

# Monterey County Emergency Medical Services Agency Strategic Plan



May 2016



# Monterey County EMS Agency

## Mission, Vision, and Values Statements

### Mission Statement:

The mission of the Monterey County EMS Agency is to enhance, protect, and improve the health of the people of Monterey County by collaboratively planning, regulating, and optimizing the quality and stability of the emergency medical services system.

### Vision Statement:

We envision leading the Monterey County EMS System to ensure best practices-standards of emergency medical care for the people of Monterey County.

### Value Statements:

The Monterey County EMS Agency is committed to:

- Valuing the needs of the patient in all that we do.
- Personal, professional, and organizational integrity.
- Consistently treating all people with dignity, respect, honesty, and fairness.
- Working fairly and openly in an environment of trust, transparency, safety, and teamwork.
- Leadership that brings accountability, responsibility, and success to our organization.
- Maintaining a working environment that fosters passion, creativity, and enjoyment.
- Striving to achieve excellence through expertise and continued learning.



## Summary of Goals

- Goal 1: To transition to a quality improvement and data-based EMS System.
- Goal 2: To implement electronic patient care reporting among all EMS communications centers, first responders, ambulance providers, and hospitals.
- Goal 3: To assess and redesign the Monterey County EMS System, consistent with the Triple Aim.
- Goal 4: To prepare and conduct a competitive process that will ensure the provision of 911 emergency ambulance service.
- Goal 5: To develop robust multi-casualty incident and medical disaster capabilities.
- Goal 6: To systematically and regularly review and revise EMS System policies, procedures, and protocols.
- Goal 7: To communicate the EMS Agency's programs, activities, and services to EMS stakeholders.
- Goal 8: To strengthen the EMS Agency's staffing and infrastructure to fulfill state statutory and regulatory responsibilities and local legislative and policy-based responsibilities.



**Goal 1: To transition to a quality improvement and data-based EMS System.**

*Rationale: Environments based on Just Culture and continuous clinical and operational quality improvement support high levels of long-term clinical and operational quality. Furthermore, California law requires that every local EMS agency, every EMS service provider, and every base hospital work collaboratively to develop and implement organization-specific EMS quality improvement plans.*

- Objective 1.1: To revise the EMS Agency Quality Improvement Plan, and have that plan approved by the EMS Authority.
- Objective 1.2: To coordinate the provision of quality improvement and Just Culture training for EMS stakeholders.
- Objective 1.3: To assist first responders, ambulance providers, communications centers, and hospitals to develop new Quality Improvement plans, consistent with State law and regulation, EMS Authority Guidelines, and EMS Agency Policy.
- Objective 1.4: To conduct ongoing quality improvement activities, based on provider and EMS Agency Quality Improvement Plans.
- Objective 1.5: To verify the effectiveness of quality improvement activities.

**Goal 2: To implement electronic patient care reporting among all EMS communication centers, first responders, ambulance providers, and hospitals.**

*Rationale: An electronic patient care record system is necessary for meaningful provider-based and EMS System-based quality improvement programs. Additionally, California law requires that all EMS providers adopt and use an electronic patient care records system, and submit data electronically to the local EMS agency and the California EMS Authority no later than January 1, 2016.*

- Objective 2.1: To seat an EMS Data System Working Group.
- Objective 2.2: To survey EMS System partners to determine their current data solutions and needs, and to analyze and share the results of the survey.



Objective 2.3: To research various data systems and present the results to the EMS Data System Working Group.

Objective 2.4: If necessary, to develop, release, and award, a RFP to procure an EMS data system.

Objective 2.5: To integrate EMS System partners into the EMS data system.

Objective 2.6: To train participants, including field personnel, quality improvement personnel and management, in the use of the EMS data system.

Objective 2.7: To activate the EMS data system as a live system.

**Goal 3: To assess and redesign the Monterey County EMS System, consistent with the Triple Aim.**

*Rationale: The Monterey County EMS System must adapt to the unprecedented changes that will occur in EMS systems throughout California during the next 10 years, including changes in EMS system financing and reimbursement, clinical scopes of practice based on research and outcomes, and increasing call volume. The EMS Agency supports the Triple Aim, which is a framework developed by the Institute for Health Improvement that describes that health systems must simultaneously pursue three goals, which include: improving the quality of healthcare and the health of populations, reducing the cost of health care, and improving patient satisfaction.*

Objective 3.1: To revise the Monterey County EMS Ordinance to reflect best practices in EMS System design, structure, and processes.

Objective 3.2: To conduct an EMS System assessment.

Objective 3.3: To develop an EMS System strategic plan.



**Goal 4: To prepare and conduct a competitive process that will ensure the provision of 911 emergency ambulance service.**

*Within Monterey County, the 911 emergency paramedic ambulance provider's contract expires on February 1, 2020. Therefore, the EMS Agency must conduct and conclude a competitive procurement process to select an ambulance provider before that date.*

Objective 4.1: To develop a Request for Proposal for a 911 Emergency Paramedic Exclusive Operating Area Ambulance Provider.

Objective 4.2: To release a Request for Proposal, receive responses, review and score responses, negotiate and award a 911 Emergency Paramedic Exclusive Operating Area Ambulance contract effective February 1, 2020.

**Goal 5: To develop robust multi-casualty incident and medical disaster capabilities.**

*Rationale: Due to the high potential for natural and threat-based disasters, the EMS Agency will work with EMS System partners to prepare the EMS System to respond to large multi-casualty incidents, including simultaneous MCIs or a single mass casualty incident. The objectives listed below will markedly improve medical disaster preparedness within Monterey County.*

Objective 5.1: To integrate planning, training, policy development, and exercise efforts with the Health Department's Emergency Preparedness Program.

Objective 5.2: To facilitate training in medical surge and disaster-related topics.

Objective 5.3: To continue developing EMS disaster communications capability.

Objective 5.4: To continue developing disaster coordination functions, including Medical/Health Operational Area Coordinator (MHOAC) responsibilities.

Objective 5.5: To develop and revise multi-casualty incident, medical surge, and disaster policies, procedures, and plans.



**Goal 6: To systematically and regularly review and revise EMS System policies, procedures, and protocols**

*Rationale: EMS System policies, procedures, and protocols, developed by the EMS Agency, set the standards, and define the clinical and operational practices of the EMS System. EMS System policies must be systematically and regularly reviewed and revised to assure that they reflect current clinical and operational practices, comply with evolving local, state, and federal law, and are clear, unambiguous and easy to interpret by those who rely upon them for guidance.*

Objective 6.1: To review and to revise, if necessary, all policies and procedures at least every three years and all clinical protocols at least every two years.

Objective 6.2: To timely develop new policies, procedures, and protocols to adapt to emerging clinical science, operational practices, and EMS system needs.

Objective 6.3: To review and eliminate or consolidate irrelevant, redundant or unnecessary policies.

Objective 6.4: To organize EMS System policies consistent with the California Health and Safety Code's eight components of an EMS System.

Objective 6.5: To revise the EMS policy development process.

Objective 6.6: To ensure that changes in policies, procedures and protocols are communicated to stakeholders in a timely manner.

**Goal 7: To communicate the EMS Agency's programs, activities, and services to EMS stakeholders.**

*Rationale: An optimal EMS system provides information about that system, tailored to meet stakeholder needs. All stakeholders should be able to easily access EMS system information, including policies and procedures, certification information, performance compliance information, and programmatic information. Additionally, the best EMS systems recognize the excellent work of partner organizations and their employees.*

Objective 7.1: To establish an effective website that provides information to EMS stakeholders and public.



Objective 7.2: To establish an effective social media presence that provides information to EMS stakeholders and public.

Objective 7.3: To adopt standardized EMS Agency templates with common EMS agency branding.

Objective 7.4: To annually conduct a series of events for EMS week to recognize the excellent work of our EMS System partners.

Objective 7.5: To interact frequently with all EMS stakeholders at every level.

Objective 7.6: To leverage the Health PIO and other resources available within the Health Department and Monterey County to communicate on behalf of the EMS Agency.

**Goal 8: To strengthen the EMS Agency’s staffing and infrastructure to fulfil state statutory and regulatory responsibilities and local legislative and policy-based responsibilities.**

*Rationale: The Monterey County EMS system has become more sophisticated over the years, significantly increasing demands on the EMS Agency. Changes such as the introduction of a number of specialty services, new state requirements for EMS system oversight, and growing service needs have made it challenging for the Agency. Because employees are the most valuable resource of the EMS Agency and the EMS System, the EMS Agency will endeavor to continually develop employees, and to prioritize work products consistent with state and local law.*

Objective 8.1: To prioritize goals, objectives and work products consistent with the requirements of state statute and regulation, local ordinance, contracts, and County, Health, and stakeholder needs.

Objective 8.2: To evaluate and revise the EMS Agency fee schedule, based on a cost/benefit nexus study.

Objective 8.3: To advocate for adequate EMS Agency staffing levels to effectively meet EMS system needs.

Objective 8.4: To create and execute a staff development plan for each employee that provides opportunities for specialized individual training to meet each individual’s professional development needs.





Objective 8.5: To assure the EMS Agency's infrastructure, including physical space, information technology, and equipment to allow us to provide a high level of service, at any time, to EMS system stakeholders and the public.

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