

TRI-TOWN Emergency Medical Service
2015 Proposed Budget



Municipal Ambulance Service
for the towns of
Pembroke & Allenstown

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September 29, 2014



INTRODUCTION:

The proposed budget for Tri-Town Emergency Medical Service is respectfully submitted for consideration. Tri-Town Emergency Medical Service (here after “Tri-Town” or “TTEMS”), is a municipal ambulance service which provides Paramedic level emergency ambulance service to the Towns of Allenstown and Pembroke New Hampshire. The service was established on January 1, 2013 by an inter-municipal agreement between the two towns. Tri-Town retained the prominent portion of the name of the previous ambulance service for the area, Tri-Town Volunteer Emergency Ambulance Service and assumed much of the operational equipment and debt of the predecessor. Tri-Town lacked a strategic plan to modernize equipment, purchase capital items and update personnel related concerns. This budget for the fiscal year 2015, is intended to start the process of addressing those issues. Included within this budget is the proposed purchase of the most essential and critical items associated with Emergency Medical Services (here after “EMS”).

In 2014, TTEMS was given an operational budget of \$591,297.00. For 2015, TTEMS’ proposed budget is \$611,614.00 which represents a 3.4% increase over 2014’s budget. Comprised within the small percentage increase in the 2015 budget are solutions to many of the services equipment and pay roll concerns. This budget represents the steps that are necessary to replace aging and outdated equipment and to normalize a pay scale.

REVENUE (\$611,614.00):

During the course of the 2014 fiscal year, TTEMS canceled the agreement for billing services with Certified Ambulance Group (CAG), and entered into an agreement with ComStar, because the Joint Board of TTEMS felt the billing needs of the agency were not being met by CAG. The collection performance data for ComStar is not available at the time of this proposal. In a recent phone conversation, the lack of received revenue for the seven (7) months in 2014 of which TTEMS utilized ComStar was discussed and the following is the breakdown of collected and anticipated revenues between the months of February and August:

| | |
|---------------------------------------|--------------|
| • Collected: | \$11,675.88 |
| • Medicare Outstanding: | \$90,132.22 |
| • Medicaid Outstanding: | \$2,362.40 |
| • Private Insurance Outstanding: | \$29,873.00 |
| • Total of Outstanding and Collected: | \$134,043.50 |

Understanding those figures represent a seven (7) month period, the anticipated annual revenue from reimbursement would be \$229,788.86

Since the service lacks a full year of revenue figures generated from the billing services of ComStar, the 2015 budget of TTEMS represents a conservative approach for the projection of revenues showing a modest increase over 2014 budgeted revenues from reimbursements.

- 2015 Revenues from Ambulance Billing: \$130,000.00 (+\$10,494.00)

This modest projection in revenues from reimbursements leaves a total shortfall of \$479,190.25 that shall be divided up among the two town:

- Allenstown: \$211,909.00 (+ \$2,902.00)
- Pembroke: \$269,703.00 (+ \$9,621.00)

A line item for "Interest on Investments" exist with but there are no anticipated revenues for this line item for the fiscal year 2015.

- Interest on Investments: \$1.00 (+ \$1.00)

A line item for "Miscellaneous Revenues" exist, and there is expected to be a nominal amount of funds to be collect under this line item, such as; donations, record requests, and event coverage. The amount expected to be collected is unclear and difficult to project.

- Miscellaneous Revenues: \$1.00 (+ \$1.00)

EXPENDITURES (\$611,614.00):

2006-42152-11000 Full Time Salaries (\$153,191.00):

There are currently three (3) full time employee positions for TTEMS; a Director and two (2) Paramedics. The three (3) positions are occupied at the time of this proposal and the current rates of pay with anticipated raises for 2015 were used for the calculations of this line item.

Starting with the pay week of January 4th, 2015, full time employees will go from a 48 hour work week to a 40 hour work week. This move will save on 16 hours of overtime each week and decreased this line item by \$20,993.00 for 2015 and since the hours still need to be covered, but at a reduced rate, the total budget savings for full time salaries is \$9,102.00.

- Full Time Salaries: \$153,191.00 (- \$14,444.00)

2006-42152-12000 Per Diem Salaries (\$189,337.00):

The remainder of the staffing needs of TTEMS is made up with Per Diem Employees. This line item accounts for the 16 hours a week that were removed from the "Full Time Salaries" line item. TTEMS currently staffs one ambulance 24 hours a day, 7 days a week, for the year. An area of concern is the inadequate pay rates for Advanced Emergency Medical Technicians (AEMT) and Emergency Medical Technicians (EMT). This budget proposes, that effective January 4th 2015, AEMT's have their rates of pay increased to \$13.50 an hour and EMT's have their rates of pay increased to \$12.50 an hour. All paramedics will receive a 1.5% pay raise on April 1st.

- Per Diem Salaries: \$189,337.00 (+ \$26,099.00)

2006-42152-14000 Overtime – AMB (\$8,106.00)

An overtime factor of 5% was used to calculate overtime for the full time employees and a factor of 2% was used to calculate the overtime for the per diem and part time employees. The factor multiplied by the total salary for the respected group of employees.

- Overtime – AMB: \$8,106.00 (+\$615.00)

2006-42152-21000 Health Insurance (\$62,412.00)

TTEMS offers Health Insurance to the agency's full time employees. Currently all full time employees take advantage of this benefit. Health Insurance is projected to cost that agency \$20,803.92 per full time employee. A 5% increase in rates was factored into this line item.

- Health Insurance: \$62,412.00 (+ \$2,972.00)

2006-42152-21100 Dental Insurance (\$5,374.00)

TTEMS offers Dental Insurance to the agency's full time employees. Currently all full time employees take advantage of this benefit. Dental Insurance is projected to cost the agency \$ 1,791.30 per full time employee. A 5% increase in rates was factored into this line item.

- Dental Insurance: \$5,374.00 (+ \$256.00)

2006-42152-21500 Life Insurance (\$70.00)

TTEMS offers group Life Insurance to the agency's full time employees. No known changes to this line item from the 2014 budget.

- Life Insurance: \$70.00 (-\$1.00)

2006-42152-21900 Disability (\$2,127.00)

TTEMS offers Short Term and Long Term Disability to the agency's full time employees. No anticipated changes in rates for this line item from the 2014 budget.

- Disability: \$2,127.00 (+\$12.00)

2006-42152-22000 Social Security (\$21,742.00)

This line item represents the agency's responsibility for Social Security and is based on the agency's payroll totals. Increases in this line item are a result of the pay increases for all agency staff.

- Social Security: \$21,742.00 (+ \$2,122.00)

2006-42152-22500 Medicare (\$5,084.00)

This line item represents the agency's responsibility for Medicare and is based on the agency's payroll totals. Increases in this line item are a result of the pay increased for all agency staff.

- Medicare: \$5,084.00 (+ \$496.00)

2006-42152-23000 New Hampshire Retirement (\$17,892.00)

TTEMS full time employees are entitled to participate in Group 1 of the New Hampshire Retirement System. This line item represents the agency's responsibility towards the retirement system. An anticipated increase from 10.77% to 11.54% is reflected in this line item, relative to the 2014 budget. However due to the decrease in full time hours, this line item was reduced.

- New Hampshire Retirement: \$17,892.00 (- \$162.00)

2006-42152-29000 Uniforms (\$7,050.00)

For many reasons, to include uniformity, public trust and the appearance of professionalism, TTEMS will be providing uniforms and subsequently requiring the wearing of clean, neat and undamaged uniforms. The service purchased uniforms in 2014 to replace the uniform items from the previous service. For 2015, TTEMS shall move forward and define the uniform items that the service will provide for employees and as such will provide uniform items to new employees and replace damaged, soiled or worn-out uniforms as needed.

Each new hire will be issued two (2) service polo shirts approximately \$70, two (2) pairs of pants approximately \$100 and a high visibility coat approximately \$300. The aspect of this line item will allow for \$500 in uniforms for each new hire.

TTEMS will provide the top ten (10) most active employees, to include the full time and part time employees with a high visibility coat. Allotted price for this item is \$300 per coat.

Additionally, TTEMS will provide the top fifteen (15) most active employees, including full time and part time employees, with a duty shirt. The allotted price for this item is \$70 per duty shirt.

This line item allows for a total of \$500 to be used for uniform replacement

- New Hire Uniforms (est. 5 new employees) \$2,500.00
- Duty Shirts \$1,050.00
- High Visibility Coats \$3,000.00
- Uniform Replacement \$500.00

- Uniforms (total): \$7,050.00 (+ \$2050.00)

2006-42152-29001 Training & Certifications (\$6,040.00)

The philosophy of TTEMS, as it pertains to training and education, up until now, has been most of the staff works on other services and they receive their training outside of TTEMS. This is an antiquated concept leaving little to no control over the content of trainings, or the ability to address issues that are specific to Tri-Town. Tri-Town is a municipal ambulance service which pays all employees to be on shift and as such, the clinical expectations should be higher than those of a volunteer or paid per call ambulance service. The plan is to accomplish this by two means. The service is actively looking to contract with an outside contractor to provide a monthly training to TTEMS, and to be offered to the Allenstown Fire Department and the Pembroke Fire Department. The intent is to provide sufficient training courses to meet or exceed the National Registry EMT recertification requirements. Advanced EMT's would require additional Advanced Life Support (ALS) training which would be negotiated with the contractor. Paramedics would be encouraged to attend the trainings and this would meet the Continuing Education Hours (CEH's) requirements and the National Registry requirements for a refresher will be addressed on a case by case basis.

Additionally, the service is looking to contract with an online vendor to post a variety of items, including trainings of which TTEMS staff will be required to do on a monthly basis. These trainings, which will be applicable to re-licensing will address the majority of service specific trainings, topics and concerns. As part of this on-line service, there will be incident reports, shift reports and other reports. The vendor will maintain the reports for future use.

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|-------------------------------------|---------------------------|
| • Contracted Training | \$3,540.00 |
| • On-Line Training/Documentation | \$1,500.00 |
| • Misc. Training/Seminars/Speakers | \$1,000.00 |
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| • Training & Certification (total): | \$6,040.00 (+ \$4,390.00) |

2006-42152-32000 Legal Services & Consultation Fees (\$5,000.00)

This line item exists to cover legal and other consultation fees. This line item represents the need to have funds available for relatively unexpected events requiring the service to seek legal advice or when the service needs to refer to a consultant. Being that most legal matters are un-anticipated, the funds allotted to this line item are simply carried over from the previous year.

| | |
|------------------------------------|---------------------|
| • Legal Services & Consulting Fees | \$5,000.00 (\$0.00) |
|------------------------------------|---------------------|

2006-42152-34100 Telephone (\$2,996.00)

This line item covers all the tele-communications costs of Tri Town. The station's phone line and the director's cell phone costs are part of this budget and the 2014 budget. Being added to the 2015 budget is the monthly cost of Wi-Fi units, to be installed in the ambulances, at the end of 2014. These units will allow the ambulance crews to work on, finish and ultimately upload the Patient Care Reports (PCR) to NHTemsis.org in a timely manner. Concord Hospital has expressed concern to the amount of time it takes Tri-Town crews to submit their PCR's.



Concord Hospital currently pays a monthly rate for the modems that are currently in TTEMS' cardiac monitors, which serve the purpose of transmitting 12-Lead EKGs to the hospital. Concord Hospital wants to phase out the modems and have the individual services pick up the cost. TTEMS has received a quote to purchase new cardiac monitors (covered in line item 2006-42152-44000), and part of that quote of the new cardiac monitors is that they have blue-tooth technology to communicate with the ambulance's Wi-Fi and transmit 12-Lead EKG via that means.

For 2016, TTEMS will look to have Concord Fire Alarm send call data directly to the assigned ambulance giving the crew updated information pertaining to the EMS call, data such as call location, cross streets, call determinants and notes. An integral part of this, is having ambulance with the ability to receive data.

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|-------------------------|-------------------------|
| • Director's Cell Phone | \$839.40 |
| • Station Phone | \$1,197.84 |
| • Ambulance Wi-Fi | \$958.80 |
| • Telephone (total) | \$2,996.00 (+ \$236.00) |

2006-42152-39000 Contracted Billing Service (\$12,000.00)

TTEMS contracts with ComStar for billing services. This agreement was finalized early in 2014 and was effective February 1, 2014. ComStar charges a fee of 6% of collected revenues. Due to the fluctuation of transport volume and the lack of accurate collection data, it is difficult to accurately predict the revenues generated from billing and subsequently to cost of the billing service. It is expected that for the 2016 budget, TTEMS will have 18 months of billing and revenue data and will be able to more accurately budget for this line item. A figure of \$200,000 in revenues was used for this line item, to provide a safe and reasonable value.

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|------------------------------|----------------------------|
| • Contracted Billing Service | \$12,000.00 (- \$8,000.00) |
|------------------------------|----------------------------|

2006-42152-39100 Accounting Services (\$5,800.00)

This line item exists to reimburse the Town of Pembroke for the time spent managing the finances of Tri-Town EMS.

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|-----------------------|---------------------|
| • Accounting Services | \$5,800.00 (\$0.00) |
|-----------------------|---------------------|

2006-42152-43000 Building Maintenance (\$200.00)

| | |
|------------------------|---------------------|
| • Building Maintenance | \$200.00 (\$200.00) |
|------------------------|---------------------|

2006-42152-44000 Ambulance & Cardiac Monitor Lease/Payments (\$50,000.00)

TTEMS took over the lease payments for the ambulances and cardiac monitors used by both TTMEs and Tri-Town Volunteer Emergency Ambulance Service. This method of capital expenses has proven to be cost prohibiting. The remainder of the balance for the cardiac monitors and ambulances will be paid off by the end of 2014 or during 2015. The plan for future capital purchases is to purchase the equipment outright as in the cases of future cardiac monitors or over the course of two (2) years as with the purchase of ambulances.

TTEMS currently has two (2) Life Pak 12 or LP12 cardiac monitors. These units are outdated and will no longer be covered by a service agreement in 2016. For 2015, TTEMS plans on purchasing a new Life Pak 15 or LP15 at a cost of \$30,000.00

The last of the ambulance lease payments is scheduled for 2015 and a value of \$20,000.00 is budgeted for the final lease payment. At this point, TTEMS will have ownership of both ambulances. Ambulance 2 is a 2008 chassis/box ambulance and Ambulance 3 is a 2008 chassis, 2010 box. TTEMS will need to replace one of these ambulances in the next few years. The plan for the future is to replace an ambulance every 4 years, so that no ambulance operating in a primary role shall be greater than eight (8) years old.

- Life Pak 15 Purchase \$30,000.00
- Ambulance Lease Payment \$20,000.00

- Ambulance & Cardiac Monitor Lease & Payment (total): \$50,000.00 (+ \$10,367.00)

2006-42152-52000 Liability Insurance (\$7,543.00)

- Liability Insurance \$7,543.00 (\$0.00)

2006-42152-52100 Unemployment Compensation (\$5,260.00)

This line item shows an increase from 2014 budget and the increase is a result of no fund being allocated to this line item for 2014.

- Unemployment Compensation \$5,260.00 (+ \$5,260.00)

2006-42152-52200 Workers Compensation (\$10,240.00)

Primex³ is the contracted provider to document employee injury and reporting as well as providing worker compensation insurance for the Town of Pembroke and subsequently Tri-Town EMS. This line item reflects the cost of this service.

- Workers Compensation \$10,240.00 (- \$6,401.00)

2006-42152-62000 EMS Supplies (\$7,200.00)

This line item is for the purchase of EMS supplies that are consumed during the course of EMS calls. Some of the supplies are replaced, at no cost to the service, by Concord Hospital. The line item was decreased by \$800 to reflect actual expenditures.

- EMS Supplies \$7,200.00 (- \$800.00)

2006-42152-62500 Postage (\$600.00)

The postage line item was increased for 2015. In 2014 there was no funds allocated to this line item and the service has numerous regular and on-going correspondences that require postage. Additionally, TTEMS plans on commencing a "Patient Survey" program to better determine the needs of our patients and to determine how our patients view the service they are getting. This program requires the opening of a "Business Reply Mail" account with the U.S. Postal Service. The current target for the surveys is 25-50% of all patients transported.

- Business Reply Mail \$300.00
- Postage \$300.00

- Postage (total) \$600.00 (+ \$600.00)

2006-42152-63500 Fuel (\$7,400.00)

This line item is for the fuel for the ambulances and a modest increase to account for minor fluctuations in the cost of fuel.

- Fuel \$7,400.00 (+ \$200.00)

2006-42152-68000 Office Supplies (\$500.00)

This line item is used to purchase administrative supplies such as paper, envelopes, printer cartridges etc.

- Office Supplies \$500.00 (\$0.00)

2006-42152-74000 Medical Equipment Maintenance/Replacements (\$8,650.00)

Contained within this line item are the service agreements for the current cardiac monitors and the stretchers. In the past, it appears that this line item was inflated to cover any possible contingencies for equipment failure and for 2014, this line item was largely untouched. For 2015, TTEMS plans to purchase two (2) single channel medication infusion pumps to replace the aged and outdated Alaris IVAC pump. This line item allows for a discretionary spending of \$500.00 for equipment purchase and repair as well as allowing for the continuation of the service agreements for the stretchers and the LP12's the service currently uses. The stretchers are currently serviced twice a year by EMStar and the cardiac monitors are serviced annually by Physio Control.

- Braun Infusion Pumps \$5,000.00
 - Discretionary Equipment Maintenance \$500.00
 - LP 12 Service Agreement \$2,800.00
 - Stretcher Service Agreement \$350.00
-
- Medical Equipment Maint/Replacement (total) \$8,650.00 (- \$6,550.00)

2006-42152-74001 Radio Communications Equipment Maintenance/Repair (\$600.00)

This line item is for the maintenance and repair of the services communication equipment.

- Radio Communication Equipment Maint/Repair \$600.00 (- \$1,400.00)

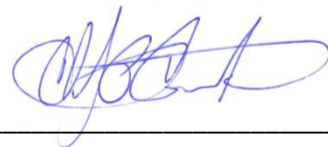
2006-42152-76001 Vehicle Maintenance/Repair (\$5,000.00)

- Vehicle Maintenance/Repair \$5,000.00 (- \$100.00)

2006-42152-86000 Computer / Software Purchase / Maintenance (\$4,200.00)

Tri-Town EMS is looking to replace a Panasonic Toughbook computer that was purchased by Tri-Town Volunteer Emergency Ambulance Service with an updated version of a Panasonic Toughbook computer. TTEMS will also move forward with implementing security and back-up systems for the agency's electronic data, not to include the patient care reports which are managed by Image Trend and New Hampshire Department of Safety, Bureau of EMS.

- Panasonic Toughbook \$3,200.00
 - Data Security/Back-up \$1,000.00
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- Computer/Software Purchase/Maintenance \$4,200.00 (+ \$2,500.00)



9/29/2014

Director Christopher Gamache

Date

2015 Proposed Budget for TRI-TOWN Emergency Medical Services

| REVENUE | | | | |
|--------------------------|-----------------------------------------|---------------------|---------------------|---------------------|
| Line-Item # | Line Item | 2014 Budget | 2015 Budget | Difference |
| 2006-33790-00000 | Contributions from Allentown | \$209,007.00 | \$211,909.00 | \$2,902.00 |
| 2006-34096-00000 | Ambulance Billing-Revenues | \$119,506.00 | \$130,000.00 | \$10,494.00 |
| 2006-35020-00000 | Interest on Investments | \$0.00 | \$1.00 | \$1.00 |
| 2006-35090-00000 | Miscellaneous Revenues | \$0.00 | \$1.00 | \$1.00 |
| 2006-39110-00000 | Contributions from Pembroke | \$262,784.00 | \$269,703.00 | \$6,919.00 |
| TOTAL REVENUE: | | \$591,297.00 | \$611,618.00 | \$20,317.00 |
| EXPENDITURE | | | | |
| Line-Item # | Line Item | 2014 Budget | 2015 Budget | Difference |
| 2006-42152-11000 | Full Time Salaries | \$167,635.00 | \$153,191.00 | -\$14,444.00 |
| 2006-42152-1200 | Per Diem Salaries | \$163,238.00 | \$189,337.00 | \$26,099.00 |
| 2006-42152-14000 | Overtime – AMB | \$7,491.00 | \$8,106.00 | \$615.00 |
| 2006-42152-21000 | Health Insurance | \$59,440.00 | \$62,412.00 | \$2,972.00 |
| 2006-42152-21100 | Dental Insurance | \$5,118.00 | \$5,374.00 | \$256.00 |
| 2006-42152-21500 | Life Insurance | \$71.00 | \$70.00 | -\$1.00 |
| 2006-42152-21900 | Disability | \$2,115.00 | \$2,127.00 | \$12.00 |
| 2006-42152-22000 | Social Security | \$19,620.00 | \$21,742.00 | \$2,122.00 |
| 2006-42152-22500 | Medicare | \$4,588.00 | \$5,084.00 | \$496.00 |
| 2006-42152-23000 | New Hampshire Retirement | \$18,054.00 | \$17,892.00 | -\$162.00 |
| 2006-42152-29000 | Uniforms | \$5,000.00 | \$7,050.00 | \$2,050.00 |
| 2006-42152-29001 | Training & Certification | \$1,650.00 | \$6,040.00 | \$4,390.00 |
| 2006-42152-32000 | Legal Services & Consulting Fees | \$5,000.00 | \$5,000.00 | \$0.00 |
| 2006-42152-34100 | Telephone | \$2,760.00 | \$2,996.00 | \$236.00 |
| 2006-42152-39000 | Contracted Billing Service | \$20,000.00 | \$12,000.00 | -\$8,000.00 |
| 2006-42152-39100 | Accounting Services | \$5,800.00 | \$5,800.00 | \$0.00 |
| 2006-42152-43000 | Building Maintenance | \$200.00 | \$200.00 | \$0.00 |
| 2006-42152-44000 | Ambulance and Monitor Leases/Payment | \$39,633.00 | \$50,000.00 | \$10,367.00 |
| 2006-42152-52000 | Liability Insurance | \$7,543.00 | \$7,543.00 | \$0.00 |
| 2006-42152-52100 | Unemployment Compensation | \$0.00 | \$5,260.00 | \$5,260.00 |
| 2006-42152-52200 | Workers Compensation | \$16,641.00 | \$10,240.00 | -\$6,401.00 |
| 2006-42152-62000 | EMS Supplies | \$8,000.00 | \$7,200.00 | -\$800.00 |
| 2006-42152-62500 | Postage | \$0.00 | \$600.00 | \$600.00 |
| 2006-42152-63500 | Fuel | \$7,200.00 | \$7,400.00 | \$200.00 |
| 2006-42152-68000 | Office Supplies | \$500.00 | \$500.00 | \$0.00 |
| 2006-42152-74000 | Medical Equipment Maint/Replacement | \$15,200.00 | \$8,650.00 | -\$6,550.00 |
| 2006-42152-74001 | Radio Communication Equip. Maint/Repair | \$2,000.00 | \$600.00 | -\$1,400.00 |
| 2006-42152-76001 | Vehicle Maintenance/Repair | \$5,100.00 | \$5,000.00 | -\$100.00 |
| 2006-42152-86000 | Computer/Software Purchase/Maint. | \$1,700.00 | \$4,200.00 | \$2,500.00 |
| 2006-42150-00063 | Capital Reserve Fund | \$0.00 | \$0.00 | \$0.00 |
| TOTAL EXPENDITURE | | \$591,297.00 | \$611,614.00 | \$20,317.00 |