

Medicare Ground Ambulance Data Collection Instrument



Staffing and Labor Costs (Section 7)

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Overview

- Today's session is an overview of the staffing and labor costs section of the Medicare Ground Ambulance Data Collection Instrument (Section 7).
- More information is available from the Ambulances Services Center website (<https://www.cms.gov/Center/Provider-Type/Ambulances-Services-Center.html>), including:
 - A printable version of the instrument.
 - A frequently asked questions (FAQ) document.
 - Slides from prior webinars.

Section 7 Summary

Question 1: Which staff categories are relevant to your ground ambulance organization?

To respond to Question 1, you must assign staff members to categories following the instructions in the instrument.

Sections 7.1 and 7.2: If you have any *paid* staff, report the following by staff category:

- Total annual compensation
- Total hours worked annually
- Total hours worked annually unrelated to ground ambulance

Section 7.3: If you have any *volunteer* staff, report the following by staff category:

- Total number of volunteers and hours worked annually
- Total hours worked annually unrelated to ground ambulance
- Total costs associated with volunteers

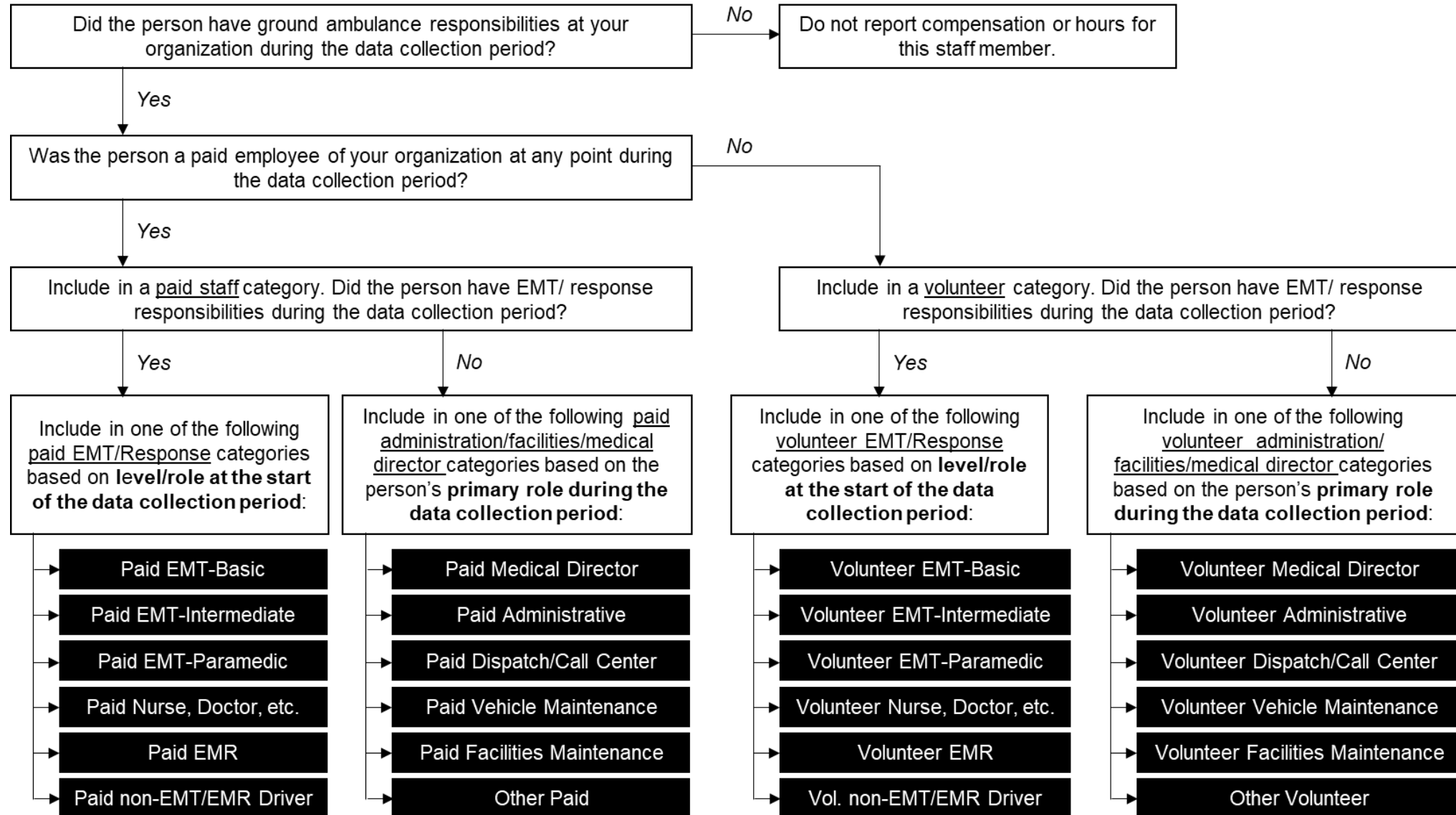
Section 7, Question 1

Section 7, Question 1: Please indicate if your organization had paid staff (full and/or part time) and/or used volunteer staff in each of the following categories during the data collection period (check all that apply).

Staff Category	Paid Staff	Volunteer Staff
EMT/Response Staff	<input type="checkbox"/>	<input type="checkbox"/>
EMT – Basic	<input type="checkbox"/>	<input type="checkbox"/>
EMT – Intermediate	<input type="checkbox"/>	<input type="checkbox"/>
EMT – Paramedic	<input type="checkbox"/>	<input type="checkbox"/>
Nurse, doctor, respiratory therapist, or other medical staff	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Medical Responder (EMR)	<input type="checkbox"/>	<input type="checkbox"/>
Ambulance Driver (non-EMT/EMR)	<input type="checkbox"/>	<input type="checkbox"/>
Medical Director	<input type="checkbox"/>	<input type="checkbox"/>
Administration/Facilities Staff	<input type="checkbox"/>	<input type="checkbox"/>
Administrative (clerical, human resources [HR], billing, IT support, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Management (executive, public information officer, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Dispatch / Call Center	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
Facilities Maintenance (janitorial staff, laundry, repairs, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Other not reported above (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Programming Note: If your organization includes fire, police or other public safety responsibilities, your presentation of this table will also break down categories by “with fire/police/public safety roles” vs. not.

Section 7, Question 1: How to Assign Staff to Categories



Section 7, Question 1: How to Assign Staff Categories

- Each staff member should contribute to **only one labor category for the purposes of Section 7**, even if they perform multiple roles in your organization.

Staff Member	Category for Reporting
A paid EMT-Basic who also performs administrative duties	Paid EMT-Basic
A paid EMT-Paramedic who volunteers additional unpaid hours	Paid EMT-Paramedic
A paid administrator handling billing and clerical duties and occasional vehicle maintenance	Paid administration/facilities category based on the primary responsibility
A volunteer EMT-Intermediate who became a volunteer EMT-Paramedic during the data collection period	Volunteer EMT-Intermediate
A volunteer EMT-Basic who became a paid EMT-Basic during the data collection period	Paid EMT-Basic
A paid EMT-Paramedic with only air ambulance responsibilities	Not reported

Section 7, Question 2

If you did not select any of the categories in Section 7, Question 1, you will be asked to report reasons why:

- a. This labor category is part of our ground ambulance operation but is paid for or provided at no cost by another entity.
- b. One or more staff do perform these functions, but we assigned these staff to another category per the instructions.
- c. We do not have staff in this labor category related to our ground ambulance operation and/or we contract with another organization for this role.
- d. Other (please specify:)

Section 7.1, Question 1

- **Section 7.1, Question 1:** This question asks about paid EMT/Response staff (both full and/or part time) in your organization during the data collection period.

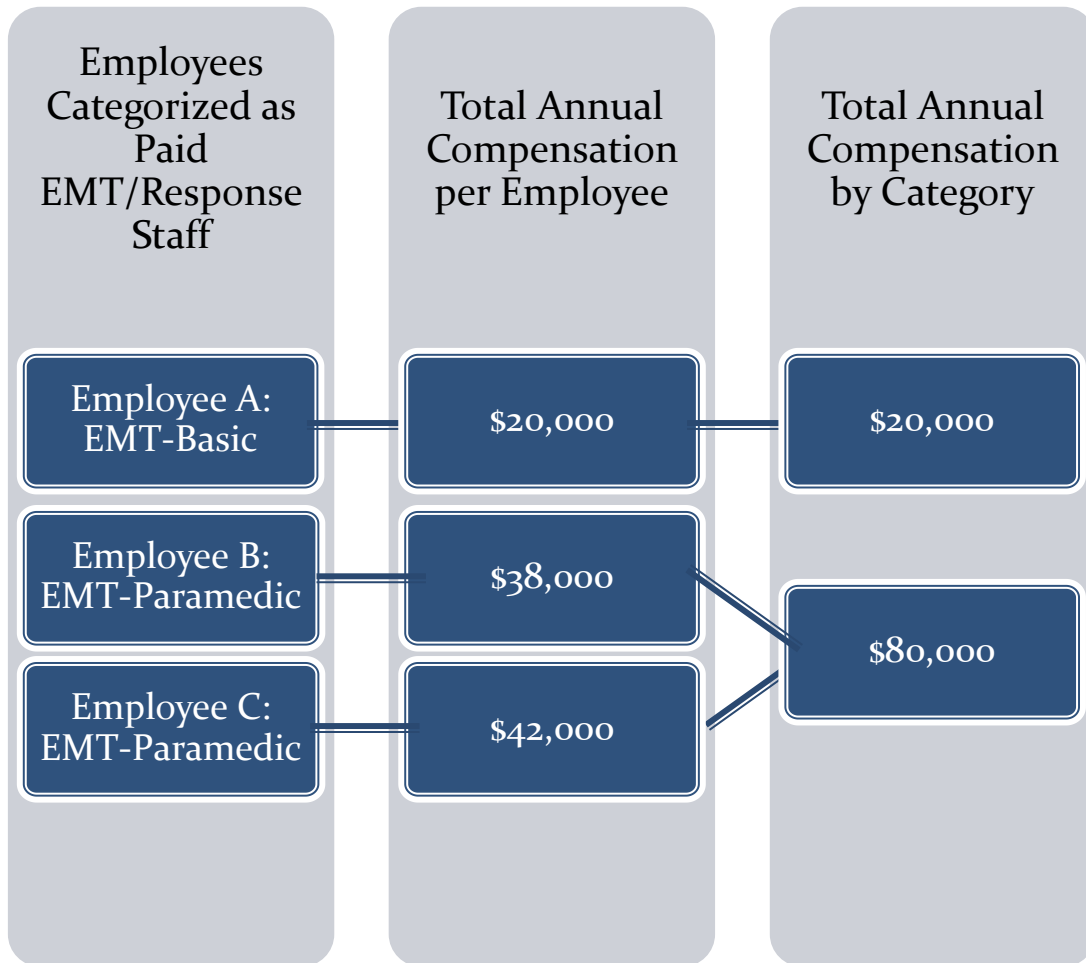
Staff Category	Total annual compensation for paid EMT/response staff	Total hours annually for paid EMT/response staff	Hours worked annually unrelated to ground ambulance duties
EMT – Basic	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
EMT – Intermediate	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
EMT – Paramedic	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
Nurse, doctor, or other medical staff	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
Emergency Medical Responder (EMR)	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
Ambulance Driver (non-EMT/EMR)	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>

Programming Note: Rows will appear only for the staff categories you use.

Section 7.1: Total Annual Compensation

- Report **total compensation** for ALL paid staff in each of the EMT/response categories.
 - Includes salary/wages and, when applicable, benefits (e.g., healthcare, paid time off [PTO], retirement, stipends, life insurance), overtime, training time, and callback and standby pay for paid staff.
- If one or more components of compensation costs (e.g., benefits) were paid by another entity with which you had a business relationship (e.g., a municipality that you serve), please obtain and include these costs when you report total compensation.
 - If only total costs in a category are available from another entity (e.g., total benefits costs across all staff), please allocate to labor categories based on salary or wages across labor categories.

Section 7.1: Total Annual Compensation, Non-Public Safety Example

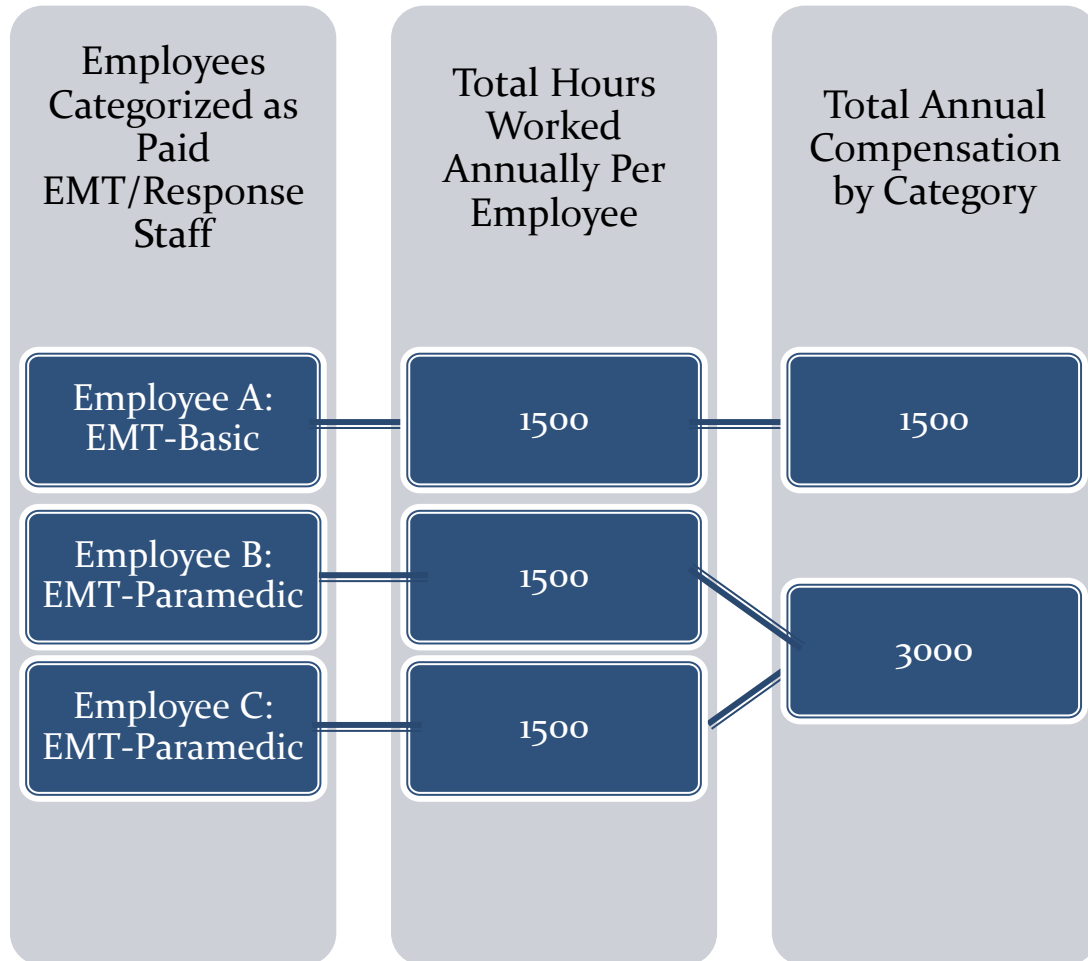


Staff Category	Total annual compensation for paid EMT/ response staff	Total hours annually for paid EMT/ response staff	Hours worked annually unrelated to ground ambulance
EMT – Basic	\$20,000	Hours	Hours
EMT – Paramedic	\$80,000	Hours	Hours

Section 7.1: Total Hours Worked Annually for paid EMT/Response Staff

- Report **total hours worked annually** by paid EMT/response staff (including full- and part-time staff) in each category
- Include hours for ground ambulance AND other activities
- Other activities may include:
 - Air ambulance operations
 - Healthcare delivery unrelated to ground ambulance, such as work in a clinic
 - Public health responsibilities
 - Community education and outreach
 - Community paramedicine
 - Any other responsibility unrelated to ground ambulance activities

Section 7.1: Total Hours Worked Annually for ALL paid EMT/ Response Staff, Non-Public Safety Example

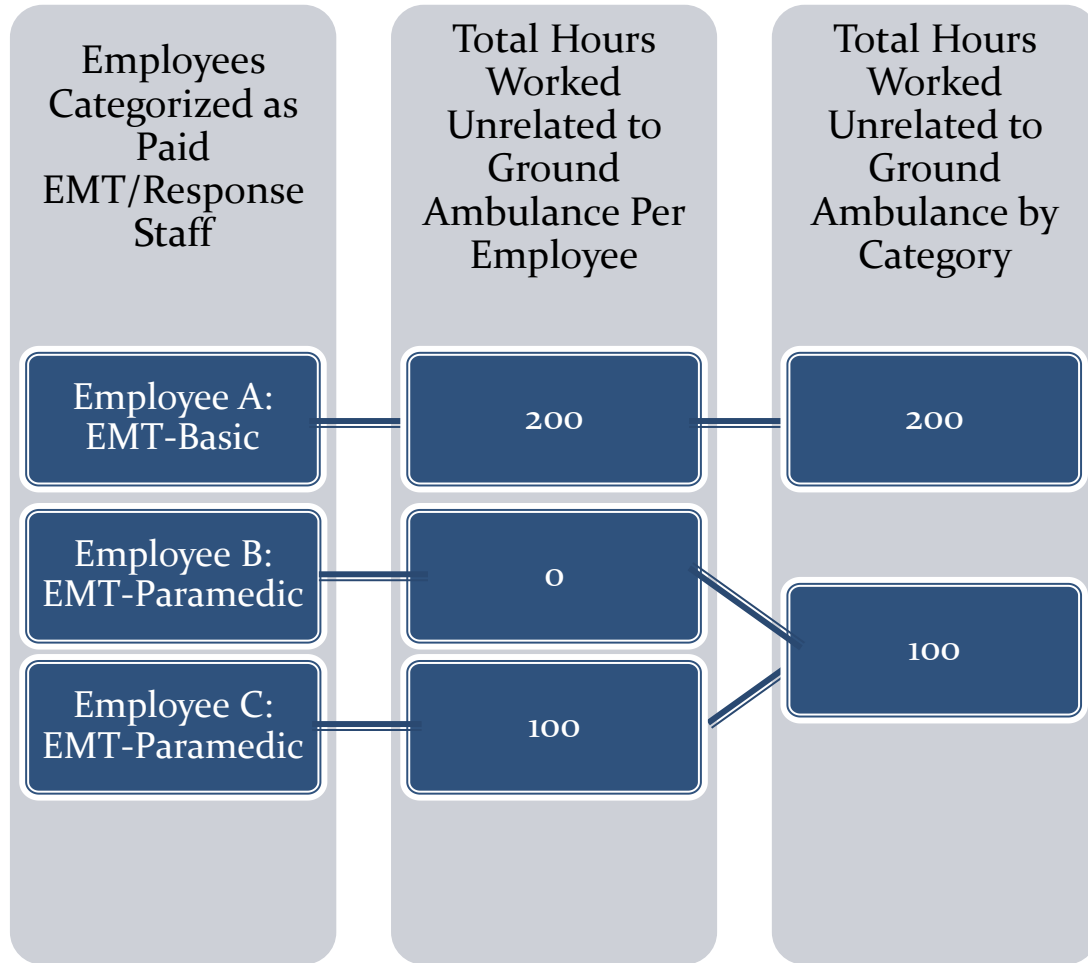


Staff Category	Total annual compensation for paid EMT/ response staff	Total hours annually for paid EMT/ response staff	Hours worked annually unrelated to ground ambulance
EMT – Basic	\$20,000	1500	Hours
EMT – Paramedic	\$80,000	3000	Hours

Section 7.1: Hours Worked Annually Unrelated to Ground Ambulance

- For the same paid EMT/response staff that contributed to total worked hours reported in the prior question, report **hours worked annually** in each staff category that were **unrelated to ground ambulance responsibilities**.
- Other responsibilities could include:
 - Air ambulance operations
 - Healthcare delivery unrelated to ground ambulance, such as work in a clinic
 - Public health responsibilities
 - Community education and outreach
 - Community paramedicine
 - Any other responsibility unrelated to ground ambulance activities

Section 7.1: Hours Worked Annually Unrelated to Ground Ambulance, Non-Public Safety Example



Staff Category	Total annual compensation for paid EMT/response staff	Total hours annually for paid EMT/response staff	Hours worked annually unrelated to ground ambulance
EMT – Basic	\$20,000	1500	200
EMT – Paramedic	\$80,000	3000	100

Section 7.1: Reporting Labor Costs and Hours for Fire/Police/Public Safety Organizations

- Information on EMT/response staff are reported separately for staff **with fire/police/public safety roles** versus **without fire/police/public safety roles**
- The following will be calculated the same whether or not you have staff with fire, police or public safety roles:
 - Total annual compensation for paid EMT/response staff
 - total hours worked annually for paid EMT/response staff
- However, hours worked annually unrelated to ground ambulance will be calculated slightly differently. When reporting on hours worked annually unrelated to ground ambulance responsibilities, you will **also exclude** hours related to fire, police or public safety duties.

Section 7.2, Question 1

- **Section 7.2, Question 1:** This question asks about paid medical director and administration/facilities staff (both full and/or part time) in your organization during the data collection period.

Staff Category	Total annual compensation for paid admin./ facilities/medical director staff	Total hours annually for paid admin./ facilities/medical director staff	Hours worked annually unrelated to ground ambulance duties
Medical Director	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>
Administration/Facilities Staff	<i>Dollars</i>	<i>Hours</i>	<i>Hours</i>

Programming Note: Rows will appear for staff categories you use.

Section 7.2: Hospital-based Provider Example

Staff #1: Clerical	Staff #2: Manager	Staff #3: Manager	Staff #4: Maintenance	Staff #5: Medical Director
<ul style="list-style-type: none">• Clerical staff working entirely on ground ambulance services• Includes duties such as payroll and coordinating contracted services.	<ul style="list-style-type: none">• Manager working entirely on ground ambulance services• Includes human resource, training, and compliance responsibilities.	<ul style="list-style-type: none">• Manager working only half-time on ground ambulance services and half-time on hospital responsibilities	<ul style="list-style-type: none">• Maintenance staff member working one-quarter time on ground ambulance services• Performs maintenance on equipment throughout the hospital and on-board ambulances	<ul style="list-style-type: none">• Medical director at one-quarter time at the ambulance organization, no other responsibilities at the hospital

Section 7.2: Hospital-based Provider Example (continued)

Staff #1: Clerical	Staff #2: Manager	Staff #3: Manager	Staff #4: Maint.	Staff #5: Med. Director
<ul style="list-style-type: none"> • 2,000 hours/year • Total compensation: \$40,000/year 	<ul style="list-style-type: none"> • 2,000 hours/year • Total compensation: \$60,000/year 	<ul style="list-style-type: none"> • 2,000 hours/year (1,000 hours unrelated to ground ambulance) • Total compensation: \$65,000/year 	<ul style="list-style-type: none"> • 2,000 hours/year (1,500 hours unrelated to ground ambulance) • Total compensation: \$45,000/year 	<ul style="list-style-type: none"> • 520 hours/year (part-time) • Total compensation: \$50,000/year

Staff Category	Total annual compensation for paid admin./ facilities/ medical director staff	Total hours worked annually for paid admin./ facilities/ medical director staff	Hours worked annually unrelated to ground ambulance or fire/police/public safety duties
Administrative/Facilities Staff	\$190,000	8,000	2,500
Medical Director	\$50,000	520	0

Calculations

$\$40,000 + \$60,000 + \$65,000 + \$45,000 = \$190,000$ Total annual compensation for admin/facilities staff
 $2,000 \text{ hours} + 2,000 \text{ hours} + 2,000 \text{ hours} + 2,000 \text{ hours} = 8,000$ Total hours for admin/facilities staff
 $1,000 \text{ hours} + 1,500 \text{ hours} = 2,500$ hours unrelated to ground ambulance for admin/facilities staff

Section 7.3: Volunteer Labor

- In this section you will report on volunteers:
 - Number of individuals who were volunteers during the data collection period, by labor category.
 - Hours worked for volunteer EMT/response staff, by category, following the same format as for paid staff.
 - Hours worked includes the time from which the volunteer receives a call or a page to the time they are finished with their call as well as time spent in the station house performing duties as if they were being paid. Do not include hours spent on call in this section.
 - Total costs related to volunteers, e.g., stipends, allowances, honoraria, etc.

Programming Note: This section will only appear if you check “volunteer” for one of the labor categories in Section 7, Question 1

Summary of Considerations for Volunteer Labor

- Do not count any employee twice for the purposes of collecting and reporting information in Section 7:
 - An employee should not be counted as both paid and volunteer
 - If an employee transitioned from volunteer to paid, count them as paid and only count the hours worked and compensation for when they were paid
 - If a volunteer receives benefits or a nominal stipend (e.g. \$500/year), they may still be considered a volunteer and associated hours worked and costs are reported in the volunteer section
 - Report all costs associated with volunteers (e.g. stipends, health insurance, training) that are NOT reported elsewhere in the instrument in Section 7.3. Do not double count costs (e.g., uniforms for volunteers) in multiple sections of the instrument

Section 7 Instructions Recap, Part 1

- Each staff member should contribute to **only one labor category for the purposes of Section 7**, even if they perform multiple roles in your organization.
- Include only individuals who had responsibilities that were either partly or entirely related to **your** ground ambulance operation.
- Do **not** include individuals who had **only** non-ground ambulance responsibilities.
- Include EMT/response staff, even if they have admin/facilities or fire/police/public safety responsibilities, in the EMT/response category that matched their level at the start of the data collection period.

Section 7 Instructions Recap, Part 2

- For administration/facilities staff with multiple roles, assign each individual to a category indicating the individual's **primary** activity.
- Include staff who were both paid and volunteer during data collection period in the appropriate **paid** staff category.
- Do not report on outside contracted services in Section 7. You will have the opportunity to report costs for these services in another section.

Section 7 Instructions Recap, Part 3

- **For reporting total compensation:**
 - Includes salary/wages and, when applicable, benefits (e.g., healthcare, paid time off [PTO], retirement, stipends, life insurance), overtime, training time, and callback and standby pay for paid staff.
 - If one or more components of compensation costs (e.g., benefits) were paid by another entity with which you had a business relationship (e.g., a municipality that you serve), please obtain and include these costs when you report total compensation. If only total costs in a category are available from another entity (e.g., total benefits costs across all staff), please allocate to labor categories based on salary or wages across labor categories.

Section 7 Instructions Recap, Part 4

- **For reporting total hours worked annually:**
 - Report the sum of hours worked at your organization across all staff assigned to the category. Include **all hours**, including hours unrelated to your ground ambulance operation.
- **For reporting hours unrelated to ground ambulance or public safety duties:**
 - Report hours worked by staff assigned to the category on activities other than ground ambulance or public safety duties, including:
 - Air ambulance operations
 - Healthcare delivery unrelated to ground ambulance operations, such as work in a clinic
 - Public health responsibilities
 - Community education and outreach
 - Community paramedicine
 - Any other responsibility unrelated to ground ambulance and fire/police/public safety activities

Section 7 Full Illustrative Example



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Introduction to Illustrative Example

- This section walks through a completed labor section for a **hypothetical** government ground ambulance organization.
- **All answers are hypothetical and are not intended to provide benchmarks for typical costs or other volumes.**
- Certain items will be marked [*Not shown*] if not applicable to the organization based on previous responses.

Note: This example illustrates scenarios that may be less complex than those faced by your organization. We will address issues that may be more relevant to your organization in separate sessions on volunteer, public safety (e.g., fire-based, police-based), and provider organizations.

Hypothetical organization background

- The organization serves a small city and performs around 2,000 transports each year. The organization's primary revenue stream is for paid emergency transports from a variety of payers (Medicare, Medicaid, etc.), but occasionally performs scheduled transports and receives some funding and resources from the city they serve. The organization has a mix of paid and volunteer staff. The organization's 12-month data collection period began January 1, 2020.

Organization's labor structure and contracted services

Response Staff

EMT-Basic

- 8 volunteers that work part-time, usually 15-20 hrs/week
- Each receives small stipend (\$500/year) plus limited benefits
- Primary duties are responses and transports, but occasionally assist with community outreach and standby events

EMT-Paramedic

- 5 full-time paid employees
- Receives annual salary of \$35,000-\$40,000/year plus benefits
- Primary duties are BLS/ALS responses and transports, and occasional community outreach and standby events
- One EMT occasionally performs basic vehicle maintenance
- One EMT joined March 1 at \$35,000/year salary

Other Staff

Administrative Staff

- Two full-time paid administrative staff members responsible for accounting, office management, licensing, compliance, etc.
- Each receives an annual salary of \$40,000 and benefits

Medical Director

- One part-time medical director who works approximately 19/hours per week
- Receives \$75,000 in annual salary and no benefits

Contracted Services

Contracted Services NOT included in labor section

- Facilities maintenance, janitorial services, advanced vehicle maintenance, call center/dispatch services

Section 7, Question 1 - Example

- Please indicate if your organization had paid staff (full and/or part time) and/or used volunteer staff in each of the following categories during the data collection period (check all that apply).

Staff Category	Paid Staff	Volunteer Staff
EMT/Response Staff		
EMT – Basic	No	Yes
EMT – Intermediate	No	No
EMT – Paramedic	Yes	No
Nurse, doctor, respiratory therapist, or other medical staff	No	No
Emergency Medical Responder (EMR)	No	No
Ambulance Driver (non-EMT/EMR)	No	No
Medical Director	Yes	No
Administration/Facilities Staff		
Administrative (clerical, human resources [HR], billing, IT support, etc.)	Yes	No
Management (executive, public information officer, etc.)	Yes	No
Dispatch / Call Center	No	No
Vehicle Maintenance	No	No
Facilities Maintenance (janitorial staff, laundry, repairs, etc.)	No	No
Other not reported above (please specify)	No	No

Programming Note: This organization will not see the second two columns about staff with fire/police/public safety roles based on earlier answers indicating that they did not have these services.

Section 7, Question 2 - Example

- In the previous question, you reported that you did **not** use any of the categories below in your ground ambulance operation in calendar year 2020. Please select one or more reasons why [**select all that apply**]

Staff Category	This labor category is part of our ground ambulance operation but is paid for or provided at no cost by another entity (1).	One or more staff do perform these functions, but we assigned these staff to another category per the instructions (2)	We do not have staff in this labor category related to our ground ambulance operation and/or we contract with another organization for this role (3)	Other (please specify) (4)
EMT/Response Staff				
EMT – Intermediate			Yes	
Nurse, doctor, respiratory therapist, or other medical staff			Yes	
Emergency Medical Responder (EMR)			Yes	
Ambulance Driver (non-EMT/EMR)			Yes	
Administration/Facilities Staff				
Dispatch / Call Center			Yes	
Vehicle Maintenance		Yes	Yes	
Facilities Maintenance (janitorial staff, laundry, repairs, etc.)			Yes	

Note: This organization only sees staff categories that they indicated that they didn't have in the prior question. They also have the option to select multiple categories.

Section 7.1, Question 1 - Example

- This question asks about paid **EMT/Response staff** (both full and/or part time) in your organization during the data collection period.

Staff Category	Total annual compensation for paid EMT/ response staff	Total hours annually for paid EMT/ response staff	Hours worked annually unrelated to ground ambulance duties
EMT – Paramedic	<i>Response: \$193,100</i>	<i>Response: 9,667</i>	<i>Response: 40</i>

Calculations:

2 full-year EMTs x (35,000 \$/year/EMT salary + 2,800 \$/year/EMT benefits) + 2 full-year EMTs x (40,000 \$/year/EMT salary + \$3,000 \$/year/EMT benefits) + 1 part-year EMT x (\$35,000 \$/year salary + \$2,800 benefits) x (10/12 months worked of year) = **\$193,100**

4 full-year, full-time EMTs x (2,000 hours/year/EMT) + 1 part-year, full-time EMT x (2,000 hours/year) x (10/12 months worked of year) = **9,667** hours

Two community outreach events during the year staffed by EMT accounted for **40** total hours worked across all EMTs

Note: This organization only sees response staff categories for which they previously indicated that they employed paid staff.

Section 7.2, Question 1 - Example

- This question is about **staff without EMT/response responsibilities**, including administrative/facilities staff and medical director(s), in your organization annually in calendar year 2020

Staff Category	Total annual compensation for paid admin./ facilities/ medical director staff	Total hours worked annually for paid admin./ facilities/ medical director staff	Hours worked annually unrelated to ground ambulance duties
Administrative/ Facilities Staff	<i>Response: 85,600</i>	<i>Response: 4,000</i>	<i>Response: 0</i>
Medical Director	<i>Response: 75,000</i>	<i>Response: 475</i>	<i>Response: 0</i>

Calculations:

2 Administrative Staff x (40,000 \$/year/staff salary + 2,800 \$/year/EMT benefits) = **\$85,600**

2 Administrative Staff x (2,000 hours/year/staff) = **4,000**

Medical Director: Salary is **\$75,000**/year with no benefits, works **475** hours/year

Note: This organization only sees staff categories without EMT/response responsibilities for which they previously indicated that they employed paid staff.

Section 7.2, Question 2 - Example

Among staff who were partly or entirely related to your ground ambulance operation, did you have one or more individual staff members devoting a total of at least half time (i.e., 1,000 hours annually or approximately 20 hours a week) to each of the following activities? Do **not** include individuals whose services were part of an outside contracted service(s).

a) Billing (Yes (1), No (0))

Response: Yes (1)

b) Data analysis (Yes (1), No (0))

Response: No (0)

c) Training (Yes (1), No (0))

Response: No (0)

d) Medical quality assurance (Yes (1), No (0))

Response: No (0)

Section 7.2, Questions 3-4 - Example

Note: This organization will *NOT* see Question 3, which relates to organizations with multiple NPIs.

4. Does your organization contract with a medical director, rather than employing them directly? Yes (1), No (0).

Response: No (0)

Note: Question 4 is displayed for all organizations as a check on answers. If your answer conflicts with that given in Section 7, Questions 1-2, you will see a warning directing you to clarify your response.

Note: This organization will *NOT* see Part 2 of Question 4 which asks for total compensation of the medical director and will only be shown for organizations that answer *Yes (1)* to Part 1.

Section 7.3, Questions 1-5 - Example

Note: This organization is seeing Question 1 based on their previous response that they had volunteer EMTs and the table in Question 2 has been auto-populated with the EMT/response roles for which the organization previously indicated that they used volunteers

1. How many **individuals** were EMT/response volunteers in calendar year 2020? (Enter number).

Response: 8

2. This question is about the **hours** of EMT/response volunteers annually during calendar year 2020.

EMT/Response Staff Category	Total hours for all volunteer EMT/response staff	Hours worked annually unrelated to ground ambulance
EMT – Basic	<i>Response: 6,750</i>	<i>Response: 50</i>

Calculations: 2 volunteers worked 750 hours total in 2020 (average of ~15 hrs/wk), 5 volunteers worked 850 hours in total in 2020 (average of ~17 hrs/wk), 1 volunteer worked 1000 hours total in 2020 (average of ~20 hrs/wk). $(750 \times 2) + (850 \times 5) + 1000 = 6,750$ total volunteer hours

Note: This organization will not see Questions 3-5 in this section because they relate to volunteer administrative and medical director roles, which the organization previously indicated that they didn't have.

Section 7.3, Question 6 - Example

6. Did your organization provide stipends, honoraria, benefits, and/or other compensation for ground ambulance volunteer labor? Yes (1), No (0)

Response: Yes (1)

6.i. What was the total cost for all volunteer compensation (e.g. stipends and/or benefits) in calendar year 2020? (Enter dollar amount)

Response: \$20,000

Closing Comments

- Examples provided are for illustrative purposes only. Responses will vary dramatically based on organization type, staffing structure, and other factors.
- The specific information that you will have to report will vary depending on how you answer questions about your organization in earlier sections and within Section 7.
- CMS is hosting additional webinars focusing on data collection and reporting for certain types of organization (e.g., volunteer, public safety-based, and provider organizations).

Frequently Asked Questions (FAQ)

- An FAQ and other resources are available from the Ambulances Services Center website (<https://www.cms.gov/Center/Provider-Type/Ambulances-Services-Center.html>).
- Labor-related questions in the FAQ include:
 - *How should staffing and labor costs be reported if some staff have both administrative/facilities and emergency medical technical (EMT)/response responsibilities?*
 - *What if some of my organization's staff have non-ground ambulance responsibilities (e.g., air ambulance operations, public health responsibilities, or fire/police activities)?*
 - *How should staffing and labor costs be reported if some staff changed roles during the data collection period?*

Question and Answer Session

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