EMSA STRATEGIC PLAN 2026-2029

The plan was developed to serve our mission and align with EMSA's values.

Pillar 1 – Outcome-Oriented Model of Care

Patient Centered

Pillar 2 — Workforce Management & Development

Team Focused

Pillar 3 — Risk Mitigation & Organizational Resilience

Fiscally Responsible

Pillar 4 — Community Relations & Partner Engagement

Community Minded*

Patient Centered, Team Focused, Fiscally Responsible, Highly Accountable

Community Minded Added to EMSA's Core Values

- For nearly five decades, EMSA has strengthened community trust through outreach, education, and community events outside of responding to medical emergencies.
- EMSA team members regularly engage residents, civic leaders, schools, and community organizations – each year when participating in more than 500 community events across Tulsa and Oklahoma City.
- Confidence and connections with the people and the communities we serve is essential.
- With our communities in mind, we can develop and deliver quality services that meet the need.

2026-2029 STRATEGIC PLAN

Pillar 1 – Outcome-Oriented Model of Care

Associated Value – Patient Centered

STRATEGIC GOAL: Optimize EMSA's model of care by better aligning response, treatment, and transport resources with patient acuity and the expansion of system capacity.

OBJECTIVES:

1 **Enhance EMSA's response and transport capabilities and reduce unnecessary use of high-acuity resources by aligning response levels and transport options with patient acuity; particularly among high-volume, low-acuity determinant categories.**

RATIONALE: *Patient population analysis identified opportunities to better align response levels with patient acuity, particularly among high-volume, low-acuity determinant categories.*

2 **Improve continuity of care for high-frequency utilizers and chronically ill patients.**

RATIONALE: *Patient population analysis showed that 543 patients generated 16 or more PCRs each and represent 9% of total volume.*

3 **Improve how integrated data and healthcare partnerships are leveraged to continuously evaluate the efficacy of EMSA's model of care.**

RATIONALE: *Quality of care spans the entire healthcare continuum, working with partners ensures the sustainability of any updates to EMSA's model of care.*

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Pillar 2 – Workforce Management & Development

Associated Value – Team Focused

STRATEGIC GOAL: Attract, retain, and develop Team Members who reflect EMSA's values and uphold EMSA's mission and vision to ensure operational excellence and organizational stability.

OBJECTIVES:

1 **Standardize data collection and reporting to inform workforce-related leadership decisions.**

RATIONALE: *Consolidating workforce data into consistent reporting tools provides leaders with reliable information to identify trends and address workforce challenges proactively.*

2 **Design a recruiting strategy that attracts high-quality candidates.**

RATIONALE: *A coordinated enterprise recruitment strategy will strengthen EMSA's employer brand, improve candidate quality, and help secure top talent before competitors do.*

3 **Improve team member engagement through refinement of employee programs and processes.**

RATIONALE: *Gallup engagement survey results indicate team members want more opportunities to feel connected; refining programs and processes strengthens engagement, retention, and performance*

4 **Create and implement an approach to develop all team members and empower values-driven leaders.**

RATIONALE: *Enhancing the universal team member experience through continuous improvement fosters greater commitment, accountability, and alignment with EMSA's values.*

5 **Strengthen organizational resiliency by reducing the disruption caused by team members who leave roles .**

RATIONALE: *A resilient organization is prepared for workforce transitions through effective succession planning, cross-training, and knowledge transfer strategies.*

2026-2029 STRATEGIC PLAN
Pillar 3 – Risk Mitigation & Organizational Resilience

Associated Value – Fiscally Responsible

STRATEGIC GOAL: Improve organizational resilience by proactively mitigating risk, ensuring stable and diversified revenue streams, and maintaining cost structure discipline.

OBJECTIVES:

1. **Implement an Enterprise Risk Management (ERM) Program that identifies, assesses, prioritizes, and mitigates operational, regulatory, financial, clinical, technology, and strategic risks.**

   RATIONALE: *Provides a formal framework for continuous threat assessment, risk monitoring, and informed decision-making across the organization.*

2. **Strengthen EMSA's financial stability by diversifying, protecting, and optimizing revenue streams.**

   RATIONALE: *Ensures EMSA's financial stability and service reliability amid volatile federal reimbursement models, shifting healthcare funding, and growing operational demands.*

3. **Optimize cost structure through disciplined financial management and operational efficiency.**

   RATIONALE: *Balancing operational efficiency with prudent reserve management, ensures EMSA is prepared for economic, regulatory, and supply chain disruptions.*

4. **Protect capital asset investments through data-driven planning, lifecycle management, and funding strategies that support reliable operation and foster long-term cost efficiencies.**

   RATIONALE: *Establishing a comprehensive asset management framework enables EMSA to make data-driven decisions that extend asset life, reduce total cost of ownership, minimize unplanned expenditures, and maximize the return on capital investments.*

2026-2029 STRATEGIC PLAN
Pillar 4 – Community Relations & Partner Engagement

Associated Value – Community Minded

STRATEGIC GOAL: Strengthen community relationships, enhance brand affinity, and shape stakeholders into informed EMSA advocates.

OBJECTIVES:

1 **Improve EMSA's brand affinity with key stakeholders, residents, and industry partners.**

RATIONALE: *Strong relationships and positive perceptions among residents, stakeholders, and industry partners are essential.*

2 **Develop a digital engagement and marketing strategy that further enhances visibility and trust.**

RATIONALE: *A strong digital presence builds public trust, increases awareness of EMSA services, and creates meaningful engagement opportunities with residents.*

3 **Grow EMSA Team Members into EMSA brand champions.**

RATIONALE: *EMSA's reputation is built on the daily actions of its team members. Team members should understand, advocate for, and represent EMSA's mission and values.*

4 **Develop and scale a structured patient advocacy program that captures and amplifies positive patient experiences.**

RATIONALE: *Capturing and sharing patient experiences helps demonstrate EMSA's impact, strengthen trust in the communities we serve, and recognize the life-changing work of EMSA Team Members.*

5 **Celebrate EMSA's half-century of EMS service delivery and healthcare impact in Oklahoma.**

RATIONALE: *EMSA's 50th anniversary provides an opportunity to honor five decades of service, celebrate the people who shaped the organization, and showcase EMSA's vision for the future.*

Accountability and Transparency

- EMSA’s CEO will serve as the accountability leader for the Strategic Plan.
- Consistent with EMSA's **Highly Accountable** value, progress across all strategic pillars will be monitored.
- Departments will have clear ownership of strategic objectives and accountability for results.
- Strategic goals, objectives, projects, and tasks will be reviewed weekly through EMSA’s project management platform Asana.
- EMSA Executive Team and Senior Leaders will assess progress, challenges, and execution monthly.
- Strategic Plan progress updates will be provided to the Board of Trustees each January and July.
- Plan and Bi-annual updates will be posted on EMSAOK.gov and shared with elected officials and key stakeholders.