

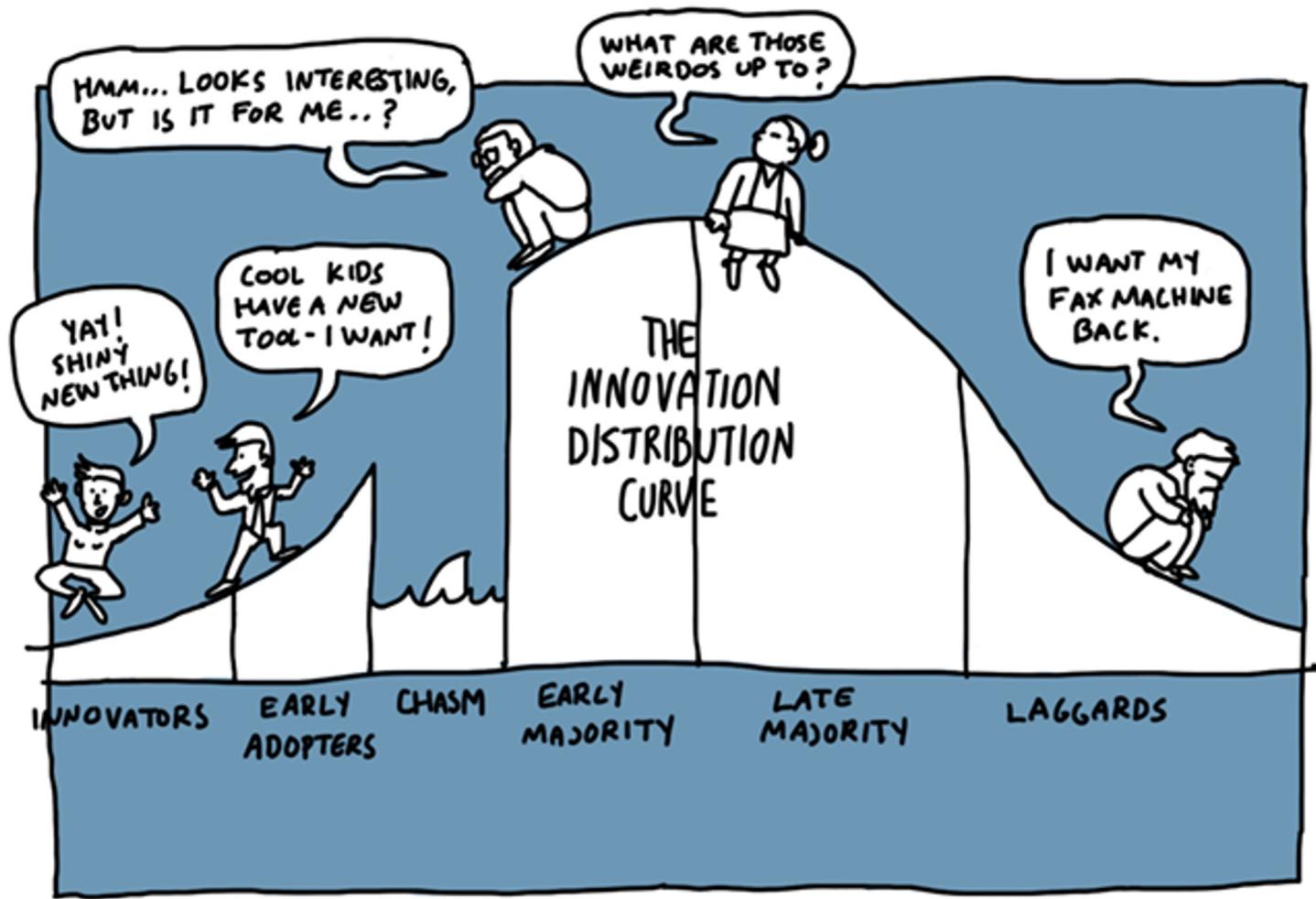
10 Rules to Not F Up Innovation in EMS

NAEMSP Medical Directors Course
Wednesday January 28, 2026
Tampa, FL

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UW Medicine
UW SCHOOL
OF MEDICINE



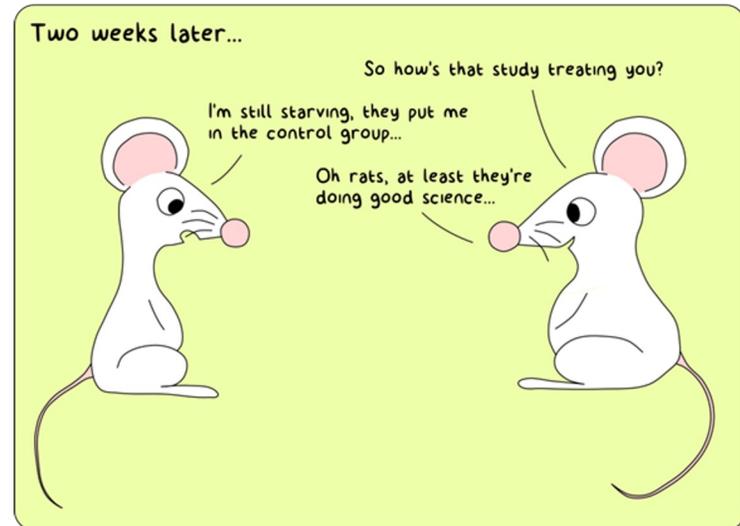
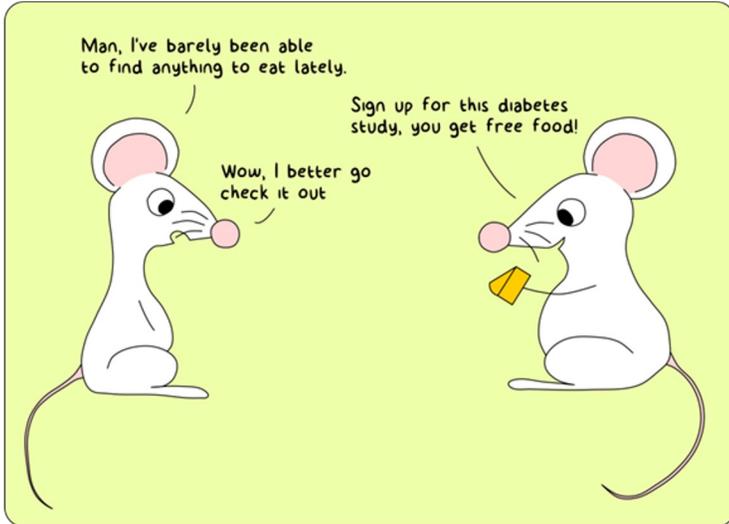
Rule 1: Know what problem you are trying to solve

- # literature
- # medic_cme
- # medicalexaminer
- # mih
- # novel_tech
- # office_logistics
- # office_plants
- # onboarding
- # ooo_vacation



“My team has created a very innovative solution, but we’re still looking for a problem to go with it.”

Rule 2: Paramedics are not lab rats

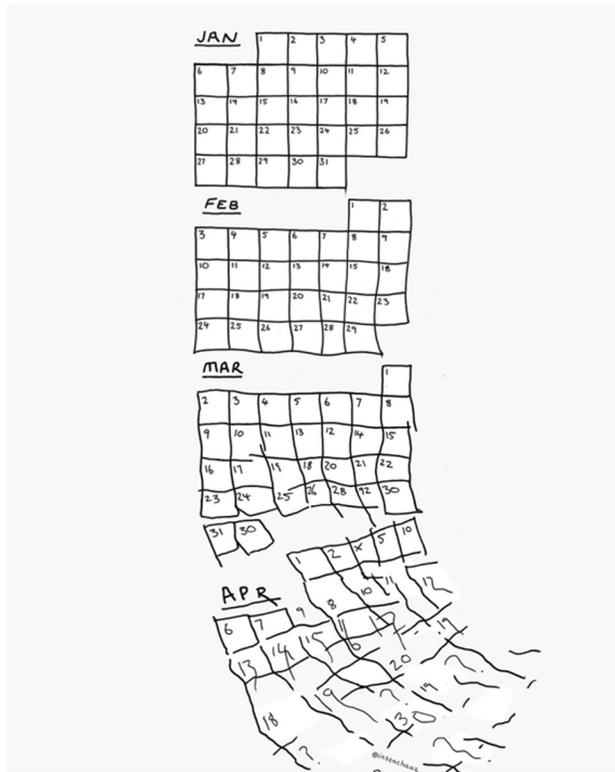


The more comfortable EMTs & medics are giving me grief to my face, the better I'm doing.

Rule 3: Bribery works



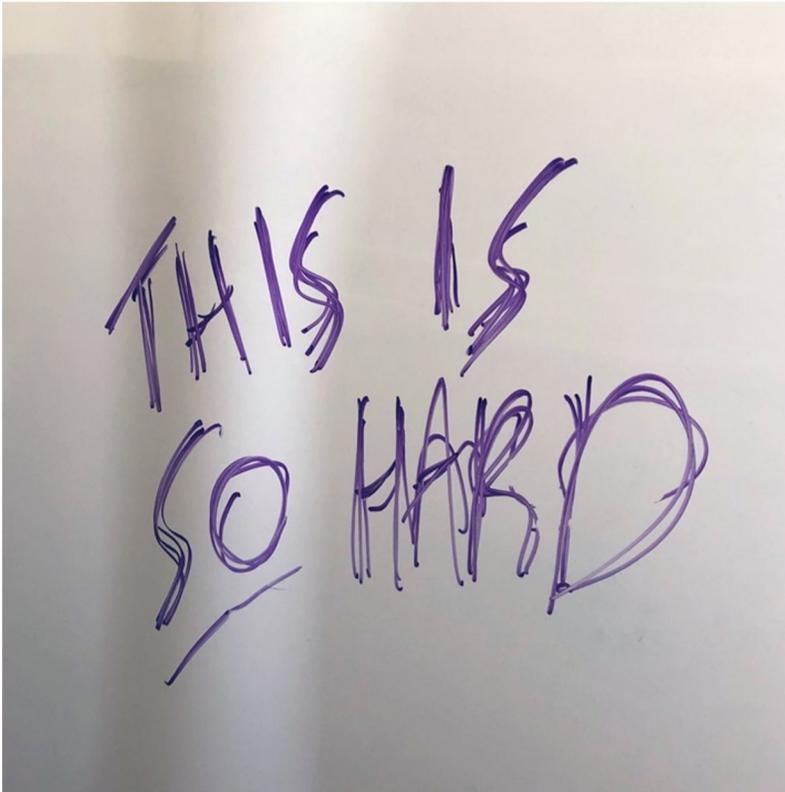
Rule 4: It will take 3 x longer than planned



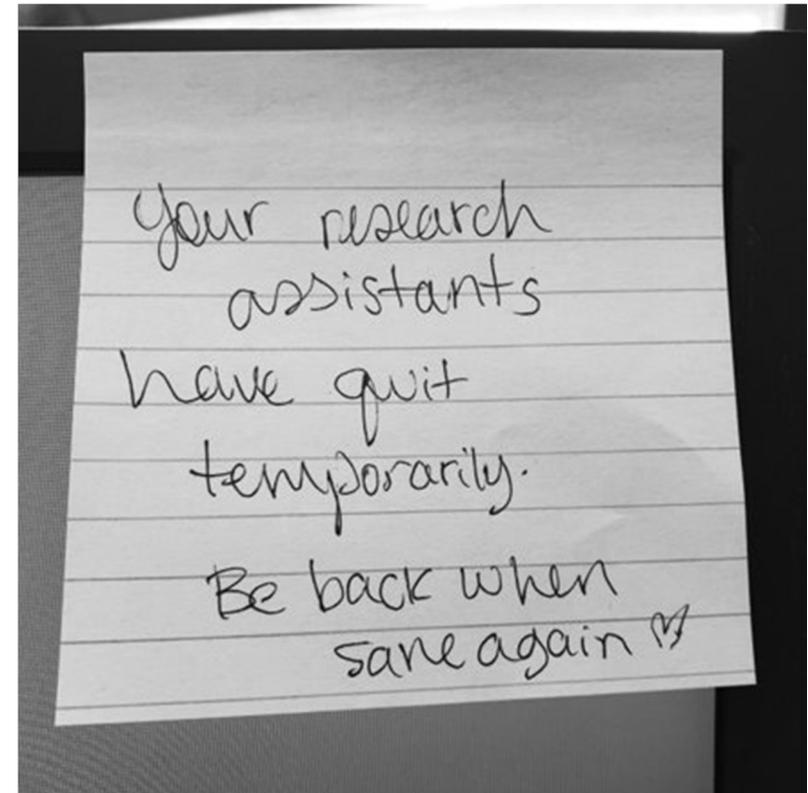
Battalion 2	
Time	Units / Details
Department-wide	
AM	D1SIR Reports for Officers to Facilitate
AM	2024 Firefighter Safety Stand Down
0900-1200	Radio Watch (CAD down for maintenance)
Battalion Specific	
1345-1445	E25 L10 Out-Fire; Out Tech with Dr. Counts
1630-1800	E4 Fireboat ride with Fire Chief - Medic One Fdtm auction winner

**When estimating a timeline,
under promise and over
deliver.**

Rule 5: Engineers mean well



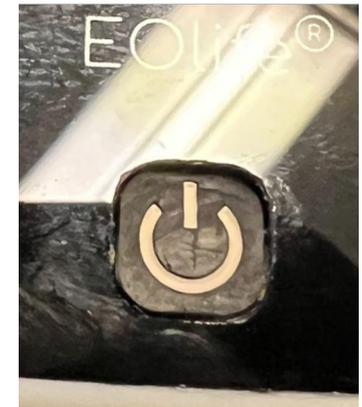
THIS IS
SO HARD



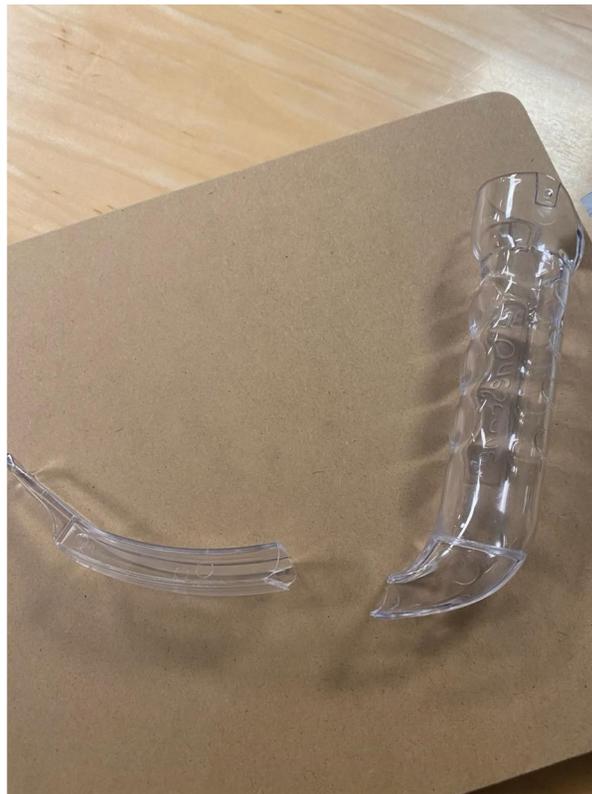
your research
assistants
have quit
temporarily.
Be back when
same again

**My job is part understanding
the assumptions engineers
made, and part building
enough evidence to prove
they got it wrong.**

Rule 6: Novel technologies are rarely ruggedized

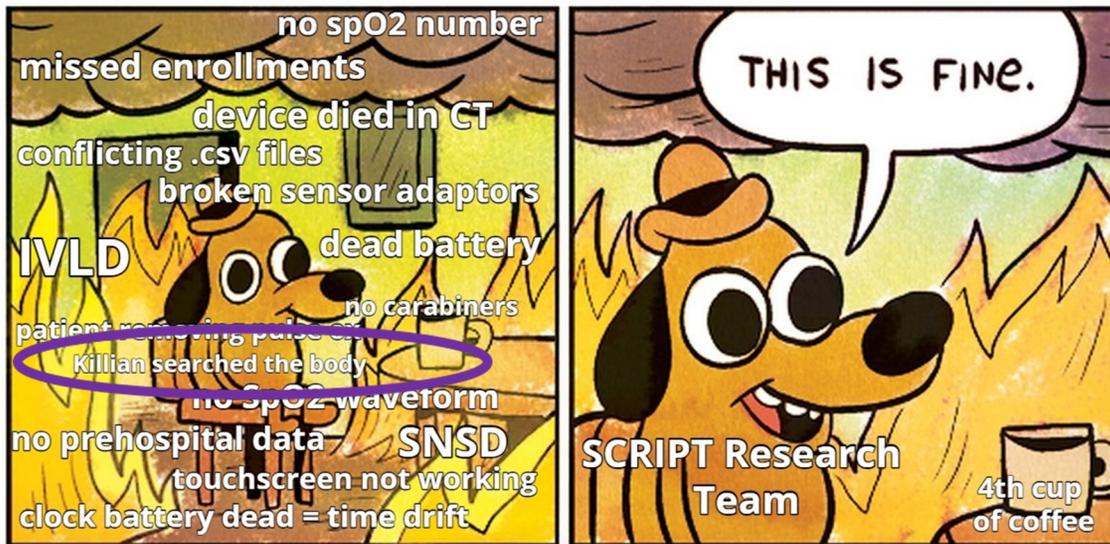


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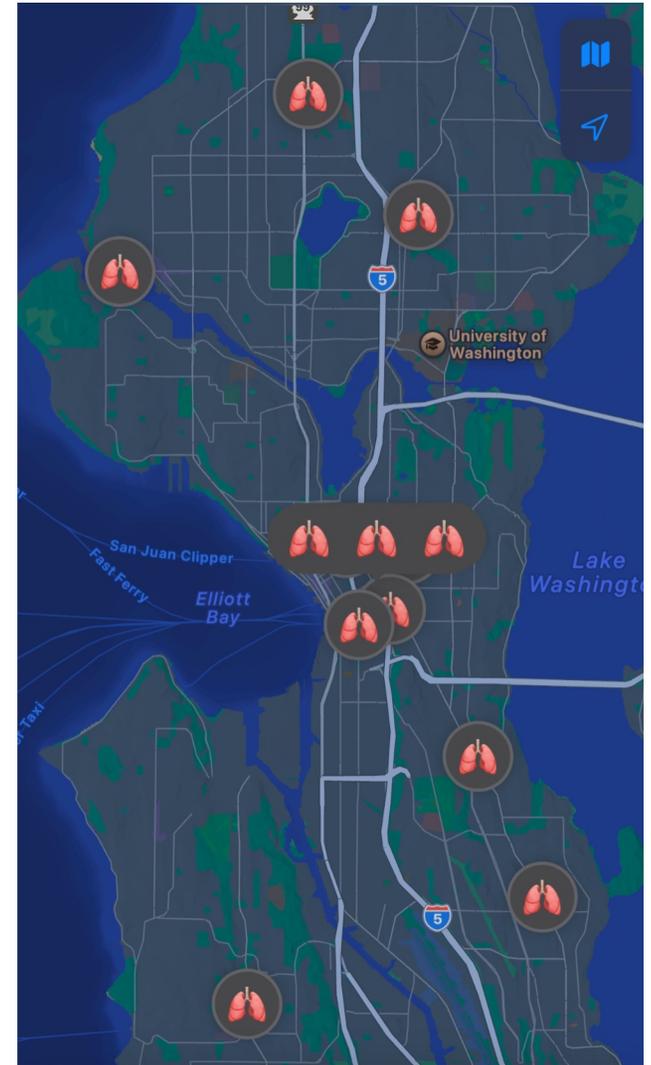


**Take photos and/or save the
broken pieces.**

Rule 7: Invariably you're going to lose a device



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If it's cheaper to track the devices than to replace a lost one, track the devices.

Rule 8: Consider the unmeasured costs



Rule 9: Close the Feedback Loop

Capt,

I need to return the sentiments, prepping the numbers for the 6 month update to the Captains next week on EO Life and E6 is currently at 12/13 on EO Life applications/data. A shift is 6/6.

Most everyone else is hovering around 40-60%. The only ones even close to this are E30/B at 5/7, E28/B at 5/7, and E17/B at 4/5.

Mad props. Thanks for your support!

Counts



Rule 9: Close the Feedback Loop

Capt

Looks like E30 was part of a Med 7 response early this morning. The Online Green Form confirms that you didn't get a chance to use the EO Life device. Can you clarify it was because something went wrong with the technology, the response was somehow non-traditional, or it was simply forgotten?

Thanks in advance for your help on this,
Counts



Rule 10: Track your Balancing Measures



10 Rules To Not F Up Your Innovation Deployment

- 1) Know what problem you are trying to solve
- 2) Paramedics are not lab rats
- 3) Bribery works
- 4) It will take 3 x longer than planned
- 5) Engineers mean well
- 6) Novel technologies are rarely ruggedized
- 7) Invariably you're going to lose a device
- 8) Consider the unmeasured costs
- 9) Close the Feedback Loop
- 10) Track your Balancing Measures

