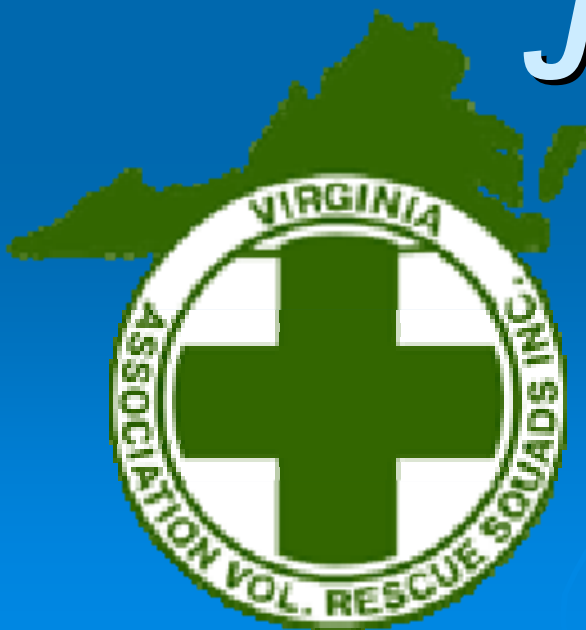


# ***VA VRS Presentation***

***Joint Subcommittee Studying Fire  
and Rescue Squad Volunteers***

***(HJR 743)***

***July 24, 2007***



# Retention & Recruitment

Following slides are excerpts of research that has been gathered from numerous resources by the VAVRS

# Volunteer Agencies Dominate as EMS Providers

- Nationwide volunteer rescue/fire agencies contain 51% of all certified EMS professionals.
- Virginia has 33,786 certified providers that are affiliated with 721 licensed agencies.
- 491 of the licensed EMS agencies are volunteer.
- This would suggest that 68% of the EMS providers in Virginia are volunteers.

# Less Time Available to Volunteer

- Research indicates dual-worker families and families maintained by a single women or man now dominate.
- Americans are working longer hours and have less ability to get time off from work to volunteer.
- 44.7% of those who volunteered in the U.S. in the past year listed *lack of time* as the reason for not volunteering

# Increased Competition for Available Volunteers

The Bureau of Labor Statistics News 2003 release indicated that volunteers were involved in the following activities. Refer to the Corporation for National and Community Service Web site for national and state volunteer trends at [www.nationalservice.org](http://www.nationalservice.org)

Activity	% Of Volunteers
Religious	34.6%
Educational/youth related	27.4%
Social/Community service organizations	11.8%
Hospitals or other health organizations	8.2%

# EMS Turnover Rates are Not Well Tracked

- Given that retention is a critical issue facing EMS agencies, it is surprising that more attention has not been placed on determining turnover.
- National estimates put it at between 16% - 25% for EMTs and 5% - 9% for Paramedics.
- Interviews with selected Virginia agencies indicated that turnover averaged 19% for volunteers and 11% for career professional.

# Training is Both a Barrier to and an Enabler of Retention

## Training as a Barrier:

- Studies report that the time and expense of training is a barrier to attracting and retaining EMS professionals
- Benchmark agencies report that, on average, seven months is required to prepare a volunteer to perform all aspects of their job.
- One study by the University of Illinois, 55% of rural EMS volunteers quit because of training requirements

## Training as an Enabler:

- Studies also report that training can be an enabler of retention
- Benchmark agencies report training is a motivator if it is accessible and interesting
- Training programs may need to be designed with offerings important to the volunteer

# More Than One Program is Used to Address Retention

Retention Program	% Rated High
Addressing “honeymoon blues”	100%
Competency based pay	100%
Social functions	100%
New professional orientation	91%
Orientation Training	91%
Providing more advanced training	83%
Mentoring new professionals	82%
Using team based decision making	82%
Addressing job stress issues	80%
Integration into the “team” or “family”.	80%
Mentoring core competency professionals	75%
Flexible Scheduling	73%
Publicity for outstanding performance	73%
Special pay or benefits	73%
Coaching and performance feedback	64%
Connecting job performance to agency success	57%
Grooming for leadership	54%
Balancing agency service with home responsibilities	38%



# ***Available VAVRS Programs***



# EMS Help Line 800-823-0602

• VIRGINIA ASSOCIATION OF •  
VOLUNTEER RESCUE SQUADS

## EMS HELP LINE



PO Box 279  
2535 Turkey Creek Road  
Oilville, VA 23129

www.vavrs.com  
1-800-833-0602

Funding for this program is provided through  
4 - for - Life revenues.

• VIRGINIA ASSOCIATION OF •  
VOLUNTEER RESCUE SQUADS

## EMS HELP LINE



1-800-833-0602

A resource for Virginia's  
EMS agencies, providing  
consultation on:

- volunteer recruitment and retention
- emergency staffing
- financial and legal challenges
- leadership
- management

### WHAT IS THE HELP LINE?

The Virginia Association of Volunteer Rescue Squads has developed a program that provides member squads with direct access to experts who can help them solve unexpected business problems, keep their doors open and answer calls. The Help Line is toll-free and gives member squads access to consultants specializing in volunteer recruitment and retention, emergency staffing, finance, leadership and management.

VAVRS will analyze each call and refer qualifying organizations for an initial on-site consultation with a specialist. The referral and initial consultation will be funded by VAVRS; a grant program currently under development may fund long-term assistance.

### HOW WE CAN HELP

- **Volunteer Recruitment and Retention** When you are in need of volunteers, we can provide proven programs for recruitment and retention of EMS personnel that will improve your squad's ability to answer calls.
- **Emergency Staffing** During times of catastrophe or emergency, we can assist you with emergency staffing of personnel and necessary equipment.
- **Financial and Legal Challenges** We can provide assistance with developing and implementing a budget, seeking and obtaining alternative sources of revenue, protecting your agency from financial loss and complying with tax laws and legal matters that affect business operations.
- **Leadership** We can provide on-site training to improve the quality of leadership and assure continuity; and assist you with writing or revising squad bylaws.
- **Management** Along with providing ways for you to manage your organization more efficiently, we can also assist with crisis management issues.

### IT'S EASY AS 1 - 2 - 3!

1. Call 1-800-833-0602 during normal business hours.
2. Provide your name, number, a good time to reach you and reason for your call. A volunteer will confirm your need for assistance and pass your information on to the Help Line Project Manager.
3. The Project Manager will contact you within one hour and work with you to determine a solution to your particular needs.

### OUR PROMISE TO OUR MEMBERS

Member squads that call the Help Line will receive:

- an immediate response,
- the highest quality consultation,
- an easy-to-use program,
- a measure of success for the help you receive.

• VIRGINIA ASSOCIATION OF •  
VOLUNTEER RESCUE SQUADS

## EMS HELP LINE

PO Box 279 • 2535 Turkey Creek Road  
Oilville, VA 23129 • www.vavrs.com

# 1-800-833-0602

## Slide 10

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**s4** Workbooks in tool kits designed for elected officers and leaders of EMS agency, appointed leaders (volunteered for position) and squad members exercising personal leadership.

Workbooks are designed to be structured, interactive learning experiences based on the principles of Learn, Practice and Critique. Information presented in short segments because of limited time volunteers have to work with them.

swinston, 10/7/2005

# Support and Promote the Use of “Keeping the Best!”

## Keeping The Best!

*How To Use  
EMS Retention  
Principles*



Virginia  
OFFICE OF EMERGENCY MEDICAL SERVICES  
Virginia Department of Health

## EMS Retention Problems

SURVIVAL  
GUIDE  
- to -

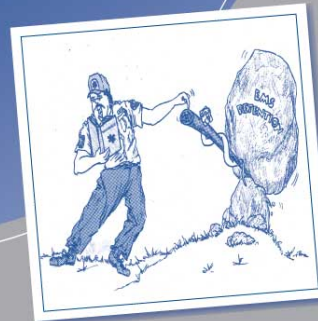


Virginia  
OFFICE OF EMERGENCY MEDICAL SERVICES  
Virginia Department of Health

Keeping The Best Series

## Keeping The Best!

*Maximizing Your  
Retention Efforts*



Virginia  
OFFICE OF EMERGENCY MEDICAL SERVICES  
Virginia Department of Health

## Keeping The Best!

*How to Retain ALS Providers:  
Workforce Utilization Strategies &  
Applying EMS Retention Principles*



Virginia  
OFFICE OF EMERGENCY MEDICAL SERVICES  
Virginia Department of Health

# Recruitment and Retention Committee

- Promote EMS Week Activities
- Website – [VAVRS.COM](http://VAVRS.COM)
- Bi-Monthly Publication – “LIFELINE”
- Participation in R & R Network
- Promotional Items Distributed
- Annual Convention/Symposium Display
- On-going Projects

# EMS Leadership Challenge



# Why is VAVRS Committed to EMS Leadership?

- Leading an EMS Agency is becoming more complex, revenue recovery, merging of volunteer and career are just some of the challenges facing an EMS leader.
- The number of EMS providers is decreasing while call volumes are increasing
- JLARC and IOM “EMS at the Crossroads”
- Create the “Gold Standard” in EMS Leadership



# EMS Leadership Challenge

## Program Objective

To improve the current level of agency leadership and prepare EMS professionals for the challenges and demands of leadership roles.



# What is in the EMS Leadership Challenge for the Participant?

- Higher levels of proficiency in competencies important to EMS leadership success.
- Deeper understanding of the principles and practices of EMS leadership.
- Improved problem solving and analytical skills over a wider variety of real life problems.
- Satisfaction of growing as an EMS professional and leader and becoming prepared to meet the EMS leadership challenges of the future.
- Certified as Gold Standard EMS Leader, Category 2 CEUs, and 2.5 College Credit Hours
- Benefits in all areas of your life!

# EMS Core Leadership Competencies

## Interpersonal

- Personal Leadership
- Team Orientation
- Oral Communication & Active Listening
- Builds & Maintains Relationships

## Operational

- Vision
- Accountability
- Quality Focus
- Project Management

## Self-Management

- Continuous Learning
- Innovation
- Bias for Action & Results
- Problem Solving

## Technical

- Legal & Regulatory Requirements
- EMS Practices & Protocols
- General Technical Knowledge

# How the Program Works

1. Introductory Workshop
2. Identify participants
3. Self Evaluation
4. Self Study-Professional Coaching
5. EMS Leadership Summit
6. Continued Learning

# The Participant's Roles and Responsibilities

- Set aside specific time regularly to work on their leadership self-development.
- Engage with their Personal Coach, ask questions.
  - Participants will only get out of the program what they put into the process.
- Must keep commitments
  - Read, apply and practice the new skills.
  - Keep appointments with their coach.

# EMS Leadership Challenge

Coordinated by the Virginia Association of  
Volunteer Rescue Squads

“The gold standard of EMS Leadership training, the EMS Leadership Challenge is a self-development leadership program created exclusively for EMS agency leaders in Virginia.”

# Four Steps of the Challenge

- **Self-Assessment Survey** – Interested EMS Leaders take an EMS Core Leadership Competency survey and an on-line leadership assessment tool to assess leadership strengths and weaknesses.
- **Development Action Plan** – Work with a personal trainer to help you customize a development action plan to focus on core competencies you need to improve.
- **Self-Study** - Complete required readings, exercises and applications with the help of personal trainer.
- **Competency Assessment** – Leader is tested on their understanding of the competencies designated in the respective plans at the Leadership Summit.
- **Leadership Summit** – An intense three-day workshop of instruction and hands-on project management that bring together the core competencies of EMS leadership

# EMS Leadership Challenge

- Contact Karen Wagner or Gary Dalton with the Virginia Association of Volunteer Rescue Squads, [www.vavrs.com](http://www.vavrs.com)
- [kwagner@vavrs.com](mailto:kwagner@vavrs.com)
- [gdalton@vavrs.com](mailto:gdalton@vavrs.com)