

YEAR 2023

2023 YEAR IN REVIEW



**PREPARED BY:
NATHAN BUTLER**



SAN JUAN ISLAND EMS

OPERATIONS

- Met every obligation we had to the public – this was one of the most efficient and effective operational years we’ve ever had. Very few people had to wait for care no matter how many calls we were running, or how complex they were – whether marine, backcountry, pediatric, cardiac arrest, whatever – we were there for the public in record time.
- Ordered and configured new tablets for deployment on ambulances for electronic patient record generation.
- Updated electronic patient record charting.
- Updated volunteer stipends to simplify and ensure compliance with IRS regulations; established new minimums for volunteers to maintain credentialing with San Juan Island EMS.
- Instituted gym memberships for staff and volunteers which significantly promoted health and wellbeing across the agency.
- Began our new response model with paramedics responding out of the station with EMTs rather than on separate sprint rigs on call; instituted new system of on-shift meals, training, chores, shift change briefings, etc.
- Purchased, installed, and used new power load stretchers on ambulances, which reduces back injuries and lifting, while also improving patient safety; improved service especially for bariatric patients.
- Field tested new equipment such as Zoll monitors and Elk Lift for bariatric patients.
- Troubleshoot new CODAN radio system and worked with the county to help make the system work for end users; optimized our radio communications protocols.



In 2023, Paramedics began working from out of the station with EMTs rather than on separate sprint rigs on call.

Pictured: Staff re-labeled the rigs at 12:00AM on January 1st, 2023 to celebrate the medic transition to in-station shifts.

OPERATIONS CONTINUED

- Recognized by the WA Cardiac Arrest Registry for the highest save rates in the state.
- Completed update of station facilities to better accommodate increased station presence.
- Updated ambulance inventory levels and placement; new rig check forms and process.
- Implemented new trauma bases, medkits, Autism Carter Kits, and neonatal safety restraints.
- Purchased new electric stair chairs, trained and deployed on ambulances; purchased in part with funding from the Washington State L&I grant.
- Dealt with numerous marine calls and worked with our partners to meet those needs.
- Put in service one of the first-in-class all-electric first responder vehicles – a Ford Lightning for our community paramedicine program. This gives us the ability to move equipment needed for patients as well as charge various devices in the field such as CPAP batteries in an emergency.
- Installed a new charging station for the Ford Lightning.
- Replaced a command rig and outfitted both command rigs for best storage and response.
- Assisted with numerous community events such as the high school football games, car show, fair, etc.
- Helped distribute Narcan in the community in collaboration with the San Juan County Sheriff's Office
- Worked with the union to establish a better way to manage emergency overtime that requires less from management.
- Chief Butler completed the prestigious Ambulance Service Manager (ASM) course with Fitch and Associates in Kansas. This 80+ hour course was a big lift for the management team.
- Reviewed performance of all staff.

Pictured: Chief Butler's response rig parked next to Assistant Chief Bishop's 2023 Ford Commander Rig. Bishop's rig was purchased by the District in 2023.



TRAINING

- Assistant Chief of Operations and Training provided a huge range of trainings to our agency and the broader EMS and healthcare community. This was the most expansive set of offerings ever provided in San Juan County.
- Purchased the American Heart Association Training Center from Lainey Volk, allowing us greater control of all AHA training – this includes all CPR/First Aid, as well as ACLS and other important classes that would require mainland travel to maintain/obtain.
- Organized and screened a new EMT class to begin in 2024.
- Moved Ongoing Training and Education Program (OTEP) on shift for all staff, while giving volunteers more options for training and emphasizing small unit training and cohesion.
- Approximately 48 OTEP small group trainings for ongoing EMT education.
- Updated Mass Casualty Plan with the Medical Program Director and tested it through a major multi-agency drill at Village at the Harbor.
- Implemented new driving education program and policy.
- ACLS for the experienced Provider.
- Joint All Hazards training with San Juan Island Fire and Rescue.
- Death Communication for First Responders for all first responders.
- 10 BLS and 10 ALS case reviews with Medical Program Director Josh Corsa, MD.
- Hundreds of EMS Connect Sessions (an online training platform).
- Handtevy provider education.
- Certified Ambulance Documentation Specialist (CADS) education.
- Several WA DOH EMS Evaluator course.
- NAEMT Community Paramedicine Courses offered: Hospice and Palliative Care, Endocrine Disorders, and Wellness and Nutrition.
- NAEMT Emergency Pediatric Care (EPC) course.
- NAEMT Geriatric EMS (GEMS) course.



Pictured: EMS staff train with San Juan County Sheriff's department for marine calls on board the new Sheriff's boat.

TRAINING CONTINUED

- NAEMT Tactical Emergency Casualty Care (TECC) course and practical scenario with multi-agency involvement at Village at the Harbor.
- NAEMT Advanced Medical Life Support (AMLS).
- AHA Advanced Stroke Life Support (ASLS) provider.
- Pediatric Education for Prehospital Professionals (PEPP) Provider.
- Numerous on-shift trainings.
- Graduated over 90% of new volunteers from Field Training and Evaluation Program (FTEP).
- Assistant Chief of Operations and Training has completed over 90% of Eastern Oregon University's EMS Administration bachelor degree.
- Issued 37 Wilderness First Aid credentials
- Issued 10 Wilderness First Responder Recertifications



Bishop, Assistant Chief, and Cuddington, Director of Community Paramedicine, train for marine calls on San Juan County Sherriff Department's new boat.

AHA TRAINING CENTER STATISTICS

128

Heartsaver CPR AED
Provider Certifications

221

Basic Life Support (BLS)
Provider Certifications

407

Heartsaver First Aid & CPR
AED Provider Certifications

58

Heartsaver First Aid
Certifications

- 1** Advanced Cardiac Life Support for the Experienced Instructor (ACLS EP)
- 1** Advanced Cardiac Life Support (ACLS) Instructor
- 14** Advanced Cardiac Life Support (ACLS) Provider
- 2** Advanced Stroke Life Support (ASLS) Instructor
- 2** Advanced Stroke Life Support (ASLS) Provider
- 42** Basic Life Support (BLS) Instructor
- 1** Heartsaver Pediatric First Aid CPR AED Provider
- 1** Pediatric Advanced Life Support (PALS) Instructor
- 8** Pediatric Advanced Life Support (PALS) Provider

Basic Life Support (BLS)

Basic Life Support (BLS) Provider

Basic Life Support (BLS) Instructor

Advanced Cardiac Life Support (ACLS)

Advanced Cardiac Life Support (ACLS) Provider

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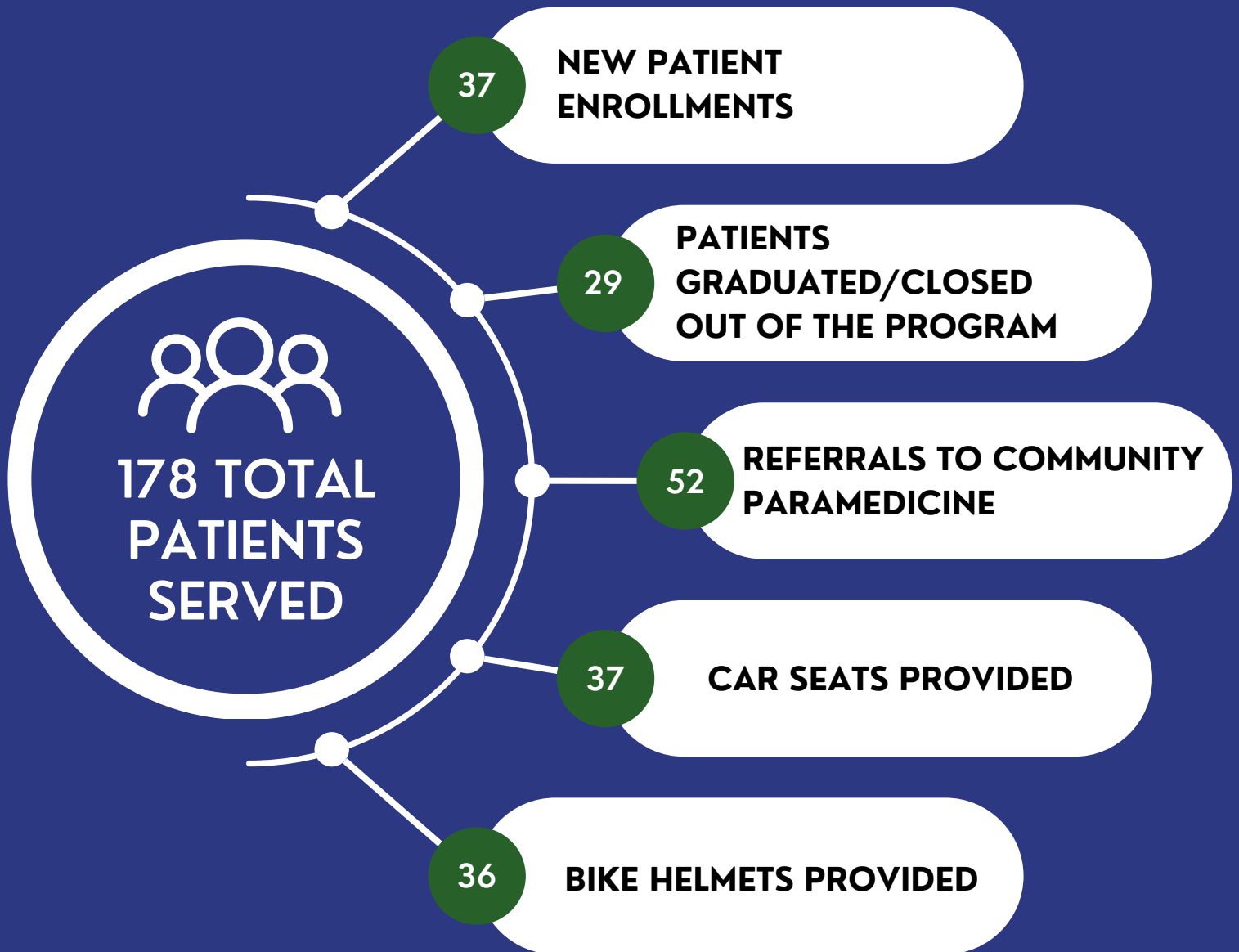
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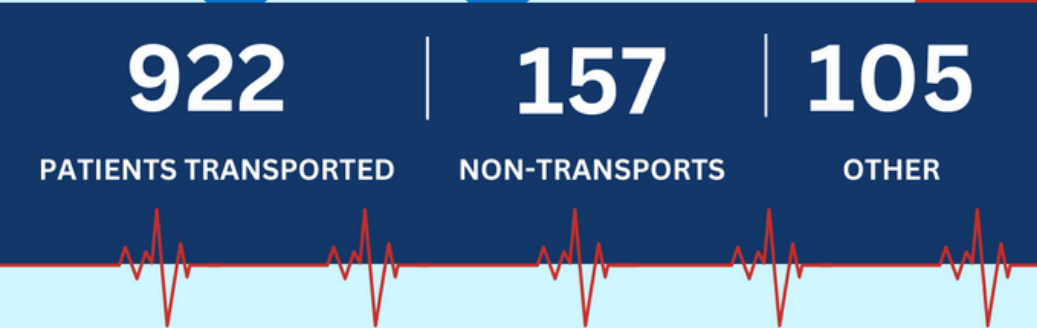
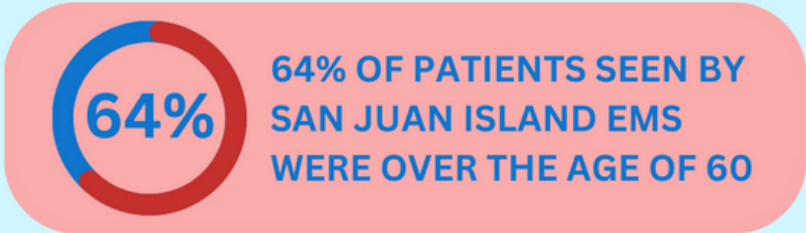
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COMMUNITY PARAMEDICINE STATISTICS





517 PATIENTS TRANSPORTED TO PEACE HEALTH PEACE ISLAND MEDICAL CENTER FOR EMERGENCY CARE
389 PATIENTS TRANSPORTED TO AIRLIFT NW, ISLAND AIR, OR LIFE FLIGHT FOR AIR AMBULANCE TRANSFER





VILLAGE AT THE HARBOR

OPERATIONS

- Implemented Mercury Pharmacy, which added significantly more checks and balances, improved accuracy and consistency, and improved efficiency.
- Managed to avoid increasing rates more than 4% on average in 2023, despite inflation and wage pressures.
- Reevaluated all care plans regularly to ensure care needs are met by residents.
- Reorganized administration and leadership at Village at the Harbor to better meet the needs of the department.
- Maintained operations during numerous large capital projects that were potentially disruptive to staff and residents; ensured a safe and secure environment for residents.
- Dealt with COVID exposures and protocols.
- Assisted more than half a dozen residents who went on hospice during the year in partnership with Hospice of the Northwest.
- Staff development – continued education for Med Techs & RA's, in-service from Hospice NW on end of life care.
- Hosted inter-agency active violence drill.
- Active training program: Nursing staff in service training on Dementia and Mental Health care, Dining Service Director in service on cooking for diabetic and special need diets, Hospitality and customer service training for Resident Assistants, and Fire safety drills – improved time and organized emergency notebooks.
- Developed Emergency evacuation plan.
- Developed a better system for processing Resident maintenance requests.
- Held numerous events and activities for residents.



MEDICAID CONTRACT

- Providing access to Medicaid beds was a major commitment made to the public in the fall 2021 lid lift; this commitment was met in 2023.
- Developed policies and procedures for taking Medicaid clients.
- Developed costing estimates and budget impact planning and reviewed with the Board of Commissioners.
- Managed a difficult application process with the state that extended over six months and resulted in having our information lost by the state multiple times.
- The final licensing test involved a zoom meeting with a tape measure reflecting a frustrating process that staff successfully navigated.
- Achieved a higher dollar amount of reimbursement than expected and developed a strong relationship with the person who does Medicaid assessments.
- Setup new bank accounts and financial processes for the billing of Medicaid clients.
- We were able to accept 5 Medicaid clients before the end of 2023 – people who had no other option and desperately needed the help.

DEFERRED MAINTENANCE

- Dealing with the deferred maintenance at Village at the Harbor was an important goal of the lid lift in fall 2021, and in 2023, this goal was largely realized.
- Replaced the hot water heaters at Village at the Harbor. These aging units also required some replumbing, and had to be customized to the space due to design issues when the building was built.
- Repaired and rebuilt the failing HVAC system.
- Updated and made current all of the landscaping.
- Repaired damage to the roof.
- Rebuilt the industrial dishwasher in the kitchen.
- Rebuilt the industrial oven in the kitchen.



VILLAGE AT THE HARBOR REMODEL

- Undertook the first major remodel of Village at the Harbor since its construction in 2008.
- Dealt with public works requirements, which required entirely new policies and training for the entire administrative team to ensure compliance with public works laws.
- Replaced carpet in nearly all of the resident rooms.
- Selected, designed, and installed new carpet for the entire building as well as paint for the interior, new lighting for the interior, new mailboxes for residents.
- Selected, ordered, and installed new furniture in all shared spaces and the dining spaces, installed a new minibar.
- Installed new planter boxes in the back of the building, did much of the exterior painting, dealt with numerous contractors, installed a new outdoor BBQ, and otherwise squared away the building exterior.





SAN JUAN COUNTY
Public Hospital District No. 1

GENERAL HOSPITAL DISTRICT INITIATIVES

YEAR 2023

NEW ADMINISTRATIVE OFFICES

- Negotiated a lease agreement including renovation costs that was a great bargain for the taxpayer.
- Planned and designed the new layout to make efficient use of the space, including two new closed-in offices with walls and all of the necessary electrical wiring out outlets, as well as HVAC, AC, lighting, and other important environmental systems reconfigured for the space.
- Replaced the carpet in all of the spaces and repainted the space.
- Installed a break room with all of the necessary appliances and resources to support staff.
- Ordered, set up, and installed furniture for the new space, including lease of a copier, training room furniture, office furniture, cabinetry, and storage; various signage.
- Had Northwest Technologies install ethernet wiring for all offices and spaces while building in needed flexibility as space usage changes.
- One new bathroom installed and configured for use; old bathroom remodeled and updated.
- Established cleaning and maintenance protocols.
- Managed the transition with staff who underwent this significant move and learned how to collaborate in the new ecosystem.



**New
administrative
offices located
at 535 Market
Street, Unit E.**

ADMINISTRATIVE CONSOLIDATION

- Moved all administrative staff to the new admin offices on Market street.
- Hannah Johnson successfully took on her new responsibilities as the HR and PR Specialist for the District, rather than being general admin for EMS.
- Stephen Wambsganss successfully took on his new responsibilities as the Finance Director, rather than being general admin for the Hospital District.
- Successfully hired a full-time Administrative Specialist to support the expanding administrative and financial needs of the District – new home care programs, Medicaid at Village at the Harbor, Tyler Technologies transition, etc.
- Johnson and Wambsganss were accepted to, enrolled in, and began graduate school programs that will help them both gain the expertise needed in their new roles.
- Hired a fulltime maintenance technician, Josh Blaine, and we are not sure how we survived before his hire.
- Established a whole suite of processes to ensure accountability and function with people who have more specialized roles than was previously the case.
- Transitioned Tina Smith from Assistant Executive Director of Village at the Harbor to be the Interim Executive Director, and at the end of 2023, to full Executive Director.
- Transitioned Evan Perrollaz from Executive Director of Village at the Harbor to be the Deputy Superintendent of the Hospital District and Executive Director of Home Care Services – a new service line.
- Through the administrative consolidation we were able to avoid hiring a replacement for Tina Smith by supporting her with a team that does HR, PR, maintenance, finance, and capital projects for her, allowing her to focus on running Village at the Harbor.
- For the first time we can say that Village at the Harbor has a stable workforce and is fully staffed – this has never been the case where previously high seasonal turnover was normal. It's impossible to overstate what a big deal this is, and it meets one of the big goals of our 2021 lid lift – taking care of our workforce.
- Our administrative and leadership team has really gelled over the course of the year becoming a highly functioning team of people who work well together effectively despite many new roles.
- At San Juan Island EMS we were able to replace and fill 3 roles – the most turnover we've had in years. All of the turnover was planned long in advance, and was due to retirements and career advancements as one of our EMTs moved into nursing.

ADMINISTRATIVE CONSOLIDATION CONTINUED

- One difficult challenge was the county's new 32 hours work week; we were able to get a 5-year sabbatical policy passed to help honor the hard-working leadership and administrative team that we have – and which are drawn from the same labor pool that the county draws from for staff.
- We also reached the 50+ employee mark, which invoked two federal laws that required new processes – primarily COBRA and FMLA – and they have been competently managed by our HR Specialist Hannah Johnson.
- The wonderful benefits, increased wages, PERS, HRA, good working conditions, pay scales, and career ladder that we have established for all staff have improved our overall functioning and retention to meet the demands of a challenging labor economy.
- As the District expands to meet the growing needs of this community, our professional and well-trained staff will be needed to ensure ongoing success and to be able to do the things we want to do.

HEALTHCARE SUPPORTS

- In addition to the \$45,000 given to Mount Baker Planned Parenthood, we also provided additional assistance as requested.
- Supported the Prevention Coalition with \$5,000.
- Developed and signed a new agreement with the Family Resource Center to provide \$30,000 for two years (2023 – 2024).
- Continued our HRSA Care Coordination grant, including all financial tracking for the project, and worked with Lyn Health to ensure access to healthcare to many people across the county in partnership with other county entities.
- Continued our ongoing partnership with PeaceHealth Peace Island Medical Center to ensure ongoing provision of clinical and hospital services.

FINANCIAL PROCESS DEVELOPMENT

- One of our biggest vulnerabilities has been the constraints on the District that are imposed and inherent to relying on San Juan County for all financial processes. This has been an ongoing challenge for both sides, especially given the size and scope of the District. Moving these processes in house has been a major objective and is necessary to do the many things we want to do. We made substantial process in 2023.
- In 2023 we selected a new Enterprise Resource Planning software, worked with a vendor to sign a contract, and began the massive transition from using San Juan County for all financial process to doing it ourselves.
- Completed signed agreements with San Juan County to collect our financial data, transferred the data, verified data, established new chart of accounts processes, and corrected any errors.
- Began training in the use of new software (40 – 120 hours per admin employee depending on role).
- Created a new vendor list specific to the hospital district from the county's list which included thousands of vendors.
- Determined new payroll schedules and planned both “current state” and the desired “future state” – this ensures a clean transition of all data and processes, then allows us to change our processes into the thing we want them to be.
- Established new bank accounts to better serve the needs of the District to take effect at cutover, managed the process of establishing these accounts at the Board and administrative level.
- Administrative staff made huge strides in understanding the backend functions currently met by San Juan County.
- Worked with San Juan County to ensure we are responsibly building a new system while still working within the current system.



tyler
technologies

OTHER ADMINISTRATIVE ACCOMPLISHMENTS

Implemented a new union contract at San Juan Island EMS that began Jan 2023. This contract allowed us to reduce full-time staffing by one EMT while still covering the schedule effectively by increasing both hours and pay for shifting staff. This moved working hours to the industry average.

- At the end of 2022 we established our first set of integrated Policies and Procedures. This was the first major update in years, and the first set we had as a District that included Village at the Harbor. Since then, we have undertaken several significant updates that have improved our Policies and Procedures in meaningful ways – from public works to the EMS driving policy to new pay scales for Village at the Harbor.
- Built a new phone tree for the entire District that considered significant staffing and administrative changes in 2023, and which added Mount Baker Planned Parenthood, PeaceHealth Peace Island Medical Center, and the Family Resource Center to the phone tree. All these services are subsidized by the District.
- Every job description was updated to reflect their current state, including EMS job descriptions which had the potential to be bargained by the union.
- Designed, crafted, and distributed three print newsletters to the public that we serve, as well as numerous social media posts and press releases.
- Established a public works compliance role to help us meet regulatory requirements.
- Set aside money for capital expenditures consistent with capital improvement planning.

FEASIBILITY STUDIES FOR CAPITAL PROJECTS

In July 2023, Faber Construction presented a feasibility study to the Board of Commissioners for the Expansion of Village at the Harbor. This showed for the first time that expanding the building is doable and reasonable.

- At the same time, a feasibility study was presented for a “Housing for Healthcare Workers” project in collaboration with PeaceHealth. The long-term healthcare needs of the District will not be met adequately if our employees do not have a place to live, and housing has become almost impossible in San Juan County.
- We began in fall 2023 to work on a feasibility study to expand the Frank Wilson Memorial EMS Building to accommodate an additional ambulance.
- Did a housing need survey of staff and determined that there was substantial need for housing.
- Submitted a rezone request for Village at the Harbor to Commercial, which will help with our expansion significantly.
- Began a study to determine the feasibility of solar power use by using Department of Commerce grant funding.
- Had Bob Benz and his team paint the exterior of the Frank Wilson Memorial EMS Building
- Evaluated feasibility of keyless entry; determined it was cost prohibitive at the moment.
- These projects have new leadership support, as Deputy Superintendent Evan Perrollaz takes lead on managing capital projects and facilities across the District.



VILLAGE AT HOME

OVERVIEW

- At the start of 2023 there was not a single licensed home care service in San Juan County, and establishing a home care program was one of the goals of the fall 2021 lid lift by the District.
- By the end of 2023 we were poised to actually take clients in QTR 1 2024.
- Hired Evan Perrollaz, previously Executive Director of Village at the Harbor, to build our new home care programs.
- Put together new policies and procedures, which include care protocols, and are over 800 pages long – more work to be done, but it's a massive and important first step.
- Determined branding, public facing content, and prepared for the launch of the program.
- Filed a home care license application with the state.
- Established insurance for the program, set up phone extensions, and dealt with other administrative needs.
- Leased the other unit at 535 Market Street for our home care programs.
- Planned and ordered new furniture to outfit the new home care space; set up a training space for practical exams and education.
- Drafted new job descriptions and a business plan to be reviewed and fine-tuned in 2024.
- Transferred a rig ready to be retired from San Juan Island EMS to the new Home Care program, detailed and performed maintenance, and applied new branding and wrap to the vehicle.
- Hired our first employee, Home Care Coordinator Ingrid Gabriel, who has helped Executive Director Perrollaz put together the plan for home care programs.

