

To: All WVFRA EMS Personnel  
WVFRA/MCFD1/TFD Board of Directors

From: Dr. Marc Houston  
EMS Physician Advisor, WVFRA/MCFD1/TFD

Via: Patrick Wineman, EMS Chief

Re: Agency Performance

Date: Thursday, June 16, 2011

On September 1<sup>st</sup>, 2008, I accepted the position of WVFRA (MCFD & TFD's) EMS Physician Advisor. In that role, I was requested to help support the organization's goal of improving the Emergency Medical Services (EMS) delivery system, as well as on scene medical care.

In November of 2008, the EMS Division developed a multi-focus strategic plan that identified areas of growth that needed our attention. Some of the central areas of concern included adoption of a uniform set of inter-agency protocols, improving our medicine through the use of evidence and practice based medicine, enhanced technologies, medications, equipment, and last (and certainly not least), refining the necessary training believed to be essential in making our personnel some of the best in the industry. I am fairly sure that many, if not all of you, had some sense of trepidation regarding the standards that I was asking you to perform at and the changes necessary to reach these goals. Whether volunteer or career, you not only trained to that same standard, practiced to that same standard, but more importantly delivered pre-hospital care at or above the standards I have asked of you....everytime!

Over the last 2 years, your leadership team has implemented a very intensive schedule with some very high benchmarks for success. These have included intensive training and testing in Advanced Cardiac Life Support, Advanced Medical Life Support, Advanced Pre-Hospital Trauma Life Support and Pediatric Advanced Life Support Training. In addition, we rolled out the delivery of new Surgical Cricothyrotomy equipment and training, EZ-IO Intraosseous (Bone Needle) Infusion equipment and training, Emergency Continuous Positive Airway Pressure (CPAP) equipment and training and Pneumatic Ventilator equipment and training. All of this was accomplished in addition to your regularly scheduled EMS training. Every one of these proven tools was implemented to augment your ability to improve patient care outcomes which you have all done consistently time and time again meeting, and more often than not exceeding, my expectations.

In addition to these system and agency improvements, we elected to continue our efforts and implement a 12-Lead Cardiac EKG Training program. Under the support and auspices of Salem Hospital's Departments of Cardiology and Emergency Medicine, we have successfully implemented the first and currently the only approved pre-hospital Cardiac Cath Lab activation program at Salem Hospital. After studying a year's worth of data from this program, Salem Hospital reports that our EMS Volunteer and Career Professionals have delivered critically ill patients to waiting physicians and surgeons at the hospital saving critical time and reducing heart muscle damage, which directly correlates to saving patient's LIVES. This is a remarkable accomplishment that should make each one of you proud and certainly one that gives me a profound sense of satisfaction and pride in my association with you as your Physician Advisor.

I also know that this only happens through intent. Your individual commitment to the countless hours of Advanced Cardiac Life Support Training, multiple sessions of 12-lead interpretation training, written examinations and field trials are what has allowed this program to be as successful as it is. It is with this sure and steadfast commitment to excellence that we are able to provide this level of care to the communities we serve. For that, I thank you for your hard work and dedication!

Remarkably the changes have not stopped there. In addition to all of your accomplishments, we have created some amazing staffing efficiencies with the use of our Qualified Expanded Tour of Duty (QTOD) personnel. Under a cooperative labor/management Memorandum of Understanding, our volunteer and career personnel now work side-by-side delivering excellent patient care services. As agreed upon with our represented labor force, all of these QTOD personnel, have also met the exact same requirements and standards to practice medicine as our career personnel including:

- A) State and/or national EMT or Paramedic certification,
- B) Physical fitness testing
- C) Written & practical medical examinations, and
- D) Field Training Clearance process with career personnel

As a result of this cooperative staffing model, we have also been able to open and staff an additional 3<sup>rd</sup> 24-hour ambulance. With this ambulance now deployed in the Clear Lake area, we have augmented our ability to serve the public, improved our depth of coverage to all the residents of Marion County Fire District No. 1, as well as strengthened the availability of our resources to our neighbors in Keizer, Salem and surrounding areas in their time of need.

With all this said, I do not want us to think we are done, as the next 2 years will be just as amazing and intensive. With the support of our EMS Division, CQI Committee, WVFRA Leadership, Board of Directors, Represented Labor and Volunteer personnel we will continue to meet and exceed our patient's and customer's needs. We will continue to stay committed to the inter-agency protocol process, adopting new and revised protocols as necessary. We will continue to monitor the growing trends in patient care and technology, assuring we are delivering state-of-art care. Most importantly, we will remain steadfast with our commitment to training. To paraphrase the Navy Seals training mantra, the more effectively we train, the more successful the outcomes for our patients in the field.

Last but certainly not least, I wish to thank each of you for your patience, enthusiasm, and dedication to serve as EMS professionals (EMS responders, EMT's & Paramedics) who have contributed to the successes realized within the MCFD/TFD/WVFRA service area. Our communities, the families, and visitors to our areas are better protected now more than ever before! This is because of YOU!

As always, my dedication and commitment to this organization and to all of you remains strong. I am inspired by who we are, what we are, and where we are going. I look forward to our future as we work to serve our communities and citizens.

Sincerely,



Marc Houston. DO  
EMS Physician Advisor, WVFRA/MCFD1/TFD