

# Fire-Rescue Department

Item: Falck Mobile Health Corp. Contract  
Update

Public Safety and Livable Neighborhood Committee  
Meeting

November 16, 2022

# Overview

Falck Mobile Health Corp. (Falck) began providing Emergency Ambulance Services on November 27, 2021.



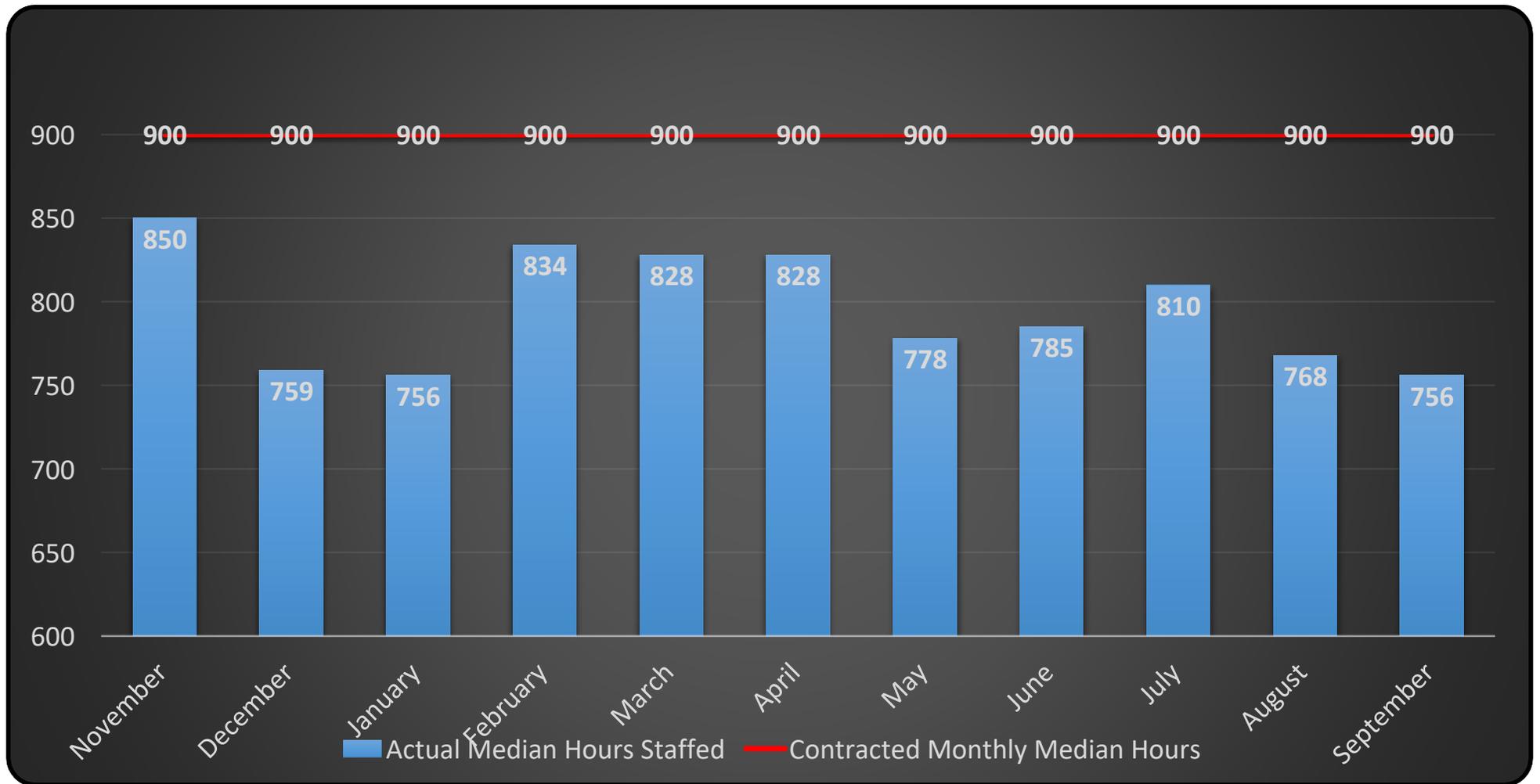


# Response Time Compliance & Penalties

Compliance for July, August and September is under review



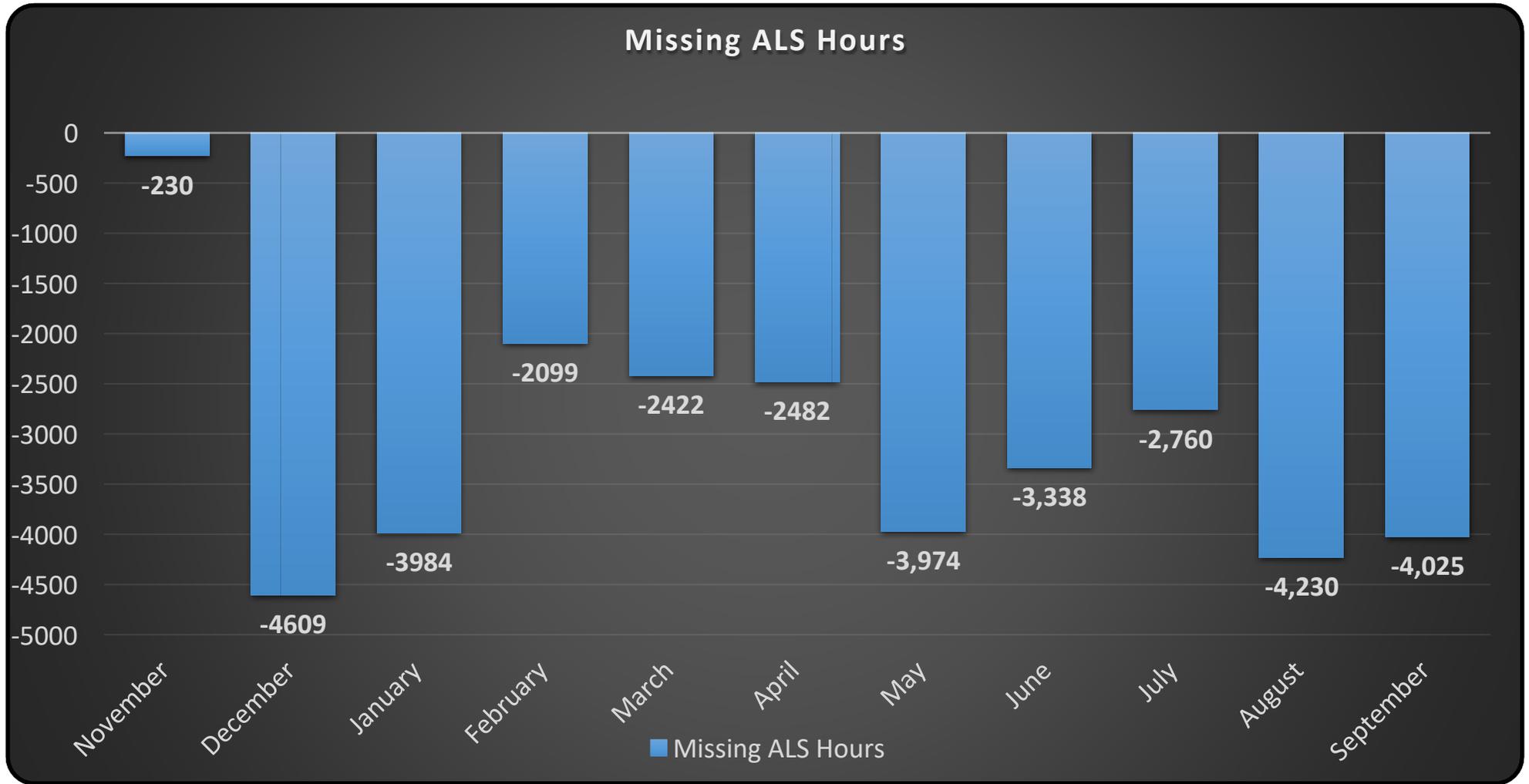
# Staffed Monthly Median Paramedic Hours



900 Monthly Median Hours Required



# Total Monthly Missing ALS Hours



Total -34,153 Unit Hours.  $34,153 \times \$200.00$  (Unit Hour Cost Saving) = \$6,830,600.00



# No Paramedic Ambulances for 911 Calls

Month	ALS Level 0 Frequency	Cumulative Duration of Time
December 2021	1,282	32 Hours and 53 Minutes
January 2022	1,785	48 Hours and 18 Minutes
February 2022	113	2 Hours and 13 Minutes
March 2022	95	2 Hours and 22 Minutes
April 2022	96	1 Hour and 41 Minutes
May 2022	485	9 Hours and 39 Minutes
June 2022	494	11 Hours and 35 Minutes
July 2022	636	14 hours and 55 minutes
August 2022	821	19 hours and 51 minutes
September 2022	1,418	42 hours and 11 minutes



# Top Closed Paramedic Ambulances

Council District	Ambulance	Community Plan	Closed Percentage
1	M09	La Jolla	6%
	M50	University	5%
2	M15 (Nights)	Peninsula	79%
	M22	Peninsula	40%
3	M01 (Nights)	Downtown	67%
	M18 (Nights)	Normal Heights	35%
4	M32 (Nights)	Skyline-Paradise Hills	47%
	M51 (Nights)	Skyline-Paradise Hills	28%
5	M42	Carmel Mtn. Ranch	7%
	M33	Rancho Bernardo	2%
6	M236	Clairemont Mesa	42%
	M02	Kearny Mesa	26%
7	M31 (Days)	Navajo	16%
	M39	Tierrasanta	10%
8	M29	San Ysidro	18%
	M30	Otay Mesa-Nestor	14%
9	M17 (Nights)	City Heights	92%
	M19 (Nights)	Southeastern San Diego	86%

July - September 2022

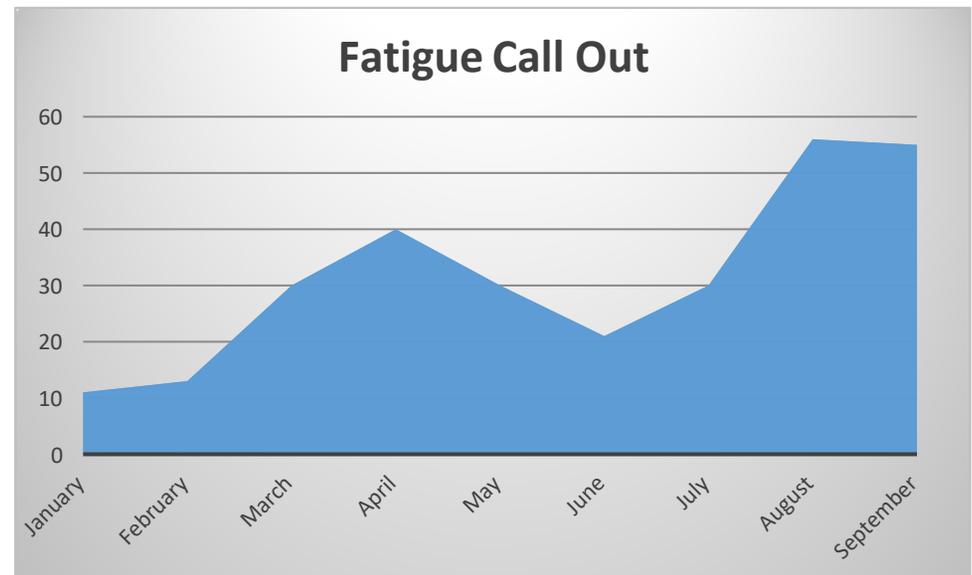


# Workforce

- Recruiting
  - Methods are ineffective and not meeting system needs
- Retention
  - Paramedics are leaving
- Working Conditions
  - Busy ambulances
  - Fatigue call out is increasing

<b>January 11</b>	<b>February 13</b>	<b>March 30</b>
<b>April 40</b>	<b>May 30</b>	<b>June 21</b>
<b>July 30</b>	<b>August 56</b>	<b>September 55</b>

- Elevated Unit Hour Utilization (UHU)
  - Falck committed to a UHU of **0.29**
    - July 2022 = **.315**
    - August 2022 = **.325**
    - September 2022 = **.335**



# FALCK'S COMMITMENT TO SAN DIEGO

## AMBULANCES AND EQUIPMENT

- **66** new high-end ambulances
- **9** new SUV/Utility vehicles
- New cardiac monitors for Fire & Falck
- New medical equipment for Fire & Falck
- New auto loading gurneys for all Falck ambulances
- New mechanical CPR devices for all Falck ambulances

### Southwestern College MOU

- *Increased EMT and Paramedic training*
- *Provide scholarships for students*
- *Maintenance of SWC ambulances*

## TRAINING AND PARTNERSHIP

- \$8 plus million Fee for Service to the City annually
- Continued training of Fire & Falck staff to ensure the highest clinical competency
- Ongoing collaboration with San Diego Fire-Rescue leadership

**\$30+ million  
Investment  
in San Diego**

# STAFFING/CONTRACT CONSIDERATIONS

## RFP WRITTEN PRE-PANDEMIC CONDITIONS

- Proposal submitted April 2020 at beginning of pandemic
- Everyone thought two weeks to return to normal
- No one knew what to expect but failed to anticipate the real impact of pandemic on our society and industry
- Staffing shortages became front and center for EMS

## STAFFING SHORTAGES CONTINUE

- EMTs and Paramedics left the industry due to fatigue, exposure, death of colleagues, and other impacts
- Training facilities shut down preventing new EMT and paramedics to back fill the gaps left by pandemic
- Paramedics and EMTs sought opportunities outside EMS
- Uncertainty and risk from COVID still impacting staffing



# STAFFING STRUGGLES NOT UNIQUE



## Burned out and under attack, New Orleans ambulance service has 40% turnover, officials say

*Even with higher pay, officials expect staffing trouble for years to come*

BY MATT SLEDGE | STAFF  
WRITER NOV 5, 2022 - 4:00 AM

NEW ORLEANS, LA – Attacks on medics, pandemic burnout and competition from the private sector contributed to 40% turnover at New Orleans Emergency Medical Services last year, officials told the City Council Friday.

With more than one fifth of the jobs vacant, the agency is well below an industry standard for responding to the most urgent 911 calls.

## EMS facing staffing shortages in Knox County; non-emergency calls add to problem with delays

*First responders are struggling to deal with the volume of 911 calls with current staffing. Officials said the pandemic exacerbated a problem that was already there.*

Author: Chrissa Loukas  
August 16, 2022

KNOXVILLE, Tenn. — Officials in Knox County said the COVID-19 pandemic uncovered a problem for first responders and the healthcare system at large.

"I think the pandemic exposed what was already a taxed system in EMS," AMR Southeast regional director Joshua Spencer said. "This system, obviously, it's a very difficult job, it's very hard on employees. We see things that people just don't want to have to see every single day in many situations."

## The Vindicator

### Ambulance service in Youngstown could face closure

BY DAVID SKOLNICK  
August 28, 2022

YOUNGSTOWN, OH — Officials with American Medical Response, which provides ambulance service in Youngstown, say without an annual city subsidy of at least \$750,000 the company could be forced to close its operations here.

AMR's existing contract doesn't include a subsidy, and an effort to add one was rejected in April by city council.

"Under the current terms of the agreement, which we've made pretty clear we can't do, it's not sustainable," said Chris Stawasz, the company's northeast director of government relations.

# FALCK'S EFFORTS TO INCREASE STAFFING

## EFFORTS TO ACHIEVE COMPLIANCE

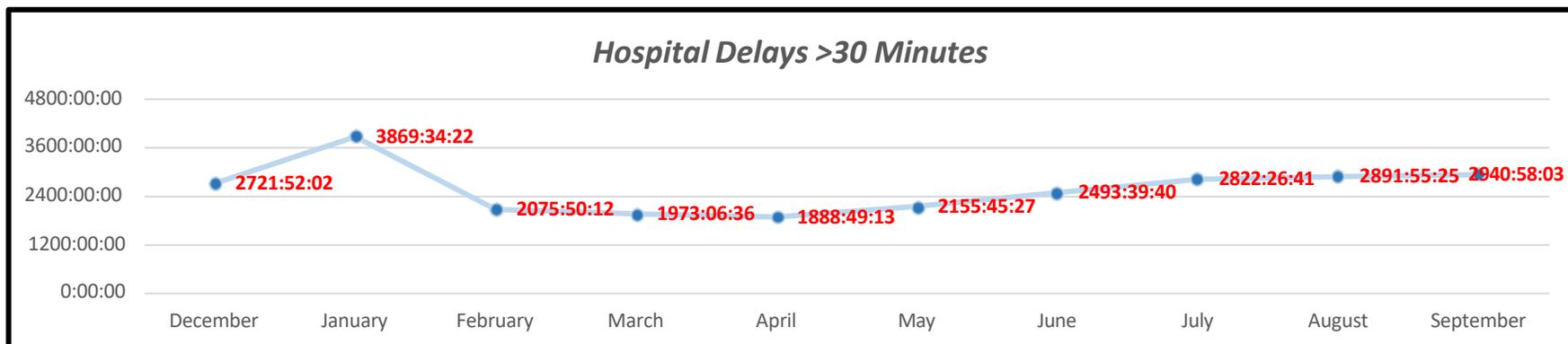
- \$12,000 bonus for new paramedics
- Visiting paramedic and EMT schools to recruit
- Paying \$12K for paramedic school for Falck EMTs
- Paying staff double time to cover additional shifts
- Reasonable mandatory staffing requirements for all staff at 2x pay (two additional shifts per month)
- Working with Fire and City officials to temporarily utilize travel paramedics
- Partnership with Southwestern College, 1904 Cadets, and Workforce Partnership



# HOSPITAL DELAYS

## AMBULANCES HELD HOSTAGE

- State standard is 20 minutes
- With hospitals short-staffed and overwhelmed, paramedics are forced to wait to turn over patients
- Hospital delays are the single-largest cause of delayed responses and fines in City
- Equivalent to removing >8 12-hour ambulances from the system every day
- The problem is getting worse



# THE COST OF NOT BEING FULLY STAFFED

## STAFFING SHORTAGES IMPACTS

- Assumption that Falck is saving money is NOT accurate
- Falck spends more than \$1.5 million dollars per month above budgeted wages due to incentives to fill open shifts and increase unit hours.
- Falck will pay the City more than \$1.5 million in penalties in 2022 due to response time compliance
- Our costs are skyrocketing for health benefits, fuel, medical supplies, and all things that are needed to manage an organization.



# FALCK IS FOCUSED ON FINDING SOLUTIONS

## LESSONS LEARNED

- Health system, including EMS and hospital throughput is broken and must be fixed
- Anyone who calls 911 gets an ambulance response; not a sustainable model
- Staffing pattern is not aligned with patient needs
- Hospital Emergency Rooms are overwhelmed, keeping ambulance crews for a reasonable time



## OPPORTUNITY TO IMPROVE EMS IN SAN DIEGO

- Across the country, EMS agencies are adjusting staffing to actual need, recognizing that not everyone needs an ambulance as resources are limited
- Exploring a new approach with Fire Department
- Plan to return in January with updated approach

# Summary

Fire-Rescue will continue to work with Falck to ensure the highest level of emergency service is delivered to the communities of San Diego.

