

# Community Report 2008



# EMERGENCY

*At EMSA, our mission is to provide you with superior and compassionate service.*



## Letter from H. Stephen Williamson

**EMSA President and CEO**

In 2008, the Emergency Medical Services Authority celebrated a milestone – its 30th anniversary of operations in Oklahoma. EMSA started small, serving just the City of Tulsa with only eight ambulances, but has developed into an international model of pre-hospital care. In the past three decades, EMSA has provided more than 1.5 million patient transports and currently maintains a fleet of 77 ambulances.

Medicare reimbursement cuts and a growth in demand for healthcare services have severely impacted EMS providers. Our industry has changed, and EMSA has evolved along with it. We're constantly looking for more efficient ways to operate and achieve our mission of caring.

In 2007, EMSA and the City of Tulsa worked together to create a new program for municipal funding of EMS. Other Eastern Division cities quickly followed suit. Nearly 90% of eligible residents participate in the program, which has proven good for EMSA, patients and the cities we serve. I'm proud to announce that EMSA worked closely this year with Oklahoma City, as their leaders devised a similar program. Collaborating with the cities we serve is key to EMSA's productive future.

EMSA also worked hand-in-hand with our partners at the Oklahoma City Fire Department and the Tulsa Fire Department, as well as the Office of the Medical Director, the Oklahoma Institute for Disaster and Emergency Medicine and key city officials, to lay plans for the future of EMS in Oklahoma. The result of our work is "A Strategic-Based Emergency Medical Services Blueprint," a comprehensive document that identifies principles which will guide our agencies moving forward and suggests operational plans that will enhance efficiency and quality of care. Such partnerships represent the evolution of our nation's EMS industry.

I am extremely proud of the men and women – both our front-line caregivers and our behind-the-scenes support staff – who work within the EMSA system. I am also very appreciative of the members of the EMSA Board of Trustees, the Medical Control Board and the Office of the Medical Director, whose support and guidance help chart EMSA's path and mold our future. Over the next 30 years and beyond, we will work together to provide Oklahomans with the high-quality, cost-efficient care they've come to expect from EMSA.

**H. Stephen Williamson**  
President and CEO

# About EMSA

EMSA is Oklahoma's largest provider of pre-hospital emergency healthcare. EMSA utilizes a fleet of 77 ambulances and the services of more than 500 highly skilled emergency medical personnel to provide care for more than one million residents of central and northeast Oklahoma.

An independent trust authority of the City of Tulsa and City of Oklahoma City, EMSA was one of the nation's first public utility models (PUMs). PUMs are unique partnerships between public and private sectors that marry government oversight with free market enterprise. As a result, PUMs offer superior service at extremely cost-effective prices for the communities they serve.

In the EMSA system, a private company chosen by a competitive bid process employs medics to provide patient care, dispatching and other operational support. EMSA provides business oversight, ensures compliance to contractual standards, owns the ambulances and other capital equipment, and conducts billing, accounting and other functions. Paramedics Plus LLC, a wholly-owned subsidiary of East Texas Medical Center, currently holds the EMSA contract. EMSA also utilizes first responders to assist with patient assessment and stabilization, extricate patients and manage hazardous materials on some calls. The autonomous Office of the Medical Director provides clinical oversight of medics working on board EMSA ambulances and for first response agencies.



## EMSA Western Division

EMSA's Western Division includes the cities of Oklahoma City, Edmond, Bethany, Yukon, Mustang, Nichols Hills, The Village, Warr Acres, Piedmont, Valley Brook, Arcadia and Lake Aluma. Nearly 700,000 people live within the 790 square miles served by the Western Division.

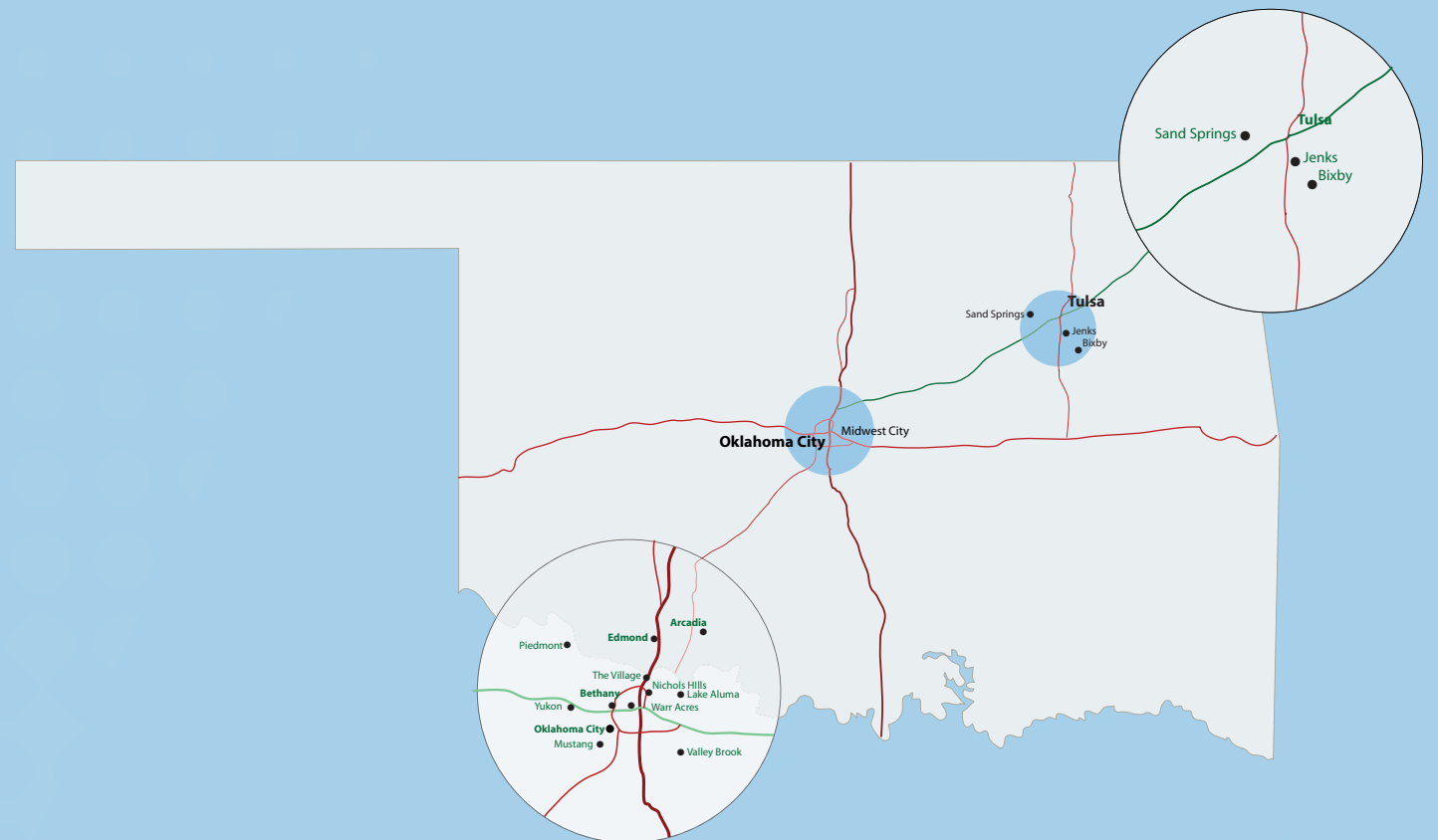
## EMSA Eastern Division

EMSA is the ambulance provider for over 400,000 residents of northeast Oklahoma. The cities of Tulsa, Sand Springs, Bixby and Jenks comprise EMSA's Eastern Division, which spans 240 square miles.

# CORE Values

EMSA and Paramedics Plus utilize the STAR CARE ideology, described below, to ensure that our decisions and actions help us achieve our mission of caring.

- SAFETY**  
We are alert to risk in our environment and act in ways to prevent injuries to ourselves, patients, colleagues and our community.
- TEAMWORK**  
We treat others courteously, foster positive attitudes and work collaboratively to accomplish our shared mission.
- ATTENTIVENESS TO HUMAN NEEDS**  
We are empathetic toward patients, colleagues and others and respond with compassion.
- RESPECT**  
We treat our patients, colleagues and others with kindness and dignity.
- CUSTOMER ACCOUNTABILITY**  
We take responsibility for meeting the unique needs of patients, colleagues and others, and for being good stewards of the resources granted to us.
- APPROPRIATE DECISIONS**  
We make decisions and act in ways that are medically, professionally and legally appropriate.
- REASON**  
We make sensible decisions and use innovation and logic to satisfy the needs of patients, colleagues and the community.
- ETHICAL ACTIONS**  
We act in a manner that is fair, honest and beyond reproach.





## Response Times

Lives can be lost in a matter of seconds, especially when a patient is critically ill or injured. To give patients the best chance for a good outcome, EMSA adheres to one of the nation's most aggressive response time requirements:

- In Tulsa, Oklahoma City and Edmond, EMSA must respond to 90% of all priority one calls (life-threatening emergencies) within 9 minutes and to 90% of all priority two calls (non-life threatening emergencies) in less than 13 minutes.
- In Yukon, Bethany, Mustang, Warr Acres, The Village and Nichols Hills, EMSA must respond on time to at least 90% of all emergencies (priority one and two calls, combined). On time is defined as under 9 minutes for priority one calls and within 13 minutes on priority two calls.
- In Sand Springs, Bixby and Jenks, EMSA must respond on time to at least 90% of all emergency calls. On time is defined as less than 12 minutes on priority one calls and under 13 minutes for priority two calls.

EMSA has great success in achieving response time standards. For 2008, EMSA reported compliance at or better than the 90% standard across all categories.

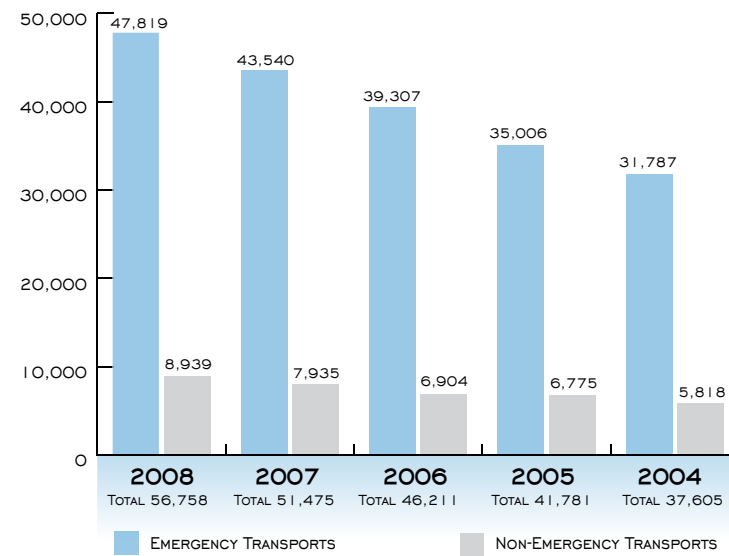
## Average Response Time

Last year, EMSA's average response time to calls in the Western Division was 5 minutes, 22 seconds. In the Eastern Division, EMSA achieved an average response time of 5 minutes, 8 seconds.

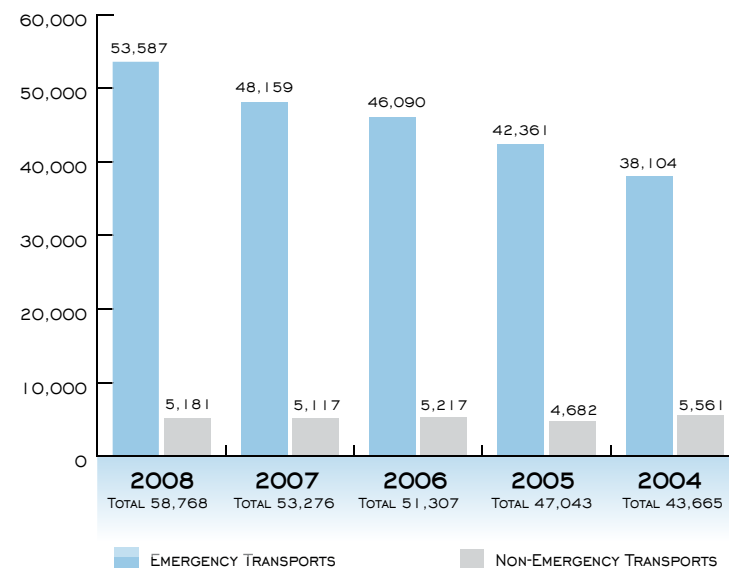
## Transport Volume

EMSA has seen a steady increase in volume over the past several years. Total transports have increased on average approximately 10.5% per year since 2004 in the Eastern Division. In the Western Division, total transports have increased on average approximately 7.5% per year since 2004.

EASTERN DIVISION TRANSPORT VOLUME



WESTERN DIVISION TRANSPORT VOLUME



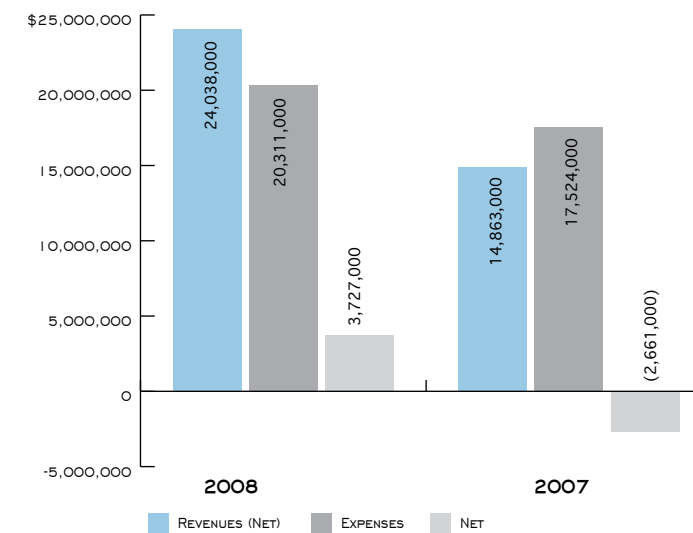
## Financial Summary

### The Impact of Federal Cutbacks

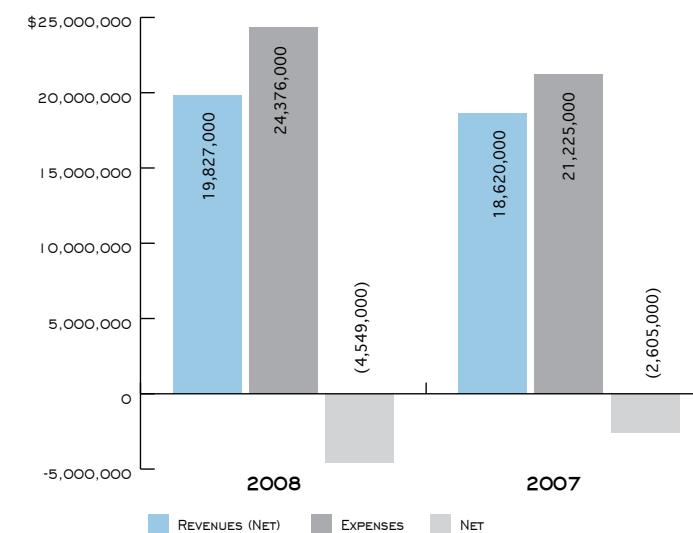
Cuts in federal funding present a continuing challenge for EMS providers nationwide. A recent report by the Government Accountability Office found that Medicare payments for ambulance services are 6% below the national average cost per transport.

The financial turnaround seen in the Eastern Division in 2008 coincides with the cities' implementation of a new funding mechanism.

EASTERN DIVISION FINANCIAL SUMMARY



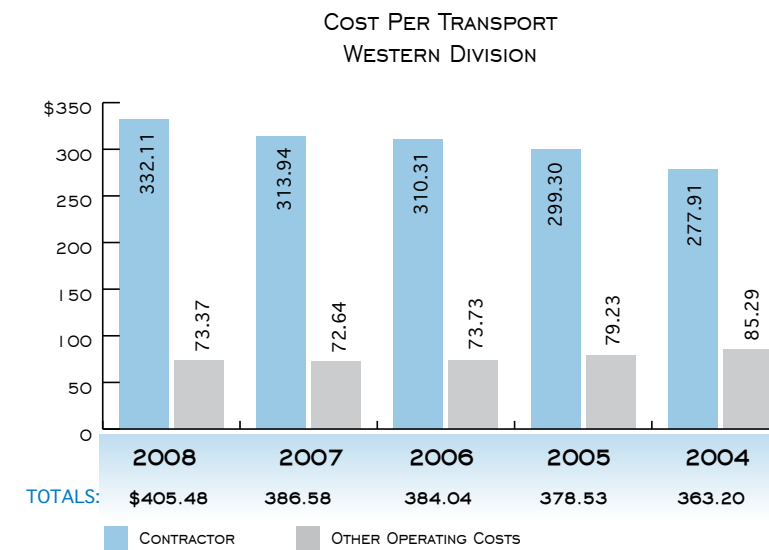
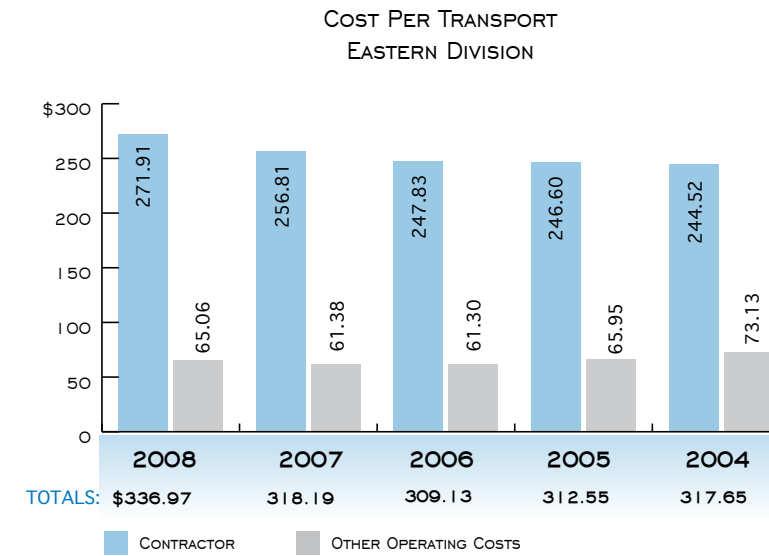
WESTERN DIVISION FINANCIAL SUMMARY



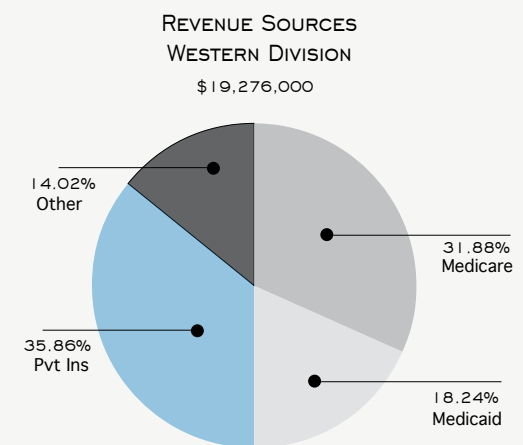
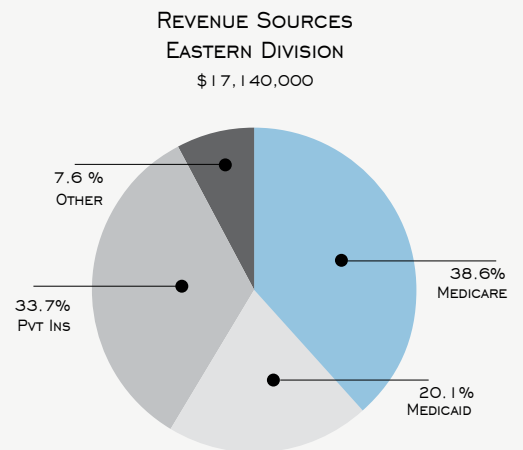
*Readiness  
and Response...  
Because  
seconds matter*



## Cost Per Transport



## Payor Mix





## EMSA Administration

H. Stephen Williamson  
*President and Chief Executive Officer*

Ann Singer  
*Senior Vice President*

Kent S. Torrence  
*Chief Financial Officer*

John C. Sacra, MD  
*Medical Director*

Glenn Leland  
*Chief Operating Officer*

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Tyree Seals, DO  
*Medical Director, Tulsa County Jail*

Larry Stevens  
*City Manager, City of Edmond*

## Supporting EMS in Oklahoma

Oklahomans who are injured in auto accidents, stricken by heart attacks or suffer other health crises expect and deserve to receive emergency ambulance care. Paramedics and EMT's who man ambulances provide advanced life support to critically ill and injured individuals during patients' most vulnerable time and ensure that patients are delivered to the most appropriate treatment facilities. Like firefighters and police officers, medics must be on call 24 hours a day, seven days a week to respond to emergencies; the presence of this public health safety net benefits our communities, and our communities have an obligation to support this critical service just as we financially support law enforcement and fire protection agencies.

Readiness costs – the expense incurred by having personnel and vehicles immediately available to respond to a community's expected needs – account for the majority of ambulance providers' total expenses. These readiness costs are a fixed and necessary expenditure for EMS providers. Fire departments, law enforcement agencies and other entities whose work involves responding to unforeseen crises also incur steep readiness costs. We, as a society, understand that firefighters must be on duty, ready to respond, before an alarm is sounded in order to save a house or business from burning to the ground. Regardless of our need for assistance from firefighters, we support their presence in our community and subsidize their readiness costs through our taxes. It is the same for EMS, where paramedics must be on duty, ready to respond, before a patient suffers a traumatic injury or cardiac arrest in order to achieve the best outcomes and save lives.

## EMSA in the Community

Giving back to society is a focus for all of us at EMSA. Our EMTs, Paramedics and support staff are well-connected to our communities. You probably see EMSA medics at just about every major event in your community whether it is a festival, race, concert or other activity. While we enjoy public service through our careers, we also serve our communities when we are not on duty and in uniform. We are coaches, neighborhood leaders, volunteers and fundraisers.

EMSA team members serve community groups such as Tulsa Mayfest, Oklahoma City Youth Hockey Association, Down Syndrome Association of Tulsa and various parent-teacher associations. We actively support a multitude of non-profit organizations, including the Muscular Dystrophy Association, American Heart Association, Susan G. Komen Race for the Cure and St. Jude Children's Hospital. We are reserve sheriff's deputies, police officers and volunteer firefighters, and we proudly serve our country as members of the Oklahoma Army National Guard and Oklahoma Air National Guard.

*Service to our communities is a way of life.*



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