

YOUR **TOMORROW** IS IN YOUR HANDS **TODAY!**



The AAA is fighting for you!



Staff Recruitment, Retention & Leadership Development

Presented by Lee Ann Pond
Chief Administrative Officer
Richmond Ambulance Authority



Summary

- Sharing experiences from the Richmond Ambulance Authority
- Hire, Train, Retain, Develop
 - Recruiting techniques
 - Techniques for retaining employees
 - Leadership Development Program



Who are we?



Richmond Ambulance Authority

- Formed in 1991 through Virginia state legislation and franchise of city ordinance
- Formed as Public Utility Model/self running since 2007
- Governed by Board of Directors appointed by City Council
- Funded 75% by billings for transports, 25% city subsidy
- \$22mil budget



Who Are We?



- Richmond Ambulance Authority
 - CAAS Accredited
 - ACE Accredited
 - NAEMT Accredited
 - Dick Ferneau Paid Service of the year 2015
 - National and International visitors
 - Active Social Media presence

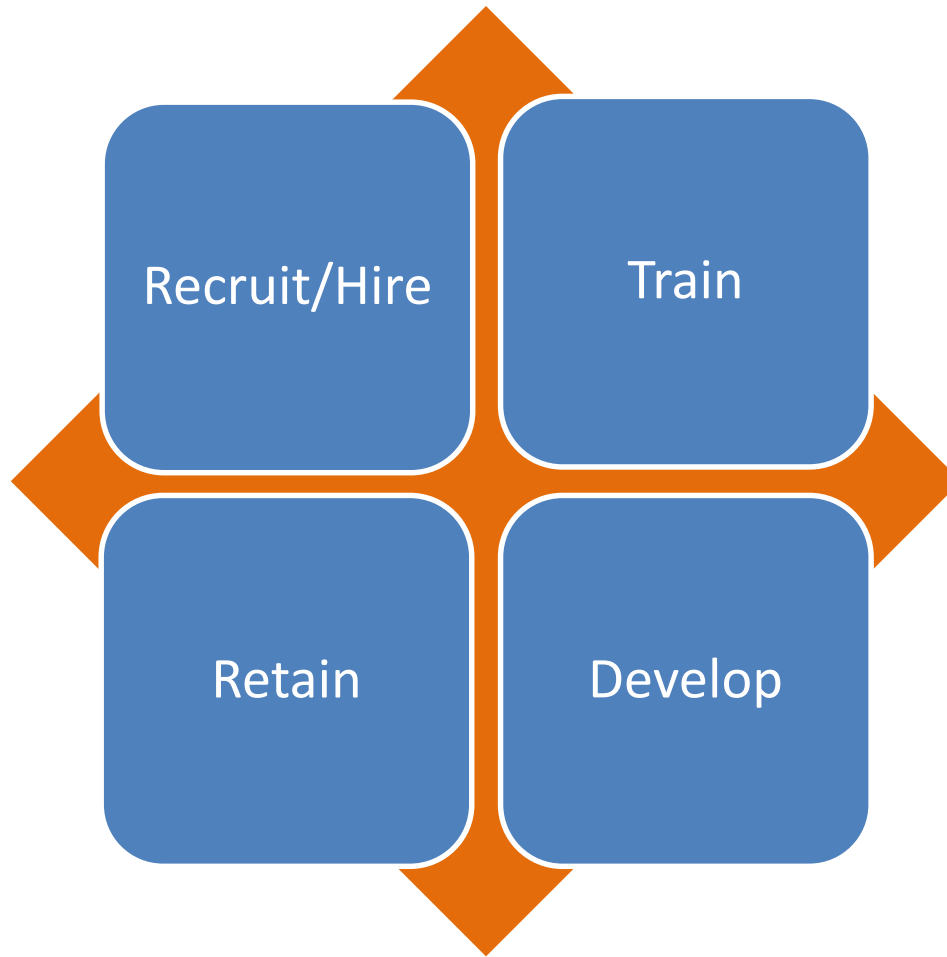


Who Are We?



- Richmond Ambulance Authority
 - 50,000 transports / 73% emergency, 27% non-emergency
 - 273 employees / 74% full-time, 26% part-time
 - In-house:
 - Communication Center
 - Reimbursement Department (17 staff)
 - IT Department (4 staff)
 - Fleet Maintenance (4 staff – 51 vehicles)
 - HR (4 staff)

Managing Staff





Recruitment

- Application portal in payroll system
- Advertise open jobs in newspapers and office of EMS website.
- Career Fairs at local military base, colleges, Chamber of Commerce
- Diversity Initiatives

Recruit/
Hire



Recruitment

- Grow Our Own
 - EMT/Paramedic Classes
 - Scholarships for current employees
 - Career ladder
 - Med/biology students
 - Community schools, career day, job shadowing
- Intern programs
 - College
 - High school

Recruit/
Hire



Hiring

- New Employee Orientation
 - First day for all new hires
 - 8 days for field staff
 - Followed by 22 shifts of preception
 - Midpoint evaluation at 11 shifts
 - EMT's final evaluation with Chief Clinical Officer
 - Paramedic's final eval with Medical Director

Recruit/
Hire



Onboarding a New Employee

- Cost to recruit and train
 - Advertising, job fairs, recruiting costs
 - Background check, drug testing, physical agility test
 - Uniforms
 - Wages while in classroom training
 - Wages while precepting
 - Training supplies
 - Wages of trainers

Recruit/
Hire

Train



Do You Know Your Cost to Hire and Train a New Employee?

Recruit
/Hire

Train



Costs

- EMT \$12,000
- Paramedic \$14,000
- Hired 31 EMT's /17 Paramedics
- \$610,000 spent before they could be fully functioning employees (7% of the personnel budget)
- Personnel costs 70% of total budget
- Potential for greatest savings impact

Recruit
/Hire

Train



Hire vs. Retain

Recruit/Hire

Retain



Retaining

- Cost of retaining – retention budget
- Exit interviews
- Keep employees engaged
 - Employee committees
 - Ambulance design, equipment choice, uniforms
 - Wellness committee
 - Employee run
 - Employee activities
 - EMS week

Retain



Leadership Training/Development

- Grow your own leaders
- Keep staff engaged
- Promote from within
- Keep talented staff from looking for other opportunities
- Keep the institutional knowledge
- Succession Planning

Develop



Leadership Training Programs

Training vs. Developing

- “The solution to the leadership training problem is to scrap it in favor of development. Don’t train leaders, coach them, mentor them, disciple them, and develop them, but please don’t attempt to train them.”

From The #1 Reason Leadership Development Fails, Forbes .com Mike Myatt

Develop



Training Vs. Developing

- “From what we have learned from our own experience, we argue that the best approach to developing leaders is through various forms of self-assessment, action learning, and apprenticeship activities.”

From Developing Leaders and Leadership Development by Manfred Kets de Vries and Konstantin

Develop



Leadership Development Programs

- Hire from outside or develop your own
- We developed our own
- Leadership Academy Program

Develop



Leadership Development





Leadership Development

- Who they are – their own leadership style
- Know their business
- Know their agency
- Know the community they serve

Develop



Richmond Ambulance Authority Leadership Academy (RAALA)

- 2009
 - 30 participants
 - All participants supervised employees or managed departments
- 2015
 - 25 participants
 - New management positions, replacement of existing managers or were emerging leaders

Develop



RAALA Mentor Program

- The 2009 graduates were assigned as mentors to the class of 2015
- Mentors were from different departments than mentees
- Each mentor was asked to take mentee out for lunch to get to know them (agency paid)
- Mentors were asked to keep in touch during the year and offer help on projects

Develop



RAALA Mentor Program

- Mentors were kept up on the activities of the 2015 RAALA class through email updates
- Mentors were invited to the sessions quarterly and came to graduation.
- Mentors are encouraged to keep relationship going after graduation.
- Mentors and mentees will all be part of an ongoing RAALA group that meets quarterly.

Develop



January Leadership Academy Agenda

- Overview
- CEO introduction
- Richmond 101
- Book review groups



Develop



February Leadership Academy Agenda

- Know thyself
- Myers-Briggs or other personality or preference test



THE Myers & Briggs FOUNDATION



March Leadership Academy Agenda

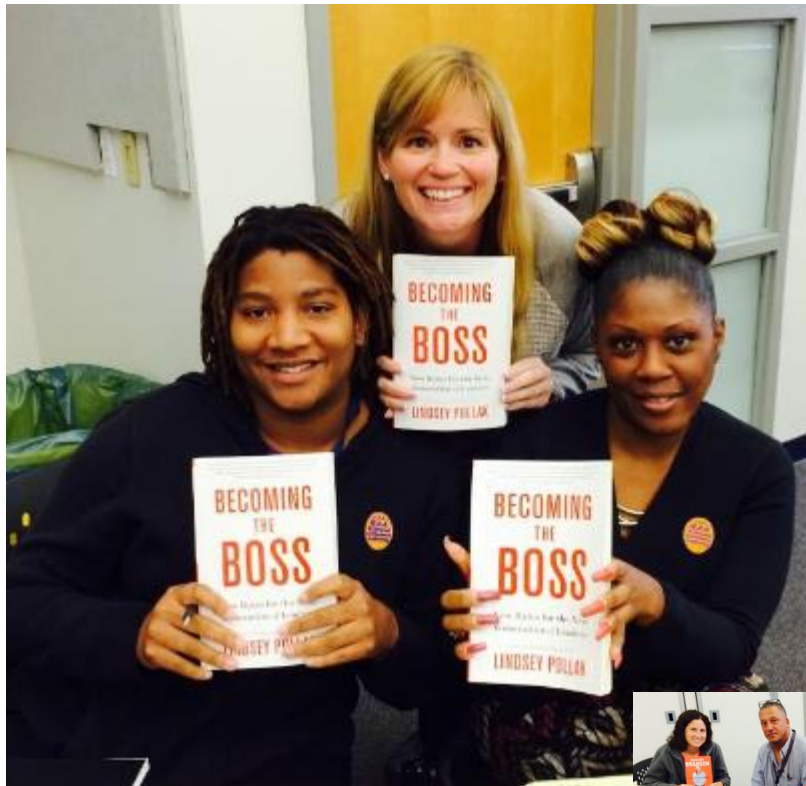
- Book review group presentations
- Discussion of book insights

Sample Agenda

Develop



Book review group presentations



Sample Agenda

Develop



April Leadership Academy Agenda

- Operations overview
- Draw names for team building project



May Leadership Academy Agenda

- Administration overview
- Finance
- Compliance
- IT
- HR
- Team building project presentations
 - Project Runway

Develop



Team Building – “Project Runway”





"Project Runway"





June Leadership Academy Agenda

- Clinical Overview with Medical Director
- Draw names for research project groups

Sample Agenda

Develop



July Leadership Academy Agenda

- Know the Community you Serve
- City Tour or speaker from historical society

Sample Agenda

Develop



August Leadership Academy Agenda

- Leadership Presentation from outside speaker.

Develop



September Leadership Academy Agenda

- Community and Media Relations

Sample Agenda

Develop



October Leadership Academy Agenda

- Volunteer project



Sample Agenda

Develop



Volunteer Day





Volunteer Day





Volunteer Day





November Leadership Academy Agenda

- Leadership Model
- Speaker from community or Board leadership
- Talk about their leadership philosophy and perspective



December Leadership Academy Agenda

- Project Presentations
- Graduation



Sample Agenda

Develop



Class Projects



Leadership Academy Group Project

- 1) You will be assigned to a group of 4. Each group will have a leader that will be responsible for keeping the group on track and monitoring and communicating the group's progress.
- 2) Each group will identify a problem, challenge, or opportunity that exists for RAA. The group will come up with a proposed idea for a solution or project that will improve or enhance RAA.
- 3) The group will research the idea or solution and prepare a detailed written proposal which includes:
 - a. Detailed description of the issue
 - b. Detailed description of the proposed solution
 - c. Cost/benefit analysis of the solution
 - d. Executive summary

The group will present their written and verbal proposal at the September 2nd 2015 Leadership Academy final session and be ready to answer questions and defend their proposal.

Timeline:

June 2	Email a paragraph on the problem, challenge, or opportunity that has been identified and the proposed solution to Lee Ann.
July 2	Email an outline of the research plan to Lee Ann.
August 2	Email an outline of written proposal to Lee Ann.
September 2	Present written and verbal proposal presentation to the 2009 and 2015 and RAALA classes.

Note:

Groups are responsible for requesting resources they need, i.e. a shared drive from IT, office supplies, cost expenditure history from Finance, etc. The groups are encouraged to use their mentors as resources. Mentors may participate partially or fully in the group meetings, research, proof reading/editing, etc.

Group Leader _____
Group _____

Develop



Class Projects

Ideas ranged from:

- Paramedic Academy
- Wellness Initiatives
- Flowcharting Patient Care Report process
- Cost Benefit Analysis of Long Distance Transports
- Improving Working Relationship Between Comm Center and Field Ops
- Community Outreach



Develop



Incorporate Team Building into Every Meeting

Switch Sides If...

Split a large room or gym into two sides with a piece of masking tape. Ask your group to arrange themselves on one side or the other. Then start announcing that they should "Switch Sides If..." and fill the in blank with some of the ideas below. Encourage your group to share their reason for switching or staying with a neighbor.



YOU LIKE TO TO SING KARAOKE

YOU WOULD CHOOSE NINJAS OVER PIRATES

YOU PREFER SUMMER OVER WINTER

YOU PREFER DOGS OVER CATS

YOU HAVE MORE THAN 2 SIBLINGS

YOU PREFER PIE OVER CAKE

YOU HAVE LIVED IN MORE THAN 3 STATES

YOU HAVE A PET

YOU WERE NAMED AFTER SOMEONE (FIRST OR MIDDLE)

YOU HAVE PARTICIPATED IN A RACE (5K or MARATHON)

YOU WOULD CHOOSE MOUNTAINS OVER BEACH

YOU SPEAK ANOTHER LANGUAGE

YOU ARE A MORNING PERSON

YOU PREFER TV OVER MOVIES

YOU PLAY AN INSTRUMENT

YOUR FAVORITE KIND OF CANDY IS CHOCOLATE

YOUR FAVORITE SPORT TO WATCH IS BASKETBALL

YOU PREFER ICE SKATING TO ROLLER SKATING



Ice Breaker Ideas

- Cell Phone Points
- Switch Sides If...
- Advice to my younger self
- Tape ball
- Birth order
- Candy bars

Develop



Information for Leadership

- Notebook for handouts.
- Shared folders on server for electronic files:
 - Information source – charter, city code, protocols, Medicare Reference Manual, Policies, Procedures, Bylaws, Chart of Accounts agency license, EMS regulations, payer allowables, retail rates, letterhead, logo, vehicle list, certificate of insurance,



Develop



Succession Planning Aids

- Resumes
- Bios
- Professional Portraits
- Accessible on a shared folder on the server
- Keep updated after graduation

Develop



Sample Bio



Lee Ann Pond

Chief Administrative Officer

“The greatest discovery of my generation is that a human being can alter his life by altering his attitude”.

William James

Lee Ann Pond is the Chief Administrative Officer of the Richmond Ambulance Authority and is responsible for finance, reimbursement, information technology, and compliance for the Authority. She has a Bachelor's degree in Accounting and a Master's in Business Administration, both from the University of Toledo. Lee Ann has experience in finance and administration in both private and public organizations, with her last position as the Chief Financial Officer and Director of Administration for an Ohio social service agency. She serves on the membership committee of the American Ambulance Association and is certified as an Emergency Medical Technician.

Lee Ann is a native of Toledo, Ohio and currently lives in the Richmond, Virginia area.

Develop



Post Graduation Follow-Up

- Survey Monkey for feedback on program
- Continue leadership meetings
- Encourage continuation of mentors
- Encourage groups to champion their projects

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Other Ideas...

- Role Playing
- Case analyses
- Outdoor adventure training
- Simulations
- 360 degree evaluations
- Cross training
- Job shadowing

Develop



Benefits

- Public speaking experience
- Interdepartmental groups
- Team building
- Shared experiences
- Shared problem solving
- Written presentation experience
- Pitching ideas and research

Develop



Feedback

- Challenges with the project and their teammates level of participation.
- Still talking about their projects 6 years later.
- Timing of session was challenge for staff on shifts.
- Volunteer Day was favorite session.
- Wanted more outside speakers.
- Opinions about letting in new employee through the year.

Develop



Any Agency Can Do This...

- Leadership Academy can be large or small
- Tailor to your needs and abilities
- Could be shorter or longer
- Can fit within any budget

Develop



Any Agency Can Do This...

- Identify your leadership group
- Decide on meeting times to maximize attendance
- Identify budget - Food will motivate
- Facilitator will need to keep it moving
- Presentations can be put on by leadership team
- If possible, budget in Myers-Briggs or other self awareness tool.

Develop



If Budget Is an Issue...

- Personality tests for free
 - Humanmetrics.com Jung Typology Test
- Local history museum speaker/ free history museum visits
- In-house professional photos
- Local leaders as speakers

Develop



After graduation...

- Continue meeting with the group
- Coaching individuals or groups
- Develop different management levels
 - Management team
 - Ice breakers
 - Facilitating skills
 - Public speaking skills

Develop



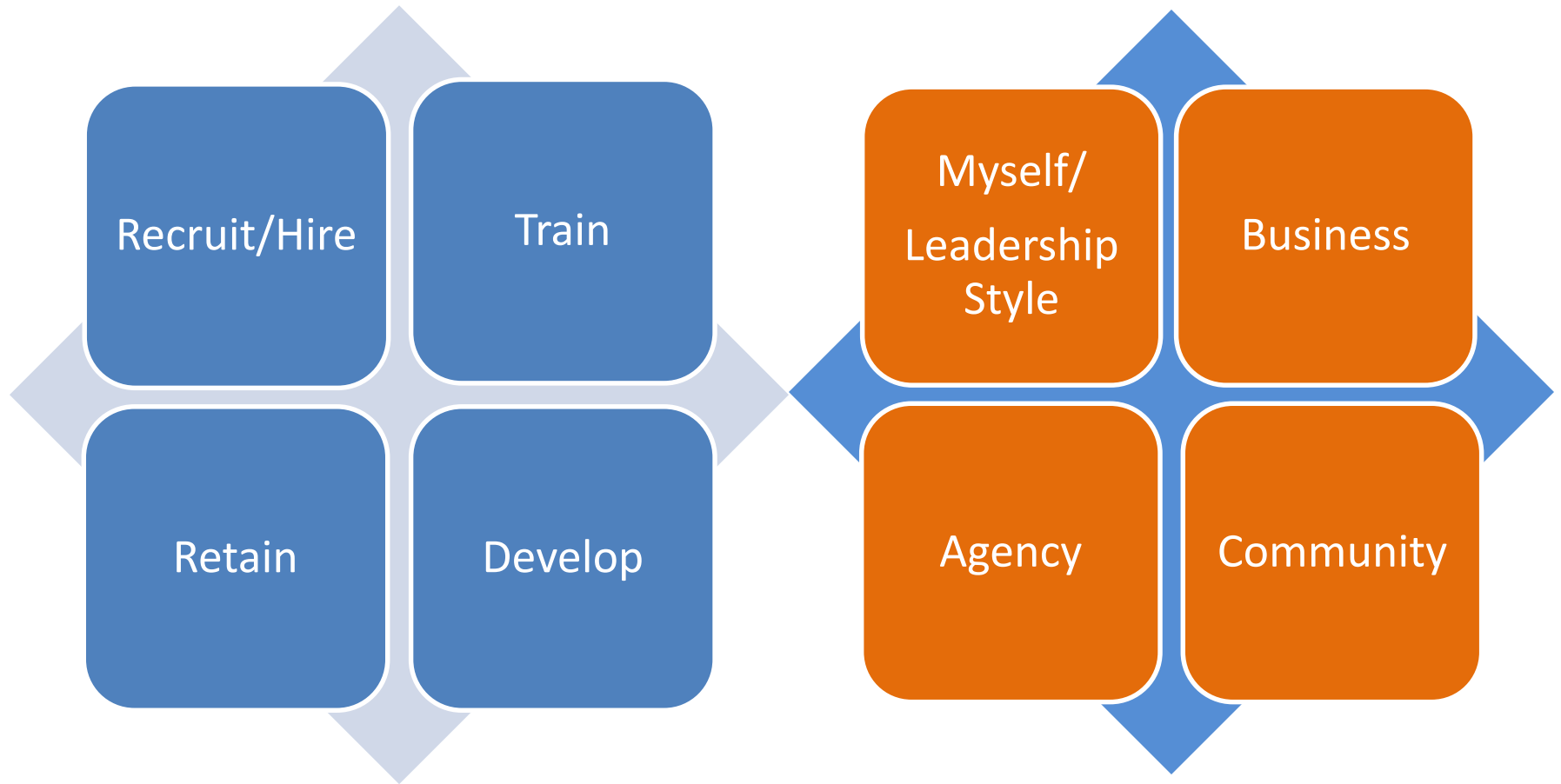
Leadership Academy Lessons Learned

- Get people out of their comfort zone
- Find ways to mix up the seating chart
- Model leadership whenever possible
- Ice breakers/ team building. Have some fun.
- Shared laughter and experiences build teams.
- Group projects are loved and hated – capstone of academy.

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In Conclusion





Questions?

Ideas from your agencies?



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