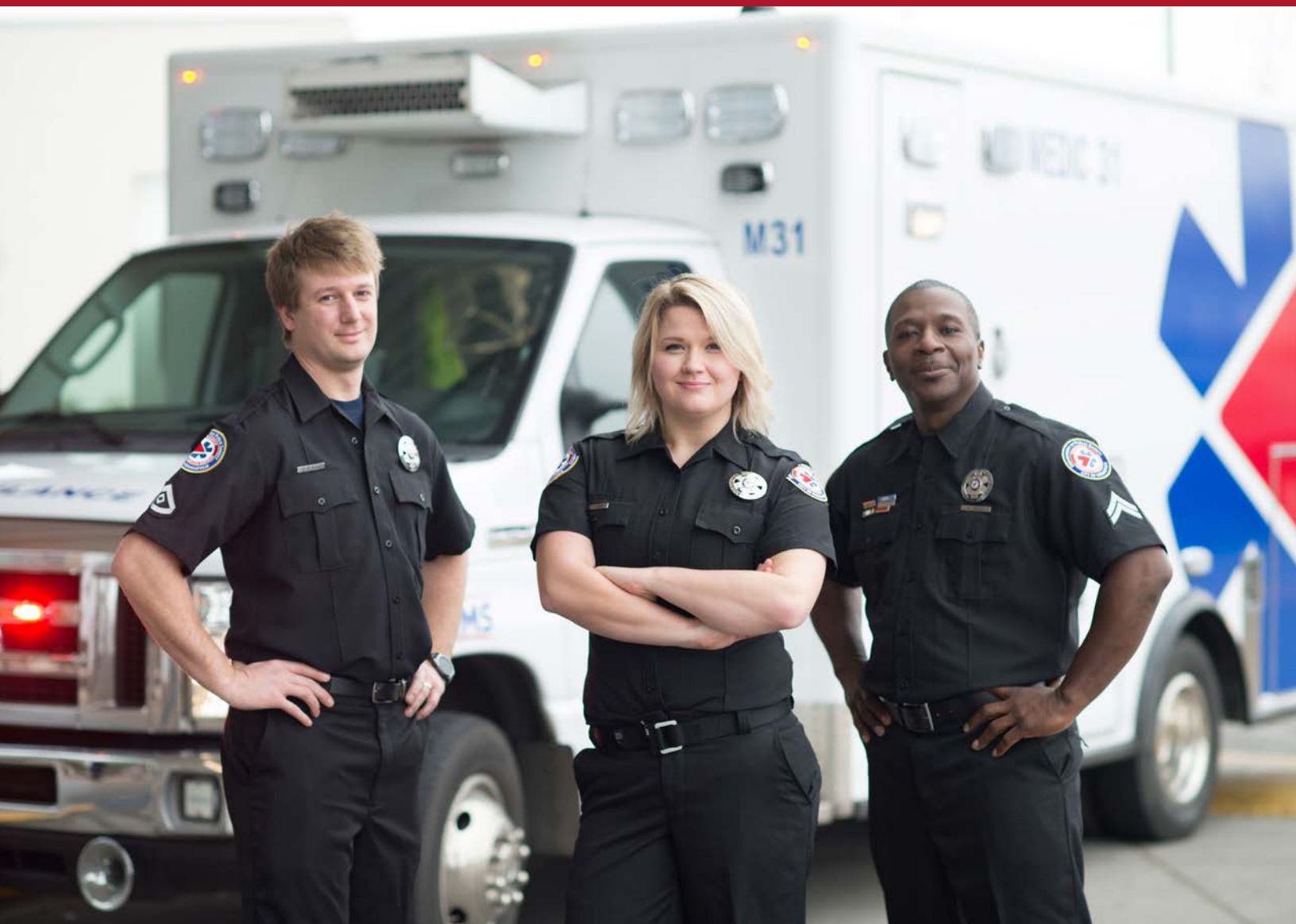




ANNUAL REPORT 2018



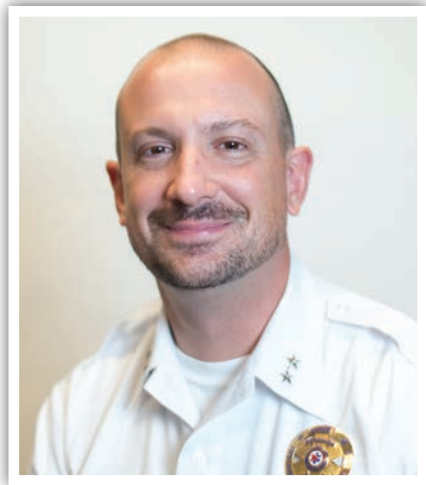


Right Care. Every Patient. Every Time.

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Dr. Charles Miramonti

From the Chief

Looking on the surface, it would be easy for someone to see 2018 as just a “normal” year for our service. I would only consider this a normal year because our standard of excellence is already so high that what is normal to us, is absolutely remarkable to anyone else. It doesn’t take much to realize how vital Indianapolis EMS is to the entire community. We saw increases in our overall run volume and incident count. Our ambulances traveled more miles this year than ever before and our academic services out-paced the entire nation in producing the very best emergency medical providers.

What makes this work seem normal is because it goes largely unnoticed by the general public and often by our own providers. The EMTs and paramedics of IEMS come to work day after day and provide the best care possible for our patients and at the end of the shift go back home and call it a “normal” day. What our providers might call normal, I call heroic. Our work goes largely unseen because of the high quality and professional excellence in which it’s provided, but while you might not see it, could you envision a world without it? 2018 may have appeared to be a “normal” year, but it resulted in a daily average of more than 300 responses per day.

We are there when you call, we will always respond, we will be there on your worst days to help ensure you can have many great days to follow. We are the EMTs and paramedics of Indianapolis EMS and it’s an honor to serve as the chief.

To the residents of Marion County, it is an honor to serve you every day.

To the brave men and women who have committed so much, THANK YOU for your service and commitment to providing the Right Care. Every Patient. Every Time.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'C' followed by several loops and a long horizontal stroke ending in a small upward flick.

Chief Charles Miramonti

FACES OF IEMS







New CAD System

New system improves response times and resource deployment

Anyone involved with emergency/first response will say the same thing in regards to saving a life, “every second counts.” The work of Indianapolis EMS (IEMS) is based on the capability to place the necessary resources on-scene in the most time-efficient manner possible. The process of dispatching ambulances to an incident is fairly simple, a call comes into 9-1-1 and with the help of a computer-aided dispatch (CAD) system, the closest, available ambulance crew is sent to assist. Until 2018, the Marion County CAD system had been in place since 1992 and was last upgraded in 2000. In the time since its most recent upgrade, service limitations had identified themselves which demonstrated the need to move to a system that improved the way resources were chosen for deployment.

In 2015 a group led by the Public Safety Communications Division of the Office of Health and Public Safety brought a consortium of first response agencies together to begin the process of exploring and choosing a new CAD system for Central Indiana. Representing IEMS was Informatics Chief Tom Arkins. After a series of demos, in December of 2016

the group awarded a \$5.5 million contract to Motorola for its P1 CAD system.

Once the new system was chosen, implementation came next as the first response capabilities of two counties made the switch. The process was split between two groups; a steering committee of public safety leadership to provide oversight and the second group to take the stock item and customize it to the demands of Indianapolis public safety. Given the scope and scale of the project, the entire implementation process went smoothly. “Most of the issues were resolved by groups sitting down together and reviewing the current workflow process and how it could be better,” said Chief Arkins.

After 18 months of configuring, testing, adjusting and re-testing, the new CAD was activated on Oct. 22, 2018 and brought immediate changes to public safety response and new freedoms for resource deployment.

“The new dispatch system will greatly impact our response times and make IEMS even more efficient for the residents and visitors of Marion County,” commented Mike Hayward, IEMS



\$5.5

million invested by the City of Indianapolis
to upgrade to the new CAD system

“Our EMTs and paramedics will now be able to respond in a more effective and timely manner which will only serve to further improve the public safety infrastructure in our area.”

— Mike Hayward, IEMS chief of operations

chief of operations. “Our EMTs and paramedics will now be able to respond in a more effective and timely manner which will only serve to further improve the public safety infrastructure in our area.” With the old system, IEMS was limited to the number of units which could be pulled from when dispatching

an ambulance crew. Now, all transporting units are available to respond, instead of the few who were responsible for specific areas. “The new system allows us to be more flexible in deployment,” said Chief Arkins. “We are now able to move away from limited run strings and can pick the closest, most appropriate resource based on proximity to the incident.”

The new CAD has created a different and upgraded landscape to public safety response, but with any new technology, challenges will present themselves as adjustments and fine-tuning will continue to improve IEMS’s response capabilities. Fortunately, these are good challenges to have as these new capabilities eliminate the mindset of how it “used” to work and encourage one of, “how much better will this make us?” 🌟



Indianapolis EMS Special Events

Detailed planning and pinpoint deployment ensures complete coverage for everyone

IEMS provides the Right Care, Every Patient, Every Time for all our patients. Critical to executing this mission effectively is having the necessary resources in place where needed without sacrificing service coverage across the area. The IEMS planning section is a crucial arm of our service and allows us to provide top tier medical care more efficiently.

In 2018, the IEMS planning participated in 481 special events. These include high school, college and professional sporting events and concerts at Bankers Life Fieldhouse and Lucas Oil Stadium, parades, 5k runs, full and half marathons and dignitary visits; even meet and greets with local Boys and Girls and Cub Scout troops. Large or small, if there's a crowd gathered, IEMS will usually be on hand to assist should medical help be needed.

Leading the coordination and execution of nearly 500 events per year is planning section chief Andrew Bowes, who has been a fixture of public safety service and celebrated his 40th year of EMS service to Marion County in 2018. Chief Bowes has built the planning section from the ground up, stepping

into the roll when IEMS first began and integrating it as a vital aspect of the area's safety response for the high volume of events, conventions and visitors each year. "Our biggest accomplishment is that we are a respected entity in public safety," said Chief Bowes. "We demonstrate every day that we can provide medical care and EMS expertise professionally and knowledgeably. The crews and leadership on special events do a very good job handling all medical incidents."

Of all the events, the busiest times are during the month of May and then in August during the Indiana State Fair. The IPL 500 Festival Parade, OneAmerica Mini-Marathon and Indy 500 bring more than 500,000 visitors to the city each year, enough that on race day, the Indianapolis Motor Speedway is the second largest city in the state. Getting ready for these events takes coordination with the logistics and fleet divisions to prepare carts, bikes and extra ambulances, along with all the necessary medical supplies to stage on-site. This year's parade and mini-marathon resulted in more than 100 responses combined. The Indy 500 came with its own set of challenges as temperatures elevated to result in the second

“We demonstrate every day that we can provide medical care and EMS expertise professionally and knowledgeably.” – Andrew Bowes, IEMS chief of planning

481

special events covered
by IEMS in 2018

440

medical responses logged during
the 2018 Indiana State Fair



hottest race on record. IEMS is responsible for all medical coverage outside the speedway and is on stand-by should they be needed inside, and this year we were. Race weekend resulted in nearly 200 responses in and around the track.

The high volume of May is just the start of the busy summer season for IEMS. August brings the busiest event of the year when the Indiana State Fair takes over for its annual festival of livestock, carnival rides and food of all kinds. In 2018, the two-week event saw 860,131 visitors and resulted in IEMS

logging a new record high of 440 responses. Preparations for the fair are similar to events of May with Chief Bowes overseeing operations from the on-site operations center, ensuring the work of IEMS goes largely unnoticed but ready when needed. “These events, and many others, are covered by the men and women of IEMS,” added Chief Bowes. “Whether it is riding a bike, driving a golf cart ambulance or working in an ambulance, we are in the background providing care to the sick and injured; all while our crews are responding to more than 300 runs per day on average.” 🌟



Accelerated Education Programs

Innovative education strategies demonstrate tremendous successes

The workforce is the driver behind any organization. Having the right people in the right positions is often the difference between success and failure. Among the challenges faced by any employer is how to keep current employees engaged and satisfied when it comes to growth and advancement opportunities, plus having the necessary people to fill the openings created by the successes of your team. Within the world of emergency medicine, not just IEMS, the entire industry is also faced with a shortage of paramedics and diminishing numbers of people becoming EMTs, which is the vital entry step for our field.

In 2016, IEMS launched the Civilian EMT program to recruit and hire people with no previous emergency medical experience and pay them to become EMTs through an accelerated curriculum. The following year the concept was expanded with the Accelerated EMT to Medic program that took current IEMS EMTs and trained them full-time to become paramedics in roughly half the time of traditional programs. After two years and two full classes of each program completed, the measurable results and impact can be seen, as well as challenges needing to be addressed for the future. "From a program aspect, we proved the concept

works and produced EMTs and paramedics for the service," said Leon Bell, IEMS chief of education.

The biggest challenges facing the two programs centered on scheduling issues and getting everything covered in the time frame allotted. The accelerated programs run concurrent to

94%

pass rate for the
IEMS civilian
EMT program



88%

pass rate for the IEMS accelerated EMT to medic program

traditional programs and hiring academies which required additional clinical and field training shifts and resulted in a heavy strain on the current staff of these areas. New hires and schedule adjustments were done to counteract this. The other major issue was the rate of speed these classes were conducted and the impact that would have on the participants. "New civilian EMTs had little time to celebrate becoming an EMT," stated Chief Bell. "They went right to the academy phase and then to field training. It left some members a little astonished at the speed they were turned from students to employees." Fortunately, the same faculty members who taught the EMT class conducted the training academy and were able to provide extra coaching and tutoring with the benefit of an established relationship.

"Teaching an accelerated class for paramedics may very well become the norm rather than the exception in the next five years." – Leon Bell, IEMS chief of education

Ultimately the true measure of these programs is the pass rate of the participants and for IEMS, the success has been remarkable. For EMTs, the national pass rate is 70 percent and 54 percent for the State of Indiana. The pass rate of the IEMS Civilian EMT program was 94 percent. Paramedics demonstrated similar successes. The national pass rate is 74 percent and 65 percent statewide, while the accelerated medics for IEMS finished with an 88 percent pass rate. Also notable was the 88 percent retention rate at one year for the paramedics, far exceeding the national standard of 70 percent.

While the plan for the future of these programs is unsure, the success and potential is clearly demonstrated and both are capable of being scaled up and expanded should funding continue. According to Chief Bell, these classes are a new beginning for EMS education, "teaching an accelerated class for paramedics may very well become the norm rather than the exception in the next five years. The State of Indiana is not able to keep pace with the manpower needs of its ALS providers. Had Eskenazi Health and IEMS not conducted the accelerated programs in 2018, the state, and our health care system, would have found itself in a deficit of manpower available to provide necessary services to the citizens of Indiana." 🚒



HIGHLIGHTS



On Feb. 16, 2018 IEMS honored the fifth anniversary of the passing of Timothy McCormick and Cody Medley who lost their lives while on duty with a wreath laying ceremony at McCormick and Medley EMS Memorial Way.



IEMS launched a redesigned IndianapolisEMS.org. The updated website features new capabilities for applying for academics services, stats, videos and blogs.



IEMS participated in the annual JA JobSpark. The two-day, career pathway event was attended by 9,600 area 8th graders.



IEMS swore in 72 new street providers in 2018.



Dangerous heat was a top topic for the 2018 Indy 500 and the work done by IEMS was front and center of local news coverage.



In May, the annual Public Safety Day was held at City Market, and IEMS was on-hand to teach wound packing and CPR skills.

IEMS partnered with Eskenazi Health and the Indianapolis Office of Public Health and Safety to host a series of events to teach Stop the Bleed techniques. The events took place during national Stop the Bleed week in March.





IEMS was honored to work with the Indianapolis Bar Association Paralegals to take delivery of more than 6,000 collected teddy bears to use on ambulances and give to younger patients.



Paramedic and IEMS educator Kelly Russ was honored as the Indiana EMS Primary EMS Instructor of the Year at the annual Indiana Emergency Response Conference.



IEMS medical director Dr. Dan O'Donnell, was selected to the Indianapolis Business Journal's annual Forty Under 40 list.



IEMS was honored to support Gleaners and the CARE Mobile Food Pantry to help provide more than 350,000 lbs. of fresh, healthy produce to families in Indianapolis.



In 2018, IEMS participated in 42 community events, health fairs and career fairs to connect with residents and demonstrate the value of basic lifesaving skills during an emergency.



IEMS partnered again with Indianapolis Public School's Ernie Pyle School 90 to design the t-shirt worn by our providers during the National EMS Week celebration.



The annual IEMS Awards Banquet honored some of the remarkable achievements of the men and women of our service.

HIGHLIGHTS



Paramedic Shane Hardwick was a featured speaker at the annual EMS World conference and discussed his work with Shephard Community Center in assisting residents in gaining necessary resources for their overall health.



IEMS took on the viral #LipSyncChallenge. The video, done to Justin Timberlake's "Can't Stop the Feeling" featured the Indianapolis Motor Speedway and was viewed nearly 65,000 times.



IEMS presented Indianapolis Mayor Joe Hogsett with a service badge.



IEMS took part in WISH-TV's annual #TweetforToys event to collect presents for Indianapolis children during the holidays.

Right care. Every patient. Every time.

STATISTICS

AMBULANCE STATS

115,709 incidents

321 tactical emergency
medical support responses

243 full-time EMTs and
paramedics on staff

24 hospitals receiving
patients from IEMS

FLEET

31 ambulances in service
during peak hours

1,379,693 miles traveled by IEMS
ambulances (more than 2 $\frac{3}{4}$ round
trips to the moon and back)

ACADEMIC SERVICES

74 new recruits trained

5 IEMS academy sessions

86 EMT graduates

18 paramedic graduates

7 EMT classes

3 paramedic classes

113 emergency vehicle operators
course completions

FINANCIALS

		2018	2017	2016
Description	G/L Account	Actual	Actual	Actual
Total Gross Revenue		186,734,831	168,104,999	158,772,102
Total Contractual Allowances		157,449,730	140,012,744	132,280,189
Total Net Revenue		29,285,102	28,092,256	26,491,913
Total Operating Revenue		33,316,164	30,555,381	30,677,862
Total Salaries and Wages		18,385,542	16,789,960	15,633,978
Total Employee Benefits		5,816,213	5,554,363	5,490,304
Total Payroll		24,201,755	22,344,323	21,124,282
Total Medical & Professional Fees		21,692	38,531	187,276
Total Purchased Services		1,690,075	1,319,649	1,443,461
Total Supplies		1,817,570	2,321,266	2,232,300
Total Pharmaceuticals		174,852	375,504	363,081
Total Repairs & Maintenance		474,874	398,740	561,112
Total Utilities		378,146	226,259	240,968
Total Equipment Rental		110,044	104,680	103,675
Total Other Expenses		146,674	126,035	137,468
Total Allocation Expense		(64,724)	(64,724)	(91,724)
Total Depreciation		970,944	–	–
Total Expenses		29,921,902	27,190,263	26,301,899
Total Net Income (Loss)		1,894,262	3,365,118	4,375,963

INDIANAPOLIS EMS LEADERSHIP



Chief of Indianapolis EMS
Dr. Charles Miramonti

Chief of Staff
Charles Ford

Chief of Service
Stacy Mabrey

Chief of Operations
Michael Hayward

Chief of Administration and Finance
Kimberly Maxwell

Medical Director
Dr. Dan O'Donnell

Academic Services Section Chief
Leon Bell

Fleet Section Chief
Brian Scott

Logistics Section Chief
Kevin Gona

Planning Section Chief
Andrew Bowes

Informatics Section Chief
Tom Arkins

Human Resources Section Chief
Shannon Albers

About Indianapolis EMS

Indianapolis EMS is the largest provider of emergency pre-hospital medical care in the state, responding to more than 100,000 911 calls each year. As a partnership between the City of Indianapolis, Indiana University School of Medicine, and Health & Hospital Corporation of Marion County, with Eskenazi Health as the supervising health system, IEMS strives to provide the best pre-hospital medical services to the community through the endless pursuit of excellence in patient-centered care, education, efficiency, efficacy, safety and quality of service. Our mission: Right care. Every patient. Every time.

Support Indianapolis EMS

The Indianapolis EMS Fund of Eskenazi Health Foundation has been established to continually enhance the quality of pre-hospital care in Marion County. Your tax-deductible gift to the Indianapolis EMS Fund will be used to support the ongoing needs and special programs of Indianapolis EMS and to promote EMS careers to Marion County youth.

Thank you for your support.

Please send gifts to: The Indianapolis EMS Fund, Eskenazi Health Foundation, 720 Eskenazi Ave., Indianapolis, IN 46202

To make a gift online, please visit: www.EskenaziHealthFoundation.org.

For more information about how to make a gift or include the Indianapolis EMS Fund in your estate planning, please contact Kerry Dinneen, vice president of major gifts, at 317.880.4903 or Kerry.Dinneen@EskenaziHealthFoundation.org.



Indianapolis EMS | 3930 Georgetown Rd. | Indianapolis, IN 46254 | 317.630.7427
www.IndianapolisEMS.org





**To learn more about Indianapolis EMS, connect with academic services,
community outreach and employment opportunities, please visit the new
IndianapolisEMS.org.**

