COMMUNITY REPORT 2018

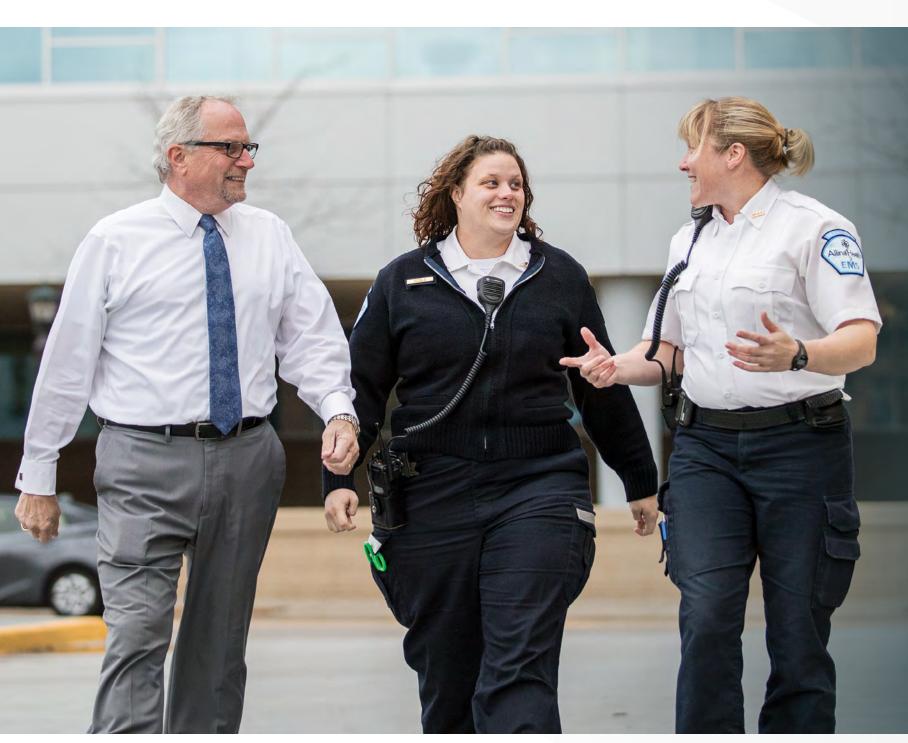
Investing in the Future



Allina Health
EMERGENCY
MEDICAL SERVICES

Letter from the President





At Allina Health EMS, we're taking the long view while keeping our eye on the day-to-day. This organization takes a great deal of pride in the fact that we respond to more than 330 requests for service every day. Every one of us knows and embraces the importance of showing up every day prepared to face whatever might come. It's our privilege to serve those who call on us to fulfill the Allina Health mission of providing whole person, exceptional care to our communities.

But we are also focused on the future. With advancements in clinical practices, fast-paced technologies, changing demographics, and a workforce shortage, we know that resting on our laurels is not the way to secure a successful tomorrow.

First and foremost we are involved in our people. We take great pride in hiring good people and keeping them. While much of the country has long struggled with EMS staffing shortages, particularly in the paramedic ranks, we here in the Midwest have only begun to feel that pain. With national and state-wide unemployment at record low levels and plenty of alternative employment opportunities for younger people entering the workforce, we're working hard to promote the vocation of paramedicine. This is

noble work and we have a lot to offer those who choose to serve. As you'll see in this year's Community Report, Allina Health EMS is pleased to showcase many of these extraordinary people who have found purpose in the work they do here. We offer career building opportunities and special pathways to enter the profession. In 2018 we helped to create the first-ever endowed Paramedic Scholarship at one of our area community colleges.

And it doesn't stop there, we are keenly engaged in integration of technologies into the clinical setting, leadership development, executing the vision set forth in the EMS Agenda 2050 and more. Our work is recognized as progressive and forward thinking and has received national accreditations such as the CAAS accreditation we received in 2018. The future of Allina Health EMS is bright – not only because of what we do today, but because of our deliberate, strategic and thoughtful planning for tomorrow.



Brian LaCroix, FACPE, NRP

» President/Chief, Allina Health EMS

Building a Career with Allina Health

A Service Committed to Helping People Grow

One of the things Allina Health EMS prides itself on is hiring good people—and keeping them.

"It sounds clichéd but it's true, what we look for in the hiring process is just good people. We have two skills questions to make sure that a candidate paid attention in school, but we trust that we can teach people how to do the job," says Matt Miron, a paramedic supervisor, who heads up the recruiting process from the EMS-side. "But we can't make you a good person. We want to hire people who try to do the right thing, every time."

Getting good people in the door is only part of the challenge, though. For Allina Health EMS leadership, the goal is also to help committed professionals develop a career and grow with the organization. "We want to bring in people who are committed to providing excellent care," says Brian LaCroix, President and Chief of Allina Health EMS. "We want to give them the support they need to grow professionally. We have a lot of long-time employees. Our employees provide the best referrals for new employees. I think that speaks to people's feeling of fulfillment and engagement here."

LaCroix is the first to admit that EMS is as much a calling as a career. Caring for people in traumatic or painful situations can take its toll. But when we

talked to long-time Allina EMS employees about their career longevity and professional growth, four themes emerged:

- 1. A GROWTH MINDSET among the organization's leadership
- 2. AN OPENNESS to emotional vulnerability in the workplace
- 3. **COMRADERY** and supportiveness among
- 4. **MEANINGFUL CONNECTIONS** with patients and colleagues

hospital. "He told me his story about escaping from the Auschwitz concentration camp during the night. I asked him, 'How do you go through thinks of that gentleman. "I love what I do. It's hard. I know I've seen some things that I will never be able to describe. But I am very proud of what I do, and I'm very proud of the people I work with. They keep me going. "

life and endure something like that, seeing a **MEMORABLE CAREER MOMENT** whole generation wiped out. How do you have a Rob Stanfield started at Allina Health EMS in smile on your face?' He told me he had made a 1996 and has worked as a vehicle service tech, promise to his family to live forward. He escaped a special transportation driver, an EMT in BLS & to the United States and grew this amazing ALS, a paramedic, a paramedic FTO, and now family. That's why he had that beautiful smile on as a critical care paramedic. What has kept him his face—he felt completion." going through the many years he has worked in EMS is the privilege of dropping into Rob says when he goes back through his own people's lives. life now and remembers difficult calls, he often One of his most memorable transports was taking an older man with Stage IV cancer to the

Anna Hoppe had worked as an EMT and a paramedic at Allina Health EMS before going back to nursing school. She recently took a job as a nurse in the emergency department at United Hospital and still works shifts in EMS. Anna says her supervisors at Allina Health EMS have been very supportive of her continuing to grow professionally.

"It's literally everything I have ever wanted. They have been there to support me," she says. "Everybody just kept pushing me to be more, to do more and to keep moving."

Anna points to leadership, educational resources and the opportunity for tuition reimbursement as keys to Allina's professional growth mindset. "Anything that they can use

within Allina, whatever degree, they'll push you for it," she says.

She believes that learning mindset among caregivers and also the organization's leadership results in better patient care. "I feel like the best patient care is the care that's provided by somebody who wants to learn more and is continually open to education opportunities and keeps pushing forward," she says.





For Matt, one of the defining moments in his career was the first time a patient died in front of him. He and his field training officer, Rob Stanfield, were transferring the patient from his house to hospice but the gentleman passed away before they reached the destination.

"I had never seen a dead body in my entire life, never dealt with death," says Matt. "My FTO asked me if I was ok. I said, 'Yep. Doing great.' But he didn't believe me. Then I just lost it. I mean, literally every emotion I was feeling came out."

Matt says that taught him that it was ok to have feelings on the job. "It kind of went against the grain back then. But it taught me that you don't have to compartmentalize and move on with your day. It taught me to be different. It was a defining moment of my career, which has led me to be really focused on compassion."



Patty sees EMS as an intense job but one that can be high stress, in low frequency. For her, focusing on perspective and camaraderie with her co-workers has been critical to her long-term success in the field.

"When I am in a high stress situation, I remind myself this might be one hour out of my day and I try to keep it in perspective," she says. "While there are those significant high stress moments, I also remember the times I've spent with the people I've worked with and just having some

pretty good conversations and good laughs. Those have lasted throughout the years. I have a partner from back in 2004 who I still keep in touch with even though she lives in Wisconsin and works at a completely different system with different hours."



As EMS services all over the country struggle with a shortage of new EMTs and paramedics to hire, Allina Health EMS is continuing to invest and strengthen its longstanding relationships with local EMS education programs. One of those programs is with Century College, a community college in White Bear Lake, which began in 1972 with Minnesota's first state-approved EMT program, and followed up the next year with one of the region's first paramedic programs.

"We're one of the oldest, continuously run programs," says Chris Caulkins, Century College EMS Program Director, who is also a former Allina Health EMS paramedic. "We produce more EMS providers, I dare say, than anybody in the state." Caulkins says that alumni have gone on to work for many different public safety agencies.

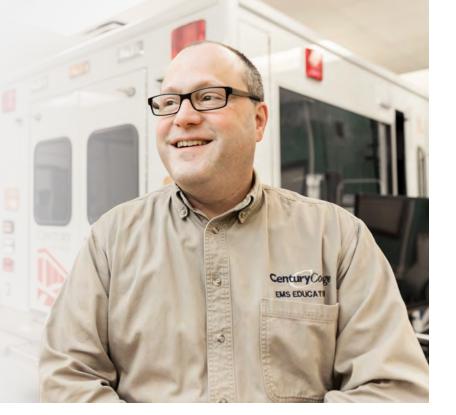
A Reciprocal Relationship

The Century College faculty have trained current and future leaders in public safety, including many at Allina Health EMS. In return, Allina Health EMS supports Century College in many ways including providing training sites as well as the opportunity for ride-along hours for

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Allina is willing to invest in their employees' futures. Supporting education is very cost-effective for morale, for productivity, and when people do take advantage, it pays off."

Chris Caulkins
Century College EMS Program Director



students. The program's two medical directors are Charlie Lick, MD, Allina Health EMS Medical Director, and Kacia Engel, MD, Associate Medical Director at Allina Health. Brian LaCroix, Allina Health EMS President and Chief, is the Chair of the EMS program's advisory committee.



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Allina Health EMS also donates retired ambulances to the program as well as cots, equipment and disposables. "Those donations are critical for us because our budget isn't huge," says Caulkins. "It's an investment in our students. It allows us to create the realism of practicing placing an IV in a moving ambulance. We teach like we are responding to a real call."

Allina's internal tuition reimbursement program is a key support for employees seeking further education at Century College, such as EMTs looking to become paramedics. "Allina is willing to invest in their employees' futures," says Caulkins. "Supporting education is very costeffective for morale, for productivity, and when people do take advantage, it pays off."

The Future of the Profession

Matt Miron, who is a paramedic and a supervisor as well as recruiter at Allina Health EMS, agrees with Caulkins that the future of the EMS profession relies on bringing in more providers with well honed people skills. "It's not all lights, sirens, action, adrenaline, excitement," says Caulkins. "Yes, you get those things, but not nearly in the volume that you think. Somebody once said, 'EMS is long periods of boredom interspersed with sheer moments of terror."

Caulkins thinks it is critical to prepare future EMTs and paramedics for the realities of the job. Miron agrees. "If you're thinking you're going in being the hero, that's not how we operate," Miron says. "We need people who have the confidence to be able to handle a chaotic situation." But the most important part of the job, he says, is making the patient feel valued and treated like a person, not a symptom.

If you're thinking you're going to be a hero, that's not how we operate. The most important part of the job is the patient and making them feel valued.

Matt Miron Paramedic Supervisor/Recruiter





Century College Names Endowed Scholarship in Honor of Allina Health EMS

For years, the faculty of Century College have been donating to an endowed scholarship fund that helps support the education of students who excel in the EMS program and have a financial need.

In 2018, Century College finally reached that goal with the support of Century College alumn and Allina Health EMS. Samantha Morgan, an Allina Health EMT who is training to become a paramedic, was awarded a scholarship supported by the faculty of Century College and going forward, the new Allina Health EMS Scholarship will help students like her into perpetuity.

"I'm always trying take away something from each call to help the next person. This job is really about the small things like holding someone's hand or making them smile. Our job is mental as much as it is physical, and I love that," she says.

Committed to Providing Excellent Patient Care

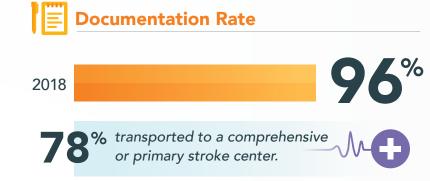
The `EMS Best´ Initiative: 100 Days to 100%

Performance assessment is a critical component of improving the quality of patient care. At Allina Health EMS, we tackle quality improvement in short bursts that provide highly-focused, system-wide attention towards improving a specific clinical care service or work flow element. We call this initiative EMS Best, and we use it to focus on a key performance indicator for 100 days to drive improvement. During that time, we offer continuous monitoring and feedback to clinicians about performance. See how we stack up on a few key performance indicators we tackled as part of our EMS Best initiative in 2018.

Assessing Patient Stroke

We use a validated, formal stroke assessment tool to help us determine the severity of a stroke in a patient, which can inform decisions about the most appropriate treatment and destination for care.

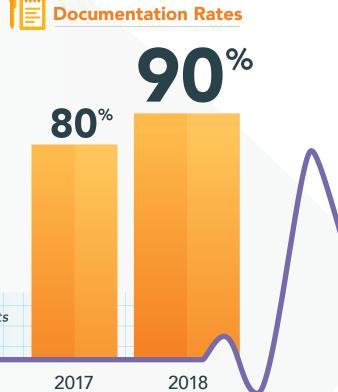




EKG Use & Documentation

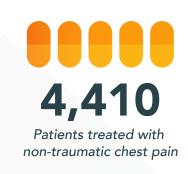
When patients are experiencing chest pain unrelated to trauma, EMS providers can screen and triage them most effectively using a 12-lead EKG, which helps identify indicators of myocardial infarction or heart attack. EKGs also enable EMS clinicians to provide advance warning to hospitals so the receiving facility can mobilize and ensure timely intervention. At Allina Health EMS, our use of 12-lead EKGs is already very high, so in 2018 we focused on improving clinician documentation of EKG interpretation.

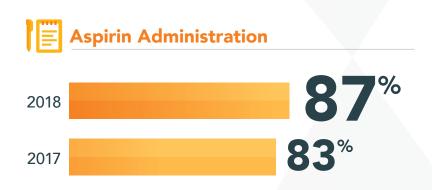




Treating Non-Traumatic Chest Pain with Aspirin

Multiple studies have shown that early aspirin administration reduces death from acute coronary syndrome. At Allina Health EMS, we sought to improve clinicians' adherence to this protocol and ensure all patients with non-traumatic chest pain, who were not allergic to aspirin, were given the medication.





Why I Joined Allina Health EMS

Early Career Employees Tell Their Stories

Allina Health EMS's leadership is committed to providing excellent patient care and customer experience. Hiring the right people and training them well is key in meeting that goal. One of the many ways Allina Health EMS invests in the future of its communities is through its people. This article profiles four Allina Health EMS employees about why they choose to work in emergency medical services, why they work at Allina, and what they bring to the organization and to their patients.

Read the stories from:

Brittany Mackie

EMT/Firefighter, Paramedic in training

Anthony Shimek

Paramedic, Clinical Coordinator/FTO

Omar Renteria

Madelyn Pennings
Paramedic





Brittany Mackie pursued becoming an EMT because her older sister was burned in a house fire as a child. "She is alive today because firefighters saved her life. That really encouraged me to want to help save others' lives."

Brittany trained to become an EMT through the Freedom House of St. Paul Fire, a program which trains young St. Paul residents as EMTs, focusing on diversity. When Brittany started her training, she hadn't been in school for some time, and found the program challenging. "But I didn't give up," she says. "I just kept thinking about what my sister went through, and how I can impact someone else's life by helping them." In the end, she passed the EMT certification with flying colors, and has been working as an EMT for three years. She is now in training at Century College to become a paramedic.

At one point in the training, she says she considered dropping out. "But I kept going; I couldn't because of my kids," she says.

"You don't see a lot of people from my culture or my color in this job. I wanted to make a difference, not just for my sister, not just for my kids, but also for other women like me, who might be too afraid or not know about this opportunity to do what they were born to do, to help other people."

Brittany says since she became an EMT she has tried to encourage a lot of women of color to consider a career in emergency medical services. "I have responded to situations where my color matters, where we will be on scene and the person doesn't want to talk with the police officers or other medics that's on scene," she says. "They'd rather talk to me because they feel more trust with someone from their community."

Anthony Shimek has been with Allina Health EMS for five years and works as a paramedic and a Clinical Coordinator/FTO in Buffalo. Before training as a medic, Anthony worked in the service industry for a number of years. Then a friend showed him some of the course materials for an EMT class. "It interested me enough to change gears and go take my EMT class," Anthony says.

Anthony loved the idea of being able to help people every day, but he knew he didn't want to be in school long enough to be doctor. He didn't like working in an office. He got his EMT training and went on to train as a paramedic. He did all of his ride along hours with Allina.

When Anthony was a student, he says he perceived Allina as "the best of the best." He didn't initially seek to work at Allina because as a new medic, he didn't think he was there yet. But he says after joining, his perception has shifted. "Now, I see Allina also as a great place for new medics to grow," he says.



» Paramedic, Clinical Coordinator/FTO

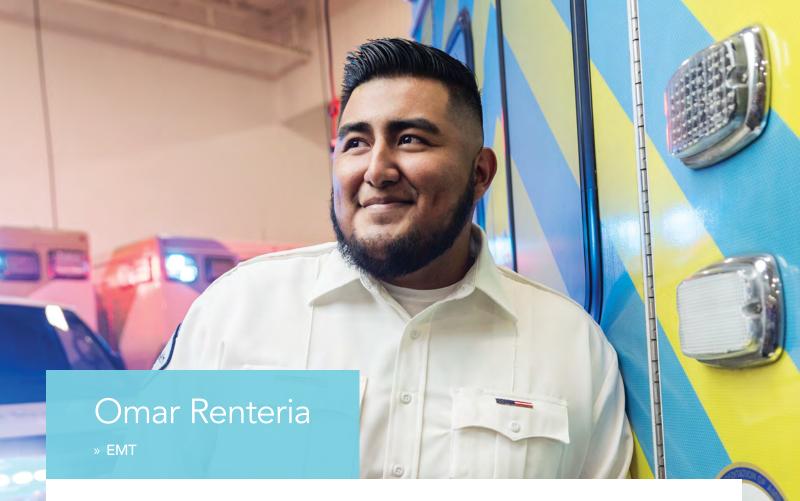


I think Allina brings in people who are passionate about what they do, who truly care about patients. Everyone seems to agree: if you have a rough call, you have to care of yourself first before you can take care of others.

Originally from Wisconsin, Madelyn Pennings completed her EMT and paramedic training while in college in North Dakota. When she started looking at where to work she knew she wanted to go out of state but she wasn't sure where. "So I asked one of my paramedic instructors, 'If you could go anywhere, where would you go?' He thought about it for a bit and he said, 'I know you want to go far away but I like what Allina's doing.' That kind of piqued my interest in Allina."

Since joining Allina, Madelyn says she's found her colleagues and supervisors to be very helpful. "People here just want to help you succeed, and everything they say they value has been backed up in my experience," she says. "I think Allina brings in people who are self-driven and selfmotivated. They want to make sure you have the tools you need to do a good job and to grow."





I love my job. I'm really developing a passion for helping people. When I'm here, it doesn't feel like I'm working. When I come to work, I feel like I have another family that has my back and looks out for me.

After working for years in restaurant management, Omar Renteria decided to go back to school to be become an EMT. He's interested in becoming a paramedic someday. He learned about Allina Health from a fellow EMT trainee, who worked at Allina as a certified nursing assistant. "He told me how Allina focused on their people and their growth," he says. "It just seemed like Allina had that human touch that not many companies have." Since joining Allina, Omar says he's been able to build strong connections with his co-workers and his patients. "I feel like I have a second family here," he says.

Omar says being Hispanic and an EMT is important and helps him connect with patients who speak Spanish. "For a lot people, I think there's a barrier...a lot of Hispanic people don't really call 9-1-1 for things," he says. "But when they see me, they see a familiar face and feel like I can communicate with them. I feel like I'm at home as well, being able to talk with my patients in Spanish. I can make them feel a little more comfortable, and that's a really cool thing."



A Vision for the Future: EMMA 2.0

Charles Lick, MD, Allina Health EMS Medical Director on the organization's launch of mobile technology

In 2018, Allina Health EMS launched an initiative, EMMA 2.0, the mobile integrated technology campaign, which introduced iPhones into Allina Health EMS ambulances. The iPhones are designed to allow them to be used solely for patient care and work-related communication.



EMMA 2.0 will be an on-going initiative to introduce new technologies that we have evaluated and decided can help our providers and patients. Not very many people in EMS have done this, but we think having smart devices in the trucks is the wave of the future.

Charles Lick, MD Allina Health EMS Medical Director

THE PHONES GIVE ALLINA EMTS AND PARAMEDICS ACCESS TO VALUABLE APPLICATIONS SUCH AS:

- 1. **HANDTEVY:** a mobile app and platform to support dosing, documentation and communication about critically-ill pediatric patients
- 2. **PULSARA:** a mobile communications tool for coordinating care across teams, which is being piloted at United Hospital
- 3. **ALADTEC:** a workforce scheduling app to support easy communication about such things as holes in coverage, trading shifts and sick time
- 4. **CLINICAL PROTOCOLS:** app-based access to Allina Health EMS protocols to ensure evidence-based, best practice care.

These four apps are envisioned as just the initial offerings in what will be an on-going campaign to introduce new, mobile-based technologies to the Allina Health EMS care teams to support better patient care and communication.

The EMMA 2.0 initiative builds on the initial EMMA campaign, the Electronic Medical Management Assistant, which Allina created ten years ago when it launched electronic patient care records.

- "The thing I am really excited about is making it easier for our people to do a better job documenting," says Dr. Lick. "This data and our ability to tap into national data from the NEMSIS 3 data set will really help us understand, 'Are we performing at a high level? What quality improvement changes do we need to make?' "
- "EMMA 2.0 will be an on-going initiative to introduce new technologies that we have evaluated and decided can help our providers and patients," says Charles Lick, MD, Allina Health EMS Medical Director. "Just like the rest of our world, everything's app-based and that's where the future's going. Not very many people in EMS have done this, but we think having smart devices in the trucks is the wave of the future."

Dr. Lick believes that with the right mobile technology tools, providers can offer better patient care. "I want our providers to spend their time evaluating the patient and not just thinking about what the protocol is," says Dr. Lick. "The right technologies can help make the difficult job that we have easier. I think if we can make providers' jobs and lives better, they'll be happier, they'll stay in the business longer, too."

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Committed to Strong Community Partnerships

In the more than 120 municipalities where Allina Health EMS works, the team builds close working relationships with community leaders as well as staff at every level from boots on the ground to leadership in firehouses, police stations, city government and other key agencies.



Public safety integration is imperative in the future of emergency services delivery. As an industry, we have been largely reactive. Proactive community-based public safety will provide the best service to our community. Allina is actively collaborating in an efficient manner with other public safety agencies to make that happen.

Brian Podany Police Chief, Blaine

Allina Health EMS has done a remarkable job as our emergency medical services provider. They have established an excellent working relationship with our police and fire personnel, which is absolutely essential in the field. They continuously seek ways to innovate and improve their emergency medical practices. As a result, our citizens benefit by living in a safer community.

Tom Lawell
City Administrator, Apple Valley





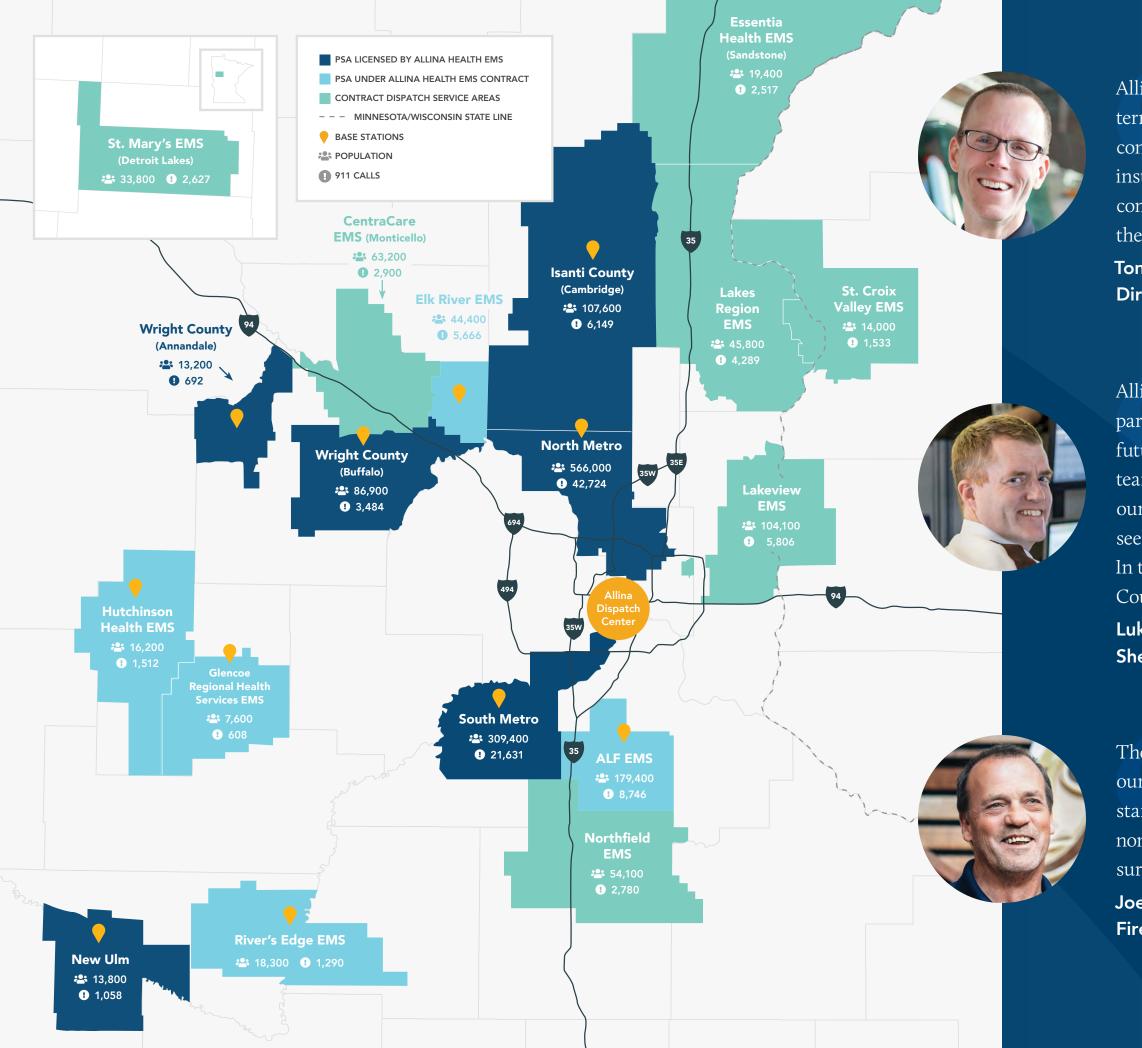
One of the biggest things Allina Health brings to the communities they serve is leadership. They see EMS as more than just 911 response. They see the big package—community health programs and community paramedic service. I think they go to work almost every day thinking about where can we go from here, what else can we offer our communities?

JB Guiton
EMS Commander, Woodbury

I've been in this business for 42 years. I say from a very optimistic and proud standpoint that we are saving lives in Coon Rapids because the different agencies, including Allina, work well together. I think that really says a lot about the system we have and the working relationships here, which have evolved into a really strong response system.

John Piper Fire Chief, Coon Rapids





Allina Health EMS keeps an eye to the future in terms of equipping our local first responders through continuing education. We greatly appreciate their instructional leadership because most often in our community, it's the police officers who are first on the scene to deliver patient care.

Tony Paetznick Director of Public Safety, New Brighton

Allina Health EMS really works with its community partners to do more for patients, now and in the future. One example of this is they worked with our team to introduce the rescue CPR system into all our squad cars. We wouldn't have the expertise to seek out a product like that but they helped us do it. In the first year, there were three examples in Scott County where we used that system and saved a life.

Luke Hennen **Sheriff, Scott County**

The communication, cooperation and collaboration our first responders have with our local command staff and our liaisons through Allina is second to none. We are all in it for the same reason, to make sure the best care possible was given to the patients.

Joel McColl Fire Chief, Savage



VITALSAllina Health EMS

Allina Health is the third largest non-governmental employer in Minnesota. Allina Health EMS is the largest EMS employer in the state. Here's what our team has been up to in 2018:



131,398

Total Allina responses



1.2 Million

Full-time residents in our 911 response area



315,422

Calls processed by Allina dispatch centers



40,704

Callers received pre-arrival instructions from dispatchers



121,839

Total 911 & BLS responses



10,577

Total Active Ride responses



46,168 ^ 1.2% SINCE 2017

Interfacility Responses



79

New hires at Allina Health EMS



610 ^ 37% SINCE 2008

Caregivers and support staff we employ



\$104,252

Funds raised by Allina Health EMS to support 15 charitable causes



9.5 years

Average length of service of current Allina Health EMS employees



4,618,457

Miles Driven



487,910

Gallons used

(6% increase in savings over 2017)

EMS in 2050 Discussed at Pulse Check Summit

At the 2018 Pulse Check Summit, Kevin Munjal, MD, Assistant Professor at the Icahn School of Medicine at Mount Sinai, New York, spoke about the national EMS Agenda 2050 project. The project, which was sponsored by the federal Office of EMS, aimed to get EMS stakeholders of every stripe to think strategically about how to define what the role of EMS could be in 30 years, and what we need to do now to prepare.



To seek input from the EMS leaders and providers around the country, four regional meetings were conducted to get feedback, including one at the University of Minnesota in Minneapolis.

Dr. Munjal explained that the initiative envisions a people-centered approach to care, treating the patient holistically, but also recognizing the need to care for the patient's family and the caregivers themselves.

To learn more about the EMS Agenda 2050 and its final report, visit emsagenda 2050.org.

For more information on the 2019 Pulse Check Summit visit **emspulse.org**.

Investing in Our Organization & Community

Financial Performance Revenues in Millions \$63^M 30^M 2013 2011 2012 2014 2015 2016 2017 2018 2018 Expenses \$75,049,922 Salaries & Benefits \$44,156,415 \$75,049,922 Supplies & Drugs \$1,862,644 2.5% Services (Laundry, Equipment Maint., Mail Services, etc) \$648,233 0.9% Depreciation \$2,757,411 3.7% Corporate Legal, Payroll, HR, IS, & Financing \$3,918,661 5.2% Utilities, Rent, & Maintenance \$2,569,239 3.4% MN Care Tax, Insurances, Worker's Comp, Other Expenses \$3,174,802 4.2% \$1,365,681 1.8% Capital Improvements (Vehicle & Equipment Purchases, etc) \$14,596,836 19.5% 2018 Revenues \$75,063,272 911 Transports 69% \$52,047,146 \$75,063,272 Interfacility Transports \$18,009,427 24% **Special Transportation** \$1,481,109

\$3,525,590

5%

Education, etc.





























1,864

Staff hours donated by Allina Health EMS to support community events

282,365

People served during community events in 2018



ACCREDITED

Allina Health EMS Recognized as a CAASAccredited Agency in 2018

One of Only 19 Services Nationwide to Be Both CAAS & ACE Accredited



What is CAAS Accreditation?

The Commission on Accreditation of Ambulance Services (CAAS) offers a way for ambulance services to be recognized as adhering to the industry's best practices and highest standards. In 2018, Allina Health EMS was recognized as CAAS-accredited. CAAS accreditation is awarded after an extensive application process, documenting processes, and an independent review, which examines agency organizational performance and efficiency, clinical quality, as well as risk and liability. Currently, there are 186 CAAS-accredited agencies in the world.

What is ACE Accreditation?

In 2015, the Allina Health EMS Communication Center was recognized by the International Academies of Emergency Dispatch (IAED) as an Accredited Center of Excellence (ACE). These organizations have to go through an extensive vetting process to show that dispatchers and leadership are following the most current quality improvement processes that result in compliance to protocols. The IAED is the leading organization for dispatch in the world, with more than 60,000 members. This year, Allina successfully renewed its accreditation, making it just one of a handful of EMS agencies to hold both CAAS and ACE accreditation.



allinahealth.org/ems