

2019 Annual Report

Your Community Ambulance Service



Aarron Reinert, MA, NRP
Executive Director

Reimagining EMS and the EMS Workplace

FOUR PILLARS

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

For the past 40-plus years, Emergency Medical Service (EMS) agencies have primarily focused on response, treatment, and transportation. Countless hours have been spent on determining the best location to stage and deploy vehicles, practicing and advancing patient care, and ensuring patients are moved to the appropriate facility in a safe and timely manner. These processes have been, and continue to be, the core of any modern EMS organization. However, dedication to the communities we serve, one of our four pillars, means serving everyone, not just those who call 911.

Lakes Region EMS has always chosen to be a different kind of EMS organization — one that embraces all four of our pillars and recognizes that the vast majority of those we serve may never call 911 but are still in need.

Lakes Region EMS has always chosen to be a different kind of EMS organization — one that embraces all four of our pillars and recognizes that the vast majority of those we serve may never call 911 but are still in need. In 2019, we deeply invested in two aspects of serving all who are in need, including being deliberate about identifying individuals, families, and populations that we could serve and recognizing that our own employees may need our services.

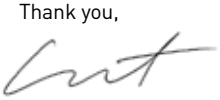
Lakes Region EMS launched several programs to serve those in need. For instance, we started a community garden to both provide fresh vegetables to those who may be in need but may not have the financial means to obtain them, as well as to provide healthy exercise to those who may too often find themselves shut in. By partnering with others in the community on this project, we can facilitate the alignment of many programs to serve vulnerable and at-risk populations. Lakes Region EMS has 2.8 acres of land next to us that we purchased for future expansion of our North Branch location. Until the land is needed for expansion, it will be available for our community garden project.

As a community partner, we also endeavored to be more deliberate about identifying those who might need a little extra help or simply a helping hand. Our staff has raked yards, painted a house, bought groceries, picked up trash on the freeway, and chosen to be there in someone's time of need, not just when someone calls 911.

This past year we have also recognized a need within our organization — a need to serve those who serve. The men and women of Lakes Region EMS will respond to thousands of emergency medical responses; they choose to run toward danger when others run from it. They respond knowing that they are being called to bring calm to other's emergencies, to immerse themselves in the suffering that others are experiencing every day. We are becoming more and more aware of the physical, emotional, and spiritual toll this has on one's soul. As an organization, we have chosen to be more deliberate about walking with our rescuers on this internal and external journey of personal and professional resilience and work-life balance.

Lakes Region EMS chooses to be different. We choose to invest in exceptional 911 response, treatment, and transportation, but we also choose to invest in those who may never call 911 but need our support. We also choose to invest in the rescuers to acknowledge the toll that the response has and develop tools, programs, and support mechanisms necessary to invest in our most important asset: the men and women of Lakes Region EMS.

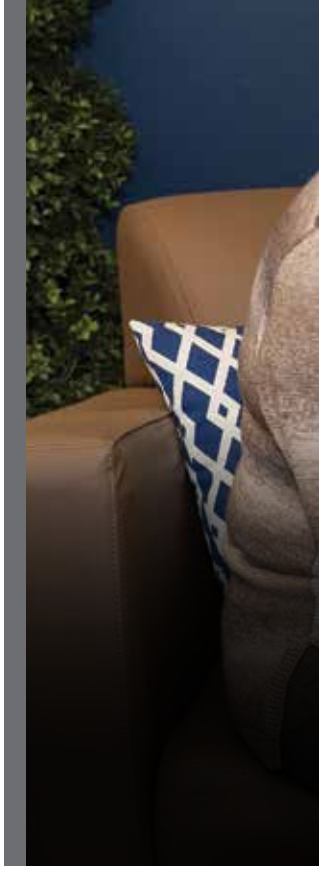
Thank you,



Aarron Reinert
Executive Director



Chris Ward, M.D.
Medical Director



Medical Director Report

During 2019, Lakes Region EMS (LREMS) accomplished a major advancement in patient care: the introduction of point-of-care ultrasound into the clinical toolbox for our crews. Pre-hospital ultrasound is a type of medical imaging that is non-invasive and painless. It can be done anywhere and does not expose patients to any ionizing radiation.

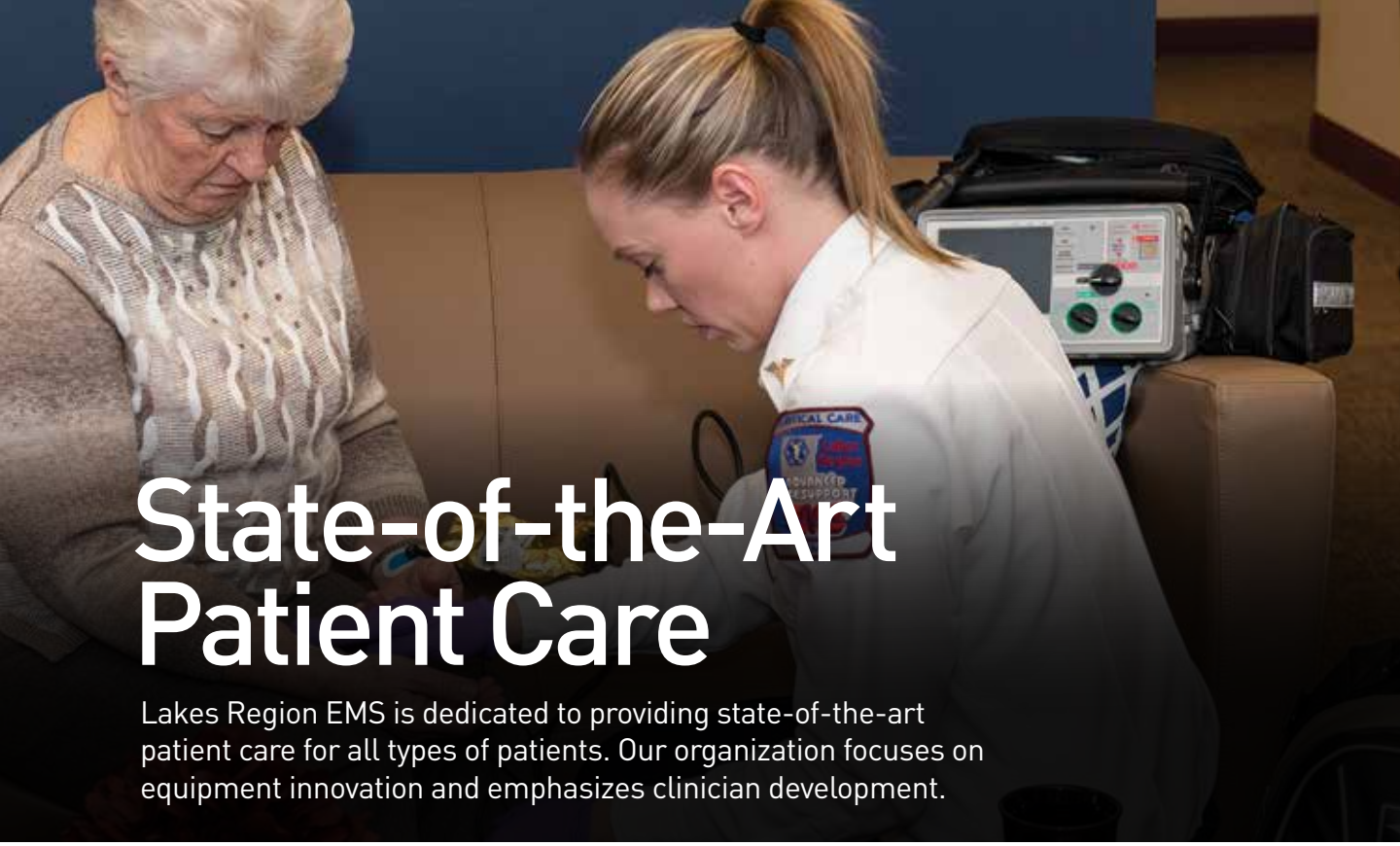
We recently completed training and education for providers and are looking forward to the added diagnostic abilities it will provide, including obtaining quick, reliable anatomical and diagnostic information on our patients. The use of ultrasound has already begun and will be in broad use during 2020.

Throughout 2019, I continually received praise from our hospital colleagues regarding the outstanding care given by our crews, including always maintaining a positive, helpful demeanor and fully understanding complex medical cases. This allows our crews to maximize the care of those we help serve.

LREMS is extremely proud of the compassionate and skillful care we provide every day. During 2020, we plan to further strengthen our crews' educational foundation with continued reviews and focused pre-hospital care training to ensure we maintain the highest level of care for our communities.

Thank you,

Chris Ward, M.D.
Medical Director



State-of-the-Art Patient Care

Lakes Region EMS is dedicated to providing state-of-the-art patient care for all types of patients. Our organization focuses on equipment innovation and emphasizes clinician development.

Clinician Development

LREMS advances clinician development through several processes, including specific educational initiatives, high-fidelity simulation, case-review sessions, and our organization's clinical course offerings.

Simulation

LREMS continues to rely on clinical simulation as one of our most valuable tools in preparing clinicians for the processes, critical thinking, and stress associated with actual calls. It has proven invaluable in preparing staff for critical life-threatening situations. Regularly simulating real-call situations helps better prepare our crews for process development, patient interaction, and real-time decision making. We use both online and in-person training to effectively prepare staff for the realities of EMS incidents. During 2019, we focused on our goal of state-of-the-art patient care by participating in a clinical Simulation Facilitator Workshop:

Clinical Simulation Facilitator Workshop

In 2019, we began sending some of our educators to the HealthPartners clinical Simulation Facilitator Workshop, which was held at Regions Hospital. This three-day course helps augment understanding of simulation methods and optimizes goals associated with this type of learning. In 2020, LREMS plans to send more educators to this course.

High-Fidelity Simulation Manikins

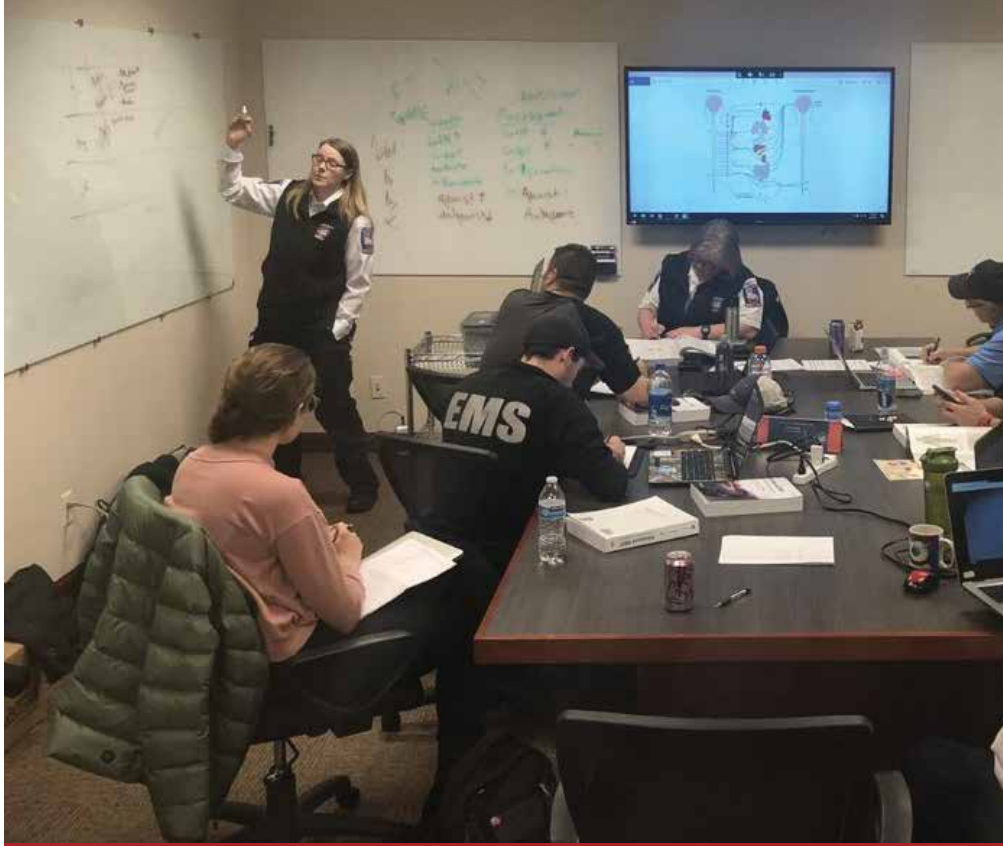
During 2019, our EMS staff continued to work with computerized high-fidelity simulation manikins during real-life patient scenarios. The manikins talk, breathe, and provide real-time data, including blood pressure, oxygen levels, heart rate, and other vital signs. Training with these manikins enhances critical care decision-making skills, from initial response to interfacility transfer. This critical training also helps prepare our crews for the unique stressors of EMS response.

CCP Course

LREMS continued its mission in 2019 to deliver high-quality critical care education to advance the knowledge base of our EMTs, nurses, and paramedics. This important learning is a pathway for establishing high-level understanding among our clinicians that encompasses acute disease processes and the positive management of the harmful effects of those factors. During the year, we built upon our educational collaboration with Hennepin Healthcare and Life Link III to provide the CCP course to paramedics, nurses, and mid-level providers from all area hospitals and EMS services. Twenty-eight students participated in the Critical Care Provider (CCP) course in fall 2019.

Each year, the intensive 110-hour CCP course is held at Hennepin County Medical Center (HCMC) and provides advanced-level clinical understanding and skill proficiency. Led by EMS providers, physicians, and subject matter experts, the course focuses on developing an understanding of advanced ventilator management, diagnostics, pharmacodynamics, advanced pathophysiology, hemodynamic monitoring, and tertiary ICU level evidence-based practices. It also emphasizes awareness of the dynamic nature of advanced patient management, as well as other critical patient-care factors.





The CCP course focuses on four main conceptual areas in managing the critical-care patient, including airway management, ventilator management, hemodynamic management, and sedation management. This program provides paramedics and nurses with imperative information and training on how to use a universal critical-patient approach, which allows caregivers to immediately and successfully manage life-sustaining systems. CCP also emphasizes critical thinking and diagnostic investigation for individualized care.

LREMS continues to adapt the CCP course each year by updating the curriculum with the most recent professional opinions to provide an up-to-date, universal program. We also strive to engage CCP attendees with interactive, compelling, and in-depth coursework to enhance student interest and enthusiasm about lifesaving skills and methods.

During 2020, LREMS plans to develop modular education sessions that will initially include four subjects: Airway, Oxygenation & Ventilation, Hemodynamics, and Sedation. Each module will consist of 8 to 24 hours of education and serve either as continuing or refresher education to provide up-to-date knowledge and best-practice philosophy. The initial goal of this initiative is to provide education to reinforce and further develop areas of individual clinical needs. The modular education would then be expanded to involve more specific subject matter, such as seminars on heart failure or sepsis, for example.

Clinical Equipment

During 2019, new clinical equipment acquisition centered on the introduction of point-of-care ultrasound into the clinical toolbox for all ambulances. The use of ultrasound is extremely beneficial for many patients in both the 911 and transfer settings.

Butterfly iQ Medical Imaging

LREMS is using the Butterfly iQ medical imaging device, which is a small, compact ultrasound probe. Butterfly iQ's single probe delivers a 2D array of 9,000 micro-machined sensors that emulate any type of transducer, including linear, curved, or phased. The device attaches to an iPhone or iPad for screen viewing.

Training Process

The ultrasound training process included developing online education, with help from Life Link III, that included information about three studies: cardiac, RUQ, and sliding signs. Five introductory videos detailed the basics of ultrasound and why it can be helpful, as well as how to interpret normal and abnormal scans. Following the completion of these videos, a 104-question test is taken to assess the learner's ability to correctly identify different structures, as well as interpretations. This process takes approximately four hours and is composed of the following online education:





Ultrasound Introductory Lecture

Ultrasound Cardiac Activity Practice

Ultrasound Pericardial Effusion Identification Practice

Ultrasound RUQ Free Fluid Practice

Ultrasound Sliding Signs Practice

Ultrasound Test

Before a clinician is cleared to acquire images (for either education or clinical reasons) while working on an ambulance, they must perform 10 successful scans of each of the three studies.

Documentation and Quality Assurance

LREMS created a detailed documentation, quality assurance, and proficiency process to foster a deep understanding of ultrasound and why we might use it in the ground EMS setting. The goal of the initial implementation was to get all clinicians familiar with the ultrasound devices and processes, and we will continue to implement further studies in 2020.

Arrowhead 2019

Each year, LREMS team members attend the Arrowhead EMS Conference & Expo in Duluth to network and interact with other services and companies in the EMS industry, including first responder, emergency/trauma, and pre-hospital providers. LREMS' booth display is designed to "welcome in" visitors and encourage attendees to sit down and talk with our representatives about the LREMS culture and mission.

This year's event was attended by more than 600 emergency medical professionals, and 2019 marked our eighth consecutive year of attendance.

This event allows us to increase LREMS' brand recognition throughout the community, recruit and engage exceptional EMS staff, and recognize our own employees who embrace our four pillars at work every day and go above and beyond for our organization. Nine of our attending staff, who were selected by our leadership team, had an exciting time representing LREMS at the 2019 conference, which was held January 23–27 at the Duluth Entertainment & Convention Center.

With more than 22,000 square feet of exhibit space, the event also features the latest in EMS technology and training tools. Our event booth is built to display a variety of equipment, including our cardiac monitors, ventilators, vehicles, and any new equipment we added during the previous year. A mix of field staff and leadership members represent LREMS at the conference and interact with hundreds of conference attendees. Our interactions are overwhelmingly positive and promote LREMS in an effort to continually grow our name within the EMS industry.

Conference attendance is significant for LREMS because it allows us to continue to get our name out into the community and promote the excellent work we do on a daily basis. We are able to promote our Critical Care class, which is in growing demand, and also promote ourselves as a top place in EMS to work. In fact, we continue to see our stellar reputation grow each year as a community provider and a workplace. In addition, the conference allows several of our team members to attend the expo and represent our company in a community setting.



Outstanding Customer Service

Outstanding Customer Service at LREMS is critical to the success of our day-to-day operations. As one of our core pillars, delivering the best customer services underscores our organization's values, beliefs, and mission; ensures confidence in our organization; and strengthens our relationship with community members. Increasing patient, staff, and partner engagement by providing exceptional customer service results in:

- Higher levels of patient satisfaction
- Improved community confidence
- More growth prospects
- Top-tier brand recognition



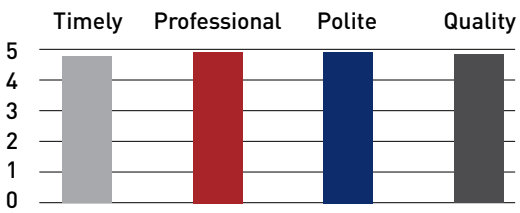


Outstanding Customer Service means caring deeply for our patient's needs, providing state-of-the-art patient care, answering questions, and exceeding expectations. Maintaining the highest levels of outstanding service is critical to our operation's continued success, both internally and externally. Providing top-tier service results in increased community advocacy, which helps build strong external ownership of our organization. It also leads to higher employee satisfaction, because when LREMS exceeds expectations and receives word-of-mouth praise from patients, our employees remain engaged in their work and become a central part of our organization's success.

During 2019, we measured patient satisfaction for 911 calls, inter-facility transports, and patients who declined transport. Collecting patient feedback is an invaluable tool that helps improve our customer service while providing an opportunity to listen to patient needs. We are proud to report that in 2019, our patient satisfaction remained at high levels for all metrics measured, including timeliness, professionalism, politeness, and overall quality. Patient feedback included the following:

2019 Customer Satisfaction Report:

911 Transported



"You were professional and showed compassion, caring, and concern. Thank you. **You're quite simply the best!**"

"The two young ladies were very helpful and treated me with respect. They explained what they were going to do before they did it. **I felt like I'm VIP.**"

"Such a great crew. They could not have been nicer. Professional, organized, quick, and a very good team. **Very knowledgeable. Thank you!**"

"**Very great crew.** Loved that they talked to me and kept me calm. Thank them for me!"







Dedication to the Communities We Serve

"Dedication to the Communities We Serve" embodies the LREMS' mission to serve all community members, not just those who use our ambulance services. We are committed to community outreach, education, and training, and we know that our team members directly impact the community beyond patient care. This important part of our organizational culture includes training organizations and community partners, sharing our education space, and volunteering in the community through fun and engaging events and activities.

Our organization remains fully dedicated to giving back to the communities we serve through volunteering both time and resources. In 2019 we donated hundreds of hours toward community meetings and events, as well as free classroom space for local governmental and nonprofit organizations. In 2019, we took part in many community-focused activities, including the following:

Held our annual Good Neighbor Project.

Joined some of our public safety partners as part of Chisago County's Safety Camp.

Participated in delivering meals for the Family Pathway's Chisago County Backpack Program.

Collected and packed totes for The Summer Food Tote Program.

Rang bells for The Salvation Army.

Cooked for and served families staying at The Ronald McDonald House in Minneapolis.

Shopped with kids at Shop With a Cop.

Picked up and dropped off toys for the Anonymous Santa program.

Participated in the Food Shelf Challenge.

Partnered with local youth for the Back Your Buddy event.

Rolled out our Sentimental Journeys ambulance program in partnership with St. Croix Hospice.

Attended several parades and job/health/community fairs.

Regularly attended Ruby's Pantry, where we offer free blood pressure and blood sugar checks.

Took part in other personal projects, like checking in and visiting, raking leaves, and washing windows for elderly community members.





Community outreach activities such as these allow us the opportunity to touch the lives of many others in our community that we might otherwise not come into contact with. Several of the critical community programs mentioned above are highlighted in greater detail below:

Paramedic Scholarship Program

In response to the current nationwide struggle with EMS improvement and retention, LREMS created its Paramedic Scholarship Program in late 2018. The program allows us to help the best EMTs find a career path toward becoming a paramedic. Our EMTs are eligible to apply for this scholarship after working with us for a year. The program pays up to 100% of the student's tuition and expenses at paramedic school. Qualifying EMTs can still work alongside our paramedics as they get their education, and once they pass their coursework, they can join our team as a paramedic. This program helps our organization find and retain exceptional staff while helping EMTs achieve their dreams of becoming a paramedic. In 2019, two members of the LREMS staff participated in the program.

Adopt-A-Highway

LREMS has supported our local Adopt-A-Highway program since 2012, highlighting our team's dedication to the surrounding community. The program allows for community groups to assist in making the local environment cleaner. This helps keep regularly traveled state highways free of litter that could potentially become a hazard to motorists. Not only does it show we care about the state in which we live, it also saves taxpayers money. In April 2019, we gathered a dozen employees who volunteered their time to clean a two-mile section of I35 between North Branch and Harris. We were able to remove over 20 bags of garbage and refuse from our section of the highway.

Shop With a Cop

LREMS is honored to take part in The Salvation Army's Shop With a Cop program every year. Our team has a lot of fun during the event and is always inspired by the children and families they meet. During the event, local children shop with EMS personnel, fire officials, or law enforcement for school supplies and back-to-school clothing needs. Each child is also given a backpack packed full of school supplies from the Salvation Army. This year's event, which was held in August at the Forest Lake Target, included 30 children. During the event, three LREMS staff members helped three local children pick out items from their shopping lists.









Anonymous Santa

The Anonymous Santa nonprofit organization began its tradition of giving more than 30 years ago. It is dedicated to providing "Christmas With Dignity" to children from families in crisis. Located in Chisago County, Anonymous Santa collects donations each year, including nonviolent toys, board games, sports balls, new hats and mittens, and other important family items. Parents who can't afford holiday gifts for their kids are invited to pick out $20 in presents plus stocking stuffers for each of their children. And each child also gets mittens, a hat, and a book.

LREMS participated in the Anonymous Santa program for the fifth consecutive year in 2019. Our staff collected donations from around Chisago County, filling an 18-foot trailer, the back of a pickup truck, and an ambulance. We would like to thank all of the families and local businesses who donated. All donated gifts were distributed the week before Christmas, and this year we helped more than 1,000 children with this much-needed program.

SWAT

In an effort to save lives in high-risk situations, the Chisago County Sheriff's Office SWAT Unit relies on specialized training, tactics, and equipment to achieve its mission. LREMS is honored to work alongside the Chisago County SWAT Unit, and 2019 marked the 13th year that our team of tactical paramedics has provided critical emergency medical services together with law enforcement. Our tactical EMS members experience demanding, ongoing training with SWAT members to ensure they are ready to administer life-saving actions during all possible emergencies. The tactical LREMS EMS team responded to 10 call-outs in 2019, and we are dedicated to continuing to work alongside SWAT to help protect both the officers and community.

Food Shelf Challenge

LREMS was excited to participate in the Family Pathways Food Shelf Challenge for the 10th consecutive year. Family Pathways is a North Branch, MN-based nonprofit organization that works with donors and volunteers to help the local community with social services, including hunger relief. The organization operates nine food shelves in Chisago, Isanti, Kanabec, Mille Lacs, and Pine Counties in Minnesota and Polk County in Wisconsin, providing community meals, a school-age summer lunch program, and volunteer-driven food supplemental programs for children.

The Challenge is a friendly and fun competition between LREMS and other organizations to race through the North Branch County Market in 90 seconds, filling shopping carts full of groceries and other household items. The team that gathers the highest total dollar amount in their cart(s) in the allotted time has bragging rights until next year's event, and the event sponsor, Neighborhood National Bank, pays for the winning team's groceries. Participating organizations pay for the rest of the collected items, which are then donated to Family Pathways' local food shelf.

The event was held in March 2019 and included 13 local teams. Following the "supermarket sweep," a total of $16,101 worth of food and household items were delivered to the local Family Pathways food shelf.





Community Education Space

In an effort to give back to our local community, LREMS created its "Use of Facilities" program in 2014. The program opens up our high-tech meeting space to local nonprofit organizations and governmental agencies free of charge. The Community Meeting room seats about 80 people, and the Community Conference room seats 16. Each room is equipped with presentation monitors and allows for Internet access.

LREMS strives to offer the necessary technology for in-person training and presentations within our meeting space. To meet evolving tech demands, a state-of-the-art video wall was added in the Community meeting room in 2018. The video wall allows for up to five different programs to run at the same time. Enhancements were also made to the Community meeting room in 2019, including updated equipment for presentations and improved video and audio-conferencing technology.

LREMS also uses this educational space for EMT-Basic courses and CPR classes, including our highly sought-after hands-only CPR training.

Charitable Missions Committee

LREMS understands the importance of helping our fellow citizens in need, and we believe that charitable giving is one way we can extend our organization's reach throughout the community. To do so, we operate our Charitable Missions Committee, which is dedicated to helping those in need in our community through both individual support and programs that include food-security initiatives, our Good Neighbor Project, and many other programs. The LREMS Charitable Missions Committee meets several times per year to assess requests and distribute aid. Our charitable giving budget totaled $15,000 in 2019, and we had 22 charitable giving requests from local schools, nonprofits, businesses, and families in need. We were also able to give a $1,000 scholarship to a North Branch high-school graduate.

The following are just a few of the projects that our Charitable Missions Committee worked on or helped with in 2019:

Good Neighbor Project: This important program was created to help lift up a family or individual dealing with a medically related hardship. Community members initially nominate families in need, and then the LREMS Charitable Missions Committee assesses the nominations. In 2019, we helped a couple from the Rush City area. The husband was on hospice with lung cancer, and he was very concerned about getting his house painted for his wife. She was taking care of everything while still working. A group from LREMS prepped the house and painted it within a few weeks. We were honored to help this wonderful family.

Sentimental Journeys Program: During 2019, LREMS rolled out our Sentimental Journeys ambulance program in partnership with St. Croix Hospice. The program enables patients who are near the end of life to visit special locations. They travel to sites in an ambulance along with EMT and paramedic staff, who are there to provide assistance as necessary. We are extremely proud to be part of the Sentimental Journeys Program.

Summer Food Totes Program: During our third year working with Taylors Falls Elementary School, we were able to provide large totes stuffed full of food for families who would like extra support obtaining food during the summer. We partnered with Family Pathways, who provided food for the totes. The school's principal, Jason Riebe, then delivered the totes to the recipients to ensure anonymity.

Backpack Program: For the third year, we donated to the Family Pathway's Chisago County Backpack Program. This much-needed program fills backpacks with non-perishable food items for children who might need a little extra help obtaining food over the weekends and holiday breaks. In addition to our monetary donation, we delivered around 200 meals to the North Branch school sites the first Thursday of each month.

Financial Health and Responsibility

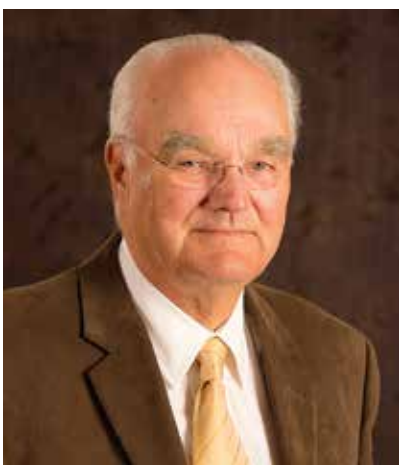
During 2019, LREMS remained committed to our core pillars, including the Financial Health and Responsibility of our organization. LREMS' financially sound operation effectively manages the cost of EMS readiness and response, and we take pride in responsibly managing the money we receive for services.

Of each dollar in charges for services, LREMS collected approximately 33 cents after discount to government (Medicare, $8.1 million; Medical Assistance, $2.9 million; and other Government, $244,000) and private payers, charity discounts ($357,000), and bad debts. Resulting Net Patient Revenue was used to pay expenses.

2019 was a good year for LREMS. We responded to more than 5,600 ambulance requests (a 4% increase from 2018), providing care to more than 3,881 emergency (9-1-1) patients (on par with 2018) and 1,638 hospital transfers (a 7% increase from 2018).

As one of the largest employers in North Branch, our most valued resource is our employees. The talent and knowledge our team brings to our organization make a significant difference in the lives and health of the community members we serve. Employee salaries and benefits make up approximately two-thirds of LREMS operating expenses. When salary dollars are spent locally, they generate a multiplier effect of six times as they circulate to support the local economy.

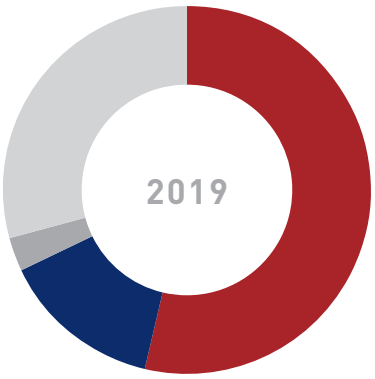
In addition to more than $4.09 million in staffing-related expenses, LREMS paid over $1.1 million to local vendors for services and supplies in 2019.



Dennis Frandsen

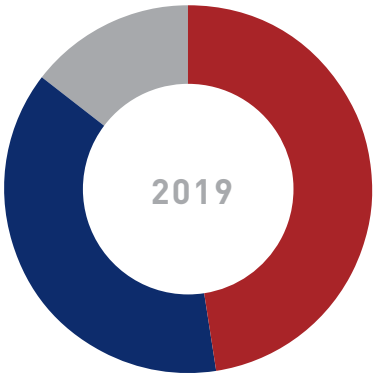
Project Hope

Project Hope has continued to be an ongoing gift for our patients and communities. As a small nonprofit we need to find a balance between the ever-increasing costs and decreasing reimbursement while striving to provide state-of-the-art patient care. Our long-term sustainability, viability, and reliability can waver amid these areas. Yearly capital needs draw cash away from the day-to-day operations, limiting the organization's ability to provide industry-leading employee compensation, infrastructure investments, cutting-edge treatments and procedures, and care for the community beyond just responding to 911 calls. In 2017, Dennis Frandsen and his family chose to give the gift of hope to our communities. The enduring gift, "Helping those in Need," strengthens our ability to save lives across east-central Minnesota and northwest Wisconsin by ensuring critical care paramedic-level ambulance service, touching the lives of thousands of individuals.



Outgoing Distribution of Funds

- **53.67%** Salaries and Wages
- **14.09%** Payroll Taxes and Benefits
- **2.94%** Vehicles
- **29.3%** Other

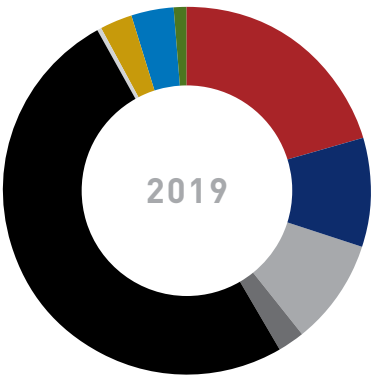


Revenue

- **47.55%** 9-1-1
- **37.91%** Transfer
- **14.54%** Other

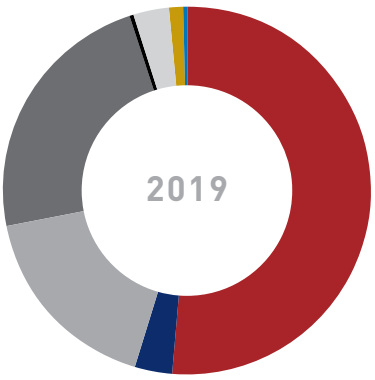
5-Year Transport Comparison

	9-1-1	TRANSFERS	TOTAL CALLS
2019	2,673	1,565	**4,238**
2018	2,736	1,472	**4,208**
2017	2,523	1,272	**3,795**
2016	2,483	1,326	**3,809**
2015	2,424	1,205	**3,629**



Payors – Money Received

- **20.3%** Medicare and Managed Care
- **9.6%** Cash
- **9.2%** MA and Managed Care
- **2.3%** Insurance - Secondary
- **50.5%** Insurance - Primary
- **.2%** Other
- **2.9%** Other Government
- **3.8%** Auto
- **1.0%** Work Comp



Payors – Billed Out

- **51.2%** Medicare and Managed Care
- **3.3%** Self Pay
- **17.4%** MA and Managed Care
- **23.0%** Commercial Insurance
- **.3%** Other
- **3.1%** Other Government
- **1.4%** Auto
- **.2%** Work Comp

2019

New Equipment

New Vehicle Equipment

During 2019, LREMS acquired new vehicle systems and features, active shooter kits, and a pediatric and infant simulation manikin to enhance critical patient care and minimize potential environmental call hazards. When evaluating and deciding on new equipment purchases during 2019, many decisions were based on a renewed focus toward safety for our employees, patients, and those we come in contact with on a daily basis. Many of our operational purchases during the year helped us build a safer and more reliable workplace. New vehicle equipment acquisitions during the past year included:

New Vehicle Systems and Features

Vehicle Monitoring Systems: LREMS began evaluating and trialing new vehicle monitoring systems to better track and report data associated with vehicle mechanical and safety parameters.

Vehicle Locking and Engines: We implemented new vehicle-locking features and emergency engine-start technology to ensure vehicle security and reliability.

Hands-Free Mounts: In accordance with the new "hands-free" law, all vehicles were updated to allow for devices to be mounted hands-free while driving.

Equipment Security: To increase safety in the patient compartment of the vehicle, we added a new "Techni-mount" mounting system that allows for equipment to be better secured in an optimal position for safety and crew access while transporting patients.

Active-Shooter Kits Active-shooter kits were installed in LREMS ambulances during 2019. The kits were designed to be a "quick reaction bag" that will immediately provide critical life-saving equipment to treat multiple patients in the event of a large-scale incident. These bags were designed and built according to feedback and suggestions from actual historical events. Identical twin bags were placed in each ambulance for both EMS team members, and single kits were placed in all LREMS administration vehicles.

High-Fidelity Manikins

During 2019, we took delivery of pediatric and infant simulation manikins, which provide critical training for responders to these higher-stress patient calls.

New Facility

In July 2019, we moved into our new ambulance base located in Lindstrom, Minnesota. This base replaces one of our oldest locations housed in the former Chisago Lakes hospital, which is no longer occupied and soon to be sold off or demolished. This base now serves the primary Chisago Lakes area and serves as the primary base for one of our on-duty crews 24 hours a day. This new base was built specifically for LREMS, and in addition to six ambulance bays, the site features a full crew living area, including four bedrooms, and three bathrooms. The base was designed to accommodate our crews working today, but also for growth that could require multiple crews and resources serving the area for years to come.





Feature Story

Reimagining EMS; The Ripple Effect

On a warm summer day, thick with humidity, the Lakes Region EMS staff took on a project that would create a ripple effect of care. This summer day was filled with anticipation, hope, and love; the anticipation and hope of a painted home and the love of the Lakes Region EMS staff. Donald, a hospice patient, had been nominated for the Lakes Region EMS Good Neighbor Project by his daughter-in-law to have their home painted. This was a project he fervently talked about with his family. The staff quickly began to plan this project, hoping to accomplish the final product in time for Donald to see.

Day one began with preparation work, scraping and washing the home. Rebecca, his wife, recalls talking with Donald reassuring him that we were there to prep the house and were coming back to finish the painting. After the prep work was completed, the staff visited with the family, talking through the remainder of the project. Night fell and in the solemn quiet moment, Donald quietly passed. According to Rebecca, he was able to peacefully move on because he knew his last wish was being accomplished. The Lakes Region EMS staff completed the project the next week, knowing this made a drastic impact on Donald's last wish. It is in these moments that Lakes Region EMS can impact individuals in the community with the same care we would for someone who calls 911; a ripple effect.

The ripple effect envelops the Lakes Region EMS beliefs; to care for the whole community with palpable passion and commitment. While providing high-quality ambulance service is vital to sustainability, statistics show only 10% of our community will ever need to call an ambulance. Lakes Region EMS is dedicated to finding other ways to reach the remaining 90% of community members who might never need to call an ambulance, through volunteerism. During 2019, hundreds of hours were donated toward community events and free classroom space for local governmental and nonprofit organizations. "Our company is full of people who genuinely care. We are so fortunate to be a part of it, from the top down," Jessica Keeney, Community Outreach Specialist.

LREMS responded to more than 5,600 ambulance requests during 2019, and our team works each year to provide EMS personnel with state-of-the-art equipment and ongoing education to ensure we provide the highest quality EMS care. Clinician development is a large part of our operation's success. And in 2019, we continued to advance our educational opportunities and add to our equipment toolbox, which is vital in helping prepare our team for the realities of everyday calls. "We continue to rely on clinical simulation as one of the most valuable tools in preparing clinicians for the processes, critical thinking, and stress associated with actual calls," said Ken Larson, director of clinical services at LREMS. "It has proved invaluable in preparing staff for critical life-threatening situations."

Lakes Region EMS' comprehensive programming encompasses all aspects of life both inside and outside the ambulance, from Critical Care Provider courses to the Sentimental Journeys Program. This blend of critical care and community care is what makes this organization stand out in their local communities, the EMS community, and throughout the region. "We are fortunate to have people like you working behind the scenes to support our community," said Jason Riebe, principal of Taylors Falls Elementary.



Ambulance Run Reports – 2019

Times of Calls:

Lakes Region EMS

Time Period	S	M	T	W	T	F	S	Total	Percentage
0000 - 0400	117	74	83	89	94	99	114	670	12%
0400 - 0800	57	59	75	65	78	78	81	493	9%
0800 - 1200	134	127	134	144	154	156	119	968	17%
1200 - 1600	153	169	159	177	196	175	137	1166	21%
1600 - 2000	168	210	179	168	176	183	176	1260	22%
2000 - 2400	128	158	137	151	140	183	161	1058	19%
Total	**757**	**797**	**767**	**794**	**838**	**874**	**788**	**5615**	**100%**

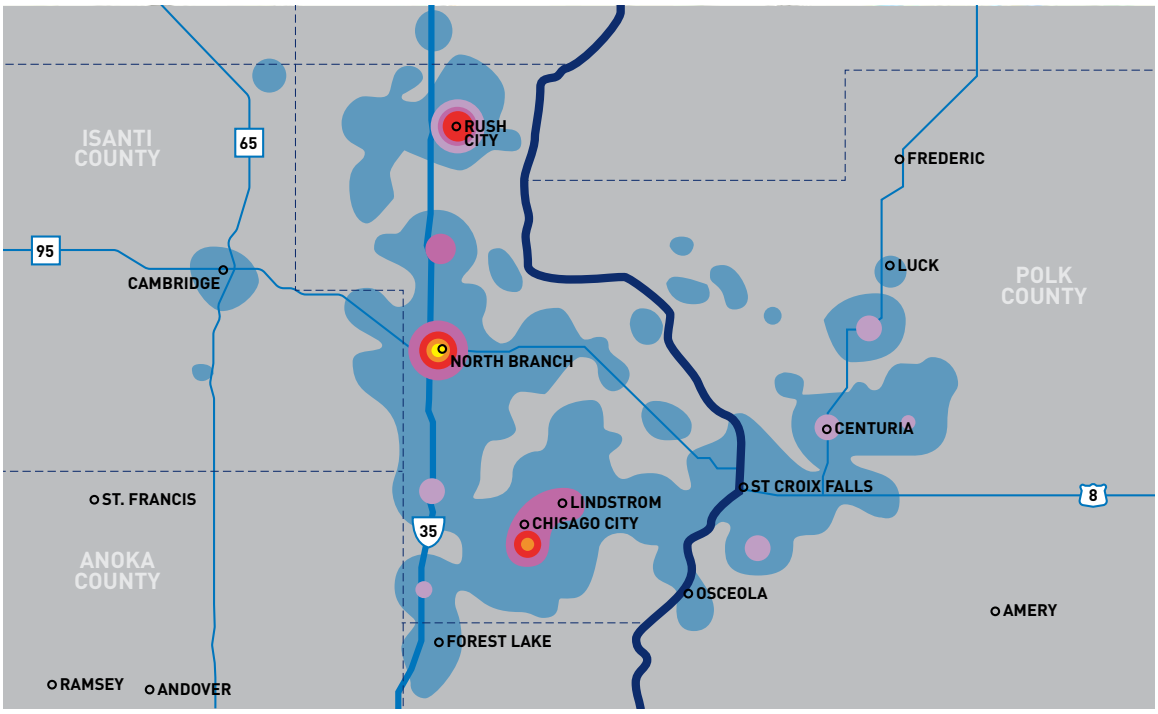
Times of Calls:

St. Croix Valley EMS

Time Period	S	M	T	W	T	F	S	Total	Percentage
0000 - 0400	31	38	33	35	39	35	48	259	10%
0400 - 0800	25	35	29	36	31	39	41	236	11%
0800 - 1200	57	55	54	66	61	65	55	413	17%
1200 - 1600	81	83	80	89	72	72	61	538	23%
1600 - 2000	70	77	76	75	63	97	65	523	22%
2000 - 2400	57	70	61	57	49	63	57	414	17%
Total	**321**	**358**	**333**	**358**	**315**	**371**	**327**	**2383**	**100%**

Origination of Calls – 2019

Lakes Region EMS and St. Croix Valley EMS



Origination of Calls – 2019

Description	Count	Percent	En Route	Arrival	Scene	Dest
NORTH BRANCH	1045	18.68%	2.54	6.22	13.72	16.59
CHISAGO CITY	683	12.21%	1.32	8.69	16.02	15.73
RUSH CITY	335	5.99%	1.34	9.11	19.42	25.01
LINDSTROM	278	4.97%	0.96	6.02	14.67	16.54
FRANCONIA TOWNSHIP	227	4.06%	1.22	11.77	13.88	22.49
STACY	169	3.02%	1.51	9.47	12.18	10.86
CHISAGO LAKES TOWNSHIP	134	2.40%	1.13	9.47	12.18	10.86
HARRIS	120	2.15%	1.49	6.99	10.93	13.79
LENT TOWNSHIP	119	2.13%	1.26	8.29	11.82	12.15
SHAFER	91	1.63%	1.27	9.02	18	20.58
SUNRISE TOWNSHIP	80	1.43%	1.3	9.89	12.74	18.31
FISH LAKE TOWNSHIP	64	1.14%	2.31	10.78	15.13	15.73
NESSEL TOWNSHIP	63	1.13%	1.68	9.75	15.08	15.86
CENTER CITY	60	1.07%	0.95	8.03	13.62	15.75
AMADOR TOWNSHIP	39	0.70%	1.97	11.85	11.51	14.82
NORTH BRANCH TOWNSHIP	35	0.63%	2.69	8.91	18.26	18.09
RUSHSEBA TOWNSHIP	31	0.55%	1.06	9.74	11.81	16.74
SHAFER TOWNSHIP	22	0.39%	1.55	12.64	17.09	23.05
OXFORD TOWNSHIP	22	0.39%	1.18	13.23	10.27	9.91
Totals	**3617**		**1.51**	**9.47**	**14.12**	**16.47**

Description	Count	Percent	En Route	Arrival	Scene	Dest
ISANTI COUNTY	97	1.73%	1.87	9.93	9.94	7.7
WASHINGTON COUNTY	89	1.59%	1.43	9.89	12.13	11.88
PINE COUNTY	42	0.75%	1.24	9.48	44.74	20.93
WYOMING	33	0.59%	1.12	7.76	9.94	4.18
RAMSEY COUNTY	20	0.36%	1.55	3.7	10.4	8.65
ANOKA COUNTY	16	0.29%	0.56	11.25	9.75	10.25
LINWOOD TOWNSHIP	8	0.14%	1.75	11.88	12	14.63
MINNEAPOLIS, MN	5	0.09%	0.8	0.8	15.4	12.2
ST. CROIX FALLS	3	0.05%	0	1.67	8.33	2
ROSEVILLE, MN	3	0.05%	0.67	6.33	8.33	7.33
TAYLORS FALLS	3	0.05%	1.67	2	3.33	3
HENNEPIN COUNTY	2	0.04%	0	7.5	0	0
OTHER	1	0.02%	1	2	12	23
TOWN OF OSCEOLA	1	0.02%	2	5	0	0
VILLAGE OF BALSAM LAKE	1	0.02%	0	0	1	0
AMERY	1	0.02%	2	0	0	0
PINE CITY AREA CLINIC	1	0.02%	2	1	11	29
OUT OF AREA CODE	1	0.02%	1	9	14	13
Totals	**327**		**1.15**	**5.51**	**10.13**	**9.32**

Description	Count	Percent	En Route	Arrival	Scene	Dest
FAIRVIEW LAKES - WYOMING	967	17.29%	2.28	14.58	16.88	39.36
ST CROIX REGIONAL MEDICAL CENT	323	5.78%	1	20.34	22.01	50.05
CAMBRIDGE MEDICAL CENTER	128	2.29%	0.98	21.73	15.35	48.7
OSCEOLA MEDICAL CENTER	47	0.84%	0.96	23.6	17.7	49.28
WELIA HEALTH	47	0.84%	1.57	36.66	19.47	68
AMERY REGIONAL MEDICAL CENTER	36	0.64%	0.75	42.36	16.89	51.44
CUMBERLAND MEMORIAL HOSPITAL	33	0.59%	0.85	45.76	13.3	57.39
BURNETT MEDICAL CENTER	14	0.25%	1.29	29.71	18.71	82.29
ESSENTIA HEALTH - SANDSTONE	9	0.16%	1.56	37.33	16.67	62.89
MERCY HOSPITAL - COON RAPIDS	7	0.13%	0	18.71	20.57	17.86
UNITY HOSPITAL	7	0.13%	0.29	9.86	18.43	23.29
CUYUNA REGIONAL MEDICAL CENTER	5	0.09%	0.8	110.2	20	102.2
FAIRVIEW - NORTHLAND	4	0.07%	0.75	40	16.75	54
MILLE LACS HEALTH SYSTEM	4	0.07%	1	55.25	17.5	62.5
ABBOTT NORTHWESTERN	3	0.05%	0	11.67	14	26
KANABEC COUNTY	3	0.05%	1	31	19	49
UNITED HOSPITAL	2	0.04%	1.5	76.5	30	86
CHILDRENS HOSP.-ST. PAUL	2	0.04%	3	3.5	13.5	20.5
SPOONER HEALTH SYSTEMS	2	0.04%	1	75.5	18.5	76.5
FAIRVIEW UNIVERSITY	1	0.02%	2	13	54	85
ESSENTIAL HEALTH-ST. MARY'S ME	1	0.02%	1	94	47	206
WESTFIELDS HOSPITAL	1	0.02%	0	60	27	107
REGIONS	1	0.02%	0	25	10	34
ST. FRANCIS REGIONAL MEDICAL	1	0.02%	0	0	0	0
ST LUKES (DULUTH)	1	0.02%	0	0	0	0
Total	**1649**		**0.893846**	**33.87**	**24.58346**	**62.87192**
Grand Total	**5593**					

Destination – 2019

Description	Count	Percent
FAIRVIEW LAKES MEDICAL CENTER	1631	29.28%
CAMBRIDGE MEDICAL CENTER	403	7.24%
SAINT CROIX REGIONAL MEDICAL CENTER	119	2.14%
OSCEOLA MEDICAL CENTER	14	0.25%
WELIA HEALTH - MORA HOSPITAL AND CLINIC	14	0.25%
AMERY REGIONAL MEDICAL CENTER - WI	11	0.20%
ESSENTIA HEALTH SANDSTONE	1	0.02%
FAIRVIEW NORTHLAND REGION HOSPITAL - PRINCETON	1	0.02%
CUMBERLAND HEALTHCARE HOSPITAL	1	0.02%
MILLE LACS HEALTH SYSTEM HOSPITAL - ONAMIA	1	0.02%
REGIONS HOSPITAL	367	6.59%
FAIRVIEW UNIVERSITY MEDICAL CENTER	252	4.52%
FAIRVIEW SOUTHDALE HOSPITAL	194	3.48%
FAIRVIEW RIVERSIDE HOSPITAL	172	3.09%
ABBOTT NORTHWESTERN HOSPITAL	157	2.82%
UNITED HOSPITAL	115	2.06%
ST. JOSEPH'S HOSPITAL - ST. PAUL	92	1.65%
MERCY HOSPITAL - COON RAPIDS	75	1.35%
ST. JOHN'S HOSPITAL - MAPLEWOOD	72	1.29%
LAKEVIEW HOSPITAL	46	0.83%
UNIVERSITY OF MINNESOTA AMPLATZ CHILDREN'S HOSPITAL	40	0.72%
CHILDREN'S HOSPITAL - ST. PAUL	37	0.66%
UNITY HOSPITAL - FRIDLEY	35	0.63%
VA MEDICAL CENTER - FORT SNELLING	30	0.54%
NORTH MEMORIAL MEDICAL CENTER	27	0.48%
CHILDREN'S HOSPITAL - MINNEAPOLIS	27	0.48%
HENNEPIN COUNTY MEDICAL CENTER	25	0.45%
WOODWINDS HOSPITAL - WOODBURY	9	0.16%
DIVINE REHABILITATION AND NURSING	5	0.09%
MAPLE GROVE HOSPITAL	3	0.05%
WESTFIELDS HOSPITAL AND CLINIC	2	0.04%
PRAIRIE CARE-BROOKLYN PARK	2	0.04%
PARK NICOLLET METHODIST HOSPITAL	2	0.04%
FAIRVIEW RIDGES HOSPITAL - BURNSVILLE	1	0.02%
HUDSON HOSPITAL	1	0.02%
GILLETTE CHILDREN'S - ST. PAUL	1	0.02%
PRAIRIE CARE MAPLE GROVE	1	0.02%
BETHESDA REHAB HOSPITAL - ST.PAUL	1	0.02%
SACRED HEART HOSPITAL	25	0.45%
ESSENTIA HEALTH- ST MARY'S MEDICAL CENTER	11	0.20%
MAYO CLINIC HOSPITAL ST MARYS CAMPUS	10	0.18%
ST. CLOUD HOSPITAL	7	0.13%
MAYO - LUTHER CAMPUS	7	0.13%
MAYO CLINIC HEALTH SYSTEM-EAU CLAIRE	6	0.11%
FAIRVIEW RANGE MEDICAL CENTER	4	0.07%
MAYO CLINIC HOSPITAL-ST MARYS CAMPUS	4	0.07%
ST. LUKE'S HOSPITAL - DULUTH	3	0.05%
ST. JOES HOSPITAL (BRAINERD)	3	0.05%
ROCHESTER METHODIST HOSPITAL	3	0.05%
CENTRAL MN MENTAL HEALTH CENTER	2	0.04%
CENTRACARE HOSPITAL	2	0.04%
UNIVERSITY MEDICAL CENTER - HIBBING	1	0.02%
OWATONNA HOSPITAL	1	0.02%
MEEKER CO MEMORIAL HOSPITAL	1	0.02%
GUNDERSON LUTHERAN HOSPITAL	1	0.02%
OUR LADY OF PEACE	1	0.02%
MARSHFIELD MEDICAL CENTER-EAU CLAIRE	1	0.02%
ECUMEN PARMLY LIFEPOINTES	37	0.66%
BIRCHWOOD HEALTHCARE	15	0.27%
LANDING ZONE	11	0.20%
SOPHIE'S MANOR	7	0.13%
GOLDEN LIVING CENTERS - RUSH CITY	4	0.07%
MEADOWS ON FAIRVIEW	3	0.05%
HARBOR LIGHTS DETOX	2	0.04%
FREDERIC NURSING AND REHABILITATION COMMUNITY	2	0.04%
LINO LAKES ASSISTED LIVING	2	0.04%
ECUMEN NORTH BRANCH	1	0.02%
GRACEWOOD SENIOR LIVING-HUGO	1	0.02%
GOLDEN LIVING CENTER- GREELEY	1	0.02%
OAK PARK HGTS	1	0.02%
UNITED PIONEER NURSING HOME	1	0.02%
AVANTI CENTER FOR GIRLS	1	0.02%
KEYSTONE PLACE AT LAVALLE FIELDS	1	0.02%
CAPESIDE COVE GOOD SAMARITAN	1	0.02%
PIONEER APARTMENTS	1	0.02%
NORTH BRANCH FIRE DEPARTMENT	1	0.02%
COURAGE KENNY INSTITUTE	1	0.02%
SCANDIA HOUSE OF PINE CITY	1	0.02%
HAZELDEN FOUNDATION	1	0.02%
NO TRANSPORT	606	10.88%
CANCELLED RUN	407	7.31%
NO TRANSPORT (MDCA)(MN)	297	5.33%
PATIENT RESIDENCE (MN)	41	0.74%
SNR - PT. SIGNED	19	0.34%
SNR - NO INJURIES	5	0.09%
TREATED AT SCENE AND RELEASED	4	0.07%
HIGHWAY/ROADWAY	3	0.05%
OTHER - DOA	3	0.05%
SCENE OF ACCIDENT	2	0.04%
OTHER	2	0.04%
OTHER - FIRE STANDBY	2	0.04%
HELICOPTER ASSIST	1	0.02%
PATIENT RESIDENCE (WI)	1	0.02%
PARK, PUBLIC	1	0.02%



2019 Employees

	Name	Job Title	Years of Service
	Jonathan Aldrich	EMT - IV Tech	1
	Jason Anderson	Paramedic	5
+	Jason S. Anderson	EMT - IV Tech	NEW
	Jessica Anderson	Paramedic	5
	Michelle Anderson	Director of Administration	11
	Casey Banken	Paramedic	4
	Natalie Barsness	EMT - IV Tech	1
	Brendon Bartholmy	Paramedic	4
+	Alissa Behl	Paramedic	NEW
	Joshua Brown	Paramedic	3
	Lauren Buerkle	Paramedic	7
	Andrew Carlson	Paramedic	24
	Gerald Carlson	EMT - IV Tech	15
	Christopher Carlstrom	EMT - IV Tech	4
	Lonna Coddington	EMT - IV Tech	5
	Kim Ditsworth	Senior Patient Accounts Representative	13
	Ellie Ehrich	EMT - IV Tech	1
	Linette Erickson	EMT - IV Tech	5
*	Zachery Fecteau	EMT - IV Tech	3
	Todd Fisk	Finance	41
*	Samuel Fiske	EMT - IV Tech	4
	Brandon Folsom	EMT - IV Tech	2
+	David Freerks	EMT - IV Tech	NEW
	Brian Galowitz	Operations Manager	3
	Lisa Gregerson	EMT - IV Tech	1
	John Hagen	Paramedict	1
	Nicole Hall	EMT - IV Tech	7
	Kayla Hedlund	Paramedic	8
	Luke Hedlund	EMT - IV Tech	5
	David Hoye	Vehicle Maintenance Tech	2
	Royce Hsiung	EMT - IV Tech	1
	Lee Huber	Operations Manager	6
+	Cameron Huntington	EMT - IV Tech	NEW
	Kory Hynes	Clinical Coordinator	5
*	Eric Jaton	Paramedic	4
	Bruce Johnson	EMT - IV Tech	5
	John Joswiak	Paramedic	8
	Jessica Keeney	Community Outreach	11
	Caryn Koecher	Administrative Assistant	1
	Tessa Kolan	EMT - IV Tech	6
+	Jakob Kostecki	Paramedic	NEW
	Terry Kraabel	EMT - IV Tech	10
	Matthew Kramer	EMT - IV Tech	1
	Donna Larson	EMT - IV Tech	5
*	Katelyn Larson	Paramedic	5
	Ken Larson	Director of Clinical Services	18
	Charles Leary	Supervisor	4
	Jordan Long	EMT - IV Tech	2
	Sarah Martens	Paramedic	13
	Samantha Mathews	Paramedic	5

	Name	Job Title	Years of Service
+	Daniel McIntosh	Paramedic	NEW
	Dakota Mechelke	EMT - IV Tech	2
	Brian Meyer	Paramedic	8
	TenaMarie Meyer	Paramedic	19
+	Dakota Miller	EMT - IV Tech	NEW
*	Timothy Morning	Paramedic	2
	Morgen Mueller	Paramedic	2
*	Amanda Neumann	Human Resources Manager	4
	Rebekah Nilius	EMT - IV Tech	1
*	Amanda Noonan	EMT - IV Tech	1
	Amanda Odegaard	Paramedic	5
	Brandon Olson	Paramedic	8
	Danny Parker	Supervisor	8
*	Sara Peterson	Office Coordinator	5
*	Jacob Prager	EMT - IV Tech	3
	Sara Press	Paramedic	4
	Aarron Reinert	Executive Director	18
	Heidi Rennick	Paramedic	7
*	Gage Roberts	EMT - IV Tech	1
	Darrell Rohe	Paramedic	6
*	Madilee Rohe	EMT - IV Tech	4
	Christine Rudolph	EMT - IV Tech	23
	Gabriel Schreiber	Paramedic	6
	Jody Sellman	Accountant	3
	Elizabeth Soleayst	Paramedic	2
*	Heidi Springborn	EMT - IV Tech	2
	Elliot St. Amand	Paramedic	5
	Allison Stout	Paramedic	8
+	Hunter Struemke	EMT - IV Tech	NEW
	Graham Struwe	Paramedic	5
	Carolyn Sundheim-Little	Vehicle Service Tech	2
*	Kellen Teig	EMT - IV Tech	8
	Matthew Thelander	EMT - IV Tech	4
	Christie Traczyk	Paramedic	5
	Brandon Trauba	Supervisor	5
	Nathan Van Heel	Clinical Coordinator	7
+	Alycia Vander Vegt	EMT - IV Tech	NEW
	Kao Vang	EMT - IV Tech	1
	Doug Volin	Paramedic	9
	Chris Ward	Medical Director	4
+	Will Wandersee	EMT - IV Tech	NEW
	Benjamin Wasmund	Director of Operations	17
	Shannon Widenstrom	CPR Instructor	4
	Sandra Williams	Paramedic	3
	Benjamin Wilson	EMT - IV Tech	1
	Kirk Winkelman	Paramedic	28
	Jesse Zajac	Paramedic	14

+ New Employee 2019
*** Employee Left 2019**

Board of Directors

Keith Carlson
Board Chairman
Mayor, City of Lindstrom
Elected or Appointed Official
Serving Since 04/10/2007

Mike Carroll
Board Vice-Chairman
Business Owner, Rush City
Member at Large
Serving Since 05/17/2011

Scott Sellman
Secretary/Treasurer
Chisago County Emergency Manager
Representing Chisago Lakes Area
Serving Since 10/16/2012

Bryan Gaffy
Director
VP of Hospital Operations Fairview
Member at Large
Serving Since 12/2016

Dan Meyer
Director
Police Chief - City of North Branch
Representing North Branch Area
Serving Since 06/18/2013

Julie Schroeder
Director
Representing Chisago Lakes Area
Serving Since 06/18/2013

Board/Staff Liaisons

Michelle Anderson
Director of Administration
Lakes Region EMS, Inc.

Ken Larson
Director of Clinical Services
Lakes Region EMS, Inc.

Aarron Reinert
Executive Director
Lakes Region EMS, Inc.

Chris Ward, M.D.
Medical Director
Lakes Region EMS, Inc.

Ben Wasmund
Director of Operations
Lakes Region EMS, Inc.

Jessica Keeney
EMT/Community Outreach Specialist
Lakes Region EMS, Inc.

Doug Volin
Paramedic
Lakes Region EMS, Inc.

LAKES REGION
EMS

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