



WAPELLO COUNTY EMERGENCY MEDICAL SERVICES ADVISORY COUNCIL

Hub & Spoke Decision Work Plan — Revised

Project Schedule • September 2026 forward • Replaces the June–September 2026 work plan

The July 29, 2026 meeting — the Ottumwa Fire Department's formal presentation of its proposal — was cancelled, which disrupted the June–September 2026 work plan before the hub decision was reached. EMSAC remains in the Research Phase on the hub operator decision; most spoke committees have reported out. This revised plan restores the Council's regular Wednesday-evening, every-other-week meeting cadence and sequences the remaining research, decision, and recommendation work through delivery of EMSAC's formal recommendation to the Board of Supervisors.

Key Changes From the Prior Work Plan

- The July 29, 2026 meeting — the Ottumwa Fire Department's formal presentation — was cancelled; the proposal update moves to the September 2 meeting.
- The EMS Operator Financial Analysis (GEMT Revenue & Hub Sustainability) is a separate EMSAC work product, prepared internally to help evaluate hub financial options. It is not yet verified — most figures are marked [VERIFY] pending confirmation from ORHC and Iowa HHS/IME — and its current draft (rev. 7/17/26) evaluates the Ottumwa Fire Department's May 2026 report against six minimum criteria; three are not met (staffing plan, interim coverage plan, cost to county) and three are partially met (fleet plan, GEMT revenue projection, timeline). EMSAC should treat its figures as directional, not final, until verified.
- The hub operator decision — previously targeted for the July 15–29 window — is deferred; EMSAC remains in the Research Phase.
- Two new work items are added: (1) EMS system evaluation metrics and a new reporting format built on the Iowa EMS System Standards (July 2026), and (2) a public and stakeholder communication plan to reset expectations around the revised timeline.

Iowa EMS System Standards (July 2026) — Crosswalk to EMSAC's Work

The Iowa Department of Health and Human Services published the Iowa EMS System Standards in July 2026. Several categories map directly onto work already underway; the table below is the starting point for the evaluation-metrics and reporting-format work item.

Standards Category	Relevance to EMSAC's Work
4. System Finance — Std. 4.05	Directs EMS systems to “integrate a tiered response model and a hub-and-spoke ideology to maximize revenue streams... and focus on reducing intercounty competition for revenue between the hub and spokes.” This is direct state-level validation of Wapello County's hub-and-spoke model.
3. Legislation & Regulation — Std. 3.01–3.06	Describes EMSAC's own role as the required EMS stakeholder group: quarterly public meetings (EMSAC exceeds this on its biweekly cadence), annual capability assessment (Capacity Study), annual funding/expenditure review (GEMT financial analysis, levy calculation), public education, and reporting to Iowa HHS BEMTS.

Standards Category	Relevance to EMSAC's Work
14. Evaluation — Std. 14.01, 14.05–14.09, 14.11, 14.15	This is the evaluation-metrics and reporting-format work item: system-wide QA/QI metrics (14.01), a resource-gap inventory (14.05–14.06), BLS/ALS staffing appropriateness (14.07), response-time and reliability standards (14.08–14.09), total cost of providing EMS including readiness and response costs (14.11), and an annual report to key stakeholders (14.15).
1. Integration of Health Services — Std. 1.01	Community paramedicine / mobile integrated healthcare program — Spoke 5.
8. Public Education — Std. 8.01–8.04	Public education on EMS, 911 use, and bystander care — Spoke 7, and the vehicle for the stakeholder communication plan.
10. Public Access — Std. 10.08–10.09	CAD-integrated emergency medical dispatch (EMD) and related CQI process — Spoke 1.

Key Milestones

- Sept 2 — Status reset meeting: OFD/GEMT update, hub research status, adopt the Iowa EMS System Standards as EMSAC's evaluation framework, launch the communication plan, adopt this work plan.
- Sept 30 — Spoke wrap-up complete; draft evaluation metrics and reporting format adopted.
- Oct 14 — EMSAC records its hub operator decision.
- Oct 28 — Cost and levy calculation working session.
- Date TBD — Joint meeting with the Board of Supervisors and Ottumwa City Council.
- Jan 6, 2027 (target) — Formal recommendation adopted and delivered to the Board of Supervisors.

Date	Focus	Tasks & Deliverables
Sept 2, 2026	Status Reset & Work Plan Adoption	• Update: July 29 Ottumwa Fire Department presentation was cancelled — current status of the proposal (informational — no Council action) • Review draft EMS Operator Financial Analysis: GEMT Revenue and Hub Sustainability (rev. 7/17/26) — an internal, not-yet-verified working analysis for evaluating hub financial options • Review outstanding hub-option cost-research assignments (Richard & Dave) and confirm due dates • Spoke committee status reports (Spokes 1–7) • Adopt the Iowa EMS System Standards (July 2026) as EMSAC's evaluation framework; review Standard 4.05 (hub-and-spoke) and Category 14 (Evaluation); assign a work group to draft metrics and a reporting format • Discuss public and stakeholder communication plan • Adopt this revised work plan
Sept 16, 2026	Hub Research & Spoke Wrap-Up	• Continue hub-option cost research: Option A startup costs, Option B subsidy amount, Option C fleet costs, Option D transition analysis

Date	Focus	Tasks & Deliverables
		- Finalize Spoke 5 (Community Paramedicine / MIH) scope decisions - Finalize Spoke 7 (Public Education) scope — link to stakeholder communication plan - County Counsel consult: 28E governance structure, allowable levy fund uses
Sept 30, 2026	System Standards & Reporting Format	- Work group presents draft evaluation metrics based on the Iowa EMS System Standards (July 2026), Category 14 (Evaluation) and Standard 4.05 (hub-and-spoke) - Adopt new EMSAC reporting format for hub/spoke status updates, built on Standard 14.15 (annual report to stakeholders) - Confirm all Spoke 1–7 scope decisions are complete - County Auditor: request total taxable assessed valuation
Oct 14, 2026	Hub Operator Decision	- EMSAC records its recommendation on the hub operator option (A / B / C / D) - Begin populating EMS System Plan Section C (component specifications) with confirmed decisions
Oct 28, 2026	Cost & Levy Calculation	- Complete EMS System Plan Section G (cost summary and levy calculation) using confirmed hub and spoke cost estimates - Identify remaining data gaps: Iowa HHS/IME GEMT rate confirmation, ORHC written fleet plan, FY26 operating-deficit figure
Nov 11, 2026	Draft Recommendation Review	- Review draft EMS System Plan and draft formal recommendation (Section I) - Confirm readiness for the joint meeting with the Board of Supervisors and Ottumwa City Council
Nov 25, 2026 — recommend skipping (Thanksgiving eve); resume Dec 9		
Dec 9, 2026	Finalize Recommendation	- Incorporate feedback from the joint elected-officials meeting - Finalize recommendation language
Dec 23, 2026 — recommend skipping (Christmas week); resume Jan 6, 2027		
Jan 6, 2027	Formal Recommendation	EMSAC formal adoption of its recommendation, for delivery to the Board of Supervisors
Date TBD	Joint Meeting — Board of Supervisors & Ottumwa City Council	- To be scheduled between the Oct 28 and Dec 9 working sessions, coordinated separately with both bodies' calendars - Review the Scope Decisions Worksheet and draft recommendation together
Date TBD	Formal Presentation to Board of Supervisors	Following Jan 6, 2027 adoption; date to be coordinated with the Board of Supervisors' meeting calendar

Note on cadence: this schedule holds the Council's every-other-Wednesday pattern with two intentional skips around the Thanksgiving and Christmas holidays. If a meeting needs to move for any other reason, shift it in two-week increments to preserve the cadence.