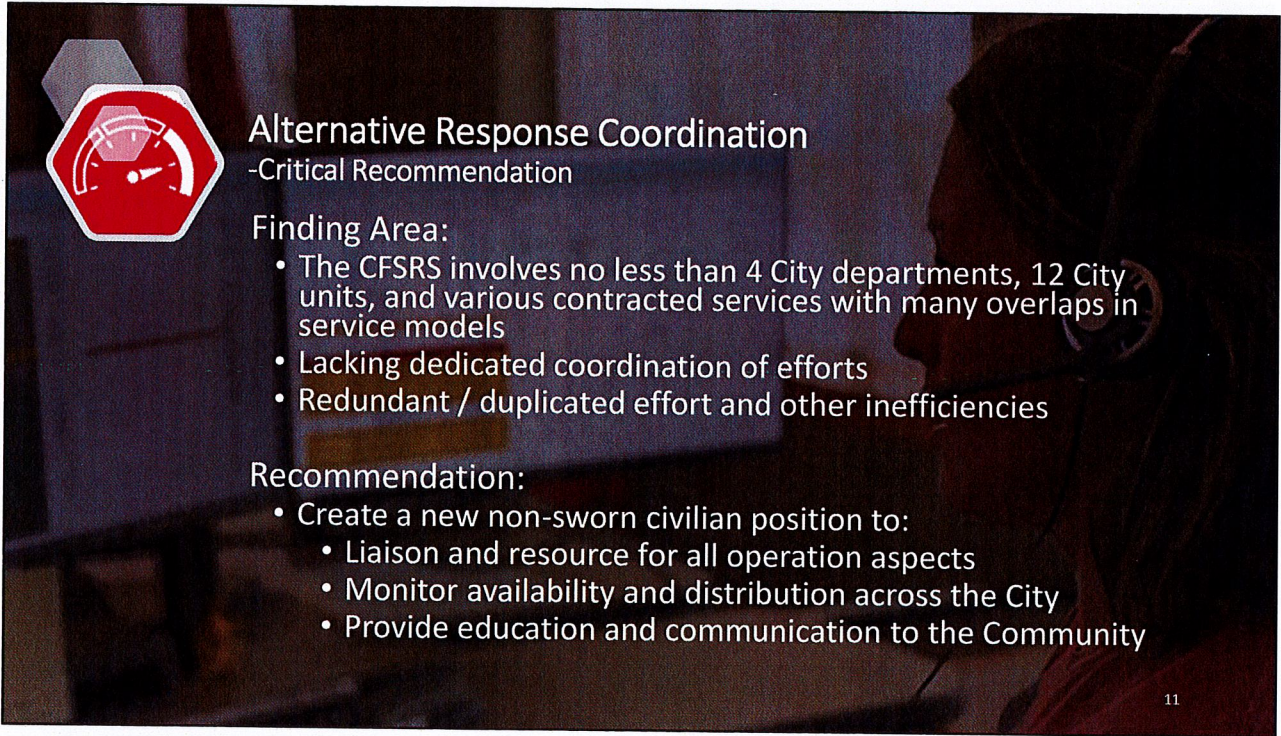
- Value in outsourcing Crisis Response
- The services CAHOOTS provides are critical elements
- Contracted services by CAHOOTS have become inefficient and ineffective
- CAHOOTS non-crisis response has negatively impacted availability

Recommendation:

- Develop an RFP that outlines specific CFS response
- Refine expectations of services
- Develop processes to monitor service delivery by contracted resources
- Update call protocols

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Alternative Response Coordination

-Critical Recommendation

Finding Area:

- The CFSRS involves no less than 4 City departments, 12 City units, and various contracted services with many overlaps in service models
- Lacking dedicated coordination of efforts
- Redundant / duplicated effort and other inefficiencies

Recommendation:

- Create a new non-sworn civilian position to:
 - Liaison and resource for all operation aspects
 - Monitor availability and distribution across the City
 - Provide education and communication to the Community

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High Priority Recommendations

- Develop Data Collection, Sharing, and Monitoring Processes
- EMS Response Protocols
- CLCC CFS Protocol Development and Monitoring
- Limited-Duration Positions
- EPD Workload Analysis
- Customize MMS Data Capture

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Develop Data Collection, Sharing, and Monitoring Processes

-High Priority Recommendation

Finding Area:

- Siloed data for calls and service requests are not shared across service groups.
- Granularity and critical data elements are lacking.
- Above findings/conditions interfere with:
 - Appropriate monitoring
 - Response activities across the service network
 - Cross unit knowledge of services provided to users' system wide

Recommendation:

- Develop minimum data collection and real-time reporting standards across City service network.
- Develop a data repository that captures all relevant response data that can be shared, queried and monitored by all City responders.

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Emergency Medical Services (EMS) Response Protocols

-High Priority Recommendation

Finding Area:

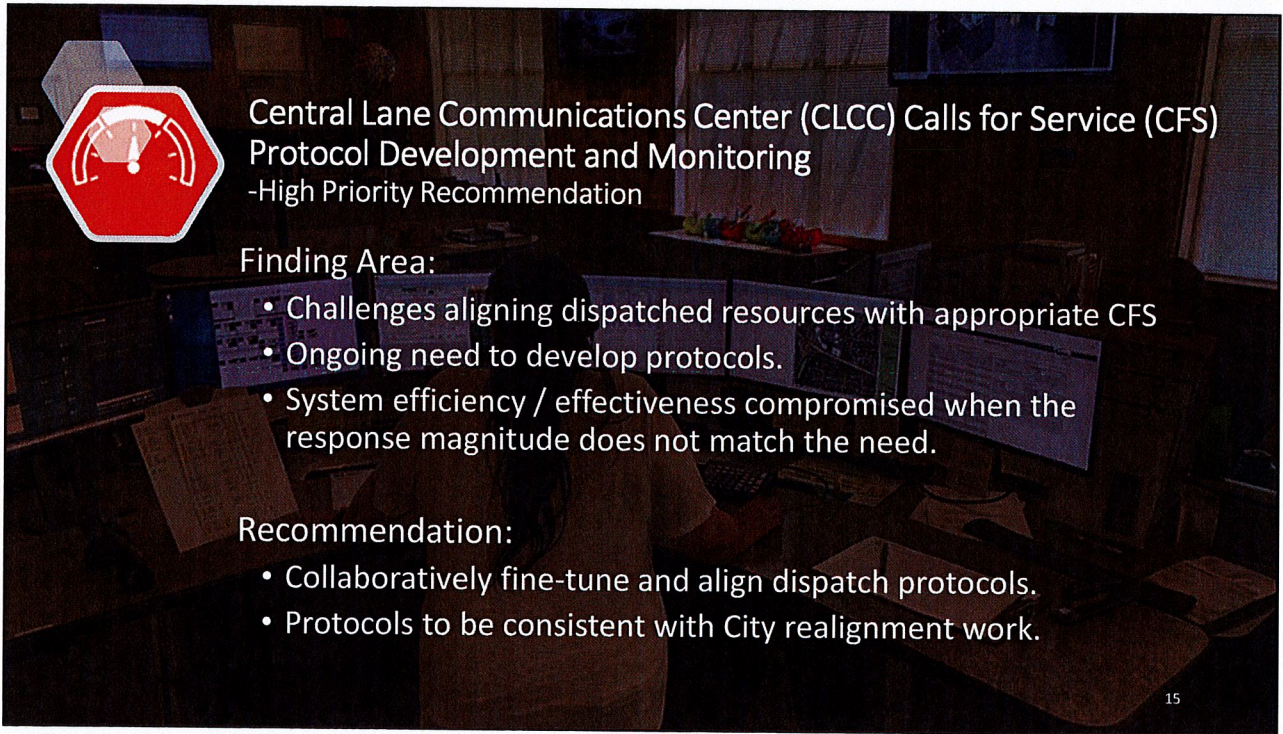
- Fire and EMS have created new ambulance response models
 - Distinguishes Basic / Advanced Life Support (ALS)
 - Leverages cost savings
- Strong model that should positively affect the intended goals
- The changes could negatively impact total resources for fire response


Recommendation:

- Carefully consider implications of newly adopted ambulance model as they have impacts in other service delivery areas.
- Assess all ALS service types and determine if multiunit response is necessary.

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Central Lane Communications Center (CLCC) Calls for Service (CFS) Protocol Development and Monitoring

-High Priority Recommendation

Finding Area:

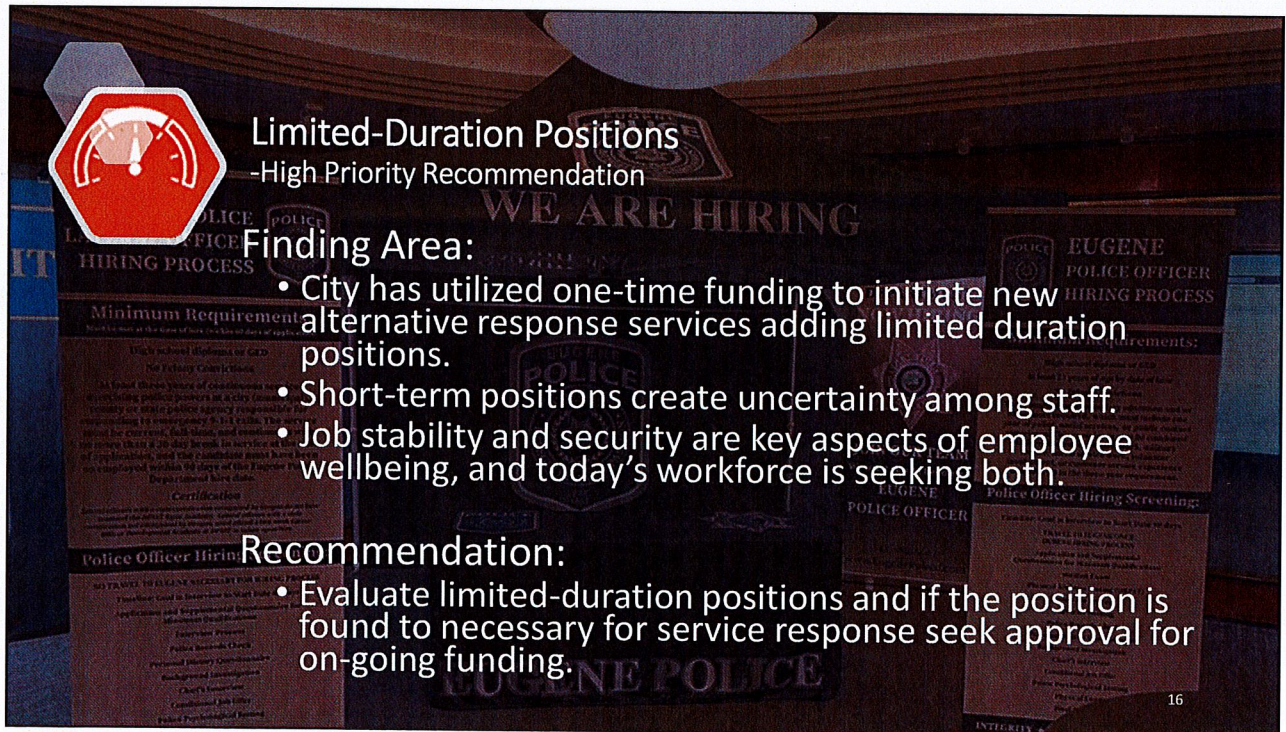
- Challenges aligning dispatched resources with appropriate CFS
- Ongoing need to develop protocols.
- System efficiency / effectiveness compromised when the response magnitude does not match the need.


Recommendation:

- Collaboratively fine-tune and align dispatch protocols.
- Protocols to be consistent with City realignment work.

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Limited-Duration Positions

-High Priority Recommendation

Finding Area:

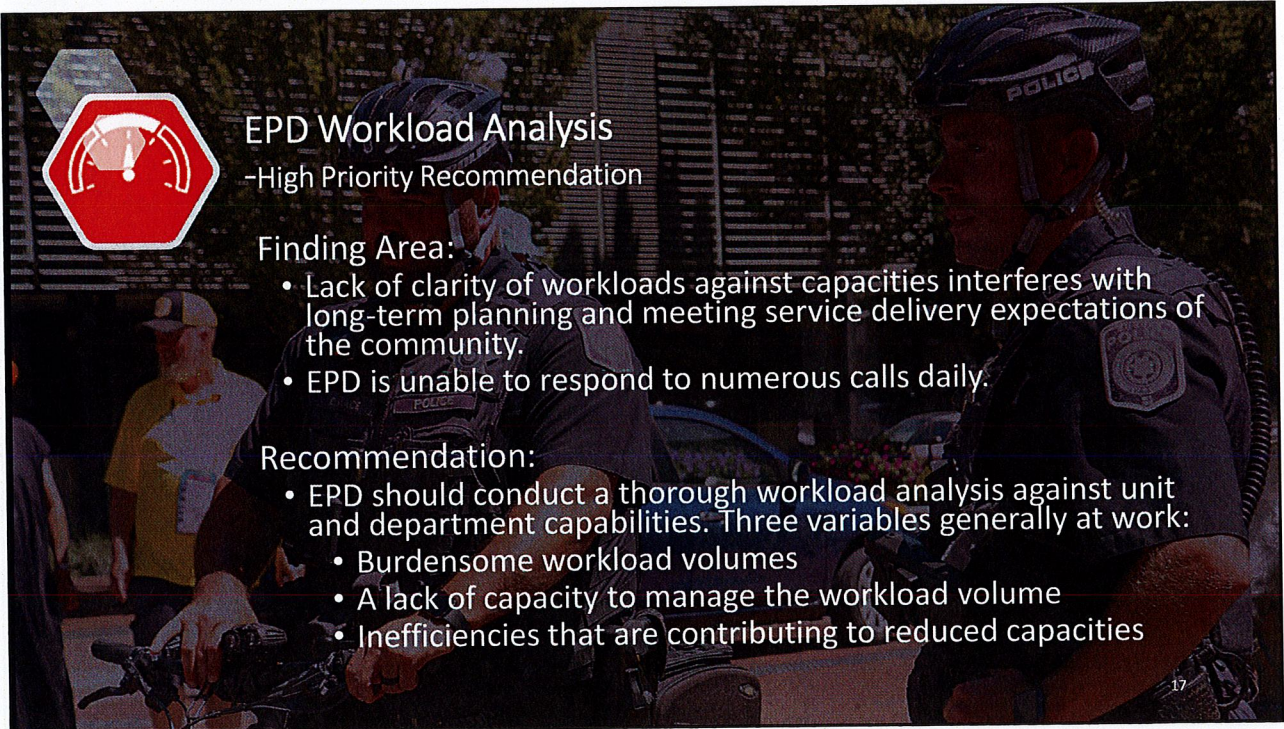
- City has utilized one-time funding to initiate new alternative response services adding limited duration positions.
- Short-term positions create uncertainty among staff.
- Job stability and security are key aspects of employee wellbeing, and today's workforce is seeking both.


Recommendation:

- Evaluate limited-duration positions and if the position is found to necessary for service response seek approval for on-going funding.

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EPD Workload Analysis

-High Priority Recommendation

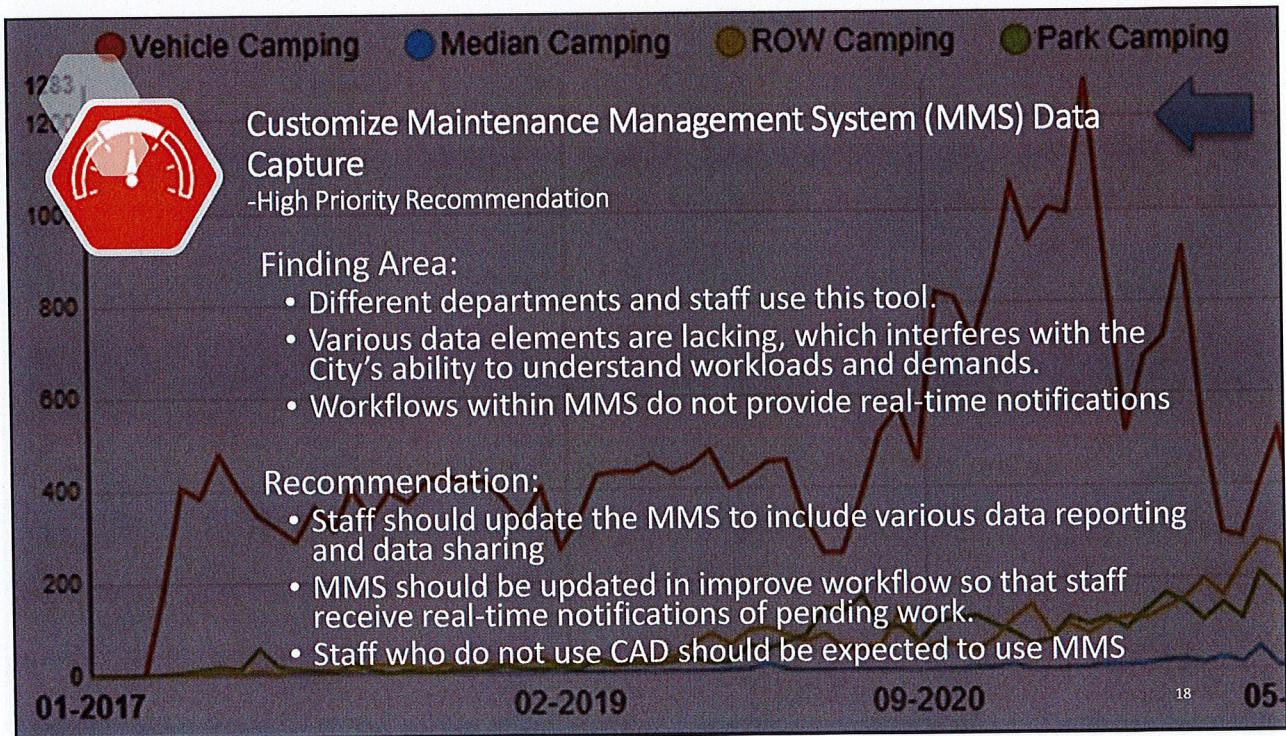
Finding Area:


- Lack of clarity of workloads against capacities interferes with long-term planning and meeting service delivery expectations of the community.
- EPD is unable to respond to numerous calls daily.

Recommendation:

- EPD should conduct a thorough workload analysis against unit and department capabilities. Three variables generally at work:
 - Burdensome workload volumes
 - A lack of capacity to manage the workload volume
 - Inefficiencies that are contributing to reduced capacities

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Customize Maintenance Management System (MMS) Data Capture

-High Priority Recommendation

Finding Area:

- Different departments and staff use this tool.
- Various data elements are lacking, which interferes with the City's ability to understand workloads and demands.
- Workflows within MMS do not provide real-time notifications

Recommendation:

- Staff should update the MMS to include various data reporting and data sharing
- MMS should be updated in improve workflow so that staff receive real-time notifications of pending work.
- Staff who do not use CAD should be expected to use MMS

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Medium Priority Recommendations

- Ambulance Hold/Wall Time
- Working Conditions and Equipment Needs Analysis
- Alternative and Unhoused Response and Community Communication
- MIH-CP / Alternative EMS Services

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Ambulance Hold/Wall Time

-Medium Priority Recommendation


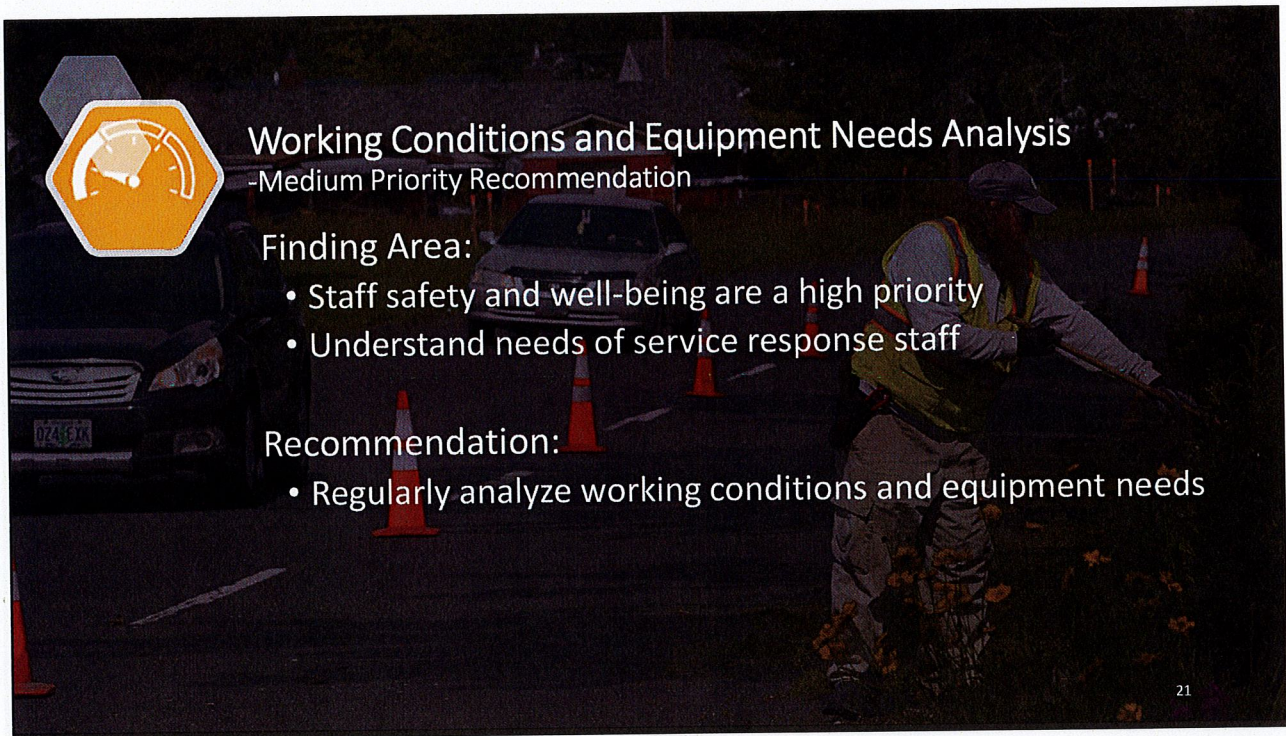
Finding Area:

- Ambulance crews are frequently required to remain on-site at the emergency room (ER) awaiting availability of hospital staff.

Recommendation:

- Explore options to minimize wait time at the ER.
- Leverage opportunities to assist or incentivize the hospital with patient movement.

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Working Conditions and Equipment Needs Analysis

-Medium Priority Recommendation

Finding Area:


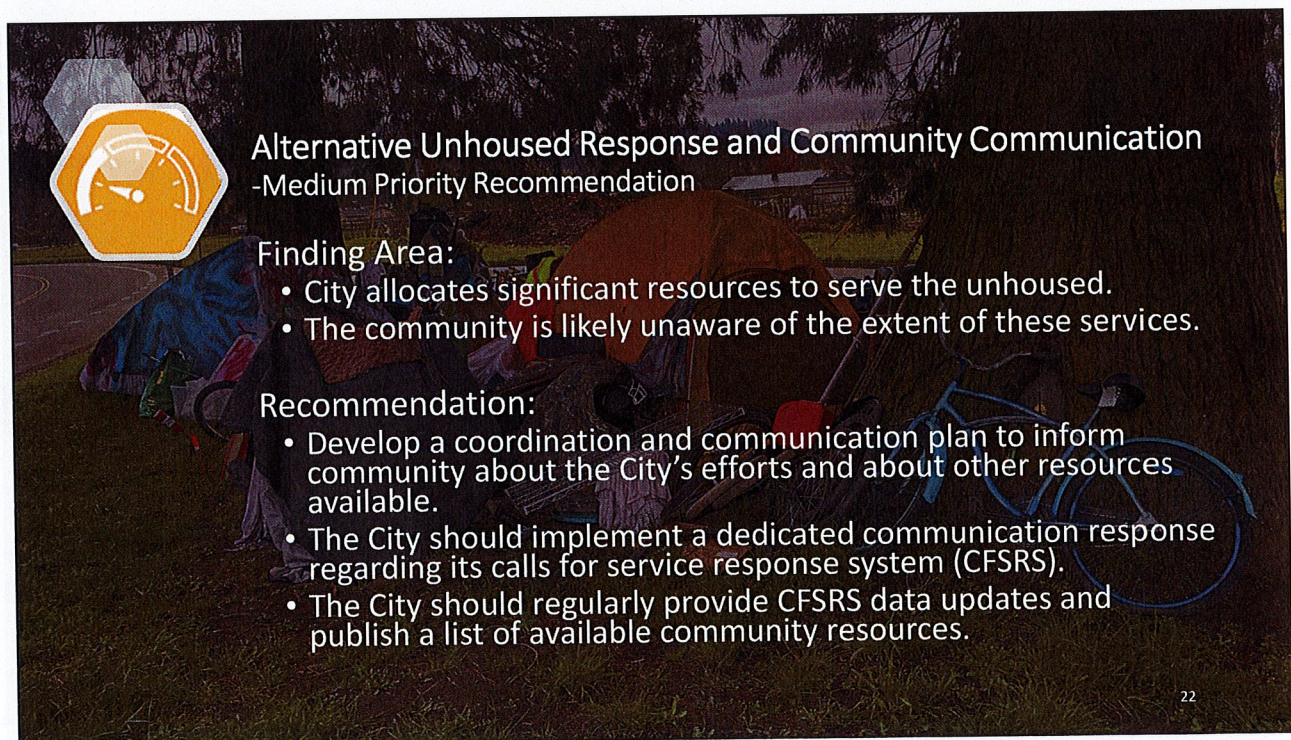
- Staff safety and well-being are a high priority
- Understand needs of service response staff

Recommendation:

- Regularly analyze working conditions and equipment needs

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Alternative Unhoused Response and Community Communication

-Medium Priority Recommendation

Finding Area:


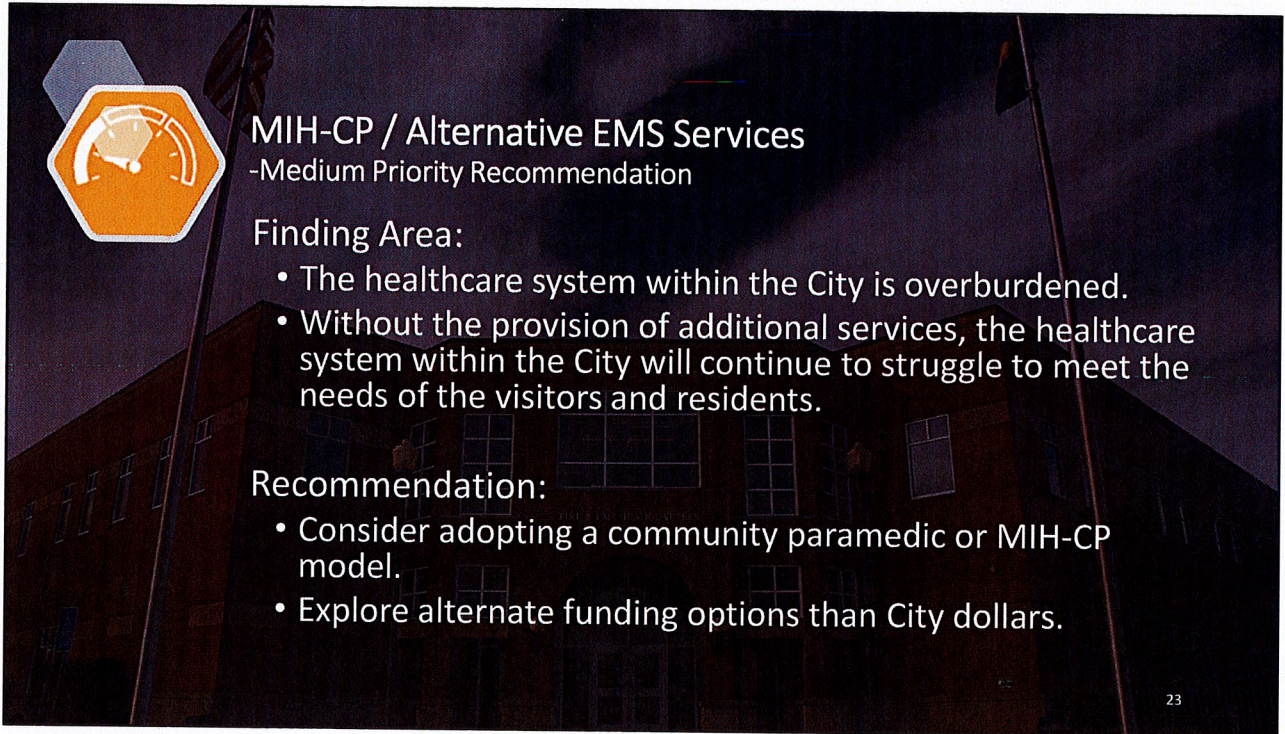
- City allocates significant resources to serve the unhoused.
- The community is likely unaware of the extent of these services.

Recommendation:

- Develop a coordination and communication plan to inform community about the City's efforts and about other resources available.
- The City should implement a dedicated communication response regarding its calls for service response system (CFSRS).
- The City should regularly provide CFSRS data updates and publish a list of available community resources.

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MIH-CP / Alternative EMS Services

-Medium Priority Recommendation

Finding Area:

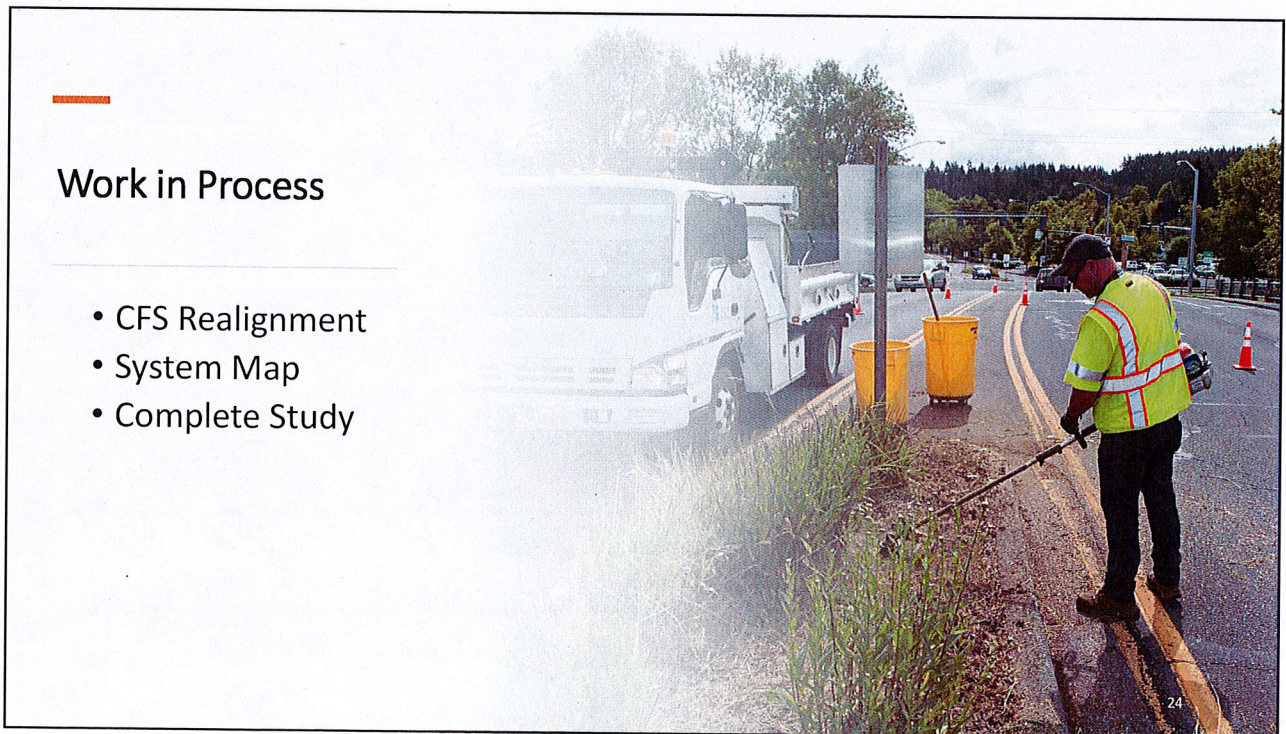
- The healthcare system within the City is overburdened.
- Without the provision of additional services, the healthcare system within the City will continue to struggle to meet the needs of the visitors and residents.

Recommendation:

- Consider adopting a community paramedic or MIH-CP model.
- Explore alternate funding options than City dollars.

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Work in Process

- CFS Realignment
- System Map
- Complete Study

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Questions



25

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