

Rural EMS Leadership Development

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SafeTech Solutions

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OREGON OFFICE OF RURAL HEALTH, RURAL EMS

The mission of the Oregon Office of Rural Health is to improve the quality, availability and accessibility of health care for rural Oregonians.

The Oregon Office of Rural Health's vision is to serve as a state leader in providing resources, developing innovative strategies and cultivating collaborative partnerships to support Oregon rural communities in achieving optimal health and well-being.

Webinar Logistics

- Audio will be muted for all attendees at the beginning of the webinar.
- **However**, this is meant to be an interactive session with discussion, so feel free to raise your hand and unmute, and you can also post your question or comment in the chat.
- We encourage you to leave your camera on; it helps us feel connected!
- Presentation slides and recordings will be posted shortly after the session at:
<https://www.ohsu.edu/oregon-office-of-rural-health/emergency-medical-services-programs>.



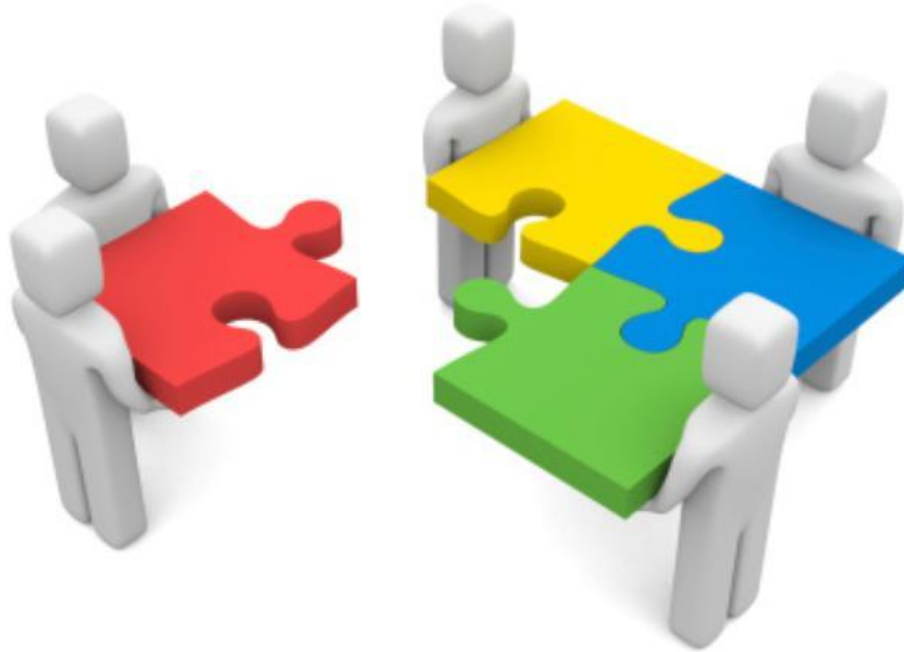
Aarron Reinert, MA, NRP

- Nationally known facilitator and master teacher
- Expert in EMS leadership and management
- Consultant with expertise in
 - EMS financial viability
 - System Design
 - Rural EMS applied best practices
 - The unique challenges facing rural EMS



Getting Clear About What Matters:

Key ingredients of organizational success



What matters?

- The main thing is to keep the main thing the main thing. –Stephen Covey

Where we put our time vs what matters

- Create a list of items that are measured in your organization
- Fit these items into broad categories and name them
- Identify the order in which the broad categories receive attention

Common key ingredients

- Clinical performance
- Operational performance
- Customer satisfaction & community regard
- Financial performance
- Organizational culture & employee engagement
- Leaders & leadership team

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If you could only measure one, which one and why?

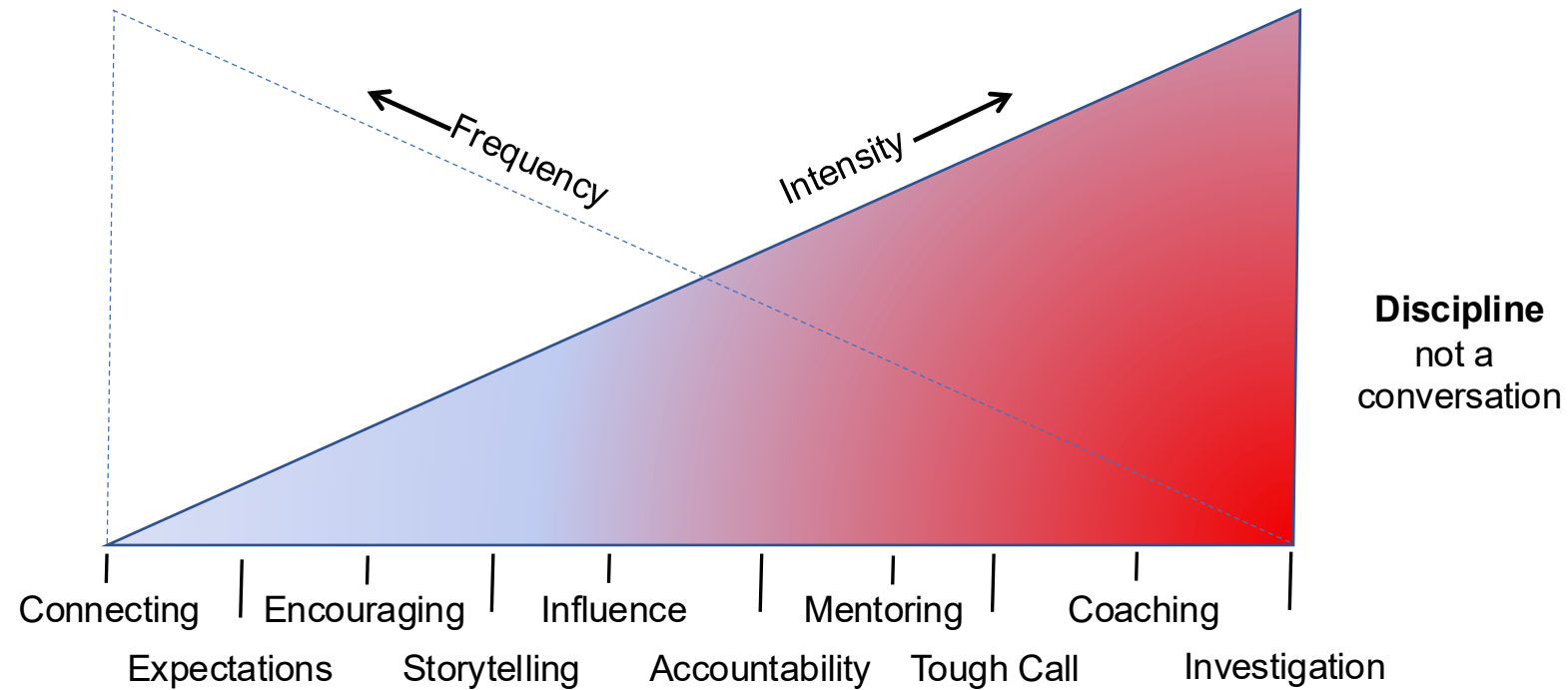
Game Changers



Big assumptions

- Single greatest challenge facing organizations today
- Single greatest influencer of the above
- The new competitive advantage
 - Leadership
 - Culture
 - Engagement
- The key to the above - Conversations

Ten Essential Conversations



Fortune's 100 Best Companies to Work for

Based on Trust Index Employee Survey and Culture Audit

- Google
- The Boston Consulting Group
- Acuity
- SAS Institute
- Robert W. Baird
- Edward Jones (St. Louis)
- Wegmans Food Markets
- Salesforce
- Genentech
- Camden Property Trust

“Prolonged shutdowns. Workforces that felt isolated and overwhelmed. You name it, COVID brought it. Still, these companies managed not just to muddle through, but to become role models. The takeaway seems clear: Businesses that treat employees well during the toughest of times will attract talent, even when the war for talent heats up. Here, the 100 hottest workplaces—and how they stay that way.” - Fortune

Why Engagement and Culture Matter

VALUE

- Increased productivity
- Increased profitability
- Higher quality work
- Improved efficiency
- Improved safety
- Fewer errors
- Lower turnover
- Reduced absenteeism
- Less employee theft and fraud
- Higher rates of customer satisfaction
- Higher employee satisfaction
- Reduced lost-time accidents
- Fewer employee complaints

Why leaders in the middle are the key

- You set the entire tone
- Your ability or inability to translate
- When teams are dysfunctional everyone knows
- You have the most direct contact
- You have the most contact
- You are often trusted and respected more than anyone else

Competitive advantage

- What are you competing for?
- What will help you stand out?

Competitive Advantage

Smart

- Objective
- Data, Information
- Measurable
- Strategy
- Operational performance
- Clinical performance
- Financial performance

Soulful

- Subjective
- Why
- People/relational
- Emotional
- Trust
- Team work
- Morale/engagement
- Minimal Internal drama

Employee engagement



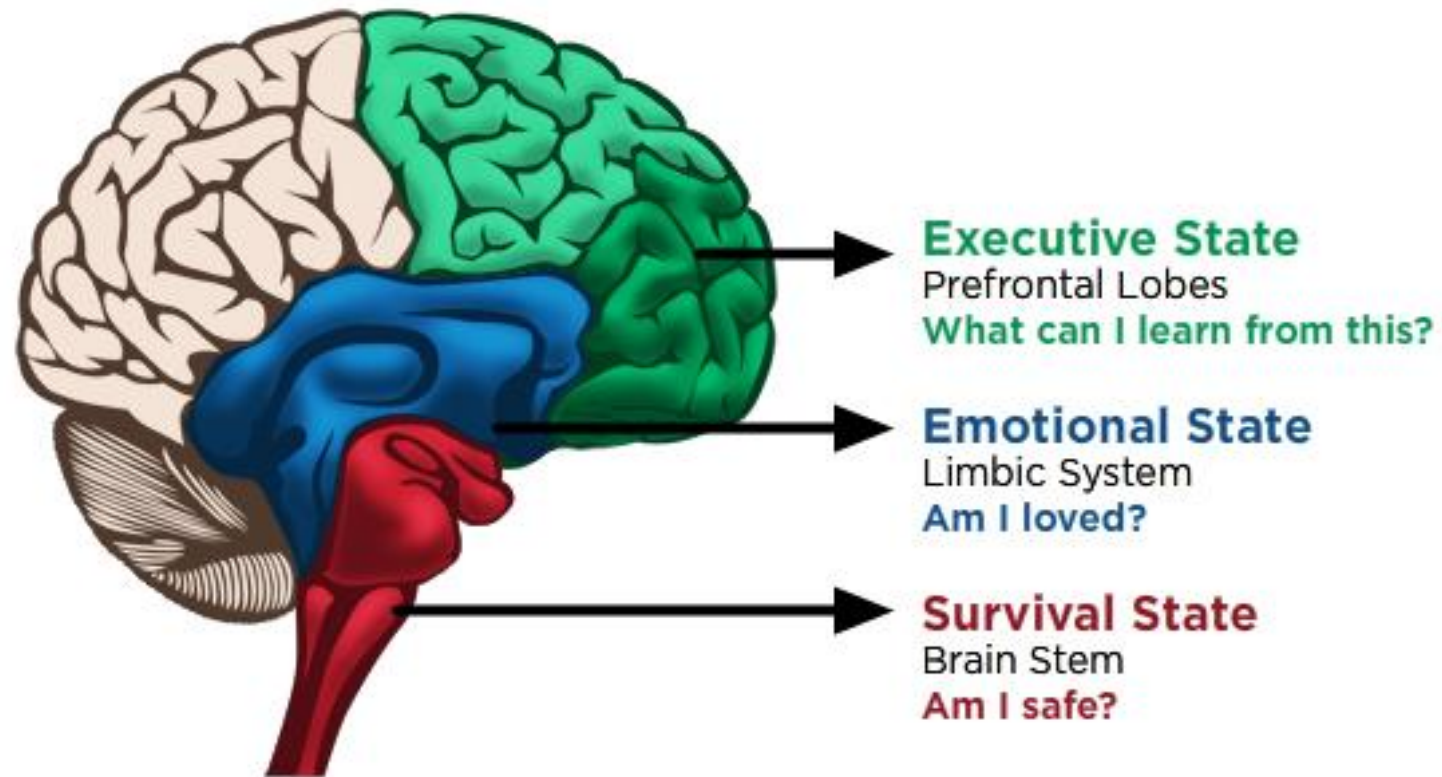
So, What's Engagement?

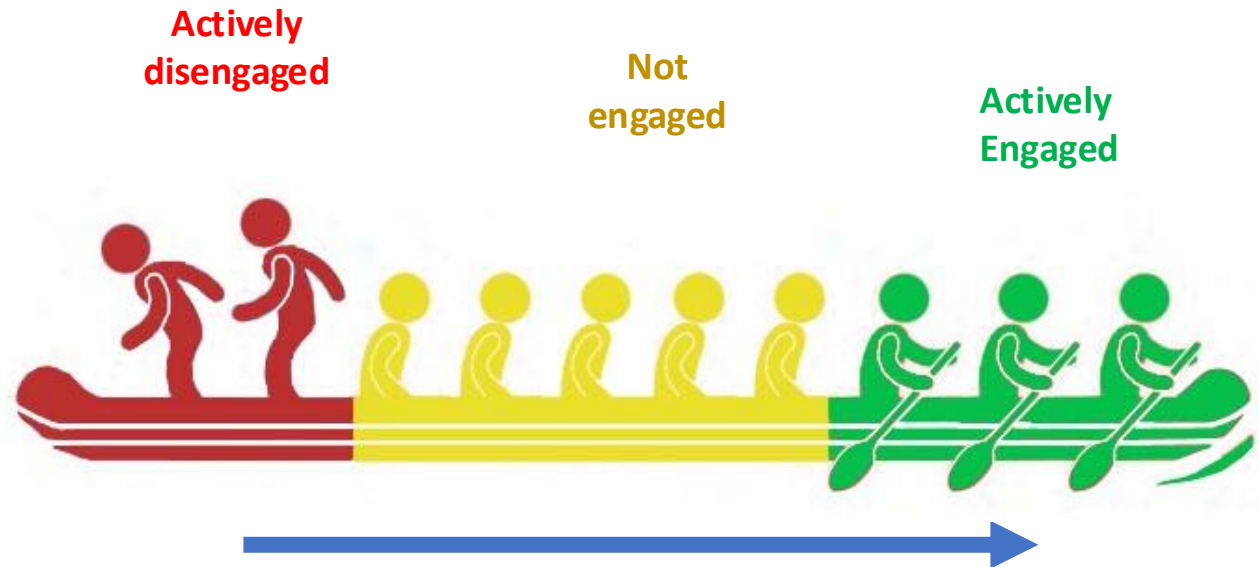
A positive and warm relationship (all about feeling)

Evidenced by:

- Enthusiasm
- Commitment
- Loyalty
- Willingness-to-do-more-than-required

Triune brain





- Actively Engaged 30% (33% in 2024)
- Not engaged 53% (50% in 2024)
- Actively disengaged 17% (17% in 2024)

2025 Gallop poll

Employee engagement

- **Measurable** (proxy question surveys)
- **Trackable** (over time and events)
- **Changeable** (with investment in culture and relationships)

What drives engagement – What kills it

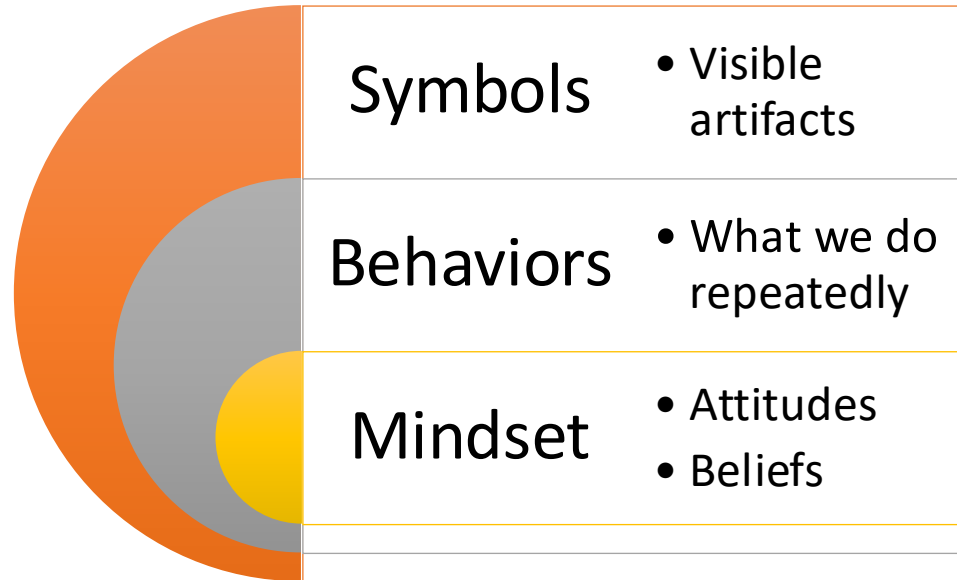
- Feeling proud of my work
 - Not connecting work with being proud (not understanding the “why” of SSM, high performance EMS, or experiencing Micromanagement)
- Supervisor who trusts me, believes in me, wants me to excel
 - Something better than nothing, just feeling like a number
- Freedom to do my job well
 - A policy and procedure for everything, AVL, cameras, technician
- Honesty and trust from leaders
 - Distrust, actions and words don't align, no honesty
- When I feel heard, my opinion is respected
 - A belief that employees are always trying to get by with something (X/Y Theory)
- Regular constructive feedback
 - Feedback from sources that are not respected

Could I be the problem?

Am I the problem?

- Number one reason people leave organizations
- No connection with those you lead
- Leaders who are not actively engaged
- Leaders who asks for an opinion and then discounts the opinion or fails to follow up
- Leaders who never asked for input
- Lack of appreciation
- Criticism that isn't constructive
- Not showing respect
- Not showing recognition for extra efforts
- Language
- Executive presence
- Maturity

Organizational Culture



Why does this matter?

- All about culture
- Culture impacts
 - Recruitment
 - Retention
 - Engagement
- Leaders impact culture

Organizational Culture

- What is it?
 - a system of shared assumptions, values, symbols, behaviors, beliefs, which governs how people behave in the organization
- How is it formed?
 - Accidental or deliberate



At Marriott, we believe that the company's roots and culture set it apart from other hotel companies. Culture is made up of behaviours, traditions, values—in other words, it is how we do business. A few years ago we defined the five core values that are at the heart of Marriott's culture:

- Put People First
- Pursue Excellence
- Act with Integrity
- Embrace Change
- Serve our World



The mission statement of the Phoenix Fire Dept. under Chief Alan Brunacini was "Prevent Harm, Survive, Be Nice"



Skill with compassion, always provided with dignity and respect

"There is no shortcut to respect" Mark Meijer



The Walt Disney Company's corporate culture: Innovation, Decency, Quality, Community, Storytelling, and Optimism

"Our patients, our people, our stewardship..."

Mission: To save a life, hold a hand, and be prepared to respond in our community when and where our patients need us.



"When we get the culture right, the natural response is to trust and cooperate..."

Simon Sinek

At the core, people want three things from work (culture)

- **What leaving employee's say we need to do:**
 - Listen
 - Ensure actions and words align
 - Role of supervisors (leaders in the middle)
 - Open and honest conversations
 - Bosses are distrustful
 - Don't provide meaningful feedback
 - Treat employees as cogs in the wheel
 - Leaders do not quickly deal with poor performers
 - Normalize employee wellbeing
- Respect
- Connection
- Meaning



Great Cultures

- Fun
- Friendly
- Team oriented
- Prioritize growth and learning
- High and enforced expectations
- Little tolerance for drama
- Accountability is normalized
- Zero tolerance for victimhood and martyrdom

Simon Sinek - Culture



How do we change culture?

- Clarity about the culture we want
- Clarity about the culture we have
- Working at the gap
- 3 main personnel ways
- Culture statement
 - Values

Design a desired culture

- Using action words
- A culture that would give you a competitive edge in finding and keeping workers
- Refine it

The EMS Frontline leader

- Key to high employee engagement
- **Are highly unproductive**
- Are bilingual
- Are masters at conversations, especially accountability
- Great supervisors are not overworked or loaded down with duties that detract from working with the troops
- Great supervisors/managers fail when “duties as assigned” take them away from building, nurturing, tending relationships

10 Step Plan

- Step 1 – Leaders and leadership development
- Step 2 – Spend more unproductive time together
- Step 3 – Lead the culture
 - Is something better than nothing in your organization
 - Culture Statement
 - How to change culture (clarify what you want, what you don't want, work in the gap)
- Step 4 – Performance improvement (Shift of attention)
- Step 5 – Three Path conversations (those that don't fit but don't break the rules)
- Step 6 – Normalizing accountability
- Step 7 – On-boarding in thirds
- Step 8 – Engagement Surveys
- Step 9 – Action
- Step 10 – Make steps 1 – 9 non-negotiable

Closing thoughts?

Comments?

Points to consider
and topics to address
for our next sessions?





ORH Announcements

**Next ORH Community Conversations | July 23 | 12:00 p.m. Topic:
Strengthening Rural EMS Systems Through Mobile Integrated Health (MIH)**
([More information here](#))

October 7-9, Bend, OR | 43rd Annual Oregon Rural Health Conference
([More information here](#))

Rural EMS Education Scholarship Program | Applications accepted on a rolling basis
([More information here](#))

**Oregon Rural Health Excellence Award – EMS Category | Nomination application
deadline is August 31st** ([More information here](#))

ORH's Rural Health Resource Hub | Search for resources, and share your resources
([More information here](#))

Oregon's Individual Income Tax Credit for Rural Volunteer EMS Providers
([More information here](#))

Oregon Rural EMS and MIH SharePoint

A place to

post a question,
share a need,
find specific resources,
discover best practices,
seek equipment, and
collaborate.

See our new and upcoming ORH EMS and MIH grants and programs.

A site dedicated to addressing your workforce recruitment & retention needs.

It's a closed site. Request access [here](#).
(Brief delay as your email must be added for login privileges.)

The screenshot displays the Oregon Rural EMS and MIH SharePoint site. The header features the ORH logo and a welcome message. The main content area is divided into several sections: 'Quick links' with links to the site overview, website, and SharePoint page; 'News and Updates' with a 'Add' button and a list of news items; 'Recruit' section with 'EMS Education Scholarships' and 'CP-C Education Scholarship'; 'Retain' section with 'EMS Leadership', 'EMS Billing and Coding', and 'Helping EMS in Rural Oregon (HERO) Training Grant Program'; 'Collaborate' section with 'Discussion Boards for EMS and MIH', 'Peer Group Cohorts', and 'Coming soon'; and 'Upcoming ORH Events' with a calendar of events. The footer includes 'Links of Interest' with links to OHA EMS Program, ORS, OAR, OR EMS ASAs, Oregon HERO Kids Registry, and ORMIHC.

OREGON OFFICE
ORH
of RURAL HEALTH

Welcome to the ORH Rural EMS and MIH SharePoint Site

This site is dedicated to supporting Oregon's rural EMS workforce recruitment and retention efforts. This is a closed group. Members must be invited and join to gain access. Invite others to join by sharing [this form](#), or contact:

Joan Field, ORH Rural EMS Program Coordinator | fieldj@ohsu.edu

Melissa Varnum, ORH Rural MIH Program Coordinator | Varnum@ohsu.edu

Find training and resources | Collaborate with your peers | Share your knowledge | Access discussion boards | Documents/file repository

Quick links

- [Read First: Site Overview](#)
- [ORH's Rural EMS Website](#)
- [ORH's Rural MIH SharePoint Page](#)

News and Updates!

+ Add

ORH Rural EMS File and Document Sharing

See all

+ New

All Documents

Please read - Welcome and... June 16

Name

Recruit

EMS Education Scholarships

ORH assists with rural EMS recruitment by providing education scholarships to students for EMS certification (EMR, EMT, AEMT, EMT-I, paramedic). Students must be affiliated with a rural Oregon EMS agency and plan to serve in an EMS provider role.

Student Barrier Removal: There is also limited support for students with education expenses, based on need. Find more information on the [ORH EMS website](#).

CP-C Education Scholarship

ORH also provides scholarship assistance to obtain community paramedic (CP) education and certification. Find more information on the [ORH Rural MIH page](#).

Coming soon:

EMS Education in Oregon Schools

ORH wants to assist:

- Interested community colleges in the development of Oregon-based hybrid EMS courses; and
- Rural high schools and their students in having consistent access to EMR courses.

Retain

EMS Leadership

ORH is committed to supporting current and emerging rural EMS leaders through targeted education, webinars, conferences and by facilitating an EMS Leadership Cohort.

- For upcoming leadership training, check "Events"
- Join the EMS Leadership Cohort

EMS Billing and Coding

Along with support for leadership, ORH recognizes the need to assist rural EMS agency billing and coding staff with education and a peer group alliance.

- Upcoming Billing/Coding Training: Check "Events"
- Join the EMS Billing Cohort.

Helping EMS in Rural Oregon (HERO) Training Grant Program

Help retain your valuable medics by giving them the training they need to keep their skills up to date. The HERO program provides small training grants to help rural EMS agencies provide the focused education they need. Find more information [here](#).

Collaborate

Discussion Boards for EMS and MIH

Ask questions, share knowledge, find ways to collaborate and learn how other agencies are solving tricky challenges! Find [EMS board](#) here, and [MIH board](#) here.

Peer Group Cohorts

Joining a cohort ensures that you receive updates on relevant training, projects and grant activities that matter to you. And if desired, ORH will facilitate cohort meetings for the benefit of the group. What topics are important to you (examples include EMS leadership and EMS billing and coding)? [\(Interest Form\)](#)

Coming soon:

- EMS Human Resources (In Progress!)
- EMS Equipment (In Progress!)
- EMS Education in OR Schools (In Progress!)
- MIH-CP (In Progress!)

Sign up to receive relevant news and updates: [ORH Rural EMS/MIH Cohort form](#).

ORH previous trainings and webinars:

Patient Care Report Documentation for EMS Billing - May 29, 2025

Experienced billing educator, Krista Cuthbert, Director of Revenue Cycles for the Metro West Family of Companies, assisted providers in understanding how to make their charting complete and detailed to improve billing reimbursement and compliance.

[Slides](#) | [Recording](#)

Upcoming ORH Events

+ Add event

Date	Event
JUN 25	Rural EMS Billing/Coding series Thu, Jun 25, 10:00 AM
JUL 6	EMS Leadership webinar series begins Mon, Jul 6, 11:00 AM
JUL 23	ORH Community Conversation - Revitalizing Oregon's EMS Workforce/Mobile Integrated Thu, Jul 23, 12:00 PM

Links of Interest

- [Oregon Health Authority \(OHA\) EMS Program](#)
- [Oregon EMS Rules & Statutes \(ORS, OAR\)](#)
- [OR EMS ASAs \(image only\)](#)
- [Oregon HERO Kids Registry](#)
- [ORMIHC - Oregon Mobile Integrated Healthcare Coalition](#)

- 
- ❖ **To help us schedule the next sessions, complete [this form](#) (if you haven't already) and select EMS Leadership as an interest to receive a meeting poll.**
 - ❖ **Please email any other topics or questions you would like to see addressed in future sessions to Joan at fieldj@ohsu.edu**

Thank you!

Joan Field
Rural EMS Program Coordinator
fieldj@ohsu.edu