



# Blue Ridge EMS Council, Inc. Strategic Plan 2017-2021

Approved by majority vote of the board of directors, March 2020

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- Our Vision** Blue Ridge Emergency Medical Services Council, BREMS, is formed to provide coordination, training and support to all person, groups, organizations and agencies involved in emergency medical prehospital care in Central Virginia.
- Our Mission** To improve the quality of patient care and reduce morbidity/mortality and to ensure the availability of timely, state of the art emergency medical services for all citizens of Central Virginia.
- Who we Serve** We serve all persons, groups, organizations and EMS agencies in the counties of Amherst, Appomattox, Bedford, Campbell and the City of Lynchburg.
- Purpose** BREMS is a support service to our EMS community and to the citizen of Central Virginia. The BREMS Council is focused on the future of EMS needs of our region and the Commonwealth of Virginia. Our primary goal will be to continue to provide the infrastructure of local EMS, anticipate and plan for the future of EMS with direction and guidance from the Office of EMS, the Commonwealth of Virginia.

*Our Interest is in the future of EMS*

- Our Goals:  
2017 – 2021**
- 1. Strengthen the economic sustainability of the organization.**
  - 2. Deepen relationships among member organizations to increase knowledge, effectiveness and capacity for collective action.**
  - 3. Build bridges between other possible nonprofits and key institutions (business, local government, philanthropy, etc.) to increase partnership and cooperation.**
  - 4. Increase opportunities for cost saving programs, shared services and shared spaces.**



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## 12VAC5-31-2670. Regional EMS plan.

A designated regional EMS council, in cooperation with the Governor's EMS Advisory Board, shall develop, maintain, and distribute a comprehensive regional EMS plan for coordinating and improving the delivery of EMS in the regional service area, in accordance with §§ [32.1-111.3](#) and [32.1-111.11](#) of the Code of Virginia.

1. The plan shall be submitted for approval by the Office of EMS within one year of designation.
2. The approved plan shall be distributed to the Office of EMS, all localities, EMS agencies, hospitals and EMS physicians within its service delivery area.
3. The plan shall be reviewed and revised, if necessary, every three years and redistributed to the Office of EMS, all localities, EMS agencies, hospitals and EMS physicians within its service delivery area.

### Statutory Authority

§§ [32.1-12](#), [32.1-111.4](#), and [32.1-111.11](#) of the Code of Virginia.

This plan is developed in coordination with the eleven (11) EMS regions in Virginia, along with the long range statewide EMS plan developed by the Virginia Office of EMS.

The original plan was approved by the BREMS Board of Directors on May 23, 2006 and it has been reviewed annually and revised/updated as appropriate. This plan is very broad in scope and it will not address ongoing or day to day operations and initiatives. It will help to identify and address future initiatives.

Last update: February 2014  
Last update: February 2015  
Last update: February 2017  
Last update: March 2018  
Last update: March 2019



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## Council History

The Council was originally incorporated in June of 1976. The Council is celebrating its 35<sup>th</sup> year of service to the EMS stakeholders in our region. The organization is designated by IRS as a 501 (c) (3) tax-exempt non-profit organization.

Our service area includes the counties of Amherst, Appomattox, Bedford, Campbell and the Town of Bedford and the City of Lynchburg.

## **What the Council does**

The Council offers infrastructure for the regional EMS system. Assuring a dedicated standardized approach for patient treatment protocols, drug boxes, communications, regional skills, grant programs and information sharing.

- ***Provide relevant and accessible education and training*** - BREMS works to offer training, educational resources and topics that exceed the normal continuing education hours. We try to offer opportunities to bring our leadership and providers together, specific patient care.
- ***Build and strengthen BREMS from the inside out*** - BREMS will work to be a confident and competent voice on issues that impact all their stakeholders and communities by providing them with training, research, education opportunities and collaboration between organizations.
- ***Extend access to cost saving opportunities***- BREMS draws upon the expertise and knowledge of its Board members and all of our stakeholders to develop and build programs, projects and collaboration with community organizations which will be a benefit for everyone.



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## Our Core Strategies & Strategic Initiatives: 2017 – 2021

- **Core Strategy 1:** Develop and Strengthen Partnerships
- **Core Strategy 2:** Develop Tools and Resources
- **Core Strategy 3:** Develop and Strengthen Infrastructure
- **Core Strategy 4:** Strengthen Medical Direction, Research and Quality Improvement
- **Core Strategy 5:** Strengthen Staffing, Human Resources and Financial Practices & Fraud Prevention



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## Core Strategy 1: Develop Partnerships

- 1. Promote collaborative approaches**
  - 1.1.1 Develop and foster relationships with federal, state and local partners, education institutions and other Regional EMS Councils.
  - 1.1.2 Strengthen on-going relationships with the Virginia Department of Health, other state departments, public safety, public health, and medical facilities.
  - 1.1.3 Foster regional legislative involvement for EMS initiatives.
  - 1.1.4 Cultivate grass roots support for Strategic initiatives.
  - 1.1.5 Collaborate with the Old Dominion EMS Alliance, TJ EMS and Southside EMS Council to ensure that the agencies, localities, hospitals and providers in those regions are best served.
  - 1.1.6 Collaborate with Centra with the stand alone Emergency facility built in Gretna. Assist agencies in the southern portion of Campbell County and northern Pittsylvania County with transport assistance and drug box exchanges in the new pharmacy facility.
  
- 2. Coordinate responses to both natural and man-made**
  - 1.2.1 Foster and Collaborate with the Central Virginia Health District with EMS involvement in vaccinations across the region.
  - 1.2.2 Foster and Collaborate with the Centra Virginia Health District with EMS involvement in all areas of Emergency Preparedness and Response region wide.
  
- 3. Promote and further develop our communication system**
  - 1.3.1 Address the need for a better medical control contact station in Bedford
  - 1.3.2 Enable EMS personnel to communicate with other EMS personnel throughout the region, their dispatchers, all hospital emergency departments and other public safety personnel.
  - 1.3.3 Update the Life line to replace ageing equipment at Long Mountain and Lynchburg Filtration.
  
- 4. Attract and support outstanding health care providers**
  - 1.4.1 Cultivate partnerships with universities, colleges, accredited training programs, and others to attract and educate EMS providers.
  - 1.4.2 Recruit and assist in retaining EMS physicians as OMD's.
  - 1.4.3 Continue to search for aggressive OMD's for the Region.
  - 1.4.4 Meet with news Emergency Room Doctors to encourage them to get involved in EMS
  
- 5. Encourage on-going partnerships with local hospitals**
  - 1.5.1 Support hospital interaction with local EMS agencies.
  - 1.5.2 Coordinator and continue pre-hospital education of the stroke, STEMI, A-Fib, Sepsis and Trauma patients through partnerships with the hospitals.
  - 1.5.3 Foster regional support from the local hospitals.



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## Core Strategy 2: Develop Tools and Resources

- 1. Promote the concept of a regionalized training plan**
  - 2.1.1 Coordination of efforts with CVCC, other training centers, (including established additional accredited ALS/BLS training programs) and individual agencies.
  - 2.1.2 Support and encourage all BLS & ALS training programs within the region using the CE/Aux. RFP process.
  - 2.1.3 Maintain regionalized approach for all training efforts, including annual skills, protocols and any pre-hospital specialized education.
  
- 2. Support quality education and evaluation of EMS personnel**
  - 2.2.1 Support and promote leadership and management training within the region.
  - 2.2.2 Foster appropriate use of system-wide EMS resources by supporting education, legislation and programs to promote EMS education.
  - 2.2.3. Continue to provide loaner training equipment and publications.



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## Core Strategy 3: Develop and Strengthen Infrastructure

### **1. Strengthen Board of Directors**

- 3.1.1 Review and revise board governing documents.
- 3.1.2 Encourage further board member participation.
- 3.1.3 Utilize a board member orientation program to optimize board member familiarity with BREMS and its programs and operations.
- 3.1.4 Add new members as needed and in accordance with the updated by laws.
- 3.1.5 Review current board membership. Look at attendance and regional representations consider change for membership.

### **2. Strengthen the Blue Ridge EMS Council**

- 3.2.1 Ensure adequate staffing and procedures to support the variable nature of the EMS system requirements and challenges within the region.
- 3.2.2 Support and encourage research and other projects utilizing collected EMS data.
- 3.2.3 Expand availability of ALS training through Central Virginia Community College (CVCC) and other sites in the region.
- 3.2.4 Update and upgrade communication systems.
- 3.2.5 Stable financial support for the Council. Reach out to other collaborating agencies in the region.
- 3.2.6 Promote and provide enhanced resources for quality EMS education.
- 3.2.7 Review and revise, if needed, standard operating procedures.

### **3. Support local recruitment and retention efforts**

- 3.3.1 Support and promote recruitment and retention campaigns within the region.
- 3.3.2 Coordinate and conduct an annual EMS awards program.
- 3.3.3 Help identify opportunities for financial assistance for EMS education throughout the region.



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## Core Strategy 4: Strengthen Medical Direction, Research & Quality Improvement

### 1. Continue to provide a regionalized approach to quality improvement

- 4.1.1 Support the regional Continuous Quality Improvement (CQI) Committee (Medical and trauma performance).
- 4.1.2. Encourage local input into the quality improvement system.
- 4.1.3. Continue to work with agencies and hospital personnel on improving the quality improvement system.
- 4.1.4. Facilitate EMS performance improvement and related research.
- 4.1.5. Support and encourage research and other projects utilizing collected EMS data.
- 4.1.6. Support development of and once implemented, encourage the best use of the electronic Virginia EMS Registry to support meaningful data collection and research to promote evidenced-based decision making affecting the EMS system.
- 4.1.7. Facilitate referrals and reporting of information to the operational medical directors using the Quality Improvement Form and review process and the regional CQI committee.
- 4.1.8. Work with the Regional CQI Committee, OMD Committee and Provider Work Group on regionalized benchmarks.

### 2. Strengthen Medical Direction

- 4.2.1. Continue OMD quarterly meetings.
- 4.2.2. Have at least one OMD attend OEMS State OMD meetings, regional CQI meetings.
- 4.2.3. Recruit potential OMDs within the region.
- 4.2.4. Develop a Physician Advocate group to strengthen and support the BREMS regional EMS system needs.





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## ***Core Strategy 5: Strengthen Staffing, Human Resources and Financial Practices & Fraud Prevention***

### **1. Assist agencies within the region.**

- 5.1.1. Assist agencies in the development, identification and utilization of available management and leadership training opportunities.
- 5.1.2. Support EMS career and volunteer opportunities within the region.

### **2. Strengthen Human Resources within BREMS Council**

- 5.2.1 Seek staffing and procedures to support EMS system requirements.
- 5.2.2. Review and revise, if needed, council bylaws, personnel policies and SOPs. Work with SESCO to update personnel policies.
- 5.2.3 Provide workforce development, support resources to recruit and train proficient staff.
- 5.2.4. Work with Training Coordinator and seek to provide resource to have her keep updated on all new and innovated training skills.

### **3. Review and Update Financial Practices and Fraud Prevention Policies**

- 5.3.1 Review and revise all financial practices in the council policies.
- 5.3.2 Review and revise all internal controls currently in place.