(draft) Jefferson County EMS Working Group Goals

These goals for the Jefferson County EMS Working Group were derived from survey responses and discussion. This is a working document to be updated based on new information and insights.

OPERATIONAL CONSISTENCY AND COORDINATION	1A. Update the "Taking the Pulse" study
	1B. Establish uniform medical direction throughout the county
	1C. Standardize dispatch countywide
	1D. Stabilize jurisdictional boundaries
	1E. Establish a countywide billing system
	1F. Implement Emergency Medical Dispatch (EMD) throughout the county
FUNDING AND FINANCIAL SUSTAINABILITY	2A. Effectively leverage county support for EMS
	2B. Ensure sufficient funding to support existing and future needs
	2C. Identify opportunities for cost savings
	2D. Conduct an analysis of existing equipment
	2E. Standardize billing rates throughout the county
	2F. Develop funding formulas that are based on service levels
	2G. Implement a uniform funding system (no individual/town contracts)
SERVICE QUALITY AND SCALABILITY	3A. Ensure appropriate staffing to maintain consistent coverage
	3B. Plan for scalability to meet future needs and growth
	3C. Provide paramedic-level service throughout the county
	3D. Ensure the closest district responds to calls
	3E. Examine physical location of crews and assets to determine countywide coverage through shared service

Short-term/Actionable goals **Long-term/Stretch goals** **Potential goals to explore**

(draft) Jefferson County EMS Working Group Goals

Short-term/Actionable goals Longer-term/Stretch goals Potential goals to explore

OPERATIONAL CONSISTENCY AND COORDINATION					
	Goal	**Questions to Answer**	**Data Needed**	**Potential Barriers/Obstacles**	**UniverCity Course(s)**
1A	**Update the "Taking the Pulse" study**	What has changed since the report was completed in 2020? What additional information and implementation planning would be beneficial at this time?	"Taking the Pulse" study, and updated dispatch, staffing, equipment, and financial data	Identifying areas of interest for data needs, complementary analysis, and implementation planning	Master of Public Health 780: Evidence-Based Decision-Making (Fall 2025)
1B	**Establish uniform medical direction throughout the county**	What would be the costs, benefits, and implementation steps required for uniform medical direction throughout the county?	Current medical oversight agreements and protocols	Identifying an option that works for all providers, building consensus, and implementation	TBD
1C	**Standardize dispatch countywide**	What would be the costs, benefits, and implementation steps required for uniform dispatching throughout the county?	Existing dispatch system overview and protocols	Consensus about a single system for dispatch, logistics of consolidation	TBD
1D	**Stabilize jurisdictional boundaries**	What are the optimal jurisdictional boundaries to best address average demand for services while maintaining the revenue needed to sustain operations?	Existing jurisdictional boundaries, population served, and call data	Difficult to define and agree upon fixed jurisdictional boundaries, balancing local autonomy with	Master of Business Analytics student project (Summer/Fall 2025) GIS student project (Fall 2025)

1E	**Establish a countywide billing system**	What are the existing billing processes? Could all districts be consolidated under a single billing system to increase efficiency and decrease workload for staff? What would be the costs and benefits?	Existing billing protocols, existing billing software, and existing staffing levels to manage billing	Identifying a single billing system that can accommodate the needs of all departments, and staffing for a county-wide billing system	Part 1: Master of Business Analytics student project (Summer/Fall 2025) Part 2: Master of Business Analytics Consulting Practicum (Spring 2026)
1F	**Implement Emergency Medical Dispatch (EMD) throughout the county**	What are the costs, benefits, and feasibility of implementing EMD throughout the county?	Existing dispatch system overview and protocols, cost estimates for EMD throughout the county, and examples of how comparable counties have transitioned to EMD	Establishing EMD, hiring and recruitment challenges once established	TBD
FUNDING AND FINANCIAL SUSTAINABILITY					
	Goal	**Questions to Answer**	**Data Needed**	**Potential Barriers/Obstacles**	**UniverCity Course(s)**
2A	**Effectively leverage county support for EMS**	- What role should the county play in EMS? - What are the costs and benefits of the different levels of county involvement in EMS (county-supported, hybrid, county-run)? - What type(s) of county EMS support (i.e., funding, staffing, equipment, etc.) would be the most advantageous for addressing the unique needs and context of Jefferson County?	Models for county involvement in EMS	Resident pushback about new county tax levy, determining the appropriate amount to levy	Master of Public Health 780: Evidence-Based Decision-Making (Fall 2025)

2B	**Ensure sufficient funding to support existing and future needs**	What is the true cost of EMS, and are existing revenues sufficient to support current and future expenses?	Data to assess the full cost of EMS (including staffing, training, supplies, equipment, etc.), current and projected future revenues, and equipment replacement plans	Rising costs to provide services (wages, equipment, etc.), competitive labor market	Part 1: Master of Business Analytics student project (Summer/Fall 2025) Part 2: Master of Business Analytics Consulting Practicum (Spring 2026)
2D	**Conduct an analysis of existing equipment**	- What equipment does each department currently have? - Are there opportunities for cost savings through sharing of equipment and/or cooperative purchasing? - What are different models for how EMS equipment is owned, shared, and consolidated? What would be the best opportunities for Jefferson County?	Equipment inventory for each department, equipment replacement plans	Obtaining equipment data, variability of equipment replacement planning, and projecting future equipment needs	Badger Consulting (Fall 2025 or Spring 2026)
2C	**Identify opportunities for cost savings**	- What opportunities for cost savings exist through practices such as coordinated purchasing of supplies, cost-sharing of training expenses, etc.? - What would be the projected amount of cost savings for each opportunity identified? - What specific implementation steps would be needed to achieve the cost savings?	EMS expense reports, training requirements, equipment replacement plans	Quantifying projected savings, logistics of implementation planning to capture maximum cost savings	Badger Consulting (Fall 2025 or Spring 2026)

2E	**Standardize billing rates throughout the county**	- What is the total cost of providing EMS services? - What portion of these costs are recouped through revenue? - Is there a standard billing rate or formula that could be adopted throughout the county?	Existing billing rates for each district, existing service agreements	Identifying a rate that can be consistently applied throughout the county	Master of Business Analytics student project (Summer/Fall 2025)
2F	**Develop funding formulas based on service levels**	- How can funding formulas be established to more accurately reflect the level and demand of service? - Should funding formulas be based on service levels? (i.e., EMT-B vs. Paramedic) - How can funding formulas be adjusted to account for per capita rates as well as commercial occupancies, skilled care facilities, etc.?	Funding formulas used by other counties, existing fee rates and structures	Identifying formulas that are fair, evidence-based, and applicable throughout the account	Master of Business Analytics Consulting Practicum (Spring 2026)
2G	**Implement a unified funding system (no individual/town contracts)**	What are the costs, benefits, and feasibility of eliminating individual contracts and having all communities pay into a single system?	Funding models in other counties, existing service contracts	Balancing local autonomy and standardization	Master of Public Health 780: Evidence-Based Decision-Making (Fall 2025)

SERVICE QUALITY AND SCALABILITY					
	Goal	**Questions to Answer**	**Data Needed**	**Potential Barriers/Obstacles**	**UniverCity Course(s)**
3A	**Ensure appropriate staffing to maintain consistent coverage**	- What are the minimum staffing levels needed to support current EMS demands? - What creative solutions or partnerships can help address workforce issues of progression from EMT to paramedic, and how do you cultivate that culture? - How will population trends and expected development activity impact future service demand and staffing challenges?	Existing staffing levels for each department, hiring and retention trends and challenges, major anticipated development projects, and population projections	Recruitment challenges, budget constraints, and broader labor market fluctuations	TBD
3B	**Plan for scalability to meet future needs and growth**	- What are the projected population trends for Jefferson County over the next several decades? - How can the system be designed for scalability to fluctuations in population?	Population forecasts, major anticipated development projects, and models for system scalability from other communities	Implementation realities of scalability, including staffing/hiring challenges, funding for expanded services, and disruption of departmental budgeting	Business Analytics Consulting Practicum (Spring 2026)

3C	**Provide paramedic-level service throughout the county**	- Where are the current gaps in coverage? What are opportunities to extend coverage to unserved areas? - What additional resources would be needed? - Are there opportunities for collaboration that could help reduce costs and support the sustainability of county-wide paramedic-level services (i.e., interdepartmental cooperation, establish paramedic-level education at the tech college, etc.)?	Existing paramedic service coverage, staffing data and trends, models for paramedic-level service provision in rural counties	Funding, staffing, equipment	Master of Public Health 780: Evidence-Based Decision-Making (Fall 2025)
3D	**Ensure the closest district responds to calls**	What changes would need to occur to existing protocols, equipment, dispatch, etc. to optimize response to calls?	Existing protocols for call response and mutual aid	Already happening to a certain extent, with barriers varying and often context-specific (staffing, equipment, general logistics, etc.)	Master of Business Analytics student project (Summer/Fall 2025)
3E	**Examine physical location of crews and assets to determine countywide coverage through shared service**	- Are there locations to stage ambulances after crews have been sent out to proactively plan for future calls? - Are there optimal locations to stage paramedic intercepts or other vehicles to reduce response times? - Can we identify what the **countywide** vehicle and equipment needs might be?	Equipment inventory, locations of existing facilities and assets, dispatch data	Obtaining equipment data, projecting future equipment needs, and logistics of implementation	GIS student project (Fall 2025)