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Board of Supervisors Report

AGENDA DATE: August 12, 2025

TO: Del Norte County Board of Supervisors

FROM: Larry Karsteadt, Executive Director, North Coast EMS

SUBJECT: Del Norte County EMS System Assessment Report

RECOMMENDED BOARD ACTION

Receive a presentation by EndPoint EMS Consulting on the findings and recommendations of the EMS System Assessment Report, followed by discussion.

SUMMARY

On January 10, 2023, the Board of Supervisors passed a resolution recommending that North Coast EMS (NCEMS) develop and implement a countywide Exclusive Operating Area (EOA) for emergency ambulance services through a competitive process. In February 2025, NCEMS engaged EndPoint EMS Consulting to conduct a comprehensive assessment of the Del Norte County EMS system and develop a three-phase approach to achieve the goals of NCEMS and the County.

- **Phase One:** Conducted a system-wide EMS assessment through stakeholder engagement, data and document review, direct observation, and GIS analysis. This phase produced recommendations for system improvements, which are outlined in this report.
- **Phase Two:** Development and management of a competitive Request for Proposal (RFP) process for exclusive ALS and BLS ambulance services.
- **Phase Three:** Drafting of an ambulance service agreement based on the RFP and proposer responses, including support to NCEMS for contract negotiations with the selected provider.

The findings and recommendations from Phase One serve as the foundation for both the RFP and the ambulance services agreement.

EMS SYSTEM ASSESSMENT REPORT

EndPoint launched the assessment with a well-attended kickoff meeting and facilitated a SOAR (Strengths, Opportunities, Aspirations, Results) exercise to gather strategic input from stakeholders.

To fully understand system performance, EndPoint utilized a multi-modal approach:

- **Stakeholder Engagement:** Conducted listening sessions with 21 organizations and administered a blind survey to 94 individuals (64% response rate). Facilitated site observations to capture operational context.
- **Document & Data Review:** Analyzed existing reports, population data, 9-1-1 call volume, ambulance travel times, clinical performance reports, and contract compliance data. Partnered with GIS experts for mapping and response analysis.
- **Financial Review:** Evaluated the payer mix in Del Norte County and compared it to peer rural counties. An external healthcare accountant reviewed available financials to assess system stability.

All methodologies interviews, document reviews, and financial analyses carry inherent limitations and are dependent on the accuracy and availability of input data.

Feedback from the project's Ad-Hoc Committee helped refine the final report. EndPoint expresses gratitude to all stakeholders for their time and willingness to contribute ideas toward strengthening the EMS system.

RECOMMENDATIONS

These recommendations are categorized by implementation pathway—**Policy, Leadership**, and/or inclusion in the **Ambulance RFP**:

Recommendation	Policy	Leadership	RFP
Continue Emergency Medical Dispatch (EMD) via Sheriff Dispatch with added staff or require via RFP.	✓	✓	✓
If EMD is contractor-operated, reconcile Sheriff and Ambulance Dispatch data for accurate reporting.	✓	✓	
Include in RFP: defined response time by zone, limit on out-of-county ambulances, root cause analysis for late calls.			✓
Define clinical performance metrics for all EMS entities (Dispatch, First Responders, Ambulance, Hospitals).	✓	✓	✓
Require quarterly reports from EOA provider on response time and clinical metrics.			✓

Recommendation	Policy	Leadership	RFP
Require quarterly system profit & loss statements and annual audit from EOA provider.			✓
Implement transparent oversight for all performance standards.	✓	✓	✓
Establish a Contract Compliance Committee to support NCEMS oversight.		✓	

Attachments

- PowerPoint Presentation
- EMS System Assessment Report