

Virginia Strategic and Operational EMS Plan

May 21, 2010



Statewide EMS Plan

- §32.1-111.3 of the *Code of Virginia* requires the Board of Health (Board) to develop a comprehensive, coordinated, statewide emergency medical services plan (the Plan).
- The Plan shall incorporate, but not be limited to, the plans prepared by the regional EMS Councils.

Statewide EMS Plan

- The Board of Health must review, update, and publish the plan triennially, making such revisions as may be necessary to improve the effectiveness and efficiency of the Commonwealth's emergency care system.
- The objectives of the plan shall include, but not be limited to the eighteen (18) objectives outlined in §32.1-111.3

EMS

- Emergency medical services (EMS) is the umbrella term for a *continuum of health services including pre-hospital medical services, emergency services provided at the hospital or health center, and the trauma system.*

Our Approach to Strategic Planning



Office of Emergency Medical Service Virginia Department of Health Integrated Planning Process



Office of Emergency Medical Service Virginia Department of Health Integrated Planning Process

- **Strategic Thinking & Planning (4-5 year horizon)**
 - Establishes clarity of vision & mission
 - Identifies core strategies critical to new initiatives & improvements
 - Identifies the priority strategic initiatives for each core strategy

- **Operational Planning (1 year horizon)**
 - Sets objectives related to the strategic initiatives
 - Sets objectives for maintaining standards of excellence
 - Creates action plans for objectives
 - Identifies objectives and action plans requiring integration
 - Establish annual budget to support the plan

- **Performance Management (continuous tracking system)**
 - Monitors performance against objectives and budget
 - Provides feedback for corrective action and recognition

Virginia Strategic EMS Plan

Core Strategies

1. Develop Partnerships
2. Create Tools and Resources
3. Develop Infrastructure
4. Assure Quality and Evaluation

Virginia Strategic EMS Plan

Strategic Initiatives

- For each of the four (4) Core Strategy groupings, specific Strategic Initiatives were developed which guide OEMS in its operational and budget planning and performance management tasks. The Plan contains a total of (12) strategic initiatives and (53) objectives.

Virginia EMS Strategic Plan

Vision & Mission

To establish a unified, comprehensive and effective EMS system for the Commonwealth of Virginia that provides for the health and safety of its citizens and visitors.

To reduce death and disability resulting from sudden or serious injury and illness in the Commonwealth through planning and development of a comprehensive, coordinated statewide EMS system; and provision of other technical assistance and support to enable the EMS community to provide the highest quality emergency medical care possible to those in need.

Core Strategies

1. Develop Partnerships

2. Create Tools and Resources

3. Develop Infrastructure

4. Assure Quality and Evaluation

Key Strategic Initiatives

1.1 Promote collaborative approaches
1.2 Coordinate responses to emergencies both natural and man-made

2.1 Sponsor EMS Related research and education
2.2 Supply quality education and certification of EMS personnel

3.1 EMS Regulations, Protocols, Policies, and Stds.
3.2 Focus recruitment and retention efforts
3.3 Upgrade technology and communication systems
3.4 Stable support for EMS Funding
3.5 Enhance regional and local efficiencies

4.1 Access compliance with EMS performance driven standards
4.2 Assess and enhance quality of education for EMS providers
4.3 Pursue new initiatives that support EMS

Core Strategy 1.0: Develop Partnerships

➤ Strategic Initiative 1.1

Promote Collaborative Approaches

- 1.1.1..... (objective)
- 1.1.2..... (objective)
- 1.1.3..... (objective)

- ## ➤ Each core strategy will have its strategic initiatives and each strategic initiative will have objectives.

1. Core Strategy: Develop Partnerships -Key Strategic Initiatives

1.1 Promote collaborative approaches

- 1.1.1 Use technology to provide accurate and timely communication within the Virginia EMS System**
- 1.1.2 Promote collaborative activities between local government, EMS agencies, hospitals, and community colleges to support more community based EMS programs which lead to increased recruitment and retention of certified EMS providers.**
- 1.1.3 Provide a platform for clear, accurate, and concise information sharing and improved interagency communications between the Office of EMS, state agencies and EMS system stakeholders in Virginia.**
- 1.1.4 Identify resources and/or opportunities to work collaboratively with other state agencies, organizations, and associations to improve processes and pt. outcomes.**

1. Core Strategy: Develop Partnerships -Key Strategic Initiatives (continued)

1.2 Coordinate responses to emergencies both natural and man-made

- 1.2.1 Support, coordinate and maintain deployable emergency response resources.**
- 1.2.2 Increase knowledge of Emergency Operations capabilities with Emergency Managers, leaders, and supervisors on a local, regional, and state level.**
- 1.2.3 Assist EMS agencies prepare and respond to natural and man-made emergencies by incorporating strategies to develop emergency response plans (the plan) that address the four phases of an emergency (preparedness, mitigation, response and recovery) and to exercise the plan.**

2. Core Strategy: Create Tools and Resources

-Key Strategic Initiatives

2.1 Sponsor EMS related research and education

- 2.1.1 Sponsor research and other projects that contribute to high quality EMS and improve patient outcomes utilizing data collected by the EMS Registries.**
- 2.1.2 Determine quality of EMS service and conduct analysis of trauma triage effectiveness**
- 2.1.3 Establish scholarships for EMS provider education.**
- 2.1.4 Evaluate the impact of an aging workforce on service provision around the State.**

2. Core Strategy: Create Tools and Resources

-Key Strategic Initiatives (continued)

2.2 Supply quality education and certification of EMS personnel

- 2.2.1 Ensure adequate, accessible, and quality EMS provider training and continuing education.**
- 2.2.2 Enhance competency based EMS training programs**
- 2.2.3 Develop, implement and promote leadership and management standards for EMS agency leaders**
- 2.2.4 Align all initial EMS education programs to that of other allied health professions to promote professionalization of EMS**
- 2.2.5 Increase the amount and quality of pediatric training and educational resources for EMS providers, emergency department staff and primary care providers in Virginia.**
- 2.2.6 Provide an increased number of training opportunities for EMS personnel in Emergency Operations methods and activities.**

3. Core Strategy: Develop Infrastructure- Key Strategic Initiatives

3.1 EMS Regulations, Protocols, Policies, and Standards

- 3.1.1 Review and assess state and federal legislation related to the EMS system.**
- 3.1.2 Establish standards for the utilization of Air Medical Services.**
- 3.1.3 Establish statewide Air/Ground Safety Standards.**
- 3.1.4 Develop criteria for a voluntary Virginia Standards of Excellence Accreditation Program for EMS Agencies.**
- 3.1.5 Maintain and enhance the Trauma Center designation process.**
- 3.1.6 Maintain and enhance the Regional EMS Council designation process.**
- 3.1.7 Establish standardized methods and procedures for the inspection and licensing and/or permitting of all EMS agencies and vehicles, including equipment and supply requirements.**
- 3.1.8 Through a consensus process, develop a standard set of evidence-based patient care guidelines and standard formulary**

3. Core Strategy: Develop Infrastructure- Key Strategic Initiatives (continued)

3.2 Focus recruitment and retention efforts

- 3.2.1 Develop, implement, and promote a comprehensive recruitment and retention campaign for EMS personnel and physicians, supporting the needs of the EMS system.**
- 3.2.2 Support and expand the Virginia Recruitment and Retention Network**
- 3.2.3 Develop, implement, and promote the EMS Leadership and Management standards program.**

3. Core Strategy: Develop Infrastructure- Key Strategic Initiatives (continued)

3.3 Upgrade technology and communication systems

- 3.3.1 Assist with, and promote, all emergency radio systems are compliant with state and federal regulations for narrow banding and interoperability.**
- 3.3.2 Promote emergency medical dispatch standards and accreditation among 911 Public Safety Answering Points (PSAPs) in Virginia.**
- 3.3.3 Provide technical assistance on wireless communication products available for use in the emergency medical community.**
- 3.3.4 Establish statewide centralized dispatch system for air medical service.**

3. Core Strategy: Develop Infrastructure- Key Strategic Initiatives (continued)

3.4 Stable support for EMS funding

- 3.4.1 Standardize EMS grant review and grading process by graders at regional and state level.**
- 3.4.2 Develop a “Best Practices” resource guide on the procurement of EMS and rescue vehicles to include the use of existing or “cooperative” contracts in conjunction with the Department of General Services – Division of Purchases and Supply.**
- 3.4.3 Develop uniform pricing schedule for state funded items.**
- 3.4.4 Develop standard specifications for state grant funded equipment awarded to eligible non-profit EMS agencies.**
- 3.4.5 Assist EMS agencies to identify grant programs and funding sources for EMS equipment, training, and supplies.**
- 3.4.6 Integrate state grant funding programs with other related grant funding programs.**
- 3.4.7 Develop guidance documents to assist EMS agencies account for the use of state grant funds and develop internal audit processes.**

3. Core Strategy: Develop Infrastructure- Key Strategic Initiatives (continued)

3.5 Enhance regional and local EMS efficiencies

- 3.5.1 Standardize performance and outcomes based service contracts with designated Regional EMS Councils and other qualified vendors.**
- 3.5.2 Improve regulation and oversight of air medical services statewide.**
- 3.5.3 Educate local government officials and communities about the value of a high quality EMS system to promote development in economically depressed communities and the importance of assuming a greater responsibility in the planning, development, implementation, and evaluation of it's emergency medical services system.**

4. Core Strategy: Assure Quality and Evaluation - Key Strategic Initiatives

4.1 Assess compliance with EMS performance driven standards

- 4.1.1 Maintain statewide data-driven performance improvement process.**
- 4.1.2 Maintain statewide pre-hospital and inter-hospital trauma triage plan.**
- 4.1.3 Maintain statewide pre-hospital and inter-hospital stroke triage plan.**
- 4.1.4 Review and evaluate data collection and submission efforts.**
- 4.1.5 Review functional adequacy and design features of EMS vehicles utilized in Virginia and recommend changes to improve EMS provider safety, unit efficiency and quality of patient care.**
- 4.1.6 Measure EMS system compliance utilizing national EMS for Children (EMSC) performance measures**

4. Core Strategy: Assure Quality and Evaluation - Key Strategic Initiatives (continued)

4.2 Assess and enhance quality of education for EMS providers

- 4.2.1 Update the certification process to assure certification examinations continue to be valid, psychometrically sound, and legally defensible.**
- 4.2.2 Update quality improvement process to promote a valid, psychometrically sound, and legally defensible certification process.**
- 4.2.3 Explore substitution of practical examination with successful completion of a recognized competency based training program conducted by accredited training sites and using computer based technology for written examinations.**

4. Core Strategy: Assure Quality and Evaluation - Key Strategic Initiatives (continued)

4.3 Pursue new initiatives that support EMS

- 4.3.1 Engage the EMS system in unintentional injury, illness, and violence prevention efforts.**
- 4.3.2 Develop, implement, and promote programs that emphasize safety, wellness, and the physical health of fire and EMS personnel.**

Virginia EMS Strategic Plan (Plan) Next Steps

- Submit proposed Plan to EMS Advisory Board for review @ May 14, 2010 meeting
- Widely distribute Plan and request review and input by EMS community
- Review suggested revisions to Plan and submit to EMS Advisory Board prior to August 13, 2010 meeting.
- Approve Plan at August 13, 2010 meeting
- Request BOH approval at October 25, 2010 meeting

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