



Paramedic Chiefs  
of Canada

Chefs Paramédics  
du Canada

**Paramedic Chiefs of Canada  
Short Term Strategic Plan Report  
UPDATE September 29, 2014**

Submitted by Kevin Smith  
PCC Strategic Working Group

At the 2014 Paramedic Chiefs of Canada Conference held in Vancouver, BC June 9-13, 2014 the short term goals of the Strategic Plan were accepted by the Board and presented to the members and attendees of the conference. A “Call to Action” was made to announce that at the fall Board meeting the PCC would be developing an action plan to put into place the first phase of the plan.

On September 8-10, 2014 the PCC Board of Directors attended the annual fall meeting in Halifax, Nova Scotia. The primary agenda item for this meeting was to continue the work of the Strategic Plan, specifically to determine the next steps in operationalizing the plan.

On day two of meetings, an action planning session was held that included 15 Board members as well as partner representatives from Crestline, Demers, Ferno, Interdev, Phillips and Zoll. The objective of the session was to determine the “how” of achieving the established goals. Breakout sessions produced detailed information on how each of the 11 main goals would be accomplished. It was further determined that a Board member would be responsible and accountable to each of the goals to ensure success.

The documents attached to this memo outline each of the respective goals as well as the Board member accountable for each goal.

Recommended next steps:




- reaffirm this direction at next Board meeting;
- share this report with our industry partners via written communication as well as a possible special teleconference with the Executive, requesting they review goal opportunities that they would like to be involved with;
- share this work with the membership via written communication as well as a webinar, making a call for people to become involved;
- allow MRP’s for each of the goals to begin forming their teams, including industry partners and members.




To complete the work of these goals in their established timeframe, each of the groups should be formed no later than the first week of November at which time Progress Reports will be required on a monthly basis to inform the Executive of the status of each goal. To reach this point, as there is not a Board meeting until the second week of October, communications to partners and members would need to occur over the remaining two weeks of October allowing teams to be created to commence work by mid-November.






## Short Term Goals: Paramedic Chiefs of Canada

Strategy (S)#	Short Term Goal (next 6-12 months)	Task/Sub Task	Success Measured By	Action Plan to Achieve	Resources	MRP	Time (months)
➤ Sub Task (ST)#							<div style="width: 20px; height: 10px; background-color: #008000; border: 1px solid black;"></div> =0-4 <div style="width: 20px; height: 10px; background-color: #808000; border: 1px solid black;"></div> =4-8 <div style="width: 20px; height: 10px; background-color: #800000; border: 1px solid black;"></div> =8-12
S1	Re-affirm the "Vision" of EMS in Canada and as such the mission and goals of PCC	<ul style="list-style-type: none"> <li>introduce session document at March Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Board presentation March 10,2014</li> </ul>		<ul style="list-style-type: none"> <li>completed</li> </ul>	Done	<b>COMPLETE</b>
		<ul style="list-style-type: none"> <li>conduct an evidence-based review to validate vision is being adopted across Canada</li> </ul>	<ul style="list-style-type: none"> <li>documented evidence with examples that in all parts of Canada all elements of the white paper are in practice</li> </ul>			Paul R	
		<ul style="list-style-type: none"> <li>develop comprehensive communication plan to promote the vision (ST5)</li> </ul>	<ul style="list-style-type: none"> <li>demonstrated evidence that local and provincial paramedic services, stakeholders and partners refer to PCC as official national voice</li> </ul>			See S5	
S2	Reinforce, re-invigorate, re-establish and where required re-build relationships through the re-engagement of	<ul style="list-style-type: none"> <li>define partners and industry stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>report that contains a completed inventory of stakeholders categorized by relationship</li> </ul>			Matt C	

Strategy (S)#	Short Term Goal (next 6-12 months)	Task/Sub Task	Success Measured By	Action Plan to Achieve	Resources	MRP	Time (months)
➤ Sub Task (ST)#							 =0-4  =4-8  =8-12
	PCC membership (partners and key stakeholders)						
➤ ST2.1	Relationship building - must provide "value added" to maintain our current membership and commence a steady expansion at all three levels Tier 1, 2 and 3	<ul style="list-style-type: none"> <li>define value - what does each Tier expect?</li> </ul>	<ul style="list-style-type: none"> <li>report that defines each Tier 's interests and expectations of the PCC with outcome based metrics</li> </ul>			Mike MC	
		<ul style="list-style-type: none"> <li>An example of providing value at various tiers may be to have a national Paramedic Service competition hosted by PCC</li> </ul>	<ul style="list-style-type: none"> <li>hosting an event that aligns with all tier member expectations as demonstrated through participant attendance and post event survey</li> </ul>				
➤ ST2.2	Educational leadership collaboration with Canadian post-secondary educational institutes	<ul style="list-style-type: none"> <li>establish partnerships to deliver leadership education specific to advance paramedic services</li> <li>identify collaboration opportunities i.e. work SEMSA and OAPC on this issue</li> </ul>	<ul style="list-style-type: none"> <li>the development of a formalized framework to promote leadership education with outcome based metrics</li> </ul>			Randy M	

Strategy (S)#	Short Term Goal (next 6-12 months)	Task/Sub Task	Success Measured By	Action Plan to Achieve	Resources	MRP	Time (months)
➤ Sub Task (ST)#							 =0-4  =4-8  =8-12
S3	Provide meaningful member service to advance role of Paramedic Services in healthcare and grow and commit revenue	<ul style="list-style-type: none"> <li>identify how the meaningful services link to promotion of healthcare and viability of the association</li> </ul>	<ul style="list-style-type: none"> <li>the development of detailed report that connects PCC to the promotion of healthcare affirming focus of Association</li> </ul>			Jeff F	
➤ ST 3.1	Show value to our membership - tell the story	<ul style="list-style-type: none"> <li>provide historical review of PCC and relevancy to the future at the June meeting</li> </ul>	<ul style="list-style-type: none"> <li>presentation at June 2014 conference</li> </ul>		Summary of what was presented – historical overview	Bruce/Paul R	COMPLETED
		<ul style="list-style-type: none"> <li>develop method(s) for members of all levels to have access and influence on PCC</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a plan to allow greater membership access to PCC with outcome based metrics</li> </ul>			Mike M	
		<ul style="list-style-type: none"> <li>develop follow-up communication strategy to continue telling our story(see ST5)</li> </ul>	<ul style="list-style-type: none"> <li>completion of ST5</li> </ul>				
➤ ST 3.2	Governance and organizational restructure to meet the national mosaic and realities of the industry today and	<ul style="list-style-type: none"> <li>develop a position statement and strategy from the Board to address governance</li> </ul>	<ul style="list-style-type: none"> <li>Governance restructuring completed with new Board composition and TOR</li> </ul>			Kelly	
		<ul style="list-style-type: none"> <li>develop a procedural</li> </ul>	<ul style="list-style-type: none"> <li>creation of a procedural</li> </ul>				

Strategy (S)#	Short Term Goal (next 6-12 months)	Task/Sub Task	Success Measured By	Action Plan to Achieve	Resources	MRP	Time (months)
➤ Sub Task (ST)#							 =0-4  =4-8  =8-12
	into tomorrow	document to provide clarity on organizational structure including roles and responsibilities	document that includes Board member titles, JD's and all policies and procedures				
<b>S4</b>	<b>Develop the 2015 and the forecast 2016 budget to enable the commitment of resources to advance public policy</b>	<ul style="list-style-type: none"> <li>creation of a multi-year budget using objective increases</li> </ul>	<ul style="list-style-type: none"> <li>submission of 2015 budget and include draft 2016 budget</li> </ul>			Michel	
➤ ST 4.1	Increase membership by 10 % in 2015	<ul style="list-style-type: none"> <li>develop a plan to implement a membership "drive"</li> <li>develop long term plan</li> </ul>	<ul style="list-style-type: none"> <li>increased membership in all tiers in the 2015 calendar year by at least 10%</li> </ul>			Christian	
➤ ST 4.2	Achieve a sustainable revenue model to ensure day to day operational viability and provide the ability to fund/invest development	<ul style="list-style-type: none"> <li>create core funding streams through membership, sponsorship and other means</li> </ul>	<ul style="list-style-type: none"> <li>submission of rolling 5 year budget forecast</li> </ul>			Michel	

Strategy (S)#	Short Term Goal (next 6-12 months)	Task/Sub Task	Success Measured By	Action Plan to Achieve	Resources	MRP	Time (months)
➤ Sub Task (ST)#							<div style="background-color: #4CAF50; width: 20px; height: 10px; display: inline-block;"></div> =0-4 <div style="background-color: #8BC34A; width: 20px; height: 10px; display: inline-block;"></div> =4-8 <div style="background-color: #C0392B; width: 20px; height: 10px; display: inline-block;"></div> =8-12
S5	Develop a strategic communication plan	<ul style="list-style-type: none"> <li>create a comprehensive plan to enhance internal as well as external communications</li> <li>utilization of conventional mediums as well as social media</li> </ul>	<ul style="list-style-type: none"> <li>Submission of a comprehensive communication strategy including implementation plan and outcome based metrics</li> </ul>			Yvon	
		<ul style="list-style-type: none"> <li>develop a branding strategy to promote the PCC and identify the organization as the official spokes-organization for all things of a national Paramedic Services interest i.e PSA's during Paramedic Services Week</li> </ul>	<ul style="list-style-type: none"> <li>Submission of a branding program with outcome based metrics to bolster the identity of the PCC</li> </ul>				



## Short Term Goal Task: Action Plan

### **S2**

**Reinforce, re-invigorate, re-establish and where required re-build relationships through the re-engagement of PCC membership (partners and key stakeholders)**

1. How are we going to accomplish this task?

#### **Define partners and industry stakeholders**

##### **How?**

- Allied agencies such as educational bodies, international groups, media partners, banks, insurance companies, health care
- Social branding
- Inventory existing group, how to keep them
- Create an engagement plan for members and stakeholders
- Marketing approach – assign someone, national, governmental levels
- Historical list and then validate list- Who is served, benefits, who should it serve? Survey who industry stakeholders are
- Establish working group tasking from different provinces [National lead, Provincial task team]
- Demonstrate the affiliation, PCC brand
- Review 'master database' target those who are not members
- Do a gap analysis why some have opted out of membership
- List of supplies/vendors at shows across Canada

2. How do we measure success?

- Report that contains a completed inventory of stakeholders categorized by relationship
- Working group

3. What is a reasonable timeline to complete the goal?

- Yellow



## Short Term Goal Task: Action Plan

### **S2.1**

#### **Relationship building**

**- must provide "value added" to maintain our current membership and commence a steady expansion at all three levels Tier 1, 2 and 3**

1. How are we going to accomplish this task?

#### **Define value - what does each Tier expect?**

- Survey/interview – what is value
- Reaffirm history
- Gaps in list – structured digital marketing
- Reach out

#### **How?**

- An example of providing value at various tiers may be to have a national Paramedic Service competition hosted by PCC
- National voice - single message to engage the membership, web based, English or French
- Repository, clinical, historical documents
- Best practices, accountability, call to action, branding, create need, marketing plan
- Survey – membership
- Survey each tier what value they expect [values, budgets etc.], establish subgroups and working groups within tiers
- Why PCC – create need for relationship and membership
- Venue for training opportunities – host session at conference for gold sponsors to see the value. Create engagement opportunities
- People to volunteer time to get answers
- Integrate tier 1-3 members with corporate tier 4
- Have tier 4 reps included in 'sub-groups' working groups



**2. How do we measure success?**

- report that defines each Tier 's interests and expectations of the PCC with outcome based metrics
- hosting an event that aligns with all tier member expectations as demonstrated through participant attendance and post event survey
- Membership numbers

**3. What is a reasonable timeline to complete the goal?**

- Yellow



## Short Term Goal Task: Action Plan

### **S2.2**

#### **Educational leadership collaboration with Canadian post-secondary educational institutes**

##### **1. How are we going to accomplish this task?**

###### **Establish partnerships to deliver leadership education specific to advance paramedic services**

###### **How?**

- Identify collaboration opportunities i.e. work SEMSA and OAPC on this issue
- National standard – working group to identify standards, education
- Get PAC and provincial organizations to come together as one group
- Use research project grads – opportunities
- Identify gaps – who do we want our members to be, should we work with our partners
- Accreditation – formal process and approach for training
- New recruit orientation of new members, structured approach for PCC training
- Canvass leadership, review Ontario model, task leadership team
- Identify links, scholarships, support from vendors etc.
- Look at other countries [Australia to see what they are doing]
- Identify local research
- Establish term for other industry
- Benchmark other programs
- Use NEMS ED to help advance
- Identify leadership gaps in current training and work with institutions to rescue this gap [change course content], what tools do grads need?

##### **2. How do we measure success?**

- Development of a formalized framework to promote leadership education with outcome based metrics

##### **3. What is a reasonable timeline to complete the goal?**

- Red





## Short Term Goal Task: Action Plan

### **S3**

#### **Provide meaningful member service to advance role of Paramedic Services in healthcare and grow and commit revenue**

##### **1. How are we going to accomplish this task?**

##### **Identify how the meaningful services link to promotion of healthcare and viability of the association**

##### **How?**

- Research – outcome based, focus group, surveys – what does the membership want
- Create market value
- Identify industry experts – integrate into conferences, defining the benefits for investment, introducing sessions for individual tasks
- Having a voice, provincially and nationally
- Position papers – access to resources
- Provincial leaders – targeting specific people
- Engage all paramedics – non members
- Develop of repository
- Peer to peer calls for a target audience
- Webinar[incorporate in existing webinars, no new resources]
- Having a voice and being recognized as thought leaders
- PCC engages and endorses new products/technologies, share message with membership
- Capture ‘best practices’ – sharing, educating members [SARS]

##### **2. How do we measure success?**

- Development of detailed report that connects PCC to the promotion of healthcare affirming focus of Association

##### **3. What is a reasonable timeline to complete the goal?**

- Yellow



## Short Term Goal Task: Action Plan

### **S3.1**

#### **Show value to our membership - tell the story**

1. How are we going to accomplish this task?

##### **Develop method(s) for members of all levels to have access and influence on PCC**

###### **How?**

- Utilize social media, create virtual museum, newsletter, YouTube, webinars, national story on EMS by CBC
- Outside help, national stories on EMS, active education programs – use retired EMS
- Create internal marketing resource, internally and externally as part of budget
- PCC trusted source of information
- Tasks for membership services
- Communication strategy – good news stories
- Inviting marketing – develop strategies
- Media structure – regular activity and quarterly messages
- Conferences – agenda topics
- Weekly updates from Executive director, how the message is delivered.
- Make it part of orientation package
- Document PCC and EMS history and discuss future of Paramedicine [value proposition]
- Value pack to vendor partners – links to provincial history, repository to information, history, equipment [working groups]
- Historical development of products [beginning to present]
- Concrete dates – plan future communication

##### **Develop follow-up communication strategy to continue telling our story**

###### **How?**

- See ST5

2. How do we measure success?

- Creation of a plan to allow greater membership access to PCC with outcome based metrics
- Completion of ST5

3. What is a reasonable timeline to complete the goal?



## Short Term Goal Task: Action Plan

### **S3.2**

#### **Governance and organizational restructure to meet the national mosaic and realities of the industry today and into tomorrow**

1. How are we going to accomplish this task?

**Develop a position statement and strategy from the Board to address governance**

**How?**

- Empower membership and stakeholders
- Utilize masters students for projects
- Review committees structure, do they need to be re-aligned
- Funding sources – Community Paramedicine etc.
- Board – bring in outside people like government, outside involvement. Identifying expectations
- Position statement – key messages, have partners retweet information globally
- Committee formation tasked with federal/provincial industry responsibility
- Follow the money
- Establish Board Advisory position specifically in government organizational structure
- Modeling after 'like organizations' [police, fire, going forward health care based organizations [Canadian College of Healthcare Leaders]
- Webinars, emails
- Assign this task
- Leadership roles for members who were previously involved on the Board

**Develop a procedural document to provide clarity on organizational structure including roles and responsibilities**

**How?**

2. How do we measure success?

- Governance restructuring completed with new Board composition and TOR
- Creation of a procedural document that includes Board member titles, JD's and all policies and procedures

3. What is a reasonable timeline to complete the goal?

- Red - June 2015





## Short Term Goal Task S4: Action Plan

### **S4**

#### **Develop the 2015 and the forecast 2016 budget to enable the commitment of resources to advance public policy**

1. How are we going to accomplish this task?

##### **Creation of a multi-year budget using objective increases**

###### **How?**

- Establish existing operational budget
- Create committee budget template.
- Ask for budget requests from committees and prioritize – for new committees etc.
- 75% non-operating budget – not funded and new request
- Information on website – communicate to members
- Confirm events
- Financial working group – trends etc. Review over the last 10 years. Identify deliverables for next 1-2 years [ soft and hard costs]
- Review tier membership fees in conjunction with value proposition of each tier
- Budget requests require strategic document/budget request money/ resource
- Qualified treasurers, use someone with accounting experience [Michael C?]
- Cause and effect
- Need streams from different areas

2. How do we measure success?

- Submission of 2015 budget and include draft 2016 budget

3. What is a reasonable timeline to complete the goal?

- Yellow

## Short Term Goal Task: Action Plan

### **S4.1**

#### **Increase membership by 10 % in 2015**

1. How are we going to accomplish this task?

##### **Develop a plan to implement a membership “drive”**

###### **How?**

- Membership in all provinces – take a provincial approach
- Evaluate current membership process – improvements in process
- Incentive programs - discount on products etc.
- Funding through other donors – endowment program
- Review member fee structure, discount for membership for first year
- Targets in tiers – identifying, reaching out provincially one on one, need champion
- Referrals, surveys, cater to Quebec[value, language]
- Single fee, monthly fee vs. yearly, students discounts
- Engage unions
- Free trial period
- Document current membership in all provinces, identify primary group, develop a clear list of benefits
- Tailor campaign to large and small services
- Strategic phone calls to explain goals and investments
- Testimonials [ partners in the US]

##### **Develop long term plan**

###### **How?**

2. How do we measure success?

- Increased membership in all tiers in the 2015 calendar year by at least 10%

3. What is a reasonable timeline to complete the goal? Yellow





## Short Term Goal Task: Action Plan

### **S4.2**

#### **Achieve a sustainable revenue model to ensure day to day operational viability and provide the ability to fund/invest development**

1. How are we going to accomplish this task?

##### **Create core funding streams through membership, sponsorship and other means**

###### **How?**

- Establish membership fundraising committee, donation committee
- Redefine provincial roles funding models – e.g. PAC etc.
- Identify risks
- App – PCC to educate, leadership skills etc.
- Conference – ensure that is protected
- Target specific group of medics
- Webinars – Corporate sponsor - e.g. Community Paramedicine, open up webinars to charge to ‘non-members’
- Improve advertising and marketing
- Membership referral services, offer membership discount during the conference registration
- Analysis of tier and membership for sustainable funding
- Plan to make conferences money makers [location, fees, speakers, competitions], sell more advertising space
- Create competitiveness and incentives to reach higher levels in membership status
- Membership referral incentives
- Banks, insurance
- Reach out to US partners that are very ‘capital gain’ driven

2. How do we measure success?

- Submission of rolling 5 year budget forecast

3. What is a reasonable timeline to complete the goal?

- Red



## Short Term Goal Task: Action Plan

### S5

#### Develop a strategic communication plan

1. How are we going to accomplish this task?

#### **Create a comprehensive plan to enhance internal as well as external communications**

How?

- Message delivery – Who, what to use, media, webpage etc.
- Communication professional, consult with internal experts to assist us – packaging and delivery, spokesperson or internal media communications staff member
- Improving accessibility on the webpage
- Introducing links in the webpage with partners etc.
- Welcome package to new members
- Rebranding the logo, emblem – education, messages, emails
- App – communication externally
- President – task leader of communications
- Broader awareness and committed resources
- What is PCC – tagline, align and advance EMS leadership in Canada
- Resources – marketing, look for other partners
- Message of Strategy – awareness, values, who you want to influence
- Broad awareness with committee resource
- Online banner advertising
- Webinar[existing framework to work with]
- Monthly meetings and conferences

#### **Utilization of conventional mediums as well as social media**

How?

- Part of branding strategy is to communicate with members to ensure they use logo with branding correctly. Consistency is key [branding package] with education package
- Create an app for members
- Membership profiles
- Cross pollinate with leadership incentives
- 3-5 prong message with clear intent

**Develop a branding strategy to promote the PCC and identify the organization as the official spokes-organization for all things of a national Paramedic Services interest i.e. PSA's during Paramedic Services Week**

**How?**

- Live links to sponsors on website
- Welcome package to new members
- Rebranding their logo [5 pillars of PCC etc.]
- Identify leaders to push things forward

**2. How do we measure success?**

- Submission of a comprehensive communication strategy including implementation plan and outcome based metrics
- Submission of a branding program with outcome based metrics to bolster the identity of the PCC
- Ensure branding/logo is visible in email header / behind email

**3. What is a reasonable timeline to complete the goal?**

- Red