

2015

Strategic Goals and Execution Plan

North Dakota EMS Association

On August 22 and 23, 2015 members of the Board of Directors meet to discuss the strategic direction of the North Dakota EMS Association. This report contains results of the discussions and execution plans identified and established by the planning group.

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Executive Summary

On August 22 and 23, 2015 members of the Board of Directors of the North Dakota EMS Association met at Lake Metigoshe to conduct a strategic planning session. The purpose of the planning session was to develop a course of action for the Association to follow for the next two to five years. Specific objectives of the planning session were to consider:

1. Developing succession and transition plans for key board positions;
2. Establishing a strategy to ensure board members are trained and orientated to the organization, operations and expectations.
3. Identifying ways to invigorate and engage the membership;
4. Increasing efforts to inform members what services the Association has to offer through social media and networking and;
5. Continuing to strengthen and broaden NDEMSEA's education to emergency personnel.

To execute the purpose of the strategic planning session attendees first reviewed the mission and vision statements of the organization. They were reminded that all decisions made during the session should help the Association move towards mission achievement; thus, it was important that each individual understood and supported the statements.

After reviewing the mission and vision statements the planning session conducted an exercise to learn what each individual director considered were the association's strengths and weaknesses. During this process, the group identified areas the association needs to develop or improve.

Strategic Planning Purpose

The Board of Directors began the strategic planning session by addressing the areas the Association does well in followed by the answering the question “What the association could be better at” Establishing a purpose for the session was important to ensure that planning stayed on course and all important issues were addressed during the two days.

Attendees identified the Association does well at:

1. Being a good resource to members in the EMS community
2. The board of directors are dedicated and willing to sacrifice their time for the good of the association.
3. Legislative efforts
4. The planning and conducting of conferences
5. Efficiency
6. Board involvement
7. Communication
8. Networking

Attendees identified the Association could do better at:

1. Being more welcoming to new board members
2. Taking credit in association involvement
3. Delegating jobs
4. Communicating the value of the NDEMMSA membership
5. Communicating the overall value of NDEMMSA
6. Social Media
7. Declining Volunteerism (increase in the workforce)
8. Membership marketing
9. Tri- State networking
10. Board Involvement
11. Follow Through
12. Diversity
13. Leadership Transition

Mission and Vision Review

Board members present at the session were reminded that all goals set should help the Association reach its mission and vision. Therefore, it was important to review both the mission and vision statements to ensure they represent the direction of the organization and there is broad understanding of the organization's purpose.

Mission

A mission statement is a basic declaration of *why* and *for who* an organization exists. Members present reviewed NDEMMSA's current mission statement. It was decided the statement was efficient and will be reviewed in 2 to 5 years. The current mission statement is:

"It is the mission of the North Dakota Emergency Medical Services Association to provide our individual members equal and effective representation, educational services, advocacy and access to valuable resources."

Vision

A vision statement is a description of what an organization would like to achieve or accomplish and answers 'we will be... so that...' Attendees reviewed the current NDEMMSA vision statement and agreed that it accurately depicts the direction and desired achievement of the organization. The current vision statement is:

"It is our vision to be a unified voice and leading resource for prehospital emergency medical service providers in North Dakota, thus ensuring exceptional patient care."

Board Evaluation and Self-Assessment

Prior to the Strategic Planning Session board members were asked to complete a survey of the board and assessment of their own contributions as a member of the board along with his or her views of what the future of NDEMMSA holds. The survey was fifteen questions both short answer and essay.

At the planning session, President Curt Halmrast reviewed the results of the survey (Appendix A). Discussed areas identified for consideration were: board appreciation, and committee organization.

Strategic Planning

A conversation on what ND EMS Association accomplishes and how it is funded resulted from the survey results. The attendees felt NDEMMSA stands for education and promoting advocacy with funding from the regional and annual conferences, membership and the cooperative.

The board discussed different opportunities to secure more funding for the association.

- "Going Green' with the Response Time publications to save money on postage and printing costs.
- Having a Service Membership along with individual memberships to increase NDEMMSA memberships.
- Selling Merchandise on the website and at conferences to get the association's name on view as well as generate income.

Topics Addressed

Attendees looked at the list of what the association could improve and wrote down the 3 he/she felt was the most important to address. The majority felt the following four matters should be the focus:

1. **Leadership Transition – Board Involvement:** recognize that there will be change within board members and the lack of nominations to fill the positions.
2. **Association Membership and Communication:** increase membership numbers and better communicate with the current membership.
3. **Social Media – Networking:** take advantage of opportunities to promote the organization and find methods to engage our membership in the activities of the organization.
4. **Education:** continue to meet the short and long-term needs for EMS education in our state.

The 11 attendees then broke into 4 groups to discuss possible solutions.

Leadership Transition- Board Involvement Objectives

1. Review the past 10 years of board members and establish a list of those eligible for the officer positions. Leadership will reach out to those suitable for these open positions.
2. Modification of the nomination and election rule process with changes forthcoming in the 2016 election (statewide) and 2016-2017 (regional). This change to the nomination and election process will optimistically lead to more suitable candidates and a more transparent voting process.
3. Eventual transition to E-Vote with all nominations due by December 31 and elections held over a 2 to 3 week period. New officers and regional directors would begin their term immediately.
4. Begin a board mentorship program with the mentorship of new board members as well as current board members mentoring future candidates, especially when looking to “retire”.
5. Create awareness among association members of their director and officer roles. This can be done by introductions at conferences, names/photos/squad affiliation in NDEMSA publications, social media releases, etc.

Association Membership and Communication Objectives

1. A membership drive conducted near the end of each summer once updated contact information has been received at the state level following re-licensure.
2. Better promotion of the free one-year student membership program through direct mailing to Instructor/Coordinators, targeting current classes, and with help from Regional Advisors and directors promoting the program.
3. Establishment of an Affiliate Squad Membership program to increase membership numbers and provide an easier process for services that pay membership fees for their squad members.
4. Creation of a committee that will explore Affiliate Squad Membership benefits, membership fees, and other details of the program.

5. Find opportunities to continually engage services and begin to work with EMS agencies that have no representation at the leadership academy, management courses, and conferences and determine how to actively connect with them.
6. In the next 12 to 18 months focus efforts on the Response Time becoming “green” with eventual printing only for members who want the print edition. This green initiative will not only reduce costs but allow for more timely information delivery, more pages of content, and more readerships.

Social Media – Networking Objectives

1. Post three times weekly on Facebook, Twitter, and LinkedIn and find positive stories to promote using a variety of sources to garner news.
2. Increase the number of likes and following on these accounts with promotion at regional conferences, contests/giveaways, and through email marketing.
3. Enhance the functionality of the website and keep it fresh with news, job opportunities, equipment sales, etc. and continually link social media accounts back to the website.
4. Continually find opportunities to improve database contact information, such as a verify email incentive at conferences.
5. Develop an EMS Rendezvous smart phone application.
6. Further enhance the “visibility” of the EMS Association by; selling logo merchandise at all conferences and online, have a presence at the state practical test site, information sent with re-licensure, and more visible with EMT and Paramedic education programs.
7. Collaborate with other organizations to improve education offerings and further promotion of the organization (ND Safety Council, AHA, Firefighters Association, etc.).
8. Provide additional service leader networking opportunities.

Education Objectives

1. Hiring of an Education Coordinator will necessitate establishing goals and objectives for the first several months of this new position.
2. Education Coordinator will work to coordinate topics and presenters between all four of the regional conferences.
3. Stabilize conference revenue by increasing sponsorship dollars and reach beyond North Dakota for participants.
4. More conference promotion through social media, national speakers promoting the event, paid advertising, and other opportunities to raise awareness of our education events.
5. Attend national and regional conferences to recruit new presenters and solicit exhibitors.
6. NCCR education needs to be offered online and sought after sessions should be offered multiple times or in a breakout format (if space is available).
7. Develop subcommittees within the conference committee to spread the work load between several more board members and ultimately improve the conference.

