

SKAGIT COUNTY EMS DELIVERY MODEL ADVISORY GROUP

PROPOSED PROCESS AND TIMELINE

19 April 2016

1. **Meeting #1: Convene the Process** 25 April

- Discuss and understand the parties' mutual interests.
- Agree on a structure for the negotiations, including ground rules.
- Define and agree on the problems to be resolved and issues to be addressed.
- Agree on information the Advisory Group needs to reach agreement, how it will be organized and provided, and by whom.

2. **Meeting #2: Assess the Existing Service Delivery System** 16 May

- Present the current system for delivering emergency medical services in Skagit County.
- Identify, discuss, and assess the strengths and weaknesses of the existing system.

3. **Meeting #3: Initially Discuss and Analyze the Models** 6 June

- Agree on criteria by which alternative service delivery models will be evaluated.
- Identify the models.
- Discuss the alternative models in light of criteria and parties' mutual interests.
- Discuss any additional information that the Advisory Group may have requested in the context of discussing the models.

4. **Meeting #4: Continue to Discuss and Analyze the Models** 27 June

- Toward the end of this meeting, determine if there is a tentative consensus for one of the models.
- Assignment: Between the fourth and fifth meetings, Advisory Group members to report to their constituents for their reactions to the models and the Group's tentative agreement (if there is one).

5. **Meeting #5: Select a Preferred Model** 18 July

- Stakeholders reach agreement on a model that best achieves the mutual interests of the stakeholders.

- They also “test drive” the agreement by: a) anticipating what the system would look like over time and what might be some unintended consequences that should be addressed now; and b) developing an implementation plan.

6. **Meeting #6: Review and Discuss the Report**

8 August

- This meeting may also be needed to reach consensus on a preferred model.
- Advisory Group reviews and discusses implementation.
- Group also begins to review draft report.

7. **Meeting #7: Finalize the Report**

29 August

- Advisory Group reaches agreement on its report to the Skagit County Commission.

8. **Meeting #8: Present Report to Commission**

19 September

- Advisory Group formally presents report with recommendations to the Skagit County Commissioners at a Commission meeting.

SKAGIT COUNTY EMS DELIVERY MODEL ADVISORY GROUP

PROPOSED GROUND RULES

19 April 2016

These proposed ground rules are offered for the EMS Delivery Model Advisory Group's consideration by facilitator Jim Reid. They reflect the interests, needs, and concerns of those Jim interviewed last winter about establishing this process, and Jim has used some of them successfully in other similar processes.

The Advisory Group's Purpose:

To prepare for the November 2018 emergency medical services levy, the Advisory Group will discuss and analyze models for delivering emergency medical services to the public and recommend to the Skagit County Commissioners the model that most effectively and efficiently achieves the stakeholders' mutual interests.

The Advisory Group's Roles and Responsibilities:

1. Each member of the Advisory Group is an equal participant in the process and has equal opportunity to voice opinions and contribute ideas.
2. Advisory Group members represent others from their organization or constituency, not just themselves. Members should periodically update their constituents about the group's progress.
3. Advisory Group members accept the responsibility to come to the meetings prepared for the discussions.
4. We also commit to fully explore the issues and search for creative solutions that best serve our mutual interests.
5. We recognize the legitimacy of the interests, concerns, and goals of others, whether or not we agree with them. We commit to treating each other, and those who attend our meetings, with respect, civility, and courtesy.
6. We will make a special effort to listen carefully, ask pertinent questions, and educate ourselves and those we represent about the interests and needs that must be addressed in a constructive problem-solving atmosphere.
7. In view of the specific scope of this project and limited amount of time available, we will make a concerted effort to focus on the topics under discussion.
8. Each Advisory Group member commits to making every effort to attend all meetings. No alternates are being appointed. Therefore, if a member must miss a meeting, she/he is responsible for asking a fellow member to represent her/his interests and positions at that meeting. The member may also submit written comments to the facilitator that will be distributed to the others.
9. As the process continues, Advisory Group members should provide feedback to the facilitator on the process and his performance. We may do so at meetings and/or by calling or emailing him between meetings.

Role and Responsibilities of Subgroups:

10. The Advisory Group may establish subgroups to more thoroughly and efficiently discuss issues and make recommendations to it. The Group will define the purposes of the subgroups and establish timelines for their work. It is understood that the Advisory Group may accept, reject, or refine and then adopt subgroup recommendations.

The Facilitator and Staff's Role and Responsibilities:

11. The facilitator's role is to manage the process by keeping discussions focused, ensuring that all points of view are heard, and conducting the meetings according to the spirit of these ground rules and in a timely manner. With no stake in the substantive outcome, he is obligated to remain neutral on the substantive issues.
12. Staff from Skagit County, providers, cities and towns, and/or fire districts may be called upon to support the work of the Advisory Group. Staff may research and present information that the Group determines it needs, and work with the facilitator to organize and prepare for the meetings. Staff members have no decision-making authority and will act in accordance with the direction and decisions of the Advisory Group.
13. The facilitator will draft the Advisory Group's report. Once the members have reviewed, edited, and approved the final version, they will submit it to the Skagit County Commission for consideration.

The Roles and Responsibilities of Guests:

14. Interested and affected parties or individuals who are not on the Advisory Group are welcome to attend the meetings. Guests are encouraged to provide comments to the members during breaks. They may also submit comments in writing. If hearing from them during a meeting would benefit the Advisory Group, the facilitator will call upon them to speak after receiving permission from the Advisory Group members. Guests must abide by these ground rules.

Agreements and Recommendations:

15. The Advisory Group is expected to identify and define a wide range of interests, perspectives, and opinions. Every idea is both valid and challengeable.
16. Decisions will be made by consensus. Consensus is defined as the unanimous agreement of the members.
17. If Committee members cannot support an emerging agreement of the entire group, we are obligated to make our concerns known, and the rest of the group is obligated to listen with an interest in resolving them. Everyone is expected to try work to address the concerns, including asking the concerned party (parties) to clarify the underlying interests or about other dynamics that could be interfering with an

agreement. Advisory Group members are obligated to try to find an alternative that meets the interests of the concerned party (parties) as well as their own.

18. If the Advisory Group members make a good faith effort to achieve consensus but find that it is not possible, their report to the Skagit County Commission will include alternatives that reflect the members' various preferences. Each alternative will be fully and accurately described, with its strengths and weaknesses clearly documented. The Advisory Group will then submit the report with the various alternative recommendations to the Skagit County Commissioners, who will make the final decision.

Meeting Agendas and Summaries:

19. Meetings will be task-oriented. Draft agendas will be prepared by the facilitator and distributed to all members for review and comment six days before a meeting. Approximately 72 hours before a meeting the final agenda will be distributed to the members. Agendas will describe the matter for discussion and the purpose of discussing it, and be accompanied by information necessary to support informed discussion.
20. If the agenda or facilitation techniques are not working, Advisory Group members need to inform the facilitator so that changes can be made and the group can proceed.
21. Following the conclusion of each meeting, a summary of key decisions and agreements will be developed by the facilitator in coordination with staff and distributed to each member within 72 hours of a meeting's adjournment.
22. Members are obligated to review the summaries for accuracy and to alert the facilitator if they find mistakes.

Communicating with the Media and Other Interested Parties:

21. Advisory Group members agree that it is in their best interests to not negotiate in public during this process. If contacted by representatives of the media, Advisory Group members will speak only for themselves, and should focus the comments on the process, not on emerging substantive positions or proposals. They will avoid characterizing the Advisory Group's or other members' positions. After speaking with the media representatives, or to other organizations or groups, members should inform the facilitator to minimize the possibility that other parties in this process could misinterpret their comments.
22. When appropriate, a joint statement suitable for discussion with the media and with other organizations will be developed by the Advisory Group. At that time the members will agree on who shall present it on behalf of them, and how it will be communicated.

The Final Report:

23. A draft report summarizing the Advisory Group's findings and recommendations will be prepared by the facilitator and staff and distributed to all members for review and approval
24. The Skagit County Commission may approve the Group's consensus recommendations or modify them before approving them. In the absence of consensus, it is understood that the Commission has the authority to adopt a service delivery model.