

**EMERGENCY MEDICAL SERVICES AUTHORITY**

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May 23, 2018

Mr. James Duren, EMS Administrator  
City and County of San Francisco  
300 Van Ness Avenue, Suite 3300  
San Francisco, CA 94102

Dear Mr. Duren:

This letter is in response to San Francisco's 2016 EMS Plan Update submission to the EMS Authority on August 1, 2017.

**I. Introduction and Summary:**

The EMS Authority has concluded its review of San Francisco's 2016 EMS Plan Update and is approving the plan as submitted.

**II. History and Background:**

San Francisco received its last full plan approval for its 2009 plan submission, and its last annual plan update for its 2015 plan submission.

Historically, we have received EMS Plan submissions from San Francisco for the following years:

- 1999
- 2007
- 2009
- 2012
- 2013
- 2015

Health and Safety Code (HSC) § 1797.254 states:

*"Local EMS agencies shall **annually** (emphasis added) submit an emergency medical services plan for the EMS area to the authority, according to EMS Systems, Standards, and Guidelines established by the authority".*

The EMS Authority is responsible for the review of EMS Plans and for making a determination on the approval or disapproval of the plan, based on compliance with statute and the standards and guidelines established by the EMS Authority consistent with HSC § 1797.105(b).

### III. Analysis of EMS System Components:

Following are comments related to San Francisco's 2016 EMS Plan Update. Areas that indicate the plan submitted is concordant and consistent with applicable guidelines or regulations, HSC § 1797.254, and the EMS system components identified in HSC § 1797.103 are indicated below:

- |    | Approved                            | Not Approved             |   |
|----|-------------------------------------|--------------------------|---|
| A. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>System Organization and Management</u> |
| B. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Staffing/Training</u>                  |
| C. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Communications</u>                     |
| D. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Response/Transportation</u>            |

#### Ambulance Zones

- Based on the documentation you provided, please see the attachment on the EMS Authority's determination of the exclusivity of San Francisco's ambulance zones.

- |    |                                     |                          |  |
|----|-------------------------------------|--------------------------|--|
| E. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Facilities/Critical Care</u>          |
| F. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Data Collection/System Evaluation</u> |
| G. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Public Information and Education</u>  |
| H. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Disaster Medical Response</u>         |

### IV. Conclusion:

Based on the information identified, San Francisco's 2016 EMS Plan Update is approved.


Pursuant to HSC § 1797.105(b):

*“After the applicable guidelines or regulations are established by the Authority, a local EMS agency may implement a local plan...unless the Authority determines that the plan does not effectively meet the needs of the persons served and is not consistent with the coordinating activities in the geographical area served, or that the plan is not concordant and consistent with applicable guidelines or regulations, or both the guidelines and regulations established by the Authority.”*

**V. Next Steps:**

San Francisco’s next annual EMS Plan Update will be due on or before March 31, 2019. If you have any questions regarding the plan review, please contact Ms. Lisa Galindo, EMS Plans Coordinator, at (916) 431-3688.

Sincerely,



Tom McGinnis, EMT-P  
Chief, EMS Systems Division

Attachments





Edwin M. Lee  
Mayor

**Department of Emergency Management**  
1011 Turk Street, San Francisco, CA 94102

Division of Emergency Communications  
Phone: (415) 558-3800 Fax: (415) 558-3843

Division of Emergency Services  
Phone: (415) 487-5000 Fax: (415) 487-5043



Anne Kronenberg  
Executive Director

**San Francisco City and County  
EMS Plan 2016**

June 30, 2017

**EXECUTIVE SUMMARY**

Attached is the San Francisco County Emergency Medical Services Agency, EMS Plan for 2016. The Plan covers the Fiscal Year, July 1, 2015 through June 30, 2016. During this time there were significant improvements to emergency medical services in San Francisco.

As you know, our primary goal is to provide efficient, effective and equitable emergency medical services to all of our resident and visitors. San Francisco is fortunate to host many large, mass gatherings and special events. In early 2016, San Francisco hosted ten days of Super Bowl 50 festivities leading up to this quintessential American event. San Francisco is also host the largest Pride celebration in the nation each June.

These special events provide emergency managers, emergency medical service providers and other allied agencies frequent opportunities to exercise operational coordination and in-county mutual aid. I am pleased how our overall system performed during these anticipated times of stress and the system has matured to effectively respond to unanticipated surges in demand for emergency medical services.

This was not always the case in San Francisco. In August of 2014, San Francisco's EMS system was struggling to meet performance goals - on time performance for having the First ALS (Paramedic) Unit on scene within 7 minutes and having the First Ambulance Unit on scene within 10 minutes was occurring less than 76% of the time. For the last 12 months, our on time performances for these goals are nearly 93% and 90%. More importantly, the system has seen dramatic improvement in the First Unit On Scene performance goal. Over the past year, the 90<sup>th</sup> percentile has decreased from 5.40 minutes to 4.88 minutes.

During this same period of time, call volume for medical incidents has increased significantly. Despite the increase in demand for emergency medical services we have made consistent progress in meeting our on-time performance goals.

The significant investments the City has made in both staff and resources at the Fire Department has helped produce better results. The Emergency Medical Services

Agency has also played a major role in improving response time intervals since the summer of 2014.

Significant changes during this reporting period include:

**9-1-1 Provider Committee:** In the summer of 2014, Anne Kronenberg, our Executive Director, reestablished the 911 Provider Committee to improve coordination and communication between the Division of Emergency Communications, the Fire Department, King American and American Medical Response. The Provider Committee meets every two weeks to address common operational issues, such as scheduling, emergency medical coverage for special events and area for improvement.

This forum has led to a number of system enhancements:

1. King and AMR dedicated units to the 911 system, which provided more predictability and stability to the system
2. King and AMR routinely identify "surge" units to assist in advance of anticipated surges due to special events or other circumstances
3. Established a daily call at 7am with the Division of Emergency Communications, Fire Department, AMR and King to identify any last minute scheduling issues or other issues such as road closures, ED closures or special events.
4. Increased the use of non-911 ALS and BLS providers during major holidays and civic celebrations such as NYE, Pride, St. Patrick's Day and Halloween

**In-County Mutual Aid:** The Division of Emergency Services recently revised the Level Zero and In-County Mutual Aid Protocols to better address temporary surges in the demand for 9-1-1 ambulances, the City and County of San Francisco's (CCSF) Emergency Medical Services Agency and Division of Emergency Communications (DEC) recently revised the protocols for enlisting additional medical transport units (ambulances) and invoking in-county mutual aid.

**Data Working Group:** The Data Working Group has been working together to validate data and develop performance metrics, resulting in a collection of system-wide performance dashboards that describes the sequence of emergency medical response, from the time someone calls 911 and the call is dispatched to an appropriate responder, to the time the responding unit arrives on scene and patient offloading times at hospitals. These dashboards are published as an interactive website on the Department of Emergency Management's website.

**Zuckerberg San Francisco General Hospital:** On May 22, 2016, the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center opened. It is the only trauma center in San Francisco and Northern San Mateo County. The new

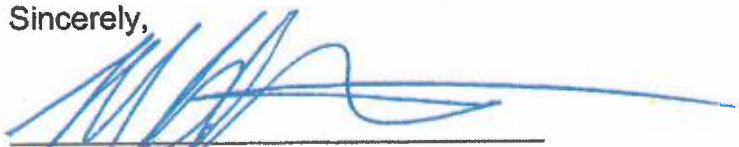
main hospital and trauma center has 284 beds, compared with 252 in the 1970s-era building, hospital officials said. The emergency department has 58 beds, compared with 27 in the previous department. The number of emergency department beds in the department can be expanded to 120 if a disaster occurs.

More than 3,900 trauma patients are treated annually and it is the first acute hospital in the country to be certified for a Traumatic Brain Injury program. The hospital serves the multicultural population of San Francisco and offers compassionate and culturally competent care in more than 20 languages

**Sobering Center:** The Local Emergency Medical Services Agency, Fire Department and Department of Public Health worked closely with the leadership of Cal EMSA to enfold the San Francisco Sobering Center into the community paramedicine pilot project overseen by the Office of Statewide Health Planning and Development. The incredible partnership with Cal EMSA ensures that paramedic transport of intoxicated patients to a non-acute hospital destination is consistent with existing statute.

**LEMSA Personnel Changes:** Michael Dayton, EMS Administrator, took over the Division of Emergency Services within the Department of Emergency Management (DEM) in February of 2016. He continues to serve as EMS Administrator until the Emergency Medical Services Agency is transferred from DEM to the Department of Public Health.

Sincerely,



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Michael Dayton  
San Francisco Department of Emergency Management  
Deputy Director, Division of Emergency Services

cc. Anne Kronenberg, Executive Director, Dept. of Emergency Management  
Dr. John Brown, EMS Medical Director

Enclosure: San Francisco EMS Plan 2016

## A. SYSTEM ORGANIZATION AND MANAGEMENT

	Does not currently meet standard	Meets minimum standard	Meets recommended guidelines	Short-range plan	Long-range plan
<b>Agency Administration:</b>					
1.01 LEMSA Structure		✓			
1.02 LEMSA Mission		✓			
1.03 Public Input		✓			
1.04 Medical Director		✓	✓		
<b>Planning Activities:</b>					
1.05 System Plan		✓			
1.06 Annual Plan Update		✓			
1.07 Trauma Planning		✓			
1.08 ALS Planning		✓			
1.09 Inventory of Resources		✓			
1.10 Special Populations		✓			
1.11 System Participants		✓	✓		
<b>Regulatory Activities:</b>					
1.12 Review & Monitoring		✓			
1.13 Coordination		✓			
1.14 Policy & Procedures Manual		✓			
1.15 Compliance w/Policies		✓			
<b>System Finances:</b>					
1.16 Funding Mechanism		✓			



Medical Direction:					
1.17	Medical Direction		✓		
1.18	QA/QI		✓	✓	
1.19	Policies, Procedures, Protocols		✓		

**SYSTEM ORGANIZATION AND MANAGEMENT (continued)**

		Does not currently meet standard	Meets minimum standard	Meets recommended guidelines	Short-range plan	Long-range plan
1.20	DNR Policy		✓			
1.21	Determination of Death		✓			
1.22	Reporting of Abuse		✓			
1.23	Inter-facility Transfer		✓			
<b>Enhanced Level: Advanced Life Support</b>						
1.24	ALS Systems		✓	✓		
1.25	On-Line Medical Direction		✓			
<b>Enhanced Level: Trauma Care System:</b>						
1.26	Trauma System Plan		✓			
<b>Enhanced Level: Pediatric Emergency Medical and Critical Care System:</b>						
1.27	Pediatric System Plan		✓			
<b>Enhanced Level: Exclusive Operating Areas:</b>						
1.28	EOA Plan		✓			

**B. STAFFING/TRAINING**

		Does not currently meet standard	Meets minimum standard	Meets recommended guidelines	Short-range plan	Long-range plan
<b>Local EMS Agency:</b>						
2.01	Assessment of Needs		✓			
2.02	Approval of Training		✓			
2.03	Personnel		✓			
<b>Dispatchers:</b>						
2.04	Dispatch Training		✓	✓		
<b>First Responders (non-transporting):</b>						
2.05	First Responder Training		✓	✓		
2.06	Response		✓			
2.07	Medical Control		✓			
<b>Transporting Personnel:</b>						
2.08	EMT-I Training		✓	✓		
<b>Hospital:</b>						
2.09	CPR Training		✓			
2.10	Advanced Life Support		✓	✓		
<b>Enhanced Level: Advanced Life Support:</b>						
2.11	Accreditation Process		✓			
2.12	Early Defibrillation		✓			
2.13	Base Hospital Personnel		✓			

### C. COMMUNICATIONS

		Does not currently meet standard	Meets minimum standard	Meets recommended guidelines	Short-range plan	Long-range plan
<b>Communications Equipment:</b>						
3.01	Communication Plan		✓	✓		
3.02	Radios		✓	✓		
3.03	Inter-facility Transfer		✓			
3.04	Dispatch Center		✓			
3.05	Hospitals		✓	✓		
3.06	MCI/Disasters		✓			
<b>Public Access:</b>						
3.07	9-1-1 Planning/Coordination		✓	✓		
3.08	9-1-1 Public Education		✓			
<b>Resource Management:</b>						
3.09	Dispatch Triage		✓	✓		
3.10	Integrated Dispatch		✓	✓		