

I. Evaluation of Current EMS System Model

A. EMS System Review

1. Assess the existing EMS system to evaluate the efficiency, effectiveness and performance of the system as it operates currently
2. Compare the EMS system, including governance structure, with other EMS systems in similar state and nationwide counties including, but not limited to, those with similar statutory roles and responsibilities

B. Service Delivery Model

1. Assess current EMS services and delivery model
2. Compare with other EMS systems in similar state and nationwide counties
3. Identify any areas of recommended improvement

C. Patient Outcomes

1. Evaluate and render professional opinion on Medic's methodology for evaluating patient outcomes
2. Compare outcomes with similar EMS services in similar state and nationwide counties
3. Identify and assess national benchmarks/standards
4. Compare Medic's current performance against those benchmarks

D. Roles and Responsibilities

1. Identify all North Carolina statutory rules and regulations for roles and responsibilities for County EMS systems, and for municipal fire departments providing first responder services
2. Evaluate the role of municipal fire departments as first responders within an EMS system, including which entities provide response to emergency and non-emergency calls
3. Benchmark roles and responsibilities against comparable state and national EMS systems, including but not limited to those with similar statutory roles and responsibilities, including which entities provide response to emergency and non-emergency calls
4. Evaluate any state and local legal requirements and legal best practices for establishing roles and responsibilities between County EMS and first responders, including state plans, contracts or other means.

E. Current EMS Goals and Performance Standards

1. Evaluate and render professional opinion on EMS performance relative to response times including:
 - a. Response time definition and measurement
 - b. Response time goals by call levels/priorities
 - c. Public data reporting and frequency
2. Evaluate and render professional opinion on response configuration and protocol methodology (such as, dynamic vs. static deployment of ambulances, number of staffed ambulances in service throughout the day, etc.)
3. Compare to other EMS systems in similar state and nationwide counties first responder response time goals, response times, patient outcomes and data reporting and frequency to the EMS system and the public

4. Assess costs, feasibility, scalability and sustainability of any proposed changes to response times and/or response zones

F. Response Zone Analysis

Evaluate response times, quality, and effectiveness of MEDIC's proposed response zones and town/zip code/fire district zones. Assess response zone impact on response times, patient outcomes and operational needs (all call levels/priorities; raw and compliance data)

G. Historical and Current Performance Analysis

1. Analyze performance by current zones, MEDIC's proposed zones, and town/zip code/fire district zones
 - a. Response times for Medic and First Responders (all call levels/priorities; raw and compliance data)
 - b. Patient outcomes, response time, and adverse event comparison to national standards and peer agencies

H. Systemwide Operations Review

1. Evaluate staffing, operations, dispatch (including CAD), capital resources, system planning, and quality control
2. Assess both Medic and First Responder functions
3. Compare H.1. and H.2. to other EMS systems in similar state and nationwide counties
4. Assess other hospital systems in other jurisdictions that are integrated into the EMS system (i.e., financially, community medicine, etc.)

I. Customer Experience Evaluation

1. Understand community experiences and expectations (general public, Towns, City, County), to include community members who have and have not directly experienced Medic's service
 - a. Interviews
 - b. Surveys
2. Review current practices and recent process improvements

II. Evaluation of EMS System Funding Model

A. Costs for Services

1. Assess both MEDIC and First Responder costs (capturing total Fire departmental costs and Fire costs that are specifically attributable to first responder services)
2. Compare with other state and nationwide EMS systems in similar counties

B. Funding Sources and Distribution

1. Identify current funding sources for EMS and municipal fire departments
2. Analyze distribution methods
3. Compare with other state and nationwide EMS systems in similar counties

C. Funding Levels and Formulas

1. Review existing formulas used to allocate funding
2. Assess adequacy for current and future system needs
3. Compare with other state and nationwide EMS systems in similar counties

D. Budget and Sustainability

1. Evaluate long-range financial planning, including growth forecasting and subsidy
2. Assess financial sustainability of the current model
3. Compare with other like systems, including but not limited to those with similar statutory roles and responsibilities

III. Recommendations

1. Propose recommendations for improvement to the current EMS system
 - a. Recommendations to improve the effectiveness, efficiency, performance, and financial sustainability of the existing EMS system that align with North Carolina statutory rules and regulations for roles and responsibilities for County EMS systems, and for municipal fire departments providing first responder services
 - i. This includes resource deployment and allocation strategies, response time requirements and performance targets for Medic as well as first responder roles, responsibilities, and performance targets
 - b. Compare the existing EMS system model to other EMS system models in similar state and nationwide counties. Determine whether a system model change should be considered or not. Make recommendations as to the benefits of any proposed system model change.
 - i. Any recommended changes to the EMS system model will be proposed with the understanding that the Mecklenburg EMS Agency (Medic) will remain intact as a government entity and as the sole 911 ambulance provider in Mecklenburg County and that all current incumbent workforce and management shall remain in place regardless of what system model type is proposed.
2. Provide a Pros/Cons analysis of the existing EMS system model
3. Review Medic's current accreditations and make recommendations based on the recommended improvements(s)

IV. Implementation of Recommendations

1. Identify steps and timeline for implementation
2. Identify funding required and funding sources for implementation