

LAKE EMERGENCY MEDICAL SERVICES, INC.

"In Rhythm with Our Community"



Approved Annual Budget

**Approved Budget for the Fiscal Year
October 1, 2011 through September 30, 2012**

Approved Annual Budget – 2011-2012

Lake Emergency Medical Services

Mount Dora, Florida

Board of Directors

The Board of Directors for Lake EMS provides direction and guidance to ensure that the community-based EMS service provides the citizens of Lake County with high quality, efficient, and cost effective pre-hospital care.

LAKE COUNTY BOARD OF COUNTY COMMISSIONERS

District 5 - Welton Cadwell - Chairman

District 3 - Jimmy Connor - Vice Chairman

District 1 - Jennifer Hill

District 2 - Sean Parks

District 4 - Leslie Campione

LAKE COUNTY LEAGUE OF CITIES REPRESENTATIVES

Mayor Michael Holland - Eustis

Councilmember Keith Mullins - Clermont

Mayor Jim Richards – Lady Lake

HOSPITAL REPRESENTATIVE

John Moore – South Lake Hospital

**Lake Emergency Medical Services
Mount Dora, Florida**

Management Staff

**EXECUTIVE DIRECTOR
JIM JUDGE**

**CHIEF OPERATIONS OFFICER
JOHN SIMPSON**

**CHIEF INFORMATION OFFICER
JAMES ROOT**

**CHIEF ADMINISTRATION OFFICER
BRYAN ANDREWS**

**CHIEF COMMUNICATIONS OFFICER
KIMBERLY STEPHENS**

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TRANSMITTAL LETTER



Lake Emergency Medical Services, Inc.

July 26, 2011

Commissioner Welton Cadwell, District 5 - Chairman
Commissioner Jimmy Conner, District 3 – Vice Chairman
Commissioner Jennifer Hill, District 1
Commissioner Sean Parks, District 2
Commissioner Leslie Campione, District 4
Mayor Michael Holland, City of Eustis
Councilmember Keith Mullins, City of Clermont
Mayor Jim Richards, City of Lady Lake
John Moore, Chief Operating Officer, South Lake Hospital

Dear Honorable Lake EMS Board of Directors:

We are pleased to submit the approved budget for Lake Emergency Medical Services, Inc. for the fiscal year ending September 30, 2012. Prior to preparing the budget, staff performed a complete organizational analysis which included a review of our: vision and mission; financials; system processes; deployment; consolidation; and infrastructure. A new operational plan was developed for Lake EMS and the approved budget reflects the changes necessary to implement that plan.

The approved budget encompasses anticipated revenues and all approved expenditures for Lake EMS including funding received through user fees and a approved subsidy from Lake County. The approved budget fairly and accurately represents both anticipated revenues and expenditures necessary to operate Lake EMS, Inc. for fiscal year 2011-2012. Revenues derived from user fees are projected at \$11,099,529. The requested subsidy from Lake County is \$5,482,993 which is a \$1.0 million (15.4%) decrease in the request over the current fiscal year. An additional \$62,100 in other miscellaneous revenue (i.e., interest, donations, and grant funds) is expected for a combined total budget of \$16,644,622.

In the coming fiscal year, Lake EMS will utilize the best equipment available from the dissolution of Lake-Sumter EMS, and as such, will not have any capital expenditures during the first year of operation under the new plan. The approved budget represents funding necessary to operate Lake EMS as it transitions from a static to hybrid deployment model which will result in:

- Efficient utilization of resources
- Real cost savings
- Continued superior quality of care
- Having the right resources available in the right places at the right time.

We are committed to keeping pace with increasing call volume, advances in emergency medical services technology, and changes to the clinical care guidelines for pre-hospital care as we move forward as Lake Emergency Medical Services. Our core services will continue to include:

- Clinical care and transportation of the sick and injured
- Consolidated Emergency Communication for EMS and all Lake County Fire Services
- Consolidated logistical support for EMS and all Lake County Fire Services
- Consolidated Medical Direction for all prehospital providers in Lake County
- Clinical quality assurance and education

Below is a summary of each Department which outlines budget-specific information:

Patient Financial Services

The operating and personnel budget for the Patient Financial Services department is 17% below last fiscal year, and no capital budget is being requested. We are projecting gross revenues from billing to be \$16.2 million. Growth in transport volume has been projected at 4% for budgetary purposes, with an estimated Gross collection rate of 69%, or \$11.1 million in cash collections. Staff is proposing to keep the rates the same for this year, with the exception of the one small change noted below which is necessary to bring that charge up to the Medicare allowable. We are in the process of performing an in-depth analysis of our charge structure and will work with Berkshire Advisors to determine if a rate increase is indicated for future years.

FY 2011-2012 Approved Charges

<u>Description</u>	<u>Current Rate</u>	<u>Approved Rate</u>	<u>Change</u>	<u>'11 Medicare Allow</u>
BLS, Non-Emergency	\$300.00	\$300.00	NA	\$210.04
BLS, Emergency	\$350.00	\$350.00	NA	\$336.06
ALS 1, Non-Emergency	\$430.00	\$430.00	NA	\$252.05
ALS 1, Emergency	\$475.00	\$475.00	NA	\$399.08
ALS 1-Emergency Specialty Care Transport (SCT)	\$575.00	\$683.00	\$113.00*	\$682.63
ALS 2	\$575.00	\$578.00	\$3.00*	\$577.61
Urban Mileage (Lake County)	\$8.25	\$8.25	NA	\$6.86

*These increases are being approved to bring the charge amount up to the current Medicare allowable. Specialty Care Transports are a very small percentage of our overall call volume and consist of the most critical and expensive patient transports where numerous medications and enhanced medical procedures/supplies are used.

Information Services

To provide consistent and reliable delivery of information services in a challenging economic environment, the Lake EMS Information Services Department will reduce its current level of staffing by 20% for the 2011-2012 Fiscal Year. Additional reductions will come from a zero-balance based operating expense budget and no capital expenditures are requested for the 2011-2012 Fiscal Year. Despite these dramatic cost cutting measures, we anticipate continuing several important projects that were left incomplete in the 2010-2011 Fiscal Year due to separation tasks.

This next fiscal year we intend to complete the final phase of a two-year plan implementing new shared data storage for our virtualized systems, as part of our Storage Area Network (SAN) initiative. These efforts will improve our fault tolerance and high availability of Public Safety Answering Point (PSAP), Billing, and Electronic Patient Care Report (ePCR) systems. It builds on our tremendous success with implementing industry standard virtualization technologies in the public safety environment.

Over the past three years, we postponed efforts to test and evaluate pertinent open source technologies for use in our computing environment. With the current budget challenges, we believe there are great opportunities for using such low cost and often free solutions. Open source technologies are gaining greater adoption in public and private sectors. Many of these technologies focus on providing more efficient user interfaces for common computing tasks and simplified communication.

With the anticipated completion of the Lake County Emergency Communications Center (ECC), we will plan and prepare for the move of our secondary Public Safety Answering Point (PSAP). We will partner with the various Lake County departments involved in the ECC to make this challenging project a success.

Communications

Due to the reduction of services in Sumter County, four positions will be eliminated from the current level of staffing for the 2011-2012 fiscal year. The staff reduction will not have an impact on service delivery in Lake County. The Lake EMS Communications Center will continue to work with all fire departments to provide consistent and reliable delivery of dispatch services.

During the early part of the upcoming fiscal year we will submit an application to the National Academies of Emergency Dispatch (NAED) to become a multi-discipline Accredited Center of Excellence. In addition to our current Advanced Emergency Medical Dispatch protocols, we will be demonstrating compliance to the highest level of standards for fire dispatching as required in the self-assessment study by the NAED. We will have the ability to evaluate fire dispatch performance utilizing the Aqua Software program as part of our Quality Assurance/Quality Improvement program, thus, ensuring consistent quality of service.

As outlined in Information Services, we will develop a comprehensive plan with all stakeholders to systematically and efficiently relocate to the anticipated Lake County Emergency Communications Center. We will coordinate a common set of standards and practices with the Lake County Sheriff's office and Emergency Management specific to the shared space and security requirements for each agency.

Fire dispatching will be revised to meet the nationally recommended standard of unit specific dispatch. This long anticipated change to call processing will allocate resources more efficiently and assist the dispatcher in identifying the appropriate agency response. Mutual and automatic aid agreements will be reviewed with all departments to streamline the process of adding informational map layers that outline jurisdictional boundaries. Additional layers will be available for dispatch staff to quickly identify subdivisions, hospitals, schools, hydrants and hazardous materials.

Field Operations

Lake EMS Field Operations is proposing to utilize a hybrid deployment system that will allow a selection of ambulances to work varied schedules to meet fluctuating call volume demands. The location of static and dynamically deployed ambulances throughout the county will aid in maximum utilization of the right resources in the right place at the right time. Utilizing city and county fire stations as points of deployment will result in a cost savings and provide a base of operation for field crews under the hybrid deployment model.

Providing quality patient care is paramount to the success of Lake EMS and will be ensured by the utilization of state-of-the-art medical protocols, equipment, and medications. Ambulances will be deployed, receive routine maintenance, and be stocked with supplies from the centrally located Support Services facility. This will allow vehicle mileage and wear to be monitored and ambulances deployed to ensure greater efficiency and life span.

Changing from a static deployment model to the hybrid deployment plan will require constant evaluation and oversight of resources and call volume. A team effort including Communications and Operations staff will be needed, along with utilizing the First Watch software, to constantly monitor and adapt vehicle placements to meet fluctuating needs. Monitoring the status of hospital emergency departments will also be critical to avoid delays in patient offloads and ensure the availability of our staff and ambulances to respond to 911 calls. It will also be important to maintain a high morale level with the crews as they adjust to the new hybrid deployment model.

Human Resources

As Lake EMS, we have budgeted for 177 full-time positions. We propose maintaining the Lake-Sumter EMS pay grades and pay ranges. Although some positions may need to be re-evaluated to ensure they are properly classified, we do not anticipate this resulting in a cost to the organization. For the 2011-2012 Fiscal Year, the Lake EMS Human Resources Department will reduce its current staffing level by fifty percent. Through re-allocation of duties, the Department will be able to maintain responsive, professional service to the organization and employees.

Lake EMS provides employees with group medical, dental, basic life and AD&D, and long-term disability benefits through Lake County. The organization's cost for coverage has remained virtually unchanged and we are proposing no rate change to employees. In addition, no change is being approved to the 401(a) retirement plan, or the employee-only contributed 457 savings plan. A PDO policy provides employees with paid time off. This is in lieu of paid sick days and vacation and no change is recommended to the policy.

The Human Resources Department has historically been responsible for managing the organization's risk and employee safety programs, which included administering and coordinating workers' compensation, liability, as well as property and vehicle insurances. Plans are made to re-allocate duties in this area which will result in increased efficiencies and better utilization of resources. At this time there are no plans to change insurance carriers, and the budget for the FY 2011/2012 is based on estimates from our current carrier. However, with the formation of Lake EMS, there may be opportunity for cost savings not previously recognized and Human Resources will be charged with ensuring all options have been identified and evaluated.

Quality Development

The Quality Development Department (QDD) serves all of Lake EMS as well as its associated agencies through the provision of clinical, operational, and command education; clinical quality assurance activities; Provisional Program coordination and oversight; Practice Parameter administration and guidance; as well as business analysis activities. These services will be expanded and enhanced in the coming year by implementing the following positive changes:

- **Educational Program Delivery:** A mobile classroom environment will be developed to provide expanded hands on educational opportunities, in a cost effective manner, to the clinical employees of Lake EMS and its associated fire agencies. This will be accomplished through the utilization of SIMMAN in a mock-up ambulance. Additional enhancements will be provided through the use of webcast technology.
- **Certification Course Activities:** Lake EMS will become an American Heart Association (AHA) training center providing Advanced Cardiac Life Support (ACLS), Basic Cardiac Life Support (BLS), and Pediatric Advanced Life Support (PALS) education at both the provider and instructor levels. Additionally, we will serve as mentor and oversight authority for public safety training sites throughout the county.
- **Incident Command System (ICS) and Homeland Security Education:** The QDD will continue to take a leading role in the provision of ICS and Homeland Security education throughout Lake County by implementing an aggressive calendar of skills assessments and exercises as well as developing a number of customized courses to enhance and refine the command skills of our responders.
- **Clinical Care Reporting:** The QDD will improve the quality and consistency of patient care documentation by developing and implementing a new standardized documentation guideline. Additionally, QI activities will be enhanced through quantitative and qualitative analyses.
- **Operations Reporting:** Operational reporting will be expanded and enhanced using a variety of measurement tools and metrics including new unit utilization measurements, hospital offload metrics, and response interval measures.
- **Paramedic and EMT Provisional Programs:** The provisional programs and processes will be continually evaluated to ensure that all new hires are provided with the best education possible. The QDD will be working with all associated agencies to provide continual support and oversight of the interagency provisional program.

- Field Training Officer Program: The Field Training Officer Program will be further refined this year with the institution of the mentorship program. This program will provide a starting point for succession planning and career development.

Summary

The approved Lake EMS budget for FY 2011/2012 provides funding to establish Lake EMS, while maintaining the current level of service, with a \$1 million reduction in subsidy from Lake County. In this time of transition, Lake EMS, with hard work from each of its department heads, has designed an improved operational plan supported by a very fiscally conservative budget. We do feel this approved budget will meet the needs and demands in all areas of our service responsibility.

We look forward to working with the Lake EMS Board of Directors in the coming year as Lake EMS begins operation. The support of Lake County staff during the organizational transition is greatly appreciated. We are committed to doing more with less and will monitor all expenditures and continue to explore opportunities for increased efficiencies in the EMS system in Lake County.

Sincerely,



Jim Judge
Executive Director

**INTRODUCTION TO
LAKE EMS**

LAKE EMERGENCY MEDICAL SERVICES

Lake Emergency Medical Services is a governmental corporation created by Lake County pursuant to Chapter 617, Florida Statutes. Lake Emergency Medical Services is governed by a Board of Directors; representing county government, municipalities, hospitals and citizens. The Board of Directors is responsible for employing and monitoring the activities of the Executive Director. Lake Emergency Medical Services employs a Medical Director to oversee the medical protocol and guidelines for emergency medical response, patient care and quality development programs.

Mission Statement

To serve our communities by providing exceptional patient care and extraordinary customer service through compassion, knowledge, clinical sophistication, and integrity of our organization.

Vision

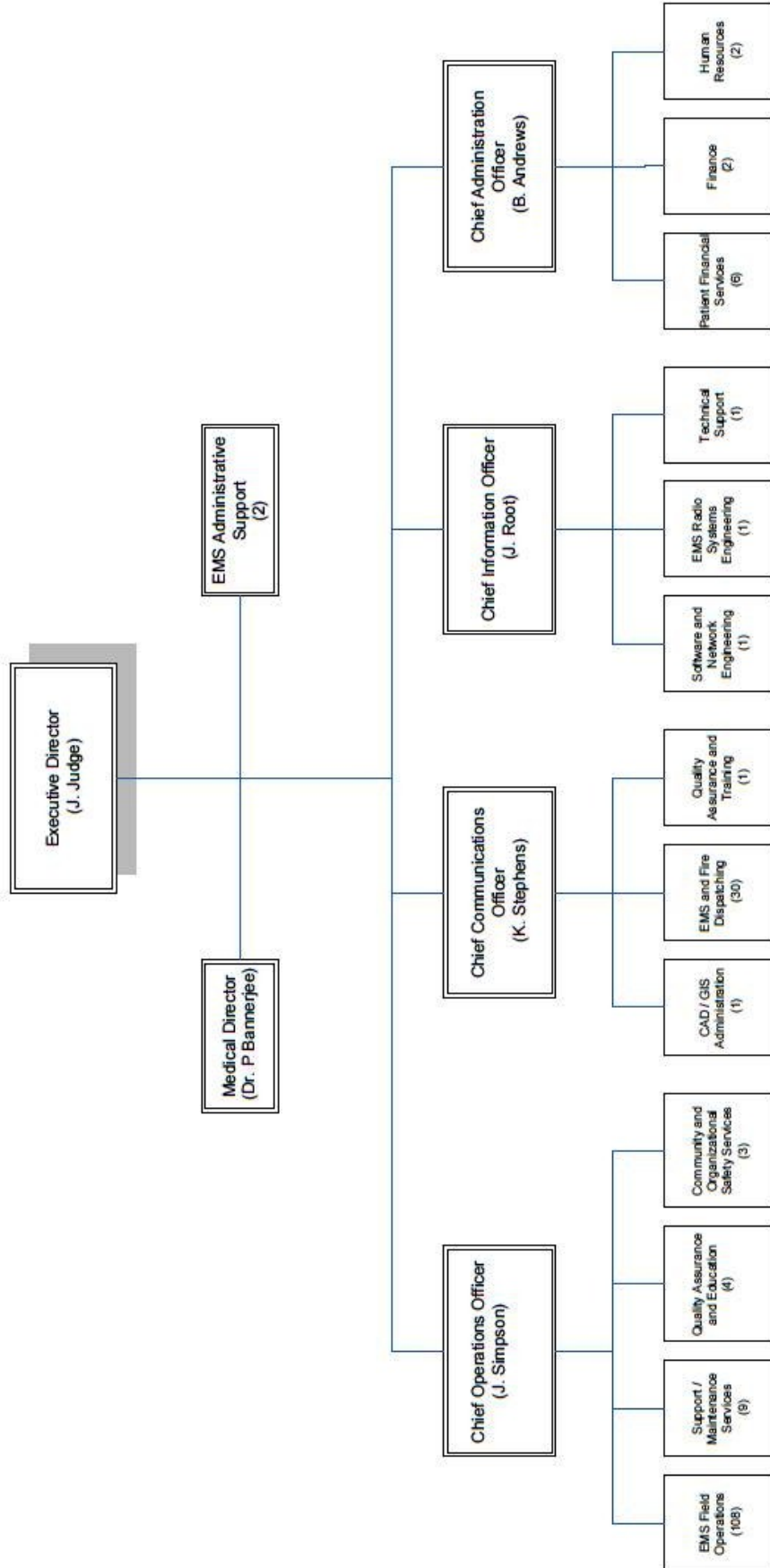
Our Mission Statement of Quality Values and Principles embodies the vision of emergency services in Lake County. These fundamentals will be used to pioneer the course of our organization now and into the future.

Quality Values and Principles

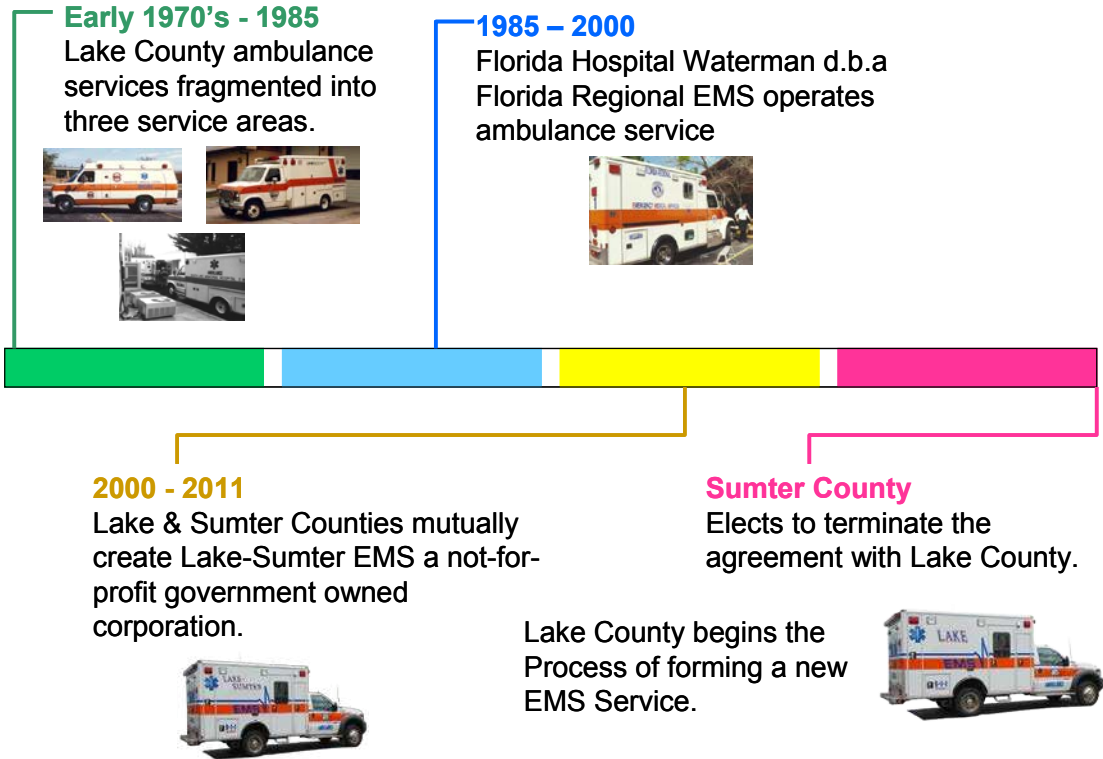
- Value honesty, trustworthiness and integrity.
- Exhibit dignity and respect for one another.
- Dedicated pride of service.
- Foster empowerment.
- Manage through leadership.
- Focus on personal and professional growth.

... "In Rhythm with Our Community"...

Lake EMS, Inc. Approved Organizational Chart



Historical Brief of Emergency Medical Services in Lake County



On October 1, 2011, Lake EMS, Inc., will begin operations as a not for profit, government-owned, County Corporation that is given the mandate to provide efficient, cost-effective emergency medical service and transportation of the sick and injured citizens and visitors of Lake County, Florida. As Lake EMS progresses towards its initial year of operation, we will strive to achieve and eventually surpass those goals.

Geographic/ Demographic Overview of Lake County

Lake County is appropriately named for its 1,400 lakes, which cover 202 square miles of its 1,163 square mile total. Located in Central Florida, Lake County is 90 miles in length and 35 miles in width, and is bordered by Orange, Osceola, Polk, Seminole, Sumter, Volusia and Marion Counties. It is a part of the Orlando Metropolitan Statistical Area, one of the fastest growing regions in the nation. Bureau of the Census 2010 statistics indicate the population was 297,052, a population increase of 41.1% since 2000.

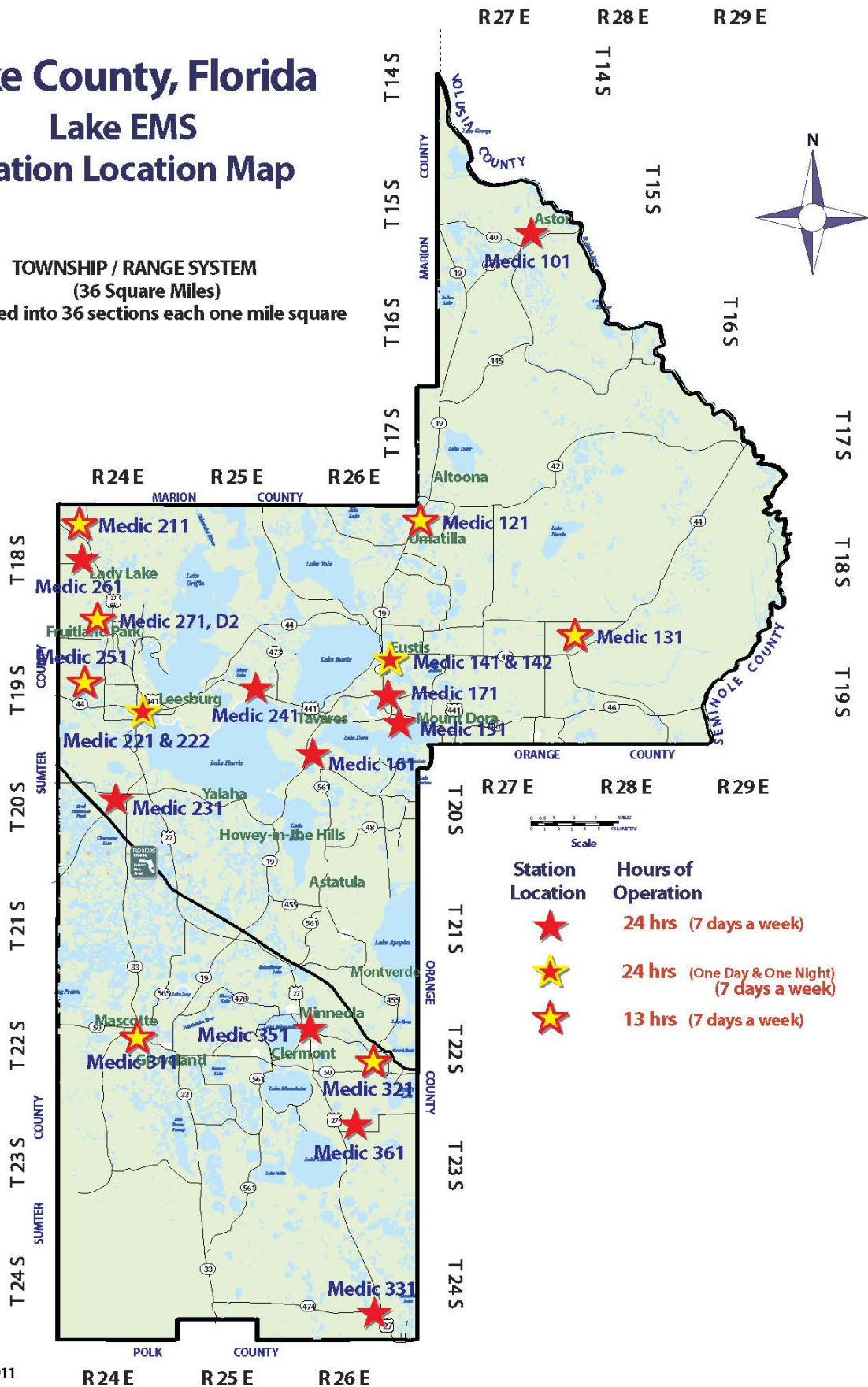
Population Growth and Projections

County	2007	2008	2009	2010	2011	2012	2013
Lake	286,499	288,379	291,993	293,478	296,029	301,275	309,489
Florida	18,680,367	18,807,219	18,750,483	18,773,356	18,850,848	19,001,618	19,271,763

Source: Florida Demographic Estimating Conference, February 2010 and the Florida Demographic Database, August 2010

Lake County, Florida Lake EMS Station Location Map

TOWNSHIP / RANGE SYSTEM
(36 Square Miles)
Divided into 36 sections each one mile square



FINANCIAL FRAMEWORK

ACCOUNTING CONCEPTS

The accounts of Lake Emergency Medical Services, Inc. are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The purpose of LEMS's various funds and account groups is as follows:

Governmental Fund Types

General Fund – to account for all resources.

Account Group

General Fixed Asset Account Group – to account for fixed assets.

General Long-Term Debt Account Group – to account for compensated absences.

These concepts and the organization of LEMS are incorporated into the account structure used by LEMS. The account structure is organized as follows:

Fund: Three digits indicating the fund type.

Cost Center: Seven digits indicating the department, division, program or section defined as:

Department: Identifies the organization to which primary responsibility for authorizing the financial transactions of the fund has been delegated.

Division: Identifies the secondary level of delegated authority for the administration of the fiscal matters of the fund.

Program or Section: Identifies the lowest level of management and budgetary accountability within the organization.

Function: A part of the account structure designed to facilitate summarization and reporting of a group of related activities.

Account Code: More specific identification of the transaction within the account structure to facilitate standardization and reporting by grouping types of items purchased or services obtained where a more extensive classification is needed.

Lake Emergency Services Inc. uses a single operating fund, the General Fund, to account for all operating revenues and expenditures. The general fund is budgeted on a modified accrual basis. The budget is prepared in accordance with generally accepted accounting principles and follows the State Uniform Chart of Accounts.



BUDGET PROCEDURES

Lake Emergency Medical Services, Inc. follows Title XI, Chapter 129, and Florida Statutes for the preparation and adoption of the budget.

It is the responsibility of LEMS to present a budget request to the LEMS Board of Directors by May 1st each year. The Board will review the funding request and approves the total appropriation. Lake County subsidy must be approved by the Lake County Board of County Commissioners before the LEMS budget is final. Lake EMS Finance department will input the final adopted budget into the accounting system.

At mid-year, the Executive Director and Finance Manager are given a report indicating the adopted budget, amended budget and year-to-date actual revenues and expenditures. From this report, estimates for the entire year are made and where indicated, mid-year budget revisions proposed. These adjustments are input into the Clerk's accounting system at the end of March. This process is repeated at the end of the year and final adjustments are made, if necessary.

OPERATING BUDGET SUMMARY

FINANCIAL FRAMEWORK

User fees and subsidy from Lake County fund all activities of Lake Emergency Medical Services, Inc.

BUDGET POLICY

The budget as presented in the subsequent sections was prepared in keeping with the policy directives of the Lake Emergency Medical Services, Inc. Board of Directors.

The policy addressed the major components of the budget: personal services, operating expenses and capital outlay. The following is a summary of the budget policy in each of these areas.

Personal Services: The budget was prepared with no annual increase, with positions being eliminated due to the re-organization and will continue using the employee's anniversary date as the effective date for these increases.

Operating Expenses: The policy directive regarding operating expenses was to reduce expenses due to the re-organization of Lake EMS, Inc.

Capital Outlay: Purchases of equipment were not budgeted for 2012.

PERFORMANCE MEASUREMENT

Throughout the year, budget performance is monitored monthly through reports, generated by the Lake County Clerk of the Courts accounting office, including revenue and expenditure reports. These reports give information on revenues and expenditure amounts including budgeted amounts, actual receipts and expenditures for the month and year to date and the percent received or spent. The Executive Director and Finance Manager review these reports and follow up where unfavorable variances are indicated. Likewise, at mid-year all accounts are reviewed and budget amendments are made based upon financial forecasts or expenditure estimates.

OPERATING BUDGET OVERVIEW

The exhibit on page 11 summarizes the Lake EMS budget for 2012.

The Administrative Fee to the Clerk of Courts is \$160,000 for fiscal year 2012. This amount is for three part-time positions, operating expenses and necessary capital purchases.

MAJOR HIGHLIGHTS

User fees are expected to increase slightly. Subsidy from Lake County will be \$5,482,003. Interest and other income have been reduced due to the re-organization of Lake EMS, Inc.

Personal services include no annual increase and the workforce has been reduced to 177 employees due to the reorganization of Lake EMS, Inc. Due to legislated rollbacks in the 2008 tax rates and the economic downturn, Lake EMS took a conservative approach in our request for no equipment. Even, with an ever-increasing population in Lake County, Lake EMS will maintain the same level of service.

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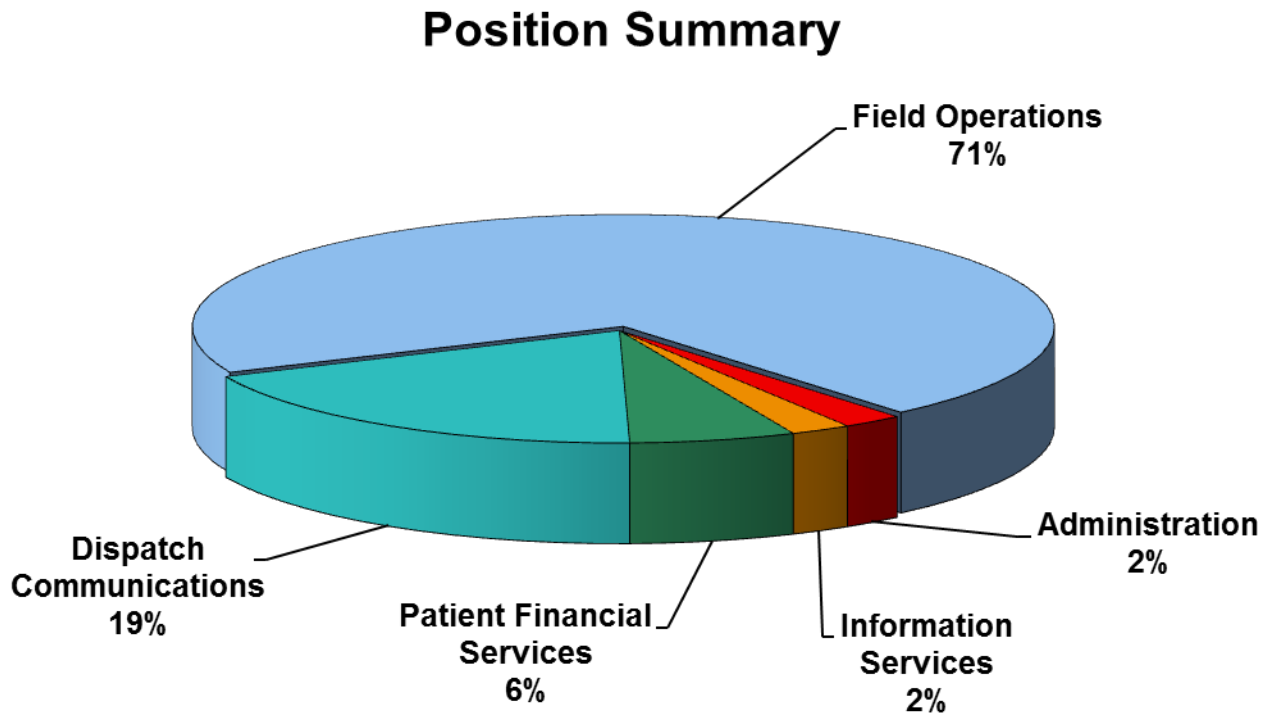
BUDGET SUMMARY

Lake Emergency Medical Services, Inc.
Budgeted Statement of Operations
Approved Budget 2011-2012

	2011-2012 Approved Budget
REVENUES:	
Private Pay Fees	2,145,094
Medicare Fees	10,353,382
Medicaid Fees	1,770,354
Contract Fees	191,892
Commercial & HMO Fees	2,530,725
Less Bad Debt Expense	(2,304,112)
Less Contractual Allowances	<u>(3,587,806)</u>
Net Charges for Services	11,099,529
EMS Matching Grant	-
Federal Disaster Relief	-
State Disaster Relief	-
Public Safety (Local)	-
Motor Fuel Tax Rebate (State)	-
Other Miscellaneous Revenues	10,000
Other Dispatch Fees	-
Contributions from other Gov'ts	-
Ins Proc/Loss Furn/Fix/Equip	-
Other Charges for Services	-
Reimbursements	-
Interest	50,000
Donations	100
Other Public Safety	2,000
Reimbursements - Eustis	-
Reimbursements - Mt Dora	-
Reimbursements - Tavares	-
Reimbursements - Leesburg	-
Highway Safety Grant	-
Lake County Subsidy	5,482,993
Sumter County Subsidy	<u>-</u>
Total Miscellaneous Revenues	5,545,093
Balance Carried Forward	-
Total Revenues	<u><u>16,644,622</u></u>
EXPENDITURES:	
Personal Services	\$ 12,159,107
Operating Expenses	4,175,515
Capital Outlay	-
Administration Costs	<u>160,000</u>
Total Expenditures	<u><u>16,494,622</u></u>
Reserve for Contingencies	150,000
Total Expenditures Plus Reserve	<u><u>16,644,622</u></u>
Excess of Revenues Over Expenditures	<u>-</u>

**Lake Emergency Medical Services
Position Summary by Department
FY 2011-2012**

Department	Current
Administration	4
Information Services	4
Patient Financial Services	11
Dispatch Communications	33
Field Operations	125
Total	177



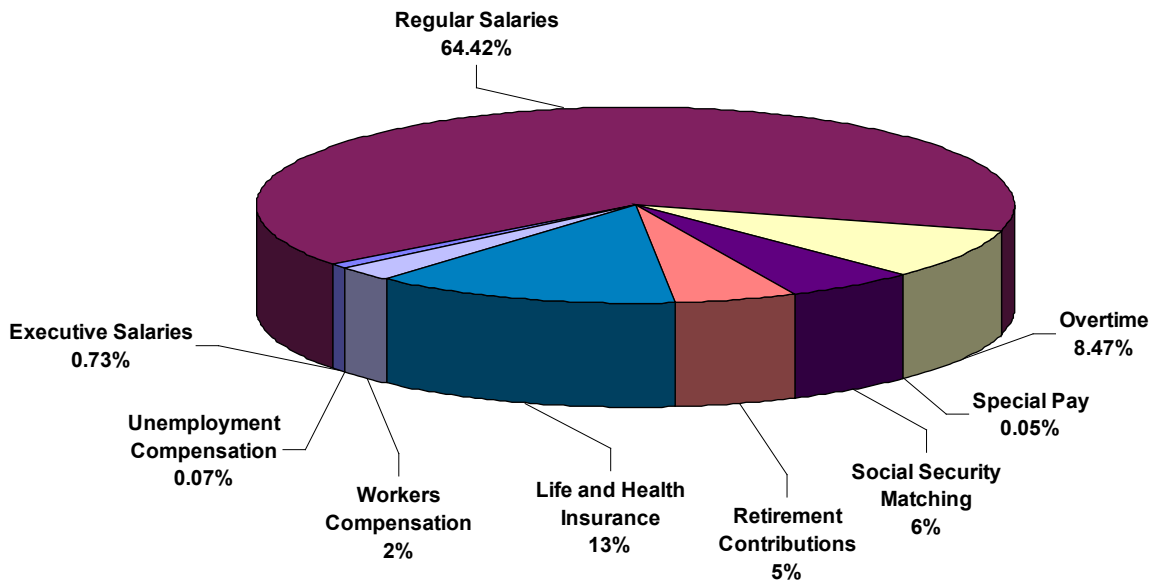
Lake Emergency Medical Services, Inc.
Personal Services and Operations Expenses
Approved Budget 2011-2012

		2011-2012
		Approved Budget
PERSONAL SERVICES		
Executive Salaries	124,529	
Regular Salaries	8,026,642	
Overtime	771,600	
Special Pay	8,400	*See Note
Social Security Matching	673,448	
Retirement Contributions	626,504	** See Note
Life and Health Insurance	1,634,916	
Workers Compensation	284,068	
Unemployment Compensation	9,000	
Total Personal Services	12,159,107	
OPERATING EXPENDITURES		
Professional Services	140,300	
Accounting and Auditing Services	19,200	
Contractual Services	138,225	
Collection Fees	60,000	
Travel and Per Diem	15,150	
Communications	71,567	
Telephone	113,162	
Cellular Telephone	33,983	
Paging Service	1,439	
Freight & Postage	26,750	
Utility Services	161,100	
Rental Leases	11,000	
Property Leases	347,848	
Equipment Leases	13,418	
Insurance	319,800	
Repair and Maintenance	442,005	
Auto Repairs/Supplies	225,000	
Printing and Binding	13,500	
Promotional Activities	9,750	
Employee Recognition	7,500	
Other Current Charges/Obligations	24,750	
Office Supplies	369,658	
Operating Supplies	44,000	
Motor Fuel/Oil	600,000	
Linen Supplies	50,000	
Cleaning Supplies	35,000	
Uniforms	106,118	
Medical Supplies	575,542	
Oxygen	60,000	
Pharmacy Supplies	90,000	
Books, Publications & Dues	34,150	
Training	15,600	
Total Expenditures	4,175,515	

*Car Allowance Board approved

** Includes Supplemental Retirement Executive Director Board approved

Personal Services



REVENUE BUDGET SUMMARY

REVENUE SUMMARY

User fees derived by LEMS for services rendered are classified as fees and are available to offset certain functions of LEMS. These fees are collected by LEMS Billing Department and are deposited to the LEMS General Fund. In addition, the General Fund is financed by the subsidy from Lake County.

LEMS budgets and receives user fees from the following sources:

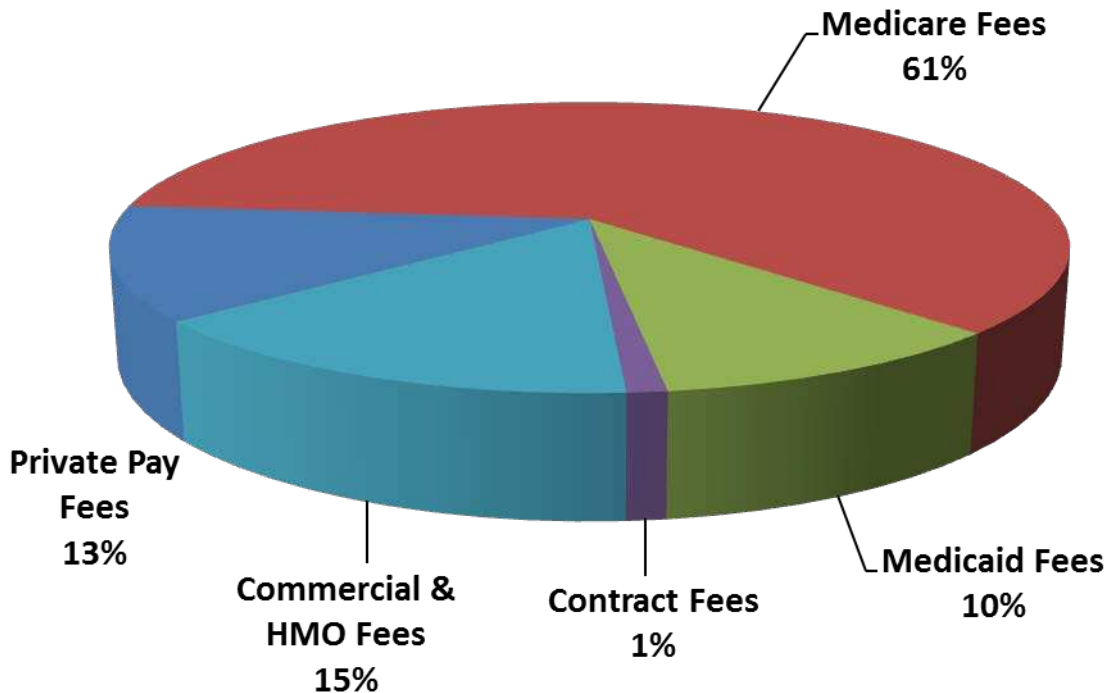
Private Pay	Medicare
Medicaid	Contract
Commercial & HMO	

LEMS budgets and receives funding as subsidies from the following:

Lake County Government

Revenues are forecast based on current and historical activity levels.

Revenues 2011-2012

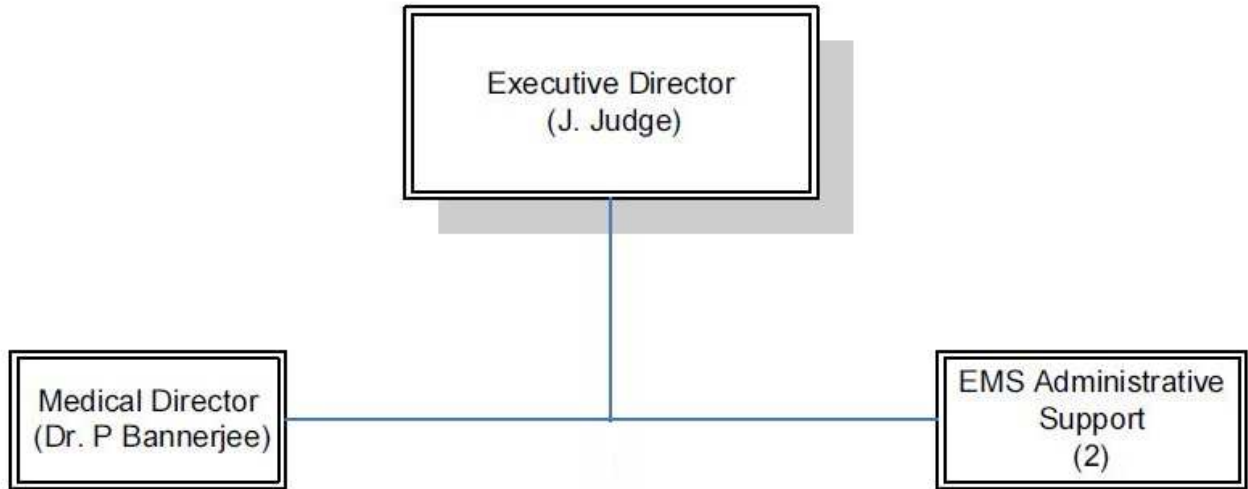


Lake Emergency Medical Services, Inc.
Budgeted Statement of Revenues
Approved Budget 2011-2012

	2011-2012 Approved Budget
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Less Bad Debt Expense	(2,304,112)
Less Contractual Allowances	(3,587,806)
Net Charges for Services	\$ 11,099,529
EMS Matching Grant	-
Federal Disaster Relief	-
State Disaster Relief	-
Public Safety (Local)	-
Highway Safety Grant	-
Other Public Safety	2,000
Contributions from Other Govt's	-
Reimbursements - Eustis	-
Reimbursements - Mt Dora	-
Reimbursements - Tavares	-
Reimbursements - Leesburg	-
Motor Fuel Tax Rebate (State)	-
Other Miscellaneous Revenues	10,000
Other Charges for Services	-
Other Dispatch Fees	-
Reimbursements	-
Ins Proc/Loss Furn/Fix/Equip	-
Training Fees	-
Interest	50,000
Donations	100
Lake County Subsidy	5,482,993
Total Miscellaneous Revenues	\$ 5,545,093
Balance Carried Forward	-
Total Revenues	\$ 16,644,622

DEPARTMENTAL BUDGETS

ADMINISTRATION



ADMINISTRATION

Goals and Objectives

FY 2011-2012

GOAL: Provide leadership and direction to ensure sound organizational management and growth throughout the organization.

- **Objective:** Support change for improvement and provide leadership during implementation of the new organizational structure. Continue to focus on core services. Encourage ownership, detail-oriented work, and follow-through to completion of projects and assignments in all departments. Utilize our Code of Ethics as an organizational philosophy. Promote core values at all levels of the service. Stay current on issues and trends in the field of emergency medical services and continue to incorporate state-of-the-art strategies into agency practices.

GOAL: Promote public awareness and education regarding the mission and services of Lake EMS.

- **Objective:** Continue to provide community outreach through presentations, classes, public events and participation in meetings which provide information and increase awareness regarding the EMS system, Lake EMS and specific issues related to the field. Coordinate with other agencies in Lake County that share similar missions related to the public health and emergency response needs of the community.

GOAL: Provide high quality, cost effective, pre-hospital emergency medical care to the citizens and visitors of Lake County.

- **Objective:** Provide professional education and training to all EMTs and paramedics within the countywide EMS system. Utilize state-of-the-art diagnostic medical equipment, progressive medical protocols and clinical skills to enhance the standard of pre-hospital care. Pursue grants for the purchase of capital equipment. Provide a sound financial base for the development and maintenance of resources necessary to provide a comprehensive and efficient countywide EMS system.

GOAL: Enhance partnerships between EMS and other health care providers and organizations in Lake County.

- **Objective:** Improve communications with emergency room staff, physicians, and urgent care centers to improve delivery of emergency medical care and ambulance transport services. Increase Lake EMS' involvement with home health care, nursing home and skilled nursing facilities and staff.

Administration

Expenditures	Approved 2011-2012
Personal Services	\$ 925,217
Operating Expenses	454,210
Capital Outlay	N/A
Total Expenditures	\$ 1,379,427
Authorized Personnel	4

Personnel

Classification

Current

Executive Director	1
Medical Director	1
Executive Assistant	1
Receptionist/Staff Assistant	1
Total Personnel	4

	Budget Amount
Salaries and Wages	\$ 679,518
Overtime	17,500
Fringe Benefits	228,199
Total Personal Services	\$ 925,217

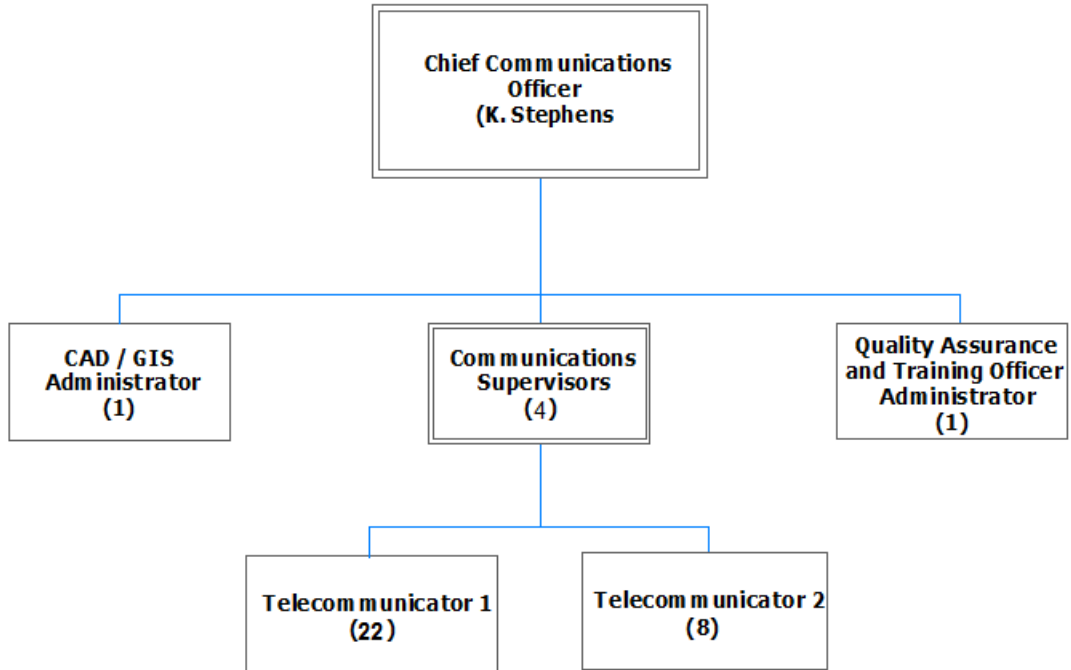
Capital Outlay - Detail

	\$
Total Capital Outlay	\$ -

***Note: For budgeting purposes includes HR/Finance positions**

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DISPATCH/ COMMUNICATIONS



COMMUNICATIONS

Goals and Objectives

FY 2011-2012

GOAL: To become a multi-disciplined Accredited Communications Center of Excellence by obtaining fire dispatch accreditation

- **Objective:** Submit application and documentation to the National Academies of Emergency Dispatch demonstrating compliance to the highest level of standards as set forth in the academies' twenty points of accreditation for fire dispatching.

GOAL: To seamlessly integrate EMS and Fire dispatching into the Emergency Communications and Operations Center by co-locating with the Lake County Sheriff's Office.

- **Objective:** Develop a comprehensive strategic plan with all stakeholders to systematically and efficiently transfer all dispatch services from the current location in Mount Dora to the new facility in Tavares.
- **Objective:** Coordinate and revise common set of standards and practices with the Lake County Sheriff's Office and Emergency Management.

GOAL: To provide agency specific unit dispatching for all fire departments as recognized by industry standard.

- **Objective:** Revise all run cards in accordance with new fire protocols, customized GIS map layers and implement upgraded CAD software.

Dispatch Communications

Expenditures	Approved 2011-2012
Personal Services	\$ 1,827,974
Operating Expenses	214,182
Capital Outlay	N/A
Total Expenditures	\$ 2,042,156
Authorized Personnel	33

Personnel

Classification

Current

Chief Communications Officer	1
CAD/GIS Administrator	1
Quality Assurance/Training Officer	1
Communications Supervisor	4
Telecommunicator 2	8
Telecommunicator 1	22
Total Personnel	37

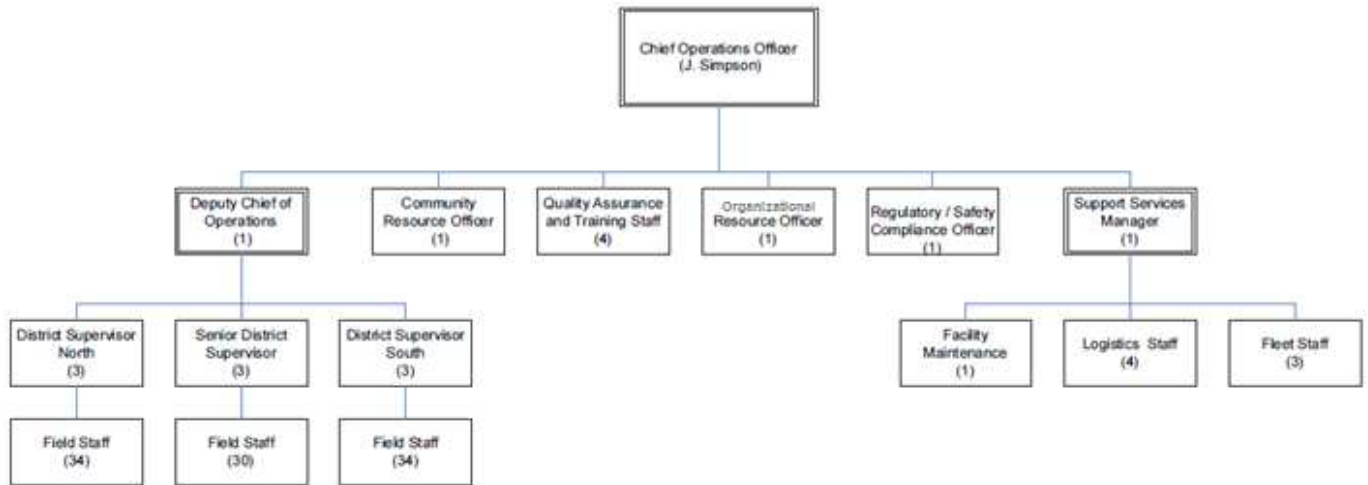
	Budget Amount
Salaries and Wages	\$ 1,296,309
Overtime	36,800
Fringe Benefits	494,865
Total Personal Services	\$ 1,827,974

Capital Outlay - Detail

Total Capital Outlay	\$ -
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FIELD OPERATIONS



FIELD OPERATIONS

Goals and Objectives

FY 2011-2012

Goal: Improve the efficiency and utilization of ambulance units while meeting precise response parameters under specific financial constraints.

- **Objective:** Monitor and track reaction and response time data to assure that proper parameters and objectives are met. Utilize technology to assure that the closest ambulances are dispatched to calls and safe, proper ambulance operation procedures are adhered to.

Goal: Provide the highest quality of pre-hospital emergency care available to the citizens and visitors of Lake County.

- **Objective:** Maintain the state-of-the-art equipment required to meet this high standard while operating within budgetary constraints. Provide a high level of pre-hospital care through the training of our staff while supporting them with state-of-the-art medical protocols that include sophisticated care intervention, skills, and techniques.

Goal: Continue efforts with Lake County Emergency Management regarding the development of an emergency response plan and utilization of the National Incident Management System (NIMS).

- **Objective:** Provide continuous training programs for staff that will promote positive interaction and communication with all public safety departments during daily responses as well as disaster situations. Proper procedures will be established to utilize documentation which will promote safe and cost-effective operations.

SUPPORT SERVICES

Goals and Objectives

FY 2011-2012

GOAL: Enhance the state of readiness for ambulances to deploy from Support Services.

- **Objective:** Consolidate medical supplies in pre-tagged bins located in the ambulance patient compartment cabinets. Remove and replace any opened bins at the end of the shift with previously stocked and sealed bins.

GOAL: Expand the functional uses of vehicles.

- **Objective:** Transform the Special Operations Trailer Tow Vehicle to be utilized as a secondary service truck. Supply the vehicle with the necessary supplies, tools, and air compressor capabilities to serve as a back-up service truck. The majority of the tools and supplies have been previously purchased.

GOAL: Strive to reduce any redundant medical supplies.

- **Objective:** Create a committee comprised of Logistics, Quality Development, and Field supervisory staff. Evaluation of all equipment and medical supplies will be performed to identify alternate, cost effective options, without compromising patient care.
- **Objective:** Ensure that the current stock levels for ambulances and Quick Response Vehicles are appropriate for deployment strategies and reduce or unify where possible.

QUALITY IMPROVEMENT & EDUCATION

Goals and Objectives

FY 2011 – 2012

Goal: Continuously evaluate and seek opportunities to improve the quality of care provided by Lake EMS.

- **Objective:** Perform quantitative analyses when protocol changes are initiated to determine their efficacy. Complete an analysis of factors influencing cardiac arrest outcomes over the past five years.
- **Objective:** Implement a scientific study that would compare values from the Los Angeles Motor Scale (LAMS) stroke scale with the National Institutes of Health (NIH) stroke scale.
- **Objective:** Work more closely with field supervisors and the Clinical Training Officer to identify staff members who would benefit from early training and remediation.

Goal: Continue to build relationships with first response agencies and hospitals that result in improved patient care within our community.

- **Objective:** Develop an organized program through which first response agencies and EMS can come together to review patient care activities; i.e. a monthly case review program with the Medical Director for which personnel could also receive Continuing Education Units.
- **Objective:** Work with the STEMI Teams at local hospitals to reduce door to balloon times for heart attack victims, and enhance our induced hypothermia program for cardiac arrest victims.

Goal: Improve the quality and consistency of patient care documentation.

- **Objective:** Work with the Patient Financial Services Department to identify the most common electronic patient care report (ePCR) errors and documentation deficiencies that delay or complicate the billing process.
- **Objective:** Provide any necessary training to field employees to ensure that patient care documentation is uniform and concise.
- **Objective:** Develop standardized documentation guidelines as a reference and instruction aid for new and existing employees.
- **Objective:** Continue to give individual instruction to employees and develop individual training programs when a deficit in patient care or documentation is noted.

Goal: Develop, refine, and conduct performance evaluations for the Field Training Officers (FTO) and continue to build a cohesive FTO Program to include all first response agencies.

- **Objective:** Develop standard performance review criteria directed specifically to the needs of the FTO program.
- **Objective:** Conduct monthly FTO meetings and training programs.
- **Objective:** Regularly meet with the EMS Coordinators from associated agencies to review the outcomes of the interagency provisional programs.
- **Objective:** Seek opportunities for Lake EMS FTOs and Interagency FTOs to interact and train.

Goal: Develop and deploy a mobile classroom environment that utilizes SIMMAN to expand the educational opportunities of Lake EMS.

- **Objective:** Utilize various locations to provide cost effective off-site training of EMS crews in all agencies.
- **Objective:** Create a dynamic program that utilizes simulation training to provide opportunities for prehospital providers to participate in hands on education.
- **Objective:** Create a mechanism to ensure that all clinical employees of Lake EMS and interagency fire departments are trained on the same topics in an effort to emphasize the Medical Directors protocols.
- **Objective:** Refit an ambulance to provide a mock up that represents a fully operational unit for the sole purpose of training in an actual EMS environment.

Goal: Develop and implement standardized webcast in-service training.

- **Objective:** Initiate a video webcast format to provide continuing education training programs.
- **Objective:** Develop the processes and mechanisms necessary to broadcast the programs via our website.
- **Objective:** Provide standardized annualized refresher training as well as specific targeted training via this mechanism.

Goal: Improve the effectiveness of Lake EMS by creating a functional system approach for large scale community events, public gatherings and incidents.

- **Objective:** Meet or exceed all federally mandated requirements from Homeland Security, National Incident Management System (NIMS), and Incident Management Systems Integration (IMSI).
- **Objective:** Further develop the utilization of the Incident Command System (ICS) for all major events and gatherings in Lake County.
- **Objective:** Work with all associated agencies to promote interagency cooperation.
- **Objective:** Provide hands on opportunities for the training of Lake EMS supervisor staff as well as those preparing for supervisory positions.
- **Objective:** Create a credentialing process to ensure all Lake EMS employees meet the NIMS and ICS criteria for their specific positions.

Field Operations

Expenditures	Approved 2011-20122
Personal Services	\$ 8,630,963
Operating Expenses	2,792,771
Capital Outlay	N/A
Total Expenditures	\$ 11,423,734
Authorized Personnel	125

Personnel

Classification

Current

Deputy Chief	1
Operations Support Super	1
Facilities Maintenance Tech	1
Fleet Maintenance Super	1
Logistics Technician (3)	3
Procurement Specialist	1
Vehicle Maint Techs (2)	2
EMT's	49
District Chiefs	6
Paramedic	49
Assistant Chiefs	3
Chief Operations Officer	1
District Chief - Provisional	1
Clinical Quality Officer	1
Clinical Training Officer	1
Training Officer	1
Community Resource Officer	1
Organizational Resource Officer	1
Regulatory/Safety Compliance Officer	1
Total Personnel	<u>125</u>

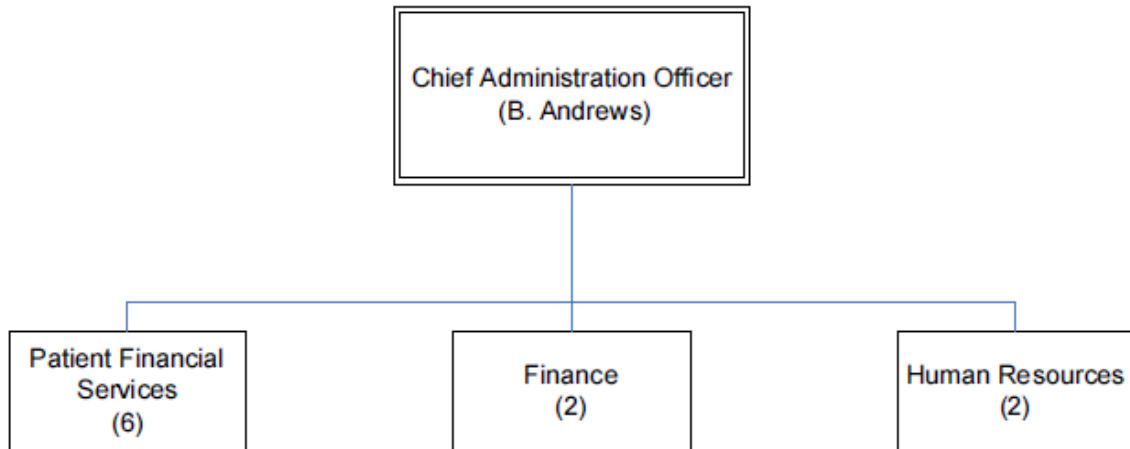
		Budget Amount
Salaries and Wages	\$	5,624,629
Overtime		690,000
Fringe Benefits		<u>2,316,334</u>
Total Personal Services	\$	<u>8,630,963</u>

Capital Outlay - Detail

Total Capital Outlay	\$	<u><u>-</u></u>
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PATIENT FINANCIAL SERVICES



PATIENT FINANCIAL SERVICES

Goals and Objectives
FY 2011-2012

GOAL: Focus on the identification and implementation of strategic objectives to enhance reimbursement efficiencies.

- **Objective:** Work with Medical Director and clinical staff to establish a crosswalk of condition codes to dispatch determinates to maximize full coding potential of claims.
- **Objective:** Establish random claim coding review focus group with Medical Director and Quality Assurance staff.

GOAL: Implement procedures and workload prioritization to ensure a quick stabilization of new accounts receivable while managing an efficient run down of exiting accounts receivable.

- **Objective:** Prepare and implement a strategic work plan for the old LSEMS accounts receivable to ensure workloads are balanced as necessary.
- **Objective:** Establish stability in the Lake EMS accounts receivable within six (6) months.
- **Objective:** Monitor and adjust new departmental workflow patterns as necessary to ensure process stabilization within the first three (3) months.

GOAL: Ensure timely implementation and ongoing compliance with impending changes in code sets and procedures.

- **Objective:** Analyze, develop, test, and implement required system changes to comply with the ANSI 5010 standards.
- **Objective:** Develop work plan, training materials, and internal code references in preparation for the implementation of the ICD10 code set.

HUMAN RESOURCES

Goals and Objectives

FY 2011 – 2012

Goal: To provide the organization with a competent, stable workforce

- **Objective:** Employee commitment, accountability and retention issues are seen as critical HR challenges. As a result of the economy's continued uncertainty coupled with the agency's transformation, HR will be challenged in addressing these issues, in addition to competing in the marketplace for new talent.

Goal: Ensure all job descriptions are up-to-date and classified.

- **Objective:** With the formation of the new organization, it will be essential that all job descriptions are up-to-date and reflect the essential functions, qualifications, work environment, physical requirements, knowledge, skills and abilities of each position.
- **Objective:** Ensure updated positions are correctly classified into grades based on the amount of skill, effort, responsibility and job conditions required by the work.

Goal: To improve the performance evaluation system.

- **Objective:** Ensure performance evaluations are done in a timely manner and employees are given an opportunity for open communication with their supervisors concerning the employee's strengths and weakness, role in the organization, and areas for development.
- **Objective:** Provide supervisors with the necessary training and tools to effectively evaluate performance utilizing objective, measurable criteria.

FINANCE
Goals and Objectives
FY 2011-2012

GOAL: Continue to work in partnership with all Lake EMS Departments in providing accurate information and monitoring of all Contracts and Leases.

- **Objective:** Maintain contract and lease listing for renewals. Notify Department Manager of such renewal, so this information can be taken to the Lake EMS Board for approval and provide this information to the County Attorney's and Clerk's Finance Department for their files.

GOAL: Continue to work in partnership with vendor on staff's uniforms.

- **Objective:** Work with vendor to create an online ordering mechanism for staff to purchase their uniforms, with approval and tracking of their allotment. Monitoring this cost will control overspending and supply Field Operations and Dispatch Communications with approximate figures for budgetary purposes.

GOAL: Work in with all Lake EMS Department Managers/ staff to insure that purchasing guidelines are followed.

- **Objective:** Continue monitoring that Lake EMS department staff has the proper documentation on file for quotes or bids when purchasing supplies and/or equipment. Along with the Purchasing Policy, create a purchasing guideline book, with links to the State and Lake County vendors.

Patient Financial Services

Expenditures	Approved 2011-2012
Personal Services	\$ 421,912
Operating Expenses	174,466
Capital Outlay	N/A
Total Expenditures	\$ 596,378
Authorized Personnel	11

Personnel

<u>Classification</u>	<u>Current</u>
Chief Administration Officer	1
Billing Representative	1
Fiscal Services Rep	1
Coder/Qty Revenue Spec	1
Patients Accounts Reps	2
Senior Patient Account Rep	1
Finance Manager	1
Payroll Specialist	1
HR Specialist	1
Senior HR Rep	1
Total Personnel	11

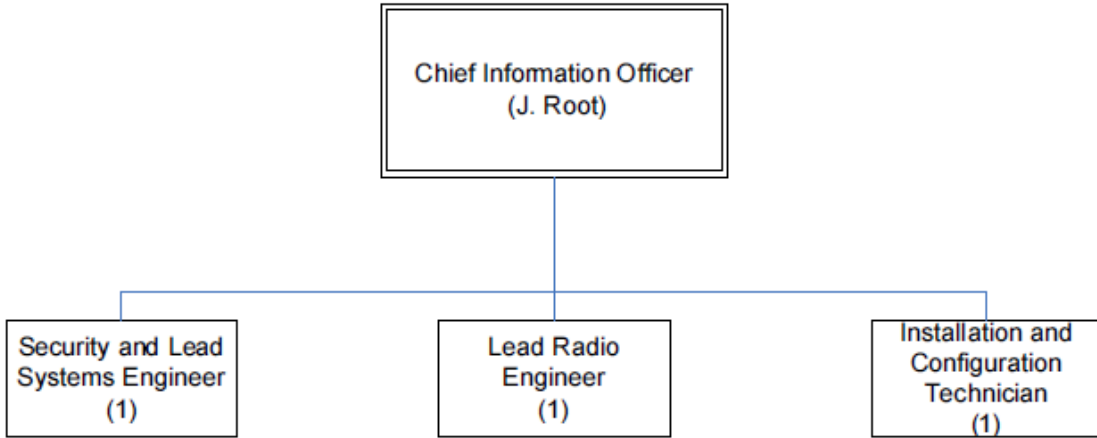
	<u>Budget Amount</u>
Salaries and Wages	\$ 304,562
Overtime	4,000
Fringe Benefits	113,350
Total Personal Services	\$ 421,912

Capital Outlay - Detail

Total Capital Outlay	\$ -
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INFORMATION SERVICES



INFORMATION SERVICES

Goals and Objectives
FY 2011-2012

GOAL: To provide for a successful move of our Communications Center to the new Emergency Communications Center.

- **Objective:** With the intended construction schedule of the combined Lake County Emergency Communications Center and Emergency Operations Center, we will move the Lake EMS secondary Public Safety Answering Point and its related systems into the new main data facility, radio facility and dispatch center.
- **Objective:** Using the vacated space, we will consolidate Information Services operations and will provide dispatch capabilities for overflow and main site failure. This will significantly cut lease costs while providing us site redundancy and failover.

GOAL: To improve fault tolerance and high availability of our critical computing systems.

- **Objective:** Utilize new storage area network and virtualization technologies to improve our fault tolerance and high availability of PSAP, Billing, and ePCR systems. This will complete Phase 2 of our two-year plan.

GOAL: To improve corporate efficiencies through open source technologies.

- **Objective:** With the recent effects of global economic crisis, open source technologies are gaining greater adoption in public and private sectors. Many of these technologies focus on providing more efficient user interfaces for common computing tasks and simplified communication. Although this goal was bumped in the last two project cycles, we intend to prioritize testing and evaluation of pertinent open source technologies for use in our computing environment.

GOAL: To improve system monitoring of remote equipment.

- **Objective:** With the expansion of our remote computing capabilities at various facilities like the new ECC, we have a greater challenge in monitoring these systems with staff reductions. We intend to utilize off the shelf and/or open source monitoring technologies to improve and expand our system monitoring.

Information Services

Expenditures	Approved 2011-2012
Personal Services	\$ 353,041
Operating Expenses	539,886
Capital Outlay	N/A
Total Expenditures	\$ 892,927
Authorized Personnel	4

Personnel

Classification

Current

Chief Information Officer	1
Installation/Conf Tech	1
Sec & Lead Sys Supp Tech	1
Systems Support Technician	1
Total Personnel	4

Salaries and Wages	\$	<u>246,153</u>
Overtime		23,300
Fringe Benefits		<u>83,588</u>
Total Personal Services	\$	<u>353,041</u>

Capital Outlay - Detail

Total Capital Outlay	\$	<u><u>-</u></u>
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GLOSSARY

Glossary

Accrual Accounting - Transactions are recognized as revenues or expenses when they occur, regardless of the timing of related cash flows.

Adopted Budget - The financial plan of revenues and expenditures for a fiscal year as approved by the Lake EMS Board of Directors and the respective Board of County Commissioners of Lake County.

Amendment - A change to an adopted budget, which may increase or decrease a fund total.

Appropriation - A specific amount of funds authorized by Lake-Sumter EMS to a department from which obligations may be incurred and expenditures may be made.

Budget - A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

Budget Document - The official written statement of the annual fiscal year financial plan for the Lake EMS.

Budget Message - A brief written statement presented by the Executive Director to explain principal budget issues.

Department - An organizational unit responsible for carrying out a major governmental function.

Division - A basic organizational unit that is functionally unique in its service delivery.

Encumbrance - The commitment and setting aside, but not yet expending, of appropriated funds to purchase an item or service.

Expenditure - Decreases in fund financial resources, through actual payments of transfers for the procurement of assets or the cost of goods and/or services received.

Fees - A charge by Lake EMS associated with providing a service.

Fiscal Policy - The Lake EMS policies with respect to spending as these relate to ambulance services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of budgets and their funding.

Fiscal Year - The annual budget year which runs from October 1 through September 30.

Fringe Benefits - These employee benefits include social security, retirement, group health, dental, and life insurance.

Glossary

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The excess of fund assets over liabilities. These unspent funds can be carried forward to the following year's budget.

GAAP - (Generally Accepted Accounting Principles) - Accounting Rules and procedures established by authoritative bodies or conventions that have evolved through custom and common usage.

Goal - A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

Grant - A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

Level of Service - The existing or current services, programs, and facilities provided by government for its citizens. Level of service is dependent upon needs, alternatives, and available resources.

Line-item Budget - A budget that lists each account category separately along with dollar amounts budgeted for each account, such as office supplies, travel and per diem, or rent.

Mandate - Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

Modified Accrual Basis of Accounting - A basis of accounting whereby revenues are recognized when they become measurable and available. Expenditures are recognized when a liability is incurred.

Municipal Service Taxing Unit (MSTU) – A specific area of the unincorporated County where a district is created by the Board of County Commissioners to levy a special millage (ad valorem tax) to provide municipal-type services..

Object Code - An account to which an expenses or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenses, capital outlay, and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandated by the State of Florida Uniform Accounting System.

Objective - The planned attainment of an accomplishment which contributes to reaching an established goal.

Glossary

Operating Budget - A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of (a) the services, activities, and sub-activities comprising of Lake EMS operations; (b) the resultant expenditure requirements; and (c) the resources available for their support.

Operating Expenses - These are expenses of day-to-day operations such as office supplies, repair and maintenance, and travel and per diem.

Personal Services - Costs related to compensating employees, including salaries and wages and fringe benefits.

Reserve - An account used to indicate that a portion of fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue - Funds that Lake EMS receives as income. These receipts include Private Pay, Medicare, Medicaid, Contract, Commercial and HMO fees, tax subsidies, interest earnings and grants.

Revenue Estimate - A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of funds still available for future needs.

Uniform Accounting System - The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

User Fees - The fees charged for direct ambulance and rescue services.

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