

DRAFT 3/19/2021

**Washington County, Oregon
Proposed Scope of Work for
EMS Alliance Strategic Planning Consultant
March 2021**

Purpose Statement

The EMS Alliance is launching a strategic planning process that will result in the creation of a five-year Strategic Plan. The Alliance seeks a consultant to conduct and facilitate the following:

1. Conduct an initial assessment and produce a summary of findings based on:
 - a. A review of best practices for integrated EMS systems.
 - b. Interviews with each EMS Alliance member and affiliate member (together with each member's staff team if requested).
 - c. A series of focus groups and/or interviews with 15-25 key stakeholders.
2. Facilitate two half-day strategic planning sessions with the EMS Alliance.
3. Create a final Five-Year Strategic Plan document.

Status of EMS in Washington County

The Washington County EMS system is a traditional public/private partnership model. The ambulance franchise was established in 1997, and the system has remained essentially unchanged for 20 years. Recognizing the potential within the EMS system, the EMS Alliance desires to explore the potential and the opportunities to grow, improve and enhance the system and the care delivered in the prehospital environment. The intent is to conduct this comparative review in the context of contemporary and forward-looking EMS systems.

In 2019, the Washington County Board of Commissioners established the EMS Alliance with the charge to review, advise and make policy and operational/technical recommendations related to improving the delivery of Emergency Medical Services in Washington County. The Alliance agrees that an integrated EMS system is a common goal and desired outcome.

The Alliance is committed to the seven values and priorities developed in the first year of the EMS Alliance and adopted from the EMS Agenda 2050:

1. Integrated EMS System based on a collaborative public/private partnership
 - a. Socially equitable
 - b. Patient centered/holistic system encompassing emergent, non-emergent, and community paramedic
2. Responsive
 - a. Adaptable and innovative

3. Culture of safety and mindfulness
 - a. Reliable and prepared
 - b. Inherently safe
4. Clinical excellence
 - a. Integrated and seamless
 - b. centralized medical direction
5. Operational effectiveness
 - a. data driven decision making w/ system level QI
6. Fiscally responsible
 - a. Sustainable and efficient
7. Transparency and accountability

The EMS Alliance is looking for a broad based, well networked EMS consultant to help inform our first strategic planning process.

Background Context – Standards, System Resources and Components:

The following national organizations are viewed by Washington County as recognized authorities who provide standards and best practices by which to assess and evaluate the activities proposed for the Strategic Plan. In turn they also provide parameters by which to compare other system operating models and components for consideration in Washington County.

- National Fire Protection Association (NFPA)
- Commission on Accreditation of Ambulance Services (CAAS)
- Commission on Fire Accreditation International (CFAI)
- Commission on Accreditation of Medical Transport Systems (CAMTS)
- The Institute for Healthcare Improvement's "6 Domains"
- Oregon Health Information Exchange (HIE) within the Oregon Health Authority
- Department of Transportation – NHTSA, EMS Section
- National Association of EMS Physicians (NAEMSP)
- National Association of State EMS Officials (NASEMSO)

The EMS office can provide relevant documents including state and local regulations, governance documents, operational guidelines and a list of key system components and programs upon request (see examples in attachment A).

Outcome Recommendations and Deliverables

The informational resources in attachment A provides an overview of the Washington County EMS system. This overview will allow the consultant to conduct stakeholder interviews and comparative analysis of priorities identified by stakeholders.

The desired outcome is a 5 year Strategic Plan that:

- Identifies operational, and clinical, priorities that will guide the work and decision making by the EMS Alliance.
- Informs decisions about which projects or processes to invest human and financial resources.
- Outlines the strengths and weaknesses as well as costs and benefits of any project requiring significant human or financial resources.
- Is delivered in a written format and through a presentation to the Washington County EMS Alliance.

All work and work products should be grounded in and traceable back to the EMS Foundational Framework as adopted by the Washington County Board of Commissioners.

Attachment A

Washington County EMS System Governance Documents

- Washington County EMS Foundational Framework (as adopted)
- Washington County Code / Washington County Administrative Rules (AR) / Ambulance Area Service (ASA) Plan / Franchise Agreement
- Oregon Administrative Rules (OAR) / Oregon Revised Statutes (ORS)
- Patient Treatment Protocols – 2021, Metro Regional EMS Consortium
- Emergency Medical Dispatch (EMD) Card System (ACPO)
- Operational Dispatch Guidelines (Metro West Ambulance – Dispatch)
- ARMUP (Ambulance Resource Management and Utilization Program)

Key system components of the Washington County EMS system

- EMS management and administration (all agencies)
- Medical direction and medical control
- Funding and financial methods (MWA/fire/WCCCA)
- Governance structure (ambulance/fire/dispatch)
- Dispatch structure and practices (WCCCA and MWA communications center)
- Accessibility and capabilities of local hospitals and tertiary care facilities
- Deployment model/plans: MWA (SSM) and fire department (Standards of Cover)
- Clinical, dispatch and operational quality management programs for all provider and dispatch agencies
- Records management systems and data sharing (HIE parameters)
- Pertinent EMS Response Data (MWA/fire/WCCCA)
- Public Health Initiatives: Vision 20 20 / Suicide Prevention / TC 911 / Opioid Crisis
- Public Health and EMS Relationships: EMS is embedded in PH / Tri County Health Officers and EMS Medical Directors
- Metro Area Systems of Care: trauma / pediatrics / stroke / STEMI / burn / psychiatric
- Tri County regional protocols/ standing orders - Protocol Development Committee (PDC)
- Regionalized Online Medical Control (OLMC)
- Regionalized Hospital Diversion Plan – ED Managers and EMS Administrators Collaboration
- OHSU EMS Fellowship and EM Residency Programs: progressive research and educational opportunities

Relevant historical context documents

- The Polaris Group Report
- The Abaris Report
- Other relevant information may be introduced upon request