



2020 ANNUAL REPORT



Right Care. Every Patient. Every Time.

The Report

- 3 From the Chief
- 4 Milestones of Service
- 6 COVID-19 Response
 - Operations
 - Logistics
 - Community Paramedics
- 12 Highlights
- 15 2020 By the Numbers
- 16 Financials
- 17 Indianapolis EMS Leadership
- 18 About Indianapolis EMS

From the Chief



Dan O'Donnell, M.D.

I don't know if it's possible to truly sum up 2020 without using many words and phrases that have become cliché at this point. It was a year unlike any we have ever seen and I hope we never have to experience again. In some way, everyone's life was impacted by the COVID-19 pandemic; our lives were thrown into complete disarray as fear and confusion gripped the entire world. Through all of the challenges and struggles the pandemic brought, the men and women of Indianapolis EMS rose to the top and served as the tip of the spear in Marion County's fight against the virus.

In one of my messages to the service near the start of the pandemic, I said, "this might not be what we signed up for, but it's what we've been called to do." I couldn't be more proud to say we answered the call. Our operations staff didn't back down; they showed up every day and took the necessary steps to protect themselves and their patients. Our logistics division spent years preparing for this type of event and was prepared to not only provide our staff with ample protective gear, but our partner organizations and surrounding services as well. Our fleet division outfitted our ambulances with extra layers of protection, while our academic services division made the necessary adjustments to continue activities so future EMS providers could complete their studies. When nationwide stories warned about capacity shortages at hospitals and the need for available resources for the most vulnerable, our community paramedic team was launched to ensure patients able to be treated at home had the necessary follow-up care and resources to successfully recover. Finally, when the country felt the relief of available vaccines, it was Indianapolis EMS who showed up and administered them to our community.

We were stretched thin, but we did not break. Maybe it was fitting in the year we celebrated our 10th anniversary of service, Indianapolis EMS demonstrated its value to public safety and the community as a whole, and I could not be more proud to present to you the 2020 annual report. This is our COVID-19 story and to every member of Indianapolis EMS, thank you. We all owe you a debt of gratitude that is not easily repaid.

Sincerely,

Dan O'Donnell, M.D.
Chief of Indianapolis EMS



Milestones of Service

While the world was captivated by the COVID-19 pandemic in 2020, it may have been fitting such a public health emergency occurred during the same year Indianapolis EMS (IEMS) celebrated two significant milestones. First, on Sept. 16, we recorded our one millionth run. Then, on December 26, IEMS celebrated its 10 year anniversary of service to the residents and visitors of Marion County. The organization, with roots dating back to the 1800s, was humbled by the outpouring of support and gratitude by our health care partners, public safety partners, area leadership and professional sport teams who took time to show their support and appreciation for the commitment shown by every provider to put on the uniform and work the streets of our city over the past decade.

2020 will be a year nobody will forget and we are proud to serve as we were all #INThisTogether. 🚑

ABOVE PHOTO

On Sept. 16, the Medic 23 crew of Antonio Agresta (left) and Christopher Gregory (right) recorded the one millionth run of Indianapolis EMS.

10-Year Facts

Approximately **750,000**
patient transfers

426 babies delivered

274 paramedics licensed through
IEMS Academic Services

295 EMTs certified through
IEMS Academic Services

More than **17.2 million**
miles traveled by the fleet



IEMS on the Frontlines of COVID-19

When COVID-19 was declared a global pandemic and public health emergency, the eyes of the world, along with all the fear and questions, were turned towards the health care community. For Indianapolis EMS (IEMS) those questions and fears carried extra weight. Not only was the organization faced with the question of how would it respond and keep people safe, but how would providers be kept safe? What would be done to protect the ones charged with standing on the front lines of this war?

The IEMS response to the pandemic falls into three main areas: operations, logistics and community paramedicine.

The following annual report will detail how each of these divisions responded to the COVID-19 pandemic and will demonstrate how IEMS impacted all aspects of the out-of-hospital health care response in Marion County. What was learned in 2020 is that the mission of Right Care. Every Patient. Every Time. sometimes refers to your own team and surrounding partners. We were all #INThisTogether and IEMS was honored to stand at the forefront.

COVID-19 Operations

Provider and patient safety come to the forefront in the fight against an invisible enemy



Eskenazi Health staff helped with cleaning and decontamination of ambulances upon arrival at the Sidney & Lois Eskenazi Hospital.



An IEMS provider in full PPE.

2,366
confirmed COVID-19
positive patients that
IEMS encountered
between March and
December of 2020

"My primary concern was for the safety of our providers," said Mike Hayward, chief of operations for Indianapolis EMS (IEMS). When the COVID-19 pandemic hit the country, and eventually Indiana, protecting those charged with fighting on the front lines became critical. EMTs and paramedics, like doctors and nurses in hospitals, would be tasked with entering the unknown and facing all the concerns and fears that came with it, both from their patients and themselves.

As with any first responder service, staffing is critical to meeting the needs of the community and necessary steps are taken to ensure the call can always be met. "How many people could we lose to quarantine before IEMS becomes operationally ineffective," wondered Chief Hayward. "What steps can we take to ensure we never reach that number?" Addressing this issue became a matter of requiring the usage of personal protective equipment (PPE), which was immediately required on all runs, regardless of dispatch code. Medical directors also made protocol adjustments to aerosolizing procedures and airway management. Additionally, a code of 1SICKFLU was added, to indicate circumstances were consistent with a patient who was potentially positive for COVID-19. When these calls were dispatched, IEMS providers were required to

don both their half-face respirator and disposable gown prior to entering the location and continue wearing both until the response was completed.

Beyond enacting protocols for the protection of providers, partnership and collaboration among all public safety organizations was key in response to the pandemic, and IEMS had a very active role in the entire response for central Indiana. IEMS command staff and medical directors maintained a daily presence in the Marion County Emergency Operations Center providing, and receiving, information to maintain a high degree of situational awareness for all levels of government and public safety involved in the pandemic response for Indianapolis. The pre-existing relationships with leaders in these areas allowed for a city-wide response focused on team work and synergy as

"IEMS will continue to work to ensure Indianapolis is capable of meeting the pre-hospital needs created by any future health emergencies."

– Mike Hayward, Chief of Operations



IEMS Chief Dan O'Donnell participated in Governor Holcomb's COVID-19 updates.

opposed to individual agencies trying to accomplish myopic goals.

The efforts were successful and IEMS demonstrated how valuable it is to public safety. Between March and December of 2020, IEMS providers were in direct contact with 2,366 patients who later tested positive for COVID-19, with COVID potential responses accounting for 15 to 25 percent of total runs each month. Through this, IEMS managed to keep the service safe and healthy, with only 57 providers testing positive for COVID-19.

What has been learned from 2020? For Chief Hayward, it's the importance of preparedness and collaboration. "The value of consistent and continuous collaboration with the entire public safety and public health communities cannot be overstated."

IEMS was on the front lines for the COVID-19 pandemic and proved its worth several times over. "Without IEMS' robust logistics system the operational capabilities of the entire central Indiana region would have been critically diminished," said Hayward. "IEMS will continue to work to ensure Indianapolis is capable of meeting the pre-hospital needs created by any future health emergencies."

COVID-19 Logistics

Indianapolis EMS (IEMS) steps up to protect our own and front line workers across the region

In a landscape where mistakes could become super spreader events and providers feared contracting the virus and potentially bringing it home to their families, the Logistics division of IEMS was tested harder than ever before. Fortunately, lessons learned from years prior led to successful planning for an event such as this and IEMS found itself in a position to protect, not only its own, but fellow public safety and health care organizations across the state.

Drawing on lessons learned from the Sept. 11 terrorist attacks, the 2009 H1N1 pandemic, the 2014 Ebola outbreak and other historical health events from the previous century, there were

a series of known circumstances that would affect a response to a global health crisis, including:

- A very short warning period before supply shortages began
- Supply chains would strain and break down quickly, compromising production
- Product quality would diminish
- Prices would skyrocket

After seeing the resource needs brought on by previous events, IEMS Logistics Section Chief Kevin Gona knew waiting for a pandemic to hit would leave the entire service completely

"For many agencies in and around Marion County, IEMS was their sole resource for respiratory PPE and gowns." – Mike Hayward, Chief of Operations.

underprepared and unable to meet the needs of the response. His solution was to start preparing early, years ahead of time.

When the 2014 Ebola outbreak subsided, Chief Gona began the process of reloading necessary supplies for the next event, not knowing when it might happen. Critical to this was building and maintaining a supply of personal protective equipment (PPE) robust enough to withstand a minimum of six months, if nothing else was purchased along the way. The cache was built through three primary sources:

- Purchases made with federal preparedness grant funds
- Gradual accumulation of operational supplies through normal ordering
- Capturing surplus materials for agencies with abandoned materials

Critical to maintaining this supply was to ensure it would survive storage. Working with partners at Eskenazi Health and Marion County Public Health Department, IEMS was able to gain access to facilities both large enough to hold these materials and maintain appropriate environmental conditions to prevent degradation.

The end result of this stockpile building found IEMS with a supply surplus at the beginning of the pandemic with, among other supplies:

- 7,410 boxes of latex exam gloves
- 41,600 isolation gowns
- Approximately 357,000 disposable surgical masks

In addition to disposable materials, IEMS supplied all providers with their own half-face respirator, worn any time a provider was in close contact with a suspected COVID-19 patient. For these respirators to be effective the wearer must be fit-tested to ensure proper seal and protection. Through steady accumulation, IEMS found itself in a surplus of these items and sought to help equip other agencies across the state. In all, IEMS assisted 27 agencies with materials to protect their providers. This included the Indianapolis Fire Department (IFD), Wayne Township Fire Department, Zionsville Fire Department, Indianapolis Metropolitan Police Department, Eskenazi Health and other non-emergency ambulance providers.

In all, IEMS provided more than 1,200 fit-tests and half-face respirators and more than 4,000 N95 face coverings to local first responder agencies.

While the goodwill done by IEMS is immeasurable, one measurable item is the cost savings of building and maintaining the supply of materials. During a normal year, IEMS and partner agencies will consume approximately \$70,000 of PPE. In 2020, that number grew to more than \$330,000 calculated at pre-COVID

197,000
surgical masks used by
IEMS or distributed to
partner agencies



Ultraviolet light emitting devices were used to clean ambulances after suspected COVID-19 responses.



Plastic covers and barriers were installed in the ambulances to provide additional protection for IEMS providers.

3,000
pairs of reusable respirator
filters used or distributed
to partner agencies

pricing. As supply chains broke down and demand and prices skyrocketed, the same amount of materials would have exceeded \$2,000,000 had it been purchased during the peak of the pandemic, with no assurances it would have been available.

“This cache, and IEMS infectious disease preparations,

was very likely the reason Marion County and a significant fraction of central Indiana fire and EMS agencies did not suffer significant exposure or service degradation at the peak of the COVID outbreak,” said Chief Gona. “Many agencies were also shielded from the extreme costs of PPE since the cache allowed them to avoid needing to purchase at the peak of the elevated prices. Many agencies were able to avoid the attempts by less reputable sellers to sell products that were, at best, suspect.”

Preparing for the unthinkable is how first responder agencies protect the people they serve. While we do not know if or when it might happen, there is confidence in knowing IEMS is already preparing for it.

COVID-19 Community Paramedics

Reducing hospitalizations by assisting with at-home treatment and resources



IEMS paramedic Shane Hardwick visits a COVID-19 positive patient at their home.

When the COVID-19 pandemic hit, the largest, most immediate concern focused on if local health care systems would be able to handle the surge of patients needing hospitalization, and if there would be enough necessary equipment to provide appropriate care. While everyone’s focus was on hospital capacity, critical to minimizing this burden was the treatment of patients with COVID-19 not

requiring hospitalization. “We needed a way to make sure patients declining transport to the hospital had a follow-up within the next couple of days to ensure their conditions were not worsening,” said Mark Liao, M.D., Indianapolis EMS (IEMS) medical director. Fortunately, IEMS already had infrastructure in place to address these needs without impacting staffing.



The IEMS community paramedicine team reviews patient status updates.

More than
350
patients seen by
the community
paramedic team

“We needed a way to make sure patients who declined transport to the hospital had a follow-up”
– Mark Liao, M.D., IEMS medical director

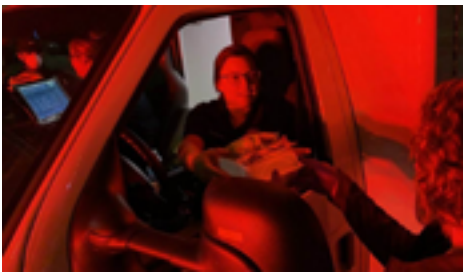
In the first weeks of the pandemic, IEMS adjusted protocols to allow for medics, after consulting with medical direction, to allow patients to remain in their home if they did not require the elevated level of treatment available at the hospital. This plan was set forth to minimize hospitalizations and keep space available for those who needed it the most. The community paramedic team, which originated as part of the Shalom Project with Shepherd Community Center, transitioned their response to focus on patients who were allowed to stay in their homes, while fighting and recovering from COVID-19. Consisting of IEMS medics Shane Hardwick, Bruce Tilson and EMT Alicia Dinkeldein, the refocused team followed up with patients for a needs assessment to determine what could be accomplished. This included calling doctor’s offices, picking up prescriptions, dropping off additional medications to help with symptoms and making social work referrals.

These assessments and check-ins also identified disparities and helped recognize where additional assistance could be provided. “We saw increasing gaps in social services that needed to be addressed. Otherwise it would likely result in a medical problem,” said Dr. Liao. Dinkeldein established herself

at one of the emergency housing facilities for the homeless while Hardwick and Tilson made regular visits to the overflow shelters. This served to meet people where they were, treating them in place, and assisted in reducing the number of patients requiring hospitalization, keeping hospital resources available. Ultimately, the team followed up with more than 350 non-transported patients. The team partnered with the Marion County Public Health Department and Indiana Department of Health and was instrumental in the creation of a mobile flu vaccine clinic at Shepherd Community Center where 485 free flu vaccinations were administered during the month of October.

The end result of this team’s efforts demonstrated how entrenched IEMS is for public health in Marion County. “The Community Paramedic program helped safeguard patients we encountered by having a mechanism for re-evaluations and to also prevent situations from worsening,” said Dr. Liao. “Paramedics and EMTs were thankful to have a way to address social situations they would normally have been unable to address during their 9-1-1 encounter by making a referral.”

HIGHLIGHTS



IEMS appreciated the outpouring of support by the community during the pandemic response. Many Hoosiers donated meals, snacks and additional PPE for our providers on-shift.



We mourned the tragic loss of Indianapolis Metropolitan Police Department officer Breann Leath.



Providers Chad White and Hope Carrico were honored by the Indianapolis Colts with a Celebrate Our Heroes delivery, presented by Wagner Reese.



U.S. Surgeon General, Jerome Adams, M.D. and Mayor Joe Hogsett visited the COVID-19 vaccination center at Eskenazi Health, where many IEMS paramedics worked to administer, and receive, vaccines.



IEMS Logistics Chief Kevin Gona was recognized by the St. Florian Center for his leadership during the COVID-19 pandemic.



IEMS was proud to be reunited with several patients to celebrate positive outcomes and see them on the road to recovery. One was Joseph Ra (center) with EMT Ryan Vonderohe (left) and medic Rebecca Garvey (right).



Baby on board! Sometimes things don't always go as planned. For Eskenazi Health nurse Nicole Halley Richey, and her husband, that's what happened when their new baby boy decided now was the time to make his grand entrance. The couple were on their way to the hospital, but Nicole's experience told her that they weren't going to make it, and called 911 for assistance. The IEMS crews of Medic 11 and 13 responded to the call and baby Wallace Samuel Richey was delivered in the back of the ambulance, at the corner of Massachusetts Avenue and Michigan Street, a mere 11 minutes after the call was placed.



In October, IEMS partnered with Shepherd Community Center, Marion County Public Health Department, Indiana Department of Health and Indiana Department of Homeland Security to provide free flu shots to residents. This effort delivered 485 vaccines.



Congratulations to IEMS provider Eric Smith who was recognized with the Eskenazi Health EMS Impact award for demonstrating outstanding skills, attitude, teamwork and other positive characteristics relating to patient care.



Sanitation is always a priority with IEMS, but 2020 took on a whole new meaning as advanced decontamination of the ambulances was done to reduce the risk of exposure to COVID-19.



Photo taken prior to the pandemic.



Photo taken prior to the pandemic.



IEMS welcomed several new EMTs and paramedics to the service.

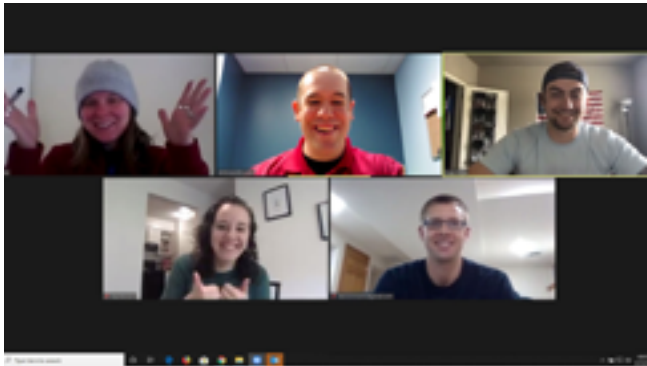
HIGHLIGHTS



IEMS was grateful to be equipped with Stryker power cots and loading systems thanks to support from Eskenazi Health.



Thanks for the generosity from the third graders at Union Elementary School in Zionsville for creating Valentine's Day care packages for IEMS providers to hand out to our less fortunate residents that weekend. The bags included scarves, snacks, hand written notes and socks, which were very donated by Bombas.



The COVID-19 pandemic forced everything to be reevaluated, but that didn't slow down IEMS Academic Services who continued to provide EMT and medic classes online.



IEMS participated with Wayne Township Fire Department and Indiana National Guard on an explosives/mass casualty scenario in January.

Indianapolis EMS 2020 Service Award Winners:



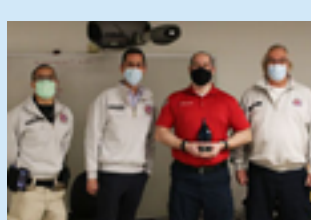
Employee of the Year - Anthony Ammerman



EMT of the Year - Tim Smith



Paramedic of the Year - Epiphany Gallagher



Educator of the Year - David Bopp



Field Training Officer of the Year - Brian Blazak



Support Staff of the Year - Precilla Roderick



Medical Director Recognition Award - Tom Arkins

IEMS BY THE NUMBERS



AMBULANCE STATS

122,882 Total runs

382 Tactical emergency medical support responses

268 Full-time EMTs and paramedics on staff

24 Hospitals receiving patients from IEMS

143 Special events covered

ACADEMIC SERVICES

60 New recruits trained

3 IEMS academy sessions

35 EMT graduates

38 Paramedic graduates

4 EMT classes

2 Paramedic classes

73 Emergency vehicle operator course (EVOC) completions

FLEET

31 Ambulances in service during peak hours

1,430,553 Miles traveled by IEMS ambulances

	2020	2019	2018
Description	Actual	Actual	Actual
Total Gross Revenue	203,415,796	204,280,425	186,734,831
Total Contractual Allowances	171,934,850	171,422,304	157,449,730
Total Net Revenue	31,480,946	32,858,121	29,285,102
Total Operating Revenue	32,785,823	32,763,613	33,316,164
Total Salaries and Wages	17,392,095	16,978,076	18,385,542
Total Employee Benefits	5,025,516	5,378,621	5,816,213
Total Payroll	22,417,612	22,356,696	24,201,755
Total Medical & Professional Fees	14,806	38,256	21,692
Total Purchased Services	1,545,380	1,486,270	1,690,075
Total Supplies	3,002,756	1,653,450	1,817,570
Total Pharmaceuticals	261,599	268,317	174,852
Total Repairs & Maintenance	460,756	458,187	474,874
Total Utilities	358,307	337,543	378,146
Total Equipment Rental	96,600	109,508	110,044
Total Other Expenses	105,610	253,578	146,674
Total Allocation Expense	-	-	(64,724)
Total Depreciation	1,102,467	906,621	-
Total Expenses	29,365,893	27,868,427	29,921,902
Total Net Income (Loss)	\$2,239,667	\$3,395,187	\$1,894,262



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 120,000 9-1-1 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.



Indianapolis EMS
3930 Georgetown Rd.
Indianapolis, IN 46254