



RICHMOND AMBULANCE AUTHORITY

WORLD CLASS EMS



Annual Report
2018



RICHMOND AMBULANCE
AUTHORITY

W O R L D C L A S S E M S

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Letter from the Board of Directors

2018 was another great year for the Richmond Ambulance Authority (RAA). The Board of Directors continues to be a proud part of our leading EMS agency's success and ongoing commitment to the community we serve. The RAA Board is made up of eleven volunteers from a variety of professional backgrounds with one, core mission which has remained unchanged for almost three decades now - to support the RAA staff with its consistent delivery of exceptional patient care while maintaining our commitment to economic efficiency and accountability to our City. In March, we welcomed our newest member, Weet Baldwin, to our Board and we are excited he joined our team.

In the early 2000's, our industry saw a handful of EMS agencies begin to offer community healthcare services in response to the skyrocketing healthcare costs. Today, hundreds of EMS agencies have begun partnering with area hospitals, primary care physicians, nurses and mental health and social services providers to help navigate patients to the correct medical destination. In 2018, RAA launched its first Mobile Integrated Healthcare and Community Paramedicine (MIH/CP) partnership and continues to explore additional opportunities with other healthcare organizations.

On the financial front, RAA learned we received yet another "clean opinion," from our outside auditors as we closed the year. In addition, we were able to close the books in the black with total expenditures favorable to budget. RAA has and will continue to make it a top priority to remain good stewards of City funding by delivering the best prehospital care in the most economically efficient manner possible.

We continue to join forces with our public safety partners, local and state governmental agencies, to address the current opioid epidemic. RAA participates on committees and taskforces and is committed to the common goals of working together towards the advancement of prevention and detection as well as raising educational awareness throughout our communities. This is a critical undertaking to address misuse and addiction and provide our citizens with better prevention, treatment and recovery services.

It was a rewarding year for our agency. Upholding RAA's reputation as a leading EMS agency is the direct result of a team effort; specifically attributed to the dedication and commitment demonstrated by our CEO, Chip Decker, our Operational Medical Director, Dr. Joseph Ornato, our Board of Directors, and the continued support we receive from both Richmond City Council and City Administration. Together, we can look forward to another great year in 2019.



The 2018 Richmond Ambulance Authority Board of Directors:

- Elizabeth Matish, Chairperson
- Jeffrey Odell, Vice Chairman
- Matthew A. Conrad, Treasurer
- Richard Bennet, M.D., Secretary
- Weet Baldwin, Director
- Joseph Boatwright III, M.D., Director
- Selena Cuffee-Glenn, Director
- Councilwoman Kristen Larson, Director
- J. Stephen Lord, Director
- John Wack, Director

Operational Medical Director's Report



Update on Cardiac Arrest Transnasal Cooling Project

A research and engineering team from Johns Hopkins University has developed an alternative technology that can cool the body and brain without the need for IV fluids or drugs. Johns Hopkins researchers have completed testing on traumatic brain injured patients showing the safety and effectiveness of cooling with this exciting new technique which simply streams dehumidified room air through a mask into the nose of cardiac arrest patients with intermittent small puffs of sterile salt water. As the saline mist evaporates, it quickly cools the tissues in the back of the nose and mouth, including the brain. The technology has the potential to improve survival and decrease brain injury for patients with cardiac arrest, traumatic brain injury, and stroke.

The device development team has just submitted the Johns Hopkins data to the Food and Drug Administration (FDA) for review. The next step once FDA approval is obtained will be for VCU and RAA to conduct a small, National Institutes of Health (NIH) sponsored pilot trial that can provide preliminary data to guide design of a large, multicenter, prehospital clinical trial on out-of-hospital cardiac arrest victims.

In the last year, numerous meetings were held with citizens from the City of Richmond and surrounding areas to inform them and solicit their opinion about the upcoming study. There was overwhelming support for the study that has been reviewed by the VCU IRB. The next step, actual training and launch of the 50 patient study, is ready to go pending FDA awarding of an Investigational Device Exemption (IDE) and final IRB approval of community notification, final protocol, and enrollment.

Naloxone Drone Delivery to Bystanders at the Scene of an Unconscious Opioid Overdose Victim

We are in an opioid crisis killing >63,000 Americans a year. An opioid overdose (OD) kills by causing the victim to stop breathing and, within 2-5 minutes, if not reversed by a naloxone antidote, the heart stops beating resulting in death. It is often not physically possible to get EMS responders to the scene to administer the naloxone antidote quickly enough to save some of these victims once they stop breathing.

A novel collaboration between RAA and VCU's Department of Emergency Medicine and College of Engineering is developing an interface with RAA's Computer Aided Dispatch (CAD) that will transfer/upload the bystander's GPS location into a drone that will rapidly deliver naloxone antidote to the caller. RAA dispatch controllers will have real-time audio and video from the drone, and will be able to provide pre-arrival instructions to the bystander directing them to administer the antidote while our standard EMS ground providers are enroute to the scene. Five senior VCU engineering students are working on this "Capstone" project to develop and test the prototype system. A parallel "human factors" simulation study is also about to begin that will test the ability of lay bystander volunteers to follow scripted dispatch instructions in fetching a drone, carrying it a short distance to a manikin playing the role of a non-breathing OD victim, and administering the antidote into the manikin's nose. Finally, there is an active effort to obtain grant funding to take what is learned from the ongoing project and turn it into an actual operational field test.

JOSEPH ORNATO, MD, FACP, FACC, FACEP

OPERATIONAL MEDICAL DIRECTOR

Chief Executive Officer's Report



The Richmond Ambulance Authority (RAA) has seen its share of successes and accomplishments over the years, and 2018 proved to be no different. We responded to nearly 68,000 calls for service resulting in approximately 50,000 transports. This equates to 186 calls for service each and every day. While RAA continues to be one of the busiest systems in the nation per capita, we also continue to be one of the quickest, with an average response time of five minutes and 55 seconds to life-threatening emergencies.

RAA welcomed new members to our management team, which include Michael Colman, Chief Operating Officer, Terone Green, Chief Administrative Officer, Mark Tenia, Public Relations/Media Manager, and Nicole Carter, Director of Human Resources. Each of these individuals bring years of experience in their respective fields to RAA and we are delighted to have them join our team.

RAA started off 2018 transitioning over to the City's Computer-Aided Dispatch (CAD) system. This allows us all to work together more efficiently and improves our interoperability. Efficiency amongst public safety providers is paramount, and this was put to the test midsummer when Chippenham Hospital experienced a complete power outage resulting in a loss of the facility's main and backup generator power. RAA immediately responded and transported some of their most critical patients to area hospitals. This could not have been accomplished without the support and mutual aid from our area partners, which allowed us to continue EMS operations throughout the City.

RAA's commitment to community education and outreach has been constant throughout the years, with 2018 proving to be no different. This included the training of Richmond Public Schools' nurses and security personnel on the proper use of the "Stop the Bleed," kits, previously purchased by RAA through a joint effort with VCU. We partnered with the League of United Latin American Citizens (LULAC) and held a Latino Youth Academy; a four-week class consisting of EMS orientation, a "Stop the Bleed," campaign overview, HeartSaver® training (sponsored by the American Heart Association), and career discussions. A graduation ceremony was held at RAA in May, with students receiving certificates of completion.

As Chief Executive Officer, I am fortunate to be leading such a talented group of individuals who pride themselves on delivering the very best prehospital patient care to our community. Our success, which has spanned over nearly three decades, starts with our people and the critical role they each play. Early on in 2018, we focused our attention on our people, having launched a new initiative; our employee engagement program. Throughout the year, we carefully adhered to the key steps of the program, which started with an engagement strategy and followed with the meticulous processes necessary to help make the program as successful as possible.

RAA is fortunate to have such a solid team that makes up our dedicated workforce, the leadership and oversight of a dedicated Board of Directors and the clinical expertise of our Operational Medical Director, Dr. Joseph Ornato. Coupled with the ongoing support of our City's Councilmembers, Mayor Stoney and our City government partners, we can all be proud of our accomplishments in 2018 as we focus our efforts on another successful year in 2019.

CHIP DECKER
CHIEF EXECUTIVE OFFICER

2018 News and Events



JANUARY

We love connecting with the community and in January we started the new year right as we hosted Pack 718 and explained what happens when a person dials 911 in addition to teaching hands only CPR.

We also hosted Survive and Thrive: Stress Resiliency Training. Our communications officers explained the importance of self care.

FEBRUARY

In February, RAA was delighted to be invited to the CBS 6 Women's Health and Fitness Expo. We encouraged others to push hard and fast as we taught hands only CPR.



We welcomed international visitors as paramedic students from Australian Catholic University stopped by our headquarters.



MARCH

In March, we welcomed the Richmond Police Department's Citizen's Academy to RAA. The attendees got a tour of our Communications Center and critical care unit. They all got an overview of how RAA operations contribute to overall public safety in Richmond.



APRIL

Our Latino Youth Academy was held in April. In partnership with the League of United Latin American Citizens, we offered a four-week class consisting of EMS orientation, the Stop the Bleed campaign, and Heart Saver training overview.



Our international visits continued as we welcomed Dr. Ana Del Valle, a surgeon from Santiago, Chile. She spent time learning about high performance EMS.

2018 News and Events



MAY

After weeks of classes our Latino Youth Academy class graduated in May.



May was also the month we celebrated EMS Week. It was an opportunity for local communities and medical personnel to come together to honor the dedication of those who provide lifesaving services.



JUNE

In June, we attended Senior Day at Byrd Park, organized by Richmond's Parks and Rec department. We enjoyed good food, music, and conversation with the seniors we serve.



We teamed up with the Richmond Public Library to provide a reading session for the library's summer reading program and gave a tour of one of our ambulances.



JULY

Paramedic Scott Kiniry received the Stars of Life award from the American Ambulance Association in July. The award recognizes the contributions of ambulance professionals who go above and beyond the call of duty.



We partnered with Richmond Police, Fire and the Department of Emergency Communications to participate in the Lip Sync Challenge. The video was viewed nearly 30,000 times and listed as one of the top 15 videos in the country!

AUGUST

We celebrated with communities across the City of Richmond as we participated in National Night Out events in August teaching Hands Only CPR.



We launched a new program with Richmond SPCA called Paws for Paramedics. The program is aimed at helping our staff relieve stress while trying to get pets adopted.



2018 News and Events



September

In September, we participated in the Science Museum of Virginia's Prepareathon. The event was aimed at teaching the community how to be more resilient when a disaster strikes. We answered questions and taught hands only CPR.



Staff members were led by nationally recognized Peer Support specialist James Hyde in an effort to build RAA's peer support team. Our peer support program helps providers deal with day to day stress at work and at home.



October

In October, we participated in the 8th and 9th City Council Districts' Senior Safety and Resource Fair. We provided blood pressure checks, and answered questions about our ambulances.



We attended Senator Jennifer McClellan's 12th Annual Harvest Festival as we handed out candy and educated those in attendance about RAA.



November

November was a busy month. Our crews were ready to respond at the Richmond Marathon.



We attended the 39th Annual Virginia EMS Symposium and got a chance to promote RAA and our Rider Alert program.



We partnered with AAA Mid Atlantic, VDH, and Richmond Fire to hold Child Car Seat Safety Checks ahead of Thanksgiving Day travel. Dozens of parents had their child car seats checked for safety.

December

In December we were pleased to participate in the Dominion Energy Christmas parade.



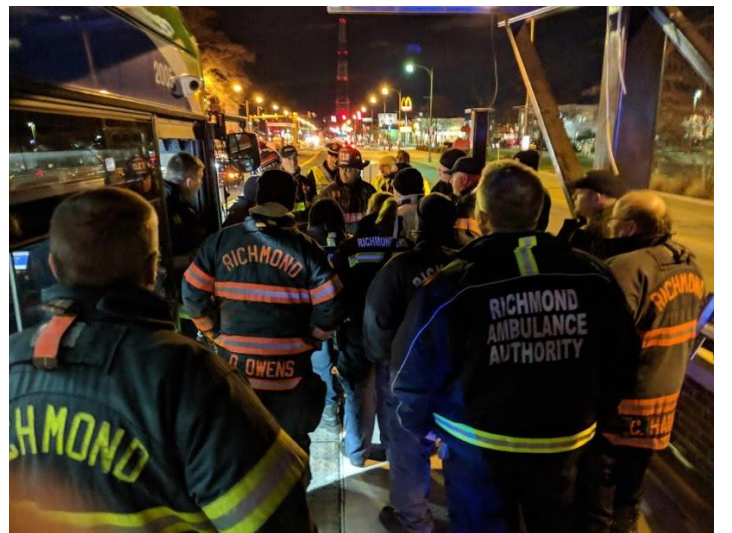
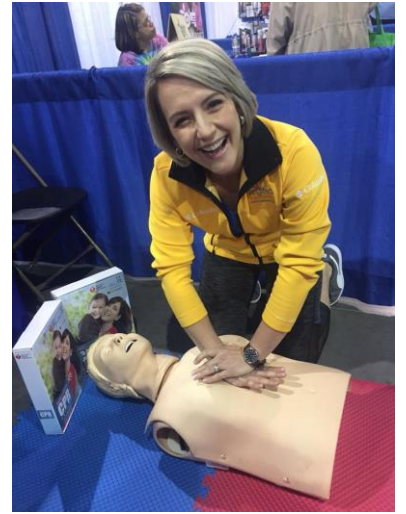
We participated in Councilwoman Reva Trammell's Annual Christmas Run spreading holiday cheer on Richmond's Southside.



We closed out the year hosting a holiday dinner for our employees who had to work on Christmas Day.

Memorable Moments from 2018





Our Visitors



Paramedic Students from Australian Catholic University

Dr. Alexander Salcedo, trauma surgeon from Colombia

Doctors Irene Bagahirwa and Gabin Mbanjumucyo from Rwanda

Students from Kaohsiung Medical University in Taiwan

Doctors Francisco Martinez and Juana Cordero from Ecuador

Dr. Ana Del Valle, Surgeon from Santiago, Chile

Vinicius Rodrigues, a 4th year medical student from Brazil

Jessica Rose, a 4th year paramedic student from South Wales, Australia

Dr. Krupa Shingada from India

Dr. Ntirenganya Faustin, Chair of Surgery at the University Teaching Hospital in Rwanda

Delegation of Critical Care Doctors from Poland

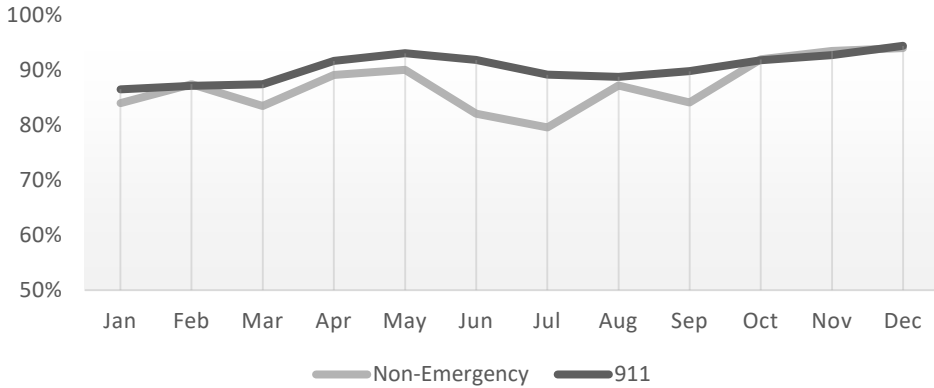
Dr. Stephanie Silva from Colombia



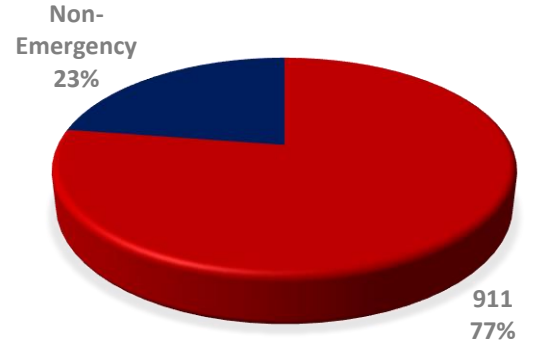


Our Performance

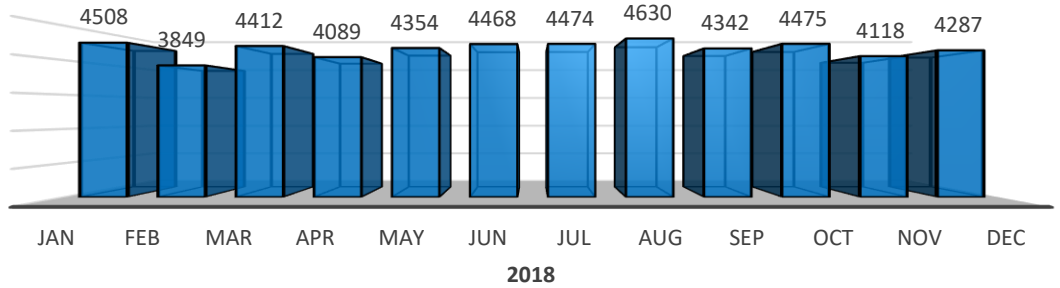
2018 Response Time Compliance



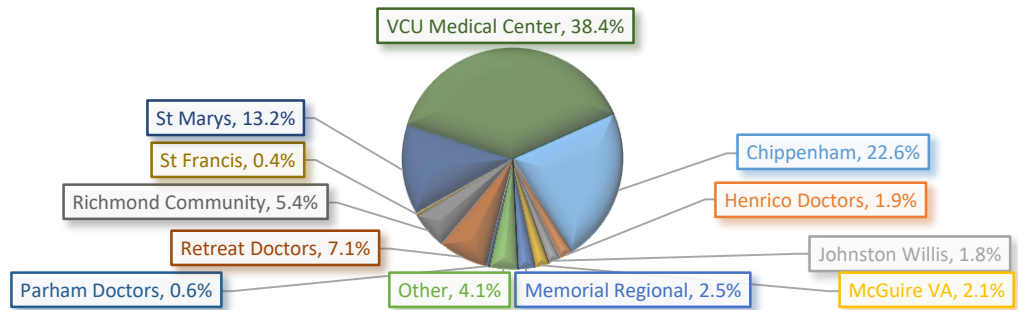
2018 RAA SYSTEM DEMAND



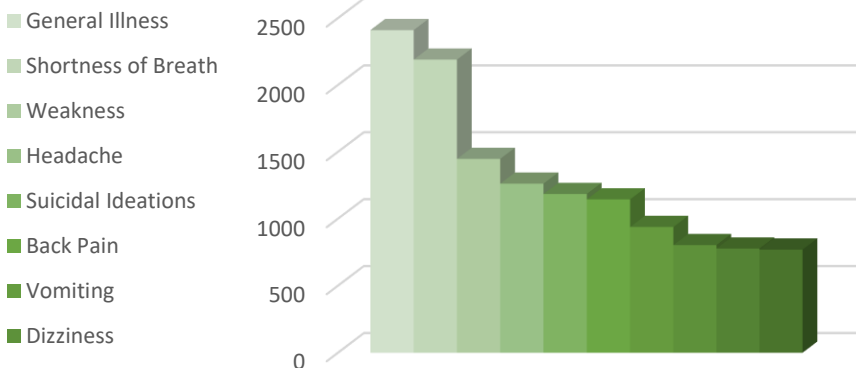
911 Responses



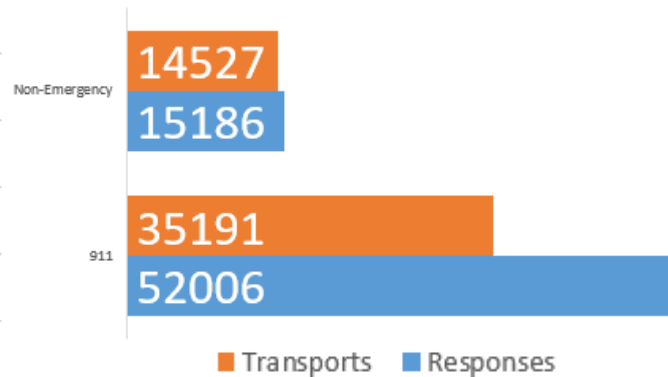
911 PATIENT DESTINATIONS 2018



Top 10 Emergency Response Complaints



2018 Call Volume



Fleet Composition



In 2018, RAA trucks traveled 1,274,910 miles. That's the equivalent of:

- 117,993 trips around Richmond (in square miles)
- 51.20 trips around the world
- 2.67 trips to the moon and back

Our fleet:

- 29 Ford Type III gasoline chassis ambulances
- 8 Ford Type II gasoline van style ambulances
- 1 Freightliner diesel Critical Care Transport
- 1 International Critical Care Transport
- 3 Ford gasoline Expeditions
- 2 Chevy gasoline Tahoes
- 1 Ford gasoline F-150 resource vehicle
- 1 Ford gasoline F-250 Tow vehicle
- 1 Ford gasoline Taurus
- 1 Ford gasoline Utility
- 2 Polaris gasoline ASAP specialty vehicles
- 2 ASAP Trailers
- 1 mass casualty trailer

Statements of Net Position

June 30, 2018 and 2017

	2018	2017
ASSETS		
CURRENT ASSETS		
Cash	\$ 3,092,266	\$ 2,342,828
Short-term investments	760,788	1,250,000
Total cash and short-term investments	3,853,054	3,592,828
Receivables:		
Service accounts receivables, net of allowance for contractual adjustments and doubtful accounts	2,665,747	1,964,193
Reusable supplies	259,242	256,779
Other current assets	659,352	373,526
Total Current Assets	7,437,395	6,187,326
LONG-TERM INVESTMENTS		
	2,000,000	2,000,000
CAPITAL ASSETS, NET		
Vehicles and ambulances	6,234,336	5,948,847
Building and improvements	626,311	612,311
Communications center	585,009	1,627,285
Communications equipment	896,102	926,961
Medical equipment	3,055,530	2,791,460
Office furniture and equipment	1,019,890	1,186,571
Shop equipment	81,680	90,726
Less accumulated depreciation	(8,602,108)	(8,822,375)
Total Capital Assets, net	3,896,750	4,361,786
Total Assets	13,334,145	12,549,112
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	1,257,435	616,388
Accrued payroll	455,100	393,757
Current installments of obligations under capital lease	6,912	6,590
Total Current Liabilities	1,719,447	1,016,735
NONCURRENT LIABILITIES		
Obligations under capital lease, excluding current installments	13,049	18,234
Total Liabilities	1,732,496	1,034,969
DEFERRED INFLOWS OF RESOURCES		
Membership fees received in advance	13,963	14,429
NET POSITION		
Net Investment in Capital Assets	3,876,789	4,336,962
Unrestricted	7,710,897	7,162,752
Total Net Position	\$ 11,587,686	\$ 11,499,714

Statements of Revenues, Expenses, and Changes in
Net Position Years Ended June 30, 2018 and 2017

	2018	2017
OPERATING REVENUES		
Service revenues	\$ 32,758,842	\$ 30,990,912
Provision for contractual adjustments and doubtful accounts	(18,150,700)	(15,829,401)
Net Operating Revenues	14,608,142	15,161,511
OPERATING EXPENSES		
Salaries and related benefits	12,605,942	12,477,844
Health insurance	1,493,286	1,482,175
Worker's compensation	305,268	307,197
Depreciation and amortization	1,425,162	1,646,493
Professional services	237,784	299,035
Collection expenses	31,800	51,211
Marketing and advertising	38,425	40,222
Office expenses	400,821	419,330
Telephone	169,366	171,266
Communications	68,310	67,010
Public information	22,563	26,860
Postage and shipping	47,885	41,376
Occupancy	197,918	189,402
Other	68,839	106,752
Insurance	174,840	167,084
Printing and artwork	9,578	4,744
Travel	80,842	83,807
Medical supplies and equipment	672,301	714,701
Recruiting and background investigations	85,444	73,870
Vehicle fuel and tolls	511,528	456,490
Vehicle repairs and maintenance	379,366	432,011
Uniforms and laundry	96,867	112,053
Total Operating Expenses	19,124,135	19,370,933
Operating Loss	(4,515,993)	(4,209,422)
NONOPERATING REVENUES (EXPENSES)		
City of Richmond subsidy	4,405,500	4,155,500
Interest Income	49,379	31,453
Grant revenues	40,351	133,233
Miscellaneous revenues (expenses), net	108,735	83,768
Total Nonoperating Revenues, net	4,603,965	4,403,954
CHANGE IN NET POSITION	87,972	194,532
Net position - beginning of year	11,499,714	11,305,182
NET POSITION - END OF YEAR	\$ 11,587,686	\$ 11,499,714

Awards and Recognition

RAA Annual Employee Awards

Operations Employee of the Year, Danielle Geronimo

Paramedic of the Year, Robert Steele

EMT of the Year, Tori Zobel

Support Employee of the Year, Cory Bernardo

Administrative Employee of the Year, Katina Brown



Industry-wide Recognition

American Ambulance Association 'AAA Stars of Life' Award, Scott Kiniry



Agency Information



OUR MISSION

To deliver patient centered care through measurable clinical and operational excellence with efficiency, outstanding customer service and employee engagement.

OUR VISION

The Richmond Ambulance Authority is an industry leader, providing World Class mobile integrated healthcare.

HISTORY

In 1990 The Richmond City Council and the city manager recognized they needed to make drastic changes to the city's EMS system in order to ensure all city residents received the best and most effective care. On March 20, 1991, the Virginia General Assembly created the Richmond Ambulance Authority (RAA) and on September 23, 1991, the City of Richmond granted the franchise to RAA to provide EMS services to the City of Richmond.

Since its inception, the goal of the Richmond Ambulance Authority (RAA) has been to provide its community with clinical excellence, while ensuring response time reliability and fiscal responsibility. Although it has the highest call volume per capita in the United States, RAA has gained a national and international reputation as a premiere, high performing EMS system. RAA is one of only 32 systems in the United States that has received accreditation from both the National Commission on Accreditation of Ambulance Services (CAAS) and the National Academies of Emergency Dispatch (NAED). These accreditations are considered the "gold standard" for ambulance services, certifying distinction for quality patient care and ambulance operations.





RICHMOND AMBULANCE AUTHORITY

WORLD CLASS EMS

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