

The Scheduling department and Operations Leadership are looking for your feedback on the proposed 2021 Schedule. Through Thursday, October 22nd, you will have an opportunity to engage in dialogue directly with us about any and all major issues you identify. While we are hopeful to have answered many of those questions in this document, we look forward to discussing any outstanding items. Once we have addressed any major issues that are identified, the final schedule will be posted Tuesday, October 27, 2020. So everyone can benefit from this dialogue, Yammer is the preferred method of communication. Please visit the Shift Bid group on Yammer to participate. Questions can also be sent to scheduling@medic911.com. General questions via PM will likely be quoted on Yammer so all can benefit from all questions asked.

13 hour vs. 10 hour shifts:

The shift listing posted represents a 60% 13-hour shift to a 40% 10-hour shift split. As discussed last year, there are benefits to an equal number of each. The primary reasons for keeping the mix close are to provide equal opportunity to pick up a shift to save approved vacation time and find an employee to swap with. Most OTF shifts created are 10-hour shifts, making the opportunities near even.

There are a few reasons driving the need for adjustments to the current schedule.

1. Transport volume is still approximately 10% lower than this time last year.
2. Patterns of call volume continue to change and remain different from last year.
3. The desire for, and addition of, shifts that rotate from 911 to NET.

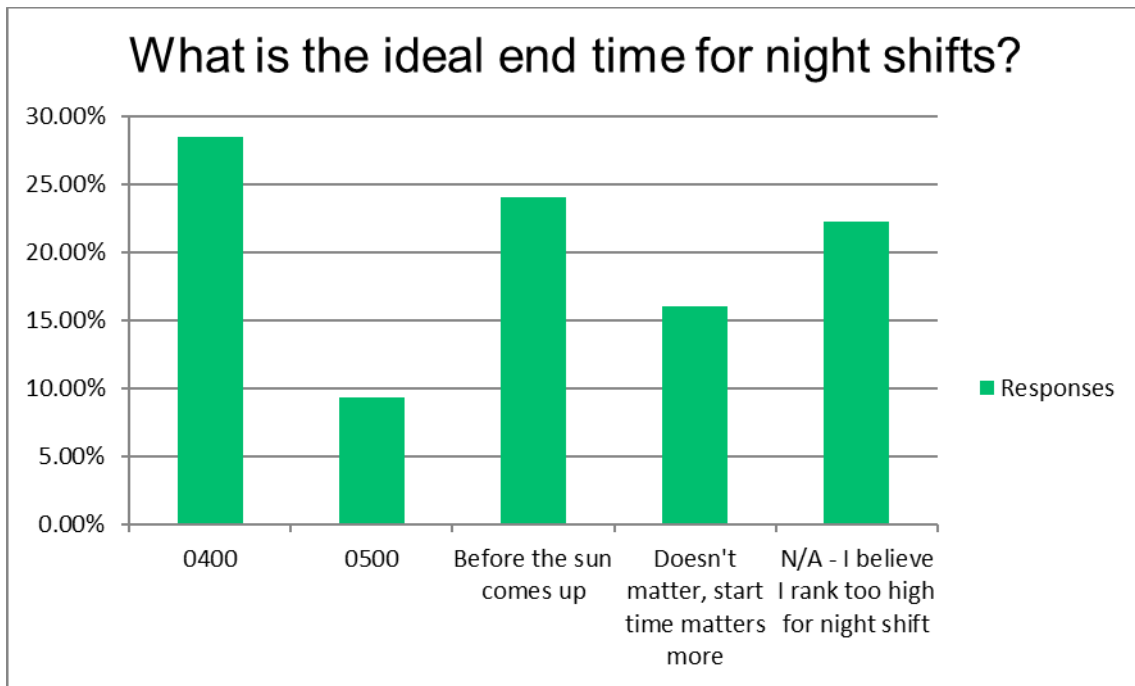
Adjustments made:

1. Earlier this year, 7 A/B modified shifts were converted to ALL 13 hour shifts.
2. 14 shifts were removed from the schedule adjusting to the reduced need.
 - a. Two 2-week rotating 13-hour shifts (04:00).
 - b. Six A/B modified shifts (10-hour shifts one week, 13-hour shifts the next).
 - c. Five non-rotating 13-hour shifts.
 - d. One non-rotating 10-hour shift.
3. 9 shifts were modified for day of the week and/or start times (addressing demand pattern).
4. 4 shifts were added that rotate from 911 to NET (addressing preference).

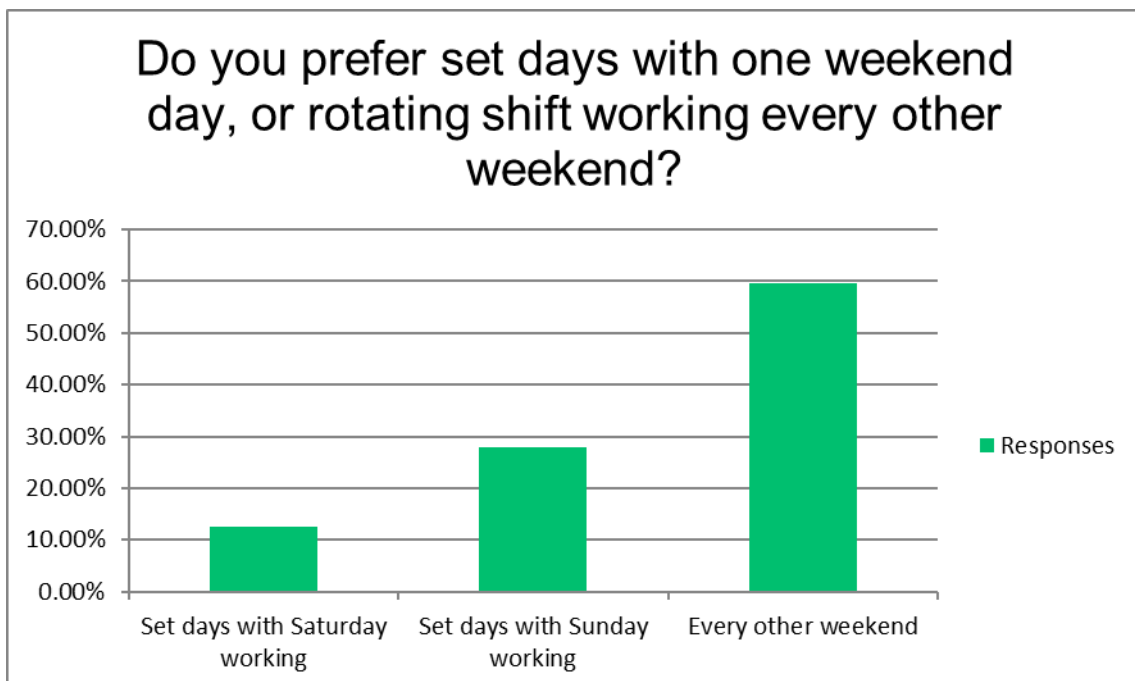
THANK YOU to all who responded to the Shift Bid survey. We had 225 employees participate providing clear input for the questions asked. The first set of charts are raw averages of responses given as employees were only able to choose one of the options available.



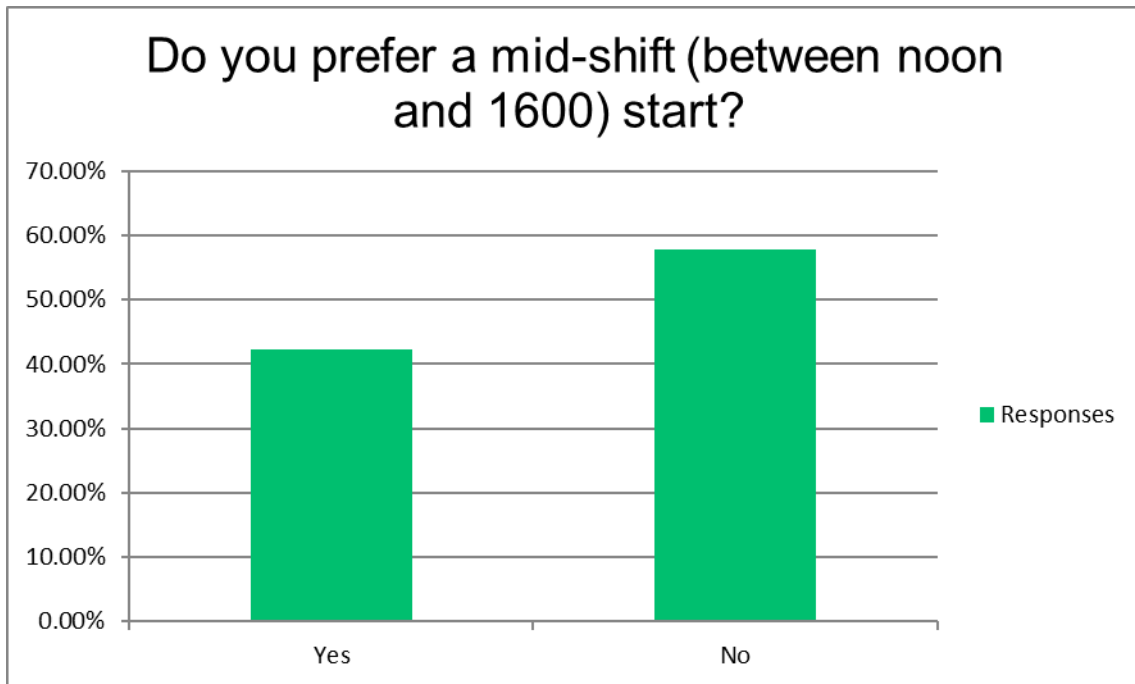
For individuals likely to work night shift, the preferred end time appears to be “earlier is better” and “before the sun comes up”. Anecdotally, individuals have indicated 07:00-07:30 is understood as “before the sun comes up”. Roughly 15% indicate the start time the night before is more important. **There are 71 shifts that end after midnight. 67 of those shifts end before 07:30.**



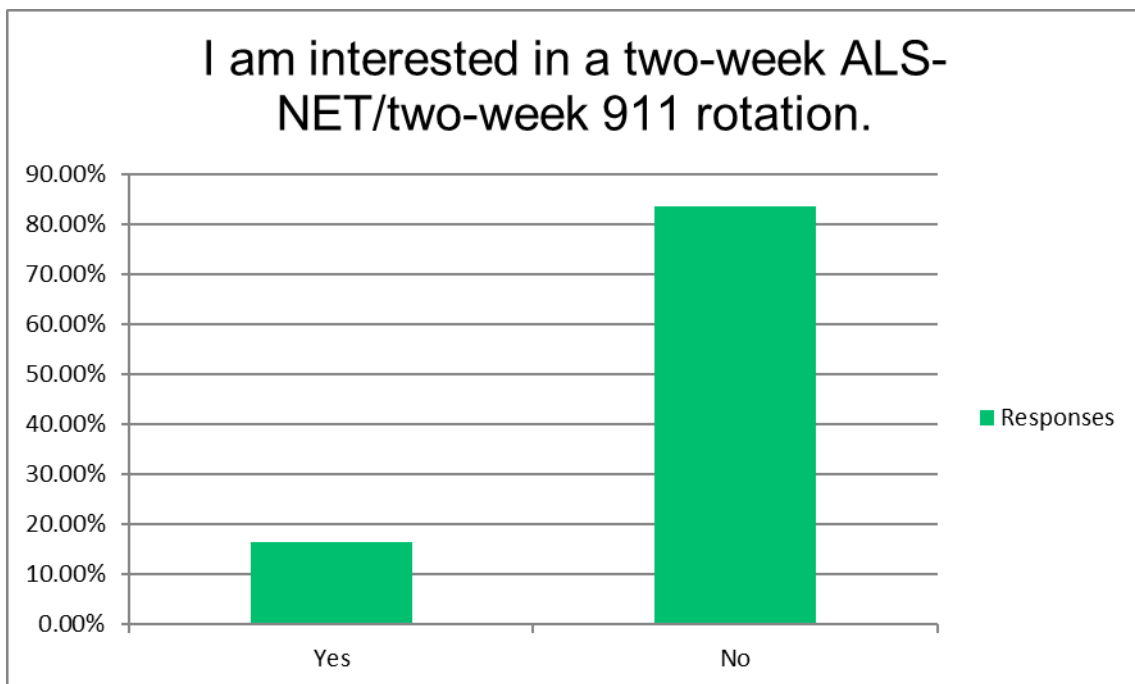
Survey respondents were asked to consider their preferences for weekend rotations if their assigned a shift included working weekends (as seen in the chart below). Most respondents indicated they prefer to work every other weekend having both Saturday and Sunday off during the opposite week. The smallest number of people prefer to work every Saturday having every Sunday off. **Three of the permanent shifts removed worked either every Saturday OR every Sunday. The other four did not work weekends. One of the shifts modified went from working every Sunday to not working weekends.**



Roughly 40% of employees responding prefer a shift starting “between noon and 16:00”. Considering the overlap with shifts starting in the morning to meet increasing demand through 10:00, there is a limit to the number of mid-shifts we can offer. For that reason, we are limited to **30 shifts that start between 12:00 and 16:00**.

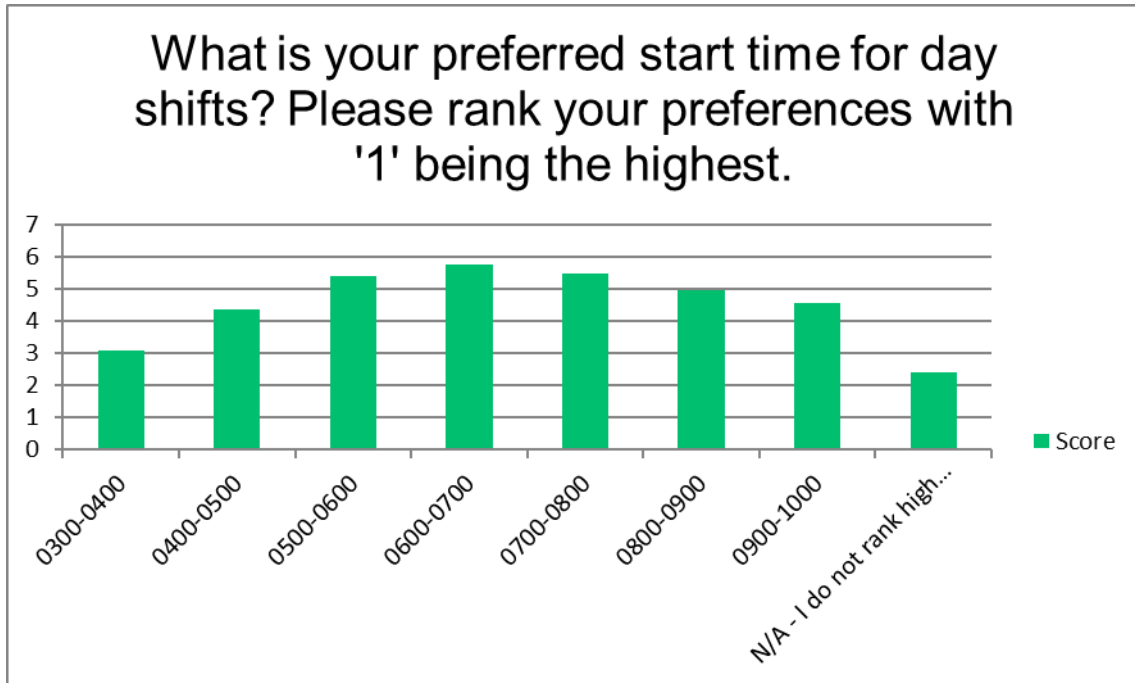


A significant number of employees (37) expressed interest in rotating between NET and 911. Six shifts rotate from 911 to NET with two weeks as a 911 unit then two weeks as a NET unit.

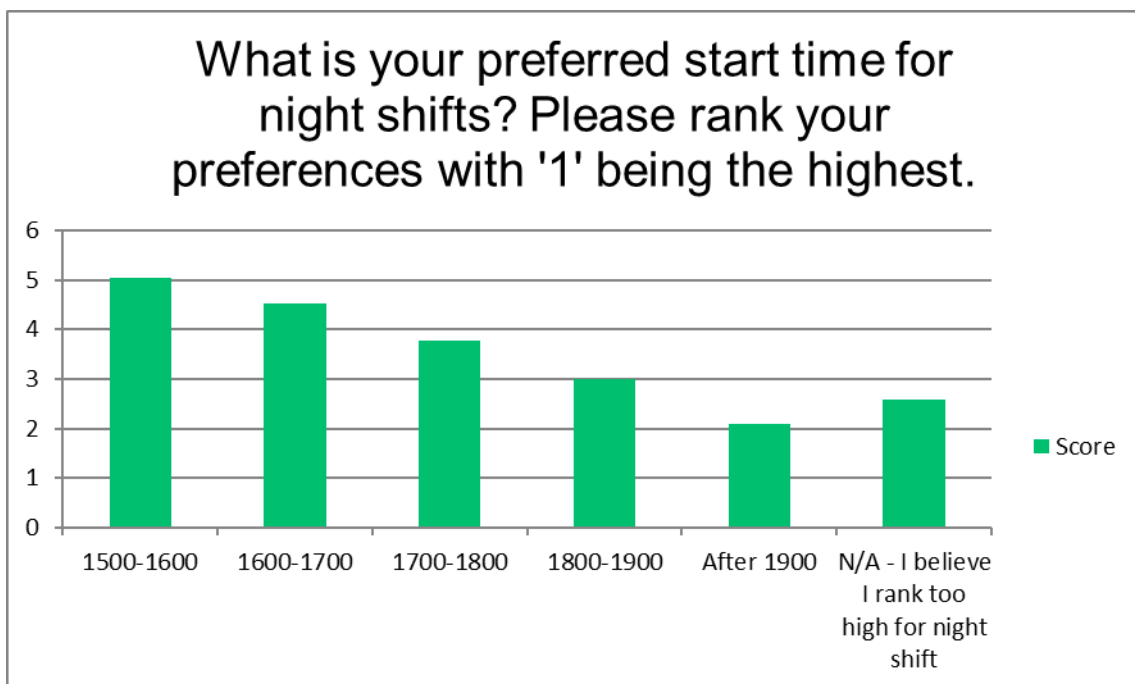


In the second set of charts, the options are ranked based on the weighted values of choice order. A “1st choice” selection is weighted the most, a “2nd choice” selection is weighted a little less, etc. Employees were asked to “rank” all the options available.

A conflict was observed between the desire to start later when working days and starting earlier when working nights. There are a number of employees that prefer an earlier start time (12 employees had 03:00 as their 1st choice) on days and a number of employees that prefer to start later at night (9 after 19:00). **42% of shifts starting before 12:00 start between the hours of 05:00 and 08:00.** 4 A/B modified shifts were moved from a 04:00 start to a 03:00 start. There are a total of 5 shifts starting in the 03:00 hour.

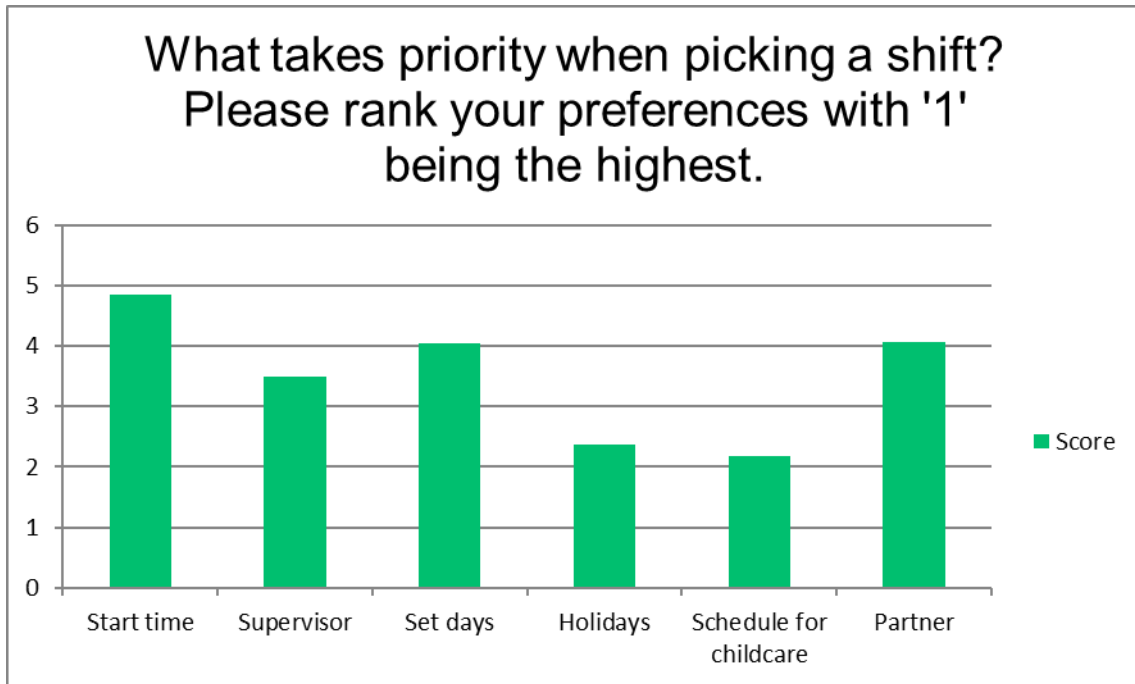


We are able to start the majority of night shifts early understanding the need for some to start later providing coverage in the early morning hours. **25 shifts** start between 15:00 and 17:00, **16 shifts** start in the 17:00 hour, **five shifts** start in the 18:00 hour, and **15 shifts** start at 19:00 or later.



Start time was ranked as the most important consideration when choosing a shift. “Set days” and “Partner” were the next two most important considerations. A definition of “Set days” was not given and could be understood as meaning a shift that does not rotate days of the week. The high ranking of “Set days” is due to the combination of 1st, 2nd, and 3rd choices. Only 28 employees ranked “Set days” as their first choice. **Rotating days will remain as the majority of shifts offered in the bid.**

Conversely, “childcare” is ranked last with the lowest score of 2.17. However, 32 employees ranked it as their #1 consideration, 21 of which are PCCs. A schedule that works with childcare needs differs from person to person; for some it means a start time on days that is after the hour a childcare center opens, for others it means fewer weekdays to reduce the number of days needed, and others might choose to work nights to avoid childcare all together. **Variety in shift options is the most logical way to meet the needs of as many employees as possible.**



THANK YOU again for the input. I hope this information helps.

And again, we want your feedback and look forward to engaging in constructive dialogue through Thursday, October 22, 2020.