

MEDIC ONE PARAMEDIC
TRAINING HARBORVIEW
2024-2029
STRATEGIC PLAN



PMT



Executive Summary

The Medic One Paramedic Training Program stands at the forefront of excellence, deeply rooted in a tradition of innovation and commitment to advancing the field of paramedic education. Recognizing the challenges and opportunities ahead, we have crafted a strategic plan aimed at not only preserving but also enhancing the program's legacy for generations to come.

Our goals embody a transformative vision: enhancing program excellence through modernization efforts, cultivating leaders and innovators, and scaling to meet regional demand. We're dedicated to equipping graduates with cutting-edge skills, nurturing educator-leaders, and leveraging partnerships to ensure widespread access to top-tier emergency medical care.

To achieve our goals, we've outlined six strategic initiatives designed to support our vision:

- Strengthen the core training program by investing in dedicated educators, formalized curriculum, and best-in-class facilities and supports.
- Advance the field of paramedic education and cultivate a new generation of educator leaders.
- Deliver exceptional continuing education opportunities for King County partners.
- Test and refine strategies to scale the Paramedic Training model with regional demand.
- Refine opportunities for participating organizations to guide and support the program.
- Ensure internal staff, systems, and processes are efficient, effective, and appropriately resourced.

Continued community support through the Medic One Foundation, along with contributions from vital partners like the Seattle Fire Department, UW Harborview Medical Center, and regional EMS agencies, is essential for the Program's success. For over 50 years, these organizations have played pivotal roles, not only in donations but also in providing crucial services and in-kind support. As we advance our program, their ongoing collaboration will be key in modernizing our approach, fostering leadership, and meeting the growing demands of our region.



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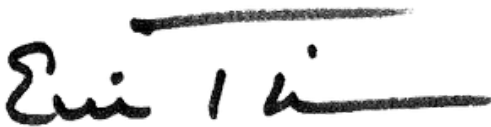
Message from the Director

I am pleased to share the 2024–2029 Strategic Plan as part of our continuing effort to enrich community health by producing exceptionally skilled paramedics for our region and serving as an innovative model for communities worldwide. Funded by the Medic One Foundation, this document outlines our programs foundational principles, strategic priorities and goals.

This Strategic Plan seeks to expand the program’s impact worldwide, to scale the core training program with regional demand, and to advance paramedicine to a higher level of patient care. It will serve as a framework to guide our forward progress, ensuring that every decision we make is consistent with our principles and priorities.

We are deeply grateful to the Medic One Foundation, Seattle Fire Department, King County EMS, and University of Washington for their hard work and dedication, and to the many EMS partners who contributed ideas, thoughts, and critiques throughout the planning process.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Timm", with a horizontal line above it.

Eric Timm
Program Director
Medic One Paramedic Training Harborview



Paramedic Training Overview

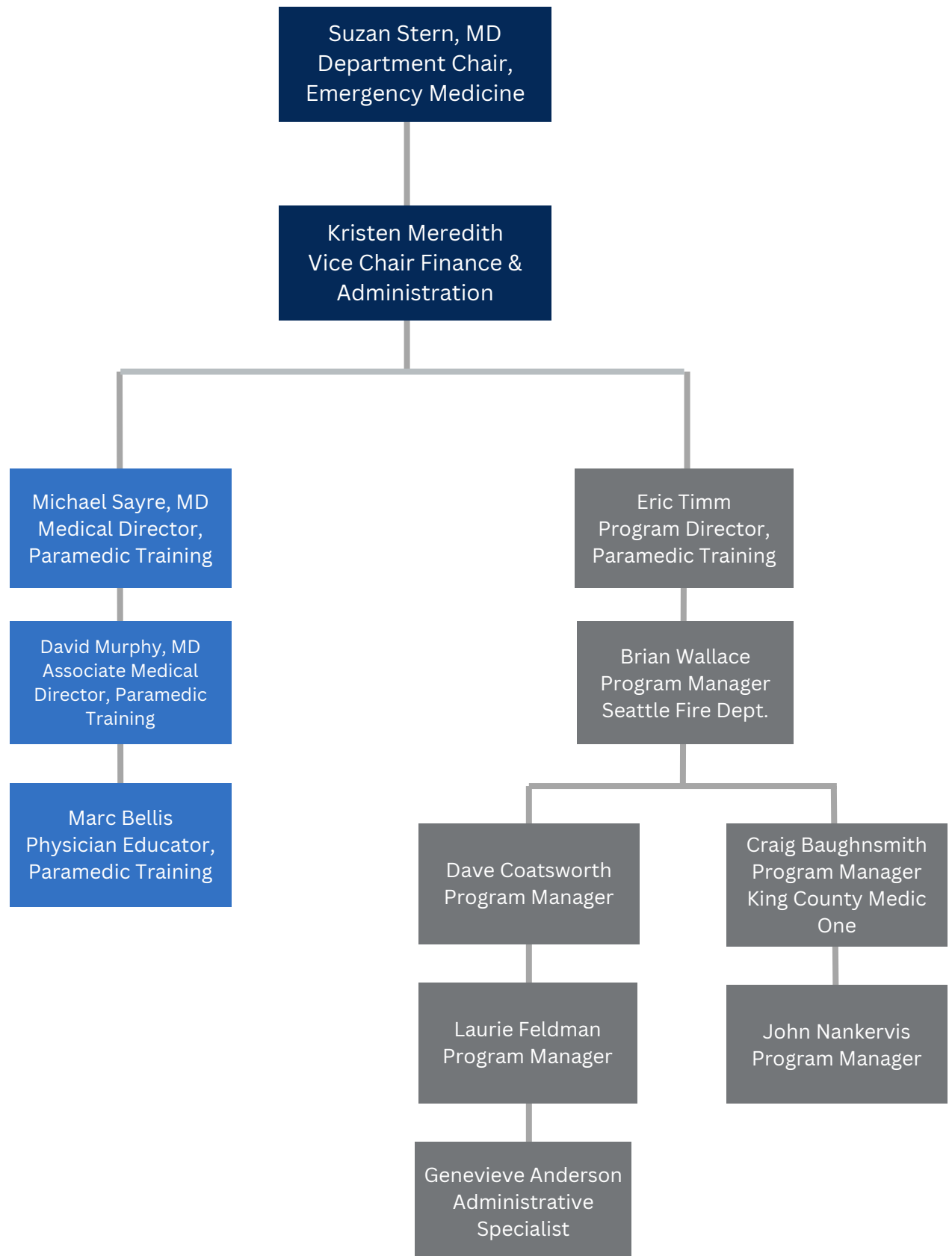
The Medic One Paramedic Training Program is a collaboration between the University of Washington | Harborview Medical Center, the Medic One Foundation, Seattle Fire Department, and emergency services providers throughout the Puget Sound region. The intensive, hands-on, program includes more than 2,000 hours of training for each student and a much higher number of clinical and field patient exposures than required for national accreditation. Each annual cohort typically includes 18 to 24 students (with 28 students for the first time in the current 2023-24 class) who complete the program in a period of 10 months from September through July. Training includes classroom instruction, hospital clinical rotations, simulation drills, and extensive field training. While responding to emergencies in the city, certified Seattle Fire Department paramedics mentor paramedic students as the students deliver patient care with escalating responsibility as their knowledge and skills grow during the academic program.

Most Paramedic Training activities take place at Harborview Medical Center, a level 1 Trauma Center affiliated with the University of Washington (UW) School of Medicine, including classroom instruction; clinical rotations such as emergency department, operating room, and intensive care unit experiences; and high-fidelity simulation drills. For some specialty aspects of training, paramedic students are assigned to rotations in other healthcare facilities in the region.

As the certifying body for paramedics in King County, Paramedic Training provides the continuing education opportunities required for recertification of paramedics every three years. In addition to meeting state recertification requirements, this essential function creates an opportunity to update paramedic skills given emerging best practices and to continue to cultivate the culture and collective commitment to quality that defines the practice of paramedicine in King County. Community health outcomes related to paramedic practice in King County, where all paramedics must attend the program, are among the very best in the world.

The Medic One Paramedic Training Program is accredited by the Commission on Accreditation of Allied Health Education Programs (www.caahep.org) upon the recommendation of the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).

Organizational Chart



Key Partners

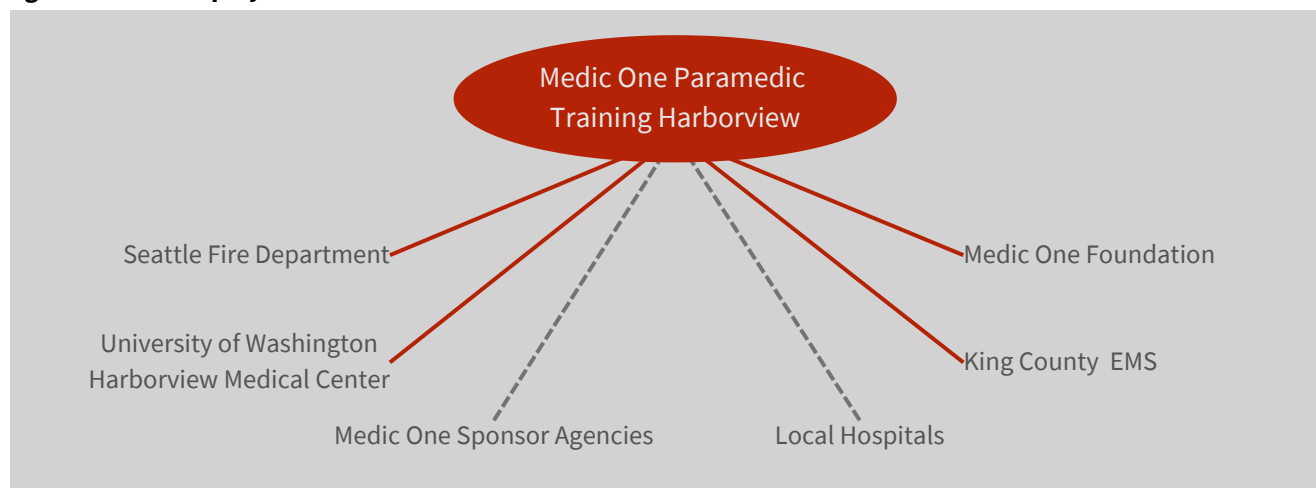
For more than 50 years, charitable donations have been the primary source of support for the Medic One Paramedic Training Program. The Medic One Foundation commits over \$1 million annually to support the program. Additionally, the program receives supplementary funding of up to \$250,000 annually from King County's EMS levy, which is distributed to sponsor agencies to support their participation.

We're indebted to the Seattle Fire Department for the countless field hours they provide for our students, as well as the support our students receive in classroom and on scene from paramedics, firefighters, and EMTs.

Harborview Medical Center generously provides the necessary space for the program's operations, administrative oversight, and the opportunity for students to observe and assist in a number of clinical environments within the hospital system. Seattle Children's welcomes our students for hands-on interaction with the tiniest and most vulnerable of patients. Additionally, other area hospitals contribute to providing valuable clinical opportunities for our students.

Each sponsor agency takes on the responsibility of covering the salary of their respective students throughout the program's duration. These agencies also bear the cost of compensating for the vacant positions left by students during their training period. Additionally, numerous experienced paramedics serve as instructors for the program.

Exhibit 1. illustrates the four primary supporters that help fortify to foundation of the program, as well as the agencies who employee the students while in attendance.



Mission

Paramedic Training enriches community health by producing exceptionally skilled paramedics for our region and serving as an innovative model for communities worldwide.

The Program achieves this Mission by:

- Delivering an intensive, immersive paramedic training program that produces exceptionally skilled paramedics.
- Serving as the certifying body and hub for the practice of paramedicine in King County, including initial training, continuing education, and quality improvement that informs paramedic practice and education.
- Advancing the field of paramedic education, serving as an innovator, a model, and support for communities, programs, and providers worldwide.



823

PARAMEDICS
TRAINED SINCE
1969

Strategic Planning Process

Strategic planning is a crucial process that organizations undertake to set priorities, allocate resources, and align efforts towards achieving long-term goals and objectives. It serves as a roadmap for navigating the complexities of the business environment and guiding decision-making processes. This section outlines the fundamental purpose of strategic planning and its significance in driving organizational success.

Purpose of Strategic Planning:

1. **Setting Direction:** Defines mission, vision, and values to align efforts towards common goals.
2. **Facilitating Decision Making:** Analyzes internal and external factors to make informed decisions and mitigate risks.
3. **Resource Allocation:** Ensures effective allocation of limited resources to support organizational goals.
4. **Enhancing Adaptability:** Promotes flexibility and responsiveness to changes in the environment.
5. **Promoting Alignment and Coordination:** Aligns efforts across departments and functions to minimize silos and enhance collaboration.
6. **Monitoring and Evaluation:** Establishes mechanisms to monitor progress and evaluate performance for continuous improvement.

Conclusion: Strategic planning serves as a fundamental process for organizations to navigate uncertainty, capitalize on opportunities, and achieve sustainable growth. By setting direction, facilitating decision-making, allocating resources, enhancing adaptability, promoting alignment, and enabling monitoring and evaluation, strategic planning empowers organizations to thrive in dynamic and competitive environments.



Acknowledgements:

Medic One Paramedic Training Harborview and Medic One Foundation would like to thank the Strategic Planning Committee and our EMS partners who participated in the development of the strategic plan.

Strategic Planning Committee

Brian Webster, Medic One Foundation
Craig Peterson, Medic One Foundation
Brooks Simpson, Medic One Foundation
John McGary, Medic One Foundation
Mike Vanderslice, Medic One Foundation
Eric Rothenberg, Medic One Foundation
Gary Bezowski, Medic One Foundation
Kim Martin, Medic One Foundation
Jeff Pyatt, Community Member
Michael Sayre, MD, PMT Medical Director
Tom Rea, MD, King County EMS
Michele Plorde, King County EMS
Eric Timm, PMT Director

Regional Hospital Partners

Harborview Medical Center
University of Washington
Seattle Childrens

King County EMS Partners

Seattle Fire Department
Bellevue Fire Department
Shoreline Fire Department
Redmond Fire Department
King County Medic One
King County EMS

Regional EMS Partners

Bainbridge Fire Department
Camano Island Fire and Rescue
East Jefferson Fire
Everett Fire Department
Marysville Fire Department
San Juan EMS
Snohomish Regional Fire Authority
Snohomish County Fire District 15
South County Fire



Historical and Current Participation



Since its founding in 1969, Paramedic Training has grown from Seattle Fire to a region-serving program, expanding the number of agencies it serves and the number of counties from which those agencies come. The program now has an established tradition of serving both King County and longstanding partners from the region.

Exhibit 2 shows the counties within Washington State that have participated in the paramedic training program over the years.

Exhibit 2. Geographical reach of the paramedic training program.



King County

Bellevue Fire Department
King County EMS
Mercer Island Fire Department
Redmond Fire Department
Seattle Fire Department
Shoreline Fire Department
Vashon Island Fire & Rescue

Island County

Camano Island Fire & Rescue

Jefferson County

East Jefferson Fire Rescue
Port Ludlow Fire & Rescue
Kitsap County
Bainbridge Island Fire Department
Central Kitsap Fire & Rescue
Kitsap Fire District 1

San Juan County

San Juan County Fire Dist 4 (Lopez Island)
San Juan EMS

Orcas Island Fire & Rescue

Snohomish County

Arlington Fire Department
Edmonds Fire Department
Everett Fire Department
Lake Stevens Fire
Lynnwood Fire Department
Marysville Fire Department
Snohomish County Fire District 15
Snohomish Regional Fire and Rescue
South Snohomish County Fire

Thurston County

Whatcom County

Whatcom County Fire District 7

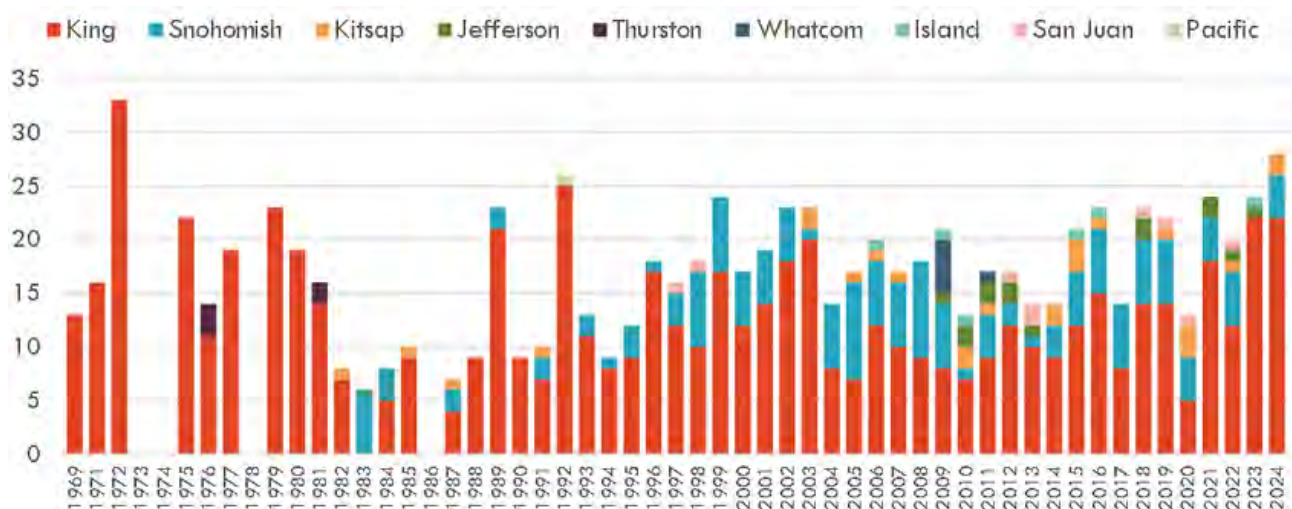
Exhibit 3 shows the total number of agencies that have sent students to each Paramedic Training class from the first class graduating in 1969 through the current class that will graduate in 2024. Students in the program have represented a larger number of agencies over time.

Exhibit 3. Total Number of Agencies Sending Students, 1969 – 2024



Exhibit 4 shows Paramedic Training’s graduates by county for each class. In the first several decades of the program, each class included students from between one and three counties. Over the past 15 years, graduates have typically come from four or five counties.

Exhibit 4. Graduates by County of Jurisdiction, 1969 – 2024



Future Demand

Many Medic One agencies are experiencing a shortage of paramedics due to retirements, which has increased demand for paramedic training. While short-term demand is high relative to available student capacity in the Paramedic Training Program, a variety of forces factor into estimating long-term demand. (See Exhibit 5 for a summary of upward pressures and potential downward pressures.) One factor in upward pressure is population growth. See Exhibit 6 for population projections in key counties within the region and Exhibit 7 for projected population increases in the same counties over 2023 population levels in 2030, 2040, and 2050.

Exhibit 8 shows the number of students that agencies estimated wanting to send to Paramedic Training for the classes graduating in 2024 through 2027. Agencies made these estimates in June 2022. Nearly all agencies estimated their demand will remain stable for the next three years, which would also result in King County's proportionate demand for the program remaining stable over this period.

Based on these pressures, many stakeholder interviewees anticipate increased demand for a few years, followed by a flattening or decrease back to historical levels.

Exhibit 5: Upward and Downward Pressures on Demand for Paramedic Training

Upward Pressures	Potential Downward Pressures
• Changes in the paramedic workforce ⇒ Current wave of retirements ⇒ Shortened average tenure ⇒ Decreased individual appetite for over-time • Demographics ⇒ Aging population ⇒ Population growth ⇒ Increasing density, building height, and traffic • Increasing demands on emergency medicine ⇒ Healthcare system challenges ⇒ Social issues	• Technology ⇒ New medications that may reduce acute conditions ⇒ Drone delivery of AEDs or medications • Changes in practice ⇒ Expansion of telemedicine ⇒ Expansion of community paramedicine ⇒ Expansion of Basic Life Support (Fire Department Emergency Medical Technicians, or EMTs) scope of practice ⇒ Changes to ALS model outside of King County

Exhibit 6: 2023 Population Estimates and 2025-2050 Population Projections in Key Counties in the Region.

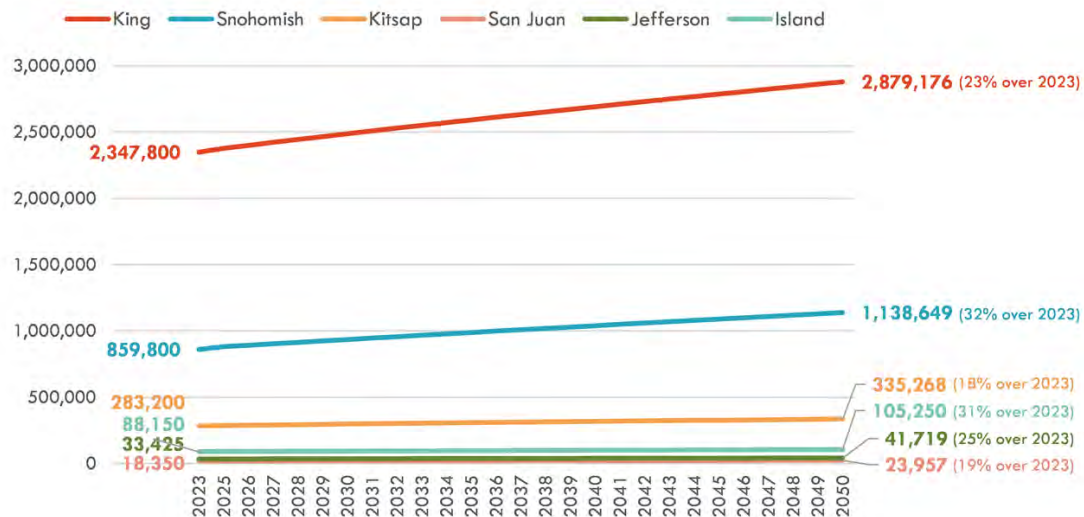
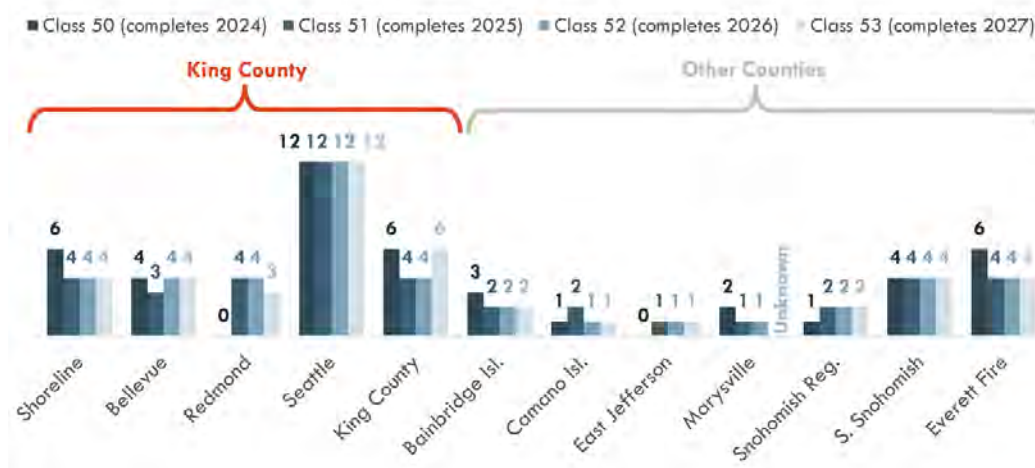


Exhibit 7: Projected Population Increase over 2023 Population in Key Counties, 2030, 2040, and 2050.

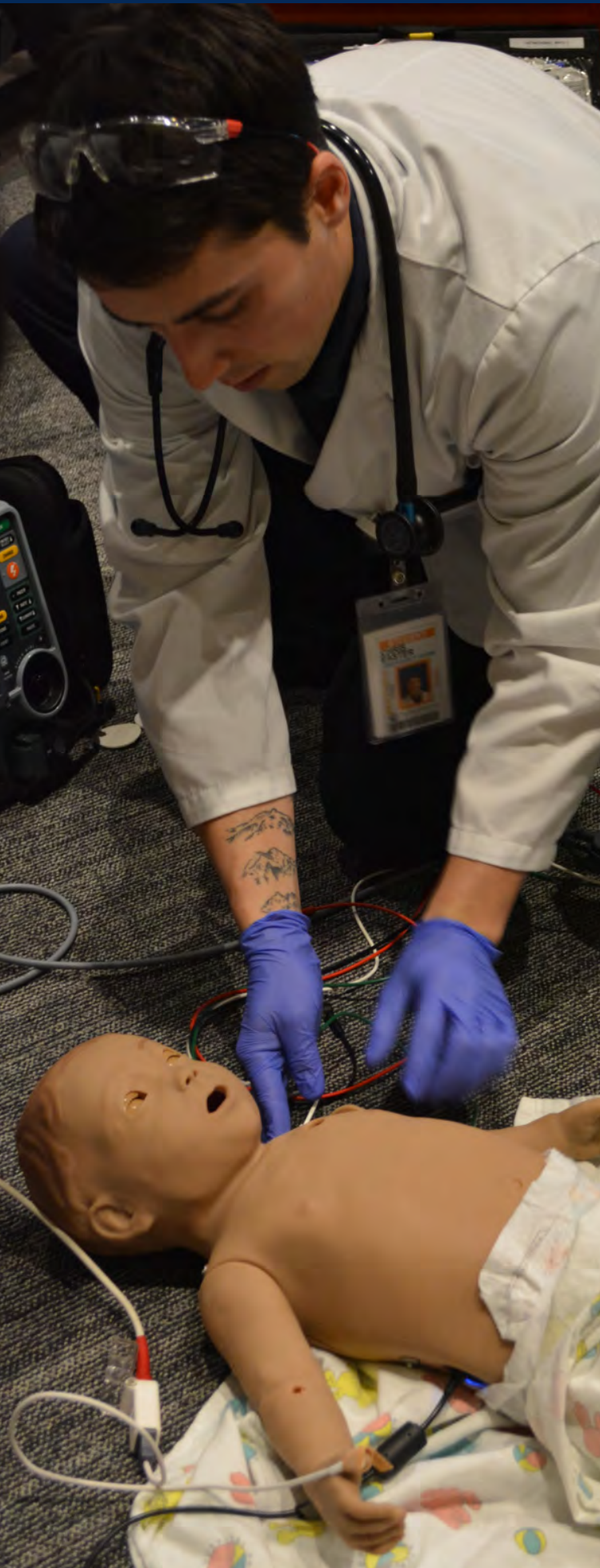
County	2030	2040	2050
King	6%	15%	23%
Snohomish	9%	21%	32%
Kitsap	5%	12%	18%
San Juan	9%	20%	31%
Jefferson	8%	17%	25%
Island	6%	13%	19%

Sources: Office of Financial Management's Middle Series population projections, 2022.

Exhibit 8: Agencies' Anticipated Students per Class Graduating in 2024 – 2027 (estimated June 2022).



Challenges and Opportunities



The program embraces innovation and evolution in the face of challenges that would otherwise cause it to fall short of its full potential.

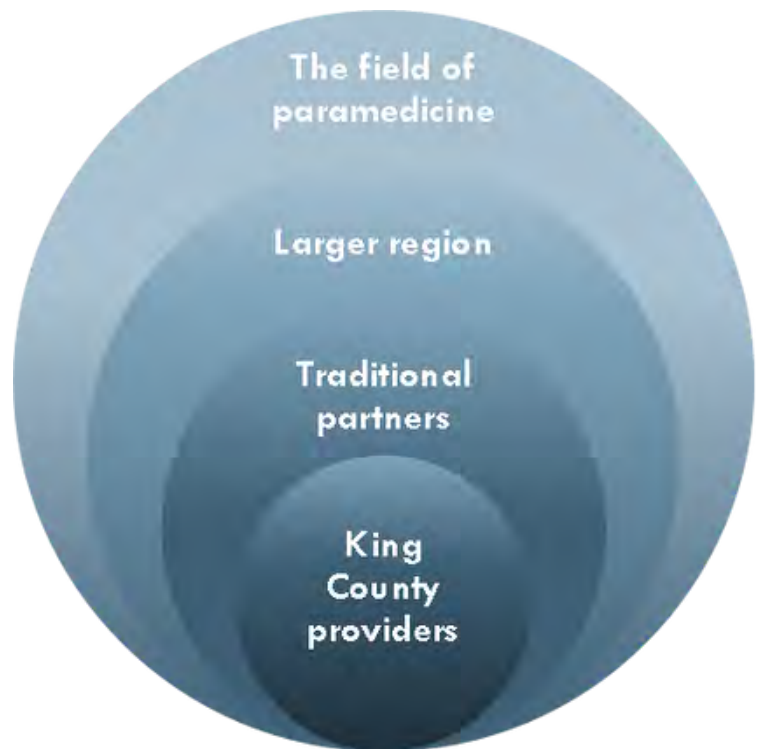
- **Classroom curriculum and scheduling** are informal and could be improved with dedicated instructors teaching to a formalized curriculum.
- **Improved understanding of the neurobiology of learning** necessitates a fresh look at instructional methods.
- **Healthcare system and emergency response outcomes** continue to vary widely based on race, economic status of the individual or community, and other factors related to structural and systemic bias.
- **Continuing education opportunities** are not being offered to King County agencies with the desired level of reliability.
- **While current demand outstrips program capacity**, regional demand is anticipated to fluctuate significantly over time.
- **Paramedic Training student capacity** has reached the limits of the longstanding configuration of field and clinic partnerships.
- **Program facilities and supporting technology** are outdated and not up to program quality standards.
- **Organizational support systems** are inefficient, requiring heroic effort from leadership and administrative staff to maintain.

Core Focus and Customers

Paramedic Training delivers an intensive, immersive paramedic training program that produces exceptionally skilled paramedics for our traditional partners.[1]

Paramedic Training serves as the certifying body and hub for the practice of paramedicine in King County, including initial training, continuing education, and quality improvement that informs paramedic practice and education.

Paramedic Training advances the field of paramedic education, serving as an innovator, a model, and a support for communities, programs, and providers worldwide.



[1] "Traditional partners" refers to agencies in Jefferson, King, Kitsap, Island, Snohomish, and San Juan counties that have sent students to Paramedic Training to date. Students from outside of King County have traditionally come from jurisdictions with fewer resources to train and maintain paramedics.



Program Goals

Three Goals will ensure Paramedic Training's legacy for the region and the field of paramedic education.

Enhance program excellence by modernizing and strengthening all aspects of the Paramedic Training educational model.

Paramedic Training's educational model integrates classroom, clinical, and intensive field experiences, providing students with a uniquely rich hands-on learning experience. Investments in educational leaders, formalized curriculum, state-of-the art facilities, and supportive equipment and technology will ensure delivery of the highest quality training and continuing education is efficient and effective, making the best use of program resources and resulting in high student and employer satisfaction.

Expand the impact of the program's success by advancing the field of paramedic education and cultivating a new generation of educator leaders.

Paramedic Training is uniquely able to advance innovative best practices in paramedic education given its close relationships with the University of Washington School of Medicine and Harborview Medical Center, as well as its educational model that integrates classroom learning and hands-on clinic and field experiences. The program will continue to innovate and share its learnings, cultivating the next generation of paramedics and paramedic educators regionally and worldwide, including in communities with fewer resources.

Scale the training program with regional demand.

While regional demand for participation in the training program currently outstrips the number of seats available in the annual cohort, demand is expected to fluctuate over the longer term. Paramedic Training seeks to scale the training program appropriately while carefully managing fixed and variable program resources; navigating constraints in classroom, clinical, and field capacity; and ensuring program quality. The program will test strategies to scale the program up and down to meet the training needs of the region.

Strategic Initiatives

The program's three Goals are advanced by investments in the six Strategic Initiatives summarized here and presented in more detail on the following pages. Investment in one Strategic Initiative may advance multiple Goals.

Each Strategic Initiative includes multiple, actionable Objectives. Further, Indicators of Success are identified for each Strategic Initiative, and reference dimensions of the Framework for Ensuring Program Quality which will be used to monitor quality throughout implementation and identify when course corrections may be necessary.

	<i>Enhance Program Excellence</i>	<i>Expand the Impact of our Success</i>	<i>Scale the Training Program</i>
Strengthen the core training program by investing in dedicated educators, formalized curriculum, and best-in-class facilities and supports.	✓	✓	
Advance the field of paramedic education and cultivate a new generation of educator leaders.	✓	✓	
Deliver exceptional continuing education opportunities for King County partners.	✓		
Test and refine strategies to scale the Paramedic Training model with regional demand.			✓
Refine opportunities for participating organizations to guide and support the program.	✓	✓	✓
Ensure internal staff, systems, and processes are efficient, effective, and appropriately resourced.	✓	✓	✓

Strategic Initiative 1

STRENGTHEN THE CORE TRAINING PROGRAM BY INVESTING IN DEDICATED EDUCATORS, FORMALIZED CURRICULUM, AND BEST-IN-CLASS FACILITIES AND SUPPORTS.

Paramedic Training is highly regarded for its educational model which integrates classroom, clinical, and field experiences, providing each student with a uniquely rich hands-on learning experience. Investments in educational leaders, formalized curriculum, and state-of-the-art facilities and supporting equipment and technology will enable Paramedic Training to continue to advance these standards.

Objectives

- Enlist dedicated physician educators and facilitate the participation of paramedics from sponsor agencies as instructors to enhance the program's educational excellence.
- Formalize curriculum and streamline processes for both initial and continuing education.
- Expand professional program staff capacity to ensure timely delivery of high quality education and training.
- Modernize facilities, equipment, and technology to enhance the educational experience.
- Standardize how measures of student performance are tracked and communicated to sponsor agencies to ensure successful outcomes.
- Examine internal practices and outcomes to identify and eliminate sources of bias or inequity.

Indicators of Success

- Replicable and repeatable curriculum delivery that retains core aspects of the Paramedic Training Model, including appropriate mix of integrated classroom, clinical, and intensive field components with total hours and patient exposure in excess of accreditation requirements.
- High student performance and satisfaction with the educational experience, and good health, welfare and retention of students throughout each 10-month training period.
- High sponsor agency satisfaction with graduate performance.
- Accreditation by the Commission on Accreditation of Allied Health Education Programs.

Strategic Initiative 2

ADVANCE THE FIELD OF PARAMEDIC EDUCATION AND CULTIVATE A NEW GENERATION OF EDUCATOR LEADERS.

This Initiative expands Paramedic Training's longstanding tradition of developing and sharing innovative educational methods and best practices for training paramedics in the classroom and via immersive clinical and field experiences. This will contribute directly to the effectiveness of Paramedic Training's educational program and create the opportunity to expand its impact by advancing the practice of paramedic education worldwide.

Objectives

- Under the guidance of the Medic One Foundation Research Committee, conduct research with the objective of improving paramedic education and training techniques.
- Leverage data collected through Paramedic Training quality measurements to identify and publish best practices, including strategies to identify and eliminate inequities in outcomes.
- Create opportunities to cultivate and train physicians specialized in emergency medical services (EMS) education and to engage them in supporting Paramedic Training instruction.
- Provide training for EMS-oriented physicians to become medical program directors for paramedic training programs locally and elsewhere.
- When capacity allows, offer outside EMS leaders from underperforming communities the opportunity to participate in the program with the hope of improving paramedicine outcomes in their communities.

Indicators of Success

- Adoption of the Paramedic Training model and curriculum in communities with diverse characteristics.
- Development of educators in paramedicine and emergency medical services.

Strategic Initiative 3

DELIVER EXCEPTIONAL CONTINUING EDUCATION OPPORTUNITIES FOR KING COUNTY PARTNERS.

Paramedic Training plays an important central role in the ongoing practice of paramedicine in King County through the provision of high-quality continuing education. Providing continuing education for King County paramedics serves not only to verify, enhance, and update the skills of individual paramedics, but to reinforce the collective culture and relationships that support continued excellence countywide. Investments are needed to ensure this essential service is provided dependably and reliably.

Objectives

- Enhance Paramedic Training's role as the certifying body of King County agencies to achieve the higher level of support needed for sponsor agencies in recertification and skill maintenance and skill advancement efforts.
- Streamline the process for delivering continuing education.
- Expand staff capacity to provide continuing education.

Indicators of Success

- Consistent, dependable provision of high-quality continuing education opportunities for King County paramedics.
- Maintained or improved paramedicine outcomes in King County such as return of spontaneous circulation after cardiac arrest and survival to discharge for all hospital admissions.

Strategic Initiative 4

TEST AND REFINE STRATEGIES TO SCALE THE PARAMEDIC TRAINING MODEL WITH REGIONAL DEMAND.

Applications for Paramedic Training have exceeded the capacity of the program in recent years, as regional agencies experience a wave of retirements and community and demographic factors increase demand. In the longer term, regional demand for new paramedics will likely fluctuate both up and down. Paramedic Training seeks to scale its program appropriately in response, while carefully managing fixed and variable program resources; navigating constraints in classroom, clinical, and field training capacity; and ensuring program quality. This Strategic Initiative will involve a careful testing of ways to overcome these limitations, with the goal of enabling the program to scale both up and down to meet the paramedic training needs of the region.

Objectives

- Track and reconcile predictive measures of demand over time.
- Leverage opportunities with additional local EMS agencies and hospitals to enhance clinical and field opportunities for students.
- Test opportunities to scale classroom, clinical, and field education components.
- Monitor quality measures and calibrate delivery and scaling efforts appropriately.

Indicators of Success

- Ability to meet demand for paramedic training from traditional partners and communities with fewer resources in the broader region.
- Alignment with the Framework for Ensuring Program Quality, including:
 - Student performance as measured by certifying exam pass rate, program completion, and employment as paramedics.
 - Student and employer satisfaction as measured in annual surveys.
 - Instructional fidelity and the success of new partnerships and staff.

Strategic Initiative 5

REFINE OPPORTUNITIES FOR PARTICIPATING ORGANIZATIONS TO GUIDE AND SUPPORT THE PROGRAM.

The success of Paramedic Training is of great importance to the sponsor agencies that send students, as well as to other partners. Care must be taken in formalizing governance and advising roles, giving program partners, sponsor agencies, and others appropriate opportunities to provide input while retaining the program's independence. Opportunities for partners to contribute directly to training and other aspects of program success should also continue to be cultivated.

Objectives

- Strengthen opportunities for partners to provide useful input and support the functioning of the program.
- Leverage opportunities for sponsor agencies to provide or enhance components of training.
- Document and formalize relationships with partners.
- Support sponsor agency efforts to identify and recruit diverse candidates to be successful in PMT.

Indicators of Success

- High level of sponsor agency and other partner satisfaction.
- Increased ability to expose students to the complete array of emergency response scenarios experienced across sponsor agency service areas.

Examples of Ongoing Decision Points

- *How should constraint-limited seats be allocated?*
- *What options for expanding clinical or field training opportunities should be explored?*
- *Which opportunities to expand the program's impact should be pursued?*
- *What course corrections are appropriate given the results of program quality monitoring?*
- *How should the program curriculum address regional differences?*

Strategic Initiative 6

ENSURE INTERNAL STAFF, SYSTEMS, AND PROCESSES ARE EFFICIENT, EFFECTIVE, AND APPROPRIATELY RESOURCED.

Significant improvements are needed in the short term to strengthen operational support for the program. Effective management of human and technological resources and investments in streamlining and modernizing existing systems will enhance program delivery and free up staff resources to devote to more impactful uses of their time. Succession planning is needed for people, systems, and institutional knowledge. These improvements will strengthen the day-to-day delivery of the training program and the experience of both students and educators. They are essential before strategies to scale the program can succeed.

Objectives

- Invest in succession planning and sustainability of professional staff to ensure consistency in delivery of services.
- Streamline and codify existing processes.
- Invest in technology to support electronic scheduling, equipment tracking, student records and evaluations.
- Refine structures and practices for ongoing measurement and tracking.

Indicators of Success

- Staff retention.
- Program stability through staffing transitions.
- Replicability and efficiency of annual training delivery.
- Student and employer satisfaction as measured in annual surveys.

Timeline

INITIATIVE #1: Strengthen the core training program	2024	2025	2026 +
Endowment to cover or supplement salaries.			
Collaborate on design options and select preferred option for educator positions.			
Establish faculty instructor positions and EMS educator specialization certification pathway based on preferred option above.			
Develop compensation structure and teacher training parameters for paramedic instructors.			
Engage curriculum consultant to work with program and medical directors and instructors to clarify, sequence, and document curriculum including learning goals in all topic areas and make recommendations on systems for curriculum.			
Expanded classroom and storage spaces			
360 classroom AV to support video recording and remote participation			
Tablets for paramedic trainers (evaluations, etc.)			
Additional lifelike mannequins			
Other simulation technology			
Generous supply of practice equipment and supplies			
Define standards for student performance and remove areas of bias in current evaluation practices.			
Purchase or build out an electronic evaluation database, including reports customizable by sponsor agency.			
Consider engaging an external evaluator to conduct an initial evaluation.			
Develop instruments to collect feedback from program participants and screen for inequity in program outcomes.			

INITIATIVE #2: Advance the field of paramedic education and cultivate a new generation of educator leaders.	2024	2025	2026 +
Work with the Research Committee to devise new or extend current research projects to explore educational methods and practice.			
Assess existing data for publication			
Design and begin additional data collection to determine best practices.			
Establish or expand fellowship opportunities for EMS educators with a teaching component.			
Develop bridge between physician training and paramedic training program for emerging medical directors.			
Establish and accept applications for 1-2 medical director scholarships or more, when capacity to take additional students is anticipated.			
Establish and accept applications for 1-2 EMS program leader scholarships or more, when capacity to take additional students is anticipated.			
INITIATIVE #3: Deliver exceptional continuing education opportunities for King County partners.	2024	2025	2026 +
Assess and project sponsor agency need.			
Obtain scheduling and tracking / assessment software.			
Engage primary point of contact for continuing education with each King County sponsor agency, and meet/communicate regularly to assess and meet CE needs.			
Create/expand staff capacity to focus on recertification and continuing education.			
INITIATIVE #4: Test and refine strategies to scale the Paramedic Training model.	2024	2025	2026 +
Identify potential drivers of demand and establish a tracking tool to capture longitudinal data.			
Analyze data to refine the ability to predict future demand.			
Solicit proposals from potential participating organizations and collaborate to refine them for implementation.			
Create limited-term trial agreements for partnerships.			
Evaluate the results of current efforts to expand partnerships for field experiences.			
Engage program partners in creative consideration of different options.			
Conduct and evaluate pilot efforts.			
Establish a system to continuously monitor quality measures and provide feedback on program performance.			

INITIATIVE #5: Refine opportunities for participating organizations.	2024	2025	2026 +
Clarify guidance and decision-making roles.			
Clarify and formalize fiduciary accountability.			
Identify specific components that would benefit from additional providers or are currently straining.			
Formalize relationships with key program partners.			
Seek to formalize the longstanding practice that King County providers train their paramedics through PMT.			
Support sponsor agency efforts to identify and recruit diverse candidates to be successful in PMT.			
INITIATIVE #6: Ensure internal staff, systems, and processes.	2024	2025	2026 +
Work with HR specialist to assess need and develop descriptions for current staff positions and needed hires.			
Contract with coaching resource to provide leadership coaching to Program Director and others as needed to maintain new systems, build leadership capabilities, and make progress toward leadership goals/objectives.			
Contract with organizational specialist to map and optimize business processes.			
Purchase or build software solutions for these key program functions.			
Refine structures and practices for ongoing measurement and tracking			

Framework for Ensuring Program Quality

While strategies to scale the reach of the paramedic training program and increase its impact should ultimately improve the standard of program quality, measures must be taken to maintain quality throughout implementation. Program partners will monitor program quality through a framework of measures across the following dimensions:

- Quantified student experiences such as patient contacts, intubations, IV placements, and care of critically ill and injured patients.
- Student performance as measured by exam pass rate, retention, and employment as paramedics.
- Recertification rates of King County paramedics.
- Student and employer satisfaction as measured in annual surveys.
- Instructional fidelity and the success of new partnerships and staff.
- Community health outcomes in King County such as live arrivals to hospital after cardiac arrest or overdose, including reduced disparities by race, economic status, or other social factors.
- Continuing accreditation by the Commission on Accreditation of Allied Health Education Programs.



A Quality Measurement Plan will establish specific measures, the frequency at which they will be assessed, and acceptable thresholds for variance. Assessment of these measures will drive course corrections when necessary.

The Success of the Strategic Plan

In our strategic plan for the future of our paramedic training program, we envision achieving three primary goals: fortifying the quality of our training initiatives, fostering a culture of excellence and innovation, and ensuring accessibility and sustainability. Through careful investment in exemplary educators, refined curriculum structures, and state-of-the-art facilities, we aim to establish a resilient program capable of adapting seamlessly to evolving needs, independent of fluctuations in leadership. By advancing paramedic education, we aspire to equip our graduates with the expertise and competence necessary for delivering exceptional care to those in need. Additionally, our strategic plan emphasizes the critical role that the support of our partners, particularly the Medic One Foundation, and the broader community will play in realizing this vision. Their commitment and financial backing will serve as pillars for our success, facilitating ongoing advancements, broadening access to training opportunities, and ensuring the sustainability of our activities.

This strategic plan serves as a living document/guide, providing a framework for us to adjust and adapt over time to meet our current and future needs, ensuring continued progress and relevance in our mission to enhance emergency medical services and foster a culture of excellence and innovation, ultimately enhancing prehospital care and saving more lives.



