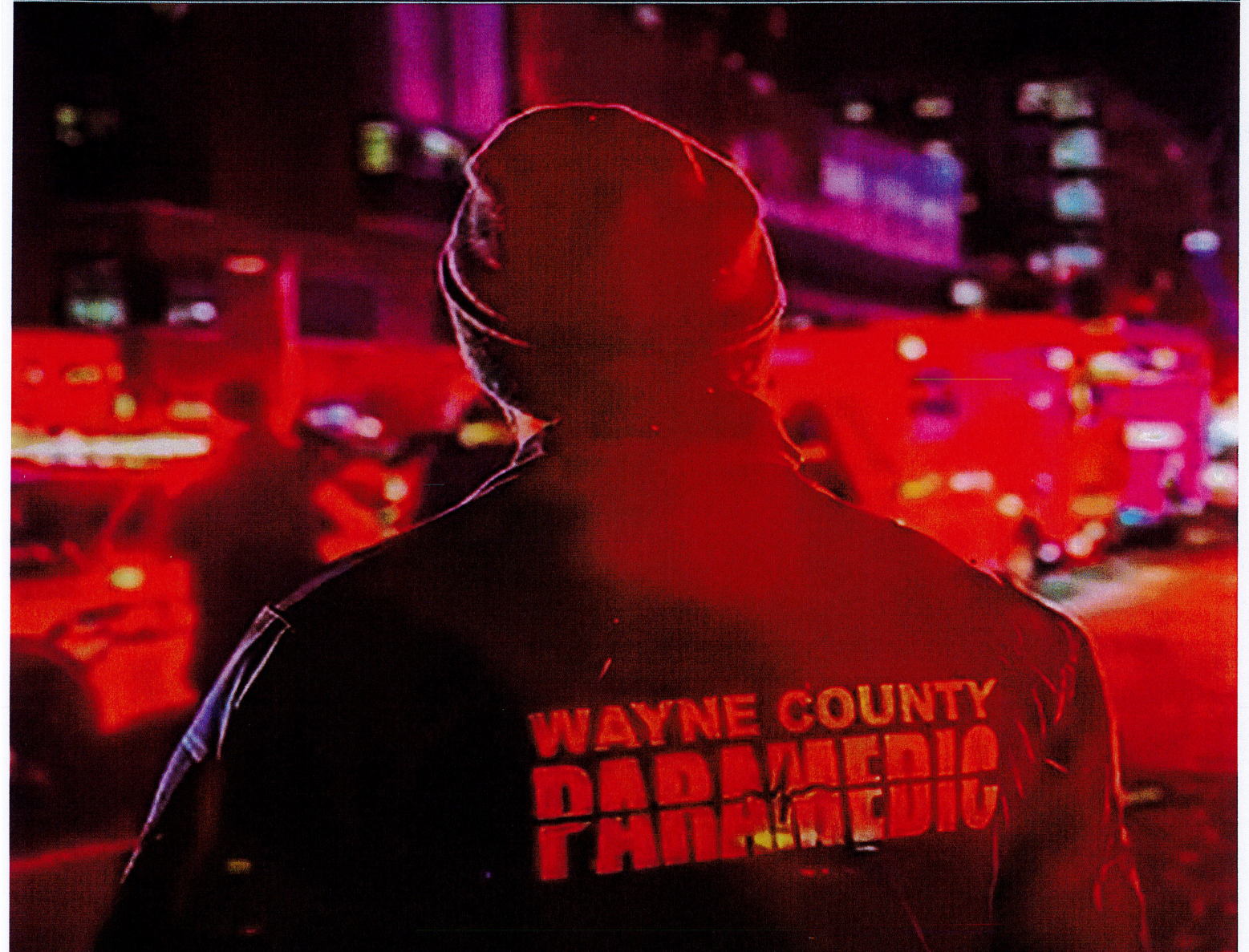


WAYNE COUNTY EMERGENCY MEDICAL SERVICES



2024 STRATEGIC UPDATE

INTRODUCTION

This Strategic Update is intended and presented to provide a high-level overview of the 2024 goals for Wayne County EMS. The document also communicates our best estimate for the timelines for achieving these goals. This information is based on, and consist with, the approved Wayne County Emergency Medical Services Transporting Agency Phase Two Implementation Plan. It is important to note that this update is not intended to contradict or supersede the approved Phase Two Implementation Plan. This document may be updated from time to time as more information becomes available.

2024 CHARTING OUR VISION

Wayne County EMS has adopted the following mission statement:

It is our mission to provide our residents and visitors with high quality, compassionate, and timely prehospital care. We strive to accomplish this through a foundation of progressive, continuous training of our personnel to achieve their maximum potential, by recruiting the most qualified personnel available, and by adopting, and adapting as necessary, the latest and best patient care practices and techniques.

Further, it is our mission to improve the EMS system countywide, adapting and developing our services provided, and collaborating with other agencies in response to changing needs and conditions, to ensure that, as the lead EMS agency in Wayne County, we work to support an efficient and unified system of emergency care and visible public service dedicated to the well-being of our Wayne County communities.

Wayne County EMS is committed to providing high-quality emergency medical services to all residents and visitors throughout the county. In 2024, we are embarking on an ambitious strategic plan designed to improve service coverage, enhance operational efficiency, and ensure our continued ability to meet the evolving needs of our community. This document details our vision for the coming year, including key goals, milestones, objectives, and strategies to achieve them. We have also included a tentative timeline for your reference.

Goal 1: Improve Service Coverage

Improving service coverage is a top priority for Wayne County EMS in 2024. Faster response times can improve patient outcomes, especially in time-sensitive emergencies like stroke or cardiac arrest. By reaching patients sooner, crews can initiate critical interventions quicker, potentially minimizing long-term complications and improving overall prognosis.

Through strategic base placement, we can improve the distribution of ambulances across the county. This reduces idle time and ensures that resources are available where they are needed the most. Eliminating redundancies in coverage areas can streamline dispatch operations and free up resources for emergencies in underserved areas. These proactive measures to address coverage gaps can enhance the public perception of EMS services and highlight our dedication to ensuring everyone has access to timely care.

Looking ahead to the Municipal CON hearing, which is required before May of 2025, we need to show that we have provided emergency services to all of Wayne County. It is also important to position our resources strategically in the County to protect citizens from unexpected or abrupt service interruptions. Local agencies have expressed concerns regarding the hiring and retaining of EMS providers, which is why we feel it is necessary to be available to support the needs of all communities..

Strategies and Tactics

- **Purchase of land sufficiently large enough to allow for the construction of a three-bay secondary base of operation in the Walworth area.**
- **Purchase of land sufficiently large enough to allow for the construction of a three-bay secondary base of operation in the Rose area.**
- **Finish construction and operationalize EMS Headquarters in Lyons in 2024.**
- **Construct Sodus Base in 2024 for operation in early 2025.**
- **Begin construction of Rose and Walworth bases**

Goal 2: Finalize EMS Organization Structure

Optimizing the organizational structure of Wayne County EMS is crucial for many reasons. It will have a positive impact on the overall performance and efficiency of the organization. A well-defined structure establishes clear reporting lines and accountability, ensuring effective delegation of tasks and understanding of responsibilities. This reduces confusion, creates a sense of ownership, and improves performance across all levels. It will also enhance communication and collaboration, making it easier to share information vertically and horizontally within the organization. This will improve coordination and responsiveness to changing needs.

A well-designed organizational structure is crucial for aligning resources, personnel, and expertise with an organization's priorities. This alignment ensures that the right skills and resources are assigned to critical tasks, which maximizes return on investment and optimizes resource utilization. Additionally, a suitable structure empowers employees and provides clear career paths, which fosters motivation and engagement. As a result, employees experience higher job satisfaction and reduced turnover, and the organization benefits from increased knowledge and expertise.

To ensure that all staff members at Wayne County EMS receive adequate supervision and support, the department has planned to have an EMS Supervisor on-duty 24/7. Ultimately, one of the four EMS supervisors will be stationed at each EMS station. This arrangement will create opportunities for constructive feedback, skill development, and mentorship, thereby boosting morale and creating a positive work environment.

Strategies and Tactics:

- **Appoint EMS Supervisors for day-shift.**
- **Appoint one Logistics Officer to administer supply and uniform ordering, distribution, vehicle maintenance, coordinate building maintenance and needs, maintain special event and MCI equipment.**

Goal 3: Strengthening Workforce Capacity

Investing in the capacity of the workforce is crucial for the success of any emergency medical service. In 2024, Wayne County EMS is making this goal a high priority. A strong workforce ensures adequate staffing levels and access to the necessary expertise to handle various medical emergencies, resulting in better patient care and improved clinical outcomes.

A larger and more skilled workforce can manage increased call volume and operational demand, preventing burnout and reducing the need for overtime or temporary staffing solutions. This can ultimately lead to cost savings for the organization. With specialized personnel available, crews can be assigned based on their specific skills and expertise, optimizing resource allocation and ensuring faster response times.

A diverse and talented workforce fosters a culture of innovation and problem-solving. It enables the organization to adapt to evolving technologies, community needs, and emergency situations. Building a workforce that reflects the communities' diversity can foster trust and strengthen relationships with residents. This allows for a better understanding of community needs and facilitates culturally sensitive care.

Our dedicated Educator will continue to provide training and guidance to personnel, ensuring that standardized practices and proficiency are maintained. Our trainers will also offer education and training to other healthcare partners and emergency service agencies, thereby strengthening the entire emergency response network. Additionally, we will expand our public education and community outreach efforts to empower residents and inspire future generations of EMS professionals.

Strategies and Tactics:

- **Hire additional staffing (4.2 FTE) to deploy a second 24/7 ALS ambulance in Lyons (increasing a current 12/7 staffed ambulance to 24/7).**
- **Hire Staffing (4.2 FTE) to staff one 12/7 ambulance stationed on the east side of the County. Will require temporary facilities until Wayne County EMS Station #3 is completed.**
- **Consider hosting / conducting an EMT-B class if sufficient trained personnel are not available**
- **Hire Staffing (4.2 FTE) to staff the Sodus base for the second rig on a 12/7 basis upon base completion**

Goal 4: Enhancing Operational Efficiency

Upgrading the ambulance fleet and adding critical equipment is crucial to enhancing the operational efficiency of Wayne County EMS. Deploying newer ambulances equipped with advanced medical technology can improve patient monitoring, treatment options, and overall care during transport. This can improve clinical outcomes and potentially save lives.

Older ambulances are more likely to have maintenance issues and breakdowns, leading to delays and negatively impacting patient care. Upgrading the ambulance fleet can minimize downtime, and ambulances can be available when needed. Newer vehicles usually require fewer and less expensive repairs, which frees up the budget for other important investments, contributing to long-term financial stability.

Working with reliable and well-equipped ambulances gives crews confidence and pride in their work, boosting morale and motivation. This translates to better focus, improved decision-making, and enhanced patient care.

It will be crucial to ensure that the upcoming CAD system is configured to allow for KPI (Key Performance Indicator) tracking and robust reporting for the EMS system. Tracking metrics such as response times, resource use, and unit hour utilization will help us identify areas for improvement and deliver top-notch care. Analyzing these metrics will also enable us to allocate resources wisely, prioritize critical needs, and maximize efficiency. KPIs will promote accountability within the system and build trust with the community through transparency. Ultimately, these data-driven insights will help us adapt to changing needs so we can remain reliable and effective.

Strategies and Tactics:

- **Purchase/procurement of three new transport-capable ambulances.**
- **Three “sets” of equipment will be added to the Stryker ALS360 plan for the three additional ambulances.**
- **Establish ongoing Fleet Capital Plan.**
- **Establishing KPI and robust reporting capabilities.**

2024 – OUR TIMELINE

March 1st - Appoint EMS Supervisors for day-shift.

March 15th - Purchase of land sufficiently large enough to allow for the construction of a three-bay secondary base of operation in the Walworth and Rose areas.

March 15th - Purchase/procurement of three new transport-capable ambulances.

March 15th - Three “sets” of equipment will be added to the Stryker ALS360 plan for the remaining ambulances.

May 1st - Hire additional staffing (4.2 FTE) to deploy a second 24/7 ALS ambulance in Lyons (increasing from current 12/7 to 24/7).

June 1st - Appoint one Logistics Officer to administer supply and uniform ordering, distribution, vehicle maintenance, coordinate building maintenance and needs, maintain special event and MCI equipment.

August 1st - Finish construction and operationalize EMS Headquarters in Lyons.

October 1st - Hire Staffing (4.2 FTE) to staff one 12/7 ambulance stationed on the east side of the County (temporary location TBD until Rose base is operational).

December 15th- Hire Staffing (4.2 FTE) to staff one 12/7 ambulance stationed at the Sodus base.

January (2025)- Finish construction and operationalize Sodus Base.