

Facing the Challenges of Consolidation and Cross-Training

Lisa Martinez Sullivan
Support Services Manager

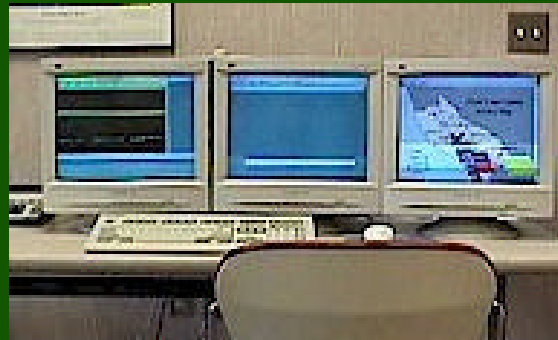
Santa Cruz Consolidated
Emergency Communications Center





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The Cross-Training Challenge

- Do You Do It?



The Cross-Training Challenge

- Do You Do It?
- Who Gets It?

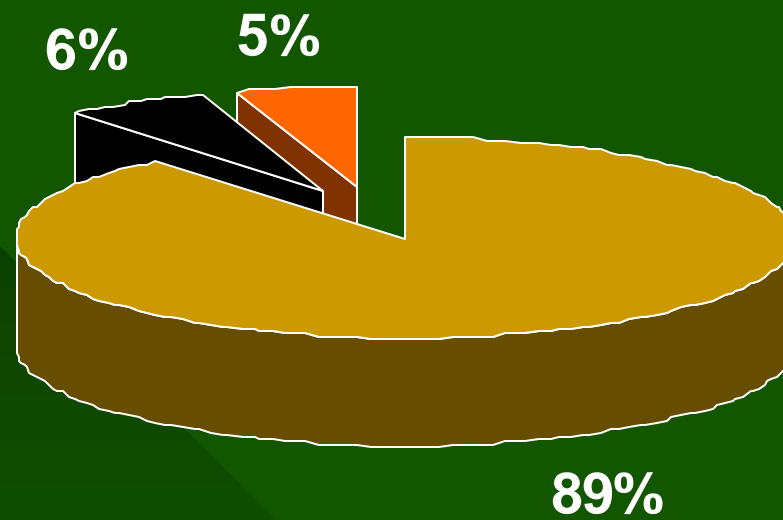


The Cross-Training Challenge

- Do You Do It?
 - Workload Distribution



Workload Distribution



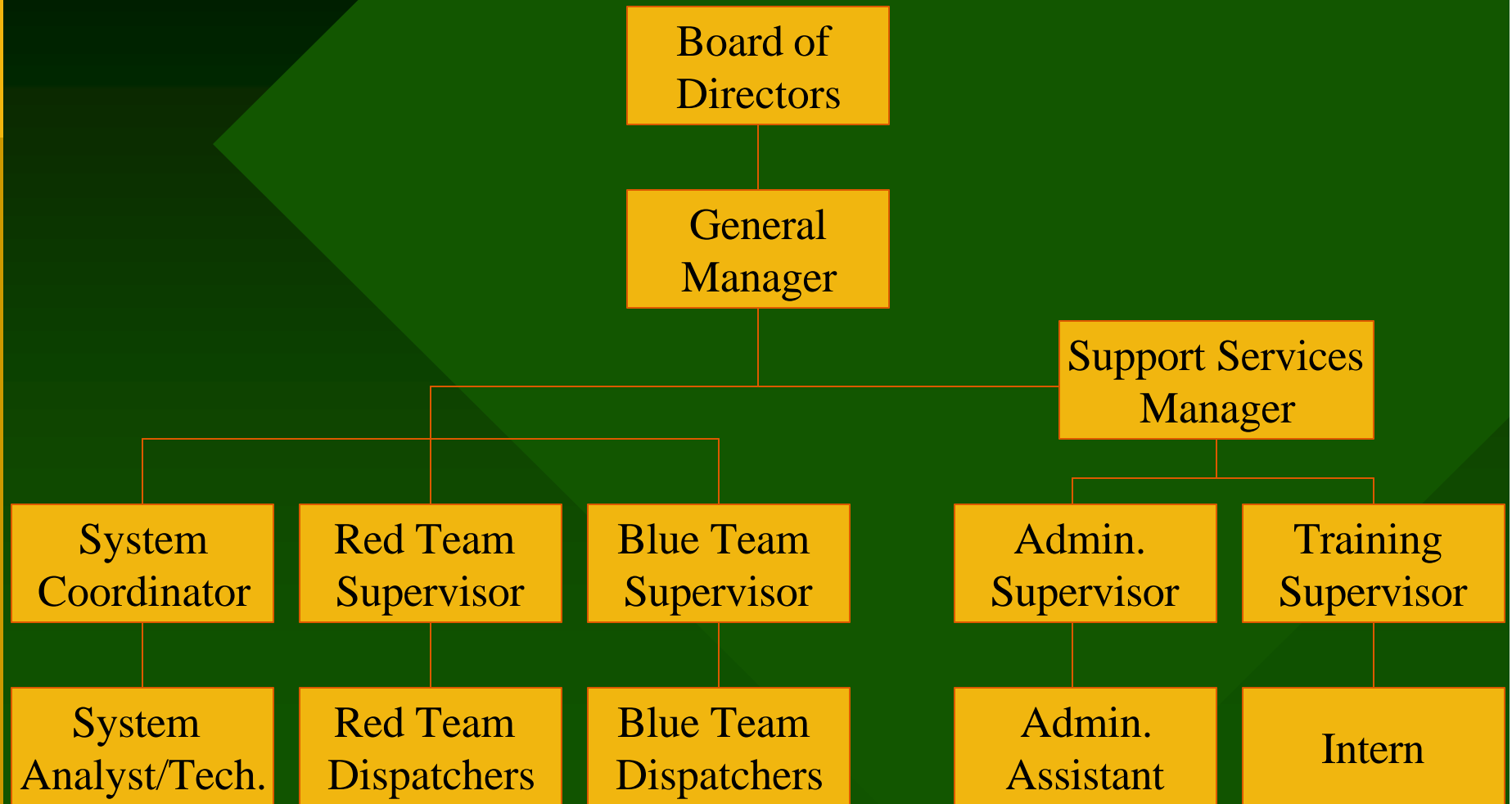
■ Law ■ Fire ■ EMS

The Cross-Training Challenge

- Do You Do It?
 - Workload Distribution
 - Staffing Resources



SCCECC Organization Chart



SCCECC Transition Dispatchers

	Law Only, 1-3 Channels	Law Only, 4 Channels	Law, Fire, EMS
Dispatcher	15	0	17
Senior Dispatcher	2	0	4

Specialization Survey

- Conducted 10 months after cut-over



Specialization Survey

- Conducted 10 months after cut-over
- Ramifications
 - 75% identified scheduling impacts
 - 38% identified training availability
 - 6% identified promotional issues



Specialization Survey

- Conducted 10 months after cut-over
- Ramifications
 - 75% identified scheduling impacts
 - 38% identified training availability
 - 6% identified promotional issues
- Preferences
 - 13% preferred Law only
 - 38% preferred Fire/EMS only
 - 44% preferred cross-training



The Cross-Training Challenge

- Do You Do It?
 - Workload Distribution
 - Staffing Resources
 - Deployment and Scheduling



The Cross-Training Challenge

- Who Gets It?
 - No cross-training



The Cross-Training Challenge

- Who Gets It?
 - No cross-training
 - Some cross-training



The Cross-Training Challenge

- Who Gets It?
 - No cross-training
 - Some cross-training
 - All cross-training



The Cross-Training Challenge

- How Do You Do It?
 - Selection



The Cross-Training Challenge

- How Do You Do It?
 - Selection
 - By Position



The Cross-Training Challenge

- How Do You Do It?
 - Selection
 - By Position
 - By Desire



The Cross-Training Challenge

- How Do You Do It?
 - Selection
 - Program

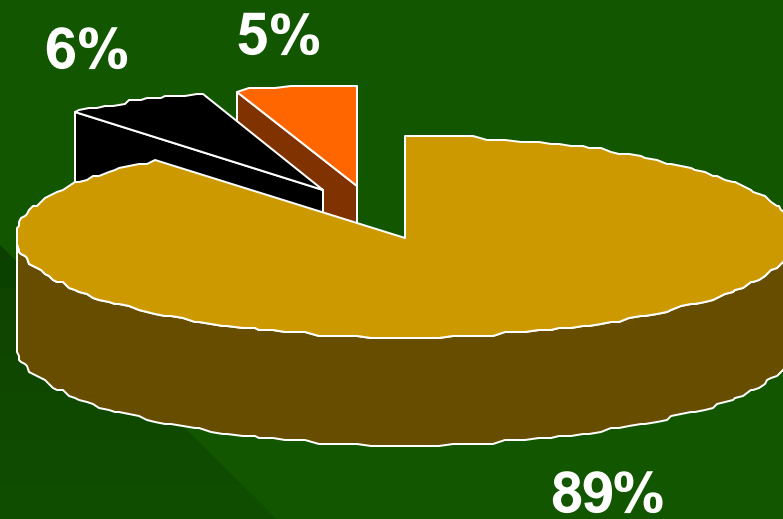


The Cross-Training Challenge

– Our Experience



SCCECC Workload Distribution



■ Law ■ Fire ■ EMS

SCCECC Deployment

Time	Level
0600-0800	6
0800-1000	7
1000-1200	8
1200-0100	9
0100-0300	7
0300-0600	5

SCCECC Scheduling

- Bid annually, by seniority.



SCCECC Scheduling

- Bid annually, by seniority.
- Combination of 10 and 12 hour shifts.



SCCECC Scheduling

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- Offer as many shifts as there are dispatchers bidding.



SCCECC Scheduling

- Bid annually, by seniority.
- Combination of 10 and 12 hour shifts.
- Offer as many shifts as there are dispatchers bidding.
- Restrict certain shifts for Senior Dispatchers, EMD's, and trainees.



SCCECC Selection Process

- Senior Dispatchers are required to be cross-trained.



SCCECC Selection Process

- Senior Dispatchers are required to be cross-trained.
- Voluntary for all other Dispatchers.



SCCECC Selection Process

- Senior Dispatchers are required to be cross-trained.
- Voluntary for all other Dispatchers.
- The art of cross-training.



Fire/EMS vs. Law Enforcement



Fire/EMS vs. Law Enforcement



Fire/EMS vs. Law Enforcement



SCCECC Selection Process

- Senior Dispatchers are required to be cross-trained.
- Voluntary for all other Dispatchers.
- The art of cross-training.



SCCECC Training Program

- Law



SCCECC Training Program

- Law
- Fire/EMS



SCCECC Training Program

- Results
 - 79 % success rate, CTO program



SCCECC Training Program

- Results
 - 79 % success rate, CTO program
 - 92% success rate, cross-training

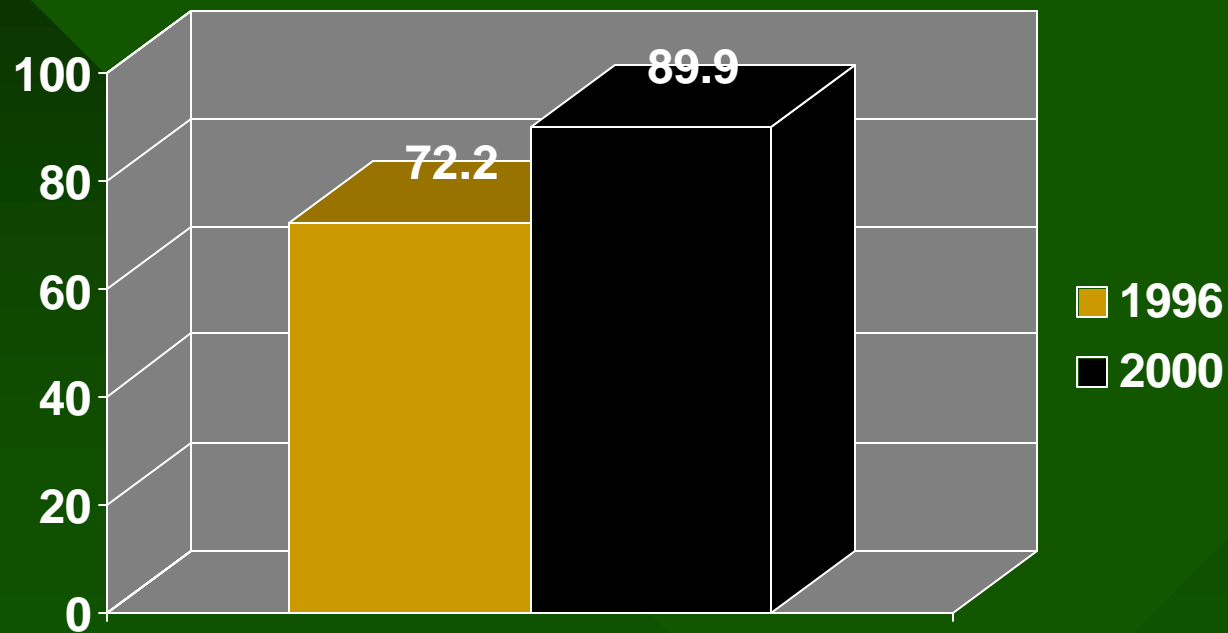


SCCECC Current Dispatchers

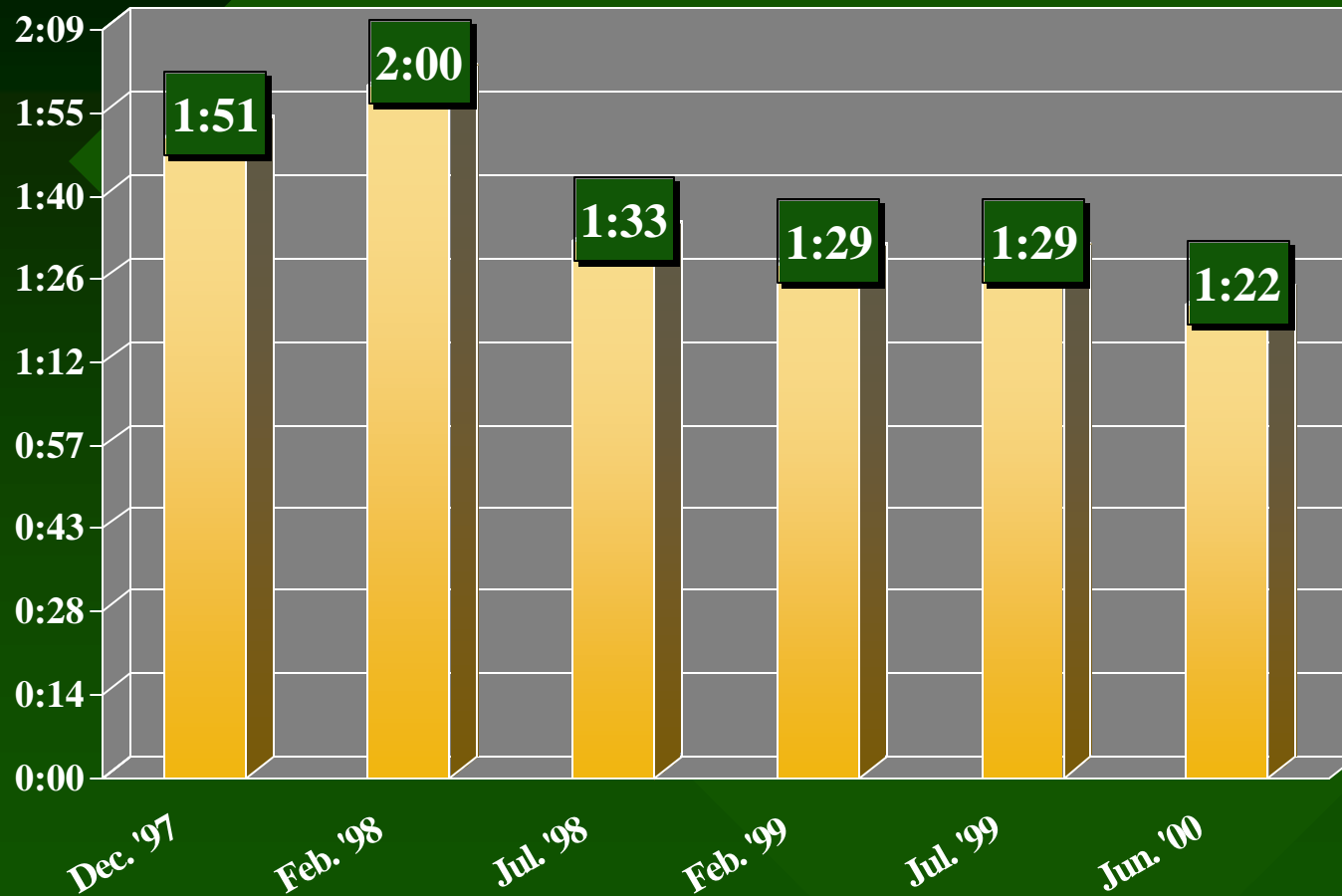
	Law Only, 2-3 Channels	Law Only, 4 Channels	2-3 Law + Fire/EMS	4 Law + Fire/EMS
Dispatcher	4	6	6	10
Senior Dispatcher	n/a	n/a	n/a	8

SCCECC Performance Data

EMD Compliance



Fire/EMS Average Total Processing Time



The Moral of the Story...

- Do the analysis.



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- Don't be cornered by the data; practice the “art” of cross-training.



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- Be flexible; be prepared to let your cross-training program evolve over time.



The Moral of the Story...

- Do the analysis.
- Don't be cornered by the data; practice the "art" of cross-training.
- Be flexible; be prepared to let your cross-training program evolve over time.
- Give your dispatchers the "big picture"; educate them about the cultural and philosophic differences between Law and Fire/EMS call-taking and dispatching.



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“Virtual” Consolidation

*An Introduction to an
Alternative Approach in
Santa Clara County*

Countywide Communications' Projects

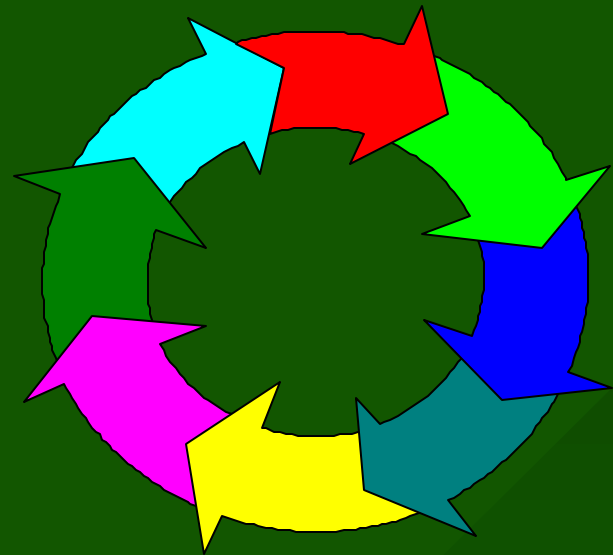
- Radio Interoperability
- Public Safety Data Communications Network
- Emergency Medical Dispatch
 - EMS Call Processing Times Study

A Countywide Commitment

- City Managers Association of Santa Clara County
- Santa Clara County-Cities Association
- Police Chiefs Association
- Fire Chiefs Association
- Public Safety Communications Managers Association

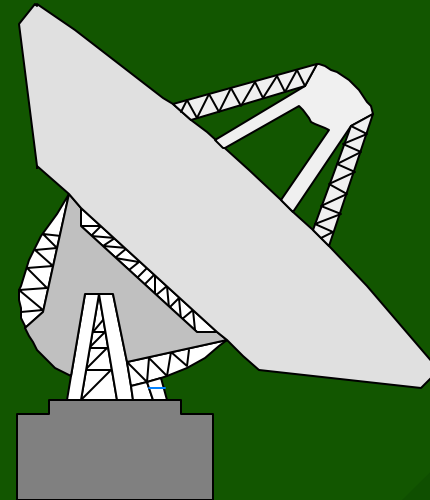
Need for Improved Communications

- Recognized need for improved communications between all emergency communications systems within Santa Clara County
- Technical Sub-Committees formed. Tasked with investigating and implementing solutions



Radio Interoperability Project

- Goal: Enable field units - PD - Fire - Medics with ability to communicate directly with each other via radio regardless of agency or jurisdiction
- Short-term solution:
 - BAYMACs & BAYTALK
- Long-term solution:
 - Co-wide Radio Infrastructure



Public Safety Data Communications Network



- Goal: Reduce call processing and event dispatching times
- Establish “CAD-to-CAD” & RMS links between dispatch centers
- Ensure timely and efficient dissemination of critical officer and firefighter safety information
- In Progress: Hiring System Design Expert to design the network

Countywide EMD Project Mission Statement

- To advance and support the Emergency Medical Dispatch professional; to ensure citizens in need of emergency, health and social services are matched safely, quickly and effectively with the most appropriate resource; based on national standards of protocol compliance and patient care.

Countywide EMS Call Processing Times Study

- Significant findings showed a wide variety of operational conditions between agencies
 - Types / levels of technology
 - Call processing times (differences in definition)
 - Medical call processing standards
 - Methods of relaying EMS info for Dispatch
 - Prioritization of emergency equipment response levels
 - Call volumes

Countywide EMS Call Processing Times Study

- Significant findings showed average EMS CPT's countywide varied anywhere from 1-3 minutes
- The study provided data to support need for:
 - Improved procedures for processing EMS calls
 - Countywide Radio Interoperability
 - Countywide Data Communications Network
 - Countywide Emergency Medical Dispatch
 - Countywide Training and QI Program

Want to Hear More?

- Follow-up presentation Navigator 2001
- The results of Santa Clara County's efforts to establish "Virtual Consolidation"

Questions?

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 - cindy.keehen@ci.sj.ca.us

