
Dutchess County EMS Authority Exploration

Project Kickoff Meeting Agenda

April 19, 2019

- Introductions
 - CGR Project Director: Paul Bishop, pbishop@cgr.org, 585-327-7068
 - CGR Key Staff: David Riley, Lee Burns, Pat Malgieri, Robert Ryan
 - Dutchess County
 - Steering Committee
 - CACEMS
- Project Overview
 - High Level Scope Overview
 - Steering committee update process
- Project Context
 - Why are you doing this study in 2019?
 - What has changed since the 2017 Report?
- Communication Protocol
- Next Steps
 - Plan for Site Visits
 - Interview list
 - CACEMS
 - Agency Data Request
 - Survey Development
 - Website Creation
 - Data contact for project
 - Status of Existing Legal exploration into EMS Authorities

Project Approach

Developing a comprehensive understanding of the needs of the County and establishing a strong rapport with the project steering committee will be a cornerstone of our project approach. Throughout the project, CGR will provide regular written updates on project status and will participate on conference calls and meetings as appropriate with the Dutchess County Citizen's Advisory Committee on EMS (CACEMS).

The project team will conduct site visits to launch the project and to present preliminary results for each stage of the project. We will also be present for any of the public meetings as well as key points throughout the engagement. CGR will perform a substantial number of interviews, including with leadership from each agency, and hold focus groups as a part of the planned Dutchess County site visits. The remainder of our work will be performed from our headquarters office. The Harris Beach staff that will work on the project are from their offices in Rochester and White Plains.

Phase One – Project Initiation

As soon as practical after the notice to proceed, CGR will visit the community to meet with key project personnel and CACEMS. We will also establish a project website to help communicate with residents and stakeholders about key aspects of the project. The project website will also enable CGR to share interactive graphics to assist the public in learning about the project. CGR will work with the County to formalize the entire project plan during the contracting process. The project plan will include timing of project update meetings and interim status reports.

This phase of the project is intended to respond to the following tasks:

3.1.2 *Identify challenges associated with the establishment of an Emergency Services Authority and recommended solutions for resolving each challenge;*

3.1.3 *Elicit input and participation from the Dutchess County Citizen's Advisory Committee on EMS;*

3.2 *Periodic status reports, at minimum quarterly, to the Steering Committee;*

3.3 *At minimum, quarterly meetings (i.e., face-to-face, phone/video conference) with the Steering Committee throughout the term of the agreement, with the first and final meetings occurring face-to-face and more frequent communications via email or other group electronic platforms as deemed necessary.*

Phase Two – Establish a Baseline

To develop a baseline understanding, CGR will investigate the existing conditions related to operations of EMS in the County, and the legal and regulatory environment surrounding the creation of an EMS Authority.

The March 2017 report of the Dutchess County EMS Task Force will serve as the reference point for the analysis. Our work will focus on areas where there have been changes since the original report and where the initial study identified that more investigation would be needed. The review will be conducted through a series of in-person interviews, focus groups and data requests. The list of participants for interviews and focus groups will be developed jointly with CACEMS and is expected to include agency leadership, elected leaders, medical directors, state regulatory officials, the County EMS coordinator, agency employees and volunteers, other public safety staff (law enforcement, fire service and communications) and hospitals. We will also seek to identify and quantify the current and anticipated gaps in the EMS system that the EMS Authority will be aiming to address.

One of the initial steps will be the development of a standard data request for EMS agencies. The data requested will include information that is easily accessible to the agencies from patient care reports, operational records, financial documents and incident reports. We will work with agency staff and/or the County emergency communications center to gather the information in an efficient process. While we ask that all information be stripped of PHI and other confidential information, we will store all information in a secure manner.

Parallel to the exploration of existing conditions regarding EMS operations in the County, a thorough review of the legal and legislative requirements as well as potential barriers to the creation of an EMS authority will occur. This aspect of the project will involve a review of relevant statutes, regulations and policies from our experienced legal team at Harris Beach and EMS experts, including the former Director of NYS Bureau of Emergency Medical Services.

This phase of the project is designed to address the following objectives of the study:

3.1.1 Legal and Legislative requirements and barriers to include County, State and New York State Department of Health Bureau of Emergency Medical Services and Trauma Systems;

3.1.2 Identify challenges associated with the establishment of an Emergency Services Authority and recommended solutions for resolving each challenge;

3.1.3 Elicit input and participation from the Dutchess County Citizen's Advisory Committee on EMS.

The information will be synthesized into a report that documents the existing conditions of the EMS system and operations using objective measurements, graphics, geographic representations, written findings and interactive web-based data visualizations, as appropriate. The combination of formats will enable stakeholders to understand the current operating environment and inform the development of options for improvement. This Baseline Report will serve as a stepping off point for the next stages of the project. The Baseline Report will be presented using an appropriate electronic format, including the use of a webinar format, to enable feedback from the steering committee and other identified key stakeholders.

Phase Three – Identify Options and Develop Implementation Plan

This phase will build on the work conducted in the Baseline Phase of the report. The creation of an EMS Authority will require substantial effort from key stakeholders to develop the necessary support from elected leaders and EMS providers. While the RFP is focused on the creation of an EMS Authority, there may be other such inter-municipal agreements or service consolidations that will achieve substantial portions of the County's objectives with lower burden for implementation.

We will identify the steps necessary for the implementation of an EMS Authority as well as other potential options to meet the needs of the County. Harris Beach attorneys will play a key role in outlining the steps necessary for implementation of an EMS authority at local, County and State level and also crafting a proposed organizational structure. The full CGR team will work to inform the stakeholders on the key issues related to creating an EMS Authority. The initial audience will be the CACEMS to vet the various options and implementation plan. After their input on the draft documents, we will work, again, with focus groups of different stakeholders in the County, including state and local elected officials, to make the case for the adoption and to gather feedback on the initial implementation plan. A finalized options and implementation plan will be developed based on the feedback received during the focus groups and public meetings.

This phase of the project is designed to meet the following objectives of the study:

3.1.4 *Provide education and information to stakeholders on the benefits and challenges of creating an Emergency Services Authority;*

3.1.5 *Organizational structure of the authority to include but not limited to:*

3.1.5.1 Board of Directors/Governance Board

3.1.5.2 Charter and By Laws

3.1.5.3 Funding revenue plans

3.1.5.4 Criteria for inclusion for participating agencies;

3.1.6 *Strategies for gaining political, community and emergency services support;*

3.1.7 *Implementation plan; and*

3.1.8 *Any other aspect relative to the development and implementation of the Authority the consultant deems pertinent not referenced in this Scope of Services.*

3.4 *At minimum, one meeting with state and local elected officials to solicit input and support from them, so that effective legislation can be enacted;*

3.5 *Public Hearing(s) and other communications to solicit input and support from the public, so that effective legislation can be enacted;*

3.6 *Prepare a preliminary report, with recommendations, in electronic form, for review by the Steering Committee;*

3.7 *Prepare a final draft report, with recommendations, incorporating steering committee feedback.*

Phase Four– Develop a Final Report

In the final phase of the project, the draft Final Report will be presented to a joint meeting of elected officials at a public meeting. The public meeting will include an opportunity for public input regarding all aspects of the plan. The draft Final Report will also be shared on the project website with an opportunity for people to comment directly to CGR. Any written comments received will be shared with the study team.

CGR will prepare a Final Report that includes any substantive changes suggested by the steering committee based on public feedback. The final document will also include comments received as part of the public meeting process. CGR would publish a final approved report on the project website.

This phase of the project is designed to meet deliverables:

3.8 *Present final draft report to the public and municipal leaders at one joint public meeting, which will include the opportunity for public participation; and*

3.9 *Prepare and submit the final report.*

Project Timeline

The following project timeline has been developed based on our experience with similar organizations and the need for input at certain junctures. The schedule can be

adjusted if there are specific organizational demands such as meeting budget timelines or grant application windows.

Projected Days	Milestone	Notes
1	Notice to Proceed	
5	Project Kickoff Meeting	CGR on site to meet with key personnel and conduct initial interviews. CGR would create the project website.
5 to 35 (May)	Baseline Interviews and Survey	Estimated 4 days on site conducting interviews, focus groups and site visits. CGR would also have a project survey for volunteers, employees and other key stakeholder groups.
5 to 60 (May & June)	Baseline Information Gathering	From the initial visit until completed, CGR will be working with appropriate staff and contacts to gather objective relevant data and conduct project research including legal and regulatory information.
45 to 60 (June)	Baseline Report Development	Based on information from interviews local data and legal analysis.
60 (Mid to End of June)	Presentation of Baseline Report	Present Baseline Report
60 to 120 (July and August)	Development of Options and Implementation	CGR will Identify the Options and appropriate implementation strategies based on the Baseline Report.
120 to 165 (September)	Share Plan with stakeholders	CGR will work with the steering committee to share the options and implementation plan with appropriate stakeholders and make revisions.
165 to 180 (October)	Final Report Presentations	CGR will be ready to present the final report at time convenient to the County.
180+	Final Report submitted	After the joint public meeting and a period for public comment, CGR will prepare a final version of the report that includes substantive changes and suggestions from the steering committee.

