

CITY OF VIRGINIA BEACH
DEPARTMENT OF EMERGENCY
MEDICAL SERVICES

STRATEGIC PLAN

2020-2030



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Strategic Plan for Virginia Beach EMS

The Strategic Plan for the Virginia Beach Department of Emergency Medical Services (VBEMS) was developed through the collaborative efforts of stakeholders within the organization. The plan builds on previous strategic documents and reflects both the *2012-2017-2026 City of Virginia Beach Strategic Plan* and *City of Virginia Beach Vision 2040*. The principles outlined in our Mission Statement link directly to the City's Performance Outcome Measurement Process (POMP). A formal review of the Strategic Plan occurs annually so that goals and strategies can be adapted to meet changing circumstances. Actions identified for Execution are added both during the annual review and throughout the year.

This document reflects an overarching Vision (Who we want to be) coupled with a Mission (Why we exist). These two elements drive the Goals of the organization. Within each Goal are sets of Objectives and Strategies which are carried out at all levels. Our strategic timeline is as follows:

Vision = 15 years

Goals = 5 years → Strategic Plan

- **Objectives**
 - **Strategies**

Execution = 1 year

While the focus of this plan is on the 5-year horizon, the long-term vision of the department and the City will guide ongoing evolution and execution. Attachment A offers the VBEMS Vision for 2030. Attachments B and C outline how the Department intends to achieve both its Vision and Mission. These details, which parallel the format of the City's Strategic Plan, offer a higher level view of the direction VBEMS will take heading into the future.

It is the responsibility of all personnel to work toward achievement of the *2020-2030 VBEMS Strategic Plan* with Command Staff charged with delineating, monitoring and reporting on achievement of the plan.

OUR VISION

The Virginia Beach Department of Emergency Medical Services is a leading EMS agency serving as an integral part of the City's public safety and health care systems. Our rescue squads are a great place to volunteer for the community.

OUR MISSION

The mission of the Department of Emergency Medical Services is to provide quality services to the community which preserve life, reduce suffering, improve health and promote the safety of citizens and visitors who live, learn, work and play in our community.

This mission is accomplished through a systems approach focused on providing high quality patient care services; organizational sustainment; public awareness and education; proactive safety interventions; and all-hazards readiness.

OUR GOALS (2020-2030)

Goal #1: Improve patient conditions

Goal #2: Maximize resources and improve processes, resources and systems to meet the needs of the community

Goal #3: Recruit, retain and develop an effective workforce

Goal #4: Support programs and initiatives designed to provide specialized services beyond traditional ambulance response

Goal #5: Collaborate with the Community and Healthcare partners to enhance services and improve the health and well-being of the community

Goal #1: Improve patient conditions

Objectives:

1.1. Ensure that the most current evidenced-based medical practices and technology are utilized to provide patient care

Strategies:

- 1.1.1. Ensure effective operational medical oversight
- 1.1.2. Maintain, and where possible, improve the timely response to calls for service
- 1.1.3. Continually review and evaluate current technology and equipment.
- 1.1.4. Continually review and assess changes in resuscitation care.
- 1.1.5. Maintain an active role in protocol development
- 1.1.6. Seek avenues to empower medics to provide more effective patient care
- 1.1.7. Seek avenues to improve patient safety

Execution 2022-2023:

- *Reappoint OMD for additional 2-year term, October 2022*
- *Deploy additional medics funded in Fy22-23 budget*
- *Continue replacement cycle of durable medical equipment (i.e. LP15) as outlined in the Public Safety Equipment CIP*
- *Implement Whole Blood Program*
- *Evaluate ultrasound deployment*

1.2. Engage healthcare partners to maintain an integrated approach to patient care delivery

Strategies:

- 1.2.1. Participate in hospital and regional committees related to trauma, cardiac care, quality improvement, etc
- 1.2.2. Evaluate all steps in the continuum of care to streamline patient triage and turnover
- 1.2.3. Provide a system to quickly identify the locations and availability of specialty care services (i.e. hand surgeons)
- 1.2.4. Provide an EMS awareness/educational program for emergency department physicians, nurses and other partners
- 1.2.5. Increase the integration of EMS electronic medical records with the hospitals and allied health care partners such as physician offices

1.2.6. Interface receiving facility patient outcomes with EMR to assist lowering readmissions and frequent patient responses

Execution 2022-2023:

- *Establish performance expectations for first arriving personnel*
- *Conduct joint Fire-EMS in-service training*
- *Implement Health Data Exchange system with hospital partners*
- *Conduct quarterly review of responses to identify high utilizers*

1.3. Maintain effective partnerships with other City ERS agencies to optimize service delivery

Strategies:

- 1.3.1. Maintain a prominent role in ERS training and operational guidance based on the department's role as the lead agency for EMS delivery and coordination in the City
- 1.3.2. Effectively collaborate with all ERS partners
- 1.3.3. Provide joint training opportunities across departmental and career/volunteer lines
- 1.3.4. Provide effective ALS deployment strategies

Execution 2022-2023:

- *Update joint CMCI Protocol*
- *Restart CMCI Training*
- *Implement new EMD program*
- *Work with VBFD to encourage expanded ALS first response coverage via engine companies*
- *Implement MOU between rescue squads and City*

1.4. Seek creative approaches to assist providers with service delivery

Strategies:

- 1.4.1. Enhance the department's capability to respond to incidents involving mental illness
- 1.4.2. Improve the department's Quality Improvement Program by increasing feedback and reporting
- 1.4.3. Continually review and analyze available PPE
- 1.4.4. Identify the locations of unique patient types (i.e. LVAD)
- 1.4.5. Provide easy access reference materials in the field

- 1.4.6. Provide a mechanism for customer feedback
- 1.4.7. Provide incident action guidelines that normalize operations in low frequency/high risk call types

Execution 2022-2023:

- *Expand CIT program to increase availability of CIT medics*
- *Implement Handtevy program*
- *Publish Field Operations SOGs*
- *Offer AEMT training course*
- *Expand member report card program to include volunteers*
- *Establish a formal complaint process (members and public)*

Goal #2: Maximize resources and improve processes, resources and systems to meet the needs of the community

Objectives:

2.1 Ensure leading edge data, technology and equipment are utilized to address the emergency response and support needs of the Department

Strategies:

- 2.1.1 Continuously seek optimal approaches for member communications
- 2.1.2 Maintain a learning management system for the Training Center
- 2.1.3 Provide distance learning programs
- 2.1.4 Continue to review equipment, vehicles and apparel with end-user input
- 2.1.5 Monitor performance via the STAT process at both the department and City level

Execution 2022-2023:

- *Expand online continuing education programs*
- *Deploy improved slide trays for supervisor vehicles*
- *Participate in RescueSTAT and EMSSTAT*

2.2 Continuously assess personnel resources to assure they are adequate to meet the Department's mission.

Strategies:

- 2.2.1 Continuously assess demand and staffing targets
- 2.2.2 Advocate for additional staffing as appropriate (volunteer, career and civilian staff)
- 2.2.3 Continually monitor and enhance ALS provider deployment
- 2.2.4 Ensure the senior officer infrastructure provides effective oversight of the organization
- 2.2.5 Ensure field supervisor practices and staffing provides effective oversight of daily operations
- 2.2.6 Effectively utilize administrative volunteers

Execution 2022-2023:

- *Publish Operations Division SOGs*
- *Develop budget proposals for additional staff in 2023-2024*
- *Work with Virginia Beach Rescue Squad Foundation on their new recruiting campaign*
- *Review options for volunteer officer development*
- *Restructure the management/oversight process for administrative volunteers*

2.3 Assess and improve processes within the Department to eliminate those that are not necessary or redundant and improve those that are inefficient or ineffective

Strategies:

- 2.3.1 Provide an effective BLS AIC program
- 2.3.2 Provide an effective ALS program
- 2.3.3 Provide an effective scheduling process
- 2.3.4 Provide effective member communications
- 2.3.5 Provide effective human resources support for incumbent volunteers
- 2.3.6 Provide effective logistics and supply support processes

Execution 2022-2023:

- *Complete the review of AIC field training process and implement enhancements*

- *Renew OEMS Standards of Excellence program*
- *Conduct audit of all departmental policies based on CAAS standards*
- *Implement scheduling software program*
- *Implement operative IQ inventory management system*

2.4 Evaluate, improve or acquire capital facilities and equipment to meet our needs for many years

Strategies:

- 2.4.1 Maintain a CIP plan for EMS facilities
- 2.4.2 Address quality of life improvements at existing stations
- 2.4.3 Provide adequate warehouse space for EMS equipment
- 2.4.4 In conjunction with the City Garage, provide optimal vehicle platforms for EMS operations
- 2.4.5 In conjunction with the City Garage, maintain a strategic vehicle replacement program

Execution 2022-2023:

- *Integrate new Burton Station facility into operations*
- *Procure additional two vehicles authorized in budget*
- *Educate decision-makers on the importance of the proposed Landstown Station*
- *Evaluate alternative training and office sites to support expanded staffing levels*

Goal #3: Recruit, retain and develop a diverse high performing workforce

Objectives:

3.1 Enhance public awareness about our unique volunteer organization

Strategies:

- 3.1.1 Provide effective marketing strategies
- 3.1.2 Provide an effective Member Communications system
- 3.1.3 Capitalize on social media
- 3.1.4 Educate elected officials and influencers

Execution 2022-2023:

- *Collaborate with Virginia Beach Rescue Squad Foundation’s recruitment campaign*
- *Deliver a “State of the Department” presentation to the Foundation and rescue squad leadership*
- *Expand the branding initiative*
- *Meet with individual City Council members*
- *Celebrate the ALS/ECCP anniversary*

3.2 Maintain, and where possible, enhance effective and efficient recruitment and entry-level processes

Strategies:

- 3.2.1 Provide effective recruitment strategies
- 3.2.2 Provide a streamlined application/screening process
- 3.2.3 Reduce barriers to new applicants where practical
- 3.2.4 Clearly define member expectations from entry through initial training
- 3.2.5 Recruit via the Hero-to-Hero military transition program

Execution 2022-2023:

- *Explore better use of Support Volunteers in member tracking*
- *Update department website*
- *Work with the Rescue Squad Foundation to identify potential recruits in the community*
- *Collaborate with Rescue Squad Foundation on major campaign*

3.3 Explore, develop and implement strategies to improve volunteer retention thereby mitigating member turnover

Strategies:

- 3.3.1 Provide effective retention strategies
- 3.3.2 Optimize recognition through the department’s formal awards program

Execution 2022-2023:

- *Collaborate with Rescue Squad Foundation on appreciation initiatives*
- *Develop better communications to highlight what the department provides to its members (i.e. training, free recertification, free vehicle registration, etc)*

3.4 Provide an effective career staff infrastructure

Strategies:

- 3.4.1 Provide workforce and career development training
- 3.4.2 Provide appropriate formal member classifications based on assignments
- 3.4.3 Provide an effective Safety program

Execution 2022-2023:

- *Fill new Captain position*
- *Fill new Paramedic positions*
- *Fill new Admin Tech position*
- *Implement Peer Support program*
- *Create career AEMT program*

3.5 Implement strategies to improve diversity to more closely match the community

Strategies:

- 3.5.1 Ensure volunteer recruiting efforts are tailored to parties with various backgrounds, skill sets and experience
- 3.5.2 Expand career recruiting efforts tailored to parties with various backgrounds, skill sets and experience

Execution 2022-2023:

- *Develop a strategic workforce diversity plan*
- *Partner with Foundation to include diversity efforts in their volunteer recruiting campaign*
- *Offer EMT class scholarships for City employees*

3.6 Provide medical training opportunities tailored to individuals and the organization's needs

Strategies:

- 3.6.1 Provide a wide variety of training opportunities
- 3.6.2 Provide wide use of online videos, particularly for skills demonstrations
- 3.6.3 Provide a formal in-service training program for all members
- 3.6.4 Consider becoming an AHA center
- 3.6.5 Consider becoming an accredited ALS training site

3.6.6 Provide specialized classes to develop stronger AICs (i.e. online radio reports, BLS 12 lead, major incidents, etc)

Execution 2022-2023:

- *Develop annual Fire-EMS joint in-service program*
- *Expand use of YouTube channel for training videos*
- *Evaluate and execute organizational alignment to support CQI-driven continuing education training*

3.7 Provide professional development training opportunities tailored to individuals and the organization's needs

Strategies:

- 3.7.1 Provide a formal leadership training curriculum
- 3.7.2 Maintain training standards for key officer positions and offer adequate numbers of classes to meet demand
- 3.7.3 Integrate customer service training into basic classes and continuing education
- 3.7.4 Provide formal mentoring programs at all levels of the organization

Execution 2022-2023:

- *Offer at least two Leadership I sessions*
- *Develop and offer additional leadership classes*
- *Increase offerings of Inclusion and Diversity training*

Goal #4: Support programs and initiatives designed to provide specialized services beyond traditional ambulance response

Objectives:

4.1 Maintain and, where possible, enhance response to major incidents

Strategies:

- 4.1.1 Effectively dispatch and deploy MCI resources
- 4.1.2 Utilize unified command and planning for all incidents and events

Execution 2022-2023:

- *Review creative staffing options for MCI trucks including integration of Marine Rescue Team personnel*
- *Update Emergency Operations Plan*
- *Update Pandemic Operations Plan based on COVID-19 experiences*

4.2 Maintain and where possible, enhance response to high risk law enforcements situations

Strategies:

- 4.2.1 Provide effective ERS procedures for warm zone operations at criminal mass casualty incidents
- 4.2.2 Provide opportunities for joint training
- 4.2.3 Provide situational awareness training opportunities
- 4.2.4 Provide and effective SWAT Medic team

Execution 2022-2023:

- *Update CMCI Response Policy based on lessons learned from the Building 2 Shooting*
- *Assist with VBPD recruit training*

4.3 Maintain and where possible, enhance special operations services

Strategies:

- 4.3.1 Provide an effective Marine Rescue Team
- 4.3.2 Provide Marine Medics
- 4.3.3 Provide an adequate number of specialty training courses

Execution 2022-2023:

- *Offer at least one ATV operator class*
- *Work with Police Department to offer mountain bike class for medics*

4.4 Maintain and where possible, enhance ocean lifeguard services

Strategies:

- 4.4.1 Ensure effectiveness of Sandbridge Lifeguard Services
- 4.4.2 Evaluate cost vs. benefit of contracting Resort Lifeguard Services

4.4.3 Evaluate potential changes to the Resort Lifeguard Services contract to enhance services

Execution 2022-2023:

- *Integrate 2nd Paramedic into operational rotation in Sandbridge*

4.5 Maintain and where possible, enhance the Medically Friendly Shelter Program

Strategies:

- 4.5.1 Provide ongoing training programs
- 4.5.2 Provide a core group of members to staff the program
- 4.5.3 Assist the Department of Human Services with shelter team development
- 4.5.4 Pursue additional funding and equipment

Execution 2022-2023:

- *Work with OEM to shift toward decentralized MFS process*
- *Procure supplies and equipment to enhance sheltering capability*

Goal #5: Collaborate with the Community and Healthcare partners to enhance services and improve the health and well-being of the community

Objectives:

5.1 Increase community health and wellness through ongoing education, training and other outreach efforts

Strategies:

- 5.1.1 Ensure visible and active participation by EMS at community events and functions
- 5.1.2 Build strong relationships and viable partnerships through civic interactions
- 5.1.3 Provide community outreach initiatives
- 5.1.4 Provide avenues for community CPR training

Execution 2022-2023:

- *Continue to operate a mobile COVID vaccination team in conjunction with VDH*
- *Evaluate options for additional community classes after the threat of COVID-19 has diminished*

5.2 Partner with allied agencies to provide easy access to the most appropriate services for our patients' needs

Strategies:

- 5.2.1 Provide a formal ridealong program for hospital staff and ERS partners
- 5.2.2 Provide feedback mechanisms from the hospitals
- 5.2.3 Integrate EMR information exchange with private physician groups/offices
- 5.2.4 Integrate elements of mobile integrated healthcare
- 5.2.5 Provide effective emergency medical dispatching

Execution 2022-2023:

- *Implement new EMD/Call Triage program*
- *Implement EVMS resident volunteer program*

5.3 Engage regional and state agencies to develop programs and regulations which facilitate easy access to patient care and support services

Strategies:

- 5.3.1 Continually to assess the regional drug box exchange process and implement enhancements as feasible
- 5.3.2 Actively participate on regional and state committees
- 5.3.3 Maintain the leading role for EMS issues impacting Virginia Beach

Execution 2022-2023:

- *Implement new ALS box locking system on ambulances*
- *Ensure all regional MOC meetings are attended*
- *Have representation at all Governor's Advisory Board workshops*
- *Actively participate on state and regional committees*

5.4 Implement strategies for prevention education at the first responder level

Strategies:

5.4.1 Provide training to all members regarding prevention awareness

5.4.2 Provide direct patient education

Execution 2022-2023:

- *Evaluate options after threat of COVID-19 diminishes*

VIRGINIA BEACH EMS VISION 2030

VIRGINIA BEACH EMS

*is the Leading EMS Agency in Virginia
is a Great Place to Volunteer for the Hampton Roads Community*

VIRGINIA BEACH EMS

*is an agency with
an Effective Medical Response System,
a Diverse and Sustainable Workforce, and
access to the Latest Technology and Patient Care Techniques*

VIRGINIA BEACH EMS

*is An Integral Part of the Virginia Beach Public Safety System
is An Integral Part of the Health Care System
and is Connected to the Community*

OUR PEOPLE ENJOY

*Vibrant Rescue Squads and Specialty Teams,
Great Jobs, and
Working as Part of a Combined Volunteer-Career Team*

VIRGINIA BEACH EMS VISION 2030 PRINCIPLES

Achieving our Vision

PRINCIPLE A – LEADING EMS AGENCY IN VIRGINIA

➤ Means

1. VBEMS has a positive image and national reputation
2. Active leadership in regional EMS
3. Financially sustainable organization with excellent services
4. Strong presence at Federal and State levels
5. Effective use of limited resources within a growing city

PRINCIPLE B – GREAT PLACE TO VOLUNTEER FOR THE HAMPTON ROADS COMMUNITY

➤ Means

1. VBEMS has high retention rates for volunteers
2. Members report being happy with the organization
3. Provides a welcoming environment with a volunteer focus

PRINCIPLE C – EFFECTIVE RESPONSE SYSTEM

➤ Means

1. The community is confident in our services
2. High Sudden Cardiac Arrest (SCA) survival rates
3. Patients conditions are improved
4. Connected to ERS partners
5. Connected to healthcare system
6. Continuously looking for ways to improve patient care delivery

PRINCIPLE D- DIVERSE AND SUSTAINABLE WORKFORCE

➤ Means

1. Majority of ambulances are staffed by volunteers
2. Membership reflects the community
3. Numerous opportunities for career development and advancement
4. Opportunities are available for all members to participate in planning, directing and operating the organization

PRINCIPLE E - LATEST TECHNOLOGY AND PATIENT CARE TECHNIQUES

➤ Means

1. Ambulances carry the most up-to-date medical equipment to provide the highest standards of care
2. The latest advancements in communications and computers are integrated into operations
3. VBEMS data is linked to healthcare and governmental partners

PRINCIPLE F- INTEGRAL PART OF THE VA BEACH PUBLIC SAFETY SYSTEM

➤ Means

1. Public feels safe and secure
2. VBEMS takes the lead in delivering all aspects of emergency medical training within the ERS
3. VBEMS has a key role in disaster planning and emergency management
4. Effective Medically Friendly Shelter capability provided
5. Effective lifeguard services provided
6. Public is confident in a timely response to emergencies

PRINCIPLE G- INTEGRAL PART OF THE HEALTH CARE SYSTEM

➤ Means

1. VBEMS command staff and members regularly engage with their hospital partners
2. VBEMS integrated into hospital and regional quality improvement programs
3. Collaborates with medical community to implement changes in patient care techniques and equipment
4. Shares data with the Health Department and hospitals

PRINCIPLE H- CONNECTED TO THE COMMUNITY

➤ Means

1. VBEMS officers and members regularly meet with community leaders and civic groups
2. Neighbors knowing and helping neighbors as volunteers
3. Facilities are part of their neighborhoods
4. Public education is offered
5. VBEMS engages in prevention activities

PRINCIPLE I – VIBRANT RESCUE SQUADS AND SPECIALTY TEAMS

➤ Means

1. Rescue squads are well-managed
2. Rescue squads are financially sustainable
3. Rescue squad morale is high
4. Volunteer organizations continue to gain members and deliver effective staffing levels
5. Facilities are first class

PRINCIPLE J- GREAT JOBS (VOLUNTEER OR PAID)

➤ Means

1. Members are happy to come to work/duty
2. Retention rates are high
3. Members are well trained and prepared for the roles
4. VBEMS is a highly sought place to volunteer or work
5. Members feel appreciated for their efforts

PRINCIPLE K- COMBINED VOLUNTEER-CAREER TEAM

➤ Means

1. Volunteerism is valued and celebrated
2. Career members are valued
3. Members are treated the same whether career or volunteer
4. Members look the same on duty whether career or volunteer
5. Training programs are open to all members
6. Opportunities exist for participation at all levels of the organization