
Regional EMS Strategic and Operational Plan

2020-2023

Approved on April 1, 2020



Peninsulas EMS Council, Inc.

Peninsulas Emergency Medical Services Council, Inc.
Regional EMS Strategic and Operational Plan 2020-2023

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Peninsulas Emergency Medical Services Council, Inc. Regional EMS Strategic and Operational Plan 2020-2023

Introduction

Section 32.1-113 of the Code of Virginia requires the development of a comprehensive, coordinated, statewide emergency medical services plan by the Virginia Office of EMS (OEMS) which shall incorporate, but not be limited to, the plans prepared by the regional emergency medical services councils. The Board of Health (BOH) must review, update and publish the plan triennially, making such revisions as may be necessary to improve the effectiveness and efficiency of the Commonwealth's emergency care system. The objectives of the plan shall include, but not be limited to the nineteen objectives outlined in Section 32.1-111.3.

As the Code of Virginia mandates, the EMS State Strategic Plan must be reviewed, updated, and published triennially by the BOH. Under contract to OEMS, the Peninsulas Regional EMS Council, Inc, (PEMS) is required to develop a PEMS Regional EMS Strategic and Operational Plan to be similarly reviewed, updated and published triennially by the PEMS Board of Directors (BOD).

The strategies and initiatives contained in this document are developed to provide the PEMS Board of Directors, staff and committees guidance in regional emergency medical services issues over a protracted period of time. This document represents a broad-brush approach addressing the bigger picture surrounding provision of services and interactions between stakeholders rather than providing day-to-day management or oversight activities. The focus of the Council's plan pertains to the most valuable strategies of the Council and its emergency medical services partners in the region of responsibility in order to provide appropriate planning guidance.

No later than three (3) months prior to the end of each fiscal year the PEMS staff will review progress on the plan and begin the process of updating the PEM Regional Strategic and Operational Plan for the next fiscal year.

In most cases "accountability" should be the title of the person, committee, or entity that has the lead responsibility for the implementation of the objective or action step. The plan will be reviewed quarterly, and staff will report out the progress on those objectives and items relevant to the time frame. Any suggested changes in the objective or action steps should be noted in writing during the annual review and approved as formal updates to the Plan by the PEMS Board of Directors.

Our Mission

The primary mission of PEMS is to assist local emergency medical services components (the emergency medical services agencies, hospitals and sixteen jurisdictions of the Virginia Peninsula, Middle Peninsula and Northern Neck) to assess, identify, coordinate, plan and implement an efficient and effective regional emergency medical services delivery system in partnership with OEMS and the Virginia EMS Advisory Board (VAB).

Core Strategy 1: Develop Partnerships

Strategic Initiative 1.1 Promote Collaborative Approaches		
Objectives	Accountability	Action Steps
1.1.1 Use technology to provide accurate and timely communications within the PEMS region	Planning and Emergency Management Coordinator, All PEMS Staff	1.1.1.1 Develop digital communication tools to communicate with PEMS constituents. 1.1.1.2 Monitor analytics to determine effectiveness of communications tools. 1.1.1.3 Track and report on amount, and general content of material posted to PEMS websites and social media on a quarterly basis.
1.1.2 Promote collaborative activities between local government, EMS agencies, and hospitals to increase recruitment and retention of certified EMS providers	Executive Director, All PEMS Staff, PEMS Board of Directors, PEMS Committee Chairs	1.1.2.1 Maintain metrics on support to agency recruitment and retention programs and activities. 1.1.2.2 Promote “Keeping the Best” programs for online access. 1.1.2.3 Share informational items regarding hiring opportunities, benefits, and incentives for local governments to provide volunteer fire and EMS providers. 1.1.2.4 Educate and familiarize local government officials on the importance in taking a greater role in EMS delivery system planning and coordination. 1.1.2.5 Work with vocational education programs within the region to increase volunteer and career access to EMS Education.
1.1.3 Provide a platform for clear, accurate, and concise information sharing and improved interagency communications between the office of EMS, and PEMS’ constituents (regional EMS stakeholders)	Executive Director, All PEMS Staff	1.1.3.1 Encourage agencies and providers to visit PEMS webpage regularly, subscribe to PEMS communications tools, access social media sites, and download relevant PEMS smartphone apps. 1.1.3.2 Encourage stakeholder use of OEMS Provider and Agency Portals.
1.1.4 Identify resources and/or opportunities to work collaboratively with other agencies, organizations, and associations to improve processes and patient outcomes	Executive Director, All PEMS Staff	1.1.4.1 Encourage appropriate regional agencies and organizations to participate in meetings and activities hosted or sponsored by OEMS and the VAB. 1.1.4.2 Encourage participation with representative regional, state and national professional organizations to promote system enhancements with best practices. 1.1.4.3 Maintain regional medication kit plan and regional ambulance restocking program . 1.1.4.4 Coordinate and maintain a regional Clinical Laboratory Improvement Amendments (CLIA) waiver.

Core Strategy 1: Develop Partnerships (Continued)

Strategic Initiative 1.1 Promote Collaborative Approaches		
Objectives	Accountability	Action Steps
1.1.4 Identify resources and/or opportunities to work collaboratively with other agencies, organizations, and associations to improve processes and patient outcomes	Executive Director, All PEMS Staff	<p>1.1.4.5 Participate with the Eastern Virginia Healthcare Coalition (EVHC) to improve collaboration between health care organizations in the PEMS region.</p> <p>1.1.4.6 Maintain an Interfacility Cooperative Organization (PICO) to improve collaboration with the hospitals within the PEMS region.</p> <p>1.1.4.7 Maintain an EMS Operations Committee to improve collaboration with the EMS agencies and jurisdictions within the PEMS region.</p> <p>1.1.4.8 Develop a commercial EMS agency committee to improve collaboration with those agencies within the PEMS region.</p>
1.1.5 Promote collaboration between OEMS and Virginia Department of Transportation (DOT)/Virginia Department of Motor Vehicles (DMV) safety officials through activities to promote Traffic Incident Management and Safety	Executive Director, EMS Field Coordinator - Clinical Care	1.1.5.1 Promote the Traffic Incident Management and Safety Curriculum to enhance responder safety on roadways.

Strategic Initiative 1.2 Coordinate responses to emergencies both natural and man-made		
Objectives	Accountability	Action Steps
1.2.1 Support, coordinate and maintain deployable emergency response resources	Executive Director, EMS Planning and Emergency Management Coordinator, EMS Field Coordinator - Hospital Programs	<p>1.2.1.1 Work with partner agencies to develop mission ready packages and processes for implementation and use.</p> <p>1.2.1.2 Support the Hampton Roads Metropolitan Medical Response System (HRMMRS) and associated strike team.</p> <p>1.2.1.3 Work with EVHC to develop a resilient regional healthcare system.</p> <p>1.2.1.4 Promote the effective use of the Virginia Hospital Alerting and Status System (VHASS) within the region.</p> <p>1.2.1.5 Maintain the regional Hospital Diversion Plan</p> <p>1.2.1.6 Participate with the Hampton Roads Planning District Commission's All Hazards Advisory Committee (AHAC), and Urban Area Security Initiative (UASI) workgroup..</p>

Core Strategy 1: Develop Partnerships (Continued)

Strategic Initiative 1.2 Coordinate responses to emergencies both natural and man-made		
Objectives	Accountability	Action Steps
1.2.2 Increase knowledge of emergency operations capabilities with emergency managers, leaders, and supervisors on a local and regional level	Executive Director, All PEMS Staff, Mass Casualty Incident Management Committee	1.2.2.1 Promote Incident Command System (ICS), emergency medical operations and emergency management capabilities, resources, and training to localities across the region.
1.2.3 Assist EMS agencies to prepare and respond to natural and man-made emergencies by incorporating strategies to develop emergency response plans that address the four phases of an emergency and to exercise plans	Executive Director, All PEMS Staff, Mass Casualty Incident Management Committee, Medical Advisory Committee, Pharmacy Committee, EMS Operations Committee	1.2.3.1 Promote planning templates aimed at EMS agencies, specifically related to Continuity of Operations, emergency preparedness and response concerns (mass gatherings, mass casualty incidents (MCI), pandemics, active threat and hostile environment, chemical/biological, radiological/nuclear/explosive (CBRNE), surge, etc). 1.2.3.2 Maintain and exercise a Continuity of Operations Plan (COOP) plan for PEMS. 1.2.3.3 Support local and regional emergency preparedness activities, exercises and incident after-action reviews.

Core Strategy 2: Create Tools and Resources

Strategic Initiative 2.1 Sponsor EMS related research and education		
Objectives	Accountability	Action Steps
2.1.1 Encourage research and other projects that contribute to high quality EMS and improve patient outcomes utilizing data collected by the EMS registries.	All PEMS Staff, Medical Advisory Committee, Protocols Policies and Procedures Committee, Performance Improvement Committee, STEMI Committee, Stroke Triage Committee, Trauma Triage Committee	2.1.1.1 Review and share regional, state and national EMS data summaries, and compare with other similar EMS data. 2.1.1.2 Encourage regional participation in regional, state and national research projects and evidence based clinical initiatives such as Virginia Heart Attack Coalition (VHAC), Virginia Stroke Systems Task Force (VSSTF), Virginia Trauma Committees, EMS for Children, Patient Care Informatics, etc that contribute to high quality EMS and improve patient outcomes. 2.1.1.3 Promote the use of new technology to enhance provider and patient/hospital interactions and/or provide better patient access to services in the pre-hospital setting. 2.1.1.4 Support EMS research and pilot projects.

Core Strategy 2: Create Tools and Resources (Continued)

Strategic Initiative 2.1 Sponsor EMS related research and education		
Objectives	Accountability	Action Steps
2.1.2 Determine quality of EMS service and conduct analysis of the trauma triage effectiveness	EMS Field Coordinator – Hospital Programs, EMS Field Coordinator – Clinical Care, Performance Improvement Committee, Trauma Triage Committee	2.1.2.1 Review quarterly reports from OEMS and distribute them with comments to regional agencies and partners to identify over and under triage.
2.1.3 Evaluate challenges that impact the workforce and service provision in the region.	Executive Director, All PEMS Staff	2.1.3.1 Act as a resource to support agencies, hospitals and jurisdictions facing workforce and service provision challenges.

Strategic Initiative 2.2 Supply quality education and certification to EMS personnel		
Objectives	Accountability	Action Steps
2.2.1 Ensure adequate, accessible, and quality EMS provider training, education and continuing education exists in the PEMS region	Executive Director, All PEMS Staff	2.2.1.1 Publicize EMS provider training, education and continuing education through course offerings held across the PEMS region. 2.2.1.2 Provide continued support for an annual multi-disciplinary statewide EMS symposium as a primary statewide EMS continuing education event. 2.2.1.3 Support the annual Hampton Roads Regional Trauma Symposium (HRTS). 2.2.1.4 Coordinate regional EMS provider training and continuing education conferences or programs.
2.2.2 Enhance competency-based EMS training programs	Executive Director, EMS Field Coordinator - Clinical Care, Medical Advisory Committee, Protocols Policies and Procedures Committee, Consolidated Test Site Committee	2.2.2.1 Maintain a system for PEMS Regional Patient Treatment Protocols, Policies and Procedures competency evaluation. 2.2.2.2 Maintain an OEMS approved Consolidated Test Site (CTS) system to validate competency based EMT training. 2.2.2.3 Promote the use of interactive technology and high-fidelity simulation in EMS training and education. 2.2.2.4 Maintain a PEMS Instructor Network (PIN). 2.2.2.5 Support OEMS Regional Educators.

Core Strategy 2: Create Tools and Resources (Continued)

Strategic Initiative 2.2 Supply quality education and certification to EMS personnel		
Objectives	Accountability	Action Steps
2.2.3 Align all initial EMS education programs to that of the other allied health professions to promote the professionalism of EMS	Executive Director, EMS Field Coordinator- Clinical Care	2.2.3.1 Advise regional EMS education programs at the colleges, community colleges, high schools and vocational programs.
2.2.4 Increase the amount and quality of pediatric training and educational resources for EMS providers, and emergency department staff in the PEMS region	Executive Director, EMS Field Coordinator- Clinical Care, EMS Field Coordinator – Hospital Programs	2.2.4.1 Promote pediatric related training, education and continuing education courses in the PEMS region.
2.2.5 Assure an adequate amount of geriatric and vulnerable populations training and educational resources for EMS providers and emergency department staff in the PEMS region	Executive Director, EMS Field Coordinator- Clinical Care, EMS Field Coordinator – Hospital Programs	2.2.5.1 Promote geriatric and vulnerable populations related training, education and continuing education courses in the PEMS region.
2.2.6 Assure an adequate amount of crisis/acute behavioral health emergency training and educational resources for EMS providers and emergency department staff in the PEMS region	Executive Director, EMS Field Coordinator- Clinical Care, EMS Field Coordinator – Hospital Programs, EMS Field Coordinator – Community Health	2.2.6.1 Promote crisis/acute behavioral health emergency related training, education and continuing education courses in the PEMS region.

Core Strategy 3: Develop Infrastructure

Strategic Initiative 3.1 EMS regulations, protocols, policies and standards		
Objectives	Accountability	Action Steps
3.1.1 Review and assess federal, state and local jurisdictional legislation related to the regional EMS system	Executive Director, All PEMS Staff, All PEMS Committees	3.1.1.1 Determine the impact of federal, state and local legislation and regulation on the regional EMS system. 3.1.1.2 Act as a clearinghouse for information on important legislation and regulations impacting EMS delivery in the PEMS region.
3.1.2 Promote Air/Ground Safety Standards	EMS Planning and Emergency Management Coordinator, EMS Field Coordinator – Clinical Care, Mass Casualty Incident Management Committee, Protocols, Policies and Procedures Committee	3.1.2.1 Promote standardized EMS helicopter landing zone procedures. 3.1.2.2 Develop criteria and procedures for the appropriate clinical use of EMS helicopters by EMS agencies.
3.1.3 Promote EMS agency standards of excellence	Executive Director, All PEMS Staff	3.1.3.1 Promote the voluntary Virginia Standards of Excellence recognition program to interested agencies in the PEMS region.
3.1.4 Maintain and enhance the Trauma Center designation process	Executive Director, EMS Field Coordinator – Hospital Programs, Trauma Triage Committee	3.1.4.1 Support hospital facilities in the PEMS region seeking trauma center designation.
3.1.5 Participate and enhance the Virginia regional EMS council designation process	Executive Director, All PEMS Staff, PEMS Board of Directors. Regional Council Directors Group	3.1.5.1 Maintain designation as a Virginia regional EMS council for the PEMS region. 3.1.5.2 Review feedback from OEMS with the PEMS Board of Directors after each designation process. 3.1.5.3 Participate with the Regional Council Directors Group to provide input to OEMS as an applicant in the next round of designation processes.
3.1.6 Through a consensus process, develop a recommendation for evidence-based patient care guidelines and formulary	EMS Field Coordinator – Clinical Care, EMS Field Coordinator – Hospital Programs, Medical Advisory Committee, Protocols Policies and Procedures Committee, Pharmacy Committee, Performance Improvement Committee, STEMI Committee, Stroke Triage Committee, Trauma Triage Committee	3.1.6.1 Develop and maintain evidence-based regional patient care treatment protocols, policies and procedures. 3.1.6.2 Develop and maintain evidence-based regional patient care formulary.

Core Strategy 3: Develop Infrastructure (Continued)

Strategic Initiative 3.2 Focus recruitment and retention efforts		
Objectives	Accountability	Action Steps
3.2.1 Promote a comprehensive recruitment and retention campaign for EMS personnel and physicians, supporting the needs of the EMS system	Executive Director, All PEMS Staff	3.2.1.1 Support the “VA EMS Jobs” website. 3.2.1.2 Promote OEMS Standards of Excellence for EMS agencies. 3.2.1.3 Promote and support Operational Medical Director (OMD) workshops.
3.2.2 Support the Virginia Recruitment and Retention Network	Executive Director, All PEMS Staff	3.2.2.1 Support recruitment and hiring processes of EMS agencies and jurisdictions. 3.2.2.2 Participate with the Virginia Recruitment and Retention Network.
3.2.3 Promote EMS leadership programs utilizing best practices	Executive Director, All PEMS Staff	3.2.3.1 Promote leadership programs sfor EMS agencies and jurisdictions uch as the OEMS EMS Officer training program.

Strategic Initiative 3.3 Upgrade technology and communications systems		
Objectives	Accountability	Action Steps
3.3.1 Promote emergency medical dispatch standards and accreditation among 911 public safety answering points (PSAPs) in the PEMS region	Executive Director, All PEMS Staff, Regional Rescue Squad Assistance Grant Review Committee	3.3.1.1 Support concept of accredited PSAPs, operating with emergency medical dispatch (EMD) standards, and assist agencies in achieving accreditation, and/or adopting EMD as standard operating procedure.
3.3.2 Provide technical assistance on communications products available for use in EMS	Executive Director, All PEMS Staff, Regional Rescue Squad Assistance Grant Review Committee	3.3.2.1 Support new products and technologies emerging for use by EMS as well as federal, state and regional interoperability initiatives, and serve as an information conduit to the region

Strategic Initiative 3.4 Stable support for EMS funding		
Objectives	Accountability	Action Steps
3.4.1 Standardize EMS RSAF Grant Review Process at the Regional Level	Executive Director, EMS Planning and Emergency Management Coordinator, Rescue Squad Assistance Fund Grant Review Committee	3.4.1.1 Support the process and tools developed by the EMS Advisory Board’s Financial Assistance Review Committee (FARC) and OEMS for the regional Rescue Squad Assistance Fund grant review process. 3.4.1.2 Provide input to OEMS and FARC on the regional grant review process. 3.4.1.3 Ensure compliance with OEMS and FARC guidelines for the regional grant review process.

Core Strategy 3: Develop Infrastructure (Continued)

Strategic Initiative 3.4 Stable support for EMS funding		
Objectives	Accountability	Action Steps
3.4.2 Assist EMS agencies to identify grant programs and funding sources for EMS equipment, training and supplies	Executive Director, All PEMS Staff	3.4.2.1 Promote the RSAF program. 3.4.2.2 Identify grant opportunities for eligible EMS agencies and distribute that information to the region.
3.4.3. Integrate state grant funding programs with other related grant funding programs	Executive Director, All PEMS Staff, PEMS Board of Directors	3.4.3.1 Seek federal and other grant opportunities for items intended to improve the regional EMS system.
3.4.4 Develop guidance documents to assist EMS agencies accounting for the use of state grant funds and develop internal audit processes	Executive Director, All PEMS Staff, Business Manager, PEMS Board of Director	3.4.4.1 Obtain an annual audit of PEMS Council finances to ensure full accountability for use of public funds by PEMS Council.

Strategic Initiative 3.5 Enhance regional and local EMS efficiencies		
Objectives	Accountability	Action Steps
3.5.1 Standardize performance and outcome-based service contracts with designated regional EMS councils	Executive Director, All PEMS Staff, Business Manager, PEMS Board of Director	3.5.1.1 Maintain annual regional council service contract with OEMS 3.5.1.2 Use standard plan templates and other reference and reporting documents provided by OEMS with each contract 3.5.1.3 Report on contract deliverables as required 3.5.1.4 Provide mechanism for customer service feedback to OEMS
3.5.2 Educate local jurisdiction officials and communities about the value of a high-quality EMS system to promote development in economically depressed communities	Executive Director, All PEMS Staff, Board of Directors, EMS Operations Committee, Medical Advisory Committee	3.5.2.1 Give presentations to educate local jurisdiction officials and community groups about EMS and EMS funding needs.

Core Strategy 3: Develop Infrastructure (Continued)

Strategic Initiative 3.5 Enhance regional and local EMS efficiencies		
Objectives	Accountability	Action Steps
3.5.3 Educate local jurisdiction officials of the importance of their involvement in the planning, development, implementation, and evaluation of their EMS systems.	Executive Director, All PEMS Staff, Business Manager, PEMS Board of Director	3.5.3.1 Provide regional EMS system input to local jurisdictions 3.5.3.2 Act as a resource to local jurisdictions and agencies for EMS delivery system evaluations

Core Strategy 4: Assure Quality and Evaluation

Strategic Initiative 4.1 Assess compliance with EMS performance driven standards		
Objectives	Accountability	Action Steps
4.1.1 Maintain regional data-driven performance improvement process	EMS Field Coordinator-Clinical Care, EMS Field Coordinator-Hospital Programs, Medical Advisory Committee, Performance Improvement Committee	4.1.1.1 Provide a regional EMS performance improvement program. 4.1.1.2 Provide a mechanism for initiating and processing medical incident reviews within the PEMS region.
4.1.2 Maintain regional prehospital and interhospital triage/patient management plans	EMS Field Coordinator-Clinical Care, EMS Field Coordinator-Hospital Programs, Medical Advisory Committee, Performance Improvement Committee, Protocols Policies and Procedures Committee, STEMI Committee, Stroke Triage Committee, Trauma Triage Committee	4.1.2.1 Maintain data-driven regional stroke triage, trauma triage and ST-elevation Myocardial Infarction (STEMI) plans 4.1.2.2 Use national and state level data to assist with monitoring regional performance compared to state and national benchmarks. 4.1.2.3 Actively participate with organizations such as the VHAC, the VSSTF, and the OEMS trauma system committees that address prehospital and interhospital triage/patient management. 4.1.2.4 Maintain data-driven, evidence-based regional patient care treatment protocols

Strategic Initiative 4.2 Pursue new initiatives that support EMS health and safety		
Objectives	Accountability	Action Steps
4.2.1 Engage the EMS system in unintentional injury, illness and violence prevention efforts	Executive Director, All PEMS Staff	4.2.1.1 Support intentional and unintentional injury and illness prevention initiatives, and facilitate involvement for EMS agencies, hospitals and jurisdictions.

Core Strategy 4: Assure Quality and Evaluation (Continued)

Strategic Initiative 4.2 Pursue new initiatives that support EMS health and safety		
Objectives	Accountability	Action Steps
4.2.2 Promote programs that emphasize safety, health and wellness for first responders	Executive Director, All PEMS Staff, EMS Operations Committee	4.2.2.1 Support safety, health and wellness programs aimed at first responders 4.2.2.2 Promote the EMS Award category for outstanding contributions to EMS health and safety 4.2.2.3 Provide a regional crisis intervention/peer support program for responders
4.2.3 Disseminate information on best practices as it relates to EMS response to active threat and hostile environment incidents	Executive Director, EMS Planning and Emergency Management Coordinator, EMS Operations Committee, Mass Casualty Incident Management Committee	4.2.3.1 Support training programs, courses and exercises that teach EMS agencies, hospitals and jurisdictions best practices for the management of active threat and hostile environment incidents. 4.2.3.2 Develop processes to integrate best practices for active threat and hostile environment incidents in the regional Mass Casualty Incident Management Plan 4.2.3.3 Develop processes to integrate the Regional Healthcare Coordinating Center (RHCC) into the regional Mass Casualty Incident Management Plan
4.2.4 Research and disseminate information on best practices as it relates to community risk reduction programs targeting toward improving population health	Executive Director, EMS Field Coordinator – Community Health, EMS Field Coordinator – Hospital Programs	4.2.4.1 Support partnerships within the EMS agencies, hospitals, public health and public and private entities to expand opportunities to improve population health. 4.2.4.2 Support and promote programs such as Mobile integrated healthcare 4.2.4.3 Promote education regarding the social determinants of health

Core Strategy 5: Strengthen Regional Council

Strategic Initiative 5.1 Develop and strengthen the Board of Directors		
Objectives	Accountability	Action Steps
5.1.1 Promote Board of Directors member participation	President, Board of Directors Executive Committee, Executive Director, Business Manager	5.1.1.1 Review and revise the Board of Directors Orientation Program 5.1.1.2 Work with Board of Directors and constituent organizations/jurisdictions to encourage Board of Directors member participation 5.1.1.3 Engage Board of Directors in PEMS advocacy and financial sustainment support
5.1.2 Provide Board of Directors with resources to support their participation	President, Board of Directors Executive Committee, Executive Director, Business Manager	5.1.2.1 Provide administrative support and communications tools for the Board of Directors and Executive Committee 5.1.2.2 Provide online meeting agendas and resource documents for Board of Directors members

Core Strategy 5: Strengthen Regional Council (Continued)

Strategic Initiative 5.1 Develop and strengthen the Board of Directors		
Objectives	Accountability	Action Steps
5.1.3 Recognize Board of Directors member service	President, Board of Directors Executive Committee, Executive Director, Business Manager	5.1.3.1 Develop Board of Directors member service recognition program
		5.1.3.2 Include Board of Directors service recognition at the annual regional awards ceremony

Strategic Initiative 5.2 Develop and strengthen Council staff		
Objectives	Accountability	Action Steps
5.2.1 Ensure adequate staffing to support the mission of the Council	Executive Director, Board of Directors, Business Manager	5.2.1.1 Review compensation and benefit packages as necessary to attract and retain required staffing
		5.2.1.2 Identify resources for commitment to staffing initiatives
		5.2.1.3 Utilize flexibility of schedule and teleworking as benefits to support recruitment and retention
		5.2.1.4 Develop a plan of succession in the PEMS COOP
5.2.2 Provide workforce development and continuing education resources to maintain a knowledgeable, proficient and productive staff	Executive Director, Board of Directors, Business Manager	5.2.2.1 Support staff attendance at the annual Virginia EMS Symposium
		5.2.2.2 Support staff attendance at statewide and regional educational programs consistent with their program responsibilities and the PEMS Continuity of Operations Plan (COOP)
		5.2.2.3 Provide staff with emergency management training to increase their operational capabilities during regional emergencies
		5.2.2.4 Involve staff in exercises of the statewide and regional operational plans such as MCI, pandemic, active threat/hostile environment, CBRNE, and surge plans.
5.2.3 Encourage Staff participation with national, statewide and regional response organizations	Executive Director, Board of Directors, Business Manager	5.2.3.1 Ensure PEMS policies and procedures allow participation with national, statewide and regional response organizations
		5.2.3.2 Develop contingencies in the PEMS COOP for temporary staff absences caused by deployment
5.2.4 Contract as necessary for professional services	Executive Director, Board of Directors, Business Manager	5.2.4.1 Maintain a contract for management consulting services
		5.2.4.2 Maintain a contract for Regional Medical Director (RMD)

Core Strategy 5: Strengthen Regional Council (Continued)

Strategic Initiative 5.3 Develop and strengthen Council committees		
Objectives	Accountability	Action Steps
5.3.1 Ensure full committee staffing	Executive Director, All PEMS Staff, Committee Chairs	5.3.1.1 Review rosters of committees on an annual basis to ensure compliance with bylaws and Board of Directors resolutions 5.3.1.2 Diligently recruit to fill vacancies on committees
5.3.2 Promote committee member participation	Executive Director, All PEMS Staff, Committee Chairs	5.3.2.1 Review committee leadership and membership participation annually 5.3.2.2 Work with committee chairs and constituent organizations to encourage committee member engagement 5.3.2.3 Provide new committee member orientation 5.3.2.4 Encourage prompt responses to committee member requests for information and resources needed to accomplish committee work
5.3.3 Recognize Committee service	Executive Director, Board of Directors	5.3.3.1 Develop committee service recognition program 5.3.3.2 Include committee service recognition at the annual regional awards ceremony