



County of Santa Cruz



HEALTH SERVICES AGENCY Public Health Division Emergency Medical Services

1800 Green Hills Road, Suite 240
Scotts Valley, CA 95066
Phone: (831) 454-4120 TDD/ TTY: Call 711
hsaems@santacruzcountyca.gov
santacruzhealth.org

EMERGENCY MEDICAL CARE COMMISSION

AGENDA

DATE & TIME	Monday, August 18, 2025, 9:00am – 10:30am
LOCATION-In-Person	Central Fire District, 930 17 th Ave., Santa Cruz
LOCATION-Online	Microsoft Teams Need help? Join the meeting now Meeting ID: 216 324 353 478 Passcode: QG2Zq2dC Dial in by phone +1 831-454-2222,,316906825# United States, Santa Cruz Find a local number Phone conference ID: 316 906 825# For organizers: Meeting options Reset dial-in PIN

COMMISSIONERS:

Ron Prince, (EMCC Chair Person) M. Koenig, District 1	Chris Clark, Law Enforcement
Jerry Souza, K. De Serpa, District 2	<i>Open Position, Fire Chief's Assoc.</i>
Celia Barry, J. Cummings, District 3	<i>Open Position, Dominican Hospital Rep.</i>
Michael Baulch, F. Hernandez, District 4	Phyllis Stark, Watsonville Hospital Rep.
Dan Quinto, M. Martinez, District 5	Jeremy Boston, AMR
Dr. Marc Yellin, Medical Society	Chris Jones, Consumer Representative
Samantha Moeller, Field Representative	

COUNTY STAFF:

Greg Benson, EMS Director	Dr. Eli Carrillo, EMS Medical Director
Emily Chung, Public Health Director	Shelley Huxtable, EMS Office Assistant
Claudia Garza, Sr. Dept. Admin. Analyst	

ITEM:

1. Call to Order/Establish Quorum.
2. Review/Correct Agenda & Approve Minutes from June 16, 2025 meeting.

3. Written Correspondence Listing:

The Written Correspondence Listing is established to act as a report of materials received by the Commission as a whole but, may also include items requested for inclusion by individual Commissioners. Upon completion of any actions deemed necessary (i.e., acknowledgment, referral, etc.), these items are included in the Written Correspondence Listing. While these items are not part of the official record of meetings of the Emergency Medical Care Commission, they will be maintained by the Santa Cruz County Emergency Medical Services Agency for a period of two years.

4. Oral Communications:

Oral Communications for items not on the agenda will be presented for discussion purposes only and may be brought to the Commission by Commissioners or members of the public. Comments are limited to 3 minutes per person.

5. Commissioner Nee Resignation (Ron Prince)

6. AMR Contract Extension Process Review (Greg Benson)

7. EMS Webpage Update (Greg Benson)

8. Ad-Hoc Committee Update (Ron Prince)

Update on the recent activities of the EMCC Ad-Hoc Committee.

9. Commissioner Updates (Ron Prince)

Status updates from Commissioners, updates limited to 2 minutes per Commissioner.

10. Program Updates:

A. Communicable Disease Update (Greg Benson)

The Commission will receive updates on communicable diseases and an update of actions taken by the Prehospital Advisory Committee.

Impact to the hospitals Information link:

<https://www.santacruzhealth.org/HSAHome/HSADivisions/PublicHealth/CommunicableDiseaseControl/CoronavirusHome.aspx>

B. EMS Administrator Report (Greg Benson)

The Administrator will report on issues of interest, challenges, progress and concerns for the Commission to consider for action, if necessary.

C. Innovator Report (Jake Thorsen/Jeremy Boston)

The Commission will receive an update from AMR about the EMS Innovator programs.

11. Proposed Agenda Items for next EMCC meeting on October 20, 2025.

12. Adjournment.

Item 5

Commissioner Nee Resignation

Item 6

AMR Contract Extension Process Review (Contract attached)



June 8, 2025

Gregory Benson | Emergency Medical Services Director
Santa Cruz County Health Services Agency
1800 Green Hills Rd.
Scotts Valley, CA 95066

RE: Extension of Agreement to Provide Advanced Life Support Ambulance Service for County of Santa Cruz (Agreement No. 19H0127) ("Agreement")

Dear Greg:

In accordance with Section 1.3 of our agreement with the County of Santa Cruz, this letter serves as a formal request to approve a 30-month extension for American Medical Response West (AMR) to continue providing Advanced Life Support Ambulance Services.

We are pleased to confirm that AMR has met and, in most cases, exceeded the required terms for this extension. Despite the unprecedented challenges of the past few years, including the pandemic, severe flooding threats, and wildfires, our commitment to the Santa Cruz County EMS system has remained steadfast. We have consistently surpassed our contractual response time compliance standard of 90%.

We believe a long-term extension is in the best interest of the public and system stakeholders. It will enable us to:

- Continue necessary capital expenditure replacements
- Maintain educational scholarships and long-term staffing investments
- Uphold the terms of our competitive labor agreement
- Ensure the stability and future of EMS services through long-term planning

We are incredibly proud of our employees, whose dedication to clinical excellence during these crises has been exceptional. As your partner, we will continue to collaborate with all system stakeholders, leveraging our local and national experience to enhance the Santa Cruz County EMS system now and into the future.

Response Time Performance: AMR has consistently surpassed the 90% standard for system-wide adjusted response time compliance. This high level of performance was maintained even during the significant challenges posed by the COVID-19 pandemic and widespread fires, demonstrating our resilience and unwavering commitment to our contractual obligations.

Response Time Compliance (* In Progress)							
	2019	2020	2021	2022	2023	2024	2025
Q1 First ALS Unit Response	93.02%	90.73%	90.35%	90.33%	90.49%	90.01%	90.19%
Q1 Transport Unit Response	96.60%	94.62%	93.81%	91.01%	91.21%	91.11%	92.22%
Q2 First ALS Unit Response	92.92%	90.28%	91.60%	90.12%	91.23%	90.18%	*
Q2 Transport Unit Response	95.63%	93.90%	92.24%	92.64%	91.36%	93.14%	*
Q3 First ALS Unit Response	92.53%	90.11%	90.24%	90.17%	90.10%	90.05%	*
Q3 Transport Unit Response	95.52%	93.92%	90.97%	90.65%	91.02%	90.17%	*
Q4 First ALS Unit Response	90.75%	90.15%	90.08%	90.13%	90.41%	90.00%	*
Q4 Transport Unit Response	94.58%	93.75%	90.62%	91.05%	90.52%	91.48%	*

Deployment, Staffing, and Fleet Resources: We consistently exceed the requirement for an annual deployment analysis by conducting a comprehensive demand study every six months. This proactive approach allows us to continually refine our system, implementing necessary adjustments to unit hours, schedules, and shift configurations. Following our most recent study, AMR has approved and will be adding 84 scheduled unit hours to align our deployment model with the demand analysis results.

To address the national paramedic shortage, AMR developed a multi-stage solution in Santa Cruz County. We initially launched a successful, short-term paramedic program with a local educational institution. Building on this success, in 2025, we established two semi-local campuses for the National College of Technical Instruction (NCTI), a division of AMR. This dedicated training facility provides a broad range of local educational opportunities, ensuring a sustainable pipeline of skilled personnel to meet the County's evolving healthcare needs.

Our front-line ambulance fleet is meticulously maintained, with vehicles replaced to meet the mileage standards outlined in Section 4.3 of our agreement. Key highlights of our fleet management include:

- Transitioning the entire front-line fleet to modern, efficient Transit-style vehicles
- Maintaining a reserve fleet at 140% of our requirement
- Leveraging our national purchasing power to secure new vehicles annually, despite nationwide shortages
- Operating a shared tri-county fleet department to ensure the highest standards in maintenance and repairs

- Replacing six vehicles in the last 24 months, with an additional five scheduled for replacement in 2025

Standby Services: AMR remains a committed community partner, consistently providing dedicated medical standby services for a wide range of community, commercial, and charitable events throughout Santa Cruz County.

Clinical Excellence and Innovation: AMR is dedicated to enhancing clinical care through data-driven quality improvement. Using a scorecard system to monitor key metrics, we analyze system-wide trends to target areas for improvement. A prime example is our Acute Coronary Syndrome (ACS) initiative. Under the leadership of our Clinical Manager, a focus on aspirin administration that began in 2018 evolved into a comprehensive ACS Care Bundle. By applying the Institute for Healthcare Improvement (IHI) methodology, we dramatically increased the median percentage of ACS patients receiving the full care bundle from an initial 26% to our current 95%. This successful, patient-level project was achieved through a system-wide collaboration led by AMR staff.

Our commitment to clinical excellence is also demonstrated through several ongoing programs:

Clinical Feedback: We provide detailed feedback to crews for all Code 3 returns and follow up on critical patients to enhance learning and close the clinical loop.

Air Ambulance Integration: We conduct monthly clinical reviews with CALSTAR/REACH (Air Ambulance Services) to ensure the appropriate mode of transport is always used based on patient acuity, optimizing resource allocation.

Innovator Position: We have collaborated with stakeholders to redefine the responsibilities of our Innovator position to help maintain the highest levels of clinical excellence.

Patient Satisfaction: Providing compassionate care is a cornerstone of our service. To objectively measure our performance, AMR utilizes the EMS Survey Team, an independent organization, to survey patients about their experience. For the twelve-month period ending in June 2025, AMR's Santa Cruz operations achieved an overall patient satisfaction score of 93.58%, significantly exceeding the national average.

We are honored to continue as your trusted partner in providing advanced life support ambulance services to the County of Santa Cruz. The performance and innovations detailed above reflect our unwavering commitment to our shared mission of delivering the highest quality care to our communities. We welcome the opportunity to discuss our performance with you further. Thank you for your consideration.

Sincerely,



Michael Esslinger

Regional Director, Santa Cruz County
American Medical Response

SECTION 1
ADMINISTRATION OF THE CONTRACT AND TERMS

1.1 Contract Administration

The Santa Cruz County Health Services Agency, through its Contract Administrator, shall represent the County in all matters pertaining to this Agreement and shall administer this Agreement on behalf of the County. The Contract Administrator or her/his designee may:

- A. Audit and inspect the Contractor's and Subcontractor's operational and patient care records;
- B. Monitor the Contractor's and Subcontractor's EMS service delivery for compliance with standard of care as defined through law, medical protocols, and policies; and
- C. Provide technical guidance, as the Contract Administrator deems appropriate.

1.2 Term of Contract

The term of this Agreement shall commence at 00:01 hours on January 1, 2019 (Effective Date), and shall terminate at 08:59 on January 9, 2024, unless terminated earlier or extended pursuant to the terms and conditions of this Agreement.

1.3 Conditions for Contract Extension

This Agreement may be extended for up to two additional 30-month periods by action of the Santa Cruz County Board of Supervisors, when requested by the Contractor. At least one year prior to the expiration of this Agreement, Contractor may petition the Board each extension.

- A. In deciding whether or not to extend the Agreement, the Board of Supervisors, at its discretion, may establish a Review Committee to analyze the performance of the Contractor and to make recommendations to the Contract Administrator.
- B. The Committee's review will consider, but not be limited to, how well the Contractor has performed in the following areas:
 - 1. Compliance with this Agreement;
 - 2. Operational and financial areas;
 - 3. Effectiveness of Contractor's quality improvement program in achieving demonstrable improvements in the performance and efficiency of the system;
 - 4. Cooperation of management in assisting the LEMSA with system operation and enhancements;
 - 5. Number of substantiated complaints filed against Contractor and the manner in which Contractor handled them;
 - 6. Extent of Contractor's community involvement;

7. Consistency in maintaining and/or improving its professional image;
8. Integration of community and employee input;
9. Level of cooperation between the Contractor and other participants within the EMS System;
10. Effectiveness in managing and coordinating first responder agreements; and
11. Meeting the established clinical and performance standards.

1.4 Contract Response Area

All requirements described in this Agreement apply to the County of Santa Cruz as shown in Exhibit A and described as Contract Response Area.

1.5 Notices

All notices, demands, requests, consents, approvals, waivers, or communications ("notices") that either party desires or is required to give to the other party or any other person shall be in writing and either personally delivered or sent by prepaid postage, first class mail. Notices shall be addressed as appears below for each party, provided that if either party gives notice of a change of name or address, notices to the giver of that notice shall thereafter be given as demanded in that notice.

Contractor:

Regional Director
American Medical Response
10 Victor Square S-150
Scotts Valley, CA 95066

With a copy to:

American Medical Response, Inc.
c/o Legal
6363 S Fiddler's Green Circle, 14th Floor
Greenwood Village, CO 80111

County:

Emergency Medical Services Agency
County of Santa Cruz
1080 Emeline Avenue
Santa Cruz, California 95060

Item 7

EMS Webpage Update

Preview of the latest draft of the webpage