

**Resolution 21-544**

**A RESOLUTION OF SAN JUAN COUNTY PUBLIC HOSPITAL DISTRICT NO. 1 TO MOVE FORWARD WITH THE INTEGRATION OF EMS AND FIRE**

**WHEREAS**, per RCW 70.44, San Juan County Public Hospital District No. 1 (“hospital district”) is authorized to provide healthcare services and operate San Juan Island Emergency Medical Services (“San Juan Island EMS”) to the residents of the hospital district that includes ground ambulance, basic and advanced life support, transport; and,

**WHEREAS**, the hospital district in collaboration with San Juan Island Fire and Rescue (“fire district”) undertook a one-year study regarding the integration of San Juan Island EMS and the fire district through the use of a Citizen’s Advisory Group, which made its final recommendation to do so in April of 2019 and was approved by both Districts; and,

**WHEREAS**, the hospital district believes that with planning integration will serve the public interest; and,

**WHEREAS**, many steps have already been accomplished; and

**WHEREAS**, the hospital district has developed with the Fire District the attached Implementation plan to finish the process, “Exhibit A,” which lays out an integration process that is viable;

**NOW THEREFORE BE IT RESOLVED BY THE HOSPITAL DISTRICT COMMISSIONERS OF THE SAN JUAN COUNTY PUBLIC HOSPITAL DISTRICT NO. 1 that:**

The hospital district will move forward with integration up the first step of Phase 2, contingent upon an equivalent motion or resolution passed by the fire district, at which point both districts will review the final planning phase documentation and vote whether to move forward.

Adopted this 24 day of March 2021.

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Commissioner

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**EXHIBIT A: INTEGRATION OF EMS AND FIRE ON SAN JUAN ISLAND, WA, AND SURROUNDING AREA**



**PHASE 1:**

**IMPLEMENTATION STEPS**

*Initial: Boards vote whether to move forward*

*Support annexation to make the borders of both Districts the same*

*Explore joint training*

**AND FINAL PLANNING PHASE**

*Financial Planning – Bargaining agreement, combined budget, proposed funding levy rate, capital improvement plan, and determination regarding disposition of SJIEMS Assets*

*Discussion of Transitions (including: bargaining agreement; volunteer plan, Outreach programs)*

**PHASE 2:**

**PASS THE FUNDING THRESHOLD**

*Sept 2021: Boards finalize funding plan for ambulance service under Fire District*

*Sept – Nov 2021: Public Outreach for funding plan. Hospital District commits not to renew its levy should funding votes pass.*

*Nov 2021: Funding plan to voters for a combined system, effective Jan 1, 2023 (backup: Feb 2022)*

**AND FURTHER IMPLEMENTATION**

*Following Lid Lift Success: Apply for ALS transport license for San Juan Island Fire and Rescue effective January 1, 2023 or sooner if appropriate*

**Completion:**  
Jan 2023

**PHASE 3:**

**FINAL IMPLEMENTATION**

*Interlocal Agreement for Fire to administer San Juan Island EMS until its levy expires*

*Work on transferring EMS grants to Fire (if applicable)*

*Complete any necessary workforce agreements, such as a Collective Bargaining Agreement*

## PHASE 1 (APRIL – AUGUST 2021)

### IMPLEMENTATION STEPS

<b>1</b>	<p><b>Initial Step: Boards vote whether to move forward</b></p> <p>Both Boards should take action whether to move forward. Once all the planning phase is over, additional action should be taken to ensure both districts accept the results of the planning process</p>	<p><b>Responsibility:</b> Executives will present a resolution. Boards must determine whether to accept it. If this is not successful, the process stops.</p> <p><b>Timing:</b> March - April 2021</p>
<b>2</b>	<p><b>Complete annexation to make the borders of both Districts the same</b></p> <p>The Fire District has already annexed the outer islands.</p> <p>The annexation of the Town of Friday Harbor will be on the ballot for April 2021. Both Districts will do what they can legally do to support this process. If it fails, the hospital district will help support another attempt in 2021</p>	<p><b>Responsibility:</b> Fire District. Hospital District will support.</p> <p><b>Timing:</b> Done by summer 2021</p>
<b>3</b>	<p><b>Explore joint training</b></p> <p>A joint training officer will allow the Districts to work on improving workforce collaboration and partnerships. It will give both agencies a chance to work together and makes better use of shared resources</p> <p>Program will be run separately with respect to the Department of Health, but the respective OTEP plans may be revised</p> <p>During Phase 1, agencies will run the programs separately in practice, but as agencies enter phase 2 may be run together (while still treated legally as separate)</p>	<p><b>Responsibility:</b> Both Executives, Board concurrence required for funding</p> <p><b>Timing:</b> Implement by June 2021. Will require an MOU between the agencies to share the expense, clarify reporting, etc.</p>

**PLANNING STEPS**

<p><b>1</b></p>	<p><b>Financial Planning</b></p> <p>Detailed financial planning will be done through this phase and submitted to the Boards</p> <p><b>Combined Budget:</b> budget for a singular service, year 1 with pertinent planning included and org chart (FTE count)</p> <p><b>Levy Rate and Levy Mechanism:</b> a resolution with the ballot measure and rate</p> <p><b>Capital Improvement Plan:</b> Determination regarding capital needs of a combined service</p> <p><b>Disposition of SJIEMS Assets:</b> What items will be transferred to the Fire District and what will be liquidated</p>	<p><b>Responsibility:</b> The Fire Chief will lead this process. EMS will remain under its own leadership and be fully participatory.</p> <p>Both Boards will need to review this plan as the first step of phase two, and which will constitute final approval of the project</p> <p><b>Timing:</b> by the end of phase one (August 2021)</p>
<p><b>2</b></p>	<p><b>Transfer of Workforce Agreement (including wages, benefits, and Collective Bargaining Agreement; volunteer plan, Outreach programs)</b></p> <p><b>Wages and benefits:</b> A detailed and comprehensive plan for a combined workforce, including a new Collective Bargaining Agreement effective Jan 1, 2023</p> <p><b>Volunteers:</b> An integrated plan and program for volunteers will be presented</p> <p><b>Outreach programs:</b> the transfer of Community Paramedicine and other outreach programs will be addressed</p> <p><b>Internal Outreach:</b> Communicate the steps and plan moving forward while answering questions.</p>	<p><b>Responsibility:</b> The Fire Chief will lead this process. EMS will remain under its own leadership and be fully participatory. Union electeds will represent the bargaining unit.</p> <p>Both Boards will need to review this plan as the first step of phase two, and which will constitute final approval of the project</p> <p><b>Timing:</b> by the end of phase one (August 2021)</p>

## PHASE 2 (Sept 2021 – Feb 2022)

### PASS THE FUNDING THRESHOLD

1	<p><b>Boards vote to jointly sponsor Fire District funding and integration project (60 days min. before election cycle)</b></p>	<p><b>Responsibility:</b> Both Boards, based on the submissions by the two executives</p>
	<p>The two Boards will review the final planning phase documents, and sign a binding MOU moving forward. That MOU may include an Interlocal Agreement for management of San Juan Island EMS following the anticipated success of a funding vote</p>	<p><b>Timing:</b> Sept 2021</p>
2	<p><b>Public Outreach for funding plan</b></p>	<p><b>Responsibility:</b> Both agencies, including commissioners, staff, and volunteers to the extent possible</p>
	<p>Public outreach for the funding plan will rest upon the integration plan and should be fully supported by both agencies to the greatest extent possible. Work will need to be done along the way to engage staff and volunteers, who can be critical advocates for this process</p>	<p><b>Timing:</b> Sept – Dec 2021</p>
	<p>The hospital district will commit not to renewing its levy at this time, so that the budgeted impacts of the funding plan are clear</p>	
3	<p><b>Funding Levy to pay for an integrated system</b></p>	<p><b>Responsibility:</b> Fire District. Hospital District will provide support</p>
	<p>This funding plan (will be determined in phase 1) will need to be effective Jan 1, 2023, following the expiration of the San Juan Island EMS levy</p>	<p><b>Timing:</b> Nov 2021 (backup: February 2022)</p>

### ADDITIONAL IMPLEMENTATION STEPS

1	<p><b>Apply for ALS Transport license for San Juan Island Fire and Rescue</b></p>	<p><b>Responsibility:</b> Fire District staff. Hospital District will provide support if needed</p>
	<p>The Fire District already has its BLS-Aid license but will need to expand to receive its ALS-Transport license (which includes BLS-Transport). This will involve working with the Department of Health and the Medical Program Director</p>	<p><b>Timing:</b> Likely after the EMS levy passes</p>

**PHASE 3: (Mar 2022 – Dec 2022)**  
**FINAL IMPLEMENTATION**

<b>1</b>	<p><b><i>Interlocal Agreement (ILA) for Fire District to administer San Juan Island EMS until its levy expires</i></b></p> <p>Once the funding is secured, both Districts will move towards the final steps of implementing integration. There is no reason to delay from this point on. In practice, some steps may not be possible until San Juan Island EMS is fully shut down at the end of the 2022. This is expected to be a full pass-through ILA, where Fire will run EMS, and the hospital district will send the funding from its levy to Fire until it runs out</p>	<p><b>Responsibility:</b> Hospital District. Fire District will provide support</p> <p><b>Timing:</b> Early 2022</p>
<b>2</b>	<p><b><i>Transferring existing EMS grants to Fire</i></b></p> <p>Hospital District has some grants, such as for funding Community Paramedicine, that will need transferred to Fire District</p>	<p><b>Responsibility:</b> Hospital District. Fire District support</p> <p><b>Timing:</b> After the funding plan is passed, sometime in Phase 3</p>
<b>3</b>	<p><b><i>Complete Collective Bargaining Agreement (CBA) transition</i></b></p> <p>Bargaining agreement will likely be represented in MOUs, and will need executed as a CBA effective 1/23</p>	<p><b>Responsibility:</b> Fire Chief and Board</p> <p><b>Timing:</b> During 2022</p>

**COMPLETION: January 1, 2023**

<b>1</b>	<p><b>Fully integrated Fire/EMS under San Juan Island Fire and Rescue</b></p> <p>A fully integrated system takes effect</p>	<p><b>Complete:</b> December 31, 2022</p>
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## TIMELINE SUMMARY

### PHASE 1

March 24, 2021	Hospital District takes action to move forward with the Implementation Plan
April 13, 2021:	Fire District takes action to move forward with the Implementation Plan
Aug 2021:	Annexation of Town steps complete
June 2021:	Propose plan for joint training, implement June/July
August 2021:	Present Financial Planning
August 2021:	Memorandum of Understanding or Collective Bargaining Agreement plan

### PHASE 2

September 2021:	Joint Board Meeting to accept the financial planning, CBA transfer, and move forward with funding plan to voters
Sept – Nov 2021:	Public Outreach for funding plan
Nov 2021:	Funding Vote
Feb 2022:	Backup funding vote (if needed)
Dec 2021 / Mar 2022	Apply for ALS transport License (may need to be done sooner, but should follow final vote in September of the two Boards to move forward)

### PHASE 3

Dec 2021 / Mar 2022	Following successful funding, Interlocal Agreement for Fire District to administer SJIEMS until its levy expires
2022	Work on transferring existing EMS grants to Fire District (if applicable)
2022	Finalize and execute Collective Bargaining Agreement (the framework of which should have been worked out in August 2021, potentially via MOU)

### COMPLETION

January 1, 2023	Fully integrated Fire/EMS under San Juan Island Fire and Rescue
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