



LAKE-SUMTER Emergency Medical Services

2761 West US Old Highway 441
Mount Dora, Florida 32757-3500

December 1, 2010

Mr. Bradley Arnold
County Administrator
Sumter County Board of County Commissioners
7375 Powell Rd (CR 139)
Wildwood FL 34785

Dear Mr. Arnold:

On behalf of the Lake-Sumter EMS Board of Directors and staff, I am pleased to offer our Annual Report for FY 2009-2010. As you review the report, we trust you will share our sense of accomplishment and pride in the services that have been provided to the citizens of Lake and Sumter Counties this past year. In addition, we have taken time to reflect briefly on the achievements of the past 10 years as we marked that milestone of operation in October.

We are thankful for the support that both Lake and Sumter County Boards of County Commissioners have provided over the past 10 years. That support is highly valued and has made the success of Lake-Sumter EMS a true collaborative effort.

If you have any questions regarding the Annual Report, I would welcome your call. We look forward to continuing to provide state-of-the-art emergency medical services to the citizens of Lake and Sumter Counties.

Sincerely,



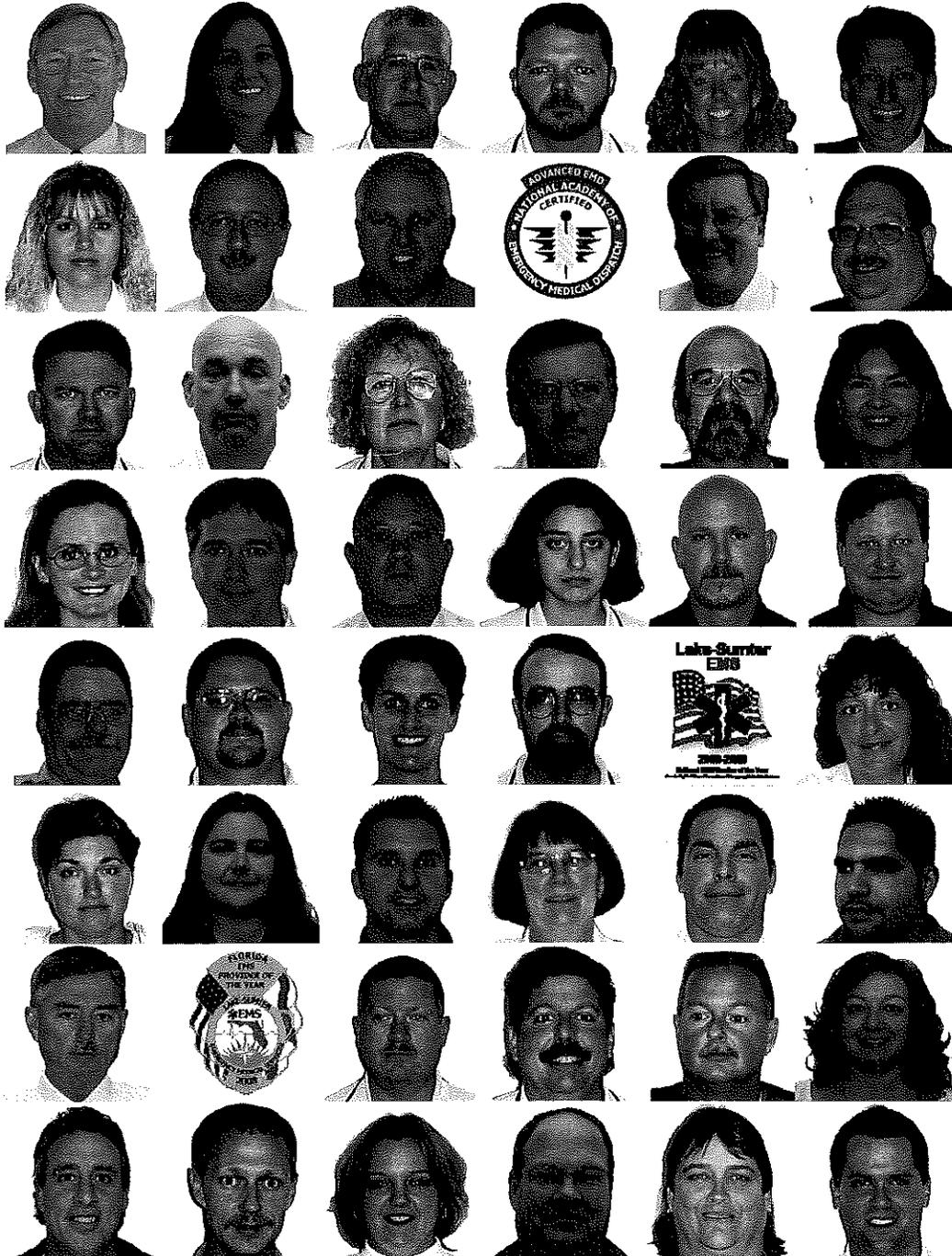
Jim Judge
Executive Director



Annual Report

FY 2009-2010

*Celebrating 10 Years
of Proudly Providing Quality EMS Services*



Jim Judge, Executive Director, (upper left) is joined by the 44 employees who have worked for Lake-Sumter EMS for 10 years.

Lake-Sumter Emergency Medical Services, Inc.



Celebrating 10 Years of Service to Lake-Sumter EMS

Lake-Sumter EMS is fortunate to have 44 employees who have served the agency for the entire 10 years. We are proud to recognize these dedicated individuals on our Annual Report cover along with Jim Judge, Executive Director, who joined them a few weeks later.



Row 1:

**Jim Judge, Kimberly Stephens, Larry Fullington,
Sam Prevatt, Kim McKenzie, John Simpson**



Row 2:

**Michelle Andrews, Ralph Habermehl, Pat Stephens,
Arlan Kemp, Phil Kleinberg**



Row 3:

**Alan Wilbanks, George Davis, Sue Vinup, Chip Chenoweth,
Robert Hildebrand, Deanna Chapman**



Row 4:

**Michelle Kehoe, Jeffrey Hall, Charlie Johnson,
Melissa McGraw, Chuck Chapman, Bryan Andrews**



Row 5:

**Sam VanNess, Charles Cihal, Angela Lee, Adrian Whicker,
Velvet Scheidler**



Row 6:

**Gwen Burgess, Diane Sanders, Timothy Roberts,
Belinda North, Joe Dragojevich, Jose Hernandez**



Row 7:

**James Walker, Kenneth Thomas, John Thornton,
Roger English, Diane Burrows**



Row 8:

**Nicholas Pagliarulo, Mike Kennedy, Kim Shaffer,
Scott Cowan, Edith Hurst, Eric Johnson**

Thank you for your dedication and service!

Letter to the Board of Directors



November 22, 2010

Welton G. Cadwell, Chairman
Richard Hoffman, Vice Chairman
Chris Bell, Lake County League of Cities
Ed Wolf, Sumter County League of Cities
J. Cecil Shumacker, Lake County Citizen Representative
Gary H. Kadow, Sumter County Citizen Representative
Ken Mattison, Hospital Representative



Dear Lake-Sumter EMS Board Members:

It is with great pleasure that I submit to you the FY 2009/2010 Annual Report for the period October 1, 2009 through September 30, 2010. With the successful completion of this fiscal year, we have also reached the milestone of ten years of service as Lake-Sumter EMS. This Annual Report is our opportunity to reflect on and present the past year's achievements in every area of service we provide. Under the leadership of the Lake-Sumter EMS Board of Directors, we have continued to keep *"in rhythm with our community"* and have successfully provided enhanced services to both Lake and Sumter counties.

We should all be very proud of the state and national honors that Lake-Sumter EMS has been awarded in just the past two years. In addition, our Communications Center received National Accreditation in February of 2009 as an "Emergency Medical Dispatch Center of Excellence." It is so gratifying to see the many accomplishments as a result of the support of the Board of Directors and hard work of the staff. We are also very grateful of the support of the owner counties—the Sumter County and Lake County Boards of County Commissioners.

We continue to play a major role in the enhancement of the EMS system in Lake and Sumter Counties with the City of Mascotte Fire Department now responding at the advanced life support level and plans underway to add The City of Eustis Fire Department. We constantly look for ways to strengthen our strategic partnerships with the Fire Services and other first response agencies.

Lake-Sumter EMS is also constantly looking for ways to improve our accountability and reporting strategies. In the upcoming year, we will continue to work closely with Lake and Sumter Counties to redefine response criteria and develop enhanced reporting mechanisms. Our goal is to monitor our services at a higher level, provide more detailed reports, and continue to offer state-of-the-art emergency medical services to residents and visitors to both counties.

As you read this FY 2009/2010 Annual Report, I am confident that you will also be proud of Lake-Sumter EMS and the strides we have made in every area of the organization, from technology to communications, to impressive upgrades to our medical protocols and patient care capabilities, plus much more. I am encouraged by our ten years of success, still challenged by the opportunities the next fiscal year brings, and looking forward to enhancing the services we provide to Lake and Sumter Counties. With your insight and direction, we will be able to continue to lead Lake-Sumter EMS as we continue our commitment to keeping *"in rhythm with our community."*

Sincerely,



James A. Judge II
Executive Director



Board of Directors



Welton G. Cadwell
Chairman
Lake County Board of
County Commissioners



Richard Hoffman
Vice Chairman
Sumter County Board of
County Commissioners



Ed Wolf
Mayor of Wildwood
Sumter County
League of Cities



J. Cecil Shumacker
Lake County
Citizen-At-Large



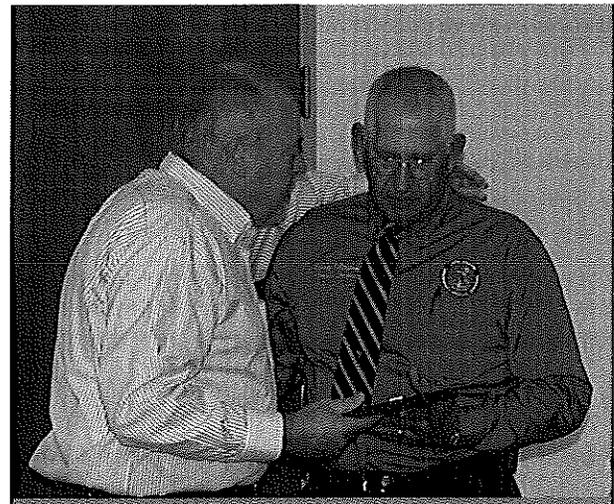
Gary H. Kadow
Sumter County
Citizen-At-Large



Chris Bell
Mayor of Fruitland Park
Lake County
League of Cities



Ken Mattison
President/CEO
Florida Hospital Waterman
Hospital Representative



Chairman Welton Cadwell (left) presents a True North Award to Larry Fullington (right) for his dedication to teaching lifesaving CPR skills to groups in the community.

Mission Statement

To serve our communities by providing exceptional patient care and extraordinary customer service through compassion, knowledge, clinical sophistication, and the integrity of our organization.

Vision

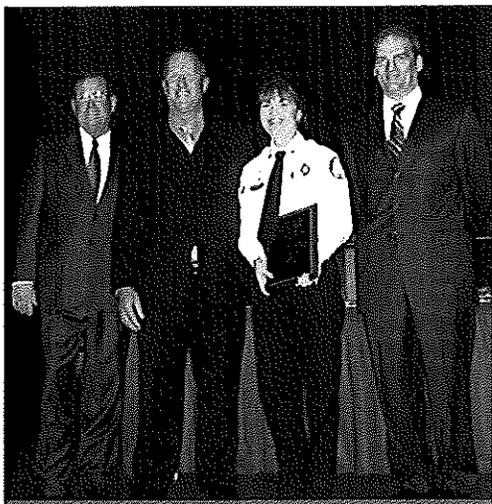
Our Mission Statement of Quality Values and Principles embodies the vision of emergency services in Lake and Sumter Counties. These fundamentals will be used to pioneer the course of our organization now and in the future.

Quality Values & Principles

- ◆ Value honesty, trustworthiness and integrity.
- ◆ Exhibit dignity and respect for one another.
- ◆ Dedicated pride of service.
- ◆ Foster empowerment.
- ◆ Manage through leadership.
- ◆ Focus on personal and professional growth.



Angela Lucas, Lead Dispatcher, was named National Telecommunicator of the Year for 2010.



The first Florida EMS Injury Prevention Award was presented to Captain Deanna Chapman at the State EMS Awards Ceremony.

Lake-Sumter Emergency Medical Services is a governmental corporation created by Lake and Sumter Counties pursuant to Chapter 163, Florida Statutes.

Lake-Sumter EMS is governed by a Board of Directors representing county government, municipalities, hospitals, and citizens. The Board of Directors is responsible for employing and monitoring the activities of the Executive Director. Lake-Sumter EMS also employs a Medical Director to oversee its medical protocol and guidelines for emergency medical response, patient care and quality development programs.

On October 1, 2000, Lake Sumter EMS, Inc. began operations as a unique, bi-county government-owned corporation. LSEMS was given the mandate to provide efficient, cost-effective emergency medical ambulance transportation of sick and injured citizens and visitors of Lake and Sumter Counties, Florida.

With these mandates in mind, the Lake-Sumter EMS Board of Directors, leadership, and staff developed the concept of a "community-based" EMS system. This concept transformed the normal paradigm of competing municipal agencies into a system of strategic alliances integrating corporate, county, and city agencies into a cohesive unit designed to maximize functionality while minimizing duplicity of service.

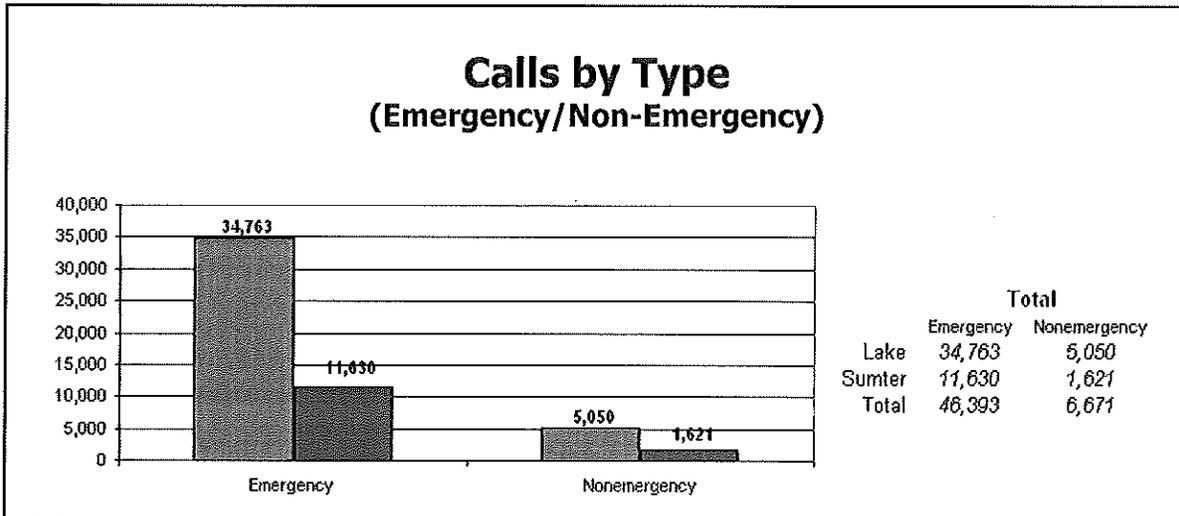
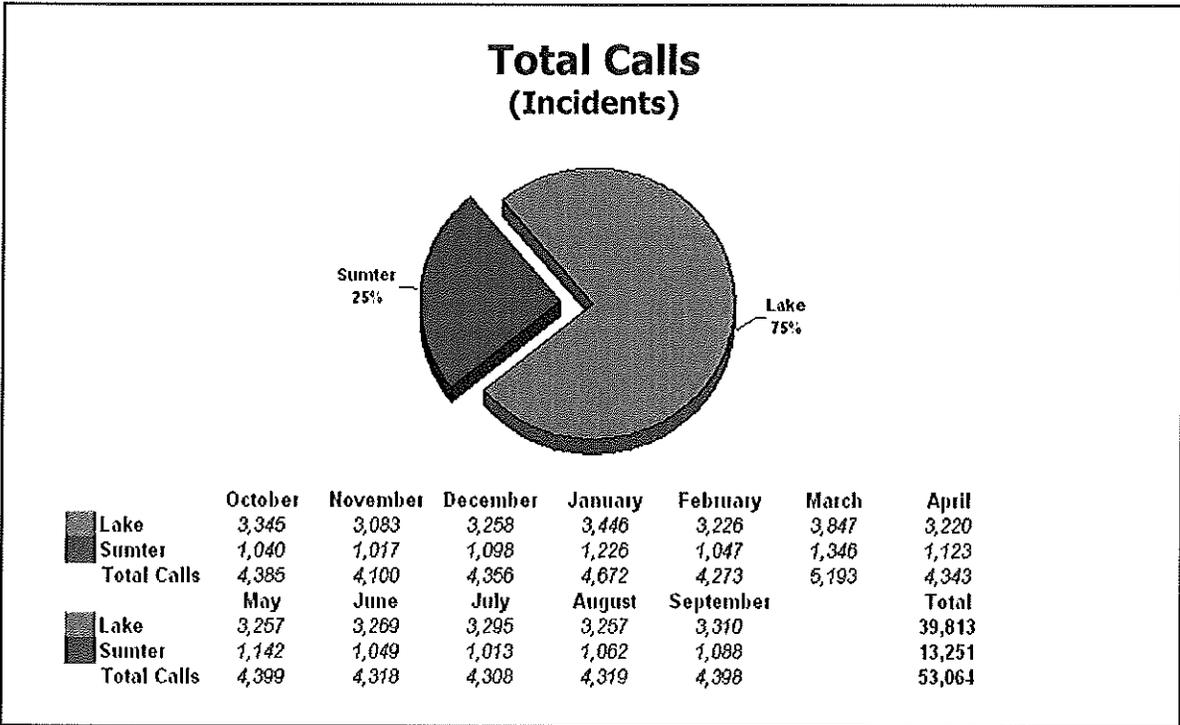
The major components that comprise our community-based EMS system include:

- ◆ Unified medical direction and treatment protocols to provide consistent care throughout the system.
- ◆ Single point of licensure and maintenance of associated state requirements.
- ◆ Enhanced Advanced Life Support Paramedic coverage to all areas.
- ◆ Coordinated efforts with local city and county fire services to enhance response times and patient care.
- ◆ Cost savings through combined supply and training resources.

In its tenth year of operation, Lake-Sumter EMS and its employees continue to be recognized for excellence at the state and national levels. This past year, Lead Dispatcher **Angela Lucas** was honored as NICE Systems' National Telecommunicator of the Year for 2010. Community Resources Officer **Deanna Chapman** was the first recipient of the State of Florida EMS Injury Prevention Award. The National Association of Counties (NACo) presented Lake-Sumter EMS with two 2010 Achievement Awards; the **When To Call 911** campaign and **EMS Telemetry** program were both recognized by NACo. All of these awards are indicative of the services Lake-Sumter EMS provides on a day-to-day basis with the full support of the Board of Directors and all staff members.

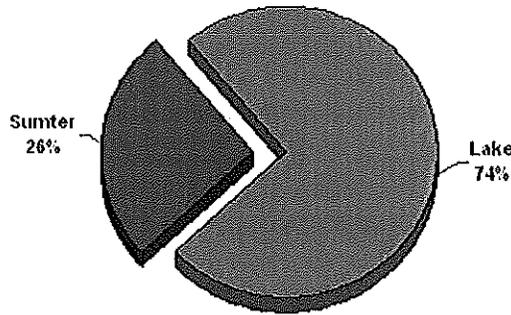


During FY 2009/2010, Lake-Sumter EMS responded to 53,064 calls for service, of which 39,813 or 75% were in Lake County and 13,251 or 25% were in Sumter County. The EMS calls are categorized into emergency and non-emergency incidents. During the course of the year, 34,763 emergency and 5,050 non-emergency calls were handled in Lake County while there were 11,630 emergency and 1,621 non-emergency calls in Sumter County. This resulted in a total of 44,079 emergency and 6,580 non-emergency calls throughout our service area. These calls resulted in a total of 39,044 patient transports. Transports in Lake County numbered 28,984 or 74% of the total and Sumter County had 10,060 transports or 26%. In addition, the Communications Center also dispatched 51,260 fire service calls for thirteen (13) county and municipal fire departments, including The Villages Public Safety Department.





Total Patients (Transports)



	October	November	December	January	February	March	April
■ Lake	2,355	2,242	2,390	2,518	2,415	2,796	2,401
■ Sumter	777	744	855	954	806	1,038	847
Total Calls	3,132	2,986	3,245	3,472	3,221	3,834	3,248
	May	June	July	August	September		Total
■ Lake	2,379	2,407	2,402	2,295	2,384		28,984
■ Sumter	869	799	772	759	840		10,060
Total Calls	3,248	3,206	3,174	3,054	3,224		39,044

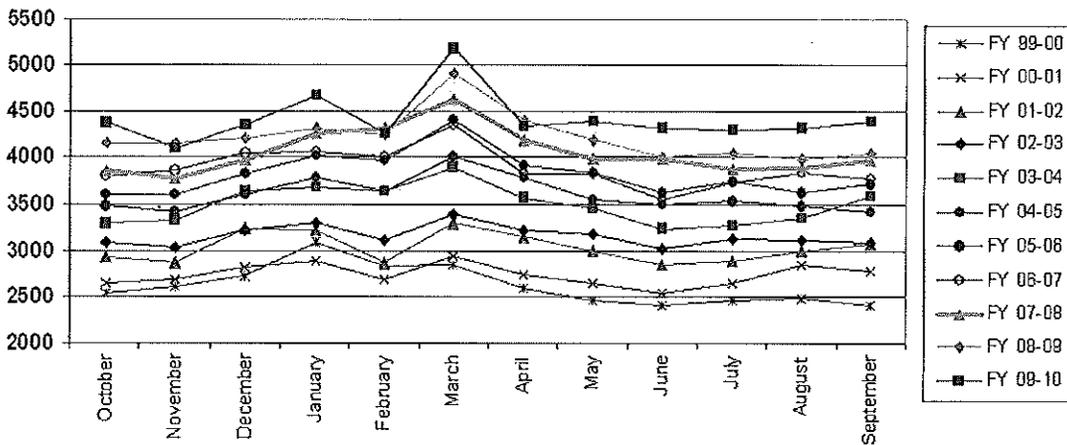


Lake-Sumter EMS Paramedic Cody Rowinsky prepares a patient for transport to a local hospital.

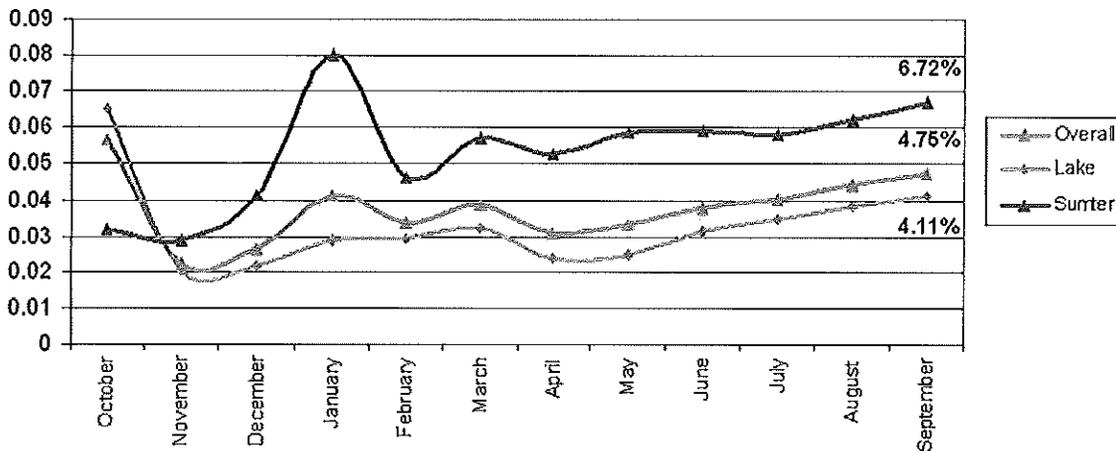


As we progressed throughout the year, Lake-Sumter EMS experienced cyclical patterns of call volume for the communities served. During FY 2009/2010, we experienced an overall call volume increase of 4.75% over FY 2008/2009 volumes.

Total Calls Lake & Sumter by Month

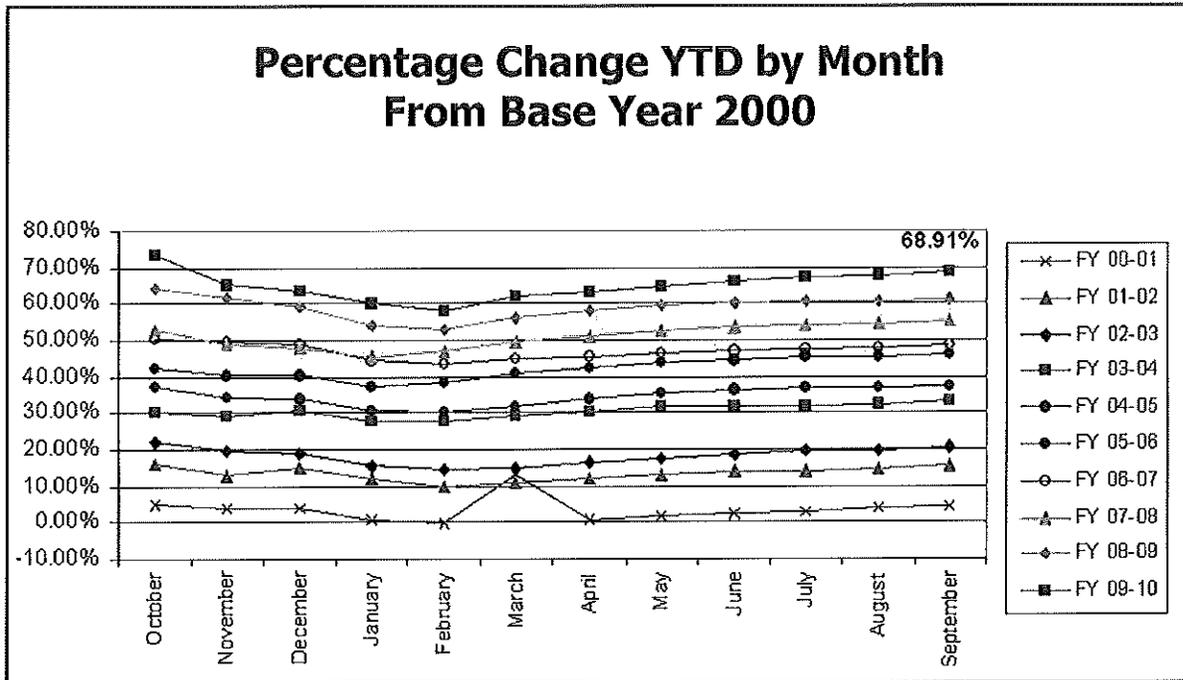


Percent Change YTD by Month As compared to FY 2008-2009





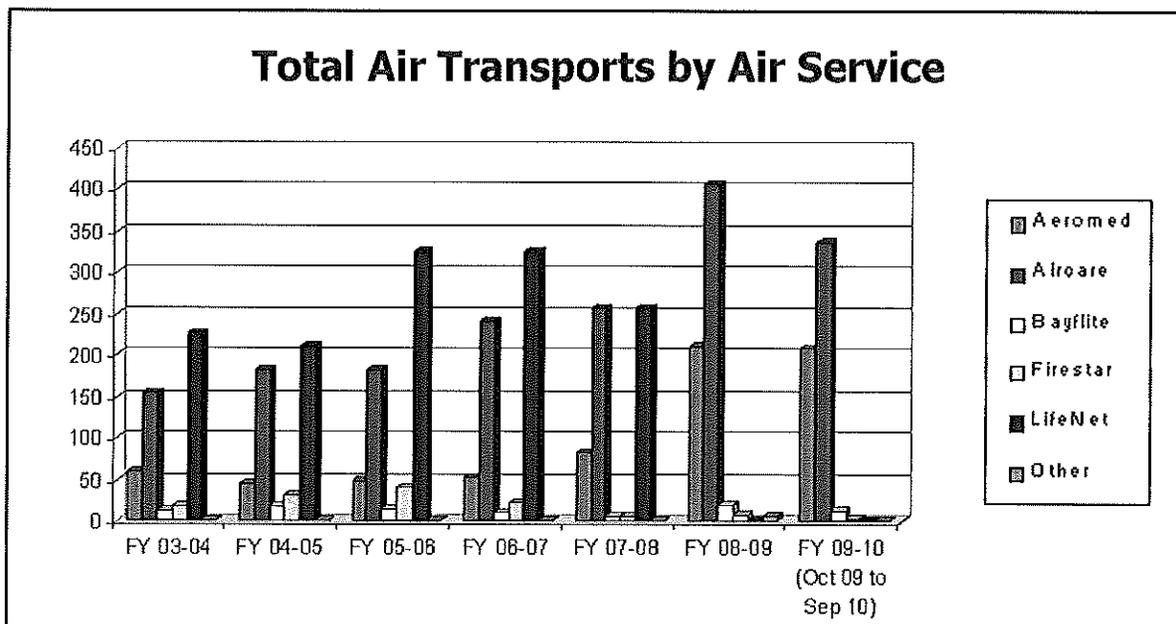
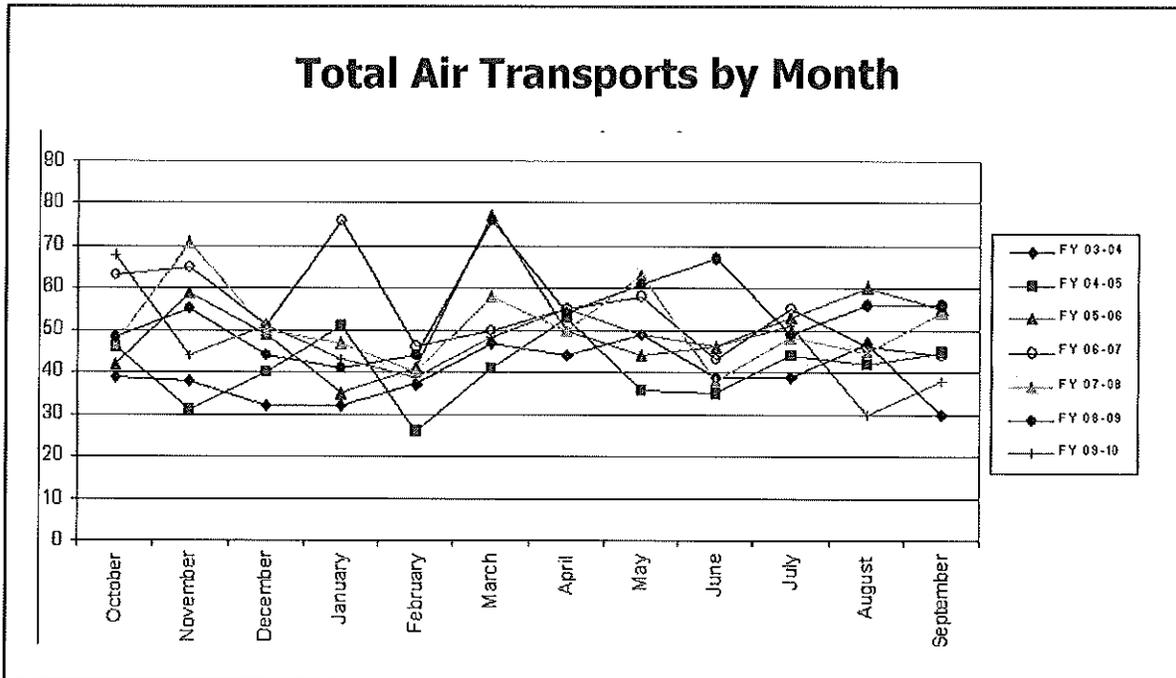
To place the call volume increases into a clearer perspective, FY 1999/2000 was utilized as a base year for comparison. During FY 1999/2000, 31,416 calls were handled in Lake and Sumter Counties. When comparing this total with the total calls for FY 2009/2010, we have experienced a call volume increase of 68.91% since our first year of operation.



Communications Supervisor Kim Shaffer oversees dispatching of calls in the Lake-Sumter EMS Communications Center.

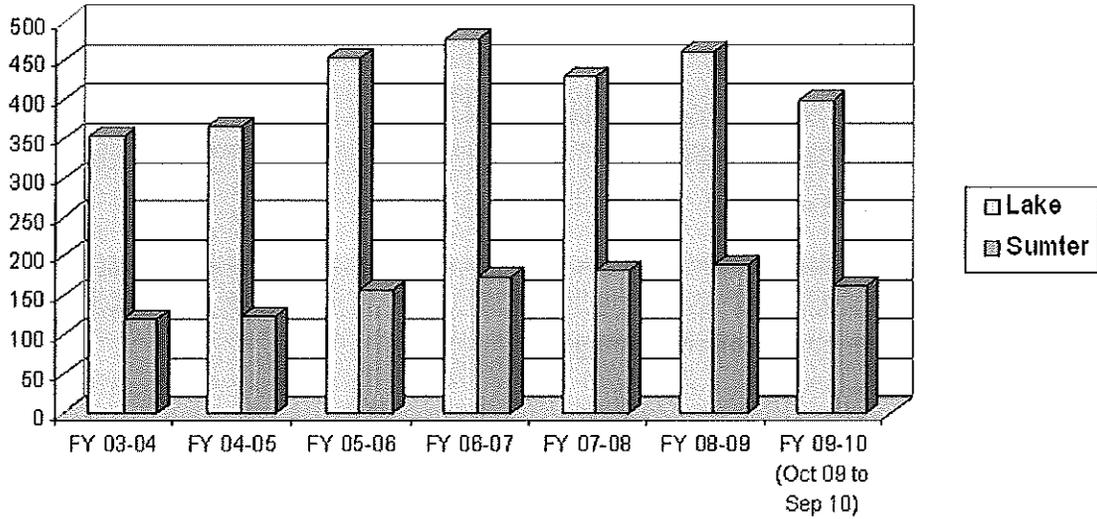


Lake-Sumter EMS works closely with local air medical services to transport trauma and other critical patients. The graph below represents the total number of transports, by air service, which occurred during each of the last seven fiscal years. AirCare transported the largest percentage of our patients, followed by AeroMed. The remaining patients are divided between Aeromed, Bayflight, and Firestar. During the fiscal year, LifeNet and Firestar ceased operations in our area. The Lake-Sumter EMS protocol is to request the air agency that is closest to the incident at the time of need.





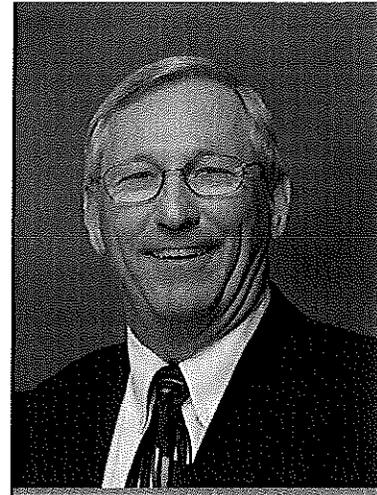
Total Air Transports by County





Lake-Sumter EMS Management Team

Jim Judge, Executive Director
Ralph Habermehl, Operations Manager
Bryan Andrews, Patient Financial Services Manager
David Hoes, Human Resources Manager
Marilyn Sonn, Finance Manager
Jim Root, Chief Information Officer
John Simpson, Clinical Quality & Education Manager
Kimberly Stephens, Communications Manager
Dr. Paul Banerjee, Medical Director



*Jim Judge
Executive Director*

Ten Years of Success at Lake-Sumter EMS

When I joined the staff of Lake-Sumter EMS as Executive Director nearly ten years ago, I knew I was accepting a unique opportunity to lead a two-county community-based EMS entity. I anticipated there would be challenges in directing a newly formed emergency medical service. But, I knew I would be working with a team of highly motivated and skilled people—the dedicated Board of Directors, the talented management team, the highly skilled dispatch team, and well-trained field crews—and I have not been disappointed.

Special thanks are due to Commissioner Welton Cadwell for his vision of, and commitment to, creating an EMS system dedicated to serving the community. We also greatly appreciate the support that Lake-Sumter EMS has received from Lake and Sumter County Boards of County Commissioners. We could not have operated as successfully without the support of Neil Kelly, Lake County Clerk of the Court and Barbara Lehman and her staff in the Lake County Finance Department. And, of course, we have counted on the impeccable legal advice of the Lake County Attorney's Office.

As we celebrate ten years of successful operation as Lake-Sumter EMS, we are proud of our track record and dedicated to continuing to adopt state-of-the-art medical protocols, seek excellence in all we undertake, foster positive community partnerships, and build on the successful history that we have established.

We are grateful for the privilege of providing emergency medical services in Lake and Sumter Counties. We look forward to the opportunity of continuing to meet the needs of the community for superior pre-hospital care.

Thank you to all who have supported Lake-Sumter EMS during the past 10 years!



First Responders in the Communications Center

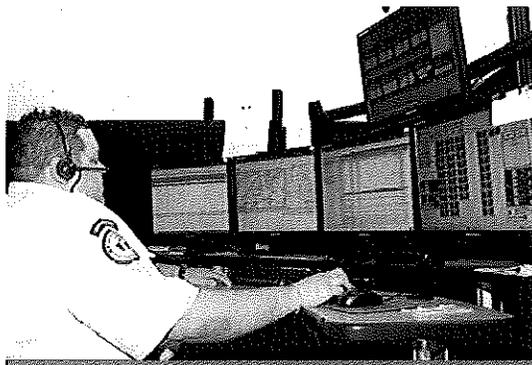
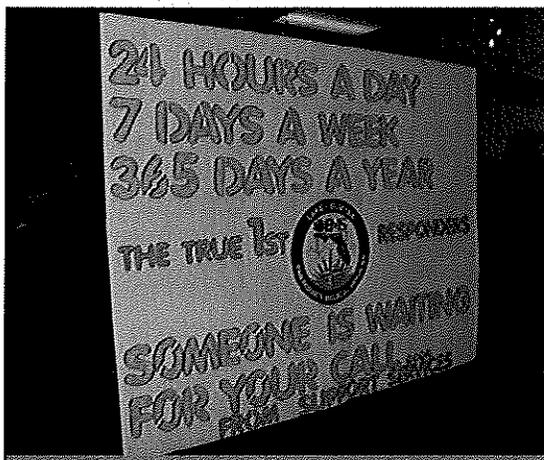
The National Academies of Emergency Dispatch awarded re-accreditation to our Communications Center and advised that staff had EXCEEDED the minimum standards required! Reaccreditation for Advanced Emergency Medical Dispatch involves continuing education and proof of strict compliance in areas such as stroke, diabetic and unresponsive patient protocols. In addition to the protocols, other practices such as TTY (deaf and hearing impaired) call recognition and processing are reviewed.

The ability to rapidly and accurately identify acute stroke patients and dispatch the correct level of care is vital to reduce or even prevent debilitating disabilities caused by strokes. In order to help achieve this, a Stroke Identification and Diagnostic tool was designed to recognize patients who are presenting with symptoms of a stroke. Updates to our software were provided by the Academy and are available at every workstation to assist the call takers in quickly identifying how much evidence there is to indicate an actual stroke, provide post dispatch instructions and promptly relay the information to responding units.

A new bill (SB 742) was signed into law which requires a certification process for all public safety telecommunicators and dispatchers who must be State certified by October 1, 2012. Anyone hired after October 2012 must complete a 232-hour training course by the state Department of Education and Department of Health. Eighty-one



Kimberly Stephens (center), Communications Manager, directs the Communications Center operations with the aid of Tina Winkler (left), Communications Training Officer, and Cynde Earls (right), Assistant Communications Manager.



Lead Dispatcher Josh Whiting monitors activity in the two-county service area.

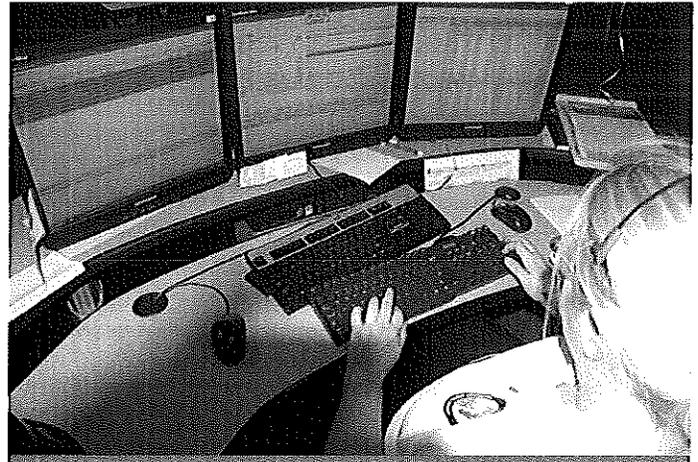
percent of our staff has obtained State certification and the remaining employees are scheduled to meet the criteria well in advance of the mandated cut-off date.

The Assistant Communications Manager has obtained certification in Geographic Information Systems. During the past year she has added additional map layers to the Computer Aided Dispatch System (CAD) to identify fire hydrants, trail heads and parks. Working closely with Lake and Sumter County GIS departments, street data will be available to field personnel that include changes in street names, annexations and outline jurisdictional boundaries between agencies. The information is also displayed in the Navigator system that has been installed in all EMS ambulances. Availability of this information also greatly reduces radio transmissions and helps to decrease response time.

In preparation for the realm of Next Generation 911 services, the new 911 Viper System is in place and being utilized by all Public Safety Answering Points (PSAP's) in Lake and Sumter Counties. Additional mapping is in place which provides a satellite view of the caller's location. Call processing statistics available with the new system provide management with information to assure compliance with departmental, NFPA and State recommendations and requirements.

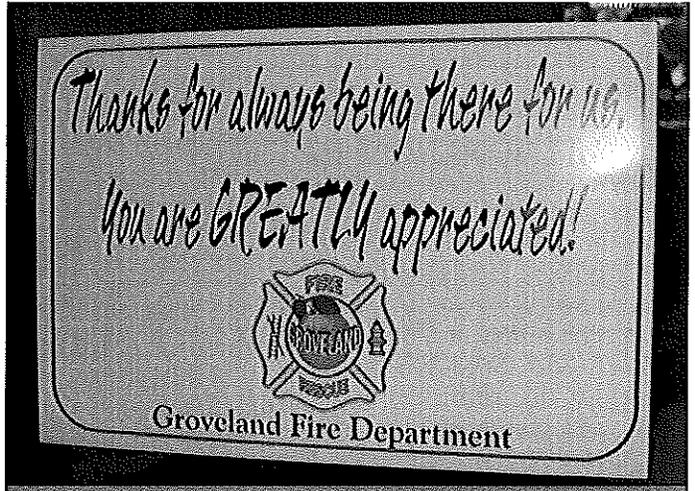


Lake-Sumter EMS Standards and Practices (S&P) were written for radio operations of the 800 MHz system and include procedures for emergency operations. These procedures have been approved by the Lake-Sumter Fire Chiefs Association and outline specific procedures to mitigate atypical situations involving excessive call volume, natural and manmade hazards, personnel safety and technology failures, while ensuring notification of appropriate agencies. Additions to the S&P are in the process of being submitted to all agencies for approval. Staff continues to work with ten surrounding counties to finalize radio procedures that will address each agency's radio system capabilities if needed for a large-scale event.



911 Dispatcher Andrea Hayes works a station in the Communications Center.

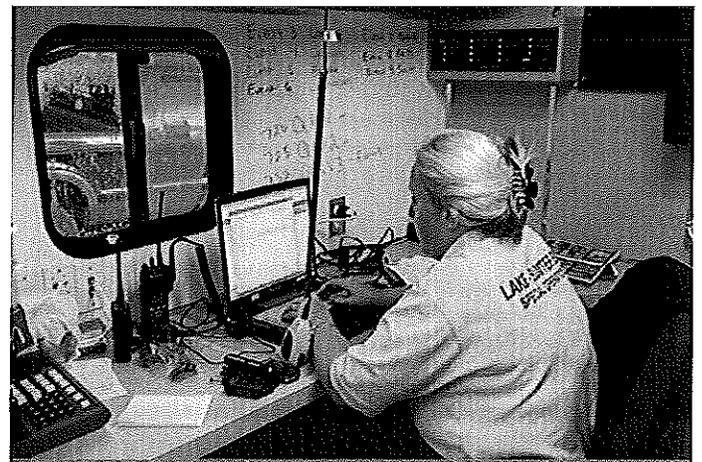
The "Neighbors Helping Neighbors" program in The Villages has grown to 28 communities. We continue to work with The Villages Department of Public Safety to assist others in becoming a member of a Community AED Response Team. We are proud to report the program again proved successful when another life was saved this past year and was attributed to the committed group of volunteers, The Villages Department of Public Safety and the professionals in our Communications Center.





**Communications
Center Action**
FY 2009/2010

- ◆ Total # of incidents dispatched to EMS – 53,064
- ◆ Total # of incidents dispatched to fire departments – 51,260
- ◆ Busiest day – Friday
- ◆ Busiest time of day – 4 PM
- ◆ Busiest month - March
- ◆ Push to Talk Radio Transmissions:
Dispatch Staff to Field: 1,236,821
Average Talk Time: 7 seconds



Joanna Buchanan handled 911 calls from the Lake-Sumter EMS Mobile Command trailer during the Leesburg Bikefest.



In the Field

The tenth year of operations for Lake-Sumter EMS has been one dedicated to improvements in patient practice parameters, enhancements in technology used by field staff and using these new tools to improve patient care and deliver a cost-effective pre-hospital care health system.

Station Improvements

In August of 2010, a new Lake County Fire station was opened in Paisley and Chief John Jolliff invited Lake-Sumter EMS to relocate our Rescue 111 to the new facility. In addition to the change of station location, we were able to reallocate the utilization of the paramedics and maintain an active Well Check program in the Paisley area.

The station located in Croomacoochee that housed a first response paramedic was in dire need of extensive maintenance and was upgraded to a refurbished facility. The new facility was previously used by Sumter County Fire and was relocated to the Croomacoochee Station.

Medic 131, a twelve hour ambulance, was relocated and housed at our administration offices in Mount Dora/ Station 151. With plenty of parking and nighttime security, the move allows for a diverse use of this ambulance. This includes coverage of first response calls in the Triangle area as well as posting at different stations including Station 131 in the Cassia area.

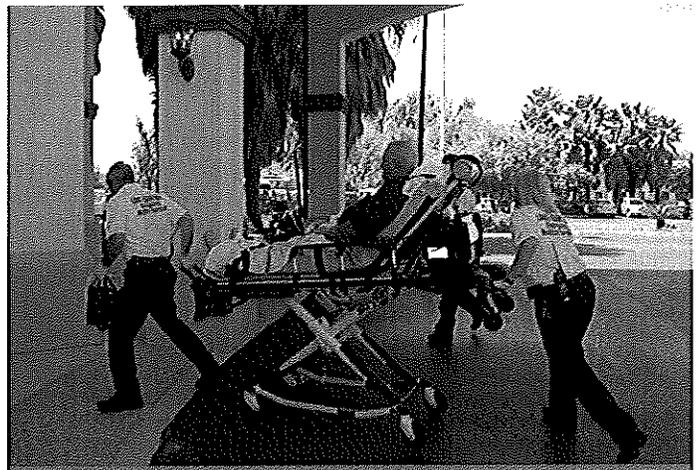
Collaboration with Fire Rescue & Public Safety

In working with other Fire Departments and providing assistance in all aspects of the EMS system, Lake-Sumter EMS has been able to assist Fire Departments with the controlling of medical supply inventory. For example, for Lake County Fire Department, Lake-Sumter EMS pulls inventory for every station bi-weekly. This allows the Fire Battalion Chiefs to pick up supply orders and deliver to their stations in a timely and cost-effective manner.

Lake-Sumter EMS was, again, deployed for the Leesburg Bikefest. This was an opportunity to establish a Joint Command with the Leesburg Police and Fire Departments, as well as Lake County Sheriff's Office, to provide public safety for an event that had more than



District Supervisor Clint Lowery works a motor vehicle crash along side Fire Department personnel.



Nick Pagliarulo and Dana Staniak transport a patient to The Villages Regional Medical Center.



Lake-Sumter EMS and Fire Department crews respond to emergency medical services calls.



300,000 attendees over the three-day festival. We provided on-scene medical care for 150 visitors and transported five (5) individuals to area hospitals.

In the fall of 2009, Lake-Sumter EMS was asked to provide first aid to the Fire Combat Challenge. An EMS team provided a first aid and rehab station for the firefighters competing in the event.

In Memory of Captain DeLand

On November 6, 2009 Lake-Sumter Emergency Medical Services suffered a tremendous loss in the death of a District Chief while on duty. Captain David DeLand had been employed with Lake-Sumter EMS since its inception in 2000. With many visitors from around the state, the funeral was coordinated and an Incident Action Plan was developed allowing for a very memorable event to take place.

Five staff members participated in a National EMS Memorial Bike Ride from Maine to Washington DC in the Spring of 2010 to memorialize David DeLand and to raise awareness of the 23 EMS employees nationwide who died in the line of duty this past year. A set of dog tags inscribed with the name of each person who died in the line of duty was worn by the bike riders and then given to the families who had suffered the loss of a loved one. Included in the ride was a special trip through New York City and a stop at New York Fire Department Station 34 for a special memorial service.

In addition the DeLand family was invited and participated in a National Memorial Event in Colorado Springs, Colorado. David's name was embossed on a copper leaf and installed in a place of prominence and will be remembered at the National EMS Memorial in Colorado Springs.



Lake-Sumter EMS staff pay homage to Captain David DeLand at his graveside service in November.



Five members of the Lake-Sumter EMS staff participated in the National EMS Memorial Bike Ride. They rode to honor Captain David DeLand and 23 other EMS employees nationwide who died in the line of duty this past year. Pictured left to right are: Heather Burke, John Simpson, Jim Judge, Scott Temple, and Mike Hilliard. Brian Lockwood (not pictured) accompanied the team, serving as driver of the group's support vehicle.

Support Services Keeps Them Rolling

Fleet Services

Since relocating the Support Services Facility last year, staff has continued striving to create maximum efficiency. One of the changes that has been implemented is mounting all of the electric, oil, and air supplies from the ceiling so they are an easy reach away which reduces steps and time along with improving the ergonomics of the work stations.

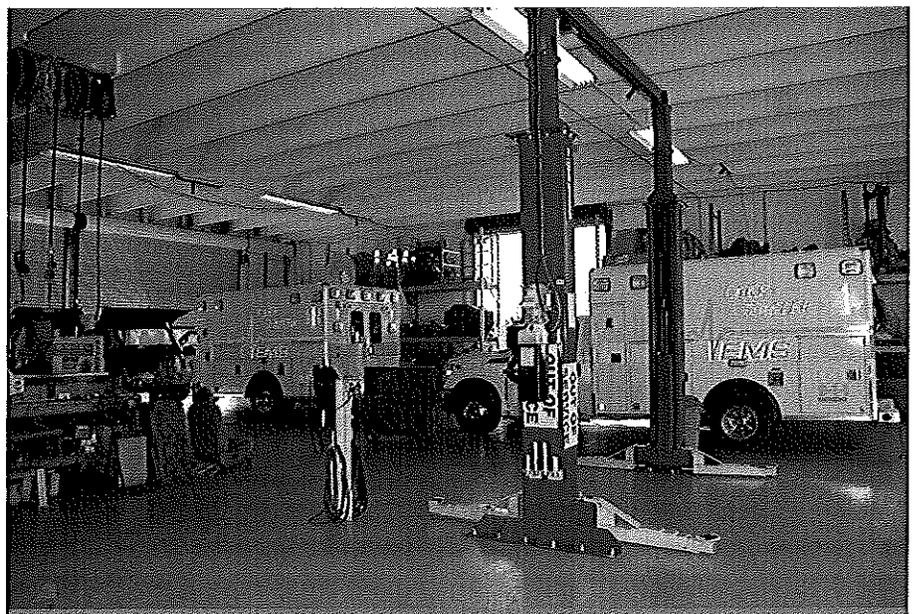
Preventive Maintenance on an emergency vehicle is much more extensive than a conventional oil change. These vehicles must be maintained in a "State of Readiness" and require multiple detailed inspection points. Our Fleet Services Department performs an average of 30-40 services per month, which includes a minimum (31) thirty-one point safety inspection on each vehicle. A typical service frequently includes: brake/tire inspection or replacement, changing oil, transmission, air and fuel filters. During each Preventive Maintenance, non-urgent deficits documented by the staff are repaired.

These proactive measures, along with the purchase of extended warranties, have proven to reduce down time, alleviate extensive repairs, and accelerate turn around time.

Rather than purchasing new ambulances this year, we refurbished seven (7) of our existing ambulances. This process consists of removing the patient care compartment, reconditioning, painting, striping, and installing new emergency lighting. Once this process is completed, the compartment is mounted on a new chassis. Even though this does not supersede the need for replacement of aging ambulances with new ones, it is a feasible, safe solution when experiencing budgetary constraints.



Support Services staff play a key role in keeping Lake-Sumter EMS ambulances and vehicles on the road. Personnel pictured from left to right: Tammi Black, Kim Craddock, Randy Harrison, Support Services Manager Pat Stephens, Glen Pope, Chuck Chapman, Chuck Hylander, Arlan Kemp, and Larry Fullington.



Fleet Services staff perform preventive maintenance on all Lake-Sumter EMS vehicles.



After deploying the Special Operations Trailer on several events, and receiving input from the users, enhancements were made to increase the available deployment duration, and decrease preparation time for deployment. Towing platform changes were made to assist in maneuverability and ease of towing. An automatic run timer has been added to ensure peak battery performance and maintain generator test cycles on a regular interval.

Logistics

One of the benefits of our new Support Services facility is the addition of available storage space for increased medical supplies. It has enabled us to order in larger quantities resulting in additional savings. Last year during our Annual Inventory Audit, Support Services received an exceptional rating. As a proactive measure, we asked if there was anything additional we could provide to continue to improve this process. We were told that "Hanging Bin Identifiers" would be helpful; we have added them to the main and daily stock rooms.

Support Services was recently recognized for the assistance staff provided to Project S.O.S. (Support Our Soldiers). Staff aided Board member Gary Kadow in collecting, packing, and storing medical supplies and equipment to be shipped overseas to the military.

We continue to research measures to improve services, save additional dollars and enhance our efforts to be environmentally conscious. We recently changed to "Green Cleaning Supplies." Currently, we purchase these cleaning supplies in concentrated bulk, then mix, apply provided MSDS Labels and distribute the chemicals in re-usable containers.

Regulatory Compliance

The Regulatory Compliance Officer has continued to review state-mandated employee training certifications, monitor the DriveCam systems, and conduct random inspections of licensed advanced life support ambulanced, fire apparatus, and quick response vehicles.

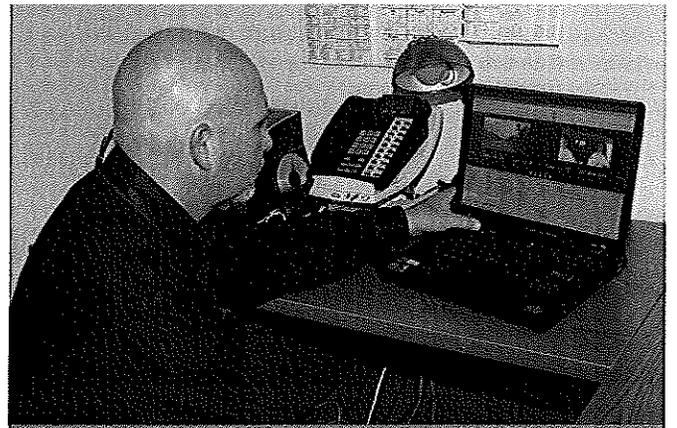
Since implementing the DriveCam Program, we have not only experienced an improvement in driver behavior but a reduction in the frequency of repairs relating to tire/brake replacements, front end alignments, and backing incidents.



Improvements to the Special Operations Trailer will increase its usefulness during special events and mass casualty incidents.



Support Services staff assisted with Project S.O.S. (Support Our Soldiers), spearheaded by Board member Gary Kadow and supported by local Rotary Clubs and hospitals.



Chuck Chapman, Regulatory Compliance Officer, reviews DriveCam footage and works with crews to improve driving skills.



Financially Speaking

The oversight of the Lake-Sumter EMS Finance Department is crucial in maintaining proper financial statements and records for Lake-Sumter EMS. The expertise provided, as well as the attention to detail, is vital to the financial health of the organization and ensures that Lake-Sumter EMS operates within the constraints of its approved budget and sound fiscal practices.

The Finance Department continues to work closely with the Corporate Treasurer, the Lake County Clerk's Office in preparing and reviewing the expenditure reports, budgets and other financial documents. This relationship has been instrumental in ensuring that the policies/guidelines of Lake-Sumter EMS are in accordance with existing policies.

The FY 2009/2010 budget of \$26,085,313 was developed based on a nine-year (9) history of financial data. All areas of the budget were monitored throughout the year and the fiscal year ended with all departments within the approved budget.



Diane Back, Finance Assistant (left) and Madonna Thayer, Payroll Specialist (center), assist Marilyn Sonn, Finance Manager (right) as she keeps the agency's budget on sound footing.

The FY 2010/2011 budget of \$25,013,794 was completed and approved by the Lake-Sumter EMS Board of Directors on April 26, 2010.

Due to sound fiscal management, Lake-Sumter EMS has been able to expand services and upgrade equipment, while decreasing the budget by 9.1%.

The 2009-2010 fixed asset inventories were completed by September 3, 2010 for both Lake and Sumter Counties. All property was accounted for with approximate value of over 9.7 million dollars.

With the Visa Purchasing Card program in place, Lake-Sumter EMS continues to receive a rebate each year. For the year 2009 the

rebate was \$22,987.82. This is not only an efficient purchasing tool, but one which pays an annual dividend.

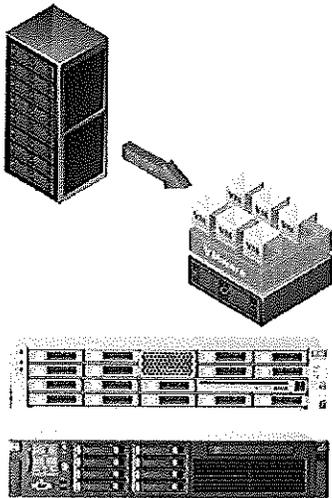
The Finance Department is committed to ensuring the fiscal integrity of the agency and continues to seek ways to improve its budgetary systems and financial processes.



Fiscal Year 2009-2010 was dramatic in our shift of some core technologies. Although we cannot cover the detail of all our changes for Lake-Sumter EMS, here is the Information Services Department recap of our technologies work this past year:

Infrastructure and Network Systems

Through critical capital purchases approved and supported by our Board of Directors, Information Services started the year with the build out of several new high performance servers to support our



Computer Aided Dispatch and Public Safety Answering Point systems. This build-out also included a radical shift in our virtual server infrastructure from Microsoft Virtual Server 2005 to VMWare vSphere 4.0. Virtual servers abstract our server hardware so that we can run multiple logical servers on a single physical server. This capability capitalizes on idle resources to provide significant cost savings while providing much needed fault tolerance to our public safety systems. For our physical hardware, we have standardized on Sun x4270 servers and HP DL380 G6 servers. These are industry standard platforms for virtualization with high performance benchmark scores. Sun and HP supply the horsepower for our public safety applications with the longevity requirements to lower our total cost of ownership.



Jim Root, (center), oversees the hectic schedule of the Information Services Department Team. Pictured left to right are: Tom Johnson, User Support Specialist; Ron Rapp, Systems Support Technician; Jim Root, Chief Information Officer, Al Cardiello, Installation Configuration Technician; and Bob Eller, Security & Lead Systems Support Technician.

multiple logical servers on a single physical server. This capability capitalizes on idle resources to provide significant cost savings while providing much needed fault tolerance to our public safety systems. For our physical hardware, we have standardized on Sun x4270 servers and HP DL380 G6 servers. These are industry standard platforms for virtualization with high performance benchmark scores. Sun and HP supply the horsepower for our public safety applications with the longevity requirements to lower our total cost of ownership.

Software Systems

This year, we had one upgrade to our computer aided dispatch system, CommCAD. The upgrade to version 2.1.2 provided better uptime of services, another map update and several new interfaces. One of

the new interfaces was for the ZOLL Navigator Mobile Data Terminal and Automatic Vehicle Location (MDT/AVL) system. Lake-Sumter EMS and its partner fire agencies have been looking forward to the integration of Navigator system for some time. To date, we have rolled Navigator out to all Lake-Sumter EMS units, including the City of Leesburg Fire Department and the City of Clermont Fire Department. Next year we also expect to have the City of Groveland Fire Department and The Villages Fire Department on line with Navigator.

Mid-year, we upgraded our dispatch quality assurance software ProQA and AQUA to the latest protocols. For our administrative networks, we converted our Kace KBOX appliances to virtual servers. This conversion increased their capacity, reliability and performance. KBOX provides our PC imaging and auditing capabilities as well as powering our help desk application.

Because of our core shift in virtualization technologies, we had to also change our backup methodologies to support the VMWare platform. We chose Veeam Backup and Replication. We now perform all virtualized backups directly to disk without the expense or complexity of tape-based backups.





Lake-Sumter EMS

Serving the citizens of Lake and Sumter Counties in Central Florida

[Home](#) | [Contact](#) | [Departments](#) | [Blog](#) | [Forum](#) | [Links](#) | [Media](#) | [Photos](#) | [Restricted](#) | [Staff](#) | [Locations](#) | [Information](#)

October 2010

1	2
3	4
5	6
7	8
9	10
11	12
13	14
15	16
17	18
19	20
21	22
23	24
25	26
27	28
29	30
31	

» Sep

LSEMS Celebrates 10 years of Service



October 11, 2010 | Category: General | [Leave a comment](#)

Lake-Sumter EMS has been successfully providing emergency medical services in Lake and Sumter Counties for 10 years as of October 1, 2010. We have 41 current employees who have been with the company for the full 10 years and there are numerous community members who have been committed to the company's 10 year success. Please join us in celebrating Lake-Sumter EMS' 10 Year Anniversary!

SiteMap

- [About](#)
- [Career](#)
- [Adjustment](#)
- [District Chief](#)
- [Add Training Officer](#)
- [Aids Along Program](#)
- [Contact](#)
- [Departments](#)
- [Administration](#)
- [Annual Report](#)
- [Communications](#)
- [Community Relations](#)
- [Finance](#)
- [Florida Forms](#)
- [Human Resources](#)
- [HR Forms](#)
- [Safety](#)
- [Information Services](#)
- [Police/Animal Services](#)
- [Billing Guidelines](#)
- [Billing FAQ](#)
- [Billing Rates](#)
- [Healthcare Links](#)
- [HIPAA Forms](#)
- [Privacy Notice](#)
- [Quality Improvement](#)
- [AMA Training Classes](#)
- [Courses of EMS](#)
- [CEU Programs](#)
- [CPR, AHA/IBLS/IBLS/IBLS](#)
- [Learning Opportunities](#)
- [NIMS and ICS Certification](#)
- [Recertification FAQ](#)

Jim Root designated Certified Chief Information Officer



August 13, 2010 | Category: General | [Comments are closed](#)

During the Florida Local Government Information Systems Association Summer Conference, James Root was honored with the designation of Certified Chief Information Officer (CCIO) in local government from the Florida Institute of Government at Florida State University. He received a plaque and a personal letter of congratulations from FSU President Eric J. Barron for his commitment to grow and serve the people of his community and the state.

Mr. Root was part of the fourth class of Florida's Certified Public Technology Leadership program for Certified Chief Information Officers, a program designed to raise the professional standards for government technology leaders and help prepare individuals to serve effectively within their organizations' leadership teams.

[Continue reading Jim Root designated Certified Chief Information Officer](#)

We had another fantastic year where our organization received significant public notoriety due to its success and recognition as a leader in its industry. Therefore, we continued to leverage and expand the capabilities of our corporate website. You can visit our website at www.lakesumterems.org and see for yourself what a value it is to our citizens and our company.

Radio and 911 Systems

With the successful integration of the Lake County 800MHz Public Safety Radio System last year, we dedicated much of this year to designing and building the Sumter County Simulcast System. This project is mostly complete and we expect it to be fully online very soon. The results will be MED9 and MED3-2 portable and mobile coverage to all of Sumter County.

To conclude our efforts this year, we supported a major change in the call handling of 911 emergency calls to our PSAP. Century Link, Lake County, Lake-Sumter EMS and all other Lake County PSAP's participated in converting the county 911 system from a traditional analog system to a Voice over IP enhanced 911, Intrado's Positron VIPER. The VIPER system ties all of Lake County's PSAP's together in a fault tolerant network. The updated technology provides many additional features and functionalities such as aerial pictography of the caller location and better location information on cellular callers. Finally, VIPER prepares the way for receiving 911 calls in the form of text messaging, pictures and video.



Patient Financial Services

The Patient Financial Services (PFS) department of Lake-Sumter EMS had a very successful year of operation. All staff worked diligently with great commitment towards meeting the financial goals of the organization. The end of the fiscal year once again brings continued increases in Gross Charges and associated revenues. Gross Charges for the year were some \$20.1 million, while we collected some \$13.8 million in revenues, reflecting a 67% collection rate.

Our department has also continued work on the expansion of our electronic capabilities through our agreement with Zirmed and other electronic clearinghouses. The focus this year has been on expanding our receipt of electronic payments which enables enhanced cash flows and easier posting. We will soon be upgrading to the latest version of the ZOLL software which will include a completely revised Batch Credit's module and expanded eligibility verification processes. We look forward to these impending changes as they will supplement our existing electronic capabilities.

In May of 2010, the PFS manager joined two other Lake-Sumter EMS managers as guest speakers at the ZOLL Data System's User Summit in Denver, Colorado. The session they presented, titled "Five Key Concepts of



Patient Financial Services staff, directed by Manager Bryan Andrews, work diligently all year long to ensure the billing and revenue collection processes run professionally. Pictured left to right: LaDonna Longo, Diane Sanders, Angie Lee, Sherry Foster, Michelle Kehoe, Corinna Arnold, Lois Kleinberg, Renee Carter, and Bryan Andrews.



Manager Bryan Andrews and Diane Sanders collaborate on a billing project.

"A/R Management," focused on how to effectively manage your ambulance receivables and was very well attended. Staff also remains active in the Florida Ambulance Association, continuing as their Treasurer and facilitating reimbursement training opportunities and resources for that organization.

During the upcoming fiscal year, the PFS manager will be working to revalidate our existing Medicare application and convert to the revised HIPAA ANSI

5010 formats for all electronic transactions. In addition, we will be working on converting our coding systems to the revised ICD10 formats. These two projects, in addition to several others, are required due to changes in the HIPAA regulations, as well as updates to the required code sets. Lastly, this next fiscal year will bring additional challenges as we begin to see changes resulting from the healthcare reform bill passed earlier in 2010.

As our tenth year of operation comes to a close and a new year begins, we have a positive outlook toward the ongoing success of the PFS department. We continue to strive for excellence in our processes and seek out opportunities to be of service to the citizens who utilize our service. It is through constant awareness and continual improvement that we can realize our potentials.

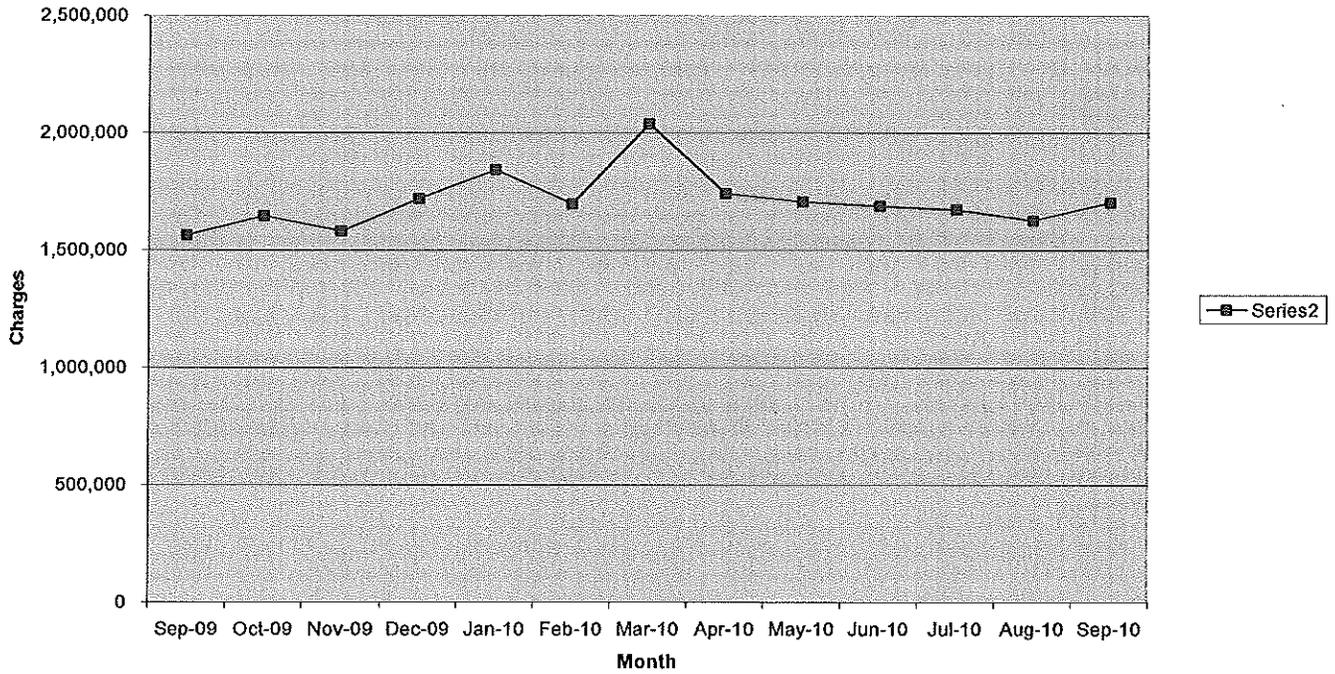


Fiscal Year End Statistical Data Lake-Sumter EMS—FY 2009-2010 A/R Summary

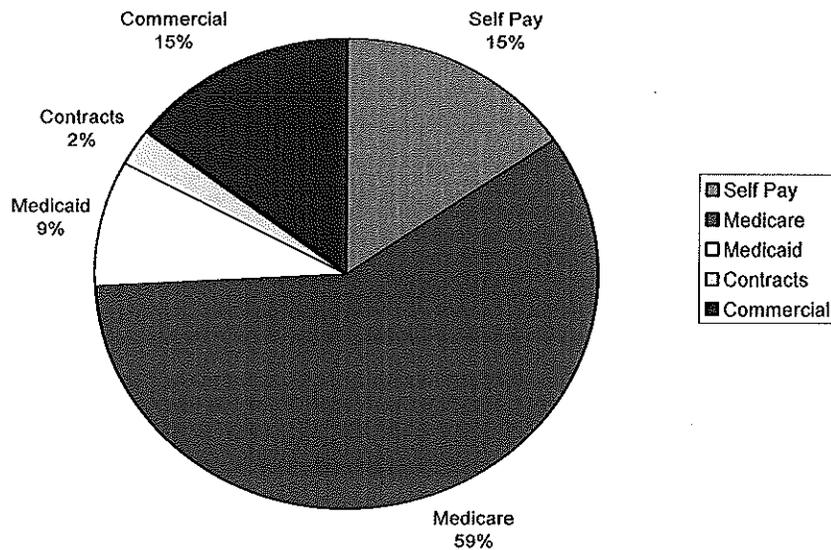
	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	FY 2009	FY 2010
BEGINNING AR:	2,714,001	2,786,769	2,811,505	2,763,704	2,781,395	2,898,015	2,906,056	3,146,902	3,085,291	3,135,465	3,324,371	3,432,244	3,389,840	2,876,734	2,786,769
Total Invoices Posted	2,960	3,111	2,977	3,236	3,462	3,206	3,817	3,276	3,224	3,194	3,162	3,041	3,217	37,752	38,923
Gross Charges															
Self Pay	245,187	250,717	226,738	245,770	246,744	214,848	261,775	299,689	278,218	278,707	293,679	258,872	286,167	3,023,945	3,141,922
Medicare	864,718	952,871	907,910	1,048,416	1,141,921	1,069,425	1,267,318	999,053	976,004	961,907	946,465	929,586	972,557	11,738,422	12,173,432
Medicaid	154,140	149,979	142,771	135,824	139,124	123,545	157,016	146,936	159,201	155,785	151,776	178,583	172,728	1,580,438	1,813,285
Contracts	39,207	32,463	36,005	27,924	46,888	37,423	50,849	42,666	49,376	42,361	36,458	48,847	46,576	414,774	497,834
Commercial	261,773	261,807	269,312	263,702	269,305	253,350	302,959	254,543	245,319	250,316	245,415	212,218	226,372	3,317,847	3,054,818
	1,565,025	1,647,836	1,582,736	1,721,635	1,843,982	1,698,590	2,039,918	1,742,886	1,708,116	1,689,075	1,673,793	1,628,106	1,704,399	20,075,426	20,681,970
Average Fee per Invoice	529	530	532	532	533	530	534	532	530	529	529	535	530	532	531
Gross Collections															
Self Pay	93,728	87,551	71,662	82,914	78,123	89,964	110,868	99,188	109,522	95,692	63,216	72,726	73,337	1,283,211	1,034,764
Medicare	451,123	517,096	460,636	652,646	507,895	535,634	611,540	608,267	521,439	530,062	544,457	508,108	601,045	6,349,535	6,598,925
Medicaid	94,097	79,515	87,038	93,649	71,959	93,001	70,611	114,254	85,514	88,469	97,142	93,570	120,363	1,013,720	1,095,085
Contracts	26,540	26,429	31,867	21,062	15,842	33,490	38,885	37,615	19,242	16,592	29,413	62,671	29,162	389,050	362,269
Commercial	304,471	394,200	401,573	366,575	382,162	362,022	430,333	412,680	374,067	436,378	348,702	422,957	384,502	4,495,269	4,746,150
Subtotal Cash	969,869	1,104,790	1,052,776	1,216,846	1,055,980	1,114,111	1,262,237	1,302,104	1,109,784	1,167,194	1,082,930	1,160,031	1,208,409	13,530,785	13,837,193
Interest Payments	585	(178)	60	117	255	132	420	82	58	55	127	56	47	3,949	1,231
Total Cash	970,454	1,104,612	1,052,836	1,216,963	1,056,235	1,114,243	1,262,657	1,302,187	1,109,841	1,167,249	1,083,057	1,160,087	1,208,456	13,534,734	13,838,424
Allowances															
Self Pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Medicare	127,918	140,522	132,707	148,596	183,098	195,614	194,972	182,596	174,696	(34,742)	126,039	136,727	143,512	1,809,204	1,724,337
Medicaid	101,451	103,085	88,786	90,211	103,214	82,263	111,634	95,953	106,710	96,811	105,835	121,272	125,935	1,130,800	1,231,708
Contracts	3,964	2,816	8,033	505	6,395	5,953	5,601	7,935	8,960	6,470	1,643	9,140	5,137	48,734	68,588
Commercial	29,680	25,934	45,146	47,446	38,176	8,216	48,621	9,762	9,202	14,804	31,950	8,976	11,728	375,740	299,961
	263,013	272,357	274,672	286,757	330,883	292,045	360,828	296,246	299,569	83,342	265,466	276,114	286,312	3,364,477	3,324,594
Bad Debt W/O's	26,607	17,699	15,675	9,866	17,661	145,498	13,240	16,628	10,900	17,486	9,769	15,709	11,298	153,373	301,430
Collection W/O	(5,527)	(4,651)	(1,686)	(1,736)	(2,308)	(4,331)	(3,430)	(3,621)	(629)	(2,557)	(2,629)	666	3,470,128	3,755,415	3,443,218
Collection Fees	(61)	0	0	(55)	(59)	(8)	0	(33)	0	(9)	(62)	(46)	0	-532	-270
Admin W/O's															
Self Pay	0	0	508	0	2,091	724	20	295	99	537	0	408	631	6,100	5,314
Medicare	325	0	0	630	358	0	0	0	99	0	0	0	0	2,916	1,087
Medicaid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	325	0	508	630	2,450	724	20	295	198	537	0	408	631	9,016	6,401
Charity W/O's															
Self Pay	5,026	3,156	3,883	3,074	4,130	2,092	3,440	1,421	1,609	6,930	3,025	4,057	5,756	48,748	42,572
Medicare	1,289	2,819	937	197	870	3,896	508	1,610	400	100	1,256	449	1,068	11,024	14,110
Medicaid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	6,315	5,974	4,820	3,271	5,000	5,987	3,949	3,031	2,009	7,030	4,282	4,506	6,824	57,772	56,683
Small Balance	(59)	(249)	12	(56)	(270)	(114)	(411)	(57)	(17)	(43)	(116)	(86)	(44)	-1,082	-1,452
Refunds	8,884	27,355	6,739	17,291	15,966	9,253	11,213	7,314	17,917	15,415	5,837	7,052	28,262	182,576	169,615
	8,824	27,106	6,751	17,236	15,696	9,140	10,802	7,257	17,901	15,372	5,720	6,966	28,217	181,493	168,164
ACTIVE A/R															
Self Pay	957,291	969,865	877,414	1,027,103	935,851	873,610	910,928	953,004	947,094	985,885	1,047,371	1,049,872	1,032,529	957,291	1,032,529
Medicare	1,029,462	1,078,741	1,163,121	1,048,786	1,192,610	1,258,018	1,369,568	1,281,399	1,260,587	1,455,116	1,507,976	1,490,520	1,469,901	1,029,462	1,469,901
Medicaid	133,090	150,352	159,427	157,769	184,084	192,969	225,016	213,923	244,205	265,112	281,062	307,219	177,949	133,090	177,949
Contracts	39,195	43,020	31,789	33,085	57,446	51,179	51,618	46,567	70,723	81,208	88,564	61,436	67,881	39,195	67,881
Commercial/Mgd Care	627,731	569,526	531,952	514,652	528,024	530,280	589,773	590,398	612,857	537,050	507,271	480,792	663,770	627,731	663,770
Total	2,786,769	2,811,505	2,763,704	2,781,395	2,898,015	2,906,056	3,146,902	3,085,291	3,135,465	3,324,371	3,432,244	3,389,840	3,412,029	2,786,769	3,412,029
Days on Books(3 Mth Roll)															
Self Pay	121.17	121.08	110.79	129.58	118.72	112.69	114.90	112.01	102.92	105.01	112.35	115.24	112.33	161	112
Medicare	36.15	36.59	38.94	32.89	35.12	35.21	35.92	35.05	35.47	45.21	47.70	47.92	47.08	33	39
Medicaid	28.00	31.50	32.55	33.59	40.21	44.19	48.92	45.66	48.11	52.37	54.94	57.66	32.27	24	43
Contracts	31.36	35.05	26.94	31.32	47.30	41.61	34.85	32.45	45.16	55.13	63.04	43.91	46.97	36	42
Commercial/Mgd Care	71.59	65.87	61.22	59.08	60.05	61.53	65.18	66.44	69.65	65.32	62.46	61.97	88.55	54	66
Total	54.48	53.93	52.58	51.25	51.36	50.37	51.44	51.36	52.10	59.01	61.76	61.97	62.19	55	55
3 Month Cash Collections															
Net	80%	80%	78%	82%	78%	78%	75%	81%	81%	80%	76%	78%	83%	81%	80%
Gross	67%	67%	65%	68%	65%	64%	61%	67%	67%	70%	66%	68%	69%	67%	67%
% Bad Debt	0.02	0.01	0.01	0.01	0.01	0.09	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0	0
% Charity	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0



Fiscal Year End Charges by Month

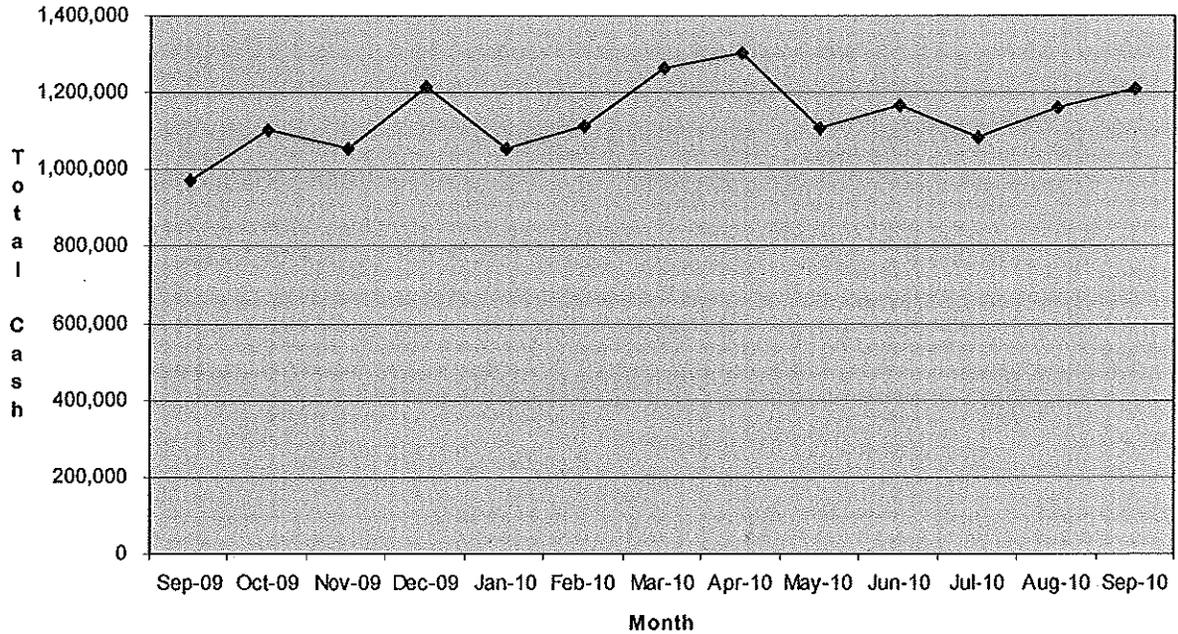


Fiscal Year End Charges by Payor

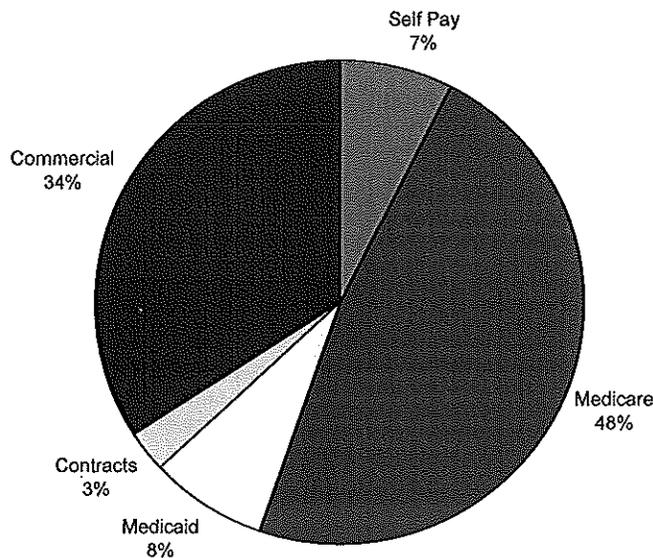




Fiscal Year End Receipts by Month

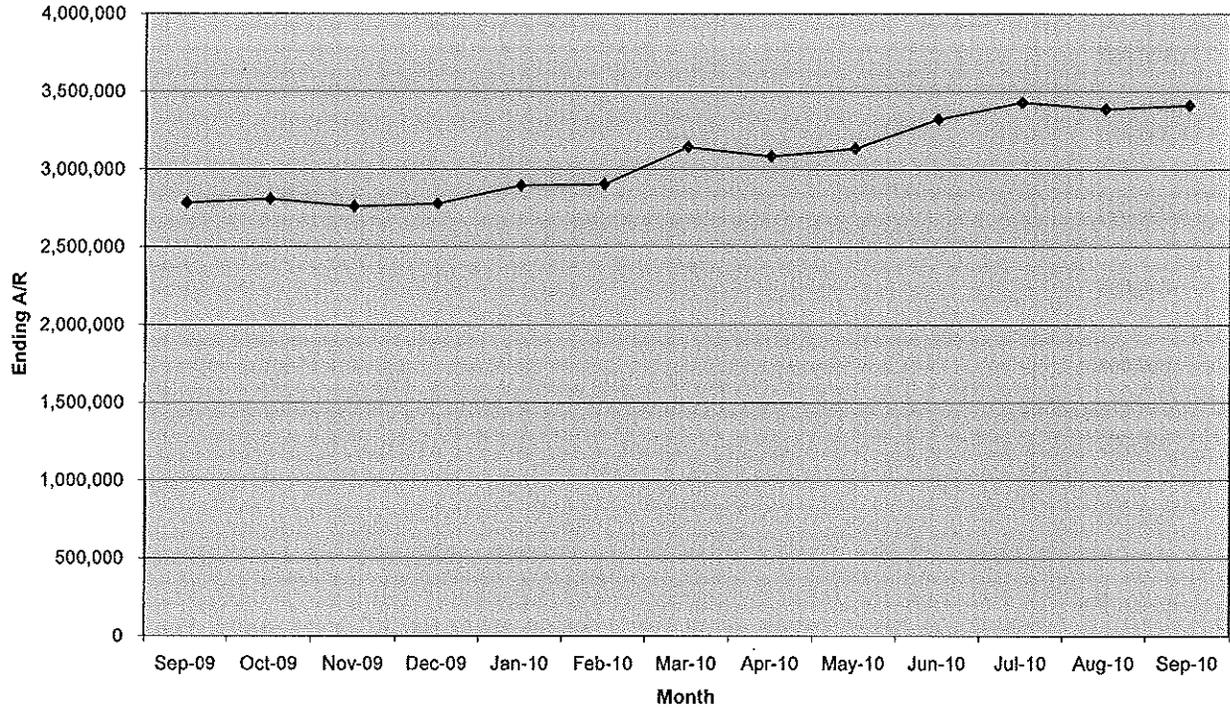


Fiscal Year End Cash Receipts by Type

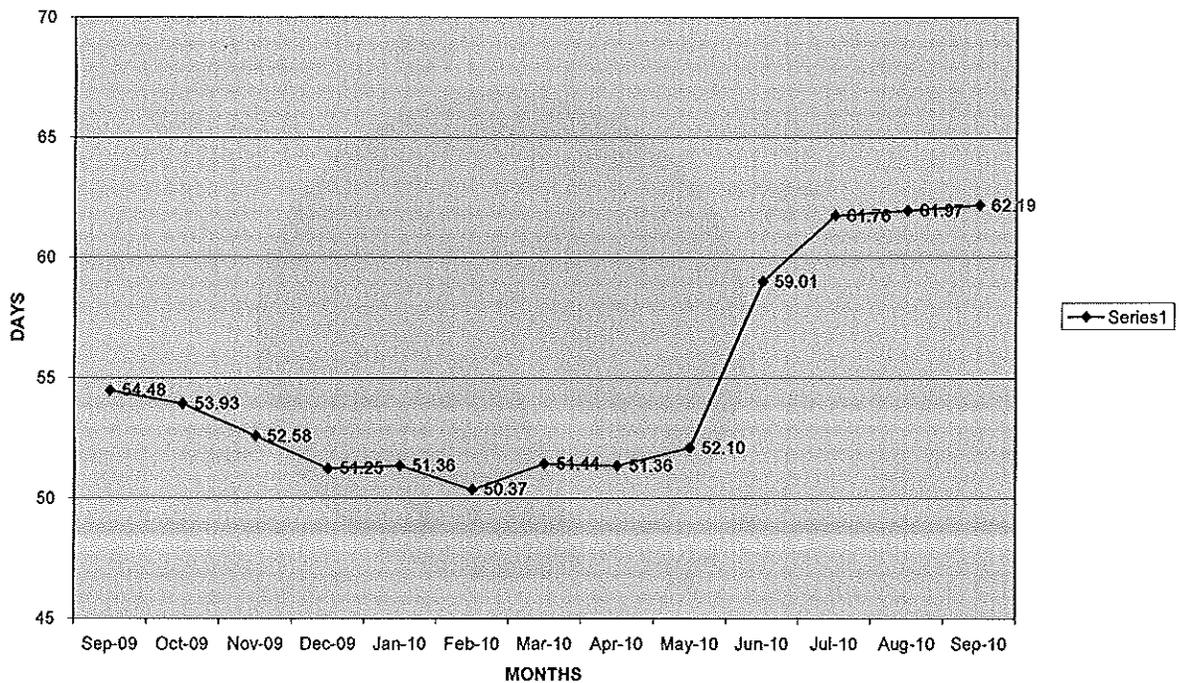




Ending Accounts Receivable by Month



Fiscal Year End Days in Accounts Receivable





Major Human Resource Initiatives in FY 2009-2010



The Human Resources Department staff had a busy year with recruitment, benefits enrollment, and reduction of workplace injuries. Pictured from left to right: Kathy Lamb, Benefits Specialist; David Hoes, Human Resources Manager; Timothy Roberts, Recruitment Specialist; and Gail Booker, Loss Control Specialist.

During the past 12 months, the Human Resources Department has undertaken a number of major initiatives. First and foremost, staff managed the transition from the Sumter County BOCC self-insured group health plan to the Lake County BOCC self-insured group health plan. This involved coordinating the work of a variety of groups including the Sumter County Risk Management Department, the Lake County Employee Services Department, our payroll and HRIS system provider, and a variety of insurance providers, brokers and consultants. We are pleased to report that the transition was successfully completed within the required timeframes.

In the winter of 2009, we re-issued a Request for Proposals for our Employee Assistance Program. Based on selection team scoring, we switched to MHN Net Inc. for employee assistance counseling, critical incident stress management, and psychological fitness for duty evaluations.

During the summer of 2010, we launched several employee training initiatives. The first was a series of computer software training programs on Microsoft Word, Excel and Outlook that we offered through Workforce Central Florida. The second was on-line supervisory and management programs on Preventing Sexual Harassment, Hiring for Success, and other programs that we provided through our insurance carrier, Preferred Government Insurance Trust.

Staffing and Recruitment

During FY 2009-2010, Lake-Sumter EMS recruited, hired and conducted orientation for 40 new employees, including 7 full-time paramedics, 17 EMTs, and 3 dispatchers. We also promoted 32 employees to higher-level positions. By the end of the fiscal year, we employed 249 full-time and 24 flex employees. From October 1, 2009 through September 30, 2010, we posted 13 vacancy announcements and processed 382 applications.

Classification & Compensation

During FY 2009-2010, we conducted wage and salary surveys for both field and administrative positions. The surveys reflected that both field employees and administrative Lake-Sumter EMS employees are compensated slightly below market rates. We plan to address this issue as soon as economic conditions improve.

Retirement Plans

No significant changes have been made in our retirement plans; however, employees have tended to lower their plan contributions. Over one-third of our employees have now taken out loans against their retirement plans. This is undoubtedly due to the poor economic times.



Loss Control and Safety

We are pleased to announce a further decline in Lake-Sumter EMS' workers compensation experience modifier to a factor of 0.90 from 0.98 in FY 2008-2009 and from 1.45 in 2007-2008. As a result, our premiums dropped from \$543,132 to \$368,667. Premiums for other coverage were virtually unchanged year over year due to our favorable loss ratios.

Under the leadership of Gail Booker, Loss Control Specialist, employee reportable workplace injuries have fallen over the past four years. In FY 2006-2007, we had 31 reportable injuries; in FY 2007-2008 we had 22 reportable injuries; in FY 2008-2009 we had 19 reportable injuries, and last year we only had 13 reportable injuries.



Field crews wear safety vests specifically designed for EMS which increase their visibility on scene.



The proper use of stretchers has helped reduce Workers Compensation costs for Lake-Sumter EMS.



The Quality Development Department (QDD) is staffed by a dynamic team of professional educators and clinicians that work directly with the Medical Director to support the mission of Lake-Sumter EMS through education, quality improvement, and business analysis activities. Each member of the team adds strength to the department by bringing together a diverse and extensive level of experi-

ence along with specialized knowledge and skills. Team members of the department are: John Simpson, Clinical Quality & Education Manager; Julie Treadwell, Clinical Quality Officer (CQO); Mike Hilliard, Training Officer (TO); Jamie Lowery, Field Training Coordinator (FTC); Scott Temple, Clinical Training Officer (CTO); and Dr. Paul Banerjee, Medical Director.

The central purpose of the QDD is to provide the best possible care to our patients, the highest possible service to our customers, and actively support the Lake-Sumter EMS mission through the promotion and development of positive organizational enhancement. This is accomplished by the team providing clinical and operational education; quality improvement activities and oversight; new hire evaluation, oversight, and guidance for clinical employees; as well as statistical and business analysis activities for all areas of the organization and associated agencies.

During the past fiscal year the QDD has had the opportunity to serve Lake-Sumter EMS, our communities, and our associated agencies in many ways. The following will provide the highlights of the year:

- Researched and evaluated the care of acute stroke patients to include prehospital and in-



The Quality Development Department is a dynamic, talented team. Pictured left to right: Julie Treadwell, Scott Temple, Manager John Simpson, Mike Hilliard, and Jamie Lowery.

hospital care which led to changes in the triage and transport criteria for Primary and Comprehensive Stroke Centers.

- A study of trauma alert patient outcomes led to a change in medical protocols for treating tension pneumothorax.
- The QDD became members of the Central Florida Health Alliance Stroke Team, and the Florida Hospital Waterman STEMI Team. These affiliations allow Lake-Sumter EMS to play

an active role in the in-hospital care of stroke and cardiac patients.

- Continuous evaluation of care and protocol adherence was performed to ensure that our staff has the tools needed to perform at their highest potential.
- Worked closely with the Medical Director, QD and Education Manager, Clinical Training Officer, and field supervisors, frequent meetings were held to provide just-in-time education.
- Daily QA review was used to identify individual as well as system-wide educational needs.
- A variety of outcome measures were used to evaluate specific medical interventions to determine their efficacy.

Quality Improvement

Lake-Sumter EMS continues to provide high quality compassionate care and remains at the cutting edge of prehospital medicine. As a result, it is imperative that we continuously evaluate our care to ensure that it is effective, appropriate, and delivered correctly. Quality improvement (QI) processes have been developed and implemented to continuously measure and



evaluate the care being provided. By utilizing prospective and retrospective tools we are able to have the greatest impact for our patients. Some of our Quality Improvement accomplishments in the past year were:

- Worked extensively to establish relationships with all of our local receiving facilities, trauma centers, and stroke centers.
- Developed and implemented follow-up mechanisms to receive hospital outcomes for many of our most critical patients, including cardiac arrests, trauma alerts, stroke alerts, and cardiac alerts. These patient outcomes have assisted us in identifying training needs and evaluating the efficacy of our medical protocols.
- Implemented an information sharing process with first response agencies to provide hospital outcome data to our response partners.
- Enhanced our review of cardiac arrest survival statistics which has allowed for comprehensive evaluation of both our equipment and protocols. Cardiac arrest survival rates directly influenced changes to protocols regarding medication administration, induced hypothermia, and equipment usage (i.e. the AutoPulse and Res-Q-Pod) during cardiac arrest.

Field Training

It is the foremost mission of Lake-Sumter EMS to provide the highest possible level of clinical care and support to the citizens of our communities. In keeping with such high standards, newly hired or transitioning employees need a mentor and guide in developing a solid understanding of their knowledge, skills, and educational strengths and areas of improvement. The success of this process is directly linked to the professional commitment of our Field Training Officers. Their hard work and dedication help to build a foundation for our EMS system that ultimately sets a high standard of service for our community. In addition to employee field training, Lake Sumter EMS serves as the primary field internship provider for the Lake Technical Center's EMS programs

and provides field education experience for its students. The following is an overview of the Field Training accomplishments this year:

Provisional Program:

- 63 individuals have entered the Provisional Program since 10/01/09.
 - ◆ 15 Interagency paramedics
 - ◆ 26 LSEMS paramedics
 - ◆ 22 LSEMS EMTs

In February, the Provisional Program was reviewed and updated. The update was based on input from a workgroup comprised of representatives from the Quality Development Department, the District Chiefs, Fire Departments, and the Field Training Officers.

Field Training Officer Training Programs:

- Field Training and Evaluation Workshop
- Managing Your Leadership Skills

Field Training Officer Promotions and Evaluations:

In March, we promoted three paramedics to the position of Lieutenant/Field Training Officer. The candidates were subjected to a rigorous testing and evaluation process that included a written test, an instructional based scenario, and an oral interview. We have no



Jamie Lowery, District Chief of Training, presents a Field Training class during Lake-Sumter EMS' 2010 Pre-Hospital Symposium.



doubt that the new additions will fit in well with our exceptional group of current Field Training Officers. In addition, the QDD played an integral role in the testing and evaluation for the District Chief promotional process.

Student Clinical Ride Time:

- The Lake Technical Center's EMS program has utilized Lake-Sumter EMS for the use of clinical ride time:
 - ◆ EMT: 43 students
 - ◆ Paramedic: 44 students
 - ◆ Total clinical ride hours: 9,086



John Simpson, Clinical Quality & Education Manager, presents a CPAP Training at the Pre-Hospital Symposium

Clinical & Command Education

To provide optimal prehospital care it is a necessity to maintain sound clinical and operational knowledge while bolstering mastery of skills. It is a primary role of the QDD to provide both clinical and operational classes for all EMTs and Paramedics who live and/or

work in Lake and Sumter Counties. The programs that are developed, implemented, and taught are for the benefit of all who serve in the prehospital system of Lake and Sumter Counties. The following provides an overview of the educational programs that have been presented during the past fiscal year:

Clinical Education:

- Abnormal Lab Values
- Burn Management
- Cardiology Review: 12 Lead EKG
- Cardiology Review: Atrial Rhythms
- Cardiology Review: Heart Blocks
- Cardiology Review: Ventricular Rhythms
- Clinical Care Guidelines Revision
- CVA Review
- Drug Assisted Intubation
- HIV / Aids Bi-annual Review
- Kinematics of a Hit
- Patient Assessment
- Transcutaneous Pacing
- Workplace First Aid



Julie Treadwell, Clinical Quality Officer, teaches a Pediatric Poisoning class to Lake-Sumter EMS staff.



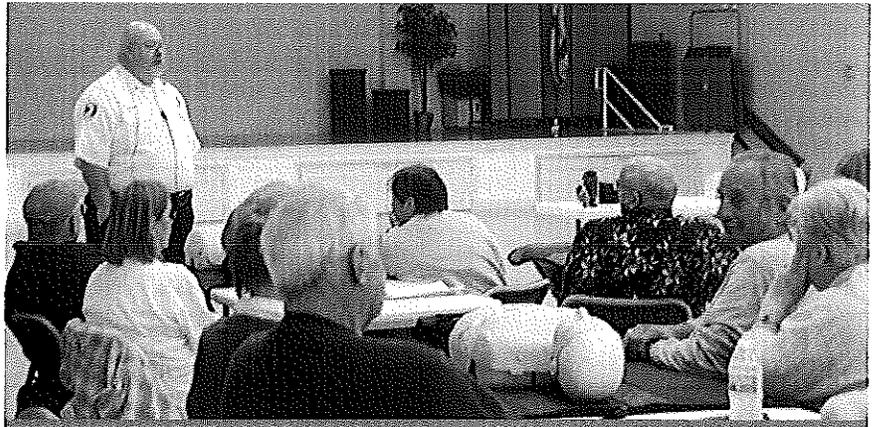
Incident Command and Incident Management Training:

- G-265 Basic Instructional Design
- ICS Exercise
- ICS-300 Intermediate ICS
- ICS-300 Intermediate ICS
- ICS-400 Advanced ICS Executive Course
- ICS-400: Advanced ICS
- IS-100 Introduction to ICS
- IS-200 Basic Incident Command System
- IS-700 National Incident Management System
- L-449 ICS Train-the-Trainer
- LCSO ICS Seminar
- Mass Casualty Incidents (MCI): Emergency Management of H1N1
- Rehabilitation Training

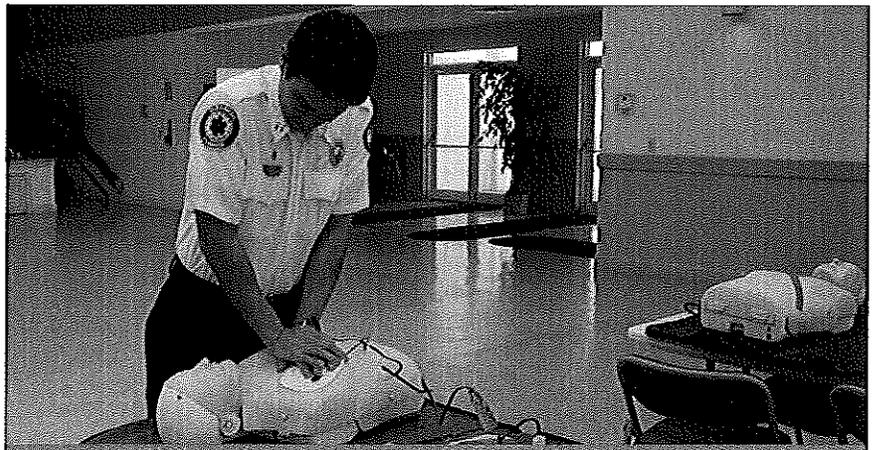
American Heart Association (AHA) Training:

In addition to the AHA programs listed, Lake-Sumter EMS is the primary training center in the area for AHA activities. In this role we serve as the overseeing training center for 11 training sites: 5 Advanced Cardiac Life Support (ACLS), 10 Basic Life Support (BLS), and 4 Pediatric Advanced Life Support (PALS). The following classes were taught through the Lake-Sumter EMS Training Center:

- ACLS Refresher
- ACLS Instructor Candidate program
- AHA Skills Testing: Online BLS
- AHA Skills Testing: ACLS Heart-Code
- BLS for HCP renewal
- BLS Instructor Candidate program
- PALS-Refresher
- PALS-Instructor Candidate program



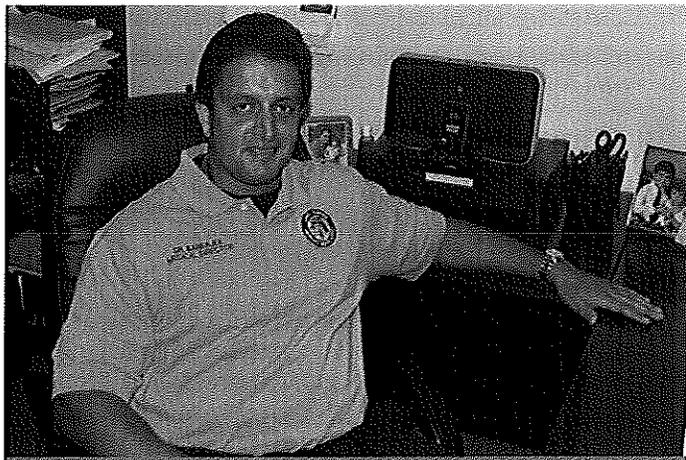
Mike Hilliard, Training Officer, addresses participants at a Mass CPR Training at Pennbrooke Pines which was well attended.



Scott Temple, Clinical Training Officer, demonstrates use of an Automatic External Defibrillator (AED) at a community Mass CPR Training.



EMS and Fire Department personnel participate in a Clinical Care Guidelines Class.



Dr. Paul Banerjee provides medical direction for Lake-Sumter EMS and all Lake County fire departments to ensure optimal continuity of care.

Medical Direction

Over the past year, Lake-Sumter EMS has continued its role as a national leader in pre-hospital care, in addition to being a highly respected member of the local medical community. Under the guidance of Dr. Paul Banerjee Lake-Sumter EMS is achieving the highest level of prehospital patient care possible. Not only does Dr. Banerjee require excellence in all of our local EMS agencies, he also expects the same from our servicing hospitals. He works closely with all local hospitals as a community advocate and to ensure optimal continuity of care.

Dr. Banerjee has worked to implement and evaluate advanced patient care protocols, particularly in the areas of stroke and therapeutic induced hypothermia for victims of cardiac arrest. The induced hypothermia protocol has had such a high level of success that it has been emulated by EMS agencies around the nation. Dr. Banerjee has assisted hospitals throughout Lake and Marion counties in implementing hypothermia programs. In addition, Dr. Banerjee has spoken nationally regarding induced hypothermia and stroke care; he has also received invitations to speak in Europe and South America. The Lake-Sumter EMS stroke alert program has been so successful in determining appropriate hospital destinations for stroke patients that it will soon be adopted by EMS agencies throughout the state.

Dr. Banerjee remains absolutely dedicated to providing unmatched and exceptional prehospital medical care to

the citizens of Lake and Sumter counties. We will continue to utilize advanced patient care, provider education, and community involvement to ensure that every patient receives the highest level of care possible.

Some of Dr. Banerjee's accomplishments include:

- An invitation to serve as a member of the Steering Committee for the Florida Cardiovascular/Stroke Committee, which determines appropriate standards for cardiac and stroke care at hospitals throughout the state.
- A contributing member of the West Central Florida Stroke Coalition.
- Member of the Sexual Assault Task Force which provides medical care and assistance to victims of sexual assault in Lake, Sumter, Citrus, and Marion Counties.
- Member of the STEMI Committee at Florida Hospital Waterman which attempts to evaluate and improve care of heart attack victims.
- Member of the CVA Committee for Leesburg Regional Medical Center and The Villages Regional Hospital, which attempts to evaluate and improve care for stroke victims.
- Implementation of standardized testing for all paramedics and EMTs working for local EMS agencies to set performance standards and determine training needs.



EMT Dana Staniak and Paramedic Nick Pagliarulo, are joined on scene by Dr. Banerjee, Medical Director, and Scott Temple, Clinical Training Officer.



Meeting the Needs of Our Community

Lake-Sumter EMS stays "in rhythm with our community" through a broad range of community involvement in both Lake and Sumter Counties. Our team, led by Captain Deanna Chapman, Community Resource Officer, provides many services and outreach programs which continue our efforts to build stronger relations with our citizens and community partners.

Let's Get Immunized

The Homebound Immunization Program continues to be in demand with senior and disabled citizens. The Community Resource Officer and the Health Department Flu Coordinator delivered over 100 flu shots to patients in Lake County. Over 30 of the original patients are still being served by the program. It is rewarding when staff calls to schedule appointments each year to hear, "I knew you would be calling, your service is the best, and as always we look forward to seeing you." Each year we continue to add homebound patients to the program. This program is a great success and offers the elderly a solution to their immunization needs.

Once again, Lake-Sumter EMS, Lake County Health Department and VaxCare joined efforts this year to distribute seasonal flu shots. This year the seasonal flu shot was combined with the H1N1. Our services started giving vaccines in September, and will continue this effort through January. Lake-Sumter EMS and health depart-



Phil Kleinberg, Organizational Resource Officer, gives a flu shot during one of Lake-Sumter EMS' clinics with Lake County Health Department.

ment staff travel to local churches, community centers, retirement communities and private organizations to conduct flu shot clinics.

Service on State & Local Boards

Elder Affairs - Captain Chapman served as the 2006-2008 Vice Chair for Lake County Elder Affairs Board, and as of 2009 she was voted in as its Chair. The Elder Affairs Board meets on a monthly basis to discuss the needs of elderly citizens. The Board helps disseminate information and resources that are available in Lake County and provides the Lake County Board of County Commissioners with information regarding local programs that may or may not exist. They

also recommend programs that would help benefit our elders. The Elder Affairs Board hosts speakers at every meeting to present on topics/services such as housing, transportation, employment, volunteerism, health and wellness, and disaster preparedness and recovery.

New Vision for Independence—In 2009, Captain Chapman became Vice President of New Vision for Independence (NVI). This organization serves visually impaired citizens and in its five

years of operation has helped over 120 citizens to live at home and feel safe. Students are taught independent living skills such as how to cross the road, dress, cook, and read Braille. In July of 2009, NVI received the Blind Babies contract to serve 10 to 12 babies and they are now serving 13 babies.

March of Dimes - Serving on the March of Dimes Board of Directors has been a challenge this year. All charitable organizations struggle in this economic downturn. However, local citizens have not let tough times

Community Outreach

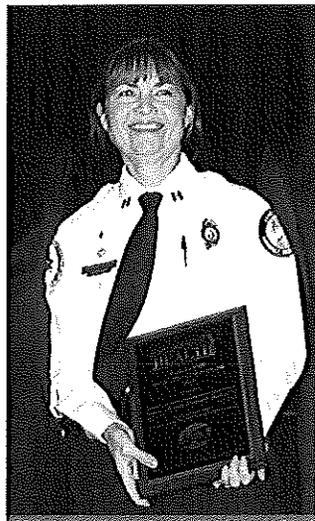


interfere with their charitable giving. This was demonstrated by the success of the annual March of Dimes Walk and the Chef Auction. Lake-Sumter EMS generates money each year to support the local March of Dimes chapter through several fundraising promotions.

American Cancer Society – The American Cancer Society (ACS) is the nationwide, community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives and diminishing suffering from cancer, through research, education, advocacy and service. Captain Chapman joined the local ACS Board in 2010. She will help raise funds and promote the ACS mission. Relay for Life was held in over 10 locations throughout Lake and Sumter County and Lake-Sumter EMS provided support and coverage for each event. Each year, our Paramedics were happy to step up and cover these details to help fight against cancer.

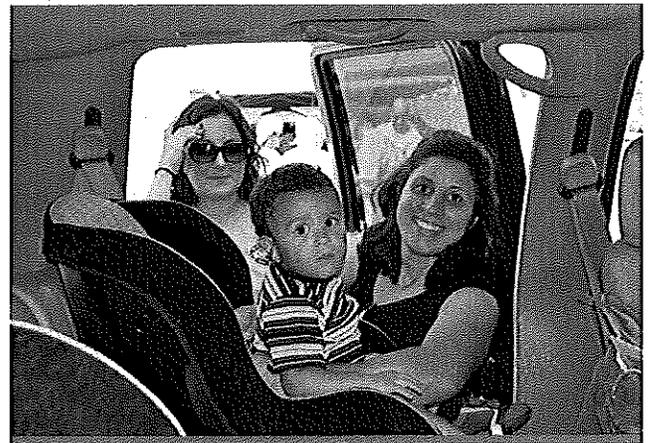
Injury Prevention

As a Board Member for the State of Florida PEIR Committee (public education information relations) for seven years, Captain Chapman has been actively helping fight against injuries. This year, the PEIR committee successfully provided an educational component to educators in the injury prevention arena and is currently developing educational CD's on Drowning Prevention and Motorcycle Safety Collision.



Captain Deanna Chapman received the first annual Florida EMS Injury Prevention Award.

In 2010, Captain Chapman was awarded the first annual **Florida EMS Injury Prevention Award**. Chapman was recognized for her work with the K.I.S.S. Team, the PEIR Committee, the Elder Affairs Board as well as other ongoing initiatives of Lake-Sumter EMS.



K.I.S.S. Team Provides a System Wide Program

Lake-Sumter EMS was awarded the Car Seat Safety Grant, again, which funds the Kids in Safety Seats (K.I.S.S.) program. In this third year (2009-2010) of the program, funding provided by a Federal Grant through the Florida Department of Transportation is \$41,800.

The K.I.S.S. Team consists of personnel from each department listed below:

- Lake-Sumter EMS
- Leesburg Fire
- Tavares Fire
- Lake County Sheriffs Office
- Mascotte Fire
- Groveland Fire
- Clermont Fire
- Clermont PD
- Lake County Fire



The K.I.S.S. Team has successfully implemented the first unified Safety Seat Program which includes weekly to monthly fitting stations, as well as, two large-scale car seat check points hosted in different locations each year. The K.I.S.S. Team held an event called "Bring In Your Old Car Seat for a New One" at Lake-Sumter Community College.



Linda Harville, Community Relations, Lake County Sheriff's Office and Deanna Chapman, Lake-Sumter EMS Community Resource Officer, survey the outdated and worn child safety seats turned in at a recent K.I.S.S. program car seat exchange.

by a Leesburg High School student and the perpetrator was Mike Perry wearing a fake bomb. Students played roles as victims, joined by adults from other organizations. Lake-Sumter EMS Medics Robin Rozier and Jennifer Hoar did a spectacular job triaging the scene. Leadership class members commented on how realistically the scene was portrayed.

The K.I.S.S. Team distributed over 120 free car seats to local families allowing them to turn in an infant seat and upgrade to a larger seat that would fit their growing child's needs. Our community partners who made this event possible were: **The Daily Commercial, Lake-Sumter Community College, Covanta Lake, Lake County Waste Management and the Educational Foundation of Lake County.**

Phase II of the car seat program will be training sessions, conducted by K.I.S.S. Team members, covering common misuses and proper installation techniques. The training will be offered to anyone seeking information on proper safety seat use. Additionally, low-cost safety seats are available to those who are in need.

Lake-Sumter EMS and Leadership Lake County

Media Day at Leadership Lake County was exceptional and dynamic. Lake-Sumter EMS, in conjunction with Leesburg Fire, Aero Med, and Lake County Sheriff's Office, participated in a mock hostage situation on a school bus. This event provided the Lake Leadership Class of 2010 with an overview on how the media operates in a crisis situation. The hostage was played

Health Care Day provides Leadership Lake County class members with information and strategies on staying healthy including hands-on demonstrations of skills such as how to perform CPR, operate an AED, and perform the Heimlich Maneuver. The class gains the knowledge and skills to save a life. Presenters also give 30 minute classes on health care issues such as hospital resources, challenges and opportunities, followed by a countywide health care resources leadership presentation. Lake-Sumter EMS, Clermont Fire Department, and Orlando Regional Healthcare's Air Care Team wrapped up the day with a simulated car crash which showed how the Emergency Response System works.

Lake-Sumter EMS continues to support Leadership Lake County by sponsoring an employee's participation every year. The 2009-2010 Lake Leadership class member was Quality Development Department Manager John Simpson.

Helping Teenagers Become Safe Sitters

Lake-Sumter EMS joined forces, once again, with Leesburg Regional Health Alliance to train students on how to handle emergencies while baby sitting. The

Community Outreach



program trained over 30 students (ages 11 to 16) on how to be a **Safe Sitter**. This program gives students hands-on experience on how to handle emergencies when caring for children. During a two-day course, participants learn how to: triage injuries, help a choking baby, handle trauma emergencies, and when to call 911. Students also learn techniques on how to calmly react in an emergency.

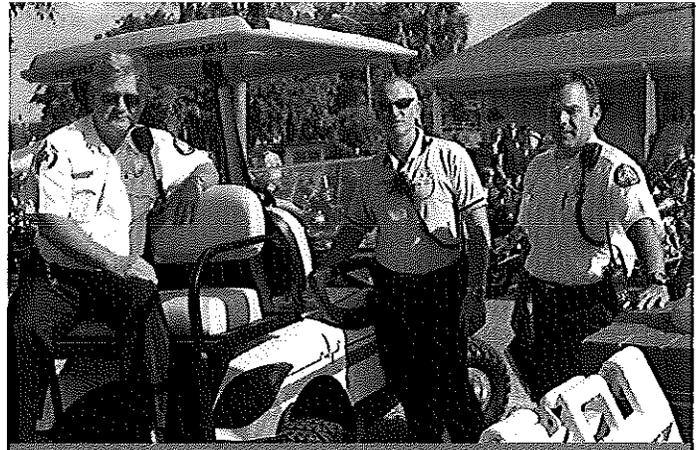
Lake-Sumter EMS Supports Community Events

Lake-Sumter EMS provides stand-by emergency medical services to organizations who sponsor and hold large-scale events. The service includes first aid booths and mobile units, such as golf carts and segways, to easily maneuver through large crowds to handle any injuries or first aid needs. Paramedics and EMTs provided coverage at over 200 events last year. These events range from a large-scale event needing multiple ambulances, to the smallest events requiring only one medic.

The larger events, such as Bikefest in Leesburg, host thousands of people. The Command Staff at such events consists of the EMS Chief, multiple Medics, EMTs and the Bike and Segway Team. The Mobile Command Trailer is placed at a special location to facilitate on-site communications and response.

Other events that require EMS staffing are:

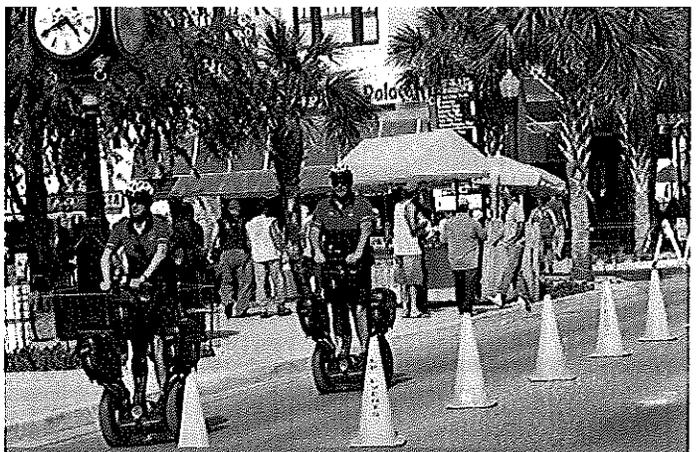
- Mount Dora Art and Crafts Festivals
- Trick or Treat on Main Street
- Mardi Gras
- The Great Floridian Triathlon
- Leesburg Fine Art Festival
- Mount Dora Bike Festival
- National Training Center Triathlons
- Sommer Sport's Kidz Sprint
- Sommer Sport's Marathon
- Parades
- Thomas the Train
- Children Miracle Network
- Special Olympics
- Renaissance Fair
- And many more



District Supervisors Alan Wilbanks (left) and Joe Dragojevich (right) worked with Leesburg Fire Rescue Battalion Chief Mike Franklin (center) at the 2010 Leesburg Bikefest.



Lake-Sumter EMS' mobile command trailer is often deployed during large events and disaster response.

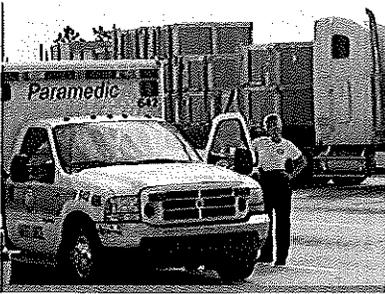
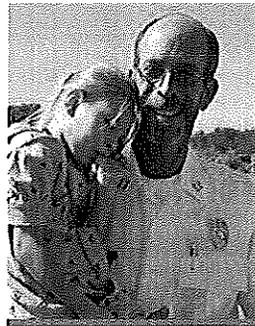


Segways give EMS crews quicker access to offer first aid and medical care in large crowds.



Keeping the Rhythm Going

Ten years ago, the Lake-Sumter EMS founding committee led by Commissioner Welton Cadwell worked diligently to design a community-based EMS system which would meet the needs of citizens and visitors to Lake and Sumter Counties. What initially started out as a service with 130 employees and 12 ambulances which responded to 32,827 calls the first year of operation has grown into a state and nationally recognized, top-notch EMS company which now has over 265 employees, 28 ambulances, and responded to 53,064 calls in FY 2009/2010.



Keeping the Rhythm Going

