



20

Richmond Ambulance  
Authority

ANNUAL  
REPORT

World Class EMS

22



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

Our Board of Directors is a proud part of the Richmond Ambulance Authority (RAA), providing oversight to our agency's ongoing commitment to the community we serve. While 2022 certainly came with its share of challenges, our organization is fortunate to have experienced some success stories and implementation of some key initiatives along the way. The Board is made up of eleven individuals from a variety of professional backgrounds with one core mission which has remained unchanged for over three decades now - to oversee and support the RAA team for the consistent delivery of exceptional patient care while maintaining our commitment to economic efficiency and accountability to our City. In March, we welcomed Board member, Carlos Hopkins, back from active military duty abroad and ended the year with the appointment of Joseph ("Joey") Trapani to our Board.

Notwithstanding the profound impact the pandemic continues to have on our operation, patient satisfaction continues to reflect the positive perception of the critical services our agency provides to the Richmond community. In January, we started the year with a month-end overall patient satisfaction rate of 97.93% and ended in December at 99.49%. Our 2022 overall patient satisfaction results averaged 97.53%. This is a true reflection of the selfless, dedicated work and level of care and customer service our field staff deliver to our City's citizens and visitors.

A component of RAA's response plan continues to be the equitable service to all areas of the City, regardless of one's ability to pay. Prior to the creation of RAA, there were disparities in response times and EMS availability, with profits often placed before the health and well-being of the public. By designating smaller response areas and incorporating individual response time compliance standards, RAA can better serve all areas of the City equally. Due to changes in population concentrations, roadway routes and volunteer rescue squad availability over the last several years, we took a closer look at realigning RAA's response plan and zones. Factoring in recent census results helped give us the most up-to-date view of the City's population and where RAA can best deploy its resources.

In November, a press event was held at RAA headquarters as we bid farewell and announced the donation of our ambulance, Unit #85, as part of the "U.S. Ambulances for Ukraine," nationwide campaign launched in March. Its mission will be to transport and care for victims of the war in Ukraine. The event was a great success, with members of our Board and staff joined by State government officials, members of City Council and an array of prominent leaders from our community.

RAA has a proven reputation for remaining a good steward of the City funding we receive as well as proper financial management to assure our organization continues to have the means to carry out our objectives as best as possible. We are proud to report having received yet another unqualified ("clean") opinion from our outside auditors, who completed their external audit of RAA's fiscal year 2022 financials in November.

While 2022 proved to be a busy and challenging year, it was a rewarding one. The foundation of RAA's success lies with the dedication of our staff, our CEO, Chip Decker, Operational Medical Director, Joseph Ornato, the oversight and guidance of our Board of Directors as well as the continued support of Richmond City Council and City Administration. Together, we can all be very proud of our accomplishments in 2022 as we prepare for yet another successful year for RAA in 2023.

## *The 2022 Richmond Ambulance Authority Board of Directors:*

- Weet Baldwin, Chairman
- Julia Hammond, Vice Chairman
- Kirk Roberts, Treasurer
- Marilyn West, Secretary
- Richard Bennett, Director
- Carlos Hopkins, Director
- Kristen Nye, Director
- Brandon Mencini, Director
- Kirk Roberts, Director
- Lincoln Saunders, Director
- Joseph Trapani, Director
- Sheila White, Director



# Operational Medical Director's Report



## ***Conversion to a tiered BLS/ALS response system***

The effects of the COVID pandemic have lessened but are not gone. Its aftermath continues to present unique challenges to EMS staffing and operational procedures. Provider shortages locally and nationally continue at all levels of training and certification. In 2022, RAA began transitioning to a “tiered” response system similar to that employed in Richmond’s surrounding counties. The tiered model has two main advantages: 1) it allows basic life support (BLS) responders (EMTs) to utilize their skills fully; 2) it gives ALS responders (paramedics) more critical calls on which they can use and maintain high proficient advanced skills such as endotracheal intubation and cardiac arrest team leadership. RAA clinical staff had a busy year updating protocols to support our new tiered system.

We added a new “Advanced EMT” category into the protocols to provide care as a step towards ensuring the right level of care to provide the appropriate outcome for our patients. We successfully completed an initial certification class for EMT-Basic and added an Advanced EMT class with oversight by our Operational Medical Director (OMD) and senior clinical/operations staff. In addition, nine paramedics were tested and cleared to provide advanced life support care in Richmond this year.

## ***Safety***

Our innovative safety program, patterned after that used by commercial aviation, continues to allow us to provide complex patient care with a level of safety above that of our peers. A vital element is a non-punitive, self-reporting process that enables providers to report a near miss or event. These reports allow us to identify potential safety hazards and take action to avoid future adverse events.

## ***Update of the Naloxone Drone Delivery to Opioid Overdose Bystanders Initiative***

The national opioid crisis continues to worsen. There were more than 100,000 overdose deaths throughout the United States in 2022, up from approximately 70,000 deaths per year just 1-2 years previously. Our team continues to move forward with a long-range plan to deliver naloxone spray to bystanders by drone while fire first responders and RAA providers are enroute to the scene of an opioid overdose. We are currently working with a consulting firm in North Carolina with expertise in helping public safety programs to obtain Federal Aviation Administration (FAA) approval for using drones on life-saving missions. This is a necessary step to obtain a grant to purchase the necessary equipment for our project.

JOSEPH ORNATO, MD, FACP, FACC, FACEP  
OPERATIONAL MEDICAL DIRECTOR

# Chief Executive Officer's Report



As we wrapped up 2022, the Richmond Ambulance Authority (RAA) can continue to be proud of the incredible work our team of dedicated individuals perform, providing selfless acts of caring and the tireless efforts needed to help save lives. While the remnants of the COVID-19 pandemic continue to bring challenges to the EMS industry, it is extremely rewarding to lead such a group of professionals dedicated to upholding RAA's reputation as a leading EMS agency. Regardless of the circumstance, RAA's priorities remain focused on bringing our community the clinical and operational excellence our citizens have come to expect and undoubtedly deserve.

One of the most important things RAA continues to concentrate on is the mental health and well-being of our team. Assuring the emotional stability of our EMS professionals starts with a culture shift, guided by our leadership team advocating for a healthier emotional environment to include a supportive, emotionally open work culture. RAA offers a variety of mental health resources to our staff to include Critical Incident Stress Management (CISM) and a Peer Support program that includes RAA's own certified specialists available to their colleagues. Additionally, we offer trauma focused, mental health therapy by a licensed professional counselor. Through a partnership, RAA offers resilience training which provides mental health support and injury prevention education. We continue our *Paws for Paramedics* program, designed to help our field providers relieve stress through interaction with pets from the SCPA, as well as our Employee Assistance Program, offered through RAA's health insurance provider.

The unfortunate reality of the opioid epidemic, along with its adverse consequences, is that a definitive solution has yet to be found. As the crisis continues, we must take a pragmatic approach to saving lives, reducing risk and play our part to help remove barriers to effective interventions. RAA is an active participant and partner in the community-based initiative, Project RECOVER – a program in central Virginia aimed at getting people struggling with drug addiction into treatment through peer support from recovering addicts who have turned their lives around. A Certified Peer Recovery Specialist is stationed at RAA and responds to overdose calls with our providers in an effort to bridge the gap in available services as well as to help eliminate the siloed structure of the substance use arena.

In spite of these very difficult times in EMS, RAA team members continued to find ways to shine in 2022. Two members of our field staff were selected to receive Old Dominion EMS Alliance (ODEMSA) awards in our region. Rebecca ("Becca") Szeles, Communications Supervisor, won the "*Outstanding Contribution to EMS Telecommunications*," award while Brittany Buckler-Hoffmaster, Assistant Field Operations Supervisor, won the "*Outstanding Prehospital Provider*," award. We are extremely proud of their achievements!

Staffing shortages and turnover have been a problem for some time as the pandemic hit the pipeline of new recruits hard. With the work and efforts provided by members of City Administration and the ongoing support of City Council, RAA entered into a vehicle lease agreement with the City for the acquisition of ambulances, freeing up RAA capital funds. This allowed RAA to make an investment in our most essential asset – our people. Although this nationwide issue continues, the actions of both City Council and Administration allowed RAA to implement competitive, hourly wage increases for our full-time field providers as well as the ability to purchase life-saving equipment and supplies they need to provide the highest quality of prehospital care to our community.

RAA is fortunate to have such a solid team to include the leadership and oversight of our dedicated Board of Directors. We ended 2022 having faced the unthinkable – the loss of our field provider and RAA family member, Alex Justiniano. While our hearts remain heavy, Alex's memory, along with the undeniable resolve of the RAA team, will make us stronger as we look toward a new year to work together and continue to fulfill our mission for the delivery of the highest quality, patient-centered care to the City of Richmond.

CHIP DECKER  
CHIEF EXECUTIVE OFFICER



# News and Events

## JANUARY



### Homebound Vaccinations

RAA announced it had, in partnership with the Richmond City Health District, administered more than 350 homebound COVID-19 vaccinations for those in the community who were unable to make it to a vaccination event, doctor's office or pharmacy.



### Governor's Inauguration

RAA joined local and state partners for the Inauguration of Governor Glenn Youngkin.



### At-home Birth Reunion

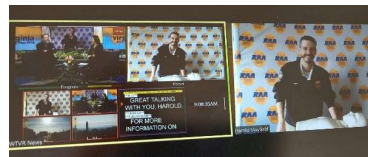
RAA employees Chris Stanton, Xavier Smith and Danielle Carrier had a virtual reunion with Ashley and Sean Harrington after helping them with the at-home delivery of their son River.

## FEBRUARY



### Patient Service Dog Reunion

A vision impaired patient reunited with the RAA crew that assisted him and his service dog after he called 9-1-1. Adam Swanson thanked the crew for the excellent treatment he and his dog, Titan, received when he was in need.



### RAA, AHA Partner for CPR Demonstrations

RAA and the American Heart Association partnered for CPR demonstrations during American Heart Month and RAA Training Instructor, Harold Mayfield, did a segment for Virginia This Morning on CBS6 explaining how anyone can perform the lifesaving skill.



### Midas of Richmond Donation

RAA received a generous donation from Midas of Richmond which donated gift certificates for free oil changes for our first responders as a thank you for their work in the community.

## MARCH



### RPS Virtual Job Shadowing

RAA gave a virtual tour of our agency and one of our Paramedics spoke to students about all the work involved in providing EMS to the community.



### RAA Highlights What3Words

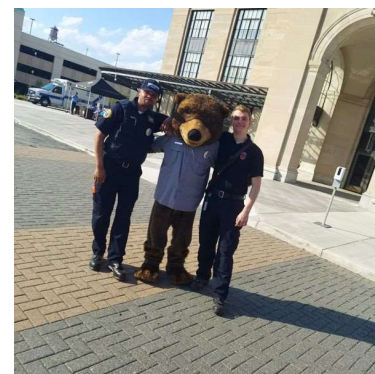
RAA spoke to CBS6 about a new app called What3Words the agency implemented to help Paramedics and EMTs locate patients faster when they call 9-1-1. The program divides the entire world into 10-foot squares and each square is assigned three words which can be used to locate cell phone callers.

## APRIL



### RPD Commemoration

RAA joined its public safety partners and members of the community for a commemoration ceremony honoring the first African-American police officers of the Richmond Police Department.



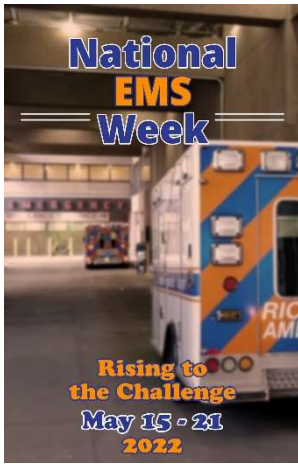
### JP Jumpers Autism Walk

RAA joined the Richmond Sheriff's Office at the JP Jumpers Foundation's Autism Walk to raise funds and awareness for kids with autism. RAA participated in the walk which was followed by a community festival at the Science Museum of Virginia.



# News and Events

## MAY



### National EMS Week

RAA celebrated National EMS Week with giveaways and meals for staff while recognizing our annual service award winners.



### Triennial Airport Exercise

RAA joined emergency officials from across the region for the Triennial Emergency Response Exercise at the Richmond International Airport. The exercise simulated a plane crash as agencies practiced their real-time response.



### First Responder Night

RAA participated in First Responder night with the Richmond Kickers where we met with community members and explained what we do.

## JUNE



### CPR Awareness Week

RAA partnered with the American Heart Association for National CPR and AED Awareness Week and held pop-up CPR demonstrations across the City of Richmond.



### RPD Community Meet and Greet

RAA joined our public safety partners for the Richmond Police Department's community meet and greet at the Belt Atlantic Apartments.



### RAA Visits Broad Rock Elementary School

RAA got a chance to interact with students, show them around our ambulance and answer questions during a great visit to Richmond Public Schools' Broad Rock Elementary School.

## JULY



### Public Safety Appreciation Week

Richmond City Council and Mayor Levar Stoney issued a proclamation recognizing public safety departments and partners including RAA by designating the last seven day workweek of July annually, as Richmond Public Safety Appreciation Week.



### RAA Promotes Heat Safety

RAA raised awareness for heat safety and spoke about the symptoms to look out for and what community members could do to protect themselves from the extreme heat.

## AUGUST



### National Night Out

RAA joined its public safety partners for National Night Out as we attended different community events across the city and taught Hands-Only CPR.



### Senior Active Aging Resource Fair

RAA spoke to residents at Councilwoman Ellen Robertson's 6<sup>th</sup> District Senior Active Aging Resource Fair where we promoted our Lifesaver program and held Hands-Only CPR demonstrations.



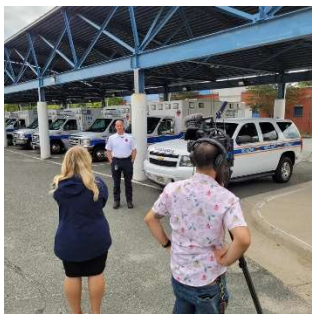
# News and Events

## SEPTEMBER



### ODEMSA Regional Awards

The Old Dominion EMS Alliance (ODEMSA) recognized three RAA employees with regional EMS Awards.



### RAA Major Reflects on His Connection to Queen

RAA's Major and Director of Field Operations spoke to the media about his experience being assigned to Queen Elizabeth II during her visit to recognize the 400<sup>th</sup> Anniversary of Jamestown following her passing.



### Unique Lessons Visits RAA

The Unique Lessons Learning Center, specializing in adults with intellectual learning differences, visited RAA where they got a tour of the facility and learned Hands-Only CPR.

## OCTOBER



### Move Over Awareness

RAA came together with several Virginia agencies to spread Move Over Awareness. Virginia State Police, AAA Mid-Atlantic, and the Virginia Department of Transportation held an event off of Interstate 64 along with Move Over advocate, Melanie Clark, who lost her husband when he was struck at a scene.



### Halloween Safety

RAA participated in several different Halloween events and promoted Halloween safety while also partnering with the American Red Cross for a Halloween Safety PSA.

## NOVEMBER



### RAA Announces Donation of Ambulance to Ukraine

RAA announced the donation of Unit 85 to "U.S. Ambulances for Ukraine," as part of a nationwide effort launched in March 2022. Senator Mark Warner, Virginia Secretary of Health and Human Resources John Littel, Delegate Betsy Carr, Delegate Lamont Bagby, Delegate Jeff Bourne, Councilwoman Katherine Jordan, Councilman Michael Jones, Councilwoman Reva Trammell, Councilwoman Anne-Frances Lambert and many other dignitaries were all in attendance.



### Armstrong/Walker Classic Legacy Parade

RAA participated in the 2<sup>nd</sup> Annual Armstrong/Walker Classic Legacy Parade with community members marching bands, and our public safety partners.

## DECEMBER



### Chain of Survival Reunion

RAA and RFD staff reunited with a patient and her boyfriend for a "Chain of Survival" reunion after the patient suffered a cardiac arrest earlier in the year and wanted to meet everyone involved in saving her life.

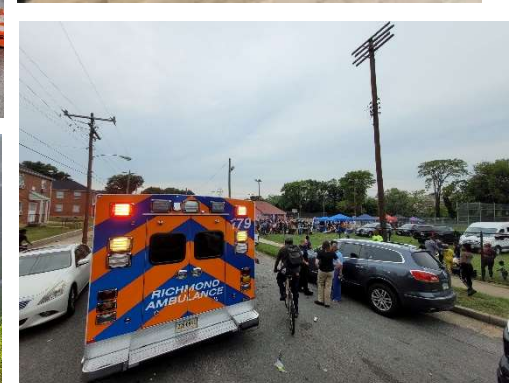


### Dominion Energy Christmas Parade

RAA participated in the Dominion Energy Christmas Parade as RAA's mascot, Parabear, interacted with the crowd.



# Memorable Moments from 2022





# Memorable Moments from 2022





# Patient Satisfaction



**97.5%**  
**Satisfaction**

RAA's overall 2022 patient satisfaction with 78% patient engagement.

Since 2017, the Richmond Ambulance Authority (RAA) has used the Baldrige Group as a third party vendor to conduct patient satisfaction surveys of our emergency responses.

Monthly reports summarize patient satisfaction with the services RAA provided in response to their emergency. Since 2017, RAA has consistently provided emergency responses with over 90% patient satisfaction and averaged 97.5% patient satisfaction in 2022.

The data continues to be a useful tool for our agency as we strive to provide the best service possible to the patients we serve. The feedback provided by our patients is invaluable and helps the agency in our mission to deliver patient-centered care through measurable clinical and operational excellence with efficiency, outstanding customer service, and employee engagement.

Month	Patient Satisfaction %
January	97.93
February	98.00
March	98.38
April	98.01
May	96.67
June	98.99
July	97.25
August	96.27
September	97.72
October	96.18
November	95.47
December	99.49

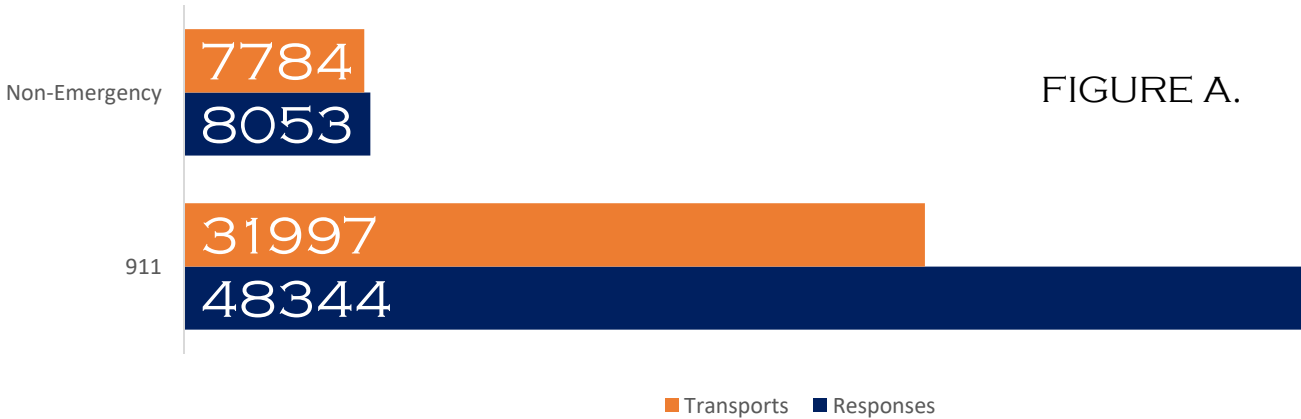


# Operational Overview



**56k+ responses**  
**39k+ transports**

## 2022 Call Volume



## 911 Responses

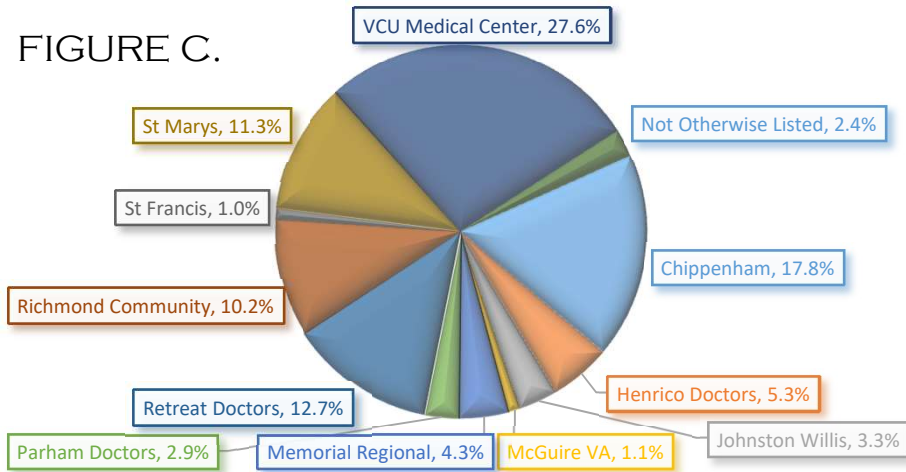
FIGURE B.



# Operational Overview

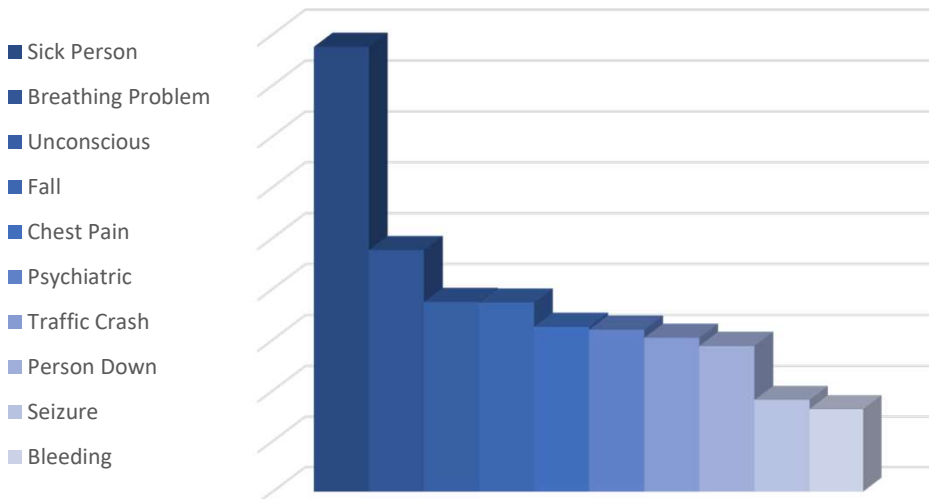
## 911 PATIENT DESTINATIONS 2022

FIGURE C.



## Top 10 Emergency Response Complaints

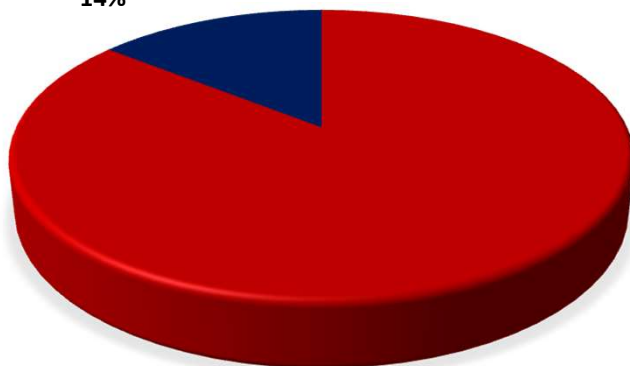
FIGURE D.



## 2022 RAA SYSTEM DEMAND

Non-Emergency  
14%

FIGURE E.



911  
86%



The Richmond Ambulance Authority (RAA) responds to nearly 200 calls per day and more than 50,000 calls each year. Despite being one of the busiest EMS systems per capita in the country, RAA has historically had some of the fastest response times in the nation.

RAA continues to work with its healthcare partners in the region to provide quality clinical care to our patients and the community we serve. RAA is primarily a provider of emergency care and transportation for the residents of Richmond, but in addition to emergency responses, the agency provides services including non-emergency transportation, public health and safety education, medical standbys and participates in community events throughout the year.

The agency continues to develop partnerships and programs as we aim to promote a healthier and safer community.



# Fleet Composition



*In 2022, RAA trucks traveled **895,865** miles. That's the equivalent of:*

**82,950** trips around Richmond (in square miles)

**35.98** trips around the world

**1.88** trips to the moon and back

## *Our fleet:*

**31** Type III gasoline chassis ambulances

**5** Type II gasoline van style ambulances

**1** Critical Care Transport

**4** QRV Utility vehicles

**3** Support vehicles

**3** Trailers

# Statements of Net Position

## June 30, 2022 and 2021

ASSETS	2022	2021
<b>Current Assets:</b>		
Cash	\$ 1,641,624	\$ 5,857,544
Short-Term Investments	5,000,000	1,254,371
Total Cash and Short-Term Investments	6,641,624	7,111,915
Receivables:		
Service Accounts Receivables, Net of Allowance for Contractual Adjustments and Doubtful Accounts	3,071,471	3,612,290
Reusable Supplies	260,684	253,832
Other Current Assets	628,153	764,140
Total Current Assets	10,601,932	11,742,177
<b>Capital Assets, Net:</b>		
Vehicles and Ambulances	6,873,253	7,547,147
Building and Improvements	687,482	647,016
Communications Center	351,390	351,391
Communications Equipment	730,183	747,001
Medical Equipment	2,502,986	2,778,881
Office Furniture and Equipment including Right to Use Assets	836,912	1,181,559
Shop Equipment	73,738	70,825
Less: Accumulated Depreciation/Amortization	(8,686,557)	(8,519,262)
Total Capital Assets, Net	3,369,387	4,804,558
Total Assets	13,971,319	16,546,735
<b>CURRENT LIABILITIES</b>		
Current Liabilities:		
Accounts Payable and Accrued Expenses	864,516	715,126
Accrued Payroll	165,985	355,311
*Unearned Revenue	*1,018,351	8,216
Current Installments of Lease Liability	16,866	16,336
Total Current Liabilities	2,065,718	1,094,989
<b>NONCURRENT LIABILITIES</b>		
Lease Liability	16,972	39,824
Total Liabilities	2,082,690	1,134,813
<b>NET POSITION</b>		
Net Investment in Capital Assets	3,335,549	4,748,398
Unrestricted	8,553,080	10,663,524
Total Net Position	\$11,888,629	\$15,411,922

\*Unearned Revenue for 2022 are funds from the Provider Relief Fund (PRF) distributed to healthcare providers to battle COVID-19 as part of the American Rescue Plan Act of 2021.



Statements of Revenues, Expenses, and Changes in  
Net Position Years Ended June 30, 2022 and 2021

	2022	2021
<b>OPERATING REVENUES</b>		
Service Revenues	\$25,043,090	\$28,111,504
Provision for Contractual Adjustments and Doubtful Accounts	(12,394,519)	(13,859,142)
	12,648,571	14,252,362
Grant Revenues	892,590	637,259
<b>Total Operating Revenues</b>	<b>13,541,161</b>	<b>14,889,621</b>
<b>OPERATING EXPENSES</b>		
Salaries and Related Benefits	13,913,437	11,780,514
Health Insurance	1,329,726	1,460,949
Worker's Compensation	332,055	299,454
Depreciation and Amortization	1,235,463	1,311,893
Professional Services	599,234	667,402
Collection Expenses	5,914	22,952
Marketing and Advertising	6,727	27,298
Office Expenses	485,260	414,854
Telephone	158,120	161,640
Communications	151,640	165,252
Public Information	21,215	16,766
Postage and Shipping	39,203	29,618
Occupancy	185,975	211,760
Other	104,730	202,071
Insurance	265,516	211,687
Printing and Artwork	3,441	4,150
Travel	38,584	13,640
Medical Supplies and Equipment	706,892	583,406
Recruiting and Background Investigations	112,951	73,225
Vehicle Fuel and Tolls	432,439	238,081
Vehicle Repairs and Maintenance	544,657	451,306
Uniforms and Laundry	110,048	61,096
<b>Total Operating Expenses</b>	<b>20,861,396</b>	<b>18,409,014</b>
<b>Operating Loss</b>	<b>(7,320,235)</b>	<b>(3,519,393)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>		
City of Richmond Subsidy	4,000,000	5,000,000
Interest Income	10,246	36,896
Loss on Disposal of Capital Assets	(236,905)	-
Miscellaneous Revenues, Net	23,601	137,160
<b>Total Nonoperating Revenues, Net</b>	<b>3,796,942</b>	<b>5,174,056</b>
<b>CHANGE IN NET POSITION</b>	<b>(3,523,293)</b>	<b>1,654,663</b>
Net Position - Beginning of Year	15,411,922	13,757,259
<b>NET POSITION - END OF YEAR</b>	<b>\$11,888,629</b>	<b>\$15,411,922</b>

# Awards and Recognition

## RAA Annual Employee Awards

Operations Employee of the Year, Becky Jamison

Paramedic of the Year, Julie Anderson

EMT of the Year, Charles Charest

Support Employee of the Year, Harold Mayfield

Administrative Employee of the Year, Lily Murcia



## Industry-wide Recognition

Old Dominion EMS Alliance, Inc. award for Outstanding Contribution to EMS Telecommunication, Rebecca "Becca" Szeles

Old Dominion EMS Alliance, Inc. award for Outstanding EMS Prehospital Provider, Brittany Buckler-Hoffmaster

Old Dominion EMS Alliance, Inc. award for Outstanding Contribution by a High School Senior, Michael Lansing

**Rebecca Szeles**

**Outstanding Contribution to EMS Telecommunication**

**Brittany Buckler-Hoffmaster**

**Outstanding EMS Prehospital Provider**

**Michael Lansing**

**Outstanding Contribution by a High School Senior**



# 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 creation, 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 International Academies of Emergency Dispatch (IAED). 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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