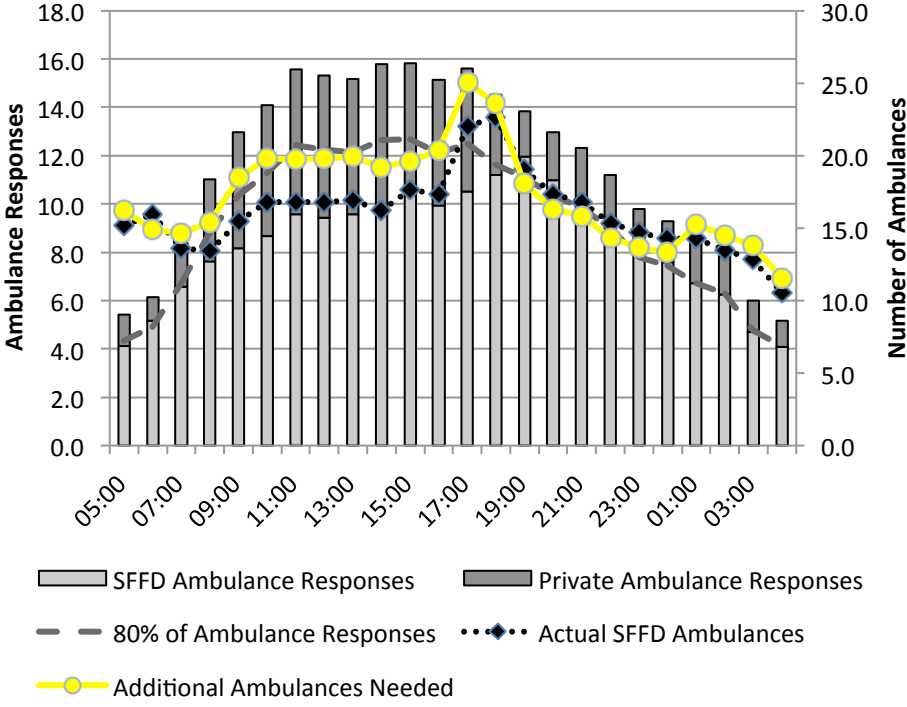


Case Study: Emergency Medical Services at the San Francisco Fire Department



Project Results

- HMR recommended Increased staffing levels for the EMS Division.
- HMR found that timely ambulance and equipment replacement was needed to maximize response capacity.
- HMR recommended improved service and response coordination between public and private entities.

Project Summary

In 2014, the Board of Supervisors directed HMR (in its contracted role as the Budget and Legislative Analyst) to conduct a performance audit of emergency medical services at the San Francisco Fire Department. The objectives of the audit were to review how resources have been allocated to the EMS function and to determine if those resources are sufficient to provide quality care to residents.

Like many jurisdictions, San Francisco provides emergency medical services (EMS) through the Fire Department as opposed to the Department of Public Health or Department of Emergency Management.

Our review included an assessment of staffing levels and supervision, asset management, response times to calls for service, ambulance deployment practices, and interdepartmental coordination.

We found that the Department was not sufficiently staffed to meet EMS needs and that the Department needed to replace aging ambulances, fully implement Automated Vehicle Locator technology, and improve triage protocol to improve the efficiency and effectiveness of emergency medical services.

Service and Topics Highlighted

Performance Audits, Staffing Analysis