

Tempe Fire Medical Rescue Department 2018 Strategic Planning Process Summary



Updated February 2, 2018

This document summarizes the outcomes of the Tempe Fire Medical Rescue Department (TFMRD) 2018 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 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.

2018 TFMRD Strategic Planning Retreat: SWOT Analysis

Internal	
Strengths	Weaknesses
People	Communications
Support (mayor, council, city manager, etc.)	Culture class – sworn & civilian
Equipment	Budget – PSPRS etc. – staffing
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
Riscal 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	
Communications	
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
Political relationships	Recruitment
Codes and regulations – safety	Perception
Collaboration & Partnerships: 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
External	

Positive

Negative

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 February 2018)

#	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	FY17/18	
1.1.3	Obtain funding to sustain/grow PAS	FY 17/18	COMPLETE
1.1.5	Monetize non-traditional medical delivery	FY17/18	
1.1.6	Evaluate alternative service delivery options	FY 16/17	COMPLETE
1.1.7	Roll out specific model/staffing for low acuity response	FY 16/17	COMPLETE
1.1.8	Identify land for northeast fire station	FY 18/19	
1.1.9	Design and build Fire Station 7	FY 18/19	
1.1.10	Pilot ERV Program and share results with partners	FY17/18	**NEW**
1.1.11	Continue to seek grant and revenue streams for PAS	FY 18/19	**NEW**
1.1.12	Hire for and place low acuity unit in service	FY 18/19	**NEW**
Objective 1.2: Establish medical transportation program			
1.2.3	Start Emergency Transportation Service (ETS)	FY 17/18	COMPLETE
1.2.4	Expand ETS to add third ambulance	FY 18/19	
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.2	Identify and secure locations to deploy response assets	FY 18/19	
2.1.3	Optimize deployment of resources per station location study	FY17/18	
2.1.5	Link and align goals with strategy during quarterly goal meetings	FY 16/17	COMPLETE
2.1.6	Obtain re-accreditation status	FY 16/17	COMPLETE
2.1.7	Establish medical documentation Training & QA program/create compliance standard	FY17/18	**NEW**
2.1.8	Identify and secure funding for special events equipment	FY 18/19	**NEW**
Objective 2.2: Enhance data-driven decision-making			
2.2.4	Education and enforcement efforts based on local data	FY17/18	
2.2.5	Define a program to re-evaluate special events operations using robust data	FY17/18	COMPLETE
2.2.6	Synchronize grants management	FY17/18	
2.2.7	Partner with ASU for data analysis approach to positive impact of various services	FY17/18	**NEW**
2.2.8	Hire a data systems analyst	FY 18/19	**NEW**

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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	FY17/18	
3.1.4	Update SimLab	FY 16/17	COMPLETE
Objective 3.2: Achieve appropriate staffing			
3.2.4	Secure lead position for fire prevention	FY17/18	
3.2.5	Refine hiring process intern academy	FY 18/19	
3.2.6	Educate 14 new paramedics for staff succession	FY 18/19	**NEW**
Objective 3.3: Promote organizational wellness			
3.3.1	Implement/fund professional development for all members	FY 18/19	
3.3.5	Evaluate and integrate labor management wellness program (transition to Firestrong EAP)	FY 16/17	COMPLETE
3.3.6	Integrate wellness, industrial safety program	FY 16/17	COMPLETE
3.3.7	Use intern to teach exercise mechanics techniques/philosophy with the goal of reducing PT injuries	FY 18/19	**NEW**
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.5	Provide customer service training exercises	FY17/18	
4.1.6	Increase electronic communications (text, social media, etc)	FY 16/17	COMPLETE
4.1.7	Create a recruitment/marketing partnership with Tempe Union High School District	FY 18/19	**NEW**
4.1.8	Create and initiate a low-risk occupancy self-inspection program	FY 18/19	**NEW**
4.1.9	Implement adult focused fire and life safety program	FY 19/20	**NEW**
4.1.10	Create a recruitment outreach program for Native American community	FY 19/20	**NEW**