



2016

California Emergency Medical Services Authority Strategic Plan



Prepared by:

Center for Collaborative Policy



INTRODUCTION



Colleagues,

I am pleased to provide a new strategic plan for the Emergency Medical Services Authority. This plan was presented to the Commission on EMS on June 15, 2016 in Sacramento.

Over the past year, we have engaged all of our staff and stakeholders to provide input for this plan, through an in-depth internal staff assessment, a broad external stakeholder survey, and EMS industry research. A design team from EMSA convened from June 2015 through January 2016 to construct the elements of this plan and to prepare for a strategic planning workshop that was held on December 15, 2015. The effort was facilitated by Sacramento State University's Center for Collaborative Policy to ensure neutral third party involvement and guidance for the process.

Strategic planning is: "A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it."¹ The California Emergency Medical Services Authority (EMSA) took this opportunity to examine internal and external changes to reassess the future direction of the organization. These goals and objectives will help to establish our priorities and focus our activities over the next three to five years. They include maintaining our organizational health and core functions as well as planning for the inevitable changes that EMS will experience in the coming years. The goals are broad, but realistic, given appropriate resources and time. The next step is to develop the specific actions that are needed to progress toward these goals. It is understood that a strategic plan must be a living document that will be refined in collaboration with our staff and partners and aligned with the rapidly changing healthcare environment and government priorities.

I want to thank all individuals and organizations that contributed to this effort and that will support EMSA in the work of achieving as many of these goals as possible.

Sincerely,

A handwritten signature in black ink that reads "Howard D. Backer". The signature is written in a cursive, flowing style.

Howard Backer, MD, MPH, FACEP
Director
California Emergency Medical Services Authority

¹ Author and Trainer John Bryson, in *Strategic Planning for Public and Non-Profit Organizations*.

EMSA VISION STATEMENT

EMSA is a leader in innovative, effective, and collaborative emergency medical services. We inspire EMS systems to advance the quality, safety, and satisfaction of healthcare in their communities.

EMSA MISSION STATEMENT

The mission of EMSA is to prevent injuries, reduce suffering, and save lives by developing standards for and administering an effective statewide coordinated system of quality emergency medical care and disaster medical response that integrates public health, public safety, and healthcare.

CORE VALUES AND GUIDING PRINCIPLES

The following principles drive all EMSA's efforts and daily work:

- We strive for excellence in all we do to ensure the public's health and well-being.
- We work in partnership with our constituents to promote a collaborative business relationship, solicit feedback, and seek continuous improvement.
- We treat our customers with respect and in a courteous and professional manner.

We value a creative and enjoyable work environment where a climate of trust, respect, and concern for all exists:

- We support teamwork and collaboration.
- We promote clear, meaningful, transparent, and concise communication and information sharing with others.
- We encourage initiative and self-motivation.
- We strive to develop the full potential of every employee with opportunities for learning, achievement, growth, and accountability.

GOALS AND STRATEGIES

Goal 1: Develop professional and high performing employees by fostering and enriching a supportive work environment to ensure the delivery of EMSA's mission.

1.1 - Create a Workforce Development and Succession Plan.

- 1.1.2 Attract and acquire quality talent.
- 1.1.3 Retain qualified and high performing staff by investing in employees.
- 1.1.4 Build a culture of high performance.

Goal 2: Support the development of EMS systems in California that are sustainable, visionary, and integrated with the evolving healthcare system.

2.1 - Perform statewide periodic assessments of EMS systems for quality improvement.

2.2 - Integrate EMS into mainstream healthcare systems.

2.3 - Explore new roles for EMS providers within healthcare systems.

2.4 - Create and update EMS regulations.

2.5 - Build and enhance disaster preparedness and response programs.

2.6 - Facilitate standardization of EMS systems including, policies, protocols, and discipline while maintaining local flexibility.

2.7 - Strengthen EMSA's role in injury and illness prevention and education initiatives.

Goal 3: Improve communication methods to promote timely and transparent information sharing.

3.1 - Continuously strive to improve EMSA's professional communications.

3.2 - Increase transparency through use of the open data portal and other data initiatives.

3.3 - Improve EMSA's internal communications.

Goal 4: Leverage new and existing technologies to promote improved data and information systems.

4.1 - Maximize EMSA's technology solutions.

4.2 - Promote interoperability between multiple information sources and EMSA.

4.3 - Provide leadership concerning data and quality standards.

4.4 - Adopt technology solutions to enhance statewide disaster response.

Goal 5: Engage stakeholders to identify trends and collaboratively advance the statewide EMS system.

5.1 - Enhance communication with stakeholders.

5.2 - Provide technical assistance and support to local EMS agencies and providers.

5.3 - Support stakeholders to align with the statewide EMS system.

Goal 6: Obtain stable, secure, and diversified funding to support EMSA's mission.

6.1 - Advocate and educate policy makers to promote the role and importance of EMS.

6.2 - Seek out and apply for funding sources to support new, and enhance existing projects and programs.

6.3 - Ensure expenditures are aligned with EMSA's mission.

Acknowledgements

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EMSA Strategic Planning Design Team:

- Kathy Bissell
- Bill Hartley
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- Jennifer Lim
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- Rick Trussell
- Adam Willoughby

EMSA Workshop Participants:

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