



**Bureau of Emergency
Medical Services**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

Our mission is to ensure a high-quality, resilient, and operationally ready state-wide emergency medical system to respond to medical emergencies for all Utah citizens and visitors.

Stakeholders, including Utah citizens, EMS agencies, and the healthcare community, require an operationally ready, high-quality, and reliable emergency medical system. They anticipate a Bureau that is needs-focused and customer-centric, prioritizing the elimination of waste and the streamlining of processes to build a world-class EMS organization.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

- **External Engagement**
- **Innovation & Adaptability**
- **Collaboration**
- **Operational Efficiency**
- **Individual Development**

EXTERNAL ENGAGEMENT

- **Goal:** Improve visibility and stature of EMS providers within the healthcare community.
- **Objectives:** Develop a strategy for community paramedicine and mobile integrated healthcare

Objective	Strategy	Key Employees	Timeline	Status
#1	Advocate for legislative and regulatory changes that support the growth and integration of Community Paramedicine (CP) and Mobile Integrated Health (MIH) programs within the Utah EMS System	Director	In Progress	Completed
#2	Clarification of Code relative to DOPL for Mobile IV, Physician Driven MIH, For Profit MIH/CP Companies.	Director	In Progress	Completed
#3	Rule Revision for MIH / CP	Manager	In Progress	Underway
#4	Adopt MIH / CP Scope of Practice	Director / Managers	In Progress	Underway
#5	Implement MIH / CP Oversight	Manager	In Progress	Not Started

- **Measurement and Accountability**
 - Success will be defined by legislative and regulatory milestones achieved for Mobile Integrated Healthcare and Community Paramedicine programs.

INNOVATION & ADAPTABILITY

- **Goal:** Grow and expand evidence / data driven prehospital specialty care.
- **Objectives:** Maintain registries of time critical medical conditions.

Objective	Strategy	Key Employees	Timeline	Status
#1	Improve and Maintain Data Quality of the Trauma Registry	Manager	Ongoing	
#2	Improve and Maintain Data Quality of the Cardiac Registry	Manager	Ongoing	
#3	Improve and Maintain Data Quality of the Stroke Registry	Manager	Ongoing	
#4	Link specialty care registries with state EMS database and hospital records to allow for outcome assessments for ongoing performance improvement and quality assurance	Director / Managers	In Progress	Underway

- **Objectives:** Maintain evidence-based prehospital treatment guidelines to guide clinical care in the field.

Objective	Strategy	Key Employees	Timeline	Status
#1	Convene State Protocol Guidelines Review Committee	State Medical Director	In Progress	Underway
#2	Publish Updated Protocol & Treatment Guidelines	Manager	In Progress	Underway

- **Measurement and Accountability**
 - Success will be defined by the completion of data quality audits for specialty registries and the publication of updated treatment guidelines.

COLLABORATION

- **Goal:** Elevate statewide EMS operational support.
- **Objectives:** Create effective statewide communication system.

Objective	Strategy	Key Employees	Timeline	Status
#1	Develop and Automated Multi Channel Communications System	Director / Managers	Ongoing	Underway
#2	Improve Usage of Social media Communications Channels	Director / Managers	Ongoing	Underway
#3	Establish Agency Text Message Capabilities	Director / Managers	2026	Not Started

- **Objectives:** Foster a culture of continuous improvement and innovation within the Utah EMS system.

Objective	Strategy	Key Employees	Timeline	Status
#1	Develop and strengthen relationships with urban and rural agencies	Director / Managers	Ongoing	
#2	Provide Bureau support of Associations (Greater Chiefs, State Chiefs, REMSDAU)	Director / Managers	Ongoing	
#3	Host Annual Urban and Rural Working Group Meetings	Director / Managers	Ongoing	

- **Objectives:** Develop a rural EMS strategic and tactical plan.

Objective	Strategy	Key Employees	Timeline	Status
#1	Address Volunteer Recruitment	Director / Managers	Ongoing	
#2	Address Volunteer Retention	Director / Managers	Ongoing	
#3	Address Local EMS Medical Director Recruitment and Retention	Director / Managers	Ongoing	
#4	Design a model for Hybrid Systems Solutions	Director / Managers	2026	
#5	Consider the concept of UNEEMS (Utah Necessary Essential EMS)	Director / Managers	2026	
#6	Address Ambulance Deserts (Large Areas with No Care)	Director / Managers	In Progress	
#7	Improved AED Access and Registry	Director / Managers	Ongoing	Underway
#8	Address Citizen Engagement	Director / Managers	2026	
#9	Advocate for Sufficient Rural County Grant Funds	Director	In Progress	

COLLABORATION

- **Objectives:** Outreach plan for EMS challenged remote and rural areas.

Objective	Strategy	Key Employees	Timeline	Status
#1	Develop a plan to train citizen responders / volunteer fire departments in first response	Director / Managers	2026	
#2	Outreach Coordination for first-line response in remote and rural areas	Director / Managers	2026	
#3	Improve bystander CPR	Director / Managers	Ongoing	
#4	Train Utah citizens on BLS (Basic Life Support) skills	Director / Managers	2026	
#5	Improved AED Access and Registry	Director / Managers	In Progress	
#6	Advocate for funding source for Challenged Remote and Rural Areas (UNEEMS)	Director	Winter 2026	

- **Measurement and Accountability**
 - Success will be defined by the timely implementation of communication systems, rural strategic plans, and outreach initiatives in underserved areas.

OPERATIONAL EFFICIENCY

- **Goal:** Improve bureau operational efficiency and effectiveness.
- **Objectives:** Streamline and simplify the department operations.

Objective	Strategy	Key Employees	Timeline	Status
#1	Simplify and Improve Agency Billing / Payment Receipt	Director / Managers	Ongoing	Underway
#2	Simplify and Streamline Provider Licensure / Relicensure	Director / Managers	Ongoing	Underway
#3	Simplify and Streamline Agency Licensure / Relicensure	Director / Managers	In Progress	
#4	Reduce paperwork / complexity of course requests and approval	Director / Managers	In Progress	Underway

- **Objectives:** Elevate training to a core competency of the division.

Objective	Strategy	Key Employees	Timeline	Status
#1	Develop an effective long-term strategy for training certified training personnel (Instructors / Course Coordinators)	Director / Managers	In Progress	Underway
#2	Develop an effective Instructor and Course Coordinator curriculum remote and rural areas	Director / Managers	In Progress	Underway
#3	Establish and train coaching and mentoring staff / volunteers	Director / Managers	2026	
#4	Develop a Leadership (Director) training program for agency leadership	Director / Managers	In Progress	

- **Measurement and Accountability**
 - Success will be defined by the successful streamlining of licensing, billing, and course approval processes, alongside the launch of leadership training programs.

INDIVIDUAL DEVELOPMENT

- **Goal:** Prepare employees for departmental growth and job success.
- **Objectives:** Encourage and provide professional development through training and experience.

Objective	Strategy	Key Employees	Timeline	Status
#1	Provide skill expansion and growth opportunities within current responsibilities	Director / Managers	Ongoing	
#2	Provide leadership opportunities	Director / Managers	Ongoing	
#3	Provide clarity of expectations and accountability	Director / Managers	Ongoing	
#4	Provide training in general and specific areas to increase knowledge and growth	Director / Managers	Ongoing	
#5	Enable employees to be innovative in their field of expertise	Director / Managers	Ongoing	
#6	Reward and recognize efforts in personal and professional development	Director / Managers	Ongoing	

- **Objectives:** Foster an internal culture focused on agency development.

Objective	Strategy	Key Employees	Timeline	Status
#1	Reinforce positive office culture through mentoring, training, teamwork, and coaching	Director / Managers	Ongoing	
#2	Set expectations of professionalism for the division. (Uniform Policy)	Director / Managers	In Progress	Underway
#3	Proactively encourage innovative thinking and encourage unique solutions	Director / Managers	Ongoing	Underway
#4	Proactively encourage stakeholder engagement and collaboration	Director / Managers	Ongoing	Underway

- **Measurement and Accountability:**
 - Success will be defined by year-over-year improvement in employee reviews and the successful implementation of professional development and internal culture initiatives.