



**CITY OF KIRKLAND**  
**Fire & Building Department**  
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## **MEMORANDUM**

**To:** Kurt Triplett, City Manager  
**From:** J Kevin Nalder, Fire Chief  
**Date:** October 25, 2010  
**Subject:** Medical Transport Fee Implementation Plan

### **RECOMMENDATION:**

City Council approves the implementation plan for Emergency Medical Service (EMS) Fee for Transport and authorizes preparation of detailed staff reports on key policy, financial, and operational issues.

### **BACKGROUND DISCUSSION:**

After reviewing the feasibility study on EMS Fee for Transport at the August 3<sup>rd</sup> Council Meeting, Staff was directed to develop a draft implementation plan. A staff lead has been assigned from Fire, a draft implementation plan has been prepared, and a team representing all involved departments has been convened to research and implement EMS Fee for Transport. The Public Safety Committee was briefed and commented at their meeting October 19<sup>th</sup>. A draft work plan is included as Attachment A to this memo. Our aggressive implementation schedule will allow billing to commence on or before March 1, 2011.

The EMS-Fee Team is researching and preparing additional staff reports on the following key policy, financial and operational issues:

Key policy issues relate to billing, rates, and program expenses:

- Program policies and procedures should be designed so as not to create any perceived or actual barriers to EMS service.
- How much is the fee and what is the basis for the fee schedule?
- Billing and collection policies--who will receive a bill and how aggressively will collection be pursued?
  - Will customer classes (resident, nonresident, employee) be established?
  - Will delinquent accounts be sent to collections and what is the scope of collection activities authorized?

- Program Administration
  - Contract out Billing from private company, governmental agency or do in-house?
  - Contract for Collection?
  - Additional internal staff requirements
    - Fire
    - Finance

Key financial issues:

- Rates and collection policies relative to revenue (billing and collection policies will impact revenue)
- Forecast program administration costs (program costs will determine net revenue available)

Operational issues:

- Bargaining unit impacts (IAFF has submitted a request to bargain the implementation of EMS fee for transport)
- Development of standard operating procedures and training
  - Coordinate with local hospitals early
  - Develop Standard Operating Procedures (SOP's) for operations and administration
  - Develop standard forms
  - Deliver initial and ongoing training
- Obtain provider authorizations and licenses

The draft work plan (see attachment A) involves a number of steps, some of which can be accomplished simultaneously. In order for an ordinance and SOP's to be developed, billing and collection policies need to be established. Staff will be conducting research on best practices and will return to City Council in December with a discussion and recommendation on program policies. After receiving Council direction, staff will prepare an ordinance for consideration in January.

**City of Kirkland  
Preliminary Fee for Transport Tasks and Assignments**

**DRAFT FOR DISCUSSION ONLY**

Task	Lead Department	Due	Notes
Convene Staff Group	CMO	10/19/2010	
Designate Lead Staff			Fire Department Lead
Develop Draft Implementation Plan	CMO/Fire	11/1/2010	Ongoing refinement as project proceeds
Present to Public Safety Committee	Fire	10/21/2010	
Prepare Council Memo	Fire	10/21/2010	
Present to Council	Fire	11/1/2010	Approval of implementation plan and project management
Conduct Research and Obtain Samples	All	Ongoing	Sample policies, procedures, forms, RFP's and communication materials
Coordinate with Hospitals on Procedures	Fire	11/1/2010-1/1/2011	
Verify EMS Provider License	Fire	11/15/2010	
Develop Policies		11/15/2010	
Customer Classes	Fire/Finance		Who will be billed how much?
Billing and Collection	Fire/Finance		Billing practices and uncollectable policies
Billing and Collection Service Procurement	Fire/Purchasing		Interlocal or private billing service
Develop Rates	Fire/Finance	1/1/2011	
Check in with City Council	Fire/CMO	12/7/2011	
Policies			
Rates			
Updated Revenue/Expenditure Est.			
Develop cash flow analysis to match expenses to revenues			
Develop Communication Plan	CMO/Fire	1/1/2010-1/1/2011	May be interlocal agreement
Develop Contract for Billing Service	Fire/Purchasing	1/1/2010	
Scope Statement	Fire		
Schedule and Advertising	Purchasing		
Selection Process	Fire/CMO		
Consultant Contract	Fire	2/1/2011	
Update Expenditure/Revenue Estimates	Fire/Finance	1/1/2011	
Develop Contract for Collection Services	Finance	2/1/2011	
RFP and Scope Statement	Finance		
Schedule and Advertising	Purchasing		
Selection Process	Finance		
Consultant Contract	Finance	2/1/2011	
Obtain provider numbers/authorization	Fire/Consultant	11/1/2010 -2/1/2011	Medicare provider number required before billing can occur of any third party payer; process takes 8 to 12 weeks
Medicare			
Medicaid			
L&I			
Other Insurers			
Complete authorizing documents			
Ordinance	CAO/Fire	1/4/2011	Approval by Council
HIPPA Compliance	Fire	1/1/2011	
Obtain Equipment and Supplies	Fire/Purchasing	2/1/2011	
Forms	Fire/Purchasing		
Hardware/software	Fire/IT/Purch		May delay automated data capture pending participation in King County program
Engage IAFF in Impact Bargaining	HR/Fire	10/5/2010-2/1/2011	Request to bargain received 10/5/2010
Develop Standard Operating Procedures	Fire	2/1/2011	
Department SOP's			
Forms			
Establish internal accounting procedures	Finance	1/1/2011	
Conduct Training	Fire	2/1/2011	
Hire Staff			Staff classification and responsibilities to be determined and coordinated with HR and appropriate bargaining unit
Develop job description	Fire/HR	12/15/2010	
Conduct Recruitment	HR/Fire	1/15/2011	
Hire	Fire/HR	2/1/2011	
Develop Reporting Schedule to Council	Fire/CMO	2/1/2011	Periodic reporting to Council on program status and financial results