

Strategic EMS Plan: 2015 - 2018

Regional EMS councils in Virginia are charged, by state Code § 32.1-111.4:2, "...with the development and implementation of an efficient and effective regional emergency medical services delivery system." Further, "Each council shall adopt and revise as necessary a regional emergency medical services plan in cooperation with the Board."

An annual contract between regional EMS councils and the Virginia Department of Health requires each council to "...review annually and revise triennially, or as needed, the Regional Strategic EMS Plan as necessary, using templates provided by OEMS. It is expected an integrated planning approach will be utilized that involves the use of the contractor's board of directors, committee(s), a small task force, and/or staff persons to develop the plan. The Contractor will develop and review, as necessary the Regional EMS Plan on a yearly basis."

The Tidewater EMS Council originally developed a three-year strategic EMS plan in 2006 and has subsequently reviewed and implemented minor annual revisions, and conducted significant reassessment and revision every three years. In preparation for the 2015 revision, the Council's Governance Committee reviewed the current state EMS Strategic and Operational Plan as well as contract obligations, regulatory and Code requirements and sought input from the Council's EMS Medical Operations Committee, representing EMS leadership throughout the region, the Board of Directors and the EMS community. Direct email was sent to committee and board members as well as to the council's regional EMS listserv requesting EMS plan input, and a similar request was posted on the council's main website and Facebook pages. Input were gathered, considered by the Governance Committee and recommendations forwarded to the Board of Directors in March 2015. The Board conducted an environmental analysis (SWOT - strengths, weaknesses, opportunities and threats), reviewed the input from the Governance Committee, and finalized this 2015-2018 plan. The plan will be reviewed annually by the Board and revised as needed (see Plan Review and Revision Process at the end). The next major revision will occur in 2018.

This plan does not address the day-to-day working of the council and its staff. Instead, these strategies and initiatives help guide the council into areas which need improvement or require new council involvement over a multi-year period. This plan represents the "big picture." Detail typically associated with plans (demographics, geography, etc) is minimized so that this document focuses on strategies of most value to the EMS system.

Council's Vision

Timely response with skillful, quality treatment for our patients.

Council's Mission

Reduce death and disability by facilitating regional cooperation, planning and implementation of an integrated emergency medical services delivery system.

Core Strategies and Key Initiatives

Core Strategy 1. Strengthen Partnerships

- 1.1. With hospitals facilitate maintenance of standards for supplies and pharmaceuticals that decrease variation and expense yet allow agencies to comply with safety guidelines.
- 1.2. With public health agencies develop and promote more EMS involvement in injury and illness prevention strategies (education and training for high risk families and coworkers; immunizations; elder fall avoidance, play ground area evaluation and reporting, etc.)

- 1.3. Improve and leverage existing opportunities to identify emerging trends and foster innovation in EMS patient care, and seek region-wide efficiencies and consistency when implementing system changes.
- 1.4. Promote standardization of EMS terms and nomenclature throughout the region.

Core Strategy 2. Strengthen Infrastructure

- 2.1. Promote the standardization of data collection, transmission, and sharing information that complements efforts to improve clinical data collection and analysis (see Strategic Initiative 4.1.).
- 2.2. Support opportunities for improved preparedness for mass casualties.

Core Strategy 3. Strengthen Education and Training

- 3.1. Promote the concept of regionalized training opportunities, including simulation training and assessment of the need for a regional EMS training academy, that leverage the efforts of TCC, other training centers, individual agencies, EVMS and the council.
- 3.2. Support development as needed of additional accredited advanced life support training sites.
- 3.3. Seek to improve efficiencies, standardization, and improvement in student evaluation and student performance at examination sites.

Core Strategy 4. Strengthen Medical Direction; Utilize Outcome Data, Research and Performance Improvement to Improve Patient Care

- 4.1. Promote the use of standardized data collection and analysis, and identify necessary data points related to improvements in EMS care.
- 4.2. Work with the Virginia Office of EMS to facilitate regional performance improvement using available EMS patient care data.
- 4.3. Provide opportunities for improvements to, and standardization of, protocols and medications throughout the region and with the neighboring EMS councils, and consistent with nationally-recommended evidence-based EMS treatment guidelines.
- 4.4. Sponsor EMS research, out-of-region educational opportunities and mobile integrated healthcare initiatives that contribute to high quality, efficient EMS operations and improved patient outcomes.

Core Strategy 5. Strengthen Staffing and Human Resources

- 5.1. Assist agencies in the development, identification and utilization of available management and leadership training opportunities.
- 5.2. Promote, support and/or facilitate EMS recruitment programs which includes establishing a variety of community partnerships.
- 5.3. Promote, support and/or facilitate EMS provider retention programs recognizing the differences between career and volunteer personnel as well as the effects of high call volume.

Plan Review and Revision Process:

Input is sought from the council's EMS committees prior to annual plan review and revision. Public and EMS community input is also sought every three years, in advance of a major plan review and revision. The Board's Governance Committee reviews pertinent legislation, Code, and contract language annually. The Governance Committee works with the Board in an ongoing manner to review, update and prioritize the plan's initiatives. All input between revisions is incorporated into a draft revised plan which is presented to the Board for consideration. The Board conducts an environmental (SWOT) analysis and discusses the input received from various sources. The Board then further revises the draft as needed and re-adopts the plan as revised.

Adopted, Board of Directors, March 19, 2015; Reviewed and readopted March 10, 2016 and March 9, 2017.