



City Council Item of Special Interest: Increase Number of Paramedics in the Fire Department

Fire Chief Freeburg: November 28, 2023



MISSION STATEMENT

WE IMPROVE THE LIVES OF THE PEOPLE WE SERVE EVERY DAY.

VISION STATEMENT

WE ARE THE COMMUNITY OF CHOICE FOR RESIDENTS, BUSINESSES,
AND EMPLOYEES.



HOW WE MAKE A DIFFERENCE



COMMUNITY

We are driven to improve the community experience.



INTEGRITY

We provide open and honest governance.



EXCELLENCE

We make excellence a habit, not a goal.



INNOVATION

We deliver better service through creativity & ingenuity.



LEARNING

We view learning as essential to improvement.

We improve the lives of the people we serve every day.



Tier II Balanced Scorecard

- **Optimize Recruitment and Retention**
 - The Glendale Fire Department will strive to achieve adequate recruitment and retention for its employees and future employees by focusing on developing strong, diverse, and well-educated candidates and to provide enhanced skills and knowledge through training standards. The foundations of recruitment and retention will focus on providing education, benefits, and wellness to its employees and provide employees with any and every tool they need to be successful.
- **Strengthen Training**
 - The Glendale Fire Department will strengthen training by enhancing the training process, offering more training opportunities, strengthening succession planning and strengthening leadership development.



CIOSI – Paramedics

- Mayor Jerry Weiers requested at the August 22, 2023, City Council Meeting to review if the current number of certified paramedics working for the City of Glendale Fire Department is appropriate to meet the current staffing model demands deployed by the Fire Department and review all options for meeting identified shortages without adding additional shortages to staffing.



CIOSI – Paramedics

- Problem Statement

- The City of Glendale Fire Department is utilizing their off-duty paramedics on call back as overtime, sometimes mandatorily, to constantly staff our paramedic seat assignments.

- Goals

- Reduce the reliance on overtime; whether it be voluntarily working overtime, emergency services holdover, or mandatory overtime, for our incumbent workforce certified as paramedics.



Advanced Life Support (ALS) AKA - Paramedic



- Works under and as an extension of our Medical Director's license
 - Online and Off-line Direction
 - Standing Orders
 - Can establish intravenous (IV) therapy and administer more than 35+ approved medications
 - Can interpret electrocardiogram (EKG) and treat cardiac issues
 - Can provide electrical therapy for heart conditions (i.e. – defibrillate, pace)
 - Can provide invasive medical procedure (i.e. – cricothyrotomy and needle decompression)
- **Nine-month Program**
 - 19 weeks of classroom
 - Student on 40HR schedule
 - 5 weeks of clinical rotations
 - Student on 40HR schedule
 - 12 weeks of vehicular rotations
 - Student on 52HR schedule
 - 2 weeks of National Registry test preparation
 - Student on 40HR schedule



Paramedic College Coursework

- **BIO160 - Anatomy and Physiology**
- **PME201 - Advanced Cardiac Life Support (ACLS)**
- **PME202 - Pediatric Advanced Life Support (PALS)**
- **PME203 - Pediatric Education for Prehospital Professionals (PEPP)**
- **PME204 - Neonatal Resuscitation Provider (NRP)**
- **PME205 - Advanced Medical Life Support (AMLS)**
- **PME206 - International Trauma Life Support (ITLS)**
- **PME240 - Prehospital Pharmacology**
- **PME245 - Airway Management**
- **PME250 - Patient Assessment**
- **PME251 - Medical Emergencies I**
- **PME252 - Medical Emergencies II**
- **PME253 – Medical Emergencies III**
- **PME254 - Technical Operations**
- **PME260 - Trauma Patient Management**
- **PME270 - Immersive Total Patient Management Experience (ITPME)**
- **PME280 - Preparation for Paramedicine Practicum**
- **PME281 - Paramedicine Clinical Practicum: Comprehensive**
- **PME288 - Paramedicine Comprehensive Field Internship Practicum**
- **PME289 - Preparation for Paramedic National Credentialing**



FD Actions Taken to Address Issue

- Re-deployment of Incumbent Workforce
- Recruitment and Hiring
 - 7 Recruits in Current Academy (1 is a paramedic)
- Paramedic Training of Incumbent Workforce
 - 6 Current BLS/FFs in Paramedic School
 - Sent 15 to paramedic school in the previous FY (*net 8)
- Re-hire into vacancies
 - (2) Former employees re-hired into vacancies (both ALS)
- Lateral hire into vacancies
 - (2) BLS/FFs from other Regional FDs hired into vacancies



CIOSI Deliverable #1

- Identify if there is a staffing gap in the current number of certified paramedics that creates a reliance on overtime to constantly staff paramedic seat assignments and identify why the staffing gap is occurring.



CIOSI Deliverable #1: Findings

- Staffing Gap – As of the Time of this Presentation
 - 246 employees assigned to 52HR
 - 113 of the 246 52HR employees (45.9%) have a paramedic attribute
 - Based on our organizational leave factor of 27.8%, the 113 paramedics create 84,943 hours of leave
 - FY 23/24 YTD we have spent \$800K in overtime to constantly staff 52HR paramedic needs
- Root cause of Staffing Gap
 - Not enough trained paramedics in the incumbent workforce
 - Training does not keep pace with attrition
 - *Amount of time to train to a paramedic level medical attribute*
 - Organizational leave use



CIOSI Deliverable #2

- If there is a staffing gap, develop recommendations to address the gap and limiting the reoccurrence of the reason for the gap.



CIOSI Deliverable #2: Recommendations

- Invest in the current workforce
- Set 58% as the percentage of the 52HR workforce to have a paramedic attribute
 - *As of this presentation = Add 32 new paramedics
- Annually submit a supplemental to send to Paramedic School

*Must continue to address attrition reality



Paramedic School Cost Per Student

ITEM	COST per STUDENT
GCC Tuition and Fees	\$8,155
Backfill	\$52,364
Student Overtime	\$7,632
Preceptor Pay	\$1,984
TOTAL	\$70,135

- 32 employees to paramedic school x \$70,135 = \$2.24M
 - Backfill is valued at “hour for hour” while employee is in school
- 32 new paramedics x \$8400 “stipend” = \$269K ongoing



Next Steps

- FD will work with Budget and Finance to develop a cost-effective financing and timing plan to achieve and maintain the standard of 58% of the 52HR workforce equipped with the paramedic attribute
- Questions...

Thank you...

