

STRATEGIC PLAN 2018-2022



Smithsburg Emergency
Medical Services



Smithsburg Emergency Medical Services

Strategic Plan

2018 – 2022

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Overview

On May 1, 2018, Smithsburg Emergency Medical Services (SEMS) conducted a Strategic Planning session. This session was coordinated by our Operations Director and Facilitator. Involving all members of the organization e.g. new members, providers, chief officers, SEMS attorney, and Board Members. Tiffany Hines, Program Coordinator/Assistant Professor from Blue Ridge Community and Technical College, facilitated the day.

The Operations Director started the day with a review of “Why have a Strategic Plan”. Ms. Hines then reviewed the SEMS Mission, Values, and Vision, the group agreed unanimously that no revisions were necessary. The current document is very effective and is displayed proudly throughout the station and on social media. The goals from the first Strategic Plan were reviewed and the achievements over the past four years were celebrated.

The organization then worked together to establish new goals for the next four years. A **SWOT** session covering SEMS **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats was completed. This session proved to be very productive and brutally honest at times.

The new Strategic Goals will be tracked through Action Plans and reviewed every six months. The following document provides general information about SEMS and the new Strategic Goals.



About Smithsburg EMS

Smithsburg Emergency Medical Services, Inc. (SEMS) is a third service, not-for-profit 501(c) (3) provider of emergency medical services for approximately 10,000 residents in rural Washington County, Maryland. Smithsburg is situated at the western base of South Mountain and is approximately 10 miles from the Mason-Dixon line separating Maryland and Pennsylvania.

Due to our unique geographic location, we provide direct mutual aid to Frederick County, Maryland; Franklin County, Pennsylvania; and the eastern suburbs of Hagerstown, Maryland. Our primary response area covers over 80 square miles and includes the communities of Smithsburg, Leitersburg, Mt. Aetna, Cascade, Pen Mar, Fort Ritchie, Ringgold, Cavetown, and Wolfsville. In addition to the varying geographical terrain, our response area is different from other companies due to farms, railroads, industrial businesses, manufacturing companies, housing developments, and even a recreational hang gliding spot. We also serve a sizeable portion of the Washington County section of the Appalachian Trail.

SEMS is part of the Washington County 911 Fire and EMS System. All emergencies are processed and dispatched directly through the Washington County Emergency Communications Center.

Staffing is provided 24 hours a day, 365 days a year by full time career personnel. Working a 24 hour on, 72 hour off schedule. Volunteer Members still provide a vital role helping staff a second ambulance and filling open vacancies when they can. All advanced life support (ALS) services are provided by Nationally Registered Paramedics (NRP) and Basic Life Support (BLS) personnel trained at the Emergency Medical Technician (EMT) level provide services for those patients requiring less intensive and less specialized care.

Our fleet consists of three fully equipped advanced life support ambulances, two ALS chase vehicles (sometimes called intercept SUVs), and two support service vehicles. SEMS is a member of the Washington County Volunteer Fire & Rescue Association and receives direct oversight from the Washington County Division of Emergency Services. The department is independently operated by a combination of dedicated career and volunteer members, volunteer officers, and administrative support personnel. Funding is provided by the generous donations of Smithsburg and the surrounding communities, direct billing, and county government assistance.

Comments from the Chief



Kevin Demmons

Who are we, where are we? Those are the answers we find in the strategic plan, but it's much more than that. We strive to set common goals for the future, the future of SEMS, our officers, and our operations staff. We achieve those goals as a team, not just a volunteer or a career staff member, but together as one. We constantly reassess and redirect the organization on the best path based on a changing environment. We do this while remembering why we are truly here, for the citizens of our community, to serve and give them the best care we can, while some are having their worst day.

-Kevin

Comments from the Assistant Chief/Operations Director



Ward Fleger

The past 5 years has been an incredible journey at SEMS. We have progressed in leaps and bounds as a credible 911 agency. Placing our energy into our Mission, Values, and Vision is healthy as an organization and provides a more productive direction for our Members, both career and volunteer. We will continue to deliver the highest quality of patient care through emergency response. As well as providing injury prevention through public education for our community, in our schools, and educating our elderly to prevent tragic events. It is critical that we interact within our community and remain involved with town events, and with our surrounding communities that we serve. This builds loyalty and trust within our community, knowing that in their time of need, SEMS will be there. It has been an honorable pleasure to live in and serve this community. Placing our community first, and always first.

-Ward

Board of Directors



Joanie Gerber
President



Melvin Smith
Vice President



Emily Demmons
Treasurer

Joanie Gerber - President
Melvin Smith - Vice President
Emily Demmons - Treasurer
Heath Abbott- Secretary
Richard Rogers - Member at Large
Valen Meadows - Member at Large



Heath Abbott
Secretary



Richard Rogers
Member at Large



Valen Meadows
Member at Large



Tammy Miller
Admin. Support Assist.



Mission, Values, Vision

Mission Statement

Servare Vitas “to save lives”

Smithsburg EMS is dedicated to providing the citizens of Smithsburg and surrounding communities the highest level of emergency medical services. We will provide quality patient care through Basic and Advanced Life Support response and transport.

We will uphold our commitment of service delivery with rapid intervention by highly trained professionals (career and volunteer) to provide care to those in need.

Values - Are critical to our operation and image

We Will Be Part of a Positive Work Environment:

- Embrace diversity
- Treat each other with respect
- Display honesty, integrity, loyalty, and fairness
- Be team oriented during daily routine and emergency incidents
- Value each other’s input to make us better at what we do
- Display compassion and caring for each other and our customers
- Communicate openly at all levels of the organization

We Will Be Professional in Our Actions and Strive for Excellence:

- Display professional appearance and behavior
- Be courteous to each other and to our customers
- Provide unity, teamwork, and leadership
- Provide personal development, training, and maintain a high level of preparedness
- Maintain personal wellbeing and fitness
- Prevent injury and illness through public education and community involvement

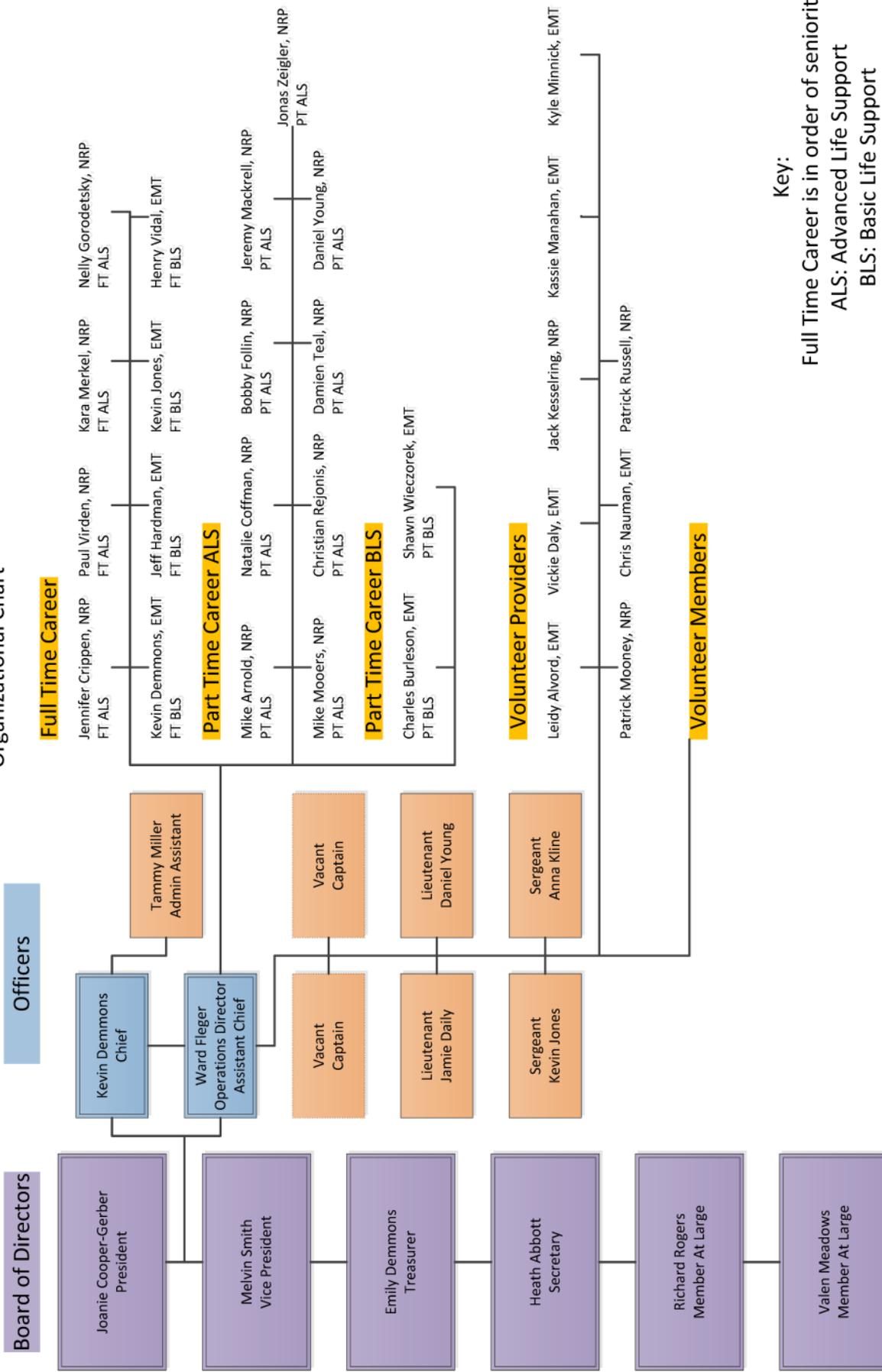
Vision – Is vital for our survival and our future

We Will Be Progressive with Delivering Customer Service, Providing the Highest Quality of Patient Care:

- The latest advanced equipment, apparatus, and training
- Embrace of innovations in advanced life support technology
- Continuous strategic planning and improvement evaluation “on how we can do it better.”

Smithsburg Emergency Medical Services

Organizational Chart



Key:

- Full Time Career is in order of seniority
- ALS: Advanced Life Support
- BLS: Basic Life Support
- NRP: Nationally Registered Paramedic
- EMT: Emergency Medical Technician
- FT: Full Time
- PT: Part Time
- A-B-C-D Shifts based on 24/72 schedule

Effective July 1, 2018

Strategic Goals

Goal setting was established by using the SMART acronym format. **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime Trackable.

Each Section (Board of Directors, Chief of the Department, Operations Director, Officers, Operations) was evaluated and assessed by using the **SWOT** acronym: **S**trengths, **W**eakness's, **O**pportunities, and **T**hreats.

Newly established goals will be tracked by Action Plans and updated annually. Action Plans define the goals, how, and when they will be achieved. The Action Plans provide accountability and credibility to the Strategic Plan.

Board of Directors

A strategic Goal from the original plan was to recruit Board Members from the business community. Having Board Members - Family Members from the previous leadership presented as a major conflict of interest. Recruiting Board Members from the local business community has proven to be very successful. This is beneficial as it relates to balancing the budget and purchasing. Some of the Board Member strengths were being supportive of Operations and consistency. SEMS has established a strong Board Member presence with the addition of new members.

Goal:

Improve communication and visibility with the Membership.

How:

Attend membership meetings and events, hence increased interaction with members.

When:

Will be measured quarterly.

Goal:

Succession planning for new potential Board Members.

How:

Networking within the surrounding business community at public events and meetings.

When:

Recruitment will occur prior to expiration of a Board Members term.

Goal:

Develop fundraising strategy for a capital campaign for the new station.

How:

Establish a Development Officer to cultivate relationships with potential fund drive donors.

When:

2020 and reevaluate the process June 2020.

Goal:

Review Bylaws

How:

Plan a study session with a facilitator and SEMS attorney, revisions will be made as needed.

When:

March 2019 and thereon annually.

Goal:

Revise Board Job Descriptions

How:

Review the current Board Job Descriptions and revise as needed.

When:

December 2018

Goal:

Increase Board Member training.

How:

Research the available training e.g. website, marketing to establish Board Member responsibilities and roles in the non-profit sector, continue study sessions.

When:

July 2019

Chief of the Department

The Chief of the Department was complimented with being a dedicated and hands on person. He also excels with IT abilities. Continued experience and leadership-supervisory training will continue to strengthen his responsibilities.

Goal:

Complete Paramedic Certification.

How:

Complete National Registry Certification and Maryland State Certification by December1, 2018.

When:

December 1, 2018

Goal:

Increase County Visibility.

How:

Attend County Events and Network with agencies and political leaders (local, county).

When:

Will be measured June 2019.

Goal:

Participate in Echo chase coverage each week.

How:

Share Volunteer Echo Chase coverage with each week.

When:

Upon being cleared as a County ALS Provider
February 2019

Goal:

Improve department communication.

How:

Currently being achieved with interaction with crews, emails, Officer and Membership meetings.

When:

This is ongoing and being improved as a priority item.

Goal:

Supervisory and leadership training.

How:

Attend supervisor and leadership classes and conferences annually, through the International Association of Fire Chiefs (IAFC), National Fire Academy (NFA), Maryland Fire and Rescue Institute (MFRI).

When:

Measure annually.

Goal:

Build a credible Officer Team.

How:

Recruitment and Development of Officers.

When:

A new team has been assembled, development and meetings are ongoing.

Operations Director

Has 38 years of experience as a paramedic, supervisor, organized, dedicated, respected, visionary, personable. Maintains a disciplined organization with the primary objective on Operations and Quality Customer Service.

Goal:

Develop training and development for succession planning.

How:

Work with Officers and Members on career development at all levels.

When:

Measure by June 2019.

Goal:

Delegation of responsibilities.

How:

Delegation is ongoing, reassessed through leadership training and member development.

When:

Will measure in June 2019.

Goal:

Weekly meetings with the Chief.

How:

Meet weekly to maintain open communications and resolution of issues.

When:

Weekly.

Goal:

Increase communication.

How:

Quarterly meetings, each shift will rotate, meetings are mandatory and employees will be paid in compliance with FLSA.

When:

Fall 2018.



Officers

Officer leadership and supervisory skills need to improve. Attending leadership and supervisory classes are a necessity to successfully supervise and manage the Membership. Mentoring potential new officers is essential to succession planning. Being supportive of polices and leading by example are important supervisory tools and skills needed by Officers.

Goal:

Provide stronger leadership as Officers

How:

Become more involved with the Membership e.g. attending meetings, provide training, and mentor new members.

When:

Evaluate progress July 2019

Goal:

Provide a defined job description for each Officer position

How:

Provide a revised description of each Officer position and define those expectations.

When:

July 2019

Goal:

Leadership and Supervisory Training

How:

Require Officers to attend classes annually that are provided by the Maryland Fire and Rescue Institute (MFRI), National Fire Academy (NFA), Washington County Division of Emergency Services (DES), and the Washington County Volunteer Fire and Rescue Association (WCVFRA).

When:

Evaluate annually

Operations

The new shift schedule has resolved the monthly staffing issues. This guarantees the primary ambulance is staffed 24/7. There are varying levels of training both BLS, ALS, inhouse and required annual training. We will check into available grant funds available for programs e.g. staffing, equipment, and planning for second unit with increased call volumes.

Goal:

2nd unit for increase call volumes, demands have increased 12% from 2016 to 2017.

How:

Maintain statistics for peak call times and volumes. Utilize cleared (driver and EMT) volunteer providers to help staff a second unit during peak call times. Provide visionary plan to provide funding for a day response unit to handle peak call volumes. Request subsidy funding from the Division of Emergency Services through revision the Memorandum of Understanding (MOU).

When:

July 2020



Goal:

Construct a new facility to provide a better service to the community for today and the future. This state of the art facility will provide a large community room/classroom/meeting room to provide training, membership meetings, and offer an event room for the community e.g. CPR, first aid, public education classes, Scout groups, birthday parties. Provide administrative offices and crew living quarters designed to house additional providers.

How:

Land had been donated, initiate a station fund drive program, research available federal and state grant funds that may be available..

When:

July 2020

Goal:

There have been increased incidents where patients need rapid sequence intubation (RSI). SEMS needs approval and training from Washington County Division of Emergency Services (DES) to achieve this goal.

How:

SEMS will partner with DES and Medical Director to successfully achieve this goal.

When:

July 2020

Goal:

Improve communication between shifts through quarterly staff meetings.

How:

Establish a yearly staff meeting schedule to improve relations between shifts, rotating meetings between shifts quarterly, these will be mandatory attendance.

When:

August 2018

Goal:

Create a wish list for equipment e.g. station needs, medical equipment.

How:

This will be completed each year prior to the budget cycle with CIP funds. This will be achieved at the quarterly and membership meetings.

When:

June 2018

Goal:

Full time Chase-Echo Paramedic.

How:

Request subsidy funding and partner with DES for a 24/7 Duty Officer, will be required to be a National Registered Paramedic (NRP).

When:

July 2021

Goal:

Establish an electronic apparatus daily and monthly inventory check list.

How:

Each shift will assist with the creation of an electronic check list. This will include vehicle checklists e.g. tire pressure, fluid levels, emergency lights.

When:

July 2021

Training

Training is of highest priority to keep our providers in a state of preparedness always. Unfortunately, there is no established, consistent form of training. At the same time, it is extremely difficult to have members commit to training sessions each month. SEMS is partnering with DES to work on a County wide training program.

Goal:

Continued certifications EMT Refresher, Paramedic Refresher, CPR, ACLS, PALS.

How:

Establish a matrix list of providers and tracking certification expiration dates.

When:

June 2019



Goal:

Establish a quarterly in-house training program.

How:

By delegating a Member to instruct an EMS related topic per quarter.

When:

July 2020

Goal:

Establish an orientation training program for new volunteer and career members.

How:

Provide training session that covers SOP's, Bylaws, Personnel Handbook to new Members (Volunteer/Career).

When:

June 2019

Goal:

We have an aging fleet of ambulances, we need to be able to forecast future funding for replacement of these apparatus.

How:

Place each unit on a replacement schedule. Determine a year that the apparatus will no longer be reliable to serve our community and plan replacement funding.

When:

December 2018





Summary

Strategic Planning is a critical survival tool for any organization, big or small, government or private sector. The past four years of achieving goals from the first Strategic Plan have proven to be very successful. These new Strategic Goals will enable SEMS to provide a better service for our community.

Placing our focus on our Mission, Values, and Vision, keeps us on the appropriate course of success. Building loyalty, trust, and integrity within each other promotes team building. This directly reflects on the high quality of patient care that is delivered to our community. Educating and mentoring all of our Members is important for leadership, succession planning, retention, and helping our people stay on a career path.

Lastly, SEMS will continue to strive to deliver the very best for our community. We will be progressive and innovative to make us better at what we do. All for a great cause, our families, neighbors, visitors, and community.

Our Mission -Servare Vitas- to save lives!





Creation and Plan Coordination
Ward Fleger, Operations Director/Assistant Chief
Smithsburg EMS
www.sems79.org