

## Introduction

The strategies and initiatives contained herein are developed to provide the Council and staff guidance in regional emergency medical services issues over a protracted period of time. This document is not a “recipe” for day-to-day management or oversight activities because it represents a broad-brush approach addressing the bigger picture surrounding provision of services and interactions between stakeholders. In that this document focuses on strategies of most value to the Council and its emergency medical services partners in the region of responsibility, details are not included (It is merely a “road-map”).

## Our Mission

The primary mission of the Peninsulas Emergency Medical Services Council, Inc. is to assist local emergency medical services components and to assess, identify, coordinate, plan and implement an efficient and effective regional emergency medical services delivery system in partnership with the Virginia Office of EMS and the Virginia EMS Advisory Board.

<b>Strategic Initiative 1.1 Promote Collaborative Approaches</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 1: Develop Partnerships</b>	1.1.1 Use technology to provide accurate and timely communications within the Peninsulas EMS Council (PEMS) region	<i>Planning and Emergency Management Coordinator, All PEMS Staff</i>	1.1.1.1 Track and report on amount, and general content of material posted to PEMS websites and social media on a monthly and quarterly basis
	1.1.2 Promote collaborative activities between local government, EMS agencies, hospitals to increase recruitment and retention of certified EMS providers	<i>Executive Director, All PEMS Staff, PEMS Board of Directors</i>	1.1.2.1 Maintain metrics on support to agency recruitment and retention programs and activities 1.1.2.2 Promote “Keeping the Best” programs for online access 1.1.2.3 Share informational items regarding benefits and incentives for local governments to provide to volunteer fire and EMS providers 1.1.2.4 Educate and familiarize local government officials on the importance in taking a greater role in EMS delivery system planning and coordination
	1.1.3 Provide a platform for clear, accurate, and concise information sharing and improved interagency communications between the Office of EMS, regional agencies and EMS stakeholders in the PEMS region	<i>Executive Director, All PEMS Staff</i>	1.1.3.1 Encourage agencies and providers to visit PEMS web page regularly, subscribe to PEMS email list, and access PEMS social media sites 1.1.3.2 Encourage stakeholder use of Virginia Office of EMS (OEMS) Provider and Agency portals

<b>Strategic Initiative 1.1 Promote Collaborative Approaches</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 1: Develop Partnerships</b>	1.1.4 Identify resources and/or opportunities to work collaboratively with other agencies, organizations, and associations to improve processes and patient outcomes	<i>Executive Director, All PEMS Staff</i>	1.1.4.1 Encourage appropriate regional agencies and organizations to participate in meetings and activities hosted or sponsored by OEMS and the EMS Advisory Board 1.1.4.2 Encourage participation with representative regional, state and national professional organizations to promote system enhancements with best practices 1.1.4.3 Maintain regional medication kit plan and regional ambulance restocking program 1.1.4.4 Coordinate and maintain a regional Clinical Laboratory Improvement Amendments (CLIA) waiver 1.1.5.5 Participate with Eastern Virginia Healthcare Coalition (EVHC) to improve collaboration between health care organizations in the PEMS region 1.1.4.6 Maintain an Interfacility Coordination Organization (PICO) to improve collaboration with the hospitals within the PEMS region 1.1.4.7 Maintain an Interfacility and Critical Care Transport Committee (ICCT) to improve collaboration with those agencies

<b>Strategic Initiative 1.2 Coordinate responses to emergencies both natural and man-made</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 1: Develop Partnerships</b>	1.2.1 Support, coordinate and maintain deployable emergency response resources	<i>Executive Director, All PEMS staff</i>	1.2.1.1 Work with partner agencies to develop mission ready packages and the process for implementation and use 1.2.1.2 Continue to support the Hampton Roads Metropolitan Response System (HRMMRS) and associated strike team
	1.2.2 Increase knowledge of Emergency Operations capabilities with Emergency Managers, leaders, and supervisors on a local and regional level	<i>Executive Director, All PEMS Staff, Mass Casualty Incident Work Group</i>	1.2.2.1 Continue to promote Emergency Operations capabilities, resources, and training courses to localities across the PEMS region

<b>Strategic Initiative 1.2 Coordinate responses to emergencies both natural and man-made</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 1: Develop Partnerships</b>	1.2.3 Assist EMS agencies to prepare and respond to natural and man-made emergencies (including pandemic diseases) by incorporating strategies to develop emergency response plans that address the four phases of an emergency (preparedness, mitigation, response, and recovery) and to exercise plans	<i>Planning and Emergency Management Coordinator, EMS Field Coordinator-Operations, Mass Casualty Incident Work Group</i>	1.2.3.1 Promote planning templates aimed at EMS agencies, specifically related to Continuity of Operations, Emergency Preparedness, and response concerns (MCI, Surge Planning, etc.) 1.2.3.2 Maintain and exercise a Continuity of Operations Plan (COOP) plan for PEMS Council 1.2.3.3 Support local and regional emergency preparedness, and response exercises and incident after-action reviews 1.2.3.4 Provide a regional EMS exercise calendar on the PEMS web page

<b>Strategic Initiative 2.1 Sponsor EMS related research and education</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 2: Create Tools &amp; Resources</b>	2.1.1 Encourage research and other projects that contribute to high quality EMS and improve patient outcomes utilizing data collected by the EMS Registries	<i>Performance Improvement Committee, Task Forces, Protocols Policies and Procedures Committee, Medical Advisory Committee</i>	2.1.1.1 Review and share national, state and regional EMS data summaries, and compare with other similar EMS data 2.1.1.2 Encourage regional participation in regional, state and national research projects and evidence based clinical initiatives, such as VHAC, Virginia Stroke Systems Task Force, Virginia Trauma System Plan Task Force, etc., that contribute to high quality EMS and improve patient outcomes.
	2.1.2 Determine quality of EMS service and conduct analysis of trauma triage effectiveness	<i>Performance Improvement Committee, Trauma Triage Task Force</i>	2.1.2.1. Performance Improvement Committee (PIC) will review quarterly reports from Virginia Office of EMS (OEMS) and distribute them with comments to regional agencies and partners to identify over and under triage events
	2.1.3 Evaluate challenges that impact the workforce and service provision around the State	<i>Executive Director</i>	2.1.3.1 Provide information and support to agencies and jurisdictions facing workforce and service provision challenges

**Strategic Initiative 2.2 Supply quality education and certification of EMS personnel**

Core Strategy 2: Create Tools & Resources	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
	2.2.1 Ensure adequate, accessible, and quality EMS provider training and continuing education exists in the PEMS region	<i>Planning and Emergency Management Coordinator, All PEM Staff</i>	2.2.1.1. Widely publicize the availability of and ensure adequate, accessible and quality EMS provider training and continuing education through course offerings held across the PEMS region 2.2.1.2 Provide continued support for an annual multidisciplinary EMS Symposium (i.e. Virginia EMS Symposium) as a primary statewide EMS system continuing education event 2.2.1.3 Continue to support the annual regional trauma symposium 2.2.1.4 Facilitate regional access to state funding for continuing and auxiliary education programs 2.2.1.5 Coordinate regional EMS provider training and continuing education conferences or programs as needs are identified sufficient to meet the current Memorandum of Understanding between PEMS and OEMS.
	2.2.2 Enhance competency based EMS training programs	<i>EMS Field Coordinator - Clinical Care, Protocols Policies and Procedures Committee, Medical Advisory Committee, Consolidated Test Site Committee</i>	2.2.2.1 Maintain a system for PEMS Regional Patient Treatment Protocols, Policies and Procedures competency testing 2.2.2.2 Maintain a system for standardized state consolidated testing
	2.2.3 Align all initial EMS education programs to that of other allied health professions to promote professionalism of EMS	<i>Executive Director, EMS Field Coordinator-Clinical Care</i>	2.2.3.1 Advise regional EMS education programs - Tidewater Community College, Thomas Nelson Community College, Rappahannock Community College and East Coast Polytechnic Institute (TCC, TNCC, RCC, ECPI)
	2.2.4 Increase the amount and quality of pediatric training and educational resources for EMS providers, emergency department staff in the PEMS region	<i>EMS Field Coordinator - Clinical Care, EMS Field Coordinator - Clinical Programs</i>	2.2.4.1 Promote pediatric training related courses in the PEMS region
	2.2.5 Assure an adequate amount and quality of geriatric training and educational resources for EMS providers, emergency department staff and primary care providers in the PEMS region	<i>EMS Field Coordinator - Clinical Care, EMS Field Coordinator - Clinical Programs</i>	2.2.5.1 Promote geriatric training related courses in the PEMS region
	2.2.6 Assure an adequate amount and quality of crisis/behavioral health training and educational resources for EMS providers	<i>EMS Field Coordinator - Clinical Care, EMS Field Coordinator - Clinical Programs</i>	2.2.6.1 Promote crisis/behavioral health related training in the PEMS region 2.2.6.2 Create a Behavioral Health Task Force to identify crisis and behavioral health resources and best practices in the PEMS region

<b>Strategic Initiative 3.1 EMS Regulations, Protocols, Policies, and Standards</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 3: Develop Infrastructures</b>	3.1.1 Review and assess state, federal and local jurisdiction legislation related to the EMS system	<i>Executive Director, All PEMS Staff, All PEMS Committees and Work Groups</i>	3.1.1.1 Review legislation to determine impact of legislation on VA EMS system 3.1.1.2 Act as clearinghouse for information on important legislation impacting EMS delivery in the PEMS region
	3.1.2 Establish statewide Air/Ground Safety Standards developed by the State	<i>Planning and Emergency Management Coordinator, Protocols Policies and Procedures Committee, Mass Casualty Incident Workgroup</i>	3.1.2.1 Promote standardized Landing Zone procedures 3.1.2.2 Develop criteria and procedures for appropriate use of HEMS by EMS agencies
	3.1.3 Develop criteria for a voluntary Virginia Standards of Excellence Recognition Program for EMS Agencies	<i>Executive Director, All PEMS Staff</i>	3.1.3.1 Promote the Virginia Standards of Excellence Recognition program to interested agencies in the PEMS region
	3.1.4 Maintain and enhance the Trauma Center designation process	<i>Trauma Task Force</i>	3.1.4.1 Support regional facilities seeking Trauma Center designation
	3.1.5 Maintain and enhance the Regional EMS Council designation process	<i>Executive Director, All PEMS staff, Board of Directors</i>	3.1.5.1 Provide input as applicant into next round of designations 3.1.5.2 Maintain designation as a regional EMS council as required
	3.1.6 Through a consensus process, develop a recommendation for evidence-based patient care guidelines and formulary	<i>EMS Field Coordinator - Clinical Care, Protocols Policies and Procedures Committee, Medical Advisory Committee</i>	3.1.6.1 Develop and maintain evidence-based regional patient care treatment protocols and formulary

<b>Strategic Initiative 3.2 Focus recruitment and retention efforts</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 3: Develop Infrastructures</b>	3.2.1 Promote a comprehensive recruitment and retention campaign for EMS personnel and physicians, supporting the needs of the EMS system	<i>Executive Director, All PEMS staff</i>	3.2.1.1 Continue to support “VA EMS Jobs” website 3.2.1.2 Promote voluntary “Standards of Excellence” for EMS agencies 3.2.1.3 Promote Operational Medical Director (OMD) Workshops
	3.2.2 Support and expand the Virginia Recruitment and Retention Network	<i>Executive Director, All PEMS staff</i>	3.2.2.1 Support recruitment and hiring processes of regional agencies and jurisdictions through website postings 3.2.2.2 Participate with the Virginia Recruitment and Retention Network
	3.2.3 Promote EMS leadership programs, utilizing best practices	<i>Executive Director, All PEMS staff</i>	3.2.3.1 Promote leadership programs to assist EMS agencies to provide high quality leadership to include all levels of the EMS Officer training program

<b>Strategic Initiative 3.3 Upgrade technology and communication systems</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 3: Develop Infrastructures</b>	3.3.1 Promote emergency medical dispatch standards and accreditation among 911 Public Safety Answering Points (PSAPs) in Virginia	<i>Executive Director, Regional Rescue Squad Assistance Fund Grant Review Committee</i>	3.3.1.1 Support concept of accredited PSAPs, operating with emergency medical dispatch (EMD) standards, and assist agencies in achieving accreditation, and/or adopting EMD as standard operating procedure
	3.3.2 Provide technical assistance on communication products available for use in the emergency medical community	<i>Executive Director, Planning and Emergency Management Coordinator, Regional Rescue Squad Assistance Fund Grant Review Committee</i>	3.3.2.1 Support new products and technologies, state and federal interoperability initiatives, including First Net, and serve as information conduit to entities

<b>Strategic Initiative 3.4 Stable support for EMS funding</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 3: Develop Infrastructures</b>	3.4.1 Standardize EMS grant review and grading process by graders at regional level	<i>Executive Director, Planning and Emergency Management Coordinator, Regional Rescue Squad Assistance Fund Grant Review Committee</i>	3.4.1.1 Use the processes and tools developed by FARC and OEMS Staff for the regional RSAF grant review 3.4.1.2 Provide input to OEMS and FARC on the regional grant review process 3.4.1.3 Ensure compliance with OEMS and FARC guidelines for the regional grant review process
	3.4.2 Assist EMS agencies to identify grant programs and funding sources for EMS equipment, training, and supplies	<i>Executive Director, All PEMS Staff</i>	3.4.2.1 Continue to promote RSAF program 3.4.2.2 Identify grant opportunities that EMS agencies may be eligible for, distribute information to regional EMS system
	3.4.3 Integrate state grant funding programs with other related grant funding programs	<i>Executive Director, Board of Directors</i>	3.4.3.1 Continue to seek federal and other grant funds for items intended to improve the regional EMS system
	3.4.4 Develop guidance documents to assist EMS agencies account for the use of state grant funds and develop internal audit processes	<i>Executive Director, Board of Directors</i>	3.4.4.1 Conduct an annual 3 <sup>rd</sup> party audit of PEMS Council finances to ensure full accountability for use of public funds by PEMS Council

<b>Strategic Initiative 3.5 Enhance regional and local EMS efficiencies</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 3: Develop Infrastructures</b>	3.5.1 Standardize performance and outcomes based service contracts with designated Regional EMS Councils and other qualified entities	<i>Executive Director, Board of Directors</i>	3.5.1.1 Maintain annual service contracts with OEMS 3.5.1.2 Use standard plan templates, and other reference documents provided by OEMS with each contract 3.5.1.3 Report on contract deliverables to Regional EMS Councils as required 3.5.1.4 Provide mechanism for customer service feedback to OEMS
	3.5.2 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 its EMS system	<i>Executive Director</i>	3.5.2.1 Give presentations to educate local government officials and community groups about EMS 3.5.2.2 Provide regional EMS system input to local government though Board of Directors and EMS Operations Committee

<b>Strategic Initiative 4.1 Assess compliance with EMS performance driven standards</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 4: Assure Quality &amp; Evaluation</b>	4.1.1 Maintain regional data-driven performance improvement process	<i>EMS Field Coordinator-Clinical Care, EMS-Field Coordinator-Clinical Programs, Performance Improvement Committee</i>	4.1.1.1 Maintain a regional EMS performance improvement program 4.1.1.2 Provide a mechanism for initiating and conducting medical incident reviews within the PEMS region
	4.1.2 Maintain regional prehospital and interhospital triage/patient management plans	<i>EMS Field Coordinator - Clinical Care, EMS Field Coordinator - Clinical Programs, Task Forces, Performance Improvement Committee, Protocols Policies and Procedures Committee, Medical Advisory Committee</i>	4.1.2.1 Maintain regional stroke, trauma and STEMI triage plans 4.1.2.2 Use state level data to assist with monitoring individual regional performance compared to state and national benchmarks 4.1.2.3 Actively participate with organizations, such as Virginia Heart Attach Coalition (VHAC) that address prehospital and interhospital triage/patient management 4.1.2.4 Maintain regional trauma, stroke and STEMI Task Forces 4.1.2.5 Establish Behavioral Health Task Force to explore development of a regional prehospital behavioral health triage/patient management plan

<b>Strategic Initiative 4.2 Pursue new initiatives that support EMS health and safety</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 4: Assure Quality &amp; Evaluation</b>	4.2.1 Engage the EMS system in unintentional injury, illness, and violence prevention efforts	<i>Executive Director, All PEMS Staff</i>	4.2.1.1 Support intentional and unintentional injury and illness prevention initiatives, and facilitate involvement for EMS agencies and providers
	4.2.2 Promote programs that emphasize safety, health and wellness first responders	<i>Executive Director, All PEMS Staff</i>	4.2.2.1 Support safety, health and wellness programs aimed at first responders, such as Traffic Incident Management, suicide prevention, and EMS fatigue 4.2.2.2 Promote EMS Award category for contribution to the EMS system related to the health and safety of EMS providers 4.2.2.3 Provide a regional Critical Incident Stress Management program for responders 4.2.2.4 Provide annual training for designated infection control officers and blood borne pathogen training that meets OSHA guidelines
	4.2.3 Disseminate information on best practices as it relates to EMS response to active shooter and hostile environment incidents	<i>Planning and Emergency Management Coordinator, Mass Casualty Incident Workgroup</i>	4.2.3.1 Disseminate information on best practices related to response procedures, policies, team equipment, and other issues related to EMS involvement in active shooter/hostile environment response 4.2.3.2 Work with partner agencies to encourage public safety relationships at the local level to enhance response to active shooter/hostile environment incidents
	4.2.4 Research and disseminate information on best practices as it relates to community risk reduction programs targeted toward improving population health	<i>Executive Director, All PEMS Staff</i>	4.2.4.1 Support partnerships with public and private entities to expand opportunities to improve population health 4.2.4.2 Support and promote programs, such as mobile integrated healthcare, targeted toward improving population health



<b>Strategic Initiative 5.1 Develop &amp; Strengthen Board of Directors</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 5: Strengthen Regional Council</b>	5.1.1 Promote Board of Directors member participation	<i>Executive Director</i>	5.1.1.1 Review and revise Board Orientation Program annually 5.1.1.2 Work with Board and constituent organizations to encourage Board member engagement 5.1.1.3 Engage Board in PEMS Council advocacy and fund-raising support
	5.1.2 Provide BOD with resources to support their participation	<i>Executive Director</i>	5.1.2.1 Provide online resource documents for Board members

<b>Strategic Initiative 5.2 Develop &amp; Strengthen Council Staff</b>			
	<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>
<b>Core Strategy 5: Strengthen Regional Council</b>	5.2.1 Ensure adequate staffing to support mission of the Council	<i>Executive Director, Board of Directors</i>	5.2.1.1 Review compensation and benefit packages necessary to retain required staffing 5.2.1.2 Identify resources to commit to staffing initiatives 5.2.1.3 Utilize flexibility of staff scheduling and telecommuting as benefit supporting recruitment and retention
	5.2.2 Provide workforce development and continuing education resources to maintain a proficient and productive staff	<i>Executive Director, Board of Directors</i>	5.2.2.1 Support staff attendance at the annual Virginia EMS Symposium 5.2.2.2 Support staff attendance at regional and statewide educational programs consistent with their program responsibilities
	5.2.3 Encourage staff participation with regional, statewide and national emergency response organizations	<i>Executive Director, Board of Directors</i>	5.2.3.1 Ensure Council policies and procedures encourage staff participation with regional, statewide and national emergency response organizations 5.2.3.2 Plan for temporary staff absences caused by deployment in the PEMS Council Continuity of Operations Plan

<b>Strategic Initiative 5.3 Develop &amp; Strengthen Council Committees</b>			
<b>Objectives</b>	<b>Accountability</b>	<b>Action Steps</b>	
<b>Core Strategy 5: Strengthen Regional Council</b>	5.3.1 Ensure full committee staffing	<i>Executive Director, All PEMS staff, Committee Chairs</i>	5.3.1.1 Review structure of committees on annual basis to ensure compliance with bylaws
	5.3.2 Promote committee member participation	<i>Executive Director, All PEMS staff, Committee Chairs</i>	5.3.2.1 Review committee leadership and membership participation annually 5.3.2.2 Work with committee chairs and constituent organizations to encourage committee member engagement
	5.3.3 Recognize committee service	<i>Executive Director, Board of Directors</i>	5.3.3.1 Develop committee service recognition program 5.3.3.2 Include committee service recognition at the annual regional awards ceremony