



**Snohomish County Chiefs' Association**  
**General Membership**  
**11:30 a.m.**  
**January 8, 2024**

**PRESENT:**

Dave Kraski  
Open  
Jim Haverfield  
Thad Hovis  
Kevin O'Brien  
Eric Andrews  
Keith Strotz

**President** North County Fire  
**Vice President** OPEN  
**Secretary/Treasurer** Snohomish County FPD 17  
**Immediate Past President**, South County Fire  
**Large Agency Director** Snohomish Regional Fire & Rescue  
**Medium Agency Director** Snohomish County FPD 26  
**Small Agency Director** Snohomish County FPD 19

Mike Calvert  
Dave DeMarco  
Paul Gagnon  
Ned Vander Pol  
Glen Albright  
Blake Engnes  
Todd Bassett  
John Cermak  
Chris Dickison  
Joel Smith  
Doug Ten Hoopen  
Joshua Cole  
Lori Burke  
Greg Osborne  
Jason Hodgkinson  
Bill Dane  
Joel Johnson  
Ernie Walters  
Scott Dorsey  
Dr. Ryan Keay  
Terry Peterson  
Ryan Lundquist  
Shawneri Guzman  
Thad Hovis  
Shaughn Maxwell  
Dave Ruddell  
Leonard Boche'

Everett Fire  
Everett Fire  
Everett Fire  
Marysville Fire  
Mukilteo Fire  
Mukilteo Fire  
Navy Region NW Fire & Emergency Services  
North County Fire  
North County Fire  
North County Fire  
North County Fire  
Paine Field Fire Department  
Snohomish County Fire Marshal  
Snohomish County FPD 4  
Snohomish County FPD 4  
Snohomish County FPD 17  
Snohomish County FPD 24  
Snohomish County FPD 26  
SCEMS  
Snohomish County MPD  
SNO911  
Snohomish Regional Fire & Rescue  
South County Fire  
South County Fire  
South County Fire  
South County Fire  
Northwest Business Services

- A. Call to Order** Meeting called to order at **1132** hours.
- B. Adopt / Adjust Agenda** No changes or additions to the agenda.
- C. Minutes**
- **Discussion:** No discussion.
  - **Action: Motion** by Chief Cermak to approve the minutes of the December 2023 meeting. **Seconded** by Chief Vander Pol **Approved** unanimously.

## **D. Treasurer's Report**

Chief Haverfield shared the following information:

Checking account balance: \$34,093.80

CD's (x4): \$14, 576.66

Total of all accounts: 48,660.46

There were no expenses for the previous two months.

Signatories on the bank account will need to be updated with the leadership changes that have been implemented.

## **E. Old Business**

### **Nominations for the role of Vice President**

A call for nominations was put out three times.

The sole nominee was AC Shaughn Maxwell of South County Fire. He was subsequently elected Vice President for a two-year term.

### **Legislative Day**

SRFR and South County Fire will be sending groups of people to participate in Legislative Day on January 23<sup>rd</sup>. Agencies can make appointments in advance with their representatives, encouraging rapport and engaging in discussions regarding issues impacting their areas.

### **DEM Evacuation Update**

Chief Eric Andrews shared that he has been in contact with DEM, and they are working on a plan. He will provide updates as they become available.

### **Nurse Navigator**

Terry Peterson of SNO911 shared that the soft "go live" will be on January 16<sup>th</sup>. The official "public go-live" will be January 31<sup>st</sup>.

A detailed PowerPoint will be attached with the minutes of this meeting. Data analytics professionals will be working together to ensure efficient and accurate information is collected and conveyed.

### **Lunch Arrangements on SCFCA General Membership Meeting Days**

Chief Kraski inquired about the possibility of soliciting sponsors who may be interested in providing lunches. After a discussion it was determined that a letter will be drafted by President Kraski to send to a few vendors, gauging interest. *Chief Andrews made a **motion** to utilize SCFCA funds to sponsor lunch for meeting attendees in the absence of finding companies who are interested. Chief Albright **seconded** the motion. It **passed unanimously**.*

## **F. New Business**

### **SCEMS Board Elections**

Scott Dorsey shared that elections for the SCEMS Board will be conducted soon. It is thought that Vice Chair and Treasurer roles may be up for election. Due to an imminent retirement (February) the role of Chair may need to be appointed after the elections have concluded.

## **G. Reports**

### **1. Sno911** Terry Peterson -

Nurse navigator will go live (public launch) on January 31<sup>st</sup>.

The SCEMS/SCFCA Task Force has had one meeting. They have determined that they will meet twice per month moving forward. Chief DeMarco has been selected as the Chairperson. They have engaged Karen Reed (Consultant) to help facilitate. Joe Hughes of South County Fire will be attending meetings to stay informed on the progress of the group, should he become more involved with the SCEMS Board in the future.

### **2. Fire Commissioners** Don Waller

No update.

### **3. Fire Marshal**- Lori Burke

The Fire Marshal's office is hiring an additional fire investigator. This will be a fourth overlapping position, anticipating that an investigator may leave within 2024. The new staff member should be on board by February 1<sup>st</sup>.

### **4. Fire Resources Coordinator** Travis Hots (Absent)

### **5. DEM/Incident Management** Lucia Schmitt (Absent)

### **6. Fire TAC** Eric Andrews -

No Fire TAC meeting was held in December.

Chief Andrews shared that a new paging system is being investigated. Encryption for both fire and police information is being discussed. He encouraged agencies that may be replacing pagers to buy products that have encryption capabilities. Any questions can be directed to Howard.

Vice President Maxwell raised a point of discussion regarding whether all fire calls should be encrypted. Chief Cermak shared that it may be worth investigating encryption based on potential security risks for crews. When police communications all become encrypted, it will be helpful to keep in mind that non-encrypted channels used by fire cannot be patched to an encrypted channel and stay encrypted. The ability to switch to a police channel and stay encrypted will be important.

Fire TAC and SNO911 will research this topic further regarding logistics, costs, etc. and report back.

**7. Legislative** Shaughn Maxwell

Legislative Day in Olympia will be January 23<sup>rd</sup>, 2024.

South County, SRF, and other participating agencies will gather information and provide updates at the February general membership meeting.

**8. Fire Prevention** Shawneri Guzman

Monthly meetings will be held on the 2<sup>nd</sup> Tuesday of each month.

Kitchen Fires and Suppression Systems will be discussed at an upcoming meeting and Puget Sound Energy will be presenting at another.

Shawneri requested that any agencies that may have interesting information to share reach out to her to be engaged to present at a future meeting.

There are two Scout Days planned. Both SRF and South County will host.

Scout groups from the entire county will be invited to have their badges signed off. There are quite a few groups registered. The hope is to reach over 300 Scouts.

A social media toolkit is being developed around CRR (Community Risk Reduction week (January 15-21, 2024)). It will be sent to the distribution group soon. (Note: the kit was emailed to SCFCA members on January 9, 2024).

**9. EMS** Shaughn Maxwell

In Roger Vares's absence, Chief Maxwell shared that the recent countywide run review was well attended and very informative.

**10. SCEMS** - Scott Dorsey

Please see the attached PowerPoint.

Goals 2024 Snohomish County EMS

- Establish Trust
- Design Systems
- Provide Support

Director Dorsey is working on securing approval from the SCEMS Board to enter into an IT contract to provide the group with support.

Director Dorsey has a new budget template, and he will be happy to share and answer any questions if anyone is interested in utilizing it as a type of template.

He shared his appreciation for the SCEMS Treasurer Chief Reed, who worked over his holiday break and continually provided great support.

The group is reviewing roles and responsibilities with SCEMS employees. Performance evaluations will be conducted. He expressed his gratitude for all the hard work they've done over the past year.

Director Dorsey and Dr. Keay extended an offer to attendees if they're interested in having them visit their agencies to engage and answer any questions.

### **SNOCO MPD** Dr. Ryan Keay

Protocols were submitted to DOH at the beginning of December. They met with Dr. Keay in mid-December. The hope is to hear back soon from the DOH with approval of the protocols.

Dr. Keay feels protocol tests should be open book, online, and proctored by agencies.

Otep - DOH is rewriting the rules around Otep. We have an interim 1-year plan. It has been sent to the MSO/MSA group. It is less specific than it used to be. A few agencies are trialing EMS Connect. It has an Otep plan included. Dr. Keay feels that BLS providers can be elevated a bit. BLS run reviews are being considered.

We are moving to a statewide approved CAM curriculum. This year's offering is a pediatric course. It will involve skills and scenarios and reiterate the hand-on skills.

PDIC has been meeting to discuss out-of-state providers and getting them up to speed so they may work as soon as possible.

There is universal discontent surrounding wall wait times in the county. Data is being reviewed. Currently "turnaround time" is designated as arrival time at the hospital to time leaving the hospital. It's approximately 10-15 minutes longer than the actual wall time.

QA Committee - Almost all agencies are involved in this process now. Levels 1 and 2 are being handled by those agencies. Levels 3,4 are reviewed by the Committee to discuss and utilize for educational purposes. Some are presented at run review sessions. People have shared experiences and helped others to not feel alone in situations that have been impactful. Dr. Keay would like to keep QA feeling more educational rather than punitive.

MCC will be developing a SharePoint with shared educational resources.

#### County Data Sharing

Dr. Keay would like to see a county-wide dashboard. The hope is to move toward this in the future.

Dr. Keay shared with the group that if hospitals are having crews wait in their units, she would like to hear about it. She would also like to know if crews are leaving one hospital to go to another. These may potentially be EMTALA violations. She would like to reinforce positive behavior with the facilities and this information can be helpful in doing so.

### **11. Training Consortium** Chief DeMarco

The next academy is scheduled to begin on February 20 2024.

HR divisions from participating agencies are meeting to discuss issues that may have arisen at the last academy or issues that can potentially be improved for the next class.

Chief O'Brien shared his appreciation to North County for creating a great training facility.

Budget development is being addressed to ensure that true/actual costs can be assessed.

### **12. Training Officers/Safety** Colby Titland (Absent)

### **13. Special Ops** Dave Ruddell

2024 assessments will be sent within the next few weeks. 2023 rates have been frozen so there will be no increase in fees.

Assessment calculations for SOPB are calculated at 100% of assessed value in response areas.

SNO911 uses a different formula for calculating assessments.

BC Ruddell will pull the data together, reporting back to the group so a discussion may be held regarding whether the group would like to see changes.

A Snohomish County Tech/Rescue Academy is being formed.

Cushman's model is being updated.

New committee and subcommittee chairs are being brought up to speed.

Asset tracking is being updated.

Chief Andrews shared that it was previously decided that the SNO911 formula has been determined to be the preferred formula of the Chiefs' Association. Chief Ruddell will investigate this for FY 2025.

### **14. Policy / Procedure Review Committee** Eric Andrews-

Station Assignments: Station 76 will be reassigned to South County. Station 59 will be assigned to Tulalip.

A reminder was put out that if an agency does have plans to build stations in the future, they should check the procedures to ensure that the number they plan to use has not been placed in reserve by another agency.

## **15. Washington State Fire Chiefs** Michael McConnell

Michael McConnell shared that funding/financing will always be a priority. He is glad to be serving on the board and he will be happy to find answers to any questions the group may have regarding pertinent issues.

Chief Cermak shared that Rich Davis (attorney) is researching the TIP/TIFF issue. It's recommended that the Chiefs keep an eye on it.

The Fire Chiefs conference is slated to be held in May in Kennewick.

### **H. Announcements/Good of the Order**

- Chief Hovis expressed his gratitude to the group and especially Chief Kraski for managing things well in his absence.
- Sadly, Walla Walla Fire lost a firefighter to a line of duty death over the weekend before this meeting. Chief Hovis asked the group to keep in mind that some resources from the Western side of the state may be requested. If agencies are able to send Honor Guard personnel, it may be appreciated.
- Chief Waller shared that NWFF trust will provide IAFF medical physicals to anyone at any agency that purchases their insurance policy through NWFF. Their rates are competitive, and he has found their service to be efficient.

### **I. Good of the Order Agency Updates**

#### **North County RFA**

There is a pending lawsuit against the architect who designed the training facility. ARPA funds are being utilized to build the urban rescue structures. DNR is hoping to place a building on the training facility property. Discussions are being held about how to best manage the situation.

North County will have four recruits in the academy. Two will be paramedics. One is a recycled PM who was injured last fall.

Props and hatches will be fixed, and the facility will be repainted.

#### **MARYSVILLE**

Chief Vander Pol and Marysville Fire will have a PAU in 2024. Stations 63/65 will be leveled and rebuilt in the same locations. Future plans for improvement include work on a training facility, station 61, and a new fleet facility.

#### **SRFR**

Passed their levy to rebuild station 81 and relocate station 32. They are in the process of finding a contractor.

Currently they're involved in a remodel of station 83. The crew has been relocated to station 82.

They've recently had Dr. Pat Sikora (Cultural Health Advisor) visit. She has been meeting with all the crews to help analyze the culture at SRFR. They have found her to be helpful in the past.

Interviewing lateral paramedics currently.

SRFR will have three recruits in the academy.

#### **SCFD4**

They passed their levy in August, and they will rebuild 3 stations. Two of their three commissioners are new, and they're being brought up to speed. Staffing seems to have plateaued.

#### **South County Fire**

South County has one new Board member, Ed Widdis.

Status quo budget for 2024. No anticipated hiring.

Planning for Station 22 is moving forward.

A termination notice has been issued to the City of Edmonds regarding their current contract. The new mayor and council will work through the process to determine the next steps.

#### **Mukilteo**

Chief Albright shared that he's interested in hiring medics. It will be his primary focus for 2024.

#### **Darrington**

Chief Johnson shared that his agency recently acquired a new engine and a new ambulance thanks to generous grants.

They're hoping to build a new 1.4 million dollar building to use for training, etc. thanks, again, to donations and grants.

The 10<sup>th</sup> anniversary of the Oso slide is coming up. While it was difficult, a walk-through with families was nice and the site has come together well. A formal invitation to the official dedication will be forthcoming.

#### **SCFD 19**

Chief Strotz is hoping to hire part-time staff in 2024.

#### **Sky Valley**

Sky Valley is looking forward to upgrading their training facility this year.

Pano cameras are up and running. The coverage is great for notification of wildland fires. The next volunteer academy starts January 28<sup>th</sup>.

Chief Andrews acknowledged the passing of three firefighters in our state within the past week. He asked the group to keep the families in mind.

- J. Adjournment Motion** to adjourn proposed by Chief Strotz. **Seconded** by Chief Johnson. The motion was unanimously approved. The meeting adjourned at **1259 hours**.

**Minutes prepared and submitted by:**

**Susan Bjorling** / Executive Assistant - South County Fire

**Next Meeting:**

**Monday, February 5, 2024**

**Attachments:**

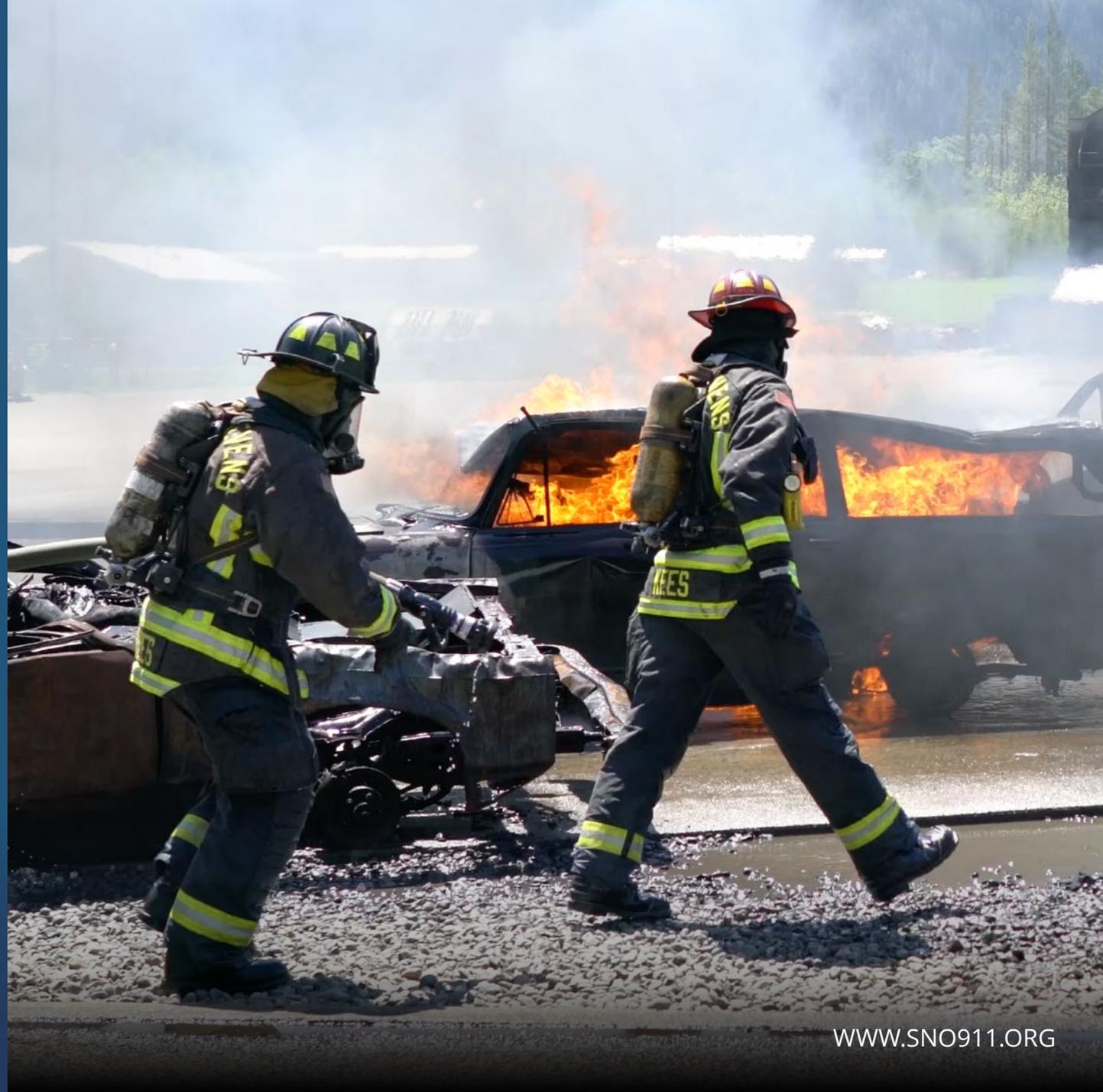
Nurse Navigator PowerPoint  
SCEMS PowerPoint

DRAFT



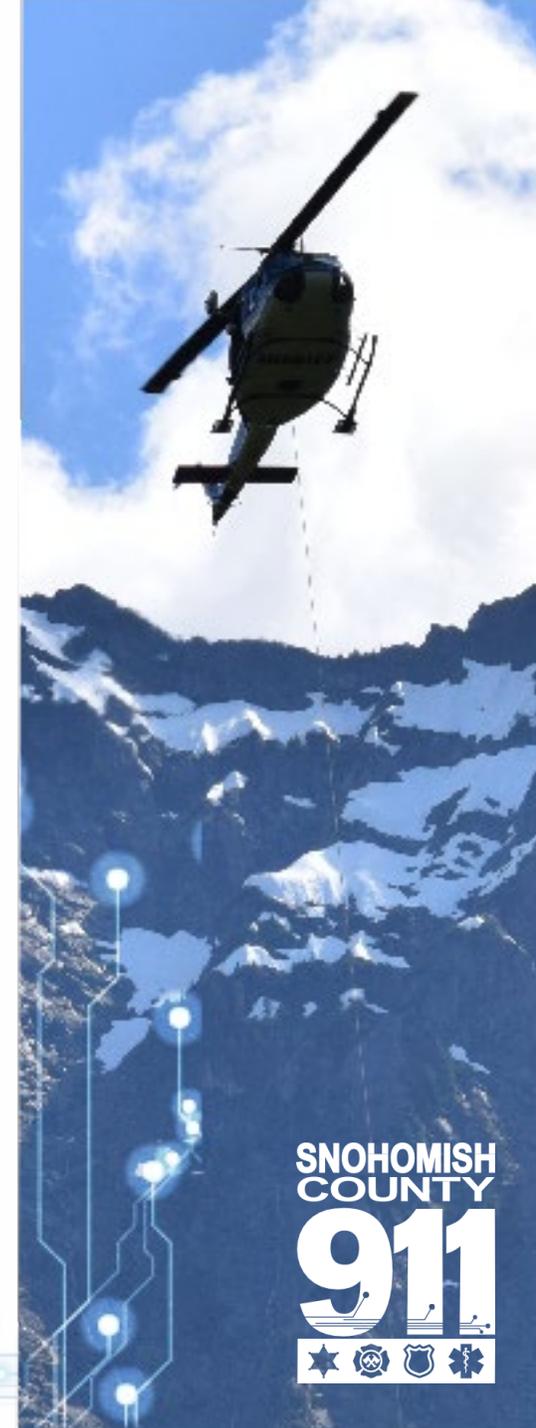
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# Nurseline Call Workflow for Fire Agencies



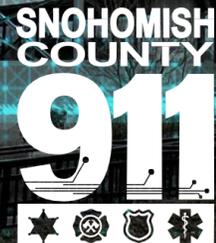
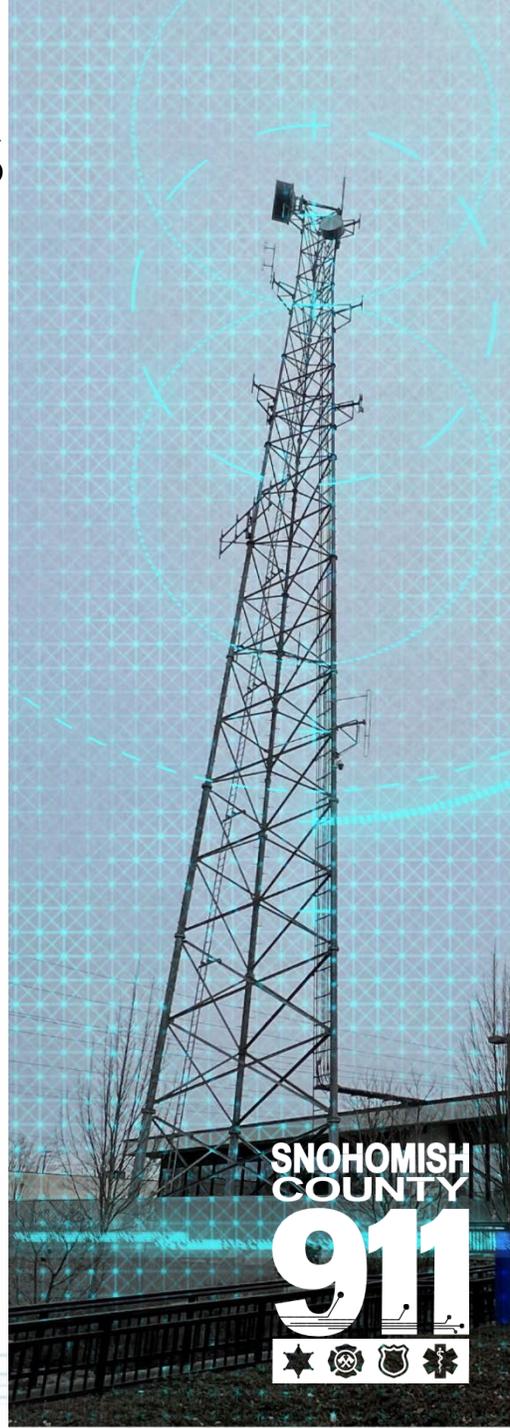
# Purpose

- Provide examples of typical workflow for medical calls transferred to the Nurseline
- Build awareness of what may be seen in Fire Mobile while Nurseline calls are being processed by Dispatch



# Standard (Non-Rapid) Dispatch Agencies

- For the vast majority of Nurseline calls, fire agencies will not be dispatched
- As with other medical calls, AID calls being triaged may be seen in the call list



# Standard (Non-Rapid) Dispatch Agencies

- When a qualified call is transferred to the Nurseline, the CAD type code will change to 'TRANSFER'
- If the caller declines a transfer to the Nurseline, the CAD type code will be overridden and will be dispatched via normal unit recommendations (FRLs)

CFS - ACT: 5 PEND: 11 (11:23) E15 Secondary Location Transport

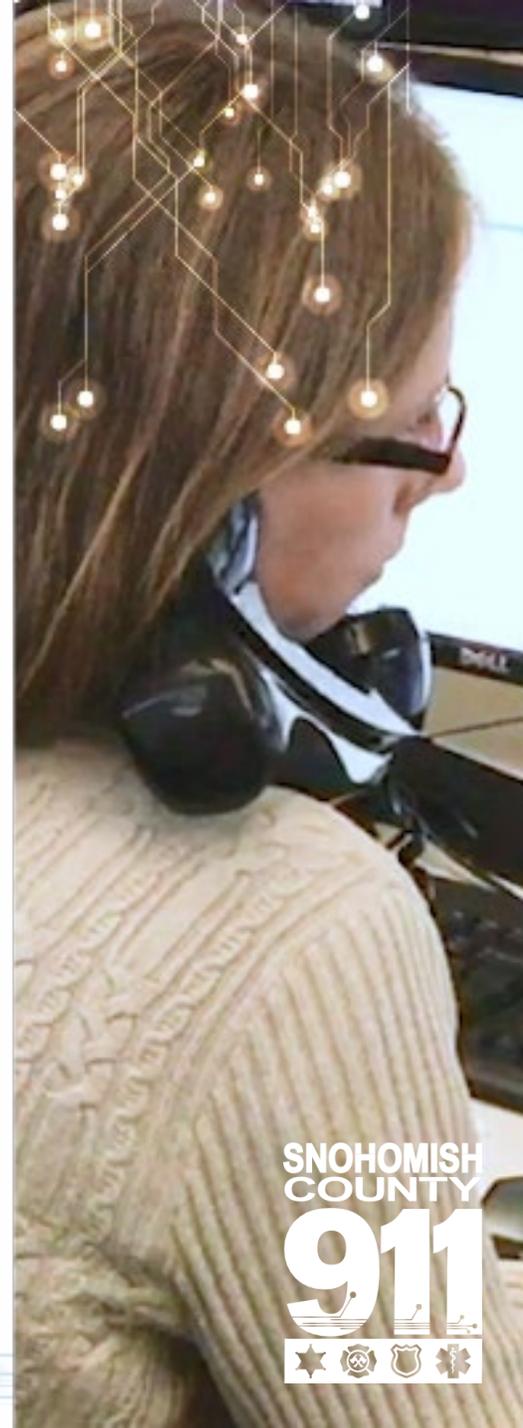
Utilities Ctrl+1 | Chat Ctrl+2 | Dispatch Ctrl+3 | Call List Ctrl+4 | Apparatus Status Ctrl+5 | Mapping Ctrl+6 | Cleared Call Ctrl+7 | Location History Ctrl+8 | PrePlan Search Ctrl+9 | Unit Log Inquiry Ctrl+0 | Send Page | Inspections

Viewing 5 of 16 calls returned from dispatch at 11:23:28.

Drag a column header here to group by that column.

Call Type	Quadran	Address	Fire-Radi	Call Date/Time	Fire-Disp	Fire FDID	Primary Incid	Primary	Priority	Fire
FCC	BA0096	CHICK FIL A EVE, 1124 SE EVERETT MALL WAY		12/12/2023 07:44:56	<input checked="" type="checkbox"/>	31M04	FCC	31D01	1F	<input checked="" type="checkbox"/>
FCC	BA0086	AVAIRE APT, 824 W CASINO RD A		12/12/2023 07:49:15	<input checked="" type="checkbox"/>	31M04	FCC	31M04	1F	<input checked="" type="checkbox"/>
SC	BA0095	SNO911 DISPATCH, 1121 SE EVERETT MALL WAY...		12/15/2023 09:44:21	<input type="checkbox"/>	31M04			4F	<input checked="" type="checkbox"/>
AID	BA0095	1121 SE EVERETT MALL WAY		01/03/2024 07:50:31	<input type="checkbox"/>	31M04			5F	<input checked="" type="checkbox"/>
TRANSFER	BA0037	3615 RUCKER AVE		01/04/2024 11:22:28	<input type="checkbox"/>	31M04			6F	<input checked="" type="checkbox"/>

Grid Settings | Active | Pending | Self Dispatch | Filter None



# Standard (Non-Rapid) Dispatch Agencies

- This call will be held open for 20 minutes to allow for the Nurseline to complete their triage and attempt to connect the patient to resources outside of the 911 EMS system
- If the Nurseline is successfully able to divert the call, the TRANSFER call will be closed with no unit assignment/case number given



# Standard (Non-Rapid) Dispatch

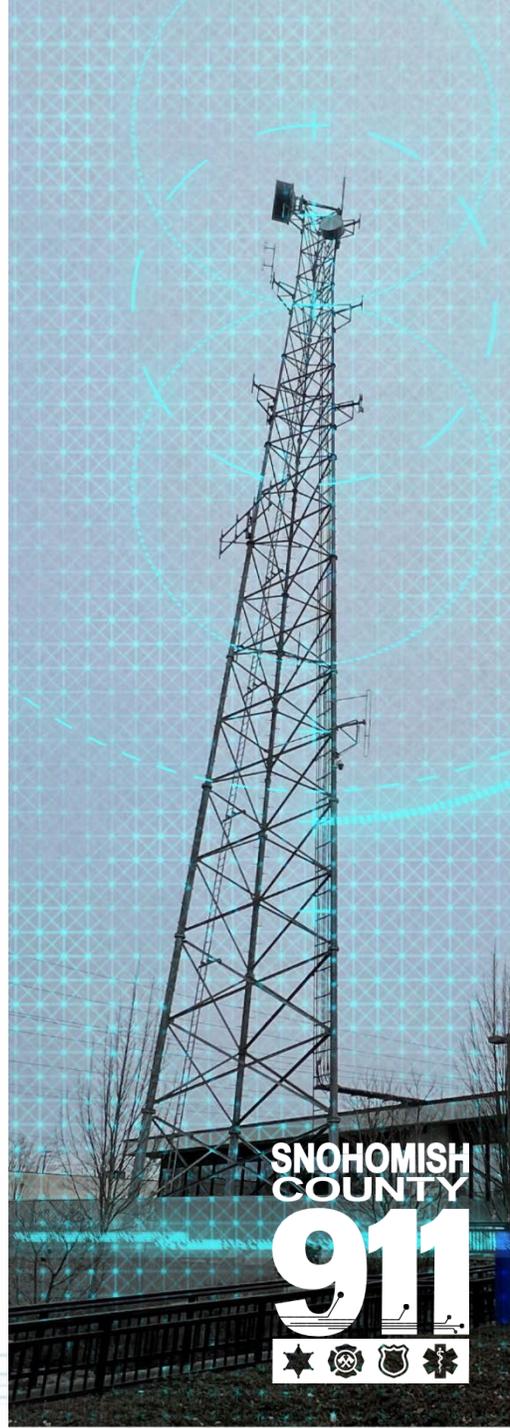
## Agencies

- If the Nurseline calls back and requests an EMS response, the CAD type code will be balanced appropriately (MED1, BLS1, BLS3, etc.), and will be dispatched via normal unit recommendations (FRLs)



# Rapid Dispatch agencies

- As normal, as soon as the call is known to be medical in nature, the call will be rapid-dispatched with the AID CAD type code



# Rapid Dispatch agencies

- When a qualified call is transferred to the Nurseline, the CAD type code will change to 'TRANSFER'
- If the caller declines a transfer to the Nurseline, the CAD type code will be overridden and will be dispatched via normal unit recommendations (FRLs)

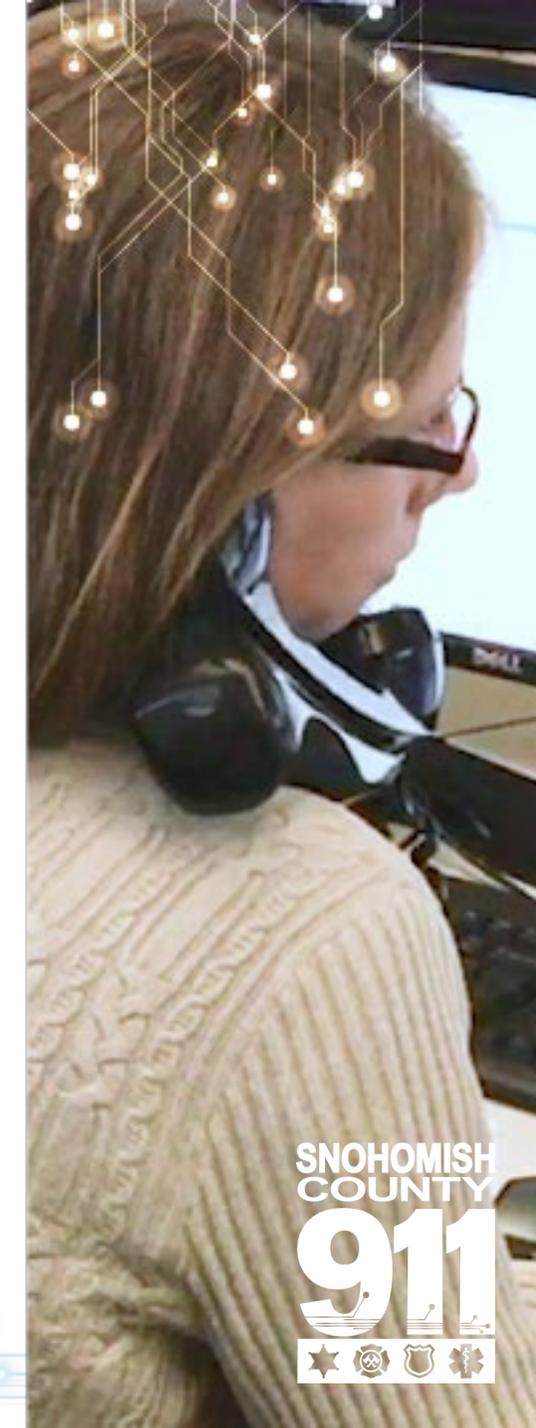
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TRANSFER	BA0037	3615 RUCKER AVE		01/04/2024 11:22:28	<input type="checkbox"/>	31M04			6F	<input checked="" type="checkbox"/>



# Rapid Dispatch agencies

- The Fire Dispatcher will dispatch a 'ghost' unit to the CFS (a non-jurisdictional unit that is a placeholder and doesn't generate a case number)
- The Fire Dispatcher will hail the rapid-dispatched unit, and after establishing communication will say, "This call has been transferred to the Nurseline. You can clear."
- The Fire Dispatcher/fire unit will AVL the rapid-dispatched unit, leaving the ghost unit on the call as a placeholder



# Rapid Dispatch agencies

- This call will be held open for 20 minutes to allow for the Nurseline to complete their triage and attempt to connect the patient to resources outside of the 911 EMS system
- If the Nurseline is successfully able to divert the call, the TRANSFER call will be closed





Thank you

# Snohomish County EMS Directors Report

January 2024



# 2024 Snohomish County EMS Goals

- **Build Trust**
  - Snohomish County EMS will focus intently on building trust with stakeholders by developing transparency, and reporting that demonstrates accountability
- **Design Systems**
  - Every system is perfectly designed to get the results it gets. In 2024 Snohomish County EMS will focus on designing systems that reflect the state statutes and tenets outlined in the Berk report.
- **Support Providers**
  - Snohomish County EMS will build efficiency so that providers experience the support and respect they deserve.



# Medical Program Director

Ryan Keay, MD, FACEP

Snohomish County EMS

[Ryan.keay@snocountyems.org](mailto:Ryan.keay@snocountyems.org)



# Current work

1. Protocols (WAC 246-976-9203b WAC 246-976-182)
  - a. In final stages of approval at Department Of Health (DOH)
  - b. Education development occurring
  - c. New protocol test
  - d. Committee will start meeting again next month for next iteration of changes.
2. Ongoing Training & Education Program (OTEP)/Education (WAC 246-976-9303f WAC 246-976-163)
  - a. 1-year interim plan due to DOH changes
  - b. Trial of EMS Connect
  - c. Discussing county-wide more effective BLS education – 3 large departments starting quarterly BLS run reviews.
3. Comprehensive Airway Management (CAM) (WAC 246-976-9303f WAC 246-976-163)
  - a. Moving to PEAC curriculum with two county-wide classes taught by me (May/November)
  - b. Need CAM schedule from all departments for county calendar



# Current work

## 4. Paramedic Integration Program (WAC 246-976-9304e WAC 246-976-163)

- a. 2<sup>nd</sup> version went out for comments. Still not dialed in.
- b. Goal completion end of Q1

## 5. Level-loading policy (WAC 246-976-9303dii WAC 246-976-970)

- a. 3-months since implementation.
- b. Working on measuring outcomes
- c. Need county-wide wall-time report like King County (owned by EMS).

## 6. Quality Assurance/Quality Improvement Committee (WAC 246-976-920, WAC 246-50-20)

- a. Discussed and identified county-wide BLS/ALS Key Performance Indicators (KPI) – socialized at county run review.
- b. Sharing South County Fire QA policy with other departments as an example of a great way to (1) reflect county DOH plan and, (2) incorporate department structure/operations



# Current work

7. County Run Review (WAC 246-976-920f,h)
  - a. 2<sup>nd</sup> one held 1/3/24 – very well attended and interactive.
  - b. Will continue quarterly. Great touch-point for KPIs as well.
8. County policy revision/Policy Development & Implementation Committee(PDIC) (WAC 246-976-001 1g)
  - a. Awaiting restructure of governance.
9. Medical Control Committee (MCC) (WAC 246-976-920 4a)
  - a. Next meeting in February.
  - b. Beginning new SharePoint source for sharing of educational resources.
10. Data and Electronic Health Record standards (RCW 70-168-090 2)
  - a. Reliable county-wide data is challenging without standardization of documentation
  - b. Once governance determined hopefully will have more data support to begin building county-wide Power-BI dashboards to track KPIs, wall-times, etc.



# Interim Director

Scott Dorsey, MS

Snohomish County EMS

[Scott.Dorsey@snocountyems.org](mailto:Scott.Dorsey@snocountyems.org)



# Current Work

1. Negotiating a contract with a reliable IT support provider (Enterprise Data Management)
  - a. No IT support at present
  - b. EMS Council Executive Board to approve a contract
2. Developing tools to improve budget reporting and analysis (Budget and Finance)
  - a. SCEMS had the same budget tracking issue that the Fire Chiefs have
  - b. Met with CFO Tabor from Snohomish Regional Fire & Rescue to develop a budget tracking tool
  - c. Kudos to Deputy Chief Read from Snohomish Regional Fire & Rescue for all of his work catching payroll up at the end of the year



# Current Work

3. Identifying policy gaps and proposing solutions (Policy & Procedure)
  - a. Working to locate policy and procedures (most are missing)
  - b. Updating relevant policies to assure compliance during the interim period
4. Coordinating with staff members on their individual and collective initiatives (Human Resources)
  - a. Working with team to identify all their job duties
  - b. Setting a cadence of meetings to include 1:1 and team check ins
  - c. Executive Board is going to conduct annual performance reviews for staff
  - d. Shout out to all the staff who have worked diligently to right the ship during a very difficult time





# Meetings

- Dr. Keay and I value time with all of you and would love to meet and answer any questions you have and share our vision for Snohomish County EMS.
- To book a meeting with us please email or call and we will set something up
  - [ryan.keay@snocountyems.org](mailto:ryan.keay@snocountyems.org)
  - 206-604-3102
  - [scott.dorsey@snocountyems.org](mailto:scott.dorsey@snocountyems.org)
  - 425-407-9475

