



Agenda
Lake City Ambulance Commission Meeting
March 18, 2024
6:00 PM
Public Safety Building Training Room, 601 N. 10th
Street

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1. Call to Order/Introductions/Disclose conflicts
 2. Review and adopt/amend agenda
 3. Review and adopt/amend meeting minutes
 - a. Ambulance Commission Minutes December 18, 2023
 4. Informational Reports
 - a. Financial Reports-February
 - b. Activity Reports-January and February
 5. New Business
 - a. Approve hiring of Part-Time Paramedic Jessica Hauschild
 - b. 2024 Ambulance Work Plan-Draft
 6. Miscellaneous
 7. Future Meeting Dates
 8. Adjourn

LAKE CITY AMBULANCE COMMISSION

December 18, 2023

18:00 hours

Members Present: Sue Stiene RNMS Chair, Dr. Janet Chestnut, Julie LeCaptain EdS, Dr. Dennis Spano Medical Director, Mayor Mark Nichols Council Liaison

Others Present: Sara Rybarczyk Ambulance Director, Jerome Illg Finance Director, Anthony Schultz Accountant

Absent- Dr. Anne Towey, Dr. Shef Massey, Carolyn Ellingson MCHSLC Liaison

Stiene called the meeting to order at 18:05 hours with a quorum present.

Adopt Agenda

CHESTNUT MOTION, LECAPTAIN SECOND, ALL AYES

Public Forum- none

Approved Minutes- November minutes motion to approve with revision to section Financial Update-line 11 changing -a patient care reporting- to -a new patient care reporting-

LECAPTAIN MOTION, CHESTNUT SECOND, ALL AYES

INFORMATIONAL REPORTS

Financial Update

Lake City accountant Anthony Schultz presented the ambulance commission with a financial report on the status of the ambulance service. Schultz outlined the change to a new billing company that occurred in early 2023, and then provided a detailed report on some of the challenges seen with attempting to utilize bad data from the old billing company to be able to establish a true accounting of the status of the ambulance department financials. Schultz provided the Commission with a spreadsheet with a breakdown of the past several years of financial history of the service. Schultz explained that starting in 2022, the service had moved to an accrual method of reporting revenue, tying this to a receivable balance and booking a percentage of what was billed out each month, currently set at 32%. For 2022, this was appropriate. However, in 2023, the current adjustment percentage rate of 32% is not reflective of what the service is collecting in 2023. Schultz and Rybarczyk explained that this is tied to many factors, including the ambulance payor mix, which is mostly Medicare, and changes that can commonly occur when switching to a new billing company, such as working to meet the new standards of documentation and billing formats with the new company. While this percentage may come back up in 2024 and beyond, the recommendation is to reduce the percentage rate to 29%. The ambulance service will take a hit in collected revenue, but the 29% percent also leaves room for the service to hit their target. Dr. Spano stated that ambulance services and all care providers are working through revenue issues, and it is a very major problem for many services. Dr. Spano stated that Lake City Ambulance is in much better shape than many other services, and this is going to continue to be looked at in a much more in-depth manner moving forward for all agencies. Dr. Spano inquired about township contracts and whether the service could establish contracts to help offset costs. Rybarczyk explained that the 2016 RAA recommended to not pursue township contracts until such time as the service could provide a better foundation for services and for establishing working relationships with the townships. Rybarczyk explained that there may come a time when the townships are required to subsidize the ambulance service that is covering their area within their established PSA as many of the smaller services are struggling to provide these services with no financial assistance from the townships. This is a problem impacting services across the state. Rybarczyk stated that the service is focused on establishing strong relationships with the townships so that they are familiar with the ambulance service staff and the level of care they are being provided by the service. Assistant Director Benson has visited town hall

meetings for all the townships within the LCA service area, and has been working to create strong partnerships with the townships to ensure that the townships know they have the means in which to communicate and work with the department. Schultz stated that with the new billing company, he is also able to look at real time trends with types of payors, dates of aging, and is easily able to track the data now that we are getting good data. Schultz, Illg, and Rybarczyk will be meeting monthly to review the last months' data, collections, revenues, and the process should be very simple moving forward. Schultz advised that he will come back to the Commission and continue to provide updates as they are available. Chair Stiene stated that the report was extremely helpful, and very straight forward. Chair Stiene thanked Schultz and Illg for coming, and for providing a clear representation for the financials of the service. Rybarczyk stated that this has been a very big project for everyone at City Hall and for office staff at the ambulance service, and she thanked both Illg and Schultz as she stated they have been amazing to work with, and have been going above and beyond to ensure that the transition is complete and moving forward in a positive direction. Mayor Nichols inquired as to whether the service can use some of the state public safety aid to apply toward the hit the service will take in revenues or use it to offset capital purchases. Finance Director Illg explained that the money does have to be used for specific purposes. The service does not have much for capital expenditures in 2024. Dr. Spano inquired as to what the collection rate would be for a break-even point for the service. Schultz indicated that the percentage would likely be closer to 40%. Dr. Spano stated that he wanted to state to the Commission that Lake City Ambulance service does an outstanding job and provides excellent care, and he wants the community to know how fortunate they are to have such a good service. Dr. Spano state that he is speaking as a physician, not the medical director, and he sees what other services are providing, and Lake City Ambulance is top notch. Mayor Nichols stated that he is very proud to hear that from Dr. Spano, and having a physician make that statement holds a lot of weight with him and the community. Mayor Nichols stated that the service has the support of the community and the Council. Mayor Nichols stated that the ambulance service is essential to the community, and a commitment must be made so that the service is funded. Schultz stated that the good news is that activity is increasing and the revenue numbers are going up. Schultz stated that the adjustment is a step in the right direction now, and he will continue to provide updates with the commission to ensure that they are still comfortable with the current outlined plan. The Commission made a formal motion to approve the 29% percentage rate adjustment for revenues.

CHESTNUT MOTION, LECAPTAIN SECOND

Medical Director Quarterly Report

Dr. Spano reviewed the service activities for the past quarter. The 2023 4th quarter paramedic training was on cold weather emergencies including hypothermic cardiac arrests, behavioral emergencies, and farm and mechanical accidents. Dr. Spano reviewed moving from Haldol to Droperidol for behavioral emergencies, and crew discussed pros and cons. 4 case reviews were conducted with Dr. Spano, PA Matt Tentis, and NP Joe Kuzma. EMT's completed their annual variance training in October, and Paramedics completed their annual skills variances in November. Skills included were airway management, cardiac arrest pit crew management scenarios, CPAP, IO, IV, Pedi Board, Hare and Trager Splints, and Zoll Vent Airway management including BIPAP, CPAP, and ventilated patient management. December training for all crew was on the new Kangaroo mate newborn transport device that the service purchased in November. This device will allow the crew to safely transport a newborn baby on the mother's chest so that the new mother does not have to be separated from her newborn infant. The service does also have a neo-mate and pedi-mate device for safe transport of a newborn, infant, and child on the stretcher. The orientation process is ongoing with EMT Sarah Muenkel being released from orientation, Paramedic Taylor Dabrowski being released from orientation, EMT Jade Shingleton and EMT Austin Babcock moving to Phase II of orientation, and EMT Sarrah Foster starting Phase I. Dr. Spano will continue to provide quarterly updates.

Activity Reports-November

Rybarczyk reviewed the activity reports for November. Billable runs are at 96% for the month, which is outstanding. Rybarczyk stated there were two turndowns for November, and these were due to staff already being on another transfer. Rybarczyk stated that she is very pleased with the operational level of the service.

NEW BUSINESS**Medical Director Contract Renewal**

Rybarczyk reviewed the current medical director contract that expires in December of 2023. The contract can be renewed every two years for additional two-year terms at the discretion of the Commission. The Commission approved the renewal of the contract. The contract outlines that Dr. Spano will continue to receive a 3 % COLA for each year of the two-year contract term. Starting in 2024, Dr. Spano will receive \$3,461 plus \$3%, and an additional 3% in 2025 plus the annual stipend. Commission approved the motion to renew the two-year agreement with Dr. Dennis Spano for medical director services.

CHESTNUT MOTION, LECAPTAIN SECOND

Miscellaneous

Rybarczyk indicated that the service will be presenting a life-saving award on December 20th at 6pm to a bystander that placed a tourniquet on the leg of a motorcycle rider involved in an accident. The service has invited everyone involved with the call to the station for the ceremony and cake.

Next meeting will be January 22, 2023 at 18:00 hours.

LECAPTAIN MOVED TO ADJOURN THE MEETING, CHESTNUT SECOND, ALL AYES AT 19:09 HOURS.

Sue Stiene – Chair

SRR

CITY OF LAKE CITY
Revenues with Comparison to Budget
For the 2 Months Ending February 29, 2024

General Fund

		Period Actual	YTD Actual	Budget	Unearned	Pcnt
	<u>AMBULANCE REVENUES</u>					
101-34140-33520	Ambulance MA Supplement	.00	.00	40,000.00	40,000.00	.0
101-34140-33522	Ambulance Residential Calls	207,792.09	207,887.09	1,150,000.00	942,112.91	18.1
101-34140-33524	Ambulance Misc Refunds/Reimb	.00	.00	2,000.00	2,000.00	.0
101-34140-33529	Ambulance Training Revenue	.00	.00	7,500.00	7,500.00	.0
	Total AMBULANCE REVENUES	207,792.09	207,887.09	1,199,500.00	991,612.91	17.3
	Total Fund Revenue	207,792.09	207,887.09	1,199,500.00	991,612.91	17.3

CITY OF LAKE CITY
Expenditures with Comparison to Budget
For the 2 Months Ending February 29, 2024

General Fund

		Period Actual	YTD Actual	Budget	Unexpended	Pcnt
<u>AMBULANCE</u>						
101-44140-100	Ambulance Salaries-Regular	63,954.23	133,030.83	867,186.00	734,155.17	15.3
101-44140-110	Ambulance Salaries-Overtime	2,534.64	4,885.14	50,000.00	45,114.86	9.8
101-44140-115	Ambulance Casual Paramedic/EMT	7,275.21	16,288.20	110,000.00	93,711.80	14.8
101-44140-120	Ambulance Volunteer EMT's	8,175.07	17,079.58	25,000.00	7,920.42	68.3
101-44140-140	Ambulance PERA	5,520.07	11,423.95	79,092.00	67,668.05	14.4
101-44140-150	Ambulance FICA	6,044.68	12,576.92	80,671.00	68,094.08	15.6
101-44140-160	Ambulance Group Health Ins	8,651.04	19,001.84	124,650.00	105,648.16	15.2
101-44140-170	Ambulance Longevity	416.00	416.00	2,375.00	1,959.00	17.5
101-44140-210	Ambulance Operating Supplies	6,118.91	8,886.20	70,000.00	61,113.80	12.7
101-44140-220	Ambulance Maint/Repair	4.08	(1,720.86)	10,500.00	12,220.86	(16.4)
101-44140-270	Ambulance Uniform	3,170.55	3,391.10	6,000.00	2,608.90	56.5
101-44140-300	Ambulance Professional Service	103.90	103.90	1,500.00	1,396.10	6.9
101-44140-310	Ambulance Communication	533.45	558.41	6,000.00	5,441.59	9.3
101-44140-320	Ambulance Travel, Conf, School	.00	.00	1,000.00	1,000.00	.0
101-44140-321	Ambulance Training Classes	600.00	2,939.43	9,100.00	6,160.57	32.3
101-44140-340	Ambulance Printing/Publishing	168.75	168.75	250.00	81.25	67.5
101-44140-390	Ambulance Contractual	3,438.08	7,379.02	63,000.00	55,620.98	11.7
101-44140-395	Ambulance MA Non-Federal Share	.00	.00	18,500.00	18,500.00	.0
101-44140-400	Ambulance Miscellaneous	.00	.00	1,000.00	1,000.00	.0
101-44140-410	Ambulance Work Comp Insurance	.00	.00	49,700.00	49,700.00	.0
101-44140-420	Ambulance Vehicle Insurance	.00	.00	1,550.00	1,550.00	.0
101-44140-430	Ambulance General Liab Ins	.00	.00	5,225.00	5,225.00	.0
101-44140-850	Ambulance Provider Tax	.00	3,500.00	15,000.00	11,500.00	23.3
Total AMBULANCE		116,708.66	239,908.41	1,597,299.00	1,357,390.59	15.0
Total Fund Expenditures		116,708.66	239,908.41	1,597,299.00	1,357,390.59	15.0
Net Revenue Over Expenditures		91,083.43	(32,021.32)	(397,799.00)	(365,777.68)	(8.1)

CITY OF LAKE CITY
Expenditures with Comparison to Budget
For the 2 Months Ending February 29, 2024

Capital Projects Fund

	Period Actual	YTD Actual	Budget	Unexpended	Pcnt
<u>CAPITAL AMBULANCE</u>					
400-44140-530 Cap Project Amb-Mach/Equip	.00	.00	20,000.00	20,000.00	.0
Total CAPITAL AMBULANCE	.00	.00	20,000.00	20,000.00	.0
Total Fund Expenditures	.00	.00	20,000.00	20,000.00	.0
Net Revenue Over Expenditures	.00	.00	(20,000.00)	(20,000.00)	.0

CITY OF LAKE CITY
Expenditures with Comparison to Budget
For the 2 Months Ending February 29, 2024

Building Maintenance

		Period Actual	YTD Actual	Budget	Unexpended	Pcnt
	<u>Building Maint-PS Building</u>					
602-44604-210	PS Building-Operating Supplies	39.92	84.65	2,750.00	2,665.35	3.1
602-44604-220	PS Building-Maint/Repair	.00	758.30	10,000.00	9,241.70	7.6
602-44604-310	PS Building-Communication	359.89	614.08	7,600.00	6,985.92	8.1
602-44604-360	PS Building-Utilities	2,297.06	3,614.38	29,300.00	25,685.62	12.3
602-44604-390	PS Building-Contractual	3,291.06	4,970.82	21,500.00	16,529.18	23.1
602-44604-430	PS Building General Liab Ins	.00	.00	5,750.00	5,750.00	.0
	Total Building Maint-PS Building	5,987.93	10,042.23	76,900.00	66,857.77	13.1
	Total Fund Expenditures	5,987.93	10,042.23	76,900.00	66,857.77	13.1
	Net Revenue Over Expenditures	(5,987.93)	(10,042.23)	(76,900.00)	(66,857.77)	(13.1)



REQUEST FOR
Ambulance Commission Meeting, March 18, 2024

Agenda Item Description: Activity Reports-January and February

Meeting: Ambulance Commission Meeting, 3/18/2024

Originating Department: Ambulance

Reviewed By: Sara Rybarczyk, Ambulance Director

Preparer: Sara Rybarczyk, Ambulance Director

ATTACHMENTS:

Description

- ▣ **Jan Pie chart**
- ▣ **Feb Pie Chart**

Call Type	Amount
911	68
MCHS-LC	38
Red Wing	2
ST ELIZABETH	11
TD OTHER HOSP.	2
TD MCHS-LC	3
TD ST ELIZAB	5
Refusal/Cancel NB	7

January 136

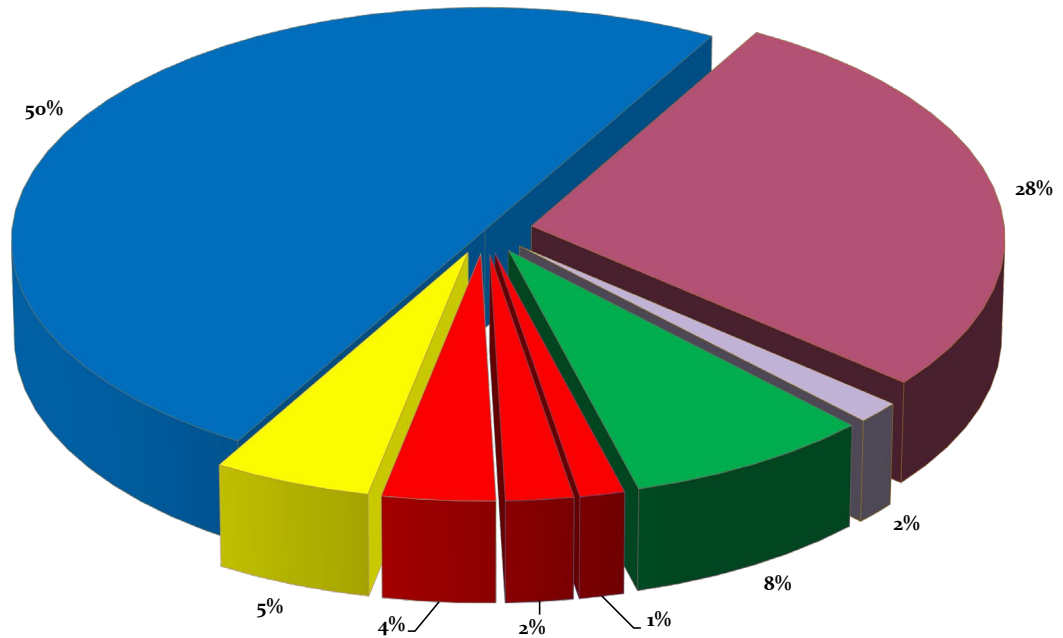
BILLABLE CALLS

911	50%
Transfers	38%
	<hr/> 88%

NON BILLABLE CALLS

Turndown	7%
Refusal/standby/cancel	5%
	<hr/> 12%

LAKE CITY AMBULANCE CALL TYPE



Call Type	Amount
911	69
MCHS-LC	25
Red Wing	5
ST ELIZABETH	9
TD OTHER HOSP.	3
TD MCHS-LC	
TD ST ELIZAB	1
Refusal/Cancel NB	1

February 113

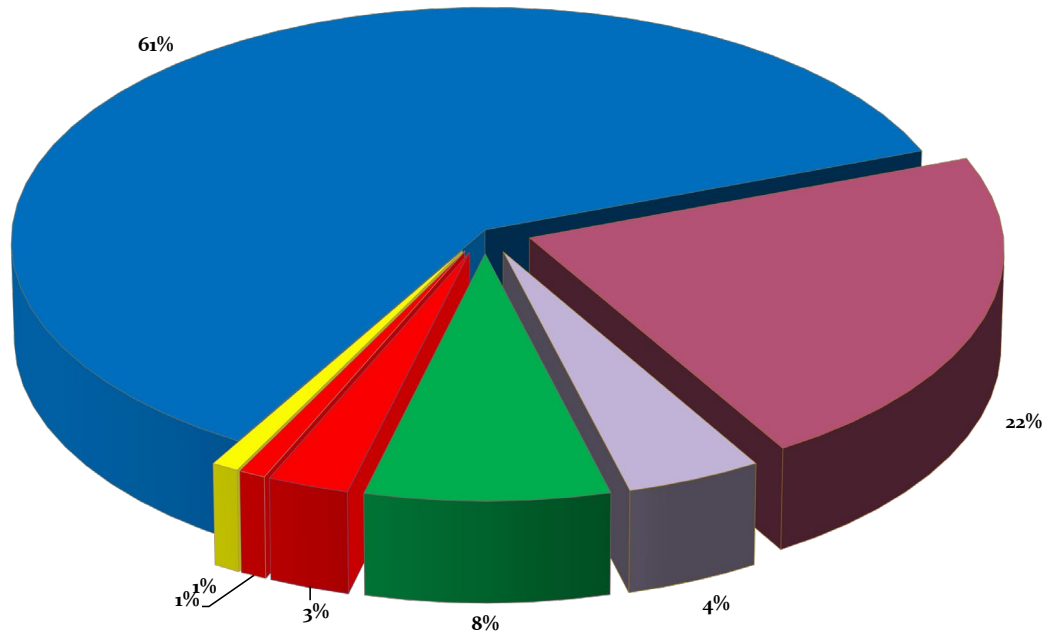
BILLABLE CALLS

911	61%
Transfers	34%
	<u>95%</u>

NON BILLABLE CALLS

Turndown	4%
Refusal/standby/cancel	1%
	<u>5%</u>

LAKE CITY AMBULANCE CALL TYPE



2023 Lake City Ambulance Work Plan DRAFT

RECAP of 2022 Work Plan Initiatives

Long Term Staffing Model and Financial Growth

1. Meet transfer goals and objectives for 2022
2. Monitor billing practices to ensure financial sustainability
3. Continue to reduce span of control of Ambulance Director
4. Onboard and Train Assistant Ambulance Director
3. Complete carryover items from 2021

2022 Work Plan Initiatives

Carryover into 2023

- | | |
|---|---|
| X | |
| X | X |
| X | |
| X | |
| X | |

Education Orientation Program Development

1. Establish annual training calendar and promote community education opportunities
2. Continue to promote CQI development and Medical Director engagement of teaching classes, attending employee training, and medical director oversight
3. Establish expanded training program for advanced level providers with hands-on engagement of Medical Director and Advanced level educators

- | | |
|---|---|
| X | |
| X | X |
| X | X |

Community Outreach

1. Expand community outreach initiatives
2. Develop social media platform including updating ambulance website, and focus on community education and information sharing
3. Update mutual aid agreements with surrounding communities

- | | |
|---|---|
| X | |
| X | |
| | X |

Strategic Planning and Benchmark Analysis

1. Strategic Planning for future growth of service and viability
2. Benchmark data analysis to identify increased areas of performance, and areas that need to be improved

- | |
|---|
| X |
| X |

2023 WORK PLAN INITIATIVES

1. Monitor billing practices to ensure financial sustainability
2. Expand training program for advanced level providers with hands-on engagement of Medical Director and Advanced level educators
3. Update mutual aid agreements with surrounding communities
4. Evaluate staffing needs of the Ambulance Department & staffing review

2024 Lake City Ambulance Work Plan DRAFT

RECAP of 2023 Work Plan Initiatives

	<u>2023 Work Plan Initiatives Completed</u>	<u>Carryover into 2024</u>
1. Monitor billing practices to ensure financial sustainability	X	X
2. Expand training program for advanced level providers with hands-on engagement of Medical Director and Advanced level educators	X	
3. Update mutual aid agreements with surrounding communities	X	
4. Evaluate staffing needs of the Ambulance Department & staffing review	X	X
5. Continue to promote CQI development and Medical Director engagement of teaching classes, attending employee training, and medical director oversight	X	
6. Promote recruitment and retention	X	X

2024 WORK PLAN INITIATIVES

1. Monitor billing practices to ensure financial sustainability
2. Evaluate staffing needs of the Ambulance Department & staffing review
3. Promote recruitment and retention
4. PSA Review and Township collaboration