

Tempe Fire Medical Rescue Department 2019 Strategic Planning Process Summary



Updated March 1, 2019

This document summarizes the outcomes of the Tempe Fire Medical Rescue Department (TFMRD) 2018-2019 strategic planning process. The purpose of this process was to integrate the ideas of Department leaders through a participatory process. The strategic plan was reviewed in its entirety, from the mission statement and vision elements, to the strategic directions, objectives and strategies.

Mission Statement

We, the members of the Tempe Fire Medical Rescue Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.

Vision Elements

Command staff created a shared vision during the November 2014 strategic planning process. This exercise prompted them to answer “What does the ideal Tempe Fire Medical Rescue Department look like five years from now?” The vision consists of the following elements, with a tagline summarizing those elements at the top. No revisions were made to the vision elements in the 2018-2019 strategic plan update.

Tempe Fire Medical Rescue Department Vision Elements

Effective Human Resources	Progressive Planning Process	Innovative Service Delivery	Commitment to Safety	Strategic Asset Deployment	Comprehensive Community Outreach	Fiscal Responsibility
Staffing to accommodate growth	Great decision-makers at all levels	Strong community health system (education, follow-up, response)	Philosophical and practical commitment to Safety	Station/asset distribution to meet response goal	Strong, well understood public image	Efficient and financially responsible
Ideal number of support staff (admins, PIO, management, IT, mapping, inventory)	Cohesiveness towards establishing and achieving goals	All customers treated with respect, dignity, and patience	Safest and best equipment	Strategic placement of deployment resources	Citizens know what we do and how we do it	System to identify cost/benefit of our operations
Healthy workforce (physical, mental)	Collaborative commitment to service delivery	Injury and illness prevention services, community paramedicine	Utilize technology to maximize firefighter safety	3 paramedics per truck	Public is educated in Fire/EMS/Safety	
Recruit candidates who fit well in organization	Integrate with other City departments to maximize service delivery	Innovative and collaborative service delivery	Fleet of all modern, well maintained apparatus	Self-sustaining ambulance service	Community Outreach	
Dedicated workforce (low turnover)	More dynamic planning process	Emergent and non-emergent transportation	Fully capable, modern EOC	All ALS trucks within City		
Highest professional looking, acting, and performing workforce	Efficient labor management process that enhances the quality and time in implementing decisions	Provide targeted/appropriate healthcare				
State of the art employee services	Data Analysis	Continuity of care				

SWOT Analysis

Command staff conducted an in-depth SWOT analysis designed to identify the internal strengths and weaknesses of the Department, as well as external opportunities and threats they face. This exercise prepares the department for the plan update by determining what strengths and opportunities they can leverage, and what weaknesses and threats can be mitigated, to achieve their vision. *Additions in green.*

2018-2019 TFMRD Strategic Planning Retreat: SWOT Analysis

Internal	
Strengths	Weaknesses
People	Communications
Support (mayor, council, city manager, etc.)	Culture class – sworn & civilian
Current equipment	Span of control
High standards & values	Minimum staffing – OT challenge
Reputation	Ability to deliver training
Labor / Management relationship; process	Data collection: Multiple platforms, garbage in-garbage out; analysis expertise
Service Delivery	Ability to increase diversity of applicant pool
Training	Light duty impact
Fiscal Responsibility	Reliance on other city entities
Culture of Safety / pride	Response time challenge
Open to change / non-traditional ideas	Data analytics
Relationships throughout State and Nation	Standardized program management
Communications	Structure equipment replacement schedule
Opportunities	Threats
Engage community through education (medical, fire, etc.)	Budget limitations
Expansion of medical services	Health/cancers
Data-driven decisions to impact service improvement, customer expectations	Legislative threats
Neighborhood Engagement	Changes in health care system and reimbursements
Communication – method / frequency	Privatization
New equipment	Perception
Collaboration & Partnerships: City departments Training, funding Public Schools - engagement Business and industry Medical community ASU - seek partnerships	City density growth and its impact on: Response time Increased call volume Staffing increases aren't keeping pace
Political relationships	
Codes and regulations – safety	
External	

Strategic Directions, Objectives & Strategies

The final part of the strategic planning process updated the strategic action plan. First, staff identified which strategies have been completed and discussed their successes. Next, they identified any gaps in the plan, adding services, programs, or improvements that will help the Department reach its vision. The plan below reflects the specific strategic directions, objectives, and strategies they would like to accomplish over the next few years.

Tempe Fire Medical Rescue Department Strategic Plan (Updated March 2019)

#	Strategic Direction/Objective/Strategy	Start Year	Status
STRATEGIC DIRECTION 1: Enhancing Services			
Objective 1.1: Optimize service delivery			
1.1.2	Define and pilot approach to integrated healthcare	FY 19/20	
1.1.5	Monetize non-traditional medical delivery	FY 18/19	
1.1.8	Identify location for northeast fire station	FY 18/19	
1.1.9	Design and build Fire Station 7	FY 18/19	COMPLETE
1.1.10	Pilot ERV Program and share results with partners	FY 18/19	
1.1.11	Continue to seek grant and revenue streams for PAS	FY 18/19	COMPLETE
1.1.12	Hire for and place low acuity unit in service	FY 18/19	COMPLETE
1.1.13	Implement new schedule of fees for permit and inspection fees	FY 19/20	** NEW **
1.1.14	Station design location for #2/8	FY 19/20	** NEW **
1.1.15	Secure and develop next 2 ambulance locations	FY 19/20	** NEW **
Objective 1.2: Establish medical transportation program			
1.2.4	Expand ETS to add third ambulance	FY 18/19	COMPLETE
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.2	Identify and secure locations to deploy ambulance assets	FY 18/19	COMPLETE
2.1.3	Optimize deployment of resources per station location study	FY 17/18	COMPLETE
2.1.7	Establish medical documentation Training & QA program/create compliance standard	FY 18/19	
2.1.8	Identify and secure funding for special events equipment	FY 18/19	COMPLETE
2.1.9	Standardize and document program management for succession (personnel, processes, equipment)	FY 19/20	** NEW **
Objective 2.2: Enhance data-driven decision-making			
2.2.4	Education and enforcement efforts based on local data	FY 18/19	
2.2.6	Synchronize grants management and document process	FY 18/19	
2.2.7	Partner with ASU for data analysis approach to positive impact of various services	FY 17/18	COMPLETE
2.2.8	Hire a data systems analyst	FY 18/19	

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STRATEGIC DIRECTION 3: Valuing Our Human Resources			
Objective 3.1: Implement organizational safety practices			
3.1.2	Perform IAFF fire ground survival class	FY 17/18	COMPLETE
Objective 3.2: Achieve appropriate staffing			
3.2.4	Secure lead position for fire prevention to assist fire marshal	FY 18/19	
3.2.5	Refine hiring process intern academy and document	FY 18/19	
3.2.6	Educate 14 new paramedics for staff succession	FY 18/19	COMPLETE
3.2.7	Establish a standard for recruiting/hiring ETS staff	FY 18/19	** NEW **
3.2.8	Secure BC272 personnel	FY 19/20	** NEW **
Objective 3.3: Promote organizational wellness			
3.3.1	Implement/fund professional development for all members	FY 18/19	
3.3.7	Use intern to teach exercise mechanics techniques/philosophy with the goal of reducing PT injuries	FY 18/19	COMPLETE
3.3.8	Start in-house NFPA 1583	FY 19/20	** NEW **
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.9	Implement adult focused fire and life safety program	FY 19/20	
4.1.10	Create a recruitment outreach program for Native American community	FY 19/20	
4.1.11	Integrate customer service component into training	FY 18/19	** NEW **