Community Paramedicine Cohort 5 Graduates



SFFD EMS AND COMMUNITY PARAMEDICINE

FIRE COMMISSION REPORT JUNE 2023

DEPUTY CHIEF SANDY TONG

EMS DIVISION

Assistant Deputy Chief Niels Tangherlini June 2023

OPERATIONS

The EMS Division averaged 357 calls per day. This was identical to May, represented a slight decrease from April. Only one day saw call demand over 400.

Time on task for ambulances was approximately 90 minutes, which was slightly below May. As previously noted, time on task for ambulances includes response, on scene, transport, and patient turnover times. Time on task for SFFD ambulances have seen significant increases in the last decade related to increased traffic congestion and delays at hospitals. The EMS Division will continue to advocate for improvements in patient distribution and communication with hospitals along with additional EMS resources aimed at ensuring ambulances are available despite increasing demand and time on task.

During the month of June 46% of the call volume was dispatched as Code 3 responses. Code 3 responses are any response that could be related to a life or limb threatening injury or illness. These could be medical issues such as a heart attack or stroke or related to trauma such as an auto-pedestrian accident or gun hot wound. In subsequent commission reports the EMS Division will offer data about specific types of responses, such as numbers of auto pedestrian accidents in a month. Included will be a deeper investigation into care provided and destinations for patients.

The EMS Division market share dropped to 78% for the Month of June. This represented a decrease over May and a 2% increase from April but was still below the 85% high in November 2022. The goal of the EMS Division is to be at a market share of at least 80%.

During the month of June, the EMS Division treated 146 cardiac arrests. Of these, resuscitation was attempted on 51 patients resulting in 40 being transported to the hospital and 11 efforts being terminated in the field. Data reported to the national Cardiac Arrest Registry to Enhance Survival (CARES) database includes the 27 patients that had a witnessed cardiac arrest, 6 who had a rhythm that could be shocked with a defibrillator, and the 17 that had bystander CPR, or an AED used. Of these patients, 19 had Return of Spontaneous Circulation (ROSC) at the ED, which means SFFD reports a 38% save rate for the month of June 2023. This data is used to calculate an annual percentage of cardiac arrests successfully resuscitated in cities across the United States.

Data from the EMS Division's CQI section revealed that Narcan use for the quarter ending on June 30th eclipsed that of any quarter since this data began being tracked in 2019. In fact, the Department's paramedics have administered 855 doses of Narcan in the three-month period, April through June. This was more Narcan than was administered for the first six months of 2019. The overdose death rate for San Francisco is on pace to see over 800 people die from overdoses, mostly related to the ongoing opioid crisis. The mortality rate would be much higher without the prompt and effective care of the EMS Division. The EMS Division is taking a leadership role in formulating improved access to substance abuse treatment for people suffering from opioid use disorder.

On June 8th, members of the EMS command staff and field providers participated in a table-top MCI drill conducted by the LEMSA at their offices. This drill brought together field and hospital providers, as well as representatives from the SFDPH Public Health Emergency Preparedness and Response (PHEPR) and the SF Medical Examiner's office, to talk through a scenario involving over 100 patients. This is an early exercise to

help plan for a larger scale training. Such training is aimed at improving existing operational plans and identifying improvements in how all city agencies could respond to an MCI.

On June 25th, members of the EMS Division joined the Command Staff and other members of the Department in marching in the annual SF Pride Parade. This year represented the first year that the Department's contingent of apparatus included an ambulance.

On June 30th, the EMS Division hosted 25 high-school students participating in the Mayor's Office youth program, Operation Genesis. This is a program aimed introducing high school students to all aspects of public safety. These students had an opportunity to learn about what it takes to become an EMT or paramedic and have a chance to try some hands-on skills such as CPR and stop the bleed. The students had a great time and special thanks to members of the EMS Division and the Division of Training who made it such a success.

NOTABLE ACTIVITIES

Everyday members of the EMS Division provide lifesaving care and support to the citizens and visitors to the City and County of San Francisco. This may include restarting the heart of a cardiac arrest victim, relieving pain from a broken bone, or simply assuring someone with a kind word or warm blanket. Each of these responses is notable in some way, but here are several examples of some of the care being provided by the EMS Division:

- 1. On June 10th, Engine 11, M62, and RC3 treated a patient experiencing an allergic reaction. The crews received kudos from the Chief of the Boston Fire Department who was related to the patient who relayed the excellent care he received while visiting San Francisco.
- 2. On June 13th M62 had an on view of a person experiencing a cardiac arrest just outside the VA hospital. The crew joined staff from the hospital in successfully achieving Return Of Spontaneous Circulation (ROSC) for this patient.
- 3. On June 16th Engine 9, M81, and RC3 responded to an 11-month-old unresponsive patient. The patient had reportedly become unresponsive while eating. Crews worked on the patient's airway and breathing. The patient had a strong pulse throughout the event and is expected to have a good recovery.
- 4. June 27th Engine 36, M52 and M66 were backed up by SCRT3 and 5 in treating two overdose patients. Both patients were treated with CPR and Narcan. Both patients had ROSC with one becoming fully conscious while being transported to the hospital. Both are expected to recover.





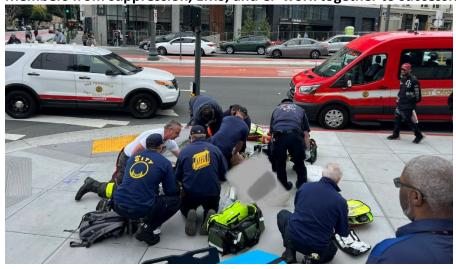
Medic 81 as part of the SFFD contingent in the San Francisco Pride Parade.



Members of the EMS Division lead a discussion with high school students about careers in EMS.



Members from suppression, EMS, and CP work together to successfully resuscitate two overdose victims.

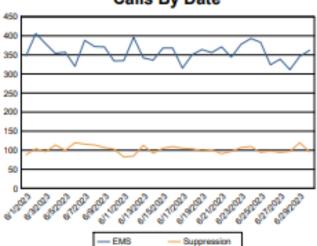


SFFD ACTIVITY SUMMARY - June 2023

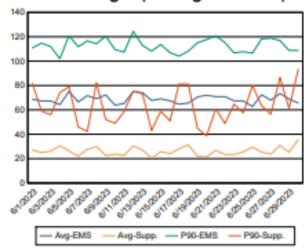
SFFD Activity Summary From 06/01/2023 To 06/30/2023

Call Date	EMS Calls Su	ppression Calls	Total Calls	EMS Call Avg. (Min)	Transport Avg. (Min)	Suppression Avg. (Min)	EMS S P90 (Min)	Suppression P90 (Min)
06/01/2023	348	88	436	68.75	89.65	27.15	110.79	81.73
06/02/2023	406	104	510	67.25	92.11	24.99	114.70	59.00
06/03/2023	379	96	475	67.28	89.52	26.24	111.90	55.96
06/04/2023	354	114	468	64.22	86.06	30.56	101.90	74.09
06/05/2023	357	100	457	75.09	96.16	26.25	120.85	78.84
06/06/2023	320	120	440	66.41	91.62	22.00	111.82	45.94
06/07/2023	388	116	504	71.66	93.02	27.49	116.56	42.20
06/08/2023	372	114	486	69.17	92.93	29.87	114.22	82.13
06/09/2023	371	107	478	72.31	95.35	22.50	120.43	52.20
06/10/2023	334	103	437	63.84	88.97	23.52	109.59	48.95
06/11/2023	335	82	417	65.17	86.05	22.70	107.31	58.30
06/12/2023	396	85	481	75.01	95.87	30.35	124.38	75.54
06/13/2023	342	113	455	74.09	91.81	27.10	112.91	73.18
06/14/2023	336	92	428	67.69	88.49	20.35	108.22	43.10
06/15/2023	368	105	473	69.04	90.12	25.67	113.69	58.79
06/16/2023	368	110	478	67.47	87.58	23.95	106.98	50.95
06/17/2023	315	105	420	64.52	86.68	28.00	104.10	81.19
06/18/2023	351	104	455	65.60	88.26	31.27	108.12	81.26
06/19/2023	364	98	462	70.51	91.79	22.09	115.12	44.85
06/20/2023	356	101	457	72.05	91.65	21.34	117.63	38.62
06/21/2023	371	91	462	70.77	92.57	26.77	120.90	60.70
06/22/2023	344	97	441	70.80	93.29	23.27	115.08	48.81
06/23/2023	378	107	485	67.46	87.71	23.33	106.68	64.75
06/24/2023	393	110	503	67.26	86.94	25.58	107.66	57.55
06/25/2023	383	94	477	62.69	85.80	29.49	106.53	79.81
06/26/2023	324	98	422	72.37	92.68	25.28	118.23	63.46
06/27/2023	339	94	433	67.93	92.04	23.73	118.90	56.50
06/28/2023	311	97	408	73.34	92.46	30.87	116.87	86.37
06/29/2023	346	120	466	68.90	88.97	25.16	108.77	61.23
06/30/2023	362	96	458	65.60	90.07	35.64	108.65	93.22





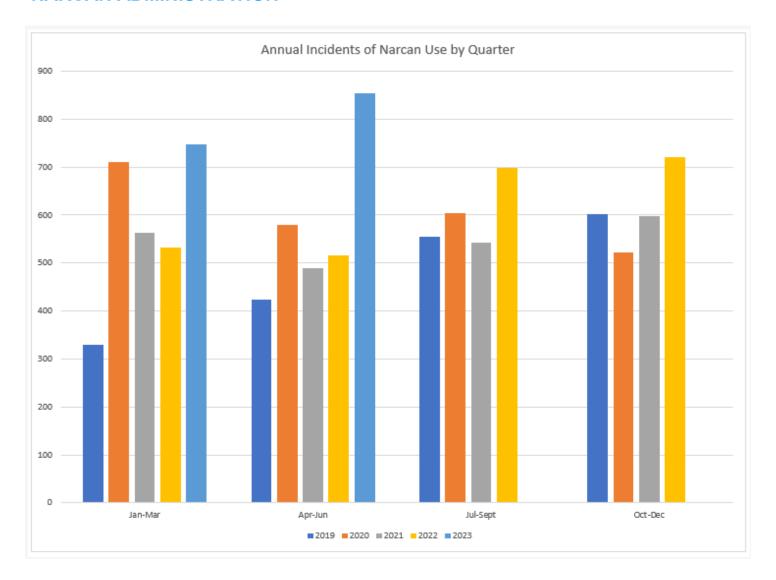
Call Length (Average and P90)



San Francisco Fire Department Incident Distribution - Individuals Experiencing Homelessness (Last 6 Months)

		No)	Ye	5	Total
EMS6	2023/01	74	59%	52	41%	126
	2023/02	64	44%	83	56%	147
	2023/03	86	51%	83	49%	169
	2023/04	93	56%	74	44%	167
	2023/05	119	57%	88	43%	207
	2023/06	92	49%	97	51%	189
	2023/07	12	55%	10	45%	22
Fire Incidents	2023/01			87		87
	2023/02			80		80
	2023/03			93		93
	2023/04			82		82
	2023/05			73		73
	2023/06			47		47
Medical Incidents	2023/01	5,889	78%	1,673	22%	7,562
	2023/02	5,245	78%	1,508	22%	6,753
	2023/03	5,549	75%	1,803	25%	7,352
	2023/04	5,444	77%	1,648	23%	7,092
	2023/05	5,503	79%	1,507	21%	7,010
	2023/06	5,315	76%	1,650	24%	6,965
	2023/07	585	76%	183	24%	768

NARCAN ADMINISTRATION



	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Annual Total
2019	329	423	555	602	1909
2020	711	579	605	522	2417
2021	564	490	542	597	2193
2022	533	517	699	721	2470
2023	747	855	0	0	1602

COMMUNITY PARAMEDICINE DIVISION

Assistant Deputy Chief Simon Pang June 2023

Program Overview and Timeline

Program	Service Population	Launch Date	Full Implementation
EMS-6	Frequent 911 users	January 31, 2016	
Street Crisis	Community members	November 30, 2020	7 th team added May
Response Team	in behavioral crisis &		28, 2022 (EMD on
	requiring well-being		June 22, 2022)
	checks		
			SWRT reconfigured
			March 4, 2023
Street Overdose	Overdose response	August 2, 2021	2 nd team added June
Response Team			27, 2022

Community Paramedicine Division Highlights

- Community Paramedicine Training Cohort 5: Ten (10) members of our fifth cohort of community
 paramedic students successfully graduated our six (6) week training course, led by Captain Daniel
 Nazzareta and supported by EMS Lieutenant Scott Ward. Since 2017, the Community Paramedicine
 Division has trained 72 community paramedics, which we believe qualifies us as the largest community
 paramedicine training program in the state of California.
- Suboxone Multi-Agency Quality Improvement Group: EMS & CP Division CQI captains and Medical Directors continue to lead a bi-weekly, multi-agency Suboxone quality improvement review. Since our paramedics' scope was expanded to include pre-hospital Suboxone on April 1st, 2023, the Fire Department has had twenty (20) pre-hospital inductions of Suboxone.
- Base Hospital Physician Training Presentation: Section Chief of Administration, Michael Mason, presented to a group of UCSF residents who serve as base hospital physicians at Zuckerberg San Francisco General Hospital. The presentation included common scenarios community paramedics face in the field and best practices for how base hospital MDs can support our collective work.
- Emergency Triage, Treat, and Transport (ET3) Presentation: EMS & CP Division leadership presented an analysis of our patient care report data cross referenced against insurance reimbursement rates at a national virtual workshop hosted by the Centers for Medicare & Medicaid Services (CMS). The ET3 model was a 5-year pilot program managed by CMS whose aim was to explore alternative reimbursement models for EMS activities, such as community paramedicine, which do not involve transport to an emergency room. The insights gained by this analysis will help support our EMS & CP programming towards the goal of increasing sustainability.
- Involuntary Mental Health Hold (5150) Training: We are continuing to expand the number of community paramedics trained in placing involuntary mental health holds (5150s). In addition to the previously trained community paramedic captains, twenty-three (23) front-line community paramedics received training from our DPH partners. These members will receive additional training on internal Division processes & policies before they are authorized to expand their scope of practice.

EMS-6

Operational period: 6/1/2023 - 6/30/2023

Total encounters: 344

Average encounters per day: 11.46

Average connection rate to resource: 42%

Utilization changes of top 20 utilizers engaged by EMS-6 from month before the operational period to

current: -49%

Encounter Type	Previous	Current
Outreach	150	159
Consult	136	113
911 - EMS6 special call	33	40
911 - EMS6 self-assigned	28	23
Case Conference	11	8
Conservator Show of Support	1	1
	359	344

Resource	Referrals Offered	Connections Made	Connection Rate
Sobering Center	27	19	70%
Psychiatric Services	3	2	67%
Shelter - Long Term	7	3	43%
Social Services	12	5	42%
Shelter - Short Term	6	2	33%
Clinic	9	2	22%
Substance/Dual Diagnosis Treatment	15	2	13%
Joe Healy Detox	3	0	0%
Homeward Bound	1	0	0%
Homeless Outreach Team	0	0	0%
Hummingbird	0	0	0%
Navigation Center - Pathway to Housing	0	0	0%
Navigation Center - Time Limited	0	0	0%
	83	35	42%

SCRT

Operational period 6/1/2023 – 6/30/2023

Total Calls for Service: 1170 Average Response Time: 15.88 Average on Scene Time: 46.11

Disposition All Calls for Service

Non-ambulance transport to non-ED resource	192	16.41%
Ambulance transport to ED	251	21.45%
Remained in the community	486	41.54%
Unable to Locate	179	15.30%
Walked Away	62	5.30%
Total	1170	100.00%

Disposition Engaged Individuals Only

Non-ambulance transport to non-ED resource	192	20.67%
Ambulance transport to ED	251	27.02%
Remained in community	486	52.31%
Total	929	100.00%

5150

Grave disability	10
Self-harm	15
Harm to others	1
Total	26

Police Presence on Scene

		Percent of total calls for service (1170)
PD On Scene Prior to Arrival	26	2.22%
PD requested by SCRT	15	1.28%
SCRT requested by PD	30	2.56%
PD arrived without request	2	0.17%
Total Incidents with PD present on scene	73	6.24%

Assistance provided by Police

		Percent of total calls for service (1170)
Immediate danger to personnel or public	6	0.51%
Assist with Restraints	4	0.34%
Scene Management	18	1.54%
Total	28	2.39%

Destination of Non-Emergency Transport

5 , ,		
Shelter	72	38%
Mental Health Facility	18	10%
Community Clinic	11	6%
Sobering Center	48	25%
Treatment Program	1	1%
Other Destination (Case management, ride home, food kitchen, etc.)	39	21%
Total	189	100%

SCRT Successes:

• Multi-Division Collaboration to Support High-Utilizer: A high-utilizer with 23 SFFD EMS encounters in 2023 was connected to Medication-Assisted-Treatment and shelter by multiple Department Divisions working in coordination. The individual, an unsheltered 63-year transgender person with opioid use disorder, was identified by a medic unit and EMS-6 was activated. The EMS-6 captain identified the individuals needs, and in coordination with an SCRT unit, transported the person directly to the Maria X Martinez clinic where they received a prescription for Suboxone. Directly following the clinic visit community paramedic members secured a shelter bed for the client and transported them directly there, with follow-up care scheduled from our DPH partners.

SORT

Operational period: 6/1/2023 - 6/30/2023

Calls for Service: 77
Total Encounters: 71

Total Encounters with a Confirmed Overdose: 48

Suboxone Starts (including facilitating connection to Suboxone): 4

Clients who Accepted Harm Reduction Supplies: 37

Clients who accepted Narcan Rescue Kit: 36

New Community Paramedic Graduates with Command Staff



San Francisco Fire Department

EMS and CP Divisions

Acronyms/Abbreviations/Terms

5250	14-day hold placed after a 5150	CP
800B	Police code for "report of mentally disturbed person", B priority	CP
	(non-violent, no weapon)	
910B	Police code for "check on wellbeing", B priority (non-violent,	CP
	no weapon)	
AB1544	CA State Assembly Bill 1544 codifies Community	CP
	Paramedicine into the CA Health & Safety Code	
ABC's	Airway, Breathing, Circulation	Training
ACLS	Advanced Cardiac Life Support	Training
ADU	Acute Diversion Unit	CP
AED	Automatic External Defibrillator	Training
ALS	Advanced Life Support	MCI/Training
AMA	Against Medical Advice	Operations
Amb	Ambulance	Operations
AMS	Altered Mental Status	Training
AOS	Arrived on Scene	Operations
AOT	Assisted Outpatient Treatment (Laura's Law)	CP
APS	Adult Protective Services	CP
ASA	Aspirin	Training
AUD	Alcohol Use Disorder	CP
BLS	Basic Life Support	MCI/Training
BP	Blood Pressure	Training
BVM	Bag Valve Mask	Training
CaCl	Calcium Chloride	Training
CAL-MAT	California Medical Assistance Team	MCI
CCP	Casualty Collection Point	Active Shooter
CCP Leader	Casualty Collection Leader	Active Shooter
CDMIN	California Disaster Medical Network	MCI
CDPH	California Department of Public Health	MCI
CECC	Central Emergency Communication Center	Operations
CHF	Congestive Heart Failure	Training
CIT	Crisis Intervention Team (SFPD)	CP
CIWA	Clinical Institute Withdrawal Assessment	CP
CM	Case Manager	CP
COPD	Chronic Obstructive Pulmonary Disease	Training
СР	Community Paramedic	CP
cows	Clinical Opioid Withdrawal Scale	CP
CP1	ADC CP Division	CP
CP2	Section Chief of Operations, CP Division	CP
CP3	Section Chief of Administration, CP Division	CP
CP5	Field Community Paramedic Rescue Captain	CP
CPR	Cardio-Pulmonary Resuscitation	Training
CQI	Continuous Quality Improvement	Operations
C-Spine	Cervical Spine	Training
D ₁₀ W	Dextrose 10% in water	Training
_ 1000	DOMESCO TO /V III WALCI	anmig

D ₂₅ W	Dextrose 25% in water	Training
		<u> </u>
D ₅₀ W	Dextrose 50% in water	Training
DEM	Department of Emergency Management	MCI
DKA	Diabetic Ketoacidosis	Training
DMAT	Disaster Medical Assistance Team	MCI
DMORT	Disaster Mortuary Team	MCI
DNR	Do Not Resuscitate	Training
DOA	Dead on Arrival	Operations
DOC	Department Operations Center	MCI
DPH	Department of Public Health	MCI
DPH-OCC	Department of Public Health Office of Care Coordination	CP
DUCC	Dore Urgent Care Clinic – a behavioral health clinic	CP
DX	Diagnosis	Operations
ECG	Electro-Cardiogram	Training
ED	Emergency Department	Training
EDCM	Emergency Department Case Management	CP
EDIE	Emergency Department Information Exchange	CP
EMS	Emergency Medical Services	MCI/Training
EMS1	Assistant Deputy Chief, EMS Division	Operations
EMS2	Section Chief, EMS Operations	Operations
EMS6	Responds to frequent 911 users	Operations
EMS6A	Field Unit Call Sign (Alpha)	CP
EMS6B	Field Unit Call Sign (Bravo)	CP
EMS6C	Field Unit Call Sign (Charlie)	CP
EMS6D	Field Unit Call Sign (Delta)	CP
EMSA	Emergency Medical Services Agency	Operations
EMT	Emergency Medical Technician	Operations
EOC	Emergency Operations Center	MCI
EOP	Emergency Operations Plan	MCI
Epi	Epinephrine	Training
ESF	Emergency Support Function	MCI
ET3	A new reimbursement/billing framework designed to reimburse	CP
	providers for non-ED transports or treat in place scenarios	
ETT	Endotracheal Tube	Training
FEMA	Federal Emergency Management Agency	MCI
FF/PM	Firefighter Paramedic	Operations
G	Gram	Training
GCS	Glasgow Coma Scale	Training
GYN	Gynecological	Training
HazMat	Hazardous Materials Incident	Training
HICT	High Intensity Care Team	CP
HIPAA	Health Insurance Portability and Accountability Act of 1996	CP
	(regulations protecting the privacy and security of certain health	
1107	information)	0.0
HOT	Homeless Outreach Team	CP
HR360	Health Right 360 (a community-based organization)	CP
HSOC	Healthy Streets Operation Center (Mayor's response task force for	CP
	unhoused)	<u> </u>
HTN	Hypertension	Training
I&Q Site	Isolation and Quarantine Site (COVID)	CP

IC	Incident Commander	Active Shooter
ICM	Intensive Case Management	CP
ICS	Incident Command System	MCI
ICU	Intensive Care Unit	Operations
IM	Intramuscular	Training
IN	Intranasal	Training
IO	Intraosseous	Training
IV	Intravenous	Training
IVP	IV Push	Training
J		•
JEOC	Joule (electrical measurement)	Training MCI
	Joint Emergency Operations Center	
kg LEMSA	Kilogram	Training
	Local Emergency Medical Services Agency Level of Consciousness	Operations
LOC		Training
lpm	Liter Per Minute	Training
Lt49	Lieutenant, Station 49	Operations
LUCAS	Lund University Cardiopulmonary Assist System (mechanical chest	Operations
MAD	compression device)	Training
MAD	Mucosa Atomizer Device	Training
MAP	Managed Alcohol Program Medication-Assisted Treatment	CP CP
MAT		
max	Maximum	Training
mcg	Microgram	Training
MCI	Multi-Casualty Incident	MCI
ME	Medical Examiner	Operations
meds	Medications	Training
mEq	Milliequivalent	Training
mg	Milligram	Training
MGS	Medical Group Supervisor	MCI
MHOAC	Medical/Health Operational Area Coordinator	MCI
min.	Minute	Training
MI	Myocardial Infarction	Training
ml	Milliliter	Training
MMRT	Mobile Medical Response Team	CP
MOU	Memorandum of Understanding	Operations
MVA	Motor Vehicle Accident	Operations
NDMS	National Disaster Medical System	MCI
NIMS	National Incident Management System	MCI
NPA	Nasopharyngeal Airway	Training
NPO	Nothing per mouth	Training
NS	Normal Saline	Training
NTG	Nitroglycerin	Training
NTI	Nasal Tracheal Intubation	Training
OA	Operational Area	MCI
OB	Obstetrical Commission	Training
OES	Office of Emergency Services	MCI
OPA	Oropharyngeal Airway	Training
OTC	Over the Counter	Training
OTI	Oral Tracheal Intubation	Training
OUD	Opioid Use Disorder	CP
PACC	Post-Acute Community Conservatorship	CP

PALS	Pediatric Advanced Life Support	Training
PDC	Patient Distribution Center	MCI
PDT	Patient Declines Transport	Operations
PEA	Pulseless Electrical Activity	Training
PERRLA	Pupils equal, round, and reactive to light and accommodation	Training
PGO	Public Guardian Office	CP
PHI	Protected Health Information	CP
PM	Paramedic	Operations
PO	By Mouth	Training
POV	Privately Owned Vehicle	Operations
	As Needed	
prn PSH		Training CP
PT	Permanent Supportive Housing Patient	
PTA	Prior to Arrival	Operations
		Operations
QRS	Parts of Cardiac Contraction Complex	Training
RAMS	Richmond Area Multi-Services (a community-based	CP
B/O	organization) Rule Out	Training
R/O RC		Training Operations
RC1	Rescue Captain	
	Rescue Captain Field Unit 1	Operations
RC2	Rescue Captain Field Unit 2	Operations
RC3	Rescue Captain Field Unit 3	Operations
RC4	Rescue Captain Field Unit 4	Operations
RC49	Rescue Captain, Station 49	Operations
RC5	Rescue Captain Field Unit 5	Operations
RDMHC	Regional Disaster Medical/Health Coordinator	MCI
RDMHS	Regional Disaster Medical/Health Specialist	MCI
RGS	Rescue Group Supervisor	Active Shooter
RIS	Rapid Intoxication Scale	CP Character
RMM	Rescue Medical Manager	Active Shooter
ROI	Release of Information	CP
ROSC	Return of Spontaneous Circulation	Operations
RTF	Rescue Task Force	Active Shooter
SBP	Systolic Blood Pressure	Training
SCRT	Street Crisis Response Team	CP
SEMS	Standardized Emergency Management System	MCI
SFFD	San Francisco Fire Department	MCI
SFPD	San Francisco Police Department	MCI
SGA	Supraglottic Airway (airway device)	Operations
SIP Site	Shelter in Place Site (COVID)	CP
SL	Sublingual	Training
SORT	Street Overdose Response Team	CP
SP	Shared Priority	CP
SPA	Service Provider Agreement	Operations
SQ	Subcutaneous	Training
START	Simple Triage and Rapid Treatment	Operations
SUD	Substance Abuse Disorder	CP
SVT	Supraventricular Tachycardia	Training
SW	Social Worker	CP
SWRT	Street Wellness Response Team	CP CP
TEMS	Tactical Emergency Services Team	Active Shooter

Title 22	The section of the California Health & Safety Code which pertains to	CP
	Emergency Medical Services	
TKO	To Keep Open	Training
TWUCC	Tom Waddell Urgent Care Clinic Golden Gate Ave	CP
Tx	Treatment	Operations
UOA	Upon Our Arrival	Operations
UTL	Unable to Locate	Operations
V-Fib	Ventricular Fibrillation	Training
V-Tach	Ventricular Tachycardia	Training
WPIC	Whole Person Integrated Care	CP