



San Juan Island EMS

Framework for Continuous Improvement
2018 to 2021

Your San Juan Island Emergency Medical Services is proud to be providing service to our community. Since the formal inception of our department 40 years ago, there have been multiple changes in emergency services and our community. EMS departments today are faced with increasing demands for service and limited resources to meet those demands. Planning is essential to make the best use of limited resources available.

This Framework is both a road map for the San Juan Island EMS and a guide for identifying priorities so we can continue delivering excellent emergency medical services into the future.

This three-year plan represents our commitment to good stewardship of the department resources funded by San Juan Island and surrounding island residents. During the levy process and when we have spoken to residents, it is apparent that the majority are very familiar with our services and many have benefited from our response.

The department had to answer three fundamental questions during the planning process: where are we now, where are we going and how will we get there? The answers helped in developing a Framework that will:

- Promote department policy, operational and budget decisions.
- Maintain a highly trained work force.
- Encourage a work force that is representative of the diverse community we serve.
- Provide a structure to ensure oversight and management of department programs.

We are committed to revisiting our Framework to ensure it accomplishes what it set out to do, and to making adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change. In closing, I want to thank the dedicated members of San Juan Island EMS, our elected officials, and our stakeholders for their continued support of this great organization. We look forward to continuing to serve our community.

My very best,

Jerry Martin, Chief
San Juan Island Emergency Medical Services



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Introduction

San Juan Island Emergency Medical Services is a county agency providing emergency 9-1-1 advanced life support rescue and transport to the residents and visitors of the Town of Friday Harbor, San Juan Island and the outer islands of Brown, Henry, Pearl, Speiden, Johns and Stuart.

Our Agency operates three ground Mobile Intensive Care Units (MSU's) and three paramedic first responder vehicles. Our career Paramedics and close to 35 EMT's are located throughout the islands.

Our dedicated and talented EMT's, Paramedics, Administration and elected Commissioners are dedicated and committed to those that we serve.

Ground Services

Our Mobile Intensive Care Units bring the latest technology, medications, and personnel quickly to the scene of an emergency and provide safe and comfortable transportation to the hospital or airport if medevac is required. Four full time paramedics are equipped with an advanced life support vehicle that allow for immediate response with much of the same equipment as the ambulances.

Community Paramedicine

Community Paramedicine is a top priority at San Juan Island EMS. The statewide program became law in 2015 and allows paramedics and EMTs to enter private homes to provide non-emergency health services. The goal is to allow people with chronic conditions to continue to live independently, and reduce the number of hospital visits. These services are especially beneficial in a small community where EMS personnel can collaborate with physicians and be another set of eyes and ears in the home setting.

Other Services

Other services include scheduled non-emergency transport for physician approved needs and vehicle and personnel standby at community events through out the year.



The Planning Team

The lead planning team consisted of 15 members representing various stakeholder interests in San Juan Island EMS including patients, community leaders, Commissioners, the District Superintendent, the EMS Chief, operations personnel, paramedics, and EMTs. The planning team committed to leaving titles at the door, being open minded, having open and candid conversations, looking forward not back and respecting all opinions.

The Work Sessions

Five multi day work sessions were conducted with numerous task force meetings scheduled in between. A dedicated community engagement discussion and Board work session concluded the planning efforts. The work sessions were facilitated by Tom Van Dawark, CEO of Orca Partners LLC.

The Purpose and Objectives

The initial work of the planning team was to establish a purpose and specific objectives for planning the future of San Juan Island EMS which resulted in:

Purpose - Provide a framework for getting from good to great and exceptional.

Objectives - Establish a Framework for Continuous Improvement that provides all stakeholders with a clear understanding of;

- Where we are
- Where we want to be
- And, how we will get there



Current State

Determining where the organization is at present was the critical foundational work needed for establishing where we want to be in the future and how we will get there.

An analysis of the organization's strengths, weaknesses, opportunities and threats (SWOT) was the primary tool utilized to establish current state.

Strengths

- Dedicated, trained, experienced responders
- High performing core competencies
- Patient centric values
- Strong prevention and education programs
- Experienced operations & administrations
- Challenge the routine Chief and Chief
- Paramedic leadership

Threats

- Competition for EMTs
- Loss of competencies
- CID investigation

Weakness

- Lack of overall direction - where we going
- Shrinking volunteer pool
- Inconsistent response times
- Board/management roles
- Financial challenges
- Outdated equipment

Opportunities

- New programs
- Collaboration with other districts
- Financial system enhancements
- Receivable collection potentials

Other Current State Reviews

An Enterprise Risk Management (ERM) survey was utilized to gain feedback from through out the organization on risks and hazards of concern. The ERM reports verified and expanded upon learnings derived from the SWOT.

Our Framework for Continuous Improvement

Our Framework for Continuous Improvement is utilized to depict where we are going and how to get there. Our Values and the specific behaviors our people use working together and providing care serve as the foundation for all that we do. Strategies are the actions we take to accomplish our Mission and achieve our Vision. Our Mission represents what we do and why we exist, while our Vision is what we strive to accomplish.

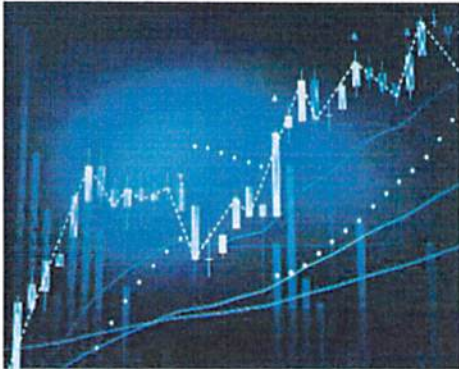


Our Vision

Our Vision is to exceed the expectations of our unique Island community

Our Mission

Our Mission is to serve our community before, during and after an emergency.



Our Strategies and underlying actions plans were developed by the planning team in an all inclusive process ensuring all stakeholder comments were considered. Our guidelines ensured that each Strategy contributes to Mission accomplishment and Vision achievement, is aligned with our Values, is bold but achievable and that each can be measured.

Community Strategy #1

- Identify all community stakeholders and establish a 2018 engagement plan.
- Continuously improve existing programs and consider new opportunities.
- Utilize patient stories and consider a patient council to focus our work.
- Explore collaborative opportunities with the San Juan Island Fire District, local Island EMS organizations and other alternatives.

Patient Centric Strategy #2

- Review current service lines; before an event, during an event and after an event.
- Consider opportunities to improve care and service.
- Identify opportunities for eliminating underused services.
- Examine opportunities to reduce the cost of services.
- Establish action plans for continuous improvement.

One Team Strategy #3

- Continually enhance effectiveness of the governance/management partnership.
- Align the EMS structure with Framework Strategies and Values.
- Align roles and responsibilities with the structure.
- Enhance engagement with the EMT volunteers.
- Embed Values and Behaviors in all policies and procedures.

Management Systems Strategy #4

- Implement the Framework.
- Enhance internal communication effectiveness.
- Renew critical policies and procedures.
- Establish specific tactics, goals and objectives for framework deliverables.

Financial Stewardship Strategy #5

- Enhance the financial reporting system.
- Pursue revenue enhancement opportunities.
- Explore operating expense efficiencies.
- Consider non-operating capital, assets and receivable opportunities.

Introduction

Culture is an organization's personality i.e. it is "the way things are done around here." The very best intended strategies, plans and initiatives will fail unless the values that people utilize working together and providing care facilitate versus undermine their work.

Recognizing the importance of culture, it was a primary focus in the development of our Framework. The initial planning team participated in several work sessions that resulted in renewed Values and Value Statements and very importantly established specific Behaviors that demonstrate the commitment to each value and those actions that would undermine the commitment. Subsequent working sessions were held to involve all staff in the establishment of how stakeholders are expected to work together and provide care and service.

Our Values of Trust, Respect, Teamwork, Safety and Commitment are expected of all in the organization.

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

Respect: we show respect for all beliefs, perspectives & contributions

Actions that demonstrate Respect:

- I earn respect by demonstrating trust
- I treat others as I want to be treated
- I seek out others input
- I consider viewpoints and interests of others
- I recognize all have something to add
- I am available and approachable
- I praise in public
- I coach in private
- I honor confidential information

Actions that undermine Respect:

- I ignore or belittle others
- I raise my voice, use rude language
- I interrupt while others are speaking
- I bully, intimidate and undermine
- I use inappropriate behaviors
- I use inappropriate non-verbal communication

Teamwork: we work together and support one collaborative team

Actions that demonstrate Teamwork:

- I understand I am one voice of many
- I embrace we are one integrated team
- I support the value of working together
- I actively participate in teamwork
- I share knowledge and information
- I identify challenges and offer solutions
- I appreciate team member input
- I support the team and my teammates
- I share my opinions & support team decisions
- I follow the chain of command

Actions that undermine Teamwork:

- I consider it is "us and they"
- I focus upon personal interests
- I take the position "it's not my job/problem"
- I am close minded
- I complain without offering solutions
- I "bad mouth" team decisions
- I disregard team decisions

Safety: we place safety at the forefront of all the decisions we make

Actions that demonstrate Safety:

- I support '3 to go, 1 to say no'
- I place safety first in the decisions I make
- I coach others to place safety first
- I plan and organize my work
- I embrace continuous improvement
- I ensure I have the right resources
- I adhere to processes, procedures & practices
- I wear appropriate safety gear
- I readily ask for guidance & help when needed
- I acknowledge and learn from mistakes
- I am accountable for my work

Actions that undermine safety:

- I am complacent
- I rely on the way its always been done
- I think "I know it all"
- I resist change
- I am concerned about asking for help
- I blame others for my performance

Commitment: we are responsible, accountable and supportive

Actions that demonstrate Commitment:

- I acknowledge all have areas for improvement
- I focus on future challenges and opportunities
- I embrace continuous improvement
- I promote our organization's best interest
- I am self motivated and persistent
- I demonstrate a positive attitude
- I am responsible for my personal learning
- I am fiscally responsible, use resources wisely
- I self assess my actions
- I take responsibility for mission readiness

Actions that undermine Commitment :

- I compromise our organization's interests
- I make unreasonable excuses
- I am negative and defensive
- I disregard policies and procedures
- I am indifferent, disengaged and apathetic
- I waste resources

In addition to renewing EMS Values and establishing Behaviors, Compacts were negotiated and established between the Board/each Commissioner, and the EMS Chief /EMS team to honor the commitment to the values expected of all.

SJIEMS Compact – Board & Members with Chief & Team

Board & Members commit to Chief & Team:	Chief & Team commit to Board & Members:
Focus on community best interests	Focus on community best interests
<ul style="list-style-type: none"> Routinely determine & assess community best interest expectations Promote capabilities to meet community interests Acknowledge organization's continuous improvement work Ensure community interests #1 decision criteria 	<ul style="list-style-type: none"> Participate in assessing community interests Promote capabilities to meet community interests Acknowledge organization's continuous improvement work Ensure community interests #1 decision criteria Perform to community expectations
Provide a clear direction	Be guided by direction framework
<ul style="list-style-type: none"> Vision, Mission, and approve key strategies Values and actions that demonstrate values commitment Top line goals and objectives 	<ul style="list-style-type: none"> Participate in Vision Mission development Develop key strategies for Board approval Values and actions that demonstrate values commitment Participate in development of top line goals and objectives
Establish and sustain a Board and Chief partnership	Establish and sustain a Board and Chief partnership
<ul style="list-style-type: none"> Establish clear governance and management roles Focus on governance role Provide Chief authority to lead; don't micro manage Honor chain of command; Chief is primary contact Support and recognize management before the community Insist on management accountability in executive session Manage the gray areas in an open and timely manner Honor the Partnership Routinely evaluate the partnership 	<ul style="list-style-type: none"> Participate in establishing governance and management roles Focus on management roles and responsibilities Establish chain of command operationally Support and recognize the Board in the community Provide feedback on governance accountability in executive session Manage the gray areas Honor the partnership Routinely evaluate the partnership
Board & Members commit to Chief & Team:	Chief & Team commit to Board & Members:
Provide resources needed for success	Manages resources provided
<ul style="list-style-type: none"> Determine budget format and criteria Operating budget and capital planning Staff training and education 	<ul style="list-style-type: none"> Participate in budget development Be responsive to budget requests Appropriate manage the resources provided
Oversee performance	Provide expected level of performance
<ul style="list-style-type: none"> Establish criteria for top-line oversight Request drill down detail through Chief 	<ul style="list-style-type: none"> Meet or exceed performance goals and objectives Provide level of drill down capabilities required
Manage own affairs	Manage own affairs
<ul style="list-style-type: none"> Minimize special meetings Hold Board accountable for governance actions Members commit to position description responsibilities Members accountable for responsibilities Commit to best governance practices Commit to best Members practices 	<ul style="list-style-type: none"> Be responsible and accountable for operational affairs Commit to position descriptions responsibilities Commit to best leadership practices
Establish trust and respect	Establish trust and respect

In addition to renewing EMS Values and establishing Behaviors, Compacts were negotiated and established between the Board and each Commissioner, with the EMS Chief and as shown below:

SJIEMS Compact – Board & Members with Chief & Team

The Partnership and each member commit to:	
Build trust	Not undermine trust
Establish clear expectations	Withhold information
Do what I say	Say one things and do another
Provide open and timely communication	Say what others want to hear
Listen and ensure I understand	Draw conclusions before facts known
Respect roles and responsibilities	Ignore chain of command
Treat others as I want to be treated	Bully, intimidate and undermine
Seek out and consider all viewpoints	Use inappropriate behaviors
Support the value of working together well	Consider it us and they
Challenge the routine	Resist change
Support continuous improvement	Act autonomously

Board & Member commitment: _____

Chief & Team commitment: _____



Our gratitude and thanks goes to the members of our planning team who contributed significant time and effort to the planning work while continuing to fulfill their roles and responsibilities for service to our community.

Please direct any question you may have to San Juan Island EMS 360.378.5152.

