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2022 CAASE Award Submission

CAASE Awards Submission**Submission Category:**

Employee Programs

Submission Title:

Focus in EMS Leadership Development

Contact Name:

Danielle Thomas

Organization:

LifeLine EMS Ambulance Service

Email:**Preferred**

dthomas@lifeline-ems.com

Number of Annual Service Requests:

Approximately 65000

Number of Ambulances:

80

Business Type (check all that apply):

Business

Privately Held Corporation

Project Participants (Names, Job Titles & Email Addresses of individuals involved in the project):

1.Aster Martinek - Special Programs and Projects Manager - amartinek@lifeline-ems.com, 2.Danielle Thomas - Chief Operating Officer - dthomas@lifeline-ems.com, 3.Miguel Lopez - FIELD Supervisor Candidate / Safe Patient Initiative - mlopez@lifeline-ems.com, 4.Cesar Espina - FIELD Supervisor Candidate/Process and Policy Implementation - cespina@lifeline-ems.com, 5.Cesar Morales - FIELD Supervisor Candidate/Training and Education - cmorales@lifeline-ems.com, 6.Joseph Cavallo - FIELD Supervisor Candidate/ Communications and Operations Liaison - jcavallo@lifeline-ems.com, 7.Kristin Nelson - FIELD Supervisor Candidate - knelson@lifeline-ems.com, 8.Tennille Rather - FIELD Supervisor Candidate/ Morale and Job Satisfaction Liaison - trather@lifeline-ems.com, 9.Cristian Vela - FIELD Supervisor Candidate/ Community Outreach and Relations - cvela@lifeline-ems.com, 10.Operations Department, 11.Communications Department

Situational Analysis (Background of Project):

Focus in EMS Leadership Development is a proprietary supervisor-in-training program designed to teach management and leadership skills to aid in the transition to promotional opportunities in EMS management. This prototypical program will enable candidates to actualize career goals in a controlled climate supportive of mistakes and self-development.

Project Goals:

This program intends to educate and prepare prospective managerial candidates for job responsibilities of EMS management while also encouraging impactful change within their determined specialties. Our goal is to "graduate" at least two-thirds of each group per season and promote these individuals within our organization.

Planning & Implementation (describe process from the planning phase, including research, through implementation phase. Include the overall length of your project in weeks/months):

LifeLine EMS created this program after a job availability posting yielded several enthusiastic external applicants who could serve the organization but did not yet possess the experience or qualifications to fill that role directly. A combined effort of Operations, Communications, and other departments, this position offers the applicants (termed "supervisor candidates") the chance to learn the functions of directors, managers, and supervisors and the opportunity to utilize their unique skill sets ("specialty") in various departments. The candidates participated in two interviews (one-one and group, respectively) before being offered a chance to participate in this test group. Following the routine EMT onboarding processes, the seven individuals work flexible shifts weekly, with two in the field, one dedicated to their specialty, and a final day shadowing a management team member. Planning and implementation included: Onboarded and oriented New Hire Supervisor Candidates through newly created curriculum, Created evaluations to prove competency in the field and in Communications Dept utilizing Pipeline Software, Identified unique skill sets to establish the Supervisor Candidate's "specialty" through survey and discussion, Developed Leadership Training Sessions, Scheduled EMS Leadership Workshop Series with industry specialists and professional development experts, Created Key Performance Indicators for program success measurement, Created promotional pathways

Results (Did you achieve your goals? How did you measure results?):

As the program began in May 2022, we continue to measure and manage the programs tremendous success. These seven Supervisor Candidates have provided significant feedback ultimately guiding change in the day-to-day operation and culture. KPIs include: Number of successful program graduates and promotional status. Threshold = 5. Final Specialty Project evaluation measuring organizational impact. Reduction in patient or crew injury through the specialty program (Safe Patient Initiative). Increase in Policy Compliance/ reduction in Corrective Action including backer policy through the specialty program (Process and Policy Implementation Initiative) Clinical performance improvement through increased continuous education including: AHA, NAEMT and proprietary courses. Increase in team collaboration resulting in greater efficiency in patient transport within the Communications Center through the Communications and Operations Liaison Program. Consistent increase in OSHA compliance, management tracking and education through new OSHA specialist program. Increased retention and recruitment for increase resourcing through (the Green Grass Initiative). Improved community relations inclusive of CPR and Stop the Bleed training along



with promotion of workforce development through (Community Outreach and Relations Program). November Program cohort interview process has opened with great interest, and more applications than spots available.

Impact (What impact has this project had on your service? Information can be given as narrative. However, if possible, please provide qualitative and quantitative information.):

Many supervisor candidates and employees have expressed the difficulty of promoting within an EMS agency. LifeLine EMS intends to allow this transition to occur organically through the preparation of managerial job responsibilities and the ability to develop as a leader with multiple sources of support. Preparing the "Ready Next" is a unique approach preventing start up time once a transition to the Leadership team occurs. Generating interest and competency as the next generation

Budget (Did you have a budget? Budget numbers can be provided as a percentage of overall operating or departmental budget.):

LifeLine is investing 7 salaries for this unique role. Half of each salary is not technically revenue producing. This investment is approximately \$500,000.

Supporting Documents #1:

Supporting Documents #2:

Supporting Documents #3:

Supporting Documents #4:

Supporting Documents #5:

Supporting Documents #6:

Comments:

CAASE Awards Submission Fee:

CAASE Awards Submission - \$100.00

General Section