

Session 4 of the
Rural EMS Leadership Development Webinar Series
"Accountability and Influence"

Aarron Reinert, MA, NRP, SafeTech Solutions

September 17, 2026

Joan Field, EMT-I, CP-C, CHW
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.

Just a reminder: these educational webinars are offered through the
ORH Rural EMS Supplement (FLEX) Grant | Visit our [website](#)

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



Aarron Reinert, MA, NRP

Aarron is nationally known as a facilitator, master teacher, and expert in EMS leadership, management, financial viability, system design, and applied best practices in rural and small-town EMS systems.

He's worked in EMS for over 35 years and is the executive director and chief of EMS for a critical care ALS ambulance service in a suburban, rural, and *super-rural* region of Minnesota and Wisconsin. He understands the unique challenges facing small-town ambulance and first-response services.

Using the tools of deep listening, facilitation and strategic planning, Aarron helps ambulance services and communities build sustainable and reliable EMS that strikes the necessary balance between finance, customer service, employee & volunteer satisfaction, and community awareness.

Aarron's skillset and expertise are regularly in demand in his roles as facilitator, EMS management consultant and lecturer.

Aarron's recognized understanding of current EMS issues has led to his appointment as chairperson of the National EMS Advisory Council by the U.S. Secretary of Transportation and election to serve as President of the American Ambulance Association.



Create a Culture of Accountability and Consistency



**Actively
disengaged**

**Not
engaged**

Engaged

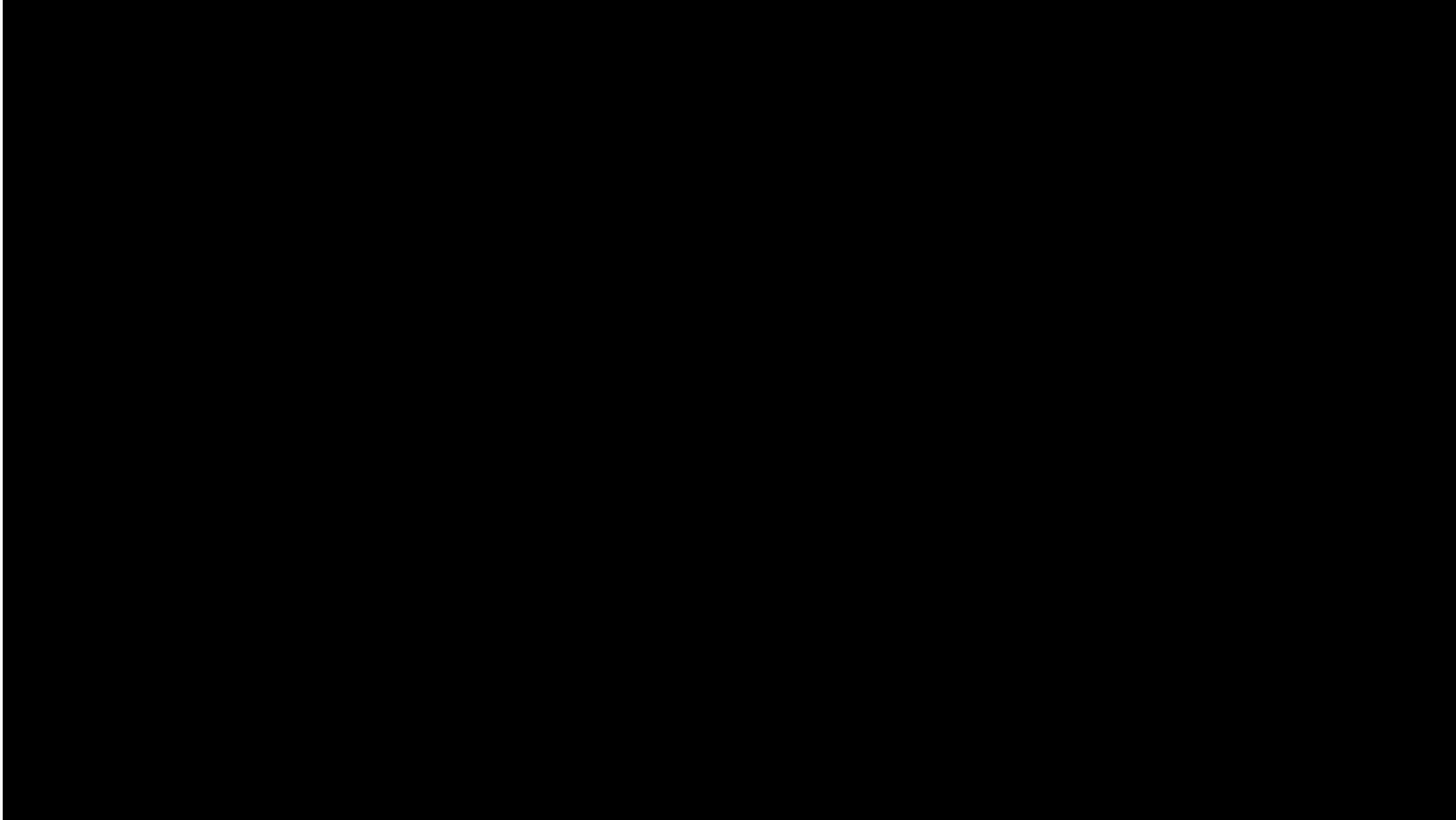


- Accountability breeds responsibility. -Stephen Covey
- Accountability is the glue that binds commitments to results

Stir the pot

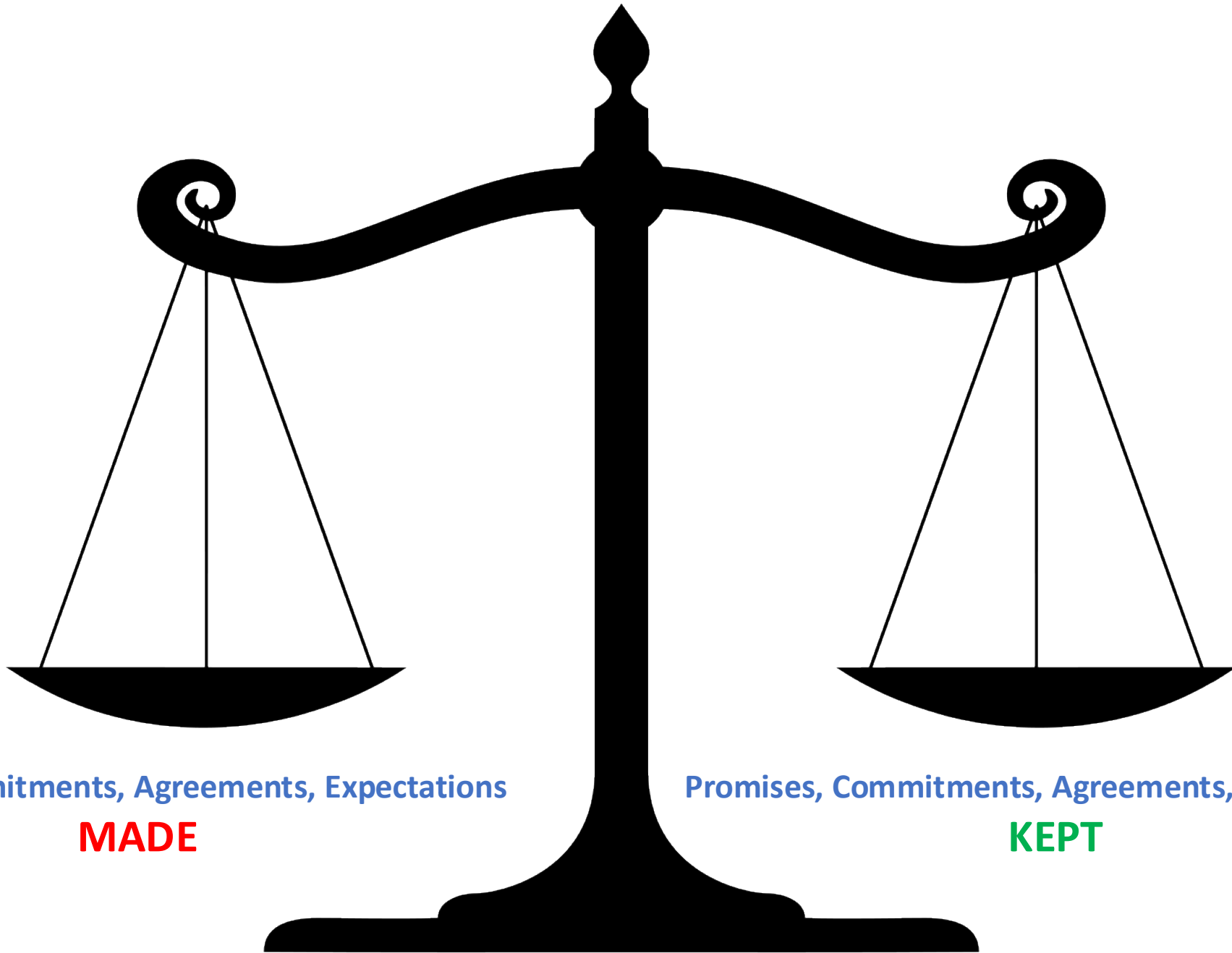
- Is this an important topic, and if so, why?
- What's your experience with accountability?
- Are you good at holding people accountable?
- Are you good at being held accountable?
- Are we consistently holding people accountable?

Accountability and responsibility



What is accountability?

- Ensuring commitments, agreements, promises or expectations are kept.
- The word comes from accounting.



Promises, Commitments, Agreements, Expectations

MADE

Promises, Commitments, Agreements, Expectations

KEPT

The Problem

- No one is perfect in keeping all promises, commitments, agreements or expectations.
- We all need each other to help us keep all our promises, commitments, agreements or expectations.
- Accountability is often delayed until it becomes a problem in need of discipline.
- We don't hold people accountable because it is a difficult conversation likely to produce drama.
- We need a system and process for holding people accountable and being held accountable

Why is holding another accountable so difficult?

- Uncomfortable (associated with negative emotions guilt & shame)
- Perceived as a withdrawal
- Perceived to be illuminating someone's shortcoming
- Risk of exposing our own accountability
- Past experiences

What we want

- Lots of accountability at all levels of the organization done regularly, quickly and without drama.
- To extract all the drama from accountability.
- Normalize accountability conversations
- Accountability is drive down to the frontline and most common in peer-to-peer relationships.
- Everyone in the organization or on the team:
 - Understands accountability
 - Practices accountability
 - Is open to being held accountable
 - Is comfortable holding anyone accountable.

How to hold someone accountable

- There is a clear breach of a promise, commitment, agreement or expectation.
- Announce the conversation
- Address the breach. “The report was due on Friday.”
- Ask, “what’s up?”

How to accept accountability

- Acknowledge and own the breach. “You’re right, I failed to deliver the report on time.”
- No long stories or excuses.
- Make a new commitment that you can keep and then keep it.
- THE END – accountability should short, to the point and without drama. People will not practice accountability if there is drama.

Creating a culture of accountability

- Understanding that accountability does not come naturally. It is a learned skill that needs understanding and practice.
- Teach every person in the organization/team about accountability.
- Introduce a uniform process for holding one accountable and being held accountable.
- Practice, review progress, adjust
- Practice, review progress, adjust

Consistency

**“Motivation gets you going,
but discipline keeps you
growing. That’s the Law of
Consistency. It doesn’t
matter how talented you
are. It doesn’t matter how
many opportunities you
receive. If you want to grow,
consistency is key.”**

– John C. Maxwell



Consistency

noun

- conformity in the application of something, typically that which is necessary for the sake of logic, accuracy, or fairness.

Three keys to consistency

- Confidence

- I can do this
- I can be respected, even if I perceive they will not like me
- I will make mistakes, but I can correct them and move forward
- My team has my back (it should have my back)
- Failing to act undermines myself, my teammates, and the organization

Three keys to consistency

- Communication
 - Being proactive, what are we holding people accountable for, why, and how
 - Reporting in accountability actions, feedback, and themes
 - Owning your misses or near misses
 - Correcting and reporting back after misses or near misses
 - Being both proactive and reactive with communication (what we are going to do and what we have done)

Three keys to consistency

- Curiosity
 - Seeking first to understand, then to be understood – Covey
 - Asking and challenging our own “whys”
 - Listening for and asking about themes and trends
 - Being ok with the uncomfortable
 - Being ok being wrong

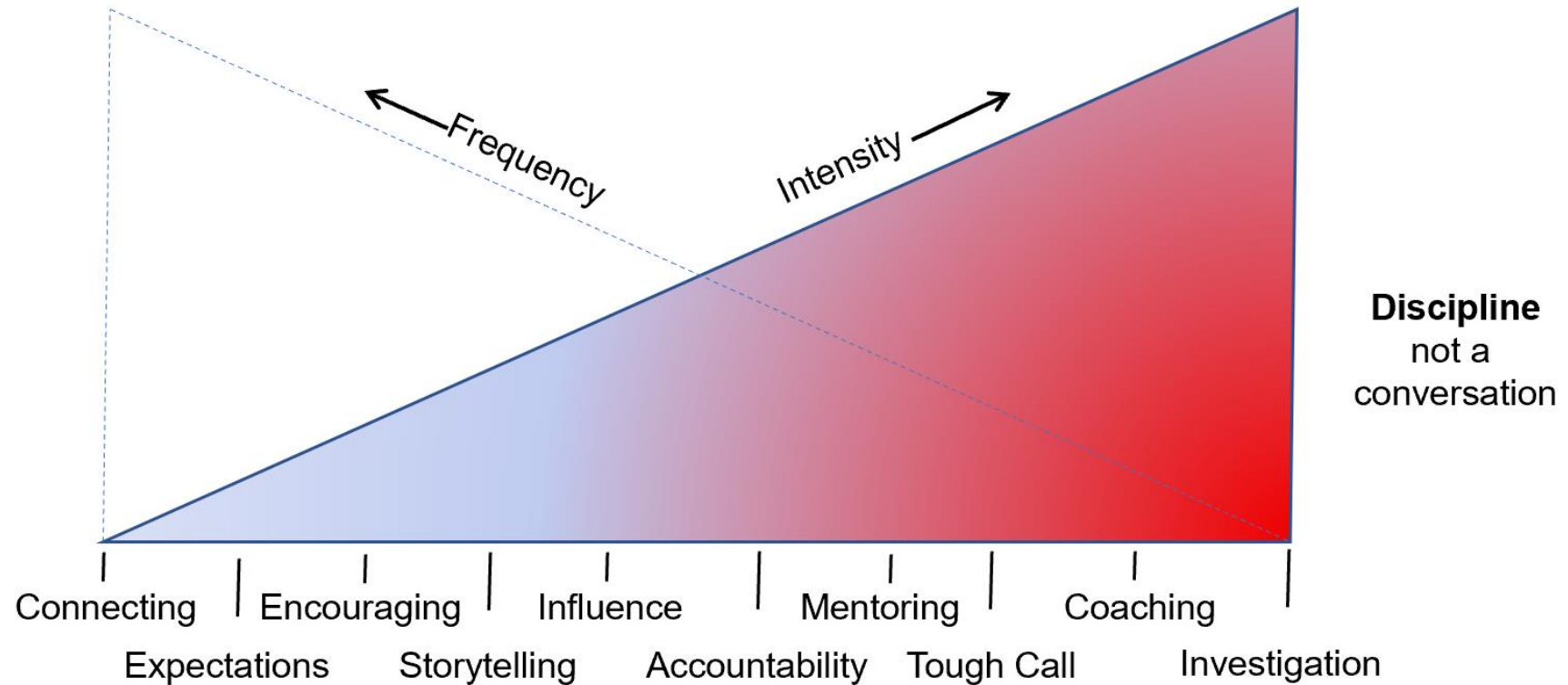
Homework

- Identify the top 5 items you are going to focus on for accountability
- Clarify in the group what the expectation is, very specifically
- Agree on the “why”, the story for the expectation
- Mutual agreement on the expectation, the specifics, the why
- Commit to each other to hold people accountable consistently
- Report back to the team on accountability
- Add a check in to your regular meetings and communication
- Discuss and agree on how breaches will be handled



THE POWER OF
INFLUENCE

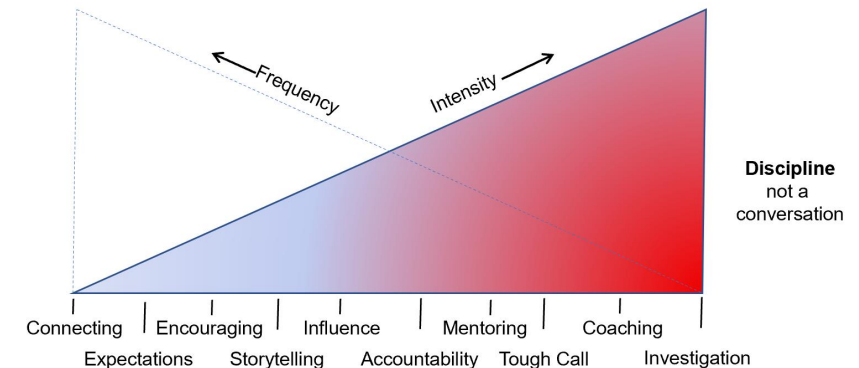
Ten Essential Conversations



The Influence Conversation

- The ability to change or affect someone or something: the ability to cause changes without directly forcing them to happen
- The art of getting others to take your lead – to believe something you want them to believe, think in a way you want them to think, or do something you want them to do without manipulation and coercion (without Q1).

Key components:



Influence Conversation

- Three common styles...

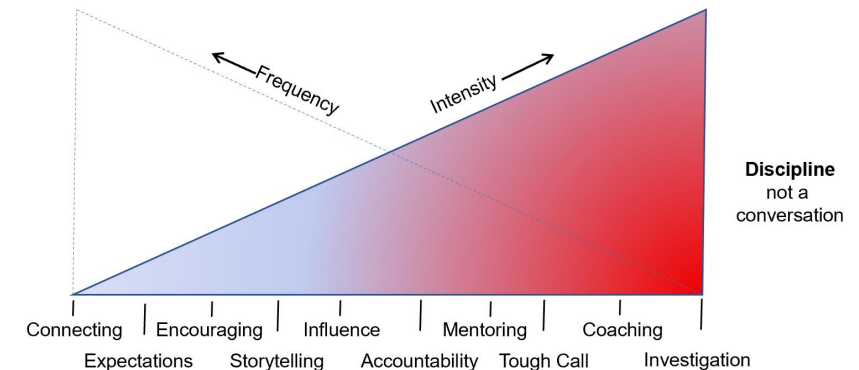


The Influence Conversation

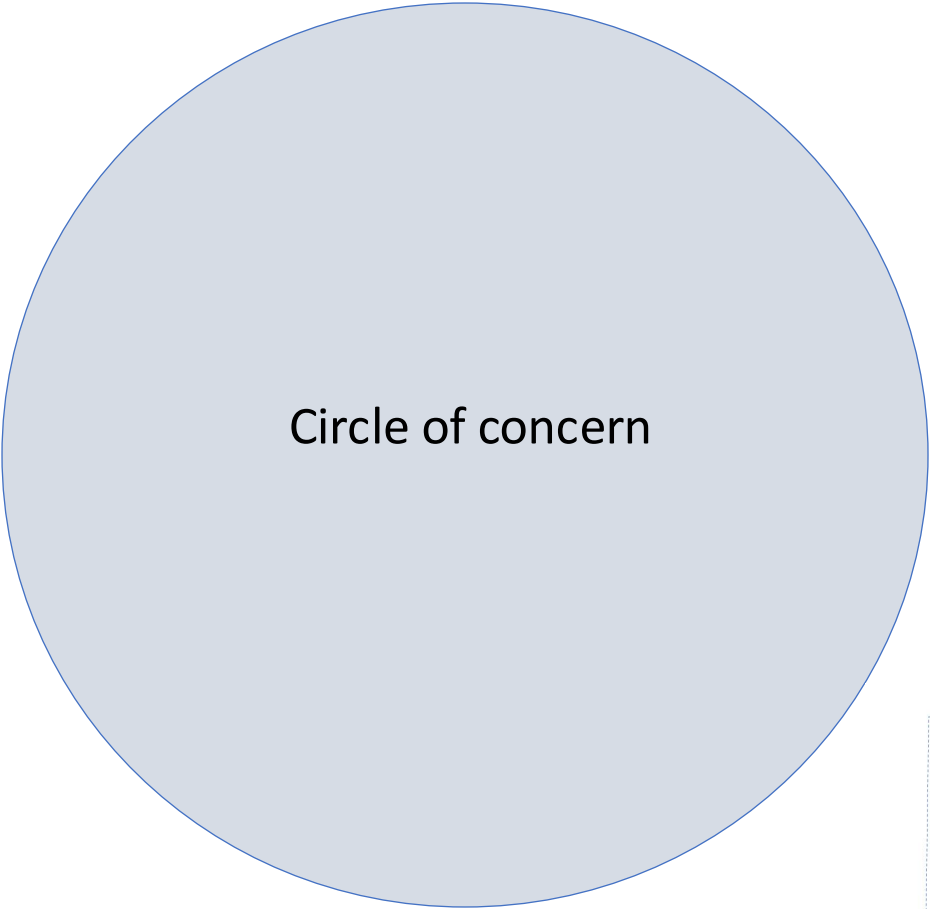
- The ability to change or affect someone or something: the ability to cause changes without directly forcing them to happen
- The art of getting others to take your lead – to believe something you want them to believe, think in a way you want them to think, or do something you want them to do without manipulation and coercion (without Q1).

Key components:

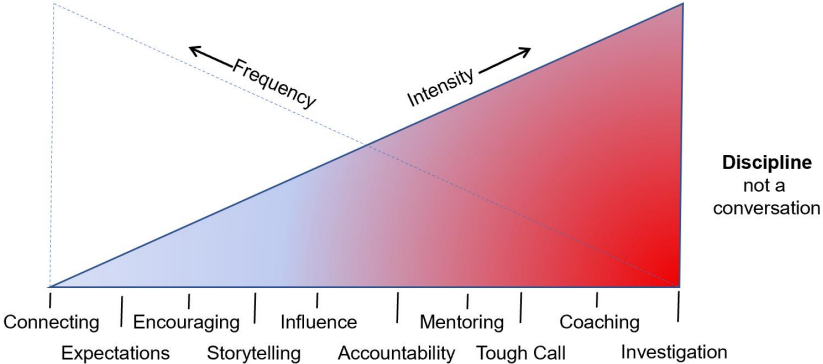
- A deep study of the person we want to influence
- A long game
- Requires setting aside judgement and fault
- Connects wants and needs with destination



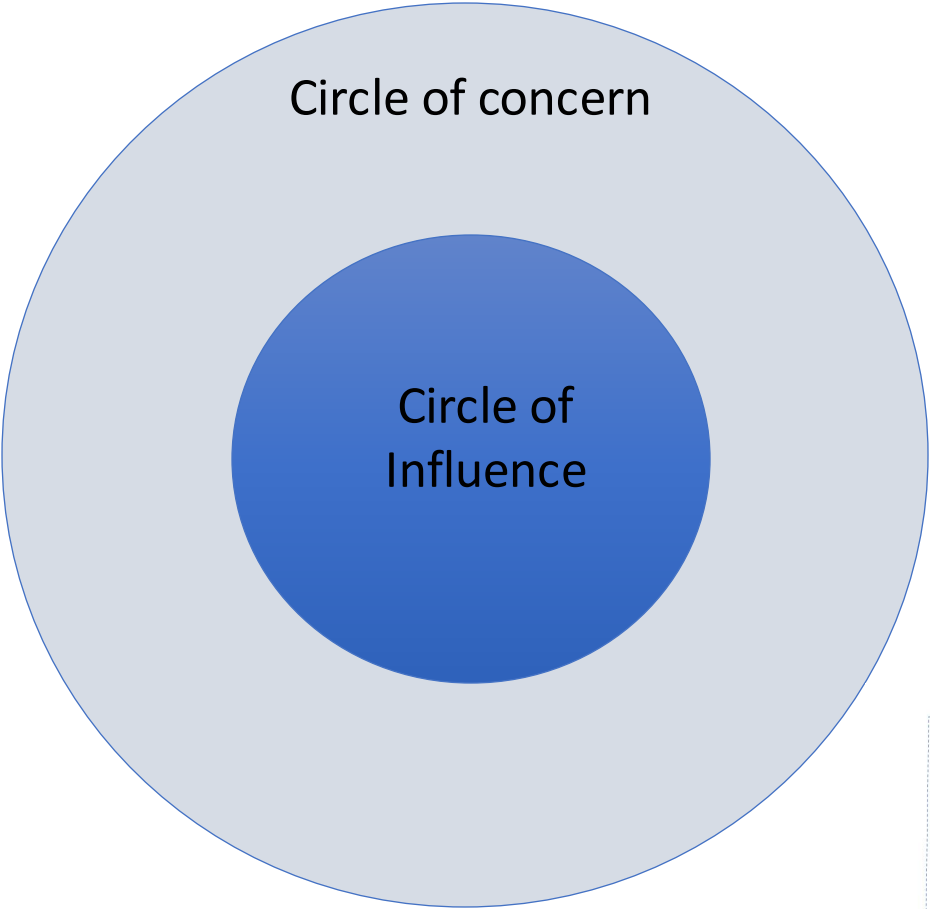
No concern



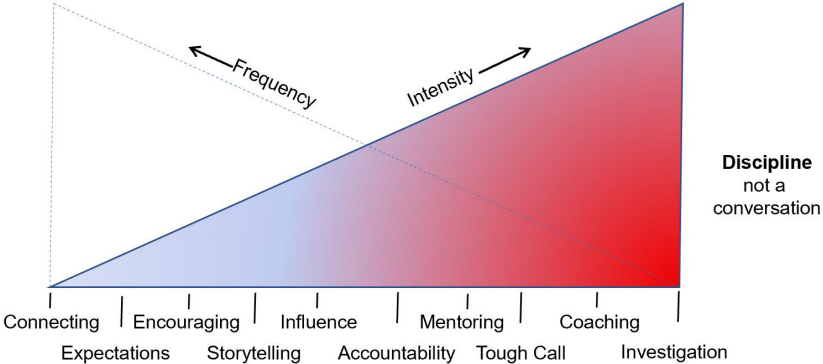
No concern



No concern



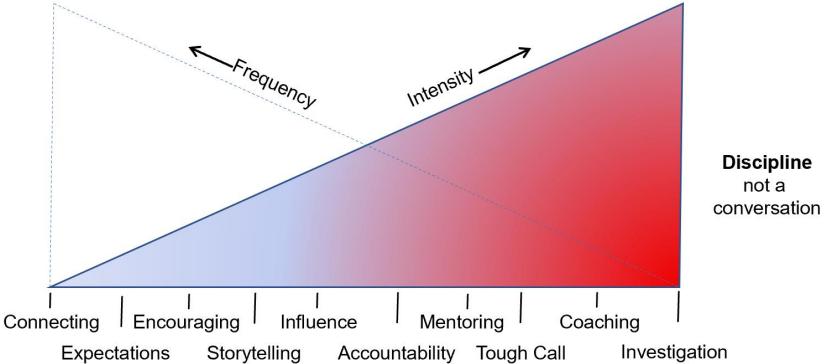
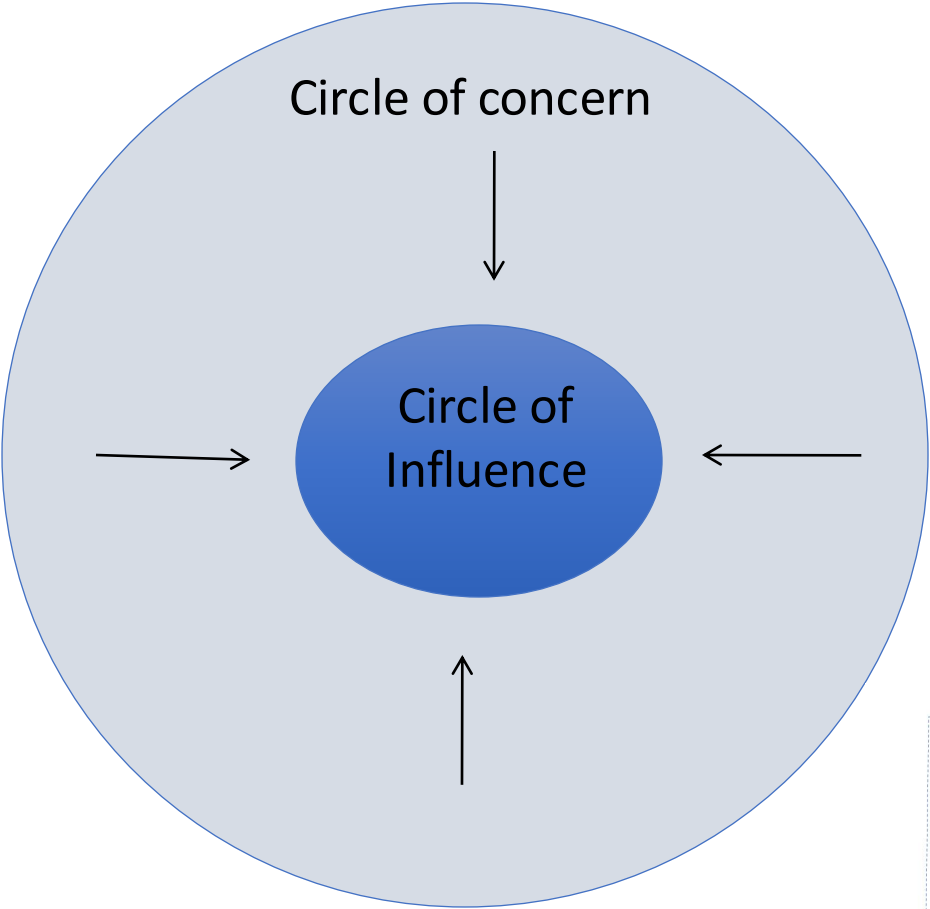
No concern



Reactive Negative Focus

No concern

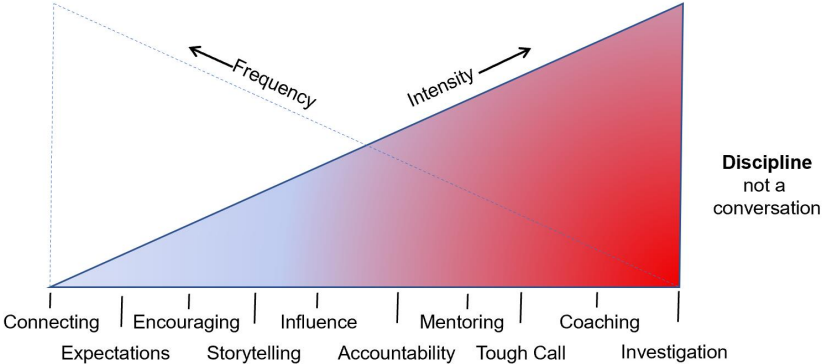
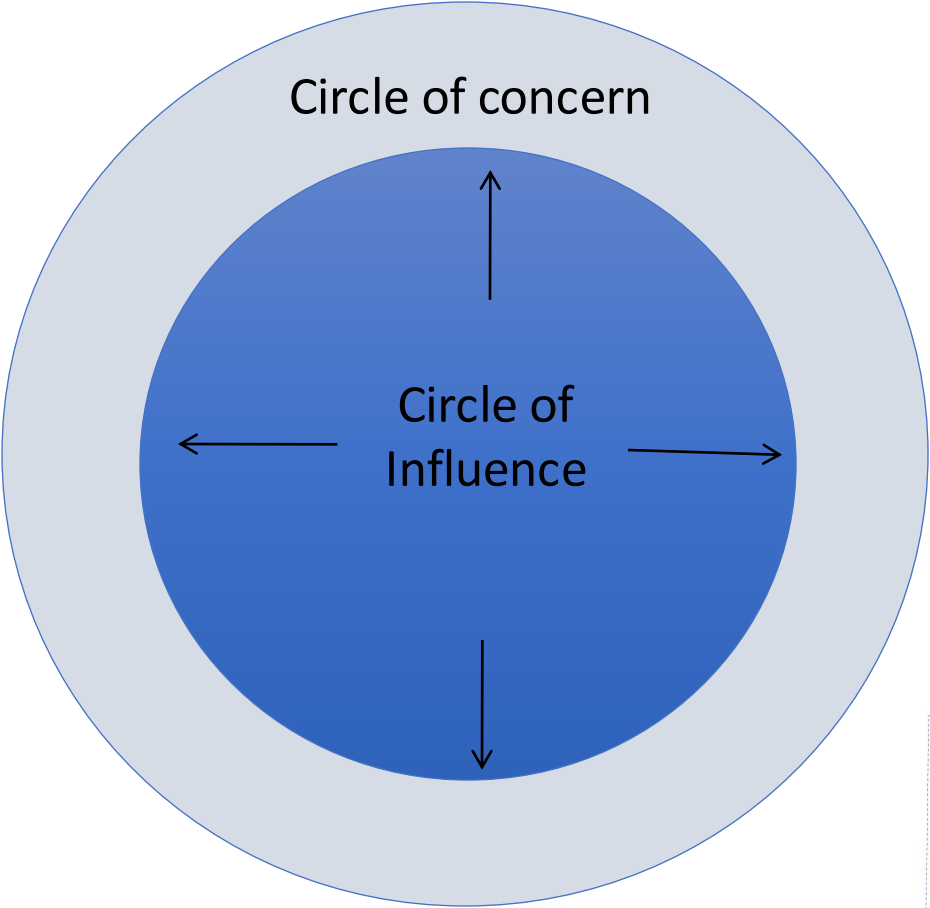
No concern



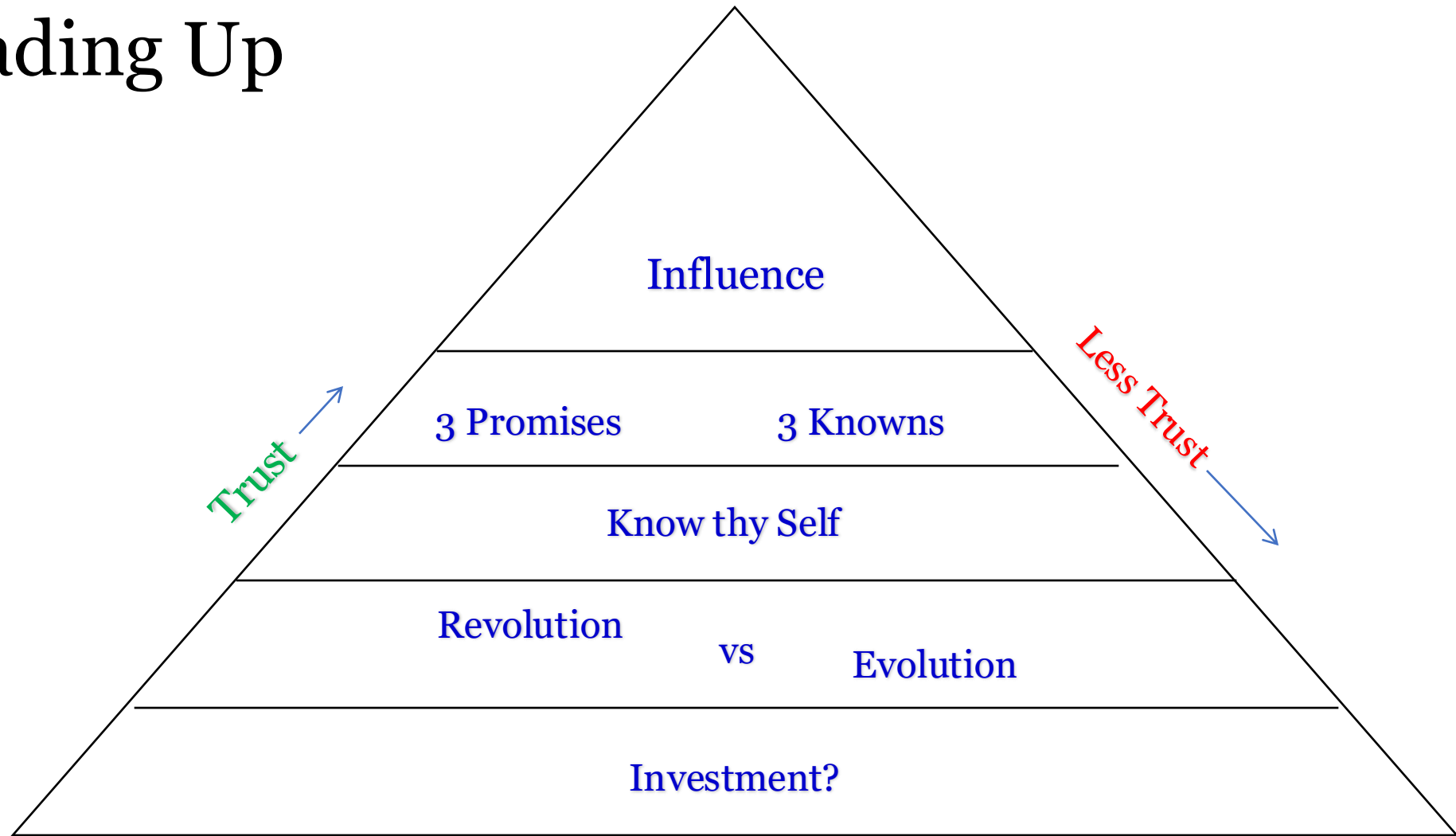
Proactive Positive Focus

No concern

No concern

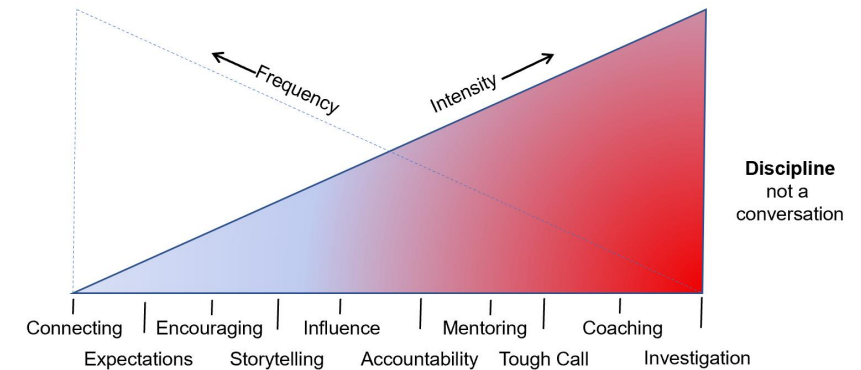


Leading Up

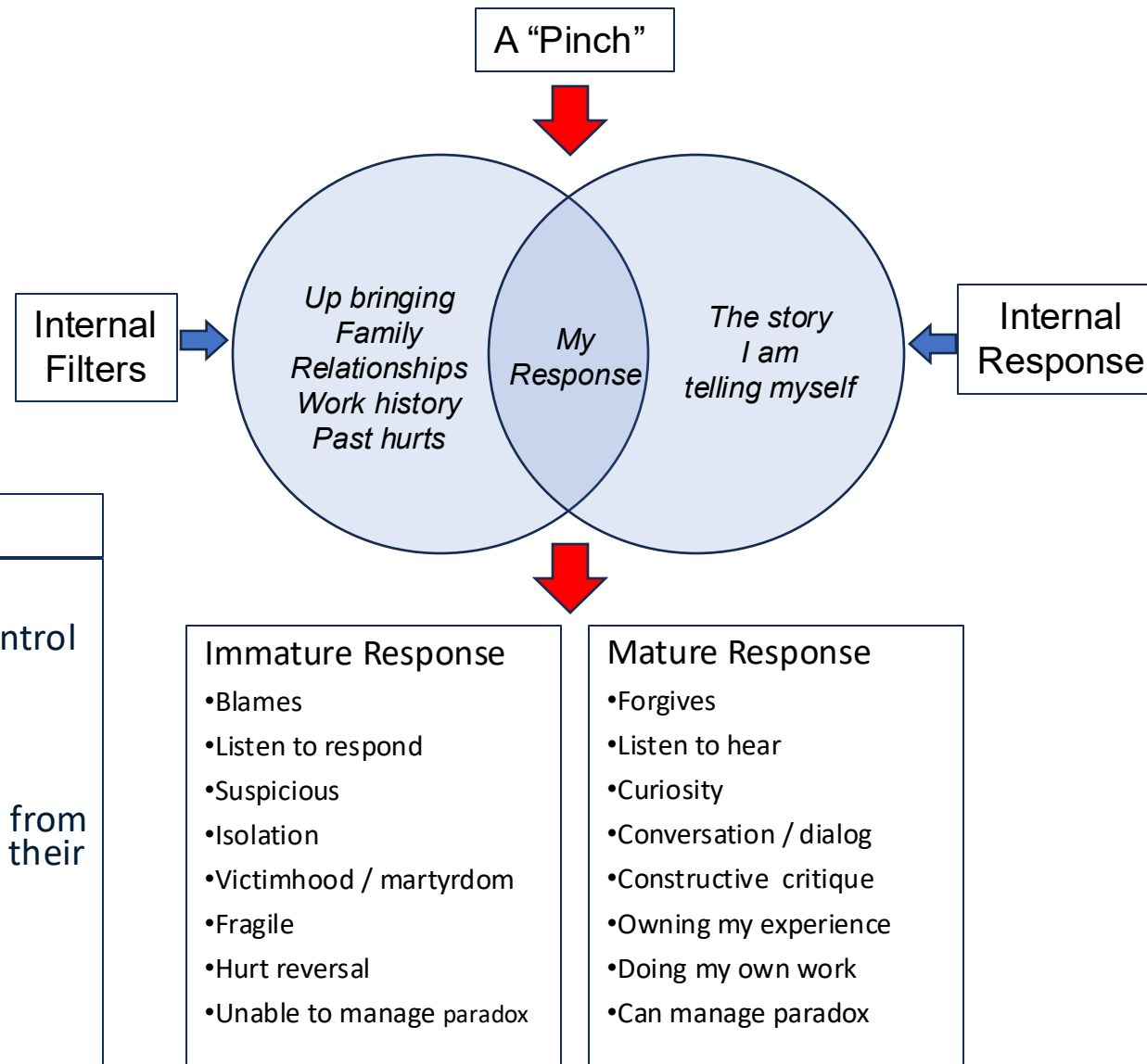


Language of “I”

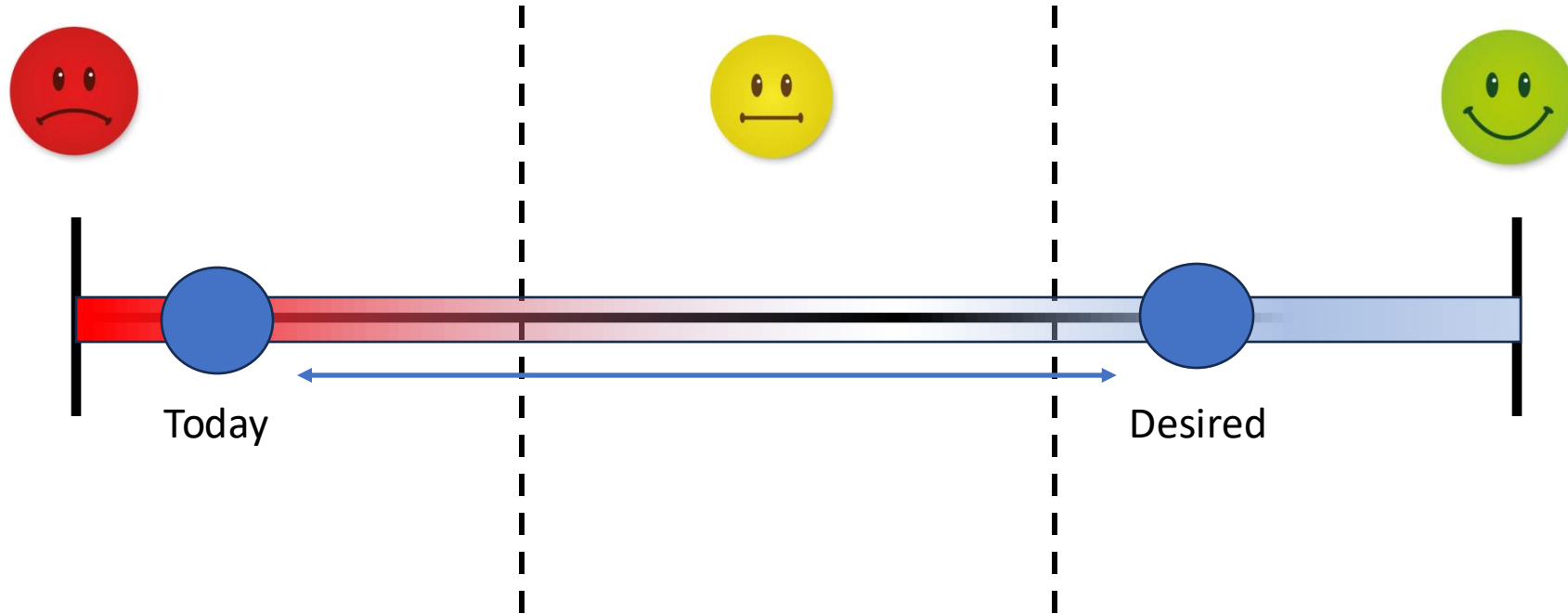
- I think...
- I believe...
- My opinion is...



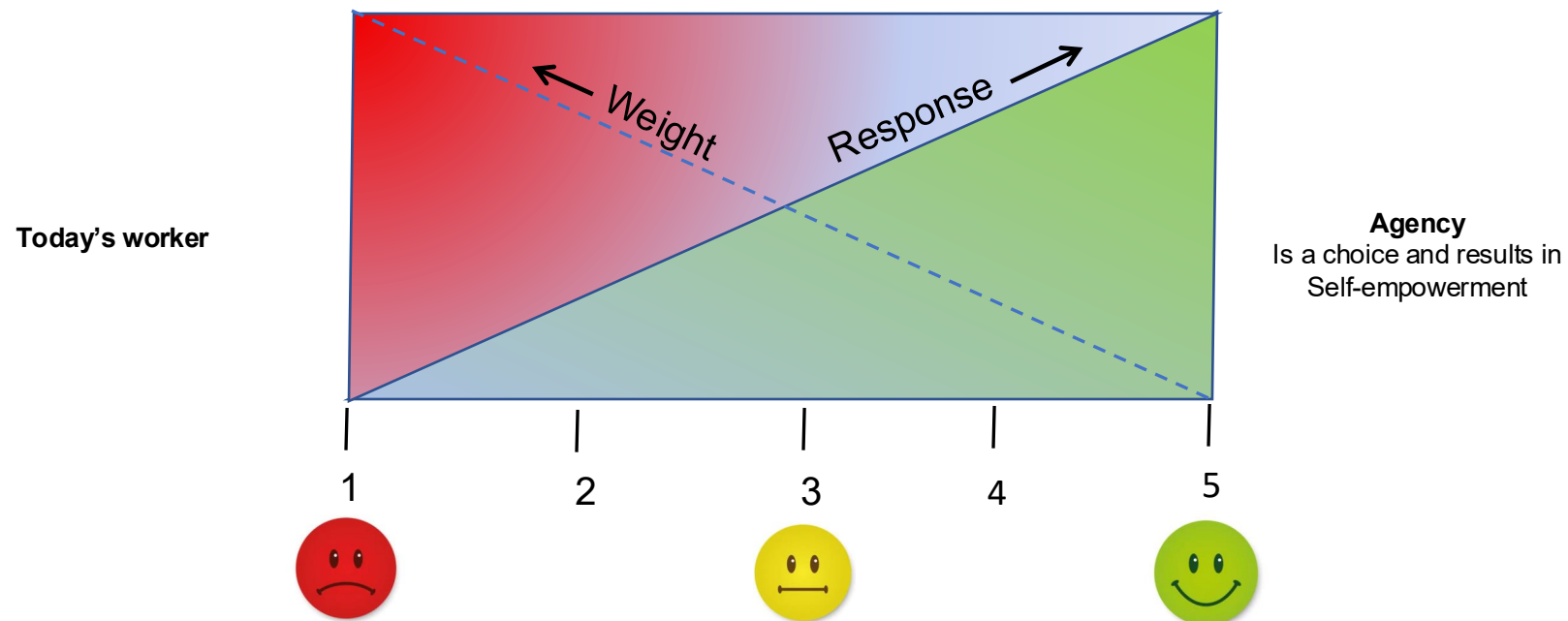
Maturity



Maturity

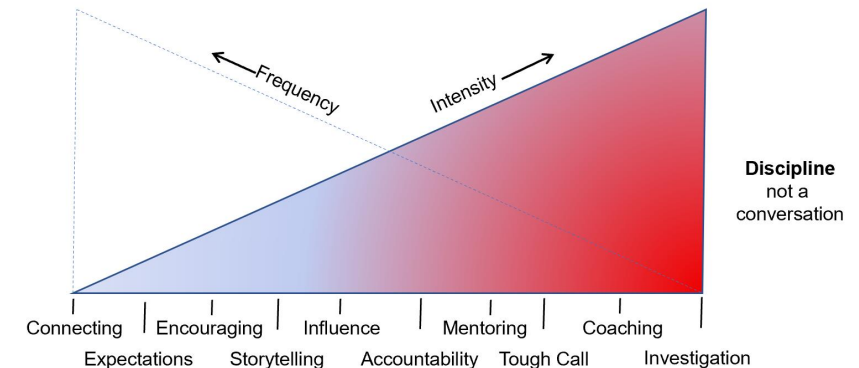


Events vs Response



Five key leadership questions

1. Have a separated the stimulus and my response
2. What needs to change, be different, improved, created or stopped?
3. Do I believe I can change things for the better? (attitude and belief)
4. Am I clear about what needs to be worked on next? (direction and priorities)
5. Am I organizing my resources to work on those next thing(s)? (leading your day)

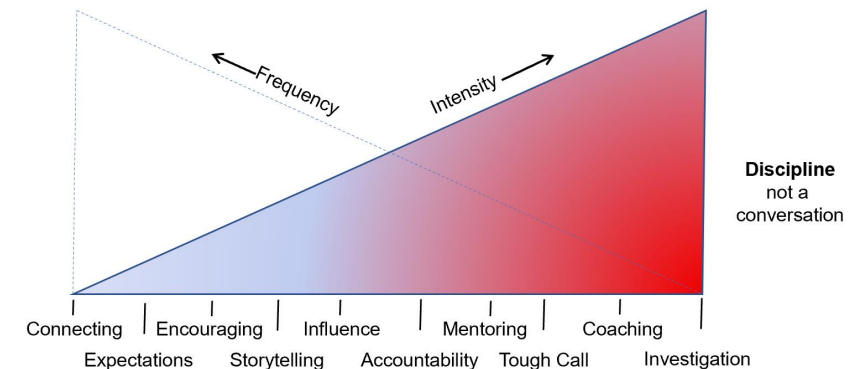


When it doesn't work



How to know if its not working

- Chronic not listening
- Disrespect, Shame, blame
- Chronic lack of back up
- Deal breakers



Questions?...
Comments?...



ORH Announcements

ORH Rural [EMS Leadership](#) series, and [EMS Billing/Coding](#) educational webinar series and the [EMS Buprenorphine Roadmap](#) and [Rural EMS Agencies](#) are all recorded. Program information and links to past webinars can be [found here](#)

October 7-9, Bend, OR | 43rd Annual Oregon Rural Health Conference

[\(More information here\)](#)

The ORH conference covers a wide range of rural health topics for hospitals, clinics, EMS agencies, MIH programs, Public Health, workforce, quality, and the Rural Health Transformation Program (RHTP).

October 1-3, Wilsonville, OR | Oregon EMS Conference *[\(More information here\)](#)*

Three days of education, networking, and inspiration, with top presenters and speakers.

Rural EMS Scholarship Program | Open now, funds are limited | Applications accepted on a rolling basis *[\(More information here\)](#)*

ORH HERO: Helping EMS in Rural Oregon | EMS Agency Training Grant | Reopens in Spring 2027 | *[\(More information here\)](#)*

OREGON RURAL EMS & MIH

SharePoint home

Find resources, make connections
See our newest announcements

A place to collaborate
Post questions and share ideas

This is a private agency site
Request access here.

*(Note: There is a brief delay as your email
must be added for login privileges.)*

Thank you!

Joan Field
Rural EMS Program Coordinator
fieldj@ohsu.edu