

## MEMORANDUM OF UNDERSTANDING

### Introduction

The non-profit entity, EMS Inc., has been providing emergency medical care oversight for the Lincoln Fire Department, rural fire districts, private businesses, and non-emergency ambulance providers licensed in Lancaster County. From that beginning to the present, the City and County have enjoyed a high level of patient care from Lincoln Fire & Rescue, rural providers and the City's private providers under the direction of a medically driven, independent oversight entity.

EMS, Inc. will transition into a successor agency named the Lincoln/Lancaster County EMS Oversight Authority, Inc. The Oversight Authority's goal will be to continue the same high level of medical oversight and coordination through a structure which has been modified to reduce expenditures while at the same time encouraging communication and involvement by agencies and businesses which need the Authority's services.

### Board of Directors

The Lincoln/Lancaster County EMS Oversight Authority, Inc. shall have a Board of Directors with the following voting members:

1. A physician who works for the emergency department at BryanLGH Medical Center shall be appointed by BryanLGH Medical Center;
2. A director (who is expected to be the clinical director of the BryanLGH Medical Center emergency department) shall be appointed by BryanLGH Medical Center;
3. A physician who works for the emergency department at St. Elizabeth Regional Medical Center shall be appointed by St. Elizabeth Regional Medical Center;
4. A director (who is expected to be the clinical director of the St. Elizabeth Regional Medical Center emergency department) shall be appointed by St. Elizabeth Regional Medical Center;
5. A director shall be chosen by the Lancaster County Board;

6. Two directors shall be community members chosen by the Mayor of Lincoln and approved by the Lincoln City Council;
7. One director who is a member of the Lancaster County Medical Society shall be chosen by the Mayor of Lincoln and approved by the Lincoln City Council;
8. One director who is a community representative with preference given to someone with experience in the health care area in either a volunteer or professional capacity shall be chosen by the Mayor of Lincoln and approved by the Lincoln City Council;

The Lincoln/Lancaster County EMS Oversight Authority, Inc. shall also have the following non-voting members on its Board of Directors:

1. The medical director for the Lincoln/Lancaster County EMS Oversight Authority;
2. The Lincoln Fire Chief or his/her representative;
3. A representative from a private sector company which has held a City of Lincoln ambulance license for a period of at least three consecutive years who shall be appointed by the Mayor of Lincoln and approved by the City Council;
4. A representative from the Emergency Services Program of the Nebraska Department of Health and Human Services.

### **Advisory Committee**

In addition to the Board of Directors, there will be an Advisory Committee to give ambulance providers and health care entities a forum for discussion, input, and dispute resolution.

The Advisory Committee will include representatives from the following areas:

- 1) Lincoln/Lincoln/Lancaster County EMS Oversight Authority, Inc. administrative chairs (BryanLGH Medical Center and St Elizabeth Regional Medical Center emergency department clinical directors);
- 2) The fire/emergency service districts in Lancaster County (2 representatives to be determined by Lancaster County Mutual Aid);

- 3) A Lincoln long term care provider appointed by the NE Health Care Association;
- 4) Lincoln/Lancaster County 911/Emergency Communications Center;
- 5) Midwest Medical Ambulance;
- 6) AMR Ambulance;
- 7) Lincoln Fire & Rescue (2 representatives);
- 8) Madonna Rehabilitation Hospital;
- 9) Nebraska Heart Hospital;
- 10) Lancaster County Emergency Management/Mass Casualty Incident Team;
- 11) The physician medical director for the Oversight Authority (non-voting);

The Advisory Committee meetings will be open to concerns and suggestions from any participant in the system. Official committee recommendations which have been adopted by a vote of the Advisory Committee will be sent to the Board of Directors for its consideration.

## **OPERATIONS**

### **Administrative Chairs**

The BryanLGH Medical Center and St. Elizabeth Regional Medical Center emergency department clinical directors shall serve as the administrative co-chairs for the Oversight Authority. Their work as administrators for the Oversight Authority shall be part of their administrative duties for their respective hospitals and shall be done in their capacities as hospital employees. Their administrative work for the Oversight Authority is an in-kind contribution to the Authority and is done both to increase the cooperation and communication within the Lincoln medical community and as a replacement for the cash contributions which the hospitals have made in support of EMS, Inc.

The co-administrative chairs will provide the day-to-day administrative oversight and leadership to the Oversight Authority, including:

- (1) Service on the Board of Directors;

- (1) Notice and preparation for Board of Director and Advisory Committee meetings;
- (2) Oversight Authority budget preparation;
- (4) Supervise QI/QA oversight responsibilities as determined by the Board of Directors and medical director, with the understanding that LFR, rural fire districts, and the medical director will all have operational responsibilities in day-to-day QI/QA monitoring;
- (5) Ensure a system certification process is developed and implemented as determined by the Board of Directors and medical director;
- (6) Ensure data review, reporting, and follow up as determined by the Board of Directors and medical director;
- (7) Serve as a liaison with providers and users;
- (8) Other duties as determined by the Board of Directors and medical director.

### **Medical Director**

The Board of Directors of the Oversight Authority will hire a physician medical director. The physician medical director will interact with the Advisory Committee to work out system and day-to-day clinical issues. The medical director will coordinate with the co-administrative chairs and report to the Board.

#### **Duties:**

- (1) Maintain, in cooperation with the Board of Directors, up-to-date standardized medical care protocols to be employed by all field providers within the system;
- (2) Maintain, with the assistance of the Board of Directors, up-to-date standardized medical care protocols to be employed by all EMS dispatchers within the system;
- (3) Provide medical oversight for all LFR providers and contracted emergency services agencies;
- (4) Assist with the implementation of Quality Improvement (QI) programs, including the establishment and enforcement of clinical care standards to be followed by all system providers and provider agencies;
- (5) Define the parameters of medical audits, including, but not limited to:

- a. chart reviews and appropriate follow-up.
  - b. provider educational programs as determined to be necessary based on chart review results or system incident reports.
  - c. identification of system provider disciplinary proceedings.
- (6) Review clinical implications of System Incident Reports and direct appropriate course of action, both at the individual and system levels, and advise the Board of Directors of incidents and recommended courses of action;
  - (7) Oversee, guide, and lend support to EMS provider training;
  - (8) Provide clinical supervision of other entities which provide pre-hospital care within the system;
  - (9) Serve as liaison with other medical providers in the community;
  - (10) Comply with all statutory and regulatory requirements as promulgated by the State of Nebraska and/or the Nebraska Department of Health & Human Services;
  - (11) Perform other duties as agreed upon by the Oversight Authority Board of Directors;

**Medical Director Qualifications:**

- (1) Current State of Nebraska physician licensure;
- (2) Board certified or board eligible in Emergency Medicine (ABEM or ABOEM) or Board certified or board eligible in any specialty;
- (3) Experienced and currently practicing in the specialty of emergency medicine;
- (4) Has completed or will complete within the first year of service the State of Nebraska Medical Director's course.

**Skills/Knowledge:**

- (1) Thorough knowledge of the practice of emergency medicine;
- (2) Thorough knowledge of the general care procedures for all out-of-hospital care providers;
- (3) Ability to communicate effectively, both orally and in writing;

- (4) Outstanding organizational skills;
- (5) Working knowledge of EMS systems and medical oversight issues;
- (6) Ability to build relationships with out-of-hospital care providers, medical and hospital personnel, elected officials, and the public;
- (7) Willing to observe the Board of Director's code of conduct.

### **Staffing Administration**

The Board of Directors and the medical director will determine the duties of any Oversight Authority employees, contract or otherwise, in consultation with the Co-administrative chairs based upon the needs of the new system. Positions may include a coordinator who would also serve as chair of the Advisory Committee, QI staff, and an administrative/office person, or a combination of the preceding roles. The administrative chairs will hire and supervise these positions with input from the medical director.

### **Quality Assurance/Quality Improvement/Chart Reviews.**

It is the intent of the Oversight Authority that QA/QI be conducted internally by the ambulance providers and should not necessarily involve staff hired by the Oversight Authority. The medical director or his/her designee will periodically review charts to ensure the QA/QI conducted by the providers is adequate. Ultimately, it will be the decision of the medical director, in consultation with the Board of Directors and the Advisory Committee, to determine the review parameters. Providers will be responsible for providing required data to the Oversight Authority at intervals to be determined by the Medical Director. Providers will be responsible for providing the skill training that may become necessary as a result of data or trend findings by the medical director.

The medical director, in cooperation with the Board of Directors, will oversee and coordinate medical protocols for the 911 Communications Center emergency dispatch. The 911 Communications Center will make periodic reports to the medical director and the Board of Directors to ensure coordination among all facets of the EMS system.

### **Training/Certification**

Certification standards will be set by the medical director after consultation with the Board of Directors and the Advisory Committee. Review of EMS performance will

be determined by the medical director in consultation with the Board of Directors, the Advisory Committee, and the Oversight Authority administration.

Training will be conducted by each provider with approval of the criteria by the medical director. In those circumstances where chart review indicates that an individual paramedic requires additional skill training, the Oversight Authority administration working with the provider shall determine the appropriate training scenario.

### **System Providers**

All out-of-hospital care providers operating in the Lincoln city limits will be overseen by the medical director in regard to their operations within the City of Lincoln. Providers with all or part of their jurisdiction in Lancaster County may engage in a contractual relationship with the Oversight Authority for medical oversight services with the extent of the services to be negotiated between the parties. Certification for out-of-hospital care providers will be set by the medical director in cooperation with the Board of Directors.

The medical director will interact with providers as a means of increasing morale and strengthening working relationships, but understands that this goal will be guided by the Oversight Authority budget and its other obligations.

### **Operational issues/Issue resolution**

System operational issues will be addressed by the Advisory Committee. The role of the Committee is to work through operational issues and the policies that impact providers. When operational issues require policy decisions, the recommendations of the Advisory Committee will go to the Board of Directors for its review and action. Policy issues that come directly to the Board of Directors will be sent to the Advisory Committee for discussion and recommendation by the Advisory Committee prior to the Board of Directors taking action.

### **Transition**

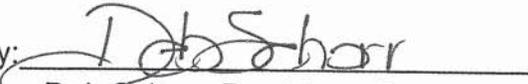
The Lincoln/Lancaster County EMS Oversight Authority, Inc. is the reorganized successor of EMS, Inc. As such, the corporate and non-profit status of EMS, Inc. will be maintained by the Oversight Authority.

### **Unbudgeted Medical Directives**

Medical directions and recommendations which are made by the Lincoln/Lancaster County EMS Oversight Authority, Inc. that require expenditures not

already approved in the City's annual operating budget or capital improvement program shall require approval by the Mayor and City Council.

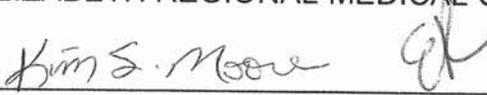
LINCOLN/LANCASTER COUNTY EMS  
OVERSIGHT AUTHORITY, INC.

By:   
Deb Schorr, President, Board of Directors

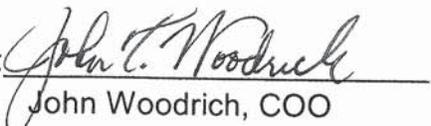
CITY OF LINCOLN

By:   
Chris Beutler, Mayor

ST. ELIZABETH REGIONAL MEDICAL CENTER

By:   
Kim Moore, CCO

BRYANLGH MEDICAL CENTER

By:   
John Woodrich, COO