



**SREMS
COUNCIL**

2016-2018

**Susquehanna Regional EMS Council, Inc.
Strategic Plan**

March, 2016
Approved

Table of Contents

Page Number

I.	Introduction and Overview	1
II.	Mission and Vision	2
III.	Environmental Assessment	3
IV.	Workplan: Strategic Issues, Goals, and Strategies	4

I. Introduction and Overview

Susquehanna Regional EMS Council, Inc. (SREMS) was empowered in 1993 by the Susquehanna Regional EMS Council to incorporate as a 501c3 Not-for Profit corporation and authorized the same year, by the New York State Department of Health; Bureau of EMS to provide contracted coordination of the Emergency Medical Services programs within Broome, Tioga and Chenango Counties.

Specifically, SREMS is responsible to report to the NYS DOH Bureau of EMS, coordinate EMS programs, and make determinations of public need for additional EMS services in the region. Additionally, SREMS is responsible for facilitating quality improvement of EMS care within its region, staffing the Regional Emergency Medicine Advisory Committee (REMAC), providing prehospital education programs and other activities to support and facilitate the regional EMS systems.

As SREMS looks to the future, the organization identified developing a strategic plan as a priority issue. The organization engaged the New York Council of Nonprofits to help develop this strategic plan. The planning process included the following components:

- A survey of Board Members to gather initial thoughts and suggestions about the organization's mission, values, and vision; conduct an assessment of SREMS's strengths, weaknesses, opportunities, and threats; and identify goals in a variety of areas.
- A strategic planning retreat with Board members and key staff.
- Meetings with staff leadership and the Board to review and revise the draft plan.
- Adoption by SREMS on 3/10/2016.

II. Mission and Vision

Mission

As part of this strategic planning process, SREMS modified its mission statement.

Mission Statement

To plan, administer, and carry out Article 30 of the Public Health Law and regulations that pertain to the coordination of the Emergency Medical Services within the Region.

Revised Mission Statement

SREMS will support and cultivate an EMS system that is patient centered, high quality, and follows evidenced based practices for the betterment of health; while maintaining NYS compliance and supporting our providers and the communities we serve.

Vision

The Vision Statement for SREMS reflects the importance of strengthening the organization's infrastructure, while increasing visibility and supporting providers and their communities.

Vision Statement

Maintain an independent, diverse and financially sound organization, in order to identify and promote an innovative, evidence-based patient centered EMS system spanning our urban and rural communities.

III. Environmental Assessment/SWOT Analysis (Survey Results as of September 15, 2015)

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Organization and structure • EMS experience and knowledge • Knowledge of law, rules and regulations • SREMS support and leadership • Board talent and experience • Enthusiastic staff • Track record (history of success) • CON process well developed • Collaborative stakeholder involvement • Electronic system of data collection • Technology • Framework for networking • Organization and structure (status as 501c3) 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Board size/structure • Board engagement • Board meeting framework (agenda, how often) and process (discussion) • Board roles • Board diversity • Controls • Visibility • Limited communication • Staff capacity • Funding • Involvement from counties (3 served) and politics • Physician support limited/limited contact and interaction outside of EMS and hospital emergency services/hospital/EMS agency • Bureaucracy • Governance • Advocacy • Marketing
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Evaluate/assess courses/presentations • Dialogue/discussion with agencies and providers • Planning • Higher education programs and facilities • Grants, philanthropy • Changing health care systems (reimbursement/funding) • Leveraging technology to better communicate and connect • Raising visibility of SREMS • Outreach to entities outside of EMS (business, industry, government, etc.) • Community Paramedicine • Shrinking budgets and growing elderly populations overpowering the county health departments • Education of our EMS providers is huge • Earned and contributed revenue • Generate and analyze data for agencies • Satisfaction surveys 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Loss of primary State funding • Meetings (atmosphere) • Consolidation of regions (elimination/merger) • Pending NYS DOH BEMS Law changes (article 30) • Larger health care system that could incorporate and direct EMS or pass us by • Planning without input from greater EMS community • Lack of funding • County oriented emergency services/agencies with agendas • Lack of knowledge of programs by targeted users • REMAC dominance by one organization • "Stovepipes" have EMS at the bottom

1) Strategic Issue: Governance

Goal: The governing authority of SREMS will be clearly informed and defined, and will assume full responsibility to act in the best interest of the organization.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET COMPLETION DATE
1.1 Reaffirm and modify board composition to support mission and vision	Assess committee structure to strengthen operations	By Laws Committee	Q2 2016
	Propose bylaws changes to Council	By Laws Committee	Q3 2016
	Develop succession planning for board and officers	Executive Committee	Q3 2016
	Partner with useful and valid organizations	Program Agency	On going
1.2 Develop board infrastructure to effectively and efficiently support board operations	Develop board orientation and guide that includes copies of Article 30 and the SREMS By-Laws	Board Development	Q2 2016
	Develop and carry out a board inventory matrix detailing the representation capacity in which each member serves	By Laws Committee & Board Development	Q4 2016
	Develop a sponsoring agency/individual member contact list	Program Agency	Q1 2017
	Develop board job description and expectations	Board Development Committee	Q1 2017
1.3 Strengthen board development	Explore bringing non-board members onto committees	Committee Chairs	Q2 2016 On Going
	Identify and prioritize board training, including training on REMSCO/REMAC operations and their duties under the Public Officers Law	Executive Committee and Board Development	Q3 2016 On Going
	Strengthen recruitment process for new board members by developing a call to action	Board Development	Q2 2017

2) Strategic Issue: Partnerships

Goal: SREMS will work to strengthen services, programs and education through collaboration and partnerships.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET COMPLETION DATE
2.1 Identify the programs and services that SREMS provides	Identify current programs and services	Executive Committee and Program Agency	Q2 2016
	Assure all programs and services align with mission and vision	Executive Committee and Program Agency	Q3 2016 On Going
	Identify and prioritize programs and services for future collaboration	Executive Committee	Q4 2016
2.2 Leverage programs and services to attract partners	Expand and operationalize regional CQI program	REMAC Chair and Vice President	Q4 2016
	Facilitate the sharing of information from partner organizations	Program Agency	Q3 2017
	Bring committees (CON, Education and REMAC) together to set priorities for training and education	President and Committee Chairs	Q4 2017
	Explore urban/rural issues between and within Counties to strengthen relationships and programs and services	Executive Committee and Program Agency	Q1 2018
2.3 Collaborate with other Councils, REMACs and PAs	Explore potential partnerships and collaborations with other Councils	Program Agency	Q4 2016
	Implement partnerships and collaborations	Executive Committee and Program Agency	Q2 2017

3) Strategic Issue: Revenue

Goal: SREMS will work to leverage all programs and services to carry out the mission and generate the maximum return on investment.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET COMPLETION DATE
3.1 Diversify funding sources	Explore feasibility of a revenue committee	Finance Committee	Q1 2017
	Develop a revenue plan that includes contributed income	Finance Committee (or "Revenue Committee")	Q3 2017
	Develop call to action for supporting SREMS that includes sustainability and independence	Executive Committee and Finance	Q4 2017
3.2 Increase earned income	Use EMS data to generate standardized, user friendly reports	Program Agency	Q2 2016
	Explore fee for service opportunities	Finance Committee (or "Revenue Committee")	Q3 2017
	Become a resource for changes in billing and healthcare reform impact	State Council Rep	Q3 2017
	Evaluate generating, collecting, analyzing customer satisfaction data for other agencies	Program Agency	Q1 2018
	Get involved in DSRIP implementation and other reimbursement processes	State Council Rep	Q4 2016

4) Strategic Issue: Community Relations and Marketing

Goal: SREMS will develop the organizational and online foundation for raising visibility, strengthening partnerships and attracting more support.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET COMPLETION DATE
4.1 Increase visibility and recognition of SREMS	Explore feasibility of a marketing committee	Executive Committee	Q4 2016
	Explore feasibility and applicability of e-mail newsletter	Executive or Marketing Committee	Q1 2017
	Capture stories and testimonials about impact of SREMS and partners for social media	Marketing Committee and Program Agency	Q2 2017
	Develop a marketing plan/strategy to increase visibility and develop brand	Executive or Marketing Committee	Q4 2017
	Recruit a board member with marketing and social media knowledge	Board Development	Q1 2018