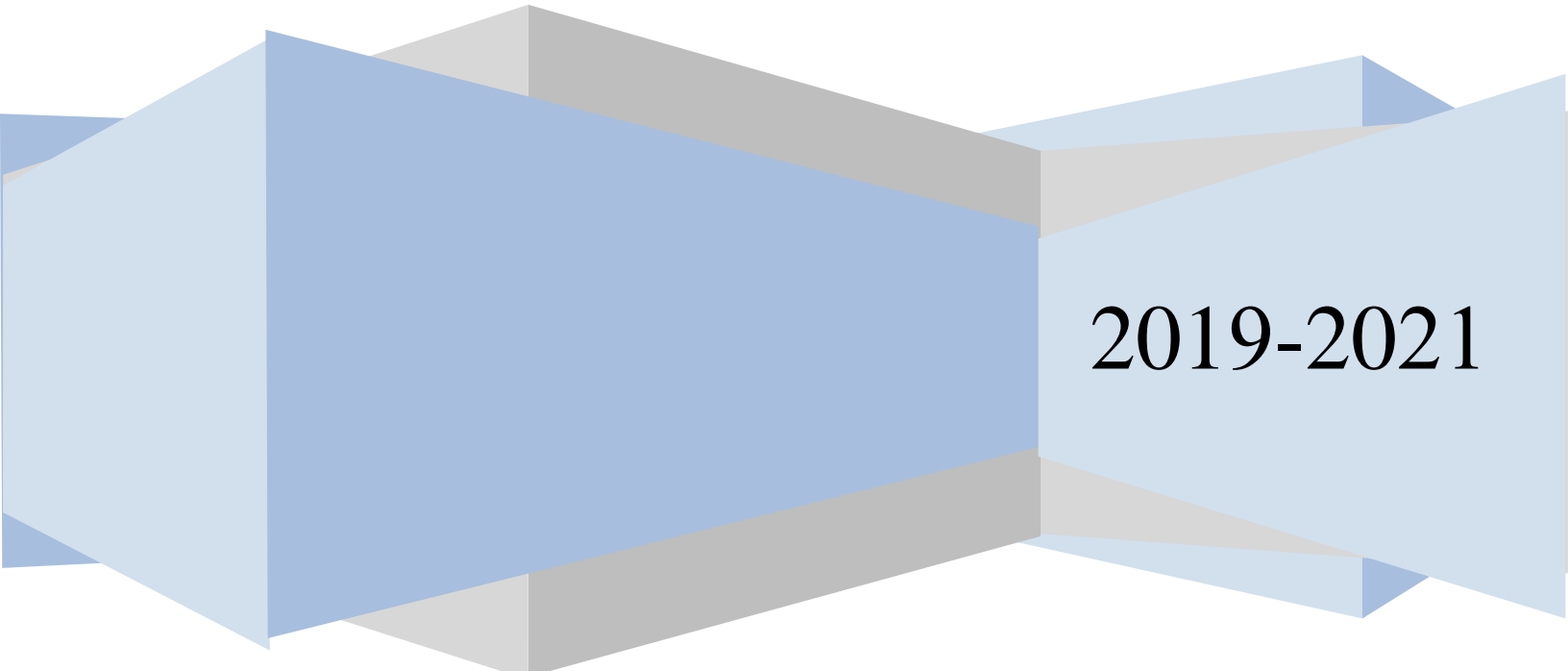


**Old Dominion EMS Alliance**

# **ODEMSA Strategic Regional EMS Plan**

**Heidi Hooker, Executive Director**



**2019-2021**

# Strategic Regional EMS Plan

## 2019-2021

The Old Dominion EMS Alliance (ODEMSA) has developed this plan by using an environmental analysis, (i.e. looking at system strengths, weaknesses, opportunities and threats). ODEMSA's committee chairs, constituents, other stakeholders and interested parties participated in both regional surveys and an organizational SWOT analysis. The input was consolidated and integrated into this EMS Plan. The plan was presented to the ODEMSA Board of Directors for their review and refinement. The plan addresses accountability and action steps necessary to accomplish those items most critical to the plan in the given fiscal year. The plan is designed to address and improve priority areas of performance determined through the survey/SWOT analysis as determined by the stakeholders. The Board of Directors will continue to be review the plan annually and revise as appropriate.

These strategies and initiatives do not address the day-to-day working of ODEMSA and its staff. The plan is designed to help guide the regional council in areas which need improvement or require ODEMSA involvement over a multi-year period. A separate annual work program, designed each year, will address the items in this plan. 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.

### ODEMSA's Vision

A vision of the Old Dominion EMS Alliance region, developed by consensus of the components of that region, will:

- Provide access to emergency care for victims for injury and sudden illness via a universally available enhanced 9-1-1 emergency phone system.
- Assist dispatcher-provided phone assistance (pre-arrival instructions) to persons with life-threatening emergencies.
- Assist the EMS system to provide for timely response of first responder and transportation personnel and vehicles through a system of predetermined minimum response intervals, monitoring and quality improvement.
- Help system components provide high-quality, prehospital treatment of patients through standardized basic life support (BLS) training programs, accredited advanced life support (ALS) educational and mentoring programs, standardized testing programs, frequent and timely continuing education programs, and quality improvement programs.
- Work toward maintaining sufficient numbers of trained ALS and BLS emergency providers to meet the increasing patient care needs in this region, and system awareness and planning to address those needs in a timely fashion.
- Assist emergency physicians, emergency nurses and other support personnel involved in trauma care in providing timely emergency care in acute care hospitals, including the Level 1 trauma center and three Level III trauma centers in the ODEMSA region.

- Support communications system capabilities that enable EMS personnel to communicate with each other throughout the region, their dispatchers, all hospital emergency departments and other public safety personnel.
- Assist in developing and maintaining resources, capabilities and planning so that member agencies can appropriately respond to and manage large disasters, mass casualty situations and terrorism incidents of any kind and duration.
- Work to 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.

## ***ODEMSA's Mission***

The Old Dominion Emergency Medical Services Alliance, an integral part of Virginia's Comprehensive Emergency Medical Services System, serves to assess, identify, coordinate, plan and implement an efficient and effective regional EMS delivery system within Planning Districts 13, 14, 15 and 19, in partnership with the Virginia Office of Emergency Medical Services and the Virginia Emergency Medical Services Advisory Board.

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

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

#### ***1.1. Promote collaborative approaches***

1.1.1. Develop and foster relationships with federal, state, and local partners, educational institutions and other regional EMS councils.

- Accountability: ODEMSA Staff.
- Actions: Strengthen on-going relationships with hospitals, State EMS Officials, other state agencies, Sub-Council meetings, ODEMSA agencies, Initial education programs and other EMS Regional Council Directors, through attending meetings, visitation and exchange of information. Ensure adequate staffing and procedures to support the variable nature of the EMS system requirements and challenges within the region.

1.1.2. Complement conventional communication with technology to provide accurate and timely communication within the ODEMSA boundaries and provide a platform for clear, accurate and concise information sharing and improved interagency communications between the Office of EMS, state agencies and ODEMSA stakeholders.

- Accountability: ODEMSA Staff.
- Actions: Track/report on general content of material posted to websites, encourage and support agencies use of email,

social media, OEMS Portals, Sub-Council meetings, standing ODEMSA committee meetings, etc ,. Ensure timely distribution of regional documents (i.e., MCI plans, Protocols) to constituents and committees for review and update that allows sufficient time/opportunity for work prior to presentation to BOD for approval.

## **1.2 Enhance cooperation with acute care hospitals**

1.2.1. Continue to leverage and implement Strategic Initiatives that help EMS agencies develop and formalize a network of individuals in hospitals that improve communication and follow-up, especially in regard, but not limited to, performance improvement initiatives, infection control follow up, medication kit replacement and the restocking of supplies.

- Accountability: ODEMSA Staff, Committee Chairs.
- Actions: Develop informational materials geared to educate and familiarize ODEMSA stakeholders on current initiatives/plans/policies (i.e., Stroke Triage, STEMI, Infection Control/Exposure Follow-up, Medication restocking program, etc). Help develop the standards for replaceable supplies and ALS Drug Box pharmaceuticals that decrease variation and expense but allow agencies to comply with safety guidelines and accurate tracking of such through the region.

## **1.3 Attract and support outstanding health care providers**

1.3.1. Cultivate partnerships with universities, colleges, accredited training programs, and others to attract/educate EMS providers, and continue to work with initial EMS education programs in scheduling clinical/testing opportunities.

- Accountability: ODEMSA/CTS Staff
- Actions: Development of CTS testing schedule, increasing the number of VA OEMS approved testing sites, on-going development of relationships with hospitals for clinical opportunities. Continue to maintain clinical training agreements – to include scheduling -- on behalf of ODEMSA-endorsed EMS training programs with the participating acute care hospitals in the region.

1.3.2. Assist in developing high quality, affordable EMS instruction programs to augment regional CEU efforts and initial certification courses in specialized disciplines.

- Accountability: ODEMSA Staff, Professional Development Committee
- Actions: Creation of regional training plans that address ODEMSA constituent's needs, continued training offerings on ad hoc basis, information exchange on new education standards, continued support for speakers and topics at the

VA EMS Symposium and continued assistance to local school systems/agencies in the provision of basic life support, BLS and ALS curricula.

## **Core Strategy 2: Support EMS related research and Enhance operational readiness**

### ***2.1. Effective data collection for Performance Improvement***

- 2.1.1. Promote the standardization of data collection, transmission, and sharing information that complements efforts to improve clinical data collection and analysis that improves patient outcomes through utilization of data.
- 2.1.2. Support and encourage research and other projects utilizing collected EMS data. Promote quality assurance in EMS service and trauma triage compliance.
  - Accountability: Trauma Triage Committee, Medical/Trauma Performance Improvement Committee, ODEMSA Staff.
  - Actions: Encourage and support data collection efforts within the VPHIB program, continued promotion to utilize ODEMSA data to develop/track PI, submit information on under/over triage events within the region.

### ***2.3. Regional disaster/MCI/terrorism incident response***

- 2.3.1 Ensure that all emergency response personnel – EMS, fire, law enforcement and health -- have adequate access to appropriate PPE and medications to respond to chemical or biological events; working with and through MMRS and Central Virginia Hospital Disaster Management.
- 2.3.2. Continue to support the Central Virginia Hospital Disaster Preparedness Committee and local, state and national disaster exercises to ensure coordination of deployable emergency response resources and readiness.
  - Accountability: ODEMSA Staff, MCI Committee, Diversion Committee, Medical Direction Committee, Richmond MMRS.
  - Actions: Help facilitate a cooperative, regionalized response to major disasters through: development and use of the ODEMSA Regional MCI Plan, creation of planning templates for agency use in developing COOP, Emergency Preparedness, Pandemic plans; continued promotion of understanding operational resources available, and development/access to regional training courses/exercises.

## **Core Strategy 3: Strengthen Regional Infrastructure**

### ***3.1. Develop and strengthen ODEMSA councils/committees***

- 3.1.1. Review and revise committee governing documents as indicated; Cultivate further member participation in terms of regular

schedules, early announcements and agendas, convenient locations.

3.1.2 Continue to support, facilitate and encourage the diverse views of the grassroots providers in the four local EMS councils for PDs 13, 14, 15 and 19.

- Accountability: ODEMSA Staff/BOD.
- Actions: Continually assess and adapt ODEMSA's role in ensuring appropriate support, guidance and technical assistance; continue to stay informed and up to date on new products, technologies, requirements and serve as information conduit to entities.

### **3.2. *Work to secure stable support for EMS funding***

3.2.1. Encourage EMS agencies in the ODEMSA region to pursue alternative funding sources and protect current assets, including revenue recovery, sound auditing practices and increasing operating efficiencies.

3.2.2. Solicit funds from state and local governments for specific projects such as, 12-lead EKG transmission technology, FCC mandated narrow banding regulations, etc.

3.2.3. Provide greater assistance on a regional basis to eligible applicants in applying for Rescue Squad Assistance Fund and other grants. This will include seeking funds to establish caches of EMS training equipment to assist regional training initiatives.

- Accountability: ODEMSA Staff, Agency Leaders.
- Actions: Collaborate with agencies to identify grant opportunities that agencies may be eligible for, distribute information to EMS system, distribute resource guides and grant schedules to applicants, continue to promote the RSAF program, provide guidance to assist agencies to help with sound auditing practices.

## Resources

In developing this plan several resources were used in addition to ODEMSA distributed surveys and SWOT analysis responses.

- Code of Virginia: § 32.1-111.3. Statewide emergency medical care system. Requires a comprehensive, coordinated EMS system in the Commonwealth and identifies specific objectives that must be addressed.
- EMS Agenda for the Future: A document created by the National Highway Traffic and Safety Administration (NHTSA) that outlines a vision and objectives for the future of EMS. August 1996.
- OEMS 5-Year Plan: July 1, 2007-June 30, 2010.
- Service Area Strategic Plan State Office of Emergency Medical Services (601 402 04) which describes the statutory authority and expectations for OEMS and identifies the growing EMS needs of the citizens and visitors of Virginia.
- Service Area Strategic Plan Financial Assistance for Non Profit Emergency Medical Services Organizations and Localities (601 402 03) This service area includes Virginia Rescue Squads Assistance Fund grants program, Financial Assistance to Localities to support Non Profit Emergency Medical Service (EMS) agencies, and funding provided to support Virginia Association of Volunteer Rescue Squads (VAVRS).
- State Emergency Medical Services Systems: A Model: National Association of State EMS Officials – July 2008.
- EMS at the Crossroads: Institute of Medicine – 2006.
- Agency Planning Handbook: A Guide for Strategic Planning and Service Area Planning Linking to Performance-Based Budgeting: Department of Planning and Budget 2006-2008 Biennium, May 1, 2005.
- Joint Legislative Action Review Commission (JLARC) Report – House Document 37, Review of Emergency Medical Services in Virginia. 2004.
- EMS Advisory Board Committee Planning Templates – Developed May-August 2009.
- Regional EMS Council Process Action Team (PAT) Retreat Report - November 2008.

ODEMSA BOD Reviewed/Approved 3/17/2021