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2  *Managing EMS Providers ...Herding Cats...*

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3  Herding Cats

- The Mission
- Goals and Objectives
- Management
- Leadership
- Communication
- **Retention** and Recruitment

4  The EMS Mission

*Objective...*

- The purpose of the Organization

5  How To Move the Herd

***The Goals...*** (as an example)

- To accomplish the mission, the agency:
  - ▶ Develop standards, policies and procedures pertaining to the provision of emergency medical services
  - ▶ Conduct medical and operational quality assurance
  - ▶ Manage a BLS and ALS ambulance service
  - ▶ Provide training, medical oversight and support services to maintain system equipment and personnel.

6  Dangerous Attitudes.....

“We’re only volunteers, we do the best we can.”

“We are 911! Who else you going to call.”

“It’s my district, and I am in charge, and we are the only game in town.”

7  Is This Your Service?

Over 100 years of tradition....

....not impeded by a single day’s progress!

8  Words *not* to live by....

- “We’ve always done it like that....”
- “That’ll never work here.....”
- “Cause I’m the boss - that’s why....”

9  Or...Is This?

team-work: the joint action by a group of people, in which individual interests are

subordinate to the group's unity and efficiency

10  Who Are the EMS Providers

11  Who are the Customers ?

- The Patient
- The Patient's Family
- Taxpayers
- Managed Care Organizations/Insurance Companies
- Physicians, Nurses, Hospitals
- Health Care Organizations
  - › REMSCO, REMAC,
  - › SEMSCO, SEMAC,
  - › Trauma council's, etc
- Village and City Councils, Town Boards
- Police/Fire, Public Health Personnel
- Others ?????

12  Issues With Managing EMS Providers

- Passion Vs Rationality
- Understanding the EMS provider
- Training and education
- Policies and procedures
- Effective leadership
- Decision making skills
- Conflict resolution

13  Managers vs. Leaders

**Management** is about systems, controls, procedures, policies and structure

**Leadership** is about trust... about people

14  Managers vs. Leaders

- Managerial goals tend to arise out of necessity - rather than desire and future plans
- A good manager does things right, a leader does the right thing.
- Managing is about efficiency, leadership is about effectiveness
- Management is about how... leadership is about what and why

15  Management

- The art or act of managing (*noun*)...
  - › judicious use of means to accomplish an end...
  - › executive ability...
  - › ...those who manage or direct...
- To manage (*verb*)...

- to director or carry on business...
- to treat with care...
- to achieve ones purpose...

## 16 Managers

- Problem solver
  - “What problems have to be solved, and what are the best ways to achieve results so that people will continue to contribute to the organization”
- Deal with:
  - nuts and bolts
  - Logistics and planning
  - day to day operations

## 17 Managers

- Requires (but is not limited to) the following:
  - Organizational skills
  - Decision making abilities
  - Ability to delegation
  - Positive attitude
  - Respectful atmosphere
  - **Being generous with praise!!!**
  - Showing compassion for staff/members

## 18 Management Suggestions

- Needs to explain **WHY** something may be important or that things have to be done a certain way - rather than just ordering it done...
  - Protocols
  - Medical Control
  - Policies and Procedures
  - OSHA requirements
  - Public Health Law and/or rules and regulations.

## 19 Management Philosophy

- Encourage members/staff to think independently and creatively!
  - Allow crews to voice ideas.
  - Encourage members/staff to brainstorm together
  - Encourage team work
  - Implement new ideas
  - New ideas often work!!!

## 20 Management Wisdom

- ⇒ **IMPORTANT!!!**
  - Deal with problems *promptly* and *consistently*
  - Return phone calls and e-mail promptly
  - Keep appropriate information confidential
  - Have an open door policy and encourage its use
  - Avoid letting staff become frustrated
  - Minimize gossip
  - Keep a constant eye on morale

## 21 Management Pearls

- **Be prepared!!!**
  - Be on time or be early! Time is valuable!
  - Have an agenda... and handouts, if appropriate.
  - Be organized, keep extraneous irrelevancies to a minimum.
  - Have answers and explanations ready.
  - Be willing to follow up or research answers...
  - Know what you're asking of the members and why you are asking it!

22  **Leadership**

- **To Lead** (*verb*) ... Webster's Dictionary
  - to guide the way;
  - to direct the operations or performance;
  - to tend toward a definite result;
  - a position at the front;
  - a principal role...

23  **Leaders**

- **Characteristics of a good leader...**
  - A visionary, a big picture thinker
  - A teacher
  - A communicator
  - Speaks in terms of "we", not "I"
  - Confident and hopeful
  - Trustworthy
  - Open minded
  - Caring

24  **Leaders**

- stand up for their convictions
- speak with passion
- lead by example
- use power wisely
- master themselves
- are risk takers
- are not afraid to make decisions

25

26  **A "Herdable" Cat?**

27

28  **Policies & Procedures**

- **Policies and procedures serve several purposes... in descending order of importance!**
  - To protect the organization
  - To protect the organization
  - To protect the organization

- To establish a behavioral standard
- To protect the provider and/or patient

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30  Expectations

- Attitude
- Behavior
- Performance
- Policies and procedures
- Other... (just a few examples)
  - Dress code
  - Hygiene

31  Directing the Herd

*Communication...*

- ...involves all of the senses. Anything a person hears, sees, feels or perceives all combine to make an impression...

Charly Miller, NREMT

32  The Art of Listening

- Concentrate
- Acknowledge
- Respond
- Empathize

33  The Art of Listening

- Active listening principals
  - Listening is a matter of choice
  - The listener must be committed to getting something out of the message
  - The listener must show concern for the speaker
  - The listener must be confident and assertive
  - 51% of the responsibility for good communications is on the listener

34  The Art of Listening

- Active listening skills
  - Concentrate on the message
  - Eliminate distractions
  - Ask questions to ensure understanding
  - Listen for an implied message

- ▶ Be aware of non-verbal cues

35  Why is Communication SO Important?

- Developing new relationships require...
  - ▶ trust
  - ▶ sincerity
  - ▶ information exchange
  - ▶ conflict resolution/argument avoidance

36  Retention...

*Maintaining Your People*

- Understanding why they are there
- What motivates them
- Why they stay
- What *you* need to do to keep them
- What changes the agency needs to commit to

37  Retention...

- When someone leaves the agency,

**ASK WHY!!!**

- What is the reason you are leaving?
- What are your perspectives on the organization?
- *What can **we** do to keep you?*
- *Is there anything that **we** could have done to have prevented your departure?*

38  Recruitment

- Examine the community!
  - ▶ Can the community support recruitment?
  - ▶ Where are the recruits coming from?
  - ▶ How do you get people interested?
  - ▶ Who else is recruiting?

39  Recruitment

- Getting new people through the door...
  - ▶ job description
  - ▶ realistic portrayal of the job
  - ▶ job expectations
  - ▶ behavioral expectations

40  Recruitment

- Agency preparation
  - ◆ strong organization
  - ◆ good management

- ✗ competent members/staff
- ✗ good working environment
- ◆ well respected in the community
- ◆ quality service

41  Fresh Blood

- Who do you want to recruit?
- Do you have to take everyone?
- Is everybody “cut out” to be in EMS?
- Are all the recruits good for your agency?
- Can the agency turn people away?

42  Recruitment

- *What do we do with them now that they are here???*
  - Introduction to the members/staff
  - Familiarize them with the agency
  - Begin to education/training
  - Mentoring
  - “Eating our young...”

43  Can You Ever Really Herd Cats?

- *The process is always on going....*
  - management
  - organization
  - communication
  - growth... change... adjustment
  - conflict resolution
  - retention
  - recruitment

44  CATS???

I Don't Think So!

- Thanks for listening!
- Strengthen your organization
- Provide a good EMS service!
- Have a great day!

45  Questions/Comments/Discussion