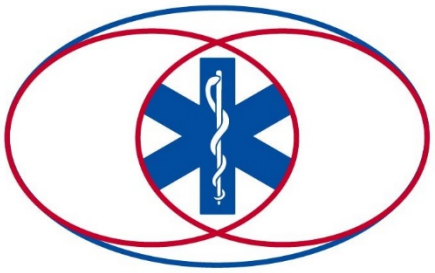

FICEMS

Federal Interagency Committee on EMS

Strategic Plan White Paper

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Executive Summary

Congress mandated the creation of the Federal Interagency Committee on Emergency Medical Services (hereafter FICEMS or "the Committee") in 2005 to improve the delivery of emergency medical services (EMS) throughout the Nation. FICEMS includes representatives from the U.S. Departments of Homeland Security, Transportation, Health and Human Services, and Defense, as well as the Federal Communications Commission and a state EMS director. The Committee's overall objective is to ensure coordination among federal agencies supporting local, regional, state, tribal, and territorial EMS and 911 systems. Congress identified the purposes and membership of FICEMS in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Since then, FICEMS has developed and coordinated guidance on emerging EMS risks and ways to improve EMS operations, supported the development of national EMS agendas and standards, and supported the implementation of federal programs to enhance the EMS and 911 systems.

Given the Committee's significant responsibilities, it is essential that the organization operate in accordance with a strategic plan. The current FICEMS Strategic Plan, completed in December 2013, articulated a vision and mission and established one overarching goal, six strategic goals, and thirty accompanying objectives to guide the Committee's future efforts. Over the past six years, FICEMS, the Technical Working Group (TWG, a working body of entities that sit on FICEMS), and associated committees have worked to coordinate federal activities and implement projects related to the FICEMS purpose and goals. As highlighted in the Accomplishments to Date chapter, FICEMS has issued guidance, contributed expertise, coordinated efforts to set national agendas and standards, guided implementation of federal programs, and addressed new and emerging risks—all with the aim of improving the EMS and 911 systems operations and delivery of prehospital emergency care.

EMS practitioners remain focused on achieving their primary mission requirements to provide emergency medical care, in a variety of circumstances (many hazardous), in a manner that prioritizes safety for all people. However, delivering on this mission is influenced by internal and external factors, necessitating evolution because of changes in healthcare practices, threats to the public and EMS practitioners, technology and data usage, EMS workforce demographics, standards and policies, and resources.

Recent documents such as *EMS Agenda 2050* and *Beyond EMS Data Collection* have outlined the EMS and 911 systems of the future that reflect the evolution of EMS over many decades. These visioning documents encourage EMS practitioners and associated entities to take responsibility for the future of the profession by enacting policies and procedures that embrace and maintain advances in emergency medical care. This evolution will necessitate additional coordination between federal agencies, identification and addressing of new needs and priorities, and implementation of new or expanded programs. Our Call to Action highlights the need for continued federal support of the EMS and 911 systems, to address over time the major needs of the systems through direct action by FICEMS, other federal agencies, and key stakeholders.

In 2020, FICEMS will undertake an effort to develop a new five-year strategic plan. This Strategic Plan White Paper serves as a capstone to the 2013 Strategic Plan and establishes guideposts for the development of the 2020 Strategic Plan. FICEMS can use this white paper to articulate progress made to date in support of EMS and 911 systems, make decisions about the scope of and process for the next plan, and determine the most appropriate FICEMS structure and operations to support the EMS and 911 systems of the future.

This white paper was developed in close consultation with FICEMS members, TWG committee leadership, and the U.S. Department of Transportation's Office of Emergency Medical Services, with additional input provided by stakeholders with knowledge of FICEMS operations and the missions of the EMS and 911 systems. Methodology, participants, source documents, and additional context on accomplishments are included in the appendices.

Accomplishments to Date

FICEMS has endeavored since its inception to ensure coordination, recommend programs, streamline processes, assist in setting priorities, and advise and consult among federal and non-federal EMS stakeholders for the advancement of the EMS and 911 systems. Over the past six years, FICEMS, the TWG, and associated committees (see sidebar) have collaborated on activities aligned with these intended purposes of the Committee and to implement the 2013 FICEMS Strategic Plan. Together, stakeholders have made achievements in the six strategic plan goals (see Appendix D).

Technical Working Group Committees

- EMS and 911 Systems Integration
- EMS Data and Health Information Exchange
- Evidence-Based Practice and Quality
- Safety, Education, and Workforce

FICEMS and its partners worked toward goal achievement through facilitating discussions, engaging experts, coordinating federal programs and initiatives, and jointly examining and communicating on issues of importance to the successful delivery of prehospital emergency care. While many of these efforts contributed to activities led directly by FICEMS, members also substantially augmented national partner efforts, such as those led by the National EMS Advisory Council (NEMSAC), National Highway Traffic Safety Administration (NHTSA), National Fire Protection Association (NFPA), and National Association of State EMS Officials (NASEMSO).

This chapter describes specific activities and outcomes that contributed to each 2013 FICEMS Strategic Plan goal. The goals are complementary, so advancement in one area inherently leads to improvement in another. For example, a credentialed workforce (Goal 6) will likely implement validated systems (Goal 2). Crosscutting goal implementation are the following common themes of the value provided by FICEMS efforts:

- Contributed expertise to the development and dissemination of national EMS agendas, standards, models, and performance measures.
- Contributed expertise to the implementation of the federal programs that support the EMS and 911 systems.
- Coordinated efforts, contributed expertise, and issued guidance to enhance the operations of the EMS and 911 systems.
- Coordinated efforts and issued guidance and guidelines to address new and emerging risks to the public and EMS practitioners.
- Contributed expertise to the development of evidence-based guidelines for prehospital emergency care.

See Appendix E for a complete listing of guidelines issued by FICEMS, primary activities implemented by the TWG committees, and the primary topics and federal programs discussed during FICEMS proceedings.

FICEMS Strategic Plan Goal 1: Coordinated, regionalized, and accountable EMS and 911 systems that provide safe, high-quality care

FICEMS facilitated discussions and worked collaboratively with its stakeholders to identify and promote best practices, lessons learned, and information sharing across the EMS community. Ultimately, FICEMS seeks to cultivate accountability and improved patient outcomes. The collaborative efforts are helping to establish consistent, standardized performance measures that can be used to assess current services across regions, as well as progress toward improvement. These benchmarks also support the data-gathering and analysis efforts needed to improve healthcare (see Goal 2).

FICEMS efforts also explored optimal ways to coordinate systems, as technology has often outpaced the delivery of emergency services. This meant ensuring that not only IT systems but also EMS staff in different areas "speak the same language" through the establishment of a common nomenclature. Such consistency improves efficiency, accuracy, and effectiveness when delivering emergency care.

Finally, FICEMS identified groups that require differences in care (e.g., the pediatric population), as well as groups that may be receiving differing levels of care (e.g., tribal nations), so that steps can be taken to differentiate services when appropriate and resolve disparities when needed.

FICEMS Spotlight: Ebola Preparedness

Ebola virus disease is a rare and deadly disease with occasional outbreaks that occur primarily on the African continent. Since the first U.S. patient diagnosed with Ebola virus disease received treatment in 2014, FICEMS has coordinated federal guidance and information to enhance the EMS and 911 systems preparedness for the disease.

FICEMS provided subject matter expertise to the development and updating of key federal guidance documents regarding Ebola. Topics included EMS infection control, personal protective equipment, patient transport, pediatric treatment, and interagency information sharing.

For more information, see the CDC Ebola transport guidance and FICEMS publications on ebola preparedness and awareness.

FICEMS Strategic Plan Goal 2: Data-driven and evidence-based EMS systems that promote improved patient care quality

Research, data gathering, analysis, and information sharing are the building blocks for establishing systems that support quality care services. FICEMS worked with both federal and non-federal stakeholders to develop data and information-sharing systems, ensure data quality, and standardize data. One prominent collaborative accomplishment is the National EMS Information System (NEMSIS), which holds over 42 million event-level records and grows continually since data were first collected in 2001. The system has remained a cornerstone of the Committee's work, with efforts focused on the status of adoption and use, including the development of grant guidance to support increased usage of the system.

FICEMS Spotlight: NEMSIS

Standardized and accessible patient-level data is essential to the improvement of prehospital emergency care and the integration of EMS into the broader healthcare system. NEMSIS was established in 2001 as the national database for EMS data from U.S. states and territories to support such improvement and integration.

Since its inception, one of the Committee's highest priorities is to ensure standardization of EMS patient care data through full implementation of NEMSIS by states and territories. FICEMS has coordinated advancement of NEMSIS to successive updated versions of the system, supported development of grant guidance for NEMSIS adoption, and shared references for EMS stakeholders on integrating NEMSIS data with regional and state health information exchanges.

The availability and enhancement of standardized NEMSIS data have assisted in ensuring quality of care through effective medical oversight, supporting EMS research, and providing overall EMS system accountability.

For more information, see the NEMSIS website and FICEMS publications on NEMSIS utilization and health information exchange resources.

FICEMS supports the use of evidence-based guidelines (EBGs), developed on a sound foundation of data and research, to improve coordination of patient care and integration of prehospital and hospital systems. Work on EBGs represents another cornerstone of the Committee's and TWG's efforts, with guidelines developed on prehospital treatment of suspected opioid overdose, external hemorrhage control, and fatigue risk management for EMS practitioners.

FICEMS Strategic Plan Goal 3: EMS systems fully integrated into state, territorial, local, tribal, regional, and federal preparedness planning, response, and recovery

FICEMS sought to improve system preparedness for wide-scale disasters, from natural events to terrorist actions to pandemics. Efforts focused on identifying and addressing gaps in coordinated patient care during disasters, developing a checklist for pediatric care, and supporting efforts to prevent or mitigate medical emergencies related to power loss (e.g., non-functioning ventilators).

The TWG led projects to develop a standard set of guidelines for mass casualty triage systems and to help standardize patient tracking data. These efforts aimed to establish consistency among responders when triaging patients at a mass casualty incident, as well as ensuring that local disaster operations can communicate with regional and state operations.

FICEMS Spotlight: Rapid Interagency Coordination During Health Emergencies

Rapidly evolving challenges in the world of emergency care are rarely predictable or well defined, yet they often demand quick responses.

To enhance the response to emerging EMS issues, FICEMS developed a structure in 2016 to coordinate the expedited creation, approval, and distribution of guidance or other priority materials for EMS stakeholders.

The rapid process for guidance and priority activity allows the EMS and 911 communities to provide early input to guidance and priority activities, as well as enabling solicitation of input from additional federal partners. The process improves coordination and information exchange among federal partners and—with FICEMS branding of guidance—signifies the collective approval of FICEMS member agencies.

For more information, see the FICEMS rapid interagency coordination process.

FICEMS Strategic Plan Goal 4: EMS systems that are sustainable, forward looking, and integrated with the evolving health care system

FICEMS facilitated discussions about federal programs and initiatives to improve the EMS and 911 systems. Though these systems are organized and regulated at state and local levels, federal programs and initiatives play an important role in developing national guidance, standards, assessments, and information sharing. Some of these efforts centered on gathering lessons learned from diverse sources (such as the military) and incorporating them into current systems, thereby bridging informational gaps.

With its wide network of EMS stakeholders, FICEMS understands the changes that influence the operating environment of the overall healthcare system and is committed to supporting forward-looking initiatives supporting the EMS and 911 systems into the future. To that end, the TWG led a project to support development of *EMS Agenda 2050*, the result of a two-year effort to create a bold plan for innovative, people-centered possibilities to advance EMS systems. A principal purpose was to foster models for systems that

account for changes in social needs, including new reimbursement models; for example, the Emergency Triage, Treat, and Transport (ET3) Model is a voluntary five-year payment model that will provide greater flexibility to ambulance care teams to transport patients to the most effective emergency services (not necessarily only those currently covered in Medicare regulations).

***FICEMS Spotlight:* EMS Agenda 2050**

Building on the foundation laid by the 1996 EMS Agenda for the Future*,* EMS Agenda 2050 *was developed through a multi-year initiative that established a vision of people-centered EMS and 911 systems.*

Throughout 2017 and 2018, EMS professionals, stakeholders, and members of the public shared ideas through regional meetings, webinars, conference sessions, and public comment. FICEMS supported this collaboration, contributed subject matter expertise, facilitated discussions, and supported revision of the document prior to its release in 2018.

FICEMS will continue to leverage EMS Agenda 2050 *to support the establishment and refinement of federal programs, initiatives, and guidance that adhere to the vision of EMS and 911 systems' advancement into the future.*

For more information, see EMS Agenda 2050*.*

FICEMS Strategic Plan Goal 5: An EMS culture in which safety considerations for patients, providers, and the community permeate the full spectrum of activities

EMS personnel are at constant risk for illness, injury, and death. FICEMS sought to address new and emerging risks that affect the safety of first responders, to aid in their preparedness (e.g., through fatigue management and vaccines), and to enhance practices to respond to increasingly dynamic situations (e.g., active shooter incidents and pandemics). Outcomes of these efforts provide first responders with options or guidance in situations that are increasingly likely but, in some cases, not yet necessarily part of standard training.

Risks and safety issues are not limited to those faced by practitioners and providers. FICEMS gave considerable focus to new and emerging medical issues and associated risks to the general population, especially patients with mental health issues, the growing opioid epidemic, and the Ebola resurgence. The Committee facilitated collaborative discussions, developed and released statements on recommended guidance and processes that address these issues, and tasked the TWG and associated committees with facilitating development of such guidance. These efforts helped to ensure EMS providers can safely and effectively address crises on site while taking precautions to minimize risks to themselves, patients, and the public.

Emergency services are also interconnected with transportation, as every service has an associated emergency vehicle. Safety-related issues that FICEMS has addressed include driving while fatigued, vehicle design, and possible concerns with automated vehicles (e.g., the software may not account for emergency vehicles).

FICEMS Spotlight: Opioid Overdose Epidemic

Opioid overdoses and addiction present significant challenges to communities and EMS practitioners across the country. Every day, EMS clinicians interact with people who use opioids and patients suffering from opioid addiction and overdose.

Since 2015, FICEMS has facilitated discussions among federal partners about responding to and treating overdose, as well as supporting overdose prevention efforts. From 2017–2019, FICEMS led the development of an evidence-based guideline for prehospital management of patients with suspected opioid overdoses, focusing on the use of naloxone as a life-saving measure. EMS providers' use of naloxone has become a critical component in the fight against deaths from opioid overdoses.

For more information, see the evidence-based guidelines for naloxone and the FICEMS position statement on the EMS response to the opioid overdose epidemic.

FICEMS Strategic Plan Goal 6: A well-educated and uniformly credentialed EMS workforce

FICEMS facilitated discussions about federal programs and initiatives to encourage more uniform EMS education, national certification, and state licensing. This aim promotes quality and consistency among education programs and, thus, among EMS personnel. FICEMS also tasked the TWG with implementing projects that improve educational standards and update a practice model that ensures uniform EMS provider qualifications.

Successful implementation of Goal 6 requires a fully staffed workforce that leverages all qualified personnel, in terms of both presence and experience. FICEMS released a statement supporting the transition of military EMS providers to civilian practice. Tens of thousands of military and other uniformed service men and women with medical training can fill a large employment demand and bring depth and breadth of experience to crisis situations. In addition, the TWG conducted a project to enhance interstate legal recognition and reciprocity of EMS personnel, allowing first responders to act when and where they are needed.

***FICEMS Spotlight:* National EMS Education Standards**

The National EMS Education Standards *have helped educators, certifying bodies, and regulators ensure that EMS providers receive an education that prepares them to perform their roles to the very best of their abilities.*

In 2019, FICEMS contributed subject matter expertise—in collaboration with federal partners and the National Association of EMS Educators—to update the National EMS Education Standards*. Updating the standards will ensure that the education of new EMS clinicians is in line with current medical practice and science, as well as with the* 2019 National EMS Scope of Practice Model *and* EMS Agenda 2050*.*

For more information, see the National EMS Education Standards*.*

EMS and 911 Systems Evolution

EMS practitioners remain focused on achieving their primary mission requirements: to provide emergency medical care, in a variety of hazards, in a manner that prioritizes safety for all people. However, delivering on this mission is influenced by internal and external factors, necessitating change and evolution, as the systems' needs and requirements fluctuate around emerging issues and changing operating environments and practices. As EMS and 911 systems evolve and adapt to their complex and dynamic operating environments, major drivers of change will continue to influence that evolution.

This chapter highlights the primary mission requirements of the EMS and 911 systems and the change drivers expected to influence practices and operations in the near future. These requirements are not doctrine, and the change drivers are not all-inclusive. They are general descriptions based on this project's research and stakeholder engagements to document common thoughts regarding the systems' current operating environments and near future. FICEMS can use this information, coupled with leading visioning documents such as *EMS Agenda 2050* and *Beyond EMS Data Collection* (as noted in the callout boxes), during the development of the next strategic plan. With this content in hand, the Committee can review and adjust its operations and activities to contribute positively to mission advancement and support practitioners in their work delivering care.

Primary Mission Requirements

- **Provide emergency medical care and transportation** for seriously ill or injured patients. Providing these services is a mainstay of EMS and 911 operations. This requirement is not likely to change.
- **Provide services that prioritize safety for all people**, including patients, bystanders, the public, and EMS practitioners. This includes those directly involved in and affected by the delivery of care, as well as the surrounding communities. Over the last few decades, as described in *EMS Agenda 2050*, nuanced changes in the EMS and 911 systems requirements are shifting operations toward people-centered systems in which safety for all involved is the utmost priority.
- **Respond to a variety of hazards** with the capability to care for large numbers of patients. Coupled with this expanding involvement, changing EMS and 911 systems are responding to a wider variety of incidents and hazards (e.g., mass shootings and drug crises) and conducting activities outside of traditional EMS operations, such as with community healthcare programs.

Change Drivers of the Mission Requirements

Major drivers of change in the EMS and 911 mission requirements include changes in the EMS profession, threats to the public and EMS practitioners, technological and data capabilities, and crosscutting issues affecting a wide variety of EMS activities. FICEMS can leverage understanding of these change drivers to update Committee goals and objectives in the development of its next strategic plan.

EMS Profession

- **Advancements in healthcare:** Medical advances can effect changes in EMS and 911 operations. Advancements from across the healthcare community (including development and application of international best practices and lessons learned) lead to new protocols, methods, techniques, and practices adopted in EMS. As advancements are adopted, specialized EMS skills, personnel, and facilities are developed.

> ***EMS Agenda 2050***
>
> *A people-centered approach to a safe and effective EMS system will focus on interventions that have demonstrated benefit and prevent further injury and illness, while avoiding those that are ineffective or harmful.*

- **Demographics of practitioners:** Changing characteristics of the populations of EMS practitioners influence the work they perform and where they perform it. EMS operations are often collateral duty for practitioners with other primary duties (e.g., law enforcement or fire services). Rural areas have a higher proportion of volunteer EMS personnel and a lower proportion of advanced education degrees, whereas urban areas have more career personnel and more advanced degrees. There are many different career paths for EMS practitioners, wherein many may start a career as an emergency medical technician and later change to another health-related career (e.g., nursing, medicine, or hospital care).

Threats

- **Threats to the public:** The types of threats to the public change over time, and the practices and protocols of the EMS and 911 systems must change accordingly. Practitioners need to be prepared to respond to an increasing variety of incidents, including those with which they may be unfamiliar. Examples of current threats to which the EMS and 911 systems are adapting the mission include:
  - Natural disasters and changing extreme weather patterns
  - Drug crises (e.g., opioids)
  - Diseases and pandemics (e.g., Ebola)
  - Attacks, such as those brought on by mass shootings; domestic terrorism; and chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents

> ***EMS Agenda 2050***
>
> *Threats from domestic terrorism to natural disasters strain the capabilities and capacities of local systems, which have to plan for worst-case scenarios while continuing to respond to daily events and remaining fiscally responsible and efficient.*

- **Threats to practitioners:** As does the public, EMS practitioners face a changing list of threats that require changes in practices and protocols to ensure the safety and well-being of personnel. Key examples of threats to practitioners include:
  - Chemical hazard exposure (including opioids) at incident sites
  - Fatigue from long or arduous work shifts
  - Mental health issues and psychological stress
  - Contagion from infectious diseases
  - Physical assaults
  - Variety and frequency of non-traditional, unfamiliar incidents (e.g., those relating to threats to the public, above)

21st Century Capabilities

- **New and emerging technology:** Changes in technology have significant influence on the EMS and 911 systems mission. New technology drives care and treatment for patients, protocols and practices, training and education, policies and standards, data collection and use, and funding resources. Examples of new and emerging technology driving mission changes include:
  - Enhanced situational awareness tools with real-time data
  - Advanced communications capabilities, including broadband Internet
  - Advancements in patient transport
  - Enhanced decision-making tools for practitioners and managers
  - Remote and virtual training and education

> ***EMS Agenda 2050***
>
> *Technology has made it possible for EMS to provide and receive real-time data that can help with decision-making, from patient's health records to safety information about a response location. Technology can serve to facilitate the system, but education, communication, and collaboration will serve as its foundation.*

- **Increased data availability and usage:** EMS and 911 data capabilities are rapidly changing and influencing how EMS practitioners and organizations access and use data. Examples of data availability and use driving changes in EMS and 911 operations and management include:
  - Data analysis tools and practices
  - Integration of common data systems across EMS operations and jurisdictions
  - Data interoperability between the EMS and 911 systems, hospital information systems, and electronic health records, including across different jurisdictions and organizations
  - Protection and security of patient and provider data, including potential changes to applicable laws and standards
  - Adaptation and adoption of data standards, including those associated with NEMSIS and others that may be developed

> ***Beyond EMS Data Collection***
>
> *Looking forward, EMS must continue to move beyond data collection to identify how best to use data to create meaningful improvement within EMS and in the larger healthcare arena. EMS also must seek to close the gap between the data collected and needed by researchers and public policy makers and what is valued by EMS agencies and field personnel.*

Crosscutting Issues

- **Policies and standards:** EMS and 911 practices and requirements change over time to adapt and continue to provide effective emergency care. The management of those practices and requirements necessitates policies and standards that also change over time. New or updated policies and standards will likely be developed for the EMS and 911 systems in response to, or in preparation for, changes associated with many of the change drivers described in this chapter. The lack of a central American National Standards Institute (ANSI)-certified standard-setting organization across EMS hinders the development of EMS-specific standards.
- **Resource constraints:** Limitations in available resources are a common challenge for the EMS and 911 systems, and providers constantly must adapt to such constraints. Major resource constraints that will continue to shape how providers fulfill their missions include:

- Inadequate, inflexible, and complicated funding and reimbursement mechanisms, including those of federal grants and the U.S. Centers for Medicare and Medicaid Services
- Differences in resources for rural and urban areas, including greater distances to hospitals in rural areas, limited rural availability of specialized treatment centers, limited rural EMS training availability and capability (e.g., lack of broadband Internet), older and out-of-date equipment in rural areas, and urban versus rural wage disparity (i.e., lower rural wages)
- State and regional trends that affect availability of resources, including different state laws and regulations, prevalence in different regions of types of natural disasters that deplete EMS resources (e.g., hurricanes versus wildfires), and geographic dispersion of diseases or seasonal illnesses
- Difficulties in recruitment and retention of EMS and 911 personnel, including relatively low wages, challenges in hiring volunteers for difficult work, and personnel turnover to other locations or careers

- **Integration across the healthcare and public safety continuum:** As the EMS and 911 systems adapt in relation to the change drivers described in this chapter, coordination with stakeholders across the entire spectrum of healthcare and public safety is imperative. EMS operations connect and interface with many different agencies, disciplines, and organizations. Aligning to the vision of the EMS and 911 systems of the future will require improved coordination across federal stakeholders, community and public health, social services, law enforcement, fire service, and public works.

EMS Agenda 2050

The key to sustaining a people-centered EMS system will be partnerships between providers and payers, including individual patients, insurers, employers, government entities, and more. EMS must find ways to measure, calculate, and share the value of the services provided to communities.

Call to Action

EMS and 911 systems stakeholders established a vision for the continued improvement and advancement of emergency medical care in *EMS Agenda 2050* and *Beyond EMS Data Collection.* The research and stakeholder engagements for this white paper identified essential needs of EMS and 911 systems that FICEMS, federal agencies, and key stakeholders should address to adhere to that vision into the future. The essential needs include education and training for EMS practitioners, grant guidance for EMS and 911 providers, improved coordination and awareness of relevant federal agencies and programs, and promotion of the value and importance of EMS to communities and the Nation.

The needs of the evolving EMS and 911 systems necessitate additional coordination between federal agencies, continued identification and addressing of new needs and priorities, and the implementation of new or expanded programs. As the central body to coordinate federal efforts on EMS, FICEMS can address these needs through strategic actions that continue what has been successful for FICEMS in the past, yet are tailored to the needs and vision for the EMS and 911 systems of the future. General FICEMS actions to address the essential system needs include supporting and encouraging coordination among agencies and stakeholders involved; providing valuable guidance to EMS providers and practitioners; identifying local, regional, state, tribal, and territorial needs and requirements; and establishing projects through which FICEMS can specifically address those needs and requirements.

The essential needs and FICEMS actions to address those needs, summarized in this chapter, should be included in considerations and discussions for the development of the next FICEMS strategic plan and in the Committee's future work to implement the plan and support the EMS and 911 systems.

Essential EMS and 911 Systems Needs

- **Education and training** are needed for EMS practitioners on many of the change drivers described in the EMS and 911 Systems Evolution chapter. To adequately meet the needs of the people they are called to help, EMS practitioners need up-to-date education and training, including for advances in medical techniques and practices, emerging threats to the public and practitioners, new technology and data solutions, and relevant standards of practice. FICEMS can support the development and coordination of valuable EMS and 911 education and training.
- **Grant guidance** is needed for EMS providers so that they can effectively acquire needed resources available through federal grants. FICEMS can contribute expertise and coordinate appropriate federal agencies to continue to develop and disseminate guidance for EMS providers on federal grants relevant to the EMS and 911 systems.
- **Federal program awareness** for all EMS and 911 stakeholders is needed to encourage providers and practitioners to leverage all the programs available that would benefit EMS and 911 operations (especially those programs from the five FICEMS member agencies). Many EMS organizations and some federal agencies lack awareness of such beneficial programs. FICEMS can lead federal agencies in ensuring information on federal EMS programs is appropriately disseminated to stakeholders.
- **Improved coordination** of federal agencies is needed to streamline disparate federal efforts, deconflict policy and guidance, and work toward common goals. With many different agencies involved, there has historically been a tendency to focus on the differences among stakeholders rather than a collaborative mission. FICEMS can continue to lead federal agencies in coordinating efforts toward a more unified mission and goals.

- **Promotion of the value and importance of EMS as essential services** is needed to ensure commitment among all levels of government and non-government stakeholders to moving the EMS and 911 systems forward. EMS and 911 systems are often given less priority than other services, such as law enforcement and fire services. However, EMS can be promoted as services essential to the health and well-being of communities, important contributors to the national economy, and significant sources of savings for the health care system. FICEMS can support and coordinate the development of promotional information heightening EMS and 911 systems' importance and value to communities and the Nation.

FICEMS Actions to Address Needs

- **Convene with and facilitate discussion among stakeholders** to keep the right people and organizations engaged on moving important EMS issues forward. FICEMS has done well to maintain regular collaboration and coordination with EMS and 911 stakeholders and can continue that success through stakeholder engagement in FICEMS meetings and TWG projects.
- **Submit guidance documents** for practitioners and providers, policy and position statements for government stakeholders, and letters to federal partners and leaders to spur action. FICEMS documents (e.g., a fact sheet of best practices, a position statement on an emerging crisis, or a summary of important EMS information resources) show the approval of several federal agencies, and therefore generate respect and attention among stakeholders.
- **Identify local, regional, state, tribal, and territorial needs and requirements**. FICEMS can reinvigorate this original charge from Congress to maintain awareness of the most important issues faced by the EMS and 911 systems. As the needs and requirements change over time, FICEMS can update and share with stakeholders its documentation on needs and requirements.
- **Establish TWG projects** to address needs and requirements identified by stakeholders. While maintaining adherence to its statutory requirements, FICEMS can continue to leverage the TWG's expertise and capabilities to establish appropriate projects that address specific needs and requirements.

Preparing for the 2020 FICEMS Strategic Plan

Through the research and stakeholder engagements conducted for this Strategic Plan White Paper, several common considerations about the Committee's purpose and operations emerged that FICEMS can use to guide the development of its next strategic plan. The first set of considerations—related to the strategic plan scope and development process—should be reviewed and considered prior to formally commencing work on the next strategic plan. The second set of considerations—related to the FICEMS organizational structure, operating procedures, and purpose—can serve to guide the work of FICEMS as it develops the next strategic plan.

Strategic Plan Scope and Development Process

- Determine what **type of strategic plan** FICEMS envisions operating under for 2020–2025. Based on the members' experiences with implementing a 2013 plan with six strategic goals and thirty accompanying objectives, does the Committee want to focus its efforts on a broad, aspirational plan or a shorter business plan with more targeted goals and objectives?
- Determine what **type of goals** should be included in the next plan. The 2013 plan identifies system-based goals associated with what the EMS and 911 systems should achieve, based on the work of FICEMS and the TWG committees. Given the desire to more clearly identify the purpose of FICEMS and measure progress of its efforts, should the 2020 plan include goals specific to what FICEMS wants to achieve (i.e., organization-based goals)?
- Determine the **timeline and process** for developing the next strategic plan:
  - When should the next strategic plan be released (e.g., 2020 or 2021)?
  - Does FICEMS want to establish a working group specifically for plan development, or will it utilize the TWG monthly calls as the de facto working group sessions? If the former, who should serve on the working group?
  - How often should FICEMS members engage with the plan development process to guide content (e.g., quarterly, every other month)?
  - Which external stakeholders should be included in the next plan's discussions to help FICEMS identify mission drivers and needs, as well as ways the Committee can have a positive impact on the mission?

Organizational Structure, Operating Procedures, and Purpose

- Review FICEMS and TWG **membership** to ensure appropriate and comprehensive representation, while remaining consistent with the FICEMS membership provisions under SAFETEA-LU. Examples of potential representation to review include:
  - Federal agencies and offices with responsibility over aspects of the evolving EMS and 911 mission
  - Appropriate personnel based on their job duties and relevance to the FICEMS mission and evolving EMS and 911 mission
  - Increased representation from federal, rural, state, local, and tribal jurisdictions
- Redefine the **intended purpose and value proposition** of FICEMS, while remaining consistent with the FICEMS purposes and provisions under SAFETEA-LU. As outlined in the Call to Action chapter,

stakeholders are clear about their current essential needs and suggested FICEMS actions to address those needs.

- Evaluate the **current operating structure** of FICEMS (including the TWG committees), and consider adjusting the structure to meet the evolving needs of the EMS and 911 systems. Consider any changes made to the NEMSAC structure and alignment to the *EMS Agenda 2050* document, but clearly differentiate FICEMS from NEMSAC, and communicate this differentiation to stakeholders.
- Evaluate the **current operating procedures** of FICEMS and the TWG, and consider adjusting how often meetings take place, how projects are tasked, and how quickly statements and issue papers can be released. Determine how active and aggressive FICEMS should be in discussing challenges, making recommendations, or taking other actions, especially given the limited resources provided to interagency committees.
- Review how FICEMS **interacts with non-federal stakeholders** to collaborate with experts and extend FICEMS expertise and guidance throughout the EMS and 911 systems.
  - Determine how FICEMS can consult with external stakeholders (e.g., vendors, subject matter experts) on an as-needed basis to conduct the Committee's business.
  - Determine how to promote FICEMS with non-federal stakeholders, such as at national conferences, on webinars, through updated FICEMS website content, and through scripted messages to be disseminated by members' communications staff.
- Review how FICEMS **interacts with federal stakeholders outside of its member agencies** to ensure effective coordination across the federal enterprise. Potentially identify additional federal agencies, offices, and groups with which FICEMS should regularly coordinate, especially those with EMS personnel and responsibility relevant to the EMS and 911 mission (e.g., U.S. Department of the Interior, Children's HHS [U.S. Department of Health and Human Services] Interagency Leadership on Disasters [CHILD] Working Group, National Institute for Occupational Safety and Health).
- Develop a **new strategic plan** that includes a renewed mission, vision, goals, and objectives based on the decisions made on the other topics included in this white paper. Consider the following components during development:
  - Reexamine the FICEMS mission and vision, and adjust as necessary to reflect any changes to the support FICEMS provides the EMS and 911 systems.
  - Review the status of implementing the 2013 Strategic Plan, and adjust 2020–2025 goals and objectives as necessary.
  - Identify a list of federal programs, policies, and initiatives that could benefit from the Committee's convening experts to discuss and identify needed alignment.
  - Create project management templates, beyond the current responsible, accountable, consulted, informed (RACI) charts, to enable TWG committees to track progress of their activities.
  - Identify performance measures to quantify progress and efficacy of FICEMS efforts.
  - Determine a periodic review cycle for the strategic plan to enable FICEMS to document accomplishments and redirect efforts based on changes to the mission or stakeholder needs. Schedule this review to coincide with the delivery of the annual report to Congress regarding the Committee's activities, actions, and recommendations.

Appendix A. Acronyms

ANSI	American National Standards Institute
ASHER	Active Shooter/Hostile Event Response Program
CBRNE	Chemical, biological, radiological, nuclear, and explosive
CDC	U.S. Centers for Disease Control and Prevention
CHILD	Children's HHS Interagency Leadership on Disasters
EBG	evidence-based guideline
EMS	Emergency Medical Services
ET3	Emergency Triage, Treat, and Transport
FICEMS	Federal Interagency Committee on Emergency Medical Services
FRVI	First Responder Vaccine Initiative
GROW AMERICA Act	Generating Renewal, Opportunity, and Work with Accelerated Mobility, Efficiency, and Rebuilding of Infrastructure and Communities throughout America Act
HHS	U.S. Department of Health and Human Services
HRSA	Health Resources and Services Administration
MUCC	Model Uniform Code Criteria
NASEMSO	National Association of State EMS Officials
NEMSAC	National EMS Advisory Council
NEMSIS	National EMS Information System
NFPA	National Fire Protection Association
NHTSA	National Highway Traffic Safety Administration
PECARN	Pediatric Emergency Care Applied Research Network
RACI	Responsible, accountable, consulted, informed
REPLICA	Recognition of EMS Personnel Licensure Interstate CompAct
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
TEP	Tracking Emergency Patients
TRACIE	Technical Resources, Assistance Center, and Information Exchange
TWG	Technical Working Group

Appendix B. Methodology

This FICEMS Strategic Plan White Paper was developed in close consultation with FICEMS members, TWG committee leadership, and the U.S. Department of Transportation's Office of Emergency Medical Services, with additional input provided by stakeholders with knowledge of FICEMS operations and the missions of the EMS and 911 systems.

The development of this white paper included the following four phases:

- **Research** served as the basis for documenting mission requirements, change drivers, and FICEMS activities to date, and guided the development of topics and questions used in the stakeholder engagement phase. Source documents, listed at the end of this white paper, include FICEMS guidelines and meeting materials, TWG project materials, and leading publications on the future of the EMS and 911 systems (including *EMS Agenda 2050*).
- **Stakeholder engagements** augmented the research through identification and discussion of priority issues and documentation of content not otherwise found in published literature, such as FICEMS accomplishments and next steps for FICEMS and future system needs. Engagements were conducted through one-on-one phone interviews with FICEMS and TWG leadership and other leaders in the field, one in-person meeting with a representative sampling of stakeholders across the field, and participation in monthly TWG calls.
- **Writing** included the development of a comprehensive outline, a first full draft, and a final white paper. All FICEMS members and participants in the stakeholder engagements phase were offered an opportunity to review and comment on each of the documents to ensure the white paper remained on track to meet the intended outcomes.
- **Review and approval** occurred prior to and during the December 12, 2019, FICEMS meeting.

Representatives from the following organizations participated in the development of this white paper:

- U.S. Department of Commerce: National Institute of Standards and Technology (Law Enforcement Standards Office)
- U.S. Department of Defense: Office of the Assistant Secretary of Defense for Health Affairs, United States Air Force (Medical Service), United States Army (Office of the Surgeon General), United States Navy (Fire and Emergency Services), United States Marine Corps (Fire Protection and Emergency Services)
- U.S. Department of Health and Human Services: Centers for Disease Control and Prevention, Office of Public Health Scientific Services; Health Resources and Services Administration, Office of the Assistant Secretary for Preparedness and Response, Office of the National Coordinator for Health Information Technology
- U.S. Department of Homeland Security: Countering Weapons of Mass Destruction Office
- U.S. Department of Transportation: National Highway Traffic Safety Administration
- Federal Communications Commission
- Federal Emergency Management Agency: United States Fire Administration
- National Association of State EMS Officials
- Texas Department of State Health Services

Contractor support was provided by JDC Events and Energetics.

Appendix C. Sources

The following is a list of major sources that supported the development of this Strategic Plan White Paper.

National EMS Advisory Council, *Final Advisory on Changing the Nomenclature of Emergency Medical Services* https://www.ems.gov/NEMSAC-advisories-and-recommendations/2017/NEMSAC_Final_Advisory_Changing_Nomenclature_EMS.pdf

National EMS Advisory Council, *Final Advisory on EMS Funding and Reimbursement* https://www.ems.gov/NEMSAC-advisories-and-recommendations/2016/NEMSAC_Final_Advisory_EMS_System_Funding_Reimbursement.pdf

National EMS Advisory Council, *Final Advisory on EMS Provider Formalized Educational and Credentialing Process* https://www.ems.gov/NEMSAC-advisories-and-recommendations/2016/NEMSAC_Final_Advisory_Formalized_EMS_Education_Credentialing_Transition.pdf

National EMS Advisory Council, *Final Advisory on Practice Analysis of Mobile Integrated Healthcare Systems and Community Paramedics* https://www.ems.gov/NEMSAC-advisories-and-recommendations/2017/NEMSAC_Final_Advisory_Analysis_Mobile_Integrated_Systems.pdf

National EMS Advisory Council, *Final Advisory on Recognizing EMS Workforce as Essential Decision Makers* https://www.ems.gov/NEMSAC-advisories-and-recommendations/2016/NEMSAC_Final_Advisory_Fiscal_Support_EMS_Workforce.pdf

U.S. Congress, *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)* http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_public_laws&docid=f:publ059.109.pdf

U.S. Department of Transportation, National Highway Traffic Safety Administration, FICEMS position statements and letters from 2014–2019 https://www.ems.gov/ficems-reports.html

U.S. Department of Transportation, National Highway Traffic Safety Administration, FICEMS public meeting agendas, minutes, and working group updates from 2014–2019 https://www.ems.gov/ficems-meetings.html

U.S. Department of Transportation, National Highway Traffic Safety Administration, Prehospital Evidence-Based Guidelines from 2014–2019 https://www.ems.gov/projects/evidence-based-guidelines.html

U.S. Department of Transportation, National Highway Traffic Safety Administration, *EMS Agenda 2050: A People-Centered Vision for the Future of Emergency Medical Services* https://www.ems.gov/pdf/EMS-Agenda-2050.pdf

U.S. Department of Transportation, National Highway Traffic Safety Administration, *Federal Interagency Committee on Emergency Medical Services Strategic Plan* https://www.ems.gov/pdf/FICEMS_Strategic_Plan_Released_March2014.pdf

U.S. Department of Transportation, National Highway Traffic Safety Administration, *Beyond EMS Data Collection: Envisioning an Information-Driven Future for Emergency Medical Services* https://www.ems.gov/pdf/Beyond_EMS_Data_Collection.pdf

U.S. Department of Transportation, National Highway Traffic Safety Administration, *2019 National EMS Scope of Practice Model* https://www.ems.gov/pdf/National_EMS_Scope_of_Practice_Model_2019.pdf

Appendix D: FICEMS 2013 Strategic Plan Goals and Objectives

Goal 1: Coordinated, regionalized, and accountable EMS and 911 systems that provide safe, high-quality care

1.1: Identify and promote the development and use of EMS performance measures and benchmarks

1.2: Promote the comprehensive identification and dissemination of best practices in regionalized EMS and emergency medical care, including treatment for time-critical and sensitive conditions

1.3: Promote measurement and reporting of the relationship between EMS care and outcomes, especially for time-critical and sensitive conditions

1.4: Identify and promote best practices to reduce regional disparities in care, including supporting States in improving data quality

1.5: Develop partnerships with State regulatory agencies to promote regionalized and accountable care systems

Goal 2: Data-driven and evidence-based EMS systems that promote improved patient care quality

2.1: Support the development, implementation, and evaluation of evidence-based guidelines (EBGs) according to the National Prehospital EBG Model Process

2.2: Promote standardization and quality improvement of prehospital EMS data by supporting the adoption and implementation of NEMSIS-compliant systems

2.3: Develop relationships with Federal and non-Federal stakeholders to support the development of scientific evidence for prehospital care

2.4: Improve linkages between NEMSIS data and other databases, registries, or other sources to measure system effectiveness and improve clinical outcomes

2.5: Promote the evaluation of the characteristics of EMS systems that are associated with high-quality care and improved patient outcomes

2.6: Explore the use of technology that enables enhanced information sharing for increased situational awareness, operational efficiency, and scene safety

Goal 3: EMS systems fully integrated into State, territorial, local, tribal, regional, and Federal preparedness planning, response, and recovery

3.1: Develop and use reliable and consistent measures of EMS system preparedness

3.2: Develop a rapid process for providing guidance on emerging EMS issues

3.3: Improve EMS system preparedness for all-hazards, including pandemic influenza, through support of coordinated multidisciplinary planning for disasters

3.4: Develop strategies to close the gaps identified in the preparedness component of the "National EMS Assessment"

3.5: Develop training and exercise standards within NIMS guidance to promote interoperability

Goal 4: EMS systems that are sustainable, forward looking, and integrated with the evolving health care system

4.1: Foster EMS participation in regional and State Health Information Exchanges (HIE)

4.2: Foster and evaluate the development of innovative delivery models for EMS systems that could lead to changes in the reimbursement model

4.3: Provide coordinated Federal support for incorporating enhanced EMS and 911 technology for both patient and provider

4.4: Apply lessons learned from military and civilian incidents to the EMS community

4.5: Address the challenges of emergency care in areas where there are special concerns posed by geography or in which access may be limited

Goal 5: An EMS culture in which safety considerations for patients, providers, and the community permeate the full spectrum of activities

5.1: Promote the reporting, measurement, prevention and mitigation of occupational injuries, deaths, and exposures to serious infectious illnesses in the EMS workforce

5.2: Evaluate factors within EMS practices that contribute to medical errors or threaten patient safety

5.3: Support the development and use of anonymous reporting systems to record and evaluate medical errors, adverse events, and "near misses"

5.4: Evaluate FICEMS role in supporting implementation of the "Strategy for a National EMS Culture of Safety"

5.5: Promote the use of detection equipment, training, and personal protective equipment known to enhance the safety of EMS personnel

Goal 6: A well-educated and uniformly credentialed EMS workforce

6.1: Promote implementation of the "EMS Education Agenda for the Future" to encourage more uniform EMS education, national certification, and state licensing

6.2: Support State, territorial and tribal efforts to enhance interstate legal recognition and reciprocity of EMS personnel

6.3: Work with State EMS Offices to support the transition of military EMS providers to civilian practice

6.4: Promote the implementation of the "EMS Workforce Agenda for the Future" to encourage data-driven EMS workforce planning

Appendix E. FICEMS Activities 2014–2019

Develop Statements on Recommended Guidance and Processes

FICEMS released nine letters, policy statements, and position statements on recommended guidance and processes for the EMS and 911 systems. The documents are listed below, with years indicating when they were released. These accomplishments align with the FICEMS purposes (A), (C), (D), and (F)—as outlined in SAFETEA-LU—and 2013 Strategic Plan goals 1–6.

- **New and Emerging Risks**
  - Ebola Guidance for EMS and 911 (2018)
  - EMS System Ebola Preparedness (2014)
  - EMS Response to Opioid Overdose Epidemic (2016)
  - Mental Health and the Public Safety Community (2016)
- **Information and Data Sharing**
  - Resources to Aid Integration of EMS Patient Care Reports with Health Information Exchange (2017)
  - Travel History when Conducting Initial Patient Assessment (2017)
  - NEMSIS Utilization (2015)
  - EMS Military to Civilian Transition (2014)
- **Health Emergencies**
  - Process for Rapid Interagency Coordination During Health Emergencies (2016)

Implement TWG Projects

FICEMS tasked its TWG and associated committees to conduct projects aimed at implementing the 2013 Strategic Plan goals and objectives. TWG projects are listed below per committee, with years indicating when the projects were implemented. These accomplishments align with the FICEMS purposes (A), (C), and (D) and 2013 Strategic Plan goals 1–6.

- **Evidence-Based Practice and Quality**
  - Revise Field Trauma Triage Guidelines (2016–2018)
  - Facilitate publications for Prehospital Management of Opioid Overdose (2016–2018)
  - Develop evidence-based guideline (EBG) on prehospital treatment of suspected opioid overdose (2018–2019)
  - Support development of Fatigue Risk Management EBG (2016–2018)
  - Evaluate EMS adoption of External Hemorrhage Control EBG (2015)
- **EMS and 911 Systems Integration**
  - Support National Fire Protection Association (NFPA) 3000 Standard for an Active Shooter/ Hostile Event Response (ASHER) Program (2018)
  - Support NFPA development of ground ambulance standards (2018)
  - Develop recommendations for the National Association of State EMS Officials (NASEMSO) 2015 resolution Toward Completion and Implementation of a Data Standard for Tracking Emergency Patients (TEP) (2017–2018)

- Develop Model Uniform Core Criteria (MUCC) for Mass Casualty Triage (2017)
- Convene and support partners for grant alignment with EMS guidance (2015–2019)

- **EMS Data and Health Information Exchange**
  - Report on adoption of NEMSIS V3 (2015–2019)
  - Develop NEMSIS V3 Grant Guidance (2015–2019)
  - Integrate EMS in Health Information Exchanges (2015–2017)
- **Safety, Education, and Workforce**
  - Support development of EMS Agenda 2050 (2017–2018)
  - Support NASEMSO update of 2007 National EMS Scope of Practice Model (2018)
  - Support National Highway Traffic Safety Administration (NHTSA) Fatigue Risk Management Project (2018–2019)
  - Support NHTSA update of National EMS Education Standards and Instructional Guidelines (2018–2019)
  - Assess Emergency Vehicle Operator Course (2018–2019)
  - Evaluate reporting systems to record medical errors, adverse events, and "near misses" (2015–2019)
  - Support National Institute for Occupational Safety and Health and NHTSA study on nonfatal work-related injuries to EMS personnel (2017–2018)
  - Develop recommendations for implementing 2007 Feasibility for an EMS Workforce Safety & Health Surveillance System (2018)
  - Monitor and support state adoption of Recognition of EMS Personnel Licensure Interstate CompAct (REPLICA) (2015–2019)

Coordinate Agencies Supporting EMS and 911 Systems

FICEMS convened biannually in 10 public forums to engage the national EMS and 911 community. The TWG convened monthly as the FICEMS working body to discuss ongoing projects and implementation status to advance the EMS and 911 systems. During the biannual public meetings, FICEMS:

- Received updates from the National EMS Advisory Council (NEMSAC) on its reports and recommendations.
- Discussed federal programs and emerging EMS issues (see the sections below on federal programs and emerging issues).
- Provided updates on FICEMS and TWG committee activities (see the section below on TWG projects).
- Received public comments.

These accomplishments align with the FICEMS purpose (A) and 2013 Strategic Plan goal 1.

Facilitate Discussion of Federal Programs and Initiatives

FICEMS facilitated discussions during its public meetings with partners and stakeholders on federal programs and initiatives to improve EMS and 911 systems. Federal programs and initiatives discussed are listed below, with years indicating when the discussions occurred. These accomplishments align with the FICEMS purposes (A), (C), (D), and (F) and 2013 Strategic Plan goals 1, 2, 3, 4, and 6.

- **Agendas, Standards, and Models**
  - EMS Agenda 2050 document (2018, 2017)
  - EMS Agenda for the Future (2014)
  - EMS Data Collection and Information Sharing Agenda for the Future (2014)
  - National EMS Education Standards (2019, 2018)
  - National EMS Scope of Practice Model (2019, 2018)
  - Emergency Triage, Treat, and Transport (ET3) Model (2018)
- **Performance Measures**
  - National EMS Assessment 2020 (2019, 2018)
  - EMS Compass Performance Measures Initiative (2015)
  - Develop State and Local EMS Performance Measures (2014)
- **Pediatric Care**
  - Health Resources and Services Administration (HRSA) EMS for Children Innovation and Improvement Center (2019)
  - HRSA Pediatric Emergency Care Applied Research Network (PECARN) (2015)
  - Pediatric Disaster Checklist (2014)
- **First Responders**
  - First Responder Vaccine Initiative (FRVI) pilot program (2019)
  - First Responder Guidance for Improving Survivability in Improvised Explosive Device and/or Active Shooter Incidents (2016)
- **Information and Data Sharing**
  - Technical Resources, Assistance Center, and Information Exchange (TRACIE) (2015)
  - National EMS Information System (NEMSIS) (2014–2019)
- **Disaster Response**
  - Regional Disaster Health Response System (2018)
  - U.S. Department of Health and Human Services (HHS) emPOWER Program (2015)

Facilitate Discussion of Emerging EMS and 911 Systems Issues

FICEMS facilitated discussions during its public meetings with partners and stakeholders on emerging EMS and 911 systems issues. Key emerging issues discussed are listed below, with years indicating when the discussions occurred. These accomplishments align with the FICEMS purposes (B), (C), and (D) and 2013 Strategic Plan goals 2, 4, 5, and 6.

- **Systems Operations and Technology**
  - EMS Nomenclature (2019)
  - Next Generation 911 and FirstNet (2015, 2014)
- **Transportation**
  - First Responder Safety associated with Automated Vehicle Technologies (2019)
  - GROW AMERICA Act: Improving Transportation Safety (2014)
- **Prehospital and Trauma Care**
  - Prehospital Trauma Care (2019, 2018, 2017)

- Integrating Military and Civilian Trauma Systems (2017, 2016)
- Resources for Prehospital Care to Tribes (2014)

- **New and Emerging Risks**
  - Opioid Overdose Epidemic (2018, 2017)
  - Opioid Overdoses and the Role of EMS (2015)
  - Ebola Preparedness (2015, 2014)
  - EMS Active Shooter Response (2015)
  - Bystanders: The Nation's Immediate Responders (2015)