

City of Hudson, Ohio

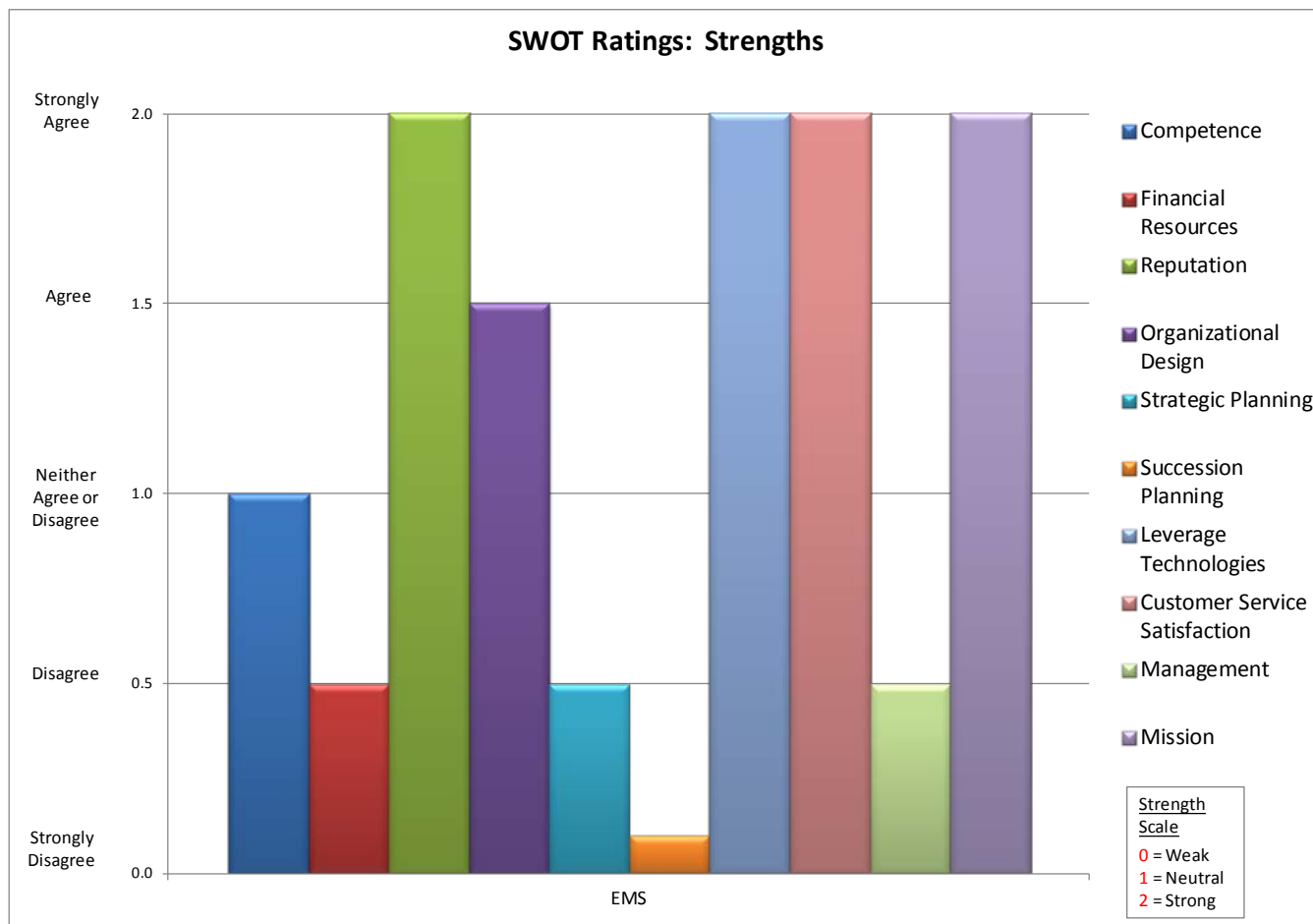
# 2012 SWOT ANALYSIS

Department Ratings Charts &  
Narrative for:

Emergency Medical Services (EMS)  
Department

# SWOT Detail: EMS

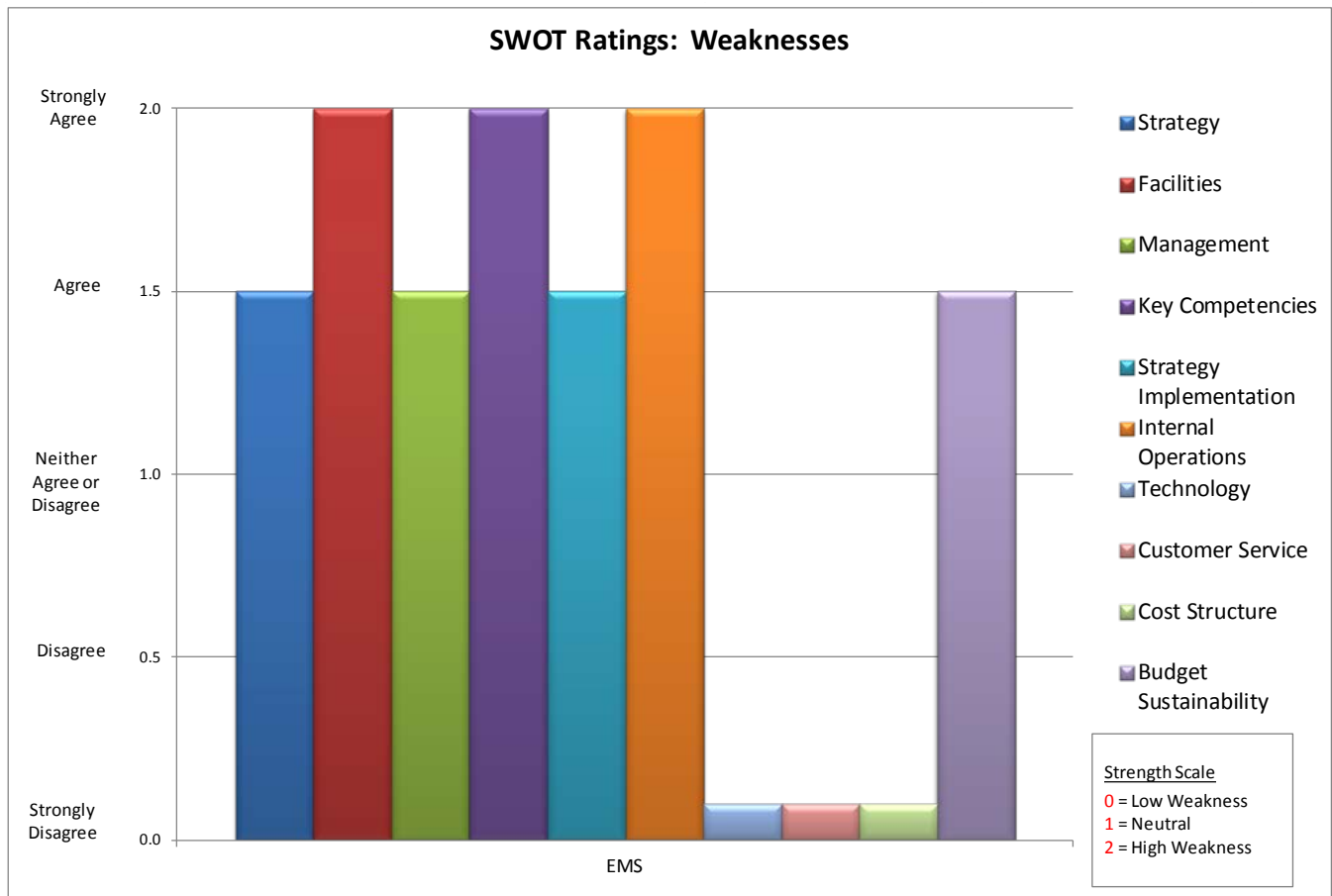
## 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	EMS
1	We have a high level of competence throughout our Dept.?	Competence	Strongly Disagree = 0	1.0
2	We have adequate financial resources for our operations?	Financial Resources	Disagree = 0.5	0.5
3	We have a good reputation with our community?	Reputation	Neither Agree or Disagree = 1	2.0
4	We have well-conceived functional areas in our Dept.?	Organizational Design	Agree = 1.5	1.5
5	We have a formal strategic plan in place for our Dept.?	Strategic Planning	Strongly Agree = 2	0.5
6	We have a succession plan in place in our Dept.?	Succession Planning		0.1
7	We leverage technology to increase efficiencies in our Dept.?	Leverage Technologies		2.0
8	We have a high level of customer service satisfaction?	Customer Service Satisfaction		2.0
9	We have strong management in all levels of the Dept.?	Management		0.5
10	We have a clear mission and understand our function?	Mission		2.0

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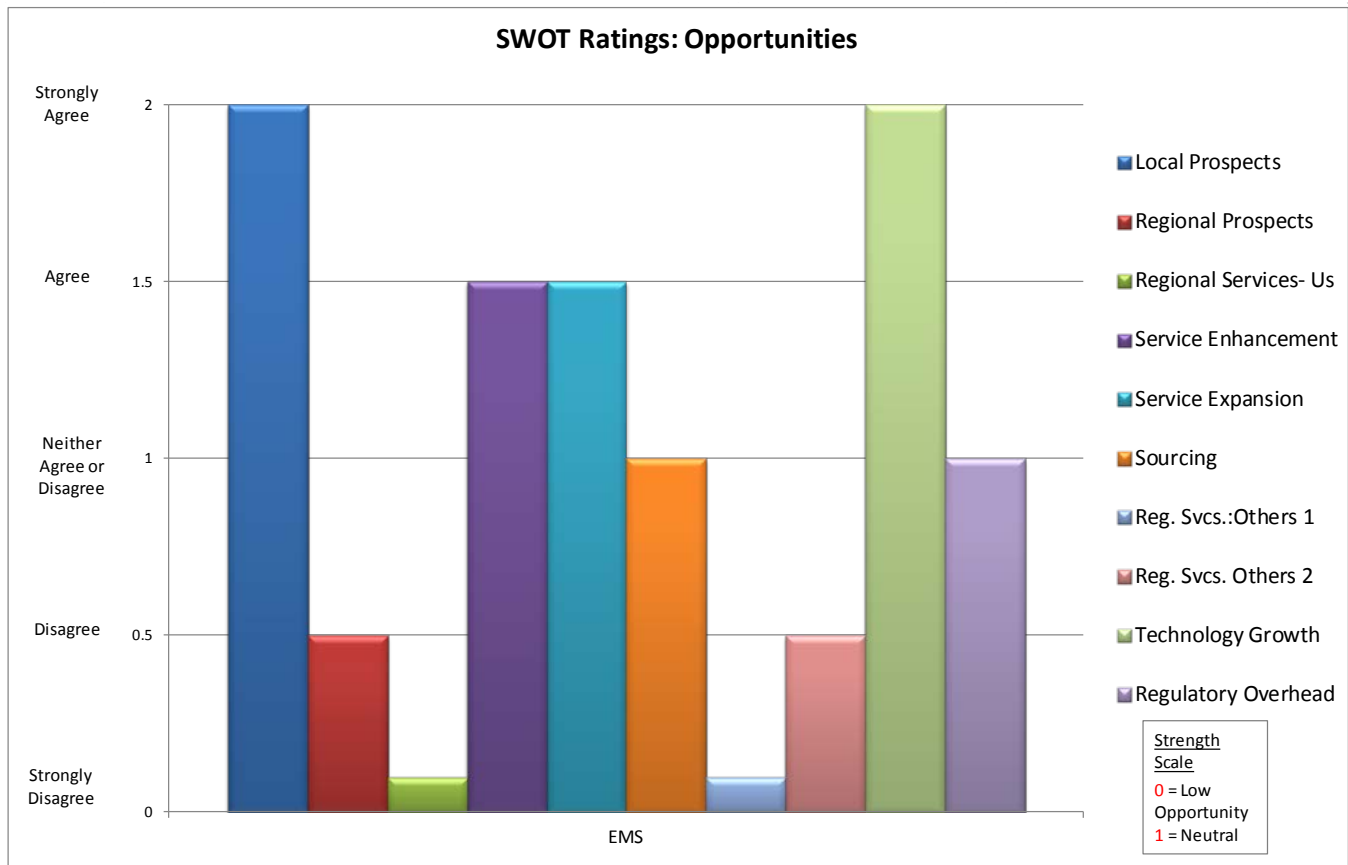


SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	EMS
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	1.5
2	Our facilities are obsolete?	Facilities	Disagree = 0.5	2.0
3	We are lacking managerial depth and talent?	Management	Neither Agree or Disagree = 1	1.5
4	We are missing key skills or competencies?	Key Competencies	Agree = 1.5	2.0
5	We lack a solid track record in implementing strategy?	Strategy Implementation	Strongly Agree = 2	1.5
6	We experience internal operating problems?	Internal Operations		2.0
7	We are falling behind on technology issues?	Technology		0.1
8	We need to improve our customer service image?	Customer Service		0.1
9	We have higher overall costs relative to similar local communities?	Cost Structure		0.1
10	Our expenses continue to exceed our revenues?	Budget Sustainability		1.5

# SWOT Detail: EMS

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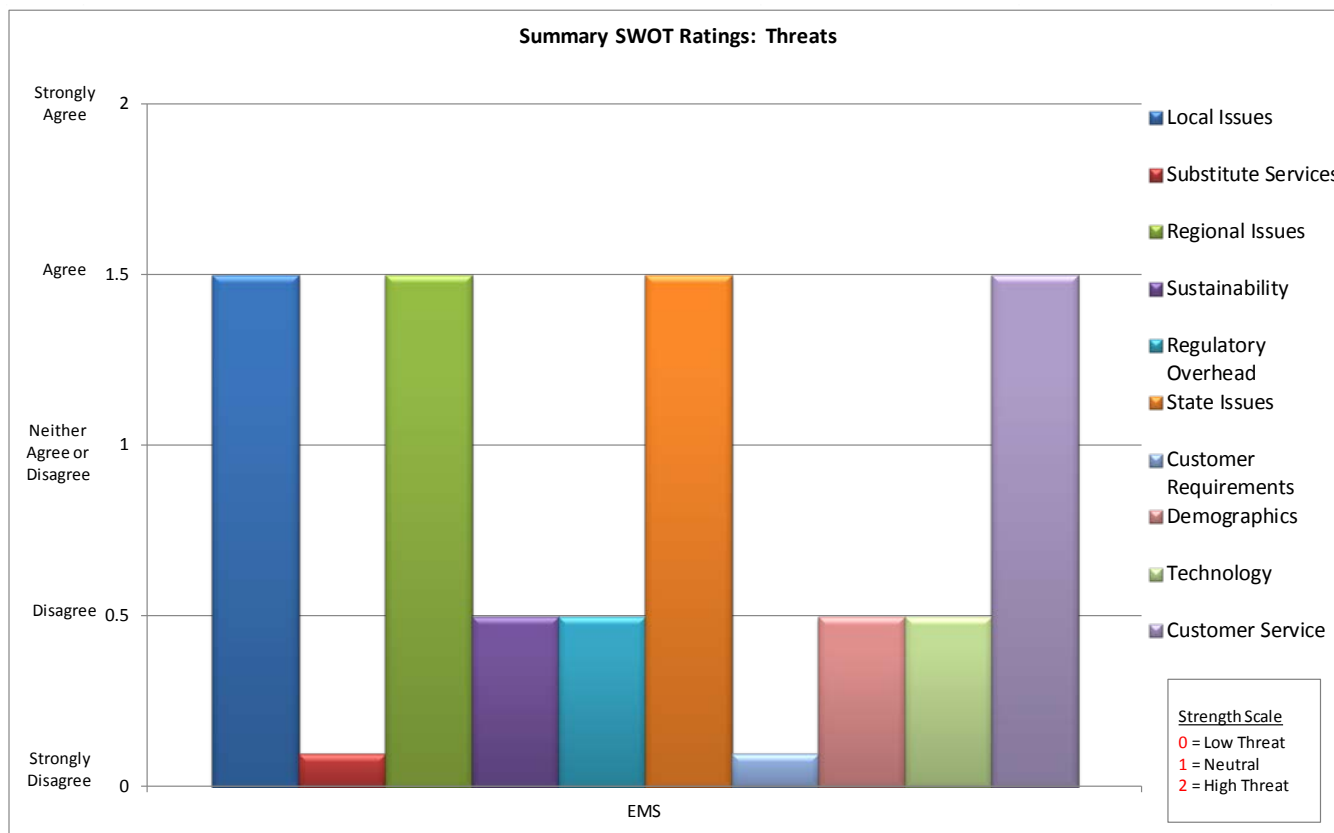


SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	EMS
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	2
2	There are additional customer groups that we can serve contiguous to Hudson's boundary?	Regional Prospects	Disagree = 0.5	0.5
3	There are additional customer groups that we can serve on a regional basis?	Regional Services- Us	Neither Agree or Disagree = 1	0.1
4	We can expand our current services to meet the current needs of our customers?	Service Enhancement	Agree = 1.5	1.5
5	We can expand our current services to meet the future needs of our customers?	Service Expansion	Strongly Agree = 2	1.5
6	We can control sourcing or supply activities to provide for lower operational costs?	Sourcing		1
7	There are other communities contiguous to Hudson that could supply us with services?	Reg. Svcs.:Others 1		0.1
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		0.5
9	Integrating new technologies into our operations will provide us with greater efficiencies?	Technology Growth		2
10	Fewer regulatory requirements will make doing business easier for our operations?	Regulatory Overhead		1

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SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	EMS
1	Local issues are affecting the Department's current or future (1-5 years) success?	Local Issues	Strongly Disagree = 0	1.5
2	Customers can get our products/services less expensively from regional consortiums?	Substitute Services	Disagree = 0.5	0.1
3	Regional issues are affecting the Department's current or future (1-5 years) success?	Regional Issues	Neither Agree or Disagree = 1	1.5
4	There are shifts in local demographics, thus affecting our sustainability?	Sustainability	Agree = 1.5	0.5
5	Regulatory requirements are becoming onerous?	Regulatory Overhead	Strongly Agree = 2	0.5
6	State issues are affecting the Department's current or future (1-5 years) success?	State Issues		1.5
7	Our customer's needs are changing in directions that point away from our current expertise?	Customer Requirements		0.1
8	Local demographic changes are having a negative impact on our Dept.?	Demographics		0.5
9	The inability to implement emerging technologies is a threat to our Dept.?	Technology		0.5
10	We currently lack resources needed to meet developing/anticipated needs of our customers.	Customer Service		1.5

## SWOT Detail: EMS 2012

Item	Strengths	Department: Hudson EMS
S1	What are the Department's five (5) most significant strengths?	<ol style="list-style-type: none"> <li>1) Diversity of Membership and Skill Sets</li> <li>2) Equipment / Tools of the job provided by City</li> <li>3) Training Resources</li> <li>4) Value Member Advancement               <ol style="list-style-type: none"> <li>a. Paramedic</li> <li>b. External</li> <li>c. Internal</li> </ol> </li> <li>5) People are here because they want to be here, not because they have to be here.</li> </ol>
S2	What five (5) things is the Department staff doing well?	<ol style="list-style-type: none"> <li>1) Members giving their time to maintain proper staffing</li> <li>2) Communicating changes in policy.</li> <li>3) Ensuring proper tools to perform our jobs</li> <li>4) Allowing for proper suggestions and feedback from membership</li> <li>5) Sponsoring members for paramedic school</li> </ol>
S3	What are the Department's core competencies?	<p>Pre-hospital Patient Care and Comfort.</p> <p>Professionalism</p> <p>Training Resources (Adequate)</p>
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	Having the training resources and opportunities that allow us to use the advance protocols and equipment in rendering patient care.

## SWOT Detail: EMS 2012

S5	What do you believe the community sees as your strengths?	<p>Our Patient Care – Medically and Emotionally</p> <p>Our Response Time.</p> <p>In SOME cases our Volunteerism (Many however think that we are Full Time just like our neighbors)</p>
<b>Item</b>	<b>Weaknesses</b>	
W1	What are the five (5) most critical weaknesses in the Department?	<ol style="list-style-type: none"> <li>1) Crew Chief Leadership / Development of             <ol style="list-style-type: none"> <li>a. Consistent Supervision</li> <li>b. Some Crew chiefs/Paramedics, Will Not give up control</li> <li>c. Some Crews, Will Not allow Crew Chief to take control</li> </ol> </li> <li>2) Time it takes to train a member and then Transition from Student to Hudson EMS Provider and From other services to Hudson EMS</li> <li>3) Non-centralized building</li> <li>4) Personnel and Professional Development</li> <li>5) Self-Destructive Attitude             <ol style="list-style-type: none"> <li>a. “But am a Volunteer”</li> <li>b. “We don’t need Management”</li> <li>c. “But they are my friends”</li> </ol> </li> </ol>
W2	Where do you lack resources?	<p>Financial</p> <p>Consistent staffing</p> <p>Information Technology Support</p> <p>Availability of non-career Staff – Volunteer &amp; PT (Time restraints)</p>
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	<ol style="list-style-type: none"> <li>1) Effective continue evaluation of member after the uncovered process.</li> <li>2) Effectively transmitting Tricks of the Trade and delegation of duties</li> </ol>

## SWOT Detail: EMS 2012

		<ul style="list-style-type: none"> <li>3) Selective policy enforcement</li> <li>4) Correct Response / Resource allocation (Pro-QA) <ul style="list-style-type: none"> <li>a. "EMS starts at Dispatch" <ul style="list-style-type: none"> <li>i. Normal response</li> <li>ii. Special response situations</li> <li>iii. Timely response</li> <li>iv. Pre-arrival Instructions</li> </ul> </li> </ul> </li> </ul>
W4	What do you believe the community sees as your weakness?	<ul style="list-style-type: none"> <li>1) We are just Ambulance Drivers and not the Medical Professional we truly are</li> <li>2) The depth of the services that EMS can offers</li> <li>3) The type of Service we are <ul style="list-style-type: none"> <li>a. Past members want the service to go back to the way it was or still see the service as what it once was.</li> <li>b. "We need to pay these people". There is no place for a Volunteer Service in this day and age</li> </ul> </li> </ul>
<b>Item</b>	<b>Opportunities</b>	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	<ul style="list-style-type: none"> <li>1) Diagnostic Equipment <ul style="list-style-type: none"> <li>a. Ultra Sound</li> <li>b. Portable Labs</li> <li>c. Vein Illuminator</li> </ul> </li> <li>2) Dedicated Simulation Lab</li> </ul>



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		<ul style="list-style-type: none"> <li>3) Driving Simulator and Driving Feedback Equipment</li> <li>4) Single portal that will allow for increase communication between the members, and between management and the membership.</li> <li>5) Update CAD to one that is a true multi-agency (PD/FD/EMS), GIS friendly platform that is supported and user friendly.</li> </ul>
O2	<p>What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?</p>	<ul style="list-style-type: none"> <li>1) Community Based Health Education</li> <li>2) Community Para-medicine</li> <li>3) Personal Development</li> </ul>
O3	<p>What are some new needs of your customers that you see developing?</p>	<ul style="list-style-type: none"> <li>1) Increase Expectations –             <ul style="list-style-type: none"> <li>a. True “ER on Wheel”</li> <li>b. “Ask a Nurse”</li> <li>c. Non-Emergency Care</li> </ul> </li> <li>2) Change in “Customer” due to Aging Population (Sandwich generation)</li> <li>3) Alternative Car Organizations (ACO)</li> <li>4) Increase recreational activities – (Nontraditional patient locations)</li> </ul>

## SWOT Detail: EMS 2012

Item	Threats	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	<ol style="list-style-type: none"> <li>1) Perceptions of Outsiders               <ol style="list-style-type: none"> <li>a. "You're just a Volunteer"</li> <li>b. Jealously</li> </ol> </li> <li>2) Inconsistent Supervision</li> <li>3) Perceptions of Insiders - "belief that I can do what I do without consistence"</li> <li>4) Proceed disconnect between Management and Membership               <ol style="list-style-type: none"> <li>a. Lacking a Evening and Weekends presence</li> <li>b. Admin and Training in complete opposite part of building to Operations.</li> <li>c. Filling crew slots with Management Team members</li> </ol> </li> </ol>
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> <li>1) Insurance Reimbursements               <ol style="list-style-type: none"> <li>a. Medicare and Medicaid Decreasing</li> <li>b. Insurance Companies refusal to direct pay City</li> </ol> </li> <li>2) Growing population of highest users               <ol style="list-style-type: none"> <li>a. 55 &amp; over housing</li> <li>b. Nursing home</li> <li>c. Assisted living facilities</li> </ol> </li> <li>3) Increase number of community events that are requesting an Ambulance</li> <li>4) The lack of free time of members</li> </ol>
T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years)	<ol style="list-style-type: none"> <li>1) Regional Dispatch</li> </ol>

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	success?	<ul style="list-style-type: none"> <li>2) Decreased Budgets / Funding Opportunities</li> <li>3) Relocation of SWRH – Quicker trips but decreased revenues</li> <li>4) Everyone else does less with less, and Hudson doing more.</li> <li>5) Acceptance of current changes within Health Care</li> </ul>
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ul style="list-style-type: none"> <li>1) Poor Economy               <ul style="list-style-type: none"> <li>a. Unfunded mandates</li> <li>b. Reduced Medicaid Funding</li> </ul> </li> <li>2) Changing Scope of Practice</li> <li>3) Acceptance of current changes within Health Care</li> </ul>
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	<ul style="list-style-type: none"> <li>1) Health Care Reform</li> <li>2) Medicare / Medicaid / Insurance Funding</li> <li>3) Succession planning</li> <li>4) Facility Planning (Lack of)</li> <li>5) Finding our TRUE niche.               <ul style="list-style-type: none"> <li>a. Getting trapped in the Public Safety mode, and forgetting it's all about the Health Care.</li> <li>b. Getting Trapped in the Health Care Mode, because of the "It can't happen here syndrome."</li> </ul> </li> </ul>
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	<ul style="list-style-type: none"> <li>1) Funding</li> <li>2) Staffing</li> <li>3) Getting to the patient no matter where they are</li> <li>4) Creating a proper facility</li> <li>5) Increasing new Health Care services</li> </ul>