

GATR Follow-up, 9-1-1 Call-taking and Dispatch: Meet National Standards for Emergency Response



Ted Wheeler, Mayor

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City Budget Office

The CITY OF PORTLAND Oregon

Session Agenda

Performance Update

- 9-1-1 call-taking
- EC Operations Staffing

10:35 – 10:45 AM

Review progress on GATR action items

- Performance Measurement
- Improve Operations
- Staffing & Retention

10:45 – 11:10 AM

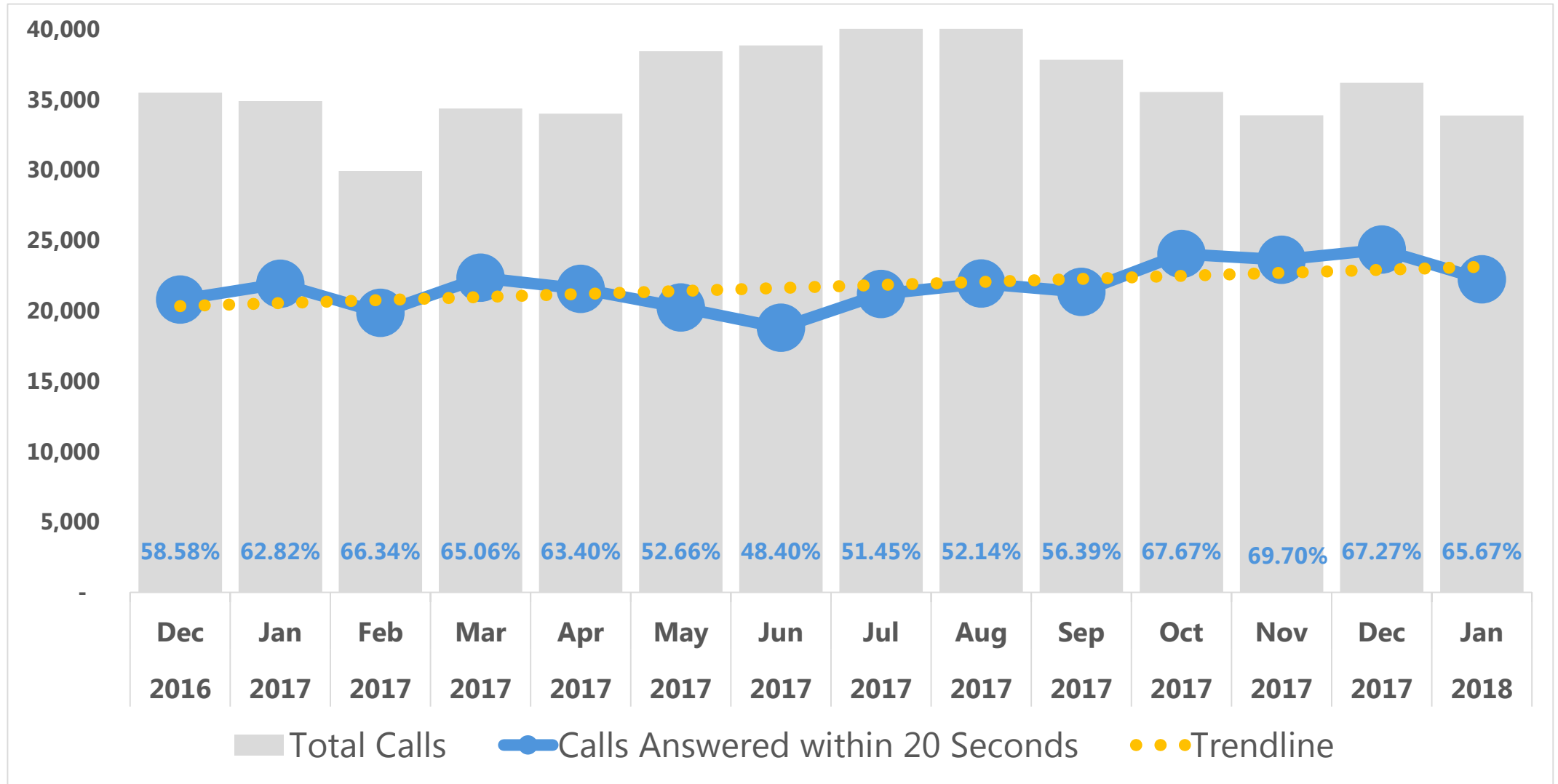
9-1-1 Call Filter Update

11:10 – 11:15 AM

Next steps

11:15 – 11:20 AM

What is BOEC's capacity to answer 9-1-1 calls within the 20 second target?



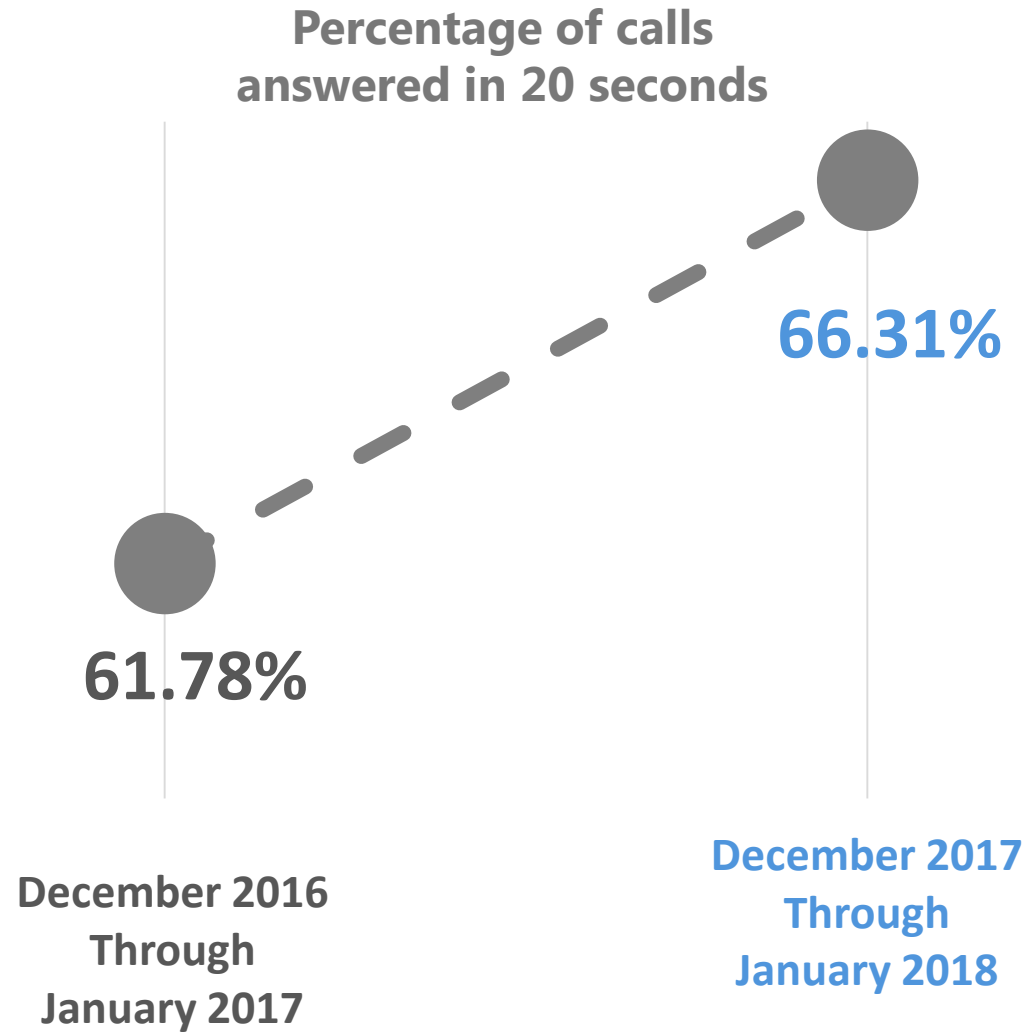
Has call-taking performance changed since the initial GATR Session?

Time	Total Calls	Calls Meeting Target	% of Calls Meeting Target
Dec 2016	35,489	20,790	58.58%
Jan 2017	34,890	21,917	62.82%
Feb 2017	29,932	19,858	66.34%
Mar 2017	34,359	22,353	65.06%
Apr 2017	34,005	21,560	63.40%
May 2017	38,438	20,242	52.66%
Jun 2017	38,847	18,801	48.40%
Jul 2017	41,174	21,186	51.45%
Aug 2017	42,060	21,929	52.14%
Sep 2017	37,838	21,337	56.39%
Oct 2017	35,529	24,041	67.67%
Nov 2017	33,888	23,620	69.70%
Dec 2017	36,195	24,349	67.27%
Jan 2018	33,861	22,236	65.67%

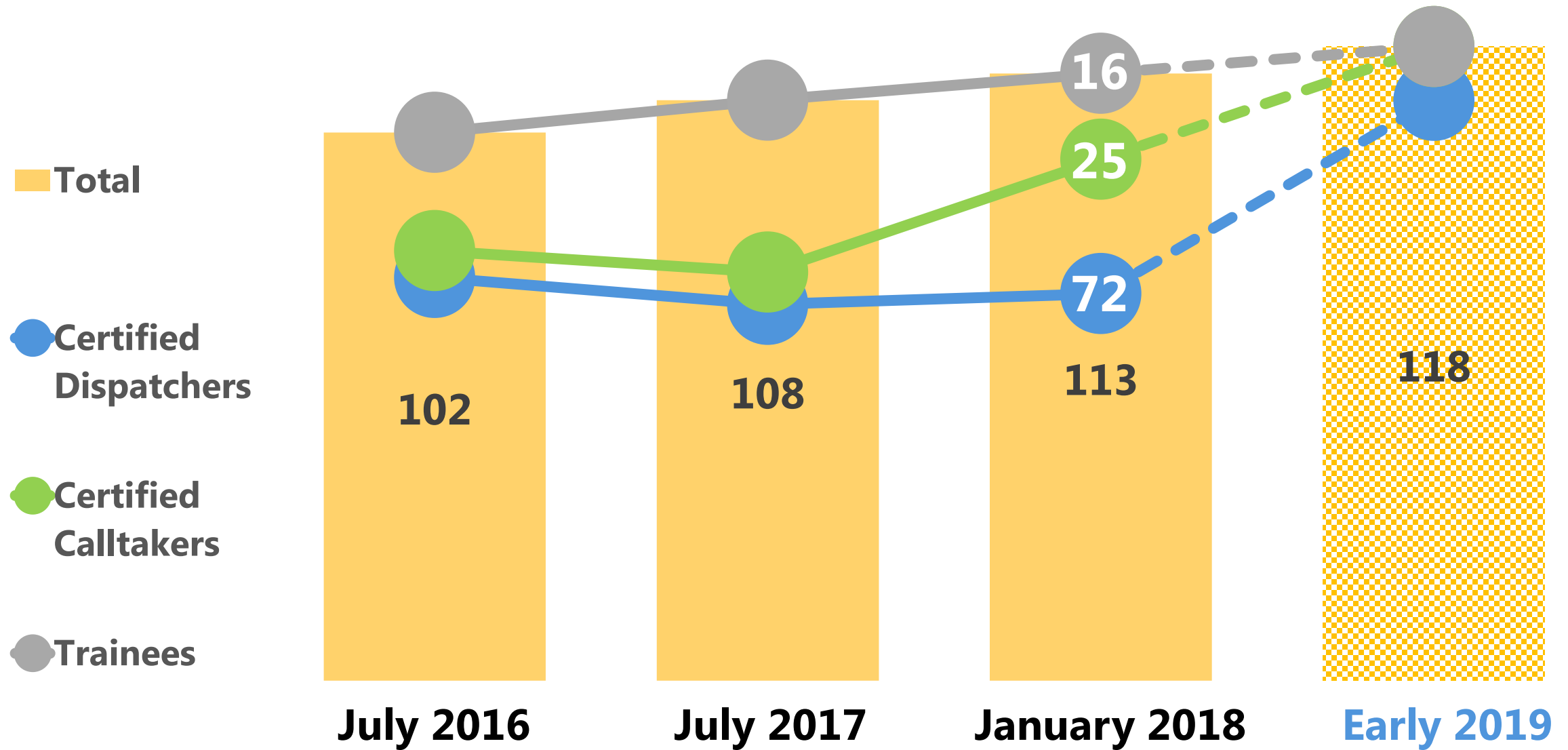


Percentage of calls answered within target

How does 9-1-1 call-taking performance compare to last year?







What are EC Operations Staff levels at BOEC?



PROGRESS ON ACTION ITEMS

ACTION ITEMS PROGRESS: *Slide legend*

Responsible Bureau(s):

	STATUS	ACTION ITEM
	Completed	Action 1
	In Progress	Action 2
	Not Started	Action 3
	Bureau Requests Revision	Action 4

*Summary of
Progress
or
Supporting Data*

Action Items: Performance Measurement

BOEC, CBO, Mayor's Office: Establish New Performance Measures

- Establish call-taking measures to align with national standards.
- Establish additional performance measures tracking employee training and retention.
- Reinstigate a Quality Assurance and Quality Improvement system using APCO or other national standards.

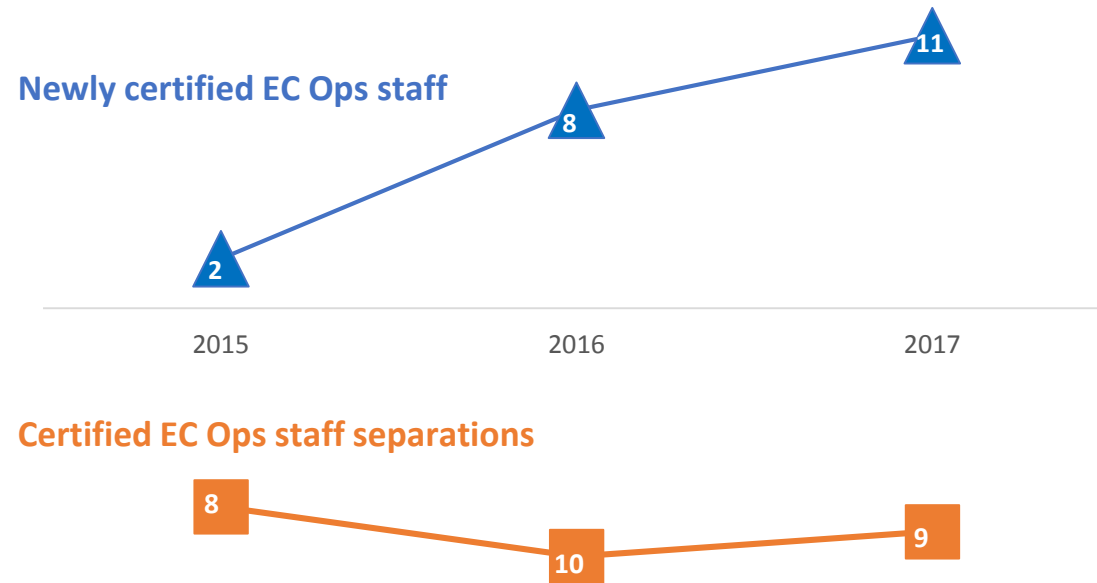
Measure	FY 16-17 actual (Dec-Jun)	Current year estimate	FY 18-19 target	Strategic target
Percentage of calls answered in 20 seconds	63.2%	65.4%	72.5%	95%
Average time to answer 9-1-1 calls (seconds)	26	23	21	20
Percentage of calls answered in 10 seconds during busy hour	N/A	25%	26%	90%

Action Items: Performance Measurement

BOEC, CBO, Mayor's Office: Establish New Performance Measures

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Tracking Employee Retention

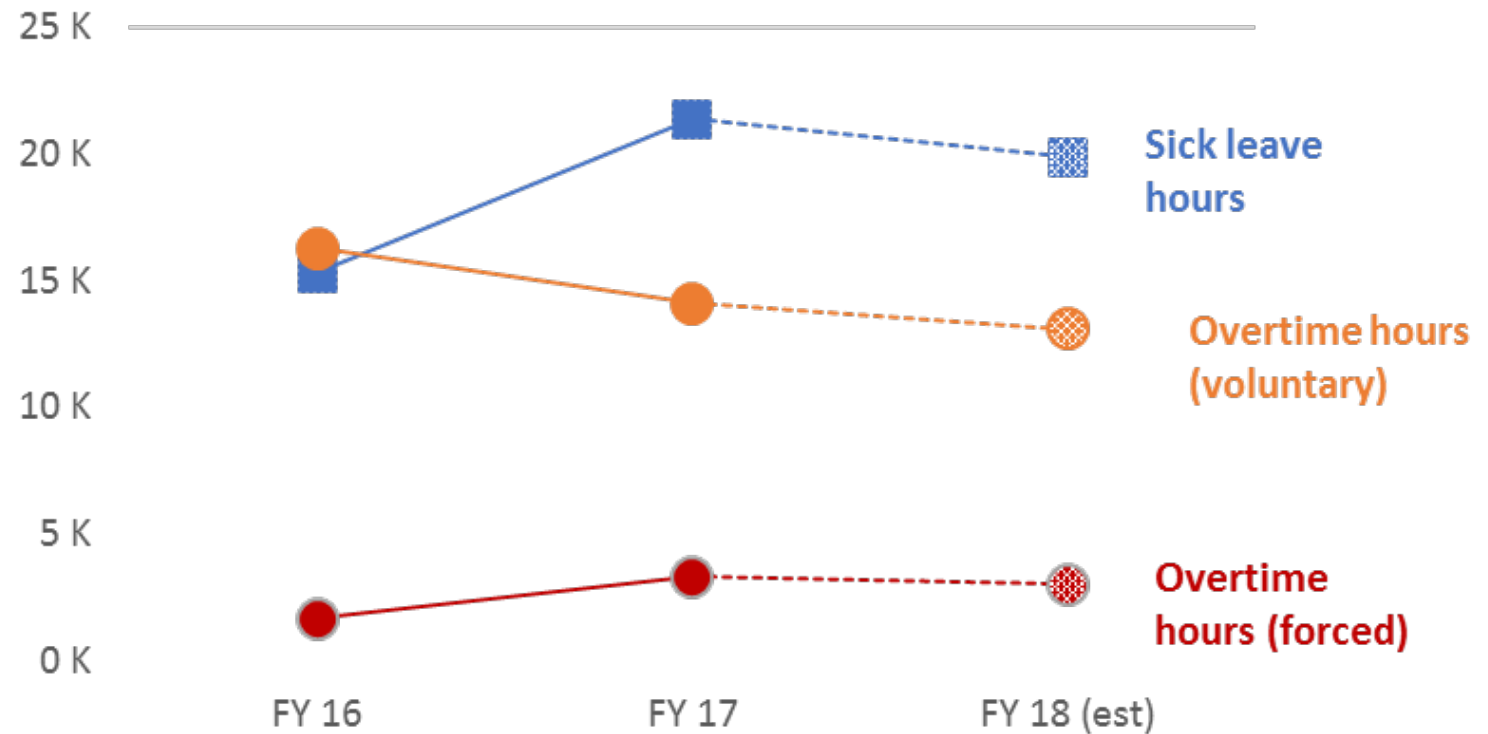


Action Items: Performance Measurement




BOEC, CBO, Mayor's Office: Establish New Performance Measures

- Establish call-taking measures to align with national standards.
- Establish additional performance measures tracking employee training and retention.**
- Reinstitute a Quality Assurance and Quality Improvement system using APCO or other national standards.

New performance measures show improvement in operations management



BOEC: Reinstitute QA/QI System

-  Establish call-taking measures to align with national standards.
-  Establish additional performance measures tracking employee training and retention.
-  **Reinstitute a Quality Assurance and Quality Improvement system using APCO or other national standards.**

- Quality Assurance and Quality Improvement analyst hired with existing resources
- FY 2018-19 Budget request for industry standard recording system
- ETA for launch Fall 2018

Action Items: Improve Operations

BOEC, BTS: Shift Staff Resources to Address Call Workload

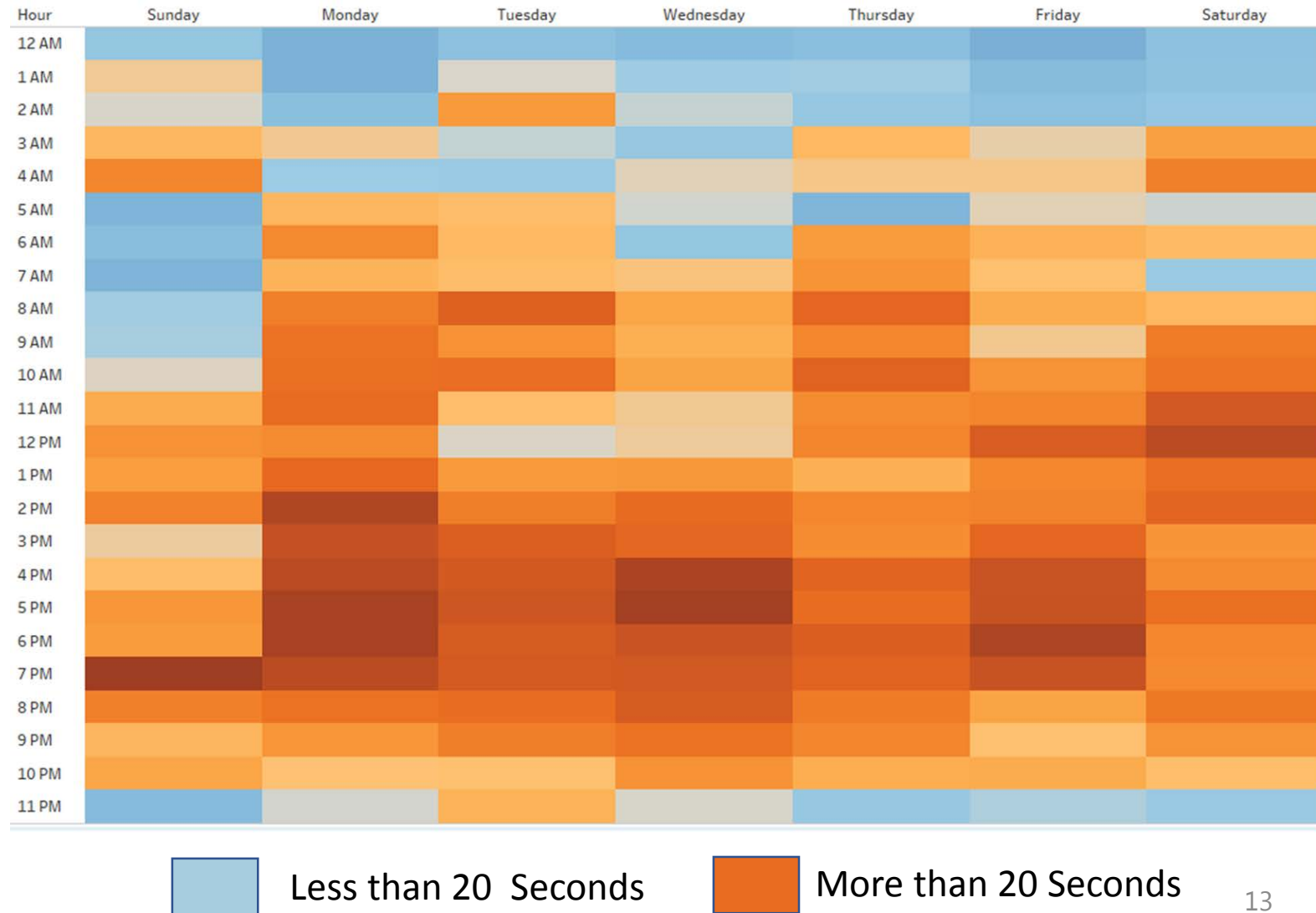
Identify a software solution to support complex/flexible scheduling assignments

BOEC operations supervisors should modify call taker shift deployments to match the “optimal” fixed-post staffing levels as closely as possible to best meet workload demands.

BOEC should reduce the frequency of duty assignment rotations “reliefs” to either daily or bi-daily.

When duty assignment rotations occur, they should be managed by floor supervisors, allowing only 1-2 staff to rotate at any given time.

Average Time to Answer Calls



Action Items: Improve Operations

BOEC, BTS: Shift Staff Resources to Address Call Workload

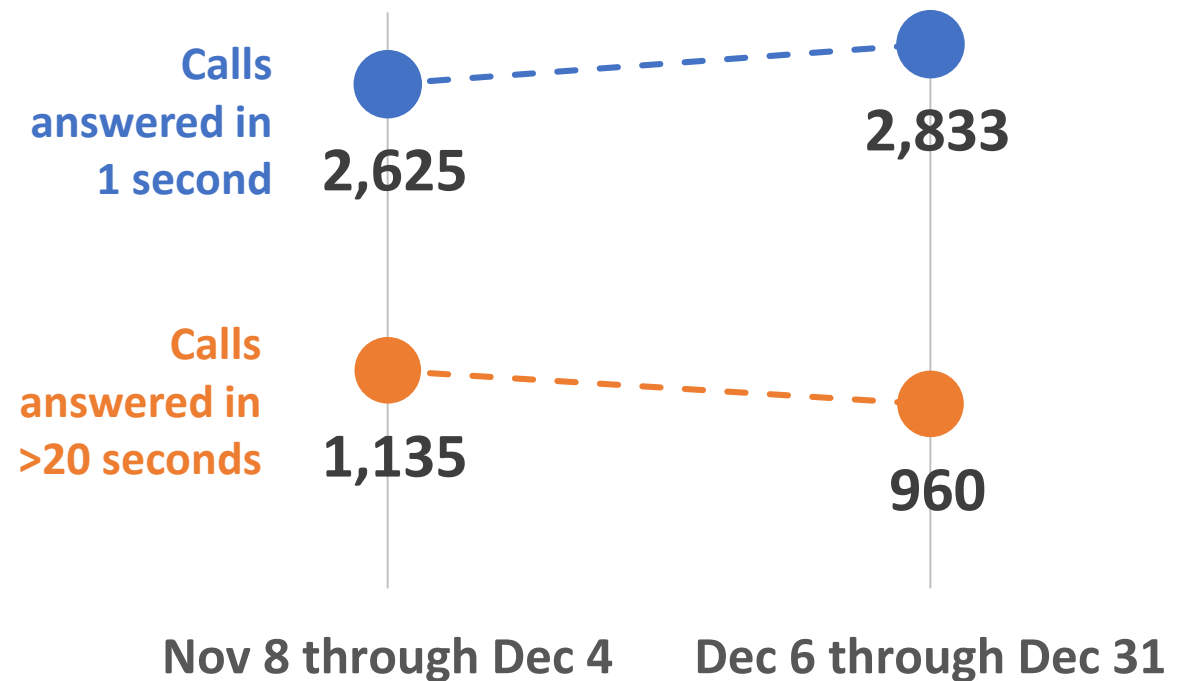
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BOEC should reduce the frequency of duty assignment rotations “reliefs” to either daily or bi-daily.

When duty assignment rotations do occur, they should be managed by floor supervisors, allowing only 1-2 staff to rotate at any given time.

The number of calls answered in more than 20 seconds **decreased 15 %** while the number of calls answered in 1 second **increased 8%**



Action Items: Improve Operations

BOEC: Improve management of SOPs

● For those SOPs deemed 'sensitive' for perusal, identify a separate secure location for storing these documents for reference by supervision and management (e.g. Homeland Security/Terrorism Notifications).


● The BOEC should structure and re-organize the SOPs consistent with the steps described in this report.


● Include the six (6) programmatic topics discussed in this report (e.g. telephony system failure) and devise standard operating practices (SOPs) in the BOEC policy and procedures manual.


- BOEC management determined these actions to be lower priority
- Less impact on call-taking times or retention of staff.

BOEC:

Revise training program

 **Propose revisions to training program to reduce attrition.**

 Implement Matrix recommendations for reporting structure and coaching policy; utilize Best Practices check-list to identify areas for process improvement.

 Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.


- BOEC requests a revision to this action item


Additional Efforts: Staffing & Retention


BOEC: Additional Strategies to Increase Staffing by Improving Culture & Support

- Mentor program for trainees to support them through the OJT process
- Separate mentor program to integrate trainees on the floor, helping them get to know more senior staff
- Communications to the floor to inform them of bureau issues and decisions
- Extended invitations to partner agencies to do SAL's to increase partnership/teamwork
- Conscious efforts continually made to recognize great work via appreciations and commendations
- Person to person contact – management (mainly Operations and training staff) making personal contact with floor employees to check in and chat
- Implementation of “Outcome Ingenuity” Just Culture approach in dealing with errors

BOEC: Utilize Best Practices for Training Program

 Propose revisions to training program to reduce attrition.

 **Implement Matrix recommendations on reporting structure and coaching policy. Utilize Best Practices check-list to identify areas for training process improvement.**

 Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.

- BOEC is in progress with revisions to coaching policy to formalize/standardize practices.

- The Best Practices checklist is a series of 71 best practices:

47 complete


8 in progress


14 not yet started

2 may need ↑ managerial staff

Action Items: Staffing & Retention

BOEC, CBO, Mayor's Office: Behavioral Insights program evaluation

 Propose revisions to training program to reduce attrition.

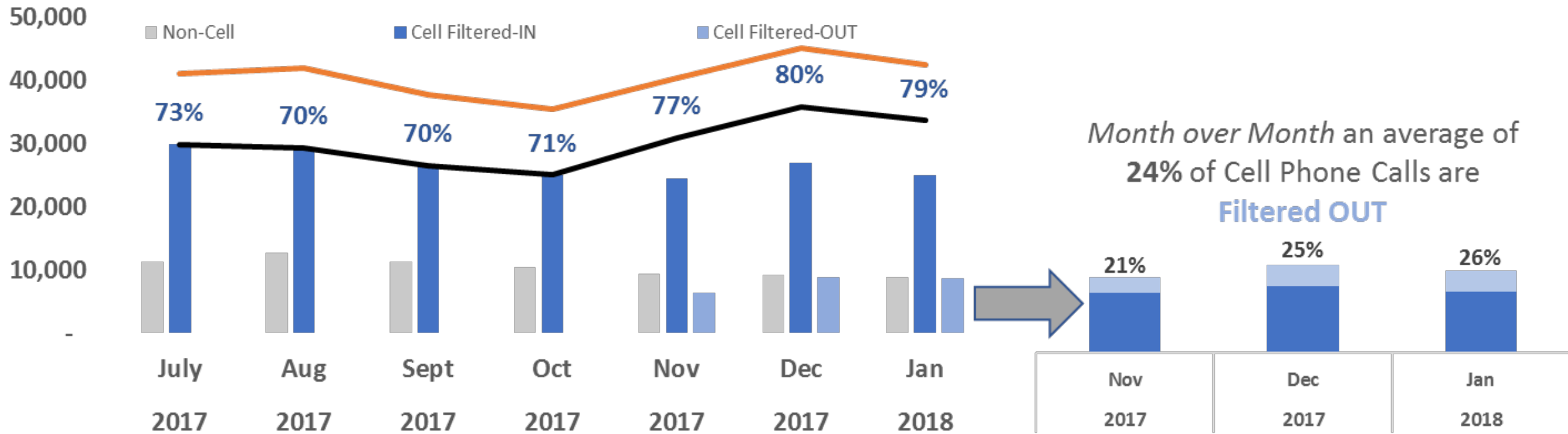
 Implement Matrix recommendations on reporting structure and coaching policy. Utilize Best Practices check-list to identify areas for training process improvement.

 **Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.**

- BOEC participated as part of a cohort of cities across the country.
- The purpose of the project is to find better ways to support PSAP operations staff.
- Findings expected spring of 2018.

Call Filter Update

The Majority of **Total Calls** are **Cell Phone Calls**



- Follow up Memo (Immediate)
- Next GATR session (Fall 2018)

SUPPLEMENTAL SLIDES

Underlying data to compare 2017 vs. 2018 performance (Slide 5)

Data for comparative 2017 vs. 2018 performance on “Percentage of calls answered within 20 seconds” (Slide 5)

December 2016 through January 2017

Week	Not Met	Met	Total	Percentage
2016-49	1,470	3,109	4,579	67.90%
2016-50	3,643	4,926	8,569	57.49%
2016-51	3,785	4,506	8,291	54.35%
2016-52	3,338	4,455	7,793	57.17%
2016-53	2,463	3,794	6,257	60.64%
2017-01	360	839	1,199	69.97%
2017-02	2,916	4,481	7,397	60.58%
2017-03	3,148	5,509	8,657	63.64%
2017-04	2,760	4,964	7,724	64.27%
2017-05	2,985	4,830	7,815	61.80%
Total	2,687	4,141	6,828	61.78%

December 2017 through January 2018

Week	Not Met	Met	Total	Percentage
2017-49	2,335	5,466	7,801	70.07%
2017-50	2,690	5,424	8,114	66.85%
2017-51	2,376	5,510	7,886	69.87%
2017-52	3,315	5,374	8,689	61.85%
2017-53	2,349	5,672	8,021	70.71%
2018-01	2,509	5,126	7,635	67.14%
2018-02	3,063	4,695	7,758	60.52%
2018-03	2,425	5,067	7,492	67.63%
2018-04	2,113	5,359	7,472	71.72%
2018-05	1,515	1,989	3,504	56.76%
Total	2,469	4,968	7,437	66.31%

Has BOEC's capacity increased since the August GATR Session?

December 2016
through August 2017

Average Number of Calls Answered
within 20 seconds per Month

20,960

Percentage of Calls Answered within
20 Seconds

57.87%

September 2017
through January 2018

Average Number of Calls Answered
within 20 seconds per Month

23,117

Percentage of Calls Answered within
20 Seconds

65.34%

+2,157



+7.47%