Leadership in Turbulent Times

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How Bad is It Going to Get ?

3 Factors...

Success Depends On…

1. History & What's Forecast
2. Correct Interpretation
   (Situational Awareness)
3. Skill of Pilot

Economic Downturns

How Did Healthcare Fare?

Why is This One Different?

- Deeper and longer {despite optimistic reports}
- Leveraged w/debt
- Healthcare organizations have had assets depleted (< value stocks, bonds & < giving)
- Reimbursements deteriorating

EMS Forecast Varies by Sector

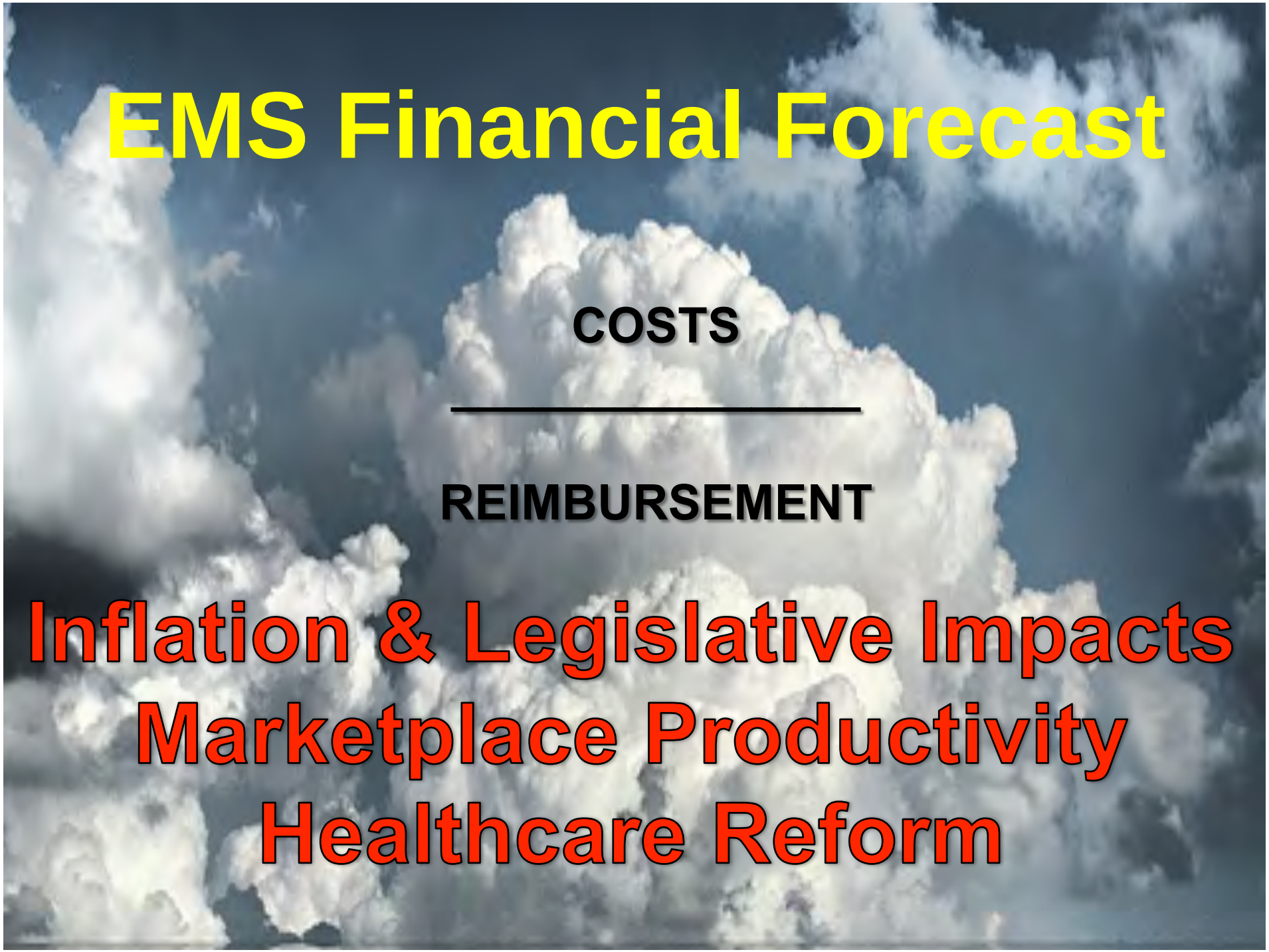
Unpaid property taxes hit localities
USA TODAY
WASHINGTON — The number of Americans not paying their property taxes amid the recession and the brutal housing collapse has increased sharply — more than doubling in some parts of the country.

L.A. Fire Department begins cutting rescue, paramedic services
Los Angeles Times

Hospital systems merge operations and prepare for federal spending cuts
Chicago Tribune

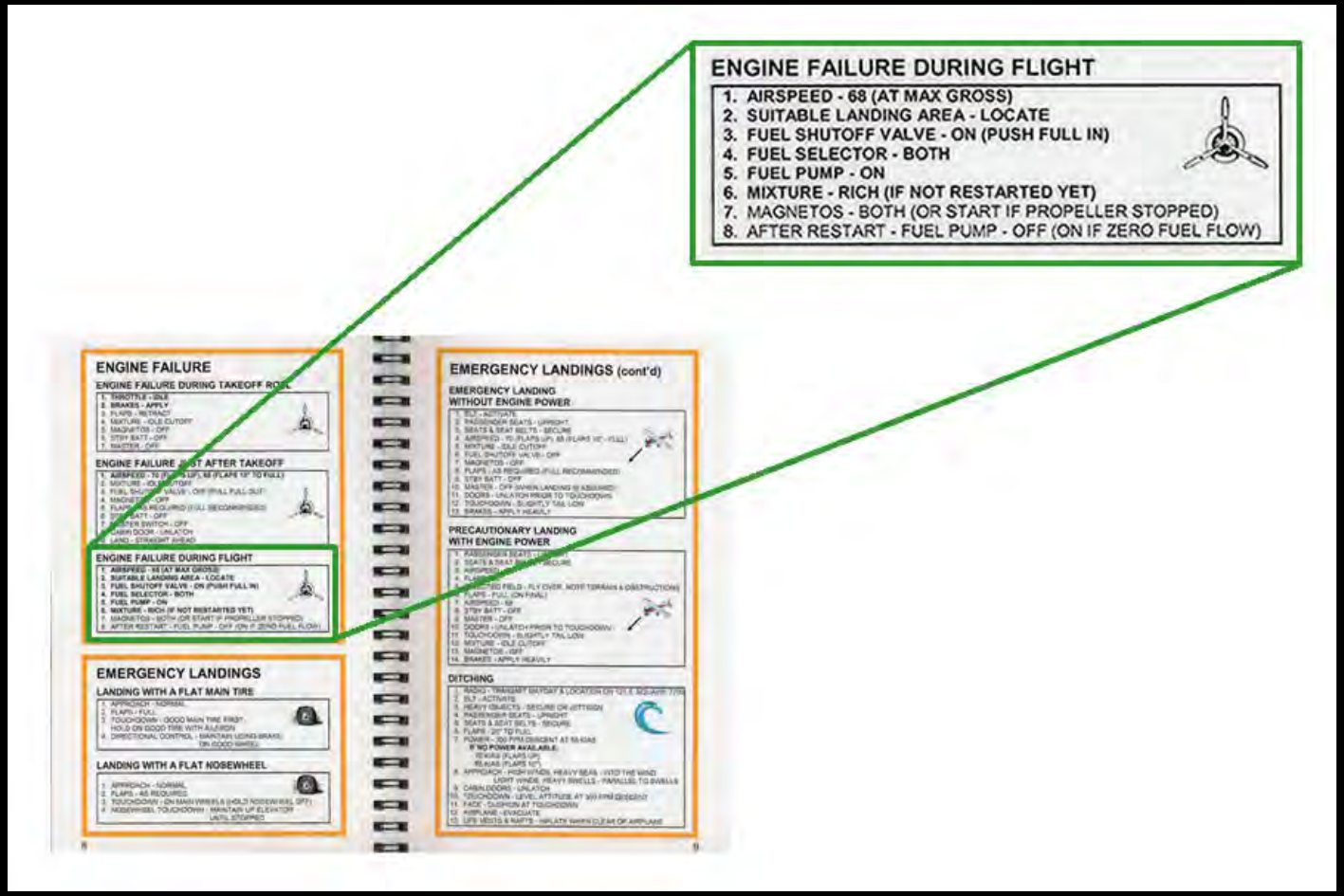
Payday drains city funds to $7,000
The Natchez Democrat

NATCHEZ — After today's payday, the City of Natchez will have only $7,000 left in the general fund


EMS Financial Forecast
COSTS
REIMBURSEMENT
Inflation & Legislative Impacts
Marketplace Productivity
Healthcare Reform


EMS People Forecast
Short Term
RETENTION
+
Family Stress
Personal Executive Stress
Staff Disengagement

Situational Awareness

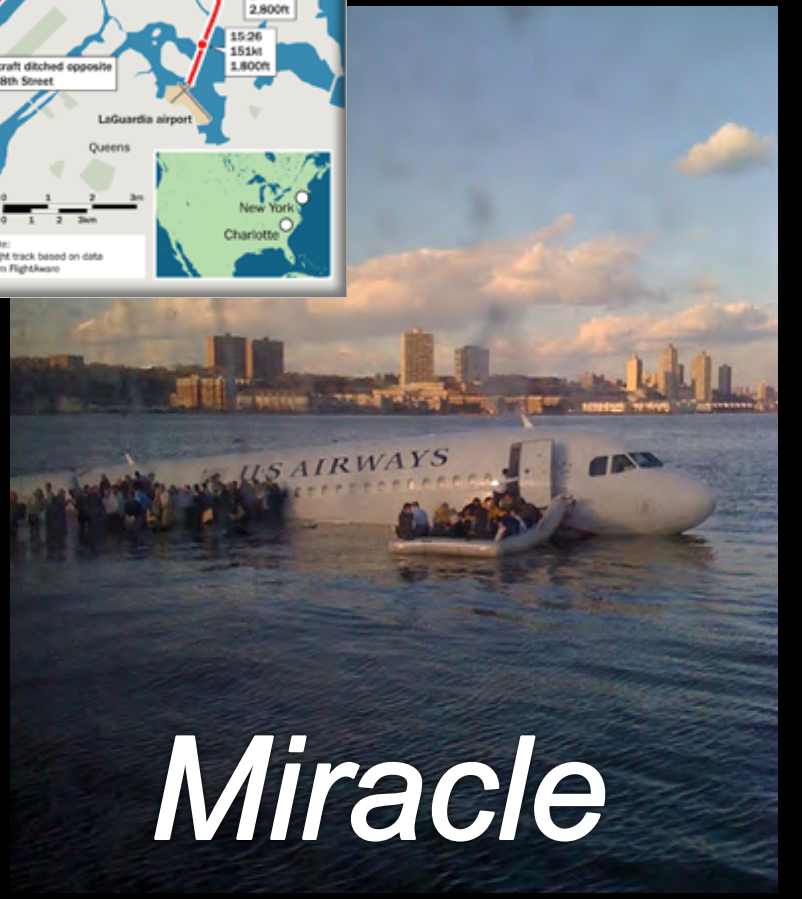


EMS Turbulence Checklist Questions

1. Are we managing costs as aggressively as possible?
2. Do we know what, specifically, we would do if we had to cut our budget by 10 percent, by 15% percent, by 20 percent?
3. Have we identified the triggers that will set our contingency plans in motion?
4. Do we know which of our initiatives and activities are mission-critical, and what each costs?
5. Should we be cutting programs?
6. Who are the people most critical to our success, now and in the future?
7. What are our most important relationships and are we attending to them?
8. How much of our revenue is "in the bank"? How much is at risk?
9. Are there steps we can take to simplify our operations?
10. Do we have low- or no-cost ways to strengthen our organization?
11. Is this an opportunity to bring critically needed skills onto our leadership team?
12. Are we involving our staff members and using their talents and connections appropriately?
13. Are we helping our folks stay focused on the patients and customers we serve or getting bogged down in our own woes?

Stated Issue	Real Issue	Opportunity	Strategy
Revenue Compression			
Expenses not Compatible with Revenue			
Land Grab			
Stress and Organizational Dysfunction			

Skill of the Pilot



Skill of the Pilot & Team Effort

Aviate – Navigate - Communicate

Getting to the Destination

1. Aviate

Fly the Plane &
Lead the Team

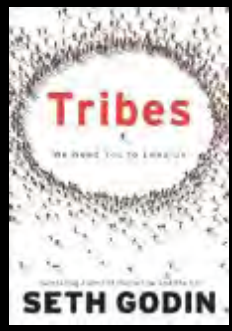
- Take Action
- Involve All Team Resources

Avoid "Mental Pause"
Know how to "Load Shed"

FITCH
& ASSOCIATES


YOU
PEOPLE
STRATEGY & EXECUTION
FINANCE
SALES
EMS CLIENT RELATIONSHIPS
MARKETING
IT
GOVERNANCE
BUSINESS DEVELOPMENT
EMS LEGAL & COMPLIANCE
CLINICAL
OPERATIONS
Change Management
Growth Strategy
Personnel & Payroll Systems
Health & Safety
Service Development
Project & Programs Management
People Strategy
Recruitment & Retention
Skills Development
Leadership Development
New Program Development
Diversification
Implementation
Training
Facilities Management
Innovation
Quarterly Systems
Dispatch
Maintenance
Scheduling
Logistics
Daily Operations
Development
Internal Systems
Clinical QI Processes
Medical Dir.
Fiduciary Responsibilities
Government Legislation
Regulatory Framework
Corporate Social Responsibility
Terms of Service
Contracts
Guarantees
Community Relations
Management Information
Accounts
Budgets
Variance Analysis
Cash flow Forecasting
Annual Systems
Insurance
Targets & Budgeting
Pre-Sale Efforts
Sales Strategy
Sales Staff Development
Making Sales
After Sales Service
Customer Service
Add-on Sales
Testimonials
Service Line Segmentation
Public Relations & Communications
Brand
Strategies
Advertising
Market Analysis
Internet Strategy
Security
Software
Support
Maintenance
Upgrades
Budgeting
Role of the Board
Mission Clarity
Advocacy & Relationships
M & A Activity
Sales Strategy
Board Development
Diversification
Organic Growth
Accountability

Tribes & Team



- Trust
- Empowerment
- Affirmation

- Managing Accountability for Metrics

Aviate

2. Navigate

Communicate

Navigate

Navigate

What are Your Key Indicators that you are headed to your intended destination?

Medic will be a *patient-centered system* that achieves *evidence-based* quality outcomes by *investing in our workforce*, *leveraging multiple resources* and *collaborating with the community*.

People	Service	Quality	Finance	Community
Employee Satisfaction **5** – 85% **4** – 83% **3** – 81% **2** – 79% **1** – 77%	**Patient Satisfaction** Excellent **5** – 65%+ **4** – 63%+ **3** – 60%+ **2** – 58%+ **1** – 55%+	**Response Time Performance** Priority 1 ≥ 90% @ 10:59 **Cardiac Arrest** ROSC/Utstein (prehospital) **5** – 46%+ **4** – 43%+ **3** – 40%+ **2** – 38%+ **1** – 35%+ **Cardiac Triage Composite** Patient contact to lesion treatment ≤ 90 minutes Accurate determination ≥ 90% **Trauma Scene Times** **5** – ≤ 9:30 **4** – ≤ 9:50 **3** – ≤ 10:00 **2** – ≤ 11:00 **1** – ≤ 12:00	**Budget** Revenue exceed expenses by 1% or greater	**Engagement** Bystander CPR **5** – 50%+ **4** – 47%+ **3** – 44%+ **2** – 41%+ **1** – 38%+

MEDIC
Mecklenburg EMS Agency

Navigate w/ Mission Focus

Success

WRONG WAY

Failure

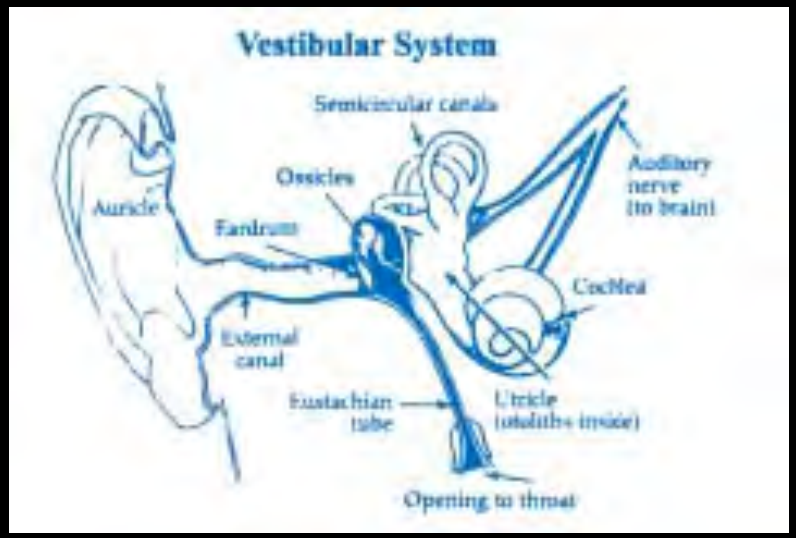
Complacency

Aviate
Navigate

3. Communicate

What do we need to be doing?

What will be effective & “not so much”?



Aviate
Navigate

Communicate

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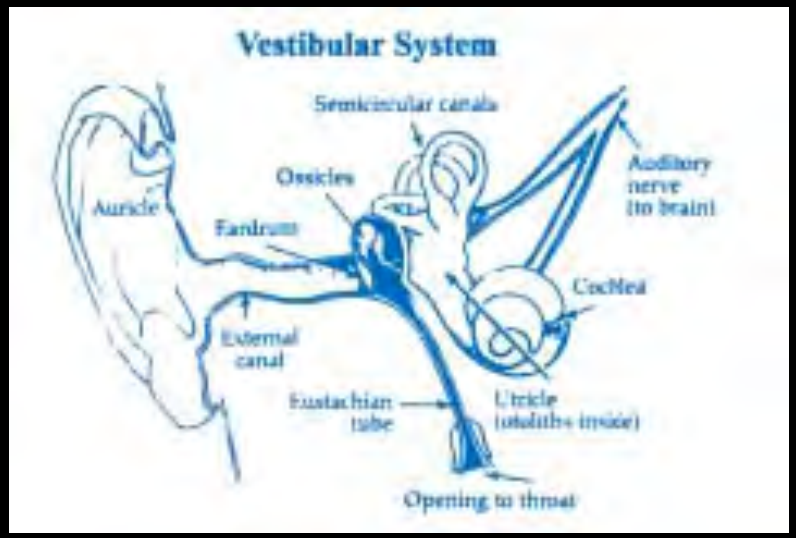

Flying vs. EMS

1. Aviate	Lead Your Team
2. Navigate	Focus on Core Mission
3. Communicate	Communicate


FITCH
& ASSOCIATES