

San Juan Island EMS

2017 to 2021 Framework for Continuous Improvement

Hospital District #1

Board of Commissioners Meeting
September 27, 2017

Orca Partners LLC



Briefing objectives



- ❑ Provide an overview of planning process
- ❑ Review summary of 2017 - 2020 Framework *draft*
- ❑ Invite additional community input
- ❑ Answer questions

Overview of planning process



- ❑ The team, commitment and timeline
- ❑ Our purpose and objectives
- ❑ Determined “where we are”
- ❑ Established “where we’re going, and how” [draft]

The planning team



Patient/Community

- Karin Agosta
- Rob Callegari

Administration

- Pam Hutchins
- Jerry Martin
- Tina Teilmann
- Chris Compton

Operations

- Kaitlyn Johnson
- Karl Kuetzing
- Lainey Voilk

Paramedics

Purpose of the planning effort



A Framework for Continuous Improvement

- Get us from good & great to exceptional

- Provide all stakeholders understanding of:
 - where we are
 - where we're going
 - how we'll get there
 - how we'll measure progress

Objective - establish a 3-5 year direction



- ❑ Enhance stakeholder engagement
- ❑ Address challenges/opportunities
- ❑ Focus on what's important, what's not
- ❑ Align structure, roles and responsibilities
- ❑ Ability set stretch goals and objectives
- ❑ Measure progress, rapidly close the gaps
- ❑ Reward & insist on accountability
- ❑ Inform the operating and capital budgets

Where we are now

SWOT view

Strengths, weakness,
opportunities, threats

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attribute of the organization)	S Strengths	W Weaknesses
External origin (attribute of the environment)	O Opportunities	T Threats

ERM view

Enterprise Risk Management



SWOT Strengths – 2017 views



Dedicated, experienced, trained responders

High performance core competencies

Patient centric values

Prevention and education programs

Experienced, staff focused challenge-routine Chief

Paramedic leadership

Staff perseverance in face of challenges

Openness to
change

One example

Low significance.....toHigh significance

Framework for continuous improvement

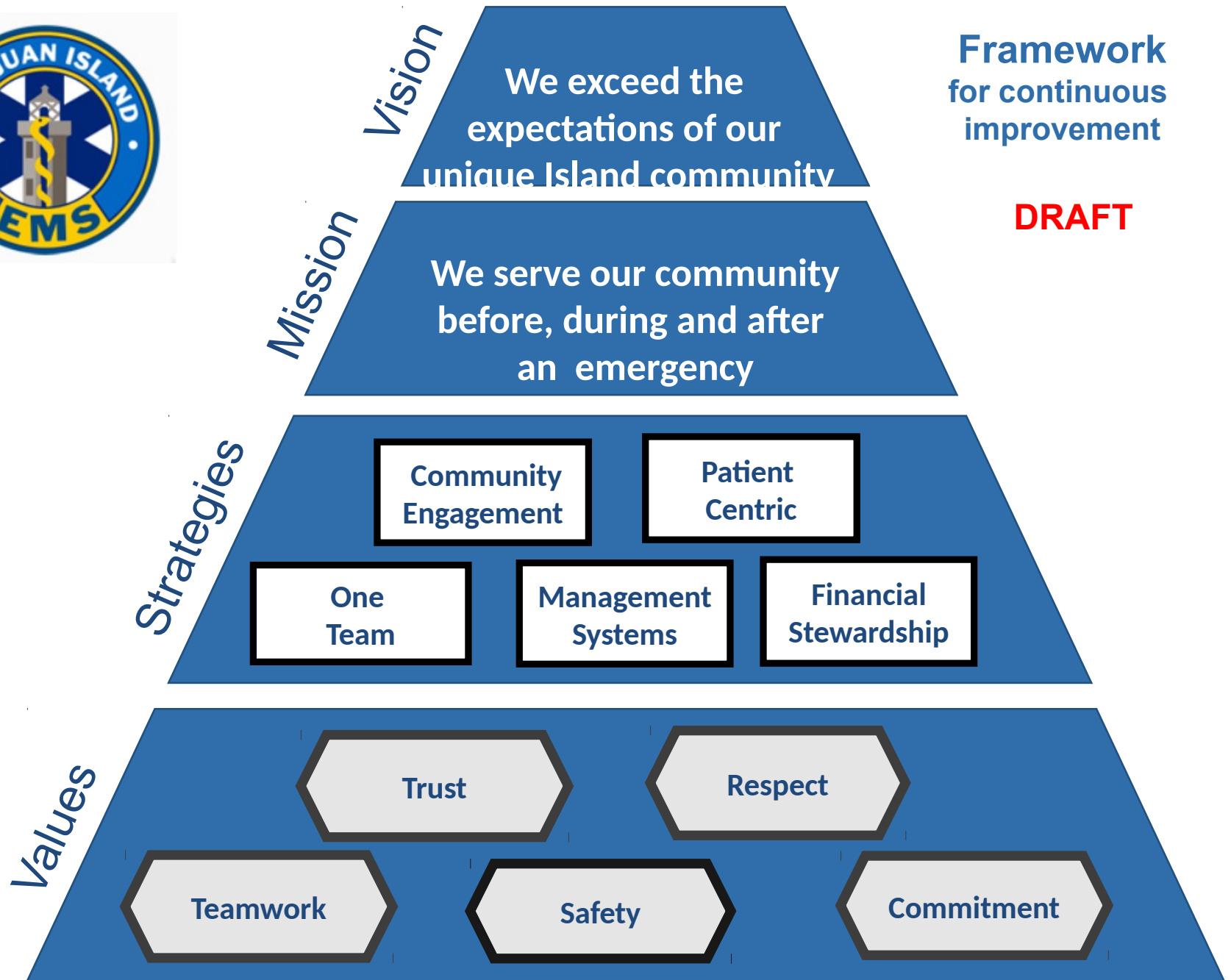


- ❑ Vision; what we aspire to be in 3 years
- ❑ Mission; our purpose, why we exist
- ❑ Strategies; actions to fulfill mission, achieve vision
- ❑ Values; actions people take that enable success
- ❑ Framework; a picture of organization's direction



Framework
for continuous
improvement

DRAFT



Trust: we are open and transparent and always act with honesty and integrity.

Actions that demonstrate Trust:

- I recognize trust is earned through actions
- I establish clear expectations
- I am responsible and accountable
- I do what I say
- I act with integrity
- I provide open, timely, effective communication
- I support a respectful work environment
- I listen, ensure I understand & “close the loop”
- I invite and accept feedback
- I am fair and consistent
- I honor confidentiality


Actions that undermine Trust:

- I withhold information
- I have a “hidden agenda”
- I blame others
- I say one thing, and do another
- I say what others “want to hear”
- I simply say “no” without providing a reason
- I gossip and spread rumors
- I draw conclusions before facts known

One example

1. Community engagement strategy

'A' task
'B' task



A. Establish community engagement programs	#1 PRIORITY	Lead	Goal
<ul style="list-style-type: none"> <input type="checkbox"/> Identify community stakeholders <input type="checkbox"/> Lights and Sirens Newsletter - routine updates, once a quarter <input style="color: red;" type="checkbox"/> Establish 2018 Engagement Plan <input style="color: red;" type="checkbox"/> Establish EMS newspaper(s) column for time sensitive updates <input style="color: red;" type="checkbox"/> Make performance metrics public - signage on building, etc. <input style="color: red;" type="checkbox"/> Communicate benefits for residents <input style="color: green;" type="checkbox"/> Utilize patient stories to focus our work <input style="color: green;" type="checkbox"/> Determine frequency and topics for Town Halls - strong interest <input style="color: green;" type="checkbox"/> Explore the use of social media <input type="checkbox"/> Ask community members to volunteer as a patient for training <input type="checkbox"/> Open house - interest once in a while 			

B. Explore Collaborative Associate Opportunities	#2 PRIORITY	Lead	Goal
<ul style="list-style-type: none"> <input style="color: green;" type="checkbox"/> North Region EMS <input style="color: green;" type="checkbox"/> SJI fire district <input style="color: green;" type="checkbox"/> Orcas fire/EMS <input style="color: green;" type="checkbox"/> Lopez fire/EMS <input style="color: green;" type="checkbox"/> Shaw fire/EMS <input type="checkbox"/> Airlift NW and Island Air <input type="checkbox"/> Sheriff's office <input type="checkbox"/> Peace Health <input type="checkbox"/> Community associations 			

Framework 'A' objective priorities



- Enhance community engagement
- Align organization structure with Framework
- Ensure 'One Team' EMT engagement
- Clarify roles, responsibilities, accountability
- Set training priorities, ensure program effectiveness
- Embed values in daily work
- Establish patient centric strategic priorities
- Establish financial reserve
- Prevent expense creep

Framework 'B' objective priorities



- Align Framework and budget
- Maximize revenues, minimize costs, build reserves
- Pursue collaborative association opportunities
- Align governance work with Framework
- Prioritize policy renewal work

Framework goals



- SJI EMS Operational Key Performance Indicators
- SJC EMS Key Performance Indicators
- Protocol compliance
- Education and training
- Financial performance

EMS Dashboard



Goal	Target	Time	Trend

Objective	Target	Time	Trend

Invite community input



- ❑ Discussion detail will be posted on District website
- ❑ Invite comments by October 18 please :
 - Tom Van Dawark - tom@orcapartnersllc.com 206-786-1127
 - Chief Martin - jmartin@sanjuanems.org 360-378-5152
- ❑ Feedback that would be helpful listed on next slide
- ❑ All comments will be incorporated into final report
- ❑ Addressed at October 25 Board meeting

Community input that would be helpful



- ❑ 'Where we are currently' background information
- ❑ The Framework approach
- ❑ Our draft Mission and Vision
- ❑ Our 5 Values and associated specific behaviors
- ❑ Our 5 Strategies and tactics
- ❑ Our objective priorities

Framework report format



- ❑ Introduction; Chief and Board Chair
- ❑ About us
- ❑ Planning process, purpose and objectives
- ❑ Where we are currently; challenges and opportunities
- ❑ Where we're going; Vision and Mission
- ❑ How we're going to get there; Strategies and Values
- ❑ How we measure; Goals, Objectives and Dashboard
- ❑ Resource requirements; Budget, Capital, Reserves
- ❑ Appendices

My perspective on EMS organization ...

----- **Dedicated** -----
Demonstrated during very demanding period

-- **Committed** --
Shown during planning process

Critical
Jan 2016

Stable
Aug
2016

Healthy
Aug
2017

**Really
Good/Great
To Exceptional
2017-2020**

Answer any questions



- ❑ Comments, questions this evening?
- ❑ Thank you!