NEW BRITAIN
EMERGENCY MEDICAL SERVICES

SERVING THE COMMUNITY SINCE 1977

FY2026 ANNUAL REPORT

CARING	EXCELLENCE	TEAM	COMMUNITY	SERVICE



LEADERSHIP

A Message From the Chief

Every call for help begins with trust. Someone in our community is experiencing a moment of illness, injury, or uncertainty, and they are counting on New Britain EMS to respond with urgency, compassion, and clinical excellence. Honoring that trust is the responsibility at the heart of everything we do.

Our core values - Caring, Excellence, Team, Community, and Service - guide how we fulfill that responsibility. Community is the cornerstone of those values because it gives purpose to all the others. It reminds us that every decision we make, every program we develop, and every improvement we pursue must ultimately strengthen our ability to serve the people of New Britain.

This past year we strengthened our clinical capabilities, expanded important partnerships, and introduced programs designed to bring advanced care closer to the patient. From our prehospital blood program and investments in lifesaving technology to our work with community organizations, each advancement reflects our commitment to meeting the changing needs of the city.

Service extends beyond responding to 9-1-1 calls. It means educating the public, preparing for emergencies, supporting individuals facing complex health and social challenges, and working alongside our partners to build a stronger community. It also means being responsible stewards of the trust and resources placed in our care.

Our commitment to a Just Culture is equally important. We believe accountability and learning must work together. A Just Culture allows us to examine our systems honestly, learn from near misses, recognize excellence, and continuously improve without losing sight of personal responsibility. This approach supports patient safety and a workplace where employees feel respected, heard, and empowered to speak up.

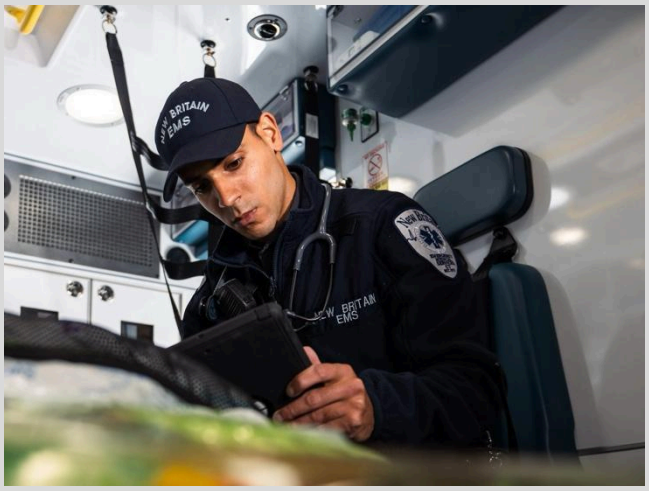
We also recognize that exceptional patient care depends on a workforce that is prepared, supported, and valued. Our continued investment in education, employee wellness, peer support, and staff development reflects our responsibility to care for the people who care for our community.

I am deeply grateful to our EMTs, paramedics, educators, supervisors, and administrators, for the skill and dedication they bring to this mission every day. I also thank our city leaders, healthcare partners, response partners, donors, community and community organizations for their trust and continued partnership.

Patrick Ciardullo, MA, CEMSO, NRP, NCC
Chief Executive Officer and Chief of Service

WHO WE ARE

Nearly five decades of service



New Britain Emergency Medical Services was founded in 1977, the vision of Dr. Richard Judd and Dr. Martin Dinep. Following their recommendation and a vote of the Common Council of New Britain, NBEMS launched with the support of a federal grant as a community initiative created to strengthen emergency medical care in New Britain. Since then, NBEMS has grown into the city's primary 9-1-1 advanced life support ambulance provider and a trusted partner in the region's healthcare and public-safety systems.

As emergency medicine has evolved, so has our organization. What began as a small EMS agency has developed into a comprehensive mobile healthcare organization providing advanced clinical care, emergency preparedness, professional education, community outreach, injury prevention, substance use navigation, and specialized response capabilities.

NBEMS was the first EMS agency in Connecticut funded by a federal Department of Transportation grant, and it became a recognized national model of excellence that other agencies followed. What began as one 24-hour ambulance and one 16-hour ambulance answering 4,000 calls a year has grown into three 24-hour ambulances and one 17-hour ambulance answering more than 17,000 calls a year. That growth reflects nearly five decades of paramedics, EMTs, and administrative professionals who have shown up for this city, shift after shift, through every era of the organization's history.

New Britain EMS is not a municipal agency, but it belongs to the community we serve. As a private, nonprofit 501(c)(3), we are stewards of effective EMS and advanced life support care for the New Britain community — supported by the trust our residents, partners, and donors place in us.

In 2027, NBEMS will mark its 50th year of answering the call. Fifty years ago, this organization began with two ambulances and a handful of providers committed to a simple idea: that New Britain deserved fast, capable emergency care close to home. Half a century later, that founding idea has become a full continuum of mobile healthcare, and the commitment behind it has not changed. As we look toward this milestone, we are proud of how far the organization has come, grateful to everyone who built it, and focused on the next fifty years of service to this community.

We approach emergency medical care as a high reliability organization. That means building dependable systems, learning continuously, and supporting a just culture in which accountability and improvement work together.

> *"Our responsibility is larger than responding to calls. We must maintain a system our community can trust as healthcare advocates and an organization in which our people can thrive."*
>
> **Patrick Ciardullo - CEO and Chief of Service**

Governance

Board of Directors

Board of Directors

New Britain Emergency Medical Services, Inc. (NBEMS) is governed by a voluntary Board of Directors composed of nine dedicated New Britain residents and representatives. Exemplifying a diverse cross-section of the community- including residents, business and healthcare professionals, and Mayoral-recommended appointees from the City of New Britain- the Board ensures NBEMS remains a leader in emergency medical care. In addition to the nine voting members there are three non-voting ex officio members held by the Chief, Assistant Chief, and Captain of Professional Standards.

Governance & Membership

The role of the board is to provide governance and support necessary to maintain the unsurpassed services provided by NBEMS. In collaboration with the executive leadership team, their responsibilities include:

- Providing oversight of strategic mission, finance, quality, customer satisfaction, and risk.
- Facilitating fundraising efforts to support capital equipment.
- Upholding NBEMS' commitment to our five core values.

Voting Members

- Dr. Michelle McDade – Medical Director ex officio - voting
- Joan Pina – Board Chair
- Janis Jerman – Board Vice Chair / Secretary
- Frank Marrocco – Treasurer
- Sean Curtin – Director
- Chris Porcher – Director
- Yvette Highsmith – Director
- Ron Jakubowski – Director
- Sandra Jimenez – Director

Non-Voting Members

- Chief Patrick Ciardullo CEO
- Assistant Chief Alex Morisano COO
- Captain Matthew May Professional Standards

Medical Directors

New Britain EMS, Inc has two medical directors who provide medical control oversight for agency. The medical director role is to provide clinical authorization and oversight to practice for EMTs and paramedics as well as provide input and approve all educational curriculum. Held by:

- Dr. David Buono, Medical Director (Chief of Emergency Medicine THOCC)
- Dr. Michelle McDade, Associate Medical Director (Associate Chief of Emergency Medicine THOCC)

SERVICE AND IMPACT

FY2026 at a Glance

May 1, 2025 through April 30, 2026

Response performance

In FY2026, NBEMS handled 17,169 calls for service, resulting in 14,264 patient transports. Nearly two-thirds of calls (61%) required advanced life support, reflecting the clinical acuity of what the system handles day to day. On the response side, emergency crews averaged 5.7 minutes with 92% arriving within the 8:59 benchmark, while non-emergency responses averaged 7.4 minutes with 91% arriving within 11:59 — both comfortably ahead of target.

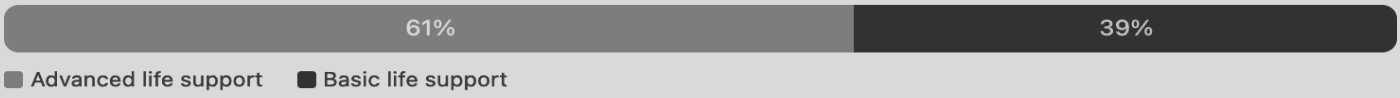
Calls for service

17,169

Patient transports

14,264

Call acuity mix



Response performance

Avg. emergency response (lights & sirens)

5.7 min

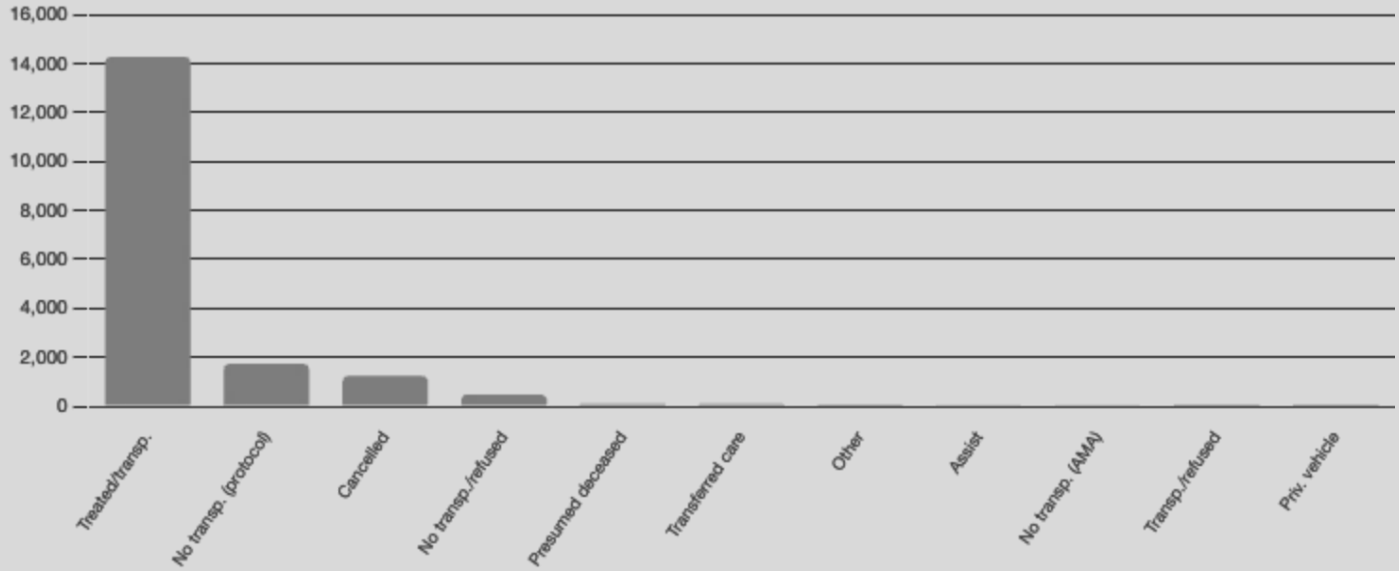
92% within 8:59

Avg. non-emergency response

7.4 min

91% within 11:59

Dispositions

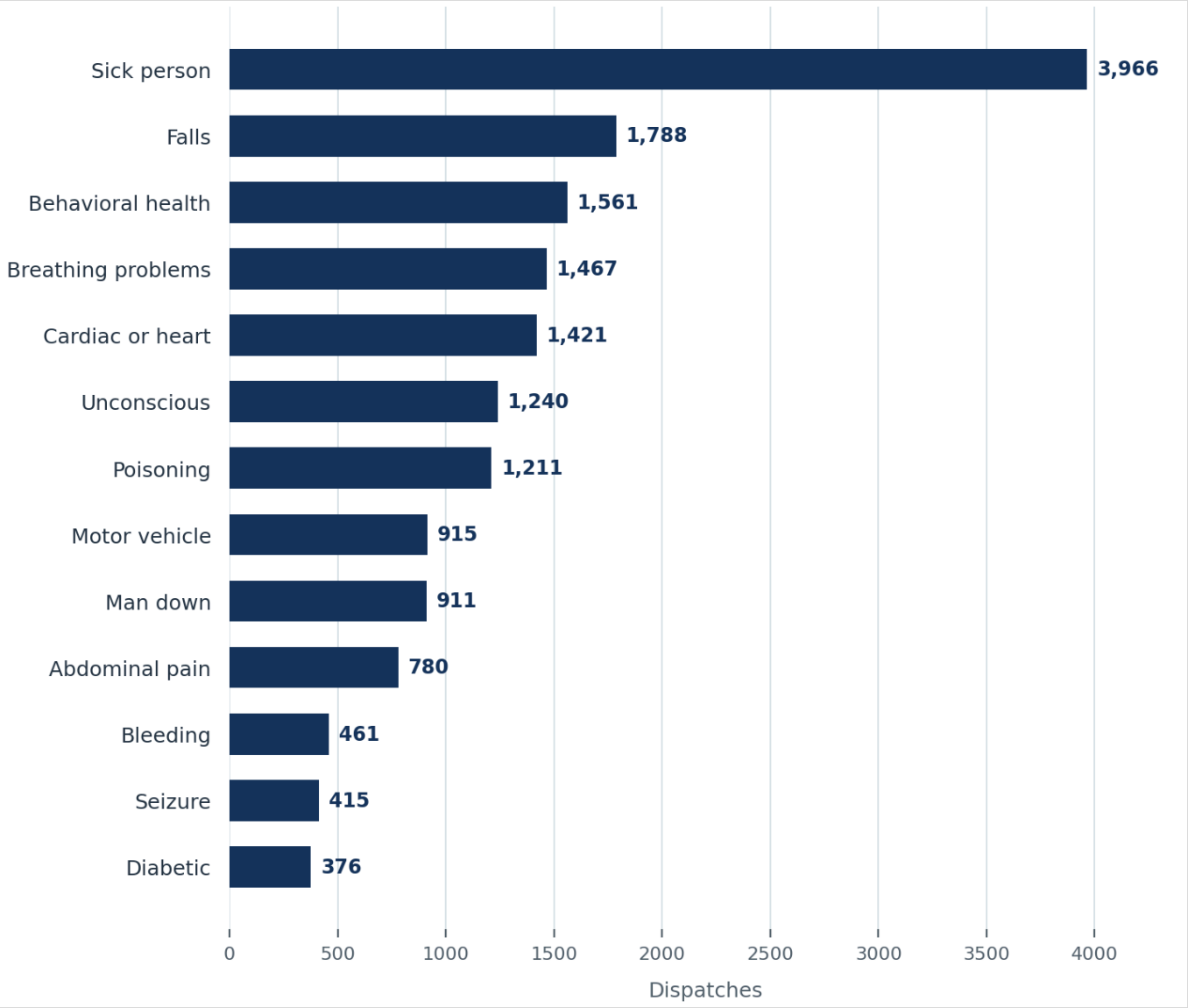


DEMAND

Why People Call 911

May 1, 2025 through April 30, 2026

The reasons residents call 9-1-1 show the breadth of needs addressed by the EMS system. Medical illness remains the largest category, while falls, behavioral-health emergencies, breathing problems, and cardiac complaints account for substantial additional demand.



Behavioral health is a core EMS responsibility

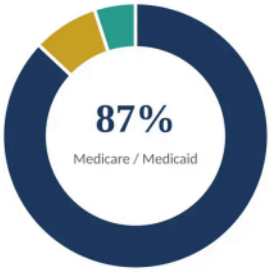
With 1,561 behavioral-health emergency dispatches during FY2026, the data reinforce the importance of clinical preparation, de-escalation skills, along with community partnerships and appropriate pathways to continued care such as our New Britain Recovers Programming and the City Community Interagency Network.

FINANCIAL STEWARDSHIP

Sustaining Emergency Medical Care

New Britain EMS is funded primarily through patient-care revenue, the majority of which are government funded (87%). Because public insurance programs reimburse well below the full cost of readiness and response, responsible stewardship and strong partnerships are essential. Only 29% of what we bill is actually recovered due to contractual allowance write offs, and bad debt write offs. This 29% recovered equates to 84% of the available budget to be funded, with the remaining 16% made up through grants, fundraising, education programs, and the city in kind donations.

Payer Profile

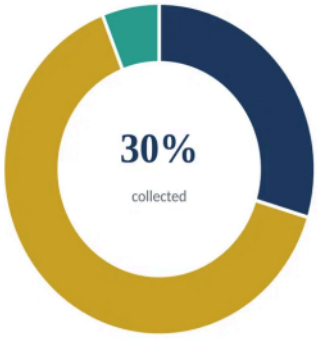


87% Medicare / Medicaid

8% Commercial insurance

5% Self-pay

FY 2026 Billable Revenue Breakdown



30% Actual Fee-for-Service Revenue
What NBEMS actually collects

65% Contractual Allowance Write-Off
Reductions required by insurance contracts

6% Bad Debt Write-Off
Billed charges that go unpaid

Percentages of total billed charges; may not sum to 100% due to rounding.

Types of Revenue



84% Fee-for-Service Revenue
Billing for emergency medical care and transport

16% Other Revenue Sources
Grants · Education revenue
Fundraising · City in-kind support

CLINICAL QUALITY

Care Measured by Outcomes

Clinical performance is strengthened through prospective education and policy development, concurrent field supervision, and retrospective case and chart review.

106 CARDIAC ARRESTS WITH RESUSCITATION ATTEMPTED	**33%** RETURN OF SPONTANEOUS CIRCULATION
296 ACUTE CORONARY SYNDROME PATIENTS	**188** CONFIRMED STROKE CASES

Additional clinical volume

14 CONFIRMED STEMIs	**367** SEIZURE PATIENTS
108 ADVANCED AIRWAYS PLACED	**92%** PRIORITY RESPONSES WITHIN 8:59

NATIONAL RECOGNITION

New Britain EMS received the American Heart Association Mission: Lifeline Gold Award for cardiac and stroke care and the Target: Heart Attack Award. These honors reflect consistent use of evidence-based processes from the first patient contact through hospital coordination.

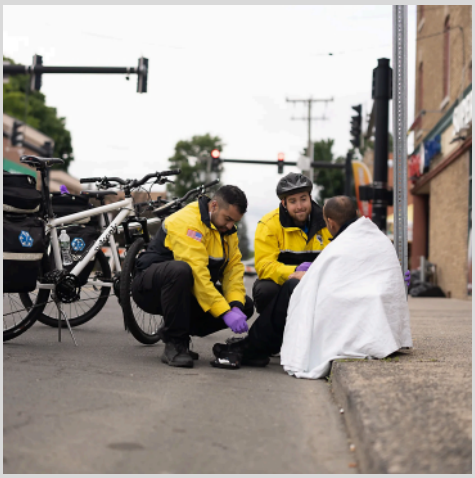


The American Heart Association proudly recognizes New Britain EMS, New Britain, Connecticut for Mission: Lifeline® - EMS - GOLD with Target: Heart Attack Honor Roll Achievement Award. The American Heart Association/ American Stroke Associations recognizes this prehospital provider organization for demonstrating continued success in using the Mission Lifeline· EMS program. Thank you for applying the most up-to-date evidence-based treatment guidelines to improve patient care and outcomes in the community you serve. For more information, please visit Heart.org/Missionlifeline.

INNOVATION AND READINESS

Expanding What is Possible Before the Hospital

Advancing the Standard of Care



NEW THIS YEAR

Expanding What's Possible in the Field

This year, NBEMS introduced new clinical capabilities and specialized programs that expand what our teams can do for patients before they reach the hospital.

Prehospital Blood Transfusion

In May, NBEMS launched a regional prehospital blood transfusion program for patients experiencing massive hemorrhage, placing the organization among a small share of ground EMS agencies nationally that carry blood.

Tactical EMS

A SWAT paramedic program was launched in collaboration with the New Britain Police Department, adding dedicated medical support to complex law-enforcement operations.

Additional Advanced Life Support (ALS) Capacity

Medic 11 licensed as an additional paramedic intercept vehicle, strengthening system flexibility and ALS coverage.

Grant-Supported Technology

American Savings Foundation supported the blood program and medication pumps. The Community Foundation of Greater New Britain supported acquisition of a Hamilton T1 ventilator.

OUR ROLE

More Than Emergency Response

NBEMS's work extends well beyond the 911 call, encompassing the systems, partnerships, and education that keep our community safe and prepared.

Systems Development

Integrating hospitals, public safety, municipal services, and community partners.

Special Operations

Providing specialized medical support for complex incidents and public safety operations & standbys..

Community Education

Building readiness through CPR, AED, first aid, bleeding-control, naloxone and safety education.

Continuous Improvement

Using training & education, real-time supervision, and case review to strengthen patient care.

COMMUNITY HEALTH

Connecting People to Recovery



New Britain Recovers extends the public-safety response beyond the immediate overdose emergency and connects residents with follow-up support and treatment networks. The New Britain Recovers Mobile Response Team (MRT) was launched as part of a joint initiative between the Mayor's Opioid Task Force and New Britain Emergency Medical Services under the Overdose to Community Action Grant as a means to reduce the number of opioid overdoses and deaths in New Britain. The (MRT) connects those individuals with substance use disorders with the resources they need to begin the recovery process. In addition to recovery, additional roles include prevention, education, and harm reduction.

The Mobile Response Team is made of two parts: New Britain EMS paramedics responding to 911 calls in the community, and our Recovery Care Navigators (RCN). They are trained to make therapeutic contact with patients dealing with substance use disorders and refer them to our RCNs. The heart of the MRT is comprised of our two Recovery Care Navigators. Recovery Care Navigators have undergone the following training:

- Recovery Coach Academy
- Recovery Coach Ethics
- Emergency Department Recovery Coach

Monday-Friday, Navigators follow up on referrals placed by our MRT, as well as respond to 911 calls involving suspected substance use disorders. They initiate the process of connecting individuals with the treatment and resources they need through our Rapid Referral Network. The Recovery Care Network, connects treatment providers across the City to those in need. This is a major new development on the road to consolidated, holistic care.

359 **OPIOID-RELATED CALLS**	**121** **NALOXONE ADMINISTRATIONS**
1,031 **REFERRALS TO THE NETWORK**	**815** **UNIQUE FOLLOW-UP CONTACTS**

From emergency response to continued support

Of the 121 naloxone administrations, 91 were provided by EMS and 30 were provided by firefighters or bystanders before EMS arrival. Sixty individuals enrolled in services beyond New Britain Recovers, illustrating how an emergency encounter can become an entry point to longer-term care.

EDUCATION

Preparing Professionals and the Community

The Community Training Center supports workforce development, continuing education, and public readiness across New Britain and the surrounding region.

206 AHA classes 734 STUDENTS IN AMERICAN HEART ASSOCIATION CLASSES DELIVERED DIRECTLY	**1,138 AHA classes** 7,298 STUDENTS THROUGH AFFILIATED REGIONAL TRAINING SITES
5 EMR classes 91 EMERGENCY MEDICAL RESPONDER STUDENTS	**3 EMT classes** 83 EMERGENCY MEDICAL TECHNICIAN STUDENTS
2 PHTLS classes 17 PREHOSPITAL TRAUMA LIFE SUPPORT STUDENTS	**5 MHFA classes** 100 MENTAL HEALTH FIRST AID STUDENTS

Education where people live and work

Programs included CPR and AED instruction, Stop the Bleed, naloxone education, car-seat safety, first aid, public-safety scenario training, and daily instruction for the New Britain High School Public Safety Academy and EMR course.





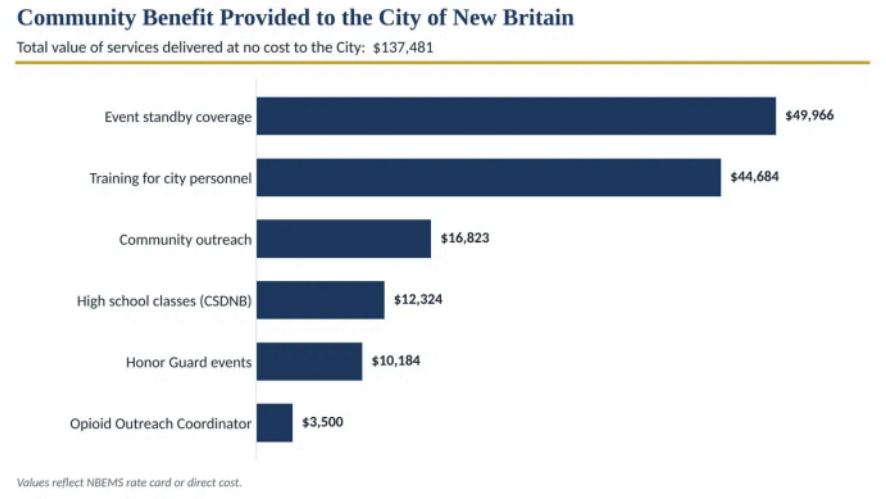


COMMUNITY BENEFIT

Present Throughout New Britain

As a nonprofit, New Britain EMS reinvests in the city it serves. Our commitment to New Britain extends well beyond answering 911 calls. In FY26, NBEMS provided $137,481 in community benefit, delivering services to residents, schools, and city partners at no cost to the City.

These programs reflect our belief that being good stewards of New Britain's EMS system means more than responding to emergencies. It means preparing our community, supporting our partners, and being present long before the call comes in.



Additional Services provided both paid and in kind include:

Education and Outreach

- 120 NBHS students trained in CPR/Stop the Bleed
- 40 YES Academy students trained in naloxone, CPR, and bleeding control
- 20 child safety seats installed
- Save a Life Day at City Hall
- New Britain Police National Night Out
- NBPD recruit EMS scenario training
- Hosted HOCC pharmacy residents, ED nurses, and CCSU AT student ride-along
- Junior Achievement NBHS resume reviews and mock interviews for juniors and seniors
- AED, CPR, Stop the Bleed training at YWCA
- Airway, Stop the Bleed, Narcan, and simulation education for CCSU AT students
- Daily education for the Public Safety Academy and EMR course at New Britain High School
- CPR, first aid, AED training for city daycare programs, organized by CSDNB and the YWCA
- Education for the YWCA rapid response team
- Narcan training for CMHA IOP at-risk populations
- CPR/AED training at the New Britain Library
- CPR/Stop the Bleed kits at South Street Church

Prevention & Partnership in Action

- Reach Across America
- Polar Plunge Fundraiser
- Senior Prom Fundraiser
- NB Hunger Coalition
- Goodwin Tech High School Technology Program / NBEMS host visit
- Friendship Service Center Adopt a Family gift drive
- NB Fire Safety Awareness Day
- HH Medical Mission
- Step Up for Down Syndrome event
- Hosted CT Navigators Children's Group
- NBPD National Night Out
- LPC youth prevention podcast
- Overdose Awareness Day
- Senior Center touch-a-truck and 911 information
- Good Samaritan video production
- EC Goodwin Job Fair
- Car seat education & maternal wellness clinic at HOCC

These activities are possible because schools, healthcare organizations, public-safety agencies, nonprofits, foundations, civic groups, and residents work alongside NBEMS to strengthen community readiness.

SPECIALITY OPERATIONS

Not Always an Ambulance



Special Operations

Beyond our ambulances, New Britain EMS maintains specialized teams that let us bring care wherever the community needs it.

- GATOR Utility Vehicle: Our UTV allows crews to move quickly through crowds and across terrain an ambulance can't reach, bringing patients from the heart of large events to waiting units
- EMS Bicycle Unit: Certified through the International Police Mountain Bike Association (IPMBA), our bike medics provide fast, mobile response at parades, festivals, and densely crowded events.
- Honor Guard: Our Honor Guard represents NBEMS and the City of New Britain at ceremonies, memorials, and public events, honoring those who have served. Our honor guard members graduate the National Honor Guard Academy (NHGA) which is a week-long training program.
- Tactical Medics: NBEMS tactical paramedics work alongside the New Britain Police Department SWAT Team, providing immediate medical care to officers and the public during high-risk operations.







Together, these teams reflect our commitment to meeting the community where it is, from the crowd at a city celebration to the scene of a critical incident.

Supporting our own people



In FY2026, NBEMS strengthened its commitment to provider wellness with new programs designed to support staff physically, mentally, and emotionally. A newly formed Wellness Committee meets quarterly to coach and encourage fitness across the organization, helping providers build sustainable habits in a physically demanding profession. NBEMS also partnered with Compassion Coherence to offer staff access to counseling, medication management, and nutrition expertise. To further support providers during difficult moments, NBEMS launched a peer counseling team, connecting staff with resources in times of need. Every peer counselor has completed certification training to serve in this role.

CONTACT US

New Britain Emergency Medical Services

New Britain Emergency Medical Services, Inc.
Serving the City of New Britain since 1977
In an emergency, always call 9-1-1.



Headquarters
225 Arch Street
New Britain, CT 06051

PO Box 2018
New Britain, CT 06050

Business Office: (860) 225-8787
Billing Inquiries: (855) 470-4692
Fax: (860)-225-0139
Website: www.nbems.org

Executive Leadership

Patrick Ciardullo, MA, CEMSO, NRP, NCC
Chief and Chief Executive Officer
patrick.ciardullo@nbems.org

Alex Morisano, MBA, PM
Assistant Chief and Chief Operating Officer
alex.morisano@nbems.org

Requests & Partnerships

Event standby coverage and special operations requests: Lt. Matthew Aiello
matthew.aiello@nbems.org

CPR and AED classes: Paramedic Craig Sassu
craig.sassu@nbems.org

Community Outreach: Captain Matthew May
matthew.may@nbems.org

Connect With Us

Facebook: @newbritainems
LinkedIn: New Britain Emergency Medical Services - LinkedIn
Instagram: @new_britain_ems

Support Our Mission

New Britain EMS is a 501(c)(3) nonprofit organization. Contributions are tax-deductible to the extent allowed by law.
EIN: 06-0969552