

LOWER PAXTON TOWNSHIP
BOARD OF SUPERVISORS

Minutes of Workshop Meeting held August 28, 2012

A workshop meeting of the Board of Supervisors of Lower Paxton Township was called to order at 5:09 p.m. by Chairman William B. Hawk on the above date in the Lower Paxton Township Municipal Center, 425 Prince Street, Harrisburg, Pennsylvania.

Supervisors present in addition to Mr. Hawk were: William C. Seeds, Sr., William L. Hornung, Gary A. Crissman, and David B. Blain.

Also in attendance were George Wolfe, Township Manager; David Johnson, Public Safety Director, and Watson Fisher and Ted Robinson, SWAN.

Pledge of Allegiance

Mr. Blain led in the recitation of the Pledge of Allegiance.

Public Comment

No public comment was presented.

Interviews with Emergency Service Providers

Mr. Hawk introduced the Board members to the providers from Pinnacle Health (PH). He explained that the Board has a responsibility to provide Emergency Medical Services (EMS) to its citizens, and the Board will ask some questions and then provide time for a response.

Mr. Crissman questioned if the members from Pinnacle Health would identify themselves to the Board members.

John Logan explained that he is the Director of Operations for Community Life Team. Clark Woods explained that he is Director of Cardio/Pulmonary Emergency Transport Services for PH. Jean Wiest explained that she is the Vice-President of Community Life Team. Chris Markley explained that he is the Vice-President and General Counsel for PH and Chairman of the Board for Life Team, being a member of the Board for 14 years. Rob Wentzel explained that he is a member of the Community Life Team Board and past president of Unit 6 who just

merged with Community Life Team a little over a year ago. He noted that Community Life Team provided Advanced Life Support (ALS) and Basic Life Support (BLS) service, in the past, to the upper end of Dauphin County.

Mr. Hawk noted that he would let Mr. Logan take the time that he needs to explain his organization. He noted if the Board has specific questions he asked that they be funneled to him so that he can ask the presenters. He noted that the remaining time would be for open discussion.

Mr. Logan thanked the Board for allowing him to make this presentation this evening. He noted that he is the Director of Operations for Community Life Team (CLT). He noted that Philip W. Guarneschelli, the Senior Vice-President and Chief Operating Officer of PH will be along shortly.

Mr. Logan noted that CLT is a 501 C 3 non profit corporation, that is totally owned and a subsidiary of PH system. He noted that CLT was formed in 1998 and is a successor organization of the River Rescue EMS and the Capital Region EMS. He noted it also encompassed the ALS services of Medic 5 and Medic 3 from Polyclinic and Community General Hospitals.

Mr. Logan noted in 2011, CLT merged with the Upper Dauphin County EMS, also known as Medic 6, of which Mr. Wentzel was the Chairman and President, and this past June the merger was finalized with Swatara EMS.

Mr. Logan noted that CLT is comprised of 140 professional men and women who are certified as EMT, Paramedics, and physicians. He noted that he offers emergency medical services both basic and advanced life support to 24 municipalities in Dauphin County and mutual aid services to other EMS organizations in Dauphin, Cumberland, York, Perry, Schuylkill, and Northumberland counties.

Mr. Hornung questioned who the 24 municipalities are. Mr. Logan answered: City of Harrisburg, Boroughs of Steelton, Lykens, Gratz, Pillow, Halifax, and Millersburg, and Swatara, Rush, Lykens, Washington, Jefferson, Halifax, Upper Paxton, Mifflin, and Jackson Townships. He noted that they provide the joint ALS service to Susquehanna and Middle Paxton Townships, and Dauphin Borough. Mr. Hawk questioned if CLT has installations at all those locations. Mr. Logan answered no, but we have five stations that operate throughout the area and the system is designed that they have a fleet of 20 ambulances and 140 staff. He explained that the vehicles move to where there is a vacancy in ambulances to build in efficiencies.

Mr. Seeds questioned what CLT does in Middle Paxton Township. Mr. Logan answered that Middle Paxton Township and Dauphin Borough have a joint safety authority and they have contracted CLT to provide the primary ALS, the paramedics that do the advanced life support and secondarily provide ambulance service. He noted that Susquehanna Township had a previous agreement with Middle Paxton Township to provide ambulance service. He explained that CLT is the “first do” BLS Company and “first do” ALS Company by contract.

Mr. Logan noted that CLT will respond to over 22,000 requests this year for medical and transportation services. He noted that they are governed by a board of directors with professional administrative services provided by PH system. He explained that he oversees the operational, administrative, and executive decisions along with his Board members. He noted that the operations are overseen by a supervisor that has over 20 years in EMS and five years in a management capacity. He noted that some supervisors have up to 20 years service in management and education.

Mr. Logan noted that CLT has a full-time EMS Board Education Coordinator who oversees staff development and community education initiative. He noted in addition, PH has four field training officers who oversee shift training and the maintenance of provider’s service certifications and continuing education for the employees. He noted that CLT is an American Heart Association certified training center for Dauphin County and a Pennsylvania licensed EMS Education Service. He noted that he offers those services both inside of CLT and to the Community. He noted that this year, he will certify through the American Heart Association training center over 2,000 people in Cardio Pulmonary Resuscitation.

Mr. Logan noted that the administrative functions are overseen by the business office supervisor and office staff while the fleet of vehicles is maintained by a fleet maintenance department consisting of two full-time and one-part time mechanics. He noted that they oversee a fleet of 20 ambulances, five ALS response vehicles and a fleet of non-emergency transports.

Mr. Logan noted that CLT is present to request consideration to be designated as the primary EMS provider to the residents of Lower Paxton Township in accordance with Act 37 of 2009 which specifically grants that for the municipality.

Mr. Logan noted that he has met with the administration of Lower Paxton Township and provided a Performa of Operations and Financial Consideration and has looked at various sites in

the Township to find an appropriate location to operate out of. He noted that he has presented a contract for services, and he would welcome comments on those three documents.

Mr. Chris Markley noted in 1998 there was an effort by way of a state grant to bring all the regional EMS providers together. He noted that it was recognized that it would be a lot more efficient using a standardized regional system that would have certain protocols and standardized technology that everyone could share medical records. He explained that PH is able to do that now. He noted that PH is trying to develop the regional system as it is more efficient especially for staffing, rather than each municipality trying to staff to their capacity. He noted that if EMS was done on a regional basis it would be more efficient.

Mr. Hawk noted that there are 40 municipalities in Dauphin County and CLT is already serving many of those areas, and you are making a reasonable presentation as far as PH with the expansion of Community General Osteopathic Hospital (CGOH), and the Harrisburg Hospital and the new facility to be built across the river by the Fredrickson Center. He questioned if the EMS has any impact on the West Shore or is it a separate entity. Mr. Markley noted that it is at the request of the municipalities. He noted that the municipalities are charged with deciding who their provider would be, however we could not provide service there without their requesting it.

Mr. Crissman questioned if Lower Paxton Township would have a representative sitting on the Board. Mr. Logan noted that as far as sitting on the Board of Directors, it is a subsidiary of PH and those members are approved by PH. He noted that he does not have the ability to appoint nor does the Board have that ability to do that, but with Mr. Markley and Mr. Guarneschelli present, PH would give consideration for it as it does to all municipalities. He noted, as a non-profit organization, the biggest feedback is from the municipalities. He explained, for how much the Township would be involved in that role, he would refer the Board to the Borough of Steelton or Swatara Township for which we have just completed mergers. He noted, at the National Night Out, both were extremely pleased and overjoyed at the seamless transition of services. He noted that we retained a lot of the same staff, but provided a different mechanism of better management and staffing techniques. He noted that we report to their Boards and participate in their Public Safety Committee and solicit their input as well. He noted that he attends the Steelton Public Safety Committee meeting the first Sunday of every

month and has also participated in the Public Safety Committees for Swatara Township, the Upper Dauphin COG, and quarterly to the Dauphin-Middle Paxton Township Safety Committee. He noted that they participate both on a Board level and seeks input from the municipalities, and they participate through the emergency management structure and through the administrative structure of the elected officials. He noted as far as an actual seat on the Board, it was not discussed when he met with the administrative officials from the Township, but he would defer to others on the PH Board.

Mr. Markley explained that CLT has a community board with three members from Dauphin County, Don Kunkle who is retired from the City of Harrisburg, and Chief Delaney who is currently with the City of Harrisburg. He noted that the Board is not solely made up of PH employees. Mr. Hawk noted that the Board represents a large population of over 47,000 and it wants to make sure the money is spent appropriately. Mr. Crissman noted that the Board would want to have direct input in as much as possible since we are as large as we are. He questioned if this would be the largest CLT contract. Mr. Markley noted that the City of Harrisburg is our largest municipality. Mr. Crissman noted that he wants to be assured the Board will have a voice. Mr. Logan noted that you could, and it would be very open. He noted that Mr. Markley is our general counsel and Mr. Guarneschelli is the CEO and they would have more input into determining this. Mr. Guarneschelli noted if this is really important to you.... Mr. Crissman noted that it is extremely important to the Board. Mr. Hawk explained that the Board had a voice with the current provider for what was happening with its citizens and for how they are served. Mr. Guarneschelli noted that there would be two levels, having an absolute voice in a job meeting with the Township to discuss where we are at. Mr. Crissman noted that for him it is a deal breaker. Mr. Guarneschelli noted that he does not see that as a huge issue. Mr. Logan noted that the bylaws permit it but he did not receive a request in the initial discussions as it was talked about but it was a non-request.

Mr. Logan noted that there are two parts to make this work, one is at the Board level in the senior administration and the other one is the operations side. He noted that too many times you have one or the other in a contract, however working with the Township Manager and the Public Safety Committee and Fire Chiefs is critical to what we do everyday. He noted that he considers both to be equal.

Mr. Hawk questioned how the EMS is funded. He noted that the request is that we would pay \$200,000 with a \$45 membership fee for residents... Mr. Logan noted that the structure is a budget that is primarily made up of monies received from the billing of insurance carriers and money from PH for intercompany transports and from nursing homes. He noted that he receives some form of subsidy in a variety of ways from municipalities and it comes on a per-member or others provide in-kind services. He noted that less than 2% of the income comes from municipal subsidies. He noted that it is a figure determined by the operations for that municipality dependent upon what level of service you want and what it would cost to provide. He noted that the level of service that he looked at in the proposal was that the Township would always have a minimum of two ALS, paramedic staff, and ambulances 24 hours a day, seven days a week. He noted, in addition, there are some daylight hours that CLT would provide additional staff as it moves units in and out of CGOH on a regular basis with patients. \

Mr. Logan explained, a year ago, he wanted to move forward to station an ambulance at CGOH in addition to Harrisburg Hospital. He noted while staff was moving patients back and forth from CGOH to Harrisburg Hospital, the ambulance sat in a municipality where it did not have primary operating authority. He explained, if a call was dispatched for 900 King Russ Road, located next to CGOH, the ambulance had to sit at the hospital even though they could have responded very quickly, as it was not allowed to leave the hospital to take the call. He noted that anyone who saw the ambulance sitting there would question why CLT did not respond to the call. He noted that he had to put that idea on hold although it worked well with the pilot program and he would implement that again if CLT had jurisdiction in the Township.

Mr. Hawk questioned if the \$2 million is allocated to Lower Paxton Township. Mr. Logan noted that the total budget is roughly \$12 million. He noted that the Performa that Mr. Hawk was referring to is very specific to the Township, and it does not include any other municipalities or service.

Mr. Logan noted that the Board of Directors and the PH Board of Directors perform annual audits both on the CLT Corporation and on PH itself. He noted that the financial reports are audited on a regular basis and available to agencies when they ask. He noted that PH tracks each department separately as it wants to know where the performance is good, where it could be enhanced, and it can't do that without tracking numbers. Mr. Blain questioned what the financial

performance of CLT is. Mr. Guarneschelli questioned Mr. Blain if he was asking for the entire company. Mr. Blain questioned what it has done for the past three years, revenues over expenses. Mr. Guarneschelli answered that we have been improving every year as we add scale, noting that scale allows us to push out the depreciation over more assets and allows for a better payer mix, showing an improvement for each year. He stated that projecting fiscal 2013 we will be at break even. Mr. Logan explained that the fiscal year starts July 1st.

Mr. Hawk noted as you move into an area, how does the transition process work. Mr. Logan noted that each transition is a little different. He noted that the transition that he had with Medic 6 went very smooth. He noted that staff developed a time-line for implementation of the transfer and hiring of employees, education into the PH system, providing the Department of Health requests such as licensure and notifications, re-lettering of ambulances, and the notification of municipalities was a very smooth start. He noted that the process began on December 20th, and was completed on March 1st. He noted that there was a year of planning involved with it. He noted for the Borough of Steelton, which was an assumption of service, he started that process at the end of October, Steelton made their decision in December and staff started the service on February 1st. He noted that it was a short time line to reallocated staff, and he noted that Steelton signed off the air at 11 p.m. and CLT began assuming service at that time. He noted that Mayor Acri was extremely pleased. He noted the Swatara Township merger that was just finalized, starting discussions in May of 2011, with the agreement signed in the fall of 2011, and employees coming on board in March of 2012 and the merger documents were completed. He noted that he worked with the state for the re-licensure of ambulances and retains 100% of the employees that wanted to apply and it was a fairly smooth process as well.

Mr. Guarneschelli noted that PH have done three of these now and, over time, you get better at the process. He noted that he is very confident in PH's ability to do this. Mr. Hawk noted that SCEMS is receiving 4,240 calls per year in Lower Paxton, and if that is accurate, it is a lot of calls. Mr. Logan noted that we currently do 22,000 calls and those additional 4,000 calls would be similar to Swatara Township. Mr. Hawk noted that it is a projected rate of calls. Mr. Logan noted that it was based upon historical data. Mr. Guarneschelli noted that you would take 4,000 over 26,000 calls and it would be... Mr. Markley questioned if there would be additional staffing for this merger. Mr. Logan answered that additional staff would be added, budgeting for

more paramedics and EMTs, and he would look to hire many of the employees from SCEMS who are good providers and know the system. He noted that he would move toward the goal of a regional consolidation.

Mr. Crissman noted that Mr. Logan stated that transition time would vary from place to place. He noted that he has looked at our data, and questioned Mr. Logan what his best guess was for a transition time frame for the Township. Mr. Logan answered that depending upon when the decision was made; if CLT were to ramp up, 90 days would be a wonderful time line to implement the change. He noted that the main hold up is that the Department of Health, the Bureau of BMS is required to have a 90-day notice of transfer of services but he could seek a waiver from that time period. Mr. Crissman questioned if 90-day term would be the maximum time it would take. Mr. Logan answered yes. Mr. Crissman questioned what would be the minimum. Mr. Logan noted that the optimum is 60 to 90 days, and with anything shorter than 60, he would run into a human resource issue. Mr. Hawk noted that you would have to work with the existing provider to make that transition. Mr. Logan noted that he would have to work with Dauphin County 911 Emergency Management, Police and Fire agencies. He noted after the employees are on board there would be some designated time that he would agree to coordinate with Dauphin County 911 to change the box alarms to designate which units would respond to which boxes. Mr. Guarneschelli noted that this would be done along a parallel track at the same time notice is provided to the Department of Health and CLT would start working with Township Staff.

Mr. Hawk questioned what the response time was. Mr. Logan answered that they are very good as their in-route time from dispatch to in-route is one minute. He noted that the response time to on-scene vary by the time traveled and the response of Dauphin County of whether it is a Class 1, 2 or 3 call. He noted that the on-scene average is well under ten minutes but he did not have that information on him for the Lower Dauphin County calls, however, the Upper Dauphin County calls are longer.

Mr. Blain questioned if CLT has done a transition with a municipality that was already contracted with SCEMS. Mr. Logan answered no. Mr. Blain noted that CLT has have done a great job, but he wanted to know what makes PH better than SCEMS and why should the Board change from a provider who has been forever in this Township.

Mr. Guarneschelli explained that PH brings integrated delivery to the table. He noted that it has three hospitals, soon to be four; facilities in all the communities, dozens of facilities in the Township, and everyday it is becoming an integrated delivery network. He noted that the ambulance company is very tied in to PH and we manage within the PH blanket resources for allocation. He noted when you go to bed at night, you know, at the end of the day you have the PH system, a \$900,000 million company behind the ambulance business. He noted that everything PH does is based upon quality metrics, standards, with a very solid infrastructure, from the maintenance of ambulances to getting new talent and bringing new people on board. He noted that PH has 5,600 employees within its system.

Jean Wiest noted, as a resident of Lower Paxton Township, living off of Linglestown Road, she is very proud of what CLT has accomplished. She noted the service CLT provides is very professional and what it has done in terms of capital equipment, noting that several years ago PH started to look at the chest pain times, knowing that it was not where it wanted to be, and after a consolidated effort with the EMT and physicians, it now can provide, from the time of the catheterization to the time they open up the arteries, a 58 minute time span. She noted that the national times are 90 minutes. Mr. Guarneschelli noted that everything is tied together. He noted that this company works so closely with our Emergency Departments from pre-hospital all the way to the hospital, by putting equipment in the ambulances that can start the leads; it is such a better mechanism. Mr. Hawk noted that he is impressed with the comment about training and education as PH seems to have all the components in place. Mr. Guarneschelli noted that it is all part of the system.

Mr. Hawk noted that years ago the ambulance services were coming and going and it is always a concern of his. Mr. Guarneschelli noted that this is not a free standing ambulance company, but part of the PH system. He noted that PH is here to stay as it has served the community for 138 years.

Mr. Clark noted that PH recognized about a year ago that there were no bariatric ambulances on this side of the river, specifically built for the bariatric patient. He noted that PH built an ambulance from the ground up to handle bariatric patients for whatever size they are. He noted that it has a lift. Mr. Guarneschelli noted that another benefit is the access to grant writers that are able to secure funds for ambulances. He noted that CLT is not a free standing service, it

is integrated and staff uses all of its assets and people to do everything for all of the organization which is not comprised of 58 different businesses. He noted that it is important to have ambulances that are up to date.

Mr. Markley noted that they are maintained on a regular basis.

Mr. Hawk noted that assuming that the Township would switch to PH, would PH send out a mailer to the residents, announcing the transition. Mr. Logan noted that he would have an entire marketing program to notify the residents, noting that he has done that in other municipalities by way of a newsletter or membership drive. Mr. Guarneschelli noted that CLT would work with the Township on that as well. Mr. Logan noted that CLT wants the people to understand what their membership stands for.

Mr. Logan noted that for a population of a little less than 50,000 people, it is the same if you are at 50,000 feet or 5,000 feet, as CLT shine in leadership. He noted that CLT has leaders that were instrumental in establishing and implementing the ST-Elevation Myocardial Infarction (STEMI) protocol for the region, working with PH to be the first STEMI accredited Chest Pain Center in the region. He noted that PH has worked with them for strokes, heart failures, and is working on a project with the Department of Health for a substance patient. He noted that unlike any other ambulance service in the region, CLT has 24 hour supervisors on station, with vehicles to respond to major incidents or to answer a phone call from a patient. He noted that CLT already provides leadership services to areas such as Emergency Management, Fire Scene management, Police, and it is heavily involved in regional and state councils, and task forces, as it is the primary member of the Regional Task Force that is dispatch to deployments. He noted that CLT is part of that task force and has the leadership that guides those on a deployment and brings them back home safely. He noted that while many ambulance services are struggling with internal small management issues, PH is working on issues concerning the Affordable Care Act, providing it doesn't get overturned. He noted that CLT is looking at ways to make the residents healthier, and utilizing EMS in a Community Para Medicine program providing that its paramedics that would be located in Lower Paxton Township and other municipalities, they would go out on behalf of PH and do the home checks. He noted that CLT would like to be able to provide a visiting nurse, or extended care that a large integrated service such as PH is going to be required to provide. He noted that CLT is going beyond traditional EMS and it would serve

as an extension of the PH system. He noted to have other entities such as CGOH in Lower Paxton Township and to have their ambulance be primary there... Mr. Hawk suggested that it is an extension to what you already do in diabetic counseling and those kinds of things. He noted that the large issue is readmission and sometimes the health care systems owe it to its patients to help them not come back.

Mr. Hawk questioned if CLT bills through PH. Mr. Logan answered yes. Mr. Hawk noted that CLT must meet all the... Mr. Logan answered Medicare and Medical assistance required in Pennsylvania, and CLT is also a contracted provider with Blue Cross, Capital and Highmark, Aetna, CIGNA, and as one of the larger providers in the region. He noted that it also retain those contracts to provide the transportation services.

Mr. Markley noted that PH takes compliance very seriously noting that some ambulance companies' personal can go to jail, however, PH has a compliance officer for the system and routine audits are conducted to ensure that the people are billed correctly.

Mr. Hawk suggested that you must meet the General Accounting Standards Board. Mr. Guarneschelli noted that is what differentiates PH from others. He stated that the Board is asking the right questions, as it is looking for a quality service that will be here 20 to 50 years from now.

Mr. Guarneschelli noted that many ambulance companies across the state are going under, and it is hard to stay at it. He explained that you need scale and the right Para mix, and backing. He noted that you need the integration of a big system behind you. Ms. Wiest noted that it is not just the service, it is a partnership.

Mr. Hawk noted that you think of all the things that are done in the hospital today that we never saw before. Mr. Guarneschelli noted that we need to think about the future and how health care will change. He noted that we see that continuing.

Mr. Crissman noted if CLT is chosen as the provider, what weakness could PH identify that it knows that it has and needs to overcome to implement a successful program.

Mr. Rob Wentzel noted that he was the president of the Board for Medic 6 before it merged with PH. He explained that he sat on a Board for 20 municipalities and to this day, post merger, there is not a week that goes by that he doesn't get calls because his name was behind the merger. He noted that it was a 33-year old company founded by grass roots. He noted that

there is a lot of history with EMS in Dauphin County and the Upper Counties, but his answer is that there is no weakness, it is peace of mind. He noted that he can go to bed every night knowing that PH is providing the upper County residents service that is no different than what would be provided to Lower Paxton Township, and services that include scale, metrics, certifications, and financial backing. He noted that he could not provide those and they were borderline profitable and it was time to talk about regionalization for EMS for the County. He noted that he has not seen a hiccup in response time and if anything they have improved. He noted that the support to the community has improved, as well as the way they take care of the employees. He noted for where the rubber meets the road he has seen no weakness.

Mr. Crissman questioned if there are any weaknesses that PH knows that it has and if it has an action plan to make sure it doesn't happen. Mr. Guarneschelli noted that he is not acting cocky, but with something this large, he would state that you need to look at what you have behind it. He noted that PH will not fail and will do whatever it takes to make it work.

Mr. Seeds questioned if all six people receive their salaries from CLT. Mr. Logan answered that he is the only one, as the other five people present are his bosses. Mr. Guarneschelli noted that he has 64 operating entities underneath him, and is here tonight because he wants the business, and he lives in this community and he wants the service to be as strong as it can be, and at the end of the day, the ambulance companies that will survive will have scale. He noted that he wants the system to survive.

Mr. Seeds noted the reason he asked that questioned if because you can have either Comcast or Verizon or a dish and if you remember, years ago, when Comcast first came to the area, people got rid of their antennas and now look where we are. He noted that sometimes it is very difficult to get service and once they got you they have you and every year they raise their fee. He noted that he is fearful of that and if the Board chooses to go with PH then it becomes, in a short period of time, the only game in town, and the Township has a responsibility to provide services to the residents. He feared that once PH has the Township, the costs will go up. He questioned if the contract that PH offered is a one or two year contract. Mr. Crissman stated that it is two years. Mr. Seeds questioned what would happen if the Township wanted a longer contract with an escalator and a not-to-exceed amount, for like five years. He noted that the Board needs to know what it will cost the residents in the future.

Mr. Guarneschelli noted that none of our salaries are in this program except for Mr. Logan's. He noted that he respects the question and it is a good one. He noted that his answer would be to flip the question around noting that a company such as PH that is building scale, every element of service becomes less expensive. He noted that he understands the concern about the one provider question but he would flip it around to say that he would build scale and PH's goal is to lower costs to the community and they have proven that. He noted that PH has a lot of market share and it has gone from 1,300 beds in 2001 to 700 bed system because its goal is to deliver high quality care. He noted that it is a not for profit corporation, a 501 C 3 delivering the most effective and efficient care. Mr. Seeds noted if PH gets the Township's business, it will become the only provider in town. Mr. Guarneschelli answered that PH is not doing that so it can raise rates.

Mr. Logan noted that Mr. Markley, PH's General Counsel, would surely welcome a longer term contract and as far as the rates are concerned, he has been in emergency services for 34 years, with 24 years in a management role, and when he looked at the Township to develop the Performa, he looked at a range of services, with a number that equates to a per capita rate. He noted if you wanted to lock the rate in at a per capita, noting that some municipalities have a declining or escalating population, then you would know what that costs would be and it could be done.

Mr. Seeds noted that he is not saying that he wants to do that. He noted that Mr. Crissman mentioned having a member on the Board, as we had members on SCEMS' Board. He noted in the PH contract, it was requested to have a member on the Township's Public Safety Committee. He noted, if that is the case, I think the Board needs to have some say in where its dollars are going.

Mr. Blain questioned what some of the other municipalities contributing for services are. He noted that PH is asking for a \$200,000 contribution from the Township and he questioned if the all the others are contributing monies. Mr. Logan answered no. Mr. Blain questioned why. Mr. Logan answered that there are a variety of factors. He noted that Upper Dauphin County, Mr. Wetzel's group, is working with the COG to address that. He noted that there is a difference between providing services to a municipality and having an ambulance there as opposed to providing an ambulance that might have to drive a period of time or a distance. He

noted that it is based upon population as many of the smaller areas where, for instance, you have a population of 5,000 for Steelton who only runs 800 calls a year, and can't financially support an EMS system. He noted when they approached us they asked similar questions as to what we are discussing now, and these are well know numbers that if you look across the area generally you can account for about \$5 per capita as a municipal subsidy. He noted if you look at Lower Paxton Township's population from the last census, \$200,000 works out to about \$4.25 per capita. He noted that the payer mix that it is there, requiring ambulances to be local in the Township to provide for a response in a certain period of time and with the density of population that supports it on one side but it also demands it on another. He noted if you live in Fishing Creek Valley in Middle Paxton Township and you are located at the East Hanover Township line, you have a different expectation for an ambulance. He noted when you ask for the level of municipal support, generally it is about \$5 per capita, but we feel that \$4.25 is more appropriate for the Township. Mr. Guarneschelli noted that the Township will need two ALS units.

Mr. Seeds noted, up to a few years ago, the Township paid zero for ambulance service. Mr. Logan noted that many other municipalities were similar to that, noting that the hardest part is that PH is on a fee schedule for almost everything now and governed to control costs. He noted that Medicaid pays a flat fee and Medicare is a fee schedule and the contracts PH has are flat. He noted that there are very few things are not fee schedule based anymore as opposed to the old days when you would send a bill and get paid. He noted what CLT didn't get from an insurance company it would get paid everything above the balance, but now it is prohibited from collecting the balance. He noted when Medicaid pays \$200 for a paramedic staffed ambulance you can't go after any other money even if the costs are above that. He noted that the Blues readily acknowledge that they do some subsidy because they pay more than that and it balances out the costs. Mr. Hawk noted that it is the same for the nursing home field. He noted that it is a cost per run.

Mr. Hawk questioned if there was a question that was expected to be asked and wasn't. Mr. Logan questioned if there is a time line that the Board has decided upon. He questioned if he should prepare for a decision at the next meeting as there will be employee questions as they are already out there since these are public meetings. He noted that people are questioning if he plans to hire, where the ambulances will be located, and those are the issues that he has to give

some long-term thought for. He stated that he can't just go out and rent a building and start tomorrow, unless it is a flood and Mr. Brenner provides room for them to move to.

Mr. Hawk noted that the Board does not like to delay in making decisions and he would suggested that it would make a decision soon. Mr. Guarneschelli questioned if it would be 30 to 60 days. Mr. Hawk suggested that that is correct.

Mr. Crissman noted that three of the people present at this meeting from PH live in the Township. He questioned as a Lower Paxton Township resident, why should the Board choose PH.

Mr. Guarneschelli noted that he wants the best and when he thinks of PH he thinks of quality, we will be here and when you look around, companies are coming and going and some are doing false billings and folding everyday. He noted that he would feel very secure if he saw the PH logo.

Mr. Clark noted that when he picks up the phone he wants to know that he will get a high quality ambulance in as quick a way possible to his home to take care of himself and his family.

Ms. Wiest noted when Mr. Guarneschelli gives me my heart attack; I want to make sure I get to the hospital in time.

Mr. Blain questioned what is PH's commitment to put an ambulance station in Lower Paxton Township. Mr. Guarneschelli answered that PH will put two. Mr. Blain questioned what is PH's commitment to the Walnut Street facility and is it capable of housing its service needs. Mr. Logan answered it is in a central location to all the residents in the Township, it has four bays of which PH would utilize for three vehicles and one for staff. He noted that it is an outstanding choice for a facility as PH has looked at other locations. He noted from the operations standpoint, his supervisor, assistant chief and he absolutely feel that given the opportunity to lease it from the Township it would be the preferred location.

Mr. Guarneschelli noted that is a strong point, and PH is happy to be involved in that decision. Mr. Logan noted if you look at the demographics for the population and throw in the age variable, it is centrally located with the exception of the Jewish Nursing Home located in the northwest corner of the Township. He noted that it is a great location.

Ms. Wiest noted that the Board should hold PH to a performance measure in that it expects the response time to be a certain rate, and PH should be able to provide the Board with a

scorecard. Mr. Hawk noted that is why the Board would like to participate with CLT's board. Mr. Logan noted that CLT will provide a quarterly report to the Township just like it does for the other municipalities. He noted that the industry is moving away from the response time on scene because if we average a transporter or someone with a heart attack, he would rather have the information for the person with the heart attack or chest pain patient. He noted that PH has gone this way as it is outcome driven. He noted that he would welcome to work with the Township's Emergency Management Team or Public Safety Committee to develop this. He noted that there are two things that drive CLT to be better than everyone else, the leadership that it has in the region and the quality of its staff and fleet. He noted that PH puts much effort into the quality of its providers, their education, and competency and the quality of the fleet, as you never see a CLT unit disabled during a call. He noted that PH is diligent in these concerns. He noted that this is mandatory because PH's best asset is its people and the vehicles it maintains, as it the only moving health care entity. He noted that everyone else drives somewhere but CLT has to get there and back home safely.

Mr. Hornung questioned if CLT is only going to use one location in the Township, and how many locations does SCEMS have now. Mr. Blain answered that they have one in the Township. Mr. Hornung questioned how SCEMS handles the southern end of the Township. Mr. Wolfe noted that they have done that differently in the past, having a substation off of Briarsdale Road, but they have since vacated that facility.

Mr. Hornung questioned, what if the Township stated that it would only pay \$100,000, what would you cut back on. Mr. Guarneschelli noted that he would have to look at that. He noted that he put in a number for what would be needed to do the job so he would have to look at it and work around it if that is what you wanted us to do. Mr. Logan noted that it would be like going in a hardware store and buying a John Deere tractor or a Craftsman. He noted that the question is what you are willing to pay for. He noted that he would put the same people in the same trucks, but would look at other ways to cut costs or staffing. He noted, in Swatara Township, he looked at the call volume pattern noting that it was 800 less than Lower Paxton Township. He noted that he looked at staffing the stations for a certain number of hours of the day and we could look at doing that here. He explained that he told Mr. Wolfe and Mr. Johnson that for the first year that he could assure the residents two ALS services 24/7 and possibly up

staffing during the day, and then evaluate the numbers. He noted that he is making a Performa based upon some assumptions that have to be quality and timely patient care.

Mr. Hornung noted that PH typically demands a 2% contribution for a municipality for the operating cost but the Township would be contributing 10%, why is this. He questioned if he missed something here. Mr. Markley explained that Mr. Logan stated that 2% of contributions come from municipalities. Mr. Logan noted if he did not have to throw in Upper Dauphin, he is closer. He noted that there is one municipality that subsidizes operations in Upper Dauphin County, and it takes him from 7% to 3.5%. He noted that Swatara Township has a population of 25,000 people and they pay \$200,000 a year. Mr. Hornung noted, in the past, Lower Paxton has contributed more than its fair share out of the others in the SCEMS group. He noted that they always look at Lower Paxton like we are the rich Township.

Mr. Logan noted that the City of Harrisburg is a little difficult as CLT gets some subsidy and in-kind subsidy. Mr. Guarneschelli noted that CLT gets gasoline from the city.

Mr. Hornung noted that in his store he stocks cheap, good and best and he questioned what the difference in the service is. Mr. Guarneschelli answered that PH needs to go back to determine what staff asked for and see what a \$100,000 subsidy would provide. He noted that it is a very fair question. Mr. Hornung noted that he believes in a benefit cost risk ratio and when you take that out of the equation the costs rise. He noted that they say that life is priceless but it really is not, noting that he has been to Africa where that is not the case. He noted in different places, lives are worth a lot less, and he needs that information in order to make his decision.

Mr. Seeds noted for a \$2 million budget, a \$200,000 contribution would be 10%.

Mr. Guarneschelli thanked the Board for the opportunity to make the presentation.

The presentation ended at 6:08 p.m.

Presentation by SCEMS

Mr. Hawk called the meeting to order at 6:25 p.m. He noted that there are two priorities for this evening, to be satisfied with your presentation and acknowledging that all the questions have been answered.

Mr. Jason Campbell distributed a presentation and 2013 agreement proposal to all the Board members.

Mr. Jason Campbell noted that he is the chief paramedic and CEO of South Central Emergency Medical Services (SCEMS). He introduced his office manager, Mellissa Rodkey who was also in attendance.

Mr. Campbell noted that the company overview is found in Section 1 of the handout. He noted that his business card is also included in the overview. He noted that SCEMS serves approximately 95,000 residents within 7 municipalities in Dauphin County including Lower Paxton, South and East Hanover Townships, Highspire, Middletown and Royalton Boroughs. He noted that they provide life support for Londonderry Township.

Mr. Campbell explained that they operate three stations with the administrative office located in the West Hanover Township facility. He noted that the operational hub is currently under construction in Lower Paxton Township and the Middletown Station is located at their Fire Company. He noted that they operate ten ambulances, 2 ALS, and 1 Bariatric Unit for obese individuals. He noted that they have over 80 EMT's, paramedics and administrative staff.

Mr. Campbell noted that he developed a strategic plan as soon as he took over as Chief of Operations. He explained that there are two departments within SCEMS, Operations and Administrative Departments. He noted that the Operations include the EMT and paramedics. He noted that the Administration includes billing representatives, public relations staff, and special development. He noted that medical records and billing, which is done by a third party billing company, saves on the costs. He explained that he also has staff that provides quality assurance, a review team and a medical director of clinical affairs team. He noted that the strategic plan for 2013 through 2017 shows some of the objectives are very clear and that he is the Chief and CEO of SCEMS.

Mr. Campbell noted that he currently has a two minute response time to any kind of 911 Call for emergency services. He noted that the on-scene response time is 6.9 to 7.2 minutes. He noted that he has a time frame for medical clearances for new hires which means that they must be cleared to operate by themselves. Mr. Hornung noted that the presentation states 11 minutes. Mr. Campbell explained that is the national average time. He noted that the employee turnover rate is significantly low as most of the providers have worked for SCEMS for years. He noted that he worked for a year, left for six months, and he has worked for 14 years since he came back.

Mr. Campbell noted that the State Department of Health mandates that all Patient Care Reports be completed within 48 hours; however he mandates that they be completed with 24 hours. He noted that the only time it would extend past that is if it comes at the end of a shift. He noted that staff works 12 hour shifts from 7 to 7.

Mr. Campbell noted that the services that SCEMS offers the Township can be found in Section 3. He noted that SCEMS employees 81 career paramedics, EMT's and Administrative personnel. He noted that the combined staff services add up to 244 years for the citizens of the Township. He noted that they have 10 ambulances and two advanced life support units (ALS). He noted that he would have the following available for the Township: two mobile intensive care ambulances, two basic life support ambulances; one basic life support ambulance that is also a basic life support unit and will soon be operated by administrative staff. He noted that there is one advanced life support squad and another one manned by a chief paramedic.

Mr. Campbell stated that SCEMS has its roots and was established in the Township in 1957 providing care for the past 55 years. He explained that he has less than a 3% rate for non-emergency transports as they are going out of that business in order to provide better emergency care to the residents. He noted when you are in the transport service you are putting your units out of service to handle non-emergency care. He suggested that it might be less than a 1.5% rate.

Mr. Campbell noted from 2011 to 2012, there were six cardiac arrest patients who were successfully resuscitated and were discharged from the hospital, all residents from the Township. He noted that all the ambulances are equipment with mobile data terminals and GPS for precise directions and have in-dash cameras. He noted that this keeps the amount of communications to a minimum prohibiting the general public to hear less on their scanners. He noted that dash cameras have eliminated some of the minor accidents and they also protect employees from complaints by people who make accusations toward personnel. He noted that they are equipped with night vision and verbal recordings. He noted that the ambulances are equipped with an anti-theft ignition kill switch which means if someone tries to steal an ambulance, the minute they press on the break it would shut off the engine.

Mr. Campbell noted that SCEMS offers free EMS standby coverage for fireworks, conventions and parades in the Township, EMS training for Fire and Police personnel, and free standby service for the fire companies for training and service calls. He noted that they provide

free reimbursement for supplies used for EMS calls for fire or police. He noted the patches that usually cost \$40 to \$60 are replaced free of charge. He noted that we have free maintenance for all of our equipment that is donated to SCEMS and we do not charge the Township for those costs. He explained that SCEMS offers a business membership for all Township employees and the fire department employees. He noted as soon as a fire volunteer leaves his house for a call, they are covered up to the time they walk back into their front door. He explained that we will not bill Workers Compensation for service and will not bill the fire company for prolonged visits. He noted that SCEMS will continue to provide supplies and medical care for those type events as well as a transition service for fire fighters coming out of a burning structure to ensure that they are able to go back into service. He noted that the fire and police departments will have the opportunity to purchase supplies through SCEMS at a 60% savings.

Mr. Campbell noted if an incident occurs where a child dies, they can provide a review service for those types of incidents to fire fighters or police officers. He noted that his personnel have been trained to provide this type of service.

Mr. Campbell noted that SCEMS has zero instances of legal claims of negligence or patient abandonment in its 55 years of service. He noted that he has never submitted a claim for negligence or walking away from a patient. He noted that they also have zero claims for malpractice or an accident where they have been deemed at fault.

Mr. Campbell noted that the certification for staff goes way beyond the EMT or Paramedic Board of certification. He noted that they have one physician; two nationally registered critical care EMT Paramedics, seven national registered paramedics, one critical care flight paramedic, and two pre-hospital registered nurses. Mr. Hawk questioned if the physician is located at the station. Mr. Campbell answered that he is the medical director that oversees the patients for SCEMS. He noted that he does training, quality assurance and monitors the medical distribution for patients. Mr. Hawk questioned if he is present 100% of the time. Mr. Campbell answered no.

Mr. Campbell noted that he has two nationally registered emergency medical technicians, 17 employees with associate degrees, nine with bachelor degrees; two with master degrees, and one with a doctorate. He noted that four members are Pennsylvania Emergency Medical Service Task Force Members, eight are Pennsylvania Department of Health Evaluators, three are

National Evaluators, four are CPR instructors; three are Emergency Operator Instructors, five adjunct Facility staff members for the Harrisburg Area Community College (HACC) Paramedic and EMT Program, one Director of Education for HACC, and 81 members have their Hazmat Awareness Certification.

Mr. Campbell noted that Section Four contains the financial information that you will receive every month. He explained that this information is emailed to Mr. Wolfe and PSD Johnson. He noted that the SCEMS Board meetings are held the fourth Monday of the month and the financials must be completed by the third Monday of the month. He noted that you currently have the June report. He noted that the Board will also receive the Chief's Report where the last page contains a yearly review page. He noted that it shows the monthly billings and revenues from those billings.

Mr. Campbell noted that the agreement is found in Section Five. He explained that he made some slight changes to this agreement from the previous one distributed and discussed with the Board members. He noted that SCEMS has reduced its budget by almost \$1 million and they have experienced a \$30,000 reduction in payroll expenses due to internal changes. He noted that he was able to put more providers on the street by eliminating the transport services to care for those who call 911.

Mr. Campbell noted that the terms of the five-year contract are from January 1, 2013 until December 31, 2017. He noted that the contribution from the Township would be \$200,000 with payments made in quarterly contributions of \$50,000, or SCEMS will match the annual agreement for any potential competitors.

Mr. Campbell noted that the rest of the agreement is relatively the same as the previous document. He noted that Ms. Rodkey provided to the Board members the pins that are given to providers who have resuscitated individuals who walked out of the hospital and are alive to talk about it. He noted that the pins come from the Department and also the Pennsylvania Emergency Health Federation, which is a joint operation with the Pennsylvania Department of Health. He noted the five individuals are all residents that are alive today to talk about it. He noted that he has received six accommodations for life saving efforts which also occurred in Lower Paxton Township. He noted that the accommodations are for patients that were not breathing when staff arrived on scene and may have coded in the ambulance.

Mr. Hawk noted that SCEMS had 432 calls in the Township through June 12, 2012. He questioned what you predict for the year end. Mr. Campbell suggested that it would be around 4,000 to 5,000 calls. He suggested that last year it was 4,502 calls. He noted that is the reason for adding the additional units.

Mr. Hawk noted that SCEMS outsourced its billing and questioned if they were using a local company. Mr. Campbell answered that he has used a company out of Pittsburgh, Ambcoach for years. He noted that the majority of organizations outsource this as it costs a lot of money to do internal billing. He noted that the Medicare and insurance rules are constantly changing. He noted to keep a staff member updated on the changes would be very costly and time consuming.

Mr. Hawk noted when you do a transport; you would generate a bill indicating what the service was and then fax the information to the company. Mr. Campbell explained that all communications are done through a secure INTERNET line. He noted that the billing information is sent out twice a week. He noted that the hospitals and the billing company have access to our EMS program called EMstat. He noted that they actually access the system and pull the billing information. Mr. Hawk questioned if that has improved SCEMS financial status. Mr. Campbell answered yes. He noted that, generally speaking, it will improve billing from 20 to 30%. He noted that the owner of the billing company goes to Washington, D.C. and is on a committee with Medicare and Medicaid and it is an excellent organization. He noted that he and Ms. Rodkey reviewed other organizations and by far Ambcoach is the most knowledgeable.

Mr. Hawk questioned if most of SCEMS billings are through Medicare or Medicaid. Mr. Campbell answered Medicare. Mr. Hawk questioned how much of the business goes to Capital Blue Cross or High Mark. Ms. Rodkey answered that private insurance make up about 20%. Mr. Hawk noted that Medicare and Medicaid are scheduled payments.

Mr. Hawk questioned what sets SCEMS apart from any other service provider. Mr. Campbell answered that we are truly a family at SCEMS and the majority of people who work for us have been there for quite some time. He noted that the turnover rate is very low, and the care and equipment that we have is above par than some of the other organizations within Dauphin County and even the State. He noted that very few organizations have the dash cameras, the GPS, and the LifePAC 15 that cost \$31,000. He noted that we have a great leeway

with medication as we carry a significant amount of medication and that choice is totally up to the medical director for what you can carry. He noted that the State allows a provider to carry certain medications and the medical director also provides what additional medication that you can carry. He noted that the EMS from another provider may only carry half of what we carry for treatments.

Mr. Hawk noted that you mentioned a dash camera. Mr. Campbell explained that it sits on the windshield and allows management to view how fast the vehicle is traveling, provides a GPS map for where the vehicle is located recording all the time, so if there is an accident we can see if staff was wearing their seatbelt. He noted that it is great to have for any litigation possibilities.

Mr. Campbell noted that the in-car videos that the police have are far more sophisticated than what his staff has. PSD Johnson noted that they cost between \$7,000 to \$8,000 per unit.

Mr. Hornung noted, for years, the Board met with Mr. Calhoun and his financial reports always showed that SCEMS was in the hole and that the end was near. He noted that all of a sudden Mr. Campbell comes in and there is a million dollar swing and he questioned how this happened. He noted that the Board was told that it couldn't be done and now all of a sudden it is done. He questioned what is different. Mr. Campbell answered, it is different, it can be done and he did it. He noted that there was a lot of staff that was somewhat dormant and that the Para transit units were a major drag on SCEMS. He noted that was the non-emergency division. Mr. Hornung noted that the Board was always told that that is where you made the money. Mr. Campbell noted that before he assumed his position, the financials showed the income but not all the expenses. He noted that when he came into his current position, he wanted to show everything, to include fuel and everything. He noted once he had that all laid out, he found that SCEMS was losing \$40,000 per month. He noted that the administrative office had more workers than necessary, noting that they had five full time employees and one part time employee. He noted that he significantly reduced that and they are doing the same work and getting it done.

Mr. Crissman questioned Mr. Campbell what was his major undertaking or weakness that needed identified and what did he do about it. He suggested that I think you just identified it. Mr. Campbell noted that there are more items for him to do. Mr. Crissman questioned what the next major area of weakness that you need to strengthen would be. Mr. Campbell noted from a

business point of view, working with Ambcoach to try to get Medicare to change the law so that we get paid directly from the insurance company. He noted if you have an ambulance call for any primary insurance, the check goes to the patient and then they must sign the check over to SCEMS. He noted that is the big fight at Capital Hill as they lost that fight two months ago but they are going to go back at it again. Mr. Seeds questioned if both names are on the check. Mr. Campbell answered only one name. He noted that the patient cashes the check and SCEMS never sees the money. He noted, for the collections department, if the patient received a physical check, and cashes it and doesn't pay SCEMS, we will work to get our money. He noted if you have an 80-year old patient who owe us \$100 because they are on Medicare and can't afford to pay the rest, that is different.

Mr. Crissman noted that he has never sat on the SCEMS Board however, some of the information that he has heard has disturbed him that there is a inner core of Board members who make all the decisions and then when it goes to the full Board it is rubber stamped. He noted that he has a problem with that and maybe his perception is wrong but he does not think so. He noted that he wants to know what Mr. Campbell will do to correct that. Mr. Campbell noted that it does not happen anymore. He noted that the Board was composed of friends of friends, but that no longer exists. He noted that the Board meets as a group and decides as a group. He noted that he does all the minutes and attendance for the meetings. Mr. Crissman questioned if the decision is at the Board level and not at the inner core level and then rubber stamped by the full board. Mr. Campbell answered that it is made at the Board level.

Mr. Hawk noted that he was impressed with many of the things that Mr. Campbell has implemented and corrected, but he questioned Mr. Campbell where he got the background to do this. Mr. Campbell noted that he was a paramedic when he was 18 and become an EMT at the age of 15. He noted that his life has been nothing but EMS and fire departments. He noted that everything that he has done has been a passion for him. He explained that he educated himself on nothing but EMS, noting that he went to the police academy in 2003, worked for the Coroner's Office, a law firm as a private investigator, and all these things have helped him. He noted that he was president of the Highspire Fire Department for 18 years.

Mr. Seeds questioned where he was hiding for all these years.

Mr. Blain questioned where you see SCEMS in five years. Mr. Campbell answered that he plans to retire from SCEMS and he is now 33 years of age. Mr. Blain noted that he was not talking about Mr. Campbell; he was talking about the organization. Mr. Campbell noted that he considers the organization to be even stronger today because his goal is to make it the strongest organization in the County and the State.

Mr. Blain questioned how he plans to do that, by obtaining additional territories or merging with other smaller ambulance associations. Mr. Campbell noted that he does not want anymore territory as he has enough. He noted that he has been asked by other organizations to merge with them but he has declined. He noted that he has seven municipalities and that is plenty, and he plans to put his focus on those seven municipalities. He noted that he needs to maintain his focus on where his hub is located and where the administrative office is. He noted, if you get too big you get too wild. He noted that a family owned restaurant is much better than a chain restaurant. He noted his goal is to make SCEMS like a family restaurant where the care is of the most importance. He noted that it is not about the dollar, rather the care that we give out on the street.

Mr. Hawk questioned if there is anything he would do differently. Mr. Campbell noted that he maintains a path that the administrative staff has stepped up to like you would not believe. He noted that his leadership ability towards them is visible in that he will scrub the floor. He noted that he does not want to change anything in that aspect, but he does want to become more sophisticated with the healthcare. He noted that he wants to have the most updated equipment. He explained that we just purchased two Tahoe's and an ambulance. He noted that he hopes to have all the ambulances replaced with two to three years. He noted that they are on a five year plan for replacement, and we are buying used equipment. Mr. Hawk noted that you are planning to build from the ground up. He questioned what happens if it doesn't work out and you lose two or three Township's. Mr. Campbell noted that he will do what he needs to do when and if that happens. He noted that he does not foresee that occurring as we have a good working relationship with the municipalities.

Mr. Seeds questioned what would happen if you lose Lower Paxton Township as a client noting that you are building a new building in the Township. Mr. Campbell noted that we would have to do some adjustments interiority. He noted that he always works in an emergency mode,

so when he heard that PH was making a proposal he immediately started to consider what his next step would be. He noted that he has not given that too much thought as he tries to maintain his purpose. He noted that there is no EMS service that is better than SCEMS that can serve the citizens of Lower Paxton Township and he has not given it that much thought.

Mr. Seeds noted that we have two seats on the SCEMS Board, and he questioned if that would continue. Mr. Campbell noted that it would continue. Mr. Seeds questioned if it was a one year contract or longer. Mr. Campbell noted that it is a five year contract but it is negotiable. Mr. Seeds questioned if it would be at the same cost. Mr. Campbell answered yes. Mr. Seeds questioned if it would be for the same services that we have today. Mr. Campbell noted that he would provide more service in this contract. Mr. Blain noted that would be because he would be providing more ambulances. Mr. Campbell noted from 7 a.m. to 9 a.m., there will be two ALS units. From 9 a.m. to 8 p.m., there will be five ambulances and two squads just for Lower Paxton Township. He noted at 4:30 p.m., the administrative staff will go home, and if the office is not busy, Missy, an EMT and another staff person, could as a last resort take calls. He noted that it would be two ALS, one with a supervisor and the other would be staffed by him. He noted that he likes the office, but he also enjoys getting out of the office as well. He noted after 8 p.m., he would reduce the BLS trucks back to two MICU's. He noted that this may also fluctuate quarterly, not by pulling anything off the street, but by adjusting hours.

Mr. Hawk questioned if you get your most calls around 8 a.m. Mr. Campbell answered that it is between 9 a.m. and 8 p.m. at night. He noted that is the reason for adding the additional three trucks.

Mr. Blain questioned what other municipalities SCEMS serves. Mr. Campbell answered East, West and South Hanover Townships, Middletown, Highspire and Royalton, and Londonderry Township for Advanced Life Support only.

Mr. Hawk questioned if SCEMS would be on call supporting fire works events, conventions and parades etc., would you pull someone from these events if you received a call. Mr. Campbell noted that anytime we do an event it is always a dedicated unit and he would bring people out on overtime for these events. He noted that he just hired 25 part-time staff and would use them as well. He noted that the part time staff will be used at football games in the Township.

Mr. Hawk questioned if the part-time people are equally trained. Mr. Campbell explained that anyone who walks through their doors goes through an orientation process. He noted that they are placed with a provider on their level. He noted that they go through a six-week training process prior to being release to work solo.

Mr. Hornung noted that we have heard that PH has a bariatric unit and they are unique in this. Mr. Campbell noted that SCEMS has a unit, and so does Elizabethtown, and even though PH has one but they will not come out of the City. PSD Johnson questioned if it is a bariatric specific unit or an ambulance that was made into a bariatric. Mr. Campbell answered that it was an ambulance that... noting that all ambulances are made into a bariatric unit. PSD Johnson answered not necessarily. He questioned if you have the web gates and everything that you need to roll a patient up onto a lift, noting that it would be wider than the normal ambulance. Mr. Campbell noted that the interior of the ambulance is wider; and he doesn't use a lift, as he uses a winch to lower the patient to the ground. He noted that it is a very sophisticated piece of machinery.

Mr. Campbell distributed copies of what was sent to the citizens of the Township to solicit membership with SCEMS. He noted that if a resident calls 911, and they don't go to the hospital, they won't receive a bill. He noted if they go to the hospital, SCEMS will bill their insurance but they will not receive a bill.

Mr. Hornung noted that PH gets 50% return on their collections, and you stated that your rate is 60%. He questioned why there is a difference in the rate. Mr. Campbell answered that the reason for the difference is due to the population in the City of Harrisburg, He noted that we have a very good population in the Township, noting that many citizens have Blue Cross, Blue Shield coverage or Highmark Life Insurance carriers. Mr. Hornung questioned if your collection rate is in the 40% range. Mr. Campbell answered that it is in the 60% range. Mr. Seeds noted that SCEMS hired a firm from Pittsburgh to do the job. He suggested that the citizens in Lower Paxton Township are more financially responsible. Mr. Campbell suggested that the City has a higher Medicare and Medicaid rate than what Lower Paxton Township has. He noted that most of the people in collections are not from Lower Paxton Township. He suggested that they are from somewhere else, but had an incident in the Township or they had a car accident in the Township. He noted that we have developed a name for SCEMS and we work with citizens. He

noted if they can make monthly payments we will work with them, allowing them to make a \$100 or \$200 payment per month, especially if they are a resident served by SCEMS. He noted for an out of state resident we will try to get the payment from them as soon as possible.

Mr. Seeds questioned if there are any questions that Mr. Campbell forgot to ask the Board members. Mr. Campbell answered that he worked diligently on his piece and he had no questions for the Board members. He noted that he will match any competitor as he could afford to take a cut.

Mr. Hornung questioned Mr. Campbell what would happen if he stated that he would only pay \$100,000 for the yearly contract. He questioned what would the services be like. Mr. Campbell answered exactly the same, noting that he has structured SCEMS... he does not focus on the money, because when he got into the business, it was not about the money, it was the care that we provide on the street. He noted that if he had providers that worked for SCEMS for the money, they would not be working for us. He noted that they are here to help people day in and day out.

Mr. Hornung questioned what would you cut back on in order to only achieve a \$100,000 contribution from the Township. Mr. Campbell noted that he would not have to cut back on anything. Mr. Seeds suggested that you would have to make it up in collections or something. Mr. Campbell noted that he has already made it up. He noted when you talk about an emergency plan; he has given that part some thought. He noted if PH comes in at \$100,000 that is okay with him because how he could make cuts in the Para transit and certain divisions. He noted that Melissa and I am a powerhouse as we have been working together for the past 17 years and cuts will not affect us.

Mr. Seeds noted that Mr. Calhoun came to the Board years ago and told the Board that if we did not help SCEMS with financial contributions, they would have to fold and close the doors. Mr. Blain noted that the contribution four years ago was only \$100,000 and then it went up to \$200,000. Mr. Campbell noted that would not happen now.

Mr. Hornung questioned what other contributions SCEMS receives from the other municipalities that you service. Mr. Campbell answered that they pay anywhere from \$7.17 to \$9 per resident. Mr. Hawk suggested that it would be the cost per capita. Mr. Campbell noted that he does not know the exact cost per resident, but when he goes out for the agreements, it is

around that amount. Mr. Hornung questioned what South Hanover Township pays. Mr. Campbell answered that he has a verbal agreement with them, noting that they will start contributing because Dauphin County Gaming Commission will not give us additional casino money. Mr. Hornung questioned what West Hanover Township is contributing. Mr. Campbell noted that they were paying \$45,000 per year however it was recently raised to \$70,000. He noted that it was an increase on their request. He noted that they are at \$7 per resident. He noted that East Hanover Township pays for every single resident's membership.

Mr. Hawk noted that we must stop now for our next meeting.

The presentation ended at 7:28 p.m.

Adjournment

There being no further business, Mr. Blain made a motion to adjourn the meeting. Mr. Hornung seconded the motion, and the meeting adjourned at 7:28 p.m.

Respectfully submitted,

Maureen Heberle
Recording Secretary

Approved by,

Gary A. Crissman
Township Secretary