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2024 AAA/Newton 360 EMS Industry Turnover Survey

Human Resource Series Webinar

Friday, October 11, 2024 | 2:00 p.m. EDT





Scott Moore, Esq.

AAA Ops & HR Consultant

moore
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Housekeeping Notes:

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Chat/Informal



Q&A

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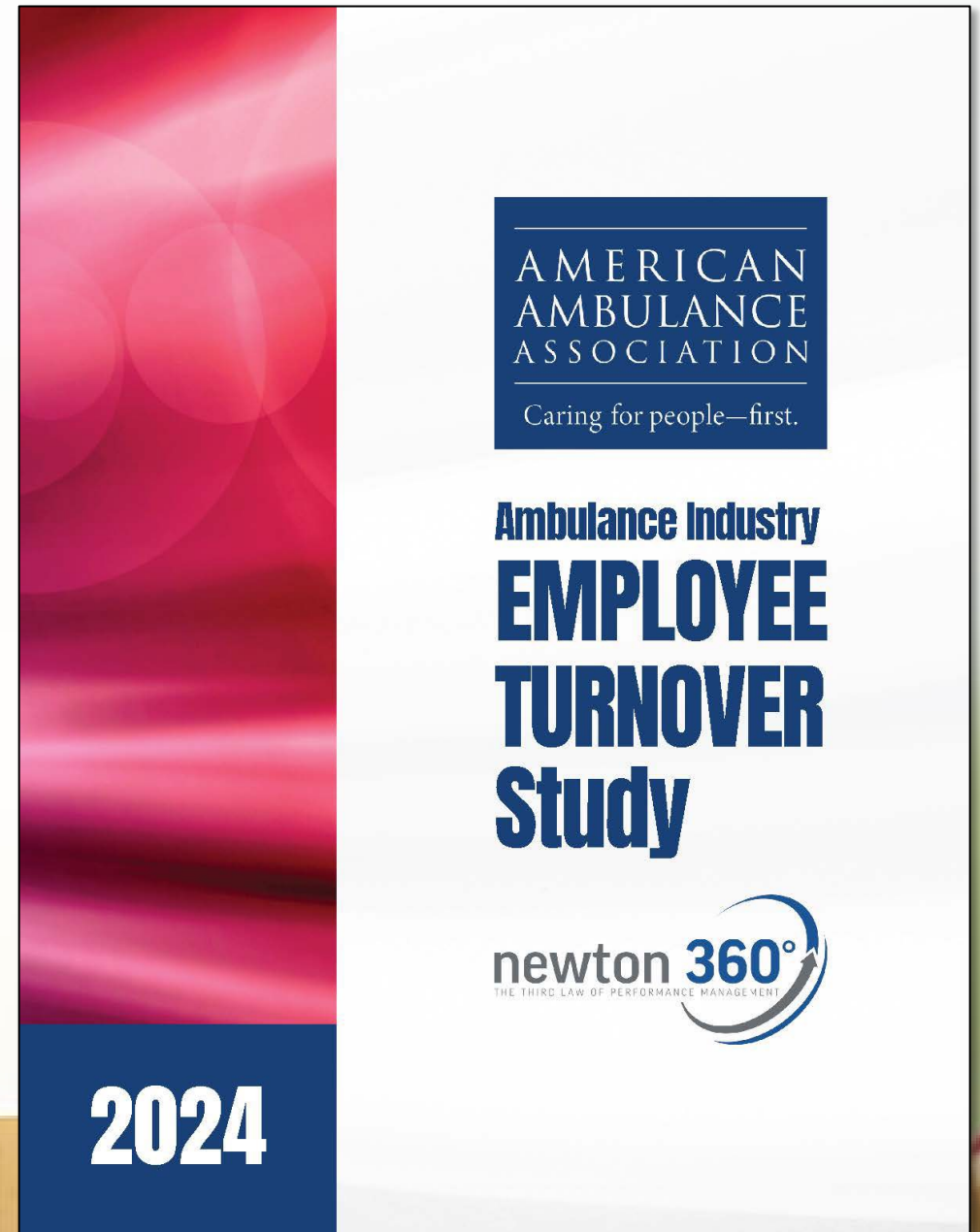
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2024 Human Resources Webinar Series

EMS Workforce Vital Signs



Prepared & Authored by the American Ambulance Association, Newton 360, Doverspike Consulting, and Rosanna Miguel, PhD, from the Center for Applied Talent Analytics in the Boler College of Business at John Carroll University



Why the study was conducted

The design of the survey

How turnover was measured

Characteristics of responders

Findings

Thoughts and the future

AGENDA

6th Year of This Study

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AAA / Avesta 2018 Ambulance Industry Employee Turnover Study



Prepared and authored by Avesta Systems Inc and the
American Ambulance Association.
5/1/2018

AAA / Avesta 2019 Ambulance Industry Employee Turnover Study



Prepared and authored by Avesta Systems Inc
American Ambulance Association.
6/18/2019
DRAFT
CONFIDENTIAL

AAA/Newton 360 2021 Ambulance Industry Employee Turnover Study



Prepared and authored by the American Ambulance Association, Newton 360,
Doverspike Consulting, and The Center for Organizational Resilience
July 14, 2021
FINAL
CONFIDENTIAL

AAA/Newton 360 2022 Ambulance Industry Employee Turnover Study



Prepared and Authored by the American Ambulance Association, Newton 360,
Doverspike Consulting, and Rosanna Inguet, PhD, from the Center for Applied Talent
Analytics in the Boler College of Business at John Carroll University
September 23, 2022



Ambulance Industry EMPLOYEE TURNOVER Study



2023



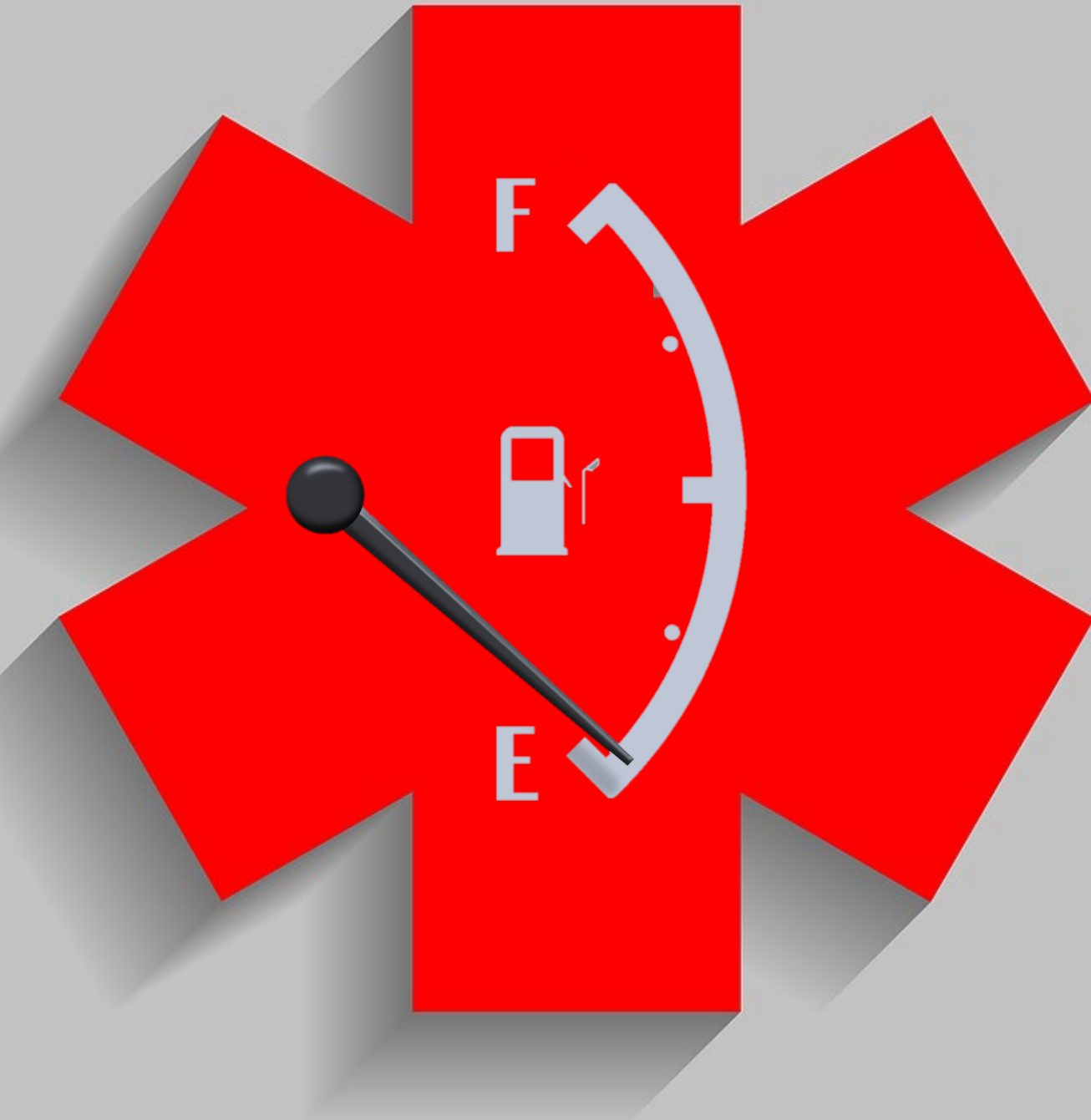
Ambulance Industry EMPLOYEE TURNOVER Study



2024

Why conduct this study?

- Continued Staffing Shortage
- Lack good data and benchmarks
- EMS agencies continue to struggle with recruitment & retention
- The AAA and Newton 360 are working to understand turnover and retention.
- The need for EMTs & Paramedics is slated to increase



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This study has been cited by legislators & media outlets



EMS1

NEWS & ANALYSIS

PRODUCT GUIDE

CAREERS & TRAINING

OFF DUTY

DEALS & DISCOUNTS

GRANTS

DEEP DIVE

TRENDING TOPICS

SAVE WITH PRIME BIG DEAL DAYS

TOP DEALS FOR FIRST RESPONDERS

TOUGH MUDDER FOR FIRST RESPONDERS

HURRICANE RESPONSE

zoro.com

Prep for cooler weather with HVAC items.

Sponsored Content

Recruitment & Retention

Flattening the turnover curve

The AAA and Newton 360 Industry Turnover Survey reveals increased turnover rates in full and part-time EMTs and paramedics

December 14, 2022 01:40 AM • Rob Lawrence

ORACLE

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This episode of EMS One-Stop with Rob Lawrence is brought to you by Lexipol, the experts in policy, training, wellness support and grants assistance for first responders and government leaders. To learn more, visit [lexipol.com](#).

The American Ambulance Association recently published its fourth annual survey of employee turnover in the EMS industry. The survey was prepared and authored by the American Ambulance Association, Newton 360, Doverspike Consulting, and Rosanna Miguel, PhD, and presents turnover data from 119 EMS organizations, representing more than 12,000 employees. This year, the survey included data regarding the percentage of positions reported to be open at the time of the survey, which showed that EMS agencies are having difficulty filling open positions.

Over the last few years, EMS organizations were impressive in meeting the challenges in the face of the continuing COVID-19 global pandemic. The EMS workforce rose to the challenge and battled the disease, despite the workforce shortages that have plagued the EMS profession and other healthcare partners for nearly a decade. EMS organizations have offered innovative solutions to public health crises, including establishing testing and vaccination sites around the country, suggesting that EMS employers and employees are prepared to expand their role to include greater provision of preventive services and community-based healthcare. Against that backdrop, the fourth annual survey was conducted.

MOST POPULAR

1

Officials identify crewmembers killed in Ky. medical helicopter crash

2

Alex, fire chief addresses "inappropriate" EMS training scenario

3

Hurricane Milton storm surge is expected to test Fla. hospital's flood barrier

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Journal List

J Am Coll Emerg Physicians Open

> v.4(3); 2023 Jun

> PMC10211462

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JACEP OPEN

JOURNAL OF THE AMERICAN COLLEGE OF EMERGENCY PHYSICIANS OPEN

Open Access

J Am Coll Emerg Physicians Open. 2023 Jun; 4(3): e12975.

Published online 2023 May 25. doi: [10.1002/emp2.12975](#)

PMCID: PMC10211462

PMID: 37251350

Evaluating changes in the emergency medical services workforce: A preliminary multistate study

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• Author information • Article notes • Copyright and License information • [PMC Disclaimer](#)

Associated Data

• [Supplementary Materials](#)

Abstract

Go to:

Objective

There is growing concern with the strength and stability of the emergency medical services (EMS) workforce with reports of workforce challenges in many communities in the United States. Our objective was to estimate changes in the EMS workforce by evaluating the number of clinicians who enter, stay, and leave.

Methods

A 4-year retrospective cohort evaluation of all certified EMS clinicians at the emergency medical technician (EMT) level or higher was conducted for 9 states that require national EMS certification to obtain and maintain EMS licensure. The study spanned 2 recertification cycles (2017–2021) for 2 workforce populations: the certified workforce (all EMS clinicians certified to practice) and the patient care workforce (the subset who reported providing patient care). Descriptive statistics were calculated and classified into 1 of 3 categories: EMS clinicians who entered, stayed in, or left each respective workforce population.

RETENTION

TREATMENT PLAN PROJECT

SOLUTION RESEARCH

collaboration

Improving EMS Professional Retention Through Stay Interviews

Macara Trusty, LP MS, SHRM-SCP

Optimizing Business Through Leadership, Strategic Planning & Execution

May 6, 2023

It is no secret that the EMS industry is experiencing unprecedented turnover. The 2022 AAA Turnover report reveals a 31% voluntary turnover rate for full-time EMTs and a 26% voluntary turnover rate for full-time paramedics. Those turnover percentages imply that organizations will replace their full-time workforce every 3.5 years. Additionally, the National Registry of EMTs reports an annual average of 11,140 new "First Time Nationally Certified" paramedics entering the industry from 2016-2021, along with a 3-year annual average of 113,891 nationally registered Paramedics from 2019-2021. For EMTs, they report approximately 67,400 "First Time Nationally Certified" EMTs for 2016-2021 and a 3-year annual average of 299,050 EMTs for 2019-2021. If turnover rates from the AAA report were applied to those numbers, it is evident that the EMS industry could be losing more EMS professionals than we are adding. While employee retention should always be a focus for organizations to support a healthy employee-focused culture, given the current state of our industry, successful employee retention initiatives could mean the difference between organizational sustainability and failure.

Many organizations use exit interviews as a standard practice when an employee voluntarily leaves. During those exit interviews, the focus is identifying why employees leave the organization after the employee has decided to leave. Employers ask questions to gain insight into what led to the employee's decision to leave, whether it was due to work-related issues, management, compensation, or personal reasons. The goal is to identify ways to improve retention and reduce turnover by addressing the issues that led to the employee's departure. But is that working? We are seeing unprecedented turnover, and the decade's worth of exit interviews seem to be doing little to slow the exit from our industry. What if we were to "flip the script" and instead focus on those employees that stay?

Comments

47

6 comments • 13 reposts

Like Comment Share

Add a comment...

Most relevant

Ron Thackery • 1st

CEO at Thackery Group LLC

Very interesting - better to understand why folks stay rather than why they leave. Well done!

Like Reply 1 Reply

Macara Trusty, LP • Author

Optimizing Business Through Leadership

Ron Thackery, thank you!

Like Reply

Steve Wirth • 1st

Founding partner at Page, Wollberg & Wirth

Great stuff, Macara. Excellent article!

Like Reply

Christopher Gage • 2nd

Co-Managerial HR Research Scholar

Great work! I can see a future where AI uses predictive modeling to monitor satisfaction and step in to improve provider mental health and work experiences.

Like Reply

Cite

[Flattening the EMT, paramedic turnover curve \(ems1.com\)](#)

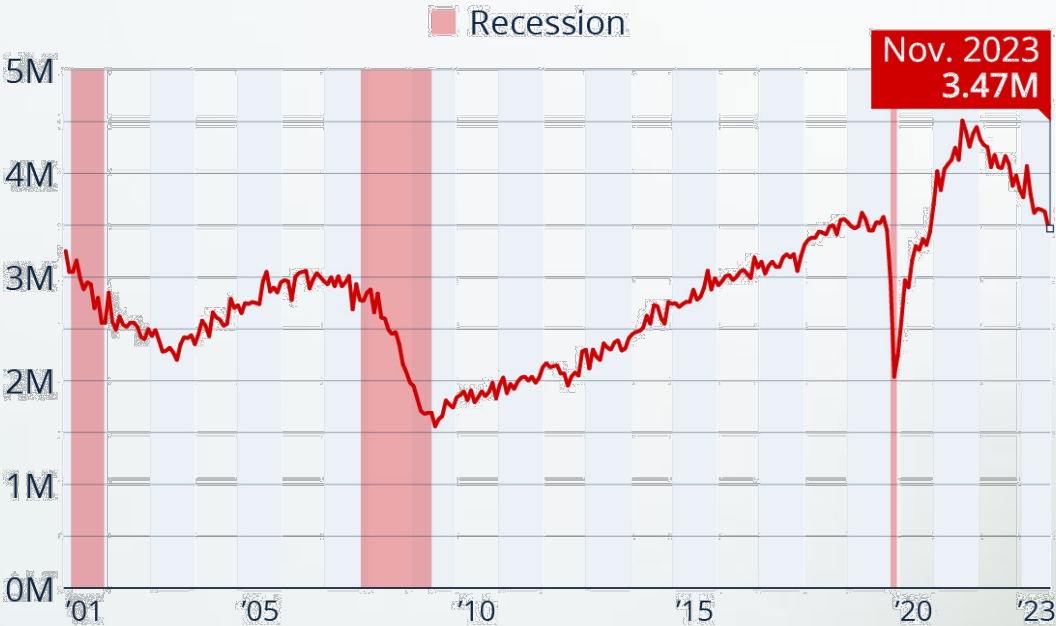
[Improving EMS Professional Retention Through Stay Interviews | LinkedIn](#)

[Evaluating changes in the emergency medical services workforce: A preliminary multistate study - PMC \(nih.gov\)](#)

Great Resignation

The Great Resignation Is Over: Quits Return to Pre-Covid Level

Monthly number of people quitting their jobs in the U.S.,
seasonally adjusted



Source: U.S. Bureau of Labor Statistics

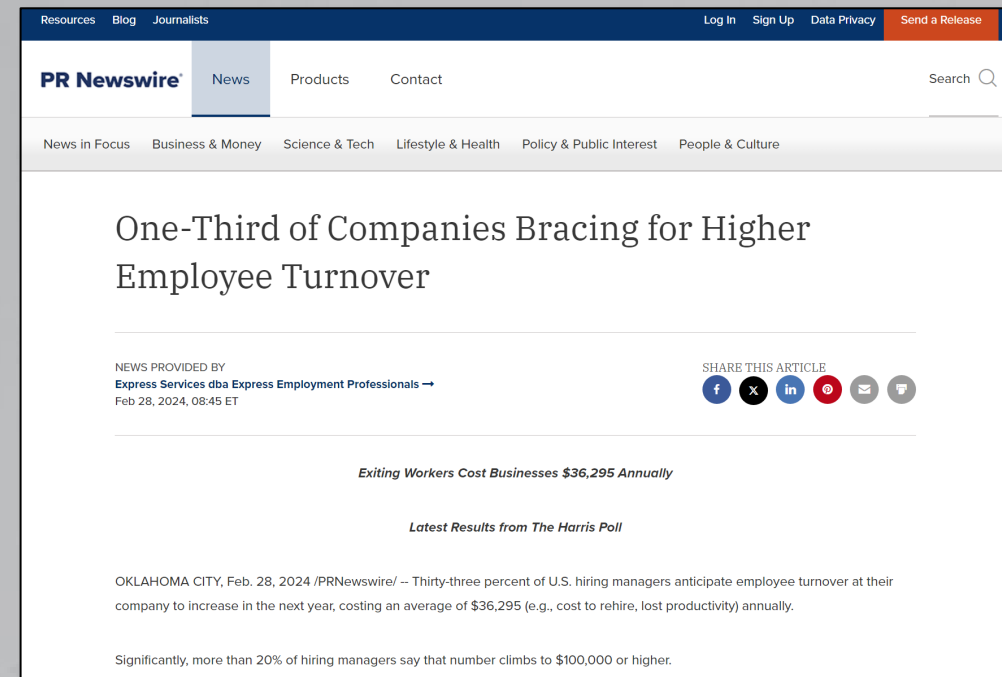


statista



Turnover Rates All Professions

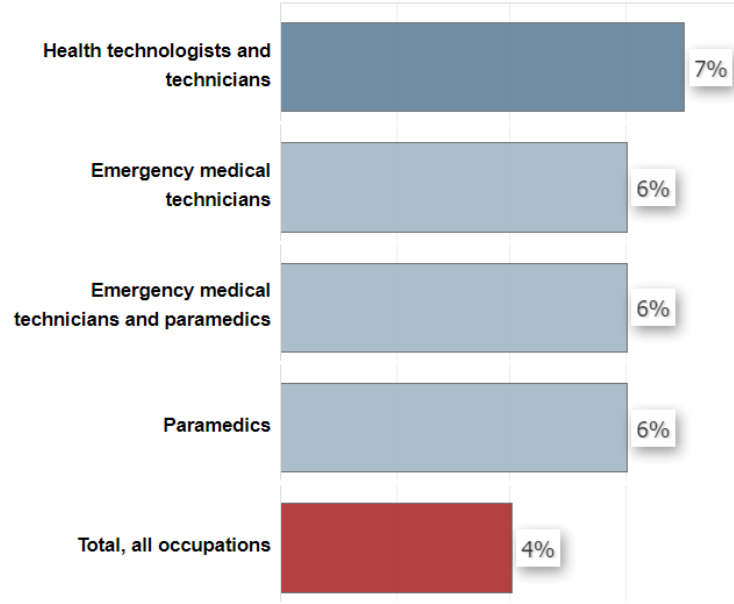
- 2023 to 2024 is 13.5%
- 2022 24.7%
- 2023 17.3%
- Retail & Wholesale 24.7%



EMS JOB OUTLOOK

EMTs and Paramedics

Percent change in employment, projected 2023-33



Note: All Occupations includes all occupations in the U.S. Economy.

Source: U.S. Bureau of Labor Statistics, Employment Projections program

- Grow 6% 2023-2033
- 19,200 opening each year
- HRSA projects need an additional 40K EMS personnel by 2030
- 62 months from now

Summary

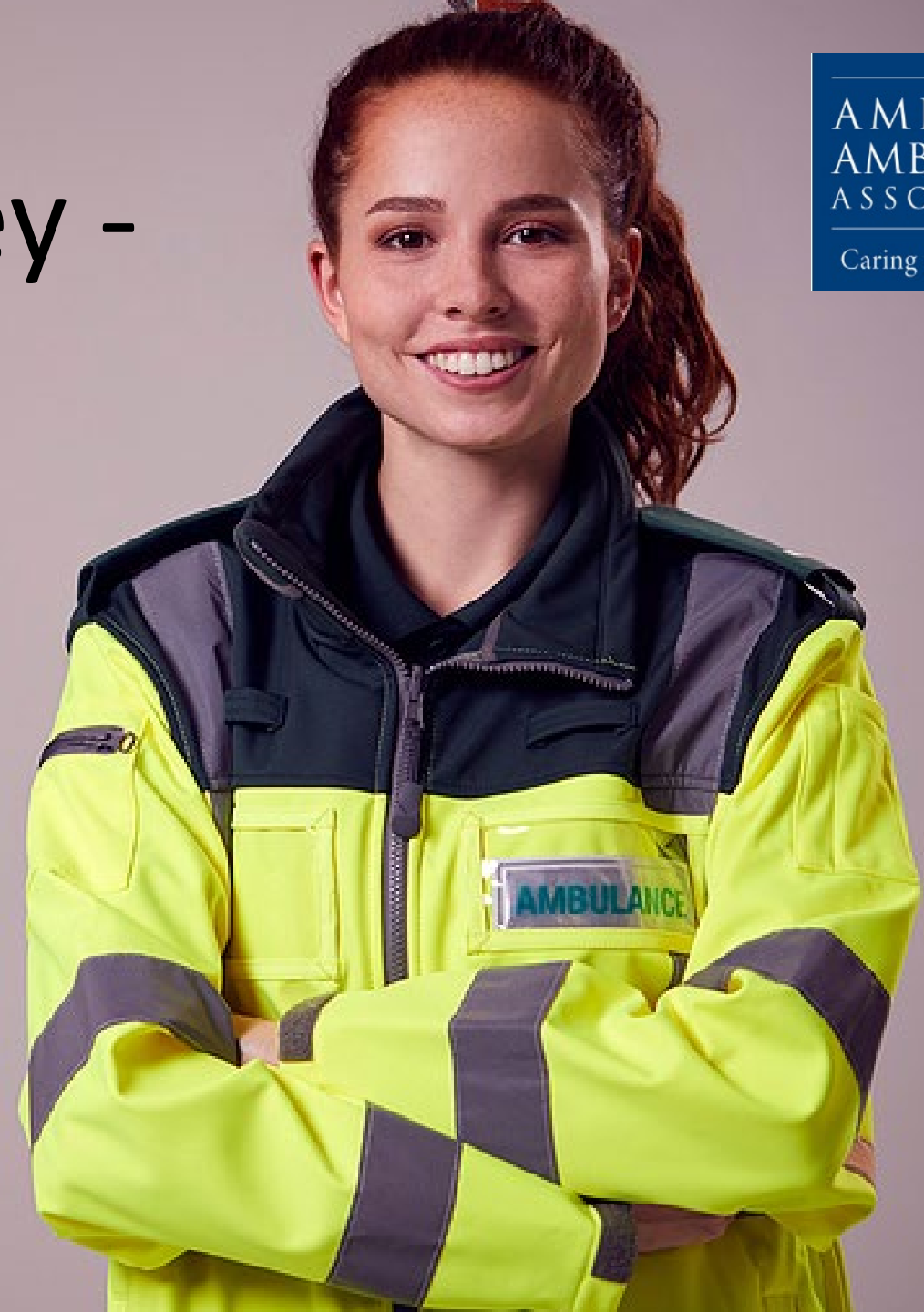
- Overall Turnover 23-40%
- 38% Turnover in 1st Year
- 171 EMS Organizations
- 28,488 Employees

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Design of the Survey - Occupations

- Occupations:
 - Full-Time EMTs
 - Part-Time EMTs
 - Full-Time Paramedics
 - Part-Time Paramedics
 - Supervisors
 - Dispatch Employees



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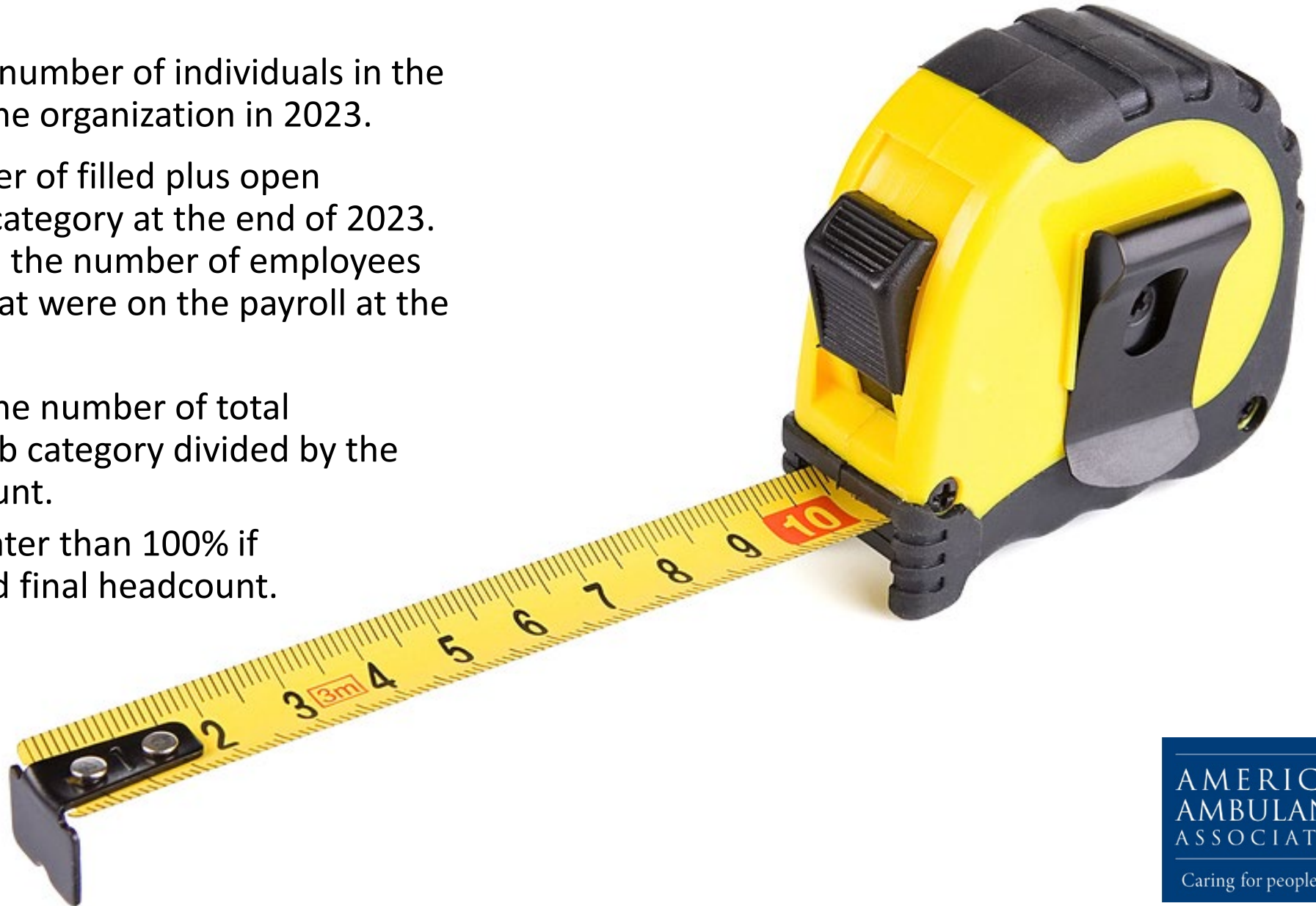
Design of the Survey – Sections or Questions

- Characteristics of Organizations – Basic Information
- Total Turnover Numbers
- Voluntary Turnover Numbers
- Involuntary Turnover Numbers
- Open Position Rate
- Reasons for Leaving
- Performance Management Questions



How Turnover Was Measured

- **Separations:** The total number of individuals in the job category that left the organization in 2023.
- **Headcount:** The number of filled plus open positions for each job category at the end of 2023. Filled positions refer to the number of employees in each job category that were on the payroll at the end of 2023.
- **Total Turnover Rate:** The number of total separations for each job category divided by the corresponding headcount.
 - Note – can be greater than 100% if separations exceed final headcount.



How Turnover Averages Were Calculated

1. Calculated by treating all organizations as equal or giving all organizations an equal weight in calculating the average.
 - A. This was the primary method used to calculate turnover because it allowed for other analyses that treated organizations as the cases in statistical analyses.
 - B. Disadvantage - an analysis calculated on only larger organizations would result in more stable estimates.
2. An alternative analysis was conducted in which the turnover statistics for an organization were weighted by the headcount for the job category before calculating the average turnover.

Caveat 1: Cleaning Data

- Numbers do not always add up.
- The data was cleaned prior to the analysis, which was conducted in Excel and SPSS (Statistics software). Fractions were rounded off to whole numbers. Any unusual or out-of-range numbers were eliminated.
- Some organizations only gave overall separations and not voluntary or involuntary.
- Some organizations gave voluntary and involuntary, but not overall separations.
- Sometimes all the information was given, but it was inconsistent.
- After cleaning the data, the turnover rates were computed based on the definition previously provided and using available data without trying to impute or make guesses as to the values of any missing data. All available, non-missing data were used in various calculations.



Caveat 2: Organizations not Employees

- Especially when considering the reasons for turnover, the data came from an organizational representative, not an employee or the person leaving the organization.
- The organization and the employee might report very different reasons.

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EMS^{NEXT}

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📢 CALL TO ACTION! 📢

The EMSNext Workforce Project Committee is inviting YOU to participate in a brief survey that has been designed to gather YOUR valuable feedback!

Why You?

As a front line member of the EMS workforce, YOU are the heartbeat of our Emergency Medical System. Your insights and experience are crucial in shaping the future of our industry!

SCAN HERE NOW!



Survey will be open until
October 11, 2024

Objective:

The information gathered from this survey will be anonymized, compiled, and presented to the AAA Board of Directors & Committee Chairs. Your feedback will help ensure that the voices of frontline EMS workers are heard by showing what opportunities you think are most important when it comes to job satisfaction and retention:

- Education Regarding Professional Development
- Financial Literacy
- Recognition, Morale, and Wellbeing

This is your opportunity to tell organizational leaders what matters most to YOU and how they can improve retention in EMS!

***"Empower EMS,
Retain Excellence"***

EMSNext Workforce Project 2024
[CLICK HERE](#) For more information on the
American Ambulance Association and EMSNext

Characteristics of Responders

- 546 Organizations started survey
- Responses were received from 171 EMS organizations
- Increase from 137 who completed in 2023



Types of Organizations

Type of Organization	Number	Percentage
Private–for Profit	37	22%
Private–Not-for-Profit	33	19%
Public Sector–Stand Alone	57	33%
Public Sector–Fire Dept.	24	14%
Hospital-Based	16	09%
Other	4	02%
Total	171	100%¹⁵

*Hospital based services up from 3 (2%) in 2023



Survey Respondents

Table 3. Number of Employees

Number of Employees	Number	Percentage
1 – 49	81	47%
50 – 99	37	22%
100 – 199	23	14%
200 – 499	14	08%
500 – 799	8	05%
800+	8	05%
Total	171	100%

Table 4. Type of Geographic Region

Type of Region	Number	Percentage
Frontier	2	01%
Rural	54	32%
Rural & Frontier	1	01%
Rural & Super-Rural	15	09%
Rural, Super-Rural, & Frontier	3	02%
Super-Rural	10	06%
Urban	27	16%
Urban & Rural	47	28%
Urban, Rural, & Super-Rural	10	06%
Urban, Rural, Super-Rural, & Frontier	2	01%
Total	171	100%

Region of the Country

Region of the Country	Number	Percentage ¹⁶
Midwest	66	39%
Northeast	56	33%
Midwest, Northeast	2	01%
South and Southeast	20	12%
Northeast, South and Southeast	1	01%
Texas	5	03%
South and Southeast, and Texas	1	01%
Southwest	2	01%
Texas and Southwest	1	01%
West, California, & Rocky Mountain	15	09%
West and Southwest	1	01%
United States	1	01%
Total	171	100%

New Question: Number of Responses

Type of Region	Number	Percentage
1-200 responses	5	03%
201-800 responses	18	11%
801-2,500 responses	36	21%
2501-5,000 responses	26	15%
5001-10,000 responses	25	15%
10,001 -25000 responses	33	19%
25001+ responses	25	15%
Other	3	02%
Total	171	100%



EMS Turnover

Table ES1. Turnover Rates by Year by Occupational Category (2022 Calendar Year Results Appear in Parentheses Below the 2023 Calendar Year Results)^{3,4,5}

Occupation	Average Turnover for the Calendar Year 2023 (in Bold) (2022 in Parentheses)			Percentage of Open Positions Summer of 2024
	Overall Turnover	Voluntary Turnover	Involuntary Turnover	Open Rate
Full-time EMT	30% (31%) ^b	24% (24%)	7% (5%)	21% (19%)
Part-time EMT	40% (31%)	35% (25%)	6% (4%)	36% (27%)
Full-time Paramedic	34% (22%)	27% (18%)	5% (5%)	35% (24%)
Part-time Paramedic	23% (22%)	21% (19%)	6% (3%)	41% (48%)
Supervisor	14% (21%)	10% (14%)	3% (3%)	08% (09%)
Dispatch	34% (29%)	25% (21%)	9% (6%)	17% (13%)

2022 20-36%

↓

2023 20-31%

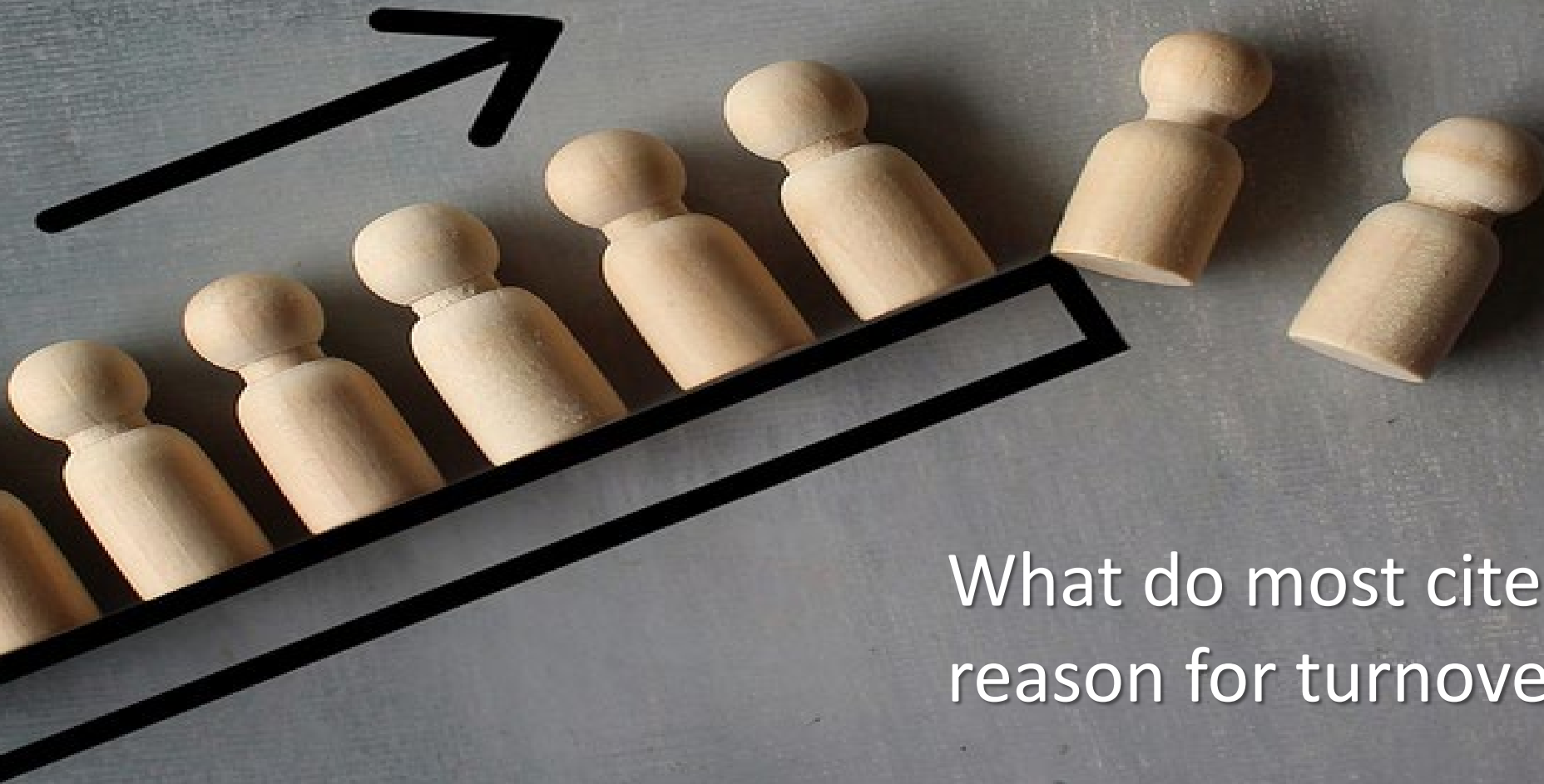
↑

2024 23-40%

2018 20-30%



EMS Turnover



What do most cite for primary reason for turnover?

Primary
Reason for
Turnover?



Why are we losing people?

CHART 3. REASONS FOR VOLUNTARY TURNOVER
FOR FULL-TIME EMT

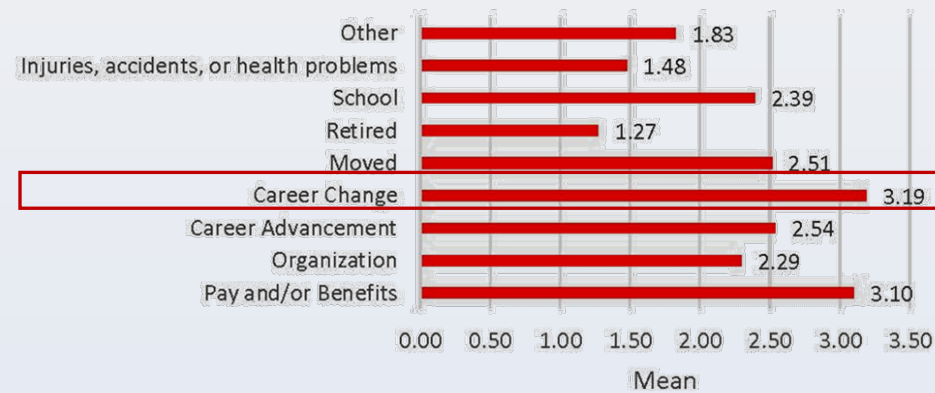


CHART 9. REASONS FOR VOLUNTARY TURNOVER
FOR FULL-TIME PARAMEDICS

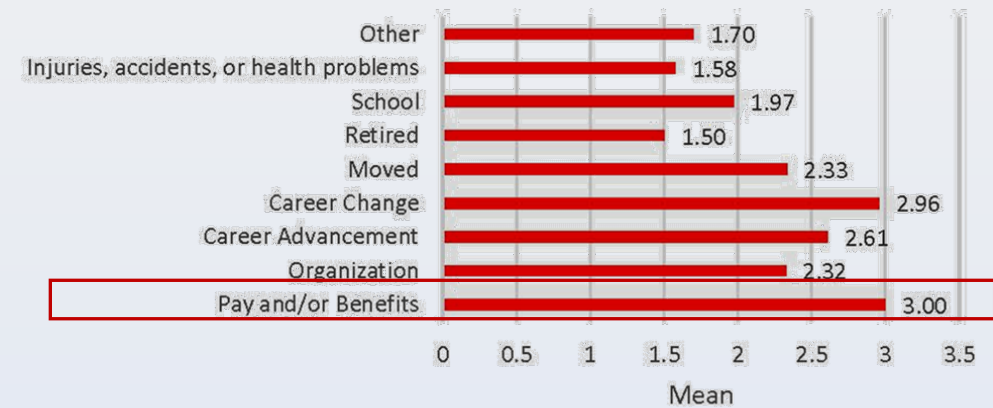


CHART 18. REASONS FOR VOLUNTARY TURNOVER
FOR DISPATCH

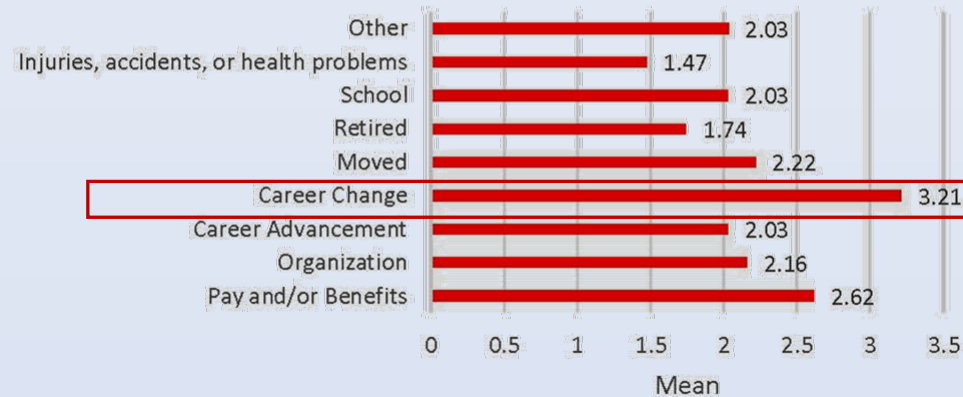
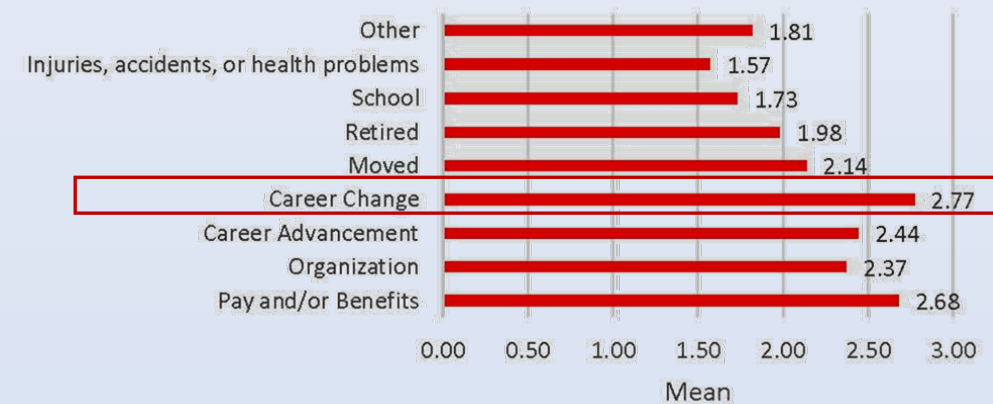


CHART 15. REASONS FOR VOLUNTARY TURNOVER
FOR SUPERVISORS



THE Costs of Employee Turnover

EMT = \$22,160.00 (\$10,599)

EMTP = \$25,608.00 (\$11,151)

Table 8. Costs for EMTs

Step	Mean Cost
Recruit and Attract	\$5,169
Screen and Select	\$2,730
Onboard and Train	\$13,317
Total Estimated Cost	\$22,160

Table 9. Costs for Paramedics

Step	Mean Cost
Recruit and Attract	\$5,986
Screen and Select	\$3,903
Onboard and Train	\$14,042
Total	\$25,608



Performance Management Systems



Have a Performance Management System

2023

Response	Number	Percentage
No	58	42%
Yes	79	58%
Total	137	100%

2024

Response	Number	Percentage
No	75	45%
Yes	90	55%
Total	165	100%

Performance Management Systems



Table 12. Current Performance Management System Drives Performance

Response	All Organizations		Have System	
	Number	Percentage	Number	Percentage
No	55	43%	34	41%
Yes	73	57%	49	59%
Total	128	100%	83	100%

down from 2023

Table 13. Pay Structure Tied to Performance

Response	All Organizations		Have System	
	Number	Percentage	Number	Percentage
No	98	63%	34	40%
Yes	57	37%	51	60%
Total	155	100%	85	100%

up from 2023

Performance Management Systems

New Question

“Do you have a mechanism for determining how often supervisors are encountering or engaging team members?”

Response	Number	Percentage
No	101	68%
Yes	48	32%
Total	149	100%



Frontline Leadership

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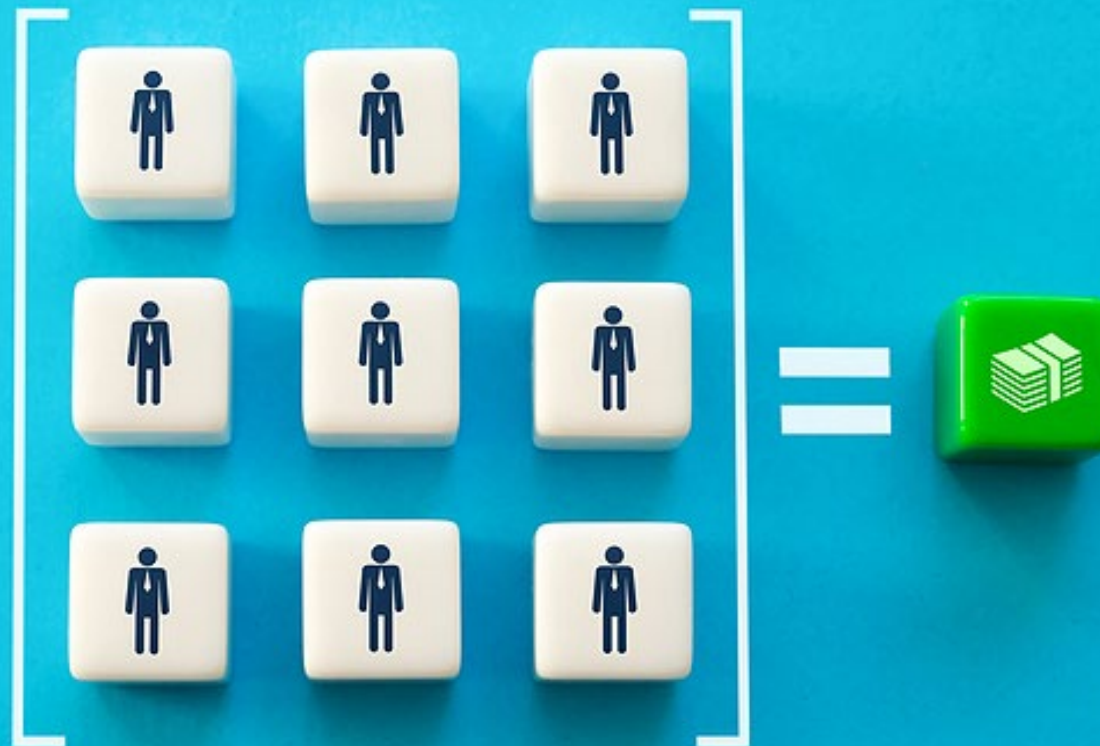
“The manager is either an engagement-creating coach or an engagement-destroying boss, but both relationships affect employee behavior.”

Who's Responsible for Employee Engagement
Gallup 2019

Lost Revenue Due to Cost of Staff Shortages

Can you “estimate
your annual lost
revenue in dollars for
2023 due to staff
shortages?”

\$295,388.00





New Question

“Does your organization operate in any states or government jurisdictions that have recently raised the minimum wage for jobs in general or for health care specifically?”

Table 16. Increase in Minimum Wage

Response	Number	Percentage
No	104	68%
Yes	50	32%
Total	154	100%

“Has your organization had to adjust your wages or pay rates in response to changes in the minimum wage?”

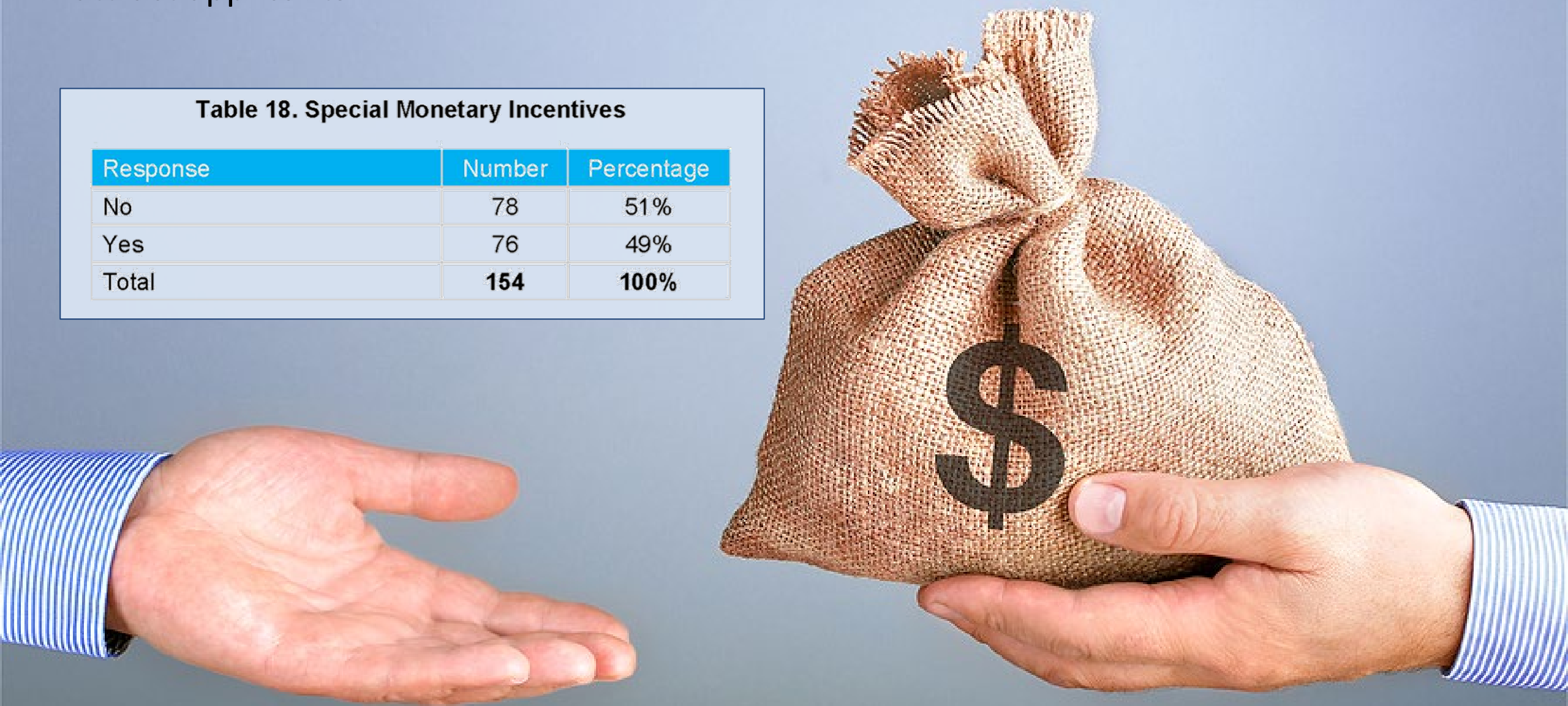
Table 17. Adjust Based on Minimum Wage

Response	Number	Percentage
No	83	54%
Yes	71	46%
Total	154	100%

“Has your organization had to offer any special monetary incentives or bonuses in order to attract applicants?”

Table 18. Special Monetary Incentives

Response	Number	Percentage
No	78	51%
Yes	76	49%
Total	154	100%

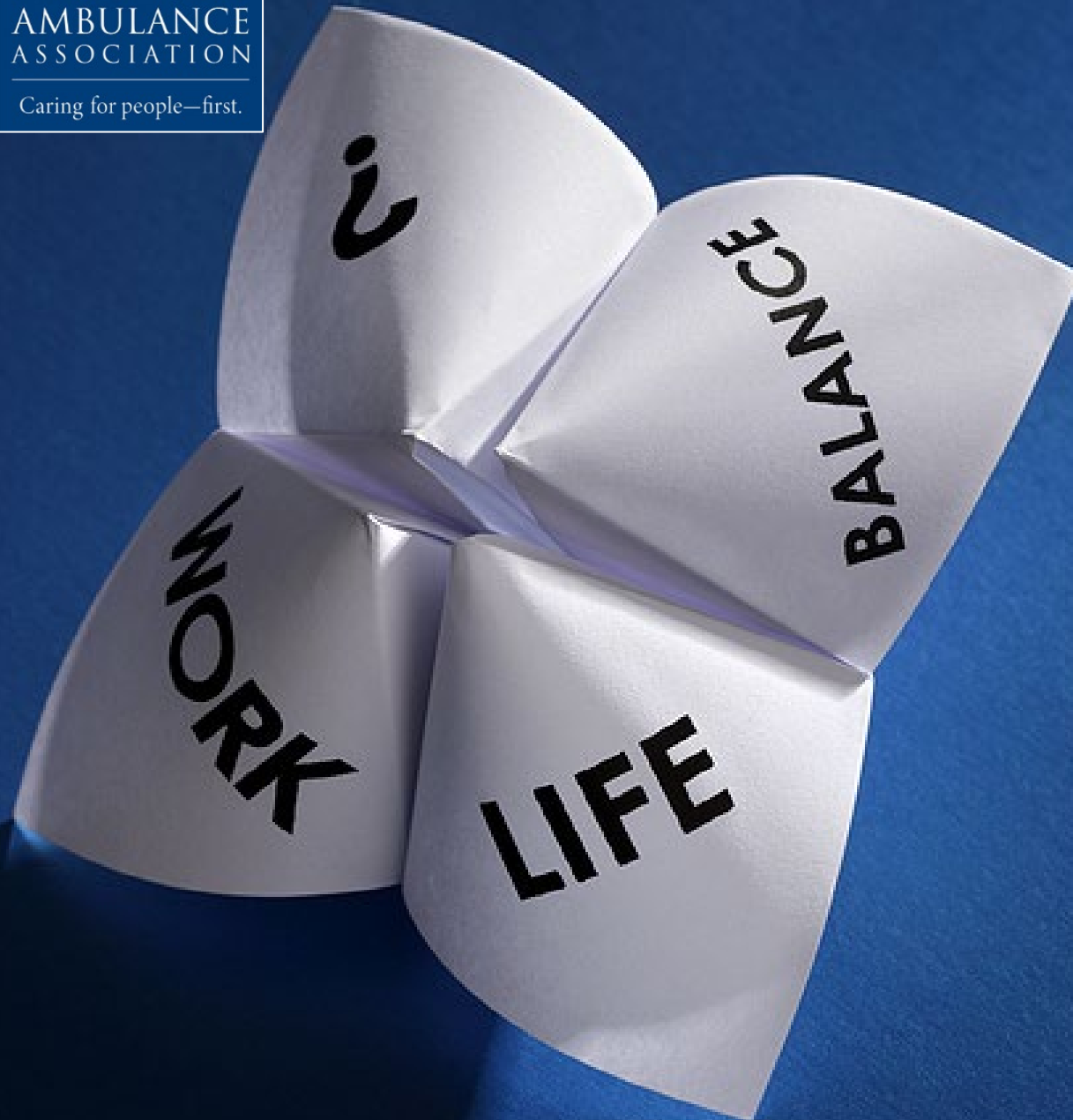


New Question

“Have you noticed any changes to the tendency of employees to accept or reject overtime?”

Response	Number	Percentage
Decrease	91	59%
Increase	22	14%
No change	42	27%
Total	155	100%





New Question

“whether they had introduced any special programs to increase work-life balance?”

Theme	Number	Examples
Work Schedule Flexibility	22 (42%)	Greater shift flexibility; working with individuals on scheduling to meet their unique needs; reducing required overtime; adding a third rig; increasing the number of shift options (e.g., 8, 16, 24 hours)
Paid Time Off	12 (23%)	Increasing PTO, including adding wellness days, comp time options for those working special events, and pay for hours in training; recognizing some want to work more hours than others; requiring use of PTO
Health & Wellness Resources & Financial Reimbursement	12 (23%)	Expanding or modernizing EAP resources (4); fitness center memberships (2); yoga (1); mental health resources/app (2); well-being committee (1); health & wellness reimbursement (1); lifestyle account reimbursement (1)
Space-Based Work Options	2 (4%)	Remote work or allowing employees to remain at home until a call comes in
Professional Development	2 (4%)	Paid training/schooling
Other Policies	2 (4%)	Bring pets to work so they do not have to pay for a sitter; policies to avoid overworking employees
Organizational Culture	1 (2%)	Company events for socialization (1)
Total Initiatives From 40 “YES” Responses	53	

75 respondents, 40 said yes

Thoughts & Solutions

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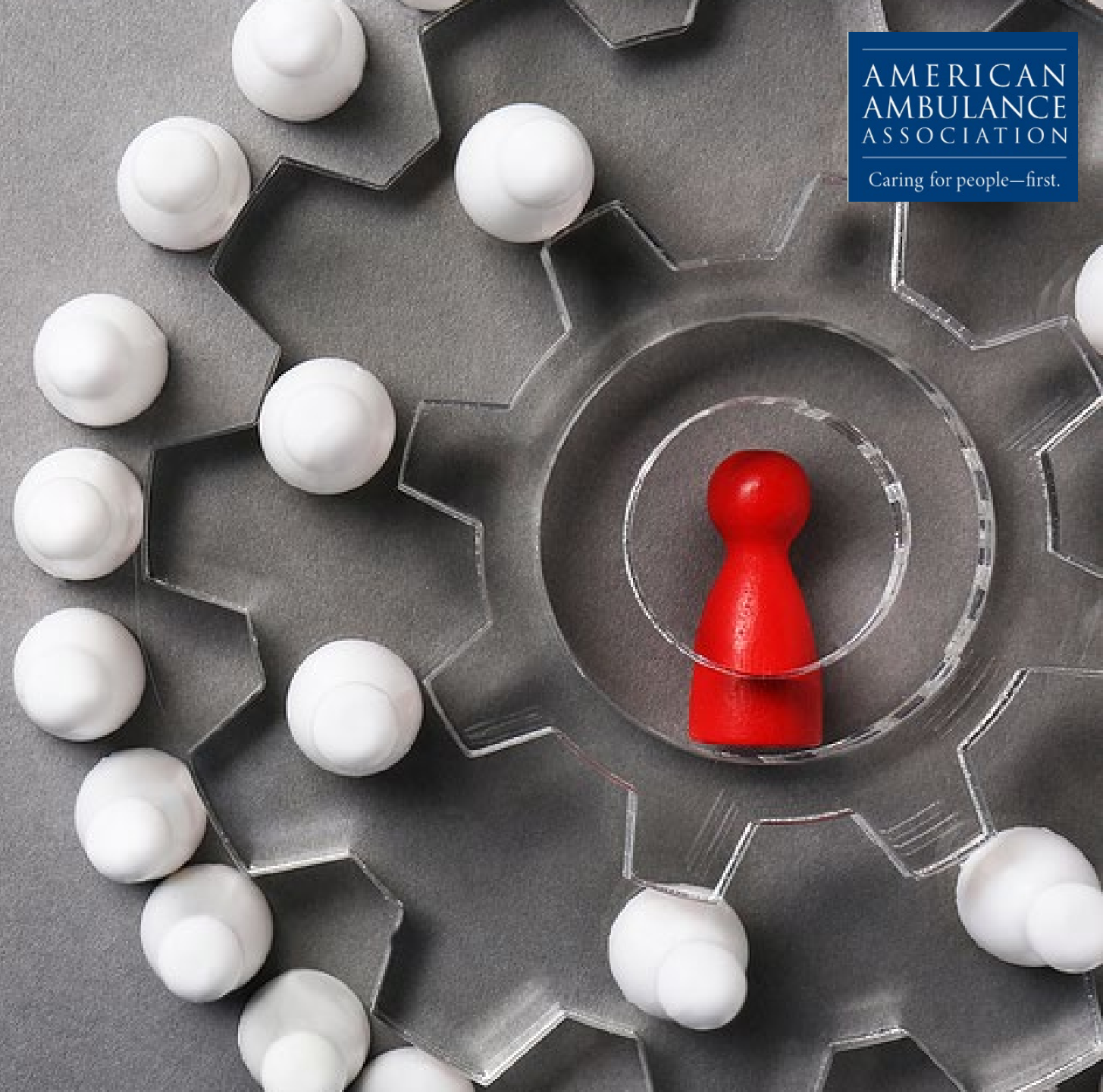
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38%
Turnover in
1st Year

Critically
examine your
selection
process



Conduct education for
those performing
candidate vetting,
interviews, &
onboarding

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Employee Focused/Employee Journey

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Map out what
an employee
will experience
if they come to
work for & stay
at your company

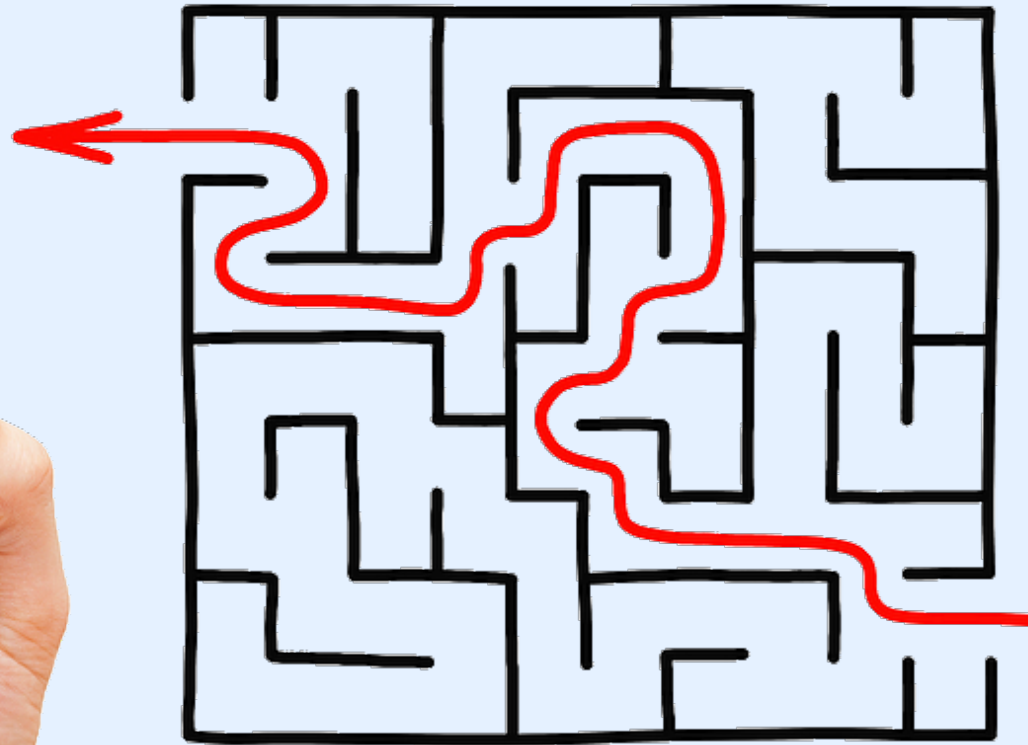
KEEP FOCUS

Personal Mission Statement & “Tour of Duty”

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FIND
YOUR
WHY



- What is important to them?
- What do they want/need from you?
- How long do they want to stay?

Employee Experience

- Shift organizational thinking to an employee “user” experience mindset
- Treating employees more like customers
- Employee experience is a collection of moments that matter to the employee
- Moments go viral quickly



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“Few things are more fortifying for a person’s professional and career development than a great mentor.”

- Leadership Development
- Knowledge & Personal Growth
- Valuable Human Connections
- 72% Higher Retention – Mentees
- 69% Higher Retention - Mentors



[STUDY EXPLORES PROFESSIONAL MENTOR-MENTEE RELATIONSHIPS IN 2019](#)

[Improve Workplace Culture With A Strong Mentoring Program –Forbes, 2019](#)

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2024 MENTORSHIP GUIDE FOR EMS

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EMS...
The ultimate
remote
workforce



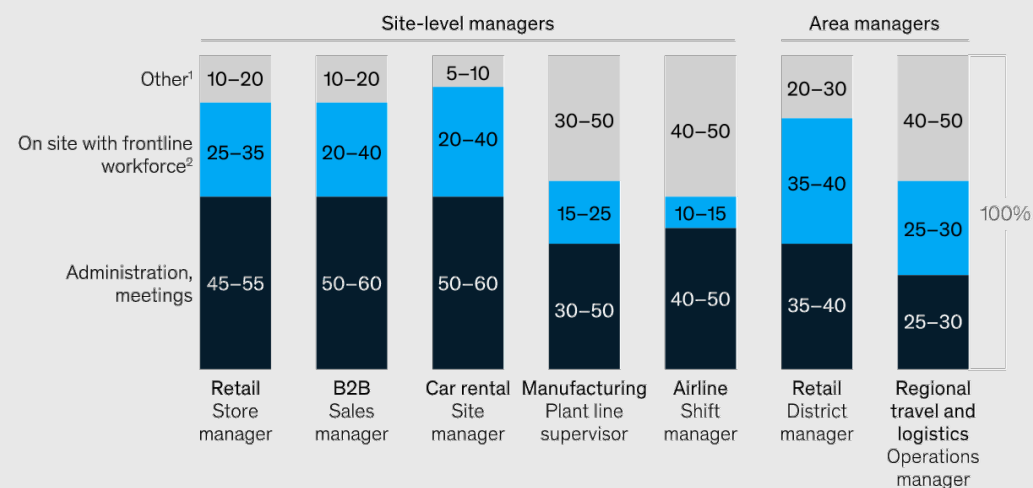
“Remote employees are 3x more likely to be engaged if they receive feedback from their manager at least a few times per month”

I love my
job!



Across industries, frontline managers generally spend only 10 to 40 percent of their time actively supervising their employees.

Representative time allocation by industry, %



¹Includes breaks, customer service, direct selling, special projects, training, travel.

²Sales, manufacturing, operations.

McKinsey
& Company

“At many companies surveyed, managers devote just 4 to 10 percent of their time, as little as **10 minutes a day**, to coaching teams”

Leverage Technology to Maximize Resources

“The technology experiences that employers provide will more or less define the employee experience — technology and workplace tools are, for all intents and purposes, the new workplace”

In a Hybrid World, Your Tech Defines Employee Experience,
HBR Feb 2022



[How to leverage emerging technology to drive employee retention](#)

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“Employees are 230% more engaged and 85% more likely to stay beyond three years in their jobs if they feel they have the technology that supports them at work”

“Technology should not be central to these transformation efforts; people should.”

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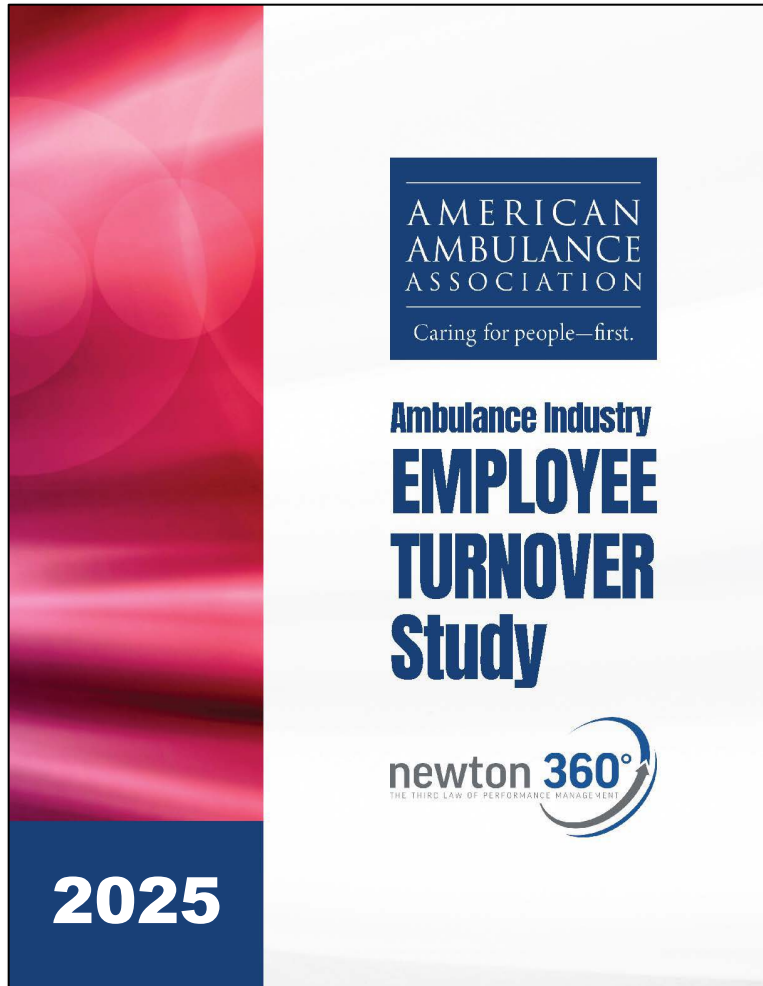
“The smartest, most nimble, and most innovative enterprises will be Human Enterprises where “business transformation” is in fact people-led transformation aided by technology”

Tech Should Enable Change, Not Drive It, HBR October, 2020

Recommendations

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A yellow sticky note is shown at an angle. At the top, the word 'SUGGESTIONS' is written in large, bold, black capital letters. Below it, the text 'My suggestion is:' is followed by several horizontal lines for writing. Further down, the text 'My suggestion would benefit:' is followed by more horizontal lines.

EMS^{NEXT}

AMERICAN AMBULANCE ASSOCIATION



CALL TO ACTION!



The EMSNext Workforce Project Committee is inviting YOU to participate in a brief survey that has been designed to gather YOUR valuable feedback!

Why You?

As a front line member of the EMS workforce, YOU are the heartbeat of our Emergency Medical System. Your insights and experience are crucial in shaping the future of our industry!

**SCAN HERE
NOW!**



*Survey will be open until
October 11, 2024*

Objective:

The information gathered from this survey will be anonymized, compiled, and presented to the AAA Board of Directors & Committee Chairs. Your feedback will help ensure that the voices of frontline EMS workers are heard by showing what opportunities you think are most important when it comes to job satisfaction and retention:

- *Education Regarding Professional Development*
- *Financial Literacy*
- *Recognition, Morale, and Wellbeing*

This is your opportunity to tell organizational leaders what matters most to YOU and how they can improve retention in EMS!

***"Empower EMS,
Retain Excellence"***

EMSNext Workforce Project 2024
CLICK HERE For more information on the
American Ambulance Association and EMSNext

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NOVEMBER 11-13, 2024
HYATT REGENCY ON CAPITOL HILL
WASHINGTON DC

2024 STARS OF LIFE

Recognize the unsung heroes at your ambulance service—nominate EMTs, Paramedics, Dispatchers, and other EMS professionals for this year's class of Stars. Stars and their guests, accompanied by executive hosts, are celebrated in a series of events in our nation's capital.

2024 NOMINATIONS ARE CLOSED! SEE

YOU IN DC

<https://annual.ambulance.org/register-now/>

REGISTRATION OPEN NOW!

Annual Conference & Trade Show
Sunday, June 22–Tuesday, June 24, 2025
Central Bank Center
Lexington, Kentucky

REGISTER NOW



Questions

hello@ambulance.org

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