

2015



2015 STRATEGIC PLAN

Conducted between the months of January and August, this plan lays the foundation for the Bennington Rescue Squad's quest for innovation and growth. Committed to providing the best services possible, this plan identifies areas of opportunity for Bennington Rescue. Please use this document to help guide decisions, gain a better understanding of our vision and aid with communication. Thank you for reading.



*Facilitated by New Directions, Inc.
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INTRODUCTION

Rationale for Developing the Strategic Plan (Executive Summary)

Bennington Rescue has been a staple in EMS in Southwest Vermont for over 50 years. We have been here to provide lifesaving emergency care to the sick and injured, and have provided those services in a professional, efficient, and compassionate manner. Emergency and Non-Emergency Transportation is the bedrock of the Rescue Squad and will continue to be into the future.

Our industry is experiencing constant change – now more than ever. Care models are evolving to allow EMS agencies to develop programs to evaluate and treat patients on scene, and if it is determined that they do not need to be transported giving EMS an expanded scope of practice. Entire reimbursement plans are being developed around these types of models, where EMS will be rewarded and reimbursed on determining that a patient does not need to go to a hospital or the patient needs to go to an alternate or more appropriate care facility (like urgent care). EMS will evolve into other areas of the healthcare continuum. EMS of the future will provide a *variety* of healthcare services to a *variety* of patients in a *variety* of settings. Where exactly we will fit into this continuum is not entirely clear, but being proactive and at the front of the curve allows us to embrace and plan for the changes as they are implemented.

In addition to where we provide care, our reimbursement in all phases of our business will be affected by quality and the patient experience. Healthcare agencies of the future will be reimbursed using quality and patient satisfaction, and those agencies that do not measure up will receive less or no reimbursement. In addition to following a scope of practice, the patient experience is another key factor in the future of healthcare. In the very near future, how the patient felt about their care, how comfortable the patient felt, how we treated their pain, and the responsiveness and interactions with their caregivers are all going to affect how we as an agency are reimbursed for our services.

This patient-centric model is not a totally new idea to Bennington Rescue; however we have to make the changes that allow us to implement patient-centric and quality improvement programs and processes. We have to become the agency that leads the way for every patient, every time. We must deliver that level of care that is needed at the time that it is needed. Agencies that do not embrace this change will have difficulties operating in the EMS arena of the future. We want to ensure the Bennington Rescue of 2035 is just as great as the Bennington Rescue of 1965, 1995, and 2015.

In order to achieve this, we must change our way of thinking and some underlying beliefs that we may have. For example, the notion that we treat and transport every patient. We need to realize that not everything is an emergency. Patient care and transport is on a continuum and not mutually exclusive. Now is the time to think about what you want Bennington Rescue to look like in 2020. What do you want us to be doing? What things do you want us involved in? How do you want us completing those things? Who are we going to be?

Walt Whitman says, “That you are here, that life exists” and “the powerful play goes on, and you may contribute a verse.” Robin Williams famously said, “What will your verse be?” We need everyone to open their minds to new thinking. We are not changing everything we are doing, but we need to look at it in very different ways. The skill sets, the treatment modalities, the clinical competencies, how our office conducts business, the businesses we get into, how and why we provide education, and our community outreach and more, are all areas we must explore.

This plan gives Bennington Rescue a ‘roadmap’ for the future. It will test us and challenge us to do great things, and in the end the patients and the community served by Bennington Rescue will receive a better product, delivered by more professional staff, in the most effective and efficient manner possible.

Approach

The Board of Directors, who is ultimately responsible for the strategic direction and vision of the organization, must be willing to lead and support the strategic planning process. They were approached with a proposal for a multi-month, strategic planning process that would be facilitated by an outside agency. The amount for the outside agency was not originally included in the original budget, but the Board felt that this process was important enough to authorize the additional funds.

Bennington Rescue began looking for a consulting firm to assist us in this process. New Directions Consulting is a firm that is located in North Bennington, VT. They have worked with major players in the industry including Coca-Cola, Keurig Green Mountain (formerly Green Mountain Coffee Roasters), Ellis Medicine, Sanofi Pasteur, as well as local organizations like the Town of Bennington, UCS, Hemmings Motor News and The Clark Art Institute. It was that balance of global knowledge and local roots that made New Directions stand out as a great resource for Bennington Rescue. They were approached and presented a proposal to our organization to assist us in this process. As a local firm that supports the community and community organizations, we determined that New Directions was the right fit for Bennington Rescue.

A call for participants went out to all staff. Those that were interested joined the Strategic Planning Committee (SPC). At the committee's first meeting a great deal of discussion went into the depth and breadth of work that would need to be accomplished, much of it offsite and not during committee meeting hours. Administration made efforts to include all levels of certification (Paramedic, AEMT, and EMT) in addition to full time and per-diem staff that included both operational and office staff. This committee also included a Board representative. This group was tasked with weekly meetings, work, and homework to move this process forward.

The group reported to the Board of Directors on a regular basis, taking completed tasks to them for approval. In addition, the committee held multiple workshops, talks, and surveys to encourage and obtain employee input. A highlight of the process was a mid-project, full-day, offsite strategic planning retreat that included all staff and Board Members. It resulted in a great amount of work being completed and buy-in from stakeholders across the organization.

The strategic planning committee continued to work on pieces of the strategic plan and slowly the plan began to take shape. Once all parts were submitted to our consultants, they too took the time to proofread and 'clean up' the plan to make it acceptable for distribution. The committee completed a final read of the plan, and then presented it to the Board of Directors for approval.

ACKNOWLEDGEMENTS

On behalf of Bennington Rescue and the Strategic Planning Committee (SPC), we would like to acknowledge the involvement of the following participants and thank them for their support in this process.

- Strategic Planning Committee
- Board of Directors
- Survey and focus group participants
- Bennington Rescue staff & families
- Benchmarking organizations
- Special thanks to supporting officials and community
- New Directions Consulting

Strategic Planning Committee (SPC)

Core Team

Melissa Holmes – AEMT
Brian Howe – Chairman, BRS Finance Committee
Erin Ingebretsen – Director of Education
Rick Noel – EMT
Katie Vandale – Supervisor, Paramedic
Forest Weyen – Executive Director

Contracted Support

Deborah Mackin – New Directions
Matthew Harrington – New Directions

MISSION

Rationale for the New Mission

Why have a mission statement? The answer is simple. We want everyone to understand who Bennington Rescue is and what we stand for. This was a rather involved process, as we needed to first look deeply into the core of our organization and see what really makes us "tick." Once we were able to compile that information, we isolated the components that we value and believe in. All of these components were then formed into a single statement that will guide the Bennington Rescue Squad and its members.

The 2015 version of the Bennington Rescue's Mission Statement was drafted by the Strategic Planning Committee and presented to the Board of Directors for approval. Consideration was given in the following areas: *who we are, what we do, how we do it, for whom we do it, and why we do it.* Answers to these questions helped form the foundation for the final mission statement shown above.

Approach

Through a series of group activities, the committee explored sample mission statements and evaluated them based upon these questions. Throughout this activity, it became obvious that many organizations have developed a mission statement that neither states who the organization is or why they value this mission statement.

Former Bennington Rescue Squad Mission Statement:

"To reduce the incidence, and lessen the severity, of illnesses and injuries through quality emergency medical services, education, collaboration and public awareness programs."

The committee then reviewed the mission statement of the Bennington Rescue Squad, Inc. (above), and determined that we state what our mission is and how we plan to implement it. Unfortunately, we do not state any other information.

The Strategic Planning Committee then broke out into work groups to take part in a brainstorming activity where we identified key words that would answer the questions: Who, What, Why, How, and For Whom? This raw data was then compiled to produce a number of components that would be reviewed and used to build a formal mission statement.

Who: The Bennington Squad comprised of dedicated and compassionate professionals

What: Community and health-based services; emergency medical

Why: create a better educated and healthier community; for a better tomorrow
Creating a better community for a better tomorrow
Creating a better healthier community for a better tomorrow

How: saving, transporting, teaching, educating

For Whom: anyone seeking/requesting our services; all those in need

This data was then reviewed and used to create one statement that would encompass all of the key questions that relate to Bennington Rescue's mission. This process took time as we were challenged to

create a meaningful Mission Statement that was not too long. We produced a Mission Statement that began to describe the driving force behind our organization.

Draft 1: *The Bennington Squad is comprised of dedicated and compassionate professionals who provide around-the-clock emergency medical care and specialty care transports, in combination with community and health-based services, to all those in need. Our mission is to promote a healthier community through emergency medicine, public service, and education.*

Once we had a starting point, we quickly realized that even though we created a Mission Statement that incorporated all of the requirements of a quality statement, it was still far too much to digest, and extremely cumbersome.

Strategic Planning Process Insight: The members of the Strategic Planning Committee have been meeting every other Thursday evening for a scheduled meeting and work session, but realized that additional time was needed to work on tasks. The committee then decided to meet every Thursday evening, and those evenings that were not designated as meeting nights would become additional work sessions. It was during these sessions that we really began to focus on the number and choice of words that made up the draft statement. Eventually, we were able to create a much leaner, more focused statement.

We again reviewed the work done thus far on the Mission Statement and after a great deal of deliberation, “wordsmithing” and collaboration, came to a consensus and voted to accept the following as the Mission Statement of the Bennington Rescue Squad:

The Bennington Rescue Squad is comprised of dedicated and compassionate professionals whose mission is to provide emergency medicine and specialty services, with a focus on promoting a healthier community through patient care, education, and public service.

As a result of the Strategic Planning Retreat, the committee has released an updated version of the Mission Statement was presented to the Board of Directors at its next meeting. There were a number of questions that were addressed, and most were clarified by the committee. A few minor changes were made to the Mission Statement, and the final draft is:

Final Mission Statement:

The Bennington Rescue Squad is comprised of dedicated, skilled and compassionate professionals, whose mission is to provide quality emergency medicine and specialty services, while promoting a healthier community through patient care, education, and public service.

VISION

Rationale for the New Vision

After review of the original vision statement, the SPC felt it necessary to revisit the focus of the vision and develop a 2015 version that would give guidance for positioning Bennington Rescue for the future. A preliminary version was drafted and presented to the Board of Directors for approval.

Approach

After coming to consensus on our Mission and Values, the SPC took on the task of developing a Vision for Bennington Rescue. One of the first tasks was to review the current Vision for Bennington Rescue. The SPC felt that in addition to the updated mission and values of the organization, the vision should be updated as well as the current Vision does not do a good job of explaining future state. The SPC felt that the Vision should be representative of what our organization believes are the ideal conditions for our community, how BRS would look in a perfect world. It should include a compelling description of the state and function of Bennington Rescue once the strategic plan is implemented.

Previous Vision:

It is the goal of the BRS to become a recognized leader for innovative, clinically sophisticated, and cost effective delivery of comprehensive Emergency Medical Services. We will achieve our aim by recruiting, training, and retaining quality EMS leadership and service personnel who:

- *will have available to them the resources for best practices,*
- *have the ability to work collaboratively with other prehospital and health care providers,*
- *are committed to respond effectively to the changing needs and conditions of our service areas.*

The SPC felt that our Vision should have certain characteristics. We felt that the Vision should be:

- Easily understood and shared by staff and the community
- Inspiring and uplifting to everyone involved with Bennington Rescue
- Easy to remember and communicate
- Demonstrate a true future 'ideal state' of our agency

The SPC used many different tactics and brainstorming to get all possible ideas for the Vision into a working model. After weeks of work and multiple meeting, the group came to consensus on the following Vision. The Vision was presented to the Board of Directors at the May 20, 2015 meeting. The Board agreed that there is a desire to move forward and advance our reach and skills, and this vision helps to define that. In addition, they liked the reference to innovative services in our Vision. The Board made a motion to accept the vision as written and presented, with a review of the Vision scheduled for 5 years. The motion carried unanimously.

Final Vision Statement

To become a regional leader in providing community-focused health care, medical education, and expanded innovative services.

VALUES

Rationale for the New Values

During discussions of Bennington Rescue's mission and vision statement, it was decided by the Strategic Planning Committee that it would be beneficial to the team, as well as Bennington Rescue to spend some time developing core values. The belief by the team was that the core values would prove to be beneficial when creating a values-based culture within the organization.

Approach

To begin the process of developing core values, we first started with research. We wanted to know what other organizations believed were the most important values to them. We researched Fortune 500 Companies; Johnson and Johnson, Apple, Home Depot. We also looked into "Mom and Pop" stores; book stores, candy shops and art galleries. And finally we looked into other police, fire, EMS and hospital organizations.

In an effort to obtain as much input as possible, we began a process of self-evaluation. At the January 29th SPC meeting, we conducted the Value Prompt Exercise. Members of the SPC then took that exercise to the general membership meeting on February 12th and our Executive Director conducted the same exercise at the Board of Directors meeting on February 18th. In addition, an on-line survey was created and distributed to reach others that may have missed previous chances to have input.

The Values Prompt Exercise consisted of handing out a list of values. The participants had to circle their top 10 values for Bennington Rescue (not their own). After they completed the circling, they had to star their top 5 from their top 10. Once that was completed, they were asked to double star their top 3 from those already chosen in their top 5.

Once all the exercise were completed, the scores were tallied. From that score, the top 20 values were brought back to the Strategic Planning Committee. The SPC narrowed the list down to 10 by condensing and combining similar concepts and narrowed the values to five. The Committee examined and discussed at length those 5 values to make sure they would work with our Mission Statement. Those 5 values became Bennington Rescue's Core Values.

Bennington Rescue Core Values:

- Safety
- Ethical Conduct
- Service Excellence
- Pride
- Community Focused

Value Statements

After adopting our Core Values, the SPC went to work on defining what our values really mean. They wanted to give context and depth to the values to make them easy to understand for our staff, our patients, and the public. These statements were brainstormed from many other statements, and a cadence was built around the first couple of statements that continues throughout the Value Statement exercise. These statements help to provide action for those that use them and help to further define what our values mean to us.

Values and Value Statements

SAFETY

We strive to provide the highest level of safety to our patients, personnel, and community. Safety is our responsibility, every day, every time.

ETHICAL CONDUCT

We adhere to the highest standards of ethical and personal responsibility. Ethical conduct is taking responsibility for our actions and judgment.

SERVICE EXCELLENCE

We provide innovative, efficient, and effective health care services. Service excellence is taking the time and effort to exceed expectations.

PRIDE

We take pride in ourselves as professionals, our organization as a family, and our citizens as a community. Pride is the strength of our organization.

COMMUNITY FOCUSED

We promote, encourage, and participate in community partnerships. Community Focused is never forgetting our neighbors and our roots.

INTERNAL AND EXTERNAL ANALYSIS

In an effort to get as many viewpoints and as much feedback as possible, Bennington Rescue obtained information in a variety of ways, such as:

- SWOT (Strengths, Weakness, Opportunity, and Threat) Analysis
- Public Focus Group
- Focus Group for hospital leadership and staff
- Interviews with key agencies and personnel in Bennington
- Surveys to customers, public, and staff.

The information, feedback, and discussion at these meetings and forums gave Bennington Rescue great insights into areas that it was doing well and areas that it needed to improve.

Positive Attributes

- Positive community image of agency and providers
- Facility resources meet/exceed short term (2020) needs
- Efficient billing office with expansion capabilities
- Small financial reserve and independence (non-tax funded)
- Recognized regional EMS leader with a strong reputation
- Appearance and Professionalism is improving

Key Opportunities

- Develop education and training center
- Expansion of services
- Public relations & community outreach
- Accreditation of EMS service
- Improve disaster preparation and response
- Improve Community understanding of funding sources (i.e. No tax money goes to BRS)
- Implement a better Quality Assessment/Quality Improvement program
- Standardization and consistency in all areas
- Staff involvement, participation, and teamwork
- Communications (Internal and External)
- Maximizing our training and education resources
- Implementation of Customer Service program
- Additional Partnerships with Local Agencies

Potential Threats

- Fiscal (Changes in reimbursement, Obamacare, Medicare, etc.)
- Competition (Out of State and In State)
- Lack of Internal Medical Director
- Inconsistent and extreme expectations/processes from some customers
- Lack of structure and strategic thinking in local district, state EMS office, and state ambulance association.

WHITE PAPERS

White Papers

Before we began the full process of strategic planning, each member of the SPC was assigned a specific White Paper to address a certain perspective of our industry (Services and Innovation, Workforce, Legislation and Finance). A white paper is an authoritative report or guide informing in a concise manner insights for complex, relevant issues pertaining to the organization. It is meant to help readers understand an issue, solve a problem, or make a decision. The reason behind creating white papers was to better educate ourselves on where our industry was and where we needed to get to in order to achieve greatness. The white papers also did a great job at educating us on the history of the Bennington Rescue Squad and EMS services in the Bennington area.

Key Insights:

- The Town of Bennington Rescue Squad was first organized in April of 1963 when it became clear that the need for an ambulance service in the area was necessary.
- The passage of Field EMS Quality, Innovation and Cost Effectiveness Act (H.R. 809), community paramedicine and insurance reimbursements under the Patient Protection and Affordable Care Act (PPACA) are all connected and should be included as part of the BRS strategic plan.
- Bennington rescue should seek out any opportunities at the District and State level to change current protocols to allow for community paramedicine.
- The invention of the smartphone has opened the door to an unprecedented number of mobile applications for all needs.
- One of the most promising technologies on the horizon is that of telemedicine. Telemedicine is the interactive exchange of medical information and care from one site to another via electronic communications.
- Creating a culture of safety, caring and compassion with focus on excellent customer care shall give Bennington Rescue Squad the necessary foundation to build upon it a service second to none.
- The *EMS Education Agenda* includes five components: *National EMS Core Content*, *National EMS Scope of Practice Model*, *National EMS Educations Standards*, *National EMS Education Program Accreditation*, and *National EMS Certification*.
- The EMS workforce impacts almost every critical aspect of EMS--quality of patient care, costs, operations and organizational structure. Workforce issues include virtually everything about workers, including: education, recruitment and retention, workforce planning and development, pay and compensation, health, wellness and safety, and public perception of EMS.

ONE PAGE STRATEGY

One Page Strategy

The One Page Strategy (OPS) is an effective document in the communication of the full strategic plan. On a single piece of paper, the OPS records the mission, vision, threats/challenges, the core strategic areas of focus, SMART (Specific, Measurable, Attainable, Results-Oriented, Time-Bound) goals and the key initiatives for the strategic plan. Its recommended to disseminate the OPS to staff, board and various stakeholders as a daily reminder of what to focus on. Below are the individual elements that make up the OPS excluding the mission, vision, threats/challenges which were discussed earlier in this document, and then the final OPS document.

Strategic Intent

Strategic intents were developed during a brainstorming session of the SPC. During this session, strategic intentions that required specific focus over the next 3-5 years were identified. From the numerous items identified, the following strategic intents were felt to be of the highest priority. From these strategic intents, objectives were defined that will lead the direction of Bennington Rescue for the next 3-5 years.

INTENT #1: Operational Excellence

INTENT #2: Workforce Development

INTENT #3: Public Relations

INTENT #4: New Services

INTENT #5: Growth

INTENT #6: Financial Stability

ONE PAGE STRATEGY (OPS)

MISSION VISION

MISSION: The Bennington Rescue Squad is comprised of dedicated, skilled and compassionate professionals, whose mission is to provide quality emergency medicine and specialty services, while promoting a healthier community through patient care, education, and public service.

VISION: To become a regional leader in providing community-focused health care, medical education, and expanded innovative services.

STRATEGIES

Operational Excellence

Workforce Development

Public Relations

New Services

Growth

Financial Stability

SMART GOALS

➊ Achieve Commission on Accreditation of Ambulance Services (CAAS) accreditation by December 2018.

➋ Implement (4) or more workforce components that foster education, professionalism, and skill development.

➌ Implement (3) or more public relation programs to expand community knowledge of our services by 2018.

➍ Implement and operationalize four (4) or more new services by December 2020.

➎ Increase of services by 20% in volume, billing, and education by January 2020.

➏ Achieve positive cash flow by December 2017 by strengthening overall fiscal health.

KEY INITIATIVES/TASKS

- Strengthen Organization
- Employ a project management specialist
- Improve Interagency Relations
- Strengthen Management
- Improve Human Resources
- Improve Safe Operations
- Develop Systems to Manage Risk
- Maintain Equipment and Facilities
- Improve Communications
- Establish up to date Clinical Standards
- Improve Community Relations
- Implement Customer Service Program

- Competitive salary and benefits
- Professional development programs
- Implement career progression programs
- Implement employee health and wellness programs
- Improve recruitment and retention programs
- Develop standard pre-employment and annual screening processes
- Improve formal education of workforce
- Develop alternative duty programs

- Increase publicity
- Implement a marketing strategy and branding standards
- Improve digital and print marketing presence
- Employ a public relations / business development manager
- Implement formal public education program
- Implement annual reporting to towns and cities
- Develop annual fundraising programs (i.e. The Bennington Ball, major events)
- Develop a Junior Rescue Squad Program

- Develop Critical Care Program
- Develop a Mobile Integrated Healthcare/CP program
- Develop professional outsourced services
- Improve communications center / system
- Develop an incident management team
- Develop a disaster response team
- Develop a multi-disciplinary mobile educational resource
- Develop distance learning education
- Obtain multi-state licenses for agency/personnel
- Develop an outsourced fleet maintenance program

- Increase Emergency Response Capabilities
- Increase in Transfer Call Volume
- Expand Billing Services
- Increase Internal Education
- Increase External Education

- Develop and maintain GAAP systems of accounting
- Improve planning and budgeting processes
- Increase annual returns on investments
- Increase and maintain higher collection rates and billing processes
- Develop and implement fundraising initiatives
- Develop innovative and efficient cost saving measures
- Develop new revenue streams

THREATS/OBSTACLES/CHALLENGES: Lack of training/education; internal communications; lack of standardization; lack of respect, teamwork, trust; lack of consistent staff involvement/participation; other competitive emergency facilities; financial resources; medical direction & control; lack of influence

EVALUATION PROCESS

The Bennington Rescue Squad has made a commitment to develop a “living” strategic plan, a plan that will guide Bennington Rescue through the next five years, one in which staff and managers will gain insight and guidance in how to facilitate the multiple approaches the plan incorporates. This commitment will be driven by making senior leaders, as well as department managers, supervisors and staff accountable for implementing and embodying the strategic vision of the Plan. The Executive Director and the Board of Directors will also evaluate the progress of the Plan and determine whether a revised course of action is necessary.

To do this we must implement an evaluation and control process that will monitor the success of the different initiatives we’re creating, and that will help us gauge whether they are moving us closer to achieving our goals.

To ensure our success Bennington Rescue will be assigning “owners” to each initiative. The owners will be expected to schedule meetings, track correspondence, set timelines and be the overall guardian of the initiative. There may be multiple owners assigned to each initiative, with the overall goal to build support for each initiative and limit the responsibility of the Executive Director from having to facilitate each new project.

Below you will see a sample organization chart to illustrate the premise behind multiple owners. In addition, you will also see a list of responsibilities for each owner.

Owner Responsibilities:

- Become the “champion” for their initiative, promoting its importance at every opportunity
- Schedule and facilitate regular meetings among the key individuals actively working on the initiative
- Collect and track correspondence
- Build an initiative binder with all pertinent material
- Help guide the assessing, planning, implementing and evaluating processes
- Schedule and facilitate monthly progress meetings with the Executive Director
- Constantly assess the progress of the initiative and monitor it in relationship to achieving the overall goal, making sure that key milestones are achieved along the way
- Raise a red flag at the first sign of concern regarding the initiatives progress or vitality

STRATEGIC PLANNING 2020

The Strategic Planning Committee (SPC) wanted to ensure that the next strategic planning process benefitted from some lessons learned from our experiences. The list below is some notes that we think will be helpful when this process is repeated in a few years.

General Comments:

- In summer of 2018, begin looking for a consultant or consulting firm to assist in the strategic planning process. Evaluate what you are looking for in a firm, and the length of commitment.
- Begin the strategic planning process in late 2018 or early 2019, with the focus on finishing the plan in mid to late summer. This allows the plan to be ready for use during the 2020 budgeting cycle.
- At least one Board Member (if not more) should participate on the SPC
- In the spring of 2018, start making sure that staff are as up-to-date as possible on current events in our industry. Include topics in items such as the weekly note, member meetings, and training sessions.
- Draft a “Case for Change” memo for why the organization has to change and prepare to share
- Share with staff the need for strategic planning, and the objectives that management wants to get out of it
- Prepare metrics with current progress on strategic planning goals from the 2020 plan
- If needed, schedule a retreat early and block it out.
- It would be helpful, if not already in place, for everyone to attend an Effective Meeting Skills and Consensus Decision Making training.
- A SWOT meeting with all staff was a great hit. Should be repeated.
- Make sure to keep staff aware of progress. In addition to the weekly note, consider a bi-weekly or at minimum once monthly note to all staff on the progress of the weekly note. Always ask for input.

Strategic Planning Committee:

- Condense SPC process checklist to one or two pages, and make them into running agenda items.
- SPC Members need to be made aware and understand
 - There will be homework
 - Meetings need to be a priority, schedule other stuff around SPC meetings (do not pick up shifts other places on night of SPC meeting)
 - Understand time commitment, it is going to be months of work
- Meetings should be efficient, but consider going long if progress is being made.
- Review the organization’s current Mission, Vision and Values and assess if those need to be revamped to sustain the next 3-5 years of the organization
- “White Papers” – Papers written by SPC members on topics important to the agency and the strategic planning process. (i.e. Education – a paper on education should discuss the current state of EMS education, where it is going, and what is new in the industry. This should include current trends, news, and any relevant information that SPC committee members (or staff) would be important to know in the SPC process.
- Think about scheduling a break about half way through the process, for example taking a couple weeks off after a major milestone or a few months of work.
- Schedule a community focus group really early in the process. Make sure it is facilitated by the consultant. Incorporate lots of marketing, announcements, PR, press releases, etc. to get the public out to provide input. This will need to be completed early in the process.
- Schedule a hospital focus group to include all the departments that Bennington Rescue interacts with. Try and get not only leadership, but staff nurses as well.
- A focus group with just the Emergency Department would be a great thing to schedule.
- Nursing Home focus groups. Schedule early. District EMS. If possible, get the district to provide feedback (focus group) on Bennington Rescue. This was problematic in 2015 due to players in the district. Maybe consider one-on-one interviews with all surrounding EMS agencies in lieu of district.

2015

STRATEGIC
PLAN



Bennington Rescue Squad
120 Mckinley Street
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benningtonrescue.org

Emergencies: 9-1-1

Non-Emergency Transport (24 Hours):
802-681-7679

Business Office/Administration
802-442-5817

