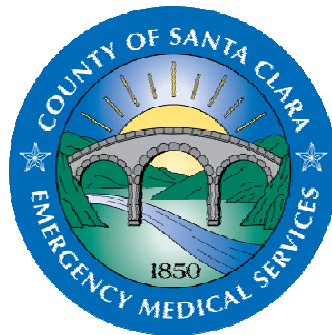


Santa Clara County Emergency Medical Services Agency



Strategic Plan



October 2011

Mission Statement

The Santa Clara County Emergency Medical Services Agency is an essential service dedicated to ensuring the provision of quality patient care to the people of Santa Clara County through collaboration, facilitated regulation, and system management.

Values

Dignity and Respect: We treat people with dignity and respect.

Progressive Innovation: We are dedicated to the continuous improvement of our processes and systems, based on science, data, and best practices.

Professionalism and Objectivity: We treat all individuals and organizations professionally, fairly, and without prejudice.

Leadership: We lead through collaboration and facilitation to ensure accountability, the provision of quality patient care, while ensuring fiscal and operational stability.

Participation: We value the contributions of the public, other agencies, and organizations in the development, implementation, and evaluation of the Santa Clara County EMS System.

Vision

Assuring an EMS system in Santa Clara County that provides safe, effective, and quality prehospital care.

Goals

Goal 1: To better define the role of the EMS Agency in the Public Health Department

Goal 2: To improve the visibility and awareness of the Santa Clara County EMS Agency; its roles, functions, and products

Goal 3: To collect, analyze, and use data to improve systems

Goal 4: To enhance relationships with stakeholders, the Public Health Department, local governments, and the community

Goal 5: To develop an agency-specific human resource plan that provides for employee recruitment, training, development, and retention

Goal 6: To identify, understand, and respond to changes in the external environment

Goal 7: To improve the EMS Agency's Infrastructure

Goal 8: To further develop the Santa Clara County Emergency Medical Services System

Goal 1: To better define the role of the EMS Agency in the Public Health Department

Emergency Medical Services is an equal and essential public safety service, along with fire and law enforcement. It is also increasingly understood that EMS is the intersection of medicine, public health, and public safety. Consistent with our value of progressive innovation, the Santa Clara EMS Agency will lead and support programs that improve the community's health, better match health and medical resources with people's needs, and reduce the long-term demand on the County of Santa Clara EMS System. The EMS Agency will also educate Santa Clara County's health and medical leadership on the important role that emergency medical services can play in a population-based comprehensive health system.

- Objective 1.1. To lead the exploration and development of an inebriate sobering center in Santa Clara County.
- Objective 1.2. To support the development of a comprehensive system to meet the medical, health, and social needs of persons with long term, acute mental health issues.
- Objective 1.3. To lead and support other public health initiatives relevant to the EMS System and its stakeholders, including integrated medical disaster and public health preparedness.
- Objective 1.4. To engage and demonstrate to the Public Health Department, the value of emergency medical services and the EMS Agency as a component of a comprehensive community health system.

Goal 2: To improve the visibility and awareness of the Santa Clara County EMS Agency; its roles, functions, and products

In most EMS Systems, the most visible components of the system are the first responders and the ambulance providers. However, EMS Agencies provide essential public safety services through multi-organizational and multi-disciplinary EMS System planning, coordination, regulation, clinical quality control, and direct service provision. The Santa Clara EMS Agency will develop a coordinated program to inform and educate about the roles and responsibilities of the EMS Agency, to assure that EMS System documents and reports are easily available, and to present a uniform and consistent presence of the EMS Agency.

- Objective 2.1. To create a comprehensive marketing plan that facilitates the EMS Agency outreach to stakeholders, government and business, and the public.
- Objective 2.2. To create agency uniformity through a branding program that consistently identifies the EMS Agency, and its programs, information, and documents.
- Objective 2.3. To increase an EMS Public Information System that informs about the EMS Agency and System, its roles, and components, and its value to the people of Santa Clara County. This system will include:
 - Personal, EMS Agency, and Rural Metro appearance-based opportunities.
 - Media-based opportunities.
 - Technology and web-based opportunities, including a comprehensive webpage/webportal, Facebook, Twitter, and other social media solutions.

Goal 3: To collect, analyze, and use data to improve systems

The medical and emergency services communities increasingly rely on data and evidence as a basis for decision making. With the advent of the federal Patient Protection and Affordable Care Act (PPACA) and the California EMS Information System, EMS Systems must position themselves to demonstrate quality, value, and efficiency in clinical care, operational effectiveness, and cost-containment. To capitalize on these opportunities, the Santa Clara EMS Agency will continue to develop its data infrastructure, linking dispatch centers, all first responders, Rural Metro, other ambulance providers and hospitals. The EMS Agency will also improve its capabilities to collect, aggregate, analyze, interpret, and report data. Most importantly, the EMS Agency will increase our reliance on data to lead improvements in the EMS system.

- Objective 3.1. To implement the EMS System-wide data infrastructure, linking dispatch centers, all first responders, Rural Metro, other ambulance providers, and hospitals.
- Objective 3.2. To provide staff and stakeholders with general and position-specific training to prepare them to work in a data-driven and evidence-based environment.
- Objective 3.3. To develop an EMS-system information infrastructure that provides the ability to collect appropriate data from EMS system organizations and in aggregate.
- Objective 3.4 To collaborate with research partners and stakeholders to conduct formal research, and to publish best practice and peer-reviewed manuscripts.

Goal 4: To enhance relationships with stakeholders, the Public Health Department, local governments, and the community

The Santa Clara EMS Agency and its employees recognize the importance of continually reinforcing individual and organizational relationships with stakeholders, the Public Health Department, local governments and the public. The EMS Agency also strives to support an environment where employees of EMS stakeholder organizations are safe and satisfied in their profession. The Santa Clara County EMS Agency values opportunities to support, educate, and involve the people of Santa Clara County in EMS and preparedness-related functions, programs, and activities.

- Objective 4.1. To work with Rural Metro to measure and improve EMT and Paramedic job satisfaction.
- Objective 4.2. To assure that the Santa Clara County EMS System provides excellent customer service, as measured through surveys and other technical means.
- Objective 4.3. To foster, expand, and participate in community emergency preparedness activities, including Public Access Defibrillation (PAD) Programs, Citizen Emergency Response Team (CERT) Programs, and Medical Volunteers for Disaster Response (MVDR).

Goal 5: To develop an agency-specific human resource plan that provides for employee recruitment, training, development, and retention

The Santa Clara County EMS Agency's most valuable resource is its employees. To effectively recruit, train, deploy, and retain the best-qualified employees, the EMS Agency must have a comprehensive employee selection and development program. The program must provide standardized initial training, position-specific training, cross-training, and training to develop employees for succession into positions of EMS Agency or EMS system leadership.

- Objective 5.1. To develop an initial, new-hire employee training program, that prepares employees to competently perform their specific job function, orients them to the cultures, roles and responsibilities of EMS Agency positions, the EMS Agency, and the EMS System and its component organizations.
- Objective 5.2. To develop an EMS Agency internal policy and procedure manual that prescribes the critical and necessary operations of the EMS Agency and balances autonomy with accountability.
- Objective 5.3. To provide specialized position-specific training that enables employees to become leaders in their program areas.
- Objective 5.4. To develop competency standards for each EMS Agency position that identifies expectations, competencies, and milestones for new hires, mid-career employees, and senior employees.
- Objective 5.5. To develop EMS Agency program resiliency, redundancy, and succession through employee cross training and leadership training

Goal 6: To identify, understand, and respond to changes in the external environment

2011 and 2012 present a potential for rapid and significant change in the Santa Clara EMS Agency's external environment. The EMS Agency will vigorously identify and seek to understand these events and attempt to shape those events to create opportunities for the EMS Agency, the EMS System, the EMS System stakeholders, and the public that the EMS System serves.

- Objective 6.1. To continue to lead the EMS System, focusing on areas of clinical care, operations, system financing, and strategic planning.
- Objective 6.2. To develop an EMS Agency strategic plan and update that plan annually
- Objective 6.3. To conduct a comprehensive, stakeholder-based, strategic evaluation of the Santa Clara County EMS System that considers a five to seven year planning horizon.
- Objective 6.4 To develop a comprehensive, stakeholder-based, EMS System strategic plan, which allows the EMS Agency to best position the EMS System to capitalize on the strengths and opportunities and mitigate the weaknesses and threats identified in the strategic evaluation.
- Objective 6.5. To work with the EMS Administrator Association of California (EMSAAC), CHEAC, CSAC and other organizations to assure that state law and regulation protect patient care through county-based and medically-supervised EMS Systems.
- Objective 6.6. To develop a strategy to ensure the long-term financial solvency of the Santa Clara County EMS System, considering the federal Patient Protection and Affordable Care Act (PPACA) and other health care reform measures.

Goal 7: To improve the EMS Agency's Infrastructure

The County of Santa Clara EMS Agency strives to be financially effective; using our resources prudently. The EMS Agency also strives to be good stewards of the environment. Both of these goals are advanced by leveraging solutions that optimize our employees' productivity, such as deploying state of the art information technology solutions, reducing travel to meetings by designing on-site meeting space, and by improving the efficiency of the workplace.

- Objective 7.1. To identify and advocate for state of the art information technology to improve the EMS Agency's information technology services. Areas for evaluation include:
 - Explore and implement Wi-Fi and 3/4G cellular access within the EMS Agency's office areas.
 - Secure unrestricted access to websites and web portals.
 - Explore software to facilitate remote interagency collaboration.
- Objective 7.2. To assure that the EMS Agency's IT Infrastructure support a customer-friendly, content-rich website.
- Objective 7.3. To evaluate and assure each employee's work space is suitable and appropriate for their job function.
- Objective 7.4. To evaluate and determine whether the EMS Agency can develop or access a large on-site conference room for twelve to fifty people.

Goal 8: To further develop the Santa Clara County Emergency Medical Services System

Although the Santa Clara County EMS System is a mature, high-performance system, the Santa Clara EMS Agency will continue to pursue initiatives that improve the EMS System's efficiency, operations, and accountability. The initiatives listed below continue to further formalize and integrate components of the EMS System, such as first responders, hospitals, communications centers, and 911 and non-911 ambulance provider, into a more cohesive and unified system that is better able to provide comprehensive EMS services, and to measure and continually improve those services.

- Objective 8.1. To fully implement all components of the County 911 Exclusive Operating Agreement Contract.
- Objective 8.2. To execute ambulance receiving facility agreements with all EMS System hospitals.
- Objective 8.3. To evaluate, and if warranted, implement policies and practices that enhance and incentivize quality Emergency Medical Dispatch (EMD) and medical dispatch throughout the county, including setting standards through policies and procedures or MOUs.
 - MOUs should include assure that state of the art equipment, systems and practices are maintained
- Objective 8.4. To evaluate and implement methods to improve Base Hospital or Alternate Base Station support of paramedic personnel's on-line medical control.
- Objective 8.5. To secure EMS automatic/mutual aid agreements with Alameda, Monterey, San Benito, San Mateo, Santa Cruz, and Stanislaus Counties.
- Objective 8.6. To implement first responder service agreements with all first responder agencies.
- Objective 8.7. To revise the Santa Clara County Ordinance relating to emergency medical services.
- Objective 8.8. To develop a comprehensive policy that provides consent-guided options for call deferral, call cancellation, assessment, treatment, and transport.
- Objective 8.9. To evaluate, and if warranted, implement policies that minimize or eliminate ambulance diversion and ambulance wall times.
- Objective 8.10. To develop a comprehensive policy that prescribes the EMS System and its components' response to hospitals' internal disasters.