

2023

A photograph of four Richmond Ambulance Authority ambulances parked in a station. The ambulances are white with blue and orange accents and feature the text "RICHMOND AMBULANCE" and their respective numbers: 183, 76, 198, and 78. The scene is set against a dramatic sunset sky with orange and red clouds. The ambulances are parked under a covered structure with a metal roof.

ANNUAL REPORT

Richmond Ambulance Authority

World Class EMS



RICHMOND AMBULANCE
AUTHORITY

W O R L D C L A S S E M S

TABLE OF CONTENTS

- 1** *REPORT*
from the Board of Directors
- 2** *REPORT*
Operational Medical Director
- 3** *REPORT*
Chief Executive Officer
- 4** *NEWS AND EVENTS*
Highlights from 2023
- 7** *MEMORABLE MOMENTS*
Picture Gallery
- 9** *PATIENT SATISFACTION*
Survey Results from 2023
- 10** *OPERATIONAL OVERVIEW*
Statistics from 2023
- 12** *FLEET COMPOSITION*
Vehicles and Vehicle Types in 2023
- 13** *RAA FINANCIALS*
Statement of Net Position
- 14** *RAA FINANCIALS*
Statements of Revenues, Expenses,
and Changes in Net Position
- 15** *AWARDS AND
RECOGNITIONS*
- 16** *AGENCY INFORMATION*

Letter from the Board of Directors

Our Board of Directors includes volunteers from an array of diverse professional backgrounds who share the core mission that has remained constant since the Authority's creation back in 1991 – providing oversight and guidance to the RAA staff for the consistent delivery of excellent patient care while maintaining our commitment to economic efficiency to the Richmond community. In 2023, we welcomed new members to our Board: Mr. Andrew (“Drew”) Walker and Mr. Mark Hickman. Mr. Walker serves as Chief Operating Officer for Chippenham Hospital and Mr. Hickman is the Senior Director of State Government Relations for VCU. They both bring a wealth of knowledge in their respective fields as well as provide a unique perspective to help move RAA forward in 2024 and beyond.

Notwithstanding the profound impact the pandemic continues to have on our operation, patient satisfaction continues to reflect the positive perception of the critical services our agency provides to the Richmond community. Our 2023 overall patient satisfaction results averaged 98.30%. This is a true reflection of the selfless, dedicated work and level of care, compassion and customer service our field staff deliver to our City's citizens and visitors each and every day.

RAA's ongoing commitment to community outreach and increased public awareness continued in 2023. We joined our long-standing partners, the American Heart Association (AHA), and provided training in the life-saving skill of hands-only CPR along with AED demonstrations at various locations and events throughout Richmond, which included AHA's annual *Go Red for Women* luncheon. The heart-healthy theme continued when RAA joined City leaders as Richmond was declared a Stroke Smart City in an effort to raise awareness about the signs and risk factors associated with stroke. We announced our renewed partnership with ChildSavers, a non-profit organization providing mental health services and childcare resources to help kids exposed to trauma. This partnership allows RAA's first responders to use a hotline to connect children exposed to trauma to the organization's traumatic response unit.

The Board was proud to learn Chip Decker, CEO, was selected to receive a public service award for RAA's work with Project Recover. Project Recover's purpose is to bridge the gap between emergency responders, law enforcement, medical, treatment and recovery communities in central Virginia and to leverage a continuum of services to the community following emergency and law enforcement responses in drug trafficking operations. The program is sponsored by the United States Attorney's Office-Eastern District of Virginia.

RAA continues to be a good steward of the City funding we receive as well as assuring proper financial management of our organization. We are proud to report RAA received yet another unqualified (“clean”) opinion from our outside auditors, who completed their external audit of RAA's fiscal year 2023 financials in November.

An organization's success lies with the dedication and commitment to hard work by all the people involved. This includes the leadership and determination of our CEO, Chip Decker, the clinical expertise of our Operational Medical Director, Dr. Joseph Ornato, the oversight and guidance of our Board of Directors and last but certainly not least, the selfless work and compassion to prehospital patient care delivered by the very best in the business – the RAA staff.

The 2023 Richmond Ambulance Authority Board of Directors:

- DeWitt (“Weet”) Baldwin, Chairman
- Julia Hammond, Vice Chairman
- Kirk Roberts, Treasurer
- Marilyn West, Secretary
- Matthew (“Matt”) Conrad
- Mark Hickman
- Carlos Hopkins
- Katherine Jordan
- Lincoln Saunders
- Joseph (“Joey”) Trapani
- Andrew (“Drew”) Walker
- Sheila White



Operational Medical Director's Report



In 2023, I had an extensive 1-on-1 meeting with each of 11 new Paramedics and cleared each to provide clinical care.

We completed our new Advanced EMT protocols, which went into operation in 2023. This was a significant undertaking since it involved reviewing and revising all previously existing clinical/operations protocols.

Our Clinical Services Committee met three times and provided proposed protocol changes for 11-14 (Management of a multiple unit response) and began working on 3-12 Respiratory distress, 8-13 Asthma, 8-14 Croup, 6-1 Opiate overdose and trauma care protocols 10-14B wound packing and 10-8 Vented chest seals.

Our new “double sequential dual defibrillator” protocol was presented to and refined by our Clinical Services Committee meeting. This breakthrough technique pioneered in Toronto applies to only 20% of cardiac arrest victims who do not respond to conventional defibrillation shocks. The problem is that, in this minority of cases, the defibrillation shock only passes through the heart from the right upper chest to the left lower chest, and misses terminating the abnormal heart rhythm in the back wall of the heart. After 3 defibrillation shocks fail to restart the heart, a 2nd defibrillator is attached to the patient with the electrode pads placed on the front of the chest over the heart and on the back beneath the heart. Both defibrillators are charged, and the paramedic delivers the shocks one after the other approximately one second apart. The result is that the odds of survival in this 20% of victims increases from 4% to 28%. This technique is becoming the new standard care for patients who fail to respond to the single defibrillations.

We added a paramedic-staffed advanced life support quick response vehicle (ALS-QRV) in May of 2023 to augment the EMT and AEMT units deployed. This additional “floating” resource brings a highly-experienced advanced life support paramedic to the scene quickly to assist in critical, potentially life-threatening cases.

We expanded opportunities for VCU Emergency Medicine residents to ride on selected shifts with Richmond Ambulance (Primarily on the ALS-QRV). These highly trained, fully licensed emergency physicians get additional insight into the skill level of prehospital providers and bring their higher level of judgment and clinical capabilities to help the most critically ill or injured patients.

Tamara Moss was chosen as our RAA Paramedic of the year.

The national opioid crisis continues to worsen. There were more than 100,000 overdose deaths throughout the United States in 2022, up from approximately 70,000 deaths per year just 1-2 years previously. Our team continues to move forward with a long-range plan to deliver naloxone spray to bystanders by drone while fire first responders and RAA providers are enroute to the scene of an opioid overdose. By equipping Richmond Fire personnel with naloxone spray, we have already reduced the median time interval from 9-1-1 call receipt to naloxone administration from 11 to 8 minutes. But it will take naloxone spray delivered to the bystander by drone to reduce this further with a goal of bystander naloxone spray administration in <5 minutes from 9-1-1 call receipt. We have hired a consulting firm in North Carolina with expertise in helping public safety programs to obtain Federal Aviation Administration (FAA) approval for using drones on life-saving missions. Funding for the consultant has been provided by one of Dr. Ornato's grateful cardiac arrest patient survivors. Our goal is to seek FAA approval to deliver naloxone spray, which is fully FDA-approved for use by laypersons, to bystander 9-1-1 callers at the scene of an opioid overdose while fire and EMS personnel are racing to the scene.

JOSEPH ORNATO, MD, FACP, FACC, FACEP
OPERATIONAL MEDICAL DIRECTOR

Chief Executive Officer's Report



As 2023 came to a close, we can look back and be proud of the Richmond Ambulance Authority (RAA) team, made up of dedicated individuals who continue to provide our community with the very best in EMS care. While 2023 brought its share of challenges, it also brought a number of success stories as well.

2023 was another challenging year for the EMS industry, with the pandemic having dramatically worsened a nationwide staffing shortage for Emergency Medical Technicians (EMTs) and Paramedics. The remnants of the pandemic continue to bring longstanding issues. Earlier this year, I was provided an opportunity to weigh in to “help find synergy” with the current Paramedic and EMT workforce shortage and provide assistance to Senator Tim Kaine for the work he continues to do, alongside his fellow members of the Health, Education, Labor and Pension (HELP) Committee, for the development of a workforce bill. In early 2024, I will have the pleasure of joining my EMS industry colleagues for the presentation of the 2023 American Ambulance Association Legislative Recognition Award to Senator Kaine recognizing him for his efforts to help address the EMS workforce shortage.

While staffing shortages have been a problem for some time, the pandemic hit the pipeline of new recruits hard and the healthcare industry is having a difficult time recovering. In response, RAA increased our recruiting presence on social media and in person at career fairs throughout our area. We kicked off 2023 with a partnership with the Associates in Emergency Care (AEC) to provide onsite courses to current RAA field providers interested in obtaining their Paramedic certification. During the pandemic, area community colleges and schools halted EMS course options to become a Paramedic, narrowing the pipeline for new recruits even further. We also began an Advanced-Emergency Medical Technician course (AEMT) for the training of specific advanced life support skills and the performance of select medical interventions to current Emergency Medical Technician-Basic (EMT-B) field providers. Those enrolled in the course successfully met the requirements of the National Registry of Emergency Medical Technicians as well as the Virginia Department of Health-Office of Emergency Medical Services, which establishes the students are qualified to treat patients at a higher level of care within the Commonwealth of Virginia. Due to the training program’s success, we plan to continue offering AEMT courses to our EMT-B providers interested in advancing their clinical and operational skillset.

Throughout 2023, we focused a great deal of attention on the recommendations made in the third-party assessment of our performance and financial operations which was finalized in December of 2022. We were pleased to see the consultants’ report found RAA operates within the top 25% of EMS operations nationally. We implemented a number of the recommendations to include service rate increases, a new assessment fee (“treat no transport”) as well as new outcome-based response time targets for 911 calls to better align RAA with the national EMS industry standards. RAA also introduced the Advanced Life Support (ALS) response car (often referred to as the “chase car”) to assist our providers with responses.

RAA was proud to learn Amit Patel, our Deputy Chief Operating Officer, was selected to win the 2023 Old Dominion EMS Alliance (ODEMSA) regional award in the category, *Innovation Excellence in EMS*. This particular category recognizes an individual for an innovative, comprehensive approach to enhancing EMS. Under Amit’s leadership, RAA moved to a BLS-tiered response system, created an in-house training program for candidates with no EMS experience (referred to as “Cadets”) as well as implemented training programs for current employees looking to advance their current certifications.

We ended 2023 earning the maximum three-year reaccreditation from the Commission on Accreditation of Ambulance Services (CAAS). An agency is evaluated by the CAAS onsite review team, followed by the Panel of Commissioners, on each component of the accreditation process in addition to the comprehensive application package submitted months prior. I am pleased to report CAAS’ onsite review team graded RAA as fully compliant, with no deficiencies noted and the Panel of Commissioners officially issued their decision in agreement shortly thereafter. CAAS accreditation signifies RAA has met the “gold standard” determined by the ambulance industry to be considered an essential, modern EMS provider. CAAS standards often exceed those established by state or local regulations.

We have a dedicated team that makes up our workforce, a Board of Directors who unselfishly volunteers their time, an Operational Medical Director who provides excellent clinical oversight to our field staff, and a community who is supportive and understanding of the critical role RAA plays in assuring the City of Richmond’s public safety. Together, we can all be very proud of our accomplishments in 2023 as we prepare for another year of service in 2024.

CHIP DECKER
CHIEF EXECUTIVE OFFICER

News and Events

JANUARY

Following the on-field collapse of NFL player, Damar Hamlin, who was revived by first responders after suffering a cardiac arrest, RAA highlighted the importance of knowing CPR through media outreach. RAA joined City leaders and our healthcare partners as Richmond was proclaimed a Stroke Smart City.



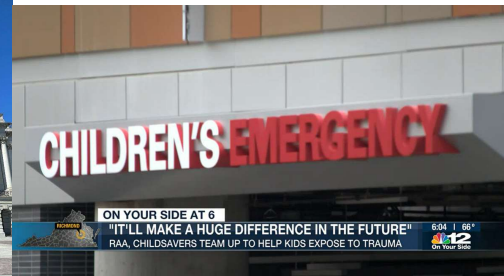
FEBRUARY

We spoke to CBS6 about our ambulance donation to the non-profit "U.S. Ambulances for Ukraine" as they highlighted other Virginia agencies who were following RAA's lead. We teamed up with the American Heart Association to teach dozens of people across the area how an AED and performing Hands-Only CPR can help save someone's life.



MARCH

RAA joined peers from across the country to advocate for patients and those in the EMS profession in Washington, D.C. for EMS on the Hill Day. The Richmond Ambulance Authority and ChildSavers, a non-profit providing mental health services and childcare resources, partnered to help kids exposed to trauma.



APRIL

RAA joined area organizations and public safety agencies for The JP Jumpers Foundation's 6th Annual Autism Walk to raise awareness and celebrate those with autism. RAA joined public safety and health agencies from across the region for the 5K Run and Crime Victim Resource Fair to highlight available resources and support victims and the community.

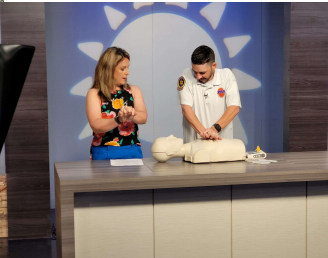


News and Events



MAY

RAA joined AAA Mid-Atlantic, Virginia DMV and other first responders to raise seat belt safety awareness ahead of Memorial Day weekend. RAA was happy to attend a ceremony recognizing National Trauma Survivors Day at Chippenham Hospital where RAA EMT Dwayne, was reunited with patient Antoine, who he helped after Antoine suffered a traumatic injury.



JUNE

We started June pushing hard and fast as we raised awareness for CPR and AED Awareness Week with help from the American Heart Association and the Flying Squirrels. We were proud to join public safety advocates to raise awareness of changes in Virginia's Move Over Law which went into effect July 1.



JULY

RAA Captain Danielle Geronimo outlined the differences between heat exhaustion and heat stroke ahead of high summer temperatures. A patient reached out to thank the crew who responded to her emergency in person, saying they made her feel safe and in good hands on her way to the hospital.



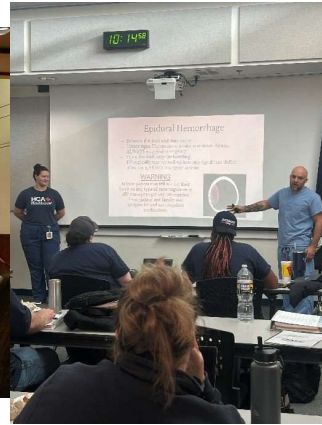
AUGUST

RAA joined Richmond Police and our partners for one of our favorite nights of the year as we connected with members of the community at events across the City of Richmond for National Night Out. RAA joined VCU Police, the City of Richmond and the Virginia Department of Emergency Management for an active shooter exercise at VCU's Monroe Park with over 200 participants.

News and Events

SEPTEMBER

RAA's CEO Chip Decker and Peer Recovery Specialist Libbie Roberts were recognized by the U.S. Attorney's Office for a program called Project Recover which aims to connect those suffering from addiction to recovery resources. RAA welcomed the Trauma Neurosurgery team from Chippenham Hospital who came to speak to our staff about traumatic brain injuries, strokes, seizures and prehospital assessments.



OCTOBER

RAA held an Employee Appreciation Event where our annual award winners were recognized for their work. October was Sudden Cardiac Awareness Month. RAA appeared on NBC12 before Noon to discuss the difference between a cardiac arrest and a heart attack as well as what to do in an emergency.



NOVEMBER

The City of Richmond, RAA and RPD raised awareness for recovery resources and programs available to help those suffering from addiction during the holiday season. RAA, AAA Mid-Atlantic, Drive Smart Va and RFD partnered to inspect child car seats ahead of Thanksgiving.

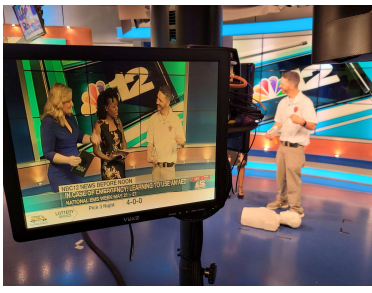


DECEMBER

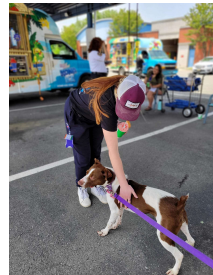
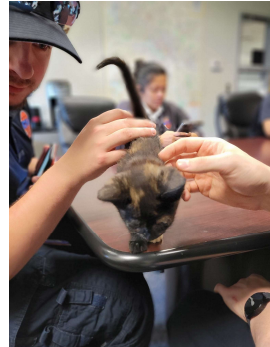
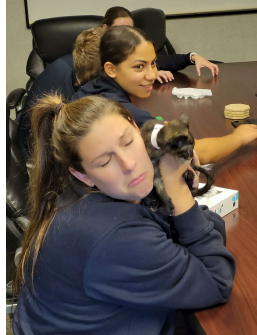
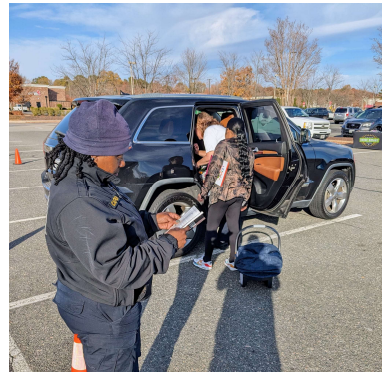
RAA receives a plaque from the Commission on Accreditation of Ambulance Services (CAAS) after successfully being reaccredited for three years. RAA's Communication Center received its eighth consecutive ACE accreditation from the International Academies of Emergency Dispatch (IAED). Both are considered the "gold standard" for ambulance services.



Memorable Moments from 2023



Memorable Moments from 2023



Patient Satisfaction



98.3%
Satisfaction

RAA's overall 2023 patient satisfaction with 80% patient engagement.

Since 2017, the Richmond Ambulance Authority (RAA) has used the Baldrige Group as a third-party vendor to conduct patient satisfaction surveys of our emergency responses.

Monthly reports summarize patient satisfaction with the services RAA provided in response to their emergency. Since 2017, RAA has consistently provided emergency responses with over 90% patient satisfaction and averaged 98.3% patient satisfaction in 2023, peaking in December with a score of 100%.

The data continues to be a useful tool for our agency as we strive to provide the best service possible to the patients we serve. The feedback provided by our patients is invaluable and helps the agency in our mission to deliver patient-centered care through measureable clinical and operational excellence with efficiency, outstanding customer service, and employee engagement.

Month	Patient Satisfaction %
January	98.82%
February	97.22%
March	96.95%
April	98.49%
May	98.49%
June	97.48%
July	98.72%
August	99.74%
September	94.80%
October	99.25%
November	99.53%
December	100%

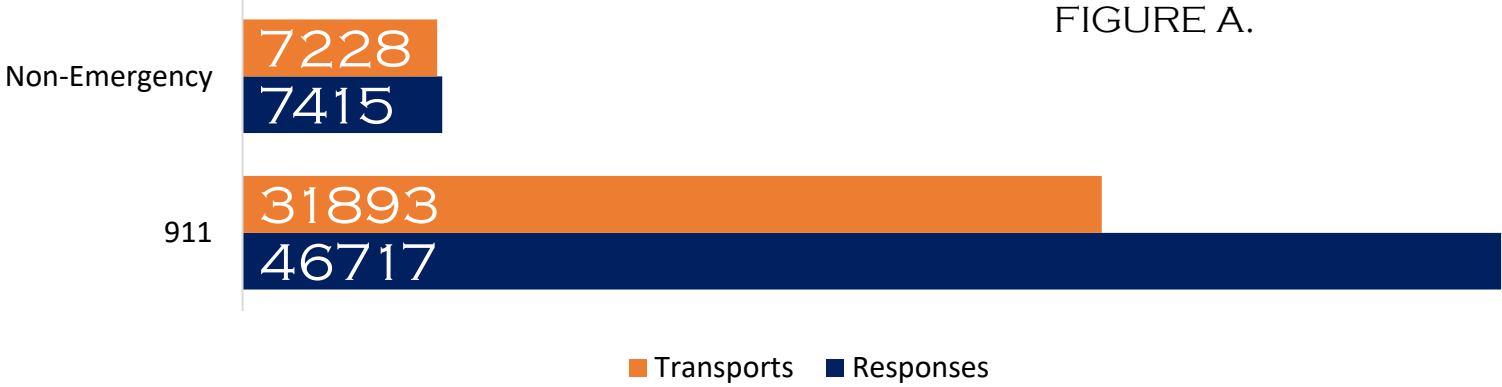
Operational Overview

54k+ responses
39k+ transports



2023 Call Volume

FIGURE A.



911 Responses

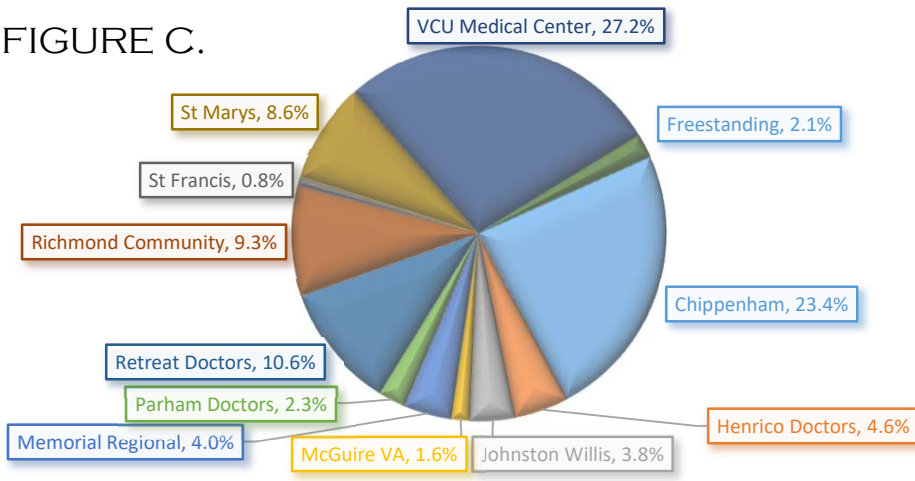
FIGURE B.



Operational Overview

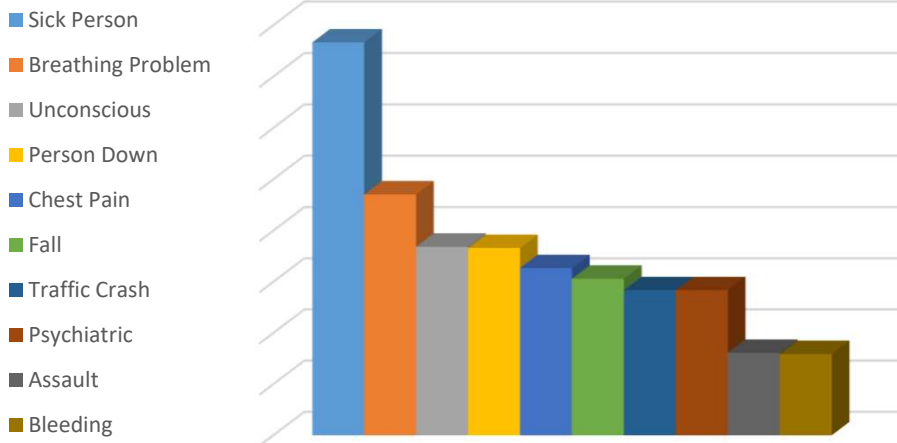
911 PATIENT DESTINATIONS 2023

FIGURE C.



Top 10 Emergency Response Complaints

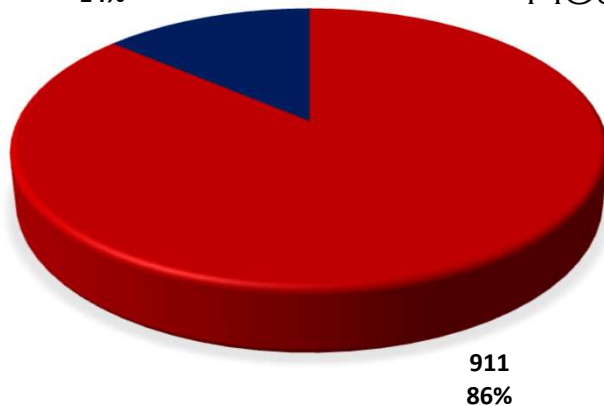
FIGURE D.



2023 RAA SYSTEM DEMAND

Non-Emergency
14%

FIGURE E.



The Richmond Ambulance Authority (RAA) responds to nearly 150 calls per day and more than 50,000 calls each year. Despite being one of the busiest EMS systems per capita in the country.

RAA continues to work with its healthcare partners in the region to provide quality clinical care to our patients and the community we serve. RAA is primarily a provider of emergency care and transportation for the residents of Richmond, but in addition to emergency responses, the agency provides services including non-emergency transportation, public health and safety education, medical standbys and participates in community events throughout the year.

The agency continues to develop partnerships and programs as we aim to promote a healthier and safer community.

Fleet Composition



*In 2023, RAA trucks traveled **862,928** miles. That's the equivalent of:*

79,900 trips around Richmond (in square miles)

34.65 trips around the world

1.80 trips to the moon and back

Our fleet:

31 Type III gasoline chassis ambulances

2 Type II gasoline van style ambulances

1 Critical Care Transport

7 QRV Utility vehicles

3 Support vehicles

3 Trailers



Statements of Net Position

June 30, 2023 and 2022

	2023	2022
ASSETS		
Current Assets:		
Cash	\$ 97,971	\$ 1,641,624
Short-Term Investments	3,000,000	5,000,000
Total Cash and Short-Term Investments	3,097,971	6,641,624
Receivables:		
Service Accounts Receivable, Net of Allowance for Contractual Adjustments and Doubtful Accounts	4,585,359	3,071,471
Reusable Supplies	246,452	260,684
Other Current Assets	469,677	628,153
Total Current Assets	8,399,459	10,601,932
Long-Term Investments	-	-
Capital Assets, Net:		
Vehicles and Ambulances	6,040,845	6,873,253
Buildings and Improvements	687,482	687,482
Communications Center	351,390	351,390
Communications Equipment	730,183	730,183
Medical Equipment	2,441,466	2,502,986
Office Furniture and Equipment	766,807	786,738
Shop Equipment	81,275	73,738
Less: Accumulated Depreciation	(8,492,103)	(8,671,643)
Total Capital Assets, Net	2,607,345	3,334,127
Right-to-Use Assets	1,538,782	506,222
Less: Accumulated Amortization	(330,713)	(252,529)
Total Right-to-Use Assets, Net	1,208,069	253,693
Total Assets	12,214,873	14,189,752
CURRENT LIABILITIES		
Current Liabilities:		
Accounts Payable and Accrued Expenses	1,143,881	864,516
Accrued Payroll	208,380	165,985
*Unearned Revenue	7,013	1,018,351
Current Installments of Lease and SBITA Liabilities	205,287	181,995
Total Current Liabilities	1,564,561	2,230,847
NONCURRENT LIABILITIES		
Lease and SBITA Liabilities	874,804	52,013
Total Liabilities	2,439,365	2,282,860
NET POSITION		
Net Investment in Capital Assets	2,366,066	3,353,812
Unrestricted	7,409,442	8,553,080
Total Net Position	\$9,775,508	\$11,906,892

*Unearned Revenue are funds from the Provider Relief Fund (PRF) distributed to healthcare providers to battle COVID-19 as part of the American Rescue Plan Act of 2021.

Statements of Revenues, Expenses, and Changes in
Net Position Years Ended June 30, 2023 and 2022

	2023	2022
OPERATING REVENUES		
Service Revenues	\$27,435,205	\$25,043,090
Provision for Contractual Adjustments and Doubtful Accounts	(14,356,760)	(12,394,519)
Subtotal	13,078,445	12,648,571
Grant Revenues	232,397	892,590
Total Operating Revenues	13,310,842	13,541,161
OPERATING EXPENSES		
Salaries and Related Benefits	13,542,769	13,991,606
Health Insurance	1,545,564	1,329,726
Worker's Compensation	445,795	332,055
Depreciation and Amortization	1,412,854	1,473,078
Professional Services	495,339	558,194
Collection Expenses	8,057	5,914
Marketing and Advertising	6,044	6,727
Office Expenses and Communications	487,257	411,434
Telephone	166,993	158,120
Public Information	19,719	21,215
Postage and Shipping	29,940	39,203
Occupancy	213,701	185,975
Other	96,852	104,730
Insurance	336,842	265,516
Printing and Artwork	6,300	3,441
Travel	47,874	38,584
Medical Supplies and Equipment	739,564	706,892
Recruiting and Background Investigations	84,774	112,951
Vehicle Fuel and Tolls	541,907	432,439
Vehicle Repairs and Maintenance	455,190	544,657
Uniforms and Laundry	101,951	110,048
Total Operating Expenses	20,785,286	20,832,505
OPERATING LOSS	(7,474,444)	(7,291,344)
NONOPERATING REVENUES (EXPENSES)		
City of Richmond Subsidy	4,000,000	4,000,000
Federal Grant Revenue - Provider Relief Funds	1,011,079	-
Interest Income	126,804	11,822
Interest Expense	(40,284)	(12,204)
Gain (Loss) on Disposal of Capital Assets	222,497	(236,905)
Miscellaneous Revenues, Net	22,964	23,601
Total Nonoperating Revenues, Net	5,343,060	3,786,314
CHANGE IN NET POSITION	(2,131,384)	(3,505,030)
Net Position - Beginning of Year	11,906,892	15,411,922
NET POSITION - END OF YEAR	\$ 9,775,508	\$11,906,892

Awards and Recognition

RAA Annual Employee Awards

Operations Employee of the Year, Grace Pilk

Paramedic of the Year, Tamara Moss

EMT of the Year, Andie Buff

Support Employee of the Year, Cory Beach

Administrative Employee of the Year, Katie Williams

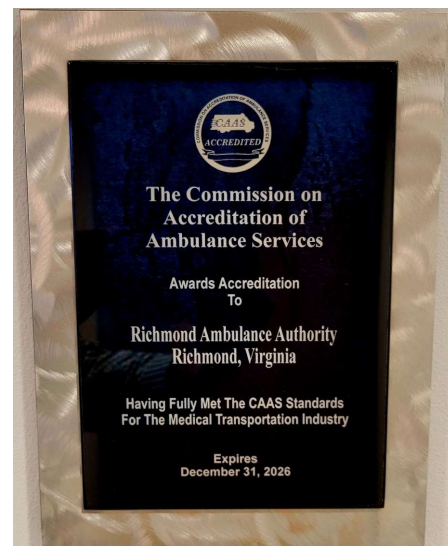
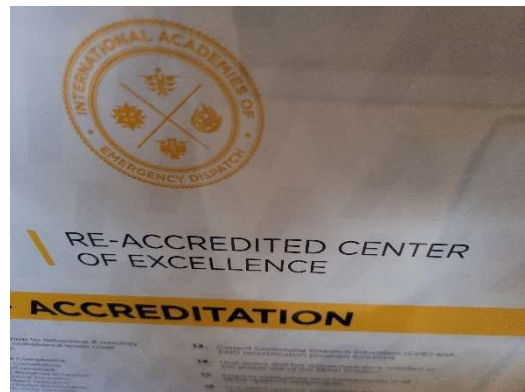


Industry-wide Recognition

Old Dominion EMS Alliance, Inc. Award for Innovation Excellence in EMS, Amit Patel

Commission on Accreditation of Ambulance Services Accreditation

Accredited Center of Excellence Accreditation from the International Academies of Emergency Dispatch.



Agency Information



OUR MISSION

To deliver patient-centered care through measurable clinical and operational excellence with efficiency, outstanding customer service and employee engagement.

OUR VISION

The Richmond Ambulance Authority is an industry leader, providing world-class mobile integrated healthcare.

HISTORY

In 1990 The Richmond City Council and the city manager recognized they needed to make drastic changes to the city's EMS system in order to ensure all city residents received the best and most effective care. On March 20, 1991, the Virginia General Assembly created the Richmond Ambulance Authority (RAA) and on September 23, 1991, the City of Richmond granted the franchise to RAA to provide EMS services to the City of Richmond.

Since its creation, the goal of the Richmond Ambulance Authority (RAA) has been to provide its community with clinical excellence, while ensuring response time reliability and fiscal responsibility. Although it has the highest call volume per capita in the United States, RAA has gained a national and international reputation as a premiere, high-performing EMS system. RAA is one of only 29 systems in the United States that has received accreditation from both the National Commission on Accreditation of Ambulance Services (CAAS) and the International Academies of Emergency Dispatch (IAED). These accreditations are considered the "gold standard" for ambulance services, certifying distinction for quality patient care and ambulance operations.





RICHMOND AMBULANCE AUTHORITY

WORLD CLASS EMS

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