



SOUTHERN CHESTER COUNTY EMERGENCY MEDICAL SERVICES

2026-2030 STRATEGIC PLAN

Approved 16 April 2026
SCCEMS Board of Directors



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STRATEGIC PLAN

2026-2030

1. EXECUTIVE SUMMARY

This strategic plan outlines the direction and priorities for the leadership, staff, and Board of Directors of Southern Chester County Emergency Medical Services, a nonprofit emergency medical services provider, for the period 2026–2030. This plan was developed to ensure our continued ability to deliver high-quality, life-saving care to our community through an evolving healthcare landscape, reimbursement reform, and the dynamic needs of a growing community.

2. ORGANIZATIONAL OVERVIEW

Southern Chester County EMS is a 501C-3 non-profit organization governed by a multidisciplinary Board of Directors. This Board of Directors works closely with the department’s administrative officer(s) to guide the current and future objectives of the organization.

As of this document’s publication, the Board of Directors is made up of 18 members, representing the community, the local fire departments, and the municipalities we serve. There are two administrative officers; the Chief Executive Officer, and the Chief of Operations. The administrative officers oversee the daily function and manage the needs of the staff.

The organization is the designated primary emergency advanced life support (ALS) services to 9-1-1 callers for 17 municipalities. These services are provided through the utilization of single provider intercept units. With the extended transport times seen in our region, this structure has been shown to be a more efficient utilization of the ALS skill set when compared to dual provider ALS transport units.

3. MISSION, VISION, AND VALUES

MISSION: Efficient delivery of exceptional emergency medical care to the communities we serve through quality, compassion, and innovation.

VISION: To meet the dynamic emergency medical needs of our region.

CORE VALUES: *As a community service organization, we exemplify the following core values:*

Excellence, Professionalism, Integrity, Collaboration



4. SUMMARY OF STRATEGIC GOALS

ORGANIZATION AND SCOPE – Southern Chester County EMS will continue its leadership in emergency medical services.

FINANCIAL – Assure the financial stability of the organization while meeting its operational goals

OPERATIONAL – Assure the consistent and efficient delivery of high-quality emergency medical services

PROFESSIONAL DEVELOPMENT – Support the individual and professional growth of team members

FACILITIES – Maintain the proper allocation of resources to optimize service delivery

COMMUNITY OUTREACH – Deliver educational programs focused on improving health and safety

5. STRATEGIC OBJECTIVES & STRATEGIES

ORGANIZATION AND SCOPE

Goal: Southern Chester County EMS will continue to be a leader in emergency medical services.

This goal will be accomplished through the following objectives and strategies:

- Assure the membership of the Board of Directors reflects the distribution of stakeholders
 - Board Development Committee completes evaluation by Q4 of each calendar year
- Collaborate with an EMS Medical Director who remains actively engaged with the clinical functions of the organization
 - Medical Director will be engaged in 100% of regionally required QA/QI reviews and annual skill sessions with all clinical team members
- Promote active participation of staff and leadership of Southern Chester County EMS in the largescale development of emergency medical services
 - Have agency representation in at least 4 regional or state committees
- To maintain a plan for the long term stability of the organization



- Board Development Committee will review current leadership succession plans and present proposed changes to the Board of Directors by Q1 each year
- CEO will report out on potential opportunities and threats to the department's service area to the Board of Directors at least annually
- Be an early adopter or innovator of new clinical protocols, therapies, or treatment devices
 - Implement at least one new protocol, therapy, or patient care device per calendar year

FINANCIAL

Goal: Southern Chester County EMS will assure the financial stability of the organization.

This goal will be accomplished through the following objectives and strategies:

- Assure that employee salary and benefits packages stay competitive
 - Finance Committee will annually evaluate employee compensation and benefits packages
- Finance Committee will be charged with evaluating opportunities to increase revenue and reduce cost while supporting organizational needs
 - Finance Committee will regularly evaluate and report out to the Board of Directors
- Optimize revenue from billing and collections
 - Perform annual Finance Committee audits of key performance indicators for billing reimbursement practices
- Maintain an annual 5-year capital plan that coincides with the anticipated operational needs of the organization
 - Annually update and present rolling capital plans as part of the municipal and departmental budget approvals
- Remain accountable for regional-system-based municipal funding
 - Host annual municipal briefing on the organization's fiscal status and funding needs
- Utilize sound investment principles to grow portfolio year over year
 - Board Finance Committee will review the portfolio quarterly with investment broker with a goal of 10% growth
- Increase revenue collected from the annual community fund drive year over year
 - Investigate alternate financial platforms
 - Expand digital marketing strategies
 - Evaluate current practices with a target increase of 5%
- Secure financial contributions from new benefactors or corporate donors
 - CEO will utilize Board and staff contacts to create a list of potential benefactors



- Aim to source donations from at least 2 new benefactors per year
- Increase revenue collected from grants year over year
 - Explore contracted and digital grant writing services
 - Develop strategic partnerships to increase grant eligibility
 - Aim to increase revenue generated through grants by 10% each year

OPERATIONAL

Goal: Southern Chester County EMS will ensure consistent and efficient delivery of high-quality emergency medical services.

This goal will be accomplished through the following objectives and strategies:

- Obtain Commission of Accreditation for Ambulance Services (CAAS) Accreditation
- Optimize clinical capabilities through enhancement of scope of practice
 - Investigate feasibility of implementing critical care.
- Improve operational efficiencies through digital integrations
 - Implement at least one digital integration or advancement per year
- Continually evaluate staffing models to optimize efficiency and team morale
 - Develop key performance indicators
- Maintain peak efficiency of vehicle fleet
 - Evaluate and update vehicle replacement policy annually
- Maintain a culture of safety within the organization
 - Implement at least one new safety technology or training initiative annually
 - Maintain workman's compensation rates for EMS organizations in the top 10% of the Commonwealth
- Improve critical incident support
 - Develop screening tools to trigger critical incident follow up
 - Develop departmental peer support group

PROFESSIONAL DEVELOPMENT

Goal: Southern Chester County EMS will support individual and professional growth.

This goal will be accomplished through the following objectives and strategies:

- Develop additional employee health and wellness initiatives
 - Implement one additional health or wellness initiative per year.
- Reinforce team culture
 - Schedule a minimum of one group social outing per year
 - Sponsor annual group attendance for an EMS Conference, assuring each full-time staff member has an opportunity to attend every other year
 - Establish budget line item to support preceding strategies



- Support staff in their pursuit of formalized leadership training, specialty certifications, and/or accreditations
 - Increase staff member training allotment by 10% annually
- Increase educational offerings for Board Members
 - Develop a comprehensive onboarding program for new Board Members
 - Formalize schedule for annual ongoing Board education sessions

FACILITIES

Goal: Southern Chester County EMS will maintain proper allocation of resources needed to optimize service delivery.

This goal will be accomplished through the following objectives and strategies:

- Establishing consistent oversight of volume and location data to assure the efficient location of on duty resources
 - Revise the organizational bylaws to designate the Facilities Committee as a standing committee of the Board
 - Develop job description for the Facilities Committee of the Board of Directors to include annual review of response location data

COMMUNITY OUTREACH

Goal: Southern Chester County EMS will enhance the health, wellness, and system education.

This goal will be accomplished through the following objectives and strategies:

- Deliver educational programs focused on improving health and safety
 - Establish a Community Outreach Team
 - Schedule recurring community education courses
 - Respond to community requests for education
- Enhancing public awareness of services provided by Southern Chester County EMS
 - Investigate the establishment of a Board Marketing Committee

6. PERFORMANCE MEASUREMENT & EVALUATION

Progress and achievement of each goal, objective, and strategy will be tracked on an ongoing basis for the duration of this plan's effective period. Each strategy has been assigned to a member of the department's leadership team, or a committee of the Board. These color-coded assignments can be found in Appendix B: Strategic Plan Dashboard. This appendix also shows the target completion time for each strategy. Timeframes in which a specific strategy is not due are depicted in grey. Those responsible for each item will be charged with reporting any progress or achievement of strategies at



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the next Board of Directors Meeting. The dashboard will then be updated accordingly by the Strategic Planning Committee to reflect ongoing progress or achievement.



7. APPENDICES

APPENDIX A: STRATEGIC PLANNING COMMITTEE ROSTERS

Strategic Plan Development Committee: group tasked with development of the draft Strategic Plan document for submission to the Board of Directors.

Membership: Rich Scott-Harper, Roberth Hotchkiss, Matthew Collins

Strategic Planning Committee Membership: ad-hoc committee of the Board of Directors tasked with ongoing review of objectives

Membership: Rich Scott-Harper, Roberth Hotchkiss, Matthew Collins, Michael Lindsay, Steve Allaband, Harold Walls



APPENDIX B: STRATEGIC PLAN DASHBOARD

OBJECTIVE	STRATEGIES	2026	2027	2028	2029	2030	Accountability	Update
ORGANIZATION AND SCOPE								
Assure the membership of the Board of Directors reflects the distribution of stakeholders	Assure the membership of the Board of Directors reflects the distribution of stakeholders						Board Development	
Collaborate with an EMS Medical Director who remains actively engaged with the clinical functions of the organization	Medical Director will be engaged in 100% of regionally required QA/QI reviews and annual skill sessions with all clinical team members						Chief of Operations	
Promote active participation of staff and leadership of Southern Chester County EMS in the largescale development of emergency medical services	Have agency representation in at least 4 regional or state committees						CEO	
To maintain a plan for the long-term stability of the organization	Board Development Committee will review current leadership succession plans						Board Development	
	CEO will report out on potential opportunities and threats to the department's service area to the Board of Directors at least annually						CEO	
Be an early adopter or innovator of new clinical protocols, therapies, or treatment devices	Implement at least one new protocol, therapy, or patient care device per calendar year						Chief of Operations	
FINANCE								
Assure that employee salary and benefits packages stay competitive	Finance Committee will annually evaluate employee compensation and benefits package						Finance Committee	
Finance Committee will be charged with evaluating opportunities to increase revenue and reduce costs while supporting organizational needs	Finance Committee will regularly evaluate and report out to the Board of opportunities to increase revenue and reduce costs						Finance Committee	
Optimize revenue from billing and collections	Perform annual Finance Committee audits of key performance indicators for billing reimbursement practices						Finance Committee	
Maintain an annual 5-year capital plan that coincides with the anticipated operational needs of the organization	Update and present rolling capital plans as part of the municipal and departmental budget approvals						CEO	



Remain accountable for regional-system-based municipal funding	Host annual municipal briefing on the organization’s fiscal status and funding needs							CEO	
Utilize sound investment principles to grow portfolio year over year	Review the investment portfolio quarterly with investment broker with a goal of 10% growth							Finance Committee	
Increase revenue collected from the annual community fund drive year over year	Investigate alternate financial platforms for fund drive							CEO	
	Expand digital marketing strategies for fund drive							CEO	
	Evaluate current fund drive practices with a target increase of 5%							CEO	
Secure financial contributions from new benefactors or corporate donors	Update the list of potential benefactors							CEO	
	Aim to source donations from at least 2 new benefactors per year							CEO	
Increase revenue collected from grants year over year	Explore contracted and digital grant writing services							CEO	
	Develop strategic partnerships to increase grant eligibility							CEO	
	Aim to increase revenue generated through grants by 10% each year							CEO	
OPERATIONS									
CAAS Accreditation	Obtain Commission on Accreditation of Ambulance Services (CAAS) Accreditation							CEO	
Optimize clinical capabilities through enhancement of scope of practice	Investigate feasibility of implementing critical care.							Chief of Operations	
Improve operational efficiencies through digital integrations	Implement at least one digital integration or advancement per year							Chief of Operations	
Continually evaluate staffing models to optimize efficiency and team morale	Develop key performance indicators to optimize efficiency and team morale							Chief of Operations	
Maintain peak efficiency of vehicle fleet	Evaluate and update vehicle replacement policy annually							Chief of Operations	
Maintain a culture of safety within the organization	Implement at least one new safety technology or training initiative annually							Chief of Operations	



	Achieve workman's compensation rates for EMS organizations in the top 10% of the Commonwealth							CEO	
Improve critical incident support	Develop screening tools to trigger critical incident follow up							Chief of Operations	
	Develop departmental peer support group							Chief of Operations	
PROFESSIONAL DEVELOPMENT									
Develop additional employee health and wellness initiatives	Implement one additional health or wellness initiative per year.							Chief of Operations	
Reinforce team culture	Schedule a minimum of one group social outing per year							CEO	
	Sponsor annual group attendance for an EMS Conference, assuring each full-time staff member has an opportunity to attend every other year							CEO	
	Establish budget line item to support preceding strategies							CEO	
Support staff in their pursuit of formalized leadership training, specialty certifications, and/or accreditations	Increase staff member training allotment by 10% annually							CEO	
Increase educational offerings for Board Members	Develop a comprehensive onboarding program for new Board Members							Board Development	
	Formalize schedule for annual ongoing Board education sessions							Board Development	
FACILITIES									
Establish consistent oversight of volume and location data to assure the efficient location of on duty resources	Revise the organizational bylaws to designate the Facilities Committee as a standing committee of the Board							Board Development	
	Develop job description for the Facilities Committee of the Board of Directors to include annual review of response location data							Board Development	
COMMUNITY OUTREACH									
Deliver educational programs focused on improving health and safety	Establish a Community Outreach Team							Chief of Operations	
	Schedule recurring community education courses							Chief of Operations	
	Respond to community requests for education							Chief of Operations	
Enhancing public awareness of services provided by Southern Chester County EMS	Investigate the establishment of a Board Marketing Committee							Board Development	