Your Community Ambulance Service

Lakes Region EMS























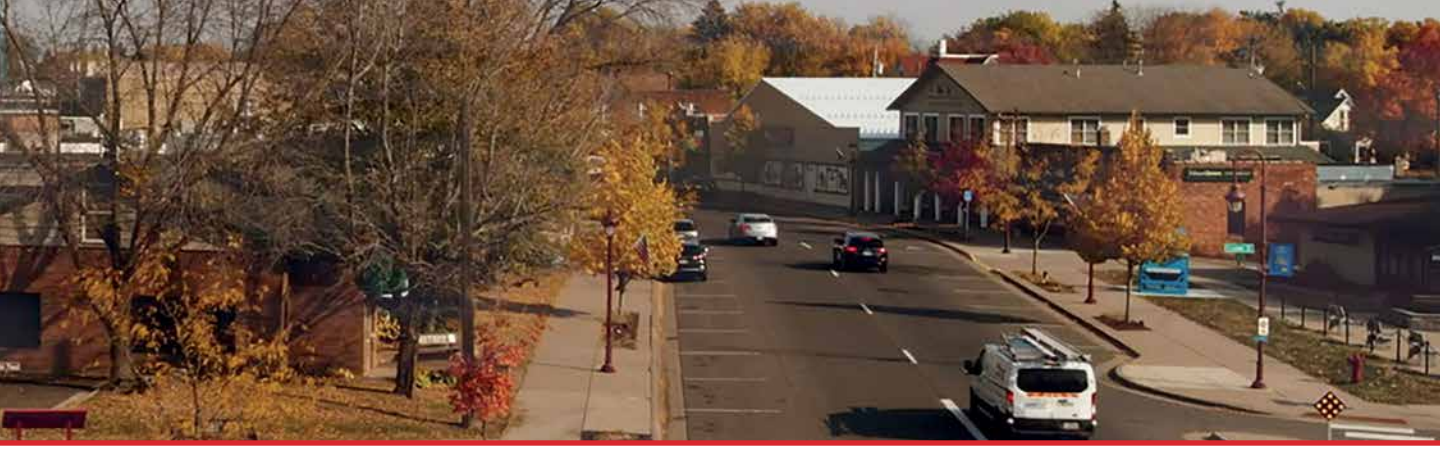
Executive Director's Report

Aarron Reinert, MA, NRP
Executive Director

Lakes Region EMS

FOUR PILLARS

+ **State-of-the-Art Patient Care**
+ **Outstanding Customer Service**
+ **Dedication to the Communities We Serve**
+ **Financial Health and Responsibility**



2022 was a year of significant challenges and inspiring successes. The year began with our world beginning to emerge from two-plus years of a global pandemic. Our ambulance personnel continued to be challenged with COVID-19 patients needing complex clinical care in both the prehospital and interfacility environments. Medical supplies, critical medications, and everyday business supplies were in short supply, and many items were simply impossible to get. What items we could get had increased in cost two or three-fold. Fuel, one of our largest operational expense categories, had almost doubled overnight. However, through it all, our employees, the single greatest asset, persevered. Their determination and dedication, along with their kindness and grace, were the keys to the inspiring success we saw in 2022.

Our employees' determination and dedication, along with their kindness and grace, were the keys to the inspiring success we saw in 2022.

What is perseverance? A quick Google search defines the word as the ability to accomplish something despite the difficulty. Similar words are persistence, patience, and tenacity. These are all words that speak to the incredible individuals who make Lakes Region EMS what it is every day. While this persistence, patience, and tenacity were tested in 2022, it was never broken. Difficult calls, long transport times, shortages, and inflation all tested us but never broke us. Together, we rose to the challenge.

There is a wonderful story about the famous redwood trees in California. The trees that stand 200 to 300 feet tall can be hundreds of feet in diameter but, unknown to many, have extremely shallow roots. A single redwood tree, standing alone, would likely topple over in the slightest breeze. What allows the mighty redwood to grow to its highest and resist hurricane-force winds is not its large base and certainly not its shallow roots, but rather how each tree interconnects its roots with the trees around it. This interconnection allows the mighty redwood to be mighty. Their interdependence on each other makes them strong.

The Lakes Region EMS family not only survived 2022 but thrived because of our strong interconnection with each other. Our paramedics and EMTs are supported by a team of incredible professionals who manage everything from our supplies, maintenance, facilities, finances, payroll, and benefits, as well as our clinical quality and education. Together the hurricane-force winds of 2022 could not blow us over. At times, we each may have bent a little, but our interconnection allowed someone else in the family to provide strength. Together, we are strong. Together we will take on the challenges of 2023 and beyond.



Aarron Reinert
Executive Director





Chris Ward, M.D.
Medical Director

Medical Director Report

This past year brought a number of unique challenges as the world continued recovering from the COVID-19 pandemic. Dealing with the limitations in hospital staffing, transfer issues, emotional and physical burnout from increased utilization, and critically ill patients has challenged us all. But, together, we have strengthened our commitment to provide the best patient care despite these challenges, and we have supported each other through these trying times.

To help address some barriers, we are growing our clinical education team with several new hires who bring both knowledge and new experiences to aid in supporting our educational goals.

The demand for exceptional patient care for our community is more critical now than ever before. Every day I continue to hear praise of the exceptional clinical capabilities and the compassionate care our crews provide. It is this reputation and our proven track record of exceptional care that compels providers to request Lakes Region EMS by name when they require the transfer of their sickest patients. We have earned this reputation through dedicated hard work and a commitment to providing the best patient care.

In the coming year, we will focus our clinical education on the expansion of providers' knowledge base and skill-focused capabilities. There are always ways to improve and more to learn. That is the continued expectation at LREMS.

Be safe, seek knowledge, and challenge yourself to be even better tomorrow.

Thank you,

Chris Ward, M.D.
Medical Director

PILLAR ONE

State-of-the-Art Patient Care

Clinical Development Introduction

During 2022, the LREMS clinical department had a mission to focus on the fundamentals. Staff education was geared toward the things we do while treating our community members and ensuring our providers had the tools to do their job.

Finding efficiencies was also a key focus of the clinical team. Whether it was moving items from the truck to the first-in bag or adding some additional sizes of supraglottic airways, the clinical team was focused on making sure the providers had what they needed when they needed it. These focal points were front and center during 2022 while simultaneously ensuring we continued to provide the same high level of critical care medicine we are known for.

Clinical Department Changes

We added two team members who focused on clinical education and quality, which allowed for a continued and expanding emphasis on State-of-the-Art Patient Care.

Nick Eastman joined the organization as a full-time educator. Nick comes to us with many years of educational experience. He has been in EMS for more than 20 years and in education and leadership for 15 years. Nick has been a great addition, and his passion for EMS shows in every class he teaches.

Allison Stout transitioned from field paramedic to Quality Assurance Coordinator. Allison has worked for LREMS for the past 11 years and has excelled in her new role. She has brought true analytics to the clinical department with her skills in Power BI and other data platforms. At the same time, her years of experience allow her to interpret the data and apply it to real-world ambulance calls.



Clinical Development

Offering a wide range of education continues to be the focus of the Clinical department. The addition of Nick Eastman as a full-time educator has allowed us to continue providing a variety of educational offerings for both new team members and experienced providers alike. In 2022, we completed four new-hire orientations and Essentials of Critical Care courses and a total of 19 quarterly education sessions.

Monthly case reviews and other topic-focused opportunities rounded out the educational offerings for the year. Instructors, including dedicated members of the clinical staff and the Medical Director, facilitated group discussions, participated in lectures, and led simulations to improve knowledge and skill.

Simulation

Simulation remains an essential component of clinical education at LREMS. There were several exciting additions to the tools used by the department in 2022. The first, iSimulate, uses iPads to mimic the look and feel of our cardiac monitors and ventilators, allowing for greater realism in the training environment.

The team built a SALAD manikin — one that simulates vomiting — to enhance airway management training. We also increased the availability of training equipment and supplies for providers to practice with and for use in the Field Training Program.



Quality Assurance

With the addition of Allison Stout to the QA role, we took the opportunity to utilize new programs within our charting software to review charts, reorganize data collection, and build new quality-assurance statistics boards to review data. Reviewing these materials helped direct our education, change charting practices, and encourage provider growth through feedback and conversations.

Tools to Do Our Job

2022 was a year of ensuring the availability of "The Tools to Do the Job." This was accomplished through acquisition and deployment of new equipment, through education on the things our providers do "on the living room floor," the expansion of feedback and follow-up, and the introduction and enhancement of reference material.

This initiative allowed us to update, add, and standardize the tools we have. Listening to crews led us to make changes to the truck's bags and cabinets, adding supplies where crews felt they were short or moving others to locations that crews said made more sense. We also increased the reference material crews had available to them, which provided good reference resources to help with our patient care by supplying each employee with badge cards with cardiology reference material. We also had regular guideline discussions and changes to clarify treatment plans and add reference materials to help with ventilator setup, documentation, and hospital information. We also purchased five ultrasounds to fully equip every ambulance.

Critical Care Provider

This year Lakes began a new partnership with FlightBridgeED and Life Link III to provide the Critical Care Course. The course was very well attended, with more than 30 attendees. Three LREMS employees were able to attend. We plan on continuing to grow this partnership, and the next class is already scheduled to start in January 2023.

Arrowhead Association EMS Conference & Expo

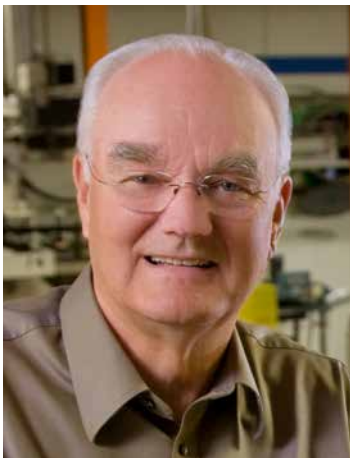
LREMS participated in the annual Arrowhead Association EMS Conference & Expo in 2022, a long-time initiative. The event, which took place January 19–23 at the Duluth Entertainment & Convention Center and features more than 22,000 square feet of exhibit space, allows EMS organizations to network with other EMS services and companies, including emergency/trauma, first responder, and pre-hospital providers. Attending this event allows LREMS representatives to view and interact with the latest EMS technology and training tools. Ten staff members, who represented both our leadership team and our field staff, attended the conference.

Each year, LREMS takes pride in designing an event booth that comfortably engages conference attendees. Booth visitors can sit down and chat with LREMS representatives about our organization and the equipment we use, as well as view a video about LREMS event attendance, crew members, and patient stories. They can also view our latest ambulance model in the adjoining Life Line Emergency Vehicles booth, who is the builder of our ambulances. Interested attendees can check out our ambulance equipment, including cardiac monitors, ultrasound machines, Hamilton ventilators, Baxter pumps, and other new equipment. This year, we also featured our newest maintenance vehicle, a GMC Sierra pickup truck.

Attending the conference allows LREMS to recruit and engage qualified EMS staff, increase our brand recognition in the community, and recognize our own outstanding employees. Our attendance at the event also allows us to promote our Critical Care class and promote our organization as a top place to work in EMS.







Featured Story:

The Legacy of Dennis Frandsen

For more than two decades, LREMS has been extremely thankful for the ongoing support of volunteers and local organizations who help us achieve our mission of providing high-quality EMS services to our community members. We appreciate each and every one of our supporters! This year, we'd like to highlight one generous, deeply-rooted community supporter, Dennis Frandsen, who began an amazing partnership of support for LREMS about six years ago.

"In seeking an opportunity for service that would potentially benefit every person in our community, my family and I have made a substantial, ongoing commitment to Lakes Region EMS," Mr. Frandsen said in 2017. "It is one of the most important charitable endeavors of my career, and I truly believe it has the potential to save people's lives."

Where it began

It all started in January 2016, when LREMS sought to replace our base in Rush City. Unfortunately, all of the options available to us were just too costly. But local community resident, business owner, and philanthropist Dennis Frandsen came to the rescue when he donated his private 80x80 (6,400 sq. ft.) hangar located at the Rush City Municipal Airport.

This hangar had a garage door on the non-air side of the airport, perfect to fit an ambulance in and out of, and it already had some crew comfort space, such as a kitchen, bathrooms, and crew rest area. The hangar could also accommodate an aircraft, such as an air ambulance. The donation began an exciting effort to renovate the hangar's interior to accommodate the Rush City EMS crew, as well as build a new space for a future partnership with an air medical provider that would have access to the location.

Mr. Frandsen's gifts have totaled over $3.0 million and have been used to purchase ambulances, ventilators, first-response vehicles, high-fidelity mannequins, and much more. These gifts have touched the lives of tens of thousands of individuals during their time of critical need.

The Birth of Project Hope

Our partnership grew throughout the year and, by 2017, Project Hope was born. The initiative represents a lasting relationship between LREMS and Mr. Frandsen to create a legacy that supports a lifetime of care when seconds matter.

"My goal is to create a life-saving legacy that will be a continuing bridge between the emergency healthcare needs of people and the medical services they need to quickly receive," Mr. Frandsen said. "My family is enthusiastically supporting this effort and will continue it long after I am gone."

Before the Project Hope initiative, LREMS needed to prioritize one item over another to determine the more critical need. Unfortunately, this often led to a growing list of items being pushed into the next year. Through Project Hope, our organization is able to utilize Mr. Frandsen's financial support to ensure the long-term sustainability, reliability, and viability of EMS in east-central Minnesota and northwest Wisconsin.

All of the generously donated funds provide for critical capital and infrastructure needs each year. The distribution provides 2/3 Frandsen Family Foundation donations with a 1/3 LREMS match. In 2017, these funds improved all of LREMS' current bases, purchased a fully equipped ambulance for Wisconsin, equipped our entire fleet with an ambulance cot-loading system, provided a tractor and cart to tug the helicopter in and out of the hangar in Rush City, and provided an emergency generator at the Rush City hangar.

LAKES REGION EMS INC.

2016-2022 Capital Expenditures paid by Frandsen Family Foundation

2016	$534,000
2017	$687,838
2018	$351,334
2019	$242,157
2020	$287,381
2021	$380,496
2022	$533,134

Total paid by Frandsen Family Foundation: $3,016,340



PILLAR TWO

Outstanding Customer Service

For more than two decades, LREMS has made a significant difference in our community in multiple ways, including through outstanding customer service. We are proud to continue serving our community at the highest levels. In fact, our daily operational success comes from our ability to provide top-tier service.

Providing outstanding customer service helps strengthen our connection with our community members and their confidence in our services and dedicated staff. These efforts allow our reputation throughout the region to remain the best in the EMS field.

LREMS Annual Survey

As our organization does every year, we mailed out survey cards in 2022 to track customer satisfaction in four primary areas: arrival time, professionalism, courteousness, and overall quality. After resuming the survey in 2021 — after pausing tracking in 2020 as a result of the pandemic — we have received extremely high customer feedback for the second year in a row.

Ninety-eight percent of the time, the measurements we receive from customers on our survey cards are excellent. We work tirelessly to ensure our customer satisfaction ratings stay at the highest level, and we exceed our community's expectations for expedient, caring, and personalized EMS service.

Our scores from 2022 patient survey cards received to date remained high, and three of the measurements increased compared to 2021 ratings, while one remained stable. We averaged 4.93 across all metrics — the scores for each of our four core measurements (on a 5-point scale that ranged from "very poor" to "excellent") ranged from 4.77 to 4.94:

- Ambulance arrival time: **4.77**
- Professionalism of our Ambulance EMTs/Paramedics: **4.97**
- EMT/Paramedics courteous and kind: **4.93**
- Overall quality of care by Ambulance crew: **4.93**

Each year, LREMS receives calls from patients who express their gratitude for the EMTs and paramedics who responded to their calls and, in many cases, even saved their lives. The community also expresses their appreciation for our caring and dedicated staff by sending thank-you cards and gifts, and 2022 was no exception. This support from our community further validates the job we do every day and motivates and engages our team even more, underscoring why providing outstanding customer service leads to a better EMS operation for our community and our internal team.

Top comments we received from our most recent survey:

"Very courteous and caring. Need more people like them. Thanks a million."

"Professional, courteous, and caring. Thank you for all the help."

"Made a not so pleasant EMS run more pleasant."

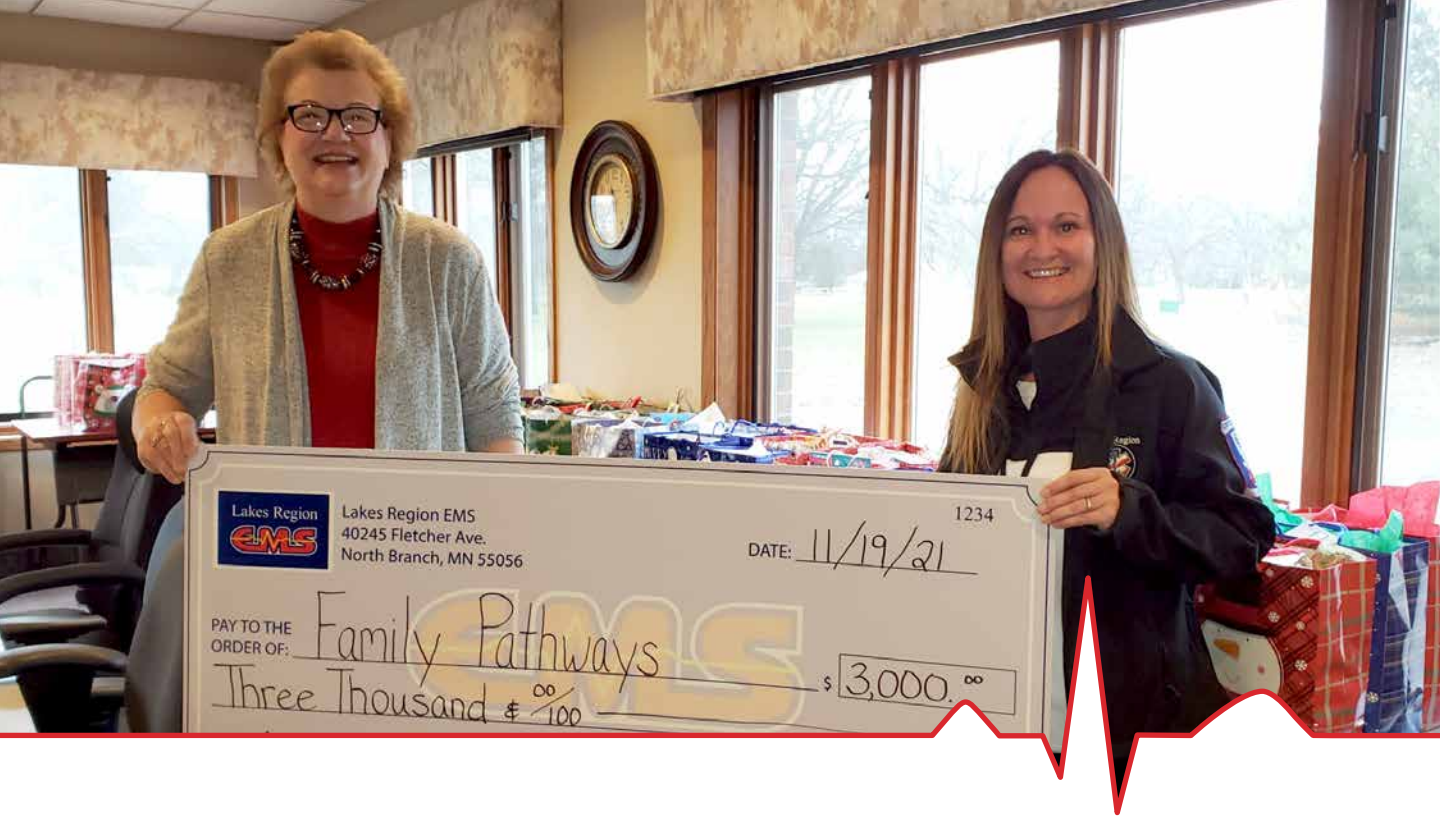
"Anyone would be lucky to have McKenzy and Nikki. They are very friendly and professional."

"Cody and Alissa were lifesavers. Peace came to our house when they arrived. They were kind, professional, and caring."

"Really good crew. Friendly and honest" ... "kind and thoughtful."

"Could not have had a better crew."

"They knew what to do and worked together in sync."



PILLAR THREE

Dedication to the Communities We Serve

At LREMS, we are known as a top-level Advanced Life Support and interfacility transfer service organization that serves Chisago County and parts of Isanti, Pine, and Polk Counties. However, one of our primary goals is to also serve the community through additional outreach services to community members. This essential mission is reflected in one of our core organizational pillars: "Dedication to the Communities We Serve."

Our longstanding community efforts are known throughout the region, including our involvement in the Anonymous Santa, Adopt-A-Highway, and SWAT programs, among many other neighborhood initiatives. As we move into each new year, we look for new ways to engage with and lend a helping hand to our local community members, including through our Charitable Missions Committee.

While ensuring LREMS' achieves our daily mission to serve the community with top-notch patient care, we also reach out to community members, partners, and organizations to offer ongoing health education and training initiatives. And by sharing our internal education space, participating in community events and activities, and helping our community partners in a variety of ways, we go beyond the typical expectations of a community EMS service.

2022 Community Event Participation:

Good Neighbor Project

We chose a very sweet local family for this year's Good Neighbor Project. Their young son was diagnosed with a rare genetic neurological disorder called Canavan disease, which is characterized by the spongy degeneration of the white matter in the brain. There is no cure for this disease, and the prognosis is grim. We were able to present the family with a donation to help with a portion of the cost of an outdoor lift to make getting their sweet boy into the house a little bit easier.

Family Pathway's Chisago County Backpack Program

During 2022, LREMS presented our annual $3,000 donation to Family Pathways for the Chisago County schools' Backpack Program. Between all of the schools in Chisago County that offer this program, this initiative helps hundreds of children with food security. This has led to measurable positive changes in a participating child's behaviors and attention levels.

Girl Scout Troops

We were able to help many local Girl Scout troops learn about first aid and earn badges in 2022. They also learned what it's like to be a medic or EMT, and they even got the chance to climb around the ambulance and ask all sorts of questions. We enjoy having the opportunity to support our local troops and teach them a little in the process. They are truly a joy to be around!

Patient/Crew Reunions

We had some wonderful patient/crew reunions in 2022. These are always so special and meaningful to everyone involved. One beautiful reunion involved a gentleman who went into sudden cardiac arrest after being loaded into the back of our ambulance. Thanks to the quick and excellent work of our crew and a Chisago County deputy, the patient was revived and taken to the hospital for further care. We are happy to say that this patient has made a full recovery, and he and his wife were able to meet the crew who saved his life. It was a very touching reunion, and one that everyone involved will never forget.





Anonymous Santa Program

LREMS was excited to participate in the Anonymous Santa program in 2022 for the eighth consecutive year. The Anonymous Santa nonprofit organization was created more than three decades ago for families who can't afford to purchase gifts for their children for the holiday season. Children who qualify for the program receive $20 in gifts, including clothes, toys, games, and sports equipment. They also receive winter wear, such as hats and mittens, stocking stuffers, and a book. Our team of eager volunteers collected donations in Chisago County and filled up an 18-foot trailer with gift donations, helping about 200 children during the holidays. Thank you to our local families and businesses who donated during 2022.

Chisago County Safety Camp

We were happy to have three staff members helping at this free, one-day camp in 2022. The camp teaches children how to be safe in various situations, and it features all types of camp sessions, including bike safety, fire safety, 911 procedures, first aid, personal safety, and more. Children who have completed third, fourth, or fifth grade are eligible to attend the camp, which is made possible by the Chisago County Sheriff's Office, Lakes Area Police Department, Chisago City and Lindstrom Fire Departments, Lakes Region EMS, M Health Fairview Lakes Medical Center, Xcel Energy, and Peterson Companies. We provided lunch for the volunteers and juice and snacks for the children in attendance.

SWAT

LREMS works alongside the Chisago County SWAT Unit to save lives in high-risk situations, and 2022 marked the 16th year that our team of tactical paramedics partnered with law enforcement to provide critical EMS. The tactical LREMS EMS team responded to six call-outs in 2022. This year, we added two additional tactical paramedics to the team. Our focus for 2023 includes helping our new members get up and running as they become a vital asset to the community while participating in this initiative. We look forward to working alongside SWAT in 2023 to help protect our community members, as well as our officers.

Charitable Missions Committee

Created in 2016, the LREMS Charitable Missions Committee provides our community members with vital resources, including charitable giving. This committee enables LREMS to extend our community impact through both individual support and community-wide programs, including our food-security programs, Good Neighbor Project, and many other critical community initiatives.

The committee meets every year to assess charitable requests and distribute financial assistance. During 2022, we approved 12 charitable requests, as well as our annual line items, which include a $3,000 donation to the Backpack Programs at participating Chisago County schools and a $1,000 scholarship to a graduating senior from each high school in Chisago County, including North Branch, Chisago Lakes, and Rush City, for a total of $3,000.

Community Education Space

Being dedicated to the communities we serve goes beyond excellent EMS services and financial giving programs. We also take pride in offering educational opportunities through our community education space. LREMS created this initiative in 2014 as part of our "Use of Facilities" program to allow governmental agencies and nonprofit organizations to use our state-of-the-art meeting space for free. Our primary objective behind this initiative includes providing technology for in-person training and presentations.

While the Community Meeting room seats about 80, the Community Conference room can accommodate 16 people. These high-tech rooms include both internet access and presentation equipment. The Community Meeting room features updated equipment for presentations; high-quality video and audio-conferencing technology; and a state-of-the-art video wall that operates up to five programs simultaneously. This educational space is also utilized for our EMT-Basic courses and CPR classes and training.



PILLAR FOUR

Financial Health and Responsibility

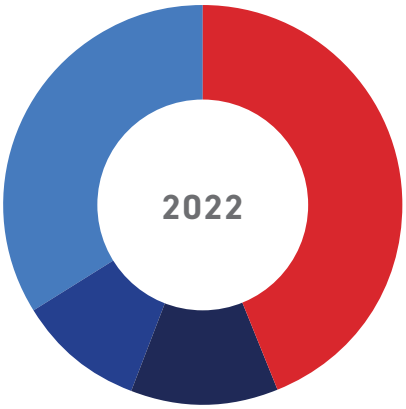
In 2022, LREMS' financial health was important as we saw shortages of equipment and vehicles throughout the year. Lakes Region EMS relies on liquidity, solvency, profitability, and operating efficiency; therefore, we continually assess these factors weekly and adjust as necessary.

Our payor mix changed in 2022, as we saw a slight decrease in commercial payors (30.1% in 2021 to 22.2% in 2022), a slight increase in Medicare (44% in 2021, 51.1% in 2022), and an increase in Self Pay (5.4% in 2021 to 8.6% in 2022). With the slight increase in Medicare, we saw a decrease in commercial payments. Despite this change, we saw a positive bottom line.

LREMS ended the year with +4% of our projected call volume and a decrease of loaded miles (150,695 in 2021 to 113,595 in 2022). In 2022, LREMS were requested 6,406 times and transported 4,501 times. We saw an overall increase to our 9-1-1 of 4% and a 2.2% decrease in our transfer volume. The increase in our loaded miles helped to boost our receivables overall.

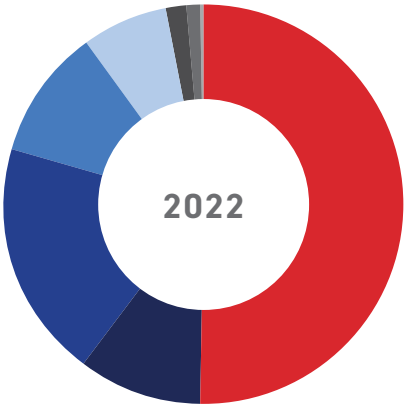
To continue the success of our organization, we need to watch all our funding and discounts allowed. Of each dollar in charges for services, LREMS collected approximately 33 cents after discounts to government and private payers, charity discounts, COVID-19 write-offs, and bad debts. We use the resulting net patient revenue to pay all expenses.





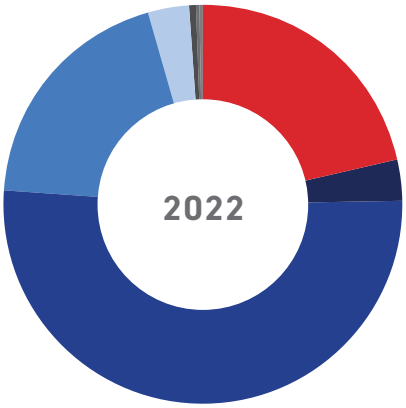
EXPENSES

- 43.9% Salaries and Wages
- 12% Taxes and Benefits
- 10.4% Vehicles
- 33.7% Other



PAYORS – MONEY RECEIVED

- 50.4% Insurance
- 10% Government
- 19.4% Medicare
- 10.4% MA
- 6.9% Cash
- 1.8% Auto
- 1% Work Comp
- 0.1% Other



PAYORS – BILLED OUT

- 21.6% Insurance
- 3.2% Government
- 51.5% Medicare
- 19.4% MA
- 3.3% Cash
- 0.6% Auto
- 0.3% Work Comp
- 0.1% Other

New Equipment

New Vehicles

LREMS received three new ambulance remounts in 2022, while SCVEMS received one new ambulance. This represented a big success for our organization, as vehicle chassis have been extremely difficult to acquire during the past few years as a result of supply chain bottlenecks. We were extremely pleased to get all four that we requested, and we rolled the remounted ambulances out every couple of months. The remounting process included sending each Chevy truck to the factory, taking the box off, putting the new G4500 chassis underneath, and then adding the box back onto the chassis.

Certain parts were reused inside the new ambulances, and systems that were rebuilt included cabinetry, HVAC, electrical, lighting, and flooring. Vehicles were also freshly painted to match our organization's color scheme, and new brush guards were placed on the front of each ambulance. Large, reinforced bumpers were added for extra protection when a vehicle is involved in accident or animal collision incidents. In fact, the new bumpers have already "saved" three of our trucks after having an impact with an animal.

Vehicle Design

Vehicle design continues to remain top of mind when ordering and rolling out LREMS vehicles. When remounts are completed, all boxes that don't already have our design scheme are redesigned to come into compliance with our design requirements that were rolled out in 2020, including a new patient compartment layout that allows for both crew and patient safety and maximum flexibility of crew positioning.

The newest design elements meet current federal standards, including four-point restraints for all occupants in the patient compartment. LREMS continues to streamline our ambulance design to ensure the safety of our team and our patients, as well as the overall care we provide community members.

New Vehicle Systems and Features

Our organization continues to assess the efficiencies of our vehicles systems and features to ensure the best EMS service possible. From the iNTRAXX Integrated Vehicle Component System that was integrated into our vehicle design in 2020 to the active-shooter kits that were installed in LREMS ambulances in 2019, we will continue to evaluate our team's needs in this area.

In-House Vehicle Maintenance Program

During 2022, we made a big investment in our in-house vehicle maintenance program, including adding a 4-post pneumatic 17,000lb. hoist that allows our technicians to perform simple maintenance on our vehicles in house, including oil and tire changes. We also added a tire-mounting machine and tire-balancing machine. As a result of these additions, we can now handle all of our vehicle tire issues in house, including replacing, balancing, mounting, and repairing the tires. Bringing these functions in house has produced significant cost savings and minimized the time amount of time a vehicle is out of service, lowering that timeframe from a day or two to only one to two hours.

Operative IQ Program

In 2022, we continued to roll out our Operative IQ software program, which we initially began implementing in 2020. This supply and inventory management software suite was created by EMS Technology Solutions LLC to help EMS organizations manage the entire operation and stay service ready, from the front line to the back office.

While we used to manage supplies and equipment through siloed processes, this program gives our team the power to more easily track our supply ordering, when medications are set to expire, and where our supplies are located in each ambulance. The system monitors what we use, suggests order amounts, and even helps place orders. Our team no longer has to conduct hard counts for inventory management.

Asset management is another important part of this system. Previously, when LREMS bought equipment, we didn't always have a good idea of where things lived day to day. So, when checks happened or we conducted preventive maintenance, we spent valuable time hunting that information down. The Operative IQ software tracks all equipment and is connected with an equipment check that our crews perform each day, providing details on where all of the equipment resides, including cardiac monitors, handheld ventilators, IV pumps, ultrasound machines, humidifiers, and radios.

The system also tracks warranties, maintenance agreements, and how many times vehicles have needed repairs. This helps our team pinpoint potential "problem equipment." The system also allows LREMS to minimize the number of overstocked items, reduce any loss that occurs with expired medications, and lower the amount of time it takes our crews to perform a vehicle check.

This software suite also has several additional functions that may add value to daily operations, and LREMS will continue to explore these features.

Incident City | Lakes Region EMS

CITY	COUNT	PERCENT
NORTH BRANCH	1,267	19.8%
WYOMING	839	13.11%
CHISAGO CITY	664	10.37%
RUSH CITY	457	7.14%
LINDSTROM	411	6.42%
CAMBRIDGE	299	4.67%
FRANCONIA (TOWNSHIP OF)	277	4.32%
SAINT CROIX FALLS	268	4.18%
CHISAGO LAKE (TOWNSHIP OF)	203	3.17%
LENT (TOWNSHIP OF)	173	2.70%
HARRIS	119	1.85%
NORTH BRANCH (TOWNSHIP OF)	113	1.76%
STACY	112	1.75%
NESSEL (TOWNSHIP OF)	106	1.65%
SUNRISE (TOWNSHIP OF)	97	1.51%
FISH LAKE (TOWNSHIP OF)	85	1.32%
OSCEOLA	74	1.15%
SHAFER	72	1.12%
CENTER CITY	66	1.03%
ISANTI	60	0.93%
AMADOR (TOWNSHIP OF)	48	0.75%
FOREST LAKE	48	0.75%
RUSHSEBA (TOWNSHIP OF)	38	0.59%
AMERY	36	0.56%
GRANTSBURG	33	0.51%
OXFORD (TOWNSHIP OF)	30	0.46%
SHAFER (TOWNSHIP OF)	28	0.43%
BRAHAM	25	0.39%
MINNEAPOLIS	23	0.35%
SAINT PAUL	23	0.35%
PINE CITY	21	0.32%
EAST BETHEL	20	0.31%
TAYLORS FALLS	19	0.29%
CAMBRIDGE TWP	17	0.26%
ISANTI TWP	15	0.23%
ROCK CREEK	15	0.23%
LINWOOD TWP	13	0.20%
SANDSTONE	13	0.200%
ATHENS TWP	12	0.18%
BLAINE	12	0.18%
SCANDIA	12	0.18%
COON RAPIDS	11	0.17%
CUMBERLAND	9	0.14%
ROYALTON (TOWNSHIP OF)	9	0.14%
ROSEVILLE	8	0.12%

CITY (CONTINUED)	COUNT	PERCENT
COLUMBUS	7	0.10%
FRIDLEY	6	0.09%
BRADFORD TWP	5	0.07%
MOOSE LAKE	5	0.07%
POKEGAMA TWP	5	0.07%
LINO LAKES	4	0.06%
NEW BRIGHTON	4	0.06%
SPOONER	4	0.06%
VADNAIS HEIGHTS	4	0.06%
ARTHUR TWP	3	0.04%
HAYWARD	3	0.04%
HUGO	3	0.04%
SHOREVIEW	3	0.04%
SPRINGVALE TWP	3	0.04%
STANCHFIELD TWP	3	0.04%
CITY OF SAINT CROIX FALLS	2	0.03%
CITY OF WYOMING	2	0.03%
COLUMBIA HEIGHTS	2	0.03%
HAM LAKE	2	0.03%
MOUNDS VIEW	2	0.03%
ANDOVER	1	0.01%
APPLE VALLEY	1	0.01%
ARDEN HILLS	1	0.01%
CENTURIA	1	0.01%
CHENGWATANA TWP	1	0.01%
CHISAGO LAKE TWP	1	0.01%
CHISAGO LAKES TOWNSHIP	1	0.01%
COMFORT TWP	1	0.01%
DULUTH	1	0.01%
EAGEN	1	0.01%
GRASS LAKE TWP	1	0.01%
HASTINGS	1	0.01%
HINCKLEY	1	0.01%
MAPLEWOOD	1	0.01%
MILACA	1	0.01%
MILLTOWN	1	0.01%
MORA	1	0.01%
ONAMIA	1	0.01%
PRINCETON	1	0.01%
RUSH	1	0.01%
SAINT ANTHONY	1	0.01%
SAINT FRANCIS	1	0.01%
SPRING LAKE PARK	1	0.01%
STANFORD TWP	1	0.01%
WYANETT TWP	1	0.01%

Transfer Origin of Calls | St. Croix Valley EMS

TRANSFER HOSPITAL	COUNT	AVERAGE OF DISP-ENROUTE	AVERAGE OF DISP-ARRIVE	AVERAGE OF TIME ON SCENE
Western WI Health - Baldwin	1	58.72	114.7	27.12
Cumberland Healthcare	83	71.64	114.68	28.62
Spooner Health	17	22.65	90.87	22.4
Mayo - Menomonie	1	24.5	123.17	22.8
St. Croix Regional Medical Center	803	31.68	43.62	17.18
Children's Minnesota - Minneapolis	1	166.32	178.03	31.17
Burnett Medical Center	43	36.48	64.98	20.81
Osceola Medical Center	154	40.64	63.55	18.46
Amery Hospital	149	44.27	78.16	19.15
United Hospital	3	280.21	289.37	17.38
Children's Minnesota - St Paul	1	25.95	25.97	21.73
Mercy Hospital	5	154.91	171.67	15.96
Essentia Health-Moose Lake	4	27.3	81.44	22.49
Fairview Lakes Medical Center	690	26.17	40.96	20.62
Mercy Hospital -Unity	5	88.75	99.61	22.53
Gillette Children's	21	42.72	68.86	34.88
Cambridge Medical Center	118	76.35	106.2	20.1
Essentia Health - Sandstone	11	29.53	86.58	19.54
Abbott Northwestern Hospital	1	104.3	118.15	14.73
HSHS Sacred Heart	3	199.71	273.93	26.52
Mheatlth Fairview - Princeton	1	46.22	67.42	11.48

2022 Employees

	EMPLOYEE NAME	JOB TITLE	YEARS
	Kirk Winkelman	Critical Care Paramedic	28
*	Andrew Carlson	Critical Care Paramedic	27
	Christine Rudolph	EMT-IV Tech	26
	TenaMarie Meyer	Clinical Education Manager	22
	Aarron Reinert	Executive Director	21
	Benjamin Wasmund	Director of Operations	20
	Gerald Carlson	EMT-IV Tech	18
	Sarah Martens	Critical Care Paramedic	16
	Kim Ditsworth	Billing Specialist	16
	Michelle Anderson	Director of Administration	14
	Jessica Keeney	Community Outreach	14
	Terry Kraabel	Advance EMT	13
	Doug Volin	Critical Care Paramedic	12
	John Joswiak	Critical Care Paramedic	11
*	Daniel Parker	Critical Care Paramedic	11
	Kayla Hedlund	Critical Care Paramedic	11
	Brian Meyer	Supervisor	11
	Allison Stout	QA Coordinator	11
*	Nathan Van Heel	Critical Care Paramedic	10
	Lauren Buerkle	Critical Care Paramedic	10
	Nicole Hall	EMT-IV Tech	10
	Darrell Rohe	Critical Care Paramedic	9
	Lee Huber	Operations Manager	9
*	Gabriel Schreiber	Critical Care Paramedic	8
*	Christie Traczyk	Critical Care Paramedic	8
	Jason Anderson	Critical Care Paramedic	8
	Lonna Coddington	Advance EMT	8
	Jessica Anderson	Critical Care Paramedic	8
	Amanda Odegaard	Critical Care Paramedic	8
	Elliot St. Amand	Critical Care Paramedic	8
	Graham Struwe	Paramedic	8
	Linette Erickson	Advance EMT	8
	Luke Hedlund	Advance EMT	8
	Bruce Johnson	Advance EMT	8
	Brandon Trauba	Supervisor	8
	Charles Leary	Supervisor	7
	Matthew Thelander	Advance EMT	7
	Sara Press	Critical Care Paramedic	7
	Christopher Ward	Medical Director	6
*	Sandra Williams	Critical Care Paramedic	6
	Joshua Brown	Critical Care Paramedic	6
	David Hoye	Maintenance Engineer 1	5
	Carolyn Sundheim-Little	EMT-IV Tech	5
	Dakota Mechelke	Advance EMT	5
	Brandon Folsom	Paramedic	5
*	John Hagen	Paramedic	4
*	Rebekah Nilius	EMT-IV Tech	4
*	Kao Vang	EMT-IV Tech	4

	EMPLOYEE NAME (CONTINUED)	JOB TITLE	YEARS
	Royce Hsiung	EMT-IV Tech	4
*	Benjamin Wilson	EMT-IV Tech	4
*	Lisa Gregerson	EMT-IV Tech	4
	Ellie Ehrich	EMT-IV Tech	4
	Matthew Kramer	Paramedic	4
	Jonathan Aldrich	EMT-IV Tech	4
*	Will Wandersee	EMT-IV Tech	3
	Daniel McIntosh	Critical Care Paramedic	3
	David Freerks	EMT-IV Tech	3
	Dakota Miller	EMT-IV Tech	3
	Hunter Struemke	Paramedic	3
	Jakob Kostecki	Critical Care Paramedic	3
	Alissa Behl	Critical Care Paramedic	3
	Cassandra Keocher	HR Business Partner	2
	Caitlin Bjorgan	EMT-IV Tech	2
	Cory Rossini	Critical Care Paramedic	2
	Nicole Dodge	EMT-IV Tech	1
	Daniel Struemke	EMT-IV Tech	1
	Olivia Hedlund	EMT-IV Tech	1
	Jonathan Ekenstedt	EMT-IV Tech	1
	Erin Bortz	Paramedic	1
	Haley Belisle	Paramedic	1
	Amanda Dronen	Vehicle Service Technician	1
	Taylor Gildersleeve	EMT-IV Tech	1
	Darin Wendel	Director of Clinical Services	1
	Dawn Splittstoser	Administrative Assistant	1
	Marc Kupka	Paramedic	1
	Whitney Schmidt	Paramedic	1
	Jaime DeBilzan	EMT-IV Tech	1
	Kenton Pust	EMT-IV Tech	1
	Carissa Zarich	EMT-IV Tech	1
	McKenzy Norgard	Paramedic	1
	Jennifer Hatcher	Vehicle Service Technician	1
	Danielle Mohlin	Sr. Accountant	1
	Jeana Strelow	Admin Support Specialist	1
+	Nicholas Eastman	Ed Development Coordinator	0
+	Heidi McCurdy	Accounting Specialist	0
+	Kenneth Hyrkas	EMT-IV Tech	0
+	Robert Burke	Paramedic	0
+	Carter Steele	EMT-IV Tech	0
+	Luke Gruhlke	EMT-IV Tech	0
+	Nikolis Ochocki	Paramedic	0
*+	Alexandra Schreifels	Paramedic	0
+	Sara Bradley	EMT-IV Tech	0
+	Jessica Bartz	EMT-IV Tech	0
+	Sophie Voit	Paramedic	0
*+	Michael Cerkovnik	Paramedic	0
+	Aaron Schneider	Paramedic	0

+ New Employee in 2022
* Employee left in 2022



Board of Directors

Keith Carlson
Board Chairman

Mike Carroll
Board Vice-Chairman

Dan Meyer
Treasurer

Brandon Thyen
Board Member

Bryan Gaffy
Board Member

Julie (Schroeder) Johnson
Board Member

Board/Staff Liaisons

Aarron Reinert
Executive Director

Michelle Anderson
Director of Administration

Dr. Chris Ward, M.D.
Medical Director

Ben Wasmund
Director of Operations

Darin Wendel
Director of Clinical Services

Jessica Keeney
Community Outreach Specialist

Doug Volin
EMT-Paramedic FTO

Lakes Region



EMS