

EOPS DIVISION WORK PLAN FY 2010-11

EOPS

Strategy 1.1: **Develop an internal process for tracking and reporting mistriaged fire & emergency medical system calls through the Incident System.**

Goal #1	Performance Measure
<i>Ensure that 911 calls are triaged correctly and that resources are dispatched appropriately to meet enhanced public safety and ongoing operational needs.</i>	<i>Reduce mistriaged PF&R 911 calls - those dispatch resources inappropriately to calls for emergency services - by 5% in each year</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: John Nohr

COMPLETED

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: BC Ken Burns has been assigned to develop a tracking mechanism within the Incident System that will allow companies to designate which calls they feel were inappropriately triaged or were not and appropriate response. 3 rd Quarter Status: The tracking system developed by BC Burns and FICS staff went live on March 17 th . Chief's Memo 11-06 directed responders to start using the new area of the Incident System to capture data on incidents that responders felt may be incorrect or inappropriate.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: Getting direct feedback from responders will allow PF&R to look at calls and call types to determine which may not be appropriate for an emergency response. 3 rd Quarter Status: PF&R is now getting feedback directly from responders, which will allow the review of specific incidents to develop a data base of call types.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: The prototype has been developed and is being refined. It should be ready to implement in March 2011. 3 rd Quarter Status: Development of an internal tracking and reporting process in the Incident system for incorrect or inappropriate calls has been completed. PF&R will continue to monitor information provided by responders to help develop plans for modifying responses and triage of incidents.

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Strategy 1.3: Establish a Dispatch Triage Review Committee in conjunction with Bureau of Emergency Communications and other partner agencies to periodically review mistriaged calls.

Goal #1	Performance Measure
<i>Ensure that 911 calls are triaged correctly and that resources are dispatched appropriately to meet enhanced public safety and ongoing operational needs.</i>	<i>Reduce mistriaged PF&R 911 calls - those dispatch resources inappropriately to calls for emergency services - by 5% in each year</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
Individual(s) Responsible: Mark Schmidt
John Nohr, Support

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period. <i>2nd Quarter Status: No activities at this time. Working with BOEC to develop relationships that will lead to a better atmosphere for addressing this issue.</i></p> <p><i>3rd Quarter Status: No activity to report this quarter. BOEC staff has been busy with new VCAD implementation and has been unavailable.</i></p> <p><i>4th Quarter Status: A Multnomah County Fire Triage Committee has been established to review and make recommendations regarding fire triage guides. This committee is a subcommittee of the Multnomah County Fire Dispatch Committee. The Fire Dispatch Committee recommends the triage guides to be evaluated and reviews the results and recommendations of the Fire Triage Committee. As of July 1, 2011, four fire triage guides have been reviewed and modifications approved by BOEC administration and user agencies have been, or are in the process of being, implemented.</i></p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. <i>2nd Quarter Status: No progress to report this quarter.</i></p> <p><i>3rd Quarter Status: No activity to report this quarter. BOEC staff has been busy with new VCAD implementation and has been unavailable.</i></p> <p><i>4th Quarter Status: PF&R is a permanent and active member of both the Fire Dispatch and Fire Triage Committees. The Fire Triage Committee employs a labor-intensive process of reviewing recorded call-taking audio to determine the effectiveness of triaging questions and call-pathing, as well as make recommendations to improve the efficiency of unit selection and priority of response. Scheduling Fire Triage Committee meetings has been challenging with the implementation of V-CAD; however, the goal of the committee is to meet approximately six times a year. This will be coordinated with other Fire Dispatch Committee goals and requirements.</i></p>
<p>Describe your future plans and timeline for completing this Strategy. <i>2nd Quarter Status: No progress to report this quarter.</i></p> <p><i>3rd Quarter Status: No activity to report this quarter. BOEC staff has been busy with new VCAD implementation and has been unavailable.</i></p> <p><i>4th Quarter Status: The Fire Triage Committee only reviews fire call types. A committee to review EMS triaging has yet to be formed. EMS triaging falls under the direction of the Multnomah County EMS, the Multnomah County EMS Dispatch Committee and PF&R's physician advisor. Strategy 1.3 will be carried over to the next fiscal year.</i></p>

FY 10-11 Year-End Close Out: Strategy 1.3 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan

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Strategy 1.5: **Update and/or establish business relationships and roles and responsibilities with Bureau of Emergency Communications and its User Board members.**

Goal #1	Performance Measure
<i>Ensure that 911 calls are triaged correctly and that resources are dispatched appropriately to meet enhanced public safety and ongoing operational needs.</i>	<i>Reduce mistriaged PF&R 911 calls - those dispatch resources inappropriately to calls for emergency services - by 5% in each year</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: John Nohr

COMPLETED

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period.</p> <p><i>2nd Quarter Status: Chief Nohr has been assigned as PF&R's representative to the BOEC User Board.</i></p> <p><i>3rd Quarter Status: DVC Nohr has attended User Board meetings and is developing working relationships with BOEC staff.</i></p> <p><i>4th Quarter Status: DVC Nohr continues to attend and participate in User Board activities. Efforts this quarter have been directed at ensuring that the new VCAD is safely meeting the expectations of all system users.</i></p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure.</p> <p><i>2nd Quarter Status: Developing relationships with BOEC administrative staff and other users will help in moving forward the agenda to reduce mistriaged calls.</i></p> <p><i>3rd Quarter Status: Issues related to the new VCAD have prevented further discussion on roles and responsibilities.</i></p> <p><i>4th Quarter Status: The BOEC User Board is made up of representatives from law enforcement and fire agencies throughout Multnomah County. Having relationships with all users and BOEC provides a framework for understanding the needs of the users and the ability of BOEC to meet those needs.</i></p>
<p>Describe your future plans and timeline for completing this Strategy.</p> <p><i>2nd Quarter Status: Continue to attend User Board meetings; work with BOEC Administration to explain PF&R needs as it related to dispatch and triage.</i></p> <p><i>3rd Quarter Status: Continue to attend User Board meetings; work with BOEC Administration to explain PF&R needs as it relates to dispatch and triage.</i></p> <p><i>4th Quarter Status: Continue to attend User Board meetings and participate in activities. The User Board is currently focused on ensuring the new VCAD is operating safely and meeting the needs of users. PF&R has drafted a list of areas of concern and will be moving these issues forward through the User Board. Strategy 1.5 is completed and ongoing.</i></p>

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Strategy 5.3: Explore other fire agency efforts for encouraging workforce health and wellness improvements.

Goal #5	Performance Measure
<i>Establish consistent and proactive health and wellness practices that benefit all employees.</i>	<i>Each year increase participation in the Health & Wellness program by 5%, and decrease injury & sick leave usage by 5%.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: Janet Woodside

COMPLETED

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period.</p> <p>2nd Quarter Status: Met with Clackamas and TVF&R Wellness Coordinators to share all our resources materials with each other. I am part of the Northwest Wellness Coordinator Group and 20-30 agencies meet and explore each others efforts to make health and wellness improvements.</p> <p>3rd Quarter Status: Purchased and delivered BOSU (Core Fitness) trainers for all stations and main office workout room and BOSU upper and lower exercise posters. These BOSU trainers target core exercises. Updated Wellness website to offer easier access for all employees. Conducted Health and Wellness TV show on nutrition and updated all employees on Wellness program resources. All employees were offered immunizations. Presented pilot Injury Prevention to Pension and Disability Fund. Fitness Assessment/Physical Agility Program planning/norms being created to begin testing on June 3rd. 2010.</p> <p>4th Quarter Status: Discussed via email and telephone calls, TVF&R's current Wellness Initiative, Functional Training and went to Adapt Fitness to learn about their program for TVF&R.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure.</p> <p>2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: All employees, both sworn and non-sworn, have access to a broad range of fitness equipment and workout rooms. BOSU exercises improve core strength thus reducing likelihood of injuries. Updated intranet page is easier to navigate and gives employees a wealth of Wellness resources to access and utilize to improve their fitness level. Immunizations reduce the risk of employees getting sick thus reducing likelihood of using sick leave. If Pension Fund provides funding for new stretching program injury rates should decline. All firefighters will undergo fitness assessment or PAT with Wellness information given to them at point of contact. This information will help them improve their fitness/health and hopefully decrease injuries and sick leave usage.</p> <p>4th Quarter Status: No progress at this time.</p>
<p>Describe your future plans and timeline for completing this Strategy.</p> <p>2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: Meeting is scheduled with Pension Fund in Q4 with approval of pilot project pending. Wellness Program is on-going and participation this year will be mandatory for all firefighters.</p> <p>4th Quarter Status: Continue to look at programs provided by other agencies and consider how improvements may be incorporated into PF&R's initiatives. Exploring other fire agency efforts as well as continued participation in the Northwest Wellness Coordinator Group is a regular, ongoing function of PF&R's workforce health and wellness program. Strategy 5.3 is complete and ongoing.</p>

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Strategy 5.4: Support personnel on sick or injury leave with the intent of encouraging faster, successful recoveries through FPD&R Liaison.

Goal #5	Performance Measure
<i>Establish consistent and proactive health and wellness practices that benefit all employees.</i>	<i>Each year increase participation in the Health & Wellness program by 5%, and decrease injury & sick leave usage by 5%.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process. Assigned to new FPD&R Liaison FY 10-11, 3rd Quarter.

Division Lead: EOPS
 Individual(s) Responsible: Bob Lemon

COMPLETED

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: Janet Woodside called and visited 5 employees who have been sick, exposed or injured and hospitalized this year and assisted them with medical questions and assistance with FPD&R. Woodside will be working with Bob Lemon to facilitate faster recoveries, etc.
3 rd Quarter Status: Janet Woodside and Bob Lemon met to discuss light duty placement of injured employees and create plans to assist employees as needed. Light duty employees requested special rehab exercise equipment and it was purchased for them to facilitate faster recovery.
4 th Quarter Status: FPD&R Liaison Bob Lemon continues to work with injured firefighters and coordinate with FPD&R to ensure employees are getting necessary treatment and rehabilitation, as well as coordinating light duty assignments that meet the limitations of the employees.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: No progress to report this quarter.
3 rd Quarter Status: Having plans and assisting injured employees will facilitate faster return to work.
4 th Quarter Status: Maintaining close contact with injured employees helps to ensure progress is being made and that employees are kept abreast of PF&R related requirements while on disability.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: No progress to report this quarter.
3 rd Quarter Status: Continue to work as a team to support injured and sick personnel
4 th Quarter Status: This strategy is completed and on-going. The FPD&R Liaison, BHQ personnel, and EMS personnel will continue to provide support to employees injured in the line of duty or on long-term sick leave.

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Strategy 5.5: **Create central location (i.e., a folder on all Bureau computer desktops) that consolidates health and wellness information, training programs, dietary information, etc.**

Goal #5	Performance Measure
<i>Establish consistent and proactive health and wellness practices that benefit all employees.</i>	<i>Each year increase participation in the Health & Wellness program by 5%, and decrease injury & sick leave usage by 5%.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: Janet Woodside
 Supporting Individual: Leon Hart

COMPLETED

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: Janet Woodside met with Lindsay Wochnick and she upgraded our Wellness Page on the intranet with information and resource material I gave her 3 rd Quarter Status: Additional exercises and Wellness articles sent to Lindsay Wochnick and placed on intranet. 4 th Quarter Status: New articles and information are constantly being added to update the information on the intranet.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: All employees have access to more wellness information making it more likely they will use the information and increase participation. 4 th Quarter Status: The updated information allows for PF&R employees to have easy access to the latest news and information about related programs.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: Wellness Program material will continue to be developed and placed on intranet. 4 th Quarter Status: This strategy is complete and on-going. New information will continue to be posted as it becomes available.

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Strategy 5.6: Define components of the health and wellness program.

Goal #5	Performance Measure
<i>Establish consistent and proactive health and wellness practices that benefit all employees.</i>	<i>Each year increase participation in the Health & Wellness program by 5%, and decrease injury & sick leave usage by 5%.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: Janet Woodside

COMPLETED

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period.</p> <p><i>2nd Quarter Status: A brochure has been developed by Janet Woodside that thoroughly describes the Health & Wellness program with details of all components and how it helps firefighters and others increase health and reduce chances for injury.</i></p> <p><i>3rd Quarter Status: EMS BC Forquer requested volunteers to participate on Health & Wellness Committee. The first meeting will take place in Q4.</i></p> <p><i>4th Quarter Status: There is the intranet and a brochure available that summarizes our Wellness program.</i></p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure.</p> <p><i>2nd Quarter Status: No progress to report this quarter.</i></p> <p><i>3rd Quarter Status: The revived Health & Wellness Committee will help establish or confirm the components and goals of the program as it moves forward.</i></p> <p><i>4th Quarter Status: The components of the Health & Wellness Program have been defined and posted for employee review.</i></p>
<p>Describe your future plans and timeline for completing this Strategy.</p> <p><i>2nd Quarter Status: No progress to report this quarter.</i></p> <p><i>3rd Quarter Status: The Health & Wellness Committee will hold its first meeting in Q4 and will establish a timeline for future activities.</i></p> <p><i>4th Quarter Status: This strategy is complete and on-going. The Health & Wellness program is evolving to meet the needs of PF&R's employees. As changes are made to the program efforts will focus on ensuring employees are kept informed of program components.</i></p>

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Strategy 11.1: Define the scope of inappropriate call types, which are those that do not require a response by PF&R.

Goal #11	Performance Measure
<i>PF&R will work with community and regional partners to increase efficiencies within the emergency medical services system and to improve appropriate use of the 911 system to ensure response readiness for actual emergencies.</i>	<i>Decrease by 5% the number of inappropriate 911 calls - those calls that do not require a response by PF&R - per capita that fall into the "not appropriate for 911" category per year.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: John Nohr

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: No activities in Q2. 3 rd Quarter Status: No activities to report in Q3. Information that is beginning to be gathered by the new response review program in the Incident System will assist in this process in future quarters. 4 th Quarter Status: No activities in Q4.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: No activities to report in Q3. 4 th Quarter Status: No activities in Q4.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: No activities to report in Q3. 4 th Quarter Status: No activities in Q4.

FY 10-11 Year-End Close Out: Strategy 11.1 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan

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Strategy 11.2: Collect and analyze baseline data of inappropriate call types.

Goal #11	Performance Measure
<i>PF&R will work with community and regional partners to increase efficiencies within the emergency medical services system and to improve appropriate use of the 911 system to ensure response readiness for actual emergencies.</i>	<i>Decrease by 5% the number of inappropriate 911 calls - those calls that do not require a response by PF&R - per capita that fall into the "not appropriate for 911" category per year.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: John Nohr

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: No activities at this time. PF&R must first address strategy 11.1 prior to moving on to this issue. 3 rd Quarter Status: No activities to report in Q3. The new response review program described in Strategy 1.1 will help provide the data necessary to complete this strategy. 4 th Quarter Status: Continuing to collect data. Information will be aggregated and analyzed in the first quarter of FY 11-12.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: No activities to report in Q3. 4 th Quarter Status: No activities in Q4.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: No progress to report this quarter. 3 rd Quarter Status: No activities to report in Q3. 4 th Quarter Status: No activities in Q4.

FY 10-11 Year-End Close Out: Strategy 11.2 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan

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Strategy 11.4: **Engage regional partners in developing a comprehensive plan and strategies to address the issue of inappropriate use of the 911 system.**

Goal #11	Performance Measure
<i>PF&R will work with community and regional partners to increase efficiencies within the emergency medical services system and to improve appropriate use of the 911 system to ensure response readiness for actual emergencies.</i>	<i>Decrease by 5% the number of inappropriate 911 calls - those calls that do not require a response by PF&R - per capita that fall into the "not appropriate for 911" category per year.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: EOPS
 Individual(s) Responsible: John Nohr

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period. 2nd Quarter Status: John Nohr has met with TVF&R representatives to look at their response models and issues. Currently looking at ways to reduce responses to licensed nursing facilities.</p> <p>John Nohr met with Dr. Oxman from Multnomah County Public Health during the EMS Administrator selection process. Developed dialogue surrounding the issue of EMS responses and appropriate system design.</p> <p>3rd Quarter Status: No activities to report in Q3.</p> <p>4th Quarter Status: No activities in Q4.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2nd Quarter Status: PF&R must work with all of our partner agencies to ensure a coordinated effort to address response issues.</p> <p>3rd Quarter Status: No activities to report in Q3.</p> <p>4th Quarter Status: No activities in Q4.</p>
<p>Describe your future plans and timeline for completing this Strategy. 2nd Quarter Status: Continue to work with neighboring agencies on these issues. In addition, work with the newly appointed MCEMS Administrator in Q3 to develop a relationship and begin discussions on the issues at hand.</p> <p>3rd Quarter Status: No activities to report in Q3.</p> <p>4th Quarter Status: No activities in Q4.</p>

FY 10-11 Year-End Close Out: Strategy 11.4 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan

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BI 2: **Utilize new and current technology to maximize dispatch effectiveness.**

Background: Carry-over from 05-10 Strategic Plan, previously Strategy 2.1. Chief Nohr noted at 07/01/2010 CORE work session that BI would be completed 4th Qtr of 10-11 with implementation of new CAD.

Division Lead: EOPS
Individual(s) Responsible: John Nohr

COMPLETED

10-11 Status:
<p>Describe what was done during the reporting period towards completing the BI. 2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: Several activities are underway to prepare responders for the implementation of the new VCAD in April 2011.</p> <p>4th Quarter Status: The new VCAD went into service on April 17, 2011. The new system has posed challenges for users. PF&R staff continues to identify significant issues and work with partner agencies and the vendor to develop fixes.</p>
<p>What results were achieved? 2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: Preparations were made for the new VCAD system.</p> <p>4th Quarter Status: The new VCAD is now in service.</p>
<p>How have results to date moved PF&R closer to completing the BI? 2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: The new VCAD will help PF&R collect and analyze data about incidents and responses and will allow further refinement of dispatch and triage protocols.</p> <p>4th Quarter Status: The new VCAD will help PF&R collect and analyze data about incidents and responses and will allow further refinement of dispatch and triage protocols.</p>
<p>What are the plans and timelines for completing the BI? 2nd Quarter Status: No progress to report this quarter.</p> <p>3rd Quarter Status: Further reports will be made after the CAD go-live in April 2011.</p> <p>4th Quarter Status: This BI is complete and on-going. The new VCAD is in service. PF&R will continue to analyze data and monitor new technology in further attempts to maximize dispatch effectiveness.</p>