
DATE: August 4, 2017

TO: G.T. Bynum, Mayor
Jack Blair, Chief of Staff

FROM: James Wagner

SUBJECT: TulStat – Fire Department

Strategic Goal Areas: **Well-Being** and **The City Experience**

On Friday, July 28th, the Office of Performance Strategy and Innovation hosted a TulStat meeting with the Tulsa Fire Department to discuss performance metrics. The purpose of this meeting was to share how data informs operations and to discuss strategies that move toward desired outcomes. Data was presented by TFD leadership and discussed with the Mayor's Office, the Office of Performance Strategy and Innovation, and internal-serving department leadership.

Presenting Parties – Tulsa Fire Department:
Ray Driskell, Andy Teeter, Michael Baker, Scott Clark

Attendees Present:

G.T. Bynum, Mayor Jack Blair, Chief of Staff James Wagner, OPSI Robyn Undieme, OPSI Penny Macias, OPSI	Mike Wallace, EMD Erica Felix-Warwick, HR Mike Kier, Finance Michael Radoff, Customer Care	Kim MacLeod, Communications Cathy Criswell, City Auditor
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Meeting Agenda

1. Discuss outcomes and purpose (OPSI)
2. Citywide Goals
3. What story is the data is telling us? (Fire)
4. Discussion - Strategies (ALL)
5. Follow-up Plan (OPSI)

Discussion

The discussion began by following up on the action items identified in the March meeting:

Communications

- CARES Story – The Frontier June 2, 2017

Legal

- HMIS Agreements Pending in City Legal
- Overall Strategy Documents Requested by SJMC and City Legal for Partnership

Adult Protective Services

- No more than a referral for documentation
- Case load exceeds staffing

Next Steps

- Transition of OU Students
- F&CS Case Manager Embed at TFD

The July 28th TulStat meeting continued the themes identified above in further addressing two issues: 1. High Healthcare Utilization Impacting Fire Department Operations and 2. Strategic Planning and Deployment of Resources as It Relates to Fire Station Locations.

Under issue one, there was some discussion on how high utilizers are identified and what defines a high utilizer. For example, someone who utilizes EMS 5-14 times a month would be considered a high user and someone who utilizes EMS 15 or more times a month is considered a superuser. Additionally, TFD has begun to identify demographic statistics about their high utilizers. These statistics currently show that 80% are Caucasian, 90% are female, and 30% of the top utilizers are from zip code 74128. TFD noted that the demographics, however, are variable and can change rapidly so the information listed here is likely to change. TFD reported that their goal is to reduce the top utilizers by 20%. They're working on accomplishing this through a partnership with OU's Masters of Social Work program. Two social work interns visit high utilizers with TFD and find them the appropriate resources provided within the community of services. TFD has been able to track their progress and they have seen some significant improvement. For example, with one individual in particular, TFD has seen an 85% decrease in call activity for EMS intervention since implementing this strategy with OU. Their work will continue in developing further process and policy, improving their data analysis, and evaluating high facility programs. Additionally, they are seeking long term funding for this program which they hope to have secured by December 2017.

Under issue two, Chief Teeter discussed Fire station location options in Tulsa based on life risk and consistent with nationally recognized standards. The goal is to respond to 90 percent of all emergency incidents within six minutes of the call to 911. Looking at the data from a citywide

perspective, we are falling slightly below our goal. More specifically, the shortfall is occurring most drastically on the East and South side of the city. Chief Teeter presented a number of options with potential new locations and their consequential impact on the life risk. Life risk was defined by “probability + severity + failures.” Chief Teeter also addressed the consideration of station locations based on metropolitan downtown spacing, urban, suburban, and rural landscapes. Ultimately, TFD’s first strategy is to construct a new station (#33) by July 2019 that has already been approved for funding through Vision. TFD’s second strategy is to find funding to build a new station (#34) and move stations 27 and 18. And lastly, TFD’s third strategy is to find funding to move station 23 and build station 35 using Vision personnel funding. There is, however, still much to be decided in regards to which strategy we go with.

Below is a list of data that was presented:

OVERALL PERFORMANCE METRICS

EMS:

Current Performance Details
Top Ten Utilizer Demographics
Successful Referrals
High Utilizer Referrals
Geocoded Zip Code Map of High Utilizers
2016 911 EMS Call Volume Drivers
2017 911 EMS Call Volume Drivers

FIRE:

Arrival within 6 Minutes from 911 Call Target
2017 Current Fire Station Risk
Proposed Station 33 Risk Impact
Proposed Station 27, 33, and 34 Risk Impact
East Tulsa Risk
South Tulsa Risk
Current vs. Future State Risk

Follow-Up Items

1. Investigate what policy changes could be made to address nuisance alarm situation. Investigate more aggressive code enforcement and residential sprinkler systems. – Chief Teeter

2. What is the nature of the alarm systems at these nuisance sites? What are the designs of these systems and how can they be updated to code? – Chief Teeter
3. Can we investigate whether the new personnel being hired by the FEMA grant can be used to specifically target high utilizer callers? – Chief Baker
4. How can the city plan to make sure Tulsa develops a solution toward stopping the inflation of public safety service costs? – Chief Baker