

AGENDA

AGENDA OF THE WORK SESSION OF THE MAYOR AND COUNCIL OF THE CITY OF BISBEE, COUNTY OF COCHISE, STATE OF ARIZONA TO BE HELD ON THURSDAY, APRIL 29, 2010, 6:00 PM IN THE BISBEE MUNICIPAL BUILDING, 118 ARIZONA STREET, BISBEE, ARIZONA.

THE MEETING CALLED TO ORDER BY _____ AT _____ PM.

ROLL CALL

COUNCIL

Councilmember Boyd Nicholl, Ward I
Councilmember Bennie Scott, Ward III
Councilmember Luche Giacomino, Ward II
Mayor W.J. "Jack" Porter
Councilmember Anna Cline, Ward III
Councilmember Raymond Rodgers, Ward II, Mayor Pro Tempore
Councilmember Ken Budge, Ward I

STAFF

Stephen J. Pauken, City Manager
Gloria P. Gonzalez, Interim City Clerk
Dee L. Flanagan, Finance Director
John Charley, Community Development Director
Taron Maddux, Acting Police Chief
Jack Earnest, Fire Chief
Jennifer L. Graeme, Personnel Director
Russ McConnell, Public Works Director
Peg White, Library Director

CITY ATTORNEY

Mark J. Langlitz

THE FOLLOWING ITEM WILL BE DISCUSSED AND/OR CONSIDERED AT THIS MEETING:

1. DISCUSSION OF PRESENTATION BY COPPER QUEEN COMMUNITY HOSPITAL OF ITS PROPOSED PLAN REGARDING THE BISBEE FIRE DEPARTMENT'S BASE HOSPITAL OPERATIONS.

MARK J. LANGLITZ, CITY ATTORNEY

ADJOURNMENT

Anyone needing special accommodations to attend this meeting should contact Gloria Gonzalez at (520) 432-6012 at least twenty-four hours before the meeting.



REQUEST FOR COUNCIL ACTION

DATE SUBMITTED: April 22, 2010	TYPE OF ACTION: <input type="checkbox"/> RESOLUTION	SUBJECT: DISCUSSION OF PRESENTATION BY COPPER QUEEN COMMUNITY HOSPITAL OF ITS PROPOSED PLAN REGARDING THE BISBEE FIRE DEPARTMENT'S BASE HOSPITAL OPERATIONS
DATE ACTION REQUESTED: April 29, 2010	<input type="checkbox"/> ORDINANCE	
<input checked="" type="checkbox"/> REGULAR <input type="checkbox"/> CONSENT	<input type="checkbox"/> FORMAL ACTION	
	<input checked="" type="checkbox"/> OTHER: DISCUSSION	

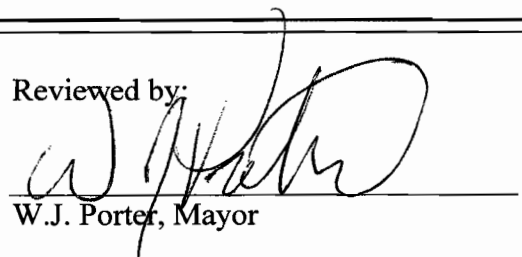
TO: Mayor and Council
FROM: Mark J. Langlitz, City Attorney
RECOMMENDATION: Discussion purposes only.
PROPOSED MOTION: Discussion purposes only.

DISCUSSION: The Copper Queen Community Hospital, in a letter from the President of its Board of Directors to the Mayor and City Manager dated April 15, 2010, has requested an opportunity to present to Mayor and Council its proposed plan for the transition of the Emergency Medical Services Base Hospital function of the Bisbee Fire Department from its present provider to a higher level facility within Arizona's Trauma system in Tucson.

Prepared by:


 Mark J. Langlitz, City Attorney

Reviewed by:


 W.J. Porter, Mayor



April 26, 2010

VIA FAX 520.432.8018 AND U.S. MAIL

Mr. James J. Dickson
CEO/Administrator
Copper Queen Community Hospital
101 Cole Avenue
Bisbee, Arizona 85603

Re: City of Bisbee Fire Department Emergency Medical Services

Dear Mr. Dickson:

I am writing to express the City's concerns regarding recent statements by the Cooper Queen Community Hospital involving its efforts to have Bisbee's Fire Department change its base hospital from Sierra Vista Regional Hospital to Tucson Medical Center.

On April 7, 2010, you forwarded to our Community Development Director, a three page document entitled "Our Decision to Change Base Hospitals". In that document, you indicated that the Hospital's medical staff and Board of Directors had voted to change "our" base hospital from Sierra Vista Regional Hospital to Tucson Medical Center. That statement was peculiar in that both the selection of a base hospital for Bisbee's Fire Department rests with Bisbee and not with the Hospital and that the Hospital was not offering to become Bisbee's base hospital.

Moreover, you began that document with the following statement:

"Allow us to begin by stating that our decision to change our Base Hospital from Sierra Vista to Tucson does not represent a grievance against the Bisbee Fire Department. The paramedics and EMTs of the Bisbee Fire Department are very competent and professional and provide a high level of service."

That statement clearly indicates that the Hospital has no issue with the services provided by Bisbee's Fire Department.

Prior to receiving a response to that document from the City, you sent another email dated April 14, 2010, to the Community Development Director, in which you stated that Bisbee's failure to change its base hospital indicated a "lack of leadership" and that you would begin the political process because of the current administration's inability to help the Hospital grow. Again, that statement was peculiar. First, the City was, to my knowledge, still in the process of considering

a possible change in its base hospital. Second, the primary factor that Bisbee should consider in the selection of a base hospital is what will best serve the health, safety and welfare of the public. It is fine if Bisbee's selection of a base hospital has the effect of helping the Hospital to grow. However, the public interest is the controlling factor.

The following day, the Hospital delivered to me and the City Manager a letter dated April 15, 2010, from Dennis Nelson, President of the Board of Directors of the Hospital, in which Mr. Nelson requested that arrangements be made for a work session with the Mayor and Council to discuss the Hospital's strategic plan for the transition of the Bisbee Fire Department's base hospital from its present provider to a higher level facility within the State's Trauma system in Tucson. In that letter, Mr. Nelson stated that the Hospital and Bisbee's Fire Department have maintained strong working relationships over time and that the Hospital wanted to collaborate to enhance the accessibility of the highest standards of emergency care for the community the Hospital and Bisbee serve. The City certainly agrees with those statements and has scheduled a work session for Thursday, April 29, 2010, to discuss how the health care needs of the community can be best served.

On April 19, 2010, the Hospital delivered to the City a revised version of the document previously delivered on April 7, 2010. This version of the document was entitled "Rationale to Change Base Hospitals". It reiterated the Hospital's earlier position regarding Bisbee's Fire Department by stating:

"The staff of the Bisbee Fire Department offer competent, professional care and a high level of service."

Again, that statement clearly indicates that the Hospital has no issue with the services provided by Bisbee's Fire Department.

Bisbee's current concern, however, is prompted by an email from you to the City Manager on April 19, 2010, the same date that the Hospital's "Rationale to Change Base Hospitals" document was delivered. In that email, you stated:

"We have documented several problems with [Bisbee Fire Department] response times etc (unfortunately we will present these at the work session) . . . Maybe we could compromise by utilizing another ambulance service for the Tucson transports. According to our legal counsel this can be done."

The timing of those statements is curious and, in light of the earlier statements by the Hospital to the contrary, makes it difficult for Bisbee not to view them as an attempt to somehow coerce Bisbee into acceding to the Hospital's demand that Bisbee change its base hospital. We certainly hope that this is not the case and that the base hospital issue will proceed on its own merits. As previously mentioned, the primary factor controlling Bisbee's decision as to whether it should change its base hospital is what will best serve the needs of the public.

If there were, in fact, issues regarding Bisbee Fire Department's response times, those issues should have been brought to the immediate attention of the City Manager pursuant to Sections

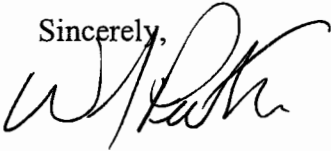
3.07(a) and (j) of the Bisbee City Charter. Those issues are separate and apart from the base hospital determination. Notwithstanding that those issues recently arose in the context of the Hospital's base hospital position, I suggest that you provide the specifics to the City Manager for investigation and remedial action if warranted. Those statements will in no manner affect Bisbee's decision regarding its base hospital.

The same holds true with respect to the Hospital's perceived threat to pursue an alternative means of transporting patients to a Tucson hospital. It is a matter wholly unrelated to the base hospital issue and will be given no consideration at the work session.

In conclusion, Bisbee invites the Hospital to present its views on the merits of the change in Bisbee's base hospital at the scheduled work session. The Hospital's presentation must be limited to what will best serve the needs of the public in the context of Bisbee's base hospital operations. Any other arguments will be considered inappropriate and not germane to the issue.

Thank you for your anticipated cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read 'W.J. Porter', written in a cursive style.

W.J. Porter
Mayor

4/19/16
From: J. Dickson

Rationale to Change Base Hospitals

Presented by Copper Queen Community Hospital

Overview

The Bisbee Fire Department plays a vital role in the response to our community's emergency care services and the Paramedics and the Department's Emergency Medical Technicians have a long standing collaborative working arrangement with the Copper Queen Community Hospital. Together our organizations provide the first line of intervention and care when someone is in need of emergency medical care. The staff of the Bisbee Fire Department offer competent, professional care and a high level of service.

Copper Queen Community Hospital also serves our region with a level of health care services not seen in other rural areas. The Hospital continues to add innovative and cost-effective ways to bring new services and better care to our patients. Most recently, we upgraded our Emergency Department staffing and service and were designated a Level IV Trauma Center by the State of Arizona. It is on that basis that we feel it important to address our community's full continuum of improved emergency care and have the City of Bisbee review the designation of a Base Hospital, which needs to reflect and enhance the level of care the Fire Department and Copper Queen Community Hospital are striving to deliver.

The Current Status

Sierra Vista Regional Medical Center is currently the designated Base Hospital for the Bisbee Fire Department, but it is not a state-designated Trauma Center, nor does it represent the significant level of care patients and health care professionals should expect for emergency services.

Copper Queen Community Hospital offers a higher level of care than other hospitals' emergency departments in Cochise County. This statement is supported by:

- The Emergency Department coverage by board certified Emergency Medicine physicians
- The aggressive manner the hospital staff treat critical conditions such as stroke and heart attack, supported by neurologists and cardiologists via telemedicine
- Patients extremely low waiting times, both time-to-triage and time-to-physician

Because Copper Queen Community Hospital has increased the standard of Emergency Department care, it is appropriate for the community's Base Hospital to represent that same commitment to a similar high and progressive level of care. Our physicians and hospital staff feel it is the best interest of our patients that the Base Hospital follow these same standards of the statewide Trauma Designation System.

What is a Base Hospital designation?

The Arizona Department of Health Services, Bureau of Emergency Medical Services sets the standards to be designated a Base Hospital.

- To meet those qualifications, a Base Hospital is responsible for:
 - quality pre-hospital patient management, emergency medical supervision and continuing education to EMS providers and Emergency Department staff
 - Administration and supervision of pre-hospital care rendered by Emergency Medical Service personnel and Fire Departments
 - Works with other designated Base Hospitals and EMS regulators to develop and implement system-wide EMS standards of care

While Sierra Vista Regional Medical Center has met the prehospita criteria to be a state-designated Base Hospital, it is lacking in round-the-clock emergency and critical intervention response services if a patient is taken to their emergency room.

Care Delivery Questions

Changing any system -- even for the better -- can create questions and concerns, especially when it impacts the delivery of emergency care services. Below are key questions raised by Bisbee Fire Department EMTs and paramedics.

Question: Will a Tucson Base Hospital restrict Fire Department staff's current certification to perform procedures such as RSI (rapid-sequence intubation)?

Answer: *According to Dawn Daniels, coordinator for Base Hospital activities at Tucson Medical Center, there would be no restrictions to currently certified paramedic practices.*

Question: Would Fire Department staff have to travel to Tucson to exchange their medication kits?

Answer: *Copper Queen Community Hospital commits to be the site for medication kit exchange in Bisbee, making this even more convenient than having to restock kits in Sierra Vista.*

Question: Would education only be offered at the Tucson Base Hospital for Fire Department staff?

Answer: *According to Dawn Daniels, coordinator for Base Hospital activities at the Tucson Medical Center, Hospital staff make routine trips to area communities, such as Douglas, and conduct education courses for the paramedics there.*

Recommendations

- Because the hospital's staff feels strongly about the importance of working with a State-designated Base Hospital, we are transporting a significant majority of our transfers to Tucson hospitals. Even though Sierra Vista Regional Medical Center is considered a Base Hospital, it does not have:
 - Adequate staffing of specialists on the call schedule

- Round-the-clock functioning of its cardiac cath lab
- A smoothly functioning admitting physician process

A Tucson Base Hospital would better represent our local EMS personnel and Fire Department and serve the population of patients that the Hospital transfers. Through the Hospital's Telemedicine alliances, Copper Queen Community Hospital professionals have developed strong working relationships with Tucson hospitals. The Tucson Base Hospitals offer a broad range of expertise in facilitating the stabilization and transfer of emergency care patients from rural hospitals and in guiding remote trauma services in particular.

Because of these many critical factors, the Hospital's Medical Staff and Board of Directors have voted to request a change in our Base Hospital.

Copper Queen Community Hospital recommends Tucson Medical Center (TMC) to be considered as our community's Base Hospital. TMC is well respected for its expertise and is already designated as a Base Hospital for 12 EMS and fire agencies across Southern Arizona.

Tucson Medical Center is an Advanced Life Support Base Hospital certified through the Arizona Department of Health Services, Bureau of Emergency Medical Services. TMC's Base Hospital program is managed and administered by medical directors and pre-hospital managers.

As a Base Hospital, TMC is responsible for quality pre-hospital patient management, emergency medical services (EMS) medical supervision, and continuing education to EMS providers and Emergency Department staff.

TMC Emergency Department Intermediaries use two state-of-the-art CAREpoint EMS Workstations to provide on-line radio and phone communications with field personnel. TMC administers and supervises prehospital care rendered by providers based with TMC. In collaboration with the other Base Hospitals and EMS regulators, TMC staff develops and implements system-wide EMS standards of care.



Copper Queen Community Hospital

April 15, 2010

Mr. Jack Porter, Mayor
Mr. Steve Pauken, City Manager
City of Bisbee
118 Arizona Street
Bisbee, AZ 85603

Gentlemen:

This letter is to request that arrangements be made for a work session between members of the City Council/Government and members of the Board of Directors/Medical Staff of Copper Queen Community Hospital. The mission of this group would be to discuss our mutual needs regarding rescue and inter-facility ambulance services and the impact of these services due to, and in anticipation of, the growth of health care services in our community. We want to formulate a strategic plan for the transition of the EMS Base station function of the Bisbee Fire Department from its present provider to a higher level facility within the State's Trauma system in Tucson.

The Hospital and local EMS system have maintained strong working relationships over time, and we want to collaborate to enhance the accessibility of the highest standards of emergency care for the community we all serve. We believe this group forum will encourage exploration of all aspects of the issues, and formulation of a positive strategic direction for Bisbee's emergency health providers.

Thank you for consideration of this request. Please contact me directly at 227-6612, or Analise Ige, CQCH Administrative Assistant, at 520-432-6421, e-mail aige@cqch.org to finalize arrangements.

Best Regards,

Dennis Nelson
CQCH Board of Directors President

From: Jim Dickson
To: John Charley &
Steve Pauken

Our Decision to Change Base Hospitals

Overview

Allow us to begin by stating that our decision to change our Base Hospital from Sierra Vista to Tucson does not represent a grievance against the Bisbee Fire Department. The paramedics and EMTs of the Bisbee Fire Department are very competent and professional and provide a high level of service.

As an institution, however, we are on a path of significant improvement and are currently providing a high level of care. We believe that our choice of Base Hospital should properly reflect our current standards and our plans to further enhance the delivery of care to our community.

Our Base Hospital needs to reflect and enhance the level of care we are striving to deliver.

The Main Issues

1 Sierra Vista does not represent a significantly higher level of care.

We are now practicing at a higher level than other Emergency Departments in Cochise County. This opinion is supported by:

- the extent of coverage by board-certified Emergency Medicine physicians
- the aggressive manner in which we treat critical conditions such as stroke and heart attack, supported by neurologists and cardiologist via our telemedicine programs
- our extremely low waiting times, both time-to-triage and time-to-physician

Because we have increased our level of care, we believe that it is appropriate for our Base Hospital to represent a high and progressive level of care as well.

2 We have achieved designation as a Level IV Trauma Center. Sierra Vista does not participate in the statewide Trauma Designation System.

We believe that is in the best interest of our patients that our Base Hospital participates in and follows the standards of the Trauma Designation System.

3 We are currently transporting a significant majority of our transfers to Tucson hospitals, due to issues with Sierra Vista such as:

- the lack of specialists on the call schedule
- the intermittent function of the cardiac cath lab
- the inhospitable nature of their admitting physicians

We believe that a Tucson Base Hospital would better represent and serve the population of patients that we transfer.

4 We have developed strong working relationships with several Tucson Hospitals as part of our Telemedicine alliance.

We believe that having a Tucson Base Hospital is a better reflection of the alliances that allow us to deliver a high level of care.

5 Tucson Base Hospitals have more experience than Sierra Vista with rural facilities like the Copper Queen.

We believe that a Tucson Base Hospital would represent a broader range of experience with rural hospitals in general and remote trauma in particular.

6 Both our Medical Staff and our Board of Directors have voted to change our Base Hospital.

These are the concerns that the Bisbee Fire Department has expressed to us:

1 They are concerned that a Tucson Base Hospital would restrict their current certification to perform procedures such as RSI (rapid-sequence intubation).

Response: I spoke with Dawn Daniels, coordinator for Base Hospital activities at the Tucson Medical Center. She believes that they would not restrict currently certified paramedic practices.

2 They are concerned that they would have to exchange their medication kits in Tucson instead of locally.

Response: We would commit to exchanging their medication kits here at the Copper Queen.

3 They are concerned that they would have to drive to Tucson for the majority of their education.

Response: Dawn Daniels, coordinator for Base Hospital activities at the Tucson Medical Center, says that they make routine trips to Douglas, for example, and conduct education courses for the paramedics there.

Steve Pauken

From: Jim Dickson [jdickson@cqch.org]
Sent: Wednesday, April 14, 2010 12:30 PM
To: jcharley@cityofbisbee.com
Cc: spauken@cityofbisbee.com
Subject: Assisted Living Center

John,

There are a lot of issues facing this hospital. I think we should delay the ALC thing until the Base Station issue is resolved. I am not sure working with the City on any project will be fruitful. The recent Base Station, lack of leadership decision, only confirms my longstanding impression. We invested time and money in planning years ago and ran into the same vacillation and "political expediency" problems.

Cooperation is a two way street. My Board is now going to begin the political process because of the current administration's inability to help the hospital progress and grow. In this town this is very counterproductive and will waste political capital. I will not have time or be able to work with you/city until this process is complete. This will start a new era of conflict between the City and its number one nongovernmental employer and biggest growth business. Sometimes leadership requires risk taking.....

Jim
James J. Dickson
CEO/Administrator
Copper Queen Community Hospital
520-432-6400

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Steve Pauken

From: Jim Dickson [jdickson@cqch.org]
Sent: Monday, April 19, 2010 2:42 PM
To: Steve Pauken
Subject: RE: Additional Information

Steve,

My Board has not left me this decision, I don't have a choice about this meeting.

It was my hope we could resolve this, but that appears not plausible.

I am still sorry this problem has gotten beyond concerns for patient care and caused you discomfort.

Jim

James J. Dickson
CEO/Administrator
Copper Queen Community Hospital
520-432-6400

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From: Steve Pauken [mailto:spauken@cityofbisbee.com]
Sent: Monday, April 19, 2010 1:58 PM
To: Jim Dickson; Ruth Kish; Daniel Roe; cobfire@cityofbisbee.com
Subject: RE: Additional Information

Jim:

You are not going to solve any problems by shooting off email messages. You assigned Ruth to meet with me and those meetings had just begun (one to be exact). We are not "lawyering up". We are just getting advice. My

advice would be to stop working around the end of the city administration, and return to doing what we agreed to do, which is let Ruth and I work on it. I respectfully request that the Hospital Board withdraw its request for a work session and allow the process to proceed.

Your "untoward behavior" has already made a lasting impression, and has made it nearly impossible to proceed in a cooperative fashion. As soon as we approach this situation as equal partners with a common community interest, the community we serve will be better off.

Steve

From: Jim Dickson [mailto:jdickson@cqch.org]
Sent: Monday, April 19, 2010 12:27 PM
To: spauken@cityofbisbee.com
Cc: cobfire@cityofbisbee.com; Ruth Kish; Daniel Roe
Subject: Additional Information

Steve,

I wanted to be sure that you all knew that the relationship with TMC is important with safe efficient and effective ambulance transport. There is also the fact that we will be bringing services for Gynecological and Oncology services through the enhanced relationship. I have also attached a talking points memorandum. We have been able to bring back and gain new services through these relationships with hospitals in Tucson. Why are we the only Hospital in Cochise County required to use Sierra Vista as a base station?

I hope we can compromise on this issue. Unfortunately, everyone is lawyering(closed session) up and the politics have started. We need this change for better patient care. Do you think it would be helpful to have a TMC representative there to answer all those questions raised in our discussions at the working session? They can write a letter in response to several of your concerns.

I find the billing issue irrelevant, I know all about cash flow which is not irrelevant. Has Fry threatened to pull the billing service? They do make money doing this and they are charging a fee. Why would they stop making money off of Bisbee? It's a shared overhead thing. We can probably do the billing but it will be for a fee and there is a learning curve.

I know that you all need another ambulance and the costs of adding another crew. We have documented several problems with response times etc(unfortunately we will present these at the working session). This may be a direct result of our growth and will further exacerbate as our volumes continue to increase. Maybe we could compromise by utilizing another ambulance service for the Tucson transports. According to our legal counsel this can be done. This would cut your volume and allow you to not add another crew. I know that would be a volume income thing. There has been some discussions by the Hospital Board in helping the City with a replacement vehicle. This was considered so that we could cooperate rather than make this a friction.

I cannot understand that you all do not see the patient care issues as "compelling". We will fight very hard to enhance patient care. This may cause some real hard times for both entities. This process in the end run will improve patient care, but it's so costly in funds and political capital. This issue is so important to us that I am willing to apologize for any untoward behavior of mine. I would like to resolve this to achieve the best care for the patients of Bisbee, Palominas and Douglas.

Jim

James J. Dickson
CEO/Administrator
Copper Queen Community Hospital
520-432-6400