



# Blue Ridge EMS Council, Inc. Strategic Plan 2022-2026

Approved by majority vote of the board of directors, June 2022

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- Our Mission** Promote and support quality patient care and state of the art emergency medical services for the BREMS Region
- Our Vision** Support a comprehensive, high performance, and sustainable EMS system, through collaboration, and system enhancement by promoting clinically superior, data driven, efficient, and innovative care to the BREMS region.
- Who we Serve** Serve all persons, groups, organizations and EMS agencies in the counties of Amherst, Appomattox, Bedford, Campbell and the City of Lynchburg.
- Purpose** The BREMS Council is a support system to the EMS community, focused on the future of EMS needs in the region and the Commonwealth of Virginia.

## Our Interest is in the future of EMS

### Our Goals: 2022 - 2026

1. **Strengthen the Hybrid Regional EMS office transition. Develop a “theory of change” for the Council which will support all key stakeholders during the transition and the new path ahead.**
2. **Deepen relationships among member organizations to increase knowledge, effectiveness, and capacity for collective action.**
3. **Build bridges between other 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

[Regional Council Statutory Authority](#) in 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 review:           October 2021  
Last update:           October 2021  
Last approval:         June 2022



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### Council History

The Council was originally incorporated in June of 1976. The Council is celebrating its 45<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 supports local initial education programs, assists in scheduling clinical rotations for EMT classes, provide CE, and other educational opportunities for the region.
- **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 benefit everyone.
- **Local Point of Contact**- BREMS is a local point of contact and support for all stakeholders in the regional EMS system (Amherst, Appomattox, Bedford, Campbell counties, and the City of Lynchburg).



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## Our Core Strategies & Strategic Initiatives: 2022 – 2026

- **Core Strategy 1:** Develop and Strengthen Partnerships
- **Core Strategy 2:** Develop Tools and Resources
- **Core Strategy 3:** Develop and Strengthen Infrastructure
- **Core Strategy 4:** Assure Quality and Evaluation

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### **Core Strategy 1: Develop Partnerships**

#### **1. Promote collaborative approaches**

- 1.1.1 Promote relationships with federal/state/local partners, education institutions, other Regional EMS Councils, public safety, public health, and hospital/medical facilities to promote and develop best practices.
- 1.1.2 Ensure partnerships with all stakeholders on strategic planning goals.
  - 1.1.2.1 Hold a region wide open form to receive input from all stakeholders.
  - 1.1.2.2 Place strategic plan online for a 30-day comment period.
- 1.1.3 Collaborate with the other state hybrid EMS regions. Develop common goals, while keeping our individualism.
- 1.1.4 Support and promote leadership and management training within the region.
  - 1.1.4.1 Develop a regional information sharing program for agencies to include local and state procedures and policies.

#### **2. Continue to develop the regional communication system**

- 1.2.1 Continue regional uHF Med Channel communications coverage across the BREMS region.
- 1.2.2 Finish phase 3- The Farmville Extension- of the Regional Communication Lifeline System.
- 1.2.3 Support development of systems that allow EMS personnel to communicate with other EMS personnel throughout the region, their dispatchers, all hospital emergency departments and other public safety personnel.
- 1.2.4 Establish a cost sharing initiative for the Regional Lifeline Communication System between BREMS, Centra, and the localities.

#### **3. Identify and recruit outstanding health care providers**

- 1.3.1 Build partnerships with universities, colleges, accredited training programs, and others to attract EMS providers to this region.
- 1.3.2 Collaborate with the OEMS to assist in recruitment of EMS providers for the region, to include, a position to support these efforts.
- 1.3.3 Build partnerships to develop recruitment for EMS physicians.
  - 1.3.3.1 Collaborate with Centra on a plan to recruit EMS physicians.
  - 1.3.3.2 BREMS works with local Board of Supervisors for recruitment and retention of EMS physicians for their EMS agencies.
- 1.3.4 Coordinate and conduct an annual EMS awards program.
- 1.3.5 Support EMS week across the region.

#### **4. Encourage on-going partnerships with local hospitals**

- 1.4.1 Serve as a liaison between hospitals, prehospital, and healthcare facilities.
  - 1.4.1.1 Continue to collaborate with local hospitals on the electronic patient care reports and ESO.
  - 1.4.1.2 Facilitate correct pharmacy paperwork by the EMS agencies/providers.
- 1.4.2 Lead the prehospital drug box program.
- 1.4.3 Strengthen the communication with the regional hospital pharmacy group.
  - 1.4.3.1 Continue to update hospital pharmacies with all drug box changes, protocol updates, medication shortages, and changes in medication packages as needed.
  - 1.4.3.2 Develop and implement an electronic drug box and APP inventory management system.

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- 1.4.2 Collaborate with specialty teams on best practices in education. partnerships with the hospitals.
- 1.4.3 Identify and pursue research grants to support patient care initiatives.
  - 1.4.5.1 Collaborate with Centra, NVEMS Council, SWVEMS Council, and the BREMS part time position for the project with the Coverdell CDC Stroke Grant.

### **Core Strategy 2: Develop Tools and Resources**

#### **1. Provide a regionalized training plan**

- 2.1.1 Communicate and coordinate execution of a regionalized training plan with educational institutions, training centers, including established accredited ALS/BLS training programs, and individual EMS agencies.
- 2.1.2 Identify the need for continuing education, and specialized training in the region.
- 2.1.3 Maintain regionalized approach for all training efforts, including skills, protocols, and any pre-hospital specialized education.
- 2.1.4 Continue to develop the Advanced Paramedic Program.
- 2.1.5 Continue to collaborate with local hospitals on the electronic patient care reports and with ESO.

#### **2. Support quality education and evaluation of EMS personnel**

- 2.2.1 Collaborate regionally to increase physician involvement in initial education.
- 2.2.2 Support and promote leadership and management training within the region. Develop a regional information sharing program for agencies to include local and state procedures and policies.
- 2.2.3 Identify appropriate use of system-wide resources to support EMS education.
- 2.2.4 Identify and monitor training equipment needs across the region.
  - 2.2.4.1 Develop a regionalized training equipment loaner program as equipment is purchased by the Council.
- 2.2.5 Identify opportunities for financial assistance for EMS education throughout the region.

#### **3. Advocate for Provider Wellness Resources**

- 2.3.1 Promote and support healthy behaviors which enhance the quality of life for all EMS providers/agencies in the region.
- 2.3.2 Maintain a collaborative engagement process with localities to create and nurture the value of well-being through education, and established programs.
- 2.3.3 Establish an accredited CISM program in the region.
- 2.3.4 Collaborate with all agencies/localities to foster mental health wellness.

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## **Core Strategy 3: Develop and Strengthen Infrastructure**

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

- 3.1.1 Ensure Board member participation follows the by-laws.
  - 3.1.1.1 Utilize a board member orientation and mentorship program to optimize board member familiarity with BREMS and its programs and operations.
- 3.1.2 Review Strategic Plan annually in March to ensure goals and program are aligned with BREMS' priorities. Ensure collaboration among all stakeholders.
- 3.1.3 Identify other candidates who have professional skills, experience and/or willingness to engage in activities that would enhance BREMS diversity and equity efforts in the region.
- 3.1.4 Plan and establish goals and programs to support the Council 501©3.

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

- 3.2.1 Collaborate with OEMS to continue the transformation of the BREMS Council to a State Hybrid office. This includes securing the BREMS office space.
- 3.2.2 Communicate the Council's mission to the community and all stakeholders.
- 3.2.3 Ensure adequate staffing and professional development.
- 3.2.4 Provide enhanced resources for quality EMS education.
- 3.2.5 Review and revise standard operating procedures annually.

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### **Core Strategy 4: Assure Quality and Evaluation**

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

- 4.1.1 Lead the regional Continuous Quality Improvement (CQI) Program.
- 4.1.2 Use data analytics, benchmarks, and related research to evolve best practices for patient care and the quality improvement system between the agencies and hospitals.
  - 4.1.2.1 Encourage the best use of ESO to support meaningful data collection and research to promote evidenced-based decision making affecting the EMS system.
- 4.1.3 Facilitate referrals and reporting of information to the EMS physicians using the Quality Improvement review process and the regional CQI program.
- 4.1.4 Continue to work with regional committees on regionalized benchmarks.

#### **2. Strengthen Medical Direction, Research, & Quality Improvement**

- 4.2.1 Coordinate Medical Direction Committee meetings as required by contract.
- 4.2.2 Encourage EMS physicians to attend regional and state meetings.
- 4.2.3 Develop a Physician Advocate group to strengthen and support the BREMS regional EMS system needs.