

Building Confidence in Team Members

Exercise: Worst Boss Ever | Best Boss Ever

Take 2 minutes to write down characteristics of your worst boss ever.

Take 2 minutes to write down characteristics of your best boss ever.

Best Boss Ever	Worst Boss Ever

Why you were promoted?

- _____
- _____
- _____

What got you to your _____ won't get you to the _____.

As a leader, you have to grow from being really good at a _____ to

_____ other people.

Four Types of Leaders

<p>TALKER _____</p>	<p>THINKER _____</p>
<p>BULL _____</p>	<p>LEADER</p>

Share Exercise: Finding Your Center as a Leader

Know Your Team

- Number one complaint of employees nationwide: _____

- Ways you can know your team members:
 - What is their animal?
 - What are their goals?
 - You can't win the game if you don't know the score
 - You can't coach the players if you don't know the score.

 - _____

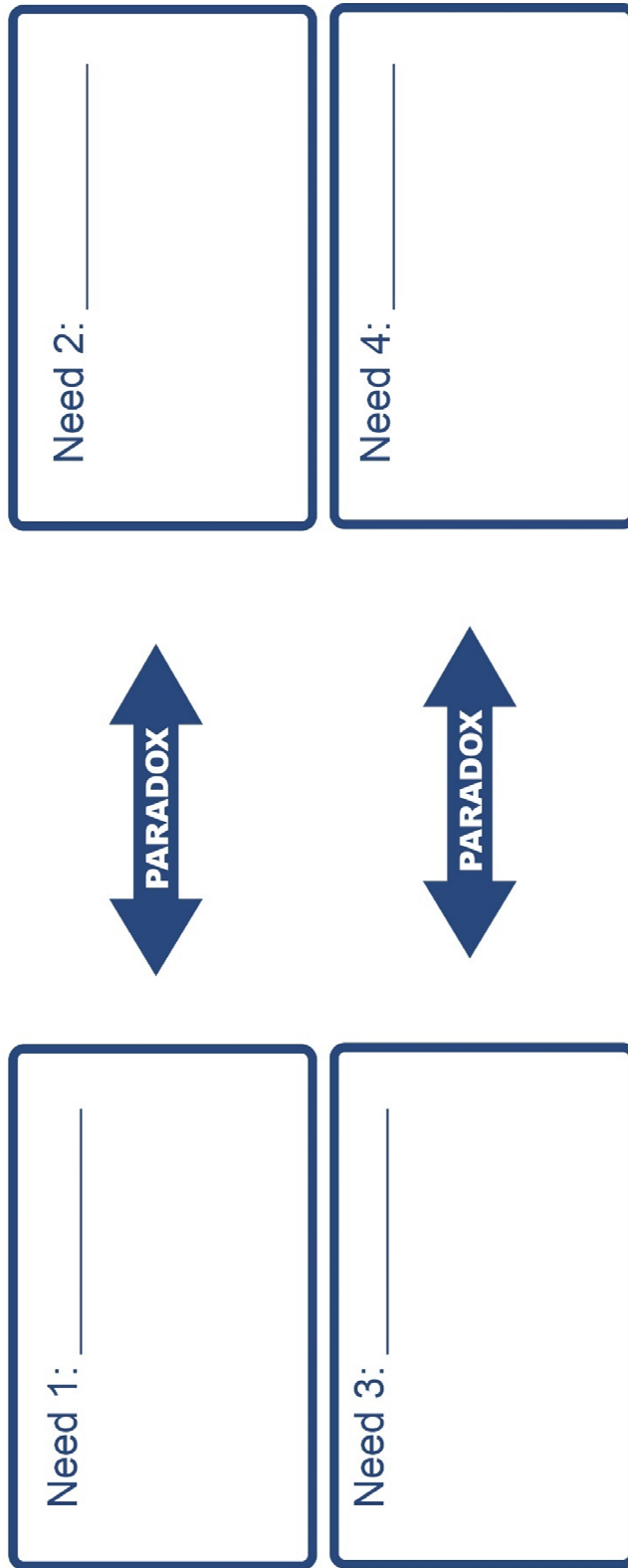
 - _____

 - _____

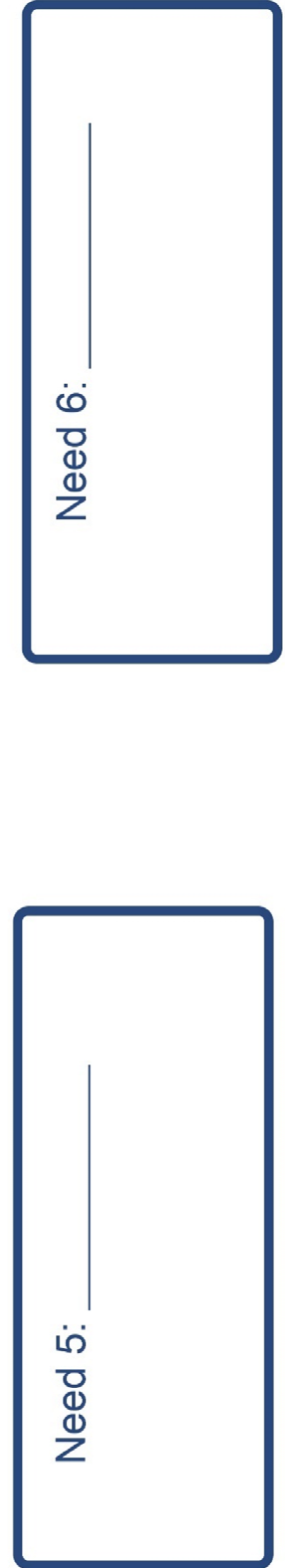
- They're _____ you ... do _____
_____ and be _____.

- What are their primary basic human needs? (Next Section)

The 4 Needs of the Personality



The 2 Needs of the Spirit



The Six Human Needs (Notes)

The Six Human Needs (Notes)

Conflict Notes

Perspective Notes

Coaching Notes

Goal Setting Notes

	Rating Description	
Far Exceeds Requirements	Performance consistently goes beyond job requirements. Major contributor to the success of the department and the Company.	
Exceeds Requirements	Work meets expectations in all areas but exceeds expectations in some areas. Enhances the achievements of the department's goals and objectives.	
Meets Requirements	Work is consistent with expectations. Contributes to the department's goals and objectives.	
Needs Improvement	Work is acceptable in some areas but not in others. Employee is making an effort, but overall work needs improvement and some expectations are not met.	
Unsatisfactory	Performance is unacceptable. Fails to meet work requirements of the position. Performance hinders department's goals and objectives.	
Criteria		
	Evaluation and Comments	
<u>Job Knowledge/Skills:</u> Measure the employee's utilization of technical and job-related skills and understanding required to perform the required duties. Include knowledge of industry or profession. Consider enthusiasm to acquire new knowledge and ability to adjust to changing business conditions and circumstances. Interest in self-improvement. Maintain professional license and/or accreditation.	Far Exceeds Requirements	Exceeds Requirements
	Meets Requirements	Needs Improvement
	Unsatisfactory	
	<u>Comments:</u>	
<u>Planning & Organization:</u> How well does the employee analyze, prioritize, and develop plans and course of	Far Exceeds Requirements	Exceeds Requirements
	Meets Requirements	Needs Improvement
	Unsatisfactory	
	<u>Comments:</u>	

actions to accomplish assignments. Include employee's ability to establish realistic goals and time schedules.

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Leadership/ People Management:
 Measure the employee's ability to delegate effectively, set and/or communicate expectations and provide direction and guidance. Include ability to build team cohesiveness and development of staff. Appropriately manages performance issues as they arise.

Far Exceeds Requirements	Exceeds Requirements
Meets Requirements	Needs Improvement
Unsatisfactory	

Comments:

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Production (Getting the Work Done):
 How well does the employee meet budget and performance targets, production time frames, and quality standards. Include ability to deliver program services within established levels of service standards.

Far Exceeds Requirements	Exceeds Requirements
Meets Requirements	Needs Improvement
Unsatisfactory	

Comments:

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<p><u>Initiative:</u> Measure the employee's ability to utilize available resources in a timely and dependable manner to achieve desired results. Include ability to improve efficiency, performance, and problem solving. Consider the degree to which employee is a self-starter and exhibits flexibility in adapting to change.</p>	<p>Far Exceeds Requirements Meets Requirements Unsatisfactory</p>	<p>Exceeds Requirements Needs Improvement</p>
<p><u>Comments:</u></p>		
<p></p>		
<p><u>Dependability:</u> Measure the employee's ability to maintain schedules and follow instructions. Include employee's reliability in performing their position responsibilities without excessive supervision and/or follow-up.</p>	<p>Far Exceeds Requirements Meets Requirements Unsatisfactory</p>	<p>Exceeds Requirements Needs Improvement</p>
<p><u>Comments:</u></p>		
<p></p>		
<p><u>Customer Service:</u> Measure the employee's ability to establish and maintains effective working relationships with other individuals within the department and the Company as a whole, including our</p>	<p>Far Exceeds Requirements nt</p>	<p>Exceeds Requirements Meets Requirements Needs Requirements Unsatisfactory Requirements Improvement</p>
<p><u>Comments:</u></p>		
<p>The one thing I realized after our CAO joined our team in March was that I hadn't been effectively communicating with others and pushing in areas where I thought changes were needed directly related to PR/Recruitment would benefit the company. I need to do a better job building relationships with the GMs and others on the senior management team and not just accepting the opinions of "this is what we've always done".</p>		

customers and the people we serve.

<p><u>Heart and Attitude:</u> Employee displays the right heart and attitude toward their work and behavior with fellow workers, customers, vendors, public and those we serve.</p>	Far Exceeds Requirements	Exceeds Requirements
	Meets Requirements	Needs Improvement
	Unsatisfactory	
	<u>Comments:</u>	
<p><u>Overall Rating:</u></p>	Far Exceeds Requirements	Exceeds Requirements
	Meets Requirements	Needs Improvement
	Unsatisfactory	

FTO Process Changes (Arkansas)

Draft 1 (07/30/21)

Who is a Field Training Officer (FTO)?

The Field Training Officer (FTO) is an educator, evaluator, role model, and mentor for new hires. They are the “gold standard” for what all new LifeNet staff members should be like.

What does an FTO do?

An FTO bridges the gap between what an EMT or Paramedic has learned in school or from working at other agencies and what they need to know to be successful as an EMT or Paramedic at LifeNet.

- Maintain and track record of trainee’s progress
- Provide support to the trainee
- Intervene if a trainee is failing to respond to training
- Regularly meet with trainee to discuss progress and offer assistance as needed
- Keep Director of Operations and QI Manager up to date on the progress of the trainee through the process
- Makes recommendation to release a trainee from training if a trainee has met all the requirements of the field training program
- Serves as a mentor for the trainee after clearing the supervised training phase of the field training process.

Who does an FTO report to?

An FTO is part of the operations team at LifeNet and reports to the Director of Operations.

Requirements to be an FTO:

- Attends and Completes the following training classes:
 - Personalities in the Workplace
 - Finding Your Center as a Leader
 - Building Confidence in Team Members
- Expert in interpretation and application of policy and procedure.
- Expert in clinical medicine in sufficient depth to teach it to others.
- Demonstrate positivity, compassion for patients, and good customer service.
- Practices the company mission, vision, and core values.

FTO Selection Process

- Candidates will complete a panel interview that will evaluate the heart of why the candidate wants to be an FTO.
- Candidates will complete a skills checkoff process and policy and procedure exam that evaluates the candidate’s clinical knowledge.
- TBD...

FTO Process

- All trainees will be matched whenever possible with ONE FTO who has the same personality (Lion, Beaver, Otter, Retriever).

- When it is not possible to match a trainee with an FTO with a similar personality, the Director of Operations will meet with both the FTO and trainee to discuss the personality differences ahead of time, to ensure open communication.
- Phase 1: Shadow Training Phase
 - FTO and Trainee should meet for at least 30 minutes prior to the start of the shift to go over expectations for the day and what to expect during the FTO process.
 - The first day of the FTO Process should be primarily a shadow day in nature, allowing the trainee to observe the FTO and ask questions.
 - The second and third days of the FTO Process should be spent in an outlying area (i.e. Malvern, Hot Springs Village) with an OS for those areas:
 - Hot Springs Village: Training on Lucas Device, Ventilator*, Supply Room/Supplies, Station Locations
 - Malvern: Training on Nebulizer, Capnography, Splint Types, Hospital Location and Hospital Tour, Supply Room/Supplies
 - *The goal of these two days is to allow the trainee to experience working in another part of the service area*
 - **Note the ventilator in Hot Springs Village is not the same as the one used in Hot Springs, and training on the differences should be done.*
- Phase 2: Supervised Training Phase

This period is designed to allow the assigned FTO to properly educate and evaluate the trainee in a real-world setting.

 - Trainee will only perform care under direct supervision of an FTO. There is no specified timeframe to complete the supervised training period, as it is at the discretion of the FTO.
 - The supervised training phase will end when the FTO Checklist has been satisfactorily completed and the trainee has competently demonstrated the skills needed during their shift training.
 - The trainee has passed the Geography Test with a 100%.
 - The trainee has passed the Protocol Test with a 100%.
 - Trainee is allowed to have the protocols available during the test.
 - Meeting with the QI Manager for final approval for release to “Mentor Training”
 - If the trainee fails to respond to training, the QI Manager and FTO will meet to develop a performance improvement plan for the trainee. The QI Manager has the right to reassign the trainee to a different FTO as part of the performance improvement plan, but it is recommended the FTO and Trainee work at least five shifts together before switching whenever possible.
- Phase 3: Mentor Training Phase

This period is to allow the trainee to work independently without direct observation of the FTO.

 - The FTO will remain available as a mentor for 45 days after completion of the FTO process.

- The FTO will assist the QI department in retraining the trainee in areas where the trainee may struggle after clearing the FTO process during the Mentor Training Phase.
- Termination of Training
The field training process may be terminated before completion for any of the following reasons:
 - Failure to respond to training or the developed performance plan developed by the FTO and QI Manager.
 - Failure to successfully complete the requirements for completion of the field training program.
 - Failure to pass the geography, protocol, or skills test in three attempts.
 - Failure to complete the field training program in 30 days. This requirement may be waived in extreme circumstances at the sole discretion of the Director of Operations or Area Manager.

FTO Process (Evaluating the Trainee)

- FTO Checkoff Book (Needs Reviewed)
 - Driving Skills
 - Field Performance
 - Supply Knowledge
 - Equipment Knowledge
 - Skills Knowledge
 - Protocol Knowledge
- Add the following:
 - Geography Test
On Day 1, trainee is given a list of required streets to know in the service area, along with locations of facilities in the service area we frequent regularly. Oral quiz at the end of the FTO process to prove knowledge of street locations. Trainee must pass with 100% or receive remedial training and study time before retesting.
- FTO will complete a daily observation report at the end of each shift that gives feedback to the trainee and the QI Manager. Prior to writing the report, the FTO should discuss any concerns with the trainee and give guidance on how to improve in those areas.
 - Critique performance, not style. Report facts. Look for ways to offer remedial training when needed and prep for the next time you're an FTO with the trainee.

FTO Process (Evaluating the FTO)

- Trainees should evaluate the FTO on the following:
 - Protocol Knowledge
 - Equipment Knowledge
 - Radio Ops Knowledge
 - Patient Interaction/Bedside Manner
 - Interpersonal Skills
 - Teaching Ability
 - General Comments
- Feedback should be given to the FTO on a monthly basis by the Director of Operations on the evaluations they have received and how they can improve, when necessary, their mentorship and leadership skills.

SUGGESTIONS TO MAKE THE FTO PROCESS SMOOTHER

- Label Cabinets in All Ambulances with Supplies
- GPS Mounts are broken in some trucks and need to be fixed so training can be done utilizing GPS instead of personal cell phones.
- Can dispatch find out which door to use at nursing home facilities when the call comes in (because it changes)
- COT mounts are different in diesel vs. gas trucks.
- Run “Mock Code” for supply training for EMTs
- Create a “Scavenger Hunt” for EMTs to find supplies by name
- EMT FTOs need paramedic partners who understand that even if their preference is to start their own IVs (or other skills), the EMT on the truck needs to be able to practice those skills.
- Currently evaluating “Department Ware” to make FTO Paperwork electronic instead of paper binders.