

Cover Letter

July 19, 2010

City Clerk
City of Key West
525 Angela Street
Key West, Florida 33040

Dear Ms. Snider

It is with great pride that Key West Rescue submit our proposal to provide emergency ambulance services to the City of Key West. We want to thank you for taking the time to review our proposal.

For over 25 years, Key West Rescue has been your EMS provider, showing an unwavering dedication to the citizens of Key West. Quality of care in our community has continually improved through quality assurance programs, advanced training and a dedicated staff who have personal pride in serving our neighbors.

Our local community also benefits from being a part of the nation's leading provider of pre-hospital care. Key West Rescue is fortunate to be supported by senior leadership with years of experience, industry experts, and resources unmatched by other providers who have served this area, giving us the ability to meet the ever-demanding needs of the City of Key West.

By signing this letter, Key West Rescue pledges to provide the very best, industry-leading emergency and non-emergency ambulance service to the residents and visitors of our city. We also pledge to ethically and morally enter into a contract with the City to meet, and whenever possible, exceed all contractual obligations and requirements presented in the Request for Proposal. We further pledge to continuously work with our system partners in a professional and courteous manner and to encourage mutual cooperation.

Finally, as the mission of Key West Rescue is to "make a difference by caring for people in need," we pledge to continue to making a difference in the City of Key West for twenty more years to come. The Paramedics and EMTs at Key West Rescue are dedicated and talented individuals; they are hard-working and dedicated to serving this community. That is why we give our wholehearted support for the continuation of Key West Rescue's contract with the City of Key West. We deeply appreciate the trust you have shown us over the years and look forward to a continued partnership in the future.

Sincerely,



Edward Van Horne, Regional Chief Executive Officer, South Region

Required Forms

ANTI-KICKBACK AFFIDAVIT

STATE OF ~~FLORIDA~~ Colorado JS

SS:

COUNTY OF ~~MONROE~~ Arapahoe JS

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: _____
[Handwritten Signature]

sworn and prescribed before me this 8th day of July, 2010

[Handwritten Signature]
NOTARY PUBLIC, State of ~~Florida~~ Colorado JS



My commission expires: MY COMMISSION EXPIRES APRIL 13, 2014

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY
PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West
by Mark Bruning, President

(print individual's name and title)

for Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue

(print name of entity submitting sworn statement)

whose business address is 1414 First Street, Key West, FL 33040

and (if applicable) its Federal Employer Identification Number (FEIN) is

33-0506809 (if the entity has no FEIN, include the Social Security
Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity

crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING

OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



(SIGNATURE)

July 8, 2010

(DATE)

STATE OF Colorado
COUNTY OF Arapahoe

PERSONALLY APPEARED BEFORE ME, the undersigned authority
Mark Bruning who, after first being sworn by me,
(name of individual)
affixed his/her signature in the space provided above on this
8th day of July, 2010



NOTARY PUBLIC



My commission expires: **MY COMMISSION EXPIRES APRIL 13, 2014**

LOCAL VENDOR CERTIFICATION
Pursuant to City of Key West Code of Ordinances Section 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.
- b. Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.
- c. Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.

If you qualify, please complete the following in support of the self certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name _____
Current Local Address: _____
(P.O Box numbers may not be used to establish status)

Phone: _____
Fax: _____

Length of time at this address _____

Mark Bruning

Signature of Authorized Representative

July 8, 2010

Date

STATE OF Colorado
COUNTY OF Arapahoe

The foregoing instrument was acknowledged before me this 8th day of July, 2010.
By Mark Bruning, President, of _____,
(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)
or has produced a driver's license as identification
(type of identification)

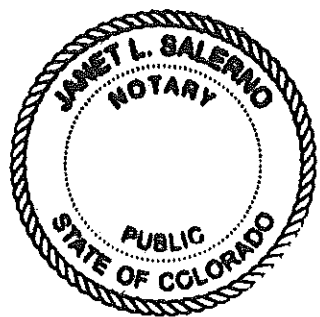
MY COMMISSION EXPIRES APRIL 13, 2014

Janet L. Salerno

Signature of Notary
Janet L. Salerno

Print, Type or Stamp Name of Notary
Executive Assistant

Title or Rank



Acknowledgement of Addendums

ADDENDUM NO. ONE

City of Key West Request for Proposals (RFP) 009-10
Emergency Ambulance Service

To All Bidders:

The following changes are hereby made a part of RFP 009-10 as fully and as completely as if the same were fully set forth therein:

1. Attachment A.
Emergency Ambulance Service Statement of Work / Specifications

Page 3. Establish and maintain a strategically located base station (s) to house response personnel, ambulances, and support vehicles.

Change to Contractor's Responsibility not a City's Responsibility.

2. Attachment A.
Emergency Ambulance Service Statement of Work / Specifications

Page 6. III. Program Responsibilities, A. Scope of Services

Change 85 to 165

All Bidders shall acknowledge receipt and acceptance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue

Name of Business

ADDENDUM NO. Two (2)

City of Key West Request for Proposals (RFP) 009-10
Emergency Ambulance Service

To All Bidders:

The following changes are hereby made a part of RFP 009-10 as fully and as completely as if the same were fully set forth therein:


1. Attachment A.
Emergency Ambulance Service Statement of Work / Specifications

Pages 21 and 22. E. Insurance Requirements, 1. b.

Delete in its entirety and replace with the following:

Professional medical malpractice insurance (ambulance attendants malpractice, including Key West Fire Department and Key West Police Department first responders) including errors and omission with minimum limits of \$1,000,000 per occurrence and \$2,000,000 annual aggregate, on a claims or occurrence made basis. If on a claims made basis, the contractor shall agree to contract language requiring the purchase of Extended Reporting for no less than a two years.

All Bidders shall acknowledge receipt and acceptance of this Addendum No. 2 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue
Name of Business

ADDENDUM NO. 3

City of Key West Request for Proposals (RFP) 009-10 Emergency Ambulance Service

To All Bidders:

The following changes are hereby made a part of RFP 009-10 as fully and as completely as if the same were fully set forth therein:

1. Attachment A.
Emergency Ambulance Service Statement of Work / Specifications

Pages 4-5, Section I. Systems Design Summary, D. Schedule of Events

Replace in its entirety with the following:

D. Schedule of Events

Unless specifically notified by the City of Key West Purchasing Department of a schedule change, the following procurement schedule must be adhered to:

- May 28, 2010 – Public Release of RFP (This document and its attachments constitute the City’s request for proposal.)
- June 21, 2010 – Deadline for proposers to submit written questions for clarification.
- June 11, 2010 – Pre-bid conference (mandatory) 9:00 AM, 525 Angela Street Key West, FL 33040 (room to be determined). Representative must attend in person.
- July 19, 2010 – The RFP’s are due at the City of Key West City Clerk’s Office by 3:00 PM EST. All proposals must be in writing and delivered by hand, mail, or commercial delivery service and clearly labeled “Key West Emergency Medical Services Proposal”. *
- By August 9, 2010 – City Evaluation team will convene and recommend up to three proposals to the City Commission.
- September 7, 2010 – City Commission selection of EMS services provider. Recommended proposers may be required to make a presentation
- October 5, 2010 - Final Contract to Commission for approval
- January 1, 2011 – New EMS agreement takes effect.

*** Also changes the “Proposals Deadline Date:” referenced in the Cover Sheet.**

2. Attachment A.
Emergency Ambulance Service Statement of Work / Specifications

Pages 12, Section III. Program Responsibilities, F. Coverage and Availability, 2. Ambulance Service Zones

Delete in its entirety

3. Attachment A.

Emergency Ambulance Service Statement of Work / Specifications

Pages 29, Section V. Financial and Administrative Provisions, L. Penalties for Contract Violation, 6. No Unit Available

Delete in its entirety

4. Attachment A.

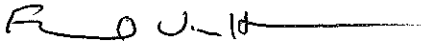
Emergency Ambulance Service Statement of Work / Specifications

Pages 21 and 22. E. Insurance Requirements, 1. b.

Delete in its entirety (as amended by Addendum2.) and replace with the following:

Professional medical malpractice insurance (ambulance attendants malpractice, excluding Key West Fire Department and Key West Police Department first responders) including errors and omission with minimum limits of \$1,000,000 per occurrence and \$2,000,000 annual aggregate, on a claims or occurrence made basis. If on a claims made basis, the contractor shall agree to contract language requiring the purchase of Extended Reporting for no less than a two years.

All Bidders shall acknowledge receipt and acceptance of this Addendum No. 3 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue
Name of Business

ADDENDUM NO. 4

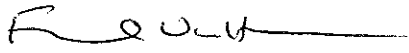
City of Key West Request for Proposals (RFP) 009-10
Emergency Ambulance Service

To All Bidders:

The following changes are hereby made a part of RFP 009-10 as fully and as completely as if the same were fully set forth therein:

Acknowledgement of receipt and acceptance all addendums issued under RFP 009-10 are to be submitted as part of your proposal submission. Several prospective proposers have submitted some or all of the addendums in advance of formal proposal submission. Again, all issued addendums should be acknowledged and submitted with your proposal.

All Bidders shall acknowledge receipt and acceptance of this Addendum No. 4 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue
Name of Business



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**Please Note: As part of our environmentally-friendly green practices, this proposal is printed on recycled paper and colors are not as vibrant as they might otherwise appear.*



I. Introduction

A. Description of Proposed Organization

Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue began providing services for the City of Key West back in 1982. Key West Ambulance is a Florida corporation which was officially formed in 1992 under the auspices of the State of Florida. Key West Rescue (the bidder), is a wholly-owned subsidiary of American Medical Response, Inc. (AMR Inc.), a Delaware company.

<i>Federal Employer Identification Number and Corporate Information</i>	
Name of Corporation:	Atlantic / Key West Ambulance, Inc. d/b/a Key West Rescue
Type of Corporation:	Publicly Traded Corporation
Authorization to transact business in Florida:	Yes
Name of officers:	<p><u>EMSC Officers:</u></p> <p>William A. Sanger: Chief Executive Officer Mark E. Bruning: President Randel G. Owen: Executive Vice President, Financial Officer Todd G. Zimmerman: Executive Vice President, Secretary Steve W. Ratton, Jr.: Executive Vice President, Treasure Kimberly Norman: Senior Vice President Steven Murphy: Senior Vice President;</p> <p><u>AMR Officers:</u></p> <p>William A. Sanger: Chief Executive Officer Mark E. Bruning: President Timothy Dorn: Chief Financial Officer</p>
Corporate Address:	6200 S Syracuse Way, Suite 200 Greenwood Village, CO 80111
Federal Identification Number:	33-0506809
Contact Person for Company:	Mark E. Bruning
Name and title of Person Authorized to Sign Legal Documents on Behalf of the Company:	Mark E. Bruning



Key West Rescue

Key West Rescue has been a part of the Key West community for over 28 years. From the very beginning, we have been committed to providing state-of-the-art Emergency Medical Services (EMS) care to the citizens and visitors of the City Key West.



We have continuously achieved advanced medical training, state-of-the-art equipment and cutting-edge treatments to better serve our patients. The standards of care provided to the Key West community exceed state and federal regulations.

Key West Rescue has been a testing site for many advanced equipment, procedure and medication protocols which have been proven to be of the highest medical value to patients.

We have provided twenty-four (24) hour per day and seven day a week (7) Advanced Life Support (ALS) 9-1-1 EMS coverage since our inception back in the early 80's. We have also been the primary provider for transport of patients to other hospitals and facilities for patients that require care not available in the Florida Keys.

Over the years, Key West Rescue has been a strong community partner to the City of Key West. As an example, we provide ambulances for special events, at no additional cost to the City.

Some of the community services we currently provide for the Key West community include but are not limited to:

- Additional 9-1-1 ambulances for New Year's Eve, Spring Break and 4th of July celebrations
- Additional 9-1-1 ambulances for the Goombay Festival,
- Medical Bike Teams preceding Fantasy Fest,
- Standby coverage at the Fantasy Fest Parade which adds six (6) additional ALS ambulances and two (2) ALS roving ambulances during the night,
- Standby coverage at Children's Day after Fantasy Fest,
- Standby coverage at Parrot Heads in Paradise Celebration,



- Standby coverage at Key West High School football games,
- Standby coverage at Kelly McGillis's Flag Football Tournament,
- Standby coverage at Key West Sailfish Tournaments,
- Standby coverage at World Offshore Powerboat races

We have also sponsored many "Prom Promise" MCI drills at Key West High School. This drill is held at the end of the school year to drive home the dangers of driving while intoxicated. Approximately 900 students and faculty attend this drill. Prom Promise is multi-agency drill in which we place crashed cars, mopeds and trucks on the football field. We then place students with trauma makeup in and around the vehicles to simulate severely injured and deceased patients.



Photo from "Prom Promise" MCI Drill at Key West High School

We work closely with the Key West Fire Department (KWFD), the Key West Police Department (KWPD) and Trauma Star all participate in their respective roles.

Key West Rescue provides medical educational training to the KWFD, KWPD, Naval Air Station Key West (NASKW), US Coast Guard Sector Key West (USCG Sector KW), Florida Key Community College (FKCC) and any other city, county or federal agency who requests the training. Many of our employees teach in the EMS program and our Training Officer is the Director of the EMS program at FKCC.



Key West Rescue has been an instrumental part of the KW EOC as well as the Monroe County EOC providing guidance and services as Emergency Support Function #8 (ESF-8) medical and safety during many disaster situations. Most notably were Hurricane George in 1998 and the 2004-2005 hurricane seasons when Monroe County and the City of Key West were tasked with the potential of eight (8) hurricanes and the associated potential evacuation.

During that two (2) year period, Key West was evacuated five (5) times. Key West Rescue along with AMR-Miami helped evacuate many patients from the KWCC. In addition to the evacuation of 20 special needs patients from their residences.



Hurricane Wilma in 2005 was the ultimate flooding disaster in Key West and the Lower Keys. Many of the Key West Rescue medics, KWFD firefighters and KWPD officers lost their homes, vehicles and all of their possessions. During this time of crisis, every emergency service in Key West functioned as a family.

We responded to every emergency call as permitted by weather conditions and cared for the sick and injured patients even though LKMC was closed and manned a temporary MASH unit at the MCDC infirmary.

We helped our fellow emergency personnel with their homes, relieved fellow emergency personnel to tend to personal issues and helped get **OUR CITY** back on its feet in record time.

We have called Key West home for over 28 years. Ninety percent of our full-time and part time Key West Rescue employees live in Key West and the Lower Keys. Some of our personnel are Key West firefighters, police officers, RN's, flight medics and teachers. They have homes, they pay taxes and their children attend school here. You see our employees and their families at sporting events, in the grocery store and at friend and family functions. These caring individuals are a part of something very special. They are employees who work for Key West Rescue and they ensure on a daily basis that you, your family and the overall Key West community receive *local, quality, caregiver inspired service.*

Key West Rescue is committed to providing the highest level of EMS care available to our citizens, family, friends and visitors.

This is OUR HOME.



Pictured above is a group of the Key West Rescue employees who are 100% dedicated to serving our city.



Emergency Medical Services Corporation (EMSC)

Key West Rescue is a wholly-owned subsidiary of American Medical Response, Inc. (AMR, Inc.), which is wholly owned by Emergency Medical Services Corporation (EMSC, NYSE Symbol: EMS). Being part of the EMSC family of companies allows us to tap into a national network of resources. With 180 AMR operations, we are able to draw from the largest pool of EMS resources in the country.

Emergency Medical Services Corporation (EMSC) was founded in 2005 and currently resides as the leading provider of emergency medical services in the United States. EMSC operates two business divisions: American Medical Response, Inc. (AMR), the Company's healthcare transportation services division, and EmCare Holding Inc. (EmCare), the Company's hospital-based physician services division. AMR and EmCare have over 50 years of operating history.

EMSC, through its subsidiaries and affiliated companies, provides a wide range of healthcare services.

These services include:

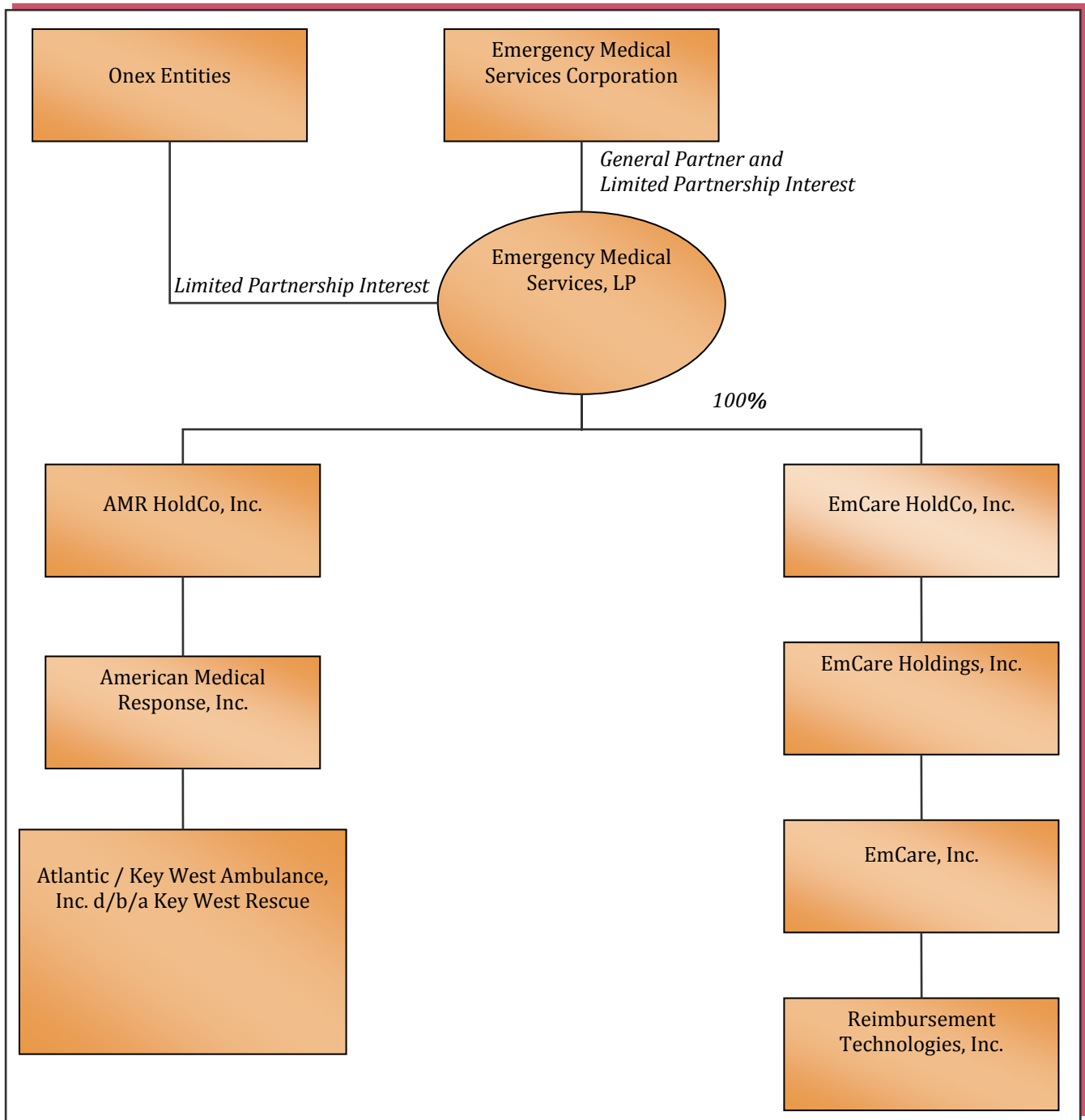
- Emergency 9-1-1 Ambulance
- Non-Emergency Ambulance
- Medical Transportation Management
- Disaster Management
- Fixed-Wing Air Ambulance
- Physician Education and Training
- Emergency Department Professional Services Billing
- Paramedic and EMT Training
- International Services
- Hospital based physician services

With more than 27,000 employees, EMSC is able to provide services to over 11 million patients a year in more than 2,000 communities

An organizational chart of EMSC may be found on the page to follow.



EMSC Organizational Structure



American Medical Response

Key West Rescue's parent company, AMR, is the nation's leading provider of emergency and non-emergency medical transportation services. Our company has resources and expertise far exceeding any other ambulance service in the nation. AMR's mission is clear: *"to make a difference by caring for people in need."* With extensive national resources, AMR:

- Operates in 39 states and the District of Columbia
- Serves more than four million patients per year, making our company the nation's largest 9-1-1 emergency and non-emergency medical transportation company
- Offers America's most extensive network of expertise in managing ambulance systems and services (immediately available to every local site)
- Employs 18,500 Paramedics, EMTs, call-takers / dispatchers, trainers, ambulance fleet maintenance specialists, quality assurance professionals, and other personnel
- Manages 53 dispatch centers
- Holds over 170 EMS 9-1-1 contracts
- Operates the nation's largest ambulance fleet, with more than 4,400 vehicles
- Serves as the largest single employer of Emergency Medical Technicians and Paramedics in the nation
- Operates the National College of Technical Instruction (NCTI), the nation's largest Paramedic training institute
- Provides domestic and international air ambulance transportation
- Offers the nation's most experienced and best-resourced EMS disaster preparedness and management services (AMR holds an exclusive contract with our federal government to provide ground, air and para-transit service to supplement federal and military responses to disasters in the 48 contiguous states. This is the first national contract of its kind.)
- Deploys industry-leading EMS technology, including Global Positioning Systems, management information platforms, computer-aided dispatch, and electronic patient care reporting
- Provides the nation's largest EMS billing and electronic claims transmission services
- Offers industry-leading corporate ethics and compliance programs
- Brings the financial strength needed to address issues quickly and effectively



A Full Range of Medical Transportation Services

AMR provides a full range of ambulance services customized to meet the needs of differing patient populations and local community needs. Our ambulance services include but are not limited to the following:

- Advanced Life Support
- Basic Life Support
- Critical Care Transport
- Bariatric Transports
- Pediatric and Neonatal Transports

We also provide

- EMS disaster planning and response
- EMS system and leadership training
- Van transportation for both those confined to a wheelchair as well as ambulatory patients
- Management of trauma call centers and public safety dispatch centers
- A full range of community education programs

B. Contractor Deployment Plan

RFP Requirement:

Initial Ambulance Coverage Plan: Notwithstanding the above, the proposals must include descriptions of proposer's initial ambulance coverage plans for the Key West service area, the number of ambulance and reserve ambulance units required, supervisory units, personnel and other components that it will utilize to meet the performance standards required herein. Acceptance by the City of the proposer's offer shall not be construed as acceptance of the proposer's proposed level of effort.

Initial Ambulance Coverage Plan

We have provided ALS coverage for the City of Key West service area for the last 28 plus years and during our tenure have had the opportunity to deploy based on our experience for the community. We will continue to provide two (2) twenty-four (24) hour-a-day seven (7) day-a-week Advanced Life Support (ALS) units.

Enhancement

As an enhancement for the City, we will provide an additional ambulance on a twelve (12) shift to support peak demand call volume. The schedule for this unit will be based on pre-planned daily peak load expectations and historical trends.



In addition to our three (3) ambulance units, we will have an additional four (4) ambulance vehicles for reserve.

As Key West employees live in the Key West community, we will continue to have personnel readily available and in an on-call capacity for stand-by at special events, limited long distance emergency transfer service, EMS transportation for incidents involving transfer to and from aeromedical EMS units, evacuations and any other mutual aid services.

We will also provide one (1) ALS first-response vehicle; staffed by supervisor to respond to any call when needed. The ALS first-response vehicle is operated by Key West Rescue's Operations Manager who is available on weekdays when needed. Key West Rescue also has bike teams available if requested by the City.

C. Characteristics of a High Performance EMS Model

A high performance emergency medical services (HPEMS) model contains several distinguishing characteristics. These characteristics are what differentiate the HPEMS model from other EMS delivery models.

These characteristics include:

- **Sole provider:** This grants the contractor, "exclusive" market rights to provide emergency and non-emergency ambulance service. It is often done so through a competitive process in which the contractor has been selected.
- **Accountability:** HPEMS systems have strict performance requirements that can result in financial penalties / fines or replacement of the provider when not met. HPEMS systems regularly collect and use this data to ensure the performance requirements are continually being met.
- **Revenue maximization:** HPEMS systems incorporate the business function into their operations, resulting in a better understanding of the billing requirements and maximization of revenues from Medicare, Medicaid, and other third-party payors.
- **Flexible production strategy:** HPEMS systems employ a single fleet of Advanced Life Support units capable of handling any type of service request. This results in all patients receiving the highest level of care and higher productivity levels.
- **System Status Management (SSM):** HPEMS systems use the flexible deployment technique, SSM, to move ambulances in anticipation of where that ambulance will be needed.



Key West Rescue's SSM Techniques

For the past 28 plus years, we have utilized System Status Management (SSM) techniques to ensure our high performance emergency medical services model is successful.

To make certain we station ambulances where they will be needed, Key West Rescue uses the System Status Management (SSM) techniques and concept based on experience in the Key West EMS environment. Our SSM techniques ensure that we meet and exceed all contractual response time requirements.

Deployment Modeling Tools

Key West Rescue uses the most advanced EMS system modeling method available in the industry to create System Status Plans that allow us to consistently meet and exceed response time requirements.

This type of sophisticated deployment modeling leads to improved productivity (improved response time compliance), lower costs of operations (efficient unit hour utilization), and more efficient use of limited resources.

We use the deployment modeling tool in the following ways:

- **Simulation** – allowing “dry-runs” of different strategies on computer models, to investigate scenarios and test improvement ideas
- **Optimization** – mathematical models used to select the best possible solutions, from thousands of possible choices
- **Data Analysis** – detection of patterns and connections in data, providing insights for forecasting to help with optimization of patient care and outcomes

High performance EMS systems, are exactly the type of complex real-world system that can only be effectively modeled using discrete event simulation.

EMS systems typically comprise the following components, all of which may interact to cause unforeseen outcomes:

- The number of calls to which the system must respond varies by time-of-day and day-of-week. The number of calls typically changes over time and may have strong seasonal trends.
- The location of the calls varies, generally having underlying patterns based on time-of-day and day-of-week, as well as seasonal variation.
- The type of calls (or call mix) will vary by time-of-day, day-of-week, and may vary seasonally.



- The availability of suitable resources depends on staff schedules, and therefore varies by time-of-day, day-of-week, further complicated by staff shifts potentially starting at different geographical locations.
- The time taken to drive throughout the service area (either to calls or to a destination) is highly variable, depending on factors such as traffic congestion and road networks.
- Where and when a vehicle becomes available (after transporting) is impacted significantly by whether the call requires transportation to a facility providing specialty services, the location of that facility, and how long the transfer of care process takes.
- The capability of different vehicles, and the requirement for different types of calls to have different skill-sets dispatched (including first responders) to the scene.
- The mandated/contracted operational policy, such as how to respond to the different types of calls, and the required personnel at-scene.
- Required response time performance measures that are applied to different types of calls and to different geographical zones.

Discrete event simulation models allow the development of detailed scenarios representing changes to any of the components described above. The scenario is run through the simulation model, collecting detailed statistics on key performance measures, such as response time performance, vehicle utilization, and distance traveled.

The scenario is compared against the baseline scenario to identify the benefits/costs of implementing that scenario in real-life. Through this process, Key West Rescue can model various options with a high degree of confidence in the outcomes for the system and ultimately the patient.

The power of realistic event simulation allows Key West Rescue to investigate a myriad of possible changes in EMS system operations, including the impact of:

- Changes in the prioritization of calls.
- Changes to the skills required at scene, which result in the need to dispatch multiple units. For example, research into patient outcomes/survivability shows that specific calls (e.g. STEMI) benefit from a multi-team non-standard response.
- Hospital transfer times.
- Hospital openings and closures, as well as hospital specializations.
- Changes to the network of roads and bridges.



The simulation tool allows us to model the entire EMS response from the time a 9-1-1 call is received in dispatch through the call triage, unit selection, response to scene, transport, delivery to the receiving hospital, and the process for field crews to clear from the hospital and become available for another response. Discrete end-to-end simulation modeling allows Key West Rescue to model potential changes in deployment that will improve response time performance, patient outcome while at the same time managing system costs.

RFP Requirement:

24/7 Coverage: *It is the intent of this proposal to ultimately enter into an agreement with the contractor that ensures the prescribed services will be available on a 24-hour a day basis, seven days a week, and 365 days per year. IT is further understood by the contractor that there will be certain periods of time during the year that service demand will exceed the normal daily call volume. During these heightened periods of demand (City cultural and celebration events, ma-made or natural disasters, hurricanes, mass casualty incidents, and transportation accidents) the contractor will rapidly increase its staffing and available ambulances in response to these peak demand -periods, The contractor is required to provide emergency contact information and maintain the accuracy of this information, in order to contact key personnel during a critical emergency or during disaster situations.*

24/7 Coverage

Key West Rescue will ensure services are available on a 24-hour a day basis, seven days a week, and 365 days per year. We fully understand that there are certain periods of time during the year that service demand will exceed the normal daily call volume. During these heightened periods of demand (City cultural and celebration events, man-made or natural disasters, hurricanes, mass casualty incidents, and transportation accidents) Key West Rescue will rapidly increase its staffing and available ambulances in response to these peak demand –periods. Key West Rescue will maintain emergency contact information for all employees and maintain the accuracy of this information, in order to contact key personnel during a critical emergency or during disaster situations.

During our years of providing service to the City of Key West, Key West Rescue has provided additional units for the Fantasy Fest Celebration which has been known draw in a crowd from 26,000 to 100,000 people during the week of the celebration. We added one (1) ambulance per day during the week of Fantasy Fest and six (6) ambulances on the night of the Fantasy Fest Parade for a total of eight (8) ambulances. We also have two (2) paramedics on two (2) roving gator units to better access patients on the parade route. We are committed to continue this service for the City.



Since the inception of our contract to provide services for the City of Key West, we have consistently exceeded the needs of the residents and tourists during all special events. Key West Rescue has been successful in pre-planning for unforeseen increases in crowd attendance to many events.

RFP Requirement:

Planning Documents: The contractor is expected to develop, within 90 days of the start of this service contract, a mass casualty incident plan and an emergency plan following the NIMS incident command system guidelines. This plan will be submitted to the City's emergency manager and the fire chief for review and incorporation into the City's Emergency Management Plan.

Planning Documents

Key West Rescue currently follows Monroe County's "Comprehensive Management Plan" and Key West Fire Department's "Disaster Plan." Both emergency plans follow the NIMS incident command guidelines. Both of these documents have been submitted to the City's Emergency Manager and Fire Chief for review and incorporation into the City's Emergency Management Plan.

Key West Rescue will provide an MCI plan and an emergency plan following the NIMS ICS guidelines demonstrating our role with the County and KWFD's emergency plans.

The City may review the County's Comprehensive Management Plan and KWFD's Emergency Plan as **Attachment No. 1**, located on the CD-ROM titled "City of Key West Attachments."



RFP Requirement:

Supervisory Training and Participation in Drills and Exercises: The contractor's supervisory personnel will be required to complete incident command training and hazardous material training as required by the City's emergency management staff. Contractor involvement shall include participation in training drills and exercise without additional charge to the City. The contractor may be considered for eligible grant funding when applicable, for the above described drills and exercises.

Within 30 days of agreement implementation, all EMS providers will be certified in IS-700 and ICS-100. In addition, all supervisory personnel or those designated to act as supervisors will also be certified in IS-800 and ICS-200.

Supervisory Training and Participation in Drills and Exercises

We understand that supervisory personnel will be required to complete incident command training and hazardous material training as required by the City's emergency management staff. Key West Rescue involvement shall include participation in training drills and exercise without additional charge to the City. We are fully aware that within 30 days of agreement implementation, all EMS providers will be certified in IS-700 and ICS-100.

In addition, all supervisory personnel or those designated to act as supervisors will also be certified in IS-800 and ICS-200.

Key West Rescue Personnel: Already Certified

All of our Key West Rescue personnel are currently required to complete the Federal Emergency Management Institute IS series which includes IS-100, 200, 700 and all supervisors are required to also maintain the 300, 400 and 800.

These courses provide an overview of how the incident command system works and the role of various agencies in disaster response and at various levels.

Supervisory Training, Drills & Exercises Key West Rescue is Currently Involved In

Leadership Education and Development University (LEAD U)

The educational strategies of our company's LEAD U program include instructor-led seminars, self-directed online training, and workshops facilitated by certified Key West Rescue-EMS instructors – all offered at no cost to our employees.

The online components of LEAD U will be managed through the Ninth Brain Suite, a family of online software that streamlines staff training and improves record keeping.



We will use several features of the Ninth Brain web-based platform to support training and education, as well as compliance, incident tracking, employee satisfaction, and other vital processes.

The LEAD U Supervisor Series

All new supervisors must complete the LEAD U Supervisor Series within the first six months in their position. This self-directed online training covers the topics shown on the table below.

<u>Supervisor 100 Topics</u>	<u>Supervisor 101 Topics</u>
▪ History of EMS	▪ Financial Accounting
▪ Overview of AMR & the Supervisor Role	▪ Business Development
▪ Communication	▪ Clinical and Educational Services
▪ Key Performance Indicators	▪ Human Resources
▪ Conflict Resolution	▪ Government Relations
▪ Decision Making	▪ Safety and Risk Management
▪ Performance Management	▪ Billing Services
▪ Building Trust	▪ Operations
▪ Employment Law	▪ Labor Relations

The LEAD U Leadership Foundation Series

This leadership training involves a series of workshops presented by certified Key West Rescue EMS instructors. The LEAD U leadership series covers the topics shown on the table below.

<u>Leadership 110</u>	<u>Leadership 210</u>
▪ Essentials of Leadership	▪ Boosting Business Results
▪ Building an Environment of Trust	▪ Retaining Organizational Talent
▪ Resolving Conflict	▪ Making Effective Decisions



MCI Drills

KeyWest Rescue currently participates in yearly MCI drills with the Key West Airport Fire Department, the Key West Fire Department and the Key West Police Department. We also sponsor the Key West High School “Prom Promise” MCI drill. Information regarding the Prom Promise MCI drill may be found below.

Prom Promise



Once young people start high school and approach the age where they can drive, they benefit from a safety and awareness program offered in many communities. In the City of Key West, this program is known as the *Prom Promise* program. This programs focus is educating high school students about the dangers of driving under the influence. The program involves staging a mock multi-vehicle collision caused by a teenager drunk driver.

Students have described their experience in this drill as emotionally powerful sharing that the program changed their views on drinking and driving. Our partners in delivering this program are the KWFD and the KWPD.

Hazardous Materials and Emergency Response Program

Key West Rescue’s Hazardous Material (HazMat) program covers all aspects of Key West Rescue’s responsibilities at a HazMat scene and the medical treatment of properly decontaminated victims.

The program is compatible with national and state standards, and employees are trained to meet the curriculum requirements for First Responder Awareness for Emergency Medical Services, including additional decontamination and medical management information. Employees receive this training annually.

In March 2003, all of our field employees received Weapons of Mass Destruction (WMD) Awareness training as developed by the Federal Department of Justice. In addition, all Paramedics are currently undergoing training in WMD Technician training, which is designed to give them detailed information relating to the treatment of patients involved in WMD incidents, including but not limited to those associated with pharmacological agents and the associated advanced life support procedures.



Hazardous Communication Program (HazCom)

Key West Rescue's HazCom program outlines specific responsibilities of Material Safety Data Sheets (MSDS), training regarding the safe handling of potentially hazardous chemicals in the workplace, and procedures to follow in the event of a spill, including first aid or medical treatment indications. It is designed to meet guidelines for each employee's "Right to Know" about the hazardous properties of chemicals provided for their use, including disinfectants, automotive fluids, degreasers and solvents. Employees receive this training annually.

Annual Disaster Response Training

We are 100 percent committed to continue working with emergency management and other public safety services to design, conduct and evaluate drills involving mass casualty incidents (MCIs). We are fully dedicated to participating in inter-agency training for disaster response and management. On a national level, our parent company AMR has created an oversight team to stay abreast of Homeland Security issues and advises all operations to do the same.

This team works with local EMS operations to ensure that they are receive education sanctioned by the AMR Office of Emergency Preparedness (OEP). Key West Rescue will make its oversight team and national grant writers available to work with local agencies in seeking grant funds for additional disaster-related training and equipment.

The City may find detailed information on AMR's Office of Emergency Preparedness located below.

Office of Emergency Preparedness

AMR has established an Office of Emergency Preparedness (OEP) to provide the necessary infrastructure to effectively manage disasters. The OEP is responsible for establishing and maintaining a full network of provider support (internal and external); technology solutions to activate those resources; automated solutions to track resources; automated solutions to track patients; logistical support for long-term deployments; and coordination with local entities.

National Command Center (NATCOM)

In the event of a disaster, OEP activates the AMR NATCOM (National Command Center) This State-of-the-Art Communication Center is located in Greenwood Village, Colorado. NATCOM operations support both resource deployment and logistics support.

In the event of activation, AMR's National Command Center (NATCOM) will be activated immediately with highly trained call takers and dispatchers.



In addition, AMR can provide communication services from any AMR site in the state with redundancy in the event of a site being located in the affected area.

AMR is able to rapidly transfer call taking and dispatching responsibilities from one site to another or move personnel to assist a site meet surge capacity. The City can activate disaster response by calling a single toll free number connected to AMR's NATCOM.

For additional information on AMR's Office of Emergency Preparedness, please visit our website at: <http://emsc.net/About-EMSC/Services/Disaster-Response.aspx>

RFP Requirement:

Evacuation Planning: *The contractor is expected to work directly with the Lower Key Medical Center, and any other medical facility, and the Monroe County Office of Emergency Management in developing a medical evacuation plan for the City of Key West. This plan is to be developed within 180 days from the start of the service agreement and presented to the City's emergency manager for review and inclusion into the City's Emergency Management Plan.*

Evacuation Planning

Key West Rescue will work directly with all medical facilities including the Lower Key Medical Center and the Monroe County Office of Emergency Management in developing a medical evacuation plan for the City of Key West.

We understand that this plan is to be developed within 180 days from the start of service agreement and presented to the City's emergency manager for review and inclusion into the City's Emergency Management Plan.

Key West Rescue currently follows Monroe County's "Comprehensive Management Plan" and Key West Fire Department's "Disaster Plan." Copies of these documents may be found as **Attachment No. 1**, located on the CD-ROM titled "City of Key West Attachments."

Through a state mission, we have evacuated Key West Convalescent and Plantation Key many times over the past 10 years. In 2004 and 2005, we provided 3,843 transports for patients who were evacuating disaster areas. We have also staffed several hospitals in the state of Florida during the time of need. Over the years, we have provided personnel to assist the Lower Keys Medical Center during times of high patient demand.

In addition, we also responded throughout Florida for Hurricane Ivan and assisted Escambia County with their 9-1-1 system / calls and provided the county with personnel, units and supervision. During Hurricane Charlie, we assisted with the staffing and transportation for Port Charlotte and all of the surrounding hospitals.



During Hurricane Wilma, we assisted with all transportation of Broward General Medical Center, which in turn kept their trauma services open. For Hurricanes Jeanne and Francis, we manned all of Palm Beach and most of Broward County's shelters and also provided transportation units and personnel to help man all of the hospitals who had lost power. Throughout these on-of-area responses, we always ensured our Key West community was fully staffed and ready to respond to any and all emergency calls for service.

We are proud to represent the Key West community in the services we provide to those requiring emergency disaster assistance in the State of Florida.

Below, the City can review our experience providing disaster management services for the City of Key West.

Disaster Management Experience in Key West

Hurricane George: 1998, Key West & Lower Keys

Key West Rescue worked in conjunction with Key West EOC, Monroe County EOC, KWFD and KWPD to handle all emergency calls before, during and after the hurricane. Key West Rescue evacuated all patients from LKMC, KWCC and special needs patients in Key West.

Cuban Migration, 2001 - 2002, Key West

Key West was tasked with large groups of Cuban refugees coming ashore in makeshift boats and rafts. A makeshift triage station was set up at USCG sector KW to provide care for potential sick or injured refugees. Key West Rescue manned the triage center with paramedics and EMT's while it was in operation. Key West Rescue evaluated up to 40 at a time as they arrived in need of treatment and subsequent transport to LKMC.

2004 Hurricane Season

Hurricanes Charlie, Francis and Ivan all occurred between August 8th and September 2nd. Key West Rescue working along with Key West EOC, LKMC and AMR Miami evacuated LKMC, KWCC and special needs patients to the mainland three times. Although no major damage was incurred in Key West, Ivan was a potential catastrophic hurricane aimed at Key West. Ivan was a category 5 hurricane one (1) day away from Key West.



2005 Hurricane Season

Key West Rescue once again evacuated LKMC, KWCC and special needs patients for four separate hurricanes beginning in July and ending in October. Hurricanes Dennis, Katrina, Rita did little damage to Key West. Hurricane Wilma flooded all of the Lower Keys from Marathon to Key West. Many Key West Rescue, KWFD and KWPD officers lost homes, vehicles and possession. All agencies worked as a team to help all those involved and bring Key West back in record time.

RFP Requirement:

Performance Criteria During Disaster Situations: In the event of a disaster within Key West or in the event the Monroe County Office of Emergency Management directs the contractor to respond to a disaster in a neighboring jurisdiction, normal operations shall be suspended and the contractor shall respond in accordance with the respective disaster planning document. The contractor shall use the best efforts to maintain primary emergency services in the City. During the period of a declared disaster, the City will not impose performance requirements for response times and other performance criteria.

Performance Criteria During Disaster Situations

We fully understand that in the event of a disaster within Key West or in the event the Monroe County Office of Emergency Management directs Key West Rescue to respond to a disaster in a neighboring jurisdiction, normal operations will be suspended and Key West Rescue will need to respond in accordance with the respective disaster planning document. However, with our neighboring “AMR resources” we have the ability to continue to maintain primary emergency services for the City as demonstrated with past natural events.



Key West Rescue has the ability to mobilize necessary resources during times of need.

We often draw upon our resources in Miami as well as maintain successful and cooperative relationships with local EMS agencies and municipalities in order to ensure rapid responses to areas we serve in times of extraordinary need.

If our resources in the City of Key West cannot match unexpected demand during a major disaster or event, our company’s resources in South and West Florida will immediately deploy to ensure adequate resources are provided to the Key West community.



RFP Requirement:

Reimbursements for Disaster Related Costs: Any additional direct marginal costs resulting from the performance of disaster services that are non-recoverable from third parties may be invoiced for payment by the City and County consistent with the then applicable Federal guidelines. This shall not include any cost for maintaining the normal level of service during the disaster, but shall be limited to the reasonable and verifiable direct marginal costs for these non-reimbursed additional disaster services.

Reimbursement for Disaster Related Costs

Key West Rescue fully understands that any additional direct marginal costs resulting from the performance of disaster services that are non-recoverable from third parties may be invoiced for payment by the City and County consistent with the then applicable Federal guidelines.

This shall not include any cost for maintaining the normal level of service during the disaster, but shall be limited to the reasonable and verifiable direct marginal costs for these non-reimbursed additional disaster services.



II. Clinical Performance

A. Medical Director Credentials / Experience

RFP Requirement:

A. Medical Oversight

The Contractor shall furnish and fund all medical oversight services including services of a Medical Director for all system participants (e.g. First Responders, Ambulance Personnel, Emergency Medical Dispatchers, and police responders) through an independent contract, with a Florida licensed physician, Board-certified by the American Board of Emergency Medicine, or the American Board of Osteopathic Emergency Medicine, and affiliated with the Lower Keys Medical Center. The City Manager may grant exceptions to specific board certifications or hospital affiliations.

Medical Oversight

Key West Rescue will furnish and fund all medical oversight services including services of a Medical Director for all system participants through an independent contract, with a Florida physician, Board-certified by the American Board of Emergency Medicine, or the American Board of Osteopathic Emergency Medicine, and affiliated with the Lower Keys Medical Center. System participants may include but are not limited to the following:

- First Responders
- Ambulance Personnel
- Emergency Medical Dispatchers
- Police First Responders

It is fully understood that the City Manager may grant exceptions to specific board certifications or hospital affiliations.

Key West Rescue's Medical Director



Key West Rescue's Medical Director, Dr. Nelson at a medical aid station in Houston, TX during the Hurricane Katrina EMS deployment in August 2005.

Key West Rescue's current Medical Director, Dr. Joe Nelson, has been the Medical Director for over 20 years. He currently also serves as the State of Florida's Medical Director. Dr. Nelson is responsible for the high-level training the Key West Rescue personnel receive, and also for the advanced medical protocols utilized by Key West Rescue.



Dr. Nelson wrote an addendum to the Florida State EMS protocols, specifically for Key West Rescue, due to our advanced skill needs in the Key West area.

He was also responsible for modifying the Trauma Life Support Protocol for Key West. Dr. Nelson is also a member of the National Medical Director Leadership Group for American Medical Response. This group provides guidance to the executive leaders in relation to all clinical matters. See **Page 34** for information on AMR's Medical Director Leadership Group. A detailed biography on Dr. Nelson may be found on **Page 91** of this proposal.

B. Suggested Medical Protocol Compliance Process

RFP Requirement:

Establish written and on-line (electronic) medical protocols and standing orders necessary in providing oversight for all First Responders, Ambulance Personnel and Emergency Medical Dispatchers in the delivery of pre-hospital emergency medical care.

Key West Rescue's Medical Protocols

Key West Rescue has in place and will continue to maintain written and on-line (electronic) medical protocols and standing orders necessary in providing oversight for all First Responders, Ambulance Personnel and Emergency Medical Dispatchers in the delivery of pre-hospital emergency medical care if selected in this procurement process. We are in the process of establishing Emergency Medical Dispatch (EMS) protocols and anticipate completion the first quarter of the contract year. The City may view our current protocols as **Attachment No. 2** located on the CD-ROM titled "City of Key West Attachments."

C. Clinical Credentials of Field Personnel

Minimum Staffing: The contractor is required to staff a minimum of one (1) EMT-P and one (1) EMT-B. At the contractor's option the requirement for EMT staffing levels on any units may be enhanced to higher levels of training without obligation to the City.

During City declared emergency situations, the contractor may be permitted to staff extra BLS ambulances that are staffed with at least two (2) EMT-Bs.

Minimum Staffing

Key West will staff all ambulances with a minimum of one (1) EMT-P and one (1) EMT-B. Key West Rescue will continue to staff our ambulances with the most skilled paramedic and EMT teams in the EMS industry.



With over 28 years of local experience, Key West Rescue is uniquely positioned to provide the highest level of care with custom tailored protocols to meet the needs of the Key West community.

Our field personnel meet and / or exceed the minimum requirements for clinical credentials. In addition, we continue to commit to providing our field crews with the training they need to provide clinical care aligned with the City's clinical protocols, as well as outstanding customer service.



As an enhancement to the City, during city declared emergency situations, Key West Rescue will staff additional ambulances with a minimum on one (1) EMT-P and one (1) EMT-B

RFP Requirement:

Qualifications: Personnel will be appropriately certified or licensed by the State of Florida and their functional privileges will be specifically authorized by the Medical Director in accordance with medical oversight policies.

Personnel Qualifications Staffing

We currently require all of our Key West field employees to maintain a current State Paramedic License or EMT Certification, renewed every two years via continuing education and skills confirmation.

We also require ongoing maintenance of the following certifications for all field personnel:

- Florida Driver's License
- CPR
- Annual Skill Competency

In addition to these mandatory credentials, we continuously ensure all of our paramedics are also certified in:

- ACLS
- PEPP / PALS
- ITLS or PHTLS

These credentials must be maintained throughout the course of employment. In addition, our ALS providers are required to attend advanced airway and trauma classes, peer clinical reviews, rotations at local hospitals, and EMS conferences.



While our employees are responsible for maintaining their own certifications, our organization provides the tools and support necessary to make it easy for employees to stay current with their certifications and receive authorization by our Medical Director, Dr. Joe Nelson.

Our company's Clinical Education Services (CES) Department tracks certifications using a new program we plan to implement known as Ninth Brain, a web-based program, to ensure that all employees possess valid certifications. Using this online tool, as well as print notifications sent each month, we notify employees of upcoming certification expirations.

While it is the employee's responsibility to recognize and initiate the renewal process for any expiring certification, our CES Department supports employee efforts to maintain their credentials.

Additional Required Training

To continuously meet the changing needs of the City's EMS system, we require annual skills proficiencies and updates for all personnel, in addition to the required certifications.

Key West Rescue will provide ongoing training on a variety of topics driven by the system's Continuous Quality/Performance Improvement process, which will be made available to our employees and first response agencies throughout the year. We use online and traditional learning methods such as seminars, classroom-based instruction, and self-paced interactive web-based courses. This variety of course formats and scheduling options allows our employees and system first responders to complete their additional training requirements at their convenience. Additionally our employees are welcome to participate in the continuing educational offerings of any of our sister operations around the South Region.

Our CES Department facilitates the scheduling of classes and tracks employee completion of in-house continuing education courses. More information regarding our in-service training program can be found later in this section.



RFP Requirement:

Professionalism: The City expects and requires professional and courteous control and appearance at all times from the contractor's personnel, supervisors, middle managers and top executives. The contractor shall address and correct any occasional departure from this standard of conduct.

Professionalism

We understand that the City expects and requires professional and courteous service and appearance at all times from our personnel, supervisors, middle managers and top executives.

Key West Rescue is committed to providing the City with personnel who are specifically trained and certified to perform the duties of their job while treating everyone they encounter with professionalism, respect, and dignity.

We have found that mutual respect and a professional demeanor on the part of all involved parties creates the best impression of the medical transportation system for patients and their families, making them more comfortable with the transport, which in turn allows caregivers to provide the best patient care possible. One of our primary goals is to promote a culture which encourages employees to conduct activities with integrity, dignity, and care for each other and those we serve.

All of our Key West Rescue personnel will wear uniforms which clearly identifies our business name as well as the name of the employee. Should any employee, supervisor manager or executive have a departure from our established Code of Conduct, they will be discipline in accordance with our policy. A copy of our Code of Conduct Handbook may be found as **Attachment No. 3**, located on the CD-ROM titled "City of Key West Attachments."

D. Medical Equipment and Supplies

RFP Requirement:

In consultation with the City and the contractor, develop standards applicable to on-board equipment used in the delivery of First Responder services and Emergency Ambulance services within the service area.

On-Board Medical Equipment

Key West Rescue will develop a Quality Steering Committee (**See Page 32**) with representatives from the City of Key West, the Lower Keys Medical Center and local first responder agencies to provide guidance for on-board ambulance equipment for the Key West operation.



We stock all units with all major equipment items as mandated by the Florida Administrative Code 64J-1. A list of the on-board medical equipment used in the delivery of First Responder services and emergency ambulance services may be found as **Attachment No. 4**, located on the CD-ROM titled “City of Key West Attachments.”

RFP Requirement:

Equipment Requirements: Each ambulance unit shall be equipped with the required medical supplies, medications, bandages, splints, airway and suction equipment, oxygen and other supplies and disposable goods as required by the State of Florida guidelines. It is the responsibility of the contractor to maintain sufficient quantities of goods and supplies to adequately stock and re-stock vehicles without interruption of services. The contractor is expected to have additional supplies and equipment in a secure location within City limits to allow the re-stocking of first line vehicles on a 24/7 basis throughout the contract period.

Equipment Requirements

To ensure all equipment is properly maintained, we conduct an extensive checklist on a daily basis which is performed by all ambulance crews. An example of our vehicle check-off list may be found as **Attachment No. 5**, located on the CD-ROM titled “City of Key West Attachments.”

It is important we can ensure that all of our employees have the right tools and resources necessary to perform their jobs. We provide all employees with reliable, well-maintained, state-of-the-art equipment. We continuously introduce and implement new equipment and technologies to better meet our customers’ needs. We stay current with industry trends, actively pursuing upgrades identified by our local employees or suggested by our customers.

We encourage our field personnel to participate in committees that investigate and test new equipment. We strive to enhance delivery of service and continuously update our equipment in order to stay current with trends in prehospital care.

Our ambulances are equipped to respond to multiple calls without having to go out of service for supplies. We empower our employees to identify and immediately report missing and/or damaged equipment and replace these items as needed. This ensures that during all responses, our ambulances remain fully stocked with properly working medical equipment.

Additional supplies and equipment are secured within the City of Key West at **1980 N. Roosevelt Blvd.** for immediate re-stocking needs.

Enhancement

As an enhancement for the City, Key West Rescue will provide four (4) LifePak-15’s, four (4) Stryker PowerPro’s and four (4) CPAP Whisper Flow’s for the new contract.



E. Financial Reserve for Clinical Upgrades

Funding Clinical Upgrades

Delivery of care enhancements is a key component for improving service to our communities. To stand behind our commitment to the City, Key West Rescue will budget and commit \$15,000.00 as financial reserves for clinical upgrades related to our services.

This will allow Key West Rescue to be financially prepared for new clinical standards, improvements in equipment and changes in technology which, in turn, will advance patient care and improve services to the residents and visitors of the City.

We will work collaboratively with the Quality Steering Committee to identify specific upgrades before we implement those upgrades to our services.

F. Quality Improvement Processes

RFP Requirement:

f. No less frequently than one time every three months, report on the clinical aspects of the quality of care and on the response time performance being provided by the contractor, first responder and priority medical dispatching services.

g. On an annual basis provide a written annual report to the City on the quality of care and an evaluation of those critical performance measurements of the EMS system.

h. Monitor all aspects of system performance including clinical quality of care and verification of response time performance reported by First Responders and the contractor.

i. Attend meetings with the administrators of the Emergency Department of the Lower Keys Medical Center in order to obtain insight and direct feedback from the primary medical receiving unit regarding the medical care that is being delivered by the system providers.

j. Provide consultation to the City's EMS Contract Administrator regarding requests by the contractor for relief from response time compliance in accordance with applicable provisions for relief in the agreement.

Key West Rescue's Quality Assurance / Improvement Program

The heart of Key West Rescue's mission is to provide patient and community centered care that is equitable, safe, effective, timely, and efficient as recommended by the Institute for Healthcare Improvement. Our approach to successful quality management is guided by the Baldrige National Quality Program Health Care Criteria for Performance Excellence. We incorporate the Malcolm Baldrige National Quality Program: Healthcare Criteria for Performance Excellence into our organization's strategy and actions.

We utilize this program as a model to guide the organization's CQI efforts and to evaluate overall progress. This system emphasizes system improvement through error elimination and behavior modification through training.



Quality Improvement Program

The goal of our Continuous Quality/Performance Improvement (CQI) program is to ensure that every one of our Key West patients receives the best care and customer service possible. In order to achieve this goal, our CQI program is designed to track performance in all areas of our operation.

We report on this performance monthly to the City, identify opportunities for improvement, and track the impact of improvement initiatives.

We commit to working with the City, the City EMS Administrator, and other key system stakeholders to accomplish the following:

- Define the key performance indicator (KPI) measurements
- Gather and report on data related to the KPIs
- Facilitate the analysis of quality/performance data
- Charter improvement projects designed to make measurable improvements in key areas

Cardiac Arrest Survivability



As an enhancement for the City, we will evaluate the community's out-of-hospital cardiac arrest rate and incorporate that data into a systematic plan, working with the local fire departments and hospitals as well as the community, to optimize patient outcomes, thereby reducing death due to cardiac arrest.

Heart Attack and Stroke



As an enhancement for the City, we will evaluate heart attack and stroke data to develop a comprehensive effort to decrease the time from the onset of heart attack / stroke symptoms to definitive treatment. This is commonly referred to as door to balloon (door to drug) time.

Additionally, we will develop an education campaign to increase early recognition by the public as well as improve patient access to treatment.

Our multifaceted approach to CQI includes the following:

- Oversight by a system-wide Quality Steering Committee led by our local Operations Manager, with participation by the Medical Director and our CES team members, along with other system stakeholders as appropriate;



- A comprehensive system for measuring, monitoring, and reporting on key performance indicators along with the competency to make measurable improvements as directed by the City;
- A team of Field Training Officers who help ensure performance standards, conduct training programs, monitor performance in the field, and participate in peer review audits;
- A stringent screening program for new employees, careful review of equipment needs, and physician-approved protocols;
- A comprehensive orientation academy that is followed by FTO-facilitated field training, evaluation, and continued mentorship, as well as in-house continuing education programs;
- Monitoring, coaching, and feedback by FTOs, Field Supervisors, and CES,
- Retrospective analysis of clinical performance, with direct access to performance data at any time by the City and the City's EMS Administrator

Oversight of CQI Program

We are dedicated to providing clinical excellence to each community we serve, and we are proud to partner with local EMS system stakeholders to turn that goal into a reality. For the City, we will continue to draw upon a range of resources to ensure that clinical excellence stays at the forefront of our efforts. While Key West Rescue's local Clinical Education Specialist and Medical Director are accountable to oversee the CQI program, our entire organization is dedicated to providing the best possible clinical care, and working collaboratively with our EMS system partners to continuously enhance our clinical performance.

Key West Rescue agrees to continue to complete / provide the following for the City of Key West:

- No less frequently than one time every three months, report on the clinical aspects of the quality of care and on the response time performance being provided by the contractor, first responder and priority medical dispatching services.
- On an annual basis provide a written annual report to the City on the quality of care and an evaluation of those critical performance measurements of the EMS system.
- Monitor all aspects of system performance including clinical quality of care and verification of response time performance reported by First Responders and the contractor.



- Attend meetings with the administrators of the Emergency Department of the Lower Keys Medical Center in order to obtain insight and direct feedback from the primary medical receiving unit regarding the medical care that is being delivered by the system providers.
- Provide consultation to the City’s EMS Contract Administrator regarding requests by the contractor for relief from response time compliance in accordance with applicable provisions for relief in the agreement.

Reporting Schedule

<u>Key Metric</u>	<u>Reporting Period</u>
Quality of Care	Quarterly
Response Performance	Monthly
Annual Report	Annually (no later than 3/31)
Risk Management Activities	Annually

Integration and Quality Steering Committee



As an enhancement, Key West Rescue is committed to implementing a **Quality Steering Committee** as part of our CQI program for the City of Key West.

While our company’s CQI program has components designed to help individual employees improve their clinical care and customer service, our primary focus is on system-wide performance.

Since the role of the contractor is integrated into a larger system of pre-hospital care involving the Public Health Department, hospitals, and fire agencies, we commit to active participation in all City efforts.

Key West Rescue will work closely with our City of Key West EMS partners to establish a Quality Steering Committee, which will be facilitated by our Clinical Education Specialist. It will include dedicated members of our local leadership team, the City EMS administrator, the Lower Key Medical Center as well as representatives of our front line employees. We will actively encourage and welcome participation on this committee by area fire agencies, local hospitals, other ALS providers, other EMS and ambulance providers, and public safety dispatch personnel. The Quality Steering Committee will meet monthly to review system performance in all key areas, charter improvement projects, and monitor the progress on active improvement projects.



Key West Rescue Personnel Tasked with CQI Program Oversight

Our company's Clinical Education Specialist for the City will be tasked with oversight of our CQI program and accountable for execution of our CQI activities. Our local Clinical and Educational Services (CES) team will administer the clinical component of our CQI program, under the guidance of our Medical Director, our Regional Clinical Services Manager and our National Director of Clinical Services.

Peer Committees

At Key West Rescue, we encourage all employees to be involved in making improvements. Our Peer Committees play an important role in evaluating new equipment, providing feedback on new protocols, helping configure the menus on the ePCR system, fine-tuning deployment plans, and assessing the performance of our communications center functions.

As a result, peer involvement assures employee ownership of new concepts, procedures, standards, and other progressive activities prior to implementation because they have assisted in developing these processes.

This promotes an atmosphere where Paramedics and EMTs are actively engaged in improving learning opportunities in their EMS system and the overall quality of care.

Field Training Officers

Our Field Training Officers play an important role in our CQI program. Made up of experienced Paramedics and EMTs recommended by their peers and supervisors, they function under the guidance and direction of the CES Department. Together they identify and develop training methods to implement new procedures, improve performance, and address identified individual training needs.

The FTOs function as the tactical unit to implement clinical innovation and performance improvement in our organization. They provide instruction in orientation programs, conduct field orientation for new employees, and assist in teaching in-service education programs.

Continued Commitment to FTO Staffing Levels: Key West Rescue recognizes that FTOs play a vital role in pre-hospital care, serving the local EMS system as mentors and role models for field personnel. In response, we commit to ensuring that an appropriate percent of our workforce is selected and prepared to serve as Field Training Officers.



Availability of National Resources

The City will benefit from our company's national resources focused on clinical excellence. Our three key national leadership groups include: The **Clinical Leadership Council (CLC)**, **Medical Directors Leadership Group (MLDG)**, and the **National Equipment Evaluation Team (NEET)**. Detailed information on each of the groups may be found below and on the pages to follow.

Clinical Leadership Council (CLC)

The CLC is composed of CES leaders representing all of AMR's regions, as well as key representatives of AMR's Clinical Data and Education teams, the EMSC Chief Medical Officer and Senior Vice President of Professional Services, as well as AMR's Vice President of Clinical Affairs. The CLC utilizes our national clinical data, in concert with contemporary medical literature, to identify Clinical Core Quality Indicators, as well as the strategies, programs, and standards necessary to achieve them.

Projects that the CLC has undertaken in the past several years include:

- Critical analysis of airway literature and establishment of national standards regarding the use of waveform capnography.
- Identification of the need for improved tools for vascular access in critically ill patients, and collaboration with the National Equipment Evaluation Team on the review and recommendation of a single Adult Intraosseous device.
- Development of a clinical recommendation for the use of CPAP in the prehospital management of congestive heart failure.
- Creation of a Documentation Guide and online training program to inform and educate all employees about Key West Rescue's documentation standards and the techniques necessary to meet them.
- Creation of a Substance Abuse guide to educate all Key West Rescue employees about the risks of substance abuse for medical professionals, and the resources that are available for individuals who need assistance.
- Establishment of national patient safety guidelines for patient restraint and bariatric care and transport.

Medical Directors Leadership Group (MDLG)

Medical Directors play an essential role in the establishment of clinical priorities, and in guiding the clinical practice of our EMTs and paramedics within their local communities. Our parent company, AMR, has approximately 85 local Medical Directors, each recognized as a leader in the medical and EMS communities in which they practice.



The Medical Directors Leadership Group (MDLG) is comprised of outstanding Medical Directors selected from each of the company's six (6) geographic regions. Dr. Joe Nelson represents the South Region on this prestigious group of physicians.

In collaboration with the CLC the Medical Directors Leadership Group provides guidance on the medical practice aspects of clinical excellence, including identification and integration of new core quality indicators.

A primary function of the MDLG is to serve as a resource for, and facilitate the involvement of Key West Rescue's Medical Director in Clinical Excellence initiatives.

National Equipment Evaluation Team (NEET)

The National Equipment Evaluation Team is a multidisciplinary team of clinical, safety/risk, and purchasing professionals that is responsible for selecting clinical and safety products for consideration, establishing evaluation criteria, conducting trials in operations, collecting and analyzing data from the trials, and making recommendations to the organization. Like the CLC and MDLG, members represent all AMR's regions as well as key national leadership.

The NEET team has a close working relationship with the CLC, MDLG, and the Safety/Risk leadership; these groups identify clinical and/or safety challenges that may have an equipment solution.

The result is that equipment evaluations are initiated to meet new clinical/safety demands or to solve organizational problems rather than in response to sales efforts by vendors. Once an evaluation is initiated the NEET team contacts vendors for a full review of potential products, screens them for reputation and approval status, and conducts a clinical trial in multiple operations. Once the data has been reviewed the NEET team makes recommendation(s) to the purchasing team and the item is made available to operations.

Here are examples of our parent company; AMR's initiatives related the selection and utilization of medical equipment that best meets the needs of our employees and patients:

- **Vascular Access:** Following a study of vascular access success in critical patients, the CLC requested that the NEET team review available adult Intraosseous (IO) devices. Following an exhaustive review of products, medical literature, and laboratory and operational device utilization, the NEET team recommended that operations implementing adult IO use the Vidacare EZ-IO unless contraindicated by local regulation.



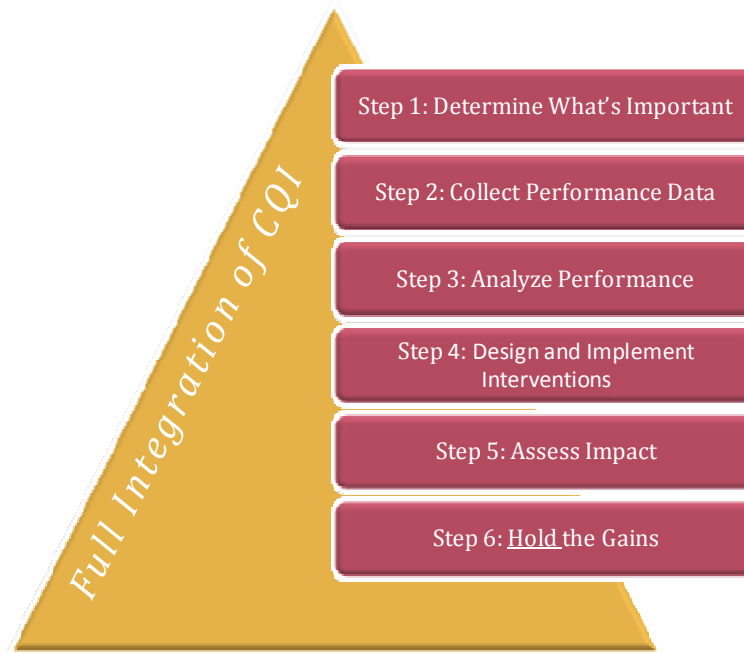
- **Low Friction Transfer Sheets:** the NEET team completed a comprehensive review of Low Friction Transfer Sheets (devices that improve the mechanics of transferring patients between beds, thus reducing the incidence of back injuries) in 2006 including field trials. Following operational trials the NEET team recommended the Ergodyne ON3-LTS 301 Lateral Transfer Sheet, and national funds were made available to make the devices available in all operations. The NEET Team recommendation for this product can be found in the Resources.
- **CPAP:** Medical studies on the use of CPAP in the prehospital setting have been promising. The NEET team reviewed available CPAP devices and a field trial of three devices was initiated. Based on these trials AMR operations have data to guide them in selecting the CPAP device that best meets their needs. Since the release of this recommendation in 2007 several new products have come on the market, and in March 2010 a second trial began to test the benefits of the most promising new product.
- **Staff Safety:** Replacing the ambulance oxygen supply (H tank) is awkward and difficult, and has resulted in multiple employee injuries. The NEET team evaluated two different devices that provide mechanical assistance. One device was felt to be extremely useful; at the time of this writing the purchasing team is actively working with the vendor to make this valuable device available to our operations.

Full Integration of CQI

We integrate quality and performance improvement functions throughout our operations. The principles of systems/statistical thinking and the practices of measuring key performance data are hardwired into all aspects of our leadership approach. Our continued commitment is to work with the City and system stakeholders through the Quality Steering Committee to measurably improve the quality of healthcare provided in the City of Key West. Under the guidance of the Quality Steering Committee, we will follow the CQI model illustrated on the page to follow.



Key West Rescue's CQI Process Step-by-Step



G. In-Service Training

Continuing education plays an important role in delivering clinical excellence. We are a national leader in providing continuing education to our caregivers. This allows them to maintain the skills they need to provide superior patient care and develop their clinical skills as the local EMS system evolves.

The City will benefit from our depth of national educational resources, all focused on meeting the needs of individual caregivers within our local operation.

These resources allow us to offer frequent, convenient continuing education to our employees and also contribute to our success at retaining the best pre-hospital professionals in the industry.

Our in-service training / continuing education program is conducted under the oversight of our local CES team. They are responsible for developing enhancements to our local on-going training and education program that meets federal and state regulations and is responsive to changes in local operational and clinical activities.

Our local CES team works closely with our Operations Manager and Medical Director to ensure that our continuing education programs are responsive to issues identified through our quality improvement program.



Key West Rescue offers continuing education and certification classes throughout the year, including seminars, classroom-based instruction, and self-paced interactive web-based courses. Key West Rescue uses seasoned local experts to provide the training.

Continuing Education Requirements

In order to help our employees maintain their required certifications we offer our Key West Rescue employees a variety of continuing education and certification classes throughout the year, allowing them to complete their educational training at their convenience.

We offer the following courses to Key West Rescue employees at no cost:

- Advanced Cardiac Life Support Provider (ACLS)
- PALS and/or PEPP
- PHTLS and/or ITLS
- BCLS/CPR

Key West Rescue requires that all employees complete the following training programs on an annual basis:

- Emergency vehicle operations / driver safety
- Hazardous materials operational awareness
- Airborne and bloodborne pathogens – focused on infection control from the employee health perspective, as well as the perspective of patient protection
- Lifting and back injury prevention
- Fire extinguisher use and fire safety

Additional CE Courses Offered

Our CES team will also develop and deliver other training in order to meet the needs of our local personnel, tailoring local classes to address trends identified in our quality improvement process. We are committed to working with the City and local first responder agencies in identifying system-wide issues and collaborating in partnership to develop educational programs to address these issues.

“Our goal is to offer our employees a range of convenient learning options.”



Tracking Continuing Education Compliance

Our CES Department monitors employee compliance with continuing education requirements and will track completion of CE courses using a web-based platform, known as the Ninth Brain Suite™.

Our company has been using this tool since 2006 to support training and education, quality management, compliance and incident tracking, record keeping and other vital processes.

For example, Ninth Brain allows us to track upcoming certification expirations so we can notify employees well in advance of the need to update their certifications and ensure that our field personnel hold all required certifications. The Ninth Brain Suite™ also allows us to track course completion and compliance with annual refresher training requirements. It gives us the ability to scan copies of credentials to provide archival evidence of certification and training.

In addition, it facilitates communication with our employees, as it automatically generates and sends electronic reminders to our personnel. For example, they receive automatic email alerts regarding certification expirations, as well as reminders regarding upcoming courses that they need to complete.

In recognition of the importance of continuing education, we will provide our in-house continuing education courses at no cost to our employees, and we will compensate our EMTs and Paramedics with regular hourly pay when they attend mandatory classes while off duty. All of our continuing education offerings will also be made available to personnel from first responder agencies for only the cost of materials.



H. Employee Recruitment, Screening and Orientation

RFP Requirement:

Employment Practices and Background Checks: All persons employed by the contractor shall undergo a criminal record check conducted by the contractor. It is the City's intent in requiring criminal record check that the contractor is aware of any felony or misdemeanor convictions that could be a factor related to an individual's performance in an EMS system. This should include, at a minimum convictions related to driving under the influence, drug related offenses, and sexual offenses including rape, child abuse, and spousal abuse. The contractor must independently judge the employability and potential liability associated with employing any individual with a past history of such offenses. The contractor shall provide the City with its specific policies concerning drug and alcohol use and sexual harassment. In addition, the contractor shall provide as part of this proposal its employment policies relating to hiring of employees with felony and misdemeanor convictions. The contractor shall not employ or retain any employee whose driver's license is revoked or currently suspended.

Employment Practices and Background Checks

Criminal Record Check / Drug Screening

Key West Rescue contracts with a bonded agency that performs a criminal record and sexual and child abuse background check as part of the screening process for all of our applicants. We also screen to identify any applicant who the federal government has debarred from participating in a Medicare-funded program.

We also mandate strict adherence to a very comprehensive substance abuse prevention policy which will in turn reduce the likelihood of employee substance abuse issues. This mandate promotes a safe environment for our Key West Rescue employees, patients, and the general public. Individuals who receive a job offer from us must complete a post-offer/pre-placement drug test. We do not employ or retain any employee whose driver's license is revoked or currently suspended.

The City may find specific policies concerning drug and alcohol use and sexual harassment in our "AMR South Region Employee Handbook," found as **Attachment No. 6** located on the CD-ROM titled "City of Key West Attachments."

The City may also find our employment policies relating to the hiring of employees with felony and misdemeanor convictions as **Attachment No. 7** (*Workplace Safety and Background Screening*) located on the CD-ROM titled "City of Key West Attachments."

Employee Assistance Program

All of our employees are eligible to participate in our Employee Assistance Program. It provides up to five free outpatient counseling sessions each calendar year. If extended time is needed, employees are referred to a care provider in their health benefits program.



Key West Rescue contracts for these services through the Managed Health Network (MHN), which offers easy access and emergency assistance 24 hours a day through a toll-free telephone number. The service is also available to leadership personnel who need a resource when counseling a troubled employee.

The confidential counseling includes early intervention and treatment support regarding alcohol and substance abuse issues, complementing our company's drug-free awareness program that educates employees about alcohol and substance abuse issues.

Key West Rescue's Recruitment, Screening and Orientation Process

For the past 28 years, we have fully believed that the success of our Key West Rescue operations has depended on the skill, experience, and character of our Paramedics, EMTs, and dispatchers. From the very first day we begin our screening process, we look for individuals who are not only focused on clinical excellence, but who understand the importance of teamwork in a complex EMS system. Our Key West Rescue employees value the importance of teamwork and have so since day one of their employment.

Throughout our new employee orientation, we seek to ensure he/she clearly understands his/her role in the City's EMS system, have the knowledge of system-specific requirements and our expectation for a focus on meeting customer specific needs.

We constantly strive to not only recruit and retain the best EMS personnel in the nation, but also seek to recruit a diverse workforce which reflects the City. Our recruitment and screening practices are culturally sensitive and focused on finding individuals who treat everyone they encounter with **professionalism, respect, and dignity**.

In this section of our proposal, we present to you our strategies on how we have selected, retained, and cultivated personnel who have effectively delivered services for the City of Key West and will maintain a continued focus on the success of the City's EMS system.

Recruitment Program

Our Florida State footprint as an employer of EMS professionals has enabled our company to build a regional recruiting program designed to support local recruiting efforts by developing the largest possible pool of qualified candidates. The goal of our recruiting program is to identify and attract the best pre-hospital medical professionals for long-term employment.



Our recruitment strategies include the following:

- A company recruitment tool kit that includes a realistic job preview of what our caregivers will experience with a career in EMS. The tool kit is heavily based on attracting those with a focus on customer and patient satisfaction and safety awareness
- Employee referrals
- Relationships with local and national EMS training programs
- Partnerships with the state employment offices as well as a number of diversity organization in order to attract a workforce that represents the community of Key West
- Internet advertisements on AMR and industry websites
- Exhibit booths at industry conferences and symposiums
- Participation in local job fairs
- Partnerships with the U.S. Military to place those in transitioning to a civil service environment
- Establishing partnerships with local educational institutions to provide clinical internships for EMT and Paramedic training programs as well as attending career fairs

Screening Process

Working alongside our Human Resources Department, our field personnel play a key role in screening new employees and identifying the best candidates. The goal of our competency-based screening process is to select an employee who not only exhibits exceptional cognitive and technical skill, but also demonstrates values that will enable the employee to deliver quality care and excellent customer service.

When selecting our employees, we also look for those who will contribute to the standard of care and embrace Key West Rescue's guiding principles. We focus on hiring community-focused individuals who want to make a difference as part of a local EMS system.

In addition, EMT personnel not just be selected for their current abilities, but are also selected for their ability to become our future Paramedics and industry leaders.

Our personnel undergo an extensive screening process to verify they comply with current licensure requirements and will provide the highest level of quality patient care and skills as applicable to their level of certification.



To be considered for employment with Key West Rescue, candidates are required to fill out an application and provide proof of current EMT certification/Paramedic licensure, current CPR certification, and current ACLS certification for Paramedics.

Candidates for employment follow a standardized multi-step process that includes the following:

- Written test
- Practical skills assessment
- Oral interview
- Reference and background checks, including criminal, employment, education and DMV record check, along with review of each applicant's credentials and references
- Realistic physical agility evaluation under the direction of a licensed Physical or Occupational Therapist
- Drug Screening

All of our employees are required to maintain their certifications as a condition of employment. We closely track certification and re-certification requirements.

That tracking will enable us to adequately plan and conduct continuing education courses that meet state requirements and to notify employees well in advance of certification expiration. We will provide monthly updates to all of our employees regarding the status of their licenses and certifications.

Classroom Orientation Program

Once individuals are selected to serve with Key West Rescue, each new employee undergoes a comprehensive orientation program, which includes approximately 7 days or 52 hours of classroom and hands-on instruction in service and clinical excellence, Key West Rescue's policies and procedures, local protocols, and legal and compliance issues, as well as specialized safety and risk management and disaster training.



Subjects addressed during orientation include the following:

▪ Company structure philosophy, mission, and values	▪ Mobile data terminal and communication instruction
▪ Quality clinical improvement program	▪ Code of Conduct
▪ Injury and illness prevention program	▪ Overview of field training
▪ MCI training & ICS/NIMS training	▪ Human resources: benefits, payroll, and scheduling
▪ Critical Incident Stress Management	▪ Patient privacy / confidentiality (HIPAA)
▪ Workplace health and safety	▪ Tuberculosis screening / Hepatitis B immunization
▪ Violence prevention in the workplace	▪ Vehicle maintenance
▪ Diversity in the workplace	▪ Documentation standards
▪ Harassment-free workplace	▪ Equipment use, check out and trouble shoot
▪ Medical and legal guidelines	▪ Quality improvement standards
▪ Emergency Vehicle Operations (EVOC) 16 hour training	▪ Geography overview
▪ Local operational, clinical and EMS policy, procedures, and protocols	▪ Hazardous materials and weapons of mass destruction
▪ Customer service	▪ Employee and career development programs

During our orientation, EMTs and Paramedics gain knowledge and a full understanding of their jobs, the equipment they will be using, methods of safe practice and performance expectations.

The orientation class provides the environment for the new employee to learn about the structure of the local EMS system and how they, and the company, fit into the structure. Once they complete our orientation academy, the EMTs and Paramedics have a base level of understanding that is further enhanced during field orientation.

We continuously encourage City of Key West EMT and Paramedic students who will be interns in the local EMS system to attend our classroom orientation. With this approach, they can gain an understanding of EMS system requirements in the classroom.

Then, during their field internship, they can focus on the clinical skills. This allows interns to maximize their time spent onboard one of our units on clinical skills coaching and assessment.



Field Training

Following our classroom orientation sessions, our new Paramedics and EMTs continue the screening process as they complete a field training module, where they work side-by-side with an assigned Field Training Officer (FTO) onboard an ambulance. The Field training module consists of a minimum of 14 days of field orientation and evaluation with training and mentorship.

During the field training, new employees receive instruction and evaluation on the following areas:

- Patient care standard of excellence
- Policies and protocols
- Unit setup and stocking
- Navigation, map reading and call routing
- Driving maneuvers and skills
- Location and capabilities of each receiving facility

The new employee is scheduled as an extra person on the ambulance so the FTO can focus exclusively on the orientation, training, evaluation, and feedback of the new employee.

Throughout the field training, the candidate's performance is measured using the Field Training and Evaluation Program (FTEP) standards. The FTEP standards were developed with the goal of standardizing field treatment expectations and practice.

The performance standards are not only used for the evaluation of new employees, but are useful for benchmarking the performance of current employees to help identify training needs among field staff and to acknowledge those employees who consistently provide high quality patient care. All FTOs are trained to use the FTEP guidelines as they evaluate the performance of new employees.



I. Proposed Integration of Key West Fire Department as First Responder

RFP Requirement:

Integration of the Key West Fire Department as a First Responder

Currently the Key West Fire Department provides BLS service from its responding units. There are several licensed paramedics who are provided medical direction by the current contractor. The City may consider building the capacity and capability of its fire response network to operate 24/7 with a minimum of one ALS first response fire unit from each of its three fire stations. Working under the guidance of the medical director and in cooperation with the contractor, the City may expand its deployment of paramedics and will equip all responding fire apparatus in accordance with State of Florida licensing guidelines for ALS first response units.

On all incidents, the senior Key West Fire Department fire department officer will be responsible for incident command as espoused by the National Incident Management System (NIMS). The incident commander shall when appropriate designate the contractor's EMS supervisor or lead paramedic as the medical group supervisor based on the NIMS procedures. The contractor's senior EMS provider will be in medical control of all patient care in accordance with EMS protocols. Fire personnel will support the care provided by the contractor on-scene, and when the situation warrants, will accompany ambulance personnel in the ambulance by providing care en-route or driving the ambulance to the hospital.

Integration of the Key West Fire Department as a First Responder

Key West Rescue is currently dispatched to all 9-1-1 and KWPD officer request calls as the primary responder. KWFD is automatically dispatched to potentially critical calls including but not limited to:

- Respiratory distress
- Cardiac arrest
- Unconscious patients
- Major trauma

Enhancement

As an enhancement to the City, Key West Rescue will work on placing back-up reserve ambulance(s) to be deployed by fire department personnel during unexpected peak demand.

Key West Rescue will request response from KWFD and or KWPD for any assistance that the respective agencies were not automatically dispatched to. KWFD is responsible for making safe all hazardous scenes including but not limited to fire, hazmat, collapse, entrapment, hazardous atmospheres and vehicle crashes.



KWPD is responsible for making safe all potentially hazardous crime scenes including but not limited to, assault, armed suspects and violent patients.

J. Incorporation of Lower Keys Medical Center in Service Delivery Model

Key West Rescue currently operates under the written State of Florida EMS Protocols. Key West Rescue also operates under a protocol addendum written and approved by the AMR and Florida State Medical Director, Dr. Joe A. Nelson, DO. The addendum protocol was specifically written for Key West Rescue as we utilize advanced medications and procedures that are not currently listed in the Florida State protocols.

The Lower Key Medical Center will play a vital role in the Quality Steering Committee. Monthly, LKMC will be able to participate in the review of system performance in all key areas, charter improvement projects, and monitor the progress on active improvement projects.

Key West Rescue has twenty-four (24) hour-a-day, seven (7) day-a-week online contact with LKMC ER physicians via radio or cellular phone to request or clarify any medication or procedure as necessary.



III. Human Resources

A. Employee Work Schedules

Our work environment allows for personal growth, safety from harassment, and pride in personal achievement.

Our Key West Rescue employees are empowered to make the best decisions for their patients and their colleagues, and they are encouraged to further their education and realize a long-term, professionally rewarding career.

Shift Schedules

Our desirable work conditions start with schedules that meet the needs of our employees. All of our work schedules comply with contract provisions. We offer a variety of flexible working schedules that allow employees to spend more time with their families, attend school, or enjoy extended time off. We tailor our schedules so that each employee has adequate rest between shifts, while still allowing for complete overall system coverage. We have found that flexible shift choices create better job satisfaction and a good working environment for our employees.

We currently offer employees 12 and 24-hour shifts. Under the new contract, we will continue to offer a variety of shift options for our Key West Rescue field employees to accommodate their diverse needs.

In addition to full-time employment, Key West Rescue also offers part-time employment opportunities. Part-time shifts allow flexible scheduling for those employees who work with other Public Safety agencies within the City of Key West, and Monroe County. The utilization of part-time employees allows for Key West Rescue to staff additional resources when needed. It also gives our employees the opportunity to build long-standing relationships with other Public safety providers within the community. We strive (as often as possible) to refrain from mandatory overtime shifts by using our part-time employees to staff units before mandating full-time personnel back to work.

Further, should an employee become fatigued due to an unusually high call volume, Key West Rescue have established guidelines to ensure that the safety of these employees, their coworker(s), and the general public are not compromised. Field employees who feel too tired to perform the basic job responsibilities are required to notify the Key West Rescue Supervisor immediately, at which point, the Supervisor will man the ALS unit until another employee can be assigned.



The Key West Rescue Chief and EMS Commander are also available to respond to calls for service and or replace the Paramedic Supervisor as needed. To ensure their safety, employees are then requested to rest a minimum of three hours before being allowed to drive home.

B. Health and Safety Programs

RFP Requirement:

Risk Management and Loss Control Provisions

The City believes that education and aggressive prevention of conditions in which losses occur, is the best mechanism to avoid injuries to the contractor staff, city personnel and patients. Therefore, the City requires the contractor to describe in its proposal its current risk management program. If a program does not exist, they must develop and implement, within the first 12 months of the agreement, an aggressive loss control program including, pre-screening of potential employees (including drug testing), initial and on-going driver training using a curriculum equivalent to EVOC, randomized and significant event investigations (e.g., motor vehicle accident with injuries or any vehicle accident), lifting technique training, hazard reduction training and other training or policy guidelines that are directed towards injury prevention and accident avoidance.

Note: The pre-screening of employees must begin at the initiation of the contract.

The contractor will provide the City an annual report of their risk management activities and adverse events.

Key West Rescue's Risk Management Program

Key West Rescue has a long history of *safely* providing Emergency Medical Services to the people we serve. We conduct a pre-screening of employees beginning at the initiation of employment. The local operation, the regional support group and the corporate entity have long recognized and aggressively sought the human and financial benefits of a comprehensive occupational safety, health, and risk management program. In doing so, we have developed a wide array of risk management practices designed strategically to reduce risk to the patients, the employees, the communities we serve, and the organization. Our health, safety and risk management professionals are charged with two company leadership goals: *to be the EMS industry's safety leader, and to be the recognized safety leader among all industries.*

This superior program, which is currently in place in the City of Key West, offers the following key features:

- An experienced local team of personnel, all of whom are dedicated to ensuring safety at all levels of the operation, with extensive regional and national support
- Strict incident reporting standards that allow the management team to respond immediately to adverse events, initiate a thorough investigation, implement mitigation measures, and carry out corrective actions in a timely fashion



- A stringent Quality Improvement-focused safety program that has reduced risk and improved workplace safety significantly for Key West Rescue's patients, employees, and stakeholders.
- A highly successful umbrella Illness and Injury Prevention Program (IIPP) that tailors prevention measures to the actual type of work being performed.
- Insurance coverage that meets and, in certain instances, significantly exceeds the City's requirements.
- A comprehensive HIPAA compliance plan designed to ensure patient privacy measures at all levels of the organization

Health and Safety Policies

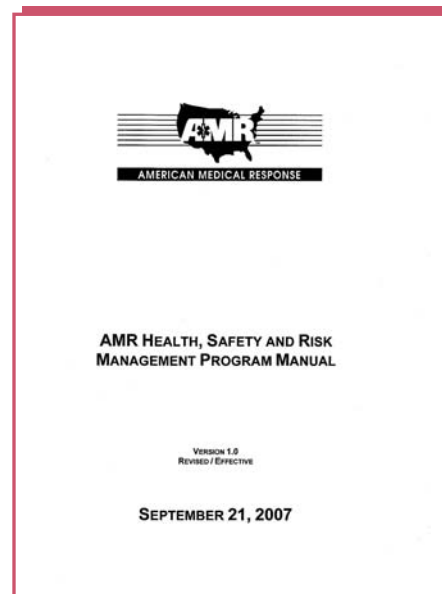
Key West Rescue's Health, Safety and Risk Management Program Manual detail our policies regarding our Injury and Illness Prevention Program and our Infection Control Program. We developed these policies based on our EMS experience, as well as external research. They serve as the basis for equipment selection, training, safety awareness, corrective actions, and regulatory compliance.

Health and safety manuals are provided to all employees at the time of hire and are explained in the first week of new hire training. These manuals are available at any given time for our employees, should they need to reference them.

The table of contents from our health and safety manual is included as **Attachment No. 8**, located on the CD-ROM titled "City of Key West Attachments."

A complete copy of the manual is available for review upon request.

We understand that regulations regarding occupational safety and health may be modified at any time, such as regulations regarding infection control and blood borne pathogens. Key West Rescue's Safety and Risk Management team monitors these changes to regulations, and is responsible to ensure that the organization adopts new policies and procedures to meet or exceed all new requirements.



Injury and Illness Prevention Program

The intent of Key West Rescue's Injury and Illness Prevention Program is to summarize our approach to basic safety and health management issues, and provide a structured approach to our organization's desire to effectively identify, evaluate, and control occupational safety and health hazards. It consists of the 11 Standard Operating Procedures listed below.

- Safety Incident Reporting
- Safety Inspections
- Lift Assists
- Gurney Safety
- Vehicle Safety
- Hazardous Materials Emergency Response
- Hazard Communications (including maintenance of Material Safety Data Sheets)
- Workplace Violence Prevention
- Compressed Gas Safety
- Fire Prevention
- Emergency Action Planning

Infection Control Program

The Key West Rescue Infection Control Program defines the roles and responsibilities of employees at all levels of the organization. It is a broad based policy supported by the following seven Standard Operating Procedures:

- Health Maintenance
- Infection Control Training
- Cleaning, Disinfection and Disposal
- Sharps Exposure Prevention
- Personal Protective Equipment
- Post-Exposure Management
- Respiratory Protection Program



Loss Control Program

Key West Rescue understands that maintenance of a safe working environment and aggressive safety and injury/illness prevention training are the most effective means of avoiding injury to patients and responders. We have therefore implemented a comprehensive loss control program that includes screening, training, and employee involvement in the development of a safe workplace.

Motor Vehicle Record/Background Checks

The reference and criminal record check described earlier is a key component of our hiring process and our loss control program. It includes a review of each applicant's Department of Motor Vehicle (DMV) record. In addition, we conduct an annual review of each employee's DMV record to ensure ongoing compliance with company driving standards.

The DMV's Employer Pull Notice Program also generates automatic notifications of any activity on enrolled drivers.

Drug Screen and Physical Agility Test

After we make an offer of employment, each candidate must pass the pre-placement exam, physical agility test and drug screen described earlier in this proposal. Key West Rescue contracted physicians and physical therapists developed the physical agility test to reflect accurately the physical demands of the pre-hospital environment using research identifying the most common patient-handling tasks and patient weights.

This "Functional Assessment Exam for EMS Workers" is a key component of our proprietary back injury prevention program, allowing us to identify any physical problems before we offer a candidate employment.

Employee Vaccinations and Titters

All Key West Rescue employees are required to complete a two stage tuberculosis (TB) skin test (or other TB testing as necessary) while in the new hire process. Routine TB testing for all employees is completed annually.

Key West Rescue employees are also required to complete the HBV (Hepatitis B) immunization series within the first six months of employment unless they show evidence of previous completion of the HBV series or sign an HBV waiver. Hepatitis B titers are completed to gauge the effectiveness of an Key West Rescue-provided hepatitis B series or as directed by a physician, to determine whether an employee has sufficient artificial immunity subsequent to a confirmed occupational exposure.



Influenza vaccinations are offered to all Key West Rescue employees on an annual basis. Company offered vaccinations and titers are provided to our Key West Rescue employees at no expense.

We continually re-evaluate and adjust our employee vaccination and titer policy based on current recommendation from the Center for Disease Control.

Annual Safety Training

Additional safety training will be provided online through Ninth Brain. Subjects include:

- Airborne Pathogens
- Bloodborne Pathogens
- Hazardous Communications
- Hazardous Materials
- Fire Extinguisher Safety

It is mandatory that all employees complete this training annually and we ensure that our employees are paid for their time.

Driver Training

Key West Rescue mandates that all employees whose job requires them to operate company-owned or leased vehicles to complete a 16-hour Emergency Vehicle Operators Course (EVOC) developed by our parent company, AMR, and an external contractor, and delivered under the guidance of our local CES team. The course accurately depicts those hazards a Paramedic or EMT may encounter while driving an emergency vehicle in city and rural conditions.

As part of the new-employee orientation process, each employee attends this two day program before being permitted to drive an emergency vehicle on public roadways. Additionally, Key West Rescue employees have refresher training annually.

In the classroom setting, each employee becomes well versed in the following vehicle concepts:

- Ambulance pre-trip
- Maintenance and fuel economy
- Vehicle dynamics
- Backing safety
- On-scene transit and parking
- Intersection collision avoidance



- Bad-weather driving
- Emergency-mode driving

The employee is then required to apply the concepts learned in the classroom to a driving-range environment. Employees are evaluated on their ability to negotiate serpentine, backing, and intersection obstacle courses. After successful completion of the EVOC program, employees are further evaluated by a Key West Rescue Field Training Officer during real-life situations in the field orientation process.

Annual Reporting

Key West Rescue will provide an annual report regarding all risk management activities and adverse events to the City. This report will be provided no later than March 31st of the following year.

RFP Requirement:

OSHA and Other Regulatory Compliance

It is the City's expectation that the contractor will adopt procedures specifically for the Key West contract that will meet or exceed the regulatory requirements for occupational safety and health including but not limited to infection control, blood borne pathogens and TB. The precautions shall be designed for both the safety of ambulance personnel and Key West Fire Department first responders. Additionally, such measures would include, but not be limited to written procedures and directives, universal precautions, periodic training and safety alerts, annual medical screenings and the wearing of personal protection equipment. The Contractor shall insure adherence to all HIPAA guidelines.

Key West Rescue's Expanded Infection Control Program

Our actions and philosophy about safety and communicable disease prevention go above and beyond industry norms because we think of our employees' safety and health in relation to the health of our patients and our community.

Traditionally EMS systems use "Universal Precautions" and "Personal Protective Equipment" to protect their providers from acquiring infections while at work.

We will continue these employee-protective practices and will also implement an expanded infection control program aimed at decreasing cross-contamination among patients.

Every employee receives training during our new hire orientation on infection control, including how to use personal protective equipment as well as practices to reduce cross-contamination between themselves and patients and patient-to-patient.



We will maintain an aggressive set of ongoing practices to further reduce risk of infection and re-infection including:

- Aggressive employee vaccinations including H1N1 flu to protect ourselves and our patients
- Upgraded plastic cot straps designed for decontamination
- Alcohol-based hand sanitizer in all stations, ambulance cabs, and patient compartments
- Hospital-quality disinfectant wipes and implementation of disinfection practices designed to prevent colonization of infectious agents on ambulances, cots, and durable equipment
- Universal precaution equipment and personal protective equipment (e.g. masks)
- Aggressive hand-washing and glove use systems and protocols
- Provide stethoscope covers for clinicians to use and change between each patient
- Train clinicians to use infection control glove practices including putting on a new set of clean gloves each time they touch their patient, and
- Notification of partner agencies as soon as we become aware of possible exposures.

In addition, we provide all supervisors with a strong foundation in safety and risk management training. This includes instruction covering for bloodborne and airborne pathogens as well as contact exposures and timely and proper treatment.

The Value of an Infection Control Program

The value of an infection control program to a community is the reduction of needless transmission of infectious diseases between patients, healthcare facilities, and the public at large. While standard measures such as hand washing and universal precautions are important, for maximum community protection against outbreaks such as SARS and H1N1 they must be combined with vigilant monitoring of public health data coupled with concrete action plans for employees and operations.

In April 2009, the CDC released initial reports on a series of cases of an unusual influenza strain that had caused deaths in Mexico and had apparently infected several individuals in New Mexico and Texas. Within **three days** of those reports our Office of Emergency Preparedness had consulted with the CDC directly, and our clinical leaders had released their initial “H1N1 Update” to our operations and the communities they served.



Over the next two weeks those guidelines were updated and we shipped almost \$1 million of gloves and masks to operations to assure that caregivers had adequate equipment to maintain appropriate precautions to protect employees and their patients. In association with weekly updates from the CDC, we provided operations with guidance on managing employees who had been exposed to H1N1, as well as employee educational materials.

These efforts resulted in more than doubling the number of employees who were immunized against both seasonal and H1N1 influenza. More importantly, not a single case of H1N1 transmission was linked to a Key West Rescue / AMR patient encounter due to this coordinated national effort.

Codes of Safe Practice

We have developed job-hazard evaluations for each main category of employees, including field personnel. Using these evaluations, we determined the tasks that each group of employees may perform in their respective work environments and the potential hazards associated with those tasks. We then determined the safe work conditions and safe work practices, including the use of Personal Protective Equipment (PPE), that are needed to address the hazards recognized for each significant task within that job category. These, in turn, have become part of what we call the “Codes of Safe Practice”.

By developing job-hazard evaluations and determining safe work practices for each category of employee, our company has been able to establish an expectation of “safety first” — linking safety policies, equipment, and training to potential, as well as actual, causes of injury, illness, or other harm.



We provide our employees with a full complement of appropriate Personal Protective Equipment, as shown in the following table.

1) Eye protection on person, in carry-in bags, and in the unit
2) Bag valve masks
3) Personal pocket masks
4) Combination visor-masks
5) Impervious gowns
6) Exam gloves in appropriate sizes. Waterless viricidal hand cleaner and towelettes. Easily accessible sharps disposal cleaners
7) Labeled bags for blood specimen tubes
8) Impervious shoe covers
9) N95 respirators
10) Disposable absorbent barriers (chux)

Field employees are trained and fit-tested in the proper use of National Institute of Occupational Safety and Health (NIOSH)-approved respirators for tuberculosis (TB) protection. Special emphasis is placed on the early identification of patients who are considered suspect TB cases so that employees can take appropriate precautions in advance of significant exposure. We also offer non-latex PPE for those employees and patients who may be allergic to latex.

Our comprehensive infection control program stays current with the ever-changing regulations of the Centers for Disease Control (CDC) and state regulations that help protect our employees, other emergency responders, hospital personnel, and patients from the risk of infectious disease transmission. Our infection control program includes specific policies and procedures to help reduce the risk of employee exposure to airborne, bloodborne, droplet, and contact pathogens.

Before they receive their first assignment in the field, Key West employees are required to complete detailed education and training on our infection control policies, procedures, and exposure prevention methods.



Employees also complete annual refresher classes on these subjects. Key elements of the program are also reinforced as part of our Codes of Safe Practice. This training will be tracked and reported in Ninth Brain.

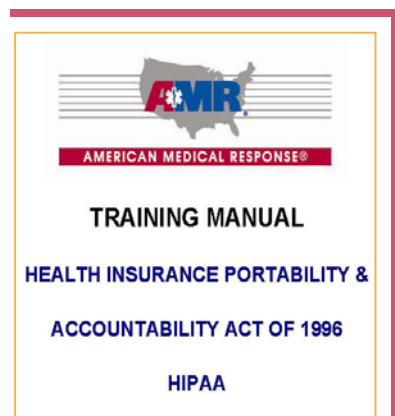
As a chief component of our infection control program, we track and monitor the hepatitis-B and influenza immunization status for field employees. We offer the hepatitis-B immunization series to each employee prior to initial assignment, at no cost to the employee, after which we track their hepatitis-B titers every four years and provide booster immunizations as needed. Our immunization program exceeds current CDC recommendations.

We also maintain a comprehensive TB control program, including a skin-test process and, when appropriate, chest X-ray and physician consultation. After initial baseline skin testing at the time of hire, each employee is required to complete a health questionnaire and a TB skin test annually. This program facilitates the early identification of employees with TB infection, increasing the efficacy of prophylactic drug therapies that are usually successful in preventing active TB disease. In addition to the skin-test program, each employee receives initial and annual refresher training that covers the various control measures that are effective in reducing or preventing the risk of TB transmission in the field setting.

We will submit comprehensive key performance indicator (KPI) reports to the Ambulance Contract Officer that reflects our Infection Control performance measurements and trend data to demonstrate the efficacy of these efforts.

HIPAA Compliance Program

Our company has developed and implemented a comprehensive program to comply with the requirements of the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”). As part of our HIPAA Compliance Plan, we ensure that Protected Health Information is released only as permitted under the HIPAA regulations, such as treatment, payment, or health care operations. Since HIPAA requires that all information be transferred in the ANSI format, our company has led the way in system customization to facilitate the HIPAA-compliant transfer of data to health care providers.



In addition, we have created training programs so that all personnel learn the practical applications of HIPAA on their jobs. All employees receive this training during orientation and again during annual HIPAA update classes.



Once the training is complete, all employees sign and submit an acknowledgement form, found on the last page of the training booklet. Additionally, our company has completed a series of risk analyses of our technical and physical security capabilities to determine what, if any, changes need to be implemented to ensure compliance with the Final Rule released on February 20, 2003.

Our HIPAA Committee and a technical security subcommittee are working with outside consultants to complete these assessments. We will continue to develop and implement the necessary procedures to ensure compliance with the security segment of HIPAA.

Our Local Compliance Officer is Ms. Amanda Yoh and she can be contacted at 303.495.1261.

C. Re-employment of Current Workforce

Our Key West Rescue employees who currently serve the City of Key West hold a great deal of value, expertise and invaluable local knowledge. They have shown their commitment to the community and have established vital relationships with first responders, KWFD, KWPD, KWIA FD, NAS KW FD, MCFR, USCG Sector KW, and other various Key West city entities. By selecting Key West Rescue as the provider of emergency transportation services, the City of Key West has the benefit of retaining a highly experienced workforce, with no need to subject that workforce to a disruption. As is our practice, Key West Rescue will deploy a variety of strategies to retain these skilled and motivated employees in the years ahead, and we will continue to work to attract new employees who will mirror their commitment to the community.

Key West Rescue currently has employees from outside agencies including, two full-time (2) KWFD personnel, four (4) part-time KWFD personnel, two (2) part-time LKMC Registered Nurses (RN's), one (1) part-time Life Net Flight Paramedic, one (1) part-time KWPD officer and one (1) part-time NAS KW FD Paramedic.

Approximately 90% of all employees, full-time and part-time live in Key West or the Lower Keys. This enables Key West Rescue to call in extra personnel for additional units for disasters, increased demand and special events at short notice.



IV. Customer Service Monitoring and Development

A. Program Development

At the very core of Key West Rescue's service is our commitment to superior customer service practices. This is a commitment demonstrated at every level of our organization. We recognize that our employees are our greatest and most valuable asset. Our employees must not only demonstrate clinical competence, but must also place the same level of emphasis into their delivery of superior customer service which ultimately reflects all care givers within the EMS system. Key West Rescue will continue to make every reasonable effort to listen to and communicate effectively with all patients regardless of language spoken or ethnic/cultural identity to ensure they receive appropriate clinical care and customer service.

Key West Rescue's customer service training is designed to teach excellence in customer service behaviors and practices. This training is integrated into a variety of initial and ongoing training models for our employees. It is a continual process with all our employees, regardless of tenure. Our commitment to superior customer services works to provide our patients the best service experience and helps eliminate complaints before they occur. Effective customer service recognizes the obligation to address our internal customers as well as our external customers. It is our *mission* to treat each other and our patients with dignity and respect and our expectation is that this commitment is extended to their friends and family. We also place emphasis for this same commitment to be extended to all of our allied agency personnel that interface and are partners in our delivery of service.

We will continue to determine how to meet our patients' clinical needs based on City of Key West protocols along with ongoing best practices benchmarking. We will continue to determine patients' customer service desires, needs, and expectations through regular patient satisfaction surveys for all customers for whom we have an address, direct feedback via email, random customer phone calls, hospital visits to solicit input, mail, and other processes.





Enhancement

As an enhancement, we will launch a website that will include a user-friendly customer feedback form. Forms from the site will be automatically forwarded to our Operations Manager who will review them daily and notify Key West Rescue EMS personnel of commendations or investigate complaints/concerns. All our quality and management processes are designed to maximize results for our customers and let us know how we are doing at meeting their desires, needs, and expectations. Our customers are the patients and communities we serve.

The Key West Fire Department, Key West Police Department, 9-1-1 Communications Center and City Administration are our customers as well as our partners whose purpose is aligned with ours. We will focus on supporting our partners including area Fire First Responder agencies, law enforcement agencies, hospitals, community health organizations, and other groups who work with us to serve patients and help our community.

We are committed to being the best possible partner for these system participants. We will continue to meet regularly with all our partners to assess their desires, needs, and expectations as we maintain close working relationships to have ongoing feedback and communication. The chart on the next page shows some of the expectations and requirements of key stakeholder customer groups to include our patients, the community, as well as governmental entities.



Stakeholder Satisfaction

<i>Stakeholder Satisfaction</i>	
<i>Our goal is to meet and exceed these expectations and requirements.</i>	
<i>Key Customer Group</i>	<i>Expectations/Requirements</i>
<i>Patients</i>	<ul style="list-style-type: none"> - Arrive quickly after 9-1-1 is called - Make me feel better; take away my pain, difficulty breathing, etc - Tell me what you're doing and why - Treat me with kindness, compassion, dignity, and respect - Transport me to the most appropriate, available facility
<i>Our Community</i>	<ul style="list-style-type: none"> - Take care of our needs so we feel safe - Work well with partner fire/public safety and healthcare agencies - Be involved in improving our health and our community - Help us control costs and evolve our systems of care
<i>Governmental Entities</i>	<ul style="list-style-type: none"> - Do what you say you'll do - Perform at or above the performance requirements in our contract - Actively participate in system improvement and innovation - Be fully transparent and accountable for your actions - Be responsive to our requests - Treat us with kindness, compassion, dignity, and respect
<i>Receiving Hospital</i>	<ul style="list-style-type: none"> - Tell me what you've done and why - Treat us with kindness, compassion, dignity, and respect - Please move your vehicle at the earliest possible moment - Leave a copy of your completed Patient Care Report – every time
<i>Medical Director</i>	<ul style="list-style-type: none"> - Arrive quickly after 9-1-1 is called - Document what you've done and why - Provide a concise and accurate report to the receiving hospital staff - Leave a copy of your Patient Care Report in the ED - Participate regularly in continuing education - Treat me with kindness, compassion, dignity, and respect



Monitoring Patients' Customer Service Needs - Customer Satisfaction Surveys

Our customer survey was developed after benchmarking Sarasota, Florida Fire Department's customer survey. This award-winning EMS organization used a Ph.D. organizational psychologist to guide over 300 individual hour-long interviews with patients from their 9-1-1 system to find out what mattered most to them. They used the information collected in those interviews as the basis for their written survey model questions.

Thus, the questions are designed to target information important to patients. Generally, customers say they want EMS service providers to:

- Get there fast
- Make me feel better
- Take away pain
- Tell me what they are doing and why before they do it.
- Our surveys are designed to find out how we are doing on the issues that matter most to patients and to collect performance improvement information, so the questions focus on our customers' experience and health.

On the page to follow is a sample Customer Satisfaction Survey. Most recently in 2009, Arlington EMS was recognized as one of the top five City services and our ongoing feedback processes allow us to adapt and improve.



Sample Customer Satisfaction Survey

Sample Customer Satisfaction Survey

(Sent to all customers for whom we have an address for)

Dear Patient and Family,

The paramedics from Key West Rescue recently cared for you or a member of your family. We are very interested in improving our service and we would appreciate it if you would take a moment to complete this survey and send it back to us in the pre-paid envelope.

Best Regards,

Steve Simonaitis, Operations Manager

How many minutes did you wait prior to calling once you began experiencing your problem? _____

Did the paramedics arrive quickly? Yes _____ No _____ I don't know _____

Did the paramedical act in a concerned and caring manner?

Yes _____ No _____ I don't know _____

The pain, difficulty breathing, or discomfort (the reason for calling) _____ by the time you got to the hospital

Got better _____ Got Worse _____ Stayed the Same _____

Overall, the care and service I received from the paramedics at Key West Rescue was:

Wonderful _____ Just fine _____ Could have been better _____

Is there anything you'd like us to tell the crew that took care of you or anything else you'd like to tell us? _____

Would you like to speak with a member of our management team about your service?

Yes _____ No _____

Your Name: _____

Your Phone Number: _____

Your E-mail Address: _____



Each survey has the questions in English and Spanish, the languages spoken by the majority of our customers. Each survey has a self-addressed postage paid return envelope to increase the percentage we have returned. On these surveys, patients reinforce what's most important to them.

In addition to our clinical care, there is also a need to have feedback on the customer perception of the experience. Customer satisfaction surveys enable us to assess the subjective qualitative experience of our patients. Surveys like the one on the previous page are distributed to all patients for whom we have an address.

B. Mechanisms, Record Keeping and Time Frames for Resolution of Customer Service Inquiries (non-billing)

RFP Requirement:

Service Inquiries and Managing Complaints

The contractor shall log all inquiries and service complaints, including complaints involving billing and collection issues. The contractor shall provide prompt response and follow-up to such inquiries and complaints. Such responses shall be subject to the limitation imposed by patient confidentiality restrictions and HIPAA privacy rules.

The contractor shall on a monthly basis submit to the City a list of all complaints received and their appropriate disposition / resolution. Copies of any inquiries and resolutions of a clinical nature shall also be referred to the Medical Director within (24) hours.

It is the desire of the City that the contractor notify the EMS Contract Administrator regarding the most egregious or criminal actions that could reflect negatively on the City or its employees. In these situations it essential that this notification be made as soon as possible and apart from the monthly reporting process.

Service Inquiries and Managing Complaints (non-billing)

Whenever possible, we aim to resolve all patient concerns immediately. Where there is a need for more information, we launch a formal investigation that involves interviewing all parties involved, including, when necessary, firefighters who were on the scene. We seek to make an initial follow-up with our patients within 24 hours of a concern coming to our attention and complete our investigations as quickly as possible. Should our investigation identify a shortcoming at Key West Rescue, we provide the necessary remediation and mentoring. The inquiring party is then re-contacted to inform them of the findings and reach resolution as closure to the inquiry.



Standardized Investigative Techniques

Key West Rescue uses a standardized investigative process to ensure accurate and non-biased findings in a timely manner. All members of our administrative team receive investigation training to provide them with the tools necessary to investigate and document all incidents in a standardized manner.

Each time an issue is raised, the following occurs:

- Direct contact with the involved personnel is made
- Necessary notifications are made (e.g., supervisor or outside agency)
- Written statements from personnel are gathered
- Patient and dispatch records are reviewed
- Other involved agencies are contacted
- Involved personnel are interviewed
- Gathered information is considered and corrective actions planned
- Corrective action plan is initiated
- Written responses are provided to originator whenever possible.

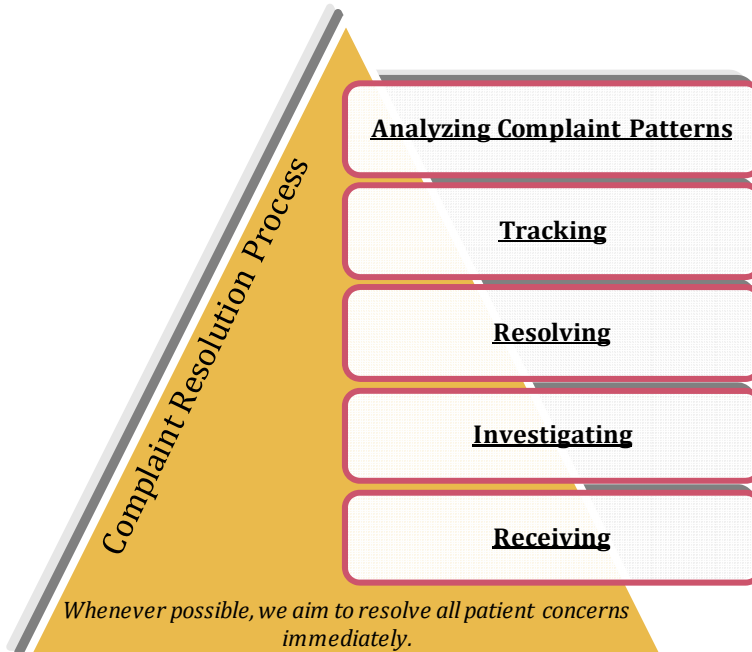
Key West Rescue's customer advocates make recommendations for resolution directly to the Operations Manager for customer concerns that go beyond routine billing inquiries to expedite the process and resolve the issue with 48 hours.

The operational flow for Complaint Resolution is as follows:

- **Receiving:** Complaints reach us through a variety of channels including phone calls, e-mails, website feedback form, supervisor personal report, and through regular meetings with customers and employees.
- **Investigating:** When a complaint is received, we will log it into our Ninth Brain Suite complaint management system. Our Clinical Education Services team leads clinical complaint investigations. Other complaint investigations are led by our Operational Field Supervisors. Investigations involve gathering all relevant information and identifying causes.
- **Resolving:** Methods to resolve complaints include meeting with relevant parties, offering apologies, correcting any problems, and taking appropriate corrective action to ensure they do not happen again. Our Medical Director will be notified within 24 hours of receipt of all clinical complaints and within 24 hours of resolution.
- **Tracking:** Our Ninth Brain Suite software will track issues and allow us to provide analysis, reports and ongoing monitoring of any potential patterns.



- **Analyzing complaint patterns:** With the incident tracking feature of Ninth Brain Suite's online database software, complaints are uploaded, and patterns are detected, tracked and addressed. We will follow up on all complaints that we receive.



Customer Service Telephone Line

As an **enhancement for the City**, Key West Rescue will establish toll-free customer service line number, to be answered on 24/7 basis. Those answering the phone will be trained to address customer service inquires as well as medical emergencies.

This strategy avoids a potential problem where a customer service phone number might be dialed in a situation where there is a true medical emergency requiring immediate action. When possible we work to resolve issues the same day that we become aware of them. If we are not able to resolve the issue by the end of business on the next day we will call the person who made the complaint to update them on the status of the investigation.

We will also publish this number on our “customer” website. It will also be publicized at all local hospitals, nursing homes, fire stations, and law enforcement agencies.

We will submit a list of complaints and their disposition as part of our regular follow-up with our City of Key West Contract Manager.



As stated previously, we will report all clinical issues to the EMS Medical Director within 24 hours of the occurrence and within 24 hours of resolution.

Key West Rescue has developed a comprehensive customer care program centered on our Mission, Vision and Guiding Principles. Our emphasis on customer service begins with the selection of new employees and continues throughout their tenure with the company. We recognize we have many customers which include but are not limited to the following: our patients and their families, emergency department physicians and nurses, the local medical community public safety agencies, public officials, our employees, and the community at large.



V. Fleet

A. Number of Vehicles Needed

RFP Requirement:

Vehicles, Vehicle Maintenance and Equipment Repairs

It is the contractor's responsibility to provide ambulances capable of transporting patients receiving ALS care, that meet KKK-specifications, State of Florida, and Monroe County minimum standards. The Contractor shall also provide all medical and technical hardware and software needed to properly equip each ambulance.

Vehicles

If awarded the contract, Key West Rescue will purchase two (2) brand new Type III ambulances. These new ambulances will include the “Road Safety” driver monitoring system. *Information on “Road Safety” may be found below.* All of our vehicles meet KKK specifications, State of Florida and Monroe County standards. We will continue to provide all technical hardware and software needed to properly equip each ambulance. A copy of our on-board medical equipment may be found as **Attachment No. 4**, located on the CD-ROM titled “City of Key West Attachments.”

Enhancement

As an enhancement for the City, Key West Rescue will provide one (1) back-up ambulance fully equipped as a bariatric ambulance. We are confident that this resource would be of great value.

Driver Monitoring System

To promote the safest possible driving, we will equip our ambulances with the Road Safety driver monitoring system. The Road Safety system is similar to the “black box” on airliners. Road Safety emits an audible signal to the driver when he or she comes to exceeding pre-set limits of gravitational forces on the vehicle.

The system monitors and records unsafe vehicle operating behaviors, such as speeding, turns taken too quickly and abrupt stops and starts.

The system ensures that our drivers provide a smooth and stable ride that is safer for all concerned (our patient, other motorists, pedestrians and our crew). The audible warning signal gives the driver sufficient time for corrective action before an incident occurs. If the driver ignores system warnings, the system creates an exception report transmitted back to the driver’s supervisor.



B. Ambulance and Equipment Maintenance Practices

RFP Requirement:

Vehicles, Vehicle Maintenance and Equipment Repairs

Vehicle maintenance shall be the responsibility of the contractor in accordance with the warranty maintenance specifications of the vehicle manufacturer. No vehicle with an odometer reading of greater than 150,000 miles will be used to respond to emergency calls. Records shall be kept for all maintenance and repair work and shall be made available to the City upon request. The City expects all ambulances and equipment used in the performance of the Agreement will be maintained in an excellent manner. Any ambulance, support vehicle, and/or piece of equipment with any deficiency that compromises its function must be immediately removed from service. All maintenance costs shall be the responsibility of the contractor. Any vehicle repairs, parts replacements, or general up-keep shall be the responsibility of the contractor. Vehicles are to be kept clean and fully stocked. The contractor shall maintain, store, and dispose of all bio-medical equipment and by-products in accordance with the Joint Commission of the Accreditation of Healthcare Organization (JCAHO) standard.

Key West Rescue's Stringent Preventive Maintenance Program

We understand that it is our job to ensure that the highest quality of vehicle maintenance is performed on our vehicles. For over 28 years, Key West Rescue has done exactly this for the City of Key West.

We are 100 percent committed to continuing to provide the City with a proven fleet maintenance program, ensuring careful evaluation of equipment and stringent standards for replacement of major systems which will continue to enable us to meet and surpass all performance requirements set forth in the City's RFP.

No vehicle with an odometer reading of 150,000 miles or greater will be used to respond to emergency calls in the City of Key West. We would encourage the City to consider back-up ambulances with mileage not to exceed 225,000 miles. We will keep all records for maintenance purposes and repair work and will ensure they are made available to the City upon request. Over the years, it has always been our goal to keep all of our Key West Rescue ambulances and equipment maintained in an excellent manner and we will continue to do so in the years to come.

Fleet Maintenance

Our goal in fleet maintenance is to eliminate all instances in which we must dispatch a second ambulance because the first-dispatched ambulance could not complete the assignment for any reason. While our vehicles are among the most reliable in the ambulance transportation industry, we are relentless in our pursuit of ever better performance in this critical area.



We maintain high reliability through aggressive preventive maintenance (PM) programs that, in numerous ways, are more stringent than manufacturers or the Federal Department of Transportation recommend.

Our proven vehicle maintenance program enables us to sustain our exceptionally high reliability rate. We define *reliability* in terms of critical failure - any situation that prevents a vehicle from responding to or completing a call or requires substitution of one ambulance for another due to a malfunction while on a call.

Preventive Maintenance Schedule

We follow a rigorous (structured) Preventive Maintenance schedule, with comprehensive scheduled maintenance of each vehicle occurring at regular intervals, as outlined on **Page 73** of this proposal.

Our Fleet Supervisors monitor vehicle mileage using our fleet maintenance data base (RTA) which produces preventative maintenance schedules. A vehicle will be cycled through the shop every 5,000 miles for one of three types of PMI inspection. Historically 5,000 mile intervals (max) - shows that we can obtain the maximum use of our vehicles without any impact on reliability.

Daily Inspection

Field crews are responsible for checking the vehicle and immediately reporting any problems to the Fleet Department. If crews encounter a problem, they document it on a Vehicle Report, which the Fleet Supervisor uses to schedule the repair and communicate with drivers.

Every 5,000 Miles

Every 5,000 miles, our fleet maintenance personnel perform a systematic bumper-to-bumper inspection of our vehicles, examining more than 170 parts. Following the comprehensive inspection, mechanics perform maintenance and service averaging 4 hours per vehicle. The fleet manager reviews each hard copy of the Preventive Maintenance Inspection Form to ensure satisfactory completion of the required maintenance.

All major components such as engines, transmissions, cooling, electrical, and other systems are inspected in detail at every service and replaced as needed. For example, mechanics visually, inspect engine and transmission oil while changing; check pumps, brackets and hoses for abnormalities. Vehicles will not be returned to service until any deficiencies are corrected and repairs are 100%.

All vehicles receive a complete brake inspection every 5,000 miles. Vehicles are road tested, all wheels are removed, and brake pads are measured and inspected.



All hardware and components are checked for wear and operation. Any component found to be worn or questionable is replaced with original manufacturer replacement parts. All vehicle tires are rotated and pressures adjusted.

25 internal component checks	Water pump inspection
41 external cab and body component checks	Rear-end suspension inspection
Electrical system, both the primary and secondary redundant system, and alternator tests	Drive-train suspension inspection
All front-wheel and rear-wheel component inspections	Change engine oil and filter
42 undercarriage and chassis component checks	Rotate and balance tires
43 engine-component checks	Lubricate chassis
Starter motor amperage test	Radiator Cooling system tests

Every 15,000 Miles

Every 15,000 miles, our mechanics perform the following scheduled vehicle inspection and maintenance:

- Repeat of 5,000 mile inspection and maintenance procedures
- Maintenance work averaging 5 hours per vehicle
- Replace fuel filters

Every 30,000 Miles

Every 30,000 miles, our mechanics perform the following scheduled vehicle inspection and maintenance:

- Repeat of 15,000 mile inspection and all the maintenance procedures
- Replace transmission fluid
- Replace vehicle components regardless of wear that are known to have wear limits. Example: Idler pulleys and belts
- The list below shows the activities that are performed by mechanics during every PMI inspection and routine maintenance events. Additionally, we perform random checks of the preventive maintenance documentation to ensure that our fleet is being maintained and documented properly.
- Mechanics and Foreman review necessary repairs with Fleet Manager
- Repairs are made and documented on a repair order form and entered in a maintenance database



- Vehicles are road-tested before and after repairs
- Documentation is completed for all preventive maintenance and repair activities for each ambulance. Each vehicle inspection and repair document is retained in a vehicle history file

A chart that depicts our rigorous preventive maintenance schedule may be found below.

Key West Rescue's Preventative Maintenance Schedule

Every 5,000 Miles	Additional Services Every 15,000 Miles	Additional Services Every 30,000 Miles
Lubrication	Repeat 5,000-mile service and add items below	Repeat 5,000- mile and 15,000-mile services and add items below
194 point safety and mechanical inspection	Replacement of fuel filter	Replace transmission fluid Wheel bearings are repacked and adjusted.
Change oil and filter		
Replace air filter		
Batteries – Test and inspect every service interval. Replace in sets of two if required.		
Shocks – Inspect every service interval and replace as needed.		
Universal joints – Inspect every service interval and replace as needed.		

Any component found during a PMI inspection that is worn beyond manufactures tolerances is immediately replaced during a PMI inspection. A vehicle will not be returned to service until the deficiency is corrected.

Key West Rescue's vehicle maintenance program is very stringent. Here are three examples:

- Key West Rescue replaces-all tires when tread depth measures 4/32". With high quality Michelin all season premium brand tires. The U.S. DOT standard for light-to-heavy duty commercial vehicles (including ambulances and buses) is 2/32". Our front tires are replaced almost 20 percent sooner than indicated by government standards.
- We replace brake linings at 4/32" remaining disc thickness. Using more expensive original equipment manufactures brake pads and associated components. The U.S. DOT standard for light-to-heavy duty commercial vehicles is between 3/32" and 2/32".
- Key West Rescue replaces batteries in sets of two (2). Repair garages typically inspect each battery and replace as needed.



C. Equipment Replacement

RFP Requirement:

Replacement of Medications and Medical Supplies for the Key West Fire Department: The Contractor shall develop written guidelines for the replacement of applicable medications, medical supplies, disposable splinting materials, and other disposable supplies utilized by the Key West Fire Department in the delivery of patient care. All such supplies, equipment, and medications shall be replaced on a no cost basis to the City. Any such plan must be a community wide plan as defined by, and in compliance with, Medicare regulations. The contractor must also develop a controlled substance storage, distribution, usage, and documentation policy that satisfy any applicable laws and medical director's policies.

Replacement of Medications and Medical Supplies for the Key West Fire Department

Key West Rescue will maintain written guidelines for the replacement of applicable medications, medical supplies, disposable splinting materials, and other disposable supplies utilized by the Key West Fire Department in the delivery of patient care. All supplies, equipment, and medications will continue to be replaced on a no-cost-basis to the City. Our replacement plan will continue be a community-wide plan as defined by, and in compliance with, Medicare regulations. We will maintain a controlled substance storage, distribution, usage, and documentation policy that satisfy any applicable laws and medical director's policies.

Inventory Tracking and Re-supply Process

The goal of our equipment inventory tracking and re-supply process is to maintain 100% readiness and 0% waste. By achieving these goals, we will continue to ensure that there will always be the right equipment, medical supplies, and medications on hand to serve patients. Key West Rescue will minimize over-stocking costs, so that more resources can be available to further patient care.

Medication Exchange Program

We recognize that there is a cost impact associated with replacing expired medications. Since there is a higher instance of medication administration during patient transport rather than on-scene, we will continue to offer a one-for-one exchange on medications (with the exception of controlled substances) 90 days prior to their expiration. (Per state guidelines regarding controlled substances, Key West Rescue is not permitted to exchange them with first responders.) We will place medications into our inventory where they are more likely to be used prior to their expiration; thus helping non-transporting agencies minimize this cost exposure.



VI. Billing and Collection

A. Billing and Collection Processes to Maximize 3rd Party Payments

RFP Requirement:

The contractor shall conduct all billing and collection functions for the EMS system in a professional and courteous manner. The City's goal is for the contractor to collect the maximum amount available from patients and third party payers, without unduly pressuring those who legitimately cannot pay.

The proposer must fully outline its billing and collection policies and procedures in its proposal. This should include samples of invoices, reminders, telephone collection methods, and handling accounts turned over to collection. Policies about acceptance of assignment and write-off should be specifically addressed.

Third-Party Billing and Collection

We understand that we may engage, at our sole expense, a third-party agent to provide EMS billing and collection services. We are fully aware of the complexity inherent in our nation's healthcare reimbursement system, and in response we make significant investments in training our field and billing personnel regarding billing, recovery, and customer service, as well as the financial challenges of today's health care environment. We also have an industry-leading Corporate Ethics and Compliance Program that enables us to maintain compliance and respond to any changes in regulations.

Third Party Payor Billing and Documentation Compliance Program

Key West Rescue is committed to minimizing out-of-pocket costs for our patients, and maximizing third-party reimbursement.

We provide a toll-free number on all bills for inquiries from patients and third-party payors, and we use a variety of mechanisms to improve claims processing efficiency and accelerate cash flow, such as Electronic Data Interchange (EDI) with third-party payors. EDI is used to:

- Transmit claims to several third-party payors, including Medicare and Medicaid
- Update and enrich account data
- Maintain membership information for fee-for-service contracts
- Automate data validation and enrichment process

The tools used by Key West Rescue to identify all avenues for reimbursement by third-party payors and reduce out-of-pocket costs for patients are a predictive dialer, automated data validation, and an enrichment process.



We recognize that some patients may not be able to provide information at the time of transport and that occasionally the information provided by the patient is not always accurate.

By following this process, our on-site billing representative can work with patients to reduce the stress associated with medical billing and reimbursement. We feel confident that this philosophy continues the clinical excellence provided by our qualified caregivers by assisting patients in resolving open accounts.

All private-pay and incomplete insurance accounts go through a comprehensive process, allowing us to:

- Identify third-party payors more quickly by verifying eligibility.
- Locate guarantors or additional parties responsible for paying the account.
- Correct social security numbers, policy and group numbers, or data relevant to insurance billing.
- Reduce the number of unpaid or unbillable accounts by increasing billing accuracy and collections.
- Improve the number of contacts and therefore the overall recovery.
- Resolve patient complaints, disputes, or customer service issues early in the billing cycle.
- Correct address irregularities that delay or prevent mail communication.

Information obtained during this process is loaded into the billing system daily, and the patient profile is updated. After reviewing the patient profile, we contact those individuals who do not have enough information to bill a third party and those people who are truly self-pay accounts. Once these functions have been completed, the account is assigned to the appropriate financial classification for follow-up.

Management for Past Due Accounts

Our proprietary system, AM2000, incorporates a workflow functionality that groups patient transports according to payor class. These groups flow into collection plans. Each collection plan is specifically tailored to the payment policy of the payor in respect to the state's prompt payment guidelines. As the patient transport approaches a milestone for an adjudication activity with the payor, the transport flows into a work bin that is designated for follow up activity. Customer Service Representatives (CSR) are required to process all transports within 5 days of arrival in their work bin. The CSR will contact the payor for payment status and document the activity, including promise to pay.



The CSR will also set the transport into a subsequent collection plan to queue in a work bin at a designated time if this transport has not been paid. The progression of collection plans is designated by the payor's policy and the state's guidelines for prompt payment.

In the rare occasion that a third party payor is not in compliance for an appropriately filed claim, our company has experience in navigating the appropriate legal channels to hold the payor accountable. This activity will resolve issues and avoid patients incurring hardship or unnecessary out of pocket expenses.

In the event that a patient's responsible portion of charges become past due, we have a similar functionality with collection plans and work bins that alert specially trained CSR's to communicate with the patient. Communication occurs through mail and telephone calls, depending on the age of the account. We exhaust every opportunity to ensure that all patient data is accurate and that claims have been filed with the insurance company. Key West Rescue also recognizes that each patient has specific circumstances affecting their economic situation; Key West Rescue is committed to working with the patient to bring about the best possible resolution for all parties. We do not use harsh collection tactics such as calling patients at their workplace or communicating in an unprofessional manner. Additionally, Key West Rescue is strictly compliant with regulations for fair debt collection practices. We focus on making sure the patient is properly and repeatedly informed of their responsibility as well as inquiring about any additional information that may be relative to their claim. Finally, Key West Rescue will work with patients to establish flexible payment plans to bring their account to resolution.

Occasionally, it does become necessary to enlist the services of an outside collection agency to collect past due accounts. We have carefully selected two third party agencies to execute collection activity. Key West Rescue has intentionally limited the number of agencies used so as to keep close and intimate control over the treatment of our patients and our reputation in the community.

Even in a collection situation Key West Rescue recognizes the dignity of our patients. These agencies do perform credit reporting functions. In the event that a local government has experience and comfort with a local collection agency, we will certainly entertain a relationship with that agency, so long as they meet the criteria and regulations for execution as a collection agency.



Payment Plans

Customer Service—Private Pay

Key West Rescue refers to accounts as “private pay” when no third-party payor has been identified. Even as the company seeks payment directly from the patient on private-pay accounts, we continue to inquire about third-party payment possibilities. The first invoice requests third-party payment information and asks the patient to contact our office. We always provide a toll-free number and return envelope. A sample invoice may be found as **Attachment No. 9**, located on the CD-ROM titled “City of Key West Attachments.”

Our Customer Service Representatives (CSRs) within our billing centers are the primary customer contacts. These individuals handle patient phone inquiries and update or redirect accounts as necessary. CSRs have a widespread understanding of all aspects of AMR’s billing practices and the practices of many third-party payors. They are also trained extensively in customer service practices.

PBS uses an Automatic Call Distribution [ACD] system, which allows phone monitoring and reporting, to route incoming calls to the most appropriate resource in a timely fashion. To facilitate customers to talk to the company; our Customer Service Department handles phone inquiries from 6:00 a.m. to 8:30 p.m. EST, Monday through Friday.

If patient contact has not been made, the account is routed to our national call center. The call center uses a predictive dialer interfaced to the AM2000 billing system; accounts with multiple transports are grouped for a single call. Key West Rescue uses patient contact to obtain third party-payor information. If a message is left, the account is held for two days before additional calls are placed. The call center also handles return calls for messages.

If a patient has no third-party payor, we then ask the patient which alternative payment method is best, including most major credit cards. When no other means are found, we have a liberal “installment plan” policy for payment arrangements. The minimum required payment is 10 percent of the original balance. If the payment arrangements are not adhered to, the account may be assigned to an outside collection agency.

Our private-pay collection plan is designed to generate third-party payment information and/or establish patient contact. During the private-pay collection cycle, accounts are put through an exhaustive process to identify third-party responsibility, make patient contact, and identify alternate payment methods.



Medicaid and Medicaid HMOS

AMR verifies all private-pay and Medicaid accounts for eligibility prior to submitting a claim. Once service is provided, it is essential that we identify the appropriate Medicaid agency to bill. If claims covered by a Medicaid HMO are billed directly to Medicaid, the claim will be denied. For this reason, one hundred percent of private-pay, Medicaid, and Medicaid HMO accounts are run through a verification process.

Once eligibility has been verified, we file the claim with Medicaid or the appropriate Medicaid HMO carrier. Unresolved accounts are queued for review by a Medicaid specialist 20 to 35 days later.

Contracts and Capitation

Our collection process can be configured to meet the specific requirements of individual contracts or capitated arrangements. Our special features for contracts and capitated arrangements include eligibility verification, exchange of membership information for matching, custom and batch billing formats and designated account teams.

Medicare

Key West Rescue accepts assignment on Medicare claims when covered services are provided. Medicare claims are filed electronically because electronic submissions accelerate resolution timelines and increase accuracy.

Despite our best efforts to ensure that a thorough, “clean” claim is submitted the first time, Medicare still denies some claims, launching an appeal process. Our policy is to work with each patient through the appeal. Most denials can be resolved with the patient or physician’s assistance at the first appeal. Secondary payors are billed for denied claims that are not reversed, and a copy of the Medicare denial is sent to the payor.

Insurance and HMO Billing

Patient assistance is provided throughout the prebilling, billing, and collection processes by exhaustively seeking third party billing information. To improve claims processing efficiency and accelerate cash flow, we use Electronic Data Interchange [EDI] whenever possible.

The EDI is used to:

- Transmit claims to several third-party payors (including Medicare, Medicaid, and several insurance companies and HMOs)
- Update and enrich account data through Insource
- Maintain membership information for capitation and fee-for-service arrangements
- Assign accounts for outside collections



We file claims with insurance carriers and HMOs on the customers' behalf. This applies to primary and secondary payors. Our policy is to maintain continuous communication with the patient during the insurance billing process.

Use of Collection Agencies

Key West Rescue strives to provide our patients and customers with the very best service for the most reasonable price. To ensure our ability to provide this service, we attempt to collect payment in full on each invoice generated. Our customer service representatives make every attempt to help our customers bill their insurance, establish a monthly installment schedule, and close their accounts, thus avoiding assignment to an outside collection agency.

Our exhaustive collection cycle processes, described throughout this section, demonstrate that we make every attempt to collect from the patient prior to assigning the account to an outside agency. When contact with customers does not result in payment or in special arrangements, we have no choice but to consider the account for outside collection activity. Prior to assigning the account to an outside collection agency, a final notice is mailed to the patient.

We insist that the professional customer service approach at Key West Rescue be extended through the external collection effort. All external collection offices are required to provide toll-free phone access and a special customer service department to address customer inquiries. Our collection business partners must have significant experience within health care, including collections, billing, and claims processing. We continually work with the collection agencies to improve their procedures and results.

We selected our outside agencies based on the quality and proficiency of their work, as seen in the following key attributes:

- **Technology:** Our agencies have created location and recovery systems specifically designed to collect ambulance accounts. This includes use of tracing databases, insurance databases, electronic billing systems, and sophisticated collection and telephone software. Our agencies use predictive dialing systems and call logging to manage patient contact.
- **Philosophy:** Our agencies operate as an extension of AMR's office. They must embrace our customer-service-first philosophy and treat each patient with dignity, respect, and care.



- **Delayed Credit Reporting:** Sharing our understanding that healthcare collections are different than commercial collections, both of our agencies allow 90 days to elapse prior to reporting the debt to credit reporting agencies rather than the 30 days that most agencies allow. This gives Key West Rescue customers an additional 60 days to resolve the debt prior to their credit being impacted.
- **Organization:** Our agencies must maintain separate insurance billing and customer service departments to ensure that the most practical and service-oriented approach is used to recover delinquent accounts. We therefore enhance our patient relations by providing access to people and processes not normally found in a collection environment.
- **Results:** We expect high return without customer complaints. We also expect that the product of technology, philosophy, and organization be measured in the satisfaction of the patient and healthcare community in addition to the financial benefits of our partnership.

Write-offs / Assignment of Accounts

Our time-sensitive, event-driven collection process ensures fair treatment of the patient while maintaining the integrity of the billing cycle. Our recovery process includes:

- **Customer Service:** Key West Rescue follows up and supplements its prebilling and programmed correspondence with outgoing phone support via AMR's National Call Center. The center reviews accounts by contacting patients with its predictive dialing system and obtains payment plans and insurance information on private pay accounts.
- **Collection:** Unpaid accounts are assigned to our business partners, for outside collection processing. Our collection business partners must have significant experience within health care, including collections, billing, and claims processing. In addition, we work with the agencies to improve their procedures and results.

We insist that the professional customer service approach at Key West Rescue be extended through the external collection effort. All external collection offices are required to provide toll-free phone access and a special customer service department to address customer inquiries.



B. Mechanisms, Record Keeping and Time Frames for Resolution of Customer Service Inquiries (billing)

RFP Requirement:

The contractor shall log all inquiries and service complaints, including complaints involving billing and collection issues. The contractor shall provide prompt response and follow-up to such inquiries and complaints. Such responses shall be subject to the limitation imposed by patient confidentiality restrictions and HIPAA privacy rules.

The contractor shall on a monthly basis submit to the City a list of all complaints received and their appropriate disposition / resolution. Copies of any inquiries and resolutions of a clinical nature shall also be referred to the Medical Director within (24) hours.

It is the desire of the City that the contractor notify the EMS Contract Administrator regarding the most egregious or criminal actions that could reflect negatively on the City or its employees. In these situations it essential that this notification be made as soon as possible and apart from the monthly reporting process.

Service Inquiries and Managing Complaints (billing)

Customer Service

Our Customer Service Representatives (CSRs) within our billing centers are the primary customer contacts. These individuals handle patient phone inquiries and update or redirect accounts as necessary. CSRs have a widespread understanding of all aspects of AMR's billing practices and the practices of many third-party payors. They are also trained extensively in customer service practices.

Our parent company, AMR, whom handles all of our billing inquiries, uses an Automatic Call Distribution [ACD] system, which allows phone monitoring and reporting, to route incoming calls to the most appropriate resource in a timely fashion. To facilitate customers to talk to the company; our Customer Service Department handles phone inquiries from 6:00am to 8:30pm EST, Monday through Friday.

Any elevated complaints that may be brought to our attention regarding service or billing are handled by a Customer Service Liaison (Advocate) in the local billing office. Our advocates are well versed in operations and billing guidelines and have direct lines of communication with all operation sites and billing management staff. They are equipped to handle any manner of concern in an efficient and competent manner.



C. Examples of Transport Collection Audits

Key West Rescue's Management Process

To ensure optimum performance and customer service from our third party collection agency partners, Key West Rescue conducts a monthly review of collection account recoveries. Additionally, a random sample of accounts are reviewed daily by our local billing office to be sure the accounts are treated in a manner consistent with our dedication to excellent customer service. Our partner provides view only access to their proprietary system to allow for this rolling audit process. This provides for a real time review and immediate action should any aberrations occur.



VII. Organizational Experience and Key Personnel

A. Experience Providing Similar Services

RFP Requirement:

Experience: The City will, in part base its award on the experience of the provider and key staff personnel in administering, managing, and operating a 9-1-1 emergency ambulance program.

Experience

In this section we provide the City evidence demonstrating our experience / ability to manage 9-1-1 ALS ambulance services in a single service area with a population of at least 50,000 or higher. The systems we have chosen to showcase in this proposal include:

- Palm Beach, FL
- Broward County, FL
- Arlington, TX
- Jackson, MI
- Clark County, WA
- Contra Costa County, CA
- City of Riverside, CA

Palm Beach County

Community of Boca West

AMR began providing one (1) ALS standby ambulance to the Community of Boca West in 2005. ALS first responder service is provided by one (1) ambulance, staffed with two (2) paramedics and stationed within the community twenty-four (24) hours a day responding to approximately 1,100 9-1-1 EMS calls per year.

AMR currently provides ALS medical standby service for several equestrian organizations in the Village of Wellington, including stadium jumping and international polo. In addition, standby services are also provided for sporting events. AMR provides services for the Sebring Racetrack, other racing events, movie events and concerts.



Broward County

The Town of Lauderdale-by-the-Sea

AMR began providing primary EMS to the Town of Lauderdale-by-the-Sea back in 2008, along with the local volunteer fire department. AMR provides one (1) fully equipped ALS ambulance responding to approximately 1,100 9-1-1 EMS calls per year.

AMR provides ALS and BLS medical standby services to the Gulfstream Racetrack. AMR began providing the standby services back in 1992. AMR also provides medical standby for sporting events.

Arlington, Texas

AMR Arlington operates under contract as the Arlington EMS system and has 21 Advanced Life Support vehicles and 140 employees within the system. AMR Arlington is fully integrated with the Arlington Fire Department for medical control, communications, incident/event command and personnel credentialing.

All ambulances are dispatched and managed by AMR personnel, co-located within the City of Arlington Fire/EMS/Police communications center assuring full interoperability, immediate response and highly effective scene management.

The current contract increases the number of ambulances within the system, significantly improves the non-emergency hospital transports, provides modern equipment and will utilize “green” initiatives throughout the partnership.

This contract covers a 96 square mile area and a population base of 350,370. Since October 2001, AMR has been the exclusive provider for both 9-1-1 and non-emergency ambulance services under some of the most stringent response time requirements seen in the industry.

AMR has established a solid performance history in Arlington and has been responsive to system-specific issues. AMR partners with the City in developing and implementing innovative solutions with the Arlington failsafe franchise model. As a leader in EMS delivery, AMR is pleased to partner in a system recognized for the level of clinical sophistication and economic efficiency of the Arlington system. AMR has worked with the system leaders to achieve continual enhancements to the scope of clinical care for patients and the community.

AMR in Arlington, as in the many other communities we serve, continually demonstrates its ability to serve without placing the financial stability of the Arlington system at risk.



AMR currently provides medical standby services and is a corporate sponsor for the new Dallas Cowboys Stadium in Arlington. The City of Arlington develops an Event Action Plan (EAP) for every event within the city that specifically identifies and outlines the entire public safety component for all providers. This includes command and control, staffing levels, time requirements, briefing notices and back up services.

The EMS response within the stadium is integrated with the City of Arlington 9-1-1 system and provides seamless and consistent care from the seat to the Emergency Room for attendees. A unified command structure within the stadium allows for immediate dispatch of all calls with the CLOSEST medical personnel (either from the Fire Department or AMR) to respond and initiate care and begin the transportation process if necessary.

For an average NFL game, AMR provides three management/supervisor staff, three physicians (Field, Main First Aid and back-up physician), four Advanced Life Support transport ambulances and 19 additional EMT's and Paramedics staffing first aid rooms and response carts.

As a corporate sponsor and 9-1-1 partner with the City of Arlington, AMR was proud to be a key supporter of the CPR Arlington world record CPR training event in which we trained 4,626 (most of which were Arlington school district eighth graders).

The Dallas Cowboys and AMR also partnered in San Antonio with the Brooks Army Medical Center and Wounded Warrior program to bring soldiers to the Cowboy training camp to meet the players and coaches during practice.

AMR also has existing mutual aid agreements with numerous area agencies. We provide a variety of programs for local First Responders, and we reach out to the community with a multitude of educational programs.

Jackson, Mississippi

In Central Mississippi, AMR is the sole provider of emergency and non-emergency ambulance service in six counties (via contract with each county's board of supervisors). The service area includes the state's most populous city and county (the state capital, Jackson, and Hinds County). The operation also serves numerous other municipalities of varying size as well as large rural areas.

Slightly more than 550,000 people reside in the six counties and those counties encompass 4,505 square miles (an area close to the size of the state of Connecticut).



As of -March 2010, AMR has served Hinds and Madison counties without interruption for 20 years. The operation became the ambulance service for Rankin County in 2004 and for Simpson, Smith and Yazoo counties in 2008. In Hinds County, AMR is in the second year of the first of two four-year extensions on its contract.

AMR Central Mississippi provides all-Advanced Life Support service with contractually-mandated response times. The operation's response time requirements include the most demanding in the state. For example, in the City of Jackson, AMR must have an ambulance on the scene of at least 85 percent of all emergencies in eight minutes or less.

The operation is nationally accredited by the Commission on the Accreditation of Ambulance Services (CAAS). The site first earned CAAS accreditation in 1995 and has retained that distinction without interruption.

All six county boards of supervisors, in their contract with AMR, have designated AMR as their "Lead EMS Agency." That designation makes AMR responsible for coordinating the overall EMS system, including the provision of physician medical direction for fire-rescue departments (both paid and volunteer).

AMR Central Mississippi employs approximately 300 full-time and part-time paramedics, EMTs, call-takers / dispatchers, vehicle service technicians and other ambulance professionals. Mississippi EMS regulations require all paramedics and EMTs to maintain National Registry credentials.

The operation has a fleet of 70 ambulances, including specialized vehicles for mobile intensive care, neonatal transport and transporting morbidly obese patients. The operation employs its own specialized mechanics and a fully-outfitted fleet maintenance shop.

The site has its own 24-hour call-taking and dispatch center. Local Public Safety Answering Points connect 9-1-1 medical callers to AMR via one-button transfer. Certified Emergency Medical Dispatchers staff AMR's communications center around the clock. AMR Central Mississippi is progressive – clinically, technologically and administratively.

The operation initiated a network with four of the area's largest hospitals enabling paramedics in the field to wirelessly transmit electrocardiograms to the hospitals' emergency departments, so as to expedite management of patients with suspected ST-segment elevation myocardial infarction ("STEMI").



AMR Central Mississippi is known for its community outreach. Dozens of times each year, the site provides speakers for schools, elder centers, civic clubs, health fairs and other gatherings. Having built strong ties with local media, the site garners frequent coverage via news releases and talk show appearances.

The local team's live events (such as talks at schools) and media exposure emphasize ways the citizenry can help AMR do its best work (e.g., advocating house numbers and mailbox addressing that are easy to read from the street by day and night).

Each year-end holiday season, the operation donates several transports to nursing home patients, so they may enjoy time with loved ones at their family residences. Each New Year's Eve, the operation provides passenger vans that shuttle hundreds of inebriated party-goers to their homes, at no charge. The operation supports a broad spectrum of civic and charitable causes.

Clark County, Washington

This program includes 9-1-1 medical call-taking services and medical oversight. AMR was selected as the ambulance service provider through a competitive selection bid process in 1992 and was selected again in 1995 and 2004. Our current contract extends to September 2010. In April 2009, the EMS Administrative Board and the County Commissioners determined that AMR had earned a 2-year contract extension as outlined by contract. If this extension is exercised by AMR it will extend the current contract to September 2012.

AMR serves as the exclusive emergency and non-emergency ambulance provider in Clark County EMS District No. 2, which encompasses the cities of Battle Ground, LaCenter, Ridgefield, Vancouver, and unincorporated areas of the County. Camas Fire Department Ambulance and North Country EMS serve the outlying areas of Clark County, which are primarily rural. The Assigned Service Areas (ASAs) were assigned to the County's three providers in 1992.

Clark County has a population of 415,000. EMS District No. 2 has a population of approximately 370,000 and includes 298 square miles of the County's 628 square miles.

During the last contract year (*Oct. 1, 2007 through Sept. 20, 2008*) AMR handled 28,937 transports in EMS District No. 2. Clark County deploys a high peak staffing of 16 ALS units and a low peak staffing of seven (7) ALS units. We staff Clark County ambulances with one paramedic and one EMT-I, meeting some of the most stringent response times in the United States.



Riverside, CA

With a history dating back more than 40 years, AMR brought the first round-the-clock dedicated service, introduced Advanced Life Support (ALS) and formed one of the earliest public private partnerships with the city fire department. Through an ever-evolving process of performance improvement, the system continues to operate at high levels, serving a population of more than 310,000 residents and covering a landmass of 94 square miles.

System highlights include: emergency medical dispatch, paramedic first response by the fire department, paramedic level ambulance, a shared physician medical director, minimum ambulance levels, and currently under development is a tactical EMS program in conjunction with the Riverside Police Department.

The franchise agreement also covers all non-emergency ambulance and special transport service needs for the local health care community.

The City is home to three primary care hospitals who offer an array of routine and high acuity services including cardio-thoracic programs, STEMI services, stroke centers and trauma services.

There are dozens of residential care, skilled nursing and rehab facilities in the City who are also served under the franchise agreement.

AMR maintains response time compliance to the 9-1-1 service and monitors on-time performance to all non-emergency service needs on weekly basis. The response time standard for all emergencies city-wide is 11:59 minutes or less 90% of the time – compliance for 2009 was 92% with an average monthly volume of 1,800 responses. Along with ALS ambulance service, AMR also provides nurse-level CCT, bariatric, neonatal and basic life support (BLS) ambulance services. AMR Riverside is CAAS Accredited.

AMR is currently under a long term contract with the City which is set to renew in July of 2010. Aside from exceeding its ambulance service obligations, AMR Riverside remains a committed corporate citizen supporting many community charities and providing expertise to many local boards and civic activities.



B. On-Site and Off-Site Personnel

RFP Requirement:

Key Personnel: The City will, in part, base the award of the agreement upon qualifications of the organization and upon the qualifications of its key personnel. The contractor will be expected to furnish the personnel identified in the proposal submitted throughout the term of the agreement. The contractor is expected to furnish the same personnel or replacement personnel with equal or superior qualifications. It is the specific intent of this provision to prevent "bait and switch" bidding practice whether intended or not.

Key Personnel

On-Site Key Personnel

The following are short biographies for each member of the leadership team located in and committed to the City of Key West EMS system. Their tenure with Key West Rescue is a testament to their commitment to our organization. In the event that any of these team leaders is promoted to a higher position within the company, or opts for a career or employment change, we commit to replacing each position with an individual with the same or superior qualifications. The City of Key West EMS system will be managed with at least one (1) Operations Manager and three (3) field supervisors.

Resumes and job descriptions for each of the following team members may be found as **Attachment No. 10**, located on the CD-ROM titled "City of Key West Attachments."

Steven Simonaitis, EMS Chief, Operations Manager

"It is an honor to be a part of the Key West Emergency Services family."

Steve Simonaitis serves as the EMS Chief, Operations Manager for AMR Key West Rescue. Steve's duties include oversight of the field operations and day-to-day activities of the Key West Operation. He is also responsible for oversight of compliance, Quality Assurance / Improvement and all other pertinent issues pertaining to the Key West Operation. During times of disasters, such as hurricanes, Steve is in constant contact with the Key West EOC operating as the ESF-8 Health and Safety Officer.

Steve has been employed with AMR Key West Rescue since April of 2002. He started out as a paramedic, soon after took over the role as Field Supervisor and eventually served as a Field Training Officer. He was promoted to EMS Chief, Operations Manager in 2008. Steve was the Assistant Lead Instructor for the 2004 KWFD Paramedic program.



He has taught continuing education for KWFD and has taught EMS classes at FKCC. Steve holds instructor certifications in ACLS, BLS, ITLS and PALS.

Steve came to Key West in 2002 from Georgia, with 23 years of experience in many phases of firefighting, rescue, EMS and clinical education instruction.

Dr. David Erlandson, Local Medical Director

Dr. David Erlandson practices emergency medicine at the Lower Keys Medical Center here in Key West, Florida. He graduated 31 years ago from the University of Connecticut School of Medicine and completed his residency at the St. Francis Hospital and Medical Center in Hartford, Connecticut. Dr. Erlandson is a Board Certified Emergency Physician and has been a member of the American College of Emergency Physicians since 1980. David joined the staff of the Lower Keys Medical Center as an Emergency Physician nearly 20 years ago and has been serving as the Director of Emergency Services at the Lower Keys Medical Center since 1996.

Dr. Joe Nelson, Medical Director, Florida

"My job is to support Key West Rescue EMTs and Paramedics in providing excellent emergency treatment to our patients. Our mission includes giving state of the art medical care on a daily basis as well as disaster response, such as our role during Hurricane Ike in 2008."

Joe A. Nelson, DO, MS, FACOEP, FACEP has been involved in emergency medical services for over 35 years. Beginning his career in 1970 as an ambulance attendant in Lakeland, Florida, he realized his true passion for EMS. He worked for Polk County, FL, EMS after obtaining his EMT certification in 1973 and Paramedic certification in 1976. He received his medical education at the Des Moines University College of Osteopathic Medicine and Health Sciences in Des Moines, Iowa. After completion of postgraduate training including a Fellowship in EMS Medical Direction, he returned to school and earned a Master of Science in Medical Management degree at Nova Southeastern University.

He is Board Certified in Emergency Medicine and is a nationally recognized EMS expert, holding a Certificate of Added Qualification in Emergency Medical Services. Dr. Nelson is a member of the Board of Directors for the Florida College of Emergency Physicians and on the Advisory Board the Emergency Medicine Learning & Resource Center. He has also been involved as the Medical Director for International Trauma Life Support of Florida and in the American Heart Association as an ACLS Regional Faculty member. Dr. Nelson has been a Medical Director for American Medical Response in Florida since 1992.



David Burgos, EMS Commander, Administrative Supervisor

"Key West, my city, my home. Endless service in times of need."

Dave Burgos serves as the EMS Commander for AMR Key West Rescue. He reports directly to Steve Simonaitis and is responsible for the day-to-day personnel operations. Dave also mans the EOC as ESF-8 during times of disasters.

Dave has been employed with AMR Key West Rescue for over 20 years, working initially as a paramedic, then as a Field Supervisor. He has been the EMS Commander for 10 years.

He is also a member of the Key West High school coaching staff in the football and baseball programs. Dave has taught EMS classes at FKCC.

Paul Scott, Supervisor, Logistics Officer

"Being a part of Key West Rescue & serving the City, is rewarding. I have often been thanked by family or friends on the street for caring for their loved ones."

Paul Scott serves as Shift Supervisor and Logistics. Paul is responsible for his shift operations and personnel. Paul is also responsible for inventory and the ordering all medical supplies. Paul also has operated in the Key West EOC as ESF-8. He is a member of AMR's Disaster Response Team and was deployed to several hurricanes in the Gulf Coast over the past five years. Paul has been with AMR Key West Rescue for 15 years, initially starting out as a paramedic and now a Field Supervisor for the past 8 years.

He was also Lead Instructor for the 2004 Key West Fire Department Paramedic program. He has taught EMS continuing education class for KWFD as well as FKCC. He has over 25 years of experience in EMS and Rescue operations.

Gavin Erwin, Supervisor, Fleet Officer

"After working for the military it's great to finally have a hometown."

Gavin (Dave) Erwin serves as a Shift Supervisor and Fleet Officer for AMR Key West Rescue. Dave is responsible for his shift operations and personnel. Dave also is responsible maintaining fleet operations such as PM scheduling and fleet records.

Dave has been with AMR Key West Rescue for 5 years. Dave has taught EMS continuing education with specialty in Weapons in Mass Destruction (WMD) for KWFD and has taught in the EMS program at FKCC.



Dave has over 25 years of experience in EMS and Rescue operations.

Henry del Valle, Supervisor, Training Officer

"I am honored to serve our community with commitment and integrity."

Henry del Valle serves as a Shift Supervisor and Training Officer for AMR Key West Rescue. Henry is responsible for his shift operations and personnel. He is also responsible for field training of employees and continuing education for KWFD.

Henry is the current EMS Program Director at FKCC, overseeing EMS related classes.

Henry has been with AMR Key West Rescue for over 12 years first as an EMT, Paramedic, and now a Supervisor.

Henry was born and raised in Key West and is a retired Captain from KWFD. Henry is also a sworn police officer in the State of Florida and works for MCSO as a reserve deputy.

Off-Site Personnel

Our strong local team benefits from the support of the following regional and national industry experts, who are immediately available should a need arise. Resumes for the following individuals are included as **Attachment No. 10**, located on the CD-ROM titled "City of Key West Attachments."

Edward Van Horne, Regional Chief Executive Officer, South Region

"As a regional leader, I work to assure the local operations have all the support necessary to provide premium patient care, disaster preparedness and industry-leading best practices. The citizens of Key West can feel secure that Key West Rescue is a provider for such a critical service in the community."

Edward Van Horne, Regional Chief Executive Officer for the South Region is based in Arlington Texas and reports directly to the American Medical Response President.

He provides strategic direction and management for all AMR operations in Arizona, New Mexico, Texas, Oklahoma, Arkansas, Louisiana, Alabama, Mississippi, Georgia, North Carolina, Florida, Tennessee and South Carolina which includes 34 operating units and more than 1,700 employees.

As an EMT & Paramedic for seventeen years, he takes pride in working closely with communities and the area employees to develop individual EMS systems focused on the patients, surrounded by first-class employee customer service.



Over the last twenty-four months he has been directly involved in the procurement, development and operational components of three major 9-1-1 systems in Western Arizona, Dona Ana County, New Mexico; Arlington, Texas; and Amarillo, Texas. All three systems operate over 20,000 transports with high performance 9-1-1 requirements, strong regulatory oversight and community partnerships that include local public safety agencies.

Edward holds a Bachelor of Science Degree from Rochester Institute of Technology, as well as an MBA from University of Phoenix.

Warren Porter, Regional Director of Clinical Education, South Region

"I've always felt the term 'Patient Care' was not a term to be used lightly; to me it is a calling. When I started in EMS I used to 'care' for one patient at a time but after thirty years I now take 'care' of whole communities

Warren J. Porter, MS BA NREMT-P, Regional Director of Clinical Education, Warren reports directly to Ted Van Horne on clinical matters.

He provides strategic clinical direction for all AMR operations in Arizona, New Mexico, Texas, Oklahoma, Arkansas, Louisiana, Alabama, Florida, Mississippi, Georgia, Tennessee, North Carolina and South Carolina.

Warren has over thirty years experience with EMS serving as paramedic, administrator, educator and author. He has helped with the design of the Texas Stroke network as well as the ST Elevation Myocardial Infarction (STEMI) system in the Dallas region. Additionally he was an author for the new National EMS Education Standards and reviews continuing educational material through CECBEMS.

Warren holds a Master's Degree in Emergency Health Services from the University of Maryland, Baltimore County. He is a Nationally Registered Paramedic, Texas Advanced Coordinator and has worked with the National Institute of Health's Resuscitation Outcomes Consortium on cardiac arrest outcomes.

Alex Castro, Safety and Risk Manager, South Florida

"AMR- Providing EMS today with Technology of Tomorrow "

Alex. Castro has been with the company for 15 years. He specializes in EMS driver training and has become one of the premiere Emergency Vehicle Operator Course (EVOC) instructors in the country.



Alex was the first instructor for the National Highway Traffic Safety Administration's (NHTSA's) Ambulance Driver EVOC program in the United States and piloted and implemented EVOC programs in areas like California, Georgia, Mississippi, New York, South Carolina, North Carolina, Washington DC, and the Bahamas and Puerto Rico.

He was Chair of the State of Florida EMS EVOC Subcommittee on Continuing Education Legislation for EMS Driver Safety from 1997-2003.

He is recognized as an expert in EMS traffic crash reconstruction and is often called to testify as an expert witness in legal cases. As a safety consultant for the University of Miami Organ Transplant Team, he developed the Standard Operating Procedures for emergency vehicles delivering transplant organs in emergency settings.

He is an expert in the company's Road Safety implementation and training and was responsible for implementing all of AMR's Road Safety systems in South Florida.

Greg Jones, Human Resources Manager, South Florida

"The quality of our work depends on the quality of our people."

Greg Jones provides human resources management and oversight for American Medical Response's Miami-Dade County and Key West Operations. Since 2003 Greg has been certified by the Human Resources Certification Institute (HRCI) as a Senior Professional of Human Resources (SPHR).

Greg is responsible for the day-to-day human resource functions for two operations employing approximately 160 EMS professionals and those that support them administratively and behind the scenes. In addition to recruitment, benefits, training and other standard personnel functions.

He works closely with the Operations Managers and Administrative Supervisors in the monitoring and enhancements of employee performance. Greg serves as AMR's Miami-Dade Operations' liaison with the local union and works closely with shop stewards and the union business representative in addressing union-related issues, grievances, etc.



VIII. Administrative / Financial

A. Transition Plan / Schedule

Key West Rescue has served the City of Key West for over 28 years. Because we currently serve as the incumbent provider for the City, we can offer the City the “ease” of not having to transition over to another ambulance provider. Our current Key West Rescue staff is reliable and each of these individuals has exceptional qualifications and successful experience with the City of Key West. We sincerely hope the City will see the quality of our leadership team and vast local history as two of *the many compelling reasons* for the City not to change ambulance service contractors.

Schedule of Proposal Enhancements

B. Provision of Insurance

(In accordance with Section E. Insurance Requirements)

CLASSIFICATION	TYPE OF COVERAGE	POLICY NUMBER	INSURANCE	RECYCLE NUMBER	LIMITS
A	COMMERCIAL GENERAL LIABILITY	09332010	09332010	09332010	\$1,000,000
A	GENERAL AUTOMOBILE LIABILITY	09332010	09332010	09332010	\$1,000,000
A	HEALTH CARE PROFESSIONAL LIABILITY	09332010	09332010	09332010	\$1,000,000
C	HEALTH CARE PROFESSIONAL LIABILITY (CLAIMS MADE COVERAGE)	09332010	09332010	09332010	\$1,000,000

Key West Rescue offers a full range of insurance coverage to reduce the financial risk to the company as well as our contracted customers. Our professional liability coverage is \$20 million per occurrence and \$20 million aggregate, and our general liability coverage is \$2.75 million per occurrence and \$10 million aggregate. Our auto policy has a \$5 million combined single limit, and our worker’s compensation policy is for statutory limits plus a \$1 million employer’s liability policy. Key West Rescue’s insurance coverage is arranged through Marsh USA, Inc., a well-respected broker that offers services to a wide array of health care-oriented clients.

The City will continue to be named as an additional insured on our policies, upon award of a new contract to Key West Rescue. Copies of our generic certificates of insurance can be found as **Attachment No. 11**, located on the CD-ROM titled “City of Key West Attachments.”



Surety Bond

Upon award to contract, Key West Rescue will provide the City with a \$ 1 million surety bond. We have provided a copy of our letter securing a \$1 million performance bond. This letter can be found as **Attachment No. 12**, located on the CD-ROM titled “City of Key West Attachments.”

C. Method of Providing Required Reporting and Performance Measurements

RFP Requirement:

1. Operational Reporting Requirements: Contractor shall provide within 10 days after the first of each month, reports dealing with its performance during the preceding month as it relates to clinical and operational performance as specified herein. The contractor will rely on the City’s CAD data in generating its response time reports.

2. Financial Reports: The contractor shall organize and report its financial records in a manner to facilitate the direct comparisons between dispatch incident numbers and patient account records. The financial records should be provided to the city on a quarterly basis.

3. Miscellaneous Recordkeeping: The contractor shall complete, maintain, and as requested by the City provide copies of records including:

-Deployment planning reports

-Vehicle maintenance records

-Continuing education and certification records documenting training compliance

4. Electronic Patient Care Reporting (E-PCR): The contractor will within three months of beginning service, institute and maintain an electronic patient care reporting system.

The contractor will be responsible for assuring that the system is compatible with the 9-1-1 call center to allow for population of EMS reports by the CAD system.

The contractor will be responsible for training all personnel in the use of the E-PCR system.

1. Operational Reporting Requirements

Key West Rescue will continue to provide within 10 days after the first of each month, reports dealing with our performance during the preceding month as it relates to clinical and operational performance. We will continue to rely on the City’s CAD system in generating response time reports.

Customized Reporting

One of our biggest strengths is our expertise in producing simple but sophisticated management reports for decision making, accountability, and performance improvement. Key West Rescue offers our healthcare customers the benefit of feedback mechanisms that accurately track compliance, productivity, QA, safety, and financial information.



In the ever-changing health care industry, Key West Rescue's ongoing success in delivering financially viable, superior patient care has depended on this invaluable source of intelligence.

We will be happy to partner with the City to jointly establish enhanced reporting criteria and create tailor-made reports that fit the specific / advanced needs of the City.

2 Financial Reports

Key West Rescue will continue to organize and report all financial records in a manner to facilitate the direct comparisons between dispatch incident numbers and patient account records. We will provide the financial records to the City on a quarterly basis.

3. Miscellaneous Recordkeeping

Key West Rescue will continue to complete, maintain, and as requested by the City provide copies of records including:

- Deployment planning reports
- Vehicle maintenance records
- Continuing education and certification records documenting training compliance

Information on our vehicle maintenance records and continuing education certification records may be found below.

Vehicle Maintenance Records

Key West Rescue uses a commercial fleet maintenance software package known as "RTA" to evaluate our performance. RTA allows us to document service and repairs, track mileage, and generate a full range of reports, including vehicle service schedules. In addition to producing vehicle preventative maintenance schedules, RTA produces a battery of reports detailing vehicle expenses, performance and cost per mile. Vehicle and replacement part performance can be reviewed from a standard platform and provide management with vehicle and replacement part performance.

Continuing Education and Certification Records

Key West Rescue will utilize a web-based training service called Ninth Brain Suite™. Our CES Department monitors employee compliance with continuing education requirements and will track completion of continuing education courses using Ninth Brain. Our company has been using this tool in other operations across the country since 2006 to support training and education, quality management, compliance and incident tracking, record keeping and other vital processes.



Ninth Brain allows us to track upcoming certification expirations so we can notify our employees well in advance of the need to update their certifications and ensure that our field personnel hold all required certifications. The Ninth Brain Suite™ also helps us track course completion and compliance with annual refresher training requirements. It will give us the ability to scan copies of credentials to provide archival evidence of certification and training.

4. Electronic Patient Care Reporting (ePCR)

MEDS and New MEDS Version 3.0: ePCR Software

If awarded the contract, Key West Rescue proposes the Multi-EMS Data System (MEDS) as the proprietary software for electronic patient care reports (ePCRs). MEDS offers a highly functional end-to-end EMS patient care record solution from data collection to reporting and data analytics.

MEDS was originally developed by our Parent Company's national team of programmers in collaboration with the San Mateo County EMS agency and other California, Bay Area EMS Agencies to address the 9-1-1 industry's need for a software program that could interconnect multiple data systems and other reporting and analysis tools while providing the rapid ease-of-use for day-to-day functioning EMS requires.

MEDS has one of the strongest reporting capabilities in the industry and is also customizable to enable collection of specific clinical and other data sets for research, quality, and monitoring purposes. There are currently more than 3,000,000 patient care records in our Parent Company's (AMR) nationwide database, with an additional 90,000 patient care records added each month, which gives us an unprecedented ability to benchmark and engage in clinical research projects.

The new version of MEDS, **MEDS 3.0** features several enhancements that allow our system to gather information, perform research, and execute performance improvement projects like never before. Some of the new features of **MEDS 3.0** include:

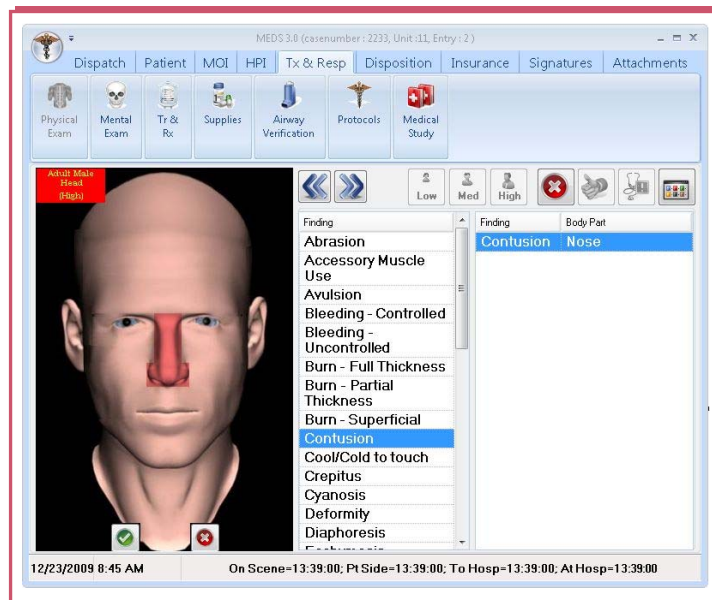
- Easy to add customizable drop down menus for composite checklists, City / County specific protocols, or research studies.
- Interface with Fire House Records Management System
- Updates will be pushed to laptops used by our crews every three weeks. This constant software improvement is a benefit over traditional version updates that are done by most software companies.
- Touch-screen or keyboard data entry
- Reverse phone lookup built in



- Portable scanners to insert trailing documents or identification cards directly into the ePCR. Images are sharpened and the file size is reduced for faster transmission
- Camera to take photos of patient medications
- Card reader to scan driver's licenses for demographic information. Works with licenses issued in any of the 50 states
- Interfaces with Lifepak-15
- Web version available
- Will be compatible with Cardiac Arrest Registry to Enhance Survival (CARES) database by the end of 2010
- Instant insurance verification for improved accounts receivable
- If we have previously treated a patient, MEDS 3.0 enables access to the prior PCR so the provider can see past treatments and other clinical information

The below MEDS screen shot depicts how easy it is to document physical exam findings.

MEDS 3.0 ePCR Screen Shot Physical Exam Documentation



This graphical interface simplifies the data entry process and significantly increases the accuracy of the data being collected on the ePCR.

The integration and data collection capabilities of the systems described above will allow for more visible and integrated access to the data collected by the various data sources used in providing EMS services.

E. User Fee Information

Key West Rescue

Pt.Name; _____

Base charge	701.96
Miles 1	\$ 13.91
2	27.82
3	41.73
4	55.64
5	69.55
6	83.46
O2	61.33
Pace/Defib	115.90
IV	81.12
C-Spine	81.12
EKG	54.42
ETI	115.90
Pertrach	164.64
Vent.	168.27
Atropine	24.86
Ativan	31.40
Albuterol	24.86
D-50	39.72
Epi 1:1,000	24.86
Lasix	24.86
Mag. Sulf	34.77
Zofran	46.36

Patient charge report

Date of Service _____/_____/_____

Normodyne/	46.36
Labetalol	46.36
Succinylcholine	52.32
Oral Glucose	31.40
Benadryl	24.86
Adenocard	81.12
Calcium	24.86
Dopamine	62.40
Glucagon	73.25
Lidocaine	24.86
Morphine	46.36
Thiamine	24.86
Vasopressin	55.69
Amiodarone	39.72
Cardizem	75.72
Epi 1:10,000	24.86
Haldol	24.86
Lido Drip	33.48
Narcan	46.36
Sod. Bicarb	39.40
Pavulon	79.70
Versed	46.36

TOTAL _____

Key West Rescue

Pt.Name; _____

Base charge	701.96
Miles 1	\$ 13.91
2	27.82
3	41.73
4	55.64
5	69.55
6	83.46
O2	61.33
Pace/Defib	115.90
IV	81.12
C-Spine	81.12
EKG	54.42
ETI	115.90
Pertrach	164.64
Vent.	168.27
Atropine	24.86
Ativan	31.40
Albuterol	24.86
D-50	39.72
Epi 1:1,000	24.86
Lasix	24.86
Mag. Sulf	34.77
Zofran	46.36

Patient charge report

Date of Service _____/_____/_____

Normodyne/	46.36
Labetalol	46.36
Succinylcholine	52.32
Oral Glucose	31.40
Benadryl	24.86
Adenocard	81.12
Calcium	24.86
Dopamine	62.40
Glucagon	73.25
Lidocaine	24.86
Morphine	46.36
Thiamine	24.86
Vasopressin	55.69
Amiodarone	39.72
Cardizem	75.72
Epi 1:10,000	24.86
Haldol	24.86
Lido Drip	33.48
Narcan	46.36
Sod. Bicarb	39.40
Pavulon	79.70
Versed	46.36

TOTAL _____



F. Term of Offer

RFP Requirement:

Term of Offer: The term of the proposers offer shall be in effect for at least 180 days from the closing date of this request for proposals.

Key West Rescue fully understands that our offer shall be in effect for at least 180 days from the closing date of this request for proposal.

G. Proposed Design of Company Web Page

RFP Requirement:

Web Page Access: The contractor shall provide billing and payment information that is account specific in a web based format. Patients shall have the opportunity to make inquiries, obtain account information, locate company contact information, and make payments on a secure on-line web page.

Web Page Access

Key West Rescue will work in partnership with the City to implement access to a web page which will provide billing and payment information that is account specific in a web based format. In collaboration with the City, we will implement a process where patients will have the opportunity to make inquiries, obtain account information, locate specific company contact information and make payments on a secure on-line web page.



H. Justification of Subsidy

Under the current RFP specifications with the transport volume, expense for service and expected revenue, a subsidy will be required. Our proposal fully details the operational costs involved and our experience in the fee for service revenue for Key West is factored into the subsidy requirement. In EMS a provider can never expect to receive 100% of its charged amounts as revenue, and an increase in rates does not result in a corresponding increase in revenue. Further, depending on a particular community's payer mix, increased charges above a certain threshold will have very little impact on the amount of revenue collected to continue funding the system. Currently 84% of the payers in the Key West community are Medicare, Medicaid, or self pay (no pay), and are unaffected by rate increases. That means 14% of our payors must cover 100% of increased costs needed to fulfill additional RFP requirements.

Collections from patients typically result in limited or no payment and create a politically-sensitive situation for City officials. One of the three major consumer objectives of a successful emergency medical system is reducing expenses associated with catastrophic injury or illness. The City of Key West uses government subsidy as a mechanism to ensure sustainability when costs exceed available financial resources.

Key West Rescue's proposed pricing is based upon our decades of Key West-specific experience serving the community and represents sustainable financial projections. We are pleased to offer a realistic fee structure that is fully Medicare compliant, highly competitive for today's complex ambulance reimbursement models, and an accurate reflection of the true cost of the services proposed in our response to the City's RFP. Grounded in a deep understanding of reimbursement rules and third-party payer strategies, Key West Rescue's pricing approach is geared toward ensuring the lowest possible out of pocket costs for the users of Key West ambulance services at the same time delivering the lowest possible subsidy requirement.

Should the City be interested in a different approach, Key West Rescue would be happy to discuss the impact of base rate and mileage charges and its impact to the system.

Base Rates	
Emergency:	\$701.96
Non-emergency:	\$701.96
Mileage (per loaded mile):	\$13.91
Base rates will increase by 3.5% each year.	
Base rates are unbundled and subject to additional rates for medical supplies and equipment usage.	

Year	Subsidy
Year 1:	\$625,000.00
Year 2:	\$646,875.00
Year 3:	\$669,516.00
Year 4:	\$692,949.00
Year 5:	\$717,202.00



I. Demonstrated Financial Capabilities to Complete Performance Requirements

RFP Requirement:

Proposers shall provide documentary evidence, which clearly documents the financial history of the organizations and demonstrates that the proposer has:

- 1. The financial capacity to handle the expansion (including implementation and start-up costs) necessitated by the award of the Agreement.**
- 2. Proposers shall include copies of its financial statements for the most recent two-year period. Audited financial records are preferable. If audited financial records are unavailable, proposer must provide un-audited financial statements supported by federal tax returns. In cases where the proposer is forming a new entity, the financial records of the parent company shall be available for review.**
- 3. Has the expertise in billing Medicare-Part B and other 3rd party payers of ambulance services (or contracts with a third-party agency with necessary expertise).**
- 4. Proposer shall provide information, which demonstrates a clear and convincing capability to implement and manage a billing and collection system. The proposer should include information about what steps, policies, procedures, training, equipment and management techniques would be utilized on award of the Agreement.**
- 5. Has the ability to secure insurance coverage's required under this procurement. Any existing self-insurance plan used for the purpose of qualification must substantially meet the requirements set forth in the RFP.**
- 6. Proposer shall detail any and all notifications of pending insurance (separate listing for auto and professional liability) claims, investigations, and settlements including both status and resolution.**

1. Financial Capacity

Pursuant to our ultimate parent company EMSC's most recent public filing, for December 2009, our organization's net worth is \$686.1 million with available working capital of \$516.1 million of which \$332.9 million is in the form of cash and cash equivalents.

The chart on the page to follow summarizes the requested financial performance data of EMSC, the 100% owner and ultimate parent of Key West Rescue, and shows the ability to convert short-term assets into cash if needed to meet our commitments and ensure our stability in our role as a provider of high-quality emergency medical services for the City of Key West.



Financial Summary

Financial Metric	December 31, 2006	December 31, 2007	December 31, 2008	December 31, 2009
Current Ratio:	1.77	2.19	2.55	2.48
Current Assets	532,489,000	670,760,000	815,174,000	865,217,000
Total Assets	1,318,217,000	1,479,563,000	1,541,219,000	1,654,707,000
Current Liabilities	300,962,000	306,891,000	320,141,000	349,139,000
Total Liabilities	932,177,000	1,030,067,000	1,002,180,000	968,620,000
Current Net Worth	386,040,000	449,496,000	539,039,000	686,087,000
Working Capital	231,527,000	363,869,000	495,033,000	516,078,000
Cash	39,336,000	28,914,000	146,173,000	332,888,000

EMSC holds the financial reserves to sustain operations and meet its commitments during any periods of unforeseen and unfavorable operating results. As documented in the accompanying audited financial statements, EMSC has substantial net worth of \$686.1 million as of December 31, 2009. Our credit facility with Bank of America provides an additional measure of protection. Key West Rescue can also draw upon a \$100 million revolving credit line through EMSC. A copy of a Bank of America letter of reference confirming current reserve borrowing capability and further terms of our credit facility can be reviewed as **Attachment No.13**, located on the CD-ROM titled “City of Key West Attachments.”

2. Financial Statements

A copy of EMSC’s 2008 / 2009 audited financial statements for the most-recent two year period can be found as **Attachment No. 14**, located on the CD-ROM titled “City of Key West Attachments.”

Financial reports can also be viewed online at <http://www.emsc.net/>. They demonstrate that Key West Rescue holds sufficient liquid assets to meet and exceed operating needs and provide immediate infusions of cash on demand, as needed.



3. Expertise in Billing Medicare Part B

We have been providing services to our patients under the American Medical Response name since 1992, with many of our subsidiaries operating prior to the 1992 incorporation. Our Akron, Ohio billing office handles over one million claims per year for both Medicare and Medicaid as well as other third party payors.

4. Billing and Collection System

In July 2005, our parent company implemented a Multi-EMS Data System (MEDs), our version of electronic patient care report (ePCR). ePCR will interface with AMR's proprietary accounts receivables management system, AM2000, allowing seamless integration to further enhance the efficiency of the billing and collection process. AM2000 contains business logic that uses the call source data and procedures information to drive the appropriate billing codes and rates. The business logic loads previous patient data into the various fields so that a customer has only to verify it, rather than provide all the information to EMS professionals at the time of the call. This information is verified and uploaded into AM2000.

Consider the following scenario:

Scenario

If a patient has been previously transported and has provided pertinent billing and personal information, that information will auto-populate the appropriate fields in ePCR and AM2000. The EMT need only ask if the information is current and update rather than gather information. This saves both time and energy for the patient and the EMT. It also allows the EMT to quickly focus on patient comfort and care rather than spend time gathering information.

A/R Information Systems

We use sophisticated technology to create an efficient billing and collection process. Key West Rescue's billing and collection process is aided by one of the nation's most advanced ambulance billing systems, AM2000. AM2000 is a proprietary system and does not rely on outside parties for maintenance, service, or modification. AM2000 is highly stable and the system and hardware have appropriate redundancy to protect data integrity and maintain function.



In the event of a catastrophic failure, the system can be replicated at an AMR site in Colorado or California, within 24 hours — ensuring that patient data is not lost, and the process to collect reimbursement from third-party payors can proceed smoothly.

The AM2000 system provides:

- Electronic Data Interchange (EDI) with payors
- An ambulance membership module
- Standardized data platform and audit trail
- Nightly automated system backup, tape storage in two locations, and full capability to recover data
- Standardized data processing protocols
- National economies of scale

Training

An extensive training program is given to all new employees prior to assuming their duties as a billing representative. This includes a minimum of six (6) weeks in training, both in classrooms and one-on-one with technical coordinators, learning policies, procedures, equipment and the most current industry regulations. This training ensures that all claims are billed accurately and efficiently for maximum reimbursement.

5. Insurance Coverage

Key West Rescue has the ability to continue to secure the insurance coverage required under this procurement.

6. Pending Insurance Claims, Investigations, and Settlements

Over the years and in the ordinary course of business, Key West Rescue has had insurance claims made against us, principally relating to professional liability, auto accident and workers compensation claims. Many of these matters are confidential in nature. At this time, we believe that any pending insurance claims that may be asserted against us are without merit and/or adequately provided for by insurance or reserves and will not have a material affect on the operations or the services that we would provide under this RFP. Key West Rescue maintains insurance coverage that far exceeds industry standards. We have provided a list of pending insurance claims for Key West Rescue as **Attachment No. 15**, located on the CD-ROM titled “City of Key West Attachments.” If the City needs further assurances or wishes to discuss any of these matters more specifically, we are willing to meet with the City to provide further assurances or specific details.



A Special Thanks to the City

We are proud to have served the City Key West for over 28 years. This City is our home. The community we serve on a daily basis, they are our family. This proposal is our continued commitment to be the best possible partner for the City, the Fire Agencies, the Hospitals, the Police Departments, and the Community Groups who work with us every day to help those in need of medical transportation services. We understand that difficult financial times for communities require a new look at public service models. Our proposal specifically increases the number of ambulances and equipment levels as requested, while working to keep city subsidy levels as close to current levels to balance the unique fee for service environment.

In closing, we sincerely appreciate the opportunity to submit this document to the City of Key West. We are very confident that based on our years of providing ambulance transportation services for your City, we will be able to continue to meet and or exceed your needs as an EMS partner. We are fully committed to making this a viable system that will continue to sustain integrity and commitment. We would be truly honored to continue serving the City, providing residents and visitors with the utmost quality of care.



Attachments

Monroe County's "Comprehensive Management Plan" & Key West Fire Department's "Disaster Plan".....Attachment No. 1

Key West Rescue's Medical ProtocolsAttachment No. 2

Key West Rescue's Code of Conduct HandbookAttachment No. 3

On-Board Medical EquipmentAttachment No. 4

Vehicle Check-off List.....Attachment No. 5

AMR's South Region Employee Handbook.....Attachment No. 6

Policies on Workplace Safety & Background Screening.....Attachment No. 7

Table of Contents from Key West Rescue's Safety & Risk Manual.....Attachment No. 8

Sample Invoice.....Attachment No. 9

Resumes.....Attachment No. 10

Certificates of Insurance.....Attachment No. 11

Letter from Van Gilder for \$1 million Seruty Bond.....Attachment No. 12

Bank of America Letter of ReferenceAttachment No. 13

2008 / 2009 Audited Financial Statements.....Attachment No. 14

Pending Insurance Claims.....Attachment No. 15

