

Submission

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2023 CAASE Award Submission

CAASE Awards Submission

Submission Category:

Employee Programs

Submission Title:

Career Bridge Program

Contact Name:

Samantha Barakat

Organization:

Royal Ambulance, Inc.

Email:**Preferred**

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Number of Annual Service Requests:

87,000

Number of Ambulances:

104

Business Type (check all that apply):

Privately Held Corporation

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

Steve Grau - CEO Hasieb Lemar - COO Samantha Barakat - Talent Development Manager Brett Lyle - Consultant

Situational Analysis (Background of Project):

Royal Ambulance is all about developing the next generation of healthcare leaders. As an ambulance company, you might think: "Shouldn't you be focused on your patients?" but with nearly 20 years of experience, we've come to understand that our number one customer is actually our team. If you ask us, supporting our team means fostering a culture and experience that serves them. There are only a handful of jobs as physically, mentally and emotionally demanding as being an EMT. The days can be long, the calls can be difficult, and it's anyone's guess what might happen tomorrow. Being an EMT requires skill, courage, grit and most importantly empathy because caring for patients is what you do. During the pandemic, as our team sat with "healthcare burnout" and "staffing crises", we began asking ourselves: "Who is caring for those who are expected to care for everyone?" The answer was obvious, we needed to rise to the occasion. Gen Y ascended as newly minted leaders within Royal, elevating ideas and listening as Gen Z stepped into the field. An understanding of the obligation to care for those who provide care re-aligned Royal's culture to form a holistic culture of support. Today, Royal supports team member's lives, not just their time on the clock. This change in perspective is how we are feeding our culture. We came to understand that the biggest team benefit that Royal could offer wasn't cheaper dental insurance or snacks in the kitchen. We could create the most value for our team by thinking and acting selflessly in their best interest, leading by example. Royal had to become a next-generation ally for personal, and professional growth building a culture of trust, respect, and opportunity across our distributed, young 650+ member team. So we set out building programs that did just that. In 2022 we launched the Career Bridge Program.

Project Goals:

The program takes what some might call a radical step towards supporting team member's growth journeys by identifying individual professional goals and creates a tailored on-the-job learning experience giving team members the experience needed to get their next job. In addition, the Career Bridge Program also supports the team member's tenure within the organization by providing a 12-month career map, divided into 3 phases, so that on their first day at Royal, the team member has visibility and a roadmap on how to achieve their career goals. 1. Support in identifying their professional goals and creating a clear and simple path for the team to achieve 2. Establish partnerships with culturally-aligned EMS and healthcare organizations that are actively looking to hire ambitious, success-driven professionals 3. Customize the training and experience our team members receive in order to ensure that they excel when they are ready to transition to the next stage of their healthcare career

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

We identified 43% of our team members were interested in a career focused on an acute health setting. This included such careers as Nursing, Physician assistants, Nurse Practitioners, and Medical Doctors. While 40% of our team members were interested in a first responder role such as Firefighter, Firefighter-paramedic, and Paramedic. Since this accounted for a majority of the career ambitions, we focused on building out these two career pathways. In the early stages of our project, we drafted the blueprint of the program which provided a 3-phase - 12-month program. The phases were divided into three categories; Phase 1 - Provide team members with time to learn the organization, their current role and evaluate their performance. Let's them learn and engage with them Phase 2 - Introduce the team members to additional training and special programs specific to their career choice. Phase 3 - Engage in program-specific training, education, and opportunities alongside program partners. We began the project in March 2022 and by July 2022 we onboarded 2 Fire departments (Berkeley Fire Department and Oakland Fire Department) and 2 Healthcare agencies (Stanford Healthcare System Tri-Valley and Regional Medical Center). Royal Ambulance worked closely with our partnered agencies to develop a formal professional development road for EMTs. This included an initial process map, goals, and objectives for the program. Through partnership engagements, we added shadowing of positions, interview and test preparation, and mentorships.

2



Chat

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

So far, we've been able to define what it takes to be a good candidate, co-create training, front load education of key skills and knowledge, and make introductions so that our team members are familiar with the team and culture at the organization they aspire to work at. Our first graduating cohort will apply for open positions at the Oakland Fire Department in the Summer and we are looking forward to a successful transition into the Fire Department. Cohorts 2 and 3 are currently working through phase 2 of the three-phase program and will be graduating in Summer as well. Upon the completion of the first 3 cohorts, we will look to expand the program to include new partners and will likely teach other organizations how to activate public-private partnerships. Additionally, we are focusing on our third career track in Leadership.

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.):

Team member feedback is crucial for fostering a collaborative and productive work environment. It empowers our team members to voice their opinions, concerns, and suggestions which has led us to improvements, increased engagement and ultimately the growth and success of our Career Bridge Program. The Net Promoter Score (NPS) is essential as it provides insight into the value of our program. Currently our Career Bridge Program has an NPS score of 69 which gauges the likelihood of our team members recommending the Career Bridge Program to other team members. We use our NPS score, and feedback to identify areas for improvement, and measure effectiveness of our efforts ultimately driving growth and team member retention when enrolled into the program. As our first cohort prepares for the hiring process with Oakland Fire, we are reassured that these team members are well-equipped with a diverse toolbox of knowledge and skills to succeed during the interview process.

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

As an organization, we prioritize our team members' development, and we ensure that we have a flexible budget to accommodate their needs and support their growth. These partnerships don't have additional expenses. We kept costs low for the organization so that budgeting and cost reductions don't become barriers to elevating our team members' growth and success.

Supporting Documents #1:

Career Bridge Program_Journey Map.pdf

Supporting Documents #2:

Career Bridge Program Flowchart_ Fire Track.pdf

Supporting Documents #3:**Supporting Documents #4:****Supporting Documents #5:****Supporting Documents #6:****Comments:****CAASE Awards Submission Fee:**

CAASE Awards Submission - \$100.00

General Section



ROYAL AMBULANCE CAREER BRIDGE PROGRAM

TRACK: **FIRE DEPARTMENT**

PHASE 1

PHASE 2

PHASE 3

ONBOARDING

- Oakland Fire Department Program Kickoff and Orientation
- Goals, expectations, and key performance indicators (KPIs) are communicated and agreed upon
- Oakland FD Mentor is assigned

INTERFACILITY TRANSPORTATION

- Essential skills are established & improved upon with monthly check-ins
- Local familiarity, patient assessments, basic documentation, ambulance operations, geography, soft skills are established
- Understanding of EMS, public safety, healthcare environments and dynamics are created

FINAL 90 DAY CHECK-IN

- Program Candidates and internal leaders discuss Phase 1 progress, successes, and opportunities for growth and development
- Performance reviews completed & feedback provided
- Determination is made on if team member is ready to be promoted to Phase 2

SPECIALTY RESPONSE UNIT

- Qualified team member is transferred to Rapid Response Unit (RRU)
- Team member practices specific skills necessary for transition
- Oakland Fire station visits
- Critical vs non-critical Patients, Treatments and assessments, Documentation, Emergency Communication
- Emergency Driver training

OAKLAND FD INTEGRATION

- Direct visibility into Oakland Fire Department's environment and processes
- Ridealongs with OFD
- Career transition support- mock Oral Boards, prepare for hiring requirements (education, certifications, licenses, etc.)



Career Bridge Program

Royal is all about developing the healthcare leaders of tomorrow and the Career Bridge Program is one of the ways we do it. The program provides a roadmap that aligns your long-term professional goals with the experience you receive during your time at Royal. You will gain a one-of-a-kind experience, complete with on-the-job training, steady mentorship, and a certificate of completion upon graduation.

So how does it work? Royal's leadership teams work with you at various stages of the program to help sharpen your skills, enhance understanding, and assist you in navigating the competitive and complex hiring and onboarding processes of our program partners.

This program was designed in collaboration with external partners, and your status as a Graduate will give them the confidence they need to know that you are an attractive, qualified, and experienced future addition to their team.

2 Earn Your Stripes

- ☐ Additional internal training: operational, clinical, and professional
- ☐ Customized Royal Experience
 - a. Special Event details, Critical Care, and Rapid Response Transports (CCT & RRT)
- ☐ One-on-one mentorship and coaching



4 Graduation

- ☐ Receive certificate
- ☐ Gain a competitive advantage



1 Getting Started

- ☐ Submit Career Bridge Program application
- ☐ Orientation/kickoff
 - a. Align with internal teams on goals and expectations
 - b. Introduction of Program Scorecard
 - c. Begin networking with external program partner leadership
- ☐ 90 Day performance review
- ☐ Program acceptance



3 The Home Stretch

- ☐ Access to cross-organizational education & training
 - a. Ride-alongs and shadowing
- ☐ Career transition guidance
 - a. Resume, cover letter, application support
- ☐ Insider knowledge of interview processes and hiring opportunities of program partners



**ROYAL
AMBULANCE**