

Community-Centric Proposal for Jefferson County Fire and EMS

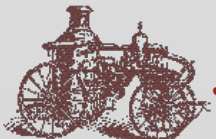
APRIL 2022

JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.

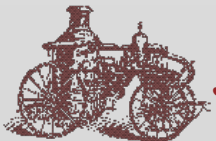
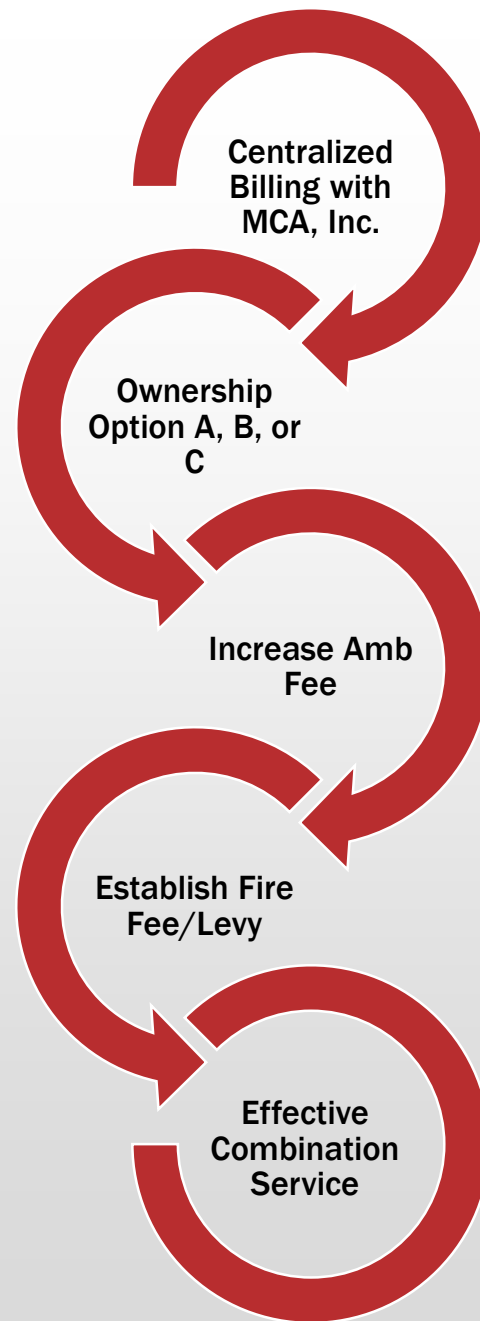


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Content within this presentation is for collaborative discussion and negotiation. While no piece is a “magic pill,” the concepts are sound, and proven through application across the county – and even country – daily.

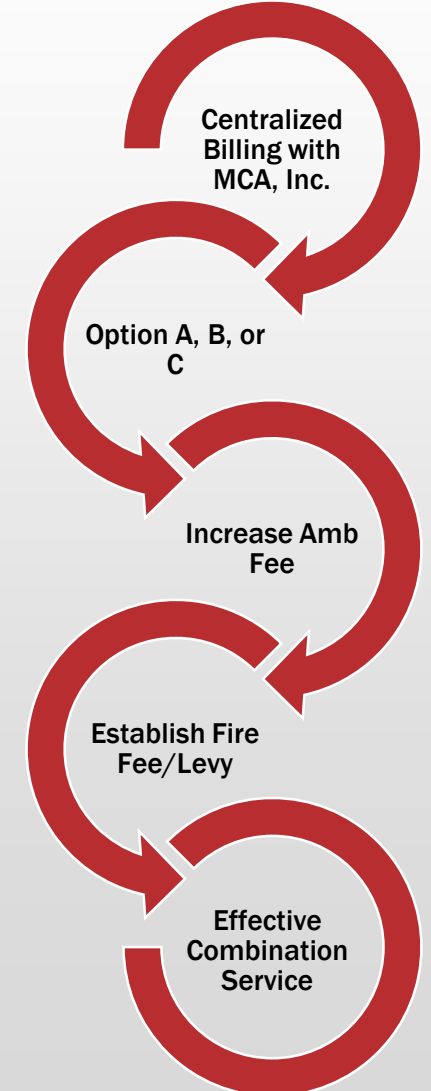


Outline



Community-Centric Proposal Executive Summary

- MCA, Inc. retains EMS billing (including new JCESA billing) with local Billing Specialist to generate additional income (intentional follow up on unpaid invoices).
- Option A: JCESA/JCC Purchase 10 Ambulances (6 staffed, 4 Spare) from Volunteer Corporation at fair market value.
- Option B: JCESA/JCC Purchase 7 Ambulances (6 staffed, 1 Spare) from Volunteer Corporation at fair market value. Volunteer Corporations retain ownership of 6 Ambulances, as desired, maintaining at least 10 units in county.
- Option C: Volunteer retain ownership of all Ambulances.
- JCESA and volunteer companies enter a revenue sharing model based on equipment ownership and staff affiliation
- JCC supports a new staffing model that increases county-paid staff in stations; with volunteer corporations seeking SAFER Grant(s) to offset short term financial burden.
- Increase the Ambulance Fee
- Establish permanent fire funding via a fire fee or levy
- Fund significant Infrastructure needs (aging firehouse, old equipment, radio replacements) across the county where ARP funding would be better spent



JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.



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Centralized Billing

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS

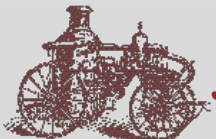
Retain MCA, Inc.

- **Dedicated, experienced Team Familiar with our area hospitals and patient base:** A total of 11 full time employees (not including management) dedicated to the agencies in Jefferson County with an accumulative 180 years of EMS billing experience (average of 16 years each). These 11 are working in our accounts every day and are overseen by 5 members of management associated with each department to ensure proper procedures are followed and compliance standards are met.
- **Upfront/Insurance & Demographic Verification:** This department uses the best software tools available to validate critical billing information before processing the claim.
- **Claims Processor:** In-depth review performed by a NAAC certified coder. Automation is powerful but proper, compliant billing requires human eyes to accurately interpret the billing base rate. There are no substitutions or shortcuts when it comes to revenue return and compliance.
- **Auditing:** This team works on 30/60/90/120 cycles like a team of detectives to keep our AR clean and revenue flowing. Our service deserves more than just the low hanging fruit.
- **Powerful Tools:** These come at a high cost but allow MCA to optimize returns at a rate that would not be possible without them. Cost for such tools are spread out over MCA's client base and when bearing the cost for these would not be feasible for a single internal billing department.
- **Compliance, compliance, compliance:** EMS billing is a virtual mine field as it relates to compliance. It's important to collect every penny due to our agency, but just as important not be paid the funds that you should not receive. Proper determination of base rates, medical necessity (for emergency and non-emergency), careful consideration of charge amount based on how your agency responded to the patient's condition reported by dispatch vs the actual level of care provided by the EMT/Paramedic and backed by proper documentation.



Billing Specialist

- MCA, Inc. (Huntington, WV) continues processing all billing.
- If the county proceeds with hiring a Billing Specialist, this resource can work with locals to assist with collections – tailoring a repayment plan that will increase revenue.
- A softer approach to hard billing, still resulting in increased revenue, while not “scaring” system users due to ability to afford service.
- County can bill, however required by law, but maintains relationship with MCA to decrease risk.



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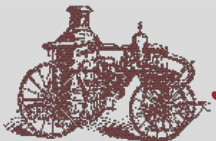
Ambulance Layout

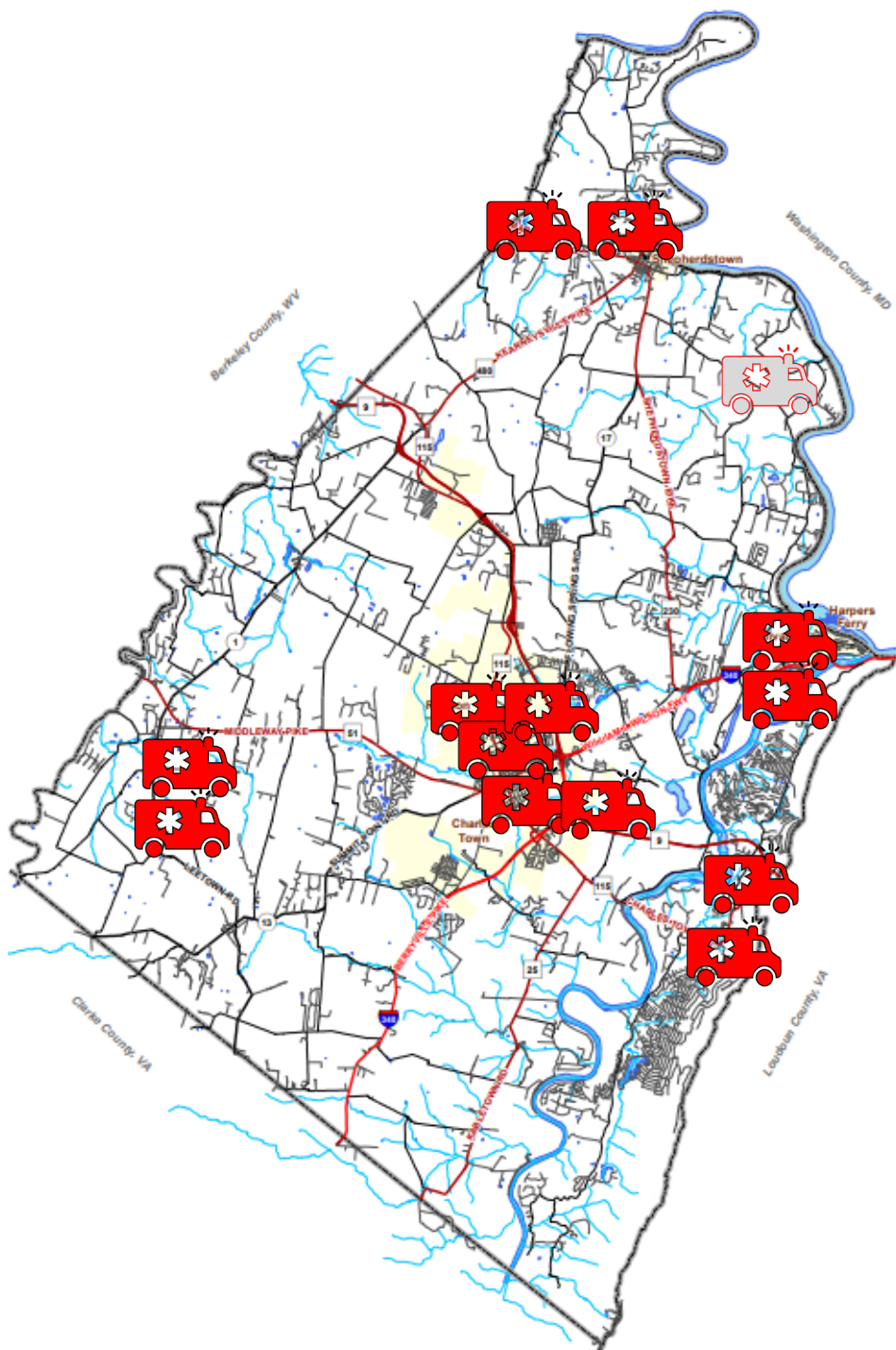
COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS

Assumptions

An assumption is a statement that you assume to be true. Without assuming certain things planning would be impossible, as we never know for certain how the future will look.

- We assume all Volunteer Departments engagement in the plans.
- We assume the county can provide a total of 6 staffed units.
- We assume the County Commission is committed to continued Volunteer engagement in EMS System.
- We assume an ALS staffed versus BLS staffed unit model may provide needed coverage at reduced cost.





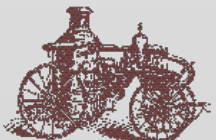
As-Is Ambulance Placement

Current Transport Unit Matrix

90th Percentile Response: 14.4



BFD has already begun process of removing Transport Services.



Shepherdstown



4 ALS 4 BLS



3 ALS Office Staff
(Non-Operational)

Friendship



4 BLS

Independent



4 ALS 4 BLS

Blue Ridge Mnt.



4 ALS 4 BLS

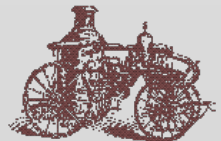
Citizens

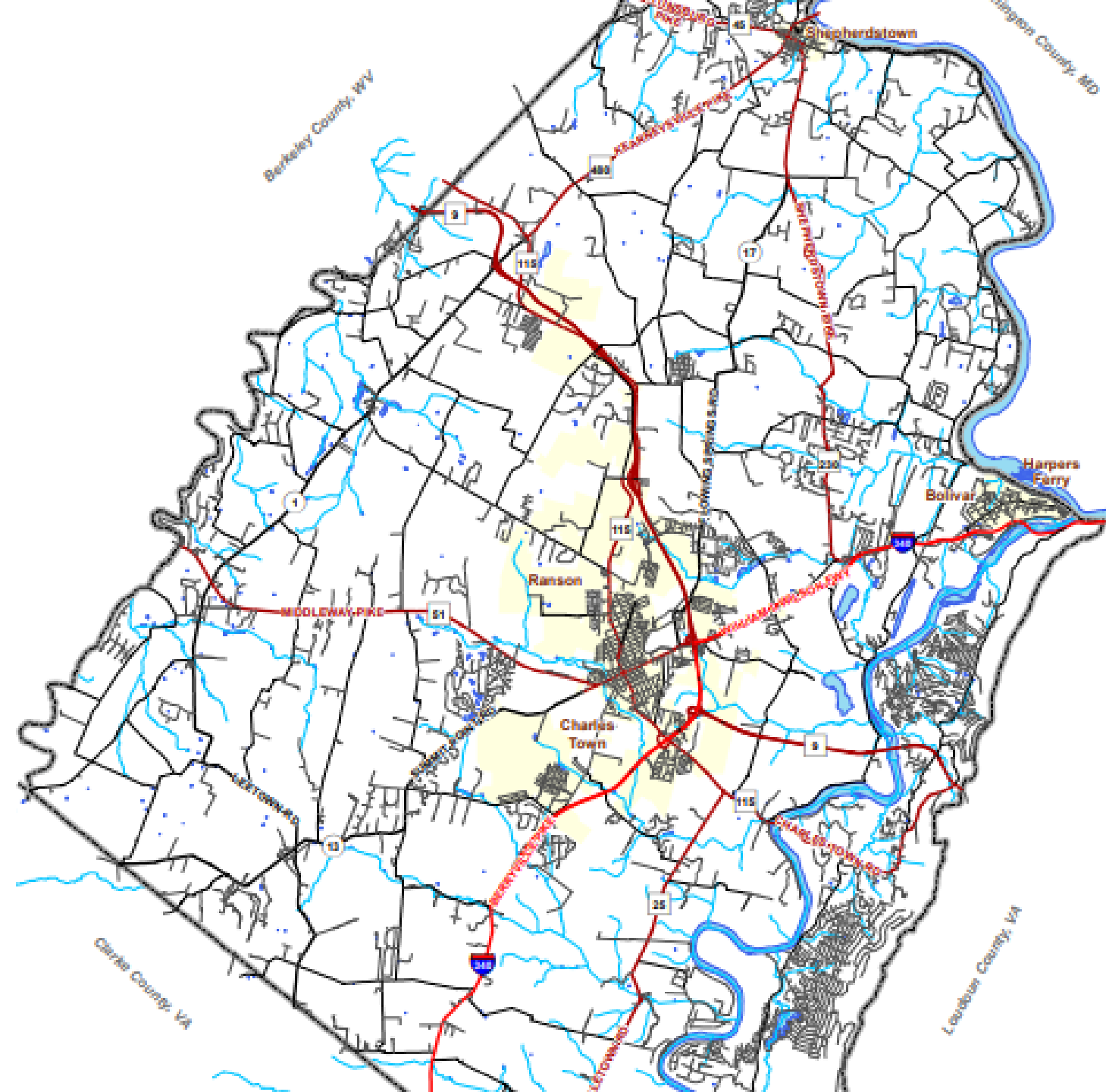


4 ALS 4 BLS

As-Is JCESA Staffing

Current Staffing Matrix





OPTION A

County Ownership of all Transport Units



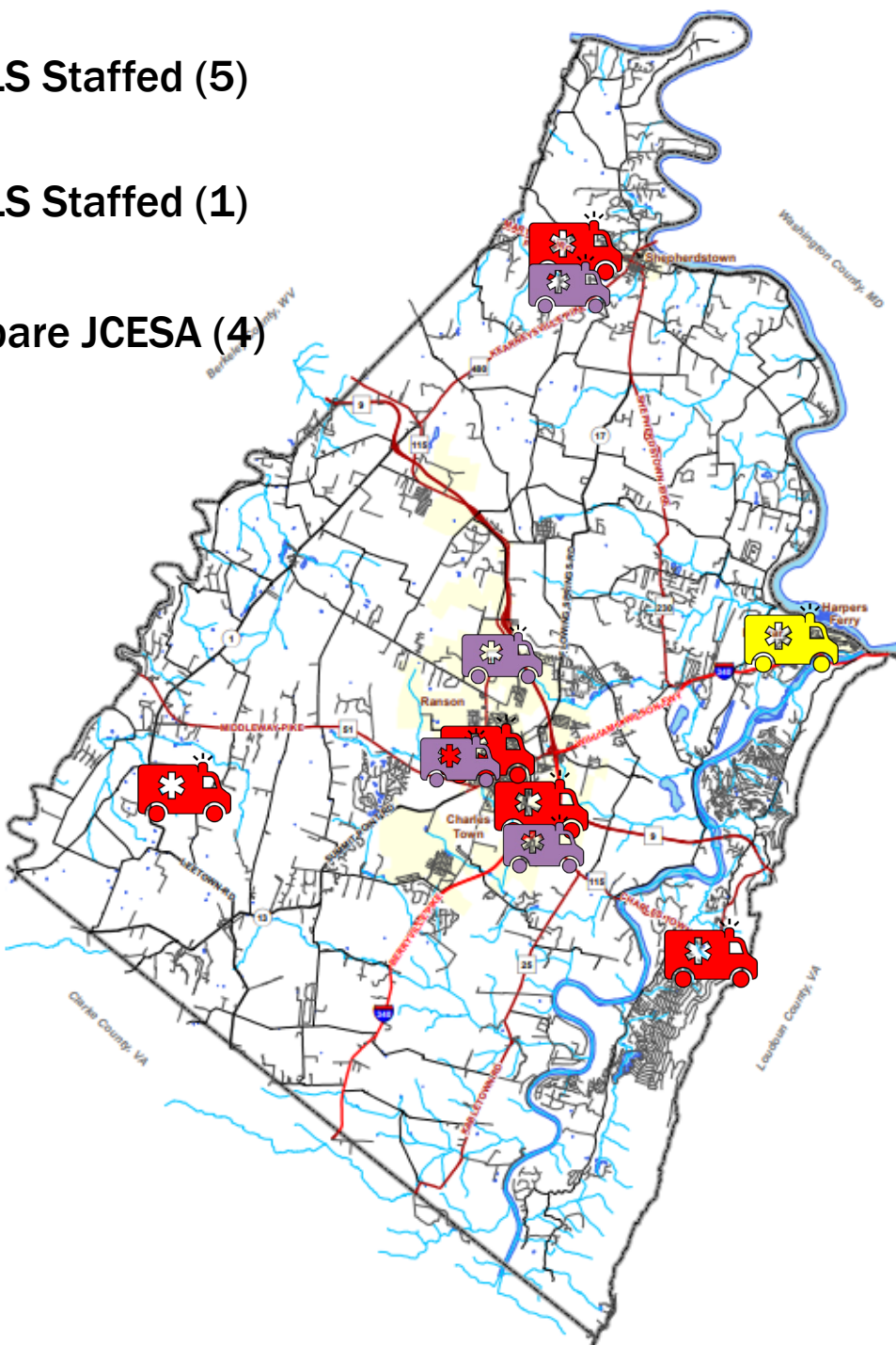
ALS Staffed (5)



BLS Staffed (1)



Spare JCESA (4)



County Owner Ambulance Placement

Proposed Placement of County Owned
Transport Units in existing firehouses.



▪ Assumptions

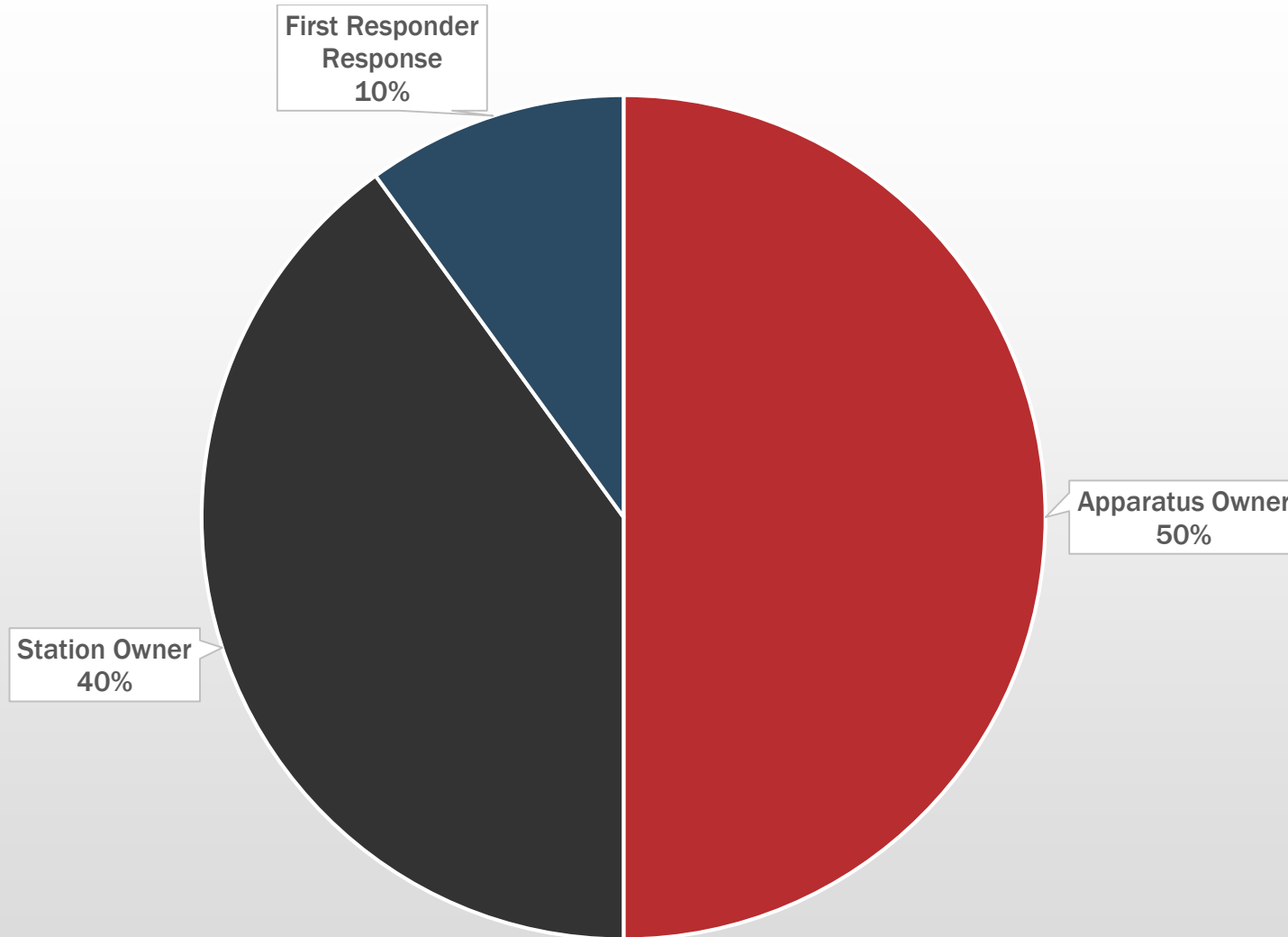
- JCC Purchases 10 Ambulances.
- Volunteers would remain a part of the system as recognized providers.
- Spare Units would be housed in volunteer firehouses. Volunteer can respond on “2nd Due” calls when a Spare Transport Unit is available in their station.
- Volunteer Corporations will receive Revenue Share for any unit housed in their station in lieu of rent.
- Volunteers will be able to operate as “driver” or “provider” on County Owned transport units, as needed/desired.
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician within volunteer firehouse.
- Essentially, the *ONLY* change in the system is “who” owns the ambulances, and “who” sends a bill.
- County will take 100% of EMS Service Costs.
- 1 Spare at JCESA so “office staff” can respond as medics when needed.



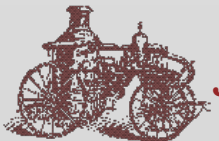
County Owner Ambulance Placement

ASSUMPTIONS

JCESA Owned Ambulances Responding from Volunteer Firehouses



- 50% of the total net revenue per run will be disbursed based on ownership of the apparatus. [JCESA]
- 40% of the total net revenue will be disbursed to the owner of the Station that responds to the call. [Volunteer]
- 10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If **NO** first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.



Annual Billing Distributions by Owner: Proposal A



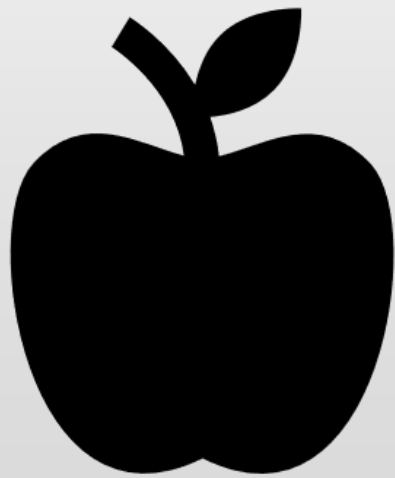
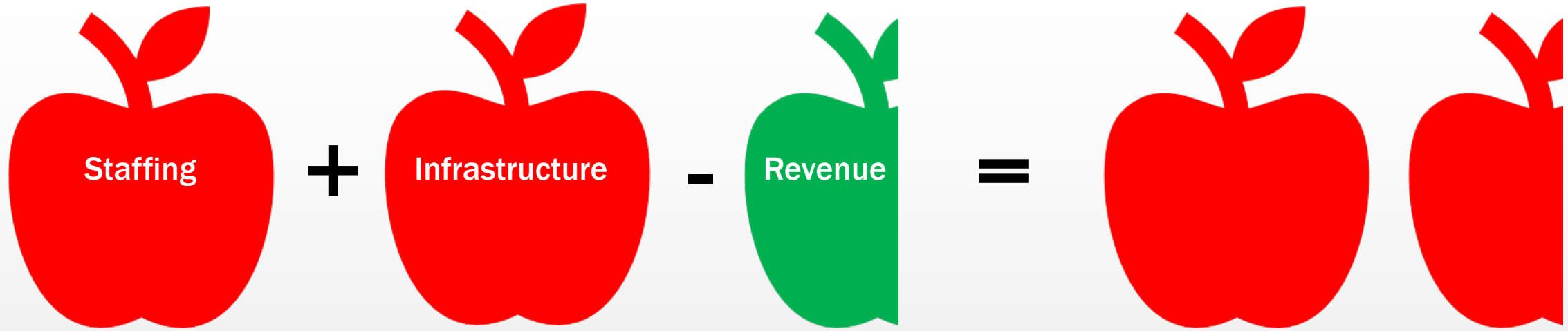
Average Per Call Distribution by Entity: Proposal A



Entity	Amount Received
Ambulance Owner (JCESA)	\$188.40
Station Owner (Volunteer)	\$150.72
First Responder (Variable)	\$37.68
Billing Fee	\$26.00

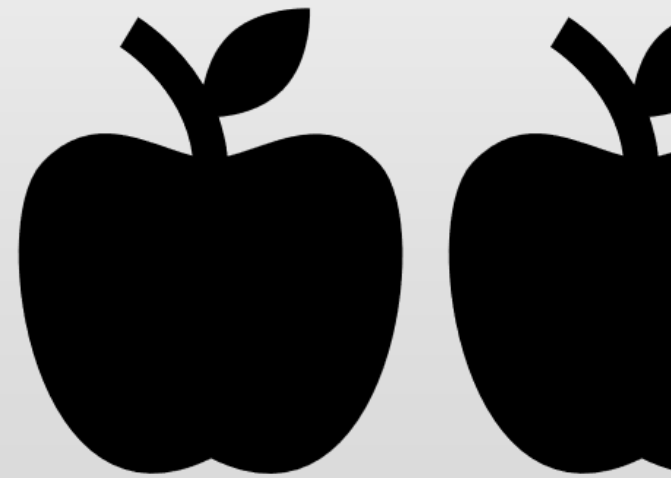


JCESA Owned Ambulances Increases Taxpayer Financial Liability

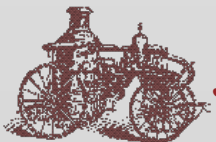


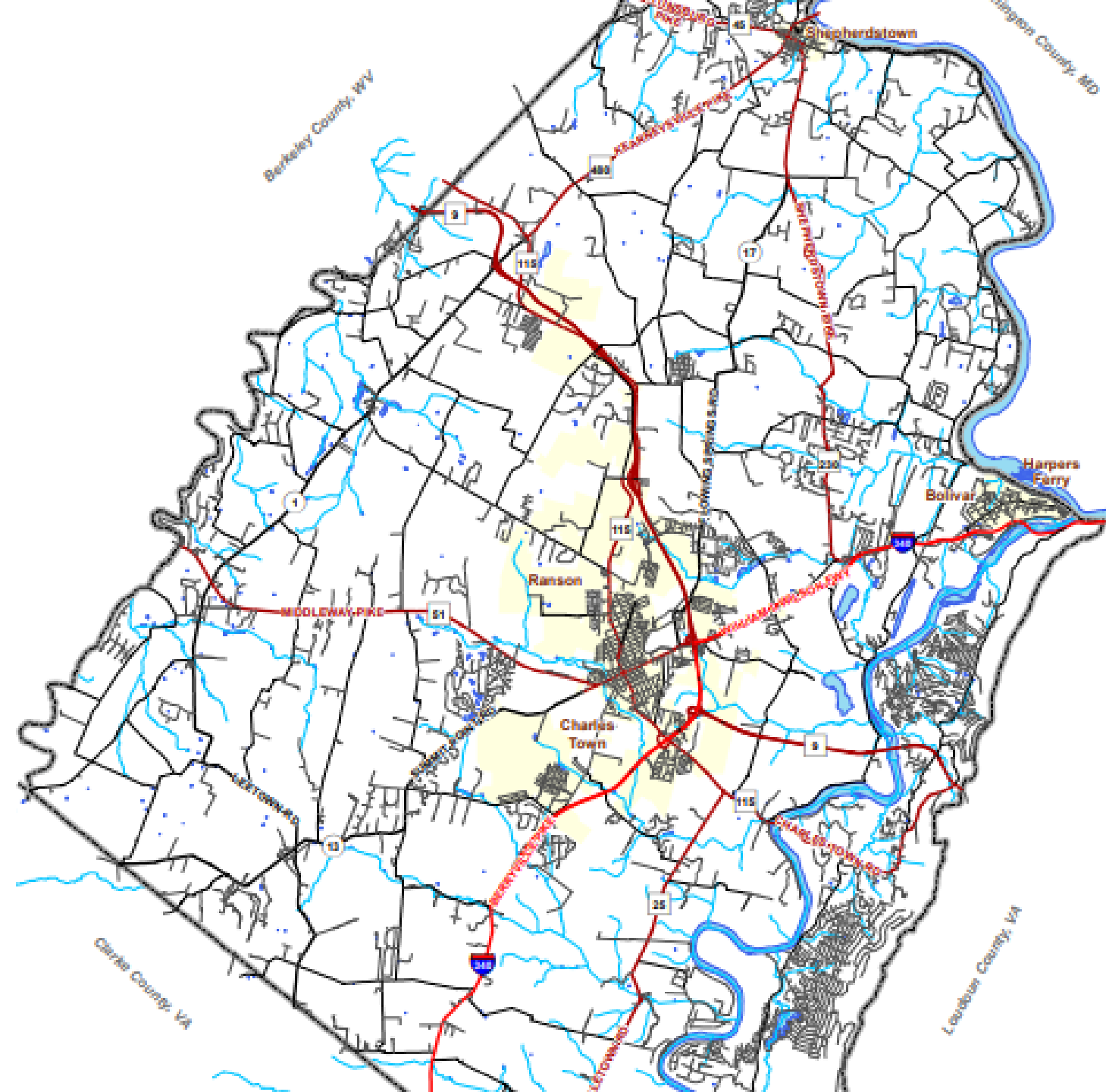
Current

Is More
Efficient than:



Proposed



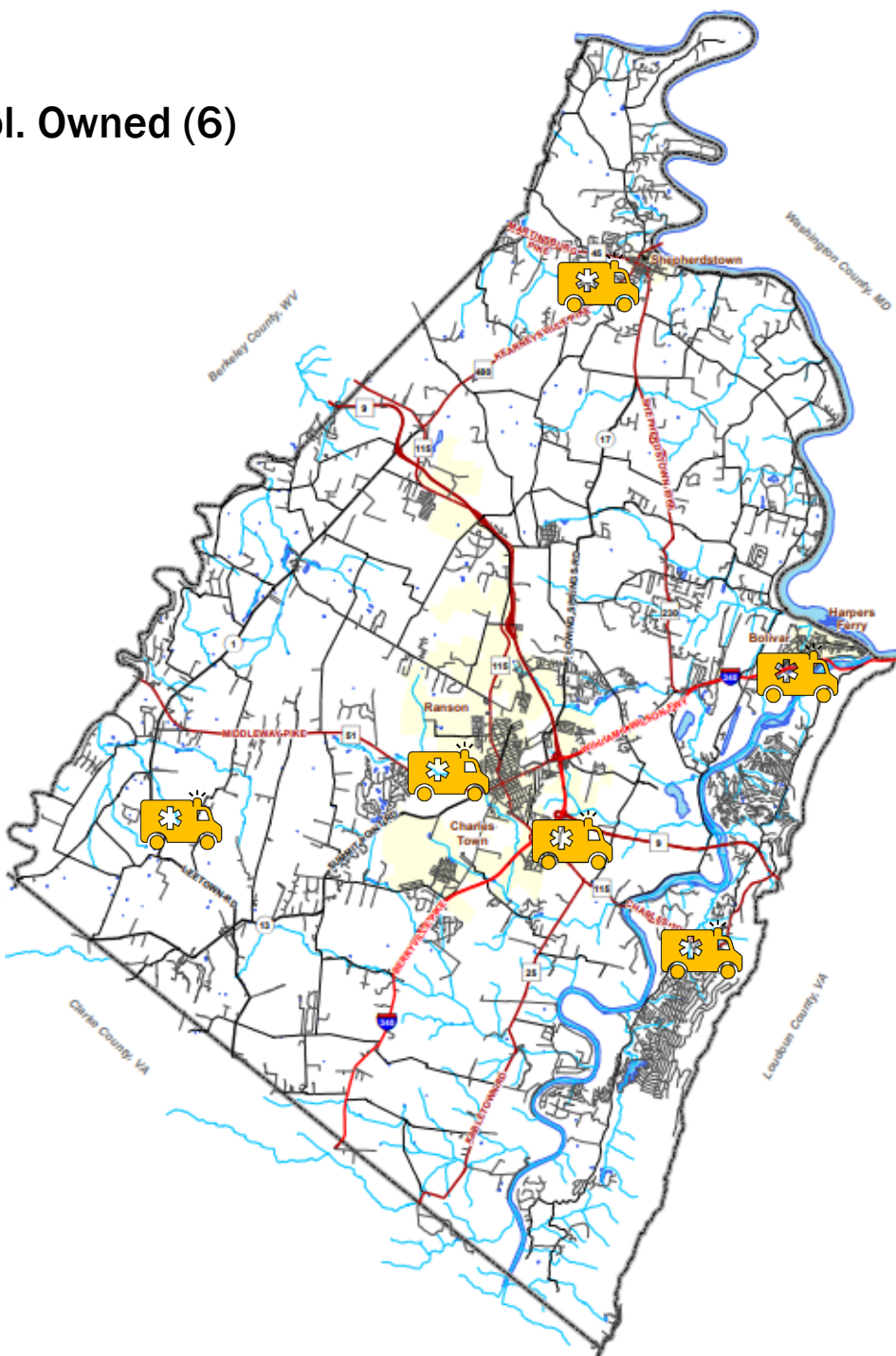


OPTION B

Partnership Ownership of all Transport Units

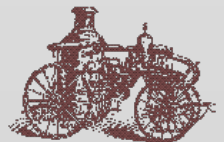


Vol. Owned (6)



Volunteer Ambulance Placement

Proposed Volunteer Owned Matrix;
Volunteer Corporations have the option to
retain a Transport Unit to assist with
service delivery.





Vol. Owned (6)



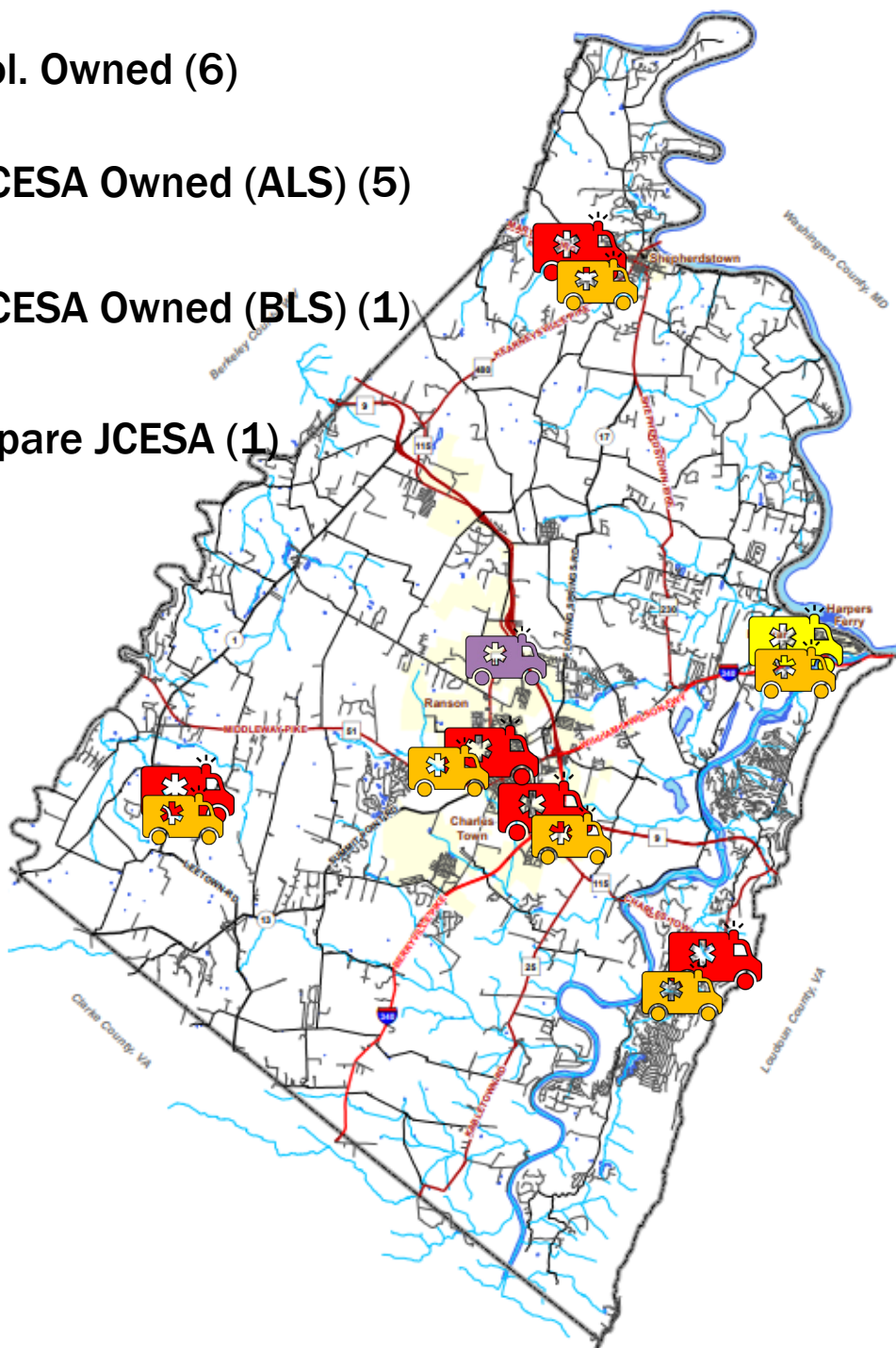
JCESA Owned (ALS) (5)



JCESA Owned (BLS) (1)



Spare JCESA (1)



Complete Ambulance Placement

Proposed EMS Layout Matrix; total unit count minimum is 10 transport units.



Partnership System

Jefferson County Owned (7)

County Ownership of 7 JCESA Ambulances



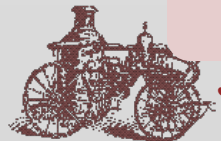
Located strategically in volunteer firehouses



Alerted on “1st Due” EMS calls.



Volunteer Corporation Owned (6)



JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.

▪ Assumptions

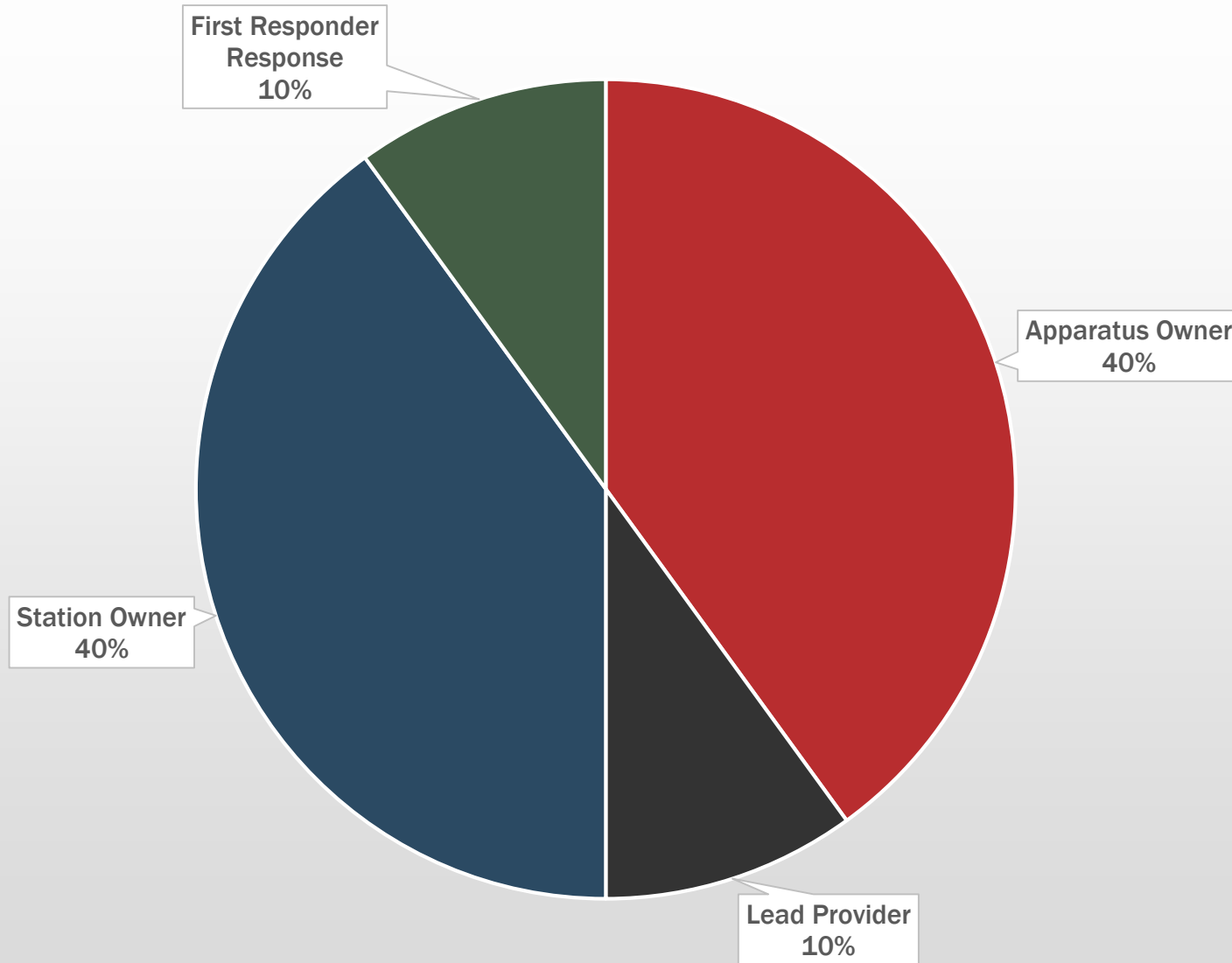
- Volunteers retain ownership of a Transport Unit, if they desire to do so.
- JCC ensures minimum of 10 transport units in county (i.e., if only 2 Vol. Org. retain Amb., county purchases additional up to 10).
- Volunteer can respond as desired on calls.
- Volunteer Corporations will receive Revenue Share for JCESA Owned unit running from their station.
- Volunteers will be able to operate as “driver” or “provider” on County Owned transport units, as needed/desired.
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician.
- Essentially, the *only* change in the system is “who” owns *some of* the ambulances, and “who” sends a bill when a County Owned unit transports.
- County will implement a “central supply” and take 100% of EMS Service Costs.



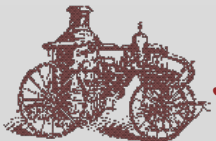
Partnership Owner Ambulance Placement

ASSUMPTIONS

Partnership Owned Ambulances Responding from Volunteer Firehouses



- 40% of the total net revenue per run will be disbursed based on ownership of the apparatus.
- 40% of the total net revenue will be disbursed to the owner of the Station that responds to the call.
- 10% of total net revenue will be disbursed to the “lead provider” agency.
- 10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If **NO** first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.



Annual Billing Distributions by Owner: Proposal B



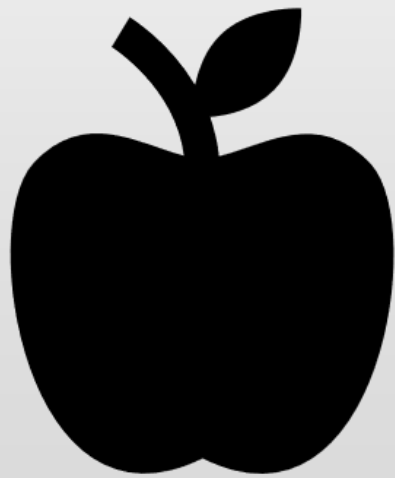
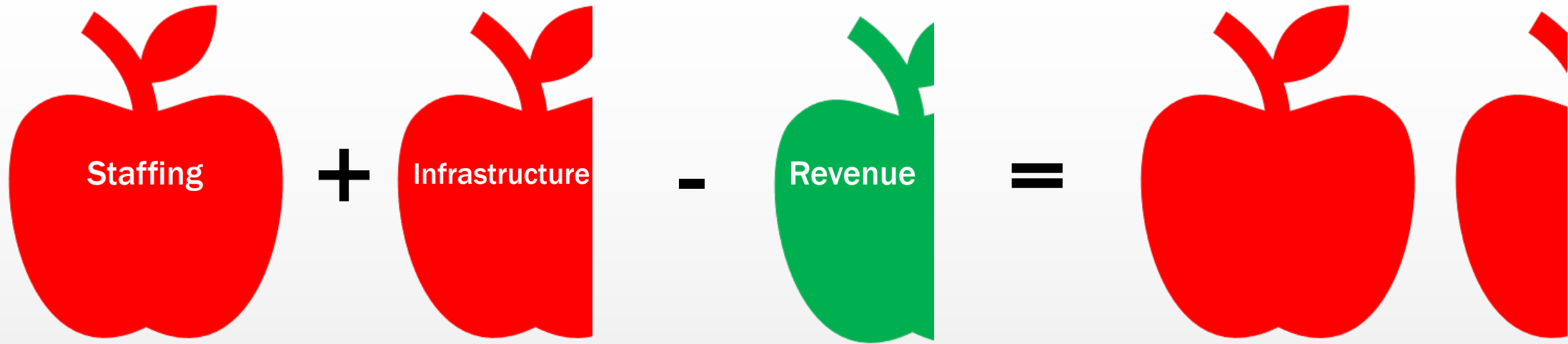
Average Per Call Distribution by Entity: Proposal B

Entity	Function	Amount Received
Volunteer	Ambulance	\$301.43
	Station	
JCESA	Lead Provider	\$37.68
Variable	First Responder	\$37.68
Biller	Billing Fee	\$26.00

Entity	Function	Amount Received
JCESA	Ambulance	\$188.40
	Lead Provider	
Volunteer	Station	\$150.72
Variable	First Responder	\$37.68
Biller	Billing Fee	\$26.00

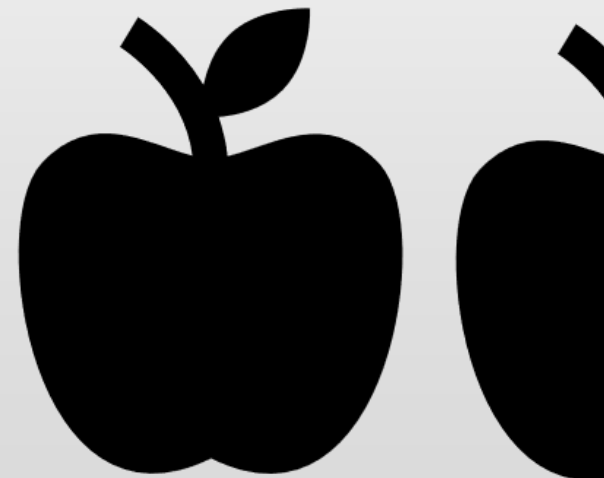


Partnership Owned Ambulances Increases Taxpayer Financial Liability

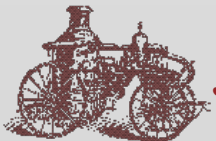


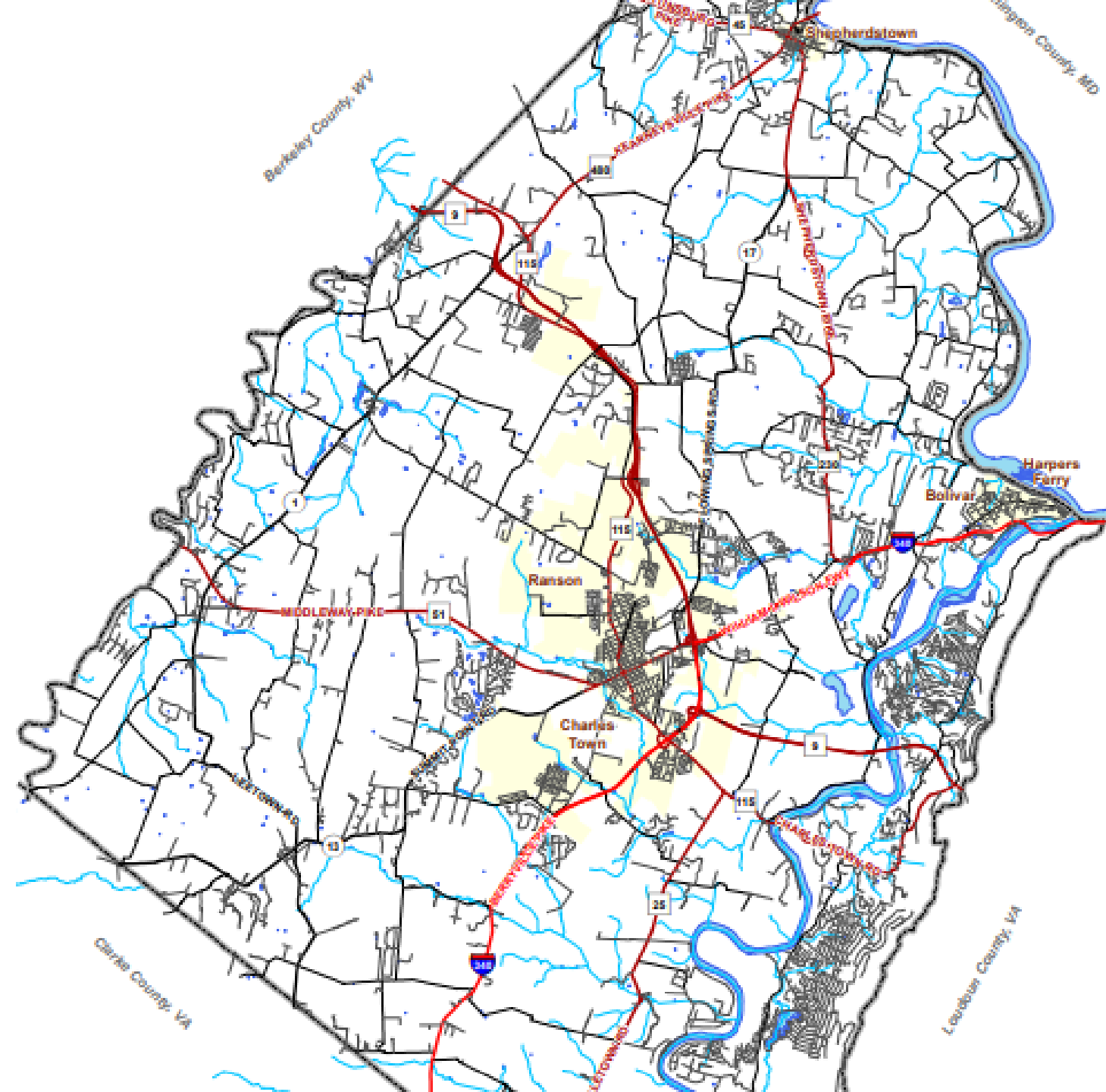
Current

Is More
Efficient than:



Proposed





OPTION C

Maintain Current System – Volunteers
Provide Infrastructure, Government
provides STAFFING



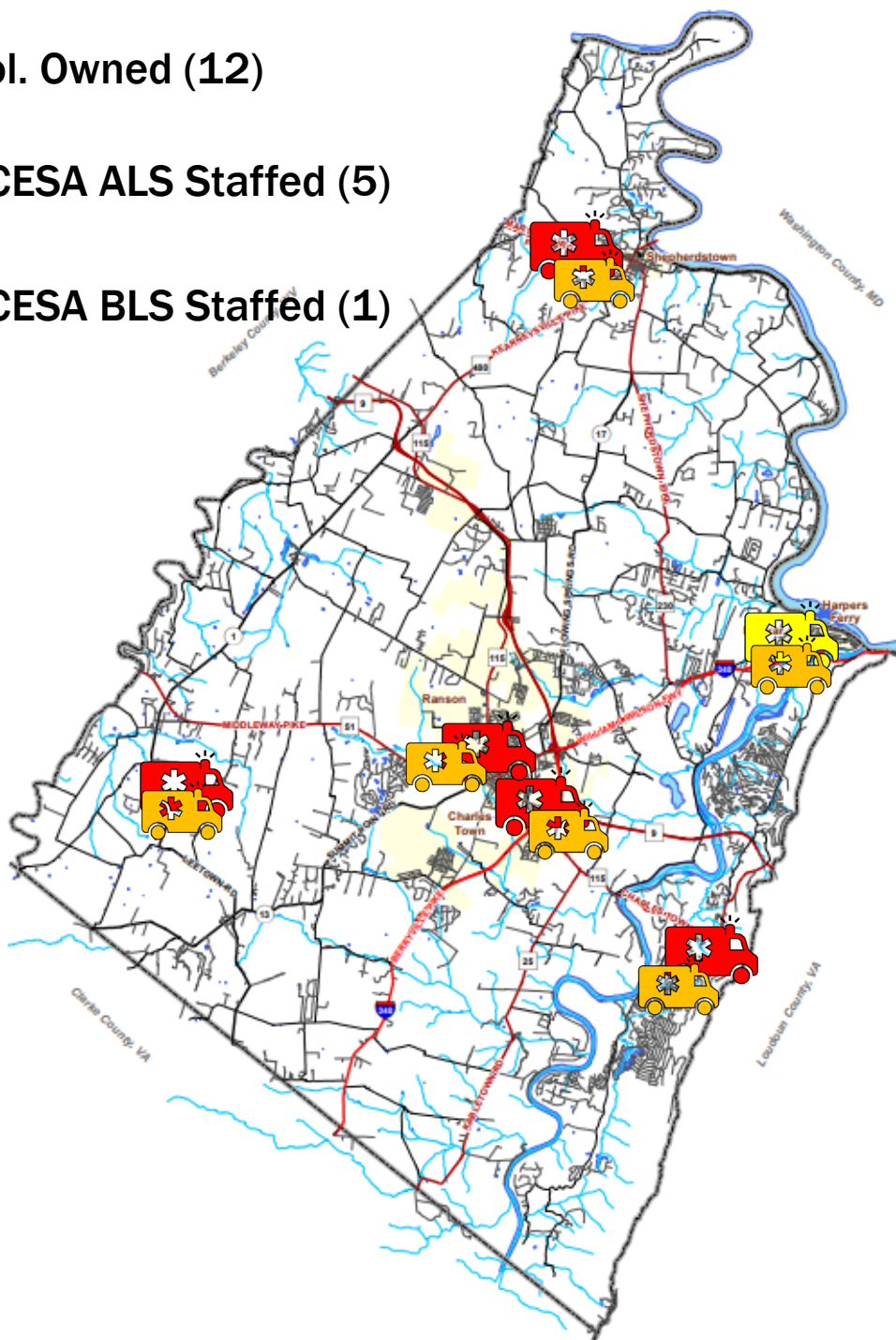
Vol. Owned (12)



JCESA ALS Staffed (5)

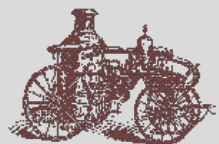


JCESA BLS Staffed (1)



Ambulance Placement

Proposed EMS Layout Matrix



▪ Assumptions

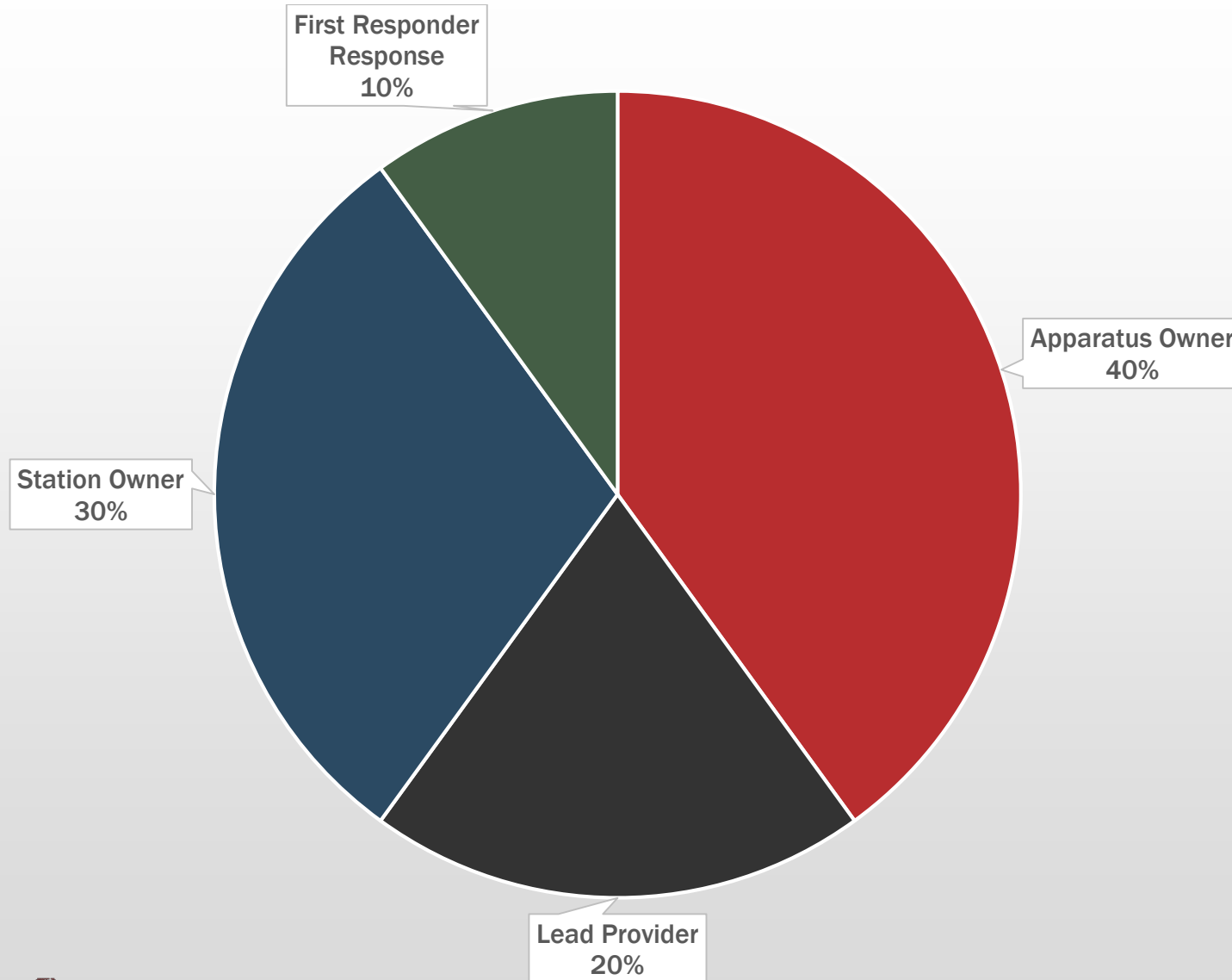
- Volunteers retain ownership of all Transport Units.
- Most **cost effective model for JCC** – continued limited infrastructure costs.
- JCC increases annual funding of Fire Departments. (Loss of 20% EMS Revenue will significantly hurt corporations)
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician when needed.
- Essentially, the *only* change in the system is Revenue Share back to County for Lead Provider affiliation.
- Implement a Central Supply to reduce overall supply cost to volunteer corporations.



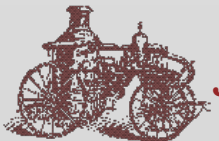
Volunteer Owner Ambulance Placement

ASSUMPTIONS

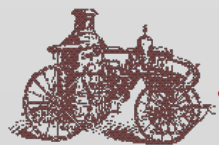
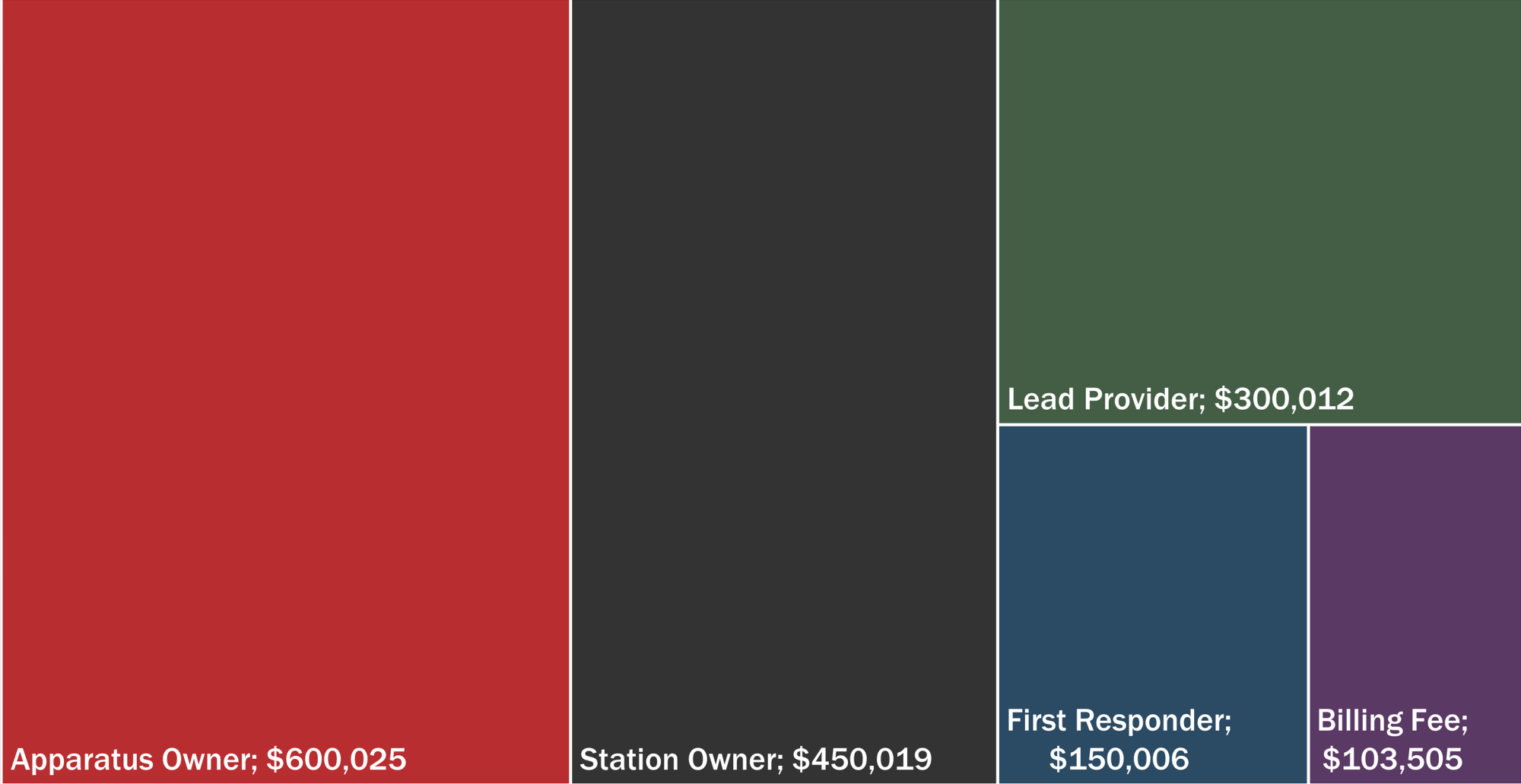
Volunteer Owned Ambulances Responding from Volunteer Firehouses



- 40% of the total net revenue per run will be disbursed based on ownership of the apparatus.
- 30% of the total net revenue will be disbursed to the owner of the Station that responds to the call.
- 20% of total net revenue will be disbursed to the “lead provider” agency.
- 10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If **NO** first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.



Annual Billing Distributions by Owner: Proposal C



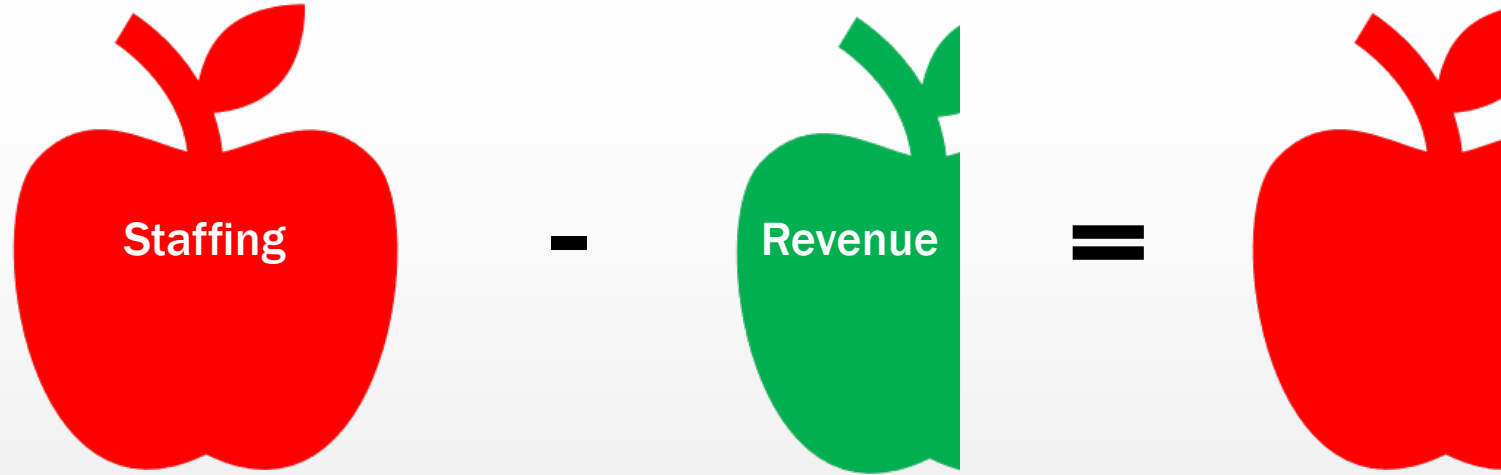
Average Per Call Distribution by Entity: Proposal C



Entity	Function	Amount Received
Volunteer	Ambulance	\$263.75
	Station	
JCESA	Lead Provider	\$75.36
Variable	First Responder	\$37.68
Biller	Billing Fee	\$26.00

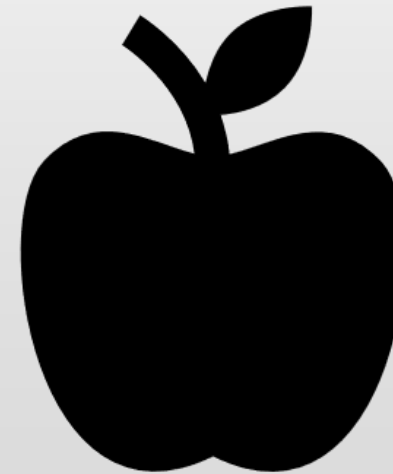


Volunteer Owned Ambulances DECREASES Taxpayer Financial Liability

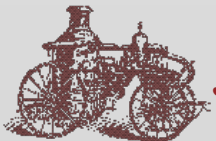


Proposed

Is More
Efficient than:



Current



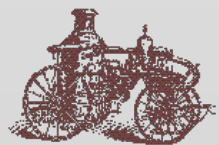
JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.



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Fire Staffing Model (2023-2030)

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS



JCESA Staff is primarily EMS, and only assist with Fire Response as needed. No dedicated, planned, fire staffing is currently in place.

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JCESA Funded:



FY23: Fire Staffing

Increase JCESA staffing to provide a Technician/EMT at 3 firehouses 24/7.

Increase of 12 FTE.

Vol. Org. (1) Submits SAFER Grant Request.



JCESA Funded:



SAFER Funded:



FY24: Fire Staffing

Awarded SAFER Grant #1 (12 FTE)
providing 1 fully staffed Engine.

Increase JCESA staffing to provide a
Technician/EMT at +2 firehouses 24/7.

Increase of 8 FTE.

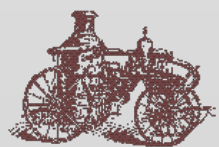
Vol. Org. Requests SAFER Grant #2



JCESA Funded:



SAFER Funded:



FY25–FY26: Fire Staffing

2nd Awarded SAFER Grant (12 FTE) providing 2nd fully staffed Engine.

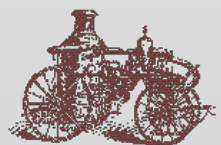
JCESA staffing to provide an FTE Staffed Engine at 1 additional 24/7.

Increase of 4 FTE.

JCESA Funded:



SAFER Funded:



FY27: Fire Staffing

JCESA takes ownership of 1st SAFER
Personnel

Increase of 12 FTE

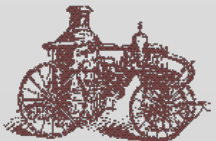
JCESA Funded:



FY28-FY30: Fire Staffing

JCESA takes ownership of 2nd SAFER Personnel

Increase of 12 FTE




JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.



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Increase Ambulance Fee

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS



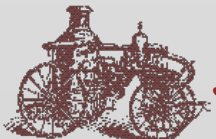
**Increase
Ambulance
Fee**



**Decrease
Financial
Strain**

Description	Annual Fee	Total Units	Revenue Estimate
Residential			
Owner Occupied	\$85.00	13943	\$1,185,155.00
Non-owner Occupied	\$95.00	5678	\$539,410.00
Homestead	\$20.00	4153	\$83,060.00
Subtotal Residential		23774	\$1,807,625.00
Non-residential			
No Sq Ft on File	\$ 300.00	7	\$2,100.00
<10,000sf	\$ 400.00	574	\$229,600.00
10,001sf to 20,000sf	\$ 550.00	75	\$41,250.00
20,001sf to 65,000sf	\$ 800.00	58	\$46,400.00
65,001sf to 360,000sf	\$ 2,750.00	27	\$74,250.00
>360,000sf	\$ 33,400.00	1	\$33,400.00
Subtotal Non-residential		742	\$427,000.00
Total Revenues		24516	\$2,234,625.00
Less: Uncollectibles		-12%	(\$268,155.00)
Less: Administration Cost			(\$75,000.00)
Total Cash Estimate			\$1,891,470.00

Proposed Increase in Revenue \$ 999,243.00



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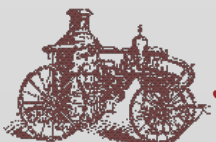
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Establish Fire Funding

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS

Description	Annual Fee	Total Units	Revenue Estimate
Residential			
Owner Occupied	\$75.00	13943	\$1,045,725.00
Non-owner Occupied	\$95.00	5678	\$539,410.00
Homestead	\$20.00	4153	\$83,060.00
Subtotal Residential		23774	\$1,668,195.00
Non-residential			
No Sq Ft on File	\$375.00	7	\$2,625.00
<10,000sf	\$375.00	574	\$215,250.00
10,001sf to 20,000sf	\$500.00	75	\$37,500.00
20,001sf to 65,000sf	\$750.00	58	\$43,500.00
65,001sf to 360,000sf	\$1,500.00	27	\$40,500.00
>360,000sf	\$4,000.00	1	\$4,000.00
Subtotal Non-residential			\$343,375.00
Total Revenues			\$2,011,570.00
Less: Uncollectibles		-12%	(\$241,388.40)
Less: Administration Cost			(\$75,000.00)
Total Cash Estimate			\$1,695,181.60

\$240K per department. Reducing County Overhead



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JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.

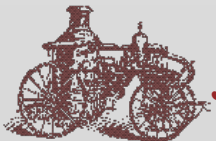
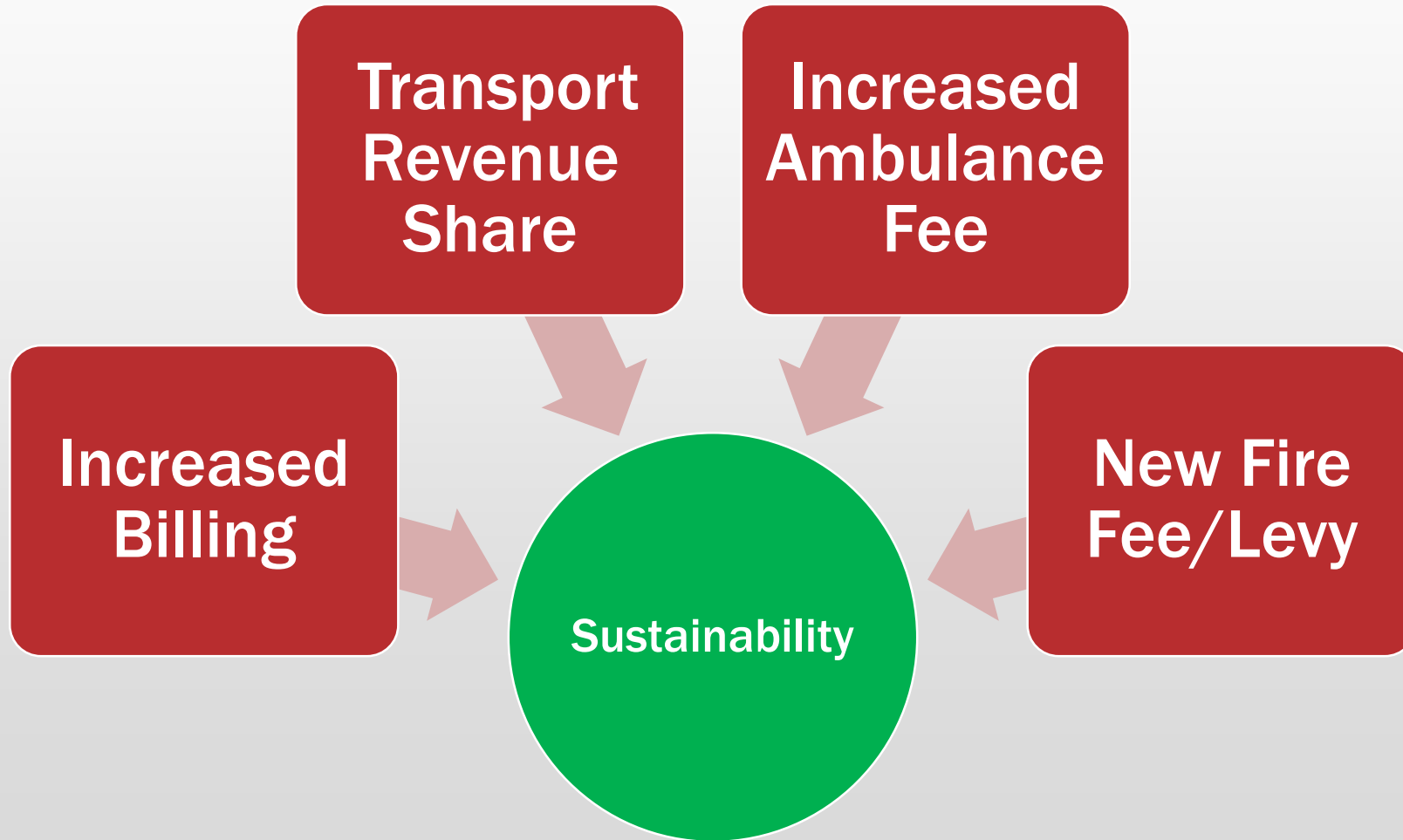


Organized 1959

Conclusion

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS

New Revenue for County Commission



What to do with ARP (COVID) Funding?

- **Build Upgraded Firehouses**
 - Multiple firehouse across the county are again, and those areas firehouse could be replaced with new County Owner firehouses (with MOU in place for volunteer organization).
- Fund renovations to support additional staffing. Many existing firehouse need significant renovations to most appropriately accommodate career staffing.
- Build a combination training center for Fire, EMS and Law Enforcement.
- Financial support for volunteer corporations in replacement of essential equipment and apparatus (SCBA replacement, Apparatus Replacement, Radio Replacement)
- Improve Radio Frequency in “low lying” areas around the county.

