Table of Contents

The Riverside County EMS System Strategic Plan .......................................................... 3
  Executive Summary ........................................................................................................ 3
The Riverside County EMS System Evaluation and Strategic Planning Process .................. 5
Riverside County’s Current EMS System ........................................................................ 7
The Future State of a Successful EMS System in Riverside County ............................... 10
SWOT + Recommendations Survey Results .................................................................... 12
EMS System Strategic Plan Mission, Vision, and Value Statements ............................... 20
  Strategic Mission Statement ......................................................................................... 20
  Strategic Plan Vision ..................................................................................................... 20
  Strategic Value Statements ......................................................................................... 20
  EMS System Motto ...................................................................................................... 20
The Goals of the EMS System Strategic Plan .................................................................. 21
Strategic Planning Goals and Objectives ........................................................................ 26
Next Steps ...................................................................................................................... 43
  Step 1 — Preparation ................................................................................................. 43
  Step 2 — Implementation Vision ................................................................................ 44
  Step 3 — Assessment & Implementation Teams ............................................................. 44
Conclusion ...................................................................................................................... 47
The Riverside County EMS System Strategic Plan

Executive Summary

The Riverside County Emergency Medical Services (EMS) System is meeting the needs of Riverside County’s nearly 2.27 million residents and visitors. The diverse population and terrain of Riverside County is served by an equally diverse community of EMS System organizations including hospitals, fire service EMS first responders, several 9-1-1 ALS emergency ambulance providers, and BLS non-emergency ambulance providers, air EMS providers, mental health services, the Department of Public Health, health payers, county public service providers, training organizations, and non-profit agencies. The current contracted county 9-1-1 ALS emergency ambulance provider, American Medical Response (AMR), has been providing services to eight of the county’s 12 ambulance zones for at least 30 years. Additionally, there are three other exclusive and non-exclusive 9-1-1 ALS emergency ambulance providers in the county. Currently there are two public-private partnership agreements within the EMS System, one between the City of Riverside and AMR and a second between the City of Corona and AMR. In addition, there are: 17 Prehospital Receiving Centers, four Level II Trauma Centers with one designated as a pediatric trauma center, ten Stroke Receiving Centers, and five ST Elevation Myocardial Infarction (STEMI) Receiving Centers. These specialty hospitals provide services resulting in decreased morbidity and mortality rates for Riverside County.

The Riverside County EMS System is well regarded by EMS professionals throughout California, due largely to the EMS System participants, the collaborative nature of the processes and policies of the EMS delivery system, and the Riverside County Emergency Medical Services Agency (REMSA). While some gaps and future capacity challenges loom, this strategic plan emphasizes opportunities to leverage the strengths and opportunities in the EMS System to close existing gaps, and to move towards a more advanced and integrated healthcare delivery system, based upon the concepts of the Institute for Healthcare Improvement’s (IHI) Triple Aim Initiative: increasing

Health Reform and other anticipated healthcare changes offer an unprecedented opportunity to rethink, revitalize and reform Riverside County’s EMS delivery system.

---

1 Advanced Life Support—care provided by paramedics.
2 Basic Life Support—care provided by Emergency Medical Technician-Basics.
3 “County Ambulance” is a term used to denote the provider of the County Service Area Exclusive Operating Area (EOA), which is currently served by contract with American Medical Response (AMR).
Through the Riverside County EMS delivery system, patients receive proficient EMS and hospital care. However, some patients with complex underlying medical, social or behavioral health issues, such as serial inebriates, mental health patients, and frequent EMS and Emergency Department (ED) users, may be more effectively treated in an alternative, non-ED setting. Many hospitals in Riverside County are at capacity, and nearly all EDs have substantial historical patient demand growth. Projections with EMS and ED capacity demonstrate future capacity gaps with a lack of clarity of how these gaps will be filled. There are also opportunities to enhance the level of service provided by the EMS System. The Patient Protection and Affordable Care Act (PPACA or ACA and otherwise known as “Health Reform” in this report) and other anticipated healthcare changes offer an unprecedented opportunity to rethink, revitalize and reform Riverside County’s EMS delivery system. The healthcare delivery system of the future will emphasize accountability and value over the current paradigm, which is primarily based on payments for services delivered, while taking into account cost considerations, cost-benefit analysis, and focusing on the goals of the system in a prioritized fashion. Riverside County is already considering some of these innovations, such as changes to their mental health assessment system and capacity, and REMSA is monitoring the evaluation of other innovative EMS initiatives throughout the nation.

To absorb the potential influx of nearly 200,000 newly-insured Riverside County residents under Health Reform between 2014 and 2019, the community must address the reality that EMS delivery services are vulnerable to economic and other forces, as well as being expensive to maintain and inadequate to meet the growing healthcare needs of Riverside County.

---

4 The Institute for Healthcare Improvement (IHI) Triple Aim Initiative is described at http://www.ihi.org/offerings/Initiatives/TripleAim/Pages/default.aspx

5 Public Law 111-148, 124 Stat. 119, to be codified as amended at scattered sections of the Internal Revenue Code and in 42 U.S.C.

The Riverside County EMS System Evaluation and Strategic Planning Process

REMSA initiated the Riverside County EMS System Evaluation and Strategic Planning Process in response to projected changes in the healthcare, medical, public health, and public safety environments anticipated over the next three to seven years.

During the 2017 to 2022 planning horizon period of this plan, Riverside County’s EMS System will either react to these mandated changes or create its own roadmap and direction to prepare for and guide such changes under the leadership of the County, REMSA, and EMS System stakeholders. As REMSA, the County, and EMS stakeholders define their own EMS road map for the future, the result will be an era of innovation, embracing the opportunities available within Health Reform initiatives. Therefore, this strategic plan will guide the Riverside County EMS System into the future.

The Riverside County EMS System evaluation and strategic planning process started in November 2012, after the U.S. Supreme Court’s decisions on cases relating to healthcare reform and implementation of the federal Patient Protection and Affordable Care Act.

The Abaris Group, the consulting firm that was selected to assist the Riverside EMS Agency with the Riverside EMS System evaluation and strategic planning process, interviewed approximately 100 stakeholders, representing all disciplines of the EMS System. The Abaris Group also observed ambulance staff, field supervisors, EMS Specialists, first responders, and EMS dispatchers as part of this review. The Abaris Group also reviewed policies, procedures, plans and reports of the Riverside County EMS System. This system’s information was integrated with operational, economic, and demographic information about the county, its communities, its medical and health stakeholder organizations, and its people. The findings of this comprehensive

---

7 “Stakeholders” are defined as health providers, persons within governance structures and consumers with an interest in quality and affordable EMS delivery systems for persons in need in the county.
assessment were released in the County of Riverside EMS Evaluation (As-Is) Report in February 2014.

The Riverside County EMS System evaluation and strategic planning process began in November 2012 and was completed in August 2014. During that period, numerous steering group and stakeholder meetings were held to assess and provide feedback on the EMS as-is assessment process. More recently, a series of six workshops were conducted with an EMS stakeholder’s strategic planning workgroup. These workshops had the following objectives:

- To present and receive stakeholder feedback on the EMS System Strategic Assessment Report
- To identify the stakeholders’ perceptions of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the Riverside County EMS System
- To introduce EMS System stakeholders to innovative and best-practice EMS programs throughout the United States, including:
  - Reno, Nevada’s EMS Medicare Innovation Grant awardees’ activities and progress
  - San Diego County Resource Access Program or “RAP” program for mitigating frequent EMS users
  - San Mateo County’s San Mateo Mental Assessment and Response Team (SMART)
- To develop consensus around a shared vision among EMS System stakeholders

Following these workshops, The Abaris Group and REMSA conducted focused meetings with groups of EMS System leaders to test the validity of the goals, objectives and presumptions within the draft strategic plan, and to seek consensus and support. Focused meetings were held with representatives from the following stakeholder organizations: Riverside County Fire Chiefs’ Association, Riverside County Law Enforcement Administrators Association, ED medical directors, hospital chief executives, specialty clinical services leaders, emergency and non-emergency ambulance managers, County of Riverside Department of Public Health, Riverside County Department of Mental Health, drug and alcohol programs, and other social services and Riverside County’s Executive Office. Based on these meetings, the EMS System Strategic Plan was revised and recirculated to the larger EMS community for input. It is noted that the Riverside County EMS Strategic Plan is a living document, in that it may be revised and changed as different dynamics are introduced into the healthcare and EMS fields. A final EMS stakeholder workshop was held to solicit final comment in October 2014, and in __________. The 2014 Riverside County EMS System Strategic Plan was presented and accepted by the Board of Supervisors on __________.
Riverside County’s Current EMS System
The County of Riverside EMS Evaluation Report identified a number of critical issues impacting the stability and capability of the current EMS delivery system:

1. **EMS Continuous Quality Improvement (CQI) Program.** Despite significant progress in the last five years, the current quality improvement program lacks many of the components of a fully implemented comprehensive CQI program. Most significantly, it lacks a comprehensive program for the collection of patient outcome data from the hospitals and use of innovations that are becoming common in the healthcare field, such as “Just Culture”, statistical measures of performance, and use of quality and efficiency tools such as Lean Six Sigma doctrine, Root-Cause Analysis and other such programs relevant to the goals of this strategic plan. These tools have been demonstrated to be associated with improved patient clinical outcomes and reduced costs.

2. **Insufficient Hospital and ED Capacity.** Many hospitals and most EDs are usually full and cannot always respond quickly to the increases in ambulance volume, as evidenced by significant ambulance patient offload delays (APOD). Demand and patient volume is expected to increase, further exacerbating hospital and ED capacity problems and the likely overuse of EMS services by patients. Without strategic steps to “rethink” the management of EMS patients, this problem could escalate. The problems of insufficient ED and hospital capacity are exacerbated by unclear and poorly defined future reimbursement strategies for first responders and ambulance providers by government and other payers.

3. **Communication Systems are Fragmented.** There are 17 Public Safety Answering Points (PSAPs) and three Emergency Medical Dispatch (EMD) centers (City of Corona, City of Riverside and the Riverside County Fire Department) in the Riverside County EMS System. This number of centers allows undesirable variations in the EMS call reception and management delivery process including credentialing as an EMD dispatch center. The current system does not allow uniform and congruent tracking of call reception, transfer time points or time intervals from the reception of the call at the primary PSAP through call disposition. Moreover, the number of PSAPs and transfers between PSAPs and the EMS dispatch centers limits effective quality oversight and CQI.

4. **Data and Performance Transparency and Evidence-Based Research are Not Fully Part of the EMS Culture.** All prehospital providers are on or committed to be on a single countywide electronic patient care record (ePCR) system by January 1, 2017.

---

The ideal EMS delivery system should leverage information systems technology to the highest degree possible, in order to ensure accurate and comprehensive measures and analysis of key performance indicators.

---

http://www.justculture.org/
However, access to patient outcome data from the hospitals for studies, research and access by EMS providers exists only at minimal levels within the current system. Additionally, there are no uniform response time definitions, criteria, analysis and reporting by both tiers, first response and transport providers, within the system. There is also a lack of published research on the current EMS System and its successes. These characteristics are contrary to fostering a culture that is committed to innovation and decision-making based on evidence and data.

5. Community Education Programs are Fragmented or Lacking. There are many public education and prevention programs within Riverside County, but these programs are not coordinated or linked to data streams and formal quality initiatives that would enable tracking of impact.

6. Customer Service and Patient Satisfaction Feedback is Lacking. During the evaluation phase of the project, it was identified that, while some fire departments do patient surveys, there are no uniform patient or customer satisfaction metrics reported from a system standpoint.

7. The Current EMS System Response Configuration does not use Emergency Medical Dispatch (EMD) for Tiered Resource Prioritization. EMD has been implemented throughout the majority of the county. However, it is utilized for pre-arrival and post-dispatch instructions only. While minor resource response prioritization is currently in place within the City of Riverside only, the balance of the county still sends an ALS or BLS first-response engine/truck/squad code 3 (lights and siren) and ALS ambulance code 3 regardless of the severity of a patient’s condition. This is not consistent with treatment urgency as categorized by nationally recognized Medical Priority Dispatch System (MPDS) protocols. There is significant opportunity to reconfigure the two-tiered response system in a way that will optimize resource utilization, meet medical priority response needs, improve response times to the most acutely ill patients and provide for a more cost-effective system.

8. The EMS System Leadership and Advisory Group Structure is Complicated. The current EMS advisory committee structure is complicated, resource intensive and duplicative. There is tremendous overlap and excess resources are devoted to the “committee” process. However, oversight by REMSA will need to expand to be consistent with the goals and staffing of this strategic plan. Currently there is insufficient staffing within REMSA to support all of the proposed strategic initiative goals and objectives.

9. The Current State of EMS Economics Presents Significant Risk to System Funding and System Enhancement Financing. Like healthcare facilities, EMS services throughout California and the nation are experiencing serious challenges in reimbursement for services. While Health Reform is providing access to some historically indigent patients into programs providing MediCal and other levels of reimbursement, the “Graying of America” is driving an increasing number of patients out of commercial and managed care organization
(MCO) insurance plans into Medicare. This change in payer mix combined with increasing Medicare payment denials based upon “medical necessity”, alignment of traditional higher paying reimbursement rates with the Medicare allowable rate and high commercial/MCO plan deductibles is driving down overall collection rates for ambulance services. As Medicare and MediCal become a larger percentage of the Riverside County payer mix, it is important to note that current reimbursement rates for those government plans received by ambulance providers do not cover the current average cost of an ambulance transport in the county, state or nation. Additionally, government insurance and most commercial /MCO insurance plans do not reimburse for the services provided by the first responder-tier of the current system. These economic realities necessitate prioritization of plan goals and objectives that maximize EMS System efficiency and cost effectiveness. Highest priority must be given to those goals that can produce measurable improvement in patient outcomes. These goals and priorities will be provided in a separate document.
The Future State of a Successful EMS System in Riverside County

There have been a number of attempts by national committees and EMS experts to define the “ideal” EMS System for the future.\(^9\)\(^,\)\(^10\) Research indicates that the Riverside EMS System Strategic Plan should incorporate the principles of a world-class EMS delivery system, which include:

**Collaboration**
The best EMS Systems are based on collaborations among the diverse organizations that comprise the EMS System. Collaboration allows for diverse organizational strengths to be combined and emphasized through system-wide integration and a culture of trust. In doing so, the EMS System can more effectively capitalize on new opportunities and mitigate threats to the system. This Strategic Plan calls for the maximum use of collaboration to achieve the desired world-class EMS delivery system.

**Outcome Driven**
The best EMS Systems hold themselves accountable to meet performance standards and superior outcomes resulting from the EMS System’s optimal performance. This EMS System Strategic Plan targets the development of clear, measurable, and literature-driven patient and customer outcomes consistent with a world-class EMS delivery system.

**Cost Effective, Financially Sustainable, and Value Driven**
EMS Systems must be based upon a sound financial foundation. Successful EMS Systems of the future will be based on the ability to provide emergency and other services that add value, centered on a documented, evidence and outcome-based evaluation. This will include innovations that have been tested for cost effectiveness and sustainability. EMS Systems that produce services that do not improve outcomes, financial worthiness or cannot document the addition of “value” will not be compensated in the future and thus not sustainable.

**Innovation and Excellence**
Successful EMS Systems of the future must innovate and reinvent themselves as clinical, operational, and economic environments transform. Innovation and excellence must be integrated into all efforts by the EMS delivery system.

---


**Prevention and Education**
Health Reform emphasizes prevention in all aspects of medical care and community life. Prevention reduces the incidence of illness and critical injuries and contributes to a community’s overall health. Through the prevention component of its mission, EMS Systems should work to “put the EMS System out of business.” While this goal will never be achieved, EMS Systems should endeavour to reduce EMS utilization through education and information.

**Customer Service**
The future EMS System must meet customers and payers’ expectations for service by providing value-driven and clinically superior patient care. Successful EMS Systems will also accentuate customer service by emphasizing professionalism, dignity, and respect. These characteristics of professional public service must be embedded in the culture of the EMS delivery system and must be actively measured and monitored.

The ideal EMS delivery system should leverage information systems technology to the highest degree possible, in order to ensure accurate and comprehensive measurement and analysis of key performance indicators. The ideal EMS System should access and provide global medical and health systems’ data to measure efficiency, clinical care, and outcomes. The ideal EMS System should also be data transparent—informing stakeholders, payers, and consumers about the EMS System, to the extent permitted by law.
SWOT + Recommendations Survey Results

Methodology

REMSA and The Abaris Group conducted an online survey to obtain the input of the stakeholders on the strengths, weaknesses, opportunities and threats (SWOT) and on desired system priorities for this Strategic Plan of the EMS System in Riverside County. The survey was conducted during June and July of 2014. A total of 86 responses were received. The survey listed the SWOT identified previously by the stakeholders and asked respondents to select their top five for each category. In addition, respondents were also asked to identify their priorities for a set of recommendations.

The respondents who participated in the survey represented all facets of EMS in the community. The cohort with the largest response was County Fire (32), followed by Hospital Administrator (11). Below is a chart detailing the industry categories of those who responded:

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Response Count</th>
<th>Response Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Fire (Including fire ambulance providers)</td>
<td>32</td>
<td>41%</td>
</tr>
<tr>
<td>Hospital Administrator</td>
<td>11</td>
<td>14%</td>
</tr>
<tr>
<td>City Fire (Including fire ambulance providers)</td>
<td>8</td>
<td>10%</td>
</tr>
<tr>
<td>Hospital Clinician</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Policy Maker</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>ALS Ambulance Provider</td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>EMS Provider [not management including]</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>BLS Ambulance Provider</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Other [please specify]</td>
<td>8</td>
<td>10%</td>
</tr>
<tr>
<td>answered question</td>
<td>78</td>
<td>100%</td>
</tr>
<tr>
<td>skipped question</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>total</td>
<td>86</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other (please specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Correctional Health Care Services / CDCR State Prisons</td>
</tr>
<tr>
<td>CCT provider</td>
</tr>
<tr>
<td>ED Director</td>
</tr>
<tr>
<td>Educational administrator</td>
</tr>
<tr>
<td>Local government</td>
</tr>
<tr>
<td>Mental Health</td>
</tr>
<tr>
<td>Public EMS customer</td>
</tr>
<tr>
<td>REMSA</td>
</tr>
</tbody>
</table>
Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

Strengths

The survey results showed that “EMS System reliability” was the top strength, with 53 respondents voting for this choice. The second most voted strength was “Collaborative stakeholder involvement”, with 42 votes. “Resource capability,” “Attitude towards data (evidence-based model)” and “First-responder model is efficient (multi-disciplinary response)” rounded out the top five strengths.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Answer Options</th>
<th>Response Count</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EMS system reliability</td>
<td>53</td>
<td>15%</td>
</tr>
<tr>
<td>2</td>
<td>Collaborative stakeholder involvement (diversity)</td>
<td>42</td>
<td>12%</td>
</tr>
<tr>
<td>3</td>
<td>Resource capability</td>
<td>40</td>
<td>11%</td>
</tr>
<tr>
<td>4</td>
<td>Attitude towards data (evidence-based model)</td>
<td>38</td>
<td>11%</td>
</tr>
<tr>
<td>5</td>
<td>First-responder model is efficient (multi-disciplinary response)</td>
<td>34</td>
<td>10%</td>
</tr>
<tr>
<td>6</td>
<td>CQI process – similar throughout system</td>
<td>31</td>
<td>9%</td>
</tr>
<tr>
<td>7</td>
<td>Specialty care systems</td>
<td>30</td>
<td>9%</td>
</tr>
<tr>
<td>8</td>
<td>Well-structured service</td>
<td>29</td>
<td>8%</td>
</tr>
<tr>
<td>9</td>
<td>EMS infrastructure</td>
<td>27</td>
<td>8%</td>
</tr>
<tr>
<td>10</td>
<td>Cost-effective system</td>
<td>21</td>
<td>6%</td>
</tr>
<tr>
<td>11</td>
<td>Other (please specify)</td>
<td>3</td>
<td>1%</td>
</tr>
</tbody>
</table>

Total responses 348 100%

answered question 82 -
skipped question 4 -

Other (please specify)

Flexibility
Leadership
System that backs field medics and is progressive in field care.
Blank
Weaknesses

The top weakness was “EMS-to-hospital off-load delays” with 50 votes. Having “No common data system” was the second highest voted weakness (48 votes). “Lack of contemporary mental health resources” came in third (47 votes). “Lack of alternative destination programs (limited primary destinations – not with specialty services)” (44 votes) and “Communication between agencies” (34 votes) ranked fourth and fifth, respectively.

All of the identified weaknesses are covered in the goals presented in the Strategic Plan.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Answer Options</th>
<th>Response Count</th>
<th>Percent of Total</th>
<th>Addressed in Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EMS-to-hospital off-load delays</td>
<td>50</td>
<td>13%</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>No common data system</td>
<td>48</td>
<td>12%</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Lack of contemporary mental health resources</td>
<td>47</td>
<td>12%</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Lack of alternative destination programs (limited primary destinations - not with specialty services)</td>
<td>44</td>
<td>11%</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Communication between agencies</td>
<td>34</td>
<td>9%</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Transport surge capacity issues</td>
<td>33</td>
<td>8%</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Funding</td>
<td>31</td>
<td>8%</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Standardization in training/equipment/QI processes</td>
<td>29</td>
<td>7%</td>
<td>1, 12</td>
</tr>
<tr>
<td>9</td>
<td>ED utilization</td>
<td>21</td>
<td>5%</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Comprehensive coordinated community education</td>
<td>21</td>
<td>5%</td>
<td>11</td>
</tr>
<tr>
<td>11</td>
<td>Poor medical communications for disasters</td>
<td>19</td>
<td>5%</td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>Utilizing outcomes</td>
<td>16</td>
<td>4%</td>
<td>1</td>
</tr>
<tr>
<td>13</td>
<td>Other (please specify)</td>
<td>6</td>
<td>2%</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total responses** 399 100% -

**answered question** 84 - -

**skipped question** 2 - -

Other (please specify)
- Hidden agendas (politics) that stifle true collaboration
- Inconsistent cost recovery
- Lack of EMS system abuse/misuse policy and enforcement
- Misuse by law enforcement using paramedics to “clear” patients
- Private ambulance supervision, and lack of urgency upon arrival to calls
- Weak MICN training - MICN’s are unable to make decisions without asking an MD and have very little idea what life is like outside the hospital. Huge variability in MICN quality
- Blank
Opportunities

“Filling the gaps in healthcare services” was the top vote with 43 votes. The next two choices each had 41 votes and they were, “Integrated technology/data management systems” and “Utilizing lessons learned, avoiding mistakes that have already been made by other systems.” The fourth and fifth ranked were “EMS integrated into the healthcare system” (36 votes) and “Broader care for patients including their public health (not limited to the scope of ‘community paramedicine’)” (29 votes). All of the identified opportunities are included in the goals of the Strategic Plan.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Answer Options</th>
<th>Response Count</th>
<th>Percent of Total</th>
<th>Addressed in Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Filling gaps in healthcare services (i.e., mental health, Department of Public Social Services)</td>
<td>43</td>
<td>11%</td>
<td>1, 3, 4, 10</td>
</tr>
<tr>
<td>2</td>
<td>Integrated technology/data management systems</td>
<td>41</td>
<td>11%</td>
<td>3, 10</td>
</tr>
<tr>
<td>3</td>
<td>Utilizing lessons learned, avoiding mistakes that have already been made by other systems</td>
<td>41</td>
<td>11%</td>
<td>3, 8, 10</td>
</tr>
<tr>
<td>4</td>
<td>EMS integrated into the health care system</td>
<td>36</td>
<td>9%</td>
<td>2, 3, 4, 10</td>
</tr>
<tr>
<td>5</td>
<td>Broader care for patients including their public health (not limited to the scope of “community paramedicine”)</td>
<td>29</td>
<td>8%</td>
<td>3, 10, 11</td>
</tr>
<tr>
<td>6</td>
<td>Cost-savings and funding opportunities</td>
<td>28</td>
<td>7%</td>
<td>3, 7, 10</td>
</tr>
<tr>
<td>7</td>
<td>Education (internally and externally of the public)/education system needed based on the different populations in Riverside County (i.e., general public, geriatrics, pediatrics, etc.)/development of targeted training</td>
<td>27</td>
<td>7%</td>
<td>10, 12</td>
</tr>
<tr>
<td>8</td>
<td>Collaboration of stakeholders</td>
<td>27</td>
<td>7%</td>
<td>2, 8, 10</td>
</tr>
<tr>
<td>9</td>
<td>Integration/coordination of communication/dispatch resources (EMD)</td>
<td>27</td>
<td>7%</td>
<td>2, 10</td>
</tr>
<tr>
<td>10</td>
<td>Better meet all needs of the community</td>
<td>21</td>
<td>5%</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Affordable Care Act (ACA)</td>
<td>20</td>
<td>5%</td>
<td>3, 7, 10</td>
</tr>
<tr>
<td>12</td>
<td>Adjust increase resources to end user in order to maximize flexibility and adaptability of the system as a whole (different regions – urban and rural)</td>
<td>19</td>
<td>5%</td>
<td>2, 3, 10</td>
</tr>
<tr>
<td>13</td>
<td>Education system integration</td>
<td>17</td>
<td>4%</td>
<td>10, 11, 12</td>
</tr>
<tr>
<td>14</td>
<td>Other (please specify)</td>
<td>6</td>
<td>2%</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total responses:** 382 **100%**

**Answered question:** 79 **-**

**Skipped question:** 7 **-**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Answer Options</th>
<th>Response Count</th>
<th>Percent of Total</th>
<th>Addressed in Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Filling gaps in healthcare services (i.e., mental health, Department of Public Social Services)</td>
<td>43</td>
<td>11%</td>
<td>1, 3, 4, 10</td>
</tr>
<tr>
<td>2</td>
<td>Integrated technology/data management systems</td>
<td>41</td>
<td>11%</td>
<td>3, 10</td>
</tr>
<tr>
<td>3</td>
<td>Utilizing lessons learned, avoiding mistakes that have already been made by other systems</td>
<td>41</td>
<td>11%</td>
<td>3, 8, 10</td>
</tr>
<tr>
<td>4</td>
<td>EMS integrated into the health care system</td>
<td>36</td>
<td>9%</td>
<td>2, 3, 4, 10</td>
</tr>
<tr>
<td>5</td>
<td>Broader care for patients including their public health (not limited to the scope of “community paramedicine”)</td>
<td>29</td>
<td>8%</td>
<td>3, 10, 11</td>
</tr>
<tr>
<td>6</td>
<td>Cost-savings and funding opportunities</td>
<td>28</td>
<td>7%</td>
<td>3, 7, 10</td>
</tr>
<tr>
<td>7</td>
<td>Education (internally and externally of the public)/education system needed based on the different populations in Riverside County (i.e., general public, geriatrics, pediatrics, etc.)/development of targeted training</td>
<td>27</td>
<td>7%</td>
<td>10, 12</td>
</tr>
<tr>
<td>8</td>
<td>Collaboration of stakeholders</td>
<td>27</td>
<td>7%</td>
<td>2, 8, 10</td>
</tr>
<tr>
<td>9</td>
<td>Integration/coordination of communication/dispatch resources (EMD)</td>
<td>27</td>
<td>7%</td>
<td>2, 10</td>
</tr>
<tr>
<td>10</td>
<td>Better meet all needs of the community</td>
<td>21</td>
<td>5%</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Affordable Care Act (ACA)</td>
<td>20</td>
<td>5%</td>
<td>3, 7, 10</td>
</tr>
<tr>
<td>12</td>
<td>Adjust increase resources to end user in order to maximize flexibility and adaptability of the system as a whole (different regions – urban and rural)</td>
<td>19</td>
<td>5%</td>
<td>2, 3, 10</td>
</tr>
<tr>
<td>13</td>
<td>Education system integration</td>
<td>17</td>
<td>4%</td>
<td>10, 11, 12</td>
</tr>
<tr>
<td>14</td>
<td>Other (please specify)</td>
<td>6</td>
<td>2%</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total responses:** 382 **100%**

**Answered question:** 79 **-**

**Skipped question:** 7 **-**

- All of the identified opportunities are included in the goals of the Strategic Plan.
- **Making every high school graduate have at least CPR/AED Certification from any CERTIFIED Health Care Training Certification Source (not just AHA or ARC)!**
- Allowing IFT companies to utilize paramedics for ALS level calls in order to save money and utilize RN's for actual critical calls. Will speed up the delivery system overall including 911.
- Competitive ambulance contracts - If AMR is really the best for the county make them prove it. EVERY High School Graduate SHOULD have at least CPR/AED Certification from any CERTIFIED Health Care Training Certification Source (not just AHA or ARC)!
- More ALS ambulance providers
- To enact system wide innovations that will improve EMS for Riverside County
- Utilizing lessons learned, examining models that have already been made successful by other systems.
Threats

The top threat was “Lack of complete integrated approach to healthcare system” which received 48 votes. This choice was followed closely by “Lack of mental health support and substance abuse resources” (47 votes). In third was the “Lack of infrastructure for key services” with 42 votes. Rounding out the top five threats was “Unknowns of the Affordable Care Act - ACA” (38 votes) and “Cost-shifting, loss of funding/unfunded mandates” (34 votes).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Answer Options</th>
<th>Response Count</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lack of complete integrated approach to health care system (i.e., political challenges, priorities, resistance to change, competing interests, silos, different views)</td>
<td>48</td>
<td>12%</td>
</tr>
<tr>
<td>2</td>
<td>Lack of mental health support and substance abuse resources</td>
<td>47</td>
<td>12%</td>
</tr>
<tr>
<td>3</td>
<td>Lack of infrastructure for key services (i.e., mental health patients, EMS alternative destinations, etc.)</td>
<td>42</td>
<td>11%</td>
</tr>
<tr>
<td>4</td>
<td>Unknowns of ACA</td>
<td>38</td>
<td>10%</td>
</tr>
<tr>
<td>5</td>
<td>Cost-shifting, loss of funding/unfunded mandates</td>
<td>34</td>
<td>9%</td>
</tr>
<tr>
<td>6</td>
<td>Communications infrastructure</td>
<td>28</td>
<td>7%</td>
</tr>
<tr>
<td>7</td>
<td>No dedicated funding source for first-response component of EMS</td>
<td>28</td>
<td>7%</td>
</tr>
<tr>
<td>8</td>
<td>Addressing the root problems that need to be fixed</td>
<td>28</td>
<td>7%</td>
</tr>
<tr>
<td>9</td>
<td>Lack of collaboration and coordination among all community partners</td>
<td>27</td>
<td>7%</td>
</tr>
<tr>
<td>10</td>
<td>Healthcare funding dropping and rising costs</td>
<td>24</td>
<td>6%</td>
</tr>
<tr>
<td>11</td>
<td>Loss of local control</td>
<td>20</td>
<td>5%</td>
</tr>
<tr>
<td>12</td>
<td>Public opinion/expectations</td>
<td>18</td>
<td>5%</td>
</tr>
<tr>
<td>13</td>
<td>Other (please specify)</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td></td>
<td><strong>total responses</strong></td>
<td><strong>386</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Other (please specify)

911 is being utilized in non-emergency medical situations.
Lack of triage ability at call taker (dispatch) level. Need to be able to triage a call
AMR Administration and focus of profit
Politics and politicians do not belong in the EMS delivery system!
Recommendations Analysis

A set of recommendations was presented in the survey and respondents were asked to rank each one as either “Most Important,” “Indifferent,” or “Not Important.” The recommendation with the largest number of responses as “Most Important” was Recommendation 10, coming in second was recommendation 4. Recommendation 6 received the most votes as “Indifferent.”

A table listing the recommendations begins on the next page.

<table>
<thead>
<tr>
<th>Rec. #</th>
<th>Most Important</th>
<th>Most Important % of Total</th>
<th>Indifferent</th>
<th>Not Important</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>58</td>
<td>75.3%</td>
<td>16</td>
<td>3</td>
<td>77</td>
</tr>
<tr>
<td>4</td>
<td>56</td>
<td>71.8%</td>
<td>18</td>
<td>4</td>
<td>78</td>
</tr>
<tr>
<td>5</td>
<td>55</td>
<td>70.5%</td>
<td>20</td>
<td>3</td>
<td>78</td>
</tr>
<tr>
<td>3</td>
<td>52</td>
<td>68.4%</td>
<td>19</td>
<td>5</td>
<td>76</td>
</tr>
<tr>
<td>2</td>
<td>43</td>
<td>55.1%</td>
<td>32</td>
<td>3</td>
<td>78</td>
</tr>
<tr>
<td>1</td>
<td>42</td>
<td>54.5%</td>
<td>26</td>
<td>9</td>
<td>77</td>
</tr>
<tr>
<td>11</td>
<td>41</td>
<td>53.9%</td>
<td>34</td>
<td>1</td>
<td>76</td>
</tr>
<tr>
<td>9</td>
<td>38</td>
<td>50.7%</td>
<td>30</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>8</td>
<td>35</td>
<td>46.7%</td>
<td>34</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>7</td>
<td>31</td>
<td>40.3%</td>
<td>39</td>
<td>7</td>
<td>77</td>
</tr>
<tr>
<td>6</td>
<td>16</td>
<td>20.8%</td>
<td>46</td>
<td>15</td>
<td>77</td>
</tr>
<tr>
<td>Number</td>
<td>Recommendation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Commence an Emergency Medical Services (EMS) Innovations Project to better position the community for changes occurring both in the community and in healthcare with Healthcare Reform (The Affordable Care Act) and to define which initiatives should be targeted and implemented in Riverside County.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Continue the efforts of establishing a state-of-the-art continuous quality improvement (CQI) consistent with the recommendations of the previously published recommendations report which includes a comprehensive customer feedback mechanism with loop closure and regular reporting.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Collaborate and document opportunities to create an EMS system where the most appropriate and available EMS resource responds to an emergency request regardless of geographical jurisdiction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Explore and develop improved efficiencies for EMS services provided to mental health patients which might include Investigate alternatives to 72-hour holds (Welfare and Institutions Code Section 5150) for mental health patients including, determining if additional mental health training for EMS and law enforcement would be beneficial and determining if alternative destinations can be developed for mental health patients.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Address “EMS-to-ED (emergency department)” off-load ambulance delays in the form of a multidisciplinary collaborative, with parameters monitored by the EMS Agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Adopt stronger inter-facility transport (IFT) requirements and monitoring processes as recommended in the completed recommendations study of the overall system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Adopt key communication recommendations from the previous completed study which will be based on cost and current financial status of the County and its providers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Change the EMS governance structure to adjust EMS Agency staffing as comparable to benchmark EMS agencies, to assist with the implementation and monitoring of specialized programs as developed through this strategic planning process staff positions and achieving a full-time EMS medical director, assure staff resources to study and implement specialized programs (e.g., mental health, inebriates, etc.) recommended during the strategic planning process and review and consolidate the EMS advisory committee structure as appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Recommendation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Evaluate and develop strategies to improve online medical direction to include implementing optimal patient movement solutions, determining the ideal number of base hospitals to manage EMS direction in the field while maintaining a sufficient span of control from the EMS Agency and investigating ways to improve system coordination with a uniform medical control model (e.g., Medical Alert Center, Medical/Health Communications Center).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Address existing contract parameters with all of the county’s 9-1-1 ambulance providers process (i.e., targeting key operational and performance issues required for a responsive and contemporary countywide ambulance delivery system, creating or updating response times for each entity, including participating agencies that partner with private ambulance services) and including innovations approved during this strategic planning adopting through adoption of a variety of contract clauses that permit the contract to be amended based on researched and the verified efficacy and adopted ambulance delivery system benchmarks that demonstrate a high potential for system enhancements and alignment with the “triple aim” of Health Reform.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Continue ongoing consideration of model EOA structures to also include obtaining commitments to achieve the ambulance and contracting performance from the current ambulance providers, as listed in the completed study recommendations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EMS System Strategic Plan Mission, Vision, and Value Statements

The following statements were developed collaboratively by the stakeholders of the Riverside County EMS System:

**Strategic Mission Statement**

The mission of the Riverside County EMS System is to assure the timely delivery of high quality, compassionate and cost-effective emergency medical services through collaborative groups and models.

**Strategic Plan Vision**

The Riverside County EMS System’s vision is to be the exceptional, outcome-focused EMS leader in the nation.

**Strategic Value Statements**

- The patient, as the focus of what we do.
- Honesty and integrity.
- Personal and organizational accountability.
- Collaboration in our endeavours.
- Inclusive decision-making.
- Outcome focused change as an avenue to excellence.

**EMS System Motto**

The EMS System motto describes our goal of adaptation in an ever-changing world:

*Innovative, Quality and Compassionate Care, Fulfilling the Promise of EMS.*
The Goals of the EMS System Strategic Plan

The Riverside County EMS System Evaluation and Strategic Planning Project’s goals are designed to utilize a community-driven input process to develop the plan to enhance access, coordinate care, reduce unnecessary utilization, and improve the quality of the county’s EMS delivery system. This Strategic Plan’s ultimate vision is to serve as a collaboratively-developed roadmap, which identifies the optimal route forward for the Riverside County EMS System’s three to seven year goal of becoming an exceptional, outcome-focused system. The Abaris Group developed a tool to include each Goal/Objective with suggested priority, dates for completion and resource needs for this Strategic Plan. It is understood that this Action Plan addendum will be a living document subject workgroup input for each goal.

Goal One

Adopt and cultivate methodologies and collaborative practices that focus on system wide continuous quality improvement (CQI) activities that optimize patient outcomes.

...create a coordinated and collaborative CQI program that provides focus on achieving optimal patient outcomes...

Goal Two

Evaluate and implement EMS resource utilization, and response and coordination improvements designed to maximize the functional capacity and efficiency of an integrated and cooperative, two-tiered regional EMS System.

The Riverside County EMS System should build on the current quality improvement program and create a coordinated and collaborative CQI program that provides focus on achieving optimal patient outcomes. This includes data collection, analysis and reporting, benchmarking, guidance for current and future EMS protocols, policies and procedures, EMS research initiatives, high reliability organizational (HRO) principles, integration with healthcare system CQI and patient information and integration with education/training programs.

---

11 HRO principles are defined in the following Journal of Emergency Medicine article: http://www.jems.com/article/administration-and-leadership/why-being-high-reliability-organization (last accessed 7/18/14)
and automatic aid agreements based upon the closest available resource concept, EMS System surge capacity for mass casualty incidents (MCIs) and equipment standardization.

**Goal Three**

Commence an EMS innovations delivery program that evaluates and develops projects designed to improve patient outcomes, service value and system cost effectiveness within an integrated healthcare delivery model.

The Riverside County EMS System should develop project(s) to better position the system and the communities it serves for changes occurring both in the community and in healthcare with Health Reform. The changing healthcare environment will require the EMS System to challenge many of its underlying assumptions on cost, efficacy and value and reframe the delivery system to achieve the objectives of triple aim, using innovative delivery models.

**Goal Four**

Explore and develop improved efficiencies for EMS services provided to mental health patients which may include investigating alternatives to 72-hour holds (Welfare and Institutions Code Section 5150) and additional training for EMS and law enforcement.

The Riverside County EMS System should investigate and establish new contemporary programs for the management of psychiatric substance abuse and other behavioral health patients in the field and in the hospital settings that emphasize access, throughput and lower cost delivery systems thus avoiding expensive EMS and ED services that are not engineered for this group of patients. This may include additional mental health training for EMS and law enforcement officials, if beneficial, and determining if alternative destinations can be developed for mental health patients.

**Goal Five**

Form a multidisciplinary collaborative, with parameters monitored by REMSA, to reduce ambulance patient off-load delays (APOD) at hospitals.

The collaboration called for in this plan should include a focused effort on analyzing the root causes of ED offload delays and to adopt, where appropriate, alternative and innovative models that emphasize improved access of EMS patients transported to EDs. This may include population strategies, utilization management and case management, with consideration of using engineering tools such as Lean Six Sigma, root-cause analysis and other operational concepts for both the EMS providers and hospitals alike.
**Goal Six**

Adopt stronger inter-facility transport (IFT) and event medical service requirements and monitoring processes as recommended in the completed recommendations study of the overall system, to include transport providers and transferring/receiving facilities during mass gatherings.

The EMS System has witnessed a proliferation of IFT and event medical services providers. The current system for oversight has not kept pace with the need to oversee this growing industry through the development of standards, local educational requirements and a permitting process. This has especially become evident with a recent federal report that concludes there is poor compliance and overutilization of IFT services throughout the country.\(^{12}\) A re-evaluation of the existing ambulance ordinance will be required to keep up with the current system oversight. An oversight of special event medical providers will be needed for providers who currently provide medical event services in Riverside County. Lastly, the County should explore the need for oversight in gurney van medical transportation industry in Riverside County.

---

**Goal Seven**

Assure the long term financial solvency, stability and cost effectiveness of the EMS System.

The Riverside County EMS System participants should continuously evaluate the system funding model and baseline cost of the existing system. Full attention should be paid to exploring all possible system funding opportunities, analyzing high avoidable cost user data, and the development of methodologies for evaluating the cost versus benefit of new and ongoing system enhancements. These steps will assure the long term economic viability and sustainability of the system.

**Goal Eight**

Evaluate and redesign the EMS advisory committee structure and REMSA staffing to maximize productivity of committees and to ensure ongoing effective EMS System administration.

The Riverside County EMS System should evaluate the EMS structure and develop more efficient advisory committee structures and their staffing to maximize and leverage stakeholder involvement. Alternative staffing models and resources should be adjusted as necessary. Plans should include the efficient use of current staff to provide effective and ongoing EMS System...
oversight, and successful attainment of goals without changing the collaborative model already in place.

**Goal Nine**

Evaluate and develop strategies to improve online medical direction and medical leadership.

The Riverside County EMS System should investigate and design a medical control model that is sustainable, permits oversight of new contemporary initiatives identified in this Strategic Plan and evaluates the inventory of base hospitals and other vehicles used to execute medical control oversight. This may include implementing optimal patient movement solutions and investigating ways to improve system coordination with a uniform medical control model (e.g., Medical Alert Center - MAC, Medical Health Operational Area Coordination Center).

**Goal Ten**

Adopt and continue development of improvements and system enhancements for Advanced Life Support (ALS) and Emergency Ambulance Contracts.

The Riverside County EMS System participants should modify contract parameters with all of the county’s 9-1-1 ambulance providers, targeting key operational and performance issues required for a responsive and contemporary countywide ambulance delivery system, creating or updating response times for each entity (including participating agencies that partner with private ambulance services) and including innovations approved during this strategic planning process. The innovations, to be approved by the Board of Supervisors, would be implemented with the adoption of a variety of emergency ambulance contract clauses that permit the contract to be amended based on researched and verified efficacy, and adopted ambulance delivery system benchmarks that demonstrate a high potential for system enhancements and alignment with the triple aim of Health Reform.

Initiatives from this plan will call for steps to be taken by the 9-1-1 providers. These steps should be memorialized in the form of contract amendments and memorandums of understanding with the 9-1-1 ambulance providers to insure their speedy adoption and implementation. Agreement changes that are required will be carefully studied in advance and connected to verified literature and/or data-driven and pilot-tested results that meet the triple aim of Health Reform and the EMS delivery system in Riverside County.

**Goal Eleven**

Partner with the Department of Public Health, public safety organizations, and the Department of Mental Health to align and enhance public education and prevention efforts.

The Riverside County EMS System should enhance its public education and prevention program while integrating with existing and emerging public education and prevention programs to establish common topics, messages, and channels, ensuring that...
EMS-relevant public education and prevention messages are emphasized. This may include improvements in community based CPR and automatic external defibrillator (AED) education.

**Goal Twelve**

**Structure a comprehensive system-wide education/training model for EMS personnel in Riverside County that is integrated with current stakeholder programs.**

REMSA should create and implement a system-wide education plan for continuous training of EMS personnel. This plan should include strong medical direction, as well as provisions for continuous updates that meet the needs of EMS patients in Riverside County and take into account the current collaboration of stakeholders. This continuous training plan should consider including all emergency care providers including IFT and event medical services.
Strategic Planning Goals and Objectives

Goal One – Adopt and cultivate methodologies and collaborative practices that focus on system wide (CQI) activities that optimize patient outcomes.

The Riverside County EMS System should build on the current quality improvement program and create a coordinated and collaborative CQI program that provides focus on achieving optimal patient outcomes. This includes data collection, analysis and reporting, benchmarking, guidance for current and future EMS protocols, policies and procedures, EMS research initiatives, High Reliability Organizational (HRO) principles, integration with healthcare system CQI and patient information and integration with education/training programs.

- Objective 1.1. The CQI Technical Advisory Committee will evaluate and modify REMSA’s EMS Quality Improvement Plan. The plan should:
  - Incorporate the new EMS System medical direction models called for in this plan and new EMS System committee structure
  - Integrate best practices from other EMS Systems and specialty service credentialing organizations
  - Emphasize a coordinated, functioning, and outcome-based CQI program
  - Link CQI results and outcome drivers to development of EMS education and training programs
  - Include the development of a CQI dashboard with indicators designed around the most significant quality indicators to aid all of the stakeholders in the monitoring and trending of these indicators across the County

...emphasize a coordinated, functioning, and outcome-based CQI program...

- Assure complete “loop closure” on all studied elements, including findings of after-action reports and plans of correction
- Integrate all EMS System participants, all clinical initiatives, and essential operational measures within the EMS System
- Provide access to reliable EMS System data to stakeholders and public, as allowed by law
- Establish research and publish studies of quality improvement results to advance the science of EMS
- Integrate the principles and components of a high reliability organizational program

- Objective 1.2. Continue development and implementation of a comprehensive program for system data collection, analysis and reporting that includes:
- The continued use of a single prehospital ePCR for the entire EMS System with an associated technology refresh program
- Integration of all system response data; Computer Aided Dispatch (CAD), EMD Priority QA IT models or their equivalent and non-emergency out-of-hospital providers (IFT, event medical services providers)
- Use of, as appropriate, Lean Six Sigma, root-cause analysis, and other appropriate tools for data analysis, reporting and action planning
- Linkages to hospital provided patient outcome data and information
- Integration with hospital electronic medical records (EMRs)
- Integration with the Inland Empire Healthcare Information Exchange (HIE) for bi-directional patient information flow
- Evaluation of ongoing funding opportunities to support robust countywide data collection

- Objective 1.3. Evaluate all EMS continuing education and training programs for all system stakeholders' alignment with the goal of optimizing patient outcomes and system efficiencies.
- Objective 1.4. Implement an integrated and dynamic, performance-based education/training program that supports the CQI program and optimal patient outcomes.
- Objective 1.5. Conduct Lean Six Sigma, Just Culture, root-cause analysis, or other appropriate tools training, including work that has already been done by the National Fire Protection Association (NFPA) and customized to EMS, to orient EMS System stakeholders to methods and processes that recognize the importance of outliers.
- Objective 1.6. Revise EMS System Policies and Procedures to support the new EMS System Quality Improvement Plan.
- Objective 1.7. Design and develop research programs that are publishable in credible medical and social sciences journals, based on the experiences and successes of the Riverside County EMS System.
Goal Two - Evaluate and implement EMS resource utilization, and response and coordination improvements designed to maximize the functional capacity and efficiency of an integrated and cooperative, two-tiered regional EMS System.

The Riverside County EMS System should evaluate and adopt appropriate contemporary EMS delivery methods and processes for improving the functionality, coordination, capacity, cost effectiveness and value of services provided by the EMS System. These services should include full implementation of EMD throughout the county, interoperability of communications, integrated information systems, efficient mutual and automatic-aid agreements based upon the closest available resource concept, EMS System surge capacity for MCI, and equipment standardization. Additionally, REMSA should develop uniform definitions that take into account the definitions used by the State EMS Authority including Primary PSAP, Secondary PSAP, and Emergency Dispatch Center, including nomenclature and standards for all time critical processes across the continuum of patient care.

- Objective 2.1. Create a task force comprised of EMS and public safety leaders to develop an implementation plan for EMD and to evaluate the applicability of a prioritized and tiered EMS System resource response plan based upon Medical Priority Dispatch Protocols (MPDS) inclusive of the following elements:
  - Adoption of the National Academies of Emergency Medical Dispatch (NAEMD), MPDS with ProQA Software as the countywide standard for EMD program approval
  - EMS System development of uniform definitions, nomenclature and standards for all time critical processes and metrics across the continuum of patient care (e.g. dispatch processing times, response times, scene times, etc.)
  - Data collection, analysis and reporting of time critical performance metrics by all providers
  - Establish timelines for all EMS dispatch centers to become accredited NAEMD Centers of Excellence
  - Identify funding for the implementation of an online PAD registry (i.e., Atrus) that is fully accessible and integrated with the PSAP and their CAD

- Objective 2.2. Create an additional multidisciplinary EMS Communications Task Force comprised of EMS, public safety, and communication center leaders to discuss and develop a comprehensive EMS communication and resource coordination plan. The task force should focus on the following:
  - Developing a coordinated, consolidated, and integrated EMS communication and information system
  - Consider consolidating contracted emergency ambulance service dispatching within a single PSAP for better system coordination and safety
  - Identifying and establishing essential (i.e., CAD-to-CAD interfaces, Automated Vehicle Location (AVL), Global Positioning Systems (GPS), etc.) and desirable
technological upgrades and interfaces for EMS communication, integration and coordination
- Defining monitoring roles and tools for performance
- Defining resource needs necessary for alternate EMS deployment and disposition models including community paramedics and caller referral
- Develop a countywide master mutual aid agreement including, where appropriate, the concept of the “closest available unit” automatic aid process
- Develop criteria and implement provisions within the emergency ambulance agreement(s) that support first responder programs where appropriate
- Developing viable and sustainable funding models for the communication and resource deployment system

Objective 2.3. Establish an EMS equipment standardization program that includes the following components:
- Continuous evaluation of the performance of medical equipment used by prehospital providers
- Alignment of drug and equipment selection and requirements with evidence of medical efficacy and use as demonstrated by CQI and inventory control data
- A technology refresh cycle for all durable medical equipment
- Evaluate and develop equipment policies for first responder requirements and ambulance requirements that fully complement each other (two-tiered)
- Explore opportunities for funding the purchase of provider equipment

Objective 2.4. Develop an updated and comprehensive ALS program inclusive of the following:
- Updating of all policies, protocols and procedures
- Initiation of standardized accreditation, re-verification and performance based continuing education/training programs
- Evaluate and create policies, protocols and procedures for the countywide continuity of event medical services, mass gatherings, and specialty services programs

Objective 2.5. Develop and implement new ALS first responder agreements by July 1, 2015.

Objective 2.6. Develop and implement a multiple patient management and EMS surge plan inclusive of an integrated medical and health coordination center (e.g., MAC).

...create a Task Force comprised of EMS and public safety leaders to develop an implementation plan for EMD...
Goal Three - Commence an EMS innovations delivery program that evaluates and develops projects designed to improve patient outcomes, service value and system cost effectiveness within an integrated healthcare delivery model.

The Riverside County EMS System should develop project(s) to better position the system and the communities it serves for changes in the community and in healthcare with Health Reform. The changing healthcare environment will require the EMS System to challenge many of their underlying assumptions on cost, efficacy and value and reframe the delivery system to achieve the objectives of triple aim, using innovative solutions.

- Objective 3.1. Develop and implement targeted contemporary EMS delivery methods. These targeted delivery methods include:
  - Mental health innovations to help curb the use of inappropriate EMS and ED services
  - A Resource Allocation Program (RAP or high user identification and management system)

- Objective 3.2. Create one or more alternative delivery steering groups consisting of EMS, public safety, hospital, clinical, payer leaders, and other interested stakeholders to begin to identify and credential contemporary EMS delivery and service options. These options may include:
  - EMS-based mental/behavioral, substance abuse services featuring:
    - Integrated healthcare delivery model
    - Assess, treat and release
    - Alternate destinations options include private and treating physician offices
  - Frequent user case management, including non-compliant user case management
  - Chronic disease patient care, if system and scope is feasible
  - Post hospital discharge patient care, if system and scope is feasible
  - Community health services (e.g., immunizations), if system and scope is feasible
  - Tieredprehospital response based on enhanced medical triage (e.g., The Omega© Model\textsuperscript{13})
  - Integration of mid-level practitioners (nurse practitioners and physician’s assistants) into the EMS System
  - Registered Nurse call referral at 9-1-1 dispatch center(s) (e.g., LowCode© Model\textsuperscript{14})
  - Use of EMS for “wrap” services (i.e., social services, case management, housing, etc.) for identified key patients
  - Integration into comprehensive medical and health data sharing infrastructure, enabling access to a patient’s EMR

\textsuperscript{13} The Omega responder classification, as outlined within the Advanced Medical Priority Dispatch System (AMPDS) protocol, is used to determine patients that may need referral or alternate care.

\textsuperscript{14} LowCode© software electronically integrates and operates the Emergency Communication Nurse System™ (ECNS™).
from any county EMS, ED or other organization evaluating or treating an EMS patient (similar to the San Diego Beacon model)

- Assessment of the skill level needs of these options
- Other options deemed valuable by EMS System stakeholders

Objective 3.3. The alternate delivery steering groups should collect data and develop a formal business plan for each alternative delivery model it wishes to consider for limited-term pilot studies.

- Objective 3.4. The EMS System should collect data and field test potentially viable models through limited-term pilot studies.
- Objective 3.5. Develop viable and sustainable long-term funding models for the accepted alternate delivery models.
- Objective 3.6. Submit draft plans and models for EMS stakeholder input.
- Objective 3.7. Formally integrate desired alternative delivery models into the Riverside County EMS System.
Goal Four - Explore and develop improved efficiencies for EMS services provided to mental/behavioral and substance abuse health patients.

These mental/behavioral and substance abuse patients should have planning along with the law enforcement partners which may include health efficiencies such as alternative field response and transport systems, investigating alternatives to 72-hour holds (Welfare and Institutions Code Section 5150) for mental/behavioral and substance abuse health patients including evaluating if additional mental health training for EMS and law enforcement and if it would be beneficial and assessing if alternative destinations can be developed for mental health patients.

- Objective 4.1. REMSA, EMS System stakeholders, law enforcement and mental health experts should conduct a baseline assessment of mental health needs for EMS patients to at least include:
  - The number and extent of mental health patients assessed and transported by law enforcement and EMS providers
  - Impact of mental health patients on law enforcement, EMS and EDs including volume, cost, patient flow and necessity of current delivery models
  - Inventory best practices for mental health delivery in the EMS setting

- Objective 4.2. Prepare a plan of action for recommended innovations to include:
  - The progress of Riverside County’s efforts to address mental health patients in accordance with Senate Bill (SB) No. 82
  - Cost and volume impacts
  - Patient outcome expectations and key performance indicators
  - Location and depth of revised services to be offered
  - Level and extent of any needed pilot testing

- Objective 4.3. Develop a report, present and conduct early monitoring of these mental/behavioral and substance health initiatives.
Goal Five – Form a multidisciplinary collaborative approach, with parameters monitored by REMSA, to reduce ambulance patient off-load delays (APOD) at hospitals.

Develop a collaborative model to prevent and respond to ED/hospital capacity problems and resulting EMS System delays. This approach should include the study, design, and implementation of long-term solutions to address ED off-load delays.

- Objective 5.1. REMSA should work with the Hospital Council of Southern California (HASC), the Inland Counties EMS Agency (ICEMA) and all hospitals within the Inland Empire to collaboratively study and respond to capacity problems identified in the EMS As-Is Assessment Report. These capacity issues are typified by frequent delayed patient “off-loads,” and other delays at some hospital EDs. This collaborative should consider the following tenets:
  - The collaborative should be endorsed and monitored by the senior leadership of all participating entities
  - The desired end result and measurements of success should be defined upon initiation
  - The topics of the collaborative should include prehospital, hospital, and population strategies
  - The collaborative should consider best and promising practices identified in other EMS Systems
  - The collaborative should be briefed on other related initiatives driven by this strategic plan, including alternate EMS delivery models
  - The collaborative should develop actionable and measurable short- and medium-term objectives, which can be used to demonstrate progress toward meeting the outcome of this goal

- Objective 5.2. This initiative should consider multicounty collaboration and incorporation of findings of the recent California Hospital Association (CHA) study, including underlying surveys of these findings of best practices in EMS Systems and hospitals.

- Objective 5.3. REMSA should develop EMS System policies and procedures to implement and monitor the results of the collaborative that are likely to have the greatest success.

- Objective 5.4. Hospitals’ leadership should develop hospital policies to implement and monitor the results of the collaborative that are likely to have the greatest success.

- Objective 5.5. The collaborative should publish its results that are likely to have the greatest success to assist other EMS Systems to prevent and respond to ED/hospital capacity issues and resulting EMS System delays.

...implement long-term solutions to address ED/hospital capacity problems and to reduce resulting EMS System delays.
Goal Six – Adopt stronger Interfacility transport (IFT) and event medical service requirements including services at mass gatherings.

The objective calls for the study and implementation of new IFT and event medical service oversight and regulatory review of the growing number of IFT and event providers in the county to strengthen the review process and its credentialing and to allow a base-line of confidence of the minimum requirements and expectations required of these providers.

- Objective 6.1. Assemble a group of relevant experts to advise REMSA for the IFT and event medical services regulatory and permit update process. This group should at a minimum:
  - Conduct felony background and Medicare “excluded-provider” checks and disclosures of all current or past Office of Inspector or other payer investigations
  - Insist on current audited or reviewed financial statements from ambulance permittees to ensure provider credibility and solvency
  - Require a physical presence within the county at a credible base of operations (i.e., formal dedicated office) for the applicant
  - Create REMSA policies and procedures that provide for effective span-of-control, oversight and enforcement
  - Require progress on reaching accreditation by the Commission on Accreditation of Ambulance Services (CAAS)
  - Realign the permit fee schedule
  - Require the appropriate education requirements consistent with EMS System needs
  - Assure that REMSA staffing and resources are commensurate with carrying out the oversight of the ambulance ordinance
  - Set a “floor” of fees that ambulance providers can minimally charge
  - Integrate regulation of ALS IFT medical providers as one of the provider categories within the ordinance
  - Integrate regulation of special event medical providers as one of the provider categories within the ordinance

- Objective 6.2. This group should study and consider larger policy questions of IFT including:
  - How the County can best maintain a competitive IFT and event market with ongoing evaluation and adjustments
  - Strengthening medical control policies, operational procedures, standardized training (i.e., Incident Command System “ICS” training, National EMS Information System “NEMSIS” training) and requirements for integration of non-emergency ambulance providers into the EMS System during MCIs, while addressing staffing issues during MCIs

- Objective 6.3. Submit draft revised EMS IFT and event medical service regulations and permit standards for consideration by the appropriate EMS committees.

- Objective 6.4. The group should develop protocols and clinical expectations for hospital Interfacility transfers that call for stronger medical oversight.
Objective 6.5. Explore the need for oversight of gurney van/wheelchair van providers. Medical transportation that qualifies below the level of basic life support has been largely unregulated at the County level.
Goal Seven - Assure the long-term financial solvency, stability and cost effectiveness of the EMS System.

The Riverside County EMS System should continuously evaluate the system funding model and baseline costs of the existing system. Attention should be paid to exploring all possible system funding opportunities, analyzing high avoidable cost user data, and the development of methodologies for evaluating the cost versus benefit of new and ongoing system enhancements to assure the long-term economic viability and sustainability of the system.

- Objective 7.1. Establish methodologies and metrics to identify and quantify the baseline costs of the current system.
- Objective 7.2. Identify current funding sources for first response, ambulance transportation, education/training, disaster medical preparedness and response and other EMS services.
- Objective 7.3. Establish methodologies and metrics to identify and quantify the cost and cost savings of system improvements to be implemented under this strategic plan.
- Objective 7.4. Develop a mechanism that identifies funding that can sustain system improvements implemented under this strategic plan.
- Objective 7.5. Define and quantify the anticipated and probable funding changes driven by Health Reform for traditional EMS delivery models.
- Objective 7.6. Identify and quantify opportunities to improve EMS System economics and value by comparing funding and cost of the current EMS delivery model against funding and/or cost savings that may be generated by alternate EMS delivery models.
Goal Eight – Evaluate and redesign the EMS advisory committee structure and REMSA staffing to maximize productivity of committees and to ensure ongoing effective EMS System administration.

The Riverside County EMS System should evaluate the EMS structure and develop more efficient advisory committee structures and their staffing to maximize and leverage stakeholder involvement. Consideration of alternative staffing models and resources to be adjusted as necessary, including the effective use of current staff in order, to provide effective and ongoing EMS System oversight and successful attainment of the goals presented in this plan without changing the collaborative model already in place.

- Objective 8.1. The County will study and recommend adjustments to EMS Agency staffing, if warranted, as comparable to like-sized counties (subject to funding and approval by the Board of Supervisors).
  - Add “EMS specialist” staff positions as appropriate
  - Develop a plan to fund and achieve a full-time EMS medical director
  - Study and implement specialized programs (e.g., mental health, inebriates, etc.)
- Objective 8.2. REMSA and EMS System stakeholders should conduct a baseline assessment of advisory and oversight committees using zero-based or clean-slate assumptions. The optimal committee structure should:
  - Provide for comprehensive coordination of EMS System planning, regulation, and quality improvement
  - Facilitate policy development and quality improvement functions for all components of the EMS System
- Minimize redundancies in committee responsibilities and authorities
- Efficiently utilize EMS Agency and EMS System stakeholders’ staff, resources, and time
- Provide maximum stakeholder and public transparency in areas other than those protected through the quality improvement processes
- Provide neutral EMS Agency-sponsored meeting forums for EMS System-related issues to assure transparency and access in decision making

- Objective 8.3. Submit draft EMS advisory group models for EMS stakeholders input.
- Objective 8.4. Revise EMS System policies and procedures to support the new EMS System stakeholder committee structure.

...redesign the EMS advisory committee structure to improve collaboration, stakeholder input, EMS Agency oversight, and emphasize continuous quality improvement...
**Goal Nine – Evaluate and develop strategies to improve online medical direction and medical leadership including implementing optimal patient movement solutions and investigating ways to improve system coordination with a uniform medical control model (e.g., Medical Alert Center, Medical/Health Communications Center).**

_The Riverside County EMS System stakeholders should develop a common integrated model for online medical direction to include the ideal number of base hospitals, EMS direction in the field with appropriate span of control oversight and to investigate ways to improve coordination with a uniform medical control model (i.e., MAC, Medical Health Operational Area Coordination Center)._

- Objective 9.1. Create a physician advisory group that is advisory to the EMS Medical Director for development and leadership on key medical control policy items. Considerations of membership on this group should at least include:
  - REMSA Medical Director (chair)
  - Representative EMS physicians from base hospitals
  - EMS provider agency medical directors
  - Public Health Officer
  - Primary care physician representation
  - Specialty care physician representation

- Objective 9.2. Evaluate the current base hospital model and determine the most effective number, catchment areas, roles and responsibilities to maintain consistent oversight and span of control by REMSA.

- Objective 9.3. Evaluate and define the role of a Medical and Health Coordination Center (MHCC) within the system.

- Objective 9.4. Develop and implement a Medical/Health Communications Center to support a centralized EMS medical control model and the Medical Health Operational Area Coordination Program (MHOAC).

...develop a common integrated model for medical direction to assure an appropriate span of control and key medical control options...
Goal Ten – Adopt and continue improvements and system enhancements for the ALS and emergency ambulance contract(s).

The Riverside County EMS System should develop targeted key operational and performance goals required for a responsive and contemporary countywide ambulance delivery system. These changes should allow for updating responses for providers and any appropriate agencies, including agencies that partner with ambulance partners on response times, through the adoption of appropriate contract clauses. The targeted changes would be for delivery systems opportunities where there are clear benchmarks that are evidence based and that demonstrate a high potential for improving efficacy and performance.

- Objective 10.1. Negotiate a new ALS and emergency ambulance service agreement with the existing ambulance provider and approved by the Board of Supervisors. This agreement would include recommendations provided in the EMS System Recommendations and Observations Report.
- Objective 10.2. Implement the new ALS and emergency ambulance agreement by July 1, 2015.
Goal Eleven – Partner with the Department of Public Health, public safety organizations, and the Department of Mental Health to align and enhance public education and prevention efforts.

The Riverside County EMS System should enhance its public education and prevention program while integrating with existing and emerging public education and prevention programs to establish common topics, messages, and channels, ensuring that EMS-relevant public education and prevention messages are emphasized. This may include improvements in community-based CPR and AED education.

- Objective 11.1. In partnership with the Department of Public Health Injury Prevention Program, the Department of Mental Health, and the Data Management Unit, conduct an assessment of leading causes of EMS System transports.
- Objective 11.2. Convene a multidisciplinary task force consisting of EMS, the Public Health Injury Prevention Program, County Office of Education and local school districts, public safety, hospitals, ambulance providers, and other interested stakeholders to continue to develop the EMS System’s injury prevention and public education program:
  - Conduct best practice reviews of effective EMS-based public education and prevention programs and effective outreach and education prevention strategies, including an inventory of other county programs, national and state campaigns, and existing programs in Riverside County
  - Prioritize the outreach and education prevention strategies to be implemented through the EMS System, including identification of resources and development of an implementation plan
- Objective 11.3. Establish cooperative agreements across the EMS System and implement the priority outreach and education prevention strategies.
- Objective 11.4. Identify resources and funding components to implement these prevention/education programs.
- Objective 11.5. Implement the outreach and education prevention strategies outlined in the implementation plan and in coordination with public health, county-wide injury prevention and community-based CPR campaigns.
Goal Twelve – Structure a comprehensive system-wide education/training model for EMS personnel in Riverside County that is integrated with current stakeholder programs.

REMSA should develop, implement and coordinate a system-wide education plan for continuous training of EMS personnel that includes strong medical direction that is collaboratively developed and integrated with current stakeholder programs and consistently updated to meet the needs of EMS patients in Riverside County.

- Objective 12.1. REMSA should investigate curricula adequacy and alternative education techniques for all system provider groups including, those for primary and secondary education as well as for IFT and event medical services. Such investigations should be designed to provide improved understanding of the education that is optimal for serving various EMS roles. The results of such investigations should be widely disseminated.

- Objective 12.2. Objectives of all education programs must be updated sufficiently and frequently so that the needs of EMS patients are met. EMS education initiatives should be identified through current curriculum requirements, CQI processes, and/or data analysis (i.e., geared toward high risk patient groups/conditions, low frequency skill sets, or other system needs). Additions or modifications should ensure that objectives serve the current needs of EMS patients and the personnel who care for them, so community benchmarks and standards of practice can be achieved. Higher level EMS education programs must incorporate learning objectives regarding research, quality improvement, and management. This may include:
  - Basic principles of clinical research
  - The importance of ongoing EMS research
  - The principles of quality improvement and management

- Objective 12.3. All EMS education must be conducted with the benefit of qualified medical direction. The physician medical director(s) and provider physician advisors should be involved in education program planning, presentation, and evaluation, including evaluation of faculty, and participants.

- Objective 12.4. REMSA should commission and coordinate the development of core contents for various levels of EMS providers. Core contents should be added to or replace current curricula and should be updated on a predetermined schedule to ensure their ongoing utility.
  - These core contents should include a standardized curriculum and requirements for accreditation/reverification, skills competency verification, preceptor training, and protocol update initiatives, and adapt to other education initiatives as future system needs demonstrate.

- Objective 12.5. REMSA should explore opportunities to receive funding to supplement and support education programs and initiatives.
- Objective 12.6. Providers of primary EMS education should seek to establish relationships with academic institutions (i.e., colleges, universities, academic medical centers). Such relationships should enhance the academic basis of EMS education and facilitate recognition of advanced level EMS education as an accomplishment worthy of academic credit.

- Objective 12.7. EMS education providers and academic institutions should develop innovative education solutions that address cultural variation, rural circumstances, and travel and time constraints. These should include programs that incorporate, for example, distance learning and advancing technology. Reports of such programs should be made widely available. In some cases, these institutions should develop their own EMS education programs that offer academic credit.

- Objective 12.8. EMS educators must develop bridging and transitioning programs. These programs should offer mechanisms for EMS providers to maintain existing credentials, enhance their credentials or transition to new healthcare roles. They should also provide other healthcare personnel the ability to transition to out-of-hospital EMS roles.

- Objective 12.9. Convene a task force of primary and secondary education providers that evaluates, analyzes and provides recommendations for continued education initiatives within the primary and secondary education arenas.
  - Evaluate and disseminate resources, best practices and strategies to ensure longevity, student involvement and program success.
  - This task force will work with other national, state and local educations groups and associations to share resources and educational initiatives to provide diversity and versatility to our Riverside County initiatives for education.
Next Steps

Implementation is an essential part of this EMS System strategic planning process.

All those who are committed to improving the Riverside County EMS System, as well as policymakers at every level of government, need to prioritize the EMS delivery system transformation. Riverside County can seize the opportunity of Health Reform to fundamentally strengthen healthcare quality in general and EMS quality specifically. It will take a sustained and concerted effort to fully realize the goals articulated in this strategic plan. There are three immediate steps that should be undertaken to start implementing the Riverside County EMS System Strategic Plan.

Step 1 — Preparation

This is an ambitious work plan for the Riverside County EMS System. Before the EMS System can proceed, REMSA and EMS System stakeholders will need to identify:

- Key champions who will assist in leading this effort in our EMS System and who will bring other leaders to the table
- Resources (staff, funding, etc.) to support these leaders
- The right organizations who will sign on as partners
- Whether federal, state, and local political leaders and policies support the efforts described in this plan in both the short and long term
- Whether the region’s leaders agree on what they want to accomplish
- If there is a real appreciation of what is necessary to implement this strategic plan
- Whether the funding and other resources to carry out the planning and program development is available

The Riverside County EMS Agency must affirmatively answer these questions and establish one or more planning coalitions to make an informed decision to proceed with the projects outlined in this plan.

...seize the opportunity of Health Reform to fundamentally strengthen healthcare quality in general and EMS quality specifically.
Step 2 — Implementation Vision

The Riverside County EMS System must have a strategic vision of how to change to achieve the vision of what to change. A shared vision lets everyone know the desired end result and why that result is important. This step involves clarifying exactly how the elements of the strategic plan implementation will work.

Step 3 — Assessment & Implementation Teams

The Riverside County EMS Agency should develop small teams that have senior leadership, strong financial skills and experience, and professional support to implement the strategic plan recommendations.

Assessment and implementation teams composed of stakeholders who understand the Strategic Plan’s purpose and implementation process will shepherd this plan from concept, to study, to reality. Small groups supported by, and reporting to, a steering committee that can encourage progress, answer questions, and provide guidance would serve this purpose.

Generally, an implementation team will be created to implement each goal. However, for certain goals teams may be established to evaluate each service option or to plan pilot projects.
Goal and Objective Prioritization

The following are guidelines to assist with and confirm priorities of these 12 goals and their associated objectives:

Priority 1 – Immediate (1-2 year Goal)
There is general consensus that the goal is time critical to improve patient outcomes or EMS System efficiency or safety and must be achieved as quickly as possible regardless of complexity or cost.

Priority 2 – Intermediate (2-4 year goal)
There is general consensus that the goal is needed to improve patient outcomes or EMS System efficiency but must be achieved over a longer time period because of the complexity or cost.

Priority 3 – Long Range (4+ year goal)
There is general consensus that the goal is needed to improve patient outcomes or EMS System efficiency but achieving the goal will be highly complex, very costly or may require technological development or changes to applicable laws before the goal or objective can be achieved.

Hierarchy for Outcome Focused Cost/Benefit Rating
During development of this plan, Riverside County EMS System partners should utilize the following guidelines to rate the cost versus benefit of system enhancements contained with the goals and objectives.

A Rating: Benefit >>> Cost
Measurable and there is a body of evidence (scientific or empirical) and general agreement that it is beneficial and effective in improving patient outcomes.

B Rating: Benefit >> Cost
Measurable and there is a body of evidence (scientific or empirical) and general agreement that it is beneficial and effective for EMS System efficiency but there is conflicting evidence and/or a divergence of opinion that it improves patient outcomes.
C Rating: Benefit $\geq$ Cost:
Measurable and there is a body of evidence (scientific or empirical) and general agreement that it is beneficial and effective for EMS System efficiency but there is no evidence that it improves patient outcomes.

D Rating: Cost > Benefit:
Measurable (may or may not be difficult) and there is conflicting evidence that it is beneficial or effective for EMS System efficiency and no evidence that it improves patient outcomes and there is conflicting opinion that it would be beneficial and effective for EMS System efficiency.

F Rating: No Benefit for the Cost:
There is no evidence that it improves patient outcomes or EMS System efficiency.

No Rating: Cost/Benefit cannot be determined
It is not measurable or the cost cannot be calculated.

During implementation of this plan tactical detail and strategy developed for execution, the cost/benefit of potential system enhancements should be evaluated based upon the hierarchy.
Conclusion

The Riverside County EMS Agency launched the Riverside County EMS System Strategic Planning Process in 2012 with the goal of charting a course to improve and advance the Riverside County EMS System’s clinical care, operational efficiency and financial stability, as well as patient and stakeholder satisfaction. This strategic plan provides a road map to achieve that overarching goal of creating a stronger EMS delivery system to serve the residents and visitors of Riverside County.

Certainly, the challenges facing the region are tremendous, but the transformative opportunities sparked by Health Reform are equally great. This strategic plan charts the course that must be taken to achieve the Riverside County EMS System’s vision of healthcare reform.

The Riverside EMS Agency and EMS System stakeholders will need to work together and seize this unprecedented opportunity to create a collaborative, accessible, high quality, and culturally competent EMS delivery system. Success is within reach, if those in the Riverside County EMS System’s reaches together. The potential rewards are immeasurable: a healthier and brighter future for all emergency care for patients in Riverside County.