



RICHMOND AMBULANCE AUTHORITY

2020

ANNUAL REPORT



WORLD CLASS EMS



RICHMOND AMBULANCE
AUTHORITY

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

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Letter from the Board of Directors

During the unprecedented global health crisis of COVID-19, the role of solid leadership has never been more critical than it has proven to be in 2020. Back in 1990, the City of Richmond faced its own crisis as it related to the delivery of emergency and non-emergency medical services. The situation was so dire that the City intervened in 1991 and it was then, by ordinance, the Richmond Ambulance Authority (RAA) was created, governed by an 11-member Board of Directors. Since RAA's inception, the Board has included volunteers from a multitude of professional backgrounds with a shared, core mission that has remained constant – supporting the RAA management team with its delivery of second-to-none prehospital patient care while maintaining economic efficiency to the Richmond community. 2020 has undoubtedly been challenging and we are proud to have “weathered the storm,” with the team of professionals who make up RAA. In 2020, we were fortunate to have Secretary Carlos Hopkins join our Board. Secretary Hopkins currently serves as Virginia's Secretary of Veterans and Defense Affairs and brings a wealth of both civilian and public sector experience to our Board.

It has always been RAA's custom to remain committed to the community we serve, and 2020 was no different. RAA created and distributed promotional material to educate our patients about when to call 9-1-1, explaining why our crews would be wearing PPE during responses and the importance of answering questions truthfully when our Communications Center staff ask callers additional questions to screen calls potentially COVID-related. We joined the Central Virginia All Hazards Incident Management Team on a public awareness campaign to help promote wearing masks and practicing social distancing. We also partnered with the American Heart Association and held a virtual, hands-only CPR and AED demonstration as well as a virtual child car safety seat check in cooperation with the American Automobile Association-Mid Atlantic. We were proud to have been a part of the “Ultimate Backpack 2020 Drive,” aimed at collecting school supplies and provided 15,000 PPE kits to children in the Richmond metro area. RAA remains an active member of a number of local workgroups and taskforces to help combat the heroin and prescription drug overdose crisis as well as work closely with our Operational Medical Director, Dr. Joseph Ornato, on the NIH-sponsored project for the drone delivery of the opioid analgesic, naloxone.

The extraordinary challenges of 2020 did not hinder our commitment to remain a good steward of City taxpayer money nor did it impede our obligation to the Richmond citizens and visitors. RAA recently closed out Fiscal Year 2020 with the financial stability necessary to provide the uninterrupted delivery of high quality EMS care. Moreover, the Authority just received a “clean audit,” with no matters to report, issued by its outside financial audit firm, CliftonLarsonAllen (CLA), which is the same firm used by the City of Richmond

Our nation's frontline EMS providers have stepped up in heroic and unprecedented ways this year, and the Board of Directors is proud to have been a part of such a high-performing and dedicated EMS agency such as RAA. We look forward to less wearisome times in 2021 and will continue to support our team as we continue to carry out our mission together – delivering World Class EMS.



The 2020 Richmond Ambulance Authority Board of Directors:

- Matt Conrad, Chairman
- Weet Baldwin, Vice Chairman
- Richard Bennet, M.D., Treasurer
- Sheldon Barr, Secretary
- Julia Hammond, Director
- Carlos Hopkins, Director
- Kristen Larson, Director
- Beth Matish, Director
- Lenora Reid, Director
- John Wack, Director

Operational Medical Director's Report



Clinical and Educational Developments

Nine paramedics were precepted successfully and cleared into field service in 2020. RAA began hosting an in house EMT-Basic course to offer entry level job opportunities with future advancement opportunities for qualified candidates. We graduated 10 students in the first class and have 10 students in the current class. COVID-19 presented challenges with how to treat patients with respiratory problems. Along with our regional EMS agency partners and the Old Dominion EMS Alliance (ODEMSA), we were able to adapt out protocols and procedures when necessary regionally, allowing us to continue safe, effective clinical care throughout the pandemic. For example, we provided our crews with additional equipment such as HEPA Filters and inhalation activated nebulizers to decrease the spread of COVID-19.

We allowed our EMT-Basic providers to provide patient care and transport of Omega response (low acuity) 911 calls after a patient was evaluated by an advanced life support (ALS) Provider, freeing up our ALS provider to respond to another patient in need of care. Our EMT-Basic providers cared for 4,945 9-1-1 call patients in 2020. Finally, the much awaited COVID-19 vaccination program is underway to further protect our healthcare team.

Innovation

One innovation stands out in 2020. We were able to have a manufacturer change the way nebulizers were built by adding in a HEPA filter to the exhalation port. This is a standard device being used across the USA. The device is O2 Guard (New CPAP with built in filters).

Safety

Our nationally-acclaimed, innovative safety program patterned after that used by commercial aviation continues to allow us provide complex patient care with a level of safety well below that of our peers. A key element of the program is a non-punitive, self-reporting process that allows employees to report a near miss or event. These reports, which include such things as driving, moving patients from residences, and medication kit discrepancies, allow us to identify potential safety hazards and to take corrective action.

Naloxone Drone Delivery to Opioid Overdose Bystanders Update

The Communicable Disease Center (CDC) issued a Health Alert Network advisory to medical and public health professionals on January 5, 2021¹ reporting that “drug overdose deaths have soared to the highest number ever recorded in a 12-month period. Approximately 81,230 drug overdose deaths occurred in the U.S. in the 12 months ending May 2020, with the largest spike after the COVID-19 public health emergency started, from March 2020 to May 2020. Drug overdose deaths were rising before March, but the findings suggest they accelerated during COVID-19.”

Richmond Ambulance Authority in collaboration with a VCU research team led by Dr. Ornato and VirginiaUAS, the largest Federal Aviation Administration (FAA) certified commercial drone pilot training company in Virginia, are pioneering in the development of a program to deliver FDA-approved, intranasal spray naloxone antidote to bystander 9-1-1 callers at the scene of an opioid OD while our first responders and paramedics are racing to the victim. Just five drones placed throughout Richmond can deliver the antidote to the caller within 2 minutes or less. We have soon to be published data from a completed VCU simulation study showing that laypersons can fetch a drone from outside a building, return to the victim, and administer the antidote to a simulated manikin victim under RAA dispatcher direction in 2 minutes from 9-1-1 contact. Since EMS responders can't physically reach the victim until an average 8-9 minutes after dispatch, reversing the OD 5-6 minutes sooner has great potential to save more lives.

The research/development program is funded by a grant from the National Institutes of Health's National Institute of Drug Abuse (NIDA) and is the ONLY of its kind in the nation! In this first year of funding, VirginiaUAS instructors have trained seven of our RAA dispatchers who are now FAA-certified commercial drone pilots.

In the months ahead, we will be conducting simulated runs to determine how much time can be saved by have drones deliver naloxone spray to the bystander 9-1-1 caller with our dispatchers directing the caller to spray the antidote into the victim's nose while awaiting first responder and paramedic arrival. Preliminary analysis indicates that the reversal agent can be given to the victim with such an approach 6-8 mins faster than awaiting arrival of EMS personnel. And, as importantly, the FAA has just released new commercial drone operating rules that would permit us to conduct such operations within 15-18 months as new drone-tracking equipment is being installed in all major metropolitan areas nationally. The timing is perfect, since additional drone hardware/software development by VCU's College of Engineering and RAA simulation training will be required before a clinical trial of the program can occur. If successful, our program could potentially save thousands of lives a year if implemented nationally.

1. CDC Issues Advisory as Drug Overdose Deaths Spike. MedPage Today, 2021. (Accessed 1/8/21, 2021, at MEDPAGE TODAY - <https://tinyurl.com/yxu7x6be>.)

Chief Executive Officer's Report



To say 2020 has been a year like no other is quite the understatement! Our frontline, EMS providers risk their health and safety each and every day to selflessly provide essential EMS care to our community. Our administrative personnel continue to carry out the significant duties of their jobs and maintain the essential functions necessary to keep our agency running smoothly. As the Chief Executive Officer of a leading EMS agency during a global, public health crisis, I am thankful to face such a challenge with the team of professionals I have at the Richmond Ambulance Authority (RAA).

The safety and well-being of our staff remains a top priority. We continue to closely monitor and track the health of our employees with all necessary steps taken and protocols followed as we remain up to date with all CDC guidelines to keep everyone protected. COVID-19 related purchases such as additional Personal Protective Equipment (PPE), thermal scanners along with other essential testing and medical equipment were made possible, thanks to the support RAA was extended by the City of Richmond through the CARES Act funding state and local governments received as part of the federal stimulus package. In keeping with our commitment to staff safety, earlier this year, RAA purchased collision prevention technology devices (from HAAS Alert®) designed to complement Move Over laws by delivering real-time

digital alerts to motorists that an emergency vehicle is responding nearby or on-scene at an emergency.

The EMS industry on the whole continues to have a difficult time retaining and recruiting qualified field providers as a result of this pandemic. RAA's recent launch of its EMS Placement Program (enrollees referred to as "cadets") was an innovative approach to recruit individuals looking to start a career in EMS. Cadets may have little to no EMS experience and are provided the training and the opportunity to secure their EMT certification with RAA at no cost.

Notwithstanding the unprecedented challenges of 2020, RAA managed to shine and celebrate a few noteworthy moments this year. The Old Dominion EMS Alliance, RAA's EMS regional council within the Virginia Office of EMS, selected three of our finest to receive regional awards. We are also honored to have our long-standing Operational Medical Director added to the list of RAA winners. All four will be automatically entered for a chance to win a prestigious Governor's EMS Award! They are:

Michael Colman, Chief Operating Officer: ***Outstanding EMS Leadership,***

Sarah McDaniel, Paramedic: ***Outstanding EMS Prehospital Provider,***

Cory Bernardo, Logistics/Production Manager: ***Outstanding Contribution to EMS Health and Safety,***
and

Dr. Joseph Ornato, Operational Medical Director: ***Physician with Outstanding Contribution to EMS***

I am also proud to report RAA's EMT, April O'Quinn, served as the Grand Marshal for the 2020 Annual Dominion Energy Christmas Parade. April was one of five national winners in the "Heroes with Heart," contest run by American Girl®, makers of the popular American Girl dolls.

I am certainly not alone when I say 2020 was unequivocally the most difficult year for the EMS industry and our nation's healthcare system as a whole. As 2020 comes to a close, we can all agree the COVID-19 pandemic remains a worldwide public health crisis with impacts on us all that have run broad and deep. Navigating amidst uncertainty is best done as a team, with us all working together to reach that light at the end of the tunnel. Teamwork and looking out for one another is nothing new for our agency. With the continued support of our Board of Directors, members of City Council, the leadership in City Administration, the clinical oversight of our Operational Medical Director, Dr. Joseph Ornato, and a staff like no other, I am confident that together, we can look forward to a better and brighter 2021!

CHIP DECKER
CHIEF EXECUTIVE OFFICER

2020 News and Events

JANUARY

The Richmond Ambulance Authority partnered with American Red Cross and held a blood drive for National Blood Donor Month and in honor of EMT Katherine “Kate” Bush. RAA was recognized by the International Academies of Emergency Dispatch and was reaccredited as an Accredited Center of Excellence for the seventh consecutive time.



FEBRUARY

In February, we welcomed Richmond Public School students from Binford Middle School. They got a tour of our headquarters and learned about how RAA operates. We participated in National Read Aloud Day at Chippenham Hospital’s pediatric floor.



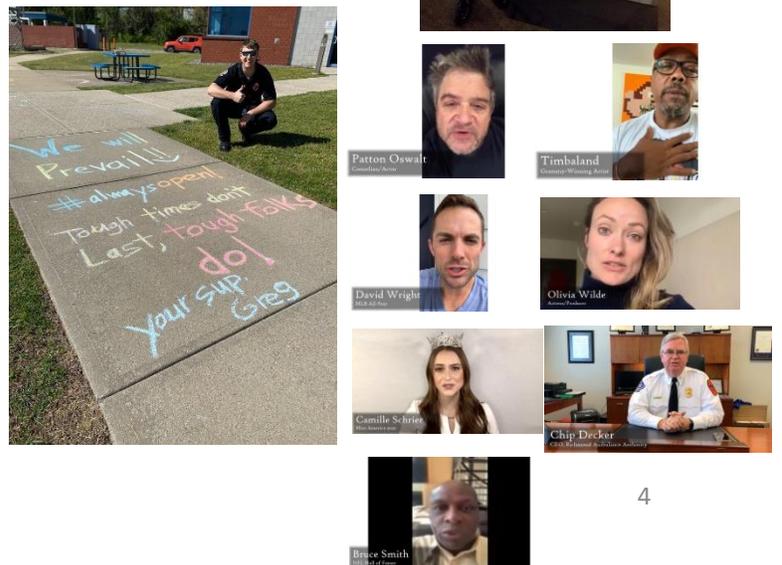
MARCH

We welcomed University of Rwanda students Christian Ndaribitse and Mary Grace Mutuyimana to RAA. We joined local leaders from across the region as the Central Virginia All Hazards Incident Management Team was activated in response to COVID-19. Chief Operating Officer Michael Colman was nationally recognized with the EMS10 Innovator Award.



APRIL

In April, we joined the national #ChalkYourWalk trend as staff wrote messages of inspiration for the community around RAA headquarters. CEO Chip Decker thanked doctors, nurses and frontline workers in a star studded video produced by the Virginia Hospital & Healthcare Association.



2020 News and Events



MAY

In May, acclaimed international Author Justine Avery donated books to the Richmond Ambulance Authority's Little Free Library. While we couldn't celebrate as we've done in years past, RAA still recognized its staff and EMS workers across the country during National EMS Week for their dedicated service to their communities during the pandemic.



JUNE

In June our new state of the art Braun ambulances made their inaugural trip into the City. RAA teamed up with the American Heart Association for a virtual Hands-Only CPR demonstration in recognition of CPR and AED Awareness Week. RAA made the decision to recognize Juneteenth as a permanent paid holiday.



JULY

In July, RAA teamed up with the American Red Cross to promote heat safety. Lieutenant Danielle Geronimo spoke to reporters about the importance of staying hydrated, taking breaks and stressed that it was ok to wear a mask in the heat.



AUGUST

RAA EMT April O'Quinn was announced as one of five grand prize winners of American Girl's "Heroes with Heart" contest and was made into a doll. We participated in the Ultimate Backpack Supply Drive at The Diamond to help collect supplies and provide PPE for more than 15,000 students in the area.

2020 News and Events

SEPTEMBER

In September, RAA celebrated its 29th Anniversary serving the City of Richmond. Richmond granted the franchise to RAA on September 23, 1991. We joined more than 60 entities across the state to promote the importance of getting the flu shot in the face of the pandemic.



OCTOBER

We recognized our partnership with the Richmond City Health District by highlighting a success story from our “First Responders for Recovery” program aimed at helping addicts connect to recovery resources. We joined our public safety partners to celebrate National Night Out.



NOVEMBER

In November RAA teamed up with AAA Mid-Atlantic and held a virtual Child Car Seat Safety demonstration ahead of Thanksgiving. The Old Dominion EMS Alliance announced regional award winners during a virtual “news” show where several RAA members were recognized.



DECEMBER

RAA EMT April O’Quinn served as Grand Marshal of the Dominion Energy Christmas Parade which was broadcast on CBS6. Six employees became the first RAA staff members to be given the COVID-19 vaccine.



Memorable Moments from 2020





Community Support

***"Alone We Can Do So Little;
Together We Can Do So
Much" – Hellen Keller***

In 2020, our first responders and agency on the whole dealt with unparalleled challenges in the face of COVID-19. At the same time, we saw an unparalleled amount of support from our community. Businesses, non-profit organizations and individuals reached out in so many different ways to encourage and thank our staff. The incredible support was felt, appreciated and helped strengthen the resolve of our employees in the middle of the most formidable year in RAA's history.

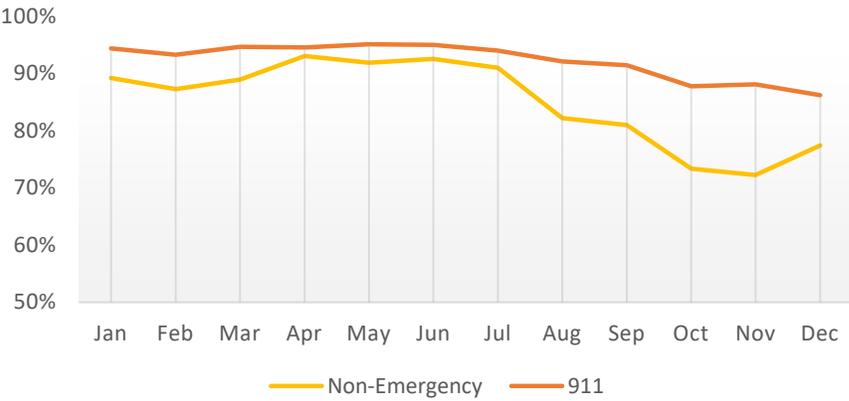
We cannot say enough about how much that support meant and we are so thankful for the love shown to us and for the opportunity to serve such an amazing City.



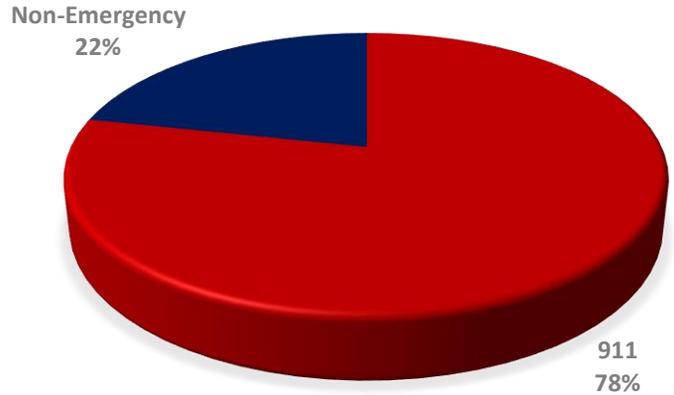


Our Performance

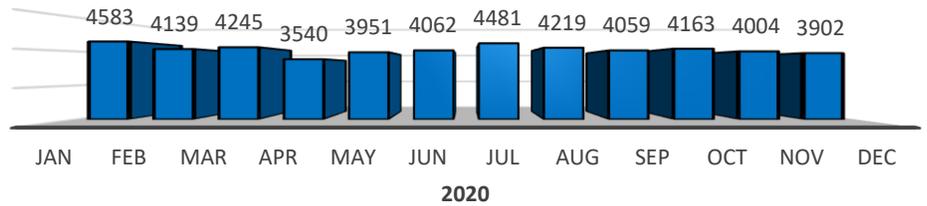
2020 Response Time Compliance



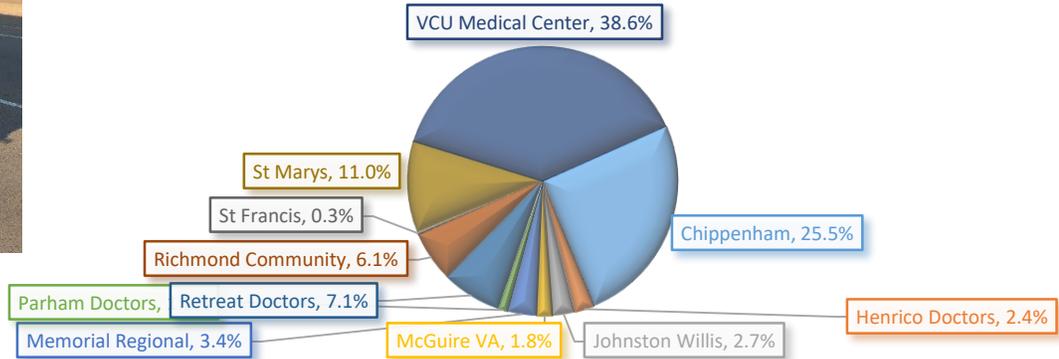
2020 RAA SYSTEM DEMAND



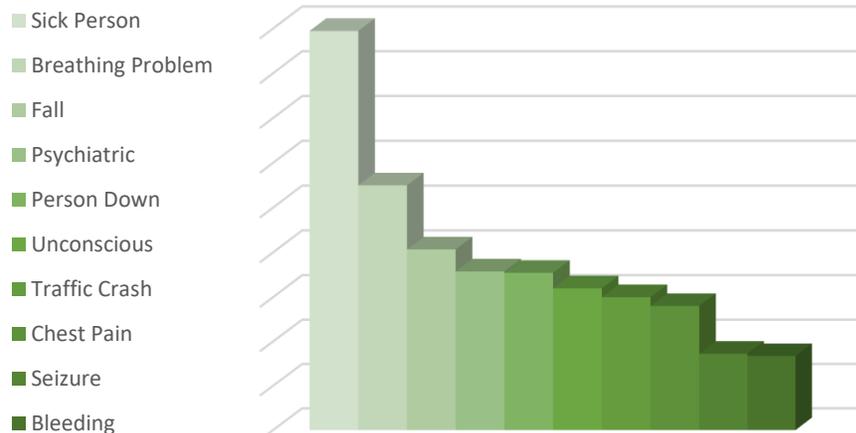
911 Responses



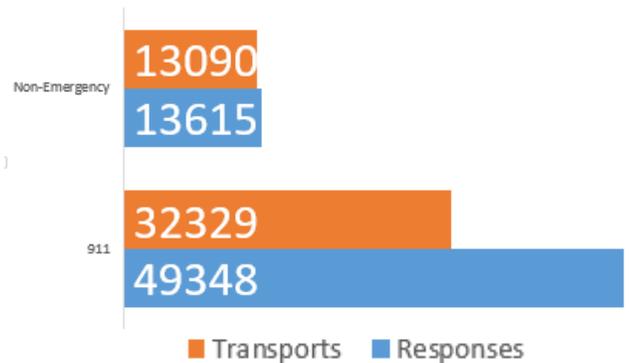
911 PATIENT DESTINATIONS 2020



Top 10 Emergency Response Complaints



2020 Call Volume



Fleet Composition



In 2020, RAA trucks traveled 1,230,960 miles. That's the equivalent of:

113,924 trips around Richmond (in square miles)

49.43 trips around the world

2.57 trips to the moon and back

Our fleet:

- 29 Ford Type III gasoline chassis ambulances
- 8 Ford Type II gasoline van style ambulances
- 1 Freightliner diesel Critical Care Transport
- 1 International Critical Care Transport
- 2 Ford gasoline Expeditions
- 2 Chevy gasoline Tahoes
- 1 Ford gasoline F-150 resource vehicle
- 1 Ford gasoline F-250 Tow vehicle
- 1 Ford gasoline Taurus
- 1 Ford gasoline Utility
- 2 Polaris gasoline ASAP specialty vehicles
- 2 ASAP Trailers
- 1 mass casualty trailer



Statements of Net Position

June 30, 2020 and 2019

ASSETS	2020	2019
CURRENT ASSETS		
Cash	\$ 5,811,490	\$ 4,346,157
Short-Term Investments	1,512,863	256,554
Total Cash and Short-Term Investments	7,324,353	4,602,711
Receivables:		
Service Accounts Receivables, Net of Allowance for Contractual Adjustments and Doubtful Accounts	2,319,984	3,354,851
Reusable Supplies	238,796	265,903
Other Current Assets	633,502	476,346
Total Current Assets	10,516,635	8,699,811
LONG-TERM INVESTMENTS	1,000,000	1,000,000
CAPITAL ASSETS, NET		
Vehicles and Ambulances	6,930,419	6,480,373
Building and Improvements	647,016	647,016
Communications Center	351,391	585,009
Communications Equipment	722,488	857,859
Medical Equipment	2,889,630	2,973,230
Office Furniture and Equipment	980,713	972,047
Shop Equipment	77,380	77,380
Less Accumulated Depreciation	(8,725,426)	(9,031,948)
Total Capital Assets, Net	3,873,611	3,560,966
Total Assets	15,390,246	13,260,777
LIABILITIES		
CURRENT LIABILITIES		
Accounts Payable and Accrued Expenses	1,070,203	922,602
Accrued Payroll	538,411	487,401
Current Installments of Obligations under Capital Lease	14,648	14,796
Total Current Liabilities	1,623,262	1,424,799
NONCURRENT LIABILITIES		
Obligations under Capital Lease, Excluding Current Installments	-	14,929
Total Liabilities	1,623,262	1,439,728
DEFERRED INFLOWS OF RESOURCES		
Membership Fees Received in Advance	9,725	11,791
NET POSITION		
Net Investment in Capital Assets	3,858,963	3,531,241
Unrestricted	9,898,296	8,278,017
Total Net Position	\$ 13,757,259	\$ 11,809,258

Statements of Revenues, Expenses, and Changes in
Net Position Years Ended June 30, 2020 and 2019

	2020	2019
OPERATING REVENUES		
Service Revenues	\$ 31,735,326	\$ 33,061,297
Provision for Contractual Adjustments and Doubtful Accounts	(15,865,321)	(18,352,334)
Net Operating Revenues	15,870,005	14,708,963
OPERATING EXPENSES		
Salaries and Related Benefits	12,951,162	13,292,013
Health Insurance	1,419,800	1,484,884
Worker's Compensation	351,906	330,750
Depreciation and Amortization	1,306,474	1,403,132
Professional Services	430,799	312,925
Collection Expenses	28,383	30,418
Marketing and Advertising	12,899	31,662
Office Expenses	416,838	420,379
Telephone	158,836	172,226
Communications	141,615	94,969
Public Information	18,000	21,820
Postage and Shipping	48,668	51,401
Occupancy	190,357	202,150
Other	193,413	73,054
Insurance	188,638	177,339
Printing and Artwork	4,667	7,604
Travel	38,658	59,334
Medical Supplies and Equipment	668,946	673,773
Recruiting and Background Investigations	63,392	84,691
Vehicle Fuel and Tolls	437,412	534,619
Vehicle repairs and Maintenance	550,186	407,793
Uniforms and Laundry	117,422	90,012
Total Operating Expenses	19,738,471	19,956,948
Operating Loss	(3,868,466)	(5,247,985)
NONOPERATING REVENUES (EXPENSES)		
City of Richmond Subsidy	5,000,000	5,000,000
Interest Income	53,706	39,531
Grant Revenues	394,895	84,198
Miscellaneous Revenues (Expenses), Net	367,866	345,828
Total Nonoperating Revenues, Net	5,816,467	5,469,557
CHANGE IN NET POSITION	1,948,001	221,572
Net Position - Beginning of Year	11,809,258	11,587,686
NET POSITION - END OF YEAR	\$ 13,757,259	\$ 11,809,258

Awards and Recognition

RAA Annual Employee Awards

Operations Employee of the Year, Rebecca Szeles

Paramedic of the Year, Sarah McDaniel

EMT of the Year, Connor Ruble

Support Employee of the Year, Michelle Davis

Administrative Employee of the Year, Chris Perkins



Industry-wide Recognition

EMS 10 Innovator award, Michael Colman

American Ambulance Association 40 Under 40, Rebecca Szeles

Old Dominion EMS Alliance, Inc. award for Outstanding EMS Leadership, Michael Colman

Old Dominion EMS Alliance, Inc. award for Outstanding Prehospital Provider, Sarah McDaniel

Old Dominion EMS Alliance, Inc. award for Outstanding Contribution to EMS Health and Safety, Cory Bernardo

Old Dominion EMS Alliance, Inc. award for Physician with Outstanding Contribution to EMS, Dr. Joseph Ornato

International Academies of Emergency Dispatch (IAED) Center of Excellence Re-accreditation



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 inception, 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 32 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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