



# Strategic Plan 2023



# Madison County EMS – Strategic Plan



## **Foreword:**

I am very proud to share the Madison County EMS 5-year strategic plan. Our Strategic Plan provides a roadmap for success and represents a collaborative effort from our department members and external stakeholders. The direction set by this plan will guide us in building a stronger organization, better equipped to deliver on our mission, “To evolve into a cost-effective, collaborative, and outcome-based emergency medical system that produces clinically progressive evidenced-based care while achieving high levels of satisfaction from the community and visitors of Madison County”.

Madison County EMS is committed to building a safer future through collaborative partnerships within our community. Each of the two strategic goals in this plan supports our mission, vision, values and is anchored in our concern for our community, our department members, and our overarching commitment to fiscal responsibility and stewardship.

I would like to thank everyone involved for their efforts in making this Strategic Plan a great success. I encourage everyone to review this document and embrace the goals and strategies contained within. Doing so will ensure Madison County EMS continues to challenge the status quo, break new ground, and remain a leader in the provision of emergency services.

Noah Hillstrom

EMS Chief



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## **Introduction:**

A strategic plan is a document that is drafted to act as a physical guide for the development of a productive future of an organization. It is carefully constructed from an introspective point of view to enumerate the characteristics, issues, and goals of an organization to create a solid foundation to build upon.

## **Mission Statement:**

The mission of Madison County EMS is to evolve into a cost-effective, collaborative, and outcome-based emergency medical system that produces clinically progressive evidenced-based care while achieving high levels of satisfaction from the community and visitors of Madison County.

## **Department Vision:**

Madison County EMS is committed to building a safer future through collaborative partnerships within Madison County.

## **Values:**

- **Family, Teamwork and Peer Support:** We support, protect, and nurture each other and our families while striving to be healthy, efficient, and effective.
- **Dignity and Respect:** We treat all individuals and organizations professionally, and objectively with dignity, honesty, respect, and without prejudice.
- **Stewardship:** We provide stewardship through collaboration to ensure accountability as well as fiscal and operational stability.
- **Progressiveness:** We are dedicated to the continuous improvement of our processes and systems based on evidence-based data.
- **Participation:** We welcome contributions from the public and other organizations to develop, evaluate, and improve the emergency services system.



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## **SWOT Analysis:**

Strengths:	Weaknesses:
<ul style="list-style-type: none"><li>• Progressive Clinical Guidelines</li><li>• State-of-the Art Equipment</li><li>• Compassion</li><li>• Strong Agency Partnerships</li><li>• Patient Advocacy</li><li>• Professionalism</li><li>• Clinical Capability</li><li>• Peer Support</li></ul>	<ul style="list-style-type: none"><li>• Limited Financial Resources Considering Department Goals</li><li>• Resistance to Change</li><li>• Communication</li><li>• Community Relations</li><li>• Evolving Department Responsibilities</li><li>• Career Development / Mentoring</li><li>• Accountability</li><li>• Volunteer Recruitment</li></ul>
Opportunities:	Threats:
<ul style="list-style-type: none"><li>• APP Medic Program</li><li>• Community Risk Reduction</li><li>• Emergency Management Planning and Grant Program</li><li>• Further Enhance Interagency Partnerships</li><li>• Volunteer Recruitment</li></ul>	<ul style="list-style-type: none"><li>• Political Challenges</li><li>• Staffing Challenges</li><li>• Inconsistency</li><li>• Retention / Competition</li><li>• Morale Problems</li></ul>

### **Five Most Critical Issues Facing MEMS Today:**

- 1. Recruitment/Retention:** Our small department has difficulty competing with larger counties that can offer more competitive incentives to draw in new and maintain current employees.
- 2. Internal Communication:** Pre-existing issues in our process of information dissemination.
- 3. Equipment Costs:** Equipment and unit costs are continuing to rise with inflation.
- 4. Increasing Call Volume:** Forecasted aging patient population shifts suggest an increase in emergencies.
- 5. Evolving Department Responsibilities:** Emergency management, community paramedicine, etc.



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## **Goals:**

To promote the development and evolution of Madison County EMS into a department that reflects our mission and vision, it is necessary to critically analyze the weaknesses and deficiencies within our department and develop a series of purposeful goals to address the issues in a structured, stepwise format.

<b>Goal #1</b>	<b>To recruit, develop, and support our people</b>
<b>Issues Addressed:</b>	Retention, Competition, and Morale Problems
<b>Objective 1:</b>	<b>Advocate for Increased Compensation</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Develop and implement an aggressive recruitment and retention program with emphasis on incentives, recognition, and initiatives.</li><li>2. Establish a public safety pay scale.</li><li>3. Continue to improve benefits.</li></ol>
<b>Objective 2:</b>	<b>Enhance the Peer Support Program</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Continue to review the Cordico app and request employee input.</li><li>2. Continue to support training for peer support team members.</li><li>3. Offer peer support to the region and for the rest of the county.</li><li>4. Research financial requirements.</li></ol>
<b>Objective 3:</b>	<b>Ensure appropriate infrastructure to support the mission.</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Communicate infrastructure needs to the County.</li><li>2. Communicate to staff planning stages/projects updates.</li><li>3. Plan now for future service delivery requirements.</li></ol>



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<b>Goal #2</b>	<b>To successfully manage change of the organization</b>
<b>Issues Addressed:</b>	Internal Communication, Evolving Department Responsibilities, County Growth
<b>Objective 1:</b>	<b>Evaluate the effectiveness of organizational changes on an annual basis using process management tools.</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Evaluate the organizational progress and climate.</li><li>2. Promote the employees' abilities to affect change in the organization and their workplace.</li><li>3. Improve the quality of the communication and the pace of the changes for the employees.</li></ol>
<b>Objective 2:</b>	<b>Improve the internal communication process for consistent information throughout the department.</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Identify the need for improved internal communication as well as the existing inconsistencies within the department.</li><li>2. Analyze the current communication platforms and the weaknesses within them.</li><li>3. Develop and implement a comprehensive communication plan.</li></ol>
<b>Objective 3:</b>	<b>To evolve the department's capabilities to match the needs of our community.</b>
<b>Steps to Success:</b>	<ol style="list-style-type: none"><li>1. Research mobile integrated healthcare and community paramedicine to implement a community risk-reduction program.</li><li>2. Evaluate the need for technical rescue.</li><li>3. Redefine the staffing model.</li><li>4. Develop an advanced practice paramedic program.</li></ol>