



28 **STRATEGIC PRIORITY ONE**

29 Ensure effective external communications to reinforce stakeholder understanding of the role of state, territorial, and  
30 tribal EMS offices as system leaders and enablers, as well as regulators, and of the national leadership role of  
31 NASEMSO in supporting them.

32 **THREE YEAR OUTCOME**

33 An integrated, tactical approach to externally communicating the roles and value of EMS office and NASEMSO  
34 leadership to stakeholders.

35 **OBJECTIVES**

36 **Objective 1.1**

37 By December 2019, form a workgroup, inclusive of a state EMS director, council, and committee representation  
38 from each Region and:

- 39 • Develop comprehensive lists of:
  - 40 ○ Common state EMS office responsibilities and
  - 41 ○ NASEMSO roles and responsibilities;
- 42 • Annually review and update NASEMSO Vision, Mission, and Values statements; and
- 43 • Develop a policy and process to ensure that NASEMSO will be proactive to industry-related issues and  
44 release statements of support or dissent using data to support statements as available; Speaking points  
45 should be developed in accompaniment to policy statements.

Action Steps	Who	Time Frame	Budget
Review and update NASEMSO Vision and Mission statements; Create Values statements	Board & Staff	<i>Completed</i> (Fall 2018)	\$0
Form a workgroup, inclusive of a state EMS director, council, and committee representation from each Region	Executive Committee & Staff	2 <sup>nd</sup> quarter 2019	3 staff hours

Review 2017 Organization, Staffing, and Functions of State EMS Offices monograph Definitive Authority section Table 1 to create initial list of responsibilities	Workgroup and staff	2 <sup>nd</sup> quarter 2019	8 staff hours
Ask Council leadership to review responsibilities list and suggest edits	Staff	End of 2 <sup>nd</sup> quarter 2019	Included in above (8 staff hours)
Draft policy/process for developing proactive statements on evolving issues for Board consideration	Staff with workgroup review	3 <sup>rd</sup> quarter 2019	4 staff hours
Draft a list of NASEMSO roles and responsibilities based on needs of EMS offices given roles and responsibilities identified above and strategic planning surveys in 2015-2017	Workgroup and staff	End of 3 <sup>rd</sup> quarter 2019	8 staff hours
Publish list of responsibilities on website	Webmaster	4 <sup>th</sup> quarter 2019	Minimal

46 **Objective 1.2**

47 By March 2020, develop effective, consistent speaking points about the system leadership and development roles  
48 of EMS offices and of NASEMSO, to include:

- 49 • Who we are;
- 50 • What we do;
- 51 • Why it matters;
- 52 • History of success;
- 53 • Reputation; and
- 54 • Relevance inside/outside of EMS.

Action Steps	Who	Time Frame	Budget
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Based on roles and responsibilities work in 1.1, develop speaking points about system leadership and development roles of EMS offices	Workgroup and staff	End of 4 <sup>th</sup> quarter 2019	24 staff hours
Based on roles and responsibilities work in 1.1, develop speaking points about system leadership and development roles of NASEMSO	Workgroup and staff	End of 4 <sup>th</sup> quarter 2019	16 staff hours
Publish speaking points and provide materials to encourage their use by members. House on members-only section of NASEMSO's website.	Staff and webmaster	End of 1 <sup>st</sup> quarter 2020	Minimal

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### Objective 1.3

By December 2020, create a roadmap to identify and engage with partner organizations (e.g., NHTSA, HRSA, legislators, other stakeholders); the roadmap should specifically include a focus on funders.

Action Steps	Who	Time Frame	Budget
Perform a gap analysis of NASEMSO funding partners and other liaisons to determine where additional partnerships would be appropriate and feasible	Strategic Partnerships Director, Executive Director and President-Elect	End of 3 <sup>rd</sup> quarter 2019	8 staff hours
Create draft roadmap, including directions for engaging with funding partner liaisons identified by gap analysis	Strategic Partnerships Director	End of 1 <sup>st</sup> quarter 2020	24 staff hours
Preview roadmap at Annual Meeting; gather input	Strategic Partnerships Director	2 <sup>nd</sup> quarter 2020	3 staff hours
Finalize roadmap	Strategic Partnerships Director	3 <sup>rd</sup> quarter 2020	4 staff hours
Make partner liaison assignment updates as needed	President-Elect and Executive Director	Ongoing	Ongoing
Publish roadmap internally	Staff	4 <sup>th</sup> quarter 2020	Minimal

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### Objective 1.4

59 By June 2021, implement a marketing plan that employs an array of current technologies to deliver newly  
 60 developed external messaging about the depth, breadth, and impact of EMS office and NASEMSO's services and  
 61 functions.

Action Steps	Who	Time Frame	Budget
Develop coordinated schedule of e-learning offerings and maintain a catalog of council and committee ideas for future sessions.	Council and committee staff and chairs; Strategic Partnerships Director	2 <sup>nd</sup> quarter 2019 and ongoing	TBD
Begin to offer monthly e-learning programs	Strategic Partnerships Director	3 <sup>rd</sup> quarter 2019	TBD
Determine planning/funding method for acquiring marketing expertise	TBD by Board/EC	3 <sup>rd</sup> quarter 2019	8 staff hours
Create ad hoc member workgroup to work with marketing team	ED/Board	2 <sup>nd</sup> quarter 2020	3 staff hours
Initiate marketing support business relationship. Includes RFP development, dissemination, selection; contract development and negotiation; marketing team, NASEMSO staff, and Committee organization.	Staff and Board/EC	2 <sup>nd</sup> quarter 2020	40 staff hours
Draft marketing plan for Board review	Marketing staff, NASEMSO staff and workgroup (TBD)	3 <sup>rd</sup> quarter 2020	16 staff hours
Finalize marketing plan	Marketing staff, NASEMSO staff, workgroup (TBD), Board	1 <sup>st</sup> quarter 2021	8 staff hours
Implement marketing plan	Marketing staff/workgroup (TBD)	2 <sup>nd</sup> quarter 2021 and ongoing	24 staff hours

63 Continue and improve methodologies used in information and resource sharing with and among NASEMSO  
64 membership and staff.

### 65 **THREE YEAR OUTCOME**

66 An integrated, tactical approach to internally communicating information and resources benefitting NASEMSO and its  
67 members.

### 68 **OBJECTIVES**

#### 69 **Objective 2.1**

70 By September 2019, make changes to improve the website content and organization so that information and  
71 resources are contemporary and include current national topics (e.g., model legislation, FirstNet implementation,  
72 community paramedicine, specialty credentialing) are more accessible for members.

Action Steps	Who	Completion Time Frame	Budget
Acquire sitemap from webmaster and assign staff on a per-page basis.	Web staff and Executive Director	2 <sup>nd</sup> quarter 2019	2 staff hours
In-depth staff review of all website documents and pages.	Staff	3 <sup>rd</sup> quarter 2019	256 staff hours

#### 73 **Objective 2.2**

74 By March 2021, make changes to expand and otherwise improve the new member orientation experience by:

- 75 • Enhancing access to the new member orientation through e-learning and e-conferencing;
- 76 • Develop orientation programming specific to council functions; and
- 77 • Create a mentoring program for new members.

Action Steps	Who	Time Frame	Budget
Create new member orientation document	Staff (TBD)	2 <sup>nd</sup> quarter 2019	4 staff hours

Identify new member e-learning and e-conferencing platform capabilities that are easy to access and cost-effective	Staff (TBD)	2 <sup>nd</sup> quarter 2020	16 staff hours + potential new platform cost TBD
Solicit council and committee input on content for new orientation program and compile responses	TBD by Board/ED	2 <sup>nd</sup> quarter 2020	32 staff hours
Determine content, development, and delivery methodology	Staff TBD	3 <sup>rd</sup> quarter 2020	4 staff hours
Create new member orientation content based on above	Staff and leadership TBD	1 <sup>st</sup> quarter 2021	56 staff hours
Create and disseminate user guide for selected e-conferencing and e-learning platform(s). Make available to new members on an ongoing basis.	TBD by Board/ED	3 <sup>rd</sup> quarter 2020 and ongoing	4 staff hours
Review previous NASEMSO mentoring program	TBD by Board/ED	3 <sup>rd</sup> quarter 2020	4 staff hours
Develop Council suggestions into mentoring program content	TBD by Board/ED	4 <sup>th</sup> quarter 2020	4 staff hours
Develop proposal for revised, self-sustaining mentoring program	TBD by Board/ED	4 <sup>th</sup> quarter 2020	15 staff hours
Prepare new orientation program and mentor program for “reveal” and use at 2021 Annual Meeting	TBD by Board/ED	1 <sup>st</sup> quarter 2021	2 staff hours

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### Objective 2.3

By May 2019, make the resource commitment to continue to maintain member awareness of national communications and technology development and implementation impacting EMS in the public safety and health care fields, and represent national EMS community interests.

Action Steps	Who	Time Frame	Budget
Maintain communications technology advisor (CTA) position for NASEMSO and other key leadership EMS associations	Board	2 <sup>nd</sup> quarter 2019	475 Hours

Continue to support representation by CTA at SafeCom, NPSTC, FirstNet, FirstNet PSAC, IWCE, APCO, NENA, NG911 and related venues	CTA	3 <sup>rd</sup> quarter 2019 and ongoing	Included above (Approx. 60%)
Continue communications listserv, maintain currency in public safety communications developments, technical assistance to offices	CTA	3 <sup>rd</sup> quarter 2019 and ongoing	Included above (approx. 25%)
Staff NASEMSO communications committee in cooperation with NPSTC EMS workgroup	CTA	3 <sup>rd</sup> quarter 2019 and ongoing	Included Above (Approx. 15%)

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**Objective 2.4**

By September 2019, develop a transparent, ongoing communication process among directors, data managers, trauma managers, and members of other councils about data matters.

Action Steps	Who	Time Frame	Budget
Solicit suggestions for discussion items around data issues for upcoming communication opportunities	Board and DMC staff	2 <sup>nd</sup> quarter 2019 and ongoing	2 staff hours
Consider the creation of a Data Coordination Committee with representation of Board, DMC, other interested councils	DMC and Directors	End of 2 <sup>nd</sup> quarter 2019	TBD

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**Objective 2.5**

By December 2019, create or enhance networking opportunities for members through:

- Annual and regional in-person meetings;
- Regional, committee, and council conference calls; and
- Podcasts, listserves, and webinars of general interest to members and specific to councils and committees.

Action Steps	Who	Time Frame	Budget
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Review annual meeting configuration, recommend changes to Board; adopt changes for 2020 meeting	Program Committee	1 <sup>st</sup> quarter 2020	No impact
Review and coordinate master schedule of regional, council, and committee teleconference calls	Staff as TBD by ED	1 <sup>st</sup> quarter 2019 and ongoing	No impact
Assure staff support of region, council, and committee teleconference calls	Board via ASMI management agreement	1 <sup>st</sup> quarter 2019 and ongoing	No impact
Regional Chairs to submit plan to the Board for 2019 in-person meetings	Regional chairs	2nd quarter 2019	No impact
Plan and hold regional fall meetings as time/resources permit	Regional chairs/NASEMSO staff	3 <sup>rd</sup> - 4 <sup>th</sup> quarter 2019	TBD
Review regional meetings processes used and outcomes including member satisfaction (e.g. actively survey members, produce reports, etc.?)	Regional chairs/ED	End of 4 <sup>th</sup> quarter 2019	TBD
Coordinate development of sponsored podcasts, listservs, and webinars with e-learning initiatives (Objective 2.2)	TBD by Board/ED	2 <sup>nd</sup> quarter 2019	No impact
Begin to offer sponsored podcasts, listservs, and webinars with e-learning initiatives (Objective 2.2)	TBD by Board/ED	End of 3 <sup>rd</sup> quarter 2019	No impact

91 **STRATEGIC PRIORITY THREE**

92 Develop and enable policy deliberation, documentation, and external communications about member consensus on  
93 emerging specialties.

94 **THREE YEAR OUTCOME**

95 An integrated tactical approach to evaluating the system impact, value, and logistical practicality of emerging  
96 specialties within our system and communicating NASEMSO's position on these.

97 **OBJECTIVES**

98 **Objective 3.1**

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By December 2019, establish policy and procedures for NASEMSO to identify existing, emerging, or otherwise changing EMS specialties and which of these engender concern among members..

Action Steps	Who	Time Frame	Budget
Research existing and emerging EMS-related specialties (outside of widely accepted EMS licensing levels) and develop a list including the status of each . This becomes the first “NASEMSO List of EMS Specialties”.	Staff	3 <sup>rd</sup> quarter 2019	8 staff hours
Draft a policy about maintaining and periodically reviewing the “List of EMS Specialties” (the essence of which is to maintain member awareness of such specialties as they emerge or change status and their impact on EMS clinical, operational, and personnel licensing practices, and to develop NASEMSO position statements when the membership expresses a concern about an emerging of changing specialty).	Staff	3 <sup>rd</sup> quarter 2019	2 staff hours
Draft a set of procedures to implement the above policy. The procedures may include member survey or other mechanisms to identify changes needed to the “NASEMSO List of EMS Specialties” and to identify member concerns (and potential NASEMSO position statements) about them.	Staff	3 <sup>rd</sup> quarter 2019	6 staff hours

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**Objective 3.2**

By June 2020, pilot the policy and procedures.

Action Steps	Who	Time Frame	Budget
Use the draft policy and procedures to review and update the “NASEMSO List of EMS Specialties” and to identify concerns which members have reported about existing, emerging, or otherwise changing specialties on the List.	Staff	4 <sup>th</sup> quarter 2019	24 staff hours
Review and research specialties about which concern has been expressed and prepare a summary document.	Staff	2 <sup>nd</sup> quarter 2020	16 staff hours

Select specialty for development of a position statement/paper.	Board/EC/staff	2 <sup>nd</sup> quarter 2020	1 staff hour
Develop and approve position statement/paper.	Staff/EC/Board		24 staff hours
Communicate position statement/paper pilot to membership, liaison organizations, and the public through communications developed by Strategic Priorities One and Two	Staff	2 <sup>nd</sup> quarter 2020	1 staff hour

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**Objective 3.3**

By September 2020, the Board will review and refine the policy and process.

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Action Steps	Who	Time Frame	Budget
Staff review pilot policy and procedures and develop recommendations for Board	Staff	End of 3 <sup>rd</sup> quarter 2020	4 staff hours
Board approves process for ongoing use	Board and staff	End of 3 <sup>rd</sup> quarter 2020	1 staff hour
Report findings and final process to membership utilizing methods developed in Strategic Priority Two	Staff	End of 3 <sup>rd</sup> quarter 2020	1 staff hour

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