

**VMSC**  
Emergency Medical Services

# 2022 ANNUAL REPORT



# 2022 SUMMARY



VMSC Emergency Medical Services (EMS) has been serving the North Penn (PA) area since 1933. VMSC provides 911 EMS coverage to over 150,000 residents within the area and continues to remain as a high-quality prehospital care provider within the state.

## Who We Are

501(c)(3) Non-Profit Organization  
Governed by 11 Local Board Members  
Managed by a Career CEO and Management Team  
Staffed by 130+ Career and Volunteer Members

## Visit our Website:

[www.vmsclansdale.com](http://www.vmsclansdale.com)

## Follow Us on Facebook:

[www.facebook.com/VMSC345](https://www.facebook.com/VMSC345)

## Network with Us on LinkedIn:

[www.linkedin.com/company/vmsc-emergency-medical-services](https://www.linkedin.com/company/vmsc-emergency-medical-services)

Volunteer Medical Service Corps of Lansdale  
(VMSC)

We made major changes to the organization in 2022, including **growing our team** through increased staffing and ambulances in the community, **improving our abilities** through an increase in training for our staff, and **strengthening our love** for serving our community each day by empowering our team through a new mission statement: **Redefining... Community-First.**

To continue our mission of **Redefining... Community-First**, we must focus on being the best we can be in the clinical areas of our organization so we are ready whenever you need us. Over the last year, we have purchased and implemented **new and updated medical equipment**, including power-loading stretchers, mechanical chest compression devices, enhanced cardiac monitor/defibrillators, and incorporated new medications to **enhance** our capabilities and **improve patient care** overall.

These enhancements support our team of EMTs, AEMTs, and Paramedics, who have **doubled in size** over the past year. They are able to boast a stronger success rate of medical interventions in every category over the state average - which is a big accomplishment, especially as our teams responded to **over 10,000 calls** for service, which is an increase of nearly 39% compared to last year.

To ensure our teams can perform at their best, we **must make sure our teams are taken care of, both physically and mentally. This year allowed us to focus on our people.** Physically, our entire team was outfitted with ballistic vests that allow our staff to improve their safety if was ever threatened on a hostile scene.

Mentally, we instituted our spiritual care team with the support of Rev. Dr. Deborah Darlington, who ensures our teams have someone there to support them through any situation they may face, both at work and at home. On top of our spiritual care team, our VMSC family of career and volunteer members have celebrated a lot together in 2022, including our company picnic, our founder's event in Washington, D.C., Broad Street's renaming in honor of Dr. Frank E. Boston, individual staff birthdays, participating in almost 300 community events and school graduations, and so much more!

**2022 was a proud year for VMSC!**

**Chief Shane Wheeler**



We launched a new video on our website geared toward telling the **VMSC Story** - what makes it a great organization to be a part of, and how we are **Redefining... Community-First**.

Behind the **VMSC Story** are our career and volunteer members, our community members, our local partners and stakeholders, and our organization's members of years' past ... all who play an integral role in making our organization the positive, thriving, and growing organization that it is. Our story is driven by the support of our communities ... and here it is ... ready to share with you. [www.vmsclansdale.com](http://www.vmsclansdale.com)

# Redefining... Community-First Since 1933



## MISSION & CORE VALUES

### LOYALTY

*VMSC is loyal - not only to the communities they serve, but to themselves as well. Its team ensures that everyone - regardless of their situation - receives 100 percent of their dedication.*

### HUMANITY

*VMSC takes a community-first approach to everything it does. Its team recognizes that everyone deserves the care they were promised - and leverages the personal generosity and camaraderie of its team to deliver on that.*

### MERCY

*VMSC understands the need to give back to the community and focuses on the importance of self-sacrifice. Through this approach, it fields a team that gives their all regardless of the personal cost to themselves.*



# PEOPLE



VMSC has strived to encourage, maintain, and progress the development of our employees and volunteers ... and 2022 has been no exception! **Over 2500 combined hours** of continued education and professional development opportunities have been offered throughout the year, including EMS instructor methodology and car seat safety technician courses.

Extending beyond our training opportunities, we continued to offer various options for employees and volunteers to become **engaged** in agency operations through our K9 and Search and Rescue (SAR) programs, special event unit standbys, Aviation (Drone) Team, and Tactical EMS unit supporting the Montgomery County SWAT team.

Staying competitive with the local employment market, we **increased our wages** for EMT, Advanced EMT, and Paramedic providers by upwards of 29%. Combined with an excellent benefits package for full-time employees, we are a leader at providing not only a living wage, but a **thriving wage** to our employees - including promotional opportunities to focus on retention and professional growth.

Looking **holistically at the whole person** - not just the employee - 2022 has brought about an added focus on both physical and mental well-being throughout the organization. Additional personal protective equipment (PPE) has been added to our ambulances for our responders and spiritual care teams have been integrated into our organization to provide individual and family emotional support when it is needed.

## DEVELOPMENT

10 total EMTs, AEMTs, and Paramedics attended a 40-hour EMS Instructor Methodologies class which will allow them to become eligible as EMS Instructors within the organization and to the greater community. Gaining this credential adds to their professional repertoire and capabilities by being able to offer both initial EMS certification courses and continued education classes.

## EDUCATION

A new partnership with JeffSTAT brought our EMS providers an opportunity to expand their knowledge base and refresh their minds through over 600 hours of provided content to the organization. This initial and continued education includes certification courses like: Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), Advanced Trauma Life Support (ATLS), Advanced Burn Life Support (ABLS), and Advanced Stroke Life Support (ASLS). Additional education and training opportunities through this new partnership also include prehospital airway management skills and advanced content.

## SUPPORT

Appreciation - this a driving sentiment surrounding the support that we show to our EMS providers throughout the year. Surrounded by wellness events, awards ceremonies, and EMS Week celebrations, one of the best ways that we live out our own mission is through the **LOYALTY, HUMANITY, and MERCY** - the **SUPPORT** - that we provide to our own people.

## RECRUITMENT & RETENTION

Increased employee pay has been instituted to not only improve new employee recruitment, but to also support existing employee retention. This has also been combined with internal reorganization and the development of career advancement opportunities.



# COMMUNITY



VMSC is a community and partnership-focused EMS agency that provides 911 ambulance and emergency response services to multiple communities surrounding Lansdale, Pennsylvania. We provide primary coverage to the following communities: **Hatfield Borough, Lansdale Borough, North Wales Borough, Souderton Borough, Telford Borough, Franconia Township, Hatfield Township, Montgomery Township, Towamencin Township, and Upper Gwynedd Township.**

Combined within our community coverage approach is our growing network of **local community and EMS agency support** that we provide - like our recent coverage expansion into Souderton.

# COVERAGE GROWTH

## VMSC Expands Coverage Growth into Souderton, Telford, and Franconia

*We continue to work towards creating the best EMS service possible for the area, which is exemplified by our recent expansion to maintain sustainable services in the Souderton area. This VMSC and Souderton Community Ambulance Association (SCAA) partnership unified the two agencies together in order to promote local service operations and opportunity, and has allowed our organization to promote local EMS system continuity, collaboration, and communications through combining efforts. Growth like this is imperative in today's local EMS coverage environment and affords an element of operational expansion and fiscal responsibility that is otherwise difficult to maintain in smaller organizations and environments.*





# VOLUNTEER & COMMUNITY SUPPORT OPPORTUNITIES



Volunteers are a driving force within VMSC - both today and reflecting back on our organization's roots. Our career employees and full-time operations are supported by a very active volunteer **K9 search and rescue** team, **aviation (drone)** team, **peer support** team, and additional volunteer EMTs.

Acting as a leader for one of these teams is Rev. Dr. Deborah Darlington, who serves as VMSC's chaplain and plays a large role in our peer support team - offering emotional support to our team's members during their own times of need. She reminds us that in order to provide care to others, we must remember to **provide care for the caregivers, as well.**

The support of each of these programs is driven by our community volunteer participation - which doesn't require that one be an EMT or Paramedic in order to participate. **Community volunteers are the essence of who we are** and are the essential to our continued growth and success.





# SAFER & HEALTHIER COMMUNITIES



Taking a **Redefining... Community-First** approach toward our work, we experienced a positive year that was full of community engagement, outreach, and holistic support. Starting with our **Mobile Health Initiatives** and merging right into our greater **Community Risk Reduction** efforts, our organization has diligently worked to pay-forward the same level of support to our communities, that we receive.

Promoting community safety and health, we've laid the framework to build upon six community-focused goals and initiatives as we enter into 2023.



## GOALS & INITIATIVES

### 1 COMMUNITY HARM MITIGATION

We provided **opioid response and education** targeted toward **overdose reduction and care**, in addition to **firearm safety education**, and **environmental safety education** addressing heat & cold injury prevention.

### 2 HOSPITAL READMISSION REDUCTION

EMS crews conducted **follow-up visits** with discharged patients to assist with **at-home care instructions** and to serve as an **advocate** for the patient with the goal of **reducing the need for hospital readmission**.

### 3 BEHAVIORAL HEALTH

Trained staff provided **response** to individuals experiencing a **behavioral health crisis** and provided directed **resource facilitation and care navigation**.

### 4 TRAUMA/INJURY PREVENTION

Focusing on **elderly fall prevention** and **bleeding control**, our staff provided community education on **home safety** and **Stop the Bleed** injury care.

### 5 CHILD TRAUMA PREVENTION

Reducing the risk of injury for children, **certified and trained car seat technicians** provided **car seat installation** and offered **firearm safety & security education** to local families.

### 6 CITIZEN CPR & AED PROGRAMS

We continue to be a **local leader** in providing **free CPR training** and facilitating **AED registry** within the community's **PulsePoint** citizen responder app. The national average for all cardiac arrests outside of the hospital is **11%** - the success rate in the North Penn area is **8%**, as only **13%** of all cardiac arrests receive bystander CPR before ambulance arrival. For this reason, VMSC has continued to promote its community-based CPR and AED use initiatives.



# SERVING WITH PRIDE & COMMITMENT



Nearly **nine decades** of continued pride and commitment have surrounded our service to our local communities ... and there's no sign of that stopping!

EMS agencies throughout the country have faced hardships related to staffing, funding, and growth - and while we are not immune from those same challenges, we are continuing to thrive because of our continued **support from the communities that we serve.**

Our history has brought us to where we are today, and that's something that we are proud to share and committed to continue.

## TELLING OUR STORY

Starting in 1933 with our founding by Dr. Frank E. Boston, VMSC has grown and transitioned from an all volunteer first aid response agency into a state-of-the-art advanced life support organization incorporating a staff of both volunteer and career EMTs and Paramedics.

Reflecting on our humble and noble roots, we've experienced significant strides within our organization in too many ways to remember. Keeping some of our traditions and our history in mind, 2022 brought about a renewed inspiration to both reflect upon and appreciate where we came from, and how we are focusing our future on **Redefining... Community-First.**

To outwardly display our appreciation - our pride and commitment - our headquarter office windows have been draped with a timeline of our past ... reminding us each and every day of what it is to be a part of our great organization and what pride it brings us to be serving since 1933.

## Redefining... Community-First





# POSSIBILITY & OPPORTUNITY



Within the first few months of Chief Shane Wheeler's transition into office as VMSC's first career chief in early 2022, the organization shifted into overdrive implementing a line-up of **enhancements** geared toward **future sustainability, modernization, and excellence**. These improvements included technology upgrades, the development of new partnerships, increases to staff wages, and agency rebranding to provide it with an updated look for the future - all while **respecting the organization's rich past**.

Maintaining a focus on the VMSC Mission and its Core Values, our focus will remain geared toward **kindness** and **generosity** that is nourished by our commitment **to our community** ... and seeing great possibility and opportunity in our future.

## VIBRANT IMAGE

In seeking visual modernization, a branding strategy was developed to incorporate the rich history of the organization into a vibrant appeal through updated social media platform engagement and a new look to the incoming 2022 ambulance fleet.

## TECHNOLOGY UPGRADES

Investments have been made to improve the organization's mobile data and intranet capabilities, improve provider workflows with the integration of tablet-based patient care reporting technology, and improved communications through the implementation of new platforms and processes - including our app-based task management and vehicle checklist options.

## CLINICAL ENHANCEMENTS

New stretchers offer ergonomic lifting and safer patient movement, while new cardiac monitors afford enhanced heart rhythm monitoring and electrical therapy options, in addition to improved exhaled carbon dioxide gas monitoring through waveform presentations. Mechanical chest compression devices also improve the efficacy of long-term cardiac arrest resuscitation (CPR) efforts.

## FOCUSED PARTNERSHIPS

Training partnerships with local health care partners like Jefferson Health have brought about increased opportunities for employee engagement and focused education. Expanded collaboration with partners like the Children's Hospital of Philadelphia increase our transport capabilities and services offered to local healthcare stakeholders. Continued partnerships with local law enforcement and fire department resources help to maintain the collaborate public safety relationships that exist within the communities we serve.

# COVERAGE & RESPONSE

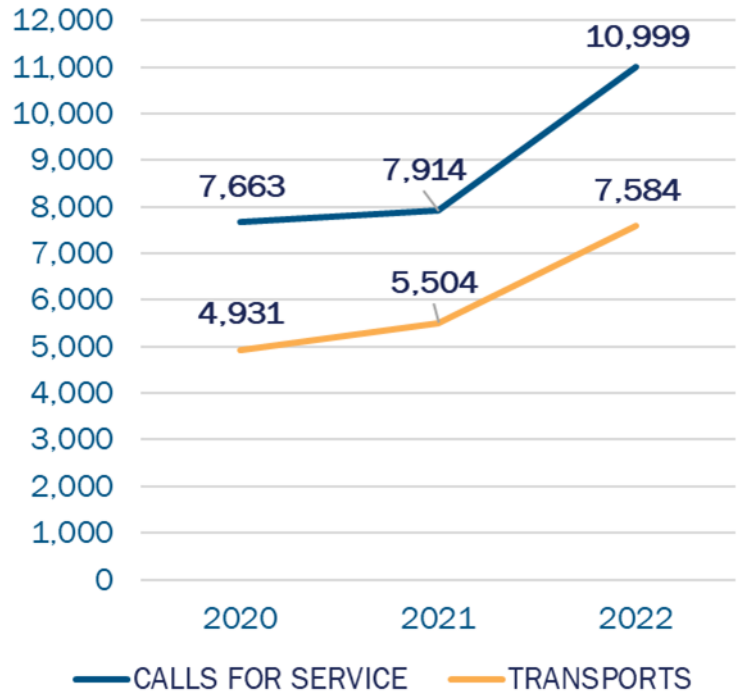


VMSC had **10,999 calls for service** in 2022. This resulted in an **increase of nearly 39%** since 2021, which only experienced 7914 calls for service. Of this total volume, nearly 69% of all calls resulted in a patient transport and the remaining 31% consisting of patient refusals for ambulance transport, calls only for assistance, or other forms of call cancellations.

Systemwide coverage consisting of **6 ambulances operating 24/7**, while our daily operations increase to upwards of **9 ambulances operating during our “peak” times** of the day, all supported by a newly incorporated communications and dispatch center within our headquarter facility.

Our responses remain fast - while that doesn't always mean that lights & siren are utilized. Our average chute time (time from dispatch to a response initiated) is **1 minute and 22 seconds**. This is an improvement of 8 seconds since 2021. Overall response times (time from response initiated to on-scene arrival) averages around **8 minutes and 15 seconds**. This time has slightly increased since 2021, but is complicated by our increased call volumes and need to maintain coverage during these periods of higher demand.

## CALLS FOR SERVICE & TRANSPORT VOLUME



**10,999**  
CALLS FOR SERVICE in 2022





TOTAL CALLS FOR SERVICE	10,999
Sick Person	2,036 (18.5%)
Falls	1,826 (16.6%)
Breathing Problem	1,073 (9.8%)
Traffic Accident	680 (6.2%)



COMMUNITY	CALL VOLUME %
Lansdale Borough	23%
Hatfield Township	18%
Montgomery Township	18%
Towamencin Township	15%
Upper Gwynedd Township	11%
North Wales Borough	6%
Souderton Borough	4%
Telford Borough	3%
Hatfield Borough	1%
Franconia Township	1%

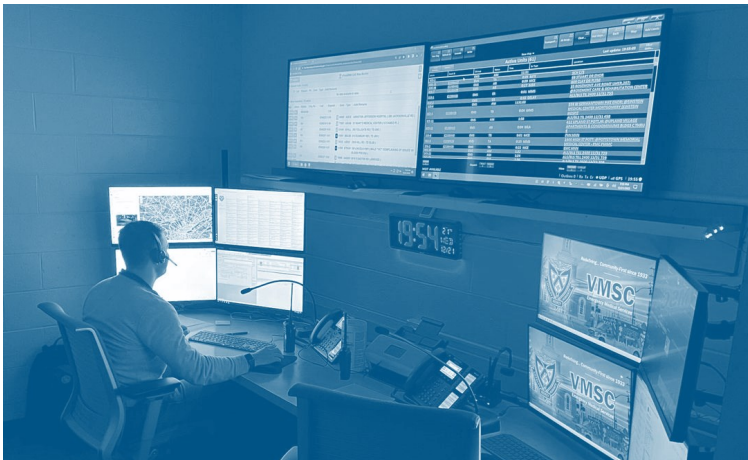
**AVG. CHUTE TIME: 01:22**

**AVG. RESPONSE TIME: 08:15**

*Calls are prioritized based on the medical/trauma complaint - some responses may include the use of lights & siren as a result of the potential severity of the call, while others may not necessitate a lights & siren response*

## 24/7 Communications Center Operations

Supporting VMSC’s inter-facility transport division and 911 ambulance response operations is a newly-incorporated, in-house communications center. This 24/7 operation includes computer-aided dispatch (CAD) software, GPS unit-based tracking technology, and other interface technology tools designed to promote systemwide ambulance deployment efficiencies to ensure a timely response. When some of our ambulances are actively assigned to calls, our communications center is able to utilize system status management (SSM) practices to rotate available units to geographic areas where coverage is needed - allowing the entire system to expand and contract, as needed, throughout the day, based on the system’s ambulance resource condition (ARCON).



# CLINICAL PERFORMANCE



## CARDIAC ARREST

VMSC responded to 104 incidents involving patients experiencing cardiac arrest in 2022. Overall, approximately 40% of witnessed cardiac arrest patients with shockable heart rhythms regained circulation after resuscitation attempts by EMS.



## HEART ATTACK

“Time is muscle” when it comes to heart attacks! VMSC identified 13 patients to actively be having a heart attack in 2022. These events were recognized, on average, less than 6 minutes after EMS crew arrival utilizing 12-lead ECG rhythm interpretation.



## STROKE

110 patients were identified as having stroke symptoms - these symptoms can include facial drooping, arm numbness, speech deficits, balance issues, and/or vision difficulties. Rapid recognition leads to transport to a recognized stroke center.



## TRAUMA

Falls were the leading cause of trauma (injuries) in 2022, consisting of over 65% of such events. Motor vehicle collisions were the second largest cause of trauma, consisting of approximately 18% of traumatic events.

One of the particular differences of EMS agencies throughout each county, state, or even throughout the nation is their definition of **clinical performance**. At VMSC, we approach clinical performance from the perspective of being an **advocate** for our patients' care wherever possible, and assuring that our **actions** and **care** meet the expectations of our customers (patients). Whether the patient is experiencing a true, life-threatening emergency or a perceived situation of urgency or emergency, we aim to treat all patients with the same level of respect and dignity - **HUMANITY** - regardless of their situation or environment.

Response modes - the use of lights & siren - and the level of care provided may differ from patient-to-patient based on their illness/injury and care needs, but the **performance** of that care will always remain constant - as we expect highly of our crews regardless of the situation. Following-up to each call is a quality **assurance** or **quality improvement** process in place designed to evaluate performance, receive patient feedback, and identify future agency training needs to continuously improve our clinical performance, overall.





## CLINICAL ENHANCEMENTS: UPDATED EQUIPMENT

We invested significantly in updating equipment geared toward improving patient and provider safety, enhancing diagnostic capabilities, and improving on-scene care efforts during labor-intensive situations. This includes new battery-powered cots, new cardiac monitors, and new mechanical chest compression devices.



## CLINICAL ENHANCEMENTS: ALTERNATIVE & EFFECTIVE MEDICATIONS

Surrounding the prehospital care industry is the use - appropriateness and effectiveness - of various pain management medications. Exploration of alternative options to traditional injected narcotic/opioid medications includes an emerging popularity of inhaled, non-narcotic medications like nitrous oxide - which VMSC is early utilizer of within the state.



## CLINICAL ENHANCEMENTS: SEDATION-ASSISTED INTUBATION

Managing - controlling - the airway of unstable patients can become a true matter of life and death. For some patients, this can only be accomplished through the administration of sedative medications like ketamine to facilitate the patient's physiologic "relaxation," thus, allowing for advanced airway tubes/devices to be properly placed. VMSC is now engaged in a pilot program to administer these medications and to perform these interventions.



## CLINICAL ENHANCEMENTS: TRAINING & OVERSIGHT PARTNERSHIP

We partnered with Jefferson Health to receive added clinical education and training, in addition to EMS physician medical direction (oversight) services to improve EMT and Paramedic provider education, training, and quality assurance.



## CUSTOMER (Patient) FEEDBACK



**97.37%**

**97.37%** say "The ambulance crew was polite and respectful"

**4.93 of 5**

**4.93 out of 5** rating for overall quality of care received

**100%**

**100%** of those surveyed stated they would recommend our services to another person

We survey EMS customers (patients) whenever possible after each interaction. This practice helps us to improve our system to meet and exceed the expectations of our communities. This is not a mandated practice by the state or any other regulatory agency - it is purely voluntary and considered as a customer- and community-focused necessity that we offer toward building and remaining a successful organization. As a **HUMANITY**-focused organization, we take a **Community-First** approach toward everything we do by recognizing that everyone deserves the care they were promised.



# NOTABLE EVENTS



2022's VMSC **visual rebrand** brings about a new ambulance design that is vibrant, visible, and attributing to our founder and supportive history.



Paying homage to our founder, the late Dr. Frank E. Boston, we hosted local elected officials and state representatives as Pennsylvania State Route 2004 and Lansdale's North Broad Street were officially designated as **Dr. Frank Erdman Boston Memorial Highway**.



**Pennsylvania EMS for Children** has recognized our commitment to improving pediatric emergency care by awarding the organization with an **Expert** level certification, noting the staff's **excellence in pediatric clinical care and injury prevention programs**.



**Deputy Chief Lori Dusza** was honored with the Ambulance Association of Pennsylvania's **Star of Life Award** at their Annual Banquet. Star of Life recipients are individuals recognized as having gone above-and-beyond their normal duties, set an example for others to follow, served honorably for decades, or cared for a patient in a heroic or life-saving way.

We answered the call for assistance in the aftermath of **Hurricane Ian** by sending an ambulance and EMS team to **support rescue and response operations** in San Carlos Park, Lee County, Florida. VMSC is a national disaster response partner with the American Medical Response (AMR)/Global Medical Response (GMR) alliance, affording our response teams the opportunity to help disaster-struck states in order to maintain their own medical operations during their time of need.





Our staff and community members supported the **Pennsylvania Breast Cancer Coalition** by purchasing and wearing breast cancer awareness shirts, **raising \$1,005 to support their cause.**



We honored our staff by hosting multiple awards ceremonies throughout the year, including our **Annual Holiday Awards Dinner**, where 11 members were awarded annual awards for their service, clinical care, and excellent performance.

**Dr. Onorato Lifetime Achievement Award**  
*Timothy Dunigan and Diane Morrissey*



VMSC members participated in the presentation of colors before the Philadelphia Flyers game for its annual **First Responder Night** - a night appreciating EMTs, Paramedics, Firefighters, Law Enforcement Officers, and 9-1-1 Communicators/Dispatchers.

**Employee of the Year**  
*Derek Kreyenhagen*

**Officer of the Year**  
*Captain Rebecca Robinson*

**Volunteer of the Year**  
*David Bond*

**Most Calls Run Award**  
*1st Place - Arnaldo Gomez (915 Calls)*  
*2nd Place - Michael Shearer (859 Calls)*  
*3rd Place - Captain Jeffrey Owler (799 Calls)*

**Clinical Excellence Award**  
*Advanced Life Support - John Golonka*  
*Intermediate Life Support - Abbey Akins*  
*Basic Life Support - Michael Shearer*



We welcomed our first career administrator, **Chief Shane Wheeler** to the organization's administration & leadership team.

**VMSC doubled its total workforce to over 130 career and volunteer members in 2022!**

# REVENUES & FINANCIAL SUPPORT



As a private-non-profit organization, we rely upon our billing revenues and additional financial support in order to maintain our operations. This creates a level of vulnerability and even reliance upon each funding source when it comes to long-term sustainability, as the gap between billed services (and increased costs) and actual collected revenues from various payors continues to exist - even lengthen.

The generosity and participation from members of the local communities continues to be a point of pride within our organization. Of our 2022 revenues, **approximately 11% comes from our subscription program participation and from contributions/donations and grants.** 86% of the remaining revenues comes from fees for services and ambulance transport billing, and the last 3% comes from other revenue and investment recovery efforts.



## REVENUES



- Ambulance Transport Billing & Fees-for-Services
- Subscription Program, Contributions/Donations, and Grants
- Other Revenue & Investment Recovery

Billing for Transport	84%
Standby & Special Event	1%
Paramedic Blood Draws	1%
<b>TOTAL AMBULANCE TRANSPORT BILLING &amp; FEES-FOR-SERVICES</b>	<b>86%</b>
Subscription Program	9%
Contributions/Donations	1%
Grants	1%
<b>TOTAL SUBSCRIPTION PROGRAM, CONTRIBUTIONS/ DONATIONS, AND GRANTS</b>	<b>11%</b>
Investments	1%
Equipment Sales	1%
Bad Debt Recovery	1%
<b>TOTAL OTHER REVENUE &amp; INVESTMENT RECOVERY</b>	<b>3%</b>



# EXPENSES & IMPACTS



As stewards of fiscal responsibility, we strive to control adjustable expenses as much as possible, all while recognizing that there are some needs that simply must be addressed - must have money spent on them in order for the organization to effectively function. Increased fuel expenses and disposable medical supplies have added to our total **operational expenses consuming 9%** of our budget, while **personnel expenses continue to top the budget at 78%**, leaving approximately **13% of the budget available to cover additional administrative needs.**

Our approximately 30% increase to EMT and Paramedic wages played a large role in adding to our personnel expenses - but was seen as an organizational necessity in order to both recruit new employees and to retain existing talent within our workforce. Without this increase, we would have faced the risk of increased overtime expenses and increased overall turnover costs - which could have easily consumed our available working capital.

## EXPENSES



■ Personnel ■ Administrative ■ Operational

Payroll & Benefits	78%
<b>TOTAL PERSONNEL</b>	<b>78%</b>
Billing	6%
Professional Services	3%
Insurance	2%
Administration & IT	2%
<b>TOTAL ADMINISTRATIVE</b>	<b>13%</b>
EMS Supplies	4%
Fleet & Building	3%
Training	1%
Special Operations	1%
<b>TOTAL OPERATIONAL</b>	<b>9%</b>



# FINANCIAL OVERVIEW & FUTURE PLAN



One of the growing challenges within the emergency medical service (EMS) industry is **cost management**. It is anticipated that personnel costs will continue to rise, equipment expenses will continue to rise, and the cost of capital goods such as ambulances will continue to rise. It is also anticipated that **billing recovery revenues** from payors like Medicare and Medicaid will continue to **challenge** EMS budgets - in addition to commercial payors that do not pay the ambulance service directly for their services and, rather, pay the patient on an honor system approach that they will transfer that money to the ambulance service. Practices like this lead to uncollected revenues with no substantial courses of action to remedy the situation.

Complicating factors like these challenge EMS agencies throughout the nation - especially in Pennsylvania - as we all seek to fairly receive the reimbursement money that is allocated for us. While the **financial stability** of VMSC remains solid, our full **financial potential** is restricted because of realities such as these.

## FINANCIAL OVERVIEW

We maintain very minimal financial liabilities and own most of our assets/capital items outright.

Our revenue margins are very thin, especially considering the thriving wage necessary to pay our employees to improve recruitment & retention.

We are a largely solvent organization, managing our current expenses and functioning efficiently in our current state.

Being financially proactive and responsible, we are able to maintain our financial stability and sustainability because of our active large investment portfolios, which offer long-term savings and capital planning capabilities.

## FUTURE PLANNING

As employee expenses and ambulance/capital expenses continue to rise, we continue to rely on our fiscally responsible practices to drive us into the future - but also see the potential to add to this security through further community investment to our organization through two primary means: our subscription programs and through direct municipal funding.

Currently, less than 5% of our total coverage population is enrolled in our Ambulance Subscription program. Simply doubling this would provide a significant amount of reliable revenue to our organization which would allow for community program continuation and further capital purchasing.

Receiving dedicated municipal funding would also provide added financial security to our organization, allowing for us to remain highly competitive to recruit and retain the area's top EMS provider talent to serve each of our communities.



# 2023 PERSPECTIVE



Looking forward into 2023, we are **optimistic** that our organization is on the right path - has the right framework in place - for success. That is not to say, however, that we don't anticipate any challenges, hurdles, or obstacles ahead.

Optimistically, we are planning for expanding health care **partnerships**, increased **internal growth opportunities**, and exploring **advanced clinical care enhancements** geared toward further improving our mobile health and transport service offerings.

Anticipating some challenges ahead - like many other EMS agencies throughout the state - we are navigating through the reality of **decreased reimbursement** and insurance recovery, **increased operational expenses** for items like fuel and ambulances, and planning for the continued need to **remain competitive** with our employee wages and benefits in order to retain the area's top talent.

Putting 2023 into perspective, we are planning for both **OPPORTUNITY & OPTIMISM** as well as the year's **CHALLENGES & PATHWAYS**.

## OPTIMISM & OPPORTUNITY

- ✓ Expanded service area coverage
- ✓ Enhanced training program partnerships
- ✓ Advanced assessment & care pilot programs
- ✓ Improved dispatch & communications capabilities
- ✓ Supporting our EMTs undergoing Paramedic training
- ✓ Increased professional development opportunities
- ✓ Community risk reduction program expansion
- ✓ Continued staff awards & recognitions

## CHALLENGES & PATHWAYS

Feeling the financial limitations of our insurance payor system, we are identifying viable funding source opportunities to help continue our future financial stability. One pathway is through the promotion and strengthening of our communitywide Ambulance and Business Subscription programs - which would provide a significant financial benefit to the organization with even 10% of community members subscribing.

Beyond our subscription program, we are recognizing the need to be humble in our philanthropic and community support requests and appreciating the need for long-term stabilizing support that can be afforded through direct municipal funding. While VMSC has existed without having to ask municipalities for this support in the past, we recognize the need for this request and are communicating with municipalities a plan to request future contractual financial support.



# SUPPORT THROUGH SUBSCRIPTIONS



We offer two subscription options available for members of the community to enroll in: an individual & family **Ambulance Subscription** program and a **Business Subscription** program.

How does it work? Individuals/families and businesses can opt to become a subscription member, allowing enrolled members the benefit of **no out-of-pocket expenses** for ambulance transport services by VMSC or any of its partnering agencies. Currently, many commercial insurance plans cover less than 50% of ambulance transport and care services. Enrolling in a subscription program can provide you, your family, and your employees a significant cost savings by stopping the ambulance billing process from reaching farther than one's commercial insurance payor. Enrolling in a subscription program also provides greater financial security to EMS agencies - such as VMSC - by serving as a proactive funding source to increase up-front revenues, rather than relying solely on the reimbursement recovery process.

## SUBSCRIPTION BENEFITS

Ambulance subscription programs are a common source of providing financial benefits to members of the community and are utilized by many EMS agencies throughout Pennsylvania - and even throughout the nation.

**General subscription program benefits include the following:**

- ✓ NO copay or deductible due for ambulance transport or care after commercial insurance is billed
- ✓ No out-of-pocket charges for non-transport care
  - ✓ Quarterly VMSC newsletter
- ✓ Out-of-pocket ambulance bill protection from additional local partnering EMS agencies
- ✓ VMSC subscription member window decal

**Additional, new, options that are also available include the following:**

- ✓ Monthly or annual payment options
- ✓ Individual/Family Platinum Upgrade - Includes a listing of your residence on the disaster registry to confirm your safety during a local disaster, an optional home safety inspection, and a personalized membership card with an upgraded window decal





## INDIVIDUAL & FAMILY AMBULANCE SUBSCRIPTION PROGRAM

Emergencies often happen when we least expect them - and financially preparing for such instances isn't often something that many individuals or families plan for. For those individuals who experience chronic illnesses, seemingly regular trips to the emergency department may be an unfortunate, but realistic part of their overall care. When these situations arise, ambulance transport bills can become a costly out-of-pocket reality that is stacked onto their additional health care bills. Enrolling in VMSC's Ambulance Subscription program stops this cycle by adding no additional out-of-pocket expenses to the patient - the subscription member.

Three plan options are available with increasing coverage opportunities and additional individual/family benefits.

### INDIVIDUAL PLAN - \$75 Donation

+ Individual/Self Coverage

### COUPLE PLAN - \$89 Donation

+ Individual & Spouse Coverage

### FAMILY PLAN - \$125 Donation

+ Individual, Spouse, Children, Parents, and Grandchildren Coverage (even outside of the same household)

**Currently, less than 5% of our covered population is enrolled in one of our Subscription programs. Doubling memberships to 10% would have a significantly positive impact for VMSC.**

## BUSINESS SUBSCRIPTION PROGRAM

Subscribing businesses can select members within their ownership team and the employee workforce to receive no-individual-charge benefits for VMSC ambulance services throughout their enrollment year. If a subscribing member needs VMSC ambulance services, we will invoice the member's insurance company for service reimbursement - only; the patient will not have to pay any out-of-pocket expenses to us for their care or transport provided. This benefit also extends to services offered by some neighboring ambulance services, in addition to our own.

Four plan options are available with scaling coverage opportunities and additional company benefits.

### BRONZE PLAN - \$250 Donation

+ Ownership Team receives ambulance subscription  
+ Business card sized advertisement/recognition in VMSC quarterly newsletters

### SILVER PLAN - \$500 Donation

+ BRONZE PLAN, plus:  
+ Ownership Team, plus up to 5 employees and spouses receive ambulance subscription  
+ Listing on the VMSC website as a supporter

### GOLD PLAN - \$1000 Donation

+ BRONZE & SILVER PLAN, plus:  
+ Ownership Team, plus up to 10 employees and spouses receive ambulance subscription  
+ 1-hour safety discussion or community CPR class for your business

### PLATINUM PLAN - \$2500 Donation

+ BRONZE, SILVER, AND GOLD PLAN, plus:  
+ Ownership Team, plus up to 25 employees and spouses receive ambulance subscription  
+ Personalized social media post and customized safety discussion

## 2022 ANNUAL REPORT



# VMSC

*Emergency Medical Services*



**PUBLIC**<sup>™</sup>  
CONSULTING GROUP

Created by the  
Public Consulting Group LLC  
Public Safety Consulting Services team  
[www.publicconsultinggroup.com/ems](http://www.publicconsultinggroup.com/ems)