

# **HEALTHCARE STRATEGISTS**

April 24, 2024

Jared Bagwell, Director  
Emergency Medical Services Agency  
San Joaquin County  
505 W. Service Road, Benton Hall  
French Camp, CA 95231

Dear Director Bagwell:

Thank you for selecting Healthcare Strategists to assess the EMS system in San Joaquin County. We are honored to present the attached EMS Assessment Report.

The assessment started with interviews of pre-hospital, hospital, county, and political stakeholders and leadership throughout the county. We conducted ride-alongs with ambulance and fire units to personally experience the system in action. Our consultants reviewed numerous documents and analyzed EMS system data to gain a better understanding of how the system functions today.

We combined the information gained during interviews, ride-alongs, and data analysis to prepare the EMS Assessment Report. The draft report was reviewed for accuracy by the Project Advisory Committee established for this study.

Thank you to county staff and EMS stakeholders for their time supporting this project. If there are any questions, please feel free to contact us. We look forward to working together on the pending EMS Request for Proposal.

Yours truly,



Bill Bullard, MBA, EFO, CFO  
President