

May 13, 2015

Ms. Lisa Moore  
Township Manager  
Kennett Township  
801 Burrows Run Road  
Chadds Ford, PA 19317

Dear Ms. Moore:

I am pleased to submit this proposal for an analysis of emergency medical services for the seven municipalities I was recently afforded the opportunity to meet with. My approach is unique and more comprehensive than ordinary accreditation or competitor studies. In general, my analysis involves the following major outcomes:

- Examine each department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the departments to the best practices of industry standards;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Conduct a data-driven forensic analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department. This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community.

Following a complete and thorough analysis of the services I have attached a model that I've had great success with and would like to further discuss implementing.

I greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 484.868.7651 or via email [gvinnacombe@yahoo.com](mailto:gvinnacombe@yahoo.com)

Sincerely,

*Gary D. Vinnacombe*

Gary D. Vinnacombe

GDV Management & Consultation Services, LLC

## **Gary Vinnacombe**

Gary Vinnacombe comes to you with 16 years of experience in emergency medical services. He currently serves as the Regional EMS Director for one of the nation's largest event medical services companies. Gary previously served for 11 years as the Deputy EMS Chief for a large hospital-based EMS agency in Southeastern Pennsylvania. In addition to his role as Deputy EMS Chief, he has worked as an instructor for the municipal police academy and community college EMS programs, a tactical medical operator on the county ERT/SWAT team, and has consulted in EMS systems development for numerous fire department-based EMS services. Gary currently holds an associate's degree in nursing and is nearing completion of a bachelor's degree in emergency and disaster management. Additionally, Gary holds several certificates in leadership, emergency preparedness and planning, and mass casualty incident response.



## **Phase 1 - Operations Review**

Using information received from the associated emergency medical services agencies a review will be conducted to evaluate the deployment of emergency resources. I will evaluate equipment, maintenance, records, policies, procedures, mapping, implemented technology and innovations, facilities, training, and staff to create recommendations for future service delivery. I will regularly meet with the elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources. Observations and recommendations will be developed around key performance and analysis areas in the completion of the report and include:

- Comprehensive Data Analysis
  - o Incident Type Workload
  - o Response Time of Unit Workload
  - o Analysis of Third Party Billing agency and/or collection agency
  - o Analysis of Busiest Hour
  
- Governance and Administration
  - o Organizational Structure
  - o Organizational Leadership
  - o Staffing and Deployment
  - o External Relationships
  
- Organizational Behavior/Management/Processes
  - o Time Allocation of Staff
  - o Organizational Communication
  - o Strategic Planning
  - o Performance Measurement
  
- Financial Resources (Operating and Capital Resources)
  
- Risk Management/All hazards approach to community protection (EMS specific)

I will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units and call density.

Fire Departments provide emergency medical services in addition to fire suppression duties. In this project I will analyze EMS call data to provide a comprehensive review of emergency medical services including a detailed analysis of workloads and response times. The analysis of the workloads will begin with an in-depth study of the types of calls handled and their severity. The goal is to explicate the fundamental nature of the emergency medical challenge faced by the seven community's Fire Departments. We will pay special attention to the most critical emergencies such as cardiac arrests and serious vehicular accidents.

For each call type, I will determine the time spent on-scene and the manpower personnel who worked the scene. These data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period for each ambulance company and the unit hour utilization (UHU). We will document any dramatic variations by time of day and day of week as well as seasonal variations. Response time is an important statistic in emergency service systems. We will determine not only average response time

but also the distribution of response times for different call categories. We will also identify and review calls that experienced unusually long response times.

### **Phase 2 – Solution Design**

Based on information gathered from Phase 1, a detailed report will be compiled citing findings from the Operations Review. Recommendations will be made to best suit the needs of the agencies currently providing the emergency medical services as well as the currently municipalities contracted to receive these services.

### **Phase 3 – Implementation**

Our team (committee and consultant) will implement the solution in a seamless manner that will be transparent to daily operations. This phase also marks the beginning of the municipalities' management of emergency medical services and the completion of the solution project as we enter the operations and management stage.

### **Phase 4 – Management and Support**

This is the final phase and ongoing through the life of the service. I will oversee services and functionality as agreed upon by all parties in the solution phase. Services and functionality may include:

- Monthly, quarterly, and annual reviews of department operating expenses
- Monthly, quarterly, and annual reviews of department third party billing
- Quarterly reviews of maintenance records
- Semi-annual review of deployment strategies and staffing patterns
- All payroll and accounting distribution and management

Benefits for choosing my services for your EMS management solution include:

- Reduced monthly costs for consulting and oversight activities
- Insure accountability and transparency with EMS business partners
- On going commitment to industry best practices
- Delivery of superior customer service and support
- Flexibility to adapt solution to business environment, operations, and growth

### **Meetings**

I will be available regularly to meet with the elected and appointed officials, EMS agency representatives, prospective EMS agency representatives (if applicable), and other parties as requested by the committee. Meetings are billed hourly and include one hour of round trip travel time and one hour preparation time.

## **Fees**

Hourly Fee - \$50

### **Estimated Time to Complete Phase 1 – Operations Review (35 hours)**

- Collection, review and analysis of data to potentially include:
  - Third Party EMS Billing Reports (24 months of data)
  - Dispatch Records and Call Logs (24 months of data)
  - Department Policies and Procedures
  - Maintenance and Equipment Service Records (24 months of data)
  - Training Records (24 months of data)
  - Operating Budget (3 years prior and year to date)
  - Monthly Expense Reports (24 months of data)
  - Payroll Records (24 months of data)
  - Comprehensive Review of Quality Assurance Program

### **Estimated Time to Complete Phase 2 – Solution Design (20 hours)**

- Upon completion of analysis publish a detailed report for review (15 hours)
- Presentation of report and recommendations for implementation (5 hours)

### **Estimated Time to Complete Phase 3 – *TO BE DETERMINED***

- This will be contingent upon the recommendations and solutions developed by our team.

### **Management and Support – Phase 4**

If the municipal leaders see a need for on-going management and support a model would be developed and agreed upon by the team. A re-assessment of fees would be completed at this time, dependent on which elements of service are requested by the municipal leaders.

## **Terms and Conditions**

Billing is mailed out on the first business day of each month with the expectation that full payment will be received in thirty days.

If contract cancellation is required 30 days of notice must be given by either party. If the contract is cancelled prior to the completion of the initial term, payment must be made for all services provided including full payment until the end of the contract term or 30 days, whichever is longer.

## **Contact**

Gary D. Vinnacombe

GDV Management & Consultation Services, LLC

484-868-7651

[GVinnacombe@yahoo.com](mailto:GVinnacombe@yahoo.com)