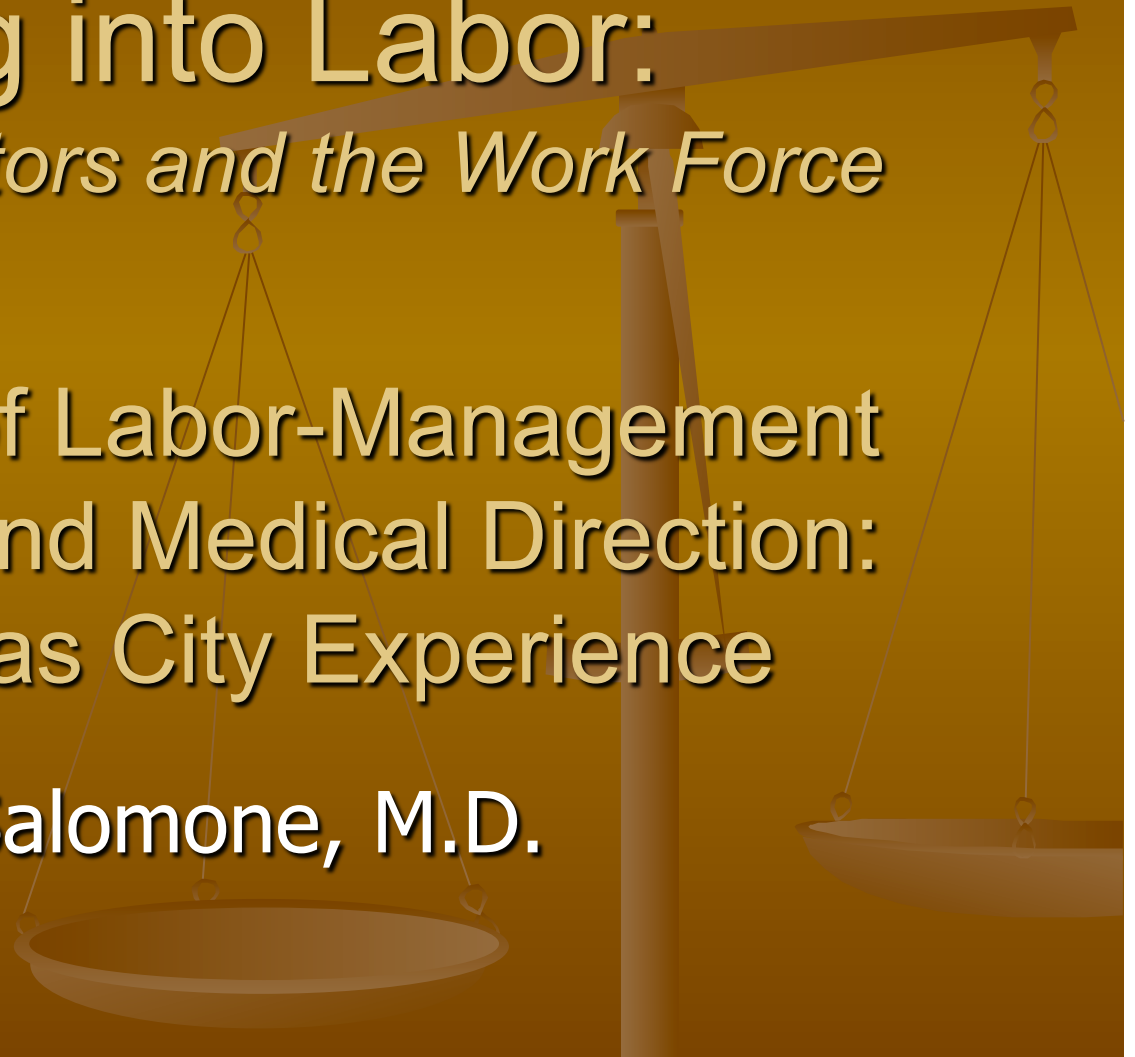


# Going into Labor:


*Medical Directors and the Work Force*

Integration of Labor-Management  
Processes and Medical Direction:  
The Kansas City Experience

Joe Salomone, M.D.



# Eagles Poll



	Yes	No
Is there L-M Process	24	5
MD at L-M meetings	5	17
Invited as regular attendee	5	17
Subject matter expert occ. invited	2	9

# Where we began

- Medical Director Office under City Manager
- KCFD BLS First Response
- MAST ALS response and transport
- Emergency Medical Services Coordinating Committee
  - Oversees EMS and recommends to manager
  - City Manager (ACM), Fire Chief, CEO MAST, EMS Medical Director and Labor representation

# Integration?

- 2009 KCMO City Council created “Blue Ribbon” Task Force to evaluate possible changes in ambulance services
- Report called for development of an integration plan
- Use a facilitated Labor-Management process as had been done for the prior development of the KCFD strategic plan

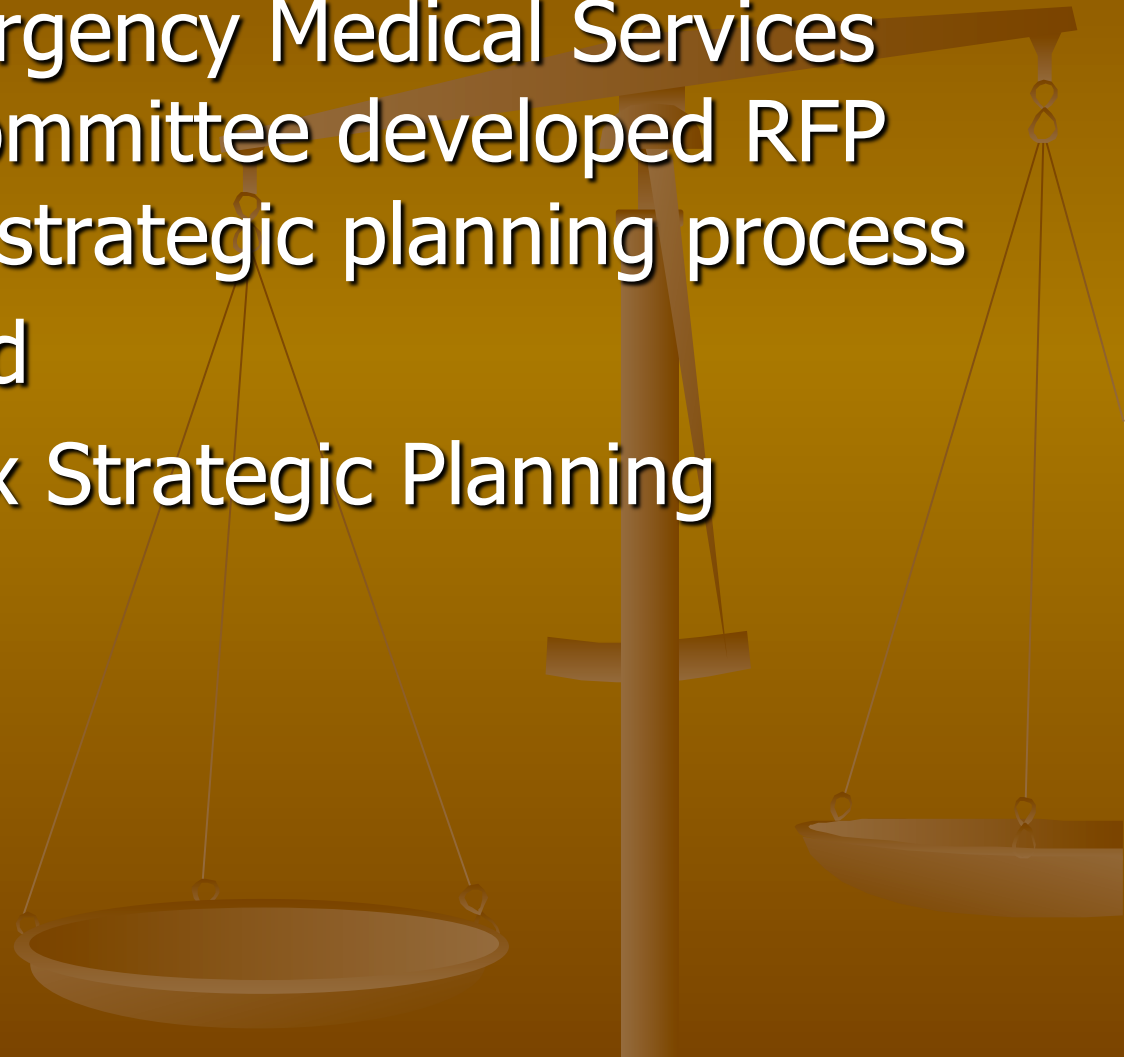


# KCFD

- Development of Labor-Management Partnership in KCFD in early 2000s
- KCFD Management and two IAFF Locals
  - 3808 – Battalion Chiefs
  - 42 – Captains, FAO and FF
- Participatory Management Process
  - Six Standing Subcommittees
  - Labor-Management Steering Committee

# Integration Planning

- The KCMO Emergency Medical Services Coordinating Committee developed RFP for a facilitated strategic planning process
- Consultant Hired
- Formation of Six Strategic Planning Subcommittees



# Strategic Planning Subcommittees

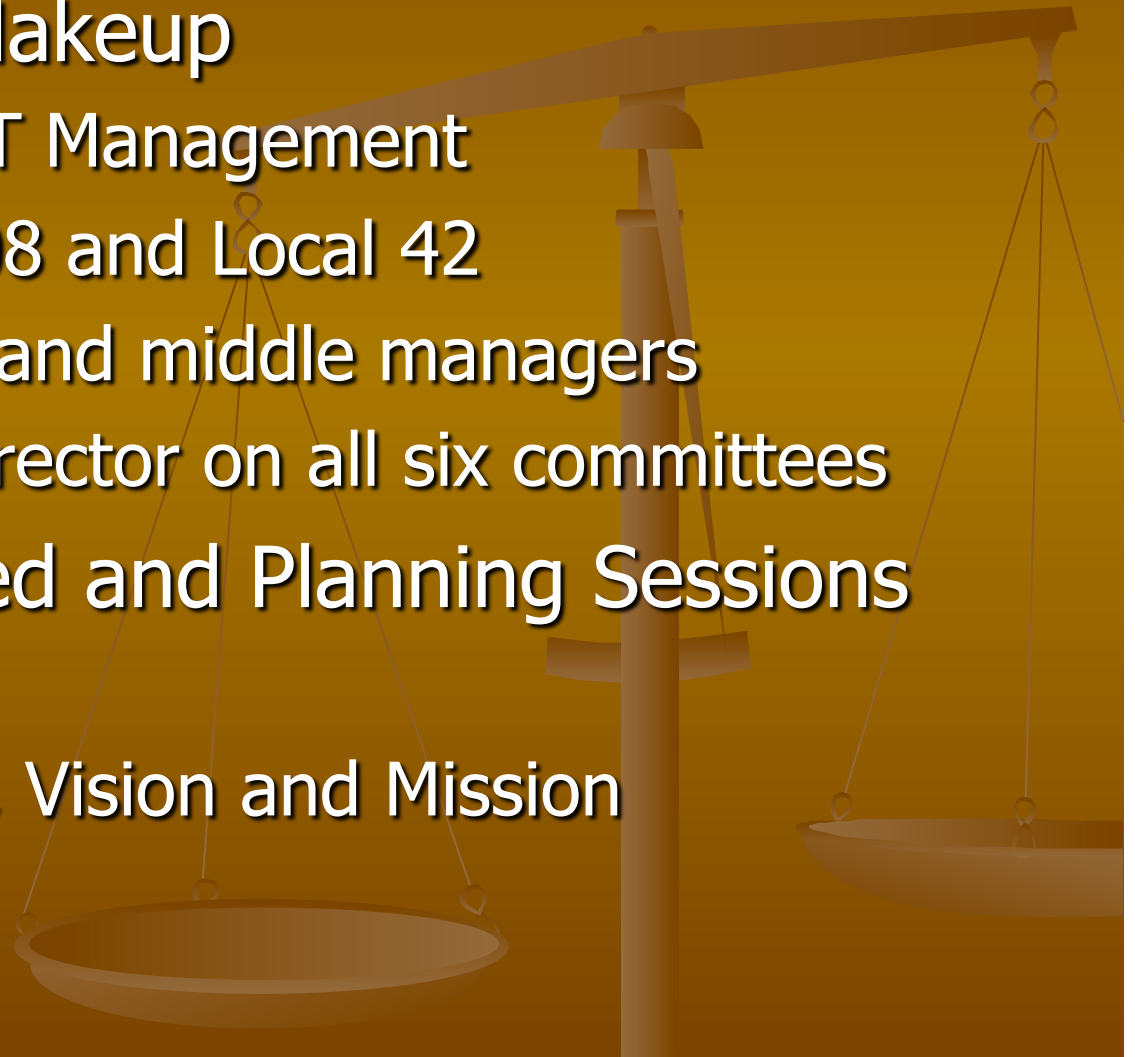
- Deployment
- Communications
- Staffing and Supervision
- Education, Training and Credentialing
- Patient Care and Medical Direction
- Support Services, Equipment and Fleet

Similar to the standing L-M structure of KCFD



# Strategic Planning Subcommittees

- Structure and Makeup
  - KCFD and MAST Management
  - KCFD Local 3808 and Local 42
  - MAST Local 42 and middle managers
  - EMS Medical Director on all six committees
- Goals Established and Planning Sessions Scheduled
  - SWOT Analysis, Vision and Mission



# Final Product

Kansas City Fire Department  
Metropolitan Ambulance Service Trust

## EMS Coordinating Committee Strategic Integration Plan

2009/2010



One Team - One Job - One Mission



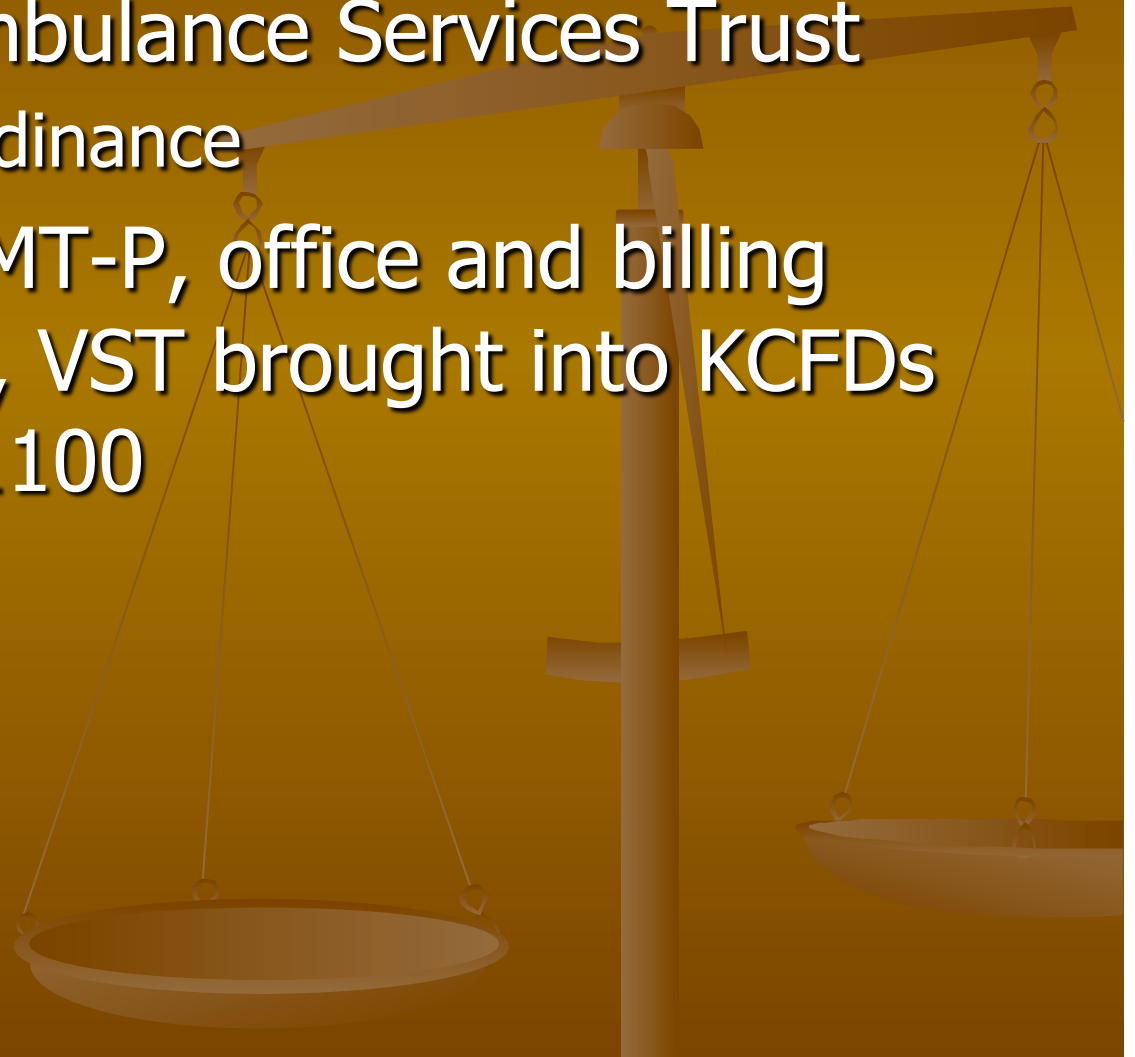


# We have a plan.

City Council votes to bypass  
phased integration and just to  
consolidate ambulance services  
under KCFD.

# April 25, 2010

- Metropolitan Ambulance Services Trust
  - Dissolved by ordinance
- 380 EMT and EMT-P, office and billing personnel, MST, VST brought into KCFDs approximately 1100



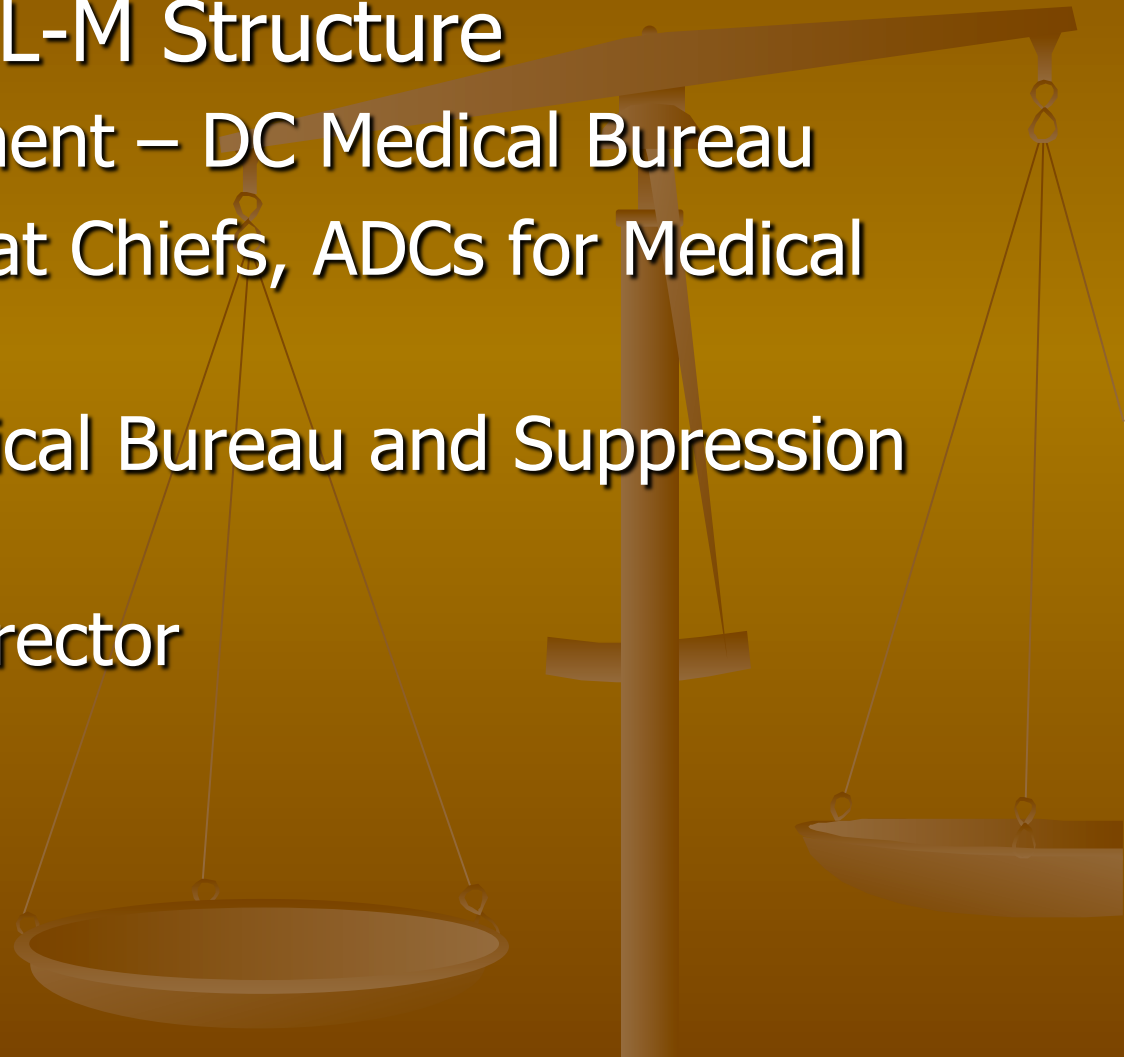
# KCFD Today

- Maintained same Labor-Management structure and processes
  - Addition of new standing Subcommittee – Medical Equipment and Protocols
- EMS Medical Director
  - KCFD Management Meetings
  - LMSC
  - ON MEPC and “Subject Matter Expert” participation on other standing committees



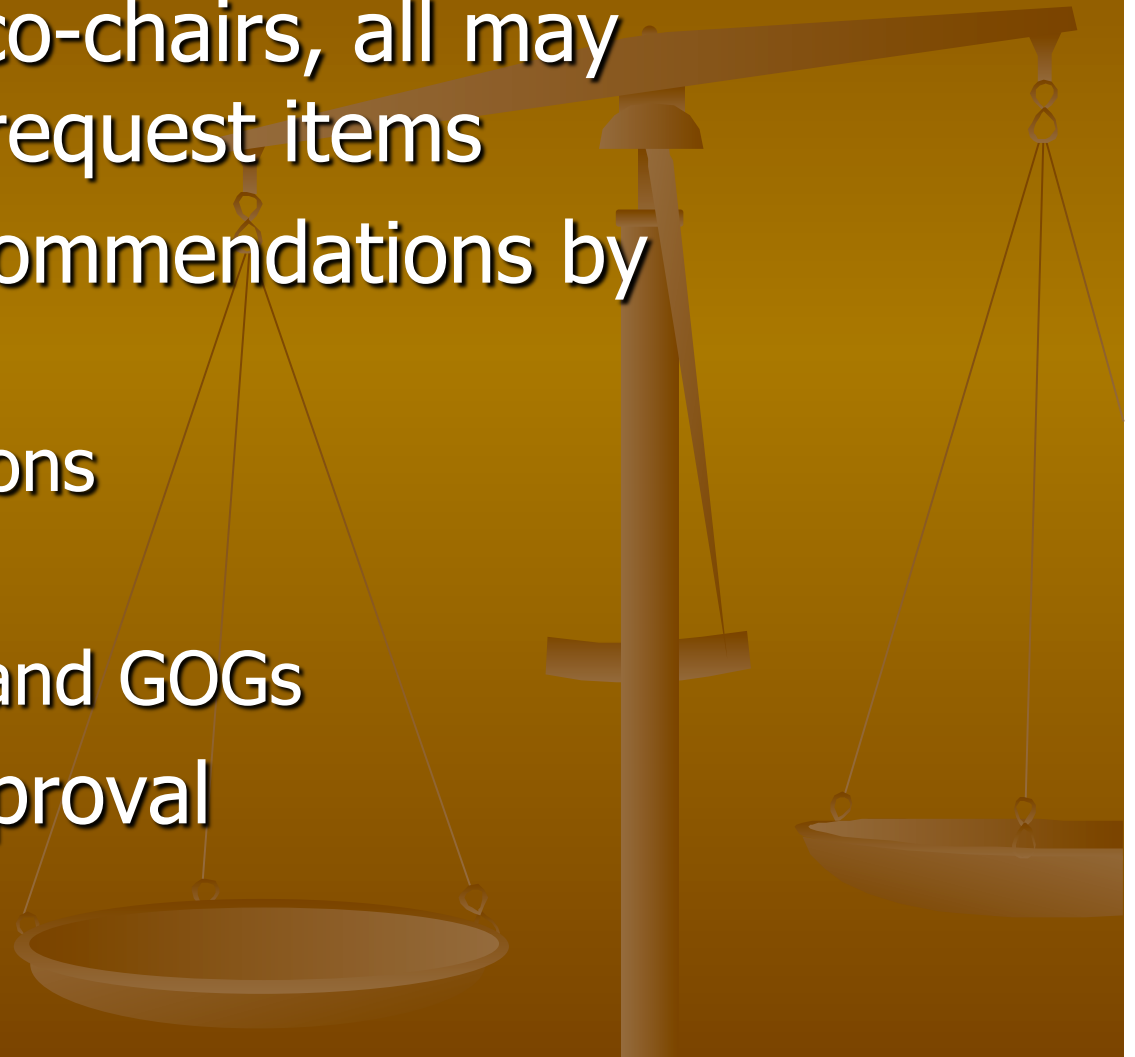
# Medical Processes Today

- MEPC standard L-M Structure
  - KCFD Management – DC Medical Bureau
  - Local 3808 - Bat Chiefs, ADCs for Medical Bureau
  - Local 42 – Medical Bureau and Suppression representation
  - EMS Medical Director



# Medical Processes Today

- Agenda set by co-chairs, all may contribute and request items
- Discussion, Recommendations by consensus
  - Protocols revisions
  - Equipment
  - Policies, GAGs and GOGs
- To LMSC for approval

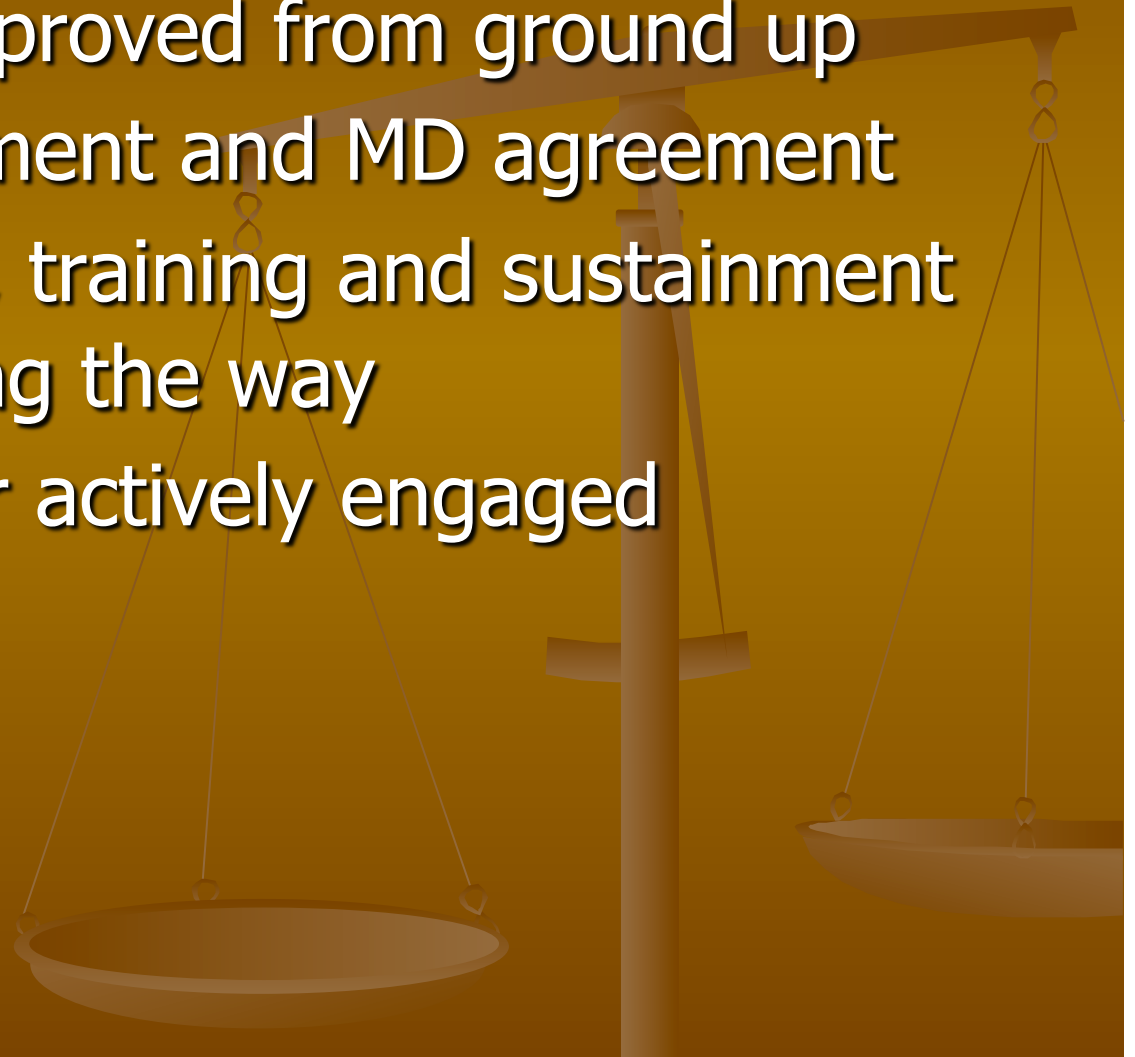


# Medical Processes Today

- To EMSCC for review and approval
- City Manager signs off on EMSCC approved items
- Back to LMSC and assigned to committee for implementation
  - Professional Development - Academy and Training
  - Tech Services – Communications and Logistics

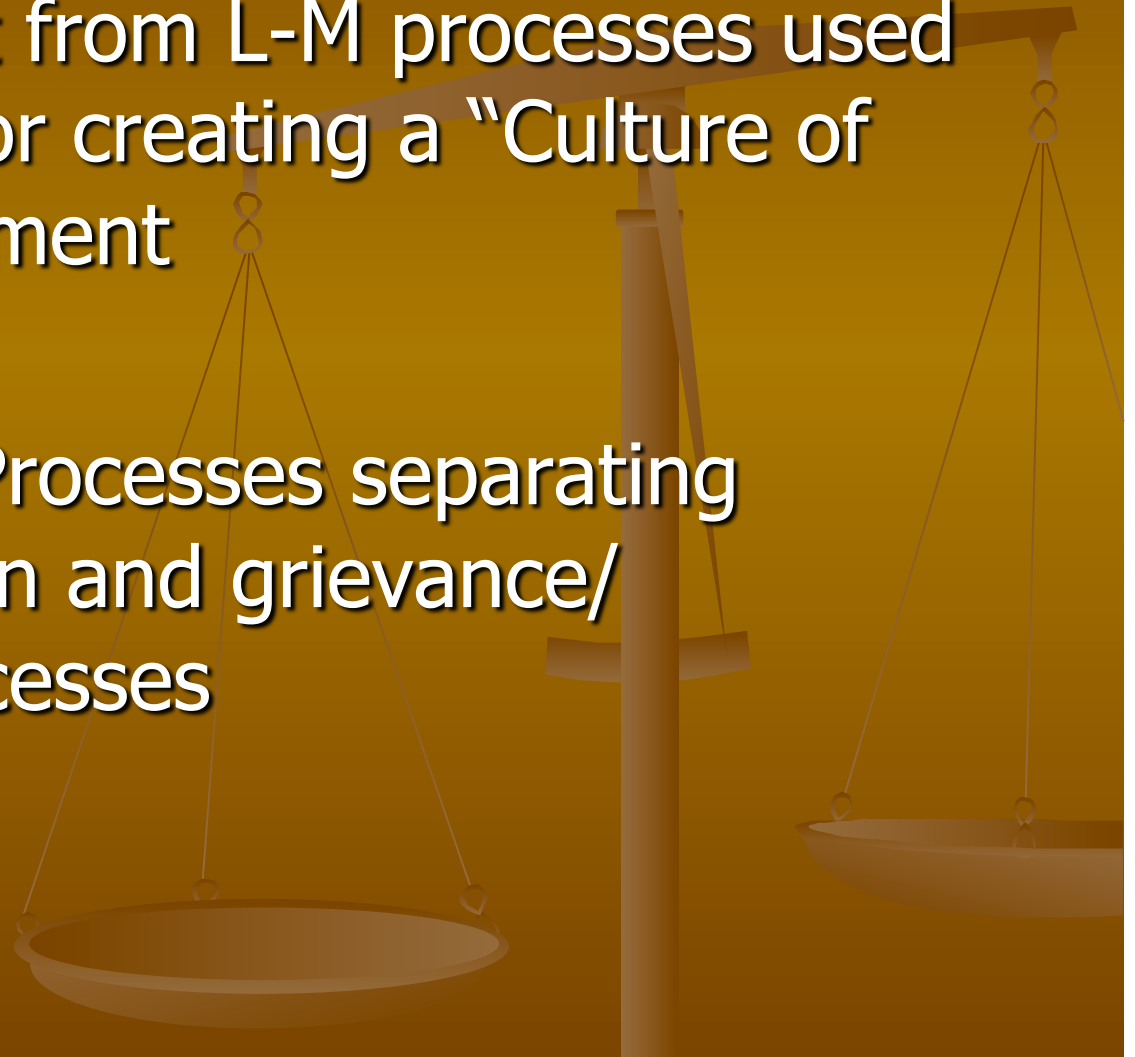
# Bottom Line

- Changes are approved from ground up
- Labor, Management and MD agreement
- Fiscal decisions, training and sustainment all factored along the way
- Medical Director actively engaged
- Partnership



# Future

- Developed trust from L-M processes used as foundation for creating a “Culture of Safety” environment
- Refinement of Processes separating medical direction and grievance/disciplinary processes



**THANK YOU!**

