



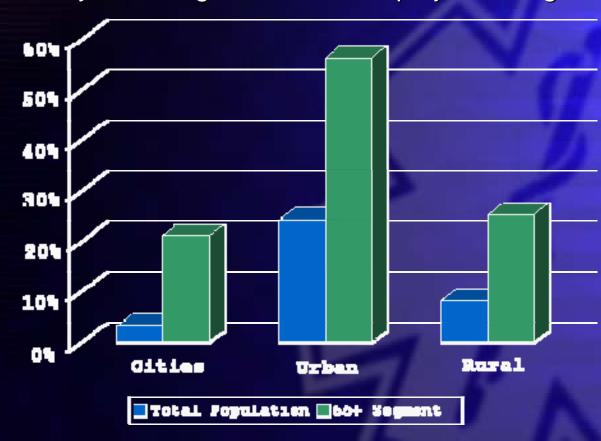
- > HJR 133 (2004) Review of EMS in VA
  - EMS Agency Survey (278/712)
    - 85% of volunteer EMS agencies and 58% of career EMS agencies reported R&R as one of top three issues.
    - EMS agency leaders reported top reasons EMS personnel left were:
      - Personal
      - Not enough time to volunteer

- > HJR 133 (2004) Review of EMS in VA
  - EMS Personnel Questionnaire (892)
    - 40% of EMS personnel indicated they were considering leaving their agency
    - Top two reasons for leaving
      - Poor leadership and management
      - Low pay

- > HJR 133 (2004) Review of EMS in VA
  - EMS Personnel Questionnaire (892)
    - EMS personnel suggested several incentives they thought would be useful in Recruiting and Retaining members
      - State Income Tax or local Real Estate Tax breaks
      - Participation in a retirement system such as VRS or LEOS
      - Participation in the heart-lung presumption benefit or workers compensation

## Demand for EMS Providers Will Grow

From 2000 to 2010 Virginia's population is projected to grow by 12%, and residents 65 years of age and older are projected to grow at 28%.



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7,567,465 (July 2005)

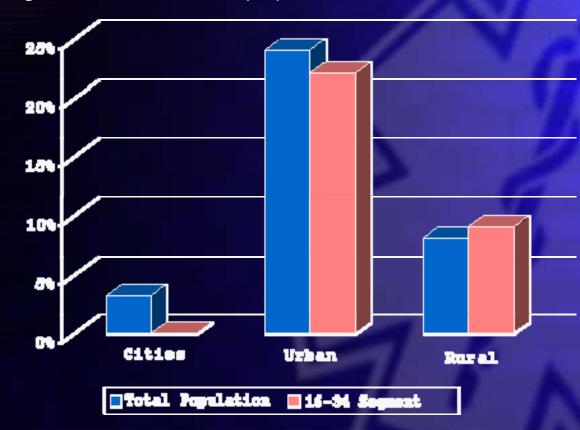
12th largest state

7% growth rate since 2000

(9) jurisdictions in Virginia are among 100 fastest growing in US.  $_{\mbox{\scriptsize swinston, 8/6/2006}}$ 

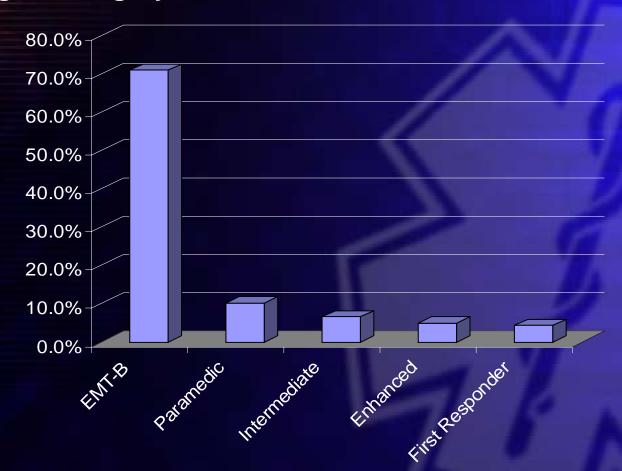
# Pool of Potential EMS Providers is Decreasing

The 16 – 34 year old age segment will grow by 8%, this is below the 12% population growth rate. In 60% of all Virginia counties, this segment will grow less than the population as a whole.



## **EMTs Dominate Certifications**

EMTs account for 70% of all EMS certifications. The second largest category is Paramedics at 10%



## Volunteers Dominate as EMS Providers

Volunteer fire and/or EMS agencies contain 51% of all certified EMS providers.

OEMS Category	Category
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Functional Category	Commercial	Federal	Government	Industrial	Non-Profit	Volunteer	<b>Grand Total</b>
Ambulance	547			1 4	8		555
Commercial Other	119				104		223
Federal		618					618
Fire &/or Rescue			9,111		81	12,310	21,502
Gov. Other			96				96
Hospital	21		3		13		37
Industrial			14	659			673
Public Safety			392				392
Transportation	270		- 11				270
Grand Tota	957	618	9,616	659	206	12,310	24,366
% of Tota	l 4%	3%	39%	3%	1%	51%	

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51% of all certified EMS providers affiliated with a licensed EMS agency are members of a volunteer Fire/EMS agency.

#### 722 Licensed EMS Agencies

Volunteer 492 (68.1%) Local Government 90 (12.5%)

Commercial 77 (10.7%)

Industrial 33 (04.6%)

Federal 18 (02.5%)

Non-profit 12 (01.6%)

#### Level of Service

ALS 75.5% BLS 24.5%

EGT - ALS 488 (67.6%)
Non-Transport BLS 122 (16.9%)
EGT - BLS 55 (7.6%)
Non-Transport ALS 39 (5.4%)
Air Ambulance 14 (1.9%)

Neonatal 4 ( .6%)

Permitted EMS Vehicles 3,747

Ground Ambulance 2099 (56.0%)

Non-transport 1602 (42.8%) Air Ambulance 42 (1.1%)

Neonatal 4 ( .1%)

swinston, 8/6/2006

# 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 m ore 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%
Publicityy 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%

## 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 EMS agencies indicated that turnover averaged 19% for volunteers and 11% for career EMS personnel.

## EMS Personnel Years of Service

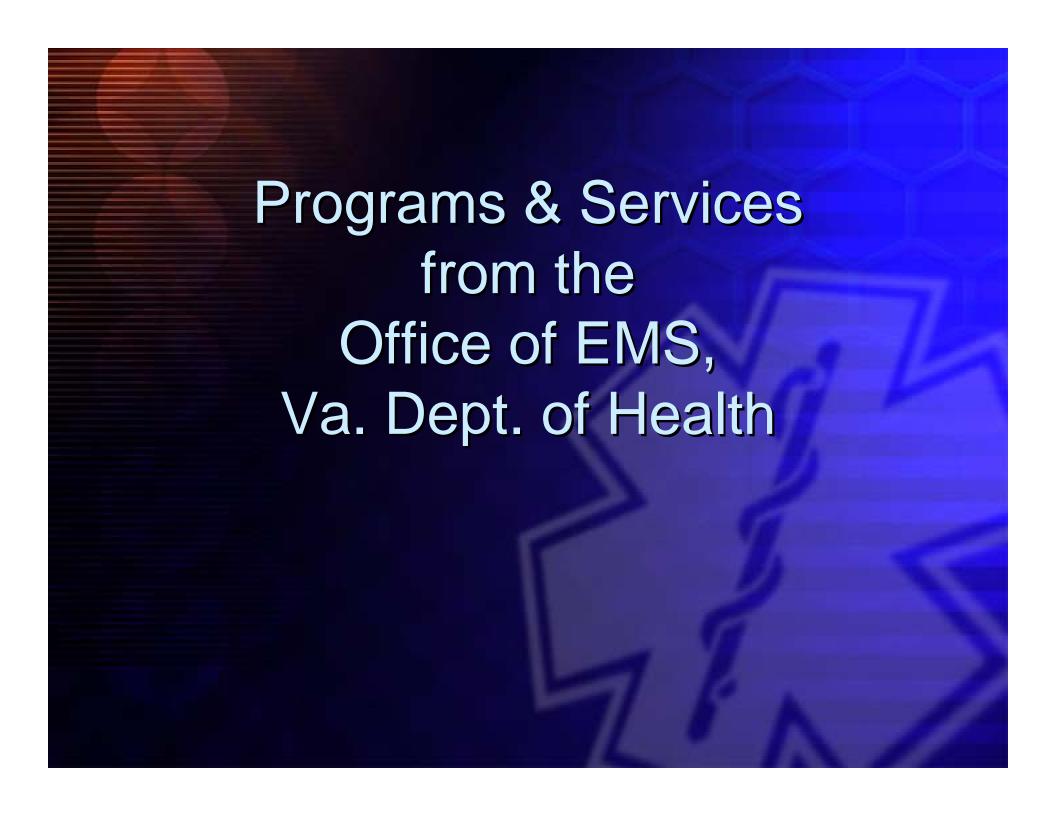


# Findings From Benchmark EMS Agencies

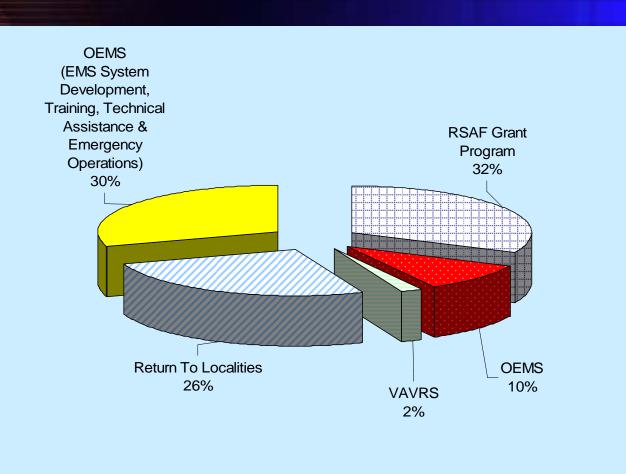
The following practices were interwoven into their business and leadership practices:

- Provided high quality, easily accessible no or low cost training.
- Created and sustained a family and team feeling to the agency's culture.
- > Are flexible in meeting EMS providers' needs.

- Implications from Research completed for "Keeping The Best" EMS Retention Toolkit suggest:
- The major implication for retention is that the gaps between supply and demand place more pressure on agencies to retain EMS providers longer.
- A second implication is that traditional methods of managing and responding to EMS providers' needs will likely be less effective in the future, especially with Generation X&Y. More flexible and innovate approaches must be tested to find the ones that work best for each EMS agency.



## Four for Life Funds Code of VA §46.2-694



Reference Va. Code that requires VAVRS funds for volunteer training, recruitment and retention and OEMS funds for volunteer r1 recruitment and retention programs. rbrown, 8/22/2007



- Training
  - ALS Training Funds
  - RSAF Grants
  - Registered Nurse to Paramedic Bridge
  - High School Dual Enrollment EMT-B course
  - EMSAT

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

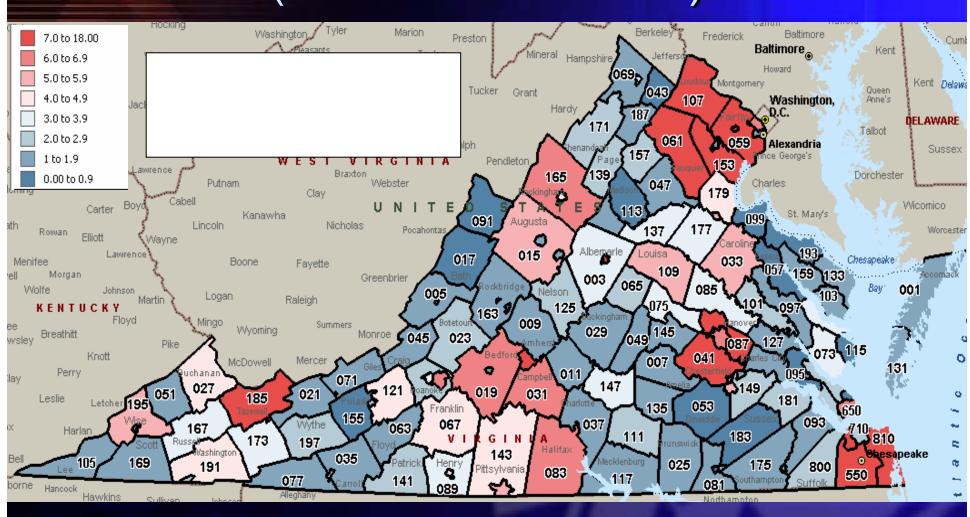
#### Training as a Barrier:

- Studies report that the time and expense of training is a barrier to attracting and retaining EMS providers.
- Benchmark agencies report that, on average, seven months is required to prepare a volunteer to perform all aspects of their job.

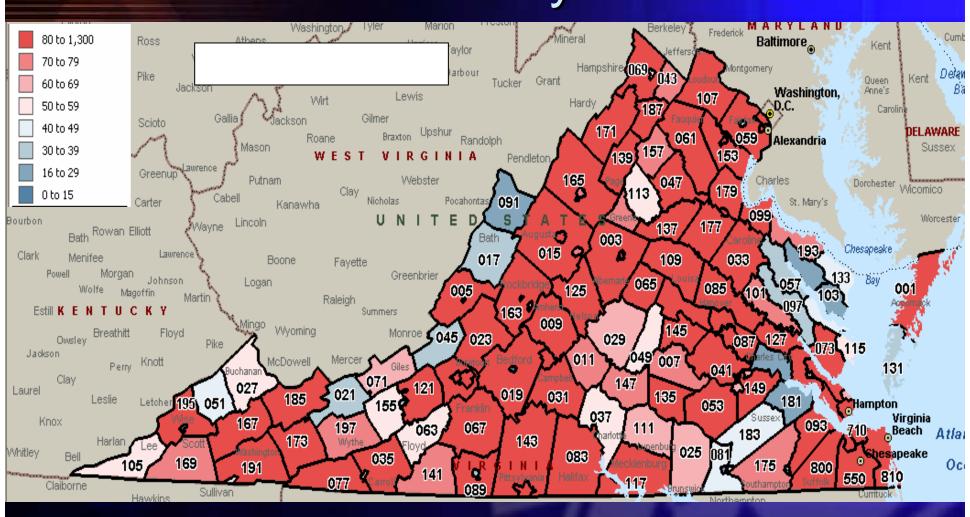
#### **Training as an Enabler:**

- > 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 EMS provider.

## EMT Courses by Location (377 for CY 06/07)

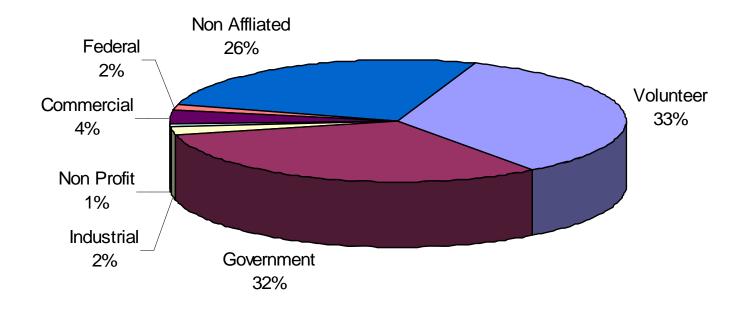


## Certified EMS Personnel by Locality



## Distribution of Certified EMS Personnel

Affiliation of Certified Personnel by EMS Agency Type



### Financial Assistance to EMS Agencies

- A total of \$432,888 has been awarded to nonprofit EMS agencies between December 2004 and June 2007 for Recruitment and Retention related grants.
- Projects include Leadership & Management training, advertising, recruitment materials, displays and building signs.

Recruitment, retention, leadership and management is one of six priority levels of funding for RSAF grants. rbrown, 8/22/2007

- > Technical Assistance
  - Keeping the Best! EMS Retention Tool Kit
  - EMS Workforce Development Committee
  - On line Recruitment Directory
  - Christopher Reeve Recruitment Campaign

### > Technical Assistance

- EMS Leadership and Management Series Manuals
- Annual EMS Symposium Leadership & Mgmt. Certificate
- Recruitment and Retention Coordinators Network
- EMS Leadership Challenge

### Recommendations

- Consider legislation to amend §15.2-955 or §44-146.19. Powers and Duties of Political Subdivisions
- Consider reallocation of \$1.045M funds from VSP Med-Flight program to localities for incentives to recruit and retain volunteer EMS personnel.

### Recommendations

 Waive or reduce enrollment fees for students who attend a Virginia Community College EMS program and become state certified and affiliated with a licensed EMS agency.

- Incentives alone will not address Recruitment and Retention Issues
  - EMS Leadership and Management skills of agency officers must be addressed
    - Delegation of Authority
    - The ability to participate in decision making within the agency



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