

2022

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PROGRESS
CONFIDENCE**



EMSA



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Check out EMSA's award winning recruiting website, JOINEMSA.com. Launched in Summer 2021, JOINEMSA.com is a one stop shop for all prospective EMSA Team Members. The site details what's expected of Team Members, what the hiring process consists of, and why a move to Oklahoma City or Tulsa can pay dividends for someone looking for a fresh start in an exciting career.

Why Choose EMSA?

- EMSA is offering its best starting salaries ever
- Bonus opportunities for qualified team members
- State of the art technology
- EMSA invests in Team Members – CEUs, advancement opportunities, and more

JOINEMSA.com was awarded a Public Relations Society of America - Tulsa Chapter Silver Link Award in 2022 for Outstanding Digital Tactic.



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Oklahoma City, OK 73135
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The Emergency Medical Services Authority serves more than 1.1 million residents across Eastern and Central Oklahoma. EMSA's Eastern Division includes Tulsa, Bixby, Jenks, and Sand Springs. EMSA has been serving Tulsans since 1977. EMSA's Western Division consists of Oklahoma City, Edmond, The Village, Nichols Hills, Arcadia, Lake Aluma, and Valley Brook. Oklahoma City joined the EMSA system in 1990.

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EMSA holds CAAS (Commission on Accreditation of Ambulance Services) accreditation. This signifies that EMSA has met the “gold standard” determined by the ambulance industry to be essential in a modern emergency medical services provider. The CAAS accreditation process includes a comprehensive self-assessment and an independent external review of the EMS organization. CAAS standards often exceed those established by state or local regulation.

EMSA’s Tulsa and Oklahoma City 9-1-1 Communication Centers are Accredited Centers of Excellence (ACE). Agencies that are ACE accredited must successfully pass “20 Points of Accreditation,” a rigorous and measurable set of globally recognized best practices. ACE agencies like EMSA are trustworthy, respected, and 100% committed to superior service and care.



2022 EMSA BOARD OF TRUSTEES

Eight of the 11 members of the EMSA Board of Trustees are appointed by the Cities of Tulsa and Oklahoma City. One member represents the Tulsa-area non-beneficiary jurisdictions and another represents the Western Division non-beneficiary jurisdictions. The Medical Director also has a position on the EMSA Board of Trustees.

Wiley Williams,
Chairman
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Allison Petersen
*Legal Counsel,
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Michael Baker
*Chief of the Tulsa Fire
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Jeffrey Goodloe, MD
*Medical Director, Medical
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Richard Kelley
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Phil Lakin
*City Councilor,
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Tammy Powell
*President, SSM Health
St. Anthony Hospital*

Jan Slater
*Faculty Instructor,
Oklahoma University, School
of Community Medicine*

Scot Rigby
*City Manager, City
of Edmond*

R. Scott Vaughn
CEO, Global Health

Bryan Wood
*Retired Fire Chief,
City of Bixby*

LETTER FROM EMSA'S PRESIDENT AND CEO



The Emergency Medical Services Authority (EMSA) has served the prehospital needs of Oklahoma communities since 1977, and since the end of January 2022, it has been my privilege to be EMSA's Interim President and Chief Executive Officer. As with almost all things across the healthcare landscape since 2020, EMSA has faced significant challenges, undergone significant change, and in many cases we are still feeling the impact of the COVID-19 pandemic. To say that 2022 was challenging would be an understatement. We faced higher than average attrition across the EMS profession, limited recruiting channels, supply and resource constraints, and record high response and transport volume—each of these alone would have the potential to create an environment and culture of defeat.

Instead, our EMSA team's passion for serving our communities and their commitment to caring for our patients has driven our resolve to forge ahead and persevere in the face of adversity. Even in the most challenging of times—each day more than 600 individuals put on an EMSA uniform of some sort and commit to serving their friends, family members, neighbors, and complete strangers with compassion and respect. In that same spirit, my Senior Leadership Team and I have committed to embracing EMSA's challenges, past and present, as opportunities for organizational growth, opportunities to review and refine processes, and develop best practices that will ensure EMSA's operational continuity for years to come.

Thank you for taking the time to read the Emergency Medical Services Authority's 2022 Annual Report. It is intended to be a snapshot of EMSA's operational and financial performance; however, for many of us it also serves as a reminder of the importance of creating organizational resilience, making mission centered and value driven decisions, and celebrating the wins—I am very proud of how much was accomplished in 2022, and very proud of the entire EMSA Team, and extremely thankful for the support of our community partners and the EMSA Board of Trustees.

Sincerely,

A handwritten signature in black ink that reads "Johna M. Easley". The signature is fluid and cursive.

Johna M. Easley

EMSA Interim President and CEO

EMSA'S NEW OKC HEADQUARTERS

February 11th, 2022 was the dawn of a new era for EMSA in Oklahoma City.

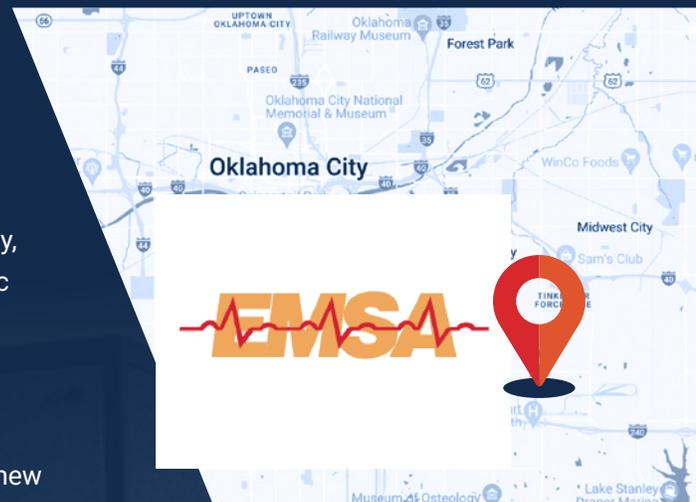
For the first time since EMSA began operating in OKC in 1990, EMSA's Western Division Operations and Administration teams are housed under one roof. After years of thoughtful planning, the City of Oklahoma City purchased the former Baker Hughes facility site at 6205 S. Sooner Road in 2020 for EMSA to locate. This 5.1-acre lot is comprised of three buildings totaling 78,832 square feet with easy highway access, less than a mile north of I-240 in Southwest Oklahoma City.

EMSA Facilities Maintenance Manager Brian Bottom led the team responsible for a complete overhaul of the interior and exterior of this site, making the facility a top notch EMS headquarters.

"This was a monumental project, but our OKC Team has deserved this kind of corporate office and operations base for decades," Bottom said. "It was amazing to watch a dream become a reality – of course there were some unexpected hurdles we overcame. I am proud of the resilience of our team."

The Sooner Road building has some unique features that make it an ideal location for EMSA. Those include a drive through ambulance bay, detached education building for EMSA's in-house EMT and Paramedic Schools, space for seven fleet maintenance bays, and indoor storage for all EMSA vehicles in the event of severe weather – a necessity in Central Oklahoma.

Team Member feedback has been overwhelmingly positive, and this new location is a place EMSA's Western Division is proud to call home.



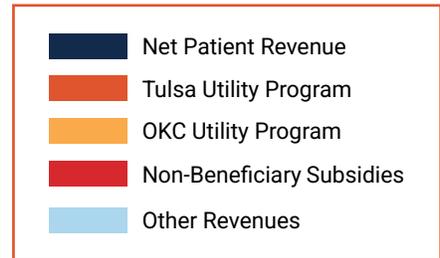
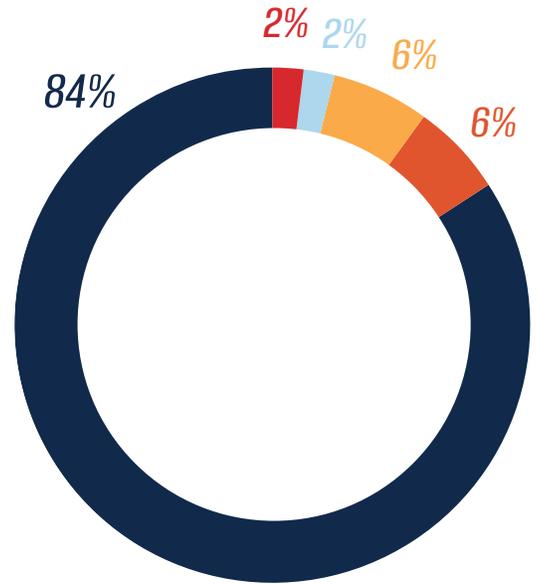
FY22 FINANCIALS

Operating Revenue for FY22: \$78,752,000

In FY22, EMSA recorded \$78,752,000 of operating revenue. EMSA's operating revenue comes from four primary fund sources:

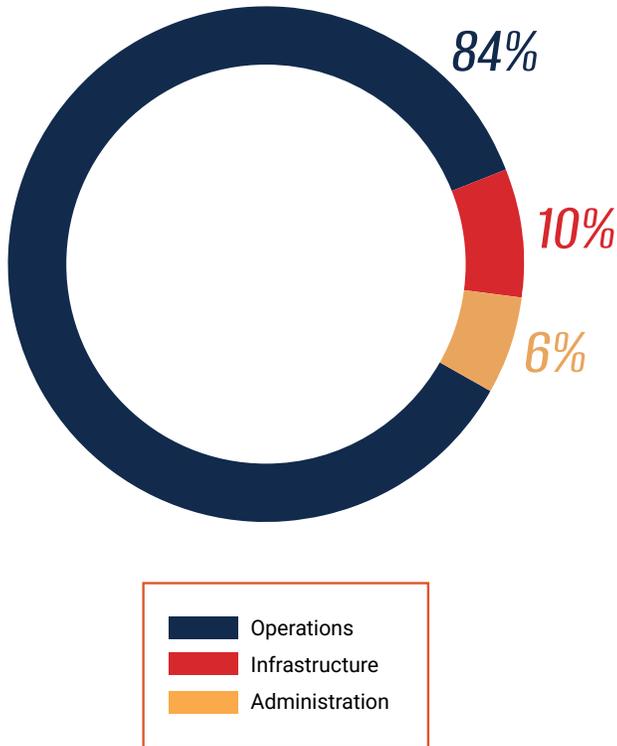
- **Net Patient Revenue**
- **City Subsidy**
- **Utility Program Funds**
(Beneficiary City Subsidies)
- **Other Revenue**

The vast majority of EMSA's operational funding comes from patient revenues. Each beneficiary city contributes approximately 6% through their respective utility programs.



Operating Expenses for FY22: \$74,341,000

EMSA's operating expenses in FY22 were 2.3% higher than FY21, and that is primarily attributed to volume growth across the EMSA system. Operating expenses are categorized as operations expenses, infrastructure expenses, and administration expenses.



DEPARTMENTS IN OPERATIONS

- Operations (direct transport expenses, medical supplies, fuel)
- Communications/Dispatch
- Operations Support (EHR, Quality Assurance Program, scheduling, safety)
- Clinical/Training (Credentialing, paramedic school)
- Fleet

DEPARTMENTS IN INFRASTRUCTURE

- Information Technology
- Facilities
- Patient Business Services

DEPARTMENTS IN ADMINISTRATION

- Administration (Legal fees, compliance program, etc.)
- Finance/HR (payroll service, audit fees, etc.)
- Public Relations (community relations, EMSAcare promotions, etc.)

Net Income for EMSA for FY22

Eastern Division	\$2,412,000
Western Division	\$2,017,000
TOTAL INCOME	\$4,429,000

EMSA had positive net income in FY22. Income is reinvested in capital items and system infrastructure.

FY22 Revenue Cycle Management Report

EMSACARE IN FY22

EMSACare subscribers continue to benefit from their EMSACare enrollment. The program covers a patient’s out of pocket costs for all EMSA emergency transports and alleviates some of the financial burden for non-emergency transports. On average, \$575 was written off per EMSACare utilization per subscriber.

Patient Business Services Annual Report 2022	Total EMSACare Cash Written Off	EMSACare Emergency Transports
FY20	\$38,249,249.11	49,615
FY21	\$22,927,963.59	38,069
FY22	\$18,653,030.38	32,416



AVERAGE REIMBURSEMENT

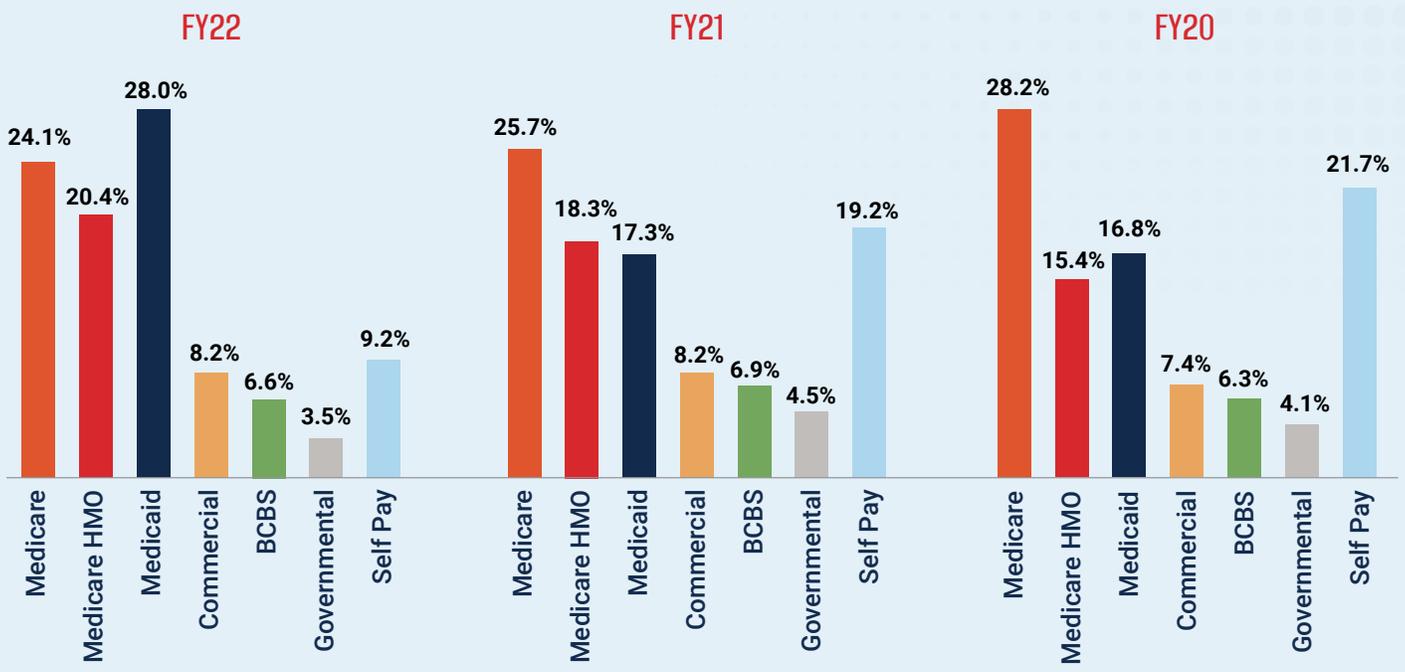
Healthcare providers continue to experience challenges with reimbursement. The average billed versus cash collected chart below shows the average amount EMSA billed versus cash the average payment EMSA collected per transport by year.

Average Reimbursement	FY22	FY21	FY20
Charges	\$1,319.82	\$1,302.6	\$1,255.45
Collections	\$337.77	\$311.98	\$314.01

The Payer Mix is calculated as a percentage of cash collected and reflects the percentage of cash collected from each payer source against total payments received for the fiscal year. As the result of Medicaid expansion in Oklahoma, there was a 10.7% increase in Medicaid and 10% reduction in Self Pay.



PAYER MIX FOR 2020, 2021, 2022



2022 VOLUME AND RESPONSE TIMES

2022 CALL AND TRANSPORTS VOLUME BY MONTH

2022 was a year for the record books at EMSA—historic highs in call volume, responses, and transports across both of EMSA’s Divisions. In the Western Division (Oklahoma City Area) six out of the top ten response volume months occurred in 2022. December 2022 is the highest transport month in EMSA’s Western Division history. Traditionally, December is not one of the higher volume months for EMSA, and December 2022 is the only December of any year that appears in the top 10 highest transport months. December 9th, 2022, set the Non-Disaster Response record with 446 Responses – beating the old record set on May 31, 2013, when an EF5 tornado touched down outside of Oklahoma City.

In the Eastern Division (Tulsa Area) July 2022 saw the highest monthly call and transport volume since EMSA was founded in 1977. May 12th, 2022, was likely a new record for non-disaster days when EMSA responded to 410 calls – it is important to note the annual Mayfest event was in full swing on this date.



Calls and Transports (Eastern Division)		
	Calls	Transport
01/2022	10,283	7,182
02/2022	9,026	6,358
03/2022	10,008	7,065
04/2022	9,483	6,652
05/2022	10,532	7,348
06/2022	10,728	7,431
07/2022	11,173	7,881
08/2022	10,916	7,641
09/2022	10,449	7,310
10/2022	10,763	7,595
11/2022	10,442	7,618
12/2022	10,851	7,820
TOTAL:	124,654	87,901

Calls and Transports (Western Division)		
	Calls	Transport
01/2022	10,497	7,908
02/2022	9,192	7,006
03/2022	10,543	8,057
04/2022	10,071	7,589
05/2022	10,953	8,334
06/2022	11,114	8,455
07/2022	11,185	8,518
08/2022	11,357	8,586
09/2022	11,050	8,398
10/2022	10,798	8,298
11/2022	10,920	8,485
12/2022	12,175	9,438
TOTAL:	129,855	99,072

2022 RESPONSE TIME COMPLIANCE BY MONTH

In its Beneficiary Cities, EMSA is required by EMS ordinance to respond to Priority 1 Calls in 10:59 and Priority 2 Calls in 24:59. Due to lingering effects of the pandemic, nationwide healthcare staffing shortages, and record call and transport volume, there were several months in the beginning of calendar year 2022 when, despite best efforts, EMSA was unable to meet compliance. However, by the end of 2022, Response Time Compliance in both Divisions drastically improved due to new hires, innovative staffing solutions, and detailed improvement plans being implemented. The charts below show average Priority 1 and Priority 2 response times in 2022 for both Divisions with notable improvement in the latter half of calendar year 2022.



Eastern Division		
	1-Life Threatening Emergency	2-Non-Life Threatening Emergency
January 2022	00:08:30	00:17:07
February 2022	00:08:31	00:15:24
March 2022	00:07:29	00:12:21
April 2022	00:07:12	00:11:32
May 2022	00:07:40	00:13:13
June 2022	00:07:39	00:13:51
July 2022	00:08:01	00:14:07
August 2022	00:07:37	00:12:23
September 2022	00:07:12	00:11:22
October 2022	00:07:10	00:11:18
November 2022	00:07:14	00:11:32
December 2022	00:07:36	00:12:15
TOTAL:	00:07:39	00:13:02

Western Division		
	1-Life Threatening Emergency	2-Non-Life Threatening Emergency
January 2022	00:14:13	00:32:54
February 2022	00:12:26	00:21:33
March 2022	00:11:31	00:19:29
April 2022	00:10:41	00:17:13
May 2022	00:11:14	00:19:37
June 2022	00:11:13	00:19:56
July 2022	00:13:24	00:25:00
August 2022	00:12:06	00:21:57
September 2022	00:12:42	00:24:42
October 2022	00:12:43	00:22:07
November 2022	00:09:52	00:14:32
December 2022	00:09:16	00:13:41
TOTAL:	00:11:46	00:20:55

Average Response Time of P1 and P2 Calls 00:11:09

Average Response Time of P1 and P2 Calls 00:17:27

2022 HIGHLIGHTS

EMSA LAUNCHES EMSA ADVANTAGE EMT SCHOOL IN OKC & TULSA

During EMS Week, May 15th – May 21st, EMSA celebrated the launch of its first ever in-house EMT training program, EMSA Advantage. This program is a partnership with Oklahoma State University Fire Service Training. EMSA Advantage is a compliment to EMSA's in-house Paramedic School which has graduated more than 100 Paramedics in the last ten years.

After a competitive selection process, EMSA Advantage students will spend nine weeks in the classroom with zero tuition and out-of-pocket fees (a \$2,500 cost savings). During EMSA Advantage, recruits are paid to earn while they learn. After completing classroom and field training, EMTs must pass the national registry tests and be cleared by the Office of the Medical Director to begin working field shifts as an EMSA EMT. EMSA Advantage students agree to an 18-month contract with EMSA in exchange for the tuition free EMT school.

EMSA believes there has never been a more important time for EMSA Advantage. As the largest EMS provider in Oklahoma, EMSA is committed to growing the EMS profession. In 2021, those numbers dropped to 4,284 EMTs and 470 Paramedics according to the National Registry of Emergency Medical Technicians. This is an alarming drop, and there is expected to be a shortage of medics for years to come—EMSA is determined to utilize creative solutions to bridge this gap—and EMSA Advantage is an important tool to grow EMSA's EMT numbers.

Those interested in future EMSA Advantage classes can get more information at <https://joinemsa.com/emsa-advantage/>.



In 2022, EMSA added 55 EMTs across the system in Oklahoma City and Tulsa who graduated from EMSA Advantage, and we expect more students will enroll in the popular program in 2023. Additionally, in 2023, a new partnership with OSU-OKC will allow EMSA to increase the size of its in-house Paramedic School which helps high-performing EMTs train for their Paramedic License while splitting time between the classroom and working as an EMSA EMT.

BLS 9-1-1 ARRIVES AT EMSA

On December 1, 2021, Basic Life Support 9-1-1 (BLS 9-1-1) launched across the EMSA system after approval from the EMSA Board of Trustees, the Medical Control Board, and the Oklahoma City and Tulsa City Councils.

Adding 9-1-1 BLS ambulances, which are staffed by two Emergency Medical Technicians (EMTs), to the EMSA system will allow its Advanced Life Support (ALS) ambulances, which are staffed by a minimum of one Paramedic and one EMT, to increasingly be available for life-threatening medical emergencies.

The 9-1-1 BLS ambulances only respond to designated low acuity non-life-threatening calls, as determined through information gathered by emergency medical dispatchers. The call types included in this program are selected by the EMS system's independent Medical Control Board/Office of the Medical Director (MCB/OMD) by analyzing previous data for the 1,952 call types used in the EMS system. MCB/OMD selected 110 call types for 9-1-1 BLS program (5.6% of the 1,952) based on the historic treatment and transport decisions of our system medical providers.

In 2020, the selected 9-1-1 BLS call types constituted 22,672 calls out of a total of 231,609 calls to which EMSA responded. These 9-1-1 BLS ambulances will be additional ambulances in service, not replacements of ALS ambulances.



EMS WEEK EVENTS

EMSA celebrated the hard work of team members at two Team Member appreciation parties during EMS Week 2022. Employees and families could enjoy delicious food, outdoor games, and a chance to interact with members of EMSA's Senior Leadership Team. Even EMSA's mascot, Perry Medic, came out of retirement to celebrate the EMSA Team.



EMSA 2022 STARS OF LIFE

DAVID BINGHAM *Western Division*

Fulfillment is found in many ways—for EMSA Paramedic David Bingham it centers around one thing, helping others. Whether making a patient smile, mentoring students and new recruits, or the excitement of taking care of critically sick and injured patients, David enjoys seeing the difference he can make.

David relentlessly checks up on his fellow team members. He is cognizant of the fact that this job takes a toll no matter how much experience you have, and is transparent about struggles. David checks in on other team members after difficult calls, long weeks, or busy nights. Despite how fatigued he may be, Bingham puts others above himself.

David joined the EMSA team in 2018 and has thrived in a busy system, rising through the ranks to the position of Field Training Officer and Assistant District Chief. David maintains the REMSS trailer which is deployed for large events in EMSA's Western Division, including the Oklahoma City Memorial Marathon. "There is so much to do at EMSA – your opportunities are abundant as long as you are willing to chase them."



BRETT PALMATARY *Eastern Division*

EMSA Paramedic and Assistant District Chief Brett Palmatary knew early on that a career in Emergency Medical Services was right for him. Brett started working at the American Red Cross teaching CPR and Lifeguard classes in high school, and those classes were taught next door to the local EMS agency. He spent a lot of time talking to the Paramedics who worked next door, learning the ins and outs of their careers. He wasn't scared off, he was intrigued. Brett was soon pursuing a career in EMS.

Hailing from Fort Smith Arkansas, Brett Palmatary joined the EMSA team in 2016. During his tenure at EMSA, Brett was a founding member of the Peer Support Team. This team strives to improve the quality of life for EMSA team members by providing support to team members and connecting team members to resources after stressful calls when needed. Brett also serves as an Assistant District Chief and Incident Command at Special Events. Brett truly believes EMSA is at its best when every member of the team is working toward the same goals.





EMSA 2022 IN PHOTOS





SERVING OKLAHOMA SINCE 1977

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