



REGIONAL PARAMEDIC PROGRAM
FOR EASTERN ONTARIO

Making it work

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Eastern Ontario



Sequence of events





Who is Penny Price... and why should you care?





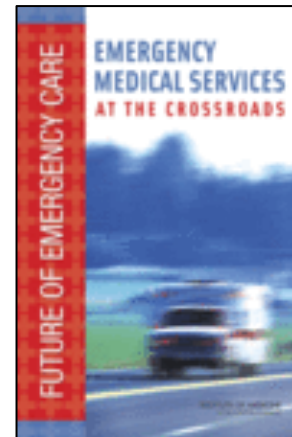
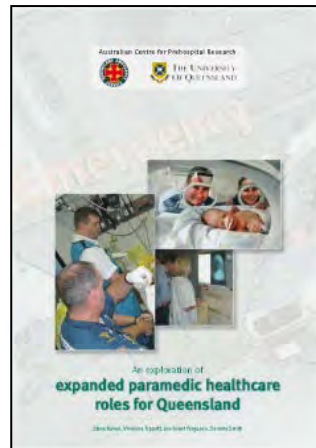
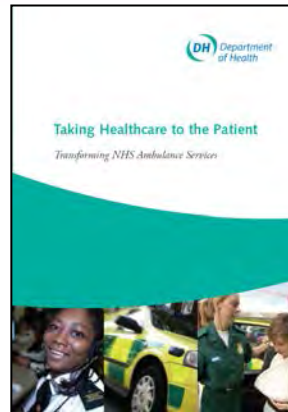
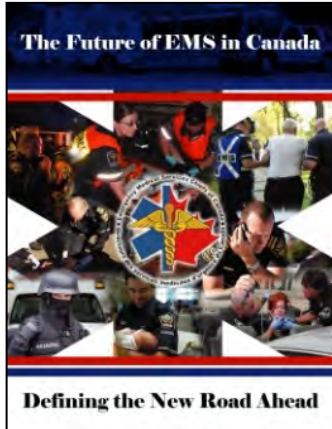
REGIONAL PARAMEDIC PROGRAM
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SERVING
TOGETHER





Everyone's read them...





Belief Statement

This is more than just the development of Community Paramedics, this is an evolution of the profession



Uncertainty

“Paramedics are caught up in the white waters of change, uncertain whether their future is more closely allied to conventional health care or emergency services.”

Lazarsfeld- Jensen, Bridges, Loftus , 2011



Future of Paramedicine

“There is no future without health system integration”

Peter O’Meara, 2013

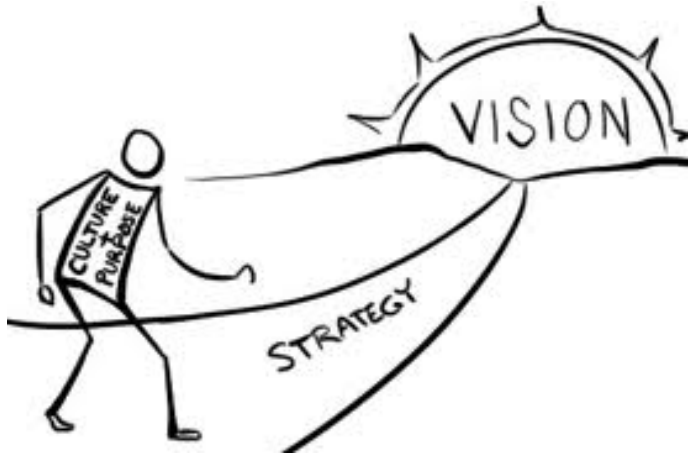




Making it happen

Having a strategy is one thing, but being able to implement it is entirely another.

Tyler Elm, 2012





Theory versus reality

“No battle plan withstands first contact with the enemy”



Helmut Graf von Moltke



Can we adapt?

“Culture eats strategy for breakfast”

Peter Drucker





Strategy and tactics





Resistance

“Organizational change that alters the existing values within a culture and differentially affects groups within the organization can expect resistance”

Trader-Leigh, 2002





Paramedic identity

- “...complex identity”
- “...where the identity of *paramedic* is contested in the converging cultures.”

Lazarsfeld- Jensen, Bridges, Loftus , 2011



Paramedic Personality

We have/are

- Short term attention span
 - Attention Deficit Disorders?
- Action oriented
- High egos/Low self esteem
 - Dysfunctional backgrounds?



Our personality doesn't
translate into the
business environment
easily



Paramedic Personality

But we

- Solve problems
- Make decisions
- Find solutions
- Don't quit
- Ask why not
- Aren't overly process driven





Our culture



We value:

- Strength
- Leadership
- Competence
- Fairness

We like:

- Visual identity



Change is possible

“Culture is an outgrowth of leadership and [can] be changed”

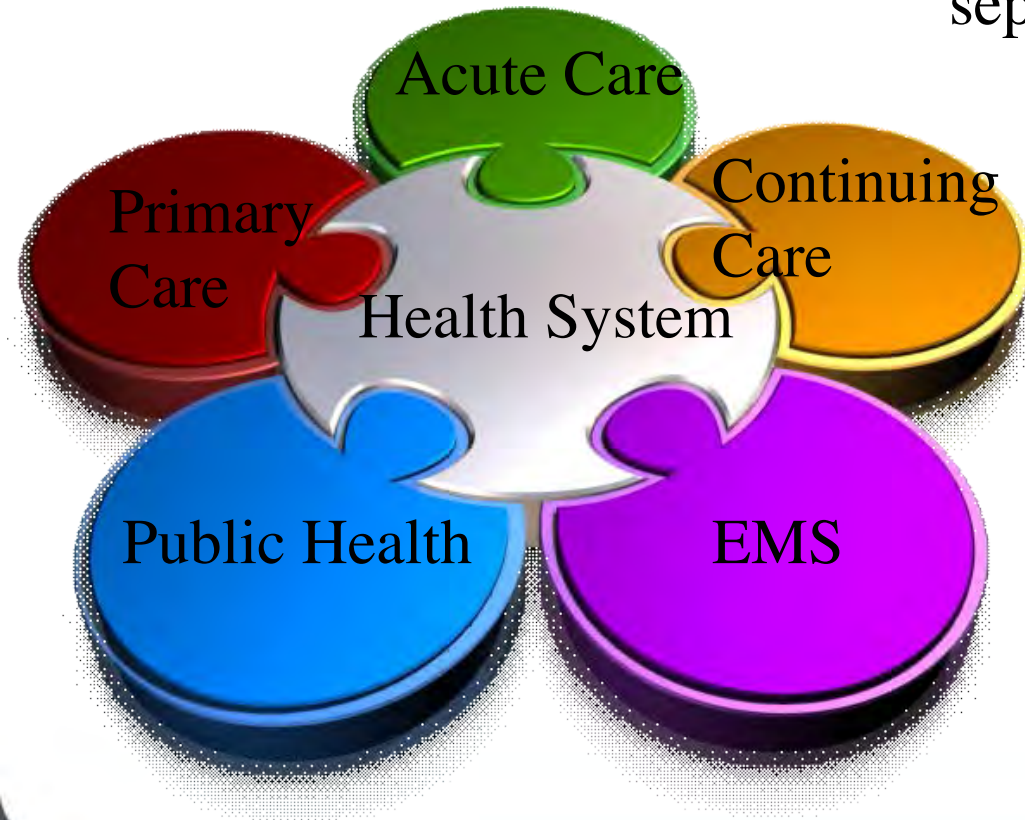
Mark Fields



System Thinking

Systems are made up of a series of subsystems with boundaries separating them

Lucas 2008





Systems thinking and ability to learn

“...an open boundary facilitates the acquisition of new information, taking risks, and being open for change; a closed boundary allows the group to reconsolidate

“... identifies emotion as having a powerful boundary-opening effect in human interaction

MacKenzie, 1990, 1997



Changing the paradigm

“...changing the boundaries so we can learn.”

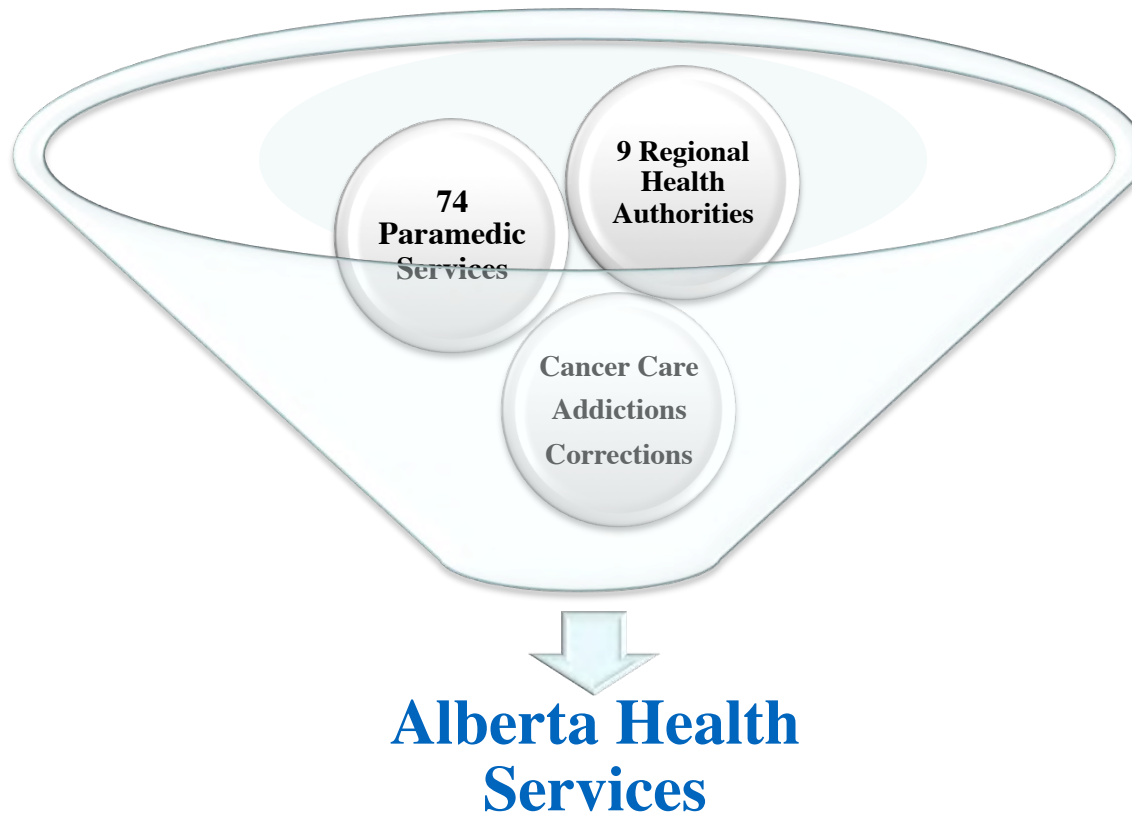
Colleen Lucas, 2008





Case Study - Transition in Alberta

April 1 2009





Synergy

Powerful synergy is created by being part of the system,
especially one in crisis





AHS EMS Health Integration

- 911/Health Link Diversions
- Assess Treat and Refer
- Alternate Destinations
- Referrals
- Case Management
- Community Paramedics
- Health Facility Integration





Struggle

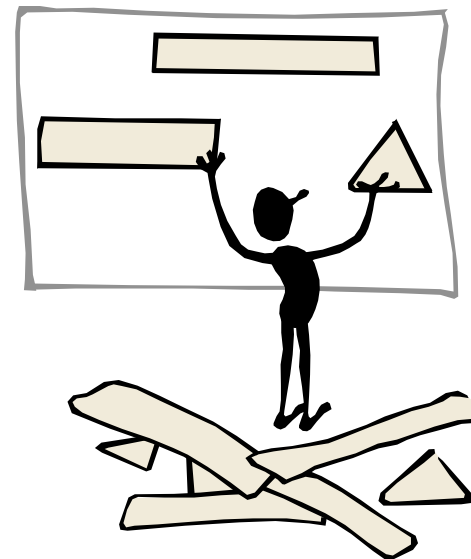
“As organizations attempt to cope with an environment that is changing at an ever-increasing rate, they struggle with the changes required”

Schein, 1992



Change Management

No evidence of purposeful change management in
AHS EMS





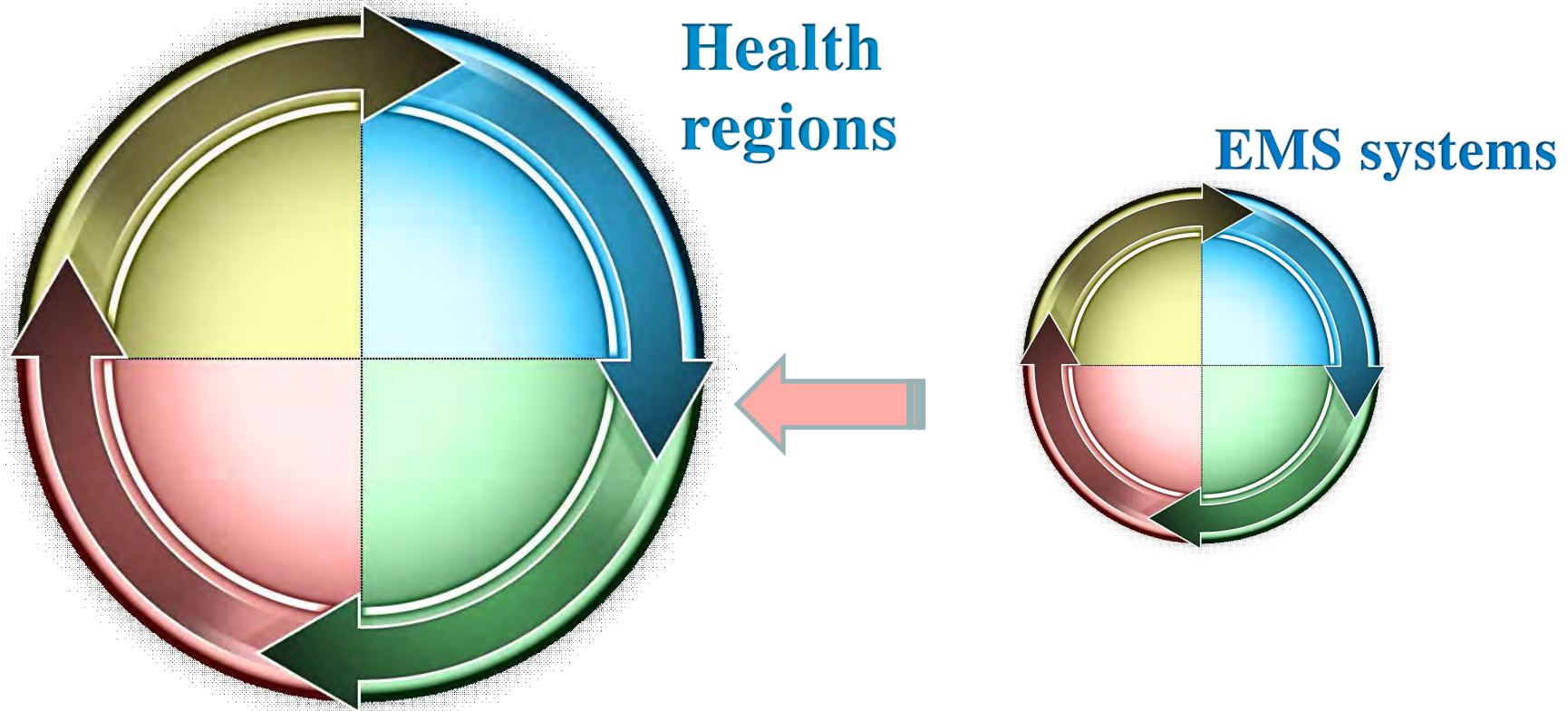
Willingness to change

Not everyone bought in





Integration





Career Pathways

Paramedics are health care workers that can work on an ambulance but are not limited to one

“Paramedics can do more than work in a white box with lights on it”



Nick Thain, 2010



Homing Pigeon Syndrome

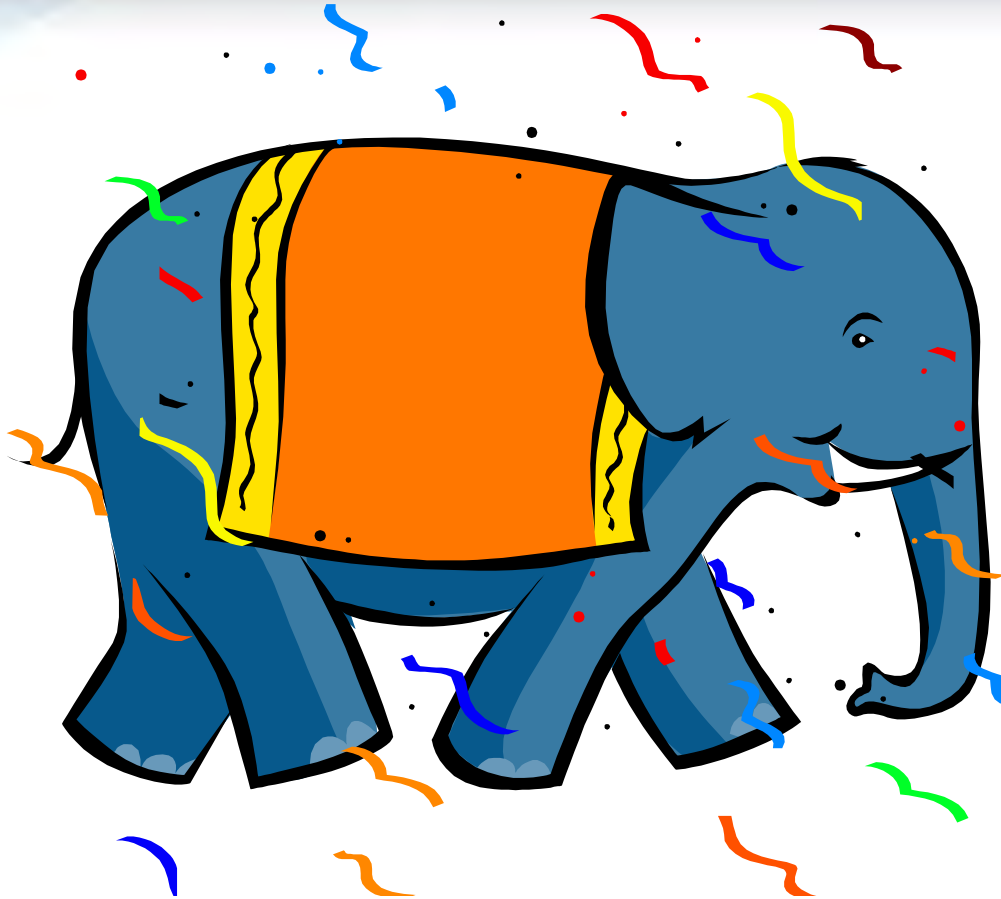
“[Paramedics] are more
than just homing
pigeons”

Darren Sandbeck, 2011





The elephant in the room



This is a very different world



It's a WOMAN'S world

- Men will need to adapt
- Communication styles differ
- Leadership is perceived differently



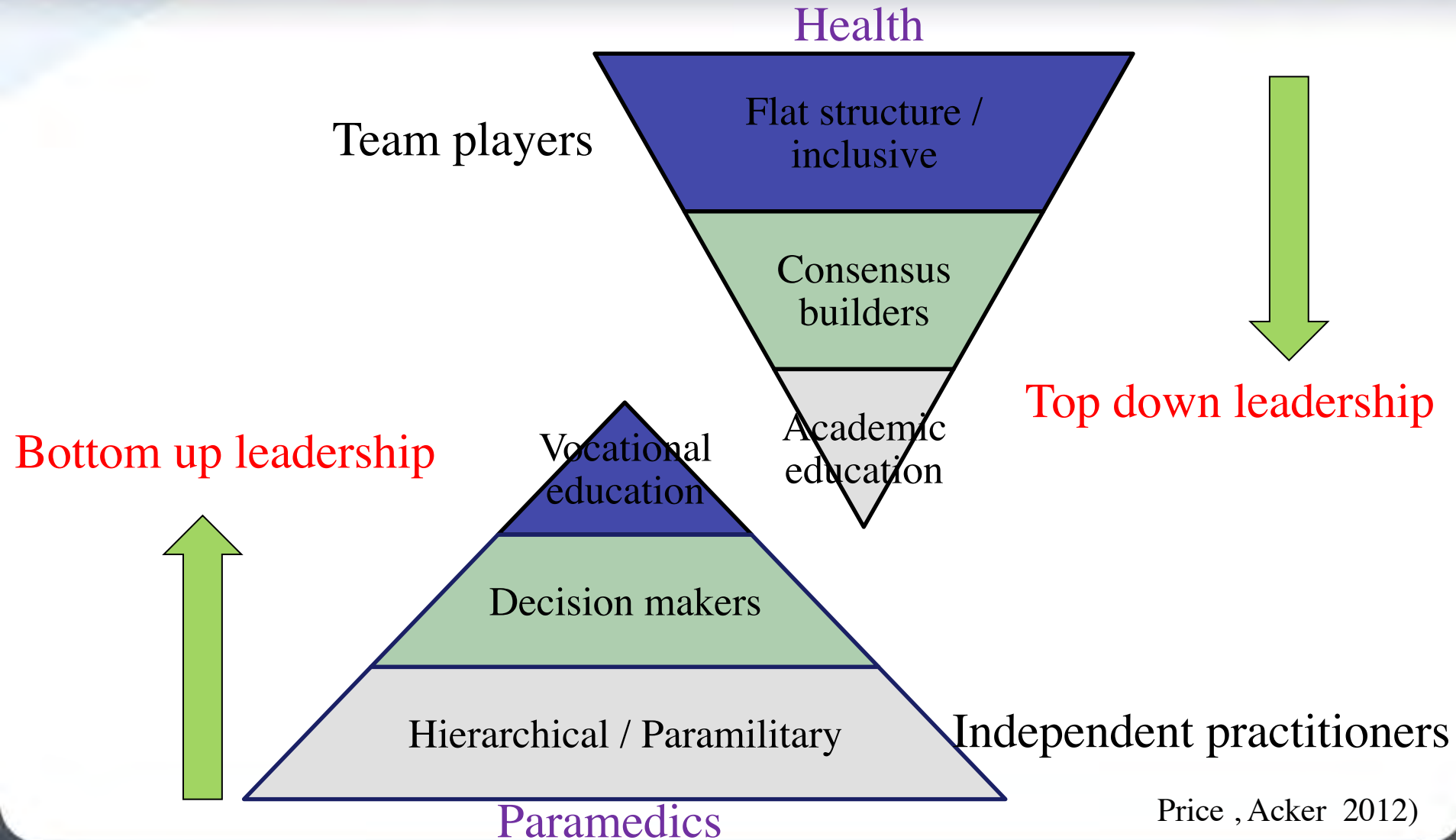


Potential for conflict

- Hierarchical/Paramilitary
- Accountability
- Direct orders
- Decision making
- Inclusive
- Risk aversion/Conflict avoidance
- Consensus building
- Suggestions



Conflicting styles





The biggest difference...



We have been told not to change



Two way street

What health can teach us

- Education
- Business planning
- Project management
- Culture of curiosity
- Evaluation plans
- Quality
- Research
- Consultation /engagement

What we can teach health

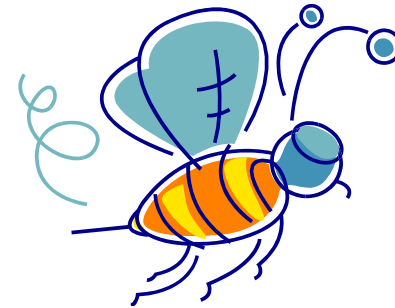
- Decision making /
avoiding analysis paralysis
- Command and Control
- Performance
Management
- Quality





Cross Pollination

- Medication practices
- Different QA
- Informed consent





Health as a voting issue

- Different political acumen needed
 - Election schedules
- Media relationships
 - Poor relationship
 - Fix the loudest problem versus the right one





Kotter's model for change

Set the stage

Step 1 - Create a sense of urgency

Step 2 – Pull together a guiding team

Decide what to do

Step 3 - Develop the change vision and strategy

Make it happen

Step 4 - Communicate for understanding and buy in

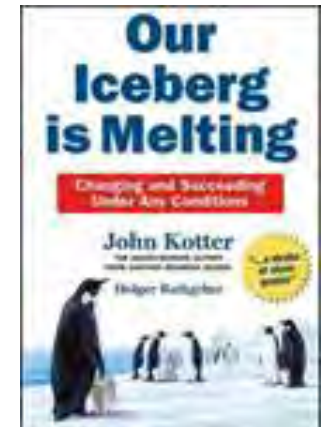
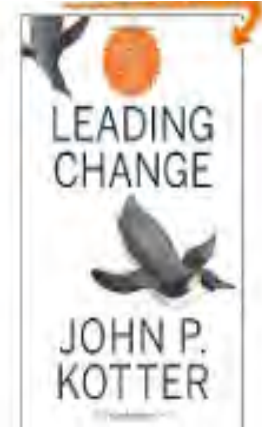
Step 5 - Empower others to act

Step 6 - Produce short term results

Step 7 - Don't let up

Make it stick

Step 8 - Create a new culture





Finding the key

“Everyone has a key that will help them understand why the change is needed. Find that key for each individual”

Lise Lapointe. 2008





Collaboration

“The future is in developing and working within networks”

Joe Acker 2013





Ideal practitioner

- Personality
- Education
- Recruitment strategy





If we are going to make this work...

- Communicate
- Selection
- Education
 - Academic credentials
 - Business skills
- Self Regulation /
Professional Practice



Adaptation

- Dispatch
- Medical Direction
- Medical Records



Breaking traditional barriers

- Paramedicine is changing culture
- Paramedicine may be changing function
- This will be a generational change



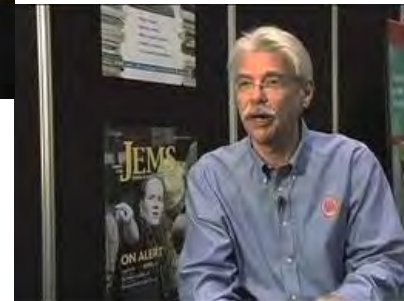
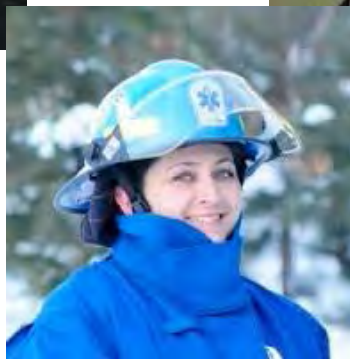
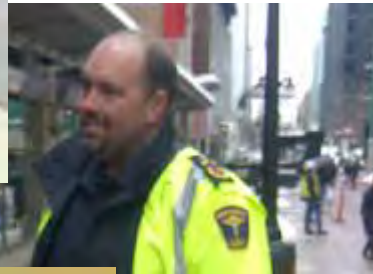


Unpopular opinion





Better minds than mine...





Recipe for controversy

- Raise potentially controversial issues in a manner that encourages dialogue;
- Listen to others while maintaining a wide perspective on issues; and
- Incorporate diverse views and constructive criticism, leading to improved outcomes and understanding.

Tyler Elm



Culture

- Culture research needed
- Understanding will lead to better implementation
- Play to the strengths of both groups when merging cultures





We have the world in the palm of our hands

- We are about to take the biggest evolutionary step since paramedics were established
- We should make sure the program is judged on its theory, not its implementation





Questions?



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