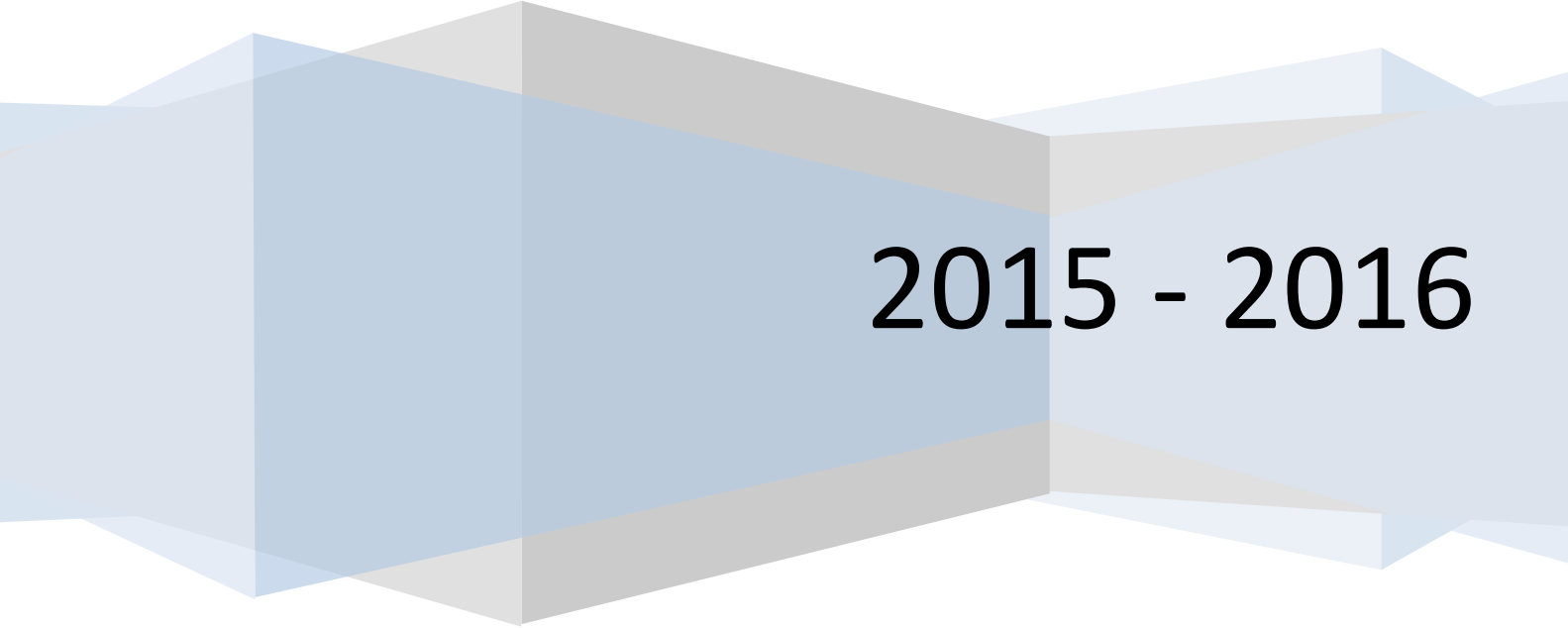


Updated 2/ 2015

BLUE RIDGE EMS COUNCIL

# Strategic Plan Update

BREMS



2015 - 2016

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## ***Section 1 Council's Vision***

Blue Ridge Emergency Medical Services Council, BREMS, is formed to provide coordination, training and support to all persons, groups, and agencies involved in emergency medical pre-hospital care in Central Virginia.

## ***Section 2***

### ***Council's Mission***

Our mission is to improve the quality of patient care and reduce morbidity and mortality and to ensure the availability of timely, state of the art emergency medical services for all citizens of Central Virginia”.

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### ***Further***

Blue Ridge EMS Council is a support service to our EMS community and to the citizens of central Virginia.

The BREMS Council is focused on the future EMS needs of our region and the Commonwealth of Virginia.

Our primary goal will be to continue to provide the infrastructure of local EMS, anticipate and plan for the future EMS with direction and guidance from the Office of EMS, Commonwealth of Virginia.

*Our Interest is in the future of EMS*

## Section 3

### **12VAC5-31-2670. Regional EMS plan.**

A designated regional EMS council, in cooperation with the Governor's EMS Advisory Board, shall develop, maintain, and distribute a comprehensive regional EMS plan for coordinating and improving the delivery of EMS in the regional service area, in accordance with §§ [32.1-111.3](#) and [32.1-111.11](#) of the Code of Virginia.

1. The plan shall be submitted for approval by the Office of EMS within one year of designation.
2. The approved plan shall be distributed to the Office of EMS, all localities, EMS agencies, hospitals and EMS physicians within its service delivery area.
3. The plan shall be reviewed and revised, if necessary, every three years and redistributed to the Office of EMS, all localities, EMS agencies, hospitals and EMS physicians within its service delivery area.

Statutory Authority

§§ [32.1-12](#), [32.1-111.4](#), and [32.1-111.11](#) of the Code of Virginia.

## **Strategic EMS Plan: 2013 - 2014**

This plan is developed in coordination with the eleven EMS regions in Virginia, along with the long-range statewide EMS plan developed by the Virginia Office of EMS.

The original plan was approved by our Board of Directors [May 23, 2006 and it has been updated annually](#) and revised as appropriate. This new 2012-13 plan is very broad in scope it will not address ongoing and day-to-day work and initiatives. It will address future initiatives.

Last update: February 2014

Last update :February 2015

## Section 4

### SWOT Analysis

An assessment of the internal strengths and weaknesses of the organization and the organization's external opportunities and threats.

**Size: We are small in comparison to most of the other EMS councils**

**Strength:** Small, we know all providers in the system

Physicians know providers

One very large Primary hospital, one supportive smaller hospital

**Weakness:** May seem to be too small to some there by unable

To stand alone

### **Infrastructure**

**Strength:** Support and involvement from localities,

Our system is well balanced includes hospital,

Private business, law enforcement, fire, schools, colleges,

Large area surrounded by very rural counties. Diverse area

**Weakness:** Differences in proficiencies of providers due to different

Level of experience

### **Staff / Board**

**Strength:** Diversity of the board, have some long term members  
And new who can lead in the future

**Weakness:** Attendance by regional providers, limited resources attract  
New qualified members

### **Housing**

**Strength:** Our Office space (two) are provided FREE by Centra health

**Weakness:** No specific space for special for training

### **Financial Resources**

**Strength:** We have regional support separate from the state money

**Weakness:** Local economic stress could impact local support

### **System Impact**

**Strength:** BREMS has the ability to reach all areas of the region

Training and system projects

**Weakness:** Need more financial support from the state

## Section 5

### **Core Strategies and Key Initiatives**

**Core Strategy 1:** Develop and Strengthen Partnerships

**Core Strategy 2:** Develop and Strengthen Infrastructure

**Core Strategy 3:** Strengthen Education and Training

**Core Strategy 4:** Strengthen Medical Direction, Research and Quality Improvement

**Core Strategy 5:** Strengthen Staffing and Human Resources

## Core Strategy 1: Develop Partnerships

### Key Strategic Initiatives

#### 1. Promote collaborative approaches

- 1.1 Develop and foster relationships with federal, state and local partners, education institutions and other Regional EMS Councils.
- 1.2 Strengthen on-going relationships with the Virginia Department of Health, other state departments, public safety, public health, and medical facilities.
- 1.3 Foster regional legislative involvement for EMS initiatives.
- 1.4 Cultivate grass roots support for Strategic initiatives
- 1.5 Collaborate with the Old Dominion EMS Alliance, TJ EMS and Southside EMS Council to ensure that the agencies, localities, hospitals and providers in those regions are best served.
- 1.6 Collaborate with Pennsylvania County on the new stand alone Emergency facility being built in Gretna.

**Assist agencies in Pennsylvania County with transport assist and drug box exchanges in the new facility.**

#### 2. Promote and further develop our communication system

- 2.1 Address the need for a better medical control contact station in Bedford
- 2.2 Enable EMS personnel to communicate with other EMS personnel throughout the region, their dispatchers, all hospital emergency departments and other public safety personnel.

**2.3 Extend our Lifeline Communication system into Pennsylvania County so as to enable agencies coming to the new facility to communicate and to send STEMI and other medical emergency event information to Lynchburg General.**

**2.4 Update the Life line to replace ageing equipment at Long Mountain and Lynchburg Filtration.**



### 3. Attract and support outstanding health care providers

- 3.1 Cultivate partnerships with universities, colleges, accredited training programs, and others to attract and educate EMS providers.
- 3.2 Recruit and assist in retaining EMS physicians as OMD's.
- 3.3 Continue to search for aggressive OMD's for the Region.
- 3.4 Meet with new Emergency Room Doctors to encourage them to get involved in EMS

### 4. Encourage on-going partnerships with local hospitals

- 4.1 Support hospital interaction with local EMS agencies.
- 4.2 Coordinator and continue pre-hospital education of the stroke, STEMI and trauma patients through partnerships with the hospitals.
- 4.3 Foster regional support from the local hospitals.
- 4.4 Set up contact with new staff in Bedford and in the Gretna ER

## Core Strategy 2: Develop and Strengthen Infrastructure

### Key Strategic Initiatives

#### 2.1 Strengthen Board of Directors

- 2.1.1 Review and revise board governing documents.
- 2.1.2 Encourage further board member participation.
- 2.1.3 Utilize a board member orientation program to optimize board member familiarity with BREMS and its programs and operations.
- 2.1.4 Add new members as needed and in accordance with our updated by laws.
- 2.1.5 Review current board membership. Look at attendance and regional representations consider change in spring council meeting.

#### 2.2 Strengthen the Blue Ridge EMS Council

- 2.2.1 Ensure adequate staffing and procedures to support the variable nature of the EMS system requirements and challenges within the region.

- 2.2.2 Support and encourage research and other projects utilizing collected EMS data.
- 2.2.3 Expand availability of ALS training through Central Virginia Community College (CVCC) and other sites in the region.
- 2.2.4 Promote and provide enhanced resources for quality EMS education.
- 2.2.5 Review and revise, if needed, standard operating procedures.

### **2.3 Support local recruitment and retention efforts**

- 2.3.1 Support and promote recruitment and retention campaigns within the region.
- 2.3.2 Coordinate and conduct an annual EMS awards program.
- 2.3.3 Help identify opportunities for financial assistance for EMS education throughout the region.
- 2.3.4 **Work with Bedford County and any other jurisdictions with their recruitment of more providers into the system. This to include training coordination and other projects as requested.**
- 2.3.5 **Attend state meetings on recruitment and assist counties with a recruitment campaign.**

## **Core Strategy 3: Strengthen Education and Training**

### **Key Strategic Initiatives**

#### **3.1 Promote the concept of a regionalized training plan**

3.1.1 Coordination of efforts with CVCC, other training centers, (including established additional accredited ALS training programs) and individual agencies.

3.1.2 Support and encourage all BLS & ALS training programs within the region.

3.1.3 Maintain regionalized approach for all training efforts, including optional skills, annual skills drills, protocols and any pre-hospital specialized education.

**Work with counties to achieve this regional training plan.**

#### **3.2 Support quality education and evaluation of EMS personnel**

3.2.1 Support and promote leadership and management training within the region.

3.2.2 Foster appropriate use of system-wide EMS resources by supporting education, legislation and programs to promote EMS education.

3.2.3. Continue to provide loaner training equipment and publications.

**3.2.4. Establish a Regional Road Show which offers a review new and old hands on skills as well updates on protocol changes.**



## **Core Strategy 4: Strengthen Medical Direction, Research & Quality Improvement**

### **Key Strategic Initiatives**

#### **4.1 Continue to provide a regionalized approach to quality improvement**

- 4.1.1 Support the regional medical performance and trauma performance improvement committees
- 4.1.2. Encourage local input into the quality improvement system.
- 4.1.3. Continue to work with agencies and hospital personnel on improving the quality improvement system.
- 4.1.4. Facilitate EMS performance improvement and related research.
- 4.1.5. Support and encourage research and other projects utilizing collected EMS data.
- 4.1.6. Support development of and once implemented, encourage the best use of the electronic Virginia EMS Registry to support meaningful data collection and research to promote evidenced-based decision making affecting the EMS system.
- 4.1.7. Facilitate referrals and reporting of information to the operational medical directors using the Quality Improvement Form and review process and the regional PI & TPI committees.
- 4.1.8. **Establishment of a Journal Club to review publications other papers on new and cutting edge Pre-Hospital treatments and practices .**

## **4.2 Strengthen Medical Direction**

- 4.2.1. Continue OMD quarterly meetings.
- 4.2.2. Have at least one OMD attend OEMS State OMD meetings.
- 4.2.4. Recruit potential OMDs within the region.

## **Core Strategy 5: Strengthen Staffing and Human Resources**

### **Key Strategic Initiatives**

#### **5.1 Assist agencies within the region.**

- 5.1.1. Assist agencies in the development, identification and utilization of available management and leadership training opportunities.
- 5.1.2. Support EMS career and volunteer opportunities within the region.

#### **5.2 Strengthen Human Resources within BREMS Council**

- 5.2.1 Seek staffing and procedures to support EMS system requirements.
- 5.2.2. Review and revise, if needed, council bylaws, personnel policies and SOPs.
- 5.2.3 Provide workforce development, support resources to recruit and train proficient staff.
- 5.2.4. **Work with Training Coordinator and seek to provide resource to have her keep updated on all new and innovated training skills.**



## Section 6

### Appendix

#### Glossary of Terms

**Strategic Plan:** How the organization intends to deliver its services and/or products to its constituents in a manner that meets their needs. The plan generally has a 4-5 year horizon and is updated annually.

**Strategic Thinking:** This thought process is the foundation for both the strategic plan and operational plans that follow.

**Vision:** How the organization wants those, they serve to see them.

**Mission:** Why the organization exists and how it serves its stakeholders.

**SWOT Analysis:** An assessment of the internal strengths and weaknesses of the organization and the organization's external opportunities and threats.

**Core Strategy:** A main thrust or action that will move the organization towards accomplishing your vision and mission.

**Strategic Initiative:** An action that will address areas needing improvement or set forth-new initiatives under the core strategy. This is the planning part of strategy that when combined with the vision, mission and core strategies complete the strategic effort.

**Operational Plan:** This is the plan that implements the strategic intent of the organization on an annual basis.

**Objective:** A specific, realistic and measurable statement under a strategic initiative.

**Action Step:** A specific action required to carry out an objective.

**Template:** A guide and/or format that assists the user in accomplishing a task efficiently in a uniform and consistent manner.

**Mission:** Why the organization exists and how it serves its stakeholders.



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