

Bulverde-Spring Branch Emergency Medical Services

5-YEAR STRATEGIC PLAN:



Years – 2008, 2009, 2010,
2011, and 2012



“The People Have Spoken, Now We Must Provide The Best EMS Service Available.”

Bulverde-Spring Branch EMS – Strategic Plan

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INTRODUCTION

Bulverde-Spring Branch EMS (BSBEMS) is a 501 (c) (3) non-profit Texas corporation, which serves 17,000 households within Comal County Emergency Services District Number 1 (ESD-1). ESD-1 consists of a 212 square mile area bounded on the North by Blanco County, on the South by Bexar County, on the East by Guadalupe County and on the West by Kendall County.

BSBEMS operates two ambulances 24 hours a day, seven days a week crewed with a Paramedic and either an EMT-Basic, or an EMT-Intermediate. In high call volume instances, BSBEMS can mobilize two more ambulances and crews. BSBEMS answered 1,357 emergency calls in 2006, and it is anticipated the call volume will increase to 1,500 by the end of 2007.

In addition to operating four ambulances with state-of-the-art equipment, BSBEMS is proud of the educational level of its Paramedics, EMT-Is, and EMT-Bs. All members of the emergency medical staff are in-house trained, and also receive National Registry-required continuing education in-house from the BSBEMS Regional Training Institute.

BSBEMS is fortunate to have a 30-year emergency room veteran doctor, who has been the emergency service's Medical Director since its inception and one of the four founding fathers. Dr. Miller has never accepted compensation for the services and advice he has provided BSBEMS over the years.

Dr. Larry Miller also helped found VidaCare, a San Antonio-based biotechnology company. Dr. Miller developed a hand-held device to quickly deliver life-saving drugs and fluids to patients suffering from illness or injury such as trauma, stroke, heart attack, dehydration or blood loss—the device is called the EZ-IO.

ORGANIZATIONAL BACKGROUND

Bulverde-Spring Branch EMS (BSBEMS) was incorporated on September 12, 1978 as a non-profit Texas Corporation, and received its Internal Revenue Service determination as a 501 (c) (3) on November 2, 1979. Four founding fathers and 10 volunteer Paramedics and EMTs operated the emergency service for more than a decade. Additionally, BSBEMS not only provided in-house training and continuing education for its own EMT-Bs, EMT-Is, and Paramedics, but also trained neighboring fire and EMS personnel. In 2007 alone, BSBEMS's



Regional Training Institute has already trained over 200 emergency service personnel, and presently has EMT-B academies underway in Marble Falls, Blanco, and Spring Branch, TX. Additionally, BSBEMS has a Paramedic training class in progress at its station in Spring Branch.

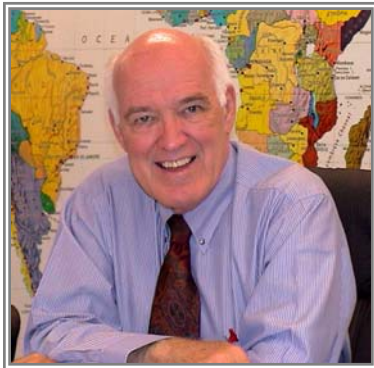
Today, BSBEMS operates 4 ambulances, which answered 1,357 emergency calls in 2006, and is estimated to answer over 1,500 calls for service in 2007.

Because BSBEMS received approximately 33.3 percent of its total funding from Comal County Emergency Services District 1 (ESD-1) in 2006, BSBEMS contracts its emergency services to ESD-1 in consideration of tax dollars collected by Comal County, TX. ESD-1 is governed by its own 5-person Board of Directors including a President.

BSBEMS is governed by a 7-person Board of Directors, which includes a President of the Board. The BSBEMS Board directs the non-profit corporation under the original "By Laws," which were drafted three decades ago when it was incorporated within the state of Texas.

Because of the growth in population and expansion in businesses in the Spring-Branch Bulverde area, BSBEMS now employs 7-full-time emergency service personnel, and an additional 47 part-time paid/volunteer emergency personnel. Today the annual budget for 2007 has grown to \$863,290.00, with anticipated revenues from a property tax increase to \$1,300,000 in 2008.

MEDICAL DIRECTION



Dr. Larry Miller has been the Medical Director for the BSBEMS since he helped found it in 1978. Dr. Miller practiced emergency medicine for more than 30 years in one of Texas' largest inner city hospitals. Since training at Chicago's Cook County Hospital, where he earned the Intern of the Year Award in 1966, he has personally treated more than 110,000 emergency patients. Doctor Miller was Chairman of the Department of Emergency Medicine at the Baptist Healthcare System in San Antonio, TX, and is director of several outlying EMS organizations.

He volunteered for three years at Hospital Castaner in Puerto Rico, a rural total health care facility serving approximately 30,000 patients. He was the founder and director of the Office of Economic Opportunity (OEO) Health Care Project in Indiera Al Ta, Puerto Rico. He traveled extensively throughout the Caribbean and South America, working at remote hospitals and public health facilities in Costa Rica, the Dominican Republic, Haiti, Venezuela, Ecuador, and Columbia.

Dr. Miller has also successfully developed and commercialized several medical products as a senior executive of three innovative, publicly traded companies: among them LifeQuest Medical Inc. He, as cofounder and chairman, acquired worldwide rights to the Osteoport and to

the First Med System developed by scientists at the University of Texas. The Osteoport was selected by Popular Science as one of the 100 greatest achievements in science and technology for 1991. LifeQuest develops and markets unique medical devices for improving patient quality of life.

CUSTOMER DRIVEN STRATEGIC PLAN

Comal County voters approved a property tax increase to fund Emergency Service Districts. ESD-1 held all the statutory required public meetings, and on October 1, 2007 the increase was submitted to Comal County in the amount of 5.75 percent. Prior to that tax increase, the tax rate had been capped at 2 cents per \$100 valuation since the inception of the ESD-1 in 1982.

During the public hearing process prior to the vote on the proposed tax increase, taxpayers expressed a desire to: 1) reduce the response time to calls, 2) locate additional stations closer to new neighborhoods, and 3) ensure that BSBEMS utilizes the latest technological advances in emergency medical treatment.



With these goals in mind, the BSBEMS Operations Chief, Administrator, and Board of Directors set out to establish a 5-Year Strategic Plan (the Plan). The plan was to encompass a Mission Statement, A Vision based on Core Values, and a 5-year Budget. The Plan was to look in the “rear view mirror” to capture past accomplishments and growth, and utilize those indicators as predictors for future growth in emergency services and education by BSBEMS.

Figure 1: Strategic Planning Session Kick-Off



BSBEMS staff members, management, and board members worked side-by-side with an ESD-1 board member in developing strategies and tactics to accomplish them. The three-month long process evaluated every facet of BSBEMS Operations and Education. Staff members compiled 5-year histories of data to support decisions, which would be forthcoming in the Plan.

STRATEGIC PROJECT TEAM FINDINGS

The Mission Statement, the Vision, and the Values were designed to be forward-thinking to meet the future growth needs of our neighborhoods, schools, and businesses. Looking ahead, but always scanning the rear view mirror to see where we've been.

THE MISSION

The mission of Bulverde-Spring Branch EMS is to provide a less than 10-minute response time pre-hospital emergency care, utilizing modern ambulances equipped with the latest state-of-the-art medical technology administered by the best educated, in-house trained, emergency medical staff.

THE VISION STATEMENT

The vision of Bulverde-Spring Branch EMS is to be the best educated, and best equipped emergency medical service in the State of Texas.

VALUES

Our core values encompass 1) Integrity, 2) Compassion, 3) Accountability, 4) Respect, and 5) Empathy.

These core values spell out **ICARE**, which embodies what BSBEMS is all about. We do care about our patients, who call upon us in their times of greatest need, greatest fear, and greatest personal anguish. We do care at BSBEMS.



CRITICAL ISSUES AND SERVICE GAPS

Critical issues explored by planning committee included: Response Time, Personnel

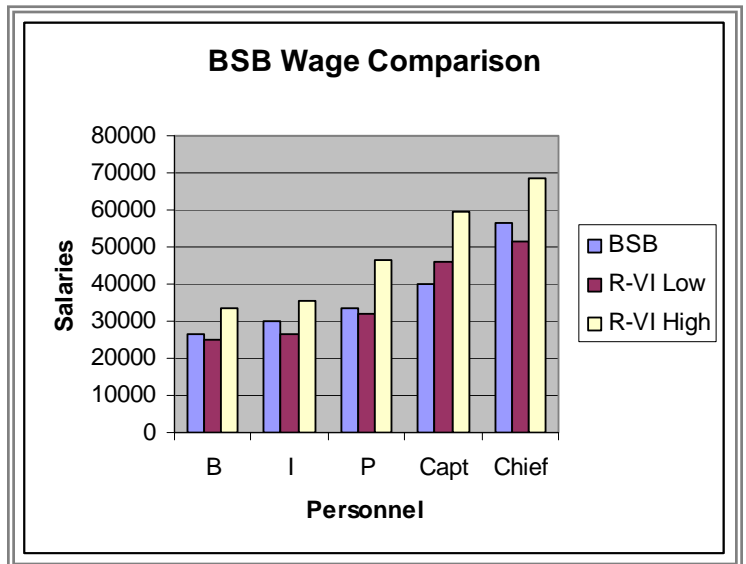


(Paid and Volunteer), Replacing Ambulances, Training and Education, State-of-the Art Equipment, and Funding. BSBEMS can't deliver its Mission without well-educated emergency services personnel, trained on state-of-the-art equipment, and transported to the scene by modern ambulances. Response time can't be reduced without modern ambulances located at strategically placed stations, which are co-located North, South,

East, and West under "cooperative agreements" with other emergency services. To be able to accomplish the BSBEMS mission, adequate funding dispersed at the right time is a must. The 5-Year Budget will accompany this document.

STAFFING AND PERSONNEL ISSUES

Another critical issue is recruiting and keeping good Paramedics, EMT-Is and EMT-Bs. Although, our medical services staff is loyal and hard-working, we are experiencing a problem keeping them as BSBEMS employees because of comparatively low hourly wages and minimal benefits. Most of our medical



services staff are family oriented people, who can't live in this geographical area because of expensive housing. The 5-year Budget will address this issue, with hopefully positive outcomes.

AMBULANCE REPLACEMENT

It is said often, you can have the best emergency services staff and personnel, but if you can't get there in a hurry, it is all for naught. Our emergency fleet consists of the following ambulances:

1783, which is six (6) years old,

1784, which is four (4) years old,

1785, which is eight (8) years old, and

1786, which is ten (10) years old.



Presently the replacement of 1786 has been approved

by the ESD-1 Board on a Leased/Purchase type plan. The following is the recommended

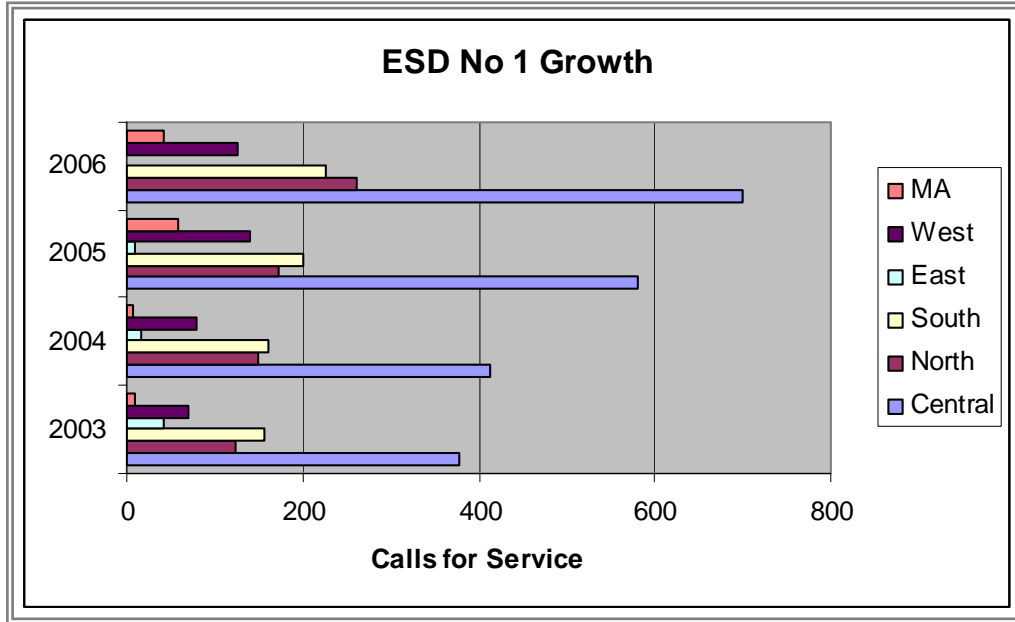
“REPLACEMENT SCHEDULE,” which is incorporated into the 5-Year Budget.

5 Year Fleet Management Plan

Unit	YR1- 2007	YR2-2008	YR3-2009	YR4-2010	YR5-2011
1786 10 yrs	\$29,769.06	\$29,769.06	\$29,769.06	\$29,769.06	\$29,769.06
1785 8 yrs		\$29,769.06	\$29,769.06	\$29,769.06	\$29,769.06
1784 6 yrs			\$29,769.06	\$29,769.06	\$29,769.06
1783 4 yrs				\$29,769.06	\$29,769.06
Totals		\$59,565.12	\$89,361.18	\$119,157.24	
\$ Savings	\$95,230.94	\$71,711.88	\$48,505.42	\$25,626.89	

STRATEGICALLY LOCATED NEW STATIONS

ESD-1 has experienced phenomenal growth in the past 5 years in the number of new subdivisions, businesses, and schools. It is projected that an additional 5,000 homes will be built in ESD-1 in the next 5 years. This will stretch response times to the limit. Traffic at peak times



like rush-hour, and school dismissal slows response times. As new subdivisions are built at the far reaches of ESD No. 1, response

times are also impacted negatively. To counter both of these anticipated events, BSBEMS is now actively looking into creating “cooperative agreements” with other emergency services such as fire departments. Other opportunities include negotiations with large subdivision developers to provide land for future station sites.



GOALS AND OBJECTIVES

The Customer-Driven Strategic Planning Process implemented by Bulverde-Spring Branch EMS Planning Committee has, to this point, dealt with establishing the Mission, Vision, and Values of Bulverde-Spring Branch Emergency Medical Services. In addition, the identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission of Bulverde-Spring Branch EMS, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens.

In order to establish goals and objectives, the Strategic Planning Committee met a number of times to complete this critical phase of the planning process. As goals and objectives

**If you don't keep score,
you're probably only
practicing.**

Vince Lombardi,
American Football
Coach and Motivator

are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of Bulverde-Spring Branch EMS. Care was taken by the staff to ensure that the critical needs and areas of needed enhancement were addressed within the goals and objectives.

By following these goals and objectives carefully, the organization can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 1	Reduce Response Times to 10 minutes within ESD No. 1 Area – Personnel.
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Objective 1A	Increase Full-Time Staffing
Timeline	3-18 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Increase baseline pay to region standards • Increase to 2 paid crews 24/7 by 1Q 2008 • Add 3rd crew by 3Q 2008

Objective 1B	Identify Competitive Benefit Packages
Timeline	3 months
Critical Tasks Year 2 - 2009	<ul style="list-style-type: none"> • Conduct survey of employee satisfaction • Review benefit packages • Cost Analysis/Budget justification

Objective 1C	Develop Mission Based Performance Appraisal
Timeline	6 months
Critical Tasks Year 2-3 –2010	<ul style="list-style-type: none"> • Outline job functions for each position • Identify key performance indicators • Develop succession plan for positions

Objective 1D	Create Employee Education Assistance Program
Timeline	6 months
Critical Tasks Year 4 - 2011	<ul style="list-style-type: none"> • Review tuition assistance programs • Cost Analysis/Eligibility requirements • Budget justification

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 1.2	Reduce Response Times to 10 minutes within ESD No. 1 Area – Vehicles.
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Objective 1.2A	Develop a fleet management plan to ensure safe, effective delivery of core services
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Research best practices policies • Gather demographics: age/hours/etc... • Complete needs assessment

Objective 1.2B	Develop a plan based on the assessment
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Establish replacement schedule • Establish maintenance schedule • Research municipal leasing/purchase

Objective 1.2C	Implementation of the plan
Timeline	3-6 months
Critical Tasks Year 1-2	<ul style="list-style-type: none"> • Disseminate the plan • Educate employees regarding the plan • Conduct Safety Training

Objective 1.2D	Re-Evaluate the plan
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Conduct performance measure • Evaluate the results • Identify/Implement correction actions

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 1.3	Reduce Response Times to 10 minutes within ESD No. 1 Area – Stations.
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Objective 1.3A	Develop a departmental long-range master plan
Timeline	3-18 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Develop task force to gather information to determine strategic locations • Contact other ESDs for collaborative planning • Consult with Commissioner’s Court

Objective 1.3B	Collect information/data to assist in master plan
Timeline	12 months/On-going
Critical Tasks Year 2 - 2009	<ul style="list-style-type: none"> • Conduct Geographical Information Systems (GIS) Study (e.g.: response) • Risk/hazard analysis • Meet with planning/site acquisition committee

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 2	Establish a coordinated system of care through a network of resources.
Objective 2A	Establish First Responders' Agreement
Timeline	3 months/On-going
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Implement Standardized EMS Protocols • Develop Standard Operating Guidelines • Schedule monthly training classes • Establish relationship with dispatch, sheriff and police officers for first response
Objective 2B	Develop Consumer Education Program
Timeline	3 months/On-going
Critical Tasks	<ul style="list-style-type: none"> • Research prevention programs for public • Conduct/track monthly CPR classes • Establish teaching schedule with schools • Establish Senior Citizen Outreach Vial of Life Program
Objective 2C	Create a Retention & Recruitment Plan for Volunteers
Timeline	6 months/On-going
Critical Tasks	<ul style="list-style-type: none"> • Develop a task force to research needs • Research volunteer incentive programs • Implement J-Crew (Jr. Program) • Establish EMS Ambassador • Offer opportunities for non-certified
Objective 2D	Develop Training Programs
Timeline	6 months/On-going
Critical Tasks	<ul style="list-style-type: none"> • Review/Evaluate current operations • Determine level of service desired • Make program recommendation • Cost Analysis/Budget justification • Identify alternative funding

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 3	Reduce waste through implementation of inventory control system.
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Objective 3A	Collect information/data to assist in purchase.
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Identify amount of waste of medical supplied • Identify items due to theft (loss)

Objective 3B	Research computer software/hardware
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Conduct survey programs • Review cost analysis • Budget justification

Objective 3C	Implement STRAC Badge Accountability System
Timeline	6 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Establish credential levels for personnel • Issue credentialed providers badge • Issue credentialed first responders badge

Objective 3D	Implement Inventory Control System
Timeline	6 months
Critical Tasks Year 2 - 2009	<ul style="list-style-type: none"> • Identify procedures for restocking • Create check in/check out system for equipment • Train all agencies on procedures

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

Goal 4	Develop a comprehensive program for future board development and growth.
Objective 4A	Create Board Development Plan
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Establish Board Development Committee to oversee development and implementation of the Plan • Research Consultant to evaluate structure of Board • Cost Analysis/Budget justification to hire consultant
Objective 4B	Conduct Board Self-Evaluation
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Review and update Bylaws • Review and update Board policies • Review and update personnel policies • Review and update Board staffing
Objective 2C	Create Fundraising Plan
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify Project Manager • Perform needs assessment • Identify methods to obtain funding • Present proposed plan

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

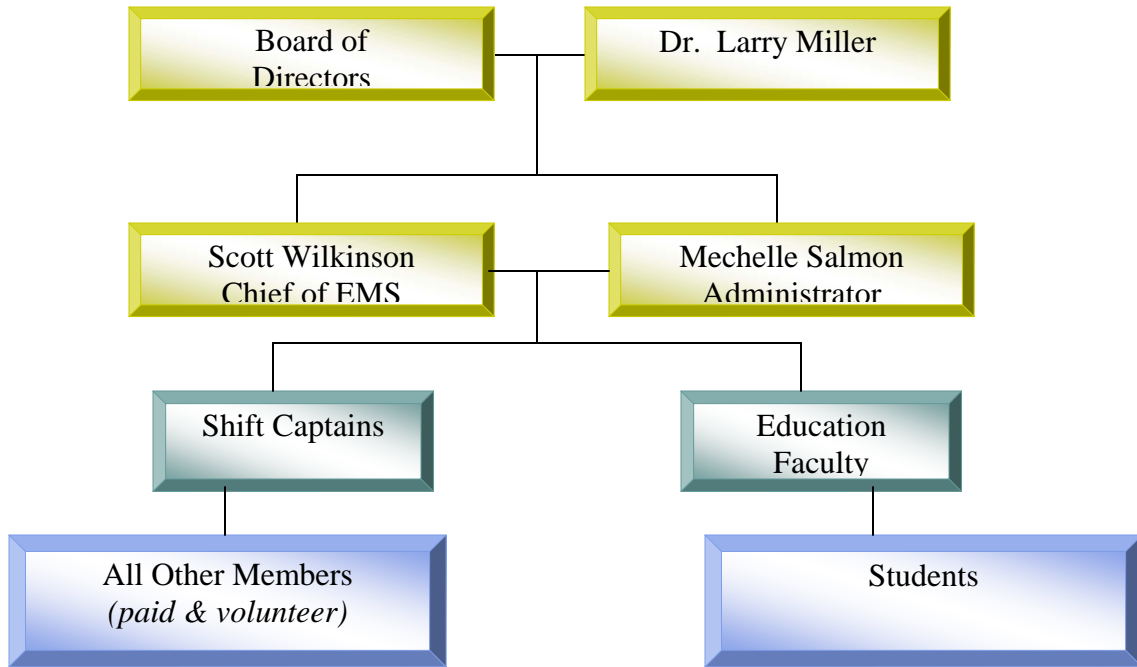
Goal 5	Develop a Civil Risk Response Plan.
Objective 5A	Identify the civil risks that are present
Timeline	3 months
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Collaborate with other agencies for risks identification and information • Research other communities for risks/literature and completed research • Identify items due to theft (loss) • Review national organizations for trends and impact on emergency services
Objective 5B	Identify future or projected risks
Timeline	3 months/On-going
Critical Tasks Year 1 - 2008	<ul style="list-style-type: none"> • Collaborate with other agencies on potential risks • Research trends from local, state and national agencies • Re-assess risks periodically
Objective 5C	Review Internal Response SOP
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Review/Develop SOP or response • Develop “code” to call for help • Evaluate need for personal protective measures • Evaluate security measures for facilities and apparatus • Implement training schedule to integrate and train personnel

Bulverde-Spring Branch Emergency Medical Services – Strategic Plan

THE 5-YEAR BUDGET PLAN

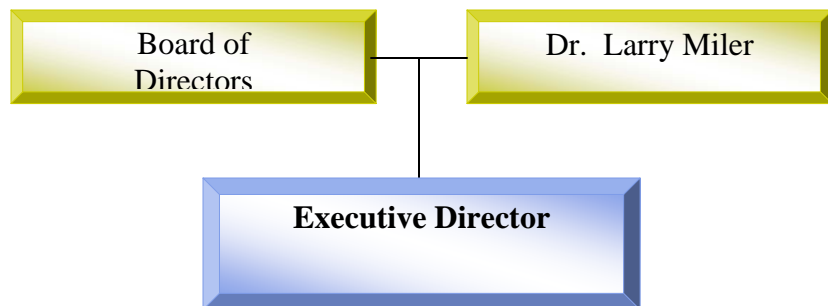
Red=Funded Blue= Budgeted/subject to approval		2008	2009	2010	2011	2012
<u>Property & Equipment</u>						
<u>Facilities</u>						
	Ambulance Stations	39,000	100,000	100,000	100,000	100,000
	Other Joint Facilities	75,000	25,000	25,000	25,000	25,000
	Land Lease/Purchases	100,000				
1	Ambulance Vehicles	59,565	89,362	119,157	119,157	119,157
	EMS Professions Academy		100,000	100,000	100,000	100,000
<u>Communications</u>						
3	Hand-held radio	12,500	7,000	10,000	10,000	10,000
<u>Safety</u>						
8	Rescue Gear	5,000	12,500	12,500	12,500	12,500
<u>Patient Care</u>						
4	Stretcher	21,000				6,000
1	Cardiac Monitor				60,000	25,000
2	AEDs	5,000	5,000	5,000	5,000	5,000
6	Toughbook Computer		37,000			6,500
<u>Office Equipment</u>						
	Furniture		20,000			
2	Computer Workstations	2,400				
1	Computer Server Hardware	1,399				
1	Firewall	2,500				
5	Back-up Batteries	2,745				
	Licensing	3,795				
	Software	1,576				
	Labor/Support	2,850				
<u>Education Equipment</u>						
2	Computers	2,400	15,000			
1	12-Lead Trainer	6,700				
2	Advanced Airway Manikin	3,600				
1	Media Center	2,000				
	SimMan					
	TOTAL Property & Equipment	118,500				
	TOTAL Property & Equipment	230,530				

CURRENT MANAGEMENT



OUT-YEARS PROPOSED MANAGEMENT

With the adoption of the 5-Year Strategic Plan and Budget, it is recognized that there will be changes in the proposed management during the out-years of the Plan. Managing the results is an integrated process which is based upon the identification of the strategic goals and objectives, determination of resources necessary to achieve them, analyzing and evaluation of performance data as well as the use of that data to drive continuous improvement of the organization.



CONCLUSION

Plans are much like roadmaps; they are supposed to get you where you are going. 5-year plans look far into the future. But, one must realize that it is only a map to get to where one is going. A look one-year out is more in focus than a look 5-years out, that's because events are closer to real time.

An analogy is going on a 500 mile journey. The first one hundred miles seems achievable and not so distant in the future. The second hundred miles is a little more distant, but still achievable.

The third hundred miles on the other hand, is far more distant, as is the fourth and fifth hundred miles. But, you will never reach the 500-mile mark if you do not follow the map to get through the other hundred miles.

And never forget to keep looking in your rear view mirror. Glance at it every now and then--it shows you where you have been, the old places--which become new places in a glance. It is an indicator of what has been done, and what is yet to be accomplished.

This 5-Year Strategic is very much like that road map. Years one and two are more in focus than years three, four and five. Each year, we need to reflect on the year before--a glance in the rear view mirror--before starting a new year.

We have looked at 5 achievable goals in this plan. Within the 5 years that encompass this plan, there will be adjustments and altering of the course (the goals), but we should never lose sight of the goals. Our goals are our key locations on our map--the 5-year strategic plan.

So, let's keep moving forward on our 5-year journey toward achieving our goals successfully, and let's do it as a team.

ACKNOWLEDGEMENTS

Acknowledgement must be given to those founding fathers, who had the foresight to anticipate the great need for emergency medical pre-hospital services in what is now ESD-1. Their vision, compassion, integrity, sacrifices, hard work, and commitment have always been the standard for all the BSBEMS family of care givers.

Without all the hard work, passion, and insightful thinking demonstrated by the members of the Strategic Planning Committee, this project simply would not have been achievable. Many thanks are extended to: Mechelle Salmon, Administrator BSBEMS; Scott Wilkinson, Chief Operations BSBEMS; Captains Daniel Torres, and Andy Fox; BSBEMS Board Members Troy Aucoin, John Zimmerman, and Denton Lankford.; BSBEMS Education Coordinator Candice Thompson; BSBEMS Volunteer Coordinator Shelly Gass. And a special thanks to ESD-1 board member Bob Tennis.