

EMS LEADERSHIP PROGRAM



INTRODUCTION

One of the challenges EMS agency executives face in the development of leadership is preparing them for the many responsibilities that an employee takes on when accepting a position as a supervisor or manager. New supervisors often struggle with the transition into these roles, trying to balance their new responsibilities with the fundamentally different relationship they now have with their coworkers. In addition, the skills and knowledge required to be a great field provider are not the same needed to succeed as an EMS leader.

There are a few EMS leadership programs that are instructed by industry experts and are highly interactive. Attendees of these programs receive a great educational experience covering many of the leadership concepts; unfortunately, these programs are sometimes cost prohibitive for some because of program schedule and travel requirements. Many ambulance service executives cannot commit the money or multiple week absence of these entry-level supervisor positions. As a result, new supervisor training is largely learned “on the job.” However, workforce research shows that these frontline supervisory positions are the most critical factor associated with achieving and maintaining a highly engaged workforce.

Moore EMS Consulting introduces a supervisory training program that is intended to be affordable and available to all new or existing supervisors. This program offers both a technical and practical educational experience. The program is provided in a virtual format to permit active EMS leaders the ability to professionally develop without having to travel. This program will include one hour of educational content each month and will be recorded to ensure flexibility for all EMS leaders. Additionally, once per quarter we will hold an open discussion/office hours session where attendees can bring their service specific issues to the table for discussion and hopeful resolution.

PROGRAM SYLLABUS & DESCRIPTIONS

The program consists of thirteen (13) hours of interactive supervisory training broken into nine (9) program segments. The program content covers all the critical information and knowledge a front-line EMS supervisor needs to perform their leadership role while protecting the organization. The content can be adjusted to address any service-specific issues or concerns your organization may have. In addition, an abbreviated version of the program can be made available for existing supervisory or management personnel.

MODULE ONE

Responsibilities of Taking on a Supervisory Role (1.0 hours)

In this session, we will discuss how taking on a supervisor position has fundamentally changed both the interpersonal and legal relationship the new supervisor has with their field provider colleagues. During this module, we will explore the common characteristics found in successful leaders and will discuss the critical role that front-line supervision plays in an organization. This module will include the ethical and legal responsibilities that an individual bears when taking on a management position and the importance of maintaining personal and professional integrity. We will discuss a supervisor's obligation to set the example and explore whether a supervisor is ever "off duty." Lastly, we will provide attendees with a roadmap for navigating this new position, how to take charge of their own professional development, and identify the mistakes most frequently made by new leaders.

MODULE TWO

Employment Law I & II (2.0 hours)

This module is intended to provide EMS leaders with a solid understanding of the laws that govern the employment relationship and highlight how this is often the greatest legal exposure to any EMS organization. This two-hour module will explain the provisions of the major Federal and state employment laws and includes discussions about the legal concepts associated with "At-Will" employment, wage & hour laws, employment discrimination, anti-retaliation, the ADA and the interactive process, employee leave, including Sick & Family Medical Leave, and several others. This module will provide attendees with practical examples of how the numerous employment laws apply in a typical EMS environment and when the law should influence the manner a supervisor or manager performs their daily duties. This module focuses on how seemingly simple supervisory behavior or actions can have significant legal implications for their organization. This session highlights common legal pitfalls that trip up even the most seasoned of supervisors and guidance on how to avoid a misstep.

MODULE THREE

Communicating with Employees & Providing Performance Feedback (1.0 hours)

In this module, we will explore how EMS leaders can effectively establish and communicate employee performance expectations. This session will include the latest research on motivation, incentives, and the various performance feedback models highlighting the elements that impact employee performance. Attendees will participate in group discussions and exercises that demonstrate how regularly engaging in genuine performance discussions is far more effective than completing an employee evaluation form. We will discuss the role that coaching and mentoring play in employee performance, including overcoming unknown barriers that often impede effective communication of performance expectations and related feedback. This module will build off the information from earlier modules and discuss the importance of fair and consistent enforcement of company policies and procedures, highlighting the impact inconsistency has on employee performance and organizational liability.

MODULE FOUR

Managing Difficult Employment Issues (3.0 hours)

In this module, we will examine challenging or difficult issues that front-line supervisors face regularly. EMS providers perform both physically and mentally challenging work in rapidly changing and difficult environments. The front-line supervisor is frequently encountering work-related injuries, workplace legal and illegal drug use, and employee behavioral and mental health related issues. Lastly, attendees will learn how to deal with aggressive or difficult employee encounters with a focus on non-confrontational communication tactics while controlling the exchange and protecting the workplace.

Substance Abuse & Reasonable Suspicion

In this module, we will discuss the best practices supervisors can utilize to manage these difficult and often sensitive issues in their organization. Given the rapidly changing national landscape with regard to Cannabis for both medicinal and recreational use, frontline leaders are more likely to encounter a workplace drug use incident. This module will prepare the supervisor with the appropriate steps take when they suspect an employee under the influence or using drugs, including recommendations for encountering the employee, reasonable suspicion drug testing, and what to do when an employee refuses.

Mental Health & Resilience in EMS

EMS agencies around the country have been struggling with retaining employees with high levels of employee turnover. A major driving force of the high levels of provider turnover is employee “burnout” and the associated performance and health related problems. Healthcare provider “burnout” is linked to several other negative health effects including headaches, sleep disturbances, hypertension, anxiety, alcoholism, myocardial infarction, and musculoskeletal disorders. Provider burnout is a significant factor impacting an employee’s ability to sustain a career in EMS. This module is geared to provide the front-line supervisor with the latest information and strategies at promoting provider resilience and identifying the warning signs of, and, mitigating employee burnout.

Work-Related Injuries

During this module will review how supervisors should best handle workplace injuries to ensure that employees get appropriate care and the injury is documented as required by OSHA/State level regulations. This session will include the important role supervisors play in addressing workplace injuries, one of the leading reasons that employees leave the profession. This session will highlight how supervisor’s attitudes can influence and impact the safety culture at their EMS organization.

MODULE FIVE

Conducting Investigations (2.0 hours)

This module is an abbreviated overview session of the EMS Supervisor SimLab on Investigations and is intended to give leaders the basic elements of an organizational investigation for incidents or issues that typically arise at an EMS organization. Front-line supervisors often serve as the first member of management to receive notification of company or employee related incidents that require further investigation. Often the nature or seriousness of the incident or complaint necessitates immediate action on behalf of the organization. Unfortunately, many supervisors fail to act because they either do not understand the organizational obligation to investigate or they fail to conduct a sufficient investigation. This session will provide an overview of actions a supervisor should take from the initial complaint through reaching the investigation outcome, including how to document and draft an investigative report. Participants will gain valuable insight into how their handling of a complaint or investigation can likely avoid subsequent regulatory or civil action organizational liability and damages.

MODULE SIX

Ambulance Service Finance & Sustainability (1.0 hours)

This module will provide attendees with insight into the often-complex financial aspects of operating an EMS agency. Often, new supervisor training programs fail to include any training about the EMS industry, reimbursement trends, and the financial management that impacts the health of every EMS organization. This session will provide a basic overview of healthcare reimbursement models, insurance company reimbursement practices, and how a typical EMS organization manages its financial position. We will discuss the internal and external factors impacting the provision of ambulance services in this country, including a brief history of Medicare and Medicaid reimbursement and the impact the Affordable Care Act (ACA) has had on private insurance plan design and reimbursement structures. This module will review basic financial terms including assets, liabilities, long and short-term debt, financial statements and reporting. This module is specifically designed for the front-line supervisor to “connect the dots” from the operational delivery of care in the streets to the administrative, financial performance and sustainability of EMS organizations.

MODULE SEVEN

Compliance Programs (1.0 hours)

This module educates supervisors about the important role that compliance and compliance programs have in an EMS organization. This session will provide supervisors with an overview of the seven (7) essential elements of an ambulance service organizational compliance program. The module will review all federal and local employee and vendors screening requirements for those healthcare providers whose services are reimbursed by a Federal and state healthcare program. Supervisors will learn the important role they have in an organization's compliance program and examples of how the actions of our employees, intended or unintended, can create compliance concerns. As part of this module, we will discuss recent or high-profile enforcement actions against EMS and other healthcare entities by the Centers for Medicare and Medicaid Services (CMS) Office of Inspector General (OIG) and the impact it has had on our industry.



MODULE EIGHT

Technology & Social Media in an EMS Workplace (1.0 hours)

Employees in an EMS workplace access technology, mobile devices, and social media continuously during their workday. Often an employee's use of these devices and platforms unreasonably interfere or negatively impact the EMS workplace. EMS leaders must ensure that their supervisors and managers understand the boundaries for employee use of mobile devices and social media platforms to ensure compliance with patient and coworker privacy and other workplace laws. Increasingly, federal and state law restricts the extent to which an employer can control an employee's social media posts and off duty conduct. This module will provide supervisors with critical information to ensure that they effectively and compliantly manage the employee's use of mobile devices and platforms in the workplace.

MODULE NINE

Time Management, Action Planning & Taking Action (1.0 hours)

This module is geared toward assisting EMS supervisors to be as effective and efficient as they can be with the limited time they have. Often new (and even experienced) leaders fail to “make a plan” or strategically identify short- or long-term goals and responsibilities. Frequently, supervisors and managers know what they should or need to achieve and either take action without prior planning or become unable to initiate or complete the project. This module is about ensuring the supervisor understands the organizational/departmental goals and objectives, performs the necessary due diligence to create a project plan, establish intermittent project landmarks and deadlines, and be accountable for execution. Attendees will learn a framework to ensure that daily operational distractions do not prevent them from being effective.

TAKE
ACTION
NOW

