



**SREMS
COUNCIL**

2019-2022

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

REMSCO Approved September 12, 2019

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 pre-hospital education programs and other activities to support and facilitate the regional EMS systems.

II. Mission and Vision

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.

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	Identify board members that should be asked to join the various standing committees	Executive Committee and Board Development	Q2 2020 Q2 2021 Q2 2022
	Yearly review of bylaws	By Laws Committee	Q4 2019 Q4 2020 Q4 2021
	Develop succession planning for board and officers- Identify those council members who have chaired a committee and work towards them assuming an elected position (President/Vice President/Secretary/Treasurer)	Executive Committee and Board Development	Q3 2019 Q3 2020 Q3 2021
	Partner with useful and valid organizations— Re-evaluate any programs supported to determine-is the return worth the investment?—Decision to continue our focus on Stop the Bleed in Lieu of Heartsafe Communities	Program Agency & Executive Committee	Q3 2019 Q3 2020 Q3 2021
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-yearly review of orientation guide	Board Development	Q3 2019 Q3 2020 Q3 2021
	Develop and carry out a board inventory matrix detailing the representation capacity in which each member serves-should be updated yearly with the completion of conflict of interest statements	By Laws Committee & Board Development	Q4 2019 Q4 2020 Q4 2021
	Develop a sponsoring agency/individual member contact list-updated annually after board members complete their conflict of interest statements	Program Agency	Q4 2019 Q4 2020 Q4 2021

	Annually review board job description and expectations	Board Development Committee	Q4 2019 Q4 2020 Q4 2021
1.3 Strengthen board development			
	Identify and prioritize board training, including training on REMSCO/REMAC operations and their duties under the Public Officers Law- occurred once in 2017- need a more consistent occurrence- plan on 2 to 3 presentations a year	Executive Committee and Board Development	Q2 & Q4 2020 Q2 & Q4 2021 Q2 & Q4 2022
	Strengthen recruitment process for new board members by developing a call to action- task all	Board Development	On Going- need all members to actively recruit new members/alternates

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	Annually review that all programs and services align with mission and vision –complete on a yearly basis	Executive Committee and Program Agency	Q4 2019 Q4 2020 Q4 2021
2.2 Leverage programs and services to attract partners	Expand and operationalize regional CQI program-Bring Education and REMAC together to set priorities for training and education	REMAC Chair and Vice President	Q2 2020 Q2 2021 Q2 2022
	Facilitate the sharing of information from partner organizations- review annually our relationship with CNY testing website and Image trend	Program Agency	Q2 2020 Q2 2021 Q2 2022

2.3 Collaborate with other Councils, REMACs and PAs	Explore potential partnerships and collaborations with other Councils- on going with Collaborative ALS Protocols. Revised BLS protocols to be rolled out sometime in 2018- continue and review this collaboration on a yearly basis	Program Agency	Q3 2019 Q3 2020 Q3 2021
	Implement partnerships and collaborations-explore annually to see if there are any new opportunities	Executive Committee and Program Agency	Q2 2019 Q2 2020 Q2 2021

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 investment opportunities with a portion of the funds in our checking account	Finance Committee Executive Committee Program Agency	Q1 2018- Completed
	Yearly-review our investment and determine if there are funds available for further investment	Finance Committee Executive Committee Program Agency	Q3 2019 Q3 2020 Q3 2021
	Continue exploration of grant funding opportunities	Program Agency	On going
2.2 Increase earned income	Continue to explore ways, consistent with our mission, to increase earned income.	Program Agency	On going

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	Continue eJournal- goal of a quarterly journal- use this to highlight changes, training, education etc	REMAC and Program Agency	Quarterly
	Develop a marketing plan/strategy to increase visibility and develop brand- yearly radio PSA?	Program Agency Executive Committee Training and Ed	Q2 2020 Q2 2021 Q2 2022