

First Response

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A Message from the President



We are currently very close to achieving one of our 2009 strategic goals of becoming accredited by the Commission on Accreditation of Ambulance Services (CAAS) for all system business units in Michigan, Ohio, and Texas. The process has been long, expensive, and critical to our mission to provide the highest level of service to our clients. It has also been a tremendous learning experience in that the application preparation process reveals not only what we do well but also exposes areas that we need to improve upon to become an accredited pre-hospital provider. You have most likely noticed changes in policies and procedures as well as overall facelifts within our workplaces.

There are currently less than 130 accredited EMS agencies worldwide and Community EMS plans to add our eight business units over the next 12 months. As our ever-expanding corporate family grows, achieving CAAS accreditation for each new company will be a top priority. Accredited agencies are considered the best in the industry setting the “gold standard” compared to their peers. Whereas much of the application process relates to business

practices, it also evaluates the clinical and customer service aspect of the business. Many of the evaluators will meet with caregivers while on site to talk to them about their views of the organization as well as their understanding of critical policies and procedures. So far, the feedback I am receiving from the evaluators upon completion of their site visits is very positive.

I would like to thank Ms. Ellen Fleming and Mr. Chuck Kearns who have taken on the role of co-project managers for all companies to help assure that we accomplish our CAAS Accreditation goal in a very short period of time. The time and commitment I have seen from the two of them is nothing less than extraordinary and they are to be commended for their efforts. However, accreditation can only be achieved if we have total commitment of the entire team from management to each employee within the organization.

Having CAAS accreditation sets you apart from the rest of the providers nationally and internationally. It is my expectation that very soon you will be recognized as one of the top in your trade and you truly deserve this distinct honor. We have a great team of employees and without your support and commitment to service excellence we could never have accomplished our goal.

CAAS Update

Chuck Kearns, V.P./COO—CEMS

We have just finished our second CAAS site review in the last two months. Both REMS and CEMS received favorable comments from their review teams. We are expecting final accreditation rulings from CAAS’ Panel of Commissioners soon.

HealthLink’s site review is scheduled in the next few weeks. We also look forward to site reviews of BMTS, CEMS of Ohio and DMCare Express later this year.

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- *Why Is Corporate Image Important*
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- *CEMTech Specials*



JV Updates: News from CEMS Joint Ventures and Subsidiaries



- ◆ Our new ambulance has arrived and is in service
- ◆ DriveCams™ have been ordered and will be installed the first week of September
- ◆ SWEMS is in the process of preparing our CAAS application
- ◆ All of our Supervisory and Management staff completed the NIMS ICS 300 course
- ◆ SWEMS has hired a new Clinical Manager, Steve Von-Gonten



- ◆ CAS is opening a new station in Washington Twp.
- ◆ The CAAS application is completed and submitted.
- ◆ CAS celebrated its 15 year anniversary
- ◆ The CAS Dispatch Center has grown tremendously as it supports CEMS of Ohio and King's Daughters Medical Transport.
- ◆ All CAS employees are now wearing updated uniforms with new patches.



- ◆ HealthLink's CAAS site visit is scheduled for Sept. 17th & 18th.
- ◆ HealthLink participated in the Metro Airport Disaster Drill on August 14th along with CEMS, DMCare Express, and Beaumont Medical Transportation.
- ◆ HealthLink will be involved in a huge disaster event with Ford Motor Company and the Oakwood system. This is scheduled for September 23rd.



- ◆ REMS completed its CAAS site survey at the end of July with a perfect score. The results will be reviewed by the CAAS Board of Directors in mid September for final approval.
- ◆ REMS is finalizing its new website which should be revealed in early September. The new site will allow for easy updates which can be maintained by the REMS operations manager allowing content to stay current.



- ◆ BMTS submitted the CAAS application in August
- ◆ A site visit is expected in late October or early November from the CAAS on-site review team.
- ◆ BMTS has found a new headquarters in Troy. Construction is underway.
- ◆ A new vehicle is on order. This will be the 12th ambulance in the fleet.
- ◆ BMTS is working on new contracts to expand our services in the near future.



- ◆ DMCare Express recently added another ambulance to the fleet.
- ◆ DMCare Express and LSTI are providing EMS and First Aid training to the staff at Joe Louis Arena and Comerica Park
- ◆ DMCare Express provided EMS and standby services for the 2009 Race For The Cure
- ◆ DMCare Express is proud to provide EMS and standby services for all Comerica Park events.



Please welcome the following new Parastar team members:

- ◆ Angela Vargas—Insurance Follow-up Specialist
- ◆ Rachel Nasser—Insurance Follow-up Specialist
- ◆ Meredith Nicholls—Customer Service Representative

Q/A Corner

Ellen Fleming, QA/QI Manager

Traditionally, Quality Assurance (QA) Programs are used by EMS Systems to monitor and measure the quality of clinical care delivered to patients through evaluation of objective data such as response times, adherence to protocols, patient survival, and other key indicators. QA programs document the effectiveness of care provided and help to identify problems and areas that need improvement. A common complaint about QA programs is that they tend to identify only the problems. Thus, EMS personnel often view QA programs negatively.

As a result, Community EMS and its JV companies have taken QA a step further by implementing a comprehensive Continuous Quality Improvement (CQI) Program. In contrast to QA programs, CQI focuses on recognizing, rewarding, and reinforcing good performance. The dynamic process of CQI includes several basic components: researching and identifying system-wide problems; elaborating on the probable causes; listing possible solutions; outlining improvement plans; providing the resources and support needed to ensure the plan's success; and reevaluating results continuously.

Our CQI program also includes dispatch and emphasis on service excellence. Even with the benefits of a formal and comprehensive CQI program, professionalism is ultimately dependent on every individual. Professionalism is the conduct or qualities that characterize a practitioner in a particular field or occupation. Every professional must understand that the only acceptable quality in EMS is excellence!

The Mark of a Great Organization

Pete Rogers, Director of Growth & Development

“Servant Leadership” is a leadership style developed by Robert Greenleaf in the 1970’s which implies that to lead you must first “serve” the needs of your employees, customers, clients and community. In order to be a servant leader, you need to have the following qualities:

- ◆ Listening skills
- ◆ Commitment to growth
- ◆ Foresight
- ◆ Commitment to building the community

The key to effective Servant Leadership revolves around the “natural feeling that one wants to serve”, followed by “a conscious choice to aspire to lead”. The organizational leader has two focal responsibilities, that of “concern for task” and “concern for people”, however, the servant leader will be more centered on people than tasks.

Servant leadership asserts many positive advantages to organizational health and well-being. Strong relationships with positive outcomes will drive the utilization of this process. Extra effort by employees working under this model, as well as enhanced fol-

lower satisfaction and organizational perception are common to this cause. Leadership development will also provide for enhanced Servant Leadership skills for management as we learn more about this process. Clear and meaningful lines of communication between all levels of our organization will foster greater understanding and cohesiveness consistent with Servant Leadership.

All of us at Community EMS are fortunate to share in a great organization that follows the model of true Servant Leadership. Community EMS can proudly claim the mark of a great organization through the oversight of our Board of Directors, the vision and guidance of our President, the spirit of purpose shared by our management team, and most importantly, the skill, compassion, and quality service that our staff and road personnel exhibit everyday.

For further information about servant leadership, to share ideas about growth of our business, or attributes about this article, please feel free to contact me at 248.304.6035.

Dispatch Update

Larry Ragnone, Logistics Manager

Benchmarks have been set for all Communication Center Personnel to strive to achieve. In order to achieve the service standards CEMS requires the following areas will be measured and monitored on a daily and monthly basis.

Call In-Take Time:

90% of all calls processed under one minute

Telephone Answer Time:

90% answered within three rings

On-Time Percentage:

90% prescheduled and 90% emergent response within contractual standards

Future benchmarks will be added and measured as time goes on to improve performance and enhance customer service.



EMS EXPO

Presented By: Botsford & LSTI

Botsford Hospital and LSTI were pleased to sponsor the first Southeast Michigan EMS Expo. This educational conference emphasized the latest technologies and hot topics in trauma care for pre-hospital care providers. Conference objectives were to enhance pre-hospital patient care knowledge, specifically in the area of trauma care, and to further the education of pre-hospital care providers in southeast Michigan by providing continuing education credits for certification at the MFR, EMT, EMT Specialist and Paramedic levels. This year 144 Paramedics and EMTs attended with 28 exhibitors lining the halls. Next year will be even better.

Oakland County Sheriff Michael Bouchard gave a speech at the opening ceremonies, followed by a moving presentation from Tim Hayes, a Paramedic who lost both legs on a call and how he was able to pull his life together and provide inspiration to others who lose site of the things that we take for granted every day. Ken Bouvier, EMS Chief for New Orleans was an entertaining and informative keynote speaker on day 2.



Attaining Service Excellence

Chuck Kearns, V.P./COO—Community EMS

What can help us be our best when it comes to delivering excellent customer service to our patients and customers? We have all heard the expression; you only get one chance to make a good first impression. Making a good impression is somewhat akin to seeing actors deliver a great performance. When the curtain goes up, what makes these everyday, real people become celebrities? What makes them different when they are on stage? It is more than talent. It is years of hard work to master their craft and it is their behavior when people are watching them that brings them stage acclaim.

What is “On Stage” and “Back Stage” Behavior? On-stage Behavior is when we are on our best behavior, out in the public or with a patient, just as if we were on stage, performing in a Broadway production. Backstage Behavior is how we may act when we are out of the pub-

lic’s eye. An example would be in crew quarters, where we can relax a little since we are not with any customers.

Most of our time at work in EMS is “Onstage.” Since others will judge us and our company by what they see and hear, we must always be on our best behavior. That means; respond promptly; call facilities when we are going to be late; look clean, neat and act professionally at all times. This will help us maintain long lasting relationships with our customers. Keeping a positive demeanor and giving excellent service, every day will make us the Service Excellence Leader in our industry.

If you notice a co-worker who is not behaving professionally, you should say, “You’re onstage right now.” Hopefully, they’ll get the hint, correct the behavior and we’ll all be better off for it. If not, they may wind up like some celebrities being featured on TMZ or in the tabloids.

Human Resources Update

Bill Fairlie, Director of Human Resources

I would like to take this time to thank everyone for all of the support that has been extended to me since I have started here with Community EMS. As I write this article I am approaching my fourth week with CEMS and am enjoying this fantastic opportunity. I have not had the opportunity to meet everyone at CEMS or the joint ventures yet but I am looking forward to meeting the rest of the team.

Presently the human resources team is working diligently in preparing CEMS for the upcoming CAAS accreditation. Right after the accreditation the team will be meeting on a bi-weekly basis to begin our human resources strategy. Our overall goal will be to improve and streamline our internal processes and continuously look for methods to improve on how we operate and provide excellence in customer service and support to the operations. Currently I am in the process of traveling to the joint ventures issuing the employee surveys. As a member of our team, you are a valuable asset and your opinions are very important.

As I mentioned above, the human resources team and I will be working on reviewing and improving every aspect our human resource processes including training and development, health and safety, customer service, payroll and other functions. I am a firm believer in valued customer service (employee relations) and an open door policy. There are times when I have to close my office door as I work on confidential information, but whenever my door is open please stop by to share your thoughts, provide feedback or just to say hello. Those employees who are not located at CEMS, please feel free to come and see me anytime when I am at your location. As always, call me anytime on my cell phone at (248) 798-8179.

Physician Certification Statement (PCS)

Cathy Barrett, Executive V.P. of Business Administration

As part of compliance, we must obtain a Physician Certification Statement (PCS) that supports the medical necessity for ambulance service for certain patients.

1. The attending physician must sign the Physician Certification Statement (PCS). If the ambulance crew is unable to obtain a signed physician certification statement from the attending physician, a signed physician certification must be obtained from either the physician, physician assistant, nurse practitioner, clinical nurse specialist, registered nurse, or discharge planner who is employed by the attending physician or by the hospital or facility where the beneficiary is being treated and who has personal knowledge of the beneficiary’s condition at the time the transport is ordered or the service was furnished. Repetitive patients (dialysis) must have their PCS signed by a physician. There are no exceptions.
2. Title of the signer and the date must be listed on the PCS.
3. If there is any doubt regarding the patient meeting the criteria for Medical Necessity, notify your supervisor.
4. A PCS is not required for emergency service

Shop Talk

Mark Milbrath, Support Service



All Diesel EMS Vehicles:

Anti-gel is available at all sub-stations and will be delivered every week with your station order. Whenever you fuel a truck at an out station add one full bottle of anti-gel (one bottle treats 50 gallons of fuel). It is better to over-treat than to under-treat. This should always take place when the temperature is below 30 degrees. Vehicles fueling at station #1 do not need to treat the fuel as we treat the bulk deliveries as they arrive.

Also, all EMS vehicles should be plugged in anytime the temperature is going to be below 40 degrees. Cords and hooks have been installed at all sub-stations and at Station #1. Please remember to wrap the cord back on the hook to

ensure the safety of all employees.

ALS Vehicles:

When plugging in your shoreline, the **only** thing that should be plugged in the rear of the truck is the space heater. Please unplug all chargers in order to prevent the circuits from overloading.

All NEV Vehicles:

NEV vehicles should be parking in the east lot and should pull in forward, not backwards. This will allow for easier parking, as well as eliminate damage being done to the vehicle bumpers and the wall.

Please remember that the area under the canopy at Station #1 is reserved for **AMBULANCE PARKING ONLY**.

Vehicles should be backed in the spaces so they can be plugged in using

the 4ft extension hanging on each pole. Please **leave the cord on the hook** for the next crew.

The small canopy by the building is reserved for Station #1 ALS vehicle parking only, so they may also be plugged in.

Please remember to turn the battery switch off on all vehicles equipped with one, remove any trash and personal belongings, and secure your vehicle at the end of your shift.

If you have any questions about the above information, please contact Mark Milbrath in Support Services at ext. 6044.

Why Is Corporate Image Important

Bob Carroll, Parastar Multimedia Consultant

Have you ever wondered why our corporate leaders take so much pride in our logo? Have you ever wondered if requests for clean and pressed grey uniform shirts and black pants were important to anyone other than your supervisor? Well here is the answer.

Corporate image has been proven to affect customer loyalty. However, corporate image goes far deeper than a logo or uniform. Corporate image is also the smile and attitude of genuine kindness from our road crews. It is the way that a complaint from an angry case worker is handled. It is the way a new applicant is greeted at the front door.

Our customers pick up on all of these things. If you were arranging transportation, and a crew is down the hall in wrinkled uniforms, with unkempt hair, and emphatically tell-

ing a physician or nurse that he is incorrect about the care he desires for the patient, would you call on that company? What if there was another company down a different hall? This crew is clean and polite. The crew smiles as they greet the staff. The crew assures the patient that everything is going to be alright. Who would **you** use?

We use our logo, vehicles and uniforms to identify us. But it is the road crews who tell our customers who we really are.

There are several ambulance services in our area. Our corporate image must exceed theirs in order to capture our share of the market. Doing just a little more to improve our image will certainly go a long way to improve the success of Community EMS.

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E-Core Update

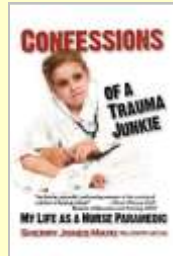
Connie Csinsak, Enterprise Scheduler

First of all, I would like to thank everyone who has been so patient with all the change over to E-pro scheduler, including using E-Core. I would like to say this change over has been a lengthy process, the scheduling portion has been working great, soon we will use this for payroll.

This tool was put in place so employees can view their own time and PTO, along with schedules, shifts swaps etc. If you have any questions about using E-Core please send me an e-mail at: ccsinsak@communityems.org.

Confessions of a Trauma Junkie

Rob Harmer, Paramedic & LSTI Instructor



One of the goals I set for myself early in my EMS career was to have written work of mine published. While writing a book will be a nice achievement in my future, I now have two stories published in a new book entitled, "Confessions of a Trauma Junkie" by Sherry Jones Mayo.

Some of you may remember Sherry, who worked at CEMS in the early 90's. I was fortunate enough to work several Saturdays with her at our Botsford Station. At the time, she was working on her RN degree, which she obtained shortly after our time together. She then went on to work at St. John's Hospital in Detroit for a number of years, during which time she became a nationally known Critical Incident Stress Debriefing speaker for the Civil Air Patrol.

Sherry contacted me last year and asked for a few anecdotal stories to include in a collection she was writing. I gave her 3 stories, and she ended up using two of

them! When it was released, it was a real thrill to see that I had been "published" in print. When I obtained my copy, I found myself and my words on pages 20-24 and page 135. Yes, they are light-hearted, but very true stories.

The book is a wonderful collection of EMS, nursing and CISD stories that will touch any EMT who has worked the road. Sherry shares the victories and fun, the pediatric CPR and the tears, and even a full chapter on her work at Hurricane Katrina. After reading the section on how family members "scream", I had the pleasure of working a scene (that very same day) where the family member "screamed" at the loss of their loved one. This book really hits close to your heart.

You may purchase this book on Amazon.com or through Barnes & Noble or Border's. If you purchase it directly from www.sherryjonesmayo.com, she will give you 25% off the list price, and if you mention my name in the notes and ask for an autograph, she will gladly sign it for you. If you are really desperate, I will sign your copy, also (on page 135 of course).

HMSA (Health Management Systems of America)

Employee Assistance Program - 1.800.847.7240 (24 hours a day, 7 days a week, 365 days a year)

Employee Assistance Program

Health Management Systems of America is an Employee Assistance Program (EAP) available for all full-time CEMS employees. Employee Assistance Programs (EAP) are voluntary and confidential, providing short term professional counseling and referral services designed to help employees/members with personal, job or family problems that when left unresolved may negatively impact job performance and well being. EAP's help employees and their families identify, gain control over, and resolve problems that may be interfering with work or daily life.

Work/Life Services

HMSA recognizes the challenges encountered in every day life, balancing work and family responsibilities can be overwhelming. To help employees and their family members with these challenges, HMSA embeds a work life benefit with all EAP programs. Online information support and resources include Childcare, Elder care, Adoption, Education, Health risk assessments, and Wellness.

Legal and Financial Consultation

Employees and their family members have access to no cost confidential consultations with qualified legal or financial professionals to help resolve issues. The legal and financial services can help with many issues including Divorce and Separation, Personal and family legal concerns, Civil and consumer issues, Adoption, Debt consolidation, Credit counseling, Estate planning, and Wills & trusts.