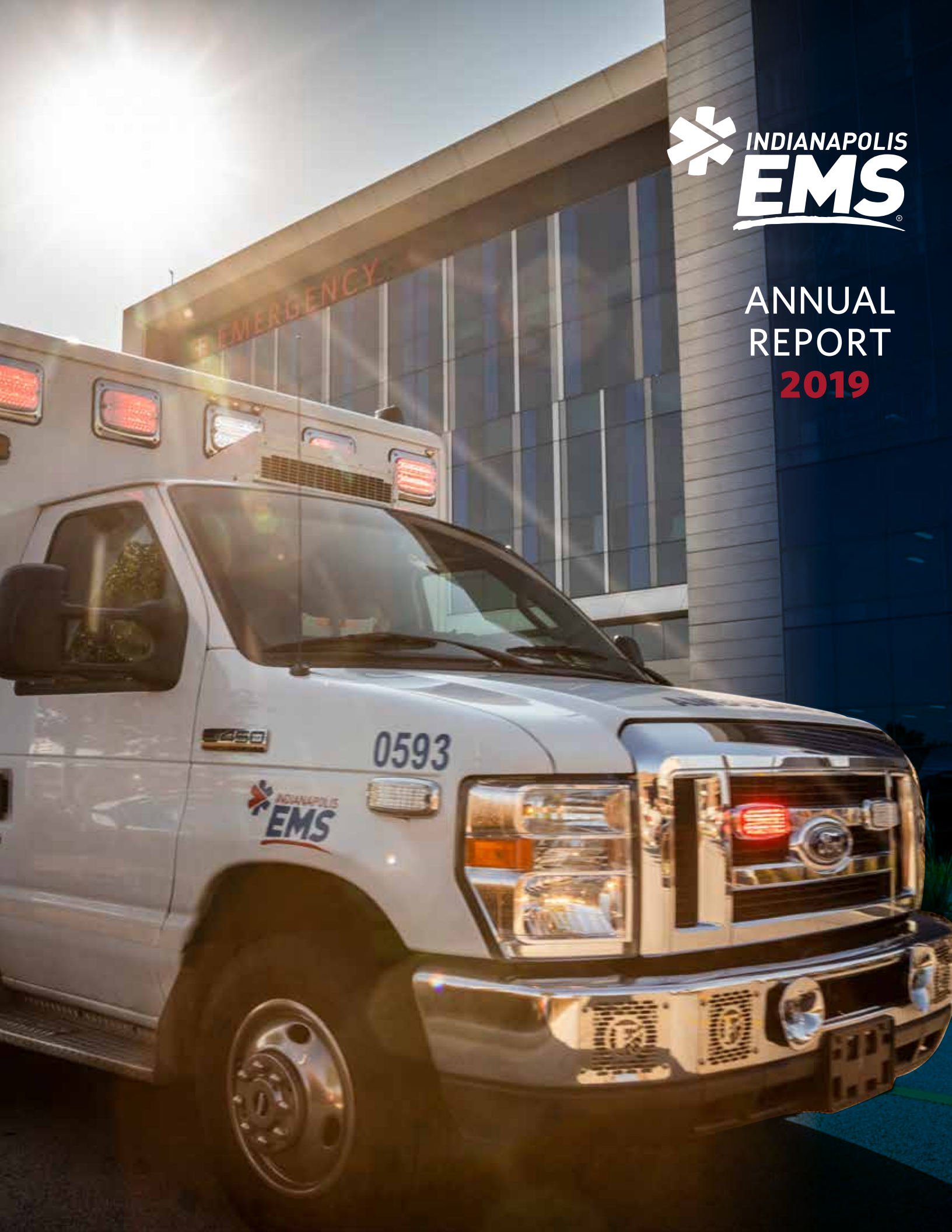




ANNUAL
REPORT
2019



Right Care. Every Patient. Every Time.

The Report

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Dr. Dan O'Donnell

From the Chief

Dear Indianapolis EMS and our Marion County partners,

Me writing this letter to you all should be your first indication as to the amount of change 2019 brought to our organization. My entire emergency medicine career has been associated with Indianapolis EMS and, in that time, I have seen our organization grow along with me. Still, there is no way to fully prepare for the role I now fill.

When Chief Miramonti approached me about stepping into the position of chief, I was hesitant. Not because I didn't want the job, but was I ready to lead such an amazing organization through a period of transition? These changes were brought on as we continued to explore and adjust to our new dispatch system, while confronting the challenges of our anticipated increases in run

volume. While the majority of growth, both personal and professional, occurs slowly, it is inevitable that we will come to points where large scale changes are necessary to remain viable into the future. 2019 was a year of substantial change to our operations, but these were good changes. These were changes that were reflective of how important Indianapolis EMS has become to our community as both an essential service and a public safety partner.

As I began to settle in to my new role and navigate its processes, it quickly became apparent what I had already assumed. I was now the leader of an elite emergency medical service, capable of adjusting to any change thrown our way. Being chief of IEMS is an honor that I truly embrace. EMS is the backbone, not only to public safety as a whole, but to the entire health care system. We are charged with looking over the health of all who live and travel in Marion County. This is a responsibility that must be realized by everyone who works in our organization, including the chief. I am responsible for ensuring that our organization takes this charge with the utmost professionalism and compassion, and I am proud to serve you as chief of Indianapolis EMS.

I would like the men and women of Indianapolis EMS to know how much the leadership team values all of our providers. In any large organization, it is common for those on the front lines to not fully understand what is being done on the administrative level. I can assure everyone that our leadership team takes into account what is best for our providers and our city with every decision. People work here because they have pride in the service and the mission to which we have committed.

Our providers are practicing at the highest level and are truly a premier EMS organization. Marion County residents and others we may serve can be confident that their emergency medical provider is second to none. We are committed to providing high-quality, evidence-based EMS care to all who may need us.

I present to you, our EMTs, paramedics, educators, logistics and garage techs and our administration, the 2019 annual report for Indianapolis EMS.

Sincerely,

Dr. Dan O'Donnell
Chief of Indianapolis EMS



Left to right: Chief Dan O'Donnell and Dr. Mark Liao

New Leaders Emerge

Changes in leadership; same commitment to high-quality medical care

If there is one thing that is constant in both life and business, it's that change is inevitable and often necessary for growth. Indianapolis EMS (IEMS) is no different and 2019 proved to be a year of growth and change. Founded in 2010, IEMS has only known one chief, Dr. Charles Miramonti, who played an integral role in merging the EMS services of Indianapolis Fire Department (IFD) and Wishard Memorial Hospital into one single entity. In his tenure, IEMS has grown to play innovative roles in community paramedic and talent development, all while responding to more than 120,000 calls to service annually.

2019 found IEMS at a turning point as Chief Miramonti decided to transition to the next phase of his professional life and step down. Part of this process was committed to finding someone appropriate to trust with the direction of the men and women of the service. They didn't have to look far when medical director Dr. Dan O'Donnell accepted the position as the new chief of IEMS. Chief O'Donnell is not new to public safety, having served as the medical director for both IFD and Indianapolis Metropolitan Police Department's S.W.A.T.

"My number one priority is our staff. I want to continue to ensure that our providers are supported in what they do."

- Dr. Dan O'Donnell, Chief of IEMS

division, as well as a physician in the Michael & Susan Smith Emergency Department at Eskenazi Health.

In his introduction as chief, Dr. O'Donnell said that while some things might be changing, others will not. "Our focus will be to have a strong medical presence in the community, and I will be present on the streets and on-scene, as I have in the past."

Chief O'Donnell was quick to establish that his primary short- and long-term objectives for IEMS will relate to organizational culture and the well-being of the staff. "My number one priority is our staff. I want to continue to ensure that our providers are supported in what they do, and are given the tools necessary to provide the highest level of emergency care. I want to make sure that we build a culture of pride in the service we provide. One of my first goals is to take a deep look at our academy and field training officer (FTO) process. I am looking for ways we can better prepare our new providers for the job that lies ahead."

When looking at long-term goals, O'Donnell keeps the same attention to culture, "we need to look at ways to retain our folks. This requires expanding the various career path options within EMS, whether it is FTO, advancement into management or new ventures. I think EMS has the unique skillset to be more involved with the overall health of our citizens. This goes beyond emergent care. I would like to work on building up

community paramedicine at IEMS and working on integrating it to our hospital partners across the city."

The move to elevate Dr. O'Donnell to chief of IEMS did leave a vacancy that needed to be filled. The role of medical director was filled by Dr. Mark Liao who had recently completed his emergency medicine fellowship with IEMS, and also serves as an Army flight surgeon with the United States military. Dr. Liao moved quickly to endear himself to the IEMS staff through his passion for medicine and his ability to teach and explain updated protocols, along with his willingness to lend a helping hand to crews with some of the more routine tasks, such as cleaning and restocking ambulances.

While 2019 proved to be a year of change for IEMS, it was fortunate to have that change led by people who understood the capabilities and needs of our providers. In doing this, both Chief O'Donnell and Dr. Liao have stepped in as servant leaders, with the primary focus of guiding the organization into the next decade to continue its growth as one of the country's elite emergency medical services.

"I want to continue to expand our footprint within public safety. IEMS is a unique setup in that we are a hospital-based agency, however, there is no doubt that we are a key component of Marion County public safety. I want to ensure this continues and grows throughout the coming years," concluded Chief O'Donnell. ❄️





Growing Pains

Record Growth Calls for New Strategies

As with any growing area, a question remains constant across all public services: as more people enter, how will it impact existing services and what adjustments need to be made to ensure appropriate resources are available when needed? Indianapolis EMS (IEMS) faced this issue in 2019 as record-setting run volumes forced the service to re-evaluate the deployment of its 31 ambulances and more than 350 emergency medical technicians (EMTs) and paramedics.

Since 2015, IEMS has experienced an annual run volume increase of between three and five percent. While the necessary staffing and equipment are in place to handle these expected increases, as with any growth, there comes a point where resource allocation strategies need to be addressed.

With the launch of the new computer-aided dispatch system (CAD) in 2018, IEMS was able to get a better look at higher run volume areas and identified “soft spots” in the



existing deployment model. This analysis also detailed the types of runs coming from these areas and provided more opportunity to place the most appropriate resources where they can provide the most value.

One issue addressed was that of how IEMS is utilizing its paramedics who are trained to handle more advanced emergency medical responses. During the evaluation of the initial 12 months of the new CAD, it was determined that some areas saw a high volume of advanced life support (ALS) responses that resulted in basic life support (BLS) transports. These responses meant a paramedic was dispatched to a scene where the end result was the unneeded use of the valuable resource, which could have been better utilized elsewhere. In mid-March, IEMS transitioned the existing ALS MD54 ambulance into its first, permanent BLS AM43 ambulance and deployed it to a service area on the eastside of Indianapolis. IEMS often will also make temporary changes, based on need and staffing, to add additional BLS crews on a case-by-case basis. The crews working on the new AM43, and all BLS ambulances, consist of two EMTs as opposed to one EMT and one paramedic for ALS crews.

To ensure that the correct resource was sent, IEMS worked with Indianapolis Fire Department and its public safety command center to adjust dispatch codes for medical runs to be A-code for ALS and B-code for BLS. On B-code runs, the closest BLS crew will be dispatched even if there is a medic closer, allowing the ALS team to be available to respond to calls better suited of their skill sets.

Changing the designation of one ambulance was not the only adjustment made to the deployment strategy. IEMS leadership also made adjustments to the coverage areas of MD30, MD99 and MD13. These moves addressed other “soft spots” identified by the CAD and reinforced our positions throughout Indianapolis and along our service area borders.

While these changes have had a positive impact and reinforced IEMS’s positions throughout Marion County and helped to ensure the appropriate resources are available when needed, it has also provided useful data to plan for the anticipated three to five percent annual run volume increase. Coming in 2020, IEMS is planning to increase its workforce, and additional ambulances will be purchased and deployed throughout the community.

As the needs of Marion County continue to evolve, so will IEMS. 🌟

330

average
number
of runs
per day
in 2019

18.28%

increase in run volume
since 2015

HIGHLIGHTS



After serving nine years, Chief Charles Miramonti stepped down as chief of IEMS. During his tenure, IEMS expanded into community paramedicine and developed innovative education and workforce development programs.



IEMS participated in a training exercise at the Indianapolis International Airport to prepare for mass casualty airline crash situation.



The 2019 Awards Celebration honored some of the best IEMS has to offer, as voted on by their peers.



IEMS partnered with WISH-TV for a series of health and safety tours to introduce communities to area first response organizations.



The theme of the 2019 Indiana State Fair was "Heroes of the Heartland," and IEMS was honored to be featured on the printed maps and signs at the fairgrounds.



IEMS providers collected coats to distribute during the colder months in Indianapolis.



IEMS began recognizing IEMS providers who had successfully delivered babies with Stork Awards.



IEMS is always happy to show off to local Cub Scout troops.



IEMS paramedic Dana Howard was honored as an Eskenazi Health Distinguished Ambassador for 30 years of service.



After a family of ducklings became trapped in a sewer drain outside IEMS headquarters, some quick work had them all rescued and safely reunited with their mother.



The State of Indiana brought back the Governor's Cup Ambulance Skills Competition, and the paramedic team of Stephanie Atkins and Anthony Taylor took first place.



IEMS began recognizing providers who had treated a cardiac arrest patient and established the return of spontaneous circulation (ROSC).



IEMS participated in the annual JA JobSpark event and interacted with more than 15,000 area eighth graders.

HIGHLIGHTS



IEMS Academic Services celebrated three classes of paramedic science graduates.



During the busy month of May, IEMS once again led the medical coverage for the annual OneAmerica 500 Festival Mini-Marathon.



The annual IEMS Memorial Softball Tournament raised several thousand dollars for the Indy Public Safety Foundation Memorial Fund.



The crew of MD10 spent some time meeting residents at the Shepherd Community Center



IEMS providers, who had worked both a Presidential and Vice Presidential detail were recognized by the United States Secret Service.



IEMS paramedic Shane Hardwick (right) and his IMPD partner, Adams Perkins (left), visited Washington D.C. to discuss community paramedicine and the Shalom Project at Shepherd Community Center.



IEMS hosted “The Emily Talk” which helped first responders address the issues that can happen when treating someone with special needs.

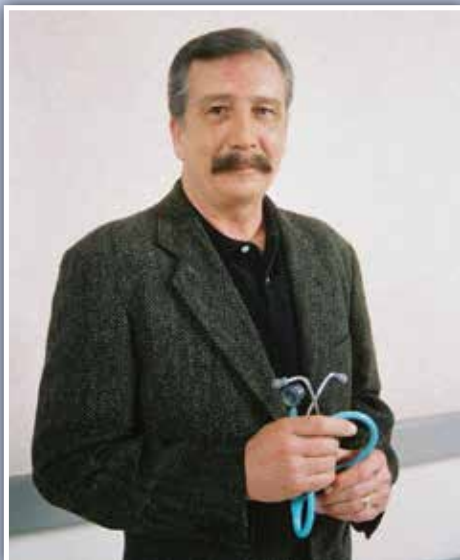


IEMS once again participated in WISH-TV’s “Tweet for Toys” event to collect holiday gifts from area businesses to distribute to less fortunate families in Indianapolis.



IEMS conducted three recruit academies in 2019 to train EMTs and paramedics to join our service.

Dr. Michael Olinger, M.D.



Indianapolis EMS was saddened to hear about the passing of Michael Olinger, M.D. in November, 2019. Dr. Olinger, who came to Indianapolis in 1991, served as one of the earliest medical directors for Wishard Ambulance service, as well as Indianapolis Fire Department and was the first medical director for Indianapolis EMS. He served in this capacity with honor and was considered the forefather of the EMS in Central Indiana. Dr. Olinger subsequently recruited and trained the likes of former IEMS chief Dr. Charles Miramonti and current chief Dr. Dan O'Donnell.

Dr. Olinger served in Vietnam as a scout helicopter pilot. Additionally, he was one of the original members of the Urban Search and Rescue Team assisting at the World Trade Center on 9/11, the bombing of the Murrah Federal Building in Oklahoma City and the aftermath of Hurricane Katrina. He was a pioneer in the field and respected around the world.

IEMS BY THE NUMBERS



AMBULANCE STATS

115,709 incidents

321 tactical emergency
medical support responses

357 full-time EMTs and
paramedics on staff

24 hospitals receiving
patients from IEMS

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 operator
course (EVOC) completions

FLEET

31 ambulances in service
during peak hours

1,379,693 miles traveled
by IEMS ambulances
(more than 2 ³/₄ round trips
to the moon and back)



FINANCIALS

Description	G/L Account	2019	2018	2017
		Actual	Actual	Actual
Total Gross Revenue		204,280,425	186,734,831	168,104,999
Total Contractual Allowances		171,422,304	157,449,730	140,012,744
Total Net Revenue		32,858,121	29,285,102	28,092,256
Total Operating Revenue		32,763,613	33,316,164	30,555,381
Total Salaries and Wages		16,978,076	18,385,542	16,789,960
Total Employee Benefits		5,378,621	5,816,213	5,554,363
Total Payroll		22,356,696	24,201,755	22,344,323
Total Medical & Professional Fees		38,256	21,692	38,531
Total Purchased Services		1,486,270	1,690,075	1,319,649
Total Supplies		1,653,450	1,817,570	2,321,266
Total Pharmaceuticals		268,317	174,852	375,504
Total Repairs & Maintenance		458,187	474,874	398,740
Total Utilities		337,543	378,146	226,259
Total Equipment Rental		109,508	110,044	104,680
Total Other Expenses		253,578	146,674	126,035
Total Allocation Expense		-	(64,724)	(64,724)
Total Depreciation		906,621	-	-
Total Expenses		27,868,427	29,921,902	27,190,263
Total Net Income (Loss)		3,395,187	1,894,262	3,365,118

LEADERSHIP



Chief of Indianapolis EMS

Dr. Dan O'Donnell

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. Mark Liao

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 110,000 911 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 Bill Farkas, vice president of major gifts, at 317.880.4909 or Bill.Farkas@EskenaziHealthFoundation.org.



Indianapolis EMS | 3930 Georgetown Rd. | Indianapolis, IN 46254 | 317.630.7427



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

