

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Sitting/Acting as Board of Health

Policy Session Worksheet

Presentation Date: 1/17/2023 **Approx. Start Time:** 10:30am **Approx. Length:** 60 minutes

Presentation Title: County Ambulance Services Contract with AMR NW

Department: H3S / Public Health Division

Presenters: Rodney Cook, H3S Director, and Philip Mason-Joyner, Public Health Director

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

- To review current contract compliance issues for ambulance services with American Medical Response Northwest (AMR NW)
- To seek Board of County Commissioner (BCC) direction on next steps related to liquidated damages and the current contract, which expires on April 30, 2024.

EXECUTIVE SUMMARY:

The County's ambulance services contract with AMR NW has a performance structure that results in liquidated damage (i.e. fines) for failure to meet monthly response time requirements. County staff brought to the BCC attention that AMR NW had accrued \$456,000 in fines from May 2022 through April 2023 for response time non-compliance. The BCC waived these fines and directed AMR NW to spend half of the monies (\$228,000) on a performance improvement plan.

In the next period of May 2023 through December 2023, AMR NW has accumulated an additional \$840,000 in fines for response time non-compliance.

Based on BCC direction, staff communicated to AMR NW the following:

- Accumulated fines will be kept in place but not imposed through December 31st, 2023. This will allow time for AMR to get fully staffed with required paramedics and work on their performance improvement plan. If response time compliance is not met by the end of the calendar year, all accumulated fines during the current contract year may be imposed.
- A performance improvement plan must be implemented with 12 performance objectives identified.

Current Status on AMR NW's performance improvement plan and staffing

- AMR NW's current staffing is 38 paramedics (48 fully staffed) and EMTs are near full staffing (42 fully staffed). Their performance improvement plan is being implemented.
- The \$228,000 in funds have been fully exhausted for paramedic scholarships and incentives.
- AMR NW also has a subcontract with Metro West Ambulance since December 2nd, 2023 to provide 911 ambulance services in Clackamas County. Metro West has been providing one ambulance per day on day shifts, as needed. Metro West is unable to provide an ambulance during night shifts.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? Annual revenue for ambulance contractor (AMR NW) is approximately \$17 million annually; Clackamas County receives \$970,340 annually to administer the EMS Program.

What is the funding source? Franchise Fee & Cost Savings

STRATEGIC PLAN ALIGNMENT:

- **How does this item align with your Department’s Strategic Business Plan goals?**
 - Emergency Medical Services is an important Public Health program and aligns with H3S and Public Health Strategic Business Plans.
 - Monthly contract compliance for emergency medical services is a key performance measure incorporated into the County’s annual budgeting process.

- **How does this item align with the County’s Performance Clackamas goals?**
 - Ensure safe, healthy & secure communities.

LEGAL/POLICY REQUIREMENTS:

ORS 682.062 requires each county to establish a plan for the county for efficient and effective ambulance services. ORS 682.063 (1) (b) requires persons and governmental units that desire to provide ambulance services under the plan to meet all the requirements established by the plan.

PUBLIC/GOVERNMENTAL PARTICIPATION:

EMS stakeholders are primarily engaged through the County’s Emergency Medical Services Council.

OPTIONS:

Related to liquidated damages (fines):

1. Ask AMR NW, with a portion of the accumulated fines from this current contract year (\$840,000 total), to provide the GMR Access2Care Nurse Navigation Program for Clackamas County by May 1, 2024.
2. Impose all \$840,000 of fines to AMR NW and direct County staff to initiate the GMR Access2Care Nurse Navigation Program for Clackamas County.
3. Instruct staff on an alternative approach.

Related to Clackamas County’s ambulance contract:

1. Extend current contract for ambulance services with AMR NW by 1 year.
2. Move forward with new performance-based contract with AMR NW.
3. Let current contract expire and direct staff to initiate a competitive RFP process as soon as possible.
4. Instruct staff on an alternative approach.

RECOMMENDATION:

- For liquidated damages, staff respectfully recommends: Option 1, Ask AMR NW, with a portion of the accumulated fines from this current contract year (\$840,000 total), to provide the GMR Access2Care Nurse Navigation Program for Clackamas County by May 1, 2024; AND

- For Clackamas County’s ambulance contract, staff respectfully recommends: Option 1, Extend current contract for ambulance services with AMR NW by 1 year.

ATTACHMENTS:

Attachment 1 - AMR Compliance Overview 2023-2024

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

AMR Response Time Compliance (May 2023 - April 2024)

MONTH	PRIORITY	URBAN			SUBURBAN			RURAL			FRONTIER		
		Runs	Meet Standard	% Meet Standard	Runs	Meet Standard	% Meet Standard	Runs	Meet Standard	% Meet Standard	Runs	Meet Standard	% Meet Standard
MAY	PRIORITY 1	1,160	930	80.17%	188	159	84.57%	118	112	94.92%	2	2	100.00%
	PRIORITY 2 and 3	1,502	1,423	94.74%	181	175	96.69%	135	129	95.56%	1	1	100.00%
JUNE	PRIORITY 1	1,101	876	79.56%	169	147	86.98%	130	113	86.92%	0	0	N/A
	PRIORITY 2 and 3	1,326	1,221	92.08%	186	175	94.09%	146	128	87.67%	6	5	83.33%
JULY	PRIORITY 1	1,139	957	84.02%	152	117	76.97%	150	120	80.00%	3	3	100.00%
	PRIORITY 2 and 3	1,407	1,341	95.31%	207	190	91.79%	150	135	90.00%	6	6	100.00%
AUGUST	PRIORITY 1	1,153	957	83.00%	157	131	83.44%	121	106	87.60%	0	0	N/A
	PRIORITY 2 and 3	1,428	1,339	93.77%	219	205	93.61%	154	140	90.91%	5	5	100.00%
SEPTEMBER	PRIORITY 1	1,139	930	81.65%	194	160	82.47%	133	114	85.71%	0	0	N/A
	PRIORITY 2 and 3	1,394	1,307	93.78%	184	168	91.30%	142	134	94.37%	5	5	100.00%
OCTOBER	PRIORITY 1	1,118	891	79.70%	176	149	84.66%	129	110	85.27%	0	0	N/A
	PRIORITY 2 and 3	1,416	1,334	94.21%	189	177	93.65%	123	116	94.31%	1	1	100.00%
NOVEMBER	PRIORITY 1	1,081	895	82.79%	206	173	83.98%	108	90	83.33%	1	1	N/A
	PRIORITY 2 and 3	1,331	1,274	95.72%	194	180	92.78%	115	107	93.04%	2	2	100.00%
DECEMBER	PRIORITY 1	1,221	995	81.49%	185	153	82.70%	126	118	93.65%	1	1	100.00%
	PRIORITY 2 and 3	1,452	1,382	95.18%	204	195	95.59%	144	135	93.75%	3	3	100.00%
JANUARY	PRIORITY 1 PRIORITY 2 and 3												
FEBRUARY	PRIORITY 1 PRIORITY 2 and 3												
MARCH	PRIORITY 1 PRIORITY 2 and 3												
APRIL	PRIORITY 1 PRIORITY 2 and 3												

Response Time Requirements

Priority	Urban / ALS 1 st Response	Suburban / ALS 1 st Response	Rural	Frontier
1	8:00 / 10:00**	12:00 / 15:00**	25:00:00	2:00:00
2	12:00 / 15:00**	15:00 / 20:00**	30:00:00	2:00:00
3	20:00	25:00:00	35:00:00	2:00:00

** Ambulance response times in the Urban and Suburban Zones may be extended to the longer response time in these boxes where a Participating Provider has agreed to provide ALS response meeting the shorter response time in these boxes.