



**COUNTY OF VENTURA  
GENERAL SERVICES AGENCY  
PROCUREMENT SERVICES  
800 S. VICTORIA AVE., L#1080  
VENTURA, CA 93009**

**REQUEST FOR PROPOSAL  
# 5957**

**for**

**EMS System Review Services**

Issued: October 3, 2018

Proposals Due: October 24, 2018

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- 3.1 Plan and Approach Requirements

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**FILES / ATTACHMENTS**

- A. Instruction and General Information
- B. County of Ventura Standard Contract
- C. 2017 Ventura County EMS System Annual Report Final 09/19/18

## **SECTION 1.0 OVERVIEW, BACKGROUND AND GENERAL INFORMATION**

*This Request for Proposal (RFP) has been posted for your convenience at the following web address: <https://ventura.bonfirehub.com/portal/?tab=login>. Addenda and attachments, if issued, are also posted. It is the Offeror's responsibility to ensure that the entire RFP package, in its latest version, is reviewed prior to submittal of a proposal.*

### **1.1 Overview**

The County of Ventura EMS Agency is seeking a consultant to facilitate a comprehensive EMS System Review. This process must ensure that the county's EMS System can effectively and efficiently manage upcoming challenges through the foreseeable future. Over the past few decades the County of Ventura EMS Agency has diligently worked with stakeholders to implement outcome-driven clinical programs. The EMS Agency is committed to maintaining a clinically-based, cost-effective, and sustainable system "providing the right resource, to the right patient, at the right time, at the lowest responsible cost." The EMS System Review should provide the EMS Agency a thorough, neutral assessment of County of Ventura's EMS System, including an analysis of the System's fiscal stability, operational efficiency, clinical performance, quality improvement processes and opportunities for improvement. The EMS Agency will utilize the system review report to either pursue the recommendation to begin new contract discussions with the incumbent ambulance transport providers or publish a Request for Proposal (RFP) for ambulance transportation services for all Operating Areas in the county.

### **1.2 Background**

California State law requires the county to administer and oversee all aspects of the Emergency Medical Services (EMS) system through its Local EMS Agency (LEMSA). The County of Ventura EMS Agency is the LEMSA responsible for oversight and management of the County of Ventura EMS System which includes administration of the ambulance contracts. At the local level, the County of Ventura EMS Agency (VCEMS) is a division of the County of Ventura Department of Public Health, and the VCEMS Administrator reports to the Public Health Director.

EMS services in the County of Ventura are provided by a combination of public and private providers. Three private ground ambulance providers: American Medical Response (AMR), Gold Coast Ambulance (GCA), and Lifeline Medical Transport (LMT) serve 7 exclusive operating areas. Air rescue is provided through the County of Ventura Sheriff's Office, and there are no licensed private air ambulance operations in the county. There are five fire departments, four of which are approved as Advanced Life Support (Paramedic) providers. There are eight receiving hospitals in the county, some of which are designated specialty care centers by the LEMSA.

The existing ambulance contracts went into effect in 2005, and are set to expire in 2021, after a series of two-year performance based extensions negotiated into the terms of the contract. Inclusive in these contracts are numerous conditions related to response performance, quality assurance activities, and other obligations intended to maintain a high degree of performance at all times.

Beginning in early 2018, VCEMS began working with EMS system stakeholders to discuss a plan for an EMS system review, in addition to discussing options specific to the ambulance contracts. Stakeholder input was collected, and based on that input, a small working group was formed to develop a scope of work and more detailed plan for an EMS system review to be conducted by an independent contractor. This multi-disciplinary working group is comprised of fire departments, ambulance providers, law enforcement and hospitals, and is intended to provide adequate representation of the numerous disciplines operating within the dynamic County of Ventura EMS system. The scope of work provides an outline for the EMS System Review and foundation for the subsequent final report.

### 1.3 **General Information**

The Contractor will submit a final aggregate report and executive summary presentation will be submitted at the conclusion of the project, identifying all issues, stratified by risk, with their corresponding solutions. Throughout the consulting process, the EMS Agency and the Contractor will balance stakeholders' questions, input, and recommendations with legal and public policy requirements to assure an objective and unbiased review, design and implementation processes that do not provide incumbents or local stakeholders with an unfair or competitive advantage. To that end, the Contractor will be expected to meet with EMS Agency staff, EMS stakeholders, and other agencies and organizations as appropriate to obtain input in the development of an EMS System Review Report that will meet the following objectives:

- Ensure that the EMS System is focused on the safety of patients, providers, the community and clinical excellence;
- Ensure the EMS system is cost-effective while providing appropriate levels of response, care, and transport throughout the County of Ventura;
- Preserve a high-quality ambulance paramedic-based emergency medical response and transport system throughout the County of Ventura;
- Maintain a county-wide EMS System – providing for consistency of service throughout all areas and jurisdictions of the county, allowing for differences in population density, but without regard to race, creed, gender or economic status;
- Maintain, support, and value the current EMS provider workforce;
- Produce an EMS system that is sustainable for the foreseeable future and beyond;
- Assure that the EMS Agency has regulatory, clinical, financial, and contractual oversight over all components of the EMS System.

### 1.4 **Minimum Qualification/Technical Requirements**

The EMS Agency will select a Contractor who will comprehensively assess the EMS System in an objective and neutral manner. This will require the Contractor to work with stakeholders to review current system design and to identify deficiencies, based on clinical evidence and research, best practices, recognized standards, and the existing capabilities and service level of the County of Ventura EMS System. The EMS Agency is unequivocally not interested in a bidder who will "copy and paste" findings and recommendations from previous consulting reports.

To be eligible to participate in this RFP, the Contractor must demonstrate considerable experience in EMS system design and ambulance contracting and meet the following Contractor minimum qualifications:

- Contractor shall be regularly and continuously engaged in the business of providing consultation for EMS Agency-based EMS Systems, including those with exclusive operating area ambulance service in the State of California for at least ten (10) years. Contractor does not need to be headquartered in California.
- The primary bidder must meet this requirement without considering the services of subcontractors. Contractor shall have demonstrated expertise in EMS system design and ambulance service contracting; specifically having current expertise in:
  - (a) Creating deployment or standards of cover models
  - (b) Developing clinically justified and evidence-based response time performance standards
  - (c) Continuous quality improvement systems design and implementation
  - (d) The political and legal issues surrounding California's EMS systems and ambulance contracts
  - (e) Financial analysis and forecasting of ambulance companies and EMS systems
  - (f) Facilitating un-biased, objective discussions of various group sizes, while ensuring differing views are respected and objectively reviewing participant comments
- Subcontractors may be used to allow the primary Contractor to meet no more than two of the specific expertise areas:
  - 1) Contractor shall have demonstrated experience in private ambulance systems, public ambulance systems, and mixed systems.

- 2) Contractor shall have demonstrated experience in EMS systems substantially equivalent to the County of Ventura in population and services provided.
- 3) Contractor shall possess and maintain all permits, licenses and professional credentials necessary to supply product and perform services as specified under this RFP.

The following are list of additional requirements for the contracted consultant:

1. Consultant should not be affiliated or associated with any labor organizations or other special interest groups that may influence the analysis and outcome of a report that is created. An impartial analysis from an outside source is a critical element of this overall EMS system review. If consultant is affiliated with any group(s), those affiliations should be detailed, along with an assurance that this system review will conducted without bias.
2. Contractor will work on behalf of the EMS Agency to convene meetings with stakeholders. This includes communicating with stakeholders and arranging meeting times, dates and locations.
3. Contractor will take minutes of such meetings and disseminate as directed by the EMS Agency.
4. Contractor will meet regularly with EMS Agency to provide updates.
5. Contractor will work on behalf of the EMS Agency to collect, review and analyze data for purpose of completing this scope of work. Data collection and management should be done in a responsible manner consistent with local and federal laws.
6. Contractor will immediately disclose to the EMS Agency if any parties attempt to inappropriately or unethically influence the outcome of the EMS System Review or its component parts.

Proposals will be received by the County of Ventura Purchasing Agent until 3:00 p.m. Wednesday, October 24, 2018. Responses may not be submitted by facsimile or electronic mail. Proposals received after this date and time will not be considered. Proposals must be valid for a minimum of ninety (90) days. It is the Offeror's responsibility to ensure that the entire RFP package, in its latest version, is reviewed prior to submittal of a proposal. Award, if made, will be to the Contractor offering the most advantageous proposal after considerations of all evaluation criteria as follows: Vendor experience and stability (including references), ability to meet requirements, and reasonableness of cost. Criteria are not listed in any order of preference.

All questions concerning this Proposal should be submitted online under the "Messages" tab. All other questions may be directed to Julie Miller, Buyer at (805) 654-3756, email: [julie.miller@ventura.org](mailto:julie.miller@ventura.org). The County shall not be obligated to accept the lowest priced proposal. An award, if made, will be in the best interests of the County after all factors have been evaluated. While the County intends to enter a contract for these services, it will not be bound to do so. The County reserves the right to reject any or all proposals. The County shall be the sole judge of the successful offers hereunder.

#### **1.5 Action Dates**

RFP Issued: **October 3, 2018**

Proposal Due: **October 24, 2018**

Last Day for Questions: **October 17, 2018**

RFP Evaluation/Award: **TBD**

Work Begins: **TBD**

**1.6 Questions Regarding RFP**

All questions concerning this proposal may be directed to Julie Miller, Buyer, under **Message** tab of RFP or via email at [julie.miller@ventura.org](mailto:julie.miller@ventura.org) .

Deadline for questions or clarifications concerning this RFP is October 17, 2018, 5:00 p.m.

## SECTION 2.0

### INSTRUCTIONS TO OFFERORS/RULES GOVERNING COMPETITION

#### 2.1 **Submittal Deadline**

Completed proposals must be submitted online per instructions.

Offerors are responsible for ensuring their proposals are received by GSA-Procurement on or before the Proposal Submittal Deadline. The time in GSA-Procurement (address above) will be the governing time for acceptability of proposals. No oral, telegraphic, facsimile, or telephone proposals or modifications will be considered.

#### 2.2 **Proposal Response**

Offerors must submit their proposals and all required information and forms by the submittal deadline. Proposals failing to provide complete information may be deemed non-responsive. Offerors should keep copies of their submittals for future reference.

Offerors who do not wish to respond but who wish to be kept on the mailing list must return their proposal forms or a written response indicating "No Proposal". Include name and address of firm. Offerors who fail to respond to proposal solicitations may be removed from the supplier mailing list.

#### 2.3 **Modification of Proposals**

Any Offeror who wishes to make modifications to a proposal already received by County must withdraw their proposal in order to make the modifications. All modifications must be made on-line, properly by Offeror's authorized representative, executed, and submitted in accordance with the terms and conditions of this solicitation. It is the responsibility of Offeror to ensure that modified proposals are resubmitted before the Submittal Deadline.

Offerors may withdraw their proposals, at any time prior to the due date and time, by submitting notification of withdrawal signed by Offeror's authorized agent.

Proposals cannot be changed or modified after the date and time designated for receipt.

#### 2.4 **Examination of the Request for Proposal**

Offerors should carefully examine the entire RFP, any addenda thereto, and all related materials and data referenced herein or otherwise available to offeror.

Offeror will be presumed to be familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document will in no way relieve offerors from any obligation with respect to this proposal.

#### 2.5 **Proposal Validity**

Proposals submitted hereunder will be firm for ninety (90) calendar days from the due date unless otherwise qualified.

#### 2.6 **Proposal Content/Format**

To be considered responsive, proposals should address all items identified in this section.

Please note: Some items require that the offeror provide a detailed response and/or attachments. Failure to provide a complete response may be grounds for rejection of proposal.

Furthermore, proposals should be prepared in such a way as to provide a straightforward and concise discussion of Offeror's ability to provide the services that can best satisfy the requirements herein and the needs of County. Elaborate or unnecessarily lengthy documents are discouraged.

Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements and on completeness and clarity of content.

In order to facilitate evaluation and comparison, proposals should be submitted in the format described in this section. Format instructions must be adhered to; all requirements and requests for information in the proposal must be responded to; all requested data must be supplied. Failure to comply with this requirement may be cause for rejection.

Assemble and present your proposal response in the order that the items are listed, identifying each response by the corresponding number.

a. **Cover Letter/Signature on Proposal**

A cover letter, which will be considered an integral part of the proposal, will be signed by individual(s) who is/are authorized to bind offeror(s) contractually. The signature(s) must indicate the classification or position that the individual(s) hold in the firm.

The cover letter will designate a person or persons who may be contacted during the period of evaluation with questions or contract issues. Include name(s), title, address, telephone number, fax number and email address.

Upload the Cover Letter through the Requested Information.

b. **Company Profile**

Offeror must provide company profile in Section 2 – Offerors Information Questionnaire, Question set 1.

Information provided shall include:

1. Company ownership. If incorporated, the state in which the company is incorporated and the date of incorporation.
2. Location of the company offices.
3. Location of the office servicing any California account(s).
4. Number of employees both locally and nationally.
5. Location(s) from which employees will be assigned.
6. Name, address, and telephone number of the Offeror's point of contact for a contract resulting from this RFP.
7. Company background/history establishing that Offeror is qualified to provide the services described in this RFP.
8. Length of time Offeror has been providing services described in this RFP. Please provide a brief description of such services.
9. Offeror's Dun and Bradstreet number.
10. Offeror's bank of record.

c. **Staff Qualifications and Availability**

Identify key personnel and their position within the organization in Section 2 – Offerors Information Questionnaire, Question Set 2.



Provide a resume detailing the experience, level of expertise and qualifications of the representative/manager and those individuals who will directly support and be involved in meeting the day to day requirements of the County.

If you plan to subcontract work, you must indicate in Section 2 – Offerors Information Questionnaire, Question Set 4.

d. **Governmental Client References**

Offers must provide a minimum of three (3) references from similar projects in Section 2 - Offerors Information Questionnaire, Question Set 3.

Information provided shall include:

1. Client name;
2. Project description;
3. Project dates (starting and ending);
4. Dollar value
5. **Staff assigned to reference engagement that will be designated for work per this RFP;**
6. Client project manager name and telephone number.

e. **Financial Statement**

Offerors must provide a current balance sheet and income statement. Offerors shall make a definitive statement regarding their financial ability to perform the requirements hereunder. Upload in Requested Information.

f. **Compliance with County Standard Contract Terms and Conditions**

Successful Contractor will be required to enter into a written contract.

Offerors will review County's standard contract in Section 4 Contract Questionnaire, which will form the **basis** for any contract entered into hereunder. A full version can be viewed under Files.

Offeror's response will state on a **point-by-point** basis whether their proposal is in compliance with the terms and conditions in Section 4 of this RFP.

Address each item in the order given; identify each response by item number. Any comments/exceptions to this contract must be included in your proposal. Precise substitute wording must be offered in place of the paragraph objected to. It is not sufficient to state merely that an exception is noted to a particular paragraph.

Deviations considered excessive by County may reduce or eliminate an Offeror.

g. **Compensation:** The proposal should contain all pricing information relative to performing the EMS System Review Services as described in this request for proposal.

**Proposal pricing shall include everything necessary for completion and fulfillment of the contract. All other costs must be detailed.** No additional charges (e.g., for transportation, out-of-pocket expenses, etc.) will be allowed unless so specified herein.

Payments to the contractor will be made on the basis of each phase of the contract, which should be clearly defined by both task and cost in your proposal. The final payment for

services rendered will be made upon final acceptance of completed project. Payments will be made within 30 days of receipt of contractor's invoice.

h. **Offeror Understanding**

Offerors may include an understanding of the County's needs or any other information, deemed necessary, which may not be required in any other section of the RFP.

i. **Requirements**

Offeror's response shall state on a **point-by-point** basis whether proposal is in compliance with the requirements/specifications of the RFP (Section 3-Requirement and Compensation Questionnaire). Submit a full explanation of, and justification for, any exemptions or deviations.

**2.7 Costs Incurred in Responding**

County will not pay any costs incurred in proposal preparation, presentation, demonstration or negotiation, nor does it commit to procure or contract for any services. All costs of proposal preparation will be borne by the offeror. It is understood that all proposals, inquiries, and correspondence relating to this RFP and all reports, charts, displays, schedules, exhibits, and other documentation will become the property of the County of Ventura when received by County and may be considered public information under applicable law. County assumes no liability for any costs incurred by offerors throughout the entire selection process.

**2.8 Addenda**

County will issue written addenda to make changes, additions, or deletions to this solicitation. Oral communications regarding this RFP will NOT be valid or binding, nor excuse the successful Offeror of any obligations hereunder, unless set forth in writing by County. Addenda will be sent to all known Offerors. Offerors must acknowledge all Addenda on or before the Proposal Submittal Deadline. It is the responsibility of each Offeror to ensure County has their correct business name and address on file. Any prospective Offeror who obtained a copy of the RFP documents from any other source other than County is responsible for advising the Procurement division that they have said documents and wish to receive subsequent Addenda.

**2.9 Nomenclatures**

The terms "Successful Offeror, Successful Contractor, and Contractor" may be used interchangeably in these specifications and shall refer exclusively to the firm with whom the (Agency) enters into a contract because of this solicitation.

The terms "Proposal/Solicitation/RFP" refer to all proposal documents and related addenda produced by the County and provided to prospective Offerors.

**2.10 Confidential and Proprietary Data**

All materials received relative to this RFP will be kept confidential, until such time an award is made, or the RFP is canceled, at which time all materials received will be made available to the public. Proposals received will be subject to Government Code §6250, the Public Information Act. Offerors should mark information they consider proprietary or confidential in the event it is exempt from the requirements of the Act.

**2.11 Commitments, Warranty and Representations**

The proposal submitted in response to this RFP will be included as part of the final contract. Offerors are cautioned that if a contract is awarded as a result of this procurement process, any written commitment by an offeror within the scope of this procurement will be binding upon the offeror whether or not incorporated into a contract document. Failure of the vendor to fulfill any such commitment will render the offeror liable for liquidated or other damages due County under the terms of the Contract. For the purpose of this procurement, a commitment by an offeror includes:

- Any modification of, or affirmation or representation as to the above, which is made by an offeror in or during the course of negotiation.
- Any representation by an offeror in a proposal, supporting document, or negotiations subsequent thereto as to services to be performed, regardless of the fact that the duration of such commitment may exceed the duration of the contract.

## **2.12 Proposal Validation/Evaluation/Award**

### a. Validation

Proposals will be checked for the information required to conform to this RFP. Absence of required information may be cause for rejection.

### b. Evaluation

The successful offeror will be chosen in accordance with, but not limited to, the following criteria:

#### 1. Proven Performance

Offeror's background, experience, and stability of their firm will be assessed. The evaluation will focus on the firm's record of successful service and support to accounts of comparable size and environment. The ability of the offeror will be evaluated in terms of technical resources, staffing, staff experience and facilities.

Client references will be contacted and their responses will become a part of the award/review process.

#### 2. Support

Emphasis will be placed on the ability of the offeror to service and support the needs of County. Organizational structure, staffing plan, equipment schedule, and offeror's method for meeting the requirements of this RFP in the most efficient manner will be an important consideration.

#### 3. Requirement/Methodology

The ability to meet the requirements/specifications outlined, including compliance with the terms and conditions.

4. Cost

The Proposals will be evaluated on the basis of the offeror's reasonableness of cost.

**2.13 Award**

Award will be made to the Offeror that is offering the most advantageous proposal after considerations of all evaluation criteria set forth herein. The criteria are not listed in any order of preference. County will establish an Evaluation Committee. The Committee will evaluate all proposals received in accordance with the evaluation criteria.

The Evaluation Committee may also contact and evaluate the Offeror's and subcontractor's references; contact any Offeror to clarify any response; contact any current users of an Offeror's services; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process.

County reserves the right to establish weight factors that will be applied to the criteria depending upon order of importance. Weight factors and summary of evaluation scores will not be released until after award of proposal. County will not be obligated to accept the lowest priced proposal, but will make an award in the best interests of County after all factors have been evaluated.

While County intends to enter a contract for these services, it will not be bound to do so. County reserves the right to reject any or all proposals.

County will be the sole judge of the successful offers hereunder. County reserves the right to award a contract to other than the offeror submitting the lowest total price and to negotiate with any or all Offerors. Offerors are advised that it is possible that an award may be made without discussion or any contact concerning the proposals received. Accordingly, proposals should contain the most favorable terms from a price and technical standpoint, which the vendor can submit to County. **DO NOT ASSUME** that you will be contacted or afforded an opportunity to clarify, discuss, or revise your proposal.

Award will be by means of a written agreement with the successful Offeror. A Notification of Intent to Award may be sent to any Offeror selected. Award is contingent upon the successful negotiation of final contract terms. Negotiations will be confidential and not subject to disclosure to competing Offerors unless an agreement is reached. If contract negotiations cannot be concluded successfully, County may negotiate with the next highest scoring Offeror or withdraw the RFP.

The County Board of Supervisors must approve all contracts resulting from this Request for Proposal if services exceed \$100,000.

**2.14 Presentations**

Offerors may be invited to make oral presentations to County personnel.

**2.15 Cancellation of RFP**

County reserves the right to cancel this solicitation at any time, prior to the submittal deadline.

**2.16 Additional information**

If during the evaluation process, the County is unable to determine an offeror's ability to perform, the County has the option of requesting any additional information which the County deems necessary to determine the offeror's ability. The offeror will be notified and permitted five working days to comply with any such request.

**2.17 Errors/Defects in Proposals**

If discrepancies between sections or other errors are found in a proposal, the County may reject the proposal; however, the County may, at its sole option, correct any arithmetical errors in price.

The County may waive any immaterial deviation or defect in a proposal. The County's waiver of an immaterial deviation or defect shall in no way modify the RFP documents or excuse the offeror from full compliance with the RFP requirements, if awarded a contract.

**2.18 Rejection of Proposals**

County reserves the right to reject the proposal of any offeror who:

- previously failed to perform adequately for County or any other governmental agency within the previous twelve (12) months.
- submits false, incomplete, or unresponsive statements in a proposal;
- is in default on the payment of taxes, licenses or other monies due County;
- containing errors or discrepancies.

**2.19 Cancellation of RFP**

The County reserves the right to cancel this solicitation at any time, prior to the submittal deadline.

**2.20 Protest Procedures**

To be considered, protests must be made in writing, signed by Offeror's authorized representative, and delivered to the Ventura County Procurement Services Manager, GSA/Procurement, 800 S. Victoria Ave., Ventura, CA 93009-1080.

The following conditions apply to proposal protest:

- a. **Before Proposal Submittal Deadline.** Protests of specifications, terms, conditions or any other aspects of the solicitation must be made before the Proposal Submittal Deadline.
- b. **After Proposal Submittal Deadline.** Protest of award must be made, by Offeror, no later than five (5) calendar days after the notice of intent to award. All protests must include the following information:
  - 1) The name, address, and telephone number of the protestor;
  - 2) The signature of the protestor, or protestor's authorized representative;
  - 3) The solicitation or contract number; and
  - 4) A detail statement of the legal and/or factual grounds for the protest.

The Procurement Services Manager reserves the right to refuse to hear protestors who have not followed the above procedures.

## SECTION 3.0 REQUIREMENTS

### **Review Requirements**

Through facilitated discussions in focused groups and/or interviews, the Contractor will assess the County of Ventura's EMS System. When appropriate, national, state and regional benchmarks as well as best practices should be compared to the County's current core EMS System elements. A focused review of the Specialty Care Programs (STEMI, Stroke, Trauma, CARES, & CAM) is excluded, however how these programs interact with the System should be assessed. The Contractor will provide a SWOT analysis report of the EMS System and recommendations for System enhancements. The assessment will, at a minimum, address each of the following points below:

#### **1. County Demographics**

- Current and projected  
*Population estimates, age and gender, race. Population characteristics, housing, families and living arrangements, education, etc. Analyze current situation and how changes can potentially impact the EMS system.*
- County Infrastructure – Present and Future
  - Opportunities and Threats  
*Analysis of physical systems within the county government organization, as well as the county itself (roads and bridges, water and sewer, etc.) Provide analysis of opportunities that exist, as well as threats to the EMS system and its components if certain aspects degrade or remain unimproved.*
- Local EMS Agency (LEMSA) Overview
  - VCEMS Organization and Staffing  
*Provide a high-level review of Ventura County EMS organization.*
    - QA/QI Structure  
*Include analysis of existing programs and the system-wide QA/QI plan, detailing best practices, in addition to opportunities for improvement and additional program(s) development at the system and agency levels.*
  - Prehospital Education and Training  
*Review current prehospital education programs and policies and provide analysis on opportunities for improvement, best practices, and an outlook for the future of education programs, based on national trends.*
  - Overview of current EMS environment (Statewide and Nationally)
- Opportunities for Improvement  
*Based on the findings of the LEMSA overview, consultant will provide recommendations that LEMSA leadership can review and choose to apply for the purposes of stakeholder engagement and overall EMS system improvement.*

#### **2. System Financials**

- System Revenue  
*Overall analysis of financial impacts and influencing factors that affect EMS provider agencies and EMS systems. Provide a local, state, and national view currently and what is expected in the future.*
- Payor Mix  
*A breakdown of the percentages of private insurance vs. Medicare/Medi-cal vs. self-pay individuals that make up the EMS patient population. Also compare local payor mix to statewide and national averages.*
- Rates / Billing  
*Analyze current approved rates for ambulance billing, in addition to billing practices and reimbursement/collection rates for ground ambulance providers in the County of Ventura.*

*Compare The County of Ventura EMS billing rates with other counties of comparable size and make-up in California.*

- Provider Financials  
*Detailed analysis of current ground transport provider financials, including any short/long-term forecast. If possible, include a comparison to statewide and national trends.*
- Fines and Penalties  
*Analysis of fines and penalties that are levied against transport provider agencies for response times and other contract violations. Highlight best practices, opportunities for improvement, and/or threats (current and emerging). Compare and contrast VCEMS policies and practice related to fines and penalties against other California LEMSAs and national data.*

### **3. EMS System Deployment**

- Review of current structure  
*Highlight areas of excellence and opportunities for improvement related to the deployment of ambulance and first responder assets within the organized EMS system.*
- System Status Plan  
*Provide detailed analysis of the current system status plan (AKA move-up plan). Include dispatch's role and provide opportunities for change or improvement that may limit delays and improve overall performance.*
- Configuration Options
  - Tiered EMS Response
    - Benefits / Risks / Challenges
- Specialty Care  
*Analyze the impacts of the specialty care system on the overall EMS system and its patients and provider agencies.*
  - Impacts of existing policies on provider agencies, as they relate to system status and response capabilities.
  - Highlight best practices, opportunities for improvement.
- Equipment Staffing
  - Options for different staffing patterns that may exist
  - EMS policies related to training and ongoing authorization, and any potential impacts on provider agencies  
*Analyze system staffing and initial/ongoing training requirements, including impacts on provider agencies.*
- Influencing Factors (+/-)
  - Emergency Department Diversion
  - Ambulance Patient Offload Times (APOT)  
*Compare APOT in the County of Ventura to statewide data and provide analysis on how the County of Ventura can improve times and performance.*
    - Examine challenges that exist in data entry and collection and discuss ability to better collect data and report information to stakeholders.
- Community Paramedicine / Mobile Integrated Healthcare
  - Analysis and Opportunities/Threats – local, state, and national.
- Technology in EMS
  - Current and Future – both locally and national trends.  
*Impact of technology overall on patients, overall system, and system stakeholders. Provide additional analysis on how a Health Information Exchange (HIE) could benefit the EMS system and its stakeholders, versus whether or not the existing structure is adequate. Discussion on the resources needed and potential cost of HIE development should be included. Also include benefits of an HIE on QA/QI and delivery of care.*

### **4. EMS System Communications (Emergency and Non-Emergency)**

*Provide an analysis of the countywide communications (dispatch) system within the County of Ventura. In addition, provide an analysis of the non-emergency (interfacility) communication structure used by transport providers. Provide analysis for each of the following items including an overall summary, capabilities, challenges, and opportunities/threats:*

- 911 and 7-Digit Emergency
  - Emergency Medical Dispatch (EMD)
- 7-Digit Non-Emergency / Interfacility
- Radio Communications
- Redundant Communications (Reddinet, HAM, Satellite Phone, etc)

## **5. Response Times**

*Provide a review of EMS system response time requirements and stakeholder agency performance (transport and non-transport). Provide an analysis of existing policy and practice, and discussion on how changes to policy and procedure could (or could not) impact system performance. Include detailed analysis of response time data, broken out by ambulance zone and sub-zone.*

- Overall Summary
  - Opportunities to improve or change
- Transport
  - Are current standards still relevant / applicable?
- Non-transport
- Non-emergency and interfacility transport (IFT) response times

## **6. Critical Care Transport**

*Provide analysis of the critical care transport situation within the VCEMS system. What are the best practices, and what are the challenges. Provide options for new / different deployment or response models that may improve performance and decrease cost. Provide an analysis of overall cost, call volume, and response time intervals.*

- Current Challenges
  - Current deployment practices / models. Review of existing policies and procedures (LEMSA and agency level).
- Opportunities for Improvement
  - Scope of practice
  - Opportunities / need for Critical Care Paramedic model in County of Ventura?
  - Appropriate availability?

## **7. Non-Emergency**

*Overview and analysis of existing non-emergency transport business within the County of Ventura. How does this non-emergency business impact overall EMS system operations and response/coverage capabilities? How does this impact overall EMS system performance?*

- Behavioral Health
  - Highlight the situation in the County of Ventura related to behavioral health transports and its impacts on VCEMS provider agencies and hospitals.*
- Para-transit / Ambulette
  - Provide a snapshot of the County of Ventura. How many providers exist? Are there opportunities to use para-transit to benefit the EMS system and its patients? Are there policy implications? Provide a comparison to other LEMSAs around the state.*

## **8. Detailed Findings and Recommendations from Consultant**

- Initial Draft report for VCEMS review
- Second Draft report for VCEMS and System Review Stakeholders
- Final report for VC Board of Supervisors and System Review Stakeholders
- Contractor on site for Board of Supervisors presentation