


**Energizing
Leadership, Team,
and Program
Success**




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Objectives

- Identify reasons to restructure.
- Discuss program assessment and improvement process.
- Identify the positive and negative driving forces that influence change and the team building process.



Objectives

- Recognize benefits of using a consultant team for the process.
- Identify ways to use a consultant most effectively.
- Discuss additional benefits and uses of an outside consultant team.
- Identify Industry Resources.

The Way We Were 

- December 1, 1994
- Nurse Physician team
- Billing
- Culture
- Why did we finally call?
 - Operational questions
 - Financial questions
 - Change in Management

Midwest Medflight Key Issues

- Consortium hospitals departed
- Volume in a competitive environment
- Financial pressures due to mounting losses
- Annual decision to maintain the program
- Merger discussions every 3 – 4 years
- Accidents with loss of life, serious injuries
- Negative employees using the media

Midwest Medflight Key Opportunities

- Strong physician leadership at the governing board level
- No vacancy—but building an ICU Tower
- Understanding the linkage of the helicopter and patient access

The First Step: Program Audit

- Identify areas for greater review (jointly)
- Program assessment using defined criteria
- IDR—qualitative and quantitative trending
- Meaningful focus for findings, recommendations

Post Audit

- Program assessment provided the blue print
- Established credibility with the Board of Directors
- Energizing from the “top” and the “field”
- Mapping the course, with buy in throughout

Management Implements the Blueprint

- Typically: On-site leadership moves the agenda
- Interim management services
 - Borrowed established competencies and skills
 - Senior management team/resources
 - Clear expectations, milestones

Management’s Objectives

- Deploy resources to efficiently convert key performance issues/barriers
- Energize local resources, champions
- Collaborate to a common goal, with specific target end points
- Transition leadership, experience
- Continue to strengthen relationships

Operate/Manage System

- Deploying firm’s resources as needed
 - Aircraft, aviation
 - Billing and collections
 - Communications center
 - On site leadership

Focus on the Cornerstones

- Organizational Structure
- Safety Culture
- Team Culture/Configuration
- Strengthen leadership—board and program level

Requirements for Success

- Build consensus, commitment for the “blueprint” changes
- Gaining governing board support
- Bringing the staff on board
- Recognize the difficulties with change
- Infuse confidence, pride

Management Implements the Blueprint

- Accentuate the positive
- Implement changes to improve short term, “feel the success”
- Operate/manage through the change process
- Develop program leadership, and team
- Planned transition management

Fundamentals/Basic Needs

- Confidence in safety
- Control/reduce the expenses
- Improve cash flow
- Quality—push to the next level

• *Results*

Fundamentals/Basic Needs

- Establish achievable financial targets
- Accept the uncontrollable factors
- Quantify indirect ROI

• *Results*

Implementing the “Blueprint”

- Aircraft and aviation issues
 - Air operator contract change
 - Match aircraft to support clinical mission
 - Grass roots change in safety culture
 - Developing a “team” culture
- *Results*

Implementing the “Blueprint”

- Billing and Collections
 - Systems, procedures, processes
 - Decrease denials, ALJ hearings
 - Increased cash flow through improved collections
- *Results*

Build Local Leadership, Team

- Injecting confidence, a mentorship “net”
- Focus on staff relationships, behavior—
converting to a supportive team culture
- Mutually defining program success path
- Our team takes the hard knocks

Transition Management

- Handing over the reigns
- Intentional process, with key “unusual” projects completed by the consultants
- Changing roles: from leader to coach— from second seat to full responsibility

Post Engagement

- Significance of emotional ties to success
- Resources continue to be accessed
- Informational updates, exchanges
- Relationships continue to evolve

Benefits of Using a Consultant Team

- In his book, “The Dilbert Principle,” Scott Adams provides a view of consultants from the office cubicle:
 - “Consultants have credibility because they are not dumb enough to be regular employees of your company.”
 - “Consultants eventually leave, which makes them scapegoats for major management blunders.”



Benefits of Using a Consultant Team

– “Consultants can schedule time on the boss’s calendar because they don’t have your reputation as a whiney little troublemaker who constantly brings up unsolvable issues.”

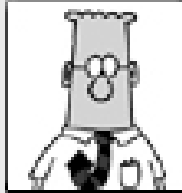
– “Consultants will return your boss’s calls because it’s all billable time.”



Benefits of Using a Consultant Team

– “Consultants work preposterously long hours, thus making the regular employees feel like worthless toads for working only 60 hours a week.”

– “And finally, “Consultants will rarely deal with the root cause of your company’s problems, since it’s probably the person that hired them.”



Benefits of Using a Consultant Team

- An independent viewpoint
- Special qualifications
 - Industry-specific skills
 - Issue-specific skills
- Temporary professional services
 - Interim management
- Change Management

**Getting the Most
Out of Consultants**

- The Right Chemistry
- Analyze the issue
- Define the Objectives
- Define the Parameters of the Consultation

**Getting the Most
Out of Consultants**

- Commit to Implementation of the Recommendations
- Agree to Disagree on Occasion
- Commit to the Agenda
- Communicate

**Use of Consultants in the
Air Medical Community**

- An independent viewpoint
 - Objective outside pair of eyes for Safety analyses in the aviation area
 - OSHA compliance
 - Air medical and ground EMS safety

**Use of Consultants in the
Air Medical Community**

- Special qualifications industry-specific or issue-specific:
 - Aircraft Acquisition
 - Aircraft Evaluation
 - Risk Management
 - Completions
 - Air Medical Program Management
 - Marketing
 - Financial and Reimbursement Services


**Use of Consultants in the
Air Medical Community**

- Temporary professional services
 - Interim management

**Use of Consultants in the
Air Medical Community**

- Change Management
 - Integration of air and ground medical transportation services
 - Design, implementation and management of joint venture projects
 - Mergers and acquisitions
 - New program development and feasibility studies

Industry Resources



- Association of Air Medical Services Resource Guide

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**What Ever Your Needs Are or
Your Objectives Lets All
Strive For:**