

# Chapter 7

# EMS SUPERVISOR

PRINCIPLES AND PRACTICE

## Strategic Planning

# Objectives

- Discuss the purpose of strategic planning.
- Identify and describe the two types of strategic plans.
- Identify and describe the steps of the strategic planning process.

# Introduction

- This chapter introduces the EMS officer to organizational and functional-level strategic planning processes.
- The strategy planning process must:
  - Be thorough and systematic
  - Have leadership support and employee buy-in if it is to succeed

# Introduction

- Priorities for the strategy planning team include:
  - Establishing a mission and vision statement for the organization
  - Analyzing the organization's performance outcome data
  - Analyzing and addressing the organization's operational strengths and weaknesses

# Introduction

- The strategy planning team must also:
  - Determine any opportunities for improvement
  - Evaluate the current market conditions and the organization's competitors

# Purpose of Strategic Planning

- Strategy may be defined as the art of devising or employing plans or stratagems to reach a goal.
- You use strategy every day.
- Having a strategic plan must be a priority for the EMS leader who provides direction to the organization or a functional-level unit.

# Purpose of Strategic Planning

- A strategic plan is an organizational plan designed to clearly and concisely communicate how the organization will achieve its desired future organizational goals.

# Purpose of Strategic Planning

- A strategic plan is developed through:
  - Multiple brainstorming sessions
  - Conducting a strengths, weaknesses, opportunities, and threats (SWOT) analysis
  - Assessing internal and external business activities
- Once implemented, the strategic plan must be routinely monitored to ensure that all team members stay on course.



# Purpose of Strategic Planning

- Ineffective organizational goals will result if you attempt to create organizational goals without first:
  - Considering multiple ideas
  - Conducting a SWOT analysis
  - Seeking input from internal and external stakeholders
  - Referencing the organization's core priorities (5 BPs)
  - Clearly having a mission and vision statement

# Purpose of Strategic Planning

- Before creating a strategic plan, organizational leaders must first:
  - Determine the purpose for creating the plan
  - Understand which steps must be part of the strategic planning process
  - Have a clearly defined vision for the organization

# Purpose of Strategic Planning

- Creating a strategy must be part of every organization's plan when determining its short- and long-term business goals.
- As market conditions change, that strategy may need to be revised to avoid becoming obsolete.

# Purpose of Strategic Planning

- As an EMS officer, you may be asked to assist with the organization's strategic planning process, or you may take it upon yourself to do so for your department.

# Purpose of Strategic Planning

- It is up to the leadership team to establish the importance of the organization's strategic plan.
- The purpose for creating a strategic plan should be one that everyone on the team supports.

# Purpose of Strategic Planning

- Determining what to include in the plan, implementing the plan, and then routinely evaluating the plan will almost certainly require some trial and error.
- In any industry, organizational leaders must:
  - Understand the business they are in
  - Create a strategic plan specific to that market

# Purpose of Strategic Planning

- Every EMS organization must have its own strategic plan geared toward leading it to improved outcomes and differentiating it from competitors.
- The strategic planning process must always begin with a clear and concise organizational mission statement.

# Types of Strategic Plans

- When assigned to lead a strategic planning initiative, the EMS officer will need to determine whether the plan will be created for:
  - The organization as a whole
  - Or specific to a division within the organization



# Types of Strategic Plans

- If the strategic plan is to include performance improvement initiatives across all levels of the organization, then it is referred to as an *organizational (or corporate) strategic plan*.

# Types of Strategic Plans

- If the EMS officer is assigned to create a strategy for a single functional-level group or division, then a *functional-level strategic plan* should be the plan of choice.

# Types of Strategic Plans

- Creating either type of plan will require many of the same activities, but the goals for completing the plans will be different.

# Organizational or Corporate Strategy

- Organizational (or corporate) strategy focuses on evaluating current organizational activities, then establishing organization-wide administrative and operational goals.

# Organizational or Corporate Strategy

- The activities that must be evaluated as part of the strategic planning process include:
  - Finance
  - Internal and external customers
  - Service delivery resources
  - Market competition
  - Scope of business provided

# Organizational or Corporate Strategy

- The goal of strategic planning is to improve or adjust administrative and operational activities to match or exceed the competitors' service delivery outcomes.
- To achieve this aim, the strategic plan must focus on improving:
  - The organization's internal activities
  - The organization's reaction to external market conditions

# Organizational or Corporate Strategy

- The creation of a strategic plan must be a collaborative process between the organization's leadership team and the front-line members of the organization.
- The leadership team must:
  - Ensure that input is encouraged from all levels of the organization
  - Attempt to gather input from customers as well

# Organizational or Corporate Strategy

- The ultimate goal when creating an organizational strategic plan is to:
  - Improve organization-wide performance
  - Effectively align business resources
- Having an organizational strategic plan will allow for necessary business and resource adjustments as the market environment continues to change.



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# Organizational or Corporate Strategy

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# Functional-Level Strategy

- Functional-level strategy involves creating a plan within a functional-level workgroup that will contribute to attaining the organization's vision.
- It differs from an organizational strategy in that it focuses on a functional level, rather than on the organization as a whole.

# Functional-Level Strategy

- A functional-level strategic planning team will use many of the same strategic planning tools employed to create an organizational strategic plan.
- It is different, however, in that the planning process centers on the administrative and operational business activities within a functional-level unit.

# Functional-Level Strategy

- Before creating a functional-level strategic plan:
  - The leadership team must assign a strategic planning team to this process.
  - Each member must have the opportunity to provide input.
  - Certain functional-level unit areas must be evaluated.



# The Strategic Planning Process

- Once the organization's leadership team has agreed on a purpose for creating a strategic plan, it is time to create that plan.
- The organization will benefit not only from having a strategic plan, but also from the many activities that take place during the course of the strategic planning process.

# The Strategic Planning Process

- Some of the activities that take place during the course of the strategic planning process include:
  - Creation of a mission and vision statement
  - Improved communication among team members
  - Identification of organizational strengths and weaknesses through SWOT analysis
  - Identification of opportunities, through SWOT analysis, that will help the organization improve its service delivery

# The Strategic Planning Process

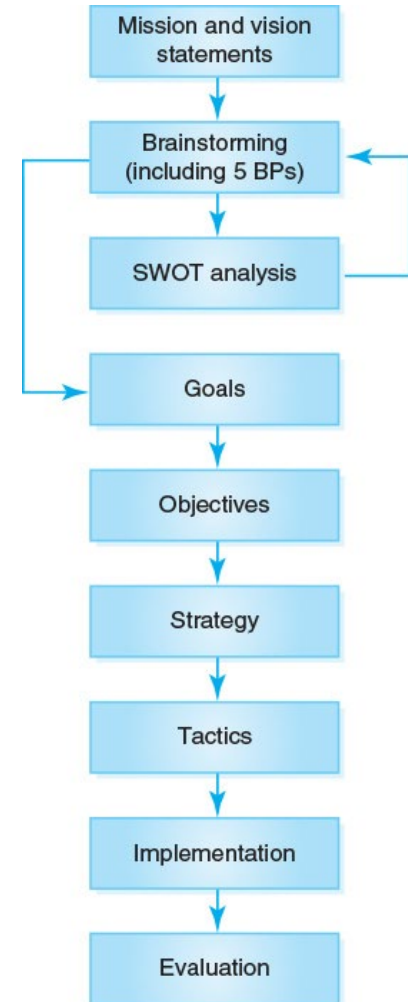
- Activities (continued):
  - Identification of threats, through SWOT analysis, that are currently found in the marketplace and may impact the organization's service delivery system
  - Compilation and analysis of data pertaining to different areas of the organization
  - Setting of organizational goals
  - Familiarity with duties conducted by other functional-level groups within the organization

# The Strategic Planning Process

- Every EMS organization must have an up-to-date strategic plan that is supported by the organization's leadership team and employees across the organization.

# The Strategic Planning Process

- It is important to break down strategic planning into manageable parts.
- This way each of the required activities will be easier to analyze and manage and the team members will not become overwhelmed.



# Creating Mission and Vision Statements

- The first step when creating a strategic plan is to formulate a mission statement.
- If the organization already has a mission statement in place, ensure that it clearly states the purpose of the organization.

# Creating Mission and Vision Statements

- When creating a mission statement, the strategy team must ask the following questions:
  - Why does the organization exist?
  - Which service is the business providing today?
  - How is the organization going to improve?

# Creating Mission and Vision Statements

- The mission statement should not be lengthy.
- Ideally, the message will make a lasting impression and leave the reader wanting to know more about the organization.



# Creating Mission and Vision Statements

- When creating a mission statement for the first time or rewriting the organization's current mission statement, the process should not be rushed.
- Rather, input from all members of the organization should be diligently gathered.

### **Miami Dade Fire Rescue**

We protect people, property and the environment by providing responsive professional and humanitarian fire rescue services essential to public health, safety and well-being.

Reproduced from Miami Dade Fire Rescue.

### **MedStar Mobile Healthcare**

To provide high quality patient care in an effective and cost efficient manner with accountability to system performance standards.

Reproduced from MedStar Mobile Healthcare.

### **King County Medic One**

King County Medic One is a public service organization, a critical link in our regional emergency medical service system, providing high quality, advanced patient care.

Reproduced from King County Medic One.

### **New York City Fire Department**

As first responders to fires, public safety and medical emergencies, disasters and terrorist acts, FDNY protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation and education programs. The timely delivery of these services enables the FDNY to make significant contributions to the safety of New York City and homeland security efforts.

Reproduced from New York City Fire Department.

## **Creating Mission and Vision Statements**

The goal is to create a statement that all members support and are proud to promote throughout the community.

### **Boston EMS**

Boston EMS' vision is to expand upon our role as a critical public safety agency that delivers exceptional pre-hospital emergency medicine in an urban environment. The department will remain at the forefront of EMS advancements, driving progress in clinical care, operations, research and training. As a leader in all-hazard emergency preparedness, we will enhance our workforce and community's ability to be resilient when confronted by man-made and natural disasters. Boston EMS will continue to be viewed as a challenging, diverse and rewarding place to work as well as a model for other EMS agencies.

Reproduced from Boston EMS.

### **District of Columbia Fire and Emergency Medical Services**

The vision of the DC Fire and Emergency Medical Services Department is to be a performance based organization in which a well-trained, multi-disciplined skilled workforce utilizes state-of-the-art equipment, technology and apparatus to provide the highest quality of fire and emergency medical services. To our residents and visitors the DC Fire and EMS Department strives for excellence in emergency preparedness, education and response, to enhance our customer focused innovative initiatives as industry leaders, while overcoming expanding risks.

Reproduced from District of Columbia Fire and Emergency Medical Services.

### **Allegheny County Emergency Medical Services**

Our vision is committed to responding to the changing needs of EMS agencies throughout Allegheny County by providing educational programs and initiatives that will train our current and future EMS leaders in becoming recognized innovators and providers of comprehensive, cost-effective, and clinically sophisticated emergency medical services.

Reproduced from Allegheny County Emergency Medical Services.

### **Toronto Paramedic Services**

Toronto Paramedic Services meets the changing needs of the community for pre-hospital and out-of-hospital care and believes that by the timely application of the advances of both the art and science of medicine to the practice of emergency medical services, we can decrease suffering, improve the health of the community and save lives.

Reproduced from Toronto Paramedic Services, [www.torontoparamedicservices.ca](http://www.torontoparamedicservices.ca).

## **Creating Mission and Vision Statements**

Once a clear and concise mission statement has been created, then the organization's strategy planning group can begin to create a vision statement.

# Creating Mission and Vision Statements

- If the vision will encompass the entire organization, then it will be a corporate (or organizational) vision statement.
- Alternatively, a vision statement can be specific to a functional-level working group.

# Creating Mission and Vision Statements

- The creation of a vision statement requires a thorough analysis of data and input from organizational or functional-level workgroup members.
- As with creating the mission statement, this process will take some time to complete and must have senior leadership support.

# Creating Mission and Vision Statements

- The vision statement must be clear, concise, and descriptive as to how the organization sees itself in the future.
- The vision statement must be simple enough that it is easy to follow and short enough to paint a clear picture of where the organization is headed.

# Conducting a SWOT Analysis

- Performing a SWOT analysis is the second step of the strategic planning process.
- It must be completed once the organization's mission and vision statements have been clearly presented.

# Conducting a SWOT Analysis

- A SWOT analysis is a brainstorming tool that is used to analyze information about an organization's current and potential future state by evaluating internal and external business activities.



# Conducting a SWOT Analysis

- The strategy team follows these steps:
  - Separate each section: strengths, weaknesses, opportunities, and threats.
  - Know which sections of the SWOT tool will be used to evaluate internal versus external business activities.
  - Brainstorm the organization's or functional-level workgroup's strengths, weaknesses, opportunities, and threats.
  - Capture and analyze the data in each section of the SWOT tool.
  - Encourage the submission of ideas from all internal and external organizational stakeholders to formulate goals.

# Conducting a SWOT Analysis

- Once the four components have been separated, the strategy team needs to identify the organization's or functional-level workgroup's strengths and weaknesses.

# Conducting a SWOT Analysis

**Table 7-1 Internal and External Components of SWOT**

<b>Internal</b>	<b>External</b>
Strengths	Opportunities
Weaknesses	Threats

# Conducting a SWOT Analysis

- Once the SWOT tool has been established, you can begin gathering data and filling each quadrant for analysis.
- To gather the data, the strategy team must consider the 5 BPs as core priorities when brainstorming and generating ideas.

# Conducting a SWOT Analysis

- Then, as ideas are collected, the strategy team must determine:
  - Whether the ideas being presented are internal or external
  - Where they fall within the four quadrants of the SWOT tool

# Conducting a SWOT Analysis

- Internal business activities that can be used to determine the strengths and weaknesses of the organization or the functional-level workgroup are:
  - Employee feedback
  - Performance outcomes
  - Evaluation of processes and systems
  - Customer surveys
  - Equipment and resources

# Conducting a SWOT Analysis

- The strategy team must then gather secondary data (data captured by someone else) pertaining to external activities that may have an impact on the organization or the functional-level workgroup.

# Conducting a SWOT Analysis

- Examples of secondary data sources:
  - *Market environment*: Increase or decrease in business taxes, increase or decrease in real estate costs, recession
  - *Industry standards*: The implementation of laws or rules that govern emergency medical services delivery
  - *Technology*: New software, new equipment
  - *Competition*: Competitors that are providing the same or similar services and pose a threat to taking market share



**Table 7-2 Sample SWOT Analysis**

Internal	External
<b>Strengths (Build upon)</b> <ul style="list-style-type: none"><li>■ Well-trained paramedics and EMTs</li><li>■ Modern and reliable equipment</li><li>■ Healthy partnership with the medical community</li><li>■ Low employee turnover</li><li>■ Community support</li><li>■ Cardiac and stroke care outcomes above national average</li><li>■ Positive and consistent revenue stream from transports</li></ul>	<b>Opportunities (Capitalize)</b> <ul style="list-style-type: none"><li>■ EMS grants</li><li>■ Sharing station lease agreement with another agency</li><li>■ Increasing revenue by dispatching for other organizations in the area</li><li>■ Vendors reducing purchase prices for bulk orders</li><li>■ Emergency department physicians hosting lectures and hands-on training for EMS personnel</li><li>■ Support to expand services to meet mobile integrated healthcare demand</li><li>■ Invitation from homeowners' group to have an EMS representative participate during town hall meetings</li></ul>
<b>Weaknesses (Improve)</b> <ul style="list-style-type: none"><li>■ EMT and paramedic pay less than national average</li><li>■ No educational incentive program</li><li>■ Minimal staff to complete assignments</li><li>■ Inconsistent quality management system</li><li>■ Lengthy response times</li><li>■ Minimal backup units</li><li>■ Lack of organizational or functional-level workgroup strategic planning</li></ul>	<b>Threats (Identify root cause and adjust)</b> <ul style="list-style-type: none"><li>■ Change in technology</li><li>■ Change in market conditions<ul style="list-style-type: none"><li>- Increase in gasoline prices</li><li>- Decrease in property tax, creating a decrease in general government funds</li><li>- Increasing cost of employee healthcare benefits</li><li>- National recession</li></ul></li><li>■ Changing industry standards<ul style="list-style-type: none"><li>- Required EMS personnel credentialing</li><li>- Required equipment</li><li>- Increase in mandated training requirements</li></ul></li><li>■ Outsourcing of EMS</li><li>■ Dissatisfied customers</li><li>■ First-responding agencies seeking to take over transport services</li></ul>

## Conducting a SWOT Analysis

Once the information is gathered and all four quadrants of the SWOT tool have been filled in, the strategy team must review the activities placed within each section.

# Conducting a SWOT Analysis

- It is important to continue the brainstorming session to create new ideas from the SWOT list.
- The leadership and strategy team must continue to encourage organization-wide feedback and input during the brainstorming sessions.

# Establishing Goals, Objectives, Strategy, and Tactics

- Establishing goals, objectives, strategy, and tactics is the third step of the strategic planning process.
- These four elements function together, but differ in their structure and purpose.

# Establishing Goals, Objectives, Strategy, and Tactics

- Goals and objectives answer the question of what you are trying to accomplish.
  - Goals are broader, more general statements.
  - Objectives are more specific and measurable.

# Establishing Goals, Objectives, Strategy, and Tactics

- The strategy team uses the activities included in the SWOT analysis when brainstorming for specific goals.
- Many goals may be suggested, but the final list of goals should include between five and seven.
- Included with each goal should be a time frame for accomplishing that goal.
- Goals are usually set for completion within a 12-, 18-, or 36-month period.

# Establishing Goals, Objectives, Strategy, and Tactics

- The strategy team must make it a point to meet regularly to ensure that the organization is still moving toward the set goals.
- During such reviews, the strategy team can determine:
  - Whether the process of achieving the goal is on target
  - Whether the plan needs to be adjusted
  - Or whether the goal is outdated and no longer worth pursuing

# Establishing Goals, Objectives, Strategy, and Tactics

- Once a set number of goals have been established by the leadership team and/or strategy team, then it is time to create specific objectives.
- Objectives:
  - Provide detailed information about what, specifically, is to be accomplished to support the goal
  - Should be measurable

# Establishing Goals, Objectives, Strategy, and Tactics

- When creating a strategic objective, consider using key performance indicators (KPIs).
- A KPI is a specific performance measure, used to measure strategic objective outcomes, that is essential for the sustainability of the organization's strategic goals.



# Establishing Goals, Objectives, Strategy, and Tactics

- Consider using the mnemonic SMART when creating goals and objectives to ensure that the goals and objectives message is clear:
  - Specific
  - Measurable
  - Achievable
  - Realistic
  - Time-bound

# Establishing Goals, Objectives, Strategy, and Tactics

- Strategy and tactics answer the question of how something will be accomplished.
  - The strategy is the approach you will take to accomplish the goal.
  - The tactics are the tools used to accomplish the goal.

# Establishing Goals, Objectives, Strategy, and Tactics

- A strategy clearly defines, within a narrow scope, how the organizational team members plan to achieve a goal.
- Tactics can include any activity, resource, equipment, or people necessary to get the job done.

# Implementing the Plan

- The leadership team must articulate the plan to internal and external stakeholders once the following has been accomplished:
  - Goals are set.
  - Objectives have been specifically defined.
  - A strategy has been crafted to achieve the goal.
  - Tactics are in place to achieve the goals.

# Implementing the Plan

- Communicating the strategic plan clearly so that all parties thoroughly understand it is essential, so the medium used to share the plan is important.

# Implementing the Plan

- Depending on the size of the plan, the organizational or functional-level unit leaders may choose to:
  - Share the plan during a meeting
  - Disseminate the plan via e-mail
  - Post it on a website
  - Mail the plan to stakeholders

# Implementing the Plan

- Disseminating a strategic plan, especially within a large organization, may be a bit challenging.
- Therefore, it is recommended not to wait for the final product to introduce the organization to a strategic plan.
- Make it a point to share the progress and outcomes along the way.
- This ensures feedback from the team members, but also allows for an easy introduction to the plan.

# Implementing the Plan

- Although the strategy team leader will ultimately be responsible for managing the strategic plan, each of the goals created during the strategic planning process needs to be assigned to an organizational team member.
- This person may be a member of the strategy team or a functional-level team member.



# Implementing the Plan

- Depending on the complexity of the goal, more than one team member may be assigned to:
  - Routinely measure the progress of each goal
  - Ensure that the organization continues moving toward its target

# Implementing the Plan

- When creating a strategic plan, the strategy team may specify a number of goals that should be accomplished at the 1-, 3-, or 5-year mark.
- In turn, before the strategic plan is rolled out, the strategy team leader must determine how often the strategy team will meet to evaluate the progress of the plan and its goals.

# Implementing the Plan

- Although a strategic plan can have an actionable time span anywhere from 1 to 3 to 5 years, goals must be set for completion at 6-, 12-, 18-, or 36-month increments.
- Identifying these interim milestones allows for adjustments and quicker results in a constantly changing business environment.

# Evaluating the Plan

- The fifth and final step of the strategic planning process is evaluating the plan after it has been implemented.
- Many strategic plans fail because the plan is not routinely evaluated.

# Evaluating the Plan

- As noted earlier, regular follow-up meetings are needed to ensure that:
  - The plan is still on target to achieve the strategic goals.
  - The goals are still appropriate.
  - There are no changes in the organization's or functional-level workgroup's priorities.

# Evaluating the Plan

- Because market environments and industry requirements can change, the organization's leadership and strategy team must be able to adjust rapidly to their dynamic environment.
  - Strengths and weaknesses change over time.
  - Opportunities pass or new ones present themselves.
  - Threats emerge and/or dissipate.

# Evaluating the Plan

- Evaluate the strategic objectives to ensure that:
  - They are specific enough.
  - The strategy team is able to measure the progress in achieving the goal.

# Evaluating the Plan

- It is paramount that the strategy team routinely evaluates the plan to:
  - Ensure that the plan is still on target to reach the set goals
  - Assess the internal and external priorities of the organization



# Evaluating the Plan

- During any such reevaluations, the leadership and strategy team must continue to refer to:
  - Updated SWOT analysis
  - Performance outcome data
  - The 5 BPs

# Evaluating the Plan

- Consider the following when evaluating a strategic plan:
  - Meet with your strategy team and key members of the organization after implementation of the plan to ensure everyone understands his or her role.
  - The evaluation of a strategic plan must be a collaborative process among the leadership team, strategy team, and members of the organization.

# Evaluating the Plan

- The leadership and strategy team must be ready to make necessary adjustments regarding goals, objectives, strategy, and tactics.
- The strategy team must ensure that the goals continue to have a direct link to the information obtained through the SWOT analysis, performance outcomes, and 5 BPs.