



REEDSBURG AREA AMBULANCE SERVICE

ANNUAL REPORT 2023

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About Reedsburg Ambulance

Reedsburg Area Ambulance Service started serving the community in 1973 with several ambulance attendants. The service operated with one ambulance out of a one-room garage located on Vine Street in Reedsburg. This building served as our bay for 25 years. In 1998, we built a larger building on Railroad Street to meet the growing needs of the area, house our three ambulances, and provide quarters for our crew. This building provides three sleep rooms, a training room, an office area, and an attached garage for ambulances. In 2014, the ambulance service added a 900-square foot addition to the front of its existing bays so there would be room for six vehicles, which means there is room for the future growth of the service.

Until 2005, we operated at the EMT Basic level. In 2005, we upgraded to the EMT IV Tech Level of service. In 2011, we again upgraded to the Paramedic level of service. With the 2011 upgrade, we hired a full-time Director and three full-time Paramedics. We again upgraded to the Critical Care Paramedic level in 2012, being the second service in the State of Wisconsin to achieve this designation.

In 2013, Reedsburg Ambulance added a fourth ambulance to its fleet. The fourth ambulance was added due to the increasing number of 911 calls and transfers. We added a fifth ambulance in 2015, this ambulance came as a donation from an ambulance service going out of business.

In 2015, through a partnership with Reedsburg Area Medical Center and Home Health United, the Mobile Integrated Health program was started. Through this program, Paramedics conduct home visits of patients who are released from Reedsburg Area Medical Center. The Paramedics also follow up with the patient four times over the next month discussing their progress and transition from being in the hospital to being at home. The overall goal of the program is to reduce hospital readmissions.

Starting in 2018 plans for additional space for staff sleeping quarters were discussed. In late 2022 an addition to the current ambulance station was started. This was substantially completed in November of 2023 and we were able to move in. The addition provides nine bedrooms, a locker room, a report office, a kitchen, a dining room, and a living room.

Reedsburg Ambulance currently has 33 EMTs at the Basic, Advanced EMT, Paramedic, and Critical Care Paramedic Levels, serving eighteen municipalities, and averaging 2,500 calls per year.

Vision and Mission Statements

Vision Statement

To be the premier ambulance service in Sauk County; setting the standard through a professional attitude, dedication to excellence in care and training, and a dedication to the community.

Mission Statement

The mission of Reedsburg Area Ambulance Service is to provide the members of the communities that we serve with the highest standards of pre-hospital care through the use of proactive, progressive, and science-based medical practices. We are dedicated to the health of the communities we serve and the patients we treat while maintaining the dignity of our patients and keeping in mind that we are treating a person, not an illness. We believe it is important to provide and maintain a dedication to excellence in training, professionalism, and leadership.

Core Values

Excellence: Providing uncompromising service through commitment, efficiency, and accountability.

Safety: The standard which requires practices, means, methods, operations, or processes to provide a safe, healthful place of employment and patient experience.

Compassion: Always being mindful of another person's feelings and concerns. Acting with the same level of care we would extend to our family.

Respect: For all people – Our patients; their families; our customers; our colleagues in the medical professions; our Paramedics, EMTs, and staff; and for one another.



A Message from Director Josh Kowalke

This year certainly has had its highs and lows. We started the year with much excitement as our addition started in January. The many years of discussion and planning finally were starting to take shape. The excitement and anticipation from staff was a highlight of the year. Unfortunately, as with many construction projects, there were supply chain and staffing issues that caused the project to go on longer than expected. When the much-anticipated completion arrived, the wait was well worth it. The new addition is a great addition to the ambulance and provides an amazing space for staff to sleep and spend time while not on calls.

We also had another transition during 2023 that brought a lot of good conversation from our owner municipalities. Meetings were held with the municipalities and it was decided that starting in 2024, the City of Reedsburg would take ownership of the ambulance and we would become a City Department. These meetings brought out a lot of discussion about the ambulance and the future of the ambulance. There was also a lot of discussion about the cost of ambulance services and staffing. Staffing continues to be our biggest concern and the need for full-time staff is greater than ever. I look forward to the transition to a City Department and the year to come!



Financial Management

Phil Raupp is the Assistant Chief of the ambulance and is the Business Manager. Phil is responsible for all the financial aspects of the service, including accounts receivable and payable, payroll, and working with our billing company on run reports.

We continue to use LifeQuest as our ambulance billing company and collections company. LifeQuest is in Wautoma, WI, and is a very knowledgeable billing company that bills for hundreds of EMS agencies around the nation. LifeQuest gets a copy of our run report and is responsible for billing the appropriate insurance company or the patient directly. They are familiar with the current standards in ambulance billing. They also are a collection agency, so any runs that are not paid can be moved into collections with no additional work from the ambulance service staff. We have been with LifeQuest since 2010. Using an outside billing company continues to be a sensible choice with the many laws and standards changes that regularly occur regarding ambulance billing.

Fundraising

For the past 41 years, the employees of Reedsburg Ambulance held a bowling tournament over three weekends. We again had the tournament for one weekend in 2023. We also conducted a fundraising mailing to purchase two LUCAS devices. We were successful with our tournament and mailing and we were able to purchase the two LUCAS devices for our first two 911 ambulances.

Strategic Plan

We held a strategic planning session in February of 2023 and came up with the following goals as part of a two-year plan:

- Continue to examine ways to fund and grow Community EMS.
- Collaborate with RAMC to provide training for both EMS and hospital employees.
- Promote and Support Emergency Medical Responders.
- Identify Resources to create a Health and Wellness Program.
- Transfer Philosophy.
- Evaluate current staffing models as well as an internship program, and staff recruitment and retention.

Ambulance Replacement



We currently have three box-style ambulances and two van-style Transit ambulances. We continue to follow the Fleet Management Plan that was approved by the Commission. We accepted delivery of a new Ford Transit to replace 516. We do have an ambulance ordered for 2024 to replace ambulance number 511, a 911 remounted ambulance. This ambulance will be remounted using a box from a retired 911 ambulance that we still have. Remounting an ambulance saves us about \$50,000

compared to purchasing a new ambulance.

Addition

In 2018 a space needs assessment was conducted that identified additional space needed for crew quarters, a report writing room, and a living space that is separated from the training/meeting room. Discussions were held in 2018 and 2019 with the Commission about the possibility of an addition to the building to meet our space needs. In 2019, discussions were held with the Wisconsin Department of Natural Resources to purchase fifty feet of land to the west of our building. There was an appraisal completed in 2019 with the purchase finalized in June 2021. In January 2022, the Commission approved hiring ADCI to complete an architectural and engineering plan for the addition. Since that time, we have been working with ADCI to complete that plan. The plan was put out for bid in September and bids were opened on October 20, 2022. Harmony Construction had a low bid of \$1,657,639.00. An additional \$200,000 was added for any contingencies or soft costs that may come up during construction. That brought the project cost to \$1,857,639.00. Work was started on the addition in January of 2023 and was substantially completed in November of 2023. There were many delays due to supply shortages throughout the project so it did take longer than anticipated. Work started on a remodel of the bedrooms in the existing facility to convert the three bedrooms into offices in November of 2023.

Tactical EMS Team

We continue to support the Sauk County Emergency Response Team (ERT) with three paramedics who are part of the Tactical EMS Team. This specialized EMS Team responds with the ERT to critical incidents, where their specialized training and skills are needed. The ERT is comprised of police officers and sheriff's deputies from throughout Sauk County. The Tactical EMS Team also utilizes paramedics from various organizations from Sauk County. Our members have specialized equipment and training to respond with the ERT.

Medical Director

Dr. Christopher Stahmer from Madison Emergency Physicians continues to provide our Medical Direction. Dr. Stahmer is regularly active with our crews doing ride-alongs, providing quality assurance and feedback to crews, and providing training. Our protocols are provided by Madison Emergency Physicians. They are regional protocols that include scopes for all levels of care from Emergency Medical Responder to Critical Care Paramedic. MEP completed a protocol update in 2023, and continue to provide us with excellent medical direction.



EMR Training

We have a close working relationship with our area EMS groups, Loganville, LaValle, Hillpoint, North Freedom, and Cazenovia Ambulance, and Dr. Stahmer is also the Medical Director for these agencies. Since July of 2018, we have been sending a crew member to each of these agencies to conduct monthly training for them. This helps them in several ways. This training works as their refresher, so they may not have to take a formal refresher. It also provides them with monthly training so that they can stay current on skills and assessments by practicing them more than once every two years.

Grants

In 2023, we received the Emergency Response Grant from Compeer Financial's Fund for Rural America. We were gifted \$4000 to purchase a new stair chair for our ambulance. The annual State of Wisconsin Funding Assistance program was applied for in 2023 and will be distributed in 2024. We also received the ARPA Supplement Grant from the EMS Office in 2023 in the amount of \$12,195.11 and the second half of the State EMS Office Flex Grant in the amount of \$32,107.50. Those grants were used for cot and Powerload purchased for the ambulances.

Operations

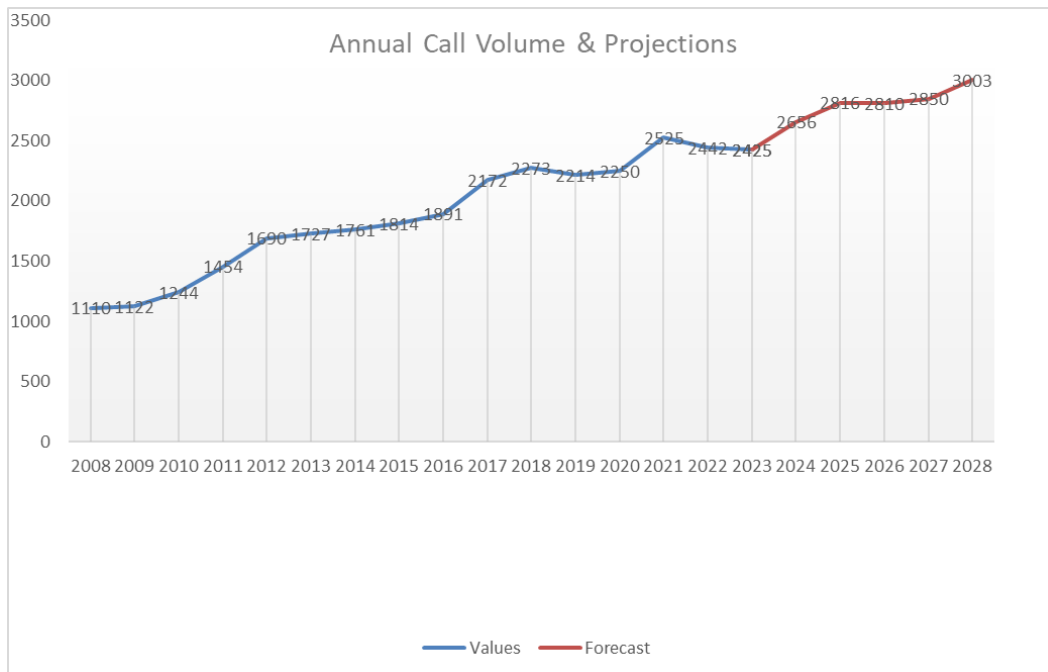
Reedsburg Ambulance staffs two ambulances a day with a minimum of one Paramedic on each ambulance along with other EMTs and Paramedics. The fly car is used for more high acuity calls and when there are two EMTs or AEMTs in the first out ambulance. The second ambulance is staffed with two crew members. We also have three additional ambulances that are staffed as needed depending on calls, special events, and transfers. Crew members are scheduled or called into staff ambulances as needed.

Exercises

Following COVID-19 we are starting to see local and regional exercises return to normal. We participated in the following in 2023:

- We held a small mass casualty exercise with our partners from the Reedsburg Fire Department and Reedsburg Area Medical Center.
- Sauk County Overdose Death Review Meetings.
- Sauk County Child Death Review Meetings.
- South Central Wisconsin Healthcare Emergency Readiness Coalition trainings and meetings.
- Regional Trauma Advisory Council meetings and training.

Annual Call Volume



Top 10 Incident Types based on Dispatch

Falls	312	12.87%
Breathing Problem	147	6.06%
Fire Standby	100	4.13%
Weakness/Lethargic	81	3.34%
Motor Vehicle Crash	75	3.09%
Chest Pain (Non-Traumatic)	74	3.05%
Pain	71	2.93%
Abdominal Pain/Problems	65	2.68%
Traffic/Transportation Incident/MVA	54	2.23%
Medical Alarm	41	1.69%

Call Disposition Breakdown

Treated & Transported by this EMS Unit	1,828	75.41%
Standby - No Patient Contacts	93	3.84%
Treated and Released (per protocol)	70	2.89%
Lift Assist	60	2.48%
Transport Refused by Patient (AMA)	60	2.48%
Person Refused Evaluation, Care, and Transport	57	2.35%
No Patient Found	55	2.27%
Canceled Prior to Arrival at Scene	44	1.82%
No Treatment/Transport Required	36	1.49%
Canceled On or After Arrival at Scene	35	1.44%
Dead at Scene – Resuscitation Attempted (without Transport)	15	0.62%
Dead at Scene – No Resuscitation Attempted (without Transport)	13	0.54%
Patient Treated, Transported by Another EMS Unit	12	0.50%
Treated, Transported by Private Vehicle	11	0.45%
Transported to Landing Zone, Care Transferred	7	0.29%
Treated, Referred to Law Enforcement	6	0.25%
Standby - With Patient Contact(s)	4	0.17%
Assist, EMS Agency	3	0.12%
Assist, Public	2	0.08%
Treated, Transferred Care to Other EMS Agency	2	0.08%
Patient Treated, Transported by this EMS Unit (EMS + Hospital Staff Care)	1	0.04%
Treated/Transported by EMS custody of Law Enforcement	1	0.04%

Destinations Transported To

REEDSBURG AREA MEDICAL CTR	1,009	55.29%
SSM Health St Marys Hosp-Madison	223	12.22%
UW HOSP & CLINICS-MADISON	158	8.66%
Unitypoint Health-Meriter-Madison	93	5.10%
SSM Health St Clare Hosp-Baraboo	82	4.49%
RIDGEVIEW TERRACE LONG TERM CARE	33	1.81%
Gundersen Lutheran Med Ctr-La Crosse	29	1.59%
SAUK COUNTY HEALTH CARE CENTER	24	1.32%
Middleton Mem VA Hosp-Madison	23	1.26%
AGRACE HOSPICECARE	21	1.15%
SAUK PRAIRIE HOSP-PRAIRIE DU SAC	17	0.93%
Froedtert Mem Lutheran Hosp-Milwaukee	14	0.77%
GOLDEN LIVINGCENTER-WISCONSIN DELLS	14	0.77%
American Family Childrens Hosp-Madison	7	0.38%
Home	7	0.38%
Mayo Clinic Health Sys-Franciscan-La Crosse	6	0.33%
Not Applicable	6	0.33%
WI-Other Unlisted Facility	6	0.33%
WI-Nursing Home	5	0.27%
CASA DE OAKES INC REEDSBURG	4	0.22%
MILE BLUFF MED CTR-MAUSTON	4	0.22%
Other Long Term Care Facility	4	0.22%
WI Nursing Home	4	0.22%
WI-Assisted Living Facility	3	0.16%
CASA DE OAKES	2	0.11%
Marshfield Med Ctr-Marshfield	2	0.11%
OUR HOUSE SENIOR LIVING-Reedsburg	2	0.11%
SSM Health St Marys Hosp-Janesville	2	0.11%
UW Health-American Center -Madison	2	0.11%
WATERTOWN REGIONAL MED CTR	2	0.11%
WI Assisted Living Facility	2	0.11%
WI-Other Hospital	2	0.11%
Ascension NE WI Mercy Hosp-Oshkosh	1	0.05%
Aurora Med Ctr-St Lukes-Milwaukee	1	0.05%
Aurora UC - West Allis	1	0.05%
DIVINE SAVIOR HEALTHCARE-PORTAGE	1	0.05%
HERITAGE MANOR-Elroy	1	0.05%
Mercy Health Sys Corp-Janesville	1	0.05%
Other Acute Care Med Facility	1	0.05%
Other Unlisted Out of State Location	1	0.05%
Other Unlisted Wisconsin Location	1	0.05%
OUR HOUSE ASSISTED CARE-Reedsburg	1	0.05%
RICHLAND HOSP-RICHLAND CENTER	1	0.05%
RIDGEVIEW PLACE	1	0.05%
WI Rehabilitation Facility	1	0.05%

Response Times for 911 Response

Runs Average Run Times Summary Report

Avg Unit Notified to Enroute in Minutes	Avg Unit Enroute to Arrived at Scene in Minutes	Avg Unit Arrived on Scene to Left Scene in Minutes	Avg Unit Left Scene to Arrived at Destination in Minutes	Avg Unit Arrived at Destination to Unit Back In Service in Minutes	Number of Runs
1.77	7.25	23.56	13.29	26.71	1,719

Response Times for Interfacility Transport

Runs Average Run Times Summary Report

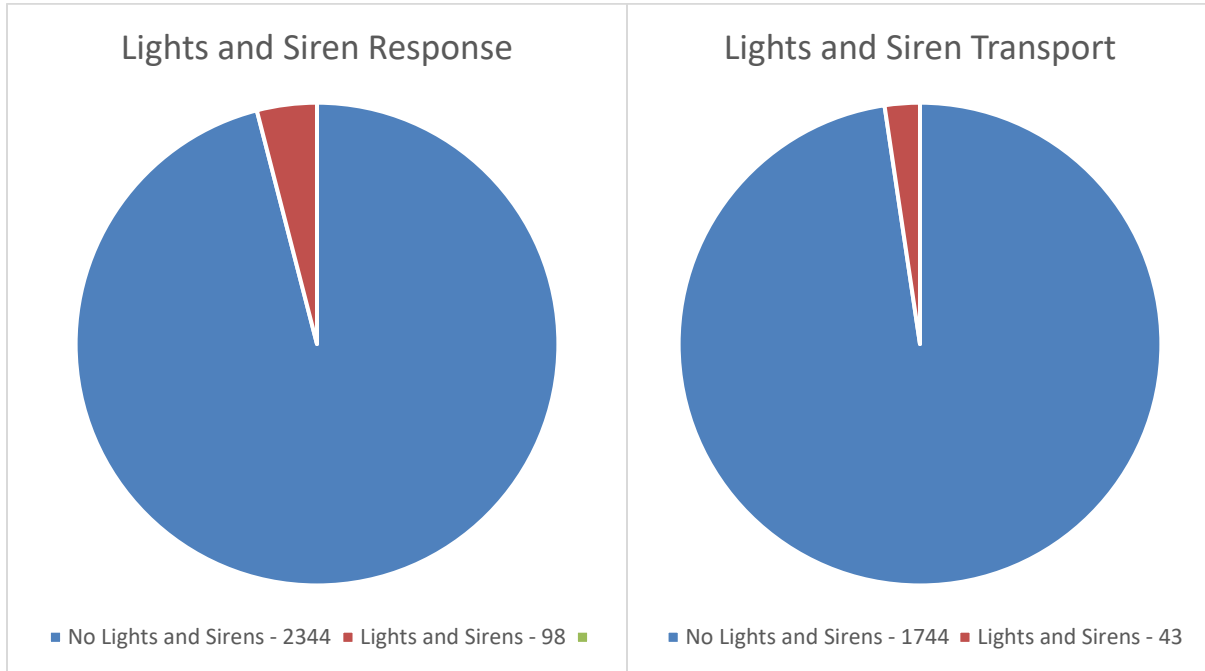
Avg Unit Notified to Enroute in Minutes	Avg Unit Enroute to Arrived at Scene in Minutes	Avg Unit Arrived on Scene to Left Scene in Minutes	Avg Unit Left Scene to Arrived at Destination in Minutes	Avg Unit Arrived at Destination to Unit Back In Service in Minutes	Number of Runs
2.58	13.31	21.46	57.92	85.51	705

Interfacility Transport from Location

REEDSBURG AREA MED CTR	506
SSM Health St Clare Hosp-Baraboo	68
SAUK PRAIRIE HOSP-PRAIRIE DU SAC	46
RICHLAND HOSP-RICHLAND CENTER	39
Gundersen St Josephs Hosp & Clinics-Hillsboro	12
MILE BLUFF MED CTR-MAUSTON	11
DIVINE SAVIOR HEALTHCARE-PORTAGE	2
UW HOSP & CLINICS-MADISON	2
Gundersen Lutheran Med Ctr-La Crosse	1
Gundersen Moundview Hosp and Clinics-Friendship	1
MAYO CLINIC HEALTH SYSTEM FRANCISCAN-LA CROSSE	1
UW Health-American Center	1

Response with Lights and Sirens

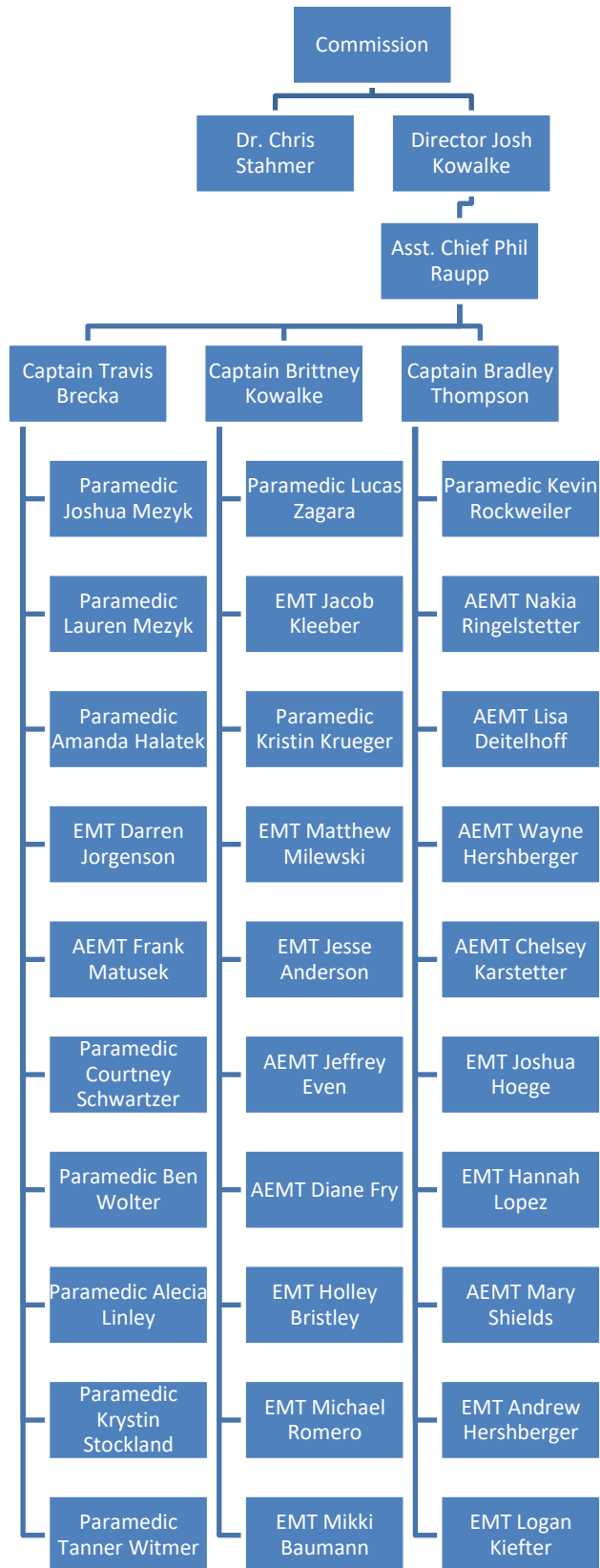
We are very cognizant of the dangers that lights and sirens cause and only use them on very serious calls. We have a protocol that outlines when lights and sirens should be used. Due to the dangers of operating with lights and sirens, we often do not use them when responding to calls and rarely use them when transporting a patient.



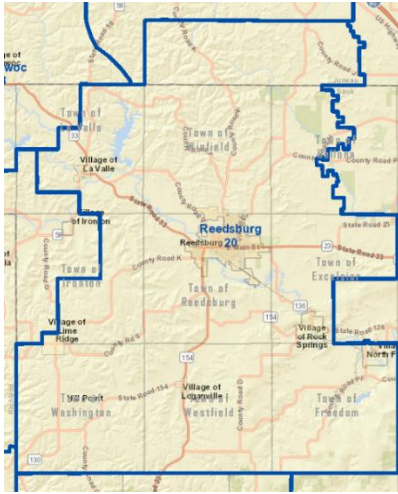
Continuing Education

We offer a variety of continuing education and initial education to our EMTs and Paramedics. We offer extensive in-house training that is approved by our medical director. Three separate trainings are offered each month two times a day. The training includes lecture and scenario-based training. This training is used for refresher hours for Wisconsin licensure and the National Registry. We also bring in outside speakers to help us receive the required hours for recertification. EMTs and Paramedics are also offered opportunities to upgrade their licenses, such as EMT to Advanced EMT or Paramedic to Critical Care Paramedic. We do offer a monthly stipend for EMTs to attend Paramedic School and offer Tuition Reimbursement after the EMTs obtain their Paramedic License.

Organizational Chart



Ambulance Commission



The Ambulance Commission is comprised of fourteen municipalities. Our Intermunicipal agreement was updated in 2022 and the member municipalities include Town of Dellona, Town of Freedom, Town of Ironton, Town of LaValle, Village of Loganville, Village of North Freedom, Town of Reedsburg, the City of Reedsburg, Town of Seven Mile Creek, Town of Westfield, Village of LaValle, Town of Excelsior, Town of Lyndon, Village of Lime Ridge, Town of Washington, Village of Rock Springs, and Town of Winfield.

Medical Community Involvement

Reedsburg Ambulance works closely with other medical stakeholders in our community. We are part of the Trauma Team Committee at Reedsburg Area Medical Center. We also work with Madison College and provide a place for students to come and mentor with our EMTs and Paramedics. We also actively participate in the South Central Regional Trauma Advisory Council (SCRAC) and the South Central Wisconsin Healthcare Emergency Readiness Coalition.

Community Events

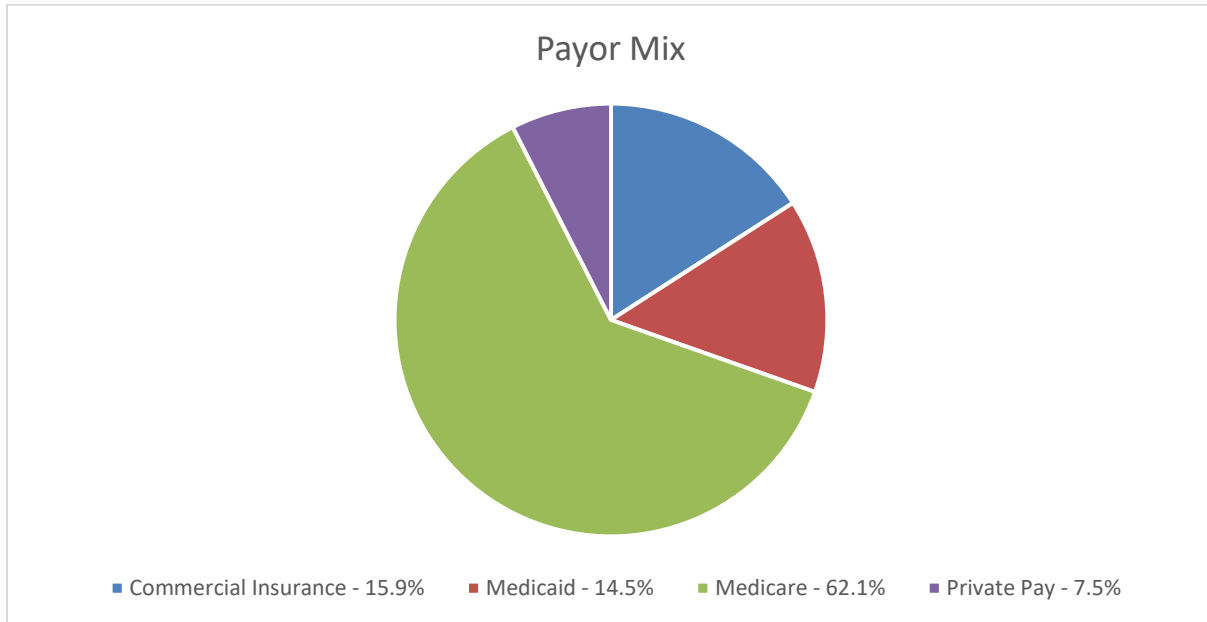
We work closely with community partners to provide medical care at various events and provide various tours and educational opportunities. We provide this service for events that are held for charitable organizations. This year we participated in or stood by at:

- Stop the Bleed at RAHS Health Classes
- Madison College Nursing 5K
- 4K Classroom Visits
- Chapparral Emergency Services Parade
- Girl Scout Station Visit
- Fly-In Drive-in Breakfast
- Little Britches Rodeo
- Run for the Butter
- Butterfest Parade
- Butterfest Demo Derby
- Freedom Fest
- Sugar Maple MX Track Standby
- Bulls & Barrels
- LaValle Fireworks
- Loganville Parade
- RAHS Football Games
- Run from the Cops
- Vet Fest
- Sauk County Range Competition
- Reedsburg Cookie Walk

Funding

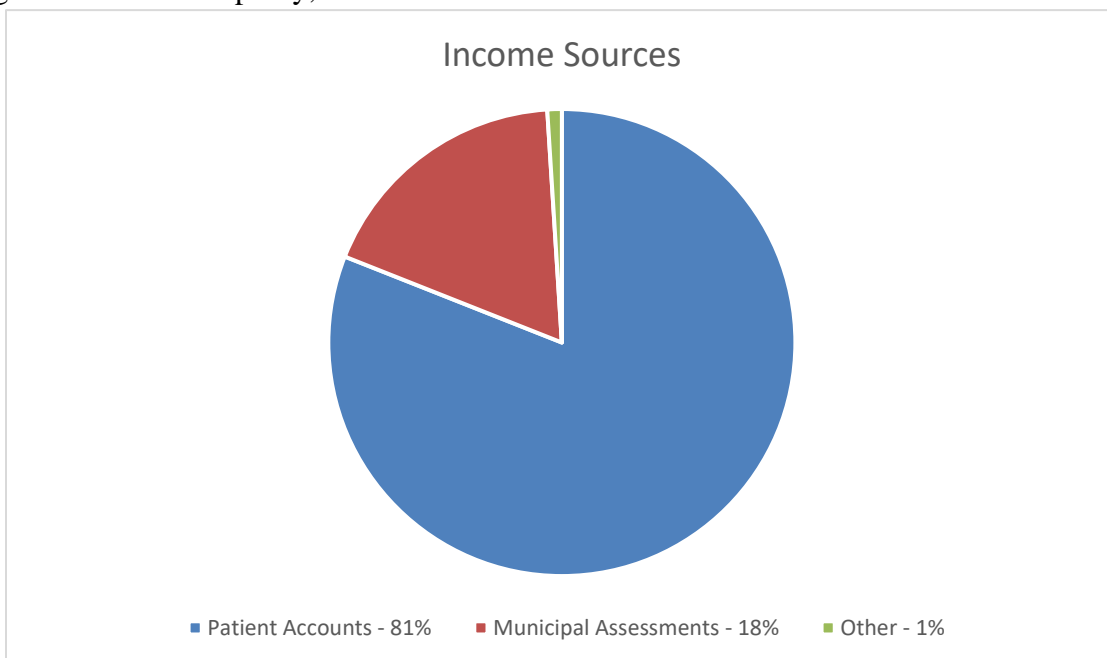
Reedsburg Ambulance is funded by billing our patients and through assessments from the municipalities that we serve.

Payor Mix



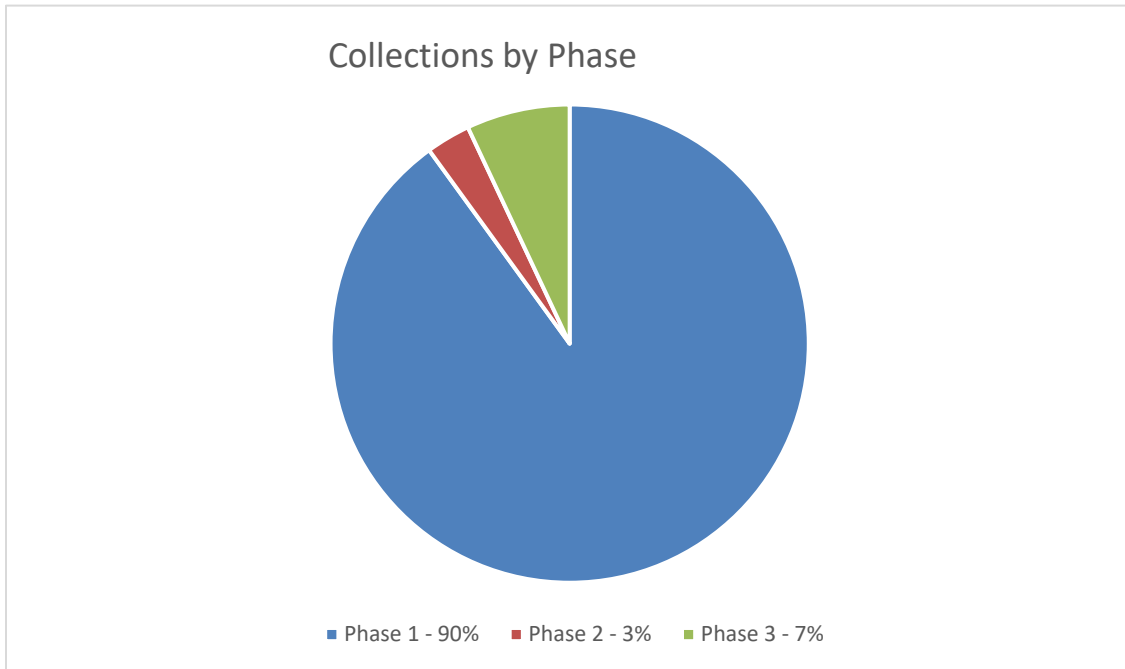
Income Sources

We have three main income sources for ambulance expenses, patient accounts, an assessment charged to each municipality, and other income such as income from CPR classes.



LifeQuest Phase Collections

LifeQuest uses a three-phase system for collections. A patient has 180 days to pay their bill in phase one. After phase one, the account moves to phase two which is the first of the collections phase. After ninety days, the account is moved to phase three. As the account moves into phases two and three, LifeQuest gets a higher percentage of the amount collected due to the different collection methods used. For 2020, the percentage collected per phase is as follows:

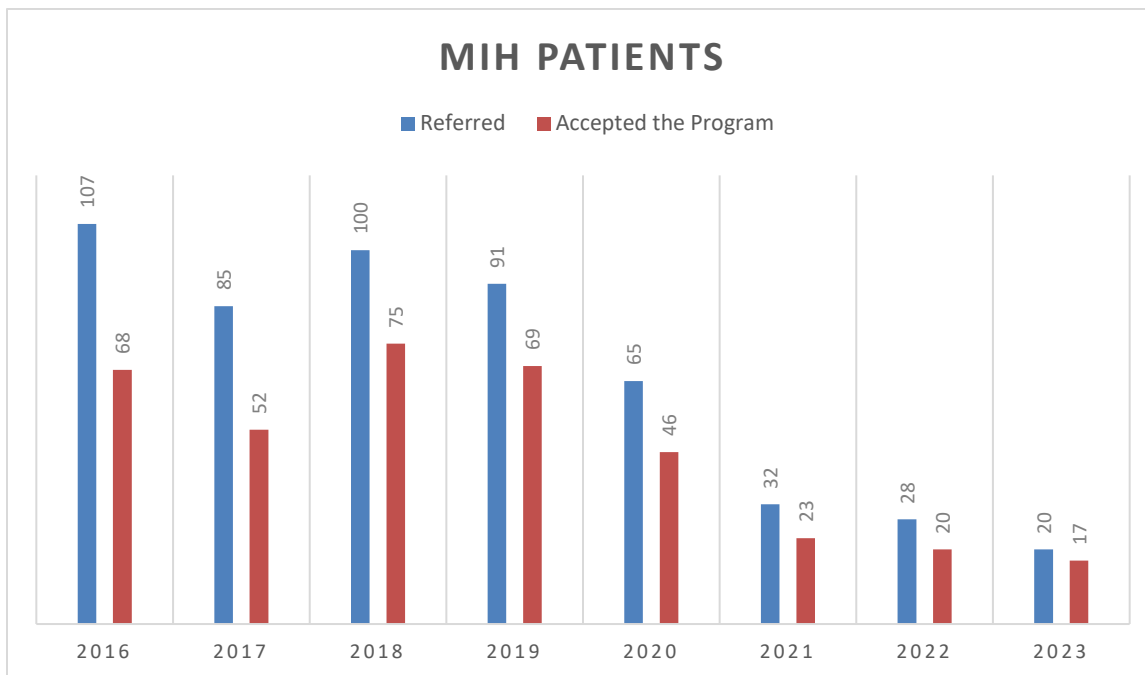


Charges vs. Receivables

Charges	Revenue	Adjustments	Paid to LifeQuest
\$4,119,010	\$1,595,280	\$2,180,527	\$142,983

Mobile Integrated Health Program

We started our Mobile Integrated Health Program with Reedsburg Area Medical Center in 2015. When the program started, we had very specific patient criteria and would only take patients in the City of Reedsburg. In 2016, we opened the program up to patients who were referred by RAMC regardless of where they lived. As part of the program, we conduct one home visit with the patient and make four follow-up phone calls. The goal of the program is to prevent readmissions to RAMC. RAMC does reimburse us for each patient who is referred to the program. Overall, the program has been appreciated by the patients that we have seen. We have also had a variety of cases where we were able to catch a medication error or other problem and correct it before the patient had to be readmitted. We have continued to work with Reedsburg Area Medical Center and identified that falls are a major community concern. We became a licensed Community EMS Service in 2023 and have Captain Kowalke and Captain Thomson have been trained on the State of Wisconsin Community EMS Curriculum through Milwaukee Area Technical College and are licensed Community EMS Medics



Educational Classes

Reedsburg Ambulance has become a leader in providing training to community members. We currently offer a monthly CPR class at the station. This allows community members to learn the lifesaving skill of CPR. We also have worked with many facilities in the area to provide a defensive training class, Escaping Violent Encounters. This class provides healthcare providers the ability to avoid potentially violent situations, recognize when a situation may be turning violent, and give them verbal and physical skills to escape from the situation. We also offer Pediatric Advanced Life Support and Advanced Cardiac Life Support classes for our staff and healthcare providers outside of the ambulance. Other classes that are offered off-site primarily are ALICE and Stop the Bleed training.

Short-Term Plans

Despite hiring three more full-time staff in 2023, we continue to have increasing gaps in our schedule. Our current staffing guarantees us two Paramedics scheduled every day. But those Paramedics do get vacation days, so we must fill those positions with part-time staff. We also try to fill three other shifts a day with part-time staff. This model continues to be difficult to maintain. We need to come up with a plan that allows us to maintain the staff that we need daily and also maintains a pool of part-time personnel for days that full-time staff are off.