



MAINE EMS
ASSESSMENT
IMPLEMENTATION
GUIDE

March 2018

Executive Summary

In November, 2015, Maine Emergency Medical Services, a bureau within the Department of Public Safety, commissioned an assessment of the Maine EMS system by Association & Society Management International. In May, 2016, as part of the assessment, ASMI sent a survey to all EMS stakeholders in Maine. This was followed by in-person meetings with the ASMI team in September, 2016. ASMI conducted sessions in Bangor, Augusta, and Portland. Interested parties were invited to share their thoughts on our system. Those who wished to speak directly with the team were invited to participate in individual interviews.

Once the results of the survey and interviews were compiled, a report of the team's findings and recommendations was published in December, 2016. Throughout the ensuing year, the Board of Maine Emergency Medical Services held meetings of interested parties to discuss the recommendations and to provide suggestions for implementation. This implementation plan includes those recommendations and provides a guide to act on them over the course of the next several years. Many of the recommendations can be achieved in short order while others will require more time. This plan is inclusive of our Regional Council partners, EMS agencies, and hospitals around the State of Maine.

As the ASMI report says, "the Maine EMS System is not broken!" We are blessed with dedicated women and men at all levels of our system. Maine EMS providers are passionate about EMS. We thank them for their service, and for their willingness to look at our system with a critical eye toward improving how we provide care to the citizens and visitors of Maine.

We extend our thanks to Dr. Robert Bass, Mr. Drew Dawson, Mr. Dan Manz, and Mr. Clay O'Dell for their work in conducting the study and providing the report. Much appreciation also to the group facilitators who led discussions that provided many of the ideas contained here. And lastly, thanks to the Florida Health Emergency Medical Services System for their assistance in formatting this document.

Mission, Vision, and Values

Mission – Why do we exist?

To protect, promote, and improve the health of all people in Maine through integrated state, regional, and community efforts.

Vision – What do we want to achieve?

To be the best Emergency Medical Services system in the world and to be a national leader in the provision of rural EMS.

Values – What do we use to achieve our mission and vision?

Excellence: We promote quality outcomes through learning and continuous performance improvement.

Support: We achieve our mission by serving our customers and engaging our partners.

Collaboration: We use teamwork to achieve common goals and solve problems.

Integrity: We perform our duties with respect, transparency, and accountability.

Strategy Map

Strategic Priority Areas	Strategies	Objectives	Timeline	Notes
Regional Programs and Services				
Goal 1.0 Provide a clear understanding of Maine EMS goals, Regional activities, and system terminology.	<ul style="list-style-type: none"> Prepare an annual State EMS Plan Prepare measurable, meaningful goals for each region Clarify regional terminology 	<ul style="list-style-type: none"> By July 1 each year, Maine EMS will publish an annual roadmap for the system for the upcoming fiscal year. By February 1 each year, Maine EMS will develop, based on need, a region-specific set of deliverables for each EMS region in the State Maine EMS will clarify system-specific language so as to avoid any confusion in terminology 	0-1 year and ongoing	Can be implemented immediately
System Structure				
Goal 2.0 Build a state EMS system that will best serve Maine's residents and visitors and that EMS providers will be proud to participate in.	<ul style="list-style-type: none"> Determine the most equitable physical layout of the EMS regions Collaborate with regional offices in order for accurate information dissemination and service delivery Ensure integrity in our processes Ensure providers receive the best education Clarify the structure of the Board, MDPB, and all committees, as well as defining appointment process, member roles and term limits where necessary. 	<ul style="list-style-type: none"> By June 30, 2018 complete a study on call volume, provider density, and system needs throughout the State By March 1 each year, Maine EMS will prepare an RFP, to include the deliverables from Goal 1.0 above Institute a conflict of interest statement for board members By June 30, 2018 convene a meeting of Education Committee members, training centers, and community college educators to determine how EMS education will be provided By June 30, 2018 prepare an organizational chart showing the placement of the Board, MDPB, and committees. Also develop a process for appointing committee members and chairs 	0-5 years	Some of these changes will require additional office staff
Medical Direction				
Goal 3.0 Ensure physician oversight of EMS care	<ul style="list-style-type: none"> Contract directly with regional medical directors Require service level physician oversight Clarify roles and expectations of medical directors 	<ul style="list-style-type: none"> By March 31, 2018, develop a contract for each regional medical director. This agreement to include specific roles and expectations By June 30, 2019 require service level medical direction for paramedic services By June 30, 2020 require service level medical direction for AEMT services By June 30, 2023 require service level medical direction for all BLS services 	0-5 years	
Quality Improvement				
Goal 4.0 Ensure that all residents and visitors to Maine receive the highest quality prehospital medical care	<ul style="list-style-type: none"> Revise the state QI plan as needed Convene regular meetings of the state QI committee Improve data support in order to enhance the facilitation of Quality Improvement. 	<ul style="list-style-type: none"> By June 30, 2018, submit a revised QI plan to the Board for consideration Continue monthly meetings of the QI committee Work with ImageTrend on programming to support the QI process 	0-1 year	
Funding				
Goal 5.0 Ensure a stable stream of funding for the Maine EMS system	<ul style="list-style-type: none"> Develop a biennial budget to support Maine EMS activities Explore in-state sources of funding Explore federal grant programs 	<ul style="list-style-type: none"> In accordance with State timeline, work with DAFS to develop the budget Work with state agencies to explore possible funding sources Work with DPS grant specialists to develop a grant funding stream 	0-1 year and ongoing	

Objective Map

Number	Strategy	Objective	Owner
1.1	Prepare an annual State EMS Plan	By July 1 each year, Maine EMS will publish an annual roadmap for the system for the upcoming fiscal year.	Staff
1.2	Prepare measurable, meaningful goals for each region	By February 1 each year, Maine EMS will develop, based on need, a region-specific set of deliverables for each EMS region in Maine	Director and Board
1.3	Clarify regional terminology	Maine EMS will clarify system-specific language so as to avoid any confusion in terminology	Staff
2.1	Ensure integrity in our processes	Institute a conflict of interest statement for board members	AAG
2.2	Clarify the structure of the Board, MDPB, and all committees, as well as defining appointment process, member roles and term limits where necessary.	By June 30, 2018 prepare an organizational chart showing the placement of the Board, MDPB, and committees. Also develop a process for appointing committee members and chairs	Staff and Board
2.3	Determine the most equitable physical layout of the EMS regions	By June 30, 2018 complete a study on call volume, provider density, and system needs throughout the State	Staff and Board
2.4	Collaborate with regional offices in order for accurate information dissemination and service delivery	By March 1 each year, prepare an RFP, to include the deliverables in 1.2	Director
2.5	Ensure providers receive the best education	By June 30, 2018 convene a meeting of Education Committee members, training centers, and community college educators to recommend how EMS education will be provided	Staff and Stakeholders
3.1	Clarify roles and expectations of medical directors	By July 31, 2018 Disseminate a position paper with the existing job outlines in the medical director guidebook	Staff and MDPB
3.2	Require service level physician oversight	By June 30, 2019 require medical direction for all services permitted to the paramedic level	Agency Level and Staff
		By June 30, 2020 require medical direction for all services permitted to the AEMT level	Agency Level and Staff
		By June 30, 2023 require medical direction for all services permitted to the EMT & EMR level	Agency Level and Staff
3.3	Contract directly with regional medical directors	By March 31, 2018, develop a contract for each regional medical director. This agreement to include specific roles and expectations	Director of MEMS
4.1	Revise the state QI plan as needed	By June 30, 2018, submit a revised QI plan to the Board for consideration	Staff and QI Committee
4.2	Convene regular meetings of the state QI committee	Continue monthly meetings of the QI committee	Board and QI Committee
4.3	Improve data support in order to enhance the facilitation of Quality Improvement	Work with ImageTrend on programming to support the QI process	Staff
5.1	Develop a biennial budget to support Maine EMS activities	In accordance with State timeline, work with DAFS to develop the budget	Director and DPS
5.2	Explore in-state sources of funding	Work with state agencies to explore possible funding sources	Director and DPS
5.3	Explore federal grant programs	Work with DPS grant specialists to develop a grant funding stream	Director and DPS

In reading the below pages please take note that action items are to achieve the overall strategy and objectives and do not necessarily line up with the specific objective they are proximate to.

Goal 1.0: Provide a clear understanding of Maine EMS goals, regional activities and system terminology

Strategy	Objective(s)	Action Items	Timeline	Owner
1.1 Prepare an annual State EMS Plan	The State EMS Plan will serve as a roadmap for the coming fiscal year. It shall include, at a minimum, the goals of the Board, MDPB, and DPS: <ul style="list-style-type: none"> • Director plan • Staffing • Budget • EMS industry Health and Safety • Medical Director plan 	Maine EMS will provide an annual roadmap for the system for the upcoming year	By July 1, annually	Director and Board
		Review prior year goals and objectives and incorporate items as appropriate	By December 1, annually	Director and Board
	Review goals of committees and associated plans <ul style="list-style-type: none"> • Investigations • Rules • Education • QI • Exam • Data • Community Paramedicine • Interfacility Transport • EMS for Children • Awards • Operations 	Review and update intermediate and long-term plans	By December 1, annually	Director and Board
		Obtain input from stakeholders	By April 1, annually	Director and Board
1.2 Prepare measurable, meaningful goals for each regional contractor	Goals and Deliverables shall be: <ul style="list-style-type: none"> • Specific • Measurable • Achievable • Relevant • Timely 	Maine EMS will develop, based on need, a region-specific set of deliverables for each EMS region in Maine	By February 1, annually	Director and Board
		Create conflict of interest statement for regional contractors	By April 1, 2018	AAG
		Create a contract with SMART objectives for each individual region	By March 1, annually	Director
		Require regional contractors to provide quarterly reports of activity and accomplishments with respect to contract goals and deliverables	By 9/30, 12/31, 3/31, 6/30 annually	Regional contract holders

1.2 (continued)	(continued)	Require regional contractors to provide specific accounting of Maine EMS funds and how they served to accomplish the goals and deliverables	By December 31, annually	Regional contract holders
		The Maine EMS Director will present goals for the coming fiscal year to the board for their consideration annually at the June meeting	By June 1, annually	Director
1.3 Clarify regional terminology	<p><u>Region</u> shall refer to the geographical area represented by a Regional Council.</p> <p><u>Regional Council</u> shall refer to representatives of the agencies and hospitals within a geographic area of the state.</p> <p><u>Regional Contractor</u> shall refer to an entity that holds a contract with Maine EMS for services rendered to support and advocate for the Bureau of Maine EMS within a specific region</p>	Rewrite definitions in subsection 83 of Maine EMS Statute to reflect clarified language	Current and ongoing	Staff
		Seek Legislative change to reflect this	129 th Legislature	Director and DPS
		As necessary, Maine EMS will work to clarify system-specific language, to avoid any confusion in terminology	Current and ongoing	Staff and Board

Goal 2.0: Build a State EMS system that will best serve Maine’s residents and visitors

Strategy	Objective(s)	Action Items	Timeline	Owner
2.1 Ensure integrity in our processes	Adopt conflict of interest statement and policy for Boards and Committees	Present a conflict of interest policy, as prepared by the Assistant Attorney General, to the boards and committees of Maine EMS	February 1, 2018	AAG
	Maintain transparency of the Bureau of Maine EMS	Foster a culture of open communication among stakeholders, regional partners and Maine EMS	Ongoing	Staff and Board
		Update and ensure accurate agendas and minutes of boards and committees, following MSRS Title 1, Chapter 13	Ongoing	Staff and Committees
2.2 Clarify the structure and purpose of the Board, MDPB, and all committees, as well as defining appointment process, member roles and term limits where necessary.	Clarify the structure and purpose of the Board, investigations, and MDPB	The Director of Maine EMS will create a template for Boards to utilize in the below stated evaluation processes	By April 30, 2018	Director
	Evaluate and update the structure and purpose of advisory committees <ul style="list-style-type: none"> • Rules • Education • QI • Exam • Data • Community Paramedicine • Interfacility Transport • EMS for Children • Awards • Operations 	Investigations Committee and Maine EMS Staff shall evaluate opportunities to increase efficiency of the investigatory process. A report with recommendations shall be made available to the Director of Maine EMS and Board members	Two weeks prior to the August 2018 Board meeting.	Staff, Board, and Committee Members
		The Medical Direction and Practices Board and Maine EMS staff shall evaluate opportunities to increase efficiency of their processes. A report with recommendations shall be made available to the Director of Maine EMS and Board members	Two weeks prior to the August 2018 Board meeting	Staff and MDPB

2.2 (continued)		The Board of Maine EMS and Maine EMS Staff shall evaluate the value, structure, and purpose of each of the advisory committees under their purview. A report with recommendations shall be made available to the Director of Maine EMS and Board members	Two weeks prior to the August 2018 Board meeting	Staff and Board
		The Medical Direction and Practices Board and Maine EMS staff shall evaluate the value, structure, and purpose of an Interfacility Transport committee. A report with recommendations shall be made available to the Director of Maine EMS and Board members	Two weeks prior to the August 2018 Board meeting	Staff and MDPB
		The Director of Maine EMS shall prepare an organizational chart showing the placement of the Board, MDPB, and committees, and Maine EMS staff	September 30, 2018	Director
		Create proposed language for those action plan items requiring statutory or rules changes	TBD	Director
		Follow the appropriate process to implement statutory or rules change.	TBD	Director
2.3 Determine the most equitable physical layout of the Maine State EMS regions	Complete a study of call volume, provider density, and system needs throughout the State of Maine	Complete a study on call volume by zip code	By June 30, 2018	Staff
		Complete a study on provider density by agency	By June 30, 2018	Staff
		Evaluate system needs throughout the State and provide a report with recommendations to the Board, outlining allocation and prioritization of resources	By December 30, 2018	Director

2.4 Collaborate with regional representatives for accurate information dissemination and service delivery	Provide contract deliverables and terms for the annual Request for Proposals (RFP) for regional contracts	Contract administrator shall determine contract deliverables and terms based on evaluation	By March 1 annually	Director
		Prepare State RFP as required by Office of Purchasing	By March 1 annually	Director
		Create scoring rubric for evaluation of proposals	By March 1 annually	Director
		Disseminate statement requesting proposals as required by administrative procedures act	By February 1 annually	Director
		Evaluate proposals based upon scoring rubric	By May 31, annually	Director/DPS/Board
		Award contract to selected entities	By June 15, annually	Director
2.5 Ensure EMS providers receive the best education	Convene a meeting of Education committee members, training centers, community college educators and interested stakeholders to recommend how EMS education will be provided	Develop list of stakeholders, determine meeting agenda and report out findings	By June 30, 2018	Staff
	Review training center requirements and guidelines	Review, revise and update requirements, as needed, for training center responsibilities and present to the Maine EMS Board	By September 1, 2018	Staff
	Review requirements and standards for instructor coordinator initial licensure and continuing education	Review and update requirements for instructor coordinator licensure and present to the Maine EMS Board	By September 1, 2018	Staff
	Review EMS initial licensure and continuing education guidelines	Review and update requirements for EMS licensure and present to the Maine EMS Board	By September 1, 2018	Staff

Goal 3.0: Ensure medical direction & oversight of EMS care

Strategy	Objective(s)	Action Items	Timeline	Owner
3.1 Clarify roles and expectations of medical directors	Update the Medical Director Guidebook	MDPB will review and update Medical Directors guidebook	June 30, 2019	MDPB
3.2 Require service level medical direction	Paramedic level permitted and licensed services	Determine state EMS services and license/permit levels Define medical director license level, role, responsibilities, and EMS scope of practice in collaboration with stakeholders	June 30, 2019	Staff
	AEMT level permitted and licensed services	Develop and publish an implementation road map with Maine EMS Board approval	June 30, 2020	MDPB and service leadership
	EMR & EMT level permitted and licensed services	Revise service license & renewal form to indicate current medical director and process to notify Maine EMS of any changes in that role	June 30, 2023	MDPB and service leadership
3.3 Contract directly with regional medical directors	Develop a job description and deliverables for regional medical directors Develop contract for each regional medical director	Develop a contract for each regional medical director to include specific roles and responsibilities	March 1, 2018	Director and MDPB

Goal 4.0: Ensure that all residents and visitors to Maine receive the highest quality prehospital medical care

Strategy	Objective(s)	Action Items	Timeline	Owner
4.1 Revise the Maine State QI Manual as needed	Review and revise the 2012 Maine State QI Manual	Review and compare to current national standards	June 30, 2018	Staff and QI Committee
		Develop benchmarks and metrics	June 30, 2018	Staff and QI Committee
		Develop reports available on MEFIRS for service level use	June 30, 2018	Staff and QI Committee
		Explore opportunities to increase regional and statewide QI training	June 30, 2018	Staff and QI Committee
4.2 Convene regular meetings of the State QI Committee	Continue monthly committee meetings	Convene State QI committee monthly	Ongoing	QI Committee
	Record and publish updated and current agendas and meeting minutes	Record and publish agendas and minutes of MDPB meetings	Ongoing	QI Committee
4.3 Improve IT support to enhance the facilitation of QI	Work with Image Trend on programming to support the QI process	Enhance the facilitation of QI through collaboration with ImageTrend	Ongoing	Staff

Goal 5.0: Ensure a stable stream of funding for the Maine EMS system

Strategy	Objective(s)	Action Items	Timeline	Owner
5.1 Develop a biennial budget to support Maine EMS activities	In accordance with State timeline, work with DAFS to develop the budget	Meet with DAFS to develop the biennial budget	Summer 2018	Director, DAFS, and DPS
5.2 Explore in-state sources of funding	Work with state agencies to explore possible grant opportunities and sources	Work with grant specialists to explore grant opportunities and funding streams	Ongoing	Director and DPS
5.3 Explore federal grant programs	Work with DPS grant specialists to develop a grant funding stream		Ongoing	Director and DPS

Timeline

Change #	Target Date	Goal #	Description	Owner
1	01/01/18	2.1	Ensure integrity in our processes	AAG
2	02/01/18	1.3	Clarify regional terminology	Board and staff
3	02/01/18	1.2	Prepare measurable, meaningful goals for each region	Director and Board
4	03/01/18	2.4	Collaborate with regional offices in order for accurate information dissemination and service delivery	Director
5	03/01/18	3.3	Develop a job description and deliverables for regional medical directors	Director and Medical Director
6	03/31/18	3.3	Contract directly with regional medical directors	Director
7	06/30/18	2.2	Clarify the structure of the Board, MDPB, and all committees, as well as defining appointment process, member roles and term limits where necessary	Board and staff
8	06/30/18	2.3	Determine the most equitable physical layout of the EMS regions	Board and staff
9	06/30/18	2.5	Ensure providers receive the best education	Staff and education stakeholders
10	06/30/18	4.1	Revise the state QI plan as needed	Staff and QI committee
11	07/01/18	1.1	Develop annual State EMS Plan	Director and Board
12	07/31/18	3.1	Clarify roles and expectations of medical directors	Staff and MDPB
13	08/01/18	5.1	Develop a biennial budget to support Maine EMS activities	Director/DPS/DAFS
14	06/30/19	3.2	Require service level physician oversight	Director/Medical Director/service leadership
15	ongoing	4.3	Improve data support in order to enhance the facilitation of Quality Improvement	Staff
16	ongoing	4.2	Convene regular meetings of the state QI committee	Board and QI committee
17	ongoing	5.2	Explore in-state sources of funding	Director and DPS
18	ongoing	5.3	Explore federal grant programs	Director and DPS