



**WEST COAST**  
**MEDICAL**  
**TRANSPORT**

*QUALITY IMPROVEMENT PLAN (EQIP)*

*July 2022*



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## I. MISSION, VISION AND VALUES

### Mission Statement

West Coast Medical Transport will be a professional, reliable, high quality transport service in Napa County. Our mission is to treat our patients and our employees with compassion and respect. We will provide safe, respectable, timely and consistent service to our patients and our community.

### Vision Statement

To develop a basic life support, interfacility transfer company that provides excellent patient care with integrity. Our intent is to involve owners and employees in the development and evaluation of company policies, thereby creating an empowered workforce who enjoy their job and take excellent care of our patients.

### Values

West Coast Medical Transport is committed to the quality of care its customers receive, employee satisfaction and strong community relationships. This organization will continuously strive to ensure that we are safe, patient focused, efficient, timely and committed.



## II. STRUCTURE AND ORGANIZATIONAL DESCRIPTION

West Coast Medical Transport will implement a quality improvement plan that works in cooperation with local county standards. To ensure our QI efforts are effective, WCMT will incorporate a management team that will oversee all aspects of service. Management will consist of managers, supervisors and FTO's (Field Training Officers) that support the CQI process. WCMT's CQI program will monitor, review and improve the delivery of care by our employees. WCMT will incorporate the following positions that fall under our management team:

- General Manager/Operations Manager
- Supervisors/Management
- Field Training Officers
- Billing Specialist
- Human Resources

As we grow as a company, WCMT will implement field representatives/employees into our system for our operational needs.

### ROLES AND RESPONSIBILITIES

#### Operations Manager

- Working with the LEMSA and adhering to the requirements and expectations for the local county
- Evaluating the EMS system indicators, monitoring and collecting data
- Reevaluating and improving on the EMS system indicators
- Internal meetings to review EMS performance and improve upon the findings as needed



Operations Manager cont.

- Receiving input and recommendations from external relations and LEMSA for performance improvement
- Participating in meetings held by local EMS Systems and authorities
- Responsible for management of field employees and FTO's, and assuring that they have the necessary resources to operate effectively

Supervisors/Management

- Oversees all FTO's and all field employees
- Developing training and education pertinent to the level of service
- Daily contact with all field personnel
- Ensuring quality and improvement within organization
- Responsible for day-to-day operations

Field Training Officers

- Works directly with employees and management
- Assisting in training and program implementation
- Incident reporting
- Oversight of seamless day-to-day operations

PURPOSE

Our CQI plan will improve the quality of our organization as follows:

- Ensuring safe transport and care of our patients
- Providing high standards for which all of our employees will be held
- Providing useful, up to date, quality training
- Creating an atmosphere for employees to excel within the company
- To reduce delays and ensure timely responses



INTERNAL AND EXTERNAL RELATIONS

WCMT's CQI program will be implemented for all interfacility transfers and dispatched calls. WCMT will have provider training and remediation as required. WCMT will implement the use of the field training officers (FTO's). Employees that become experienced and reliable will have the opportunity to become FTO's. FTO's and management will actively participate in training programs for current and new employees, while providing feedback to supervisors to support, enhance and make the WCMT organization better. Along with making our organization better internally, WCMT will actively pursue and improve upon external relationships. WCMT management and FTO's will actively collaborate with external relations to improve our personnel, transport requests and patient care. Some of these external relationships are as follows:

- Napa County EMS
- ALS contracted ambulance company
- Fire departments
- Law enforcement agencies
- Senior centers, dialysis clinics and care homes
- Hospitals



## CQI GOALS

The object of the CQI program is to monitor, review, evaluate and improve the care delivered by WCMT. The goals that WCMT strives to maintain are as follows:

- Using new technology set to NEMSIS requirements
  - Identifying billing/documentation issues
  - Setting a standard of quality that all employees maintain
  - Implementing standardized training for all employees
  - Maintaining healthy relationships with employees
  - Focusing on education and training rather than discipline
  - Encouraging employees to be proactive in furthering their career internally and externally
  - Establishing a management team that provides support and promotes good decision making
  - Utilizing a patient care report system (CloudPCR) that is fast and intuitive to maintain and track a high level of care that is fully compliant with NEMSIS 3 requirements. CloudPCR has a QA/QI review system to analyze and improve PCR's so our organization can provide hospitals and medical directors with the data they need.
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- All stable patients will have vital signs recorded every 15 minutes and a minimum of two sets of vital signs will be taken for every transport
  - In the event of an unstable transport, vital signs are to be recorded every five minutes with a minimum of two sets



### III. DATA COLLECTING AND REPORTING

The internal data and markers collected and reported for review as a company are as follows:

- Personnel
- Patient care
- Documentation
- Skills competency
- Supplies and equipment
- Vehicle maintenance

Clinical data is reviewed and gathered by the QI team. Data will be gathered in the form of performance reviews, random audits (through CloudPCR) and investigations. WCMT understands that appropriate, compliant and thorough documentation is a critical component of the QI process. Accurate documentation will give the QI team the ability to assess care, assess transports and evaluate our employees and company as a whole.

Every patient contact and transport will be documented. Utilizing the most up-to-date PCR program (NEMESIS 3 standards), WCMT will be able to recall and review any PCR's for quality assurance. PCR's that meet a specific criteria or needed for QI processes, can be accessed immediately and forwarded to a specified clinical QI person for review. PCR's and documentation will not only be reviewed externally but will be reviewed internally at random, or as needed. These reviews will be performed by management and FTO's.





METHODS OF INTERNAL DATA RECORDING

WCMT has a goal to constantly improve over time. WCMT understands that EMS is progressive and constant improvement with field care, patient relations, external relations, field employees and management must be monitored to be improved upon. In order to ensure that WCMT is held to a high standard, we will implement a QI process that involves; what has happened in the past, what is happening now and our future expectations. This will be done by:

- Employee orientation
- In the field training
- Follow-up reviews and training
- Annual performance reviews
- Field observations
- Chart/documentation review

All training and reviews will be done by WCMT management, FTO's, as well as external resources.



## EMS SYSTEM QUALITY INDICATORS

In addition and in accordance with the Title 22 Emergency Medical Services Quality improvement program, WCMT will also monitor the following indicators:

- Personnel
- Equipment and supplies
- Documentation
- Clinical care and Patient outcome
- Skills maintenance/competency
- Transportation/facilities
- Public education
- Risk Management

### Personnel

All personnel will be monitored and evaluated for the purpose of safety, retention and quality. WCMT personnel will maintain appropriate accreditation pertinent to their title at all times. In order to ensure up-to-date accreditation personnel will receive updates through our human resources department as to when certifications expire. Personnel will be evaluated through performance reviews, direct observations, incident reports and audits. WCMT recognizes and understands that the most effective method for evaluation is by field observation. To ensure consistent reliability, safety and efficiency of care, WCMT employees will be observed by FTO's in the field. When deemed necessary, any supervisor or management personnel will participate in field observation. These field operations will emphasize the importance of what our employees do on a daily basis and enhance the quality improvement process. Additional training, as needed, will be implemented annually to keep WCMT personnel updated on policy changes and updates.



### Equipment and supplies

All vehicles, equipment and supplies will be evaluated for functionality and safety. Gurneys and all other equipment that pertains to patient care will be inspected daily and annually. These evaluations will be performed by our fleet maintenance program, as well as all field employees. Field employees will perform a daily check off for all equipment and supplies. All equipment will be in great working order. All units are stocked and maintained to meet or exceed the CHP and local EMS standards and equipment requirements. To ensure adequacy and compliance, all units will be subjected to “spot checks”/inspections by a company representative. To make sure equipment and products are performing optimally, WCMT employees will have daily ‘check-off’ duties and annual inspections will be performed. WCMT has an incident reporting system to ensure that inefficiencies and discrepancies are tracked and fixed.

### Documentation

To ensure that we are in compliance with documentation standards, all documentation will be evaluated. Reports will be transmitted on company tablets that are assigned to each unit, through the CloudPCR program. PCRs will be completed by the end of shift. Audits and incident reports will be performed by management and our billing specialist. At WCMT, we understand that documentation is one of the most important aspects of field care. All documentation will meet the established guidelines of the county.



Documentation cont.

PCR's can be accessed at any time for evaluations, CQI, and/or audits. Through our PCR program, charting criteria and assessment documentation are as follows:

- |                      |                       |
|----------------------|-----------------------|
| -Date of call        | -LOC                  |
| -Location of call    | -Medical history      |
| -Unit number         | -Assessment performed |
| -Crew names          | -Treatment performed  |
| -Patient information | -All vital signs      |
| -Chief complaint     | -Times                |

Clinical Care and Patient Outcome

As a BLS transfer company, quality of patient care will be evaluated by incident reports and random audits. FTO's and management will be involved in ensuring that clinical care and skills maintenance exceed satisfactory levels. This will be accomplished by skills check offs, and in the field observation. WCMT EMT-B's practice under Napa County EMS medical direction. WCMT's EMT's will utilize Napa County's smart phone application, and the Napa County's webpage for policy and treatment guideline updates. All employees will be trained on how to use, and access these tools. WCMT personnel will be aware and advised to always use these applications as a source for continued improvement with clinical care and treatments. Understanding that EMS is dynamic, our employees will consistently check these applications and will keep updated on policies and treatment guideline changes.



### Skills Maintenance

All personnel must be proficient with all equipment and supplies outfitted in WCMT BLS vehicles. In order to maintain high quality personnel, EMT-B's must be active in their upkeep of EMT Basic skills. Along with the required training of EMT-B's, management and FTO's can and will perform a periodic skills assessment. The skills to be checked consist of, but are not limited to:

- Patient assessment/management
- Spinal immobilization
- Gurney and stair chair operations
- BVM ventilation
- Oxygen administration
- Bleeding control
- CPR
- Joint/long bone immobilization

Skills sheets will be monitored and filed. Having periodic skills checks will ensure that all WCMT employees have the skills and knowledge to perform and administer high quality care to all patients.

### Transportation/Facilities

WCMT understands that in order to keep the hospitals and care facilities at optimal operational levels, wait times for patients to be transferred need to be kept to a minimum. To ensure that patients have a minimum wait time, WCMT will monitor response times, and improve transport times with additional personnel and vehicles as deemed necessary. This will be monitored by management through audits.



### Public Education

To improve community education and patient safety, WCMT can and will be involved with donations and outreach programs. WCMT believes that encouraging our employees to be engaged in the community will improve customer service and satisfaction.

### Risk Management

To improve upon customer service and employee/patient safety; human resources and upper management will investigate any discrepancies, complaints, injuries and or vehicle accidents through audits, PCR reports and customer satisfaction evaluations.

All of the aforementioned quality indicators will be continually reviewed for potential issues and improvement. WCMT will maintain records to ensure compliance.



*CONTINUOUS QUALITY IMPROVEMENT PLAN*

CQI INDICATOR SPEC. SHEET

**PERSONNEL**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
Completion of training prior to running calls without an FTO	Patient and employee safety	Training review, direct observation, incident reports	Management/Supervisors, FTO's
Workplace Satisfaction	Retention, quality patient care	Direct communication, exit interviews	Management/Supervisors

**EQUIPMENT AND SUPPLIES**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
Gurney	Functioning properly and safety	Daily and annual inspections	All field employees
Disposable Equipment	Functioning properly and safety	Daily and annual inspections	All field employees

**PATIENT CARE AND DOCUMENTATION**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
Vitals signs, Interventions, HIPAA compliance, Appropriate documentation	County compliance and standards	Incident reports and PCR audits	Management, FTO's, Billing



*CONTINUOUS QUALITY IMPROVEMENT PLAN*

CQI INDICATOR SPEC. SHEET CONTINUED

**SKILLS MAINTENANCE AND COMPETENCY**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
BLS Skills	Safety and quality of patient care	Training and skills validation	Management, FTO's
Certifications	County and state compliance	Audits, automatic updates	Management/Supervisors

**TRANSPORTATION/RESPONSE**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
Response Times	Compliance, Hospital/facility and patient satisfaction	CAD reports, audits	Management

**VEHICLE MAINTENANCE**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITOTRS
Vehicle Maintenance	Safety, upkeep, longevity	Incident reports, regularly scheduled maintenance intervals	Field employees, FTO's, Ford maintenance program, local mechanics





*CONTINUOUS QUALITY IMPROVEMENT PLAN*

CQI INDICATOR SPEC. SHEET CONTINUED

**RISK MANAGEMENT**

WHAT IS MONITORED	WHY MONITORED	HOW MONITORED	WHO MONITORS
Patient, Family, External Relation complaints	Customer service and satisfaction	Incident reports, direct contact, Customer satisfaction surveys	Management, Supervisors
Injuries	Employee and patient safety	Incident reports and investigations	Management, Supervisors
Vehicle Accidents	Employee and patient safety	Audits and Incident reports	Management, Supervisors



### QI DATA COLLECTION PROCESS

With the continuing quality improvement process, WCMT will not only be informed on areas of improvement, but the QI process will also provide our organization with examples of excellent care. WCMT understands the multitude of facets that are involved with the QI process. The processes of QI that WCMT will follow are outlined below:

- Self reporting
- Random PCR review/Audits
- Customer/Patient evaluations
- Automatic PCR triggers
- Hospital/Care Center reporting/evaluations
- External relationships (I.E. fire departments, law-enforcement, etc.)
- County EMS report

All of these processes are fundamental in the CQI process, both internally and externally. All of these methods of reporting will help WCMT find the positive aspects and the areas of improvement needed for patient care and WCMT relationships.



### QI IMPLEMENTATION

When an issue or incident arises, an Incident Report will be created. Upper management will be involved in the investigation process.

Once this process has been initiated, an investigation and interviews will begin with the employees involved. Once all the details of the incident have been obtained; the education, resolution, improvement process or reprimanding will take place.

The next step will be for the management to determine what course of action to take. If a resolution can be met at the first level of the incident, the QI will be closed and filed. If additional improvement, education or resolutions are needed, management will take the appropriate response to resolve the issue. Once the reprimand or education process of the current issue has been deemed appropriate and completed, the issue/QI will be closed and filed.

There may be times when WCMT management cannot come to an appropriate conclusion. If this issue arises, the QI incident that needs to be resolved will be brought to the next level (Medical Director, local EMS authority) for further investigation.

After all QI issues/incidents are closed, the personnel assigned to the investigation will provide written documentation as to the resolution and filed in our database. In addition, and when necessary, the assigned personnel will provide the County EMS agency with any information that is needed.



## INCIDENT HANDLING AND REPORTING

WCMT collects internal data from its record management system through incident report forms, as well as the CloudPcr program. When, and if incidents occur, these incidents will be handled swiftly and appropriately by WCMT management (supervisor). The following are the steps in which incidents can and will be handled:

### Discovery

- Employee reported
- PCR/chart review
- Community reported
- Staff reported
- Allied agency reported

### Identification By

- Employee
- FTO
- On duty supervisor
- Operations manager

### Notification

1. On duty supervisor will investigate
2. On duty supervisor will perform phone/personal notification
3. On duty supervisor will resolve with crew/incident involved
4. If unable to resolve at previous levels, manager notification will be implemented for handling
5. If further resolution is necessary, manager will take appropriate steps to notify the next highest authority



#### IV. TRAINING AND EDUCATION

##### TOPICS

Education and training are extremely important aspects of the quality improvement process. All WCMT employees will be part of an employee orientation. The purpose of an orientation is to prepare employees to represent the company, and the county in a positive manner. The orientation also gives the individual the ability to function well in the EMS system. All employees will be encouraged to further their education both internally and through external sources. Management and FTO's will be involved in the training process. The following examples of internal training include:

- Company policy and procedures
- Equipment operations
- Communications
- Documentation
- Safe vehicle operation
- Resources available
- Overview of EMS agency
- Hospital and care facility locations
- Operations overview

As a BLS transport service, WCMT recognizes the importance of basic life support and inter-facility transfers. Continuing education is crucial for on-going quality. In addition to the minimum state/county EMT-B requirements, WCMT will provide incentives and compensation for external/individualized training. WCMT will work with employees to ensure that the opportunity for success is given to the individual. All WCMT employees are encouraged to seek additional training in a multitude of areas.



### EMPLOYEE SELECTION PROCESS

In order to be an efficient, safe and reliable company, WCMT has the belief of selecting top quality EMT candidates. The most qualified EMT candidates will be selected by the following mechanisms:

- Referrals from current and former employees
- Referrals from EMT training instructors
- Solicitations through online employment search engines
- Open house

To ensure that the most qualified and appropriate EMTs are selected, WCMT will use the following screening process prior to employment:

- Review of application and experience
- Structured oral interview
- Skills assessment
- Background check to verify information on application
- Review of motor vehicle driving record

After the screening process, only the most qualified candidates will be selected for employment.

### ONGOING LESSER USED SKILLS

Some trainings that will be encouraged include;

- MCI drills in conjunction with Napa Valley College
- In house continuing education classes offered by WCMT
- SWAT Challenge hosted by Alameda County Sheriff's department

WCMT encourages the training of lesser used skills which is not immediately acquired by traditional EMT education sources.

## V. ACTION TO IMPROVE

When any area is identified as needing improvement, WCMT will develop a plan, put the plan in action, check to see if the plan has worked, then act to stabilize the improvement. If the plan is not working or there are shortfalls, we will re-initiate the process as a new plan to solve the issue. West Coast Medical Transport is committed to a continuous process of improvement.

Priorities for WCMT include:

- Patient care and outcome
- Safety
- Quick response times

WCMT understands that the CQI process is an evolving process. Because of the constant change, activity and progress of the EMS system, WCMT has chosen to adopt the 'Deming Cycle' which consists of an Observe/ Plan/ Do/Check/Act process. This is a widely used management method, used for many years and proven to work for continuous improvement with multiple business models. The 'Deming Cycle' consists of the following components:

- O) Observation – WCMT will observe the current condition
- P) Plan – WCMT will establish objectives to deliver desired results
- D) Do – implementing the plan
- C) Check – the data and results gathered from the 'do' phase
- A) Act/Adjust – where the whole process is improved



## VI. ANNUAL UPDATE

Since improvement comes with change, WCMT acknowledges that CQI plans will need to be revised. WCMT will review, identify and update the QI and an annual update will be provided and include the following information:

- Description of organization
- Statement of QI goals and objectives
- All monitored markers and indicators
- Determination if goals were met
- Revision of internal policies
- Future organizational plan
- Continuing education and training
- Improvement action plans





## EMPLOYEE PERFORMANCE REVIEW

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Employee name -

Job title -

Date -

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### **EVALUATION DESCRIPTIONS**

Knowledge of work – Employee has a complete knowledge and understanding of all phases of the job

Dependability – Complies with instructions, performs under unusual circumstances, record of attendance and punctuality

Safety – Work habits and attitudes that apply to working safely. Accident prevention, ability to care for property and equipment

Teamwork – How well the individual gets along with other employees and external organizations

Documentation – Completes all necessary documentation correctly and in a thorough and timely manner

Patient care – treats all patients with care, compassion and respect

Personal appearance – Always in appropriate uniform that is clean and neat. Personal hygiene is upkept

#### Rating Key

5. Outstanding = goes far beyond what is required
4. Exceeds expectations = goes above and beyond expectations
3. Meets expectations = consistently meets the required expectations
2. Below expectations = needs improvement in one or more areas of the job
1. Unsatisfactory = constantly requiring supervision, does not perform required duties



PERFORMANCE EXPECTATIONS

<b>5. Outstanding 4. Exceeds expectations 3.Meets expectations 2.Below expectations 1.Unsatisfactory</b>	<b>SELF EVALUATION</b>	<b>MANAGERS EVALUATION</b>
<i>Knowledge of work – Employee has a complete knowledge and understanding of all phases of the job</i>		
<i>Dependability – Complies with instructions, performs under unusual circumstances, record of attendance and punctuality</i>		
<i>Safety – Work habits and attitudes that apply to working safely. Accident prevention, Ability to care for property and equipment</i>		
<i>Teamwork – How well the individual gets along with employees</i>		
<i>Documentation – Complete all necessary documentation correctly and in a thorough and timely manner</i>		
<i>Patient care – treats all patients with care, compassion and respect</i>		
<i>Personal appearance – Always in appropriate uniform that is clean and neat. Personal hygiene is upkept</i>		

Summary of Performance Behaviors

WEST COAST MEDICAL TRANSPORT  
Safety / Incident / Information Report

REPORT DATE \_\_\_\_\_

DATE OF INCIDENT \_\_\_\_\_

REPORT TIME \_\_\_\_\_

TIME OF INCIDENT \_\_\_\_\_

LOCATION \_\_\_\_\_

NATURE OF INCIDENT (Describe in Detail)

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RESOLUTIONS, SUGGESTIONS, CORRECTIVE ACTIONS TAKEN

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Reporting Personnel \_\_\_\_\_

Investigated by \_\_\_\_\_

WRITE ON BACK IF ADDITIONAL SPACE IS NEEDED

# New Employee Task Completion Form

**Employee Name:** \_\_\_\_\_

<b>TASKS</b>	<b>DATE</b>	<b>INITIALS</b>
<i>Completion Of All Training Materials</i>		
<i>In Depth Unit Check</i>		
<i>Radio/NEXTEL operations</i>		
<i>Forms</i>		
<i>Protocols</i>		
<i>Addresses, maps and county buildings</i>		
<i>Comfortable with Orienteer's Pt care</i>		
<i>Comfortable with Orienteer's Driving</i>		

TOPIC	DATE	INITIALS
Staff has performed ambulance inventory		
Staff has been shown the operations of all radio equipment, frequencies and uses		
Staff has been made familiar with available maps		
Staff has been oriented to fuel pump system		
Staff has been oriented to medication and all supply/equipment locations		
Staff has been oriented to cell phones and appropriate usage		
Staff has been oriented to area hospitals and their service capacities		
Staff has shown proficiency in address finding/map reading to supervisors satisfaction		
<b>EQUIPMENT</b>		
Staff has been oriented to the different lighting system and sirens for all ambulances		
Staff has been oriented to the different types of radios in the ambulance		
Staff has been oriented to the AED, performs appropriate testing, battery rotation etc.		
Staff has been oriented to location of infection control gown, goggles, masks, exposure paperwork, etc.		
Staff has been oriented to inboard and portable suction		
Staff has been oriented to portable suction		
Staff has been oriented to location of Hare/Sager traction splints		
Staff has been oriented to contents of the first out bag		
Staff has been oriented to location of long backboards		
Staff has been oriented on the location of cervical collars and head immobilizer		
Staff has been oriented on location of: KED, stair chair, and carrying tarp		
Staff has been oriented to the CloudPCR charting program		

<b>TOPIC</b>	<b>DATE</b>	<b>INITIALS</b>	<b>FTO INITIALS</b>
Uniforms ordered/issued. Staff oriented to dress code.			
Issued EMS policy manual			
Staff is oriented to and explained schedule of duties			
Staff is oriented to payroll and is briefed on pay periods			
Staff is informed on phone system			
Staff is shown location of all county/EMS related forms			
Staff is oriented to location of fire extinguishers			
Staff has been oriented to run audits, their function and the procedures			
Staff has been oriented to County dispatch			

<b>TOPIC</b>	<b>DATE</b>	<b>INITIALS</b>	<b>FTO INITIALS</b>
Staff has received information of all fire station locations			
Staff has been oriented to use of local FD first responders for first response			

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NATIONAL REGISTRY SKILLS SHEETS TO BE USED FOR WCMT EMT EVALUATIONS

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- Patient Assessment/Management – Trauma ([Download PDF](#))
- Patient Assessment/Management – Medical ([Download PDF](#))
- BVM Ventilation of Fan Apneic Adult Patient ([Download PDF](#))
- Oxygen Administration by Non-Rebreather Mask ([Download PDF](#))
- Spinal Immobilization (Seated Patient) ([Download PDF](#))
- Spinal Immobilization (Supine Patient) ([Download PDF](#))
- Bleeding Control/Shock Management ([Download PDF](#))
- Cardiac Arrest Management/AED ([Download PDF](#))
- Joint Immobilization ([Download PDF](#))
- Long Bone Immobilization ([Download PDF](#))



