



Board Strategic Planning Day

August 2023

What we want to accomplish

- Identify key questions and issues
- Create or validate a clear and compelling vision for the next 18 months to 3 years (2026)
- Solicit input, wisdom and discuss key questions and issues
- Align our focus (work) to the vision

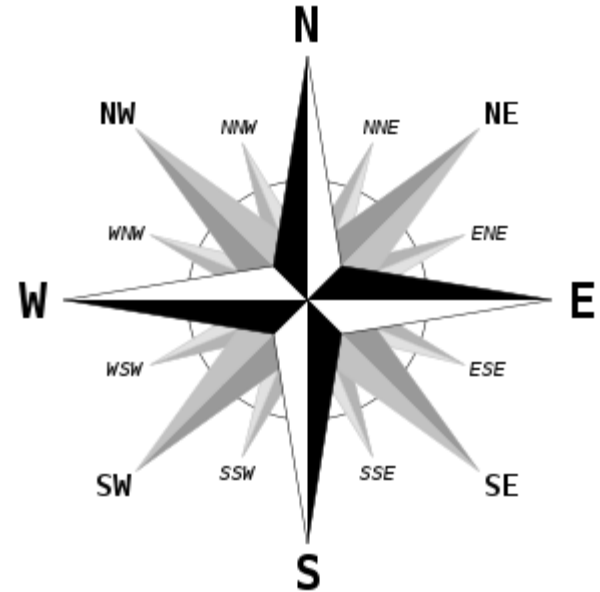
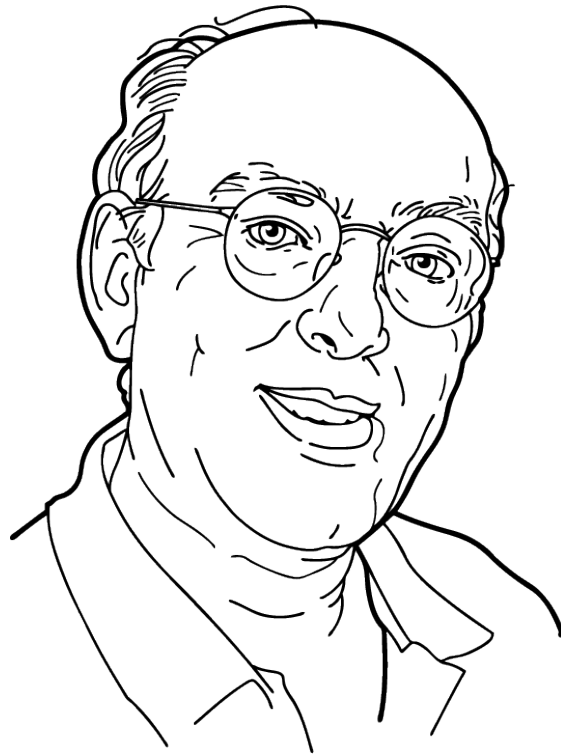


Board Strategic ~~Planning~~ Day
Board Strategic Thinking Day



In preparing for battle I have always found that plans are useless, but planning is indispensable.

Dwight D. Eisenhower



Strategic planning is not *strategic thinking*. Indeed, strategic planning often spoils strategic thinking . . . And this confusion lies at the heart of the issue: the most successful strategies are visions, not plans.

Henry Mintzberg, "The Fall and Rise of Strategic Planning" *HBR* 1994

Strategic thinking

- Curiosity
- Lucky vs preparedness meeting opportunity
- Data, information, situation, opportunities, threats
- Ideas, feelings, concerns, aspirations, fears, hopes
- Strategic interest and concern
- Collaborative thinking together
- Explaining, daring, challenging, synthesizing, refining
- Vision – what might or should our future be?
- Alignment around the vision
- Strategy, plans, goals, objectives, timelines, ownership.
- Execution (roles, responsibilities, and empowerment).

What's your interest or concern?
What matters to you as board member?



State of EMS

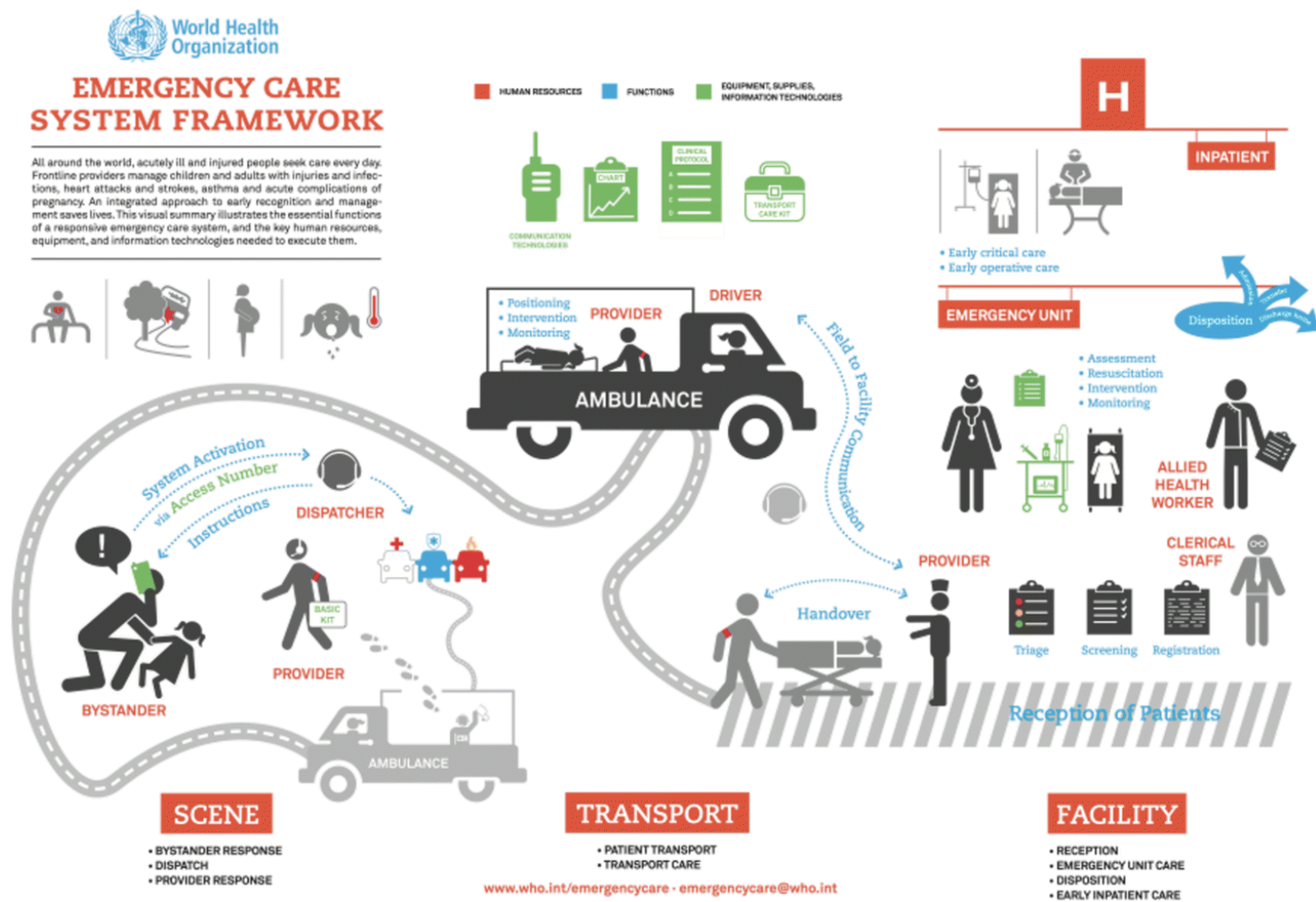


Roots

- Four pivotal moments
 - Transportation
 - Funeral homes
 - Modern EMS (1969) Initiated and born in rural trauma
 - White paper
 - Conceived as a common good and system
 - First EMT book
 - Captured by urban cardiac care
 - CPR
 - Johnny and Roy (*Emergency*)
 - 1981 Balanced Budget Act (Cold War)
 - Fee for transport
 - Abandoned to local, interest, resources, motivations
 - Volunteers
- Fifth moment? (now)
 - Death of volunteerism
 - Workforce crisis
 - Regionalization of healthcare
 - Community's expectations
 - Clinical, operational, and costs
 - Lack of leaders and leadership
 - Unsustainable reimbursement
 - No federal home



Not a true system



Many agencies not sustainable

- *What if the ambulance doesn't come? Rural America faces a broken emergency medical system*

By Nada Hassanein, June 26, 2023

- *In Rural America, There Are Few People Left to Drive the Ambulances*

By Nathan Kohrman, January 15, 2019



Reliability issues growing



Clinical care and accountability



Workforce – can we catch up?

- Employee value proposition historically poor
- Increasing shortages
- Covid revealed culture and bosses
- Employee currently in charge of market
- Absence of maturity
- Feds favoring unions



A lack of industry unity and leadership



EMS in Utah

- Set rates
- HB 303
- Essential Service (??)



Output from leadership
team planning session

Significant Accomplishments

- Transition to an Emergency Services District
- Creation of a Healthcare Tax
- Addition of Paramedics to clinical team
- Additional paid (fulltime) staff
- Strengthening relationships with key stakeholders
- Leader, leaders and leadership team

Big assumptions

- Finding and keeping people will be increasingly more difficult – likely not to improve
- The EMS identity crisis confuses stakeholders and is a distraction from the real issues
- Its unclear if tourism is likely to increase or decrease in Grand County
- Financial resources will continue to be a challenge
- The demand of call volume north of GCEMS and south of GCEMS need a sustainable resolution
- Compensation and cost of living in Moab will continue to be a challenge for GCEMS

Key questions to be answered

- Is the call volume in our service area growing?
- Do we need new revenue streams?
- Do we have the right people in the right positions to accomplish our goal?
- Will we be able to recruit and retain more of the right people?
- What should our clinical services department look like?
- Will we have the infrastructure we need?
- Should we expand to include area to the north and south?
- Do we have the right staffing model?

2026 Thematic Goal

To imagine, create, and implement the next chapter in the Grand County EMS story

Our focus for the next 12 to 36 months is to imagine the next chapter in our journey to ensure we thrive for the next 20 years

- To accomplish this thematic goal, we envision the following:
 - Redefine the employee / employer experience
 - Best of its kind Clinical Services Department
 - A dynamically deployed system that provides equity to those in need
 - Revenue and revenue streams that allow us to thrive, not just survive

Our Brand

- To create and maintain a best of its kind organizational culture that:
 - Recognizes and embraces the uniqueness of individuals
 - Invests in our employee's personal and professional growth
 - Provides emotional wellness, compassion and care to those that serve others
 - Is a leader in prehospital, out of hospital, and back country patient care, while embracing the outdoor adventure lifestyle of Grand County Utah.
- We never forget that our first responsibility is to serve our community in their time of need, whatever that may require of us.