



January 30, 2023

Private JaMichael Sandridge
Employee ID # 77973
E55 A Shift
Division of Fire Services

RE: Termination of Employment

Dear: Private JaMichael Sandridge

On 07 January 2023, you were dispatched to a call on to Raines and Ross Rd. Once Engine 55 arrived at Ross and Raines, it was discovered there was a different location of the patient. You and Pvt. Robert Long walked approximately a block to [REDACTED]. The patient was handcuffed and sitting on the ground in front of a police vehicle. [REDACTED]

Thus, based upon the facts presented above, you were charged with violating the Division of Fire Services Operations Manual Articles and City of Memphis Policies and Procedures Articles listed below:

**Division of Fire Services Operations Manual, Volume 100, Rules and Regulations
Section 101.03, Page 18-19, Paragraph 2-3; 7; 13; 14 – Operations**

The EMT shall be responsible for providing the "Standard of Care" as defined and prescribed by the statues, ordinances, case laws, and administrative orders, rules, regulations, policies and/or procedures.

Be familiar with the laws, SOPs, and protocols governing Emergency Medical Technicians and operation of emergency vehicles as set forth by the State, City and Department.

Determine nature and extent of patient's illness or injury and administer prescribed basic first-aid treatment.

Have a basic knowledge of all EMS protocols and standing orders.

Maintain a courteous and professional rapport toward the public in the performance of their duties and responsibilities.

Section 102.01, Page 2, Paragraph 8 – Employee Conduct

All personnel are mandated to work cooperatively toward serving the best interest of the public. Failure to work cooperatively will result in disciplinary action.

Section 103.01, Page 2-3, Paragraph 6, 7, 11 (g)(h)(l)(m)(s) – Discipline

All members shall dedicate themselves and display proper initiative to meet the objectives of the Division of Fire Services and the City of Memphis.

Members shall in no way hinder the orderly, efficient operation of the Division of Fire Services and shall exert the authority vested in them to uphold the standards, policy and procedures of the Division of Fire Services written or unwritten.

Major Violations: Note that the violations listed below are not all inclusive. Any action may be defined as a Major Violation notwithstanding the examples listed.

g) Disruption of work.

h) Neglect of duty or negligence.

l) Misrepresentations on Divisional reports.

m) Failure to give true statements at Administrative Investigations.

s) Conduct unbecoming a member of the Memphis Fire Department or City of Memphis.

Section 402.01, Page 6-7; 9-10, Paragraph 3; 11; 1-2; 6; 9 – MFD EMS Protocols

When the Emergency Unit is out of quarters for any reason, the FF/Paramedic will be in charge and will be responsible for all of the actions and or activities as it relates to the Emergency Unit. On the scene of an emergency, the Paramedic will be responsible for patient care. The EMT or AEMT *will* act within their scope of practice to any request for patient care or maintenance of the unit as directed by the Paramedic. Patient care is limited to acts within their scope of practice. The EMT or AEMT is responsible for reviewing all documentation and signing in the required manner.

EMRs, EMTs, and AEMTs are expected to perform their duties in accordance with local, state, and federal guidelines and within the State of Tennessee

Statutes and Rules and Regulations of the Tennessee Department of Health, Office of Emergency Medical Services. The Paramedic will work within their scope of practice dependent on available equipment.

A complete patient assessment, vital signs, treatments and continued patient evaluation are to be initiated immediately upon contact with a patient and continued until patient care is transferred to a higher medical authority. Refer to the Patient Assessment Flow Chart located in these SOPs.

The ongoing assessment times are considered:

High Acuity

Every 3-5 Minutes

Low Acuity

Every 5-15 Minutes

Supportive care indicates any emotional and/or physical care including oxygen therapy, repositioning patient, comfort measures, and patient family education.

EMTs may obtain and transmit EKG monitoring tracings and 12 Lead EKGs. Paramedics **ONLY** may interpret, treat, and determine destination based on the 12 Lead EKG.

Section 402.01, Page 14, Paragraph FF/AEMT paragraph; last sentence – MFD EMS Protocols

Firefighter / Advanced Emergency Medical Technician (AEMT): Personnel licensed by the Tennessee Department of Health, Office of EMS and authorized by the Medical Director to provide limited advanced emergency care according to the standard of care and these Standing Orders and Protocols.

All EMS Providers are expected to perform their duties in accordance with local, state, and federal guidelines.

Section 402.02, Page 2-4; 7; 10, Paragraph 1 a); 2 a) i-viii; III. 2 b); X 1 – MFD EMS

Competency of the Emergency Medical Technician / First Responder

The primary responsibility of the EMT / First responder is to carry out expert pre-hospital emergency care to the victims of emergencies and assist Emergency Unit personnel in continued treatment upon their arrival. The EMT / First Responder must accomplish these duties in a great variety of circumstances and often under considerable physical and emotional stress. A competent EMT / First Responder is a person capable of exercising technical skills with confidence and in good judgment under difficult and stressful situations. As with all professionals in the medical community, it must

be realized that continuing education is an integral part of the EMT / First Responders' ability to maintain a high degree of competency. It must also be stressed that evaluation of the functioning EMT / First Responder is essential to the maintenance of quality medical care.

The EMT / First Responder must be able to perform a focused trauma and medically oriented head-to-toe survey including but not limited to:

- i. Inspection and palpation of the head and neck
- ii. Inspection, palpation and auscultation of the chest. Auscultation should include detection of normal and abnormal lung sounds.
- iii. Inspection and palpation of the pelvis and abdomen.
- iv. Inspection and palpation of extremities.
- v. Evaluation of neurological status.
- vi. Assess baseline vital signs
- vii. If patient is unable to communicate obtain history from bystander, or family
- viii. Initiate prompt care and stabilize patient's condition as problems are found during patient assessment.

It is crucial and mandatory that all personnel on the First responding company assist the EMT and the Unit personnel on the scene of an emergency call. It is the responsibility of the officer in charge of the First responding company to see that all of their "manpower" is utilized as the situation demands.

ALL MEMBERS OF THE DIVISION OF FIRE SERVICES WILL WORK AS A TEAM IN PROTECTION OF **LIFE** AND PROPERTY.

City of Memphis Personnel Manual

PM 38-02, Section 38-00, Page 2, Paragraph 16 – Discipline and Appeals

The employee has intentionally falsified any City record, including the employee's employment application.

PM 30-01, Section 30-00, Page 9, Paragraph G – Equal Employment Compliance

City employees, as integral members of the City of Memphis Government, shall adhere to acceptable business principles in matters of personal conduct and behavior and must exhibit a high degree of personal integrity. This not only involves respect for the rights and feelings of other City employees, but demands that City employees refrain from any conduct or behavior that is criminal or illegal, or that might be personally harmful to co-workers, members of management, customers, vendors or visitors of the City of Memphis

Government or that could be viewed unfavorably by the public at large. Therefore, City employees are expected to behave in a professional manner by conducting themselves in a way that best represents City Government and to exercise appropriate conduct and judgement at all times.

TCA 68-140-311, Page 2, Paragraph 4-6

Making false or materially incorrect or inconsistent entries in any patient records or in the records of any ambulance service, health care facility, school, institution or other work place location;

Failure to report patient care which accurately reflects the evaluation and treatment of each patient;

Abandoning or neglecting a patient requiring emergency care, following assumption of duty;

An Administrative Investigation was conducted, and a Hearing was held at Fire Headquarters at 0930 hours on 30 January 2023. The Investigative Committee consisted of Deputy Chief Angie Sullivan (Presiding Officer), Deputy Chief Markus Smith, and Deputy Chief Robbie Franks. Also, in attendance was yourself, denying IAFF 1784 representation or an observer. You were allowed accurate time to read and review all the essential facts, documentations, and evidence. Also used as evidence was the MPD body cam and Skycop footage. You were provided the departments policy on duty to cooperate and truthfulness to answer questions during the administrative hearing.

During the Fire Division Administrative Hearing, you were asked to explain the circumstances. You were asked if you attended the MFD ePCR documentation class and you replied, "I don't remember but if you have the documentation, I guess I did." When asked what you medical equipment you should bring to when the patient is not in close proximity to the apparatus, you replied "monitor, blue bag I guess. I don't remember that exact rule." When asked to explain the necessary steps to get a primary assessment, you stated "assess ABCs, pain, chief complaint, past history, vital signs. When asked to explain secondary assessment, you stated repeat the primary assessment, recheck vitals, O2 levels. When asked did you complete these things on the patient at [REDACTED] you stated [REDACTED]

[REDACTED] When asked how vital signs were documented on the ePCR if you never successfully checked vitals, you stated "vitals were from the unit transport to the hospital." When asked who has the ultimate responsibility to ensure proper patient care, you responded, "me as the highest ranking medical on scene." When asked how you are not in violation of MFD SOP Section 101.03, VIII Page 18, #7, "Determine nature and extent of patient's illness or injury and administer prescribed basic first-aid treatment," you replied, "from what we gathered on scene, there was nothing I could have done that would have prevented that patient's death." When asked how you are not in violation of MFD SOP Section 402.01, Page 14, Paragraph 7, "All EMS Providers are expected to perform their duties in accordance with local, state, and federal


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guidelines,” You replied “I feel like we did the best we could do in this situation. When asked how you did not violate PM 38-02, Page 2, #16, “The employee has intentionally falsified any City record, including the employee’s employment application,” you stated, “it was not done intentionally.” When asked how are you not in violation of TCA 68-140-311, Page 2, #6, “Abandoning or neglecting a patient requiring emergency care, following assumption of duty,” you replied “I did not neglect or abandon him. I did leave him with Long to go and catch the unit.”

Based on the essential facts of the case, the preponderance of evidence provided in the administrative hearing, and your violations of city policies, Memphis Fire Department policies and protocols and State of Tennessee EMS rules. It is my decision with the concurrence of the Investigative Committee members that you are terminated effective 30 January 2023 at 1500 hours. An on-duty Battalion Chief will arrange the return of all fire department issued property and all equipment provided by the Fire Division, pickup any personal property and any severance payments made in accordance with City policy; final paycheck and any other due compensatory benefits.

Be advised that you may appeal this decision through the grievance procedure as outlined in the Memorandum of Understanding or through Civil Service. If you choose to appeal this decision through the Civil Service Commission, you have ten (10) calendar days after receipt of written notification of the actions taken to file an appeal with the Civil Service Commission. *“You have ten (10) calendar days after receipt of this written notification to file an appeal with the City of Memphis Civil Service Commission. You may also contact Brooke Hyman at (901) 636-6777.”*

Sincerely,



Angie Sullivan
Deputy Chief of EMS

CONCURRENCE



Robbie Franks
Deputy Chief of Logistics



Markus Smith
Deputy Chief of Operations

Cc: Gina Y. Sweat, Director of Fire Services
Hope Lloyd, Deputy Director of Administration
Colin Burress, Deputy Director of Operations
Markus Smith, Deputy Chief of Operations
Angie Sullivan, Deputy Chief of EMS
Robbie Franks, Deputy Chief of Logistics
Christopher Wilson, Deputy Chief of Tech & IT
Kenneth Newton, Division Chief of Administration
Debbie Patterson, Division Chief of EMS
Kevin Spratlin, Division Chief of EMS
Debra Lee, Fire Project Analyst
Fire/City Personnel
Labor Relations
File