

Strategic Plan 2023-2026

Board of Trustees Summary

September 2024

Consolidated Goal Summary

- **Goal 1:** Clarify and expand the ways we measure and communicate EMSA's impact and value in our community Use this dashboard to tell our story in board meetings and with elected officials and other opinion leaders.
- **Goal 2:** Partner with the OMD and others in the healthcare system to advocate regulatory change and find innovative ways to get people the care they need to reduce unnecessary healthcare expenditures in our community.
- **Goal 3:** Build a team culture that is innovative, inviting, and safe. *(yellow to green)*
- **Goal 4:** Diversify our financial model to enhance EMSA's ability to provide exceptional care to our patients for years to come. *(red to yellow)*
- **Goal 5:** Develop an engaged, informed, and resilient board that can be EMSA's champions in the community.



Goal 2: Partner with the OMD and others in the healthcare system to advocate regulatory change and find innovative ways to get people the care they need to reduce unnecessary healthcare expenditures in our community.

- Establish and lead a working group of invested partners to look at innovative solutions to our community's emergency medical needs.
- Create alternative solutions for high frequency users or low acuity calls.
- Craft a three-year campaign to provide public education around EMS services and their appropriate use.
- Offer regular bystander CPR training at our facilities. Partner with companies, nonprofits, and community organizations to fill the classes.
- Establish partnerships with healthcare providers, insurance companies, and community resources focused on keeping people out of the emergency room when appropriate and identify alternatives beyond ALS/BLS transport.
- Refocus the success metric of the system from response times alone to broader measures of clinical outcomes.
- Study and expand priority levels and associated response time standards.



Goal 5: Develop an engaged, informed, and resilient board that can be EMSA's champions in the community.

- Develop a stronger onboarding process for new trustees.
- Create documents that inform the board of the roles and responsibilities.
- Assign leadership team members to liaison with board members according to their interests.
- Develop a robust conflict of interest policy and process to address conflicts.
- Develop a stronger governance process for identifying leadership.
- Bring in a consultant to work with the board on best practices.
- Consider board succession plans and develop a profile or matrix of board needs to share with those who make board appointments.

Goal 4: Diversify our financial model to enhance EMSA's ability to prove exceptional care to our patients for years to come.

- Diversify our financial portfolio.
- Research and consider the financial and clinical impact of a variety of transport alternatives. *(red to yellow)*
- Experiment with surge pricing for special events. *(red to green)*
- Advocate for budget dollars and federal reimbursement strategies to accomplish the goals in this plan.



Goal 1: Clarify and expand the ways we measure and communicate EMSA's impact and value in our community

- Engage a working group of appropriate board and staff to finalize our data dashboard and our indicators of success.
- Use this dashboard to tell our story in board meetings and with elected officials and other opinion leaders.
- Engage the public with stories that put a face on the statistics.
- Offer comparative analysis showcasing the value of our model. Communicate the ways EMSA serves Oklahoma that other systems don't at all.
- Strategically communicate the EMSA Care program and financial impact of EMSA Care dollars.
- Establish an EMSA "Community Involvement" committee to plan approved, strategic, and sponsored quarterly EMSA community projects.
- Plan a community celebration for our 50th anniversary in 2027.
- Ensure our leadership team members are actively involved in community and professional organizations.



Goal 3: Build a team culture that is innovative, inviting, and safe.

- Finalize and promote a two-year staffing strategy that incorporates flexible and alternative scheduling options. Set clear expectations and report progress, engaging team members in solutions.
- Create an uncompromising culture of safety. Identify ways to learn from our accidents and provide incentives for an accident-free culture. *(yellow to green)*
- Invite and implement a system for gathering organizational improvement ideas from every level of the organization. *(red to yellow)*
- Increase bench strength in key positions and cross-train various roles. *(yellow to green)*
- Create internal leadership development programs and pathways. *(red to yellow)*
- Develop a team celebrations committee with employees from across functions and levels that will develop and implement a plan for internal recognition.
- Strengthen new employee orientation and onboarding to give new team members the best chance of success.
- Establish mental health and wellness initiatives that support our team members at every level of the organization.



Celebrating Our Wins – Goal 1

- **Updated board reporting – KPI dashboards**
- **480% increase in EMSA social media reach since June 2023**
- **Successful EMSAcare marketing campaigns and situation awareness into EMSAcare funding**



Celebrating Our Wins – Goal 3

- **Updated Staffing Plan with added scheduling flexibility**
- **Since '22, 65% reduction in Paramedic attrition, 35% reduction in Operations Department attrition**
- **10 new remounts in the system now**
- **35 more expected in the next 18 months**
- **Reconfigured box with center mount cot**
- **Whole Blood administered system-wide**
- **Significant IT Infrastructure and CAD Upgrades**




EMSA

Celebrating Our Wins – Goal 3

- **On average, EMSA has increased starting pay 26% since June '22**
- **In FY24, EMSA spent \$13million on capital investments – an additional \$13million worth of investments are budgeted for FY25**
- **In CY25, EMSA will pay, on average, 82% of Team Member health insurance premiums – employee contributions will not increase**



Celebrating Our Wins – Goal 3

-  **SimTEP** arrives in OKC, Tulsa in 2025
Simulation Training for EMS Professionals
- **360-degree immersive simulation room with high-fidelity manikins**
- **New training equipment**
- **FTEP Program Launch**
- **100% EMT National Registry Pass Rates**
- **Launch of two in-house Paramedic Schools per year per Division**



Celebrating Our Wins – Goal 3

- **Since '22:**
 - **We've seen a 52% reduction in vehicle contacts**
 - **NAEMT EVOS Implementation**
 - **91% reduction in Cot Drop incidents**
 - **68% reduction in our reportable injury rate**



WEMSA