



Monthly Report

October 2012

Overall call demand this month increased by 7.02% compared to October 2011 and it was the second consecutive month we experienced an increase. Additionally, our total call demand through the first 10 months of 2012 remains 2.92% higher than the same time frame in 2011. Our busiest day was on October 20 with 189 responses, and our slowest call volume day was on October 27 with 116 requests for service.

Well known author, business consultant, and lecturer Jim Collins was the keynote speaker at this year's International City/County Management Association (ICMA) conference. The article below has some good information and several relevant points that pertain to management in both the private and government sectors I wanted to share with you this month.

Great by Choice

"Good is the enemy of great." With this note of caution, author and researcher Jim Collins began an exploration at the Tuesday, October 9th conference keynote session of why some leaders thrive in chaos and others don't. The key to researching this statement, explained Collins, is to study the contrasts, not successes.

Leadership is not about personality. The X factor in great leadership is humility and passion. In the business world, CEOs have the power to make things happen. In local government, it is different. Leadership exists only when people follow by choice. Data show that there are three behaviors that distinguish successful leaders:

1. *Fanatic discipline*
2. *Empirical creativity*
3. *Productive paranoia.*

Fanatic Discipline

The signature of mediocrity is inconsistency. In a true culture of discipline, disciplined thought leads to disciplined action. Collins uses a "20 miles a day" analogy. Set a goal that will be maintained regardless of the circumstances. The historic success of Southwest Airlines can be attributed to the goal of being profitable every year. The discipline does not change with conditions. Even in times of great achievement, great leaders do not overextend and leave themselves vulnerable.

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Sedgwick County...
working for you

Sedgwick County EMS

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Monthly Report



Patient Focused... Patient Centered... Patient Driven

Call Types	Emergent	Call Volume Non-Emergent	Month	YTD
Transports	2,771	444	3,215	31,576
All Calls	4,246	477	4,723	47,010
Avg Calls/Day	137.0	15.4	152.4	154.1

Standard	Target	Performance	Target %	Actual
Chute Time	< 1 min		90%	94.00%
Hospital Drop	< 30 min		90%	96.17%
Time on Task (xport)	< 75 min		90%	94.61%
Urban DE	≤ 8 min 59 sec		90%	94.21%
Suburban DE	≤ 10 min 59 sec		90%	88.41%
Rural DE	≤ 15 min 59 sec		90%	93.62%
Response UHU	0.40		N/A	0.41
Transport UHU	0.32		N/A	0.28

Human Resources/Public Relations				
	Month	Month (hrs)	YTD	YTD (hrs)
# of PR Events & Hours Conducted	1	4.5	38	228.5
# of Dedicated Standby Events & Hours	12	55.25	136	799.25
# of Employee Training Hours Provided	N/A	347.25	N/A	6,210.5
# of Reserve (Volunteer) Hours Provided	N/A	614	N/A	5,793.75

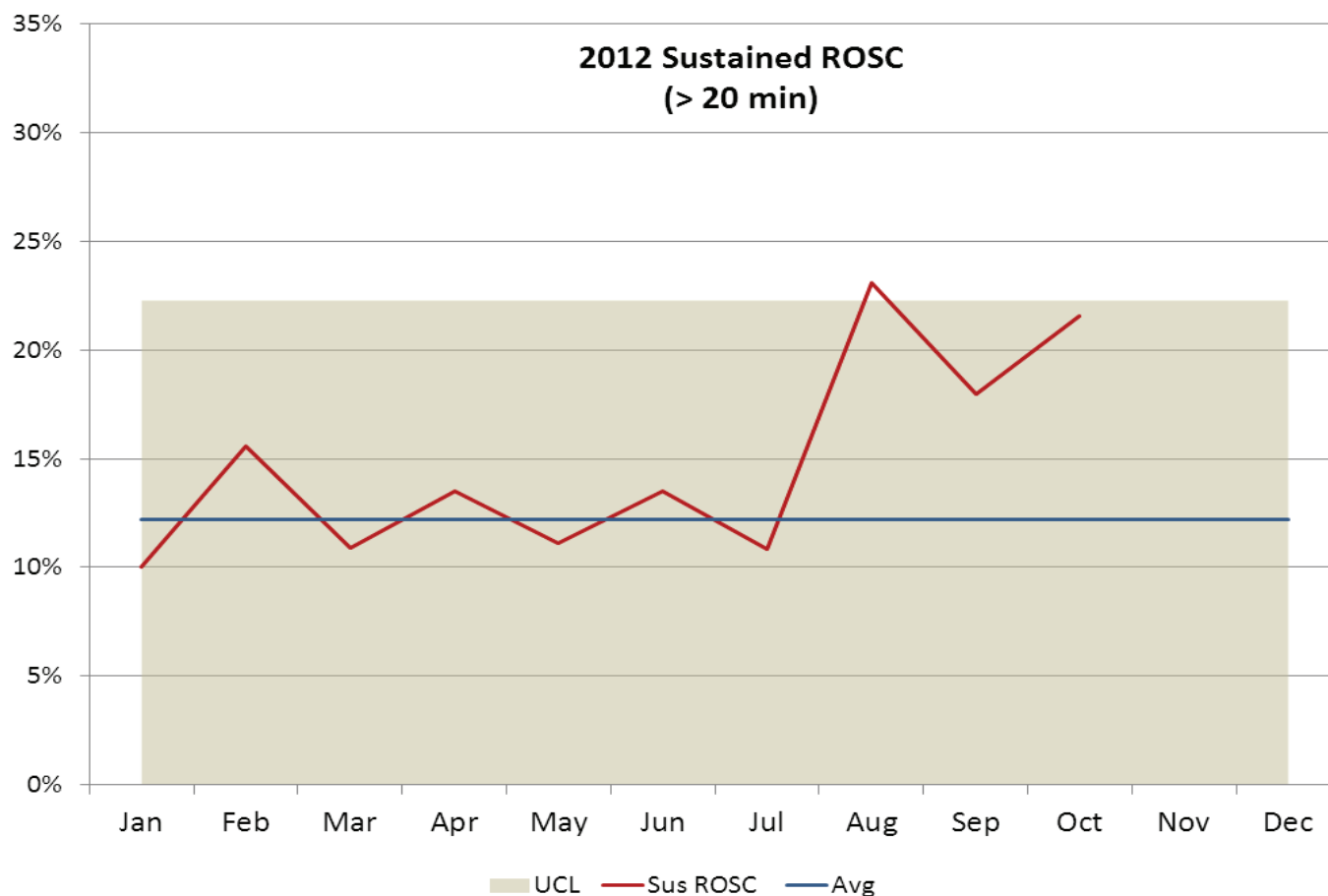
Logistics		
	Target	YTD
# Critical Vehicle Failures/100,000 Fleet Miles	2	1.88
# Critical Durable Equipment Failures/1,000 Calls	1	.01
% Time of at Least 3 Reserve Ambulances Available	90%	85%

Safety		
	Month	YTD
Preventable Accidents (Vehicle & Personnel)	5	36
Non-Preventable Accidents	0	4
Work-Related Injury Accidents	2	27
Lost Work Time (Hours) Due to Work-Related Injury	258	2,506

Clinical			
	Target	Month	YTD
% STEMI Patients to ED < 45 min of Time Call Received	90%	84.62%	81.62%
% Stroke Patients to ED < 45 min of Time Call Received	90%	77.14%	87.54%
% Return of Spontaneous Circulation (ROSC)	30%	45.10%	35.82%
% Sustained ROSC (> 20 minutes)	10%	21.57%	14.90%
% of Patients Transported	72%	68.1%	67.0%

	Target (2012)	Target (Month)	Month	YTD
Cost per Call	\$295.00	N/A	\$232.40	\$264.42
Cost per Transport	\$375.00	N/A	\$341.40	\$394.61
Avg Collection	\$310.00	N/A	N/A	\$296.19
Gross Collection %	51%	N/A	N/A	50.70%
Gross Collections	\$12,491,510	\$1,040,960	\$1,114,771.54	\$10,651,370.92

For the 3rd consecutive month since we fully implemented Cardio-Cerebral Resuscitation (CCR) and a pit crew approach to out-of-hospital cardiac arrest victims, we have noticed a significant increase in the sustained return of spontaneous circulation (ROSC) rates; 23.08% for August, 17.95% for September, and 21.57% for October. Thanks to all the system providers for their vigilance in this effort– it is making a difference.



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What is your 20-mile march? What is it that you will achieve and measure every year? What do you need to do to ensure that your community never misses that measure? By putting in place a "20-mile march," that will continue after you leave, managers can provide a gift to the community. The key is commitment to the march—consistency.

Empirical Creativity

How do great leaders innovate differently? The key is "empirical." Great leaders obtain empirical evidence for what works. Creativity is a human trait; discipline is not. Creativity and discipline must be blended together. Discipline must be used to enhance creativity.

Productive Paranoia

Successful leaders are always worried. They understand that the only mistakes you learn from are the ones you survive. Productive paranoia means that you have the resources and buffers that you need to survive uncertainly and chaos. Shock, disruption, and volatility are the historical norm. The stability and prosperity that the U.S. has experienced during the 20th century are not typical. Local government leaders need to use evidence of what works and develop the discipline to survive instability.

What about Luck?

As Collins describes it, "luck does not happen." Successful leaders are not luckier. They are able to seize the good luck and make the most of it and learn from the bad luck and make the most of it.

Great by Choice

Great leaders must incorporate all three behaviors: fanatic discipline, empirical creativity, and productive paranoia. Great leaders hold tight to core principles and stimulate progress. We don't give up our values; we change our practices. Practices need to evolve in order to stimulate progress. Collins describes greatness as a matter of conscious choice and discipline, not a matter of circumstance.

To know great results, ask yourself these questions:

- *Would your organization be missed if it were gone?*
- *Can your organization be great without you?*

Great leaders spend time answering the question, "How can I be useful?" Local government professionals spend time answering that question every day.

Three key points from Jim Collins:

- *It's better to be interested, than to be interesting.*
- *Don't worry about survival or success; instead, wrestle with how to be useful.*
- *Great leaders don't always know the answers ... they are, however, great at knowing great questions.*

Source: http://icma.org/en/icma/newsroom/highlights/Article/102591/Great_by_Choice