

# Strategic Plan

BLUE RIDGE EMS COUNCIL



**2006-2009**

Original April , 2006

Updated January, 2007

Updated March, 2008

Updated March , 2009

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# **Blue Ridge Emergency Medical Services Council**

## ***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.

## ***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.

## **Strategic EMS Plan: 2006 – 2010**

This draft plan was developed as part of the effort to standardize long-range planning across the eleven EMS regions in Virginia, along with the long-range statewide EMS plan developed by the Virginia Office of EMS.

The final plan was approved by the Board of Directors [May 23, 2006](#) and will be reviewed annually and revised as appropriate. This plan purposefully is very broad in scope it will not address ongoing and day-to-day work and initiatives.

1<sup>st</sup> Update January 2007

2<sup>nd</sup> Update March 2008

**3<sup>d</sup> Update March 2009**

### **The EMS system in the Blue Ridge Region . . .**

Will provide access for victims for injury and sudden illness via a universally available enhanced 9-1-1 emergency telephone system.

- *Appomattox County came on Board January 2007 with enhanced 911.*
- *Identified Problems with Appomattox Dispatch of Pamplin Fire & EMS will address in 2008/2009*
- *Completes 2008*

Will provide for dispatcher-provided telephone assistance (pre-arrival instructions) to callers with life-threatening emergencies.

- Amherst County , Bedford County as well as the City of Lynchburg began a new EMD training program in 2007.
- Appomattox is beginning EMD Training .
- Lynchburg Dispatch will be encouraged to do so .
- Bedford County Began EMD 2008
- City of Lynchburg still uncertified / Work upcoming year to assist hem with certification

Will provide for timely response of first responder and transportation personnel and vehicles through a system of predetermined minimum response intervals, monitoring and quality improvement.

- All agencies are involved with the BREMS PI reviews trauma and medical .
- Amherst County has begun full ALS paid staff 7 days a week
- Campbell County has added paid day provider five days week
- Bedford has added paid day help five days a week
- Appomattox has added paid personnel five days a week
- BREMS PI now used by most agencies will work to have all on board by December 2009

Will provide for high quality, prehospital treatment of patients though standardized basic life support training programs, accredited advanced life support educational and mentoring programs, and standardized testing programs, frequent and timely continuing education programs, and ongoing quality improvement initiatives.

- BREMS began working on a new skill review program in 2007.
- Continued Skills Drill support for all counties and the cities
- Provide a system to track providers through the skills drills for OMD's
- All counties now have High School EMT Classes
- Support CEU class announcement through web and mailings
- Seek grant money to fund special training programs for Trauma and Pediatrics
- Continue to work with CVCC for specialty programs
- Seek grant money to continue ACLS ? Computer programs and BLS Certification programs

Will provide triage and transport, and transfer if necessary, of patients to the most appropriate facility based on predetermined universally accepted transport guidelines.

- Rewrite of BREMS Trauma Triage Guidelines
- Continued review of trauma and medical calls through the BREMS performance improvement committees
- BREMS Will continue to work with NSWPA on MCI preparedness and with local governments on MCI Plans and practice
- BREMS will work with local Trauma facilities to establish a effective Trauma Triage system
- BREMS will work with local hospital to establish a effective system of STEMI treatment and transport

- BREMS will work with local agencies and hospitals to establish an effective Stroke treatment and transport system

Will provide communications system capabilities that enable EMS personnel to communicate with all other EMS personnel throughout the region, their dispatchers, all hospital emergency departments and other public safety personnel.

- Life Line Communications began a complete overhaul in 2006.
  - Phase one completed in Fall 2006 Phase two started in January 2007.
  - Address the need for a better medical control contact station in Bedford and Lynchburg
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- Will provide resources and capabilities in order to appropriately respond to and manage large disasters and mass casualty situations.
    - Work in conjunction with the Near Southwest Disaster Preparedness Alliance for a plan of action to served the NSDPA region in the event of a Mass causality event .
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- Continue to work with NSPA on disaster preparedness issues

Will ensure EMS system viability and excellence through the effective use of state, local and private funding sources, research, medical direction and collaboration of all persons and agencies involved in the provision of emergency medical services.

- **Grants secured or specialized training program**
- **Advanced Haz Mat**
- **Pediatric BTLs**
- **In House Computer ACLS**

**BREMS will prepare an new SWOT analysis in 2009/2010**

**A new strategic plan will be written in 2010**



## **Core Strategies and Key Initiatives**

### **Core Strategy 1. Develop and Strengthen Partnerships**

- 1.1.1. Enhance relationships with local Emergency Managers and other federal, state, and local agencies.
- 1.1.2. Support ongoing training, evaluation and develop resources for emergency preparedness and response.
- 1.1.3. Develop and foster relationships with Federal, state, and local partners, educational institutions and other Regional EMS Councils.
- 1.1.4. Strengthen on-going relationships with Virginia Department of Health, other state departments, public safety, public health and medical facilities.
- 1.1.5. Foster Regional legislative involvement for EMS initiatives.
- 1.1.6. Cultivate grass roots support for Strategic Initiatives.
- 1.1.7. Encourage illness and injury prevention programs through collaboration with other agencies and organizations.

### **Core Strategy 2. Develop and Strengthen Infrastructure**

- 2.2.1. Support and encourage research and other projects utilizing collected EMS data.
- 2.2.2. Promote quality assurance in EMS service and cardiac treatment compliance.
- 2.2.3 Support education, legislation & programs to facilitate of EMS resources.
- 2.2.4 Promote and provide enhanced resources for quality EMS education.
- 2.2.5 Expand availability of ALS Training. Through Central Virginia Community College (CVCC) & other sites
- 2.2.6 Promote the use to the BREMS Cardiac Star Program
- 2.2.8 Disaster response—Help facilitate a cooperative, regionalized response to major disasters capitalizing on the leadership of the Near Southwest Weapons of Mass Destruction Team.

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

- 3.1. Promote the concept of a regionalized training plan that coordinates the efforts of CVCC, other training centers (including establishment of additional accredited ALS training programs) and individual agencies.
- 3.2. Support the development of CVCC web-based learning and re-certification programs.

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

- 4.1. Regionalized data collection—promote the development of standardized data collection and analysis and assist with the evaluation of products designed for pre-hospital health care.
- 4.2. Have at least one BREMS OMD attend all OEMS OMD Meetings
- 4.3. Have a yearly OMD meeting to include OMD's from Western and Thomas Jefferson

**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. Improve EMS career and volunteer opportunities.
- 5.3. Seek staffing and procedures to support EMS system requirements.
- 5.4. Enhance the Council's role in ensuring appropriate High School EMT classes.
- 5.5. Provide workforce development, support resources to recruit & train proficient staff.

## 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.